

# FIRE DISTRICT 3

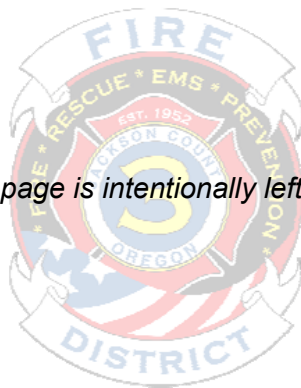
*Jackson County, Oregon*



## BUDGET DOCUMENT

2016/2017  
FISCAL YEAR

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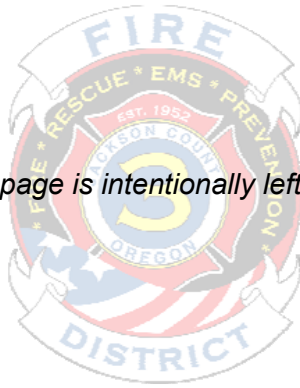
# Fire District 3

## 2016/2017 Fiscal Year Budget Document



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White City, OR 97503  
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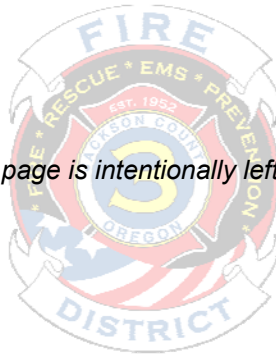
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# Fire District 3

## Introduction and Profile



2016/17 Fiscal Year Budget

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# Introduction of Members

## **BOARD OF DIRECTORS**

As of July 2016

Jim Gillin, President  
Colin Fagan, Vice President  
Cindy Hauser, Secretary/Treasurer  
Harvey Tonn, Director  
John Dimick, Director

Term Expires  
June 30, 2019  
June 30, 2017  
June 30, 2017  
June 30, 2019  
June 30, 2019

## **BUDGET COMMITTEE**

As of July 2016

*Members consist of the Board of Directors and five (5) citizen members*

Rob Hernandez  
Brenda Price  
Alison Chan  
Ken Cummings  
Joe Strahl

Term Expires  
December 31, 2016  
December 31, 2016  
December 31, 2017  
December 31, 2017  
December 31, 2018

## **DISTRICT EXECUTIVE STAFF**

Dan Petersen, Fire Chief  
Mike Hussey, Deputy Chief Operations  
John Patterson, Deputy Chief Fire Marshal  
Dave Blakely, Division Chief Training and Safety  
Stacy Maxwell, Chief Finance Officer  
Rod Edwards, Rural Communities Chief  
Margie Calvert, Executive Assistant

*Serving Since 2010*  
*Serving Since 1998*  
*Serving Since 2011*  
*Serving Since 2011*  
*Serving Since 1999*  
*Serving Since 1989*  
*Serving Since 2011*

# Distinguished Budget Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

## *Distinguished Budget Presentation Award*

PRESENTED TO

**Jackson County Fire District No. 3  
Oregon**

For the Fiscal Year Beginning

**July 1, 2015**

A handwritten signature in black ink, reading "Jeffrey R. Egan".

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award to Jackson County Fire District 3, White City, Oregon for its annual budget for the fiscal year beginning July 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications medium. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and therefore are submitting it to GFOA to determine its eligibility for another award.

# Mission, Vision, Value Statements

## Mission Statement

The mission statement is a general description of why the District exists. A good mission statement is clear, concise and easily remembered by all. The mission statement is reviewed periodically to ensure it remains an accurate reflection of the District's key role within the community.



***"The mission of Jackson County Fire District 3 is to protect life and property through public education, prevention activities, and emergency response services."***

## Vision Statement

While the mission statement describes why the District exists, the vision statement describes how the District wishes to be viewed within the community. A good vision statement will serve as a guide for continuous self-improvement.



***"The vision of Jackson County Fire District 3 is to reduce and eliminate risk from fire, rescue, and medical events in the communities we serve."***

## Values

Values are the ideals and principles that guide thinking and action. Values are the basis for decision-making. Values influence the choice of goals and objectives. The actions and decisions of District members confirm or challenge the organizational values. The District teaches these values to every member early in their association with the District. The actions of every member must reinforce these values. The District expects these values to be visible in each individual's daily activities and interactions with other members and the public. The following are the value statements that the District has adopted and holds all employees accountable to:



### **Honesty and Integrity**

*Don't be afraid of the truth. Do the right thing, even if it hurts.*

### **Professionalism**

*Take pride in your work, display confidence, be accountable, and respect each other.*

### **Safety**

*Make personal, team, and the public's safety a priority.*

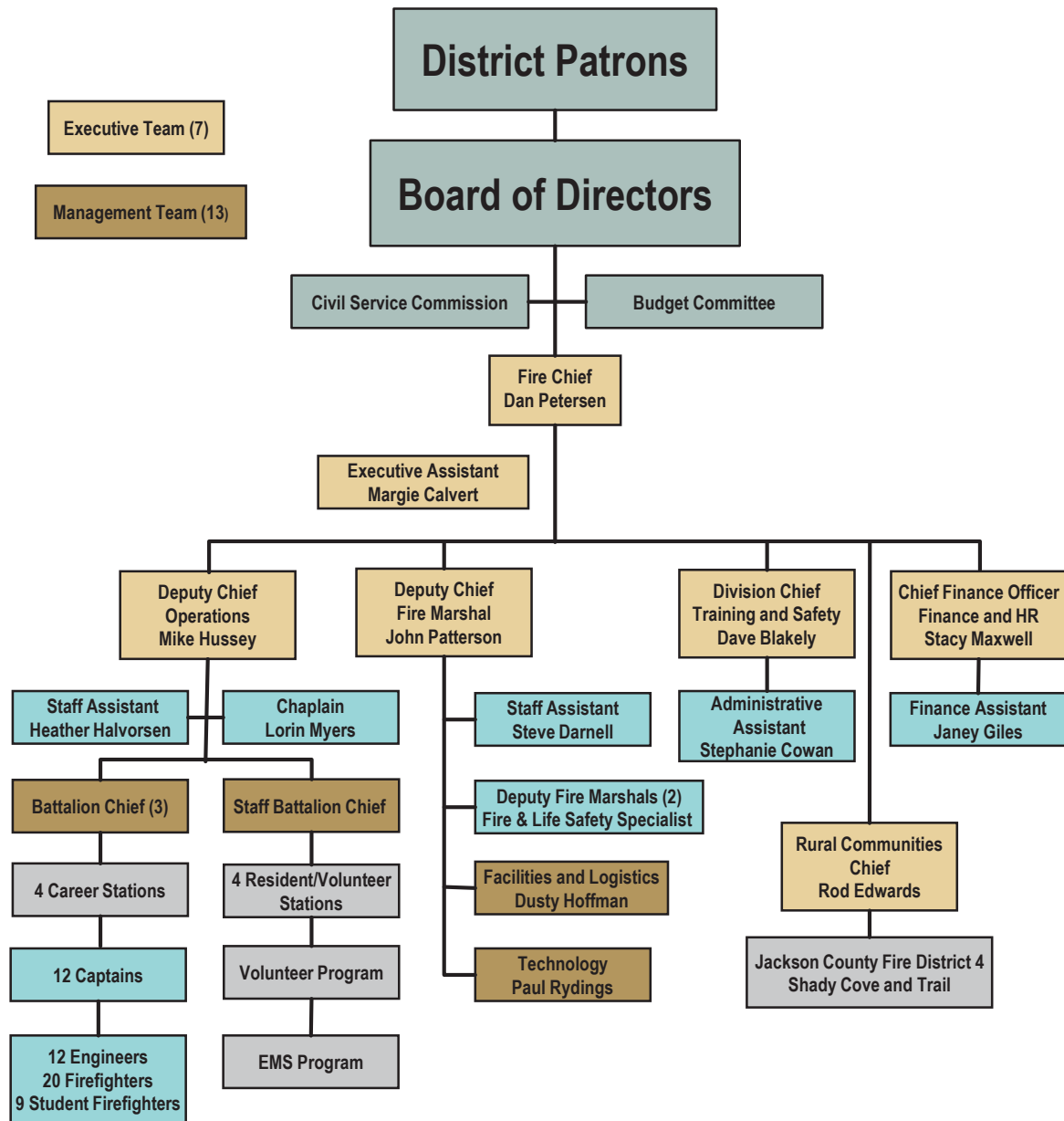
### **Teamwork**

*Be receptive to the sharing of differing ideas. Play your position; help each other but don't walk on each other.*

### **Health**

*Maintain physical and mental well-being.*

# Organization Chart





# Personnel Summary

## Budgeted Staffing Level by Department

All positions are authorized and fully funded out of the General Fund

	2013/14	2014/15	2015/16	2016/17
	Actual	Actual	Actual	Adopted
<b>Administration/Finance</b>				
Fire Chief	1	1	1	1
Chief Finance Officer	1	1	1	1
Finance Assistant	1	1	1	1
Executive Assistant	0	0	1	1
Administrative Assistant	1	1	0	0
Public Information Officer (part-time)	0.15	0.15	0.15	0
<b>Total</b>	<b>4.15</b>	<b>4.15</b>	<b>4.15</b>	<b>4</b>
<b>Operations</b>				
Deputy Chief of Operations	1	1	1	1
Rural Communities Chief	1	1	1	0
Battalion Chief – 56 Hour Shift	3	3	3	3
Battalion Chief – 40 Hour Staff	0	0	0	1
Fire Captain	12	12	12	12
Fire Engineer	12	12	12	12
Firefighter	18	18	20	20
Staff Assistant	1	1	1	1
Program Assistant (part-time)	0.15	0	0	0
<b>Total</b>	<b>48.15</b>	<b>48</b>	<b>50</b>	<b>50</b>
<b>Fire and Life Safety</b>				
Deputy Chief/Fire Marshal	1	1	1	1
Deputy Fire Marshal	2	2	2	2
Fire and Life Safety Specialist	0	0.5	1	1
Staff Assistant	1	1	1	1
<b>Total</b>	<b>4</b>	<b>4.5</b>	<b>5</b>	<b>5</b>
<b>Training</b>				
Division Chief of Training and Safety	1	1	1	1
Administrative Assistant	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Support Services</b>				
Facilities/Logistics Manager	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Technology</b>				
Information Technology Administrator	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Total for All Departments</b>	<b>60.30</b>	<b>60.65</b>	<b>63.15</b>	<b>63.00</b>

# Personnel Summary

## SUMMARY OF PERSONNEL CHANGES

### Review of the Past Year

During the 2015/16 fiscal year the Rural Communities Chief announced retirement effective December of 2016. This announcement resulted in an analysis of the position addressing aspects such as what is working, what is not working, and what are the significant functions that need to change.

The District identified that a program coordinator for emergency medical services (EMS) was needed and that the existing EMS program required attention and enhancement. A program manager that could participate in providing continued education to paramedics, develop policies and programs, participate in countywide health groups and committees, oversee medical supplies and pharmaceuticals, and manage quality assurance would prove to be a valuable asset.

The requirements within the Rural Communities Chief position description pertaining to overseeing the management contract and fire chief services with Fire District 4 is scheduled to terminate the end of December 2016. Both Districts have decided not to renew the contract after the identified date. This contract oversight was a large component of the Rural Communities Chief position, along with oversight of the volunteer and student program. The District believes that refocusing this position to include EMS while retaining the volunteer and student firefighter program will be a successful connection. The District decided to reclassify the position down to the Battalion Chief wage scale and rename it as Staff Battalion Chief. The Board of Director's approved this position along with the salary and benefits at the March 17, 2016 Board meeting.

A recruitment and hiring process commenced in April of 2016 with the intention the new employee start in July or August. The existing Rural Communities Chief will work alongside the Staff Battalion Chief training and mentoring them until retirement in December 2016. This budget has six months of salary and benefits budgeted for the overlap of positions.

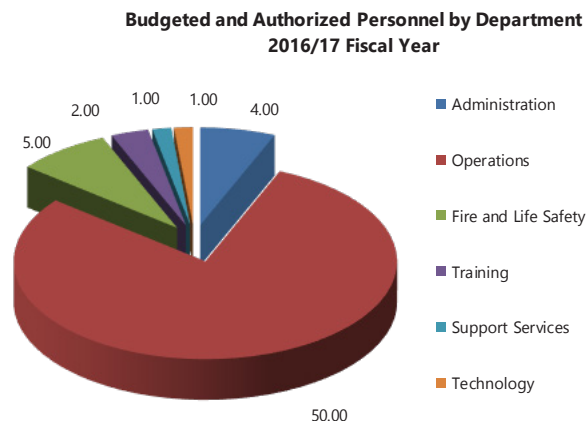
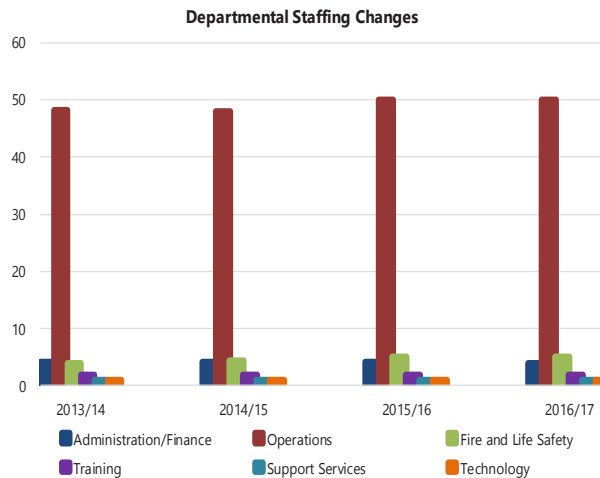
The District administered a Civil Service engineer promotional process in October of 2015, which resulted in a Civil Service promotional register of five internal candidates. In March of 2016 the District promoted one individual from that register to the position of Engineer.

### 2016/17 Fiscal Year

Other than the new Staff Battalion Chief position the District is not recommending any additional position changes in the 2016/17 fiscal year.

The District is planning to administer a Civil Service Firefighter testing process to maintain a current register in December of 2016. A Civil Service Captain promotional testing process will take place in March of 2017.

The District will continue looking ahead towards the future, evaluating our response capabilities and support services, all while evaluating ways to maximize employee efficiency with patrons tax dollars.



# History of the District

## 1951

A non-profit corporation, "Central Point Rural Fire Protection District, Inc." is formed to collect donations for creating a rural fire protection district.

## 1953

Mr. Richard Krupp is hired as the first salaried Fire Chief.

The first fire station is built on Highway 99 in Central Point with donated funds.

As industry grows considerably, commercial and industrial businesses in the White City area donate materials and land to build a second fire station on Agate Road.



## 1970

Mr. William H. Anson is hired to replace Chief Lisenbee. Chief Anson had extensive experience in southern California with departments that had experienced rapid growth and expansion and had worked with both paid and volunteer personnel.

The District was considerably under-equipped in apparatus and equipment to combat the increasing fire problems that existed.



The Board of Directors recognized these deficiencies and undertook the task of bringing the District up to standard. The outcome was reduced fire insurance premiums and increased levels of fire protection.

## 1952

The County Court held a successful election and formed the Central Point Rural Fire Protection District (CPRFPD).

## 1955

The Board of Directors appoints former volunteer firefighter and Assistant Chief Mr. L. C. "Liz" Lisenbee as the new Fire Chief. The District experiences considerable residential, commercial, and industrial growth, creating complex protection and service delivery issues.

## 1974

The Land of Many Oaks Rural Fire Protection District (LOMO RFPD), a one (1) square mile fire district located in Sams Valley was annexed into the District.

The Board of Directors makes a determination to provide emergency medical services. A fundraising drive, led by Mr. Michael Burrill, General Manager of Eugene F. Burrill Lumber Co., was successful in raising approximately \$15,000 for the acquisition of a multi-purpose vehicle for emergency medical calls and for incident command situations.



## 1975

CPRFPD officially becomes Jackson County Fire District No. 3 (JCFD3) to better describe the areas being protected. It is the third fire district formed within Jackson County protecting approximately 140 square miles.



# History of the District

## 1977

Funding from a Federal grant allows the District to construct a new White City Station and Administrative Offices in White City across the street from the original station on Agate Road. The classroom is dedicated in the honor of Wes Claflin, a former Volunteer Fire Captain and schoolteacher.



## 1978

The Board of Directors send personnel to the University of Oregon Health Sciences Center in Portland to be trained as Firefighter/EMT 4 (Paramedics). JCFD3 was the first fire department in southern Oregon to provide Paramedic services.



## 1979

The third fire station (Dodge Bridge) is built by District personnel on land donated by Jim and Lois Wilson. This station, located at the intersection of Highway 234 and Rogue River Drive, is staffed by volunteers.



## 1983

The Central Point Station is demolished and a new station is built at the same location. This station continues to service the southern and western regions of the District.



## 1985

The Sams Valley Station is constructed to replace the existing Land of Many Oaks station and is staffed by volunteer personnel living on site in residential mobile homes.



## 1986

A new maintenance facility is added to the White City Station in 1986. The facility is officially named in honor of Mr. Rupert R. Wilson, former Chief Mechanic, who had recently retired from the District after an extensive length of service as a volunteer, Board Director, part-time employee, and full-time employee.



# History of the District

## 1989

Property is purchased on Access Road near the City of Gold Hill for a future fire station. The location is selected because of its strategic location for response to the Sams Valley area, Interstate 5, Blackwell Road, and Old Stage Road towards Central Point and Jacksonville.

## 1994

The City of Gold Hill contracts with JCFD3 for fire protection. One year later the territory of the City is annexed to the District by a passing vote.

## 1996

The District enters into a five year contract with the City of Central Point to provide fire and EMS services for City residents.

Ballot Measure 50 is passed by Oregon voters, changing the way property taxes are computed. The District gets a permanent tax rate of \$3.1194 per \$1,000 of assessed value.

## 1999

The City of Eagle Point contracts with the District for fire and EMS response for City residents. The City's volunteer fire department merges with the District's volunteer firefighter association.

The sixth District fire station is constructed in Gold Hill on the Access Road land the District purchased in 1989.



## 1991

Fire Chief Anson retired in December of 1991 after 20 years of service with the District and over 35 years in the fire service. Assistant Chief/Fire Marshal Randall Iverson was hired as the new Fire Chief. He came to the District in 1980 with previous fire service experience in Oregon and California.



## 1995

The fifth District fire station is built near Agate Lake following the successful annexation of that area.



## 2001

The residents within the cities of Central Point and Eagle Point both pass a measure to annex into the Fire District for permanent fire and EMS protection. Funding now comes from property taxes and service contracts with the two cities terminate.



# History of the District

## 2002

The District purchases land on Loto Street in the City of Eagle Point and builds the seventh fire station.

The Veterans Administration Domiciliary in White City elects to close its fire department and transfers responsibility to JCFD3.



## 2004

The District purchases land on Table Rock Road between the White City and Central Point Stations.

The volunteer program is enhanced and a Volunteer Program Coordinator is hired to support and promote the volunteers.

## 2006

Barry Hutchings is hired in May as the new Fire Chief.

## 2008

The District completes construction of the new Administrative Office Building. Opening ceremonies are held on September 30, 2008.



## 2003

The Central Point Station is remodeled and expanded.

The District increased staffing by hiring twelve firefighters to meet increased service demands within the two cities.

The White City Urban Renewal Agency funds and constructs a training center complex for the District on adjacent property. This project includes a large training area, five story tower, confined space rescue prop, and a warehouse.



## 2005

Fire Chief Randall P. Iverson retires after 25 years with the District.

## 2007

Chief Hutchings resigns in March and David K. Hard is hired in November as Fire Chief.

The District secures funding and starts the construction of a new administrative office building on land donated by the White City Urban Renewal Agency adjacent to the White City Station.



# History of the District

## 2009

The remodel of the White City Fire Station gets underway. White City Urban Renewal Agency expires and the frozen assessed valuation from 1996-2008 comes back onto the District's tax rolls.

## 2011

The District purchases two initial attack tenders to haul 2,000 gallons of water to the fire and be able to effectively make an initial attack on a structure fire. This design also provides greater capacity during urban interface fires.

The District modifies the operational deployment method by responding with four engine companies, each lead by a Captain. This reinforces a crew response to emergency incidents and improves the ability of the firefighters to solve problems in the community.

Members of the community and the organization are invited to participate in the strategic planning process resulting in a new two year plan for 2012-2014. The Fire Chief begins making quarterly presentations to all cities inside the District on the progress of the plan.

Student Firefighter positions are added to nine of the career companies (three each day), providing four person engine companies. The District pays for the student firefighter's fire science education and book costs.



## 2010

Fire Chief David K. Hard leaves the District and former Fire Chief Randall P. Iverson is appointed as the Interim Fire Chief.

The Southern Oregon Regional Communications Center is consolidated with Rogue Valley Consolidated Communications to form Emergency Communications of Southern Oregon (ECSO). Fire District 3 secures a position on the seven member Chief Executive Board. The center is the Public Safety Answering Point (PSAP) for all of Jackson County and dispatches all fire and law enforcement in the County.

Daniel V. Petersen is hired as the Fire Chief on October 11, 2010. The Strategic Plan is revised and focused on seven goals for the next 12 months. A new community based vision is adopted by the Board of Directors: "To reduce or eliminate risk from fire, rescue, and medical events in the communities we serve".

## 2012

The District converts the Volunteer Coordinator position to a Rural Communities Chief to oversee the response in the rural areas and to assist the community members in the reduction of risk.

The District celebrates 60 years of service with a ceremony on September 19, 2012. Past members from each decade shared their memories and highlighted significant District achievements. The first Fire Chief, Richard Krupp, is a speaker and describes his involvement in purchasing the first fire engine.

The District hires three additional firefighters, ensuring that four three-person career engines and a Battalion Chief are on duty each day. This is supplemented by four volunteer stations in the rural community.

The District contracts out vehicle maintenance to the City of Medford and expands the agreement with Rogue Community College. RCC now houses their fire engine and equipment at the White City Training Facility and the majority of the hands on college training is occurring at this site.



# History of the District

## 2013

The District improves its Insurance Services Office (ISO) rating from a PPC 4 to a PPC 3, saving the community thousands in fire insurance premiums. A live fire burn building using shipping containers is placed in service at the training facility.

The first two of six manufactured homes are placed at volunteer stations as part of an improved resident firefighter program. Student Firefighters are placed at the Gold Hill Station on a trial basis to improve response in that station area.

The District engages in formal discussions with the City of Medford for cooperative services and enters into an intergovernmental agreement with Jackson County Fire District 4 to provide fire chief services and chief officer response to the District. The Rural Communities Chief is assigned this responsibility.

The District sees a rebound in the economy with a 2.7% increase in assessed value.

## 2015

The District opened its eighth fire station and moved the second staffed engine company from the Central Point Station to a temporary facility on Table Rock Road.

The District establishes its first Firewise community and receives access in cooperation with Oregon Department of Forestry for over \$300,000 in grant funds to help prevent the spread of fire into the urban interface.

The District began dispatching engines through the use of Automatic Vehicle Locator (AVL) technology as part of the Computer Aided Dispatch (CAD) program. This change allows the closest District or Medford Fire-Rescue unit to be dispatched automatically.

The District receives a \$250,000 grant to construct a fire simulation house at the White City Training Facility. This project generates support from the State Legislature, Oregon State Fire Marshal, and the Department of Public Safety Standards and Training (DPSST).



## 2014

The District purchases and places in service two new structural fire engines from Pierce Manufacturing. These new PUC style engines have a shorter wheelbase and 30% more compartment storage space.

The District concludes the cooperative services study with the City of Medford. The District decides to remain a separate agency but improve cooperative service by responding the closest engine available, regardless of jurisdictional boundary. Additional training and fire rescue protocols will be developed to improve the performance.

The District initiates strategic planning process that includes a District wide survey of our community opinion. Over 475 responses are received and presented to a group of community members for analysis. A new strategic plan is adopted for 2015-17.



# Fast Facts

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 recreation opportunities.



Population Served	50,751
Square Miles Served	167

City of Central Point	17,375	3.6 square miles
City of Eagle Point	8,753	2.6 square miles
City of Gold Hill	1,254	0.5 square miles
Unincorporated	23,369	159.9 square miles

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.



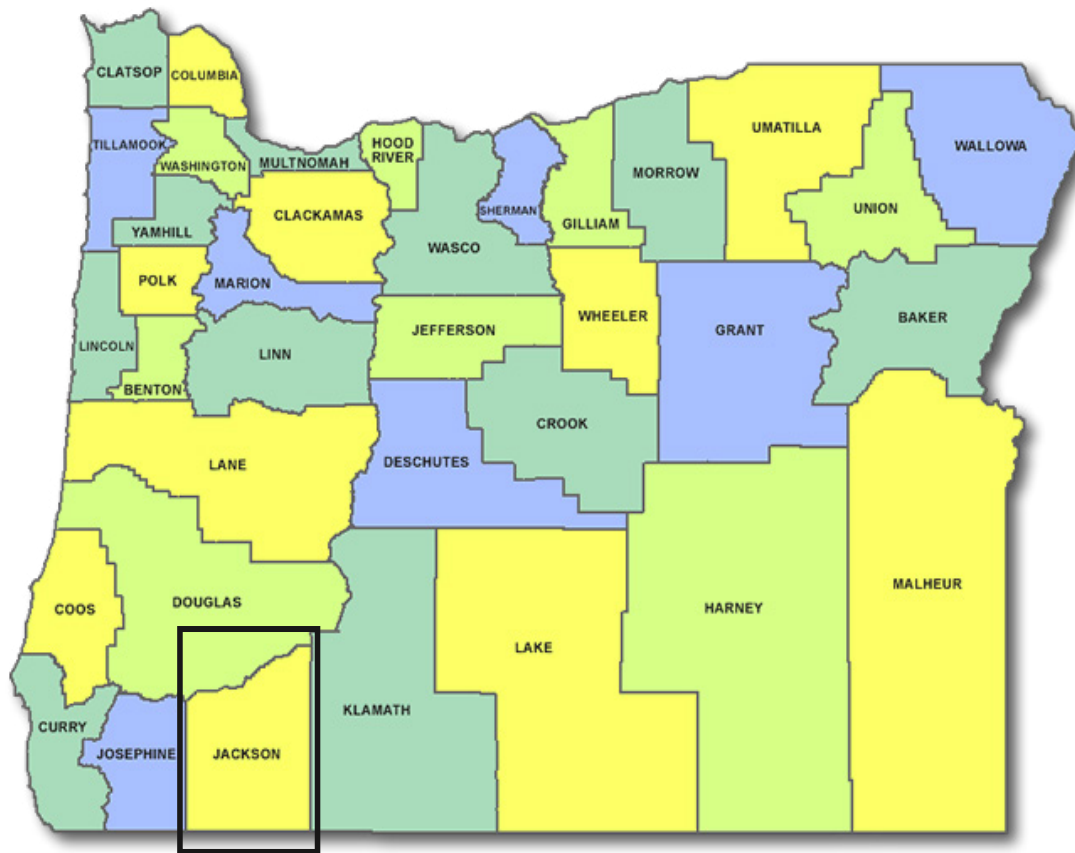
The Rogue Valley is home to a pair of well-known attractions - the Britt Music Festival and Ashland's Oregon Shakespeare Festival - and to dozens of museums, art galleries, theaters, wineries, and golf courses. History buffs will recognize the region as the site of Oregon's 19<sup>th</sup> Century gold 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 upcoming 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.



# Geographical Location - State Map

## State of Oregon



### Jackson County Demographics

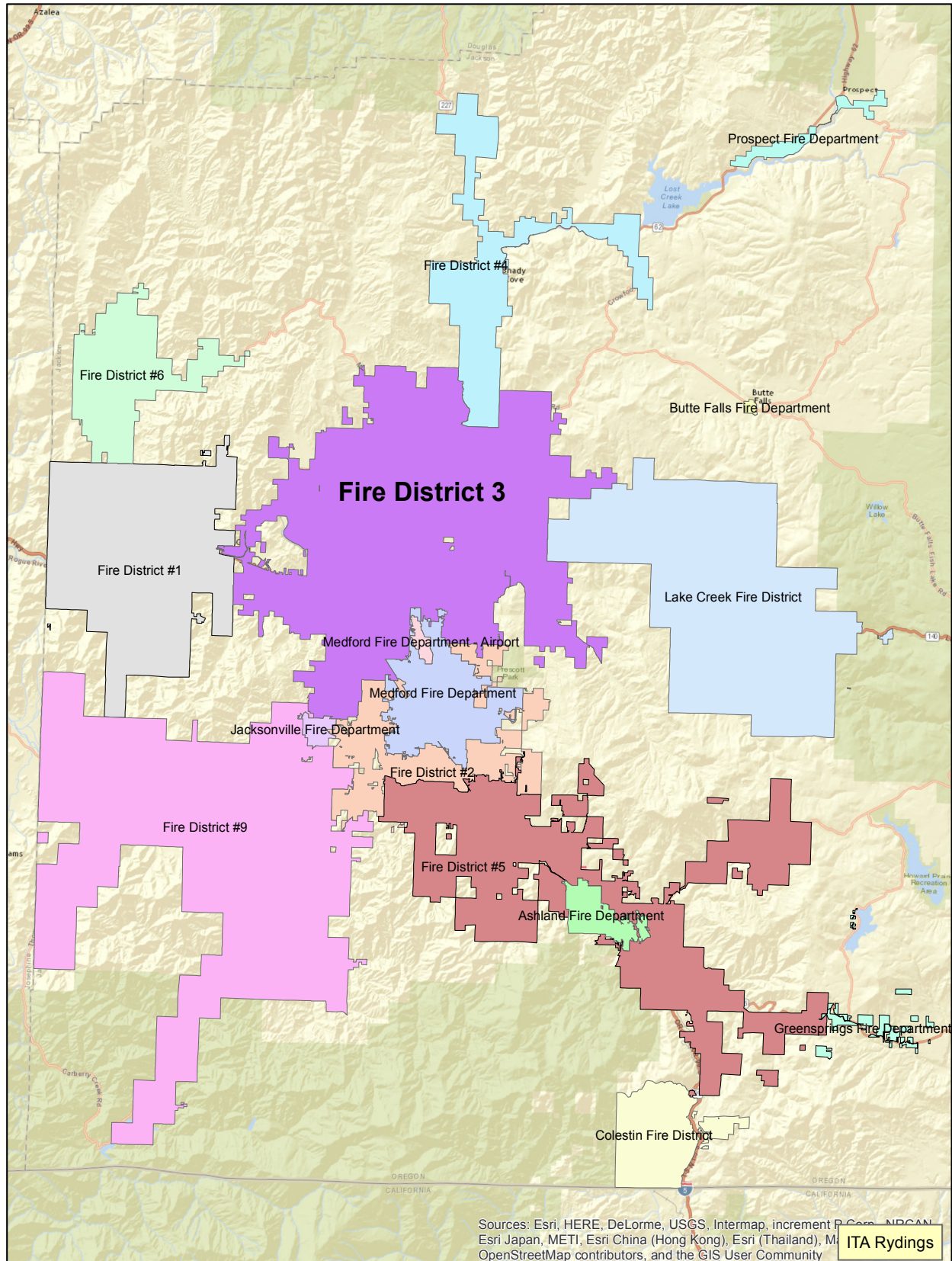
Calendar Year	Jackson County Population (a)	Total Personal Income (thousands of dollars)	Per Capita Personal Income	School Enrollment	Unemployment Rate
2005	192,054	\$ 6,072,400	\$ 31,287	8,884	5.8%
2006	195,719	6,619,201	33,743	8,958	5.6%
2007	198,978	6,859,383	34,443	9,070	6.1%
2008	201,538	7,095,393	35,272	8,973	10.2%
2009	202,807	6,690,586	33,072	8,819	13.5%
2010	203,421	6,819,499	33,524	8,729	11.6%
2011	204,754	7,117,888	34,763	8,638	10.7%
2012	206,363	7,382,454	35,774	8,523	10.8%
2013	208,091	7,481,426	35,953	8,366	9.7%
2014	210,287	7,914,576	37,637	8,440	8.5%

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

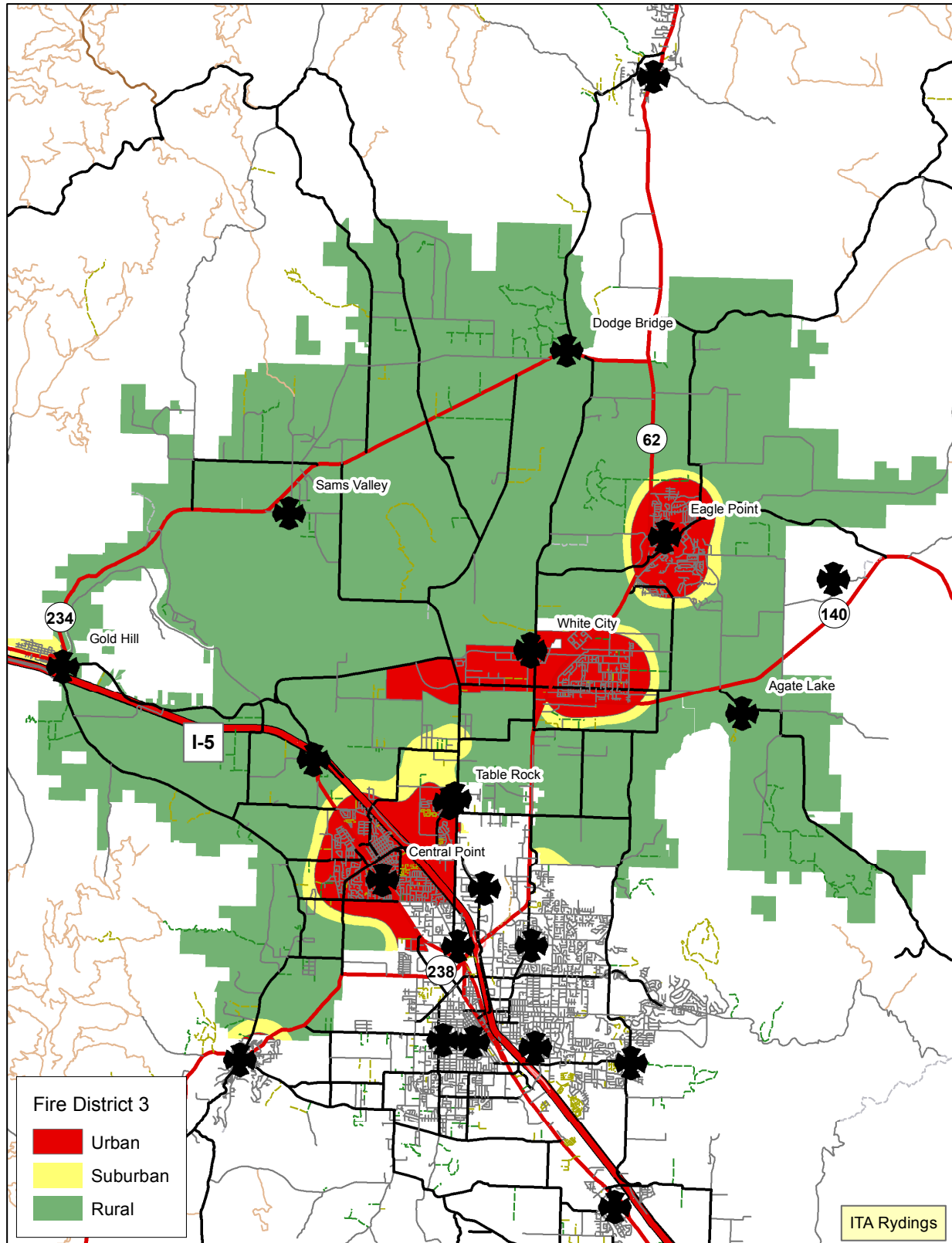
**Notes:** Population, personal income, per capita income, and unemployment data is for entire Jackson County. School enrollment is based on the census of the two school district's within the Fire District at the start of the school year.



# Geographical Location - County Map



# Geographical Location - Station Locations

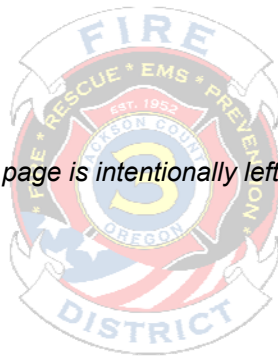


# Budget Message, Process, and Policies

## Fire District 3



2016/17 Fiscal Year Budget



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# Fire District 3

8383 Agate Road  
White City OR 97503-1075  
(541) 826-7100 (office)  
(541) 826-4566 (fax)  
www.jcfd3.com



April 21, 2016

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 2016/2017 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 priorities. 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 District completed the first year of the 2015-2017 Strategic Plan and in December of 2015 reconvened the steering committee to review and update the plan in preparation for the budget process. The Strategic Plan drives the budget process and keeps the organization focused.

The vision for the District is to reduce and eliminate risk from fire, rescue, and medical events in the communities served. The mission of the District is to protect life and property through public education, prevention activities, and emergency response services. The Strategic Plan identifies five strategic priorities that are designed to focus the efforts of the organization on achieving the vision. Each of the goals have desired outcomes to further define how to measure our progress.

## Strategic Priorities:

1. Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.
2. Ensure sustainability of service delivery (people, facilities, fleet, and finance).
3. Promote, develop, and support craftsmanship, innovation, and excellence throughout the organization.
4. Promote community involvement with the District and satisfaction of the patrons.
5. Develop and strengthen collaborative strategic partnerships.

Each department develops action plans to help achieve the desired outcomes and meet the adopted priorities. These priorities are in focus year round by all managers and serve as performance measurements. Additional action items will be generated during the life of the plan. Each year staff reviews the priorities and desired outcomes to ensure the plan is relevant and attainable. A semi-annual and year-end performance report is presented to the Board of Directors and each of the city councils within the District. The reports are also published on the District website to allow full transparency of the progress made towards accomplishing the goals. The Strategic Plan is a dynamic working document that in its simple form gives the entire District the picture of what winning looks like. Collectively, we know where the finish line is.

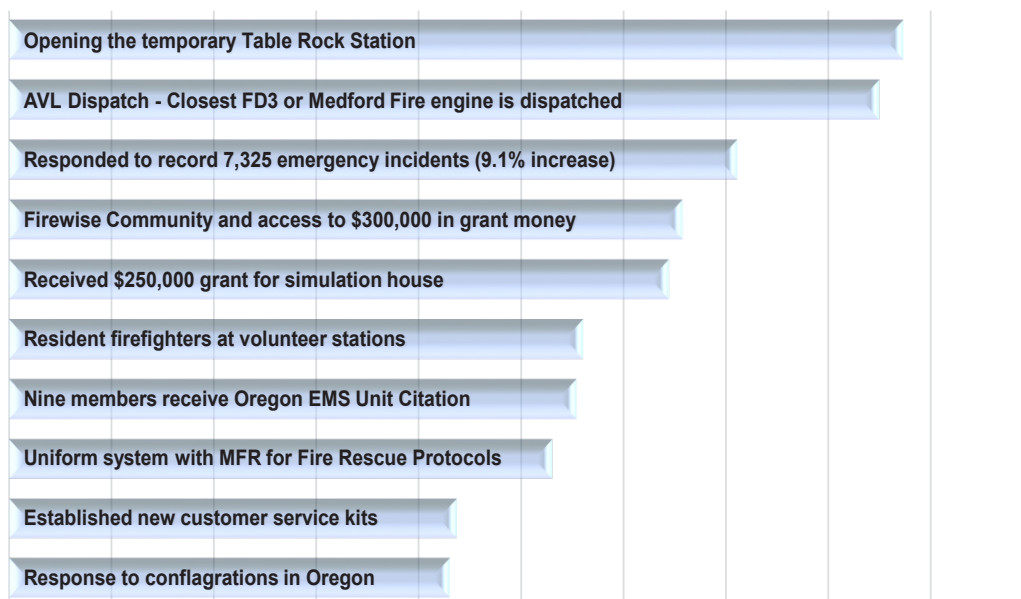


# Budget Message

During this past fiscal year, the District focused on projects and programs that developed our people and continued to provide the most effective emergency response and prevention services to our citizens. The District ranked the various accomplishments during the year as outlined in the following chart:

## Fire District 3 Accomplishments in 2015

Ranked by the Board, Budget Committee, Employees, and Volunteers



## Key Economic Factors and Assumptions

The District has identified several key environmental assumptions in the development of the 2016/17 fiscal year budget that guide, and may potentially impact, our ability to provide service.

- Property assessed valuations are projected to increase 3.5 percent. However, the District does not forecast that growth will be experienced as was between 2002 and 2008 when it averaged 7.42 percent.
- Job growth has returned to all regions in Oregon and in many areas, employment has surpassed pre-Great Recession levels. The Jobs Gap measurement compares the actual number of jobs with the amount needed to keep pace with the growing population. The Rogue Valley has reduced that gap from a high of 12.7 percent in 2010 to 3.1 percent today.
- Call volume for the District was up over nine percent in 2015. This will continue to challenge our capabilities as on-duty crews are less available for the next call. The Central Point area experiences simultaneous incidents on an average of 2.3 times per day.
- Establishment of the urban renewal district in Central Point will continue to cause a loss in revenue for the District over the next 20 years, however the program promises to provide significant increase in assessed valuation once the projects have been completed.
- The District opened the temporary fire station on Table Rock Road and needs to construct a permanent fire station within the next two years with as little financing as possible.
- Taxpayers will continue to expect the District operate within its means. The community expects transparency, improvement of our key services, and a focus of our efforts on changing lives for the better.



# Budget Message

## Long Range Financial Planning

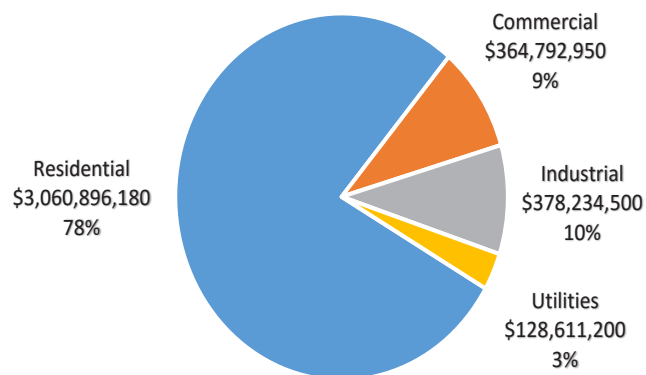
The District remains committed to long range financial planning as a tool to meet strategic requirements, maintain expenditures at levels that do not exceed general operating revenues, and to determine the impact of various “what if” scenarios related to meeting the increasing demands for service. With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

## Revenue Analysis

The District experienced total assessed valuation growth of 4.8 percent for the 2015/16 fiscal year. The following chart represents the breakdown of property tax by residential, commercial, industrial, and utilities.

### Property Tax Breakdown in 2015/16

Total Assessed Value: \$3,932,534,830



Residential values have increased substantially in value over the last three years. Almost all residential property that experienced a drop in real market value below the maximum assessed value that had occurred during the height of the recession, have now experienced a real market value increase exceeding their maximum assessed value. Assessed value in this sector increased by 6.4 percent in fiscal year 2014/15 and 4.5 percent in fiscal year 2015/16. New construction is occurring throughout the District and is showing a steady increase in growth.

Commercial values however are growing at a slower pace than residential with only a 1.9 percent increase over this past year and 2.6 percent in fiscal year 2014/15. Industrial values have been up and down over the last five years, however this past year the assessed valuation from this sector increased by 8.5 percent. Assessed values for utilities saw a substantial drop in value from fiscal year 2011/12 to fiscal year 2013/14 (23.9 percent overall), however this sector increased in value by 5.2 percent in fiscal year 2014/15 and 7.4 percent in 2015/16.

