

# North Lake Tahoe Fire Protection District



## **Strategic Plan**

**2005-2009**



# North Lake Tahoe Fire Protection District Strategic Plan 2005

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## Message from the Fire Chief

### Executive Summary

The North Lake Tahoe Fire Protection District conducts strategic planning to establish focus, direction and continuity; and to ensure public accountability.

Each year, the steering committee reviews progress on the ongoing implementation of the strategic plan and reports to the North Lake Tahoe Fire Protection District Board of Directors.



The purpose of the strategic plan is to maximize opportunities and enhance the quality of performance by the NLTFPD for the North Lake Tahoe Region, while demonstrating public accountability with priorities and objectives that are measurable and meaningful.

The strategic plan is a vehicle to bring consistency and continuity to the district and provide the flexibility to respond appropriately to internal and external opportunities and issues.

Welcome to our 2005 Strategic Plan. Our fire district is always working forward to improve our service to Incline Village and Crystal Bay. In 1959 the community requested us to provide emergency services; today we are asked to continue to provide improved and diversified service.

James N. Linardos  
Fire Chief



## Message from the Board of Directors

Every successful business, both public and private, goes through a periodic strategic planning process. This process sets the stage for future actions in improving customer service, changing the product line, expanding marketing directions, modifying its organization, etc., that will allow the company to grow even larger. This same long term strategic planning process is also a very useful tool for government agencies, such as our Fire District.



As one of five board members, I was assigned to represent both the Board of Directors and the local community's interest in this strategic planning process. In fact, it was an honor and privilege to do this. After five 4 hour intensive meetings, I believe the steering committee thoroughly developed the 2005 NLTFPD Strategic Plan that will be effective and valid for at least four years. As stated throughout this plan, the Fire District wants to provide the best and most appropriate level of emergency service as expected by the local residence and visitors in as a cost effective manner as possible.

Another important element is the Fire District's willingness to participate in the Incline Village and Crystal Bay Vision planning process where local citizens are trying to define the strategic direction of the village for the next 20+ years. All the Lake Tahoe residents, businesses, government agencies, plus many outside interests are also in the process of doing the same for the Lake Tahoe Basin via the Pathway 2007 project. Again the Fire District is participating on a basin wide basis, where appropriate, to protect and service one of the most recognizable and utilized recreation areas in the world.

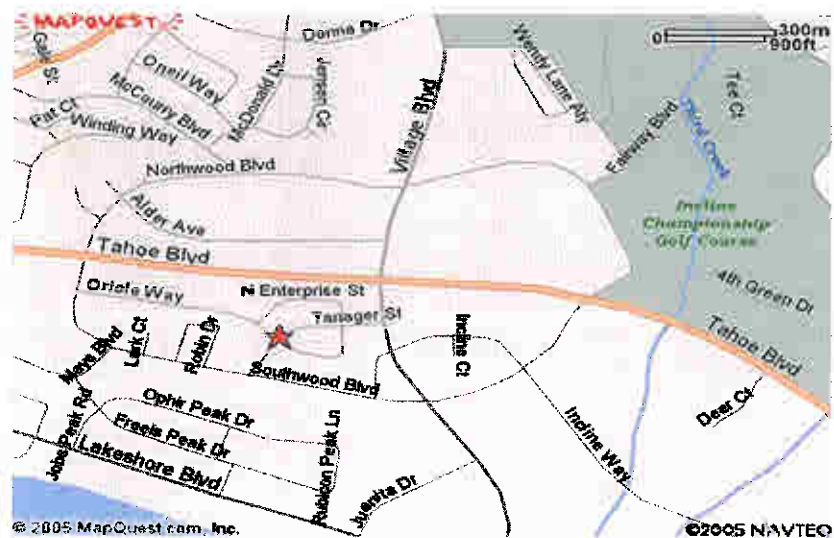
In summary, the NLTFPD is proud to be a leader in fuels management, for setting a very high standard in emergency services and for its progressive roll in fire prevention and suppression. The NLTFPD is also willing to listen to its customers and constituents to provide the best and most appropriate emergency services as expected by the dynamic need of the community it serves.

Wayne Fischer  
Board of Directors



## Purpose of the Strategic Plan

- The North Lake Tahoe Fire Protection District strategic plan's implementation drives the planned changes needed to achieve the desired future state of the organization as stated in the vision statement.
- The plan maps the organization's focus on producing effective decisions and actions that further the organization's mission, meet its mandates and satisfy key stakeholders.
- The plan is not a substitute for leadership. The sponsors of the planning committees are the key decision-makers and process champions committed to the strategic process.





