

A firefighter in full gear is kneeling on a road at night, illuminated by a warm orange glow from a fire in a forest. The firefighter is wearing a helmet, a jacket, and a backpack. The background is a dense forest of tall trees, with a fire burning brightly in the distance, casting a long shadow on the road. The overall scene is dramatic and emphasizes the role of firefighters in protecting communities.

EAST FORK FIRE PROTECTION DISTRICT
CAPITAL IMPROVEMENT PLAN
2022- 2027

East Fork Fire Protection District Capital Improvement Plan FY 22/23 to FY 26/27

Updated 5/17/22 for ARPA Funds

Introduction

Prepared by Tod F. Carlini, District Fire Chief

The Capital Improvement Plan (CIP) is one of the most significant planning processes for the East Fork Fire Protection District. This plan attempts to identify the capital needs of the organization over five-year periods. This plan not only identifies the immediate needs but also seeks to capture longer-term capital needs and funding options. This is the fourth year that the District has been able to produce this document under our stand alone form of governance. The running period of this plan extends to the fiscal year 2026/27.

In general, the CIP is a planning document that is updated annually and subject to change as the needs of the organization and community become more defined and projects move along in their respective planning and budgeting processes. The effective use of a CIP process provides for considerable advance project identification, planning, evaluation, scope, definition, design, public discussion, cost estimating, and financial planning.

The objectives used to develop the CIP include:

- To preserve and improve the infrastructure of the organization through capital asset procurement in a measured and sustainable manner.
- To maximize the useful life of capital investments by scheduling major renovations, modifications, and procurement at the appropriate time.
- To identify and examine current and future infrastructure and equipment needs and establish priorities among projects so that available resources are used to the best advantage; and
- To improve financial planning and stability by comparing needs with resources, estimating future funding issues, and identifying potential fiscal implications.

With the preceding in mind, this plan will serve several specific purposes. First and foremost as a guide for the District Board and its administration towards current and future capital improvement needs. Second, this plan informs the district's personnel, the community, business, and other interested parties about the capital needs of the district and the projected costs of those needs. Third, several administrative and regulatory requirements attempt to be met with this plan. Fourth, this plan will identify funding methodologies which hopefully will yield positive progress to plan objectives and recommendations. Fifth, this Capital Improvement Plan supports and identifies the

financial decisions, allocations, and needs over a prescribed period of time whether funding is available or not. Lastly, the plan provides a list of options for funding and their feasibility.

The following sections present the policy and program context governing East Fork's fire protection and EMS services, suggested Capital Improvement needs in the various areas, a rolling summation of costs across the plan, and a discussion of financial options and strategy to support the plan. New to this year's plan, we have separated funding for various acquisitions between General Fund Allocations and those allocations which are truly capital in nature.

Recommendations contained in this plan for, apparatus, facilities, and equipment attempt to strike a balance between "ideal" requirements, standards, and the needs of the organization given the financial resources that are available or can be secured or proposed in the future.

SECTION 1

PROGRAM CONTEXT

As one of Nevada's special districts organized under Nevada Revised Statute 474, the East Fork Fire Protection District provides all hazard services to 96% of Douglas County, Nevada. The district's jurisdiction includes over 675 square miles of area, including areas within the Tahoe Basin.

The adopted Mission Statement, "*Serving the fire and life safety needs of our community*" is vested in our ability to provide as robust an approach to emergency medical services (EMS), fire response and suppression, fire prevention inspections, code enforcement, fire investigation, special operations, vehicle extrication, hazardous materials response, fire district administration, staff training, public safety education, and serving as the Emergency Management contract agency for Douglas County, including the Community Emergency Response Team. Having a Board adopted Capital Improvement Plan which is both realistic and dynamic is essential to meeting the intent of that Mission Statement and ensuring operational safety.

Recommended standards for fire protection and emergency medical services issued by the National Fire Protection Association (NFPA) are important considerations. Sometimes these are incorporated into law and regulations, and often are used by courts to determine industry standards. Some of NFPA's recommended standards have been incorporated into the District's Standard of Cover. The revised Standard of Cover, adopted by the District Board in 2017 also serves as a parent document to this effort.

Also of importance to the Fire District and property owners served by the District, are Public Protection Classification Surveys performed by the Insurance Services Office (ISO) for the insurance industry. The results have a direct bearing on the premiums charged by companies for fire insurance. The District's current classification is 3/8, with over 85% of the District receiving a benefit of a protection classification of 3. Recent experience shows that the failure to meet minimum acceptable service standards causes immediate and expensive increases in fire insurance premiums for property owners in the rated area.

A well-formulated Capital Improvement Plan (CIP) is rooted in consistent planning for major expenditures and in anticipation of the “*just-in-time*” replacement of apparatus, equipment, and facilities. CIPs are most effectively done in 5-year increments in which the current year drops into the annual operating budget and off of the 5-year plan.

Supported by an appropriate funding stream and thoughtful analysis and forecasting by staff, the CIP is a powerful instrument for managing the Fire District’s level of service delivery and in seeking the necessary funding. Major capital improvements may include the following:

Apparatus: Purchase and/or refurbishment/replacement of Type-I, Engines Type-III Engines; ambulances; squads and/or rescue vehicles; ladder trucks; water tenders; command vehicles; utility vehicles; and light vehicles

Major Equipment: Purchase and/or replacement of personal protective equipment (PPEs), self-contained breathing apparatus (SCBAs, rescue tools, advanced life support (ALS) cardiac monitoring/intervention equipment, fire hose, communications equipment, information technology related devices and hardware, and small/portable equipment.

Facilities: New construction, renovation or major maintenance of fire stations, vehicle maintenance facilities, training facilities (both didactic classrooms and manipulative drill ground buildings and props), emergency operations centers, and administrative and support offices. Property acquisition is also addressed in this category.

The administration has chosen to include non-capitalized equipment purchases in selected categories as a way to account for additional equipment items necessary for operations and service provision. These items include rescue equipment, personal protective gear, IT devices, small equipment, etc.

Debt payment has also been included in the plan as a way to collect a comprehensive look at what is being spent annually on equipment related purchases, be they direct budget allocation, debt payments, or actual capitalized equipment and improvements.

The CIP allows policymakers and management to effectively plan, approve, and implement a sustained and continuous effort when operating a progressive fire protection service delivery system through a proactive budgeting strategy. If funding for a CIP has not yet been established, there is a requisite initial investment whenever inaugurating or restoring a CIP. East Fork Fire Protection District is just now emerging from this type of situation. This is necessary for creating a baseline of equipment and identifying the sources of funding to support an equipment and facilities replacement schedule based on a formally established policy specifying the useful service life of equipment and facilities. Certain safety equipment, such as structural and wildland firefighting gear and self-contained breathing apparatus, has OSHA-mandated service lives.