**URBAN RENEWAL:** The City of Central Point will be in the fourth year of their urban renewal district. Under Oregon statute the total assessed value of the urban renewal is frozen and all future assessed valuation growth in the plan area is transferred to the urban renewal district until all identified projects are sufficiently funded. The District lost \$37,783 in tax revenue in fiscal year 2015/16 and \$63,151 since inception. This loss will continue to have an impact on the District, however the plan promises to provide substantial improvements in assessed valuation that would have otherwise not been possible.

# Budget Message

**COMPRESSION:** The impact of taxing limits established with Measure 5 in 1990 began affecting the District in fiscal year 2014/15. State law 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. The impact facing the District is found in the 602 tax code area located within Central Point and caused by repressed real market values (RMV) coupled with the formation of the Library District, the 4H Extension Service District, and Urban Renewal. Prior to 2014/15 the District lost around \$200 per year in compression loss. In 2014/15 \$42,249 was lost and in 2015/16 a total of \$31,810 was lost. The current combined tax rates in this code is \$10.4394. As RMV increases the compression will decrease. Urban renewal takes a portion of all taxation in the urban renewal plan area to create their agency. The compression loss from the education side is added to the general government side, therefore increasing the potential for compression loss among the general government group.

**ENTERPRISE ZONES:** Enterprise zones provide an exemption of ad valorem taxes for certain new investments by business firms operating inside a designated enterprise zone. This exemption can last from three to five years. The District has four properties that have been approved and are currently receiving the exemption. The total loss in revenue amounted to \$11,434 in fiscal year 2014/15 and \$39,000 in 2015/16. There are seven additional business' that have been approved, but have not yet filed paperwork with the County Assessor's office to receive exemption.

## Revenue Forecast

The District is forecasting assessed valuation will increase by 3.5 percent in 2016/17. The proposed budget reflects an increase in current year property taxes of 5 percent from what was budgeted in the 2015/16 fiscal year or \$575,000. The District is experiencing a slightly higher collection rate for current year property taxes and a reduction in prior year property tax collection. Prior year tax collection has been reduced from a budgeted \$450,000 in 2015/16 to \$375,000 for 2016/17. Property taxes account for 98 percent of the District's operating revenue and for the 2015/16 fiscal year, is budgeted at \$12,450,000.

Overall proposed General Fund revenue is \$17,333,000, a 1.76 percent increase from the 2015/16 fiscal year budget.

## Significant Items Identified in the 2016/17 Fiscal Year

### Personnel Services

This proposed budget reflects an increase in Personnel Services of 2.57 percent or \$246,800 from the prior year. The increase represents no cost of living adjustments across all positions and departments. The District will be in the third year of a three year collective bargaining agreement with the Rogue Valley Professional Firefighters (RVPFF) Local 1817. Factors influencing personnel services include:

**VEBA:** The District will be increasing the employer contribution into each member's VEBA account by 2 percent on July 1, 2016 from three percent to five percent. The budgetary impact for this benefit increase is \$96,800.

**PERS:** The District's employer contribution rate into the Public Employees Retirement System remains the same as last year. The current rate for all members in the tier one and tier two groups (those employees that have established membership prior to 2003) is 14.17 percent of payroll. Rates for firefighters in the tier three (OPSRP) group (those employees that have established membership after August 29, 2003) is 9.37 percent and rates for general service members in the OPSRP group is 5.26 percent of payroll. The total budgeted PERS cost is \$800,800. Rates are established by a third party actuary and are adjusted every two years on the odd year. The District has been notified to expect a substantial increase beginning July 1, 2017. Preliminary rates indicate that the District could experience an increase costing over \$250,000 for 2017/18 fiscal year.

**Health Insurance:** The total overall increase in health and dental insurance effective July 1, 2016 is 5.5 percent and is a budgetary impact of \$60,400. Beginning July 1, 2016 employees will increase their share towards the cost of health insurance premiums from two percent to four percent.

Total Personnel Services is proposed at \$9,867,600 which is 78.2 percent of operating revenue.

# Budget Message

## Materials and Services

This proposed budget reflects a slight reduction in Materials and Services of one percent or \$21,700 from the prior fiscal year. The District has focused efforts in all departments on the Strategic Plan to ensure fiscally sound spending practices at a sustainable level.

Total Materials and Services are proposed at \$2,100,000 which is 16.6 percent of operating revenue.

## Debt Service

This proposed budget represents the third year of a 2013 financing agreement with Wells Fargo, N.A. and provides for a total principal and interest payment of \$261,800. The total term of the issuance is eight years.

## Contingency

The Board of Directors has a policy that Operating Contingency will be six percent of property tax revenue. The District has been budgeting nine percent for the past four fiscal years in order to provide additional security when property tax revenues declined. Staff is proposing to maintain contingency levels at nine percent or \$1,145,500 to continue to ensure sustainability of our operation.

## Ending Fund Balance

The Board of Directors has a policy that the Unappropriated Ending Fund Balance (UEFB) will be 24 percent of budgeted property tax revenue. Staff is proposing to maintain this policy and has allocated \$2,988,000 in UEFB.

## Capital Fund

Staff is proposing to transfer \$969,900 to the Capital Projects Fund. This is substantially more than the annual target of \$300,000 but will provide the fund with solid reserves for future projects. With this contribution the fund is projected to have an ending balance of \$3,435,500.

Staff is proposing to expend \$583,800 from the Capital Projects Fund. The larger items include the purchase of a tactical tender, two staff vehicles, improvements to the live fire burn facility, and four thermal imagers.

The total Capital Projects Fund budget is proposed at \$4,077,700.

## Budget Layout

The 2016/17 fiscal year budget is organized into the following Departments:

- Administration
- Operations
- Fire and Life Safety
- Training
- Support Services
- Volunteer
- Technology
- Non-Departmental

In addition to these Departments, separate tabs identify Revenue and the Capital Projects Fund.

The intent of this budget document is to provide readers with an understanding of where the District is headed in the upcoming fiscal year. We have striven to make this document an easy connection between the goals and objectives, departmental activities, and allocation of actual expenditures. The District provides descriptive information, financial summaries, significant changes, accomplishments, and objectives for each department.

# Budget Message

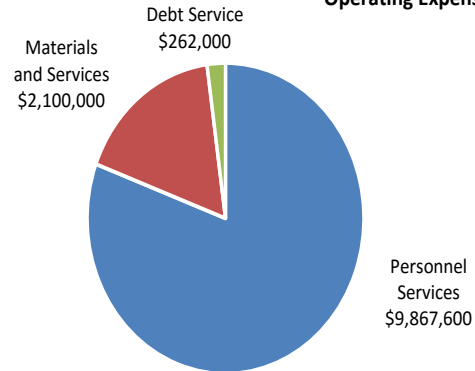
## Budget Summary

This budget at proposal represents our permanent tax rate of \$3.1194 per \$1,000 of assessed valuation. Staff anticipates an increase of property tax revenue of 3.5 percent with 93.5 percent of tax receipts to be collected.

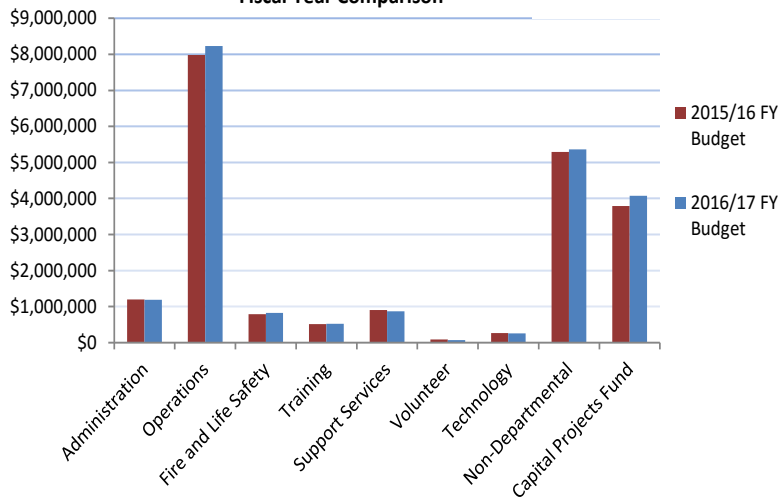
Staff is proposing operating revenue at \$12,621,000 and operating expenses at \$12,229,600.

The total 2016/17 fiscal year budget staff is **proposing on April 21, 2016** for all funds is \$21,410,700. This is an overall increase of 2.8 percent or \$583,700 in comparison to the prior year budget of \$20,827,000.

**General Fund  
Operating Expenses**



**Fiscal Year Comparison**



## Recommendation

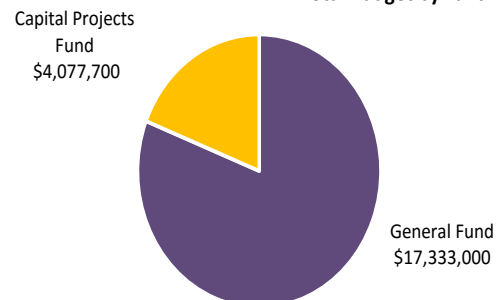
Staff has prepared this budget in a manner that provides a long term sustainable service delivery plan for our patrons. This budget meets our operational needs so that the District may continue to effectively provide emergency response and fire and life safety services to our citizens, while remaining receptive to our patrons and the current economy. Therefore, Staff recommends the 2016/17 fiscal year budget to you for your approval.

Respectfully,

*Dan Petersen*

Dan Petersen  
Fire Chief and Budget Officer

**Total Budget by Fund**



# Budget Process

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 (2) 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 period, anticipated sources of revenue are projected and budget worksheets are distributed at the executive chief level for their expenditure requests. Once the Finance 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 then strategies to address those goals. New outcomes along with sustaining outcomes the District desires to attain are identified. These provide a measureable tool for directing the plans and programs that have been set in place. 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, collections, and values and then presented to the Board during the strategic planning reviews and the more intensive workshops.

**Budget Process.** In April the Budget Committee (of five (5) appointed citizen members and the five (5) elected Board of Directors), meets 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 of the local government's property tax levy.

**Budget Amendments.** There are two (2) methods by which Oregon State Budget Law allows a local government's adopted budget to be modified due to unforeseen circumstances. First, the Board of Directors may authorize the transfer of appropriations within a fund during the fiscal year by resolution in accordance with ORS 294.450. Second, the Board of Directors may authorize supplemental appropriations during the year by adopting a supplemental budget in accordance with ORS 294.480. If the amount of the new appropriation is less than 10 percent of that fund's expenditures, the supplemental budget can be approved at a regularly scheduled Board of Directors' meeting. If the supplemental budget includes changes greater than 10 percent in any fund, then a public hearing must be held with the Budget Committee and a summary of the supplemental budget advertised.

# Budget Process

## BUDGET CALENDAR

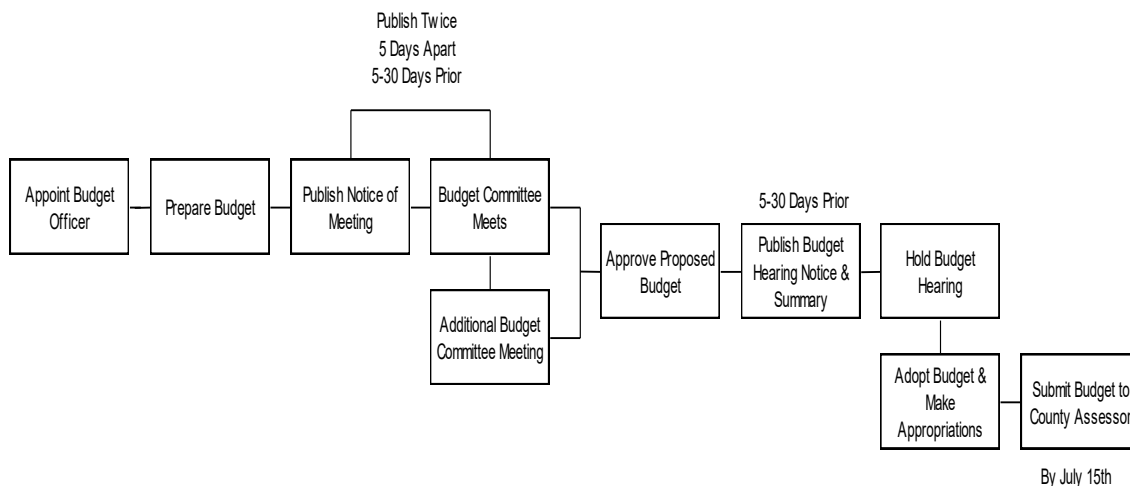
The District publishes a budget calendar that reflects both internal and external timeframes.

<u>Date</u>	<u>Action</u>
<b><u>January</u></b>  01/25/16	<b><u>Preliminary Budget Development</u></b> <ul style="list-style-type: none"> <li>Budget worksheet available</li> <li>Support assignee's start preparing their respective budget requests</li> <li>Meetings are scheduled with support assignee's to review requests</li> <li>Formal budget direction provided to Executive Team by Fire Chief</li> <li>Department Heads start preparing their respective preliminary budgets including review of performance measures and departmental objectives</li> </ul>
<b><u>February</u></b>  01/19/16 – 02/25/16  02/24/16	<b><u>Budget Development</u></b> <ul style="list-style-type: none"> <li>Department Heads need to have developed their internal timelines with due dates for <b>budget request worksheets</b> to be submitted by</li> <li>Meetings are held between support assignee's and Chief Officers; Finance included in those sessions if pertinent</li> <li>Direction is communicated to support assignee regarding approval/modification/denial</li> </ul> <p>Finance develops the overarching components of budget document Preliminary revenue estimates are projected</p> <p><b>First draft of budget detail sheets completed by Department Heads</b></p>
2/24/16 2/25/16	<b>Review departmental budgets with Fire Chief and CFO</b> <ul style="list-style-type: none"> <li>Appointments will be scheduled throughout the two days</li> </ul>
<b><u>March</u></b> 02/25/16 – 03/14/16  03/14/16	<p>Department heads work on amendments provided by Fire Chief and CFO to their first draft of respective budget</p> <ul style="list-style-type: none"> <li>Review measurements, objectives, and narratives</li> <li>Budget revisions are due back to Finance</li> </ul>
3/14/16 – 3/22/16	<p>Finance reviews and implements budget amendments. Continue with follow up meetings with Department Heads if necessary.</p>
03/22/16	<b><u>Management Team Meeting</u></b> <ul style="list-style-type: none"> <li>Review draft budget document and departmental budget sections</li> <li>Set initial direction on budget presentations for May 5<sup>th</sup> meeting</li> </ul>
03/22/16 – 03/28/16	<p>Finance makes updates and prepares final version of budget documents</p> <ul style="list-style-type: none"> <li>Follow up meetings with Fire Chief/CFO/Department Heads should be completed and all outstanding issues resolved</li> </ul>
03/28/16	<p><b>Final departmental sections due back to Finance, including performance measurements</b></p>
<b><u>April</u></b> 04/04/16	<p>Budget message completed and presented to Executive Team</p> <p>PowerPoint template emailed out to Executive Team for development of departmental presentations at committee meeting on May 5<sup>th</sup></p>

# Budget Process

04/04/16 – 04/21/16	Budget document final touches and assembly
04/12/16 04/12/16 – 05/05/16	<ul style="list-style-type: none"> <li>Publish notice of budget committee meetings in Mail Tribune</li> <li>Post notice of budget meetings on District's website</li> </ul>
<b>Thursday 04/21/16</b>	<b><u>Budget Committee Meeting</u></b> <ul style="list-style-type: none"> <li>Budget document delivered and budget message presented by Fire Chief</li> </ul>
<b>4/26/16</b>	<b><u>Management Team Meeting</u></b> <ul style="list-style-type: none"> <li>Rehearsal for departmental budget presentations held on May 5th</li> </ul>
<b><u>May</u></b> <b>Thursday 05/05/16</b>	<b><u>Budget Committee Meeting</u></b> <ul style="list-style-type: none"> <li>Department Heads 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.</li> </ul>
<b><u>June</u></b> 06/08/16	Publish budget hearing notice and budget summary
<b>Thursday 06/16/16</b>	<b><u>Public Hearing and Adoption of 2016/17 Fiscal Year Budget</u></b>
<b><u>July</u></b> No later than 07/15/16	Submit Local Budget (LB) Form 50 to Jackson County Assessor with two copies of District Resolution adopting the 2016/17 Fiscal Year Budget

## BUDGET PROCESS TIMELINE





# Budget and Financial Policies

Jackson County Fire District 3 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 **2016/17 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. 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 an understanding of all of 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 seven departments that each depict their own unique set of accounts under the personal services and materials and services classifications. The General Fund is also considered a major fund in which revenues and expenditures are at least ten percent of the corresponding totals for all governmental funds and at least five percent of the aggregate amount for all governmental funds for the same item. The primary revenue source that sustains the General Fund is derived from property taxes.

	Governmental Funds	
	General Fund	Capital Projects Fund
Departments	(Major)	(Considered Major for Financial Statement Presentation)
Administration	 100%	
Operations	 100%	
Fire and Life Safety	 100%	
Training	 100%	
Support Services	 100%	
Volunteer	 100%	
Technology	 100%	



# Budget and Financial Policies

The **Capital Projects Fund** accounts for all of 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 \$5,000. Although it could be considered a non-major fund because expenditures do not constitute more than ten percent of the expenditures of the total appropriated budget, the District has elected to report it as a major fund because we believe the fund is important to financial statement readers. The primary revenue source to 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, and apparatus replacement.

## **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 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 considering beginning fund balance, current and prior year property taxes combined account for 98 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 anticipates values to continue to slowly increase and remain at levels around the constitutionally allowed growth of three percent. The District is projecting values to increase 3.5 percent for the 2016/17 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. The rebound in the economy and the five year growth trend of three to four percent the District estimates, is a positive reinforcement into the future. Historical assessed valuation growth trends are presented on page 54 and 55.

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 2016/17 fiscal year is \$4,139,738,676.

## **Ending Fund Balances**

As a policy, Jackson County Fire District 3 will provide for an ending fund balance in the General Fund (budgeted as unappropriated ending fund balance) of 24 percent of budgeted property tax revenue. This budget represents \$2,988,000 for the 2016/17 fiscal year and is an increase of \$120,000 from the prior year budget. 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 the second week of November. This policy statement and financial objective is above GFOA's recommended practice of unreserved fund balance of no less than five to 15 percent of regular general fund operating revenues.

# Budget and Financial Policies

## Operating Contingency

As a policy, Jackson County Fire District 3 will provide for an operating contingency in the General Fund of no less than six 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 security to transfer funds to line item accounts within a major category should the need arise. 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 has operating contingency at nine percent or \$1,120,500, which is above the six percent minimum threshold. The District has taken the approach in recent fiscal years that during slower economic growth it is prudent to maintain the threshold above six percent in order help ensure fiscal soundness. The District has established the contingency level at nine percent of operating revenue until assessed valuation growth is significantly above the four percent range. 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 utilized for operational cash flow.

In addition to general operating contingency, the District is committed to allocating funds to provide for the District's liability for compensated absences, specifically vacation payouts upon retirement or separation from service. The District does not pay out sick leave benefits. At fiscal year end June 30, 2015 the District's Comprehensive Annual Financial Report identifies a compensated absences liability of \$744,165. Although this amount will never become due all at one time, the District desires to be proactive and recognize that retirements will occur in future years. This budget identifies \$25,000 for contingency allocated for future vacation payouts, or 3.36 percent of the liability. If the District has advance notification of intended retirements in the ensuing fiscal year then the District will budget for the compensated leave payout out of the department where the employee is budgeted.

## 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 2015 was \$5,007,885,669 up from \$4,630,363,451 in 2014. Jackson County Fire District 3's current legal debt limit is approximately \$62,598,571.

Debt financing for long-term capital projects is evaluated based on several factors; cost of project, ability to sustain the debt repayment, growth and property tax projections, cashflow demands, and funds available in reserve that have been set aside in the Capital Projects Fund for future capital expenditures. The Board has supported in the past that long-term debt issuance as a viable tool in achieving some of the District's strategic goals in regards to capital expansion. The current direction has been to reserve funds and pay cash for future capital projects as identified in the Capital Replacement Schedule. The District has not supported local option levies as a tool for funding capital acquisition or expansion.

In November of 2013, the District refinanced and consolidated two prior debt issuances; a 2005 single investor Bank Financing Agreement with maturity date of February 2020 and an outstanding principal amount of \$408,000; and a 2007 single investor Bank Financing Agreement with a maturity date of July 2022 and an outstanding principal amount of \$1,402,011. The interest rates on the old issuances were 4.57 and 4.65 percent respectively. The 2005 issuance was to purchase property for a future fire station and to acquire self-contained breathing apparatus. The 2007 issuance was for the construction of the new administrative office building at the White City station campus.

The District entered into a Full Faith and Credit Refinancing Agreement with Wells Fargo Bank, NA on November 4, 2013 for an eight year term at 2.38 percent in the amount of \$1,908,510. The amount financed includes cost of issuance, prepayment penalty on the 2007 issuance, and accrued interest charges. The refinance will save the District \$100,123 over the life of the loan. The 2016/17 fiscal year budget identifies \$230,808 in principal payments and \$31,041 in interest payments.

# Budget and Financial Policies

## Debt Service Schedule

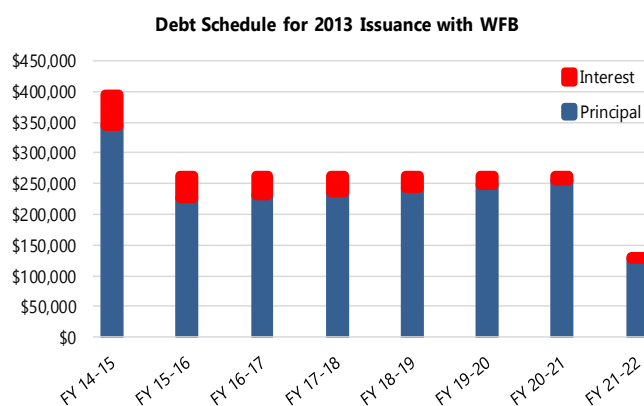
2013 Refunding Issuance Dated 11-04-13 at 2.38% - 8 Year Term

Full Faith and Credit Bank Financing Agreement with Wells Fargo Bank, N.A.

	Debt Issued	Principal	Interest	Total	Annual Debt Service
FY 14-15	07/01/14	\$ 231,654.99	\$ 30,155.52	\$ 261,810.51	
	01/01/15	\$ 111,339.68	\$ 20,398.01	\$ 131,737.69	\$ 393,548.20
FY 15-16	07/01/15	\$ 111,339.68	\$ 18,740.50	\$ 130,080.18	
	01/01/16	\$ 113,997.97	\$ 17,689.24	\$ 131,687.21	\$ 261,767.39
FY 16-17	07/01/16	\$ 113,997.97	\$ 16,147.93	\$ 130,145.90	
	01/01/17	\$ 116,809.93	\$ 14,915.80	\$ 131,725.73	\$ 261,871.63
FY 17-18	07/01/17	\$ 116,809.93	\$ 13,274.84	\$ 130,084.77	
	01/01/18	\$ 119,645.59	\$ 12,073.94	\$ 131,719.53	\$ 261,804.30
FY 18-19	07/01/18	\$ 119,645.59	\$ 10,445.39	\$ 130,090.98	
	01/01/19	\$ 122,550.08	\$ 9,163.10	\$ 131,713.18	\$ 261,804.16
FY 19-20	07/01/19	\$ 122,550.08	\$ 7,547.25	\$ 130,097.33	
	01/01/20	\$ 125,512.36	\$ 6,181.59	\$ 131,693.95	\$ 261,791.28
FY 20-21	07/01/20	\$ 125,512.36	\$ 4,604.21	\$ 130,116.57	
	01/01/21	\$ 128,571.99	\$ 3,128.01	\$ 131,700.00	\$ 261,816.57
FY 21-22	07/01/21	\$ 128,571.99	\$ 1,538.51	\$ 130,110.50	
					\$ 130,110.50
Total Principal Paid:		\$ 1,908,510.19			
Total Interest Paid:			\$ 186,003.84		
Total Debt Service:					\$ 2,094,514.03

At fiscal year end June 30, 2017 outstanding principal debt will be \$1,109,370.

The District is committed to provide for an ending fund balance in which short-term borrowing to meet financial commitments from July through October during minimal property tax distributions, will not be required. The County Treasurer starts collecting current year property taxes in November, who in turn disperses the funds to all taxing entities assessing taxes.



## 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.

The District transfers funds 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.

# Budget and Financial Policies

## Capital Expenditures

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 \$5,000. 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 in 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 as a means to verify if the targeted transfer from the General Fund can sustain the desired projects. The District is committed to transferring \$300,000 from the General Fund per fiscal year to support the Capital Fund. If shortfalls are identified, management would need to 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 establishes a contingency based on ten percent of the budgeted expenditures.

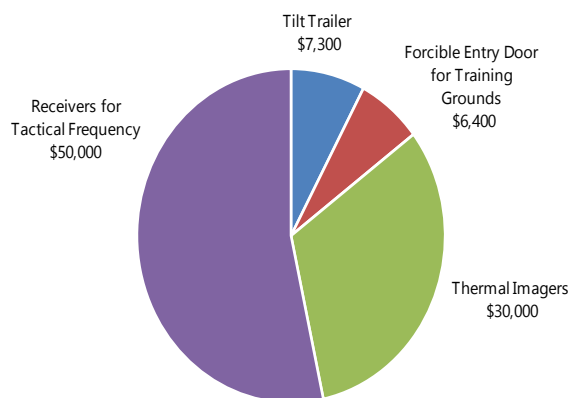
All assets are depreciated utilizing the straight-line method and based on useful lives the District has established, with a minimum life of one year. The following are the useful lives for depreciation the District has established for its fixed assets:

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

Capital expenditures are classified as either routine or non-routine. Routine expenditures are typically replacement items, between the \$5,000 and \$150,000 dollar range, and usually have no significant impact on the operating budget.

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, automatic external defibrillators, etc.

**Capital Expenditures Identified for 2016/17 FY**  
**Departmental Equipment - \$93,700**

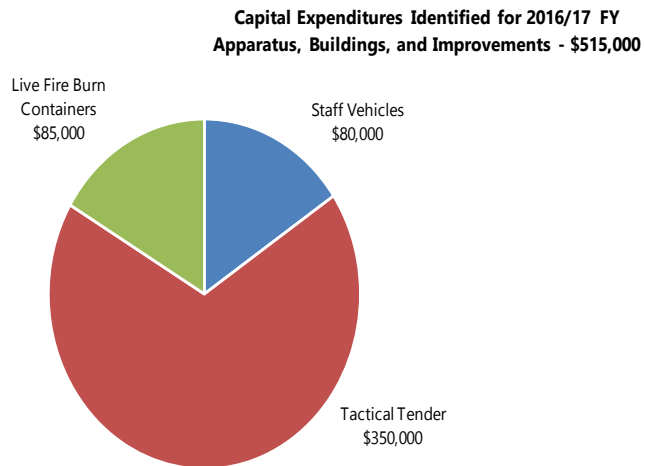


# Budget and Financial Policies

Non-routine capital expenditures are capital improvements, building construction, land acquisition and apparatus replacement of a larger magnitude. Such expenditures are often made with loan proceeds or grant revenue.

The District will budget a \$100 placeholder in an account where no capital expenditures are planned as a means to provide flexibility should a situation arise in which a capital expenditure becomes necessary mid-year. In that situation, a resolution transferring funds from contingency 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.

The 2016/17 fiscal year budget identifies \$608,800 in total capital expenditures.



# Budget and Financial Policies

## 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 in order 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 continue to 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 continue to budget Unappropriated Ending Fund Balance at 24 percent of budgeted property tax revenue in order 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 continue to budget Operating Contingency of no less than six percent of budgeted property tax revenue 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 continue to 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. The Board will adopt the policy by resolution at the July meeting.

# Fire District 3

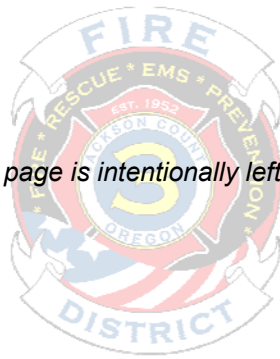
## Strategic Plan



2016/17 Fiscal Year Budget



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# Strategic Plan

The Strategic Plan for Jackson County Fire District 3 was adopted by the Board of Directors on February 19, 2015 and is designed to guide the District for the next three years. This plan is vision driven and focused on the work that we see as necessary to advance that vision. The plan is based on a community survey and community and organizational planning sessions held during the fall of 2014 that identified the strengths and weaknesses of the District and the opportunities and challenges that face us.

The plan describes our vision, mission, values and guiding principles, and the action items that are designed to make improvements in our service delivery. Each priority identifies the desired outcomes we hope to achieve by a target date.

Priorities, goals and strategies, and those desired outcomes are adopted by the Board of Directors and considered valid for the life of the plan; objectives are dynamic and provide a living action plan for the Management Team to identify, track, and report on the progress toward the adopted strategies.

A mission statement defines the fundamental purpose of an organization, succinctly describing why it exists and what it does to achieve its vision. It defines the customer, critical processes, and desired level of performance.

## **Our Mission – What is our purpose?**

***“The mission of Jackson County Fire District 3 is to protect life and property through public education, prevention activities, and emergency response services”***

A vision statement communicates both the purpose and values of an organization. It provides direction to employees on how they are expected to behave and inspires them to give their best. Further, it shapes customers' understanding of why they should work with the organization.

## **Our Vision – What do we really want?**

***“To reduce and eliminate risk from fire, rescue, and medical events in the communities we serve”***

### **Organizational Vision Statements**

Prevention activities that are reducing risks from fire, rescue and medical events

Members who are engaged with the community, sharing a sense of destiny with District patrons

Exceptional people with quality equipment who are arriving on the emergency scene at the right time

Leadership from the Board of Directors and the Management Team that is clear and concise

Members who are enthusiastic, motivated, and empowered

An organization that is fiscally stable and prepared for the future

# Strategic Plan

Values are beliefs that are shared among the members of an organization. Values drive the culture and priorities and provide a framework in which decisions are made.

## **Values and Guiding Principles**

- **Honesty and integrity**  
Don't be afraid of the truth. Do the right thing, even if it hurts.
- **Professionalism**  
Take pride in your work, display confidence, be accountable, and respect each other.
- **Safety**  
Make personal, team, and the public's safety a priority
- **Teamwork**  
Be receptive to the sharing of differing ideas. Play your position; help each other but don't walk on each other.
- **Health**  
Maintain physical and mental well-being.

## **Strategic Priorities**

The following five strategic priorities provide the ongoing direction for the District. These priorities 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 (people, facilities, fleet, and finance).
3. Promote, develop, and support craftsmanship, innovation, and excellence throughout the organization.
4. Promote community involvement with the District and satisfaction of the patrons.
5. Develop and strengthen collaborative strategic partnerships.

### **Process and Involvement**

The strategic planning process was guided by the Executive Team with a focus on community and agency involvement. A community survey was conducted in the fall of 2014, a community meeting was held on November 20 and 21, 2014 and seven internal meetings were held with District members throughout December 2014.

The interpretation of the Strengths, Weaknesses, Opportunities and Threats (SWOT), the evolution of the plan, and the development of the action items were completed by a team of District members. These dedicated members have established an effective set of Specific, Measurable, Attainable, Realistic and Timely (SMART) action items that will close the gap between desired and actual performance. These action items are organized by department and will drive the budget process.

# Strategic Plan

## **PRIORITY 1: *Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies***

### **DESIRABLE OUTCOMES:**

- Community risk assessment, prevention standards, deployment standards, and response standards are routinely reviewed and revised.
- Rate of survivability for EMS calls with measurable outcomes are at or above best practices.
- 100% of viable victims are rescued.
- Emergency response and prevention targets are met or exceeded.
- Civilian deaths and injuries from fires are below the State average.
- Firefighter deaths or “debilitating” injuries are at zero.
- Firefighter injuries at emergency incidents are less than the State average.
- Incidence and severity of fires are below the State average.

## **PRIORITY 2: *Ensure sustainability of service delivery (people, facilities, fleet, and finance)***

### **DESIRABLE OUTCOMES:**

- Pool of personnel ready for promotion for all positions.
- Forecast collectible revenue with the following accuracy:
  - Within 1.5% accuracy for the ensuing fiscal year
  - Within 5% accuracy for fiscal years three to five in the future.
- Maintain a general fund contingency of no less than 6% of operating revenues.
- Maintain a general fund unappropriated ending fund balance of 24% of budgeted personnel services and materials and services.
- Fund the capital replacement plan at a minimum of \$300,000 each year to provide a fund that maintains District facilities and equipment.
- Delays of emergency responses due to communications, facility, or fleet malfunctions are at zero.
- Uninterrupted services of ambulance transport and emergency dispatch.

## **PRIORITY 3: *Promote, develop, and support craftsmanship, innovation, and excellence throughout the organization***

### **DESIRABLE OUTCOMES:**

- Government Finance Officers Association recognition is maintained.
- Office of State Fire Marshal exempt status is maintained.
- Effective data analysis and GIS efforts to evaluate our performance are in place and routinely used for decision making.
- Department of Public Safety Standards and Training accreditation agreement is maintained.
- After Action Reviews are completed and reflect improvement in emergency scene performance.

# Strategic Plan

- Performance manual effectively maintained and utilized, reflecting the way we really do it.
- Development plan is utilized to assist personnel in maximizing their current role and preparing them for their next role.
- Innovative efforts that advance our vision are identified, developed, and institutionalized.
- Health and wellness program shows an improvement in firefighter fitness: reduced injuries, reduced sick leave, and reduced light duty.

## **PRIORITY 4: *Promote community involvement with the District and satisfaction of the patrons***

### **DESIRABLE OUTCOMES:**

- Quarterly performance reports presented to the Board of Directors and major stakeholders.
- Increased use of volunteers to meet our rural community response and prevention targets.
- District members are involved in local organizations (Rotary, Chamber, etc.).
- District patrons are included in hiring, promotional, and strategic planning processes.
- Users of our service (incident response and fire inspections) are asked to complete a survey to determine the quality of our service delivery.
- District patrons are periodically asked to complete a survey to determine their viewpoint of the District and their expectations.

## **PRIORITY 5: *Develop and strengthen collaborative strategic partnerships***

### **DESIRABLE OUTCOMES:**

- Partner agencies are identified and enhanced that reduce redundancy and maximize effectiveness.

## **Action Items for 2015-2017**

The following action items are designed to close the gaps between desired and actual performance and to take advantage of opportunities identified by the District in its quest to achieve its mission.

A steering committee comprised of the Board President, the Management Team, acting Battalion Chiefs, and representatives of volunteers, students, and the RVPFF Local 1817 identified the action items for the Strategic Plan.

The action items will be reviewed each year for relevance and attainability. Relevance refers to the focus on the strategic priorities and the issues identified in the SWOT. Attainability refers to the availability of resources (time and/or money) to achieve the strategy identified for the action item.

During the annual review, existing action items can be marked completed or eliminated and new action items can be added.

# Strategic Plan

## 1. ADMINISTRATION

### ***Action Items Completed***

- 1.1. Reaffirm or discontinue the use of Urban Renewal funds by December 2015.
- 1.2. Develop and implement public information options for the District to effectively communicate with our patrons. Prepare a plan of action by December 2015.
- 1.3. Evaluate the benefit of providing fire chief services to Jackson County Fire District 4. Prepare a report for the Board of Directors by the December 2015 Board meeting.
- 1.4. Initiate discussion and prepare a proposal for the Board of Directors by the February 2016 Board meeting related to the potential renaming / re-branding of the Fire District to enhance recognition.
- 1.5. Review options available to the District to bill for services and prepare a report for the Board of Directors by the May 2016 Board meeting.
- 1.6. Review the transport agreement with Mercy Flights to determine the value to the District and our community prior to June 2016.
- 1.7. Continue development of the performance management system that embraces consistent feedback and reinforces personal and professional development. Administer training and provide full implementation by July 2016.

### ***Action Items Still in Progress***

- 1.8. Identify grant opportunities that dovetail with the strategic plan by October 2016.
- 1.9. Work collaboratively with Jackson County EMS responders to review our options for a physician supervisor prior to the retirement of Dr. Rostykus by December 2016.
- 1.10. Review the firefighter hiring process and propose modifications to the Board of Directors and Civil Service Commission by August 2016.

## 2. FIRE AND LIFE SAFETY

### ***Action Items Completed***

- 2.1. Identify areas to install additional hydrants in our unincorporated areas by March 2015 and budget for two installations for FY 15/16.
- 2.4. Finalize and institutionalize the enhanced customer service kits by January 2016.
- 2.5. Finalize implementation and training of residential care occupancy binders by July 2016.
- 2.8. Develop two recognized Fire Adapted Communities each fiscal year.
- 2.9. Improve strategic rural water supply infrastructure by completing two projects per fiscal year.
- 2.10. Award a home hydrant (fire suppression sprinkler) system to a District patron each fiscal year. Secure funding through donations.



# Strategic Plan

## ***Action Items Still in Progress***

- 2.2. Evaluate the use of Pulse Point in our community. Prepare a recommendation by December 2016.
- 2.3. Explore options to improve authority for fire code enforcement throughout the planning and building process by December 2017.
- 2.6. Develop a community public education program by December 2016.
- 2.7. Develop and implement wood processing occupancy binders by December 2016.

## **3. VOLUNTEERS AND RURAL COMMUNITIES**

### ***Action Items Completed***

- 3.1. Participate in a Task Force through Rogue Interagency Training Association (RITA) to regionalize a volunteer academy by June 2015.
- 3.2. Establish a minimum of two resident firefighters at the Sams Valley station and one at Dodge Bridge and Agate Lake stations by July 2015.
- 3.3. Enhance the volunteer recruiting and intake system by July 2015.
- 3.4. Develop a marketing plan to recruit student firefighters by July 2015.
- 3.5. Enhance the coordination of training for volunteers that parallels the career training program in themes and topics by July 2015.
- 3.7. Evaluate the effective deployment of student firefighters at the Gold Hill station by December 2015.
- 3.8. Enhance interaction and strengthen the relationships between career and volunteer members through combined drills and community functions by December 2015.

### ***Action Items Still in Progress***

- 3.6. Establish a minimum of three resident firefighters at the Sams Valley station and two at Dodge Bridge and Agate Lake stations by June 2017.
- 3.9. Develop and implement an emergency preparedness program for the rural community by December 2016.
- 3.10. Inventory and evaluate the reliability of private bridges in the Fire District and make the information available to responding crews by December 2017.

## **4. OPERATIONS**

### ***Action Items Completed***

- 4.1. Assess the District's wildland response procedures, providing additional clarification, or protocol where needed prior to fire season 2015.
- 4.4. Analyze the Central Point response and recommend station location by December 2015.
- 4.10. Evaluate and provide a recommendation on the fleet maintenance program with the City of Medford by December 16, 2015.



# Strategic Plan

## ***Action Items Still in Progress***

- 4.2. Define and update the pre-plan program by June 2017.
- 4.3. Develop a plan by December 2016 to correct deficiencies in radio communications within the District for implementation in the 2016/17 fiscal year.
- 4.5. Elevate the level of cooperation and rapport with Mercy Flights Ambulance by December 2017. Measured through feedback from our crews.
- 4.6. Update the Standard of Cover to assess risk, revise performance standards, and accurately portray the urban, suburban, and rural areas by December 2016.
- 4.7. Establish a regional methodology for incident management and uniform performance to be delivered to crews by June 2017.
- 4.8. Improve processing and turn out times to meet the standards adopted by the District by December 2016.
- 4.9. Develop additional cooperation, collaboration, and consistency with Oregon Department of Forestry during the 2015 and 2016 fire seasons measured through feedback from both agencies by June 2017.
- 4.11. Assess existing engine specifications, establish a revised specification and secure an estimate of cost for the purchase of two engines prior to the scheduled replacement by June 2017.
- 4.12. Enhance the EMS program to ensure a highly adept level of service with methods in place to measure outcomes by December 2017.
- 4.13. Increase the District's preparedness for large-scale emergency management with an emphasis on continuity of service and coordination with the county and local cities.
- 4.14. Capitalize on opportunities that strengthen interoperability and communications with Jacksonville and Rogue River measured through feedback from all agencies by December 2017.
- 4.15. Develop a continuity of service plan for the District in the event of a natural disaster by December 2016.
- 4.16. Implement drone technology into the response capability by August 2016.



## **5. TRAINING**

### ***Action Items Completed***

- 5.1. Collaborate with Medford Fire-Rescue and implement a Fire Rescue Protocol system by June 2015.
- 5.2. Develop a plan to incorporate a special assignment position into the training department to assist with instructional delivery and provide support by August 2015.
- 5.6. Evaluate programs for communicating with non-English speaking patrons by December 2015.



# Strategic Plan

- 5.9 Institutionalize the Near Miss Reporting system for all department members by July 2016.
- 5.10 Institutionalize 3EOnline for District's Globally Harmonized System for Hazard Communications by August 2016.

## ***Action Items Still in Progress***

- 5.3. Develop and implement a formal Captain and Battalion Chief training program for existing and future officers by December 2016.
- 5.4. Implement training center procedures / policies that address use, maintenance, safety, and limitations by September 2016.
- 5.5. Enhance the RCC relationship while they share our facilities by December 2017. Evaluate through feedback from both agencies.
- 5.7. Evaluate and identify opportunities for a command training center by March 2017.
- 5.8. Broaden and develop the existing health and wellness program that shows the scope and benefits by October 2016.
- 5.11 Complete the 2<sup>nd</sup> floor and ventilation portion of the burn facility by December 2016.

## **6. TECHNOLOGY**

### ***Action Items Completed***

- 6.1. Establish effective audio and video conferencing for the District by June 2015.
- 6.2. Develop and define the District use of social media by June 2015.
- 6.3. Provide guest access Wi-Fi for the administration building by September 2015. Evaluate its use in additional locations by December 2015.
- 6.4. Establish member only access to District information through the website by December 2015.
- 6.5. Explore the increased use of the Cloud in addition to local servers by January 2016.

## **7. SUPPORT SERVICES**

### ***Action Items Completed***

- 7.1. Enhance the facilities preventative maintenance program and schedule by July 2015.
- 7.2. Establish a centralized logistics and station supply system by September 2015.
- 7.3. Determine standard inventory of reserve apparatus equipment and ensure the reserves are equipped by December 2015.
- 7.4. Document, catalog, and maintain an appropriate inventory system for District supplies and equipment by July 2016.

### ***Action Items Still in Progress***

- 7.5. Establish standardize specifications for equipment, appliances, and consumables by July 2016.
- 7.6. Seek Oregon Seismic Rehabilitation Grant funds to retrofit District facilities that are not currently meeting seismic standards for fire stations by December 2017.

# Financial Forecast

The District utilizes long range financial forecasting as a means to prevent budget shortfalls and keep revenue in alignment with expenditures. These projections are updated every year in November after the property tax certification is provided by the County Assessor and reviewed and adjusted as necessary during the budget development. Property taxes account for about 98 percent of the District's total operating revenue, so future projections are critical for maintaining existing services and planning for future growth. All projections are based on the District's permanent tax rate of \$3.1194 per \$1,000 of assessed valuation. Due to the economic recession that impacted the District from 2010 to 2013, growth percentages have been scaled back to the constitutionally allowed three percent plus a half to one percent growth for new construction. The District experienced growth of 4.47 percent for 2015, but will continue to take a conservative approach when developing the long-term financial forecast in order to ensure fiscal sustainability. The District's approach after the recession is to develop programs and make financial decisions based on minimum growth as allowed for under the constitution.

