



Moapa Valley Fire District

Strategic Plan

2021-2026



Approved By: Stephen Neel, Fire Chief

MESSAGE FROM THE FIRE CHIEF



I am proud to present the Moapa Valley Fire District's Strategic Plan for 2021-2026. This plan is the culmination of the strong work of a team of dedicated firefighters across all the ranks of our Department. In order to provide comprehensive fire, rescue and emergency medical services to those who work, live and play in Moapa Valley, the Moapa Valley Fire District must continuously respond to changes, solve problems, collaborate on issues, assess community needs and develop viable solutions. Like many fire departments in our region, we have seen a steady increase in calls for service which challenge our core program service delivery expectations.

The strategic planning process allowed us to evaluate all aspects of how we provide service to our community, compare that to industry standards and best practices, then develop a plan to ensure we do the very best we can with the resources we have been provided. We are fortunate to serve a community that recognizes the importance of public safety in maintaining a healthy, livable and vibrant community. We are also fortunate that we have a department of 55 volunteers, who recognize the value of teamwork, planning, preparation, training and professional development.

Over the last several months, the Moapa Valley Fire District Leadership Team has worked to define our mission, vision, and values and developed goals that we believe are realistic and achievable. The Moapa Valley Fire District is committed to not only fulfilling our mission, but taking it to the next level. In order to do this, we will need to be vigilant in keeping up with the changing nature of the fire service, while at the same time, looking forward to future trends. This plan contains six strategic goals that I am fully confident we will be able to attain. These goals focus on improving our organization through the implementation of enhanced training programs and community outreach, decreasing our response times, increasing our level of service, increasing efficiency through the use of research and technology, and better preparing future leaders to manage the organization.

In closing, I would like to thank the members of my command staff and the members of the Moapa Valley Fire District Advisory Board for their support in our strategic planning process. The idea that the men and women of the Moapa Valley Fire District are actively engaged in an ongoing process for improvement is exciting to me. Our members' commitment to this strategic planning process clearly shows their commitment to the community of Moapa Valley. As an organization, we stand united and committed to accepting the challenge of making these strategic goals a reality, enhancing the services we provide to our residents, and meeting our future needs.

History of Moapa Valley Fire District

The Moapa Valley Fire District (MVFD) was created by the Board of Clark County Commissioners in January 1965. Once created, the MVFD fell under the Clark County Fire Department direction. Over the years, the MVFD has evolved. In July 2018, the Moapa Valley Fire Board of Commissioners appointed the first Volunteer Fire Chief, Stephen Neel. In July 2020, Fire Chief Stephen Neel was transitioned into the first full-time Fire Chief for the Moapa Valley Fire District. Since then, the Department has continued to change by increasing their level of services to their community. The Fire District has provided the firefighter 1 certification and other advanced training, including Emergency Medical Technician to all the district volunteers.

Mission Statement

It is the mission of the Moapa Valley Fire District to preserve life and property; promote public safety; and foster community support services in a professional manner.

Core Values

The members of the Moapa Valley Fire District are:

Prepared for Duty

Serving With Integrity

Responding With Compassion

Committed to Professional Excellence

These statements of core values mean the following to the Moapa Valley Fire District:

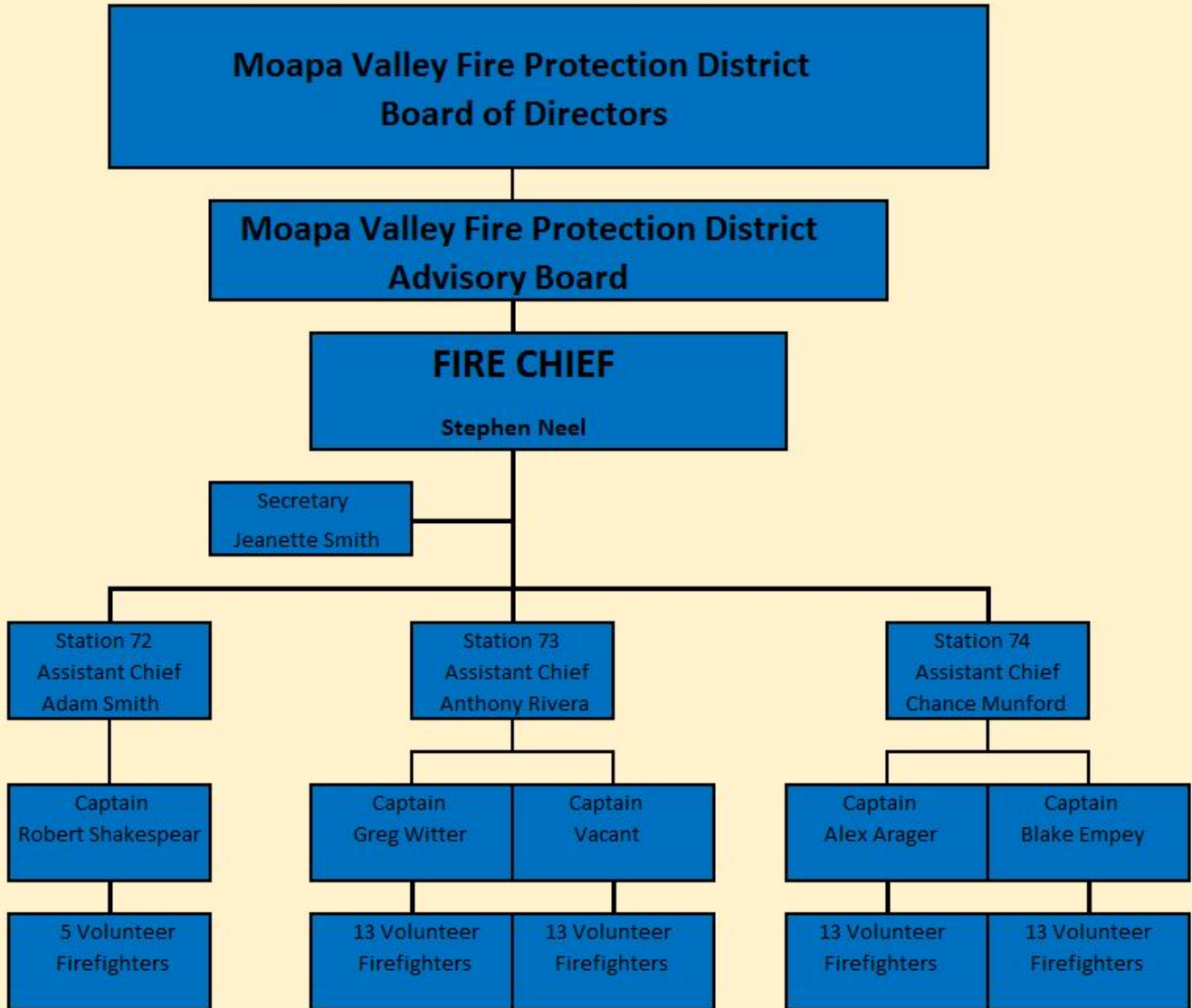
Prepared for Duty—means that our members will do everything possible to ensure that our organization is at an optimum state of readiness when called upon to respond at a moment's notice. Our team members will be properly trained, equipped, supported, and focused on safe immediate response and services.