## The Strategic Plan Steering Committee

- Steve Baker
- Mike Brown
- Bryan Calder
- Sharon Cary
- Mike Cowan
- Wayne Fischer
- Jeff Herrick
- Jeanne Hodgins
- Jim Linardos
- Chris Magenheimer
- Greg McKay
- Pete Mulvihill
- Tia Rancourt
- Jeff Sambrano
- Mike Schwartz
- Tom Smith
- Scott Sutter
- Norb Szczurek



## Our Mission, Values and Vision

### **Mission**

The Mission of the North Lake Tahoe Fire Protection District is to Protect Life and Property through efficient delivery of quality community services.

### **Core Values**

We serve with Professionalism, Respect, Teamwork and Safety. We earn trust through integrity.

### **Vision**

Our vision is to continuously improve our service to exceed the dynamic needs of our unique community.



**807 Alder Structure Fire 11.10.05**



## Our Goals

- Continuously improve information dissemination throughout the organization and community.
- Establish and maintain a coordinated training program within our district.
- Support a culture within the organization that commits to responsibilities and follows through to completion
- Leaders provide present and future expectations, communicate direction and challenge all others to exceed expectations.
- The District operates within a dynamic structure providing all-risk services utilizing common terminology to meet the changing needs of the organization and the community.
- Provide information regarding processes, programs, events and actions. Formally document and archive for the history of the organization and future planning. This shall be implemented in accordance with federal, state and local laws and practices.
- The organization is committed to planning for the success of the District's mission and vision
- Our labor-management relations strive to be solution-oriented in an efficient and amicable manner.
- Develop a budget that is flexible, cost effective and efficient while balancing the needs of the organization to deliver expected services with fiscal responsibility to the taxpayers. Follow the mandates in Nevada Revised Statutes (NRS), Nevada Administrative Code (NAC), and Governmental Accounting Standards Board (GASB) standards.



## Strategic Goal Communications

### **Continuously improve information dissemination throughout the organization and community.**

Strategy 1.1 Explore other information distribution systems and modes for internal and external customers

Objective 1.1.1 Look at all technologies/systems to disseminate information.

Strategy 1.2 Internal communications is the first step to communications. External communications is equally important but needs internal communications to be complete and thorough.

Objective 1.2.1 Ensure individual responsibility for internal communications through daily checks of e-mail messages and pager use.

Objective 1.2.2 Ensure that the District's e-mail and electronic data systems are functioning with repairs made within 24-hours of problem discovery and notification.

Objective 1.2.3 Audit, evaluate and upgrade current Information Technology program.

Objective 1.2.4 Establish an internal "press release" program to distribute information to NLTFPD members. Division and team leaders are responsible for updating all NLTFPD members of activities within their area of responsibility.

Strategy 1.3 Simplify non-essential information and expedite time sensitive information. Build an information triage system.

Objective 1.3.1 Reestablish the District's quarterly newsletter.

Objective 1.3.2 Define and reestablish the District's formal Memo, SOG and General Orders system.

Modify the web site design to permit updates to be made by NLTFPD members.



## Strategic Goal Communications

### **Continuously improve information dissemination throughout the organization and community.**

Strategy 1.4 Develop an external communications protocol system that can be available to the entire organization.

Objective 1.4.1 Produce an SOG on the use of press releases, web site updates, community email message broadcasts, emergency alert system (EAS) and recorded telephone message lines.

Objective 1.4.2 Conduct customer post-incident surveys, focus groups and employee exit interviews to determine customer satisfaction.

Strategy 1.5 The North Lake Tahoe Fire Protection District Website shall be the primary and central district external information source.

Objective 1.5.1 Review and expand the District's web site information, links.

Objective 1.5.2 Modify the web site design to permit updates to be made by NLTFPD members.

Strategy 1.6 Provide the community with a Disaster Preparedness Plan.

Objective 1.6.1 Produce a brochure for the community detailing Disaster Preparedness Planning recommendations.

Objective 1.6.2 Provide Disaster Preparedness information on the District's web site for use by the community to plan for emergencies.



## Strategic Goal Training

### **Establish and maintain a coordinated training program within our district**

Strategy 2.1 Analyze and deliver the service needs of our community, both mandated and expected, and our ability to meet those needs.