This forecast depicts minimal changes to District programs. It does include six months' salary and benefits overlap of the Staff Battalion Chief position and the Rural Communities Chief reflective in the current proposed year. No new positions are projected in future years. In fiscal year 2017/18 an estimated rate increase into the Public Employees Retirement System (PERS) has been accounted for along with modest cost of living adjustments across future years. Growth projections are reflective of a 46.6 percent increase over the next 10 year period.

## Financial Forecast Summary

	Adopted Budget FY 16-17	Projected FY 17-18	Projected FY 18-19	Projected FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24	Projected FY 24-25
<b>GENERAL FUND</b>									
<b>TOTAL REVENUE</b>	\$ 17,486,000	\$ 17,057,280	\$ 17,599,870	\$ 18,401,057	\$ 19,203,965	\$ 20,267,684	\$ 21,336,919	\$ 22,841,257	\$ 24,490,861
<b>TOTAL EXPENDITURES</b>	\$ 13,352,500	\$ 12,895,815	\$ 13,172,304	\$ 13,717,141	\$ 14,013,557	\$ 14,598,759	\$ 14,784,870	\$ 15,283,330	\$ 15,624,141
<b>ENDING FUND BALANCES</b>	\$ 4,133,500	\$ 4,161,465	\$ 4,427,566	\$ 4,683,916	\$ 5,190,409	\$ 5,668,925	\$ 6,552,049	\$ 7,557,927	\$ 8,866,720

### Ending Fund Commitments

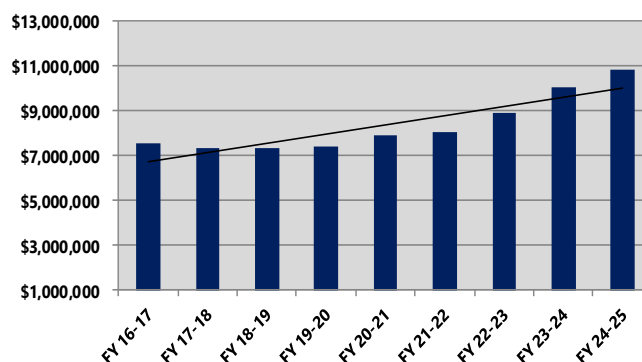
Unappropriated Ending Fund Balance	\$ 2,988,000	\$ 3,075,900	\$ 3,198,681	\$ 3,326,345	\$ 3,456,736	\$ 3,596,335	\$ 3,737,465	\$ 3,885,889	\$ 4,039,689
Operating Contingency	\$ 1,145,500	\$ 1,178,463	\$ 1,224,505	\$ 1,272,380	\$ 1,321,276	\$ 1,373,626	\$ 1,426,549	\$ 1,482,208	\$ 1,539,883

Net Ending Fund Balances	\$ -	\$ (92,898)	\$ 4,380	\$ 85,191	\$ 412,397	\$ 698,965	\$ 1,388,035	\$ 2,189,830	\$ 3,287,147
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	Adopted Budget FY 16-17	Projected FY 17-18	Projected FY 18-19	Projected FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24	Projected FY 24-25
<b>CAPITAL PROJECTS FUND</b>									
<b>TOTAL REVENUE</b>	\$ 4,077,700	\$ 3,769,700	\$ 3,518,832	\$ 3,251,414	\$ 3,063,004	\$ 3,003,938	\$ 2,734,610	\$ 2,649,441	\$ 2,815,809
<b>TOTAL EXPENDITURES</b>	\$ 608,800	\$ 551,668	\$ 568,218	\$ 489,210	\$ 359,866	\$ 570,128	\$ 385,969	\$ 134,432	\$ 810,113
<b>ENDING FUND BALANCES</b>	\$ 3,468,900	\$ 3,218,032	\$ 2,950,614	\$ 2,762,204	\$ 2,703,138	\$ 2,433,810	\$ 2,348,641	\$ 2,515,009	\$ 2,005,696

### ALL FUNDS COMBINED

Net Ending Fund Balances	\$ 7,602,400	\$ 7,379,497	\$ 7,378,180	\$ 7,446,120	\$ 7,893,547	\$ 8,102,735	\$ 8,900,690	\$ 10,072,936	\$ 10,872,416
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# Financial Forecast

Management also reviews the growth at which operating revenues are increasing compared to basic operating expenditures. The District has a target of not allowing personnel services to exceed 80 percent of operating revenue and materials and services 20 percent. By using moderately conservative assessed valuation growth percentages of 3.5 to 4 percent per year and an average increase for personnel services and materials and services of 3.25 percent, operating revenue will soon exceed expenditures and District targets will not be met. Other factors that drive personnel services such as pension rate increases and health insurance and benefit costs could drive this gap higher. This financial forecast however enables the District to prepare for the future by monitoring and projecting impacts and making prudent decisions in the current period to thwart off deficits in the future.

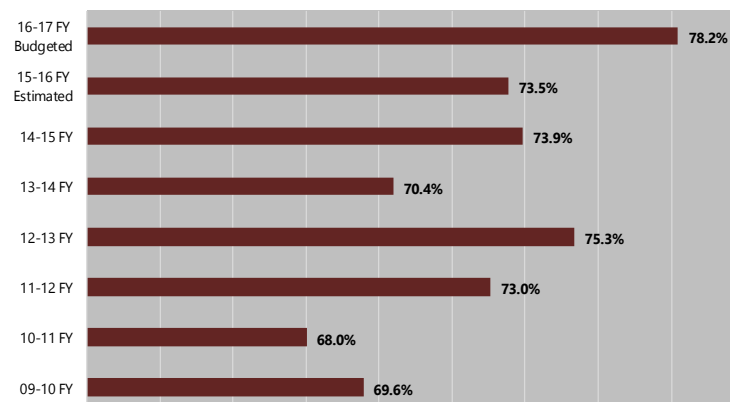
The following table reflects a forecast of operating revenue, not including beginning fund balances, compared with basic operating expenditures consisting of personal services, materials and services, and debt service. The District will take the appropriate steps in the future to prevent deficits from occurring and will evaluate options for reducing costs when expenditures start exceeding revenue.

## General Fund

### Operating Revenues Compared to Operating Expenditures

	Projected Actual	Adopted Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
<b>GENERAL FUND</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 19-20</b>	<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24</b>	<b>FY 24-25</b>
<b>OPERATING REVENUE</b>										
Taxes - Current & Prior	12,115,000	12,450,000	12,816,250	13,327,838	13,859,773	14,403,066	14,984,728	15,572,770	16,191,203	16,832,039
All Other Revenue	414,800	171,000	107,530	110,568	113,718	116,984	92,548	95,224	98,006	100,896
<b>TOTAL OPERATING REVENUE</b>	<b>12,529,800</b>	<b>12,621,000</b>	<b>12,923,780</b>	<b>13,438,405</b>	<b>13,973,490</b>	<b>14,520,050</b>	<b>15,077,275</b>	<b>15,667,994</b>	<b>16,289,208</b>	<b>16,932,935</b>
<b>OPERATING EXPENDITURES</b>										
Personnel Services	9,213,300	9,867,600	10,212,966	10,468,290	10,991,705	11,266,497	11,829,822	12,125,568	12,731,846	13,050,142
Materials and Services	1,947,200	2,236,000	2,121,000	2,142,210	2,163,632	2,185,268	2,207,121	2,229,192	2,251,484	2,273,999
Debt Service	261,800	262,000	261,849	261,804	261,804	261,791	261,816	130,110	0	0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>11,422,300</b>	<b>12,365,600</b>	<b>12,595,815</b>	<b>12,872,304</b>	<b>13,417,141</b>	<b>13,713,557</b>	<b>14,298,759</b>	<b>14,484,870</b>	<b>14,983,330</b>	<b>15,324,141</b>
<b>Operating Revenue vs Expenditures</b>	<b>1,107,500</b>	<b>255,400</b>	<b>327,965</b>	<b>566,101</b>	<b>556,350</b>	<b>806,493</b>	<b>778,516</b>	<b>1,183,124</b>	<b>1,305,878</b>	<b>1,608,793</b>
Future Committed Transfer to Capital Fund			300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Net Difference			27,965	266,101	256,350	506,493	478,516	883,124	1,005,878	1,308,793
<b>Percent of Operating Expenditures to Operating Revenue</b>										
Personnel Services		78.2%	79.0%	77.9%	78.7%	77.6%	78.5%	77.4%	78.2%	77.1%
Materials and Services		17.7%	16.4%	15.9%	15.5%	15.1%	14.6%	14.2%	13.8%	13.4%

### Percent of Actual Personnel Services to Operating Revenue



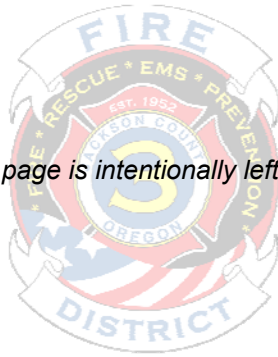
# Fire District 3

## Financial Summary Schedules



2016/17 Fiscal Year Budget

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# Financial Summary Schedules

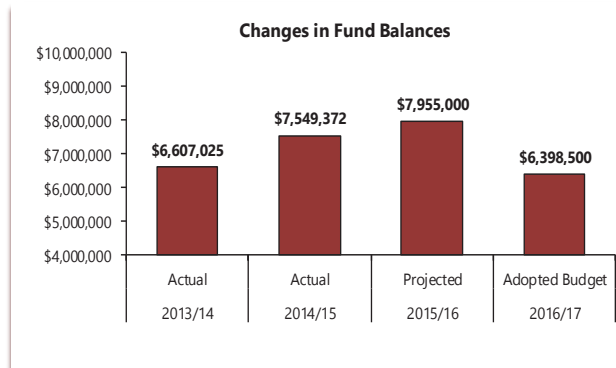
## Summary of all Funds Combined and Changes in Fund Balance

	Fiscal Year			2016/17 Adopted Budget
	2013/14 Actual	2014/15 Actual	2015/16 Projected	
<b>Summary of Revenues</b>				
Property Taxes	12,113,147	11,614,390	12,115,000	12,450,000
Earnings on Investments	37,448	43,475	60,000	50,000
Grants	750	13,312	39,000	200
Rental Income	0	4,950	6,700	7,000
Donations	0	250,000	6,500	5,100
Contracts	52,000	130,656	134,600	81,300
Miscellaneous	136,629	74,703	167,400	27,000
	<b>\$12,339,974</b>	<b>\$12,131,486</b>	<b>\$12,529,200</b>	<b>\$12,620,600</b>
Other Revenue Sources:				
Proceeds from Sale of Equip	9,911	29,944	600	1,000
Loan Proceeds	38,500	0	0	200
Transfers to and from	230,600	1,473,800	1,036,200	986,900
<b>Total All Revenue Sources</b>	<b>\$12,618,985</b>	<b>\$13,635,230</b>	<b>\$13,566,000</b>	<b>\$13,608,700</b>
<b>Summary of Expenditures</b>				
Personnel Services	8,713,285	8,795,293	9,213,300	9,867,600
Materials and Services	1,835,626	1,768,040	1,947,200	2,236,000
Capital Outlay	1,448,234	262,201	701,900	608,800
Debt Service	119,728	393,548	261,800	262,000
Operating Contingency	0	0	0	1,203,900
<b>Total All Expenditures</b>	<b>\$12,116,872</b>	<b>\$11,219,083</b>	<b>\$12,124,200</b>	<b>\$14,178,300</b>
<b>Excess or Deficiency</b>	<b>502,113</b>	<b>2,416,147</b>	<b>1,441,800</b>	<b>(569,600)</b>
<b>Changes in Fund Balance</b> <i>(The cash available at the end of the fiscal year)</i>				
Beginning Fund Balance	6,335,512	6,607,025	7,549,400	7,955,000
Excess Revenues over Expenditures	502,113	2,416,147	1,441,800	(569,600)
Interfund Transfers	(230,600)	(1,473,800)	(1,036,200)	(986,900)
<b>Ending Fund Balance</b>	<b>\$6,607,025</b>	<b>\$7,549,372</b>	<b>\$7,955,000</b>	<b>\$6,398,500</b>
Increase or Decrease in Fund Balance		14.26%	5.37%	-19.57%

The increase in total fund balance at fiscal year end June 30, 2015 was the result of contingency funds not spent, a budgeted increase in unappropriated ending fund balance, monies across line item expenditure accounts not spent in their entirety, and an increase in capital funds set aside as reserve for future.

The projected increase in fund balance of \$405,600 at fiscal year end June 30, 2016 is dominantly the result of monies in the Capital Fund which have been reserved for future capital outlay expenditures. In addition, the amount allocated in the General Fund unappropriated ending fund balance (UEFB) classification increased as well as some significant balances remained across line item accounts.

Proposed fund balance reflected at fiscal year end June 30, 2017 is \$6,398,500 or a decrease of over 19 percent. It should be noted 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 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.





# Financial Summary Schedules

## Breakdown by Fund

GENERAL FUND	Fiscal Year			2016/17 Adopted Budget
	2013/14 Actual	2014/15 Actual	2015/16 Projected	
<b>Revenue/Expenditures</b>				
Revenue	12,379,925	11,897,030	12,529,800	12,621,000
Expenditures	10,668,638	10,956,882	11,422,300	13,511,100
Excess or Deficiency	<b>\$1,711,287</b>	<b>\$940,148</b>	<b>\$1,107,500</b>	<b>(\$890,100)</b>
<b>Changes in Fund Balance</b>				
Beginning Fund Balance	3,846,685	5,327,372	4,793,700	4,865,000
Excess Revenues over Expenditures	1,711,287	940,148	1,107,500	(890,100)
Interfund Transfers Out	(230,600)	(1,473,800)	(1,036,200)	(986,900)
Ending Fund Balances	<b>\$5,327,372</b>	<b>\$4,793,720</b>	<b>\$4,865,000</b>	<b>\$2,988,000</b>
Increase or Decrease		-10.02%	1.49%	-38.58%

Fiscal Year	Ending Fund Balance
2013/14	\$5,327,372
2014/15	\$4,793,720
2015/16	\$4,865,000
2016/17	\$2,988,000

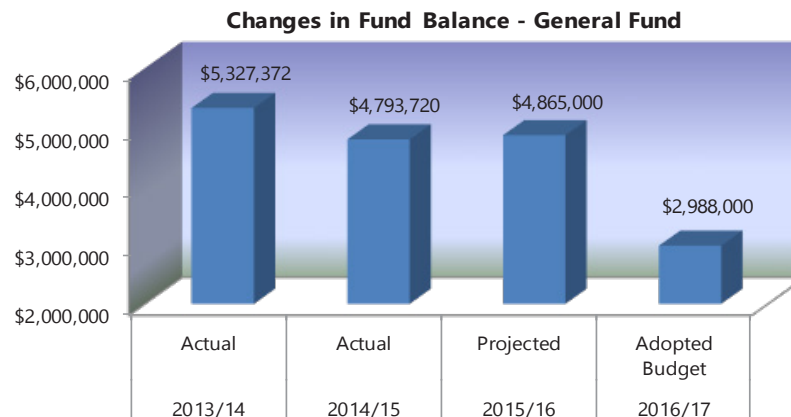
CAPITAL PROJECTS FUND	Fiscal Year			2016/17 Adopted Budget
	2013/14 Actual	2014/15 Actual	2015/16 Projected	
<b>Revenue/Expenditures</b>				
Revenue	8,460	264,400	0	800
Expenditures	1,448,234	262,201	701,900	667,200
Excess or Deficiency	<b>(\$1,439,774)</b>	<b>\$2,199</b>	<b>(\$701,900)</b>	<b>(\$666,400)</b>
<b>Changes in Fund Balance</b>				
Beginning Fund Balance	2,488,826	1,279,652	2,755,700	3,090,000
Excess Revenues over Expenditures	(1,439,774)	2,199	(701,900)	(666,400)
Interfund Transfers In	230,600	1,473,800	1,036,200	986,900
Ending Fund Balances	<b>\$1,279,652</b>	<b>\$2,755,651</b>	<b>\$3,090,000</b>	<b>\$3,410,500</b>
Increase or Decrease		115.34%	12.13%	10.37%

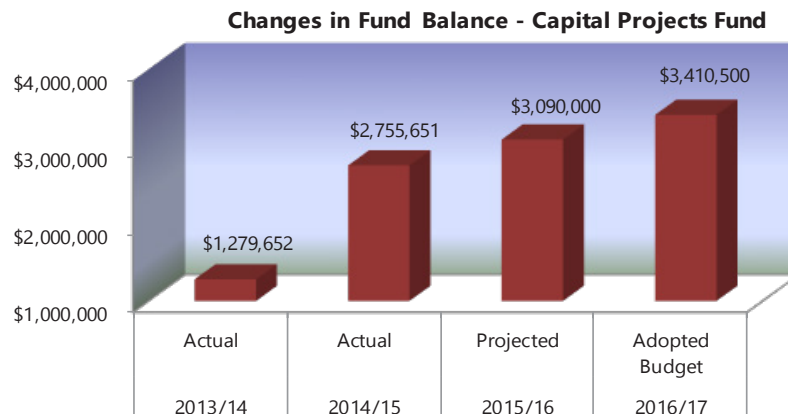
Fiscal Year	Ending Fund Balance
2013/14	\$1,279,652
2014/15	\$2,755,651
2015/16	\$3,090,000
2016/17	\$3,410,500

# Financial Summary Schedules

## Fund Balance Historical



- ➔ Fund balance in the **General Fund** decreased at fiscal year end June 30, 2015 by ten percent, the result of line item accounts expended closer to budgetary levels than the previous year.
- ➔ Fund balance is projected to increase 1.5 percent at fiscal year end June 30, 2016, the result of increasing the UEFB and significant balances remaining across some departmental expenditure accounts, specifically Operations Department with a projected balance remaining of \$335,000.
- ➔ The proposed fund balance at fiscal year end June 30, 2017 reflects only the budgeted unappropriated ending fund balance or \$2,988,000. The UEFB is based on 24 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 approved programs to the Capital Fund for future projects.
- ➔ Fund balance increased significantly at fiscal year end June 30, 2015 by over \$1,475,000, the result of an increase in the transfer of funds from the General and reserving a majority of those funds for future instead of appropriating the entirety for expenditure.
- ➔ Fund balance is projected to increase 12 percent at fiscal year end June 30, 2016, the result of continuing to increase the transfer of funds from the General and reserving the majority for future use as a means to prepare for future construction of a new fire station. In addition, some budgeted capital projects did not come to fruition for various planning reasons and have been re-appropriated in the ensuing year.
- ➔ The proposed fund balance at fiscal year end June 30, 2017 represents a 10.37 percent increase due in large part to the amount of the transfer from the General Fund in relation to scheduled capital expenditures.

# Financial Summary Schedules

## Budget Comparison by Fund

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

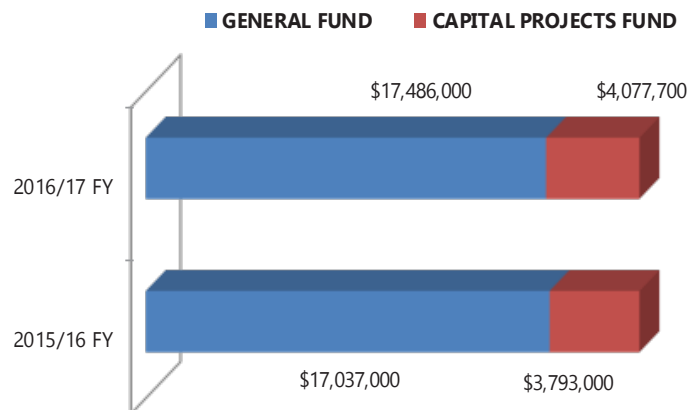
<b>GENERAL FUND</b>	<b>2015/16 FY</b>	<b>2016/17 FY</b>	<b>Variance</b>	<b>Change</b>
	<b>Budgeted</b>	<b>Adopted Budget</b>		
Personnel Services	9,620,800	9,867,600	246,800	2.57%
Materials and Services	2,124,700	2,236,000	111,300	5.24%
Operating Contingency	1,125,500	1,145,500	20,000	1.78%
Debt Service	261,800	262,000	200	0.08%
Transfer to Capital Projects Fund	1,036,200	986,900	(49,300)	-4.76%
Unappropriated Ending Fund Balance	2,868,000	2,988,000	120,000	4.18%
	<b>\$17,037,000</b>	<b>\$17,486,000</b>	<b>\$449,000</b>	<b>2.64%</b>

<b>CAPITAL PROJECTS FUND</b>	<b>2015/16 FY</b>	<b>2016/17 FY</b>	<b>Variance</b>	<b>Change</b>
Department Equipment	101,000	93,700	(7,300)	-7.23%
Apparatus and Vehicles	46,800	430,000	383,200	818.80%
Land and Improvements	100	100	0	0.00%
Building Construction/Improvements	588,100	85,000	(503,100)	-85.55%
Contingency	46,000	58,400	12,400	26.96%
Reserve for Future/Ending Fund Balance	3,011,000	3,410,500	399,500	13.27%
	<b>\$3,793,000</b>	<b>\$4,077,700</b>	<b>\$284,700</b>	<b>7.51%</b>

<b>TOTAL BUDGET</b>	<b>\$20,830,000</b>	<b>\$21,563,700</b>	<b>\$733,700</b>	<b>3.52%</b>
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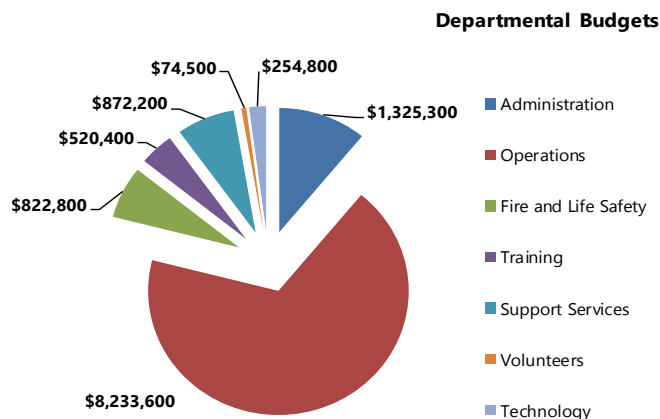


# Financial Summary Schedules

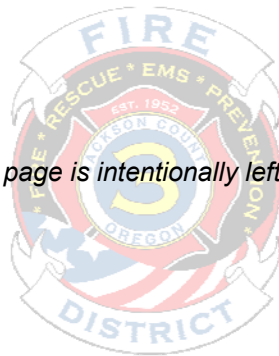
## Budget Comparison by Department

The following reflects a budgetary comparison by each Department between the current and prior fiscal years.

GENERAL FUND	2015/16 FY Budgeted	2016/17 FY Adopted Budget	Variance	Change
<b>Department 01</b>				
<b>Administration</b>				
Personnel Services	591,100	565,300	(25,800)	-4.36%
Materials and Services	606,000	760,000	154,000	25.41%
	<b>\$1,197,100</b>	<b>\$1,325,300</b>	<b>128,200</b>	<b>10.71%</b>
<b>Department 02</b>				
<b>Operations</b>				
Personnel Services	7,733,200	7,975,800	242,600	3.14%
Materials and Services	249,900	257,800	7,900	3.16%
	<b>\$7,983,100</b>	<b>\$8,233,600</b>	<b>250,500</b>	<b>3.14%</b>
<b>Department 03</b>				
<b>Fire and Life Safety</b>				
Personnel Services	716,800	742,600	25,800	3.60%
Materials and Services	78,700	80,200	1,500	1.91%
	<b>\$795,500</b>	<b>\$822,800</b>	<b>27,300</b>	<b>3.43%</b>
<b>Department 04</b>				
<b>Training</b>				
Personnel Services	348,000	347,100	(900)	-0.26%
Materials and Services	167,400	173,300	5,900	3.52%
	<b>\$515,400</b>	<b>\$520,400</b>	<b>5,000</b>	<b>0.97%</b>
<b>Department 05</b>				
<b>Support Services</b>				
Personnel Services	101,700	104,000	2,300	2.26%
Materials and Services	799,900	768,200	(31,700)	-3.96%
	<b>\$901,600</b>	<b>\$872,200</b>	<b>(29,400)</b>	<b>-3.26%</b>
<b>Department 06</b>				
<b>Volunteers</b>				
Materials and Services	87,500	74,500	(13,000)	-14.86%
	<b>\$87,500</b>	<b>\$74,500</b>	<b>(13,000)</b>	<b>-14.86%</b>
<b>Department 07</b>				
<b>Technology</b>				
Personnel Services	130,000	132,800	2,800	2.15%
Materials and Services	135,300	122,000	(13,300)	-9.83%
	<b>\$265,300</b>	<b>\$254,800</b>	<b>(10,500)</b>	<b>-3.96%</b>
<b>TOTAL</b>	<b>\$11,745,500</b>	<b>\$12,103,600</b>	<b>358,100</b>	<b>3.05%</b>



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# Fire District 3

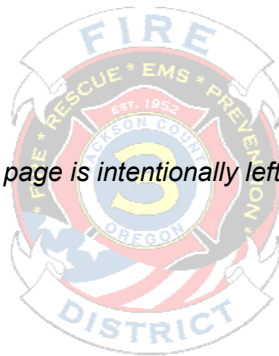
## General Fund Revenue



2016/17 Fiscal Year Budget



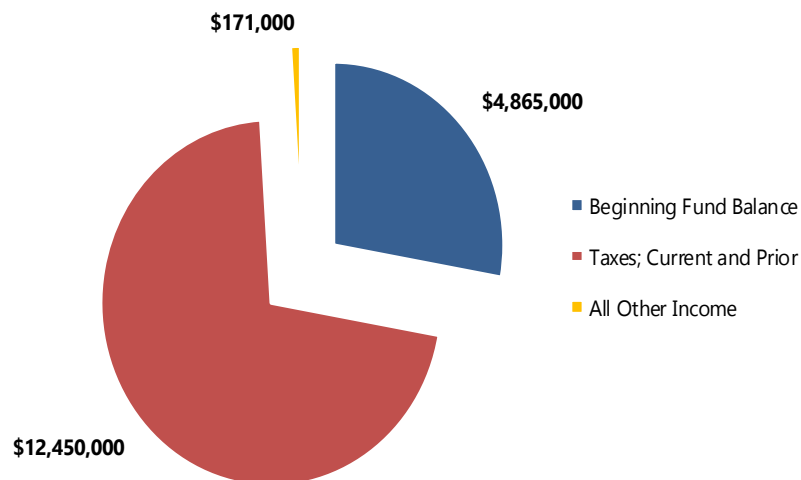
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# General Fund Revenue

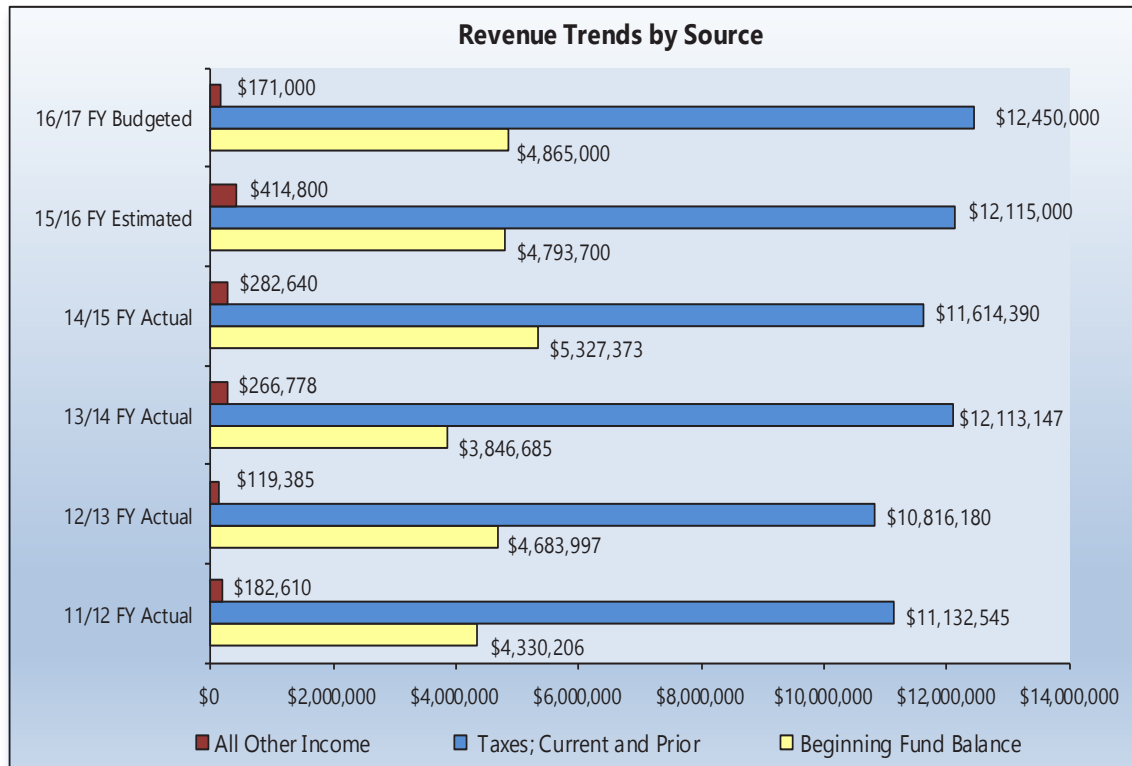
General Fund		HISTORY			CURRENT		
Account	Description	13/14 FY	14/15 FY	15/16 FY	Proposed	Approved	Adopted
		Actual	Actual	Budget	16/17 FY	16/17 FY	16/17 FY
				Budget	Budget	Budget	Budget
40000-000	Beginning Fund Balance	3,846,685.47	5,327,372.56	4,810,000	4,712,000	4,712,000	4,865,000
40010-000	Taxes; Current	11,599,742.70	11,231,211.06	11,500,000	12,075,000	12,075,000	12,075,000
40020-000	Taxes; Prior	513,404.05	383,178.93	450,000	375,000	375,000	375,000
40030-000	Interest	37,448.26	43,475.09	40,000	50,000	50,000	50,000
40050-000	Workers Comp Refund & Reimb	11,812.76	7,681.39	5,000	10,000	10,000	10,000
40060-000	Sale of Equipment	1,450.80	15,543.85	600	500	500	500
40080-000	OSFM Conflagrations	45,878.06	1,174.62	6,000	5,000	5,000	5,000
40090-002	EMS Contract; Mercy Flights	0.00	0.00	13,500	0	0	0
40100-000	Fees for Service; Suppression/EMS	5,092.50	13,940.19	10,000	8,000	8,000	8,000
40110-000	Fees for Service; Drill Ground	0.00	0.00	1,500	1,000	1,000	1,000
40200-000	Grants; Local, State, Federal	750.00	13,311.65	36,100	100	100	100
40331-000	Contract; Financial Services	52,000.00	22,656.00	23,300	24,000	24,000	24,000
40331-001	Contract; Management Services	0.00	108,000.00	111,300	57,300	57,300	57,300
40400-000	Rental Income	0.00	4,950.00	6,600	7,000	7,000	7,000
40500-000	Miscellaneous	73,845.92	51,906.97	10,000	3,000	3,000	3,000
40600-000	Donations	0.00	0.00	10,000	5,000	5,000	5,000
43000-000	Loan Proceeds	38,500.00	0.00	100	100	100	100
<b>TOTAL GENERAL FUND REVENUE</b>		<b>\$16,226,610.52</b>	<b>\$17,224,402.31</b>	<b>\$17,034,000</b>	<b>\$17,333,000</b>	<b>\$17,333,000</b>	<b>\$17,486,000</b>

2016/17 Fiscal Year Adopted Budget

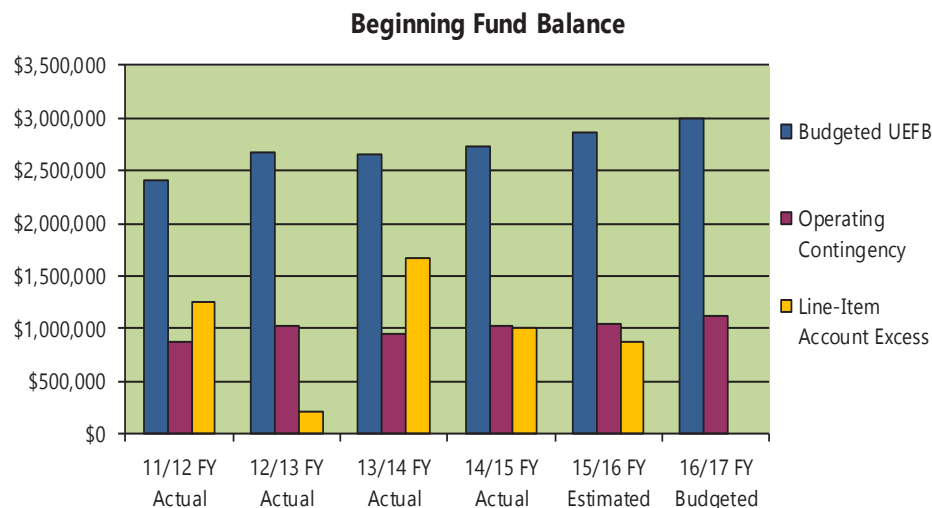


# General Fund Revenue

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



The following graph portrays the breakdown of beginning fund balance as a revenue source.

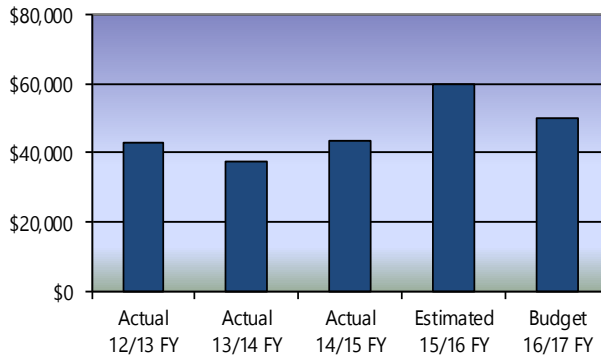


Beginning fund balance consists of the identified unappropriated ending fund balance (UEFB) from the prior fiscal year as established in the Budget and Financial Policies and as adopted by the Board of Directors, operating contingency, and dollars not expended in prior year budgeted line item accounts.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

# General Fund Revenue

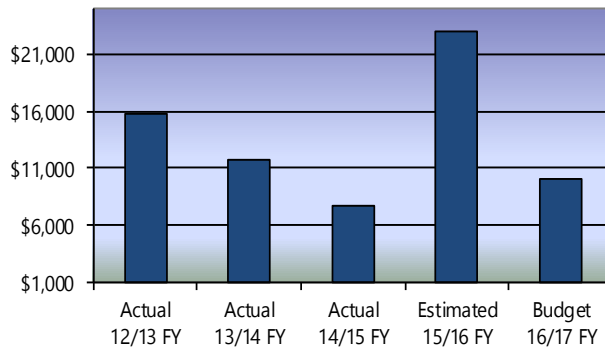
The following graphs portray an historical view of the “*All Other Income*” category illustrated in the “*Revenue Trends by Source*” chart:

**Interest Income**



**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.

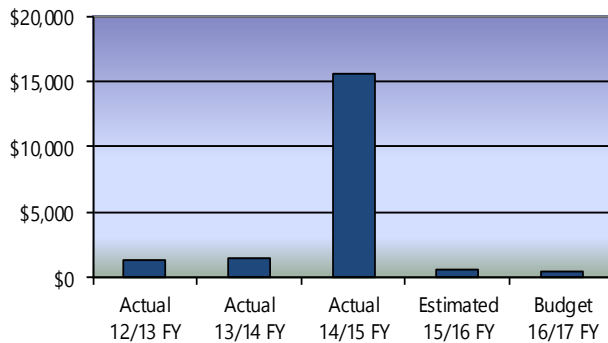
**Worker's Compensation Refund and Reimbursements**



The **worker's 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 worker's compensation reimbursements back to the District for time-loss payments to injured employees.

**Sale of Equipment**



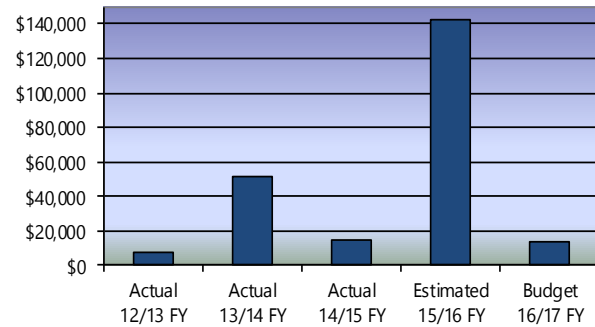
Revenue is from the **sale of equipment** sold during the fiscal year. Annual budgeted amounts are based on conservative estimates. Sale of equipment in the General Fund is for smaller items sold that are not considered fixed assets. Proceeds from the sale of capital outlay equipment are recognized in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

# General Fund Revenue

**Fees for service** include medical standby at sporting events and concerts which require emergency medical technicians to be present. It also includes income from fire suppression costs incurred while responding to unprotected property and incidents along transportation routes such as railroad.

In the 2013/14 and 2015/16 fiscal years revenue was received from the State of Oregon as a reimbursement for District personnel that served on a State Overhead Incident Management Team assisting with fire suppression during a declared conflagration.

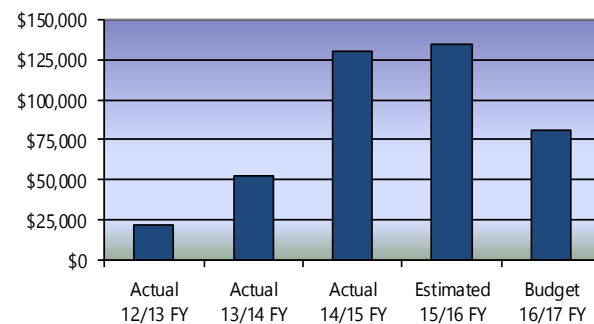
**Fees for Service**



**Contract revenue** accounts for proceeds from external sources in which the District has agreements with. The District has been in a contract since 2003 to provide accounting services for neighboring agency Fire District No. 4.

Commencing January 1, 2014 the District entered into an Intergovernmental Agreement (IGA) with Fire District No. 4 to provide management oversight services. This agreement is scheduled to end on December 31, 2016. Therefore six months of revenue is budgeted for the 2016/17 fiscal year.

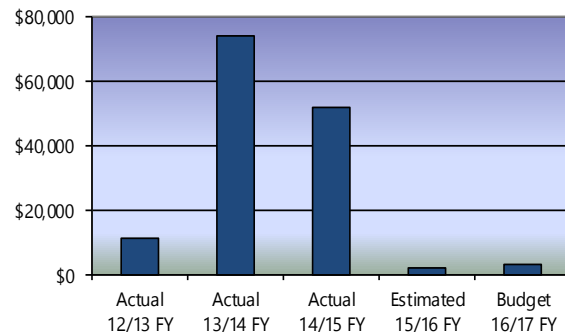
**Contract Revenue**



**Miscellaneous revenue** category consists of rental proceeds, photocopies, alarm report copies, research fees, and any other non-anticipated income. Annual budgeted amounts are based on conservative estimates.

The District also receives miscellaneous revenue from its insurance company each year in the form of longevity credits when the property loss ratio is maintained at 65 percent or below for the previous three calendar years.

**Miscellaneous Revenue**

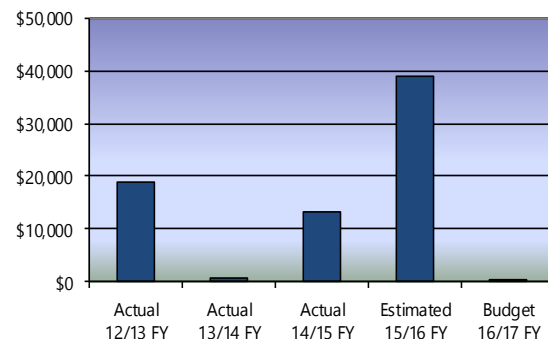


**Grant revenue** comes from Local, State, and Federal sources.

In the 2012/13 and 2015/16 fiscal years the District received grants from the State of Oregon for administering several Incident Command training workshops.

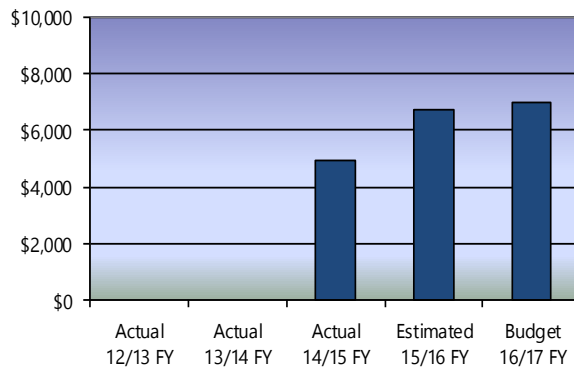
Unless a grant has been awarded at time of budget development for a period that covers the ensuing fiscal year, the District will only budget a minimum dollar amount to serve as a placeholder. If a grant is received during the fiscal year, the District will appropriate it through Board resolution.

**Grant Revenue**



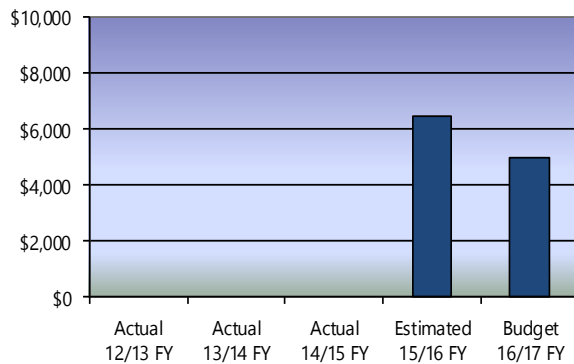
# General Fund Revenue

**Rental Income**



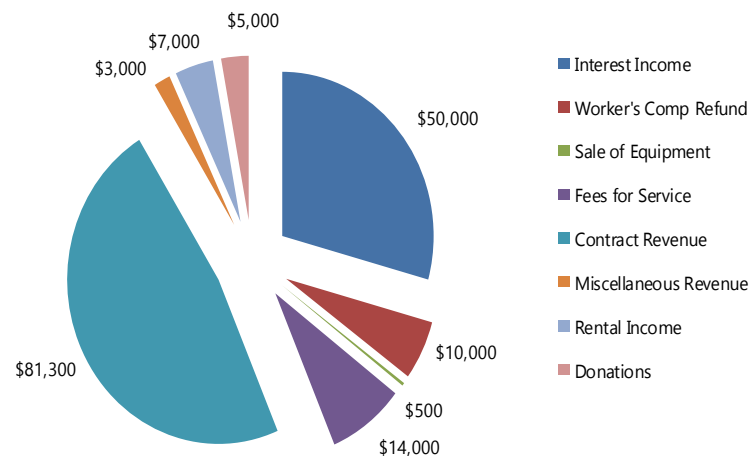
**Rental income** derives from an agreement the District has with the State Department of Public Safety Standards and Training (DPSST) to utilize a portion of the District's training grounds and offices for their regional programs. This agreement went into effect in September of 2014.

**Donations**



**Donations** was established in the 2015/16 fiscal year to accommodate monies received from community members and businesses. A \$5,000 donation was received in 2015 with designation towards the residential fire sprinkler program. A similar donation is budgeted for the 2016/17 fiscal year.

