



# Truckee Meadows Fire & Rescue Strategic Plan 2021 - 2024





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## **ACKNOWLEDGEMENTS**

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### **PROCESS**

This plan is the third update from the first plan created in 2013. Truckee Meadows Fire Protection District Much was accomplished as a result of that work as shown by the list of completed objectives in this document's appendix. In March 2021 the TMFPD strategic planning team met to create a major update of the original plan.

The Truckee Meadows Fire Protection District planning team reaffirmed its clearly stated mission describing the organization's general purpose. Building on the mission, the planning team confirmed its vision for the District, thus establishing targets of excellence for the future. Recognizing that its collective personality and the values of its members enhance the organization, the planning team also revised and reaffirmed its organizational values.

An employee survey conducted in preparation for this strategic plan update was shared with the planning team and provided valuable information that helped focus the team's efforts.

The planning team reviewed the strategic initiatives, goals, and objectives established from the 2013 process. Minor changes were made to the strategic initiatives to reflect current priorities. Goals were reviewed and reaffirmed. A detailed review of all objectives was completed. Objectives that had been completed were so noted. Objectives no longer relevant were deleted. Many objectives were revised to account for changes in circumstances. Finally, new objectives were added to provide focus on current and upcoming issues.

This plan focuses on developing a stronger, and more unified and capable organization.



### **ORGANIZATIONAL BACKGROUND**

The Truckee Meadows Fire Protection District (TMFPD) is a full-service emergency response agency providing fire prevention, structural and wildland fire suppression, technical rescue, and paramedic advanced life support emergency medical services to its constituents. TMFPD was organized by the Washoe County Commissioners on January 25, 1971. The District began operations on July 1, 1972.

Truckee Meadows Fire Protection District is governed by the Washoe County Board of Fire Commissioners who also serve as the Board of County Commissioners. TMFPD has provided operational service to the Sierra Fire Protection District since July 1, 2012. Effective July 1, 2016, the service area of Sierra Fire Protection District will dissolve, and Truckee Meadows Fire Protection District will assume the Sierra Fire District Boundary. The consolidation of both Districts creates more administrative and operational efficiency.

TMFPD employs 170 full-time staff operating from 11 career stations that are staffed 24/7.

The District also provides administrative and operational support to two areas outside of the TMFR boundary, north of township 22 in unincorporated Washoe County. Two fire stations located in Red Rock and Gerlach protect these areas.

TMFPD maintains automatic and mutual aid agreements with many local, State and Federal firefighting agencies up and down the Sierra Front.

## MISSION STATEMENT

An organization's mission statement is intended to describe, in succinct terms, the purpose for the organization's existence. It articulates the principal reason for the organization's presence within the community.

The Truckee Meadows Fire Protection District strategic planning team reaffirmed the mission statement below.

### **Truckee Meadows Fire Protection District Mission Statement**

***Committed to excellence, service, and the protection of life  
and property in our community.***



### VISION STATEMENTS

All successful organizations need to define where they expect to be in the future. Vision statements provide targets of excellence that the organization will strive towards and provide a basis for their goals and objectives. The following vision statements were reaffirmed for Truckee Meadows Fire Protection District.

#### **Truckee Meadows Fire Protection District Vision Statements**

##### **We strive to be (a)...**

Progressive organization with highly trained and professional members focused on resolving challenges through forward thinking.

Recognized as the regional fire and emergency services leader by our community, neighbors, and peers.

Invested in the protection of our community through effective education, risk reduction and timely response.

Dynamic organization that meets the needs of the community and its employees using steward leadership.

Entrusted by the community to deliver the very best service with the resources provided.

### VALUES

Establishing values embraced by all the organization's members is extremely important. Values are the organization's expectations of how its individual members will interact with each other and with the community. It also defines the expectations of how the organization will interact with its members. Those assembled for the Truckee Meadows Fire Protection District strategic planning process modified and reaffirmed this statement of organizational values.

#### **Truckee Meadows Fire Protection District Values**

##### ***Selfless***

*We strive to put the needs and welfare of our community first.*

##### ***Efficient***

*We are committed to progressive thinking, effective change and continuous improvement to benefit those we serve.*

##### ***Respectful***

*We believe that demonstrating respect for every individual and trusting them to be accountable builds a confident, empowered team and strong relationships within our community.*

##### ***Valiant***

*We are determined to face, not only difficult situations, but every day with courage and resolve.*

##### ***Integrity***

*We look for opportunities to serve and empower our employees to take action and do the right thing.*

##### ***Compassion***

*We respect the diversity of our community by showing empathy and providing compassion.*

##### ***Ethical***

*We are fiscally and operationally truthful with each other and the community.*

***We fulfill our mission by being accountable to our community,  
our District, to one another, and to ourselves.***



### STRATEGIC INITIATIVES

The development of mission, vision, values, and key organizational concerns helped clarify the important work to be done moving forward. It is incumbent upon employees to ensure the Mission Vision and Values are central to the planning, decision-making, and execution of tasks related to operations and meeting strategic initiatives. The following strategic initiatives provide general descriptions of the organization's priorities for the coming years. The work effort to accomplish these priorities is further defined in goals and objectives to follow. Each strategic initiative is associated with the goal it is intended to help accomplish.

