



Smith Valley Fire Protection District
Strategic Plan
Fiscal Year 2020

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Mission Statement

It is the mission of the Smith Valley Fire Protection District to serve the citizens of our District and their property by mitigating the effects of fire, accident, and natural or manmade disasters, providing pre-hospital emergency medical services and promoting fire prevention, emergency awareness, and education. Our mission will be accomplished with respect and compassion for the people we serve and the utmost regard for the well-being of our members.

Executive Summary

Thank you for reading this document. It demonstrates that you have an interest in the future of the Smith Valley Fire Protection District.

The residents of Smith Valley are very fortunate; they have an exceptional group of dedicated, selfless volunteers that have been providing quality emergency services for seventy-five years. Ours is the only fire and emergency medical services organization in Lyon and the surrounding northwestern Nevada counties providing emergency services primarily with volunteer responders.

This is the fifth edition of this document. We have made progress in some areas and other areas we have not. The concept is generally working, and we are continuing to plan further into the future.

Our most pressing challenge continues to be recruiting and maintaining enough volunteers to meet our growing demands. We must recognize how valuable of a resource our volunteers are and do our absolute best to protect and grow that resource.

Increasing demands for Fire District resources have made it apparent that career and part-time positions are very beneficial. We need to continue to implement and plan for career employees now.

Our infrastructure is generally sound. Our fire stations currently give us the minimum space necessary. The facilities need expansion and updating in order to meet the needs of our growing community. We need to plan for and implement improvements and expansions to continue to serve our community.

Fiscally, we have a long history of sound and prudent management. Our income exceeds expenses because we are primarily volunteer-based, and the volunteers perform many tasks that would normally require outside labor. We can still save for major purchases, but our ability to do so is diminishing as costs increase faster than revenues.

This document is designed as a foundation for making decisions that affect the future of our organization. Thank you again for your interest.

Sincerely,

Michael Boudreau

President, Board of Directors
Smith Valley Fire Protection District

Introduction

The Smith Valley Fire Protection District is always working to improve our service to Smith Valley and surrounding lands. In 1945 we were established to provide emergency services; today, we are asked to continue to provide improved and diversified services.

District Description

The Smith Valley Fire Protection District is an all-risk fire and emergency medical services agency staffed primarily by volunteers. The District's volunteers and resources respond to medical emergencies, structure fires, wildland fires, motor vehicle accidents, hazardous materials incidents, and other accidents, emergencies, and incidents.

The Fire District operates an Intermediate Life Support (ILS) ambulance service. The District's two ambulances are staffed by volunteers certified as Advanced Emergency Medical Technicians (AEMTs) and Emergency Medical Technicians (EMTs).

The District's personnel provide services within the 182 square mile District, which encompasses the developed area of Smith Valley and some additional private and federally managed lands. The Fire District's personnel also respond to an additional 300 square miles of land in Lyon County outside of the District boundaries.

As stated previously, the Smith Valley Fire District is staffed primarily by volunteers. The District has six part-time paid positions, including a Fire Chief, two Administrative Assistants, an Apparatus Readiness Technician, a Fuels Management Technician, and one vacant, Assistant Chief position. An Assistant Chief, and firefighters and emergency medical technicians are volunteers. The Fire District added the part-time Apparatus Readiness Technician during the 2017/2018 fiscal year and the second Administrative Assistant and the Fuels Management Technician during fiscal year 2019/2020.

The District operates out of three fire stations, and a former fire station that houses support equipment and serves as a warehouse. The fire stations are in developed portions of the Valley to provide efficient and effective responses by our volunteers.

The Community

Smith Valley is a rural, scenic, mostly agricultural and residential community located in the southwestern part of Lyon County, Nevada. The community is described in the 2010 Lyon County Master Plan as follows:

Smith Valley is a scenic agricultural community, surrounded by mountain ranges of pinion forests, colorful canyons, and high desert vegetation. The West Walker River flows through the center of the valley, and irrigation ditches branch out to carry water to the green fields and ranches where pasture grass, grains, grass hay, and alfalfa grow. Cottonwood trees add seasonal color and mix with the native vegetation of sagebrush, wild peach, and rabbit brush. Cattle and sheep graze in the valley and surrounding mountains and are sometimes seen trailing along the roads to new feeding ground. In addition to livestock, feedlots and nursery stock businesses add to the general rural character of the region. Non-agricultural businesses located in the two village center areas of Smith and Wellington include auto repair, dental and legal services,

restaurants, bars, beauty salons, and mini markets. Residents throughout Smith Valley participate in many types of home-based businesses. Residents enjoy the agricultural fields, low-density housing, recreation on public lands, as well as, an abundance of wildlife.

The community cherishes its rural environment, beautiful sunrises, sunsets, starry night skies, and fresh air. Dressler Park, the Community Hall, and the Smith Valley Library, are examples of community pride, volunteer spirit, and the community's unique character. Historic buildings such as the Heyday Inn and Hoyer Mansion serve as links with the past. Residents of Smith Valley continue to want this rural setting with its sense of community.

However, the community is changing. It is growing, and its residents are aging. United States Census Bureau data shows that the Smith Valley CDP had a population of 1,033 with 438 housing units in the year 1990, a population of 1,425 with 609 housing units in the year 2000, and a population of 1,603 with 800 housing units in the year 2010. According to the Census Bureau, the community's median age in 1990 was 36.5 years, in 2000 it was 43.4 years, in 2010 it was 53.6 years, and the 2013-2017 American Community Survey 5-year Estimate places the median age at 56.3 years.

Lyon County Building Department records substantiate the valley's growth trend. Residential building permit data shows that there was a greater than three-fold increase in the number of single-family residential permits in 2019. Permit information for the last ten years is shown in the table below.

Table 1 – Smith Valley Residential Building Permits

Year	Residential Building Permits	
	Single-Family	Multi-Family
2019	13	0
2018	4	0
2017	3	0
2016	1	0
2015	3	0
2014	1	0
2013	3	0
2012	1	0
2011	5	0
2010	1	0

The Strategic Plan

The Smith Valley Fire District conducts strategic planning to establish focus, direction, and continuity, anticipate and plan for needs, and ensure public accountability.

The purpose of the strategic plan is to maximize opportunities and enhance the ability of the District, its personnel and resources, to provide service to the Smith Valley community and surrounding areas. The strategic plan is also intended to improve public accountability with information, goals, and strategies.

Each year the strategic plan is reviewed for progress on the ongoing implementation, to update information, goals, and strategies, and to identify and consider new opportunities and constraints.

Personnel

Recruitment and Retention

Vision: To muster sufficient numbers of adequately trained volunteer firefighters to safely and efficiently mitigate the emergencies that are within the capabilities of an organization our size. To increase the number of volunteers to a level that provides for a more efficient organization with the ability to delegate important tasks to a broader pool of willing volunteers. To increase non-volunteer personnel to supplement volunteer staffing during periods with limited volunteer response and provide for consistent administrative, management, and maintenance activities.

Table 2- Personnel Statistics

- Number of calls for service in 2019 – **182**
- Average number of volunteer emergency responders per medical aid call – **5**
- Average number of volunteer emergency responders per fire/rescue call – **5**
- Volunteer emergency responders on the roster – **18**
- Seasonal volunteer emergency responders – **0**
- Probationary volunteer emergency responders – **2**
- Reserve volunteer emergency responders – **1**
- Trainee volunteer emergency responders – **1**
- Pending volunteer emergency responder applicants – **0**
- Volunteer Auxiliary members – **4**
- Number of volunteer members with other full-time jobs – **15**
- Average volunteer age – **52 years old**
- Number of volunteers age 50 or older – **16** (57% of the volunteers)
- Number of volunteers age 60 or older – **11** (39% of the volunteers)
- New volunteer members recruited within the past 12 months – **5**
- New volunteer members in the last five years – **14**
- New volunteer members in the last five years that have stayed at least 12 months – **8**
- New volunteer members in the last five years that are still active – **10**
- Most number of years of service for an active volunteer member – **53**
- Average number of years of service for the current volunteers – **12**

Note: Information as of February 2020

Strengths, Weaknesses, Opportunities, and Challenges: Below is a Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis of Smith Valley Fire Protection District's personnel:

Strengths:

- Core group of dedicated, quality individuals
- Decades of experience
- Pride in service
- Community support
- Excellent teamwork
- Professional
- Extensive knowledge of the community

Weaknesses:

- Too few members
- Aging volunteers (see table 1)
- Difficulty in attracting new members
- Lack of a mentoring program
- Lack of enough experienced leaders

Opportunities:

- More potential volunteers are in Smith Valley
- Smith Valley Fire Protection District has the resources to augment the current recruitment and retention program
- Help is available from national and state organizations
- Help is available from a local fire agency and a Nevada Fire Chiefs SAFER grants
- More volunteers may be recruited through the school and local organizations
- More effective ways exist to communicate with the community
- More young people may be recruited through a fire cadet program

Challenges:

- Losing members to attrition
- Losing members due to organizational insufficiencies
- Continued increase in workload causing burnout
- Increased time commitments imposed by regulating agencies and standards
- Limited number of "younger" residents
- No officer development program
- Limited available revenues and competing needs
- Finding effective forms of communication to reach community members
- Volunteers' time available for the Fire District is limited, and there is competition for their time among response, training and other program needs

Discussion: For the Smith Valley Fire Protection District to continue to provide emergency services into the future, recruitment and retention must be a priority.

