

TAHOE DOUGLAS FIRE PROTECTION DISTRICT

ANNUAL OPERATING PLAN

FY 2015/2016



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SUMMARY

The Annual Operating Plan (AOP) is designed to lay the framework for the Fire District's activities for the next Fiscal Year. The AOP will describe the services we provide, the deployment model, and organizational structure of the Fire District. It will also describe the resources that will be necessary to support the service delivery in the form of our Capital Improvement Plan and our Annual Training Plan. The AOP is structured so as to complement our Strategic Plan. The Strategic Plan provides guidance which addresses the opportunities and challenges the Fire District will likely face during the next three to five years. The AOP describes how we will tactically support the strategic initiatives identified in the Strategic Plan.

The Strategic Plan and the Annual Operating Plan belong to both the citizens and employees of the Fire District. Constructive input and participation is encouraged in the ongoing revision and development of these plans. The usefulness of both plans is directly correlated to the acceptance of these guiding documents by our customers and employees and their willingness to support the plan.



MISSION STATEMENT

Preserve and enhance the quality of
life in our community through a
professional, highly-trained,
well-equipped organization which delivers
quality fire suppression, prevention, education,
emergency medical service, explosive
ordnance disposal, haz mat, rescue and other
services with concern for the
well-being of our personnel.

VISION STATEMENT

We, as members of the **TAHOE DOUGLAS FIRE PROTECTION DISTRICT**, see our organization as a living, growing enterprise dedicated to the protection of life and property, while placing service to our constituents above self-interest.

Through community involvement and partnership, we stand united in our dedication to seek out opportunities to enhance the quality of life in our community. We will responsibly implement practical public safety programs that educate our community and better prepare our citizens for a safe future.

We strive for organizational greatness by our personnel and collective commitment to make choices that uphold honesty, trust, spirit and dedication to service, courage, and loyalty. Our commitment to the principles of shared leadership will add exponential value to us as employees, the citizens of Lake Tahoe as our customers, and the greater body of members of the County, State, and the Nation.

ORGANIZATIONAL VALUES

INTEGRITY is the core of our work.

It is being honest, open and fair in our dealings with others.

It is being responsible for our actions, willing to admit mistakes and ensuring that our behavior builds credibility.

It is respecting individual as well as community diversity while maintaining the public trust.

PROFESSIONALISM is the style in which we carry out our work.

It is having the clear sense of commitment, perspective and direction in serving the community.

It is striving for quality, timeliness and excellence in our services to the community. It is to continually educate and evaluate ourselves and the organization to meet challenges and opportunities facing the Community and the Fire District.

It is being accountable and taking pride in the work we do.

SENSITIVITY is the quality we bring to our interactions with others.

It is considering the public as our customers and striving to manage their perceptions by being responsive in a caring, helpful, and understanding manner.

It is being approachable, listening and learning from information gained to develop programs and make sound judgments.

It is anticipating needs before they become problems.

It is encouraging ideas and participation from all sources.

It is providing open and timely constructive criticism to supervisors who respond constructively.

It is treating fellow employees as customers.

COOPERATION is using our combined resources to provide services.

It is communicating and cooperating with each other to reach community and Fire District goals.

It is using our collective knowledge and abilities to reach our potential.

It is demonstrating independence, action and initiative with the recognition that our success as an organization is realized through team effort.

VITALITY is the spirit behind all our efforts.

It is planning ahead and pursuing innovative approaches to solve challenges before they become problems.

It is experimenting, using good judgment in taking calculated risks, and learning from our experiences.

It is being active, intuitive and curious, approaching our work with a sense of enjoyment and excitement.



FIREFIGHTER'S OATH

I do solemnly swear....

That I will bear true faith and allegiance to the United States of America,
The State of Nevada and the people of Douglas County,
serving them honestly and faithfully.

I will uphold the constitutions of the United States and of the State of Nevada,
Obeying the orders of all officials and officers appointed over me according to
the law.

I will obey all policies and regulations adopted by Tahoe Douglas Fire Protection District.

I will uphold the values, ethics, and image portrayed by our great organization,
And hold my fellow Firefighters and Officers to those standards.

