

TAHOE DOUGLAS FIRE PROTECTION DISTRICT



STRATEGIC PLAN 2012

STRATEGIC PLAN 2012

**FOR THE
TAHOE DOUGLAS
FIRE PROTECTION DISTRICT**

Lake Tahoe, Nevada

Fire Chief
Guy LeFever

Board of Trustees
Brad Dorton
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**THE FOLLOWING DOCUMENT IS
TO BE VIEWED ONLY AS A
GUIDELINE AND NOT A POLICY**

ONLY THE BOARD OF TRUSTEES APPROVED
“RULES AND REGULATIONS”, “POLICIES AND PROCEDURES”,
AND THE BOARD AND THE UNION APPROVED “UNION CONTRACT”
DICTATE POLICY

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Executive Summary

2012

The Tahoe Douglas Fire Protection District was formed in 1946 to meet the expectations of the community to guard against the threat of fire in the wildland urban interface. The challenge of meeting those expectations are dynamic which tasks us to be more innovative to respond through a professional, highly-trained, well equipped organization in those expected services with concern for the well being of our personnel.

It is through these efforts we strive to become a full service district that embraces the respect of the community and support of our citizens.

This is the thirteenth edition of our Strategic Plan. This Plan is intended to show how we are adapting to the changing future of the fire service and how we provide those services.

The wildland/fuels reduction efforts are now being identified in each edition of the strategic plan. As the years pass, this new service and fund must remain transparent with regards to revenue and expenditures relating to fuels reduction program.

Funding challenges will be addressed in this Strategic Plan to reflect revenues and expenditures, as far out as is reasonable in an effort to maintain a consistent level of service we are committed to provide.

This Strategic Plan will begin with fiscal year 2012 and continue over the next four fiscal years after that. The Fire District's resources are clarified in one of three categories; Physical Resources (stations and apparatus), Human Resources, and Financial Resources.

This Strategic Plan is intended to be a tool or a guide to outline a direction we as an organization are headed. Like any Plans, Mission, Vision and Values will be impacted by undetermined or unforeseen circumstances beyond our control requiring us to adapt and overcome as we proceed into the future. Together as an organization we can accomplish what we set our minds to accomplish.

Sincerely,

Guy E. LeFever
Fire Chief

MISSION STATEMENT

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

VISION STATEMENT

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

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

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

ORGANIZATIONAL VALUES

INTEGRITY is the core of our work.

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

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

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

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

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

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

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

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

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

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

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

It is anticipating needs before they become problems.

It is encouraging ideas and participation from all sources.

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

It is treating fellow employees as customers.

COOPERATION is using our combined resources to provide services.

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

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

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

VITALITY is the spirit behind all our efforts.

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

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

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

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.

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.

STATIONS/STAFFING/APPARATUS PRESENT AND FUTURE

FIRE STATION #1 KINGSBURY

Fire Station #1 is staffed with a minimum of three personnel: Captain, Engineer, and Firefighter. When staffing drops from 11 to 10 personnel, Station #1 will be staffed with two personnel, a Captain and Engineer. At least one of the assigned personnel is certified to an Intermediate Life Support (ILS) level as the Engine Company provides ILS care including IV, advanced airway, limited medications, and cardiac defibrillation. All District personnel are certified as EMT-D's, having been trained in the use of semi-automatic defibrillators. A Firefighter/Paramedic and an ALS ambulance may also be housed at Station #1 during the winter months to enhance operational effectiveness.

The station presently houses one Type-I Engine, one type-III Brush Engine, and a patrol unit. The services provided include all types of fire suppression, E.M.S. at intermediate level, rope rescue, and vehicle extrication. This fire station was constructed in 2001, replacing the previous station.

FIRE STATION #3 ROUND HILL

Fire Station #3 is staffed with a minimum of four line personnel: Captain, Engineer, and two Firefighter/Paramedics. This station also houses the District's administrative offices. Administration positions include Fire Chief, Assistant Chief-Administrative, Assistant Chief-Fire Marshal, Inspector, Forester, and two Administrative Assistants.

The station presently houses one type-I engine, two advanced life support ambulances (one front line and one reserve), the ladder truck and one utility vehicle. The rope rescue equipment from Engine-4 was relocated to Engine-3.

Fire Station #3 provides all types of fire suppression, A.L.S. medical response, rope rescue, ice rescue, and water rescue.

FIRE STATION #4 ZEPHYR COVE

Fire Station #4 is staffed with two to four personnel: a Captain and an Engineer and up to two Firefighter/Paramedics. The station presently houses one type-1 engine and an ALS ambulance may be staffed from this station based on time of year and staffing level. Marine-4 is housed in Station-4 during the winter months when it is not moored in Bitler's Marina. The District's Vehicle Maintenance Shop is next to Fire Station #4 and the mechanic has a utility vehicle. Station-4 currently houses the district's battalion chief's office, sleeping quarters, and command vehicle. As of April 1, 2011, Engine-4 was taken out of service due to staffing reductions from 12 personnel per day to 11 personnel per day with a minimum staffing of 10 per day.

FIRE STATION #5 GLENBROOK

Fire Station #5 is staffed with a minimum of two to three personnel: a Captain, Engineer, and Firefighter. When staffing drops from 12 to 11 personnel, Station #5 will be staffed with two personnel, a Captain and Engineer. At least one of the assigned personnel is certified to an Intermediate Life Support (I.L.S.) level as the Engine Company provides I.L.S. care including I.V., advanced airway, limited medications, and cardiac defibrillation. All District personnel are certified as EMT-D's, having been trained in the use of semi-automatic defibrillators.

The station presently houses one type-1 engine, the water tender, the E.O.D. Unit, one hazardous materials response trailer, a Multi-casualty Incident Trailer provided by the State of Nevada, and one patrol unit. Fire Station #5 provides all types of fire suppression, I.L.S. medical response, rope rescue, ice rescue, and vehicle extrication.

HUMAN RESOURCES

Following are breakdowns of how the organization will be staffed including each rank's duties and responsibilities and the required and desired qualifications. Additional positions not mentioned may be added as necessary. Due to continuing declines in annual revenues, and in order to provide the best possible service delivery while accounting for crew safety, current plans for FY 2011/12 call for the reduction of minimum daily staffing for fire suppression and EMS calls from 12 personnel per day to 10 beginning April 1, 2011. At 10-person staffing, Station #5 will be staffed with two personnel on an ILS engine, Station-4 will be staffed with two personnel on an ALS Ambulance (engine-4 was taken out of service), Station #3 will be staffed with four personnel, two on an ILS engine and two an ALS ambulance, and Station #1 will be staffed with two personnel on an ILS engine. The Administrative/Assistant Fire Chief is covering the vacant position for the C-Shift Battalion Chief. As revenues allow, staffing and station coverage will be adjusted to maintain service delivery. The required qualifications for all ranks are necessary at the time of appointment to the position, not at the time the promotional exams are administered, unless otherwise specified. Also included are the organizational breakdown and a non-traditional conceptual organization chart that shows all fire district functions and activities revolving around customer service.

The reason for this conceptual organization chart is that we exist, as an organization, to respond to urgent customer needs. Our essential "mission" and number one priority is to deliver the best possible service to our owners and customers. The only part of our high tech service delivery system the customer will remember is the "human" part; the person who touches them in a human and caring way. The customer's needs, perceptions, and feelings design and dictate how our service delivery system looks and behaves.

With this in mind, this plan also includes the fire district's Service Plan which identifies the emergency and non-emergency services the district delivers, the training levels needed, where applicable, to deliver those services, and the number of personnel that will respond.

The last item in this section is the district's "Goals and Objectives" document, reprinted directly from the FY 2012 budget document.

ORGANIZATIONAL STAFFING

Introduction:

The following is intended to be a guideline for new and existing employees of the Fire District to prepare for advancement. Specific requirements may vary slightly when promotional examinations are announced but the employee who strives to attain all or most of the qualifications listed will increase his/her chances for those promotions. Many of the requirements listed are subjective in nature and interpretation would be at the discretion of the Fire Chief. Also, it would be impossible to list every characteristic or trait that would be subject to evaluation and comparison at the time promotions are available. It is important that personnel realize that they are being evaluated on the subjective criteria throughout their entire career. It is also important to remember that listed desirable qualifications may become required qualifications in the future.

Educational requirements are regularly re-evaluated and increased while remaining realistic and attainable. Benefits of re-evaluation include:

- Enhancing the level of professionalism in the fire service.
- Providing a career development road map for all employees.
- Identifying the multi-functional/multi-dimensional skills required in today's fire service.
- Identifying the body of knowledge needed.
- Creating a benchmarking tool.

The greatest benefit of these ever-increasing requirements will be realized in the future as we see the results of grooming tomorrow's leaders.

Note: All District job descriptions are currently being updated to comply with POOL/PACT recommendations. As the Board of Trustees approves the revised job descriptions, they are being posted on ERS. The 2013 Strategic Plan will contain all of the updates.

FIRE CHIEF

Duties and Responsibilities:

- Development and implementation of District goals, objectives, policies, procedures and long range planning;
- Assignment and monitoring delivery of all emergency and non-emergency services;
- Developing, preparing, and submitting budgetary proposals to the Board of Trustees and monitoring same;
- Work closely with all parts of the community to answer questions and concerns;
- Recruit, promote, and motivate District personnel;
- Retain responsibility for every aspect of the District's "Service Delivery Plan."

Required Qualifications:

- EMT-D Certification;
- Possession of a valid drivers license;
- Resides within seventy-five (75) road miles of a Tahoe Douglas Fire Protection District fire station.
- Bachelors Degree in: Fire Administration, Fire Prevention Technology, Public Administration or related field - and/or equivalent work experience

Desirable Qualifications:

- Associates Degree in Fire Science or related fields;
- Completion of or current participation in the National Fire Academy's Executive Fire Officers Program;
- Completion of California Chief Officer Certification courses;
- History of service as a chief officer and captain for a combined period of eight years;
- Knowledge of modern-day fire suppression and emergency rescue techniques;
- Excellent oral and written communication skills;
- Excellent interpersonal skills and strong leadership/management skills;
- Understanding of governmental accounting principles and budgets;
- Knowledge of International Fire and International Building Codes;
- Current Certification as Haz-Mat I.C. as specified by 29 CFR 1910.120 and NRS;
- Completion of Haz-Mat Safety Officer Course
- Ability to lift and/or move up to 50 pounds

ADMINISTRATIVE ASSISTANT

This position reports to the Fire Chief.

Duties and Responsibilities:

- Process daily roll call and records related to vacation, sick leave, etc.;
- Prepare payroll information for District accountant;
- Perform data entry, inventory, word processing, ambulance billing and other District documents;
- Prepare industrial insurance forms and act as District liaison to health insurance provider, assuring all claims are accurate and timely;
- Make financial wire transfers;
- Record and process vendor billings and maintain petty cash account;
- Greet the public personally and on the telephone.
- Resides within seventy-five (75) road miles of a Tahoe Douglas Fire Protection District fire station.

Desirable Qualifications:

- Ability to type 40-60 WPM;
- High school diploma or general education degree (GED);
- Ability to interact with the public and fellow employees in a courteous manner;
- Customer service oriented;
- Knowledge of computers, copiers, calculators, and miscellaneous office equipment;
- Knowledge of public safety radio procedures;
- Experience in ambulance billing procedures;
- Adaptive to administrative secretarial skills.
- Ability to lift and/or move up to 25 pounds.

ASSISTANT FIRE CHIEF - FIRE MARSHAL

MARKETING & FIRE PREVENTION

This is a top management position and part of the senior management team. The Assistant Fire Chief- Fire Marshal is a full time, FLSA exempt employee assigned to a forty-hour workweek.

Duties and Responsibilities:

- Act as the Fire District's Fire Marshal;
- Supervise the Battalion Chief assigned to Fire Prevention;
- Plan, direct, manage, and oversee all activities of the Fire District including, but not limited to, fire prevention, code enforcement, fire investigation, fuels management, public education, District marketing, pre-suppression and suppression as directed by the Fire Chief;
- Plan, implement, coordinate, and direct the permit issuance process as required by the International Fire and International Building Codes.
- Participate in the planning, development and implementation of the Douglas County Emergency Operations Plan and the Douglas County Natural Hazard Disaster Mitigation Plan.
- Ensure efficient day-to-day administration and operation of the Fire District;
- Assume on-scene command of emergencies such as major fires, hazardous materials, mass-casualty incidents or other all-risk disasters;
- May act as Fire Chief in the Fire Chief's absence.
- Other duties as assigned by the fire chief.

Required Qualifications:

- Meet the standards and requirements established by the National Fire Protection Association (NFPA) 1031 (2009), "Standards for Professional Qualifications for Fire Inspector and Plans Examiner at the Inspector III and Plans Examiner II levels.
- Associate Degree in Fire Science
- Meet the standards of the NV State Fire Marshal's Office and the Nevada Fire Service Standards and Training committee (NRS 477), for an Inspector III and Fire Plans Examiner.
- Certified Fire Inspector Level II through the International Code Council.
- Certified Fire Plans Examiner or Building Plans Examiner through the International Code Council.
- Completion of approved NFPA 921-Fire Investigation training.
- Certified as INV-F (NWCG)
- Must maintain all required certifications.
- Excellent record of attendance;
- Possession of a valid driver's license.
- Demonstrated loyalty to the Fire Chief and District's goals and objectives.
- Certified EMT-D.

- Customer service oriented.
- Knowledge of modern-day fire and emergency rescue techniques.
- Excellent oral and written communication skills; strong leadership/management skills; some understanding of governmental accounting principles and budgets.
- Adaptability to varying situations, circumstances and personalities.
- Demonstrated ability to follow through on assigned tasks.
- Resides within seventy-five (75) road miles of a Tahoe-Douglas Fire Protection District fire station.

Desirable Qualifications:

- Bachelor Degree in Fire Administration and/or Fire Prevention Technology and/or Public Administration or equivalent work experience;
- Completion of California Company Officer core classes;
- Completion of California Chief Officer Certification courses;
- Completion of, or currently participating in, the National Fire Academy's Executive Fire Officer Program;
- History of service as a chief officer and captain for a combined period of seven years;
- I-401, "Incident Command Multi-Agency Coordination", and I-402 "ICS for Executives".
- Current certification as Haz-Mat IC as specified by 29 CFR 1910.120 and Nevada Revised Statutes.
- Completion of Haz-Mat Safety Officer Course
- Certified Fire Investigator-I as defined by Nevada State Fire Service Training and Standards Committee.
- Ability to lift and/or move up to 50 pounds

BATTALION CHIEF/ASSISTANT FIRE MARSHAL

FIRE PREVENTION

This position reports directly to and performs as a subordinate to the Assistant Chief/Fire Marshal. The Fire Prevention Battalion Chief is a full-time, FLSA exempt employee assigned to a forty-hour workweek.

Duties and Responsibilities:

- Participate in development of fire prevention planning, code enforcement, fire investigation, fuels management, public education, District marketing, pre-suppression and suppression as directed by the Fire Chief;
- Assist the Fire Marshal with permit issuance as required by the International Fire and International Building Codes;
- Attend meetings and conferences as deemed appropriate for the position.
- Assume on-scene command of emergencies such as major fires, hazardous materials, mass-casualty incidents or other all-risk disasters;
- Participate in development of the District's annual budget;
- Assure all expenditures within the Fire Prevention Division are necessary and prudent;
- Shall act as the Fire Marshall in the Assistant Fire Chief/Fire Marshall's absence.
- Other duties as assigned by the Fire Chief or Assistant Fire Chief/Fire Marshall.

Required Qualifications:

- Meet the standards and requirements established by the National Fire Protection Association (NFPA) 1031 (2009), "Standards for Professional Qualifications for Fire Inspector and Plans Examiner at the Inspector II and Plans Examiner I levels.
- Meet the standards of the NV State Fire Marshals Office and the Nevada Fire Service Standards and Training committee (NRS 477), for an Inspector II and Fire Plans Examiner.
- Associates Degree in Fire Science
- Certified Fire Inspector through the International Code Council.
- Certified Fire Plans Examiner or Building Plans Examiner through the International Code Council.
- Certified Fire Investigator.
- Certified EMT-D.
- Must maintain all required certifications.
- Excellent record of attendance;
- Possession of a valid drivers license;
- Knowledge of modern-day fire and emergency rescue techniques;
- Excellent interpersonal skills; excellent oral and written communication skills; strong leadership/management skills;

- Customer service oriented;
- Record of on-going personal development (education, training, etc.);
- Demonstrated ability to follow through on assigned tasks;
- Adaptability to varying situations, circumstances and personalities;
- Demonstrated loyalty to the Fire Chief and District's goals and objectives;
- Resides within seventy-five (75) road miles of a Tahoe Douglas Fire Protection District fire station.

Desirable Qualifications:

- Bachelor Degree in: Fire Administration and/or Fire Prevention Technology and/or Public Administration or equivalent work experience.
- Completion of or currently participating in National Fire Academy's Executive Fire Officer program;
- Completion of the California Company Officer core classes;
- Completion of California Chief Officer Certification courses;
- Qualification as INV-F (NWCG)
- Completion of; I-400, "Advanced Incident Command Systems";
- I-401, "Incident Command Multi-Agency Coordination," and I-402 "ICS for Executives";
- Current certification as Haz-mat IC as specified by 29 CFR 1910.120 and Nevada Revised Statutes;
- Completion of Haz-mat Safety Officer course
- Certified Fire Investigator-I as defined by Nevada State Fire Service Training and Standards Committee.
- Held the classification of Company Officer for a minimum of five years
- Ability to lift and/or move up to 50 pounds

ADMINISTRATIVE AID

FIRE PREVENTION

This position reports to the Assistant Chief /Fire Marshal.

Duties and Responsibilities:

- Provide assistance to public and Assistant Chief / Fire Marshal with respect to fire codes and plan review;
- Interact and assist the general public on a day-to-day basis;
- Review minor building, mechanical, and electrical permits for completeness. Receive fire plans from the general public and contractors;
- Enter plan information into the database, track fire plan review status, and maintain database;
- Type, proofread, distribute and process a variety of documents including general correspondence, memos, and reports from rough draft or verbal instruction;
- Act as a receptionist, greeting the public personally and on the telephone;
- Perform a wide variety of clerical work including, filing, tracking, checking, and recording information on records and/or fiscal transactions;
- Oversee all fire prevention office supplies and public education supplies
- Resides within seventy-five (75) road miles of a Tahoe Douglas Fire Protection District fire station.

Additional Assignments:

- May process daily roll call and records related to vacation, sick leave, etc.;
- Prepare payroll information for district accountant;
- Perform data entry relevant to inventory, word processing, ambulance billing and other district documents as assigned;
- Prepare industrial insurance forms as necessary;
- Make financial wire transfers;
- Record and process vendor billings;
- Maintain petty cash account.

Desirable Qualifications:

- High school diploma or general education degree (GED);
- Two (2) years clerical experience demonstrating willingness and ability to accept progressive responsibility, preferably in a fire department;
- Associates Degree in Public Administration or Fire Science and prior experience with fire plan review;
- Fire Code certification;
- Knowledge of Fire Code and the ordinances enforced by the County; familiarity with principles of fire plan review and accepted safety standards;

- ability to work in a team environment and ability to interact with the development community effectively;
- Skill in operating a personal computer with intermediate skill in word processing, spreadsheet software and other related software in order to prepare and maintain records and tracking systems;
 - Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, and governmental regulations;
 - Ability to write reports, business correspondence, and procedural manuals.
 - Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, and percentages;
 - Ability to apply concepts of basic algebra and geometry;
 - Ability to type 40-60 WPM;
 - Ability to interact with the public and fellow employees in a courteous manner; customer service oriented;
 - Knowledge of computers, copiers, calculators, and miscellaneous office equipment; Knowledge of public safety radio procedures;
 - Experience in ambulance billing procedures;
 - Adaptive to administrative secretarial skills.
 - Ability to sit, use hands to finger, handle, or feel, and ability to talk and hear;
 - Ability to stand, walk, stoop, kneel, crouch, crawl, reach with hands and arms, climb and balance;
 - Ability to lift and/or move up to 25 pounds;
 - Possess adequate uncorrected or corrected close vision, distance vision, color vision, peripheral vision, and depth perception;
 - Valid driver's license with an acceptable driving record.

Note: Reasonable accommodations may be made to enable individuals with disabilities to perform the duties and responsibilities listed above.

FIRE INSPECTOR II

FIRE PREVENTION

This position reports directly to and performs as a subordinate to the Battalion Chief/Assistant Fire Marshal. The Fire Inspector Level II position is a full-time employee assigned to a forty-hour workweek.

Duties and Responsibilities:

- The Fire Inspector II performs a variety of inspections of public, commercial, industrial, residential and other buildings and property to ensure compliance with the Fire District's Fire Prevention Codes and Regulations; investigates fire safety violations; and participates in the development of fire safety educational programs. To perform a variety of advanced fire prevention and inspection of work including fire code enforcement and fire safety education program administration.
- Understanding of basic fire hazards, related prevention and abatement methods.
- Fuels Reduction Manager; supervising hand crews and or chipping crews.
- Principles of fire prevention and safety education.
- Understanding of Codes, Laws, Policies and Procedures relating to fire prevention.
- Safe work practices and procedures.
- Public relations as they relate to obtaining cooperation and compliance to fire codes and laws.
- Respond to inquiries, complaints and requests for service in a fair, tactful and firm manner.
- Speak publicly and give presentations.
- Deal effectively with property owners, managers and the general public in difficult work situations.
- Communicate clearly and concisely, both orally and in writing.
- Establish and maintain cooperative-working relationships with those contacted in the course of work.
- Provide assistance to public and Assistant Fire Chief / Fire Marshal with respect to fire codes and basic plan review concepts.
- Interact and assist the general public on a day-to-day basis.
- Develop, distribute and process a variety of documents including general correspondence, memos, and reports from rough draft or verbal instruction.
- Other duties as assigned by the Fire Chief or Assistant Fire Chief/Fire Marshal.