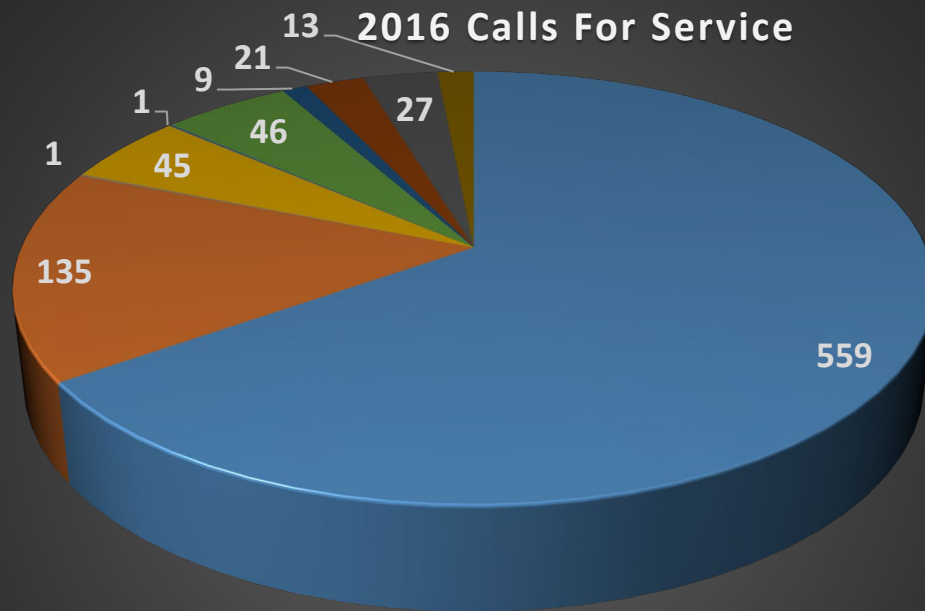
Serving With Integrity—this relates to how we do business. We acknowledge that truth and trust are the foundations of relationship building and delivery. Our members will work hard every day to maintain the highest professional standards and to earn the public trust through their actions.

Responding With Compassion—our organization is a people-oriented service organization focused on helping those in need. Our members will provide the highest level of fire and emergency services with utmost compassion and care to anyone in need.

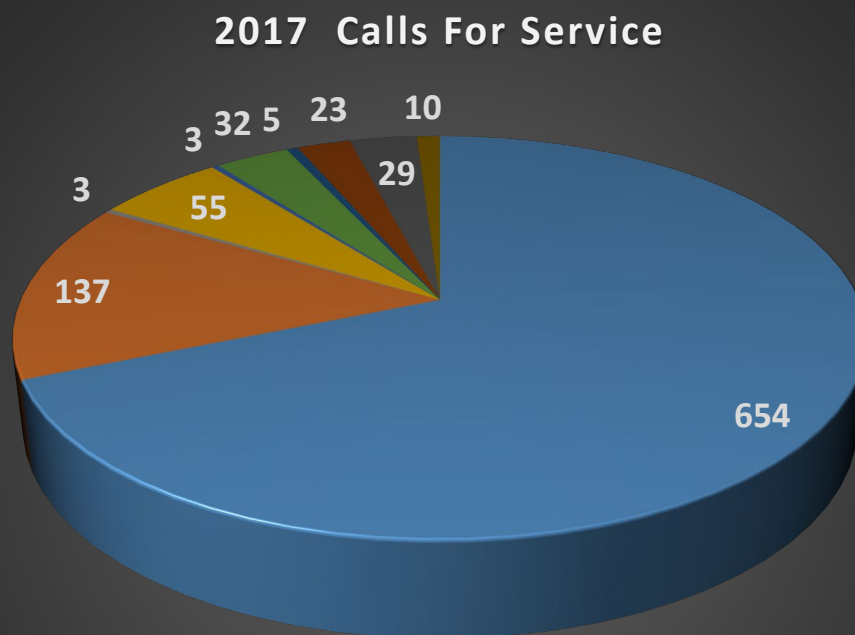
Committed to Professional Excellence—the Moapa Valley Fire District will provide its members with the means, skills, and education to provide outstanding professional services. This organization will achieve this excellence through a commitment to quality, respect for each individual, and a workplace that is free of harassment, discrimination, and retaliation.

