

Strategic Plan 2024 - 2029

Tahoe Douglas Fire Protection District
193 Elks Point Rd
Zephyr Cove, NV 89448





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Message from the Fire Chief



I am pleased to present the Tahoe Douglas Fire Protection District's five-year Strategic Plan. This Strategic Plan is a crucial document that will guide our efforts to ensure the safety and well-being of our community, as well as our commitment to the highest standards of emergency response and preparedness.

This strategic blueprint enables us to anticipate future needs, optimize our resources, and enhance our response capabilities. By meticulously planning and preparing, we ensure that our community, environment, and critical infrastructure are safeguarded against the threats of fire.

As the Chairman of the Lake Tahoe Regional Fire Chiefs Association, the Northern Nevada Fire Chiefs Association, and the Multi Agency Coordination group of the Tahoe Fire and Fuels Team, I am proud to inform you that we are part of a unified effort involving 35 fire agencies across Northern Nevada and the Lake Tahoe region. We have collectively pledged to adopt an aggressive stance in combating fires that occur within or threaten our jurisdictions. Our strategy focuses on quickly attacking ALL fires when they are small to reduce their potential impact. We will hit them as fast and as hard as we can with every available resource.

In the face of unprecedented fuel and weather conditions, it is imperative that we do not allow fires to grow out of control. The risk to our public, communities, wildlife, and infrastructure is too significant to ignore. We will deploy every available resource and tool to prevent fires and other incidents from escalating. Should we encounter a situation where a Fire becomes out of control due to extreme conditions or limited resources, we are committed to finding innovative solutions and taking whatever action necessary to stop it at all costs.

The safety of our community is our top priority. By following our strategic plan and working collaboratively with neighboring agencies, we aim to maintain the highest level of readiness and response efficiency. Your support and understanding are invaluable as we continue our mission to protect and serve.

A handwritten signature in blue ink, appearing to read "Scott Lindgren".

Scott Lindgren
Fire Chief





Mission Statement

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

Vision Statement

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

Organizational Values

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

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

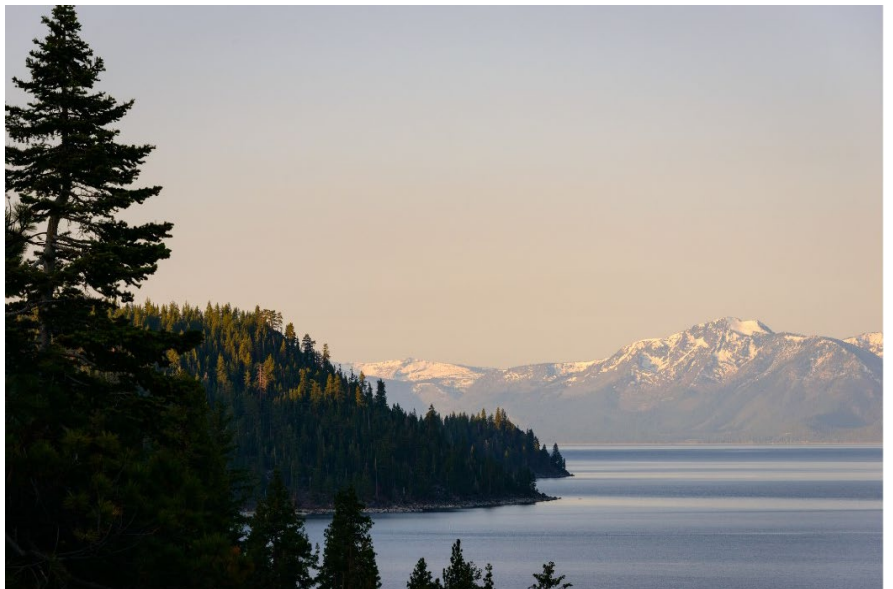
Show PROFESSIONALISM through integrity, engagement, cooperation, duty, and commitment.

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

Care

Professionalism

Respect



Tahoe Douglas Fire Is...

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

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

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

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

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

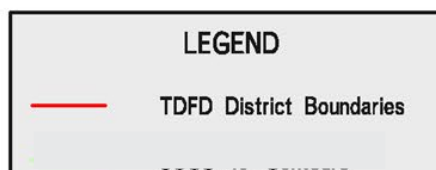
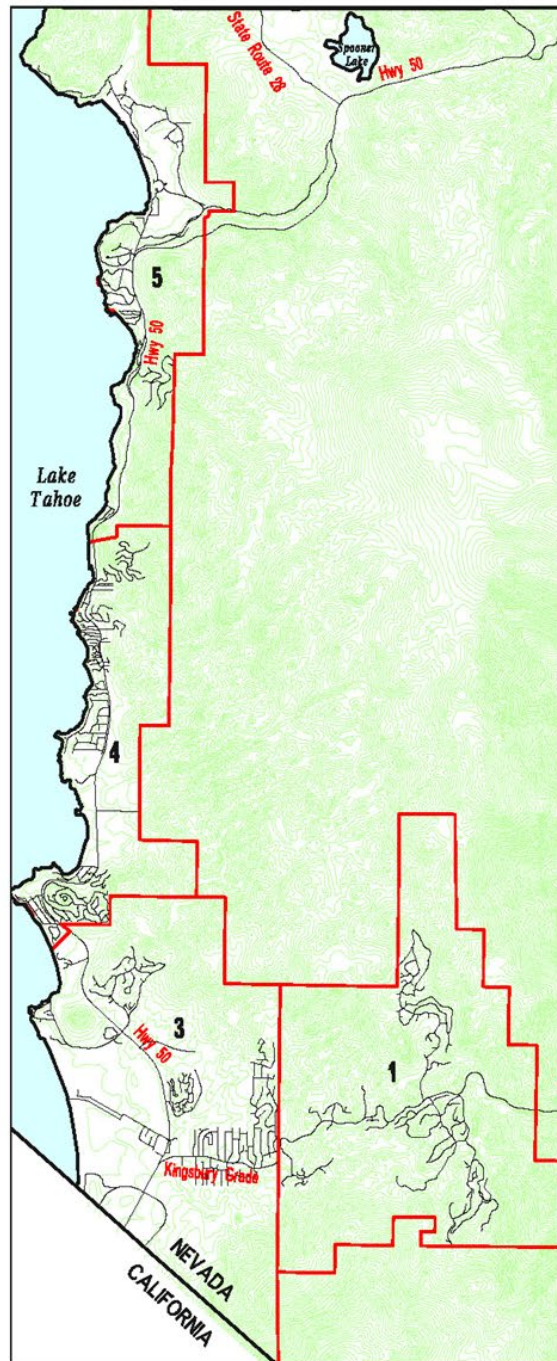
The major transportation routes for this area are U.S. Highway 50 and Nevada State Route 207, Kingsbury Grade. TDFPD serves a full-time resident population of approximately 5,000 people and protects an area of approximately 17 square miles.

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

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

TAHOE DOUGLAS FIRE DEPARTMENT

District Boundaries



District Annual Goals & Objectives

Below is a list of top priorities for the District for the next 5 years:

1. Radio Communications

- Hardware/Infrastructure Upgrade
- Dispatch Capabilities
- Back-up System for Emergencies

2. Facilities

- Mechanic Shop
- New fire station at Stateline
- Station 25 Remodel
- Shoreline Crew Facility
- Storage for Apparatus/Equipment

3. Wildland Fire Threat

- Fuels Reduction along Evacuation Routes
- Fuel Breaks around Infrastructure
- Fuel Breaks around Communities
- Strategic Fuel Breaks Ridge to the Lake



4. Barton Hospital – NV Campus

- Determine short term and long term needs
- Contract for Inter-Facility Transfer
- Budgeting for positions/equipment
- New Facility

5. Finances

- 10-year Capital Investment Plan
- New Revenue Streams
- New Accounting System

6. Lake Response

- Expand Fire Flow Initiative Program
- Public Safety Pier
- Expand Water Rescue Program
- Water Tender
- Drones



7. Tahoe Area Aviation Program

- Joint Powers of Agreement (JPA)
- Site Planning & Permitting
- Business Plan Updates
- Funding



8. Community Engagement

- Build Brand
- Education
- Call to Action
- Build Community Neighborhood Leaders
- Utilize social media to reach a targeted audience
- Expand partnership with Douglas County Schools to offer educational programs and career opportunities for our youth



Capital Plan

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

Within the Capital Projects Fund, purchases of fire apparatus and other vehicles and large equipment are planned for. Frontline apparatus such as fire engines are on a 20-year depreciation cycle while other vehicles and less utilized apparatus may extend to 25-years. With the cost of a new fire engine reaching \$1,000,000, the importance of planning for the purchase cannot be over emphasized.