Required Qualifications:

- Meet the standards and requirements established by the National Fire Protection Association (NFPA) 1031 (2009), "Standards for Professional Qualifications for Fire Inspector and Plans Examiner at the Inspector II level.

- Meet the standards of the NV State Fire Marshals Office and the Nevada Fire Service Standards and Training committee (NRS 477), for an Inspector II.
- Certified Fire Inspector Level II through the International Code Council.
- Intermediate Fire Investigation skills
- Must maintain all required certifications.
- Valid driver's license with an acceptable driving record.
- Resides within seventy-five (75) road miles of a Tahoe Douglas Fire Protection District fire station.

Desirable Qualifications:

- Two (2) years clerical experience demonstrating willingness and ability to accept progressive responsibility, preferably in a fire department;
- Associates Degree in Public Administration or Fire Science.
- Qualified as a Defensible Space Evaluator as defined by TRPA Code.
- Completion of FI-210
- Completion of CSFM Investigation 1A/1B or equivalent.
- Ability to write and submit grant proposals to Federal, State, and Local agencies.
- Knowledge of Fire Code and the ordinances enforced by the County; familiarity with principles of fire plan review and accepted safety standards; ability to work in a team environment and ability to interact with the development community effectively;
- Skill in operating a personal computer with intermediate skill in word processing, spreadsheet software and other related software in order to prepare and maintain records and tracking systems;
- Proficient in Microsoft Word, Excel, and Access
- Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, and governmental regulations;
- Ability to write reports, business correspondence, and procedural manuals.
- Ability to interact with the public and fellow employees in a courteous manner; customer service oriented;
- Knowledge of computers, copiers, calculators, and miscellaneous office equipment; Knowledge of public safety radio procedures;
- Ability to sit, use hands to finger, handle, or feel, and ability to talk and hear;
- Ability to stand, walk, stoop, kneel, crouch, crawl, reach with hands and arms, climb and balance;
- Ability to lift and/or move up to 50 pounds;
- Possess adequate uncorrected or corrected close vision, distance vision, color vision, peripheral vision, and depth perception.

FIRE INSPECTOR I

FIRE PREVENTION

This position reports directly to and performs as a subordinate to the Battalion Chief /Assistant Fire Marshal. The Fire Inspector Level I position is a full-time employee assigned to a forty-hour workweek.

Duties and Responsibilities:

- The Fire Inspector I performs a variety of inspections of public, commercial, industrial, residential and other buildings and property to ensure compliance with the Fire District's Fire Prevention Codes and Regulations; investigates fire safety violations; and participates in the development of fire safety educational programs. To perform a variety of routine fire prevention and inspection of work including fire code enforcement and fire safety education program administration.
- Fuels Reduction Manager; supervising hand crews and or chipping crews.
- Act as a receptionist, greeting the public personally and on the telephone;
- Perform a wide variety of clerical work including, filing, tracking, checking, and recording information on records and/or fiscal transactions.
- Oversee all fire prevention office supplies and public education supplies.
- Other duties as assigned by the Fire Chief or Assistant Fire Chief/Fire Marshal

Required Qualifications:

- Meet the standards and requirements established by the National Fire Protection Association (NFPA) 1031 (2009), "Standards for Professional Qualifications for Fire Inspector and Plans Examiner at the Inspector I level.
- Meet the standards of the NV State Fire Marshals Office and the Nevada Fire Service Standards and Training committee (NRS 477), for an Inspector I.
- Basic understanding of fire hazards, related prevention and abatement methods.
- Certified Fire Inspector Level I through the International Code Council.
- Basic Fire Investigation skills.
- Must maintain all required certifications.
- Valid driver's license with an acceptable driving record.
- Resides within seventy-five (75) road miles of a Tahoe Douglas Fire Protection District fire station.

Desirable Qualifications:

- One (1) year clerical experience demonstrating willingness and ability to accept progressive responsibility, preferably in a fire department;
- Associates Degree or Certificate of Achievement in Public Administration or Fire Science.
- Qualified as a Defensible Space Evaluator as defined by TRPA Code.

- Completion of FI-210
- Completion of CSFM Investigation 1A/1B or equivalent.
- Ability to write and submit grant proposals to Federal, State, and Local agencies.
- Knowledge of Fire Code and the ordinances enforced by the County; familiarity with principles of fire plan review and accepted safety standards; ability to work in a team environment and ability to interact with the development community effectively;
- Skill in operating a personal computer with intermediate skill in word processing, spreadsheet software and other related software in order to prepare and maintain records and tracking systems;
- Proficient in Microsoft Word, Excel, and Access
- Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, and governmental regulations;
- Ability to write reports, business correspondence, and procedural manuals.
- Ability to interact with the public and fellow employees in a courteous manner; customer service oriented;
- Knowledge of computers, copiers, calculators, and miscellaneous office equipment; Knowledge of public safety radio procedures;
- Ability to sit, use hands to finger, handle, or feel, and ability to talk and hear;
- Ability to stand, walk, stoop, kneel, crouch, crawl, reach with hands and arms, climb and balance;
- Ability to lift and/or move up to 50 pounds;
- Possess adequate uncorrected or corrected close vision, distance vision, color vision, peripheral vision, and depth perception.

FUELS MANAGEMENT OFFICER

FIRE PREVENTION

This position reports to the Fuels Management Battalion Chief

Duties and Responsibilities

Responsibilities and duties include but are not limited to the following:

- Plan and implement fuels reduction projects in a manner that complies with State and Federal laws and regulations.
- Obtain permits necessary to implement fuels reduction projects.
- Layout fuels management projects, including establishing and flagging unit boundaries and marking trees.
- Provide project oversight including contract compliance and pre and post treatment monitoring.
- Writes Vegetation Management Plans, Treatment Prescriptions and Timber Harvest Plans.
- Issues tree removal permits in accordance with district standards, TRPA Code of Regulations, and State Laws.
- Apply for local, state and federal grants and comply with reporting and accounting procedures associated with such grants.
- Work closely with community groups.
- Coordinate and direct fuels crewmembers in daily fuels reduction and chipping operations
- Knowledge of wildland fire management, planning and practices including prescribed fire, fuel management, fire histories, and fire hazard analysis
- Conduct public presentation and represent the District in a professional and customer service oriented manner.
- Track and report fuels crew hours.
- Develop and implement prescribed burn plans.
- Perform Defensible Space Evaluations.
- Issues tree removal permits in accordance with district standards, TRPA Code of Regulations, and State Laws.
- Implements management policy and operating procedures for Crew and ensures employee compliance.
- Recommends promotions, commends outstanding performance, takes disciplinary action when needed, resolves employee complaints, and completes the standard evaluation forms for each employee.
- Assists in the recruitment and selection of crew personnel and establishing crew policies and procedures.
- Performs fire prevention and education functions as assigned.
- Understand and demonstrate a general working knowledge of Defensible Space and Living with Fire guidelines.

- Knowledge of currently adopted and/or referenced Wildland Urban Interface Code and International Fire Code.
- Knowledge of fire prevention practices and procedures.
- Ability to conduct Defensible Space Inspections and take enforcement actions associated with such inspection.
- Ability to develop and oversee defensible space inspection program.
- Distribute wildfire prevention educational materials to raise wildfire awareness, gains public participation in TDFPD programs, and builds a successful reputation.
- If qualified, may serve as Crew Supervisor
- Other duties as assigned by the Fuels Management Battalion Chief.

Required Qualifications

- Five (5) years experience in fuels management, forestry or closely related field
- Firefighter Type II
- RXB3 within one year of employment
- Possession of Nevada or California Driver's License
- Resides within seventy-five (75) road miles of a Tahoe Douglas Fire Protection District fire station.

Desirable Qualifications

- Bachelor's degree in Forestry or closely related field
- Computer operations and software including: Word, Access, Excel, and ARC GIS
- Knowledge of federal, state and local fire and forestry regulations
- Ability to complete archaeological surveys/clearances in accordance with applicable state/federal laws.
- Knowledge of the Incident Command System
- Knowledge of wildland fire operations and Urban Interface wildland firefighting techniques sufficient to determine strategy and tactics
- Knowledge of wildland fire management, planning and practices including prescribed fire, fuel management, fire histories, and fire hazard analysis
- Knowledge of local fire contracts and agreements
- Skill in written and verbal communication
- Knowledge of supervisory techniques
- Knowledge of personnel, fiscal, property, and purchasing guidelines and procedures
- Ability to lead others and ability to maintain cooperative relationships with those contacted in the course of work activities
- Ability to lift and/or move up to 50 pounds
- Qualification as CRWB
- Qualification as RXB2
- EMT and CPR
- Completion of FI-210

FORESTER/DEFENSIBLE SPACE INSPECTOR

FIRE PREVENTION

This position reports to the Fuels Management Officer

Duties and Responsibilities

- Develop Vegetation Management Plans.
- Apply for and obtain permits necessary to implement fuel reduction projects, in accordance with Tahoe Fire and Fuels Team procedures, TRPA Code of Regulations, and Nevada Revised Statutes.
- Project layout, including flagging boundaries, treatment and exclusion areas, determine basal area and marking trees in accordance with established prescription and NRS stocking standards.
- Conduct archeological surveys.
- Contract oversight for fuels reduction project.
- Provide monitoring of fuels reduction projects.
- Provide tree removal permits and tree marking services in accordance with Fire Fuel Reduction MOU between TRPA and the Tahoe Douglas Fire Protection District. Submit required TDFPD and TRPA mandated documentation within required timelines.
- Perform spot checks of tree removal to insure compliance with tree removal permits.
- Participate in TRPA mandated training sessions
- Assist in coordination between TDFPD and the Nevada Fire Safe Council.
- Provide public education regarding the threat of wildland fires and the role of fuels management activities.
- Participates in District and/or partner agency sponsored educational events.
- Estimate cost factors for fuels reduction projects.
- Performs long range fuels reduction planning. Develops budgets based upon these planning activities.
- Performs Defensible Space Inspections and re-inspections to determine compliance
- Provides defensible space education to property owners
- Speaks at public events
- Tracks inspections and tree removal permits using computer software.
- Sends inspection notices and violation notices to property owners.
- Schedules appointments with property owners.
- Represents the fire district professionally and with a high degree of customer service.
- Performs fire prevention and education duties as assigned
- Knowledge of State Law pertaining to forestry, vegetation management and defensible space.
- Knowledge of currently adopted International Fire Code and International Wildland Urban Interface Code.

- Understand and demonstrate a general working knowledge of Defensible Space and Living With Fire guidelines
- Distribute wildfire prevention educational materials to raise wildfire awareness, gain public participation in TDFPD programs, and build a successful reputation
- Contributes and maintains a positive and safe work attitude
- Willingness to work varying schedule.

Required Qualifications

- Qualified Forester as defined by TRPA Code of Regulations
- Knowledge of computer operations, including MS Word, Excel, Access, Quickbooks, and ARC GIS
- Nevada or California Driver's License
- Resides within seventy-five (75) road miles of a Tahoe Douglas Fire Protection District fire station.

Desirable Qualifications

- 2 years experience in Forestry or Fuels Management
- Experience in Public/Community Education
- Bachelors Degree in Fire Science, Forestry or closely related field.
- 2 years experience in fire suppression.
- Knowledge of wildland fire operations and Urban Interface wildland firefighting techniques.
- Knowledge of federal, state and local fire regulations
- Knowledge of the Incident Command System
- Ability to acquire knowledge of wildland fire management, planning and practices including prescribed fire, fuel management, fire histories, and fire hazard analysis
- Ability to acquire knowledge of local fire contracts and agreements
- Skill in written and verbal communication
- Knowledge of fire prevention practices and procedures.
- Knowledge of personnel, fiscal, property, and purchasing guidelines and procedures
- Ability to lead others and ability to maintain cooperative relationships with those contacted in the course of work activities
- Ability to lift and/or move up to 50 pounds
- Healthcare Provider CPR and EMT or First Aid

DEFENSIBLE SPACE INSPECTOR

FIRE PREVENTION

This position reports to the Fuels Management Officer

Duties and Responsibilities

- Performs Defensible Space Inspections
- Provides defensible space education to property owners
- Speaks at public events
- Issues tree removal permits in accordance with district standards, TRPA Code of Regulations, and State Laws.
- Tracks inspections using computer software.
- Sends inspection notices and violation notices to property owners.
- Schedules appointments with property owners.
- Represents the fire district professionally and with a high degree of customer service.
- Performs fire prevention and education duties as assigned
- Knowledge of State Law pertaining to forestry, vegetation management and defensible space.
- Knowledge of currently adopted International Fire Code and International Wildland Urban Interface Code.
- Understand and demonstrate a general working knowledge of Defensible Space and Living With Fire guidelines
- Distribute wildfire prevention educational materials to raise wildfire awareness, gain public participation in TDFPD programs, and build a successful reputation
- Contributes and maintains a positive and safe work attitude
- May serve on fire/fuels crew
- Willingness to work varying schedule.
- Maintains Red Card currency for assignment to emergency incidents

Required Qualifications

- Firefighter Type II
- Minimum 2 years experience in fire suppression.
- Ability to become qualified as Tahoe Basin Defensible Space Inspector
- Knowledge of computer operations, including MS Word, Excel and Access
- Nevada or California Driver's License
- Resides within seventy-five (75) road miles of a Tahoe Douglas Fire Protection District fire station.

Desirable Qualifications

- Experience in Forestry or Fuels Management
- Knowledge of wildland fire operations and Urban Interface wildland firefighting techniques sufficient to determine strategy and tactics
- Knowledge of federal, state and local fire regulations
- Knowledge of the Incident Command System
- Ability to acquire knowledge of wildland fire management, planning and practices including prescribed fire, fuel management, fire histories, and fire hazard analysis
- Ability to acquire knowledge of local fire contracts and agreements
- Ability to operate and maintain various types of fire-fighting equipment
- Associates Degree in Fire Science, Forestry or closely related field.
- Skill in written and verbal communication
- Knowledge of fire prevention practices and procedures.
- Knowledge of personnel, fiscal, property, and purchasing guidelines and procedures
- Ability to lead others and ability to maintain cooperative relationships with those contacted in the course of work activities
- Healthcare Provider CPR and EMT or First Aid
- Ability to lift and/or move up to 50 pounds

FUELS REDUCTION/WILDLAND CREW SUPERVISOR

FIRE PREVENTION

This position reports to the Fuels Management Officer and/or Fuels Battalion Chief

Duties and Responsibilities

- Responsibilities and duties include but are not limited to the following:
- Coordinate and direct fuels crewmembers in daily fuels reduction, chipping, and wildland fire fighting operations and assignments.
- Supervise the fuels crew in meeting standards for safety and productivity.
- Organize and prepare the fuels crew for a variety of projects and wildland fire fighting assignments.
- Ensure that the fuels crew meets and maintains minimum training qualifications as set by the Fire District and the National Wildland Coordination Group, including physical fitness.
- Track and report fuels crew hours. Approve and submit crew time sheets to Fuels Reduction Battalion Chief or Fuels Management Officer at end of pay period.
- Conduct daily safety briefings and assure continual adherence to all safety policies during all operations. Contributes to and maintains a positive and safe work attitude.
- Assign and supervise sub-groups of crew members operating at various project locations.
- Assume responsibility for the inspection and maintenance of all facilities, tools, equipment and vehicles assigned to the fuels crew.
- Assist in the research and preparation of grant requests for fuels reduction projects and equipment.
- Assist in the development and implementation of fuels management and fire hazard reduction plans.
- Supervise firefighting crews at wildland fire incidents and prescribed burns.
- Direct resources from other agencies when operating within the Fire District.
- Assist in the development of training programs. Provide training, education, and technical expertise in wildland fire qualifications.
- Develop and implement prescribed burn plans.
- Perform Defensible Space Evaluations.
- Design and implement fuels reduction projects in a manner that complies with State and Federal laws and regulations.
- Implements management policy and operating procedures for Crew and ensures employee compliance.
- Recommends promotions, commends outstanding performance, takes disciplinary action when needed, resolves employee complaints, and completes the standard evaluation forms for each employee.
- Assists in the recruitment and selection of crew personnel and establishing crew policies and procedures.

- Leads daily physical conditioning program to assure the crews physical stamina for fire fighting.
- Performs fire prevention and education functions as assigned.
- Understand and demonstrate a general working knowledge of Defensible Space and Living with Fire guidelines.
- Distribute wildfire prevention educational materials to raise wildfire awareness, gains public participation in TDFPD programs, and builds a successful reputation.
- Participates in Fire Investigations.
- Other duties as assigned by the Fuels Management Battalion Chief.

Required Qualifications

- Qualification as CRWB (S-290, S-230)
- Qualification as RXB3 and FIRB within 1 year of employment
- Qualification as RXB2 within 3 years of employment
- Qualification as ICT 4 within 2 years of employment
- Ability to pass Work Capacity Test at the Arduous Level
- Qualification as Class B Faller
- Current CPR card and EMT within 2 years of employment
- Valid state of Nevada or California driver's license
- Resides within seventy-five (75) road miles of a Tahoe Douglas Fire Protection District fire station.

Desirable Qualifications

- Knowledge of wildland fire operations and Urban Interface wildland firefighting techniques sufficient to determine strategy and tactics
- Knowledge of air operations and safety procedures
- Knowledge of federal, state and local fire regulations
- Knowledge of the Incident Command System
- Knowledge of wildland fire management, planning and practices including prescribed fire, fuel management, fire histories, and fire hazard analysis
- Knowledge of local fire contracts and agreements
- Ability to operate and maintain various types of fire-fighting equipment
- Skill in written and verbal communication
- Knowledge of supervisory techniques
- Knowledge of personnel, fiscal, property, and purchasing guidelines and procedures
- Ability to lead others and ability to maintain cooperative relationships with those contacted in the course of work activities
- Ability to lift and/or move up to 50 pounds
- Completion of I-200, L-280, S-270, S-260, S-234

FUELS REDUCTION/WILDLAND CREW FOREMAN

FIRE PREVENTION

This position reports to the Fuels Reduction/Wildland Crew Supervisor

Duties and Responsibilities

- In the absence of the Crew Supervisor, supervises a Fuels Reduction and Wildland Firefighting crew composed of 20 employees or small groups of crew members in fuels reduction and/or wildland firefighting.
- Assist in determining strategy and tactics based on fire behavior. Assists in determining when additional resources are required and/or circumstances require withdrawal of crew to a safe location.
- Assist in directing hot spot extinguishment and fire line construction.
- Engages in the full range of suppressing and controlling Wildland fires
- Serves as a crew squad leader
- Assists in ensuring that employees comply with all personnel policies and procedures
- Assists in establishing crew policies and procedures
- Resolves employee complaints
- Leads daily physical conditioning program to assure the crews physical stamina for fire fighting
- Assists in development and presentation of training for crewmembers and other fire fighters in physical conditioning, fire fighting, use of tools and equipment, air operations, safety first aid
- Coordinates and provides direction for fire crew training and development
- Monitors and reviews quality of work performed
- Performs performance appraisals
- Directs crewmembers in the maintenance and repair of fire tools and equipment
- Assists in the implementation of management policy and operating procedures for the crew
- Maintains Red Card currency for assignment to emergency incidents
- Ensures the development of crew safety procedures and crewmember performance in a safe manner
- Obtains and maintains an inventory of all properly and equipment assigned the crew
- Performs fire prevention and education duties as assigned
- Understand and demonstrate a general working knowledge of Defensible Space and Living With Fire guidelines
- Distribute wildfire prevention educational materials to raise wildfire awareness, gain public participation in TDFPD programs, and build a successful reputation

- Performs Defensible Space Evaluations

- Supervises Curbside Chipping Program, including scheduling of chipping services
- Assists in the recruitment and selection of crew personnel
- Contributes to and maintains a positive and safe work attitude
- Engages in the full range of activities related to prescribed fire
- Other duties as assigned

Required Qualifications

- Qualification as CRWB (S-290, S-230)
- Qualification as RXB3 within 1 year of employment
- Qualification as ICT 5
- Ability to pass Work Capacity Test at the arduous level
- Certified as EMT-B
- Qualification as Class B Faller
- Valid California or Nevada driver's license
- Resides within seventy-five (75) road miles of a Tahoe Douglas Fire Protection District fire station.

Desirable Qualifications

- Knowledge of wildland fire operations and Urban Interface wildland firefighting techniques sufficient to determine strategy and tactics
- Knowledge of air operations and safety procedures
- Knowledge of federal, state and local fire regulations
- Knowledge of the Incident Command System
- Knowledge of wildland fire management, planning and practices including prescribed fire, fuel management, fire histories, and fire hazard analysis
- Knowledge of local fire contracts and agreements
- Ability to operate and maintain various types of fire-fighting equipment
- Skill in written and verbal communication
- Knowledge of supervisory techniques
- Knowledge of personnel, fiscal, property, and purchasing guidelines and procedures
- Ability to lead others and ability to maintain cooperative relationships with those contacted in the course of work activities
- Healthcare Provider CPR and EMT or First Aid
- Qualification as ICT 4.
- Completion of I-200, L-280, S-270, S-260, S-234
- Qualification as FIRB
- Ability to lift and/or move up to 50 pounds

FUELS REDUCTION/WILDLAND ASSISTANT CREW FOREMAN

FIRE PREVENTION

This position reports to the Fuels Reduction/Wildland Crew Supervisor or Crew Foreman

Duties and Responsibilities

- In the absence of the Crew Supervisor or Crew Foreman, supervises a Fuels Reduction and Wildland Firefighting crew composed of 20 employees or small groups of crewmembers in fuels reduction and/or wildland firefighting
- Assist in determining strategy and tactics based on fire behavior. Assists in determining when additional resources are required and/or circumstances require withdrawal of crew to a safe location
- Assist in directing hot spot extinguishment and fire line construction
- Engages in the full range of suppressing and controlling Wildland fires
- Serves as a crew squad leader
- Assists in ensuring that employees comply with all personnel policies and Procedures
- Assists in establishing crew policies and procedures
- Resolves employee complaints
- Leads daily physical conditioning program to assure the crews physical stamina for fire fighting
- Assists in development and presentation of training for crewmembers and other fire fighters in physical conditioning, fire fighting, use of tools and equipment, air operations, safety first aid
- Coordinates and provides direction for fire crew training and development
- Monitors and reviews quality of work performed
- Performs performance appraisals
- Directs crewmembers in the maintenance and repair of fire tools and equipment
- Assists in the implementation of management policy and operating procedures for the crew
- Maintains Red Card currency for assignment to emergency incidents
- Ensures the development of crew safety procedures and crewmember performance in a safe manner
- Obtains and maintains an inventory of all properly and equipment assigned to the Crew
- Performs fire prevention and education duties as assigned
- Understand and demonstrate a general working knowledge of Defensible Space and Living With Fire guidelines
- Distribute wildfire prevention educational materials to raise wildfire awareness, gain public participation in TDFPD programs, and build a successful reputation
- Performs Defensible Space Evaluations
- Supervises Curbside Chipping Program, including scheduling of chipping Services
- Assists in the recruitment and selection of crew personnel
- Contributes to and maintains a positive and safe work attitude

- Engages in the full range of activities related to prescribed fire
- Other duties as assigned

Required Qualifications

- Qualification as CRWB (S-290, S-230) within 2 years of employment
- Qualification as RXB3 within 1 year of employment
- Qualification as ICT 5 within 2 years of employment
- Qualification as Class B Faller
- Valid California or Nevada driver's license
- Healthcare Provider CPR and First Responder
- Resides within seventy-five (75) road miles of a Tahoe Douglas Fire Protection District fire station.

