

**BOARD OF FIRE COMMISSIONERS**

Marsha Berkbigler, Chair  
Kitty Jung, Vice-Chair  
Bob Lucey  
Vaughn Hartung  
Jeanne Herman

**FIRE CHIEF**

Charles A. Moore

**ASSISTANT DISTRICT ATTORNEY**

Paul Lipparelli



**NOTICE OF JOINT MEETING AND AGENDA  
TRUCKEE MEADOWS FIRE PROTECTION DISTRICT  
SIERRA FIRE PROTECTION DISTRICT**

**11:00 a.m.**

**Tuesday, March 24, 2015**

**Washoe County Administrative Complex, Commission Chambers  
1001 E. Ninth Street, Reno, Nevada**

**NOTE:** Items on the agenda may be taken out of order; combined with other items; removed from the agenda; moved to the agenda of another meeting; moved to or from the Consent section; or may be voted on in a block. Items with a specific time designation will not be heard prior to the stated time, but may be heard later.

The Washoe County Commission Chambers is accessible to the disabled. If you require special arrangements for the meeting, call the County Manager's Office, 328-2000, 24-hours prior to the meeting.

**Time Limits.** Public comments are welcomed during the Public Comment periods for all matters, whether listed on the agenda or not, and are limited to three minutes per person. Additionally, public comment of three minutes per person will be heard during individual action items on the agenda. Persons are invited to submit comments in writing on the agenda items and/or attend and make comment on that item at the Board meeting. Persons may not allocate unused time to other speakers.

**Forum Restrictions and Orderly Conduct of Business.** The Board conducts the business of the District and its citizens during its meetings. The presiding officer may order the removal of any person whose statement or other conduct disrupts the orderly, efficient or safe conduct of the meeting. Warnings against disruptive comments or behavior may or may not be given prior to removal. The viewpoint of a speaker will not be restricted, but reasonable restrictions may be imposed upon the time, place and manner of speech. Irrelevant and unduly repetitious statements and personal attacks which antagonize or incite others are examples of speech that may be reasonably limited.

**Responses to Public Comments.** The Board can deliberate or take action only if a matter has been listed on an agenda properly posted prior to the meeting. During the public comment period, speakers may address matters listed or not listed on the published agenda. The Open Meeting Law does not expressly prohibit responses to public comments by the Board. However, responses from Board members to unlisted public comment topics could become deliberation on a matter without notice to the public. On the advice of legal counsel and to ensure the public has notice of all matters the Board will consider, the Board members may choose not to respond to public comments, except to correct factual inaccuracies, ask for staff action or to ask that a matter be listed on a future agenda. The Board may do this either during the public comment item or during the following item: “\*Commissioners’/Chief’s Announcements, Requests for Information, Topics for Future Agendas and Statements Relating to Items Not on the Agenda”.

Pursuant to NRS 241.020, the Agenda for the Board of Fire Commissioner Meetings has been posted at the following locations: Washoe County Administration Building (1001 E. 9<sup>th</sup> Street, Bldg. A), Washoe County Courthouse-District Court Administrator/Clerk of Court (75 Court Street), Washoe County Central Library (301 South Center Street) and Sparks Justice Court (1675 East Prater Way) and Washoe County's website at [www.washoecounty.us/bcc/agendas.html](http://www.washoecounty.us/bcc/agendas.html)

Support documentation for the items on the agenda, provided to the Board of Fire Commissioners is available to members of the public at the District's Admin Office (1001 E. 9th Street, Bldg. D, 2<sup>nd</sup> Floor, Reno, Nevada) Sandy Francis, Administrative Assistant I, phone (775) 328-6124 and on the County's website at [www.washoecounty.us/bcc/agendas.html](http://www.washoecounty.us/bcc/agendas.html) ; and <https://notice.nv.gov>.

All items numbered or lettered below are hereby designated **for possible action** as if the words "for possible action" were written next to each item (NRS 241.020). An item listed with asterisk (\*) next to it is an item for which no action will be taken.

11:00 a.m. \*1. Call to order/roll call for each entity.

\*2. Public Comment. Comment heard under this item will be limited to three minutes per person and may pertain to matters both on and off the Board of Fire Commissioners agenda. The District will also hear public comment during individual action items, with comment limited to three minutes per person. Comments are to be made to the Board of Fire Commissioners as a whole.

3. Consent Items: None

\*4. Fire Chief Report:

- A) Red Cross Smoke Detector Campaign
- B) Report and discussion related to fire district operations
- C) Volunteer Statistics' and Report for February 2015

5. Presentation, discussion and possible action to accept a presentation from the 2015 Kids Fire Camp Leadership Committee.

6. Approval of the Truckee Meadows Fire Protection District (TMFPD) Five Year Buyout of Workers' Compensation Claims for Fiscal Year 09-10 in the amount of \$275,316.30 per the Reno-TMFPD Interlocal Agreement.

7. Discussion and action on potential legislation regarding SB185, which would require the closest emergency fire-fighting vehicle to respond to and suppress a fire regardless of jurisdiction (Automatic Aid).

***The following item only (Agenda Item 8) will be presented by Sarah Chvilicek and heard by the Board of Fire Commissioners for the Truckee Meadows Fire Protection District who will convene as the Washoe County Board of Commissioners and as the Board of Fire Commissioners for the Truckee Meadows Fire Protection District.***

8. Supplemental presentation, discussion and possible action on the Blue Ribbon Committee Report on Regional Fire Service, a presentation on the history of the dissolution of the Interlocal Contract for fire, and a summary of TMFPD service levels.



9. Acknowledge Receipt of Truckee Meadows Fire Protection District Emergency Medical Services Review from the Internal Audit Division to include responses from the Washoe County Health District and REMSA.

10. Possible Closed Session for the purpose of discussing labor issues with Truckee Meadows Fire Protection District per NRS 288.220.

\*11. Commissioners’/Fire Chief’s announcements, requests for information, topics for future agendas, and statements relating to items not on the Agenda. (No discussion among Commissioners will take place on this item).

\*12. Public Comment. Comment heard under this item will be limited to three minutes per person and may pertain to matters both on and off the Board of Fire Commissioners agenda. The District will also hear public comment during individual action items, with comment limited to three minutes per person. Comments are to be made to the Board of Fire Commissioners as a whole.

13. Adjournment.



## MEMORANDUM

March 16, 2015

To: Board of Fire Commissioners  
Truckee Meadows Fire Protection District

Fm: Charles A. Moore, Fire Chief

Re: Fire Chief's Report for February 2015

Attached are statistical summaries for career and volunteer operations and training for the month of February 2015.





# TRUCKEE MEADOWS FIRE PROTECTION DISTRICT MONTHLY REPORT

**February 2015**

**The following report contains non-audited figures based on data extracted from the District's incident reporting system and Washoe County E-Comm Dispatch.**

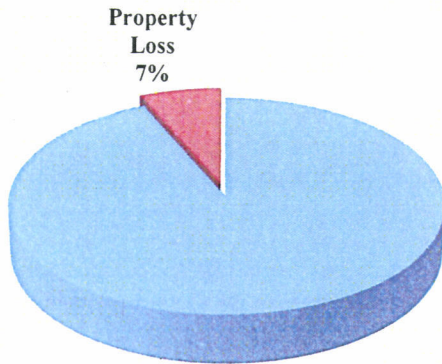
Monthly Call Volume by Station & Type													
STATION/DISTRICT													
INCIDENT TYPE	13- Stead	14- Damonte Ranch	15- Sun Valley	16- E. Washoe Valley	17- Spanish Valley	18- Cold Springs	30- W. Washoe Valley	35- Verdi/Caughlin	36- Arrowcreek	37- Hidden Valley	39- Galena Forest	Other	TOTAL
Structure Fire	1	1	1										3
Wildland Fire	1		1		1			1	1	1			6
Vehicle/Trash/Other Fire			2	2	1		1						6
Emergency Medical Services	60	30	112	17	66	41	2	19	23	8	6	1	385
Motor Vehicle Accident	9	3	12		15	3	2	6	1	2	6		59
Rescue													0
Haz-Mat/Hazardous Condition	2	9	1		5	3	2	2	1		3		28
Public Assist	7	1	3	3	6		2	2	3	3	1		31
Good Intent Call	12	6	10	4	12	1	6	4	9	14	6		84
Activated Fire Alarm	2	3	4		1	5		3	3	2			23
Severe Weather Related													0
Other													0
<b>FEBRUARY 2015 TOTAL</b>	<b>94</b>	<b>53</b>	<b>146</b>	<b>24</b>	<b>107</b>	<b>55</b>	<b>14</b>	<b>37</b>	<b>41</b>	<b>30</b>	<b>23</b>	<b>1</b>	<b>625</b>
<b>FEBRUARY 2014 TOTAL</b>	<b>62</b>	<b>51</b>	<b>131</b>	<b>50</b>	<b>131</b>	<b>45</b>	<b>6</b>	<b>30</b>	<b>34</b>	<b>33</b>	<b>34</b>	<b>2</b>	<b>609</b>

*TMFPD responded to a cumulative total of 8,011 incidents in the past twelve months. The number of incidents reported in the Call Volume Table above includes all incidents that TMFPD responded to, including aid provided to other Districts. These figures may not match the Significant Incidents reported on Page 4; i.e. a structure fire that is limited to a small out building is reported in this Call Volume, however it does not warrant inclusion in the report of Significant Incidents.*



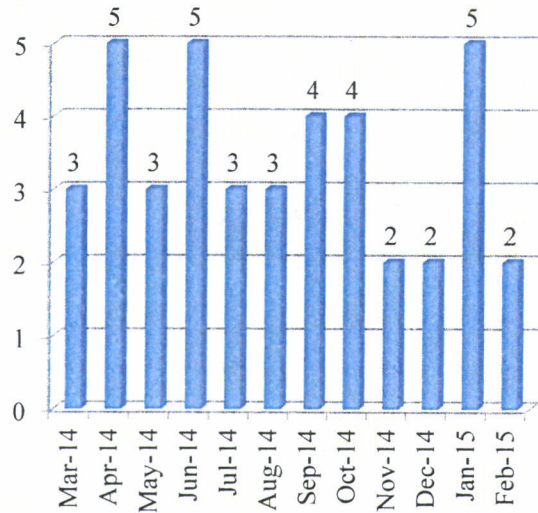
**Fire Loss to Value Comparison – February 2015**

**February 2015  
Fire Loss/Save**



Total Structure Value: \$ 149,117  
 Total Structure Conserved: \$ 139,116  
 Total Structure Loss \$ 10,001

**Structure Fires**



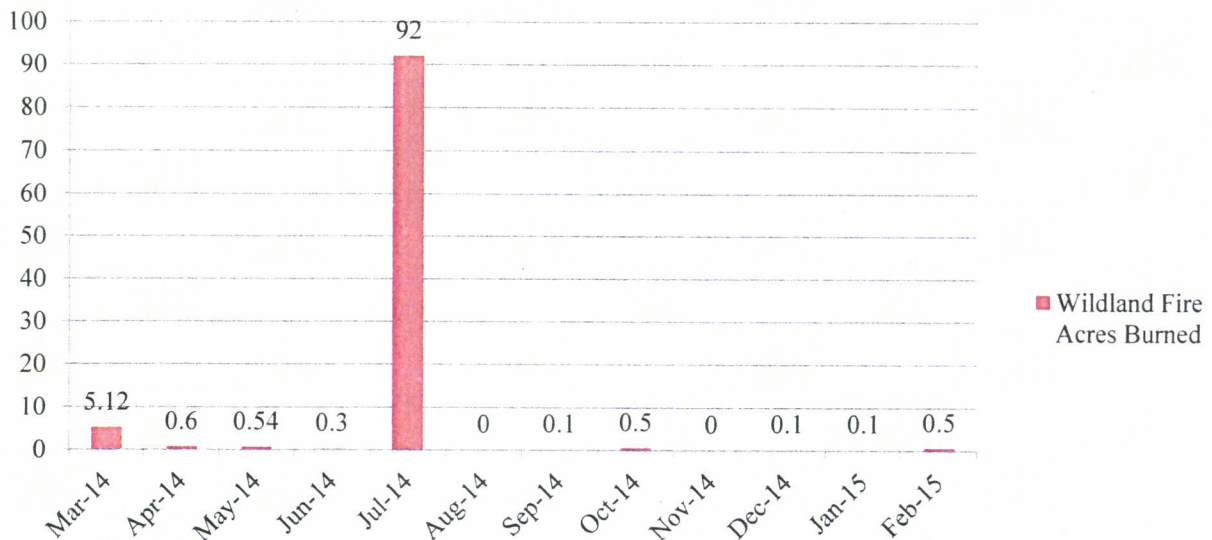
**Rolling Year Statistics**

TMFPD responded to 2\* structure fires in February 2015, for a total of 41 structure fires in the past year. ■ Structure Fires

\*Includes incidents only in Truckee Meadows Fire Protection District. Mutual Aid and Automatic Aid calls are excluded from this page.

**Wildland Fires - February 2015**

**One Year History: Wildland Fire Acres Burned**



In the month of February 2015, .5\* acres were burned. As of February 28, 2015, 99.86 acres burned in the past twelve months.



**Mutual Aid Given and Received - February 2015**

<b>Mutual Aid Given &amp; Received by Department</b>		
<b>DEPARTMENT</b>	<b>AID GIVEN</b>	<b>AID RECEIVED</b>
Bureau of Land Management	0	0
Carson City FD	0	0
Eastfork FD	0	0
Nevada Division of Forestry	0	0
North Lake Tahoe FPD	1	4
North Lyon County FPD	0	0
Pyramid Lake Fire	0	0
Reno FD	2	0
Reno/Sparks Indian Colony	0	1
Sierra County, CA	0	0
Sparks FD	5	5
Storey County FPD	2	0
Truckee Fire, CA	3	0
US Forest Service	1	0
<b>TOTAL</b>	<b>14</b>	<b>10</b>

Figures for Aid Given and Aid Received are based on NFIRS reporting standards. Additional responses to/from the TMFPD may have occurred but did not meet the NFIRS definitions for automatic or mutual aid. Only incidents where representatives from two or more entities are on scene together qualify as aid given or received by an agency. When one entity handles an incident for another jurisdiction without assistance, the incident is not classified as auto/mutual aid according to NFIRS, and neither are responses where one entity cancels its response prior to arriving at the incident.

## SIGNIFICANT INCIDENTS

Significant incidents for the month are reported below.

<b>Station by Commission District</b>		
<b>Station</b>	<b>District</b>	<b>Commissioner</b>
Station 13 – Stead	5	Herman
Station 14 – Damonte Ranch	2	Lucey
Station 15 – Sun Valley	3/5	Jung / Herman
Station 16 – East Washoe Valley	2	Lucey
Station 17 – Spanish Springs	4	Hartung
Station 18 – Cold Springs	5	Herman
Station 30 – West Washoe Valley	2	Lucey
Station 35 – Mogul	5	Herman
Station 36 – Arrowcreek	2	Lucey
Station 37 – Hidden Valley	2	Lucey
Station 39 – Galena Forest	2	Lucey

*Stations are predominantly within the Commissioner's District as listed above.*

### Incidents:

#### **Motor Vehicle Accident – Station 39 (Galena Forest); Mount Rose Highway Summit Commissioner District 2**

#### **Automatic Aid provided by North Lake Tahoe Fire Protection District**

On February 4<sup>th</sup> at 16:21 hours, TM crews were dispatched to a motor vehicle roll-over accident requiring extrication. The Battalion Chief requested that NLTFPD be added to the alarm. NLTFPD Engine 13 and Medic 13 arrived first on scene to find a vehicle on its roof, the patient was seat-belted in but had self-extricated. The patient had a significant head injury requiring an immediate transport by helicopter. Engine 39 established a landing zone for Careflight while Engine 36 assisted with patient care at the accident site. Both agencies worked together providing patient care and transport to the landing zone. Crews loaded the patient into the helicopter and departed for the trauma center. Engine 36 remained on scene to assist with vehicle stabilization and traffic control.

2 TM Engines, 1 TM Battalion Chief, 1 NLTFPD Engine, 1 NLTFPD Medic, and 1 NLTFPD Battalion Chief responded to this incident.



**Motor Vehicle Accident/Extrication – Station 35 (Mogul); I-80 at the Nevada/California State Line**

**Commissioner District 5/Truckee Fire  
Automatic Aid provided to Truckee Fire**

On February 6<sup>th</sup> at 12:56 hours, TM crews responded to a report of a motor vehicle accident requiring patient extrication. A single semi-truck carrying approximately 18 tons of metal truss went off of the road during the high wind event, shifting the load onto the cab of the truck and entrapping the driver. Verdi VFD Engine 351 was first on scene, and started patient care and extrication efforts. The truck came to rest in a drainage ditch, and a wrecker and crane were necessary to stabilize the semi in order to access the patient. A North Tahoe Fire Protection District Captain was on scene as a passerby and assisted with stabilization and coordination of heavy equipment. CHP shut down all traffic during crane operations. The crane was placed above the load and lifted the weight enough to stabilize the truck so that crews could access the patient. Extrication efforts continued through the driver's side door to access the seat that was pinning the victim's legs. REMSA sedated the patient while TM crews were able to free the victim's legs as he was lifted up and out. The patient was successfully removed from the entrapment and moved to the waiting ambulance where he was treated for his injuries and hypothermia due to the exposure to the cold, wind and rain, and transported to Renown.

2 TM Engines, 1 TM Heavy Rescue, 1 TM Chief, 1 TM Battalion Chief and 1 Verdi VFD Engine responded to this incident.

**Wildland Fire – Station 37 (Hidden Valley); Cantlon Drive**

**Commissioner District 4/Storey County  
Automatic Aid provided to Storey County**

On February 6<sup>th</sup> at 13:51 hours, TM crews responded to a report of a wildland/structure fire off of I-80 near the Painted Rock exit. The wildland fire started due to high winds causing power lines to arc. The fire started just north of an out building structure that was involved in the fire in Storey County's district. The high winds continued to drive the fire along the south side of the Truckee River where crews were assigned to structure protection and battled spot fires caused by blowing embers. The fire jumped the river to the north side where crews were in place and able to contain the fire to ¼ acre on the Washoe County side.

3 TM Engines, 1 TM Brush Engine, 2 TM Water Tenders, 1 TM Fire Prevention Specialist, 1 TM Battalion Chief, 1 Peavine VFD Brush Engine, and crews from Pyramid Lake VFD, Storey County Fire, and North Lyon County Fire responded to this incident.

**Structure Fire – Station 14 (Damonte Ranch); Riata Circle  
Commissioner District 2  
2 in/2out Not Required  
Rescue Not Required**

On February 25<sup>th</sup> at 20:04 hours, TM crews responded to a report of a structure fire on Riata Circle. Engine 14 arrived on scene to find heavy smoke coming from the exterior chimney chase. Crews evacuated the residents of the structure and found fire in the exterior chimney chase which had already penetrated the exterior siding. Engine 36 arrived on scene and checked the interior for extension, and Engine 16 assisted with salvage and search. The fire had extended from half way up the chase to the top, and Engine 37 opened the chase from the roof. The fire was knocked down and the attic space was checked for extension. Salvage operations were performed to minimize damage to the interior of the residence and overhaul operations were completed. Air quality was monitored and verified and the homeowners were allowed entry and toured the space. A contractor was called to board up the property and crews were released.

4 TM Engines, 1 TM Training Captain, 1 South Valleys Volunteer, 1 South Valleys Fire Chief, 2 Fire Prevention and 1 Battalion Chief responded to this incident. 1 South Valleys Volunteer Engine was canceled en route and assigned to fill in coverage for the District.

**Training**

- EMS Training – Measles Review
- EMS Training – Pediatric Emergencies
- EMS Pediatric Assessment
- Pharmacology Training
- RAD-57 Training
- Hazmat Operations Refresher
- Confined Space Training
- Lock-Out/Tag-Out
- Hazard Communication
- MERRIT Training
- Hosted Volunteer HazMat Operations Refresher
- Hosted 2 Volunteer Trainings (Engine Company Evolutions) at RPSTC Burn Building
- Hosted VFD MERRIT Training



## **Accomplishments**

- Completed Annual SCBA Testing for Career Stations
- Station 17 (Spanish Springs) Cub Scout Tour
- Station 17 (Spanish Springs) Tiger Cub Scout Tour
- Hosted several ride-alongs for job applicants interested in career openings
- Hosted ride-along for UNR student
- TMFPD Promotions:
  - 1 Battalion Chief
  - 4 Captains
  - 5 Fire Equipment Operators



## VOLUNTEER FIRE DEPARTMENT ACTIVITY REPORT

**February 2015**

The following report contains non-audited figures based on data extracted from the District's incident reporting system and Washoe County E-Comm Dispatch.

Monthly Call Volume by Station & Type														
STATION/DISTRICT														
VOLUNTEER RESPONSE: INCIDENT TYPE	STATION/DISTRICT												TOTAL	
	220, 321 - Cold Springs VFD	221 - Silver Lake VFD	223 - Lemmon Valley VFD	227 - South Valleys VFD	229 - Palomino Valley	237 - South Valleys VFD	240 - Red Rock VFD	301 - Gerlach VFD	331 - South Valleys VFD	351 - Peavine VFD	381 - Verdi VFD	381 - Galena VFD		
Structure Fire						1								1
Wildland Fire									1					1
Vehicle/Trash/Other Fire														0
Emergency Medical Services		2				9	2		1					14
Motor Vehicle Accident		3				1		2		2				8
Rescue														0
HazMat/Hazardous Condition						3								3
Public Assist		1	1			1		1						4
Good Intent Call		1	1			3	1		1	1				8
Activated Fire Alarm						1								1
Severe Weather Related														0
Other							1					4		5
<b>FEBRUARY 2015 TOTAL</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>19</b>	<b>4</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>45</b>

*In the month of February, 2015 the Truckee Meadows Volunteers responded to 45 incidents.*

## **SIGNIFICANT INCIDENTS**

Significant incidents for the month are reported below. The number of incidents reported in the Call Volume Table may not exactly match the narrative provided below; i.e. a structure fire that is limited to a small out building is reported in the Call Volume, however it does not warrant inclusion below.

### **Incidents:**

**Wildland Fire– Station 37 (Hidden Valley); Cantlon Drive  
Commissioner District 4/Storey County  
Automatic Aid provided to Storey County**

3 TM Engines, 1 TM Brush Engine, 2 TM Water Tenders, 1 TM Fire Prevention Specialist, 1 TM Battalion Chief, 1 Peavine VFD Brush Engine, and crews from Pyramid Lake VFD, Storey County Fire, and North Lyon County Fire responded to this incident.

**Motor Vehicle Accident/Extrication – Station 35 (Mogul); I-80 at the Nevada/California  
State Line  
Commissioner District 5/Truckee Fire  
Automatic Aid provided to Truckee Fire**

2 TM Engines, 1 TM Heavy Rescue, 1 TM Chief, 1 TM Battalion Chief and 1 Verdi VFD Engine responded to this incident.

**Structure Fire – Station 14 (Damonte Ranch); Riata Circle  
Commissioner District 2  
2 in/2out Not Required  
Rescue Not Required**

4 TM Engines, 1 TM Training Captain, 1 South Valleys Volunteer, 1 South Valleys Fire Chief, 2 Fire Prevention and 1 Battalion Chief responded to this incident. 1 South Valleys Volunteer Engine was canceled en route and assigned to fill in coverage for the District.



**TRAINING AND ACTIVITY****Fire RMS and Target Solutions Training and Activity:**

STATION	ACTIVITY	CREWS	HOURS PER	TOTAL HOURS
Cold Springs VFD	CECBEMS Pediatric Assessment	2	1	2
	CECBEMS Pediatric Emergencies Basic	1	2	2
	CSVFD officer staff meeting.	3	2	6
	First Responder Operations Level Refresher (MOD #1)	3	2	6
	First Responder Operations Level Refresher (MOD #2)	3	2	6
	First Responder Operations Level Refresher (MOD #3)	3	2	6
	First Responder Operations Level Refresher (MOD #4)	3	2	6
	Hazard Communication	1	1	1
	Hazardous material operations refresher going over hazmat decontamination.	3	2	6
	HAZMAT OPERATIONS REFRESHER	2	1	2
	Lock-Out / Tag-Out	4	1	4
	Measles Review	2	0.5	1
	Monthly Assoc meeting	5	2	10
Working Fire training video	3	2.5	7.5	
<b>Cold Springs Total</b>				<b>65.5</b>
Galena VFD	Building Construction Types & Features	6	Varied	16.5
	First Responder Operations Level Refresher (MOD #1)	1	2	2
	Hazard Communication	2	1	2
	Hazardous Materials Technician	5	1.5	7.5
	HAZMAT OPERATIONS REFRESHER	1	1	1
	Lock-Out / Tag-Out	1	1	1
	Measles Review	1	0.5	0.5
	Meetings, Officer/Staff/General	6	Varied	16.5
	NFPA 1500 Confined Space Entry	1	1	1
	Recording Company Training	1	0.25	0.25
<b>Galena VFD</b>				<b>48.25</b>
Gerlach VFD	1.3.3 TMFPD Code of Conduct	1	0.25	0.25
	CECBEMS Pediatric Assessment	1	2	2
	CECBEMS Pediatric Emergencies Basic	1	2	2
	Donning/Wearing/Using SCBA	4	2	8
	Ebola Infection Control	1	0.5	0.5
	EMS Training - Careflight	8	2	16
	First Responder Operations Level Refresher (MOD #1)	1	2	2
	Hazard Communication	1	1	1
	HAZMAT OPERATIONS REFRESHER	1	1	1
	Lock-Out / Tag-Out	1	1	1
	Measles Review	1	0.5	0.5
	NFPA 1001 Fire Detection, Alarm & Suppression Systems	1	1	1
	NFPA 1001 Loss Control	1	1	1

STATION	ACTIVITY	CREWS	HOURS PER	TOTAL HOURS
Gerlach VFD, Cont'd	NFPA 1500 Confined Space Entry	2	1	2
	Recording Company Training	3	0.25	0.75
	SCBA Air Consumption Drill	2	2	4
	TargetSolutions User Overview Video	1	0.25	0.25
<b>Gerlach VFD Total</b>				<b>43.25</b>
Lemmon Valley VFD	1.3.3 TMFPD Code of Conduct	1	0.25	0.25
	Ebola Infection Control	1	0.5	0.5
	First Responder Operations Level Refresher (MOD #1)	3	2	6
	First Responder Operations Level Refresher (MOD #2)	3	2	6
	First Responder Operations Level Refresher (MOD #3)	3	2	6
	First Responder Operations Level Refresher (MOD #4)	3	5	6
	Hazard Communication	1	1	1
	HAZMAT OPERATIONS REFRESHER	2	1	2
	Inspecting/Care/Maintaining SCBA	4	1	4
	Lock-Out / Tag-Out	3	1	3
	Measles Review	4	0.5	2
	NFPA 1001 Loss Control	2	1	2
	NFPA 1500 Confined Space Entry	3	1	3
	Recording Company Training	1	0.25	0.25
TargetSolutions User Overview Video	1	0.25	0.25	
<b>Lemmon Valley VFD Total</b>				<b>42.25</b>
Palomino Valley VFD	ELF Wildland Skills	5	0.5	2.5
	Pre-Incident Planning	4	4.25	17
	Other EMS Training	7	2	14
	Awareness Training	4	2	8
	Progressive Hose Lays	5	2	10
	Brush Pumper Operator	6	2	12
	Hazard Communication	1	1	1
	Lock-Out / Tag-Out	1	1	1
	Measles Review	1	0.5	0.5
	NFPA 1500 Confined Space Entry	1	1	1
	Recording Company Training	1	0.25	0.25
	TargetSolutions User Overview Video	1	0.25	0.25
<b>Palomino Valley VFD Total</b>				<b>67.5</b>
Peavine VFD	CECBEMS Pediatric Assessment	3	1	3
	CECBEMS Pediatric Emergencies Basic	2	2	4
	Forcible entry	1	4	4
	Building construction	1	4	4
	Fire Behavior	1	4	4
	Personal Protective Gear	1	4	4
	Portable extinguishers	1	4	4
Ropes & Knots & Webbing	1	4	4	

STATION	ACTIVITY	CREWS	HOURS PER	TOTAL HOURS
Peavine VFD, Cont'd	Completed L 180 on NWCG website	1	1.5	1.5
	Drill Day - Reviewed chapters on PPE & SCBA. Drilled on Donning and Doffing PPE & SCBA	1	8	8
	DRILL Portable extinguishers; Ropes & Knots; SCBA & PPE donning and doffing	1	8	8
	Driving Safety	1	1	1
	FF I academy at TMCC, orientation to the academy and completed chapter 1 History of the Fire Service	1	4	4
	First Responder Operations Level Refresher (MOD #1)	2	2	4
	First Responder Operations Level Refresher (MOD #2)	3	2	6
	First Responder Operations Level Refresher (MOD #3)	4	2	8
	First Responder Operations Level Refresher (MOD #4)	4	2	8
	Hands on orientation to the HazMat trailer. Set up a decon alley, operational certified members donned suits and decon was simulated	10	2.5	25
	Hazard Communication	2	1	2
	HAZMAT OPERATIONS REFRESHER	3	0.5	1.5
	Lock-Out / Tag-Out	6	1	6
	Measles Review	4	0.5	2
	NFPA 1001 Loss Control	2	1	2
	NFPA 1500 Confined Space Entry	1	1	1
	Recording Company Training	1	0.25	0.25
	SCBA familiarization. SCBA donning and doffing practice.	4	1.5	6
	SCBA, PPE Donning and doffing; Ropes & Knots;How to hoist tools with ropes	1	8	8
	Training with Bendix King Radio. Each member demonstrated familiarization with Bendix King, including: All parts of the radio and their function. How to change channels and banks Proper radio communications	9	2	18
Using the props at the RTC drill tower, hands on training in forcible entry. How to pry doors, breach walls, using saw to cut re bar.	1	8	8	
Wildland and structure PPE inspections. Discussed care and maintenance of PPE.	4	2	8	
<b>Peavine VFD Total</b>				<b>167.25</b>
Red Rock VFD	CECBEMS Pediatric Assessment	2	1	2
	Community Service: Provided Instruction for a radio class for the Local CERT	1	3	3
	First Responder Operations Level Refresher (MOD #1)	3	2	6
	First Responder Operations Level Refresher (MOD #2)	3	2	6
	First Responder Operations Level Refresher (MOD #3)	4	2	8
	First Responder Operations Level Refresher (MOD #4)	4	2	8
	Hazard Communication	1	1	1

STATION	ACTIVITY	CREWS	HOURS PER	TOTAL HOURS
Red Rock VFD, Cont'd	HAZMAT OPERATIONS REFRESHER	4	1	4
	Hazmat Refresher – Hands on at Station 18	4	3.5	14
	Lock-Out / Tag-Out	4	1	4
	Measles Review	5	0.5	2.5
	National Traffic Incident Management Responder (REMSA)	4	5	20
	NFPA 1001 Loss Control	1	1	1
	NFPA 1500 Confined Space Entry	3	1	3
	Recording Company Training	2	0.25	0.5
<b>Red Rock VFD Total</b>				<b>83</b>
Silver Lake VFD	Aerosol Transmissible Diseases	1	1	1
	CECBEMS Pediatric Assessment	1	1	1
	CECBEMS Pediatric Emergencies Basic	1	2	2
	Forklift Safety	1	1	1
	Hazard Communication	2	1	2
	HAZMAT OPERATIONS REFRESHER	4	1	4
	Lock-Out / Tag-Out	4	1	4
	Measles Review	5	0.5	2.5
	NFPA 1500 Confined Space Entry	2	1	2
	NIMS ICS 100	1	3	3
	NIMS ICS 200	1	3	3
	NIMS IS-700	1	3	3
	NIMS IS-800	2	3	6
	Recording Company Training	1	0.25	0.25
	Tree Risk Assessment by Brian Dean, ANSI Safety Standards by David Gunter, First Aid for Arborists by Sheri Blackwell-Ralphe and Safety and Technical Rescue of tree workers by Chris Bruner and Jarad Abrojena	1	5	5
<b>Silver Lake VFD Total</b>				<b>39.75</b>
South Valleys VFD	1.3.3 TMFPD Code of Conduct	1	0.25	0.25
	Back Injury Prevention	1	1	1
	CECBEMS Diet & Nutrition	1	1	1
	CECBEMS Driving Safety	1	1	1
	CECBEMS HIPAA Awareness	1	1	1
	CECBEMS Pediatric Assessment	2	1	2
	CECBEMS Pediatric Emergencies Basic	1	2	2
	Ebola Infection Control	1	0.5	0.5
	Fire Industry Introduction to Wildland Fire Behavior	1	1	1
	Firefighter survival using a hose to exit structure. Full Spinal Immobilization techniques.	1	2	2
	First Responder Operations Level Refresher (MOD #1)	11	2	22
	First Responder Operations Level Refresher (MOD #2)	11	2	22
	First Responder Operations Level Refresher (MOD #3)	11	2	22



STATION	ACTIVITY	CREWS	HOURS PER	TOTAL HOURS
South Valleys VFD, Cont'd	First Responder Operations Level Refresher (MOD #4)	11	2	22
	Haz Mat First Responder Operations	15	2	30
	Hazard Communication	6	1	6
	Hazmat Decontamination Procedures	1	2	2
	HAZMAT OPERATIONS REFRESHER	8	1	8
	Lock-Out / Tag-Out	8	1	8
	Measles Review	4	0.5	2
	NFPA 1001 Building Construction	1	1	1
	NFPA 1001 Fire Department Communications	1	1	1
	NFPA 1001 Fire Detection, Alarm & Suppression Systems	1	1	1
	NFPA 1001 Loss Control	1	1	1
	NFPA 1001 Vehicle Extrication	1	1	1
	NFPA 1500 Confined Space Entry	7	1	7
	NFPA 1500 Respiratory Protection	1	1	1
	Other Driver/Operator Training	13	Varied	88
	Public Education Programs	5	Varied	47.5
	Recording Company Training	2	0.25	0.5
	RT-130: Annual Wildland Fire Safety Refresher (MOD #1)	2	2	4
	RT-130: Annual Wildland Fire Safety Refresher (MOD #2)	1	2	2
	RT-130: Annual Wildland Fire Safety Refresher (MOD #3)	1	2	2
	RT-130: Annual Wildland Fire Safety Refresher (MOD #4)	1	2	2
TargetSolutions User Overview Video	1	0.25	0.25	
Volunteer PPE Inspection	6	1	6	
<b>South Valleys VFD Total</b>				<b>321</b>
Verdi VFD	1.3.3 TMFPD Code of Conduct	1	0.25	0.25
	2.5 cross lay defensive drill using the Kelly loop.	1	1	1
	2.5 Cross-lay pull Engine Company Evolution. "	1	1.5	1.5
	5 Supply Line Hose load. Single stack Merit County Florida Load."	3	3	9
	CECBEMS Fundamentals of 12 Lead ECG Operation and Interpretation	1	1	1
	CECBEMS Pediatric Assessment	2	1	2
	CECBEMS Pediatric Emergencies Basic	2	2	4
	CECBEMS Understanding the Basics of ECGs	1	1	1
	Decontamination Procedures	5	Varied	13
	EMT basic review	1	1.5	1.5
	Firefighter survival using a hose to exit structure. Full Spinal Immobilization techniques.	4	2	8
	First Responder Operations Level Refresher (MOD #1)	3	2	6
	First Responder Operations Level Refresher (MOD #2)	3	2	6
	First Responder Operations Level Refresher (MOD #3)	2	2	4
	First Responder Operations Level Refresher (MOD #4)	2	2	4
	HAZMAT OPERATIONS REFRESHER	2	1	2

STATION	ACTIVITY	CREWS	HOURS PER	TOTAL HOURS
Verdi VFD, Cont'd	HAZMAT OPS Refresher; -Decon Line set up; -donning and doffing level A and B suits	10	2	20
	Lock-Out / Tag-Out	3	1	3
	Measles Review	3	0.5	1.5
	NFPA 1001 Building Construction	1	1	1
	NFPA 1001 Fire Behavior	1	1	1
	NFPA 1001 Loss Control	1	1	1
	Recording Company Training	3	0.25	0.75
	Spinal Immobilization	3	2.5	7.5
	TM Physical Fitness Program	2	1	2
	WT-351 Class B pre-trip inspection training, training on uphill starts, shifting, and driving in preparation for Class B road test.	1	1.5	1.5
<b>Verdi VFD Total</b>				<b>103.5</b>



# TRUCKEE MEADOWS FIRE PROTECTION DISTRICT

## STAFF REPORT

Board Meeting Date: March 24, 2015

CM/ACM JS  
Finance VVB  
Legal BC  
Risk Mgt. DE  
HR N/A

**DATE:** March 11, 2015  
**TO:** Truckee Meadows Fire Protection District Board of Fire Commissioners  
**FROM:** Charles A. Moore, Fire Chief  
Phone: (775) 328-6123 Email: [cmoore@tmfpd.us](mailto:cmoore@tmfpd.us)  
**SUBJECT:** Presentation, discussion and possible action to accept a presentation from the 2015 Kids Fire Camp Leadership Committee. (All Commission Districts)

### SUMMARY

Presentation, discussion and possible action to accept a presentation from the 2015 Kids Fire Camp Leadership Committee.