Goal: To increase the number of volunteers to a level sufficient to comply with National Fire Protection Association (NFPA) standards and Occupational Safety and Health Administration (OSHA) regulations that address structural firefighting.

NFPA recommends that firefighters be organized into companies (NFPA 1710, 4.3.3), and “the fire department shall identify minimum staffing requirements to ensure that a sufficient number of members are available to operate safely and effectively” (NFPA 1710, 4.3.1). The industry standard for optimal staffing of a fire engine is four personnel, with three personnel as a minimum.

OSHA procedures for interior structural firefighting require that fire attack teams consist of at least two personnel when entering hazardous atmospheres. At least two additional personnel are required to be located outside the hazardous atmosphere standing by for the assistance or rescue of the attack team (OSHA CFR 29, Standard Number 1910.134).

With these requirements in mind, the goal for the number of structural firefighters on the scene would be a minimum of fourteen: three firefighters on each of the three structure engines, two firefighter/Emergency Medical Technicians (EMT’s) on the ambulance, two water tender operators, and one incident commander.

Goal: Recruit five members per year until there are thirty active members on the roster.

Strategy: Assure that all citizens in Smith Valley know that recruitment is an on-going priority.

Tactic: Send a direct mailing once yearly to all addresses in Smith Valley.

Tactic: Advertise quarterly in local newspapers and on the local radio station.

Tactic: Make presentations to church groups, service clubs, and others annually.

Tactic: Create and distribute recruitment posters.

Tactic: Create and distribute a quarterly newsletter.

Tactic: Create a recruitment committee to assist with recruitment efforts.

Tactic: Create a welcome committee to greet, help, and befriend prospective members and new trainees.

Progress: Progress had been made with the creation of the new Assistant Chief position. The Assistant Chief was able to mentor and train recruits. Unfortunately, the Assistant Chief moved away, and we have been unable to recruit a qualified replacement. We have recruited five members in the past 12 months. However, two members and one trainee have been lost to attrition in the last 12 months, one member transitioned from regular volunteer to reserve volunteer, and one regular member took a leave of absence.

Goal: Have enough available EMS personnel to staff at least one ambulance 24 hours a day, seven days a week.

Strategy: Increase incentives for EMTs.

Tactic: Compensate EMTs for their added training and responsibility.

Tactic: Have a sufficient pool of EMTs to allow for a rotating on-call schedule for medical calls.

Progress: We added both EMTs and AEMTs since FY 16. We currently have eight EMTs and ten AEMTs on staff. However, there are times when the District experiences staffing shortages, particularly, but not exclusively, during traditional weekday working hours.

The District has increased the incentive for EMS personnel that transport patients.

Goal: Retain active, productive members.

Strategy: Provide a stimulating, challenging, rewarding, and professional atmosphere that encourages participation.

Tactic: Continue to upgrade equipment and facilities to the finest we can afford.

Tactic: Expand the current incentive program.

Tactic: Encourage, support, and compensate members willing to take on added responsibility.

Tactic: Improve the training program to train for tangible goals and create more opportunities for all members to participate (See training section).

Tactic: Formally recognize outstanding performance.

Tactic: Create a perpetual plaque recognizing members.

Tactic: Create a mentor program for new volunteer members.

Progress: Our training program improved with the addition of the Assistant Chief position. We had a program with tangible and attainable training goals. The loss of the Assistant Chief has hampered the training program.

The incentive program is providing more types of incentives with a larger total value within the constraints of IRS regulations.

There has been some progress on formal recognition of outstanding service and no progress on the creation of a perpetual plaque.

Goal: Motivate inactive, non-productive members to increase their participation.

Strategy: Learn why inactive members aren't participating more.

Tactic: Meet and discuss with inactive members to learn how to meet their needs better.

Progress: This goal was not met as of FY 19.

Leadership and Management

Vision: To provide effective leadership, manage service delivery to maintain high standards, and provide for the efficient administration of the District. To have enough, adequately trained and qualified, officers to safely and efficiently manage the mitigation of the emergencies that are within the capabilities of an organization our size.

Strengths, Weaknesses, Opportunities, and Challenges: Below is a Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis of Smith Valley Fire Protection District's leadership and management personnel:

Strengths:

- Currently have two part-time Administrative Assistant positions
- Currently have capable and experienced leadership in place
- District's current organizational structure has been adequate for the District's past and generally adequate for current needs

Weaknesses:

- Lack of a mentoring program
- Lack of enough experienced leaders within the volunteer ranks
- Lack of enough up-and-coming leaders in volunteer ranks
- Age of existing leadership
- No documented training program for leadership positions
- Difficulty in attracting qualified personnel for part-time Assistant Chief position

Opportunities:

- Smith Valley Fire Protection District has the resources to augment the current leadership personnel
- Help is available from national and state organizations
- Help may be available from other local fire agencies
- Potential to share positions with other agencies
- Potential alternatives for outside leadership and management

Challenges:

- No officer development program
- Limited available revenues and competing needs
- Budgetary constraints
- Losing leaders to attrition
- Losing leaders due to organizational insufficiencies
- Continued increase in workload causing burnout
- Increased time commitments imposed by organizational inefficiencies and insufficiencies
- Time commitment needed

Discussion: For the Smith Valley Fire Protection District to continue to provide emergency services into the future, recruitment and retention of qualified officers must be a priority. The District must initiate a serious and thorough review of strategies and measures to recruit and retain officers. It is also essential that the District identify, review, and rank in order of priority other options that the District may take to provide the necessary leadership, management, and

administrative functions. The District must make and implement a plan for the continued management of the District if it intends to maintain the current level of service in the face of aging leaders

If the District is unable to train or attract qualified officers in the near term, other options for providing the necessary leadership must be explored. The District should start examining potential options immediately to provide readily available alternatives should they be necessary. Listed in no order of priority, these options include, but are not limited to:

- Merging with another agency,
- Contracting with another agency to provide chief officer support,
- Contracting with another agency to provide chief officer support for emergency response,
- Paid-on-call positions for some officer functions, and
- Part-time employees.

Goal: To train, recruit, and retain enough qualified officers to comply with national standards and regulations.

Strategy: Motivate members to increase their level of responsibility and advance in rank.

Tactic: Create a clear, written program for advancement in rank with qualifications.

Tactic: Create a mentoring program for potential officers.

Tactic: Expand the current incentive program for officers.

Tactic: Encourage, support, and compensate members willing to take on added responsibility.

Tactic: Create a training program to train officers with tangible goals and create more opportunities for members to participate.

Goal: To explore the functionality, feasibility, and costs of alternatives to providing qualified in-house officers at a level sufficient to lead and manage the District and comply with national standards and regulations.

Strategy: Determine feasible alternatives to qualified in-house officers sufficient to lead and manage the District.

Tactic: Identify and study the feasibility of alternative forms of paid officer positions such as part-time paid positions, full-time paid positions, contract positions, and paid-on-call positions.

Tactic: Identify and study the feasibility of alternatives to in-house officers, such as contracting with another agency.

Tactic: Study the feasibility of merging the District with another fire district.

Progress: Some progress has been made with the creation of the part-time Fire Chief and Assistant Chief positions. The part-time Fire Chief can more consistently perform necessary administrative and management functions and supplement response and incident command needs. However, a part-time position is not sufficient for the Fire District's long-term needs and demands.

The part-time Assistant Chief was able to help improve the leadership function and begin to mentor members. Unfortunately, the Assistant Chief moved away, and we have been unable to recruit a qualified replacement.

Training

Vision: To train all members of our organization to minimum standards recognized at the State and National levels. To provide higher levels of training for members that demonstrate aptitude and motivation.

Strengths, Weaknesses, Opportunities, and Challenges: Below is a SWOC analysis of Smith Valley Fire Protection District's training program:

Strengths:

- The District has committed to a part-time Assistant Chief/Training Officer position.
- The District has quality classroom facilities and training equipment.
- The District has qualified in-house instructors.
- Training provides a good mix of didactic and hands-on.
- Outside training opportunities are encouraged; our training budget is sufficient to allow for volunteers to attend quality training outside of our fire district.
- Makeup training sessions are being offered to accommodate more volunteer schedules.

Weaknesses:

- The part-time Assistant Chief/Training Officer position is currently vacant, and the District has had difficulty in attracting qualified candidates.
- No minimum, documented training requirements for recruits before they respond on calls.
- No documented fire training program and out-of-date fire training requirements
- No proficiency examinations or performance standards for fire training.
- Department SOG's that require minimum attendance not enforced.
- Insufficient number of qualified officers equates to inadequate leadership for new members.