Desirable Qualifications

- Knowledge of wildland fire operations and Urban Interface wildland firefighting techniques sufficient to determine strategy and tactics
- Knowledge of air operations and safety procedures
- Knowledge of federal, state and local fire regulations
- Knowledge of the Incident Command System
- Knowledge of wildland fire management, planning and practices including prescribed fire, fuel management, fire histories, and fire hazard analysis
- Knowledge of local fire contracts and agreements
- Ability to operate and maintain various types of fire-fighting equipment
- Skill in written and verbal communication
- Knowledge of supervisory techniques
- Knowledge of personnel, fiscal, property, and purchasing guidelines and procedures
- Ability to lead others and ability to maintain cooperative relationships with those contacted in the course of work activities
- EMT
- Completion of I-200, L-280, S-270, S-260, S-234
- Qualification as FIRB
- Ability to lift and/or move up to 50 pounds

FUELS REDUCTION/WILDLAND SQUAD LEADER

FIRE PREVENTION

This position reports to the Fuels Reduction/Wildland Crew Foreman

Duties and Responsibilities

- Engages in the full range of suppressing and controlling Wildland fires
- Determines when additional resources are required and/or when circumstances require withdrawal of squad to a safe location
- Directs the organization of chain saw work
- Ensures that chain saws are maintained and in proper working order at all times
- Serves as a crew squad leader
- Supervises a squad of 5 to 10 crewmembers
- Oversees Curbside Chipping program
- Monitors and reviews quality of work performed. Provides input on performance appraisals
- Assists in ensuring that employees comply with all personnel policies and procedures
- Assists in establishing crew policies and procedures
- Directs employees to accomplish their daily physical conditioning program
- Assists in development and presentation of training for crewmembers
- Directs crewmembers in the maintenance and repair of fire tools and equipment
- Assists in the implementation of operating procedures for the crew
- Maintains Red Card currency for assignment to emergency incidents
- Ensures the development of crew safety procedures and crewmember performance in a safe manner
- Aids Foreman in obtaining and maintaining an inventory of all property and equipment assigned the crew
- Performs fire prevention and education duties as assigned
- Performs Defensible Space Inspections
- Understand and demonstrate a general working knowledge of Defensible Space and Living With Fire guidelines
- Distribute wildfire prevention educational materials to raise wildfire awareness, gain public participation in TDFPD programs, and build a successful reputation
- Contributes and maintains a positive and safe work attitude
- Insures the crew is following operational directives and specifications for assigned task

Required Qualifications

- Completion of S-131, S-290, S-133, FALB, S-212
- Qualification as FALB
- Ability to complete Work Capacity Test at the arduous level.
- Resides within seventy-five (75) road miles of a Tahoe Douglas Fire Protection District fire station.

Desirable Qualifications

- Completion of S-270, S-211, L-280, S-215, S-234, I-200
- Qualification as ICT 5 within one year.
- Qualification as HECM
- Knowledge of wildland fire operations and Urban Interface wildland firefighting techniques sufficient to determine strategy and tactics
- Ability to acquire knowledge of air operations and safety procedures
- Knowledge of federal, state and local fire regulations
- Knowledge of the Incident Command System
- Ability to acquire knowledge of wildland fire management, planning and practices including prescribed fire, fuel management, fire histories, and fire hazard analysis
- Ability to acquire knowledge of local fire contracts and agreements
- Ability to operate and maintain various types of fire-fighting equipment
- Skill in written and verbal communication
- Knowledge of supervisory techniques
- Knowledge of personnel, fiscal, property, and purchasing guidelines and procedures
- Ability to lead others and ability to maintain cooperative relationships with those contacted in the course of work activities
- Healthcare Provider CPR and EMT or First Aid
- Ability to lift and/or move up to 50 pounds

FUELS REDUCTION/WILDLAND SAWYER/LEAD FIREFIGHTER

FIRE PREVENTION

This position reports to the Fuels Reduction/Wildland Squad Leader

Duties and Responsibilities

Responsibilities and duties include but are not limited to the following:

- In the absence of the Squad Leader, supervises a Fuels Reduction and Wildland Firefighting squad composed of up to 5 crewmembers
- Work in a team environment as a member of a wildland firefighting and fuels reduction crew
- Demonstrate ability to fell hazard trees safely in adverse conditions
- Follow written and verbal orders
- Operate heavy machinery (wood chipper) and chainsaws
- Operate fire district vehicles
- Adhere to all safety procedures
- Organize time effective schedules that allow for maximum chipping
- Understand and demonstrate a general working knowledge of Defensible Space and Living With Fire guidelines
- Distribute wildfire prevention educational materials to raise wildfire awareness, gain public participation in TDFPD programs, and build a successful reputation
- Perform Defensible Space evaluations
- Maintain and strengthen partnerships with the general public
- Attend and participate in meetings, training sessions and other TDFPD functions
- Document program progress and accomplishments in a database
- Implement and adhere to safe procedures at all times and on all aspects of the job
- Provide excellent customer service in all circumstances
- Independently engage in **labor-intensive, physically demanding, manual work.** Work involves lifting, bending, and carrying heavy loads on uneven terrain
- Other duties as assigned

Required Qualifications

- Qualification as FALB
- Completion of S-290, S-131, and S-133
- Valid California or Nevada driver's license
- Working knowledge of operation and maintenance procedures for chippers, chainsaws, and hand tools
- Working knowledge of the principles and practices of fuels reduction and wildland firefighting for at least 2 fire seasons
- Ability to complete Work Capacity Test at the arduous level.

Desirable Qualifications

- Qualification of FFT1
- Qualification of FALC
- Completion of S-211, S-215, S-234, S-270
- Ability to lead others and ability to maintain cooperative relationships with those contacted in the course of work activities
- Healthcare Provider CPR and EMT or First Aid
- Ability to operate and maintain various types of fire-fighting equipment
- Skill in written and verbal communication
- Knowledge of supervisory techniques
- Ability to lift and/or move up to 50 pounds

FUELS REDUCTION/WILDLAND CREWMEMBER

FIRE PREVENTION

This position reports to the Fuels Reduction/Wildland Squad Leader

Duties and Responsibilities

Responsibilities and duties include but are not limited to the following:

- Work in a team environment as a member of a wildland firefighting and fuels reduction crew
- Follow written and verbal orders
- Operate heavy machinery (wood chipper) and chainsaws
- Operate fire district vehicles
- Adhere to all safety procedures
- Organize time effective schedules that allow for maximum chipping
- Understand and demonstrate a general working knowledge of Defensible Space and Living With Fire guidelines
- Distribute wildfire prevention educational materials to raise wildfire awareness, gain public participation in TDFPD programs, and build a successful reputation
- Perform Defensible Space evaluations
- Maintain and strengthen partnerships with the general public
- Attend and participate in meetings, training sessions and other TDFPD functions
- Document program progress and accomplishments in a database
- Implement and adhere to safe procedures at all times and on all aspects of the job
- Provide excellent customer service in all circumstances
- Independently engage in labor-intensive, physically demanding, manual work. Work involves lifting, bending, and carrying heavy loads on uneven terrain
- Other duties as assigned

Required Qualifications

- High School diploma or GED
- Completion of S-110, S-130, S-190.
- Ability to pass Work Capacity Test at the arduous level.
- 18 years of age
- Valid Driver's License

Desirable Qualifications

- Excellent customer service skills
- Good organizational skills
- Working knowledge of the principles and practices of fuels reduction and wildland firefighting
- Knowledge of operation and maintenance procedures for chippers, chainsaws, and hand tools
- Qualification as FALA or FALB
- Ability to lift and/or move up to 50 pounds

ASSISTANT FIRE CHIEF - ADMINISTRATIVE

OPERATIONS & TRAINING

This is a top management position and part of the senior management team. The Assistant Fire Chief - Administrative is a full time, FLSA exempt employee assigned to a forty-hour workweek.

Duties and Responsibilities:

- Supervise Shift Battalion Chiefs;
- Plan, direct, manage and oversee all operation and training activities of the Fire District including but not limited to Fire Suppression, EMS, Bomb Squad, Hazardous Materials, Water Rescue and other technical rescue services;
- Develop, submit, and implement budget proposals;
- Develop District Policies & Procedures, Standard Operating Procedures, and implement Performance Standards;
- Ensure efficient day-to-day administration and operation of the Fire District;
- Assume on-scene command of emergencies such as major fires, hazardous materials, mass-casualty incidents and other all-risk disasters;
- Assist in the implementation of cooperative fire agreements with state and other fire agencies or departments to prevent and/or control residential, commercial, wildland and all other fires or natural disasters;
- May act as the Fire Chief in the Fire Chief's absence.

Required Qualifications:

- EMT-D Certified;
- Associates Degree in Fire Science
- Possession of a valid drivers license;
- Resides within seventy-five (75) road miles of a Tahoe Douglas Fire Protection District fire station.
- Knowledge of International Fire and International Building Codes;
- Knowledge of modern-day fire and emergency rescue techniques;
- Excellent oral and written communication skills;
- Strong leadership/management skills;
- Some understanding of governmental accounting principles and budgets;
- Demonstrated loyalty to the Fire Chief and District goals and objectives;
- Excellent record of attendance;

Desirable Qualifications:

- Bachelor Degree in: Fire Administration, Fire Prevention Technology, Public Administration or related field – and/or equivalent work experience;
- Completion of California Company Officer core classes;
- Completion of California Chief Officer Certification courses;

- Completion of, or currently participating in, the National Fire Academy's Executive Fire Officer Program;
- Completion of I-400, "Advanced Incident Command Systems," I-401, "Incident Command Multi-Agency Coordination," and I-402 "ICS for Executives;"
- History of service as a chief officer and captain for a combined period of seven years;
- Current certification as Haz-mat IC as specified by 29 CFR 1910.120 and Nevada Revised Statutes;
- Completion of Haz-mat Safety Officer course
- Ability to lift and/or move up to 50 pounds

BATTALION CHIEF-SUPPRESSION

Duties and Responsibilities:

- Manage any area of staff responsibility including Special Operations, Training/Safety, EMS or Support Services, performing all related tasks in a timely and efficient manner; Participate in development of the District's annual budget;
- Assume on-scene command of emergencies such as major fires, hazardous materials, mass-casualty incidents or other all-risk disasters;
- Participate in development of the District's annual budget;
- Assure all expenditures within assigned division(s) are necessary and prudent;
- Direct and supervise all line personnel in the District on an assigned shift;
- Assure that assigned personnel adhere to District rules, regulations and general orders; Assure that assigned personnel are fully trained and prepared for emergency response; Provide technical assistance and advice to the Fire Chief;
- Attend meetings and conferences as deemed appropriate for the position.
- Other duties as assigned by the Fire Chief or Assistant Fire Chief/Fire Marshall.

Required Qualifications:

- Possession of a valid driver's license of the proper classification;
- Certified as an EMT-D;
- Associates Degree in Fire Science
- Resides within seventy-five (75) road miles of a Tahoe Douglas Fire Protection District fire station. Knowledge of the "International Fire and Building Codes;"
- Knowledge of modern-day fire and emergency rescue techniques;
- Excellent interpersonal skills;
- Excellent oral and written communication skills;
- Strong leadership/management skills;
- Customer service oriented;
- Record of on-going personal development (education, training, etc.);
- Demonstrated ability to follow through on assigned tasks;
- Adaptability to varying situations, circumstances and personalities;
- Demonstrated loyalty to the Fire Chief and the District's goals and objectives;
- Excellent record of attendance;

Desirable Qualifications:

- Bachelor Degree in: Fire Administration, Fire Prevention Technology, Public Administration or related field – and/or equivalent experience;
- Completion of or currently participating in National Fire Academy's Executive Fire Officer program;
- Completion of the California Company Officer core classes;

- Completion of California Chief Officer Certification courses;
- Completion of I-400, “Advanced Incident Command Systems,” I-401, “Incident Command Multi-Agency Coordination,” and I-402 “ICS for Executives;”
- Current certification as Haz-Mat IC as specified by 29 CFR 1910.120 and Nevada Revised Statutes;
- Completion of Haz-Mat Safety Officer course;
- History of service as a Company Officer for a minimum of five years
- Ability to lift and/or move up to 50 pounds

CAPTAIN

Duties and Responsibilities:

- Engage directly in fire suppression, fire investigation, fire prevention, public education, EMS, Haz Mat, rescue and all other public safety activities;
- Direct the activities of assigned personnel at all emergency and non-emergency scenes;
- Assure that assigned personnel are fully trained and prepared for emergency response;
- Assure that assigned personnel adhere to Fire District rules, regulations and general orders;
- Direct the maintenance and cleaning of facilities, equipment and apparatus;
- Maintain appropriate discipline at all times;
- Prepare reports and maintain records.
- Perform prolonged manual work under adverse conditions;

Required Qualifications:

- Successfully complete the competitive promotional exam for the position of Captain.
- Associates Degree in Fire Science or completion of Company Officer certification classes from California, Nevada, or another State certification curriculum that meets NFPA 1021.
- History of service in the rank of Engineer or has passed the Engineer's examination and demonstrated competence in driving, pumping and daily maintenance of equipment.
- Valid driver's license of the proper classification.
- Certified EMT-D.
- Completion of;
 - I-100, "Introduction to the Incident Command System,"
 - I-200, "Basic ICS,"
 - I-300 "Intermediate Command Systems,"
 - S-215, "Fire Operations in the Wildland Urban Interface," and
 - S-336, "Fire Suppression Tactics,"
 - Fire Investigation 1A.
 - RT-130, "Annual Wildland Refresher Training."
- All newly promoted Company Officers will meet N.F.P.A. 1021, "Standard on Fire Officers Professional Qualification Level I and II" within three years of promotion. This may require additional coursework for those with an Associates Degree, but who have not completed a CA or an NFPA certified State Company Officer's certification curriculum.
- Resides within seventy-five (75) road miles of a Tahoe Douglas Fire Protection District fire station.

Beginning in 2010, S-290 Intermediate Fire Behavior and S-230 Single Resource Leader will also be required to participate as an engine captain on a strike team.

Desirable Qualifications:

- Associate Degree in Fire Science and Completion of Company Officer core classes;
- Seven years employment with the District at the time of appointment;
- Knowledge of modern-day fire and emergency and rescue techniques;
- Knowledge of the International Fire and International Building Codes;
- Excellent oral and written communication skills;
- Strong leadership/management skills;
- Customer service oriented;
- Excellent record of attendance;
- Adaptability to varying situations, circumstances and personalities;
- Demonstrated loyalty to District's goals and objectives;
- Completion of Fire Investigation 1B or NFA R-205. Current certification as Haz-Mat IC as specified by 29 CFR 1910.120 and Nevada Revised Statutes
- Ability to lift and/or move up to 50 pounds

Shift Training Captain

One captain from each shift will be assigned as the shift training captain whose duties include assisting the training chief with coordination of assigned shift training for all stations.

- Meet quarterly to discuss training goals.
- Participate in scheduling training for all shifts.
- Assure compliance with scheduled training for all stations.
- Audit record of training attended.
- Poll all crews on shift and other training captains for training ideas.
- Communicate with Training Chief to avoid scheduling conflicts.
- Communicate with Training Chief/SFM to train for measurable goals.
- Communicate with Special Rescue Team Leaders to integrate into training schedule.
- Develop position specific training goals.
- Use available resources to keep current on trends in the industry.

ENGINEER

Duties and Responsibilities:

- Respond to fire and other emergencies as driver of a Type I, Type III, Water Tender or aerial ladder truck;
- Operate apparatus and all equipment at the emergency scene;
- Receive and relays radio messages;
- Perform fire, EMS and rescue duties as needed;
- Perform daily and weekly equipment checks on apparatus and equipment;
- Perform annual pump service tests;
- Perform the maintenance and cleaning of facilities, equipment and apparatus;
- Perform minor repairs as necessary;
- Assist in fire prevention and public education activities;
- Function in the position of acting captain when required and supervise engine company activities at an emergency scene and at the fire station.
- Perform prolonged manual work under adverse conditions;

Required Qualifications:

- Successfully complete the competitive promotional exam for the position of Engineer;
- Completion CSFM Driver Operator 1A and 1B at time of appointment*
- Completion of CSFM Driver Operator 1A and 1B at the time of appointment;
- Completion of CSFM Driver Operator 1A and 1B to operate apparatus on strike team or task force assignments;
- RT-130, Annual Wildland Refresher Training.
- Certified as an EMT-D;
- Valid driver's license of the proper classification;
- Resides within seventy-five (75) road miles of a Tahoe Douglas Fire Protection District fire station;
- Successful Completion and maintenance of Engineer Task Book prior to the competitive promotional exam for the position of Engineer.*

Desirable Qualifications:

- Associate Degree in Fire Science or completion of Company Officer Core Classes;
- Knowledge of District streets and water systems, and built in fire protection systems;
- Three years employment with the District at the time of appointment;
- Knowledge of fire hydraulics, pumper flow testing, and mathematics as it applies to the fire service;
- Knowledge of tools and equipment, firefighting and fire behavior, and rescue techniques; Knowledge of communications practices;
- Customer service oriented;
- Excellent oral and written communications skills;

- Excellent record of attendance;
- Demonstrated loyalty to the District's goals and objectives
- Ability to lift and/or move up to 50 pounds

FIREFIGHTER

Duties and Responsibilities:

- Respond to fires and other emergencies as a part of an engine company or ambulance crew;
- Lay and connect hoses, apply water through nozzles;
- Raise and climb ladders;
- Ventilate buildings;
- Remove persons from dangerous situations;
- Administer emergency medical aid to level of certification;
- Perform salvage operations;
- Perform land and water rescue;
- Assist in fire prevention and public education activities;
- Perform and/or assist with daily and weekly equipment checks;
- Perform the maintenance and cleaning of facilities, equipment and apparatus;
- Perform prolonged manual work under adverse conditions;

Required Qualifications:

- Certified as an EMT-D;
- Acquire and maintain ambulance attendant license;
- Valid driver's license of the proper classification;
- Firefighter I certification.
- RT-130, Annual Wildland Refresher Training.
- Resides within seventy-five (75) road miles of a Tahoe Douglas Fire Protection District fire station.

Desirable Qualifications:

- Associate Degree in Fire Science;
- Haz Mat Technician/Specialist;
- EMT-I (intermediate);
- Completion of Company Officer core classes;
- Completion of CSFM Driver/Operator 1A and 1B;
- Ability to learn complex practical manual skills;
- Ability to cope with the mental and physical stress associated with emergency scenes;
- Excellent oral and written communications skills
- Ability to lift and/or move up to 50 pounds

FIREFIGHTER/PARAMEDIC

Duties and Responsibilities:

- Respond to fires and other emergencies as a part of an engine company or ambulance crew;
- Lay and connect hoses, apply water through nozzles;
- Raise and climb ladders;
- Ventilate buildings;
- Remove persons from dangerous situations;
- Administer emergency medical aid;
- Perform salvage operations;
- Perform land and water rescue;
- Assist in fire prevention and public education activities.
- Maintain the ALS ambulance and all related equipment;
- Function as incident commander on EMS calls in the absence of a company officer or Medical Group Supervisor on incidents with multiple patients;
- Conduct EMS training for engine company personnel.
- Perform the maintenance and cleaning of facilities, equipment and apparatus;
- Perform prolonged manual work under adverse conditions;

Required Qualifications:

- Current certification as a Nevada EMT-A (advanced/paramedic) or the ability to obtain the certification within six months of employment.
- Maintain ITLS, ACLS, PALS/PEPP certifications;
- Valid driver's license of the proper classification;
- Acquire and maintain ambulance attendant license;
- Firefighter I certification;
- RT-130, Annual Wildland Refresher Training.
- Resides within seventy-five (75) road miles of a Tahoe Douglas Fire Protection District fire station;

Desirable Qualifications:

- Associate Degree in Fire Science;
- Haz Mat Technician/Specialist;
- Completion of Company Officer core classes;
- Completion of CSFM Driver/Operator 1A and 1B;
- Ability to learn complex practical manual skills;
- Ability to cope with the mental and physical stress associated with emergency scenes;
- Excellent oral and written communications skills
- Ability to lift and/or move up to 50 pounds

MECHANIC

This position reports to the Battalion Chief in charge of equipment and apparatus.

