



**TAHOE DOUGLAS FIRE PROTECTION DISTRICT**

**STRATEGIC PLAN**

**2014 - 2017**



# Executive Summary

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The 2014 Strategic Plan represents a departure from the Fire District's traditional strategic planning process. Strategic Planning has been an institution at the Fire District for over a decade; however, the historical process had become stale and had grown to include an annually revised Strategic Plan Document that was in excess of one hundred pages. Many within the organization found this document to be unapproachable and difficult to digest.

Beginning in early 2012, a team from the Fire District developed a vision for a new strategic planning process that would include all interested members of the organization and result in a document that was truly strategic in nature.

In late spring of 2012 a consultant was retained for a strategic planning workshop. Members of all ranks and from every division participated in this workshop. As a result of the organizational analysis conducted the following areas of focus were identified:

- Workforce Excellence
- Honor and Traditions
- Building Credibility
- Effective Communication
- Community Outreach
- Organizational Effectiveness

Teams were then formed to develop goals, strategy statements, action statements and timelines to address these areas of focus.

The results were aggregated into the 2014 Strategic Plan. This plan has an easy read format. Importantly, the format of the plan will allow and encourage frequent review to ensure that we are collectively working to achieve the goals within the plan.

The resulting plan will allow us to continue to support the mission of the Fire District and provide the highest level of service to the public while building and supporting our employees.

The Fire District's previous strategic plans included a great deal of information that is important to the members of the Fire District, but tertiary to the actual plan. This information has been moved to an Annual Operating Plan and the Career Development Guide. Other freestanding documents, such as job descriptions will reside in the Fire District's records management system library.

The following plan belongs to both the employees and customers of the Fire District, please review it often, provide honest feedback and embrace our mission, vision and values.

Ben Sharit, Fire Chief



# MISSION STATEMENT

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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

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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

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**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

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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

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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.



## 2014 Strategic Plan

### Workforce Excellence - Team Leader Antti

**I. Goal:** Formalize a Workforce Excellence Program

**Goal Statement:** The Tahoe Douglas Fire District will utilize a recruitment, selection and training process which will provide the Fire District with employees who possess the knowledge, skills and abilities to effectively carry out the mission of the Fire District.

**Goal Statement:** The Fire District will provide members of the department with training and development opportunities that will allow the employee to develop and maintain knowledge, skills and abilities to safely and effectively perform their required duties and to be well prepared for career advancement opportunities.

**Outcome:** Maintain a workforce of highly skilled and professional emergency response personnel to serve the public.

**Strategy Statement:** Select, promote and retain employees that meet the standards of the Fire District.

**Action Statement:** Utilization of the regional consortium for recruitment, testing and training of new employees. Develop a standardized recruitment and selection process to use when the consortium is not available.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2013-14 – June 2014

**Responsibility:** Administration

**Action Statement:** Develop a recruit training manual.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2013-14 – June 2014

**Responsibility:** Training Division

**Action Statement:** Provide promotional academy that reflects current practices and testing procedures for prospective candidates for the positions of engineer, captain and battalion chief.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2013-14 – June 2014

**Responsibility:** Training Division

**Action Statement:** Develop clearly defined requirements and testing standards for employee advancement.

**Time Frame:** 3<sup>rd</sup> Quarter – FY 2013-14 – February 2014

**Responsibility:** Training Division

**Strategy Statement:** Provide uniform and consistent training.

**Action Statement:** Evaluate current performance standards and Best Practices, confirm validity and rewrite/create standards and practices that reflect current Fire District staffing, equipment and procedures.

**Time Frame:** 2<sup>nd</sup> Quarter - FY 2014-2015 - September 2014

**Responsibility:** Training Division

**Action Statement:** Creation of a comprehensive training manual.

**Time Frame:** 4<sup>th</sup> Quarter - FY 2014-2015 – June 2015

**Responsibility:** Training Division

**Action Statement:** Completion of individual and company level skills testing across all disciplines (i.e. rope tech).

**Time Frame:** 3 years - 2017

**Responsibility:** Training Division

**Action Statement:** Captains and battalion chiefs receive instructor development training.

**Time Frame:** 3 years - 2017

**Responsibility:** Training Division

**Strategy Statement:** Identify and promote internal skills and abilities.

**Action Statement:** Identify employee interests and skills early in career to enhance and encourage employee participation in special projects.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2013-14 – June 2014

**Responsibility:** Company and Chief Officers

**Action Statement:** Establish clear understanding of project participation requirements for volunteer as well as assigned collateral duties (expectations).