**Strategic Objective supported by this item:** *Safe, secure and healthy communities.*

### PREVIOUS ACTION

None

### BACKGROUND

Together, on July 9, 2014, Truckee Meadows Fire Protection District, Local 3895 and Washoe County Parks hosted the first Annual Kids Fire Camp. The 3-day camp was conducted at beautiful Camp WeChMe located in the Galena Creek Park with 29 youths between the ages of 11 and 14. The camp was designed to teach camp attendees the history of fire service, CPR Awareness, water safety, back country survival, firefighting and rescue techniques.

### FISCAL IMPACT

There is no fiscal impact to the Truckee Meadows Fire Protection District.

### RECOMMENDATION

It is recommended that the Board of Fire Commissioners accept a presentation from the 2015 Kids Fire Camp Leadership Committee.

### POSSIBLE MOTION

Should the Board agree with staff's recommendation, a possible motion would be:

*"I move to accept a presentation from the 2015 Kids Fire Camp Leadership Committee"*





# 2015 TMFPPD Kids Fire Camp

Mark Thyer, FEO/PM  
TMFPPD





## 2nd Annual Kids Fire Camp

June 23 – 25, 2015

Camp WeChMe, Galena  
Creek Park, Washoe County NV





## What is it?

3 action-packed, fun-filled days for boys and girls, aged 11-14 years old.

- CPR awareness
- Water safety
- Back country survival
- Physical fitness
- Firefighting and rescue techniques

All instruction, mentoring, and supervision is provided by TMFPD staff members.



## KIDS FIRE CAMP 2014

All youth and staff will comply with the requirement of a standard of expected behavior and performance. In an effort to reflect the highest level of ethical behavior and professionalism, and to guide those in the fire service profession, the following code of ethics are our expectations.

- ⇒ Give my best effort
- ⇒ Always accept responsibility for my actions
- ⇒ Accept accountability for the consequences of my actions
- ⇒ Support the concept of fairness and value diverse thoughts and opinions
- ⇒ Will not participate or stand by while others may be harassed, intimidated, or threatened by fellow campers
- ⇒ Be truthful and honest at all times
- ⇒ Exercise respect and loyalty in my actions
- ⇒ Recognize that I represent myself and my family of the public trust provided to me while attending Fire Camp

Youth Name \_\_\_\_\_

Youth Signature \_\_\_\_\_

## Kids Fire Camp Principles

Teamwork, Esprit de Corps  
Professionalism  
Responsibility  
Integrity  
Pride  
Trustworthiness  
Reliability  
Inclusion  
Accountability  
Value Diversity



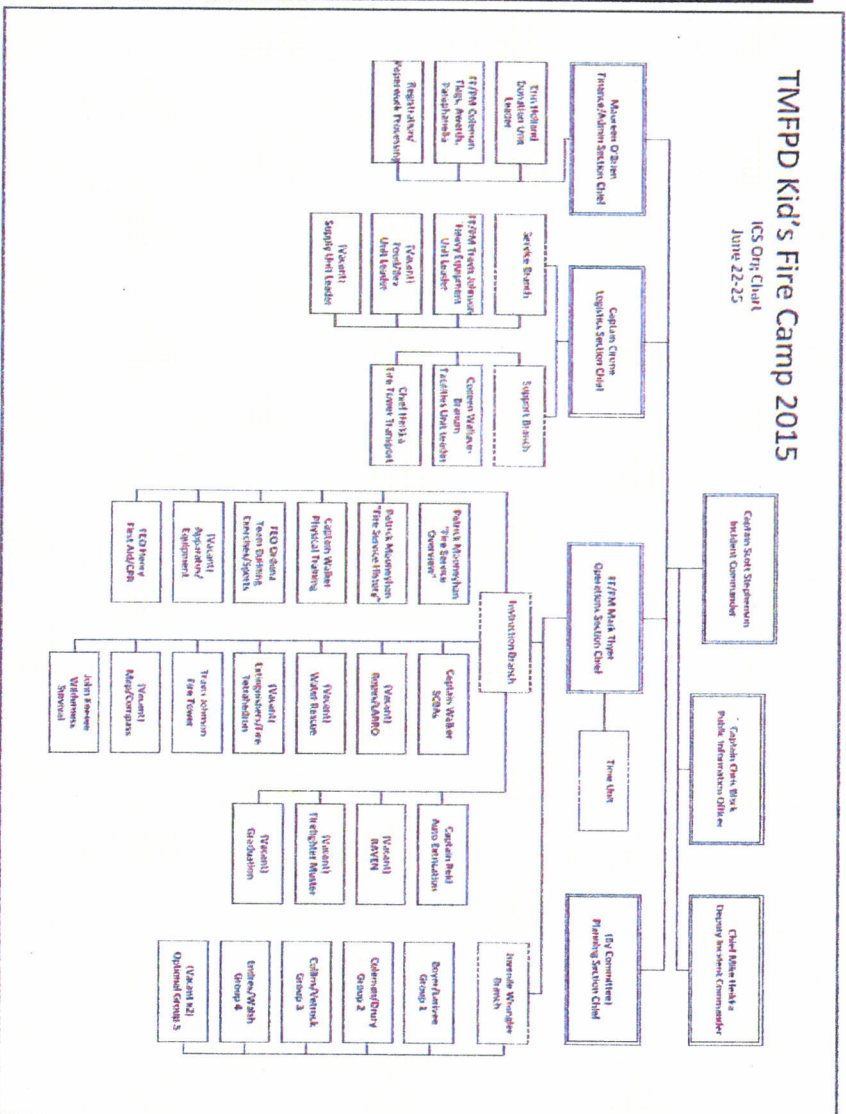
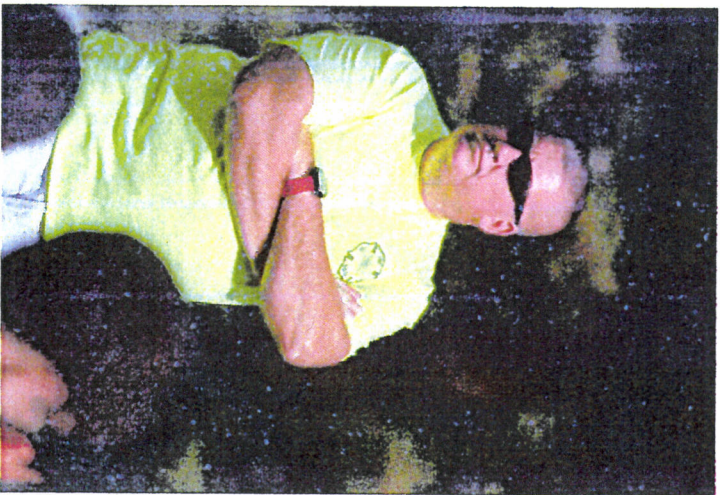


## Staffing and Resources

- TMFPD, WCSO (RAVEN), and WCRP volunteers
- Enrollment Fees
- Donations
- Scholarships
- IAFF Local 3895
- TMFPD and NLTFPD equipment loans



# Kids Fire Camp Organization ICS Structure





# Why Do We Do It?

Motivate

Inspire



Challenge



Teach



Empower

Promote TMFPD





# It's All About Having Fun








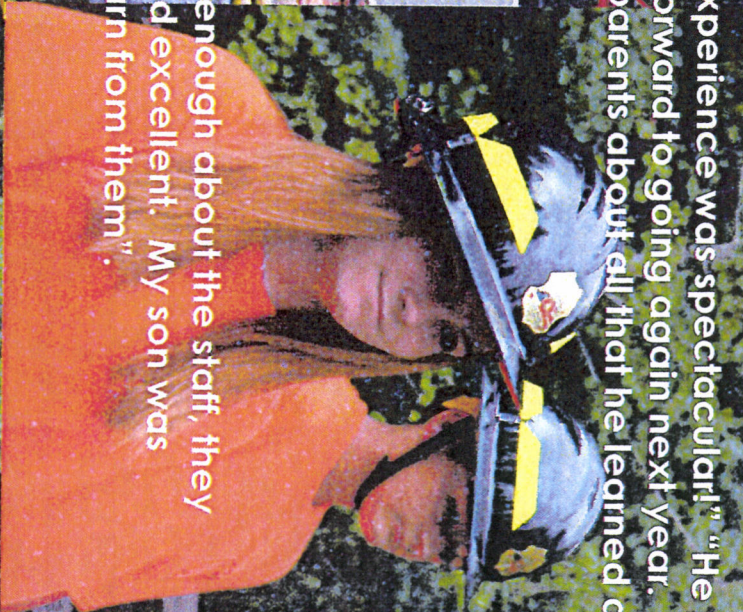
...and sending  
the kids home  
with great  
memories, new  
friends, and the  
need for a nap




## Reviews




"This experience was spectacular!" "He felt so accomplished and looks forward to going again next year. He bragged to his grandparents about all that he learned and how hard he worked",



"I can't say enough about the staff, they were beyond excellent. My son was eager to learn from them!"



"he had a good time, he was safe he learned important safety skills. Thanks for offering scholarships too. We are very grateful with this opportunity".



"first camp experience, made lots of new friends, couldn't stop talking about it for weeks and she still wears the camp t-shirt!"





# Ceremonies

Opening Ceremony

June 23, 8:30 a.m.

Graduation

June 25, 4:00 p.m.





# TRUCKEE MEADOWS FIRE PROTECTION DISTRICT

## STAFF REPORT

Board Meeting Date: March 24, 2015

CM/ACM JS  
Finance VVB  
Legal BC *PK*  
Risk Mgt. DE  
HR N/A

**DATE:** March 3, 2015  
**TO:** Truckee Meadows Fire Protection District Board of Fire Commissioners  
**FROM:** Charles A. Moore, Fire Chief  
Phone: (775) 328-6123 Email: [cmoore@tmfpd.us](mailto:cmoore@tmfpd.us)  
**SUBJECT:** Approval of the Truckee Meadows Fire Protection District (TMFPD) Five Year Buyout of Workers' Compensation Claims for Fiscal Year 09-10 in the amount of \$275,316.30 per the Reno-TMFPD Interlocal Agreement. (All Commission Districts)

---

### SUMMARY

This staff report seeks Board approval of the TMFPD Five Year Buyout of the Workers' Compensation Claims for Fiscal Year 09-10 in the amount of \$275,316.30 per the Reno-TMFPD Interlocal Agreement.

**Strategic Objective supported by this item:** *Sustainability of our financial, social and natural resources.*

### PREVIOUS ACTION

The Board of Fire Commissioners approved the Reno-TMFPD Interlocal Agreement which sets forth the option for the TMFPD to buyout its annual workers' compensation liability at the end of a five-year period.

For the last six fiscal years, the Board of Fire Commissioners approved the five year buyout of the workers' compensation claims for Fiscal Year 2003-04 in the amount of \$618,643.03, for Fiscal Year 2004-05 in the amount of \$976,077.37, for Fiscal Year 2005-06 in the amount of \$775,005, for Fiscal Year 2006-07 in the amount of \$162,634.04, for FY 07-08 in the amount of \$156,275.27, and for Fiscal Year 08-09 in the amount of \$149,361.31. This year's buyout for Fiscal Year 09-10 is \$275,316.30.

### BACKGROUND

The Reno-TMFPD Interlocal Agreement sets forth the option for the TMFPD to buyout its workers' compensation liability at the end of a five year period which is a liability still in existence even after the Reno/TMFPD Interlocal Agreement has expired since it pertains to workers' compensation claims made during the period of the Agreement. Per the Agreement, by buying out FY 09-10 claims, the TMFPD will have no further liability for any workers' compensation claims for that year except for future new heart and lung claims which were incurred but not reported by June 30, 2014. These are not included in the buyout because they are unknown and incalculable at this time. All existing heart and lung claims that are incurred and reported are included in the buyout amount.

**FISCAL IMPACT**

The amount will be paid from the TMFPD Workers' Compensation Fund, Long-Term Claims Liability Account, Fund 6082 Account 265006 from funds set aside to pay the liability.

**RECOMMENDATION**

Staff recommends the approval of the Truckee Meadows Fire Protection District Five Year Buyout of Workers' Compensation Claims for Fiscal Year 09-10 in the amount of \$275,316.30 per the Reno-TMFPD Interlocal Agreement.

**POSSIBLE MOTION**

Should the Board agree with staffs' recommendation, a possible motion could be:

*"I move to approve the Truckee Meadows Fire Protection District Five Year Buyout of Workers' Compensation Claims for Fiscal Year 09-10 in the amount of \$275,316.30 per the Reno-TMFPD Interlocal Agreement."*

# INVOICE

Accounts Receivable  
Billing inquiries: 1-775-334-1228

Remit to: City of Reno, Nevada  
Attn: Central Cashiering  
P.O. Box 1900  
Reno, NV 89505

**CITY OF RENO, NEVADA**  
P.O. BOX 1900  
RENO, NEVADA  
89505

Customer #: 14898  
**TRUCKEE MEADOWS FIRE PROTECTION DIST**  
Washoe County Manager's Office  
Attn: Vicki Van Buren  
PO Box 11130  
Reno, NV 89520

Invoice #: 2015-00150019  
Billing Date: 11/12/2014  
Due Date: 12/12/2014

Please remit this portion with your payment →	<b>\$275,316.30</b>
--	---------------------

DETACH AND RETURN TOP PORTION WITH YOUR PAYMENT

PLEASE RETAIN BOTTOM PORTION FOR YOUR RECORDS

**TRUCKEE MEADOWS FIRE PROTECTION DIST**  
Washoe County Manager's Office  
PO Box 11130  
Reno, NV 89520  
Attn: Vicki Van Buren

If there are any questions, please call Accounts receivable at  
775-334-1228.  
City of Reno's Federal Tax ID is 88-6000201.  
**PLEASE NOTE -YOUR PAYMENT IS DUE UPON RECEIPT**

Description	Qty	Unit Price	Total Price
<b>Workers' Comp- *TMFPD 5-Year Claims</b>  Reserve Billing- Claim Year 7/1/2009-06/30/2010	1	\$275,316.3000	\$275,316.30

**Total Invoice**  
**\$275,316.30**

CUSTOMER #	BILLING DATE	DUE DATE	INVOICE #	CHARGES
14898	11/12/2014	12/12/2014	2015-00150019	\$275,316.30
<i>Balance →</i>				<b>\$275,316.30</b>

PAYMENT IN FULL IS DUE AND PAYABLE ON RECEIPT OF THIS INVOICE. ANY BALANCE DUE BEYOND THAT LENGTH OF TIME WILL BE CONSIDERED DELINQUENT, AND INTEREST WILL BE CHARGED AT THE RATE OF 1% PER MONTH ON THE UNPAID BALANCE. RETURN TOP PORTION OF THIS INVOICE WITH YOUR REMITTANCE TO INSURE PROPER CREDIT.





TRUCKEE MEADOWS FIRE PROTECTION DISTRICT  
SIERRA FIRE PROTECTION DISTRICT



STAFF REPORT  
Board Meeting Date: March 24, 2015

CM/ACM             
Finance YVB  
Legal BC  
Risk Mgt. DE  
HR NJA

**DATE:** March 10, 2015  
**TO:** Truckee Meadows Fire Protection District and  
Sierra Fire Protection District Board of Fire Commissioners  
**FROM:** Charles A. Moore, Fire Chief  
Phone: (775) 328-6123 Email: [cmoore@tmfpd.us](mailto:cmoore@tmfpd.us)  
**SUBJECT:** Discussion and action on potential legislation regarding SB185, which would require the closest emergency fire-fighting vehicle to respond to and suppress a fire regardless of jurisdiction (Automatic Aid). (All Commission Districts)

**SUMMARY**

This agenda item is to discuss potential legislation (SB185) which would require the closest emergency fire-fighting vehicle to respond to and suppress a fire regardless of jurisdiction (Automatic-Aid). This legislation affects all agencies that provide fire protection in Washoe County.

**Strategic Objective supported by this item:** *Achieving long term financial sustainability*  
**Strategic Objective supported by this item:** *Safe, Secure and Healthy Communities*

**PREVIOUS ACTION**

On May 13, 2014 the Board directed the Fire Chief to transmit correspondence to the City of Reno offering automatic aid to the City as an initial test period (Attachment A).

On November 30, 2012 the Board discussed a possible framework for automatic aid with the City of Reno that proposed to resolve the true-up cost issues conditioned upon mutual agreement to a traditional operating plan for automatic aid.

On June 26, 2013 the Board directed staff to seek approval of an automatic aid agreement between TMFPD and City of Reno.

**BACKGROUND**

Since standup of the District on July 1, 2012, the Board of Fire Commissioners has taken steps to seek negotiation and approval of a mutual and automatic aid agreement between TMFPD and City of Reno.

The most recent offer was extended on June 18, 2014 that proposed TM provide automatic aid to the City on a six month trial period. A copy of that proposal is attached (Attachment A). The proposal was not accepted by the City.

The Legislature proposes SB 185 mandating the closest fire fighting vehicle respond to fires regardless of jurisdiction (Attachment B).

In any automatic aid agreement, it is important to understand the frequency of the obligation to respond. Staff has prepared an analysis using 2013 and 2014 City and TM responses to “reported structure fires.” In these two years, TM would have been closest to 75 reported structure fires in the City and the City would have been closest to 32 reported structure fires in TMFPD.

Please bear in mind that reports of structure fires are not always the condition found on arrival. Some 911 calls report what the caller believes to be a structure fire, but on arrival – a different condition is found.

For 2013 and 2014, though 260 reports of structures fires were received, only 95 were actual structure fires. It would require further analysis to know which of the 95 actual fires would have been an incident where the City or TM was first to arrive.

### **FISCAL IMPACT**

The agreement would have minimal fiscal impact. Structure fires are significant events when they occur, however they represent only ½ of 1% of the total call volume for Truckee Meadows Fire Protection District. Nevertheless, costs for responses are largely fixed. Labor, rolling stock and equipment are static whether or not they are responding to a call or are in quarters. There is no significant additional cost to provide automatic aid that would exist over and above the costs already borne in the TMFPD budget.

### **RECOMMENDATION**

It is recommended the Board of Fire Commissioners of the Truckee Meadows Fire Protection District to support SB 185 for “automatic aid” and authorize the Fire Chief to testify at a hearing.

### **POSSIBLE MOTION**

Should the Board agree with staff's recommendation, a possible motion would be:

*"I move to approve District support for SB 185 and authorize the Fire Chief to testify at a hearing."*





Amy Ray  
Fire Marshal

Tim Leighton  
Division Chief

Charles A. Moore  
Fire Chief

June 18, 2014

Mr. Andrew Clinger, City Manager  
City of Reno  
1 East 1<sup>st</sup> Street  
PO Box 1900  
Reno, NV 89505

Mr. Michael Hernandez, Fire Chief  
City of Reno Fire Department  
1 East 1<sup>st</sup> Street  
PO Box 1900  
Reno, NV 89505

Dear Mr. Clinger and Chief Hernandez,

The Board of Fire Commissioners desires to extend assistance to the City as you consider fire operations for the next fiscal year.

The assistance could be in the form of something simple such as a written protocol to something more complex such as automatic aid. TMFPD is willing to assist on either a first due response or as a backup to the occurrence of simultaneous calls. It is not the District's intent to respond in lieu of City's resources, but simply to offer assistance as you may determine.

I have enclosed maps of five areas where the Board believes TM is positioned to help.

1. **Map One: Hidden Valley Station 37.** There are residential structures in city limits within a few hundred feet.
2. **Map Two: Mogul Station 35.** This station will be operational in July and could assume initial response for the western I-80 corridor and priority one medical calls to the Boomtown area. Station 35 is approximately 3 minutes faster than Reno Station 11 to these areas.

**TRUCKEE MEADOWS FIRE PROTECTION DISTRICT**

1001 E. Ninth St. Bldg D 2nd Floor • Reno, Nevada 89512 • PO Box 11130 • Reno, Nevada 89520

Office 775.326.6000 Fax 775.326.6003

3. **Map Three: Stead Station 13.** This station is able to respond to the southern Stead area.
4. **Map Four: Damonte Station 14.** In the event Station 12 is committed to a call, Station 14 and other TM Stations are positioned to respond to areas in south Reno.
5. **Map Five. Station 18 Cold Springs.** This station is able to cover City portions of the 395 corridor and Whites Lake Parkway.

The Board makes this offer at no cost to the City and for a trial period of six months. Please let me know if you wish to discuss this matter further or how we may be of assistance going forward.

Best Regards,



Charles A. Moore  
Fire Chief

cc: Board of Fire Commissioners, Truckee Meadows Fire District  
John Slaughter, Washoe County Manager

**S.B. 185**

**SENATE BILL NO. 185—SENATOR KIECKHEFER**

**FEBRUARY 23, 2015**

**Referred to Committee on Government Affairs**

**SUMMARY—**Makes changes relating to fire and related emergency services in certain counties. (BDR 42-121)

**FISCAL NOTE:** Effect on Local Government: May have Fiscal Impact.  
Effect on the State: No.

EXPLANATION - Matter in ***bolded italics*** is new, matter between brackets ~~omitted material~~ is material to be omitted

**AN ACT** relating to suppression of fires; requiring the entity that is responsible for the closest emergency fire-fighting vehicle to respond to and suppress a fire in certain counties; and providing other matters properly relating thereto.

**Legislative Counsel’s Digest:**

1 Existing law authorizes the municipalities of this State to provide fire  
2 protection services. (NRS 268.730) Existing law also authorizes the creation of  
3 districts for a fire department by boards of county commissioners and the creation  
4 of fire protection districts and county fire protection districts. (NRS 244.2961,  
5 473.034, 474.110, 474.460) This bill requires, in a county whose population is  
6 100,000 or more but less than 700,000 (currently Washoe County), the entity that is  
7 responsible for the emergency fire-fighting vehicle located closest to a fire to  
8 respond to and take all actions necessary to suppress the fire regardless of whether  
9 the location of the fire falls within the territory served by the entity.

1 WHEREAS, The provision of fire protection and related  
2 emergency services is fundamental to what the people of this State  
3 expect from their local governments; and  
4 WHEREAS, Providing such services in a timely, effective and  
5 efficient manner is critical to the protection of life and property; and  
6 WHEREAS, The infighting that has continuously occurred for  
7 several years between the entities that provide fire protection and  
8 related emergency services in Washoe County threatens the lives  
9 and property of the people of this State who reside in that county;  
10 and



\* S B 1 8 5 \*



1 WHEREAS, The failure of the local governments in Washoe  
2 County to resolve this dispute in a timely manner now requires the  
3 Nevada Legislature to intervene and ensure that the lives and  
4 property of the people of this State who reside in Washoe County  
5 are no longer put at risk by the reluctance of these entities to find an  
6 agreement that protects their residents; now, therefore,  
7

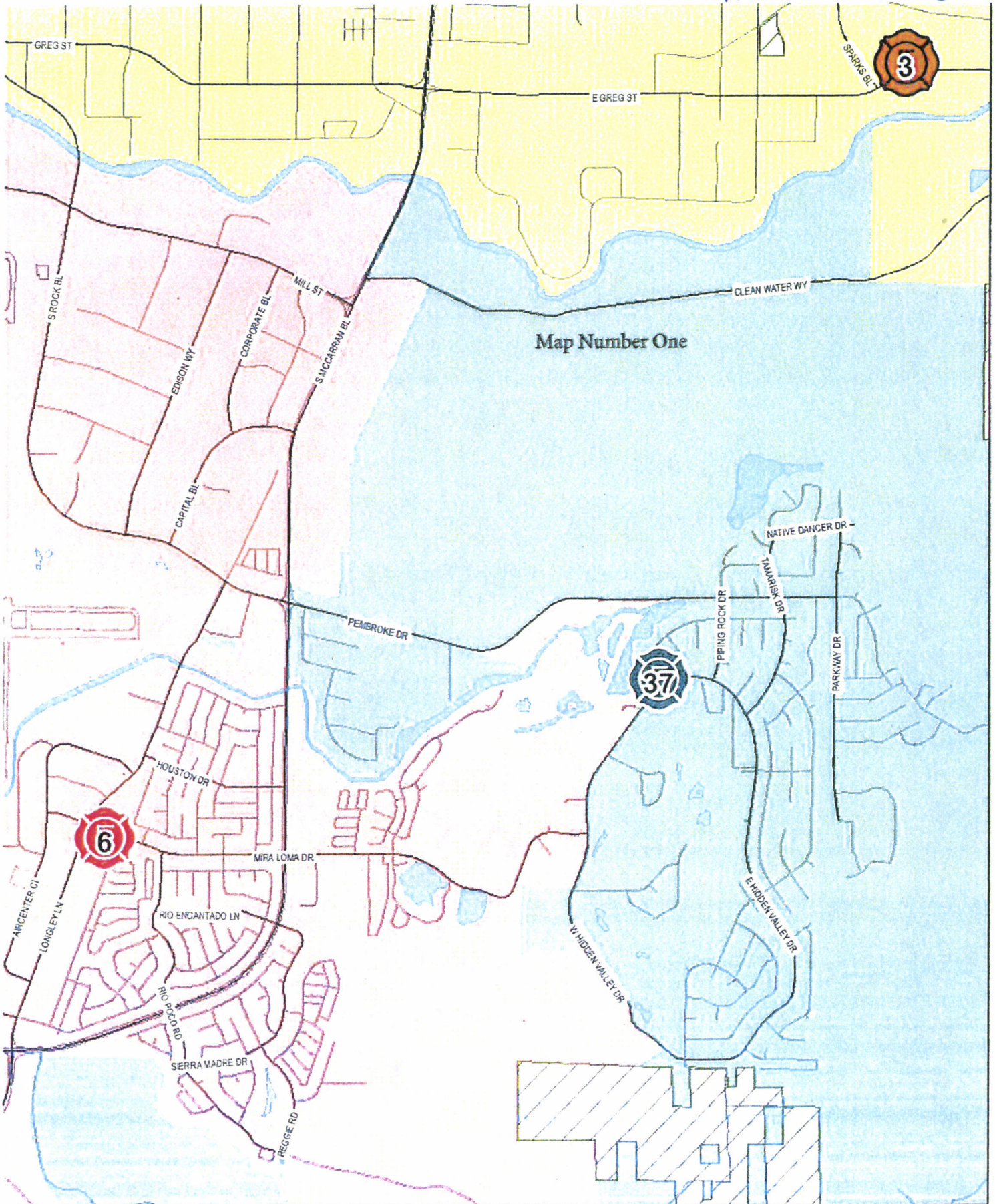
8 THE PEOPLE OF THE STATE OF NEVADA, REPRESENTED IN  
9 SENATE AND ASSEMBLY, DO ENACT AS FOLLOWS:  
10



11 **Section 1.** Chapter 475 of NRS is hereby amended by adding  
12 thereto a new section to read as follows:




13 *Notwithstanding any provision of law to the contrary, in a*  
14 *county whose population is 100,000 or more but less than 700,000,*  
15 *the entity that is responsible for the emergency fire-fighting*  
16 *vehicle located closest to a fire shall respond to and take all*  
17 *actions necessary to suppress the fire regardless of whether the*  
18 *fire occurs within the territory served by the entity.*

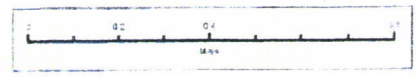






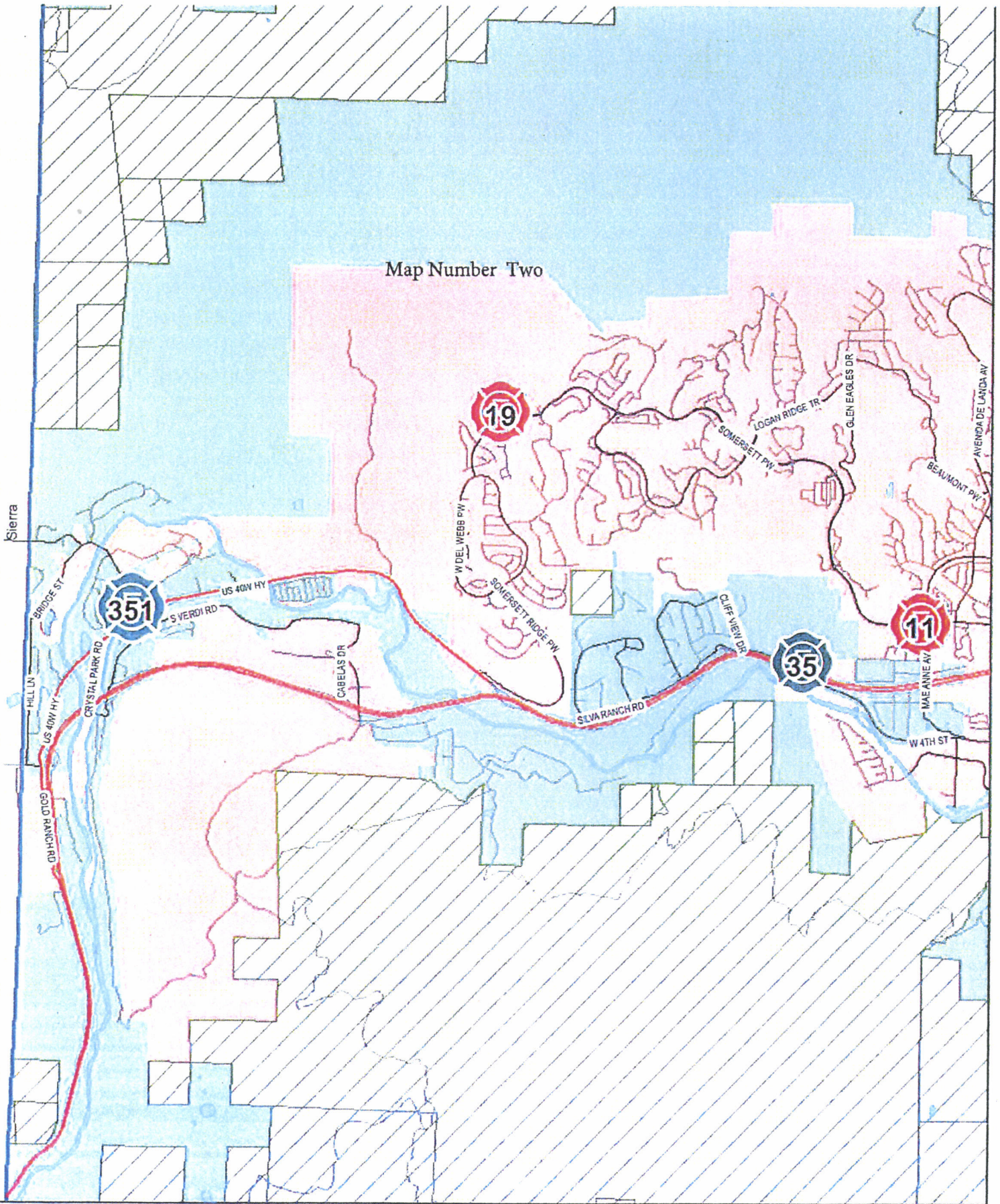
 Federal Land  
 Lake/River  
 Playa




 Truckee Meadows FPD  
 Sparks FD  
 Reno FD









Map Number Two



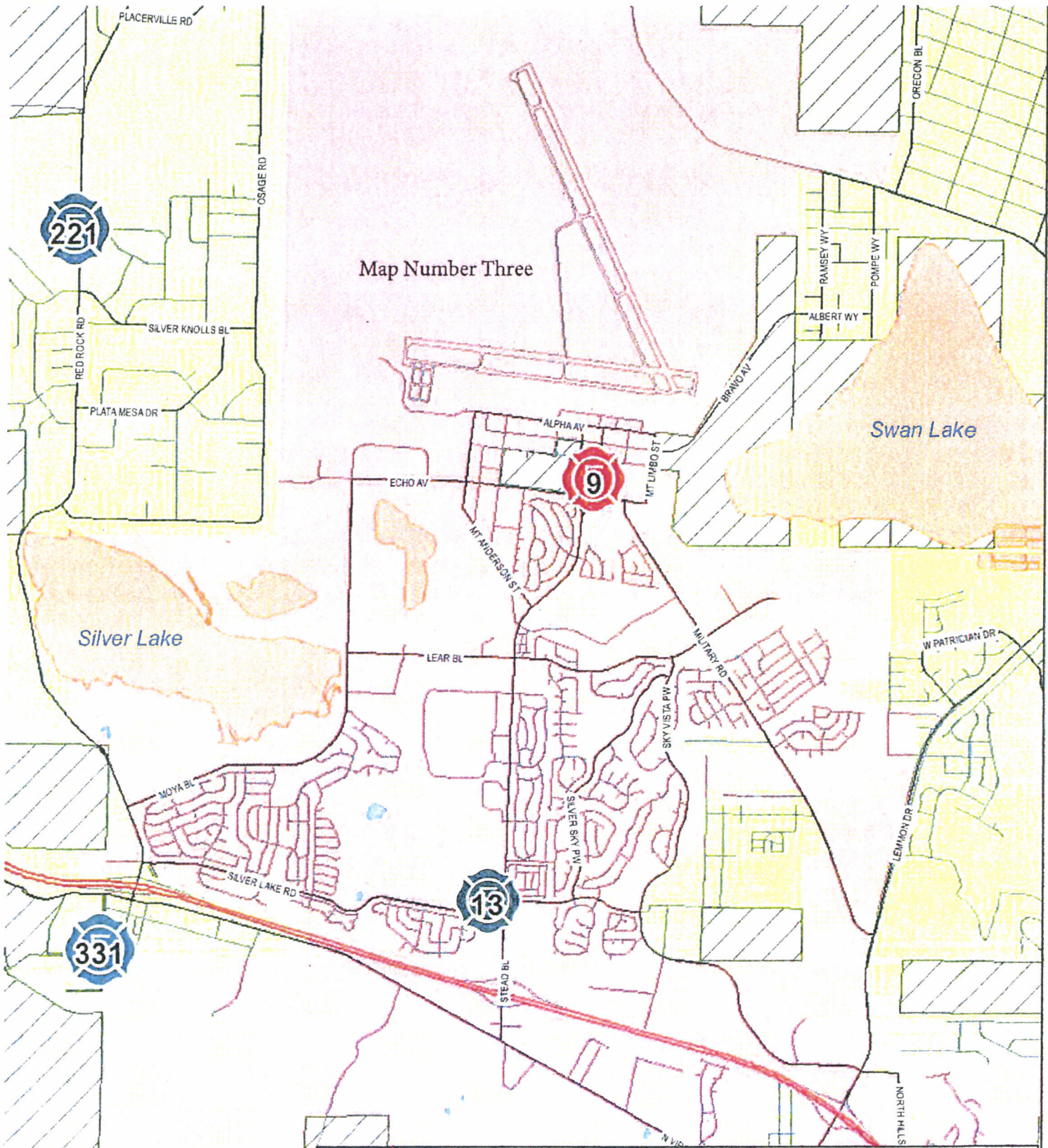
-  Federal Land
-  Lake/River
-  Playa

-  Truckee Meadows FPD
-  Reno FD

  
 Washoe County GIS Program  
 Tech Svcs Dept./Regional Svcs Div. 