Duties and Responsibilities:

- Perform and may lead others in the maintenance and repair of Fire District vehicles and equipment;
- Maintain records of such maintenance and repair;
- Purchase parts and supplies from vendors;
- Schedule repair work with vendors when necessary;

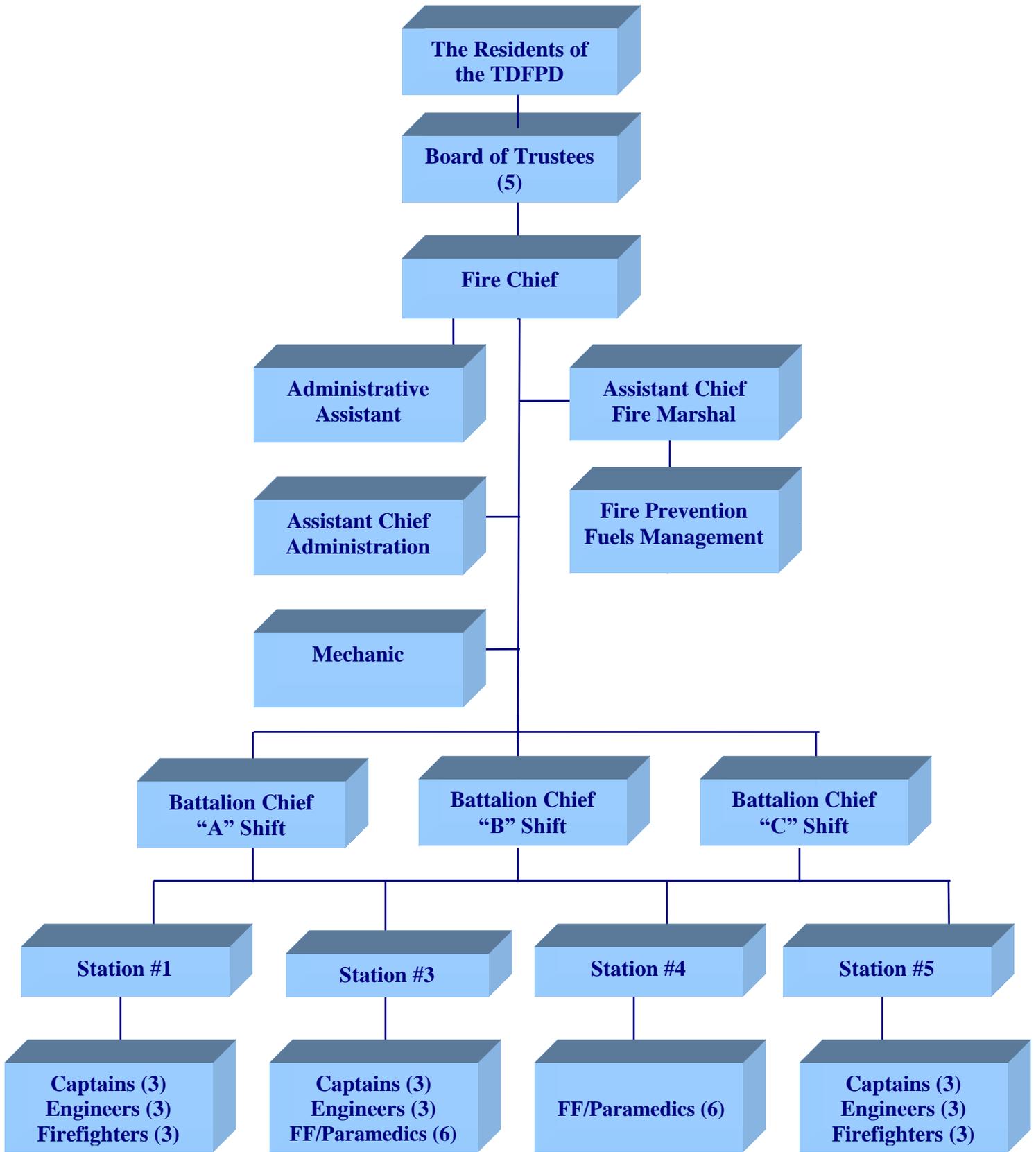
Required Qualifications:

- Valid driver's license of the proper classification;

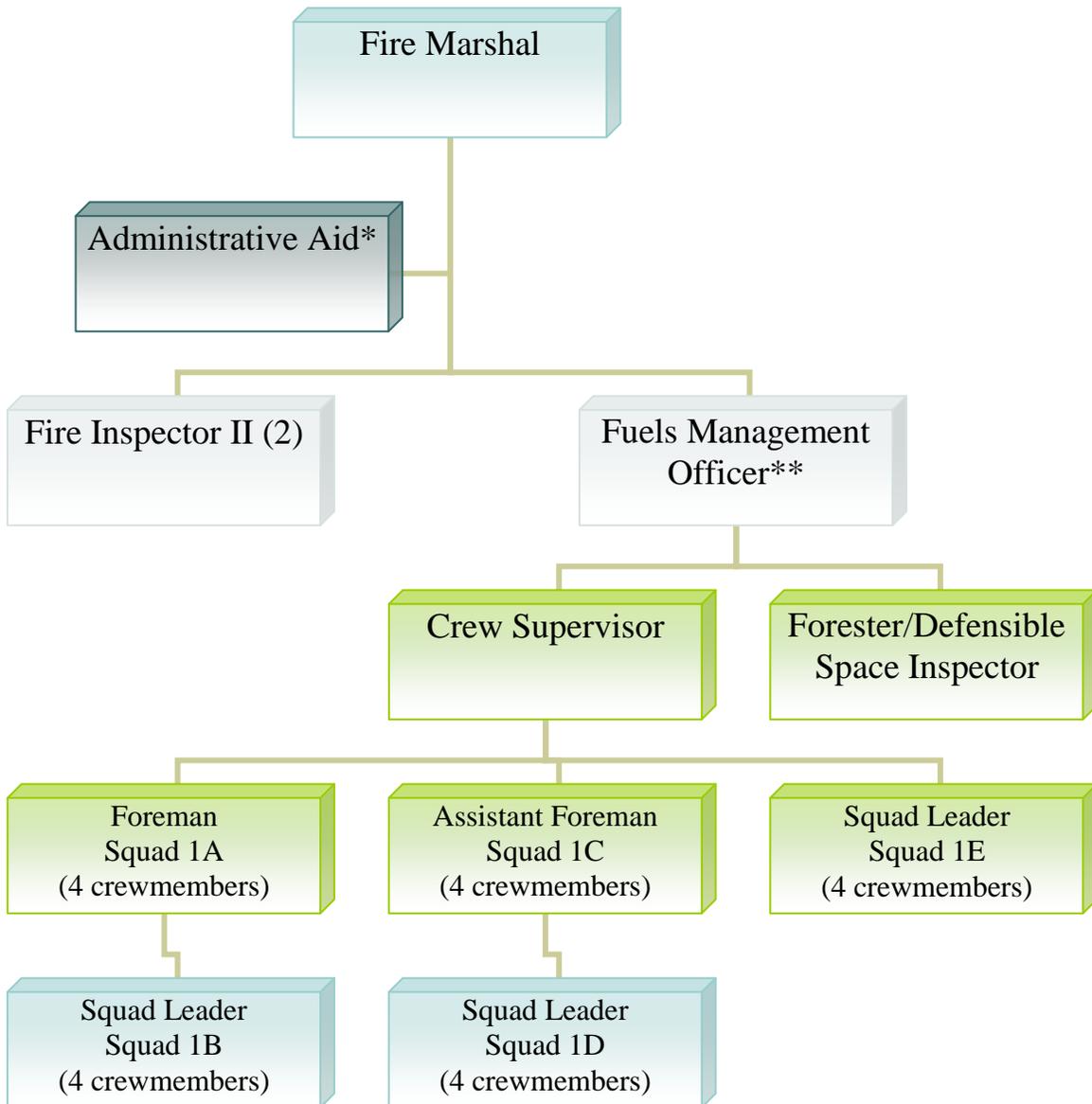
Desirable Qualifications:

- Four years experience at the journeyman level in light, medium and heavy duty gasoline and diesel driven motor apparatus;
- Knowledge of maintenance and repair of fire pumps;
- Completion of California State Fire Marshal Fire Mechanic I courses;
- Continued coursework toward completion of Fire Mechanic II and III or Certified Emergency Vehicle Technician equivalent;
- Ability to get along with others;
- Good verbal and written communication skills;
- Customer service oriented
- Ability to lift and/or move up to 50 pounds

**TAHOE DOUGLAS FIRE PROTECTION DISTRICT ORGANIZATIONAL
CHART FY 2012**



FIRE PREVENTION/FUELS MANAGEMENT ORGANIZATIONAL CHART



* The Administrative Aid is a support function of Fire Prevention/Fuels Management, but reports to the Administrative Assistant.

** The Fuels Management Officer position is currently unfilled.

SERVICE PLAN

Following is a listing of most of the emergency and non-emergency services offered by the Tahoe Douglas Fire Protection District. Our primary mission is to attain and maintain the highest level of service to our citizens and visitors. This section describes some intra-organizational activities along with projected time frames. The District also has and will maintain mutual aid agreements with all local and regional fire and EMS providers.

In responding to emergencies (see definition of emergency response) within the Fire District boundaries, it is the goal of the District to attain the following response time objectives 90% of the time:

*Alarm processing;	50 seconds
Turnout time:	60 seconds
Travel time of first due unit:	5 minutes

“Emergency Response” is any request for service to mitigate an immediate threat to life, limb, property or the environment. Examples of emergency response would be structure, wildland, and miscellaneous fires, medical emergencies, vehicle accidents, hazardous materials incidents, explosives incidents and physical rescues (water, ice, rope). When documenting responses, personnel strive to document the correct mode of response and include factors that delay response.

Examples of urgent or non-emergency responses would be requests for non-emergency transport from medical clinics, delayed patient arrival transports from ski areas, public assistance requests, smoke investigations, some types of explosive ordnance disposal requests, move-up assignments, and long distance strike team response.

The first due unit advances the first hose line for fire control, provides initial life support for medical calls, and takes other actions necessary to begin mitigating the emergency. The table below outlines the minimum response objectives for a majority of the typical risks encountered by the Tahoe Douglas Fire Protection District.

*Although the alarm answering point is not under direct control of the Fire District, we work closely with Douglas County Communications to meet this objective.

RESPONSE OBJECTIVES

	Number of Companies	Total Personnel	Engine Company Minimum	2 nd Due Company Minimum	3 rd Due Company Minimum
Structure Fire	3	10-12	2**	2**	2**
Wildland Fire	3***	10	3**	3**	3**
Medical Aid	2*	4/5*	2	N/A	N/A
Traffic Collision	3	7	2	2	On Request 2
All Other Risks	2	4	2	2	On Request 2

*Some Medical Aid requests warrant the response of a medic unit without an engine company, such as inter-facility transfers. “Total Personnel” includes the closest engine company to ensure that patient care is initiated in a timely manner.

**Engine Company Minimums will vary depending on daily staffing level.

***May also include Water Tender and Zephyr Crew response.

TRAINING

Fire District staff adopted a comprehensive training plan that was created as a separate document to facilitate the dynamic needs of our organization. This plan addresses the training needs of the Fire District organized by divisional responsibilities. The training plan will be posted on the Fire District’s website.

STRUCTURAL FIRE PROTECTION

Overview

The Tahoe Douglas Fire Protection District believes that the best and safest way to fight a fire is by having a good fire prevention program. We have spent thousands of dollars and many hours educating citizens of this District and surrounding communities on the dangers of fire and how they can protect themselves from such emergencies. We believe public education reduces the possibility of fire fatalities and property loss in our district and nationwide. Even with this progressive education effort in place, structure fires will still occur. Accepting this threat, the Tahoe Douglas Fire Protection District will maintain a high level of readiness utilizing a three-tier fire suppression training program centered on the district's policy to rapidly and aggressively attack all fires to keep life hazard and property damage to a minimum.

Training - Basic

All probationary firefighters will be trained to a minimum Firefighter I level as described in National Fire Protection Association 1001, "Standard of Firefighters Professional Qualifications".

The Fire District will establish training and education programs that offer new members initial training, proficiency opportunities and a method for evaluating skills and knowledge prior to engaging in emergency operations.

Training- Annual Recruit Review

All probationary firefighters will complete a comprehensive twelve-month training period under the supervision of the Company Officer. The training will be documented in a manual/task book that will provide adequate training in all firefighter related duties. The twelve-month training period will conclude with a comprehensive evaluation that allows the employee to demonstrate competency in all areas of the training program.

Training - Advanced

All line personnel will be trained to the Firefighter II level using the N.F.P.A. guidelines above. All line personnel will receive live fire and flammable fuels fire training annually. Additional training will emphasize "high risk, low frequency tasks" including Rapid Intervention Team, multi-company drills, truck company aerial operations, vertical ventilation, victim/firefighter search, self-rescue, and fire ground operations. Training resources outside the Fire District will be utilized to facilitate training objectives.

Training - Driver/Operators

All personnel will be given the opportunity to attend the Driver/Operator 1A and 1B courses over the next three years. These courses meet the requirements set in N.F.P.A. 1002, "Standard for Fire Department Vehicle Driver/Operator Professional Qualifications." These courses are required for all district engineers. All Engineers, Acting Engineers and future Engineer Candidates will complete the Engineer Task Book and maintain annual certification.

Training - Company Officers

All Company Officers will meet the Firefighter II level as stated above. All personnel will have the opportunity to complete the California State Company Officer Courses. It is the goal of the Training Division to offer the entire curriculum every three years. These courses are offered through the California State Fire Marshal's Office Training Division. The Training Division will strive to have all courses taught in the district though some courses may be held at Lake Tahoe Community College and Lake Valley Fire District. The nine courses required are:

- Incident Command 300;
- Instructor 1A and 1B;
- Investigation 1A;
- Command 1A and 1B;
- Prevention 1A and 1B;
- Management 1A. (Investigation 1B is also desirable).

The Fire District will investigate possible avenues for providing practical training and experience for company officers. This could include live fire training at seminars, the fire training center in Carson City, and/or ride-along and exchange programs with other fire departments.

Personnel Response

The minimum response assigned to a first alarm structure fire is thirteen to fifteen personnel including one chief officer. Equipment response includes three engine companies, one ladder truck and two paramedic ambulances. This minimum response will be affected by the daily staffing level. Additional apparatus and personnel will be requested through mutual aid with adjacent agencies and paging off duty personnel.

WILDLAND FIRE PROTECTION

Prevention

Fire prevention activities will strive to make our citizens and visitors aware of the threat of fire in the wildland environment. Living with Fire in the Lake Tahoe Basin will be the basis for our wildland fire public education outreach. During FY 2012 engine companies will begin conducting “curbside” defensible space evaluations. The goal is to have every residential property within the fire district evaluated once every five years.

Training

Our goal is to provide quick response and deploy appropriate strategy and tactics to attack a wildland fire. We will strive to provide adequate fire suppression in the event of a wildfire by training our personnel to the most current standards of wildfire suppression techniques and practices. All personnel will be required to complete S-110, S-130, S-190 or equivalent and annual completion of RT-130. Driver/Operator IA/IB, ICS 300 “Incident Command”, S-215 “Fire Operations in the Interface,” and S-336 “Fire Suppression and Tactics” will be offered periodically to allow members to meet “Tahoe Basin Chiefs” and California OES Five Party Agreement training requirements. All personnel will have an understanding of IFSTA Third Edition, “Fundamentals of Wildland Firefighting” and basic I.C.S. techniques.

Any Chief Officer who participates in the Lake Tahoe Regional Fire Chief’s Association as a Strike Team or Task Force Leader will meet their minimum training requirements for participation as endorsed by the Tahoe Douglas Fire District Fire Chief. All suppression personnel will meet the minimum training requirements as outlined in the California O.E.S. Five Party Agreement.

Personnel Response

The minimum response assigned to a first alarm is ten personnel including one chief officer. Minimum equipment response includes two type-1 engines, one type-3 brush engine and one ALS ambulance. The hand crew will respond or be recalled. The water tender may also respond.

MISCELLANEOUS FIRE

Overview

The term “miscellaneous fire” relates to all fires except structure and wildland. Examples of miscellaneous fires are vehicles, boats, snowmobiles and rubbish fires. The Tahoe Douglas Fire Protection District will respond to all fires in its jurisdiction including miscellaneous fires with the most modern equipment, staffed by well-trained personnel. All personnel will be trained to the level of Firefighter II as outlined in the N.F.P.A. Standard 1001, “Standards of Firefighter Professional Qualification”.

Personnel Response

The minimum response assigned to a first alarm is four personnel on one engine and one paramedic ambulance. A chief officer may respond to “on-highway” incidents to assist with scene safety.

HAZARDOUS MATERIALS

Prevention

The District will inform our community about the proper handling and use of hazardous materials. We will make available a list of licensed disposal facilities for proper disposal of hazardous materials. Beginning in the spring of 2000, the District began providing a location for the residents to dispose of household hazardous waste materials. Through State and County Grants, the District has purchased a small storage building and offers open collections twice a year. We will continue to encourage the use of non-hazardous materials as appropriate. The District will use enforcement as a last resort to ensure compliance.

Mitigation/Training

The Tahoe Douglas Fire Protection District will strive to provide adequate hazardous materials response to our community in the event of a hazardous materials emergency by maintaining annual training for all personnel. All personnel will have a minimum of the eight-hour “First Responder” and twenty-four hour “Operations” training certified by the Nevada State Fire Marshals Office. Our incident commanders will be certified as Hazardous Materials Incident Commanders as specified by 29 CFR 1910.120, and Nevada Revised Statutes. Hazardous materials incident commanders must receive training or demonstrate competency annually to comply with CFR 1910.120. Select members from each shift will be trained and certified as Hazardous Materials Decontamination and Technician members. The department goal is to maintain at least six technicians. These people will participate in the Quad County (Storey, Lyon, Carson City and Douglas Counties) Hazardous Materials Response Team. This team responds to emergencies in the participating jurisdictions.

Personnel Response

The minimum response assigned to a first alarm is seven personnel including one chief officer, two engines, and one paramedic ambulance. Haz-Mat 5 will respond as requested. As stated above, the Quad County H.M.R.T. will respond when requested by the Incident Commander.

EMERGENCY MEDICAL SERVICES

Overview

Emergency Medical Services continue to expand yearly and make up most of our call volume. Therefore, the Fire District's commitment to this service will continue to be strong. The Fire District is committed to staffing a qualified emergency response team for both the citizens and visitors to the community. All of our engine companies are equipped to the EMT-Intermediate service level.

Training – EMT Basic/D

All department personnel will complete and maintain EMT-D certification. This course consists of 110 hours of training and requires recertification every two years.

Training – EMT Intermediate (ILS)

At the discretion of the Fire Chief, a limited number of personnel will be trained as Intermediate Life Support EMT's. Individuals who promote out of the rank of FF/PM will be encouraged to maintain at least ILS certification to maximize staffing flexibility and ILS service delivery. Individuals trained to this level will fulfill re-certification requirements set forth by the Tahoe Douglas Medical Director and attend two TDFPD Continuing Quality Improvement (CQI) meetings annually. An additional 50 hours of training beyond EMT-D is required for ILS certification. The Fire District has made the commitment to provide realistic training and continuing education to allow ILS personnel to maintain a skill level commensurate with the district's high standards for patient care.

Training – EMT Advanced

At the discretion of the Fire Chief, a limited number of personnel may be trained to this level, meeting the requirements of the State of Nevada and the TDFPD Medical Director. Individuals who promote out of the rank of FF/PM will be encouraged to maintain this level of certification to maximize staffing flexibility and ALS service delivery. Individuals trained to this level will fulfill re-certification requirements set forth by the Tahoe Douglas Medical Director. Currently, 24 hours of annual continuing medical education are required to maintain certification, which includes two hospital base station meetings, one skills lab, and 3 TDFPD Continuing Quality Improvement (CQI) meetings are required by the TDFPD Medical Director. Increasing the number of certified paramedics will increase flexibility in staffing patterns and provide the highest level of EMS service delivery.

Personnel Response

The nearest Engine Company and nearest ALS Ambulance typically respond to requests for medical assistance. The district's engine companies are all equipped to an ILS level. The district will maintain two ALS ambulances staffed with at least one paramedic each, and a reserve ALS ambulance.

VEHICLE EXTRICATION

Overview

The Fire District has taken an aggressive stance in regard to vehicle extrication, due in part to the high traffic volume that travels through the district. We provide “state of the art” vehicle extrication services utilizing cutting edge equipment and well-trained personnel. The district will continue to maintain this high level of service.

All personnel are required to have a thorough working knowledge of all tools and equipment used in vehicle extrication and carried on district apparatus. This will continue to be accomplished through regular training and new annual hands on training given by district personnel.

Company officers will continue to assure that their personnel are trained to this level. Instructors will be expected to attend classes specific to extrication and new vehicle construction to maintain competency. When possible, the district will secure vehicles from local tow yards, agencies and manufacturers for practical extrication training and education.

Personnel Response

The minimum response assigned to a first alarm vehicle accident is a minimum of seven personnel on two engines, one paramedic ambulance and one chief officer.

EXPLOSIVE ORDNANCE DISPOSAL

Overview

The Tahoe Douglas Fire Protection District operates and maintains the Tahoe Douglas Bomb Squad to provide a front line response to incidents involving weapons of mass destruction, bombs, suspected bombs, explosives, shock sensitive materials, and accidental explosions. Members of the squad are trained to respond to explosive related incidents in a wide variety of situations. The Bomb Squad provides these services consistent with currently accepted practices.

EOD response is a joint effort with the Douglas County Sheriff's Office. With four personnel from the Tahoe Douglas Fire District and three personnel from the Douglas County Sheriff's Office there are a total of seven certified hazardous device technicians and one trainee assigned to the Bomb Squad awaiting assignment to formal training.

EOD response is provided throughout Douglas County. Additionally the City of South Lake Tahoe, Carson City, the Legislative Counsel Bureau and Capitol Police obtain EOD service under a service contract agreement. Other jurisdictions are provided EOD service, as needed, under a fee for service agreement.