**"All Other Income" Category Adopted for the 2016/17 Fiscal Year**

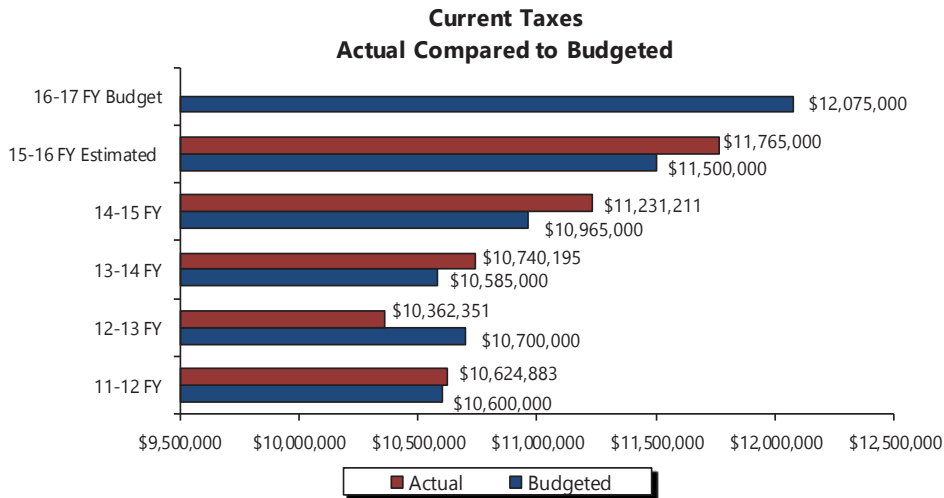


# General Fund Revenue

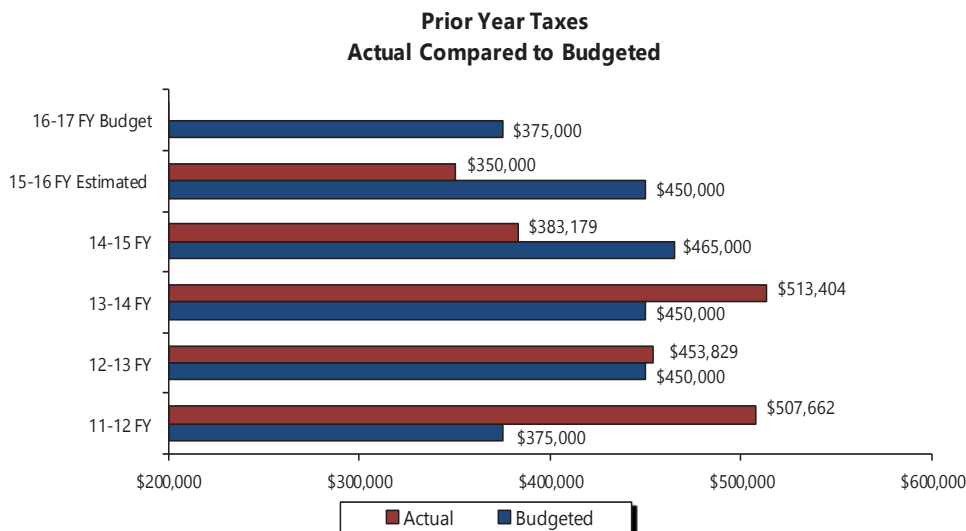
The following graphs portray an historical view of the current and prior year taxes category previously illustrated in the "Revenue Trends by Source" chart:

Current taxes for the 2016/17 fiscal year are budgeted based on assessed valuation growth projections of 3.5 percent across all taxing areas within the District. Detailed information on these trends and growth forecasting can be found in the budget message.

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 93.5 percent collectible rate. The remaining are uncollectibles and discounts for payment in full. The collectible rate is based on the District's average over the last five years.



Prior year taxes for the 2016/17 fiscal year are budgeted at three percent of the 2015/16 Jackson County Assessor's certification of \$12,458,556.





# General Fund Revenue

The District maintains information each year on the certified assessed valuations within the communities we serve. The cities are tracked and monitored separately from the unincorporated areas of our District. Assessed valuations and the corresponding increase or decrease in the identified areas can be dramatically different. The impact can be the result of population growth in a particular city driving up new residential and commercial development, or the loss of industry or commercial infrastructure and the assessed value coming off the tax role.

## Assessed Valuation Trends:

### Unincorporated Areas

2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY	2013/14 FY	2014/15 FY	2015/16 FY
\$1,991,781,987	\$1,985,667,546	\$2,012,001,200	\$1,955,768,951	\$2,010,328,589	\$2,086,359,059	\$2,192,594,013
	-0.3070%	1.3262%	-2.7948%	2.7897%	3.7820%	5.0919%

### City of Gold Hill

2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY	2013/14 FY	2014/15 FY	2015/16 FY
\$64,208,483	\$65,728,042	\$63,707,623	\$61,948,821	\$64,971,898	\$68,264,529	\$71,355,116
	2.3666%	-3.0739%	-2.7607%	4.8800%	5.0678%	4.5274%

### City of Central Point

2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY	2013/14 FY	2014/15 FY	2015/16 FY
\$987,997,881	\$1,021,196,693	\$1,036,034,076	\$1,004,088,294	\$1,029,836,014	\$1,091,728,520	\$1,131,372,600
	3.3602%	1.4529%	-3.0835%	2.5643%	6.0099%	3.6313%

### City of Eagle Point

2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY	2013/14 FY	2014/15 FY	2015/16 FY
\$525,342,796	\$533,008,615	\$543,162,379	\$535,866,473	\$551,807,326	\$582,331,866	\$604,425,784
	1.4592%	1.9050%	-1.3432%	2.9748%	5.5317%	3.7940%

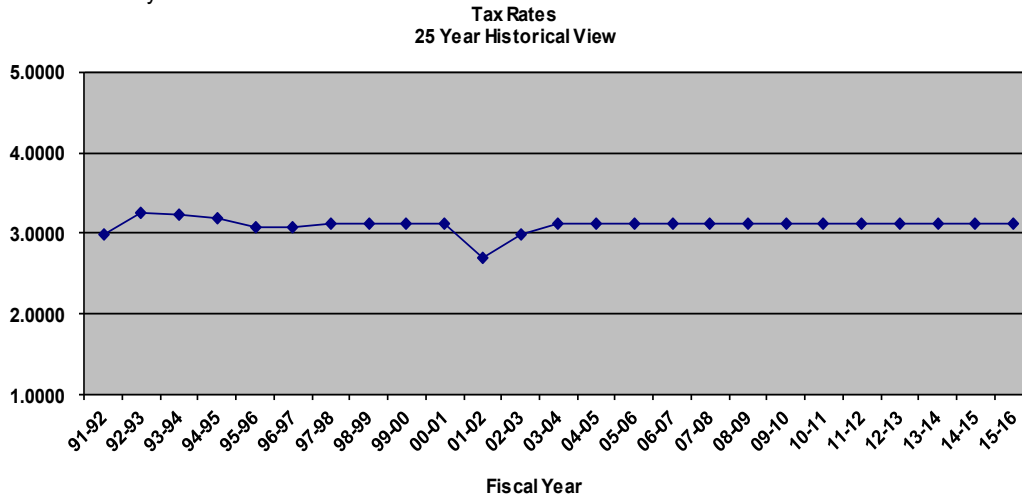
### All Areas Combined

2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY	2013/14 FY	2014/15 FY	2015/16 FY
\$3,569,331,147	\$3,605,600,896	\$3,654,905,278	\$3,557,672,539	\$3,656,943,827	\$3,828,683,974	\$3,999,747,513
	1.0161%	1.3674%	-2.6603%	2.7903%	4.6963%	4.4679%

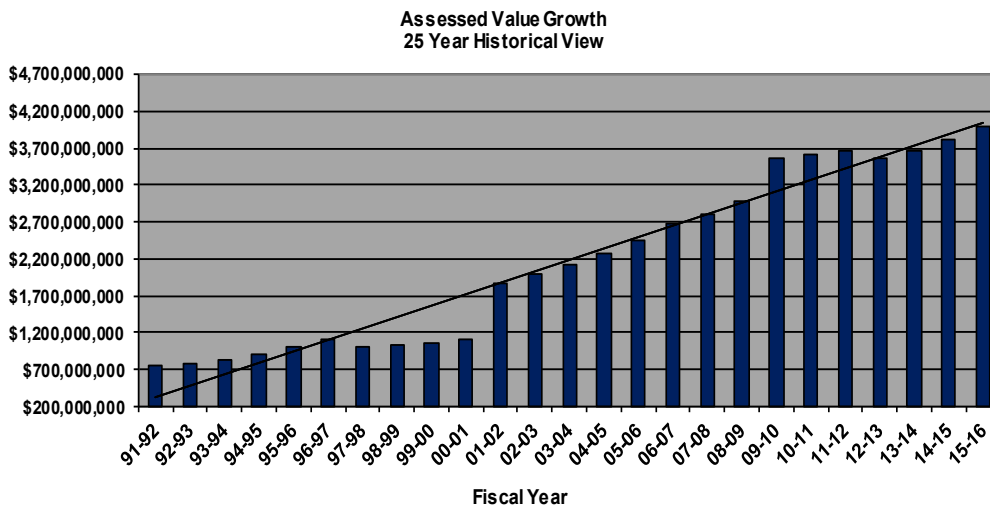


# General Fund Revenue

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 based tax system was replaced by this rate based tax system.



In the 2001/02 fiscal year, the Cities of Central Point and Eagle Point annexed into the District, which resulted in a significant increase in the District's assessed valuation. Consequently, the District reduced the tax rate levied that year to \$2.69. In the 2002/03 fiscal year the rate was increased to \$2.99 and in 2003/04 the rate was levied back to the District's permanent rate of \$3.1194.



In the 2009/10 fiscal year, the White City Urban Renewal tax ended thus resulting in another increase in assessed valuation. Tax revenue generated from the frozen assessed value had been diverted to the Urban Renewal Agency since 1996.

In the 2012/13 fiscal year the District experienced a decline in assessed valuation, the result of the economic recession and property's real market housing values falling below the maximum assessed value, coupled with tax re-assessments in maintenance areas within the District by the Jackson County Assessor.

Ballot Measure 50 limits increases in assessed valuation of each property to three percent per year, with special exemptions for property that is improved, rezoned, subdivided, or ceases to qualify for exemption. However if real market value (RMV) falls below a property's maximum assessed value (MAV), the lower of the two becomes the new assessed value (AV) for which property taxes are calculated on. This continues each year until the real market value exceeds the MAV.

# General Fund Revenue

2015				
Top Taxpayers	Type of Business	Rank	Taxable Assessed Valuation	Tax Paid to District
Boise Cascade Wood Products	Wood Manufacturer	1	\$ 64,727,820	\$201,912
Carestream Health Inc	Medical Mfg Plant	2	58,261,020	\$181,739
Amy's Kitchen	Organic Food Mfg	3	47,155,160	\$147,096
Pacificorp	Electric Utilities	4	46,335,000	\$144,537
Avista Corp	Natural Gas Utilities	5	23,689,000	\$73,895
Linde LLC	Industrial Gases	6	22,482,080	\$70,131
Plycem USA LLC	Wood Siding Plant	7	18,504,630	\$57,723
Table Rock Group LLC	Real Estate Developers	8	18,171,560	\$56,684
Biomass One, Ltd	Industrial Mill	9	14,832,000	\$46,267
CenturyLink	Telephone	10	15,465,000	\$48,242
Murphy Company	Wood Products Mill	11	10,920,970	\$34,067
Wal-Mart	Retail	12	10,430,370	\$32,536
Space LLC	Developer	13	9,819,660	\$30,631
Charter Communications	Cable Comm Provider	14	9,194,000	\$28,680
Erickson Air-Crane	Helicopter Mfg	15	9,160,290	\$28,575
USF Reddaway	Trucking	16	8,185,620	\$25,534
Rogue Waste Systems LLC	Sanitary	17	7,456,760	\$23,261
Twin Creeks Retirement LP	Senior Living Development	18	5,497,400	\$17,149
Investors II, LLC	Property Holdings	19	5,274,200	\$16,452
Pacific Tool and Gauge Inc	Tool Manufacturer	20	4,328,840	\$13,503

**Source:** Jackson County Assessment Department.

# General Fund Revenue

## Market and Assessed Valuation of Taxable Property Last Ten Fiscal Years

Fiscal Year Ended	Real Property		Personal Property		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		
2006	\$ 4,146,362,194	\$ 2,589,085,472	\$ 145,935,660	\$ 134,989,270	\$ 135,257,660	\$ 91,700,660	\$ 4,427,555,514	\$ 2,815,775,402	63.60%	3.12
2007	5,338,318,029	2,829,030,193	179,037,000	162,555,260	134,039,190	97,136,000	5,651,394,219	3,088,721,453	54.65%	3.12
2008	5,882,845,258	3,045,501,666	178,251,090	161,085,960	120,209,521	98,734,200	6,181,305,869	3,305,321,826	53.47%	3.12
2009	5,753,668,938	3,283,621,811	190,122,330	175,341,216	125,794,821	110,368,120	6,069,586,089	3,569,331,147	58.81%	3.12
2010	5,115,061,253	3,331,237,115	176,646,820	148,783,971	130,665,897	125,579,810	5,422,373,970	3,605,600,896	66.49%	3.12
2011	4,681,327,241	3,360,978,273	156,822,110	157,677,325	111,067,738	136,249,680	4,949,217,089	3,654,905,278	73.85%	3.12
2012	3,830,202,573	3,294,925,381	147,327,070	141,942,558	124,595,950	120,804,600	4,102,125,593	3,557,672,539	86.73%	3.12
2013	3,796,232,112	3,416,760,761	134,697,590	130,178,016	112,588,855	110,005,050	4,043,518,557	3,656,943,827	90.44%	3.12
2014	4,359,147,204	3,564,866,680	149,353,550	144,171,709	121,862,697	119,645,585	4,630,363,451	3,828,683,974	82.69%	3.12
2015	4,720,519,001	3,722,215,430	156,818,690	152,727,683	130,547,978	124,804,400	5,007,885,669	3,999,747,513	79.87%	3.12

**Source:** Jackson County Assessment Department.

**Notes:** Decline in real market values between 2010 and 2013 was due to the economic recession and declining real estate values.  
Tax rates are per \$1,000 of assessed value.

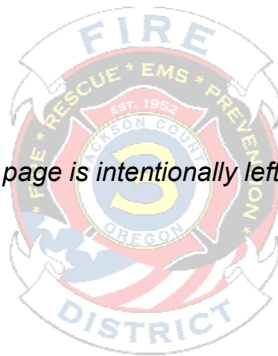
# General Fund Revenue

Property Tax Levies and Collections  
Last Ten Fiscal Years

<u>Fiscal Year Ended June 30,</u>	<u>Taxes Levied by Assessor</u>	<u>Current Tax Collections</u>	<u>Current Tax Collections as Percent of Current Levy</u>	<u>Delinquent Tax Collections</u>	<u>Total Tax Collections</u>	<u>Total Collections as Percent of Current Levy</u>	<u>Outstanding Delinquent Taxes</u>	<u>Delinquent Taxes as Percent of Current Levy</u>
2006	\$ 7,694,418	\$ 7,219,884	93.83 %	330,709	\$ 7,550,593	98.13 %	385,778	5.01 %
2007	8,364,597	7,671,071	91.71	261,581	7,932,652	94.84	570,998	6.83
2008	8,792,558	8,112,598	92.27	381,977	8,494,575	96.61	594,187	6.76
2009	9,291,810	8,545,870	91.97	343,252	8,889,122	95.67	727,166	7.83
2010	11,157,420	10,200,135	91.42	414,255	10,614,390	95.13	892,133	8.00
2011	11,254,507	10,379,903	92.23	504,410	10,884,313	96.71	977,187	8.68
2012	11,412,597	10,550,044	92.44	571,623	11,121,667	97.45	967,281	8.48
2013	11,112,431	10,386,202	93.46	453,829	10,840,031	97.55	858,401	7.72
2014	11,424,300	10,674,658	93.44	547,547	11,222,205	98.23	879,881	7.70
2015	11,909,282	11,292,333	94.82	344,522	11,636,855	97.71	861,868	7.24

**Source:** Jackson County Treasurer's Office and Jackson County Fire District 3 Finance Department.

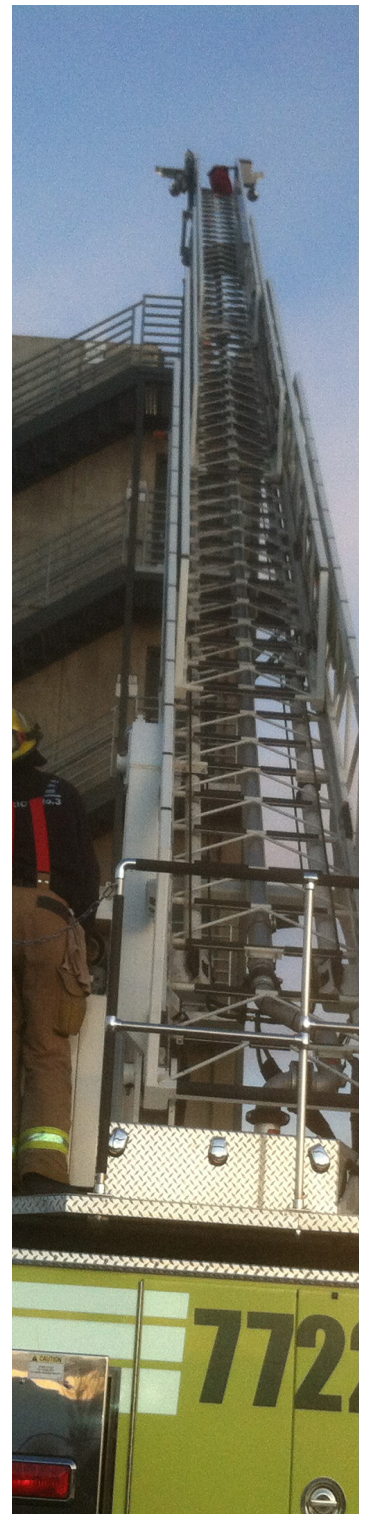
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# Fire District 3

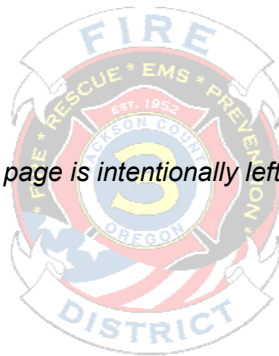
## Administration Department



2016/17 Fiscal Year Budget



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# Administration Department

2016/17 Fiscal Year

## DEPARTMENT DESCRIPTION

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

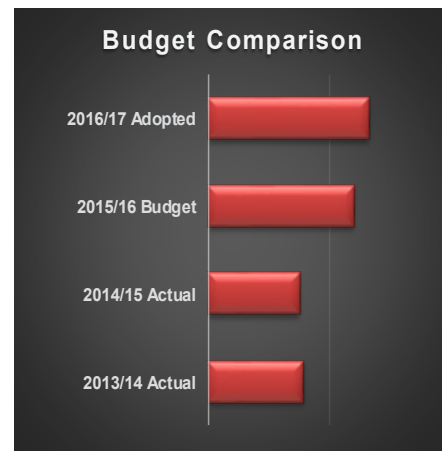
Administration supports the District in the achievement of its mission and vision by overseeing areas pertaining to strategic planning, policy development, staffing and personnel management, risk management, labor relations, and Civil Service. In addition support is provided to the District's Board of Directors, Budget Committee members, and Civil Service Commissioners.

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	2013/14 Actual	2014/15 Actual	2015/16 Budget	2016/17 Adopted
Personnel Services	\$569,298.89	\$562,627.84	\$591,100	\$565,300
Materials and Services	\$208,114.79	\$185,089.37	\$606,000	\$760,000
	<b>\$777,413.68</b>	<b>\$747,717.21</b>	<b>\$1,197,100</b>	<b>\$1,325,300</b>



## PERSONNEL SUMMARY

Position	2013/14 Actual	2014/15 Actual	2015/16 Budget	2016/17 Adopted
Fire Chief	1.00	1.00	1.00	1.00
Chief Finance Officer	1.00	1.00	1.00	1.00
Finance Assistant	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Public Information Officer	0.15	0.15	0.15	0.00
<b>Total</b>	<b>4.15</b>	<b>4.15</b>	<b>4.15</b>	<b>4.00</b>

# Administration Department

2016/17 Fiscal Year

## **NEW BUDGETARY SIGNIFICANT CHANGES**

Personnel Services is budgeted to decrease 4.36 percent or \$25,800 from the prior fiscal year. Factors impacting this classification include salary and benefit adjustments and the elimination of the part-time Public Information Officer. The District has re-assigned public information responsibilities to the Fire and Life Safety Specialist, budgeted out of the Fire and Life Safety Department. The employer contribution into an HRA-VEBA plan has increased \$128 per month per employee. The total departmental cost impact for this benefit change is \$6,200. Salaries are budgeted with no cost of living adjustments.

The overall Materials and Services classification is budgeted to increase 25.41 percent or \$154,000. Significant factors are an increase in account 60223-001; *Supplies Administrative* to accommodate for Board of Director elections (two positions) and account 60270-000; *Contractual Services* to accommodate for an increase in the 911 dispatch contract, architectural conceptual design costs towards the Rogue Community College fire science building/classroom project, and engineering studies for station seismic upgrades and future fire station conceptual design to prepare towards request for proposal readiness.

## **PRIOR YEAR ACCOMPLISHMENTS**











<b><u>Action Item</u></b>	<b><u>Strategic Priority Number</u></b>	<b><u>Outcome</u></b>
Financial Forecasting	2	Completed long-term financial forecasting adjusting for the slight economic improvement; developed modest growth trends for future budget years as a result. Revised capital replacement plan that remains adequately funded.
Urban Renewal Funding	2	Completed a long-term analysis on the impact the Central Point Urban Renewal Agency will have on the District and the potential direct revenue loss from the diversion of property tax to the Agency. Decision was made not to use urban renewal funds from the Agency to help build a future fire station or fund equipment. Instead focus will be on encouraging the Agency to finish identified projects and sunset early.
Bill for Services	2	Conducted a bill for services analysis to recover costs from response to certain types of alarms, specifically involving non-patrons of the District. The potential revenue from cost recovery versus the perception, District involvement, and overall District mission of service provider was weighed. The District will provide a final recommendation in a report to the Board of Directors in May 2016.
Mercy Flights	2	Reviewed the medical transport agreement with Mercy Flights. The District continues to find value in this service, however, Mercy Flights decided to discontinue the agreement due to its perceived lack of value to Mercy Flights. The District will continue to transport patients within our service area if Mercy Flights is delayed and we believe that time is critical for the patient.
District Renaming and Rebranding	3	Evaluated the concept of renaming/rebranding the District to increase recognition and better identify the area served. A committee was established that consisted of a wide group of District members to share concepts and ideas; the pros and cons were discussed. Decision was made to de-emphasize the "Jackson County" in the name and instead focus on the "Fire District 3" and maintaining the logo.
Employee Performance Management Program	3	Completed the development of a revised employee performance management program that embraces consistent feedback and reinforces personal and professional development. The result is a self-evaluation process initiated by the employee instead of a rating system driven by the supervisor. Administered professional training to all personnel on performance management, feedback, communication styles, dealing with conflict, etc.

# Administration Department

2016/17 Fiscal Year

GFOA Recognition	3	The District received the Distinguished Budget Award and Certificate of Excellence in Financial Reporting.
Public Information	4	Developed and implemented new public information options to citizens in order to improve communication, such as establishing Twitter, expanding Facebook page, utilizing media outlets, and improving the District website.
Fire District 4 Management Contract	5	Evaluated the agreement for Fire Chief services with Fire District 4 (Shady Cove). Both agencies are happy with the progress made with this agreement and believe that Fire District 4 is ready to end the agreement and hire their own part-time Fire Chief. This contract will end in December 2016.

## DEPARTMENT MEASUREMENTS AND TARGETS

<i>Types of Transactions (Output Measures)</i>	<i>2012/13 Actual</i>	<i>2013/14 Actual</i>	<i>2014/15 Actual</i>	<i>2015/16 Estimated</i>	<i>2016/17 Projected</i>
<i>Accounts Payable Transactions</i>	1,850	1,926	2,056	2,120	2,200
<i>Payroll Disbursements (includes ACH)</i>	1,775	1,795	1,801	1,875	1,800
<i>Purchase Orders Issued</i>	1,205	1,305	1,255	1,300	1,350
<i>Cash Receipts Processed</i>	145	165	167	175	175
<i>Effectiveness Measures</i>	<i>2012/13 Actual</i>	<i>2013/14 Actual</i>	<i>2014/15 Actual</i>	<i>2015/16 Estimated</i>	<i>2016/17 Projected</i>
<i>Award for Distinguished Budget</i>					
<i>Award for Excellence in Financial Reporting</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; reports easily available for review; financial analysis and reporting provided in the semi and annual performance reports.
- Ensure overall expenditure growth does not exceed primary operating revenue.  
Measured By: Continued budgeting of 24 percent of operating revenue to be set aside as unappropriated ending fund balance; percent of operating expenditures to operating revenue remains below 100%. Personnel Services remains below maximum threshold of 80% of operating revenue.
- Ensure contingency levels are in compliance with financial policy.  
Measured By: Continued budgeting of no less than six percent of annual operating revenue into contingency; during budget years of lower assessed valuation growth, increase levels to nine percent.
- Continue to prepare award winning budget documents and comprehensive annual financial reports.  
Measured By: Continued receipt of GFOA Distinguished Budget Award and Excellence in Financial Reporting for the CAFR.

# Administration Department

2016/17 Fiscal Year

<i>Effectiveness Measures</i>	<i>2012/13 Actual</i>	<i>2013/14 Actual</i>	<i>2014/15 Actual</i>	<i>2015/16 Estimated</i>	<i>2016/17 Target</i>
<b>Financial Reporting</b> <i>Provide accurate financial reports on a monthly basis at Board Meetings</i>	100%	100%	100%	100%	100%
<b>Sound Audit Findings</b> <i>Number of audit findings</i>	None	None	None	None	None
<b>Investing</b> <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
<b>Workers Compensation</b> <i>Encourage safe work practices to maintain an "Experience Modifier" of below 1.0</i>	.84	.86	.79	.86	.85

## **2016/17 FISCAL YEAR DEPARTMENTAL ACTION ITEMS**

The following action items are assigned to the Administration Department and link back to one of the five organizational strategic priorities as identified within the adopted Strategic Plan. Each action item has a desired completion date identified. Detailed tasks for each action item have been developed to ultimately attain the desired outcomes and support the District in achieving its mission.

Only the overarching Strategic Priorities that encompass the identified departmental action items are reflected within the departmental sections. All the Strategic Priorities and action items are represented in their entirety under tab three of the budget document. The action item number represents the departmental number assigned to it.

### **Strategic Priority 2 – Ensure sustainability of service delivery (people, facilities, fleet, and finance).**

<b>Action Item Number</b>	<b>Action Items Assigned to the Administration Department</b>	<b>Target Completion Date</b>
1.8	Identify grant opportunities that support the District's mission and Strategic Plan; pursue efforts to attain those grants as appropriate.	October 2016

### **Strategic Priority 3 – Promote, develop, and support craftsmanship, innovation, and excellence throughout the organization.**

<b>Action Item Number</b>	<b>Action Items Assigned to the Administration Department</b>	<b>Target Completion Date</b>
1.10	Review the firefighter hiring process and propose modifications to the Board of Directors and Civil Service Commission.	August 2016

### **Strategic Priority 5 – Develop and strengthen collaborative strategic partnerships.**

<b>Action Item Number</b>	<b>Action Items Assigned to the Administration Department</b>	<b>Target Completion Date</b>
1.9	Work collaboratively with Jackson County EMS responders to review options for a physician supervisor prior to the retirement of Dr. Rostykus.	December 2016

# Administration Department

2016/17 Fiscal Year

## General Fund

## HISTORY

## CURRENT

Account	Description	13/14 FY Actual	14/15 FY Actual	15/16 FY Budget	Proposed 16/17 FY Budget	Approved 16/17 FY Budget	Adopted 16/17 FY Budget
<b>Personnel Services</b>							
51110-000	Fire Chief	135,866.08	136,931.04	140,000	138,000	138,000	138,000
51128-000	Finance Assistant	52,742.93	60,905.19	54,000	50,500	50,500	50,500
51130-000	Administrative Assistant	52,742.91	63,444.75	0	0	0	0
51131-000	Executive Assistant	0.00	0.00	57,000	50,500	50,500	50,500
51150-000	Chief Finance Officer	114,631.20	114,631.20	116,000	115,000	115,000	115,000
58100-000	Part Time; Adm	0.00	0.00	100	0	0	0
58100-010	Part Time; Public Info Officer	11,929.11	11,141.71	12,000	0	0	0
58192-000	Overtime; Adm	1,269.33	1,993.41	2,000	500	500	500
58192-001	Overtime; OSFM Conflagration	20,157.80	0.00	0	0	0	0
58194-001	Ed Incentive	10,460.00	10,688.00	10,600	13,000	13,000	13,000
58196-000	Longevity Pay	3,510.75	2,854.20	3,600	3,000	3,000	3,000
58198-000	Car Allowance	0.00	9,113.00	9,500	9,500	9,500	9,500
58201-000	Technology Stipend	0.00	0.00	1,400	1,600	1,600	1,600
58201-000	Retirement (PERS)	41,482.02	40,553.28	46,500	45,000	45,000	45,000
58202-000	Unemployment Insurance	12,504.00	524.00	500	100	100	100
58210-000	ER Deferred Comp Contrib	11,024.00	10,946.00	17,000	16,300	16,300	16,300
58212-000	Health and Life Insurance	68,459.41	52,480.34	75,000	73,000	73,000	73,000
58215-000	HRA-VEBA Contribution	0.00	14,046.44	9,200	15,400	15,400	15,400
58220-000	FICA and Medicare PR Taxes	28,779.39	28,648.19	32,000	29,200	29,200	29,200
58221-000	Workers' Comp Insurance	3,739.96	3,727.09	4,700	4,700	4,700	4,700
<b>TOTAL PERSONNEL SERVICES</b>		<b>\$569,298.89</b>	<b>\$562,627.84</b>	<b>\$591,100</b>	<b>\$565,300</b>	<b>\$565,300</b>	<b>\$565,300</b>
<b>Materials and Services</b>							
58203-000	Physicals and Vaccinations	570.00	565.00	700	700	700	700
58213-001	Uniforms	43.95	324.00	0	0	0	0
60220-000	Printing	1,199.75	1,968.00	2,500	2,500	2,500	2,500
60222-000	Supplies; Office	9,918.62	7,940.49	10,000	10,000	10,000	10,000
60223-001	Supplies; Administrative	16,280.85	28,037.93	26,800	32,000	32,000	32,000
60223-002	Supplies; Fees	51,240.55	9,675.88	8,500	11,500	11,500	11,500
60270-000	Contractual & Professional Services	48,332.65	49,781.71	457,500	465,200	465,200	598,200
60370-000	Property & Casualty Insurance	66,457.50	72,292.46	74,000	76,000	76,000	76,000
60380-000	Mileage Reimbursements	4,391.16	793.91	2,000	2,000	2,000	2,000
60410-000	Membership Dues	3,379.00	5,644.00	5,900	5,500	5,500	8,500
60412-000	Books & Subscriptions	1,190.08	1,885.74	1,000	1,500	1,500	1,500
60430-001	Advertising	2,103.35	2,747.89	6,500	6,500	6,500	6,500
60490-000	Hiring Processes, CS, Backgrounds	0.00	0.00	7,000	7,000	7,000	7,000
60491-000	Postage and Shipping	3,007.33	3,432.36	3,500	3,500	3,500	3,500
62100-000	Interest on Bank Loan	0.00	0.00	100	100	100	100
<b>TOTAL MATERIALS and SERVICES</b>		<b>\$208,114.79</b>	<b>\$185,089.37</b>	<b>\$606,000</b>	<b>\$624,000</b>	<b>\$624,000</b>	<b>\$760,000</b>
<b>TOTAL ADMINISTRATION</b>		<b>\$777,413.68</b>	<b>\$747,717.21</b>	<b>\$1,197,100</b>	<b>\$1,189,300</b>	<b>\$1,189,300</b>	<b>\$1,325,300</b>

# Administration Department

2016/17 Fiscal Year

## MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 1

Account	Description	Account Total
<b>58203-000</b>	<b>Physicals and Vaccinations.....</b>	<b>\$ 700</b>
	Annual medical exam for Fire Chief	
<b>60220-000</b>	<b>Printing.....</b>	<b>\$ 2,500</b>
	General administrative printing by outside sources including business cards, budget document, strategic plan, and annual performance report	
<b>60222-000</b>	<b>Supplies; Office.....</b>	<b>\$ 10,000</b>
<b>60223-001</b>	<b>Supplies; Administrative.....</b>	<b>\$ 32,000</b>
	General administrative supplies and board expenses	10,000
	Years of service awards and annual banquet	10,000
	District historical preservation and display	3,000
	Miscellaneous office furnishings and equipment	2,000
	Board of Director elections (two positions)	5,000
	PROJECT: Backdrop curtains for Crater Lake Board Room	2,000
<b>60223-002</b>	<b>Supplies; Fees.....</b>	<b>\$ 11,500</b>
	Expenses related to banking fees, employee benefits third party administrator fees; State of Oregon purchasing agreement, Oregon Ethics commission, ODOT land use fee, and GFOA 45 are applicable	8,500
	This budget year Millimum actuary fees for GASB 45 are applicable	3,000
<b>60270-000</b>	<b>Contractual &amp; Professional Services.....</b>	<b>\$ 598,200</b>
	911 dispatch services contract	383,700
	General legal counsel	40,000
	Financial audit and filing expenses	10,000
	Lobbyist	12,000
	EMS physician supervisor contract	12,000
	Accela financial software annual support contract	7,500
	PROJECT: Preliminary architectural work on RCC classroom project	10,000
	PROJECT: Engineering study for station seismic upgrades	78,000
	PROJECT: Engineering and architectural work to prepare request for proposal on future fire station construction	45,000
<b>60370-000</b>	<b>Property &amp; Casualty Insurance.....</b>	<b>\$ 76,000</b>
<b>60380-0001</b>	<b>Mileage Reimbursements.....</b>	<b>\$ 2,000</b>
	Mileage reimbursements under IRS accountable plan	



# Administration Department

2016/17 Fiscal Year

## MATERIALS AND SERVICES DETAIL BY ACCOUNT - *Continued*

General Fund 1, Department 1

Account	Description	Account Total
60410-000	<b>Membership Dues.....</b> Membership dues to organizations such as Special Districts Assn, Rogue Valley Fire Chief's Assn, Oregon Fire Chief's Assn, Int'l Association of Fire Chief's, Government Finance Officers Assn, Oregon Municipal Finance Officers, Oregon Fire Service Museum, and Oregon Fire District Director's Assn	\$ 8,500
60412-000	<b>Books &amp; Subscriptions.....</b>	\$ 1,500
60430-001	<b>Advertising.....</b>	\$ 6,500
60490-000	<b>Hiring Processes, Civil Service, Backgrounds.....</b> Includes entry level hiring processes and promotional exams, expenses for civil service meetings, and all expenses related to pre-employment background evaluations	\$ 7,000
60491-000	<b>Postage and Shipping.....</b>	\$ 3,500
62100-000	<b>Interest on Bank Loan.....</b>	\$ 100
<b>TOTAL MATERIALS AND SERVICES</b>		<b>\$ 760,000</b>

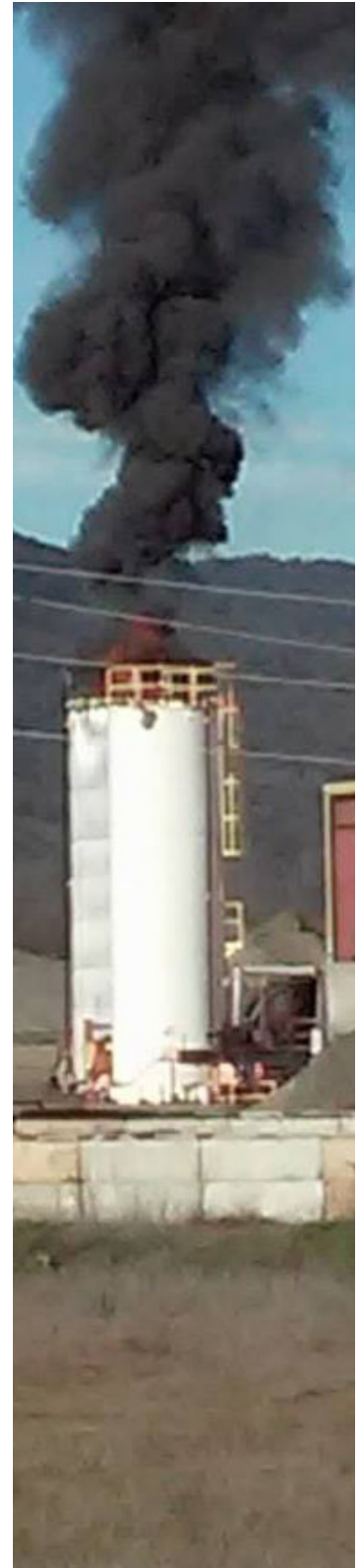
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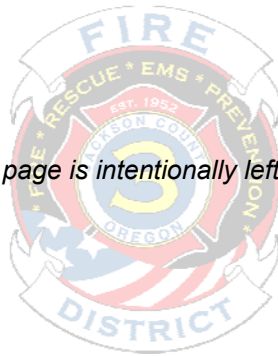
# Operations Department

## Fire District 3



2016/17 Fiscal Year Budget

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# Operations Department

2016/17 Fiscal Year

## **DEPARTMENT DESCRIPTION**

The mission of the Operations Department is to protect life and property through emergency response services. The Operations Department strives to achieve this mission through the efficient and effective delivery of four core disciplines:

1. Fire Suppression
2. Pre-Hospital Emergency Medical Service (Basic and Advanced Life Support)
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 volunteer, student firefighters, and/or resident personnel for response. Each fire station is assigned a geographical area that defines its 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.

### **White City**

Initial response to this FMZ is provided by one staffed career engine company and student firefighters from the White City Fire Station located at 8333 Agate Road in White City. The Battalion Chief is also stationed here. There were 1,741 requests for service in the White City area in 2015.



### **Central Point**

Initial response to this FMZ is provided by one staffed career engine company and student firefighters from the Central Point Fire Station located at 600 South Front Street. There were 2,825 requests for service in the Central Point area in 2015.



### **Eagle Point**

Initial response to this FMZ is provided by one staffed career engine company and student firefighters from the Eagle Point Fire Station located at 213 Loto Street. There were 1,268 requests for service in the Eagle Point area in 2015.



### **Table Rock**

Response to this FMZ is provided by one staffed career engine company from the Table Rock Station located at 5159 Table Rock Road. This is a new station and does not have 2015 FMZ data established.





# Operations Department

2016/17 Fiscal Year

## Dodge Bridge

Initial response to this FMZ is provided by volunteers and volunteer resident personnel from the Dodge Bridge Fire Station located at 60 Rogue River Drive and career personnel from White City and/or Eagle Point Fire Stations. There were 154 requests for service in the Dodge Bridge area in 2015.



## Gold Hill

Initial response to this FMZ is provided by volunteers and volunteer resident personnel from the Gold Hill Fire Station located at 299 Access Road, and career personnel from the Central Point Fire Station. There were 334 requests for service in the Gold Hill area in 2015.



## Sams Valley

Response to this FMZ is provided by volunteers and volunteer resident personnel from the Sams Valley Fire Station located at 3333 Tresham Lane, and career personnel from White City, Eagle Point, and/or Central Point Fire Stations. There were 238 requests for service in the Sams Valley area in 2015.



## Agate Lake

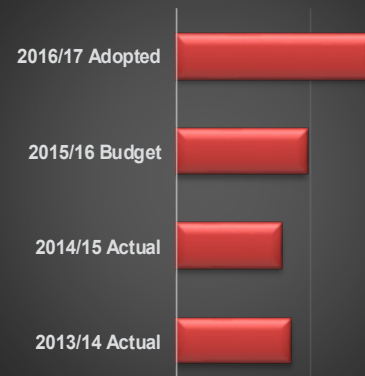
Initial response to this FMZ is provided by volunteers and volunteer resident personnel from the Agate Lake Fire Station located at 880 East Antelope Road, and career personnel from White City and/or Eagle Point Fire Stations. There were 55 requests for service in the Agate Lake area in 2015.



## BUDGET SUMMARY

Expenditures	2013/14 Actual	2014/15 Actual	2015/16 Budget	2016/17 Adopted
Personnel Services	\$7,058,393.94	\$7,079,944.42	\$7,733,200	\$7,975,800
Materials and Services	\$866,038.55	\$809,208.32	\$249,900	\$257,800
	<b>\$7,924,432.49</b>	<b>\$7,889,152.74</b>	<b>\$7,983,100</b>	<b>\$8,233,600</b>

## Budget Comparison



# Operations Department

2016/17 Fiscal Year

## PERSONNEL SUMMARY

Position	2013/14 Actual	2014/15 Actual	2015/16 Budget	2016/17 Adopted
Deputy Chief of Operations	1.00	1.00	1.00	1.00
Chief of Rural Communities	1.00	1.00	1.00	0.50
Staff Assistant	1.00	1.00	1.00	1.00
Part-time Op's Program Asst	0.25	0.00	0.00	0.00
Battalion Chief – 56 Hour	3.00	3.00	3.00	3.00
Battalion Chief – 40 Hour	0.00	0.00	0.00	1.00
Fire Captains ( <i>Represented Positions</i> )	12.00	12.00	12.00	12.00
Fire Engineers ( <i>Represented Positions</i> )	12.00	12.00	12.00	12.00
Firefighters ( <i>Represented Positions</i> )	18.00	18.00	20.00	20.00
<b>Total</b>	<b>48.25</b>	<b>48.00</b>	<b>50.00</b>	<b>50.50</b>

## NEW BUDGETARY SIGNIFICANT CHANGES

Personnel Services is budgeted to increase 3.14 percent or \$242,600 from the prior fiscal year. The Chief of Rural Communities position is only budgeted at six months' salary and benefits due to a planned retirement to occur in December of 2016. The District has chosen to reclassify this position from a Division Chief level to a 40-Hour Staff Battalion Chief and budget a full year salary and benefits with the intent that the new position will be filled close to the start of the fiscal year to allow for extensive training and job shadowing. The cost impact of this overlap is \$77,000.

Other factors impacting Personnel Services include an increase in the employer contribution into an HRA-VEBA plan of \$128 per month per employee. The total departmental cost impact for this benefit change is \$76,800. Salaries are budgeted with no cost of living adjustments as ratified under the current collective bargaining agreement with RVPFF Local 1817. The labor agreement expires June 30, 2017.

The overall Materials and Services classification is budgeted to increase 3.16 percent or \$7,900. Some of the more notable projects include reconfiguring the aerial ladder tip taking advantage of LED lighting, purchasing vehicle stabilization equipment for the volunteer engine companies, improving portable radio durability by purchasing radio harness's and ruggedized microphones, and providing respiratory protection in the wildland environment.