In FY21/22, the District funded or plans to fund over \$800,000 in capital improvement needs. The administration is proposing to spend approximately \$1,443,931 towards capital improvement in FY22/23. The district has made a considerable investment in program and employee capital by adding the NV Energy Fuels Management Program that includes 10 new positions.

SECTION 2

CAPITAL ACQUISITIONS – APPARATUS

The East Fork Fire Protection District, with the initial adoption of a CIP, has established some standard apparatus and equipment depreciation and replacement schedules. Primary funding is now provided under the pay as you go process, by borrowing capital, or through grants.

The District was able extend its debt limit to the maximum \$2,000,000 approved in FY 18/19. \$1,000,000 was used to retire the existing debt on the \$1,000,000 used to purchase two Type I engines, leaving a remaining balance of approximately \$950,000. The District was able to leverage a much lower interest rate (1.87%) with the refinancing plan adopted last year. Remaining bond funds were used to fund several capital projects, including a third Type I engine and radio replacements. Like personnel costs, capital funding must be sustainable to avoid or repeating past challenges. The District did make an additional debt payment in FY21/22 which will allow the District to retire its debt one year sooner.

Type I Engine Replacement Recommendations: Continue to follow and implement an apparatus replacement schedule policy of 12 years of frontline service for all Type I firefighting apparatus, with a minimum of 5 years reserve service before consideration of decommissioning the apparatus. Apparatus refurbishment may also be a consideration.

Type III Engine Replacement Recommendations: The District was fortunate to have received funding through AFG for the purchase of a new Type III Engine in 2018. This engine is now in service as Brush 12 (B-12). The District has also has been assigned a new Type III Engine, identical to the one purchased though a new State Program managed by the Division of Forestry and as part of our participation in the Wildland Fire Protection Plan (WFPP) With these two new units, plus a retrofit effort with one existing unit, the District's Type III needs are reduced to one additional unit. Consideration should be made to refurbish at least one of the older Model 14 Type III units. Older Model 14 units are now being assigned within volunteer stations and/or as reserve units. Type III apparatus replacement will be based on several factors, including but not limited to mileage, age, condition, exceptional maintenance, and need. A new Type III apparatus should be considered beyond the term of this plan or a retrofit Model 34 body applied to an existing low use/mileage chassis.

Type V Engine Recommendations: With the District's new participation in the NV Energy Fuels Management Program, the District has for the first time been able to acquire its first Type V apparatus. The Type V apparatus is much smaller than the Type III units and more maneuverable in many cases. The District has no experience with this type of apparatus, however, many of our personnel are familiar with its capabilities in the wildland fire setting. No new units are recommended for this fiscal year. Funding for the two units purchased was provide under the NV Energy Contract.

Type I Ambulance Replacement Recommendations: The district has been successful in upgrading its fleet of ambulances, however, District ambulances are without exception the most used apparatus. The district maintains and staffs four ALS Rescue Ambulances. The district has been able to enter into a chassis exchange program, where by the chassis is replaced under the patient compartment, thus saving approximately 53% of the cost of a complete unit. Experience has demonstrated that in some cases, the patient compartment can be re-used up to three times before needing to be decommissioned and replaced (City of Seattle). It was recommended that the district adopt and implement a chassis replacement program commencing in FY 19/20, which was preceded by the purchase of a fifth complete unit. Replacement and/or remounting

should be an annual consideration. Chassis replacement should be considered at 200,000 miles of service. Special consideration must be focused on the vehicle GVW and appropriate plans considered to ensure that the GVW is maintained. Two of the remaining Wheeled Coach ambulances have being removed from service.

Light Duty Vehicle Replacement Recommendations: It is recommended that light vehicles should be considered for a replacement policy of 5 years for the Battalion Chief Command Vehicles and Training and Safety Officer Vehicles (due to intense, high mileage use), and 8 years for Chief Officer Vehicles.

Squad/Hazardous Materials Unit Replacement Recommendations: The District was able to purchase two identical Heavy Rescue Apparatus in 2004. Both apparatuses are in service. One at Station 9 (S-9) and the other at Station 8 (S-8). Both have relatively low mileage, i.e. none with over 60,000 miles. The units are now assigned to volunteer stations to maximize the response mission of logistical support. At this time, there is no recommendation for replacement of either unit. The District's Hazardous Materials Unit has been reassigned to Fire Station 7. At this time there is no recommendation for replacement of this unit. The District Hazardous Materials Unit was purchased in 2004 with funding from FEMA and Homeland Security. The unit has less than 15,000 miles.

Ladder Truck Replacement Recommendations: The District has one ladder truck in service. Truck 12, a 95-foot mid-mount platform, manufactured by American LaFrance/LTI was purchased in 2004 under a lease purchase plan. The unit has less than 30,000 miles. The truck is certified annually. At this time, there is no consideration for replacement of this unit. The 1974 Mack/Baker 75-foot Aerial Scope, still owned by the district was taken out of service over two years ago and should be scheduled for sale. Consideration should be made at some point regarding the serviceability of this unit. New technologies are available which may be more appropriate for the District to pursue and depending the availability of funding. The concept of purchasing a pumper with ladder capability (Quint) should be a strong consideration in the near future.

Water Tender Replacement Recommendations: The District maintains 8 frontline water tenders. Six are 3000-gallons or more and two are considered "tactical tenders" with 1800-gallon capacity tanks. These units are assigned though out the district serving areas without municipal water systems. Over the years, the district has been fortunate to purchase four new water tenders. All have limited mileage. Some older units have been reassigned to low call volume volunteer stations or taken out of service due to mechanical issues and conditions. The district relies heavily on our logistical volunteers to respond and operate the district's water tenders. Two identical units are assigned to Station 4 and Station 12 and cross staffed by career personnel. The District should have an eye on considering the replacement of at least one water tender assigned to volunteer station as funds become available or supported by grant funding. The District does staff a newer water tender owned by the Nevada Division of Forestry at Station 2. Funding a new/used Tender under the NV Energy Program is a consideration.

CIP Project Table for Apparatus: Following is the CIP Project Table which incorporates the preceding recommendations and includes estimated cost allocations and define funding recommendations and/or specific funding strategies.