Opportunities:

- The District has an adequate training budget.
- Assistance from federal, state, local, and private agencies is available.
- Instructor level training is readily available.
- The part-time Assistant Chief/Training Officer position is supported by the Board and the volunteers.
- Alternative training programs are available (e.g., web-based)
- Contract training services are available
- The District has the opportunity to and does partner with neighboring districts

Challenges:

- Increased training requirements may alienate some members.
- An expanded training program will impact the budget.
- Meeting mandated training requirements

Discussion: Quality, performance-based training is the best death and injury prevention program.

Goal: Adhere to the recently developed goal-oriented fire training program with a flexible schedule to accommodate as many members as possible.

Strategy: Provide the opportunity for all members to become certified as Nevada Firefighter I and Firefighter II by attending in-house or nearby training.

Tactic: Continue to support the program started by the Assistant Chief/Training Officer by monitoring progress and encouraging feedback from the volunteers.

Tactic: Continue to provide Firefighter I and II training through the Mason Valley Fire Protection District

Tactic: Provide Exterior Support Firefighter (ESF) and Firefighter I Transition training programs

Strategy: Provide advanced level training to volunteers who desire to advance their skill, knowledge, and level of responsibility

Tactic: Meet with Nevada State Fire Marshall to develop a curriculum.

Tactic: Enlist outside instructors.

Tactic: Develop a schedule that accommodates interested personnel.

Strategy: Develop performance standards to document proficiency.

Tactic: Have a performance standard for all primary emergency functions that we provide.

Progress: The part-time Assistant Chief position was filled in 2014 but is now vacant. Efforts must be made to recruit a new part-time Assistant Chief, or the revised Captain level training officer with more limited duties to concentrate on training. We must reinstate the training program that was initiated, which had accountability and attainable goals.

Discussion - When to Consider Paid Staff

The Smith Valley Fire Protection District serves two kinds of customers: external and internal. The external customers are those who call for emergency service; the internal customers are the volunteers who provide that service. Any discussion of the District's status as a combination (paid and volunteer) department must consider both types of customers and the level of service we plan to deliver.

External Customers

The most rudimentary assessment of the issue would conclude that if 9-1-1 calls are being answered, then there is no need for any additional paid staff. However, further evaluation would bring to light such issues as response times, adequate staffing, and adequately trained and qualified personnel. If the District wants to maintain the current level of service in the face of aging volunteers, other options for providing the necessary staffing must be explored.

Internal Customers

Serving our internal customers is critical to the success of the organization. Recruitment, retention, training, nurturing, and mentoring are essential. The Smith Valley Fire Protection District's current volunteers represent the best that are available anywhere. We have a core group of dedicated individuals that keep this organization running in the absence of consistent leadership. Our core group is experienced, self-motivated, savvy, and has a history of making good decisions- both on and off the emergency ground. We will inevitably lose this core group to attrition. They will hopefully be replaced as a result of our recruitment program. The replacements will lack the needed experience and training to make the same quality decisions.

It will be at this juncture, when new and inexperienced members outnumber the experienced members, that the lack of experienced leaders will become evident. Consistent leadership is best provided by career staff (part-time or full-time). The part-time Fire Chief and Assistant Chief positions help develop potential officer candidates.

Providing the best possible service to our internal customers requires that we offer strong and consistent leadership, quality training, mentoring, and incentives, and a strong organizational commitment to their well-being. To provide this increased level of support to our volunteers, especially recruits, requires that we continue to plan for paid staff in addition to the Fire Chief and Assistant Chief positions. However, it is unlikely that the District and taxpayers will be able to fiscally support a career staff that will be adequate.

To achieve sustainability, the District should continue to explore options to provide the leadership and administrative support now provided by part-time staff and volunteers:

- Merging with another agency.
- Contracting with another agency to provide chief officer and administrative support.
- Contracting with another agency to provide some level of emergency response.
- Paid-on-call volunteers
- Paid-on-call positions for specific job functions.
- Per Diem part-time employees

- Part-time employees.

Vision: The Smith Valley Fire Protection District continues to proactively transition to a more robust combination organization before being forced to by crisis. The part-time Fire Chief, Assistant Chief, Apparatus Readiness Technician, Fuels Management Technician, and two Administrative Assistant positions are only the first steps in transitioning to a more functional combination organization. The District needs to plan for additional paid staff.

Goal:

Use established criteria to drive the decision on when to increase the paid personnel portion of the combination organization.

Strategy: The International Association of Fire Chiefs, Volunteer, and Combination Officers Section has produced *Lighting the Path of Evolution the Red Ribbon Report- Leading the Transition in Volunteer and Combination Fire Departments*. In this document is a section “Signals of Change” that establishes indicators for change to a combination organization. Paraphrased below are excerpts from “Signals of Change.”

Losing Experience. When attrition causes the loss of the experienced members, the risk of inexperienced members operating without effective leadership increases. This is a recipe for catastrophe.

Community Growth. As communities grow, the demand for emergency services increases.

Community Aging. An age profile that demonstrates community aging equates to more emergency medical calls per capita and fewer potential volunteers per capita.

Extended Response Times. Inadequate staffing results in longer response times when volunteers are waiting to staff apparatus.

Reduced Staffing. Inadequate staffing results in apparatus responding with less than the recommended number of firefighters; this decreases effectiveness and increases the risk of death or injury to the firefighters.

Officers Filling Lower Operational Positions. When chief officers are filling firefighter roles on emergency scenes instead of command roles, it is a “sign of serious staffing problems.”

Essential Services Not Being Provided. Fire prevention, fire inspections, community education, and wildfire safety; these are important services that are not provided adequately in Smith Valley.

Missed Deadlines. Critical administrative deadlines: grant opportunities, reports, legally required documentation, and other administrative functions not being met are a sign of dysfunction.

Lack of Representation. It is important to network with surrounding jurisdictions and other government agencies. It is difficult for volunteers to make time to attend important meetings.

No One Being Groomed for Future Leadership. Smith Valley Fire Protection District currently has no officer development program.

Rapid Growth. When the economy and the local housing market begin to grow, this will put an increased burden on the organization.

Missed Calls. Self-explanatory.

Catastrophic Losses. Some catastrophic losses are inevitable. Catastrophic losses that were avoidable with proper foresight are not inevitable.

The Smith Valley Fire Protection District already meets many of these criteria. The leaders of our organization must monitor the situation and have the courage to face the challenge of continuing the transition with customer service as the primary goal. The most critical indicator is the loss of experience. The loss of even one of the core group of essential individuals could push the organization into dysfunction.

Fiscally, we must decide now that the continuation is unavoidable and begin to budget accordingly.

Improving service to both internal and external customers would best be accomplished by continuing to fund career chief officer positions and plan for additional response positions to fill any gaps in volunteer availability and improve service to the community.

Additional measures must also be considered: paid-on-call positions for specific job functions, contracting with surrounding jurisdictions, additional part-time employees, and other strategies may help fill the District's needs.

Apparatus

Vision: To upgrade all sub-standard first out apparatus to be safe, functional, and NFPA compliant, and to do so without borrowing money.

Goal: Form an equipment committee to implement the purchase plan included in this document, to write specifications, and to recommend new or used equipment depending on functionality, use profile, and budgetary concerns.

Table 3- Apparatus Inventory

ID	Year	Make	NWCG Type	Statistics	Status	Comments
Engine 40	1996	International/ Central States	Type I	1250 GPM 750 Gallon tank 5-Person cab	First Out	Rescue engine; 4x4; includes extrication and rescue equipment
Brush 40	2009/ 2014	International/ Ferrara	Type III	500 GPM 500 Gallon Tank 4-Person cab	First Out	2013 build; 4x4
Tender 40	2011	International/ 4-Guys	Type S2	1000 GPM 3000 Gallon Tank 2-Person cab	First Out	
Rescue 40	2004	Ford/ Wheeled Coach	Type I Ambulance Intermediate Life Support	F350 2-Person cab	First Out	4x4
Ranger 40	2008	Yamaha Rhino	N/A	2-Person	Off-Road Utility	UTV for off-road incidents
Utility 40	2008	Chevrolet	Command/Utility	4-Person Capacity		Trailblazer SUV; 4x4
Engine 41	1996	Ford/E-1	Type II	1000 GPM 1000 Gallon tank 3-Person cab	Second Out	
Tender 41	1978	Crane	Type S2	150 GPM 3800 Gallon tank 2-Person cab	Second Out	Not suitable for out of District
Engine 42	1989	International/ Marion	Type I	1250 GPM 1000 Gallon tank 5-Person cab	First Out	
Brush 42	1991	International	Type IV	50 GPM 750 Gallon tank 3-Person cab	First Out	4x4
Tender 42	1996	Freightliner/ Hackney Brothers	Type S3	400 GPM 2000 Gallon tank 2-Person cab	Second Out	
Rescue 42	1997	Ford/ Wheeled Coach	Type I Ambulance Intermediate Life Support	F350 2-Person cab	Second Out	4x4
Patrol 42	2007	Ford F350	Type VII Command/Utility	95 GPM 75 Gallon tank 6 -Person cab	In service	Crew cab pickup with shell; 4x4
Chief 401	2007	Ford	Command	5-Person capacity	In service	Expedition SUV; 4x4
New Chief 401	2019	RAM	Command	5-Person cab	Upfitting in process	2500 crew cab pickup with shell and Extendedbed; 4x4

ID	Year	Make	NWCG Type	Statistics	Status	Comments
CMD 40	2019	RAM	Command	5-Person cab	Upfitting in process	2500 crew cab pickup with shell and Extendedbed; 4x4

Progress: Stations 40, 41, and 42 now have adequate and safe structure engines. Stations 40 and 42 now have adequate and safe wildland fire engines (brush engines). Stations 40, 41, and 42 now have water tenders. Rescue 42 has been upgraded to intermediate life support, is suitable for first out response, and carries the same state-of-the-art equipment as Rescue 40.

