

# Newport Beach Fire Department Strategic Plan 2022-2025





PENINSULA FIRE STATION NO. 2

NEWPORT  
BEACH

2477

Pierce

NPB

62

NEWPORT BEACH  
FIRE

CA EXEMPT  
1628368



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## INTRODUCTION

The Newport Beach Fire Department (NBFD) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of Newport Beach, California. NBFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with Emergency Services Consulting International (ESCI) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan."

ESCI utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and agency stakeholders' groups demonstrated a commitment to this important project and remain committed to the document's completion and plan execution.



## ACKNOWLEDGEMENTS

This strategic plan was developed by the leadership of Newport Beach Fire Department through a collaborative process. The time spent by each person to provide input and insight into the department's future was very valuable. Special thanks go to Chief Boyles and each of the strategic plan development participants for their leadership and commitment to the process.

### **Newport Beach Fire Department Strategic Planning Team**

Kevin Bass  
*Fire Marshal*

Adam Novak  
*Fire Captain (EMS)*

Jeff Boyles  
*Fire Chief*

Brian O'Rourke  
*Lifeguard Assistant Chief*

Justin Carr  
*Assistant Chief*

Philip Puhok  
*Training Battalion Chief*

Geoff Cathey  
*Fire Paramedic*

Raymund Reyes  
*Administrative Manager*

Gary Conwell  
*Lifeguard Captain*

Clay Rinker  
*Lifeguard Captain*

James Gillespie  
*Plans Examiner*

Bobby Salerno  
*Firefighter*

Nic Lucas  
*Battalion Chief*

Chad Spiker  
*Fire Captain*

Brian McDonough  
*Battalion Chief*

Nick Stocks  
*Battalion Chief*

Lili Melero  
*Management Assistant*

Kristin Thompson  
*EMS Division Chief*

## ORGANIZATIONAL BACKGROUND

Newport Beach Fire Department (NBFD) provides fire protection, emergency medical services, and lifeguard services to the community. The department's service area includes the entire City of Newport Beach. NBFD also provides automatic and mutual aid services to outside agencies as requested.

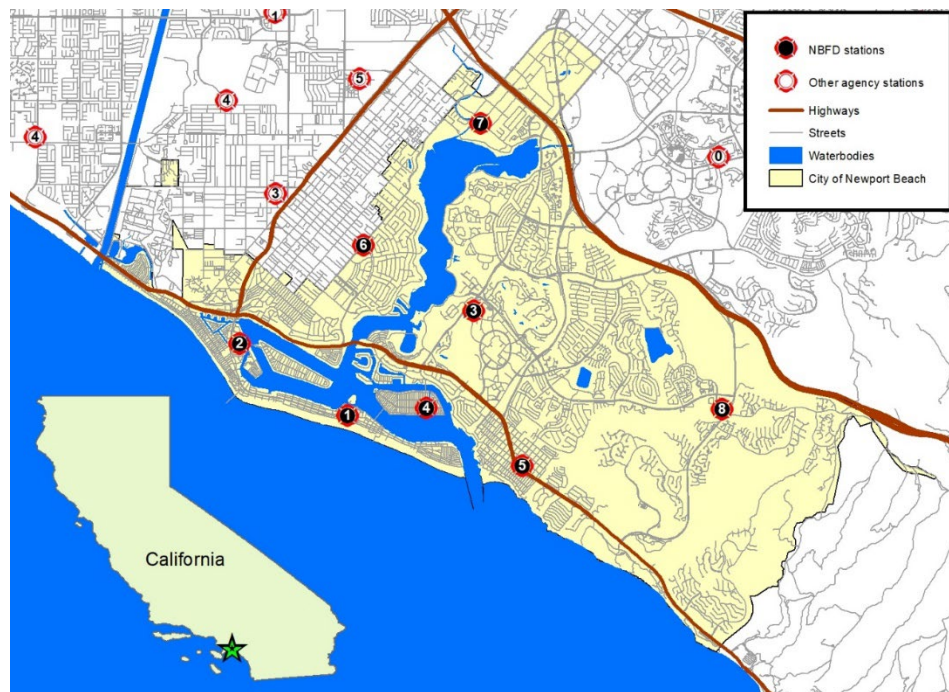
NBFD serves an area of approximately 26 square miles. Its service area encompasses 23.3 square miles of land, and 2.7 square miles of water in the form of bays or harbors. The city has a total water frontage of approximately 34.4 miles; nine miles is ocean, and 25.4 miles of harbor served by three main Marine Safety facilities and multiple lifeguard towers. NBFD's service area consists of a mix of urban residential, recreational, commercial, and industrial land uses.

NBFD has a resident population of approximately 87,249 people. It is estimated that employment increases NBFD's daytime population by approximately 39,000. In addition, tourism can increase the service population by another 60,000 people.

The department's services are provided

from eight fire stations. NBFD maintains a fleet of 24 apparatus, including engines, ladder trucks, and other specialty vehicles. The Newport Beach Police Department is the public safety answering point for 9-1-1 calls. Incident dispatch services are provided to NBFD by Metro Net, a regional multi-agency public safety dispatch center.

There are 144 full-time personnel, eight part-time personnel, three contract employees, and 200 part-time seasonal lifeguards involved in delivering services to the jurisdiction. Staffing coverage for emergency response is by career firefighters on 24-hour shifts. For immediate response and at full staffing, no less than 39 personnel would always be on-duty.



## MISSION

An organization's mission statement is intended to describe, in succinct terms, the purpose for the organization's existence. It articulates the principal reason for the organization's presence within the community.

