



Truckee Fire Protection District

2017-2021 Strategic Plan

Truckee Fire

Truckee Fire Protection District covers 125 square miles and is one of the oldest fire districts in the Truckee Tahoe area of Northern California. Truckee Fire is a bi-county public agency (Nevada and Placer County) and operates as an independent Special District.

Our business is the protection of life and property through the provision of fire rescue and emergency medical services including ambulance response. This district offers an “all-risk” service to our mountain community and outlying areas, and is made up of 51 full-time and 10 part-time members.

The District is governed locally by a five-member Board of Directors. The Board of Directors is responsible for setting policy and general administrative procedures for the District. The policies and procedures set by the board are then administered by the Fire Chief of The District

Mission

As authorized by Special District Law and the Government Code of California, the Mission of the Truckee Fire Protection District is to protect life, property, and wildlands in order to enhance the economic, environmental, and social benefits derived from these resources within the boundaries of The District. To provide "all risk" services to Truckee and surrounding communities, the District will maintain cooperative agreements with local, state, and federal agencies. The District will ensure that its members, individually and collectively, will strive to meet the intent of the Mission of the Truckee Fire Protection District in regards to education and personal commitment, while maintaining the highest level of professional conduct and standards as mandated by the fire service.

The Strategic Plan

The strategic plan is the result of collaboration and input from the Board of Directors, community members, employees and industry best practices. Although it outlines some specific work product to be completed over the next five years, it is also a dynamic document that will receive addendums from time to time.

Summary of Goals and Objectives

	Goals and Objectives	Resp.	Timeline
Goal 1	Reevaluate and refresh The District's guiding documents.		
	Refresh the mission statement. Develop a list of values and guiding principles.	Seline	2017
	Develop performance measures to better evaluate and measure annual performance.	Seline	2017
Goal 2	Improve external communications to continue to become more transparent.		
	Research possibility of posting of monthly board meeting audio and/or video recordings on the district website.	Ochoa, R	2017
	Develop and distribute an annual report of fire district activities.	Seline	
	Develop an annual public outreach and communication plan prior to summer.	Spencer	2017
	Develop a social media plan utilizing new technology to keep the community informed on prevention and emergency activities in The District.	Spencer	
Goal 3	Improve information technology systems to continue to leverage the latest technology.		
	Review data collection, storage, and management system for opportunities.	Ochoa, R	
	Evaluate website for possible improvement.	Ochoa, R	
	Evaluate competing patient care reporting platforms for a possible change.	Ochoa, R	2017
	Identify a local contractor to handle day-to-day IT issues under the direction of the district IT manager.	Ochoa, R	
Goal 4	Evaluate current purchasing practices for opportunities to ensure we are taking advantage of efficiency.		
	Implement new inventory management software and system.	Engler	
	Develop a succession plan for EMS supply purchasing.	Brown, L	2017
	Join additional fire district purchasing groups and research best pricing for top 5 most expensive annual purchases.	Arney	
Goal 5	Ensure that all classifications have a succession plan in place.		
	Keep promotional lists updated.	Seline	
	Ensure that each supervisor is identifying career goals with each employee and that they are documented.	Engler	2017
Goal 6	Evaluate and improve training program where necessary.		
	Identify training best practices of other fire departments.	Ochoa, L	
	Build a new training facility.	Brock, R.	
	Implementation of new firefighting tactical procedure – SLICERS.	Brock, R.	
	Annual chief officer large incident tabletop training.	Brock, R.	2017
Goal 7	Continue to improve the delivery of EMS.		
	Develop a plan to improve EMS experience of members that are working at slower stations.	Brown, L.	
	Evaluate current EMS training props for improvement.	Brown, L.	
	Research latest gurney power load system and make recommendation for implementation and financial implication.	Brown, L.	
Goal 8	Improve the prevention division services and operation to meet current demand and standards.		
	Review our current fee program for opportunities.	Harvey	
	Identify opportunities to adopt technology solutions into prevention activities like preplans, inspections and self-inspections.	Harvey	
	Implement new preplan program for high risk occupancies.	Harvey	2017
	Implement commercial building inspection program.	Harvey	2017
	Implement company level commercial building inspections.	Mckechnie	2017
	Work towards improving ISO ratings to ultimately reduce homeowner insurance premiums.	Harvey	

