



City of Henderson Fire Department

THE **HFD** WAY



January
20
19





MESSAGE FROM FIRE CHIEF SHAWN WHITE

The Henderson Fire Department is an outstanding organization, which continues to be an innovative leader within the American fire service. The Henderson Fire Department has created a culture of excellence through an intentional focus on meeting and exceeding industry best practices. This is reflected in the fact that the Henderson Fire Department is the only triple accredited fire department in the nation. Our primary motivation for excellence is centered on our foundational philosophy of why we exist. We know that we exist for one simple reason – because ‘People Matter.’ The magnitude of our responsibilities push us to constantly seek operational improvement that will produce positive outcomes for the people we serve.

The Henderson Fire Department is a full service “all hazards” emergency response organization, which provides safe and effective management of fire suppression, emergency medical services and patient transport, technical rescue, and hazardous materials responses. In addition, the Offices of Emergency Management, Occupational Safety and Environmental Services are located within the Fire Department. The Henderson Fire Department also serves the community through important community outreach and educational programs that focus on preventing injuries and accidents in our community. These programs include widely recognized and awarded messages such as Get Ready! Stay Ready!, Check Your Seats in the Heat and Safe Pools Rule.

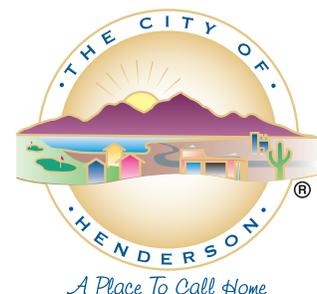
The Henderson Fire Department celebrated its 75th anniversary during 2017. Our roots reach back to 1942 (World War II) when our first station was built to protect the Basic Magnesium Industrial (BMI) complex and the Henderson Townsite. To commemorate this milestone, the members of the department enjoyed several celebratory events throughout the year including the Firefighter’s Ball at Lake Las Vegas. The Henderson Fire Department also celebrated the opening of its 10th fire station located in west Henderson. This was the first station opened in the past fifteen years. The new station 91 services the Inspirada and Madeira Canyon developments in west Henderson.

Looking ahead to 2019, the City of Henderson is experiencing exciting new growth, which will bring new challenges and opportunities. The department will continue to work with the city and the community to develop solutions that maintain the high standards of safety our citizens deserve. The Henderson Fire Department will remain resolute in our pursuit of excellence and we will perform our duties with compassion, integrity and respect because People Matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Shawn White". The signature is fluid and cursive.

Shawn White
Fire Chief



ORGANIZATIONAL OVERVIEW

The City of Henderson is the second largest city in Nevada and is home to 310,446 residents and more than 617,000 visitors annually. The Henderson Fire Department is a full-service department providing fire and rescue operations; emergency medical services, including treatment and transportation of the sick and injured; fire investigations; and community risk reduction programs. The Offices of Emergency Management, Occupational Safety, and Environmental Services also reside within the Fire Department.

The Fire Department's services are primarily funded by a general fund expenditure budget of \$52.6 million. Operations are conducted from ten fire stations, strategically located throughout the city's 106.34 square miles, to provide rapid and effective response. Fire and rescue service is delivered utilizing ten engine companies, nine transport-capable paramedic rescue units, two ladder trucks, one heavy rescue, one hazardous materials response unit, and four off-road terrain vehicles.

The Henderson Fire Department is the only triple-accredited fire department in the nation, maintaining accreditation through the Commission on Fire Accreditation International (CFAI), the Commission on Accreditation of Ambulance Services (CAAS), and the Emergency Management Accreditation Program (EMAP).



PROGRAMS AND SERVICES

The Henderson Fire Department exists to serve the city's residents, businesses, and visitors by responding to a broad range of routine and complex emergencies and non-emergencies that require a standardized, consistent, and coordinated approach. A detailed description of the service delivery programs and capabilities provided by the Department include:

FIRE SUPPRESSION

The Henderson Fire Department provides fire protection to the city to mitigate the effects of fire on life and property. Fire-related incidents may involve structures, vehicles, equipment, vegetation, and trash. This service is delivered utilizing ten engine companies, two 100' ladder trucks, two battalion chief command vehicles, and one operations support officer vehicle. Engines and trucks are staffed with four personnel to include a captain, engineer, firefighter paramedic, and a firefighter. All fire rescue Marshal Firefighter II level.