Document Name: reno auto aid trial period Date: 6/17/2014





TMFPD Career
 TMFPD Volunteer
 RENO Career

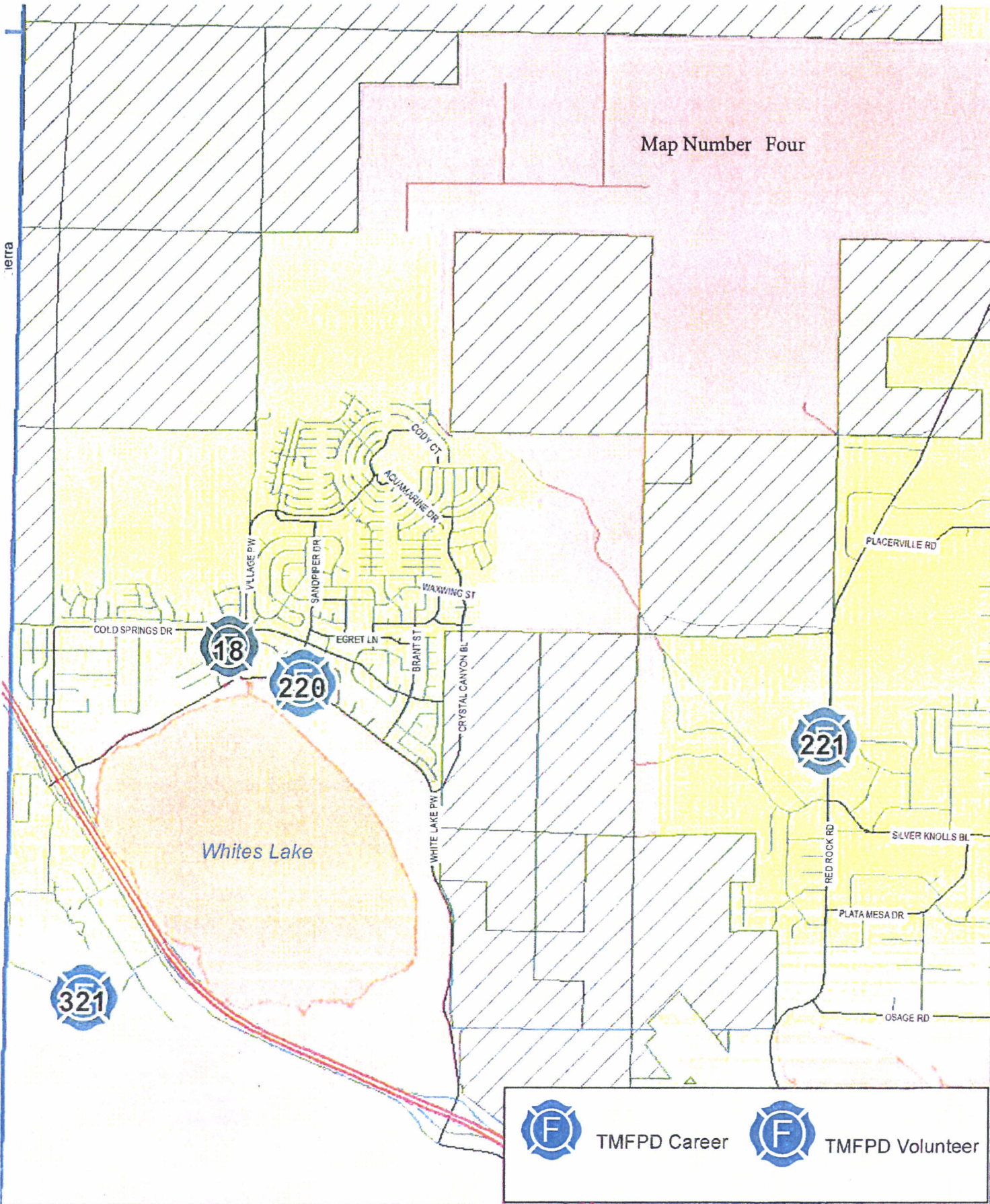
Federal Land  
 Lake/River  
 Playa



TMFPD  
 RFD



Washoe County GIS Program  
 Tech. Svcs Dept /Regional Svcs Div.



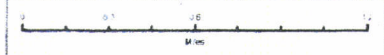

Map Number Four



 Federal Land  
 Playa

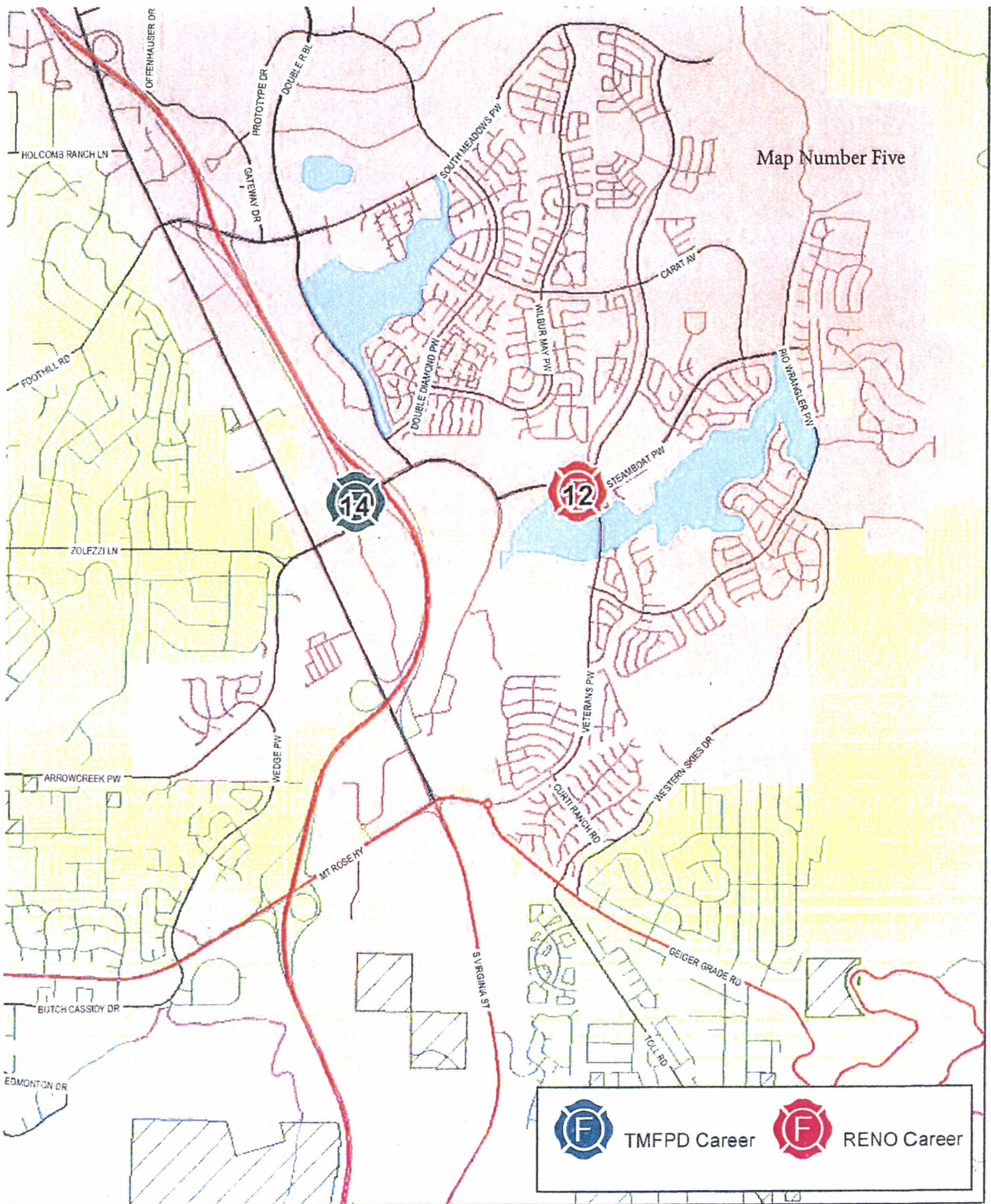
 TMFPD  
 RFD

 TMFPD Career
  TMFPD Volunteer

  
 Washoe County GIS Program  
 Tech. Svcs. Dept./Regional Svcs. Div.



Map Number Five



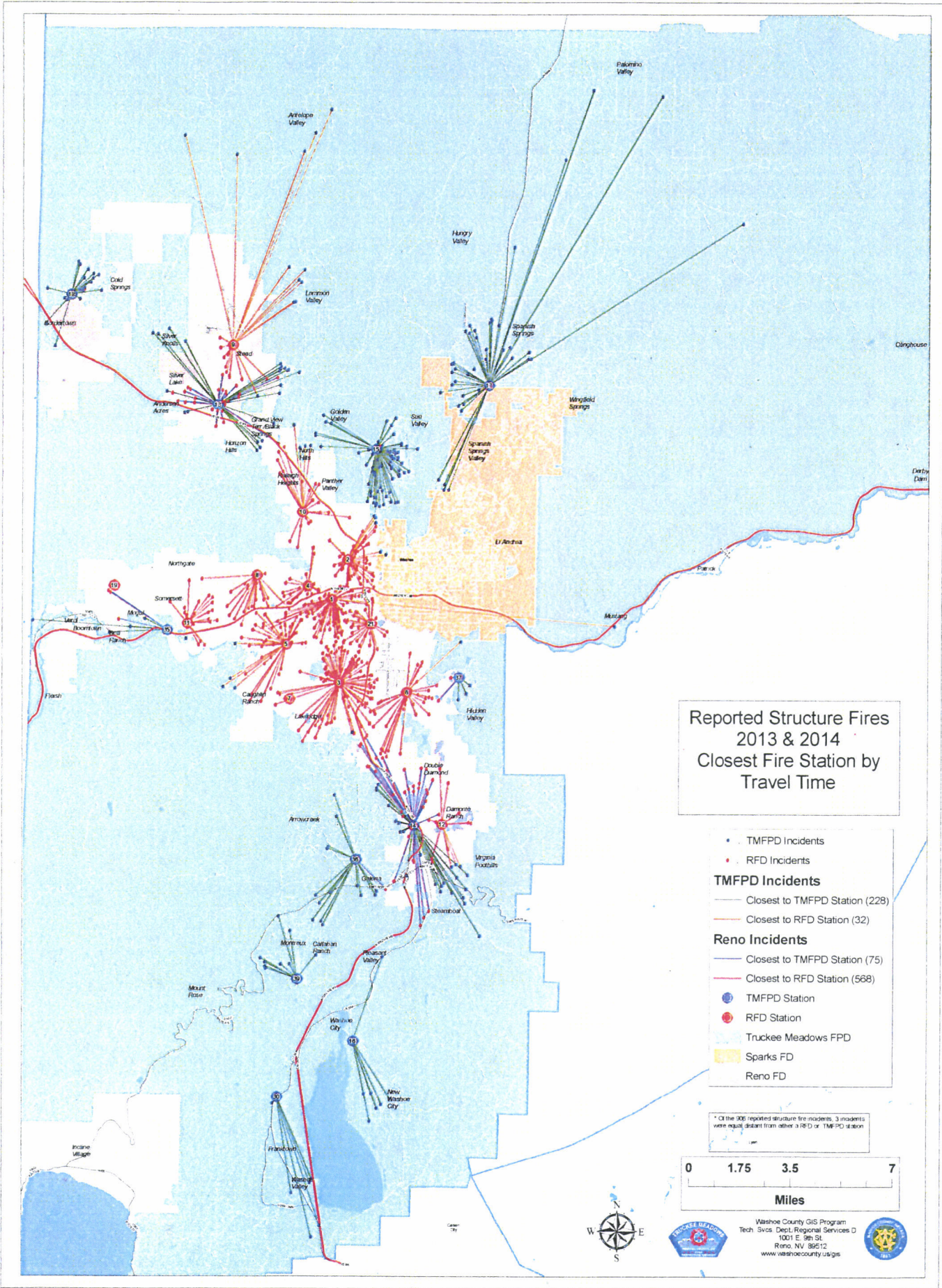
TMFPD Career RENO Career

	Federal Land		TMFPD
	Lake		RFD

0 275 550  
Miles

N  
Washoe County GIS Program  
Tech. Svcs. Dept./Regional Svcs. Div.

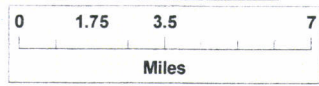




Reported Structure Fires  
2013 & 2014  
Closest Fire Station by  
Travel Time

- TMFPD Incidents
- RFD Incidents
- TMFPD Incidents**
- Closest to TMFPD Station (228)
- Closest to RFD Station (32)
- Reno Incidents**
- Closest to TMFPD Station (75)
- Closest to RFD Station (568)
- TMFPD Station
- RFD Station
- Truckee Meadows FPD
- Sparks FD
- Reno FD

\* Of the 906 reported structure fire incidents, 3 incidents were equal distant from either a RFD or TMFPD station



Washoe County GIS Program  
Tech Svcs Dept. Regional Services D  
1001 E. 9th St.  
Reno, NV 89512  
www.washoecounty.us/gis







WASHOE COUNTY  
TRUCKEE MEADOWS FIRE PROTECTION DISTRICT



STAFF REPORT  
Board Meeting Date: March 24, 2015

CM/ACM *[Signature]*  
Finance *[Signature]* VB  
Legal *[Signature]* BC  
Risk Mgt. *[Signature]* DE  
HR *[Signature]* N/A

**DATE:** March 11, 2015  
**TO:** Board of County Commissioners and  
Truckee Meadows Fire Protection District Board of Fire Commissioners  
**FROM:** Charles A. Moore, Fire Chief  
Telephone: (775) 328-6123 Email: [cmoore@tmfpd.us](mailto:cmoore@tmfpd.us)  
**THROUGH:** John Slaughter, County Manager  
**SUBJECT:** Supplemental presentation, discussion and possible action on the Blue Ribbon Committee Report on Regional Fire Service, a presentation on the history of the dissolution of the Interlocal Contract for fire, and a summary of TMFPD service levels. (All Commission Districts)

**SUMMARY**

This item is a supplemental presentation, discussion and possible action on the Blue Ribbon Committee Report on Regional Fire Service, a presentation on the history of the dissolution of the Interlocal Contract for fire and a summary of TMFPD service levels.

For the benefit of newly elected Commissioners and members of the public, this supplemental presentation details a path forward for more efficient and effective regional delivery of Fire, EMS, and Patient Transport services to all communities in Washoe County. In addition, the factors that led to the dissolution of the interlocal contract for fire and a summary of the service levels provided by TMFPD will also be presented.

**Strategic Objective supported by this item:** *Safe, secure and healthy communities.*

**PREVIOUS ACTION**

On May 13, 2014, the Board of County Commissioners and TMFPD Board of Fire Commissioners received the report of the Blue Ribbon Committee on Regional Fire Service.

**BACKGROUND**

In January 2013, the Board of County Commissioners gave direction to staff to pursue establishment of a Blue Ribbon Committee to study options for regional fire service to include participation with neighboring jurisdictions.

The Blue Ribbon Committee presented their findings on May 13, 2014. Fire Chiefs and Managers from North Lyon Fire Protection District, Storey County, North Lake Tahoe Fire Protection District, Tribal Fire Departments and Truckee Meadows Fire Protection District, and REMSA presented.

The Airport Fire Authority, City of Sparks, City of Reno and Carson City Fire were invited but did not participate.

Conclusions of the Blue Ribbon Committee are presented in the report and the Board will hear a supplemental presentation from the Chair of the Blue Ribbon Committee, Sarah Chvilicek.

The written report is attached hereto.

**FISCAL IMPACT FOR TMFPD**

*There are no fiscal impacts of this item.*

**RECOMMENDATION**

Staff recommends the Board of County Commissioners and Board of Fire Commissioners hear the supplemental presentation on the Blue Ribbon Committee on Regional Fire Service, a presentation on the history of the dissolution of the Interlocal Contract for fire, and summary of TMFPD service levels since July 1, 2012, discuss and accept the report.

**POSSIBLE MOTION**

Should the Board/s agree with staff's recommendation, a possible motion could be:

*"I move to accept the presentations of the Blue Ribbon Committee on Regional Fire Service, presentation on the history of the dissolution of the Interlocal Contract for fire, and summary of TMFPD service levels".*

# Washoe County

*Nevada*

## Blue Ribbon Committee Report On Regional Fire Service 2014

**Prepared By:**

Don Bivins, Facilitator  
Blue Ribbon Committee



Emergency Services  
Consulting International



## Table of Contents

<b>Table of Contents</b> .....	<b>iii</b>
Acknowledgements .....	v
Executive Summary .....	1
Charge to the Committee .....	6
Purpose .....	6
Background .....	7
Consolidation/Deconsolidation .....	8
Overview of Current Service Providers:.....	9
Methodology .....	12
Services Considered.....	12
Levels of Service.....	13
Staffing Levels.....	13
Flexibility Based On Peak Demand .....	15
Maintain or Enhance ISO Rating.....	16
Standardized Response Protocols .....	16
Administration and Governance of Services .....	16
Shared Administrative Services Expense.....	17
Volunteers.....	17
Personnel and Labor Agreements .....	18
Facilities and Equipment.....	18
Facilities .....	18
Apparatus .....	18
Funding .....	19
System Improvements .....	19
Opportunities.....	20
Challenges.....	22
Regional Options.....	23
Mutual Aid/Automatic Aid Agreements.....	23
Consolidation through Interlocal Agreement.....	23
Consolidation through One Taxing District .....	23
Consolidation through Joint Powers Agreement .....	23
Recommendations.....	24



## ACKNOWLEDGEMENTS

Emergency Services Consulting International (ESCI) would like to acknowledge the assistance and support of Fire Chief Charles Moore and Maureen O'Brien in completing this project. Further, all Blue Ribbon Committee members made themselves available to attend the numerous meetings and presentations throughout the life of this project. The Blue Ribbon Committee (BRC) members were actively engaged in each session, listening carefully to the information being presented by the various agencies and subject matter experts, asking insightful follow-up questions to develop thoughtful positions on the topics. The members of this committee are to be congratulated for wading through volumes of information, developing lines of questions which belie their deeper understanding of the subject matter, and staying engaged in the process to the end.

We would also like to thank the many presenters who made time for the BRC to develop and present information about their agency or area of expertise and field questions by the committee. These presentations were critical to helping the BRC gain understanding, perspective, and context into the many dynamics involved in fire and emergency services delivery.

### **Washoe County Blue Ribbon Committee Members**

Sarah Chvilicek, Chair	Jay Cwiak
Cindy Davis	Chris Graves
Marlene Olsen	Dr. Robert Parker
Susan Severt	Matt Toni
Kim Toulouse	Jennifer Herz, 1st Alternate
Jason Evans, 2nd Alternate	

### **Truckee Meadows & County Staff**

Charles Moore, Fire Chief  
Maureen O'Brien, Program Assistant  
Blaine Cartlidge, Deputy District Attorney  
Robert Cox, Recorder



## EXECUTIVE SUMMARY

Emergency Services Consulting International (ESCI) was engaged by the Washoe County Board of Commissioners and the Board of Fire Commissioners of Truckee Meadows to facilitate a Blue Ribbon Committee (BRC), which was convened to evaluate the potential for regional fire services in Washoe County. The BRC was made up of eleven citizens selected by Washoe County who began meeting monthly on July 24, 2013. The purpose of the BRC was to recommend the most efficient and effective regional delivery of Fire, EMS, and Patient Transport services to all communities in Washoe County possible. This report is the culmination of nine months of work gathering data, interpreting information, discussing the results, and coming to certain conclusions as a committee.

Washoe County spans 6,302 square miles in the northwestern edge of Nevada along the eastern slope of the Sierra Nevada Mountains. It is home to approximately 421,000 residents and numerous visitors. It is an expansive region with high urban densities, suburban developments and rural areas, all surrounded by wilderness areas prone to wildfires. The fire departments and fire districts serving these areas are equally diverse, from fully career-staffed, to career staffed with volunteer augmentation, to purely volunteer. There are five government agencies and thirteen volunteer fire departments serving the region. The challenges these agencies face are a reflection of the demographics and geography of their jurisdictions.

### *Key Findings*

- **Fire jurisdictional boundaries are Inefficient** – While the agency boundaries may have been logical and provided for efficient response in their initial formation, annexation has rendered them inefficient in many cases. Numerous examples exist where the closest fire station to residents and businesses is in a neighboring jurisdiction or the nearest station is a long distance from a large development. The jurisdictional boundaries are unnecessary limitations to service delivery, often slowing response from the closest unit. And, the neighboring agency unit which is physically closest is often not dispatched due to limitations in automatic and mutual aid agreements. The BRC believes the community expectation is to send the closest resource regardless of jurisdiction.
- **Fiscal constraints impact service** – Some of the fire agencies in the region are financially challenged in terms of sustainability. Commensurate with revenue constraints, service levels vary widely among agencies. Some agencies have a difficult time assembling an effective response force without reliance upon their neighboring agencies. Oftentimes, defined risks exceed the response capability of local responders.
- **Staffing and risk/cost are disconnected** – Staffing levels do not comply with national consensus standards (*NFPA 1710*) and/or are not sustainable. There is a lack of balance between “acceptable level of risk” and an “acceptable cost of protection,” and the community is not adequately educated to make an informed decision about striking that balance on a community-by-community basis or regionally.
- **Non-standardized response protocols lead to greater expense** – There is not a standardized response protocol (approach) by geographic type (urban, suburban, rural, wilderness) throughout the region, leading to inefficient resource acquisition and deployment. Each agency attempts to

equip and respond to all risks in their jurisdiction even if the risk is minimal or the frequency of demand miniscule. The regional hazardous materials team is a successful example of what is possible with regionalization.

- **Efficiency and effectiveness are sacrificed for local control** – Redundancy and duplication are evident with each agency maintaining its own administrative and support infrastructure.
- **Volunteers should not be separate and autonomous** – Volunteers are a key component of emergency services in several areas where insufficient tax base exists to support career staff. That will continue to be true in a regional model as well. However, volunteer organizations in Washoe County are fragmented and inefficient on many levels and are in need of reform. Response, training and activity records, and other critical documentation are either missing or inadequate. A problem of span of control exists in the current system and some volunteers do not live within a reasonable distance of their stations. These issues were also raised in the Standard of Cover published in 2011.
- **Personnel and labor agreements can negate efficiencies** – Some current collective bargaining agreements have language compelling the employer to negotiate any impacts or effects of consolidation, merger or contracts for service. This positions the bargaining units to “cherry-pick” the best components from each collective bargaining agreement in an integration initiative, potentially offsetting efficiencies gained in other areas or rendering the resulting regional agency unsustainable.
- **Grants are necessary but unreliable revenue stream** – Given the limitations of property and other taxes and fees collected by local governments for the services the fire department provides, other revenue sources must be sought. Grants are pursued aggressively. If the sources of these grants dry up, agencies that relied upon the additional revenues to maintain ongoing services will be compelled to reduce core services to their constituents.
- **Numerous system improvements available** – Response data standardization, fractile response time tracking, capturing 9-1-1 caller information prior to hand-off to REMSA, simultaneous dispatch of emergency resources, consideration of pre-alerts to reduce time lags, implementation or standardization of emergency medical dispatch protocols, synchronization of dispatch clocks to standardize response times, and implementation of flexibly deployed and staffed units during periods of peak activity are all examples of improvement which can be made to the existing system but have not been made.
- **Miscellaneous Issues** – Several smaller but important issues were also identified by the BRC. They include:
  - Multiple dispatch centers fragment information and data, and cause redundant investment in technology. Often the centers cannot communicate with one another.
  - The fire service is a key resource in providing emergency medical services to the region, but is not consulted prior to franchise agreement modification with Regional Ambulance Services, Inc. (RASI), the regional ambulance agency with exclusive transport authority.
  - RASI is the emergency medical transportation agency for the vast majority of Washoe County. The fire service is not relied upon to provide surge capacity for the system in when RASI resources are depleted or the unlikely event of a default by RASI.



- Wildland-Urban Interface (WUI) area fuel management is inadequate and inconsistent throughout the region.
- Encouraging use of built-in fire protection features to reinforce remote areas hard-pressed to receive an adequate physical fire department response is an effective strategy.
- While some improvement in standardization of code enforcement has occurred, continuing to align codes to a standardized approach should be the goal in each code adoption cycle in the region.

### *Opportunities*

The citizens of Washoe County can be actively engaged in protecting and defending themselves from wildfire and natural disaster in ways such as becoming Fire Adapted Communities. This program forms a partnership between property owners, neighbors, firefighters, and civic leaders to create a well-coordinated defense in advance of a wildfire's occurrence. The program requires education, commitment, and follow-through. There are numerous examples of this program's successful implementation throughout the United States.

In addition, maintained enhancement of code enforcement efforts in defensible spaces within the interface areas can reduce the occurrence of devastating wildfires within the region. Utilization of built-in fire protection features, especially in those areas unable to receive an adequate effective response force, can reduce system costs while increasing the protection available to more remote portions of the region.

Borderless responses (otherwise known as automatic aid or closest unit response) can provide efficient and effective emergency response by disregarding inefficient jurisdictional boundaries. The issue of subsidy can be addressed by annual true-ups of any disparity which exists between agencies.

A public-private partnership with REMSA could provide for better coordinated utilization of advanced life support resources throughout the region. By coordinating, fewer REMSA units are distributed strategically where advanced life support assets are not available within a reasonable response time, reducing system expense. The addition of a fire agency representative on the all-volunteer board of directors would provide greater opportunity for coordination and collaboration.

Standardized response protocols between agencies allows for redistribution of assets based on risk. This facilitates redeployment of busier emergency vehicles to slower station areas to extend the useful life of the vehicles which reduces system costs.

### *Challenges*

Labor costs and contracts create different fiscal impacts to each of the agencies. Aligning these under a single agreement can become exceedingly difficult and can result in "cherry-picking" the best components of the various agreements, increasing overall costs for a single, integrated system.

Each agency has various facilities and equipment, each with varying degrees of maintenance programs and apparatus/facilities replacement schedules. To the extent that maintenance has been deferred, a



single integrated agency may cause some agencies to subsidize others. This also includes funded versus unfunded post-employment benefits provided to retirees.

Equalization of taxes can shift costs from one area to another, increasing taxes in one area and decreasing taxes in another. Absent a legislative solution to the statutory property tax cap, some agencies do not have room to increase their taxes.

Finally, the three most common obstacles to regionalization or integration are turf, power, and politics. It will take substantial political will to overcome these three obstacles. If these obstacles are overcome, there are well-proven solutions to the remaining challenges to regionalization available.

#### *Regional Options & Recommendations*

While there are numerous permutations to regionalization or integration, there are four basic regional options: enhanced mutual aid/automatic aid agreements; consolidation through interlocal agreement; consolidation through one taxing district; or consolidation through a Joint Powers Agreement (JPA).

With the JPA, there are two types; an interlocal agreement with equitable shared governance of the entire fire department, and an interlocal agreement with equitable shared governance and management only. In the first JPA, "cherry-picking" continues to be a potential problem, but tax equalization is not an issue.

In the second, each agency would continue to define their own service level, retain facilities and equipment, manage their own budget, and be responsible for their own unfunded liabilities. Closest unit response, as in automatic aid agreements, could be implemented in this concept. Some efficiency would be lost in this form of a JPA, but much of the benefit can be retained.

Given all of the foregoing, the BRC recommends the following:

- The BRC strongly believes that an independent regional fire department governed by an autonomous board, free of political grandstanding and in-fighting is the ultimate answer and therefore the ultimate goal. The county should lead the way of regional collaboration by starting small and working toward larger collaboration efforts with other agencies.
- Pursue legislative remedies to Nevada Revised Statutes 318 and 474, allowing general improvement districts to exceed the current statutory tax cap, and allowing county fire districts to overlay cities, respectively.
- Use Peak Activity Units (PAUs, units placed in service above the normal deployment model only for short periods of time during anticipated peak demand) when and where demand is predictable and where resource concentration needs to be bolstered temporarily as determined by demand data.
- Standardize response performance data, including quantifiable definitions of the components contained within the fire and EMS response cascade of events. Transparency of this data would help educate communities about the quality of the service they receive.
- Synchronize dispatch center clocks for all emergency services dispatch agencies in the county.



- Assimilate all volunteer fire departments into Truckee Meadows Fire Protection District.
- Implement borderless response (automatic aid) agreements among all agencies in Washoe County.
- Educate the community about the details of the emergency response system within the county.
- Educate the community about their responsibility to prepare and protect themselves in the event of an emergency.
- Enforce existing codes requiring the creation and maintenance of defensible spaces.
- Establish Washoe County as a Fire Adapted Community (see University of Nevada Cooperative Extension website for model – <http://www.livingwithfire.info/>).
- Create incentives to install built-in fire protection systems in rural and interface areas, in particular in Gerlach and Red Rock.
- Create a public-private partnership with REMSA, coordinating emergency resources for more efficient utilization.
- Should the formation of any specific regional agencies be pursued, a committee be formed to evaluate the details of that partnership.

#### CHARGE TO THE COMMITTEE

On February 26, 2013, the Board of Fire Commissioners began the process of developing a Blue Ribbon Committee to evaluate the potential for regional fire services.<sup>1</sup> The Blue Ribbon Committee (BRC) was charged with the following:

1. Prepare a comprehensive written report that assesses the current systems and identifies opportunities and challenges for improvements, effectiveness, efficiency, and innovation.
2. Prepare and present findings to members of the public, elected leaders, and local fire service that is easy to understand, both by the technologically-educated professional and the lay-person.
3. Invite and involve participation from stakeholders including fire service professionals, volunteers and leaders, labor, and elected officials including those that are innovative and in touch with the latest and most advanced trends within the fire service. Participation by any and all agencies or representatives should be voluntary but encouraged. It should be emphasized that any member, representative, or agency who participates in the fact-finding process shall not be expected to commit to the plan as described in the written or presentation findings report.
4. Convene as soon as possible, establish an aggressive meeting schedule, and provide a preliminary report of findings to the Washoe County Commission, Cities of Reno and Sparks, the regional fire districts, and other cooperating agencies.

The BRC was formed and met for the first time on July 24, 2013. Invitations were extended to the Reno Fire Department and the Sparks Fire Department to participate, but Reno failed to respond and Sparks declined. Neither agency participated.

#### PURPOSE

At its core, the purpose of this effort is to recommend the most efficient and effective delivery of fire, EMS, and transport services to all communities in Washoe County possible. The BRC has concluded that a regional approach to emergency services delivery would create economies of scale in operations, support services, and administration. The BRC believes these economies and efficiencies can be found in:

- Costs associated with inefficient geographic overlap of service deployment.
- Costs associated with redundant administrations.
- Costs associated with fixed post positions.

---

<sup>1</sup> The Blue Ribbon Committee interprets the term “fire service” broadly to be all-inclusive of the services provided by a fire agency, such as emergency medical services, rescue services, fire prevention services, public education services, and all of the internal support services. Throughout this report, wherever the term “fire service” is used, it is meant in the broader context.





- Critical assets could be strategically deployed throughout the service area, increasing efficient utilization and decreasing redundancy.
- Response time enhancement by eliminating jurisdictional boundaries.
- More effective training of first responders.
- Expanded opportunities for volunteers.
- More effective planning for future delivery of these critical services.

#### BACKGROUND

The entire area known as Washoe County is home to almost a half million residents who inhabit \$11 billion of taxable structural value and three million acres of open space for recreation. It relies on the Truckee River, the Sierra Snow Pack, and the region's pleasant climate as natural resources to sustain life. It also relies on critical infrastructure such as freeways, highways, railways, airports, power plants, and utility transmission lines to support its economy and its tax base. This place we call home is filled with peace, beauty, and happiness intermixed with risks, mishaps, and disasters. To maintain a comfortable balance, the people of Washoe County rely heavily on public safety services dedicated to respond quickly to disasters and daily emergency incidents, assigned with the mission to protect life and property from further harm and destruction. One such service is fire protection.

It could be argued that many autonomous agencies with authority for fire protection require more coordination, thereby limiting efficiency. Communities within Washoe County have expanded over time – both in land area and population – to a point that boundaries that were once easily identifiable have blended together into inefficient service territories that can impact cost, response times, and service levels. Technological and/or political solutions that see no jurisdictional boundary have been implemented with success in other jurisdictions. Our region has history and continued potential for incidents that can easily overrun and overwhelm the sole responding agency. It seems obvious that finding a balance between the cost to provide resources and the duty to protect the community from risks is no longer an issue that can be ignored.

