



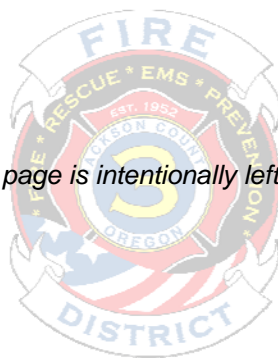
JACKSON COUNTY FIRE DISTRICT 3



ANNUAL BUDGET

Fiscal Year 2024/2025

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2024/25 Fiscal Year Annual Budget

Serving the citizens of Jackson County, Oregon in the communities of
Agate Lake, Central Point, Dodge Bridge, Eagle Point,
Gold Hill, Sams Valley, and White City

Jackson County Fire District 3

8383 Agate Road, White City, Oregon 97503

541-826-7100

www.jcfd3.com

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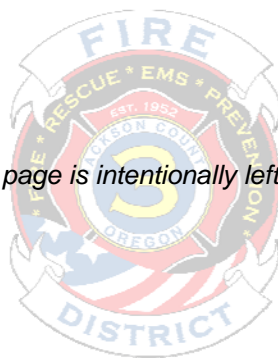


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Budget Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Jackson County Fire District 3
Oregon**

For the Fiscal Year Beginning

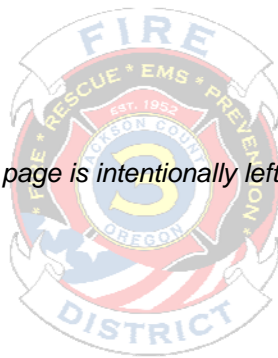
July 01, 2023

Christopher P. Morill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Jackson County Fire District 3, Oregon, for its annual budget for the fiscal year beginning July 1, 2023. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and therefore we are submitting it to GFOA to determine its eligibility for another award.

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Fire District 3

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April 18, 2024

Budget Committee Members and Citizens
Jackson County Fire District 3
White City, Oregon

Budget Committee Members and Citizens:

I am pleased to present to you the 2024/2025 fiscal year **proposed budget** for Jackson County Fire District 3. Staff has prepared this budget for your review and approval consistent with the District's vision, mission, and strategic initiatives. In addition, it is prepared in compliance with generally accepted accounting principles (GAAP) and Oregon Local Budget Law. This budget is intended to serve as a financial plan, policy document, communications device, and operations guide. The priority of this budget is to be fiscally responsible with revenues we receive from our District patrons while providing exemplary services that align with our mission and vision statements.

The mission of the District is to preserve quality of life and protect property through public education, prevention activities, and emergency response services. The vision for the District is to reduce and eliminate risk from fire, rescue, and medical events in the communities we serve.

This past year we developed a new 4-year Strategic Plan. The Strategic Plan serves to align our services with the changing needs of our communities, businesses, residents, and visitors, charting that course forward through clear and actionable initiatives. The five strategic initiatives are designed to focus the efforts of the organization on achieving the vision.

1. Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.
2. Ensure sustainability of service delivery by efficient use of our people, facilities, fleet, and financial services.
3. Demonstrate our tradition of professionalism, innovation, and excellence throughout the organization.
4. Maintain a high level of trust by promoting District engagement within the organization and the communities served.
5. Cultivate and strengthen collaboration and strategic partnerships.

Each initiative has several actionable goals that further define our desired outcomes. This budget was developed in support of these goals.

This budget, and the process employed in development, remains a nimble exercise in evaluating our priorities. Staff commitment and scrutiny throughout the process demonstrates an appreciable frugality for the funds we receive. Our collective effort to see the Strategic Plan through and remain in alignment with our sound budgeting practices will ensure stability, efficiency, and increased capabilities of our services.

Budget Message

2024/25 Fiscal Year

2023 Year in Review

Over the past year the District had several accomplishments, some of which we would like to highlight.

- Developed a 4-year Strategic Plan with emphasis on refining the mission, vision, and values. The plan reflects the values important to our current workforce.
- Challenged the previous ISO Public Property Classification rating achieving a new rating of 2/10.
- Coordinated the purchase of an additional facility to improve current and future support service functions.
- Conducted multiple recruitment and selection processes to fill vacancies created by retirement and new positions supported by the budget.
- Implemented a mental wellness program for all personnel.
- Completed the Scenic Park and transferred ownership to School District 6.
- Refined scheduled replacement procedures and schedules to better position for supply chain issues within the industry.
- Staff remained integral in shaping legislation and rulemaking through their various levels of engagement.



Economic Factors and Long-Range Financial Planning

Key assumptions based on information from the external environment and economic forecasts may have an impact on budget planning and development. We remain vigilant on monitoring the external environment throughout the budgetary process given the impact economic changes will have on our ability to provide service at current and future levels. In the development process, we comply with fiscal policies, and we aim to preserve and protect our financial position for the future.

- Property assessed valuation is projected to increase modestly. We have forecasted a 4.75 percent assessed valuation growth for the 2024/25 fiscal year. Growth in the Rogue Valley and within the District's taxing base has been growing modestly and consistently over the past five years with an average growth of 4.64 percent over a seven-year period. Residential and commercial construction continues to be strong and competitive with most of the growth occurring in the cities of Central Point, Eagle Point, and the industrial area of White City.
- The unemployment rate for Jackson County in February 2024 was 4.5 percent compared to 5.4 percent for the same month a year ago. Projections from state and local economists suggest that job growth will continue to increase with demand occurring in the hospitality, private health care, and social assistance sectors, however a shortage in the labor market will continue to put pressure on these industries.
- Call volume for the District increased 3.68 percent in 2023 compared to 1.56 percent in 2022. The ten-year average also reflects an overall increase of 3.68 percent for all incidents. The call volume is fairly distributed across the 4 career stations with White City remaining the busiest location. Staff continues to evaluate incident statistics to ensure we are sending the most appropriate resources to the incident type.

Budget Message

2024/25 Fiscal Year

- The establishment of the Central Point Urban Renewal District in 2012 will continue to cause a loss in revenue for the District over the next 20 years. The urban renewal district is scheduled to sunset in 2042. Once dissolved, the District will see an increase in assessed value from the new infrastructure and improvements.
- At 58 percent of total calls, medical requests for service continue to be the predominate type of incident to which the District responds. This category of response continues to change based on the socioeconomic environment, changing demographics, and changes within the national healthcare system. The Community Care program is focused on meeting the needs of patients who use the 911 system for low acuity conditions, or are frequent users of the 911 system, by using specially trained medical providers to provide appropriate care for the patient and assistance in navigating healthcare and social service resources that set the patient up for current and future success.
- Taxpayers will continue to expect the District to operate within its means and be responsible stewards of taxpayer money. The District remains committed to transparency, effective and efficient delivery of key services, and the focus of our efforts on preserving quality of life.

The District remains committed to long range financial planning as a tool to meet strategic requirements, maintain expenditures at levels that do not exceed general operating revenues, and to determine the impact of various “what if” scenarios related to meeting the increasing demands for service. With this financial planning commitment, the District will continue to be financially solid and remain focused on mission critical needs.

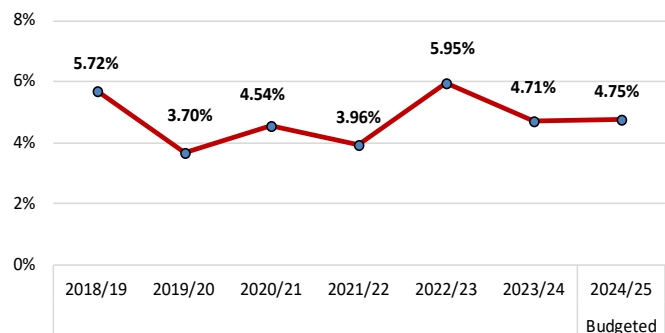
Property Tax Analysis and Potential Impacts

The District experienced total assessed valuation (AV) growth of 4.71 percent for the 2023/24 fiscal year, in comparison to 5.95 percent in the prior year. The District’s financial forecast for the 2024/25 fiscal year and beyond includes continued modest increases in the growth rate of assessed value. Based on this conservative growth assumption and new construction within the residential and commercial sectors, this budget reflects a 4.75 percent increase.

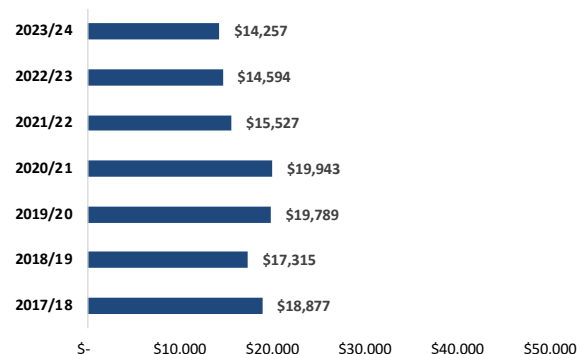
URBAN RENEWAL: The City of Central Point’s Urban Renewal District, which encompasses a portion of the District, will be in its 11th year. Under Oregon statute the total assessed value of the urban renewal is frozen and all future assessed valuation growth within the plan area is transferred to the urban renewal district until all identified projects are sufficiently funded. The District had \$219,283 in tax revenue diverted for fiscal year 2023/24 with \$1,053,600 since inception. Considering the impact, the District is developing an agreement with the Urban Renewal District to direct contributions for the replacement of a structural engine and ladder truck that serves the affected areas. Upon sunset of the plan, the District will benefit from the improvements and additional assessment.

COMPRESSION: Oregon statute restricts general government to tax rates of no more than \$10 per \$1,000 of real market value and education districts to tax rates of no more than \$5 per \$1,000. When total taxes calculated for all taxing entities exceed these limits then the County Assessor must “compress” the rates resulting in potential loss of tax revenue. In the calculation, both the assessed and real market value of each property is calculated and compared. The impact facing the District continues to be found in tax code area 602 located within Central Point and is caused by repressed real market values (RMV) coupled

Assessed Value Change



Loss Due to Compression



Budget Message

2024/25 Fiscal Year

with the current combined tax rates of \$10.79. If compression occurs from the education side, the loss is added to the general government side, therefore increasing the potential for additional compression loss among the general government group.

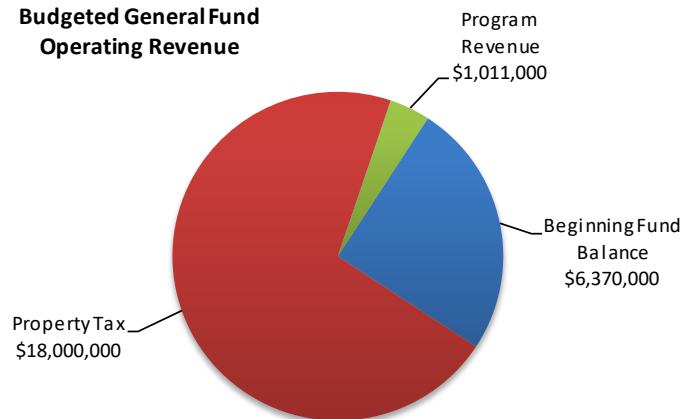
Summary of Revenue and Expenditures / Noteworthy Budgetary Items

General Fund Revenue

This proposed budget reflects \$18,000,000 in property tax revenue, a 3.75 percent increase or \$650,000 over the 2023/24 fiscal year budget. Current year taxes are calculated at our permanent tax rate of \$3.1194 per \$1,000 of assessed value with a 95 percent collectible rate. Of this amount \$17,650,000 is estimated in current year taxes and \$350,000 is estimated in prior year taxes.

Property taxes account for 97 percent of the District's operating revenue. The District considers operating revenue to consist of property tax, interest income, fees for service, contracts with other agencies, and proceeds from operational designated grants. Total operating revenue is budgeted at \$19,011,000. Overall General Fund revenue is budgeted at \$25,381,000, a 2.36 percent increase over the 2023/24 fiscal year budget or \$585,000.

**Budgeted General Fund
Operating Revenue**



Personnel Services

This proposed budget reflects an overall increase in Personnel Services of 8.6 percent or \$1,255,000. Within personnel services, the budget reflects increases for health insurance and other benefits. The District remains in negotiations and a placeholder has been utilized to project cost of livings adjustments. Positions that are represented include Battalion Chief, Captain, Deputy Fire Marshal, Engineer, Firefighter, and Community Care providers.

PERSONNEL: The administrative section continues to experience a reduction in personnel costs with the realignment of duties and our staff's tremendous work ethic. As a result, the Community Engagement Coordinator is not funded in the 24/25 Fiscal Year. The District hired a Division Chief of Response Services this past Spring and will fill the Risk Reduction Fuels Coordinator position in early summer. Recruitment for the pilot program fuels technicians will take place this summer with the project work beginning after fire season. A competitive process will be conducted in early fall to select a Community Care Coordinator.

Last year the budget committee approved increasing the number of firefighter positions to 24 full-time equivalents (FTE). This year's budget funds 25 positions, allowing for a potential "over-hire" to prepare for future retirements and allow temporary transfers to administrative assignments. We remain cognizant of the impacts planned and unplanned vacancies have on our overtime budget. The District will continue to scrutinize the additional positions necessary in helping us achieve our mission while also meeting succession management objectives and growth in the future. No additional positions are included in the proposed budget.

Budget Message

2024/25 Fiscal Year

PERS: For this budget year, the District's employer rate contribution into the Public Employees Retirement System (PERS) will remain the same. Employer rates are set by the PERS Board every two years and are based on a system-wide actuarial valuation that accounts for all costs, liabilities, rates of interest, and other factors to ensure System sustainability. The valuation period that established rates effective July 1, 2023 through June 30, 2025 is from years 2020-2021 (the December 31, 2021 valuation).

The rate for all members in the tier one and tier two groups (those employees that have established membership prior to 2003) is 25.94 percent of payroll. Rates for firefighters in the tier three (OPSRP) group (those employees that have established membership after August 29, 2003) is 21.10 percent of payroll and the rate for general service members in the OPSRP group is 16.31 percent of payroll. The total budgeted PERS expense is \$2,619,000, an increase of \$613,500 from fiscal year 2023/24. Of total personnel, 25 percent are in the Tiers 1 and 2 group, 55 percent are in the OPSRP firefighter group, and 20 percent are in the OPSRP general service group.

HEALTH INSURANCE: The District provides a medical, vision, and dental insurance plan for its full-time employees with a required employee cost share of five percent. Composite rates at renewal for all levels effective July 1, 2024 to June 30, 2025 are budgeted using a six percent overall increase. The total budgeted health insurance expense is \$2,015,000 or an increase of \$233,500, the result of higher premiums and the addition of positions within the Risk Reduction Department.

In addition to health insurance benefits, an HRA-VEBA Health Reimbursement Plan is provided in which the District contributes a fixed dollar amount for all employees. The budgeted contribution per employee for this budget is \$372 per month for a total annualized expense of \$372,000.

Total Personnel Services is budgeted at \$15,837,000 which is an 8.6 percent increase over the current year. Personnel Services for this proposed budget is 83% of General Fund operating revenue. We will continue to monitor federal, state, and local issues, including PERS, and prepare for any change that may impact operational sustainability by maintaining adequate reserves.

Materials and Services

This proposed budget reflects an increase in Materials and Services of 4.3 percent or \$137,000. The District has focused efforts across all departments from the Strategic Plan to ensure fiscally sound spending practices are at sustainable levels. Noteworthy projects budgeted include supporting community risk reduction programs, ensuring availability of personal protective equipment including scheduled replacement of structural turnouts, technology upgrades, and fleet maintenance. Total Materials and Services budgeted is \$3,302,000 which is 17 percent of operating revenue.

Debt Service

This proposed budget represents \$449,000 towards principal and interest payments through a Series 2019 Full Faith and Credit Obligation with JP Morgan Chase Bank.

Contingency

The District has revised its policy this fiscal year that Operating Contingency will be five percent of budgeted property tax revenue. This is down from six percent in prior budget years and is the result of analyzing appropriate contingency thresholds in relation to the increase in property tax revenue. This budget has allocated \$900,000 in contingency.

Ending Fund Balance

The District has revised its policy this fiscal year that Unappropriated Ending Fund Balance (UEFB) will be 25 percent of budgeted property tax revenue. This is up from 24% and is the result of analyzing appropriate thresholds in relation to increases in operating expenditures. Ensuring adequate levels of minimum ending fund balance ensures fiscal sustainability to meet operating requirements before receipt of property taxes. This budget has allocated \$4,500,000 in ending fund balance.

Budget Message

2024/25 Fiscal Year

Capital Projects Fund

This fund has a budgeted transfer of \$393,000 coming from the General Fund. With this contribution and after all budgeted expenditures, the fund is projected to have an ending balance of \$3,633,400, a decrease of \$152,800 from the current fiscal year. The District has committed to the purchase of two structural engines with delivery in fiscal year 27/28. This encumbrance is not yet depicted.

Capital expenditures are budgeted at \$1,084,000 and reflect projects in accordance with our Capital Replacement Plan. Some significant projects include:

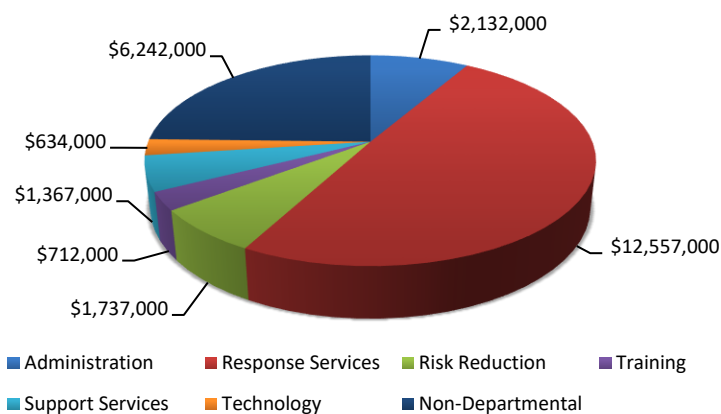
- Three wildland engines ordered in 2023 will be rolled over into 2024/25 due to delays in production timelines. These units will continue to replace/upgrade the existing fleet. The remaining budget to finish purchasing and equipping for service is budgeted at \$450,000.
- First phase of a multi-phase plan to replace portable radios and bring inventory up to current standards for a total budget of \$350,000.
- Replacement of station alerting at four career stations totaling \$100,000.
- The purchase of a staff vehicle for a total budget of \$55,000.
- A placeholder for improvements in the buildout of our logistics, facilities, training, and administrative spaces for a budget of \$75,000.

Budget Summary

The 2024/24 fiscal year budget is organized into six departments within the General Fund. Each department supports the District's mission and the Strategic Plan and reflects budgeted personnel services and materials and services.

- Administration
- Response Services
- Risk Reduction
- Training
- Support Services
- Technology

Appropriations: General Fund	2023/24 FY Budget	2024/25 FY Budget	Increase/ (Decrease)
Administration	\$ 2,208,000	\$ 2,132,000	-3.44%
Response Services	\$ 11,722,000	\$ 12,557,000	7.12%
Risk Reduction	\$ 1,441,500	\$ 1,737,000	20.50%
Training	\$ 666,500	\$ 712,000	6.83%
Support Services	\$ 1,162,000	\$ 1,367,000	17.64%
Technology	\$ 547,000	\$ 634,000	15.90%
Non-Departmental	\$ 7,049,000	\$ 6,242,000	-11.45%
	\$ 24,796,000	\$ 25,381,000	2.36%
Capital Projects Fund	\$ 6,865,000	\$ 4,717,400	-31.28%
Total Appropriated Budget	\$ 31,661,000	\$ 30,098,400	-4.94%



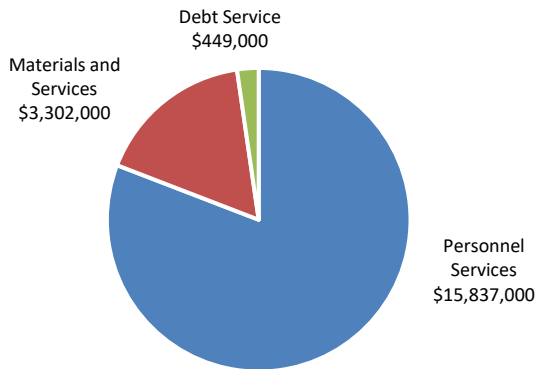
Budget Message

2024/25 Fiscal Year

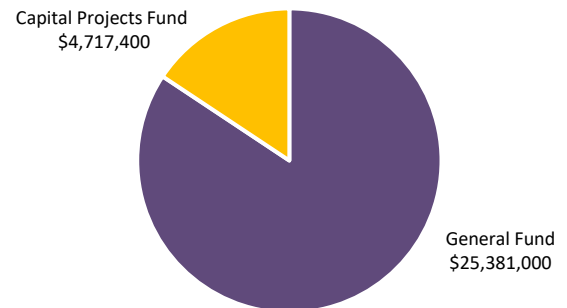
The District has prepared this budget for all funds subject to the budget requirements of state law, including the legal requirement for a balanced budget, meaning that total beginning fund balance, revenues, and other financing sources are equal to the total of expenditures, other financing uses, contingency, and ending fund balance.

The District considers operating expenses to consist of personnel services, materials and services, and debt service. This proposed budget reflects total operating expenses at \$19,011,000, an increase of \$952,000 or 5.3 percent.

General Fund Operating Expenses



Total Budget by Fund



This budget has been prepared based on our permanent tax rate of \$3.1194 per \$1,000 of taxable assessed value. Total budget appropriations for all funds is \$30,098,400, a decrease of \$1,562,600 or 4.9 percent over the current year budget.

This budget meets our operational needs so that the District may continue to effectively provide emergency response, fire and life safety, and risk reduction services to our citizens while remaining receptive to our patrons and the current economic climate.

Respectfully submitted,

Michael C. Hussey

Michael C. Hussey
Jackson County Fire District 3
Fire Chief/CEO

Budget Summary - All Funds

Appropriations	2023/24 FY Budget	2024/25 FY Budget	Increase/ (Decrease)
Personnel Services	\$ 14,582,000	\$ 15,837,000	\$ 1,255,000
Materials and Services	\$ 3,165,000	\$ 3,302,000	\$ 137,000
Capital Outlay	\$ 2,939,000	\$ 1,068,000	\$ (1,871,000)
Debt Service	\$ 449,000	\$ 449,000	\$ -
Operating Transfers Out	\$ 1,395,000	\$ 393,000	\$ (1,002,000)
Operating Contingency	\$ 1,180,800	\$ 1,016,000	\$ (164,800)
Ending Fund Balance	\$ 7,950,200	\$ 8,033,400	\$ 83,200
Total Appropriations	\$ 31,661,000	\$ 30,098,400	\$ (1,562,600)

District Overview

2024/25 Fiscal Year

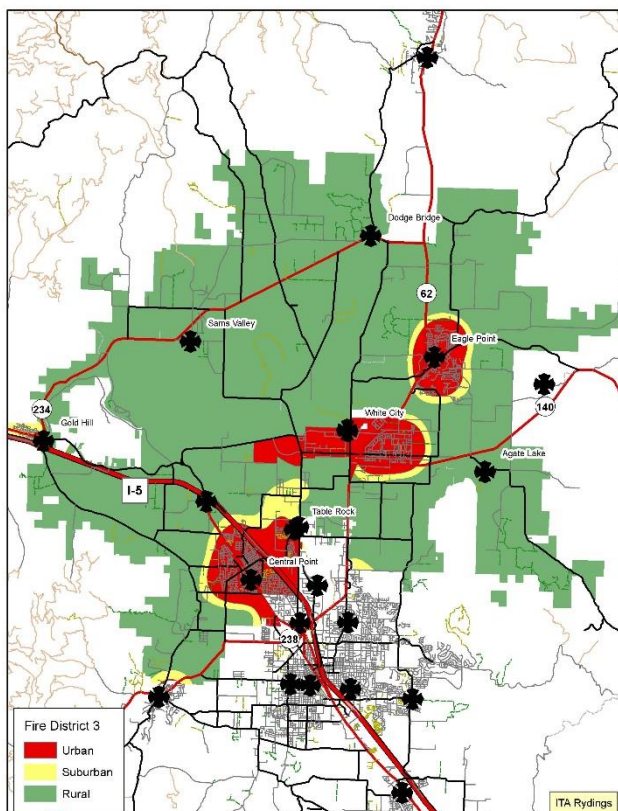
Jackson County Fire District 3 is a special district operating under Oregon Revised Statutes (ORS) Chapter 478 as a separate municipal corporation. A Board of Directors is elected by District citizens and is comprised of a President and four Directors, who include a Vice-President and Secretary-Treasurer. The Board hires a Fire Chief/CEO to manage the day-to-day operations of the District. The governing Board appoints members of the community to serve on the Budget Committee (five appointments) and on the Civil Service Commission (three appointments).

Jackson County Fire District 3, (the District), was established in 1952 as the Central Point Rural Fire Protection District and in 1975 officially changed to its current name, Jackson County Fire District 3, which better described the growing area being protected. The “3” signifies the third rural fire protection district established under ORS 478 in Jackson County. Eight additional fire protection districts also operate in Jackson County, located in Southern Oregon.

In 1995 the City of Gold Hill annexed into the District, followed by the City of Central Point in the November 2000 election and the City of Eagle Point in the May 2001 election. Today, the District provides a full range of fire protection and emergency medical response services to its approximately 55,428 citizens across 171 square miles in the northern part of Jackson County, including fire prevention, public education, and community risk reduction efforts. The District is committed to creating safer communities through education, prevention, preparedness, and emergency response.



The District encompasses an area of densely populated suburbs, rural farmlands, retail and commercial establishments, and growing and sophisticated industrial complexes. In addition, the geography is diverse with the national acclaimed Rogue River, low brush and grasslands, heavy, dense timber, rugged mountains, and two Table Rock plateaus. To meet the demands of this diverse geographical service area, the District performs specialized rescues such as river, high angle and confined space, in addition to wildland firefighting and structural protection.



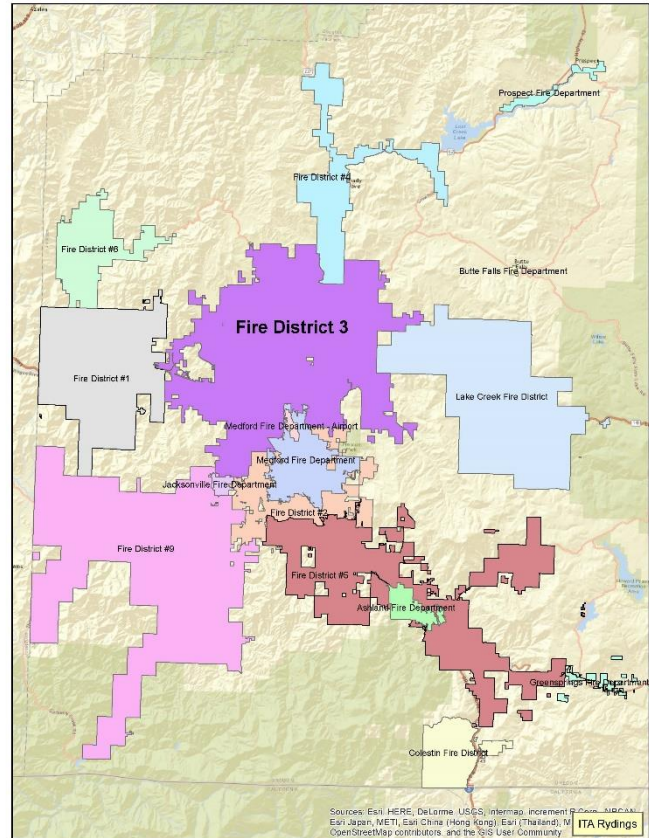
The District has 76 full-time career employees, two part-time employees, and approximately 20 volunteers and student firefighters combined. The District operates eight fire stations that are strategically located across our service area in order to provide the best response times possible. Four stations are staffed with paid personnel and four with volunteer personnel.

The District’s administrative offices are adjacent to the White City fire station, located in an unincorporated industrial area of Jackson County known as White City. A regional training facility is also at this location, which includes a training tower, burn simulation props, water drafting pits, fire simulation training house, and a warehouse. In partnership with Rogue Community College, the District jointly owns a regional classroom located at the White City campus that provides all of the fire science degree program curriculum.

District Overview

The District received a new insurance classification rating from the Insurance Services Office (ISO) this past year of a two out of a scale of 1 – 10, with one being the most favorable. Prior to that, the District's rating was a three. This classification results in lower premium rates for fire insurance to homeowners within the District. The significant measurement to attain this rating in the urban and suburban areas is having water sources like hydrants strategically located. Within the rural areas the key measurement is properties being located within five miles of a fire station.

To handle all types of fire and medical emergencies, the Districts staffs a team of professional firefighters and paramedics 24 hours a day, with skills and the equipment necessary to handle the wide variety of demands. All career firefighters are trained emergency medical technicians (EMT) and hold an EMT-Basic certification. Of our 57 response ready employees, 20 are certified advanced life support (ALS) Paramedics and 8 are certified as Intermediate Technicians. Under the guidance of our supervising physician, emergency medical service personnel maintain a highly certified skill level through several specialized programs and training.



The District's adopted Standards of Cover identifies service level objectives and response time performance goals. These goals are established by District policy with consideration of desired levels of service and capability. Tracking the District's capability to meet the targeted goals provides a method to evaluate staffing levels, apparatus, and future station location needs. Three zones are identified for measuring response; urban, suburban, and rural. The suburban zone is broken down further into a suburban 1 and 2 category that is based on distance from a 24/7 staffed fire station.

Assessed and Real Market Value

The District's assessed valuation increased from \$5,435,426,720 in the 2022/23 fiscal year to \$5,691,305,664 for the 2023/24 fiscal year, a 4.71 percent increase. This is down from the prior year's growth of 5.95 percent. Under state law (the result of Ballot Measure 50 passed by Oregon voters in 1997), increases in assessed valuation of existing property are generally limited to three percent a year. Accordingly, growth beyond three percent in the District's assessed valuation must come from either new development within its service areas or significant improvements made to existing property. The District anticipates continued modest growth in value over the next three to five years, as new commercial construction and residential housing starts remain strong.

Prior to Ballot Measure 50, property taxes were calculated on a property's real market value using a levy-based tax system. County Assessors continue to track real market values of a property along with the assessed value. One stipulation of BM 50 is if a residential property's real market value declines below the property's assessed value, then the property taxes are calculated on the lower of the two figures. The District experienced loss in value based on this requirement during the economic recessionary years of 2010 to 2012.

District Funding

The District's funding is based upon our permanent tax rate of \$3.1194 per \$1,000 of assessed valuation, which was also established under Ballot Measure 50. The District receives 95 percent of its revenue through the form of property tax. The District has not had to rely on any general obligation bonds or local option levies for operational

District Overview

support. The District has been and continues to be focused on providing its citizens with the highest level of emergency response services and continues to implement operational improvements to accomplish its strategic goals and objectives.

Location and Geography

The District is located in the northern part of Jackson County, Oregon in the beautiful Rogue River Valley. Jackson County borders California to the south and is nestled between the majestic Cascade and Siskiyou Mountain ranges. It is conveniently located along Interstate 5 between Portland and San Francisco and is considered a very desirable area to live for quality of life, pleasant seasons, and abundant recreational opportunities.



The Rogue Valley is home of the legendary Rogue River where you'll find jet boating, rafting, and fishing, mountains for snow skiing, biking, and hiking, and green valleys that produce award-winning wines. It's also home to North America's deepest lake and Oregon's only National Park, Crater Lake, which graces the back of Oregon's state quarter. A two-hour drive to the west will take you to the Pacific Ocean coastline.

The Rogue Valley is home to a pair of well-known theatrical attractions - Britt Music Festival, Craterian Theater at the Collier Center for Performing Arts, and Ashland's Oregon Shakespeare Festival - and to several other theaters, museums, art galleries, wineries, and golf courses. History buffs will recognize the region as the site of Oregon's 19th Century gold rush, an era preserved within the boundaries of Jacksonville, a National Historic Landmark town. The Pear Blossom Festival held in April each year celebrates the famous pear harvest.



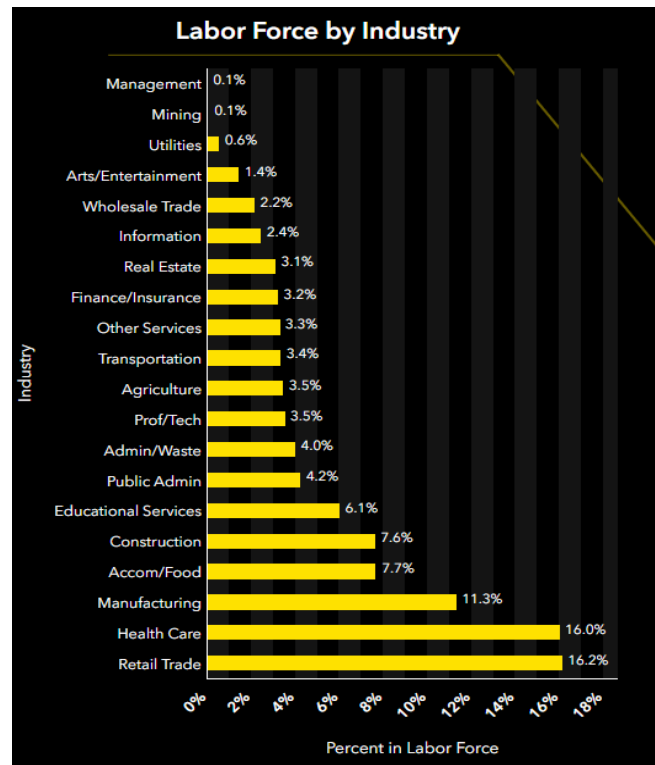
In addition to the scenery and activities, Jackson County offers a progressive economic base, moderate climate, Southern Oregon University, an international airport, and cultural attractions that all add to the incomparable quality of life. The District's service area is home to many prominent and internationally recognized companies such as CareStream Health Imaging, Boise Cascade Wood Products, Amy's Kitchen, Costco, Erikson Air Crane, Highway Products, Lighthouse Worldwide Solutions, and soon to open an Amazon Distribution Center.

District Overview

Economy and Employment

Jackson County has grown and diversified over the decades and is considered one of the very robust economies in Oregon. Strong retail trade, health care services, and tourism sectors have formed a regional hub attracting customers and visitors from neighboring counties and beyond. Once heavily dependent on the wood products manufacturing industry, it is now supplemented by the growing wine industry and specialty agriculture products.

Jackson County's unemployment rate as of February 2024 was 4.5 percent compared to the State of Oregon's unemployment rate of 4.2 percent. This is down from a year ago when unemployment in Jackson County was 5.4 percent. The Rogue Valley is experiencing a robust job market with demand for workers coupled with the difficulty in attracting applicants. The sectors experiencing the most growth and robust hiring are in the areas of private health care and social assistance, leisure and hospitality, retail trade, construction, and manufacturing.

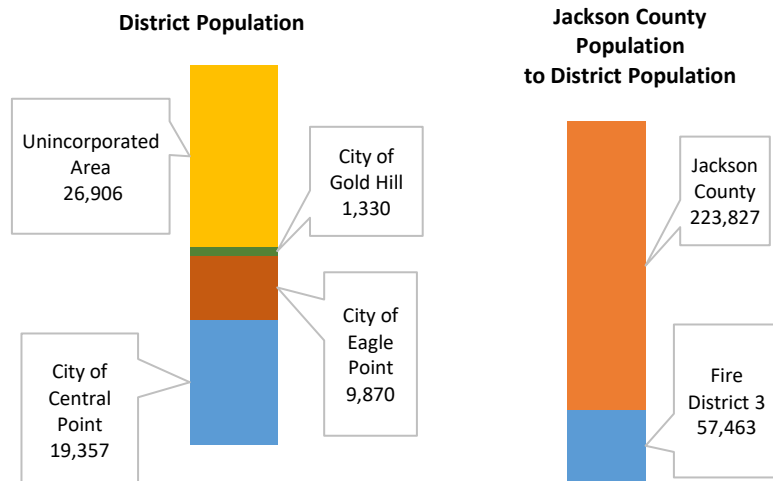


Source: Esri (Environmental Systems Research Institute)

Population

Jackson County's population in 2022 was 223,827, a gain of 587 or 0.3 percent over 2021 with the District encompassing approximately 57,463 of those citizens. Of the 36 counties in Oregon, Jackson County ranks sixth in population.

The District's population has been growing on average 0.91 percent over the past five years and is expected to continue to moderately increase over the next 10 years. Staff will continue to work proactively with other governments and regional planning groups to ensure continued ability to serve this future population. This includes working across jurisdictional boundaries to ensure closest-force response to population centers, regardless of city boundaries.

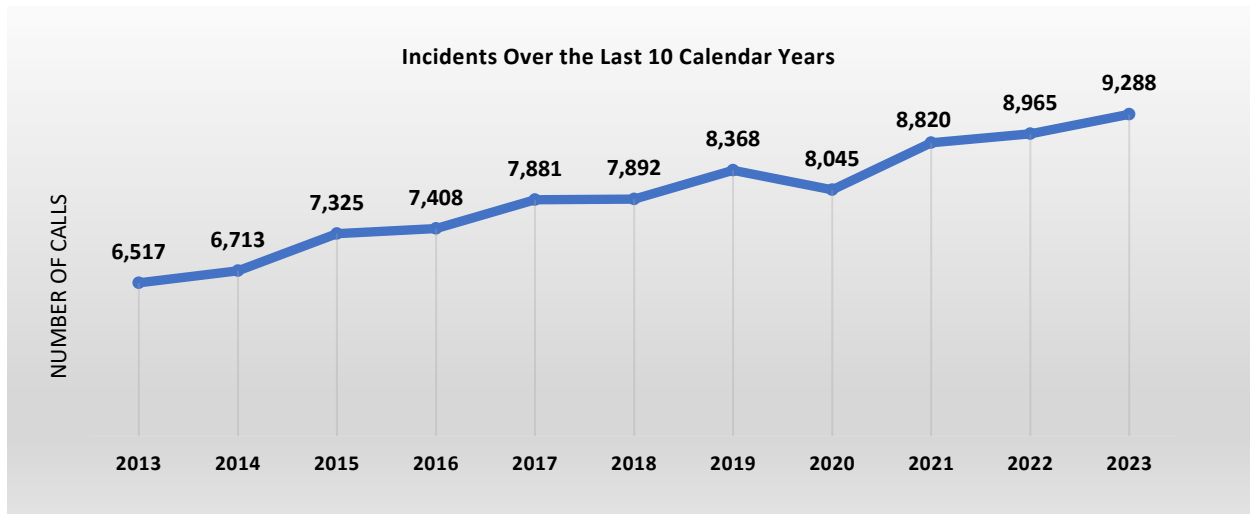


Source: Esri

District Overview

Emergent Response

The District's responses to emergency incidents over the past 10 calendar years are reflected below.



Over the past ten years the District has averaged a 3.68 percent year-to-year increase in incidents. The decline in incidents for 2020 is directly related to the Covid-19 pandemic, in which people were more reluctant to call the 911 system for their medical need. In 2023, 60.5 percent of total incidents were classified as an emergency medical service, followed by good intent calls (19%). Fire related incidents accounted for only 3.1 percent of total calls.