**Time Frame:** 4<sup>th</sup> Quarter – FY 2013-14 – June 2014

**Responsibility:** Administration

**Strategy Statement:** Foster crew cohesiveness.

**Action Statement:** Provide periodic team building exercises (crew, shift and department).

**Time Frame:** 4<sup>th</sup> Quarter – FY 2013-14 – June 2014 with periodic repeat.

**Responsibility:** Company and Chief Officers

**Action Statement:** Identify and resolve barriers to crew continuity (rotation and shift/station assignments).

**Time Frame:** 4<sup>th</sup> Quarter – FY 2013-14 – June 2014

**Responsibility:** Company and Chief Officer

**Strategy Statement:** Provide continuous mentorship and succession planning.

**Action Statement:** Provide clear and relevant job descriptions for all ranks. Ensure job descriptions meet current requirements and expectations.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2013-14 – June 2014

**Responsibility:** Administration

**Action Statement:** Provide training at all levels for career development.

**Time Frame:** 2<sup>nd</sup> Quarter - FY 2014-2015 - September 2014

**Responsibility:** Company and Chief Officers

**Action Statement:** Establish clear expectations for conducting employee evaluations and career counseling.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2013-14 – June 2014

**Responsibility:** Company and Chief Officers

**Strategy Statement:** Delegation of Authority with Responsibility and trust.

**Action Statement:** Assign/delegate projects with clear understanding of employee hierarchy, levels of authority and expectations of the end result.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2013-14 – June 2014

**Responsibility:** Administration





## 2014 Strategic Plan

### Honor/Tradition - Team Leader C. Peterson

**li. Goal:** Honor and preserve relevant fire service traditions

**Goal Statement:** To seek avenues to honor, preserve and maintain fire service traditions that are relevant to the Tahoe Douglas Fire Protection District and its values.

**Outcome:** Important traditions within the Tahoe Douglas Fire Protection District will be readily apparent to the members of the Fire District and to the public when they visit our stations.

**Strategy Statement:** Establish and maintain TDFPD identity that is visible on our stations and apparatus.

**Action Statement:** Develop a departmental logo/slogan for each station and apparatus.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2013-14 – June 2014

**Responsibility:** Line personnel and administration

**Strategy Statement:** Encourage and support employee participation in Honor Guard.

**Action Statement:** Develop an honor guard program and policies.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2013-14 – June 2014

**Responsibility:** Line personnel and administration

**Action Statement:** Support department personnel to participate in an honor guard academy.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2013-14 – June 2014

**Responsibility:** All TDFPD employees

**Strategy Statement:** Encourage patriotism in the Fire District through prominent American flag displays

**Action Statement:** Establish ways to display flags or flag decals on apparatus.

**Time Frame:** 3<sup>rd</sup> Quarter – FY 2013-14 – March 2014

**Responsibility:** Mechanic and administration

**Strategy Statement:** Preserve Tahoe Douglas history through the creation of historical archives.

**Action Statement:** Develop electronic scrapbook for all stations.

**Time Frame:** 3 Years - 2017

**Responsibility:** Line personnel and administration





## 2014 Strategic Plan

### Building Credibility – Team Leader Nalder

**III. Goal:** Building Credibility

**Goal Statement:** Create a culture of trust, teamwork and respect in and within the Department that is based on consistency, fair standards and a positive environment.

**Outcome:** The department will have a respectful open and honest culture that will allow it to focus on its mission to the community

**Strategy Statement:** Identify ethical and moral business practices.

**Action Statement:** Implement a collative process for the review and implementation of development of policies and standards.

**Time frame:** 3<sup>rd</sup> Quarter - FY 2014-2015 - February 2015

**Responsibility:** Strategic Plan Committee

**Action Statement:** Establish methods to acquire constructive input from employees and the public in regard to policy and standards.

**Time Frame:** 3<sup>rd</sup> Quarter - FY 2014-2015 - February 2015

**Responsibility:** Strategic Plan Committee

**Action Statement:** Establish a communications framework which helps employees understand the need for specific policies or standards.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2014-15 – June 2015

**Responsibility:** Strategic Plan Committee



**Strategy Statement:** Establish core values in a manner which allows for the input of all employees so that all employees have the opportunity to have ownership in these values.