Financial exigencies and competition for resources from other deserving public service functions dictate that we apply resources for fire and emergency response in the most efficient, responsive, and highest quality manner.

The Washoe County region has received fire and emergency medical services (EMS) by as many as five local government agencies and thirteen (13) volunteer departments, plus various federal and state agencies. As of the 2010 census, the region is home to 421,407 people inhabiting 6,302 square miles. The county has highly urban centers surrounded by suburban communities which transition into rural areas, and significant wildland areas. Using U.S. Census definitions, urban is an area with a density of greater than 1,000 population per square mile, suburban is an area with a density of between 500 and 1,000 population per square mile, and rural is an area with a density of less than 500 population per

square mile. Wildland is defined as an area in which development is essentially non-existent, except for roads, railroads, power lines, and similar transportation facilities. Structures, if any, are widely scattered.<sup>2</sup>

Urban centers have spread by population and land area, but not efficiently. The boundaries between communities were once clearly defined and logical, but expansion has all but obliterated visible signs of community separation, leaving very inefficient service areas and unique emergency services challenges. In numerous cases, the fire service infrastructure (fire stations) is no longer strategically placed to serve its own constituents when strictly adhering to jurisdictional boundaries.

#### *Consolidation/Deconsolidation*

Efforts to consolidate and then deconsolidate appear to have a central theme – financial sustainability. The focus on financial sustainability is critical, but if emphasized to the exclusion of other factors such as the impact on services provided, the safety of the citizens, or the safety of first responders, the fire department falls short of its mission.

In the late 1990's, Truckee Meadows Fire Protection District provided direct service to its constituents around the City of Reno and operated as an independent fire service provider. In 1998, Reno annexed a portion of Truckee Meadows which reduced the districts' revenues by \$700,000. With the prospect of additional planned annexations by Reno into Truckee Meadows, the combined potential loss of revenue would render the district financially unsustainable. Options for Truckee Meadows included service reductions, tax increases, or consolidation with Reno. After two years of negotiating, Truckee Meadows and Reno agreed to consolidate agencies in 2000.

As the lead agency, Reno had exclusive authority to make expenditure decisions and negotiate with labor. The consolidation worked well financially until 2008-2009 when the Great Recession hit. Reno closed 4 of 14 stations, 2 additional were frequently browned-out (unstaffed for periods of time), one unit was decommissioned, and another was unstaffed. The city renegotiated the contract with Truckee Meadows, but did not renegotiate staffing levels for fire units as Truckee Meadows requested. In 2010, Truckee Meadows notified Reno that it was having difficulty financially due to the recession and needed further adjustments to the agreement to continue to be sustainable. Truckee Meadows requested a reduction to three person companies as part of the strategy to reverse the economic losses. Reno provided \$450,000 of relief, but far below the expenditure reductions requested and did not reduce Truckee Meadows crews to three person companies. By fiscal year 2012, Truckee Meadows had lost \$4.1 million in revenue. Sierra Fire, while not part of the consolidation, lost an additional \$2.2 million. Sierra was created out of the Nevada Division of Forestry in 2006, and operated as a stand-alone entity until the consolidation with Truckee Meadows in April, 2012.

In 2011, Reno notified Truckee Meadows that indirect charges will be increased to \$912,017; almost triple the previous years' indirect charge. After further negotiation, Reno made a final fire services offer

---

<sup>2</sup> Wildland Fire Coordinating Group, *Glossary of Wildland Fire Terminology*, July, 2012, page 185.





to Truckee Meadows which eliminated annexation credit and resulted in increased financial instability. Eleven days later, the Truckee Meadows Board of Commissioners approved a notice of termination of the interlocal agreement with Reno, opting to reconstitute its own independent fire service agency with three-person companies as its only financially viable option.

While Truckee Meadows Fire Protection District is operating successfully since the deconsolidation, it is clear to the Board of Commissioners that greater efficiency can be gained by a regional approach to delivery of fire services. For these reasons, the Board of County Commissioners have sought to convene a non-partisan citizen committee to; a) evaluate the fire and emergency services system and issues; b) establish findings regarding existing and possible new service models; and c) provide for a flexible but permanent plan for managing fire services within Washoe County at a regional level.

The Board of County Commissioners approved a scope of work document that outlines the direction for the formation of a Blue Ribbon Committee on February 26, 2013. The committee itself convened on July 24, 2013 to kick off the process. Within a short period of time, the committee had developed a work plan to systematically evaluate each facet of emergency service delivery in Washoe County to the extent information was available or agencies were willing to participate.

For these reasons, the Board of County Commissioners and Board of Fire Commissioners convened a Blue Ribbon Committee of significant citizens tasked to study the issues from a non-partisan perspective.

#### OVERVIEW OF CURRENT SERVICE PROVIDERS.

##### **North Lake Tahoe Fire Protection District**

**Contact:** Michael Brown, Fire Chief

**Demographics:** 8,777 population and 16 square miles served

**Fire Stations:** 3

**Response Capability:** Structure fire, wildland fire, motor vehicle collisions, EMS transport at the ALS level, desert search and rescue, lake response, rescue and recovery

**Challenges:** Fuels management in the Wildland Urban Interface (WUI) surrounding Incline Village and Crystal Bay, and funding

**EMS Transport:** Provided internally

##### **Pyramid Lake Fire Rescue**

**Contact:** Donald J. Pelt, Emergency Response Coordinator

**Demographics:** 2,253 population (approximate) and 497 square miles served in Washoe County

**Fire Stations:** 2

**Response Capability:** Structure fire, wildland fire, motor vehicle collisions, EMS at the BLS level, desert search and rescue, lake response, rescue and recovery

**Challenges:** Volunteer training, retention of volunteers, and shrinking budgets

**EMS Transport:** Currently seeking to provide EMS transport services (via the permit process)



**Storey County Fire Protection District**

**Contact:** Battalion Chief DuFresne

**Demographics:** 4,010 population and 262 square miles served

**Fire Stations:** 5

**Response Capability:** Structure fire, wildland fire, motor vehicle collisions, EMS at the ALS level, desert search and rescue, technical rescue (in partner with Central and North Lyon), hazardous materials (in partner with Central and North Lyon), dozer initial response, ice rescue

**Challenges:** Communication, unfunded mandates, funding, staffing, long responses across district, long transports, which create resource shortages

**EMS Transport:** Provided internally

**Truckee Meadows Fire Protection District**

**Contact:** Charles Moore, Fire Chief

**Demographics:** 94,200 population (combined service area) and 970 square miles combined service area (238.1 square miles in Sierra Fire District and 731.9 square miles in Truckee Meadows Fire District)

**Fire Stations:** 11 career staffed, 14 volunteer staffed

**Response Capability:** Structure fire, wildland fire, motor vehicle collisions, EMS at the ALS level, desert search and rescue, technical rescue, hazardous materials, swift water rescue

**Challenges:** Span of control with current volunteer departments not manageable, annexations erode tax base, future I-80 corridor growth will increase demand on already taxed resources

**EMS Transport:** Currently received through REMSA (see below)

**Regional Emergency Medical Services Authority (REMSA)**

**Contact:** Mitch Nowicki

**Demographics:** 421,407 population and 6,302 square miles served

**Fire Stations:** Not fixed post – 42 ambulances and 4 helicopters in the fleet, one of which is assigned to Washoe County

**Response Capability:** All priority 1, 2 and 3 calls, tactical EMS, subscription service offered (including aero-medical)

**Challenges:** None were submitted to the BRC

**EMS Transport:** Primary mission

**North Lyon County Fire Protection District**

**Contact:** Chief Cleveland

**Demographics:** Approximately 20,000 population and 164 square miles served

**Fire Stations:** 2

**Response Capability:** Structure fire, wildland fire, motor vehicle collisions, EMS at the ALS level with transport capability, desert search and rescue

**Challenges:** Low tax base, low funding, low staffing, extreme risk through industrial and transportation growth and development

**EMS Transport:** Provided internally





**Reno Fire Department – Did not participate**

**Contact:**

**Demographics:**

**Fire Stations:**

**Response Capability:**

**Challenges:**

**EMS Transport:**

**Sparks Fire Department – Did not participate**

**Contact:**

**Demographics:**

**Fire Stations:**

**Response Capability:**

**Challenges:**

**EMS Transport:**

**Airport – Did not participate**

**Contact:**

**Demographics:**

**Fire Stations:**

**Response Capability:**

**Challenges:**

**EMS Transport:**



## METHODOLOGY

The BRC convened, developed, and approved a work plan for a six month series of meetings, inviting experts in their field to present information pertinent to its deliberation and consideration of regional fire service delivery. The following people and/or agencies presented information to the BRC and made themselves available to answer questions posed by the committee:

- Chief Moore and Division Chief Leighton, Truckee Meadows Fire Protection District (terminology, mutual and automatic aid)
- Chief Cleveland, North Lyon County Fire Protection District (agency specific information)
- Emergency Response Coordinator Pelt, Pyramid Lake Paiute Tribe (agency specific information)
- Battalion Chief DuFresne, Storey County Fire Protection District (agency specific information)
- Chief Brown and Battalion Chief Magenheimer, North Lake Tahoe Fire Protection District (agency specific information and emergency communications)
- Mitch Nowicki, Regional Emergency Medical Services Authority (agency specific information)
- Aaron Kenneston, Washoe County Emergency Manager (agency specific information)
- Blaine Cartlidge, Deputy District Attorney, Washoe County (on statutes related to regional fire services)
- Don Bivins, Emergency Services Consulting International (industry best practices, EMS trends, and fiscal challenges/fire service Innovation)
- Mary Walker, Walker & Associates (fiscal and governance overview)

## SERVICES CONSIDERED

It is important to define the broader term, “emergency services” in the context of this report. Specifically, the services the BRC considered in this report are:

- Fire and rescue services
- Emergency medical care (first responder ALS and BLS)
- Ambulance transport (ALS and BLS)
- Fire prevention
- Fire investigation
- Building plan review
- Community education (what services are available currently, what citizens can do to protect themselves, fire prevention, crisis communication, and social media)
- Emergency management
- Support services (fleet and facility maintenance, finance, human resources)
- Aero-medical resources
- Tactical response with service-law enforcement
- Volunteers



## LEVELS OF SERVICE

While most fire and emergency services agencies provide most or all of the services listed above, the levels of service vary from agency to agency. It is important to evaluate the need for these services based on the emergency response demand (call volume) and the risk the community faces which would require these services. Once it is determined that an area has a clearly defined risk and a demonstrated demand for the services, the quantity of resources and capacity of the agency providing the service must be evaluated. This is referred to as an effective response force. An effective response force is the number and type of resources arriving within a predetermined period of time (usually ten minutes) to effectively manage an incident.

In April 2011, ESCI completed and published a Regional Standards of Cover document, assessing and recommending service level standards and system improvements for Reno Fire Department, Washoe County Fire Suppression Program, Sierra Fire Protection District, and Truckee Meadows Fire Protection District. Recommendations from that report included:

- Improve call processing time at ECOMM (Reno's Emergency Communications Division), which currently exceeds national standards by more than one minute.
- Improve turnout time for emergency responses for all agencies, which currently exceeds national standards by more than one minute.
- Use built-in fire protection systems (i.e., residential sprinklers) to reduce effective response force needs in Gerlach and Red Rock.
- Standardize existing independent volunteer fire departments by assimilating them into existing fire protection districts.
  - Improve systems for record-keeping, data compilation, and analysis.
  - Establish minimum performance standards for volunteers.

Since that report was published, some improvements have been made in call processing time and turnout time, but work still needs to be done in the Gerlach and Red Rock areas, as well as assimilation of independent volunteer fire departments into existing fire districts. Further, the Regional Standards of Cover document did not include key agencies, such as Sparks and REMSA. Some key data tracking and analysis components are not standardized throughout the county or are missing, making effective management decisions on sound data difficult. Simple infrastructure coordination such as synchronized dispatch times would improve data reporting and analysis. True response time comparisons are made more difficult when separate dispatch centers handle the same calls for service, dispatch different resources to the same event, and use non-synchronized clocks to track all of the elements which make up a total response time.

### *Staffing Levels*

The staffing levels of the fire agencies reviewed vary in number and qualifications. In Reno, unit staffing is typically four firefighters and some units operate at the intermediate life support level, while others operate at the basic life support level. In Truckee Meadows, unit staffing is a minimum of three, one of



which is an advanced life support paramedic. In Sparks, unit staffing is three or four and operate at the intermediate life support level. The more rural agencies have widely varying staffing levels and medical certifications.

National Fire Protection Association (NFPA) established a consensus standard titled "Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments." Referred to as *NFPA 1710*, the document outlines engine and truck company staffing levels at four for career fire departments. Reno is the only agency in Washoe County to achieve this staffing standard. A great many fire departments nationally do not meet this standard as it is exceedingly difficult to afford.

A safety standard for structural firefighting also exists, commonly called "two-in, two-out." This requires offensive interior attacks on a structure fire to be performed in teams of two (minimum), with a minimum of two additional crew members outside of the structure prepared to rescue the two attacking the fire should that become necessary. If there are not sufficient personnel to meet this standard for offensive operation, personnel must not enter the structure until sufficient personnel arrive to meet the standard. Thus, a four person unit can initiate offensive interior operations. Units staffed with fewer must wait for additional personnel. The only exception to this limitation is if there is an immediate threat of life loss, in which case three personnel are allowed to operate in the interior to effect rescue of trapped occupants.

There is much debate in the fire service about staffing levels and the cost of the various staffing configurations. In dense urban areas, risks are typically higher, especially with high rise occupancies, and thus larger numbers of firefighters must arrive quickly to limit the spread of fire and rescue trapped occupants. In more suburban and rural areas, the risk is not quite as built up, but exists nonetheless. Large concentrations of firefighters are not typically needed or expected in as short a period of time. In these suburban and rural areas where risk is separated, units are typically deployed further apart than their urban counterparts. Thus, second or subsequent units are further away and will arrive much later than their urban counterparts. While the risk is not as high, the "two-in, two-out" rule still applies. If the first arriving unit has less than four firefighters aboard, they tend to wait longer for a fourth firefighter to arrive to meet the standard and conduct offensive interior operations.

The debate in the fire service is this:

- Is it more advantageous to have four person companies in the dense urban core where higher concentrations of risk are located but where high concentrations of resources are also likely to arrive almost simultaneously with the first unit?

Or,

- Is it more advantageous to have four person companies in the suburban and rural areas where the risk is more separated, but the crew size facilitates an offensive interior attack without having to wait for an additional crew?



Of course, four-person staffing regardless of density resolves all of the regulatory safety issues. It also ignores the cost of providing this service, the frequency of which has been steadily declining in most of the United States to become a fairly infrequent occurrence.

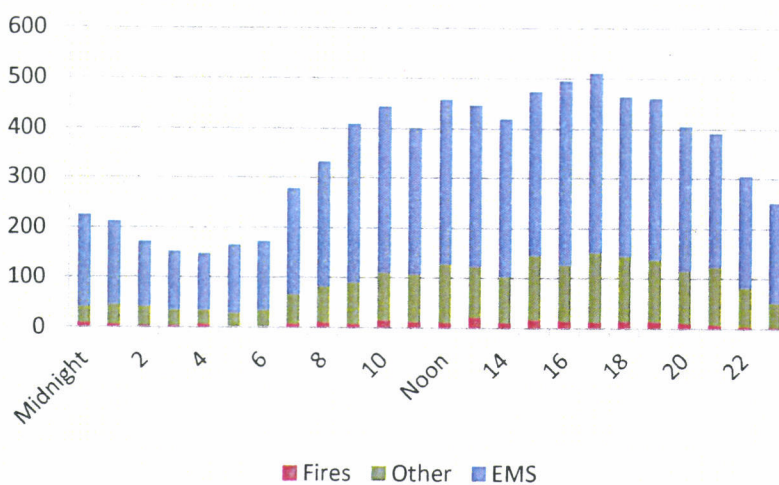
Communities and policy-makers can respond to this conundrum by educating the community about the risks and the costs, striking a balance between “acceptable level of risk” and an “acceptable cost of protection.” Once this is performed, the fire department can develop a deployment plan accordingly.

### *Flexibility Based On Peak Demand*

One of the keys to the success of an effective response force is the distribution and concentration of resources. In most communities throughout the United States, fire departments build “fixed post” locations (fire stations) based on the current demand in place at the time of construction. While many communities look into long range planning and attempt to forecast growth patterns for the future of their community and place fire stations in positions for future benefit as well, many communities grow in unforeseeable patterns (such as annexation). A dynamic way to address these cycles is to flexibly deploy some resources based on peak demands for service.

Resources deployed in a dynamic manner based on peak demand are often referred to as “Peak Activity Units” or PAUs. These units are added to a system during times of predictably higher demand than normal or in a geographically diverse manner. For example, activity in part of a community may face significant demand during typical commute times (rush hour), making response to the downtown area difficult. A PAU may be deployed during those times to temporarily add concentration of resources to that area. If that demand drops off significantly once commuters have arrived at their destination, the PAU may be redeployed to another area of the community where statistically high call volume occurs, or the unit may be deactivated, reducing system costs. Figure 1 illustrates typical activity by time of day in many communities.

**Figure 1: Example of Peak Demand by Time of Day**



### *Maintain or Enhance ISO Rating*

The Insurance Services Organization (ISO) is a national insurance industry organization that evaluates fire protection for communities across the country. A jurisdiction's ISO rating is an important factor when considering fire station and apparatus distribution; since it can affect the cost of fire insurance for individuals and businesses. For ISO purposes, response areas are measured at 1.5 miles of travel distance for each engine company; and 2.5 miles for a ladder company (aerial apparatus) on existing roadways. For a structure to be in a protected rating for insurance purposes, it must be within five miles of a fire station. Maintenance or enhancement of the ISO ratings is an important consideration in evaluating the potential for regional service delivery, since only partial credit for response capability is given when provided by neighboring agencies, but full credit is given when provided by the evaluated department.

### *Standardized Response Protocols*

Standardized response protocols by demographic subset (i.e., urban, suburban, rural) are easier to manage when there is significant depth of resources, such as in a regional service delivery system. Risk management planning and decisions can be made based on the density of the risk and the concentration of resources required managing such risks. Those densities and risks lend themselves to be managed well by using critical task analyses to guide resource deployment. For example, rural and some suburban densities are more likely to require water delivery by water tenders to the scene of a fire. The personnel and equipment needs for these types of incidents vary significantly from urban densities which rely on fixed water distribution systems or fire hydrants.

By standardizing response protocols (the level and type of response a given emergency requires), equipment can be distributed based on risk, and staffing can be deployed based on the critical task analysis for the given risk. These distinctions allow for more efficient assignment of resources, providing greater concentrations where density and life risk is high, and comparatively fewer resources (but the right type of resources) where density and risk are low. Utilizing dynamic deployment concepts allows for a "power shift" of resources where seasonal or event driven risks grow for a predictable period of time. An example includes greater risk in the rural areas during wildland fire season.

### ADMINISTRATION AND GOVERNANCE OF SERVICES

The numerous fire departments serving the Washoe County area have various administrative and governance structures. While an argument can be made for the advantages of local control, it is often at the expense of opportunities for greater efficiency and effectiveness. The simple example of duplication of fire chiefs illustrates this tradeoff. A balance must be established to maintain some form of local control while leveraging the efficiencies possible with regional collaboration.

Direct local control and focused service delivery can be obtained by a single purpose government structure. A portion of the disconnect or dysfunction with the current array of structures in the reviewed fire service agencies is the competition for funding with other government services. This is the difficulty of a general purpose government model, i.e. a city or county. The BRC believes that the fire service is a critical public safety function, and as such, should be managed with an independently elected board.



Incremental steps can be taken to accomplish this. The county can start small and work toward a fully regional system over time.

#### *Shared Administrative Services Expense*

In typical regional collaboration for fire services, administrative duplication could be eliminated to increase efficiency. It is important to recognize that the five years of budget cutting has reduced some of the opportunity for that efficiency, however, there are still more fire chiefs than necessary within the region if those agencies were to operate as a single entity.

#### VOLUNTEERS

Economics, risk, incident activity, and demographics are all factors that influence the need for and support the utilization of volunteer fire departments in Washoe County.

There are numerous volunteer organizations serving communities in Washoe County, and the surrounding Counties of Storey and Lyon. Volunteer service is not limited to firefighting. Washoe County Sheriff's Office sponsors Search and Rescue and Citizen Emergency Response Team Volunteers.

As it pertains to fire response, more traditional volunteer agencies currently service communities in Washoe County and should continue to be active in any regional fire service configuration. These volunteer agencies are non-typical from other communities in that they are separate organizations from Truckee Meadows Fire Protection District (TMFPD), and operate their organizations with separate Boards of Directors, by-laws and personnel. Truckee Meadows provides management oversight of processing new members, training, competency, funds for operations, protective clothing and equipment, and rolling stock. Two volunteer agencies are affiliated with Washoe County. These agencies lie north of Township 22 and are outside of the TMFPD. TMFPD provides oversight of these agencies by way of an interlocal agreement.

TMFPD has recently begun a new reserve program intended for career minded volunteers who wish to gain more immersion in emergency response. This program augments career staff at stations with a *Firefighter I* qualified firefighter.

However, the current system of separate and autonomous volunteer organizations is fragmented and inefficient on many levels and is in need of reform. Response, training and activity records, and other critical documentation is either missing or inadequate. A problem of span of control exists in the current system and some volunteers do not live within a reasonable distance of their stations.

A regionalized and centralized management of volunteer service would provide:

- Enhanced oversight and management
- Increased accountability
- Longer term retention and more efficient recruitment
- Standardized training and competencies
- Implementation of performance standards



The use of volunteers provides a force multiplier, providing a resource by which career resources can minimize their commitment on incidents with extended operational periods and free those career resources for subsequent calls. A consolidation of the relationships and organizational structure between TMFPD and the voluntary fire departments will improve the overall system including enhanced reliability and performance. It is the BRC's position that the volunteer fire departments should be fully assimilated into whatever regional agency provides service.

#### PERSONNEL AND LABOR AGREEMENTS

A key component of any effective regional fire services plan must include personnel analysis and labor agreements impacting costs for services. Typical cost drivers must be evaluated, such as wages, benefits, leave, and work practices. Beyond these cost drivers, the issues impacting staffing levels by unit and by risk model (urban, suburban, rural) must also be evaluated, which have a cost and service impact.

The current collective bargaining agreements have language compelling the employer to negotiate any impacts or effects of consolidation, merger, or contracts for service. This positions the bargaining units to "cherry-pick" the best components from each collective bargaining agreement, potentially driving the costs to unsustainable levels. Since personnel costs (wages, benefits, and Other Post-Employment Benefits – OPEBs) within a career-staffed fire agency typically range between 75-90% of the operating budget, this can quickly negate any other gains in efficiencies or effectiveness if it renders the resulting agency insolvent.

#### FACILITIES AND EQUIPMENT

The physical assets required to provide effective fire services, specifically fire stations and apparatus, must be assessed for their serviceability.

##### *Facilities*

Fire stations must be designed to house the appropriate number and types of response apparatus and the crews who operate them. The stations must also be positioned to provide a travel time which coincides with the response standards for the jurisdiction. To determine appropriate location, an analysis of current and future population densities, construction types (multi-family residential, high rise, warehouse, industry, etc.), transportation infrastructure, traffic patterns, and projected growth patterns must be undertaken. It is important to site fire stations with future growth identified, since many fire stations are constructed as a fifty (50)-year investment.

##### *Apparatus*

Fire apparatus must also be positioned appropriate to the risk they are to mitigate. The apparatus must perform their primary functions with zero failure rate, as the consequences of failure are extremely high. Apparatus must be replaced in a systematic manner, with the replacement costs identified and funds required for their eventual replacement secured. The expense of these specialized pieces of equipment do not usually lend themselves to be absorbed within an annual operating budget, but programmed as many as twelve to fifteen years ahead. Apparatus should have minimum maintenance standards which comply with *NFPA 1911*.



## FUNDING

Each public agency primarily relies upon the revenues from either property taxes for fire districts or a combination of taxes and fees collected by a municipality for the provision of services through the city general fund. In today's fiscal environment, more must be done to enhance revenues, including reliance upon grants and user fees. While grants can be a two-edged sword, it can be a short-term solution to a fixed-cost problem, such as purchasing equipment, building facilities, or implementing a pilot program. Grants used to fund an ongoing expense with a short-term revenue stream is dangerous, but can be used to fill a gap in anticipation of a more permanent, sustainable revenue stream occurring at the end of the life of the grant.

## SYSTEM IMPROVEMENTS

Opportunities abound for enhancement of the existing services, even if regional fire services are not pursued. Many agencies in Washoe County do not track standardized data in a manner that meaningful decisions can be made. If, for example, each agency defined response time differently, there is no effective means of measuring a standardized service across the region. There must be uniform standards for data reporting by all regional agencies, public or private. Fractile response time tracking is a standard in the fire service industry, yet that data is not collected in many cases. This has been a problem noted as far back as 2009 in the Diamante Report.<sup>3</sup>

Not only does data collection need to be standardized, but the time intervals must also be standardized. Synchronization of dispatch clocks for all dispatch centers in the county, including REMSA, helps ensure an "apples to apples" comparison of response performance, which is a key ingredient to quality assurance and quality improvement.

Emergency medical services can be handled in a much more expedient manner by eliminating the immediate hand-off by the Public Safety Answering Point (PSAP – 9-1-1 call-takers) to REMSA without first determining the location/jurisdiction of the call, the nature of the call, and notification to the appropriate unit(s). All resources required to respond to an emergency should be dispatched simultaneously. If this is a process which takes time to implement, pre-alerts for those units closest to the incident should be implemented as an interim step. Implementation of emergency medical dispatch protocols provide pre-arrival instructions for responding personnel, helping ensure the right resources arrive prepared to mitigate whichever emergency they face. These protocols should be immediately implemented at the dispatch centers in Washoe County where they do not currently exist. If different protocols are in place, they should be standardized.

The BRC endorses a single, centralized dispatch center which drives standardization, increases efficiency and cost effectiveness, and maximizes technology investments to the benefit of all citizens of Washoe County.

---

<sup>3</sup> Diamante Public Sector Group, 101 Parkshore Drive, Suite 100, Folsom, California, page 11.

There must be recognition that Regional Ambulance Services, Inc. (RASI) is the emergency medical transportation agency for the vast majority of Washoe County. It is possible for the organization to default as a franchisee. While there is no indication of an impending default, such defaults are not unheard of by other nationally recognized ambulance companies. It is important, therefore, that the fire service is poised to provide assistance during such an event, as well as for surge capacity. The fire service should be included and consulted in future franchise agreement discussions because of their system expertise.

The August 2012 TriData report, *Emergency Medical Services Systems Analysis — Final Report* summarizes well the opinions of many on the BRC. “We are very concerned about the status of the REMSA Franchise Agreement. Since 1990, most of the negotiated changes have clearly favored REMSA, limiting the District Board of Health oversight authority. The EMS system is supposed to resemble a PUM [Public Utility Model] with an independent oversight organization (REMSA), and an independent contractor, [Regional Ambulance Services, Inc.] RASI. In practice, it is difficult to tell the difference between organizations, with REMSA functioning as a private EMS contractor.”<sup>4</sup>

Where resources are less readily available, typically in the rural areas where wildland interface risks are high, the county should establish a fuels management program to mitigate ladder fuels. Enforcement of existing ordinances requiring defensible spaces should be a high priority. Further, there should be incentives created for homeowners to install built-in fire protection, such as residential sprinkler systems, particularly in the Gerlach and Red Rock areas of the county.

Uniformity of fire codes is absent throughout the county. Standardization of fire codes and code enforcement should be a goal of all regulatory and enforcement agencies in the county. Strong consideration should be given to requiring residential sprinkler systems throughout the county. This lifesaving measure not only improves survivability of a residential fire, it reduces the demand and burden placed upon the fire department by extinguishing fire while still small, reducing the resources required to respond to these types of incidents.

#### OPPORTUNITIES

There are numerous opportunities for enhancement of services through a regional fire services system. It starts with providing public education to the citizens served about how they must take responsibility for protecting and defending themselves, such as becoming Fire Adapted Communities. A Fire Adapted Community means that homeowners, firefighters, land managers, and civic leaders have done their part to prepare for the next wildfire.

Code modification to help manage risk can be implemented, such as rigid enforcement of defensible space regulations in the wildfire interface areas, or implementation of incentives for property owners to install built-in fire protection systems in their occupied spaces. This also helps reduce demand and shore up the cost effectiveness of fire protection in the Gerlach and Red Rock areas.

---

<sup>4</sup> *Emergency Medical Services Systems Analysis – Final Report*, page 4. Washoe County, Nevada, August 2012. TriData Division, System Planning Corporation, 3601 Wilson Boulevard. Arlington, VA 22201. Philip Schaanman.





All agencies can benefit from the establishment of so-called “borderless response areas” where automatic aid agreements are in place. The issue of subsidy can be addressed with annual activity true-up language. However, if all agencies participate in a closest unit response system, even those agencies who are net exporters of service have their stations and constituents covered by move-up agreements from their neighboring agencies.

The BRC had divergent opinions on the EMS component of this evaluation. The recent approval of a new franchise agreement with REMSA initiated some debate among committee members about whether it was good or bad for the communities, or whether the committee had sufficient information to form an opinion. Ultimately, the BRC agreed that it should endorse a higher role for the fire service in EMS.

Fire-based Advanced Life Support (ALS) first response services can be provided, reducing the amount of time a patient waits to receive definitive medical care in a medical emergency. This program of sending fire crews to medical emergencies (which they are already responding to anyway) is enhanced by ensuring that one of the crew members is certified as a paramedic. This program could be further expanded to incorporate a fire-based ALS transport service.

An EMS public-private partnership with REMSA could be forged. In this case, coordination of resources creates system efficiencies. If fire-based ALS services are provided, response times for the transport agency, whether REMSA or a fire-based system, could be slowed since definitive care is already being provided by the fire-based ALS first response system providers. This results in fewer posting locations and potentially fewer units in the system, reducing system costs for the consumers. This public-private partnership can include expansion of the REMSA Board of Directors to include one fire agency representative.

Establishing a set of uniform performance standards by population density (urban, suburban, rural, and wilderness) allows for regional redeployment of appropriate resources based on risk and the effective response force required. This may simultaneously improve services to the fringe areas as well as concentrate resources in the urban core. If outlying areas no longer need to provide for technical rescue or hazardous materials services because these services are provided in the urban core, those outlying areas can concentrate more sharply on their core risks; structure fires, wildland fires, and emergency medical services.

As emergency vehicles and equipment wear down due to use in high demand areas, these expensive assets can be redeployed to less active areas, extending the useful life of that equipment. Apparatus replacement schedules can reflect a longer life by the active redeployment of equipment which might otherwise be replaced while possessing some remaining useful life.

Some fire stations are not currently well positioned to provide optimum service to its jurisdictional constituents today due to shifting boundaries. If those boundaries were invisible to a deployment and coverage plan, some currently inefficient stations become immediately more efficient through cross-



jurisdictional utilization. The same optimization can occur in emergency management and preparedness planning, public education, and fire prevention activities, including active vegetation management within wildland interface areas.

#### CHALLENGES

While there are ample opportunities to gain efficiency with a regional approach to service delivery, there are also numerous difficulties and obstacles which can preclude a successful, effective regional system.

One of the factors which led to the deconsolidation between Reno and Truckee Meadows – labor costs – remains a very thorny subject. Existing collective bargaining agreements in place require bargaining over the impacts or effects of a consolidation, merger, or contract for services. This could lead to “cherry-picking,” which takes the highest union-valued articles of any of the contracts in play, driving the costs for services much higher than any one existing contract calls for.

Facilities and equipment condition can complicate a regional approach to delivering services. If an existing agency were to have extensive deferred maintenance of existing fire apparatus, regionalizing those assets shifts some of the cost of that deferred maintenance to the other partner agencies. The same thing is true for deferred maintenance of facilities. If some agencies have a funded capital improvement plan and others do not, this can further complicate replacement plans, schedules, and funding. This can be somewhat offset by a redeployment of existing resources based on risk. Redeployment allows for extensively used apparatus to be dispatched to more rural, lower call volume areas, thus obtaining additional life than would otherwise be the case.

Unfunded liabilities can create a disparity between partner agencies in some regional service delivery models. Some agencies may have a funded Other Post-Employment Benefits (OPEB) Trust, whereas other agencies may not have OPEBs such as funded retiree health insurance. Regionalizing these agencies can cause a shift in this unfunded liability across all of the partner agencies.

Shifts in resources and service levels can cause an inadvertent decrease in services to a portion of the region. Careful planning and benchmarking of existing services must be performed to ensure such an outcome is not an unintentional consequence of regionalizing services.

Equalization of taxation can increase taxes to some taxpayers and decrease costs to others. A study was performed in 2002 by Walker & Associates for a regional fire service encompassing the entire county and found at that time that Reno’s taxes would increase \$.03 per hundred dollars, Sparks’ taxes would increase \$.01 per hundred dollars, Truckee Meadows’ taxes would decrease \$.12 per hundred dollars, and Sierra’s taxes would decrease \$.24 per hundred dollars. Given the state’s property tax cap, neither Reno nor Sparks could raise their taxes. Blending the tax rates would cause some agencies to subsidize others; this can be remedied via legislative change.

While there are numerous challenges to regionalizing services, perhaps none of the challenges are as daunting and formidable as the political will that will be required to make regionalization of services occur. It is well established that *turf*, *power*, and *politics* are the three most common reasons for a



regional service effort to fail. If service to the people is the driving force behind the effort to regionalize services, the other challenges can be overcome. The BRC believes that citizens are not concerned about these three factors; only about protection and response.

#### REGIONAL OPTIONS

There are four primary ways in which agencies can collaborate to provide regional services. They are each discussed as follows.

##### *Mutual Aid/Automatic Aid Agreements*

Current mutual aid agreements exist between the agencies. Mutual aid is a term used to describe a request for resources outside of the jurisdiction making the request. This requires a specific request by the “host” agency. Some limitations on the mutual aid agreements, such as requiring a command officer to be on scene and reasonably exhausting the host agencies resources before mutual aid can be requested, has caused some negative outcomes on incidents. A recent incident highlighted this limitation, causing Reno and Truckee Meadows to revise the mutual aid agreement, striking these limitations.

Automatic aid agreements take the cooperation between agencies to a higher level. Automatic aid is a term used to describe neighboring resources being dispatched immediately, along with host agency resources, not relying upon a specific request. The decision to provide automatic aid resources to a given building or area is made by the participating agencies well in advance of a specific incident via a written agreement, when agency balance, response time, critical tasks, and other factors can be thoughtfully considered. These automatic aid resources are then preprogrammed into the resource dispatch protocols. This approach may also be referred to as borderless response or closest unit response when describing an automatic aid area.