The Newport Beach Fire Department has developed the following mission statement:

***Our mission is to provide all risk services to our community by protecting life, property, and the environment through prevention, training, education, and response.***

### **Safety**

- Public
- Personnel
- Environment

### **Service**

- Efficient Resource Management
- Service Excellence
- Risk Mitigation

### **Professionalism**

- Customer Service
- Performance
- Appearance

## VISION

In addition to understanding its purpose and reason for existence, all successful organizations need to define where they expect to be in the future. After having established the organization's mission, the next step is to establish a vision for what the Newport Beach Fire Department should be and achieve in the future. Vision statements provide targets of excellence that the organization will strive towards and provide a basis for its goals and objectives. The following vision statements were developed for Newport Beach Fire Department.

**We are an organization that fosters a culture of dignity and respect, both internally and externally**

**We are prepared to mitigate all emergencies and calls for service**

**We provide solutions and services that exceed community expectations**

**We provide risk reduction through community engagement and education**

**We promote an environment that encourages personal and organizational growth**

**We are dedicated to safety, service, and professionalism as fire service professionals**



## VALUES

Establishing values embraced by all members of an organization is extremely important. They recognize those attitudes and behaviors that make up the personality of the organization. The leadership of the Newport Beach Fire Department declared the following statement of values for the organization.

**Integrity**

*Sound moral principles and honesty*

**Teamwork**

*A collaborative effort with a unified purpose*

**Honor**

*High regard and great esteem for the community, our peers, and the fire service profession*

**Respect**

*Mutual regard for rights, cultures, and perspectives of others*

**Compassion**

*Empathetic concern for others*

**Resilience**

*The ability to prepare for and overcome adversity*

**Health**

*Prioritizing mental, emotional, and physical well being*

**Innovation**

*Striving to take a proactive approach to the changing needs in our communi*

## SWOT ANALYSIS

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize, as well as those that pose a danger. Agency stakeholders participated in this activity to record Nbfd's strengths and weaknesses, as well as the possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

## STRENGTHS

It is important for any organization to identify its strengths to ensure it can provide the services requested by customers. Often, the identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Through a consensus process, the strengths of the Newport Beach Fire Department were identified.

- We provide great customer service
- Our infrastructure is in place to support the service delivery model
- The city's philosophy on strong fiscal responsibility
- Our state-of-the-art apparatus
- Our county and regional mutual aid and relationships
- We have a committed, dedicated, and eager workforce
- Improved interdepartmental relationships
- Established training standards that meet or exceed industry standards
- Robust and maintained public infrastructure
- Engaged affluent and supportive community
- Positive working relationship with internal and external stakeholders
- The department's physical fitness wellness program
- Organizationally open to change with innovation
- Our organization's cancer awareness



## WEAKNESSES

The performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths but also those areas where it does not function well, or not at all.

- Not using social media and other current avenues for recruitment
- Process of procuring equipment/services is time consuming and inefficient
- Inability to use outside vendors to keep emergency vehicles fully operational
- Inadequate storage for reserve equipment
- Lack of consistent standardized, recurring training for basic competencies
- Lack of reserve program to assist with recruitment
- Need for standardized ALS response on all emergency response apparatus
- Need for mentorship to evolve with new generation of recruits
- Limited promotional avenues for management staff
- Lack of off-season staffing for responses in the harbor
- Inadequate response times down coast
- Lack of infrastructure to place 4<sup>th</sup> medic unit in appropriate location
- Insufficient face-to-face time with management
- Lack of opportunities for medics
- Limited opportunities for advancement

## OPPORTUNITIES

Many things exist as unrealized opportunities for the organization. The focus of opportunities is not solely on existing services, but on expanding and developing new possibilities both inside and beyond the traditional service area. Many opportunities exist for the Newport Beach Fire Department.

- Seek opportunities for more community involvement
- Growth opportunities with fire administration and city hall exposure
- Integration between floor personnel, administration, prevention, and lifeguards
- Increase the use of technology to improve service
- Increase Newport Beach Fire Department presence in harbor service delivery
- Capitalizing on marketing with a PIO
- Increasing resiliency through training and recruitment
- Identifying and utilizing skills within the workforce
- Utilizing citizen philanthropy for funding foundation
- Provide an opportunity for part-time Life Safety Services position to go full-time
- Develop a comprehensive workload and staffing plan
- Improve community involvement with a PIO
- Develop alternative funding opportunities
- Take advantage of opportunities for succession planning
- Developing a staffing plan to deliver effective training at Fire station 7
- Utilizing internal positions for future firefighter recruitment

## THREATS

There are conditions in the internal and external environment not under the organization's control. However, by being aware of them, the organization can develop plans and programs to either mitigate these threats or respond effectively when a threat becomes a reality. By recognizing possible threats, an organization can greatly reduce the potential for loss.

### **Negative impacts to service delivery**

- Increasing demand for services
- Growing and aging population
- Increasing traffic affecting response times and out-of-area responses
- Increasing homeless population driving service demand
- Increasing number of high EMS demand facilities (high rise, high density, congregate care homes, assisted living)
- Increased tourism and utilization of the beach
- Increasing shortages of personnel, equipment, supplies, and parts.
- Increasing Ambulance Patient Offload Time (APOT)

### **Negative impacts on the workforce**

- Inability to recruit and hire qualified and diverse candidates
- Decrease interest in joining the fire and life safety profession
- Retention of qualified personnel
- Competition for qualified personnel from a shrinking labor pool
- Generational differences affecting training, communication strategies and styles
- Inability to live within the region
- Diseases removing personnel from service
- The department's reputation being harmed by inappropriate actions by an employee
- Resistance to needed staffing level increases to manage growing workload
- Increased risk and cost to city for cancer, cardiac, mental health, and other injuries