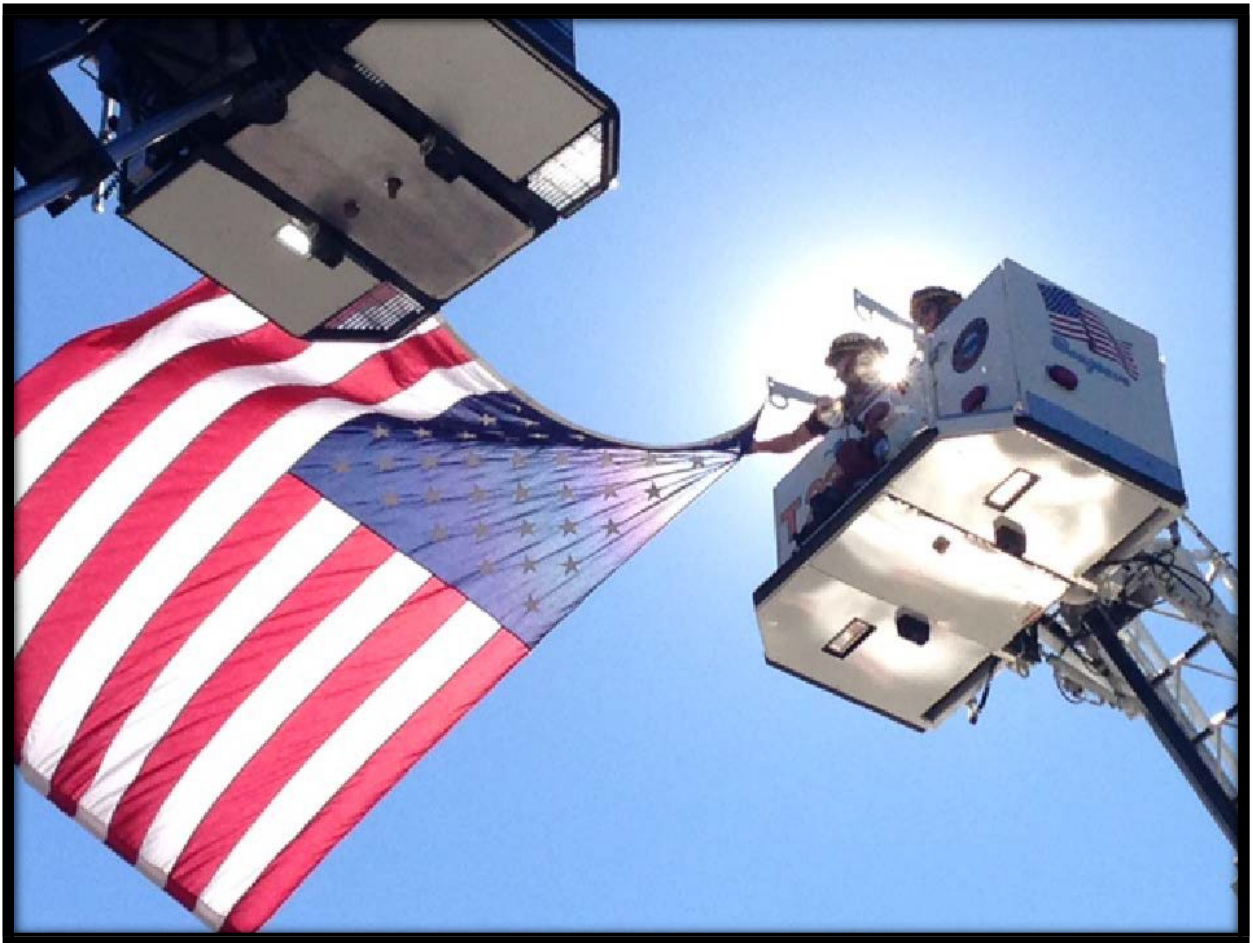


FIREFIGHTER CODE OF ETHICS

I understand that I have the responsibility to conduct myself in a manner that reflects proper ethical behavior and integrity. In so doing, I will help foster a continuing positive public perception of the fire service. Therefore, I pledge the following...

- Always conduct myself, on and off duty, in a manner that reflects positively on myself, my department and the fire service in general.
- Accept responsibility for my actions and for the consequences of my actions.
- Support the concept of fairness and the value of diverse thoughts and opinions.
- Avoid situations that would adversely affect the credibility or public perception of the fire service profession.
- Be truthful and honest at all times and report instances of cheating or other dishonest acts that compromise the integrity of the fire service.
- Conduct my personal affairs in a manner that does not improperly influence the performance of my duties, or bring discredit to my organization.
- Be respectful and conscious of each member's safety and welfare.
- Recognize that I serve in a position of public trust that requires stewardship in the honest and efficient use of publicly owned resources, including uniforms, facilities, vehicles and equipment and that these are protected from misuse and theft.
- Exercise professionalism, competence, respect and loyalty in the performance of my duties and use information, confidential or otherwise, gained by virtue of my position, only to benefit those I am entrusted to serve.
- Avoid financial investments, outside employment, outside business interests or activities that conflict with or are enhanced by my official position or have the potential to create the perception of impropriety.
- Never propose or accept personal rewards, special privileges, benefits, advancement, honors or gifts that may create a conflict of interest, or the appearance thereof.
- Never engage in activities involving alcohol or other substance use or abuse that can impair my mental state or the performance of my duties and compromise safety.