1. Develop and/or improve service delivery partnerships with other agencies.
2. Improve services to internal customers.
3. Improve internal communications to ensure full and accurate information is available to all employees.
4. Enhance employee health and wellness programs.
5. Improve data collection and analysis to support decision making.
6. Develop culture of accountability, ownership, and empowerment, where weaknesses drive development.
7. Explore additional revenue opportunities and maintain existing fiscal sustainability.
8. Develop plans to add, replace, or improve equipment, apparatus, and facilities.
9. Explore alternate sources of county provided support services.
10. Improve the quality and consistency of service delivery to the community.
11. Improve the quality and reliability of volunteer service delivery.
12. Leverage technology to improve the quality and efficiency of services.
13. Take an active role in discussion of future of All-Hazards service delivery within the region.
14. Improve response effectiveness through dispatch process improvements.
15. Improve the District's resilience to natural and man-made disasters.
16. Develop a Community Risk Reduction driven prevention division.
17. Enhance community outreach and public information.
18. Develop programs to ensure the District's community image remains positive (branding).
19. Explore opportunities to influence regional land use planning and annexation.
20. Improve Internal training programs.
21. Maintain retention, enhance recruitment, and provide for succession planning.
22. Review staff workload and skillsets to determine if additional staff is needed and/or workload should be reassigned.

### GOALS AND OBJECTIVES

In order to achieve the mission and vision of Truckee Meadows Fire Protection District, realistic goals and objectives must be established. Goals and objectives are necessary to provide the individual members with clear direction.

The strategic planning team set priorities for the accomplishment of specific objectives. Those that carried higher priorities are scheduled for completion first and lower priority objectives scheduled later. Overall, these goals and objectives provide very specific timelines for the next several years and more general timelines beyond that.

The leadership of Truckee Meadows Fire Protection District should meet periodically to review progress towards these goals and objectives and adjust timelines and specific targets as needs and the environment change.

As goals and objectives are management tools, they should be updated on an ongoing basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

1. Develop an effective organization responsive to the needs of its members and the community it serves.
2. Effectively manage the organization's financial and capital resources to ensure its long-term financial stability.
3. Deliver effective and efficient services to the community.
4. Develop a safe community through proactive fire prevention, public safety education, and hazard mitigation.
5. Maintain close and effective communications with the public and policy makers.
6. Develop a highly trained and proficient workforce.



<b>Goal 1: Maintain an effective organization responsive to the needs of its members and the community it serves.</b>
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**Strategic Initiatives:**

- *Develop and/or improve service delivery partnerships with other agencies.*
- *Improve services to internal customers.*
- *Improve internal communications to ensure full and accurate information is available to all employees.*
- *Enhance employee health and wellness programs.*
- *Improve data collection and analysis to support decision making.*
- *Develop culture of accountability, ownership, and empowerment, where weaknesses drive development.*

**Objective 1-A Maintain and Evaluate efficiency field incident reporting, pre-fire planning, inspection, and EMS reporting through updated software and technology.**

**Division:** EMS, Operations and Prevention

**Critical Tasks:**

1. Evaluate Current software and hardware capabilities and limitations.
2. Work with IT to integrate new programs with existing systems.
3. Obtain staff training on utilization of new systems.

**Objective 1-B<sup>[OBJ]</sup> Continue to provide support for a Health and Wellness program for the District to improve health, wellness, and safety of employees.**

**Division/s:** Administration

**Critical Tasks:**

1. Designate a District Health, Wellness and Safety Officer and committee.
2. Create a comprehensive program including associated policies and regulations.
3. Maintain funding to provide for the needs identified for the District.
4. Integrate health and wellness program activities into the District's training program and schedule.
5. Continue to Support TM and Northern Nevada Peer Support Program.
6. Develop a policy for managing significant injury and death.
7. Continue to support and develop a chaplaincy program.
8. Analyze the success of the health and wellness program through data analysis of pre and post program injuries and illnesses.

## Truckee Meadows Fire Protection District - Strategic Plan

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**Objective 1-C Develop a comprehensive recruitment plan to ensure our continued ability to attract and recruit a competent, diverse, and progressive workforce.**

**Division/s: Administration, Operations, Training**

**Critical Tasks:**

1. Identify existing challenges in attracting qualified candidates for TMFPD classifications.
2. Identify solutions for improvement.
3. Develop recruitment marketing materials that will attract candidates from a broader geographic area.
4. Develop a recruitment outreach plan to encourage young people to consider fire service as a career.