### **Negative fiscal and economic impacts**

- Impact of inflation, recession, and resulting budget cuts
- Supply chain issues and inability to procure needed items
- Replacement costs for supplies and equipment increases
- Difficulties procuring equipment when unplanned needs arise
- Unable to move stations to areas of need due to land availability
- Cost to city for lawsuits and other legal issues
- Increased cost of disasters and major events to community, department, and city

### **Disasters and major events negatively affecting services, community, and personnel**

- Increased response to year-round disasters (fires, flood, heat waves, sand erosion, etc.)
- Potential for terrorist events (active shooter, MCIs, etc.)
- Inadequate training and preparation for different disasters



## GOALS & OBJECTIVES

To achieve the Newport Beach Fire Department's mission and vision, realistic goals and objectives must be established. Goals and objectives are necessary to provide the individual members with clear direction.

As goals and objectives are management tools, they should be reviewed and updated on an ongoing basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The strategic planning team sets priorities for the accomplishment of its objectives. Those that carried higher priorities are scheduled for completion first and lower priority objectives are scheduled later. Overall, these goals and objectives provide very specific timelines for the next several years and more general timelines beyond that.

**Goal 1 – Develop an effective organization responsive to the needs of its members and the community it serves.**

**Strategic Initiatives**

- *Improve two-way communication between management and line personnel.*
- *Develop a strong internal culture of public service and personal accountability.*
- *Improve employee recruitment, hiring, and retention.*
- *Improve training curriculum, delivery methods, and delivery resources.*
- *Develop succession plans and pathways for all Nbfd positions.*
- *Expand opportunities to provide employee mentorship.*
- *Review the current policies and procedures and develop a process to ensure they remain current.*
- *Ensure administration, support, and operations staffing levels are sufficient to manage workload.*



**Objective 1-A: Present Strategic Plan and its implementation**

**Timelines** November-December 2022

**Responsibility** Fire Chief Boyles, Command Staff

**Critical Tasks:**

- Identify internal and external stakeholders to engage
- Develop and organize a precise presentation
- Tailor presentations for different stakeholders
- Develop strategic plan feedback process
- Collect and analyze feedback
- Implement changes to the strategic plan based on feedback

*Outcome: Support for the strategic plan.*

**Objective 1-B: Create and maintain opportunities to improve two-way communications between management and floor personnel**

**Timelines** 2023 – Ongoing

**Responsibility** Fire Chief Boyles, Command Staff, NBFA, LMA

**Critical Tasks:**

- Create a forum that encourages two-way communication
- Schedule times for management to have more face time with floor personnel
- Improve phone conference and email correspondence opportunities
- Consider a Podcast as a method for improved sharing of information

*Outcome: Two-way communication is improved reducing rumors and misinformation.*

**Objective 1-C: Provide educational opportunities for professional growth and improved leadership**

**Timelines** 2023 – Ongoing

**Responsibility** Assistant Chief Carr, LG Assistant Chief O'Rourke, Training Sections

**Critical Tasks:**

- Identify appropriate training courses and material
- Choose internal and external instructors
- Maintain desired culture through reinforcement of our core values
- Establish career guidance pathways
- Research and list options for internal training/education opportunities
- Develop a delivery plan for internal and external training

*Outcome: The culture of public service and personal accountability is improved and maintained.*



**Objective 1-D: Review and improve current recruitment and hiring practices**

**Timeline** December 2022, Ongoing

**Responsibility** Fire and LG Recruitment Cadres (Boyles/O'Rourke/Puhek)

**Critical Tasks:**

- Create a recruitment committee with a two-year commitment
- Committee will identify target audience and develop marketing ideas
- Utilize social media to market the fire department and target various audiences
- Create a matrix for a new hire pay scale to recruit more experienced candidates
- Implement a process to inform interested individuals about our department
- Implement an ALS manipulative assessment to complement the hiring process
- Incorporate an emotional intelligence assessment in the testing process
- Consider a representative from each rank on the interview panel

*Outcome: The number and quality of candidates has increased, and high-quality candidates are offered employment.*

**Objective 1-E: Review and improve employee retention**

**Timelines** July 2023

**Responsibility** Fire Chief Boyles, Assistant Chief Carr, LG Assistant Chief O'Rourke, Training Section, NBFA, LMA

**Critical Tasks:**

- Identify reasons for employee resignations/terminations
- Compare current practices to other agencies
- Address identified reasons by creating reasonable solutions

*Outcome: Increased retention of current employees.*

**Objective 1-F: Review current training curriculum**

**Timelines** 2023, Ongoing

**Responsibility** Fire/LG Training Sections

**Critical Tasks:**

- Identify all mandatory training topics
- Create calendar alerts for mandatory training to ensure compliance
- Identify additional training topics
- Implement regularly scheduled crew-based training topics
- Publish an annual training calendar

*Outcome: The training curriculum provides all the skills and knowledge needed to be safe and effective.*

**Objective 1-G: Review and improve training delivery methods**

**Timelines** 2024

**Responsibility** Assistant Chiefs, Training Chief, LG Training Captain

**Critical Tasks:**

- Review the current training delivery methods to identify strengths and weaknesses
- Develop options to improve the delivery of training
  - Re-enforce the need for minimum levels of company training
  - Implement rank-based refresher training
  - Consider rank-based academies prior to the promotional exam

*Outcome: Employee skills and knowledge are improved.*

**Objective 1-H: Improve the quality and quantity of resources available to deliver training**

**Timelines** July 2023

**Responsibility** Assistant Chiefs, Training Chief, LG Training Captain

**Critical Tasks:**

- Identify the resources needed
- Consider procurement of additional financial support for training props
- Place all training manuals on tablet devices
  - Conduct an annual update of all training manuals
- Collaborate with other agencies to utilize their facilities

