

# TAHOE DOUGLAS



FIRE PROTECTION DISTRICT

## STRATEGIC PLAN

July 2019

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## World's Best Fire Department

Tahoe Douglas Fire Protection District (TDFPD) has been operating under the Strategic Plan developed in 2014. A new approach was taken to the document that follows. The District is now organized into several different divisions that are delineated by function. Please reference the Organizational Chart in Appendix III. Under the Fire Chief we have the Operations Division, headed by the Assistant Chief among his other duties. The Administrative Division is headed by the Office Manager. Fire Prevention Bureau is directed by the Fire Marshal. And Wildland Fire and Fuels Division is led by the Fuel Management Officer. In the Operations Division, the Logistic Section, the Emergency Medical Service (EMS) Section and the Training/Special Teams Section are all headed by Battalion Chiefs.

In February of 2018 the District contracted with Emergency Services Consulting International to perform a Standards of Coverage study for the TDFPD. It follows the Center for Fire Public Safety Excellence (CPSE) Standards of Coverage model to determine the distribution and concentration of a fire and emergency services fixed and mobile assets. The purpose was “to assist the agency in ensuring a safe and effective response force for fire suppression, emergency medical services, and specialty response situations” (Tahoe Douglas Fire Protection District Standards of Coverage and Deployment Plan). This plan was then used and applied to each division and section.

The Command Staff began the strategic planning process with several workshops and training sessions. The group stripped down the current plan and began analyzing the basic needs of the District, how the District can meet them, and how to measure success. A new Mission Statement, Values, and Vision Statement were crafted for the organization. Then the group dove into how to accomplish this within the respective divisions, including members throughout the ranks. The result is a clear, well thought, and measurable strategic plan that will lead members through the decision making process and ensure sustained improvement into the District's future.

When leading a company, a section, a division, or the department one should be referencing the Strategic Plan to audit the planned outcome against the District's Mission, Values, Vision, and Goals. The plan also allows the District to empower future leaders to build sustainable programs.

This plan includes the District's mission, vision, and values; District goals and objectives; District standards; the Capital Plan; Division mission, vision, values, and goals and objectives; the Annual Operating Plan; and the organizational charts for the District.

I would like to thank the hard working members of the Tahoe Douglas Fire Protection District, The Board of Trustees, and the TDFPD community in which we serve. Every effort was made to evaluate the information and direction given in this document for applicable standards, regulation, laws, and expectations of the Nation, State, County, and local community.

Respectfully,



Scott Baker

## Tahoe Douglas Is...

The Tahoe Douglas Fire Protection District (TDFPD or District) is a fire district within Douglas County, Nevada, established and organized in 1946 under Nevada Revised Statute (NRS) 318. The District provides fire protection, emergency medical, water rescue, bomb response, hazardous materials, marine firefighting, Advanced Life Support ambulance and rescue services to its community referred to in county documents as the Tahoe Township. The District also provides service to adjacent agencies in accordance with mutual and automatic aid agreements.

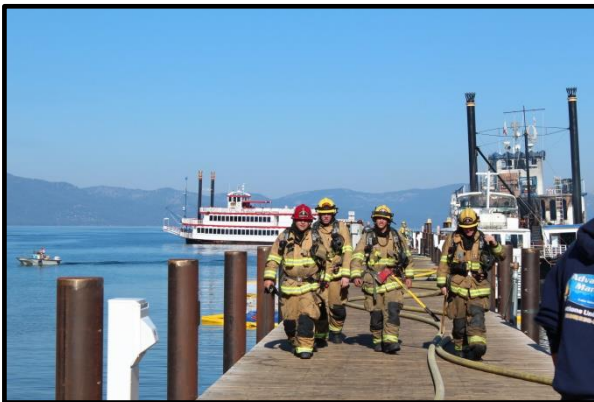
Policy direction for TDFPD has provided by an elected five-member Board of Trustees (Board). The Board is provided the necessary power and authority to govern the provision of fire protection and emergency services. The Board appoints the fire chief who is responsible for implementing Board policy and overseeing the operation of the District.

The Tahoe Township is the area of Douglas County located in the Tahoe Basin within an area of the Carson Range and is identified as a spur of the Sierra Nevada Range. This area includes Stateline and smaller communities along U.S. Highway 50 from the California border to the Douglas/Carson County line.

The Stateline area is made up of several large hotel resort casinos, residences, condominiums, apartments, and a wide variety of businesses. The tourist population in the area could increase the size of the population base more than 100,000 during peak seasonal and holiday periods.

The geography is dominated by Lake Tahoe and the surrounding slopes of the Sierra Nevada Mountains. The Basin is heavy forest area with a very sensitive environmental system.

The major transportation routes for this area are U.S. Highway 50 and Nevada State Route 207, Kingsbury Grade. TDFPD serves a full-time resident population of approximately 5,000 people and protects an area of approximately 17 square miles.



The District operates four fire stations, a wildland crew facility, and 17 response apparatus, including reserve apparatus. The District also provides wildland hand crew response within and outside of the District, as well as a seasonal hazardous fuels mitigation team.

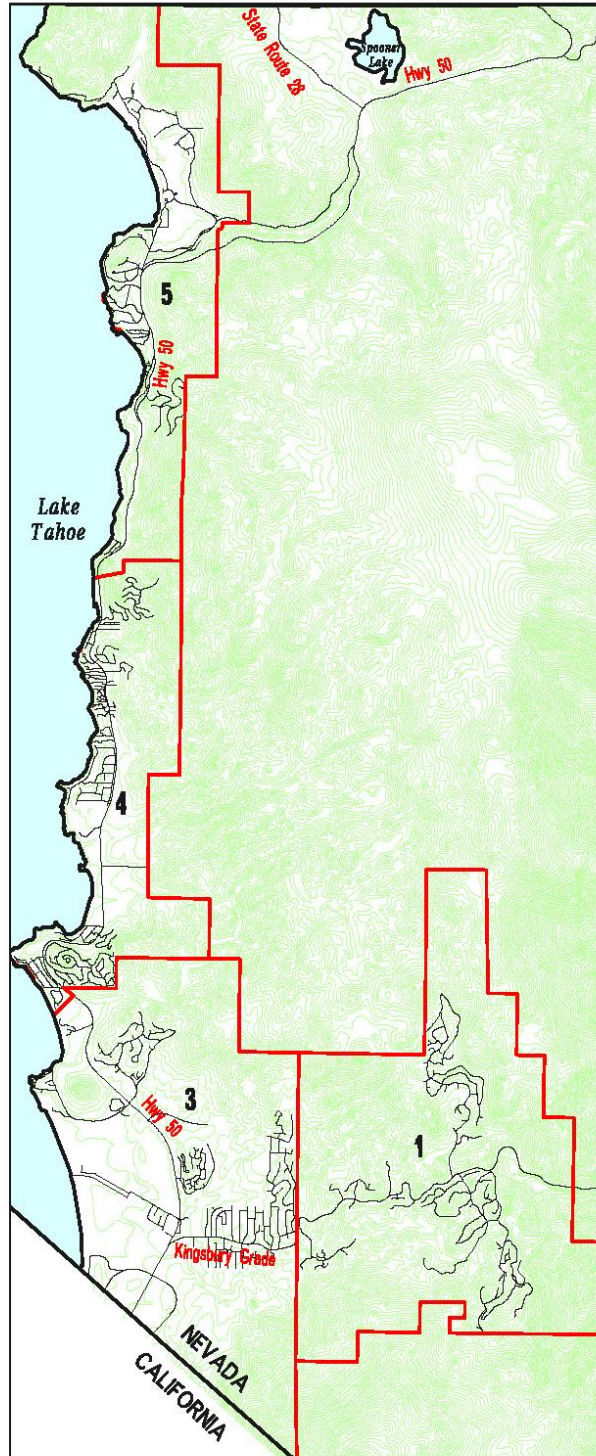
Emergency (911) calls are answered by the Douglas County Regional Communications Center the primary public safety answering point for the area.

The Insurance Services Office (ISO) reviews the fire protection resources within communities and provides a

Community Fire Protection Rating system from which insurance rates are often based. The rating system evaluates three primary areas: the emergency communication and dispatch system, the fire department, and the community's pressurized hydrant or tanker-based water supply. The overall rating is then expressed as a number between 1 and 10, with 1 the highest level of protection and 10 unprotected or nearly so. As of the latest survey (2014), ISO gave TDFPD a rating of Class 3/3Y.

# TAHOE DOUGLAS FIRE DEPARTMENT

## District Boundaries



LEGEND	
	TDFD District Boundaries
	USGS 40' Contours

The data contained herein has been compiled on a geographic information system for the use of Douglas County. The data does not represent survey delineation and should not be construed as a replacement for the authoritative source, plat maps, deeds, easements, etc. No liability is assumed by Douglas County or MAGIC as to the sufficiency or accuracy of the data.

## MISSION STATEMENT

TDFPD's mission is to respond to, prepare for, and prevent emergency situations with care, professionalism, and respect.

## VISION STATEMENT

TDFPD will be measured as an industry leader by continued refinement and planning to improve our services and provide for unforeseen risks.

## ORGANIZATIONAL VALUES

TDFPD will use CPR as its guiding values, and these values will determine appropriate action.