# Operations Department

2016/17 Fiscal Year

## **PRIOR YEAR ACCOMPLISHMENTS**

<b><u>Action Item</u></b>	<b><u>Strategic Priority Number</u></b>	<b><u>Outcome</u></b>
Additional Career Station	1	Opened the temporary Table Rock fire station and relocated one of the two engines stationed in Central Point to this new facility.
Future Station Location	1	Analyzed the Central Point response area and the effectiveness of the second engine company responding within the Central Point area. Recommended to the Board of Directors that the future be located in the Upton Road area.
Closest Forces Response	1	Implemented Automatic Vehicle Locator (AVL) software for dispatching engines guaranteeing that the closest engine from Fire District 3 or Medford Fire-Rescue will be sent to our critical calls.
Fleet Maintenance	2	Conducted an internal and external review of the fleet maintenance program. Recommended a 10-year agreement with the City of Medford Fleet Services; implemented a refined maintenance schedule.
Fleet Specifications	2	Assessed existing tender specifications and established a revised specification for purchase in 2016/17 fiscal year. Initiated a review for the current engine specification for confirmation prior to next year.
Uniform Performance	2	In conjunction with Training, developed the Fire Rescue Standing Orders between Fire District 3 and Medford Fire-Rescue for implementation during early summer 2016.
Drone Integration	3	Purchased, registered, and received approval for utilizing drone technology in incident response, training, and prevention activities.
Collaborative Partnerships	5	Participated in a regional working group tasked with developing a county wide radio infrastructure plan for radio communication improvements. Developed plan was submitted for grant consideration.
Collaborative Partnerships	5	Developed additional cooperation, collaboration, and consistency with Oregon Department of Forestry during the 2015 fire season. Personnel responded throughout the State to assist with the record setting wildfires.
Collaborative Partnerships	1 & 5	Researched and implemented first responder response capabilities in local school districts.

## **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.

**Code 1 Emergent Medical:** An incident where seconds will not significantly impact the outcome of the call. Crews will normally respond "code 1" to these calls.

# Operations Department

2016/17 Fiscal Year

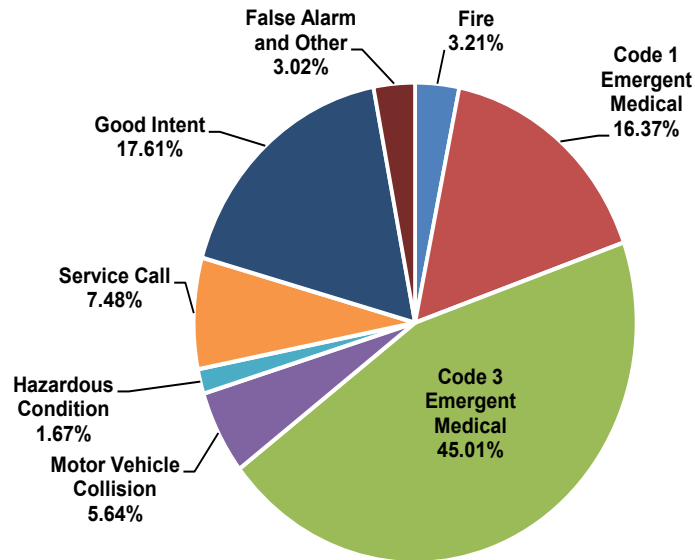
**Code 3 Emergent Medical:** This type of call is one where timeliness of the medical intervention has an impact on the positive outcome of the patient. Some examples of this type of call are chest pain, cardiac arrest, stroke, and difficulty breathing. Crews normally respond "code 3" (lights and sirens)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

**Motor Vehicle Collision / 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.

## Incidents by Types for 2015



Types of Emergent Incidents (Outputs)	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Target
Code 1 Emergent Medical	1,221	1,295	1,178	1,199	1,259
Code 3 Emergent Medical	2,420	2,685	2,950	3,297	3,463
Motor Vehicle Collision	310	370	338	413	434
Hazardous Condition	87	84	75	122	128
Service Call	396	459	496	548	576
Fire	189	237	225	235	247
False Alarm / Other	139	231	191	221	232
Good Intent	973	1,156	1,260	1,290	1,355
<b>Total</b>	<b>5,735</b>	<b>6,517</b>	<b>6,713</b>	<b>7,325</b>	<b>7,694</b>

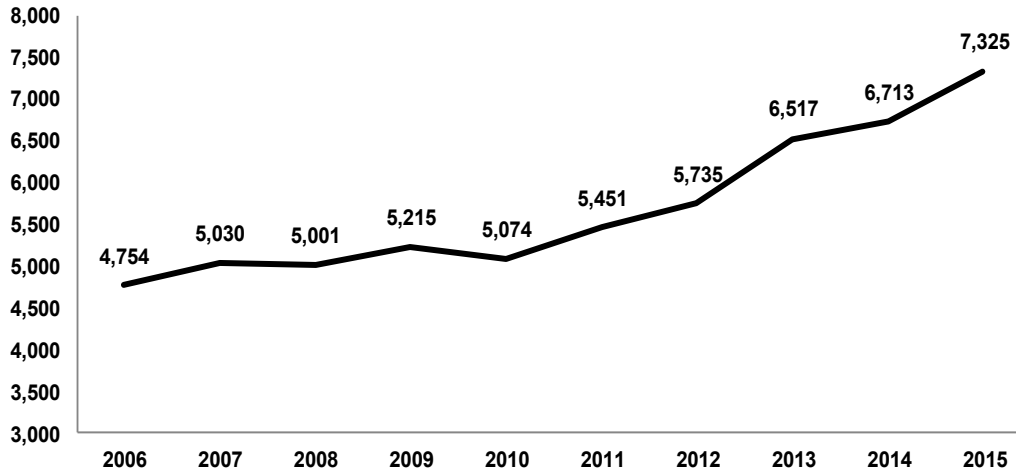
Target based on annual growth average of 5.02%

# Operations Department

2016/17 Fiscal Year

The following graph displays the total incident responses over the last ten calendar years. These responses include all types of incidents where our citizens call 911 for help.

**Incidents Over The Last Ten Calendar Years**



Incident statistics are evaluated in the strategic planning process and implemented into the Community Risk Assessment. Critical decisions, such as whether or not 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 have been increasing on average 5.02 percent per year.

The following displays where emergency incidents have occurred over the past four years based on response area. Central Point, Eagle Point, and White City respond with career engine companies and the other locations with volunteer engine companies, although the career companies may respond anywhere in the District based on call activity and strategic positioning of their engines.

<i><b>Number of Incidents by Response Area (Outputs)</b></i>	<i><b>2012 Actual</b></i>	<i><b>2013 Actual</b></i>	<i><b>2014 Actual</b></i>	<i><b>2015 Actual</b></i>	<i><b>2016 YTD</b></i>
<i>Agate Lake</i>	47	30	51	55	58
<i>Central Point</i>	2,221	2,367	2,492	2,825	2,967
<i>Dodge Bridge</i>	138	133	132	154	162
<i>Eagle Point</i>	1,046	1,199	1,212	1,268	1,332
<i>Gold Hill</i>	354	372	382	334	351
<i>Sams Valley</i>	218	249	224	238	250
<i>White City</i>	1,425	1,654	1,643	1,741	1,828
<i>Mutual Aid Calls</i>	286	513	577	710	747
<b>Total</b>	<b>5,735</b>	<b>6,517</b>	<b>6,713</b>	<b>7,325</b>	<b>7,694</b>

Target based on annual growth average of 5.02%

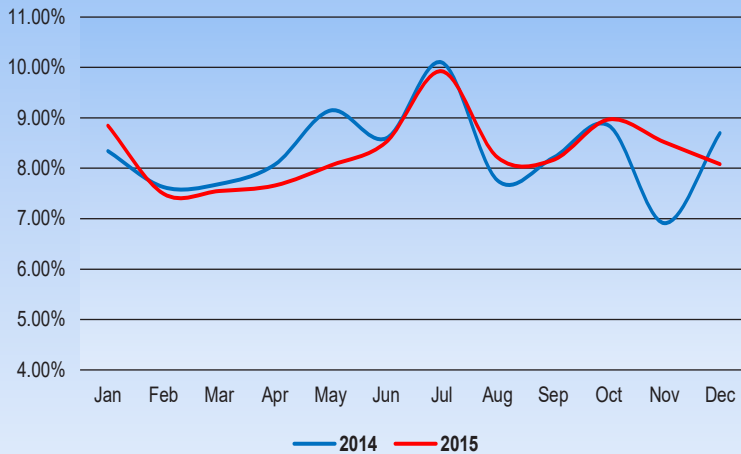
# Operations Department

2016/17 Fiscal Year

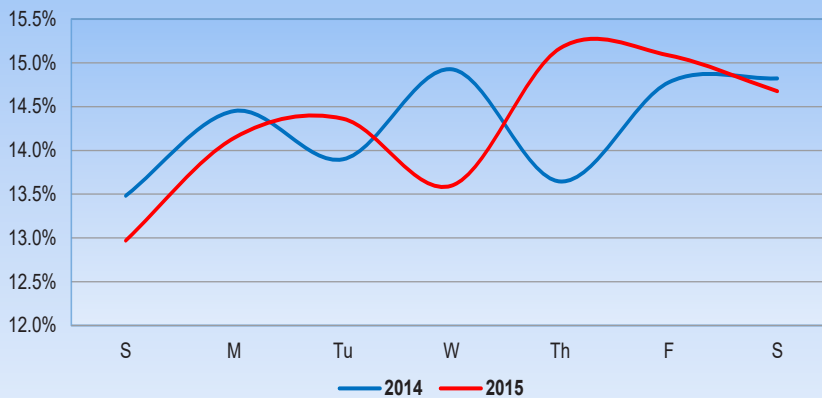
## When Responses Occur

Incident responses are tracked and measured by the month, day, and the time of day. This data is expressed in percentages to allow for a comparison between the two most recent years. This information assists the District in preparing for service demands and in planning for non-emergent activities such as training, building target hazard familiarization, and maintenance.

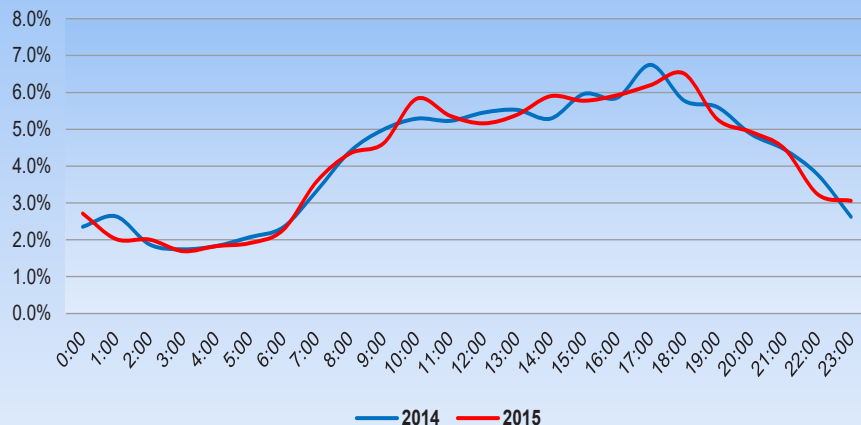
Percentage of Incidents by Month



Percentage of Incidents by Day of Week



Percentage of Incidents by Time of Day





# Operations Department

2016/17 Fiscal Year

## Response Times



Response times are tracked and measured for emergent calls in the urban, suburban, and rural zones that have been established within the District. Each zone has a goal or target to attain arrival on scene 80 percent of the designated time. In addition, each zone has a baseline measurement as identified. The community should expect this baseline as the minimum response time.

Response time is calculated from the moment the crew is notified to their arrival on scene. Emergent calls are those calls that require a “Code 3” response. The engine company captain makes the determination to respond “Code 3” or “Code 1” based on the information provided by the informant, which is relayed by a dispatcher. Those calls that fit the criteria for a “Code 3” response are used to evaluate the response times for the District.

<b>Urban</b> Population greater than 1,000 people per square mile and special risk occupancies	
Total Incidents: 4,774	Code 3 Incidents: 1,601
<b>GOAL:</b> 80% of Incidents within 7 minutes	<b>Actual: 79.5%</b> 
<b>BASELINE:</b> 90% of Incidents within 10 minutes	<b>Actual: 96.6%</b> 
80 <sup>th</sup> Percentile Response	<b>7:03</b>

The District continues to fall short of the goal in responding to 80 percent of the emergency incidents within seven minutes. However the baseline of responding to 90 percent of the incidents within 10 minutes was achieved.



For the suburban area, the District continues to fall short in attaining the goal of responding to 80 percent of the emergency incidents within 11 minutes or in meeting the baseline standard of 90 percent within 13 minutes. The suburban area immediately surrounds the urban area and includes the City of Gold Hill. A significant reason for the difficulty in achieving this goal and baseline is due to Gold Hill station being staffed with volunteers and students only. A career engine company responds from Central Point, but the travel time often pushes the responses past the desired goal. Staffing the Gold Hill station with a career engine company however is not financially feasible in correlation to the number of annual incidents the area receives. The District has been working on developing creative approaches to provide staffing and improve response times in this area.

<b>Suburban</b> Population between 500 and 1,000 people per square mile	
Total Incidents: 398	Code 3 Incidents: 150
<b>GOAL:</b> 80% of Incidents within 11 minutes	<b>Actual: 69.3%</b> 
<b>BASELINE:</b> 90% of Incidents within 13 minutes	<b>Actual: 74.3%</b> 
80 <sup>th</sup> Percentile Response	<b>13:38</b>

# Operations Department

2016/17 Fiscal Year

The District is meeting the goal and the baseline standard in the rural area by responding to 80 percent of the incidents within 13 minutes and 75 percent of the incidents within 14 minutes. One additional manufactured residence is budgeted for the Dodge Bridge station and a new manufactured residence is planned for the Agate Lake station. The addition of these homes for resident volunteers to respond from should help in improving rural response times.

<b>Rural</b> Population less than 500 people per square mile	
Total Incidents: 1,447	Code 3 Incidents: 619
<b>GOAL:</b> 80% of Incidents within 13 minutes	<b>Actual: 80.3%</b> 
<b>BASELINE:</b> 75% of Incidents within 14 minutes	<b>Actual: 85.6%</b> 
80 <sup>th</sup> Percentile Response	<b>12:56</b>

## 2016/17 FISCAL YEAR DEPARTMENTAL ACTION ITEMS

The following action items are assigned to the Operations Department and link back to one of the five organizational strategic priorities as identified within the adopted Strategic Plan. Each action item has a desired completion date identified. Detailed tasks for each action item have been developed to ultimately attain the desired outcomes and support the District in achieving its mission.

Only the overarching Strategic Priorities that encompass the identified departmental action items are reflected within the departmental sections. All the Strategic Priorities and action items are represented in their entirety under tab three of the budget document. The action item number represents the departmental number assigned to it.

### **Strategic Priority 1 – Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.**

Action Item Number	Action Items Assigned to Operations Department	Target Completion Date
4.6	Update the Standard of Cover to assess risk, revise performance standards, and accurately portray the urban, suburban, and rural areas.	December 2016
4.8	Improve call processing and turn-out times to meet the standards adopted by the District.	December 2016
4.12	Enhance the EMS program to ensure a highly adept level of service with methods in place to measure outcomes.	December 2017

# Operations Department

2016/17 Fiscal Year

## Strategic Priority 2 – Ensure sustainability of service delivery (people, facilities, fleet, and finance)

Action Item Number	Action Items Assigned to Operations Department	Target Completion Date
4.3	Develop a plan to correct deficiencies in radio communications within the District.	December 2016
4.11	Assess existing engine specifications, establish a revised specification, and secure an estimate of cost for the purchase of two structural engines prior to the schedule replacement.	June 2017
4.15	Develop a continuity of service plan for the District in the event of a natural disaster.	December 2016

## Strategic Priority 3 – Promote, develop, and support craftsmanship, innovation, and excellence throughout the organization.

Action Item Number	Action Items Assigned to Operations Department	Target Completion Date
4.2	Define and update the fire pre-plan program of commercial and industrial business within the District.	June 2017
4.16	Implement drone technology into the response capability.	August 2016

## Strategic Priority 5 – Develop and strengthen collaborative strategic partnerships.

Action Item Number	Action Items Assigned to Operations Department	Target Completion Date
4.5	Elevate the level of cooperation, coordination, and rapport with Mercy Flights which is measured through feedback from District personnel.	December 2017
4.7	Establish a regional methodology for incident management and uniform performance to be delivered to crews.	June 2017
4.9	Develop additional cooperation, collaboration, and consistency with Oregon Department of Forestry during fire seasons which is measured through feedback from both agencies.	June 2017
4.14	Capitalize on opportunities that strengthen interoperability and communications with Jacksonville and Rogue River which is measured through feedback from all agencies.	December 2017

# Operations Department

2016/17 Fiscal Year

## Expenditures by Account

General Fund		HISTORY			CURRENT		
Account	Description	13/14 FY Actual	14/15 FY Actual	15/16 FY Budget	Proposed 16/17 FY Budget	Approved 16/17 FY Budget	Adopted 16/17 FY Budget
<b>Personnel Services</b>							
52130-000	Fire Captains	1,126,677.47	1,132,591.30	1,160,000	1,160,000	1,160,000	1,160,000
52140-000	Fire Engineers	997,628.37	1,007,628.08	1,020,000	1,020,000	1,020,000	1,020,000
52151-000	Firefighters	1,288,712.96	1,397,386.58	1,510,000	1,490,000	1,490,000	1,490,000
55140-000	Deputy Chief of Operations	105,315.80	75,528.64	121,000	121,000	121,000	121,000
55142-000	Battalion Chief - 56 Hour	319,809.50	244,593.84	320,000	317,000	317,000	317,000
55142-001	Battalion Chief - 40 Hour	0.00	0.00	0	95,800	95,800	95,800
55143-000	Division Chief of Rural Community	51,521.28	86,664.47	116,000	99,300	99,300	99,300
55147-000	Staff Assistant	45,476.65	36,705.87	43,000	45,500	45,500	45,500
58100-000	Part-time; Ops Prg Asst	15,606	0	100	0	0	0
58192-000	Overtime	556,255.75	480,633.55	400,000	400,000	400,000	400,000
58192-001	Overtime; FLSA Prem Pay	111,767.99	111,741.60	120,000	120,000	120,000	120,000
58192-002	Overtime; OSFM Conflagrations	0.00	0.00	6,000	5,000	5,000	5,000
58193-000	Out of Classification	47,443.98	72,899.11	50,000	60,000	60,000	60,000
58194-007	Ed Incentive	88,286.00	93,524.00	104,700	105,800	105,800	105,800
58195-000	EMS Incentive	192,621.00	194,092.00	215,000	223,600	223,600	223,600
58196-000	Longevity Pay	45,715.06	49,950.58	61,000	58,000	58,000	58,000
58197-000	Holiday Pay	100,871.42	92,229.69	105,000	105,000	105,000	105,000
58197-010	Technology Stipend	0.00	0.00	4,000	3,500	3,500	3,500
58199-000	Duty Accrual Payout	3,952.08	2,195.60	10,000	10,000	10,000	10,000
58201-000	Retirement (PERS)	530,877.38	525,747.88	640,000	658,000	658,000	658,000
58210-000	ER Deferred Comp Contrib	12,630.00	11,046.32	92,800	95,700	95,700	95,700
58212-000	Health and Life Insurance	939,333.72	803,763.75	960,000	1,025,000	1,025,000	1,025,000
58215-000	HRA-VEBA Contribution	0.00	175,591.67	115,200	192,000	192,000	192,000
58220-000	FICA and Medicare PR Taxes	372,811.44	366,761.46	415,000	415,600	415,600	415,600
58221-000	Workers' Comp Insurance	105,079.68	118,668.43	144,400	150,000	150,000	150,000
<b>TOTAL PERSONNEL SERVICES</b>		<b>\$7,058,393.94</b>	<b>\$7,079,944.42</b>	<b>\$7,733,200</b>	<b>\$7,975,800</b>	<b>\$7,975,800</b>	<b>\$7,975,800</b>
<b>Materials and Services</b>							
58203-000	Physicals and Vaccinations	13,543.00	24,664.00	14,000	18,000	18,000	18,000
58213-005	Uniforms	19,801.80	11,304.00	0	0	0	0
60221-000	Janitorial and Laundry Services	19,401.12	21,245.46	0	0	0	0
60223-002	Supplies; Fees	935.00	6,934.50	4,000	4,000	4,000	4,000
60223-003	Supplies; Medical	34,628.10	31,489.08	0	0	0	0
60223-007	Supplies; Operations	0.00	497.94	2,000	2,500	2,500	2,500
60223-008	Supplies; Station	4,447.90	5,119.87	0	0	0	0
60224-000	Supplies; Special Projects	1,083.79	371.77	3,000	6,000	6,000	6,000
60225-000	Fire Suppression						
60225-001	Personal Protective Equipment	38,252.21	40,114.03	52,500	68,500	68,500	68,500
60225-002	Hose and Appliances	15,843.54	40,263.16	46,900	12,000	12,000	12,000
60225-003	Apparatus Equipment and Supplies	16,629.04	21,854.09	28,000	20,000	20,000	20,000
60225-004	Safety Equipment	12,625.90	35,068.18	18,100	10,500	10,500	10,500
60225-005	Technical Apparatus Equipment	7,698.71	1,913.00	11,000	12,000	12,000	12,000
60225-006	Technical Rescue Equipment	167.72	10,171.32	7,700	6,000	6,000	6,000
60225-007	Rehabilitation and Consumables	4,980.14	3,068.47	6,000	6,000	6,000	6,000
60225-008	Equipment for New Apparatus	146,805.68	5,616.15	100	25,000	25,000	25,000
60254-000	M&R; Emergency Response Equip	29,177.92	29,800.08	16,700	34,700	34,700	34,700
60270-000	Contractual & Professional Services	366,397.75	393,830.82	37,100	30,500	30,500	30,500



# Operations Department

2016/17 Fiscal Year

		13/14 FY	14/15 FY	15/16 FY	Proposed 16/17 FY	Approved 16/17 FY	Adopted 16/17 FY
Account	Description	Actual	Actual	Budget	Budget	Budget	Budget
60410-000	Membership Dues	853.00	360.00	1,000	700	700	700
60412-000	Books & Subscriptions	2,014.94	1,133.77	1,800	1,400	1,400	1,400
60500-110	Utilities; WC	25,226.82	24,994.52	0	0	0	0
60500-111	Utilities; CP	19,130.67	17,975.67	0	0	0	0
60500-112	Utilities; DB	4,629.90	4,124.31	0	0	0	0
60500-113	Utilities; SV	7,062.84	5,267.49	0	0	0	0
60500-114	Utilities; GH	9,306.10	9,673.55	0	0	0	0
60500-115	Utilities; AL	5,661.29	3,969.22	0	0	0	0
60500-116	Utilities; EP	15,171.04	14,773.91	0	0	0	0
60500-117	Utilities; TR	237.11	366.30	0	0	0	0
60500-120	Utilities; TC	10,875.68	9,610.54	0	0	0	0
60500-121	Utilities; Adm Bldg	33,449.84	33,633.12	0	0	0	0
<b>TOTAL MATERIALS and SERVICES</b>		<b>\$866,038.55</b>	<b>\$809,208.32</b>	<b>\$249,900</b>	<b>\$257,800</b>	<b>\$257,800</b>	<b>\$257,800</b>
<b>TOTAL OPERATIONS</b>		<b>\$7,924,432.49</b>	<b>\$7,889,152.74</b>	<b>\$7,983,100</b>	<b>\$8,233,600</b>	<b>\$8,233,600</b>	<b>\$8,233,600</b>

# Operations Department

2016/17 Fiscal Year

## MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 2

Account	Description	Account Total
<b>58203-000</b>	<b>Physicals and Vaccinations.....</b>	<b>\$ 18,000</b>
	Vaccinations	4,000
	Pre-employment physicals	2,000
	Annual medical exams	12,000
<b>60223</b>	<b><u>Supplies</u></b>	
<b>60223-002</b>	<b>Fees.....</b>	<b>\$ 4,000</b>
	Oregon ambulance licensing fees, CLIA, DEA, FCC, Motorola license, drone registration	
<b>60223-007</b>	<b>Operations.....</b>	<b>\$ 2,500</b>
	Purchase of operational supplies, meeting refreshments, and task force cache	
<b>60224-000</b>	<b>Special Projects.....</b>	<b>\$ 6,000</b>
	Jackson County Fair medical booth	1,000
	Emergency preparedness	4,000
	Pre-fire plans	1,000
<b>60225</b>	<b><u>Fire Suppression Expenses</u></b>	
<b>60225-001</b>	<b>Personal Protective Equipment.....</b>	<b>\$ 68,500</b>
	Routine purchase of structural and wildland personal protective equipment (PPE) for all District departments	5,000
	Wildland PPE	1,500
	Structural turnouts (4 year rotation cycle)	40,000
	PROJECT: Wildland respiratory protection	7,000
	PROJECT: Extrication gloves	3,000
	PROJECT: Helmet and accountability for students, volunteers, and personnel serving in acting positions	12,000
<b>60225-002</b>	<b>Hose and Appliances.....</b>	<b>\$ 12,000</b>
	Routine purchase of hose	7,000
	Routine purchase of nozzles and adapters	5,000
<b>60225-003</b>	<b>Apparatus Equipment and Supplies.....</b>	<b>\$ 20,000</b>
	Routine purchase of small tools, chainsaws and power equipment, foam, salvage and overhaul, lettering / decals, and mounting supplies	8,000
	EMS equipment	5,000
	Rapid Intervention Team (RIT) supplies	2,000
	PROJECT: 7722 ladder tip lighting	5,000

# Operations Department

2016/17 Fiscal Year

## MATERIALS AND SERVICES DETAIL BY ACCOUNT - *Continued*

General Fund 1, Department 2

Account	Description	Account Total
<b>60225-004</b>	<b>Safety Equipment.....</b>	<b>\$ 10,500</b>
	Routine purchase of safety vests, flares, cones, warning tape, flashlights, ladders, batteries, fire extinguishers, and miscellaneous equipment	3,500
	Self-contained breathing apparatus (SCBA) masks and annual fit testing	3,500
	PROJECT: Radio harnesses	3,500
<b>60225-005</b>	<b>Technical Apparatus Equipment.....</b>	<b>\$ 12,000</b>
	Routine purchase of extrication tools, gas monitors, calibration, and testing equipment	3,500
	PROJECT: Extrication air bag replacement (1 set)	4,000
	PROJECT: Stabilization equipment for volunteer engines	4,500
<b>60225-006</b>	<b>Technical Rescue Equipment.....</b>	<b>\$ 6,000</b>
	Routine replacement of rescue equipment, ropes, harnesses, and swift water equipment	
<b>60225-007</b>	<b>Rehabilitation and Consumables.....</b>	<b>\$ 6,000</b>
	Purchase of incident rehabilitation supplies	
<b>60225-008</b>	<b>Equipment for New Apparatus.....</b>	<b>\$ 25,000</b>
	Nozzles, appliances, hose, and equipment for tactical tender	
<b>60254-000</b>	<b>M&amp;R; Emergency Response Equipment.....</b>	<b>\$ 34,700</b>
	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)	6,500
	SCBA equipment maintenance	6,000
	Extrication equipment maintenance	7,200
	PPE inspection and repair	15,000
<b>60270-000</b>	<b>Contractual &amp; Professional Services.....</b>	<b>\$ 30,500</b>
	Telestaff annual service contract	5,000
	Hose and ladder testing contract	10,500
	Pre-plan development contract	12,000
	PROJECT: Standards of cover development assistance	3,000
<b>60410-000</b>	<b>Membership Dues.....</b>	<b>\$ 700</b>
	International Assn of Fire Chief's, Oregon Fire Chief's Assn, and Rogue Valley Fire Chief's Assn	
<b>60412-000</b>	<b>Books &amp; Subscriptions.....</b>	<b>\$ 1,400</b>
	Mail Tribune newspaper and EMS Standing Order books	
<b>TOTAL MATERIALS AND SERVICES</b>		<b>\$ 257,800</b>



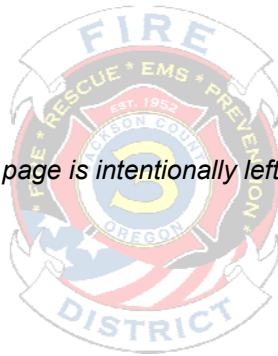
# Fire District 3

## Fire & Life Safety Department



2016/17 Fiscal Year Budget

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# Fire and Life Safety Department

2016/17 Fiscal Year

## DEPARTMENT DESCRIPTION

The Fire and Life Safety team consists of the Fire Marshal, two Deputy Fire Marshals, a Fire and Life Safety Specialist, and a Support Assistant. Periodically fire suppression personnel with an interest in fire prevention will assist on the team as a cross-training opportunity to gain new skills and experience.

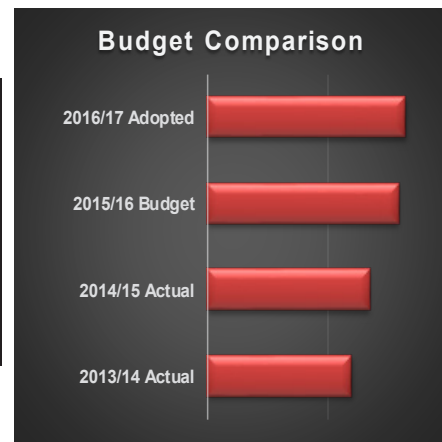
The most effective risk-reduction strategies are those that employ an integrated approach that utilizes a combination of prevention interventions and emergency response. President Harry S. Truman's 1947 conference on fire prevention coined the original "Three E's" of fire prevention; education, enforcement, and engineering. In 2000 the National Fire Academy added the possibility of economic incentives and emphasized emergency response because of its importance to community risk reduction. Two impacts are realized when we use a broad based approach, it prevents incidents from occurring and when prevention falls short, it reduces and mitigates the impact of the incident through emergency response and fire suppression. Each of the original E's contribute to the development of realistic, reasonable, comprehensive, and effective solutions. Coupled together this produces a cooperative effect and is more effective than if used individually.

The Fire and Life Safety Department puts the "Three E's" into practice in the following manner:

- **Engineering** – We review commercial construction plans for fire code compliance, specialty fire safety systems, and attend pre-application land development conferences to provide technical advice on fire service apparatus access and firefighting water supply. We strive to provide input on the design and building of structures so that they are as safe from fire as reasonably possible and conform to code requirements.
- **Enforcement** – Deputy Fire Marshal's partner with inspectable occupancies and the public to help them meet the requirements imposed by State laws, fire codes, and other recognized national standards. Once construction is completed, fire and life safety construction maintenance codes are enforced for the safety of citizens and firefighters. Enforcement also includes investigating all fires to determine the origin, cause, and circumstances that led to ignition. We also provide on-duty investigation standby 24 hours a day, seven days a week.
- **Education** – Our education programs endeavor to teach citizens of all ages how to prevent fires and what to do in the event of a fire or other emergency. Led primarily by the Fire and Life Safety Specialist we deliver fire and life safety education to schools, businesses, and industry. This education includes smoke alarm campaign program, CPR Anytime to all seventh graders, Smokey Bear team teaching to early elementary kids, civic groups and other organizations, and emergency incident public information.

## BUDGET SUMMARY

Expenditures	2013/14 Actual	2014/15 Actual	2015/16 Budget	2016/17 Adopted
Personnel Services	\$570,062.84	\$611,787.89	\$716,800	\$742,600
Materials and Services	\$28,618.42	\$60,815.89	\$78,700	\$80,200
	<b>\$598,681.26</b>	<b>\$672,603.78</b>	<b>\$795,500</b>	<b>\$822,800</b>



# Fire and Life Safety Department

2016/17 Fiscal Year

## PERSONNEL SUMMARY

Personnel	2013/14 Actual	2014/15 Actual	2015/16 Budget	2016/17 Adopted
Deputy Chief/Fire Marshal	1.00	1.00	1.00	1.00
Deputy Fire Marshal <i>(Represented Positions)</i>	2.00	2.00	2.00	2.00
Fire and Life Safety Specialist <i>(Represented Position)</i>	0.00	0.50	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
<b>Total</b>	<b>4.00</b>	<b>4.50</b>	<b>5.00</b>	<b>5.00</b>

## NEW BUDGETARY SIGNIFICANT CHANGES

Personnel Services is budgeted to increase 3.6 percent or \$25,800 from the prior fiscal year. Significant factors impacting this classification is an adjustment increase in employee education incentive and the employer contribution into an HRA-VEBA plan of \$128 per month per employee. Total departmental cost impact for the VEBA benefit change is \$7,700. Salaries are budgeted with no cost of living adjustments.

The overall Materials and Services classification is budgeted to increase 1.91 percent or \$1,500. Account 60223-009; *Community Fire Prevention and Safety* has been modified and refocused to provide for more community minded initiatives including Firewise gardens and fuels mitigation, residential fire suppression sprinkler system promotions, and rural firefighting water supply enhancements.

## PRIOR YEAR ACCOMPLISHMENTS

<u>Action Items</u>	<u>Strategic Priority Number</u>	<u>Outcome</u>
Fire Life Safety Inspections	1	The District's current inspectable inventory is 1,565 and is broken down as follows: 1,086 regular hazard, 286 moderate hazard, and 193 high hazard.  A total of 1,234 inspections and calls for service were completed in 2015.
Unincorporated Area Hydrants	1	Identified areas to install hydrants in unincorporated areas and encouraged the installation of residential sprinkler systems in March 2015.
Occupancy Binders	1	Implemented and trained residential care givers on the use of occupancy binders for their facilities.
Fire Adaptive Communities	1	Developed two Fire Adaptive Communities in the cities of Eagle Point and Central Point.
Rural Water Supply	1	Improved the strategic rural water supply infrastructure.
Home Hydrant System	1	Awarded a home hydrant sprinkler system to a District patron in the rural community through donated funds from a local business.
Investigation and Prevention	2	290 fire investigations were conducted by department personnel; all personnel attended required training to maintain certifications; personnel occupied key roles in the RVIAAI annual fire investigation conference committee. 36 commercial building plans were reviewed and approved.
Customer Service Kits	3	Institutionalized customer service kits.

# Fire and Life Safety Department

2016/17 Fiscal Year

Public Education and Newsletter	4	Annual newsletter published and distributed to over 22,000 District households. 166 public education activities were completed including CPR Anytime, team teaching with Smokey Bear, and special requests.
State and National Involvement	5	Maintained State level requirements to receive competency recognition and exempt jurisdiction status. FM Patterson participated as a member of the Western Region NFPA Code Development Committee.

## **DEPARTMENT SERVICE MEASUREMENTS AND TARGETS**

Fire and Life Safety inspections achieve success through the direct removal of identified hazards and indirect educational and motivational effects on the people responsible for the property. Effective education and motivation tend to reduce the time required (and resistance involved) in hazard abatement. More importantly, effective education and motivation lend themselves to sharply reduce the recurrence of violations and introduce safer behaviors that will reduce fire loss and fire risk even in scenarios where no physical hazards are clearly involved. All of our efforts are focused on maximizing these educational and motivational effects.

Prevention targets identify how we measure the District's efforts related to our vision of reducing and eliminating risk in our community. Each of these targets has shown a reduction in risk in communities across the nation when performed effectively.

### **FIRE LIFE SAFETY INSPECTIONS**

#### **Statement of Measurement**

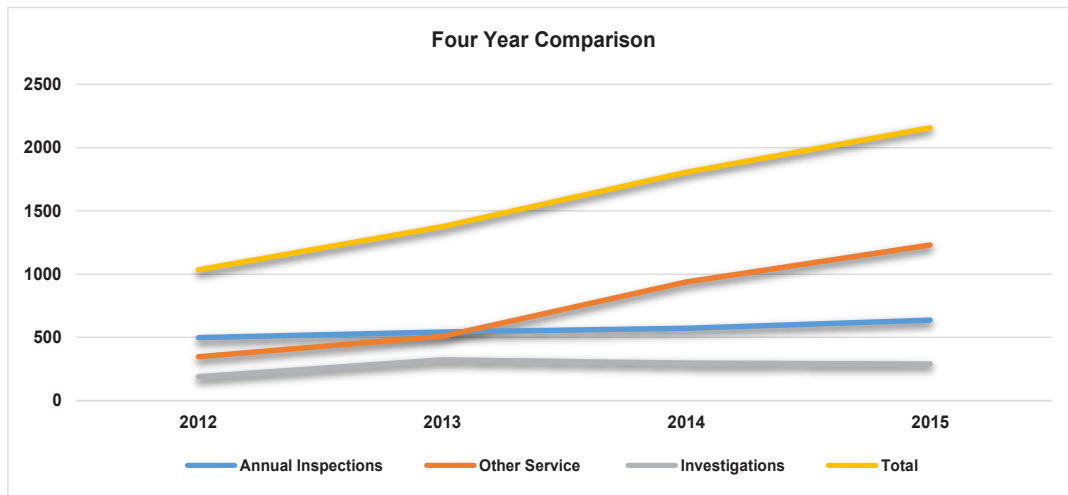
- Inspect low hazard occupancies on a three year rotation.
- Inspect moderate hazard occupancies on a two year rotation.
- Inspect high hazard occupancies annually.
- Conduct re-inspections 100% of the time as called upon to confirm code compliance.
- Conduct inspections generated by citizen complaints or partner agency department complaints 100% of the time.
- Conduct home fire safety inspections when requested by citizens or partner agencies 100% of the time.
- Conduct wildland urban interface fuels reduction inspections when requested by citizens or partner agencies 100% of the time.
- Review third party inspection and testing reports for installed fire safety equipment 100% of the time.

<b><i>Services Provided (Outputs) and Effectiveness Measures</i></b>	<b><i>2012 Actual</i></b>	<b><i>2013 Actual</i></b>	<b><i>2014 Actual</i></b>	<b><i>2015 Actual</i></b>	<b><i>2016 Target</i></b>
<i>Low Hazard Inspections</i>	236	125	143	215	300
<i>Moderate Hazard Inspections</i>	161	31	75	72	64
<i>High Hazard Inspections</i>	85	342	147	134	179
<i>Re-Inspections</i>	50	130	206	215	100%
<i>Consultations</i>	50	157	157	152	100%
<i>Complaints</i>	3	14	27	31	100%
<i>Construction Permits</i>	61	62	32	19	100%
<i>Home Fire Safety</i>	28	26	65	71	100%
<i>Wildland Urban Interface Fuels Reduction</i>	24	17	36	59	100%
<i>Expo and Special Events</i>	45	57	75	65	100%
<i>State Fire Marshal Referrals</i>	15	2	31	32	100%
<i>Fire Protection Systems</i>	71	89	216	165	100%
<b><i>Totals</i></b>	<b>829</b>	<b>1,052</b>	<b>1,210</b>	<b>1,230</b>	



# Fire and Life Safety Department

2016/17 Fiscal Year



## FIRE INVESTIGATIONS

### Statement of Measurement

- Investigate the origin, cause and circumstance of all (100%) hostile fires that occur within the District.
- Provide Juvenile Fire Setter Intervention support services to partner agencies 100% of the time required.

<i>Services Provided (Outputs) and Effectiveness Measures</i>	<i>2012 Actual</i>	<i>2013 Actual</i>	<i>2014 Actual</i>	<i>2015 Actual</i>	<i>2016 Target</i>
<i>Investigations Performed – FLS Staff</i>	19	64	52	51	100%
<i>Investigations Performed – Operations Staff</i>	170	236	225	239	100%
<i>Juvenile Fire Setter Intervention</i>	3	22	20	10	100%
<b>Totals</b>	<b>192</b>	<b>322</b>	<b>297</b>	<b>300</b>	

## PUBLIC EDUCATION AND COMMUNITY OUTREACH

### Statement of Measurement

- Make contact with 30% of our suburban/rural households annually with a specific public education message for our rural community.
- Produce an annual newsletter as a means to reach the community we serve.
- Provide and participate in 30 public education and community events on fire safety, injury prevention, child safety, Red Cross blood drives, and medical training.
- Participate in community focused organizations to strengthen cooperative partnerships such as Central Point Rotary, Upper Rogue Chamber of Commerce, School Board meetings, SOREDI, and others.

<i>Services Provided (Outputs) and Effectiveness Measures</i>	<i>2012 Actual</i>	<i>2013 Actual</i>	<i>2014 Actual</i>	<i>2015 Actual</i>	<i>2016 Target</i>
<i>Suburban/Rural Households &amp; Newsletters</i>	15,971	15,981	22,600	22,860	50,000
<i>Public Education/Community Events</i>	64	70	111	166	150
<i>Community Outreach Events*</i>	n/a	14	10	71	50
<i>Estimated Number of Community Contacts *</i>	n/a	17,500	25,000	23,079	50,200

\* The District began tracking community outreach events in 2013.

# Fire and Life Safety Department

2016/17 Fiscal Year

## DEVELOPMENT

### Statement of Measurement

- Review all new development plans within seven working days to ensure incorporation of fire safety features, firefighting water supply and firefighter access.
- Conduct construction permit inspections 100% of the time when requested by City and County partners.
- Provide fire/life safety consultations 100% of the time when requested by citizens, community, and other governmental agencies.

<i>Services Provided (Outputs) and Effectiveness Measures</i>	<i>2012 Actual</i>	<i>2013 Actual</i>	<i>2014 Actual</i>	<i>2015 Actual</i>	<i>2016 Target</i>
<i>Number of Plan Reviews</i>	22	41	41	36	100%
<i>Plan Review Turn-around Time</i>	7 Days	7 Days	5 Days	5 Days	7 Days
<i>Construction Permit Inspections</i>	61	62	32	19	100%
<i>Development Consultations</i>	50	157	189	152	100%
<b>Totals</b>	<b>133</b>	<b>260</b>	<b>262</b>	<b>207</b>	

## 2016/17 FISCAL YEAR DEPARTMENTAL ACTION ITEMS

The following action items are assigned to the Fire and Life Safety Department and link back to one of the five organizational strategic priorities as identified within the adopted Strategic Plan. Each action item has a desired completion date identified. Detailed tasks for each action item have been developed to ultimately attain the desired outcomes and support the District in achieving its mission.

Only the overarching Strategic Priorities that encompass the identified departmental action items are reflected within the departmental sections. All the Strategic Priorities and action items are represented in their entirety under tab three of the budget document. The action item number represents the departmental number assigned to it.