*Outcome: The delivery of training is improved.*

**Objective 1-I: Evaluate current department staffing and determine the needs for succession planning**

**Timelines** 2024

**Responsibility** Assistant Chiefs, Training Chief, LG Training Captain, and Fire Marshal

**Critical Tasks:**

- Review and assess existing task books
- Add additional task books as needed
- Identify all positions that require a succession plan
- Identify qualified mentors
- Identify internal candidates in line for promotion or in need of succession planning

*Outcome: The most qualified candidates participate and are successful in the promotional process.*

**Objective 1-J: Create and implement a formal mentorship program**

**Timelines** December 2023

**Responsibility** Command Staff

**Critical Tasks:**

- Explore existing options within the city
- Review outside agency mentorship programs
- Create program standards for mentors and mentees
- Develop and implement methods to connect mentors and mentees
- Review the effectiveness of formal mentorship program

*Outcome: We have an increased ability to hand down institutional knowledge and experience between mentors and mentees.*

## Newport Beach Fire Department 2022-2025 Strategic Plan

### **Objective 1-K: Assess current operating policies and revise as needed**

**Timelines** January 2023, January 2024, January 2025 (January, Annual Review)

**Responsibility** Battalion Chief McDonough, NBFA, LMA, EMS

**Critical Tasks:**

- Remove outdated/irrelevant policies
- Update existing and/or create new policies that reflect current and expected needs
- Establish a policy management system

*Outcome: We have relevant and up-to-date policies and procedures.*

### **Objective 1-L: Identify required workloads and staffing needs**

**Timelines** Ongoing, Annual Review

**Responsibility** Administrative Manager Raymund Reyes, LG Assistant Chief O'Rourke, and Fire Marshal Bass

**Critical Tasks:**

- Each section reviews current and projected workloads
  - Identify work not being completed
  - Identify services impact (areas of coverage, changing types of service calls, changing community needs)
- Utilizing workload studies, identify staffing needs for each section
- Assess part-time employee status and workload
- Prioritize staffing needs throughout the department
- Present studies to Human Resources for compliance with job descriptions, and employee and union MOU's

*Outcome: Staffing levels to effectively manage workload has been identified and prioritized.*

### **Objective 1-M: Build necessary support mechanisms (financial and political) to implement the staffing plan**

**Timelines** Ongoing

**Responsibility** Fire Chief Boyles, LG Assistant Chief O'Rourke, NBFA, and LMA

**Critical Tasks:**

- Work with our internal stakeholders (i.e., Finance, HR, City Manager's Office) to determine support mechanisms
- Set up strategic and operational meetings with internal stakeholders to develop a pathway to success for funding
- Develop staffing proposals for Council

*Outcome: Identified staffing shortages have been addressed and staffing levels increased to meet department workload demands.*

### **Objective 1-N: Find opportunities for employee recognition**

**Timelines** Ongoing

**Responsibility** Fire Chief Boyles, LG Assistant Chief O'Rourke, NBFA, and LMA

**Critical Tasks:**

- Conduct Badge Pinnings
- Submit nominations for appropriate awards
- Host Appreciation Ceremonies

*Outcome: Employees are recognized for meritorious acts.*



## Goal 2 – Deliver effective and efficient emergency services to the community.

### Strategic Initiatives

- *Develop and/or improve health and safety systems and organizational health and safety culture.*
- *Explore opportunities to better use technology to improve the delivery of programs and services.*
- *Improve the collection and use of data for systems and service improvement.*
- *Decrease emergency response travel times in areas of the city that do not meet standards.*
- *Work with NBPD and Metro Net to shorten call answer/transfer/call processing time.*
- *Develop additional initiatives to shorten response crew turnout time.*
- *Explore cooperative effort opportunities with regional partners.*
- *Explore and develop strategies that will reduce the growth of response workload.*
- *Improve pre and post-disaster response capability.*



**Objective 2-A: Improve Ambulance Transport Capabilities**

**Timelines** 2023

**Responsibility** Command staff

**Critical Tasks:**

- Assess need and implement additional transport unit(s) fourth transport unit
- Establish implementation plan for additional transport unit(s)
- Work with internal stakeholders (City Managers, HR, Finance)
- Set-up strategic operational meetings with external and internal stakeholders to develop a pathway for success for necessary funding
- Develop staffing proposals for City Council and City Manager
- Assess transport delivery model(s)

*Outcome: Improved response times and capabilities.*

**Objective 2-B: Improve current employee health and safety programs**

**Timelines** 2024

**Responsibility** Command staff, NBFA, LMA

**Critical Tasks:**

- Evaluate current internal health and wellness, and safety programs for areas of improvement
- Develop and implement policies related to health and safety
- Expand the scope of the safety committee and develop objectives
- Identify equipment and develop training needs for health and safety
- Engage internal partners in the process to improve personnel health and safety
- Perform annual evaluations of health and safety programs
- Identify unique and emerging health risks for Firefighters and Lifeguards
- Identify strategies and best practices to mitigate health and safety hazards

*Outcome: The health and safety of our personnel is improved.*

**Objective 2-C: Evaluate the current CAD system and identify alternatives (Lifeguard)**

**Timelines** December 2022, 12 months

**Responsibility** Lifeguard Command Staff

**Critical Tasks:**

- Identify gaps in current system
- Collaborate with other agencies on available software or programs in place
- Request funding for updated software program
- Implement, train, and execute data capture

*Outcome: Lifeguard operations will more efficiently capture clear data also allowing public access in real time.*