Apparatus Projects									
Project	Description	Narrative	Cost	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	
Type I Engine	Type I Engine	This amount represents the debt service. Debt financing was used to purchase the Type 1 Engine. The Districts Type 1 Engine needs are met at this time. Consideration may be given to refurbish an existing Type 1 Engine in the future. LAST PAYMENT 4/1/26	Type I E14/E7/E12	\$220,800	\$226,400	\$231,200	\$235,200		
	Recommended Funding Sources		Optional Funding Sources	Annual Total	\$220,800	\$226,400	\$231,200	\$235,200	\$0
	2019 Medium Term Bonds		N/A	Note: For FY22/23 funds budgeted in Dept Service Department, Debt Service					
Project:	Description:	Narrative	Cost	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	
Type III Engine	Type III Engines	Consideration of retro-fitting a Model 34 Body to existing chassis and purchase a new Type III Model 34	Type III Model 34 Replacement	\$350,000					
			B-8 Model 34 Body		\$250,000				
	Recommended Funding Sources:		Optional Funding Sources:	Annual Total	\$350,000	\$250,000	\$0	\$0	\$0
Pay as you Go from Operations Fund		Grant Funding	Note: No FY22/23 Funds Budgeted						
Project	Description	Narrative	Cost	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	
Type I Ambulance	ALS Ambulance	The plan is for the District to purchase a new ambulance in FY22/23. Alternate years will provide for a remount followed by a new purchase.	Remount of Chassis	\$115,000	\$0	\$140,000	\$140,000		
			Purchase of Ambulance	\$226,750				\$240,000	
	Recommended Funding Sources:		Optional Funding Sources:	Annual Total	\$341,750	\$0	\$140,000	\$140,000	\$240,000
Pay as you Go from Operations Fund		Grant Funding	Note: For FY22/23 funds budgeted in Fire Suppression Department, Capital Projects						
Project	Description	Narrative	Cost	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	
Light Utility Vehicles	Light Vehicles	Replacement of Chief Officer, Battalion Chiefs and Training Captains units. In future years, we should consider replacing light utility vehicles. Also includes purchase of light utility vehicle to use for the NV Energy Fuel Management Program	Chief Officer						
			Battalion Chief			\$80,000			
			Training Captains		\$72,000				
Recommended Funding Sources:		Optional Funding Sources:	Annual Total	\$0	\$72,000	\$80,000	\$0	\$0	
Pay as you Go from Operations Fund and contract with NV Energy for Fuels Management		Sale of Excess Property	Note: No FY22/23 Funds Budgeted						
Project	Description	Narrative	Cost	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	
Water Tender	Water Tender	Replacement of a water tender with a used model, shared cost with Nevada Department of Forestry	Water Tender	\$150,000					
	Recommended Funding Sources:		Optional Funding Sources:	Annual Total	\$150,000	\$0	\$0	\$0	\$0
	Pay as you Go from Operations Fund		Grant Funding	Note: For FY22/23 funds budgeted in NVE Fuels Mgmt Department, Capital Projects					
Totals				\$1,062,550	\$548,400	\$451,200	\$375,200	\$240,000	

SECTION 3

CAPITAL ACQUISITIONS – MAJOR EQUIPMENT

This section discusses the replacement of major equipment in the on-going business of fire, rescue and EMS service delivery by the East Fork Fire Protection District. It includes personal protective equipment (PPE) turnout gear, self-contained breathing apparatus (SCBA), rescue extrication tools, advanced life support (ALS) cardiac monitoring/intervention equipment, fire hose, small equipment, radios, and information technology related devices such as desk top/lap top computers and tablets. While some items may not be considered a capital asset by policy, they are included as a way of presenting some of our on going equipment needs.

Personal Protective Equipment (PPE): PPEs are eligible to be replaced every ten years, or every two NFPA standards revision cycles, or whenever the equipment is damaged beyond repair or fails an inspection. The East Fork Fire Protection District has approximately 160 sets of frontline structural firefighting gear and an equal number of wildland firefighting PPE gear. The District has made a concerted effort to provide each career firefighter with a second set of gear and has advanced this effort at a faster pace than anticipated. We also must focus on turnout gear that has meet its life expectancy. With the increase in staffing, the total number of new sets of turnout gear will increase by approximately 40 sets. The 2021 cost for one (1) set of structural firefighting gear (pants, coat, hood, boots, helmet, and gloves) cost is approximately \$3,500. One (1) set of wildland firefighting gear (pants and jacket) cost approximately \$750. Therefore, in order to amortize the cost of PPE replacement in a planned fashion over a 5-7 year period, the District should budget \$40,000 to \$50,000 annually toward PPE, in addition to maintenance and repairs. This would, in effect, replace the entire compliment of PPEs (structural and wildland) in manageable increments. An alternative to non-wildland volunteer PPE has been implemented to reduce the cost of PPE for our critical logistical support volunteer personnel.

Recommendation: Complete the phase in of replacement and second set of turnouts as set forth through the previously established replacement plan and accelerated the replacement if possible. As turnouts are replaced the older sets shall become the members back up set of turnouts. This will allow the district to meet the contractual requirements, and more importantly offer the ability for turnouts to be laundered more efficiently reducing the member's exposure to carcinogens and helping prolong the life and performance of the turnouts. If a set is not serviceable due to wear, age, contamination or degradation that member will be placed back onto the list to receive an additional set after higher priority sets are ordered. Turnout gear falling out of usable life compliance must be replaced. Non-structural Volunteer PPE to support the logistical roll should also be funded.

The goal of the turnout replacement program should be to have members in similar sets of turnouts in regards to condition and age. If the sets are similar in condition and age the member shall wear the first set of turnouts until contamination occurs and then switch into the second set of turnouts. They shall stay in this set of turnouts until they are contaminated. Alternating the wearing of the two sets of turnouts will spread the wear and tear over two sets of turnouts, increasing the life span of both sets until the recommended replacement time frame, not to exceed 10 years.

For new hires in FY 2022/2022 they shall continue to receive a new set of turnouts once they have successfully completed the Regional Fire Academy and will receive a second set within two to three years of completion of the academy and pending the status of the entire replacement program.

Apply for grant funding under the AFG program.

Amortize the cost of PPE replacement over a 10-year period, and consider budgeting \$40,000 to \$50,000 annually, in addition to maintenance and repairs.