District Organization Chart



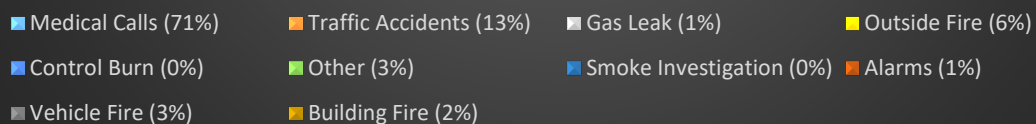
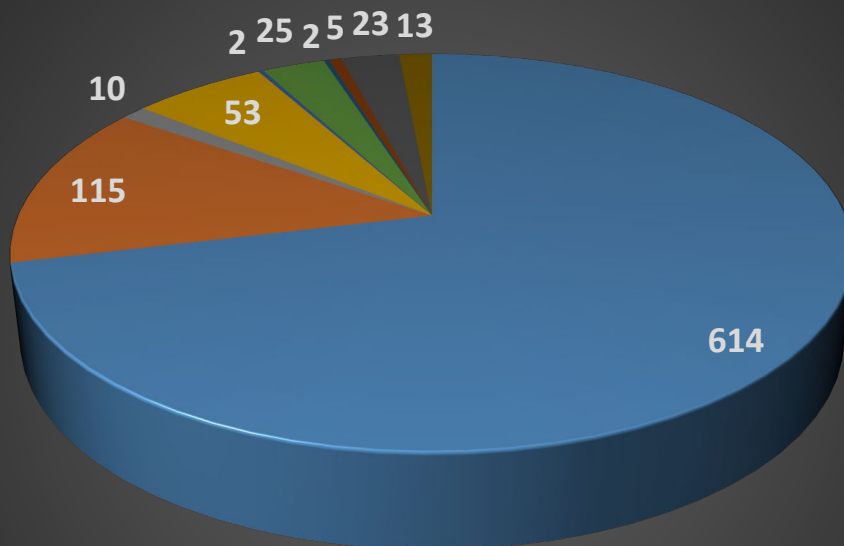


- Medical Calls (65%)
- Traffic Accidents (16%)
- Gas Leak (1%)
- Outside Fire (5%)
- Control Burn (1%)
- Other (5%)
- Smoke Investigation (1%)
- Alarms (3%)
- Vehicle Fire (3%)
- Building Fire (2%)

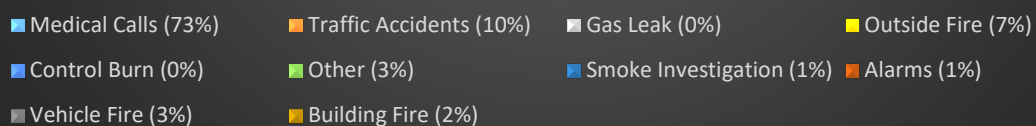
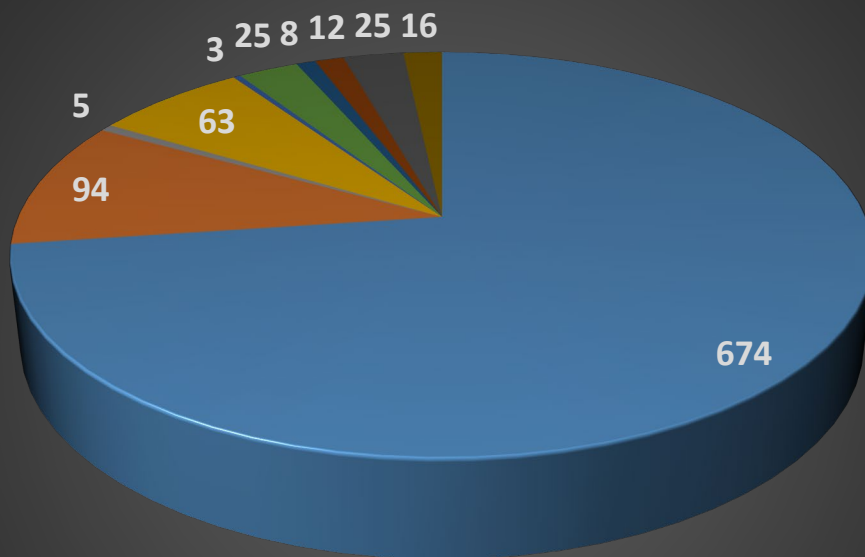


- Medical Calls (69%)
- Traffic Accidents (14%)
- Gas Leak (0%)
- Outside Fire (6%)
- Control Burn (0%)
- Other (3%)
- Smoke Investigation (1%)
- Alarms (3%)
- Vehicle Fire (3%)
- Building Fire (1%)