EMERGENCY MEDICAL SERVICES

The Henderson Fire Department provides full service emergency medical treatment, including transportation of sick and injured patients to area hospitals. As the first responder, services are provided at either the basic life support or advanced life support level from eight rescues and two peak load rescues. All rescues are staffed with at least one firefighter paramedic certified at the paramedic level, and all fire rescue operations personnel are certified as emergency medical technicians.



TECHNICAL RESCUE

The Henderson Fire Department provides technical rescue in accordance with NFPA 1670: Standard on Operations and Training for Technical Search and Rescue Incidents for rope rescue, confined space rescue, trench rescue, swift water rescue, and heavy vehicle/machinery extrication. The Technical Rescue Team (TRT) is certified at the technician level in accordance with NFPA 1006: Standard for Technical Rescue Personnel Professional Qualifications.



A minimum staffing of six TRT members is maintained daily. All fire rescue operations personnel are trained at the awareness level for rope rescue, confined space rescue, and trench rescue and at the operations level for swift water rescue and heavy vehicle/machinery extrication.

HAZARDOUS MATERIALS RESPONSE

The Henderson Fire Department provides hazardous materials response in accordance with NFPA 472: Standard for Competence of Responders to Hazardous Materials/ Weapons of Mass Destruction Incidents and NFPA 473: Standard for Competencies for EMS Personnel Responding to Hazardous Materials/Weapons of Mass Destruction Incidents. The Hazmat Response Team is certified at the technician level and conducts operations for personal protective equipment, decontamination, monitoring, technical research and plume modeling, container ID, victim rescue, leak/spill control, chemistry, and site entries and familiarization. These mitigation actions can be offensive or defensive in nature and are designed to minimize the impact of the incident to the community.



OTHER SERVICES AND PROGRAMS

The Henderson Fire Department responds to a variety of public service needs and non-emergency requests.

The Henderson Fire Department conducts fire investigations to determine origin and cause of fires in the city and to gather evidence to aid in the prosecution of suspected arsonists. The program is staffed with two fire investigators.