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

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

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

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

The Fire Flow Initiative Fund was established in 2018 to accumulate funding for on-going capital improvements associated with emergency fire flow to include fire boat, tender and other necessary equipment acquisitions.

The final fund is the Aviation Fund. Established in 2022 to accumulate funding related to a Fire & Rescue Aviation program.

Capital Improvement Plan

CAPITAL PROJECTS FUND 20[illegible]

GENERAL IMPROVEMENT FUND 10

[illegible]

AMBULANCE ENTERPRISE FUND 60

FY 2024/2025		FY 2025/2026		FY 2026/2027		FY 2027/2028		FY 2028/2029		FY 2029/2030		FY 2030/2031		FY 2031/2032		FY 2032/2033		FY 2033/2034	
		EMS Manikin	\$10,000					New Monitors (4 @ \$50K)	\$200,000	Auto CPR Thumper	\$25,000	EMS Manikin	\$10,000					New Monitors (4 @ \$50K)	\$200,000
Amb w/Gurney 2nd 50%	\$160,000	Auto Pulse	\$20,000	New Ambio w/Gurney 50%	\$160,000	Amb w/Gurney 2nd 50%	\$160,000					Auto Pulse	\$20,000	New Ambio w/Gurney 50%	\$160,000	Amb w/Gurney 2nd 50%	\$160,000		
	\$160,000		\$30,000		\$160,000		\$160,000		\$0		\$25,000		\$30,000		\$160,000		\$160,000		\$0
																			10-Year Total
																			\$885,000

SPECIAL SERVICES FUND 30[illegible]

FIRE SAFE COMMUNITY FUND 90

[illegible]

FIRE FLOW 70

FY 2024/2025		FY 2025/2026		FY 2026/2027		FY 2027/2028		FY 2028/2029		FY 2029/2030		FY 2030/2031		FY 2031/2032		FY 2032/2033		FY 2033/2034	
Public Safety Pier	\$200,000	Public Safety Pier	\$200,000	Public Safety Pier Boat Lift	\$100,000													Outboard motor replace	\$100,000
Jet Ski replacement	\$20,000			Jet Ski replacement	\$20,000														
Water Tender rollover	\$100,000																		
	\$320,000		\$200,000		\$120,000	\$0		\$0		\$0		\$0		\$0		\$0			\$100,000

10-Year Total

AVIATION FUND 80

FY 2024/2025		FY 2025/2026		FY 2026/2027		FY 2027/2028		FY 2028/2029		FY 2029/2030		FY 2030/2031		FY 2031/2032		FY 2032/2033		FY 2033/2034	
Helicopters	\$3,000,000	Helicopters	\$3,000,000	Helicopters	\$10,000,000	Helicopters	\$10,000,000	Helicopters	\$10,000,000										
Firefighting Equipment	\$100,000	Firefighting Equipment	\$100,000	Flight Simulator	\$2,000,000	Host Rescue Simulator	\$2,000,000												
Air Rescue Equipment	\$50,000	Air Rescue Equipment	\$50,000	Air Rescue Equipment	\$50,000														
Helibase plans and permitting	\$100,000	Helibase Construction	\$4,500,000	Helibase Construction	\$4,500,000														
		Helibase Equipment	\$100,000	Helibase Equipment	\$100,000														
Chief Officer Rg	\$100,000	Chief Officer Rg	\$100,000																
Crew Vehicles	\$150,000	Tug	\$100,000	Crew Vehicles	\$150,000														
	\$3,500,000		\$7,950,000		\$16,800,000		\$12,000,000		\$10,000,000		\$0		\$0		\$0		\$0		\$0

10-Year Total
 \$02500000

District Services

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

Structure Fire – in addition to traditional structure risks, the Fire District protects a number of high-rise structures.

Wildland Fire Protection – all Fire District engines are equipped to operate in the Wildland Urban Interface (WUI). The Fire District has three Type 3 and two Type 5 (brush) engines. Initial attack capability is enhanced by the Zephyr Fire and Shoreline Crews which are type II IA hand crews that respond both locally and nationally. The District provides resources outside of our jurisdiction based upon a variety of local, state, and federal aid agreements.

Hazardous Materials – all Fire District line personnel are trained to the First Responder Operations level. In addition, the Fire District has eight Hazardous Materials Technicians. The Fire District has a HAZMAT decontamination trailer and is a member of the Quad County Hazardous Materials Team.

Emergency Medical Services – the Fire District provides Advanced Life Support (ALS) transport care to all emergency medical responses.

Vehicle Extrication – all line personnel are trained to the technician level. All first line equipment carry basic extrication tools with four apparatus carrying a full complement of extrication equipment.

Explosive Ordnance Disposal – the Fire District commands the Tahoe Douglas Bomb Squad, which is jointly operated with the Douglas County Sheriff's Office. Specialized response capabilities include an explosive detection canine team, one heavy, one medium and two light duty robots, one heavy EOD response unit, two light EOD response units and a total containment vessel. The Tahoe Douglas Bomb Squad is a founding member of the Northern Nevada Bomb Technicians Task Force and provides hazardous device response services on a local, state, and federal level.

Technical Rescue – the Fire District provides high and low angle rope rescue, confined space rescue and ice rescue.

Water Rescue - water rescues are responded to with a custom fire rescue boat and two personal watercrafts. The program provides training for line personnel to become certified boat pilots, rescue swimmer instructors and rescue swimmers. Marine 24 responds 24/7/365 as weather conditions permit.

SWAT Medic Program - the Tahoe Douglas Tactical Emergency Medical Support (TEMS) Team comprises three Tahoe Douglas Paramedics who have completed extensive additional training. In addition to their paramedic qualifications, they are fully qualified and sworn Reserve Sheriff's Deputies, earning the designation of "SWAT Medic." This team operates in close collaboration with the Douglas County Sheriff's Office, providing 24/7 support to the Douglas County SWAT team for both training and operational missions.



Wildland Fire and Fuels Program (WF&F)- the Fire District provides a number of fuels management services. The WF&F crews create and maintain fuel breaks around the community, operate the curbside chipping program and the Compost your Combustibles program, assist homeowners during community workdays, and conduct prescribed fire activities. A number of fuels management services with the goal of modifying wildland fire behavior in and adjacent to communities so as to prevent catastrophic wildland fires. The Fire District manages the following wildfire mitigation programs:

Forest Fuels Reduction Program- the Fire District has prioritized forest fuels reduction treatments around the communities of the Fire District and treats them on an approximately 10 to 15-year rotation. The WF&F crews will complete initial fuels reduction and forest thinning on an average of 150 acres within the Wildland Urban Interface during the field season.

Prescribed Fire Programs - slash created from forest thinning activities completed by the WF&F crews or completed by federal, or state land managers is frequently disposed of through pile burning. Our goal is to complete approximately 150 acres of pile burning on state, local government, or privately-owned land within the wildland urban interface each year as humidity and weather conditions allow.

Prescribed Broadcast Fire - strategic placement of fire is used to maintain vegetation density on lands that have been thinned in prior years. The WF&F crews will complete approximately 50 acres of broadcast prescribed fire during the fall/spring months. These fuel breaks create a buffer around neighborhoods reducing hazardous fuels.

Curbside Defensible Space Inspections – the WF&F Division inspects approximately 25 percent of the single family homes in the Fire District annually for compliance with the Douglas County defensible space ordinance. Each spring approximately 650 initial curbside inspections are completed. Approximately 50 percent of the initial inspections will require follow-up for compliance resulting in an additional 500 inspections. In 2024, the use of *Fireside* software was implemented greatly enhancing communication with homeowners to identify risks on their property by providing photos and tracking of the homeowner's mitigation efforts. Rollout of this program will continue for the next three years to reach 100% our homeowners.

Defensible Space Consultations – preventing catastrophic outcomes from wildland fire requires the reduction of wildland fuels in the Wildland Urban Interface and the creation of defensible space around homes. The Fire District also conducts defensible space inspections and issues tree removal permits to assist property owners in creating defensible space and in complying with the Wildland Urban Interface Code.

Community Chipping Services - the WF&F crews will chip slash created when property owners remove vegetation necessary to create defensible space and will complete approximately 100 chipping requests each season.

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

Community Workdays - each summer, the WF&F crews will visit the eight neighborhood regions composing the Fire District on consecutive weekends and assist homeowners who are creating defensible space. On each of the eight weekends, the crews canvas the streets and stop for any

homeowner who requests help and chip any slash piles left roadside. The program provides a single weekend for every resident where crewmembers will cut brush, small trees or assist homeowners with lifting materials up steep slopes where the slash can be disposed of.