Objective 2.1.1 Analyze call data to determine the community's service demands.

Objective 2.1.2 Research and document mandated training.

Objective 2.1.3 Participate in the "Incline Vision" planning process.

Strategy 2.2 Establish training standards of competency.

Objective 2.2.1 Using the BOD approved "Organizational Statement," develop a training program to implement the required services.

Strategy 2.3 Establish who within the organization is responsible for providing and documenting training that meets the department standards of competency.

Objective 2.3.1 Develop SOG for this subject.

Strategy 2.4 Designate a training entity and provide enforcement with accountability incorporated.

Objective 2.4.1 Assign a member to assume training responsibility with accountability.

Objective 2.4.2 Develop an annual training plan.



## Strategic Goal Accountability

### Support a culture within the organization that commits to responsibilities and follows through to completion.

Strategy 3.1 Continuously improve, re-educate and utilize the performance management system that sets clear expectations and enforces policies to create an organization that is accountable, through training, implementation, consistent follow through and appropriate feedback and review.

Objective 3.1.1 Reevaluate the current performance management system in order to streamline and update the program.

Objective 3.1.2 Build a clear, concise job performance criteria for each position.

Objective 3.1.3 Develop a training program for the performance management system produced by Objective 3.1.1.

Objective 3.1.4 Communicate and hold all employees accountable for expectations for professional conduct of our services.

### Community Information Survey



- Survey was structured to obtain community information pertaining to non-traditional services provided by the North Lake Tahoe Fire Protection District
- Survey Objectives
  - Evaluate current community services
  - Determine new services to offer to the community
- Survey Format
  - English & Spanish surveys were developed
  - Question ranking
    - 1-Very Important, 2-Important, 3-Not Important
- Survey Designations
  - Business Owner, Resident, Visitor
- Comments were requested



## Strategic Goal Leadership

### **Leaders provide present and future expectations, communicate direction and they challenge all others to exceed expectations.**

Strategy 4.1 Leadership will identify future leaders and develop them through mentoring, coaching, education and experience to take on more responsibility.

Objective 4.1.1 Provide employees with information on leadership training programs available internally and externally.

Objective 4.1.2 Formalize chief officer, company officer, fire apparatus operator, paramedic and firefighter training programs.

Objective 4.1.3 Formalize mentorship programs that parallel Objective 4.1.2.

Objective 4.1.4 Explore tuition reimbursement program.

Strategy 4.2 Leadership drives and responds to the organization's focus on continuous improvement encouraging the use of teams and advocating participative management.

Objective 4.2.1 Establish team reporting and accountability processes.

Strategy 4.3 Leadership communicates the vision, or future desired state of the organization to internal and external customers.

Objective 4.3.1 The Fire Chief will provide annual "State of the District" presentations to full-time employees.

Objective 4.3.2 Conduct bi-monthly Captain's Meetings with the Fire Chief and the Assistant Chief-Emergency Operations. Adjust meeting schedule to meet the operational needs of the District.



## Strategic Goal Leadership

**Leaders provide present and future expectations, communicate direction and they challenge all others to exceed expectations.**

Strategy 4.4 Leadership leads by example and is committed the mission, vision and values of the district applying the principles of situational leadership toward continuous improvement of the organization.

Objective 4.4.1 Provide the Blanchard model situational leadership training to all supervisory staff. Explore utilizing the "One-Minute Manager" for performance evaluations.

Strategy 4.5 Leadership will encourage informal leaders throughout the organization in achieving the Fire District's vision, values and mission.

Objective 4.5.1 Provide coaching for members and encourage success by recognizing success.



**Structure Training - 5th Green, 3-05**



## Strategic Goal Organization Structure

**The district operates within a dynamic structure providing all-risk services utilizing common terminology to meet the changing needs of the organization and the community.**

Strategy 5.1 Continually evaluate the organization's structure through employee and community input to focus on achieving the district's vision, values and mission.

Objective 5.1.1 Utilize the National Incident Management System (NIMS) to manage all emergencies both inside the District and to facilitate coordination with all mutual and automatic aid agencies.

Objective 5.1.2 Produce and distribute an up-to-date organization chart to all employees defining the "chain-of-command" for the District.

Objective 5.1.3 Provide updated, formal job descriptions for all positions.