Take **CARE**, do the right thing, and be fiscally responsible.

Show **PROFESSIONALISM** through integrity, engagement, cooperation, duty, and commitment.

**RESPECT** our community, the environment, our coworkers, and others.

**C**are

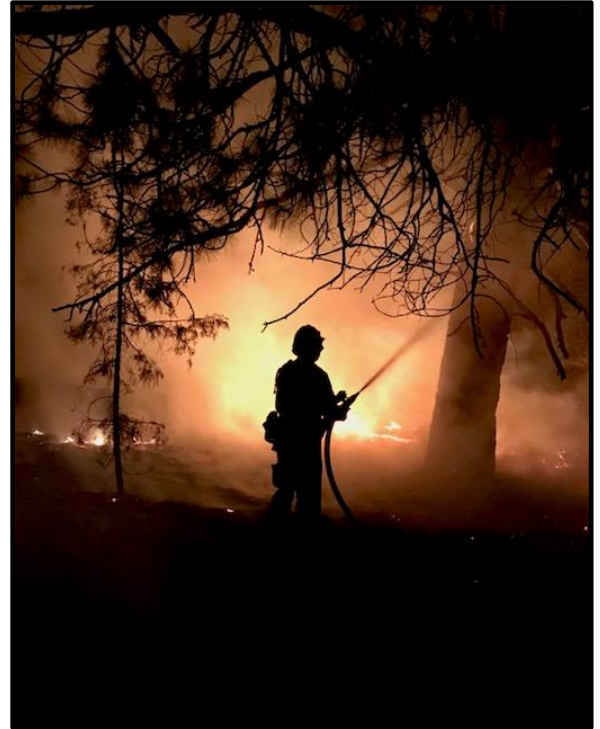
**P**rofessionalism

**R**espect



## District Goals and Objectives

1. Develop and refine department standards.
  - a. Division standards
  - b. Publish standards document for easy access
2. Create a culture of ownership.
  - a. Create daily, monthly, quarterly, and annual safety training
  - b. Allow user-developed programs to function at the lowest level possible
  - c. Develop training that encompasses more environmental situational awareness
3. Promote personal and community development.
  - a. Create a mentoring program to include Training Needs Assessment and Career Development Guide
  - b. Develop a career growth training program
  - c. Create an avenue for 1-3 new community development/service programs
4. Improve data collection and technological capabilities.
  - a. Train on iPads for business inspections and defensible space inspections
  - b. Programmatically develop a framework of data needs and an avenue of collection for budget, standards, and other program development
  - c. Seek 1-2 new technological improvements per division
5. Develop new and sustainable funding opportunities.
  - a. Develop a list of equipment and facility needs and alternate funding sources
  - b. Seek out 1-2 new grant sources per division
  - c. Use the capital planning model to forecast personnel, equipment, and facility needs and create a documented plan



## District Standards

In 2018, the Tahoe Douglas Fire District utilized the services of a consultant firm to complete our first Standards of Coverage evaluation. The evaluation looked at all aspects of our service delivery through statistical analysis, employee and other stakeholder interviews, and a series of in-district visits. The information was then compared to generic national standards and the results were presented to the District. The District is utilizing the study's recommendations and using them as a tool to advance our service delivery model and plan for the future. Taking an active role in the study has allowed us to develop the skills to conduct our own in-house study on a regular basis to track progress and to take a proactive approach when changes are needed.



One area that the Standards of Cover (ESCI, 2018, p. 29) evaluated was our service delivery standards. Service delivery standards for emergency response agencies are put into place to ensure the most efficient and timely response when someone calls 911. These standards represent ideal conditions under generic circumstances and agencies work towards meeting them to the very best of their ability. There are a variety of limitations that serve as barriers to meeting standards. Some limitations include available infrastructure such as water,

communications systems, available space, and roadways. Natural limitations include terrain, weather, and environmental considerations. Lastly, available personnel and financial considerations can also limit meeting standards. The standards can come from many different sources including the voting public and community, both local and state, as well as professional organizations such as the National Fire Protection Association (NFPA). In addition, the Insurance Services Office provides a rating of municipalities based upon available infrastructure and fire protection resources. The ISO rating is applied to property within the jurisdiction to assist in determining insurance rates.

The Tahoe Douglas Fire Protection District has adopted response standards as set forth in NFPA 1710 (p. 8) and other resources to best meet the needs of our community. With response time being the primary statistic that most interested parties look at, there is much that goes into the response time calculation.

Response time is affected by the call to 911, time to correctly process the 911 call, notification of emergency resources, turnout time (time from notification of response personnel until the initiation of movement towards the incident), and travel time.





The chart below reflects the currently accepted national standards:

911 call answer time (time from first ring to answer).	Within 15 seconds, 95% of the time
Call process time (time from acceptance at the dispatch center until notification of response units):	
<ul style="list-style-type: none"> <li>• Emergency medical</li> <li>• All other incidents</li> </ul>	<p>Within 90 seconds, 90% of the time</p> <p>Within 64 seconds, 90% of the time</p>
Turnout time (time from notification of response personnel until the initiation of movement towards the incident):	
<ul style="list-style-type: none"> <li>• Fire and special operations</li> <li>• All other incidents</li> </ul>	<p>Within 80 seconds, 90% of the time</p> <p>Within 60 seconds, 90% of the time</p>
First unit travel time (time from initiation of response until arrival of the first unit at the incident).	Within 4 minutes, 90% of the time
First unit response time (time from dispatch until arrival of the first unit at the incident):	Within 5 minutes 90% of the time
<ul style="list-style-type: none"> <li>• Fire and special operations</li> <li>• All other incidents</li> </ul>	<p>Within 5:20, 90% of the time</p> <p>Within 5 minutes, 90% of the time</p>
Full effective response force travel time (time from dispatch until all units initially dispatched arrive at the incident. Response resources needed for a moderate risk building fire are used for the evaluation).	Within 9:20, 90% of the time

## References

Emergency Services Consulting International, (2018). *Tahoe Douglas Fire Protection District, Nevada-Standards of Coverage and Deployment Plan.*

National Fire Protection Association, (2016). *NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments 2016 Edition.*



## Capital Plan



The Tahoe Douglas Fire Protection District utilizes a ten-year Capital Improvement Plan to forecast future infrastructure, apparatus, and equipment needs. The plan assists agency administration in the development of the annual budget and allows funding for capital purchases to be allocated over a period of years so as not to create an unnecessary financial burden in any single year. The five specific areas (funds) included within the plan include Capital Projects, General Improvement, Ambulance Enterprise, Special Services, Fire Safe Community and Fire Flow

Initiative.

Within the Capital Projects Fund, purchases of fire apparatus and other vehicles and large equipment are planned for. Frontline apparatus such as fire engines are on a 20-year depreciation cycle while other vehicles and less utilized apparatus may extend to 25-years. With the cost of a new fire engine reaching \$600,000, the importance of planning for the purchase cannot be over emphasized.

The General Improvement Fund addresses the repair and replacement of items considered as part of the departments' infrastructure, such as the fire stations and surrounding property.

The Ambulance Enterprise Fund forecasts the large purchases within the Emergency Medical Services Division. Items considered within this fund include ambulances, cardiac monitors, gurneys, and other related equipment.

The Special Services Fund provides equipment for the hazardous materials, explosive ordnance disposal, and technical rescue programs. Purchases within this fund include bomb suits, x-ray systems, hazardous materials decontamination, and other rescue equipment.

The Fire Safe Community Fund provides all the support resources needed for the Zephyr Fire Crew and Crew 21 within the Wildland Fire and Fuels Division and includes response vehicles, radios, and chippers.

The final fund within the Capital Improvement Plan is the Fire Flow Initiative Fund. This fund was established in 2018 to accumulate funding for on-going capital improvements associated with emergency fire flow to include fire boat, tender and other necessary equipment acquisitions.





FY 2024		FY 2025		FY 2026		FY 2027		FY 2028		FY 2029	
		Ambo M0817	\$145,000	Type I (E0606)	\$700,000	Ambo M0918	\$150,000	Patrol (P0508)	\$80,000	Truck L0104	\$1,200,000
				Type I (E0706)	\$700,000	U0712	\$100,000	EOD (M0708)	\$180,000		
						U0812	\$100,000				
Shop Building	\$200,000	Shop Building	\$200,000	Shop Building	\$200,000	Shop Building	\$200,000	Shop Building	\$200,000	Shop Building	\$200,000
	\$200,000		\$345,000		\$1,600,000		\$550,000		\$460,000		\$1,400,000

10-Year Total  
\$4,555,000

FY 2024		FY 2025		FY 2026		FY 2027		FY 2028		FY 2029	
New Roof St 21	\$50,000	Pave Sta 21	\$30,000	Pave Sta 23	\$30,000	Pave Sta 24	\$30,000	Pave Sta 25	\$30,000	Pave Sta 22	\$30,000
Sta 22 Energy Improv	\$15,000	Carpet Station 2	\$10,000								
Paint Sta 22 Ext	\$10,000										
	\$75,000		\$40,000		\$30,000		\$30,000		\$30,000		\$30,000