**Objective 2-D: Implement the selected records management system (RMS)**

**Timelines** December 2022, 12 months

**Responsibility** Training Chief Puhek, Battalion Chief McDonough, Assistant Chief Carr, Fire Marshal Bass

**Critical Tasks:**

- Complete the evaluation of new RMS system and purchase
- Complete the installation of the new system and data transfer from legacy systems
- Provide training to personnel
- Develop a package of management reports
- Evaluate the system to ensure the system is providing needed data reporting

*Outcome: Efficient tracking of resources and completion of incident reports.*

**Objective 2-E: Identify and evaluate emerging industry advancements in technology**

**Timelines** 2023 Ongoing

**Responsibility** Battalion Chief Lucas, Captain Boland, Captain Novak, and R&D Committee

**Critical Tasks:**

- Task Research and Development committee with annual identification of technologies that can benefit the organization
- Present findings to management for cost benefit analysis

*Outcome: New emerging technologies that can provide more efficient and/or safer operations are identified and implemented.*

**Objective 2-F: Develop a robust data collection system that provides relevant information for decision making and communications**

**Timelines** 2024

**Responsibility** Command Staff

**Critical Tasks:**

- Identify specific data that needs to be collected in all divisions
- Organize and evaluate current data; eliminate unnecessary data
- Develop systems to collect missing data
- Ensure data collected can be shared with stakeholders
- Use collected data to assist with decision making

*Outcome: Decision making based on verifiable information is improved.*

**Objective 2-G: Address extended travel times in Port Streets**

**Timelines** 2024

**Responsibility** Fire Chief Boyles, Assistant Chief Carr, EMS Division Chief Thompson

**Critical Tasks:**

- Explore viability of relocating station 3 to an area closer to Port streets
- Explore viability of adding a fire station in the Port streets area
- Conduct cost analysis of each option
- Conduct land availability survey
- Prepare staff report for council outlining options for decreasing response times in Port streets area

*Outcome: Decreased travel times in the Port streets.*

**Objective 2-H: Address extended travel times in Crystal Cove area**

**Timelines** 2024

**Responsibility** Fire Chief Boyles, Assistant Chief Carr, EMS Division Chief Thompson

**Critical Tasks:**

- Explore viability of adding a fire station in Crystal Cove area
- Identify land options for fire station
- Explore options of shared services with Laguna Beach and/or OCFA
- Conduct cost analysis of land procurement and staffing
- Prepare staff report for council outlining options for decreasing travel times in Crystal Cove area

*Outcome: Decreased travel times in Crystal Cove area.*

**Objective 2-I: Review call processing time at Metro Net**

**Timelines** Annual Review

**Responsibility** Assistant Chief Carr and EMS Division Chief Thompson

**Critical Tasks:**

- Analyze data regarding call processing time at Metro Net.
- Identify potential deficiencies in call processing time with Metro Net.
- Ensure potential deficiencies are corrected.

*Outcome: Call processing time at Metro Net meets or exceeds industry standards.*

**Objective 2-J: Assess current turnout times and determine if they comply with industry standards**

**Timelines** Quarterly

**Responsibility** Operations Group

**Critical Tasks:**

- Collect data to evaluate turnout times from RMS via Crystal Reports.
- Analyze data collected.
- Compare and evaluate NBFD turnout times to NFPA standards.
- Clearly define desired NBFA turnout times.

*Outcome: NBFD turnout times meet or exceed current industry standards outlined in the NFPA.*

**Objective 2-K: Based on review, develop methods to reduce turnout times and comply with industry standards**

**Timelines** Quarterly Review

**Responsibility** Operations Group

**Critical Tasks:**

- Complete installation of new alerting system (US Digital Designs)
- Identify factors that inhibit or increase turnout times.
- Battalion Chiefs and Station Captains to conduct monthly meetings to review turnout times and address any issues that are identified.
- Review benefits obtained by new alerting system (US Digital Designs)
- Captains to receive and review monthly data reports with crews.

*Outcome: Nbfd turnout times meet or exceed current industry standards outlined in the NFPA.*

**Objective 2-L: Identify resources that may be shared with regional partners (training, staffing, equipment)**

**Timelines** 2024

**Responsibility** Fire Chief Boyles, FD/LG Training, and EMS

**Critical Tasks:**

- Identify regional partners to participate in resource sharing
- Determine resources that may be shared with outside agencies
- Establish guidelines or policies for resource sharing
- Explore opportunities for shared facilities

*Outcome: Compile a list of resources that are available to be shared between Nbfd and regional agencies.*

**Objective 2-M: Nbfd Regional and State Fire Service Representation**

**Timelines** 2023, Ongoing

**Responsibility** Fire Chief Boyles, Command Staff

**Critical Tasks:**

- Look for opportunities to serve on:
  - Local and State boards and commissions
  - Section leadership
  - Professional Fire Service platforms

*Outcome: The Nbfd has improved local knowledge, perspective, and collaboration within the greater Fire Service profession.*



**Objective 2-N: Develop plans to address identified non-emergency incidents**

**Timelines** 2023

**Responsibility** Command Staff

**Critical Tasks:**

- Implement alternatives and options for responses not appropriate for the fire department or that could be handled differently
  - Non-emergency calls for medical services
    - Charge for non-emergency calls
    - Educational programs for facilities and/or persons with repeated calls for non-emergency services
    - Community Paramedicine
  - Implement liaison program for homeless calls (example: Be Well)
  - Non-emergency calls for false alarms/water flow alarms
    - Review, modify and finalize false alarm program SOP with Operation and Fire Prevention
    - Fire Prevention develops training program delivery (Target Solution)
    - Implement program with crews
    - Follow up reports for dashboard
  - Complaints for non-core lifeguard services
    - Create/modify SOP to address top municipal code non-core calls for service
    - Develop training program delivery (Target Solutions)
    - Implement program with lifeguards
    - Follow up reports for dashboard