Fuels Reduction Contracts - the Fire District is currently working with the Tahoe Resource Conservation District (TRCD), NV Energy, United State Forest Service (USFS), and Nevada Division State Lands (NDSL) to perform fuel reduction on their lands to reduce the risk for wildland fire in the Fire District.

Fire Prevention Bureau - the Fire Prevention Division exists to prevent fires and other emergencies from occurring. Our focus is to educate the community about how to prepare for, prevent, and if necessary, react to fires, medical emergencies, and other life-threatening situations. The Fire District manages the following fire prevention programs:

Fire and Life Safety Inspection Program - the life safety inspection program serves both as an educational tool and a means to ensure that fire hazards are abated and engineered fire resistance and protection systems are maintained. Plan review is conducted for all construction activities. All 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.

Plan Review Program - the District utilizes an electronic plan submission program, IDT, which will assist with the storage and cataloging of plans. The plan review process is a key component to public and firefighter safety. Plan reviews are categorized by level, based upon the review requirements.

Level One plan reviews are “pre-TRPA” plan review. In this review, fire department access, fire-flow, vegetation clearances, and roofing/siding materials are reviewed.

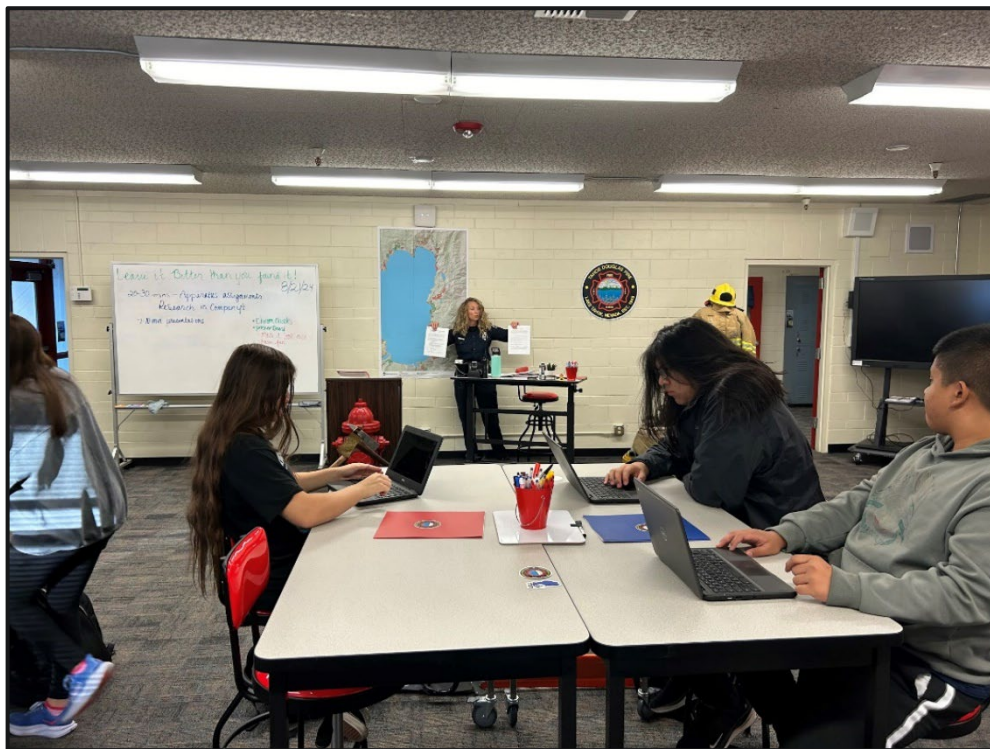
Level Two plan reviews are for single-family residential structures. In this level of review, smoke alarm coverage and placement is evaluated. This level can be combined with the Level One review at the project proponent’s discretion.

Level Three plan review is conducted on commercial projects, tenant improvements, multi-family dwellings and for fire protection systems. Level Three plan reviews generally will require several inspections at various stages of a project to verify code compliance. The Fire Prevention Bureau will work with the Building Official and Douglas County in the adoption of new editions of the International Codes.

Special Event Permits - special events can pose significant risks to the public and firefighters. The permitting process educates vendors by outlining safety measures to be taken and code requirements and inspects venues for occupancy and safety standards when set up, and often times during the event itself.

Public Education - the District is expanding our public education program through the Douglas County School system to focus training our students and parents on prevention and safety topics. TDFPD educators are available to speak at association meetings on a variety of topics like preparedness efforts, wildland fire risk, evacuation plans, fire extinguisher use and crowd control.

Fire Investigation - all fires occurring in the District are investigated either at the company level or by the investigation team, based upon the complexity of the incident. Responsibility for scene preservation and initial origin and cause investigation begins at the Captain level. The State Fire Marshal will be notified in fires resulting in large property loss, serious injury or death.





District Standards

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

One area that the Standards of Cover (ESCI, 2018, p. 29) evaluated was our service delivery standards. Service delivery standards for emergency response agencies are put into place to ensure the most efficient and timely response when someone calls 911. These standards represent ideal conditions under generic circumstances and agencies work towards meeting them to the very best of their ability. There are a variety of limitations that serve as barriers to meeting standards. Some limitations include available infrastructure such as water, communications systems, available space, and roadways. Natural limitations include terrain, weather, and environmental considerations. Lastly, available personnel and financial considerations can also limit meeting standards. The standards can come from many different sources including the voting public and community, both local and state, as well as professional organizations such as the National Fire Protection Association (NFPA).

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

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

The chart below reflects the currently accepted national standards:

911 call answer time (time from first ring to answer).	Within 15 seconds, 95% of the time
--	------------------------------------

Call process time (time from acceptance at the dispatch center until notification of response units):

- | | |
|---|------------------------------------|
| <ul style="list-style-type: none">• Emergency medical | Within 90 seconds, 90% of the time |
| <ul style="list-style-type: none">• All other incidents | Within 64 seconds, 90% of the time |
-

Turnout time (time from notification of response personnel until the initiation of movement towards the incident):

- | | |
|---|------------------------------------|
| <ul style="list-style-type: none">• Fire and special operations | Within 80 seconds, 90% of the time |
| <ul style="list-style-type: none">• All other incidents | Within 60 seconds, 90% of the time |
-

First unit travel time (time from initiation of response until arrival of the first unit at the incident).	Within 4 minutes, 90% of the time
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First unit response time (time from dispatch until arrival of the first unit at the incident):	Within 5 minutes 90% of the time
<ul style="list-style-type: none">• Fire and special operations	Within 5:20, 90% of the time
<ul style="list-style-type: none">• All other incidents	Within 5 minutes, 90% of the time

Full effective response force travel time (time from dispatch until all units initially dispatched arrive at the incident. Response resources needed for a moderate risk building fire are used for the evaluation).	Within 9:20, 90% of the time
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References

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

*Available on website www.tahoefire.org

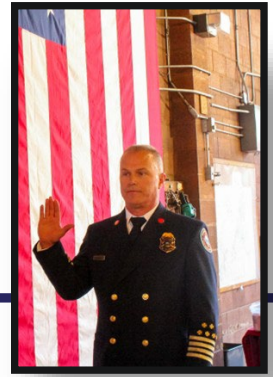
National Fire Protection Association, (2016). *NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments 2016 Edition.*



Operations Division

Assistant Fire Chief/Special Operations

Kevin Lawson



The Operations Division of the Tahoe Douglas Fire Protection District (TDFPD) is responsible for all medical and fire/rescue emergency services within the Fire District. This would include automatic aid and mutual aid partnerships. Our operational model follows an All-Hazard response framework, encompassing structural and wildland firefighting, high-rise fire and rescue, hazmat, and emergency medical services (EMS) and transport. TDFPD is equipped with additional specialized apparatus and equipment include equipment including marine firefighting and victim rescue, shore ice rescue, personal watercraft, and rescue swimmers), tactical EMS/SWAT medic, canine equipped explosive ordnance disposal (EOD), hazmat technician, vehicle extrication, and high and low angle rope rescue.

TDFPD operates and maintains five stations, four stations are staffed with All Hazard personnel, and one station is staffed with our Wildland Fire and Fuels Division.