Self-Contained Breathing Apparatus (SCBA): The East Fork Fire Protection District has 110 SCBA units with a 2021 estimated replacement cost of \$7,000 each. The District was able to secure a FEMA AFG award in 2011 for the complete replacement of all SCBA's. Replacement is not likely to be necessary prior to 2026 unless parts become unavailable or cylinders fail regular hydrostatic testing. However, an eventual replacement project must be anticipated and planned for as part of on-going financial planning. All SCBA cylinders require periodic hydrostatic testing as required by 49 CFR 180.205. Fully wrapped carbon fiber cylinders, as used by the District, should be tested every five years and have a 15- year service life. The District has an adequate number of spare cylinders. Being able to have these spare cylinders brought to the incident by Logistical Volunteer Firefighters is critical logistical need. Additionally, with the new compressor at Station 14, being able to have empty cylinders rapidly filled by staff and Logistical Volunteer Firefighters should negate the need for additional cylinders. Funding for this purchase may need to come by way of debt service upon the retirement of debt for the three Type I engines and radios. SCBA replacement will be a large cost project best funded with medium term bond funding at this time. A phased in approach is not applicable to this critical piece of safety equipment.

Recommendation: Apply with other regional agencies for an Assistance to Firefighter Grant for the complete replacement of SCBA units. Pending disposition on the AFG, a Replacement of SCBAs in 2026/27 whether through obsolescence, non-serviceability, or changes in technology will need to take place. Until that time, the existing units are adequate and are meeting the needs of the District. Medium Term Bond funding is a recommended source of funding for a comprehensive replacement at one time.

Rescue Tools: Hydraulic rescue tools are mission critical equipment to delivering services. Especially given the proximity of response by the East Fork Fire Protection District to Highway 395 incidents, these units are of particular significance and value for disentangling and extricating trapped victims in vehicle accidents. These units should be replaced every 10 years depending on advances in technology and the cost of maintenance and repairs to each unit. The District has made good progress over the past two years in this area. Funding for new battery powered tools should continue.

Recommendation: Refocus on the purchase of battery powered units in order to equip all staffed engines. An additional set of heavy rescue hydraulic tools should be considered when financially feasible or with grant funding if possible.

Fire Hose and Nozzles: The National Fire Protection Association's (NFPA) Standard-1962 calls for annual hose testing and allows for keeping hose as long as it passes the annual service test. However, a generally accepted practice is to remove hose from service after 10 years, as

recommended by the NFPA in Standard-1962 (2008 Edition), Annex A.7.1., which states *“While all users should establish their own retirement schedule, fire departments should give careful consideration to a 10-year maximum service life under normal operating conditions.”* Therefore, an annual budget should be maintained for replacing a prescribed amount of hose inventory, so it will not need replacement all at once while also providing for damaged hose repair and replacement. Another way to consider the cost of hose is to consider a complete hose compliment for each engine. The cost to replace an engine’s hose compliment and as currently configured in the District is \$9,700. This allocation can be amortized over 10-year increments or longer based on annual testing. The district does need to consider hose replacement, in particular the large diameter (4”) hose. The district does purchase adequate supplies of hose for warehouse supplies.

Wildland hose is constantly being replaced. The district continues to maintain it supply and deployment of hose based on grant funding through the Nevada Division of Forestry, BLM, and the USFS. Hose lost in firefighting is generally replaced by our federal partners if the fire is on federal property.

Recommendation: Outfitting an entire engine with a complete hose change out costs approximately \$9,700 in 2022 dollars. Hose testing must be performed through this extended period of replacement. Funding for hose inventories should also be provided. Engine replace hose should be purchased as affordable and to include hose for at least one reserve engine.

Radios: The East Fork Fire Protection District was finally able to replace all of its staff assigned handheld radios last year with funds generated under the medium-term financing plan approved by the Board. Some of the existing radios will be reassigned into volunteer stations.

Recommendation: Even with this major replacement purchase being completed, the District will need to consider evaluating all of its mobile radios and keeping an eye on new and changing technologies. The funding component defined in this area reflects a percentage of the cost of the recent acquisition being funded as debt service. No additional funds are being allocated at this time. General fund allocations may be available for isolated purchases as well as some Emergency Management Grant funding.

Portable Equipment: Small portable equipment, specifically, chain saws, rotary saws, thermal imaging cameras, portable pumps, generators, lighting devices, etc. are all essential to the mission of the District. East Fork has not had a formal replacement plan for any of these items, rather replacing them on an as needed basis. Individually, some items would not be considered as capital expenditures, however, given the number of each item identified, the total value would place portable equipment within the realm of a capital improvement. By way of example, each chain saw cost \$1,400. The district maintains over 36 chain saws. An amount for the replacement of portable equipment should be considered on an annual basis. With the implementation of the Fire/Fuels Program, the inventory of chain saws has increased.

Recommendation: The District should continue to replace portable equipment on an annual basis and stager the replace to avoid having to replace an entire compliment of like equipment at one time. It is recommended that an allocation of \$10,000 per year be considered for the replacement of portable equipment. Battery technology has come a long way and should be considered for portable equipment when possible.

Information Technology: The need for new information technology devices, including desk tops, laptop, and tablet computers is and will be an ongoing need. The advancement of technology can easily out pace equipment if a progressive program of replace is not maintained and followed. The District now has a long-term plan (5-year) to provide the necessary devices and to start purchasing devices rather than leasing. Douglas County IT Services has assisted the District with the development of this plan. We do continue to receive comprehensive information technology service and support from Douglas County under a five (5) year service contract.

Recommendation: Following a replacement plan prepared with Douglas County IT Services, the District has transition to a purchase plan and will continue to replace a certain number of IT devices each year.

Gym Equipment: The District over the years has invested in station gym equipment. Over time and with use, some of this equipment must be replaced. The district has always supported this need. Funding is necessary to upgrade and replace this type of exercise equipment on an annual basis.

Recommendation: The District should continue to provide some funding for the purpose of replacing and upgrading it exercise equipment in the stations.

Ambulance Gurney Lift System: The District currently operates four (4) ALS Ambulances, strategically located throughout the District. The planned acquisition of a new ambulance build will require the purchase of a gurney and gurney lift system.

The devices essentially lift the patient and power gurney into the ambulance via mechanical means. Over time we saw back injuries resulting from lifting patients on a conventional gurney. Since the deployment of these devices, the District has decreased it back injuries due to patient lifting incidents to less than 2 per year. With this purchase and a new ambulance build, the district will have five ambulances equipped with the lift system.

Recommendation: The District should purchase an ambulance gurney and gurney lift system to be placed in the new ambulance.

Rope/Rescue Equipment: Over time the District and its staff have developed an impressive skill set with regarding rope rescue capability. The equipment needed to support this expanded a level of emergency services requires some very specialized equipment as well and rope that is designed and manufacture to a “rescue” level standard. The District continues to reinforce our equipment needs each year, and in some cases having to replace items which meet certain expiration periods. Rope in particular. This is another area where the District is meeting its equipment objectives under this plan.

Recommendation: Provide the requested allocation to maintain and enhance the District’s ability to sustain this service and to keep pace with technological advanced in this rescue discipline.