### Strategic Priority 1 – Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.

<b>Action Item Number</b>	<b>Action Items Assigned to Fire and Life Safety Department</b>	<b>Target Completion Date</b>
2.2	Evaluate the use of Pulse Point within our community. Prepare a recommendation to the Board of Directors.	December 2016
2.3	Explore options to improve authority for fire code enforcement throughout the planning and building process; lead a State taskforce team to accomplish this goal on a large scale.	December 2017
2.6	Develop a community public education program.	December 2016
2.7	Develop and implement wood processing occupancy binders.	December 2016

# Fire and Life Safety Department

2016/17 Fiscal Year

General Fund		HISTORY			CURRENT		
Account	Description	13/14 FY Actual	14/15 FY Budget	15/16 FY Budget	Proposed 16/17 FY Budget	Approved 16/17 FY Budget	Adopted 16/17 FY Budget
<b>Personnel Services</b>							
53150-000	Fire Marshal	111,361.52	116,955.76	121,000	121,000	121,000	121,000
53153-000	Deputy Fire Marshals	179,056.56	186,010.66	192,000	195,000	195,000	195,000
53155-000	Fire and Life Safety Specialist	0.00	15,802.80	67,000	67,500	67,500	67,500
55147-000	Staff Assistant	42,077.55	44,187.05	46,000	46,000	46,000	46,000
58192-000	Overtime	15,721.95	11,396.15	15,000	15,000	15,000	15,000
58194-000	Ed Incentive	26,084.00	26,704.00	13,500	28,100	28,100	28,100
58196-000	Longevity Pay	1,186.84	1,322.43	1,200	1,200	1,200	1,200
58197-010	Technology Stipend	0.00	0.00	3,100	3,100	3,100	3,100
58198-001	Fire Investigator On Call Pay	14,619.75	13,420.50	15,000	15,000	15,000	15,000
58199-000	Duty Accrual Payout	5,489.00	7,837.68	5,700	8,000	8,000	8,000
58201-000	Retirement (PERS)	47,954.56	50,502.38	63,000	63,200	63,200	63,200
58210-000	ER Deferred Comp Contrib	4,380.00	4,440.00	8,800	9,600	9,600	9,600
58212-000	Health and Life Insurance	85,189.80	77,993.31	102,000	97,500	97,500	97,500
58215-000	HRA-VEBA Contribution	0.00	15,618.55	11,500	19,200	19,200	19,200
58220-000	FICA and Medicare PR Taxes	29,542.29	31,081.18	38,000	38,200	38,200	38,200
58221-000	Workers' Comp Insurance	7,399.02	8,515.44	14,000	15,000	15,000	15,000
<b>TOTAL PERSONNEL SERVICES</b>		<b>\$570,062.84</b>	<b>\$611,787.89</b>	<b>\$716,800</b>	<b>\$742,600</b>	<b>\$742,600</b>	<b>\$742,600</b>
<b>Materials and Services</b>							
58203-000	Physicals and Vaccinations	1,485.00	1,474.00	1,500	2,000	2,000	2,000
58213-000	Uniforms	1,383.13	1,493.36	0	0	0	0
60220-000	Printing	0.00	0.00	1,000	1,000	1,000	1,000
60223-002	Supplies; Fees	502.50	140.00	700	1,000	1,000	1,000
60223-004	Supplies; FLS	8,899.71	13,249.13	22,500	12,500	12,500	12,500
60223-005	Supplies; Public Education	0.00	0.00	0	5,000	5,000	5,000
60223-009	Community Fire Prev & Safety	2,553.64	32.68	12,500	30,200	30,200	30,200
60270-000	Contractual & Professional Services	9,972.14	37,565.00	31,000	20,000	20,000	20,000
60410-000	Membership Dues	1,999.00	1,781.50	2,500	3,000	3,000	3,000
60412-000	Books & Subscriptions	123.30	1,878.97	2,500	3,500	3,500	3,500
60430-000	Advertising	1,700.00	3,201.25	1,500	2,000	2,000	2,000
<b>TOTAL MATERIALS and SERVICES</b>		<b>\$28,618.42</b>	<b>\$60,815.89</b>	<b>\$75,700</b>	<b>\$80,200</b>	<b>\$80,200</b>	<b>\$80,200</b>
<b>TOTAL FIRE AND LIFE SAFETY</b>		<b>\$598,681.26</b>	<b>\$672,603.78</b>	<b>\$792,500</b>	<b>\$822,800</b>	<b>\$822,800</b>	<b>\$822,800</b>

# Fire and Life Safety Department

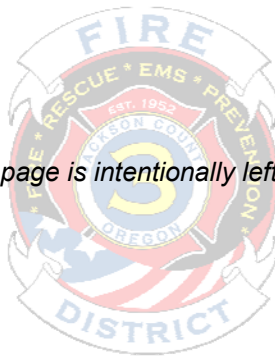
2016/17 Fiscal Year

## MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 3

Account	Description	Account Total
58203-000	<b>Physicals and Vaccinations.....</b> Annual medical exams	\$ 2,000
60220-000	<b>Printing.....</b>	\$ 1,000
60223-002	<b>Supplies; Fees.....</b> Code recertifications and certification renewals	\$ 1,000
60223-004	<b>Supplies; FLS.....</b> Supplies including address signs and reflective numbers, customer service kits, fire investigation tools, and personal protective equipment	\$ 12,500
60223-005	<b>Supplies; Public Education Materials.....</b> Supplies including school event handouts and public education materials such as fire hats, bracelets, stickers, and coloring books	\$ 5,000
60223-009	<b>Community Fire Prevention and Safety.....</b> Provide for the community in fire prevention and safety including but not limited to smoke alarms, boat safety life jackets, events, and general programs PROJECT: Firewise "example" garden at a public building PROJECT: Firewise community hazardous fuels mitigation PROJECT: Residential fire suppression sprinkler system promotion and install PROJECT: Rural firefighting water supply enhancement	\$ 30,200 2,700 2,500 5,000 10,000 10,000
60270-000	<b>Contractual &amp; Professional Services.....</b> Bi-annual District newsletter (design, printing, and mailing)	\$ 20,000
60410-000	<b>Membership Dues.....</b> Memberships in organizations including Rogue Valley Fire Chief's Assn, Rogue Valley Fire Prevention Coop, Oregon Fire Marshals Assn, Oregon Fire Chief's Assn, National Fire Protection Assn, and International Fire Marshal's Assn	\$ 3,000
60412-000	<b>Books &amp; Subscriptions.....</b> NFPA online access, reference materials, code updates	\$ 3,500
60430-001	<b>Advertising.....</b> Advertising through various media outlets including Exposition Park and Chamber of Commerce	\$ 2,000
<b>TOTAL MATERIALS AND SERVICES</b>		<b>\$ 80,200</b>

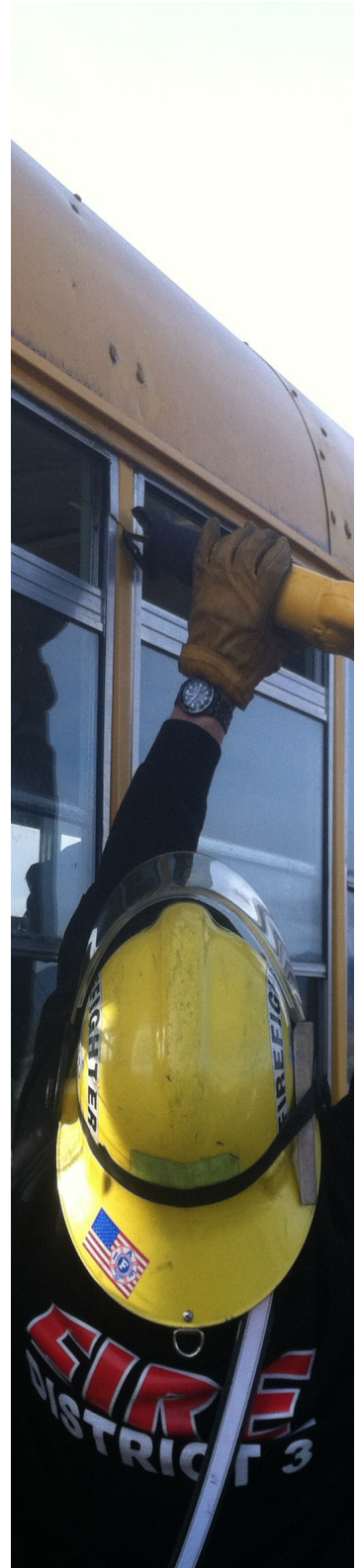
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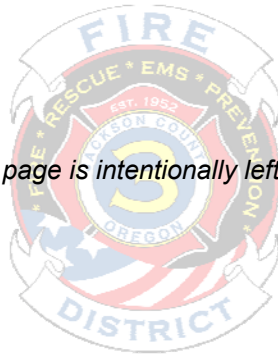
# Fire District 3

## Training Department



2016/17 Fiscal Year Budget

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# Training Department

2016/17 Fiscal Year

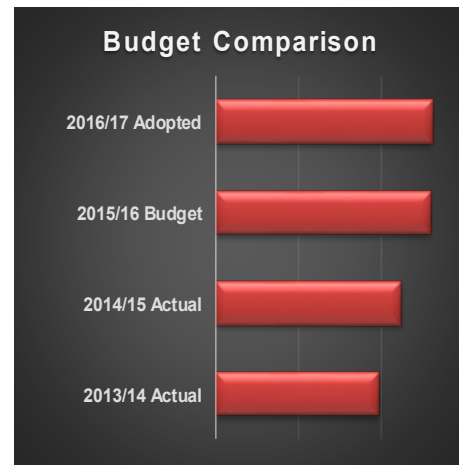
## DEPARTMENT DESCRIPTION

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 situations. 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, budgeting, development of performance guidelines and fire rescue protocols, strategic planning, and goal setting.

## BUDGET SUMMARY

Expenditures	2013/14 Actual	2014/15 Actual	2015/16 Budget	2016/17 Adopted
Personnel Services	\$290,562.88	\$315,472.82	\$348,000	\$347,100
Materials and Services	\$100,095.81	\$130,462.96	\$167,400	\$173,300
	<b>\$390,658.69</b>	<b>\$445,935.78</b>	<b>\$515,400</b>	<b>\$520,400</b>



## PERSONNEL SUMMARY

Personnel	2013/14 Actual	2014/15 Actual	2015/16 Budget	2016/17 Adopted
Division Chief of Training and Safety	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>



# Training Department

2016/17 Fiscal Year

## **NEW BUDGETARY SIGNIFICANT CHANGES**

Personnel Services is budgeted to slightly decrease .26 percent or \$900 from the prior fiscal year. Salaries reflect no cost of living adjustments.

The overall Materials and Services classification is budgeted to increase 3.5 percent or \$5,900. New account 60223-014; *Training Props and Equipment* was established to account for specialized training items. Notable projects include a smoke machine, recorder for thermal imagers, and iPads for the Blue Card training program. In addition, account 60455-003; *Training/Conferences Operations* has increased over \$26,000 to accommodate specialized training for the Blue Card program.

## **PRIOR YEAR ACCOMPLISHMENTS**

<b><u>Action Item</u></b>	<b><u>Strategic Priority Number</u></b>	<b><u>Outcome</u></b>
Fire Rescue Protocol System	1	The District and Medford Fire-Rescue collaborated to update previous years' work with this program; we have established a "Fire Rescue Standing Orders" system that closely reflects the system in place for emergency medical services. Approximately 90 protocols were developed with 50 performance guidelines to support them. This program will ensure both agencies are performing similarly during training and emergency operations. These protocols and guidelines are available to all Rogue Valley Fire Departments wishing to use them and can be accessed via an independent website.
Communications with non-English speaking patrons	3	Personnel were polled about programs to enhance our capability to speak with non-English speaking patrons. We evaluated cell phone apps, Rosetta Stone programs, and local instructors. Personnel felt we have adequate capabilities to communicate with non-English speaking patrons and no further action is required.
Incorporate a special assignment position into the Training Department	3	A member participated in a special assignment position from October of 2015 to January of 2016. This assignment included opportunities to plan, coordinate, and assist dedicated training blocks, search out and secure acquired structures for demolition training, plan for future training ground improvements, and was the catalyst for the Fire Rescue Standing Orders program. This opportunity will remain available to interested personnel between the months of October through June.
Health and Wellness	3	The Health and Wellness group continues to seek a sustainable program that will keep personnel fit and ready for duty. Over the last year the group has conducted baseline fitness evaluations as well as a baseline endurance assessment utilizing an established Self-Contained Breathing Apparatus endurance course. This program continues to struggle without a defined direction; however, staff and line personnel are working together to explore alternative solutions for the District's fitness program.
Enhance RCC relationship	5	The District continues to explore opportunities with Rogue Community College (RCC) where feasible. One of Intergovernmental Agreements with RCC is in the process of being updated to include additional storage space for the Fire Science program. RCC is also pursuing a bond measure that if passes will allow them to build a classroom facility on-site at the White City facility to add classrooms for the Fire Science program as well as add depth to the District's classroom capabilities. This relationship continues to strengthen as opportunities present themselves.

# Training Department

2016/17 Fiscal Year

## **DEPARTMENT MEASUREMENTS AND TARGETS**

### **TRAINING PROGRAM MANAGEMENT**

#### Statements of Measurement

- Complete the Simulation House project to include learning adjuncts such as video and monitoring capabilities.
- Complete the 2<sup>nd</sup> story of the burn containers to include ventilation props; encourage the use of this prop for multi-company training events.
- Maintain an accurate training calendar that incorporates promotional processes and activities based on the regionally adopted 2-year training plan; topics are identified and supported utilizing interested and motivated instructors providing quality training in a positive learning environment.
- Maintain training compliance with the following organizations:
  - OR-OSHA
    - To provide a safe and healthy work environment for all members of the District.
  - Department of Public Standards Safety and Training (DPSST)
    - Provides a voluntary standard training and certification process for all firefighters in the State of Oregon.
  - Oregon Health Authority (OHA)
    - Provides training requirements for all EMT's in the State of Oregon.
  - Department of Homeland Security (DHS)
    - Identifies minimum training requirements for Incident Command System for emergency responders to All-Hazard incidents; training requirements are tied to Federal grant funding.



### **TRAINING DEPARTMENT ACTIVITIES**

#### **Outputs**

- The Training Department hosted and coordinated various courses utilizing \$28,000 in grant funds through the Oregon Department of Public Safety Standards and Training (DPSST) in firefighter skill development, leadership, and incident management.
- The District was successful in securing \$250,000 in State grant funds to construct a regional 2-story residential simulation house to be used by fire, ems, law enforcement, utility agencies, and higher education. This regional simulation house will provide a realistic approach to the training needs of all public safety providers in a safe and secure environment.
- The Safety Committee reviewed fifteen (15) reported injuries and six (6) other incidents that included accidents without injury, exposure reports, and near miss reports. Each injury was reviewed by the committee and recommendations have been made in an effort to reduce and mitigate these types of injuries in the future.
- 38 applications for certification were submitted and approved by DPSST on behalf of 22 members. These certifications ranged from NFPA Firefighter 1 through NFPA Fire Officer 3.
- Workplace safety inspections were conducted with 100% compliance within OR-OSHA requirements.
- The District continues to support individual and career development by seeking outside opportunities for personnel to participate in various training and conferences locally, regionally, and outside of Oregon; the District supported attendance and participation to 53 outside courses.
- The District successfully implemented video conferencing capabilities at all staffed facilities. This enables crews to participate in trainings and meetings while maintaining response reliability in their response area.

# Training Department

2016/17 Fiscal Year

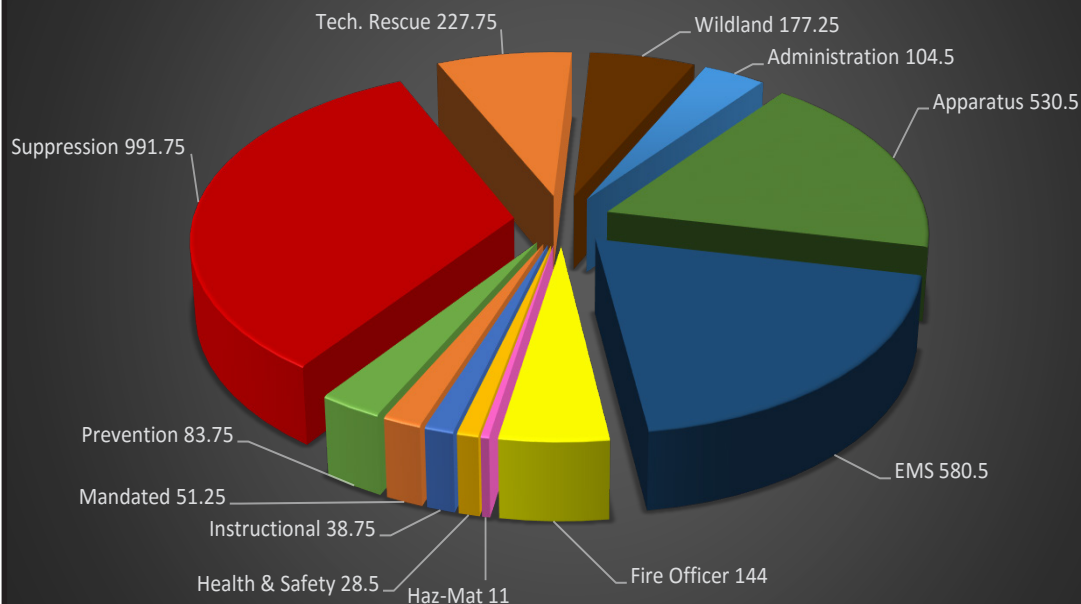
## TRAINING DEPARTMENT STATISTICS

### Outputs

- The Training Department coordinated 1,658 courses during the fiscal year.
- Personnel participated in 2,969.5 hours of training.
- All personnel contributed to the 12,440 man hours of training.
- 1,416 courses were delivered by District members for a total of 2,418.25 hours.
- 242 courses were delivered by an outside instructor, or conducted on-line, totaling 551.25 hours.



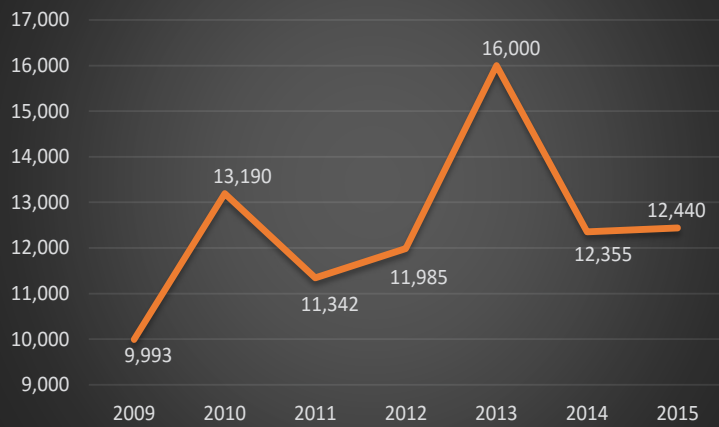
### Total Training Hours - 2,969.50



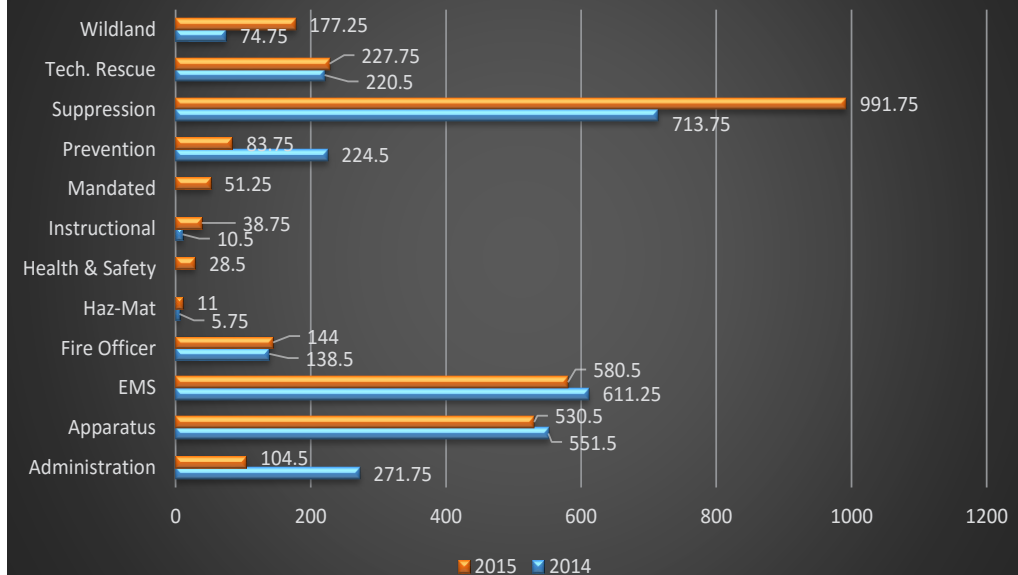
# Training Department

2016/17 Fiscal Year

## Total Training Hours by Year



## 2-Year Comparison by Type



# Training Department

2016/17 Fiscal Year

## **2016/17 FISCAL YEAR DEPARTMENTAL ACTION ITEMS**

The following action items are assigned to the Training Department and link back to one of the five organizational strategic priorities as identified within the adopted Strategic Plan. Each action item has a desired completion date identified. Detailed tasks for each action item have been developed to ultimately attain the desired outcomes and support the District in achieving its mission.

Only the overarching Strategic Priorities that encompass the identified departmental action items are reflected within the departmental sections. All the Strategic Priorities and action items are represented in their entirety under tab three of the budget document. The action item number represents the departmental number assigned to it.

### **Strategic Priority 2 – Ensure sustainability of service delivery (people, facilities, fleet, and finance).**

<b>Action Item Number</b>	<b>Action Items Assigned to Training Department</b>	<b>Target Completion Date</b>
5.4	Implement training center procedures and policies that address use, maintenance, safety, and limitations.	September 2016
5.8	Broaden and develop the existing health and wellness program that shows the scope and benefits to the organization.	October 2016

### **Strategic Priority 3 – Promote, develop, and support craftsmanship, innovation, and excellence throughout the organization.**

<b>Action Item Number</b>	<b>Action Items Assigned to Training Department</b>	<b>Target Completion Date</b>
5.3	Develop and implement a formal Captain and Battalion Chief training program for existing and future officers.	December 2016
5.7	Evaluate and identify opportunities for a command training center.	December 2016

### **Strategic Priority 5 – Develop and strengthen collaborative strategic partnerships.**

<b>Action Item Number</b>	<b>Action Items Assigned to Training Department</b>	<b>Target Completion Date</b>
5.5	Enhance the RCC relationship while they share our facilities. Evaluate through feedback from both agencies.	December 2017
5.11	Complete second floor and ventilation portion of the burn facility.	December 2016

# Training Department

2016/17 Fiscal Year

General Fund		HISTORY			CURRENT		
Account	Description	13/14 FY Actual	14/15 FY Actual	15/16 FY Budget	Proposed 16/17 FY Budget	Approved 16/17 FY Budget	Adopted 16/17 FY Budget
<b>Personnel Services</b>							
55143-000	Division Chief Training and Safety	110,893.70	114,850.80	116,000	115,000	115,000	115,000
55147-000	Administrative Assistant	41,088.52	40,062.66	49,000	45,500	45,500	45,500
58192-000	Overtime; Non Training Dept Staff	50,572.92	71,835.89	75,000	76,000	76,000	76,000
58192-001	Overtime; AA	148.13	0.00	1,000	0	0	0
55198-000	Ed & EMS Incentive	9,683.00	9,884.00	10,200	10,100	10,100	10,100
58197-010	Technology Stipend	0.00	0.00	800	800	800	800
58199-000	Duty Accrual Payout	1482.30	2635.20	5,700	5,700	5,700	5,700
58210-000	Retirement (PERS)	16,044.44	17,358.03	25,000	25,700	25,700	25,700
58212-000	ER Deferred Comp Contrib	4,416.00	4,630.49	6,700	6,200	6,200	6,200
58213-000	Health and Life Insurance	38,558.76	24,669.28	28,000	29,000	29,000	29,000
58215-000	HRA-VEBA Contribution	0.00	8,402.09	4,600	7,700	7,700	7,700
58220-000	FICA and Medicare PR Taxes	14,150.39	16,738.11	20,000	19,400	19,400	19,400
58221-000	Workers' Comp Insurance	3,524.72	4,406.27	6,000	6,000	6,000	6,000
<b>TOTAL PERSONNEL SERVICES</b>		<b>\$290,562.88</b>	<b>\$315,472.82</b>	<b>\$348,000</b>	<b>\$347,100</b>	<b>\$347,100</b>	<b>\$347,100</b>
<b>Materials and Services</b>							
58203-000	Physicals and Vaccinations	519.00	514.00	300	300	300	300
58213-000	Uniforms	159.85	479.99	0	0	0	0
60223-002	Supplies; Fees	0.00	0.00	2,600	2,000	2,000	2,000
60223-012	Supplies; Training and Safety Equip	15,934.59	17,803.62	20,000	20,000	20,000	20,000
60223-014	Training Props and Equipment	0.00	0.00	0	12,300	12,300	12,300
60254-000	M&R; Training Equipment and Props	0.00	0.00	1,500	1,000	1,000	1,000
60265-000	Health and Wellness	9,726.31	9,325.32	12,000	5,000	5,000	5,000
60270-000	Contractual & Professional Services	900.00	20,975.00	43,000	15,000	15,000	15,000
60410-000	Membership Dues	365.00	440.00	500	1,000	1,000	1,000
60412-000	Books & Subscriptions	7,566.99	8,638.52	12,000	12,000	12,000	12,000
60449-000	Meeting Travel Expenses	0.00	0.00	5,000	8,000	8,000	8,000
60455-001	Training & Conferences; Admin	34,845.34	33,635.97	26,000	26,000	26,000	26,000
60455-002	Training & Conferences; Board	271.00	869.24	2,500	2,500	2,500	2,500
60455-003	Training & Conferences; Operations	16,855.43	18,971.80	25,000	51,200	51,200	51,200
60455-004	Training & Conferences; Fire Life Safety	8,216.49	8,221.09	10,000	10,000	10,000	10,000
60455-005	Training & Conferences; Maintenance	0.00	0.00	0	0	0	0
60455-006	Training & Conferences; Volunteers	1,945.00	992.39	5,000	5,000	5,000	5,000
60455-007	Training & Conferences; Technology	1,766.99	460.25	2,000	2,000	2,000	2,000
60490-000	Entrance & Promotional Exams	1,023.82	9,135.77	0	0	0	0
<b>TOTAL MATERIALS and SERVICES</b>		<b>\$100,095.81</b>	<b>\$130,462.96</b>	<b>\$167,400</b>	<b>\$173,300</b>	<b>\$173,300</b>	<b>\$173,300</b>
<b>TOTAL TRAINING DEPARTMENT</b>		<b>\$390,658.69</b>	<b>\$445,935.78</b>	<b>\$515,400</b>	<b>\$520,400</b>	<b>\$520,400</b>	<b>\$520,400</b>

# Training Department

2016/17 Fiscal Year

## MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 4

Account	Description	Account Total
58203-000	<b>Physicals and Vaccinations.....</b> Annual medical exam	\$ 300
60223-002	<b>Supplies; Fees.....</b> DPSST fingerprinting costs for certification process	\$ 2,000
60223-012	<b>Supplies; Training and Safety Equipment.....</b> Consumable training supplies for props, equipment, materials for in-service training, towing service fees for extrication vehicles, and safety equipment	\$ 20,000
60223-014	<b>Training Props and Equipment.....</b> Miscellaneous training props and equipment PROJECT: Smoke machine for training PROJECT: iPads for Blue Card Program PROJECT: Image recorder for thermal imagers	\$ 12,300 3,000 3,500 3,200 2,600
60254-000	<b>M&amp;R; Training Equipment and Props.....</b> Maintenance and repair of training equipment and props	\$ 1,000
60265-000	<b>Health and Wellness.....</b> Fitness supplies, miscellaneous equipment purchases, and fitness equipment maintenance and/or repair	\$ 5,000
60270-000	<b>Contractual/Professional Services.....</b> Personal services contracts for hiring instructors to teach District staff on site	\$ 15,000
60410-000	<b>Membership Dues.....</b> Annual dues for Oregon Fire Chief's Assn and the Safety and Health section, Oregon Fire Instructor's Assn, Rogue Valley Fire Chief's Assn, Int'l Assn of Fire Chief's Safety and Health section, Int'l Society of Fire Service Instructors, and Rogue Interagency Training Assn	\$ 1,000
60412-000	<b>Books &amp; Subscriptions.....</b> Professional periodicals, general reference & training materials, LearnFire web based training, safety data management systems, Fire Rescue Protocol website, fitness website, and emergency medical services continuing education materials	\$ 12,000
60449-000	<b>Meeting Travel Expenses.....</b> Travel expenses for staff and board members to attend regional and statewide meetings and activities relating to the Oregon Fire Chief's Assn, Oregon Fire Instructor's Assn, National Fire Protection Assn, DPSST, Oregon State Fire Marshal, Governor's Fire Service Policy Council, and Oregon Fire District Director's Assn	\$ 8,000



# Training Department

2016/17 Fiscal Year

## MATERIALS AND SERVICES DETAIL BY ACCOUNT - *Continued*

General Fund 1, Department 4

Account	Description	Account Total
60455-001	<b>Training &amp; Conferences; Administrative.....</b> Continued education and training through Oregon Fire Chief's Assn, Special District's Assn of Oregon, Oregon Municipal Finance Officers Assn, Oregon Fire Service Office Administrators, Int'l Assn of Fire Chief's, Oregon Fire Instructor's Assn, TeleStaff and Kronos training, approved higher education, supervision and leadership seminars, coaching and leadership development, facilities and logistics inventory systems, and various other innovative conferences and workshops	\$ 26,000
60455-002	<b>Training &amp; Conferences; Board.....</b> Continued education for the Board of Directors such as the Special District's Assn of Oregon and Oregon Fire District Director's Assn conferences	\$ 2,500
60455-003	<b>Training &amp; Conferences; Operations.....</b> Continued education and certification for EMS, suppression, and technical rescue; additionally continued efforts to support professional development, safety committee functions, and various other training opportunities, conferences, and workshops PROJECT: Blue Card Incident Management program training	\$ 51,200 30,000 21,200
60455-004	<b>Training &amp; Conferences; Fire and Life Safety.....</b> Continued education through the Oregon Fire Marshal's Assn, Pacific Northwest Fire Prevention Coop, Local and State Int'l Assn of Arson Investigators, and Fire Marshal's Roundtable; additional opportunities may include fire code, fire adapted community training, and other relevant training, conferences, and workshops	\$ 10,000
60455-006	<b>Training &amp; Conferences; Volunteers.....</b> Continued education and training through Oregon Volunteer Firefighters Assn, International Assn of Chaplains, and various other conferences, training, and workshops	\$ 5,000
60455-007	<b>Training &amp; Conferences; Technology.....</b> Continued technology training such as conferences, geographic information systems, data analysis, and other various workshops	\$ 2,000
<b>TOTAL MATERIALS AND SERVICES</b>		<b>\$ 173,300</b>

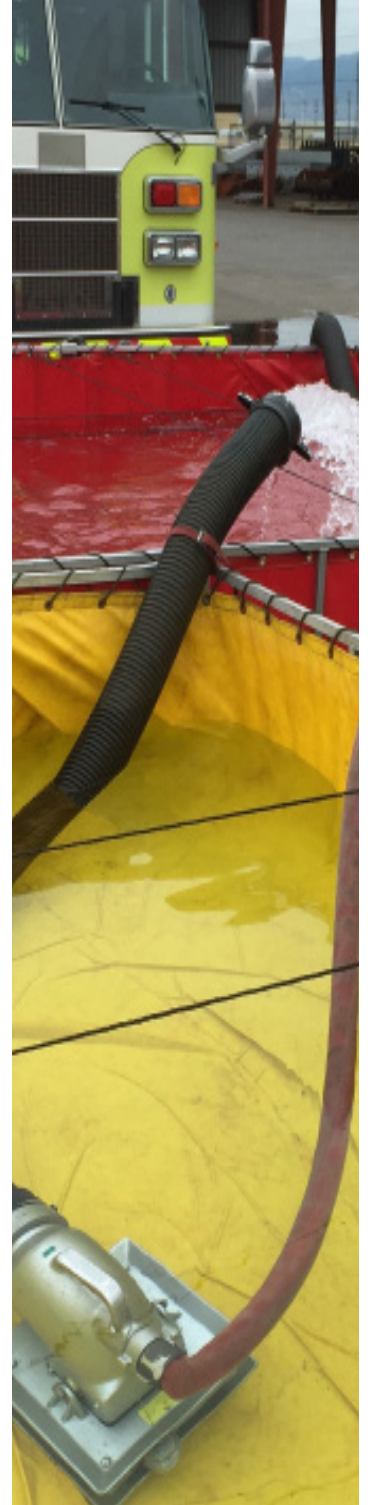
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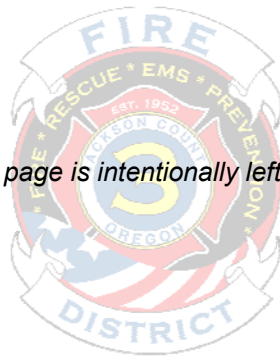
# Fire District 3

## Support Services Department



2016/17 Fiscal Year Budget

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# Support Services Department

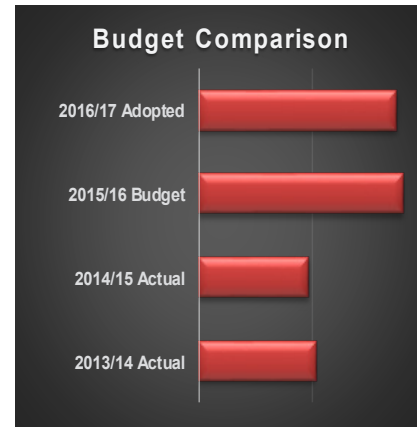
2016/17 Fiscal Year

## DEPARTMENT DESCRIPTION

The Support Services Department is responsible for the coordination and oversight of all preventative and routine maintenance activities for the District's eight stations, training facility, and administrative building. The Department also is charged with supply ordering, receiving, cataloging, and distributing. Logistical and program support is also provided across the other Departments. The primary mission is to protect the public's investment in emergency services facilities and to ensure effective and uninterrupted emergency response by maintaining and supporting the District's facilities and equipment.

## BUDGET SUMMARY

Expenditures	2013/14 Actual	2014/15 Actual	2015/16 Budget	2016/17 Adopted
Personnel Services	\$97,486.74	\$98,052.42	\$101,700	\$104,000
Materials and Services	\$416,541.12	\$385,741.02	\$799,900	\$768,200
	<b>\$514,027.86</b>	<b>\$483,793.44</b>	<b>\$901,600</b>	<b>\$872,200</b>



## PERSONNEL SUMMARY

Personnel	2013/14 Actual	2014/15 Actual	2015/16 Budget	2016/17 Adopted
Facilities/Logistics Manager	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## NEW BUDGETARY SIGNIFICANT CHANGES

Personnel Services is budgeted to increase 2.26 percent or \$2,300 from the prior fiscal year. Significant factor impacting this classification is an increase in the employer contribution into an HRA-VEBA plan of \$128 per month for the budgeted position. Salary reflects a no cost of living adjustment.

The overall Materials and Services classification is budgeted to decrease 3.26 percent or \$31,700. Contributing factors include decreases in fuel and lubricant costs, a reduction in new furnishings, and reductions of budgeted projects in buildings and grounds at the White City and Eagle Point stations. Notable projects for the year include exterior security cameras at all locations, interior station painting at Central Point and Eagle Point stations, and a new style of uniform duty boots and rappel belts. Preventative maintenance and repairs made on all fire apparatus will continue to be subcontracted out to Medford City Shops.

# Support Services Department

2016/17 Fiscal Year

## PRIOR YEAR ACCOMPLISHMENTS

<u>Action Item</u>	<u>Strategic Priority Number</u>	<u>Outcome</u>
Construction of Training Simulation House	1	Coordinated the finalization of construction documents, request for proposal process (RFP), contract award, and construction of the simulation house.
Table Rock Temporary Fire Station	1	Coordinated site improvements, facility remodel, and residence for the temporary fire station located on Table Rock Road.
Residential Housing at Volunteer Station	1	Coordinated and managed the procurement and placement of two residential volunteer homes at the Agate Lake and Dodge Bridge stations.
Apparatus Bay Drainage	2	Completed the repair and installation of three apparatus bay floor drains at the White City station to provide better sanitary conditions and improve waste water management.
Inventory and Supply Delivery System	2	Instituted a centralized supply cataloging, ordering, and delivery system.
Eagle Point Station Apparatus Bay Approach	2	Coordinated concrete removal and replacement of the apparatus bay north approach due to structural damage.
Inventory of Reserve Apparatus	2	Determined a standard of inventory of the reserve apparatus equipment and ensure the reserves are ready for service.
Eagle Point Station Exterior Paint	3	Coordinated the exterior weather damage repair and painting of the Eagle Point station, matching the surrounding neighborhood and community.
Administration Building Front Office Remodel	3	Coordinated front office remodel improving productivity and efficiency.

## DEPARTMENT MEASUREMENTS AND TARGETS

<i>Types of Transactions (Output Measures)</i>	<i>2012/13 Actual</i>	<i>2013/14 Actual</i>	<i>2014/15 Actual</i>	<i>2015/16 Projected</i>	<i>2016/17 Target</i>
<b><u>Vehicles Maintained</u></b>					
<i>Fire Engines</i>	10	10	11	11	11
<i>Aerial Ladder Truck</i>	1	1	1	1	1
<i>Wildland Engines</i>	10	10	9	9	9
<i>Water Tenders</i>	5	3	3	3	3
<i>Tactical Tenders</i>	2	2	2	2	4
<i>Rescue Equipment</i>	3	3	2	1	1
<i>Support Vehicles</i>	16	16	15	16	17
<b>Total</b>	<b>47</b>	<b>45</b>	<b>43</b>	<b>43</b>	<b>46</b>

# Support Services Department

2016/17 Fiscal Year

<i>Types of Transactions (Output Measures)</i>	<i>2012/13 Actual</i>	<i>2013/14 Actual</i>	<i>2014/15 Actual</i>	<i>2015/16 Projected</i>	<i>2016/17 Target</i>
<b><u>Facilities Maintained</u></b>					
<i>Fire Stations</i>	7	7	7	8	8
<i>Training Grounds</i>	1	1	1	1	1
<i>Maintenance Shop</i>	1	1	1	1	1
<i>Administrative Building</i>	1	1	1	1	1
<i>Warehouse Facility/Grounds</i>	1	1	1	1	1
<b>Total</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>12</b>

## **2016/17 FISCAL YEAR DEPARTMENTAL ACTION ITEMS**

The following action items are assigned to the Support Services Department and link back to one of the five organizational strategic priorities as identified within the adopted Strategic Plan. Each action item has a desired completion date identified. Detailed tasks for each action item have been developed to ultimately attain the desired outcomes and support the District in achieving its mission.

Only the overarching Strategic Priorities that encompass the identified departmental action items are reflected within the departmental sections. All the Strategic Priorities and action items are represented in their entirety under tab three of the budget document. The action item number represents the departmental number assigned to it.