- Never discriminate on the basis of race, religion, color, creed, age, marital status, national origin, ancestry, gender, sexual preference, medical condition or handicap.
- Never harass, intimidate or threaten fellow members of the service or the public and stop or report the actions of other firefighters who engage in such behaviors.
- Responsibly use social networking, electronic communications, or other media technology opportunities in a manner that does not discredit, dishonor or embarrass my organization, the fire service and the public. I also understand that failure to resolve or report inappropriate use of this media equates to condoning this behavior.



TRAINING PLAN FY 15/16



This training plan provides a planning tool for the Fire District's training program and employees. Training is our priority, second only to emergency response. An active training program is vital to providing safe and effective emergency services. This plan also addresses many of the initiatives identified in the Strategic Plan. Finally, the plan is intended to reinforce our commitment to making quality training an organizational priority. To this end, it is important that each individual take personal responsibility for training and understand the organizational expectations regarding training.

All employees will strive toward these training objectives

- I. Provide for safety for everyone at all times
- II. Lead by example, with consistency and good communication at all times
- III. Take advantage of employees with specialized training
- IV. Do not tolerate horseplay during training
- V. Assure instructors in charge of training shall remain in charge
- VI. Standardize all training to the best of our ability
- VII. Train how we do the job

- VIII. Attempt to keep training fresh and reality based
 - IX. Train on and communicate new ideas before implementing
 - X. Bring home any training from outside classes
- “Train as if your life depends on it, because it does...”

The past year saw a high commitment to training by all members of the organization. Some of the sentinel accomplishments included a recruit academy, extensive probationary training, Nevada Fire Instructor- I/II, a two-week promotional academy for the position of Engineer, multi-agency high-rise night drills, SLT Airport MCI drill, Task Force-1 Battalion Chief prep school, TDFD Battalion Chief academy, confined space technician training, active shooter training, rope rescue technician training, truck operations training, USCG water rescue training, 2015 Engineer exam, Skyland evacuation drill, multi-agency wildland drills and Joint TDFD/Zephyr Crew training.

Competency confirmation was also conducted for Engineers, Acting Engineers and for technical rescue personnel. Required Nevada EMS transition training for all TDFD personnel was completed in 2014/2015.

With a solid foundation established for our new employees, a major priority again this year will be driver- operator training for those who have completed their probationary period. We will also hold a promotional academy for the position of Captain. We will conduct a second Engineer exam in August/September 2015 and a Captain’s Exam in October 2015.

In FY 2015/16 we will continue training with an emphasis on core competencies and company officer level training. During the plan period, performance standards will continue to be reviewed and revised as necessary. Company competency confirmation will be conducted and based upon the updated performance standards. Competency confirmation will also be conducted annually for Engineers, Acting Engineers and for technical rescue. Opportunities to conduct live burn training at the Regional Training Center will be actively pursued.

General Goals:

- Provide the training and education necessary for our employees to provide quality, emergency service.
- Emphasize firefighter and public safety.
- Incorporate recognized standards as the framework for training curriculum.
- Encourage employees to become qualified to teach their peers.
- Integrate the Zephyr Crew into relevant training.
- Support out of district training and education experiences as budget allows.
- Document training in a consistent manner so that our training efforts can be realistically measured.
- Captains will conduct and document company level training beyond what is contained in this training plan.

Program Specific Goals:

Personnel Development – Promotional Exams

- Focus training prior to promotional exams on the required knowledge, skills and abilities for the position being tested for.
- Provide standardized training in the form of promotional academies prior to promotional exams. An Engineer Academy was held in March and May of 2015. A Captain Academy is scheduled for September 2015.

Officer Development

- Provide regular, scenario based multi-company drills.
- Provide regular instruction focused on developing decision making skills for the fire officer.