Discussion: The Smith Valley Fire Protection District’s complement of apparatus is dictated by the types of incidents experienced in the community, ISO standards, and the District’s efforts to maintain and improve ISO ratings that influence homeowner fire insurance rates, and national standards including NFPA standards.

The District’s number, type, and distribution of apparatus are generally adequate for current and projected call volume. The District has replaced many of the outdated apparatus in recent years. This has been accomplished without incurring any debt.

“The fire department shall consider safety as the primary concern in the retirement of apparatus” (NFPA 1911, 2007 edition, Chapter 5 Retirement of Fire Apparatus, Section 5.1.1)

The following five to seven-year refurbishment, replacement, and purchase schedules are prioritized based on safety and operational effectiveness. Major apparatus purchases should be scheduled, where practical, every three to five fiscal years to give the budget time to recover. The estimated replacement costs represent off-the-shelf, non-custom apparatus. An additional cost factor of approximately ten percent should be included to equip apparatus adequately. Also included below is an apparatus improvement schedule for investments anticipated after 2021.

Table 4 - Apparatus Refurbishment Schedule

Apparatus to be Refurbished	Projected FY	Estimated Cost	Notes
Tender 42	When Needed	\$125,000	Re-tank w/poly-tank; new pump; new porta-tank rack; emergency lights; paint
Rescue 40	2024/2025	\$140,000	Re-mount box on new chassis

Table 5- Apparatus Replacement Schedule

Apparatus to be replaced	Projected FY	Estimated Cost New	Notes
Rescue 42	2020/2021	\$225,000	New Type 1 ambulance; “new” unit becomes 1 st out transport unit
Brush 42	2021/2022	\$100,000	Buy used Type IV & refurbish
Chief 401	2019/2020	\$70,000	Chief vehicle

Table 6 - Apparatus Purchase Schedule

Apparatus to be Purchased	Projected FY	Estimated Cost New	Notes
Utility 40	TBD	\$50,000	Utility vehicle

Squad 40	TBD	TBD	First response fire & EMS vehicle/Quick attack/Mini pumper/
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Table 7 - Long-Term Apparatus Improvement/Purchase Schedule

Apparatus to be Purchased	Projected FY	Estimated Cost New	Notes
Engine 42	2024/2025		Becomes reserve engine
Engine 40	2024/2025	\$550,000	Buy new; current E40 to become E42
Brush 41	TBD	\$150,000	Buy used Type VI and refurbish
Tender 41	TBD	\$350,000	Consider used

Facilities

The Smith Valley Fire Protection District owns or controls property, facilities, and improvements to support the provision of services to the community. The District has three active fire stations, a former fire station that acts as a warehouse, and a water storage tank. The Fire District also has a radio repeater on Lobdell Peak, approximately 11 miles southeast of Smith.

The District needs to provide additional facilities for existing conditions and to facilitate new development as the community grows. The future facilities may include improvements such as another fire station and additional water storage tanks.

Table 8 – Existing Facilities Inventory

Facility	Location	Construction Date	Use
Station 40	1 Hardie Lane, Smith ("East Valley")	2004	Main Fire Station & District Office – Houses: Rescue, Structure Engine, Brush Engine, Water Tender, Ambulance, Patrol, Utility & UTV
Station 41	2807 Highway 208, Wellington ("West Valley")	1982	Fire Station – Houses: Structure Engine & Water Tender
Station 42	612 Day Lane, Wellington ("North Valley")	2004	Fire Station – Houses: Rescue, Structure Engine, Brush Engine, Water Tender & Utility
"Central" Station	4 Day Lane, Smith	1965	Support Facility & Warehouse – Houses: HazMat Trailer, CMD 40, Engine 2, and storage for Supplies & Equipment
Smith Vista Water Tank	100 Quinn Way, Wellington Quinn Way at Santa Sophia Dr. Smith Vista Subdivision	2005	Water Storage Tank – 40,000-gallon water tank
Radio Repeater	Lobdell Peak	2015	Radio repeater for primary radio frequency

Land and Buildings

Discussion: The Smith Valley Fire Protection District's three fire stations, Stations 40, 41, and 42, are located appropriately for the majority of the District's current developed area, volunteer distribution and apparatus, and are generally low-maintenance. However, Station 42 does not have sufficient room or direct apparatus access for the efficient emergency deployment of all of the apparatus housed within the Station. Station 41 can only accommodate two apparatus, has apparatus doors that are too narrow for modern apparatus, and the building cannot be enlarged.

The District's "Central" Station, used for storage, needs to have shelving improvements for more efficient storage and replacement of apparatus doors for access.

Future land and facilities will be necessary to provide adequate water sources for firefighting and buildings to house emergency apparatus. The District needs to improve the availability of reliable water supplies throughout the District. Access to reliable water supplies in the northern and southern portions of the Valley is a priority. A location in the south part of the Valley is necessary for the installation of a water storage tank.

As the community grows, additional facilities and improvements to existing facilities will be needed. As stated above, Station 41 cannot be expanded in its current location. Property for a new location is needed for the Station's future expansion. Property for a future fire station is needed in the southern part of the Valley in anticipation of growth in that area.

The following five to seven-year maintenance and improvement schedules are prioritized based on operational effectiveness and personnel considerations. Major projects should be scheduled, where practical, every three to five fiscal years to give the budget time to recover. Also included below is an improvement schedule for investments anticipated after 2021.

Table 9 - Station 40, 1 Hardie Lane, Smith

Project	Projected FY	Estimated Cost	Budget Category
Improve/repair drainage on Hardie Lane	2020/2021	\$10,000.00	Building Maintenance
Install standby generator	ASAP	TBD	Grant Funds
Enclose exercise room, including flooring & HVAC;	TBD	\$50,000.00	Acquisition Fund
Improve remaining mezzanine with walls & storage	TBD	\$10,000	Acquisition Fund
Enclose turnout lockers	2020/2021	TBD	Acquisition Fund

Table 10 - Station 41, 2807 Highway 208, Wellington

Project	Projected FY	Estimated Cost	Budget Category
Paint building exterior	2020/2021	\$4,000	Building Maintenance
Remodel front wall & expand vehicle overhead door size	TBD	\$30,000	Acquisition Fund
Install standby generator	ASAP	TBD	Grant Funds

Table 11 - Station 42, 612 Day Lane, Wellington

Project	Projected FY	Estimated Cost	Budget Category
Construct expansion (± 2000 sq. ft.)	2020/2021	\$250,000	Acquisition Fund
Install standby generator	ASAP	TBD	Grant Funds
Install landscaping & ground cover	TBD	\$5,000	Building Maintenance

Table 12 - "Central" Station, 4 Day Lane, Smith

Project	Projected FY	Estimated Cost	Budget Category
Install shelving	2020/2021	\$2,000	Building Maintenance
Paint building exterior	2020/2021	\$4,000	Building Maintenance
Replace apparatus doors & openers	2019/2020	\$12,000	Building Maintenance

Table 13 - Long-Term Land and Building Improvements

Land or Building	Project	Projected FY	Estimated Cost	Budget Category
Administration	Construct new administration building & parking at the Hardie Lane property	TBD	TBD	Acquisition Fund & Loan
Station 40	Construct addition – living quarters, training room, turnout storage room & washing & drying facilities, supplies storage, & parking/access	TBD	TBD	Acquisition Fund & Loan
Station 41	Acquire property for future replacement station (± 3 acres)	TBD	TBD	Seek Donation
Station 41	Construct new station – Phase 1, Basic site improvements	TBD	TBD	Acquisition Fund & Loan
Station 41	Construct new station – Phase 2, (± 2,500 sq. ft.)	TBD	TBD	Acquisition Fund & Loan
Station 41	Construct new station – Phase 3, (± 2,500 sq. ft.)	TBD	TBD	Acquisition Fund & Loan
Station 42	Construct turnout storage room	TBD	TBD	Acquisition Fund & Loan
Station 42	Construct addition – living quarters, supplies storage, & parking/access	TBD	TBD	Acquisition Fund & Loan
Station 43 New "South" Station	Acquire property for a future station (± 3 acres)	TBD	TBD	Seek Donation
Station 43 New "South" Station	Construct a new station – Phase 1, Basic site improvements	TBD	TBD	Acquisition Fund & Loan
Station 43 New "South" Station	Construct new station – Phase 2, (± 2,500 sq. ft.)	TBD	TBD	Acquisition Fund & Loan
Station 43 New "South" Station	Construct new station – Phase 3, (± 2,500 sq. ft.)	TBD	TBD	Acquisition Fund & Loan

Water Storage Tanks

Discussion: The Smith Valley Fire Protection District requires water storage tanks throughout the District to provide reliable water sources for fire suppression activities. The District owns four operating water storage tanks for fire flow storage: two at Stations 40 (10,000 gallons each), one at Station 42 (10,000 gallons), one in the Smith Vista subdivision at the end of Santa Sophia Drive (40,000 gallons).