### **Strategic Priority 2 – Ensure sustainability of service delivery (people, facilities, fleet, and finance).**

<b>Action Item Number</b>	<b>Action Items Assigned to Support Services Department</b>	<b>Target Completion Date</b>
7.5	Establish standardize specifications for equipment, appliances, and consumables.	July 2016
7.6	Seek Oregon Seismic Rehabilitation Grant funds to retrofit District facilities that are not currently meeting seismic standards for fire stations.	December 2017



# Support Services Department

2016/17 Fiscal Year

## General Fund

## HISTORY

## CURRENT

Account	Description	13/14 FY Actual	14/15 FY Actual	15/16 FY Budget	Proposed 16/17 FY Budget	Approved 16/17 FY Budget	Adopted 16/17 FY Budget
<b>Personnel Services</b>							
57125-000	Facilities & Logistics Manager	67,734.72	68,456.00	69,000	69,000	69,000	69,000
58196-000	Longevity Pay	843.15	843.15	900	900	900	900
58197-010	Technology Stipend	0.00	0.00	800	800	800	800
58201-000	Retirement (PERS)	3,085.65	2,994.30	3,700	3,700	3,700	3,700
58210-000	ER Deferred Comp Contrib	1,680.00	1,680.00	3,000	3,000	3,000	3,000
58212-000	Health and Life Insurance	17,529.40	13,483.21	14,500	15,300	15,300	15,300
58215-000	HRA-VEBA Contribution	0.00	3,776.54	2,300	3,800	3,800	3,800
58220-000	FICA and Medicare PR Taxes	5,246.13	5,281.64	5,500	5,500	5,500	5,500
58221-000	Workers' Comp Insurance	1,367.69	1,537.58	2,000	2,000	2,000	2,000
<b>TOTAL PERSONNEL SERVICES</b>		<b>\$97,486.74</b>	<b>\$98,052.42</b>	<b>\$101,700</b>	<b>\$104,000</b>	<b>\$104,000</b>	<b>\$104,000</b>
<b>Materials and Services</b>							
58213-000	Uniforms	0.00	208.99	39,500	44,200	44,200	44,200
60221-000	Janitorial and Laundry Services	0.00	0.00	18,000	25,000	25,000	25,000
60223-003	Supplies & Equipment; Medical	0.00	0.00	49,500	50,000	50,000	50,000
60223-006	Supplies; Shop & Warehouse	7,949.22	4,499.32	3,000	4,000	4,000	4,000
60223-008	Supplies; Station Consumables	0.00	0.00	5,800	6,000	6,000	6,000
60223-015	New Furnishings & Appliances	8,240.17	14,689.91	50,300	12,500	12,500	12,500
60223-016	Supplies; Facilities	0.00	2,642.35	7,000	4,300	4,300	4,300
60230-000	Fuel and Lubricants	87,643.41	73,412.77	95,000	80,000	80,000	80,000
60250-000	M&R; Vehicles and Apparatus	206,230.14	166,851.67	197,000	197,000	197,000	197,000
60251-110	Bldgs & Grounds - WC Station	20,127.32	15,467.64	27,000	13,000	13,000	13,000
60251-111	Bldgs & Grounds - CP Station	13,776.81	14,902.80	16,500	26,000	26,000	26,000
60251-112	Bldgs & Grounds - DB Station	8,813.55	6,009.66	6,300	14,500	14,500	14,500
60251-113	Bldgs & Grounds - SV Station	2,763.12	10,098.64	7,500	10,500	10,500	10,500
60251-114	Bldgs & Grounds - GH Station	11,618.88	8,438.73	5,700	6,000	6,000	6,000
60251-115	Bldgs & Grounds - AL Station	6,531.00	8,582.98	5,000	5,000	5,000	5,000
60251-116	Bldgs & Grounds - EP Station	9,694.97	19,330.29	40,500	19,000	19,000	19,000
60251-117	Bldgs & Grounds - TR Station	100.00	39.57	5,000	6,000	6,000	6,000
60251-120	Bldgs & Grounds - TRMG Center	5,672.84	5,838.22	9,600	30,000	30,000	30,000
60251-121	Bldgs & Grounds - ADMIN Bldg	15,995.83	14,254.90	31,000	15,000	15,000	15,000
60251-122	Bldgs & Grounds - LOG Warehouse	4,376.48	9,231.38	1,500	2,500	2,500	2,500
60254-000	M&R; District Equipment	1,213.65	5,322.43	5,000	7,500	7,500	7,500
60255-000	M&R; Appliances & Furnishings	601.65	1378.77	2,500	3,000	3,000	3,000
60270-000	Contractual & Professional Services	3,641.00	4,540.00	7,000	7,000	7,000	7,000
60410-000	Membership and Certifications	0.00	0.00	100	100	100	100
60412-000	Subscriptions	1,300.00	0.00	100	100	100	100
60470-000	Laundry	251.08	0.00	0	0	0	0
60500-110	Utilities; WC	0.00	0.00	30,000	32,000	32,000	32,000
60500-111	Utilities; CP	0.00	0.00	21,000	22,000	22,000	22,000
60500-112	Utilities; DB	0.00	0.00	8,000	12,000	12,000	12,000
60500-113	Utilities; SV	0.00	0.00	9,000	12,000	12,000	12,000
60500-114	Utilities; GH	0.00	0.00	12,000	13,000	13,000	13,000
60500-115	Utilities; AL	0.00	0.00	8,000	10,000	10,000	10,000
60500-116	Utilities; EP	0.00	0.00	16,500	18,000	18,000	18,000
60500-117	Utilities; TR	0.00	0.00	12,000	12,000	12,000	12,000
60500-120	Utilities; TC	0.00	0.00	12,000	12,000	12,000	12,000
60500-121	Utilities; Adm Bldg	0.00	0.00	36,000	37,000	37,000	37,000
<b>TOTAL MATERIALS and SERVICES</b>		<b>\$416,541.12</b>	<b>\$385,741.02</b>	<b>\$799,900</b>	<b>\$768,200</b>	<b>\$768,200</b>	<b>\$768,200</b>
<b>TOTAL SUPPORT SERVICES</b>							
<b>DEPARTMENT</b>		<b>\$514,027.86</b>	<b>\$483,793.44</b>	<b>\$901,600</b>	<b>\$872,200</b>	<b>\$872,200</b>	<b>\$872,200</b>

# Support Services Department

2016/17 Fiscal Year

## MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 5

Account	Description	Account Total
<b>58213-000</b>	<b>Uniforms.....</b>	<b>\$ 44,200</b>
	Attire for all uniformed positions in all departments including shirts, pants, duty boots, accessories, badges, belts, sweatshirts, and alterations	30,000
	PROJECT: Station boots	5,400
	PROJECT: Uniform rappel belts	5,000
	PROJECT: Class A uniform for new staff BC and one replacement	1,800
	PROJECT: Business dress shirts (40)	2,000
<b>60221-000</b>	<b>Janitorial and Laundry Services.....</b>	<b>\$ 25,000</b>
	CINTAS towel and rug laundry and janitorial supplies with ALSCO for all District locations	
<b>60223-003</b>	<b>Supplies/Equipment; Medical.....</b>	<b>\$ 50,000</b>
	Medical equipment and supplies, oxygen cylinder rental, bio-waste disposal, and personal protective equipment	
<b>60223-006</b>	<b>Supplies; Shop and Warehouse.....</b>	<b>\$ 4,000</b>
	Includes screws, zip ties, glue, nails, batteries, tarps, etc.	
<b>60223-008</b>	<b>Supplies; Station and Consumables.....</b>	<b>\$ 6,000</b>
	Coffee and consumable supplies for all stations, student firefighter condiments, general janitorial and cleaning supplies	
<b>60223-015</b>	<b>New Furnishings and Appliances.....</b>	<b>\$ 12,500</b>
	General facility furnishings and appliances	9,000
	PROJECT: Central Point station recliners	3,500
<b>60223-016</b>	<b>Supplies; Facilities.....</b>	<b>\$ 4,300</b>
	Supplies for facilities including lightbulbs, extension cords, garden hoses, hooks, mattress covers, and special requests not otherwise accounted for	3,500
	PROJECT: Additional remotes to open apparatus overhead doors	800
<b>60230-000</b>	<b>Fuel and Lubricants.....</b>	<b>\$ 80,000</b>
<b>60250-000</b>	<b>M&amp;R of Vehicles and Apparatus.....</b>	<b>\$ 197,000</b>
<b>60251-</b>	<b><u>Buildings and Grounds</u></b>	
	Includes: generator service and testing, HVAC service and repair, pest control, landscape services and/or weed abatement, carpet and upholstery cleaning, apparatus bay door maintenance, plumbing and drains and lot sweeping. Fiscal year specific projects will be listed as separate line items under respective stations	
<b>110- White City Station.....</b>		<b>\$ 13,000</b>
	General maintenance and repair	12,000
	PROJECT: Exterior security camera system	1,000

# Support Services Department

2016/17 Fiscal Year

## MATERIALS AND SERVICES DETAIL BY ACCOUNT - *Continued*

General Fund 1, Department 5

Account	Description	Account Total
<b>111- Central Point Station.....</b>		<b>\$ 26,000</b>
	General maintenance and repair	10,000
	PROJECT: Interior painting of station living quarters	15,000
	PROJECT: Exterior security camera system	1,000
<b>112- Dodge Bridge Station.....</b>		<b>\$ 14,500</b>
	General maintenance and repair	4,000
	PROJECT: Exterior security camera system	1,000
	PROJECT: HVAC in office/dayroom/classroom	4,000
	PROJECT: Exterior lighting for resident house carport area	2,000
	PROJECT: Frame in apparatus bay door	3,500
<b>113- Sam's Valley Station.....</b>		<b>\$ 10,500</b>
	General maintenance and repair	4,000
	PROJECT: Exterior security camera system	1,000
	PROJECT: Exterior storage shed	2,500
	PROJECT: Gravel for driveways and house parking	3,000
<b>114- Gold Hill Station.....</b>		<b>\$ 6,000</b>
	General maintenance and repair	5,000
	PROJECT: Exterior security camera system	1,000
<b>115- Agate Lake Station.....</b>		<b>\$ 5,000</b>
	General maintenance and repair	4,000
	PROJECT: Exterior security camera system	1,000
<b>116- Eagle Point Station.....</b>		<b>\$ 19,000</b>
	General maintenance and repair	8,000
	PROJECT: Exterior security camera system	1,000
	PROJECT: Windows or interior painting of station living quarters	10,000
<b>117- Table Rock Station.....</b>		<b>\$ 6,000</b>
	General maintenance and repair	5,000
	PROJECT: Exterior security camera system	1,000
<b>120- Training Center/Storage/Offices.....</b>		<b>\$ 30,000</b>
	General maintenance and repair	5,000
	PROJECT: Storage carport	2,000
	PROJECT: Sim House improvements	6,000
	PROJECT: West side landscape barrier	3,500
	PROJECT: Convert lawn area to parking	13,500
<b>121- Administrative Building.....</b>		<b>\$ 15,000</b>
	General maintenance and repair	10,000
	PROJECT: Exterior security camera system	1,000
	PROJECT: Firewise landscaping	4,000

# Support Services Department

2016/17 Fiscal Year

## MATERIALS AND SERVICES DETAIL BY ACCOUNT - *Continued*

General Fund 1, Department 5

Account	Description	Account Total
<b>122- Logistics Warehouse.....</b>		<b>\$ 2,500</b>
	General maintenance and repair	1,500
	PROJECT: Exterior security camera system	1,000
<b>60254-000 M&amp;R; District Equipment.....</b>		<b>\$ 7,500</b>
	Includes but is not limited to breathing air compressors, forklift, mule, golf cart, flatbed trailer, scissor lift, blowers, sprayer, and fuel tanks	
<b>60255-000 M&amp;R; Station Appliances/Furnishings.....</b>		<b>\$ 3,000</b>
	Includes but is not limited to interior appliances, ice machines, dishwashers, refrigerators, and cook stoves	
<b>60270-000 Contractual/Professional Services.....</b>		<b>\$ 7,000</b>
	Includes annual fire alarm monitoring, fire sprinkler testing, and station alerting testing	
<b>60410-000 Membership and Certifications.....</b>		<b>\$ 100</b>
<b>60412-000 Books/Subscriptions.....</b>		<b>\$ 100</b>
<b>60500- Utilities; Stations and Facilities.....</b>		<b>\$ 180,000</b>
	Includes electricity, natural gas, propane, water, garbage, sewer, telephone, internet, and cable or satellite television services	
<b>110- White City Station</b>		32,000
<b>111- Central Point Station</b>		22,000
<b>112- Dodge Bridge Station</b>		12,000
<b>113- Sams Valley Station</b>		12,000
<b>114- Gold Hill Station</b>		13,000
<b>115- Agate Lake Station</b>		10,000
<b>116- Eagle Point Station</b>		18,000
<b>117- Table Rock Station</b>		12,000
<b>120- Training Center/Storage/Offices</b>		12,000
<b>121- Administrative Building</b>		37,000
<b>TOTAL MATERIALS AND SERVICES</b>		<b>\$ 768,200</b>

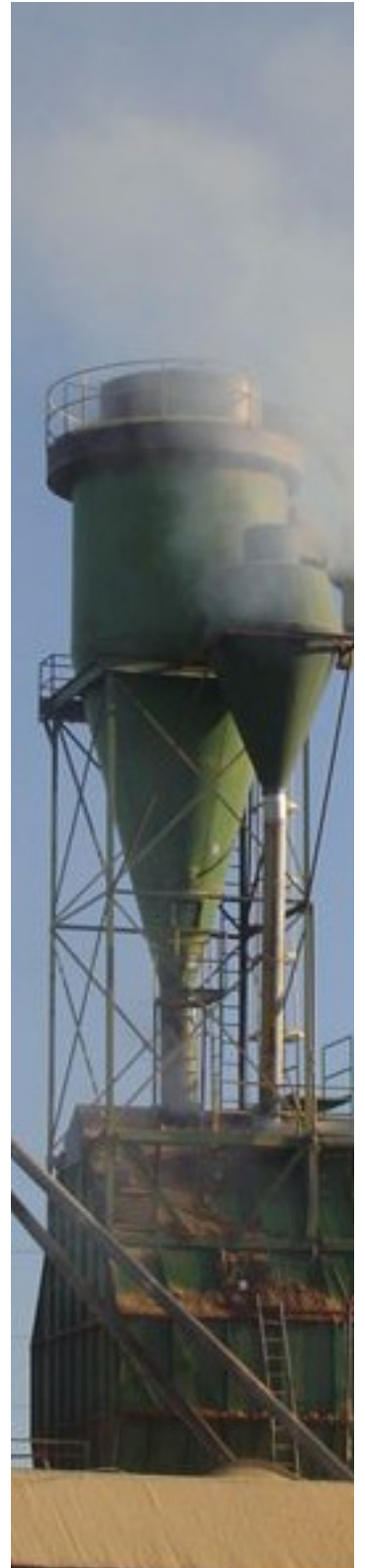
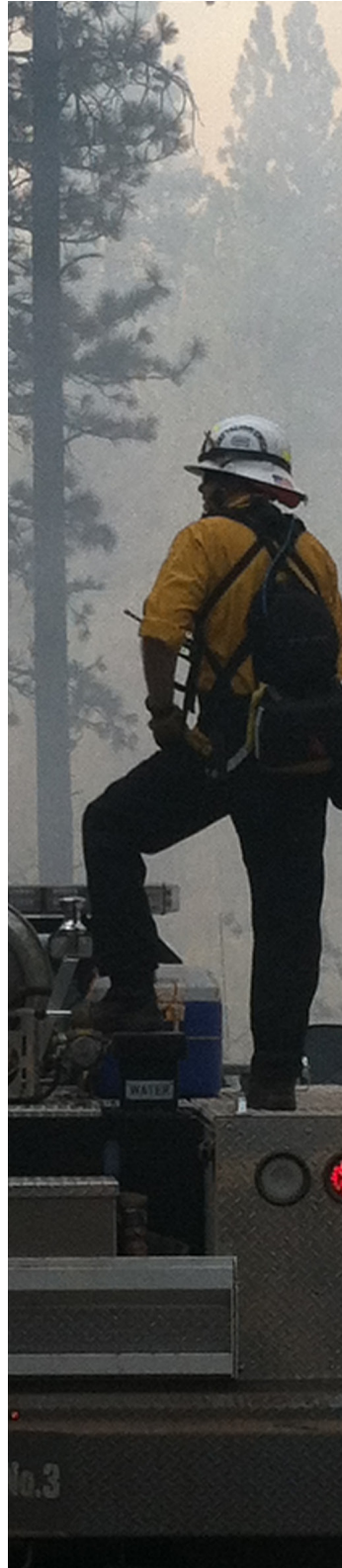
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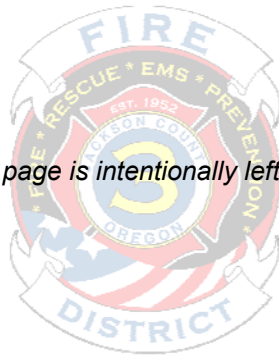
# Fire District 3

## Volunteer Department



2016/17 Fiscal Year Budget

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# Volunteer Department

2016/17 Fiscal Year

## DEPARTMENT DESCRIPTION

The Volunteer Department supports the District's mission of protecting life and property through public education, prevention activities, and emergency response by recruiting, mentoring, and developing community-minded individuals. Of the District's eight fire stations, four are located in rural areas and served by volunteers. The Agate Lake, Dodge Bridge, Sams Valley, and Gold Hill fire stations have a number of volunteers assigned to each station. A Volunteer Team Leader oversees the volunteers at each station, providing guidance, training, and experience.

Prospective volunteers and students go through an application process followed by a background evaluation. Once accepted into the program, volunteers fall under one of three categories: student firefighter, resident volunteer, or community volunteer.

A student firefighter's first requirement is to successfully complete an eleven week fire academy at Rogue Community College 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 a full-time student 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 by the District while pursuing their Associates Degree. Students typically finish the program in two or three years, depending on their chosen degree program.

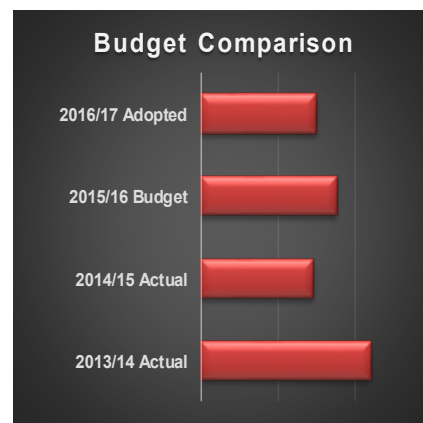
Resident volunteers live on-site at our rural stations, either in the station itself or in manufactured homes placed on the station property. The advantage gained by having resident volunteers located on-site at our rural stations is that they can provide a quicker response than community volunteers 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 fire prevention, 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. To recognize a volunteer's commitment and sacrifice, the District provides a Length of Service Award Program (LOSAP), a 457(e) non-qualified deferred compensation plan. The District makes annual, pre-established contributions based upon the number of years a volunteer has provided service to the District. Under IRS regulations, this amount cannot exceed \$3,000 per year, per volunteer.

The volunteers and students are managed by a Staff Battalion Chief. Salary and benefits for this position are budgeted out of the Operations Department.

## BUDGET SUMMARY

Expenditures	2013/14 Actual	2014/15 Actual	2015/16 Budget	2016/17 Adopted
Materials and Services	\$109,247.60	\$72,334.22	\$87,500	\$74,500
	<b>\$109,247.60</b>	<b>\$72,334.22</b>	<b>\$87,500</b>	<b>\$74,500</b>



# Volunteer Department

2016/17 Fiscal Year

## **NEW BUDGETARY SIGNIFICANT CHANGES**

Personnel Services has no funds budgeted, as volunteers are not compensated for services rendered. Salary and benefits for the Staff Battalion Chief are budgeted out of the Operations Department.

The overall Materials and Services classification is budgeted to decrease 14.86 percent, or \$13,000 from the prior year. Significant factors include a reduction in account 60271-000; *Student Firefighter Program*. This account depicts college tuition costs for up to nine District students whom have been accepted into the Student Program. Rogue Community College applies tuition credits towards this cost for the use of the District's training center and classrooms for their fire science instruction. The reduction is based on the number of approved students, actual college tuition costs, and the subsequent credits. Other notable areas include a decrease in the Length of Service Award Program, account 60272-000, based on current participant eligibility. Account 58221-000; *Workers Compensation* increased based on adjustments to the pure premium rate for volunteer coverage.

## **PRIOR YEAR ACCOMPLISHMENTS**

<b><u>Action Item</u></b>	<b><u>Strategic Priority Number</u></b>	<b><u>Outcome</u></b>
Expand Availability for Resident Volunteer Firefighters Housing	1	Purchased and placed a manufactured home at the Dodge Bridge station and the Agate Lake station, bringing the total number of District owned resident homes to four. Resident volunteer firefighters occupy the manufactured homes at the rural fire stations and respond to calls for service to aid in meeting response targets for the rural fire management zones.
Student Firefighters at Gold Hill Station	1	Evaluated the placement of student firefighters at the Gold Hill station. The District elected to return all student firefighters to the career stations. Placing four resident volunteers at the Gold Hill station remains a top priority for the District.
Enhanced Relationships	2	Coordinated training and community events to include both volunteers and career members improving interaction. Events are scheduled on the quarterly training plan to allow for standby coverage for those participating.
Student Firefighter Recruitment Plan	3	Evaluated the recruitment process of student firefighters; discovered that the District's reputation is its best asset. The District is known for having one of the best student firefighter programs in Southern Oregon, with many District students accepting career positions throughout the state. The District will maintain active participation in the joint student recruitment process established with Rogue Community College and other partner agencies.
Volunteer Training Committee	3	Established a volunteer training committee incorporating volunteer and career personnel from Fire District 3 and Fire District 4. A quarterly training schedule follows the Rogue Interagency Training Association (RITA) two-year training plan improving interaction between all District members.

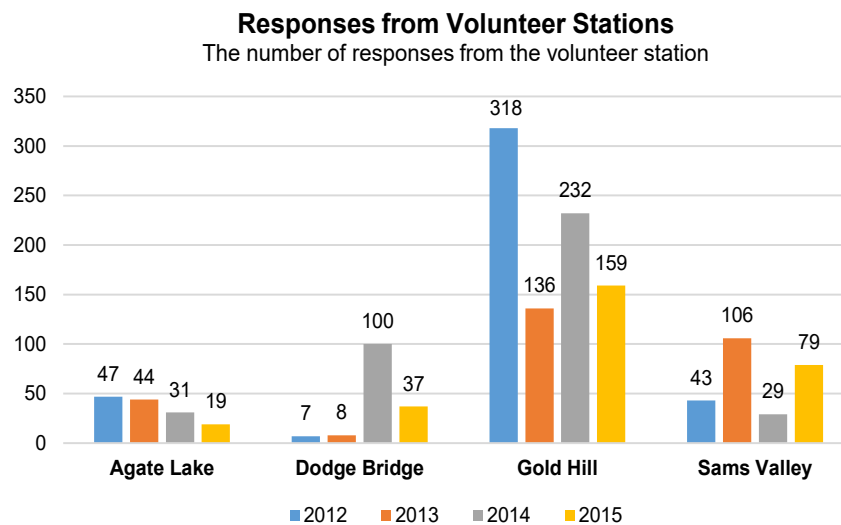
# Volunteer Department

2016/17 Fiscal Year

## DEPARTMENT MEASUREMENTS AND TARGETS

### Response from Volunteer Stations:

The District tracks volunteer response in the four identified zones; Agate Lake, Dodge Bridge, Gold Hill, and Sams Valley. The following chart identifies the number of responses by the volunteers from the volunteer stations. Every response into these response zones receive a unit from the career station, however the District's goal is to have volunteer stations provide the initial response.



**Analysis:** Utilizing resident firefighters can make a significant impact in meeting the goal of an initial response by the volunteer station. The District has made improvements through the installation of manufactured homes at the Sams Valley and Dodge Bridge stations. The District is anticipating volunteer response increasing at the Agate Lake station and further improving at the Dodge Bridge station after those homes are fully staffed in July of 2016.

### Response Times in the Volunteer Station Fire Management Zones:

The primary goal of the volunteer program is to improve the response time in the volunteer station fire management zones. All of the volunteer stations are classified as "rural" and have a response time target of arriving on scene to 80 percent of the incidents within 13 minutes. District wide, the rural area received a 13 minute response time 80.3 percent of the time.

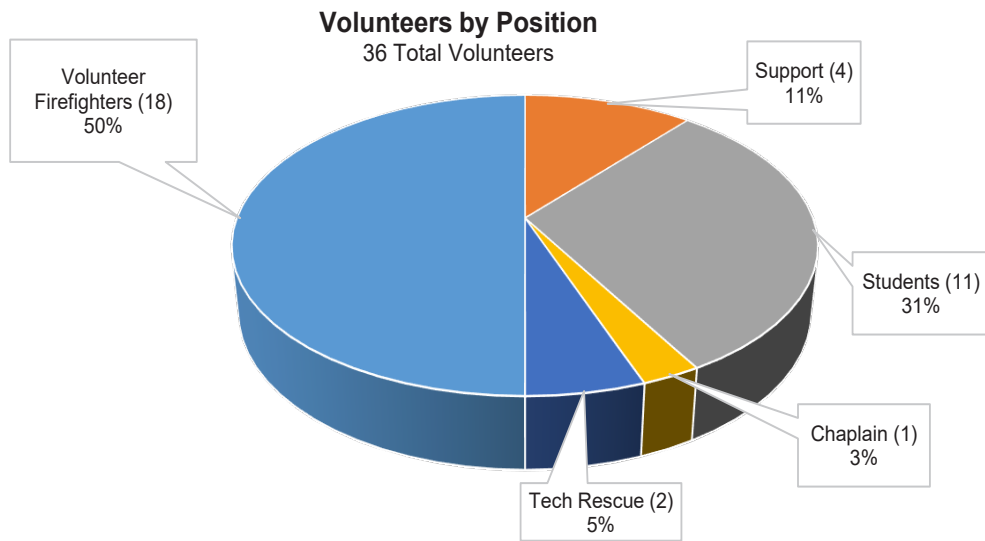
The following chart depicts the average response time and the response time for 80 percent of the emergency incidents that required a "Code 3" response for each of the volunteer stations.

Services Provided (Outputs) and Effectiveness Measures	2013 Actual		2014 Actual		2015 Actual		2016 Target
Fire Management Zone / Station	80%	Average	80%	Average	80%	Average	80%
Agate Lake	16:16	13:02	14:31	11:37	14:13	12:51	13.00
Dodge Bridge	14:09	11:17	14:14	11:16	13:31	10:49	13.00
Gold Hill	15:02	12:25	15:24	11:42	15:28	12:17	13.00
Sams Valley	16:41	13:24	15:53	12:24	15:09	13:34	13.00

**Analysis:** While the fire management zones have generally seen improvement, they are not meeting the goal established by the District. Additional resident firefighters and/or other creative actions will be critical to improving this critical performance measurement.

# Volunteer Department

2016/17 Fiscal Year



## **2016/17 FISCAL YEAR DEPARTMENTAL ACTION ITEMS**

The following action items are assigned to the Volunteer Department and link back to one of the five organizational strategic priorities as identified within the adopted Strategic Plan. Each action item has a desired completion date identified. Detailed tasks for each action item have been developed to ultimately attain the desired outcomes and support the District in achieving its mission.

Only the overarching Strategic Priorities that encompass the identified departmental action items are reflected within the departmental sections. All the Strategic Priorities and action items are represented in their entirety under tab three of the budget document. The action item number represents the departmental number assigned to it.

### **Strategic Priority 1 – Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.**

Action Item Number	Action Items Assigned to Volunteer Department	Target Completion Date
3.6	Establish a minimum of three resident firefighters at the Sams Valley station and two at Dodge Bridge and Agate Lake stations.	June 2017
3.9	Develop and implement an emergency preparedness program for the rural community.	December 2016

### **Strategic Priority 2 – Ensure sustainability of service delivery (people, facilities, fleet, and finance).**

Action Item Number	Action Items Assigned to Volunteer Department	Target Completion Date
3.10	Inventory and evaluate the reliability of private bridges in the District and make the information available to responding crews.	December 2017

# Volunteer Department

2016/17 Fiscal Year

## General Fund

## HISTORY

## CURRENT

Account	Description	13/14 FY Actual	14/15 FY Actual	15/16 FY Budget	Proposed 16/17 FY Budget	Approved 16/17 FY Budget	Adopted 16/17 FY Budget
<b>Materials and Services</b>							
58203-000	Vaccinations & Entrance Screenings	3,594.00	1,697.00	4,000	4,000	4,000	4,000
58213-005	Uniforms	14,721.86	12,119.68	0	0	0	0
58213-015	Personal Protection Equipment	0.00	2,262.39	0	0	0	0
58221-000	Workers' Compensation Insurance	2,547.93	2,757.15	3,400	4,500	4,500	4,500
60223-013	General Program Supplies	424.11	303.96	2,500	2,500	2,500	2,500
60270-000	Contractual & Professional Services	963.00	1,207.00	1,000	1,000	1,000	1,000
60271-000	Student Firefighter Tuition Program	58,826.95	27,357.35	48,000	40,000	40,000	40,000
60272-000	Length of Service Award Program	14,500.00	15,700.00	18,000	15,000	15,000	15,000
60410-000	Membership Dues	250.00	312.00	400	500	500	500
60412-000	Books and Subscriptions	12,419.75	7,617.69	9,200	6,000	6,000	6,000
63010-000	Scholarship Donations	1,000.00	1,000.00	1,000	1,000	1,000	1,000
<b>TOTAL MATERIALS and SERVICES</b>		<b>\$109,247.60</b>	<b>\$72,334.22</b>	<b>\$87,500</b>	<b>\$74,500</b>	<b>\$74,500</b>	<b>\$74,500</b>
<b>TOTAL VOLUNTEER DEPARTMENT</b>		<b>\$109,247.60</b>	<b>\$72,334.22</b>	<b>\$87,500</b>	<b>\$74,500</b>	<b>\$74,500</b>	<b>\$74,500</b>

# Volunteer Department

2016/17 Fiscal Year

## MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 6

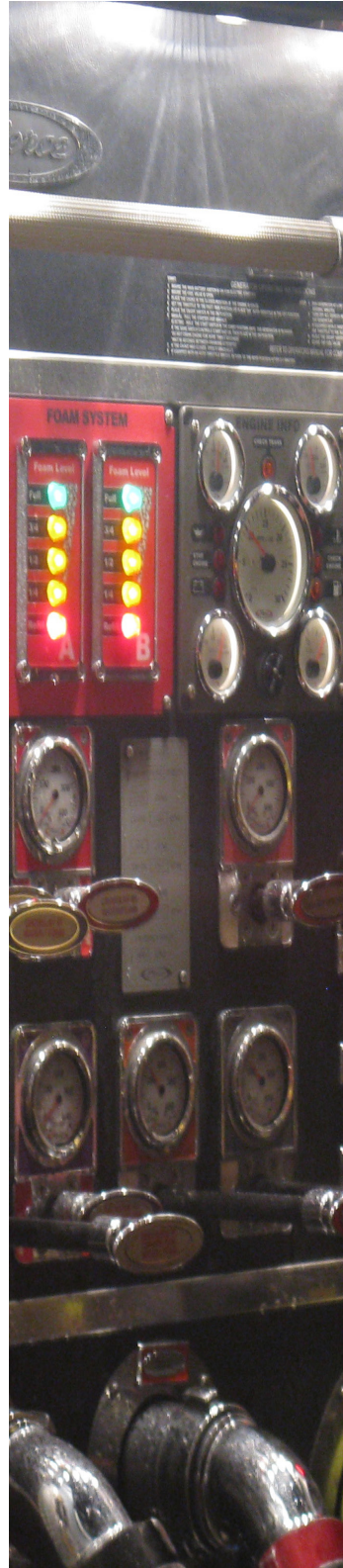
Account	Description	Account Total
58203-000	<b>Vaccinations and Entrance Screenings.....</b> Entry drug screening and immunizations for student firefighters and volunteers	\$ 4,000
58221-000	<b>Workers' Compensation Insurance.....</b>	\$ 4,500
60223-010	<b>General Program Supplies.....</b>	\$ 2,500
60270-000	<b>Contractual and Professional Services.....</b> Entry background checks for student firefighters and volunteers	\$ 1,000
60271-000	<b>Student Firefighter Tuition Program.....</b> College tuition for nine students, four quarters each per year	\$ 40,000
60272-000	<b>Length of Service Award Program (LOSAP).....</b> Annual District contribution for volunteer length of service	\$ 15,000
60410-000	<b>Membership Dues.....</b> Oregon Volunteer Firefighters Assn, National Volunteer Fire Council, Federation of Chaplains	\$ 500
60412-000	<b>Books and Subscriptions.....</b> Books for District library for use in student firefighter program	\$ 6,000
63010-000	<b>Scholarship Donations.....</b> Student scholarship program for Crater and Eagle Point High Schools	\$ 1,000
<b>TOTAL MATERIALS AND SERVICES</b>		<b>\$ 74,500</b>





# Fire District 3

## Technology Department



2016/17 Fiscal Year Budget



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# Technology Department

2016/17 Fiscal Year

## DEPARTMENT DESCRIPTION

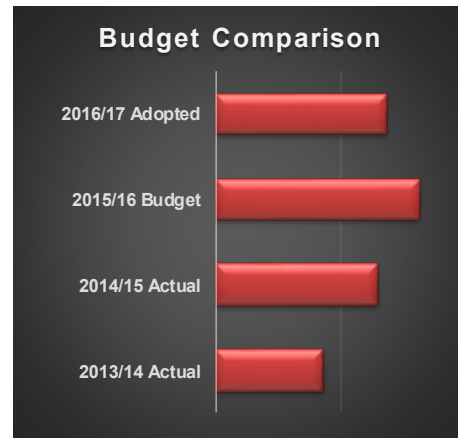
The Information Technology Department (IT) is responsible for supporting the District's computing infrastructure, including the Local Area Network, Wide Area Network, and Wireless Network. IT manages the District's computer work stations, servers and file systems, email system, network equipment, cloud storage, phone systems, internet access, audio/visual equipment, and all software and database programs. In addition, IT manages the District's communications equipment including mobile display computers, mobile and portable radios, pagers, and cellular phones.

IT 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.

IT manages Geographical Information Systems (GIS) and produces GIS maps for response zone analysis, workflow analysis, and deployment standards. IT also manages the District's electronic reporting system (Emergency Reporting) for all alarm responses and investigations. In addition, IT works with the 911 Dispatch Center, Emergency Communications of Southern Oregon (ECISO), for computer aided dispatch programming and support.

## BUDGET SUMMARY

Expenditures	2013/14 Actual	2014/15 Actual	2015/16 Budget	2016/17 Adopted
Personnel Services	\$127,479.44	\$127,408.05	\$130,000	\$132,800
Materials and Services	\$106,969.33	\$124,388.66	\$135,300	\$122,000
	<b>\$234,448.77</b>	<b>\$251,796.71</b>	<b>\$265,300</b>	<b>\$254,800</b>



## PERSONNEL SUMMARY

Position	2013/14 Actual	2014/15 Actual	2015/16 Budget	2016/17 Adopted
Information Technology Administrator	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

# Technology Department

2016/17 Fiscal Year

## **NEW BUDGETARY SIGNIFICANT CHANGES**

Personnel Services is budgeted to increase 2.15 percent or \$2,800 from the prior fiscal year. Significant factors impacting this classification include the addition of longevity pay for department personnel and an increase in the employer contribution into a HRA-VEBA plan of \$128 per month. Salary is budgeted with no cost of living adjustment.

The overall Materials and Services classification is budgeted to decrease 9.83 percent or \$13,300. Contributing factors include a reduction in replacement computer workstations out of account *60223-011; Supplies Computers and Technology* and a reduction and reallocation of external technology support from account *60270-000; Contractual Services* to new account *60241-000; Technical Support*. Account *60240-000; Licenses and Subscriptions* also has been reduced due to actual renewal costs and some reallocation into the *Technical Support* account.

## **PRIOR YEAR ACCOMPLISHMENTS**

<b><u>Action Item</u></b>	<b><u>Strategic Priority Number</u></b>	<b><u>Outcome</u></b>
Technology Upgrades	2	Replaced workstation computers in accordance with scheduled replacement plan; researched, purchased, and installed two new main servers; moved to Office 365; financial and accounting software data storage upgraded by utilizing Cloud technology. Created a "member's only" access to the back page of the website.
Mutual Aid Analysis	2	Performed data analysis on dispatched calls for services in mutual aid capacity between the District and Medford Fire-Rescue. Determined number of aid responses for each month for efficient monitoring.
Internet Upgrades	3	Installed guest Wi-Fi access in the Administration Building and District classrooms in the White City and Eagle Point stations.
GIS Mapping	3	Continued implementation and education of GIS mapping software enhancing ability to provide detailed maps and analyze data for effective decision making regarding the District's deployment and response performance.
Video Conferencing	3	Researched, purchased, and installed video conferencing system for administrative building and all career stations to improve training and communications.

# Technology Department

2016/17 Fiscal Year

## DEPARTMENT MEASUREMENTS AND TARGETS

<i>Types of Transactions (Output Measures)</i>	<i>2012/13 Actual</i>	<i>2013/14 Actual</i>	<i>2014/15 Actual</i>	<i>2015/16 Projected</i>	<i>2016/17 Target</i>
<i>Computer Workstation Replacement</i>	10	10	10	10	10
<i>Mobile Display Computers and Tablets</i>	0	10	10	0	4
<i>Computer Server</i>	0	0	2	0	1
<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 participate and migrate the District to Office 365, Cloud storage, server upgrades, and enhanced media delivery.

- Perform GIS mapping and data analysis to provide Executives with accurate information in tracking call volume and making managerial decisions.

Measured By: Quarterly reports to the Executive Team; incorporate data into annual performance report; perform other specialized GIS services upon request to outside agencies if appropriate.



Successfully able to run GIS data; developed new reports and maps that provide enhanced detail with respect to call volume and anticipate future demand for service.

## 2016/17 FISCAL YEAR DEPARTMENTAL ACTION ITEMS

The Technology Department has completed the action items as identified within the adopted Strategic Plan. The detailed tasks for each action item have been attained and the desired outcomes have been met or surpassed. The Technology Department will continue to support the District in the sustainability of service delivery to the District's members, facilities, and fleet.

# Technology Department

2016/17 Fiscal Year

## General Fund

General Fund		HISTORY			CURRENT		
		13/14 FY	14/15 FY	15/16 FY	Proposed	Approved	Adopted
Account	Description	Actual	Actual	Budget	16/17 FY Budget	16/17 FY Budget	16/17 FY Budget
Personnel Services							
51145-000	Info Tech Administrator	93,354.48	93,354.49	95,000	95,000	95,000	95,000
58194-000	Ed Incentive	3,198.00	3,198.00	3,300	3,300	3,300	3,300
58196-000	Longevity Pay	0.00	0.00	0	1,200	1,200	1,200
58197-010	Technology Stipend	0.00	0.00	800	800	800	800
58201-000	Retirement (PERS)	5,324.38	5,250.38	5,200	5,200	5,200	5,200
58210-000	ER Deferred Comp Contrib	2,328.00	2,335.19	3,300	3,300	3,300	3,300
58212-000	Health & Life Insurance	14,891.92	10,961.03	12,000	12,100	12,100	12,100
58215-000	HRA-VEBA Contribution	0.00	3,970.23	2,300	3,800	3,800	3,800
58220-000	FICA and Medicare PR Taxes	8,097.91	8,032.39	7,600	7,600	7,600	7,600
58221-000	Workers' Comp Insurance	284.75	306.34	500	500	500	500
TOTAL PERSONNEL SERVICES		\$127,479.44	\$127,408.05	\$130,000	\$132,800	\$132,800	\$132,800
Materials and Services							
60223-011	Supplies; Computers and Tech	22,612.45	31,179.26	33,000	23,000	23,000	23,000
60223-013	Supplies; Communication Devices	20,716.02	13,287.12	17,000	24,100	24,100	24,100
60240-000	Licenses and Subscriptions	28,328.58	31,990.69	41,300	32,300	32,300	32,300
60241-000	Tech Support	0	0	0	12,100	12,100	12,100
60252-000	M&R; Office and Tech Equip	7,378.66	6,187.71	8,000	7,000	7,000	7,000
60253-000	M&R; Communication Devices	2,048.31	4,304.20	3,000	3,500	3,500	3,500
60270-000	Contractual & Professional Services	1,864.75	13,457.00	15,000	0	0	0
60290-000	Communication Services	24,020.56	23,982.68	18,000	20,000	20,000	20,000
TOTAL MATERIALS and SERVICES		\$106,969.33	\$124,388.66	\$135,300	\$122,000	\$122,000	\$122,000
TOTAL TECHNOLOGY DEPARTMENT		\$234,448.77	\$251,796.71	\$265,300	\$254,800	\$254,800	\$254,800

# Technology Department

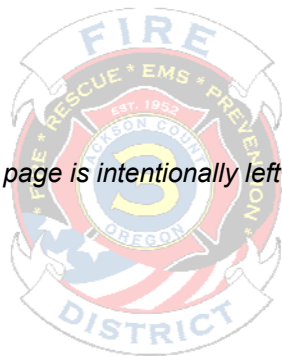
2016/17 Fiscal Year

## MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 7

Account	Description	Account Total
<b>60223-011</b>	<b>Supplies; Computers and Technology Equipment.....</b>	<b>\$ 23,000</b>
	Computer equipment and supplies including computers, laptops, tablets, monitors, printers, keyboards, speakers, software, routers, cables, connectors, etc...	20,000
	PROJECT: Fire & Life Safety mobile tablets	3,000
<b>60223-013</b>	<b>Supplies; Communication Devices.....</b>	<b>\$ 24,100</b>
	Radio equipment, communication devices, and batteries for pagers	5,300
	PROJECT: Remote speaker mic's for portable radios	18,800
<b>60240-000</b>	<b>Licenses and Subscriptions.....</b>	<b>\$ 32,300</b>
	SonicWall (server firewall)	500
	Appraver secure spam filter	700
	IBM support (backup server and Shortel server)	900
	Website hosting	900
	ArcMail service (email backup)	1,800
	Trend security (Antivirus)	1,500
	Shortel annual license and limited support (phone system)	2,500
	GIS annual license	1,000
	Photocopier lease payment (Admin color copier)	2,000
	Emergency Reporting computer aided dispatch interface	1,500
	Cloud hosted exchange service	7,000
	Zoom video conferencing	2,000
	Emergency Reporting (records management system)	10,000
<b>60241-000</b>	<b>Technical Support.....</b>	<b>\$ 12,100</b>
	Core Business Solutions updates and monitoring support	4,000
	GIS support, ER support, other hardware/software support	4,000
	Sierra Wireless support for Wifi engine routers	4,100
<b>60252-000</b>	<b>M&amp;R; Office and Tech Equipment.....</b>	<b>\$ 7,000</b>
	Photocopier maintenance	
<b>60253-000</b>	<b>M&amp;R; Emergency Response Communication Devices.....</b>	<b>\$ 3,500</b>
	Reprogramming and repair of pagers, radios, tables, mobile display computers	
<b>60290-000</b>	<b>Communication Services.....</b>	<b>\$ 20,000</b>
	Monthly expenses for mobile phone plans, wifi cards for laptops and mobile display computer connections	
<b>TOTAL MATERIALS AND SERVICES</b>		<b><u>\$ 122,000</u></b>

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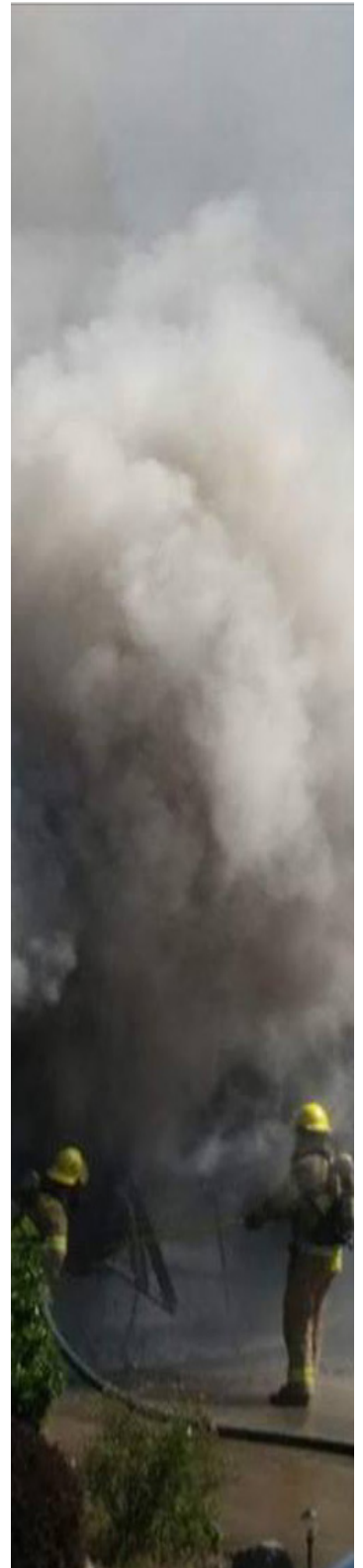
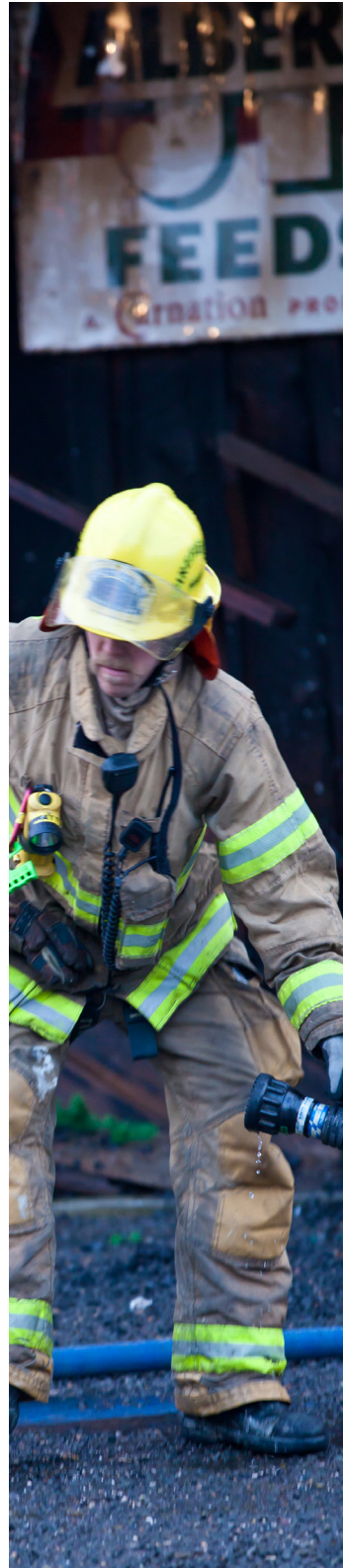






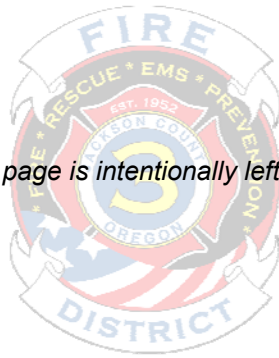
# Fire District 3

## Non-Departmental



2016/17 Fiscal Year Budget

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# Non-Departmental

2016/17 Fiscal Year

## DESCRIPTION

The non-departmental categories are the components of the budget that are not directly related to any one departmental activity. These include the categories of transfers, operating contingency, debt service, and unappropriated ending fund balance.

The General Fund transfers budgeted funds to the Capital Projects Fund for all capital expenditures. Operating contingency is appropriated money available for unanticipated expenditures that may arise during the budget year. Utilization of these funds requires Board of Director approval.

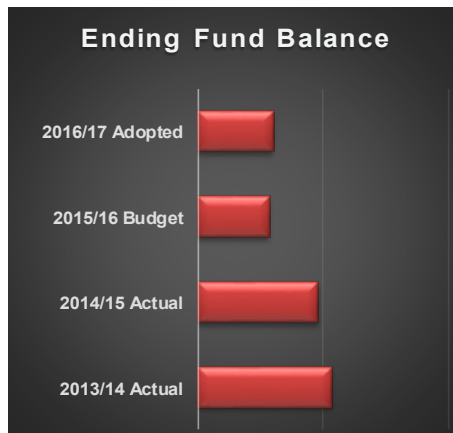
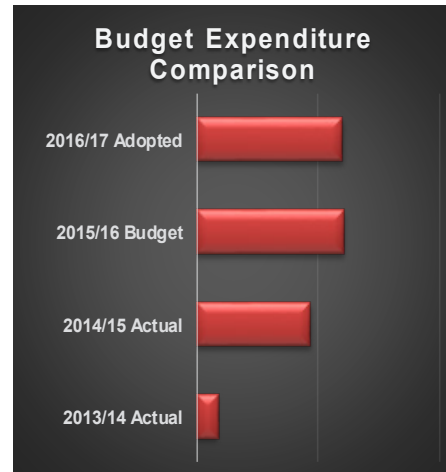
Unappropriated ending fund balance is budgeted at \$2,988,000. While listed as a requirement, it is actually a resource for the ensuing fiscal year and cannot be expended in the current year. This figure is computed at 24 percent of property tax revenue. It is the District's philosophy to provide funding for the ensuing year's requirements until levied taxes are received in November. When calculating the actual ending fund balance, the District includes budgeted funds not expended in line item accounts.