10-Year Total  
\$235,000

FY 2024		FY 2025		FY 2026		FY 2027		FY 2028		FY 2029	
Manikin	\$10,000	Striker Gurney	\$4,000	Zoll Replace	\$15,000	Ambo	\$145,000	Zoll Replace	\$15,000	Ambo	\$145,000
EZ IO	\$2,500	EMS bags	\$4,000	Autopulse Replace	\$10,000	EMS bags	\$4,000	Autopulse Replace	\$10,000	Manikin	\$10,000
Zoll Replace	\$15,000	Zoll Replace	\$15,000	Striker Gurney	\$4,000	Zoll Replace	\$15,000	Striker Gurney	\$4,000	EZ IO	\$2,500
Autopulse Replace	\$10,000	Autopulse Repla	\$10,000			Autopulse Replac	\$10,000			Zoll Replace	\$15,000
Striker Gurney	\$4,000					Broslow Bag Repl	\$2,000			Autopulse Re	\$10,000
						Striker Gurney	\$4,000			Striker Gurne	\$4,000
										EMS bags	\$4,000
	\$41,500		\$33,000		\$29,000		\$180,000		\$29,000		\$190,500

10-Year Total  
\$503,000

FY 2024		FY 2025		FY 2026		FY 2027		FY 2028		FY 2029	
Project Explosives	\$1,000	Project Explosiv	\$1,000	Project Explosives	\$1,000	Project Explosives	\$1,000	Project Explosives	\$1,000	Project Explo	\$1,000
EOD Robot	\$250,000	EOD 10 Bomb su	\$32,000								
Xray System	\$60,000										
EOD Building	\$50,000	EOD Building	\$50,000	EOD Building	\$50,000	Build EOD Building	\$450,000				
	\$361,000		\$83,000		\$51,000		\$451,000		\$1,000		\$1,000

10-Year Total  
\$948,000

FY 2024		FY 2025		FY 2026		FY 2027		FY 2028		FY 2029	
Radio Replace	\$3,500	Radio Replace	\$3,500	Radio Replace	\$3,500	Radio Replace	\$3,500	Radio Replace	\$3,500	Radio Replac	\$3,500
	\$3,500		\$3,500		\$3,500		\$3,500		\$3,500		\$3,500

10-Year Total  
\$21,000

FY 2024		FY 2025		FY 2026		FY 2027		FY 2028		FY 2029	
	\$0		\$0		\$0		\$0		\$0		\$0

10-Year Total  
\$0

## **Operations Division**

### **Assistant Chief Jim Antti**

The Operations Division consists of three fire/rescue battalions as well as the logistics, emergency medical services (EMS), and training sections that provide service to the citizens and visitors of the district. Emergency services provided include both structural and wildland firefighting, EMS, explosive ordnance disposal, water rescue, vehicle extrication, and high and low angle rope rescue. The volume of emergency calls for service district wide averages 2,000 calls per year and fluctuates with the seasons with the summer being the busiest. The Tahoe Douglas Fire Protection District also provides mutual aid resources to other jurisdictions for all types of emergency response through a variety of agreements with local, state, and federal agencies. If the need arises, mutual aid resources can be utilized within the district under the same agreements.



#### **Mission**

Operation's mission is to provide and maintain an emergency response force that meets or exceeds accepted community, agency, local, state, and federal standards.

#### **Vision**

The Operations division will build a highly trained and well-equipped all-hazard response force that seeks continuous improvement through the use of training, technology, and personnel development.

#### **Values**

Care, professionalism, and respect – CPR.

Take **care**, do the right thing, and be fiscally responsible.

**Professionalism** through integrity, engagement, cooperation, duty, and commitment.

**Respect** of our community, the environment, our coworkers, and others.

#### **Goals & Objectives**

1. Recruit, select, and train new employees and develop current employees for succession planning.
  - a. Seek opportunities to expand the pool of applicants through outreach to local educational institutions.
  - b. Base hiring practices on current needs through the testing consortium.
  - c. Conduct in-house employment testing when required.
  - d. Continued participation in the Regional Fire Academy.
2. Revise and adopt current training criteria to expand upon employee training to meet current and future demands.
  - a. Publish a comprehensive training plan (done) and update annually.

- b. Continued participation in the Regional Academy, Nevada Training Chiefs, and Operations Chiefs groups to assist in the development of regional training standards.
3. Utilize all available tools and information to evaluate department staffing and deployment options to establish realistic response and staffing guidelines.
  - a. Continuous evaluation of staffing and incident statistics to develop realistic resource deployment guidelines.
  - b. Ensure department record keeping continues to meet the needs of response and staffing statistical analysis.
4. Publish the Annual Operating Plan.
  - a. Obtain feedback from all battalions and divisions to include in the Annual Operating Plan
5. Purchase and maintain apparatus and equipment to meet agency demands in a timely and fiscally responsible manner.
  - a. Conduct briefings with the department equipment committee as needed to address apparatus and budgetary needs.
  - b. Along with the department mechanic, evaluate vehicle maintenance needs on a regular basis to establish scheduling and budget needs.
  - c. Identify the correlation between vehicle damage, injury reports, other accidents, and training to develop safe procedural and vehicle operating practices.



## Logistics Battalion Chief Todd Moss



The Logistics Section is responsible for ensuring that the department and its personnel have the resources needed to serve the residents and visitors to the District. Resource acquisition in the form of safety equipment including personal protective equipment, fuel, firefighting tools and equipment and station supplies are some of the items provided by this section. Facilities also fall under this section. The construction, maintenance and repair of the District stations and other facilities are a key component of this

Section's duties. Tahoe Douglas Fire District's stations provide functional and safe locations for the District's apparatus and personnel while also serving as a public meeting location (main station). The Battalion Chief responsible for the Logistics Section also serves as the District's safety officer. Among the safety officer's responsibilities are annual physicals for department personnel and serve as the administrative liaison on the Health and Safety committee. The prevention of injuries is everyone's responsibility, however the safety officer reviews all reported accidents and injuries to identify trends, to close safety gaps that may lie in department procedures and develop or adjust training in order to prevent future occurrences.

### Mission

Logistics' mission is to provide facilities and equipment that will function with current and anticipated operational and administrative needs to best serve our community and personnel.

### Vision

The Logistics division is to maintain and enhance current department facilities as locations that our community is proud of while providing an appropriate, functional, and safe working environment for our personnel, and to provide support to all District operations.

### Values

Care, professionalism, and respect – CPR.

Take **care**, do the right thing, and be fiscally responsible.

**Professionalism** through integrity, engagement, cooperation, duty, and commitment.

**Respect** of our community, the environment, our coworkers, and others.

### Goals & Objectives

1. Institute energy efficient retrofit for all TDFPD facilities.
  - a. Maintain costs at approximately \$30,000 to \$40,000 per station.
2. Plan, finance, and develop a secured training and storage facility for Tahoe Douglas Bomb Squad and Douglas County Sheriff's Office SWAT.



- a. Secure 20 acre parcel off Dump Road
  - b. Plan the structural needs and layout
  - c. Determine actual costs and phases with a conceptual design
  - d. Explore funding opportunities
  - e. Institute plan and begin construction
3. Explore new vehicle maintenance building/space with Tahoe Transportation District
    - a. Explore possible land acquisition – 14 acres just north of the current shop and senior center
    - b. Explore opportunities to build or lease shop space
  4. Explore alternative facilities locations based on critical infrastructure, requests for service, department staffing, standards of cover, available land, new development, and data analysis.
    - a. Determine effects of Douglas County Redevelopment Area #2 and plan for future needs.
  5. Maintain and enhance supplies and equipment to meet ongoing agency requirements.
    - a. Work with the Equipment Committee to review equipment needs.
  6. Evaluate District procedures and activities to ensure adherence to existing safety practices.
    - a. Review accident and incident reports.
    - b. In conjunction with the Training Division, review training doctrine for safety concerns.
    - c. Hold regular Health and Safety Committee meetings.



## Training Battalion Chief



The Training Section identifies, develops, and delivers a variety of training across the divisions and sections within the fire district. This training is a cooperative effort with many of the department's personnel to fully utilize the wide variety of experience and expertise contained in-house. To provide for perspective and progress, the assistance of outside resources is sought out to meet the demands of the ever-evolving environment in which we work. The training section also participates in the acquisition of new equipment and apparatus to ensure that department personnel are fully prepared to deploy the new resources. Opportunities to develop training doctrine and procedures with neighboring jurisdictions are vital to the integration of these resources should they be needed for response within the district or when the district provides resources out of the district. To this end, the District participates in a regional fire academy for newly hired personnel, training chiefs, and other organizations to provide expertise, input, and a voice in training

development that meets the specific needs of our district. The Training Section also provides oversight for the special services provided by District personnel. Some of the special teams include explosive ordnance disposal, hazardous materials, technical rescue (water, rope, and confined space), and vehicle disentanglement and extrication.

### Mission

Training's mission is to continuously provide safe, current, and relevant training to our personnel in all fields of service which the Tahoe Douglas Fire Protection District provides to our community.

### Vision

The Training division will comply with NFPA 1500, National Wildfire Coordinating Group (NWCG), and similar professional training requirements, while providing for current trends in training and using new technologies, allowing for complete and accurate record keeping per NFPA 1401.

### Values

Care, professionalism, and respect – CPR.

Take **care**, do the right thing, and be fiscally responsible.