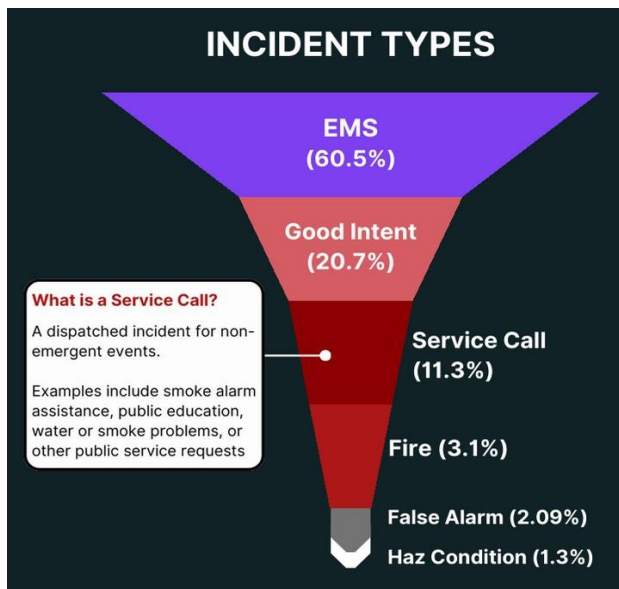
Board Policies and Strategic Planning

The District operates under a comprehensive Board Policy Manual, which is adopted, reviewed, and revised as necessary by the Board of Directors. The Board Policy Manual sets the overall direction for the day-to-day operations of the District. The Manual is intended to serve, along with state law, as the primary resource for all matters relative to District policy. Policies are written to address issues of mission, scope and scale of service, and legal and fiduciary duty. It also assists individual members in the conduct of their responsibilities as elected public officials.

An Organizational Policy Manual sets the direction for more of the how-to and is structured by subject matter under each respective department. The Fire Chief is responsible for ensuring that staff of the organization administers the policies. Policies are routinely reviewed and updated as needed. Annually staff presents to the Board a Funds and Financial Policy Resolution, which provides various financial authorizations and affirms the guiding financial direction.

The Board also adopts a Strategic Plan, which serves as a roadmap of what the District plans to accomplish for the next three years. Strategic priorities are established by the Board of Directors; Staff develops the annual goals and objectives for how those priorities will be accomplished, which is what ultimately drives the annual development of the budget document.

The District appropriates a General Fund and a Capital Projects Fund. Within the General Fund the District has six departments: Administration, Response Services, Risk Reduction, Training, Support Services, and Technology. Budgetary control is within the object classifications in each department and fund.



Board of Directors

As of April 2024

	<u>Term Expires</u>
Harvey Tonn, President	June 30, 2027
Bill Leavens, Vice President	June 30, 2025
Tim Snaith, Secretary/Treasurer	June 30, 2025
John Dimick, Director	June 30, 2027
Steve Shafer, Director	June 30, 2025

Budget Committee

As of April 2024

	<u>Term Expires</u>
Mark Hefley	December 31, 2024
Rob Hernandez	December 31, 2024
Steven Weber	December 31, 2025
Ken Cummings	December 31, 2026
Tom Rambo	December 31, 2026

District Executive Staff

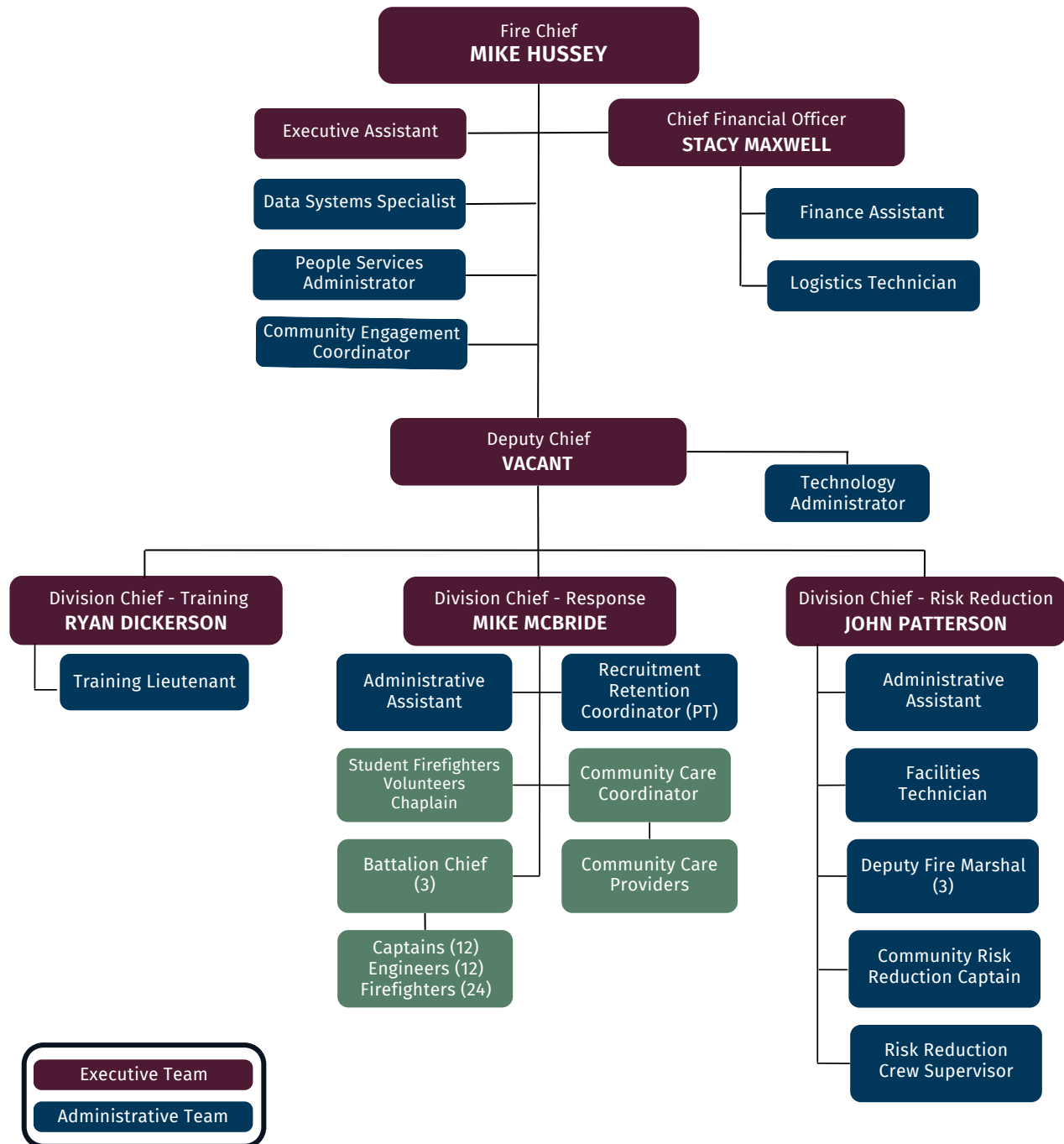
Mike Hussey, Fire Chief	Serving Since 1998
Stacy Maxwell, Chief Financial Officer	Serving Since 1999
John Patterson, Division Chief	Serving Since 2011
Ryan Dickerson, Division Chief	Serving Since 2023
Mike McBride, Division Chief	Serving Since 2024
Margie Calvert, Executive Assistant	Serving Since 2011

FIRE DISTRICT 3 PATRONS

Board of Directors

Civil Service Commission

Budget Committee



Budget Process

2024/25 Fiscal Year

The budget process for all municipalities in the State of Oregon falls under the direction of Oregon Revised Statutes, Chapter 294.305 to 294.565, which does two important things:

1. Establishes standard procedures for preparing, presenting, and administering the budget; and
2. Requires citizen involvement in the preparation of the budget and public disclosure of the budget before its formal adoption.

The Budget as a Financial Plan. A budget is a financial plan for one or two fiscal years. The budget authorizes the local government to spend money and limits how much money can be spent. The budget also justifies the levy of property taxes. Preparing a budget allows a local government to plan and goal set by assessing its needs in relationship to money available. The budget is required by State Statute to balance. The District's **balanced budget policy** is that a budget is considered balanced when the funds' total resources of beginning fund balance, revenues, and other financing sources are equal to the total of expenditures, other financing uses, and ending fund balance.

Budget Preparation. In July, the Jackson County Fire District 3 Board of Directors appoints the Fire Chief as the Budget Officer. In December, preparation of the budget document begins with the planning of the new fiscal year budget calendar. If budget committee members are needed due to resignations or expired terms, then new members are recruited. During this same time, anticipated sources of revenue are projected, and budget worksheets are distributed at the chief officer level for their expenditure requests. Once the Administrative Officer receives the expenditure requests, the figures are entered into the budget document format and reviewed with the Budget Officer. Each department is reviewed thoroughly at all levels with revisions made as necessary.

The Budget in Relationship to Strategic Planning. The District supports strategic planning and the incorporation of the strategic plan in the budget document. The District has adopted a three-year Strategic Plan that identifies the overarching strategic goals and the strategies to address those goals. Desired outcomes are also identified. These provide a measurable tool for directing the plans and programs that have been established. The strategies are linked to the appropriate department and chief officer who is responsible for developing a set of objectives to meet those strategies. These objectives can be ever evolving and are task oriented in nature.

The District conducts a strategic planning review with the Board of Directors and Budget Committee members to evaluate the plan and seek input on any modifications that may need to be made. Every three years the District holds a strategic planning workshop involving community leaders and citizens to discuss the direction, expectations, concerns, and priorities. The financial position of the District is also reviewed and capital improvements, apparatus replacement, and hiring of personnel are prioritized. The financial position of the District is updated based on actual year revenue, tax collections, and assessed values and then presented to the Board during the strategic planning process.

Budget Process. In April, the Budget Committee (five appointed citizen members and the five elected Board of Directors), meet publicly to review the budget document as proposed by the Budget Officer. Public meetings are conducted to obtain citizen comment, and notices are posted on the District's website and in the local newspaper. The Budget Committee reviews the proposed budget and either revises the proposed requests or approves them as presented by motion and majority vote.

Once the Budget Committee approves the budget, the District publishes it in the newspaper of general circulation in summary form. The budget document is also made available during regular business hours at the District Business Office for public inspection. Prior to June 30th, an advertised public hearing is held before the Board of Directors to consider the budget as approved. The Board of Directors adopts the approved budget in the form of a resolution, which also appropriates, imposes, and categorizes taxes. After the adoption, the County Assessor is notified and provided a copy of the resolution and required local budget form certifying the local government's property tax levy.

2024/25 Fiscal Year

Budget Calendar

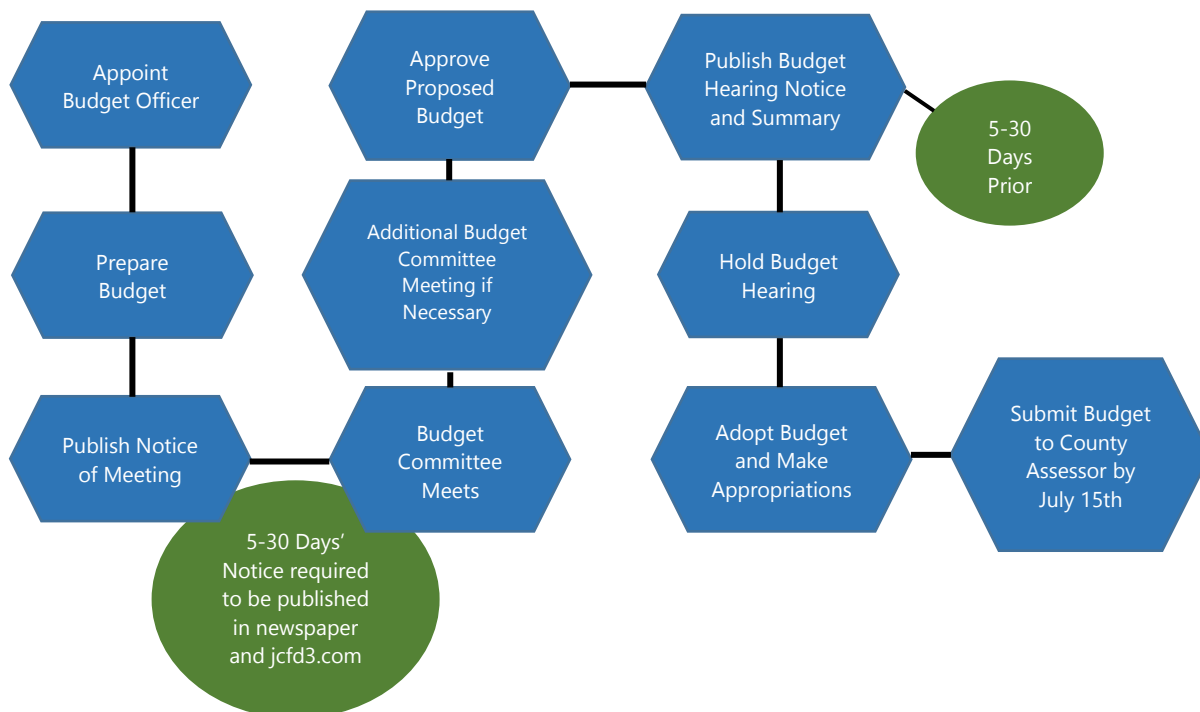
<p><u>January</u></p>	<p><u>Strategic Plan</u> Review the Strategic Plan’s identified goals and objectives under each initiative, ensuring priorities are in place that will drive the budget development.</p> <p><u>Budget Development</u></p> <ul style="list-style-type: none"> • Budget worksheets distributed • Support assignee’s start preparing their respective budget requests • Meetings are scheduled with support assignees to review requests • Chief Officers develop their internal timelines with due dates for budget requests to be submitted by • Chief Officers start preliminary review of performance measures and departmental objectives
<p><u>February</u></p>	<p><u>Budget Development Continues</u></p> <ul style="list-style-type: none"> • Meetings are held between support assignees and Chief Officers • Direction is communicated to support assignees regarding approval/modification/denial <p>Finance develops the overarching components of the budget document Preliminary revenue estimates are projected; financial forecast updated</p>
<p><u>February - March</u></p> <p>02/21/24</p> <p>02/28/24</p> <p>02/28/24 – 03/31/24</p> <p>03/27/24</p>	<p>First draft of budget detail sheets completed by Chief Officers</p> <p>Review departmental budget requests – Chief Officers (Executive Team)</p> <p>Chief Officers work on any amendments to their first draft of respective budget</p> <ul style="list-style-type: none"> • Review performance measurements, objectives, and departmental narratives • Budget revisions due back to Finance • Departmental narrative sections and performance measurements due back to Finance <p><u>Executive Team Meeting</u></p> <ul style="list-style-type: none"> • Chief Officers review and finalize departmental budget sections • Set initial direction on budget presentations for April 18 meeting

Budget Process

2024/25 Fiscal Year

<u>April</u> 04/01/24 – 04/18/24 04/09/24 04/09/24 – 05/14/24	Budget document compilation, final touches, and assembly Publish notice of budget committee meetings in local newspaper of general circulation Post notice of budget meetings on District website
04/18/24	<u>Budget Committee Meeting</u> <ul style="list-style-type: none"> Budget document delivered and budget message presented
<u>May</u> 05/14/24	<u>Budget Committee Meeting</u> <ul style="list-style-type: none"> Chief Officers present their respective departmental budget requests and programs to Committee. Budget deliberation occurs and public comment is heard and considered. Budget Committee decides if they want to approve the proposed budget or schedule more meetings for further deliberation.
<u>June</u> 06/11/24	Publish budget hearing notice and budget summary
06/20/24	<u>Public Hearing and Adoption of 2024/2025 Fiscal Year Budget</u>
<u>July</u> No later than 07/15/24	Submit Local Budget (LB) Form 50 to Jackson County Assessor with two copies of District Resolution adopting the 2024/25 Fiscal Year Budget

Budget Process Timeline



Budget and Financial Policies

2024/25 Fiscal Year

Jackson County Fire District 3 (the “District”) functions under Oregon Revised Statutes, Chapter 478, as a separate municipal corporation and provides many services to the citizens of the northern area of Jackson County, Oregon. Services include EMS (basic and advanced life support), fire suppression, fire prevention, public education, and various types of specialized rescues such as river, confined space, and high angle.

The **2024/25 fiscal year budget** has been prepared after analyzing, evaluating, and justifying requests from all departments and represents the requested financial support for the operation of the functions of Jackson County Fire District 3.

The Board of Directors’ resolution adopting the **balanced budget** and authorizing appropriations for each fund sets the level by which disbursements cannot legally exceed appropriations. A budget is considered balanced when the funds’ total resources of beginning fund balance, revenues, and other financing sources are equal to the total of expenditures, other financing uses, and ending fund balance.

The budget will be presented departmentally, and legal appropriation control will be identified and adopted by major categories or object classification. There is flexibility in the use of various line items within a major category, so long as the total category appropriation control is maintained.

The District manages its finances according to generally accepted accounting principles (GAAP). During the year, expenditures and revenues are closely monitored to ensure compliance with the adopted budget and state law. Monthly budget comparisons are distributed to management and the Board of Directors. Annually, an audit is performed and filed with the State of Oregon by an independent certified public accountant.

The District strives to prepare its annual budget in a manner that provides readers with an understanding of all the facets of the District’s operations. The budget is designed to be a policy document, operations guide, financial plan, and a communications guide.

Fund Accounting

Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain functions. Jackson County Fire District 3 uses funds to report its financial position and the results of its operations. A fund is a separate accounting entity with a self-balancing set of accounts that comprises its assets, liabilities, reserves, fund equity, revenues, and expenditures.

Funds are classified into three categories: governmental, proprietary, and fiduciary. Governmental funds are used to account for tax-supported activities. Proprietary funds are used to account for a government’s business-type activities supported by fees or charges. Fiduciary funds are used to account for resources held by the government as a trustee or agent for others and cannot be used to support the government’s own programs.

Jackson County Fire District 3 has appropriated and adopted two funds, all of which are considered “governmental” and include the **General Fund** and the **Capital Projects Fund**.

The **General Fund’s** primary purpose is to account for revenues and expenditures needed to run the daily operations of the District. It includes categories like personal services, materials and services, operating contingency, inter-fund operating transfers, and debt service. Within the fund the District has allocated six departments that each depict their own unique set of accounts under the personal services and materials and services classifications. The General Fund is always considered a major fund, in which revenues and expenditures are at least ten percent of the corresponding totals for all governmental funds. The primary revenue source that sustains the General Fund is derived from property taxes.

Budget and Financial Policies








2024/25 Fiscal Year

The **Capital Projects Fund** accounts for the District’s capital outlay expenditures. Capital outlays are items that are considered fixed assets or tangible goods that are expected to last more than one year and cost over \$10,000.

To ensure consistency, the District considers the Capital Projects Fund as a major fund for financial statement presentation, although in some fiscal years it could be considered a non-major fund because the total fund appropriation does not constitute more than ten percent of the total of all governmental fund appropriations. The primary revenue source for the Capital Fund are transfers from the General Fund. At times loan proceeds or special purpose grant revenue may be received. Expenditures are made directly out of the Capital Projects Fund and are limited to major departmental equipment items, capital improvements, building construction and apparatus replacement.

Governmental Funds

General Fund

Major Fund	
Departments	
Administration	 100%
Response	 100%
Risk Reduction	 100%
Training	 100%
Support Services	 100%
Technology	 100%
Capital Projects Fund	
Major Fund	
	 100%

General Fund

Source of funds	Use of funds
<ul style="list-style-type: none">Property taxesInterest on investmentProgram feesMiscellaneous and other revenuesContract revenueGrant revenue	<ul style="list-style-type: none">Administration and financeResponse services (EMS and suppression)Fire prevention programsRisk reductionTrainingSupport services and logisticsTechnologyTransfer to other fundsDebt service payments

Capital Projects Fund

Source of funds	Use of funds
<ul style="list-style-type: none">Transfers from the General FundRevenues from sale of capital equipmentGrants related to equipment acquisition or facility improvementsLoan proceeds	<ul style="list-style-type: none">Acquisition of apparatus and vehiclesLand acquisitionAcquisition of department equipment with purchase cost greater than \$5,000Building construction and/or significant improvements

Basis of Accounting and Budgeting

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. Measurement focus is commonly used to describe the types of transactions that are reported in a fund’s operating statement. All government funds are accounted for using a current financial resources measurement focus. Only current assets and liabilities generally are included on the balance sheet. Operating statements present increases (revenue) and decreases (expenditures) in net current assets. Basis of accounting recognizes the timing of transactions and events.

This budget is prepared using the modified accrual basis of accounting and budgeting for all governmental fund types in accordance with generally accepted accounting principles. The basis of accounting and basis of budgeting are the same under the District’s practices and policy. Under the modified accrual basis, expenditures are recorded when the goods or services are actually received, rather than when the invoices are paid. The exception to this general rule is interest on general long-term debt, which is recognized when due. Revenues are recorded in the accounting period in which they

Budget and Financial Policies

2024/25 Fiscal Year

become measurable and available. An example of significant revenues that are considered measurable and available at June 30th is property tax revenue (paid by District patrons in June, but received in July by the County Treasurer). The District utilizes a 31-day availability or look-back period for purposes of revenue recognition.

Revenue

Property taxes account for 71 percent of the District's total General Fund revenue, which includes beginning fund balance. Not factoring in beginning fund balance, current and prior year property taxes combined account for 95 percent. Past estimates have been based on multi-year historical trends with consideration given to the economic climate of our District, population, and assessed valuation increases. The District is projecting an assessed valuation increase of 4.75 percent for the 2024/25 fiscal year. Although budgets are developed each year during April and May and adopted in June, the actual certification of property tax to be received by the County Treasurer for all taxing entities is not finalized until late October, well into the new fiscal year. Therefore, the District estimates growth conservatively and thus develops budgets accordingly.

This budget maintains effective operations within the existing financial capabilities of the District and tax revenues generated at our permanent tax rate of \$3.1194 per \$1,000 of assessed value. The projected assessed valuation of the District for the 2024/25 fiscal year is \$5,961,836,925.

Ending Fund Balances

It is the philosophy of Staff, and supported by the Board of Directors, to have sufficient resources on hand at the beginning of each fiscal year to fund the District's operating expenses for four months until property taxes are received from the County Treasurer, thus eliminating the need for short-term borrowing. This tax collection turnover generally occurs in the second week of November.

As a policy, the District will provide for an ending fund balance in the General Fund (budgeted as unappropriated ending fund balance) of 25 percent of budgeted property tax revenue to ensure fiscal sustainability in meeting operating requirements before the receipt of property taxes. This policy statement and financial objective is above GFOA's recommended practice of unreserved fund balance of no less than 5 to 15 percent of regular general fund operating revenues.

This budget represents \$4,500,000 for the 2024/25 fiscal year, an increase of \$336,000 over the prior year.

Operating Contingency

As a policy, the District will provide for an operating contingency in the General Fund of no less than five percent of budgeted property tax revenue. Occasionally expenditures will become necessary which cannot be foreseen and planned for in the budget process because of the occurrence of some unusual or extraordinary event. Operating contingency gives the District the flexibility to transfer funds to line-item accounts within a major category should the need arise, with the approval from the Board of Directors via a Resolution. Expenditures which are known to be necessary and can be reasonably ascertained and anticipated, but which are too small in amount to list separately, are not to be funded by operating contingencies, but rather absorbed within the major category. Operating contingency should not be used to cover up improper or poor estimating practices in the preparation of the budget.

This budget represents \$900,000 in operating contingency for the 2024/25 fiscal year. Oregon Local Budget Law has no statutory limit of the amount which may be appropriated for operating contingency. Unexpended contingency is included in the beginning fund balance for the ensuing fiscal year and re-allocated for appropriation.

Budget and Financial Policies

2024/25 Fiscal Year

Debt Administration

Rural Fire Protection Districts formed under ORS Chapter 478 are limited to the total amount of indebtedness they may incur, which includes both general obligation bonds and other financing liabilities. At no time may the aggregate amount of debt liabilities exceed one and one-fourth percent (0.0125) of the District's real market value, which for 2023 was \$10,548,169,867 up from \$10,426,654,465 in 2022. Jackson County Fire District 3's current legal debt limit is approximately \$131,852,123.

The District is committed to providing for an adequate ending fund balance so that short-term borrowing to meet financial commitments during July through October will not be required. The District receives minimal property tax distributions during this period. The County Treasurer starts collecting the current year tax levies in November and then disperses out to all the taxing entities.

Debt financing for long-term capital projects is evaluated based on several factors such as cost of the project, ability to sustain the debt repayment, growth and property tax projections, cash flow demands, and funds available in reserve that have been set aside in the Capital Projects Fund for future capital expenditures. The Board supports long-term debt issuance as a viable tool in achieving some of the District's strategic goals regarding capital expansion, but only in that it is used prudently and benefits the objectives identified under the Strategic Plan. The District will continue to reserve funds and pay cash for capital projects identified in the Capital Replacement Schedule as primary before debt is explored as a financing option. The District has not supported local option levies as a tool for funding capital acquisition or expansion.

The District currently has one debt holding; a Full Faith and Credit Agreement with JP Morgan Chase Bank issued on July 9, 2019 for a face value of \$4,028,000 on a ten-year term with a 2.09 percent coupon. The amount financed supported the construction of the Scenic Fire Station and included the cost of issuance. The 2024/25 fiscal year budget identifies \$402,000 in principal payments and \$46,314 in interest payments. At fiscal year end June 30, 2025 outstanding debt principal on this holding will be \$1,914,000.

2019 Series Full Faith and Credit Obligations

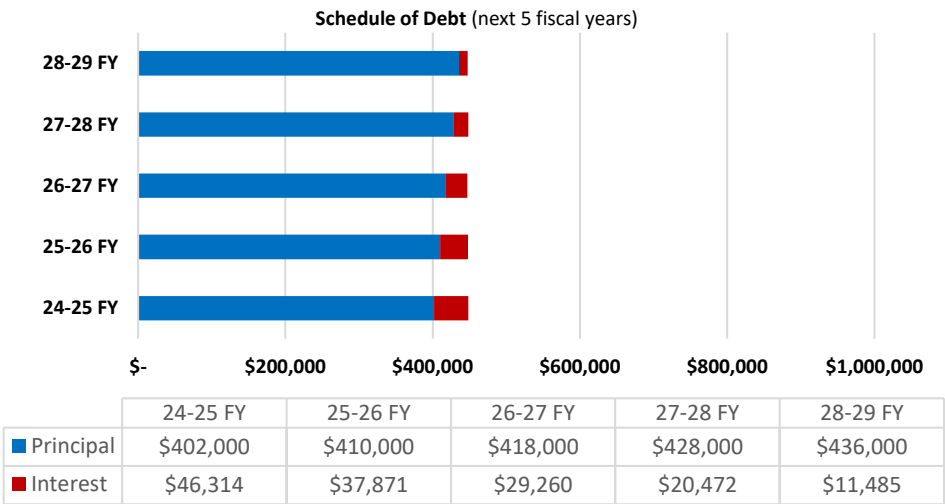
JP Morgan Chase Bank

Dated 07-09-19 at 2.09% - 10 Year Term

	Debt Payments	Principal	Interest	Total	Annual Debt Service
FY 19-20	01/01/20	\$ 184,000.00	\$ 40,221.82	\$ 224,221.82	\$ 224,221.82
FY 20-21	07/01/20	\$ 184,000.00	\$ 40,169.80	\$ 224,169.80	
	01/01/21	\$ 186,000.00	\$ 38,247.00	\$ 224,247.00	\$ 448,416.80
FY 21-22	07/01/21	\$ 188,000.00	\$ 36,303.30	\$ 224,303.30	
	01/01/22	\$ 190,000.00	\$ 34,338.70	\$ 224,338.70	\$ 448,642.00
FY 22-23	07/01/22	\$ 192,000.00	\$ 32,353.20	\$ 224,353.20	
	01/01/23	\$ 194,000.00	\$ 30,346.80	\$ 224,346.80	\$ 448,700.00
FY 23-24	07/01/23	\$ 196,000.00	\$ 28,319.50	\$ 224,319.50	
	01/01/24	\$ 198,000.00	\$ 26,271.30	\$ 224,271.30	\$ 448,590.80
FY 24-25	07/01/24	\$ 200,000.00	\$ 24,202.20	\$ 224,202.20	
	01/01/25	\$ 202,000.00	\$ 22,112.20	\$ 224,112.20	\$ 448,314.40
FY 25-26	07/01/25	\$ 204,000.00	\$ 20,001.30	\$ 224,001.30	
	01/01/26	\$ 206,000.00	\$ 17,869.50	\$ 223,869.50	\$ 447,870.80
FY 26-27	07/01/26	\$ 208,000.00	\$ 15,716.80	\$ 223,716.80	
	01/01/27	\$ 210,000.00	\$ 13,543.20	\$ 223,543.20	\$ 447,260.00
FY 27-28	07/01/27	\$ 213,000.00	\$ 11,348.70	\$ 224,348.70	
	01/01/28	\$ 215,000.00	\$ 9,122.85	\$ 224,122.85	\$ 448,471.55
FY 28-29	07/01/28	\$ 217,000.00	\$ 6,876.10	\$ 223,876.10	
	01/01/29	\$ 219,000.00	\$ 4,608.45	\$ 223,608.45	\$ 447,484.55
FY 29-30	07/01/29	\$ 222,000.00	\$ 2,319.90	\$ 224,319.90	\$ 224,319.90
Total Principal Paid: \$ 4,028,000.00					
Total Interest Paid: \$ 454,292.62					
Total Debt Service: \$ 4,482,292.62					

Budget and Financial Policies

2024/25 Fiscal Year



Cash Management and Investing

The County Treasurer acts as the fiscal agent for the District in collection of real property taxes. The District recognizes tax receipts after notification by the County Treasurer. Property tax revenue is deposited by the Treasurer and invested in the Oregon State Treasury in a pooled account called the Local Government Investment Pool (LGIP), which is exempt from statutes requiring insurance. The investments are regulated by the Oregon Short-Term Fund Board and approved by the Oregon Investment Council. Funds held in the LGIP are stated at fair market value.

Funds are transferred as needed to the District’s checking account via electronic transfers, which access is password protected and secure. ORS 295 governs the collateralization of Oregon public funds. Bank depositories are required to pledge collateral against any public funds deposits in excess of the federal deposit insurance amounts. Public officials are required to verify that deposit accounts in excess of deposit insurance limits are only maintained at financial institutions included on the list of qualified depositories approved by the Oregon State Treasurer. The District also participates in ACH and check fraud protection, utilizing Positive Pay and ACH Fraud Alert with its financial institution.

Capital Program

The District’s capital policies encompass the entire area of capital purchasing. Capital expenditures are fixed assets that are expected to last more than one year and cost more than \$10,000. Typically, fixed assets are replacement items as well as new capital items to provide District personnel with the tools they need to operate in the most efficient and productive manner. In addition, major renovations to existing buildings or construction of new facilities are budgeted and tracked under their respective accounts under this fund.

Items budgeted in the Capital Projects Fund are in compliance with the Capital Replacement Schedule and reviewed annually by management. The Capital Replacement Schedule is an evolving multi-year plan that forecasts capital needs and related budget requirements for future fiscal years. Identified purchases and projects are incorporated into the 10-year Financial Forecast to verify if the targeted transfer from the General Fund can sustain the desired projects. The District has a goal of transferring at least \$500,000 from the General Fund per fiscal year to support the Capital Fund. If the General Fund can support higher transfers, then management will appropriate those additional funds, which ultimately contributes to the long-term health of the Capital Fund and reduces or eliminates the need for borrowing. If shortfalls are identified, management would re-evaluate the projects or explore other options to support funding. Within the fund, the District has set aside reserves for these future projects. The District also budgets a contingency between five and ten percent of the budgeted expenditures. Unused contingency reverts to fund balance.

Budget and Financial Policies

2024/25 Fiscal Year

All assets are depreciated utilizing the straight-line method and based on useful lives the District has established, with a minimum life of one year. The following are the useful lives for depreciation the District has established for its fixed assets:

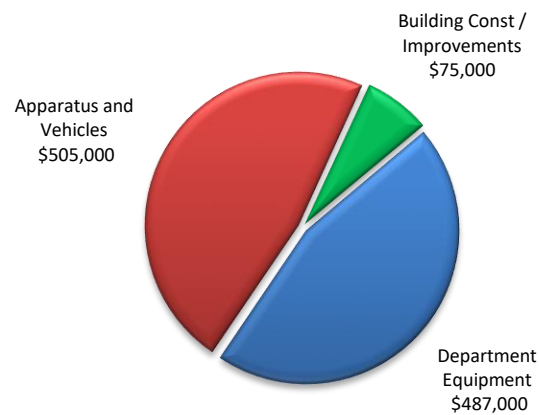
Land	Inexhaustible
Buildings	30 Years
Fire Apparatus	10 Years
Staff Vehicles	07 Years
Equipment	03-15 Years based on detailed schedule

Individual assets that cost less than the capitalization threshold, but that operate as part of a network system, will be capitalized in the aggregate using the group method if the estimated average useful life of the individual assets is greater than one year. A network is determined to be where individual components may be below the capitalization threshold but are interdependent and the overriding value to the District is on the entire network and not the individual assets. Examples of such would be bulk purchase of new office furniture, self-contained breathing apparatus, fire hose components, or automatic external defibrillators (AED).

The District will budget a \$1,000 placeholder in an account where no capital expenditures are planned to provide flexibility, should a situation arise in which a capital expenditure becomes necessary mid-year. In that situation, a resolution or supplemental budget transferring funds from another source would be presented to the Board of Directors for approval. Oregon Budget Law does not allow expenditures to be made from line-item accounts with no dollar amount budgeted unless a supplemental budget process is conducted.

The 2024/25 fiscal year budget identifies \$1,068,000 in total capital expenditures.

2024/25 Capital Expenditures



Relationship of Capital Budget to Annual Operating Budget

When a capital project is developed, the new operating or maintenance costs associated with that new project are determined. This impact on the operating budget is considered as part of the District's budget justification process. Any savings to the operating budget is also considered when developing a new capital project.

Capital expenditures impacting the operating budget are considered as either routine in nature or non-routine. Routine or recurring expenditures are typically scheduled out and depicted on the Capital Replacement Schedule. These items are usually between the \$10,000- and \$300,000-dollar range and can be either response apparatus or replacement items like extrication equipment or defibrillators. They usually will have some impact on the operating budget, however in some situations may have no significant impact at all.

Non-routine capital projects do not receive annual appropriations in the Capital Projects Fund and are typically one-time or stand-alone projects. The construction of a new fire station could be considered a non-routine or non-recurring capital project and would have an impact on the operating budget. Typically, such capital projects are financed with loan proceeds or grant revenue. The District considers just as significant, in both budgeting and long-term forecasts, the related cost of additional firefighters or other supporting personnel. Since personnel and operating costs are significant, we would plan these additional capital projects to coincide with the financial resources in the operating budget and project sustainability under the District's 10-Year Financial Forecast.

Budget and Financial Policies

2024/25 Fiscal Year

Summary of Policies

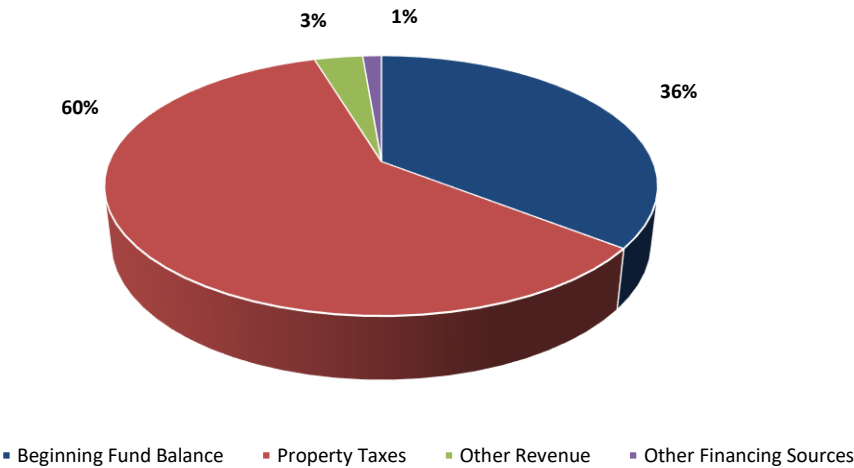
1. The District will adopt and maintain a **balanced budget** in which total resources of beginning fund balance, revenues, and other financing sources are equal to the total of expenditures, other financing uses, and ending fund balance. The District will use one-time revenues to fund one-time expenditures to prevent potential shortfalls.
2. The District will avoid adopting budgetary procedures that result in balancing current operational costs at the expense of future years' operations.
3. The District will maintain a **budgetary control system** to ensure compliance with the adopted budget, State of Oregon Budget Law, and generally accepted accounting principles. Management and the Board of Directors will receive monthly "budget to actual" financial statements comparing actual revenues and expenditures to budgeted amounts on all funds and programs.
4. The District will **budget revenues** based on historical trends, economic and demographic conditions, inflation, and projections that are realistic.
5. The District will pursue **revenue diversification** by actively pursuing Local, State, and Federal grants and/or partnerships with other agencies and jurisdictions to improve funding opportunities and promote cost effectiveness.
6. The District will budget **Unappropriated Ending Fund Balance** at 25 percent of budgeted property tax revenue to ensure operational expenditures are obliged between the dry cash flow periods of July through November, thus eliminating the need for short-term borrowing.
7. The District will budget **Operating Contingency** of no less than five percent of budgeted property tax revenue to be used only for unforeseen circumstances. Operating Contingency expenditures will only be made by a transfer to the appropriate line-item account(s) through Board Resolution.
8. The District will budget for **debt service payments** until all debt is obligated and will remain within legal debt limit requirements.
9. The District will maintain a **Capital Replacement Schedule** and identify both short and long-term capital expenditures. This District will provide sufficient funding to the Capital Projects Fund via transfers from the General Fund in order to meet budgeted capital expenditures, so long as revenue allows, and basic operating expenditures are sustained.
10. The District will continue **long term financial planning** by reviewing and updating the 10-year Financial Forecast and the Capital Replacement Schedule, adjusting for economic, social, demographic, operational, and/or legislative changes that may affect financial stability.
11. The District will **invest available funds** in the Local Government Investment Pool (LGIP).
12. The District will review and update the **Funds and Financial Policies** annually through Resolution at the July meeting.