*Outcome: A measurable reduction of non-core calls for service workload has been realized.*

**Objective 2-O: Identify potential community threats and hazards that need disaster mitigation and response planning**

**Timelines** 2024

**Responsibility** Command Staff, Fire Services Coordinator, and Emergency Manager

**Critical Tasks:**

- Review hazard mitigation plan document
- Confirm most likely hazards and threats and revise as needed
- Conduct department and regional disaster training activities

*Outcome: Likely threats and hazards are identified.*

**Objective 2-P: Review and revise plans for incident mitigation, response, and recovery**

**Timelines** 2024

**Responsibility** Fire Prevention, Command Staff, and Fire Services Coordinator

**Critical Tasks:**

- Coordinate with affected agencies
  - List internal stakeholders
  - List external stakeholders
- Prepare list of resources needed for each hazard/threat (pre and post incident)
  - Resources that are on-hand (in city)
  - Resources that are not readily available
  - Regionally shared resources
- Document location/providers of resources (pre and post incident)
- Ensure department procedures are up to date

*Outcome: A comprehensive and up-to-date hazard and threat mitigation plan (pre and post incident), with listed stakeholders and identified resources has been published.*

**Goal 3 – Effectively manage the organization’s financial and capital resources.**

**Strategic Initiatives**

- *Improve the process for acquiring equipment and supplies.*
- *Improve the timeliness of apparatus repair and maintenance.*
- *Explore and develop alternative funding streams.*



**Objective 3-A: Review the current inventory of equipment and supplies**

**Timelines** 2024

**Responsibility** Command Staff

**Critical Tasks:**

- Assess and update replacement schedules for equipment and supplies in each division
- Identify additional equipment and supply needs
- Identify equipment that is not on the Internal Service Fund that could be added

*Outcome: We have a complete picture of our inventory and our needs moving forward.*

**Objective 3-B: Provide education and training on City procurement processes**

**Timelines** 2023

**Responsibility** Fire Chief Boyles, Administrative Manager Raymund Reyes

**Critical Tasks:**

- Review existing and new purchasing policies and procedures and how they apply to the department
- Provide applicable staff training on new policies and procedures, including training from Purchasing staff

*Outcome: We provide staff with the information and training needed to effectively purchase equipment and materials while adhering to current policy.*

**Objective 3-C: Integrate the Internal Service Fund (ISF) process into the equipment and supply procurement process**

**Timelines** 2023

**Responsibility** Assistant Chief Carr and EMS Division Chief Thompson

**Critical Tasks:**

- Define the current ISF process, including policy review
- Ensure current and future ISF contributions match equipment and supply needs
- Coordinate the replacement cycles and ISF
- Applicable staff training and education on ISF process

*Outcome: Staff is provided with the information and training needed to effectively plan for equipment and supply replacement cycles.*

**Objective 3-D: Enhance interdepartmental cooperation in the purchasing process**

**Timelines** 2023

**Responsibility** Fire Chief Boyles, Administrative Manager Raymund Reyes

**Critical Tasks:**

- Identify necessary partners in the procurement process
- Increase communications with all involved stakeholders
- Provide applicable staff training and education on interdepartmental processes/procedures

*Outcome: Staff understands the interdepartmental purchasing process.*

**Objective 3-E: Decrease repair and maintenance related out-of-service time for emergency response units**

**Timelines** 2023

**Responsibility** Operations Group and Administrative Manager Raymund Reyes

**Critical Tasks:**

- Work with Public Works to identify and acquire staffing needed for prompt vehicle maintenance and repair
- Find alternatives to dealership warranty repairs for vehicle apparatus
- Identify alternative vendors for vehicle routine and preventative maintenance to free up MOD employees to handle repairs on emergency vehicles
- Work with Public Works to see if in-station repairs and maintenance is feasible

*Outcome: Faster service times with completion of all needed repairs reduces the use of reserve apparatus in a frontline capacity.*

**Objective 3-F: Access additional local, state, and federal fundings opportunities**

**Timelines** 2023

**Responsibility** EMS, Operations, Administrative Manager Raymund Reyes

**Critical Tasks:**

- Research cost recovery programs available to fire departments and/or transport agencies.
- Pull in additional stakeholders, partners, SMEs to assist in the funding process.
- Review grants, identify the application process, the likelihood of being awarded the grant, and grant requirements.
- Prepare grant applications for those opportunities that are viable

*Outcome: Additional funding provides service improvement.*

**Objective 3-G: Explore avenues for direct community/public donations**

**Timelines** 2023

**Responsibility** Fire Chief Boyles, LG Assistant Chief O'Rourke, EMS Division Chief Thompson, Administrative Manager Raymund Reyes, NBFA, LMA

**Critical Tasks:**

- Identify and communicate needs for donations through various channels
- Explore fundraising opportunities
- Research the viability of creating a Newport Beach Fire Department Foundation through a community non-profit
- Research city processes regarding donations such as adherence to Council Policy and budget practices
- Solicit donations for identified needs

*Outcome: Service delivery is improved through strengthened relationships with the community and philanthropist donations.*

**Objective 3-H: Identify, develop, and implement improvements to existing cost recovery programs**

**Timelines** 2023

**Responsibility** Fire Chief Boyles, EMS Division Chief Thompson, LG Assistant Chief O'Rourke, Administrative Manager Raymund Reyes

**Critical Tasks:**

- Review existing cost recovery programs
- Identify and collaborate with relevant stakeholders
- Assess existing cost recovery programs and fee schedule
- Gain approval and implement necessary changes for improved cost recovery.