**Professionalism** through integrity, engagement, cooperation, duty, and commitment.

**Respect** of our community, the environment, our coworkers, and others.

### Goals & Objectives

1. Provide or locate resources to provide the necessary education for our personnel to achieve their personal growth in the fire service.
  - a. Conduct annual training needs assessments to determine future personnel training needs.

- b. Supervisors will consult with crew members often to ensure that individual training goals are met.
  - c. Include training goals as a component of annual employee performance evaluations.
  - d. Conduct annual performance skills evaluations for all ranks with special emphasis on newly hired and probationary personnel.
  - e. Provide for completion of appropriate task books for all personnel with monitored progress and facilitated learning opportunities.
2. Maintain and update the new Training Manual annually based on our personnel and district needs.
  - a. Annual update following NFPA, NWCG, and other professional organization guidelines.
  - b. Seek input of department subject matter experts to update manual.
3. Create an environment at the company level for training to be accomplished in a proficient manner by providing drills for company-level skills.
  - a. Review and update company performance standards and best practices to meet currently accepted emergency response practices.
4. Provide for the succession of knowledge and skills in the training program throughout the organization through educated delegation of tasks.
  - a. All positions should seek to educate others in skills necessary to hold future positions.
5. Provide for outside instruction and training for special services, which will enhance the skillsets our personnel need to accomplish their tasks safely.
  - a. All outside training attended by department personnel should be evaluated for the potential to bring in-house.
  - b. Monitor training providers for training opportunities (i.e. Nevada Department of Emergency Management and Nevada State Fire Marshal's Office).
6. Constantly pursue new technologies for enhancing all facets of the training program.
  - a. Evaluate advancing technology as identified through attendance at professional conferences and organization memberships for inclusion in department training.
7. Continually develop safe procedural and vehicle operating procedures.
  - a. Identify the correlation between vehicle damage, injury reports, other accidents, and training and apply any findings to Best Practice Guidelines (BPGs).



## Emergency Medical Services Battalion Chief Bryce Cranch

The Tahoe Douglas Fire Protection District serves the EMS needs of the community with a well-trained and equipped EMS section. The EMS section is comprised of 32 EMT-Paramedic providers (ALS) and 12 EMT-Advanced (ILS) providers, all of which are licensed ambulance attendants with the State of Nevada. EMS operations, training, licensing, and billing are overseen by the EMS Battalion Chief through the use of a medical advisory committee, or “EMS Steering Committee,” which is made up of at least two paramedics from each shift, a medical director, and a base hospital liaison. Service delivery is accomplished utilizing four ALS, Type I, four-wheel drive ambulances (rescues) and four ILS, Type I, four-wheel drive fire engines. The rescues are fully equipped for advanced life support and provide 911 call response, transport, and special event standby to the community. At least two ambulances are staffed full-time with a minimum of a Firefighter/EMT-Advanced and a Firefighter/Paramedic. The remaining two rescues are available to be cross staffed with personnel from other apparatus as needed. The fire engines are equipped with the necessary EMS equipment to provide intermediate life support until advanced life support and transport is available. All four of the engines are staffed full-time with a minimum of a captain and an engineer. A typical call response for EMS involves an engine and a rescue with four personnel on scene to provide immediate life-saving measures, supportive care, and transport to the appropriate hospital.



### Mission

EMS’ mission is to enhance the quality of life for the residents and visitors of the Tahoe Douglas community by providing the highest level of pre-hospital emergency medical care possible, therefore improving the outcomes for our patients suffering from illness or injury.

### Vision

The EMS division will strive to have the highest level of professional competency, quality operating equipment, and a progressive training program.

### Values

Care, professionalism, and respect – CPR.

Take **care**, do the right thing, and be fiscally responsible.

**Professionalism** through integrity, engagement, cooperation, duty, and commitment.

**Respect** of our community, the environment, our coworkers, and others.

### Goals & Objectives

1. Complete revisions to EMS policies and treatment protocols.
  - a. Evaluate operational policies, procedures, and protocols for revisions and additions based on relevance, current needs, and trends in EMS.

- b. Participate with regional agency groups for partnerships, opportunities, and information sharing.
  - c. Utilize the experience of our high-level EMS providers (EMS Steering Committee) to provide advisory support.
  - d. Consult with District Medical Director and base hospital physician for guidance and expert opinion.
2. Organize EMS provider certification records for State EMS audits and employee record keeping.
  - a. Complete an employee certification audit and collect copies of all necessary certifications for each position in the agency.
  - b. Utilize Target Solutions to build employee profiles with copies of current certifications, expiration deadlines, and email reminders.
3. Refresh the department EMS training program.
  - a. Utilize Target Solutions to administer Commission on Accreditation for Pre-Hospital Continuing Education (CAPCE) classes to meet State of Nevada licensing and renewal needs.
  - b. Develop new state-certified EMS instructors and American Heart instructors.
  - c. Conduct employee-led manipulative training on a monthly basis.
  - d. Consult with regional agencies for assistance with American Heart Association (AHA) certification training opportunities.
4. Use information technology to improve our system's efficiency, effectiveness, and patient care.
  - a. Inventory and develop a replacement schedule for EMS iPads.
  - b. Utilize a mobile app to streamline EMS protocols for quick reference on iPads and mobile devices.
  - c. Improve functionality of documentation and image attachments.
5. Update billing rates and fees for service.
  - a. Utilize comparable department rates, regional averages, and operating costs to evaluate and update our fees for service.
6. Attract, recruit, and retain a qualified workforce of EMS providers.
  - a. Utilize regional and local opportunities to market the Douglas as a progressive and high level EMS service.
  - b. Employ esteemed District EMS providers to develop and administer entry level assessment centers and participate in recruitment process.
7. Strengthen EMS readiness for natural disasters, mass casualty incidents, and hostile incidents.
  - a. Participate with regional preparedness drills and meetings.
  - b. Collaborate with Douglas County Sheriff's Office for training.
  - c. Seek grant opportunities from the Quad County Healthcare Coalition for assistance with programs like Stop the Bleed, Pulse Point, Crisis Intervention Training, and Overdose Detection (OD) mapping.



## **Fire Prevention Bureau Fire Marshal Eric Guevin**

The TDFPD Prevention Bureau is comprised of Fire Marshal, Prevention Captain, and Fire Inspector. The Bureau operates with authority under an interlocal agreement with Nevada State Fire Marshal's Office, District Fire Chief, and county codes. Staff works out of a satellite office located on Dorla Court. The recently expanded and restructured Bureau is dedicated to the safety and well-being of our first responders, community members, and guests. We act responsibly and strive to take measures to enhance quality of life and protect property and the environment by completing an average of 170 plan reviews and 106 special event permits with inspections per year. The staff coordinates and performs 620 re-inspections for defensible space in a collaborative effort with the engine companies and the Wildland Fire and Fuels Division. The Bureau investigates all major structure and wildland fires within the district and is responsible for code enforcement of the WUI and the International Fire Code including issuing citations for violations and court testimony. Staff coordinates annual business inspections including Vacation Home Rentals (VHR) and performs Fire and Life Safety inspections of all high-rise buildings in the fire district. The Bureau coordinates public education programs for the schools and provides public information for media outlets and special events such as the annual FireFest and Wildfire Awareness Month.



Staff participates as a regional representative and treasurer with the Fire Prevention Association of Nevada (FPAN), serves on the Tahoe Regional Planning Agency Advisory Planning Commission as basin fire service representative, and also serves as Nevada State Network Representative for the National Fire Protection Association. Staff participates on the Fire Public Information Team with the Tahoe Fire and Fuels Team for basin-wide public education. Staff maintains active membership in the Nevada Chapter of the International Code Counsel (ICC) and the International Association of Arson Investigators (IAAI).

### **Mission**

Fire Prevention's mission is to improve community safety through implementation of the five "E's" of fire prevention: education, engineering, enforcement, economic incentives, and emergency response. Fire Prevention will be an efficient, prompt, and friendly resource for our employees, trustees, and community, transforming critical and life-threatening situations for best possible outcomes.

### **Vision**

Fire Prevention will have an engaged, sustainable community which anticipates risks while preventing and preparing for emergencies.

### **Values**

Care, professionalism, and respect – CPR.

Take **care**, do the right thing, and be fiscally responsible.

**Professionalism** through integrity, engagement, cooperation, duty, and commitment.

**Respect** of our community, the environment, our coworkers, and others.

## Goals & Objectives

1. Be prepared for wildfire events.
  - a. Have a Fire Adapted Community that has regular defensible space inspections with public education, readiness, and structural hardening against wildfire.
  - b. Reduce risk by utilizing data from documentation, record-keeping, and enforcement to change behavior and outcomes from wildfires.
  - c. Enhance public education through events and networking with Fire Adapted Communities to increase knowledge and drive action of property owners.
2. Reduce community fire risk and increase life safety.
  - a. Ensure that both code and engineering specifications are met through plan reviews, building permits, operational permits, and inspections.
  - b. Expand the use of software programs for plan reviews, inspections, VHR tracking and fire system management to ensure compliance.
  - c. Reduce risk by consistently reviewing national data from documentation record-keeping, and fire investigations to identify and address trends.
  - d. Change behavior by increasing public education through community outreach, utilizing multiple mediums including social media.
3. Have a well-trained, knowledgeable staff.
  - a. Attend trainings for current trends and best practices in fire prevention and community risk reduction. Participate in ICC, NFPA, IAAI, FPAN, and Nevada State Fire Marshal courses for fire prevention and life safety.
  - b. Participate in organizations and groups that increase knowledge and abilities of staff with fire prevention networking and resources.
4. Be fiscally responsible and accountable by providing costs recovery to sustain fire and life safety programs.
  - a. Maintain the budget working with the Fire Chief to sustain the Bureau.
  - b. Collect fees for plan reviews, inspections, and services outside of the normal fire services (i.e. standby or inspections related to new development).
  - c. Bill and record payments utilizing technology-based applications to provide for the best customer service. Implement the Point and Pay program.



