



# Truckee Meadows Fire Protection District

## FY25-27 Strategic Plan

### MISSION

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

### CORE 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.

## OUR VISION

We strive to be an organization that is:

- Progressive 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.


## STRATEGIC GOALS & IMPACTS

<p><b>1. SERVING THE NEEDS OF OUR COMMUNITY</b></p> <p>Provide exceptional service to citizens of our community through collaborative, regional approaches.</p>	<ul style="list-style-type: none"> <li>• Identify and define closest appropriate unit response for critical incidents</li> <li>• Continue to build appropriate response models with support of volunteers</li> <li>• Financially self-sustaining District-wide medic program</li> <li>• Permanent REMSA franchise agreement</li> <li>• Regional operations practices standardized with all agencies at the table</li> <li>• Improved aide agreements</li> <li>• Common CAD</li> <li>• Triad Hazmat model for all specialty teams (training &amp; deployment)</li> </ul>
<p><b>2. BUILD A SAFER, MORE RESILIENT COMMUNITY &amp; WORKFORCE</b></p> <p>Deliver consistent risk prevention education and engagement with the community and the TMFPD workforce.</p>	<ul style="list-style-type: none"> <li>• 75% inspections on existing occupancies</li> <li>• 50% of target populations / facilities provided CRR programming</li> <li>• Public education on managing fire reduction</li> <li>• Updated County-wide CWPP</li> <li>• 100% of positions have task books or desk manuals</li> <li>• Eliminate interoperability internal silos</li> <li>• Formal succession plan complete</li> <li>• Implement annual PT competition</li> <li>• Implement wellness training / screening for all staff</li> </ul>
<p><b>3. CREATING A SUSTAINABLE FUTURE FOR TRUCKEE MEADOWS FIRE PROTECTION DISTRICT</b></p> <p>Maintain fiscally responsible and environmentally sustainable operations that meet current and future projected service needs for a growing region.</p>	<ul style="list-style-type: none"> <li>• 16-20% Ending Fund Balance</li> <li>• 40% Other Revenue funding (non-property/CTAX) as a percent of General Fund</li> <li>• Balanced budget with ending fund balance growth YoY</li> <li>• Wildland mitigated NV Energy funding &lt;50%</li> <li>• Complete construction of Stations 32, 37, 38, 46</li> <li>• Begin planning new facilities at North Valleys</li> <li>• Utilize SOC and Capital Plan to determine future needs</li> <li>• +10 additional diverse recruiting channels</li> <li>• +10 high school job fairs attended</li> <li>• Increase in percent of protected classes within TM</li> <li>• 100% operational Regional CAD</li> <li>• Boundary drop policy for life-threatening emergencies</li> <li>• *Depending on awards* 50% of facilities have funding for alt energy sources</li> <li>• 1 EV obtained</li> <li>• Program in place to reduce carbon footprint</li> </ul>