Financial Overview

2024/25 Fiscal Year

Summary of Budgeted Resources

Resources	Beginning Fund Balance	Property Taxes	Other Revenue	Other Financing Sources	2024/25 Budget
Major Funds					
General	\$6,370,000	\$18,000,000	\$1,011,000		\$25,381,000
Capital Projects	\$4,320,400		\$4,000	\$393,000	\$4,717,400
Total Budgeted Resources	\$10,690,400	\$18,000,000	\$1,015,000	\$393,000	\$30,098,400



Property Tax Collections

Fiscal Year Ended	Total Tax Levy	Current Tax Collections	Percent of Levy Collected	Delinquent Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Tax Levy
2023	\$ 16,989,554	\$ 16,049,438	94.47	\$ 261,808	\$ 16,311,246	96.01%
2022	\$ 16,028,243	\$ 15,294,618	95.42	\$ 287,493	\$ 15,582,111	97.22%
2021	\$ 15,478,260	\$ 14,588,632	94.25	\$ 814,984	\$ 15,403,616	99.52%
2020	\$ 14,718,202	\$ 13,880,987	94.31	\$ 324,887	\$ 14,205,874	96.52%
2019	\$ 14,193,426	\$ 13,409,890	94.48	\$ 312,846	\$ 13,722,736	96.68%
2018	\$ 13,416,774	\$ 12,713,654	94.76	\$ 310,257	\$ 13,023,911	97.07%
2017	\$ 12,911,941	\$ 12,239,478	94.79	\$ 330,336	\$ 12,569,814	97.35%
2016	\$ 12,458,556	\$ 11,792,665	94.66	\$ 341,393	\$ 12,134,058	97.40%
2015	\$ 11,909,282	\$ 11,231,211	94.31	\$ 383,179	\$ 11,614,390	97.52%
2014	\$ 11,424,300	\$ 10,740,195	94.01	\$ 513,404	\$ 11,253,599	98.51%

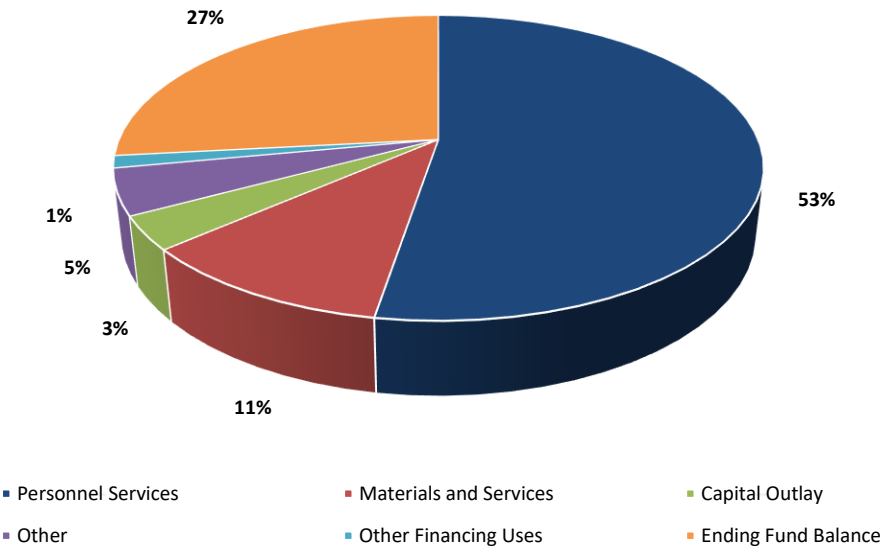
Financial Overview

2024/25 Fiscal Year

Summary of Budgeted Requirements

Requirements	Personnel Services	Materials and Services	Capital Outlay	Other	Other Financing Uses	Ending Fund Balance	2024/25 Budget
Major Funds							
General	\$15,837,000	\$3,302,000		\$1,349,000	\$393,000	\$4,500,000	\$25,381,000
Capital Projects			\$1,068,000	\$116,000		\$3,533,400	\$4,717,400
Total Budgeted Requirements	\$15,837,000	\$3,302,000	\$1,068,000	\$1,465,000	\$393,000	\$8,033,400	\$30,098,400

The "other" category contains debt payments and contingency funds.



Financial Overview

2024/25 Fiscal Year

Changes in Fund Balance

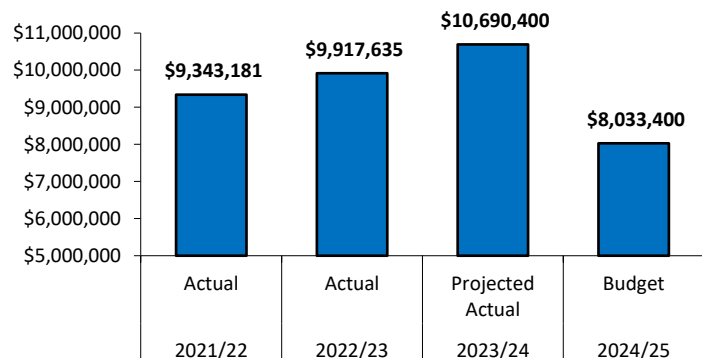
The following schedule depicts changes in fund balance for all funds combined; the **General Fund** and the **Capital Projects Fund**.

	Fiscal Year			2024/25 Budget
	2021/22 Actual	2022/23 Actual	2023/24 Projected Actual	
Revenues				
Property Taxes	\$ 15,582,111	\$ 16,311,246	\$ 17,275,000	\$ 18,000,000
Earnings on Investments	68,656	396,531	600,000	500,000
Grants	169,132	127,484	150,000	201,000
Lease Income	59,939	61,738	105,000	66,000
Donations	5,508	44,809	3,300	6,000
Contracts	-	10,000	40,000	120,000
Miscellaneous	234,130	255,850	108,500	118,000
	\$ 16,119,476	\$ 17,207,658	\$ 18,281,800	\$ 19,011,000
Other Revenue Sources:				
Proceeds from Sale of Equip	\$ 8,204	\$ 57,527	\$ 624,000	\$ 2,000
Loan Proceeds	-	-	-	2,000
Transfers to and from	1,591,400	55,000	1,395,000	393,000
Total Revenue	\$ 17,719,080	\$ 17,320,185	\$ 20,300,800	\$ 19,408,000
Expenditures				
Personnel Services	\$ 12,359,187	\$ 13,041,583	\$ 13,717,000	\$ 15,837,000
Materials and Services	2,590,631	2,660,849	2,898,000	3,302,000
Capital Outlay	1,027,360	539,600	2,446,700	1,068,000
Debt Service	578,778	448,700	449,000	449,000
Operating Contingency	-	-	-	1,016,000
Total Expenditures	\$ 16,555,956	\$ 16,690,731	\$ 19,510,700	\$ 21,672,000
Excess or Deficiency	\$ 1,163,124	\$ 629,454	\$ 790,100	\$ (2,264,000)
Changes in Fund Balance <i>(The cash available at the end of the fiscal year)</i>				
Beginning Fund Balance	\$ 9,771,457	\$ 9,343,181	\$ 11,295,300	\$ 10,690,400
Excess Revenues over Expenditures	1,163,124	629,454	790,100	(2,264,000)
Interfund Transfers	(1,591,400)	(55,000)	(1,395,000)	(393,000)
Ending Fund Balance	\$ 9,343,181	\$ 9,917,635	\$ 10,690,400	\$ 8,033,400
Increase or Decrease in Fund Balance		6.15%	7.79%	-24.85%

The increase in total fund balance of 6.15 percent at fiscal year end June 30, 2023 was the result of actual spending lower than budget and an increase in revenue.

The projected increase in overall fund balance of \$772,765 at fiscal year end June 30, 2024 is the result of an increase in revenue (earnings on investment) in the General Fund coupled with expenditures trending lower than budget due to some mid-year program and staffing changes. The Capital Fund has experienced an increase in budgeted reserves, which is also contributing to total fund balance.

Changes in Fund Balances



Financial Overview

2024/25 Fiscal Year

Total fund balance reflected at fiscal year end June 30, 2025 is \$8,033,400 or a decrease of 24.8 percent. It is important to note however that this amount represents the minimum fund balance the District would end the fiscal year with as operating contingency is appropriated and all line-item accounts are reflected to be spent to zero. Since contingency is only spent for unforeseen circumstances via Board resolution and line-item accounts are never completely spent in their entirety, this amount will more than likely be higher and carried forward in the ensuing fiscal year as beginning fund balance.

The following schedule represents **fund balance itemized by revenues and expenditures between the two funds**. The ending fund balance figures depicted under the 2024/25 budget columns represent the minimum amount of cash the District would have on hand at fiscal year-end, providing that all accounts and contingencies were spent in their entirety.

GENERAL FUND	Fiscal Year			2024/25 Budget
	2021/22 Actual	2022/23 Actual	2023/24 Projected Actual	
Revenue/Expenditures				
Revenue	\$ 16,127,680	\$ 17,169,561	\$ 18,281,800	\$ 19,011,000
Expenditures	15,528,596	16,151,131	17,064,000	20,488,000
Excess or Deficiency	\$ 599,084	\$ 1,018,430	\$ 1,217,800	\$ (1,477,000)
Changes in Fund Balance				
Beginning Fund Balance	\$ 6,576,055	\$ 5,583,740	\$ 6,547,200	\$ 6,370,000
Excess Revenues over Expenditures	599,084	1,018,430	1,217,800	(1,477,000)
Interfund Transfers Out	(1,591,400)	(55,000)	(1,395,000)	(393,000)
Ending Fund Balances	\$ 5,583,740	\$ 6,547,170	\$ 6,370,000	\$ 4,500,000
Increase or Decrease		17.25%	-2.71%	-29.36%

CAPITAL PROJECTS FUND	Fiscal Year			2024/25 Budget
	2021/22 Actual	2022/23 Actual	2023/24 Projected Actual	
Revenue/Expenditures				
Revenue	\$ -	\$ 95,623	\$ 624,000	\$ 4,000
Expenditures	1,027,360	539,600	2,446,700	1,184,000
Excess or Deficiency	\$ (1,027,360)	\$ (443,976)	\$ (1,822,700)	\$ (1,180,000)
Changes in Fund Balance				
Beginning Fund Balance	\$ 4,573,001	\$ 5,137,040	\$ 4,748,100	\$ 4,320,400
Excess Revenues over Expenditures	(1,027,360)	(443,976)	(1,822,700)	(1,180,000)
Interfund Transfers In	1,591,400	55,000	1,395,000	393,000
Ending Fund Balances	\$ 5,137,040	\$ 4,748,064	\$ 4,320,400	\$ 3,533,400
Increase or Decrease		-7.57%	-9.01%	-18.22%

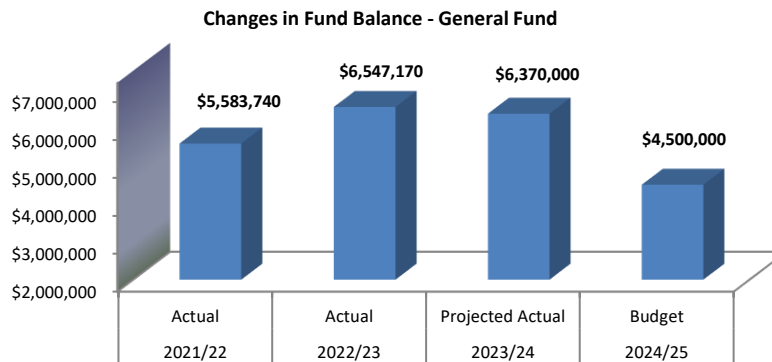
In this schedule, expenditures in the General Fund consist of personnel services, materials and services, debt service, and contingency. Expenditures in the Capital Fund are those identified in the Capital Replacement Schedule and include equipment, apparatus, vehicles, and buildings and improvements.

Financial Overview

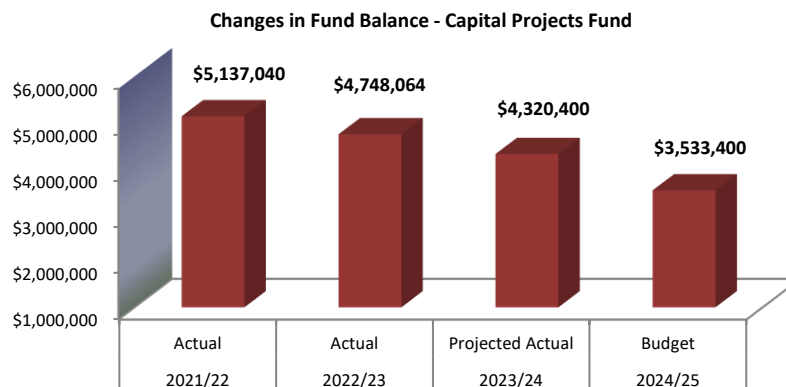
2024/25 Fiscal Year

Changes in Fund Balance by Fund

The following graphs depict the District's changes in fund balance by fund for the previous two fiscal years, the projected fund balance for the fiscal year just ended, and the minimum fund balance that would be available at year end June 30, 2025, as established by policy.



- ➔ Fund balance in the **General Fund** increased at fiscal year end June 30, 2023 by 17 percent, the result of actual spending lower than budget and an increase in revenue.
- ➔ Fund balance is projected to decrease at fiscal year end June 30, 2024 by 2.7 percent, the result of an increase in spending across various programs in comparison to the prior year and reducing the UEFB allocation.
- ➔ Fund balance at fiscal year end June 30, 2025 reflects only the UEFB or \$4,500,000. The UEFB is based on 25 percent of budgeted property tax revenue. This represents the minimum amount the District would have on hand if all accounts and contingency were spent in their entirety.



- ➔ Changes in fund balance in the **Capital Projects Fund** are the result of General Fund transfers that sustain the fund and the corresponding budgeted expenditures as identified and planned for in the Capital Replacement Schedule. The District's strategic priority is to allocate all additional funds outside of General Fund policy commitments and Budget Committee approved programs to the Capital Fund for future projects.
- ➔ Fund balance decreased at fiscal year end June 30, 2023 by 7.5 percent, the result of lower incoming revenue through the transfer from the General Fund compared to budgeted expenditures.
- ➔ Fund balance is projected to decrease nine percent at fiscal year end June 30, 2024, the result of budgeted revenue compared to budgeted expenditures.
- ➔ Fund balance at fiscal year end June 30, 2025 represents a decrease of 18 percent, the result of budgeted expenditures in relation to the amount of the transfer from the General Fund.

Financial Overview

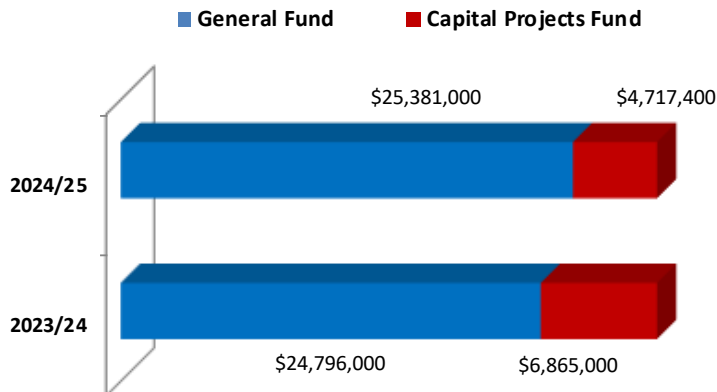
2024/25 Fiscal Year

Budgetary Comparison

The following schedule reflects a budgetary comparison by fund and major object classification between the current and prior fiscal year.

General Fund	Fiscal Year			
	2024/25 Budget	2023/24 Budget	Variance	Change
Personnel Services	\$ 15,837,000	\$ 14,582,000	\$ 1,255,000	8.61%
Materials and Services	3,302,000	3,165,000	137,000	4.33%
Operating Contingency	900,000	1,041,000	(141,000)	-13.54%
Debt Service	449,000	449,000	-	0.00%
Transfer to Capital Projects Fund	393,000	1,395,000	(1,002,000)	-71.83%
Unappropriated Ending Fund Balance	4,500,000	4,164,000	336,000	8.07%
	\$ 25,381,000	\$ 24,796,000	\$ 585,000	2.36%

Capital Projects Fund	Fiscal Year			
	2024/25 Budget	2023/24 Budget	Variance	Change
Department Equipment	\$ 487,000	\$ 163,000	\$ 324,000	198.77%
Apparatus and Vehicles	505,000	625,000	(120,000)	-19.20%
Land and Improvements	1,000	1,000	-	0.00%
Building Construction/Improvements	75,000	2,150,000	(2,075,000)	-96.51%
Contingency	116,000	139,800	(23,800)	-17.02%
Reserve for Future/Ending Fund Balance	\$ 3,533,400	\$ 3,786,200	\$ (252,800)	-6.68%
	\$4,717,400	\$6,865,000	(\$2,147,600)	-31.28%
TOTAL BUDGET	\$ 30,098,400	\$ 31,661,000	\$ (1,562,600)	-4.94%



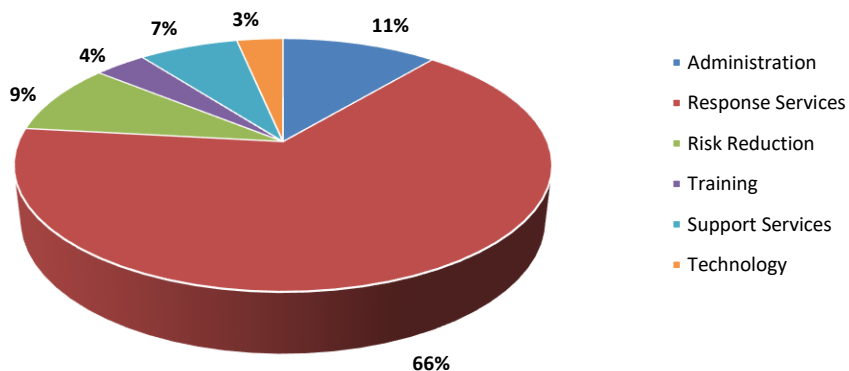
Financial Overview

2024/25 Fiscal Year

Budget Comparison by Department

The following schedule reflects a departmental budgetary comparison between the current and prior fiscal years.

GENERAL FUND	Fiscal Year			
	2024/25 Budget	2023/24 Budget	Variance	Change
Department 01				
Administration				
Personnel Services	\$ 1,242,000	\$ 1,258,000	\$ (16,000)	-1.27%
Materials and Services	890,000	950,000	(60,000)	-6.32%
	\$ 2,132,000	\$ 2,208,000	\$ (76,000)	-3.44%
Department 02				
Response Services				
Personnel Services	\$ 12,035,000	\$ 11,195,000	\$ 840,000	7.50%
Materials and Services	522,000	527,000	(5,000)	-0.95%
	\$ 12,557,000	\$ 11,722,000	\$ 835,000	7.12%
Department 03				
Risk Reduction				
Personnel Services	\$ 1,617,000	\$ 1,321,000	\$ 296,000	22.41%
Materials and Services	120,000	120,500	(500)	-0.41%
	\$ 1,737,000	\$ 1,441,500	\$ 295,500	20.50%
Department 04				
Training				
Personnel Services	\$ 495,000	\$ 451,000	\$ 44,000	9.76%
Materials and Services	217,000	215,500	1,500	0.70%
	\$ 712,000	\$ 666,500	\$ 45,500	6.83%
Department 05				
Support Services				
Personnel Services	\$ 258,000	\$ 177,000	\$ 81,000	45.76%
Materials and Services	1,109,000	985,000	124,000	12.59%
	\$ 1,367,000	\$ 1,162,000	\$ 205,000	17.64%
Department 07				
Technology				
Personnel Services	\$ 190,000	\$ 180,000	\$ 10,000	5.56%
Materials and Services	444,000	367,000	77,000	20.98%
	\$ 634,000	\$ 547,000	\$ 87,000	15.90%
TOTAL	\$ 19,139,000	\$ 17,747,000	\$ 1,392,000	7.84%



Financial Forecast

2024/25 Fiscal Year

Long Range Financial Forecasting

The District utilizes long range financial forecasting to help prevent budget shortfalls and keep revenue in alignment with expenditures. These projections are updated every year in December/January after the property tax certification is received by the County Assessor and then reviewed and adjusted as necessary throughout the budget development. Property taxes account for about 95 percent of the District's total operating revenue, so future projections are critical for maintaining existing services and planning for future growth. As constitutionally allowed, a three percent increase is allowed for each taxing property per fiscal year. Exceptions to this is new construction or significant improvements, which provides for greater tax revenue than the three percent. In times of economic recession when the real market value of a property declines below the property's assessed valuation, an assessment below three percent could occur resulting in a decrease in tax revenue.

The District's financial projections are built using our permanent tax rate of \$3.1194 per \$1,000 of assessed valuation. Growth percentages are based on historical trends and future economic indicators. The District experienced a growth rate of 4.7 percent for 2023 compared to 5.9 percent the prior year. Projections for the ensuing seven fiscal years are estimated to average 4.9 percent. The average assessed valuation growth for the previous seven years was 4.6 percent. Based on future industry growth projections and accelerated commercial construction we believe growth will be slightly greater than experienced on recent average, even in this higher inflationary economic climate. We will, however, continue to evaluate and adjust as necessary, erring on the side of a moderately conservative approach in the development of future long-term financial forecasts to ensure fiscal sustainability.

This forecast depicts all programs fully staffed across all divisions. Also factored in is the Public Employees Retirement System pension rate increases effective odd years based on estimated valuations. Modest cost of living adjustments has been projected across future years. Total revenue includes beginning fund balances. The current year reflects a balanced budget; thus no budget surplus or shortfall is depicted.

Financial Forecast Summary for General Fund

	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
GENERAL FUND	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	FY 33-34
TOTAL REVENUE	\$ 25,381,000	\$ 26,073,480	\$ 26,708,694	\$ 27,289,974	\$ 27,855,413	\$ 28,343,947	\$ 29,004,253	\$ 29,856,532	\$ 30,703,097	\$ 31,542,944
TOTAL EXPENDITURES	\$ 19,981,000	\$ 20,911,770	\$ 21,842,663	\$ 22,819,930	\$ 23,841,739	\$ 24,690,365	\$ 25,589,297	\$ 26,766,438	\$ 28,000,116	\$ 29,293,089
Net Available for Policy Commitments	\$ 5,400,000	\$ 5,161,710	\$ 4,866,031	\$ 4,470,044	\$ 4,013,674	\$ 3,653,581	\$ 3,414,956	\$ 3,090,094	\$ 2,702,981	\$ 2,249,856
Policy Commitments *										
Operating Contingency	\$ 900,000	\$ 944,025	\$ 987,316	\$ 1,030,773	\$ 1,078,446	\$ 1,125,287	\$ 1,175,896	\$ 1,230,023	\$ 1,288,168	\$ 1,349,084
Unappropriated Ending Fund Balance	\$ 4,500,000	\$ 4,720,125	\$ 4,936,579	\$ 5,153,864	\$ 5,392,232	\$ 5,626,436	\$ 5,879,480	\$ 6,150,114	\$ 6,440,842	\$ 6,745,418
Total Policy Commitments	\$ 5,400,000	\$ 5,664,150	\$ 5,923,895	\$ 6,184,636	\$ 6,470,678	\$ 6,751,724	\$ 7,055,375	\$ 7,380,137	\$ 7,729,011	\$ 8,094,501
Budget surplus/(shortfall)	\$ -	\$ (502,440)	\$ (1,057,863)	\$ (1,714,592)	\$ (2,457,005)	\$ (3,098,142)	\$ (3,640,420)	\$ (4,290,042)	\$ (5,026,030)	\$ (5,844,645)
Amount available for appropriation or amount needed to reduce the budget by in order to meet policy commitments										

* UEFB is 25% and OC is 5% of budgeted property tax

The District has established financial policy commitments in the General Fund to help preserve financial stability. In the above model the budget surplus or shortfall depicts the amount the District is able, or not able, to meet those policy commitments. Depicted shortfalls may or may not materialize to the magnitude reflected above, as assessed values may be greater than the conservative estimates this schedule is based on, and actual expenditures may come in under budget. Measures that can be taken to help address potential shortfalls would be to find additional revenue sources, re-evaluate expenditures, and/or adjust the transfer out to the Capital Projects Fund (transfers are included under total expenditures and then correspondingly budgeted as a revenue in the receiving fund).

Financial Forecast

2024/25 Fiscal Year

Financial Forecast Summary for Capital Projects Fund

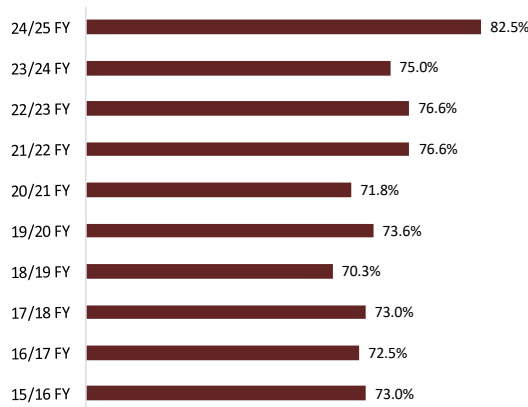
	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
CAPITAL PROJECTS FUND	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	FY 33-34
TOTAL REVENUE	\$ 4,717,400	\$ 4,153,400	\$ 2,327,872	\$ 2,767,755	\$ 111,611	\$ 615,611	\$ 573,481	\$ 844,696	\$ 1,013,988	\$ 1,517,988
TOTAL EXPENDITURES	\$ 1,068,000	\$ 2,329,528	\$ 64,117	\$ 3,160,144	\$ -	\$ 546,130	\$ 232,785	\$ 334,708	\$ -	\$ -
Net Available for Policy Commitments	\$ 3,649,400	\$ 1,823,872	\$ 2,263,755	\$ (392,389)	\$ 111,611	\$ 69,481	\$ 340,696	\$ 509,988	\$ 1,013,988	\$ 1,517,988
Ending Fund Policy Commitments										
Operating Contingency	\$ 116,000	\$ 232,953	\$ 6,412	\$ 316,014	\$ -	\$ 54,613	\$ 23,279	\$ 33,471	\$ -	\$ -
Reserve for Future Capital Expenditure	\$ 3,533,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Policy Commitments	\$ 3,649,400	\$ 232,953	\$ 6,412	\$ 316,014	\$ -	\$ 54,613	\$ 23,279	\$ 33,471	\$ -	\$ -
Budget surplus/(shortfall)	\$ -	\$ 1,590,919	\$ 2,257,343	\$ (708,403)	\$ 111,611	\$ 14,868	\$ 317,418	\$ 476,517	\$ 1,013,988	\$ 1,517,988

In the above Capital Fund forecast, the budget surplus or deficit depicts the amount available in the ending fund balance for the next ten years, which would be appropriated under reserve for future. The current year reflects a balanced budget and thus nets to zero. Years where negative balances are reflective provide management with a depiction of fund sustainability and the need to either reevaluate expenditures and/or seek other funding sources to maintain fund solvency.

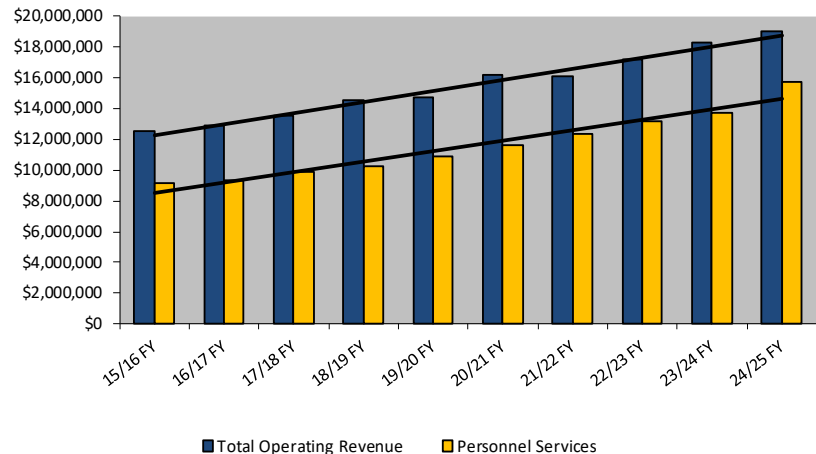
Management reviews the growth at which operating revenues are increasing compared to operating expenditures. The District has a target that the total personnel services classification will not exceed 80 percent of operating revenue and the total materials and services classification will not exceed 20 percent. In some years, expenditure totals in one of the classifications may exceed the target but financial forecasting allows the District to prepare for the future by monitoring and projecting those impacts and making prudent decisions in the current period to help prevent deficits in the future.

The following graphs depict total personnel services to operating revenue for the past ten fiscal years.

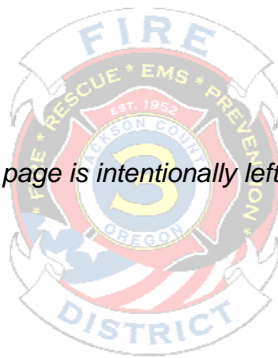
Percent of Actual Personnel Services to Operating Revenue



Personal Services Compared with Operating Revenue



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Strategic Plan

2024/25 Fiscal Year

The District is committed to developing, implementing, and updating its strategic plan, as it serves as a guide for prioritizing annual work plans and supporting budgets. The 2024 – 2027 Strategic Plan was adopted by the Board of Directors on January 18, 2024, and is designed to guide the District for the next four years. This includes the initiatives, goals, and objectives adopted and are designed to align our services with the changing needs of our communities, business, residents, and visitors. The goals and objectives are dynamic and provide a living task plan for District leadership to identify, track, and report on the progress toward those initiatives.

This Plan is vision driven and focused on the work that we see necessary to advance that vision. During the planning process held in late 2023, a survey was given to internal and external stakeholders asking a series of questions reflecting on the validity of our mission, vision, and values. The feedback the District sought was to gain an awareness of current and anticipated needs and directions from an operational and financial standpoint and the consequent impact on service delivery. A series of three workshops were held after survey results were submitted, organized, and ranked that included these stakeholders consisting of internal staff, Board of Directors, Budget Committee, and community leaders.

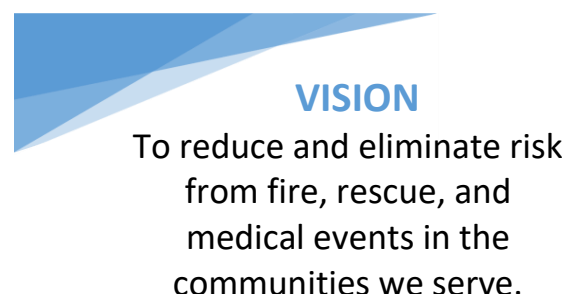
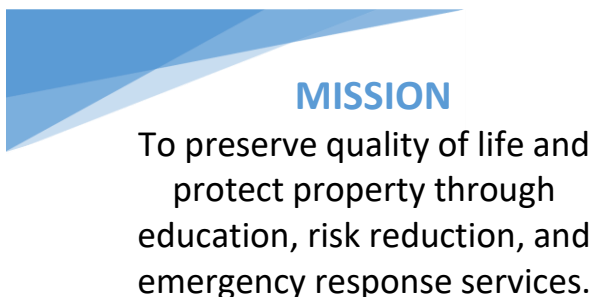
This Strategic Plan describes our vision and mission which remain the same. The values and guiding principles have been updated through the planning process. Each initiative identifies goals and objectives that will drive the District throughout the life of the Plan with desired outcomes we hope to achieve. The goals and objectives are organized by department, yet this Plan should not be viewed as a rigid or all-inclusive list.

Our Mission

Our mission statement clearly defines the fundamental purpose of why we exist, who we serve, and what we do to achieve the vision. It defines the customer and what services are provided to the community, critical processes, and the desired level of performance.

Our Vision

Our vision statement communicates both the purpose and values of the organization. It describes what we want to achieve within our communities now and into the future. It is the high-level motivation statement to be both inspirational and aspirational. Further, it shapes our customers' understanding of why we are passionate in serving them.



Our Values and Guiding Principles

Our organizational values guide our actions and attitudes, fostering a shared understanding of what is important in the workplace, creating a sense of unity and cohesion among team members and enhancing collaboration and productivity. Our core values are what we stand for, what behaviors we value above all else and must reflect the Districts core principles and ethics as a foundation for all personnel. These values influence the Districts approach to problem-solving and innovation.

- **Accountability**
To one another and those we serve.
- **Professionalism**
Embodying compassion, competence, courage, and humility.
- **Safety and Wellness**
Strategically safe in action; committed to physical and mental well-being, working hard, retiring healthy.
- **Teamwork**
Aligning our individuality to achieve the mission.
- **Trust and Integrity**
Confident in one another, honest, consistent, and respectful.

Strategic Initiatives

The following five strategic initiatives provide the ongoing direction for the District. These initiatives are designed to define the level of service the District desires to deliver for the community.

1. Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.
2. Ensure sustainability of service delivery by efficient use of our people, facilities, fleet, and financial services.
3. Demonstrate our tradition of professionalism, innovation, and excellence throughout the organization.
4. Maintain a high level of trust by promoting District engagement with the organization, and the communities served.
5. Cultivate and strengthen collaborative efforts and strategic partnerships.



1

STRATEGIC INITIATIVE ONE:

Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.

Goals and Objectives

1.1 Enhance District programs to ensure greatest impact on preventable events.

- Develop performance measures supportive of the RVFRSO.
- Use available data to understand the 911 experience better.
- Expand the fuels program to include Fire District 3 fuels crew.
- Demonstrate a positive impact on the rate and severity of incidents for targeted at risk populations.

1.2 Ensure the right resources are assigned to the right circumstance at the right time for all divisions.

- Implement a Pro QA call taking system for Fire calls.
- Implement assess condition determine care disposition protocol to reduce on-scene times.
- Analyze the Standards of Cover to update resource allocation and appropriate response packages.
- Develop guidance and empowerment of Captains to understand their first due response area.
- Increase the percentage of days Community Care achieves a minimum staffing of two (2).
- Improve District-wide readiness for technical rescue incidents.
- Monitor the impact of new construction and the workload within the Risk Reduction Division.
- Complete the CAD-to-CAD integration.

1.3 Our members are properly safeguarded to accomplish a rewarding career.

- The number of on-the-job injuries and illnesses remains below industry standards.
- Reduce the impact of mandatory callback.
- Increase the percentage of members who understand and engage in the wellness initiatives available to them.
- Implement meaningful fit for duty physicals.



2 | STRATEGIC INITIATIVE TWO: Ensure sustainability of service delivery by efficient use of our people, facilities, fleet, and financial services.

Goals and Objectives

2.1 **Develop personnel to their potential.**

- Complete the revision to the AIC programs and Development Plan.
- Maintain a strong recruiting presence for those entering the workforce or seeking a career change.
- Synchronize onboarding and outboarding practices for sworn and non-sworn employees.
- Ensure the best practices in structural, wildland, and EMS training are delivered to our personnel.
- Achieve a training and operational focus emphasizing the importance of individual accountability for competency and craftsmanship.

2.2 **Evolve organizational structure, workspace, and development models to support the mission.**

- Conduct an analysis of the influences to overtime and callback.
- Build flexibility into deployment and staffing models to adjust to seasonal risks.
- Integrate the S&B James property into the organizational workflow.
- Modernize the supply chain and logistics functions.
- Align position descriptions and roles to support the functions of the District.

2.3 **Define measurements and predictability of outcomes within our operations.**

- Update dispatch algorithms to utilize resources more efficiently.
- Maintain with accuracy financial forecasts that include short- and long-term funding strategies.
- Create measurements within the Community Care program to support growth and partnerships.
- Evaluate and update the student, resident, and community volunteer programs to match availability.
- Conduct a facilities analysis resulting in a preventative maintenance schedule.

2.4 **Maintain fiscal responsibility.**

- Examine fleet maintenance costs and evaluate future opportunities.
- Develop and follow apparatus and facility preventative maintenance schedules.
- Maintain financial position and adherence to board policies.
- Design apparatus with the current needs and future impacts in mind.
- Sustain fair compensation packages while managing overall organizational labor costs.
- Research scenarios for complementary funding of critical services.

2.5 **Ensure the scope of services delivered are relevant and practicable.**

- Ensure the needs of the community are being met with limited duplication.
- Develop recommendations for a tiered EMS response systems for the Fire District.
- Work regionally to align patient expectations with the capacity of the health care system.



3 | STRATEGIC INITIATIVE THREE: Demonstrate our tradition of professionalism, innovation, and excellence throughout the organization.

Goals and Objectives

3.1 Ensure our people have the appropriate tools to carry out the mission.

- Operationalize the regional radio project suitable for our emergency environment.
- Implement a training program that goes beyond 12 months.
- Develop guidance for use and mobilization of the OSFM Type 3 engine.
- Place three (3) wildland engines in service.
- Purchase two (2) Type 1 engines.
- Spec and purchase one (1) ladder truck.

3.2 Demonstrate an innovative mindset in support of the mission and workforce.

- Migrate Crewsense into Springbrook.
- Enhance requisition and purchasing procedures.
- Incorporate cost control and reduction strategies where prudent.
- Support an organizational change management process.
- Incorporate environmentally friendly practices where practical.

3.3 Demonstrate our individual and collective best effort.

- Normalize data report cards.
- Achieve 98% accuracy and punctuality of reporting requirements.
- Maintain the Districts compliance with regulatory standards.
- Increase employee awareness of the benefits of a diverse workforce.
- Improve the employee performance review process.
- Recognize the positive impact our employees make.

3.4 Ensure technology adequately supports the functions of the District.

- Develop systems to make meaningful data readily available.
- Remain curious of emerging technologies.
- Maintain cohesiveness of software programs.
- Maintain a network map to guide replacement of devices.
- Integrate drones and live streaming to support response and investigation efforts.
- Determine the scope of integration of National Emergency Response Information System (NERIS) for the District.
- Migrate to a .gov domain.



4 | STRATEGIC INITIATIVE FOUR: Maintain a high level of trust by promoting District engagement within the organization, and the communities served.

Goals and Objectives

4.1 **Deliver proactive outreach of District programs and initiatives that will generate strong public engagement.**

- Develop outreach efforts to promote awareness of the value of service provided by Fire District 3.
- Percentage of adults who recognize Fire District 3 as their provider and the role we play in the community is increased.
- Guide the messaging upon adoption of the Oregon WUI code.
- Evaluate establishing a non-profit to assist with Community Care expenses.
- Focus outreach efforts and public education (schools, at-risk, seasonal campaigns).

4.2 **Embrace the uniqueness of individual communities.**

- Increase visibility and participation in rural areas.
- Understand the history, traditions, and events that make our communities desirable.
- Integrate our standard of services while preserving the identity of the community.
- Develop outreach to match the cultural diversity of the communities.

4.3 **Demonstrate engagement and efficiency through effective communication.**

- Celebrate success and achievement through recognition of our members.
- Support the training and engagement of BOD/Budget/Civil Service members.
- Implement an internal communication plan that facilitates engagement and reliable communication.
- Do not commit to things we cannot accomplish with a high standard.
- Continue to advance awareness and build resources to support mental/physical health and wellness.



5 | STRATEGIC INITIATIVE FIVE: **Cultivate and strengthen collaboration and strategic partnerships.**

Goals and Objectives

5.1 Foster traditional and non-traditional relationships and opportunities.

- Pursue partnerships that create efficiencies and beneficial outcomes.
- Encourage the integration of alternative destination and tele-health for out of hospital care.
- Maintain IGA's that are currently executed.
- Seek partnerships to host regional services for fleet maintenance and logistic functions.
- Research the expansion and regionalization of technical rescue response in the region.

5.2 Advance efforts to reduce duplication of services regionally.

- Foster innovation within the Rogue Valley Fire Rescue Alliance to enhance services of participating agencies.
- Identify interest and timing for a study exploring coordinated services regionally.
- Revise the District emergency operation plan to improve integration with local governments and support operations.
- Right size the response to low acuity medical requests.

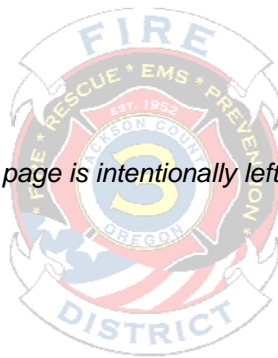
5.3 Demonstrate effective collaboration across divisions and L1817.

- An awareness and support for the mission of the separate divisions is achieved.
- Commit to monthly labor/management meetings.
- Consider cross-division work assignments in the development of personnel.
- Maintain the commitment to building consistency and synergy across the three Battalions.
- Maintain joint labor management committees in support of employee benefits.