**Action Statement:** Evaluate current values and see if they are still valid and use a survey to all employees to identify other core values.

**Time Frame:** 1<sup>st</sup> Quarter – FY 2014-15 – October 2014

**Responsibility:** Committee of staff and line personnel

**Action Statement:** Train supervisors to use the spirit of the Fire District’s core values to mentor or coach employees on desired behaviors.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2014-15 – June 2015

**Responsibility:** Staff

**Strategy Statement:** Train supervisors in their role of fostering personal and professional growth within the department.

**Action Statement:** Educate supervisors on their roles of leader, manager and mentor by offering additional leadership training opportunities.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2013-14 – June 2014

**Responsibility:** Training Division

**Strategy Statement:** Develop a standard of discipline document that is fair and consistent.

**Action Statement:** Identify Standards of Behavior, both on duty and off duty.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2014-15 – June 2015

**Responsibility:** Committee of Staff and Union

**Action Statement:** Develop a penalty guide that addresses behavior violations but includes allowance for mitigating and aggravating circumstances.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2014-15 – June 2015

**Responsibility:** Committee of Staff and Union

**INTEGRITY**  
**PROFESSIONALISM**  
**SENSITIVITY**  
**COOPERATION**  
**VITALITY**



## 2014 Strategic Plan

### Effective Communication - Team Leader Pratt

**IV. Goal:** Effective Communication

**Goal Statement:** Disbursement of vital information throughout the organization in a concise manner.

**Outcome:** A fire department that has a simple transparent delivery system of information through the chain of command process

**Strategy Statement:** Centralize information location

**Action Statement:** Implement periodic officers meetings in which all captains meet with the chief officers.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2014-15 – June 2015

**Responsibility:** Administration

**Strategy Statement:** Implement a 360 degree survey of perceived health and direction of the Fire District.

**Action Statement:** Develop method for constructive criticism and input to be given and received.

**Time Frame:** 3 years - 2017

**Responsibility:** Administration and line personnel

**Action Statement:** Following implementation of 360 evaluation of Fire District, establish a small working group consisting of management and labor representatives to analyze the evaluation and develop recommendations for improvement.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2013-14 – June 2014

**Responsibility:** Committee of Staff and Union





## 2014 Strategic Plan

### Community Outreach - Team Leader Cranch

**V. Goal:** Community Outreach

**Goal Statement:** To strengthen our community bond and make our community safer, through quality public education, awareness, and interaction.

**Outcome:** The Tahoe Douglas Fire Protection District will deliver consistent safety messages through educational channels, identify with the public, and become well known within the community for high quality service.

**Strategy Statement:** Improve current public education program through 5<sup>th</sup> grade.

**Action Statement:** Identify consistent safety messages for students in Preschool through 5<sup>th</sup> grade.

**Time Frame:** 1<sup>st</sup> Quarter – FY 2014-15 – September 2014

**Responsibility:** Fire Prevention and Public Education

**Action Statement:** Review, revise and organize current presentations and curricula for each student group.

**Time Frame:** 1<sup>st</sup> Quarter – FY 2014-15 – September 2014

**Responsibility:** Fire Prevention and Public Education

**Action Statement:** Purchase branding merchandise consistent with safety message and presentation.

**Time Frame:** 2<sup>nd</sup> Quarter – FY 2014-15 – December 2014

**Responsibility:** Fire Prevention and Public Education

**Action Statement:** Create an annual calendar of public education events and develop an instructor list (5).

**Time Frame:** 2<sup>nd</sup> Quarter – FY 2014-15 – December 2014

**Responsibility:** Fire Prevention and Public Education

**Strategy Statement:** Develop public education program for 6-12 grades.

**Action Statement:** Identify safety messages appropriate for student groups.

**Time Frame:** 3<sup>rd</sup> Quarter – FY 2014-15 – March 2015

**Responsibility:** Fire Prevention and Public Education

**Action Statement:** Develop presentations and curricula for each student group.

**Time Frame:** 3<sup>rd</sup> Quarter – FY 2014-15 – March 2015

**Responsibility:** Fire Prevention and Public Education

**Action Statement:** Identify local service agencies willing to collaborate with the Fire District in public education activities.