**What does the community want, need, deserve?**



## Strategic Goal Documentation

**Information regarding processes, programs, events and actions are formally documented to be archived for the history of the organization and future planning. This shall be implemented in accordance with federal, state and local laws and practices.**

Strategy 6.1 Document and archive financial, operations, human resources, fire prevention, historical and Board of Directors required information and maintain in a safe and effective manner. Store data whenever possible in electronic format, and destroy all non-essential paperwork.

Objective 6.1.1 Research requirements and technology for a record retention program.

Strategy 6.2 Write policy approved by the Board of Directors for documentation/ record keeping delineating confidentiality versus public information.

Objective 6.2.1 Design a policy for record retention.

Strategy 6.3 Provide an annual report.

Objective 6.3.1 Produce an annual report distributed to all employees and the community.

Strategy 6.4 Record and define programs, collateral duties and individual responsibilities to the degree that they can be handed off to another employee and implemented.

Objective 6.4.1 Program leaders develop an operations guide for their respective tasks using a predetermined template.



## Strategic Goal Planning

**The organization is committed to planning for the success of the District's mission and vision.**

Strategy 7.1 Develop and maintain a strategic plan with input from all levels of the organization and the community.

Objective 7.1.1 Complete the 2005-2009 Strategic Plan.

Objective 7.1.2 Participate in the "Incline Vision" process for long-term planning.

Strategy 7.2 Implement annual operating plans for each element of the District to implement the Strategic Plan.

Objective 7.2.1 Establish assignments to equitably distribute workload.

Objective 7.2.2 Produce annual plans for each of the following areas: (Assignments noted below are tentative.)

- EMS – Chief Brown
- Fire Suppression – Chief Brown
- Rescue – Chief Brown
- HazMat – Chief Brown
- Training/Recertification – Chief Brown
- Dispatch Administration – Chief Brown
- National Mutual Aid Agreements – Chief Linardos
- Automatic Aid Agreements – Chief Linardos
- Budget/Financial Policy – S. Cary
- Apparatus Planning – Chief Linardos
- Government Interface – Chief Linardos
- Internal Communications – T. Rancourt
- Facilities – Chief Sutter
- Fleet Maintenance – Capt. Magenheimer
- Human Resources – S. Cary
- Labor/Management Relations – Chief Linardos
- Data Management – Chief Brown
- Special Events – T. Rancourt
- Fuels Management – Chief Szczurek
- Community Safety, Education and Communications – T. Rancourt
- Community Emergency Preparedness – Capt. Magenheimer
- External Communications – T. Rancourt
- Code Administration – Chief Brown
- Fire Prevention – Chief Brown



## Strategic Goal Planning

**The organization is committed to planning for the success of the District's mission and vision.**

Strategy 7.3 Implement recommendations and elements of the previously prepared "NLTFPD Wildfire Risk/Hazard Assessment," Citygate Associates "NLTFPD Standard of Cover Analysis" and Rolf Jensen & Associates "Fire Prevention Program Assessment Report" special studies that are linked to the District's strategic plan.

Objective 7.3.1 Develop annual operational, administrative and fire prevention division plans to implement these special studies recommendations.

Strategy 7.4 Managers are responsible for the implementation, evaluation and adjustment of action plans efficiently and responsibly.

Objective 7.4.1 Refer to objectives under Strategy 7.2 above.

Strategy 7.5 Meet all statutory and regulatory requirements to protect the District and its customers.

Objective 7.5.1 Develop a Board of Director approved "Organization Statement" congruent with NFPA 1500.

Objective 7.5.2 Update compilation of mandates from previous Strategic Plan.

Objective 7.5.3 Continue to follow other mandates as required by law.

Strategy 7.6 Explore possibilities for formal Fire and EMS accreditation for the District.

Objective 7.6.1 Review accreditation standards and decide whether to pursue action plan.



## Strategic Goal Labor-Management Relations

**Our labor-management relations strive to be solution-oriented in an efficient and amicable manner.**

Strategy 8.1 Involve Local 2139, non-represented employees, staff and Board of Directors to discuss issues that affect terms and conditions of employment.

Objective 8.1.1 An interest-based approach will be the initial philosophy applied in negotiations.

Objective 8.1.2 Meet with Local 2139 and staff at least twice a year.

Objective 8.1.3 Quarterly safety meetings with Local 2139 and staff will be conducted and minutes produced.