The District also owns two unbuilt tanks (47,500 gallons each). These water tanks are necessary to improve water availability and shorten refill and return times for water tenders. Additional water storage will be required to facilitate commercial development and provide adequate fire flows for residential development.

The following five to seven-year construction, improvement, and maintenance schedules are prioritized based on operational effectiveness. Major projects should be scheduled, where practical, every three to five fiscal years to give the budget time to recover. Also included below is an improvement schedule for investments anticipated after 2021.

Table 14 - Water Tank Projects

Water Tank/Project	Projected FY	Estimated Cost	Budget Category
Station 42 – Phase 1: Construct/install one 47,500 gal. water tank with drafting fittings, grading, and type II base for access.	2020/2021-2021/2022	\$100,000	Acquisition Fund
New “South” Water Tank – Phase 1: Acquire property (± 3 acres for Station 43 preferably), construct/install one 47,500 gal. water tank with drafting fittings, grading, NDOT approved apron and type II base for access.	2022/2023-2023/2024	\$100,000	Seek Donation for land Acquisition Fund
Paint & maintain the Smith Vista tank.	TBD	TBD	Maintenance

Table 15 - Long-Term Water Tank Projects

Water Tank/Project	Projected FY	Estimated Cost	Budget Category
Station 42 – Phase 2: Construct/install pumping station and plumbing to fill apparatus, piping from well, possibly upgrade existing well pump. Remove the existing 10,000 gal. tank.	TBD	TBD	Acquisition Fund
New “South” Water Tank – Phase 2: Construct/install pumping station and plumbing to fill apparatus; concrete fill station apron; well, pump house and piping.	TBD	TBD	Acquisition Fund
Wellington – Construct/install a water storage tank. Alternatives: 1) Dressler Park – Construct/install water tank and pipes from the tank to the existing water system.	TBD	TBD	Seek Grant Funds & Acquisition Fund

2) New Station 41 property – Construct/install water tank; pumping station and plumbing to fill apparatus; concrete fill station apron; well, pump house and piping; grading, type II base, and concrete apron for access.			
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Communication Facilities and Equipment

Discussion: The Smith Valley Fire Protection District requires effective radio communications to be able to provide services to the community and surrounding areas. The Fire District’s communication capabilities are dependent on its ability to acquire and maintain the radio facilities and equipment necessary to provide coverage throughout the District’s response area.

To provide reliable primary communications with Lyon County Dispatch, the District installed a radio repeater on Lobdell Peak in 2015. The repeater allows District personnel to communicate throughout Smith Valley using mobile and hand-held radios.

The Fire District needs to acquire a new tactical radio frequency to improve incident safety, operations, and unit-to-unit communications. The tactical frequency needs to be repeated to allow District personnel to communicate throughout Smith Valley using mobile and hand-held radios. To accomplish this, the Fire District needs to acquire a pair of radio frequencies and install a new radio repeater on Lobdell Peak. The District also needs to upgrade and expand its mobile and hand-held radios to be able to use Lyon County radio system improvements that are slated to be completed in 2020.

Table 16 - Communication Projects

Communications Project	Projected FY	Estimated Cost	Budget Category
Upgrade mobile radios to enable the use of Lyon County radio system simulcast improvements.	2019/2020	\$26,000	Seek grants and Acquisition Fund
Acquire new radio frequencies for a new tactical frequency and install a using the District’s radio repeater on Lobdell Summit.	2019/2020-2020/2021	\$15,000	Seek grants and Acquisition Fund
Acquire new radio frequencies for a new incident command/tactical frequency and install a new radio repeater on Lobdell Summit.	2020/2021-2021/2022	\$50,000	Seek grants, Lyon County 9-1-1 surcharge funds, and Acquisition Fund
Install repeater(s) for radio coverage of the SR 338/Sweetwater/Sweetwater Road response area	2020/2021-2021/2022	TBD	Seek Lyon County 9-1-1 surcharge funding and Acquisition funds

Personal Protective and Other Equipment

Discussion: The Smith Valley Fire Protection District requires safe, functional, up-to-date, personal protective equipment (PPE) and other equipment that meet national standards to be able to provide services to the community and surrounding areas. The Fire District’s response

capabilities are dependent on its ability to acquire and maintain PPE and equipment necessary to provide services, particularly firefighting services, throughout the District's response area.

To provide safe, reliable, and compliant PPE for our personnel, the District needs to update and replace the turnout ensembles and self-contained breathing apparatus (SCBA) that it provides its personnel approximately every ten years. The turnouts and SCBA allow District personnel to more safely withstand the heat, smoke, and toxic gases produced by fires, such as structure and vehicle fires. The District's current turnouts were manufactured beginning in 2006 under the 2003 NFPA standards. The SCBAs were manufactured starting in 2007 under the 2002 and 2008 NFPA standards.

The Fire District needs to acquire new thermal imaging cameras (TIC) to improve personnel safety and fire operations. The TICs are necessary to see heat signatures from fires, locate a fire in inaccessible places such as walls, and to see into the smoke to assist with search and rescue. To accomplish this, the Fire District needs to acquire relatively inexpensive TICs for individual firefighter use and more capable TICs for each engine and command vehicle.

The Fire District needs to acquire new piercing nozzles to improve its effectiveness during the initial attack for structure fires with limited personnel. These nozzles will also help provide for greater firefighter safety. The piercing nozzles are needed to allow firefighters to attack fire more safely and effectively, such as attacking a structure fire from the exterior through a wall, attacking an attic fire through the ceiling below and from the exterior, and attacking an engine fire without having to raise the hood. To accomplish this, the Fire District needs to acquire piercing nozzles for each structure and brush engine.

The Fire District needs to acquire MCI/active assailant medical kits to improve its effectiveness for its response to mass casualty and active assailant incidents. These kits will provide our EMS personnel with the ability to treat multiple patients with lifesaving supplies. To accomplish this, the Fire District needs to acquire 16 kits: for its ambulances, structure fire engines, patrol, utility, and command vehicles.

Table 17 – PPE and Other Equipment

PPE and Other Equipment	Projected FY	Estimated Cost	Budget Category
Purchase turnout ensembles that meet current standards	2020/2021	\$62,500	Seek grant and Acquisition Fund
Purchase SCBA that meet current standards	2020/2021	\$217,000	Seek grants and Acquisition Fund
Purchase thermal imaging cameras		Total = \$55,775	Seek grants and Acquisition Funds. Possible Volunteer funds contribution.
Phase 1: 8-“individual” TICs and 2-“engine” TICs	2019/2020	\$23,590	
Phase 2: 4-“individual” TICs and 2-“command vehicle” TICs	2020/2021	\$20,390	
Phase 3:4-“individual” TICs and 1-“engine” TIC	2021/2022	\$11,795	

Purchase piercing nozzles	2019/2020	\$11,000	Acquisition Funds. Possible Volunteer funds contribution.
Purchase MCI/Active Assailant medical kits	2019/2020	\$10,400	Seek Health Care Coalition funds, grants, and Acquisition funds. Possible Volunteer funds contribution.

Fiscal

Discussion: Smith Valley Fire Protection District is a tax district created under provisions of Nevada State law. The District was created through the vote of the electorate by the Board of Lyon County Commissioners in 1945. The District operates under the provisions of NRS 474.

There is a three-member Board of Directors. The Directors are elected at large for four-year terms. The terms are staggered at two-year intervals - two seats available in one rotation and one seat the next. The Board is responsible for ensuring that taxpayer dollars are spent judiciously, appropriately, and in compliance with laws and regulations.

Revenue: The Smith Valley Fire Protection District's tax revenue comes from two taxpayer sources: Ad Valorem and Consolidated Tax.

- Ad Valorem is a tax on real property, the current rate for Smith Valley Fire Protection District is 47.26 cents per one hundred dollars of assessed valuation. Only taxpayers living within the boundaries of Smith Valley Fire Protection District pay Ad Valorem tax to the District. Revenue from Ad Valorem tax is relatively consistent and reliable; it changes with assessed valuation, with more property owners within the District, or by Board action.
- Consolidated tax, abbreviated CTX, is State sales tax monies that are redistributed to local governments. CTX fluctuates with Nevada's economy, and the distribution formula can be changed by legislative action.

Additional income sources for the District include payments for ambulance services and interest earned. Also, the District sometimes receives small amounts of donated funds.