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	Evaluate EMS event planning review process for improvement.	Harvey	
	Develop a Community CO prevention plan.	Spencer	
	Develop a false alarm reduction plan.	Harvey	
Goal 9	Continue to improve our Wildland Urban Interface assistance activities to reduce the likelihood of damaging wildland fires.		
	Explore residential defensible space assistance including chipping.	Belden	2017
	Monitor tree death situation for possible solutions.	Belden	ongoing
	Develop a process to assist district land managers in their fuels reduction efforts as outlined in the CWPP.	Seline /Belden	
	Achieve Fire Adapted Community and/or Firewise recognition for The District.	Harvey	
	Complete Community Wildfire Protection Plan (CWPP).	Seline	2017
	Review the defensible space inspection plan for possible improvement.	Harvey	
Goal 10	Improve the current radio platform into the latest technology system.		
	Research and fund new radio system upgrade.	Osburn Schneider	
Goal 11	Improve district safety efforts to anticipate and prevent potential accidents.		
	Establish a safety committee with regular meetings.	Spencer	2017
	Evaluate highway response procedures to look for areas of improvement.	Osburn	
Goal 12	Continue to improve HR activities to provide support to operations.		
	Complete and implement Lexipol policies and guidelines.	Seline	2017
	Refresh all district job descriptions.	Brock, R.	
	Develop a career planning system for all employees.	Brock, R.	2017
	Implement new firehouse scheduling software to improve tracking of hours and leave credits.	Ochoa, L.	2017
	Develop a plan to improve firehouse quality of life.	Brock, R.	
Goal 13	Improve The Fire District's connection with the community.		
	Implement CERT, Community Emergency Response Team.	Brown, N	2017
	Review community CPR and AED program for possible improvements.	Holiday	
	Join various community groups to demonstrate an interest in community affairs and make The Fire District staff more accessible.	Seline	2017
	Participate in Local Hazard Mitigation Planning process with Nevada County and the Town of Truckee.	Brock, R./ McKechnie	
	Participate in the Tahoe Truckee Unified School District Career Pathways program.	Wadsworth Jitloff	2017
Goal 14	Continue to monitor and improve financial performance of The District to ensure longevity of services.		
	Conduct a 5-year financial projection each year.	Belli	2017
	Determine targeted reserve amounts in the various funds.	Belli/Seline	
	Evaluate call volume and values-at-risk, and determine metrics needed to staff stations 90, 94, and 93 in the future.	Seline	
	Conduct an annual review of the current ambulance billing company and compare to competitors.	Seline / Ochoa, R.	
	Review other potential revenue sources.	Seline	
	Conduct feasibility study of a CFD in The Martis Valley.	Seline	2017
	Implement CFD in the "no-pay" TRAs that are seeking "will service" status.	Seline	2017
	Implement a process of systematic grant sourcing and writing.	Seline	
	Consider financing for capital facilities improvements /expansion.	Seline / Belli	
Goal 15	Continue to improve Fleet and Facilities.		
	Evaluate the possibility of a regional centralized fleet maintenance facility or synergize with another agency for fleet maintenance.	Baker	
	Implement station annual inspection program to identify future repair and maintenance needs.	Baker / Brock, R.	

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	Develop a plan and implement individual bedrooms at each fire station.	Brock, R.	2017
	Chevron safety striping on rear of all vehicles per NFPA 1901.	Baker	2017
	Begin apparatus replacement and refurbishment program	Seline	2017
Goal 16	Make recommendations to the Board of Directors for continual improvement.		
	Earn District Transparency Certificate of Excellence from the Special District Leadership Foundation.	Seline	
	Encourage Directors to attend Special District Leadership Academy for Board to reach Silver status.	Seline	2017
Goal 17	Improve administrative operations to provide adequate support to administrative, leadership and operational activities.		
	Update the records retention schedule.	Engler	
	Conduct a wage and benefit study to correspond with MOU negotiations in 2017 and in the future.	Seline	2017
	Develop a long-term staffing plan for the administrative office.	Engler / Seline / Belli	
Goal 18	Make improvements to operations to continue to be recognized as following the standards of a modern fire district.		
	Improve vehicle and station mapping system by adding station monitors with automatic loading of call locations and routing.	Ochoa, L	2017
	Evaluate current rescue vehicle response plan and determine opportunities for improvement.	Seline / Jitloff	2017
	Improve the Incident Command and Accountability management board in B9.	Osburn / Parkhurst / Wadsworth	2017
	Review area wellness programs for possible implementation.	Seline	
	Continue to improve The District's Critical Incident Stress Management (CISM) abilities by offering training and local network improvement.	Fowler	
	Review Employee Assistance Program and consider developing a succession plan for the future.	Fowler	
	Improve The District's ability to mitigate residential natural gas leaks with the support of Southwest Gas.	Ochoa, L.	2017
	Develop a regional technical rescue team to fill the void of regional expertise, and system of training and response.	Fichter	2017
	Implement a voluntary employee recognition committee to make recommendations to the Chief on implementing formal recognition activities.	Seline	

Goal 1 Reevaluate and refresh the District's guiding documents.

Objective 1a	Refresh the mission statement. Develop a list of values and guiding principles.
Timeframe	2017

Assigned To	Bill Seline
Critical Tasks	<input type="checkbox"/> Compile a list of examples from other fire districts <input type="checkbox"/> Engage Fire District members in a process of determining necessary changes and additions. <input type="checkbox"/> Present draft to The Fire District Board of Directors for input. <input type="checkbox"/> Implement new wording in website, policy manual etc.
Funding Estimates	None.

Objective 1b	Develop performance measures to better evaluate and measure annual performance.
Timeframe	2017
Assigned To	Bill Seline
Critical Tasks	<input type="checkbox"/> Compile a list of other fire district performance measures. <input type="checkbox"/> Chose performance measures useful to our district. <input type="checkbox"/> Begin tracking performance measures. <input type="checkbox"/> Provide an annual report of performance measures to The Board and the public.
Funding Estimates	None.

Goal 2 Improve external communications to continue to become more transparent.

Objective 2a	Research possibility of posting of monthly Board meeting audio and/or video recordings on The District website.
Timeframe	2017
Assigned To	Ryan Ochoa
Critical Tasks	<input type="checkbox"/> Work with IT to determine the possibility of, and barriers to, posting meetings on The District website. <input type="checkbox"/> Ask for Board approval. <input type="checkbox"/> Develop a monthly process to move data to the website.
Funding Estimates	\$3,000 annually of personnel time for audio. Video would include camera expense and TTCTV expense at around \$12,000+ annually.