EMS

- Continue regularly scheduled training that complies with the requirements of both the Nevada State EMS Division and the Fire District's Medical Director for ongoing recertification of all District personnel.
- Provide "bridge" course for all certification levels. Transition training for all TDFD personnel was completed in FY 2014/15.
- Provide ACLS, CPR, ITLS and PALS/ PEPP classes to maintain required certifications. ACLS is scheduled for September 2015. PALS/PEPP is scheduled for February 2016. ITLS is scheduled for November 2015. CPR is scheduled for October 2015.
- Incorporate hands on and scenario based practical experience with all scheduled training.
- Support out of district training and education as budget allows. A Task-Force 1 training class, *Courtroom Prep*, is scheduled for December 2015.

Hazardous Materials

- Provide training to keep all-risk suppression employees current at the Haz-Mat FRO (First Responder Operations) level.
- Provide training to maintain the qualifications of those qualified at the Haz Mat IC level.
- Offer Haz-Mat IC training as needed to provide an adequate number of Haz Mat ICs. Haz Mat IC was completed in February 2015.
- Participate in Quad County Haz Mat drills and training. Haz Mat Technicians will complete a minimum of two drills and one skills session per year.
- Personnel will attend *Hazmat the Continuing Challenge* in September 2015.

Fire Suppression/Structure

- Provide regular drills to maintain proficiency in manipulative skills. Drill schedule will ensure all FFI and FFII skills are refreshed annually. Provide company performance standards that include individual performance standards and manipulative skills. Performance standards will be revised this year.

- Provide company officer level education and training in strategy and tactical decision making. Task-Force 1 training classes, *Command 101 and Command for Company Officers* are scheduled for February and April 2016.
- Coordinate with surrounding jurisdictions to provide live-fire training at regional training facilities and/or high rise drills. An interagency high-rise night drill is scheduled for March 2016.

Fire Suppression/Wildland

- Provide regular drills to maintain proficiency in manipulative skills. Provide company performance standards that include individual performance standards and manipulative skills.
- Provide at least one NWCG course per year. S-215 is scheduled for May 2016.
- Support individuals pursuing single resource qualifications as staffing and logistics allow.
- Integrate the Zephyr Crew into wildland training when possible.
- Provide annual RT 130 refresher. RT-130 is completed annually in April.

Extrication

- Designate at least one employee to be extrication coordinator. The extrication coordinator will attend “train the trainer” type classes at least once every two years and update our curriculum.
- Annual training will consist of a classroom refresher and practical training at an appropriate site. Training is scheduled for November 2015 at Pick and Pull in Carson City.

Technical Rescue/Rope: Low and High Angle

- Designate at least one employee to be the rope rescue coordinator. The rope rescue coordinator will work with the rope rescue instructor cadre to coordinate rope rescue training. Training will be scheduled with outside instructors as necessary to maintain proficiency among crews. A 40-hour rope rescue technician class was completed in May 2015.
- Those qualified as high angle technicians will successfully complete a skills verification annually.
- Annual training at the company level will consist of equipment and technique review followed by a multi-company drill.

Ice Rescue

- Designate at least one employee to maintain certification as an instructor. The instructor will coordinate annual ice rescue refresher training.

Emergency Vehicle Operator

- Provide EVOC training annually for all district personnel. There will be an EVOC coordinator who will seek to develop a cadre of EVOC instructors which includes one member from each shift.

- Maintain “Third Party Certifier” program with Nevada DMV.
- Provide necessary training for all employees who have completed their introduction probation to complete their Engineer taskbook within one year.

Confined Space

- Provide awareness and responder level training annually to all personnel.
- Complete “crosswalk” of required competencies for the technician level and provide annual technician level training to those who meet minimum qualifications.
- A 40-hour confined space technician course was completed in December 2014.

EOD

- All technicians shall meet the annual training goals as outlined in the Nevada Bomb Squad Association and NBSCAB Strategic Plans.
- Develop and provide appropriate training to Tahoe Douglas and Northern Nevada Bomb Technicians through joint monthly/annual training.
- Train bomb squad appointees in preparation for basic school training at Redstone Arsenal.
- Provide annual explosive ordnance disposal operational training to fire district employees.
- Recertify existing bomb technicians in accordance with FBI/HDS guidelines.
- Provide awareness training to public safety and private entities within our jurisdiction