##### *Consolidation through Interlocal Agreement*

This model is the one used by Truckee Meadows and Reno in 2000, which ultimately led to deconsolidation due to the economic downturn. The unique features of this model are as follows:

- It requires one or more parties to relinquish authority over expenditures.
- One agency conducts all labor negotiations on behalf of the other agencies.
- “Cherry-picking” labor-beneficial articles from among the collective bargaining unit agreements.
- Subsidy if one or more agencies is not financially sustainable or has unfunded liabilities.
- Tax equalization is not a factor in this model.

##### *Consolidation through One Taxing District*

This option is not likely feasible due to the tax equalization requirement and/or possibly exceeding the statutory \$3.64 cap. However, this impediment can be remedied legislatively.

##### *Consolidation through Joint Powers Agreement*

There are two types of Joint Powers Agreements (JPAs). The first is similar to an interlocal agreement except that governance is shared among the agencies. This process eliminates the complications of



relinquishing authority over expenditures and limiting agency involvement in labor negotiations. The problems associated with “cherry-picking” and potential subsidy still remain. Tax equalization is not a factor in this model.

The second JPA is a fire department consolidation of government and management, but not line staff. This would eliminate the issue of “cherry-picking,” and each agency would continue to define their own service level through their own budget, leaving the other agencies unaffected if one agency fails to sustain itself. Equipment and facilities would remain with the originating agency, eliminating any subsidy concerns. Unfunded liabilities remain with the agency, eliminating subsidy from the other agencies. Closest unit response, as in automatic aid agreements, would be implemented in this concept. Some efficiency would also be lost in this form of a JPA, but much can be retained.

#### RECOMMENDATIONS

- The county should model regional collaboration by starting small and working toward larger collaboration efforts with other agencies.
- Pursue legislative remedies to Nevada Revised Statute 318, allowing general improvement districts to exceed the current statutory tax cap.
- Pursue legislative remedies to Nevada Revised Statute 474, allowing county fire districts to overlay cities.
- Peak Activity Units (PAUs) should be used where demand is predictable and where resource concentration needs to be bolstered for a period of time as determined by demand data.
- Standardize response performance data, including quantifiable definitions of the components contained within the fire and EMS response cascade of events.
- Synchronize dispatch center clocks for all emergency services dispatch agencies in the county.
- Assimilate all volunteer fire departments into Truckee Meadows Fire Protection District.
- Implement borderless response (automatic aid) agreements between all agencies in Washoe County.
- Educate the community about the details of the emergency response system within the county.
- Educate the community about their responsibility to prepare and protect themselves in the event of an emergency.
- Enforce existing codes requiring the creation and maintenance of defensible spaces.
- Establish Washoe County as a Fire Adapted Community (see University of Nevada Cooperative Extension website for model – <http://www.livingwithfire.info/>).
- Create incentives to install built-in fire protection systems in rural and interface areas, in particular in Gerlach and Red Rock.
- Create a public-private partnership with REMSA, coordinating emergency resources for more efficient utilization.
- Should any questions arise about the formation of a specific regional agency, the BRC recommends another committee be formed to evaluate the details of that partnership.



# TRUCKEE MEADOWS FIRE PROTECTION DISTRICT

## STAFF REPORT

BOARD MEETING DATE: March 24, 2015

CM/ACM \_\_\_\_\_  
Finance \_\_\_\_\_  
Legal \_\_\_\_\_  
Risk Mgt. \_\_\_\_\_  
HR \_\_\_\_\_

**DATE:** March 11, 2015

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

**FROM:** Alison A. Gordon, CPA, CFE  
Washoe County Internal Audit Manager  
328-2064, [agordon@washoecounty.us](mailto:agordon@washoecounty.us)

**THROUGH:** Charles Moore, Fire Chief  
John Slaughter, County Manager

**SUBJECT:** Acknowledge Receipt of Truckee Meadows Fire Protection District  
Emergency Medical Services Review from the Internal Audit Division to  
include responses from the Washoe County Health District and REMSA.  
(All Commission Districts)

---

### SUMMARY

This review was performed in response to approval of Agenda Item 5 during the September 23, 2014 Board of Fire Commissioners of the Truckee Meadows Fire Protection District. The agenda item approved was an analysis of the Truckee Meadows Fire Protection District (District) and Sierra Fire Protection District (SFPD) by the Washoe County Internal Audit Division and LSM-Government Financial Management to determine the TMFPD cost per medical call. This included a review of the emergency medical services provided to County citizens in Wadsworth.

The review showed the following:

Various County and non-County emergency response entities responded to emergency medical service, (EMS), calls within Washoe County. These include but are not limited to REMSA, the District, certain District and County volunteer fire stations, the Storey County Fire Protection District, the North Lyon County Fire Protection District, and the Pyramid Lake Fire/EMS tribal district.

The District's cost to provide emergency services is estimated at \$2,582. This includes the costs of direct emergency operations and administrative overhead. This amount is about 9 percent more than first reported to the Fire Board in March 2012.

The District periodically helps REMSA in the transportation of patients by sending a paramedic in the REMSA ambulance to assist with the patient. During the period January 1 through June 30 2014, this occurred 56 times. The average staff time spent on transport was 45 minutes at a cost of about \$129.

Wadsworth EMS services falls within REMSA's operational area. During FY14, the County Health District reported REMSA responded to calls in the Wadsworth area three times. While the number of responses appears low, no other data was available. The number of REMSA responses has resulted in other fire entities with fire apparatus or ambulance and paramedic staff responding to calls in Wadsworth, including the District's Spanish Springs and Hidden Valley stations, the North Lyon County Fire Protection District, and the Pyramid Lake Fire Rescue/EMS tribal district. These teams responded to EMS calls 215 times during FY14 with limited cost reimbursement or medical supply replacement from REMSA.

Since May 1994, REMSA has collected the additional \$27 increase adjusted annually for CPI in its customer billing. Based on the analysis performed in Appendix I, we prepared a conservative estimate of REMSA's Wadsworth fee revenues and expenditures including amounts for uncollectible accounts, and annually adjusted for CPI to staff an ambulance in Wadsworth over the last 20 years. This analysis showed over the 20 years REMSA collected an estimated \$6.1M more revenues than expenses.

During August 2013, the District, the Reno Fire Department, the Sparks Fire Department and REMSA entered into a three-month agreement regarding REMSA reimbursing certain medical supplies used by the participating agencies. The District reported once the agreement expired, it entered into a verbal agreement with REMSA to continue the program. To date REMSA has only reimbursed the District about \$852 of the \$15,421.16 owing through November 2014 for agreed upon medical supplies. REMSA is also not reimbursing other non-County entities responding to Washoe County emergency medical calls the cost of providing the service and replacement of medical supplies is inconsistent.

**County Priority/Goal supported by this item:** Government Efficiency and Financial Stability

### **PREVIOUS ACTION**

Item was presented at the February 10, 2015 BOFC with no action taken to allow REMSA and the Washoe County Health District to respond.

### **BACKGROUND**

On October 22, 1986, the Health District granted REMSA the right to provide both emergency and non-emergency ambulance service by ground and rotary wing units on an exclusive basis within the Washoe County Health District, except for ground operations in Gerlach and the North Lake Tahoe Fire Protection District. The most recent Amended and Restated Franchise Agreement is dated May 22, 2014. There were no changes to the franchise service area in this agreement.

Per the Amended and Restated Franchise Agreement, REMSA may employ the use of "mutual aid" as appropriate in fulfillment of its obligations to provide ambulance service. Mutual and automatic aid providers in Washoe County include the Truckee Meadows Fire Protection District, County volunteer fire departments, the Reno Fire Department, the Sparks Fire Department, the North Lake Tahoe Fire Protection District, and the



Pyramid Lake Fire Rescue and EMS. In addition, other non-County EMS first responders include the North Lyon County Fire Protection District, the Storey County Fire Department, and Pyramid Lake Fire/EMS tribal district.

On February 26, 2013, the County Board of Fire Commissioners approved the Truckee Meadows Fire Protection District, District, request to increase the service level for emergency medical services in the Truckee Meadows District boundary. At that time, the County Fire Board approved staff's recommendation to increase the service level for emergency medical services within the District. This changed the service level from Intermediate Life Support to Advanced Life Support (ALS) with at least one of the on-duty staff at seven fire stations being certified as a Paramedic. Currently, a minimum of one on duty paramedic is assigned per shift at each of the District's 11 stations.

### **SCOPE AND METHODOLOGY**

The scope of the review included identifying the number of EMS calls during FY14 and evaluating the costs incurred by the Truckee Meadows Fire Protection District when providing emergency medical services. In addition, the review includes identifying the cost incurred when District paramedic staff assists REMSA during the transport of a patient to the hospital. It also included reviewing paramedic services provided to the citizens of Wadsworth and determining the revenues generated by the additional fees REMSA receives to provide emergency medical services in Wadsworth.

This audit was conducted in accordance with Generally Accepted Government Auditing Standards, and covered the period of July 2013 to December 2014. Fieldwork was conducted between November 2014 and January 2015.

### **FISCAL IMPACT**

This report has no fiscal impact.

### **RECOMMENDATION**

It is recommended the Board of Fire Commissioners acknowledge receipt of the Truckee Meadows Fire Protection District EMS Review to include responses from the Washoe County Health District and REMSA.

### **POSSIBLE MOTION**

Should the Board of Fire Commissioners acknowledge receipt of this audit report, a possible motion would be:

*"I move to acknowledge receipt of the Truckee Meadows Fire Protection District EMS Review from the Washoe County Internal Audit Division, to include responses from the Washoe County Health District and REMSA."*

ag

Attachments



# Truckee Meadows Fire Protection District Emergency Medical Services Review

January 26, 2015



## Executive Summary

---

The Truckee Meadows Fire Protection District provides emergency medical services to Washoe County citizens. This internal audit was performed to analyze the costs incurred by the District to provide emergency medical services and analyzed emergency medical services in Wadsworth, NV.

---

REMSA provides emergency and non-emergency ambulance service within Washoe County.

REMSA holds the exclusive right to provide ambulance service within Washoe County with the exception of ground services in Gerlach and North Lake Tahoe Fire Protection District (Page 1).

---

The District responds to EMS calls within Washoe County.

During FY14, the District responded to 6,257 EMS calls. The cost to the District for each response is estimated at \$2,582 (Page 2).

---

Four entities currently provide various levels of EMS service in Wadsworth during FY14.

The County Health District reported REMSA responded 3 times, the District responded 112 times, the North Lyon Fire Protection District responded 32 times and the Pyramid Lake Fire/EMS Tribal District responded 71 times (Page 5).

---

REMSA bills an additional amount to its Washoe County customers to fund ambulance services in Wadsworth.

Over the last 20 years, it is estimated that REMSA has collected revenues exceeding its expenses for providing a service in Wadsworth. These excess revenues have increased annually reaching about \$6.1M at the end of FY14 (Page 6).

---

REMSA does not always reimburse or replace medical supplies used by other EMS responders providing service in Washoe County.

Since entering an agreement with the District in August 2013, REMSA has only reimbursed about \$852 of \$15,421.16 billed and only sporadically replaces used medical supplies (Page 7).



## Observations

### **Truckee Meadows Fire Protection District Emergency Medical Services**

The Truckee Meadows Fire Protection District (District) station staff includes a minimum of one on duty paramedic per shift at each of its 11 fire stations. In addition to the paramedics assigned, the other station staff may also be certified at the paramedic level and function in this job classification, as needed, e.g. firefighters, equipment operators, and station captains. However, having other fire station staff with a paramedic certification greatly assists in providing quality care to EMS patients.

REMSA provides both emergency and non-emergency ambulance service by ground and rotary wing units on an exclusive basis within the Washoe County Health District, except for ground operations in Gerlach and the North Lake Tahoe Fire Protection District. In the suburban, rural and frontier areas of Washoe County, many of which includes District communities, REMSA's response time standards for life threatening calls varies between 15 to about 31 minutes depending on the location of the call, with frontier/wilderness areas requiring a response "as quickly as possible".

Because response time and distance are directly correlated, the further an ambulance or first responder is from a patient in need of emergency medical services, the longer the wait for those services. In a life threatening situation, as more time elapses until care is initiated, the worse the outcome is for the patient. In the suburban, rural and frontier areas, the District fire stations are strategically located which allows District staff to provide initial emergency medical services to patients until a REMSA ambulance or care flight arrives. In those frontier/wilderness areas where the District stations may not be the closest responder, the District has established automatic aid agreements with other non-County emergency response districts that may be closer.

### **District Emergency Call Data**

Using the District's Fire RMS reporting system, during FY14, the District responded to 7,627 emergency calls. An analysis of these calls showed the District, responded to 6,257 emergency medical services, EMS, calls. This equates to 82% of the total emergency calls. Exhibit 1 shows the number of EMS calls per District station.

#### **Exhibit 1**

St.#	Location	# of EMS Calls
13	Stead	741
14	Damonte Ranch	517
15	Sun Valley	1,678
16	East Washoe Valley	302
17	Spanish Springs	1,352
18	Cold Springs	485
30	Bowers	46

35	Mogul	284
36	Arrowcreek	298
37	Hidden Valley	357
39	Joy Lake	197
Total		6,257

In addition to the District stations providing service in eastern Washoe County, the Storey County Fire Protection District provides automatic aid, including responding to EMS calls. According to the Storey County Fire Chief, about 95 percent of the automatic aid calls pertain to EMS Services. During the period January 2014 through June 2014, Storey County responded about 43 times to EMS calls in Washoe County and during the period July 2014 through October 2014 responded about 51 times including EMS calls along the I80 corridor between Orchard and Painted Rock.

**District Costs per Emergency Medical Response**

To estimate the total dollar cost on a per response basis, we reviewed the County financial system, SAP, during FY2014 and used the cost of direct emergency operations and administrative overhead, excluding contingencies and capital outlay. The results are as follows:

District EMS Expenses during F14	\$16,153,680
Total number of emergency calls (per District Fire RMS system)	6,257
Estimated District Cost per Response	\$2,582

The District EMS Expenses includes about \$88,600 in medical supplies expense for FY14. This equates to an average of about \$14 per medical call. However, the amount of medical supplies used for each EMS call can vary from a few inexpensive supplies such as a bandage and antiseptic wipe to expensive supplies including various equipment and pharmaceuticals.

**District Participation in Patient Transports**

During the period January 1, 2014 through June 30, 2014, the District assisted REMSA in the transportation of patients 56 times by sending a firefighter in the REMSA ambulance to assist with patient care while transporting the patient to the hospital. Data prior to January 1, 2014 was not available. The average staff time spent during transport was 45 minutes at a cost of about \$129, with actual transport times occurring between 10 minutes to 2 hours and 40 minutes where costs range between \$29 and \$459 respectively. These costs include both salaries and benefits of the paramedic participating in the transport, and the staff and benefit costs of the responding fire station going out of service. When District staff participates in the transportation of a patient, the responding fire engine is out of service until the paramedic is retrieved by the engine company on scene or returns

to the station by other means of transportation. As a result, fire staff from another station would be required to respond to calls assigned to the out of service station or apparatus.

**EMS Service in Wadsworth**

Wadsworth EMS service falls within REMSA’s franchise operational area. On June 22, 1994, the Washoe County District Board of Health met and approved REMSA maintaining a ground ambulance unit within Wadsworth; and that the average ground ambulance bill be increased by 5.3% or \$27 as outlined by staff. The increase to the average REMSA ground bills was to cover the cost of placing and staffing an advanced life support, ALS, unit in Wadsworth. REMSA documentation also showed this additional funding was needed to pay for ambulance, medical equipment and communications in Wadsworth, all of which would result in REMSA incurring long-term costs.

Both District and REMSA staff reported that REMSA did place a mobile home next to the District’s Wadsworth fire station, which also included an ambulance. For unknown reasons the arrangement did not continue and REMSA staff and an ambulance are now located in the Big Bend RV Park in Wadsworth. At a recent Citizen’s Advisory Board meeting held in Wadsworth, REMSA management stated an ambulance is located in Wadsworth as ambulances are available. As a result, REMSA staff and ambulances are not always stationed in Wadsworth as also demonstrated in the response numbers below.

REMSA was requested to provide data showing the number of ground responses in Wadsworth during FY14. According to REMSA management, this data was not available. County District Board of Health records showed three REMSA ground responses in the Wadsworth area during FY14. While the number of responses appears low, no other data was available. For the first four months of FY15, REMSA management reported their staff responded to calls 19 times with 9 ground transports.

The number of REMSA responses has resulted in other fire entities with fire apparatus or ambulance and ALS personnel responding to EMS calls in Wadsworth. These include District Stations 17 and 37. The District’s Spanish Springs and Hidden Valley stations are located in eastern Reno/Sparks areas and are at least 30 miles away from Wadsworth. Other non-Washoe County entities are strategically closer and respond when available. This includes the North Lyon County Fire Protection District, and the Pyramid Lake Fire Rescue/EMS tribal district, each of which provide ambulance services. Exhibit II below shows the number of Wadsworth area EMS call responses by the District stations and each of the non-County entities during FY14.

**Exhibit II**

<b>District</b>	<b>FY14</b>	<b>July – Oct. 2014</b>
Truckee Meadows Fire District Stations 17 & 37	112	8
North Lyon County Fire Protection District	32	12 <sup>(1)</sup>
Pyramid Lake Fire Rescue/EMS	71 <sup>(2)</sup>	81



Total	215	101
-------	-----	-----

<sup>(1)</sup>The North Lyon County Fire Protection District reported a decrease in call responses because they were unable to fill the request due to staffing issues or denied the request for other reasons.

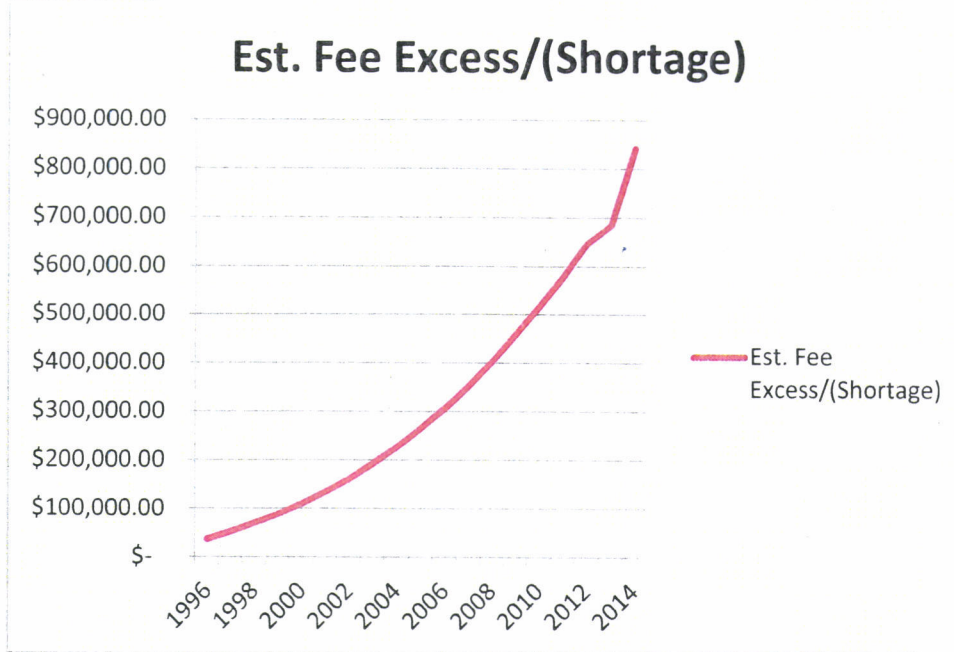
<sup>(2)</sup>Data includes call responses from March 2014 when services were first available through June 2014.

**Additional Billing Fee for Wadsworth Service**

Since May of 1994, REMSA has included the additional \$27 increase, adjusted annually for CPI, in its customer billing, even though it has not consistently provided ambulance services in Wadsworth. To estimate the amounts collected and expended by REMSA for providing ambulance service in Wadsworth over the last 20 years, various assumptions were made because actual data was limited and/or not available. After much analysis, a conservative estimate of both revenues and expenses was developed using the medical services CPI rates for each year. The details behind the amounts described and the assumptions used are identified in Appendix I of this report.

Based on the analysis performed in Appendix I, over the 20 years where REMSA received revenues and expenses were incurred to staff an ambulance in Wadsworth, it appears REMSA collected an estimated \$6.1M more revenues than it had in expenses. For example, we estimated that revenues exceeded costs in FY96 by about \$36K, in FY05 by about \$265K, and in FY14 by about \$842K. During years where REMSA had limited responses in Wadsworth, its expenses would have been significantly less to provide service in Wadsworth and excess fees would be higher than estimated in Appendix I. Exhibit III, which is based on the data in Appendix I, shows how estimated excess Wadsworth funding revenues have steadily increased over the years.

**Exhibit III**



REMSA’s revenues and expenses pertaining to the additional funding received for Wadsworth are not tracked separately and are included as part of REMSA’s patient

service revenue and expense in its financial statements. Therefore, any excess revenues collected resulting from the Wadsworth funding would have subsidized the cost of providing service in areas outside of Wadsworth or increased REMSA's fund balances.

### **Reimbursement for EMS Medical Supplies Used**

During August 2013, the District, the Reno Fire Department, the Sparks Fire Department and REMSA entered into an agreement regarding EMS medical supplies used. Per the agreement, REMSA agreed to reimburse participating agencies (at REMSA's cost) for disposable medical equipment used on scene by first responders prior to the arrival of REMSA personnel, as long as REMSA had adequate financial resources to do so. The term of the agreement was August 15, 2013 through October 31, 2013 as a three-month trial period. After three months of successful compliance with the agreement, all parties were to meet to discuss the continuation, adjustment, suspension, termination or general changes to the agreement.

According to District staff, once the three-month period expired, the District and REMSA made a verbal agreement to continue the medical supply reimbursement arrangement. Since the beginning of the three-month agreement, the District's financial system shows REMSA has only reimbursed the District twice – once in November 2013 and again in February 2014 totaling around \$852. Since December 2013 through December 2014, the District has used medical supplies falling within this agreement totaling \$15,421.16.

In addition, both the North Lyon Fire Protection District and the Pyramid Lake Fire Rescue/EMS tribal district reported that periodically REMSA ambulances meet them and provide replacement supplies from the REMSA ambulance. However, both agencies reported supply replacement is sporadic and depends on the staff responding in the ambulance. REMSA does not reimburse either of the agencies for their costs of providing service in Wadsworth.

### **Summary**

Based on the information provided, several emergency response providers respond to emergency medical calls within Washoe County. REMSA is primarily responsible for providing this service with the exception of Gerlach and North Lake Tahoe Fire Protection District. Other providers include both County and non-County entities such as the District and certain of its volunteer stations, and the Storey County Fire Protection District, which provides automatic aid essentially primarily along the I-80 corridor on the eastern side of Washoe County. For the Wadsworth area, in addition to REMSA and District staff, several other non-County emergency response providers respond to emergency medical calls, including the North Lyon Fire Protection District and the Pyramid Lake Fire Rescue/EMS tribal district.

Since FY95, REMSA has been collecting an additional amount from each County citizen using REMSA services to provide ambulance services in the Wadsworth area even though it has not provided consistent service. We prepared a conservative estimate

showing REMSA has collected significantly more revenues from this fee than the amounts expended to provide service. Additionally, REMSA is currently not reimbursing these entities for their costs to provide service in Wadsworth or replacing medical supplies used.



**Appendix I  
Estimate of REMSA Wadsworth Revenue & Expense**

Year	CPI Rate for Medical Services (1)	Rate + 1	Per Bill Fee Amount using CPI	REMSA Patient Numbers (2)	Annual Revenue (Patient Numbers multiplied by Fee)	Annual Revenue Less Uncollectible Amounts (3)	Expenses Using CPI Rate for	
							Medical Services (4)	Excess/(Shortage)
1995	-	1.0000	\$ 27.00	16,500	\$ 445,500.00	\$ 258,390.00	\$ 263,096.00	\$ (4,706.00)
1996	0.0460	1.0460	\$ 28.24	17,243	\$ 486,962.69	\$ 311,656.12	\$ 275,198.42	\$ 36,457.70
1997	0.0370	1.0370	\$ 29.29	18,018	\$ 527,704.42	\$ 337,730.83	\$ 285,380.76	\$ 52,350.07
1998	0.0300	1.0300	\$ 30.17	18,829	\$ 567,994.65	\$ 363,516.58	\$ 293,942.18	\$ 69,574.40
1999	0.0310	1.0310	\$ 31.10	19,677	\$ 611,954.60	\$ 391,650.94	\$ 303,054.39	\$ 88,596.55
2000	0.0340	1.0340	\$ 32.16	20,562	\$ 661,235.30	\$ 423,190.59	\$ 313,358.24	\$ 109,832.36
2001	0.0400	1.0400	\$ 33.44	21,487	\$ 718,630.52	\$ 459,923.54	\$ 325,892.57	\$ 134,030.97
2002	0.0460	1.0460	\$ 34.98	22,454	\$ 785,513.47	\$ 502,728.62	\$ 340,883.62	\$ 161,844.99
2003	0.0470	1.0470	\$ 36.63	23,465	\$ 859,442.07	\$ 550,042.92	\$ 356,905.15	\$ 193,137.77
2004	0.0400	1.0400	\$ 38.09	24,521	\$ 934,041.64	\$ 597,786.65	\$ 371,181.36	\$ 226,605.29
2005	0.0460	1.0460	\$ 39.84	25,624	\$ 1,020,972.89	\$ 653,422.65	\$ 388,255.70	\$ 265,166.95
2006	0.0430	1.0430	\$ 41.56	26,777	\$ 1,112,794.09	\$ 712,188.22	\$ 404,950.70	\$ 307,237.52
2007	0.0420	1.0420	\$ 43.30	27,982	\$ 1,211,710.36	\$ 775,494.63	\$ 421,958.63	\$ 353,536.00
2008	0.0400	1.0400	\$ 45.04	29,241	\$ 1,316,886.82	\$ 842,807.56	\$ 438,836.97	\$ 403,970.59
2009	0.0410	1.0410	\$ 46.88	30,557	\$ 1,432,568.74	\$ 916,843.99	\$ 456,829.29	\$ 460,014.70
2010	0.0320	1.0320	\$ 48.38	31,932	\$ 1,544,939.43	\$ 988,761.24	\$ 471,447.83	\$ 517,313.41
2011	0.0340	1.0340	\$ 50.03	33,369	\$ 1,669,353.40	\$ 1,068,386.18	\$ 487,477.05	\$ 580,909.13
2012	0.0300	1.0300	\$ 51.53	34,871	\$ 1,796,808.54	\$ 1,149,957.46	\$ 502,101.36	\$ 647,856.10
2013	0.0290	1.0290	\$ 51.53 (5)	36,440	\$ 1,877,748.03	\$ 1,201,758.74	\$ 516,662.30	\$ 685,096.43
2014	0.0290	1.0290	\$ 51.53 (5)	38,080	\$ 1,962,246.69	\$ 1,373,572.68	\$ 531,645.51	\$ 841,927.17
<b>Totals</b>					\$ 21,545,008.33	\$ 13,879,810.13	\$ 7,749,058.03	\$ 6,130,752.10

(1) The Health District reported REMSA's billing rates are adjusted annually for the May CPI. Because the CPI rates used were not available, medical services rates were obtained from the U.S. Bureau of Labor Statistics website.

(2) REMSA patient data was not available other than in 1995. For subsequent years, we assumed a 4.5% annual increase in patient load which resulted slightly under REMSA's reported patient load for FY14.

(3) REMSA uncollectible amount percentage data was not available other than in 1995 and 2013, where the percentages of 42% and 30% were used respectively. For the years occurring between 1995 and 2013 a blended rate of 36% was used. Using these rates, revenues were adjusted to estimate the amount collectible.


(4) REMSA expenditure data pertaining to Wadsworth was not available other than in 1995. For subsequent years, expenditures were estimated using the same medical services rates obtained from the U.S. Bureau of Labor Statistics as used for REMSA's billing rates.

(5) The 2012 bill fee of \$51.53 was used for 2013 and 2014 as this rate is consistent with REMSA's current average bill amount.

**WASHOE COUNTY  
HEALTH DISTRICT**  
ENHANCING QUALITY OF LIFE

DATE: March 11, 2015

TO: Fire Commissioners  
Truckee Meadows Fire Protection District

FROM: Kevin Dick   
District Health Officer

SUBJECT: Response to Truckee Meadows Fire Protection District  
Emergency Medical Services Review – January 26, 2015

---

This memorandum is in response to the Truckee Meadows Fire Protection District (TMFPD) Emergency Medical Services Review from the Internal Audit Division, dated January 26, 2015.

The Washoe County Health District (WCHD) received this audit report as part of the TMFPD February 10, 2015 agenda packet. As a result, WCHD did not have an appropriate amount of time to review the contents and provide feedback on discussed data points during the Commission meeting.

The audit review begins with the executive summary that highlights five main points reviewed within the internal audit. Those points are:

- REMSA provides emergency and non-emergency ambulance service within Washoe County.
- The TMFPD responds to EMS Calls within Washoe County.
- Four entities currently provide various levels of EMS service in Wadsworth during FY14.
- REMSA bills an additional amount to its Washoe County customers to fund ambulance services in Wadsworth.
- REMSA does not always reimburse or replace medical supplies used by other EMS responders providing service in Washoe County.

Each point will be addressed from the WCHD perspective, as the authority over the emergency medical transport franchise service for Washoe County.

- (1) *“REMSA provides emergency and non-emergency ambulance service within Washoe County.”* REMSA was granted an exclusive right to ambulance transport within Washoe County, excluding Gerlach and North Lake Tahoe Fire Protection District, in 1986. This was initially through a resolution dated October 2, 1986, then a Memorandum of Understanding



dated October 22, 1986 and formally through the franchise agreement. The initial franchise agreement was reviewed and amended several times over the years by the District Board of Health (DBOH). Most recently the franchise agreement was completely rewritten and the existing agreement is termed the “Amended and Restated Franchise Agreement for Ambulance Service” dated May 22, 2014. It is important to note that the old franchise is what was governing ambulance service during FY 14 and some of the data elements within the audit report confuse the two agreements.

The response zones within TMFPD include 8 minute zones as well as the 15 minute, 20 minute and “best effort.” These time delineations were designated by the DBOH and reviewed annually by the District Health Officer (DHO) to determine changes to the franchise service map. There is no documentation that indicates response zones for TMFPD were discussed with the DHO as a concern for possible service area adjustment prior to the discussions regarding the current Amended and Restated Franchise Agreement. The response map dated November 30, 2010 was the most current map during FY 14.

- (2) *“The TMFPD responds to EMS Calls within Washoe County.”* Washoe County has a two-tiered system response to emergency medical calls. The call routes through the Public Safety Answering Point (PSAP), which dispatches fire as the first tier of the system. After the PSAP obtains the relevant information to dispatch a fire unit, the call is forwarded to REMSA for Emergency Medical Dispatch (EMD) and ambulance dispatch. The information contained within the audit indicates that TMFPD went on 6,257 medical calls during FY 14. This is consistent with a two-tiered response system. WCHD is not able to comment on the fiscal impacts of a two-tiered system on a fire agency with the information contained within the audit. Back-up documentation would need to be reviewed. However, if the system is set up for a two-tiered response, the availability of a fire unit for a medical call would also be included in the availability for the same unit to respond to a haz-mat or fire call, which is the cost of doing business. The audit report seems to allocate a substantial amount of fire response infrastructure and labor costs specifically to EMS, and to each EMS call.
  
- (3) *“Four entities currently provide various levels of EMS service in Wadsworth during FY14.”* Wadsworth is a community of Washoe County that is within the Truckee Meadows Fire Protection District. What is misrepresented within this audit is the idea that REMSA only responded to Wadsworth 3 times during FY 14. Information required to be submitted to the WCHD by the FY 14 franchise agreement was only the priority 1 calls that required patient transport. Therefore, the information provided to the internal auditor through a public records request and emails, was that REMSA transported 3 times from Wadsworth during



FY 14<sup>1</sup>. This clarification of transport versus response was made multiple times through correspondence with the auditor<sup>2</sup>. As stated in the correspondence, WCHD did not have information related to response calls and directed TMFPD/Auditor back to REMSA for that information. Under the Amended and Restated Franchise agreement, effective July 1, 2014, section 7 outlines the response and reporting requirements. Specifically, REMSA must report ALL calls for service to the District Board of Health, regardless of priority or patient transport within the franchise service area. As outlined in section 7.4, this data is submitted on a monthly basis to assure compliance with the response time standards.

With respect to multiple entities responding to calls within Wadsworth, WCHD had not been made aware of North Lyon Fire Protection District (North Lyon) responding into the franchise service area. A significant portion of Wadsworth is tribal land<sup>3</sup> and the response by Pyramid Lake Fire is an appropriate response. For those specific calls, Pyramid Lake is the primary service provider and REMSA is operating as a partner agency. For the non-tribal areas, it would be expected to see TMFPD and REMSA respond to calls for service. WCHD would like to see the data relevant to the North Lyon responses and determine if those responses were on tribal land or in unincorporated Washoe County. North Lyon should only be responding into Washoe County through a mutual aid agreement with REMSA. Within the county land portion of Wadsworth, EMS response should be under a mutual aid agreement between REMSA and Pyramid Lake Fire, or North Lyon. For fire specific calls, the agreement would be between TMFPD and North Lyon.

- (4) “REMSA bills an additional amount to its Washoe County customers to fund ambulance services in Wadsworth.” Information relating to this item was given to the Auditor and the WCHD believes the information contained within the report is a misrepresentation of the actions of the District Board of Health. Annually, REMSA is able to adjust the average bill based on a consumer price index (CPI). In June 1994, REMSA requested an adjustment to their previously approved base (as allowable by the franchise agreement) for an increase in personnel and the purchase of equipment required to provide services to Wadsworth for \$26 and \$1 for the posting station. The total increase in the maximum average bill was for \$27.

Per the franchise agreement, the DHO annually reviews the CPI for the maximum average bills. The DHO issued the annual average bill letter indicating what the allowable maximum for the average bill for 1995/1996 would be. At that time, the \$27 was considered part of the base fee structure and the CPI increase applied to that.

---

<sup>1</sup> Public Records Request documentation - Attachment 1

<sup>2</sup> Email Correspondence - Attachment 2

<sup>3</sup> Map of Wadsworth, depicting tribal land - Attachment 3

(5) “REMSA does not always reimburse or replace medical supplies used by other EMS responders providing service in Washoe County.” The old franchise agreement did not discuss supply reimbursement; therefore, the WCHD is unable to comment on this particular section of the audit. For clarification purposes, no partner agency has ever come to the WCHD for assistance in supply reimbursement. However, it is included in the Amended and Restated Franchise Agreement section 2.7. This states that REMSA shall develop and offer a supply exchange/reimbursement agreement with the county and city fire service functions. To date, an agreement has been drafted, sent to the regional fire departments and Reno Fire Department has signed.