CIP Project Table for Major Equipment: Following is the CIP Project Table which incorporates the preceding recommendations and includes estimated cost allocations and define funding recommendations and/or specific funding strategies.

Equipment Projects									
Project	Description	Narrative	Cost	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	
PPE	Structural/ Wildland PPE	The District assess its PPE needs on a annual basis The second set of structural turnout gear for all career employees has essentially been achieved. Allocations need to now be made to maintain PPE in current condition.	PPE	\$50,000	\$50,000	\$55,000	\$55,000	\$60,000	
	Recommended Funding Sources		Optional Funding Sources	Annual Total	\$50,000	\$50,000	\$55,000	\$55,000	\$60,000
	Pay as you Go from Operations Fund		N/A	<i>Note: For FY22/23 funds budgeted in Fire Suppression Department, Services and Supplies</i>					
Project:	Description:	Narrative	Cost	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	
Self Contained Breathing Apparatus	Self Contained Breathing Apparatus Cylinders	The District's compliment of SCBA units is 9 years old, with a life span of 15 years. The District is part of a regional grant with a 10% contribution from the District. The district needs to consider funding for the eventual replacement of SCBA's if the grant is not successful. Bonding for this purchase may be necessary.	SCBA Units	\$120,000			\$1,300,000		
	Recommended Funding Sources:		Optional Funding Sources:	Annual Total	\$120,000	\$0	\$0	\$1,300,000	\$0
	Bond Funding in FY26/27		Grant Funding, FY22/23	<i>Note: No FY22/23 Funds Budgeted in Grants Services & Supplies, Services and Supplies</i>					
	Pay as you Go from Operations Fund		N/A						
Project	Description	Narrative	Cost	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	
Rescue Tools	Rescue Tools	Refocus on the purchase of battery type power units in future budget years. An additional set of heavy rescue hydraulic tools should be considered when financially feasible or secured through potential grant funding at any time.	Hydraulic Extraction Set	\$15,147	\$0				
	Recommended Funding Sources:		Optional Funding Sources:	Annual Total	\$15,147	\$0	\$0	\$0	\$0
	Pay as you Go from Operations Fund		Grant Funding	<i>Note: For FY22/23 funds budgeted in Fire Suppression Department, Services and Supplies</i>					
Project	Description	Narrative	Cost	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	
Fire hose Replacement	Replacement of Fire hose	Replacing staffed engine hose compliments as well as maintaining an inventory of hose as recommended by ISO with annual hose testing	Fire Hose Replacement	\$20,000	\$5,000	\$5,000	\$5,000	\$5,000	
	Recommended Funding Sources:		Optional Funding Sources:	Annual Total	\$20,000	\$5,000	\$5,000	\$5,000	\$5,000
	Pay as you Go from Operations Fund		Grant Funding	<i>Note: For FY22/23 funds budgeted in Fire Suppression Department, Services and Supplies</i>					

Equipment Projects									
Project	Description	Narrative	Cost	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	
Mobile and Portable Radios	Mobile and Portable Radios	This amount represents the debt service. Debt financing was used to replace radios in 2019. Routine replacement of mobile units as necessary can be considered as part of the general fund obligations. LAST PAYMENT 4/1/26	Radios	\$56,200	\$57,600	\$58,800	\$59,800		
	Recommended Funding Sources:		Optional Funding Sources:	Annual Total	\$56,200	\$57,600	\$58,800	\$59,800	\$0
	2019 Medium Term Bonds		N/a	<i>Note: For FY22/23 funds budgeted in Dept. Service Department, Debt Service</i>					
Project	Description	Narrative	Cost	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	
Portable Equipment	Miscellaneous equipment	Small portable equipment, specifically, chain saws, rotary saws, thermal imaging devices, floating pumps, generators, and assorted rescue equipment are all essential to the mission of the District. An annual allocation is recommended.	Portable Equipment	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	
	Recommended Funding Sources:		Optional Funding Sources:	Annual Total	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
	Pay as you Go from Operations Fund		Grant Funding	<i>Note: For FY22/23 funds budgeted in Fire Suppression Department, Services and Supplies</i>					
Project	Description	Narrative	Cost	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	
IT Devices	Desktop, Laptop and Tablet Devices	The need for new information technology devices, including desk tops, laptop, and tablet computers is and will be an ongoing need. The advancement of technology can easily out pace equipment if a progressive program of replace is not maintained and followed. Currently, the District has had a long term, rolling lease with Dell to provide the necessary devices. Douglas County IT has migrated away from leasing, which will require the District to do the same.	Purchase of IT Devices	\$15,784	\$15,000	\$15,000	\$15,000	\$15,000	
	Recommended Funding Sources:		Optional Funding Sources:	Annual Total	\$15,784	\$15,000	\$15,000	\$15,000	\$15,000
	Pay as you Go from Operations Fund		N/A	<i>Note: For FY22/23 funds budgeted in Fire Suppression Department, Services and Supplies</i>					
Project	Description	Narrative	Cost	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	
Station Gym Equipment	Replacement of Gym Equipment at Fire Stations	Funding necessary to upgrade an replace gym equipment for use of fire stations	Gym Equipment	\$5,000			\$10,000	\$0	
	Recommended Funding Sources:		Optional Funding Sources:	Annual Total	\$5,000	\$0	\$0	\$10,000	\$0
	Pay as you Go from Operations Fund		Grant Funding	<i>Note: For FY22/23 funds budgeted in Fire Suppression Department, Services and Supplies</i>					
Project	Description	Narrative	Cost	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	
Rope Replacement	Replacement of Ropes	Equipment needed to support this expanded a level of emergency services requires some very specialized equipment as well and rope that is designed and manufacture to a "rescue" level standard.	Ropes Replacement	\$7,500			\$11,500		
	Recommended Funding Sources:		Optional Funding Sources:	Annual Total	\$7,500	\$0	\$0	\$11,500	\$0
	Pay as you Go from Operations Fund		Grant Funding	<i>Note: For FY22/23 funds budgeted in Fire Suppression Department, Services and Supplies</i>					
Totals				\$299,631	\$137,600	\$143,800	\$1,466,300	\$90,000	

SECTION 4

CAPITAL IMPROVEMENTS – FACILITIES

Capital improvements and investments in facilities can represent some of the largest expenditures of a Capital Improvement Plan, especially if new fire facilities are contemplated. The facilities section requires a very dynamic approach if new facilities are considered. Detailed response time analysis, call saturation data, ISO cost/benefits, flood plain impacts, current and proposed development and associated zoning, street and highway access, are just some of the considerations which make predicting new facilities needs a challenge.