- All Hazard Advanced Life Support (ALS) Stations
 - Station 21
 - ALS Type 1 Engine Company-Three Person
 - ALS Type 3 (Cross Staffed)
 - ALS Reserve Ambulance
 - Station 23
 - ALS Type 1 Engine Company- (Cross Staffed)
 - ALS Type 1 Truck Company -Three Person
 - ALS Rescue Ambulance-Two Firefighter Paramedics
 - ALS Type 3 (Cross Staffed)
 - 1 Battalion Chief
 - Type 3 Brush Engine (Cross Staffed)
 - Station 24
 - ALS Rescue Ambulance-Two Firefighter Paramedics
 - ALS Squad-Up to Three Personnel
 - ALS Marine 24 Fire Rescue Boat (Cross Staffed)
 - Marine 23 and 123 Jet Skis (Cross Staffed)
 - ALS Reserve Ambulance
 - Reserve Engine 24
 - Type 3 Brush Engine (Cross Staffed)
 - Station 25
 - ALS Type 1 Engine Company-Three Person
 - EOD (Explosive Ordinance Disposal) Unit (Cross Staffed)
 - BLS Brush 25 (Type 5) – Five Person (Wildland Fire & Fuels)



- Wildland Fire Fuels Division Basic Life Support (BLS)
 - Station 22
 - BLS Brush 24 (Type 5)
 - Type II Initial Attack (I/A) Hand Crews
 - Zephyr Crew & Shoreline Crew
- Fleet Management
 - Two Heavy Equipment Mechanics (Mobile)
 - Repair 20 and Repair 22

The All Hazard stations are staffed with a 24/7 ALS staffing model organized into three battalions. Each battalion is comprised of 1 battalion chief, 1 training captain, 3 fire captains, 3 engineers, and 8 firefighter paramedics. Our daily staffed apparatus includes 2 fire engines, 1 aerial truck, 1 light rescue squad, and 2 ALS ambulances, ensuring a minimum of 13 firefighters on duty at all times. Additionally, we have equipment available for cross-staffing, such as Type V and Type III engines, a tactical water tender, fire rescue boat, and personal watercrafts, strategically deployed based on call types. The Operations Division areas of responsibility is to insure operational readiness for any "All Hazard" fire/rescue and medical emergency response. The Operational Division also encompasses Training/Safety, EMS, Logistics and Fleet Management Services. The average number of emergency calls district wide is 2,100 calls per year, with fluctuations tied to seasons, notably peaking during the summer months. Moreover, the TDFPD plays a vital role in regional emergency response efforts, offering auto-aid and mutual aid resources to other jurisdictions through various agreements with local, state, and federal agencies.

Division Mission

The mission of the Operations Division is to provide the public with a safe and efficient emergency response, mitigating emergencies, safeguarding lives, property, and the environment.

Division Vision

The Operations Division will build and refine an elite and adaptable, well-equipped, and highly trained; all-hazard response team dedicated to delivering safe and efficient emergency services with high focus on customer service, proficiency in specialty skills, and continual enhancement of operational capabilities.

Division Values

Care, Professionalism, and Respect – CPR.

Care for each other and the public, do the right thing, and be fiscally responsible.

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

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

Goals & Objectives

1. Elevate recruitment and retention practices to ensure a stable and well-staffed work force:
 - a) Diversify and expand the candidate pool through national outreach programs, regional partnerships, and internal development.



- b) Develop a brand and social media presence that showcases the unique opportunities, career paths, and professional development opportunities our department has to offer.
 - c) Utilize selective hiring practices that align the districts needs and characteristics with the ideal candidates for the position.
 - d) Support internal development through special services teams, National Wildfire Coordinating Group (NWCG) single resource professional tracks, specialized training opportunities, and diverse job duties.
2. Enhance and increase operational readiness skills and abilities with "All Hazard" incident response with fire, rescue, hazmat, and medical incident response emergencies:
- a) Follow a dynamic training plan that uses expert instructors to provide relevant and high quality training to all levels of the organization.
 - b) Develop emergency preplans to equip our responders with knowledge of specific hazards within individual buildings and occupancies.
 - c) Foster collaboration and knowledge-sharing through the Regional Fire Academy, Nevada Training Chiefs, Operations Chiefs and Emergency Management.
 - d) Conduct and participate in regional multi-agency drills involving target hazards that we may face in our respective jurisdictions.
 - e) Cross train with the Fire Prevention Bureau and the Wildland Fire and Fuels team to enhance our response capabilities, job knowledge and operational practices.
3. Continuously improve and enhance firefighter and public safety:
- a) Foster a department culture of physical fitness, mental health, and injury prevention.
 - b) Ensure our staffing levels, resource positions, and capabilities are appropriate for the risks present in our Fire District.
 - c) Review vehicle damage, injury reports, accidents, and training activities to identify opportunities for enhancing safe practices.
4. Maintain and upgrade our apparatus, equipment, facilities, and infrastructure:
- a) Facilitate regular briefings with the department equipment committee to assess and address apparatus and equipment needs in alignment with agency demands and budgetary considerations.
 - b) Prioritize apparatus purchases, refurbishments, and replacements in a fiscally responsible manner, to best support operational readiness.
 - c) Utilize insights and industry best practices to establish proactive maintenance schedules to optimize the lifespan and performance of vehicles, and district owned buildings.
5. Strengthen department preparedness for potential threats and vulnerabilities, of both man-made and natural disasters.
- a) Identify hazards and vulnerabilities faced by the department, considering our populations at risk, our available resources, relevant trends, and historical incidents.
 - b) Organize and participate in tabletop exercises, drills, and simulations to test response plans, identify areas for improvement.
 - c) Assess and strengthen critical infrastructure, such as fire stations, 911 communication systems, and technology to improve resilience against potential hazards.





Logistics & Safety Battalion Chief Steve Prather



The Logistics & Safety Unit is responsible for ensuring that the department and its personnel have the resources needed to serve the residents and visitors to the District. Resource acquisition in the form of safety equipment including personal protective equipment, fuel, firefighting tools and equipment and station supplies are some of the items provided by this unit. Facilities also fall under this unit. The construction, maintenance and repair of the District stations and other facilities are a key component of this Unit's duties. Tahoe Douglas Fire District's stations provide functional and safe locations for the District's apparatus and personnel while also serving as a public meeting location (main station).

The Battalion Chief responsible for the Logistics & Safety Unit also serves as the District's safety officer. Among the safety officer's responsibilities are annual physicals for department personnel and serving as the administrative liaison on the Health and Safety committee. The prevention of injuries is everyone's responsibility, however the safety officer reviews all reported accidents and injuries to identify trends, to close safety gaps that may lie in department procedures and develop or adjust training in order to prevent future occurrences.

Division Mission

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

Division Vision

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

Division Values

Care, professionalism, and respect – CPR.

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

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

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

Goals & Objectives

1. Develop a five year plan for station maintenance and improvements.
 - a. Identify current and anticipated maintenance/improvements for each facility.
 - b. Prioritize and plan for execution of maintenance/improvements for each facility.
 - c. Develop a detailed budget for each facility to improve planning capabilities.



2. Develop internal capabilities for completing maintenance & improvement projects on facilities.
 - a. Utilize internal resources and personnel to maximize efficiency.
 - b. Acquire tools and equipment to that will allow long term savings and expansion of internal capabilities.
3. Convert all station lighting to LED in an effort to improve our energy efficiency and reduce operating expenses.
 - a. Whenever feasible, TDFPD personnel will complete the necessary work to reduce the overall cost of the conversions.
4. Evaluate all facilities for opportunities for expansion to meet the needs of our growing organization.
 - a. Need additional apparatus storage solutions.
 - b. Need additional office space.
 - c. Meet with TRPA to evaluate lot coverage at all facilities locations and explore opportunities for expansion of existing facilities.
 - d. Explore options for expansion at each facility to meet organizational needs in the most financially efficient way possible.
5. Explore options for a Shoreline crew facility.
 - a. Explore possible utilization of County owned land on Logging Lane.
 - b. Explore the cost of adding infrastructure pending availability of this land.
6. Maintain and enhance supplies and emergency response equipment to meet ongoing agency requirements.
 - a. Work with the Equipment Committee to review equipment needs.
7. Evaluate District procedures and activities to ensure adherence to existing safety practices.
 - a. Review accident and incident reports.
 - b. In conjunction with the Training Division, review training doctrine for safety concerns.
 - c. Hold regular Health and Safety Committee meetings.





4th of July
Station 23

Training & Special Operations Battalion Chief Brandon Brady



The Training and Special Operations Unit identifies, develops, and delivers a variety of training across the Divisions and disciplines. This training regimen is a cooperative effort of the three Training Captains and department personnel to fully utilize the wide variety of experience and expertise contained in-house. To provide for new perspective and progress, the assistance of outside resources is routinely sought out to meet the demands of the ever-evolving environment in which we work.