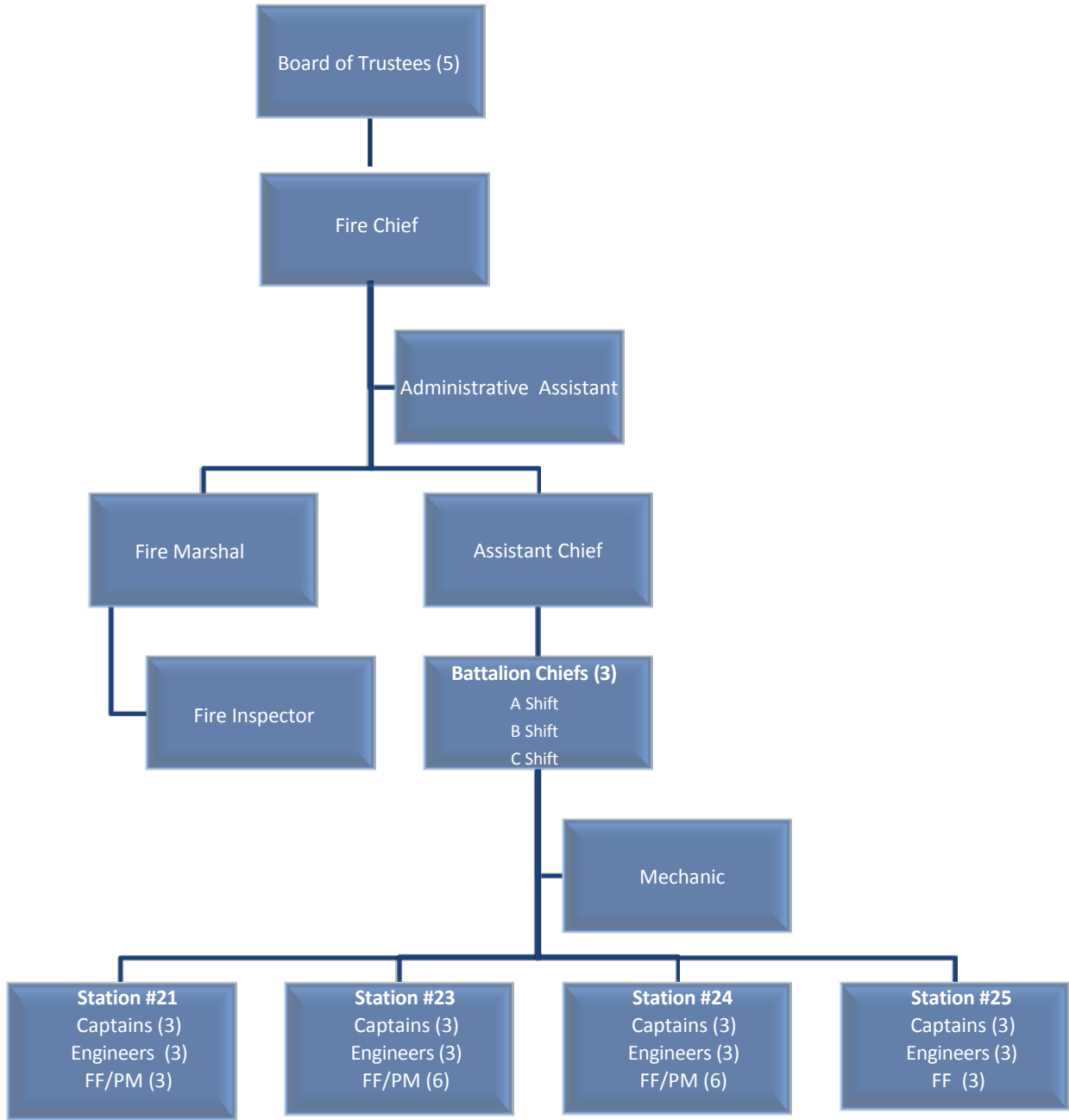


Training Calendar: 2015/2016

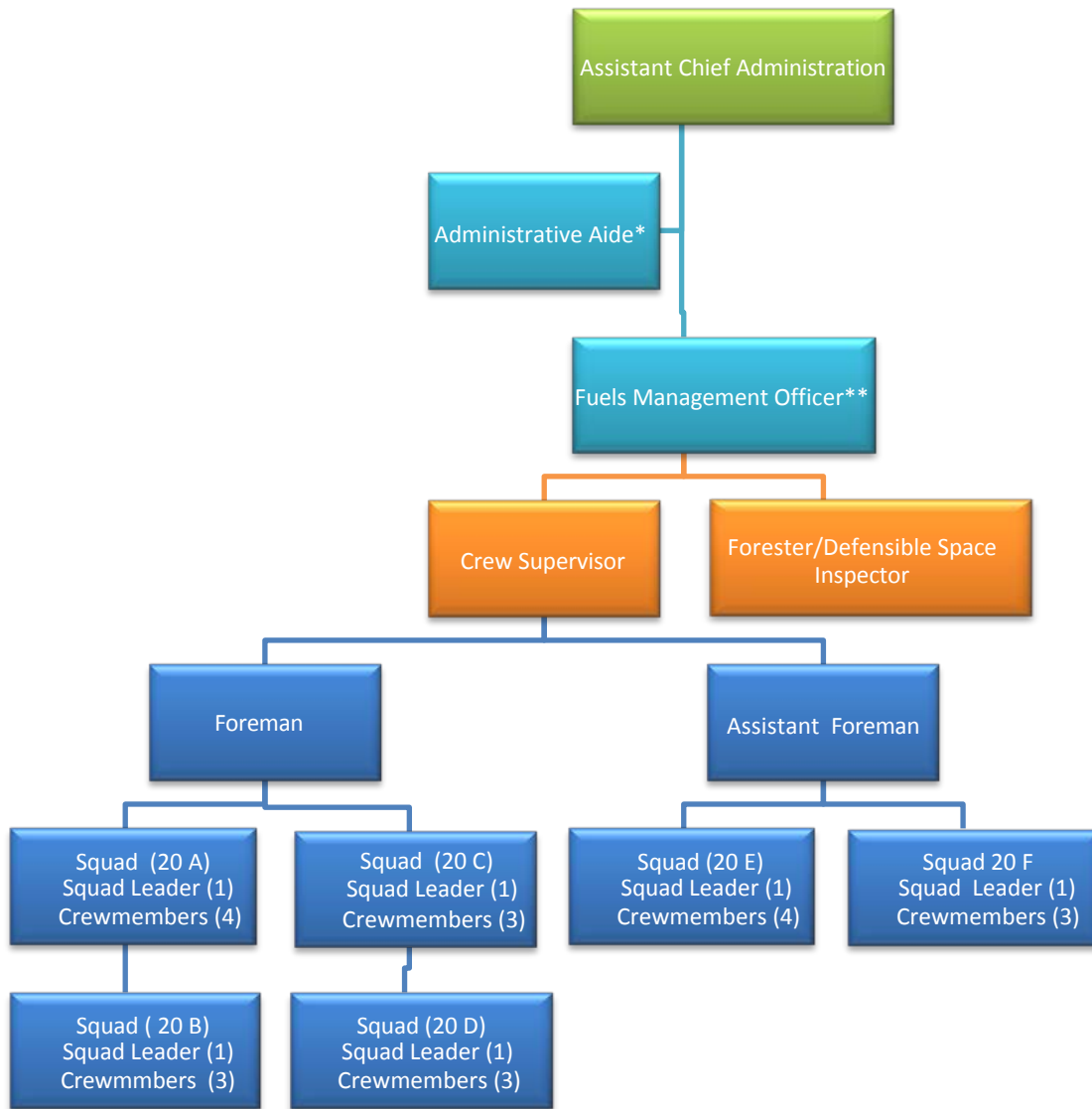
Month	Topic	Other projects
July	Hazmat FRO SW Gas	Golf-concerts
	Water Rescue Training	Hose Testing
	CQI	
	Operator 1A/SLTFD	
August	Performance Standards	Concerts
	EMS	Engineer exam prep
	Water Rescue Training	
	Base Station	
September	Engineer Exam	Business Inspections
	Captain Academy	Pancake Breakfast
	Haz Mat FRO Decon Trailer	
	ACLS Recert	
	CQI	
	Live Fire/CCFD Academy (pend.)	
	12-lead ECG/SLTFD	
October	Operator 1B/SLTFD	Hydrant Servicing
	Captain Exam	
	EMS: Skills recert	
	Quad-County Drills	
	Base Station	
November	Haz Mat FRO/SW Gas LPG Props	
	EVOG	
	Active Shooter Training	
	Extrication (Pick and Pull)	
	CQI	
	ITLS Recert	
December	SCBA Consumption Course	Breakfast-Santa
	RIT/Pack Tracker	NYE/Stateline
	Active Shooter Drill	NLTFPD Refresher
	Task Force-1/Courtroom Prep	
	EMS	
January	Base Station	
	Ice Rescue Training	
	ICS/Fireground Command	
	Haz Mat FRO/IQ refresher-Tox-Medic	
	CQI	