The East Fork Fire Protection District has been fortunate over the years to be able to construct several new stations and has made an equal number of major additions to stations as well. Generally speaking, current station locations currently meet the existing response needs. Many of our volunteer stations have been located within the informal community structure of the county.

While new facility location, consolidation, and construction are a necessary component of this Capital Improvement Plan, the District must also concentrate on major facility maintenance as well. Both routine maintenance and extraordinary maintenance needs to be considered. The District has invested millions of dollars in its facilities. In many cases, the facilities have deed, land donation, or trust restrictions within their enabling ownership documents which impose the maintenance of these facilities on to the district and into perpetuity.

Asphalt sealing is another significant maintenance responsibility. The district maintains 275,000 square feet of asphalt parking areas. Each year the district attempts to seal and repair about one half of the area on a staggered basis.

Exterior paint and stucco maintenance, roof repair, and station identifications are all items which will require continued maintenance and funded as part of the general fund allocations.

The district has identified a need for some type of training structure in several strategic documents over the years. The concept of a regional facility works well for academy-based training, but does not serve well for the day to day training of on duty staff or with volunteer training due to the travel time and service level reductions that result when companies are outside of the district jurisdiction.

Firefighters (both career and volunteer) are mandated to train a minimum of 240 hours per year per person. The East Fork Fire Protection District has begun to develop the property to the rear of Fire Station 14 in Minden. The work is in progress and can be considered as a phased project. The COVID-19 pandemic interrupted the funding that was in place for the first phase of this project. Construction cost increases will also impact this project, however, the work should be pursued as soon as possible. The District has “shovel ready” plans, approvals, and engineering to proceed.

General Recommendation: The District should monitor and evaluate response efficiencies related to call concentrations, response times, and the effectiveness of following the closest forces concept of response. A detailed analysis should be conducted to include future development concentrations and densities. This effort should be conducted immediately in order to plan future station and facility needs.

Recommendation: The District should continue to follow a two-year rotation of asphalt sealing and repair for all its facilities.

Recommendation: The District should follow future development activity closely and if appropriate and data supported, work to secure both land and facility contributions/donations through development agreement or direct dedication, specifically in the Buckeye/Hayborne/Mueller Parkway areas.

Recommendation: Remodel of Station #15 - The Scope of Work would include modifications to restroom facilities, to include showers and ADA compliance, the creation of an office space, day room with kitchen facilities, storage/HVAC room, T-bar ceiling, removal of two overhead doors and replaced with windows, a man door, and CMU infill. A new HVAC system will be installed in the office/dayroom area. A fenced area will also be included adjacent to the structure on the west side with access to the parking area.

Recommendation: Soft Tone Alert System - Studies have found noise to be a causative factor in stress-related illnesses, such as hypertension, ulcers, allergies and neurological disorders. Noise has been shown to cause nervousness, fear and psychosomatic illnesses, as well as to disturb sleep. One theory indicates that noise, like other stressors, triggers a startle response, which induces a widespread change in the body's activities. These changes may include a rise in blood pressure, a rise in pressure inside the head and increased sweating. Normally, these physiological changes are brought about by intense sounds of sudden onset, much as a fire fighter would experience going from a relaxed state in the station to an alarm response. Fire Station Alerting Systems use alerting tones at 850 Hz and below to alert firefighters to dispatches. Tones are received under a "ramp up volume" rather than the single "alert tone." The intent is to provide each staffed station with this feature.

Recommendation: The District should continue with the phased development of the planned training structure behind Station 14.

Recommendation: The District CBA required evaluation of the current staffed stations and accommodations must be completed by the end of CY 22. It is without question that needed renovations, HVAC upgrades, additions, painting, interior remodeling, etc. are necessary. A third-party contractor should be considered to ensure code and engineering matters are addressed as well as part of the feasibility of proposed modifications. A committee is in place and work towards a comprehensive facility plan is in progress.

CIP Project Table for Facilities: Following is the CIP Project Table which incorporates the preceding recommendations and includes estimated cost allocations and define funding recommendations and/or specific funding strategies.

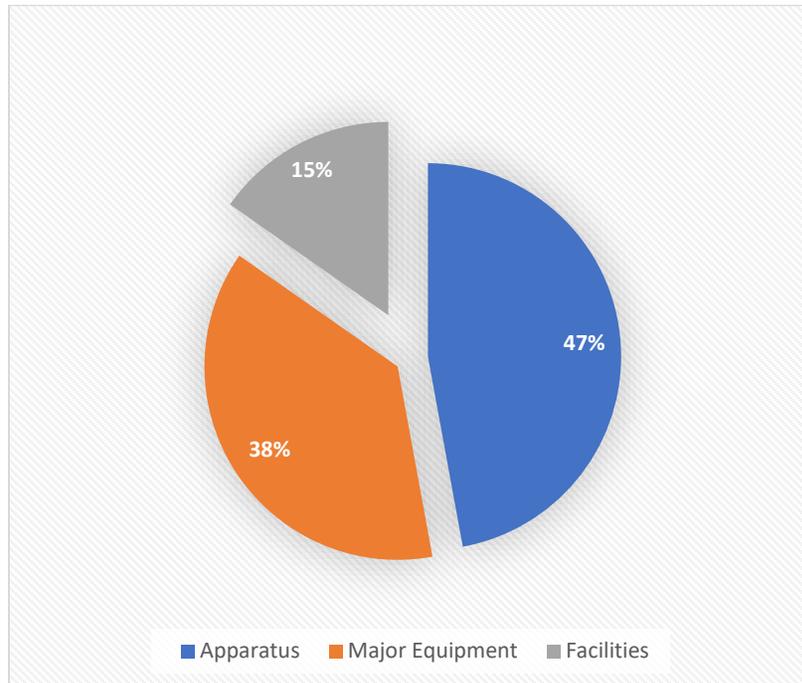
Facilities Projects								
Project	Description	Narrative	Cost	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27
Asphalt Repair and Sealing	Asphalt Repair and Sealing	On a rotating 2 year schedule, the District attempts to seal and maintain it asphalted surfaces at all locations on a two year rotation. In some cases some asphalt removal is necessary with the associated patching. In most cases, sealing and restriping are all that is required.	Asphalt Repair and Sealing	\$18,500	\$20,000	\$20,000	\$20,000	\$20,000
	Recommended Funding Sources		Optional Funding Sources	Annual Total	\$18,500	\$20,000	\$20,000	\$20,000
	Pay as you Go from Operations Fund		N/A	<i>Note: For FY22/23 funds budgeted in Fire Suppression Department, Service and Supplies</i>				
Remodel of Station #15	Remodel of Station #15	To include modifications to restroom facilities, to include showers and ADA compliance, the creation of an office space, day room with kitchen facilities, storage/HVAC room, T-bar ceiling, removal of two overhead doors and replaced with windows, a man door, and CMU infill. A new HVAC system will be installed in the office/dayroom area. A fenced area will also be included adjacent to the structure on the west side with access to the parking area.	Remodel Station #14	\$170,000				
Recommended Funding Sources:		Optional Funding Sources:	Annual Total	\$170,000	\$0	\$0	\$0	\$0
Pay as you Go from Operations Fund		N/a	<i>Note: For FY22/23 funds budgeted in NVE Fuels Mgmt Department, Capital Projects</i>					
Soft Tone Alert System	Purchase of Soft Tone Alert System	Fire Station Alerting Systems use alerting tones at 850 Hz and below to alert firefighters to dispatches. Tones are received under a "ramp up volume" rather than the single "alert tone." The intent is to provide each staffed station with this feature.	Purchase of Soft Tone Alert System	\$250,000				
Recommended Funding Sources:		Optional Funding Sources:	Annual Total	\$250,000	\$0	\$0	\$0	\$0
Pay as you Go from Operations Fund		N/a	<i>Note: For FY22/23 funds budgeted in Fire Suppression Department, Capital Projects</i>					
Training Structure	Training Center at Station 15	Funding for a training site at the rear of Station 14 due to its central location within the district is necessary at some point. Grant funding should continue to be pursued.	Grant Match					
Recommended Funding Sources:		Optional Funding Sources:	Annual Total	\$200,000	\$50,000	\$50,000	\$25,000	\$25,000
Grant Funding		N/a	<i>Note: For FY22/23 funds budgeted in Fire Suppression Department, Capital Projects</i>					
Totals				\$638,500	\$70,000	\$70,000	\$45,000	\$45,000