The training unit also participates in the acquisition of new equipment and apparatus to ensure that department personnel are fully trained to deploy these new resources. Opportunities to develop training doctrine and procedures with neighboring jurisdictions are vital to the integration of common procedures for regional resources during mutual aid response. To this end, the District participates in a 16-week regional fire academy for newly hired personnel to provide expertise, input, and a voice in training development that meets the specific needs of our District and the region.

The Training and Special Operations Unit also provides oversight for special operations provided by District personnel. Special teams and programs include explosive ordinance disposal, marine operations (fire and rescue boat, PWC rescuer, and rescue swimmer), hazardous materials, technical rescue (water, ice, rope, and confined space), vehicle extrication, SWAT team medics, active shooter, and high rise and special event operations.

Division Mission

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

Division Vision

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

Division Values

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Goals & Objectives

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





Lawrence E Jacobsen
Regional
Training Facility
CARSON CITY, NEVADA

2

AETK
EALD

Emergency Medical Services

Battalion Chief

Chris Lucas



The Tahoe Douglas Fire Protection District serves the EMS needs of the community with a well-trained and equipped EMS Unit. The EMS Unit is comprised of 32 EMT-Paramedic providers (ALS) and 12 EMT-Advanced (ILS) providers, all of which are licensed ambulance attendants with the State of Nevada. EMS operations, training, licensing, and billing are overseen by the EMS Battalion Chief through the use of a cadre of six Field Training Paramedics (FTP's) two from each shift, a medical director, and a base hospital liaison.

This group forms a medical advisory committee which guides and executes our EMS protocols and policies. Service delivery is accomplished utilizing four ALS, Type I, four-wheel drive ambulances (rescues), three ALS, Type I, four-wheel drive fire engines and one ALS, Squad. All units are fully equipped for advanced life support and provide 911 call response, but the ambulances are equipped for transport, and special event standby to the community. At least two ambulances are staffed full-time with a minimum of a Firefighter/EMT-Advanced and a Firefighter/Paramedic. The remaining two rescues are available to be cross staffed with personnel from other apparatus as needed.

The fire engines are equipped with the necessary EMS equipment to provide advanced life support until ambulance is available to transport. All four of the engines are staffed full-time with a minimum of a captain, an engineer, and a firefighter. A typical call response for EMS involves an engine and a rescue with five personnel on scene to provide immediate life-saving measures, supportive care, and transport to the appropriate hospital.

Division Mission

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

Division Vision

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

Division Values

Care, professionalism, and respect – CPR.

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

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

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



Goals & Objectives

1. Maintain operational readiness for emergency and community response.
 - a. Maintain equipment and personnel in state of readiness.
 - b. Be prepared to provide EMS coverage for special events within the community.
2. Complete revisions to EMS policies and treatment protocols.
 - a. Evaluate operational policies, procedures, and protocols for revisions and additions based on relevance, current needs, and trends in EMS.
 - b. Participate with regional agency groups for partnerships, opportunities, and information sharing.
 - c. Utilize the experience of our high-level EMS providers (FTP Cadre) to provide advisory support.
 - d. Consult with District Medical Director and base hospital physician for guidance and expert opinion.
 - e. Incorporate EMS training for EMS certified employees in all Divisions.
3. Organize EMS provider certification records for State EMS audits and employee record keeping.
 - a. Complete an employee certification audit and collect copies of all necessary certifications for each position in the agency.
 - b. Utilize Target Solutions to build employee profiles with copies of current certifications, expiration deadlines, and email reminders.
4. Maintain the department EMS training program.
 - a. Utilize Target Solutions to administer Commission on Accreditation for Pre-Hospital Continuing Education (CAPCE) classes to meet State of Nevada licensing and renewal needs.
 - b. Develop new state-certified EMS instructors and American Heart instructors.
 - c. Conduct employee-led manipulative training on a monthly basis.
 - d. Consult with regional agencies for assistance with American Heart Association (AHA) certification training opportunities.
5. Use information technology to improve our system's efficiency, effectiveness, and patient care.
 - a. Inventory and develop a replacement schedule for EMS iPads.
 - b. Utilize a mobile app to streamline EMS protocols for quick reference on iPads and mobile devices.
 - c. Improve functionality of documentation and image attachments.
 - d. Upgrade to NEMSIS 3.5 to remain compliant with state and federal requirements.
6. Update billing rates and fees for service.
 - a. Utilize comparable department rates, regional averages, and operating costs to evaluate and update our fees for service.
7. Attract, recruit, and retain a qualified workforce of EMS providers.
 - a. Utilize regional and local opportunities to market Douglas as a progressive and high level EMS service.
 - b. Employ esteemed District EMS providers to develop and administer entry level assessment centers and participate in recruitment process.



8. Strengthen EMS readiness for natural disasters, mass casualty incidents, and hostile incidents.
 - a. Participate with regional preparedness drills and meetings.
 - b. Collaborate with Douglas County Sheriff's Office for training.
 - c. Seek grant opportunities from the Quad County Healthcare Coalition for assistance with programs like Stop the Bleed, Pulse Point, Crisis Intervention Training, and Overdose Detection (OD) mapping.



Wildland Fire and Fuels Division

Division Chief

Keegan Schafer



The Wildland Fire and Fuels Division was started in 2006 with a chipper, truck, and three personnel. Since then, the Division has grown to a 60+-person Division with its own fleet, station, and equipment ready to respond seven days per week during the wildland fire season. Thanks to a resident-voted tax override in 2008, the Division can now fund and sustain the Zephyr Fire Crew and continue to reduce hazardous fuels within the District, suppress wildland fires, and assist the District in emergencies requiring excess manpower. In 2020, the District entered into a contract that boosted the number of paid personnel to over 60 during the fire season and purchase equipment to support the new expansion. The Wildland Fire and Fuels Division is an important player in local agencies and organizations, such as the Tahoe Fire and Fuels Team, Nevada Energy Utility Company, and the Tahoe Network of Fire Adapted Communities.

Division Mission

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

Division Vision

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

Goals & Objectives

1. Recruit, select, and train new employees.
 - a. Retain the reputation of an elite fire and fuels crew to our residents and cooperators.
 - b. Seek new outreach opportunities for qualified and willing new employees.
 - c. Ensure top tier training is available for all employees.
 - d. Seek specialized positions needed for Division growth. i.e., Foresters
2. Expand Fuels management projects to include mechanized equipment.
 - a. Utilize existing heavy equipment onto suitable fuels projects.
 - b. Have the ability to utilize more techniques to reduce fuel loading on projects in and around the Tahoe Basin.
3. Promote agency owned equipment and personnel to assist suppression on local wildfire incidents.
4. Maintain and expand qualifications within the Division needed to sustain Type II I.A. status.
 - a. Foster a learning culture that allows all personnel to become a "student of fire."
 - b. Seek new training opportunities continuously.



- Harbor returning crewmembers to strengthen experience and fire behavior knowledge.
5. Utilize broadcast prescribed burning as a tool to reduce hazardous fuels within the predetermined areas of the District.
 - a. Inventory available acres in District eligible for broadcast burning.
 - b. Utilize broadcast burns for fuels reduction and training for personnel and residents.
 6. Inventory, purchase, and maintain equipment in a fiscally responsible manner.
 - a. Forecast future needs of Division and plan ahead.
 - b. Seek out vendors for best prices available.
 - c. Delegate ordering needs to the lowest appropriate rank.
 7. Create a culture of safety throughout the Division and reduce the number of injuries.
 - a. Continue an aggressive physical fitness program.
 - b. Continue the High Reliability Organizations (HRO) tenet of "preoccupation with failure."
 - c. Continue the HRO's tenet of "commitment to resilience."
 8. Continue to seek funding to create long-term sustainability.
 - a. Request grant awards from agencies in addition to Southern Nevada Public Lands Management Act (SNPLMA).
 - b. Continue to seek work outside of TDFPD jurisdiction.
 - c. Continue to seek contracts from individuals willing to pay for services relating to fuels management.
 - d. Utilize all grant monies awarded to continue a healthy relationship with grant cooperators.
 9. Complete all defensible space inspections utilizing new iOS technology available. The District will embrace new defensible space software that allows our residents a more thorough understanding of wildfire safety and how to treat their property correctly. Ongoing yearly training on iPads for all personnel responsible for defensible space inspections and business inspections.
 - a. Can be completed and become 100% live by end of defensible space season.
 - b. Evaluate feedback from users and homeowners on new program.
 10. Encourage and seek growth in the tracking, monitoring, and cataloging of fuels management projects using the correct and recent technology capable.
 - a. Retain personnel capable of using up to date software to accurately design, implement, and monitor new projects.
 - b. Encourage the compatibility of matching software in order to continue relationships with cooperators and other agencies.