**Objective 1-D Evaluate opportunities for managed competition for services provided to the District by outside sources.**

**Division/s: Administration, Logistics**

**Critical Tasks:**

1. Identify services being provided to TMFPD by sources outside the District.
2. Identify alternate sources for these services.
3. Develop a cost/benefit analysis for each source of the services.
4. Modify agreements to reflect the outcome of the cost/benefit analysis.
5. Implement the results of the cost/benefit analysis.

**Objective 1-E Complete a full review of District policies, rules/regulations, and guidelines.**

**Division/s: Administration, Fuels Management, Logistics, Operation, Prevention and Training**

**Critical Tasks:**

1. Identify and evaluate current policies and procedures to determine if they need to be reclassified.
2. Review and update all policies, rules/regulations, and guidelines. (Best Practices)

**Objective 1-F Reinforce the importance of the updated TMFPD Mission, Vision, and Values within the organization.**

**Division/s: Administration**

**Critical Tasks:**

1. Publish and display the mission, vision, and values in all work locations.
2. Training on the meaning and importance of the mission, vision, and values in the new-recruit academy, new employee orientation, and periodically during ongoing training.
3. Develop criteria within the employee performance review to evaluate adherence to the mission, vision, and values.
4. Align District Mission, Vision and Values to decision making.

**Objective 1-G Continue support staffing for the EMS program to determine if additional assistance is needed.**

**Division/s: EMS**

**Critical Tasks:**

1. Review work requirements and current staffing capability in the following areas:
  - a. Program management
  - b. Quality assurance/quality improvement efforts
  - c. Initial and ongoing training
  - d. Equipment and supplies
  - e. Medical director coordination
2. Based on the review, determine the gap between staffing capability and program requirements.
3. Identify a staffing plan to ensure the program's effectiveness.
4. Develop and submit budget proposals to implement the staffing plan.

**Objective 1-H Conduct a District-wide assessment of Fuels Management needs and evaluate support staffing and equipment for Fuels Program to determine if additional assistance is needed (Forester/FMO/Invasive Species/HEOs/etc.)**

**Division/s: Fuels Management**

**Critical Tasks:**

1. Obtain Nevada Division of Forestry "Community Assessment Tool" Application.
2. Assess active Northern Nevada FAC Communities – Palomino Valley, Verdi, Southwest Vistas, Arrowcreek, Montreux, Galena Forest Estates, Scotch Pine, and West Washoe Valley.
3. Prioritize fuels management areas for future funding applications and project implementation.

**Objective 1-I Conduct an analysis of integrating services and regionalizing efforts with other public service agencies and implement recommendations with approval from the Board.**

**Division/s: Administration**

**Critical Tasks:**

1. Study continuation or expansion of ambulance transport services in conjunction with REMSA.
2. Look for opportunities for shared services.
3. Participate in future regionalization discussions with other agencies as directed by the Board.

**Goal 2: Effectively manage the organization's financial and capital resources to ensure its long-term financial stability.**

**Strategic Initiatives:**

- *Explore additional revenue opportunities and maintain existing fiscal sustainability.*
- *Develop plans to add, replace, or improve equipment, apparatus, and facilities.*
- *Explore alternate sources of county provided support services.*

**Objective 2-A Develop a comprehensive master plan for District facilities. Develop minimum criteria for facilities condition and amenities.**

**Division/s: Administration, Logistics**

**Critical Tasks:**

1. Perform a condition assessment and risk analysis of District's facilities.
2. Determine what maintenance will be provided internally versus outsourcing.
3. Develop a maintenance/improvement plan for each station.
4. Prioritize the plan based on need and funding sources.
5. Develop a station manual that is the knowledge data base for the facility (All career and volunteer stations).

**Objective 2-B Identify alternatives that will reduce the impacts of annexation of District territory. Identify existing statutory limitations and authority of other jurisdictions to annex TMFPD properties.**

**Division/s: Administration**

**Critical Tasks:**

1. Identify the potential impact on the District's finances resulting from annexation.
2. Propose legislative changes to minimize the impact of annexation on TMFPD.
3. Acquire a sponsor for legislation during an upcoming legislative session.

**Objective 2-C Develop and implement a grant management team. Define expectations and desired outcomes of the grant program.**

**Division/s: Administration**

**Critical Tasks:**

1. Draft grant solicitation guidelines identifying criteria to be used to decide whether to apply for a grant.
2. Assign and train the team members as needed.
3. Develop a list of grant opportunity notification sources.
4. Develop a procedure to notify the grant writing team of available grant opportunities, prepare applications, and submit grant requests.

**Objective 2-D Identify and acquire funding sources not currently being used by the District.**

**Division/s: Administration**

**Critical Tasks:**

1. Research/brainstorm funding opportunities outside those already being utilized.
2. Evaluate merit of alternate funding sources CBA.
3. Establish contracts/funding sources if benefit is worth the cost.