Objective 2b	Develop and distribute an annual report of Fire District activities.
Timeframe	
Assigned To	Bill Seline
	<input type="checkbox"/> Research and choose a communication template. <input type="checkbox"/> Retain notable information, photos, and data to share in the annual report in a

Critical Tasks	data file. <input type="checkbox"/> Assign a staff member to oversee the compilation of the report each January. <input type="checkbox"/> Distribute the report online.
Funding Estimates	Staff time.

Objective 2c	Develop an annual public outreach and communication plan.
Timeframe	2017; annually.
Assigned To	Paul Spencer
Critical Tasks	<input type="checkbox"/> Conduct a meeting of stakeholders to determine key annual activities. <input type="checkbox"/> Compile data in a document. <input type="checkbox"/> Share the Annual Public Outreach and Communications Plan to the Board.
Funding Estimates	Staff time.

Objective 2d	Develop a social media plan utilizing new technology to keep the community informed on prevention and emergency activities in The District.
Timeframe	
Assigned To	Paul Spencer
Critical Tasks	<input type="checkbox"/> Research other fire department social media plans. <input type="checkbox"/> Meet with stakeholders to decide on strategies. <input type="checkbox"/> Develop a procedure document. <input type="checkbox"/> Implement the plan.
Funding Estimates	Staff time.

Goal 3 Improve Information Technology systems to continue to leverage the latest technology.

Objective 3a	Review data collection, storage and management system for opportunities.
Timeframe	
Assigned To	Ryan Ochoa
Critical Tasks	<input type="checkbox"/> Research 5 other public agency data management systems. <input type="checkbox"/> Identify opportunities.
Funding Estimates	Unknown.

Objective 3b	Evaluate website for possible improvement.
Timeframe	
Assigned To	Ryan Ochoa
Critical Tasks	<input type="checkbox"/> Research 5 other fire district websites for opportunities for improvement. <input type="checkbox"/> Research costs of recommended upgrade. <input type="checkbox"/> Identify time line and budget.

Funding Estimates	Unknown. Possible new website platform.
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Objective 3c	Evaluate competing patient care reporting platforms for a possible change.
Timeframe	2017
Assigned To	Ryan Ochoa
Critical Tasks	<input type="checkbox"/> Research the 2 competing PCR systems for efficiency and cost benefits. <input type="checkbox"/> Involve a paramedic PCR committee in the review process. <input type="checkbox"/> Make a recommendation to the Chief with budget and implementation plan.
Funding Estimates	Unknown. Possible savings in current annual PRC costs with ESO.

Objective 3d	Identify a local contractor to handle day-to-day IT issues under the direction of the district IT manager.
Timeframe	
Assigned To	Ryan Ochoa
Critical Tasks	<input type="checkbox"/> Research local IT providers. <input type="checkbox"/> Retain a local contractor. <input type="checkbox"/> Conduct an annual evaluation of costs and work product.
Funding Estimates	Estimated \$10k annually.

Goal 4 Evaluate current purchasing practices for opportunities to ensure we are taking advantage of efficiencies.

Objective 4a	Implement new inventory management software and system.
Timeframe	
Assigned To	Joyce Engler
Critical Tasks	<input type="checkbox"/> Identify and decide on software that would work for our application. <input type="checkbox"/> Meet with stakeholders to determine process. <input type="checkbox"/> Implement new inventory system.
Funding Estimates	Possible software cost. Staff time.

Objective 4b	Develop a succession plan for EMS supply purchasing.
Timeframe	2017
Assigned To	Laura Brown
Critical Tasks	<input type="checkbox"/> Determine the timing of EMS purchasing succession. <input type="checkbox"/> Identify a person to take over the ordering system. <input type="checkbox"/> Evaluate the process for improvement opportunities and make changes.

Funding Estimates	None.
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Objective 4b	Join additional fire district purchasing groups and research best pricing for top 5 most expensive annual purchases.
Timeframe	
Assigned To	Brian Arney
Critical Tasks	<input type="checkbox"/> Join IAFC and other purchasing groups. <input type="checkbox"/> Identify most purchased items. <input type="checkbox"/> Run a search for most recent best pricing and compare to our current vendors. <input type="checkbox"/> Make purchasing adjustments as necessary.
Funding Estimates	\$1,000 annually for membership fees.

Goal 5 Ensure that all classifications have a succession plan in place.

Objective 5a	Keep promotional lists updated.
Timeframe	
Assigned To	Bill Seline
Critical Tasks	<input type="checkbox"/> Identify time frames for list expiration. <input type="checkbox"/> Research other department promotional processes to make sure we are implementing latest best practices. <input type="checkbox"/> Plan for promotional testing.
Funding Estimates	None.

Objective 5b	Ensure that each supervisor is identifying career goals with each employee and that they are documented.
Timeframe	2017; annually.
Assigned To	Joyce Engler
Critical Tasks	<input type="checkbox"/> Include a discussion of career goals in the annual evaluation process. <input type="checkbox"/> Document outcomes of the evaluation. <input type="checkbox"/> Identify education and other steps needed to achieve the goal.
Funding Estimates	None.

Goal 6 Evaluate and improve training program where necessary.

Objective 6a	Identify training best practices of other fire departments.
Timeframe	
Assigned To	Larry Ochoa
Critical Tasks	<input type="checkbox"/> Pick 10 fire departments and review their training programs. <input type="checkbox"/> Focus on hands on training practices. <input type="checkbox"/> Identify best practices to implement.