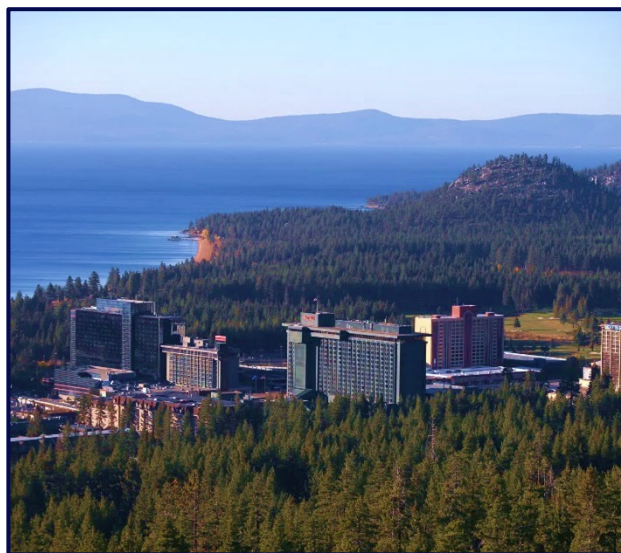


Fire Prevention Bureau Assistant Fire Chief/Fire Marshal Bryce Cranch



The TDFPD Prevention Bureau is a division within the Fire District made up of the Assistant Chief/Fire Marshal, and 3 Fire Inspectors with specialized skill sets including a Public Information Specialist, an EOD canine handler, and a Public Education Specialist.

The Bureau is responsible for fire and life safety inspection programs, code enforcement, fire investigations, and public education. Regular work includes reviewing and approving building plans, issuing special event permits, conducting life-safety inspections (new construction, remodels, vacation home rentals, special event venues, business safety compliance, fire protection systems) investigating structure and wildland fires, and providing the public with education and information on fire and life safety topics.



The Bureau operates within the authority granted in NRS 477.013 and 477.014 where the Fire Marshal and appointed inspector personnel are deputized to carry out the duties of the State Fire Marshal within the Tahoe Douglas Fire District. Our personnel operate within an MOU between the Fire District and the State Fire Marshal which outlines such responsibilities which include interpreting, adopting, and amending fire codes and enforcing these regulations.

The Bureau provides essential information to the public through media interviews, press releases, public service announcements, social media posts and by participating in outreach groups and events such as the annual Fire Fest, The Tahoe Fire Pit, Fire Adapted Communities, and the Wildfire Awareness Campaign. Our team actively engages with various state and local agencies, stakeholders and service organizations including utility companies, water Districts, environmental agencies, planning agencies and service organizations.

Furthermore, the Bureau leads the way for public safety education programs through the coordination and delivery of a Fire Science high school elective class and safety education programs for preschools and grades K-12. Our team runs a fire explorer program and provides CERT training to engage our community members in public safety. Additionally, our staff maintains active memberships with professional organizations, including the Fire Prevention



Association of Nevada, the Nevada Chapter of the International Code Council (ICC) and the International Association of Arson Investigators (IAAI). These affiliations ensure that we stay informed about the latest developments in fire prevention and investigation, allowing us to better serve our community. Overall, the work performed by the bureau directly translates into fewer and less severe fires and emergencies keeping our responders, community members and visiting populations safer.

Division Mission

We aim to serve as an efficient, responsive, and approachable resource for our public, striving to enhance community safety, reduce the occurrences of life-threatening situations and achieve the best possible outcomes.

Division Vision

By adhering to the five "E's" of fire prevention: education, engineering, enforcement, economic incentives, and emergency response, Fire Prevention Bureau will support community life safety and the overall mission of the Tahoe Douglas Fire Protection District.

Division Values

At the core of our operations lie our values: Care, Professionalism, and Respect - embodied in the acronym CPR. We are committed to taking care of our responsibilities, doing what is right, and ensuring fiscal responsibility. We uphold professionalism through integrity, engagement, cooperation, duty, and unwavering commitment. Furthermore, we deeply respect our community, the environment, our colleagues, and all others we encounter.



Goals and Objectives

1. Reduce community fire risk and increase life safety.
 - a. Ensure that both code and engineering specifications are met through plan reviews, building permits, operational permits, and inspections.
 - b. Expand the use of software programs for plan reviews, inspections, VHR tracking and fire system management to ensure compliance.
 - c. Consistently provide safety inspections to our local businesses, construction sites, special events, and vacation homes
 - d. Inspire the public to use safer practices through education, community outreach, utilizing multiple mediums including social media.
2. Have a well-trained, knowledgeable staff.



- a. Attend trainings for current trends and best practices in fire prevention and community risk reduction. Participate in ICC, NFPA, IAAI, FPAN, and Nevada State Fire Marshal courses for fire prevention and life safety.
 - b. Participate in organizations and groups that increase knowledge and abilities of staff with fire prevention networking and resources.
 - c. Participate in operational training with line personnel in order to gain understanding of operational tactics and considerations.
 - d. Study current trends and best practices in fire prevention and community risk reduction.
 - e. Leverage expert consulting and information sharing opportunities with our allied agencies and subject matter experts.
3. Be fiscally responsible and accountable by providing cost recovery to sustain fire and life safety programs.
 - a. Maintain the budget working with the Fire Chief to sustain the Bureau.
 - b. Collect fees for plan reviews, inspections, and services outside of the normal fire services (i.e., standby or inspections related to new development).
 - c. Bill and record payments utilizing technology-based applications to provide the best customer service. Implement the Point and Pay program.
4. Equip our responders with critical information regarding district target hazards:
 - a. Develop and maintain usable preplan based off of inspection data and site visits.
 - b. Draft fire prevention SOP's and policies that ensure a consistent delivery of service.
 - c. Equip the fire prevention bureau with appropriate vehicles for conducting inspections, investigations, special events management, and the ability to gain access to emergency scenes.
 - d. Reinforce proper radio and MDT use and knowledge.
5. Improve code compliance:
 - a. Make code information clear and visible to our design and construction companies.
 - b. Expand the utilization of software programs for plan reviews, inspections, Vacation Home Rentals (VHR) tracking, and fire system management to ensure adherence to regulations.
6. Community engagement
 - a. Connect the community to the Fire District.



Administration Division
Administration Division Officer
Kate Warner



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

Division Mission

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

Division Vision

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

Division Values

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Goals & Objectives

1. Continue to refine the utilization of the UKG Ready software to ensure that the District is taking full advantage of the investment to improve our accuracy, consistency, and efficiency.
 - a. Performance Management
 - b. Benefit Enrollment
 - c. Annual Payroll/Benefit reporting requirements
 - d. Conduct related training
2. Continue to monitor the self-funded medical and pharmacy plans to address member and provider issues to improve overall acceptance.
 - a. Monthly member informational meetings
 - b. Open Enrollment – June 2024, November 2024



3. Engage more employees in the recruitment, orientation, and retention efforts to promote the uniqueness of our District.
 - a. New website to refresh our brand.
 - b. Consistent national recruitment and annual testing for FF/PM positions.
 - c. Ensure the use of consistent information that highlights all divisions and features of TDF.
 - d. Streamline and enhance HR processes and policies to improve efficiency, compliance, and employee satisfaction.
4. Formalize policies and job descriptions to clearly communicate expectations.
 - a. Complete the updates and board approval.
 - b. Roll out to employees and obtain electronic sign offs.
 - c. Post on HR software, website and at all stations and office locations.
 - d. Conduct related training.
 - e. Schedule for future updates.
5. Engage employees through communications and events to celebrate their career milestones, to promote fire service traditions and improve retention.
 - a. Establish a TDF traditional recognition event.
 - b. Promote the fire service family environment.
 - c. Social media features.
6. Research accounting software to improve financial reporting, reduce the dependence on outside accountants, determine a realistic timeline and budget.
7. Provide timely and consistent financial reporting.