<b>Goal 3: Deliver effective and efficient services to the community.</b>
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**Strategic Initiatives:**

- *Improve the quality and consistency of service delivery to the community.*
- *Improve the quality and reliability of volunteer service delivery.*
- *Leverage technology to improve the quality and efficiency of services.*
- *Take an active role in discussion of future of All-Hazards service delivery within the region.*
- *Improve response effectiveness through dispatch process improvements.*
- *Improve the District's resilience to natural and man-made disasters.*

**Objective 3-A Expand the regional automatic aid system.**

**Division/s:** Administration and Operations

**Critical Tasks:**

1. Establish a working group made up of representatives from regional fire agencies.
2. Review current automatic aid provisions and identify additional response types that would benefit.
3. Seek extension of the state statute regarding automatic aid by the legislature.
4. Request that the legislature expand automatic aid to include additional priority incident types.
5. Encourage the working group to explore the benefits of true AVL based closest unit dispatch.

**Objective 3-B Develop training and safety programs that meet the needs of District staff.**

**Division/s:** Training

**Critical Tasks:**

1. Define the responsibilities of the training and safety function.
2. Determine staffing needs to meet the responsibilities of the training and safety function
3. Conduct an organizational training needs assessment.
4. Identify facilities, equipment, and material needed to meet District training requirements.
5. Develop a training accountability process.
6. Develop a short-term and long-term training plan.
7. Develop a comprehensive budget.

**Objective 3-C Enhance training and education plan for each position and assignment.**

**Division/s:** Training

**Critical Tasks:**

1. Identify each position and assignment within the organization. Review actual job duties and qualifications for each position and assignment.
2. Develop and update required knowledge, skills and abilities for each position and assignment.
3. Identify available training and education resources.
4. Review and revise policies and procedures that are currently in place for employees to access available opportunities.
5. Create curriculum if not already available.
6. Determine program delivery methods.
7. Document the training plan that has been implemented for each position or assignment.

**Objective 3-D** Execute a formal workforce plan for employee development and succession planning inclusive of coaching, job shadowing, and mentoring.

**Division/s:** Training

**Critical Tasks:**

1. Assess District attrition trends and develop a needs assessment for future positions.
2. Review and revise as needed the education and experience requirements for each position and function.
3. Identify and publish sources for identified educational requirements.
4. Build and implement an experience development program.
5. Identify and train potential mentors within respective classifications.
6. Develop a system to assign personnel into the program.
7. Formalize and implement a mentor program to include all levels.

**Objective 3-E** Explore regional training opportunities to enhance efficiency and interoperability between regional agencies.

**Division/s:** Training

**Critical Tasks:**

1. Identify regional training opportunities and partners.
2. Coordinate training schedules with interested partners.
3. Initiate partnerships for training and assign a schedule for training development and delivery.

**Objective 3-F** Validate the District's training programs through accreditation to become a regional leader in training, education, and personnel development.

**Division/s:** EMS and Training

**Critical Tasks:**

1. Evaluate the costs and benefits of obtaining a CPAT Charter.
2. Research and secure EMS education and training program accreditation:
  - a. Be affiliated with TMCC
  - b. Certify with state EMS Office
  - c. Certify with National Registry
3. Research and secure fire education and training program accreditation.

**Objective 3-G** Evaluate incident management practices and personnel qualifications at large and small-scale incidents.

**Division/s:** EMS, Fuels Management, Training and Operations

**Critical Tasks:**

1. Identify current incident management capabilities, organizational needs, and training gaps.
2. Make available large-scale incident management training.
3. Facilitate position qualification as identified by the Nevada Incident Command Certification System through available training and deployment through the State Fire and Rescue Mutual Aid.
4. Provide necessary training, develop appropriate procedures, and implement recommended option.
5. Review current practices to ensure standardization of terminology and revise as needed.

**Objective 3-H Evaluate functionality, service, efficiency, and effectiveness of current dispatch services.**

**Division/s: Administration, Operations and EMS**

**Critical Tasks:**

1. Form a review committee with all agencies represented.
2. Determine standards of best national practices for dispatch services.
3. Compare these standards against current dispatch center performance.
4. Identify solutions to improve performance.
5. Determine feasibility and costs to implement solutions.
6. Develop an implementation plan.

**Objective 3-I Develop a comprehensive Standards of Coverage and Deployment (SOC) plan Retain the services of a qualified consultant to prepare a draft SOC (Master Plan).**

**Division/s: Administration**

**Critical Tasks:**

1. Provide project support, necessary information, and data as required.
2. Facilitate stakeholder input activities to ensure TMFPD understands its customers' expectations.
3. Present the SOC to the Board for review and approval.

**Objective 3-J Coordinate efforts with regional EMS providers that will benefit patient outcomes and minimize impacts on District operations.**

**Division/s: EMS**

**Critical Tasks:**

1. Review and revise as needed the practice of sending firefighters on REMSA ambulances for critical patients.
2. Discuss the opportunity to include District paramedics in the REMSA community paramedic program.
3. Establish a joint QA/QI review process.
4. Work with REMSA and other regional EMS providers to improve data collection and analysis of patient outcomes.
5. Develop procedures to ensure all patient care information is provided to the primary care facility.
6. Conduct a review of electronic patient charting programs in use and determine if a common system can be developed or interfaces created between different systems.