SECTION 5

CIP FUNDING SUMMARY

Based on the preceding recommendations the East Fork Fire Protection District estimates that over the next five years, the District needs to consider **\$5,683,181** in Capital Investments. The amount considers the three areas of capital investment identified in this document.

They include **\$2,677,350 (47.11%)** for Apparatus, **\$2,137,331 (37.61%)** for Major Equipment and **\$868,500 (15.28%)** for Facilities. The latter not considering the construction of any new facilities or the major modification of existing facilities to accommodate future 24-hour staffing if necessary based on development patterns or to upgrade facilities. A report is pending within the FY22/23 fiscal year and will identify the costs to be included in the Capital Improvement Plan in future years.



ANNUAL FUNDING NEED/ESTIMATE/ANTICIPATED COST						
CIP PROJECT	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	TOTAL
APPARATUS						
Type I Engine	\$220,800	\$226,400	\$231,200	\$235,200	\$0	\$913,600
Type III Engine	\$350,000	\$250,000	\$0	\$0	\$0	\$600,000
Type I Ambulance	\$341,750	\$0	\$140,000	\$140,000	\$240,000	\$861,750
Light Utility Vehicles	\$0	\$72,000	\$80,000	\$0	\$0	\$152,000
Water Tender	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Sub Total	\$1,062,550	\$548,400	\$451,200	\$375,200	\$240,000	\$2,677,350
MAJOR EQUIPMENT						
PPE	\$50,000	\$50,000	\$55,000	\$55,000	\$60,000	\$270,000
Self Contained Breathing Apparatus	\$120,000	\$0	\$0	\$1,300,000	\$0	\$1,420,000
Rescue Tools	\$15,147	\$0	\$0	\$0	\$0	\$15,147
Fire hose Replacement	\$20,000	\$5,000	\$5,000	\$5,000	\$5,000	\$40,000
Mobile and Portable Radios	\$56,200	\$57,600	\$58,800	\$59,800	\$0	\$232,400
Portable Equipment	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
IT Devices	\$15,784	\$15,000	\$15,000	\$15,000	\$15,000	\$75,784
Station Gym Equipment	\$5,000	\$0	\$0	\$10,000	\$0	\$15,000
Rope Replacement	\$7,500	\$0	\$0	\$11,500	\$0	\$19,000
Sub Total	\$299,631	\$137,600	\$143,800	\$1,466,300	\$90,000	\$2,137,331
FACILITIES						
Asphalt Repair and Sealing	\$18,500	\$20,000	\$20,000	\$20,000	\$20,000	\$98,500
Remodel of Station #15	\$170,000					\$170,000
Soft Tone Alert System	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Training Structure	\$200,000	\$50,000	\$50,000	\$25,000	\$25,000	\$350,000
Sub Total	\$638,500	\$70,000	\$70,000	\$45,000	\$45,000	\$868,500
GRAND TOTAL	\$2,000,681	\$756,000	\$665,000	\$1,886,500	\$375,000	\$5,683,181

Summary of FY 22/23 Funding Sources:				
	Services and Supplies (not capitalized)	Capital (Capitalized)	Debt Service (Capitalized Debt)	Total
APPARATUS				
Type I Engine			\$220,800	\$220,800
Type III Engine		\$350,000		\$350,000
Type I Ambulance		\$341,750		\$341,750
Light Utility Vehicles		\$0		\$0
Water Tender		\$150,000		\$150,000
Sub Total	\$0	\$841,750	\$220,800	\$1,062,550
MAJOR EQUIPMENT				
PPE	\$50,000			\$50,000
Self Contained Breathing Apparatus	\$120,000			\$120,000
Rescue Tools	\$15,147			\$15,147
Fire hose Replacement	\$20,000			\$20,000
Mobile and Portable Radios			\$56,200	\$56,200
Portable Equipment	\$10,000			\$10,000
IT Devices	\$15,784			\$15,784
Station Gym Equipment	\$5,000			\$5,000
Rope Replacement	\$7,500			\$7,500
Sub Total	\$243,431	\$0	\$56,200	\$299,631
FACILITIES				
Asphalt Repair and Sealing	\$18,500			\$18,500
Remodel of Station #14		\$170,000		\$170,000
Soft Tone Alert System		\$250,000		\$250,000
Training Structure		\$200,000		\$200,000
Sub Total	\$18,500	\$620,000	\$0	\$638,500
Grand Total	\$261,931	\$1,461,750	\$277,000	\$2,000,681

SECTION 6

FUNDING STRATEGIES

This financial strategy provides an analysis and recommendations for funding the needs and projects identified in the Capital Improvement Plan. This is designed to be a living document and not the final answer. Utilized along with thoughtful analysis and forecasting by staff, it allows management and Board of Directors to effectively plan and approve a sustainable maintenance of effort through a proactive budgeting strategy.