5.4 Engage locally and regionally to advance the mission of the fire service.

- Support community mental health programs and advocacy groups.
- Demonstrate commitment to the RVFRSO by conducting an annual review process.
- Be active in committees, task forces, and legislation that advances the District and regional efforts.

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General Fund

2024/25 Fiscal Year

Fund Description

The purpose of the General Fund is to account for the day-to-day operations of the District. It includes appropriation categories like personal services, materials and services, debt service, operating contingency, inter-fund transfers, and ending fund balance. Within the fund the District has allocated six departments that each depict their own unique set of accounts under the personal services and materials and services classifications.

Budget Summary

The following table reflects a summary of General Fund requirements:

Requirements	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget
Personnel Services	\$ 12,359,187	\$ 13,041,583	\$ 14,582,000	\$ 15,837,000
Materials and Services	2,590,631	2,660,849	3,165,000	3,302,000
Operating Transfers Out	1,591,400	55,000	1,395,000	393,000
Operating Contingency	-	-	1,041,000	900,000
Debt Service	578,778	448,700	449,000	449,000
Ending Fund Balance	-	-	4,164,000	4,500,000
Total Requirements	\$ 17,119,996	\$ 16,206,131	\$ 24,796,000	\$ 25,381,000

Revenues budgeted within the General Fund support the budgeted requirements as identified above. Property taxes account for 71 percent of the total revenue appropriations.

Revenue Appropriations

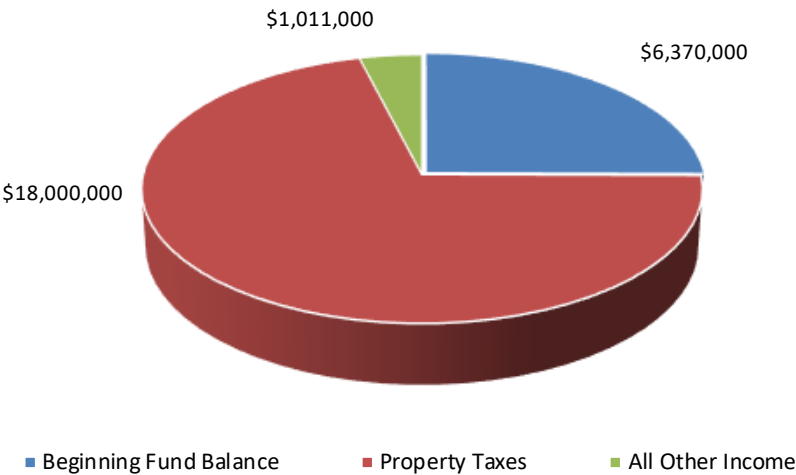
Description	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25		
				Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
Beginning Fund Balance	\$ 6,576,055.27	\$ 5,583,739.67	\$ 6,737,000	\$ 6,370,000	\$ -	\$ -
Taxes; Current	15,294,618.24	16,049,438.47	17,000,000	17,650,000	-	-
Taxes; Prior	287,493.04	261,807.91	350,000	350,000	-	-
Interest Earnings	68,655.63	396,530.80	300,000	500,000	-	-
Workers' Comp Refund & Reimb	9,865.36	4,160.87	5,000	1,000	-	-
Sale of Equipment	8,204.20	526.50	1,000	1,000	-	-
OSFM Conflagrations	51,917.14	95,130.92	1,000	1,000	-	-
Fees for Service; Suppression/EMS	10,650.00	30,755.00	10,000	15,000	-	-
Fees for Service; Facilities	1,695.00	0.00	1,000	1,000	-	-
Grants; Local, State, Federal	169,131.71	127,483.83	150,000	200,000	-	-
Contract; General Services	0.00	53,620.85	70,000	120,000	-	-
Lease Income	7,880.40	125,803.31	10,000	1,000	-	-
Lease Income; RCC	52,059.08	6,186.00	55,000	65,000	-	-
Miscellaneous	160,002.06	0.00	100,000	100,000	-	-
Donations	5,508.04	6,186.00	5,000	5,000	-	-
Loan Proceeds	0.00	0.00	1,000	1,000	-	-
TOTAL	\$ 22,703,735.17	\$ 22,741,370.13	\$ 24,796,000	\$ 25,381,000	\$ -	\$ -

General Fund

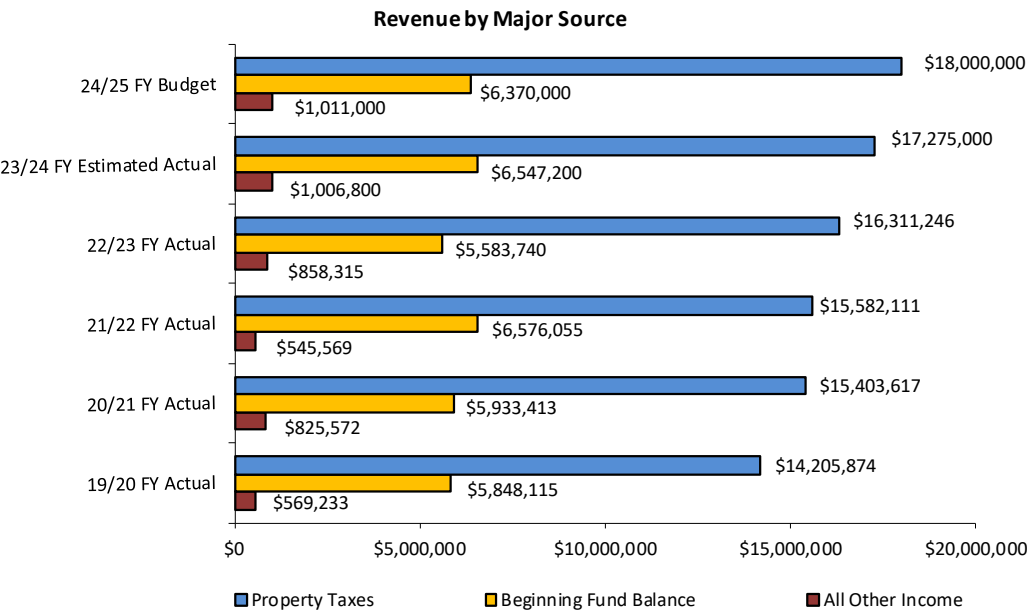
2024/25 Fiscal Year

Budgeted Resources

2024/25 Fiscal Year Budgeted Resources by Category



The District tracks all forms of revenue to ensure historical trends are preserved and to use as a tool in forecasting future budget developments.



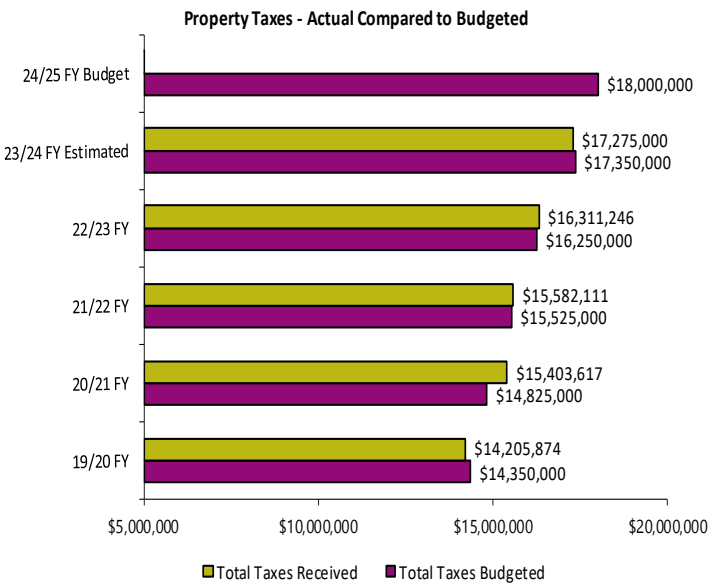
General Fund

2024/25 Fiscal Year

As reflected in the **Revenue by Major Source** chart on the previous page, the three components are Property Taxes, Beginning Fund Balance, and All Other Income.

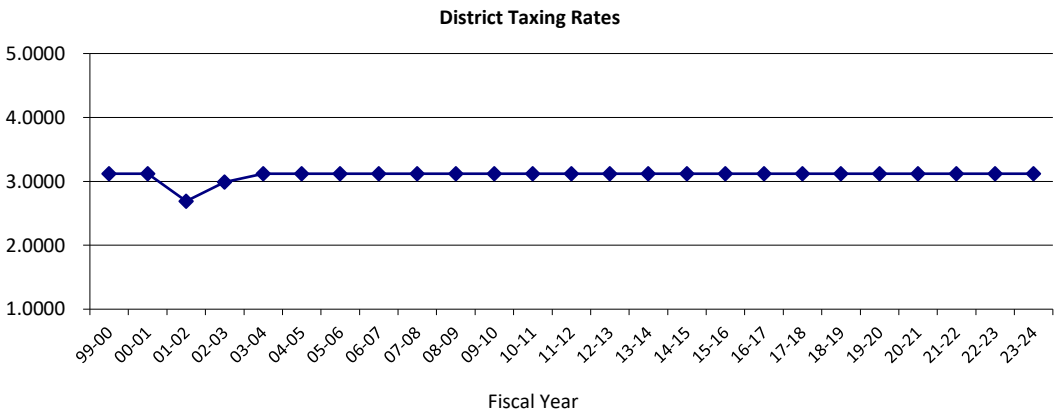
Property Taxes

Property taxes account for both the current year levy and prior years. Current taxes for the 2024/25 fiscal year are budgeted based on assessed valuation growth projections of 4.75 percent across all taxing areas within the District. The projected assessed value is multiplied by the District’s permanent tax rate of \$3.1194 and then divided by \$1,000 to attain the amount the tax rate will raise. Of this amount, the District is estimating a 95 percent collectible rate. Patrons receive a three percent discount if taxes are paid in full by November 15th upon assessment in October. If taxes are paid two-thirds by November 15th then a two percent discount would apply with the final one-third due by May 15th. If taxes are paid only one-third by November 15th then no discount would apply and the second one-third payment would be due by February 15th with the final payment due by May 15th.



Prior year taxes for the 2024/25 fiscal year are budgeted at two percent of the 2023/24 Jackson County Assessor’s certification of \$17,781,038 and account for delinquent tax payments. The delinquent collectible rate is based on the District’s average over the last five years. All personal and real property tax along with machinery and equipment tax is considered delinquent by Jackson County when any installment is not paid when due. The taxpayer can be served with a warrant 30 days after delinquency. Property can be seized, and other financial assets garnished. Real property tax is considered delinquent if not paid by May 15th. Foreclosure proceedings on real property begin when taxes have been delinquent for three years.

The District’s permanent tax rate of \$3.1194 per \$1,000 of assessed value was established by the Oregon Department of Revenue through the passage of Ballot Measure 50 in May of 1997. Ballot Measure 50 also established a permanent tax rate for each taxing authority in the State, based on the entity’s previous tax levy and assessed valuation at the 1995/96 value, less ten percent. The pre-existing levy tax system based on property real market value and anticipated financial need of the taxing entity was replaced by this rate-based tax system.



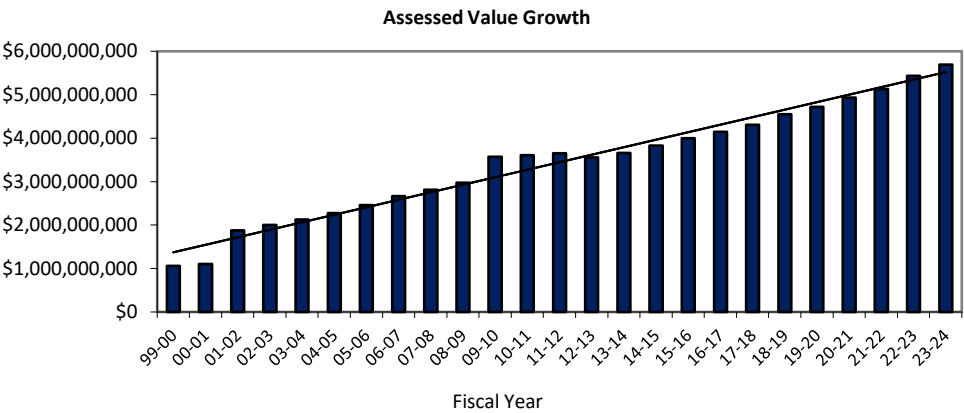
General Fund

2024/25 Fiscal Year

The District has levied taxes at its permanent rate consistently, with the exception being in fiscal years 2001/02 and 2002/03 when the annexations of the City of Central and Eagle Point were made effective on the tax rolls. At that time, those annexations brought an increase in the District’s assessed valuation by \$739,356,740 or 67 percent.

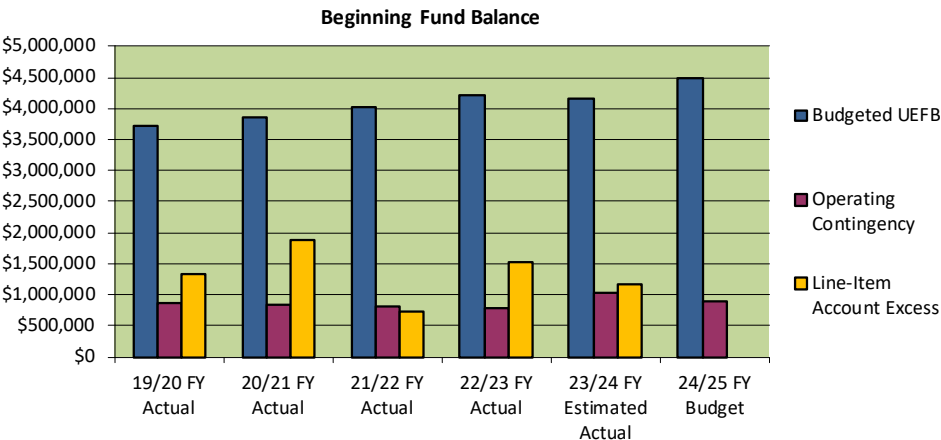
In 2009 the White City Urban Renewal tax increment financing ended, thus resulting in another increase in assessed valuation of \$470,000,000. Tax revenue generated from the frozen assessed value had been diverted to the Urban Renewal Agency since 1996. As of 2013 the City of Central Point has had an established urban renewal district, which diverts tax revenue from the District to fund designated projects within their 40-year plan.

Another impact of Ballot Measure 50 is the limitation of increases in assessed valuation of each property to only three percent per year. Special exemptions for property that is improved, rezoned, subdivided, or ceases to qualify for exemption is allowed for, which could result in a higher or reduced valuation. A caveat though would be if real market value (RMV) falls below a property’s maximum assessed value (MAV), then the lower of the two becomes the new assessed value (AV) for which the property taxes are calculated on. This continues each year until the real market value exceeds the MAV. This typically does not present to be a significant problem except for in years where there is a housing recession with declining market values. From 2011-2013 the District experienced this impact through a gradual decline in taxable assessed valuation as the result of the economic recession. Real market housing values plummeted and fell below the maximum assessed value resulting in a significant loss of property taxes for the District.



Beginning Fund Balance

Beginning fund balance consists of the identified unappropriated ending fund balance (UEFB) from the prior fiscal year as established in the Budget and Financial Policies and adopted by the Board of Directors, operating contingency, and dollars not expended in prior year budgeted line-item accounts. The UEFB is the minimum threshold of cash on hand the District has available at the beginning of each new fiscal year.

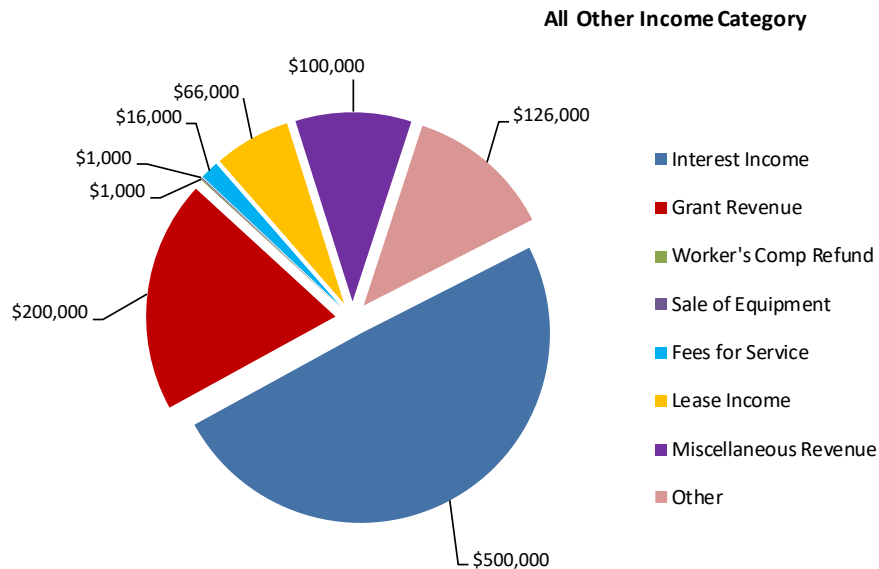


General Fund

2024/25 Fiscal Year

Other Income

Various revenue sources under the “all other income” category depicted in the chart on page 50 consists of the following:



Interest income is earned from money the District has invested in the Local Government Investment Pool (LGIP). The LGIP is an open-ended no-load diversified portfolio administered and backed by the Oregon State Treasury. The LGIP is commingled with the State’s short-term funds.

Grant revenue comes from Local, State, and Federal sources. Unless a grant has been awarded at time of budget development for a period that covers the ensuing fiscal year, the District will only budget a minimum dollar amount to serve as a placeholder. If a grant is received during the fiscal year, the District will appropriate it through Board resolution. \$200,000 is identified in this budget to account for a Staffing for Adequate Fire Emergency Response (SAFER) grant through FEMA and a fuels reduction grant through the Oregon State Fire Marshal.

The **workers’ compensation refund** is issued by the District’s insurance carrier. This refund is the difference between the estimated and actual payroll subject to premium. Annual budgeted amounts are based on conservative estimates. This account also reflects reimbursements from the insurance carrier back to the District for time-loss payments paid to injured workers.

Annual budgeted amounts from the **sale of equipment** sold during the fiscal year are based on conservative estimates. Sale of equipment in the General Fund is for smaller items sold that are not considered fixed assets. Proceeds from the sale of capital outlay equipment are recognized in the Capital Projects Fund.

Fees for service include medical standby at sporting events and concerts. It also includes income from fire suppression costs incurred while responding to unprotected property and billable incidents along transportation routes. This category is broken out further and includes income and reimbursements from the State of Oregon for personnel deployed to serve on structural and wildland taskforce teams. These teams assist with fire suppression and life and property protection in Oregon and neighboring states during declared conflagrations.

Lease income consists of proceeds from leases the District has with other agencies. In this budget year, the District has \$65,000 identified in lease income from Rogue Community College (RCC), which provides the college opportunity to conduct their fire science program through the utilization of the District’s training facility and classroom.

General Fund

2024/25 Fiscal Year

The **miscellaneous revenue** category consists of report copies, research fees, and any other non-anticipated income. Annual budgeted amounts tend to be based on conservative estimates. The District receives miscellaneous revenue from its property/casualty insurance company each year in the form of longevity credits. This results when the property loss ratio is maintained at 65 percent or below for the previous three calendar years. Special tax distributions from the County Treasurer apart from property tax are also recorded under this category.

Expenditure Appropriations

The General Fund has expenditure appropriations balancing to revenue appropriations totaling \$25,381,000.

Requirements	2024/25 Budget	Percent of Budget
Personnel Services	\$ 15,837,000	62.40%
Materials and Services	3,302,000	13.01%
Operating Transfers Out	393,000	1.55%
Operating Contingency	900,000	3.55%
Debt Service	449,000	1.77%
Ending Fund Balance	4,500,000	17.73%
Total Requirements	\$ 25,381,000	100.00%

Requirements	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25		
				Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
Personnel Services	\$ 12,359,187	\$ 13,041,583	\$ 14,582,000	\$ 15,837,000	\$ -	\$ -
Materials and Services	2,590,631	2,660,849	3,165,000	3,302,000	-	-
Transfers Out	1,591,400	55,000	1,395,000	393,000	-	-
Operating Contingency	-	-	1,041,000	900,000	-	-
Debt Service	578,778	448,700	449,000	449,000	-	-
Ending Fund Balance	5,583,740	6,547,170	4,164,000	4,500,000	-	-
Total Requirements	\$ 22,703,735	\$ 22,753,301	\$ 24,796,000	\$ 25,381,000	\$ -	\$ -

General Fund

2024/25Fiscal Year

Summary of Requirements

2021/22 Actual	2022/23 Actual	2023/24 Budgeted		2024/25 Proposed	2024/25 Approved	2024/25 Adopted	Inc / Dec from Prior Year
<u>Personnel Services</u>							
\$ 6,451,041	\$ 6,726,645	\$ 7,563,000	Salaries	\$ 7,790,000	\$ -	\$ -	3.00%
711,556	824,552	794,000	Overtime	794,000	-	-	0.00%
60,620	113,789	75,000	Out of Class	75,000	-	-	0.00%
532,986	553,283	594,000	Incentives*	569,500	-	-	-4.12%
112,309	108,117	97,000	Holiday Pay	165,000	-	-	70.10%
178,873	116,121	107,000	Payouts	111,000	-	-	3.74%
47,469	50,124	50,000	Fringe Benefits**	64,000	-	-	28.00%
1,623,897	1,695,201	2,005,500	Retirement (PERS)	2,619,000	-	-	30.59%
218,110	300,659	274,000	Deferred Comp	293,500	-	-	7.12%
1,441,240	1,504,603	1,781,500	Insurances	2,015,000	-	-	13.11%
298,236	337,815	342,500	VEBA	372,000	-	-	8.61%
0.00	0.00	30,000	Paid Leave Oregon	40,000	-	-	33.33%
598,444	623,175	690,500	FICA/Medicare	734,000	-	-	6.30%
84,405	128,507	178,000	Workers Comp	195,000	-	-	9.55%
\$ 12,359,187	\$ 13,082,592	\$ 14,582,000		\$ 15,837,000	\$ -	\$ -	8.61%
Percent to Operating Revenue							83.30%
\$ 2,590,631	\$ 2,660,849	\$ 3,165,000	<u>Materials and Services</u>	\$ 3,302,000	\$ -	\$ -	4.33%
Percent to Operating Revenue							17.37%
1,591,400	55,000	1,395,000	<u>Non-Departmental</u>				
0	0	1,041,000	Transfer to Capital	393,000	-	-	-71.83%
578,778	448,700	449,000	Contingency	900,000	-	-	-13.54%
5,583,740	6,547,170	4,164,000	Debt Service	449,000	-	-	0.00%
			UEFB	4,500,000	-	-	8.07%
\$ 7,753,918	\$ 7,050,870	\$ 7,049,000		\$ 6,242,000	\$ -	\$ -	-11.45%
\$ 22,703,735	\$ 22,794,311	\$ 24,796,000	Total General Fund Budget	\$ 25,381,000	\$ -	\$ -	2.36%

* Incentives include education, EMS, and longevity

** Fringe benefits includes on-call pay to investigators, technology stipend, and car allowance

Significant Changes

The General Fund is budgeted to increase 2.36 percent over the 2023/24 fiscal year or \$585,000. With the increase in revenue offset by appropriations, Personnel Services represents an increase of \$1,255,000 with significant drivers being new positions in Response Services and Risk Reduction, cost of living adjustments, and health insurance and PERS increases offset by a reduction of a position within the Administrative Department.

Materials and services are budgeted to increase 4.33 percent or \$137,000 with focus on updating equipment, technology, risk reduction, and outreach efforts.

To help offset the above increases in comparison to budgeted revenue, the transfer to the Capital Fund is budgeted to decrease by \$1,002,000 or 71.83 percent. Debt Service is budgeted in accordance with the payment schedule and Operating Contingency and Unappropriated Ending Fund Balance (UEFB) are budgeted based on policy commitments.

General Fund

2024/25 Fiscal Year

Personnel and Staffing Changes

Within the Administrative Department, the District has decided not to fill the Community Engagement Position at this time. Workload has been distributed to other positions that have capacity.

The District held a recruitment and hiring process for a new Division Chief position within the Response Department during this past fiscal year. That position was filled in March of 2024 and is fully funded in the 24/25 fiscal year. The District will also be looking to permanently fill through promotion the Deputy Chief position. Within the community care team, the District worked in collaboration with IAFF Local 1817 to develop a supervisor position. This position is currently in a trial “acting in capacity” period with internal members. It is anticipated to conduct a competitive hiring process in the fall of 2024.

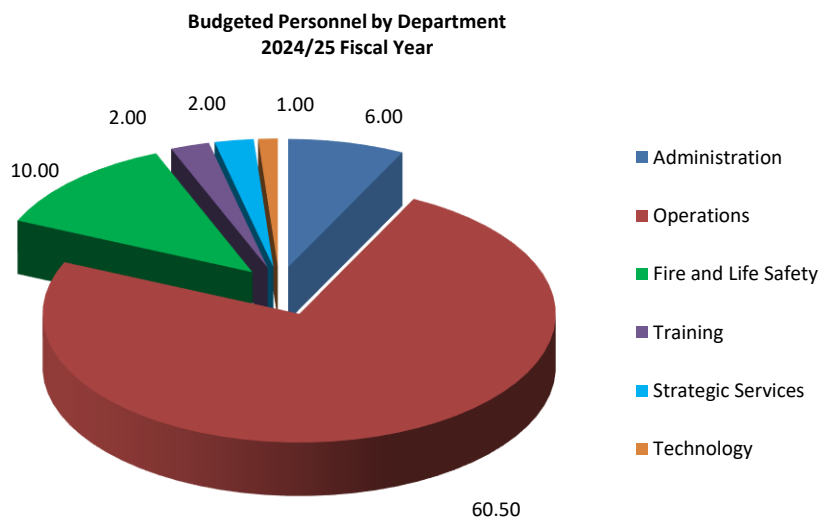
Within the Risk Reduction Department, a new position was developed, Risk Reduction Crew Supervisor, to oversee the risk reduction crew in removing hazardous fuels and providing landowners with assistance and resources. This supervisor position was recruited in April of 2024 with an intended start date June of 2024. During the summer of 2024 the District will recruit and hire three risk reduction crew members. These four positions are partially funded through the Oregon State Fire Marshal’s hazardous fuels mitigation grant.

Within the Training Department, the District worked with IAFF Local 1817 in developing a new Training Lieutenant position. Once the position description and expectations were solidified, an internal promotional process ensued resulting in a firefighter accepting the position. This position is fully funded in the 24/25 fiscal year.

Within the Support Services Department, a decision was made to transition the Logistics Technician position from part-time to full-time. A vacancy that occurred mid-year resulted in the District conducting a thorough evaluation of the position and the program needs, demands, and future goals. A new position description was developed, and a recruitment process ensued. The Logistics Technician was hired in April of 2024. This position is fully funded in the 24/25 fiscal year.

The District administered a firefighter entrance exam in November of 2023 under the Civil Service rules which resulted in a register of 23 qualified candidates and the hiring of four to participate in the 24-01 Firefighter Recruit Academy. In May of 2024, the District will administer an internal captain’s promotional exam for an updated register to be valid for 24 months.

All departments remain focused and committed to the mission and support budgeted programs with their respective personnel. The District will always continue looking towards the future, evaluating our response capabilities and support services, while assessing ways to maximize employee efficiency with our patron’s tax dollars.

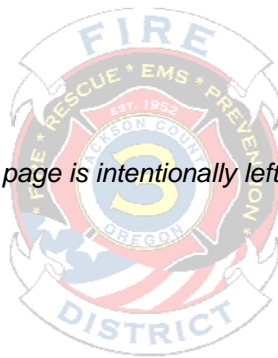


General Fund

2024/25 Fiscal Year

PERSONNEL ALLOCATION	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget
Administration				
Fire Chief	1.00	1.00	1.00	1.00
Chief Executive Officer	0.00	0.50	0.00	0.00
Chief Financial Officer	1.00	1.00	1.00	1.00
People Services Administrator	0.50	1.00	1.00	1.00
Data Services Specialist	0.00	0.50	1.00	1.00
Community Engagement Coordinator	1.00	1.00	1.00	0.00
Executive Assistant	1.00	1.00	1.00	1.00
Finance Assistant	1.00	1.00	1.00	1.00
Total	5.50	7.00	7.00	6.00
Reponse Services				
Deputy Chief	1.00	1.00	1.00	1.00
Division Chief of Response	0.00	0.00	0.50	1.00
Battalion Chief	3.00	3.00	3.00	3.00
Fire Captain	12.00	12.00	12.00	12.00
Fire Engineer	12.00	12.00	12.00	12.00
Firefighter	21.00	21.00	24.00	25.00
Community EMT	2.00	2.00	2.00	0.00
Community Paramedic	2.00	2.00	2.00	4.00
Community Care Supervisor	0.00	0.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Recruitment Retention Coordinator	0.50	0.50	0.50	0.50
Total	54.50	54.50	59.00	60.50
Risk Reduction				
Division Chief / Fire Marshal	1.00	1.00	1.00	1.00
Deputy Fire Marshal 1	2.00	2.00	1.00	1.00
Deputy Fire Marshal 2	0.00	0.00	1.00	1.00
Deputy Fire Marshal 3	2.00	1.00	1.00	1.00
Risk Reduction Captain	0.00	0.00	1.00	1.00
Risk Reduction Crew Supervisor	0.00	0.00	0.00	1.00
Risk Reduction Crew	0.00	0.00	0.00	3.00
Administrative Assistant	0.00	0.00	1.00	1.00
Total	5.00	4.00	6.00	10.00
Training				
Division Chief of Training	1.00	0.00	1.00	1.00
Battalion Chief of Training	0.00	1.00	0.00	0.00
Training Lieutenant	0.00	0.00	1.00	1.00
Administrative Assistant	0.50	0.00	0.00	0.00
Total	1.50	1.00	2.00	2.00
Support Services				
Deputy Chief	1.00	1.00	0.00	0.00
Risk Reduction Captain	1.00	1.00	0.00	0.00
Facilities Technician	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	0.00	0.00
Logistics Technician	0.50	0.50	0.50	1.00
Total	4.50	4.50	1.50	2.00
Technology				
Information Technology Administrator	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00
Organizational Total	72.00	72.00	76.50	81.50

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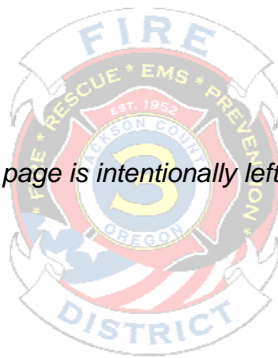


ADMINISTRATION



2024/25 Fiscal Year Budget

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Administration Department

2024/25 Fiscal Year

Department Description

The Administration Department includes the functions of the Fire Chief, general administrative services, legal, contract administration, human resource management, and finance. The Fire Chief serves as the Chief Executive Officer and provides direction, supervision, coordination, and general support to the District’s overall operations.

Administration supports the District in the achievement of its mission and vision by overseeing areas pertaining to strategic planning, policy development, staffing and personnel management, risk management, labor relations, and Civil Service. In addition, support is provided to the District’s Board of Directors, Budget Committee members, and Civil Service Commissioners. The Board of Directors are elected positions serving four-year terms and are required to be registered voters within the District. The Budget Committee members are appointed by the Board, serve three-year terms, and also are required to be registered voters. There are five elected directors and five appointed budget members. Civil Service Commissioners serve four-year terms and are also appointed by the Board.

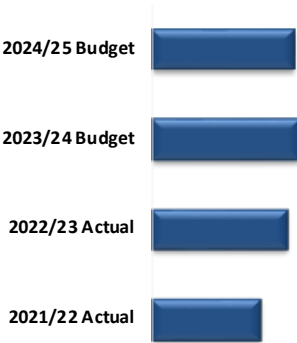
Finance provides financial accounting, budgeting, and reporting services for the District along with cash management and investments, fixed asset management, contract management, and strategic financial forecasting. Finance monitors all department budget activity and more importantly, assures compliance with Oregon Local Budget Law.

The Administration Department works very closely with the other departments to provide human resource support and legal, fiscal, and labor contract compliance.

Budget Summary

Expenditures	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget
Personnel Services	\$862,358	\$1,231,649	\$1,258,000	\$1,242,000
Materials and Services	\$764,294	\$804,748	\$950,000	\$890,000
Total	\$1,626,651	\$2,036,397	\$2,208,000	\$2,132,000

Budget Comparison



Personnel Summary

Position	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget
Fire Chief	1.00	1.00	1.00	1.00
Chief Executive Officer	0.00	0.50	0.00	0.00
Chief Financial Officer	1.00	1.00	1.00	1.00
People Services Administrator	0.50	1.00	1.00	1.00
Data Services Specialist	0.00	0.50	1.00	1.00
Community Engagement Coordinator	1.00	1.00	1.00	0.00
Executive Assistant	1.00	1.00	1.00	1.00
Finance Assistant	1.00	1.00	1.00	1.00
Total	5.50	7.00	7.00	6.00

Administration Department

2024/25 Fiscal Year

Budget Highlights

Personnel Services is budgeted to decrease 1.3 percent or \$16,000 over the prior fiscal year. A significant factor is the decision not to fund the Community Engagement Coordinator position after a vacancy occurred and the subsequent realignment of other position duties to assume most of those tasks. The District remains in labor negotiations and therefore has salary and benefit placeholders until those discussions ultimately result in board approval.

The overall Materials and Services classification is budgeted to decrease 6.3 percent or \$60,000. The significant factor is the reduction in account 60270-000; *Contractual Services*, due to some contracts that are no longer effective and some reductions in others. Accounts 60370-000; *Property and Casualty Insurance* and 60490-000; *Hiring Processes* have increased slightly due to anticipated costs, offset by some other small reductions across other accounts.

Accomplishments




















- Completed long-term financial forecasting adjusting for modest economic improvement; revised the capital replacement plan which remains adequately funded.
- Received the Distinguished Budget Award and Certificate of Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).
- Developed a new four-year strategic plan with emphasis on refining the District’s mission, vision, and values.
- Received a new certification rating from the Insurance Services Organization (ISO) on property classification for a new rating of 2/10 (with ten being considered unprotected property) from the previous 3/10.
- Navigated through the new state mandated Paid Leave Oregon passed by the Oregon Legislature, which provides paid leave benefits to employees experiencing long-term medical issues. Received State approval for operating an equivalent plan and developed and adopted an internal policy to provide members with guidance and direction.
- Negotiated and secured property adjacent to the White City/Administrative campus for future expansion.
- Administered a Civil Service entry level firefighter testing process and promotional captain’s exam.
- Recruited and hired personnel across all departments and navigated successful onboarding of those new members.
- Enhanced methods of communicating out our messaging to citizens utilizing social media platforms.
- Enhanced and distributed an annual report and newsletter to over 20,000 District households.

Department Measurements and Targets

<i>Types of Transactions (Output Measures)</i>	<i>2020/21 Actual</i>	<i>2021/22 Actual</i>	<i>2022/23 Actual</i>	<i>2023/24 Estimated</i>	<i>2024/25 Projected</i>
<i>Accounts Payable Transactions</i>	1,357	1,416	1,516	1,595	1,500
<i>Payroll Disbursements (includes ACH)</i>	1,685	1,876	1,925	1,986	2,000
<i>Purchase Orders Issued</i>	1,082	997	1,024	1,090	1,000
<i>Cash Receipts Processed</i>	103	117	125	130	100

Administration Department

2024/25 Fiscal Year

<i>Effectiveness Measures</i>	<i>2020/21 Actual</i>	<i>2021/22 Actual</i>	<i>2022/23 Actual</i>	<i>2023/24 Projected</i>	<i>2024/25 Projected</i>
<i>Award for Distinguished Budget</i>					
<i>Award for Excellence in Financial Reporting</i>					
<i>Annual Report</i>					
<i>Citizen Newsletter</i>					

Service Measures and Desired Outcomes

- Manage the District's finances and provide consistent and sound financial reports.
Measured By: Continued monthly financial reporting to the Board of Directors and District personnel; Annual financial report produced and approved by Board of Directors.
- Ensure overall expenditure growth does not exceed primary operating revenue.
Measured By: Continued budgeting of 25 percent of operating revenue to be set aside as unappropriated ending fund balance; percent of operating expenditures to operating revenue remains below 100 percent. Target for total Personnel Services is 80 percent of operating revenue or lower.
- Ensure contingency levels are in compliance with financial policy.
Measured By: Continued budgeting of no less than five percent of annual operating revenue into contingency.
- Continue to prepare award winning budget documents and annual financial reports.
Measured By: Continued receipt of GFOA Distinguished Budget Award and Excellence in Financial Reporting.
- Maintain a workers' compensation experience modifier rating of under 1.0
Measured By: Promoting a safe workplace, monthly safety committee meetings, quarterly worksite inspections, minimize time loss exposure and promote transitional duty assignments for injured workers; all which factor into lower experience modifiers that provide favorable and reduced premium rates.

<i>Effectiveness Measures</i>	<i>2020/21 Actual</i>	<i>2021/22 Actual</i>	<i>2022/23 Actual</i>	<i>2023/24 Projected</i>	<i>2024/25 Projected</i>
<i>Financial Reporting</i> <i>Provide accurate financial reports on a monthly basis at Board Meetings</i>	100%	100%	100%	100%	100%
<i>Sound Audit Findings</i> <i>Number of audit findings</i>	None	None	None	None	None
<i>Investing</i> <i>Invest District surplus funds in secure holdings at all times</i>	100% in LGIP	100% in LGIP	100% in LGIP	100% in LGIP	100% in LGIP
<i>Workers' Compensation</i> <i>Encourage safe work practices to maintain an "Experience Modifier" of below 1.0</i>	.69	.63	.83	.85	.85

Administration Department

2024/25 Fiscal Year

2024/25 Departmental Tasks

The District's adopted 2024-2027 Strategic Plan is the overarching document that provides direction for the organization. Five strategic initiatives identify what is critically important and the level of service the District desires to deliver for the community. Under each initiative are goals and objectives that are identified to support the success of the initiative. The initiatives and goals remain consistent with the plan; however, the objectives may change with the fiscal year and typically drive a lot of the budget development. Some objectives will have cost impacts and others may have minimal impact.

The following goals and objectives are assigned to the Administration Department and link back to one of the five organizational strategic initiatives.

Initiative 1

Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.

Goal 1.3	Our members are properly safeguarded to accomplish a rewarding career
1.3.1	The number of on-the-job injuries and illnesses remains below industry standards.
1.3.3	Increase the percentage of members who understand and engage in the wellness initiatives available to them.
1.3.4	Implement meaningful fit-for-duty physicals.

Initiative 2

Ensure sustainability of service delivery by efficient use of our people, facilities, fleet, and financial services.

Goal 2.1	Develop personnel to their potential
2.1.2	Maintain a strong recruiting presence for those entering the workforce or seeking a career change.
2.1.3	Synchronize onboarding and outboarding practices for sworn and non-sworn employees.

Goal 2.2	Evolve organizational structure, workspaces, and development models to support the mission
2.2.1	Conduct an analysis of the influences to overtime and callback.
2.2.3	Integrate the S&B James property into the organizational workflow.
2.2.4	Modernize the supply chain and logistics functions.
2.2.5	Align position descriptions and roles to support the functions of the District.

Goal 2.3	Define measurements and predictability of outcomes within our operations
2.3.2	Maintain with accuracy financial forecasts that include short and long-term funding strategies.