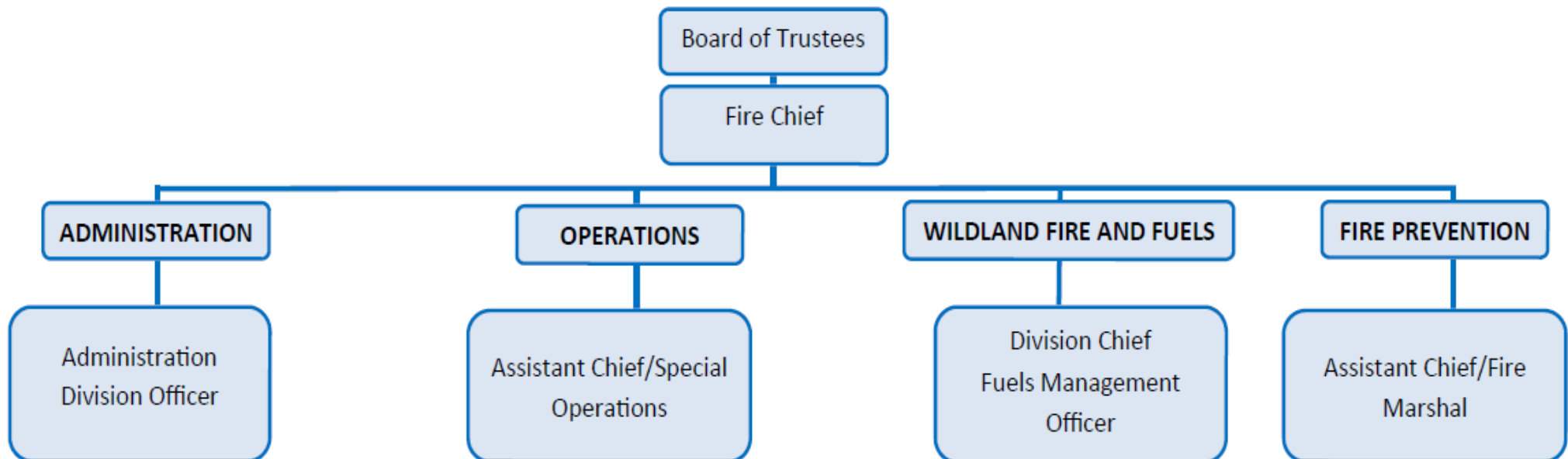
Organizational Charts

FY 2024-2025



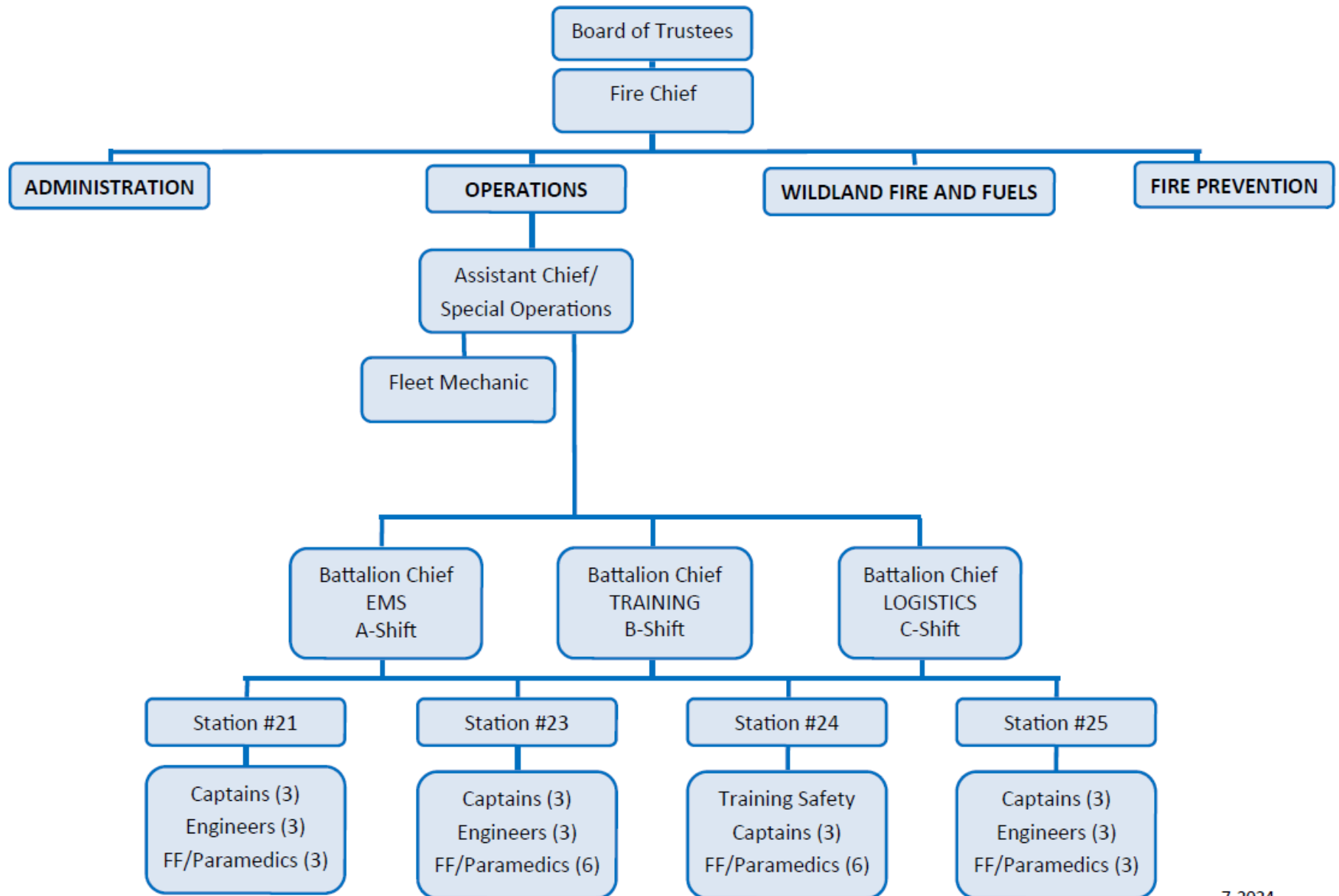
TAHOE DOUGLAS FIRE PROTECTION DISTRICT ORGANIZATIONAL CHART

Command Staff



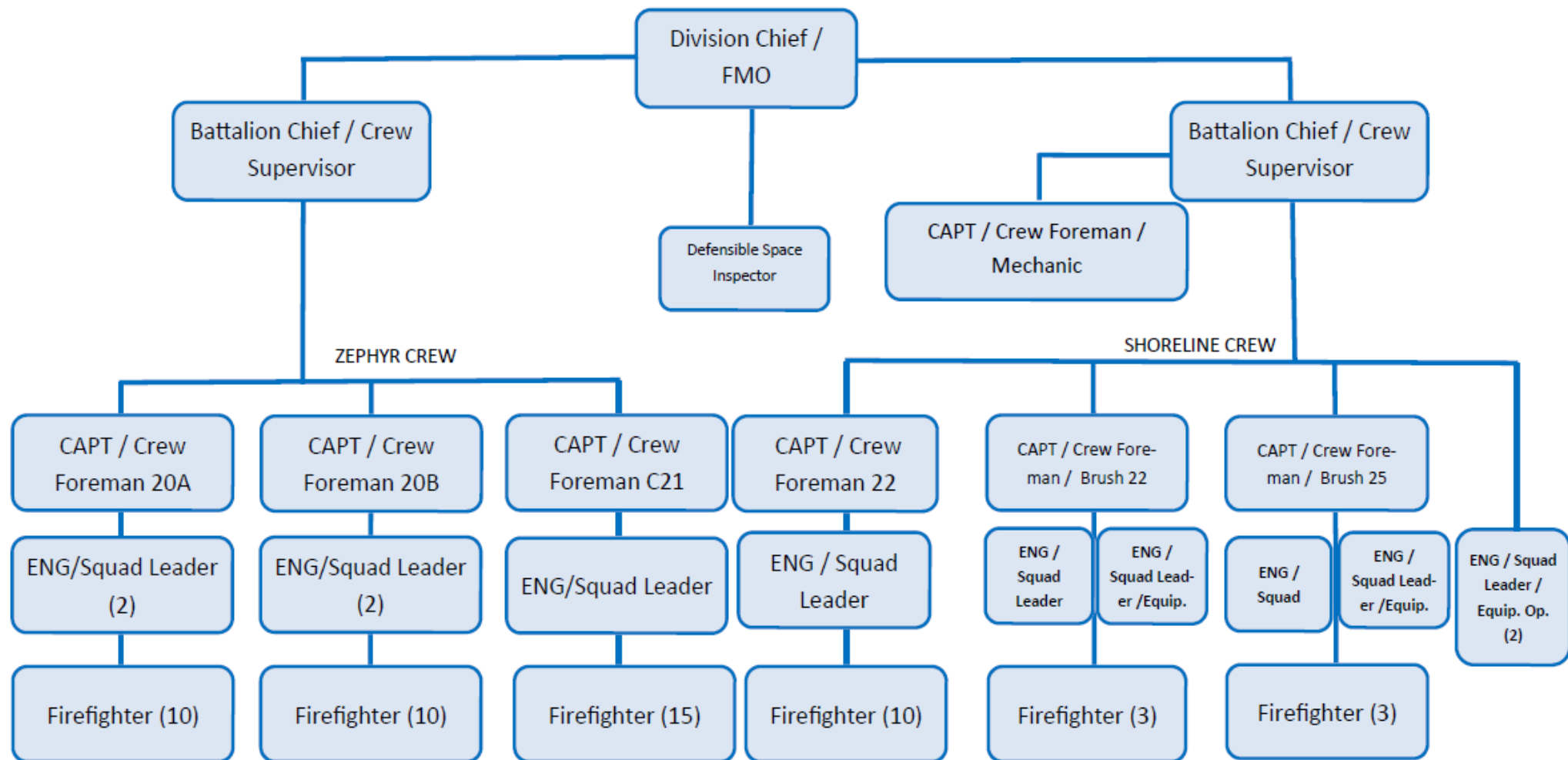
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Operations Division