The Health District disagrees with the characterization provided before the Fire Board that the District was uncooperative to the County Auditor. The Fire District and the County requested documentation that was not in the Health District’s possession and which was not required to be provided by REMSA to the Health District under the old Franchise Agreement. Therefore, REMSA was the appropriate organization for which to refer these information requests. The approach of requesting information from the Health District under Public Records Law was proposed by TMFPD’s contractor and did not originate from the Health District. The Health District attempted to cooperate in providing information we had available and appropriately responded to requests for information from the internal auditor and the Fire District.

KD;jh

Attachments (3)

**ATTACHMENT 1:**

**PUBLIC RECORDS REQUEST**



# WASHOE COUNTY PUBLIC RECORDS REQUEST FORM



All requests for public records will be responded to in accordance with the provisions of Chapters 239 - 239B of Nevada Revised Statutes and Washoe County Resolution Adopting Public Records Policies and Procedures. Our policy is to fill a request within 5 working days or less unless the requester is informed that the request will take additional time.

**This section should be completed by the Requester (optional)**

<b>Date of Request:</b>	November 7, 2014		
<b>Name of Requester (Optional):</b>	Truckee Meadows Fire Protection District		
<b>Address:</b>	1001 E. 9 <sup>th</sup> St. Bldg. D, Reno, NV 89512		
<b>Telephone:</b>	775 326-6000		
<b>Documents Requested</b> (Please be as specific as possible and include names and dates of the documents if you know them. This will help us respond to your request as fast as possible.)			
1. REMSA Cost Information for Ground Ambulance FY2014	6. REMSA Number of Medical Transports from Wadsworth FY2014		
2. REMSA Cost Information for Care Flight FY2014	7. REMSA Average Time of all response and return to base on all medical calls FY2014		
3. REMSA Number of Medical Calls FY2014	8. REMSA Average time of response and return to base on Wadsworth medical calls FY2014		
4. REMSA Number of Medical Calls to Wadsworth FY2014	9. REMSA Rate Schedule FY2014		
5. REMSA Number of Medical Transports FY2014	10.		
<b>Date Documents Needed By:*</b>	AM <input checked="" type="checkbox"/> PM	<b>Signature: (Optional)</b>	<i>Charles Moore, Fire Chief</i>
<b>Copy Needed:</b>	Yes: No:	<b>Certified Copy:</b>	Yes: No: <input checked="" type="checkbox"/>

\* If unable to fill request in 5 working days, requester must be informed in writing, along with the date record will be available.

**This section to be completed by the Department**

Department Receiving

The Request:

Actual Charge (if extraordinary use):

Date Request Filled:

Employee Initials:

**Determination of Access if Document is not a known public record**

District Attorney Referral		Access Granted (circle one)	
Date Sent:	Date Returned:	Yes	No

---

**From:** Conti, Christina  
**Sent:** Friday, November 14, 2014 1:15 PM  
**To:** Moore, Charles  
**Cc:** Admirand, Leslie; Dick, Kevin; Todd, Randall  
**Subject:** Re: Open Meeting Request

Hi Chief Moore,

Thank you for your public records request, dated Friday, November 7, 2014. The EMS Oversight Program has had a chance to research the items you have requested to determine if we have them in our custody for FY2014 (July 1, 2013 – June 30, 2014). Please see below for an itemized response to each of your nine requested items.

1. REMSA Cost Information for Ground Ambulance: This is available in the monthly REMSA operations report, submitted to the District Board of Health.
2. REMSA Cost Information for Care Flight: This is available in the monthly REMSA operations report, submitted to the District Board of Health.
3. REMSA Number of Medical Calls: This is available in the monthly REMSA operations report, submitted to the District Board of Health.
4. REMSA Number of Calls to Wadsworth: We do not have this information. We recommend that you contact REMSA directly for this information.
5. REMSA Number of Medical Transports: This is available in the monthly REMSA operations report, submitted to the District Board of Health.
6. REMSA Number of Medical Transports from Wadsworth: We have this information.
7. REMSA Average Time of all response and return to base on all medical calls: We only have partial data on this topic, which would be the information related to patient transports only. We recommend that you contact REMSA directly for this information. For FY2014, we only have the data for patients who were transported.
8. REMSA Average time of response and return to base on Wadsworth medical calls: We only have partial data on this topic, which would be the information related to patient transports only. We recommend that you contact REMSA directly for this information. For FY2014, we only have the data for patients who were transported.
9. REMSA Rate Schedule: This is available in the monthly REMSA operations report, submitted to the District Board of Health.

We are willing and able to copy the FY 2014 operations report and send them to you. We will begin to compile and provide all the requested reports and information in #6 by close of business on Monday, November 24, 2014.

On item #7 and #8, where we could only partially meet your request, would you like us to proceed with providing you with the date we do have?

Please let me know if you have any questions about the above information relating to your request.

Thank you so much,  
Christina

*Christina Conti*  
*EMS Program Manager*  
*Washoe County Health District*  
*775.326.6042 desk*  
*775.343.2143 cell*

**ATTACHMENT 2:**

**EMAIL CORRESPONDENCE**



## Dayton, Brittany

---

**From:** Gordon, Alison  
**Sent:** Wednesday, November 19, 2014 2:42 PM  
**To:** Dayton, Brittany; Van Buren, Vicki L.  
**Cc:** Conti, Christina; Moore, Charles  
**Subject:** RE: Public Records Request

Hi Brittany,

Thanks for getting back to us. Do you have any idea when we could expect to receive this information?

Thanks!  
Alison

**From:** Dayton, Brittany  
**Sent:** Wednesday, November 19, 2014 2:41 PM  
**To:** Van Buren, Vicki L.; Gordon, Alison  
**Cc:** Conti, Christina; Moore, Charles  
**Subject:** Public Records Request

Hello Vicki and Alison,

I understand that you have a copy of the email Christina Conti sent Chief Moore concerning his public records request. I was asked to touch base with you to confirm that you would like **partial data for requests #7 and #8.**

Just so you are aware, we have the **data to fulfill request #6,** but there are numerous addresses that need to be checked to confirm if they are in fact in Wadsworth. I am going to need to work with GIS to determine the addresses, so there may be a delay in getting you the information for **request #7 and #8.**

Please let me know if you have any questions.

Thank you,  
Brittany

*Brittany Dayton, MPA*  
EMS Coordinator  
Division of Epidemiology & Public Health Preparedness  
Washoe County Health District  
Phone: 775.326.6043  
Fax: 775.328.3631  
[bdayton@washoecounty.us](mailto:bdayton@washoecounty.us)

## Dayton, Brittany

---

**From:** Dayton, Brittany  
**Sent:** Friday, November 21, 2014 4:41 PM  
**To:** Moore, Charles; Gordon, Alison; Van Buren, Vicki L.  
**Cc:** Conti, Christina  
**Subject:** RE: Public Records Request  
**Attachments:** Public Records Request - Wadsworth Transports.pdf

Hello Chief Moore, Alison and Vicki,

GIS was able to do all the geo-coding and sent me the results this afternoon. I can now provide you with request #6 and the partial data for request #8. Attached is the requested information separated by month. For FY 2014 there were 3 medical transports from Wadsworth, therefore I calculated the "response and return" information for each call, but did not average them since the sample was so small.

I must apologize because I incorrectly read request #7 and will need to send the partial data for request #7 on Monday. This will include the average response times and return to base/call cleared times for all medical transports in FY 2014. Please feel free to contact me if you have any questions.

Thanks and have a great weekend,  
Brittany

**From:** Gordon, Alison  
**Sent:** Thursday, November 20, 2014 11:25 AM  
**To:** Dayton, Brittany; Van Buren, Vicki L.  
**Cc:** Conti, Christina; Moore, Charles  
**Subject:** RE: Public Records Request

Hi Brittany,

That works perfectly for me as I will be out all next week as well. I truly appreciate you keeping us updated on this. Hope you have a wonderful Thanksgiving!

Thanks again,  
Alison

**From:** Dayton, Brittany  
**Sent:** Thursday, November 20, 2014 11:23 AM  
**To:** Gordon, Alison; Van Buren, Vicki L.  
**Cc:** Conti, Christina; Moore, Charles  
**Subject:** RE: Public Records Request

Hello all,

I just spoke with the GIS department and they have already began geo-coding the addresses but this process will take a couple days. I was also advised that several of the staff members will be on vacation next week, so the staff thought next Wednesday was a realistic timeline for them to return all the information to me. Once I have the data I will be able to complete request #7 and #8 relatively quickly. Keeping in mind that next week is a relatively short week due to the holidays, I believe I can have the information to you by Monday, December 1 (but shooting for sooner if possible).

Again, I apologize for the delay in getting you this information, but appreciate your flexibility. Please let me know if you have any questions.

Thanks,  
Brittany

**From:** Gordon, Alison  
**Sent:** Thursday, November 20, 2014 7:40 AM  
**To:** Dayton, Brittany; Van Buren, Vicki L.  
**Cc:** Conti, Christina; Moore, Charles  
**Subject:** RE: Public Records Request

Thanks Brittany! I appreciate your assistance on this.

Alison

**From:** Dayton, Brittany  
**Sent:** Wednesday, November 19, 2014 4:55 PM  
**To:** Gordon, Alison; Van Buren, Vicki L.  
**Cc:** Conti, Christina; Moore, Charles  
**Subject:** RE: Public Records Request

Hello Alison,

I heard from the GIS department and they thought the location matching could be done relatively quickly so this shouldn't cause too much of a delay. I will continue to keep you updated with the progress and should be able to give you a more definitive answer tomorrow.

Thanks and have a good evening,  
Brittany

**From:** Gordon, Alison  
**Sent:** Wednesday, November 19, 2014 2:42 PM  
**To:** Dayton, Brittany; Van Buren, Vicki L.  
**Cc:** Conti, Christina; Moore, Charles  
**Subject:** RE: Public Records Request

Hi Brittany,

Thanks for getting back to us. Do you have any idea when we could expect to receive this information?

Thanks!  
Alison

**From:** Dayton, Brittany  
**Sent:** Wednesday, November 19, 2014 2:41 PM  
**To:** Van Buren, Vicki L.; Gordon, Alison  
**Cc:** Conti, Christina; Moore, Charles  
**Subject:** Public Records Request

Hello Vicki and Alison,



I understand that you have a copy of the email Christina Conti sent Chief Moore concerning his public records request. I was asked to touch base with you to confirm that you would like partial data for requests #7 and #8.

Just so you are aware, we have the data to fulfill request #6, but there are numerous addresses that need to be checked to confirm if they are in fact in Wadsworth. I am going to need to work with GIS to determine the addresses, so there may be a delay in getting you the information for request #7 and #8.

Please let me know if you have any questions.

Thank you,  
Brittany

*Brittany Dayton, MPA*  
EMS Coordinator  
Division of Epidemiology & Public Health Preparedness  
Washoe County Health District  
Phone: 775.326.6043  
Fax: 775.328.3631  
[bdayton@washoecounty.us](mailto:bdayton@washoecounty.us)

## Dayton, Brittany

---

**From:** Gordon, Alison  
**Sent:** Tuesday, December 02, 2014 9:23 AM  
**To:** Dayton, Brittany  
**Subject:** RE: Public Records Request

Hi Brittney,

Do have ½ an hour to meet with me sometime this week to talk about the operations reports you all receive from REMSA. I am trying to figure out what some of the data means and Kevin Dick suggested I speak with you. I also have a question on the report you sent below. Let me know what works for you.

Thanks much,m  
Alison

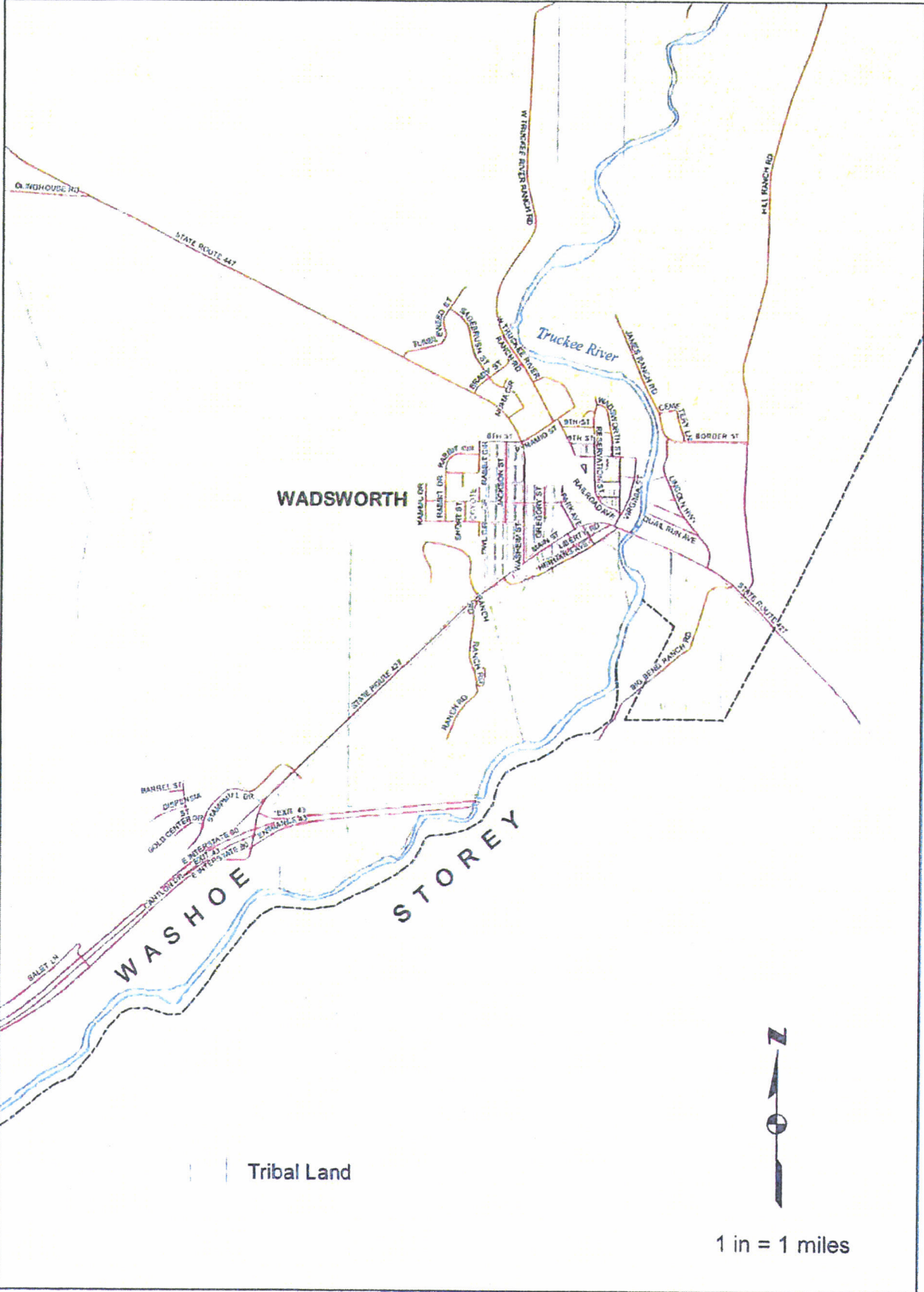
**From:** Dayton, Brittany  
**Sent:** Monday, November 24, 2014 5:02 PM  
**To:** Moore, Charles; Gordon, Alison; Van Buren, Vicki L.  
**Cc:** Conti, Christina  
**Subject:** Public Records Request

Hello Chief Moore, Alison and Vicki,

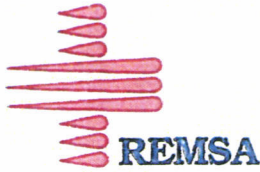
Attached is the partial data for request #7. This document includes REMSA's average response times as well as return to base/call cleared times for medical transports in FY 2014, based on information provided to the Health District. Please feel free to contact me if you have any questions.

Thanks and have a great Thanksgiving!  
Brittany

*Brittany Dayton, MPA*  
EMS Coordinator  
Division of Epidemiology & Public Health Preparedness  
Washoe County Health District  
Phone: 775.326.6043  
Fax: 775.328.3631  
[bdayton@washoecounty.us](mailto:bdayton@washoecounty.us)







Date: March 12, 2015

To: Board of Fire Commissioners, Truckee Meadows Fire Protection District

From: The Regional Emergency Medical Services Authority (REMSA)

Subject: REMSA Response to the *Estimate of REMSA Wadsworth Revenue and expenses, Truckee Meadows Fire Protection District Emergency Medical Services Review, dated January 26 2015*, Presented to the Board of Fire Commissioners on February 10, 2015.

The following is the response from REMSA to several comments and assertions made in the Auditor's report, which was presented to the Truckee Meadows Fire Protection District Board of Commissioners (the District) on February 10, 2015.

REMSA staff, along with REMSA Board members and our legal counsel, has reviewed this report, and we have found that several comments and findings contained in this report are inaccurate, misleading, and potentially damaging to REMSA. Therefore, to assure that the TMFPD Board of Commissioners has received and is acting upon factual information regarding the matters contained within this Audit report, REMSA has prepared this detailed response.

**Page 1, Paragraph 3 of the Audit Report states:**

The District's cost to provide emergency services is estimated at \$2,582. This includes the costs of direct emergency operations and administrative overhead. This amount is about 9 percent more than first reported to the Fire Board in March 2012.

**REMSA's response:**

Based upon the above and the more detailed description given by the Auditor at the February 10<sup>th</sup> Fire Board meeting explaining the method of determining the total "cost to provide emergency services" for the District (TMFPD), it appears this report shows that the total cost for the District was divided by all emergency service calls (both fire and EMS calls) that the District responded to for that year. The result shows that the District cost per response is \$2,582, and this is an important finding to understand. There is no mention, however, in the audit report on what amount of funding the District already receives from taxpayer funding in return for the

District's services. It is substantial but is unaccounted for in the Auditor's report. This is important information to understand because later in this report, the District's costs are then used to imply that REMSA should somehow be helping to fund the District's EMS response services for its citizens.

The report also does not point out that the District is already responsible to respond to any threat of fire, rescue or Emergency Medical Service request, such as life threatening EMS calls, in the community the District serves (see attachment 1, the Fire District's website for its charter and its list of services which are committed to the community). And since the District already receives funding from multiple tax sources (according to the District's budgets) to provide these services, then isn't the District already being paid to respond to and provide these fire and EMS response services for their community? Therefore, why is this report (or anyone else) suggesting that REMSA should somehow also be responsible to pay the District for their EMS services to their communities.

Another very important piece of information regarding the District's costs to respond to each call is that (by comparison) REMSA's ground ambulance service total costs (using the same fully loaded cost method including overhead) is currently an average cost per EMS system response of \$351 for the 60,368 total budgeted system wide calls that REMSA will respond to this fiscal year. But perhaps the most important piece of information is that the only source of funding to REMSA to provide the Franchise ground ambulance services comes from billing for REMSA services ONLY when REMSA actually transports a patient, which occurs about 41,000 times per year.

This patient transport reimbursement (the funding) to REMSA from the Franchise services comes in the form of healthcare reimbursement received from commercial insurance and government payers (currently paid on average at 36 cents on each dollar billed, primarily due to government program reimbursement shortfalls). The current patient transport reimbursement levels do not cover the average cost per transport for REMSA's service within the Franchise.

Any claim in this report, or elsewhere, that REMSA is making profits from the EMS system Franchise services shows a complete lack of understanding of the current healthcare reimbursement environment. In fact, in the 2012/2013 REMSA Community Report, REMSA showed that we had provided uncompensated care (services not reimbursed for) in the amount of over \$37 million.

**Page 1, Paragraph 4 of the Audit Report states:**

The District periodically helps REMSA in the transportation of patients by sending a paramedic in the REMSA ambulance to assist with the patient. During the period January 1 through June 30 2014, this occurred 56 times. The average staff time spent on transport was 45 minutes at a cost of about \$129.

**REMSA's Response:**

There is a misstatement about the fire service "helping REMSA" when in fact the fire department is actually providing their required services for their community and therefore "helping their citizens" for which they are already funded by tax funding. The fact is that it is often not necessary for a District firefighter to accompany a REMSA patient transport to the hospital as explained below. Occasionally, REMSA's Paramedics and Fire Department First Responders will continue care of the patient as a team to ensure the most critically ill patients receive the best care. These true need cases are actually quite rare and are usually the joint decision of the professionals in the field. But when it is truly needed, the District paramedic would be providing his/her additional services for the benefit of the tax-paying patient, not providing services for the benefit of REMSA.

A review of numerous calls over the past year shows that the majority of firefighter paramedic ride-a-longs from the District were a result of the District firefighter paramedic insisting that they ride-a-long to the hospital, not that they were truly needed or requested for the patient. REMSA's Paramedics often accommodate this request in the spirit of cooperation to promote a team-based care approach. Therefore, the numbers listed in this paragraph are not representative of true need for the patients.

**Page 2, paragraph 1 of the Audit Report states:**

Wadsworth EMS services falls within REMSA's operational area. During FY14, the County Health District reported REMSA responded to calls in the Wadsworth area three times. While the number of responses appears low, no other data was available. The number of REMSA responses has resulted in other fire entities with fire apparatus or ambulance and paramedic staff responding to calls in Wadsworth, including the District's Spanish Springs and Hidden Valley stations, the North Lyon County Fire Protection District, and the Pyramid Lake Fire Rescue/EMS tribal district. These teams responded to EMS calls 215 times during FY14 with limited cost reimbursement or medical supply replacement from REMSA.

**REMSA's Response:**

The data reported here on the number of REMSA responses into the Wadsworth area during FY 2014 for EMS calls is completely wrong and the resulting conclusions and comments in this paragraph are false. The author of the report clearly acknowledges that the data being reported here is likely wrong (*"number of responses appears low"*) but then attempts to justify the reporting of the *"appears low"* data anyway by stating *"no other data was available"*. This is also completely false. The author then goes on to use this questionable data to form flawed conclusions and then makes damaging statements.



Additionally, the assertions being made in this paragraph that the number of REMSA responses to this area is somehow the cause of fire agencies having to perform REMSA's work (as implied) to respond to EMS calls in Wadsworth demonstrates a complete lack of understanding of how the system in the Wadsworth area actually functions.

The following are responses to each mis-information item in the above paragraph from the Audit Report:

1. Wadsworth EMS services and REMSA's operational area:

REMSA's Franchise operational area for ground ambulance service includes ground ambulance calls within the Washoe County Health District, except for ground unit operations in Gerlach and the North Lake Tahoe Fire Protection District. However, Sovereign Nation Tribal lands do not fall under the jurisdiction of the Washoe County Health District or REMSA's response area, even though they may be located within the boundaries of Washoe County.

The Wadsworth community area is divided into two geopolitical areas: 1. County land, and 2. Sovereign Nation Tribal lands. The vast majority of the homes (estimated at 90%) in Wadsworth are located on the Tribal lands. In fact, the REMSA ambulance station is also located within the Tribal lands.

Also, you will see later in this report that the only reason that REMSA has an ambulance station in Wadsworth is due to a "temporary" directive from the District Board of Health back in 1994. Prior to this directive, the Fernley Volunteer Fire and EMS Department provided the ambulance service for the Wadsworth area. From July 1 2013 to June 30 2014, REMSA responded to 63 calls in the Franchise operational areas of Wadsworth. REMSA also reported our Franchise operational area calls (for a four month period) in December as a result of the Auditors request for call volume information (outlined below) because the request asked for Fiscal year 2014 calls. REMSA's 2014 fiscal year begins July 1 2014 and the latest call volume information we had at that time was for July through October of 2014.

2. The Total Number of Calls REMSA Responded to in Wadsworth during 2013/2014:

From July 1 2013 through June 30 2014, REMSA responded to 147 ground ambulance calls in Wadsworth. 63 of those calls (43%) were in REMSA's Franchise operational area. The other 84 calls (57%) were on Tribal lands.

3. The Statement that *"No Other Data Was Available"*

Below is a summary of the facts and events (substantiated by copies of e-mails back and forth) which involved REMSA's response to the Auditor's requests and the data sent from REMSA to the Auditor.

- December 2nd, Ms. Gordon (the Auditor) leaves a voice message at REMSA requesting to know who she should talk to in order to acquire needed information. Jim Gubbels of REMSA asks his assistant to respond to Ms. Gordon right away and to provide her with his e-mail address. Ms. Gordon then responds thanking REMSA for getting back to her so quickly and lists her questions, including call volume data for Wadsworth responses for FY 2014 (See Attachment 2 with the specific data asked for).

- December 7<sup>th</sup>, after collecting and formulating a report for the requested data, Mr. Gubbels sends a return e-mail to Ms. Gordon answering her questions and also attaching a separate report with the requested call volume data. Ms. Gordon asked for FY 2014 data, of which our FY for 2014 starts on July 1, 2014 and at the time of this request the call data available was from July 1<sup>st</sup> through October 31, 2014 – 4 months (see Attachment 3 - the e-mail, and Attachment 4 - the e-mail attached data sheet). Of specific interest, you will note in Attachment 4 that the reported number of responses in Wadsworth to Ms. Gordon for just this 4-month period was 19 responses and 12 transports (not 3 responses for the entire year as is reported to you in this Audit Report).

- January 8<sup>th</sup>, the next day, Mr. Gubbels was advised from Health Department EMS staff that Ms. Gordon still had questions about the data for the Wadsworth area. Mr. Gubbels then sent another e-mail to Ms. Gordon asking her to respond to his e-mail if she still had questions that he could help with (See Attachment 5 e-mail from Mr. Gubbels). Immediately after Mr. Gubbels sent his e-mail, he received an automatic reply back from Ms. Gordon's e-mail system that she was out of the office (See Attachment 6). No other response or inquiry was received back from Ms. Gordon after this e-mail.

As the evidence clearly shows from this e-mail trail, REMSA cooperated fully to each specific question she supplied.

4. The statement that *"The number of REMSA responses has resulted in other fire entities with fire apparatus or ambulance and paramedic staff responding to calls in Wadsworth"* is completely baseless. The following response outlines the facts regarding this issue.

- In addition to REMSA's 147 calls into the Wadsworth area in 2014, REMSA also responded to 116 calls into other Tribal land areas in and near the Nixon area. It is the primary responsibility of the Pyramid Lake Paiute Tribal District to cover the Sovereign Nation areas (and at their own expense). However, REMSA responds to these areas when requested to do so because it's the right thing to do in time of need. The number of responses to the Wadsworth / Nixon areas above include the mutual aid responses to the Tribal lands.

- Additionally, REMSA has in place a mutual aid agreement with North Lyon County Fire Protection District for ambulance service mutual aid to the response areas of Wadsworth. However, it is important to understand that while North Lyon County Fire sent an ambulance into the Wadsworth area for mutual aid assistance 16 times in 2014, REMSA responded to mutual aid calls in their (North Lyon County Fire) response area 48 times. Neither party in this mutual aid agreement is responsible to pay the other party for any expenses, in part because the resulting transporting agency is then allowed to bill for their ambulance transport services, to cover any reimbursement for medical supplies – as outlined in the mutual aid agreement (See Attachment 7 – Mutual Aid Agreement).

- Another critical piece relating to this mis-information in this paragraph is regarding the District service responses from both Spanish Springs and Hidden Valley stations to the Wadsworth area. The District is responsible to provide any fire response on any fire calls (this has nothing to do with REMSA) and the District is responsible to its citizens to respond to life threatening EMS calls as the fire first responder along with REMSA (the designed two tier system in Washoe County) when they are dispatched to calls in the Wadsworth area (which is also the District's area of responsibility).

Therefore, any response the District might have made in the Wadsworth area for fire or EMS calls is a result of the District's responsibilities to the tax-paying citizens in the Wadsworth area and has nothing to do with the number of responses that REMSA made to this area for ambulance service requests.

5. The statement regarding limited cost reimbursement to Fire Departments from REMSA.

REMSA has no responsibility to the other ambulance services or fire EMS first responders mentioned in the above Audit Report paragraph to reimburse them for any used EMS response medical supplies, with the exception of the District (TMFPD) for EMS first response services pursuant to the agreement with REMSA. However, the District has not followed the medical supply reimbursement agreement by sending REMSA a proper documentation for the used supplies as further outlined in detail below. The other fire departments (Reno and Sparks) are following the agreement and sending the appropriate information to REMSA so that REMSA can then pay them for the used supplies.

**4. Page 2, paragraph 2 of the Audit Report States:**

Since May 1994, REMSA has collected the additional \$27 increase adjusted annually for CPI in its customer billing. Based on the analysis performed in Appendix I, we prepared a conservative estimate of REMSA's Wadsworth fee revenues and expenditures including amounts for uncollectible accounts, and annually adjusted for CPI to staff an ambulance in Wadsworth over the last 20 years. This analysis showed over the 20 years REMSA collected an estimated \$6.1M more revenues than expenses.



### **REMSA's Response:**

The following is a summary of the events that transpired in 1994 and the years to follow regarding the Wadsworth ambulance service coverage and the claimed \$27 issue. We have attached documents from those requests and decisions to serve as evidence of the facts.

- On February 17, 1994, REMSA was advised in writing of changing conditions between the District Health Department and the Fernley Volunteer Fire / EMS Rescue Department. Prior to this time, the Fernley Volunteer Fire / EMS Rescue Department provided the ambulance services from their Fernley station to the Wadsworth area. However, at that time, no mutual aid agreement was in place for the level of service which was desired by the District Health Department and attempts to cure this matter appeared to be failing. (See Attachment 8)
  
- On April 14, 1994, REMSA received official written notice from the District Health Department directing REMSA to staff a 24 hour station in Wadsworth after mutual aid agreement negotiations with Fernley had failed. Paragraph 2 of the written notice clarifies *"This temporary measure is due to our (the District Health Department) failure to negotiate a mutual aid Emergency Medical Service agreement with Fernley Volunteer Department, Inc."* to provide ambulance service coverage for the Wadsworth area. (See Attachment 9)
  
- On April 16, 1994, REMSA acknowledged in writing that it had placed a 24 hour ambulance stationed in Wadsworth as directed, that REMSA had hired additional personnel for this additional ambulance unit staffing and that REMSA now has additional costs of a long term nature, including more equipment, new station costs, overtime costs, etc. REMSA also advised that it would be preparing a list of options and estimates to discuss with District Health Department staff. (See Attachment 10)
  
- On April 20, 1994, REMSA sent a letter to the Pyramid Lake Paiute Tribe Chairman updating him on the new Health District requirements resulting in a REMSA ambulance now being based in Wadsworth and confirming REMSA's interest in working closely with them to cover this area. REMSA also offered to help them with public awareness information as to the changing EMS coverage for the area. (See Attachment 11)
  
- On June 14, 1994, after preparing the necessary information for an upcoming District Board of Health meeting, REMSA sent a document to the District Health Department outlining a number of options regarding the provision of ambulance services now and in the future for the Wadsworth area. Of particular importance in this document is Option 2 on the first page which makes it clear that the requested \$27 increase to the allowed average bill covers two things - \$1 for the Wadsworth station facility costs, and the other \$26 to cover the additionally needed ambulance

staffing and equipment costs (regardless of where in the EMS system those staffed unit hours shall be deployed).

Option 4 outlined on page 2 of this June 14, 1994 document also speaks to the possibility of new cooperation from the Fernley EMS service over time resulting in a mutual aid agreement in the future. This could then allow for other options for the EMS system. When a new mutual aid agreement occurs, the District Health Department could then direct REMSA to either reduce staffing or to use that staffing for other areas of the EMS system (See Attachment 12). On June 22, 1994, the proposed increase of \$27 was approved by the District Board of Health.

#### The 24-Hour Ambulance Station Staffing in Wadsworth

- A 24-hour ambulance station (like a 24 hour fire station) means you have a full ambulance crew assigned to that station for 24-hour coverage each day. When that crew is not otherwise running calls in their response area, doing area familiarization, conducting local training as previously offered, running mutual aid calls, helping to respond to calls in other areas of the district, or providing system move-up coverage when needed, then the assigned crew returns back to their assigned station in Wadsworth.

- The REMSA 24 hour ambulance station staffing assigned to Wadsworth with dedicated crews was in place from April 1994 until October 2010 (See Attachment 13, Staffing Schedule which includes the 24 hour coverage assignments to the Wadsworth station through the 2010 Summer shift assignments ending in Oct 2010). Pursuant to the April 1994 directive from the District Health Department, the temporary REMSA 24 hour staffing was in place in Wadsworth for over 16 years until REMSA was able to secure a mutual aid agreement with the North Lyon County Fire Protection District (who took over ambulance services in Fernley several years earlier) which took effect in early October 2010 (Attachment 7).

- In addition to the mutual aid agreement mentioned above, which was reached in 2010 for assistance in covering the Wadsworth area, the Pyramid Lake Paiute Tribe EMS services was also able to secure a licensed BLS ambulance service to respond to Tribal area calls. This Tribal BLS ambulance was licensed in March 2014. A mutual aid agreement with REMSA has been proposed and offered by REMSA for ALS response when needed into the Tribal areas, but no final decision has been reached.

- Even though REMSA was able to secure a mutual aid agreement with North Lyon County Fire Protection District for ambulance service in Wadsworth in October 2010 (the absence of which is what prompted the 1994 temporary action), REMSA continues to maintain the Wadsworth station to this day, and in 2010 converted the crews to 12 hour staffing where they utilize the Wadsworth station as a posting location when not running calls.

#### Other Current Wadsworth Response Concerns:

REMSA has information regarding known incidents where REMSA's dispatch center was not notified of calls in Wadsworth. These calls received a Fire Department response dispatched by Washoe County but were not forwarded to REMSA. Although detailed information is limited because we are not getting the calls, it is believed that TMFPD dispatchers are requesting mutual aid from Storey County and Lyon County into REMSA's franchise area without REMSA's knowledge. This practice prompts an ambulance response from a neighboring community, even though an available REMSA ambulance may already be posted in Wadsworth. It is unknown how often this has occurred.

REMSA would like the opportunity to work with the Washoe County dispatch through the TMFPD District's staff to resolve the practice of requesting mutual aid into REMSA's franchise area without REMSA's consent.

#### The Auditors Appendix 1 Findings of a \$6.1m Over Funding to REMSA

It is apparent that the Auditor received extensive false information regarding this matter. From that false information, flawed assumptions and findings resulted. We have outlined the facts below:

1. It appears that those who were involved in trying to calculate the actual collections which result from REMSA's billable charges may have been confused between the uncollectable rate (which are the bad debt write-offs and contractual write downs) versus the collection rate (which is the actual net amount collected when compared to the amount billed). The Audit report used a 36% uncollectable rate for the entire 20-year period, which is in essence claiming to be a 64% collection rate for the entire 20-year period. This is completely incorrect. The estimated highest collection rate in 1995 for REMSA was 55% when the call volume was the lowest and the average bill was only \$548. The current collection rate is 36% with a current average bill of \$1,070.