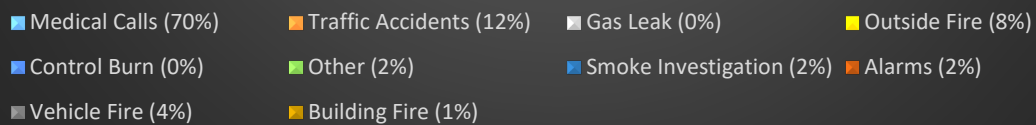
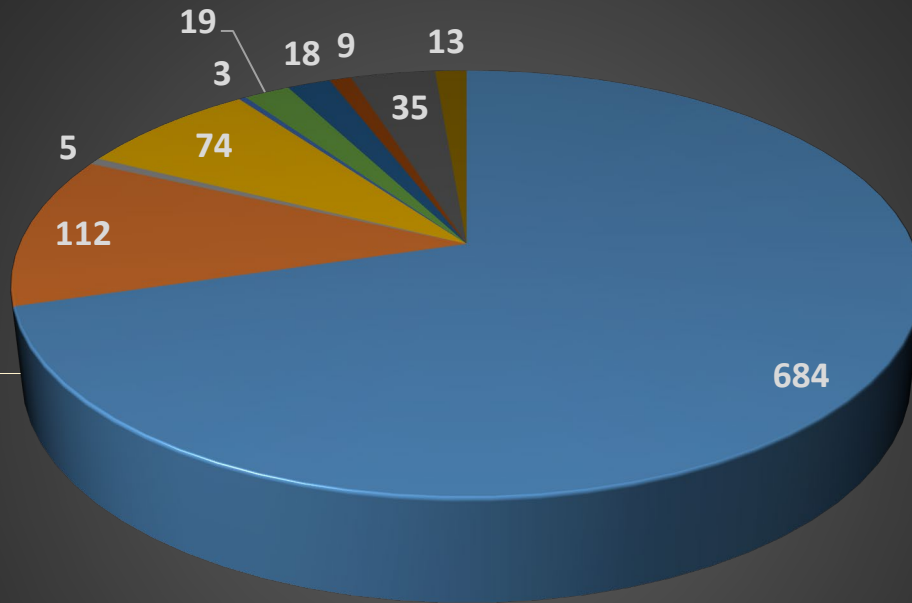
2018 Calls For Service