The Lyon County Comptroller oversees the Smith Valley Fire Protection District's money using a computerized voucher system.

Audits, required by State statutes, are conducted annually by a private contractor, a qualified CPA.

Generally, the Smith Valley Volunteer Fire Rescue, Inc. (SVVFR), a separate entity from the District, receives fundraiser and donated monies. SVVFR is a charitable organization run by the volunteer firefighters and EMTs. The donated money is used to support the District for special purchases, training expenses, and philanthropy. The SVVFR accounts are audited annually.

Funds: The Smith Valley Fire Protection District's budget consists of three funds:

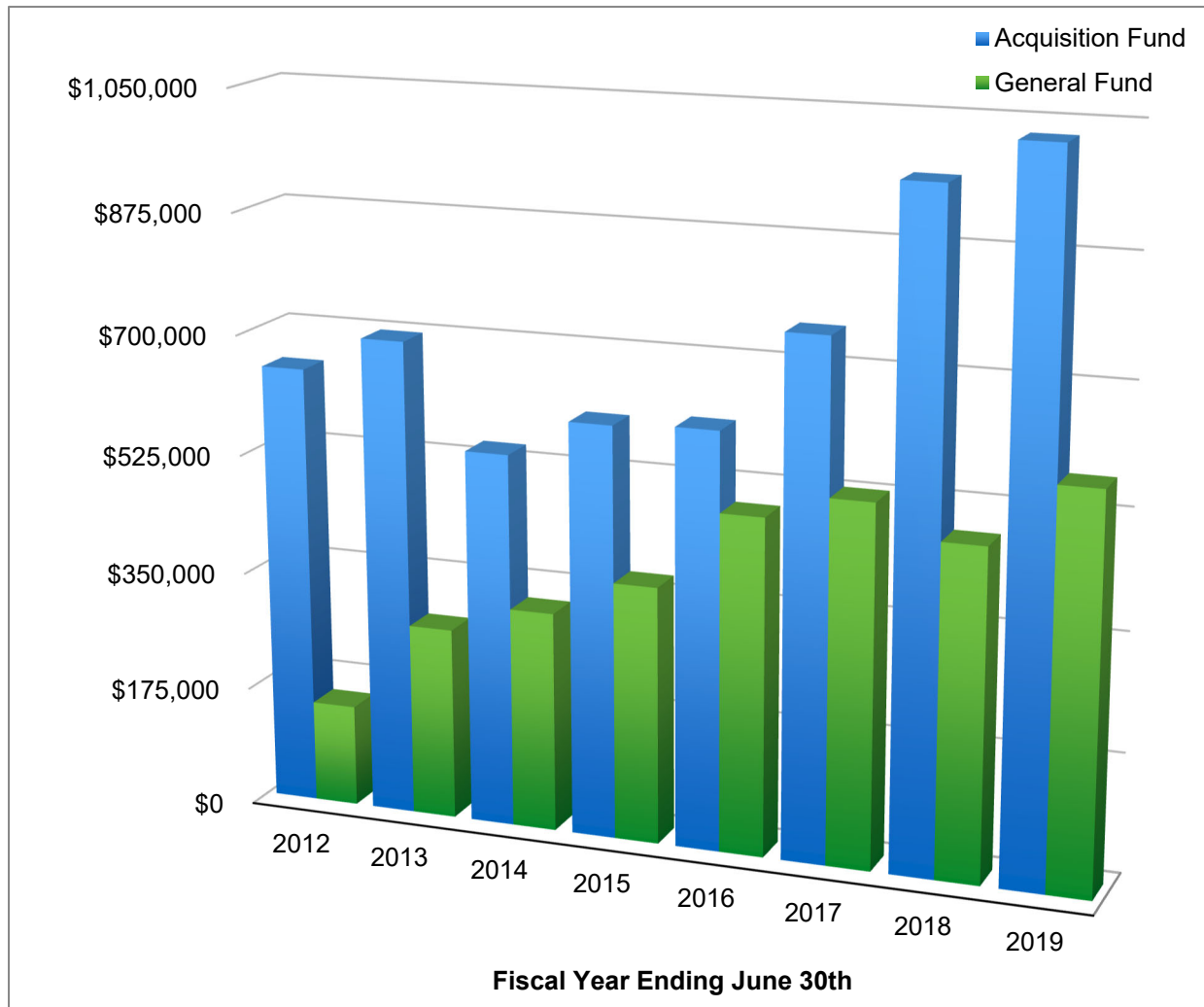
- General Fund – The general fund is used for operating expenses.
- Acquisition Fund – The acquisition fund is used for capital and major purchases. Unencumbered money from the general fund is typically transferred to the acquisition fund at the end of the fiscal year.
- Emergency Fund – The emergency fund is restricted for use in emergencies and disasters. The fund has been used to pay for the District's share of wildland fire suppression costs, such as the District's approximately \$130,000 costs in the case of the 2011 Burbank fire.

Debt: Smith Valley Fire Protection District entered into a purchase agreement with the United States Department of Agriculture in 2004 to partially finance fire station construction. The annual payment is \$24,560. This payment includes principle and interest (interest rate is 4.5%). As of June 30, 2019, the loan balance is \$254,253. The loan will be paid off in 2033. Smith Valley Fire Protection District has no other debt.

Future considerations: Apparatus purchases, and planning for career personnel and facilities improvements need to be factored into fiscal planning. If the District’s lease agreement with Verizon for a cell tower on District property continues, the revenue from the lease will be an added revenue source.

Budget Summary Information: Tables of summary budget information are provided below to provide a better understanding of the District’s current and historical financial position.

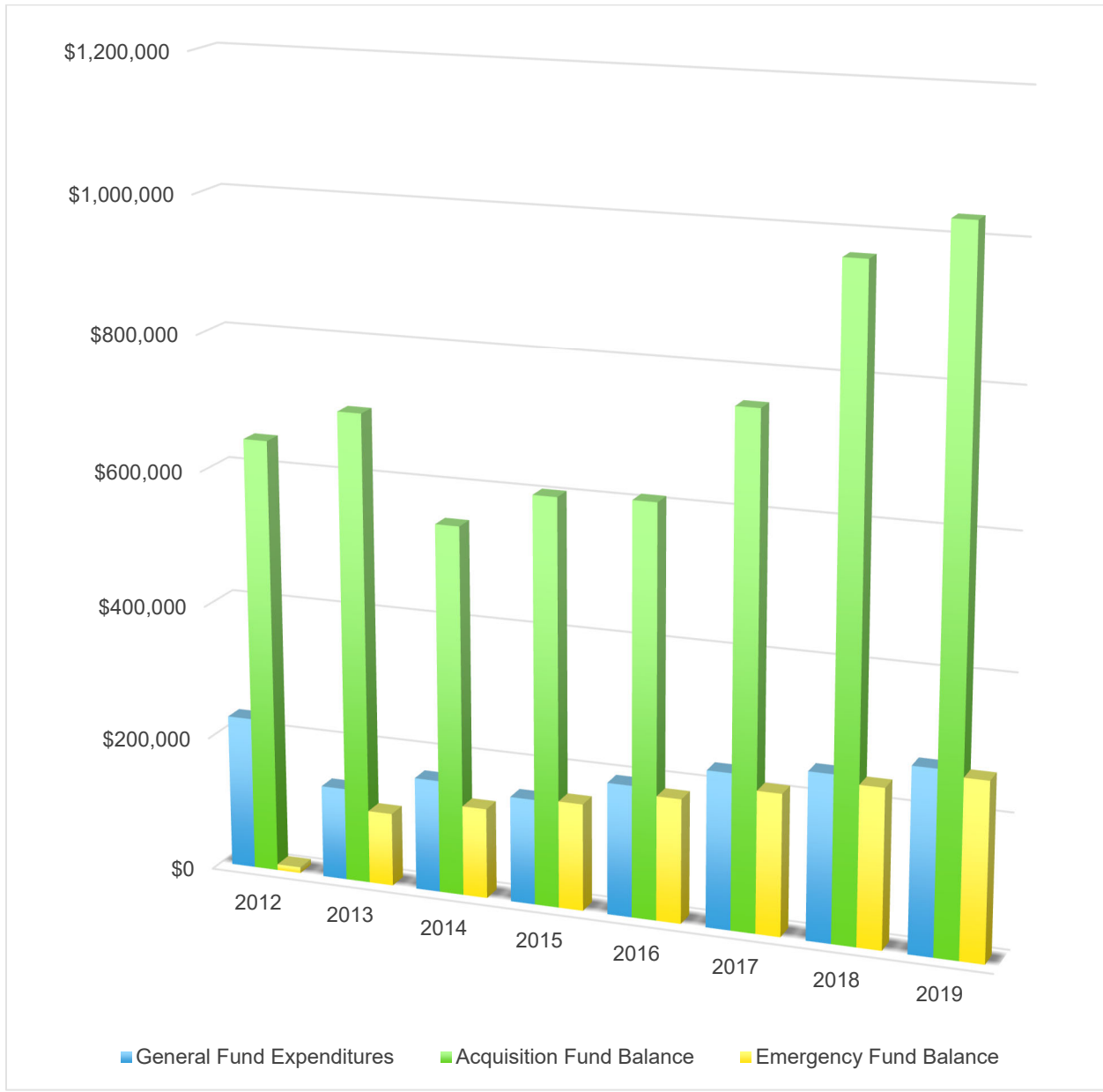
Figure 1 - Total Fund Balance Summary – 2012 - 2019