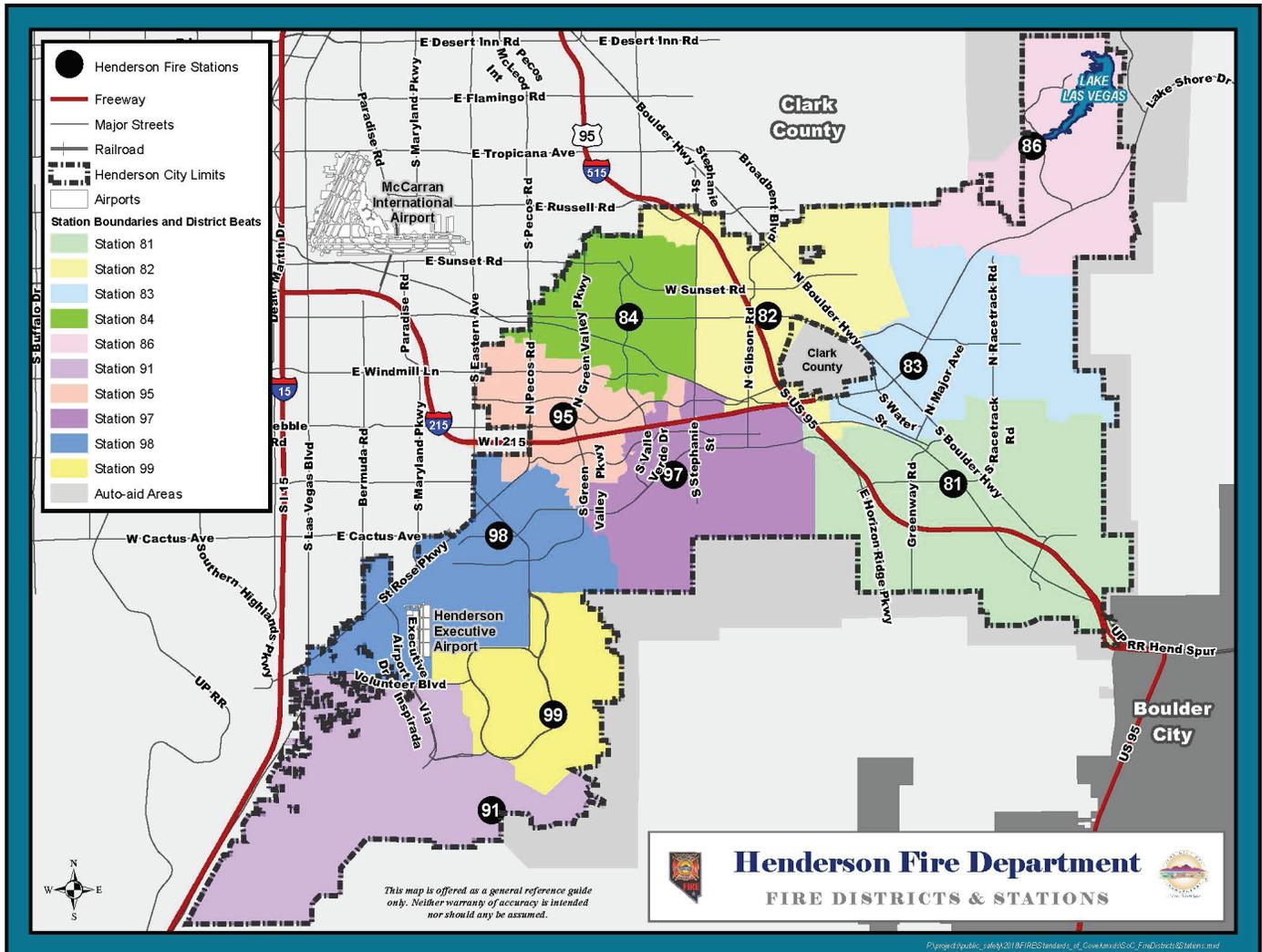
The Henderson Fire Department manages an emergency management program to prepare for, protect against, prevent, respond to, and recover from natural and human caused disasters in order to reduce the loss of life and property that may result.



The Henderson Fire Department provides a community risk reduction program directed toward reducing the risks of injury, loss of life, and loss of property in the community. The program provides valuable public information and education through community events, presentations, programs, school visits, and station tours. The community assistance program connects citizens with social services that may provide further support.

CURRENT DEPLOYMENT

The City of Henderson is geographically divided into two fire battalions and ten fire districts, each with a fire station, in order to maintain effective resource management and deployment. Battalion 8 is generally the northeast side of the city and includes Districts 81, 82, 83, 84 and 86. Battalion 9 is the southwest side of the city and includes Districts 91, 95, 97, 98, and 99.



The Henderson Fire Department responds to emergency and non-emergency incidents utilizing a variety of apparatus to include fire engines, transport capable rescues, trucks with 100' platforms, and various specialty units. Specialty units include a heavy rescue, hazardous materials response unit, a light and air resource, and recreational off-road vehicles. Fire engines and trucks are staffed by four personnel to include a captain, engineer, firefighter paramedic, and firefighter. Rescues are staffed with at least one firefighter paramedic and a firefighter. All engine, truck, and rescue companies are equipped to provide advanced life support. Specialty units are cross staffed when needed. Fire Rescue Operations personnel work 48-hour shifts using a three shift schedule. At a minimum, 70 personnel are required to be on duty each day in order to provide services to the community.

Each fire station houses a fire engine for first-due emergency response. Other apparatus are deployed across the ten fire districts based on service needs.

THE “HFD ADVANTAGE”

WHY DO WE EXIST?