This financial strategy document provides a description of several Capital Improvement Fund funding possibilities by presenting alternatives with a recommendation, an implementation schedule, and an estimated cost to implement the recommendation.

Sources of Capital Funds

Funding for capital improvements comes from a number of sources. These funds are generated through local taxes, fees, charges, outside funding or other similar sources. The availability of these funds is sensitive to economic cycles, labor contract impacts, non-represented employee costs, outside service contracts, health insurance costs, etc.

Pay-As-You-Go (PAYG) comes from annual appropriations and is part of the adopted operating budget. PAYG funding provides the greatest flexibility and historically has funded the majority of capital projects. Projects that are typically smaller in scale as well as minor renovations are likely candidates for PAYG funding – as long as the project has an expected useful life of at least 10 years or more. PAYG has no debt service cost that has to be paid on the expenditure. It is available at the start of the fiscal year but must compete with other operating programs for funding, in particular staffing and labor contract requirements. Funding can also be carried over at the end of each fiscal year.

Loan financing refers to debt financing of projects. The District will be entering into its second-year loan agreement in the amount of \$2,000,000 which is currently funding major and minor capital needs. Loan financing is generated through the borrowing of funds (principal) at a cost (interest) through the sale of municipal bonds. Consideration should be made to evaluate refinancing options each year on the current debt amount and in an effort to generate the maximum capacity of the District borrowing limits.

Inter-Governmental Loans refers to loans specifically provided from one government entity to another. In some cases, they can be interest free or structured with interest. They are usually considered for one-time capital purchases. Years ago, Douglas County actually made an inter-governmental loan to the then East Fork Fire Protection District, as start-up funding for the district. While still a consideration, it may be difficult for anyone agency to loan money to another due to internal funding needs and restrictions on reserve amounts.

Grant Funding has been a very positive funding source for the District. Over the past twenty years the District has secured over \$8,000,000 in grant funding from all sources. Annual grant opportunities should continue to be pursued. The most profitable and financially beneficial grants have been through the Assistance to Firefighter's Grants (AFG). The District has been able to purchase station exhaust systems, SCBA's and most recently a Type III interface engine. The second most productive grant program has been through the Community Development Block Grant program. The District has funded in part a major fire station addition and two ambulances under this program. The District's contract to provide

Emergency Management for Douglas County has positioned itself for several lessor grants, but none the less over \$700,000 in funds over the years, including funding for 30% of the annual loan payment for the District's Administrative Office and EOC. The third most successful grant funding has been provided by the Department of Homeland Security. The district's hazardous materials unit was funding under this program. Homeland Security funding continues to decrease within the State of Nevada and the grant allocations for major capital investments are very competitive and generally focus on the urban areas within the state.

Impact Fees for fire department facilities are provided for in Nevada Revised Statute 278B. Impact Fees can only be imposed by the Douglas County Commission and are generally very restrictive to their use. Specifically, NRS 278B.045 defines a "Fire station project" to one or more of the following portions of a fire station or a fire substation: (a) Office space used for the administration of the fire station or fire substation. (b) Storage areas. (c) Kitchen facilities. (d) Dormitories and locker rooms. (e) Restroom facilities. (f) Training or exercise facilities. (g) Briefing or conference facilities. (h) Facilities and such appurtenances necessary for housing and maintaining vehicles and equipment used for firefighting or to provide emergency medical services. (i) a facility or portion of a facility that is required in order to comply with standards for occupational safety and health. (j) Parking areas for employees and the public. (k) Landscaping. (l) Utilities.

Impact fees cannot be used for (a) A facility or portion of a facility that is used to replace services for the prevention or suppression of fire that were once provided elsewhere in the city or county. (b) Vehicles and equipment used for firefighting or to provide emergency medical services. (c) A facility that is used for training firefighters from more than one fire station or fire substation. (d) Personnel costs of any kind.

Development Agreements serve as another way to leverage funding specific to a particular development, generally major subdivisions. The District has over the years availed itself to a few development agreements which have actually provided funding. In several cases, the district has acquired land for future fire station construction. One drawback to development agreements are that conditions are usually applied, including reversion clauses if the land is not used within a specified time or not used at all. This District, as an independent entity must seriously consider soliciting funds, equipment, land, and facilities from future development.

Capital Improvement Tax Over-rides can be considered but do require voter approval. History has demonstrated the Capital Improvement Tax over Rides is generally more successful than general tax rate overrides. A Capital Improvement Plan is an essential document to justify such a funding strategy. The over-ride generally is specific to a particular purchase or project and has a "sunset" clause attached to it. In some cases, tax over-rides can be structured a declining annual rate, with the idea being that annual increases in ad valorem will allow for a near annual equal generation of funds over the life of the over-ride. Douglas County is a very tax adverse county, however, the district was successfully and still enjoys a tax rate over ride which was specific to the funding of paramedic services in the late 1980's.

Tax Rate Adjustments become another option, but equally as challenging as a voter approved over-ride. Prior to the current tax limiting legislation that we operate under today, the district and all other entities had the ability to incrementally increase tax rates and were not subject to the current abatement requirements. Tax rates are, by law, established by the Douglas County Board of Commissioners and are capped at \$3.66. The District is in a group of several other entities, including the Towns of Minden and Gardnerville in the group of "capped" entities. NRS

361.455 does provide a process to follow if the governing board of the District were to pursue this option. Tax rate adjustments under this option involve a very complicated process with the Department of Taxation ultimately being the deciding voice.

Philanthropic Donations are another potential source of funding. While the opportunities are far and few between, there are times when this opportunity does make itself available. Funding is generally in smaller amounts.

SECTION 7

SUMMARY

The need for capital investment planning is an important responsibility for the East Fork Fire Protection District. As demonstrated in the preceding pages, the District has many critical needs. The Capital Improvement Plan allows the District and the public to see the identified needs, projected costs, and the estimated timeline assigned to those needs.

Not all items within a CIP will be funded or can be funded. Therefore, the CIP can allow the organization and governing body to establish priorities, make adjustments, establish procurement policies, and otherwise, better manage its financial resources that are applied to capital improvements.

Lastly, this document should be considered a dynamic document subject to significant change over time. While effort has been put forth to forecast the needs in five (5) year periods, unforeseen influences can and will have an impact to what is presented. The impacts may include labor contracts, down turns in the economy, or emergency procurement needs, to name a few. The CIP is **only a guide** towards future needs and capital costs. The most current year of the CIP should receive the most attention with regard to funding efforts as it represents the most reliable estimate of what is needed both functionally and what can potentially be supported financially.