Goal 2.4	Maintain fiscal responsibility
2.4.3	Maintain financial position and adherence to Board policies.
2.4.5	Sustain fair compensation packages while managing overall organizational labor costs.
2.4.6	Research scenarios for complementary funding of critical services.

Goal 2.5	Ensure the scope of services delivered are relevant and practicable
2.5.1	Ensure the needs of the community are being met with limited duplication.

Administration Department

2024/25 Fiscal Year

Initiative 3

Demonstrate our tradition of professionalism, innovation, and excellence throughout the organization.

Goal 3.2	Demonstrate an innovative mindset in support of the mission and workforce
3.2.1	Migrate Crewsense into Springbrook.
3.2.2	Enhance requisition and purchasing procedures.
3.2.3	Incorporate cost control and reduction strategies where prudent.
3.2.4	Support an organizational change management process.
3.2.5	Incorporate environmentally friendly practices where practical.

Goal 3.3	Demonstrate our individual and collective best effort
3.3.1	Normalize data report cards.
3.3.3	Maintain the Districts compliance with regulatory standards.
3.3.4	Increase employee awareness of the benefits of a diverse workforce.
3.3.5	Improve the employee performance review process.
3.3.6	Recognize the positive impact our employees make.

Goal 3.4	Ensure technology adequately supports the functions of the District
3.4.1	Develop systems to make meaningful data readily available.

Initiative 4

Maintain a high level of trust by promoting District engagement within the organization, and the communities served.

Goal 4.1	Deliver proactive outreach of District programs and initiatives that will generate strong public engagement
4.1.1	Develop outreach efforts to promote awareness of the value of service provided by Fire District 3.
4.1.2	Percentage of adults who recognize Fire District 3 as their provider and the role we play in the community is increased.
4.1.4	Evaluate establishing a non-profit to assist with Community Care expenses.
4.1.5	Focus outreach efforts and public education (schools, at-risk, seasonal campaigns).

Goal 4.2	Embrace the uniqueness of individual communities
4.2.1	Increase visibility and participation in rural areas.
4.2.2	Understand the history, traditions, and events that make our communities desirable.
4.2.3	Integrate our standard of services while preserving the identity of the community.
4.2.4	Develop outreach to match with cultural diversity of the communities.

Goal 4.3	Demonstrate engagement and efficiency through effective communication
4.3.1	Celebrate success and achievement through recognition of our members.
4.3.2	Support the training and engagement of BOD/Budget/Civil Service members.
4.3.3	Implement an internal communication plan that facilitates engagement and reliable communication.
4.3.4	Do not commit to things we cannot accomplish with a high standard.
4.3.5	Continue to advance awareness and build resources to support mental/physical health and wellness.

Administration Department

2024/25 Fiscal Year

Initiative 5
Cultivate and strengthen collaboration and strategic partnerships.

Goal 5.1	Foster traditional and non-traditional relationships and opportunities
5.1.1	Pursue partnerships that create efficiencies and beneficial outcomes.
5.1.3	Maintain IGA's that are currently executed.

Goal 5.2	Advance efforts to reduce duplication of services regionally
5.2.1	Foster innovation within the Rogue Valley Fire Rescue Alliance to enhance services of participating agencies.
5.2.2	Identify interest and timing for a study exploring coordinated services regionally.

Goal 5.3	Demonstrate effective collaboration across divisions and L1817
5.3.1	An awareness and support for the mission of the separate divisions is achieved.
5.3.2	Commit to monthly labor/management meetings.
5.3.5	Maintain joint labor management committees in support of employee benefits.

Goal 5.4	Engage locally and regionally to advance the mission of the fire service
5.4.1	Support community mental health programs and advocacy groups.
5.4.3	Be active in committees, task forces, and legislation that advances the District and regional efforts.



Administration Department

2024/25 Fiscal Year

General Fund	<u>HISTORICAL</u>		2023/24 FY	<u>BUDGET FOR NEXT FISCAL YEAR</u>		
	2021/22 FY	2022/23 FY		2024/2025		
Description	Actual	Actual	Adopted Budget	Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
Personnel Services						
Salaries	\$519,550.26	\$682,206.02	\$691,000	\$629,000		
Overtime	0.00	0.00	1,000	1,000		
Incentives	41,066.15	52,468.45	48,000	57,000		
Payouts	19,004.30	49,509.57	28,000	28,000		
Retirement (PERS)	99,596.37	139,781.15	155,000	194,000		
Unemployment Insurance	4,381.91	4,381.91	1,000	1,000		
ER Deferred Comp Contrib	31,920.00	94,959.00	50,000	50,000		
Health and Life Insurance	83,029.20	119,706.04	160,000	151,000		
Paid Leave Oregon Tax	0.00	0.00	30,000	40,000		
HRA-VEBA Contribution	22,451.20	33,716.46	31,000	31,000		
FICA and Medicare PR Taxes	41,161.93	54,294.69	59,000	55,000		
Workers' Comp Insurance	196.40	625.84	4,000	5,000		
TOTAL PERSONNEL SERVICES	\$862,357.72	\$1,231,649.13	\$1,258,000	\$1,242,000	\$0	\$0
Materials and Services						
Physicals and Vaccinations	\$582.00	\$0.00	\$1,000	\$1,000		
Printing	11,837.57	13,908.50	18,000	18,000		
Supplies; Office	4,828.40	7,104.11	10,000	10,000		
Supplies; Administrative	26,588.25	47,504.04	32,000	40,000		
Licenses and Fees	5,633.42	6,819.26	8,000	10,000		
Contractual/Professional Service	561,163.47	570,820.10	696,000	610,000		
Community Engagement	0.00	3,844.86	10,000	10,000		
Property and Casualty Insurance	101,330.00	111,533.50	115,000	125,000		
Mileage Reimbursements	642.48	498.82	1,000	1,000		
Membership Dues	9,311.00	8,855.00	10,000	10,000		
Books and Subscriptions	2,988.29	3,187.44	2,000	3,000		
Advertising	2,993.03	2,583.07	12,000	12,000		
Hiring Processes, CS, Background	31,767.50	22,183.20	25,000	30,000		
Postage and Shipping	4,628.12	5,906.12	10,000	10,000		
TOTAL MATERIALS and SERVICES	\$764,293.53	\$804,748.02	\$950,000	\$890,000	\$0	\$0
TOTAL ADMINISTRATION	\$1,626,651.25	\$2,036,397.15	\$2,208,000	\$2,132,000	\$0	\$0

Administration Department

2024/25 Fiscal Year

MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 1

Account	Description	Account Total
58203-000	Physicals and Vaccinations.....	\$ 1,000
60220-000	Printing..... General administrative printing by outside sources including newsletter, annual report, business cards	\$ 18,000
60222-000	Office Supplies.....	\$ 10,000
60223-001	Administrative Expenses..... General administrative supplies and board expenses 10,000 Years of service awards and annual banquet 15,000 Board of Director elections 10,000 Miscellaneous office equipment, historical preservation, photo board 5,000	\$ 40,000
60223-002	Licenses and Fees..... Expenses related to banking and loan fees, employee benefits administration fees, State of Oregon purchasing agreement, Oregon Ethics commission, ODOT land use fee, actuary fees, and other miscellaneous fees as required	\$ 10,000
60270-000	Contractual/Professional Services..... 911 dispatch services contract to ECSO 500,000 General legal counsel 20,000 Financial audit and filing expenses 15,000 EMS physician supervisor contract 10,000 Employee assistance programs 35,000 Consultation services 20,000 Civil Service Chief Examiner 5,000 Lobbyist 5,000	\$ 610,000
60280-000	Community Engagement and Recruitment..... Expenses related to community engagement and public education	\$ 10,000
60370-000	Property and Casualty Insurance.....	\$ 125,000
60380-001	Mileage Reimbursements.....	\$ 1,000
60410-000	Membership Dues..... Membership dues to organizations such as Special Districts Association, Rogue Valley Fire Chief's, Oregon Fire Chief's Association, International Association of Fire Chief's, Government Finance Officers Assn, Society of Human Resource Mgmt, Int'l Public Mgmt Association/HR	\$ 10,000
60412-000	Books and Subscriptions.....	\$ 3,000

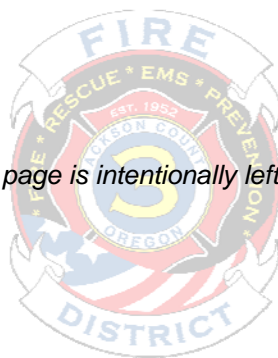
Administration Department

2024/25 Fiscal Year

MATERIALS AND SERVICES DETAIL BY ACCOUNT - *Continued*
General Fund 1, Department 1

Account	Description	Account Total
60430-001	Advertising..... Advertising for Board meetings, budget hearings, community events and engagement, public service announcements, and outreach through the Chamber of Commerce and Expo Center	\$ 12,000
60490-000	Hiring Processes, Civil Service, Backgrounds..... Includes entry level hiring processes and promotional exams, expenses for Civil Service meetings, and all expenses related to pre-employment background evaluations	\$ 30,000
60491-000	Postage and Shipping.....	\$ 10,000
TOTAL MATERIALS AND SERVICES		<u>\$ 890,000</u>

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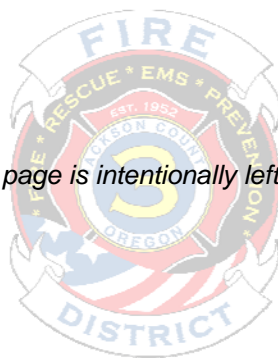


RESPONSE SERVICES



2024/25 Fiscal Year Budget

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Response Services Department

2024/25 Fiscal Year

Department Description

The mission of the Response Services department is to protect life and property through emergency response. This is achieved through the efficient and effective delivery of four core disciplines:

1. Out of Hospital Emergency Medical Service (Basic and Advanced Life Support)
2. Fire Suppression
3. Technical Rescue (High/Low Angle Rope, Swift Water, Extrication)
4. Hazardous Material

Attention is focused on attaining a high level of response and performance reliability and the recruitment and retention of a dedicated force of emergency response professionals. In addition, the department maintains up to date policies and procedures, coordinates with the Training Department for robust programs, develops meaningful performance standards, and encourages participation with the professional development plan.

The District operates eight fire stations. Four stations are staffed 24/7 with career personnel and four stations rely upon volunteers, student firefighters, and/or resident personnel for response. All fire stations are assigned a geographical area that defines their initial response area; this area is called a Fire Management Zone (FMZ). Each fire station provides the initial response to the FMZ it serves and is supported by the entire District and partner agencies during major emergencies.

The Agate Lake, Dodge Bridge, Sams Valley, and Gold Hill fire stations operate with volunteers when available. Prospective volunteers go through an application process followed by a background evaluation. Once accepted into the program, volunteers fall under one of four categories: student firefighter, suppression volunteer, resident volunteer, or community volunteer.

A student firefighter's first requirement is to successfully complete an eleven-week fire academy where they receive specialized training and instruction. Upon academy graduation, students are then assigned to a career fire station to enhance their educational experience. Students work alongside career firefighters and respond to calls for service to gain real world experience and practical skills. In addition, they are enrolled as full-time students in the Fire Science or Paramedic program at Rogue Community College. Students receive no compensation for their time given to the District, but they are eligible to have their tuition paid for by the District while pursuing their associate degree. Students typically finish the program in two or three years, depending upon their chosen degree program.

Resident volunteers live on-site at the rural stations, either in the station or in a manufactured home placed on the station property. The advantage gained by having resident volunteers located on-site is that they can provide a quicker response than community volunteers responding to a rural station from their homes or career personnel responding from urban stations. Resident volunteers are in place at all four rural stations.

Community volunteers either serve as suppression-qualified firefighters, or in support positions such as tender drivers, incident support or as aides to community risk reduction, training, or administration depending on their preference and the District's needs. Volunteers receive no compensation for their time given to the District, however the District does reimburse expenses under the guidance of the Internal Revenue Service Accountable Plan.

Central Point (CP) Station 20 – Career Staffed

The Central Point station is located at 600 South Front Street and houses Engine Company 20. There were 2,083 requests for service in the Central Point station in 2023.



Response Services Department

2024/25 Fiscal Year

Scenic (SS) Station 21 – Career Staffed

The Scenic station is located at 1909 Scenic Avenue and houses Engine Company 21. There were 1,553 requests for service in the Scenic station in 2023.



White City (WC) Station 22 – Career Staffed

The White City station is located at 8333 Agate Road in White City and houses Engine Company 22. The Battalion Chief is also stationed here. There were 2,350 requests for service in the White City FMZ in 2023.



Eagle Point (EP) Station 23 – Career Staffed

The Eagle Point station is located at 213 Loto Street and houses Engine Company 23. There were 1,358 requests for service in the Eagle Point FMZ in 2023.



Agate Lake (AL) Station 24 – Volunteer Staffed

The Agate Lake station is located at 880 East Antelope Road. Career personnel from White City and/or the Eagle Point stations may respond to supplement volunteer resident response. There were 93 requests for service in the Agate Lake FMZ in 2023.



Dodge Bridge (DB) Station 25 – Volunteer Staffed

The Dodge Bridge station is located at 60 Rogue River Drive. Career personnel from the White City and/or Eagle Point stations may respond to supplement volunteer resident response. There were 319 requests for service in the Dodge Bridge FMZ in 2023.



Sams Valley (SV) Station 26 – Volunteer Staffed

The Sams Valley station is located at 3333 Tresham Lane. Career personnel from the White City, Eagle Point and/or Central Point stations may respond to supplement volunteer resident response. There were 333 requests for service in the Sams Valley FMZ in 2023.



Response Services Department

2024/25 Fiscal Year

Gold Hill (GH) Station 27 – Volunteer Staffed

The Gold Hill station is located at 299 Access Road. Career personnel from the Central Point station may respond to supplement volunteer resident response. There were 526 requests for service in the Gold Hill FMZ in 2023.



Budget Summary

Expenditures	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget
Personnel Services	\$9,615,468	\$10,236,054	\$11,195,000	\$12,035,000
Materials and Services	\$367,951	\$268,109	\$527,000	\$522,000
Total	\$9,983,419	\$10,504,164	\$11,722,000	\$12,557,000

Budget Comparison



Personnel Summary

Position	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget
Deputy Chief	1.00	1.00	1.00	1.00
Division Chief	0.00	0.00	0.50	1.00
Battalion Chief (IAFF Local 1817)	3.00	3.00	3.00	3.00
Fire Captain (IAFF Local 1817)	12.00	12.00	12.00	12.00
Fire Engineer (IAFF Local 1817)	12.00	12.00	12.00	12.00
Firefighter (IAFF Local 1817)	21.00	21.00	24.00	25.00
Community Care EMT (IAFF Local 1817)	2.00	2.00	2.00	0.00
Community Care Paramedic (IAFF Local 1817)	2.00	2.00	2.00	4.00
Community Care Supervisor (IAFF Local 1817)	0.00	0.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Recruitment and Retention Coordinator	0.50	0.50	0.50	0.50
Total	54.50	54.50	59.00	60.50

Response Services Department

2024/25 Fiscal Year

Budget Highlights

Personnel Services is budgeted to increase 7.5 percent or \$840,000 over the prior fiscal year. A significant portion of this is wage and benefit placeholders, as the District is currently in labor negotiations with Local 1817. This budget reflects 25 full-time equivalent (FTE) firefighters, which is one additional from the adopted level of 24. This opportunity for over-staffing will help prepare the District for impending future retirements and allow temporary transfers of personnel to administrative assignments. This budget reflects a full year of salary and benefits for the new position of Division Chief of Response Services, introduced in the prior year.

During months when fire activity is at its peak, the District supports the Oregon State Fire Marshal's (OSFM) mobilization plan, making a unit available for deployment throughout the state. Overtime for state conflagration fire deployment is budgeted with a \$1,000 placeholder. The District receives reimbursement for all personnel and apparatus costs during deployment, at which time the necessary budget adjustments will be made.

The Materials and Services classification is budgeted to decrease .95 percent or \$5,000. Significant factors impacting the decrease is the fiscal year timing of budgeted program changes and initiatives. This past year included updating all structural nozzles and fire hose, and with that project complete, results in over \$40,000 in budgetary savings moving into the new year. This budget continues to support the routine expenditures and supplies needed to maintain safe operations and program initiatives factoring in inflationary increases. Some other specialty programs identified include the routine purchase of structural turnouts (PPE) and fire suppression equipment.

The District continues to experience the benefit of the student program and maintains the funding for up to nine student firefighters to attain their fire science degree through Rogue Community College. The student and volunteer section of the budget directly accounts for expenditures related to the Staffing for Adequate Fire Emergency Response (SAFER) grant through FEMA.

Accomplishments

- Provided regional support of wildfire response while responding to significant interface fires, both inside and outside the district.
- Moved three Type 6 apparatus into the production phase with the vendor.
- Received and implemented a tethered drone for the battalion chief command vehicle.
- Purchased all new structural firefighting hose and nozzles with project completion slated for early fiscal year 24/25 due to supply chain delays. This initiative allows for better water application during interior firefighting to combat increasing heat generated by modern fuels.
- Continued focused recruiting and training efforts related to increasing our volunteer and student firefighter capacity.
- Placed in service a new rescue raft capable of reaching specific areas on the Rogue River where we are tasked with frequent rescues.
- Continued to provide reliable and efficient emergency response services to District patrons.

Response Services Department

2024/25 Fiscal Year

Department Measurements and Targets

EMERGENCY RESPONSE TARGETS

Emergency response targets are used to establish District-wide response time goals which are used to measure how effectively resources are deployed towards mitigating emergent incidents in the urban, suburban, and rural areas of the District. Objective factors such as population density, target hazards, community risk assessment, staffed versus unstaffed fire stations, station response reliability, road infra-structure, travel distance, and other criteria are taken into consideration when developing emergency response targets.

Incidents are classified using the following criteria:

Fire: All calls concerned with actual burning or explosions. This category includes fires in buildings and vehicles as well as brush fires, refuse fires and fires in spilled fuel.

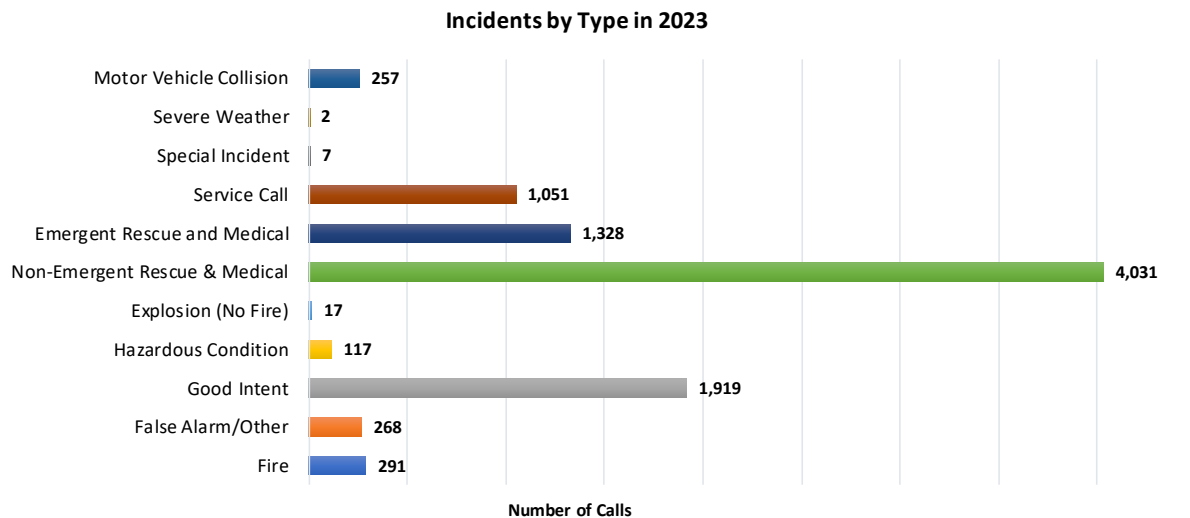
Non-Emergent Rescue/Medical: An incident where seconds will not significantly impact the outcome of the call. Crews will normally respond "Code 1" to these calls, meaning no lights and sirens and regular speed limit.

Emergent Rescue/Medical: This type of call is one where timeliness of the medical intervention has an impact on the positive outcome of the patient. Some examples of this type of call are chest pain, cardiac arrest, stroke, and difficulty breathing. Crews normally respond "Code 3" (lights and sirens) to these calls.

Motor Vehicle Collision (MVC)/Rescue: Any motor vehicle collision or calls related to removing people from dangerous situations including extrication from crushed vehicles or machinery, removal from the water or ice, and searching for lost persons.

Hazardous Condition/Hazardous Materials: Any call involving hazardous materials or a reported hazardous condition that requires involvement of a fire crew. This type of call can range from single engine responses to a carbon monoxide alarm or multi-jurisdictional hazardous chemical releases.

Service Call: Any call for assistance that does not involve a medical emergency, hazardous condition, or fire. An example could be a malfunctioning sprinkler system or some type of water flow where fire crews assist in water removal.

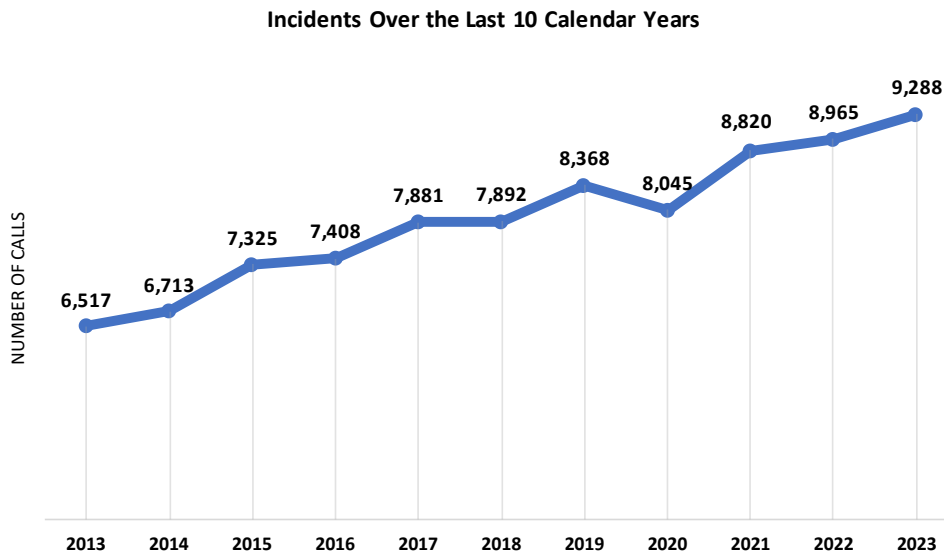


Response Services Department

2024/25 Fiscal Year

<i>Types of Emergent Incidents (Outputs)</i>	<i>2020 Actual</i>	<i>2021 Actual</i>	<i>2022 Actual</i>	<i>2023 Actual</i>	<i>2024 Target</i>
<i>Fire</i>	276	326	298	291	302
<i>Explosion (No Fire)</i>	14	18	14	17	18
<i>Emergent Rescue/Medical</i>	1,817	1,943	3,159	1,328	1,377
<i>Non-Emergent Rescue/Medical</i>	2,692	3,294	2,196	4,031	4,179
<i>Hazardous Condition (No Fire)</i>	142	119	139	117	121
<i>Motor Vehicle Collision</i>	427	365	300	257	266
<i>Severe Weather/Natural Disaster</i>	1	2	2	2	2
<i>Special Incident</i>	2	8	11	7	7
<i>Service Call</i>	823	962	870	1,051	1,090
<i>False Alarm / Other</i>	236	235	261	268	278
<i>Good Intent</i>	1,615	1,548	1,715	1,919	1,990
Total	8,045	8,820	8,965	9,288	9,630

Target based on average 10-year growth of 3.68% of all responses.



These responses include all types of incidents where our citizens call 911 for help, including mutual aid calls to other agencies.

Response Services Department

2024/25 Fiscal Year

Incident statistics are evaluated in the Standards of Cover and integrated into the strategic planning process. The Standards of Cover is the policy document adopted by the Board of Directors that formalizes the District's response time criteria. Critical decisions, such as whether to increase firefighter staffing or where to build future fire stations, are two examples of how the District uses trends relating to increases in incident activity to plan for future growth and development. The number of incidents has been increasing on average 3.68 percent per year over the past five years apart from 2020 when the onset of the Covid-19 pandemic began.

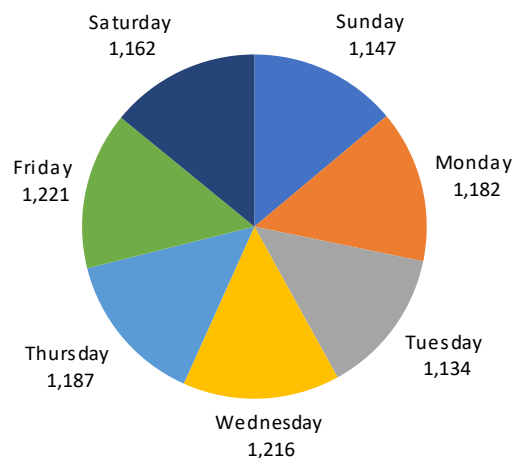
The following chart depicts where emergency incidents have occurred over the past four years based on the response area. Stations located in Central Point (Front Street and Scenic), Eagle Point, and White City respond with career engine companies and the other locations respond with volunteer engine companies. Career engine companies, however, may respond anywhere in the District based on call activity and strategic positioning of their engines.

<i>Number of Incidents by Response Area (Outputs)</i>	<i>2020 Actual</i>	<i>2021 Actual</i>	<i>2022 Actual</i>	<i>2023 Actual</i>
<i>Agate Lake</i>	109	110	125	93
<i>Central Point</i>	3,184	3,384	2,147	2,083
<i>Dodge Bridge</i>	326	339	296	319
<i>Eagle Point</i>	1,216	1,357	1,319	1,358
<i>Gold Hill</i>	524	518	518	526
<i>Sams Valley</i>	264	316	313	333
<i>Scenic</i>	0	0	1,415	1,553
<i>White City</i>	1,933	2,250	2,213	2,350
<i>Mutual Aid Calls</i>	489	546	619	673
Total	8,045	8,820	8,965	9,288

When Responses Occur

Incident responses are tracked and measured by the day, time of day, and the month. This data is expressed in percentages to allow for a comparison between the two most recent years.

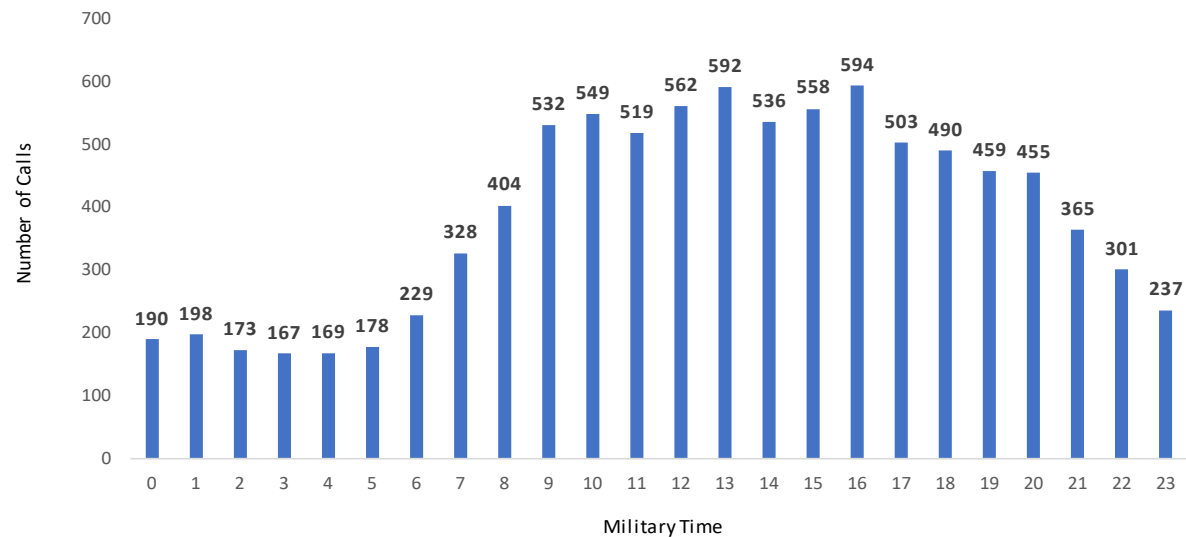
Daily Incident Volume 2023



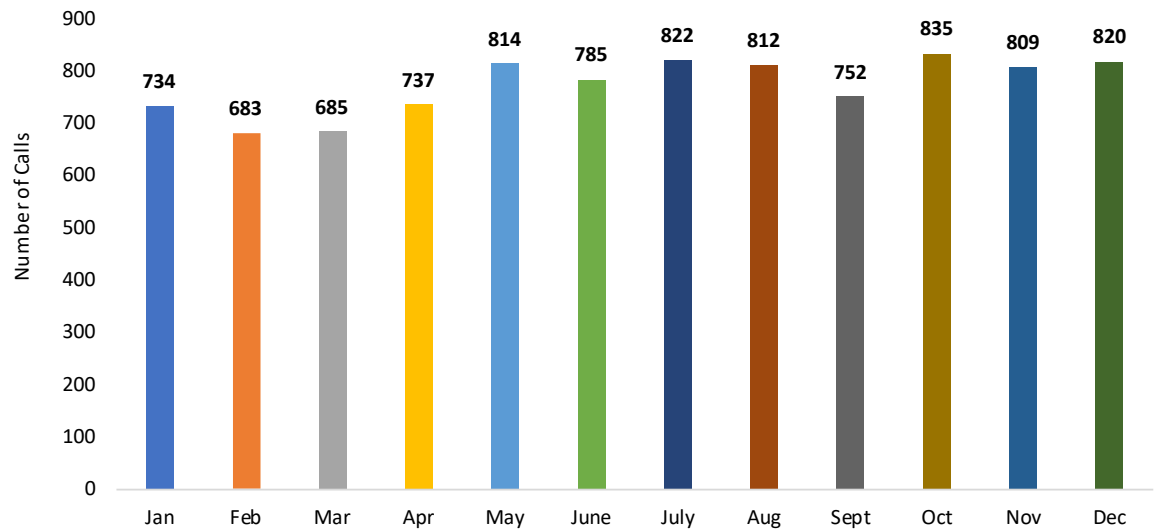
Response Services Department

2024/25 Fiscal Year

Calls for Service by Hour 2023



Monthly Incident Volume 2023



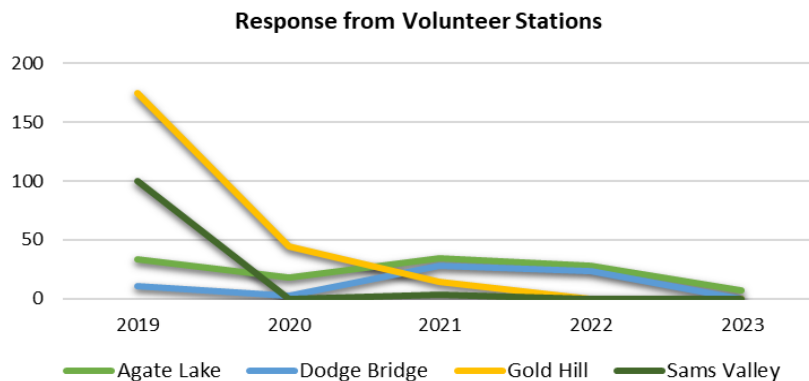
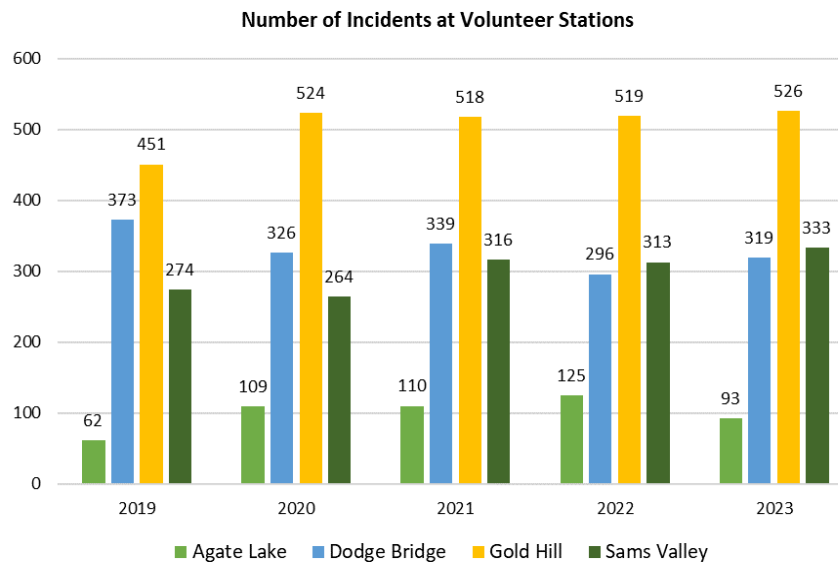
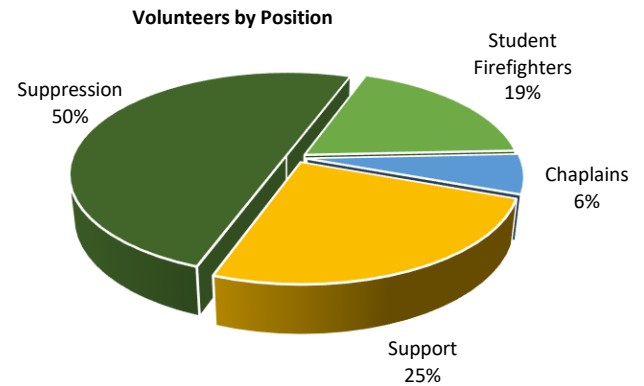
The monthly responses depicted above only reflect those calls for service that occurred within the District’s geographical service boundary. The District responds mutual aid to neighboring agency partners, which those calls are included in the annual calls for service.

Response Services Department

2024/25 Fiscal Year

Volunteer Response Times

The District tracks volunteer response from the volunteer stations in the four identified zones; Agate Lake, Dodge Bridge, Gold Hill, and Sams Valley. Utilizing resident volunteer firefighters can make a significant impact in meeting the goal of an initial response. The following charts identify the number of incidents as well as responses by the volunteers. Every response into these response zones also receive a responding engine from a career station, although it is the goal to have volunteer stations provide the initial response.



Response Services Department

2024/25 Fiscal Year

COMMUNITY CARE

Statement of Measurement

- Follow-up with engine company referrals to explore service options outside of the 911 system.
- Engage community members inside their homes to provide community risk reduction services.
- Respond to non-emergency medical calls to increase 911 response reliability.
- Increase the number of PulsePoint users within the District.

Services Provided (Outputs) and Effectiveness Measures	2021 Actual	2022 Actual	2023 Actual	2023 Target
Engine Crew Referrals	192	404	104	300
Community Care Home Visits	202	213	452	500
911 Calls Handled	571	353	1,001	500
PulsePoint Users	6,637	7,469	9,222	10,000



Response Services Department

2024/25 Fiscal Year

2024/25 Departmental Tasks

The District's adopted 2024-2027 Strategic Plan is the overarching document that provides direction for the organization. Five strategic initiatives identify what is critically important and the level of service the District desires to deliver for the community. Under each initiative are goals and objectives that are identified to support the success of the initiative. The initiatives and goals remain consistent with the plan; however, the objectives may change with the fiscal year and typically drive a lot of the budget development. Some objectives will have cost impacts and others may have minimal impact.

The following goals and objectives are assigned to the Response Services Department and link back to one of the five organizational strategic initiatives.

Initiative 1

Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.

Goal 1.1	Enhance District programs to ensure greatest impact on preventable events
1.1.1	Develop performance measures supportive of the RVFRSO.
1.1.2	Use available data to understand the 911 experience better.
1.1.4	Demonstrate a positive impact on the rate and severity of incidents for targeted at risk populations.

Goal 1.2	Understand and focus on non-fire emergency response
1.2.1	Implement a Pro QA call taking system for Fire calls.
1.2.2	Implement assess condition determine care disposition protocol to reduce on-scene times.
1.2.3	Analyze the Standards of Cover to update resource allocation and appropriate response packages.
1.2.4	Develop guidance and empowerment of Captains to understand their first due response area.
1.2.5	Increase the percentage of days Community Care achieves a minimum staffing of two (2).
1.2.6	Improve District-wide readiness for technical rescue incidents.
1.2.8	Complete the CAD-to-CAD integration.

Goal 1.3	Our members are properly safeguarded to accomplish a rewarding career
1.3.2	Reduce the impact of mandatory callback.

Initiative 2

Ensure sustainability of service delivery by efficient use of our people, facilities, fleet, and financial services.

Goal 2.1	Develop personnel to their potential
2.1.4	Ensure the best practices in structural, wildland, and EMS training are delivered to our personnel.
2.1.5	Achieve a training and operational focus emphasizing the importance of individual accountability for competency and craftsmanship.

Goal 2.2	Evolve organizational structure, workspace, and development models to support the mission
2.2.1	Conduct an analysis of the influences to overtime and callback.
2.2.2	Build flexibility into deployment and staffing models to adjust to seasonal risks.

Goal 2.3	Define measurements and predictability of outcomes within our operations
2.3.1	Update dispatch algorithms to utilize resources more efficiently.
2.3.3	Create measurements within the Community Care program to support growth and partnerships.
2.3.4	Evaluate and update the student, resident, and community volunteer programs to match availability.

Response Services Department

2024/25 Fiscal Year

Goal 2.4	Maintain fiscal responsibility
2.4.4	Design apparatus with the current needs and future impacts in mind.

Goal 2.5	Ensure the scope of services delivered are relevant and practicable
2.5.1	Ensure the needs of the community are being met with limited duplication.
2.5.2	Develop recommendations for a tiered EMS response systems for the Fire District.
2.5.3	Work regionally to align patient expectations with the capacity of the health care system.

Initiative 3

Demonstrate our tradition of professionalism, innovation, and excellence throughout the organization.

Goal 3.1	Ensure our people have the appropriate tools to carry out the mission
3.1.1	Operationalize the regional radio project suitable for our emergency environment.
3.1.2	Implement a training program that goes beyond 12 months.
3.1.3	Develop guidance for use and mobilization of the OSFM Type 3 engine.
3.1.4	Place three (3) wildland engines in service.
3.1.5	Purchase two (2) Type 1 engines.
3.1.6	Spec and purchase one (1) ladder truck.

Goal 3.3	Demonstrate our individual and collective best effort
3.3.2	Achieve 98% accuracy and punctuality of reporting requirements.
3.3.3	Maintain the Districts compliance with regulatory standards.

Goal 3.4	Ensure technology adequately supports the functions of the District
3.4.5	Integrate drones and live streaming to support response and investigation efforts.
3.4.6	Determine the scope of integration of National Emergency Response Information System (NERIS) for the District.

Initiative 4

Maintain a high level of trust by promoting District engagement within the organization, and the communities served.

Goal 4.1	Deliver proactive outreach of District programs and initiatives that will generate strong public engagement
4.1.3	Guide the messaging upon adoption of the Oregon WUI code.

Goal 4.3	Demonstrate engagement and efficiency through effective communication
4.3.1	Celebrate success and achievement through recognition of our members.
4.3.4	Do not commit to things we cannot accomplish with a high standard.