BECAUSE PEOPLE MATTER

All emergency response organizations exist for one simple reason – because people matter. Otherwise, there wouldn't be emergency response organizations. You would be on your own. Our existence is based on the universal belief that human beings have inherent value. That is why people throughout this community, state, and nation are willing to pool their resources together to ensure somebody will show up when tragedy strikes their home or family; we understand we protect the most important things in the lives of people – the relationships between people who love and care for each other. We stand guard to ensure people have another day together. At the Henderson Fire Department, “People Matter” is not a hyperbole – it's at the center of our profession and drives our successes and failures.

HOW DO WE BEHAVE?

BECAUSE WE ARE SWORN PUBLIC SERVANTS, WE WILL BEHAVE WITH COMPASSION, INTEGRITY AND RESPECT. THESE ARE HENDERSON FIRE DEPARTMENT'S CORE VALUES.

- **Compassion:** Our compassion is best described by our commitment to “get down into the pit” to help those in need. To be willing to get dirty, to get involved in the problem in order to become part of the solution.
- **Integrity:** Our integrity reflects our goal to always “align our actions with our values” – that we walk our talk and do what we say. Actions always speak louder than words.
- **Respect:** Respect is our acknowledgement that “It is not about us!” Our job is always about others.

WHAT DO WE DO?

We prepare for, respond to, and mitigate all requests for service. We will maintain excellence with our response capabilities in fire, rescue, EMS, hazardous materials, technical rescue, emergency management, employee safety and environmental health. We will strive to meet and exceed best practices in all of our assigned disciplines.

HOW WILL WE SUCCEED?

Because our actions must be safe and effective, our strategy is based on four foundational principles:

- **Standardization:** Creating standard behaviors and practices is our best opportunity to achieve safe and effective outcomes – period. The lack of a standard approach to complex problems creates confusion, chaos, unpredictability, and incoordination of effort, none of which are safe and effective. We will strive to apply a standard action to a standard condition to obtain a standard outcome.
- **Consistency:** This is our commitment to apply our standards consistently. This will create predictability, and predictable actions are always safer and more effective than unpredictable actions. There is very little chance of a coordinated safe and effective response if there is not an

established expectation of the actions of other team members. A consistent application of a well thought out, planned, and practiced standard operating procedure provides us with the best chance at a positive outcome.

- **Coordination:** This is our commitment to teamwork and understanding that we are exponentially better together than we are as individuals. A coordinated response is always safer and more effective than an uncoordinated response. For coordination to work, team members must have a functional knowledge of the standards they are responsible for executing.
- **Accountability:** This is our commitment to each other, to our organization and ultimately to the people we serve, that we know and can perform our jobs. This is the critical component which holds the entire system together. Without a leadership driven, intentional commitment to accountability, we will never achieve a high-functioning, safe, and effective emergency service delivery system. This will be achieved by constant evaluation in order to improve.

WHY IS CUSTOMER SERVICE IMPORTANT?

Why we exist, how we behave, what we do and how we will succeed are all tied to a deeply-held and fundamental belief in serving others.

"Our essential mission and number one priority is to deliver the best possible service to our customers."

- Alan V. Brunacini

WHO ARE OUR CUSTOMERS?

EVERYONE! Every Henderson Fire Department employee is a representative of the Department and the City of Henderson. Anyone with a need, anyone we may interact with in the course of our work and anyone who may observe our actions from a distance is a customer; every member is a "walking billboard" for our organization.

- **Internal Customers:** People within the Department, as well as other City Departments, such as:
 - o Co-workers
 - o Support staff
 - o Supervisors
 - o Management
- **External Customers:** People outside the Department/City, such as:
 - o Patients
 - o Patients' family members
 - o Bystanders
 - o Other EMS/Hospital Providers
 - o Good Samaritans
 - o The public
 - o Pets

- **We, ourselves, are customers:** We all have expectations of receiving great customer service from others within the department.

WHAT DOES CUSTOMER SERVICE REALLY MEAN?