The Bomb Squad also participates in the Northern Nevada Bomb Technicians Federal Task Force. This is a working group comprised of the Consolidated Bomb Squad Reno, Elko Bomb Squad, Placer County Sheriff's Bomb Squad, Tahoe Douglas Bomb Squad and the FBI.

Training

All Tahoe Douglas Bomb Technicians complete a six-week basic course of instruction provided by the Federal Bureau of Investigation at Redstone Arsenal in Huntsville, Alabama. Upon successful completion of this course, new technicians are certified to analyze and render safe a variety of hazardous devices and upon return to the squad are assigned with senior technicians for further training, observation, and evaluation. All certified Bomb Technicians have received an additional 40 hours of training in render safe procedures for weapons of mass destruction (devices that disseminate a chemical or nerve agent for example). Advanced training in render safe procedures, improvised explosive devices, and post blast investigation are provided through classes from various government agencies that include B.A.T.F., F.B.I., and all branches of the U.S. military service. In order to maintain certification, annual training for technicians also includes 16 hours monthly in house training and an additional 40 hours received from an outside source. All new personnel selected to attend the Hazardous Devices School Basic class must also meet the training requirements for CFR 1910.120 Hazardous Materials Technician as a prerequisite for acceptance into the school.

Duties of Technicians

In addition to the new weapons of mass destruction requirements, the duties of bomb technicians include: evaluation, render safe, removal, and or destruction of improvised explosive devices, incendiary devices, explosives, explosive chemicals, pyrotechnics and

ammunition. They also conduct post blast crime scene investigations, collect and preserve evidence, and provide courtroom testimony. Other duties include dignitary protection, disposal of recovered military ordnance, fireworks disposal, drug lab mitigation and S.W.A.T support.

Public Training

The Tahoe Douglas Bomb Squad is widely recognized for teaching bomb threat awareness and public safety programs to government agencies and the general public throughout the nation and abroad. The squad also assists agencies and businesses in developing emergency response plans for bomb threats, bombing incidents and other related matters.

Personnel Response

The minimum response to an actual or suspected hazardous device incident is two technicians and the EOD Response Vehicle. In addition, fire, EMS and law enforcement personnel respond as required according to the nature of the incident.

RESCUE SERVICES

Overview

Severe terrain, unpredictable climate, and diverse recreational activities in the Tahoe Basin all contribute to our unusually high number of rescue calls. These types of alarms are generally outside the normal scope of response for fire departments. This fact, coupled with our industrial sector's reliance on us for rescue services, has created a need for several specialized rescue programs.

The Fire District will continue to be proactive in this regard. District personnel perform technical rope rescue, boat based water rescue, dive rescue, ice rescue, and confined space rescue.

The Fire District has followed national guidelines and standards such as NFPA 1983, NFPA 1670, OSHA 1910.146 and others to set minimum guidelines for these programs. Members are trained by nationally recognized organizations to assure the highest level of service and safety for our customers and our personnel. The programs are then tailored to meet the particular needs of our district. The Tahoe Douglas Fire Protection District will continue to accept the challenges these operations present.

Training - Rope Rescue; Operations Level

This level of training includes thorough knowledge of low angle rescue operations including quick line deployment, patient access, litter rigging and attending, raising and lowering systems, belay systems, and anchor setup. Additionally, training includes procedures for ascending and descending a fixed rope. All members of the department will continue to be trained to this level in-house and will participate in competency based training at least twice yearly.

Training – Rope Rescue; Technician Level

Training at this level will include thorough knowledge of high angle operations including anchor systems, victim “pick off,” vertical stokes operations, patient access and stabilization, line transfers, and ascending and descending a fixed line.

Completion of Progressive Rescue Technician I and II or equivalent is desirable. Training at this level will be offered primarily in-house with outside classes offered as needed. All members trained to this level will participate in competency based training at least twice yearly.

Training - Confined Space Rescue; Operations Level

Training will include Operations Level rope rescue training and Confined Space Entry Level training as set forth in OSHA 1910.146. This includes hazard recognition, protection and control; air monitoring; identifying and controlling the psychological challenges, and use of raising and lowering systems in the high-angle environment. All members of the department will be trained to this level in-house. Performance of specific tasks will be dependent upon individual ability and skill retention. All members will participate in competency based training on at least an annual basis.

Training-Confined Space Rescue; Technician Level

This level will include “Awareness and Operations” level training as well as procedures set forth in NFPA 1670, Chapter 5-4. These include a medical surveillance program, continuing size-up, and planning for rescues in hazardous environments. Performance of specific tasks will be dependant upon individual ability and skill retention. All members will participate in competency based training at least once annually.

Training - Water Rescue; Operations

Training includes rescue operations for crewmembers aboard the rescue vessel. All members of the department are trained to this level in-house.

Training - Water Rescue; Technician

Training includes the safe and effective operation of the rescue vessel during rescue and firefighting operations. Personnel must demonstrate competency in all areas of vessel operations. Only personnel having completed competency testing will operate the boat.

Training – Water Rescue; Boat-based Firefighting

All personnel will be trained to perform firefighting functions aboard the district’s rescue vessel including use of the stationary master stream device, onboard hand lines, and supplying water to hose lines on shore.

Training - Ice Rescue; Technician

Training will include rescue from shore and insertion onto or into the ice. All personnel will be trained to this level in house. All personnel will participate in a minimum of bi-annual training.

Training – Dive Rescue (Proposed)

The program's goal is to develop and implement a safe, effective, sustainable Dive Rescue Program over the next two years featuring a two-tiered training program.

Training – Dive Rescue; Operations (Proposed)

All personnel will be required to observe safety at incidents including minimum personal protective equipment and flotation devices. They will be trained to interview witnesses, conduct shore based rescue operations, and support rescue divers from vessels.

Training – Dive Rescue; Technician (Proposed)

Technician level personnel will perform underwater rescue operations and will have and maintain their Professional Association of Diving Instructors (P.A.D.I.) or National Association of Underwater Instructors (N.A.U.I.), Rescue Diver certification and Public Safety Diver certification through a Tahoe Douglas Fire District sponsored, nationally recognized agency.

Training – Rapid Intervention Team

All emergency personnel responding to Tahoe Douglas incidents will be trained in RIT and Fire Fighter Survival techniques annually. Current Policies/Procedures and Best Practice Guidelines will continually be updated to current practices to reflect our ongoing commitment to firefighter safety.

Training – Short Haul Rescue (Proposed)

The Fire District, in conjunction with NDF, is currently pursuing the implementation of a helicopter short-haul rescue program. This program will utilize NDF helicopters to insert TDFD paramedics into remote/difficult access areas to provide advanced life support care for sick and injured persons. Once stabilized and packaged, patients would then be moved via a long line attached to the underside of the helicopter to waiting ambulances and/or medical aircraft.

Barton Memorial Hospital has pledged \$10,000 toward start-up costs for equipment and initial training/certification of TDFD personnel. Grant funding has also been applied for. Current plans call for initial training/certification of nine TDFD paramedics. Certification, training, and operating guidelines will be modeled after U.S. Department of Interior standards and guidelines. Once certified, TDFD personnel will conduct quarterly training exercises for short-haul rescue and annual training for helicopter operations and survival.

Personnel Response

The minimum response assigned to a rescue will be seven personnel including one chief officer, two engine companies, and one paramedic ambulance.

Note: All rescue programs are classified to response level as outlined in NFPA 1670, "Standard on Operations and Training for Technical Rescue Incidents." All programs are currently being evaluated for service response at the Technician level. All training provided for rescue services will be recurring and verifiable to maintain proficiency and to provide a means for company officers and incident commanders to ensure that personnel are performing these services are currently qualified.

PUBLIC ASSIST SERVICES

Overview

The Tahoe Douglas Fire Protection District services will continue to be accessible to all residents in the district for any immediate problem. If our Fire District cannot mitigate the immediate problem, a resource list will be made available which may be utilized to mitigate the problem. It is our intent to deliver service that exceeds our customers' expectations.

Personnel Response

The minimum response to a request for assistance will be the nearest available engine company.

FIRE PREVENTION

Overview

The Tahoe Douglas Fire Protection District is committed to protecting our community from the impacts of fires and other emergencies. The Fire Prevention Department 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 life safety 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.

Fire and Life Safety Inspection Program

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. We will also

strive to provide educational materials and defensible space evaluations to every member of the community.

Fire and Life Public Education Program

The Fire and Life Safety Public Education Program consists of a variety of programs, including school programs that focus on pre-school, elementary, and middle school students to inform them about the hazards of fire and other emergencies. Curriculums and activities may include: Project S.A.F.E. (Student Activities for Emergencies), Winter Survival, Dialing 911, Fire Safety House, Boating and Water Safety, CPR/First Aid, Business Kaleidoscope, Health Fair, Fire Fest, Wildfire Awareness Week and the Child Passenger Safety Program.

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.

To assist in evaluating the Public Education Program, a record will be kept of all public education activities. This record will be maintained as a “Public Education Event” in the Emergency Reporting System accessed under the “Event” tab.

Plan Review Process

The plan review process was modified January 1, 2011. As of this date, all plan review intake occurs at the Fire District Administrative Offices. Plan reviews are now categorized by level, based upon the review requirements. Level One plan reviews are “pre-TRPA” plan review. In this review, fire department access, 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.

The Department of Fire Prevention will work with the Building Official and Douglas County in the adoption of new editions of the International Codes.

Fire Investigation

All fires occurring in the Fire District shall be investigated. Responsibility for scene preservation, initial cause and origin 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 Department of Fire Prevention at any stage of the investigation. The EOD unit may also be requested to provide support for the

investigation. The Department of Fire Prevention 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 Department of Fire Prevention. 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 cause and origin investigation skills. The State of Nevada is currently revising the requirements for Nevada Certified Fire Investigator. By the end of FY 2013, all members of the Department of Fire Prevention and at least one Captain per shift should be qualified at the CFI-1 level or as an IAAI CFI.

The following is a synopsis of the requirements for Fire Investigator Certification:

- INV-F: completion of NWCG FI 210 course and INV-F taskbook.
- NV CFI-1: Completion of NFA R-205 or NV SFM basic fire investigation or equivalent course. Completion of CFI 1 taskbook, pass NV SFM CFI exam.
- NV CFI-II: Current CFI-I, complete FI-210, 16 hr course in motor vehicle investigation, complete 16 hour course in appliance/electrical fire investigation, completion of JFIS-1, complete courtroom preparation course, active participation in 25 investigations, complete CFI-II taskbook.
- NV CFI-III: Current CFI-II, complete 24 hr. post bomb/blast investigation course, complete FI-310, national CFI from either IAAI or NAFI, active participation in 50 fire investigations, complete CFI-III taskbook.

FUELS MANAGEMENT

Overview

In 2004 the Tahoe Douglas Fire Protection District and the Nevada Fire Safe Council commissioned the “Nevada Community Wildfire Risk/Hazard Assessment Project”. The Assessment Project surveyed seven geographical areas of the Fire District and assigned a Fire Hazard Rating Score of low, moderate, high, or extreme. Of the seven areas, five scored high, one (Stateline) scored moderate, and one (Chimney Rock) scored extreme. The primary recommendation of the Assessment Project was the removal of excess flammable forest fuel and the creation of neighborhood fuel breaks.

Subsequent to the release of the Assessment Project, the Fuels Management Division was created to address the hazards identified as being the responsibility of the Fire District.

Fire Safe Chapters

Fire Safe Chapters are the cornerstone of the community fuels reduction effort. The chapters apply for grant money and then schedule work using various contractors, including the Fire District’s Fuels Reduction Crew. They also raise general fire safety awareness and coordinate the homeowner’s volunteer time, which is worth thousands of dollars in matching funds.

Glenbrook and Hidden Woods had existing chapters, formed in 2002. Chapters formed in 2004 as a result of the Assessment Project were Cave Rock, Chimney Rock, and Lake Village. 2005 saw the formation of Fire Safe Chapters in Skyland, Logan Creek, and Round Hill as well as work projects started in Cave Rock and Hidden Woods / Lakeridge. The Upper Kingsbury Chapter formed in 2006 and the momentum picked up with Chimney Rock, Round Hill, Skyland, Logan Creek, Lake Village, and Upper Kingsbury all starting ambitious fuels reduction efforts. 2007 brought chapters in Elks Point, Kingsbury South, and the Zephyr Cove area. The Marla Bay area organized in early 2008 for a total of thirteen Fire Safe Chapters in the Fire District.

The Fire District's Commitment

The Fire District's commitment centers around five major projects: defensible space inspections, "Compost Your Combustibles", curbside chipping, a fuels reduction crew, and the implementation of fuel-breaks as prescribed in the Community Wildfire Protection Plan.

Defensible space inspections are a comprehensive inspection of the home and surrounding area, with the specific intention to improve the home's survivability in the case of a wildfire. Fire resistive materials are recommended for siding, roofing, and decking. General housekeeping is assessed, with special attention directed toward the storage of firewood and other combustibles around the house, deck, and stairways. Finally, the area within 100 feet of the home is surveyed for proper spacing of ground fuels and trees. Homeowners can then receive a tree removal permit, if necessary. As of May 2008, the Fire District's trained personnel issue tree removal permits under an MOU with TRPA. During FY 2012 engine companies will begin conducting "curbside" defensible space evaluations. The goal will be to have every residential property within the fire district evaluated once every five years.

"Compost Your Combustibles" was instituted as an alternative to open burning of slash and other yard wastes. Residents are encouraged to bring slash, pine needles, and other combustible wood products to the Heavenly Boulder Lodge parking lot where the accumulation is used by Heavenly for erosion control or transported to the Carson Valley to be turned into organic compost.

Chipping and fuels reduction began in 2006 with a three person crew and a brush chipper, taking requests via telephone and the district's website. The public's response was soon overwhelming. An additional three person fuels reduction crew was added in 2007, and in 2008, an additional chipper was bought with grant funding to keep up with the demand and allow fuels reduction work to be accomplished on larger parcels. Two vehicles transported the crews and equipment; one a flat bed truck donated by Sierra Pacific Power Company, the other a surplus ambulance cab and chassis on which a dump bed replaced the ambulance body.

In April of 2008 the Zephyr Fire Crew was born. This twenty-person fire and fuels reduction crew was established in order to provide wide-scale fuels reduction in and around our neighborhoods, in addition to serving as a first-response wildland firefighting

resource. Their equipment includes five crew-cab pickups, two brush chippers, a woodchip transport truck, and a supervisor's vehicle.

The Crew's facility is a 3 acre parcel owned by Douglas County on Logging Road Lane. The County allows the property's use through an Interlocal Agreement requiring the District to treat 6 acres of county owned land each year that the District occupies the property. A temporary office trailer and two storage containers occupy the parcel and parking space is available for employees, crew vehicles and chippers. Due to regulatory constraints, this facility may be relocated during the 2011/2012 FY. During the spring and summer of 2011, surveys and technical studies will be conducted to determine the viability of building a permanent fuels management facility in Zephyr Cove Park.

During the 2010/2011 FY, the format for wildland pre-incident plans was developed during FY 2012 and 2013 wildland pre-incident plans will be developed for all neighborhoods within the fire district. When completed, this tool will provide the Incident Commander a baseline from which to develop their strategy and recommendations for resource requests. This tool will also be utilized as a resource for mutual aid suppression resources which will allow them to rapidly develop their situational awareness and be a more effective suppression resource.

Funding

The Fire Safe Chapters receive no funds from the Fire District. They apply for and administer their own grant funding. Some of that grant funding, however, becomes income to the District when the fuels crew works for the various Fire Safe Chapters.

The chipping/fuels crew began life with Nevada Senate Bill 1 funding and continued through a combination of a California Clearinghouse grant, and various contract work for the United States Forest Service, Nevada Division of Forestry, and Nevada Fire Safe Council. The chipping program is currently funded by SNPLMA funds.

The Fire District funds the defensible space inspections, with the only costs being administrative time for the Fire Inspector, Forester, and Fire Marshal to perform the inspections.

"Compost Your Combustibles" began as a joint venture between the Fire District, South Tahoe Refuse, and the Nevada Department of Environmental Protection. Costs are shared between the sponsoring organizations.

The majority of project income continues to come from grants and contracts administered by the Nevada Fire Safe Council. The Council made over \$400,000 in funding from the Southern Nevada Public Lands Management Act available to the district for fuels reduction. In July of 2009, the fire district began to receive funding made possible by the Fuels Reduction Tax Override, which created the Fire Safe Community Fund. This override, in the amount of \$0.05 per \$100.00 of assessed valuation. This override will bring approximately \$650,000.00 of additional annual revenue to the program to help fund fuels reduction and wildland fire prevention and awareness.

Training

The Fire District follows the guidelines for wildland firefighter training as set forth by the National Wildfire Coordinating Group (NWCG).

Fuels Crew	NWCG Required	NWCG Desirable
Entry Level	FFT2 (I-100, S-130 S-190, L180)	S-212
Returning		S-290, L-280, FFT-1 (S-131, S-133)
Crew Supervisor	CRWB (S-290, S-230, RXB3, FIRB, L-280)	I-200, L-280, S-270, S-260, S-234 RXB2

All personnel will receive a 40 hour refresher training each year. This training will include the mandatory RT-130 topics as well as American Heart Association Basic First Aid and CPR courses. In addition, there will be one designated EMT-B for each squad; the fire district will support the continuing education and recertification process for these individuals.

Personnel

Currently the Fuels Division consists of the Fire Marshal, a Forester, a Fire Inspector, a Crew Supervisor, a Crew Foreman and twenty-four Crewmembers.

Completed Projects

In the 2008 fuels reduction season the crew completed two major projects contained in the District's CWPP; the Stateline 1 and 3 projects.

Stateline 1, the Friday's Station/Park Cattle Company Project, involved 20 acres of hand thinning by the Zephyr Crew, and 150 acres of mechanical mastication. Stateline 3 comprised work on property owned by the Douglas County School District, Sierra Pacific Power Company, and the Tahoe Douglas Sewer Improvement District. This project entailed 15 acres of hand thinning above the Kingsbury Middle School and mechanical mastication on the Sewer District and SPPCO properties. Burning of piles in the hand thinned areas finished both projects after the fire season. Additionally, the Crew treated 70 acres of Forest Service and State of Nevada owned lots in the Round Hill and other neighborhoods. Other smaller projects included 30 acres in Glenbrook and several private parcels of 5 to 25 acres.

During the 2009 field season, fuel break projects were completed on 268 acres. These projects include 102 acres in the Zephyr Cove Park area, 56 acres on the East Ridge of the Kingsbury Grade area, 20 acres along the Kingsbury Corridor, 16 acres of USFS urban lots in Zephyr Heights, 33 acres in the Zephyr Creek drainage, and 41 acres in Slaughterhouse Canyon. The Slaughterhouse Canyon was awarded a "Best in Basin" award by the TRPA.

The 2010 field season 200 acres of fuel breaks were completed. These projects included the Heizer Ranch Project, the Tranquility Project, the Granite Springs Project, the Palisades Project and portions of the Kingsbury II Project.

Future Projects

Planned for 2011 are 200 acres of fuel break projects, these projects will include completion of the Kingsbury II Project, the Fridays's Station phase II Project, the Tranquility Phase II Project, the Kingsbury Corridor Project and completion of the Round Hill Project. The funding for these projects will come from the Southern Nevada Public Lands Management Act (SNPLMA), the United States Forest Service and the Fire Safe Community Fund.

Future Funding

The District, in conjunction with other Tahoe Basin Fire Agencies has received funding from the Southern Nevada Public Lands Management Act (SNPLMA) Round 9 and the United States Forest Service for fuel break projects. This funding will pay for a portion of our efforts during the 2010 field season.

In 2009 the District applied for two Pre-disaster Mitigation Grants of \$500,000.00 each. One grant is for the Glenbrook area with the other for continued work in the Kingsbury region. FEMA has selected these applications for further consideration. During field season 2011 the biological assessment will be conducted for the Glenbrook and Kingsbury FEMA pre-Disaster Mitigation Grants. Implementation of these projects is projected for field season 2012 and 2013.

MARKETING

The Department of Fire Prevention and Fuels Management has developed a marketing plan. The focus of this plan is keep our customers informed of the fuels management programs the Fire District offers and provide information on how tax generated revenues are being leveraged to increase the safety of the community. Implementation of this plan is ongoing. In support of the marketing plan, a Fire Prevention and Fuels Management website was developed and is now available at www.zephyrfiresafe.org. This website focuses on the services provided by the fire prevention and fuels management.

OTHER

In order to maintain a constant level of readiness, the district performs other services as well. Several examples follow:

- All fire hydrants are serviced annually. Actual flow tests are conducted on a scheduled basis to assure flows will meet requirements. Every fire hydrant will have been flow tested within a five-year time frame.
- All fire hose is pressure tested on an annual basis.
- The district participates in ongoing Pre-Incident Plan Development to remain familiar with all commercial occupancies and target hazard areas. The Pre-Incident Planning program is currently being revised. During FY 2011 a new program will be implemented which will provide a more robust format that is easier for the end-user to digest. As a net result, this information will be easier to utilize in the strategic and tactical decision making process.
- All district rolling stock is checked daily with a thorough, operational inspection done weekly. If anything is found in need of repair, it is dealt with or taken out of service for repair by the district mechanic. More importantly, the district relies on an aggressive preventative maintenance program. All lighter vehicles (ambulances and smaller) are serviced every three months or 3,000 miles. All first out large vehicles are serviced and safety inspected every three months. Reserve apparatus and station generators and compressors are inspected and serviced annually.
- All apparatus fire pumps are service tested annually and following repair.
- The district's Self Contained Breathing Apparatus and Fresh Air Compressors are inspected and maintained by a certified technician as required.
- All personnel are fit tested for SCBA use annually.
- All SCBA's are flow tested annually.
- All Personal Protective Equipment such as structural turn-outs and wildland firefighting gear are inspected monthly.
- The district participates with Douglas County Emergency Management in Disaster Preparedness, planning and developing the County Emergency Operations Plan and the Natural Hazard Mitigation Plan.

