

FIRE DISTRICT 3

Jackson County, Oregon



BUDGET DOCUMENT

2019/2020
FISCAL YEAR



2019/2020 Fiscal Year Budget Document



Serving the citizens of Jackson County, Oregon in the communities of :

Agate Lake
Central Point
Dodge Bridge
Eagle Point
Gold Hill
Sams Valley
White City

8383 Agate Road, White City, OR 97503 • (541) 826-7100 • www.jcfd3.com

---This page is intentionally left blank ---

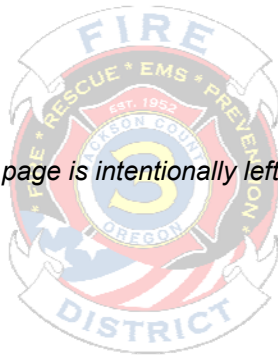


Table of Contents

2019/20 Fiscal Year Budget Document

1) District Overview

- 1 Budget Message
- 8 District Overview
- 13 Introduction of Members
- 14 Organization Chart

2) Financial and Budget Overview

- 15 Budget Process and Calendar
- 18 Budget and Financial Policies
- 25 Financial Schedules
- 32 Financial Forecast

3) Strategic Plan

- 35 Mission and Vision
- 36 Values and Principles
- 37 Strategic Initiatives

4) General Fund

- 41 Budget Summary
- 42 Revenue Resources
- 46 Expenditure Appropriations
- 48 Personnel Summary

5) Administration

- 50 Departmental Information including Budget Summary, Personnel, and Significant Changes
- 51 Performance Measurements and Targets
- 53 Fiscal Year Goals and Objectives
- 55 Budgetary Schedules

6) Operations

- 58 Departmental Information including Budget Summary, Personnel, and Significant Changes
- 62 Performance Measurements and Targets
- 68 Fiscal Year Goals and Objectives
- 71 Budgetary Schedules

7) Fire and Life Safety

- 74 Departmental Information including Budget Summary, Personnel, and Significant Changes
- 76 Performance Measurements and Targets
- 79 Fiscal Year Goals and Objectives
- 80 Budgetary Schedules

8) Training

- 82 Departmental Information including Budget Summary, Personnel, and Significant Changes
- 84 Performance Measurements and Targets
- 85 Fiscal Year Goals and Objectives
- 88 Budgetary Schedules

9) Strategic Support Services

- 91 Departmental Information including Budget Summary, Personnel, and Significant Changes
- 92 Performance Measurements and Targets
- 93 Fiscal Year Goals and Objectives
- 95 Budgetary Schedules

10) Technology

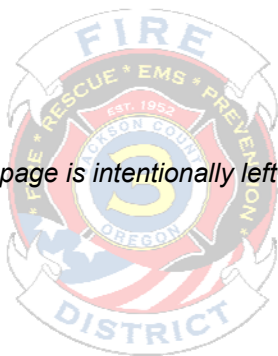
- 99 Departmental Information including Budget Summary, Personnel, and Significant Changes
- 100 Performance Measurements and Targets
- 101 Fiscal Year Goals and Objectives
- 103 Budgetary Schedules

11) Capital Projects Fund

- 105 Fund Overview
- 107 Capital Replacement Schedule
- 110 Capital Budget to Operating Budget
- 112 Budgetary Schedules

12) Supplemental Information

- 113 Top Taxpayers
- 114 Summary of Assessed Values
- 115 Market and Assessed Value of Taxable Property
- 116 Acronyms
- 117 Glossary



---This page is intentionally left blank ---



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

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

For the Fiscal Year Beginning

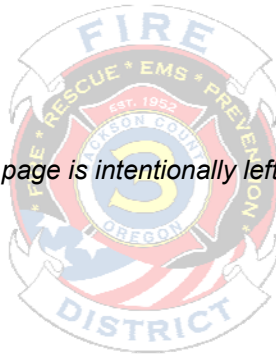
July 1, 2018

Christopher P. Morrell

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, 2018. 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.

---This page is intentionally left blank ---



Fire District 3

8383 Agate Road

White City OR 97503-1075

(541) 826-7100 (office)

(541) 826-4566 (fax)

www.jcfd3.com



April 18, 2019

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 2019/2020 fiscal year **proposed budget** for Jackson County Fire District 3. Staff has prepared this budget for your review and approval consistent with the District's vision, mission, and strategic initiatives. In addition, it is prepared in compliance with generally accepted accounting principles (GAAP) and Oregon Local Budget Law. This budget is intended to serve as a financial plan, policy document, communications device, and operations guide. The priority of this budget is to be fiscally responsible with revenues we receive from our District patrons while providing exemplary services that align with our mission and vision statements.

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

This budget supports the initiatives identified in our 2018-2020 Strategic Plan. In November of 2017, the District completed a community-based strategic planning session with an outcome of a new three year strategic plan that will continue to keep the organization focused and drive future budget and planning processes.

The Strategic Plan identifies five strategic initiatives that are designed to focus the efforts of the organization on achieving the vision.

1. Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.
2. Ensure sustainability of service delivery by efficient use of our people, facilities, fleet, and finances.
3. Develop, promote, and demonstrate professionalism, innovation, and excellence throughout the organization.
4. Maintain a high level of trust by promoting District engagement in the communities we serve.
5. Develop and strengthen collaborative strategic partnerships.

The five initiatives have a number of goals identified to achieve our desired outcomes. Objectives are established for each goal, which defines what needs to be accomplished in order to meet that goal and ultimately the initiative. The objectives are measured by a series of detailed tasks that have completion due dates identified. These serve as the departmental service tasks in the annual budget document and typically drive many of the project program dollars.

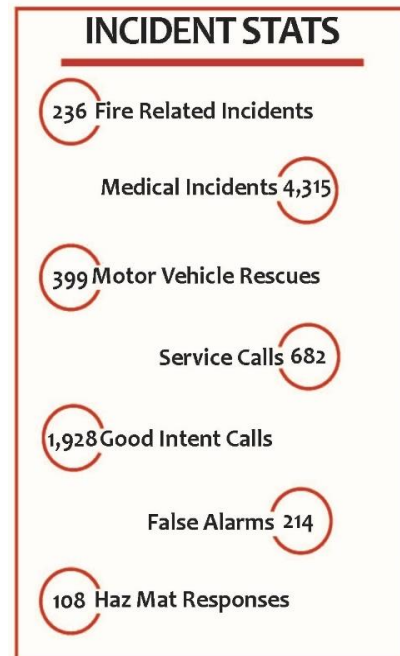
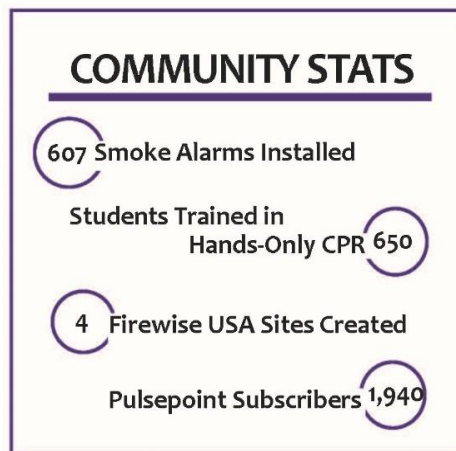
Each year the District executive team reviews the outcomes of the tasks, objectives, and goals and reports on those outcomes to the organization. An annual performance report is presented to the Board of Directors and each of the city councils within the District. The report is also published on the District website to allow full transparency of the progress made towards accomplishing our stated goals. The Strategic Plan is a dynamic working document that ensures the members of our District and those in the communities we serve where our focus is, what our expectations are, and what success looks like.

Budget Message

2018 Year in Review

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

- Started the design and engineering phase of the new Scenic Fire Station; held community meetings to involve local citizens and developed partnerships with School District 6, Jackson County Housing Authority, and the City of Central Point.
- Purchased and placed into service two structural Pierce fire engines.
- Implemented the PulsePoint Verified Responder (VR) program for qualified off-duty District fire personnel to respond to cardiac arrest events in residential areas.
- Concluded the seismic rehabilitation projects on five fire stations.



- Completed construction of the Fire Science Center in joint partnership with Rogue Community College.
- Introduced the National EMS Information System (NEMSIS) program to comply with legislation mandating agencies to report patient care.

Economic Factors and Long Range Financial Planning

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

- Property assessed valuation is projected to increase modestly. We have forecasted a 5.25 percent assessed valuation growth for the 2019/20 fiscal year. The economy continues to grow and remain competitive. The unemployment rate for Jackson County in February 2019 was five percent, compared to 4.8 percent for the same month a year ago. New residential and commercial construction has been robust; job growth has been averaging two percent annually.
- Call volume for the District was flat in 2018 compared to a 6.44 percent increase in 2017. The five year average reflects a 3.9 percent increase for all incidents. This past year we experienced a volatile fire season. Central Point still remains our busiest area with approximately 37 percent of the volume of incidents occurring in that area. Central Point is where the dominate growth is occurring and with the addition of Scenic Station we anticipate improved call distribution and service delivery in that area.

Budget Message

- The establishment of the Central Point Urban Renewal District in 2012 will continue to cause a loss in revenue for the District over the next 20 years, however the program will provide a significant increase in assessed valuation once the projects have been completed.
- Medical calls continue to be the dominate type of incident to which the District responds to. This category of response continues to change based on the socioeconomic environment, changing demographics, and changes in the national healthcare system. Nearly two-thirds of all responses in 2018 were determined to be non-emergent by the field responders. The District realizes there is a mismatch of responding emergency resources to non-emergent requests for service and is focusing efforts to address this growing concern across various stakeholder groups.
- Taxpayers will continue to expect the District to operate within its means. The community expects transparency, effective and efficient delivery of key services, and a focus of our efforts on preserving quality of life.