## **Wildland Fire and Fuels Division Fuels Management Officer Keegan Schafer**



The Wildland Fire and Fuels Division was started in 2006 with a chipper, truck, and three personnel. Since then, the division has grown to a 32-person division with its own fleet, station, and equipment ready to respond seven days per week during the wildland fire season. Thanks to a resident-voted tax override in 2010, the division can now fund and sustain the Zephyr Fire Crew and continue to reduce hazardous fuels within the district, suppress wildland fires, and assist the District in emergencies requiring excess manpower. The Wildland Fire and Fuels Division is an

important player in local agencies and organizations, such as the Tahoe Fire and Fuels Team, Nevada Prescribed Fire Alliance, and the Tahoe Network of Fire Adapted Communities.

### **Mission**

The mission of the Wildland Fire and Fuels Division is to provide wildfire protection, prevention, and education to our residents; and protecting the natural resources within the Lake Tahoe basin.

### **Vision**

The Wildland Fire and Fuels Division will focus on continued refinement and planning to improve our services and provide for unforeseen risk and be a nationally recognized model for fuels management/wildfire protection.

### **Values**

Care, professionalism, and respect – CPR.

Take **care**, do the right thing, and be fiscally responsible.

**Professionalism** through integrity, engagement, cooperation, duty, and commitment.

**Respect** of our community, the environment, our coworkers, and others.

### **Goals & Objectives**

1. Recruit, select, and train new employees.
  - a. Retain reputation of an elite fire and fuels crew to our residents and cooperators.
  - b. Seek new outreach opportunities for qualified and willing new employees.
  - c. Ensure top tier training is available for all employees.
2. Expand the Compost Your Combustibles program with better utilization of cooperators, equipment, and timing.
  - a. Encourage cooperators to expand timing of program availability.
  - b. Contract out equipment and operators to assist more readily.
3. Maintain and expand qualifications within the division needed to sustain Type II I.A. status.



- a. Foster a learning culture that allows all personnel to become a “student of fire.”
  - b. Seek new training opportunities continuously.
  - c. Harbor returning crewmembers to strengthen experience and fire behavior knowledge.
4. Utilize broadcast prescribed burning as a tool to reduce hazardous fuels within the pre-determined areas of the district.
  - a. Inventory available acres in district eligible for broadcast burning.
  - b. Utilize broadcast burns for fuels reduction and training for personnel and residents.
5. Inventory, purchase, and maintain equipment in a fiscally responsible manner.
  - a. Forecast future needs of division and plan ahead.
  - b. Seek other vendors for GSA/wildland fire equipment.
  - c. Delegate ordering needs to the lowest appropriate rank.
6. Create a culture of safety throughout the division and reduce the amount of injuries.
  - a. Continue an aggressive physical fitness program.
  - b. Continue the High Reliability Organization’s (HRO) tenet of “preoccupation with failure.”
  - c. Continue the HRO’s tenet of “commitment to resilience.”
7. Continue to seek funding to create long-term sustainability.
  - a. Request grant awards from agencies in addition to Southern Nevada Public Lands Management Act (SNPLMA).
  - b. Continue to seek work outside of TDFPD jurisdiction.
  - c. Utilize all grant monies awarded to continue a healthy relationship with grant cooperators.
8. Complete all defensible space inspections and business inspections on new iOS technology available. Scheduling, homeowner visits, violations, and compliancy will all be tracked from iPads and digitally stored in Tahoe Resource Conservation District’s (TRCD) master database alleviating the need for multiple paper copies. TRCD houses all data captured from all fire agencies around the lake.
  - a. Ongoing yearly training for iPads for all personnel responsible for defensible space inspections and business inspections.
  - b. Can be completed and become 100% live by end of defensible space season.
  - c. Evaluate feedback from users and homeowners on new program.
  - d. Upgrade iPads to meet requirements for program usage.



## Administration Division Office Manager Kate Warner



The Administration Division exists to provide external and internal customer service, human resources, accounts payable/receivable, payroll, grant management, insurance benefits and fire board support for the fire district. Efficiency and standardization in the administrative functions – workflow, communications, policies and procedures – are essential to a cooperative and united organizational culture.

### Mission

Administration's mission is to be an efficient, prompt, and friendly resource for our employees, trustees, and community.

### Vision

Administration will continue to look for ways to improve our communications, procedures, and workflow to improve efficiency, reduce costs, and allow our organization to better serve others.

### Values

Care, professionalism, and respect – CPR.

Take **care**, do the right thing, and be fiscally responsible.

**Professionalism** through integrity, engagement, cooperation, duty, and commitment.

**Respect** of our community, the environment, our coworkers, and others.

### Goals & Objectives

1. Update administrative and personnel policy manuals to meet state and federal requirements.
  - a. Draft policy manuals for review and obtain final approval by 10/31/19.
  - b. Roll out manuals to employees and obtain electronic sign offs by 12/31/19.
  - c. Schedule routine annual updates by 01/31/20.
2. Initiate and maintain a grant application process that includes an in-depth review of the grant requirements and assigns ownership for missing components and deadlines prior to the submission of the grant application 100% of the time.
  - a. Formalize the practice in place and put it in writing by 11/30/19.
  - b. Create a one-page checklist of requirements, responsible parties, and deadlines for each grant by 01/31/20.
3. Intertwine the TDFPD culture through our organization.
  - a. Review recruitment/orientation practices to ensure that our mission is properly introduced to new employees by 01/01/20.
  - b. Review the annual performance evaluations to ensure that our mission statement is being reinforced with current employees by 04/01/20.
  - c. Review the promotional exams and selection process/criteria to ensure that chosen candidates model our mission statement by 05/01/20.

- d. Ensure that TDFPD social media and website consistently communicate our culture and review quarterly in 2019-20.
  4. Research new processes or better utilize existing tools and technology to reduce costs and/or improve workflow and/or improve customer service.
    - a. Evaluate current expenses for office supplies and seek opportunities to reduce costs by 09/30/19.
    - b. Evaluate what items take up the most time in our day to determine efficiency or workflow changes by 03/01/20.
  5. Implement changes in the Collector App and crew training that will improve the functionality for the users, produce accurate information to the homeowner, and provide the historical records necessary for tracking and funding requests.
    - a. Critique the curbside defensible space program involving users and make a list of enhancements for 2020 by 11/01/19.
    - b. Track communication issues by topic from homeowners and determine if improvements are needed. Initiate with the June 2019 first letter and complete 11/30/19.



# I. ADDENDUM

## **Annual Goals & Objectives**

1. Update administrative and personnel policy manuals to meet state and federal requirements (correlates to District goal #1).
  - a. Draft policy manuals for review and obtain final approval by 10/31/19.
  - b. Roll out manuals to employees and obtain electronic sign offs by 12/31/19.
  - c. Schedule routine annual updates by 01/31/20.
2. Purchase a type V/VI fire engine utilizing a coordinated effort across all divisions with the Tahoe Douglas Fire District Equipment Committee as the lead. Accompanying the purchase will be new or updated performance standards, best practices, and training procedures developed to fully integrate this apparatus into our response model by 06/30/20 (correlates to District goal #2).
3. Hire to meet the evolving needs of the District due to attrition, personnel advancement, and development (correlates with District goal #3).
  - a. Create sustainable promotional positions to allow for career and personal development.
  - b. Three firefighter/paramedics moving successfully through their probationary period, and three more positions to be filled by 09/30/19.
  - c. Fire Inspector position moving successfully through his probationary period by 06/30/20.
  - d. Receptionist and Administrative Assistant positions budgeted, recruitment and selection by 06/30/20.
  - e. Mechanic position recruitment and selection by 10/31/19.
4. Complete all defensible space inspections and business inspections on new iOS technology available. Scheduling, homeowner visits, violations, and compliancy will all be tracked from iPads and digitally stored in Tahoe Resource Conservation District's master database alleviating the need for multiple paper copies. TRCD houses all data captured from all fire agencies around the lake (correlates with District goal #4).
  - a. Ongoing yearly training for iPads for all personnel responsible for defensible space inspections and business inspections by 03/31/20.
  - b. Can be completed and become 100% live by end of defensible space season on 11/30/19.
  - c. Evaluate feedback from users and homeowners on new program by 12/31/19.
  - d. Upgrade iPads to meet requirements for program usage by 08/30/19.
5. Department will implement an electronic pay point for collection and accounting of funds received for plan reviews, permits and inspections. Department will bill for special event standbys associated with operational permits and the VHR Fire and Life Safety Inspections (correlates to District goal #5).
  - a. Contract with Point and Pay by 09/30/19.
  - b. Monitor VHR inspection fee collection through Host Compliance program with Douglas County to ensure proper reconciliation by 06/30/20.