## Strategic Goal Budget

**Develop a budget that is flexible, cost effective and efficient while balancing the needs of the organization to deliver expected services with fiscal responsibility to the taxpayers. Follow the mandates in Nevada Revised Statutes (NRS), Nevada Administrative Code (NAC) and Governmental Accounting Standards Board (GASB) standards.**

Strategy 9.1 Provide user friendly easy to understand budget for the organization. Allow for responsiveness to dynamic service demands while being financially responsible to the Board of Directors and Community.

Objective 9.1.1 Produce a budget reflective of the Strategic Plan.

Action Plan 9.1.1.1 Provide annual budget calendars to Board Members and employees.

Action Plan 9.1.1.2 Utilize the Budget Team to prepare the initial draft budget. All elements of the budget must be connected to the Strategic Plan.

Action Plan 9.1.1.3 Staff initially approved the draft budget and forwards to the Board of Directors.

Objective 9.1.2 Streamline the purchasing process.



# Our Customers and Stakeholders





## Assessment Summary of Environment Scan (SWOTs)

### Strengths (Internal)

- Good employees; competent, nice and dedicated
- Knowledgeable Prevention Staff
- Leadership that empowers employees
- Public Education
- Labor- Management Relations
- Professional Educational Opportunities
- Excellent patient care (high survival rate)
- Fuels Management Program
- Fire prevention
- State-of-the-art tools and equipment
- Excellent community support
- Outstanding customer service culture
- Good tax base
- Large pool of talented employee prospects
- Quick response to customer's questions
- Excellent interagency cooperation
- Environment encouraging employee input



**Responsive to Community's Needs**



## Assessment Summary of Environment Scan (SWOTs)

### Weaknesses (Internal)

- Lack of formal training program
- Lack of accountability
- Lack of consistent apparatus staffing
- Inadequate manpower levels
- Lack of succession planning/mentoring
- Lack of record keeping policy
- Lack of final safety policy
- Communications
- Shift Schedule
- Cynicism
- Shift Continuity
- Lack of Diversity
- Lack of evaluation and rewards
- Attitude of prevailing rights
- Challenge to chain of command
- Fire prevention needs more inclusion into operations
- Limited funding
- Lack of integration among divisions



## Assessment Summary of Environment Scan (SWOTs)

### Opportunities (External)

- Great community support and goodwill
- Inter-agency relationships
- Grants
- Community health
- Service groups
- National attention on Lake Region
- Accreditation program
- Rates (ISO)
- Federal, State and Local agreements
- Recruit for diversity
- Homeland security
- Parasol; Collaboration & partnerships with non-profits
- Embrace new technology
- Marketing to the community
- Community's expectation of service vs. Tolerance of risk
- Community input on District's service level

### Survey - Questions



Please rate the following services as to their value to your community.

1=Very Important, 2=Important, 3=Not Important

1. Community health services, including CPR classes, blood pressure checks, blood drives and inoculation programs
2. Elementary and middle school fire education programs
3. High school safety programs, including substance abuse and anti-smoking campaigns
4. Bi-lingual fire safety and CPR
5. Community safety programs, including water safety, winter survival and baby sitter certification
6. Wildland fire reduction programs
7. Requests for assistance, including home, vehicle, person
8. Animal / pet rescue
9. Elementary and middle school mentoring programs



## Assessment Summary of Environment Scan (SWOTs)

### Threats (External)

- Cost of technology
- Litigious environment
- OSHA mandates
- Property assessments
- Taxes
- Property Tax Cap
- New county / City incorporation
- Privatization
- Consolidations, reductions in health care reimbursements
- Increase in the cost of doing business
- Public perceptions
- Board of Directors
- Change in demographics (millionaires to billionaires)
- EEOC (hiring practices)
- Environmental constraints (during burns smoke issue with air quality)
- New facilities constraints (percentage of pervious land, blocking views, etc.)
- No affordable local housing for employees
- Natural disasters
- Man-made catastrophes
- Economic threats
- Major wildland fire in the District (fire suppression and reduction in tax revenue)
- Federal/State/County agencies takeover of District services
- Consolidation of services (Public or Private)
- Greed/ over-extension/ special interests
- Commercial tax base development restricted by TRPA regulations
- Tax revolt (property)
- "TABOR" type initiative



## Our Organization

### Policy and Governance Board of Directors

#### Operations; Emergency Readiness

- EMS
- Fire Suppression
- Rescue
- HAZMAT
- Training /Recertification
- Dispatch Administration
- National Mutual Aid Agreements
- Auto Aid Agreements