*Outcome: Revenue from cost recovery programs increases.*



**Goal 4 – Develop a safe community through proactive fire prevention, public safety education and risk mitigation.**

**Strategic Initiatives**

- *Develop enhanced community outreach and public safety education programs.*



**Objective 4-A: Increase Public Information Officer presence in the community**

**Timelines:** 2023

**Responsibility:** Fire Chief Boyles and Fire Service Coordinator

**Critical Tasks:**

- Explore alternatives to deliver public information services
- Increase information dissemination to inform public on responses and community involvement
- Increase social media presence to broaden community relations
- Develop real time web-based calendar of events for public viewing

*Outcome: The community is better informed regarding fire department activities.*

**Objective 4-B: Develop a Public Outreach Committee to deliver community education**

**Timelines** 2024

**Responsibility** Fire Service Coordinator

**Critical Tasks:**

- Solicit interest and establish Committee
- Identify targeted community outreach/education opportunities
- Evaluate existing programs for viability in Newport Beach
- Develop programs that address specific needs of the Newport Beach community
- Coordinate information distribution with PIO
- Increase delivery of public health education
- Include selected outreach programs in schools
- Develop a regular first aid and CPR program for city employees

*Outcome: The community is more resilient and prepared for emergencies.*

**Objective 4-C: Allocate resources towards community engagement**

**Timelines** Ongoing

**Responsibility** Fire Chief Boyles, Battalion Chiefs, Fire Services Coordinator, NBFA, and LMA

**Critical Tasks:**

- Conduct Fire Ops 101
- Identify educational Opportunities
- Conduct training within Schools
- HOA outreach
- FD Representation on local boards and advisory Panels

*Outcome: Helps fulfill components of goal number four.*

## PERFORMANCE GOALS

No program or service can be improved unless the ability exists to measure the effectiveness of those programs and services. Outcome based measures are critically important to any effective organization so that it can evaluate whether its efforts and expenditures are making a difference.

The Newport Beach Fire Department has, or will, establish the following performance goals to evaluate the success of its programs.

- 1) *Dispatch Call Processing Time*
  - i. 9-1-1 calls will be answered at the primary PSAP within 15 seconds, 95 percent of the time.
  - ii. Response resources shall be notified of a priority incident within 60 seconds from receipt of the call at the dispatch center 90 percent of the time.
- 2) *Turnout Time*
  - i. Response personnel shall initiate response of a unit capable of mitigating an incident to a priority fire and special operations incident within 80 seconds from notification 90 percent of the time.
  - ii. Response personnel shall initiate response to a priority emergency medical incident within 60 seconds from notification 90 percent of the time.
- 3) *Response time for arrival of the first response unit at a priority fire or special operations incident*

The first response unit capable of initiating effective incident intervention shall arrive at a priority fire or special operations incident within five minutes 20 seconds from notification of response personnel 90 percent of the time.
- 4) *Response time of the first arriving response unit at all other priority incidents*

The first response unit capable of initiating effective incident intervention shall arrive at all other priority incidents within five minutes from notification of response personnel 90 percent of the time.
- 5) *Response time for arrival of the effective response force at a moderate risk structure fire*

The full effective response force shall arrive at a moderate risk structure fire within nine minutes 20 seconds from notification of response personnel 90 percent of the time.
- 6) *X percent of viable cardiac arrest victims will be successfully resuscitated.*
- 7) *X percentage of serious trauma patients will have transport was initiated within Y minutes of receipt of call*
- 8) *The number of lives lost to fire per 100,000 population should not exceed X based on an average of the past five years.*
- 9) *X percentage of hazardous materials releases caused little or no environmental damage.*
- 10) *Property loss due to building fires shall not exceed \$X per \$1,000 involved.*

Residential	\$X per \$1000
Commercial	\$X per \$1000

11) *The number of building fire incidents shall not exceed “X” per 1,000 buildings.*

Residential	X per 1000 buildings
Commercial	X per 1000 buildings

12) *The percentage of inspectable occupancies that experience a fire within one year of an inspection should not exceed X.*

13) *X percent of citizens faced with a fire or life safety emergency reacted appropriately.*

14) *The cause of X percent of fires shall be determined.*

15) *No more than X percent of fires will be determined to be preventable.*

16) *X percent of citizens surveyed rate Nbfd’s performance satisfactory or better.*

Appendix A – Recent Department Accomplishments

## ACCOMPLISHMENTS

### Fire Operations Accomplishments

#### Apparatus purchased

- (2) Type I Fire Engines
- (1) Type III Fire Engine
- (3) Ambulances
- (2) Command Vehicles
- (1) CERT Pick Up
- (1) Fire Marshal Vehicle (program enhancement)
- (1) Utility Pick Up (program enhancement)

#### Equipment

- (90) Self-Contained Breathing Apparatus (SCBAs)
  - Face Pieces, Voice Amplifiers, Adapters, Air Bottles
  - BK Radios
  - Plymovent System St. 2
  - Station Alerting System St. 2
  - Polaris
    - New windshield
    - Wheels & Tires including spare
    - Upgraded Shocks

#### Facilities

- Grand Opening of Station 2 (Peninsula Station)
- Protective Carport St. 7
- Renovation of Workout Shed St. 6

#### Training

- Promotional Exams
  - Captain (5)
  - EMS Captain (1)
  - Training Captain (1)
  - Engineer (4)
  - Firefighter/Paramedic (2)
  - Fire Investigator (2)
  - SCBA Technician (2)
- Entry Level Firefighter & Firefighter/paramedic academy
- Hosted Leadership Training Anthony Kastros
- Hosted Gordon Graham Lecture
- Tesla Roof Training
- Established 2-year quarterly training plan
- Reworked Probation/Taskbooks for FF/PM
- Engineer Academy developed