**Time Frame:** 2<sup>nd</sup> Quarter – FY 2014-15 – December 2014

**Responsibility:** Fire Prevention and Public Education

**Strategy Statement:** Evaluate, implement and manage a fresh public awareness, education plan.

**Action Statement:** Organize all current public education and public awareness activities on a Master calendar.

**Time Frame:** 3<sup>rd</sup> Quarter – FY 2013-14 – March 2014

**Responsibility:** Fire Prevention and Public Education

**Action Statement:** Create curricula in ERS library for each outreach activity.

**Time Frame:** 3<sup>rd</sup> Quarter – FY 2014-15 – March 2015

**Responsibility:** Fire Prevention and Public Education



**Action Statement:** Identify future opportunities for public awareness.

**Time frame:** 3 years -2017

**Responsibility:** Fire Prevention and Public Education

**Strategy Statement:** Open communications channels seeking feedback from the community and service recipients.

**Action Statement:** Identify and implement face-to-face public interaction opportunities.

**Time Frame:** 3<sup>rd</sup> Quarter – FY 2014-15 – March 2015

**Responsibility:** Fire Prevention and Public Education

**Action Statement:** Research other programs for gathering measurable public feedback.

**Time Frame:** 3<sup>rd</sup> Quarter – FY 2014-15 – March 2015

**Responsibility:** Fire Prevention and Public Education

**Strategy Statement:** Develop electronic/social media as an educational and public outreach tool.

**Action Statement:** Model successful methodologies for effective use of Fire District Facebook and Twitter accounts.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2014-15 – June 2015

**Responsibility:** Fire Prevention and Public Education

**Action Statement:** Market internally and externally the who, what and where of the *Facebook* and *Twitter* programs.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2014-15 – June 2015

**Responsibility:** Fire Prevention and Public Education

**Action Statement:** Research, fund and develop a more effective website.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2014-15 – June 2015

**Responsibility:** Fire Prevention and Public Education







## 2014 Strategic Plan

### Organizational Effectiveness - Team Leader Nalder

**VI. Goal:** Organizational Effectiveness

**Goal Statement:** To honor the public trust by exceeding their emergency service expectations while ensuring efficient use of resources in a cost effective manner.

**Outcome:** The Tahoe Douglas Fire District will be a benchmark organization in the region for our All Risk, Fire and Life Safety services provided by the safest, most efficient use of our resources.

**Strategy Statement:** Identify current community service needs and evaluate current department programs.

**Action Statement:** Utilize the Board of Trustees to poll the community on current service perceptions and expectations.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2014-15 – June 2015

**Responsibility:** TDFPD Fire Board

**Action Statement:** Complete Standards of cover analysis.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2014-15 – June 2015

**Responsibility:** Standards or Cover Committee

**Action Statement:** Identify optimal resource deployment that is consistent with community expectations and available financial resources.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2014-15 – June 2015

**Responsibility:** Standards of Cover Committee

**Strategy Statement:** Strengthen current revenue streams and develop new ways of obtaining revenue.

**Action Statement:** Investigate ways to expand our services to a larger service area.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2014-15 – June 2015

**Responsibility:** Committee of staff, line and trustees

**Action Statement:** Train our personnel to a level that we can generate revenue for their services, i.e.: wildland.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2014-15 – June 2015

**Responsibility:** Training Division

**Action Statement:** Work with regional partners to realize economies of scale when making purchases and to eliminate duplication of effort.

**Time Frame:** 3 years -2017

**Responsibility:** Staff

**Strategy Statement:** Investigate opportunities presented by regionalization

**Action Statement:** Partner with other agencies in our region to identify service gaps.

**Time frame:** 4<sup>th</sup> Quarter – FY 2014-15 – June 2015

**Responsibility:** Standards of Cover committee

**Action Statement:** Coordinate and promote quality educational/certification tracks with regional partners.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2014-15 – June 2015

**Responsibility:** Training Division

**Action Statement:** Coordinate and promote regional training activities to reduce costs and ensure common practices.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2014-15 – June 2015

**Responsibility:** Training Division

**Action statement:** Implement regional best practices for emergency scene operations to insure safe, efficient operations.

**Time Frame:** 4<sup>th</sup> Quarter – FY 2014-15 – June 2015

**Responsibility:** Staff

**Action Statement:** Investigate implications of consolidation and potential impact on level of service to our taxpayers

**Time frame:** 3-5 years

**Responsibility:** Standards of Cover Committee