2019 Calls For Service

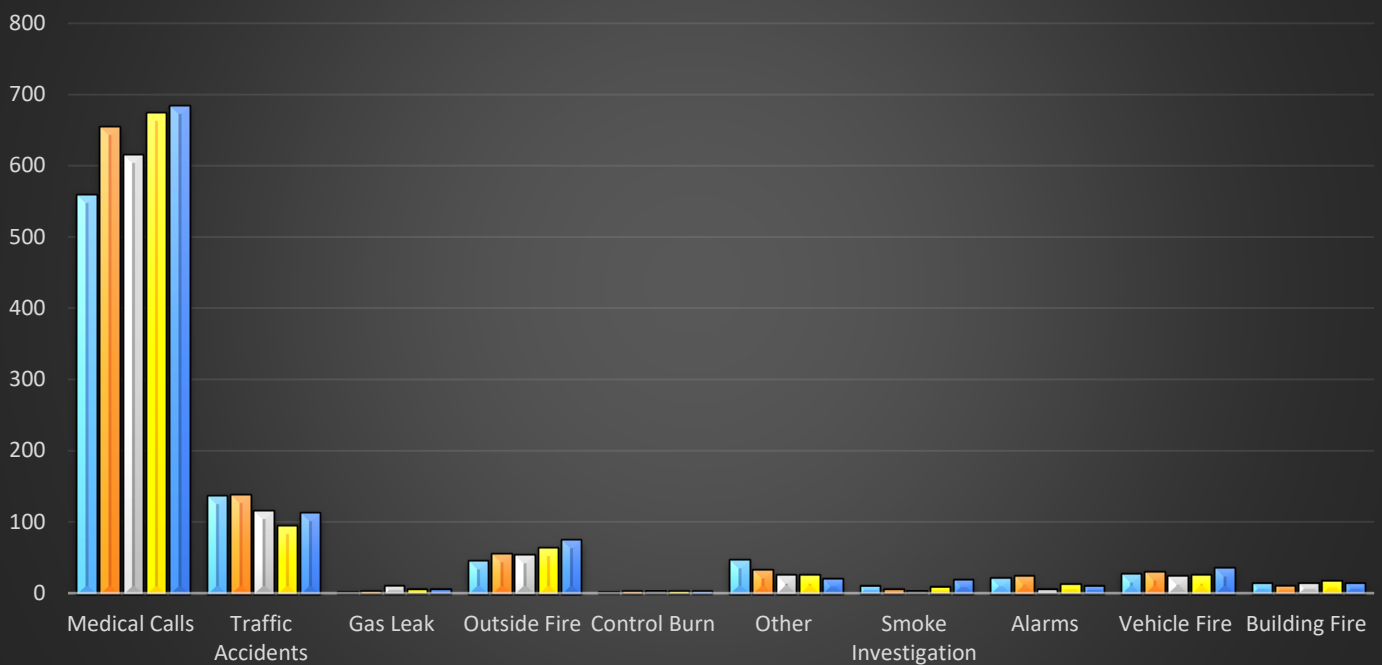


2020 Calls For Service

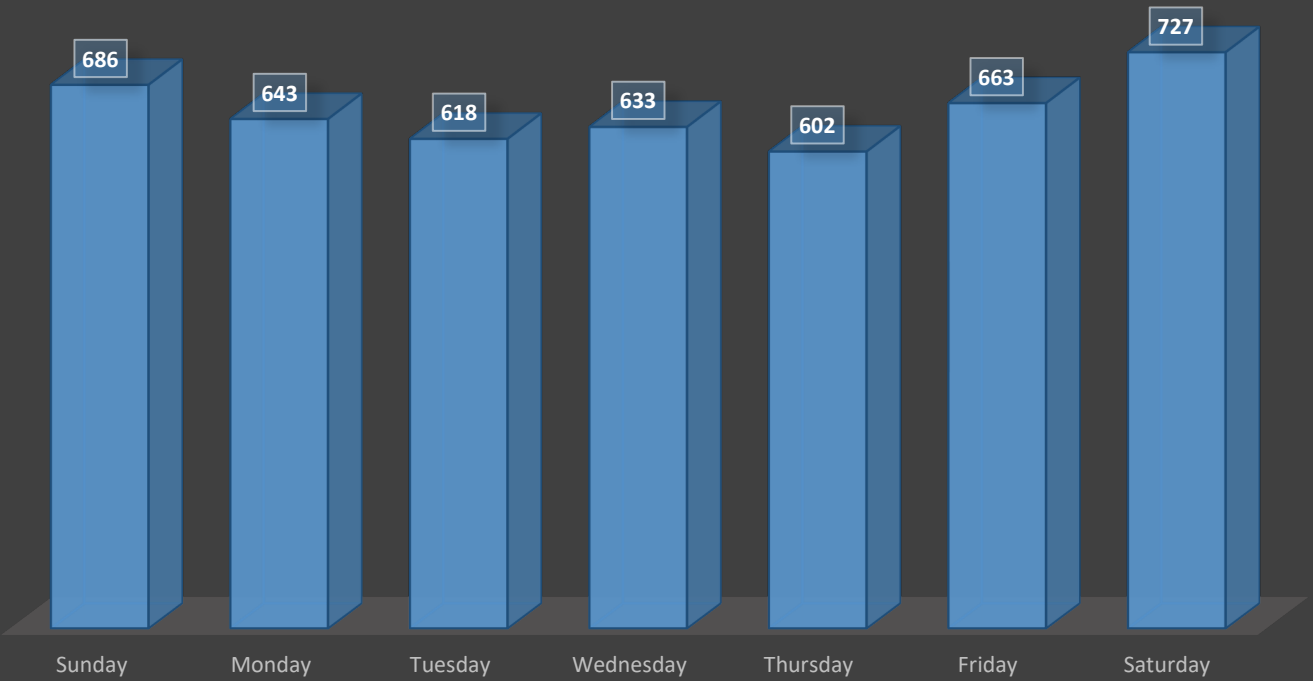


5 Year Calls by Category

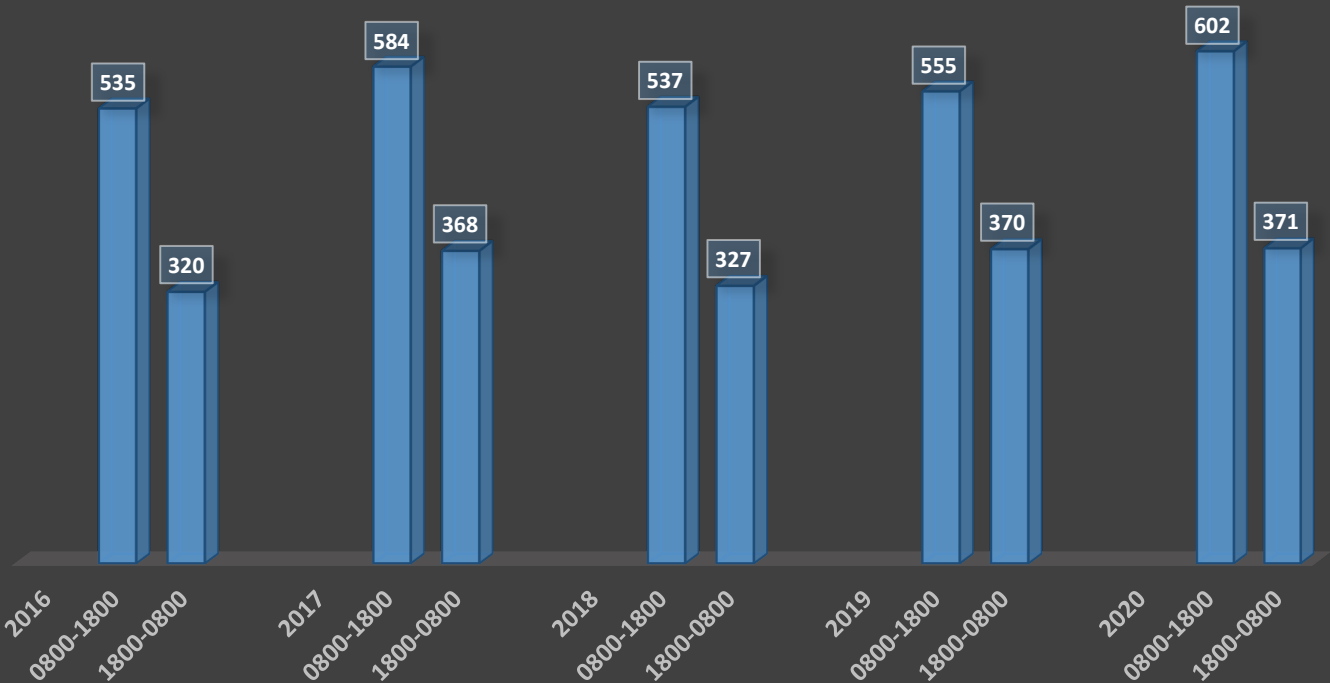
■ 2016 ■ 2017 ■ 2018 ■ 2019 ■ 2020



5 YEAR CALLS BY DAY



5 YEAR CALL VOLUME BY TIME



GOALS & OBJECTIVES

GOAL

The Moapa Valley Fire District defines a *Goal* as the component that addresses a strategic issue and significantly contributes to our Mission. The result of achieving a Goal is often broader in nature compared to the result of an Objective.