Funding Estimates	Unknown.
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Objective 6b	Build a new training facility.
Timeframe	
Assigned To	Rod Brock
Critical Tasks	<input type="checkbox"/> Research training facilities. <input type="checkbox"/> Meet with stakeholders to determine needs and ideal training facility. <input type="checkbox"/> Design a new training facility within budget constraints. <input type="checkbox"/> Plan for mitigation expenditure in annual plan. <input type="checkbox"/> Build the facility.
Funding Estimates	125k earmarked in mitigation plan. Remaining costs (\$100k?) out of building and equipment fund.

Objective 6c	Implementation of new firefighting tactical procedure - SLICERS.
Timeframe	
Assigned To	Rod Brock
Critical Tasks	<input type="checkbox"/> Meet with stakeholders to determine process. <input type="checkbox"/> Lay out an implementation plan. <input type="checkbox"/> Implement.
Funding Estimates	Possible \$10-20k.

Objective 6d	Annual chief officer large incident tabletop training.
Timeframe	2017
Assigned To	Rod Brock
Critical Tasks	<input type="checkbox"/> Identify target hazards (i.e. MCI, wildfire, large building fire...) <input type="checkbox"/> Develop annual tabletop training. <input type="checkbox"/> Implement training.
Funding Estimates	

Goal 7 Continue to improve the delivery of EMS

Objective 7a	Develop a plan to improve EMS experience of members that are working at slower stations.
Timeframe	
Assigned To	Laura Brown
Critical Tasks	<input type="checkbox"/> Identify best practices from other fire departments. <input type="checkbox"/> Meet with stakeholders to identify ideas and best practices and decide on action plan (i.e. IFTs to slower stations, ride along at REMSA, Cadaver lab, Surgery ride

	along?). <input type="checkbox"/> Implement plan.
Funding Estimates	Unknown.

Objective 7b	Evaluate current EMS training props for improvement.
Timeframe	
Assigned To	Laura Brown
Critical Tasks	<input type="checkbox"/> Identify props in need of replacement. <input type="checkbox"/> Meet with REMSA Training to tour facility for ideas. <input type="checkbox"/> Develop a priority list with pricing for annual budget.
Funding Estimates	\$5-20k.

Objective 7c	Research latest gurney power load system and make recommendation for implementation and financial implication for budget.
Timeframe	
Assigned To	Laura Brown
Critical Tasks	<input type="checkbox"/> Research other fire departments experiences. <input type="checkbox"/> Determine costs and competing brands. <input type="checkbox"/> Make a recommendation.
Funding Estimates	Unknown.

Goal 8 Improve the prevention division services and operation to meet current demand and standards.

Objective 8a	Review our current fee program for opportunities.
Timeframe	
Assigned To	Craig Harvey
Critical Tasks	<input type="checkbox"/> Review best practices and fees from other fire departments. <input type="checkbox"/> Prepare a recommendation for a fee program. <input type="checkbox"/> Present draft of fee program to The Board of Directors for a decision. <input type="checkbox"/> Implement the fee program.

Funding Estimates	Staff Time.
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Objective 8b	Identify opportunities to adopt technology solutions into prevention activities like preplans, inspections and self-inspections.
Timeframe	
Assigned To	Craig Harvey
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Identify all areas that would benefit from the addition of technology. <input type="checkbox"/> Implement into existing platforms.
Funding Estimates	\$5k.

Objective 8c	Implement new preplan program for high-risk occupancies.
Timeframe	2017
Assigned To	Craig Harvey
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Identify high-risk structures in the district. <input type="checkbox"/> Hire a person to inspect and draw the preplans into the software. <input type="checkbox"/> Send preplans to mapping company for loading into mapping system in the vehicles. <input type="checkbox"/> Train staff person to monitor and update the preplans when necessary.
Funding Estimates	\$30k.

Objective 8d	Implement commercial building inspection program.
Timeframe	2017
Assigned To	Craig Harvey
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Identify commercial buildings and frequency of inspection. <input type="checkbox"/> Implement paperless inspection program. <input type="checkbox"/> Develop an annual plan to insure standard inspection cycle between prevention staff and companies. <input type="checkbox"/> Implement company level paperless inspections. <input type="checkbox"/> Ensure realistic follow-up inspection process. <input type="checkbox"/> Prepare an annual report of inspection progress.
Funding	\$2k for iPads.

Estimates	
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Objective 8e	Implement company level commercial building inspections.
Timeframe	2017
Assigned To	Kevin McKechnie
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Identify commercial buildings for company inspections. <input type="checkbox"/> Meet with stakeholders to determine proper amount of annual inspections to not overburden crews. <input type="checkbox"/> Provide training on paperless system. <input type="checkbox"/> Implement and follow-up.
Funding Estimates	Unknown, possible need for more hardware (IPads).

Objective 8f	Work towards improving ISO ratings to ultimately reduce homeowner insurance premiums.
Timeframe	
Assigned To	Craig Harvey
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Identify key areas in ISO for improvement. <input type="checkbox"/> Develop an improvement plan for each area. <input type="checkbox"/> Meet with stakeholders to create buy-in.
Funding Estimates	Unknown; depends on improvement needs.

Objective 8g	Evaluate EMS event planning review process for improvement.
Timeframe	
Assigned To	Craig Harvey
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Review current process involving event review from the town and counties. <input type="checkbox"/> Make process improvements to make it more streamlined and thorough.
Funding Estimates	Staff Time.

Objective 8h	Develop a community CO prevention plan.
Timeframe	
Assigned To	Paul Spencer
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Meet with stakeholders to determine key activities to create awareness and prevention. <input type="checkbox"/> Determine annual budget. <input type="checkbox"/> Implement communication and CO detector give-away program. <input type="checkbox"/> Look for grant opportunities.
Funding Estimates	\$15k annually.