The most accurate way to calculate net revenue over a long period of time is to use the actual projected collection percentages for each year over the entire period. Though some years may not change a whole percentage from one year to the next, other years may drop 2-3 % from the previous year. We took the liberty of copying the relevant portions of Ms. Gordon's analysis and plugging in the accurate collection rates for each year over the entire 20 year period. The difference in the 20-year net revenue result shows that the Auditors calculations were off by \$4,627,764 (Attachment 14)

2. Another important finding from the Auditor's analysis is that even though this report acknowledges that the large increase in patient call and transport volume from 1994 to 2014 is a 231% increase over the 20 year period (of which the reported increased revenue is largely based on), the Auditor must not have taken into consideration the corresponding increase in staffing and equipment expenses



which would also be required to continue to respond to and handle the increase in calls. The call demands on the system have increased at a rate of over 11.5% per average year over the 20 year period. See just some of the expense findings below:

- The 1994 field staffing level of 40 full time personnel to handle the 1994 call volume levels was about \$1,900,000 annually in total field personnel costs. By 2014, the required staffing level increased to 92 full time field personnel to handle the increased call volumes at a current annual cost of \$6,058,842 which are actually annual re-occurring additional costs. This is an increase of approximately \$4,158,842 in additional personnel costs to handle the increasing call volumes - just when comparing the 1994 annual costs to the 2014 annual costs. With all the new personnel regulations, healthcare costs, and other annual pay requirements to try to compete with the local fire department EMT and paramedic market, our actual personnel costs have far outpaced the small annual CPI increases (or any other increases) we have received over the period.

- Additionally, the ambulance fleet in 1994 consisted of 16 ambulance vehicles, which at that time cost about \$60,000 each (total 1994 fleet investment costs of \$960,000). By 2014, the REMSA fleet had grown to 38 ambulance vehicles at an average cost of \$155,000 each (the additional fleet investment costs for the 22 additional ambulance units is \$3,410,000 due to cost inflation and higher call volumes requiring more ambulance units.

- The required medical equipment for each ambulance in 1994 (about \$20,000 per vehicle) has since skyrocketed to over \$45,000 per ambulance for the required monitors, defibrillators, power cots, e-charting technology, new airway equipment, etc (a \$25,000 increase in equipment per additional ambulance unit for the additional 22 ambulances = \$550,000 in additional costs).

- From a very conservative standpoint, we estimate that our average costs to provide our increased services over the years to handle the increased call volumes and increased service level requirements have far outpaced the small annual CPI increases (or any other increases we have received) over the 20 year period to the tune of at least an additional \$8,118,842. We have taken the liberty of incorporating the above more realistic revenue projections, and the conservative additional costs above to keep up with the growing call volumes, into the analysis from the Auditor (See Attachment 14 for the results to the above findings).

5. **Page 2, paragraph 3 of the Audit Report states:**

During August 2013, the District, the Reno Fire Department, the Sparks Fire Department and REMSA entered into a three-month agreement regarding REMSA reimbursing certain medical supplies used by the participating agencies. The District reported once the agreement expired, it entered into a verbal agreement with REMSA to continue the program. To date REMSA has only reimbursed the District about \$852 of the \$15,421.16 owing through November 2014 for agreed upon medical supplies. REMSA is also not reimbursing other non-County entities responding to Washoe County emergency medical calls the cost of providing the service and replacement of medical supplies is inconsistent.

#### **REMSA's Response:**

REMSA has conducted a thorough and factual review of events surrounding the REMSA resupply and reimbursement program. The Amended and Restated Franchise Agreement For Ambulance Service states the following; *"REMSA shall develop and offer a supply exchange/reimbursement agreement with the county and city fire service functions"*. REMSA has complied with this requirement but we have concluded that the District has not been receiving reimbursement funds because they have not completed and submitted the required reimbursement information.

In mid 2013, Jim Gubbels assigned Aaron Abbott, Director of Operational Services, to attend a series of meetings between Fire Department personnel and REMSA for the purpose of developing a supply reimbursement agreement. These meetings included Aaron Abbott from REMSA, Alex Kukulius from the District and other representatives from SFD (Sparks Fire Department) and RFD (Reno Fire Department). The resulting trial agreement (Attachment 15) spanned from August 2013 to October 2013. This agreement included the following provisions:

- Fire Department agencies will submit reimbursement requests directly into REMSA's inventory management system via an online portal.
- Incident numbers and quantity must be included.
- REMSA will reimburse for qualified and agreed upon equipment only.
- REMSA will reimburse at REMSA's cost of the supplies.
- Items not carried by REMSA will not be reimbursed.
- REMSA will provide for Cervical Spine Stabilization equipment (long board, straps, head-blocks, and cervical collars) to be exchanged on-scene between REMSA and the Fire Department.
- REMSA will not reimburse for expired, damaged, or otherwise replaced equipment.

During the time of the initial trial agreement, data was submitted to REMSA for each incident. The data was inputted into REMSA's inventory management system. SFD and RFD submitted data on time and included all the elements required in the agreement. This data was confirmed by a monthly audit meeting of 50% of submissions to confirm the validity of the reimbursement submissions.

TMFPD did not fully participate in the monthly data submissions and audit meetings citing a transition period moving to a new inventory management system. The TMFPD was able to submit partial data for August, October, and November. This data was incomplete as it did not contain incident numbers or quantities of equipment per incident. However, these submissions were accepted, despite their incompleteness, and TMFPD was reimbursed for August, October, and November for \$364.44, \$310.37, and \$177.49 respectively. September data was not submitted at all by the District for unknown reasons.

At the expiration of the trial agreement, there was desire by SFD, RFD and the TMFPD to use an average cost basis per quarter to reduce the workload associated with the audit process. For this reason, the trial period was extended to expire in February 2014. This would allow 6 months of complete data to create the average cost associated with the reimbursements.

At the conclusion of the trial period, an agreement for reimbursement was signed by Reno FD. Sparks FD has not yet signed that agreement but they have been submitting the needed information pursuant to the agreement so REMSA has been reimbursing SFD and RFD on a quarterly basis. TMFPD however wanted to wait on signing an agreement until cost data could be collected after all their Paramedic engines were implemented.

On December 8, 2014, REMSA again reminded the TMFPD to resubmit data with incident numbers and dates associated so the audit process can be completed. The incident numbers required to perform the audit were not submitted to REMSA until January 20, 2015. Although incident numbers were included in the data submitted on January 20<sup>th</sup>, the data also included expired supplies and test submissions. REMSA is unable to separate these submissions manually and we asked the TMFPD to re-submit a clean supply reimbursement submission.

On January 29, 2015, REMSA communicated to the TMFPD that too much time had passed to reimburse the TMFPD for anything beyond the last Quarter of 2014 (October, November and December ), as reimbursement dollars are budgeted quarterly. Additionally, the required data needed for reimbursement was again restated at this time to clear any confusion from the past (See Attachment 16, e-mail trail showing continued issues with incorrect submissions). To this date, the TMFPD has not submitted the requested correct information

REMSA has fulfilled the Franchise obligation by developing and offering a resupply and reimbursement agreement for all Countywide Fire Agencies. REMSA is open to continued discussions with TMFPD to further clarify our agreement for approved reimbursable supplies but would ask that TMFPD provide the required detail for REMSA to reimburse them. REMSA has reimbursed a total of \$851.90 for the months of August, October, and November of 2014. No other valid data was submitted to REMSA by TMFPD, despite restated submission requirements and reminders from REMSA.



**The TMFPD Emergency Medical Services Review Document:**

Attached behind the Audit Report at the February 10, 2015 Board meeting was another document titled "The Truckee Meadows Fire Protection District Emergency Medical Services Review". This "TMFPD Review" document was found right behind the Audit Report and appears to be intended to further drive home the same Audit Report findings of mis-information about the REMSA services.

Since we have already invalidated the mis-information, which is contained within the Audit Report outlined above, and of which the TMFPD Review document information is a mirror image of, we do not see the need to again invalidate all the mis-information that was found in the TMFPD Review document.

We ask that our corrections to the misinformation be added to both reports.

**In Conclusion:**

The basis of any sound public policy conclusions and decisions must be founded upon factual information in order for that resulting public policy to pass the test of "for the public good". False and/or mis-leading information received by a public official can be deadly to sound policy making, can damage the credibility of the policy makers, and can result in many other negative consequences. None of us want that.

With this in mind, REMSA requests that when questions arise in the Fire Board meetings concerning REMSA, that the agenda item reflect the need for REMSA to be present for that item and that REMSA staff be allowed the opportunity to answer those questions rather than someone else who is not affiliated with REMSA and may not have all the facts. REMSA should have received a draft copy of this report for review and comment prior to submission to the Fire Board. This would have given REMSA the opportunity to address the mis-information before the report was presented to the Fire Board.

REMSA wishes to build a cooperative, transparent and productive working relationship with the TMFPD staff, so that the citizens of Washoe County benefit when they truly need all of us to respond to their worst hour of need.

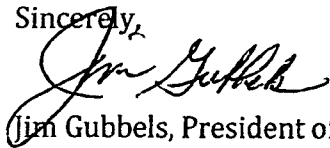
The current Washoe County Health District EMS staff has worked hard to put a issue resolution process in place to be followed when one agency has a concern about another agency call or calls. This process allows these matters to be resolved at the appropriate lowest level. That is how such matters can be logically resolved – assuming both parties truly want to resolve such matters. The Audit Report, which

was developed and submitted only hours before the Fire Board meeting does not support that spirit of cooperation.

REMSA would ask that the TMFPD staff follow the established EMS system issue resolution procedures and not needlessly escalate perceived concerns to elected officials, or share mis-information with local community figures which have not yet even been brought to REMSA's attention. Such tactics are not productive and do not support the spirit of cooperation for the public good.

In closing, REMSA would like to take this opportunity to sincerely thank the TMFPD Board of Fire Commissioners for insisting that REMSA be permitted the opportunity to review and respond to these reports which were presented at your February 10, 2015 Board meeting, prior to any conclusions being drawn or decisions being made on your part from these reports.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim Gubbels", written in a cursive style.

Jim Gubbels, President of REMSA

Cc; Jim Begbie, Chairman of the REMSA Board  
Cc; Bonnie Drinkwater, REMSA Counsel

**ATTACHMENTS TO FOLLOW**



[County Home](#) => [Truckee Meadows Fire Protection District](#) => **Emergency Services**

**Additional Pages**

**Emergency Medical Services .: Rescue .: Suppression**

The Truckee Meadows Fire Protection District serves a population of over 80,000 residents in a 6,000 square mile service area. The District provides fire and fire-based emergency services to residents in unincorporated Washoe County surrounding the Cities of Reno and Sparks.

On any given day, there are approximately 34 on-duty personnel to serve the community. The District operates out of 11 Career Fire Stations, 13 Volunteer Fire Stations, and a District Headquarters.

Truckee Meadows Fire Protection District is comprised of three branches – Operations, Administration, and Support Services. The Operations Branch includes Fire and Rescue, Emergency Medical Services, Training and Safety, Special Operations, Fire Investigation and Prevention, and Health and Wellness. The Administration Branch consists of Office Support, Finance, and Human Resources. Support Services oversees Fleet Maintenance assistance and Logistics.



James Gubbels <jgubbels@remsa-cf.com>

---

## RE: REMSA Emails

3 messages

---

Gordon, Alison <agordon@washoecounty.us>

Tue, Dec 2, 2014 at 10:44 AM

To: Debbie Zalmana <dzalmana@remsa-cf.com>, "jgubbels@remsa-cf.com" <jgubbels@remsa-cf.com>

Good Morning,

Thanks so much for responding to my call so quickly this morning. I am the County's Internal Auditor and have been requested by the County Fire Board of Commissioners to report back on both REMSA's and Truckee Meadows Fire Department Wadsworth medical call data during FY2014 as well as the fire departments medical call data in other County areas. That being said I am hopeful you can provide me with some assistance on the REMSA data. Specifically, the following data would be helpful:

Does REMSA have an ambulance stationed out in Wadsworth?

How many calls did REMSA have pertaining to Wadsworth during FY2014?

How many of the Wadsworth calls were transport versus just responding and providing service?

What is the average time of response and return to base for Wadsworth calls for both transport and non-transport?

Does REMSA have a rate schedule for its services and if so may I obtain a copy?

If you have any questions or concerns, please let me know.

Thanks,

Alison

Alison A. Gordon, CPA, CFE

Internal Audit Manager

Washoe County

775-328-2064



James Gubbels &lt;jgubbels@remsa-cf.com&gt;

---

**REMSA data**

3 messages

---

**James Gubbels** <jgubbels@remsa-cf.com>

Sun, Dec 7, 2014 at 9:07 PM

To: agordon@washoecounty.us

Bcc: Kevin Dick &lt;KDick@washoecounty.us&gt;

Hi Alison, attached is the Wadsworth's response and transport data for July 1st through Oct 31st 2014. This information was also share with the East Truckee Canyon Citizen Advisory Board on Dec 3, 2014. The following are responses to your other questions: REMSA has a post in Wadsworth and we station at a trailer in the Big Ben trailer park. As the system status plan allows during the shifts an ambulance is posted there. The number of responses and transports at Wadsworth is attached. The average responses times including all responses is attached. REMSA average rates are set by the District Board of Health. The ambulance base rate for this FY is \$1,009.00 and the patient transport mileage rate is \$22.00 per loaded mile. Please email me if you need any clarification.

---  
Jim Gubbels, BSN, RN  
President/ CEO  
REMSA  
450 Edison, Reno, NV 89502  
Office: 775-858-5700  
Fax: 775-858-5726  
Mobile: 775-742-7797  
Email: jgubbels@remsa-cf.com

A non-profit community service using no tax dollars

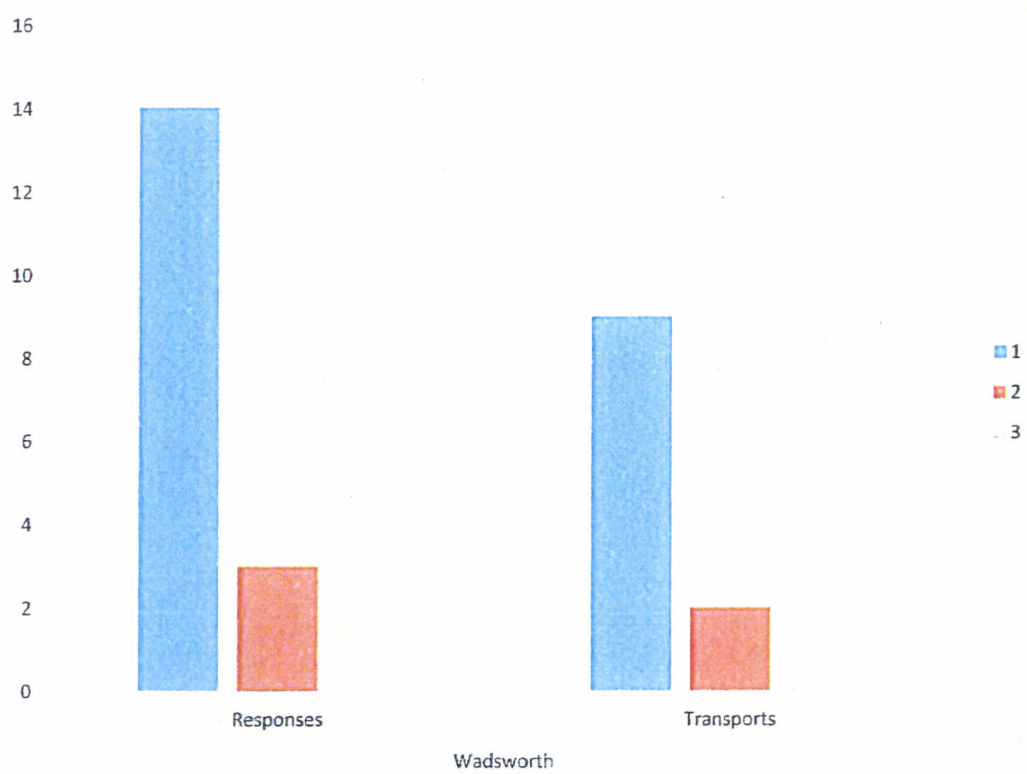
**Wadsworth Responses\_Transports July\_October 2014 (2).pdf**  
112K



Wadsworth Resp/Transports  
July-October 2014

Response Area	E-WF-SN Washoe Co PL
---------------	----------------------

City	Data	Pri			Grand Total
		1	2	3	
Wadsworth	Responses	14	3	2	19
	Transports	9	2	1	12
<b>Total Responses</b>		<b>14</b>	<b>3</b>	<b>2</b>	<b>19</b>
<b>Total Transports</b>		<b>9</b>	<b>2</b>	<b>1</b>	<b>12</b>



Average of Response Time	Pri			Grand Total
	1	2	3	
Wadsworth	0:17:36	0:27:02	0:33:14	0:20:44
<b>Grand Total</b>	<b>0:17:36</b>	<b>0:27:02</b>	<b>0:33:14</b>	<b>0:20:44</b>



James Gubbels &lt;jgubbels@remsa-cf.com&gt;

---

**Wadsworth Transports**

1 message

---

**James Gubbels** <jgubbels@remsa-cf.com>  
To: agordon@washoecounty.us  
Cc: "Dayton, Brittany" <BDayton@washoecounty.us>

Thu, Jan 8, 2015 at 5:26 PM

Hi Alison, I heard from Brittany that you still had a question on the Wadsworth data that I gave you. All of the transports for those four months were by the REMSA ground service. If you have other questions you may contact me by email and I will try and help you and just cc Brittany. Jim.

--

Jim Gubbels, BSN, RN  
President/ CEO  
REMSA  
450 Edison, Reno, NV 89502  
Office: [775-858-5700](tel:775-858-5700)  
Fax: [775-858-5726](tel:775-858-5726)  
Mobile: [775-742-7797](tel:775-742-7797)  
Email: [jgubbels@remsa-cf.com](mailto:jgubbels@remsa-cf.com)

A non-profit community service using no tax dollars



James Gubbels <jgubbels@remsa-cf.com>

---

**Automatic reply: Wadsworth Transports**

1 message

---

**Gordon, Alison** <agordon@washoecounty.us>  
To: James Gubbels <jgubbels@remsa-cf.com>

Thu, Jan 8, 2015 at 5:26 PM

I will be out of the office for training starting Thursday, January 8 at 7AM and will return Monday, January 12. If you need immediate assistance, please call 328-2000.



**Mutual Aid Agreement**  
**Between**  
**Regional Emergency Medical Services Authority and**  
**The North Lyon County Fire Protection District**

This agreement is made and entered into this 13<sup>th</sup> Day of October, 2010 by and between the Regional Emergency Medical Services Authority ("REMSA") a Nevada based non-profit corporation, and the North Lyon County Fire Protection District.

Whereas, each of the above named organizations maintain and operate emergency medical ambulance services within their respective jurisdictions, and,

Whereas, the parties hereto desire to enter into a mutual aid agreement to assist each other in providing those services,

Now, therefore, the parties hereto mutually agree as follows:

**Request and Response Provisions:**

1. When possible (as determined by the requested organization), each of the above agencies may furnish EMS services to each other's area of responsibility (including ambulance services and medical helicopter services) upon request by the other as may be necessary to provide EMS services at an incident of such magnitude that it is or is likely to be beyond the capacity of a single agency and requires the combined resources of additional agencies (such as a Mass Casualty Incident).
2. When possible (as determined by the requested organization), each of the above agencies may furnish EMS services to each others area of responsibility (including ambulance services and medical helicopter services) upon request by the other to respond to an incident that the jurisdictional and requesting organization may not have available resources to respond to at the time of the call.
3. No party to this agreement shall be required to deplete unreasonably its own EMS resources in order to provide the mutual aid services. The ability of the requested party to respond to a mutual aid request shall be made by the requested party at the time of call. **If the mutual aid requested agency arrives on scene, they will be the responsible transporting agency, and be responsible for billing the patient for reimbursement.**
4. The parties hereto will make no response to a mutual aid request unless specifically requested by the other party or their designated dispatch center.

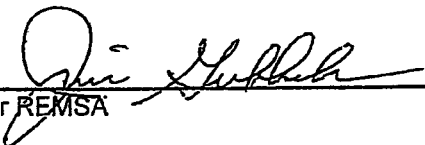
5. Any mutual aid provided shall be done with the express understanding that the responsible organization, in whose jurisdiction the event has occurred, shall be or shall designate the incident commander, if such is required.

**General Provisions:**

1. All signatories to this agreement shall, insofar as is reasonable, use the medical protocols/guidelines, policies, and practices that are utilized within their respective jurisdictions.
2. The agency requesting the aid shall release the assisting agency from emergency duties as soon as practicable, unless patient care and/or transport of patient has been initiated. This includes the situation when circumstances in the assisting agency's jurisdiction require that resources be returned immediately.
3. The signatories to this agreement shall designate individuals representing each agency responsible to periodically review the operational plan denoting changes in EMS service within the respective jurisdiction, modifications to EMS resource inventories, and other planning issues considered essential in maintaining a cooperative mutual aid response system.
4. This agreement shall remain in full force and effect from the date hereof until terminated by either party hereto. Each party hereto may withdraw from this agreement by giving thirty (30) days notice in writing to the other party.

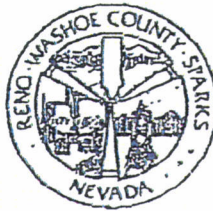
In witness whereof, the parties hereto have caused this agreement to be executed as of the day and year herein above written.

Agreed to this 13<sup>th</sup> day of October, 2010.

  
For REMSA \_\_\_\_\_ VP/CAO 10/13/10  
Title

  
For the North Lyon County Fire Protection District \_\_\_\_\_ Fire Chief 10/13/10  
Title

8



# DISTRICT HEALTH DEPARTMENT

February 17, 1994

To: Patrick Smith  
 From: Dave Rico  
 Subject: Wadsworth Service Area

As you know, the Fernley Volunteer Fire Department has been provided with a draft agreement concerning operating as a medical rescue service in the Washoe Health District.

There is a possibility that the Fernley Volunteer Fire Department may decide to discontinue operations in the Health District. In the event this occurs, REMSA must immediately begin to serve this area of the Health District by stationing an ALS unit in Wadsworth so that no interruption in service occurs.

You have advised this Department that there may be some problems with adding staff on such short notice to equip an additional unit. You also stated that you may have to use personnel who are certified as an EMT.

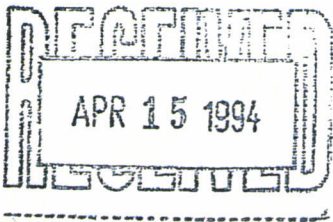
Should the Fernley Volunteer Fire Department discontinue operations in the Health District, I will declare an emergency and allow you to staff an ALS unit with a certified EMT instead of an Intermediate EMT. However, it is my expectation that the ALS unit in Wadsworth be fully staffed. Please notify us as soon as your staffing situation is corrected. This declaration would last only until midnight on March 4, 1994. This should give you enough time to find additional staff resources.

If you have any questions regarding this matter, do not hesitate to contact me.

-----  
 District Health Officer

cc James Begbie  
 Stephanie Beck





9

# DISTRICT HEALTH DEPARTMENT

April 14, 1994

TO: Patrick Smith

FROM: Dave Rice

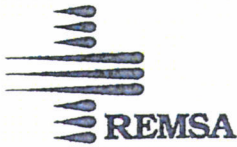
SUBJECT: Advanced Life Support (ALS) Ambulance To Be Stationed  
At Wadsworth

This is to confirm my verbal discussion with you today, directing that REMSA place an ALS Ambulance in Wadsworth, Nevada until further notice, effective today. This unit is to be staffed 24 hours a day.

This temporary measure is due to our failure to negotiate a mutual aid Emergency Medical Service agreement with Fernley Volunteer Department, Inc. As of this date Fernley Volunteer Department, Inc., an Intermediate Life Support (ILS) firefighting agency and ambulance service, is prohibited from responding into the Health District.

We appreciate your help in ensuring rapid ALS response during this transition. We are hoping to ensure an eight minute response to the citizens of Wadsworth until we have an opportunity to reevaluate the response requirement for this area.

District Health Officer



10

---

Regional Emergency Medical Services Authority

To: David Rice, District Health Officer  
From: Patrick Smith, President  
Re: Placement of ALS Unit In Wadsworth  
Date: April 16, 1994

---

On Thursday, April 14, 1994, REMSA responded to your directive placing an ALS unit in the Wadsworth area. In complying with that directive, REMSA has, and will continue, to incur ambulance delivery costs of a long-term nature. REMSA has hired six additional full-time personnel, added a vehicle (with communications and medical equipment), secured housing and utilities, and assorted other necessary costs. Additionally, until such time as REMSA's new Paramedics and EMT II's are able to fill scheduled shifts (estimated at 6-8 weeks), REMSA will incur overtime costs for staffing this unit.

Because of the need, service was necessarily provided without the benefit of initial rate increases to cover the costs (normally instituted four months prior to an expansion). We are currently working on cost and revenue estimates and will meet with your staff, the Audit Committee, and REMSA Board, prior to seeking District Board of Health approval in the near future.

As always, REMSA is working with its contractor to ensure cost effective ALS to the communities and citizens in the area. If you have any questions please contact me.

cc: REMSA Board of Directors  
file





April 20, 1994

Regional Emergency Medical Services Authority

Chairman Alvin R. James  
Pyramid Lake Paiute Tribe  
P.O. Box 256  
Nixon, NV 89424

Dear Chairman James:

As you're probably aware, REMSA has been instructed by the Washoe County District Health Officer to place an Advanced Life Support ambulance in Wadsworth to provide service to the residents of Washoe County who reside in the area.

We wanted to let you know that REMSA looks forward to assisting you and your tribal community in whatever way we can, and will respect your tribal jurisdiction in every way. We will also respect patients' and families' wishes to the highest degree possible in their choice of health care providers.

We have already met with representatives from the Wadsworth Volunteer Fire Department and the Pyramid Lake First Responders to ensure quality coordination of patient care. We intend to meet with them in another week, and in the meantime are looking at new programs to further improve patient care and cooperation between all providers in the area. We plan to mail out emergency 9-1-1 stickers as a public service to all residents of your area in the near future as part of our public education programming. REMSA is also available to meet with you or your Tribal Council if you'd like, at your convenience.

Again, we look forward to providing the highest level of care possible should your tribal community members require our help, and working with all emergency medical and first response providers to provide quality pre-hospital care to all the residents of the area.

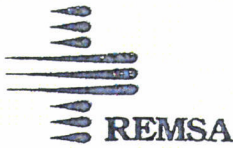
Best regards,

A handwritten signature in black ink, appearing to read "Patrick Smith", is written over a large, stylized oval graphic.

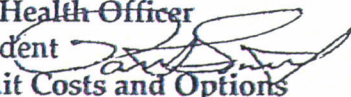
Patrick Smith  
President

cc: Dave Rice, District Health Officer  
Ray Brunstrom, TMFPD  
Steve Dean, Mercy Ambulance/REMSA





Regional Emergency Medical Services Authority

To: David Rice, District Health Officer  
From: Patrick Smith, President   
Re: Wadsworth ALS Unit Costs and Options  
Date: June 14, 1994

As discussed at the Audit Committee and approved by the REMSA Board of Directors, the cost of placing an ALS unit in Wadsworth in April requires a 5.3% increase to the average bill, or \$27. REMSA in responding to your directive necessarily incurred costs of a long term nature, primarily six new paramedics and EMT II's, an equipped ambulance, and other miscellaneous costs. REMSA also incurred one-time costs which will be covered by any small overage to the current allowed average bill.

REMSA staff informed the Audit Committee that the increase to the allowed average bill must be approved due to the long term commitments REMSA made to provide service to the area. While the costs must be approved, the District Board of Health does have some options to consider. Essentially, options involve "where" ALS resources are utilized which has an impact on service in our area. The options are as follows:

1. Keep the unit in Wadsworth.  
Fiscal Note: Increase to average bill \$27
2. Instruct REMSA to close this station and use the Wadsworth unit hours to further expand the current 8 minute zone in its service area.  
\* Fiscal Note: Under this scenario, the system would save about \$1 eliminating the need for an ambulance station and associated utility costs, resulting in an increase to the average bill of \$26.
3. Have the Health Department work with the TMFPD and REMSA to implement a basic or intermediate life support response unit that would rendezvous with REMSA. If implemented, REMSA would be able to implement item 2 above increasing service to more patients, and Wadsworth residents would be assured of a system response, under

Health Department monitoring, control, and quality assurance.

Fiscal Note: Same as item 2.

4. Fernley Fire Department agrees to cooperate with the Health Department, which should be confirmed over a period of time. If this happens there are two options available:

a. Implement item 2 above.

b. Instruct REMSA over time and with natural attrition to reduce its staffing back to pre Wadsworth levels. This would involve determining the savings as attrition occurred in a particular year, and the subsequent offset of the following year's increase. The methodology would need to be developed and agreed to by members of the Audit Committee.

REMSA is at a critical time in which a decision regarding how to proceed is vital. Due to zoning requirements and building time frames REMSA must make a decision regarding crews quarters and garage space. Further, REMSA must inform the bidders at the prebid conference (the day after the Health Board meeting) of how the system is proceeding in this area. This is crucial to bidders strategies in preparing their proposals.

I have enclosed the materials used by the Audit Committee. You made a tough decision on behalf of the patients in the District. REMSA supports that decision and will assist you and the District Board of Health wherever possible. If you have any further questions please contact me.

cc: REMSA Board of Directors  
file

WASHOE COUNTY DISTRICT BOARD OF HEALTH MEETING  
June 22, 1994  
Page Thirty-nine

opposition to the proposed rate increase, the Public Hearing was closed.

MOTION: Mr. King moved and it was seconded by Mr. Herndon that REMSA continue to maintain a ground ambulance unit within Wadsworth; that the average ground ambulance bill be increased by 5.3% (\$27), as outlined by Staff. It was further ordered that Mr. Rice continue to pursue negotiations with the Fernley Volunteer Fire Department in an effort to develop a Mutual Aid Agreement; and should it become necessary, to investigate utilizing the services of a mediator.

Motion was carried, with Ms. Galt and Mr. Walker voting "no".

Mr. Walker stated that he voted "no" because he is opposed to the rate increase.

Mr. Herndon requested a monthly update on the process.

Mr. Shaw requested that a review of the Board's action and the status of the entire issue be placed on the Board's agenda in six (6) months.



Summer 2010 Shift June 6- October 9										
ID	Shift Type	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Paramedic	EMT-III
1	12 Hr 2x2x2x1	6:45	6:45		6:45	6:45			Lisa Harper	Jeff O'Connell
2	12 Hr 2x2x2x1	15:45	15:45		15:45	15:45			Trevor Kantrud	Greg Cates
3	12 Hr 3x1x1x2	13:30		13:30		10:15	13:30	13:30	David Rathburn	Dan Kilborn
4	12 Hr 3x1x1x2	10:15		10:15		5:00			Jake Beck	Jared Osarson
5	12 Hr 4x3 Core	5:00	5:00	5:00	5:00	5:00			Steve Schroder	Chris Franklin
6	12 Hr 4x3 Core	5:15	5:15	5:15	5:15	5:15			Sarah Buchner	Nik Raw
7	12 Hr 4x3 Core	5:30	5:30	5:30	5:30	5:30	5:30		Kevin Basta	Kim Pollimini
8	12 Hr 4x3 Core	16:45	16:45	16:45	16:45	16:45	16:45		Dominic Pollimini	Alex Rodriguez
9	Double Medic	12 Hr 4x3 Core	18:15	18:15	18:15	18:15	18:15		Josh Coffey	Cindy Welch
10	12 Hr 4x3 Core		9:00	9:00	9:00	9:00	9:00	9:00	Mike Lennon	Mike Bushine
11	12 Hr 4x3 Core		11:15	11:15	11:15	11:15	11:15	11:15	Scott Van Dover	Travis Reynolds
12	12 Hr 4x3 Core		18:45	18:45	18:45	18:45	18:45	18:45	Jake Weston	Geoffrey Cameron
13	Double Medic	12 Hr 4x3 Core	4:30	4:30	4:30	4:30	4:30	4:30	Manny Fuentes	Patrick Ruther
14	2nd Seat Student	5:45	5:45					5:45	Chris Watson	Wormack/Maples
15	2nd Seat Student	8:30	8:30					8:30	Karen Oscarson	Paramedic Student
16	Double Medic	12 Hr 4x3 Core	17:45	17:45			17:45	17:45	Kolt Clare	Kyle Endres
17	Double Medic	12 Hr 4x3 Core	18:30			18:30	18:30	18:30	Richard Walsh	Shane Akerson
18	12 Hr 4x3 Core	5:15	5:15	5:15				5:15	Mike Madey	Erin Bergevin
19	12 Hr 4x3 Core	16:00	16:00	16:00				16:00	Arlette Finch	Elsie Collins
20	12 Hr 4x3 Core	17:15	17:15	17:15				17:15	Katrina Travis	Jessica Bauer
21	16 Hr Core Fri	8:00						4:00	Trent Murrieta	Delicia Priest
22	16 Hr Core Mon		4:00	6:00	8:00				Steve Park	Kyle Cobb
23	16 Hr Core Thu				4:00	6:00	6:00	8:00	Rex Neilson	Mike Roan
24	16 Hr Core Tue			4:00	6:00	8:00			Ryan Ramsdell	Justin Butcher
25	16 Hr Core Wed				4:00	6:00	8:00		Kat Fivelstad	Jeff Rauon
26	HPC Mon 12 Hr	5:00	13:00					5:00	Matt Dixon	Chad Baker
27	HPC Tue 12 Hr	4:15	4:15	12:00				4:15	Phil Glenn	Avery Balwin
28	HPC Wed 12 Hr	8:15	8:15	8:15	12:00				Christine Howard	Nicole Franklin
29	HPC Thu 12 Hr	6:30	6:30	6:30	6:30	12:00			Chris Wade	Yency Butler
30	HPC Fri 12 Hr			4:15	4:15	4:15	11:00		Chris Chang	Cassandra Kindle
31	Sunday Waids	5:00	17:00	17:30					Nick Hammond	Nick Remington
32	Monday Waids		5:00	17:00	17:30				Mike Shapere	Nick Phillips
33	Tuesday Waids		5:00	5:00	17:00	17:30			Laura Foster	Melissa Martinez
34	Wednesday Waids			5:00	5:00	17:00	17:30	17:30	David Lloyd	Joseph Van Walraven
35	Thursday Waids			5:00	5:00	5:00	17:00	17:30	Ernick Kerfoot	Seth Conley
36	Friday Waids	17:30					5:00	17:00	David Stimpson	Alex Doerr
37	Saturday Waids	17:00	17:30					5:00	Zeb Nomura	Erin Thornley
Rachel Reilly/Float until Student Seat is filled										

24 hr shifts for Wednesday



Corrections to Washoe County Staff Audit Report Appendix 1 Analysis - February 10, 2015 Audit Presentation

The Audit Report used an uncollectible blended rate of 36% for the 20 year period (as stated in her analysis). This means that she was actually using a 64% collection rate in calculating REMSA's revenues. This is completely incorrect. The actual collection rate for the period ranged from an estimated high of 55% in 1995 to the current rate of 36%. REMSA has never received a 64% collection rate during the past 20 years. When applying a more accurate decreasing collection rate over the 20 year period (as outlined in the chart below) to the increasing annual billable amounts each year (from the Audit Report and using the \$27 average bill increase), the projected resulting increase in net revenue to REMSA is \$4,627,763 less than reported in the Audit Report. Another critical factor which was overlooked in this analysis, is that while the increased billables and resulting revenues used in the Report is largely a result of the increased call and transport volumes over the years (a 231% increase over the 20 year period), the report neglected to acknowledge that REMSA's required service staffing, required equipment and all other costs necessary to handle the rapid increase in call volumes, also increased over the 20 year period a great deal (requiring additional staff, more ambulance vehicles, more maintenance, fuel, etc) and those additional costs were not accounted for in this report. (You can't count the revenue from increased call volumes without also counting the associated expenses) We have therefore estimated the increase in expenses over the 20 year period using the expenses in 1994 compared to today to handle the call volumes. Those expenses were weighted more heavily in the later years rather than in the earlier years because the increased expenses followed the call volume growth over the 20 year period. Once those additional expenses to cover the annually increasing call volumes are also included in this new analysis below (estimated to be additional expenses of \$8,118,842 over the 20 year period), the true picture changes dramatically and shows that REMSA's revenues from the additional \$27 (\$26 of which was for the staffing resources) have not kept pace at all with the rising costs associated with the additional staffing and equipment required to handle the additional call volumes and increased services year after year.