**Objective 3-K Identify and develop training program elements for effective natural resource/fuels management (Arborist Certification, Pesticide Applicator Certification, Natural Resource Task Book, etc.)**

**Division/s: Fuels Management**

**Critical Tasks:**

1. Meet with Crew and Collaborators to see where needs exist in terms of KSAs, certifications, and qualifications.
2. Prioritize needed skillsets based on project demands.
3. As funding permits, seek opportunities for training and accreditation.

**Objective 3-L Develop process for hiring of AEMTs with subsequent internal progression to Paramedic.**

**Division/s:** EMS, Fuels Management, Training and Operations

1. Critical Tasks:
2. Meet with stakeholders; TMFPD Management, Crew Members, and Union Representatives to determine possible avenues – In Progress. Some avenues already identified.
3. Determine funding and training needs to implement planned actions.
4. Implement and begin moving Crew personnel into the all-risk station side of TMFPD.

**Objective 3-M Pursue accreditation of the Wildland Crew as “Type II IA”, expanding service possibilities.**

**Division/s:** Management

**Critical Tasks:**

1. Research process and requirements to obtain national status as “Type II IA”.
2. Determine training needs to fill gaps – Complete – None Needed with current trajectory.
3. Establish timeline and process for steps to complete accreditation.

**Goal 4: Develop a safe community through proactive fire prevention, public safety education, and hazard mitigation.**

**Strategic Initiatives**

- *Develop a Community Risk Reduction driven prevention division*

**Objective 4-A Provide CPR, first aid training and child safety seat inspections to community members.  
Determine logistics to provide training.**

**Division/s: EMS, Prevention**

**Critical Tasks:**

1. Develop and adopt a training curriculum.
2. Prepare cost analysis and identify methods for cost recovery.
3. Develop methods to determine the need and effectiveness of District's community trainings  
Research dedicated training facility and or a mobile delivery system.
4. Create a list of certified instructors.
5. Determine the source of funding.
6. Develop advertising.

**Objective 4-B Develop comprehensive school programs for fire prevention and safety education to ensure the students are fully informed about fire and life safety.**

**Division/s: Prevention**

**Critical Tasks:**

1. Create a program for fire prevention and education for delivery to the schools in the District.
2. Meet with school board officials to stress the importance of fire safety and a proposed program for education.
3. Explore and implement technology opportunities to deliver fire safety messages.
4. Identify funding resources for the program and associated materials.
5. Implement a program to educate students on fire safety and the consequences of youth set fires annually.

**Objective 4-C Develop fire and medical risk reduction programs for adult groups and community groups.**

**Division/s: EMS, Fuels Management and Prevention**

**Critical Tasks:**

1. Create programs for fire safety education, EMS risk reduction, and hazard and emergency preparation for presentation to the adult population and community groups within the District.
2. Identify target groups that may require additional assistance or education.
3. Provide information on fire safety, EMS, risk reduction and hazard and emergency preparation on the District website and through PSA's.
4. Identify and secure funding for the program and associated materials.
5. Work with associated community groups (COOP Extension) for education and coordination.



**Objective 4-D** Ensure new development provides support for expanded fire services through developer provided infrastructure (stations, equipment, etc.).

**Division/s:** Administration and Prevention

**Critical Tasks:**

1. Identify the statutory requirements for developer support for fire services.
2. Evaluate developments for impact on fire services and if the impact should be mitigated by developer support.
3. Develop a procedure for the developer support review and determination process.
4. Provide information to developers about their responsibilities and the procedures for fire service impact mitigation through developer support.

<b>Goal 5: Maintain close and effective communications with the public and policy makers.</b>
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**Strategic Initiatives**

- *Enhance community outreach and public information.*
- *Develop programs to ensure the District's community image remains positive (branding).*
- *Explore opportunities to influence regional land use planning and annexation.*

**Objective 5-A Develop a directory of District resources available to citizens.**

**Division/s:** Administration

**Critical Tasks:**

1. Develop a complete list of services and resources available to citizens.
2. Identify internal contacts for each service and resource.
3. Make the service, resource, and contact list available on the District's website.

**Objective 5-B Continue labor/management relations.**

**Division/s:** Administration

**Critical Tasks:**

1. Continue Monthly labor/management committee.
2. Attend the IAFF Labor Management Initiative training.

<b>Goal 6: Develop a highly trained and proficient workforce.</b>
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**Strategic Initiatives**

- *Improve Internal training programs.*
- *Maintain retention, enhance recruitment and provide for succession planning.*
- *Review staff workload and skillsets to determine if additional staff is needed and/or workload should be reassigned.*

**Objective 6-A Identify ways to expand hiring pools beyond current capabilities.**

**Division/s: Administration, Fuels Management, Training and Operations**

**Critical Tasks:**

1. Identify ways to widen hiring pools and access to quality candidates.
2. Identify avenues to increase diversity in the TMFPD workforce relating to subject matter expertise (i.e. EMS, Structural Firefighting, Wildland Firefighting, Hazardous Materials, etc.).
3. Re-write class specifications and job descriptions if needed to broaden desirable and pertinent qualifications and certifications.
4. Implement broader hiring criteria in subsequent recruitments and academies. – Implement during 2023 hiring and academies if warranted.