## Newport Beach Fire Department 2022-2025 Strategic Plan

- Training Manuals Updated
- Wellness training and books distributed
- Multiple out of county task books certified and subsequent deployments



## Emergency Medical Services Accomplishments

- All engines became ALS capable and staffed with a paramedic
- Three new ambulances placed into service
- 100% in-depth review of all cardiac arrest patients for quality of care recognition and improvement
- Cardiac arrest save rates are 2.5 times the national average for patients walking out of the hospital neurologically intact
- 100% feedback to crews of written comments in customer survey results
- 98% Customer Satisfaction – exceeding expectations with care, professional appearance reported on customer service surveys
- Collaboration on OC Fire Chiefs Cancer Annex with County-wide training
- IFAK kit updates for use on strike teams
- Detailed fire-related stat reports- tracking of EMS key indicators as well as FD as a whole
- EMS Committee meetings monthly to address equipment, supply, and other EMS-related issues
- Conducted BLS and ALS academies and performed field and testing evaluations for probationary EMT's and paramedics
- Ongoing medication and supply shortages management
- Hiring contract QI nurse
- Fire representation on Be Well committee
- Flu clinics for City Hall employees at Employee Health Fair 2 years in a row
- Fire and Lifeguard personnel annual physicals coordination
- Supplies acquired and training provided for items to improve health of firefighters during strike team deployments and extended, high-exertion events
- Participation in government programs for increased cost recovery

## EMS Education Highlights

- Over 50 individual classes/trainings for EMS and health-related topics
- High-performance cardiac arrest training -adult and peds
- Firefighter cancer/health risks mitigation
- Human Trafficking
- Be Well services integration with fire
- BLS and ALS skills review
- New long bone splint and child transport restraints utilization
- Inhouse ACLS, PALS and advanced airway training conducted annually
- Strike Team Deployment health considerations
- ALS and BLS protocol updates

**COVID response:**

- Follow-up medical services provided for positive fire and LG employees
- Tracking and personnel exposure notifications for 100% of the positive transports
- Testing for city during outbreaks
- In-station testing availability for fire and lifeguards
- Vaccinations provided by EMS and Lifeguard personnel

**Behavioral Health Program:**

- Additional fire and lifeguards trained in peer support and added to team
- Obtained a full-service contract with Counseling Team International for fire and lifeguard personnel counseling services
- Acquired therapy support dog Tora with selection of a firefighter peer support member to be a full-time handler for her
- Conducted 12 classes in mental health services available to fire and lifeguard, including 2 books
- Peer Support provided internally and to neighboring depts/counties following significant events



## **Lifeguard Operations Accomplishments**

### **Newport Beach Oil Spill Management**

- Beach closures
- Represented CNB at IMT
- Conducted beach inspections and sign off
- Coordinated spill management with other City departments

### **Conducted Promotional Testing**

- Assistant Chief of Lifeguard Operations (1 position)
- Lifeguard Battalion Chief (2 positions)
- Lifeguard Captain/Junior Guard Coordinator (1 position)
- Lifeguard Captain (4 positions)
- Lifeguard Officer (2 positions)
- Department Assistant (1 position)

### **2022 Lifeguard Operations**

- “A” Level Staffing completed with newly promoted staff

### **Lifeguard Tower Phone and IT projects**

- SEACOMM wireless tower phone system project completed and operational
- Tsunami Warning System completed to specification
- Research and beta test Watchtower data/statistic collection system

### **Junior Guards**

- Junior Guard Building Coastal Development permit approved
- Junior Guard Building Approved
- 1500 participant strong Junior Guard Program delivered
- Underserved public education outreach conducted
- Collaborating with City Manager’s Office with the Junior Guard scholarship program

### **Association Contracts Adopted**

- LMA 4-Year Contract adopted by City Council
- ANBOL 4- Year Contract adopted by City Council



## Fire Prevention Accomplishments

### Education

- Creation of a Fire Safe Council
- Wildfire community education (town hall meeting in Newport Coast)
- Wildfire/Insurance presentation for Speak Up Newport
- Coordination with Costa Mesa Fire in creating and educating Newport Mesa Unified School District with thorough Fire and Life Safety inspections for schools.
- Conducted Public Education to groups of people, HOA's and communities that request Wildfire Prevention information

### Inspections

- Reconfigured the annual inspection program to align with the yearly quarters and first-in areas.
  - Increased efficiencies for staff and business owners on scheduling
  - Increased engagement with business owners
- Completed State mandated inspections for high-rise buildings, K-12 schools, apartments and jails
- Hoag Hospital annual inspections

### Construction & Development

- Large Construction Projects
  - ATRIA – 393 Hospital Rd
  - Harbor Day School, Classrooms – 3443 Pacific View Dr
  - Pacific Life 700 NCD – Entire building TI including alarm & sprinkler systems
  - VEA – 900 NCD
  - Vivante – 850 San Clemente Dr
  - Parkhouse Residences – 4251-4291 Uptown Newport Dr
  - ATRIA – 4000 Hilaria Way
- Conducted Defensible Space Assessments to homeowners
- Creation and implementation of Real Estate Disclosure Inspections (per Assembly Bill-38)
- Provided defensible space in Corona Highlands Community
- Field Maps data collection database implementation
- Participation in the citywide implementation of new permitting/plan check software (EnerGov)
- Continued management of three vegetation management programs in the city
  - Weed abatement
  - Hazard reduction
  - Fuel modification