Year	Annual Billables Per the Audit Report	More Realistic Collection Rates From Billables	More Realistic Annual Revenues From the \$27 Increase	More Realistic Expenses to Handle the Increased call Volumes	More Realistic Excess/(Shortage) to REMSA
	From the \$27 Adjustment	Over 20 Years	From Changing Collections	Increased Expenses Over 20 yrs	Compared to the \$27
1995	445,500.00	55%	245,025.00	263,096.00	(18,071.00)
1996	486,962.69	54%	262,959.85	429,675.00	(166,715.15)
1997	527,704.42	53%	279,683.34	439,858.00	(160,174.66)
1998	567,994.65	52%	295,357.22	525,657.00	(230,299.78)
1999	611,954.60	51%	312,096.85	534,769.00	(222,672.15)
2000	661,235.30	50%	330,617.65	622,311.00	(291,693.35)
2001	718,630.52	49%	352,128.95	634,845.00	(282,716.05)
2002	785,513.47	48%	377,046.47	649,836.00	(272,789.53)
2003	859,442.07	47%	403,937.77	665,858.00	(261,920.23)
2004	934,041.64	46%	429,659.15	680,134.00	(250,474.85)
2005	1,020,972.89	45%	459,437.80	891,187.00	(431,749.20)
2006	1,112,794.09	44%	489,629.40	907,882.00	(418,252.60)
2007	1,211,710.36	43%	521,035.45	924,890.00	(403,854.55)
2008	1,316,886.82	42%	553,092.46	941,768.00	(388,675.54)
2009	1,432,568.74	41%	587,353.18	959,760.00	(372,406.82)
2010	1,544,939.43	40%	617,975.77	1,128,856.00	(510,880.23)
2011	1,669,353.40	39%	651,047.83	1,144,885.00	(493,837.17)
2012	1,796,808.54	38%	682,787.25	1,159,509.00	(476,721.75)
2013	1,877,748.03	37%	694,766.77	1,174,070.00	(479,303.23)
2014	1,962,246.69	36%	706,408.81	1,189,054.00	(482,645.19)
<b>Total</b>	<b>21,545,008.35</b>		<b>9,252,046.98</b>	<b>15,867,900.00</b>	<b>(6,615,853.02)</b>

Reimbursement Allegations Investigation  
February 11, 2015



REMSA and Fire Department/First Response  
Agency Medical Resupply Agreement

The purpose of the Medical Supply Exchange program is to allow medical first response agencies in Washoe County, including the Reno Fire Department, Sparks Fire Department, and the Truckee Meadows Fire Protection District, to receive a one-for-one exchange or other assistance for disposable medical supplies used on patients when providing their first response duties within Washoe County. REMSA recognizes that first response agencies within Washoe County are equipped to provide high quality medical care. REMSA agrees to reimburse participating agencies (at REMSA's cost) for disposable medical equipment used on scene by first responders prior to the arrival of REMSA personnel, as long as REMSA has adequate financial resources to do so.

The following provisions are intended to control and account for medical supply reimbursement:

**Spinal Motion Restriction Supply Exchange:**

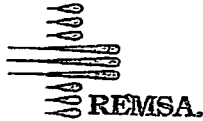
1. REMSA will provide backboards, head blocks and spinal motion restriction straps for each agency, not to exceed three sets of each item per response vehicle. Additionally, REMSA will provide for exchange of backboards, head blocks, and spinal motion restriction straps on scene, not to deplete in-service ambulances of less than one of each piece of equipment.
2. Medical supply items will not be exchanged at the scene or otherwise resupplied.
3. Pharmaceutical and invasive medical devices, e.g. medications, IV/IO catheters, hypodermic needles, IV fluids and tubing, endotracheal tubes, oral airways, etc., are explicitly prohibited for exchange by state and federal law.

**Financial Reimbursement**

4. Financial reimbursement will be for disposable medical supplies used by first responder agencies prior to arrival of REMSA personnel. Medical supplies considered for financial reimbursement must be used by first responder agencies during direct patient care activities prior to the arrival of REMSA personnel.
5. Reimbursement will not be considered for items which have been expired, damaged, or otherwise need replacement.
6. Medications will not be considered for reimbursement excluding normal saline products.



Reimbursement Allegations Investigation  
February 11, 2015



7. Items for reimbursement must be documented per call via Operative IQ system. The Operative IQ system is REMSA's purchasing, receiving, and supply inventory management system. Instructions and training for requesting supplies will be performed online for the first responder agency staff. Training will be provided by REMSA to two representatives from each agency.
8. Disposable items for reimbursement are listed on Appendix A. Items not listed on Appendix A will not be considered for reimbursement.
9. Reimbursement will be based on current cost of supplies purchased by REMSA, through REMSA's purchasing agreements with vendors.
10. Items not carried by REMSA will not be considered for reimbursement.

**Monthly Audit**


11. Monthly audits will be performed between REMSA logistics staff and first responder staff.
12. Monthly audits will include a review of 50% of all calls submitted for reimbursement.
13. Randomized call selection generated by computer software will be performed by REMSA staff who will then notify each agency representative to bring the associated patient care report to the audit meeting for review. Patient demographics or other patient identification information including address will not be presented or discussed, in compliance with the Health Insurance Portability and Accountability Act.
14. This audit process is not a means for clinical review and clinical care will not be discussed. The purpose of the monthly audit meeting is for confirmation of use of supplies only. If this cannot be verified the supply will be denied. If there is no verification, the item will be denied.


**Term of Agreement**


15. This agreement will begin August 15<sup>th</sup>, 2013 as a 3 month trial period ending October 31<sup>st</sup>, 2013. After three months of successful compliance with this agreement, all parties will meet to discuss the continuation, adjustment, suspension, termination, or general changes to this agreement.

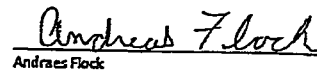
Reimbursement Allegations Investigation  
February 11, 2015



  
Michael Hernandez  
Chief, Reno Fire Department  
8/6/13  
Date

  
James Gubbels  
President / CEO, REMSA  
8/1/13  
Date

  
Charles Moore *for chief moore*  
Chief, Truckee Meadows Fire Protection District  
8/6/13  
Date

  
Andreas Flock  
Chief, Sparks Fire Department  
8/9/13  
Date

Filed with the Washoe County Health Department.

---

## TMFPD Reimbursement Submissions

12 messages

---

Aaron Abbott <aabbott@remsa-cf.com>  
To: Alex Kukulus <akukulus@tmfpd.us>

Mon, Dec 8, 2014 at 9:52 AM

Hi Alex,

I see Erin got some reimbursement submissions in, however there are no incident/run numbers or dates associated with the use. We will need the incident/run number to complete the audit process. Let me know if I can help in any way.

—  
Aaron Abbott, MS, Paramedic  
Director of Operational Services  
ORMS Program Manager  
REMSA  
450 Edison Way  
Reno, NV 89502  
REMSA: (775) 858-5700  
Direct Line: (775) 353-0752  
Cell: (775) 223-9341  
www.remsa-cf.com

---

From: Kukulus, Alex K  
Sent: Thursday, December 11, 2014 10:58 PM  
To: Holland, Erin  
Subject: FW: TMFPD Reimbursement Submissions

Are you able to run that report for him so that he has the numbers?

Alex Kukulus  
Battalion Chief  
Truckee Meadows Fire

akukulus@tmfpd.us  
(775) 762-0638



---

Holland, Erin <EHolland@tmfpd.us>  
To: "Kukulus, Alex K" <AKukulus@tmfpd.us>  
Cc: "aabbott@remsa-cf.com" <aabbott@remsa-cf.com>

Fri, Dec 12, 2014 at 8:47 AM

Hi Alex,

I am back in the office today and will submit the November request along with the incident numbers for the year through November 30<sup>th</sup>.

Thanks,

Erin Holland

Truckee Meadows Fire Protection District

775-326-6073 Direct



Aaron Abbott <aabbott@remsa-cf.com>  
To: "Kukulus, Alex K" <AKukulus@tmfpd.us>

Mon, Jan 12, 2015 at 1:50 PM

Hi Alex,

For some reason I still do not see an incident number on the submissions. Is Erin sure she entered the incident numbers? If so, I will keep digging into the report to see what the issue is.

[Quoted text hidden]

Aaron Abbott <aabbott@remsa-cf.com>  
To: Alex Kukulus <akukulus@tmfpd.us>

Mon, Jan 19, 2015 at 2:18 PM

Hi Alex,

Have you looked into this? I can't see any incident numbers on my end.

[Quoted text hidden]

Kukulus, Alex K <AKukulus@tmfpd.us>  
To: Aaron Abbott <aabbott@remsa-cf.com>  
Cc: "Holland, Erin" <EHolland@tmfpd.us>

Mon, Jan 19, 2015 at 2:25 PM

Yes, Erin was going to send you a spreadsheet, similar to what we provided in the past out of Operative IQ. She should be getting that to you any time now.

Sent from my iPhone

[Quoted text hidden]

Aaron Abbott <aabbott@remsa-cf.com>

Thu, Jan 29, 2015 at 7:23 AM

To: "Holland, Erin" <EHolland@tmfcpd.us>

Cc: "Kukulius, Alex K" <AKukulius@tmfcpd.us>

Bcc: James Gubbels <jgubbels@remsa-cf.com>, Kevin Romero <kromero@remsa-cf.com>

Good Morning Alex and Erin,

With all the back and forth, maybe there is some confusion on what we need to get you the reimbursement. What I need is for TM to submit into REMSA's Operative IQ system the following:

1. items used on the patient prior to REMSA's arrival
2. incident number per submission
3. Please do not include any expired medications or resupply items
4. Also, please do not include any C-Spine equipment as that is under equipment exchange on scene.

Since TM would like to have every supply itemized for accounting purposes, we need this in our system so we have REMSA's cost associated with each item. The submissions need to be done per incident so there is an incident number tied to each item, therefore, unfortunately a spreadsheet from your system will not work.

Also, please just submit for the past quarter, October through December 2014. FD reimbursements are a budgeted item per quarter for REMSA, therefore we cannot retro-actively reimburse the Fire services for previous quarters.

The Reimbursement list has been update and the CPAP masks are now in there. Let me know if there is anything else missing.

Let's get this first submission out of the way so we can get an agreement assigned. We will need the agreement before we move forward with any other reimbursements.

The attached document was submitted to the **Truckee Meadows Fire Protection District** during the meeting held on March 24, 2015 by Sarah Chvilicek for Agenda Item No. 8 and included here pursuant to NRS 241.020(7) as amended by AB65 of the 2013 Legislative Session.



# Washoe County Blue Ribbon Committee Supplemental Report



SARAH CHVILICEK, BRC CHAIR  
MARCH 24, 2015

BOFC 3-24-15  
Sarah Chvilicek #8



# Background



- February 26, 2013 – Blue Ribbon Committee (BRC) appointed
- Charge – To evaluate the potential for regional fire services in Washoe County
- BRC made up of eleven citizens selected by Washoe County
- Met monthly beginning July 24, 2013
- Goal – Recommend the most efficient and effective delivery of Fire, EMS and Transport services to all communities in Washoe County possible.



# Regional Agencies



- North Lake Tahoe Fire Protection District
- Pyramid Lake Fire Rescue
- Storey County Fire Protection District
- Truckee Meadows Fire Protection District
- Regional Emergency Medical Services Authority (REMSA)
- North Lyon County Fire Protection District



## Regional Agencies - continued



- The BRC Committee did not receive presentations from the following:
- Reno Fire Department
- Sparks Fire Department
- Airport Fire Department



# Key Findings



- 1 - Fire Agency Boundaries are Inefficient
- 2 – Fiscal Constraints Impact Service
- 3 – Staffing and Risk/Cost are Disconnected
- 4- Non-Standardized Response Protocols Lead to Greater Expense
- 5- Efficiency and Effectiveness are Sacrificed for Local Control
- 6- Volunteers Should Not be Separate and Autonomous



# Key Findings



- 7 – Personnel and Labor Agreements Can Negate Efficiencies
- 8 – Grants are Necessary, but Unreliable Revenue Stream
- 9- Numerous System Improvements Available



# Key Findings



- **10 – Miscellaneous Issues**
  - Multiple dispatch centers fragment information and data, causing redundancy of investment in technology
  - Fire department has expertise in and provides EMS to the region – Fire department can provide surge capacity for EMS system
  - Wild land-Urban Interface fuel management inadequate and inconsistently applied throughout region
  - Encourage use of built-in fire protection systems to shore up remote areas where fire response is slowed



# Opportunities



- Borderless Response – Automatic Aid
- Fire Adapted Communities
- Enhancement of code enforcement
- Public-private partnership with REMSA
- Standardized response protocols



# Challenges



- Labor cost and labor contract alignment
- Deferred maintenance
- Tax equalization
- Turf, Power and Politics
  - The political will



# Four Regional Options



- Enhanced mutual aid/automatic aid agreements
- Consolidation via inter-local agreement
- Consolidation via one taxing district
- Consolidation via Joint Powers Agreement
  - Inter-local agreement with shared governance of the entire fire department
  - Inter-local agreement with shared governance and mangement only



# Recommendations – Path Forward



- BRC strongly supports and independent regional fire department governed by an autonomous board
- Washoe County should lead regional collaboration effort
  - Start small and work toward larger collaboration efforts with other agencies – example – move forward to consolidate TMFPD & SFPD
- Pursue legislative remedies to Nevada Revised Statutes 318 and 474



# Path Forward



- It is important to note that what occurred was a contract negation – NOT a deconsolidation
- True consolidation would include:
  - Single governance
  - Single service level
  - Single common tax/funding source



# Path Forward



- Automatic Aid is still needed and critical to move forward
  - Automatic Aid agreement is first step
- Governance must be an Independent Elected Board
  - Necessary because of Turf, Power and Politics – an independent board would negate turf issues, this board's primary focus would be protection of the greater community – borderless
- Service level should not be driven by labor agreements (crew size) – but rather by governance
  - Robust public education regarding service level
  - Transparent negotiations



# Path Forward



- Close review of current conditions is necessary before any consideration to return to combined departments prior to contract negation
  - We must remember why the contract was negated – it was not fiscally sustainable
  - Questions to ask:
    - Are all current stations staffed?
    - Are there routine “brown-outs”?
    - Is Automatic Aid Agreement being authentically discussed?
    - Is discussion for automatic aid transparent?



# Path Forward



- Questions?
- Thank you



The attached document was submitted to the  
**Truckee Meadows Fire Protection District** during  
the meeting held on March 24, 2015.

by Jeanne Herman

for Agenda Item No. 11

and included here pursuant to NRS 241.020(7) as  
amended by AB65 of the 2013 Legislative Session.

**RE: Red Rock VFD training Hours**

Herman, Jeanne

**Sent:** Monday, March 02, 2015 10:17 AM

**To:** Lisa Dalman [lisad452@me.com]

*Tuesday Meeting*  
*Copies*

Dear Lisa,

Thank you for bringing to our attention this error which is quite significant! I will handle this at the March meeting.

Thank you again.

Sincerely,

Jeanne Herman

**From:** Lisa Dalman [mailto:lisad452@me.com]

**Sent:** Friday, February 27, 2015 10:05 AM

**To:** Herman, Jeanne

**Cc:** Lisa Dalman; Garand, Bill

**Subject:** Red Rock VFD training Hours

Good morning Commissioner Herman. I left you a message on your phone regarding training hours for the month of January 2015. There is a mistake recorded in the County Commission February 24 Agenda in the number of training hours that Red Rock VFD completed.

The report that is included in the February 24th County Commissioners agenda only included 17 Target Solution on-line training hours. Red Rock VFD completed an additional 237 training hours along with the 17 Target Solution on-line training hours.

I have included the TMFPD rough draft report, which is the report that TMFPD sent to Red Rock VFD to approve and confirm. This is the report TMFPD submits to the County Commissioner Agenda. This rough draft report included the 237 hours and the 17 on-line Target Solution hours. However, the 237 hours were not included in the agenda report.

Please see page 3 of the TMFPD report attached below, which includes the 237 training hours and page 6, which includes the 17 Target Solutions on-line training hours. Red Rock VFD completed 254 total hours of training, not 17 hours as mentioned in agenda item link 7, which is item 4C, Page 5 on the link.

I would like to recommend that these corrections be made to the report. Please let me know if you need any further information.

Thank you for your time and consideration.

Lisa Dalman  
Red Rock VFD  
775-225-3234

*- BOFC 3-24-15  
Jeanne Herman #11*

## **SIGNIFICANT INCIDENTS**

Significant incidents for the month are reported below. The number of incidents reported in the Call Volume Table may not exactly match the narrative provided below; i.e. a structure fire that is limited to a small out building is reported in the Call Volume, however it does not warrant inclusion below.

### **Incidents:**

**Structure Fire – Station 14 (Damonte Ranch); Rhyolite Circle  
Commissioner District 2  
2 in/2out Required  
Rescue Required**

1 South Valleys Volunteer Engine and the South Valleys Volunteer Fire Chief provided support to 6 TM Engines, 1 TM Water Tender, 2 Fire Prevention and 1 Battalion Chief responding to this incident.

**Structure Fire – Station 13 (Stead); Wells Fargo Rd.  
Commissioner District 5  
2 in/2out Not Required  
Automatic Aid received from Sparks Fire Department**

1 Silver Lake Volunteer Water Tender provided support to 2 TM Engines, 2 TM Water Tenders, 1 Fire Chief, 1 Deputy Fire Chief, and 1 Fire Marshal responding to this incident.





## VOLUNTEER FIRE DEPARTMENT TRAINING AND ACTIVITY REPORT

January 2015

The following report contains non-audited figures based on data extracted from the District's incident reporting system and Washoe County E-Comm Dispatch.

Monthly Call Volume by Station & Type												
STATION/DISTRICT												
VOLUNTEER RESPONSE: INCIDENT TYPE	220- Cold Springs VFD	221-Silver Lake VFD	223 - Lemmon Valley VFD	227 - South Valley VFD	237 - South Valleys VFD	240 - Red Rock VFD	242 - Gerlach VFD	301 - South Valleys VFD	331 - Peavine	351 - Verdi VFD	381 - Galena VFD	TOTAL
Structure Fire	1			1								2
Wildland Fire												0
Vehicle/Trash/Other Fire								1				1
Emergency Medical Services	2	2	1	6	2	3	1	1		1		19
Motor Vehicle Accident				1			1		1			3
Rescue												0
Condition												0
Public Assist	1			1	1		1		2			6
Good Intent Call	2			1	1		1			1		6
Activated Fire Alarm												0
Severe Weather Related												0
Other					1							1
<b>JANUARY 2015 TOTAL</b>	<b>0</b>	<b>6</b>	<b>2</b>	<b>1</b>	<b>10</b>	<b>5</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>38</b>

*In the month of January, 2015 the Truckee Meadows Volunteers responded to 36 incidents.*

**Training and Activity:****Fire RMS Training and Activity:**

STATION	ACTIVITY	HOURS
Galena VFD	Department Policies, Rules, Regulations	10:00
	Fire Behavior	8:00
	Incident Management System	9:00
	Meetings, Officer/Staff/General	4:00
<b>Galena VFD Total</b>		<b>31:00</b>
Red Rock VFD <i>(Reported manually due to connectivity issues with Fire RMS.)</i>	Single Engine Offensive Fire Attack - Practice	44:00
	NFPA Rehab Training with Reno FD	12:00
	EMT Class (3rd month of training for a total of 360 hours)	120:00
	Station Hours (Signage, Inventory, Admin, Vendors, Records)	8:00
	Maintenance	24:00
	Community Service	2:00
	Business Meeting	20:00
	Chief's Meeting - Training Plan Outline	4:00
	WCVFA	3:00
<b>Red Rock VFD Total</b>		<b>237:00</b>
Silver Lake VFD	Engine Company Attack Evolutions	42:00
	Pediatric Emergencies	10:00
	Rehab Procedures	
<b>Silver Lake VFD Total</b>		<b>52:00</b>
Silver Lake VFD	Engine Company Attack Evolutions	42:00
	Pediatric Emergencies	10:00
	Rehab Procedures	
<b>Silver Lake VFD Total</b>		<b>52:00</b>
South Valleys VFD	Department Policies, Rules, Regulations	30:00
	Engine Company Attack Evolutions	252:30
	Fire Control	36:00
	Other Driver/Operator Training	8:00
	Other SCBA Training	10:30
	Pumper Operator	64:00
<b>South Valleys VFD Total</b>		<b>401:00</b>
Verdi VFD	Engine Company Attack Evolutions	79:00
	Firefighting Tactics	34:00
	Masterstream Forward	1:00
	Pumper Operator	7:00
	Ropes & Knots	1:00
<b>Verdi VFD Total</b>		<b>122:00</b>

## Target Solutions Training and Station Activity:

STATION	ACTIVITY	CREWS	HOURS PER	TOTAL HOURS
Cold Springs VFD	Monthly Meeting/Preventative Maintenance	6	1.5	9
	Engine familiarization and Engine Operations	2	2	4
	Station Cleanup and Vehicle Inspection	2	1.5	3
	Pre/Post Incident Training	4	3	12
	Hazard Communication	2	1	2
	NFPA 1500 Confined Space Entry	3	1	3
	NFPA 1001 Fire Detection, Alarm & Suppression Systems	1	1	1
<b>Cold Springs VFD</b>	<b>Total Hours</b>			<b>34</b>
Galena VFD	Hazard Communication	2	1	2
	NFPA 1001 Fire Detection, Alarm & Suppression Systems	1	1	1
	NFPA 1001 Loss Control	2	1	2
	NFPA 1500 Confined Space Entry	1	1	1
<b>Galena VFD</b>	<b>Total Hours</b>			<b>6</b>
Gerlach VFD	NFPA 1001 Fire Detection, Alarm & Suppression Systems	3	1	3
	NFPA 1001 Loss Control	1	1	1
	SCBA Air Consumption Drill	1	1	1
<b>Gerlach VFD</b>	<b>Total Hours</b>			<b>5</b>
Lemmon Valley VFD	1.3.3 TMFPD Code of Conduct	4	0.25	1
	Ebola Infection Control	4	0.5	2
	Hazard Communication	2	1	2
	NFPA 1001 Fire Detection, Alarm & Suppression Systems	3	1	3
	NFPA 1001 Loss Control	2	1	2
	Recording Company Training	4	0.25	1
	TargetSolutions User Overview Video	4	0.25	1
<b>Lemmon Valley VFD</b>	<b>Total Hours</b>			<b>12</b>
Palomino Valley	NFPA 1001 Loss Control	1	1	1
<b>Palomino Valley</b>	<b>Total Hours</b>			<b>1</b>



Truckee Meadows Fire Protection District Monthly Report

STATION	ACTIVITY	CREWS	HOURS PER	TOTAL HOURS
Peavine VFD	1.3.3 TMFPD Code of Conduct	2	0.25	0.5
	CECBEMS Airway Management Basic	1	1	1
	CECBEMS Respiratory Emergencies Advanced	1	1	1
	Engine Company Evolution - Offensive Fire Attack Evolution Standard 01.1	4	4	16
	HazMat Refresher Modules 1 & 2	10	2	20
	Review for Engine Company Evolution and Apparatus Familiarization	9	2	18
	Single Engine Company Evolutions, Multi Engine Company Evolutions with Peavine, Silver Lake and South Valley VFD	1	7	7
	How to give an accurate size-up given multiple scenarios	6	2	12
	Driving Safety	2	1	2
	Ebola Infection Control	4	0.5	2
	Weekly Engine Inspection	3	0.5	1.5
	First Responder Operations Level Refresher (MOD #1)	5	2	10
	First Responder Operations Level Refresher (MOD #2)	4	2	8
	First Responder Operations Level Refresher (MOD #3)	2	2	4
	First Responder Operations Level Refresher (MOD #4)	3	2	6
	Fleet Program Defensive Driving Strategies for Emergency Vehicle Operators	1	1	1
	Hazard Communication	5	1	5
	HAZMAT OPERATIONS REFRESHER	2	1	2
	NFPA 1001 Fire Detection, Alarm & Suppression Systems	4	1	4
	NFPA 1001 Loss Control	3	1	3
	NFPA 1500 Bloodborne Pathogens Safety	1	1	1
	NFPA 1500 Confined Space Entry	5	1	5
	NFPA 1500 Respiratory Protection	1	1	1
	Recording Company Training	3	0.25	0.75
	Respiratory Protection	1	1	1
	SCBA Air Consumption Drill	1	2	2
	TargetSolutions User Overview Video	2	0.25	0.5
<b>Peavine VFD</b>	<b>Total Hours</b>			<b>135.25</b>

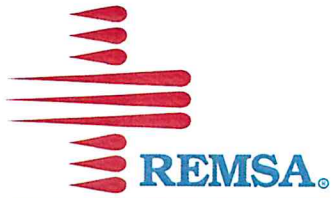
Truckee Meadows Fire Protection District Monthly Report

STATION	ACTIVITY	CREWS	HOURS PER	TOTAL HOURS	
Red Rock VFD	Ebola Infection Control	1	0.5	0.5	
	First Responder Operations Level Refresher (MOD #1)	1	2	2	
	First Responder Operations Level Refresher (MOD #2)	1	2	2	
	Hazard Communication	3	1	3	
	NFPA 1001 Fire Detection, Alarm & Suppression Systems	4	1	4	
	NFPA 1001 Loss Control	3	1	3	
	NFPA 1500 Confined Space Entry	2	1	2	
	TargetSolutions User Overview Video	2	0.25	0.5	
	<b>Red Rock VFD</b>	<b>Total Hours</b>			<b>17</b>
Silver Lake VFD	CECBEMS Pediatric Assessment	1	1	1	
	CECBEMS Pediatric Emergencies Basic	2	2	4	
	Company EMS Training: Incident Rehabilitation & Medical Monitoring	2	4	8	
	Review of procedure for single engine evolution.	6	2	12	
	Single Engine Company Evolutions, Multi Engine Company Evolutions with Peavine, Silver Lake and South Valley VFD	4	7	28	
	Single engine fire attack and defensive attack with master stream and 2 inch line.	6	5	30	
	First Responder Operations Level Refresher (MOD #1)	2	2	4	
	First Responder Operations Level Refresher (MOD #2)	2	2	4	
	First Responder Operations Level Refresher (MOD #3)	2	2	4	
	First Responder Operations Level Refresher (MOD #4)	2	2	4	
	Hazard Communication	3	1	3	
	HAZMAT OPERATIONS REFRESHER	2	1	2	
	NFPA 1001 Fire Detection, Alarm & Suppression Systems	2	1	2	
	NFPA 1001 Loss Control	1	1	1	
	NFPA 1500 Confined Space Entry	2	1	2	
	Recording Company Training	2	0.25	0.5	
	VFD Chiefs: Generate Reports	1	0.25	0.25	
	<b>Silver Lake VFD</b>	<b>Total Hours</b>			<b>109.75</b>

STATION	ACTIVITY	CREWS	HOURS PER	TOTAL HOURS
South Valleys VFD	1.3.3 TMFPD Code of Conduct	2	0.25	0.5
	Back Injury Prevention	1	1	1
	CECBEMS Pediatric Assessment	1	1	1
	CECBEMS Pediatric Emergencies Basic	1	2	2
	Single Engine Company Evolutions, Multi Engine Company Evolutions with Peavine, Silver Lake and South Valley VFD	9	7	63
	Driving Safety	1	1	1
	Ebola Infection Control	4	0.5	2
	First Responder Operations Level Refresher (MOD #1)	2	2	4
	First Responder Operations Level Refresher (MOD #2)	1	2	2
	First Responder Operations Level Refresher (MOD #3)	2	2	4
	First Responder Operations Level Refresher (MOD #4)	1	2	2
	Hazard Communication	6	1	6
	NFPA 1001 Fire Detection, Alarm & Suppression Systems	4	1	4
	NFPA 1001 Loss Control	7	1	7
	NFPA 1500 Bloodborne Pathogens Safety	1	1	1
	NFPA 1500 Confined Space Entry	4	1	4
	Recording Company Training	2	0.25	0.5
	TargetSolutions User Overview Video	2	0.25	0.5
<b>South Valleys VFD</b>	<b>Total Hours</b>			<b>105.5</b>
Verdi VFD	1.3.3 TMFPD Code of Conduct	2	0.25	0.5
	Ebola Infection Control	2	0.5	1
	Hazard Communication	4	1	4
	NFPA 1001 Fire Detection, Alarm & Suppression Systems	2	1	2
	NFPA 1001 Loss Control	2	1	2
	NFPA 1500 Confined Space Entry	3	1	3
	SCBA Air Consumption Drill	1	2	2
	TargetSolutions User Overview Video	2	0.25	0.5
<b>Verdi VFD</b>	<b>Total Hours</b>			<b>15</b>



The attached document was submitted to the  
**Truckee Meadows Fire Protection District** during  
the meeting held on March 24, 2015.  
by Jim Gubbels  
for Agenda Item No. 12  
and included here pursuant to NRS 241.020(7) as  
amended by AB65 of the 2013 Legislative Session.



Date: March 20, 2015  
To: Board of Fire Commissioners, Truckee Meadows Fire Protection District  
From: The Regional Emergency Medical Services Authority (REMSA)  
Subject: Communication Centers and Reported Dispatch Concerns and Discussions at the February 10<sup>th</sup> Board of Fire Commissioners Meeting

At the February 10, 2015 Board of Fire Commissioner meeting, TMFPD Fire Chief Charles Moore raised the subject of his continued concerns about the functionality of the emergency communications centers between his Washoe County dispatch center and REMSA's dispatch center.

**REMSA's Proposed Solutions Over the Past Several Years:**

To improve call information sharing among response agencies, REMSA has proposed the following actions over the past several years:

- Prior to December 2012, REMSA paged all Fire and Police agencies, including Washoe County dispatch, with call information simultaneously through a Plectron paging system with REMSA's ambulance response. This process allowed the Primary PSAPs to receive call information at the exact time REMSA's ambulances were dispatched. Therefore, if calls were technologically routed across jurisdictional boundaries, REMSA would receive the call as the only regional agency, and was then able to pass this call information on to the appropriate PSAP through this method. In December of 2012, REMSA received a letter from the former Sheriff and representatives of Reno Communications giving REMSA notice that the Plectron paging equipment was being removed from their PSAPs. Despite REMSA's protests, the paging equipment was removed from the consoles in the Reno and Washoe County dispatch centers, cutting off all real-time communications links between REMSA and the Reno and Washoe County dispatch centers. REMSA proposes this equipment or equivalent be re-installed in the Washoe County dispatch and Reno Communications centers.
- After the removal of the Plectron paging equipment from the Washoe County dispatch center, REMSA organized several meetings in 2013 attended by both the former Sheriff, Chief Charles Moore, and representatives from Washoe County dispatch and Reno Communications to propose solutions to improving the dissemination of call

information back to the Primary PSAPs. One proposal that was promising was the installation of an electronic link between REMSA's Computer Aided Dispatch (CAD) consoles to the dispatchers in the Primary PSAPs. The product called CAD Portal from CAD North, installed a computer screen at the consoles of the PSAPs and instantaneously alerted all participating agencies whenever a call was being generated by REMSA. The CAD North product displayed all medical and other call information obtained by REMSA and allowed for: Audible and visual alerts when a call was being received, two-way messaging capability between dispatchers, a call log that could be used for inquiries between agencies, and an electronic acknowledgement that allowed REMSA's dispatcher to be notified that the call was received by the Primary PSAP dispatcher. This project was proposed by REMSA, and REMSA was willing to cover all costs associated with implementation (approx. \$50,000). The project was denied implementation by representatives from Washoe County dispatch and the former Sheriff. They stated that they did not want to make their dispatchers responsible for doing additional work. The funding for this project by REMSA is no longer available. Although a true CAD-to-CAD interface would be most ideal and is supported by REMSA, a CAD-to-CAD interface is a long-term and difficult implementation. A CAD portal option would provide an information bridge until a true CAD-to-CAD interface is completed. Funds for this project could be sought through E-911.

- Utilization of the Nevada Dispatch Interconnect Project (NDIP) equipment as originally purposed to enable console-to-console dispatch communications between the Reno, Sparks, and Washoe County primary PSAPs and REMSA as a Secondary PSAP. \$520,343 in communications equipment was accepted by Washoe County from the State of Nevada Division of Emergency Management in February 2013. This equipment has been obtained but is currently not being used and sits idle awaiting operational procedures to be developed. Daily console-to-console communications between PSAPs through equipment obtained by NDIP is an outlined goal in the Nevada State-wide Communications Interoperability Plan, p.20, revised November 2013. To date, this option has not been accepted or implemented
- REMSA has also proposed the implementation of an increased use of the REMSA 800 MHz talk groups to representatives of Washoe County, the City of Reno, and the City of Sparks. Under this proposal First Responder agencies would have direct verbal communications to REMSA dispatch and REMSA ambulances via the REMSA 1 and REMSA 2 talk groups. All call information would be simulcast over the REMSA Med 9 UHF radio frequency and the REMSA 1 800 MHz talk group. By simulcasting the call information, First Responder agencies as well as PSAP dispatchers would be allowed to



hear REMSA call information as it is being dispatched. To date, this option has not been implemented.

Respectfully Submitted,

A handwritten signature in black ink that reads "Jim Gubbels RN". The signature is written in a cursive style with a large, stylized initial "J".

Jim Gubbels, RN  
President/Chief Executive Officer  
REMSA / Care Flight

JG/dz

cc: Jim Begbie, REMSA Board Chair  
Bonnie Drinkwater, REMSA Legal Counsel