Notes:

1. Fiscal Year ends June 30th each year.
2. General Fund figures include the Emergency Fund.
3. Source: Balance Sheet for Governmental Funds from the Smith Valley Fire Protection District, Nevada, Financial Report for specified fiscal years

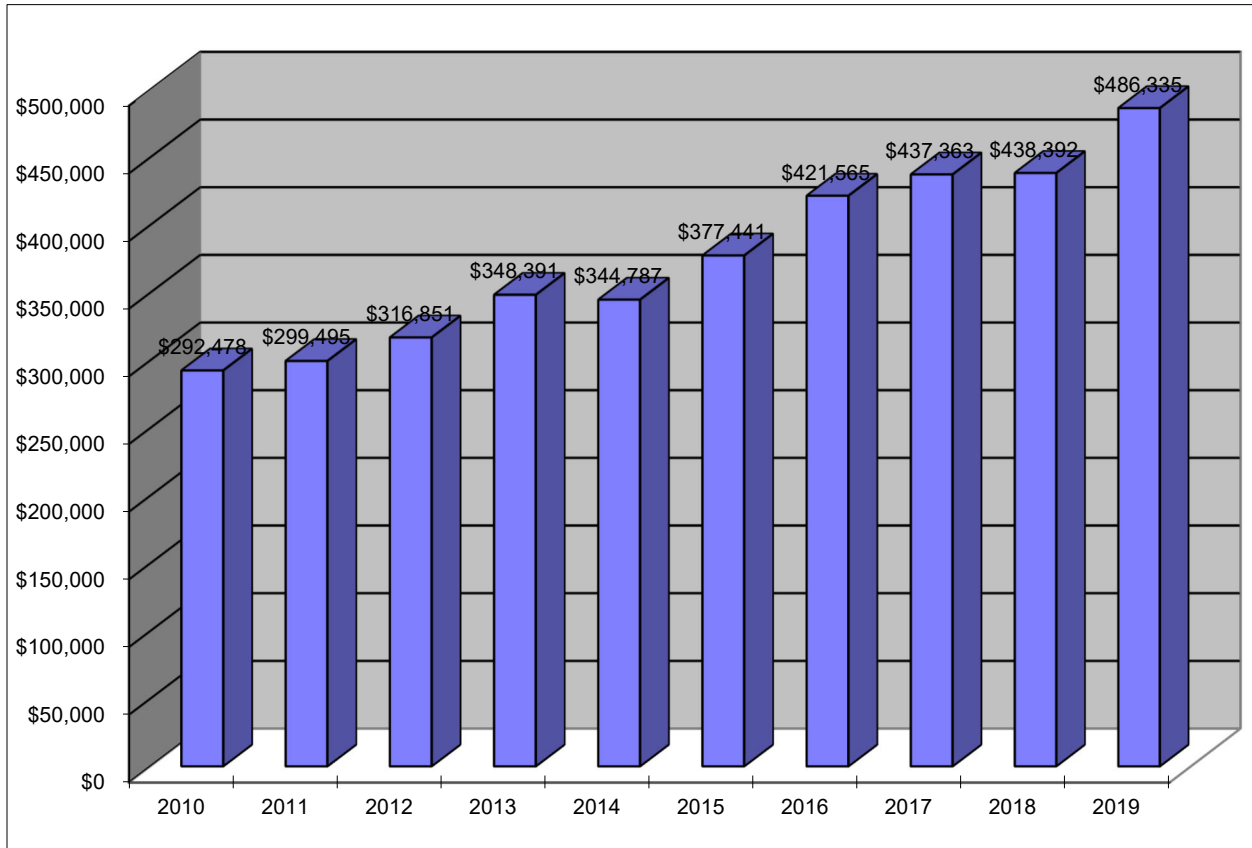
Figure 2 - Fiscal Year-End Fund Summary – 2012 - 2019



Notes:

1. FY 11/12 Emergency Fund balance reflects expenditures for the cost of the 2011 Burbank Fire.
2. General Fund expenditure – funds expended during the fiscal year; figures do not include amounts transferred to the Acquisition Fund and Emergency Fund.
3. Acquisition Fund – fund balance at the end of the fiscal year; figures include amounts transferred into the Acquisition Fund from the General Fund.
4. Emergency Fund – fund balance at the end of the fiscal year; figures include amounts transferred into the Emergency Fund from the General Fund.
5. Aggregate sums for each FY may total more than the actual funds available due to transfers of funds between fund accounts.
6. Source: Balance Sheets for Governmental Funds from the Smith Valley Fire Protection District, Nevada, Financial Report for specified fiscal years
7. Fiscal Year ends June 30th each year.

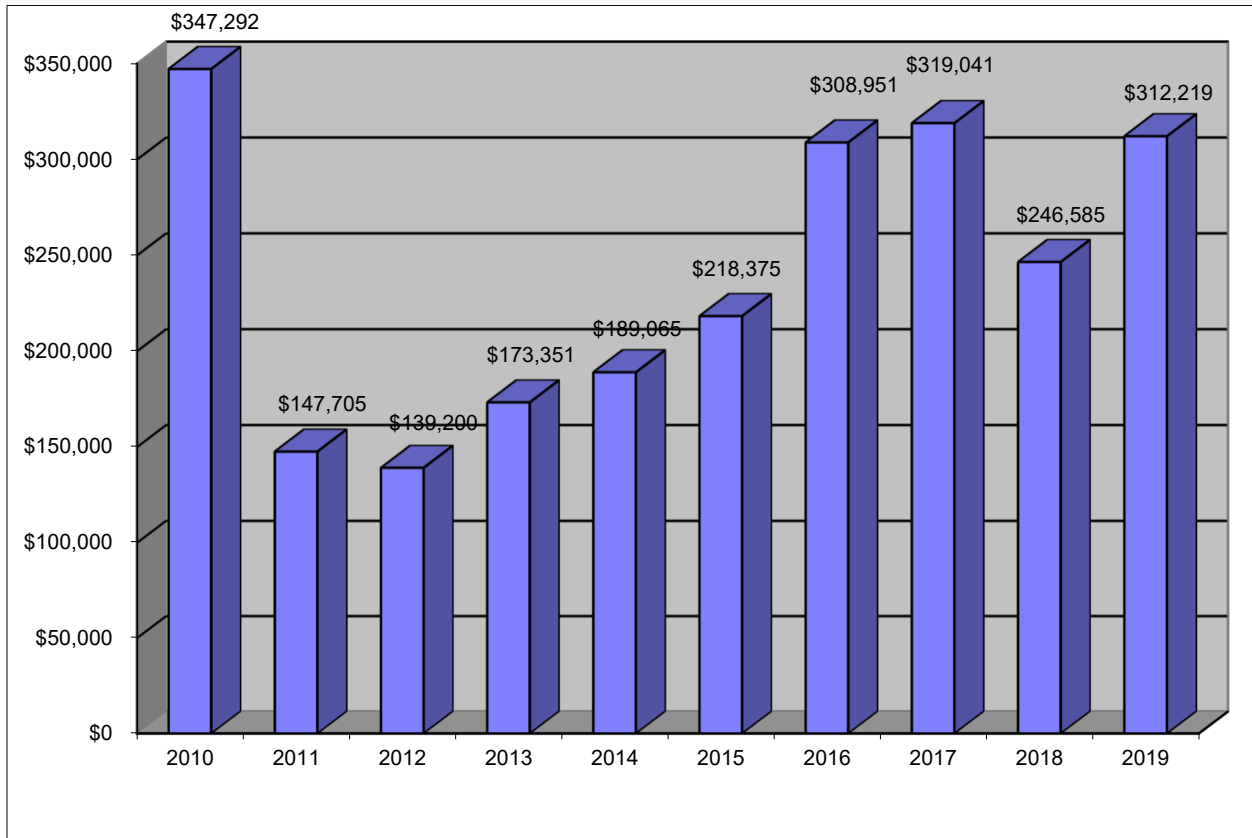
Figure 3 - General Fund Revenues-Last Ten Years



Notes:

1. General Fund Revenue – revenue from all sources including, but not limited to, ad valorem taxes, consolidated taxes, ambulance billings, and interest.
2. Source: 2010 and 2011: Lyon County Comptroller computer system fiscal year-end budget summary reports of actual expenditures and revenues. 2012 and following years: General Fund Statement of Revenues, Expenditures and Changes in Fund Balance – Budget and Actual from the Smith Valley Fire Protection District, Nevada, Financial Report for specified fiscal years
3. Fiscal Year ends June 30th each year.