**Objective 6-B Build/expand policies and practices to enable participation in national wildland fire response.**

**Timelines Fuels Management**

**Critical Tasks:**

1. Build internal TMFPD processes to enable resource and personnel ordering through Sierra Front Interagency Dispatch Center, The Great Basin Geographic Coordination Center, and The National Interagency Coordination Center.
2. Move personnel and equipment into the Sierra Front Interagency Dispatch Center Incident Resource Ordering Capability system
3. Move personnel into the Nevada Division of Forestry Incident Qualification System.
4. Gain access for internal management of TMFPD personnel in the Interagency Resource Ordering Capability system.
5. Establish effective ways for personnel to participate in the Great Basin Trainee Prioritization Program.
6. Develop pro-active ways to maintain availabilities of personnel and equipment with the Northern Nevada Fire Chiefs Association and Lake Tahoe Regional Fire Chiefs Association agreements.
7. Expand the participation of Firefighters/Paramedics and Engineers in off district and Incident Management Teams to develop future generations experience levels.

## Appendices

### **Appendix A – Completed Objectives**

The following objectives were completed during the time between the development of the 2013 and 2016 Strategic Plan and updated by 2020.

- Objective:** Improve the District’s logistical support system to improve daily and incident related supply needs (see objective 1-B).
- Resolve:** Target Solutions Check It purchased and implemented for asset tracking, repairs/maintenance, ordering and requests. Further improvements continue and include continual evaluation of vendors and pricing.
- 
- Objective:** Evaluate fleet maintenance and repair processes and identify needed improvements.
- Resolve:** Increasing to 3 mechanics and 1 fleet manager has allowed many items to be completed in-house to reduce costs and out of service time. Target Solutions Check It purchased and implemented for asset tracking, repairs/maintenance, ordering and requests. Further improvements continue and include continual evaluation of preventative maintenance program and cost of ownership over time.
- 
- Objective:** Develop a comprehensive recruitment plan to ensure our continued ability to attract and recruit a competent, diverse, and progressive workforce.
- Resolve:** We currently use department demographic data to assist with developing a diversified organization. We offer detailed information on our website on the requirements for a career as a firefighter with TMFPD and post new recruitments to websites such as governmentjobs.com, Western Fire Chief’s, Women in Fire, International Association of Black Professional Fire Fighters, National Association of Hispanic Firefighters. In addition, we continually research for the most effective and comprehensive exam processes to ensure fairness and equality.
- 
- Objective:** Obtain software to report and track repair and maintenance of District apparatus, stations, vehicles and equipment.
- Resolve:** Target Solutions Check It purchased and implemented for asset tracking, repairs/maintenance, ordering and requests. Further improvements continue and include continual evaluation of preventative maintenance program and cost of ownership over time.
- 
- Objective:** Assess existing archived hard copy records management practices and storage systems, identify improvements needed, and implement changes.
- Resolve:** The District uses several tools to include Washoe county Retention Schedule in accordance with the State of Nevada Local Government Retention Schedule. We use Ap Extender for employee and Volunteer Records in addition to Accounts Payable records.
- 
- Objective:** Improve the District’s internal and external communications systems. –
- Resolve:** The District uses several tools to deliver and improve the districts internal and external communications.
- External Communications include the use of numerous social media platforms, press release distribution, local television and print interviews, and a new and improved website with dynamic functionality.
- Internal communications include an electronic newsletter “Charged Line” that consists of

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messages from Chief Officers and key administrative personnel. The Fire Chief produces a short, recorded Zoom video highlighting actions that take place following each Board of Fire Commissioners Meeting. In addition, All Employee Meetings are conducted two to three times a year.

**Objective:** Establish a TMFPD Community Risk Reduction Team.

**Resolve:** Community Risk Reduction is a shared function of Fire Prevention, Fuels, Operations and Communications; these divisions are communicating their needs and cooperating well in addressing and accomplishing numerous initiatives to reduce risk for the community served.

**Objective:** Ensure communication channels are present and maintained with HOAs, CABs, and GIDs.s, and other established neighborhood groups to assist with the public education messaging.

**Resolve:** This is an ongoing function and is addressed through the Communications Division and utilizes numerous methods to communicate with all groups through various platforms.

**Objective:** Improve and expand the engine company inspection program and complete pre- plans for all target hazards in the district.

**Resolve:** The Engine Company Inspection program was reorganized such that inspections are conducted by the Fire Prevention Division. Fire Pre-planning efforts have seen continued improvements and is an on-going process. Pre-plans of buildings within the District may change year to year. To better address this the District purchased a software program, First Due, with E911 funding so Realtime information is available to all personnel. The District has migrated the existing database of pre-plans to this new platform.