Response Services Department

2024/25 Fiscal Year

Initiative 5

Cultivate and strengthen collaboration and strategic partnerships.

Goal 5.1	Foster traditional and non-traditional relationships and opportunities
5.1.1	Pursue partnerships that create efficiencies and beneficial outcomes.
5.1.2	Encourage the integration of alternative destination and tele-health for out of hospital care.
5.1.5	Research the expansion and regionalization of technical rescue response in the region.

Goal 5.2	Advance efforts to reduce duplication of services regionally
5.2.1	Foster innovation within the Rogue Valley Fire Rescue Alliance to enhance services of participating agencies.
5.2.3	Revise the District emergency operation plan to improve integration with local governments and support operations.
5.2.4	Right size the response to low acuity medical requests.

Goal 5.3	Demonstrate effective collaboration across divisions and L1817
5.3.3	Consider cross-division work assignments in the development of personnel.
5.3.4	Maintain the commitment to building consistency and synergy across the three Battalions.

Goal 5.4	Engage locally and regionally to advance the mission of the fire service
5.4.1	Support community mental health programs and advocacy groups.
5.4.2	Demonstrate commitment to the RVFRSO by conducting an annual review process.
5.4.3	Be active in committees, task forces, and legislation that advances the District and regional efforts.



Response Services Department

2024/25 Fiscal Year

General Fund	HISTORICAL		2023/24 FY	BUDGET FOR NEXT FISCAL YEAR		
	2021/22 FY	2022/23 FY		2024/2025		
	Actual	Actual		Adopted Budget	Proposed By Budget Officer	Approved By Budget Committee
Personnel Services						
Salaries	\$4,949,185.63	\$5,214,517.56	\$5,669,000	\$5,875,000		
Overtime	646,377.85	752,510.70	716,000	716,000		
Incentives	608,906.55	628,346.70	658,000	711,000		
Payouts	74,027.54	57,967.79	58,000	58,000		
Retirement (PERS)	1,280,056.22	1,348,718.51	1,590,000	2,020,000		
ER Deferred Comp Contrib	154,432.24	177,416.32	185,000	200,000		
Health and Life Insurance	1,120,224.40	1,181,420.19	1,350,000	1,440,000		
HRA-VEBA Contribution	231,905.88	257,997.52	265,000	275,000		
FICA and Medicare PR Taxes	468,118.94	492,715.86	540,000	565,000		
Workers' Comp Insurance	82,232.48	124,443.34	164,000	175,000		
TOTAL PERSONNEL SERVICES	\$9,615,467.73	\$10,236,054.49	\$11,195,000	\$12,035,000	\$0	\$0
Materials and Services						
Career Firefighter Group						
Physicals and Vaccinations	\$29,665.00	\$23,926.00	\$40,000	\$40,000		
Licenses and Fees	1,405.00	7,451.60	3,000	8,000		
Medical Supplies and Equipment	0.00	0.00	80,000	60,000		
Operational General Supplies	5,132.88	1,473.31	5,000	5,000		
Special Projects	1,006.35	20,844.31	12,000	12,000		
Fire Suppression Expenses						
Personal Protective Equipment	79,439.81	47,398.12	70,000	82,500		
Hose and Appliances	27,847.90	11,541.00	60,500	50,000		
Apparatus Equipment and Supplies	19,092.77	24,226.21	12,000	12,000		
Safety Equipment	56,511.12	18,352.52	29,500	49,500		
Specialty Equipment	17,539.69	9,299.26	34,000	25,500		
Technical Rescue Equipment	5,208.42	5,951.96	6,000	16,500		
Rehabilitation and Consumables	5,189.15	7,549.82	7,000	7,000		
Equipment for New Apparatus	0.00	6,611.71	18,000	12,000		
M&R; Emergency Response Equip	25,908.59	25,567.48	47,000	41,000		
Community Care Program	0.00	0.00	10,000	8,000		
Contractual/Professional Services	10,963.54	15,240.70	17,500	17,500		
Membership Dues	1,199.50	895.00	1,500	1,500		
Books and Subscriptions	2,722.43	2,059.76	3,000	3,000		
Student Firefighter / Volunteer Group						
Pre-Entrance Screenings, Backgrounds, Vaccinations	4,685.80	6,293.00	4,000	4,000		
Personal Protective Equipment	43,538.98	2,940.97	15,000	15,000		
Student Firefighter Tuition Program	28,553.98	27,071.14	47,000	47,000		
Length of Service Award Program (LOSAP)	200.00	200.00	2,000	2,000		
Scholarship Donations	1,000.00	1,000.00	1,000	1,000		
Advertising and Marketing	1,140.00	2,215.25	2,000	2,000		
TOTAL MATERIALS and SERVICES	\$367,950.91	\$268,109.12	\$527,000	\$522,000	\$0	\$0
TOTAL OPERATIONS	\$9,983,418.64	\$10,504,163.61	\$11,722,000	\$12,557,000	\$0	\$0

Response Services Department

2024/25 Fiscal Year

MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 2

Account	Description	Account Total
CAREER FIREFIGHTER GROUP		
58203-000	Physicals and Vaccinations.....	\$ 40,000
60223-002	Licenses and Fees.....	\$ 8,000
	Oregon ambulance licensing fees, CLIA, DEA, FCC, Motorola, Drone, EMT Licensing	
60223-003	Medical Supplies and Equipment	\$ 60,000
	Medical equipment and supplies, pharmaceuticals, automatic external defibrillators (AED's), bio-waste disposal, oxygen cylinders, and medical personal protective equipment like latex gloves	
60223-007	Operational General Supplies.....	\$ 5,000
	Purchase of operational supplies including meeting refreshments, batteries	
60224-000	Special Projects.....	\$ 12,000
	Standby events	2,000
	Emergency preparedness	3,000
	Verified responder	2,000
	UAS support	5,000
60225	<u>Emergency Response Expenses</u>	
60225-001	Personal Protective Equipment.....	\$ 82,500
	Routine purchase of structural and wildland personal protective equip	25,000
	Structural turnouts (4 year rotation cycle)	50,000
	Wildland boots	7,500
60225-002	Hose and Appliances.....	\$ 50,000
	Routine purchase of structural and wildland hose/nozzles	25,000
	PROJECT: Update medium size structural hose (2.25")	25,000
60225-003	Apparatus Equipment and Supplies.....	\$ 12,000
	Routine purchase of small tools, chainsaws, power equipment, foam, salvage and overhaul, lettering / decals, and mounting supplies	10,000
	PROJECT: Portable water pumps for both type 3 apparatus	2,000
60225-004	Safety Equipment.....	\$ 49,500
	Routine purchase of safety vests, flares, cones, warning tape, flashlights, passport identification, ladders, fire extinguishers, fire shelters, and miscellaneous equipment	22,000
	Self-contained breathing apparatus (SCBA) and annual fit testing	27,500
60225-005	Specialty Equipment.....	\$ 25,500
	Routine purchase of gas monitors, calibration, and testing equipment	5,000
	Routine purchase of extrication equipment, thermal imagers, and AED's	18,000
	PROJECT: 35' Ladder for Truck 22	2,500
60225-006	Technical Rescue Equipment.....	\$ 16,500
	Routine replacement of rescue equipment, ropes, harnesses, and swift water equipment	7,500
	PROJECT: Replace decent control hardware with CMC clutch	9,000

Response Services Department

2024/25 Fiscal Year

MATERIALS AND SERVICES DETAIL BY ACCOUNT - *Continued* General Fund 1, Department 2

Account	Description	Account Total
60225-007	Rehabilitation and Consumables..... Purchase of incident rehabilitation supplies	\$ 7,000
60225-008	Equipment for New Apparatus..... Loose equipment for the new OSFM Type 3 engine Loose equipment for the (3) new Type 6 engines	\$ 12,000 4,000 8,000
60254-000	M&R; Emergency Response Equipment..... Repair of medical, fire suppression, and extrication equipment (includes defibrillators, gurneys, hose, ladders, chainsaws, small tools, positive pressure ventilation (PPV) fans, extinguishers, nozzles, and appliances) SCBA equipment maintenance Extrication equipment maintenance Defibrillators PPE inspection and repair	\$ 41,000 7,500 2,000 3,500 8,000 20,000
60267-000	Community Care Program..... General supplies and for supporting patron safety needs	\$ 8,000
60270-000	Contractual/Professional Services..... Hose and ladder testing contract Defibrillator PM agreement	\$ 17,500 15,000 2,500
60410-000	Membership Dues..... International Association of Fire Chief's, Oregon Fire Chief's Association, Rogue Valley Fire Chief's Association, Federation of Chaplains, Oregon Volunteer Firefighters Association	\$ 1,500
60412-000	Books and Subscriptions.....	\$ 3,000
STUDENT FIREFIGHTER AND VOLUNTEER GROUP		
65001-000	Pre-Entrance Screenings, Backgrounds, Vaccinations, Physicals.....	\$ 4,000
65003-000	Personal Protective Equipment..... Uniforms, structural and wildland PPE, gloves, helmets	\$ 15,000
65005-000	Student Firefighter Program..... Associate's degree program for students (tuitions, books, and supplies)	\$ 47,000
65007-000	Length of Service Award Program (LOSAP)..... Annual District contribution for volunteer length of service	\$ 2,000
65010-000	Scholarship Donations..... Student scholarship program for Crater and Eagle Point High Schools	\$ 1,000
65011-000	Advertising and Marketing..... Marketing of volunteer and student programs	\$ 2,000
TOTAL MATERIALS AND SERVICES		\$ 522,000

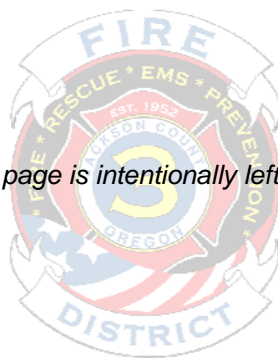


RISK REDUCTION



2024/25 Fiscal Year Budget

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Risk Reduction Department

2024/25 Fiscal Year

Department Description

The Risk Reduction department is tasked with fire prevention activities, hazardous risk identification, and mitigation planning, as well as finding new ways to incentivize property owners' safety. The newly implemented Oregon State Fire Marshal Defensible Space Code requirements will make it incumbent on homeowners to provide a wildfire safety buffer around structures. Risk Reduction implements programs and develops avenues to help property owners meet these obligations. Through these programs and customer success initiatives, homeowners have support in creating defensible space.

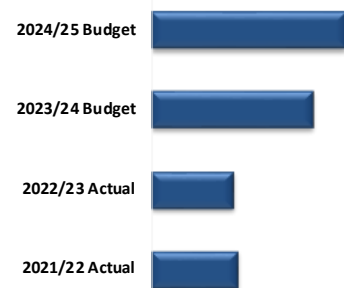
Each deputy fire marshal partners with assigned inspectable occupancies and the public to help them meet fire and life safety requirements imposed by State laws, fire codes, and other recognized national standards. Once new building construction is completed, fire and life safety construction maintenance codes are enforced for the safety of occupants and firefighters. Enforcement of laws relating to fire safety also includes investigating all fires to determine the origin, cause, circumstance, and responsibility that led to the ignition of hostile fires. The investigation team provides on-duty standby 24 hours a day, seven days a week.

Among many other duties, the risk reduction captain leads efforts in the wildfire home assessment program. Through the home assessments, other risk reduction services may be brought in to help overcome barriers. The District offers a fuels mitigation trailer program that can be employed where homeowners have no means to transport hazardous vegetation off their property. The chipper program is used when the size of the material or size of the piles dictate the need for a more efficient system. These programs can be utilized instead of pile burning. When burning is the prominent choice, the District will conduct on-site inspections for special burn permits in conjunction with collaboration between the Oregon Department of Forestry and the Department of Environmental Quality.

Budget Summary

Expenditures	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget
Personnel Services	\$762,904	\$735,525	\$1,321,000	\$1,617,000
Materials and Services	\$15,077	\$10,997	\$120,500	\$120,000
Total	\$777,981	\$746,522	\$1,441,500	\$1,737,000

Budget Comparison



Personnel Summary

Position	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget
Division Chief/Fire Marshal	1.00	1.00	1.00	1.00
Deputy Fire Marshal 1 (<i>Represented Position</i>)	2.00	2.00	1.00	0.00
Deputy Fire Marshal 2 (<i>Represented Position</i>)	0.00	0.00	1.00	2.00
Deputy Fire Marshal 3 (<i>Represented Position</i>)	2.00	1.00	1.00	1.00
Risk Reduction Captain (<i>Represented Position</i>)	0.00	0.00	1.00	1.00
Risk Reduction Crew Supervisor (<i>Represented Position</i>)	0.00	0.00	0.00	1.00
Risk Reduction Crew (<i>Represented Positions</i>)	0.00	0.00	0.00	3.00
Administrative Assistant	0.00	0.00	1.00	1.00
Total	5.00	4.00	6.00	10.00

Risk Reduction Department

2024/25 Fiscal Year

Budget Highlights

Personnel Services is budgeted to increase 22.4 percent or \$296,000 over the prior fiscal year. Significant factors for this increase include wage and benefit costs for the new risk reduction crew. A grant from the Oregon State Fire Marshal's office will partially fund this new program, which is intended to provide communities with assistance in hazardous fuels mitigation. The District remains in labor negotiations and therefore has other salary and benefit placeholders until those discussions ultimately result in board approval.

The overall Materials and Services classification is budgeted to be status quo. Programs and initiatives will remain comparable to the prior year with emphasis on fire investigations, fire safety, inspections, code enforcement, construction plan reviews, public education, and hazardous fuels mitigation programs.

Accomplishments

- Completed 3,082 inspections and other calls for service.
- Two Deputy Fire Marshals (DFM) were promoted to DFM II. This increases the complexity of their scope of work.
- Inspectable occupancy inventory; 1,074 regular hazard (12% decrease), 534 moderate hazard (40% increase), and 451 high hazard occupancies (12.4% increase).
- 681 (4% increase) fire safety system inspections were completed by third party contractors and uploaded to our tracking system.
- 96.2 percent of our inspectable occupancies are following overall fire safety system maintenance requirements.
- Three-year renewal of State level requirements to receive competency recognition and exempt jurisdiction status.
- Continued District representation with the Local International Association of Arson Investigators, Oregon Fire Code Committee, and the Oregon Fire Marshals Association.
- Completed three community-wide chipper events to support residents in removing flammable vegetation.
- Continued to support a wildland fuels drop-off site at the Dodge Bridge station.
- Participated with the Oregon State Fire Marshals office regarding home defensible space laws.
- Awarded a fuels reduction program trailer from the Oregon State Fire Marshals office.
- Awarded a \$300,000 grant from the State Fire Marshal for defensible space work and risk reduction programs.
- Participated in Gold Hill clean-up day and OSU Extension Service spring fair event.
- Assisted Northwest Youth Corps with a fuels reduction program around homes in the Dodge Bridge / Sams Valley areas.

Department Measurements and Targets

Risk Reduction activities achieve success through the direct removal of identified hazards and indirect educational and motivational effects on the people responsible for facilities, properties, and processes. Partnerships continue with the Jackson County, Eagle Point, and Central Point Land Development Departments to ensure that new developments meet fire code requirements for access and firefighting water supply. Couple those activities with fire safety system plan reviews and onsite construction inspections to ensure that new development and new construction are built on a firm foundation of fire safety. The District receives no operating revenue from these activities, outside sources, or permit fees. The District continues to fully support our continued partnerships, knowing that the investment is worth the reward.

Risk Reduction Department

2024/25 Fiscal Year

By tracking work completed, the District can evaluate year-over-year workload and outputs, bearing in mind though that the numbers themselves don't provide apples to apples impact against each other across the various categories. One low hazard inspection is not equal to one high hazard inspection, nor equal to a fire investigation. And one fire investigation is not necessarily equal to another. However, tracking outputs provide measurement trends, forecasts needs, and can prompt further questions.

Total completed inspections for 2023 and overall calls for service saw a significant increase. We expect this trend to continue as we implement new programs for low-hazard occupancy self-inspections while increasing our presence in the wildland interface for defensible space initiatives.

RISK REDUCTION TARGETS

Statement of Measurement

- Inspect 1,150 regular hazard occupancies on a three-year rotation.
- Inspect 375 moderate hazard occupancies on a two-year rotation.
- Inspect 401 high hazard facilities and industries annually.
- Conduct re-inspections 100 percent of the time to confirm noted hazards have been abated.
- Conduct inspections generated by citizen complaints or partner agency department complaints.
- Conduct home fire safety inspections when requested by citizens or partner agencies.
- Conduct wildland urban interface fuels reduction inspections when requested by citizens or partner agencies.
- Review third party inspection and testing reports for installed fire safety equipment.

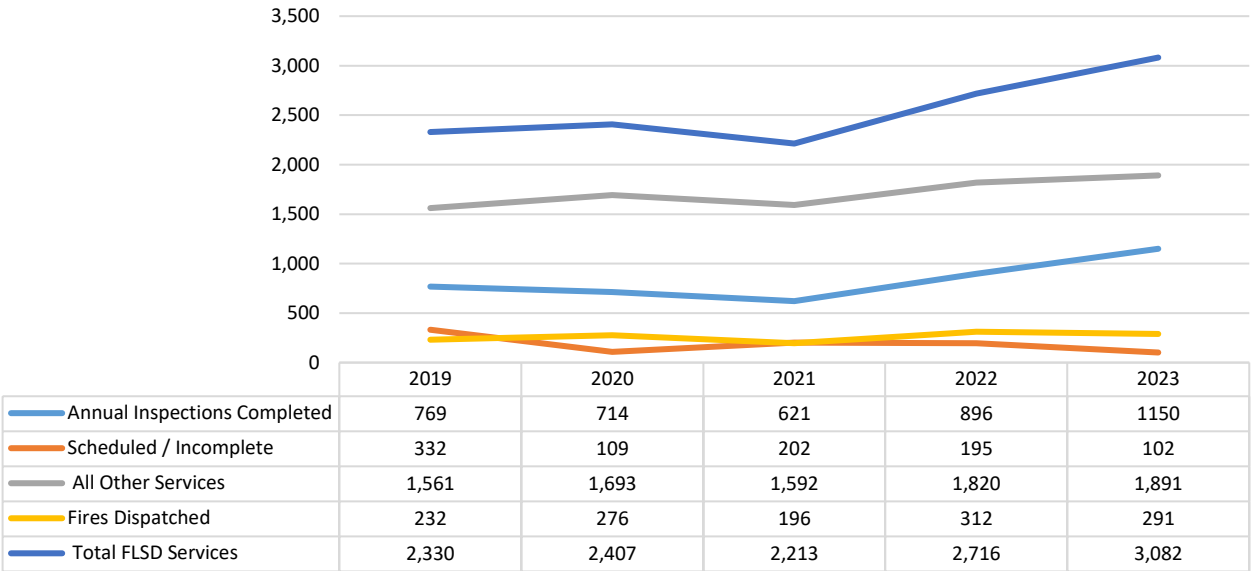
<i>Services Provided (Outputs) and Effectiveness Measures</i>	<i>2020 Actual</i>	<i>2021 Actual</i>	<i>2022 Actual</i>	<i>2023 Actual</i>	<i>2024 Targets</i>
<i>Low Hazard Inspections</i>	409	158	502	648	383
<i>Moderate Hazard Inspections</i>	97	128	114	203	188
<i>High Hazard Inspections</i>	208	335	280	299	401
<i>Re-Inspections</i>	257	48	93	85	100%
<i>Consultations</i>	219	272	252	244	100%
<i>Complaints</i>	24	76	62	55	100%
<i>Fire District Annexation Requests</i>	4	6	7	8	100%
<i>Land Development Consultations</i>	73	40	49	37	100%
<i>Construction Plan Reviews</i>	40	84	200	128	100%
<i>Construction Permit Inspections</i>	64	114	122	222	100%
<i>Home Fire Safety Inspections</i>	85	96	54	32	100%
<i>Wildland Urban Interface Fuels Break Reduction</i>	81	77	64	48	100%
<i>Target Hazard Familiarization Tours</i>	20	22	18	20	100%
<i>Expo and Special Events</i>	39	33	118	112	100%
<i>State Fire Marshal Certifications</i>	30	3	16	20	100%
<i>Referrals</i>	18	**	**	**	100%
<i>FLSD Fire Investigations</i>	45	40	54	43	100%
<i>Brycer & Fire Protection Systems</i>	554	639	656	681	100%
<i>Firewise Property Assessments</i>	37	42	120	197	100%
<i>Miscellaneous Fire Safety Assessments</i>	103	**	**	**	100%
Totals	2,407	2,213	2,781	3,082	

** These numbers are being tracked in a different manner now.

Risk Reduction Department

2024/25 Fiscal Year

Outputs - Five Year Comparison



FIRE INVESTIGATIONS

Statement of Measurement

- Investigate the origin, cause, and circumstance of all hostile fires that occur within the District.
- Provide Juvenile Fire Setter Intervention and support services to partner agencies as necessary.

Services Provided (Outputs) and Effectiveness Measures	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Investigations Performed	45	40	54	43	100%
Investigations Performed (by engine companies)	276	1965	312	291	100%
Juvenile Fire Setter Intervention	4	2	6	12	100%
Totals	325	325	238	346	



Risk Reduction Department

2024/25 Fiscal Year

COMMUNITY AND INDUSTRIAL DEVELOPMENT

Statement of Measurement

- Review all new construction and land development plans within five working days to ensure incorporation of required fire safety features, firefighting water supply, and fire apparatus access.
- Conduct construction permit inspections as requested by city and county partners.
- Provide fire and life safety consultations when requested by citizens, community, and other governmental agencies.

<i>Services Provided (Outputs) and Effectiveness Measures</i>	<i>2020 Actual</i>	<i>2021 Actual</i>	<i>2022 Actual</i>	<i>2023 Actual</i>	<i>2024 Target</i>
<i>Number of Plan Reviews</i>	40	84	200	128	100%
<i>Plan Review Turn-around Time</i>	5 Days	5 Days	5 Days	80%	5 Days
<i>Construction Permit Inspections</i>	60	114	122	222	100%
<i>Development Consultations</i>	173	40	49	37	100%
Totals	273	238	371	387	

COMMUNITY RISK REDUCTION

Statement of Measurement

- Ensure that all residences within the District have working smoke alarms.
- Provide dump trailer access to District residents to help facilitate the removal of hazardous wildland fuels.

<i>Services Provided (Outputs) and Effectiveness Measures</i>	<i>2020 Actual</i>	<i>2021 Actual</i>	<i>2022 Actual</i>	<i>2023 Actual</i>	<i>2024 Target</i>
<i>Smoke Alarms Installed</i>	33 ^a	525	438	160	500
<i>Service Calls to Households with Fuels Reduction Trailer</i>	32	65	84	152	100
<i>Home Assessments Completed</i>	n/a	n/a	120	197	200
<i>Community Wide Chipper Events</i>	n/a	n/a	3	43	50

^a Due to the Covid-19 pandemic the District was not able to promote on-site smoke alarm campaigns with the Red Cross.



Risk Reduction Department

2024/25 Fiscal Year

2024/25 Departmental Tasks

The District's adopted 2024-2027 Strategic Plan is the overarching document that provides direction for the organization. Five strategic initiatives identify what is critically important and the level of service the District desires to deliver for the community. Under each initiative are goals and objectives that are identified to support the success of the initiative. The initiatives and goals remain consistent with the plan; however, the objectives may change with the fiscal year and typically drive a lot of the budget development. Some objectives will have cost impacts and others may have minimal impact.

The following tasks are assigned to the Risk Reduction Department and link back to one of the five organizational strategic initiatives.

Initiative 1

Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.

Goal 1.1	Enhance District programs to ensure greatest impact on preventable events
1.1.3	Expand the fuels program to include Fire District 3 fuels crew.
1.1.4	Demonstrate a positive impact on the rate and severity of incidents for targeted at risk populations.

Goal 1.2	Ensure the right resources are assigned to the right circumstance at the right time for all divisions
1.2.7	Monitor the impact of new construction and the workload within the Risk Reduction Division.

Initiative 2

Ensure sustainability of service delivery by efficient use of our people, facilities, fleet, and financial services.

Goal 2.5	Ensure the scope of services delivered are relevant and practicable
2.5.1	Ensure the needs of the community are being met with limited duplication.

Initiative 3

Demonstrate our tradition of professionalism, innovation, and excellence throughout the organization.

Goal 3.3	Demonstrate our individual and collective best effort
3.3.3	Maintain the District's compliance with regulatory standards.
3.3.6	Recognize the positive impact our employees make.

Goal 3.4	Ensure technology adequately supports the functions of the District
3.4.1	Develop systems to make meaningful data readily available.
3.4.2	Remain curious of emerging technologies.

Risk Reduction Department

2024/25 Fiscal Year

Initiative 4

Maintain a high level of trust by promoting District engagement within the organization, and the communities served.

Goal 4.1	Deliver proactive outreach of District programs and initiatives that will generate strong public engagement
4.1.1	Develop outreach efforts to promote awareness of the value of service provided by Fire District 3.
4.1.3	Guide the messaging upon adoption of the Oregon WUI code.
4.1.5	Focus outreach efforts and public education (schools, at-risk, seasonal campaigns).

Goal 4.2	Embrace the uniqueness of individual communities
4.2.1	Increase visibility and participation in rural areas.
4.2.2	Understand the history, traditions, and events that make our communities desirable.
4.2.3	Integrate our standard of services while preserving the identity of the community.
4.2.4	Develop outreach to match the cultural diversity of the communities.

Goal 4.3	Demonstrate engagement and efficiency through effective communication
4.3.4	Do not commit to things we cannot accomplish with a high standard.

Initiative 5

Cultivate and strengthen collaboration and strategic partnerships.

Goal 5.1	Foster traditional and non-traditional relationships and opportunities
5.1.1	Pursue partnerships that create efficiencies and beneficial outcomes.

Goal 5.3	Demonstrate effective collaboration across divisions and L1817
5.3.1	An awareness and support for the mission of the separate divisions is achieved.
5.3.3	Consider cross-division work assignments in the development of personnel.

Goal 5.4	Engage locally and regionally to advance the mission of the fire service
5.4.3	Be active in communities, task forces, and legislation that advances the District and regional efforts.



Risk Reduction Department

2024/25 Fiscal Year

General Fund	<u>HISTORICAL</u>			<u>BUDGET FOR NEXT FISCAL YEAR</u>		
	2021/22 FY	2022/23 FY	2023/24 FY	2024/2025		
Description	Actual	Actual	Adopted Budget	Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
Personnel Services						
Salaries	\$390,095.26	\$392,926.87	\$789,000	\$818,000		
Overtime	12,706.15	14,581.12	10,000	10,000		
Incentives	50,432.28	45,504.45	79,000	82,000		
Payouts	51,740.33	12,040.52	13,000	13,000		
Retirement (PERS)	108,739.39	102,190.38	165,000	262,000		
ER Deferred Comp Contrib	11,823.75	12,175.73	23,000	24,000		
Health and Life Insurance	85,691.34	97,513.20	160,000	287,000		
HRA-VEBA Contribution	15,271.31	23,078.68	27,000	44,000		
FICA and Medicare PR Taxes	36,157.19	34,947.13	52,000	70,000		
Workers' Comp Insurance	246.88	567.16	3,000	7,000		
TOTAL PERSONNEL SERVICES	\$762,903.88	\$735,525.24	\$1,321,000	\$1,617,000	\$0	\$0
Materials and Services						
Physicals and Vaccinations	\$ 2,797.00	\$ 1,228.00	\$3,000	\$5,000		
Printing	0.00	84.00	4,000	4,000		
Licenses and Fees	0.00	0.00	2,000	2,000		
Supplies	6,593.36	5,490.66	10,000	12,000		
Supplies; Public Education Materia	692.65	0.00	0	0		
Community Risk Reduction	0.00	0.00	85,000	90,000		
Contractual/Professional Services	0.00	0.00	10,000	1,000		
Membership Dues	1,620.00	1,300.00	3,000	3,000		
Books and Subscriptions	3,374.31	2,894.53	3,500	3,000		
TOTAL MATERIALS and SERVICES	\$ 15,077.32	\$ 10,997.19	\$120,500	\$120,000	\$0	\$0
TOTAL RISK REDUCTION	\$777,981.20	\$746,522.43	\$1,441,500	\$1,737,000	\$0	\$0

Risk Reduction Department

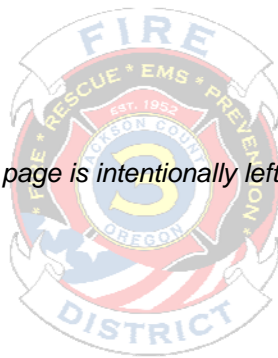
2024/25 Fiscal Year

MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 3

Account	Description	Account Total
58203-000	Physicals and Vaccinations.....	\$ 5,000
60220-000	Printing.....	\$ 4,000
60223-002	Licenses and Fees..... Code recertification's and certification renewals	\$ 2,000
60223-004	Supplies..... Supplies related to fire investigations and PPE protection, fire prevention, meetings, address signs and reflective numbers, customer service kits	\$ 12,000
60265-000	Community Risk Reduction..... Fuels mitigation work, supplies related to risk reduction, informational signs, and expenses related to hazardous vegetation drop sites 80,000 PROJECT: Fuels crew program expenses 10,000	\$ 90,000
60270-000	Contractual/Professional Services.....	\$ 1,000
60410-000	Membership Dues..... Memberships in organizations including Rogue Valley Fire Chief's Association, Rogue Valley Fire Prevention Coop, Oregon Fire Marshals Association, Oregon Fire Chief's Association, National Fire Protection Association, and International Fire Marshal's Association	\$ 3,000
60412-000	Books and Subscriptions..... NFPA online access, reference materials, code updates	\$ 3,000
TOTAL MATERIALS AND SERVICES		<u>\$ 120,000</u>

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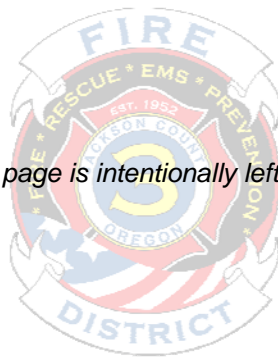


TRAINING



2024/25 Fiscal Year Budget

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Training Department

2024/25 Fiscal Year

Department Description

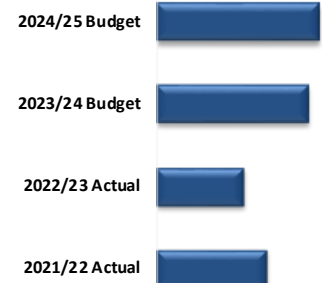
The Training Department is responsible for delivering a variety of training programs, developing proper safety techniques and procedures, maintaining accurate and complete training records, and fostering professional growth and development to all members of the organization. Safety and career development are key elements in the design of all training programs; therefore, the District delivers an in-service training program that provides most of the necessary training for personnel to be safe, effective, and efficient. Training is a critical function of the District in that all members must constantly be prepared for a wide variety of very complex and stressful fire, medical and/or rescue events. For these reasons all training is administered and delivered to meet or exceed standards set by local, state, national, and/or any other governing institution.

In addition to the training and education requirements, the Training Department is also responsible for the safety program, health and wellness of personnel, departmental budgeting, development, and maintenance of the fire rescue standing orders, and training performance standards.

Budget Summary

Expenditures	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget
Personnel Services	\$290,472	\$201,376	\$451,000	\$495,000
Materials and Services	\$193,558	\$185,322	\$215,500	\$217,000
Total	\$484,030	\$386,698	\$666,500	\$712,000

Budget Comparison



Personnel Summary

Position	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget
Division Chief of Training	1.00	0.00	1.00	1.00
Battalion Chief of Training	0.00	1.00	0.00	0.00
Training Lieutenant	0.00	0.00	1.00	1.00
Administrative Assistant	0.50	0.00	0.00	0.00
Total	1.50	1.00	2.00	2.00

Budget Highlights

Personnel Services is budgeted to increase 9.7 percent or \$44,000 over the prior fiscal year. Factors impacting this increase include position salary adjustments in addition to benefit placeholders until labor negotiations are finalized.

The Materials and Services classification is budgeted to increase slightly at .7 percent or \$1,500. Leadership and response training has decreased, offset by increases in contractual services for outside instructors, health and wellness programs, and training platform subscriptions. All other accounts are comparable to the prior year and reflect continued development across the various disciplines.

Training Department

2024/25 Fiscal Year

Accomplishments

- Implemented Acting in Capacity (AIC) programs for the engineer and captain positions.
- Conducted a ten-week recruit academy to train four new firefighters and facilitated their success through the probationary year.
- Hosted a regional Fire Officer 3 and 4 leadership course.
- Achieved another three-year accreditation with the Department of Public Safety Standards and Training.
- Hosted a mental health work life balance workshop for all public safety personnel in the region.
- Assisted in conducting a successful entry level firefighter exam and captain promotional exam.
- The Safety Committee continued the commitment in providing a safe work environment for all District members.
- Implemented new software platforms, RQI (resuscitation quality improvement), Blue Card, and Hand Tevy, to provide members with more robust and real-time training simulations.
- Supported the pursuit of DPSST certifications for personnel.
- Conducted routine workplace safety inspections with 100 percent compliance within OR-OSHA requirements.



Training Department

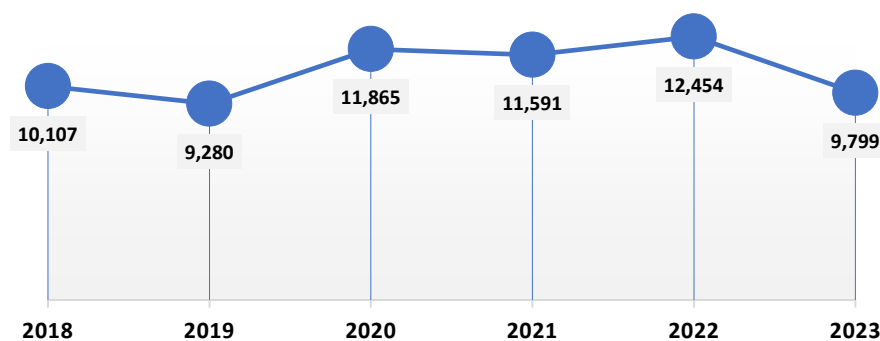
2024/25 Fiscal Year

Department Measurements and Targets

Outputs

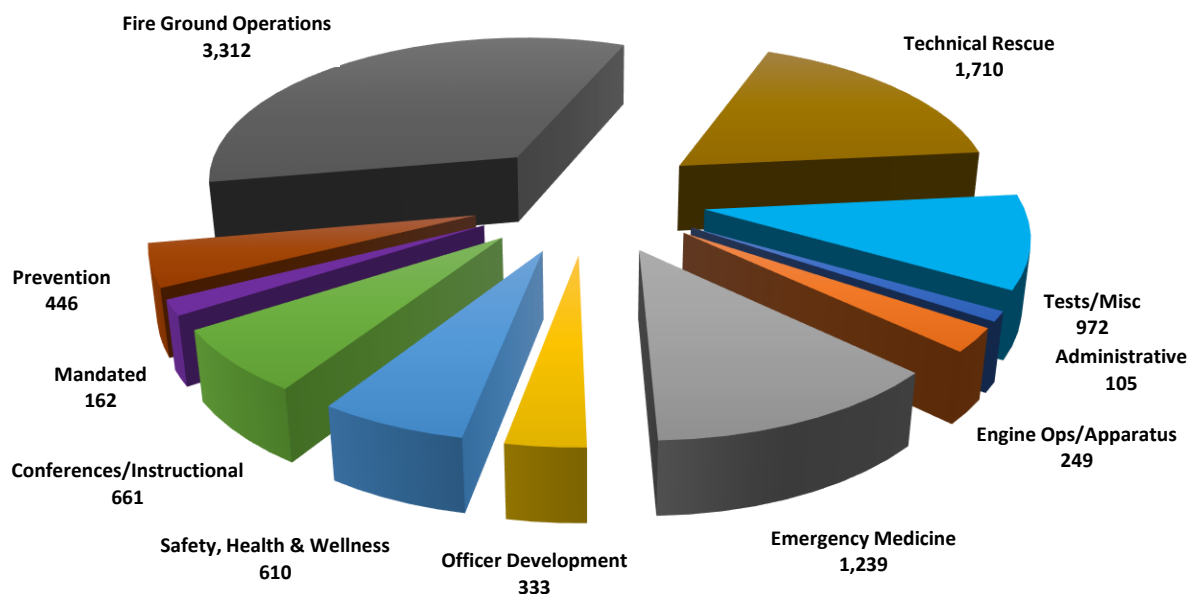
- The following categories illustrates how training was accomplished in 2023:
 - Fire ground operational training accounted for 3,295 hours
 - Officer development accounted for 333 hours
 - Emergency medicine training accounted for 1,239 hours
 - Educational opportunities from conferences accounted for 661 hours
 - Technical rescue training accounted for 1,710 hours

Total Training Hours by Year



The annual training plan provides a framework for delivery of topics that reinforce skills, present new topics, or meet minimum requirements of recertification. The 9,799 hours are further categorized into the following topics:





















Training Hours by Category



Training Department

2024/25 Fiscal Year

<i>Number of Training Hours (Outputs)</i>	<i>2020 Actual</i>	<i>2021 Actual</i>	<i>2022 Actual</i>	<i>2023 Actual</i>	<i>2025 Target</i>
<i>Administration</i>	336	231	409	105	500
<i>Engine Ops/Apparatus</i>	459	1,430	633	249	1,000
<i>EMS</i>	1,931	2,496	1,559	1,239	1,800
<i>Officer Development</i>	737	487	902	333	500
<i>Haz-Mat</i>	79	221	82	0	100
<i>Health and Safety</i>	578	179	152	610	200
<i>Conferences/Instructional</i>	54	120	748	661	500
<i>Mandated</i>	686	1,324	319	162	500
<i>Prevention</i>	408	205	586	446	400
<i>Fire Ground Operations</i>	5,528	3,900	5,436	3,312	5,000
<i>Technical Rescue</i>	1,069	998	1,628	1,710	1,000
<i>Miscellaneous/Testing</i>	0	0	0	972	1,000
Totals	11,865	11,591	12,454	9,799	12,500

<i>Effectiveness Measures</i>	<i>2020 Actual</i>	<i>2021 Actual</i>	<i>2022 Actual</i>	<i>2023 Actual</i>	<i>2024 Target</i>
<i>Oregon-OSHA Compliance for Safe Working Environment</i>					
<i>DPSST Annual Training Requirements</i>					
<i>Oregon Health Authority Required EMT Training</i>					
<i>Dept of Homeland Security NIMS Training</i>					

Additional Targets

- Reinforce ETHOS Ethics and First Team training programs for all members of the District.
- Expand access to leadership training programs for supervisors within the District.
- Evaluate draft Performance Standards for individual, company, and multi-company tasks.
- Coordinate a multi-agency evacuation training event that focuses on communications and interagency interoperability.
- Revise the Firefighter Probationary manual, SPIEL book and expectations.
- Develop a Company Officers guide for probationary firefighters.
- Ensure training meets recertification requirements.
 - OSHA - To ensure a safe and healthy work environment exists for all members of the District.
 - DPSST - Provides a voluntary standard training and certification process for all firefighters in the State of Oregon.
 - OHA - Ensure training requirements are met for EMT recertification Spring 2024.
 - Department of Homeland Security (DHS) – Provide Incident Command training for emergency responders under National Incident Management System (NIMS).