OBJECTIVE

Goals and Objectives are similar in that they both describe an expected result. However, *Objectives* are typically far more specific in defining the result to be achieved as compared to the more general, and often more complex, nature of a Goal statement. Our Objectives are clear statements that articulate specific actions needed to reach the associated Goal. Objective timeframes are captured in calendar year quarters and completion is expected by the end of the quarter referenced.

DESIRED OUTCOME

For the Moapa Valley Fire District, a *Desired Outcome* is defined as our best-case scenario in obtaining a Goal. Our Strategic Plan's *Desired Outcomes* are meant to be a benchmark of ultimate performance from an *internal perspective*. It is not an indication of success or failure, but offers direction in achieving our Goals and Objectives well beyond our three-year Strategic Plan time frame.

Strategic Goal # 1: Create Long Term Financial Stability

Objectives:

1A: Begin billing for patient transports and enroll in GEMT program

1B: Begin deploying on National Wildland Fires

1C: Come up with a strategic plan to replace apparatus and allocate funding to fund the plan

1D: Seek federal, state, local, and private grant funding to supplement current funding sources

Desired Outcomes

1A: Receive additional funding to support hiring of EMS/Fire personnel.

1B: Receive additional funding to support the hiring personnel.

1C: Replace apparatus from funding sources that were previously allocated.

1D: Receive grant awards to support and offset operation and to hire at least one Firefighter/Paramedic.

Strategic Goal # 2: Recruit new volunteers and retain current volunteers throughout the district.

Objectives:

1A: Start a Fire Explorer post.

1B: Hold annual recruitment events.

1C: Provide basic fire and EMS training along with advanced training opportunities.

1D: Provide incentives to volunteers.

Desired Outcomes:

1A: Recruit 16-18 year old students. Begin to mentoring and training them to become volunteers once they graduate from High School.

1B: Recruit 10 additional volunteers each year.

1C: Conduct the following training courses annually: Fire Instructor 1, Fire Instructor 2, Fire Officer 1, and Fire Officer 2 every year. Hold EMT-Basic and AEMT class biannually.

1D: Provide uniforms, stipends, and Accidental Death and Dismemberment/Workers Compensation/Disability Insurance to volunteers.

Strategic Goal # 3: Decrease response times to calls within our jurisdiction and increase the capabilities and level of service provided.

Objectives:

1A: Hire one full-time Firefighter/Paramedic.

1B: Hire part-time EMS personnel to respond in the Rapid Response Vehicle (RRV).

1C: Start a Community Paramedicine Program.

1D: Provide living quarters for volunteers.

Desired Outcomes:

1A: Provide consistent ALS day coverage 7 days per week. Ensure district readiness by doing weekly checks on district equipment and apparatus.

1B: Provide consistent coverage, while decreasing response time by 40%.

1C: Provide medical care and assistance to our senior citizens and disabled community members who have a difficult time accessing medical care.

1D: Have volunteers staying at the station to decrease the response times therefore increasing the availability of personnel.

Strategic Goal #4: Comprehensive Training and Development

OBJECTIVES:

1A: Develop a sustainable method for initial and advanced fire and EMS training throughout the district.

1B: Construct a fire training facility

Desired Outcomes:

1A: Have all firefighters certified to at least a firefighter 1 level. Provide monthly trainings based on the needs of the department and the risk found within our department first in areas.

1B: Have a fire training center with the ability to conduct fire training for both new and current firefighters.

Strategic Goal # 5: Implement an Emergency Management Program for Moapa Valley

Objectives:

1A: Implement an Emergency Management Plan for Moapa Valley.

1B: Work with local stakeholders to determine the risks and the mitigation measures.

Desired Outcomes:

1A: In the case of a natural or man-made disaster, be able to implement the Emergency Management Plan with clear direction.

1B: Have a working relationship with stakeholders where all are able to work together on an incident towards common goals and objectives.

Strategic Goal # 6: Create an Arson Investigations Division

Objectives:

1A: Become a POST recognized agency

1B: Appoint Arson Investigators to the Moapa Valley Fire District.

Desired Outcomes:

1A: Ability to conduct arson investigations within our jurisdiction

1B: Appoint minimum of one arson investigator for our fire district