- Customer service is whatever enhances customer satisfaction.
- It is the perceptions of the customer that determine the successful delivery of great customer service.
- Satisfaction is determined by the customer, in how they perceive that their expectations or needs were met by the service provided.

WHAT ARE THE BASIC NEEDS OR EXPECTATIONS OF CUSTOMERS?

- **Friendliness:** This is usually associated with being greeted politely and courteously. Be nice! Treat everyone with respect.
- **Understanding and Compassion:** People need to feel that their circumstances and feelings are appreciated and understood without criticism or judgment. Listen carefully.
- **Fairness:** Everyone (including you) wants to be treated fairly.
- **Control:** Control represents a person's need to feel as if they have an impact on the way things turn out. Ask about the customer's needs and what is important to them.
- **Options and Alternatives:** Customers need to feel that other avenues are available to them.
- **Information:** Customers need to be educated and informed about the policies and procedures they will encounter. Explain and communicate patiently and clearly.
- **Professionalism and Skill:** Customers need the confidence that you have the skills to address their needs.

HOW IS THE DELIVERY OF GREAT CUSTOMER SERVICE ACHIEVED?

UNDERSTAND YOURSELF

To begin the journey of understanding how to take care of others, you should first understand who you are. This means looking inside yourself to discover, honestly, what you see as important for you to be or do, and why you are in this job.

RECOGNIZE WHY YOU DO WHAT YOU DO

An honest appraisal of oneself will include determining why you are in the job in the first place. Are you here because of the great pay? Are you here for the glory — knowing others will think you are cool for being a

firefighter? Did you just need a job? It is important that among the many reasons you are here, that you also have a strong loving and protective instinct—a desire to serve and help others, and to protect them from harm. If this is not instinctive to you, please know that you can develop this sense — it is done by practicing the actions that form the basis for “How we behave”.

KNOW YOUR CORE BEHAVIORS

Core Behaviors are those qualities and actions you may have seen and admired in others, and that you feel important for you to do. We often feel somewhat lacking in these gifts—but that is okay, as this feeling may motivate us to dig deeper and work harder to acquire them. It is the very importance of these qualities to us that makes them Core Behaviors. These qualities may include such traits and actions as honesty, integrity, respect for others, compassion, kindness, selflessness, strong work ethic and professional skills.

UNDERSTAND EXPECTATIONS

Conflict occurs due to expectations not being met. Everyone has expectations. We have expectations of ourselves. It is important that we are honest with ourselves and that these expectations be realistic. Our employer has expectations of us. Understanding these and meeting them becomes a condition of our continued employment. Our customers have expectations of our dealings with them. How well we understand and meet these expectations is a true indicator of our customer service skills.

UNDERSTAND HOW YOUR CORE VALUES FIT IN WITH AND REFLECT THOSE OF THE DEPARTMENT

Earlier in this manual, the “HFD Advantage” was listed for you. As you have looked carefully at yourself to understand your own behaviors and beliefs, hopefully you begin to see your own values reflecting those of the Department. As you act on these, you will bring credit to yourself, your station or office, the Henderson Fire Department, and the City of Henderson.

WHAT ARE THE ACTIONS OF GREAT CUSTOMER SERVICE?

REMEMBER THIS ACRONYM: C—A—R—E

C—COMMUNICATION

- Your body language and facial expressions in an emergency scenario can communicate a lot.
- How well do we communicate our compassion by word, deed, and visage?
- Does the customer feel understood?
- Does the customer understand the situation and what is expected of them? Do they know clearly what to do next?

A—ATTITUDE

- Bring a positive energy to the workplace.
- Bring the calm to the emergency.
- Stay calm and composed.
- Show confidence.
- Be understanding, kind, and compassionate.
- Remember that a positive attitude includes really liking what you do and conveying that by word and deed to those around you.
- Customer service is really an attitude or mindset; every employee must have an “it would be my pleasure” approach to serving others’ needs.