#### Administration

- Budget/ Financial Policies
- Apparatus Planning
- Government Interface
- Internal Communications
- Facilities
- Fleet Maintenance
- Human Resources
- Labor- Management Relations
- Data Management
- Special Events

#### Prevention

- Community Safety & Communication
- Community Emergency Preparedness
- External Communication
- Fuels Management
- Code Administration
- Fire Prevention



## Organizational Description

### History

Washoe County Commissioners formed the Fire District under NRS.354.624 in 1959. The district was administered by the Nevada Division of Forestry, by general election. The district consisted of Crystal Bay and the Lakeshore Blvd. area only. In 1962 the Fire District annexed the rest of the current district as development grew above the Mt. Rose Highway, by election of the population. In 1965 the 2<sup>nd</sup> fire station on the corner of Oriole Way and Tanager Street was built. In 1982 a tax initiative passed with 80% approval for advanced life support service (paramedics) and addition of a 3<sup>rd</sup> fire station to serve upper subdivisions. With those funds, the 3<sup>rd</sup> fire station on Mt. Rose was built and staffed.

### Major Services

Emergency Medical Services; structure and wildland fire protection; rescue services including water rescue, over the side rescue, back country snow rescue and heavy rope rescue, public education programs; and fire prevention services, including plan reviews, inspections and adoption of construction code regulations.

### Stations

Three stations service our 17 square mile district encompassing the Incline Village/Crystal Bay area. Station #11 is located at 863 Tanager Street, Station #12 is at 14 Cal Neva Drive and Station #13 is at 965 Mt. Rose Highway.





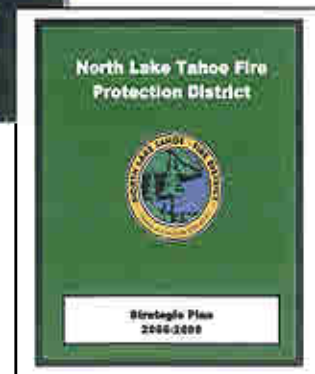
## The Strategic Planning Process

The North Lake Tahoe Fire Protection Strategic Planning process is adapted from the book "*Strategic Planning for Public and Nonprofit Organizations*" (Bryson, 1995).

The Bryson model of strategic planning for nonprofit organizations was used by the North Lake Tahoe Fire Protection District in 1995, and again in 2000.