Debt service accounts for money the District is obligated to pay towards a Full Faith and Credit Financing Agreement issued on November 4, 2013 for \$1,908,510. This issuance was a refinance of two existing debt agreements for equipment, land, and construction of the administration building. The debt schedule represents an eight year term.

## BUDGET SUMMARY

Expenditures	2013/14 Actual	2014/15 Actual	2015/16 Budget	2016/17 Adopted
Transfers	\$230,600.00	\$1,473,800.00	\$1,036,200	\$986,900
Operating Contingency	\$0.00	\$0.00	\$1,075,500	\$1,120,500
Contingency for Liabilities	\$0.00	\$0.00	\$50,000	\$25,000
Debt Service	\$119,727.61	\$393,548.20	\$261,800	\$262,000
	<b>\$350,327.61</b>	<b>\$1,867,348.20</b>	<b>\$2,423,500</b>	<b>\$2,394,400</b>

<b>Ending Fund Balance</b>	<b>\$5,327,372.56</b>	<b>\$4,793,720.23</b>	<b>\$2,868,000</b>	<b>\$2,988,000</b>
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# Non-Departmental

2016/17 Fiscal Year

## NEW BUDGETARY SIGNIFICANT CHANGES

- The transfer to the Capital Projects Fund has increased based on available appropriations in the General Fund and to maintain compliance with the capital policy, ensuring the fund is adequately supported and future commitments are supported.
- Contingency is funded at nine percent of the General Fund's budgeted property tax revenue.
- The District established a sub-account under Operating Contingency as a means to address the vacation accrual liability. Compensated absences activity for the year ending June 30, 2015 and as reflected in the Comprehensive Annual Financial Report, was \$744,165. The \$25,000 allocated represents 3.36 percent of the liability.
- Unappropriated Ending Fund Balance has increased from \$2,868,000 to \$2,988,000. This amount represents 24 percent of the General Fund's budgeted property tax revenue and is higher as a result of the District's assessed valuation increasing. This commitment to policy, in conjunction with other reserves, allows the District to remain financially responsive to operating costs during the dry cash flow period of July to November.
- Debt Service payments represent the third year under a financing agreement with Wells Fargo Bank, N.A. and is in compliant with the debt service schedule.

## Expenditures by Account

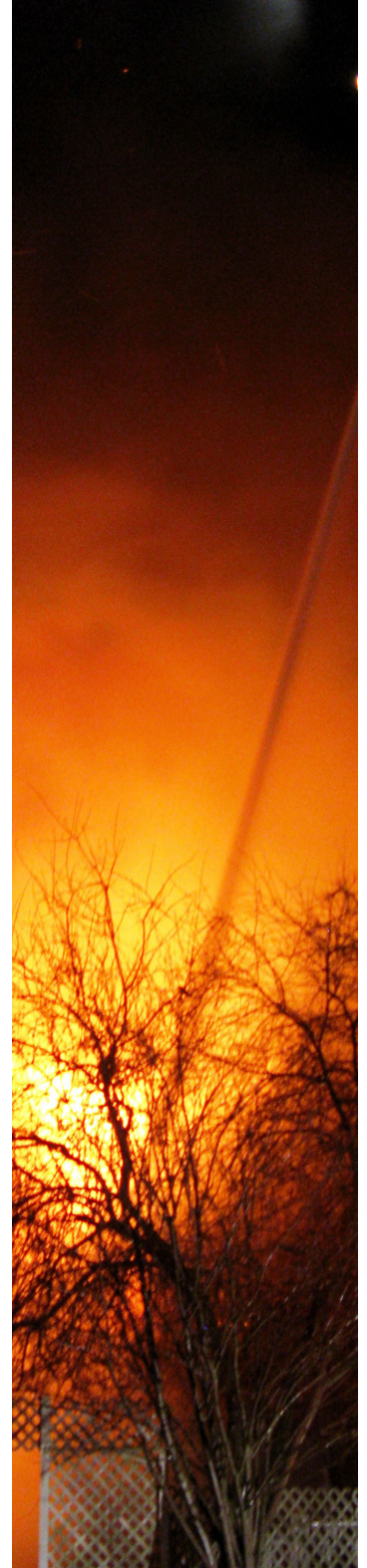
General Fund		HISTORY			CURRENT		
		13/14 FY	14/15 FY	15/16 FY	Proposed	Approved	Adopted
Account	Description	Actual	Actual	Budget	16/17 FY Budget	16/17 FY Budget	16/17 FY Budget
<u>Transfers</u>							
90300-000	Transfer to Capital Projects Fund	230,600.00	1,473,800.00	1,036,200	969,900	969,900	986,900
		<b>\$230,600.00</b>	<b>\$1,473,800.00</b>	<b>\$1,036,200</b>	<b>\$969,900</b>	<b>\$969,900</b>	<b>\$986,900</b>
<u>Operating Contingency</u>							
80070-000	Operating Contingency	0.00	0.00	1,075,500	1,120,500	1,120,500	1,120,500
80070-001	Contingency for Vacation Liabilities	0.00	0.00	50,000	25,000	25,000	25,000
		<b>\$0.00</b>	<b>\$0.00</b>	<b>\$1,125,500</b>	<b>\$1,145,500</b>	<b>\$1,145,500</b>	<b>\$1,145,500</b>
<u>Debt Service</u>							
80010-000	Debt Service Principal	76,046.13	342,994.67	225,400	231,000	231,000	231,000
80011-000	Debt Service Interest	43,681.48	50,553.53	36,400	31,000	31,000	31,000
		<b>\$119,727.61</b>	<b>\$393,548.20</b>	<b>\$261,800</b>	<b>\$262,000</b>	<b>\$262,000</b>	<b>\$262,000</b>
<u>Unappropriated Ending Fund Balance</u>							
99000-000	Ending Fund Balance	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$2,868,000</b>	<b>\$2,988,000</b>	<b>\$2,988,000</b>	<b>\$2,988,000</b>
<b>TOTAL NON-DEPARTMENTAL</b>		<b>\$350,327.61</b>	<b>\$1,867,348.20</b>	<b>\$5,291,500</b>	<b>\$5,365,400</b>	<b>\$5,365,400</b>	<b>\$5,382,400</b>





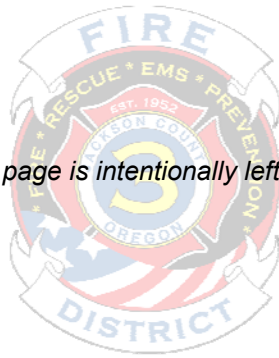
# Fire District 3

## Capital Projects Fund



2016/17 Fiscal Year Budget

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# Capital Projects Fund

## 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 \$5,000 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 on occasion the fund will 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.

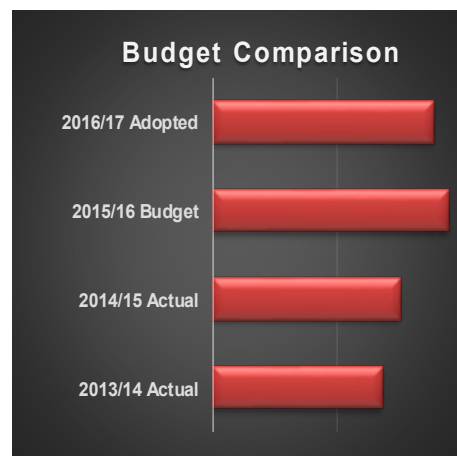
An Apparatus Committee consisting of District members develops the technical requirements of each apparatus purchased. The Committee reviews specifications and makes site visits to the manufacturing plant ensuring that the unit purchased will meet the District's requirements. Once an apparatus is ordered, 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 transfer each fiscal year in order to meet targeted expenditures. If the fiscal year allows for, a higher transfer amount will be made. 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 that are identified in the Capital Replacement Schedule and planned out ten years for replacement based on their expected life span and rotation schedule. Capital expenditures considered non-routine in nature are those projects not typically scheduled out on a replacement plan and are unique in concept.

## BUDGET SUMMARY

Expenditures	2013/14 Actual	2014/15 Actual	2015/16 Budget	2016/17 Adopted
Capital Expenditures	\$1,448,233.96	\$262,200.60	\$736,000	\$85,000
Contingency	\$0.00	\$0.00	\$46,000	\$58,400
Reserve for Future/Ending Fund Balance	\$1,279,652.21	\$2,755,651.61	\$3,011,000	\$3,410,500
	<b>\$2,727,886.17</b>	<b>\$3,017,852.21</b>	<b>\$3,793,000</b>	<b>\$3,553,900</b>





# Capital Projects Fund

## NEW BUDGETARY SIGNIFICANT CHANGES

Budgeted capital expenditures planned for and considered routine in nature include thermal imager cameras for detecting fire heat and smoke, receivers for tactical frequency, staff vehicles, and a tactical tender.

Budgeted capital expenditures considered non-routine in nature include the purchase of a tilt trailer, forcible entry door to be used as a prop for the Training Center grounds, and construction of live fire burn containers.

## Capital Replacement Schedule

Apparatus and Vehicles	LIFESPAN	15/16 FY Budgeted	Year 1 16/17 FY Proposed	Year 2 17/18 FY	Year 3 18/19 FY	Year 4 19/20 FY	Year 5 20/21 FY	Year 6 21/22 FY	Year 7 22/23 FY	Year 8 23/24 FY	Year 9 24/25 FY	Year 10 25/26 FY
Structural Engine	10/20/25 years			1	1					1	1	
Wildland Engine	15/20/30 years						1			1	1	
Tactical Tender	20/30 years		1					1			1	
Aerial Ladder Truck	25 years											
Rescue/Ambulance	25 years											
Battalion Chief Command Unit	5/10/15 years						1					
Technical Rescue Truck	20 years											
Staff Vehicle	10/20 years	1	2			2		2				
Service Vehicle	20 years											
<b>Operations Equipment</b>												
Breathing Apparatus	15 years					1						
Defibrillators/AED's	10 years										6	
Extrication Equipment	10 years	1					4			1	1	
Thermal Imagers	10 years		4									
Radio's / Tactical frequency	15 years								80			
<b>Technology</b>												
Computer Main Server	4 years	2				1						
Mobile Display Computers	8 years							10				

### 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 ensure 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 within the Administration Department 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

## 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

Replacement Cost with Inflationary Factors												
		15/16 FY Budgeted	Year 1 16/17 FY Proposed	Year 2 17/18 FY	Year 3 18/19 FY	Year 4 19/20 FY	Year 5 20/21 FY	Year 6 21/22 FY	Year 7 22/23 FY	Year 8 23/24 FY	Year 9 24/25 FY	Year 10 25/26 FY
SCHEDULED - Apparatus and Vehicles	Current Cost											
Structural Engine	520,000	-	-	551,668	568,218	-	-	-	-	658,720	678,482	-
Wildland Engine	84,000	-	-	-	-	-	97,379	-	-	106,409	109,601	-
Tactical Tender	350,000		350,000	-	-	-	-	417,918	-	-	456,671	-
Aerial Ladder Truck	1,000,000	-	-	-	-	-	-	-	-	-	-	-
Rescue/Ambulance	160,000	-	-	-	-	-	-	-	-	-	-	-
Battalion Chief Command Unit	140,000	-	-	-	-	-	158,397	-	-	-	-	-
Technical Rescue Truck	90,000	-	-	-	-	-	-	-	-	-	-	-
Staff Vehicle	40,000	36,800	80,000	-	-	88,305	-	92,775	-	-	-	-
Service Vehicle	75,000	-	-	-	-	-	-	-	-	-	-	-
SCHEDULED - Operations												
Breathing Apparatus	355,000	-	-	-	-	391,854	-	-	-	-	-	-
Defibrillators/AED's	30,000		-	-	-	-	-	-	-	-	215,117	-
Extrication Equipment	23,000	16,000	-	-	-	-	104,090	-	-	28,023	28,724	-
Thermal Imagers	7,500		30,000	-	-	-	-	-	-	-	-	-
Radio's / Tactical Frequency	4,500	50,000	50,000	-	-	-	-	-	385,969	-	-	-
SCHEDULED - Technology												
Computer Main Server	8,000	27,000	-	-	-	9,051	-	-	-	-	-	-
Mobile Display Computers	5,000	-	-	-	-	-	-	59,434	-	-	-	-
Wi-Fi Routers for Engines	30,000	-	-	-	-	-	-	-	-	-	-	-
Other Proposed Projects (non-routine in nature)												
Treadmills/Rowers	6,200	8,000	-	-	-	-	-	-	-	-	-	-
Vol Station Mobile Homes		140,000	-	-	-	-	-	-	-	-	-	-
Training Fire Simulation House		250,000	-	-	-	-	-	-	-	-	-	-
Table Rock Station Improvements		183,100	-	-	-	-	-	-	-	-	-	-
Tilt Trailer		-	7,300	-	-	-	-	-	-	-	-	-
Forcible Entry Door at Trng Center		-	6,400	-	-	-	-	-	-	-	-	-
Live Fire Burn Containers		-	85,000	-	-	-	-	-	-	-	-	-
Total		\$ 710,900	\$ 608,700	\$ 551,668	\$ 568,218	\$ 489,210	\$ 359,866	\$ 570,128	\$ 385,969	\$ 793,152	\$1,488,594	\$ -

## Fund Balances

	Estimated 15/16 FY	Year 1 16/17 FY	Year 2 17/18 FY	Year 3 18/19 FY	Year 4 19/20 FY	Year 5 20/21 FY	Year 6 21/22 FY	Year 7 22/23 FY	Year 8 23/24 FY	Year 9 24/25 FY	Year 10 25/26 FY
<b>Beginning Fund Balance</b>	\$ 2,755,700	\$ 3,107,000	\$ 3,469,000	\$ 3,217,332	\$ 2,949,114	\$ 2,759,904	\$ 2,700,038	\$ 2,429,910	\$ 2,343,942	\$ 1,850,789	\$ 662,195
Transfers in from General Fund *	1,036,200	969,900	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Other Revenue **	-	800	-	-	-	-	-	-	-	-	-
Expenditures ***	684,900	608,700	551,668	568,218	489,210	359,866	570,128	385,969	793,152	1,488,594	-
<b>Ending Fund Balance</b>	<b>\$ 3,107,000</b>	<b>\$ 3,469,000</b>	<b>\$ 3,217,332</b>	<b>\$ 2,949,114</b>	<b>\$ 2,759,904</b>	<b>\$ 2,700,038</b>	<b>\$ 2,429,910</b>	<b>\$ 2,343,942</b>	<b>\$ 1,850,789</b>	<b>\$ 662,195</b>	<b>\$ 962,195</b>

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

Other revenue consists of grants and sale of capital equipment \*\*

Ending fund balance includes contingency \*\*\*

# Capital Projects Fund

## Future Projects

The District has identified in fiscal years 2017/18 and 2018/19 the purchase of structural fire engines for an anticipated cost of over \$1.1 million. Funding for these engines will come from cash reserves the District has set aside. The District will also continue to plan for construction of a new fire station in the Central Point area. The goal is to have construction begin within the next two to three fiscal years.

## Fleet Life Span

7700	FD3 No.	Unit No.	VIN	Make	Model	Status	Mfg Year	Year to Replace
<b>STRUCTURAL ENGINES - LIFESPAN: 10 - Front Line Career (4) / 20 - Primary Reserve (2) / 25 - Volunteer (4)</b>								
7701	2	SE 05-01	4P1CS01A75A005039	PIERCE	SABER	Career	2005	2015
7702	1	SE 08-01	4P1CI01A28A008554	PIERCE	IMPEL	Career	2008	2018
7708	48	SE-14-01	4P1CJ01A6EA014530	PIERCE	PUC	Career	2014	2024
7706	49	SE-14-02	4P1CJ01A6EA014531	PIERCE	PUC	Career	2014	2024
7712	4	SE 02-01	4P1CT02U72A002286	PIERCE	SABER	Reserve	2002	2022
7711	6	SE 03-01	4P1CT02U33A003212	PIERCE	SABER	Reserve	2003	2023
7707	5	SE 90-01	1FDYD80U0LVA00334	FORD	PIERCE	Volunteer	1990	2015
7704	3	SE 93-01	1HTSDPCR2PH526578	IHC	KME	Volunteer	1993	2018
7703	9	SE 97-01	4P1CT02U5VA000363	PIERCE	SABER	Volunteer	1997	2022
7705	8	SE 99-01	4P1CT02U6XA01005	PIERCE	SABER	Volunteer	1999	2024
<b>AERIAL - LIFESPAN: 25 Years</b>								
7722	10	LT 01-01	4P1CT02S21A001320	PIERCE	AERIAL	Career	2001	2026
<b>TENDER - LIFESPAN: 20 - Tactical (2) / 30 - 3000+ (3)</b>								
7745	14	TN 79-01	U91AVDE8315	FORD	TENDER	3000+	1979	2009
7744	12	TN 91-01	1FDYU90T2MVA08708	FORD	TENDER	3000+	1991	2021
7747	11	TN 94-01	1FTY95R3RVA32738	FORD	TENDER	3000+	1994	2024
7741	47	TN 13-01	1FVACYBS4DHB2663	PIERCE	TENDER	Tactical	2013	2033
7746	46	TN-13-02	1FVACYBS6DHB2664	PIERCE	TENDER	Tactical	2013	2033
<b>WILDLAND ENGINES - LIFESPAN: 20 - Career / 30 - Volunteer</b>								
7766	19	WL 00-01	1FDXF47F8YEC47548	FORD	F450	Career	2000	2020
7768	25	WL 03-01	1FDXF47P93EC03351	FORD	F450	Career	2003	2023
7762	26	WL 04-01	1FDXF47P94EB87539	FORD	F450	Career	2004	2024
7761	29	WL 08-02	3D6WD66A18G119694	DODGE	S4T	Career	2008	2028
7764	21	WL 96-01	2FDKF38F7TCA56768	FORD	F350	Volunteer	1996	2026
7765	22	WL 96-02	2FDKF38F5TCA56770	FORD	F350	Volunteer	1996	2026
7767	24	WL 96-03	2FDKF38F9TCA56769	FORD	F350	Volunteer	1996	2026
7763	20	WL 97-01	1FDKF38F2VEA14876	FORD	F350	Volunteer	1997	2027
7785	28	WL 71-01	652	AMER	6X6	Surplus	1971	
<b>AMBULANCE - LIFESPAN: 25 YEARS</b>								
7732	17	AM 07-01	1FDWE35P67DA11974	FORD	AMB	Career	2007	2032
7731	18	AM 10-01	1FDWE3FP9ADA40990	FORD	AMB	Career	2010	2035
<b>TECHNICAL RESCUE TEAM - LIFESPAN: Truck - 25 Years</b>								
7792	23	TRT 08-01	1FDXW47RX8EA56742	FORD	F450	WC	2008	2033
		TRT 1996	1WC200D18T4025539	VELLS CARGO	TRAILER	WC		
<b>BATTALION CHIEF - LIFESPAN - 5 for front line, 10 for reserve</b>								
BAT3	New	SV 15-01	1FD8X3FT9FEA35502	FORD	F350	7753	2015	2020
RBAT3	33	SV 08-01	3D7MX39AX8G213884	DODGE	3500 PU	Reserve BC	2008	2018
<b>STAFF - Duty Officer and FLS - 10 Years, Service Truck - 20 years</b>								
7776	39	SV 06-01	1D7HW48NX6S570616	DODGE	DAK PU	FLSS	2006	2016
7755	40	SV 06-02	1D7HW48N16S570617	DODGE	DAK PU	Duty Officer	2006	2016
7754	51	SV 16-01	1FTFW1EG6GFA56004	FORD	F150	Duty Officer	2016	2026
7774	37	SV 09-01	1GCDT13E298135095	CHEVY	COLORADO	FLS	2009	2019
7776	41	SV 09-02	1GCDT13EX98124992	CHEVY	COLORADO	FLS	2009	2019
7752	43	SV 11-01	1D7RV1CT7BS634164	DODGE	PU	FLS	2011	2021
7756	44	SV 11-02	1D7RV1CT9BS634165	DODGE	PU	Duty Officer	2011	2021
7771	45	SV 11-03	3D6WZ4EL0BG586461	DODGE	R3500	Service Trk	2011	2031
logs	34	SV-04-01	3GNGK26G64G213178	CHEVY	SUBURBAN	Logistics	2004	2024
7770	16	AM 02-01	1FDWE35F12HA73162	FORD	AMB	Training	2002	
<b>POOL - 15-20 Years</b>								
7773	35	SV 02-02	1B7HU18Z62J105090	DODGE	1500 PU	Training	2002	
7700	31	SV 03-01	1D4HS58N23F578454	DODGE	DUR	Pool	2003	
7772	36	SV 02-03	1B4HS48N82F117584	DODGE	DUR	Pool	2002	
7775	32	SV 02-01	1B4HS48N22F128919	DODGE	DUR	Pool	2002	
<b>MISCELLANEOUS</b>								
7779		SV 38-01	BF3846L1022	LAFR	ANTIQU	Antique	1938	
		2001	16HCB12281U024107	HAULM	TRAILER	WC		
		1995	1WC200G29S4019168	WELCA	TRAILER	WC		
		2005	JK1AFEB175B500717	KAWAS	ATV	WC		

# Capital Projects Fund

The District has incurred several unique and routine projects over the years. These projects have been funded in the following ways.

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*

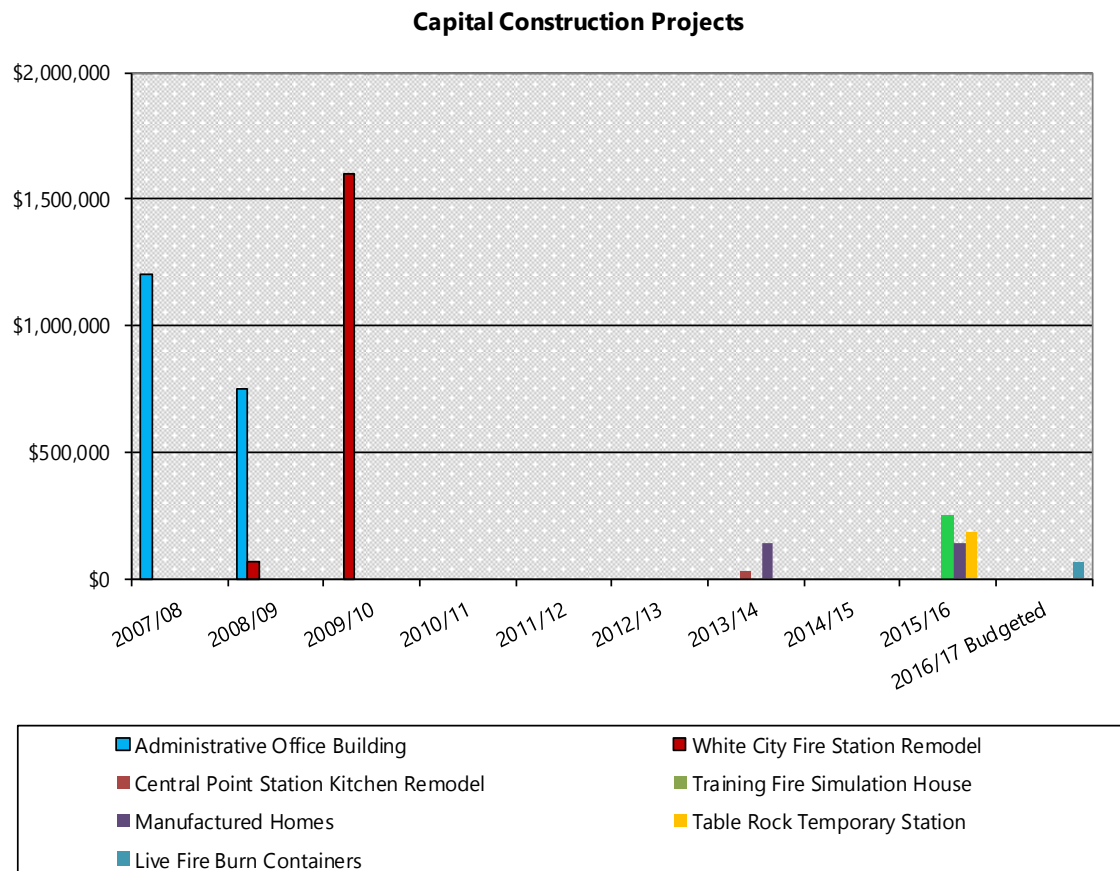
Projects funded with District reserve funds set aside over the years:

- Eagle Point Land Acquisition – *Purchased 2002*
- Central Point Station Remodel – *Constructed 2004*
- Training Center Complex and Parking Lot – *Constructed 2003*
- White City Fire Station Remodel – *Constructed 2009/2010*
- Central Point Fire Station Kitchen Remodel – *Constructed 2014*
- Eagle Point Exercise Room – *Constructed 2015*
- Manufactured Residences – *Placed in 2013; Two additional homes placed in 2016*
- Table Rock Temporary Station and Residence Quarters – *Constructed 2015*

Projects funded by donations:

- Training Center Tower, Warehouse, and Training Grounds – *Constructed 2003*
- Simulation Training House – *Constructed 2016*

The following chart reflects the capital construction projects the District has accomplished over the last ten fiscal years and what is proposed in the new budget year:



# Capital Projects Fund

## RELATIONSHIP OF CAPITAL EXPENDITURE BUDGET TO ANNUAL OPERATING BUDGET

When analyzing the District's capital replacement an evaluation is also made on how the expenditures will effect annual operations, specifically the General Fund. The impact on the General Fund is an important factor because the majority of resources in the Capital Fund derive from transfers from the General Fund. If the General Fund is not able to sustain transfers due to a shortfall in projected property tax revenue, then transfers may become more difficult to accomplish and other funding sources may need to be pursued.

Budgeted capital expenditures for the 2016/17 fiscal year are identified below and are anticipated to have the following impact on the General Fund operating budget.

Project	Budgeted Cost	Description and Operating Budget Impact
<b><u>Department Equipment</u></b>		
Receivers for Tactical Frequency	\$50,000	<p>The receivers are to develop repeater sites in order to enhance radio coverage and communications in the rural communities.</p> <p>The impact on the operating budget would result in a monthly service fee for internet access on the engines at an estimated cost of \$5,300 per year.</p> <p>This project is a rollover from the prior fiscal year.</p>
Thermal Imagers	\$30,000	<p>This project consists of purchasing four (4) thermal imager cameras to assist firefighters in identifying heat signatures and volatility of smoke in the suppression of structure fires.</p> <p>There is no anticipated impact on the operating budget.</p>
Tilt Trailer	\$7,300	<p>The tilt trailer will be utilized primarily by Support Services in transporting District equipment.</p> <p>There is no anticipated impact on the operating budget. The purchase is intended to reduce some operating costs by not having to rent a trailer.</p>
Forcible Entry Door for Training Grounds	\$6,400	<p>The forcible entry door will be used as a training prop in which firefighters can use to simulate gaining access to buildings during emergency response.</p> <p>There is no anticipated impact on the operating budget.</p>
<b><u>Apparatus</u></b>		
Tactical Tender	\$350,000	<p>The tactical tender will replace a 1979 unit, which will be surplus. The new tender will enhance fire suppression capabilities and is designed to travel in more rural environments.</p> <p>The impact on the operating budget is anticipated to be minimal as the newer unit will be more fuel efficient and have less maintenance costs associated with it.</p>
Staff Vehicles	\$80,000	<p>The staff vehicles identified for purchase are to replace two older 2006 Dodge Dakota pickups, which will move to carpool reserve. Two older units from carpool reserve will be surplus.</p> <p>The impact on the operating budget is anticipated to be minimal as these units are not adding to the fleet and will be more fuel efficient with fewer maintenance costs.</p>

# Capital Projects Fund

Project	Budgeted Cost	Description and Operating Budget Impact
<b><u>Building and Construction</u></b>		
Live Fire Burn Containers	\$85,000	<p>The current live fire burn containers provide a controlled environment for fire personnel to practice extinguishment of simulated single story residential fires. They also provide hose management opportunities with realistic heat and smoke, forcible entry techniques, ventilation concepts, and transitional fire attack techniques. Phase one of the project is complete and the additional funding for phase two will add an additional six (6) containers creating a second story to the prop, two stairwell configurations, and two vertical ventilation props (low pitch and steep pitch) for fire personnel to train in. This addition creates an environment that is very common in our response area as well as our neighboring communities.</p> <p>The impact on the operating budget is estimated to be minimal. The District receives free wood pallets to use as an ignition source. Costs to purchase smoke fluid is shared between other agencies that utilize the containers for their training. Costs absorbed directly out of the training budget are for the purchase of straw bales.</p>

## **Revenues and Expenditures by Account**

### **Capital Projects Fund**

		<u>HISTORY</u>			<u>CURRENT</u>		
		13/14 FY	14/15 FY	15/16 FY	Proposed	Approved	Adopted
Account	Description	Actual	Actual	Budget	16/17 FY	16/17 FY	16/17 FY
		Budget			Budget	Budget	Budget
<u>Revenue</u>							
40000-000	Beginning Fund Balance	2,488,826.17	1,279,652.21	2,756,000	3,107,000	3,107,000	3,090,000
40060-000	Sale of Capital Equip & Vehicles	8,460.00	14,400.00	500	500	500	500
40200-000	Grants; Local, State, Federal	0.00	0.00	100	100	100	100
40600-000	Donations	0.00	250,000.00	100	100	100	100
41000-000	Transfer from General Fund	230,600.00	1,473,800.00	1,036,200	969,900	969,900	986,900
43000-000	Loan Proceeds	0.00	0.00	100	100	100	100
		<b>\$2,727,886.17</b>	<b>\$3,017,852.21</b>	<b>\$3,793,000</b>	<b>\$4,077,700</b>	<b>\$4,077,700</b>	<b>\$4,077,700</b>
<u>Capital Outlay Expenditures</u>							
70530-000	Department Equipment	188,517.32	136,050.15	101,000	93,700	93,700	93,700
70531-000	Apparatus and Vehicles	1,092,288.00	96,376.94	46,800	430,000	430,000	430,000
70532-000	Land and Improvements	0.00	0.00	100	100	100	100
70533-000	Building Construction & Improvements	167,428.64	29,773.51	588,100	60,000	60,000	85,000
80070-000	Contingency	0.00	0.00	46,000	58,400	58,400	58,400
99000-000	Reserve for Future Exp & End Fund Bal	0.00	0.00	3,011,000	3,435,500	3,435,500	3,410,500
		<b>\$1,448,233.96</b>	<b>\$262,200.60</b>	<b>\$3,793,000</b>	<b>\$4,077,700</b>	<b>\$4,077,700</b>	<b>\$4,077,700</b>
<b>DIFFERENCE BETWEEN REVENUE AND EXPENDITURES</b>		<b>\$1,279,652.21</b>	<b>\$2,755,651.61</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# Capital Projects Fund

## DETAIL BY ACCOUNT

Capital Projects Fund 5

Account	Description	Account Total
70530-000	<b>Department Equipment.....</b>	\$ 93,700
	Forcible entry door on Training Grounds	6,400
	Tilt trailer	7,300
	Thermal imagers (4)	30,000
	Receivers for tactical frequency	50,000
70531-000	<b>Apparatus and Vehicles.....</b>	\$ 430,000
	Staff vehicles (2)	80,000
	Tactical tender	350,000
70532-000	<b>Land and Improvements.....</b>	\$ 100
	Account placeholder only	
70533-000	<b>Building Construction/Improvements.....</b>	\$ 85,000
	Live fire burn containers	
<b>TOTAL CAPITAL EXPENDITURES</b>		<b>\$ 608,800</b>



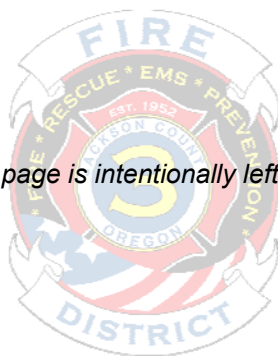
# Fire District 3

## Glossary of Terms and Acronyms



2016/17 Fiscal Year Budget

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# Glossary of Terms and Acronyms

**Account**

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

**Administrative (ADM)**

Department responsible for the performance of executive duties and District management.

**Advanced Life Support (ALS)**

Emergency medical treatment requiring an advanced level of skill to administer life support procedures including intravenous drug therapy, cardiac monitoring, and defibrillation.

**Agate Lake Station (AL)**

Volunteer fire station located at 880 East Antelope Rd., Eagle Point, OR.

**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.

**Assets**

Property owned by the District that has monetary value.

**Assistance to Firefighters Grant (AFG)**

Federal grant the District was awarded to purchase mobile and portable radios that meet Homeland Security guidelines for inter-agency communication.

**Battalion Chief (BC)**

One who supervises, plans, organizes, directs, and controls activities within the Operations Department. Will function as command officer at emergency scenes and may assume a variety of command positions.

**Balanced Budget**

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

**Basic Life Support (BLS)**

Emergency medical care generally limited to non-invasive procedures such as CPR, hemorrhage control, splinting, and breathing support.

**Board of Directors (BOD)**

Elected body of officials that governs the District.

**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.

# Glossary of Terms and Acronyms

**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.

**Capital Outlays**

Expenditures for the acquisition of capital assets.

**Captain**

One who is in charge of shift firefighters and engineers known as a company officer. Each shift has an assigned captain.

**Carbon Monoxide (CO)**

A colorless, odorless, highly poisonous gas.

**Cardiopulmonary Resuscitation (CPR)**

A procedure employed after cardiac arrest using heart massage, drugs and mouth-to mouth resuscitation to restore breathing.

**Central Point Station (CP)**

24-hour staffed career fire station located at 600 S. Front St., Central Point, OR.

**Certificates of Participation (COP)**

Financing revenue for capital equipment and construction that acts as a lease-purchase security.

**Chart of Accounts**

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

**Chief Fire Officer Designation (CFOD)**

Internationally recognized level of career and academic achievement.

**Civil Service Commission (CSC)**

Consists of three (3) members who are appointed by the Board of Directors to adopt and interpret rules consistent with State Law for the regulation of personnel administration within the classified service.

**Clinical Laboratory Improvement Amendments (CLIA)**

Certification for medical blood testing.

**Commission of Fire Accreditation International (CFAI)**

Commission that gives fire agency accreditation based on certain standards of performance.

**Computer Aided Dispatch (CAD)**

System that enables the dispatch agency to send and receive emergency service calls to the appropriate agency.

# Glossary of Terms and Acronyms

**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.

**Department of Environmental Quality (DEQ)**

Establishes vehicle emissions standards for all vehicles and apparatus.

**Department of Public Safety Standards and Training (DPSST)**

State agency that oversees fire service training and education in Oregon.

**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.

**Deputy Fire Marshal (DFM)**

One who conducts fire and life safety inspections, fire investigations, and plans reviews.

**Dispatch**

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

**Dodge Bridge Station (DB)**

Volunteer fire station located at 60 Rogue River Dr., Eagle Point, OR.

**Drug Enforcement Agency (DEA)**

Establishes and enforces laws relating to various narcotics and medical substances used in the treatment of disease.

**Eagle Point Station (EP)**

24-hour staffed career fire station located at 213 Loto St., Eagle Point, OR.

**Emergency Communication of Southern Oregon (ECSO)**

911 dispatch center that relays calls to the District for emergency response.

**Electro Cardio-Gram (EKG)**

Procedure used to diagnose the heart's electrical rhythm.

**Emergency Medical Service (EMS)**

A service that provides emergency medical treatment for the unexpected, sudden occurrence of a serious and urgent nature that demands immediate attention.

# Glossary of Terms and Acronyms

**Emergency Medical Technician (EMT)**

The EMT is one who is trained and skilled in different levels of medical procedures. There are four (4) different levels of EMT's in the state of Oregon; EMT (Basic), EMT-I (Intermediate), AEMT (Advanced), and EMT-P (Paramedic).

**Engine**

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

**Engineer**

One who maintains and drives the apparatus during emergency calls.

**Expenses**

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

**Fair Labor Standards Act (FLSA)**

Established minimum wage, overtime pay, recordkeeping requirements, and child labor Standards for full-time and part-time workers.

**Federal Communications Commission (FCC)**

Agency that oversees radio communication.

**Fire and Life Safety (FLS)**

Department responsible for routine and on-going inspections, public education and fire and life safety issues.

**Fire and Life Safety Specialist (FLSS)**

One who is responsible for increasing the public's awareness of safety initiatives, fire prevention, safety education programs, and fire adaptive community efforts.

**Fire Chief (FC)**

One who is responsible for planning, coordinating, implementing and overseeing all of the District's programs, activities, and policies as established by the Board of Directors.

**Firefighter (FF)**

One who performs firefighting and other emergency scene duties involving the protection of life and property.

**Fire Marshal (FM)**

One who supervises and directs the personnel assigned to the Fire and Life Safety Department of the District.

**Fiscal Year (FY)**

The time period used for the accounting year. The District's fiscal year begins July 1<sup>st</sup> and ends on June 30<sup>th</sup>.

**Fixed Assets (FA)**

Tangible or intangible items purchased that are over \$5,000 and have a useful life of more than one (1) year.

**Full Time Equivalent (FTE)**

Staffing levels are measured in FTE's to give a consistent comparison from year to year.

# Glossary of Terms and Acronyms

**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.

**Generally Accepted Accounting Principles (GAAP)**

The conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

**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.

**Geographic Information System (GIS)**

A system designed to capture, store, manipulate, analyze, manage, and present all types of geographical data.

**Gold Hill Station (GH)**

Volunteer fire station located at 299 Access Rd., Gold Hill, OR.

**Government Finance Officers Association (GFOA)**

Organization offering support and a high level of training opportunities for government finance officers.

**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.

**Health Insurance Portability and Privacy Act (HIPPA)**

Enables workers to change jobs, regardless of pre-existing medical conditions, and maintain their health coverage. Also provides regulation protecting privacy of personal health information.

**Incident**

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

**Incident Commander (IC)**

One who is responsible for all aspects of emergency response during an incident, emergency, or natural disaster.

**Interface**

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



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**International Association of Arson Investigators (IAAI)**

Organization of career arson investigators. Training and education relating to fire investigation are made available to members.

**International Association of Firefighters (IAFF)**

National labor organization for firefighters. The Local 1817 is the organized labor group within the District.

**International Fire Code (IFC)**

The agency that regulates fire code standards.

**International Fire Service Training Association (IFSTA)**

Agency that provides fire training student manuals.

**Inspection and Maintenance (I&M)**

Branch of DEQ that tests the emissions of vehicles in the Rogue Valley located in Jackson County, OR.

**Jackson County (JC)**

The most southwesterly county located in Oregon.

**Jackson County Fire District No. 4 (JC4)**

Provides fire and emergency protection to the community of Shady Cove, OR and in which the District has a contract with to supply financial services.

**Levy**

Tax imposed/collected for the support of District activities.

**Local Government Investment Pool (LGIP)**

A pooled account where the County Treasurer deposits tax receipts.

**Local Government Personnel Institute (LGPI)**

Agency that compiles and publishes governmental salary and benefit statistics.

**Long Term Disability (LTD)**

Injury or illness resulting in time loss from work in excess of 90 days.

**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 statement. Although the District's reserve funds are considered non-major, they are treated as major funds for financial reporting purposes.

**Mobile Display Computer (MDC)**

A computer in rescue and command vehicles that display maps and alarm information to emergency calls.

**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.

# Glossary of Terms and Acronyms

**National Fire Protection Association (NFPA)**

Non-governmental association that provides consensus codes and standards, research, training, and education relating to fire protection.

**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.

**Operations (OPS)**

Department responsible for emergency medical treatment and fire suppression.

**Operations Chief**

One who plans, organizes, directs, and coordinates the activities and functions of the Emergency Operations Department of the District.

**Operating Statement**

A document summarizing the financial operations of the District for a specific accounting period.

**Oregon (OR)**

State located in the Pacific Northwest region of the United States.

**Oregon Occupational Safety and Health Administration (OR-OSHA)**

Agency responsible for the implementation of the rules and regulations for workers safety and health in the state of Oregon.

**Oregon Department of Forestry (ODF)**

The agency responsible for the fire protection of wilderness lands and determining when the fire season begins and ends in Oregon.

**Oregon Fire Chief's Association (OFCA)**

Organization of Fire Chief's providing information, education, and training in the fire service in Oregon.

**Oregon Fire District Directors Association (OFDDA)**

Organization that provides information, education and training to fire service Board of Directors in Oregon.

**Oregon Fire Marshals Association (OFMA)**

Association of Fire Marshals to further fire and life safety programs in Oregon.

**Oregon Fire Service Office Administrator's (OFSOA)**

Association of Fire Service office workers that provides education and training in Oregon.

**Oregon Municipal Finance Officers Association (OMFOA)**

Organization that provides education and training for finance officers in Oregon.

**Oregon Revised Statute (ORS)**

Rules that govern public entities.

**Performance Measures**

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

# Glossary of Terms and Acronyms

**Personal Protective Equipment (PPE)**

Equipment firefighters wear when responding to emergencies such as turnouts, boots, helmets, etc.

**Public Employees Retirement System (PERS)**

The retirement system in Oregon for all local and state government workers.

**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.

**Rapid Intervention Team (RIT)**

A search process for the location and rescue of down firefighters.

**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.

**Rogue Community College (RCC)**

Local college offering curriculums in fire science careers located in Jackson County, OR.

**Rogue Interagency Training Association (RITA)**

The combined Jackson and Josephine County fire agency training association.

**Rogue Valley Fire Chief's Association (RVFCA)**

An organization of Fire Chiefs from local fire districts and departments in Jackson and Josephine Counties.

**Rogue Valley Professional Firefighters Local 1817 (RVPFF)**

The labor organization at the District for all firefighter, engineer, captain, and deputy fire marshal positions.

**Sams Valley Station (SV)**

Volunteer fire station located at 3333 Tresham Lane, Central Point, OR.

**Self-Contained Breathing Apparatus (SCBA)**

Facemasks and pressurized air cylinders for fire suppression purposes.

**Shift**

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

**Special Districts Association of Oregon (SDAO)**

An agency providing a variety of programs for special districts in the state of Oregon.

# Glossary of Terms and Acronyms

**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. Typically, supplemental budgets are used to create new appropriations to spend increased resources.

**Technical Rescue Team (TRT)**

Group of District members that train for specialized rescues such as water, confined space, and high angle.

**Table Rock (TR)**

24-hour staffed career fire station located at 5195 Table Rock Rd., Central Point, OR.

**Tax Anticipation Note (TAN)**

A one (1) year, interest-bearing note issued by a government in anticipation of tax revenues to be received at a later date. The TAN must be repaid by the end of the fiscal year in which it was received.

**Tax Base**

In Oregon, a designated amount of property tax, that 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.

**Training Center (TC)**

The Districts on-site facility for the purpose of training firefighters.

**Unappropriated Ending Fund Balance**

A fund balance at the close of the preceding fiscal year that is not included in the current budget.

**Urban Renewal**

A process established where tax increment financing is used to remove blight from impoverished areas. Taxing entities within an urban renewal boundary have their assessed value frozen upon creation of a UR Agency. Increases in assessed value are then diverted to the Agency, not the taxing entities providing services, and used to improve infrastructure and bring in new development.

# Glossary of Terms and Acronyms

**VA Southern Oregon Rehabilitation Center**

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

**White City Station (WC)**

24-hour staffed career fire station located at 8333 Agate Rd., White City, OR.

**White City Urban Renewal Agency (WCURA)**

Agency responsible for improving infrastructure and removing blight in the White City area of Jackson County.