Month	Topic	Other Projects
February	Task Force-1 Command 101	Physicals
	Base Station	President's Weekend
	EMS	
	PALS/PEPP Recert	
March	High Rise Drill	Physicals
	Haz Mat FRO	
	Rope Skills Verification	
	CQI	
April	RT-130/WCT	
	Command for Company Officers	Spring Break
	Base Station	
	D-space Training	
	Performance Standards	
	EMS	
May	LTCC Vent Prop	D-space Inspections
	S-215	
	S-212	
	Agreements/Strike Team	
	CQI	
	Haz Mat FRO	
June	Multi-Agency Wildland Drill	Annual Pump Testing
	Zephyr Crew Drill	
	Faller Requalification	
	EMS	

ORGANIZATIONAL CHART 2015 FY 2016



ORGANIZATIONAL CHART- FUELS MANAGEMENT



SERVICE PLAN

The Fire District exists to provide emergency services to the residents and visitors of our Fire District. The service delivery plan describes how these services are delivered and the benchmarks for delivery.

During the economic downturn of recent years, staffing levels were reduced due to budgetary constraints. The Fire District was awarded a FEMA, Staffing for Adequate Fire and Emergency Response Grant (SAFER) in late 2012 which increased overall staffing by twelve positions from March of 2013 through March of 2015.

The Fire District will complete a Standards of Cover analysis during FY 16/17. This analysis will inform future service delivery decisions including staffing levels and resource deployment. The Fire District has adopted the following best practices that are consistent with the initial work completed on the Standard of Cover Analysis.

- Alarm Processing Time (time from receipt of alarm at 911 center until transmittal of alarm) -60 seconds.
- Turnout Time (time from initial notification of emergency units until travel is initiated)- 60 seconds.
- Travel time of first due unit-240 seconds.
- An initial alarm assignment for structure fire incidents of a minimum of fourteen personnel.
- An initial alarm assignment for medical aid incidents of four personnel.
- A Fire District "Coverage Grid" that establishes minimum resource deployment levels and deployment locations.

Dispatch services are provided by the Douglas County 911 Emergency Communications Center (ECC). The ECC has adopted the Priority Dispatch protocols of the International Academy of Emergency Fire Dispatch (IAEFD). These protocols result in a system in which the type of response (lights and siren) and the number of resources sent are based upon an established protocol based upon the emergency. This protocol is an important risk management practice that reduces Fire District liability associated with emergency driving and provides for optimal utilization of resources. As a result the traditional one size fits all response to emergency incidents has been eliminated.

RESOURCE DEPLOYMENT

Station 21: Summit of Kingsbury Grade. Staffed by a Captain, Engineer and Firefighter or Firefighter/Paramedic.

Apparatus assigned:

E-21: Type I engine, Intermediate Life Support (ILS), full complement extrication tools.

Brush 21: Type III engine (wildland)

Rescue 21: Advanced Life Support (ALS) ambulance

Rescue 123: ALS ambulance

Patrol 21: wildland patrol and snowplow

Station 23: Round Hill. Staffed by a Captain, Engineer and two Firefighter/Paramedics. In addition to line personnel, Station 23 is the location of the Administrative Offices of the Fire District.

Apparatus assigned:

E-23: Type I engine, ILS, partial compliment extrication tools, rope rescue equipment.

Truck 23: 104' Aerial platform, "quint" apparatus.

Brush 23; Type III engine.

R-23: ALS ambulance.

Utility 23: utility vehicle and snowplow.

Marine 23/123: Honda Aquatrax personal watercraft (deployed near Cave Rock during summer months).

Nevada EMS trailer: Mass Casualty Incident support trailer.

Red Cross emergency shelter trailer.

Breathing Air Compressor (stationary).

Staff Vehicles: Fire Chief, Assistant Chief, Fire Marshal, Fire Inspector

Station 24: Zephyr Cove. Staffed by a Battalion Chief, Captain, Engineer, and two Firefighter/Paramedics.

Apparatus Assigned:

E-24: Type I engine, ILS, full complement extrication tools.

R-24: ALS ambulance.

Battalion 20: Command Vehicle

Marine 24: 20' rigid hull inflatable marine vessel.

Patrol 24: utility vehicle and snowplow.

Station 25: Glenbrook. Staffed by a Captain, Engineer and a Firefighter.

Apparatus Assigned:

E-25: Type I engine, ILS, partial compliment of extrication tools.

Water Tender 25: 1800 gallon (type II).

Patrol 25: wildland patrol and snowplow

EOD 25: Bomb Squad response vehicle.

Haz Mat 25: Hazardous Material decontamination unit.