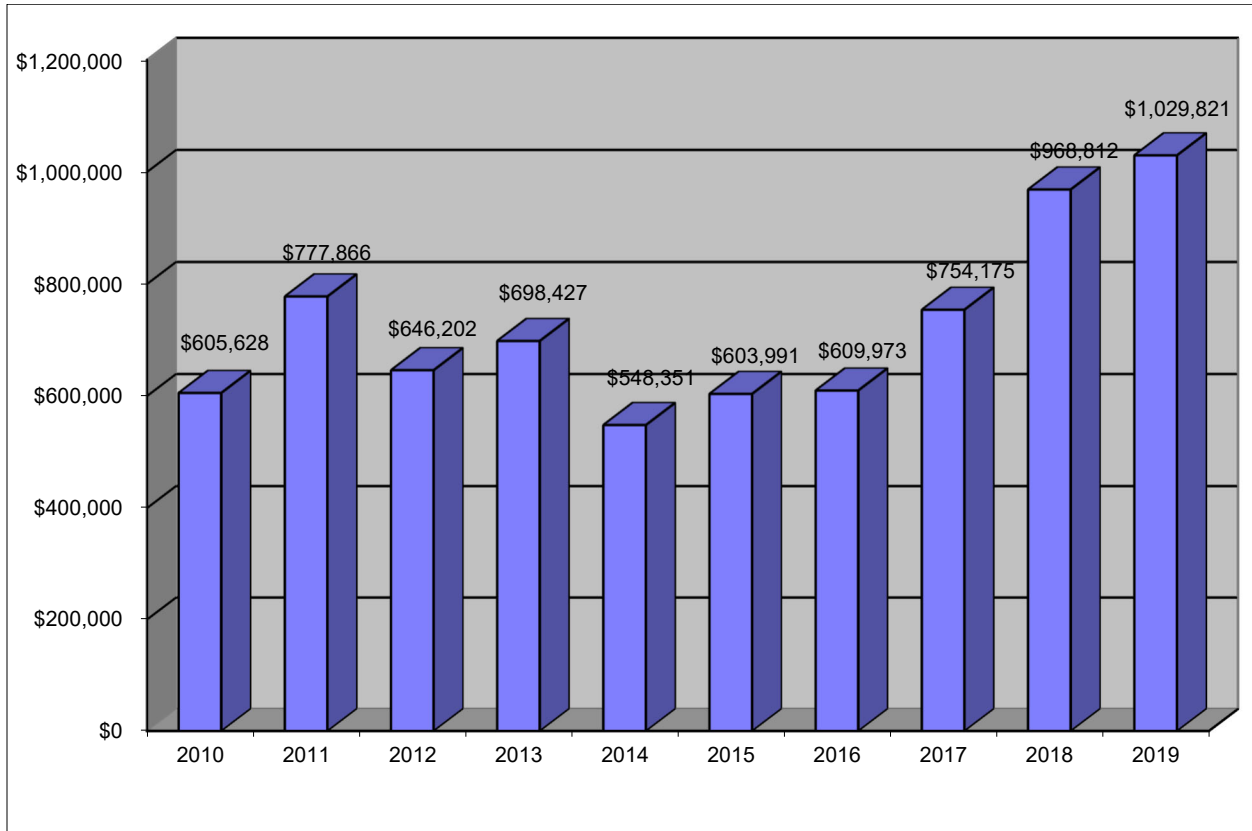
Figure 4 - General Fund Balances-Last Ten Years



Notes:

4. General Fund Balance – the funds remaining at the end of the fiscal year.
5. Aggregate sums for each FY may total more than the actual funds available due to transfers of funds between fund accounts.
6. Source: 2010 and 2011: Lyon County Comptroller computer system fiscal year-end budget summary reports of actual expenditures and revenues. 2012 on: General Fund – Budgetary Basis Schedule of Revenues, Expenditures and Changes in Fund Balances – Budget and Actual from the Smith Valley Fire Protection District, Nevada, Financial Report for specified fiscal years.
7. Fiscal Year ends June 30th each year.

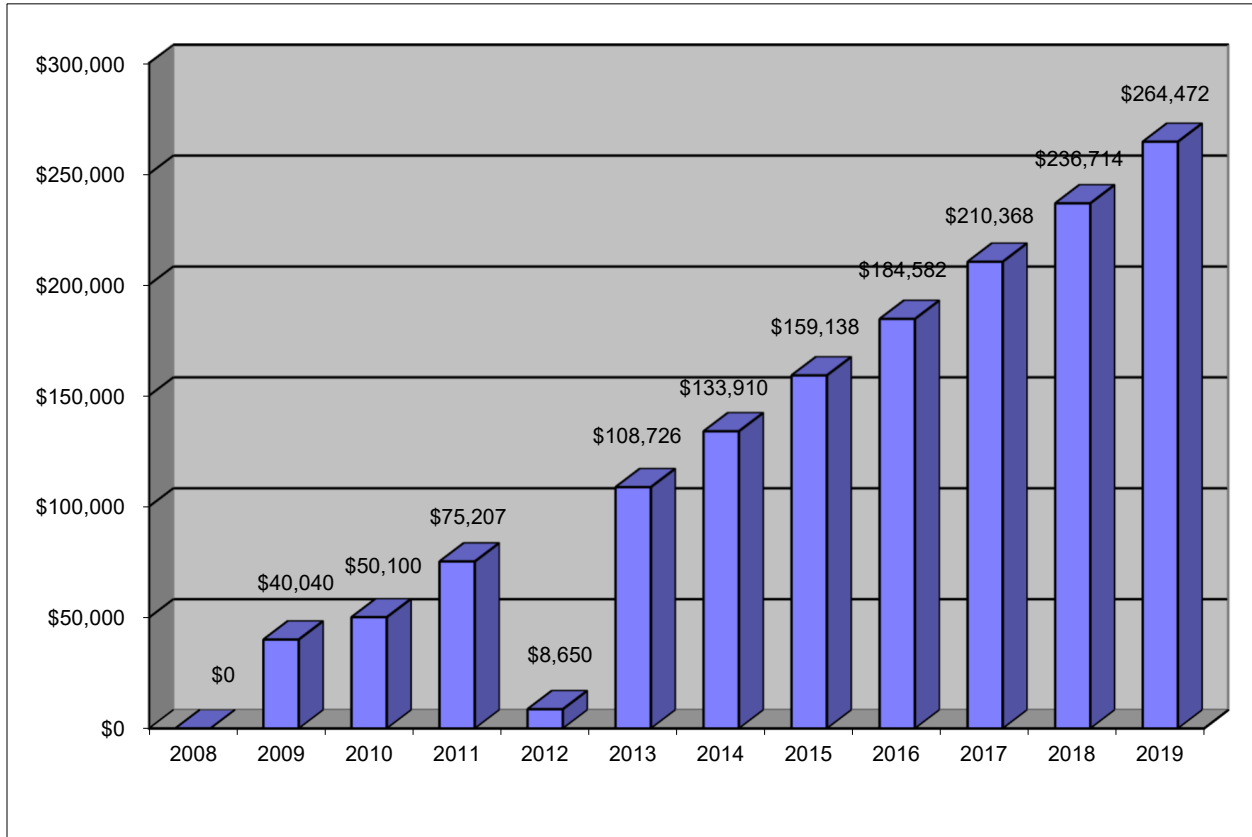
Figure 5 - Acquisition Fund Balances-Last Ten Years



Notes:

1. Acquisition Fund – the fund balance at the end of the fiscal year.
2. Aggregate sums for each FY may total more than the actual funds available due to transfers of funds between fund accounts.
3. Source: 2010 and 2011: Lyon County Comptroller computer system fiscal year-end budget summary reports of actual expenditures and revenues. 2012 and following years: Acquisition Fund – Statement of Revenues, Expenditures and Changes in Fund Balance – Budget and Actual from the Smith Valley Fire Protection District, Nevada, Financial Report for specified fiscal years.
4. “Years” is the Fiscal Year-end of June 30th of the year shown.

Figure 6 - Emergency Fund Balances-Since Inception



Notes:

1. 2012 Emergency Fund balance reflects expenditures for the cost of the 2011 Burbank Fire. Acquisition Fund monies were also used to pay for the 2011 Burbank Fire costs that were over the amount available in the Emergency Fund.
2. Emergency Fund – the fund balance at the end of the fiscal year.
3. Aggregate sums for each FY may total more than the actual funds available due to transfers of funds between fund accounts.
4. Source: 2008 – 2011: Lyon County Comptroller computer system fiscal year-end budget summary reports of actual expenditures and revenues. 2012 and following years: Emergency Fund – Statement of Revenues, Expenditures and Changes in Fund Balance – Budget and Actual from the Smith Valley Fire Protection District, Nevada, Financial Report for specified fiscal years.
5. “Years” is the Fiscal Year-end of June 30th of the year shown.

Afterword

This document is a planning tool for the future. This tool must be regularly revisited and updated to be effective. The District has taken important first steps over the past few years. However, the District cannot ignore the current challenges and looming crises. Much work is needed now to prepare the District for a successful and sustainable future.

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