Objective 8i	Develop a false alarm reduction plan.
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Timeframe	
Assigned To	Craig Harvey
Critical Tasks	<input type="checkbox"/> Create an annual report to identify buildings with unusual rates of false alarms. <input type="checkbox"/> Meet with responsible parties to determine opportunities to reduce false alarms. <input type="checkbox"/> Explore the possibility of developing a fee for excess false alarms with Board approval.
Funding Estimates	Staff time.

Goal 9 Continue to improve our Wildland Urban Interface assistance activities to reduce the likelihood of damaging wildland fires.

Objective 9a	Explore residential defensible space assistance including chipping.
Timeframe	2017
Assigned To	Bob Belden
Critical Tasks	<input type="checkbox"/> Meet with other fire districts to determine economies of differing scale in chipping and fuels management. <input type="checkbox"/> Identify costs and budget estimates. <input type="checkbox"/> Share findings and suggest plan with the Board of Directors.
Funding Estimates	\$50k annually.

Objective 9b	Monitor tree death situation for possible solutions.
Timeframe	Ongoing
Assigned To	Craig Harvey
Critical Tasks	<input type="checkbox"/> Continue to update The Board of Directors on The District's tree death situation. <input type="checkbox"/> Monitor neighboring district responses to the issue. <input type="checkbox"/> Participate in regional planning activities. <input type="checkbox"/> Prepare to take advantage of financial opportunities as they arise.
Funding Estimates	Staff time.

Objective 9c	Develop a process to assist district land managers in their fuels reduction efforts as outlined in the CWPP
Timeframe	2017
Assigned To	Bill Seline / Bob Belden
Critical Tasks	<input type="checkbox"/> Hire a part-time forester/project manager to write grants and manage project implementation. <input type="checkbox"/> Meet with land managers identified in the CWPP as priority projects. <input type="checkbox"/> Write grants and manage projects. <input type="checkbox"/> Prepare an annual plan of results.
Funding Estimates	\$20k.

Objective 9d	Achieve Fire Adapted Community and/or Firewise recognition for The District.
Timeframe	
Assigned To	Craig Harvey
Critical Tasks	<input type="checkbox"/> Review key activities. <input type="checkbox"/> Meet with stakeholders and identify a plan to achieve each category. <input type="checkbox"/> Apply for status from the authority.
Funding Estimates	Staff time.

Objective 9e	Complete Community Wildfire Protection Plan (CWPP).
Timeframe	2017
Assigned To	Bill Seline
Critical Tasks	<input type="checkbox"/> Integrate FireSafe Council comments into plan. <input type="checkbox"/> Obtain signatures of key stakeholders and distribute the plan.
Funding Estimates	None.

Objective 9f	Review the defensible space inspection plan for possible improvement.
Timeframe	
Assigned To	Craig Harvey / Bob Belden
Critical Tasks	<input type="checkbox"/> Meet with stakeholders to review current program. <input type="checkbox"/> Meet with other districts to look for best practices as well as target inspection numbers each season. <input type="checkbox"/> Make changes to our plan and implement. <input type="checkbox"/> Utilize paperless system for capturing all inspections.
Funding Estimates	None.

Goal 10 Improve the current radio platform into the latest technology system.

Objective 10a	Research and fund new radio system upgrade.
Timeframe	
Assigned To	Kenny Osburn / Garrett Schnieder
Critical Tasks	<input type="checkbox"/> Research radio system upgrade including partner fire agency status. <input type="checkbox"/> Apply for a grant to cover transition costs. <input type="checkbox"/> Prepare a non-grant transition plan. <input type="checkbox"/> Budget for annual radio upgrade costs. <input type="checkbox"/> Purchase and install new radios. <input type="checkbox"/> Develop and implement on-going training for new system.
Funding Estimates	\$200k.

Goal 11 Improve District safety efforts to anticipate and prevent potential accidents.

Objective 11a	Establish a safety committee with regular meetings.
Timeframe	2017; ongoing.
Assigned To	Paul Spencer
Critical Tasks	<input type="checkbox"/> Reach out to members to develop a safety committee comprised of all ranks. <input type="checkbox"/> Schedule and facilitate regular safety meetings. <input type="checkbox"/> Implement changes.
Funding Estimates	None.

Objective 11b	Evaluate highway response procedures to look for areas of improvement.
Timeframe	
Assigned To	Kenny Osburn
Critical Tasks	<input type="checkbox"/> Research 5 other fire districts to see how they handle highway safety for personnel on emergency response. <input type="checkbox"/> Review findings with the safety committee. <input type="checkbox"/> Review findings with the management team and make change recommendations. <input type="checkbox"/> Implement changes.
Funding Estimates	Unknown.

Goal 12 Continue to improve HR activities to provide support to operations.

Objective 12a	Complete and implement Lexipol policies and guidelines.
Timeframe	2017
Assigned To	Bill Seline
Critical Tasks	<input type="checkbox"/> Review and make changes to remaining policies. <input type="checkbox"/> Share the manual with employees for feedback and changes. <input type="checkbox"/> Implement the policy manual.
Funding Estimates	None.

Objective 12b	Refresh all District job descriptions.
Timeframe	
Assigned To	Rod Brock
	<input type="checkbox"/> Research other fire district job descriptions.

Critical Tasks	<input type="checkbox"/> Review and change job descriptions.
Funding Estimates	None.