EOD 125 and the bomb containment trailer are deployed in the Carson Valley.

Note: Staffing levels are target staffing levels when fully staffed.

Fuels Management Zephyr Crew Quarters 22: lower Kingsbury Grade. Staffed by a Crew Supervisor, Crew Foreman, Assistant Foreman, four Squad Leaders and up to twenty-four crewmembers during the height of the fire season.

Apparatus Assigned:

Crew Supervisor Vehicle-3/4 ton pickup with utility body

Crew Trucks-3/4 ton pickup (5)

Chip truck-ton and ¼ chassis with enclosed dump body

Utility truck-ton and ¼ pickup with utility body

Chippers (2).

SERVICES

The Fire District is an all risk emergency services provider. The following services are provided:

Structure Fire-in addition to traditional structure risks, the Fire District protects a number of High Rise structures. During the past year, an Insurance Services Offices (ISO) audit was conducted. The results of this audit will help inform any modifications to our service delivery model.

Wildland Fire Protection-all Fire District Engines are equipped to operate in the Wildland Urban Interface. The Fire District also has two type III (brush) engines. Initial attack capability is augmented by the Zephyr Fire Crew which is a type II, IA hand crew.

Hazardous Materials-all Fire District line personnel are trained to the First Responder Operations level. In addition the Fire District has six Hazardous Materials Technicians. The Fire District has a Haz Mat decontamination trailer and is a member of the Quad County Hazardous Materials Team.

Emergency Medical Services-the Fire District provides Advanced Life Support (ALS) transport, in addition all first line Engine Companies provide Intermediate Life Support (ILS) care.

Vehicle Extrication-all personnel are trained to the technician level. All first line Engines carry basic hydraulic tools with two Engines carrying a full complement of extrication equipment.

Explosive Ordnance Disposal-the Fire District is a participant in the Tahoe Douglas Bomb Squad which is jointly operated with the Douglas County Sheriff's Office. Specialized response capabilities include two robots, one heavy EOD response unit, one light EOD response unit and a total containment vessel.

Technical Rescue-the Fire District provides rope rescue, confined space rescue, ice rescue and water rescue. Water rescue is delivered by a 20' rescue boat and two personal watercraft.

Fuels Management-the Fire District provides a number of fuels management services. The Zephyr Crew implements fuel breaks around the community, operates the curbside chipping program and conducts prescribed fire activities. In addition, the Zephyr Crew responds as a fire suppression resource. The Fire District also conducts defensible space inspections and issues tree removal permits to assist property owners in creating defensible space and in complying with the Wildland Urban Interface Code. Major areas of emphasis during the coming year will be the revision of the Community Wildfire Protection Plan, revision of the Ten Year Strategy, purchase of the crew quarters and continued grass roots community involvement through the implementation of the Nevada Fire Adapted Communities Coalition and the Ready Set Go program.

Fire Prevention – The Fire Prevention Department strives to prevent fires and other emergencies from occurring. One focus is to educate our community about how to prepare for, prevent, and if necessary, react to fires, medical emergencies, and other life threatening situations. The life safety inspection program serves both as an educational tool and a means to ensure that fire hazards are abated and engineered fire resistance and protection systems are maintained. Plan review is conducted for all construction activities. All fires occurring in the Fire District are investigated either at the company level or by the investigation team, based upon the complexity of the incident. During the next year we will be implementing an electronic plan submittal program which will assist with the storage and cataloging of plans. We will also be restructuring the engine company based inspection program. Part of the restructuring will include investigation of tablet based inspection reporting systems.

Marketing-The focus of the marketing plan is to keep our customers informed with Fire District activities in the community and provide information that increases the safety of our residents. The Fire Prevention and Fuels Management website www.zephyrfiresafe.org focuses on the services provided to the community. In addition to our presence on the web, information is disseminated through social media and conventional media outlets.

A number of activities are conducted to support the Fire District's ability to provide essential services:

- All fire hydrants are serviced annually. All fire hydrants are flow tested every five years on a rotating basis with one-fifth of all hydrants being flow tested in a given year.
- All fire hose is pressure tested annually.
- All pumping apparatus are pump tested annually and following major repairs.
- All self-contained breathing apparatus (SCBA) are flow tested and serviced annually.

- All suppression personnel are fit-tested for SCBA annually.
- All firefighting personal protective equipment is inspected monthly.
- All vehicles are inspected daily with an in depth operational check conducted weekly.

Training requirements for the services provided by the Fire District are found within the Career Development Guide.