WELLNESS / FITNESS PROGRAM

The Fire District has adopted the IAFF/IAFC Fire Service Joint Labor Management Wellness/Fitness Initiative. All uniformed personnel will receive an annual medical exam in accordance with the Initiative. After the employee is medically cleared he/she will have a quarterly fitness evaluation done by a certified Peer Fitness Trainer. It is a goal of the Wellness/Fitness program and The Fire District to provide full rehabilitation for any employee who has an illness or injury preventing full duty status. The Wellness/Fitness program supports behavioral health issues, including but not limited to: support of the EAP, wellness classes, nutrition counseling and others.

The Wellness/Fitness Initiative is designed as a positive, individualized program that measures results against the individual's previous exams and not against standards or norms. Medical practice standards may be used if life-threatening conditions are identified.

EVALUATION OF GOALS AND OBJECTIVES

FISCAL YEAR 2011

An important component of the Strategic Planning process is the establishment of specific goals and objectives. A fundamental part of this process is to engage in evaluation of our progress towards these goals and objectives. It should be noted that the implementation period for these goals encompasses fiscal year 2011. As such, some goals/objectives may be completed within the fiscal year, but after the publishing of this document.

Goals and/or objectives that have not been achieved should be given extra emphasis so that they can be completed within the plan year. In some situations an objective may be found to be no longer a priority or realistically achievable. In such situations, further evaluation is necessary to determine if that objective should be carried forward or dropped from the plan.

Within the Strategic Plan document, the reader will find two sets of Goals and Objectives. The first are those established by the Board of Trustees, followed by those established by the management team.

GOALS AND OBJECTIVES

FISCAL YEAR 2011

The following are 10 specific objectives; two submitted by the Board of Trustees and eight submitted by the Fire District Staff.

BOARD DRIVEN OBJECTIVES

OVERALL GOAL: Continue to provide the highest quality public safety and health services to the Tahoe-Douglas community utilizing taxpayer funds efficiently and effectively.

Objective #1: Direct Staff to identify to develop a 3-year plan which addresses the structure required by the Fuels Management Operation which includes positions which may be filled with non-safety classified employees

Status: Secured a verbal agreement with Douglas County for land near Zephyr Cove Park, working toward completion of a land capability study. Locations two and three are still under research inquiries.

Objective #2: Develop a modified service delivery plan and a district wide comprehensive salary and benefits reduction plan in the event of a continued evaporation of revenue sources i.e. CTX, Ad-valorem and ambulance fee revenue.

Status: Service delivery models are currently being adjusted to adapt to current economic conditions. This objective will require monthly review and modifications for the next fiscal year.

GOALS AND OBJECTIVES

FISCAL YEAR 2011

STAFF DRIVEN OBJECTIVES

- Objective #1:** To complete the provisions stated in Pool/Pact's Human Resource Assessment Program Checklist developed by our December 2009 audit.
- Objective #2:** Create and implement the Tahoe Douglas Fire Protection District EMS monthly training classes through video conferencing.
- Objective #3:** Develop and implement a task book/operational manual for Acting Battalion Chief.
- Objective #4:** Present a resident California State Fire Marshal Company Officer class: Fire Command 1C, I-zone Wildland Fire Fighting for Company Officers
- Objective #5:** To complete station information/instruction books
- Objective #6:** Adopt Wildland Interface Code for the Tahoe Douglas Fire Protection District
- Objective #7:** Implement an operational permit program.
- Objective #8:** Establish a neighborhood specific Wildland Fire Pre-Incident Planning Program

GOALS AND OBJECTIVES

FISCAL YEAR 2011

OBJECTIVE #1:

To complete the provisions stated in Pool/Pact's Human Resource Assessment Program Checklist developed by our December 2009 audit.

KEY AREA: Human Resources

INDICATOR:

- Establishment of proper Human Resource filing system with proper security measures in place.
- Adoption of comprehensive Personnel Policies Manual.
- Hard copies of policy manual available in all district stations.
- Implementation of a "Conditional Offer Letter" for new employees.

ACTION PLAN:

- Maintain current information updates with Pool/Pact Human Resources.
- Maintain current with State and Federal Human Resources Mandates.
- Monitoring Human Resource filing system implementation.

PERFORMANCE MEASURES:

- Pool/Pact annual action plan
- Assessment of overall program.
- New personnel filing system with security in place.

Status: The HR secure filing system has been completed and is in place. A conditional offer letter is now in use for new employees. District policies are currently undergoing a district-wide revision process that is scheduled to be completed by December of 2011.

GOALS AND OBJECTIVES

FISCAL YEAR 2011

OBJECTIVE #2

Create and implement the Tahoe Douglas Fire Protection District EMS Monthly training classes through video conferencing.

KEY AREA: EMS

INDICATOR:

- Revise the Tahoe Douglas Fire Protection District Monthly EMS classes to be broadcast over the internet live to all stations. This would alleviate movement of personnel and equipment between stations to attend classes in person.

ACTION PLAN:

- Produce a video conferencing process to achieve the goal of providing video inter-active classes over the Internet through each fire district station computer.

PERFORMANCE MEASURES:

- Successful delivery of Monthly EMS class via a video conferencing system for each Fire Station for all TDFPD EMS personnel.

Status: In Progress

GOALS AND OBJECTIVES

FISCAL YEAR 2011

OBJECTIVE #3

Develop and implement a Duty Chief Operations manual for the position of Acting Duty Chief.

KEY AREA: Training

INDICATOR:

- Improved operational efficiency through an operational manual for company officers placed in the role of acting duty chief.

ACTION PLAN:

- Provide an operational manual to company officers who may fill the role of acting duty chief. Manual to be maintained in Duty Chief's office.
- Implement training through captain's meeting format.

PERFORMANCE MEASURES:

- Battalion Chiefs maintain and update the Duty Chief Operations manual.
- Captains complete training.

Status: In Progress

GOALS AND OBJECTIVES

FISCAL YEAR 2011

OBJECTIVE #4:

Present a resident California State Fire Marshal Company Officer Class: Fire Command 1C, I Zone Wildland Fire Fighting for Company Officers

KEY AREA: Training

INDICATOR:

- Present in-house class from the California State Fire Marshal Office

ACTION PLAN:

- Set-up of in-house class
- Establish attendance list of personnel attending.
- Audit of training budget.
- Monitoring system for tracking personnel completion of courses.

PERFORMANCE MEASURES:

- Presentation of class as scheduled
- Training and testing to a competent level
- Assessment of overall program.
- Achievement of California State Fire Marshal Office Certificate

Status: Completed

GOALS AND OBJECTIVES

FISCAL YEAR 2011

OBJECTIVE#5

To complete station information/instruction books

KEY AREA: Facilities

INDICATOR:

- All station captains will have access to detailed information about each station within the district.

ACTION PLAN:

- Develop list of station repair/maintenance vendors.
- Develop a detailed site property diagram
- List of all pertinent information to replace or order repairs of station appliances and equipment.

PERFORMANCE MEASURES:

- Completed manual placed in all fire district stations within twelve months.

Status: Completed

GOALS AND OBJECTIVES

FISCAL YEAR 2011

OBJECTIVE #6

Adopt a Wildland Interface Face Code for the Tahoe Douglas Fire Protection District

KEY AREA: Fuels Management/Fire Prevention

INDICATOR:

- Community Wildfire Protection Plan and Nevada-California Tahoe Basin Fire Commission Report

ACTION PLAN:

- Adopt Wildland Urban Interface (WUI) Code.
- Provide property owners with educational outreach on new code
- Provide developers, contractors, and architects with educational outreach regarding new code
- Develop plan for periodic compliance inspections

PERFORMANCE MEASURES:

- Trustees approve forwarding adoption to County Commissioners
- County Commissioners adopt WUI code
- WUI code adopted complies with Lake Tahoe Regional Fire Chiefs “Nine Point Letter” and findings of Nevada-California Tahoe Basin Fire Commission Report.

Status: The 2009 WUI code was adopted, with significant modifications, by the Nevada State Fire Marshal’s Office in the spring of 2010. The Fire District will continue to seek to adopt the full WUI Code when the County re-engages in the code adoption process.

GOALS AND OBJECTIVES

FISCAL YEAR 2011

OBJECTIVE #7 Implement Operational Permit Program

KEY AREA: Fire Prevention

INDICATOR:

- 2006 International Fire Code – The IFC identifies specific activities for which an operational permit shall be issued. These activities include blasting, hot work, outdoor assemblies, etc. This process will provide for an increased level of customer service as those responsible for these activities will have a clear understanding of Fire District requirements prior to commencing the activity.

ACTION PLAN:

- Develop operational permit application process (no fee to customer).
- Develop written materials to support this program.
- Hold stakeholders meeting to gather public input and describe the process.
- Develop tracking program for operational permits

PERFORMANCE MEASURES:

- Application Process is developed
- Written materials developed
- Stakeholders meeting held and necessary modifications made.
- Informational materials and application posted to the website.
- Operational permit process implemented.

Status: Completed

GOALS AND OBJECTIVES

FISCAL YEAR 2011

OBJECTIVE #8

Establish neighborhood specific Wildland Fire Pre-Incident Planning Program

KEY AREA: Fuels Management

INDICATOR:

- Community Wildfire Protection Plan

ACTION PLAN:

- Review existing formats and programs for this process.
- Choose best alternative.
- Begin process of developing neighborhood Wildland Pre-Incident Planning Program.

PERFORMANCE MEASURES:

- Wildland Pre-Incident Program is developed.
- Completion of Wildland Pre-Incident Plans for a minimum of two neighborhoods.

Status: Completed

GOALS AND OBJECTIVES

***FISCAL YEAR
2011/2012***

The following are nine specific objectives; three submitted by the Board of Trustees and six submitted by the Fire District Staff.

BOARD DRIVEN OBJECTIVES

OVERALL GOAL: Continue to provide the highest quality public safety and health services to the Tahoe-Douglas community utilizing taxpayer funds efficiently and effectively.

Objective #1: Direct staff to facilitate the implementation of an *Irrevocable Trust Fund* which provides the vehicle to invest funds to meet the goal of prefunding future retiree health insurance benefits as currently obligated by the 2010 Board approved GASB report (Reference NRS 287.017)

Objective #2: Direct staff to develop a permanent fuels management work facility that includes work, office, and training space, storage space, parking, and restroom facilities on the Douglas County property currently identified near Zephyr Cove Park.

Objective #3: Direct staff to develop short/medium term options for the evaluation and modification of the current service delivery plan based on significant revenue reductions.

GOALS AND OBJECTIVES

***FISCAL YEAR
2011/2012***

STAFF DRIVEN OBJECTIVES

- Objective #1:** Create and implement the Tahoe Douglas Fire Protection District EMS training classes on a bi-monthly schedule.
- Objective #2:** To establish an interagency helicopter short haul rescue program within the Tahoe Douglas Fire District and Nevada Division of Forestry's Aviation Group
- Objective#3:** To establish a high-rise standard operating guide and regional training drill scenario.
- Objective #4:** Secure a suitable site for construction of a permanent fuels management work facility.
- Objective #5:** Establish a neighborhood specific wildland fire pre-incident planning program.
- Objective #6:** Have a second qualified person to perform plan review.

GOALS AND OBJECTIVES

***FISCAL YEAR
2011/2012***

OBJECTIVE #1

Create and implement the Tahoe Douglas Fire Protection District EMS training classes on a Bi-monthly schedule.

KEY AREA: EMS

INDICATOR:

- Revise the Tahoe Douglas Fire Protection District Monthly EMS classes to be presented on a bi-monthly basis. This would alleviate movement of personnel and equipment between stations to attend classes each month.

ACTION PLAN:

- Produce classes that are 4 hours in length which include both classroom lecture and hands-on scenarios and drill for multi companies.

PERFORMANCE MEASURES:

- Successful delivery of Bi-Monthly EMS classes for all TDFPD EMS personnel.

GOALS AND OBJECTIVES

***FISCAL YEAR
2011/2012***

OBJECTIVE #2

To establish an interagency helicopter short haul rescue program within the Tahoe Douglas Fire District and Nevada Division of Forestry's Aviation Group.

KEY AREA: Special Rescue

INDICATOR:

- Initial certification of selected Tahoe Douglas Fire District Paramedics with helicopter and special rescue skills applicable to the short haul rescue program.

ACTION PLAN:

- Maintain current paramedic certification
- Establish/Maintain certification level for short haul rescue technician
- Certify as a helicopter crew member (S-271)
- Certify in basic air operations (S-270)
- Attend training with Grand Canyon Short Haul Rescue Program
- Inventory of individual rescue equipment
- Inventory of Tahoe Douglas Fire rescue and EMS equipment

PERFORMANCE MEASURES:

- Agreement with Nevada Division of Forestry
- Recognition by Lake Tahoe Basin Fire Chief's Association
- Recognition by Douglas County Search and Rescue/Douglas County Sheriff Dept.
- Recognition by Douglas County Emergency Manager
- Resource status by Nevada Department of Emergency Management
- Establishment of SOG's, SOP's
- Implementation of short haul rescue program

GOALS AND OBJECTIVES

***FISCAL YEAR
2011/2012***

OBJECTIVE #3

To establish a high-rise standard operating guide and regional training drill scenario.

KEY AREA: Training

INDICATOR:

- Annual regional high-rise drill involving neighboring fire departments, local casinos, Douglas County Sheriff's Office, CERT volunteers, transportation, dispatch centers, hospitals and EMS, Douglas County Department of Emergency Management, and City of South Lake Tahoe emergency overhead leaders

ACTION PLAN:

- Development of a multiple positional training modules allowing individuals to train in development of specific knowledge, skills, and abilities.
- Multiple training days prior to actual high-rise drill
- Establish a learning environment for all participants and agencies
- Establishment of multiple drill evaluators
- After action review

PERFORMANCE MEASURES:

- Attendance by participants in pre-drill training
- Active participation in high-rise drill
- After action review of drill scenario

GOALS AND OBJECTIVES

***FISCAL YEAR
2011/2012***

OBJECTIVE #4

Secure suitable site for the construction of a permanent Fuels Management work facility.

INDICATOR: Strategic Plan

ACTION PLAN:

- Continue negotiations with all property owners who have property suitable for this use.
- Re-evaluate sites that have already been examined to determine options that were not previously apparent.
- Engage specialists/consultants as necessary to perform site reviews and develop site reviews. Engage Douglas County Community Development and the TRPA to resolve any planning and/or zoning issues associated with potential sites.

PERFORMANCE MEASURES:

- Site for Fuels Management facility secured either through purchase or long-term lease.
- Zoning and/or planning issues resolved.

Status: During the last year several sites have been the subject of extensive negotiations with the property owner and have had preliminary planning completed. Two of the most promising sites did not come to fruition after extensive negotiations. We are currently investigating a shared facility within Zephyr Cove Park.

GOALS AND OBJECTIVES

***FISCAL YEAR
2011/2012***

OBJECTIVE #5

Establish neighborhood specific Wildland Fire Pre-Incident Planning Program

KEY AREA: Fuels Management

INDICATOR:

- Community Wildfire Protection Plan

ACTION PLAN:

- Review existing formats and programs for this process.
- Choose best alternative.
- Begin process of developing neighborhood Wildland Pre-Incident Planning Program.

PERFORMANCE MEASURES:

- Wildland Pre-Incident Program is developed.
- Completion of Wildland Pre-Incident Plans for a minimum of two neighborhoods.

Status: A rough draft/template has been developed and is currently being reviewed. WUI Pre-Incident Plans will be completed for two neighborhoods by the end of FY 2011.

GOALS AND OBJECTIVES

***FISCAL YEAR
2011/2012***

OBJECTIVE #6

Have a second person qualified to perform plans review

KEY AREA: Fire Prevention

INDICATOR:

- Strategic Plan

ACTION PLAN:

- Identify personnel with desire and pre-requisite knowledge, training, and experience to conduct plan reviews.
- If no personnel within TDFPD meet the above criteria, explore options including providing training or establishing this level of training as prerequisite for future fire prevention positions.

PERFORMANCE MEASURES:

- Second person is recognized as a qualified plans examiner TDFPD and Nevada State Fire Marshal's Office Interlocal Agreement.
- Second person certified as an ICC fire plans examiner.

CAPITAL IMPROVEMENT PLAN

***FISCAL YEARS 2012-
2016***

Physical Resources

The physical resources of the Fire District consist of its fire stations, apparatus and equipment. Each year the Physical Resources Committee meets to check on current fiscal year capital projects and plan capital projects for the next five-year period. Tasks are assigned to members with interest and expertise in stations, fire apparatus, computers, ambulances, hazardous materials, E.O.D., and numerous other important areas. Information is brought forward to the committee and decisions are made based on necessity, cost, time frame and an underlying resolve to improve service delivery to our customers. This process has resulted in a well-planned, logical course of direction to maintain, replace and acquire millions of dollars worth of capital items.

The District has four fire stations: Kingsbury Station #1, Roundhill Station #3, Zephyr Cove Station #4, and Glenbrook Station #5. Fire Station #2 was eliminated in 1980 when the Lake Tahoe Fire Protection District and the Kingsbury Fire Protection District merged to form the Tahoe Douglas Fire Protection District.

Fire Station #1 was demolished and rebuilt in the spring of 2001. The new Fire Station #1 was completed and occupied in January 2002. Station #1 houses a three-person type-1 engine company. The brush engine is also housed in Station #1. A complete remodel of Fire Station #3 was finished in the summer of 1998. Station #3 houses a two-person engine company, the ladder truck, one paramedic ambulance, and the back-up ambulance. The administrative staff offices are located at Station #3. Fire Station #4 was completely torn down and rebuilt in 1991 and houses two personnel assigned to an ALS ambulance and the shift battalion chiefs. Engine-4 is no longer staffed due to decreasing budget revenues and staffing reductions. The rope rescue equipment was relocated to Engine-3 and the extrication equipment from Engine-4 will be distributed between Engine-1 and Engine-5. Fire Station #5 was remodeled in 1986. Station #5 houses a two to three-person engine company. The E.O.D unit and the Haz-Mat trailer are positioned at Station #5.

The Zephyr Crew currently operates out of a temporary facility at Logging Road Lane. Current plans call for the Zephyr crew to utilize station-4 as an operating facility for the 2011 season. The fire district is currently working to acquire land to build a permanent crew facility that would also have additional storage space for fire district reserve equipment/engines.

CAPITAL IMPROVEMENT PLAN

***FISCAL YEARS 2012-
2016***

Apparatus is the second largest capital item. The expected service life of fire engines is 20 years. Two Type-I fire engines were replaced in 2006. The engines replaced had over 20 years of service logged. The 1973 ladder truck was replaced in 2004 with over 30 years of service. A new Type-III Brush Engine was scheduled for purchase in fiscal year 2010. The purchase was not made and was changed to a Type-I engine for fiscal year 2011, which was delivered in March of 2011.

Emergency Medical Service Alarms account for approximately 75% of our emergency responses. In 2007, the Fire District received a \$97,000 grant from Harrah's/Harvey's Casino to replace all of our cardiac monitor/defibrillators, and Automatic External Defibrillators. The new monitors have 12 lead monitoring capability, end tidal CO2 monitoring, capnography, and automatic blood pressure monitoring. The service life of our ambulances has been greatly increased by replacing the chassis and rotating each ambulance through the "reserve" position. We have refurbished two Ambulances during FY10 and FY11 and have scheduled to complete the third ambulance in FY12. In 2010, the Fire District was able to purchase two Zoll Auto-Pulse CPR units at a 50% savings. These units were scheduled to be purchased in FY 12.

The Water Rescue Program has blossomed over the years from humble beginnings. We have become an integral resource for rescue on Lake Tahoe. We are currently equipped with state of the art equipment. Marine-4 will respond from Station #4 in the off-season and is one of the only water rescue services available 24/7. Marine-4 has been pre-deployed at Bitler's for the boating season, when access to launch ramps may cause a delayed response. Two personal watercrafts and a trailer have been acquired through the grant process. These units are responded from Station #3.

The Tahoe Douglas Bomb Squad's capabilities have grown significantly in recent years. Our "Post 9/11 World" has driven this growth. Significant State Homeland Security grant monies have been pursued, awarded, and put to work in this program. With the assistance of this funding, the Nevada State Bomb Squad Association has been formed. This association links the four FBI accredited Nevada bomb squads and has led to the creation of the first edition of the strategic plan for Nevada bomb squads to identify statewide response capabilities and assists in setting standards for training, exercise and equipment statewide. Recent grant equipment acquisitions include a command style response vehicle, a rapid response vehicle, enhanced robotics, render safe tools, and state of the art personal protective equipment. In addition, bomb technicians received funding for and have completed advanced training courses to further increase technical capabilities.

The Fuels Management Program was established in fiscal year 2005. This program has grown rapidly. The District implemented a chipping program during FY 2007. A 20 person fuels/fire crew, the Zephyr Crew was added in FY 2009. In FY 2010, an additional 5-person fuels reduction squad was added to allow seven day per week staffing. A significant part of the program is funded on a fee for service basis through grant funded projects. A 5-cent tax override for the Fuels Management program was approved by the voters in November of 2008 and was implemented 1 July 2009.

There are projects and purchases addressed through the strategic planning process that don't meet the capital asset threshold of \$1,000. These items are purchased under particular line items in the operating budget. These purchases will also be identified under "miscellaneous projects" in the Capital Improvement Plan.

CAPITAL IMPROVEMENT PLAN

***FISCAL YEARS 2012-
2016***

Following is the currently proposed five-year capital improvement plan and details of the five funds that provide revenue for capital improvements.

The General Fund can be used for infrastructure, information technologies and other miscellaneous capital assets. Revenue for this fund is derived primarily from current operating revenue, account balances and accrued interest.

The Capital Projects Fund is used for major improvement or replacement of fixed assets (stations), and purchase of rolling stock. A two-cent Ad Valorem Tax, interest on fund reserves, the selling of old apparatus and transfers from cash reserves provide the revenue for this fund.