Objective 12c	Develop a career planning system for all employees.
Timeframe	2017
Assigned To	Rod Brock
Critical Tasks	<input type="checkbox"/> Add a section in the annual evaluation to create a discussion of career goals between supervisor and employee. <input type="checkbox"/> Provide some training for supervisors on how to have that conversation. <input type="checkbox"/> Review evaluations to ensure documentation is complete.
Funding Estimates	None.

Objective 12d	Implement new firehouse scheduling software to improve tracking of hours and leave credits.
Timeframe	2017
Assigned To	Larry Ochoa
Critical Tasks	<input type="checkbox"/> Train employees on use of scheduling system. <input type="checkbox"/> Run side by side systems until accuracy is assured. <input type="checkbox"/> Work with Laurie and Joyce to ensure that leave credits and payroll systems are integrated. <input type="checkbox"/> Move entirely to new system.
Funding Estimates	None.

Objective 12e	Develop a plan to improve firehouse quality of life.
Timeframe	
Assigned To	Rod Brock
Critical Tasks	<input type="checkbox"/> Develop and meet with an employee committee. <input type="checkbox"/> Brainstorm improvement ideas with costs. <input type="checkbox"/> Present ideas to the fire chief for approval.
Funding Estimates	Unknown.

Goal 13 Improve the fire districts connection with the community.

Objective 13a	Implement CERT, Community Emergency Response Team.
Timeframe	2017
Assigned To	Nick Brown
	<input type="checkbox"/> Research CERT program with North Tahoe and Nevada County.

Critical Tasks	<input type="checkbox"/> Earn instructor status. <input type="checkbox"/> Hold information informational meeting at Town Hall. <input type="checkbox"/> Conduct training. <input type="checkbox"/> Hold monthly meetings/training. <input type="checkbox"/> Develop a communication system.
Funding Estimates	\$5k annually (currently funded by Nevada County).

Objective 13b	Review community CPR and AED program for possible improvements.
Timeframe	
Assigned To	Doc Holoday
Critical Tasks	<input type="checkbox"/> Research 5 other fire-based community CPR programs to look for improvement opportunities. <input type="checkbox"/> Prepare a recommendation to the fire chief with costs. <input type="checkbox"/> Implement changes.
Funding Estimates	Unknown.

Objective 13c	Join various community groups to demonstrate an interest in community affairs and make The Fire District staff more accessible.
Timeframe	2017
Assigned To	Bill Seline
Critical Tasks	<input type="checkbox"/> Attend Town Department Head meetings (monthly). <input type="checkbox"/> Attend Truckee area manager meetings (quarterly). <input type="checkbox"/> Join the Chamber of Commerce and attend selected events. <input type="checkbox"/> Attend Good Morning Truckee events at the airport. <input type="checkbox"/> Consider joining Rotary.
Funding Estimates	\$500 annually.

Objective 13d	Participate in Local Hazard Mitigation Planning process with Nevada County and The Town of Truckee.
Timeframe	
Assigned To	Kevin Mckechnie
Critical Tasks	<input type="checkbox"/> Attend LHMP meetings. <input type="checkbox"/> Prepare TFPD documents to be included in the plan. <input type="checkbox"/> Coordinate with The Town of Truckee.
Funding Estimates	Staff time.

Objective 13e	Participate in the Tahoe Truckee Unified School District Career Pathways program.
Timeframe	2017; ongoing.
Assigned to	Mark Wadsworth and Erik Jitloff
Critical Tasks	<input type="checkbox"/> Develop annual calendar of training. <input type="checkbox"/> Assign instructors and curriculum to classes. <input type="checkbox"/> Do an annual evaluation of the program and make changes.

	<input type="checkbox"/> Provide an annual report to The Board. <input type="checkbox"/> Work closely with the school district and attend meetings.
Funding Estimates	Staff time.

Goal 14 Continue to monitor and improve financial performance of The District to ensure longevity of services.

Objective 14a	Conduct a 5-year financial projection each year.
Timeframe	2017; ongoing.
Assigned To	Laurie Belli
Critical Tasks	<input type="checkbox"/> Prepare an annual 5-year projection with latest revenue and expense estimates. <input type="checkbox"/> Review with the fire chief. <input type="checkbox"/> The chief to present findings to The Board annually.
Funding Estimates	None.

Objective 14b	Determine targeted reserve amounts in the various funds.
Timeframe	
Assigned To	Bill Seline and Laurie Belli
Critical Tasks	<input type="checkbox"/> Research other district and public agency reserve amounts. <input type="checkbox"/> Recommend reserve targets to The Board of Directors. <input type="checkbox"/> Develop a Lexipol policy of reserve amounts.
Funding Estimates	None.

Objective 14c	Evaluate call volume and values-at-risk and determine metrics needed to staff Stations 90, 93, and 94 in the future.
Timeframe	
Assigned To	Bill Seline
Critical Tasks	<input type="checkbox"/> Evaluate call volume and assets in the first-due area of each of the three stations. <input type="checkbox"/> Discuss possible metrics for full time staffing in the future with The Board.
Funding Estimates	None.

Objective 14d	Conduct an annual review of the current ambulance billing company and compare to competitors.
Timeframe	
Assigned To	Bill Seline, Ryan Ochoa, and Laurie Belli
Critical Tasks	<input type="checkbox"/> Have an annual review of collection rates and billing activity with Intermedix. <input type="checkbox"/> Have Whitman review collection summary. <input type="checkbox"/> Consider costs in changing billing companies if warranted. <input type="checkbox"/> Make a decision to stay with the current company or change.