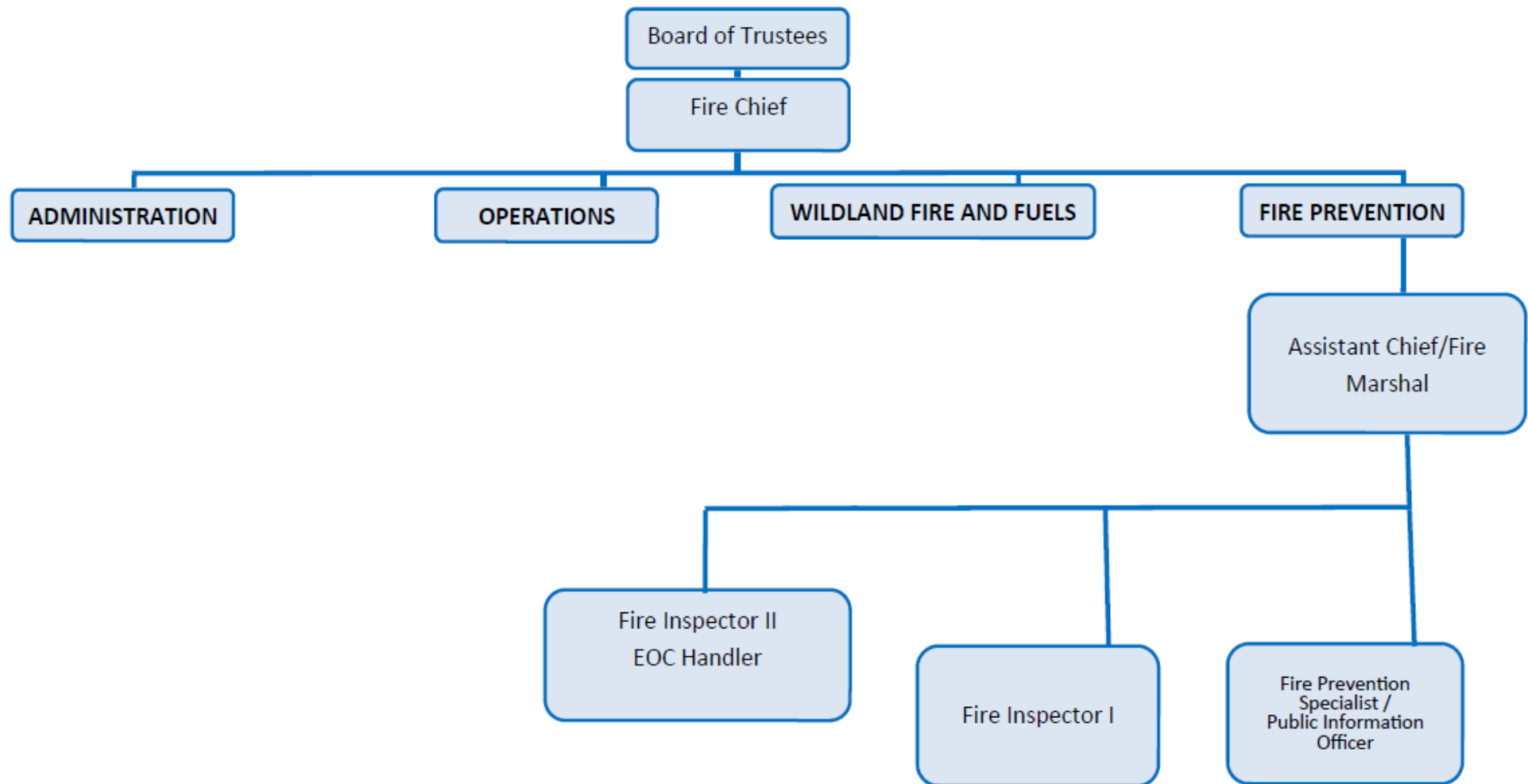
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WILDLAND FIRE AND FUELS



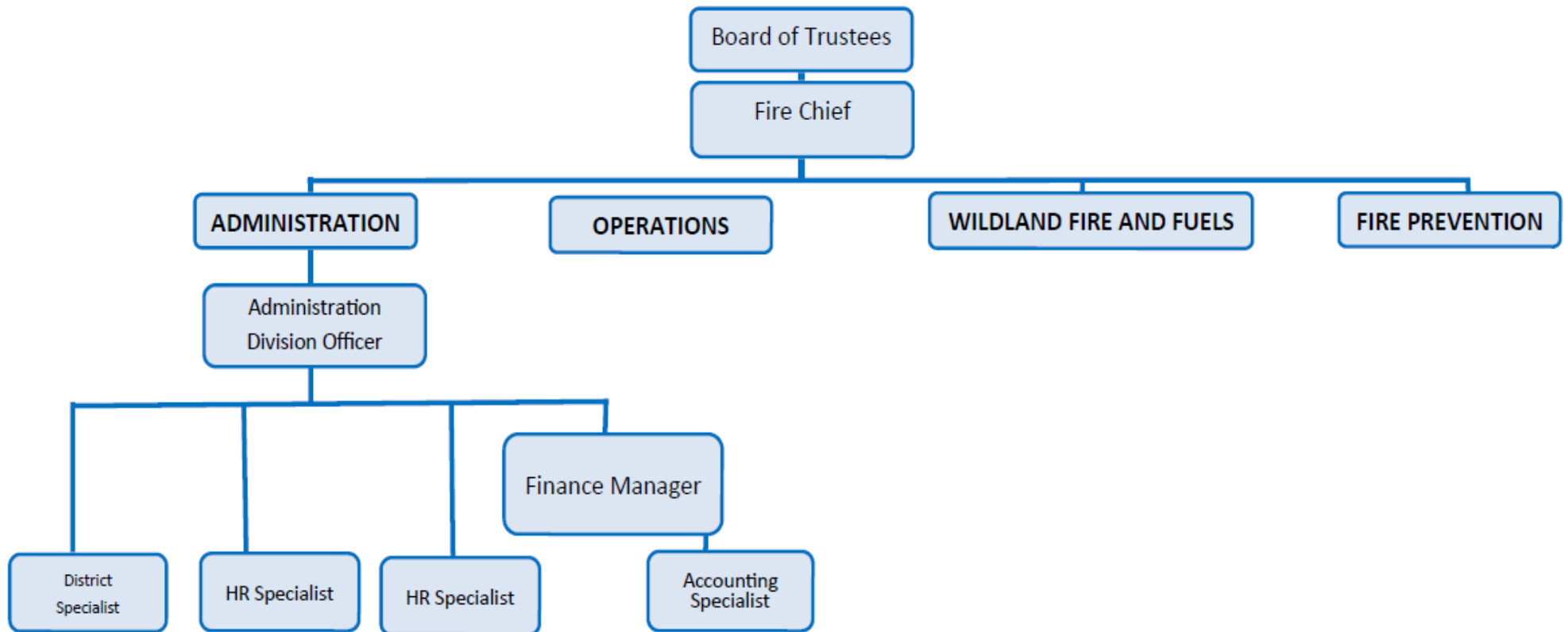
TAHOE DOUGLAS FIRE PROTECTION DISTRICT ORGANIZATIONAL CHART

Fire Prevention Bureau



TAHOE DOUGLAS FIRE PROTECTION DISTRICT ORGANIZATIONAL CHART

Administration Division









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