II. ADDENDUM

**TAHOE DOUGLAS FIRE  
PROTECTION DISTRICT**

**ANNUAL OPERATING PLAN**

**FY 2019-20**



## 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 the 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

TDFPD's mission is to respond to, prepare for, and prevent emergency situations with care, professionalism, and respect.

# VISION STATEMENT

TDFPD will be measured as an industry leader by continued refinement and planning to improve our services and provide for unforeseen risks.

# ORGANIZATIONAL VALUES

Care, professionalism, and respect. TDFPD will use CPR as its guiding values, and these values will determine the appropriate action.

Take **care**, do the right thing, and be fiscally responsible.

**Professionalism** through integrity, engagement, cooperation, duty, and commitment.

**Respect** of our community, the environment, our coworkers, and others

**C**are

**P**rofessionalism

**R**espect



# ORGANIZATIONAL PRIORITIES

The following broad-based priorities have been established to guide Fire District operations.

## A. PRIORITIES IN ORDER

1. Emergency Response
2. Training (Scheduled)
3. Fire Prevention, Public Education, Public Relations
4. Pre-Incident Planning
5. Facility, Apparatus and Equipment Maintenance
6. Wellness and physical fitness

## B. CLARIFICATION - INTENT

1. To manage work priorities and the day-to-day time necessary to accomplish them, it is necessary to understand the concept of managing multiple priorities. This process requires the participation of all personnel and is critical to Chief Officers, Fire Captains and Supervisors who are responsible for managing objectives within time and priority guidelines.
2. The need to accomplish multiple priorities is a normal part of any large complex organization. Our organization is more complex because our primary responsibility is responding to emergencies. Emergency response staff must immediately stop all duties when an emergency occurs. The “on alert” status generally limits the activities of emergency response staff to assigned stations.
3. Setting priorities is more than focusing on the highest rated priority in addition to our primary responsibility of emergency response. Setting priorities is a guide to achieve goals through juggling objectives on a day-to-day basis to reasonably balance the accomplishment of multiple activities with meaningful results. Personnel must keep annual objectives in clear view in order to effectively juggle day-to-day activities.
  - a. **EXAMPLE:** The number one organizational priority is Emergency Response. Regardless of the activity one may be involved in, when an emergency occurs, we immediately respond.
4. All other priorities will be managed **SIMULTANEOUSLY**. However, when time becomes a factor and results will be negatively affected due to multiple activities, one may have to be chosen over another. This may require the highest priority being accomplished first and rescheduling the others.
  - a. **EXAMPLE:** An engine company is behind on fire prevention objectives and the company desires to accomplish specific maintenance, physical fitness and extra training. The Captain must reschedule some duties in order to achieve meaningful results on the activities carried out. Therefore, the Captain would most likely reschedule extra training and physical fitness in order to accomplish inspection work and maintenance.
  - b. **EXAMPLE:** Prevention inspections may be postponed one shift in order to conduct scheduled training or other high priority activities. The postponed inspections must be rescheduled and accomplished ASAP. This rescheduling



would avert an emergency situation in which personnel are under pressure to catch up or where life or property loss unnecessarily occurred.

- c. EXAMPLE: If a Captain is reassigned to a District that has specialized duties, it will be the Captain's responsibility to become acquainted with those specialized duties. This may necessitate rescheduling of other priorities. The Captain would explain to the supervisor what transpired and why.
5. These examples of managing and prioritizing clearly identify that effective time management is a difficult but critical task. Several priorities can quickly stack up and expected deadlines may be difficult or impossible to meet. It could also make it difficult to justify why the objectives were not accomplished over the period of a year. This process will help to identify if the difficulties were acceptable or due to poor planning.
6. During the course of a year some objectives may not be fully accomplished due to unanticipated activities given higher priority such as emergency responses or specialized training. It is important that chief officers and supervisors work closely on a month-to-month basis, jointly discussing and approving adjustments to objectives.
7. Personnel can readily see that in order to accomplish desirable activities such as physical fitness, effective time management is required.

# TRAINING PLAN FY 2019-20



A collaborative effort involving many personnel has resulted in the development of the Tahoe Douglas Fire District Training Manual 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. Finally, the Training Manual 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 everyone’s safety.
- II. Lead by example, with consistency and good communication.
- 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...”

Competency confirmation was also conducted for probationary firefighters and engineers. Required Nevada EMS recertification training for all TDFPD personnel was completed in 2019

With a solid foundation established for our new employees, a priority this year will be driver-operator training for those who have completed their probationary period. This year will also include maintenance of driver/operator skills through proficiency training and evaluation for all ranks.

In FY 2019/2020, we will continue training with an emphasis on core competencies and company officer level and leadership training. Performance standards will continue to be reviewed and revised as necessary. Company competency confirmation will be conducted and based upon the existing and 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.
- Provide for professional development training in accordance with employee training needs and the District's Career Development Guide.

## **Program Specific Goals:**

### **Personnel Development – Promotional Exams**

- Prior to promotional exams, focus training on the required knowledge, skills and abilities for the position being tested for.
- Provide standardized training utilizing promotional academies or other formal training where possible prior to promotional exams.

### **Officer Development**

- Provide regular, scenario based multi-company drills.
- Provide regular instruction focused on developing decision making skills for the fire officer.
  - Provide leadership beginning with company officers to enhance and develop the skills required for the position.

### **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 ACLS, CPR, ITLS and PALS/PEPP classes to maintain required certifications. Implement Target Solutions Continuing Education.
- Incorporate hands on and scenario based practical experience with all scheduled training to enhance our low frequency/high risk skills.
- Support out-of-district training and education as the budget allows.
- Continue Tactical Emergency Casualty Care (TECC) training to first responders in law enforcement, industry security, and educators.

### **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.
- 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 2019.

### **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.
- Coordinate with surrounding jurisdictions to provide live fire training at regional training facilities and/or high-rise drills.
- Conduct initial training for Vent, Enter, Isolate & Search.

### **Fire Suppression/Wildland**

- A wildland coordinator has been appointed to plan training and the educational needs of employees. The coordinator will plan and schedule 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.
- 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 May.

### **Extrication**

- An extrication coordinator has been appointed to plan the training and educational needs of employees. 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 being researched and scheduled for this year to bring extrication classes and exercises in basin to include our neighboring districts.

### **Technical Rescue/Rope: Low and High Angle**

- A rope rescue coordinator has been appointed to plan the training and educational needs of employees. 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.
- Those qualified as high angle technicians will 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 initial probationary period to complete their Engineer task book 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.

### **EOD**

- All technicians shall meet the annual training goals as outlined in National Bomb Squad Commanders Advisory Board Guidelines.
- 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.
- All technicians will be a certified explosive breacher.
- 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.
- Maintain Explosive Detection Canine (EDC) program per policy (16 hours training a month, POST recertification and Nevada Odor Recognition Test every year)
- Provide EDC assistance to the Northern Nevada Bomb Technician Task Force.
- Maintain presence within the Nevada Resilience Commission



## Training Calendar: 2019-20

The following calendar provides an overview of district training, other activities and an example of scheduling throughout the year. The Tahoe Douglas Training Manual provides greater detail regarding the scheduling of training and activities.

Month	Topic	Other projects
<b>July</b>	Hazmat FRO	Golf-concerts
	Water Rescue Training	Concerts
	CQI	4 <sup>th</sup> of July Celebrations
	Truck training-Salvage/overhaul	
<b>August</b>	Performance Standards	Concerts
	Wildland Drills	
	Water Rescue Drills	
	Base Station	
<b>September</b>	Haz Mat FRO- Bio-hazard	Business Inspections
	ACLS Recert	Pancake Breakfast
	CQI	Concerts
	Truck Training-Standpipes	Continuing Challenge
<b>October</b>	Base Station	Hydrant Servicing
	Truck Training	Ladder Testing
	Haz Mat FRO-Gas Live Burn	Fire Fest
	Engineer Performance Skills	Hose Testing
<b>November</b>	Haz Mat FRO	Fire Shows West
	EVOC	
	Active Shooter Training	
	Extrication Practical	
	CQI	
	ITLS Recert	
<b>December</b>	SCBA Consumption Course	Breakfast-Santa
	RIT/Pack Tracker	NYE/Stateline
	NLTFPD Refresher	
	EMS	

Month	Topic	Other Projects
	Base Station	
<b>January</b>	Ice Rescue Training	
<b>February</b>	Radio Operations	Physicals
	Base Station	Business Inspections
	EMS	
	PALS/PEPP Re-cert	
<b>March</b>	High Rise Drills	Physicals
	Haz Mat FRO	
	CQI	
	RIT/Self Rescue	
<b>April</b>	EMS	D-space Inspections
	Performance Standards	Spring Break
	Base Station	
	D-space Training	
<b>May</b>	LTCC Vent Prop	
	RT-130/WCT	
	Agreements/Strike Team	
	CQI	
	Haz Mat FRO	
	Rope Skills Verification	
	Truck Training-Set Up Skills	
<b>June</b>	Multi-Agency Wildland Drill	Annual Pump Testing
	Zephyr Crew Drill	
	EMS	
	Faller Qualification	
	Water Rescue-Review All Units	
	Haz Mat FRO-Monitors	
	Company Drills	
	CQI	



## 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.

The Fire District completed a Standards of Coverage analysis during FY 18/19. This analysis is assisting the District with 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 includes a minimum of fourteen personnel.
- An initial alarm assignment for medical aid incidents is 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 Battalion Chief, 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 complement extrication tools, rope rescue equipment.