Training Department

2024/25 Fiscal Year

2024/25 Departmental Tasks

The District's adopted 2024-2027 Strategic Plan is the overarching document that provides direction for the organization. Five strategic initiatives identify what is critically important and the level of service the District desires to deliver for the community. Under each initiative are goals and objectives that are identified to support the success of the initiative. The initiatives and goals remain consistent with the plan; however, the objectives may change with the fiscal year and typically drive a lot of the budget development. Some objectives will have cost impacts and others may have minimal impact.

The following tasks are assigned to the Training Department and link back to one of the five organizational strategic initiatives.

Initiative 1

Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.

Goal 1.1	Enhance District programs to ensure greatest impact on preventable events
1.1.1	Develop performance measures supportive of the RVFRSO.

Initiative 2

Ensure sustainability of service delivery by efficient use of our people, facilities, fleet, and financial services.

Goal 2.1	Develop personnel to their potential
2.1.1	Complete the revision to the AIC programs and Development Plan.
2.1.4	Ensure the best practices in structural, wildland, and EMS training are delivered to our personnel.
2.1.5	Achieve a training and operational focus emphasizing the importance of individual accountability for competency and craftsmanship.

Initiative 3

Demonstrate our tradition of professionalism, innovation, and excellence throughout the organization.

Goal 3.1	Ensure our people have the appropriate tools to carry out the mission
3.1.2	Implement a training program that goes beyond 12 months.

Goal 3.3	Demonstrate our individual and collective best effort
3.3.3	Maintain the districts compliance with regulatory standards.

Initiative 5

Cultivate and strengthen collaboration and strategic partnerships.

Goal 5.1	Foster traditional and non-traditional relationships and opportunities
5.1.1	Pursue partnerships that create efficiencies and beneficial outcomes.

Goal 5.3	Demonstrate effective collaboration across divisions and L1817
5.3.3	Consider cross-division work assignments in the development of personnel.

Training Department

2024/25 Fiscal Year

General Fund	<u>HISTORICAL</u>			<u>BUDGET FOR NEXT FISCAL YEAR</u>		
	2021/22 FY	2022/23 FY	2023/24 FY	2024/2025		
Description	Actual	Actual	Adopted Budget	Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
Personnel Services						
Salaries	\$118,942.11	\$70,594.57	\$211,000	\$232,000		
Overtime *	48,723.62	55,830.79	62,000	62,000		
Incentives	8,535.00	9,696.05	19,000	10,000		
Payouts	16,803.09	0.00	1,000	6,000		
Retirement (PERS)	32,546.79	27,342.19	60,500	79,000		
ER Deferred Comp Contrib	8,538.23	2,871.90	4,500	7,000		
Health and Life Insurance	33,391.28	17,454.76	56,000	60,000		
HRA-VEBA Contribution	6,773.41	4,683.32	9,000	9,000		
FICA and Medicare PR Taxes	14,586.74	10,483.98	23,000	24,000		
Workers' Comp Insurance	1,631.59	2,419.50	5,000	6,000		
TOTAL PERSONNEL SERVICES	\$290,471.86	\$201,377.06	\$451,000	\$495,000	\$0	\$0
Materials and Services						
Physicals and Vaccinations	\$625.00	\$477.00	\$1,000	\$1,000		
Licenses and Fees	370.00	370.00	500	1,000		
Supplies; Training and Safety Equip	24,338.51	21,442.76	17,500	20,000		
Training Props and Equipment	6,379.19	3,321.17	5,000	5,000		
M&R; Training Props and Equipment	1,086.95	383.71	2,000	4,000		
Health and Wellness	1,818.59	2,796.00	14,000	15,000		
Contractual/Professional Services	2,850.00	8,675.07	20,000	25,000		
Membership Dues	802.00	1,032.00	1,000	1,000		
Books and Subscriptions	4,926.57	5,053.92	9,000	3,000		
Training Platform Subscriptions	0.00	0.00	0	20,000		
Meeting Travel Expenses	4,240.34	3,924.42	10,000	10,000		
Trng & Conferences; Admin & Leadership	80,877.16	66,495.83	50,000	40,000		
Trng & Conferences; Board	0.00	1,958.20	2,500	3,000		
Trng & Conferences; Operations	41,148.02	43,209.85	50,000	35,000		
Trng & Conferences; Fire Life Safety	13,169.31	3,463.14	10,000	8,000		
Trng & Conferences; Risk Reduction	0.00	7,055.67	2,000	5,000		
Trng & Conferences; Students & Vol's	4,313.95	2,017.50	5,000	5,000		
Trng & Conferences; Tech and Data Analyti	725.92	7,514.26	10,000	10,000		
Trng & Conferences; EMS	5,886.89	6,131.12	6,000	6,000		
TOTAL MATERIALS and SERVICES	\$193,558.40	\$185,321.62	\$215,500	\$217,000	\$0	\$0
TOTAL TRAINING	\$484,030.26	\$386,698.68	\$666,500	\$712,000	\$0	\$0

* Overtime in Training includes all extra hours worked by all personnel attending and/or coordinating training events.

Training Department

2024/25 Fiscal Year

MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 4

Account	Description	Account Total
58203-000	Physicals and Vaccinations.....	\$ 1,000
60223-002	Licenses and Fees..... DPSST fingerprinting costs for certification process	\$ 1,000
60223-012	Supplies; Training and Safety Equipment..... Consumable training supplies for props, equipment, materials for in-service training, towing service fees for extrication vehicles, and safety equipment	\$ 20,000
60223-014	Training Props and Equipment..... Miscellaneous training props and equipment	\$ 5,000
60254-000	M&R; Training Props and Equipment..... Maintenance and repair of training equipment and props	\$ 4,000
60265-000	Health and Wellness..... Fitness supplies, miscellaneous equipment purchases, and fitness equipment maintenance and/or repair	\$ 15,000
60270-000	Contractual/Professional Services..... Personal services contracts for hiring instructors to teach District staff on site	\$ 25,000
60410-000	Membership Dues..... Annual dues for Oregon Fire Chief's Association and Safety and Health Section, Rogue Valley Fire Chief's Association, Int'l Association of Fire Chief's, Int'l Society of Fire Service Instructors, and Rogue Interagency Training Association	\$ 1,000
60412-000	Books..... Professional periodicals and general reference and training materials	\$ 3,000
60415-000	Training Platform Subscriptions..... Blue Card Incident Command, Recessitation Quality Improvement (RQI), and MSDS on-line programs	\$ 20,000
60449-000	Meeting Travel Expenses..... Travel expenses for staff and board members to attend regional and statewide meetings and activities relating to the Oregon Fire Chief's Association, National Fire Protection Association, DPSST, Oregon State Fire Marshal, Governor's Fire Service Policy Council, and other meetings as necessary	\$ 10,000
60455-001	Training and Conferences; Administrative and Leadership..... Continued education and training through Oregon Fire Chief's Association, Special District's Association of Oregon, Oregon Municipal Finance Officers Association, Oregon Fire Service Office Administrators, Int'l Association of Fire Chief's, staffing and scheduling training, approved higher education, supervision and leadership seminars, logistics inventory systems, and various other conferences, training, and workshops	\$ 40,000

Training Department

2024/25 Fiscal Year

MATERIALS AND SERVICES DETAIL BY ACCOUNT - *Continued* General Fund 1, Department 4

Account	Description	Account Total
60455-002	Training and Conferences; Board..... Continued education for the Board of Directors such as the Special District's Association of Oregon conferences	\$ 3,000
60455-003	Training and Conferences; Operations..... Continued education and certification for fire suppression and technical rescue, professional development, safety and committee functions, Fire Department Instructors Conference (FDIC), Firemanship Conference, ETHOS training, and other relevant training, conferences, and workshops	\$ 35,000
60455-004	Training and Conferences; Fire and Life Safety..... Continued education through the Oregon Fire Marshal's Association, local and state Int'l Association of Arson Investigators, Fire Marshal's Roundtable, fire code training, and other relevant conferences, training, and workshops	\$ 8,000
60455-005	Training and Conferences; Risk Reduction..... Continued education and outreach training pertaining to risk reduction efforts	\$ 5,000
60455-006	Training and Conferences; Students and Volunteers..... Continued education and training for all students and volunteer firefighters; includes EMS skills training and attendance at the Oregon Volunteer Firefighters Conference, Int'l Association of Fire Chaplains, and other relevant conferences, training, and workshops	\$ 5,000
60455-007	Training and Conferences; Technology and Data Analytics..... Continued technology training such as conferences, geographic information systems, data analysis, and other relevant conferences, training, and workshops	\$ 10,000
60455-008	Training and Conferences; EMS..... EMS-focused continuing education for all EMS personnel including ACLS, PALS, ICLS, RCC workshops, State of Jefferson EMS conference, Oregon EMS conference, CPR refresher and certification, EMS skills workshops, and other professional development opportunities	\$ 6,000
TOTAL MATERIALS AND SERVICES		\$ 217,000

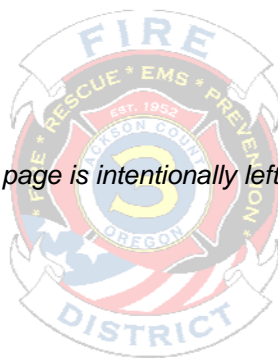


SUPPORT SERVICES



2024/25 Fiscal Year Budget

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Support Services Department

2024/25 Fiscal Year

Department Description

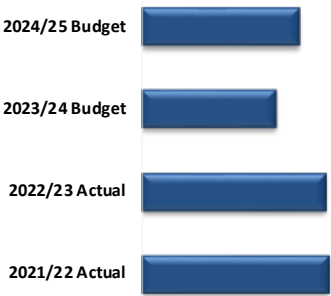
The Support Services department is responsible for the coordination of all preventative and routine maintenance activities for the District’s eight stations, training facility, classrooms, resident volunteer housing, and administrative buildings totaling over 120,000 square feet with an estimated value of over \$40 million dollars. The department also maintains over 40 acres of property that includes asphalt and gravel driveways, parking lots, and open fields. In addition, the department supports on average 48 rolling stock of fire apparatus and vehicles.

The department also oversees the District’s logistics program such as supply ordering, receiving, cataloging, and distributing. Logistic and program support is provided across the other departments. The primary mission is to protect the public’s investment in emergency services facilities and equipment and to ensure effective and uninterrupted emergency response by maintaining and supporting the District’s facilities and equipment assets.

Budget Summary

Expenditures	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget
Personnel Services	\$667,502	\$471,006	\$177,000	\$258,000
Materials and Services	\$958,941	\$1,128,795	\$985,000	\$1,109,000
Total	\$1,626,442	\$1,599,801	\$1,162,000	\$1,367,000

Budget Comparison



Personnel Summary

Position	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget
Deputy Chief	1.00	1.00	0.00	0.00
Risk Reduction Captain	1.00	1.00	0.00	0.00
Facilities Technician	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	0.00	0.00
Logistics Technician	0.50	0.50	0.50	1.00
Total	4.50	4.50	1.50	2.00

Budget Highlights

Personnel Services is budgeted to increase 45.7 percent or \$81,000 over the prior fiscal year. Growth in logistics and internal supply chain demands have resulted in the District restructuring the Logistics Technician position and reclassifying it to full-time from part-time. The District remains in labor negotiations and therefore has salary and benefit placeholders until those discussions ultimately result in board approval.

Support Services Department

2024/25 Fiscal Year

The Materials and Services classification is budgeted to increase 12.6 percent or \$124,000. Significant factors include increases in vehicle and apparatus maintenance and repair as well as increases across some facility accounts for specialized maintenance projects apart from general wear and tear. The District purchased property adjacent to the Administrative Office Building at the White City campus this past year to accommodate growth and expansion. This property houses a warehouse, which logistics and facilities will relocate to, along with an office building that will become the administrative annex. Some additional budgetary costs have been added to support anticipated needs for this relocation. This department will also continue budgetary support for all other areas of focus including fuel and lubricants, janitorial and station supplies, consumables, furnishings, and uniform attire for all personnel.

Accomplishments

- Commissioned and oversaw the exterior refurbishment of the Dodge Bridge station.
- Oversaw the surplus of two staff vehicles and two older structural fire engines.
- Reconfigured the electrical and well pump service agreement at the Gold Hill station.
- Continued streamlined efforts with facilities maintenance requests improving communication and task tracking.
- Continued the buildout of new logistics concepts, systems, and processes to improve transparency, accountability, and efficiencies.
- Assisted in the sale and moveout of the Table Rock station.
- Facilitated the design and implementation of the new logistics and facilities warehouse at 8425 Agate Road.

Department Measurements and Targets

FLEET

Statement of Measurement

- Maintain fleet for maximum service life as identified in lifespan schedule.
- Complete apparatus preventative maintenance services within the scheduled service period as determined by manufacturers’ recommended service intervals.

<i>Types of Transactions (Output Measures)</i>	<i>2021 Actual</i>	<i>2022 Actual</i>	<i>2023 Actual</i>	<i>2024 Target</i>	<i>2025 Target</i>
<u>Vehicles Maintained</u>					
<i>Structutal Fire Engines</i>	11	11	9	9	9
<i>Aerial Ladder Truck</i>	1	1	1	1	1
<i>Wildland Engines</i>	8	8	8	11	11
<i>Tactical Tenders</i>	3	3	5	5	5
<i>Rescue Equipment</i>	2	2	2	2	2
<i>Support Vehicles</i>	18	18	22	21	21
<i>Total</i>	43	43	47	49	49

Support Services Department

2024/25 Fiscal Year

FACILITIES / LOGISTICS

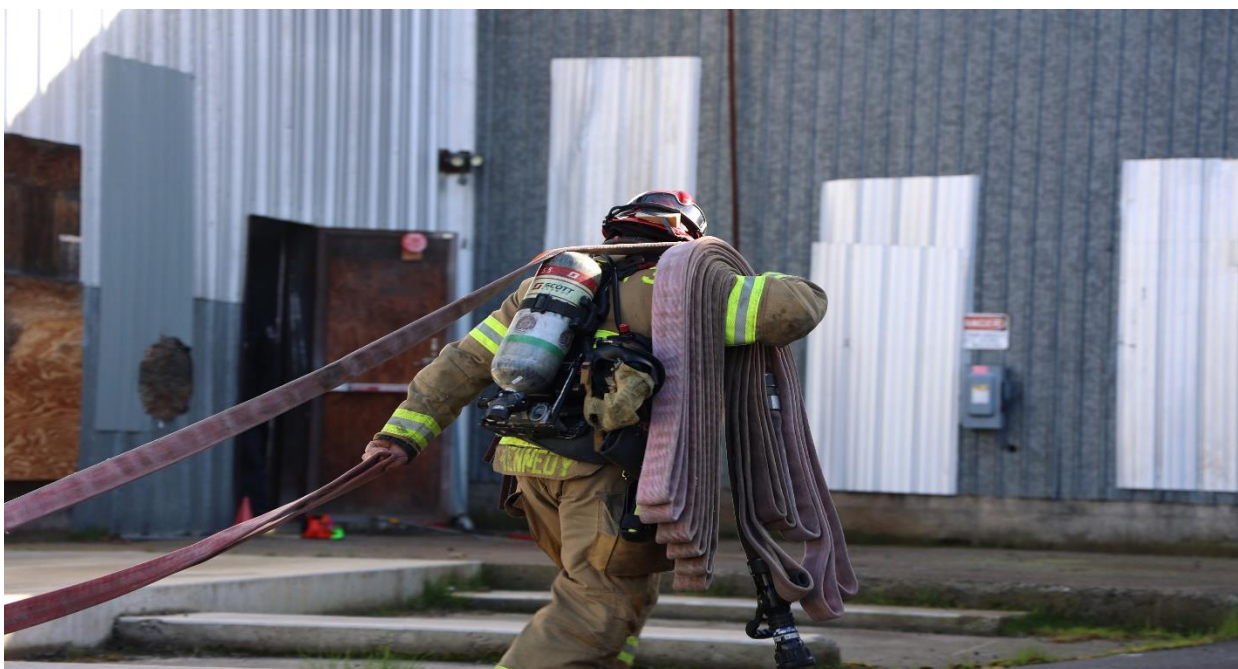
Statement of Measurement

- Maintain facilities utilizing preventative maintenance schedule to help reduce long-term costs.
- Maximize energy efficiencies where available and seek innovative methods for reducing future energy costs.

<i>Types of Transactions (Output Measures)</i>	<i>2021 Actual</i>	<i>2022 Actual</i>	<i>2023 Actual</i>	<i>2024 Target</i>	<i>2025 Target</i>
<i>Facilities Maintained</i>					
Fire Stations	8	8	8	8	8
Training Grounds	1	1	1	1	1
Fire Science Classroom	1	1	1	1	1
Maintenance/Logistics Warehouse	1	1	1	1	1
Administrative Buildings	1	1	1	2	2
Resident Volunteer Housing	4	4	5	5	5
Total	16	16	17	18	18

<i>Effectiveness Measures</i>	<i>2021^a Actual</i>	<i>2022^a Actual</i>	<i>2023 Actual</i>	<i>2024 Target</i>	<i>2025 Target</i>
Maintenance Request Tickets Completed	n/a	n/a	128	100%	100%
Supply Order Tickets Processed	n/a	n/a	208	100%	100%

^a These are new measurements that have been implemented effective 2023.



Support Services Department

2024/25 Fiscal Year

2024/25 Departmental Tasks

The District's adopted 2024-2027 Strategic Plan is the overarching document that provides direction for the organization. Five strategic initiatives identify what is critically important and the level of service the District desires to deliver for the community. Under each initiative are goals and objectives that are identified to support the success of the initiative. The initiatives and goals remain consistent with the plan; however, the objectives may change with the fiscal year and typically drive a lot of the budget development. Some objectives will have cost impacts and others may have minimal impact.

The following goals and objectives are assigned to the Support Services Department and link back to one of the five organizational strategic initiatives.

Initiative 2

Ensure sustainability of service delivery by efficient use of our people, facilities, fleet, and financial services.

Goal 2.2	Evolve organizational structure, workspace, and development models to support the mission
2.2.3	Integrate the S&B James property into the organizational workflow.
2.2.4	Modernize the supply chain and logistics functions.

Goal 2.3	Define measurements and predictability of outcomes within our operations
2.3.5	Conduct a facilities analysis resulting in a preventative maintenance schedule.

Goal 2.4	Maintain fiscal responsibility
2.4.1	Examine fleet maintenance costs and evaluate future opportunities.
2.4.2	Develop and follow apparatus and facility prevention maintenance schedules.
2.4.4	Design apparatus with current needs and future impacts in mind.

Initiative 3

Demonstrate our tradition of professionalism, innovation, and excellence throughout the organization.

Goal 3.2	Demonstrate an innovative mindset in support of the mission and workforce
3.2.3	Incorporate cost control and reduction strategies where prudent.
3.2.5	Incorporate environmentally friendly practices where practical.

Initiative 5

Cultivate and strengthen collaboration and strategic partnerships.

Goal 5.1	Foster traditional and non-traditional relationships and opportunities
5.1.4	Seek partnerships to host regional services for fleet maintenance and logistic functions.

Support Services Department

2024/25 Fiscal Year

General Fund	HISTORICAL			BUDGET FOR NEXT FISCAL YEAR		
	2021/22 FY	2022/23 FY	2023/24 FY	2024/2025		
	Actual	Actual	Adopted Budget	Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
Personnel Services						
Salaries	\$370,858.12	\$261,422.31	\$94,000	\$127,000		
Overtime	3,748.23	1,629.45	5,000	5,000		
Incentives	33,953.21	28,264.60	3,000	4,500		
Payouts	13,378.00	1,110.75	2,000	1,000		
Retirement (PERS)	87,240.15	61,078.98	17,000	37,000		
ER Deferred Comp Contrib	5,803.78	7,476.22	2,000	2,500		
Health and Life Insurance	104,841.29	73,742.59	39,000	60,000		
HRA-VEBA Contribution	17,625.00	14,003.81	6,500	9,000		
FICA and Medicare PR Taxes	29,871.73	21,908.12	7,500	11,000		
Workers' Comp Insurance	182.08	369.35	1,000	1,000		
TOTAL PERSONNEL SERVICES	\$667,501.59	\$471,006.18	\$177,000	\$258,000	\$0	\$0
Materials and Services						
Uniforms	\$61,613.53	\$39,385.83	\$60,000	\$60,000		
Janitorial Supplies and Laundry Service	38,822.59	41,522.99	35,000	35,000		
Medical Supplies and Equipment	84,718.89	83,769.91	0	0		
Facility Maintenance Supplies	4,904.66	4,593.22	5,000	7,000		
Miscellaneous Logistical Supplies	0.00	309.36	2,000	3,000		
Station Consumables	2,244.31	3,063.77	6,000	5,000		
Furnishings and Appliances	12,409.82	18,332.61	20,000	20,000		
Facility Supplies	4,147.85	5,168.01	13,000	15,000		
Fuel and Lubricants	93,768.05	114,119.49	150,000	150,000		
M&R of Vehicles and Apparatus	262,862.90	364,329.58	300,000	350,000		
Bldgs & Grounds - WC Station	12,767.90	28,476.70	15,000	15,000		
Bldgs & Grounds - CP Station	20,528.15	32,748.82	47,000	20,000		
Bldgs & Grounds - DB Station	673.29	6,471.50	5,000	25,000		
Bldgs & Grounds - SV Station	1,722.97	12,112.24	14,000	6,000		
Bldgs & Grounds - GH Station	4,487.24	5,742.32	16,000	6,000		
Bldgs & Grounds - AL Station	6,429.70	2,968.36	11,000	11,000		
Bldgs & Grounds - EP Station	4,502.26	17,327.93	14,000	10,000		
Bldgs & Grounds - TR Station	338.48	487.76	3,000	0		
Bldgs & Grounds - SC Station	9,792.90	18,460.42	7,000	12,000		
Bldgs & Grounds - Training Center	1,924.69	17,051.94	10,000	12,000		
Bldgs & Grounds - Admin Office Bldg	38,865.07	28,092.47	17,000	25,000		
Bldgs & Grounds - Warehouse	1,305.21	2,044.09	0	0		
Bldgs & Grounds - Fire Science Center	10,736.64	3,997.82	2,000	7,000		
Bldgs & Grounds - Admin Office Annex	0.00	0.00	0	25,000		
Bldgs & Grounds - 8425 Warehouse/Ya	0.00	0.00	0	15,000		
M&R; District Equipment	1,944.14	7,778.13	10,000	10,000		
M&R; Appliances and Furnishings	898.65	955.24	5,000	5,000		
Community Risk Reduction	59,557.12	45,992.92	0	0		
Community Care Program	5,910.21	4,794.61	0	0		
Contractual/Professional Services	7,296.30	9,639.56	0	0		
Membership and Certifications	370.00	120.00	0	0		
Subscriptions	274.00	0.00	0	0		
Utilities; WC	33,601.68	37,080.61	35,000	35,000		
Utilities; CP	23,772.66	24,469.65	23,000	25,000		
Utilities; DB	10,930.79	8,750.30	14,000	12,000		
Utilities; SV	9,011.49	8,369.11	14,000	12,000		
Utilities; GH	10,123.02	11,967.72	14,000	17,000		
Utilities; AL	8,609.68	8,792.17	10,000	12,000		
Utilities; EP	22,473.44	24,233.20	23,000	25,000		
Utilities; TR	3,567.45	3,477.36	5,000	0		
Utilities; SC	20,414.51	23,184.95	23,000	25,000		
Utilities; TC	19,345.40	18,741.96	15,000	17,000		
Utilities; AB	36,766.68	36,015.36	37,000	40,000		
Utilities; FSC	4,506.32	3,855.03	5,000	5,000		
Utilities; AA	0.00	0.00	0	25,000		
Utilities; 8425 WH	0.00	0.00	0	10,000		
TOTAL MATERIALS and SERVICES	\$958,940.64	\$1,128,795.02	\$985,000	\$1,109,000	\$0	\$0
TOTAL STRATEGIC SERVICES	\$1,626,442.23	\$1,599,801.20	\$1,162,000	\$1,367,000	\$0	\$0

Support Services Department

2024/25 Fiscal Year

MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 5

Account	Description	Account Total
58213-000	Uniforms..... Attire for all uniformed positions across all departments including shirts, pants, duty boots, accessories, badges, belts, sweatshirts, and alterations	\$ 60,000
60221-000	Janitorial Supplies and Laundry Services..... Janitorial and cleaning supplies for all District facilities; truck towel and floor mat laundry	\$ 35,000
60223-006	Facility Maintenance Supplies..... Shop tools, supplies, and equipment for the performance of facility maintenance activities	\$ 7,000
60223-007	Logistical Supplies.....	\$ 3,000
60223-008	Station Consumables..... Coffee and consumable supplies for all District facilities	\$ 5,000
60223-015	Furnishings and Appliances..... General facility furnishings and appliances including televisions	\$ 20,000
60223-016	Facility Supplies..... Supplies for all facilities including but not limited to lightbulbs, extension cords, garden supplies, mattress covers, small kitchen and cookware items	\$ 15,000
60230-000	Fuel and Lubricants.....	\$ 150,000
60250-000	M&R of Vehicles and Apparatus.....	\$ 350,000
60251-	<u>Buildings and Grounds</u> Expenses related to buildings and grounds pertain to general maintenance and repair, and items needed to equip the facility. Examples of expenses include generator service and testing, fire sprinkler and alarm monitoring, pest control, landscape services, apparatus bay door maintenance, plumbing, electrical and lot sweeping. Fiscal year specific projects will be listed as separate line items under respective stations.	
110- White City Station.....	General maintenance and repair	\$ 15,000
111- Central Point Station.....	General maintenance and repair	\$ 20,000

Support Services Department

2024/25 Fiscal Year

MATERIALS AND SERVICES DETAIL BY ACCOUNT - *Continued*

General Fund 1, Department 5

Account	Description	Account Total
112- Dodge Bridge Station.....		\$ 25,000
	General maintenance and repair	5,000
	PROJECT: Bathroom/laundry water damage repair	20,000
113- Sam's Valley Station.....		\$ 6,000
	General maintenance and repair	6,000
114- Gold Hill Station.....		\$ 6,000
	General maintenance and repair	6,000
115- Agate Lake Station.....		\$ 11,000
	General maintenance and repair	6,000
	PROJECT: Generator installation	5,000
116- Eagle Point Station.....		\$ 10,000
	General maintenance and repair	10,000
118- Scenic Station.....		\$ 12,000
	General maintenance and repair	12,000
120- Training Center.....		\$ 12,000
	General maintenance and repair	12,000
121- Administrative Office Building.....		\$ 25,000
	General maintenance and repair	25,000
123- Fire Science Center.....		\$ 7,000
	General maintenance and repair	7,000
124- Administrative Office Annex.....		\$ 25,000
	General maintenance and repair	25,000
125- 8425 Warehouse and Yard.....		\$ 15,000
	General maintenance and repair	15,000
60254-000 M&R; District Equipment.....		\$ 10,000
	Includes but is not limited to breathing air compressors, forklift, ATV, flatbed trailer, scissor lift, blowers, sprayer, and fuel tanks	
60255-000 M&R; Station Appliances and Furnishings.....		\$ 5,000
	Includes but is not limited to interior appliances, ice machines, dishwashers, refrigerators, and cook stoves	

Support Services Department

2024/25 Fiscal Year

MATERIALS AND SERVICES DETAIL BY ACCOUNT - *Continued*

General Fund 1, Department 5

Account	Description	Account Total
60500-	Utilities; Stations and Facilities	\$ 260,000
	Includes electricity, natural gas, propane, water, garbage, sewer, telephone, internet, and cable or satellite television services	
110-	White City Station	35,000
111-	Central Point Station	25,000
112-	Dodge Bridge Station	12,000
113-	Sams Valley Station	12,000
114-	Gold Hill Station	17,000
115-	Agate Lake Station	12,000
116-	Eagle Point Station	25,000
118-	Scenic Station	25,000
120-	Training Center	17,000
121-	Administrative Building	40,000
123-	Fire Science Center	5,000
124-	Administrative Annex	25,000
125-	8425 Warehouse and Yard	10,000
TOTAL MATERIALS AND SERVICES		\$ 1,109,000

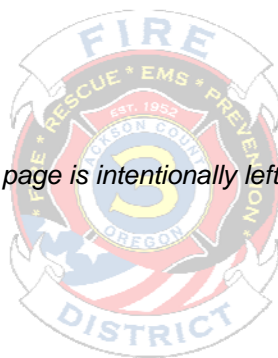


TECHNOLOGY



2024/25 Fiscal Year Budget

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Technology Department

2024/25 Fiscal Year

Department Description

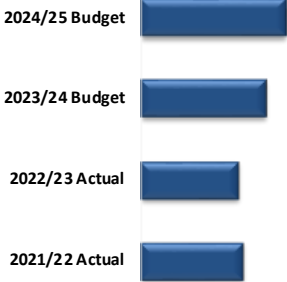
The Technology Department is responsible for supporting the District’s data management and computing infrastructure that connects all District facilities, including the local area network, wide area network, and wireless network. Technology oversees the security and backup of all District information systems and manages the District’s computer workstations, servers and file systems, email system, network equipment, cloud storage, phone systems, internet access, audio/visual equipment, and all software and database programs. In addition, the department manages the District’s communications equipment including mobile data computers, mobile and portable radios, and cellular phones. Technology works and coordinates with the region’s 911 Dispatch Center, Emergency Communications of Southern Oregon (ECSO), for computer aided dispatch programming and support.

Technology maintains proper licensing and maintenance contracts for District owned software and hardware. The department partners with all divisions to evaluate technology requirements and helps determine the best solutions to meet both immediate and long-term needs.

Budget Summary

Expenditures	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget
Personnel Services	\$160,484	\$165,972	\$180,000	\$190,000
Materials and Services	\$290,810	\$262,878	\$367,000	\$444,000
Total	\$451,294	\$428,849	\$547,000	\$634,000

Budget Comparison



Personnel Summary

Position	2020/21 Actual	2021/22 Actual	2022/23 Budget	2023/24 Budget
Information Technology Administrator	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Budget Highlights

Personnel Services is budgeted to increase 6.2 percent or \$10,600 over the prior fiscal year. Factors impacting this classification include salary and benefit adjustments due to cost of living, pension plan rate changes, and increases in health insurance.

The Materials and Services classification is budgeted to increase 13.3 percent or \$43,200. Contributing factors include continued emphasis in data analytics programs that support emergency response, reporting, records management, and citizen involvement in their own safety. Technology supplies and equipment has increased \$19,500 due to replacing mobile computer hardware, iPads, and cyber security enhancements. Communication services has increased \$5,000 to accommodate more devices requiring data usage.

Technology Department

2024/25 Fiscal Year

Accomplishments

- Moved 50 percent of all District Data devices to FirstNet Control Center.
- Maintained a cloud-based data backup system along with other network security measures.
- Upgraded the network, internet connections, and Firewalls at several District facilities.
- Replaced and maintained mobile data computer systems in District apparatus. 90 percent of first out engines, reserves engines and battalion chief command vehicle now have latest routers and MDC's in preparation of Windows 10 retirement.
- Upgraded/replaced all desk computers and laptops from Windows 10 to Windows 11.
- Provided desktop computer support to over 100 users.
- Implemented new hardware and software solutions to support new employees and positions.
- Continued maintenance of network security to prevent infection or hacking of District technology systems.
- Started new Calf deployment program to provide FirstNet cell service to disasters.
- Installed and enhanced iPad use in vehicles for Risk Reduction and Response staff.

Department Measurements and Targets

<i>Types of Transactions (Output Measures)</i>	<i>2020/21 Actual</i>	<i>2021/22 Actual</i>	<i>2022/23 Actual</i>	<i>2023/24 Actual</i>	<i>2024/25 Target</i>
<i>Maintain Computer Workstations/Laptops</i>	70	70	75	90	90
<i>Mobile Display Computers and Tablets</i>	20	20	21	20	20
<i>Network Servers</i>	15	15	15	16	17
<i>Network Services Uptime Target</i>	99%	99%	99%	99%	99%

Service Measures and Desired Outcomes

- Manage the District's technology systems and provide consistent and reliable network services.
Measured By: A network infrastructure system that is operating efficiently with minimal to no down time, thus increasing productivity.
➡ Successfully able to manage network systems with no down time to personnel.
- Participate as an active partner in project management, planning, and implementation to support District-wide business technology solutions.
Measured By: Active participation in meetings and project development.
➡ Successfully able to implement Microsoft Teams collaboration software District-wide.
- Manage the security of District data and communications networks to provide security to District data and ensure continuity of business services.
Measured By: Successfully able to manage data security so that no viruses, malware, or data breaches negatively affect District technology systems.
➡ Successfully able to deploy data and communications security strategies that protected District technology systems from any negative effects due to data breaches or intrusions.

Technology Department

2024/25 Fiscal Year

2024/25 Departmental Tasks

The District's adopted 2024-2027 Strategic Plan is the overarching document that provides direction for the organization. Five strategic initiatives identify what is critically important and the level of service the District desires to deliver for the community. Under each initiative are goals and objectives that are identified to support the success of the initiative. The initiatives and goals remain consistent with the plan; however, the objectives may change with the fiscal year and typically drive a lot of the budget development. Some objectives will have cost impacts and others may have minimal impact.

The following tasks are assigned to the Technology Department and link back to one of the five organizational strategic initiatives.

Initiative 1

Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.

Goal 1.2	Ensure the right resources are assigned to the right circumstance at the right time for all divisions
1.2.8	Complete the CAD-to-CAD integration.

Initiative 3

Demonstrate our tradition of professionalism, innovation, and excellence throughout the organization.

Goal 3.1	Ensure our people have the appropriate tools to carry out the mission
3.1.1	Operationalize the regional radio project suitable for our emergency environment.

Goal 3.2	Demonstrate an innovative mindset in support of the mission and workforce
3.2.1	Migrate Crewsense into Springbrook.

Goal 3.4	Ensure technology adequately supports the functions of the District
3.4.2	Remain curious of emerging technologies.
3.4.3	Maintain cohesiveness of software programs.
3.4.4	Maintain a network map to guide replacement of devices.
3.4.6	Determine the scope of integration of National Emergency Response Information (NERIS) for the District.
3.4.7	Migrate to a .gov domain.



Technology Department

2024/25 Fiscal Year

General Fund	<u>HISTORICAL</u>		2023/24 FY	<u>BUDGET FOR NEXT FISCAL YEAR</u>		
	2021/22 FY	2022/23 FY		2024/2025		
				Proposed By	Approved By	Adopted By
Description	Actual	Actual	Adopted Budget	Budget Officer	Budget Committee	Governing Body
Personnel Services						
Salaries	\$102,410.00	\$104,977.65	\$109,000	\$109,000		
Incentives	6,109.30	6,289.80	8,000	8,000		
Payouts	3,920.00	4,845.12	5,000	5,000		
Retirement (PERS)	15,718.35	16,089.37	18,000	27,000		
ER Deferred Comp Contrib	5,592.00	5,760.00	9,500	10,000		
Health & Life Insurance	14,062.08	14,766.60	16,500	17,000		
HRA-VEBA Contribution	4,209.60	4,335.60	4,000	4,000		
FICA and Medicare PR Taxes	8,547.46	8,825.54	9,000	9,000		
Workers' Comp Insurance	(84.76)	81.92	1,000	1,000		
TOTAL PERSONNEL SERVICES	\$160,484.03	\$165,971.60	\$180,000	\$190,000	\$0	\$0
Materials and Services						
Supplies; Computers and Tech	\$55,709.79	\$48,014.19	\$90,500	\$70,000		
Supplies; Communication Devices	18,596.91	17,474.80	20,000	15,000		
Licenses and Subscriptions	162,019.01	155,151.42	189,000	292,000		
Technical Support	7,639.99	2,402.50	10,000	15,000		
M&R; Office and Tech Equip	5,292.83	5,342.00	7,500	7,000		
M&R; Communication Devices	10,983.05	3,345.89	10,000	10,000		
Communication Services	30,568.32	31,146.82	40,000	35,000		
TOTAL MATERIALS and SERVICES	\$290,809.90	\$262,877.62	\$367,000	\$444,000	\$0	\$0
TOTAL TECHNOLOGY	\$451,293.93	\$428,849.22	\$547,000	\$634,000	\$0	\$0

Technology Department

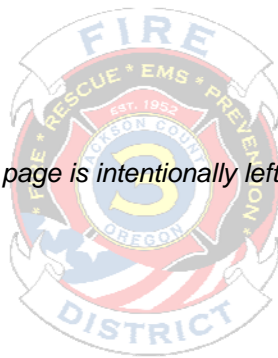
2024/25 Fiscal Year

MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 7

Account	Description	Account Total
60223-011	Computers and Technology Supplies and Equipment.....	\$ 70,000
	Technology related equipment and supplies including computers, laptops, tablets, monitors, printers, keyboards, speakers, software, routers, cables, connectors, switches, and general supply items	
60223-013	Communication Devices.....	\$ 15,000
	Radio equipment, communication devices, and batteries for pagers	
60240-000	Licenses and Subscriptions.....	\$ 292,000
	Image Trend annual subscription (records management system)	20,000
	Tablet Command (FD3)	33,000
	Tablet Command Shared Users (MFD, AFD, FD5)	55,500
	Central Square (FD3)	3,500
	Central Square Shared Users (MFD, AFD, FD5)	10,500
	Axon Enterprise (wifi enabled dash camara subscription)	24,000
	Vector Solutions (staffing, training, logistics software platform)	25,000
	First Due (preplanning software)	23,000
	Office 365	17,000
	Springbrook (financial, HR, employee self-service software)	16,000
	First Watch (annual subscription for CAD and ImageTrend surveillance)	5,000
	Datto (network cloud backup service)	7,000
	Sierra Wireless (WiFi engine routers subscription)	5,000
	ArcMail service (email backup)	4,000
	Website hosting	5,000
	Tango Tango (radio over LTE interface)	4,000
	Mitel annual license and support (phone system)	3,000
	GIS	3,500
	First Arriving (information dashboard subscription)	3,000
	Pulse Point Verified Responder	2,500
	SonicWall (server firewall), Experts Exchange, Adobe Products	5,000
	Inventory systems management	5,000
	Cisco (smartnet subscription for firmware updates)	2,500
	Trend (antivirus security)	3,000
	Photocopier lease payment	2,000
	Appraver secure spam filter (Email)	1,500
	Meraki Licenses	2,000
	Miscellaneous related subscriptions	1,500
60241-000	Technical Support and Contracts.....	\$ 15,000
	Core Business Solutions updates and monitoring support/Gen Tech support	10,000
	Data analytics support	3,000
	GIS support, RMS support, other hardware/software support	2,000
60252-000	M&R; Office and Tech Equipment.....	\$ 7,000
60253-000	M&R; Emergency Response Communication Devices.....	\$ 10,000
	Reprogramming and repair of pagers, radios, tablets, mobile computers	
60290-000	Communication Services.....	\$ 35,000
	Monthly expenses for mobile phone plans, WiFi cards for mobile devices	
TOTAL MATERIALS AND SERVICES		<u>\$ 444,000</u>

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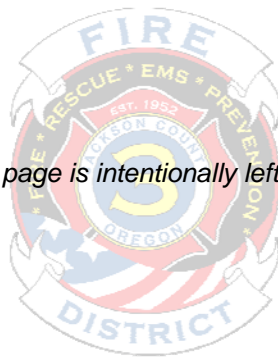


CAPITAL PROJECTS FUND



2024/25 Fiscal Year Budget

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Capital Projects Fund

2024/25 Fiscal Year

Fund Description

The Capital Projects Fund is used to account for financial resources that are restricted, committed, or assigned to expenditure for capital outlays including the acquisition of equipment, machinery, apparatus, vehicles, building construction, building improvements, and land acquisition. A capital outlay is defined as a tangible or intangible fixed asset with a value of over \$10,000 that is used in operations of the District and that has an initial useful life extending beyond one year. Primary revenue sources are transfers from the General Fund, however the fund will also receive donations, loans, or grant proceeds.