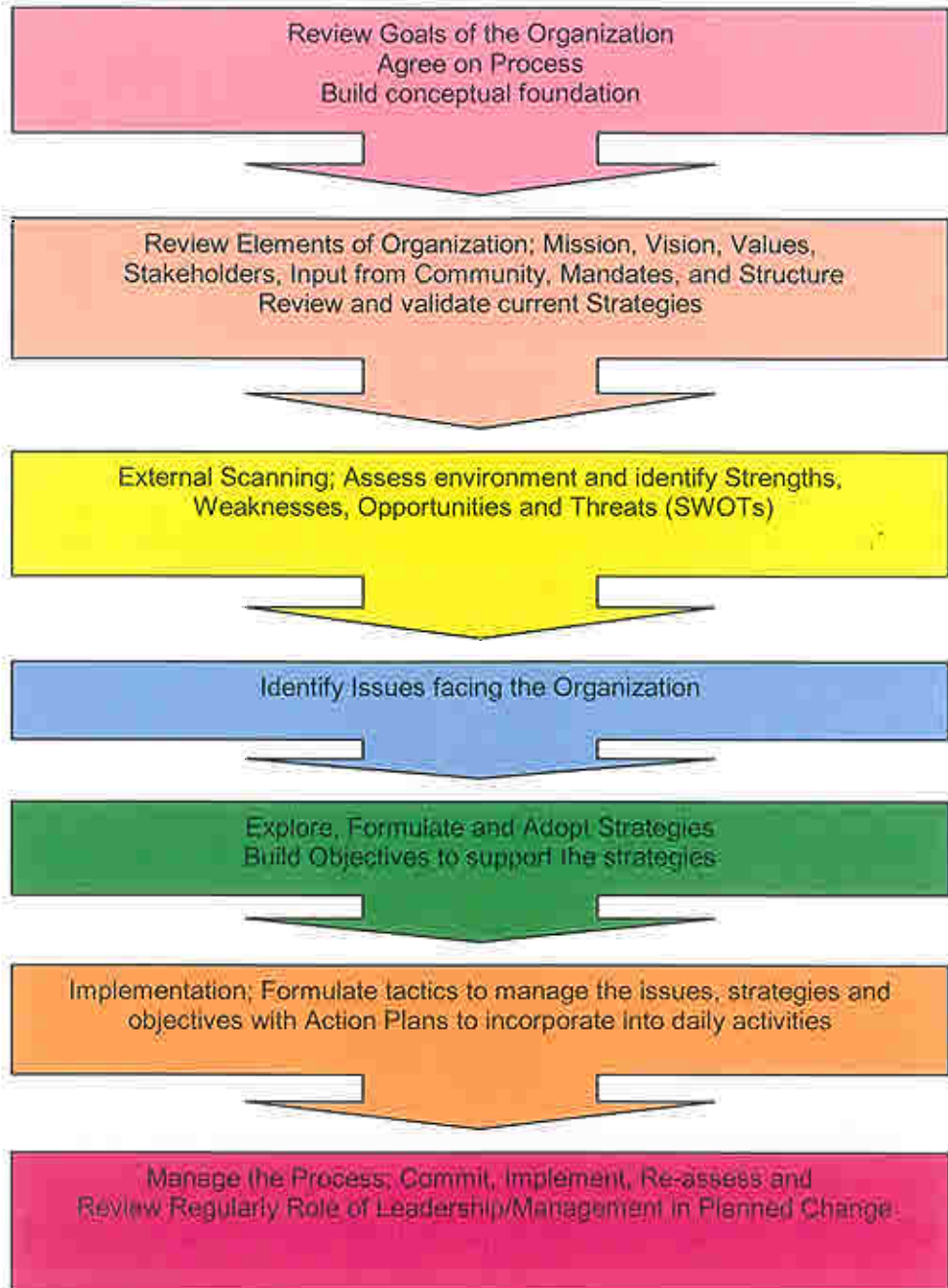
The process takes approximately three days to develop or update the strategic plan depending on participants and environmental needs.

The goals, strategies and objectives are linked to the annual operational business plan and updated monthly through action plans.





## The Strategic Planning Process





## Description of Strategic Plan Elements

### **Mission**

The mission states the reason for an organization's existence. It succinctly identifies what the organization does, why, and for whom it does it.

### **Core Values**

The human factors that drive the conduct of an organization and that function as a guide to the development and implementation of all policies and actions. They are a summary of the operating philosophies that will be used in fulfilling the mission and vision. The values statement identifies how an organization conducts itself and what systems of values it wishes to operate under, with both internal and external stakeholders.

### **Vision**

An organization's "vision of success" outlines what it should look like as it successfully implements its strategies and achieves its full potential. It is an inspiring picture of what the organization would like to become beyond today. It is not bound by time; it represents continuing purposes, and serves as a foundation for a system of strategic planning.

### **External Stakeholder**

An external stakeholder is any person or group outside an organization that can make a claim on the organization's attention, resources, or output or is affected by the organization's output.

### **Internal Stakeholder**

An internal stakeholder is any person or group inside the organization that can make a claim on the organization's attention, resources, or output or affects or is affected by the organizations output.



## Description of Strategic Plan Elements: SWOTs

### **Internal Strengths**

Internal strengths are resources or capabilities that help an organization accomplish its mandates or plans.

### **Internal Weaknesses**

Internal weaknesses are deficiencies in resources and capabilities that hinder an organization's ability to accomplish its mandate or plans.

### **External Opportunities**

External opportunities are outside factors or situations that can affect your organization in a favorable manner.

### **External Threats**

External threats are outside factors or situations that can affect your organization in a negative manner.

### **Goal**

Issue-oriented statements that reflect realistic priorities of the organization and chart the future direction by focusing actions toward clearly defined strategies and policy intention. A long-term organizational target or direction of development. It states what the organization wants to accomplish or become over several years.

### **Strategy**

The means by which an organization wants to accomplish goals. Specific courses of action that are undertaken by the organization to accomplish its goals. They indicate how the goals will be achieved.

### **Objective**

A measurable target that must be met on the way to attaining a strategy. An objective is a specific and measurable target for the accomplishment of a strategy. They mark the interim steps toward achievement of the mission and goals and set the direction for strategies.