Truck 23: 104 Aerial platform “Quint” apparatus

Brush 23: Type III engine

R-23: ALS ambulance. Battalion 20: Command Vehicle

Utility 23: Utility vehicle and snowplow

Nevada EMS trailer: Mass Casualty Incident support trailer

Breathing Air Compressor (stationary)

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

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

**Apparatus Assigned:**

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

Marine 23/123: Honda Aquatrax personal watercraft

Patrol 24: Wildland patrol and snowplow

\*Marine 24: 32’ fire boat moored on the Zephyr Cove pier

**Station 25:** Glenbrook. Staffed by a Captain, Engineer and a Firefighter or Firefighter/paramedic

**Apparatus Assigned:**

E-25: Type I engine, ILS, partial complement 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’s decontamination trailer

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

Note: Staffing levels may vary.

**Fuels Management Zephyr Crew Quarters 22:** lower Kingsbury Grade. Staffed by the Fuels Management Officer, Crew Supervisor, Crew Foreman, Acting Foreman, (5) Squad Leaders and up to (23) additional crewmembers during the height of the fire season.

**Apparatus Assigned:**

Crew Supervisor Vehicle: F350 with utility body

Crew Buggies: F550 with crew box (3)

Crew trucks: F350 pickup (5)

Chip truck: F550 with enclosed dump body

Utility truck: F550 with utility body

Flatbed truck: F350

Chippers (2)

Track chipper



## 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.

**Wildland Fire Protection** – all Fire District engines are equipped to operate in the Wildland Urban Interface (WUI). The Fire District also has two Type III (brush) engines. Initial attack capability is enhanced by the Zephyr Fire Crew which is a type II IA hand crew. The District provides resources outside of our jurisdiction based upon a variety of local, state and federal aid agreements.

**Hazardous Materials** – all Fire District line personnel are trained to the First Responder Operations level. In addition, the Fire District has eight 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, and 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 an explosive detection canine team, one heavy, one medium and two light duty robots, one heavy EOD response unit, two light EOD response units and a total containment vessel. The Tahoe Douglas Bomb Squad is a founding member of the Northern Nevada Bomb Technicians Task Force and provides hazardous device response services on a local, state and federal level.

**Technical Rescue** – the Fire District provides high and low angle rope rescue, confined space rescue, ice rescue and water rescue. Water rescue is delivered by two rescue boats and two personal watercrafts.

### **Wildland Fire and Fuels**

The Fire District provides a number of fuels management services. The Zephyr Crew creates and maintains fuel breaks around the community, operates the curbside chipping program and the Compost your Combustibles program, assists homeowners during community work days, and conducts prescribed fire activities. In addition, the Zephyr Crew is a fire suppression resource that responds both locally and nationally. 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 continued improvements of crew quarters and maintaining a high level of customer service through innovative wildfire risk mitigation strategies. The Fire District provides a number of fuels management services with the goal of modifying wildland fire behavior in and adjacent to communities so as to prevent catastrophic wildland fires. Preventing catastrophic outcomes from wildland fire requires the reduction of wildland fuels in the Wildland Urban Interface and the creation of defensible space around homes. Fuels reduction projects limit the intensity of fire and defensible space prevents fire from reaching the buildings in the community. The Fire District manages the following wildfire mitigation programs:

#### *Forest Fuels Reduction Program*

The Fire District has prioritized forest fuels reduction treatments around the communities of the fire district and treats them on an approximately 10 to 15-year rotation. The Zephyr Fire Crew will complete initial fuels reduction and forest thinning on approximately 150 acres within the Wildland Urban Interface during the 2019 field season. Additionally, the District is facing an issue of the invasive Cheat Grass and will be addressing the issue by working with Douglas County Weed Control.

#### *Prescribed Fire Program*

Slash created from forest thinning activities completed by the Zephyr Crew or completed by federal or state land managers is frequently disposed of through pile burning. The Zephyr Crew will complete approximately 150 acres of pile burning on state, local government or privately-owned land within the wildland urban interface.

Broadcast prescribed fire is used to maintain vegetation density on lands that have been thinned in prior years. The Zephyr Crew will complete approximately 20 acres of broadcast prescribed fire during the fall of 2019 or spring of 2020. These fuel breaks create a buffer around neighborhoods reducing hazardous fuels.

#### *Curbside Defensible Space Inspections*

The Fire Prevention Division inspects approximately 25 percent of the single family homes in the fire district annually for compliance with the Douglas County defensible space ordinance. In April and May of 2019 approximately 650 initial curbside inspections will be completed. Approximately 50 percent of the initial inspections will require follow-up for compliance

resulting in an additional 500 inspections. In 2018 twelve properties were cited for failure to comply with the defensible space ordinance, and this low number is also anticipated for 2019.

#### *Defensible Space Consultations*

The Fuels Management Division consults with property owners about defensible space through requested evaluations. The Fire District's forester, Zephyr Crew supervisor, Zephyr Crew foremen, fire marshal and fire inspectors meet with property owners about their defensible space and these inspectors are authorized to issue TRPA Tree Removal Permits should one be necessary to mitigate the fire hazard on the property. For the 2019 field season, all defensible space evaluations will be done electronically using iOS.

#### *Community Chipping Services*

The Zephyr Fire Crew will chip slash created when property owners remove vegetation necessary to create defensible space. The Zephyr Crew will complete approximately 100 chipping requests in 2019. The crew will also assist Lake Valley Fire District with chipping requests as necessary through an agreement with Tahoe Douglas Fire District.

#### *Community Pile Burning*

The Zephyr Crew will help homeowners with steep or difficult to access properties create defensible space by burning any slash that may be generated from the vegetation management treatment. The Zephyr Crew will burn piles on approximately 20 residential parcels in 2019.

#### *Compost your Combustibles*

The fire district partners with Heavenly Ski Resort, South Tahoe Refuse, Tahoe Village, and F&B Services to allow homeowners to dump pine needles and slash at Heavenly's Boulder Lodge parking lot from Memorial Day through the July 4<sup>th</sup> weekend. Compost your Combustibles typically results in the removal and disposal of 500 tons of slash and pine needles from defensible space activities.

#### *Community Work Days*

The Zephyr Crew will visit the eight regions composing the fire district on consecutive weekends and assist homeowners who are creating defensible space. On each of the eight weekends, the Zephyr Crew canvases the neighborhoods and stops for any homeowner who requests help. The Zephyr Crew also blankets the neighborhoods and chips any slash piles left roadside. The project provides a single weekend for every resident where they Zephyr Fire Crewmembers will cut brush, small trees or assist homeowners with lifting materials up steep slopes where the slash can be disposed of. In 2019, each of the eight regions in the fire district will be allocated a two-day weekend for Community Work Day assistance.

#### *Fire Adapted Communities Development*

The fire district is currently working with the Tahoe Resource Conservation District on the development of the Tahoe Network of Fire Adapted Communities and will become operational in 2019.

### **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 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.

The Tahoe Douglas Fire Protection District is committed to protecting our community from the impacts of fires and other emergencies. The Fire Prevention Bureau achieves this goal by implementing strategies in accordance with the NFPA Fire Safety Concepts Tree. Accordingly, we will strive to prevent fires and other emergencies from occurring. One focus will be to educate our community about how to prepare for, prevent, and if necessary, react to fires, medical emergencies, and other life or property-threatening situations. The other major focus will be the life safety inspection program. The fire and life safety plan review and inspection program will serve as both an educational tool and a means to ensure that fire hazards are abated and engineered fire resistance and protection systems are maintained.

The Tahoe Douglas Fire Protection District is committed to our Fire and Life Safety Inspection Program. All occupancies will be inspected annually with the exception of R-3s, and R-2s with less than 5 units. Occupancies will be inspected in accordance with the currently adopted editions of the International Fire and Building Codes.

The International Wildland Urban Interface (WUI) code has been adopted by the Nevada Fire Marshal. We will also strive to provide educational materials and defensible space evaluations to every member of the community. Every residence in the district is on a 4-year cycling rotation to be evaluated for code compliance with necessary follow up and enforcement. Fire Prevention will also assist the community by issuing TRPA tree removal permits for trees that create a fire threat to surrounding structures.

The plan review process is a key component to public and firefighter safety. Plan reviews are categorized by level, based upon the review requirements. Level One plan reviews are “pre-TRPA” plan review. In this review, fire department access, fire-flow, vegetation clearances, and roofing/siding materials are reviewed. Level Two plan reviews are for single-family residential structures. In this level of review, smoke alarm coverage and placement is evaluated. This level can be combined with the Level One review at the project proponent’s discretion. Level Three plan review is conducted on commercial projects, tenant improvements, multi-family dwellings and for fire protection systems. A fee is charged for Level Three plan review in accordance with the Fire District’s Plan Review Fee Schedule. On Level Three plan reviews, several inspections usually accompany the project to completion to verify code compliance. The Fire Prevention Bureau will work with the Building Official and Douglas County in the adoption of new editions of the International Codes.