The Capital Replacement Schedule dictates the annual budgeted expenditures. This schedule is reviewed annually and revised if needed during the budget and strategic planning process. Factors that are taken into consideration in the timing of identified and scheduled replacement of equipment include; changes to deployment standards and response times, changing demographics and community needs, changes to the urban, suburban, and rural geographical areas, and changes to the nature of alarms.

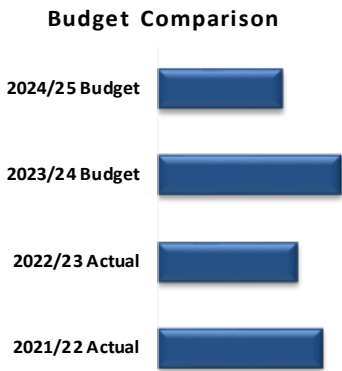
The Specification Committee consisting of District members develop the technical requirements of each apparatus purchased. The Committee reviews specifications and makes site visits to the manufacturing plant ensuring that the unit purchased will meet the District’s requirements. Once an apparatus is ordered, delivery varies depending on the apparatus type and manufacturing schedules.

Transfers from the General Fund provide funding for the budgeted requirements. The Capital Replacement Schedule identifies a committed minimum transfer amount each fiscal year to meet targeted expenditures. A higher transfer amount will be made in fiscal years where the General Fund supports that. Other options for funding would be loan proceeds or levies proposed to the voters. Funds not identified to be spent are appropriated in the reserve for future/ending fund balance category.

Capital expenditures considered routine in nature are those identified in the Capital Replacement Schedule. They are usually planned out on a rotation cycle for replacement based on their expected life span. Capital expenditures considered non-routine are those projects not typically scheduled out on a replacement plan and may be unique in nature.

Budget Summary

Expenditures	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget
Capital Expenditures	\$1,027,360	\$539,600	\$2,939,000	\$1,068,000
Contingency	\$0	\$0	\$139,800	\$116,000
Reserve for Future / Ending Fund Balance	\$5,137,040	\$4,748,064	\$3,786,200	\$3,533,400
Total	\$6,164,401	\$5,287,664	\$6,865,000	\$4,717,400



Capital Projects Fund

2024/25 Fiscal Year

Budget Highlights

This fiscal year's Capital Fund budget reflects the completion of previously approved projects, scheduled purchases in support of the Capital Replacement Plan, and investment in the organization's future.

Approved in 2022, 2023 and re-budgeted again for this fiscal year is the completion of three wildland engines approved in 2022. The Ford 550 extended cab chassis' have been received and Cascade Fire has begun construction. Progress has been limited due to demand and production timelines. The units are on track to be completed in late 2024. They will replace the first-generation wildland engines purchased in 1997. The District has budgeted \$450,000 to finish out these three units. Also identified is the purchase of a staff vehicle (\$55,000).

In support of the replacement plan, this budget has allocated \$350,000 towards the purchase of portable radios and \$100,000 to complete the regional station alerting upgrades. The purchase of new ruggedized portable radios will prepare the District for implementation of the radio bond project, replacing portable radios purchased 15 years ago. The regional station alerting system has exceeded its lifespan and is no longer supported by the vendor. Five agencies have partnered to invest in a new system. The technology will be installed in the four career stations at a cost of \$25,000 per station.

This past fiscal year the District purchased property adjacent to the White City station and administrative campus. The new location contains a warehouse that will house logistics and facilities and an office building that will house administrative staff and allow for future expansion. \$75,000 has been allocated for general improvements in this buildout of the logistics, facilities, training, and administrative spaces. Additional funds are allocated for the installation of a fuel storage system at the Central Point station (\$25,000) and the replacement of a computer main server (\$12,000).



Capital Projects Fund

2024/25 Fiscal Year

Capital Replacement Schedule

The Capital Replacement Schedule reflects apparatus and equipment to be replaced within the next ten years. Expenditures are considered routine in nature because they are on a rotation replacement schedule. In addition, other non-routine items are identified in the plan during the immediate years the purchase is planned for, or during construction, to provide transparency and depict funding status.

Apparatus and Vehicles	Lifespan	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		24/25 FY	25/26 FY	26/27 FY	27/28 FY	28/29 FY	29/30 FY	30/31	31/32	32/33	33/34
Structural Engine	10/20/25 years				2						
Interface Engine	20/30 years						1				
Wildland Engine	20/30 years	3			2						
Tactical Tender	20/30 years										
Aerial Ladder Truck	25 years		1								
Rescue/Ambulance	25 years										
Battalion Chief Command Unit	5/10/15 years					1		1			
Technical Rescue Truck	20 years										
Staff Vehicle	10/20 years	1			3				3		
Service Vehicle	20 years										
Suppression Equipment											
Breathing Apparatus	15 years										
Defibrillators/AED's	10 years		6								
Extrication Equipment	10 years			2							
Thermal Imaging	7 years				5						
Technology											
Computer Main Server	5 years	1			1			1			

Apparatus Program Goals

- Develop specifications that are practical and realistic; be resourceful and cost prudent whenever possible.
- Standardize new apparatus purchases to the maximum extent possible.
- Perform ongoing and regular preventative maintenance on apparatus to maximize the longest effective and useful life.
- Ensure adequate transfers from the General Fund are made to support funding of identified capital expenditures.
- Utilize the option of loan proceeds for apparatus acquisition if deemed financially necessary.
- Ensure timely information is provided to Finance/Administration and to the Board of Director's for cost differences.

Equipment Program Goals

- Consider safety, training functionality, and length of useful life when evaluating equipment purchases.
- Equip District firefighters with the tools and equipment necessary to maximize the margin of safety and survivability in a dangerous profession.
- Standardize equipment where possible to save training costs, increase safety, and support consistency throughout the District.
- Develop specifications that are practical and realistic; be resourceful and cost prudent whenever possible.
- Ensure adequate transfers from the General Fund are made to ensure funding of identified capital expenditures.

Capital Projects Fund

2024/25 Fiscal Year

Building, Land, and Improvement Program Goals

- Annually evaluate future capital projects based on current and projected deployment and response times.
- Construct facilities that can house career, student firefighters, and volunteer firefighters as well as male and female response personnel.
- Achieve good neighbor relationships when designing and developing new fire stations.
- Ensure capital projects are identified in the Strategic Plan under mid- and long-term priorities and approved at the Board of Director level.
- Provide regular preventative maintenance on facilities to ensure longest useful life.
- Consider environmental policy initiatives in facility design and repair and maintenance.
- Ensure adequate transfers from the General Fund are made to ensure funding of identified capital projects.

Capital Projects and Costs

The Capital Replacement Schedule below details apparatus and equipment to be replaced and the estimated cost ten years into the future. Historically, the District has based this schedule on a 2.5 to three percent inflationary factor, but due to the escalated inflationary rise experienced this past year, and current estimates received for targeted purchases, the inflationary factor used in this schedule as been adjusted to six percent per year for apparatus and vehicles and four percent for equipment from today's replacement cost value.

SCHEDULED - Apparatus and Vehicles	Current Cost	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		24/25 FY	25/26 FY	26/27 FY	27/28 FY	28/29 FY	29/30 FY	30/31	31/32	32/33	33/34
Structural Engine	\$920,000	-	-	-	2,322,958	-	-	-	-	-	-
Interface Engine	\$385,000	-	-	-	-	-	546,130	-	-	-	-
Wildland Engine	\$205,000	450,000	-	-	517,616	-	-	-	-	-	-
Tactical Tender	\$390,000	-	-	-	-	-	-	-	-	-	-
Aerial Ladder Truck	\$1,900,000	-	2,134,840	-	-	-	-	-	-	-	-
Rescue/Ambulance	\$160,000	-	-	-	-	-	-	-	-	-	-
Battalion Chief Command Unit	\$145,000	-	-	-	-	-	-	218,026	-	-	-
Technical Rescue Truck	\$90,000	-	-	-	-	-	-	-	-	-	-
Staff Vehicle	\$70,000	55,000	-	-	265,120	-	-	-	334,708	-	-
Service Vehicle	\$75,000	-	-	-	-	-	-	-	-	-	-
		\$ 505,000	\$ 2,134,840	\$ -	\$ 3,105,693	\$ -	\$ 546,130	\$ 218,026	\$ 334,708	\$ -	\$ -
SCHEDULED - Suppression											
Breathing Apparatus	\$450,000	-	-	-	-	-	-	-	-	-	-
Defibrillators/AED's	\$30,000	-	194,688	-	-	-	-	-	-	-	-
Extrication Equipment	\$28,500	-	-	64,117	-	-	-	-	-	-	-
Thermal Imagers	\$7,000	-	-	-	40,945	-	-	-	-	-	-
		\$ -	\$ 194,688	\$ 64,117	\$ 40,945	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SCHEDULED - Technology											
Computer Main Server	\$12,000	12,000	-	-	13,506	-	-	14,758	-	-	-
		\$ 12,000	\$ -	\$ -	\$ 13,506	\$ -	\$ -	\$ 14,758	\$ -	\$ -	\$ -
Other Proposed Projects (non-routine in nature)											
Building and Land Infrastructure Improvements		76,000	-	-	-	-	-	-	-	-	-
Portable Radios		350,000	-	-	-	-	-	-	-	-	-
Station Alerting		100,000	-	-	-	-	-	-	-	-	-
Fuel Storage Station		25,000	-	-	-	-	-	-	-	-	-
		\$ 551,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Project Costs		\$ 1,068,000	\$ 2,329,528	\$ 64,117	\$ 3,160,144	\$ -	\$ 546,130	\$ 232,785	\$ 334,708	\$ -	\$ -

Capital Projects Fund

2024/25 Fiscal Year

Fund Balances

The estimated costs of the identified capital projects are then extrapolated to a fund balance schedule to provide management with a depiction of potential fund deficits and overall fund sustainability. Year one of the schedule is the current year budget and represents the actual transfer that the General Fund can support. Years two through ten depict the goal of transferring the identified target of \$500,000. In years where the ending fund balance represents a deficit, the District uses this information to prepare for the future by either providing for higher transfers, planning for other revenue sources such as debt, or cutting/scaling back budgeted expenditures to prevent an actual fund deficit from occurring.

	Year 1 24/25 FY	Year 2 25/26 FY	Year 3 26/27 FY	Year 4 27/28 FY	Year 5 28/29 FY	Year 6 29/30 FY	Year 7 30/31	Year 8 31/32	Year 9 32/33	Year 10 33/34
Beginning Fund Balance	\$ 4,320,400	\$ 3,649,400	\$ 1,823,872	\$ 2,263,755	\$ (392,390)	\$ 111,610	\$ 69,480	\$ 340,696	\$ 509,987	\$ 1,013,987
Transfers in from General Fund	393,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Other Revenue **	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Expenditures	1,068,000	2,329,528	64,117	3,160,144	-	546,130	232,785	334,708	-	-
Ending Fund Balance ***	\$ 3,649,400	\$ 1,823,872	\$ 2,263,755	\$ (392,390)	\$ 111,610	\$ 69,480	\$ 340,696	\$ 509,987	\$ 1,013,987	\$ 1,517,987

* Transfers in are based on the minimum amount as established by policy

** Other revenue consists of loans, grants, and sale of capital equipment

*** Ending fund balance includes contingency

Future Projects

The District continues to evaluate station and administrative capacity, call volume demand, and geographical areas with future population trends where growth is occurring in new housing developments. Aside from continuing to explore the need to expand capacity in administrative office space, the District has no immediate plans for new infrastructure growth at this time.

Capital Construction Historical

The following reflects capital projects the District has completed over the years and how they were funded.

Projects funded with debt backed by the full faith and credit of the District:

- Eagle Point Station Construction – *Constructed 2003*
- Table Rock Road Land Acquisition – *Purchased 2005*
- Administrative Office Building – *Constructed 2009/2010*
- Scenic Fire Station – *Constructed 2020*

Projects funded with budgeted District funds:

- Eagle Point Land Acquisition – *Purchased 2002*
- Training Center Complex and Parking Lot – *Constructed 2003*
- Central Point Station Remodel – *Constructed 2004*
- White City Fire Station Remodel – *Constructed 2009/2010*
- Manufactured Residences – *Placed in 2013; Two additional homes placed in 2016*
- Table Rock Temporary Station and Residence Quarters – *Constructed 2015*
- Scenic Avenue Land Acquisition, Central Point – *Purchased 2018*
- 8425 Agate Road warehouse and office building – *Purchased 2023*

Projects funded by donations:

- Training Center Tower, Warehouse, and Training Grounds – *Constructed 2003*
- Simulation Training House – *Constructed 2016*
- Fire Science Educational Facility – *Constructed 2018/2019*

**Funded by RCC and the District 50/50*

Capital Projects Fund

2024/25 Fiscal Year

Relationship of Capital Expenditure Budget to Annual Operating Budget

When analyzing the District’s capital replacement an evaluation is also made on how certain expenditures will impact annual operations in the **General Fund**. The effect on the General Fund is an important factor because majority of resources to the Capital Fund derive from transfers from the General Fund. If the General Fund is not able to sustain transfers, then other funding sources may need to be pursued, such as grants or debt acquisition.

The budgeted capital expenditures identified below are anticipated to have the following impact on the General Fund operating budget. Those capital expenditures budgeted but not identified below are not expected to have any significant impact on the operating budget. These items are either replacing existing inventory that have met their life expectancy or are items in nature that do not have significant maintenance and/or operating costs associated with them.

Project	Budgeted Cost	Description and Operating Budget Impact
<u>Apparatus and Vehicles</u>		
Wildland Engines (3)	\$450,000	The impact of these units on the operating budget is anticipated to be \$15,000 each in fuel and operating costs. Some of these costs will be offset though by their replacement of three older units, whose front-line lifespans have been met. The older units will be repurposed to other operations within the District. The new units will be under warranty, so maintenance costs are expected to be minimal for the first three years. In years four to seven, operating costs are projected to increase an additional 20 percent per unit per year due to age, wear, and tear.
Staff Vehicle	\$55,000	The impact on the operating budget of adding another staff vehicle is anticipated to be an additional \$10,000 in fuel and operating costs. This truck will be assigned to a Chief Officer for emergent and non-emergent use.
<u>Department Equipment</u>		
Portable Radios	\$350,000	The portable radios should not have a significant impact on the operating budget. The new radios will be warrantied, and maintenance costs should be minimal for the first several years.
Station Alerting	\$100,000	Upgrades to the station alerting system should have minimal impact on the operating budget.

Capital Projects Fund

2024/25 Fiscal Year

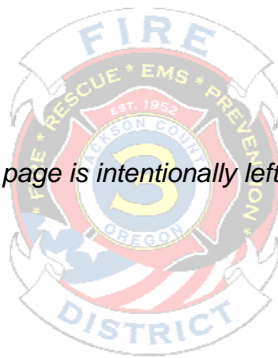
Revenues and Expenditures by Account

Description	HISTORICAL		2023/24 FY Adopted Budget	BUDGET FOR NEXT FISCAL YEAR		
	2021/22 FY	2022/23 FY		2024/2025		
	Actual	Actual		Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
Beginning Fund Balance	\$4,573,000.53	\$5,137,040.47	\$4,767,000	\$4,320,400		
Sale of Capital Equip & Vehicles	0.00	57,000.00	100,000	1,000		
Grants; Local, State, Federal	0.00	0.00	1,000	1,000		
Donations	0.00	38,623.43	1,000	1,000		
Transfer from General Fund	1,591,400.00	55,000.00	1,395,000	393,000		
Loan Proceeds	0.00	0.00	1,000	1,000		
	\$6,164,400.53	\$5,287,663.90	\$6,265,000	\$4,717,400	\$0	\$0
Department Equipment	\$201,354.20	\$56,908.43	\$163,000	\$487,000		
Apparatus and Vehicles	802,831.00	482,691.27	625,000	505,000		
Land and Improvements	23,174.86	0.00	1,000	1,000		
Building Construction & Improvement	0.00	0.00	500,000	75,000		
Contingency	0.00	0.00	139,800	116,000		
Reserve for Future Exp & End Fund Bal	0.00	0.00	4,836,200	3,533,400		
	\$1,027,360.06	\$539,599.70	\$6,265,000	\$4,717,400	\$0	\$0
Ending Fund Balance	\$ 5,137,040.47	\$4,748,064.20	\$0	\$0	\$0	\$0

Detail by Account

Account	Description	Account Total
70530-000	Department Equipment.....	\$ 487,000
	Portable radios	350,000
	Station alerting	100,000
	Fuel storage station at CP Front Street	25,000
	Computer main server	12,000
70531-000	Apparatus and Vehicles.....	\$ 505,000
	Wildland engines (3) on Ford F550 chassis	450,000
	(rollover from 22/23 and 23/24 FY)	
	Staff vehicle (Ford F-150 pickup)	55,000
70532-000	Land and Improvements.....	\$ 1,000
70533-000	Building Construction/Improvements.....	\$ 75,000
	Placeholder for improvements in the buildout of logistics, facilities, training, and administrative spaces	
TOTAL CAPITAL EXPENDITURES		\$ 1,068,000

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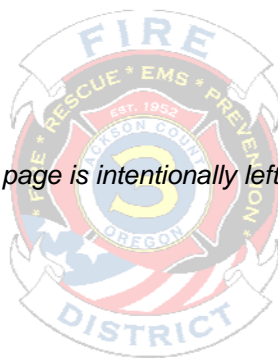


SUPPLEMENTAL INFO



2024/25 Fiscal Year Budget

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Principal Taxpayers

2023					2014		
Type of Business	Rank	Taxable Assessed Value	Percentage of Total Taxable Assessed Valuation	Rank	Taxable Assessed Value	Percentage of Total Taxable Assessed Valuation	
PRIVATE ENTERPRISES:							
Boise Cascade Wood Products	Wood Manufacturer	2	\$ 85,076,869	1.57 %	1	\$ 60,783,003	1.66 %
Amy's Kitchen	Organic Food Mfg	3	61,441,100	1.13	4	30,140,470	0.82
Carestream Health Inc	Medical Mfg Plant	5	49,549,670	0.91	2	60,345,380	1.65
Linde LLC	Industrial Gases	6	40,338,430	0.74	5	21,278,230	0.58
Costco Wholesale Corporaton	Wholesale Retailer	7	28,383,640	0.52			
Fedex Freight Inc	Freight Services	8	23,291,670	0.43			
Smith Crossing LLC	Retirement Community	9	21,360,360	0.39			
Plycem Usa Inc	Construction Material				8	16,996,520	
300 West Antelope Road LLC	Domestic Liability	10	18,060,730	0.33			
Biomass One, Ltd	Industrial Mill				10	14,335,000	0.39
Table Rock Group LLC	Limited Liability				7	19,044,600	0.52
Certainfeed Corp	Wood Siding Plant						
PUBLIC UTILITIES:							
Pacific Corp	Electric Utilities	1	95,148,544	1.75	3	42,110,000	1.15
Avista Corp	Natural Gas Utilities	4	59,621,000	1.10	6	20,887,000	0.57
Lumen Technologies	Telephone				9	14,528,100	0.40
ALL OTHER TAXPAYERS:			4,953,154,707	91.13		3,356,495,524	91.78
TOTAL ASSESSED VALUE			<u>\$ 5,435,426,720</u>	<u>100.00 %</u>		<u>\$ 3,656,943,827</u>	<u>99.54 %</u>

Source: Jackson County Assessment Department.

Summary of Assessed Values

Unincorporated Areas including White City

2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
\$2,340,508,449	\$2,466,173,066	\$2,554,351,321	\$2,666,376,219	\$2,768,536,637	\$2,953,963,337	\$3,116,911,889
	5.37%	3.58%	4.39%	3.83%	6.70%	5.52%

City of Gold Hill

2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
\$75,354,098	\$80,446,032	\$83,752,472	\$88,069,402	\$92,011,725	\$97,664,314	\$101,737,912
	6.76%	4.11%	5.15%	4.48%	6.14%	4.17%

City of Central Point

2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
\$1,226,268,279	\$1,299,855,035	\$1,343,235,803	\$1,400,692,822	\$1,450,597,207	\$1,516,749,020	\$1,568,628,777
	6.00%	3.34%	4.28%	3.56%	4.56%	3.42%

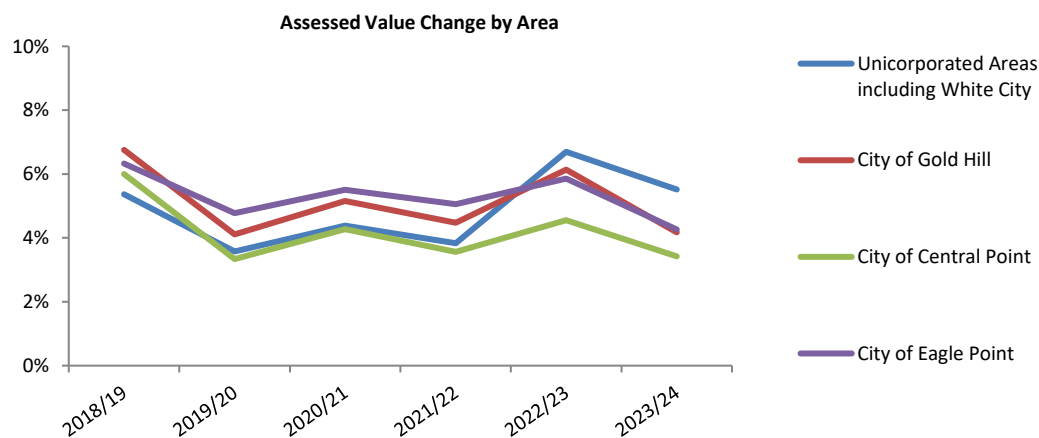
City of Eagle Point

2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
\$663,251,693	\$705,232,847	\$738,930,152	\$779,613,103	\$819,040,786	\$867,050,049	\$904,027,086
	6.33%	4.78%	5.51%	5.06%	5.86%	4.26%

Total Assessed Valuation for all Areas Combined

2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Budgeted 2024/25
\$4,305,382,519	\$4,551,706,980	\$4,720,269,748	\$4,934,751,546	\$5,130,186,355	\$5,435,426,720	\$5,691,305,664	4.75%
	5.72%	3.70%	4.54%	3.96%	5.95%	4.71%	

AVERAGE 4.76%



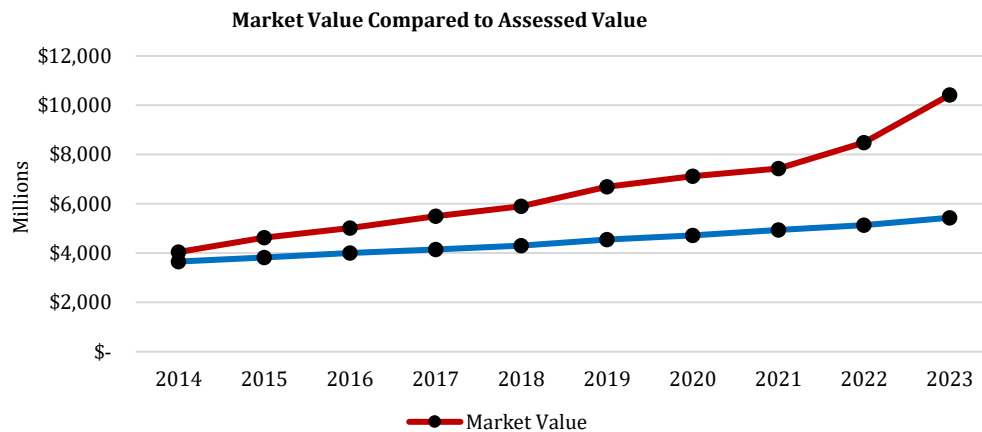
Market and Assessed Value

The District tracks the real market value and assessed value of all property within our jurisdictional boundaries to provide historical trend information.

Fiscal Year Ended	Real Property		Personal Property		Manufactured Structures		Public Utilities		Total		Total Assessed to Total Market Value	Total Direct Tax Rate
	Market Value	Assessed Value	Market Value	Assessed Value	Market Value	Assessed Value	Market Value	Assessed Value	Market Value	Assessed Value		
2014	\$ 3,796,232,112	\$ 3,416,760,761	\$ 90,870,200	\$ 90,862,970	\$ 43,827,390	\$ 39,315,046	\$ 112,588,855	\$ 110,005,050	\$ 4,043,518,557	\$ 3,656,943,827	90.44%	3.12
2015	4,359,147,204	3,564,866,680	103,835,640	103,740,910	45,517,910	40,430,799	121,862,697	119,645,585	4,630,363,451	3,828,683,974	82.69%	3.12
2016	4,730,489,999	3,720,215,430	112,719,200	112,588,540	44,099,510	40,139,143	130,545,978	126,804,400	5,017,854,687	3,999,747,513	79.71%	3.12
2017	5,197,592,402	3,852,082,650	119,325,380	119,139,280	46,578,630	42,428,020	131,175,865	131,159,000	5,494,672,277	4,144,808,950	75.43%	3.12
2018	5,577,199,511	3,993,539,693	122,861,440	122,861,440	46,572,989	42,140,056	147,903,930	146,841,330	5,894,537,870	4,305,382,519	73.04%	3.12
2019	6,308,705,820	4,170,153,832	139,111,300	139,111,300	48,544,542	43,719,948	199,297,456	198,721,900	6,695,659,118	4,551,706,980	67.98%	3.12
2020	6,748,775,308	4,356,883,298	141,707,890	141,707,890	49,030,732	43,091,260	178,593,115	178,587,300	7,118,107,045	4,720,269,748	66.31%	3.12
2021	7,022,764,008	4,550,091,140	138,212,210	138,211,768	60,104,224	47,949,938	211,042,280	198,498,700	7,432,122,722	4,934,751,546	66.40%	3.12
2022	8,096,175,863	4,760,962,301	125,502,840	125,500,540	62,978,754	49,859,014	193,929,478	193,864,500	8,478,586,935	5,130,186,355	60.51%	3.12
2023	9,888,219,211	5,012,900,313	148,527,640	148,492,866	151,485,620	64,161,941	231,513,304	209,871,600	10,419,745,775	5,435,426,720	52.16%	3.12

Source: Jackson County Assessment Department.

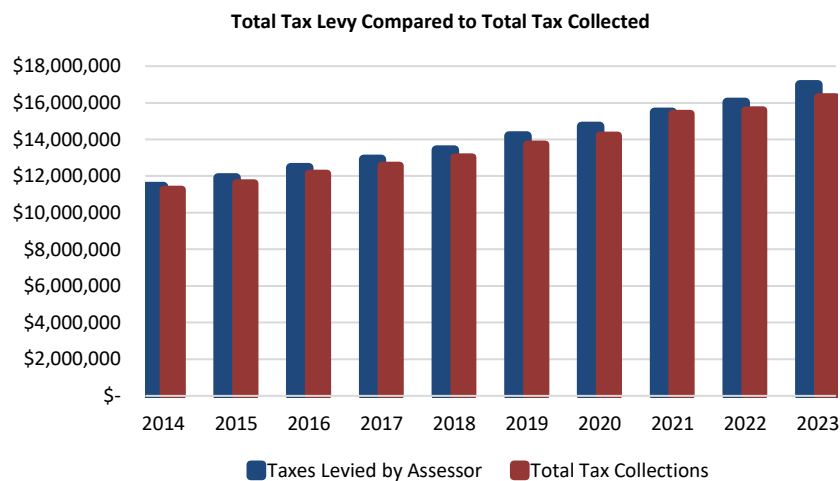
Notes: Tax rates are per \$1,000 of assessed value. In May of 1997, Oregon voters approved Measure 50 that revised the property tax system state-wide effective July 1, 1997. For property tax purposes, the measure changed a property's assessed valuation from real market value to a value for tax purposes. In addition, the maximum assessed value of a property was limited to a maximum of 3% growth per year. Accordingly, since that date, there is a difference between market value and assessed value.



Property Tax Levies and Collections

Fiscal Year Ended June 30,	Taxes Levied by Assessor	Current Tax Collections	Percent of Levy Collected	Delinquent Tax Collections	Total Tax Collections	Total Collections as a Percent of Current Levy	Outstanding Delinquent Taxes	Delinquent Taxes as a Percent of Current Levy
2014	\$11,424,300	\$10,740,195	94.01	\$ 513,404	\$11,253,599	98.51	\$ 879,881	7.70
2015	11,909,282	11,231,211	94.31	383,179	11,614,390	97.52	861,868	7.24
2016	12,458,556	11,792,665	94.66	341,393	12,134,058	97.40	899,876	7.22
2017	12,911,941	12,239,478	94.79	330,336	12,569,814	97.35	929,394	7.20
2018	13,416,774	12,713,654	94.76	310,257	13,023,911	97.07	987,975	7.36
2019	14,193,426	13,409,890	94.48	312,846	13,722,736	96.68	982,880	6.92
2020	14,718,202	13,880,987	94.31	324,887	14,205,874	96.52	963,387	6.55
2021	15,478,260	14,588,632	94.25	814,984	15,403,616	99.52	671,861	4.34
2022	16,028,243	15,294,618	95.42	287,493	15,582,111	97.22	650,444	4.06
2023	16,989,554	16,049,438	94.47	261,808	16,311,246	96.01	726,962	4.28

Source: District financial statements, current and prior years.



Demographic and Economic Statistics

Calendar Year	Jackson County Population	Total Personal Income (in thousands)	Per Capita Income	School Enrollment	Unemployment
2013	207,155	7,564,605	36,513	8,101	9.1%
2014	209,226	8,216,284	39,270	8,119	7.4%
2015	211,432	8,797,567	41,609	8,356	6.0%
2016	215,498	9,212,901	42,752	8,439	5.1%
2017	218,087	9,657,327	44,282	8,585	4.1%
2018	220,838	10,016,020	45,355	8,524	4.6%
2019	222,195	10,484,815	47,187	8,997	3.1%
2020	223,614	11,594,427	51,850	8,729	6.3%
2021	224,327	12,770,524	56,928	8,914	3.8%
2022	221,644	12,755,983	57,552	9,097	5.2%

Sources: Population, personal income, and per capita personal income information provided by the Bureau of Economic Analysis. School enrollment provided by the Oregon State Department of Education. Unemployment data provided by the Oregon Employment Department.

Notes: Population, personal income, per capita income, and unemployment data is for entire Jackson County. School enrollment is based on the census of the two school district's within the Fire District at the start of the school year.

Acronyms

TERM	STANDS FOR
ACFR	Annual Comprehensive Financial Report
ADM	Administrative
AED	Automated External Defibrillator
AFG	Assistant to Firefighters Grant
AL	Agate Lake Station
ALS	Advanced Life Support
BLS	Basic Life Support
CAD	Computer Aided Dispatch
CCP	Community Care Program
CFAI	Commission of Fire Accreditation International
CFOD	Chief Fire Officer Designation
CLIA	Clinical Laboratory Improvement Amendments
CO	Carbon Monoxide
COP	Certificates of Participation
CP	Central Point Station
CPR	Cardiopulmonary Resuscitation
CRR	Community Risk Reduction
CSC	Civil Service Commission
DB	Dodge Bridge Station
DEA	Drug Enforcement Agency
DPSST	Department of Public Safety Standards and Training
ECISO	Emergency Communications of Southern Oregon
EKG	Electrocardiogram
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EP	Eagle Point Station
FCC	Federal Communications Commission
FLS	Fire and Life Safety
FLSA	Fair Labor Standards Act
FMZ	Fire Management Zone
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	General Accepted Accounting Practices
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GH	Gold Hill Station
GIS	Geographical Information System
HIPPA	Health Insurance Portability and Privacy Act
HRA VEBA	Health Reimbursement Arrangement Voluntary Employees' Beneficiary Association
I&M	Inspection and Maintenance
IAAI	International Association of Firefighters

TERM	STANDS FOR
IAFF	International Association of Firefighters
IFC	International Fire Code
IFCA	International Fire Chiefs Association
IFSTA	International Fire Service Training Association
JC	Jackson County
LEPC	Local Emergency Planning Committee
LGIP	Local Government Investment Pool
LGPI	Local Government Personnel Institute
LTD	Long Term Disability
MDC	Mobile Display Computer
NEMSIS	National EMS Information System
NFORS	National Fire Operations Reporting System
NFPA	National Fire Protection Association
NIMS	National Incident Management System
ODF	Oregon Department of Forestry
OFCA	Oregon Fire Chiefs Association
OFMA	Oregon Fire Marshals Association
OFSOA	Oregon Fire Service Office Administrators
OPSRP	Oregon Public Service Retirement Plan
OR	Oregon
OR-OSHA	Oregon Occupational Safety and Health Administration
PERS	Public Employee Retirement System
PPE	Personal Protective Equipment
RCC	Rogue Community College
RIT	Rapid Intervention Team
RITA	Rogue Interagency Training Association
RVFCA	Rogue Valley Fire Chiefs Association
RVPFF	Rogue Valley Prof Firefighters Local 1817
SCBA	Self-Contained Breathing Apparatus
SDAO	Special Districts Association of Oregon
SS	Scenic Station
SV	Sams Valley Station
TAN	Tax Anticipation Note
TC	Training Center
TR	Table Rock Station
TRT	Technical Rescue Team
UEFB	Unappropriated Ending Fund Balance
UR	Urban Renewal
WC	White City Station
WCURA	White City Urban Renewal Agency

Glossary of Terms

Account

A term used to identify an individual asset, liability, expenditure control, revenue control, or fund balance.

Accrual

Term used in accounting in which revenues or expenses are recorded when a transaction occurs rather than when payment is received or made.

Alarm

A call received by a dispatch center, which is then relayed to the appropriate fire station for emergency response.

Appropriation

An act by a legislative body authorizing the expenditure of a designated amount of funds or to incur obligations for specific purposes.

Assessed Valuation

The total taxable value placed on real estate and other property as a basis for levying taxes.

Audit

An annual process that involves an independent third party to review the financial records of the District and compliance with accounting standards.

Assets

Property owned by the District that has monetary value.

Balanced Budget

A budget in which revenues equal expenditures for all funds presented.

Bonds

A form of a funding instrument, usually passed by voters, in which bonds are sold and the proceeds are used for a designated purpose.

Budget

A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates) for the same fiscal year.

Budget Document

The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body.

Budget Message

A general discussion of the proposed budget as presented in writing by the budget officer to the legislative body.

Budgetary Control

The control or management of a governmental unit or enterprise in accordance with approved budget for the purpose of keeping expenditures within the limitation of available appropriations and available revenues.

Glossary of Terms

2024/25 Fiscal Year

Capital Outlays

Expenditures for the acquisition of capital assets.

Chart of Accounts

The classification system used by the District to organize the accounting for various funds.

Current Liabilities

Liabilities which are payable within a relatively short period of time, usually no longer than a year.

Current Taxes

Taxes levied and becoming due during the current fiscal period, from the time the amount of the tax levy is first established, to the date on which a penalty for nonpayment is attached.

Debt

An obligation or liability resulting from the borrowing of money or from the purchase of goods and services.

Debt Limit

The maximum amount of gross or net debt that is legally permitted.

Depreciation

Expiration in service life of fixed assets attributable to wear and tear through use and lapse of time, obsolescence, inadequacy, or other physical or functional cause.

Dispatch

The agency responsible for receiving emergency and non-emergency calls and sending the appropriate entity to respond to the call.

Engine

Various apparatus used to transport and pump water; carries ladders, hoses, other equipment and supplies for fighting fires.

Expenses

Charges incurred, whether paid or unpaid, for operation, maintenance, and interest, and other charges, which are to benefit the current fiscal period.

Full-time Equivalent

Term used that indicates the workload of an employed person, typically 40 hours per week.

Fund

A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities, that are segregated for the purpose of carrying on specific activities.

Fund Balance

The difference between assets and liabilities reported in a governmental fund.

Glossary of Terms

2024/25 Fiscal Year

General Fund

A governmental fund type that serves as the chief operating fund of the District. It is used to account for all financial resources, except those required to be accounted for in another fund.

General Long-Term Debt

Legally payable from general revenues and backed by the full faith and credit of the District.

Governmental Funds

Funds used to account for tax-supported activities consisting of general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

Gross Bonded Debt

The total amount of direct debt of the District represented by outstanding bonds.

Hazardous Materials (Haz-Mat)

Any element, compound, mixture, solution, or substance that, when spilled or released into the air, on land or water, may present a danger to the health and safety of the public or environment.

Incident

An event involving a fire, medical emergency, and/or hazardous material spill.

Interface

An area difficult to protect from fire due to an unusual amount of vegetation surrounding man-made structures.

Levy

Tax imposed/collected for the support of District activities.

Major Fund

A governmental fund reported as a separate column in the basic fund financial statements. The general fund is always a major fund. Otherwise, major funds are funds whose revenues or expenditures are at least ten percent of the total budget. Any other government fund may be reported as a major fund, if that fund is particularly important to the financial statements.

Modified Accrual Basis

An accounting process in which expenditures, other than accrued interest on general long-term debt, are recognized in the accounting period that the liability is incurred and revenues are recognized in the accounting period they become available and measurable.

Municipal Corporation

A corporate body established for the purpose of providing services and regulations.

Net Bonded Debt

Gross bonded debt less any cash or other assets set aside for its retirement.

Object Classification

A grouping of expenditures on the basis of goods or services purchased.

Performance Measures

Specific quantitative measures of work performed within an activity or program.

Glossary of Terms

2024/25 Fiscal Year

Prior Year Tax Levies

Taxes levied for fiscal periods preceding the current one.

Property Taxes

Mandatory tax charged for the purpose of financing emergency services provided to District residents for their protection and assistance.

Resources

The actual assets of the District, such as cash, taxes receivable, land, buildings, etc.

Response

Actions taken by the District during an emergency or citizen's request.

Revenue

The income of the District from sources for the payment of District expenses.

Shift

The term used to describe the 24-hour period of time the crews are on duty.

Special Revenue Fund

A governmental fund type used to account for the proceeds of specific revenue sources that are legally restricted for expenditure of specific purposes.

Supplemental Budget

The process that modifies the adopted budget during a fiscal year.

Tax Base

In Oregon, a designated amount of property tax can be levied for operating expenses without annual voter approval.

Tax Levy

The total amount to be raised by general property taxes.

Tax Increment Financing

Financing secured by the anticipated incremental increase in tax revenues resulting from the redevelopment of an area.

Tax Rate

The amount of tax levied for each \$1,000 of assessed property value.

Technical Rescue

An incident requiring specialized training or equipment utilized to provide assistance.

Tender

An apparatus that carries water to supply an engine in rural areas.

VA Southern Oregon Rehabilitation Center

Domiciliary and rehabilitation center that provides treatment to veterans located in White City, OR.