### **Action Plan**

A plan for daily operations prioritizing and achieving proposed objectives.



## Compilation of Mandates M-1 thru M-5

	Mandates	Source: Character, Policy, Rules, Norms, Etc.	Key Requirements	Effects on Organization
<b>M-1</b>	<b>Union Contract</b>	<b>Contract</b>	<b>Financial Benefits (As needed – 2009)</b>	<b>Employees; Day-to-day issues.</b>
<b>M-2</b>	<b>NRS 618 (SIIS) 288 (Labor) 332 (Purchases) 354 (Finance) 474 (Fire District) 477 (State Fire Marshal)</b>	<b>Law &amp; Nevada Administrative Code (N.A.C.) Record Retention</b>	<b>Governing Operations (The big picture)</b>	<b>Audits &amp; Safety Heart &amp; Lung (Big “who we are”)</b>
<b>M-3</b>	<b>National Fire Protection Association 1500</b>	<b>Guidelines</b>	<b>Risk Management; Health &amp; Safety</b>	<b>Entire Operations Fire Prevention Suppression /Training</b>
<b>M-4</b>	<b>National Fire Protection Association Standards</b>	<b>Guidelines (Some are laws as defined in NAC 477)</b>	<b>Peer Review Methodologies</b>	<b>Entire Operations Fire Prevention Suppression /Training</b>
<b>M-5</b>	<b>Americans with Disability Act</b>	<b>Law</b>	<b>Enhanced Access</b>	<b>Construction Hiring Public Access</b>



## Compilation of Mandates M-6 thru M-10

	Mandates	Source: Character, Policy, Rules, Norms, Etc.	Key Requirements	Effects on Organization
M-6	<b>Equal Employment Opportunity Commission (E.E.O.C.) Affirmative Action</b>	Law	<b>Fair &amp; Ethical Employment Practices Diversity</b>	<b>The way we respect and accept each other and our differences (race, sex, religion, disability, etc.) *</b>
M-7	<b>Family Medical Leave Act</b>	Law	<b>Holds Jobs Open</b>	<b>Scheduling Hold Jobs</b>
M-8	<b>Fair Labor Standard Act</b>	Law	<b>Money Hours Worked</b>	<b>Significant Fiscal Impact</b>
M-9	<b>Sara Title III</b>	<b>Federal &amp; State Laws</b>	<b>Community Right to Know</b>	<b>Information (Data) Communications Safety</b>
M-10	<b>Financial GASB DOT</b>	<b>Law Standards</b>	<b>Reporting Budget</b>	<b>Money</b>

**Comments:**

\* "We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, among these are Life, Liberty and the pursuit of Happiness."



## Compilation of Mandates M-11 thru M-16

	Mandates	Source; Character, Policy, Rules, Norms, Etc.	Key Requirements	Effects on Organization
M-11	<b>Emergency Medical Services (EMS) Nevada Rev. Statute (NRS) 450.B</b>	Law	<b>Must provide ALS (Advanced Life Support); by vote of people in 1962</b>	<b>Loss of service, Loss of revenue</b>
M-12	<b>Advanced Life Support Ambulance &amp; Sta. 13</b>	<b>Local Bond Ballot Issue Law</b>	<b>Respond 90% of the time within 4 mins.</b>	<b>Broadened our Delivery System</b>
M-13	<b>29 Code Federal Regulation (CFR) 1910 Occupational Safety &amp; Health Administration (OSHA)</b>	Law	<b>Hazardous Materials "2 in 2 out"; Infectious Control Confined; Space Respiration Protection.</b>	<b>Training response Compliance/ monitor through the District.</b>
M-14	<b>Insurance Service Organization (ISO)</b>	<b>Industry Standard</b>	<b>Water, Staffing, History, Training Equipment.</b>	<b>Through entire organization.</b>
M-15	<b>Emergency Management Disaster Preparedness</b>	<b>Norm Public Expectation</b>	<b>Disaster Mitigation Prepare Public Environment Notification Communication</b>	<b>Communication network, Pre-Planning</b>
M-16	<b>Agreements Federal, State &amp; Local</b>	<b>Norm &amp; Contracts, LT Regional Fire Assoc., Sierra Front Cooperation, NLT Office Emergency Service (NV &amp; CA)</b>	<b>Mutual/Auto Aid, Offsite Response, Contract Management</b>	<b>Increase Response, Increase Training, Economics, Increase Resources</b>

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