Strategic Goals	What We Are Doing (FY25-27 Objectives)	FY25 Initiatives (* indicates Strategic Move)
 <p><b>SERVING THE NEEDS OF OUR COMMUNITY</b></p>	<p><b>Service Delivery</b></p>	<p><b>*External Dispatch:</b> Collaborate regionally for closest appropriate unit response for critical incidents to expedite service delivery.</p> <p><b>*Response Model:</b> Develop quick response vehicles to match patient needs on non-suppression calls.</p> <p><b>*Standard of Cover:</b> Complete new Standard of Cover for Truckee Meadows Fire Protection District.</p> <p><b>*Internal Dispatch:</b> Improve dispatch process to decrease response times and ensure appropriate resource allocation.</p> <p><b>Volunteers:</b> Build appropriate response models and support services for volunteers.</p>
	<p><b>EMS / Medical</b></p>	<p><b>*Transport Authority:</b> Achieve long-term memorialized transport authority in partnership with REMSA Franchise Agreement.</p> <p><b>*Non-Suppression Resources:</b> Establish increased depth of non-suppression resources to free up suppression resources (budgetary, sideboards, decentralized command).</p> <p><b>*EMS Succession:</b> Establish the model for EMS Division successionship, including DC, coordinators and FTO's.</p> <p><b>EMS Pathways:</b> Identify pathways of paramedic training and predetermined assessment center dates.</p>
	<p><b>Regional Collaboration</b></p>	<p><b>*Regional Practices:</b> Engage regional partners to establish regional practices and training to meet/match deployment.</p> <p><b>*Common CAD:</b> Support implementation of new CAD to improve service delivery.</p> <p><b>Green Waste:</b> Establish regional partnerships for green waste programs.</p> <p><b>Operations &amp; Deployment:</b> Update and expand automatic and mutual aid agreements to match service delivery needs.</p>
	<p><b>Specialty Response</b></p>	<p><b>*Tech Rescue:</b> Evaluate the need for and work towards establishment of a formal technical rescue program within TMFPD.</p> <p><b>*Regional Deployment:</b> Model regional team deployment after Triad Haz-Mat in WET/Tech rescue programs.</p> <p><b>Training:</b> Increase frequency of regional training events such as WET and Night Ops.</p> <p><b>Triad Team:</b> Increase use of Triad Haz-Mat team through education to chief officers, line staff, and dispatch processes.</p> <p><b>Heavy Equipment:</b> Funding and training for the heavy equipment program.</p>
 <p><b>BUILD A SAFER, MORE RESILIENT COMMUNITY &amp; WORKFORCE</b></p>	<p><b>Community Risk Reduction</b></p>	<p><b>*Public Messaging:</b> Provide targeted and consistent fire and life safety messaging to residents and visitors.</p> <p><b>Education Programs:</b> Evaluate and develop community education programs, in alignment with SOC.</p> <p><b>Fire-Wise:</b> Host networking events to develop Fire-Wise communities.</p>
	<p><b>Employee Development</b></p>	<p><b>*HR Leadership:</b> Implement training for all supervisors in HR leadership (performance mgmt, discrimination, hiring practices, workplace violence, etc.)</p> <p><b>*TM Leadership:</b> Formalize a 3-year succession plan.</p> <p><b>*Career Maps:</b> Draft and implement career maps for all positions.</p> <p><b>*Engagement:</b> Develop and launch employee engagement survey.</p> <p><b>Early Development:</b> Create formal pathways for early employee development, inclusive of years 1-3, post-probation, and EDS/ODS.</p> <p><b>Position Guidebooks:</b> Develop missing position task books and desk manuals for leadership positions.</p>
	<p><b>Employee Wellness</b></p>	<p><b>*Wellness Screening:</b> Implement a wellness training and screening for all staff members.</p> <p><b>*PT Competition:</b> Develop and host annual PT competition (ex. Fit as a Rookie).</p> <p><b>*Resiliency Training:</b> Implement an annual resiliency training.</p> <p><b>*Financial Literacy:</b> Increase employee's financial literacy through new training programs.</p> <p><b>*Retirement Exit Strategy:</b> Implement programs for near-retirees and their families at the 5, 3, and 1 year marks from date of retirement.</p>



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 <p><b>CREATING A SUSTAINABLE FUTURE FOR TRUCKEE MEADOWS FIRE PROTECTION DISTRICT</b></p>	<p><b>Financial Sustainability</b></p>	<p><b>*Financial Diversity:</b> Explore non-traditional revenue sources such as expanding grant funding opportunities.</p> <p><b>*5Yr Plan:</b> Develop a 5-year financial plan with projections updated annually.</p>
	<p><b>Infrastructure</b></p>	<p><b>Wildland Funding:</b> Diversify Wildland division revenues to be self-sustaining indefinitely.</p> <p><b>Spending:</b> Develop ranking mechanism to prioritize expenditures to mission critical.</p> <p><b>*Capital Plan:</b> Formalize capital plan to include sources of 5-year funding and update annually.</p> <p><b>Facility Security:</b> Improve physical security (fences, gates, electronic card entry) of all facilities.</p>
	<p><b>Recruitment &amp; DEIB</b></p>	<p><b>*Nationwide Outreach:</b> Develop a nationwide recruiting outreach program.</p> <p><b>*Joint Facility:</b> Begin planning for joint college/fire department training facility.</p> <p><b>*Apprenticeship Program:</b> Explore implementing apprenticeship program for Inspector positions.</p> <p><b>Bilingual Skills:</b> Encourage language accessibility to serve our diverse population.</p> <p><b>Signature Academy:</b> Evolve a public safety signature academy.</p> <p><b>Recruitment Platforms:</b> Enhance and expand outreach / recruitment platforms to increase the number of qualified, diverse candidates.</p>
	<p><b>Political &amp; External Involvement</b></p>	<p><b>*County Services:</b> Plan additional areas of service for the District to take in-house.</p> <p><b>(Board Initiative) Annexation:</b> Develop District's position regarding annexation.</p> <p><b>Regional Involvement:</b> Strengthen our position in- and advocate for certain services and issues with regional, state, and federal partners.</p>
	<p><b>Environmental Sustainability</b></p>	<p><b>*Recycling Program:</b> Establish agency recycling effort for all TM facilities and stations.</p> <p><b>*Solar Funding:</b> Continue to explore and apply for grants.</p> <p><b>Tree Planting:</b> Modify landscaping at facilities to reduce water use and plant trees to offset greenhouse gas emissions.</p> <p><b>Carbon Footprint:</b> Determine TM carbon footprint and establish initiatives to reduce.</p> <p><b>Energy Usage:</b> Reduce energy usage at TM facilities and stations by appropriately installing motion detectors, LED lighting, and other technologies.</p> <p><b>Petroleum Dependency:</b> Explore options for petroleum reduction.</p>