**Objective** Evaluate the plan review process to increase efficiency by identifying issues and making changes.

**Resolve:** Complete. This particular function is dynamic, and we are continually evaluating our processes and receiving feedback from users on improvements and implementing change as needed. We have transitioned to 100% E-plans submission and return as well as fee collection process.

**Objective:** Develop and implement a comprehensive fuels management program to reduce the risk of wildfire.

**Resolve:** The district developed and created a Wildland and Fuels Division. In conjunction with Nevada Division of Forestry and NV Energy financial support, the Fuels Division have created plans and process to reduce the risk of Wildfire throughout Northern Nevada. The district hopes to continue to expand this program to include self-sufficiency.

**Objective:** Develop a comprehensive community outreach and public information program.

**Resolve:** The Districts Communications Manager has a written comprehensive community outreach and public information program plan on file.

**Objective:** Develop a comprehensive annual report of the district's experience.

**Resolve:** The District puts out an Annual report to include not only call statistics, but community outreach programs such as Green Waste days and Fire prevention programs, Fleet upgrades, Financial status and general information about the District and its employees.



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**Objective:** Assess the staff workload to ensure workload is reasonable, balanced, and meets the district's needs.

**Resolve:** The District employs a Human Resources Manager who works with Chief Officers, other management position and outside resources to evaluate and revise job classifications and evaluate salaries on an ongoing basis. In Addition, the District Administrative Chief coordinates several committees to help with this process and suggest changes.

**Objective:** Develop and initiate programs to ensure longer retention of TMFPD employees.

**Resolve:** The District has continuously improved its compensation package for employees in recent years and is now highly competitive with other regional agencies. Longevity based incentives reward continuous service with the District. Current retention rates are positive, with only a very small number of resignations related to employment with other agencies.

**Objective:** Determine and attend special events where Fire and EMS are essential within the TMFPD.

**Resolve:** Truckee Meadows Fire and Rescue collaborates with the community to determine which events require staffing by TMFPD personnel. Staff coordinates with our local cooperators for larger events ensuring a role within the ICS structure and training. TMFPD has an established reimbursement process for services provided.

### **Appendix B – Strengths, Weaknesses, Opportunities, and Threats**

The following pages describe the Strengths, Weaknesses, Opportunities, and Threats assessment that were completed in the original 2013 Strategic Plan.

#### **STRENGTHS**

It is important for any organization to identify their strengths in order to assure they are capable of providing the services requested by customers and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Through a consensus process, the strengths of Truckee Meadows Fire Protection District were identified.

#### **Strengths of Truckee Meadows Fire Protection District**

- We empower our employees to build and shape our District.
- Our employees are engaged, motivated, and dedicated to serving the community.
- We support employee development across all ranks
- Our employees are supported through a robust Peer Support Program.
- We have a culture of being receptive to change for the betterment of our people, community, and the region.
- We have a centralized Administrative, Fire Prevention, Training and Fleet locations.
- We are a desirable employer.
- We plan for the future with prioritized new hire training.
- We plan for future needs of the District by developing station, training and employee staffing plans.
- We build and maintain relationships between management, labor, BOFC, regional partners and stakeholders.
- We collaborate with our regional partners in a variety of issues to include but not limited to crisis management, recruitment, testing, and training.
- We are fiscally responsible to our community and employees.
- We have reliable and modern fleet and equipment and in-house Fleet Division to maintain it.
- We are a progressive and innovative leader of EMS in the region.
- We strive to increase our level of all risk service and programs.
- We have added new community risk reduction services to include a fuels reduction, green waste recycling, dozer, ash can program.
- We have a community engaged Fire Prevention Program.
- We have a robust public communication plan that utilizes all platforms to reach our community at large.
- We are known as a responsive, open and transparent agency.

### **WEAKNESSES**

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it does not function well or not at all.

#### **Weaknesses of Truckee Meadows Fire Protection District**

- As a progressive department we struggle with aligning our priorities as emerging needs are identified.
- We do not have the capacity to support an all-risk volunteer program with geographically specific roles creating a lack of unity and leadership which causing isolation from the organization.
- Internal communications is intermittent.
- Struggle to prioritize training programs and resources to meet needs of the District.
- Experience and time in position are low.
- Segment of the population are not receiving Fire Prevention, education, and community outreach due to technological issues and challenges.
- We have technological deficiencies that inhibit efficiency (Dispatch).
- Data collection and extraction are inefficient and difficult.
- District lacks a dedicated training facility.
- District does not have a centralized organizational calendar and resource guide.
- Several facilities are in need of updating.
- There is a lack of Knowledge, Skills and Abilities (KSA's) in Wildland across all ranks.
- There is a lack of ownership and accountability for training opportunities.
- Diversity.

### **OPPORTUNITIES**

Many things exist as unrealized opportunities for the organization. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Many opportunities exist for Truckee Meadows Fire Protection District.