Funding Estimates	None.
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Objective 14e	Review other potential revenue sources.
Timeframe	
Assigned To	Bill Seline
Critical Tasks	<input type="checkbox"/> Research other fire departments to determine other revenue sources. <input type="checkbox"/> Analyze feasibility of these revenue sources in TFPD. <input type="checkbox"/> Report to The Board on findings and recommendations. <input type="checkbox"/> Implement any new fees.
Funding Estimates	None.

Objective 14f	Conduct feasibility study of a CFD in The Martis Valley.
Timeframe	2017
Assigned To	Bill Seline
Critical Tasks	<input type="checkbox"/> Work with SCI to conduct study. <input type="checkbox"/> Involve stakeholder in the process. <input type="checkbox"/> Present results to The Board of Directors.
Funding Estimates	\$11k for feasibility study.

Objective 14g	Implement CFD in the “NoPay” TRAs that are seeking “will service” status.
Timeframe	2017
Assigned To	Bill Seline
Critical Tasks	<input type="checkbox"/> Implement shell CFD with Sugar Bowl development. <input type="checkbox"/> Develop a district policy to apply CFD to future developments in NoPay TRAs.
Funding Estimates	\$11k for shell.

Objective 14h	Implement a process of systematic grant sourcing and writing.
Timeframe	
Assigned To	Bill Seline
Critical Tasks	<input type="checkbox"/> Identify member to manage grant process. <input type="checkbox"/> Develop an equipment needs list and possible granting agency list. <input type="checkbox"/> Facilitate the timely application to the various grants.
Funding Estimates	\$10k annually for grant writing.

Objective 14l	Consider financing for Capital facilities improvements /expansion.
Timeframe	
Assigned To	Bill Seline and Laurie Belli
Critical Tasks	<input type="checkbox"/> Identify future Capital needs that could be implemented sooner with financing solution. <input type="checkbox"/> Create a pro forma of financing and debt service for a particular improvement (ie Station 90, etc.). <input type="checkbox"/> Present findings to The Board of Directors for consideration.
Funding Estimates	Staff Time.

Goal 15 Continue to improve Fleet and Facilities .

Objective 15a	Evaluate the possibility of a regional centralized fleet maintenance facility or synergize with another agency for fleet maintenance.
Timeframe	
Assigned To	Dave Baker
Critical Tasks	<input type="checkbox"/> Meet with North Tahoe, North Lake Tahoe, Town of Truckee maintenance departments to look for opportunities. <input type="checkbox"/> Start working together with a small portion of fleet work to determine issues and costs.
Funding Estimates	Unknown; theoretically cost-neutral.

Objective 15b	Implement station annual inspection program to identify future repair and maintenance needs.
Timeframe	
Assigned To	Dave Baker and Rod Brock
Critical Tasks	<input type="checkbox"/> Develop an inspection form. <input type="checkbox"/> Work with IT to put form in an electronic format. <input type="checkbox"/> Schedule inspections with BC and station captain between January and March each year. <input type="checkbox"/> Determine a list of repair and maintenance items prior to March 1 each year so they can be included in the annual budget.
Funding Estimates	Staff time.

Objective 15c	Develop a plan and implement individual bedrooms at each fire station.
Timeframe	2017
Assigned To	Rod Brock
Critical Tasks	<input type="checkbox"/> Develop a plan for Station 96 additional bedroom with team involvement. <input type="checkbox"/> Develop a plan for Station 92 individual bedrooms with team involvement. <input type="checkbox"/> Budget for improvements. <input type="checkbox"/> Implement bedroom construction plan.
Funding	\$100k.

Estimates	
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Objective 15d	Chevron safety striping on rear of all vehicles per NFPA 1901.
Timeframe	2017
Assigned To	Dave Baker
Critical Tasks	<input type="checkbox"/> Prioritize vehicles needing rear chevrons. <input type="checkbox"/> Begin implementing striping as vehicles come into the shop for service. <input type="checkbox"/> Spec all new vehicles with chevrons when purchasing.
Funding Estimates	\$10k.

Objective 15e	Begin apparatus replacement and refurbishment program
Timeframe	2017
Assigned To	Bill Seline / Dave Baker
Critical Tasks	<input type="checkbox"/> Prioritize vehicles needing replacement or refurbishment. <input type="checkbox"/> Development implementation plan each year. <input type="checkbox"/> Seek RFPs and bids from qualified engine companies each year. <input type="checkbox"/> Make recommendations to the Board each year.
Funding Estimates	Unknown

Goal 16 Make recommendations to the Board of Directors for continual improvement.

Objective 16a	Earn District Transparency Certificate of Excellence from the Special District Leadership Foundation.
Timeframe	
Assigned To	Bill Seline and Joyce Engler
Critical Tasks	<input type="checkbox"/> Identify requirements of certificate. <input type="checkbox"/> Begin implementing and following checklist from SDLF. <input type="checkbox"/> Apply for certificate.
Funding Estimates	Staff time.

Objective 16a	Encourage Directors to attend Special District Leadership Academy for Board to reach Silver status.
Timeframe	2017; ongoing.
Assigned To	Bill Seline
Critical Tasks	<input type="checkbox"/> Identify Academy dates each fiscal year. <input type="checkbox"/> Determine costs and provide in the annual budget for 2 members to attend trainings each fiscal year. <input type="checkbox"/> Notify Directors of available classes and logistics.
Funding Estimates	Up to \$5000 annually for three years.