The Special Services Fund provides revenue to purchase and replace equipment for all areas of service other than fire, EMS and Fuels Management. These services include hazardous materials response, bomb squad, rope rescue, water rescue, and confined space rescue. Revenue for the Special Services Fund is from several sources; grants from county, state and federal sources, revenue from contract services, and transfers from the General Fund.

The Ambulance Enterprise Fund along with its funding mechanism, a voter approved tax increase for paramedic service, and depreciation schedule, is used to purchase, replace or refurbish EMS equipment and ambulances.

The Fire Safe Community Fund is used for all aspects of the fuels management program, including: forest fuels reduction projects, vegetation recycling and disposal, curbside chipping, defensible space inspections, tree removal permitting, wildland training, the Zephyr Crew program (fuels reduction and wildland fire suppression), and public outreach/public education. Revenue for the Fuels Management Fund is from reimbursements for fuels projects, grant funding, incident reimbursement, and the voter approved tax override, passed in November of 2008.

CAPITAL IMPROVEMENT PLAN

**FISCAL YEARS 2012-
2016**

GENERAL FUND

*Spending on capital improvements from the General Fund has been suspended until economic conditions improve. Grant money will be the primary source of funding for capital items.

GENERAL FUND IMPROVEMENTS FISCAL YEAR 2012	
Station Upgrades	\$20,000
Information Technology	\$5,000
Wellness / Fitness	\$6,000
Communications	\$5,000
TOTAL	\$36,000

- **Station Upgrades-** Future station upgrades.**IT-Replacement-**of oldest computers, printers, upgrades of hardware and software.
- **Wellness / Fitness Equipment-** Replace and add exercise equipment.
- **Communications Equipment-** Replace and upgrade components of radio system. Replace hand-held radios in 2011 and 2012 for utilization with County communications upgrade

GENERAL FUND IMPROVEMENTS FISCAL 2012-2015			
FY 2013	FY 2014	FY 2015	FY 2016
Station Upgrades	Station Upgrades	Station Upgrades	Station Upgrades
IT	IT	IT	IT
Wellness / Fitness	Wellness / Fitness	Wellness / Fitness	Wellness / Fitness
Communications	Communications	Communications	Communications
-45,000-	-45,000-	-45,000-	-45,000-

- **Station Upgrades-** Future station upgrades.
- **IT-** Replacement of oldest computers, printers, upgrades of hardware and software.
- **Wellness Fitness-** Replace and add exercise equipment.
- **Communications-** Replace and upgrade components of radio system.

CAPITAL IMPROVEMENT PLAN

***FISCAL YEARS 2012-
2016***

CAPITAL PROJECTS FUND

CAPITAL PROJECTS FUND FISCAL YEAR 2012	
Staff Vehicle (Prevention)	35,000
Command Vehicle (B/C)	75,000
TOTAL	110,000

- Staff Vehicle- Replace U0403 (sent to fuels management)
- Command Vehicle- Replacement of 1999 B/C unit

CAPITAL PROJECTS FUND FISCAL YEARS 2012-2016			
FY 2013	FY 2014	FY 2015	FY 2016
Type-III Engine	Patrol		Type I Engine
	Staff Vehicle		
400,000	-80,000-		600,000

FISCAL YEAR 2013

- Type-III Engine- To augment wildland firefighting capabilities

FISCAL YEAR 2014

- Patrol- Replace 1993 patrol vehicle
- Staff Vehicle- Replace 1988 Ford Explorer

FISCAL YEAR 2015

- No Planned Purchases

FISCAL YEAR 2016

- Purchase Type-I Engine to replace oldest front-line engine and retire the reserve engine

CAPITAL IMPROVEMENT PLAN

**FISCAL YEARS 2012-
2016**

SPECIAL SERVICES FUND

*Spending on capital improvements from the Special Services Fund has been suspended until economic conditions improve. Grant money will be the primary source of funding for capital items.

The Tahoe Douglas Bomb Squad received grant funding through Homeland Security for the purchase of a new bomb squad vehicle and complete outfitting.

Hazardous Materials/Rescue/EOD 2011-2015				
FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Haz-Mat Equip	Haz-Mat Equip	Haz-Mat Equip	Haz-Mat Equip	Haz-Mat Equip
Rescue Equip	Rescue Equip	Rescue Equip	Rescue Equip	Rescue Equip
Dry Suits	Ranger Rescue Vehicle	Ice Rescue Suit	Dry Suits	Ice Rescue Suit
RIT Equipment				
-10,000-	-10,000-	-10,000-	-10,000-	-10,000-

FISCAL YEAR 2012

- **Haz-Mat Equipment-** Acquire or replace equipment for Hazardous Materials program.
- **Rescue Equipment-** Acquire or replace equipment for various rescue programs.
- **Dry Suits-** Replace oldest dry suits for surface water rescue.
- **RIT Equipment- Purchase RIT bag for rescue in IDLH environments**

FISCAL YEAR 2013

- **Ranger Utility Vehicle-** Purchase six wheel utility/rescue vehicle for special events and back country incidents where full size vehicle access is not possible
- **Haz-Mat Equipment-** Acquire/replace equipment for Haz-Mat program
- **Rescue Equipment-** Acquire/replace equipment for rescue programs

FISCAL YEAR 2014

- **Ice Rescue Suits-** Replace oldest ice rescue suits
- **Haz-Mat Equipment-** Acquire/replace equipment for Haz-Mat program
- **Rescue Equipment-** Acquire/replace equipment for rescue programs

FISCAL YEAR 2015

- **Haz-Mat Equipment-** Acquire/replace equipment for Haz-Mat program

- **Rescue Equipment-** Acquire/replace equipment for rescue programs
- **Dry Suits-** Replace oldest surface water rescue dry suits

FISCAL YEAR 2016

- **Haz-Mat Equipment-** Acquire/replace equipment for Haz-Mat program
- **Rescue Equipment-** Acquire/replace equipment for rescue programs
- **Dry Suits-** Replace oldest surface water rescue dry suits

CAPITAL IMPROVEMENT PLAN

***FISCAL YEARS 2012-
2016***

AMBULANCE ENTERPRISE FUND

AMBULANCE ENTERPRISE FUND FISCAL YEAR 2012	
Re-Chassis 2004 Medic Unit	105,000
Purchase one Auto-Pulse Device	15,000
Purchase EZ Intraosseous Units	1,250
Total	121,250

- **Re-Chassis One Medic Unit-** Re-Chassis 2004 medic unit/end of service life in July, 2011.
- **Purchase One Auto-Pulse Unit-** Purchase Auto-Pulse CPR Unit
- **Purchase EZ Intraosseous Units-** EZ I/O Units for ILS Engines

AMBULANCE ENTERPRISE FUND FISCAL YEARS 2013-2016			
FY 2013	FY 2014	FY 2015	FY 2016
Purchase Ambu-Track System	Replace/Update ECG Monitors	Replace/Update Gurneys	No Purchases Planned
Purchase Four Desktop EMS Computers	Purchase Training Mannequin	Update/Replace Medic Unit Laptop Computers	
13,000	62,000	42,000	0

FISCAL YEAR 2013

- **Purchase Ambu-Track system** for tracking EMS supplies with savings on expired medications
- **Purchase 3 Paramedic desktop computers and an EMS BC computer.**

FISCAL YEAR 2014

- **Replace/Update ECG Monitors-** Replace/Update ALS ECG Monitors
- **Replace EMS training mannequin**

FISCAL YEAR 2015

- **Replace/Update Gurneys-** Replace/Update lift-assist gurneys
- **Replace/Update Medic Unit Laptops-** Replace/Update EMS laptop computers

FISCAL YEAR 2016

- **No Purchases planned.**

CAPITAL IMPROVEMENT PLAN

FISCAL YEARS 2012-2016

FIRE SAFE COMMUNITY FUND

FUELS MANAGEMENT FUND FISCAL YEAR 2012	
Electric sign board	20,000
Purchase Trailer Mounted Porta-Potty	5,000
Design of Crew Facility	30,000
Relocate Temporary Facility	50,000
Total	105,000

- **Sign Board-** Purchase electric sign board for prescribed fire notifications
- **Trailer Mounted Porta-Potty-** Currently rented. Purchase cost recovered in 3 years
- **Architectual design and engineering of new crew facility.**
- **Relocate Facility-** Permitting constraints may require relocation of fuels facility

FUELS MANAGEMENT FUND FISCAL YEARS 2012-2015			
FY 2013	FY 2014	FY 2015	FY 2016
Remote Weather Station	Permanent Crew Facility	Purchase Skid-Steer Masticator	Replace Chipper
Electric Sign Board			
55,000	1,000,000	150,000	30,000

FISCAL YEAR 2013

- **Weather Station-** Purchase remote weather station for prescribed fires.
- **Sign Board-** Purchase electric sign board for prescribed fire notifications

FISCAL YEAR 2014

- **Permanent Crew Facility-** Build a permanent fuels crew facility

FISCAL YEAR 2015

- **Skid-Steer masticator-** Purchase one skid-steer masticator

FISCAL YEAR 2016

- **Replace Chipper-** Current Chipper has reached service life

CAPITAL IMPROVEMENT PLAN

***FISCAL YEARS 2012-
2016***

MISCELLANEOUS PROJECTS

MISCELLANEOUS PROJECTS (NON-CAPITAL) FISCAL YEAR 2012	
SCBA Bottle Replacement (10)	9,000
SCBA Pack Upgrades (5)	10,000
PPE Replacement	40,000
Rope Rescue Equipment	2,000
Sawyer's Chaps (4)	400
RIT Equipment	2,000
Hose Monster	1,500
Hot Water High Pressure Washer	3,500
Total	68,400

- **SCBA Bottle Replacement-** Scheduled replacement of bottles reaching service life.
- **SCBA Pack Upgrades-** To meet current OSHA standards
- **PPE Replacement-** Continuous replacement of old turnouts/helmets
- **Rope Rescue Equipment-** Replacement of rope, harnesses and other high and low angle equipment.
- **Sawyer's Chaps-** Replace obsolete chaps to meet new safety standards
- **RIT Equipment-** Purchase equipment to allow firefighters to safely egress from IDLH environments
- **Hose Monster**
- **Hot Water High Pressure Washer**

CAPITAL IMPROVEMENT PLAN

FISCAL YEARS 2012/2021

CAPITAL PROJECTS LONG RANGE PURCHASES (10 YEARS)

YEAR	APPARATUS	COST	SOURCE	REVENUE	BALANCE
F/Y 2012			Balance Forward		372,209
			TAXES	154,037	526,246
			INTEREST Est.	700	526,946
	Staff Vehicle	35,000			491,496
	Command Vehicle	75,000			416,946
	Ambulance Rechassis	105,000			311,946
F/Y 2013			TAXES	161,738	473,684
			INTEREST Est.	10,000	483,684
	Type-III Engine	400,000			83,684
F/Y 2014			TAXES	169,824	253,508
			INTEREST	10,000	263,508
	Patrol	40,000			223,508
	Staff Vehicle	40,000			183,508
F/Y 2015			TAXES	178,315	361,823
			INTEREST	10,000	371,823
	No Purchases				371,823
F/Y 2016			TAXES	187,230	559,053
			INTEREST	10,000	569,053
	Type-I Engine	600,000			(30,947)
F/Y 2017			TAXES/INT	197,000	166,053
F/Y 2018			TAXES/INT	197,000	363,053
F/Y 2019			TAXES/INT	197,000	560,053
F/Y 2020			TAXES/INT	197,000	757,053
F/Y 2021			TAXES/INT	197,000	954,053

CAPITAL IMPROVEMENT PLAN

***FISCAL YEARS
2012/2016***

EMS CAPITAL PROJECTS Depreciation Justification

Funding for capital expenditures in the Ambulance Enterprise Fund comes from retained earnings that are a result of depreciating capital items and the proceeds from selling used equipment. The main capital items in the Ambulance Enterprise Fund are ambulances, defibrillators, computers, gurneys and stair chairs. These items must be depreciated over five years by the “straight line method”. We anticipate keeping the ambulances ten years, defibrillators five years and the computers five years.

We have made estimates and assumptions on the cost of replacement of capital items and established a Depreciation Schedule accordingly along with what we could reasonably expect to receive by selling the used items.

Following is the Capital Acquisition and Replacement Plan and Depreciation Schedule; outlining the current ten year plan for ambulance, defibrillator, computer, gurney, stair-chair, and training mannequin needs.

We currently have one 2002 ambulance, one 2003 re-chassis ambulance, and one 2004 re-chassis ambulance. Our current replacement schedule is approximately every ten years. The replacement schedule may vary from the projected ten years, due to the re-chassis program extending service life. The cost of refurbishing is roughly 60% of the cost of replacement. The ambulance box has a lifetime warranty. We sold the 1992 ambulance after the second 1996 ambulance was refurbished in 03/04.

The second capital item is defibrillators. We have two types: paramedic defibrillators (manual heart monitor/defibrillators), and AED’s (automatic external defibrillators). We replaced all of our paramedic defibrillators and AED’s in 2007 with a grant from Harrah’s/Harvey’s. A five-year life is reasonable for all of the defibrillators due to regularly scheduled preventative maintenance and changes in technology.

The third capital item is computers to be used by the paramedics and EMS Chief for Patient Care Reports and ambulance billing. We anticipate replacing them once they are fully depreciated after five years, due primarily to changes in technology. Two Computers were added to Station #3 in FY 2005 for the paramedics and a new computer was purchased for the EMS Battalion Chief. Lap-Top computers were purchased for the ambulances in 2008.

The other depreciated capital items are gurneys, stair chairs, and a training mannequin. These items were purchased in 2004 and 2006, and 2009 respectively.

2012-2016 EMS Capital Acquisition and Replacement Plan

EQUIPMENT	PRICE	PURCHASE YEAR	DEPRECIATION	2012	2013	2014	2015	2016
MEDIC UNIT #0102	107,862	2009	5 YEARS					
2002 New Purchase		DEPRECIATION	COMPLETED '06	19,000	19,000	19,000	19,000	19,000
2011 Re-Chassis Unit	95,000	REPLACEMENT COST	95,000					
MEDIC UNIT #0203	85,245	2010	5 YEARS					
2003 Re-Chassis Unit	81,675	DEPRECIATION	COMPLETED '07		19,500	19,500	19,500	19,500
2012 Re-Chassis Unit	97,500	REPLACEMENT COST		97,500				
MEDIC UNIT #0304	85,245	2011	5 YEARS					
2004 Re-Chassis Unit	85,652	DEPRECIATION	COMPLETE '08			20,000	20,000	20,000
2013 Re-Chassis Unit	100,000	REPLACEMENT COST			100,000			
PM Monitor	30,000	2007	5 YEARS					
		DEPRECIATION		6,000			8,000	8,000
	30,000	REPLACEMENT COST				30,000		
PM Monitor	30,000	2007	5 YEARS					
		DEPRECIATION		6,000			8,000	8,000
		REPLACEMENT COST				30,000		
PM Monitor	30,000	2007	5 YEARS					
		DEPRECIATION		6,000			8,000	8,000
		REPLACEMENT COST				30,000		
AED-Engines (4)	12,600	2007	5 YEARS					
3,150 EACH		DEPRECIATION		2,520				3,000
		REPLACEMENT COST					15,000	
AED-Chiefs (5)	7,800	2007	5 YEARS					
1,560 EACH		DEPRECIATION		1,560				2,000
		REPLACEMENT COST					10,000	
Training Mannequin	8000	2009	5 YEARS					
		DEPRECIATION		1,600	1,600		2,000	2,000
		REPLACEMENT COST				10,000		
COMPUTERS	4,000	2005	5 YEARS					
Sta. 3 (2)		DEPRECIATION						1,200
2,000 EACH		REPLACEMENT COST					6,000	
COMPUTERS (3)	15,000	2008	5 YEARS					
EMS Charting LapTop		DEPRECIATION		3,000	3,000			3,000
5,000 EACH (X3)		REPLACEMENT COST					15,000	
Stair Chairs (X3)	6,000	2004	5 YEARS					
2,000 EACH		DEPRECIATION						1,200
		REPLACEMENT COST					6,000	
GURNEYS (X3)	30,000	2006	5 YEARS					
10,000 EACH		DEPRECIATION		6,000				6,000
		REPLACEMENT COST					30,000	
DEPRECIATION				51,680	43,100	58,500	84,500	100,900
SALE OF ASSETS				3,000	3,000	3,000	3,000	3,000
EXPENDITURES				97,500	100,000	100,000	82,000	0

2017-2021 EMS Capital Acquisition and Replacement Plan

EQUIPMENT	PRICE	PURCHASE YEAR	DEPRECIATION	2017	2018	2019	2020	2021
MEDIC UNIT #1		2017	5 YEARS					
		DEPRECIATION			26,000	26,000	26,000	26,000
		REPLACEMENT COST		130,000				
MEDIC UNIT #2		2018	5 YEARS					
		DEPRECIATION		19,500		28,000	28,000	28,000
		REPLACEMENT COST			140,000			
MEDIC UNIT #3		2019	5 YEARS					
		DEPRECIATION		20,000	20,000		30,000	30,000
		REPLACEMENT COST				150,000		
PM Monitor		2015	5 YEARS					
		DEPRECIATION		8,000	8,000	8,000	8,000	
		REPLACEMENT COST						30,000
PM Monitor		2015	5 YEARS					
		DEPRECIATION		8,000	8,000	8,000	8,000	
		REPLACEMENT COST						30,000
PM Monitor		2015	5 YEARS					
		DEPRECIATION		8,000	8,000	8,000	8,000	
		REPLACEMENT COST						30,000
AED Engines (4)		2015	5 YEARS					
3,750 EACH		DEPRECIATION		5,000	5,000	5,000	5,000	
		REPLACEMENT COST						15,000
AED Chiefs (5)		2015	5 YEARS					
2,000 EACH		DEPRECIATION		2,000	2,000	2,000	2,000	
		REPLACEMENT COST						10,000
Training Mannequin		2015	5 YEARS					
		DEPRECIATION		2,000	2,000	2,000	2,000	
		REPLACEMENT COST						10,000
COMPUTERS (2)		2017	5 YEARS					
Sta. 3 PM		DEPRECIATION			600	600	600	600
		REPLACEMENT COST		3000				
COMUTERS-(3)		2016	5 YEARS					
Lap-tops		DEPRECIATION		3,000	3,000	3,000	3,000	3,000
		REPLACEMENT COST						
Stair Chairs (3)		2015	5 YEARS					
		DEPRECIATION		1,200	1200	1,200	1,200	1,200
		REPLACEMENT COST						
GURNEYS (3)		2015	5-YEARS					
		DEPRECIATION		6,000	6,000	6,000	6,000	
		REPLACEMENT COST						30,000
DEPRECIATION				82,700	89,800	97,800	127,800	88,800
SALE OF ASSETS				3,000	3,000	3,000	3,000	3,000
EXPENDITURES				133,000	140,000	150,000	0	125,000

Fuels Management Budget Projections

FUELS MANAGEMENT FUND	FY 2012	FY 2012	FY 2013	FY 2013	FY 2014
REVENUE	PROJECTED	ACTUAL	PROJECTED	ACTUAL	PROJECTED
BEGINNING FUND BALANCE	180,517		44,462		74,462
AD VALOREM	600,000		630,000		660,000
INTEREST INCOME	5,000		5,000		5,000
PROJECT INCOME	700,267		750,000		750,000
INCIDENT INCOME	100,000		100,000		100,000
TOTAL RESOURCES	1,585,784		1,529,462		1,589,462
FUELS MANAGEMENT FUND	FY 2012	FY 2012	FY 2013	FY 2013	FY 2014
EXPENDITURES	PROJECTED	ACTUAL	PROJECTED	ACTUAL	PROJECTED
SALARIES / WAGES	1,140,422		1,150,000		1,150,000
SERVICE / SUPPLIES	295,900		250,000		250,000
Equip. / Veh. DEPRECIATION	24,970		24,970		24,970
CAPITAL OUTLAY	105,000		100,000		100,000
TOTAL EXPENDITURES	1,541,322		1,455,000		1,524,970
ENDING FUND BALANCE	44,462		74,462		64,492

Fuels Management Depreciation Schedule

Item Description	Price	Purchase Year	Dep. Term	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Crew Transport #1	25,000	FY 2009	10 Years	2,500	2,500	2,500	2,500	2,500
			FY 09-19					
Crew Transport #2	25,000	FY 2009	10 Years	2,500	2,500	2,500	2,500	2,500
			FY 09-19					
Crew Transport #3	26,000	FY 2009	10 Years	2,600	2,600	2,600	2,600	2,600
			FY 09-19					
Crew Transport #4	26,000	FY 2009	10 Years	2,600	2,600	2,600	2,600	2,600
Crew Transport #5	27,000	FY 2009	10 Years	2,700	2,700	2,700	2,700	2,700
			FY 09-19					
Chip Truck	38,000	FY 2011	10 Years	3800	3800	3800	3800	3800
Chipper #1	25,000	FY 2007	10 Years	2,500	2,500	2,500	2,500	2,500
			FY 07-17					
Chipper #2	25,000	FY 2009	10 Years	2,500	2,500	2,500	2,500	2,500
			FY 09-19					
Crew Sup Truck	35,000	FY 2010	10 Years	3,000	3,000	3,000	3,000	3,000
			FY 10-20					
Portable Pump	2,700	FY 2010	5 Years	270	270	270	270	270
			FY 10-14					

FINANCIAL TRENDS AND PROJECTIONS

FUND TYPES AND DESCRIPTIONS

The Tahoe-Douglas Fire Protection District uses funds and account groups to report on its financial position and the results of its operations. Funds are classified into three fund types: governmental, proprietary and fiduciary. Each fund, in turn, is divided into separate broad account groups.

Governmental Funds

General Fund - The General Fund is the general operating fund of the District. It is used to account for all financial resources except those accounted for in another fund.