R—RESPECT

- Use compassion in dealing with others’ feelings, fears, concerns, and needs.
- Remember that you are hired to provide service to people needing help.
- Do not be judgmental.
 - Do not bias yourself because of a customer’s appearance or behavior.
 - Remember that a customer’s emergency is an emergency...to them, at least. The people who call us with their problems are not interruptions to our work, they are our work.
- All our customers deserve our best service.
- Do what is right for the customer, even if it is not convenient for you.
- Don’t disregard a customer’s emergency due to your preconceived thoughts, ideas, or perceptions.

“A customer is the most important visitor on our premises. He is not dependent on us. We are dependent on him. He is not an interruption in our work. He is the purpose of it. He is not an outsider in our business. He is part of it. We are not doing him a favor by serving him. He is doing us a favor by giving us an opportunity to do so.”

—Gandhi

E—EXCEED EXPECTATIONS

- Go above and beyond for your customer, never letting “good enough” be good enough.
- Don’t leave the customer with a question, or wondering “what do I do next?”
- Be aware of your surroundings.
- Look for ways to serve others, e.g. the very young or the elderly.
- Follow up with your customers.
- A little follow-up will show them you really do care.

HOW DO WE EXCEED EXPECTATIONS?

We want how we behave to represent who we are. Members are responsible for managing their own behavior in a manner that conforms to both City and Department Rules and Regulations. If you are a representative of the Henderson Fire Department, you are held to a high standard and are expected to behave in a manner that reflects the philosophy of the “HFD Way” and supports our core values. Behaviors and expression of opinions that are not in alignment with the core values, while on duty and/or as a representative of the Henderson Fire Department, are not acceptable.

In addition to having responsibility for individual behavior, each member plays a fundamental role in the overall success of the Department, which could mean holding each other accountable for behaviors which contradict the “HFD Way”. This can be fulfilled through a respectful and professional one-on-one conversation, or handled through the chain of command, if necessary. When we become public servants and join the Department, we pledge to act in the best interest of the community we serve. Our regard in the public eye can be tarnished by the actions of just one member; therefore, our conduct should be exemplary at all times.

Maintaining a positive, well-balanced approach to your work environment takes commitment and self-discipline. Respect is earned. Your reputation is a valuable possession; guard it and remember that it starts the day you enter the Henderson Fire Department and will continue long after your career has ended. Ask yourself, “How do I want to be remembered? How can I contribute to and improve this Department?”

WHY DO WE EMBRACE DIVERSITY?

Recognizing the value of diversity helps us better serve our community. We are dedicated to reflecting and respecting diversity throughout our organization. Our treatment of the public begins with our obligation to treat each other with dignity and respect. It is our privilege to “be nice” to each and every person we encounter, internal or external, regardless of their race, color, religion, national origin, gender, opinions, socioeconomic status, demeanor, or any other factor.

Our members come from a variety of circumstances, all with a unique set of backgrounds and experiences. Honoring and respecting individual and cultural diversity is critical to a department serving a diverse community. Our members are accepting, non-judgmental, and embrace diversity.

Differences are considered an asset, as long as behavior and job performance are aligned with City and Department Rules and Regulations. A professional does not let individualism become a job distraction. Each member is responsible to examine their behavior and activities on and off the job to ensure that the City and the Department is not put in a disadvantaged position because of poor choices or poor judgment.

Prejudice and narrow-mindedness of any kind is not tolerated in the Henderson Fire Department. Everyone, of every position and job function, is essential. Our commitment to working as a team is the key to the Department’s success.

SUMMARY

The “HFD Way” is a philosophy that describes, in detail, the way each Henderson Fire Department member, regardless of rank or position, sworn or civilian; is expected to perform, behave, and interact with each other and the public. Putting this philosophy into practice requires a constant, conscious effort from each of us. You are responsible to actively know and demonstrate the principles and philosophy of the “HFD Way”, if you hope to be successful in this Department.

Compassion, Integrity and Respect are a mindset—they entail the desire to take care of others with skill and empathy, and without judgment. The skills involved are not necessarily automatic—they take practice to perfect. We invite you to join with the fine men and women of this Department to make it the finest around, offering the best service to ALL our customers, internal and external!