Goal 17 Improve administrative operations to provide adequate support to administrative,

leadership and operational activities.

Objective 17a	Update the records retention schedule.
Timeframe	
Assigned To	Joyce Engler
Critical Tasks	<input type="checkbox"/> Look for companies to review and update our current schedule. <input type="checkbox"/> Select a company. <input type="checkbox"/> Implement the schedule.
Funding Estimates	\$5k.

Objective 17b	Conduct a wage and benefit study to correspond with MOU negotiations in 2017 and in the future.
Timeframe	
Assigned To	Bill Seline
Critical Tasks	<input type="checkbox"/> Coordinate timing of study with North Tahoe Fire Department. <input type="checkbox"/> Engage contractor to update their study. <input type="checkbox"/> Involve Employee Association in the process. <input type="checkbox"/> Share results with The Board of Directors.
Funding Estimates	\$10k.

Objective 17c	Develop a long-term staffing plan for the administrative office.
Timeframe	
Assigned To	Joyce Engler, Bill Seline, and Laurie Belli
Critical Tasks	<input type="checkbox"/> Meet with staff to determine current and future needs. <input type="checkbox"/> Determine estimated implementation of the various positions based on estimated future budget. <input type="checkbox"/> Place new positions in the annual budget as necessary, for Board consideration.
Funding Estimates	Staff time; positions will add incremental expense to the annual operational budget over time.

Goal 18 Make improvements to operations to continue to be recognized as following standards of a modern fire district.

Objective 18a	Improve vehicle and station mapping system by adding station monitors with automatic loading of call locations and routing.
Timeframe	2017
Assigned To	Larry Ochoa
Critical Tasks	<input type="checkbox"/> Meet with North Tahoe Fire Department to evaluate and understand their experience with station monitors. <input type="checkbox"/> Budget for station monitor system. <input type="checkbox"/> Purchase and install station monitors.
Funding Estimates	\$10k.

Objective 18b	Evaluate current rescue vehicle response plan and determine opportunities for improvement.
Timeframe	2017
Assigned To	Bill Seline and Erik Jitloff
Critical Tasks	<input type="checkbox"/> Evaluative the possibility of using an engine or light rescue for first out rescue resources. <input type="checkbox"/> Test the idea of using an engine. <input type="checkbox"/> Update CAD. <input type="checkbox"/> Plan future engine space with rescue equipment needs in mind. <input type="checkbox"/> Reevaluate the engine as a rescue in one year.
Funding Estimates	None.

Objective 18c	Improve the Incident Command and Accountability management board in B9.
Timeframe	2017
Assigned To	Kenny Osburn, Matt Parkhurst, and Mark Wadsworth
Critical Tasks	<input type="checkbox"/> Evaluate other fire department IC tools. <input type="checkbox"/> Work with BC's to design system. <input type="checkbox"/> Order new system. <input type="checkbox"/> Conduct a tabletop training with BCs.
Funding Estimates	\$2k.

Objective 18d	Review area wellness programs for possible implementation.
Timeframe	
Assigned To	Bill Seline
Critical Tasks	<input type="checkbox"/> Review other fire department wellness programs. <input type="checkbox"/> Discuss possibilities with employees. <input type="checkbox"/> Determine if the budget will support a program. <input type="checkbox"/> Implement new wellness program.
Funding Estimates	Unknown.

Objective 18e	Continue to improve The District's Critical Incident Stress Management (CISM) abilities by offering training and local network improvement.
Timeframe	
Assigned To	Jerry Fowler
	<input type="checkbox"/> Meet periodically with CISM team members.

Critical Tasks	<input type="checkbox"/> Determine training needs. <input type="checkbox"/> Identify new CISM member and provide training. <input type="checkbox"/> Actively participate in The Sierra Network.
Funding Estimates	Occasional classes.

Objective 18f	Review Employee Assistance Program and consider developing a succession plan for the future.
Timeframe	
Assigned To	Jerry Fowler
Critical Tasks	<input type="checkbox"/> Review the current EAP. <input type="checkbox"/> Research other local fire department EAPs for ideas. <input type="checkbox"/> Make a recommendation for improvement.
Funding Estimates	Staff time.

Objective 18g	Improve The District's ability to mitigate residential natural gas leaks with the support of Southwest Gas.
Timeframe	2017
Assigned To	Larry Ochoa
Critical Tasks	<input type="checkbox"/> Meet with employee's association. <input type="checkbox"/> Purchase gas shut off devices for each first-out engine. <input type="checkbox"/> Have Southwest Gas provide training to all members. <input type="checkbox"/> Develop a Lexipol guideline.
Funding Estimates	\$2k.

Objective 18h	Develop a regional rescue team to fill the void of regional expertise and system of training and response.
Timeframe	2017
Assigned To	Dave Fichter
Critical Tasks	<input type="checkbox"/> Develop and meet with team members from local FDs. <input type="checkbox"/> Determine training needs. <input type="checkbox"/> Make recommendations to chiefs. <input type="checkbox"/> Establish standards, call out procedures, and current team list.
Funding Estimates	Occasional classes, equipment, and staff time.

Objective 18i	Implement a voluntary employee recognition committee to make recommendations to The Chief on implementing formal recognition activities.
Timeframe	
Assigned To	Seline
	<input type="checkbox"/> Ask for volunteers and conduct regular meetings.

Critical Tasks	<input type="checkbox"/> Conduct online surveys of employees when necessary. <input type="checkbox"/> Chief will evaluate recognition ideas from the committee for approval.
Funding Estimates	Unknown.