#### **Opportunities for Truckee Meadows Fire Protection District**

We have the opportunity to:

1. Enhance community outreach within the District through risk reduction programs.
2. Plan for Succession through coaching and mentoring programs.
3. Further develop expertise and talents to help fill operational opportunities within the District.
4. Become independent as a fire district; separate some functions from the county.
5. Strengthen additional revenue streams through cost recovery billing (prevention, fire, EMS, rescue).
6. Obtain local, state, and federal grants for equipment, staff, and training.
7. Increase levels of service through regional and collaborative relationships.
8. Support the mission through infrastructure development. (station/training grounds)
9. Find regional opportunities for training, special teams, etc.
10. Partner with REMSA to provide enhanced EMS transport service to provide improved service to our community.
11. Obtain support from the development community for expanded fire services through developer provided infrastructure (stations, equipment, etc.).
12. Increase use of volunteer and/or reserve personnel in key roles to support the mission. Redefine the mission of the volunteers.
13. Develop fire prevention programs that enhance community risk reduction, minimizing the potential injuries, loss of life, and property loss throughout the District.
14. Increase collaborative service delivery in outlying areas through joint ventures with other service providers through MOU's and AVL technology.
15. Improve and evaluate dispatch.
16. Improve data collection to inform decisions.
17. Identify Strategic placement of stations and staffing based on community needs.
18. Improve logistics for inventory control and cost reduction for supplies.
19. Evaluate CIP plans and ensure service needs are current.
20. Develop positive relationships with the community, business owners and developers to discourage annexation and encourage de-annexation.
21. Address annexation through the legislative process.
22. Develop an Internal Paramedic and other EMT level training programs to increase our hiring opportunities.
23. Develop a peer review/evaluation program (360).
24. Improve and support the Peer Support Program.
25. Develop or assist in a County wide internal IMT.
26. Improve self-accountability across all ranks. Extreme Ownership

### **THREATS**

There are conditions in the internal and external environment that are not under the organization's control. However, by being aware of them, the organization can develop plans and programs to either mitigate or respond when a threat becomes reality. By recognizing possible threats, an organization can greatly reduce the potential for loss.

#### **Threats to Truckee Meadows Fire Protection District**

1. Annexation of commercial and residential tax revenue.
2. Significant impact to community safety due to interface with surrounding wildland and climate change.
3. New development and increased population will strain current resource levels.
4. Future legislative mandates.
5. Broadening of community expectations without additional funding/resources.
6. Unexpected economic downturn.
7. Events that cause the loss of community support.
8. External rising cost of equipment, technology, services, and supplies.
9. Information technology support is inconsistent and needs strengthening.
10. Limited human and financial resources for a large geographical area.



# Strategic Planning Objective Timeline Snapshot

		<i>Objective Start Date and Duration</i>				<i>Actual Start Date</i>				<i>Complete</i>			
		<i>Actual Start Date (Beyond Plan)</i>				<i>Complete (Beyond Plan)</i>							
		2021				2022				2023			
		Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr
Administration		Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr
Objective 1-A	Complete a full review of District policies, rules/regulations, and guidelines.												
Objective 1-B	Continue to provide support for a Health and Wellness program for the District to improve health, wellness, and safety of employees.												
Objective 1-C	Develop a comprehensive recruitment plan to ensure our continued ability to attract and recruit a competent, diverse, and progressive workforce.												
Objective 1-D	Evaluate opportunities for managed competition for services provided to the District by outside sources.												
Objective 1-E	Complete a full review of District policies, rules/regulations, and guidelines.												
Objective 1-F	Reinforce the importance of the updated TMFPD Mission, Vision, and Values within the organization.												
Objective 1-I	Conduct an analysis of integrating services and regionalizing efforts with other public service agencies and implement recommendations with approval from the Board.												
Objective 2-A	Develop a comprehensive master plan for District facilities. Develop minimum criteria for facilities condition and amenities.												
Objective 2-B	Identify alternatives that will reduce the impacts of annexation of District territory. Identify existing statutory limitations and authority of other jurisdictions to annex TMFPD properties.												
Objective 2-C	Develop and implement a grant management team. Define expectations and desired outcomes of the grant program.												
Objective 2-D	Identify and acquire funding sources not currently being used by the District.												
Objective 3-A	Expand the regional automatic aid system.												
Objective 3-H	Evaluate functionality, service, efficiency, and effectiveness of current dispatch services.												
Objective 3-I	Develop a comprehensive Standards of Coverage and Deployment (SOC) plan Retain the services of a qualified consultant to prepare a draft SOC (Master Plan).												
Objective 4-D	Ensure new development provides support for expanded fire services through developer provided infrastructure (stations, equipment, etc.).												
Objective 5-A	Develop a directory of District resources available to citizens.												
Objective 5-B	Continue labor/management relations.												
Objective 6-A	Identify ways to expand hiring pools beyond current capabilities.												





