

## TAHOE DOUGLAS FIRE PROTECTION DISTRICT

### **STRATEGIC PLAN**

## 2014 - 2017



## **Executive Summary**

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

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

# VISION STATEMENT

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

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

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



## ORGANIZATIONAL VALUES

#### **INTEGRITY** is the core of our work.

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

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

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

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

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

It is striving for quality, timeliness and excellence in our services to the community.

It is to continually educate and evaluate ourselves and the organization to meet challenges and opportunities facing the Community and the Fire District.

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

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

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

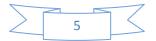
It is being approachable, listening and learning from information gained to develop programs and make sound judgments.

It is anticipating needs before they become problems.

It is encouraging ideas and participation from all sources.

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

It is treating fellow employees as customers.



**COOPERATION** is using our combined resources to provide services.

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

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

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

**VITALITY** is the spirit behind all our efforts.

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

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

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



# FIREFIGHTER'S OATH

I do solemnly swear....

That I will bear true faith and allegiance to the United States of America,

The State of Nevada and the people of Douglas County, serving them honestly and faithfully.

I will uphold the constitutions of the United States and of the State of Nevada,

Obeying the orders of all officials and officers appointed over me according to the law.

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

I will uphold the values, ethics, and image portrayed by our great organization,

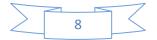
And hold my fellow Firefighters and Officers to those standards.



## FIREFIGHTER CODE OF ETHICS

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

- Always conduct myself, o n 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.



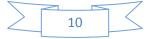
- Never propose or accept personal rewards, special privileges, benefits, advancement, honors or gifts that may create a conflict of interest, or the appearance thereof.
- Never engage in activities involving alcohol or other substance use or abuse that can impair my mental state or the performance of 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.





#### Workforce Excellence - Team Leader Antti

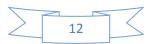
I. Goal:		Formalize a Workforce Excellence Program		
Goal Stateme	nt:	The Tahoe Douglas Fire District will utilize a recruitment, selection and training process which will provide the Fire District with employees who possess the knowledge, skills and abilities to effectively carry out the mission of the Fire District.		
Goal Stateme	nt:	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 State	ement:	Select, promote and retain employees that meet the standards of the Fire District.		
Action Staten	nent:	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 trai	ning 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 compre	ehensive training manual.
	Time Frame:	4 <sup>th</sup> Quarter - FY 2014-2015 – June 2015
	Responsibility:	Training Division
Action Statement:	ent: Completion of individual and company level skills testing across al 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	e 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 cohesive	eness.
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 I (rotation and shift/st	barriers to crew continuity ration 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.

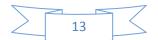
**Responsibility:** Company and Chief Officers

- **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







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

li.	Goal:	Honor and preserve relevant fire service traditions	
Goal St	atement:		ues to honor, preserve and maintain fire service t are relevant to the Tahoe Douglas Fire Protection s values.
Outcor	ne:	District will be	ditions within the Tahoe Douglas Fire Protection e readily apparent to the members of the Fire o the public when they visit our stations.
Strate	gy Statement:	Establish and maintain TDPFD identity that is visible on our stations and apparatus.	
Action	Statement:	Develop a departmer	ntal logo/slogan for each station and apparatus.
		Time Frame:	4 <sup>th</sup> Quarter – FY 2013-14 – June 2014
		Responsibility:	Line personnel and administration
Strate	gy 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	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.

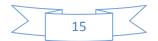
Action Statement: Develop electronic scrapbook for all stations.

Time Frame: 3 Years - 2017

Responsibility:

Line personnel and administration

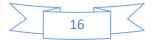






### **Building Credibility – Team Leader Nalder**

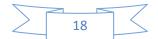
III. Goal:	<b>Building Credibility</b>		
Goal Statement:	Create a culture of trust, teamwork and respect in and within the Department that is based on consistency, fair standards and a positive environment.		
Outcome:	The department will have a respectful open and honest culture that will allow it to 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 o 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:		ies and see if they are still valid and use a survey to ntify other core values.
	Time Frame:	1 <sup>st</sup> Quarter – FY 2014-15 – October 2014
	Responsibility:	Committee of staff and line personnel
Action Statement:	•	use the spirit of the Fire District's core values to ployees 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:	Attion Statement:Develop a penalty guide that addresses behavior violations but includes allowance for mitigating and aggravating circumstances.Time Frame:4th Quarter – FY 2014-15 – June 2015Responsibility:Committee of Staff and Union	



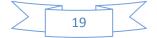
INTEGRITY PROFESSIONALISM SENSITIVITY COOPERATION VITALITY





### **Effective Communication - Team Leader Pratt**

IV.	Goal:	Effective Communica	tion	
Goal St	Statement: Disbursement of vital information throughout the or a concise manner.		information throughout the organization in	
Outcor	ne:	A fire department that has a simple transparent delivery system of information through the chain of command process		
Strateg	gy 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	
Strateg	y Statement:	Implement a 360 deg Fire District.	ree survey of perceived health and direction of the	
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	ction Statement: Following implementation of 360 evaluation of Fire District, of small working group consisting of management and labor rep to analyze the evaluation and develop recommendations for improvement.		consisting of management and labor representatives	



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

**Responsibility:** Committee of Staff and Union

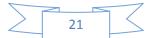




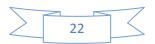


#### **Community Outreach - Team Leader Cranch**

V.	Goal:	Community Outreach		
Goal St	tatement:	To strengthen our community bond and make our community safer, through quality public education, awareness, and interaction.		
Outcor	ne:	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.		
Strateg	gy Statement:	Improve current publ	ic 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 ea 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 messag presentation.		
		Time Frame:	2 <sup>nd</sup> Quarter – FY 2014-15 – December 2014	
		Responsibility:	Fire Prevention and Public Education	

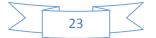


Action Statement:	Create an annual calendar of public education events and develop an instructor list (5).	
	Time Frame:	2 <sup>nd</sup> Quarter – FY 2014-15 – December 2014
	Responsibility:	Fire Prevention and Public Education
Strategy Statement:	Develop public educa	ation program for 6-12 grades.
Action Statement:	Identify safety messa	ges 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 presentation	ns 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 impleme	ent 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 progr	rams 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:4th Quarter - FY 2014-15 - June 2015Responsibility:Fire Prevention and Public EducationAction Statement:Research, fund and develop a more effective website.

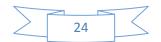
**Time Frame:** 4<sup>th</sup> Quarter – FY 2014-15 – June 2015

**Responsibility:** 

Fire Prevention and Public Education



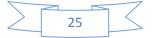




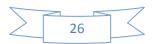


### Organizational Effectiveness - Team Leader Nalder

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 communexpectations 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 ar 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