Capital Projects Fund - The Capital Projects Fund is used to account for resources to be used for the acquisition of general fixed assets, primarily apparatus.

Special Revenue Fund - The Special Revenue Fund (Sick Leave Reserve Fund) is a fund dedicated specifically and exclusively to fund the District's sick leave obligation.

The Fire Safe Community Fund is used for all aspects of the fuels management program, including: forest fuels reduction projects, vegetation recycling and disposal, curbside chipping, defensible space inspections, tree removal permitting, wildland training, the Zephyr Crew program (fuels reduction and wildland fire suppression) and public outreach/public education. Revenue for the Fuels Management Fund is from reimbursements for fuels projects, grant funding, incident reimbursement, and the voter approved tax override, passed in November of 2008.

Proprietary Fund

Enterprise Fund - The Ambulance Enterprise Fund is used to account for the operations of the ambulance department. Enterprise Funds are used to account for activities similar to those found in the private sector, where the determination of net income is necessary or useful to sound financial administration. Goods and services from such activities are provided to outside parties.

Fiduciary Funds

Fiduciary Funds are used to account for assets held on behalf of outside parties, including other governments, or on behalf of other funds within the government.

Expendable Trust Fund - The expendable Trust Fund is designed to provide stewardship over expendable assets held in trust by the government, and functions much like a government fund. Expendable Trust Funds are used to account for trusts where both principal and earnings may be spent for the trust's intended purpose. For fiscal year

1995, the District's Board of Trustees created an Expendable Trust Fund to account for group health, dental, vision, life and disability insurance in accordance with Division II Benefits.

FINANCIAL PROJECTIONS

The financial projections presented here are based using FY 2009 as the base year. The historical data is for reference only. Projecting future trends is a difficult process at best. There are numerous unknowns and the state and county political situations are in a constant state of change. However, in order to plan for our financial future we must project into the future. The projections are not intended to be exact, but to establish a general trend.

The projections were developed based on a number of revenue and expenditure assumptions. First; it is assumed that the District will reduce the current level of service from the current 54 personnel. Second; the primary revenue sources, Ad Valorem will increase in very small increments based on limited growth potential within the District and should be expected to lag behind inflationary growth. Consolidated Tax (CTX) is expected to continue downward based on the current financial outlook. Also, interest income is based on historical as well as projected interest rates and fund balances.

The Ambulance Enterprise Fund charges for service are based on total billing less 9.5% for Medicare not allowed. Medicare not allowed is deducted directly from the total amounts billed because we accept assignment directly from Medicare. Therefore, by federal regulation, the balance of the amount due is not collectible from the patient. The Bad Debt figure on the expenditures side is the balance of un-collectable fees using a total of 35% as un-collectable. Although the District has done better than this historically, we anticipate the amount Medicare reimburses is not going to keep pace with increased rates. Replacement of ambulances and defibrillators is accomplished through depreciation as an expense.

The Health Insurance Fund pays employee and retiree health premiums for the fiscal year. Revenue is generated through fund transfers.

The Sick Leave Special Revenue Fund, which has a Board approved .01 ad-valorem tax rate, should be sufficient to meet projected annual plus retirement payouts.

The Capital Projects Fund data to support the figures is presented elsewhere in this report. These show the projected apparatus additions and deletions projected by the Strategic Planning Committee.

The Special Services Fund originates from four sources; an annual grant from Douglas County, Haz-Mat Grants, and Recycle Grants from State resources, income from contracts with surrounding jurisdictions for EOD services, and revenue transfers from the General Fund.

District Fund Projections

FISCAL YEAR	2010	2011	PERCENT	2012	PERCENT
BUDGET FIGURES	ACTUAL	BUDGET	CHANGE	TENTATIVE	CHANGE
AD VALOREM RATE	0.6381	0.6381	0.00%	0.6381	0.00%
GENERAL FUND	2010	2011	PERCENT	2012	PERCENT
REVENUE	ACTUAL	BUDGET	CHANGE	TENTATIVE	CHANGE
BEGINNING FUND BALANCE	415,222	381,948	-8.01%	176,285	-53.84%
AD VALOREM	2,194,685	2,526,974	15.09%	2,627,298	3.97%
CONSOLIDATED TAXES	4,302,619	3,866,775	-10.13%	3,609,061	-6.66%
INTEREST INCOME	649	1,000	54.08%	500	-50%
OTHER INCOME (Strike Team)	232,620	0	-100%	0	-100%
PLAN CHECK FEE	10,723	10,000	-6.74%	9,000	-10.00%
TOTAL RESOURCES	7,156,518	6,806,697	-4.88%	6,422,144	-5.64%
GENERAL FUND	2010	2011	PERCENT	2012	PERCENT
EXPENDITURES	ACTUAL	BUDGET	CHANGE	PROJECTED	CHANGE
SALARIES / WAGES	3,446,800	3,224,058	-6.46%	2,816,063	-12.65%
BENEFITS	1,502,824	1,412,645	-6.00%	1,379,774	-2.32%
HEALTH INS. TRANSFER	1,139,159	1,188,509	4.33%	1,242,483	4.54%
SERVICE & SUPPLIES	609,530	785,200	28.82%	725,000	-7.66%
CAPITAL OUTLAY	26,257	20,000	-23.82%	10,000	-50.00%
SPEC. SERV. TRANSFER	50,000	0	-100%	0	-100%
TOTAL EXPENDITURES	7,156,518	6,806,697	-4.88%	6,422,144	-5.64%
ENDING FUND BALANCE	381,948	176,285	-53.84%	248,824	41.14%
AMBULANCE FUND	2010	2011	PERCENT	2012	PERCENT
REVENUE	ACTUAL	BUDGET	CHANGE	PROJECTED	CHANGE
USER FEES	786,966	875,500	11.25%	745,000	-14.90%
AD VALOREM	2,056,683	1,771,424	-13.86%	1,705,000	-3.74%
INTEREST INCOME	3,321	2,100	-36.76%	2,000	-4.76%
OTHER INCOME	11,560	10,000	-13.49%	2,000	-80.00%
TOTAL RESOURCES	2,071,564	1,783,524	-13.90%	1,709,000	-4.17%
AMBULANCE FUND	2010	2011	PERCENT	2012	PERCENT
EXPENDITURES	ACTUAL	BUDGET	CHANGE	PROJECTED	CHANGE
SALARIES/WAGES	1,153,737	1,044,085	-9.50%	866,691	-16.99%
BENEFITS	553,751	524,452	-5.29%	451,553	-13.90%
HEALTH INS. TRANSFER	481,694	457,549	-5.01%	403,290	-11.85%
CAPITAL OUTLAY	25,000	105,000	320%	121,500	15.71%
BAD DEBT	214,367	265,000	23.61%	265,000	0%
SERVICE & SUPPLIES	224,681	290,000	29.07%	290,000	0%
DEPRECIATION	34,434	75,000	117.80%	47,500	-36.66%
TOTAL EXPENDITURES	2,180,970	2,198,537	0.80%	1,920,744	-12.63%
NET INCOME	195,866	2,938	-98.49%	129,966	4323.62%

District Fund Projections

FISCAL YEAR	2013	PERCENT	2014	PERCENT	2015	PERCENT	2016
BUDGET FIGURES	PROJECTED	CHANGE	PROJECTED	CHANGE	PROJECTED	CHANGE	PROJECTED
AD VALOREM RATE	0.5881	0.00%	0.5881	0.00%	0.5881	0.00%	0.5881
GENERAL FUND	2013	PERCENT	2014	PERCENT	2015	PERCENT	2016
REVENUE	PROJECTED	CHANGE	PROJECTED	CHANGE	PROJECTED	CHANGE	PROJECTED
BEGINNING FUND BALANCE	248,824	115.56%	568,107	0%	1,007,190	9.21%	1,582,428
AD VALOREM	2,758,662	5%	2,896,595	5%	3,041,424	5%	3,193,495
CONSOLIDATED TAXES	3,717,332	3%	3,828,851	3%	3,943,716	3%	4,062,027
INTEREST INCOME	20,000	0%	20,000	0%	20,000	0%	20,000
OTHER INCOME (Strike Team)	0	0%	0	0%	0	0%	0
PLAN CHECK FEE	15,000	66.66%	15,000	0%	15,000	0%	15,000
TOTAL RESOURCES	6,759,818	6.22%	7,328,552	7.21%	8,037,330	4.07%	8,872,950
GENERAL FUND	2013	PERCENT	2014	PERCENT	2015	PERCENT	2016
EXPENDITURES	PROJECTED	CHANGE	PROJECTED	CHANGE	PROJECTED	CHANGE	PROJECTED
SALARIES / WAGES	2,900,544	3%	2,987,560	3%	3,077,186	3%	3,169,501
BENEFITS	1,421,167	3%	1,463,802	3%	1,507,716	3%	1,552,947
HEALTH INS. TRANSFER	1,100,000	0%	1,100,000	0%	1,100,000	0%	1,100,000
SERVICE & SUPPLIES	725,000	0%	725,000	0%	725,000	0%	725,000
CAPITAL OUTLAY	20,000	100%	20,000	0%	20,000	0%	20,000
SPEC. SERV. TRANSFER	25,000	100%	25,000	0%	25,000	0%	25,000
TOTAL EXPENDITURES	6,191,711	2.10%	6,321,362	2.12%	6,454,902	2.14%	6,592,448
ENDING FUND BALANCE	568,107	53.85%	1,007,190	92.7%	1,582,428	21.25%	2,280,502
AMBULANCE FUND	2013	PERCENT	2014	PERCENT	2015	PERCENT	2016
REVENUE	PROJECTED	CHANGE	PROJECTED	CHANGE	PROJECTED	CHANGE	PROJECTED
USER FEES	767,350	3%	790,370	3%	814,081	3%	838,503
AD VALOREM	1,773,200	4%	1,844,128	4%	1,917,893	4%	1,994,608
INTEREST INCOME	5,000	21.25%	5,000	0%	5,000	0%	5,000
OTHER INCOME	5,000	21.25%	5,000	0%	5,000	0%	5,000
TOTAL RESOURCES	2,550,550	49.24%	2,644,498	3.68%	2,741,974	3.68%	2,824,053
AMBULANCE FUND	2013	PERCENT	2014	PERCENT	2015	PERCENT	2016
EXPENDITURES	PROJECTED	CHANGE	PROJECTED	CHANGE	PROJECTED	CHANGE	PROJECTED
SALARIES/WAGES	892,691	3%	919,471	3%	947,055	3%	975,466
BENEFITS	465,099	3%	479,051	3%	493,422	3%	508,224
HEALTH INS. TRANSFER	411,355	2%	419,582	2%	427,973	2%	436,532
CAPITAL OUTLAY	13,000	-89.30%	62,000	376.92%	42,000	-32.25%	0
BAD DEBT	272,950	3%	281,138	3%	289,572	3%	298,259
SERVICE & SUPPLIES	290,000	0%	290,000	0%	290,000	0%	290,000
DEPRECIATION	45,680	39.78%	43,100	-5.65%	60,100	39.44%	62,300
TOTAL EXPENDITURES	2,390,775	24.47%	2,451,242	2.52%	2,550,122	4.03%	2,570,581
NET INCOME	159,775	22.93%	193,256	20.95%	191,852	-0.73%	253,472

District Fund Projections

HEALTH INSURANCE FUND	2010	2011	PERCENT	2012	PERCENT
REVENUE	ACTUAL	BUDGET	CHANGE	TENTATIVE	CHANGE
BEGINNING FUND BALANCE	2,837,244	2,339,364	-17.54%	2,545,900	8.82%
TRANSFER AMBU FUND	481,694	457,549	-5.01%	403,290	-11.85%
TRANSFER GENERAL FUND	1,139,159	1,188,509	4.33%	1,242,483	4.54%
INTEREST INCOME	32,985	35,000	6.10%	35,000	0%
TOTAL RESOURCES	4,602,507	4,143,226	-9.97%	4,326,575	4.42%
EMPLOYEE BENEFITS	2,254,912	1,547,326	29.47%	1,743,575	7.50%
SERVICES & SUPPLIES	8,231	50,000	507.45%	65,000	30%
TOTAL EXPENDITURES	2,263,143	1,597,326	-29.42%	1,743,575	13.22%
ENDING FUND BALANCE	2,339,364	2,545,900	8.82%	2,517,900	-1.09%
SICK LEAVE RESERVE	2010	2011	PERCENT	2012	PERCENT
REVENUE	ACTUAL	BUDGET	CHANGE	TENTATIVE	CHANGE
BEGINNING FUND BALANCE	884,777	638,819	-27.79%	375,837	-41.16%
AD VALOREM	76,439	77,018	0.75%	77,018	0%
INTEREST INCOME	13,647	10,000	-26.72%	10,000	0%
TOTAL RESOURCES	980,631	725,837	-25.98%	462,855	-36.23%
EXPENDITURES	341,812	350,000	2.39%	350,000	0%
ENDING FUND BALANCE	638,819	375,837	-41.16%	112,855	-69.97%
CAPITAL PROJECTS FUND	2010	2011	PERCENT	2012	PERCENT
REVENUE	ACTUAL	BUDGET	CHANGE	TENTATIVE	CHANGE
BEGINNING FUND BALANCE	414,757	572,735	38.08%	217,242	-62.02%
AD VALOREM	152,366	154,037	1.09%	154,037	0%
INTEREST INCOME	2,994	700	-76.61%	700	0%
SALE OF ASSETS	0	0	0%	0	0%
TOTAL RESOURCES	572,735	727,472	27.01%	372,209	-48.83%
TOTAL EXPENDITURES	0	510,000	510%	0	-510%
ENDING FUND BALANCE	572,735	217,242	-62.02%	372,209	71.15%
SPECIAL SERVICES FUND	2010	2011	PERCENT	2012	PERCENT
REVENUE	ACTUAL	BUDGET	CHANGE	TENTATIVE	CHANGE
BEGINNING FUND BALANCE	201,571	215,336	6.82%	126,536	-41.23%
TRANSFERS	50,000	0	100.00%	0	0%
GRANTS	147,399	15,000	-89.82%	15,000	0%
CONTRACTS	34,000	16,000	-52.94%	14,000	-12.5%
INTEREST	250	200	-20.00%	300	50.00%
OTHER	4,922	0	-100.00%	0	0%
TOTAL RESOURCES	438,142	246,536	-43.73%	155,836	-36.78%
SALARIES & WAGES	60,000	60,000	0%	60,000	0%
SERVICES & SUPPLIES	9,420	50,000	430.78%	40,000	-20%
CAPITAL OUTLAY	153,386	10,000	-93.48%	25,000	150%
TOTAL EXPENDITURES	222,806	120,000	-46.14%	125,000	4.16%
ENDING FUND BALANCE	215,336	126,536	-41.23%	30,836	-75.43%

District Fund Projections

HEALTH INSURANCE FUND	2013	PERCENT	2014	PERCENT	2015	PERCENT	2016
REVENUE	PROJECTED	CHANGE	PROJECTED	CHANGE	PROJECTED	CHANGE	PROJECTED
BEGINNING FUND BALANCE	2,517,900	-1.09%	2,442,863	-2.98%	2,368,873	-3.02%	2,296,247
TRANS./ AMBU FUND	415,388	3%	427,849	3%	440,684	3%	453,904
TRANS. /GENERAL FUND	1,279,757	3%	1,318,149	3%	1,357,693	3%	1,398,423
INTEREST INCOME	40,700	10%	44,770	10%	49,247	10%	54,171
TOTAL RESOURCES	4,253,745	-1.68%	4,233,631	-0.47%	4,216,497	-0.40%	4,201,935
EMPLOYEE BENEFITS	1,795,882	3%	1,849,758	3%	1,905,250	3%	1,962,407
SERVICES & SUPPLIES	15,000	0%	15,000	0%	15,000	0%	15,000
TOTAL EXPENDITURES	1,810,882	0.12%	1,864,758	2.97%	1,920,250	3.24%	1,977,407
ENDING FUND BALANCE	2,442,863	-2.98%	2,368,873	-3.02%	2,296,247	-3.06%	2,224,528
SICK LEAVE RESERVE	2013	PERCENT	2014	PERCENT	2015	PERCENT	2016
REVENUE	PROJECTED	CHANGE	PROJECTED	CHANGE	PROJECTED	CHANGE	PROJECTED
BEGINNING FUND BALANCE	312,855	177.21%	258,905	-17.24%	254,007	-1.89%	253,364
AD VALOREM	81,050	5%	85,102	5%	89,357	5%	93,824
INTEREST INCOME	15,000	50%	10,000	-33%	10,000	0%	10,000
TOTAL RESOURCES	408,905	-33%	354,007	-13.42%	353,364	-0.18%	357,188
EXPENDITURES	150,000	-57%	100,000	-33%	100,000	0%	100,000
ENDING FUND BALANCE	258,905	-13.00%	254,007	-1.89%	253,364	-0.25%	257,188
CAPITAL PROJECTS FUND	2013	PERCENT	2014	PERCENT	2015	PERCENT	2016
REVENUE	PROJECTED	CHANGE	PROJECTED	CHANGE	PROJECTED	CHANGE	PROJECTED
BEGINNING FUND BALANCE	372,209	71.15%	153,947	-58.63%	254,771	65.49%	444,086
AD VALOREM	161,738	5%	169,824	5%	178,315	5%	187,230
INTEREST INCOME	10,000	1328.57%	10,000	0%	10,000	0%	20,000
SALE OF ASSETS	10,000	100%	1,000	-90%	1,000	0%	1,000
TOTAL RESOURCES	553,947	-3.28%	334,771	41%	444,086	-41%	662,316
TOTAL EXPENDITURES	400,000	100%	80,000	-80%	0	-100%	600,000
ENDING FUND BALANCE	153,947	-58.63%	254,771	65.42%	444,086	74.30%	62,316
SPECIAL SERVICES FUND	2013	PERCENT	2014	PERCENT	2015	PERCENT	2016
REVENUE	PROJECTED	CHANGE	PROJECTED	CHANGE	PROJECTED	CHANGE	PROJECTED
BEGINNING FUND BALANCE	30,836	-75.63%	33,336	8.10%	30,836	-7.49%	23,336
TRANSFERS	25,000	100%	25,000	0%	25,000	0%	25,000
GRANTS	20,000	33.33%	20,000	0%	20,000	0%	20,000
CONTRACTS	30,000	114.28%	30,000	0%	30,000	0%	30,000
INTEREST	2,500	733.33%	2,500	0%	2,500	0%	5,000
OTHER	5,000	100%	5,000	0%	5,000	0%	5,000
TOTAL RESOURCES	113,336	-27.27%	115,836	2.20%	113,336	-2.15%	108,336
SALARIES & WAGES	60,000	0%	65,000	8.33%	70,000	7.69%	75,000
SERVICES & SUPPLIES	20,000	-200%	20,000	0%	20,000	0%	20,000
CAPITAL OUTLAY	0	-100%	0	0%	0	0%	0
TOTAL EXPENDITURES	80,000	-36.00%	85,000	6.25%	90,000	5.88%	95,000
ENDING FUND BALANCE	33,336	8.10%	30,836	-7.49%	23,336	-24.32%	13,336

FIRE DISTRICT RESERVES

Following is a compilation of the status of the funds the Tahoe-Douglas Fire Protection District has in reserve, (invested in Edward Jones Money Market Funds and Securities) and the reserved and unreserved liabilities.

The amount of assets fluctuates on a regular basis due primarily to varying cash flow requirements throughout the year. The District receives very little income during the first two months of each fiscal year requiring the use of Money Market Funds (\$1,000,000) to meet financial obligations plus any significant capital purchase (fire engine, etc.). This lowers the Money Market Fund significantly.

The liabilities are separated into two sections; reserved and unreserved. The reserved liabilities are specific amounts designated in different funds for specific purposes. The unreserved liabilities are amounts that management has identified as potentially needed in the near future that could not be funded from any existing fund balance other than the General Fund.

Of the reserved liabilities, Capital Projects is a Special Revenue Fund that has a voter approved .03 Ad Valorem tax rate which is used primarily for apparatus replacement (.02) and (.01) for safety & training. The Health Insurance Fund is accounted for separately as an employee benefit reserve fund, which receives revenue from fund transfers. The Sick Leave Reserve is a Special Revenue Fund that has a Board designated .01 Ad Valorem tax rate. The fund is used to pay retirees who qualify for payment for unused sick leave and the annual sick leave incentives. The Ambulance Enterprise Fund balance is for replacement of ambulances and other major capital items such as defibrillators and is funded through depreciation as an expense. The District self-insures for unemployment and that amount is designated as a reserved balance in the General Fund.

In the unreserved liabilities the Contingency is set at one-twelfth of total annual expenditures, which is a standard percentage that is used. However, that amount would not cover the direct costs the District might be faced with in the event of any litigation not covered by liability insurance or if the District were faced with cost sharing for fighting a major fire. A major incident could easily deplete the combined amounts of both contingency funds. The Fire District elects to self-insure for all of the equipment carried on our apparatus. The replacement cost if even one engine were burned over in a fire would be approximately \$50,000.00. Management has identified some future major capital needs that would need to be funded from reserves.

STRATEGIC PLAN REVIEW PROCESS

Each year, in January, a review committee will convene to review this entire document with the primary intent of evaluating how we are progressing on our projections, goals and objectives. Under review in the document are the three general areas; Human Resources, Physical Resources and Financial Resources.

The Committee will meet beginning in January to develop the updated Strategic Plan. In February, the document will be updated with projected budget figures and adjusted based on changes in trends, legislation, etc. We will drop the oldest year in financial projections and add the next year out to continue to maintain a five-year plan. The equipment replacement tables shall maintain a 10-year replacement schedule. Other areas of the plan will be adjusted or completely revamped, if necessary, as the needs of the District change. The original bound copies of this plan will be kept for reference to compare to updates. Also, at least one copy of each year's revision will also be kept.

As a dynamic document, the Strategic Plan is a tool for the district to focus on the many complex services, programs, and projects we provide so we can strive to achieve our goals and objectives under our Mission and Vision statements.