Special Events can pose significant risks to the public and firefighters. A high priority will be to process permits outlining safety measures to be taken and code requirements, then to inspect venues for occupancy and safety standards when set up, and often times during the event itself.

All fires occurring in the Fire District shall be investigated. Responsibility for scene preservation and initial origin and cause investigation begins at the Captain level. The first due Captain shall have initial investigation responsibility. Depending on the complexity of the fire, an individual Captain may conduct the investigation, or request assistance from other Captains, a Chief Officer or the Fire Prevention Bureau at any stage of the investigation. The EOD unit may also be requested to provide support for the investigation. The Fire Prevention Bureau shall be notified of all fires occurring within the Fire District, and under no circumstances shall a building be released back to the responsible party, or demolished, prior to the notification of the Fire Prevention Bureau. The State Fire Marshal shall be notified in fires resulting in large property loss, serious injury or death. Wildland fires shall be investigated by a member who is qualified as an INV-F. The Fire District will seek opportunities to allow Captains to maintain competency in fire origin and cause investigation skills.

To address community-wide risks, Disaster Preparedness materials will be made available to all district residents. *Living with Fire: A Guide for the Homeowner* will continue to be the standard educational program for educating the public on living in a fire prone community and providing guidance on the prevention of catastrophic wildfire. This program focuses on living in wildland urban interface areas and how to create a defensible space by managing the types of vegetation and other combustibles that are in the near-home environment.

Public Outreach and Education is an ongoing priority. This year a goal will be to develop social media components to round out a robust safety public relations plan. We want to make ourselves available with a safety message on various platforms that will be both cost effective and result based. We would like to develop Facebook and Twitter along with a YouTube channel to provide information and education to our residents and visitors. We will also utilize conventional outlets such as radio, cable, and newspapers. We will utilize National Campaigns and Safety messages to promote Tahoe Douglas Fire Prevention and reduce community risk.

**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 Wildland Fire and Fuels sections of the [www.tahoefire.org](http://www.tahoefire.org) website focus 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.
- Aerial and ground ladders are 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.

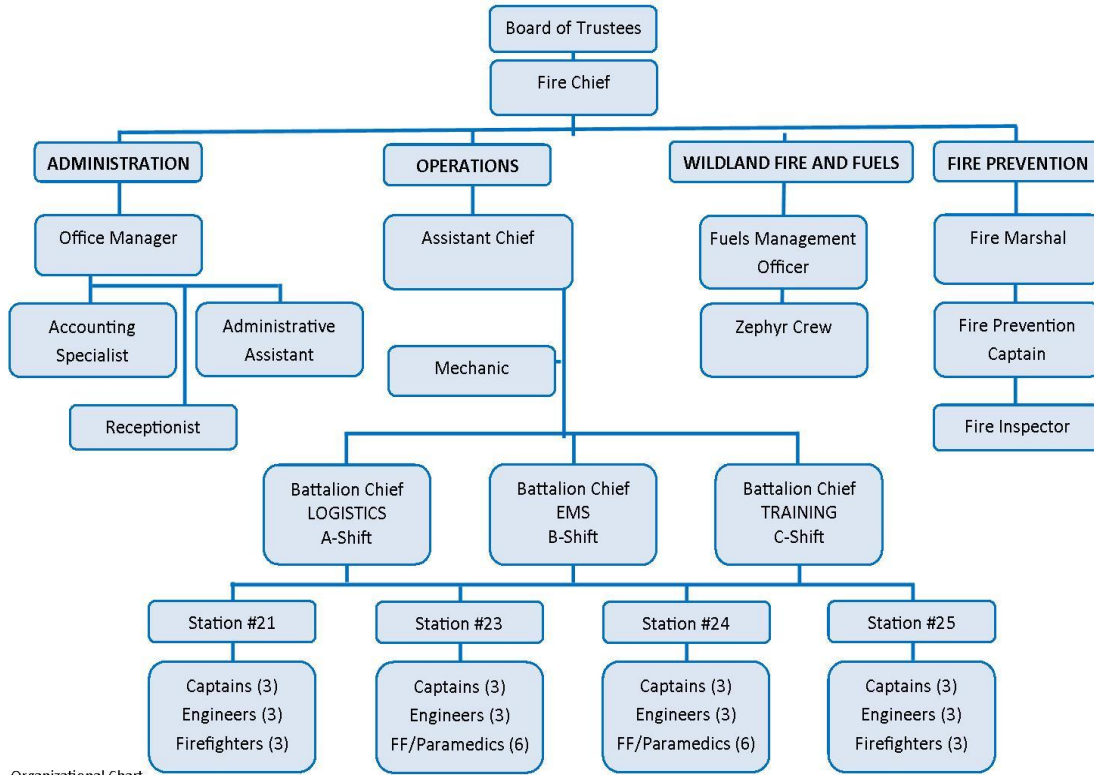
Training requirements for the services provided by the Fire District are found within the Career Development Guide.



# III. ADDENDUM

## Organizational Charts

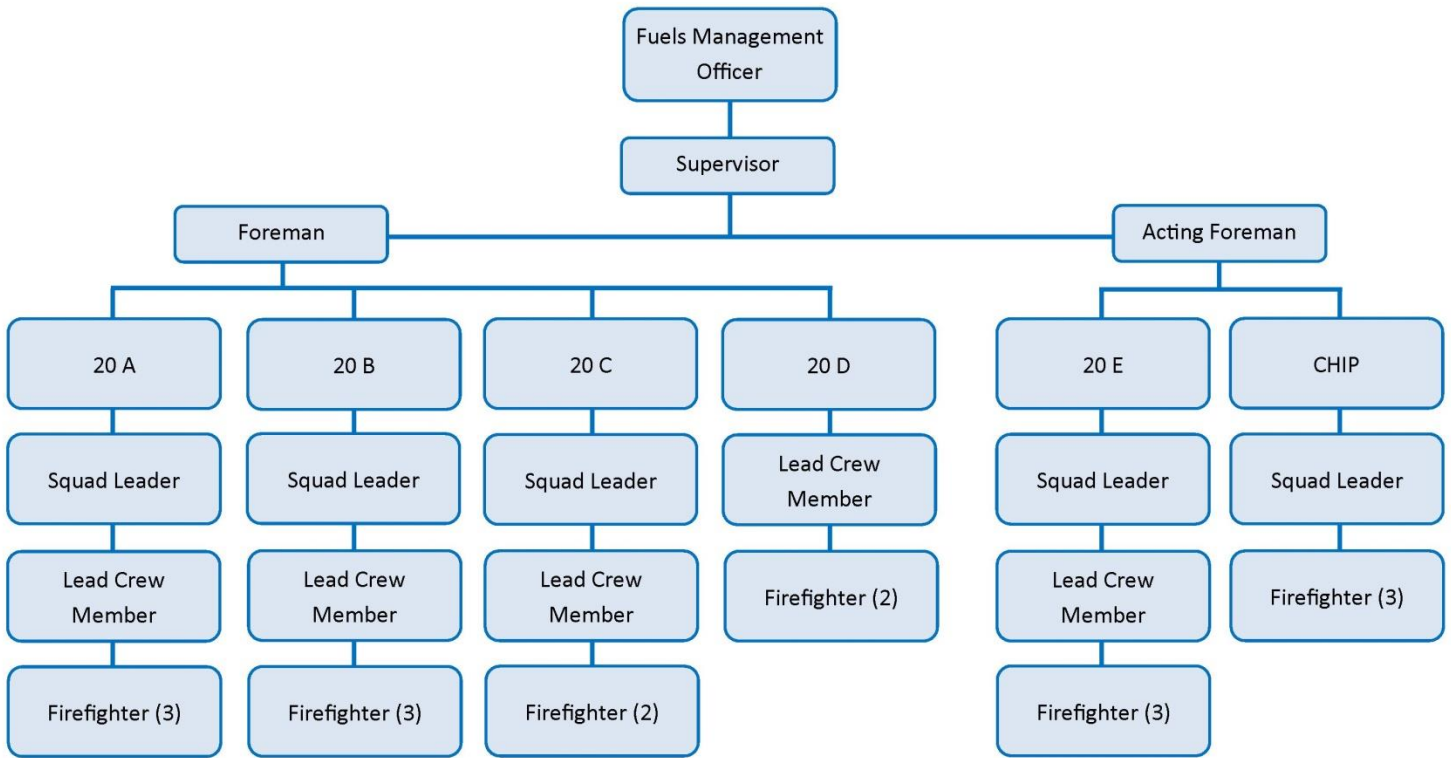
TAHOE DOUGLAS FIRE PROTECTION DISTRICT ORGANIZATIONAL CHART  
FY 2019-20



Organizational Chart  
Tahoe Douglas Fire Protection District

07-2019

TAHOE DOUGLAS FIRE PROTECTION DISTRICT ORGANIZATIONAL CHART  
WILDLAND FIRE AND FUELS



Organizational Chart  
Tahoe Douglas Fire Protection District  
Wildland Fire and Fuels

07-2019

TAHOE DOUGLAS FIRE PROTECTION DISTRICT ORGANIZATIONAL CHART  
EXPLOSIVE ORDNANCE DISPOSAL