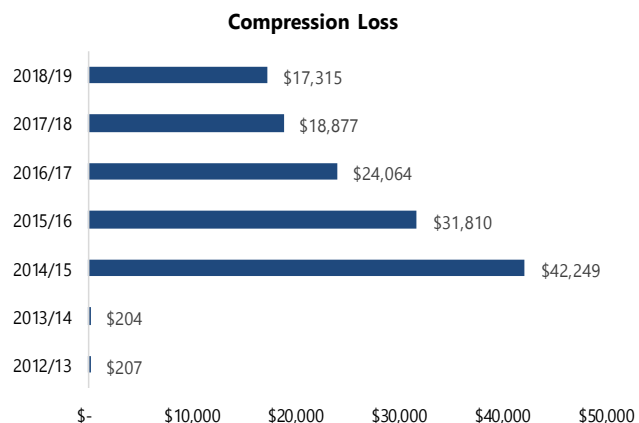
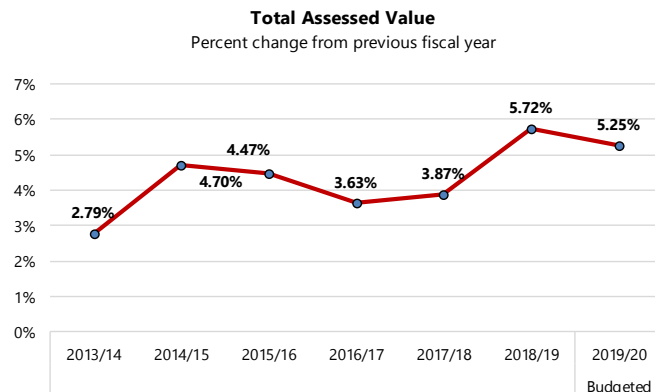
The District remains committed to long range financial planning as a tool to meet strategic requirements, maintain expenditures at levels that do not exceed general operating revenues, and to determine the impact of various “what if” scenarios related to meeting the increasing demands for service. With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

Property Tax Analysis and Potential Impacts

The District experienced total assessed valuation (AV) growth of 5.7 percent for the 2018/19 fiscal year. The District’s financial forecast for the 2019/20 fiscal year and beyond includes continued modest increases in the growth rate of assessed value. Based on this conservative growth assumption and some new construction within the residential and commercial sectors, this budget reflects a 5.25 percent increase.

URBAN RENEWAL: The City of Central Point’s Urban Renewal, which encompasses a portion of the District, will be in their seventh year. 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 \$83,663 in tax revenue in fiscal year 2018/19 and \$248,727 since inception. This loss will continue to have an impact on the District however, the plan promises to provide substantial improvements in future assessed valuation that would have otherwise not been possible.

COMPRESSION: The impact of taxing limits established with Measure 5 in 1990 began affecting the District in fiscal year 2014/15 when real market values on properties began falling below the assessed value. Oregon statute restricts general government to tax rates of no more than \$10 per \$1,000 of real market value and education districts to tax rates of no more than \$5 per \$1,000. The impact facing the District continues to be found in the 602 tax code area located within Central Point and is caused by repressed real market values (RMV) coupled with the current combined tax rates of \$10.82. As RMV increases the compression will decrease. If compression occurs from the education side, the loss is added to the general government side, therefore increasing the potential for additional compression loss among the general government group.



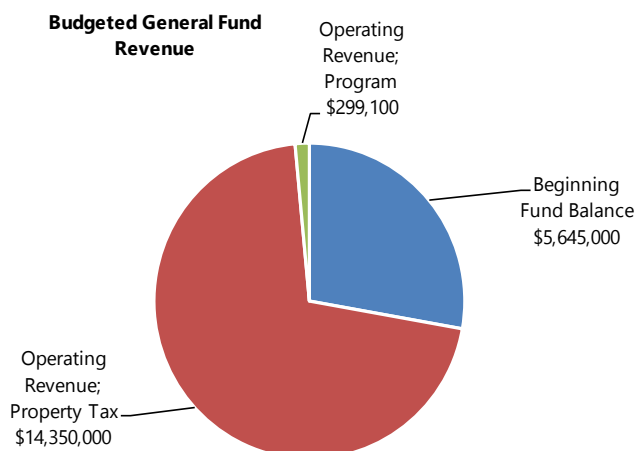
Budget Message

Summary of Revenue and Expenditures / Noteworthy Budgetary Items

General Fund Revenue

This proposed budget reflects \$14,350,000 in property tax revenue, an increase of 6.49 percent or \$875,000. Current year taxes are calculated at our permanent tax rate of \$3.1194 per \$1,000 of assessed value with a 94 percent collectible rate. Property tax is predominately derived from residential property and most tax payments are from bank escrow accounts. Prior year taxes are budgeted at \$350,000. All property taxes combined account for 98 percent of the District's operating revenue.

The District considers operating revenue to consist of property tax, interest income, fees for service, contracts with other agencies, and proceeds from operational designated grants. Total operating revenue for the 2019/20 fiscal year is budgeted at \$14,649,100. Overall proposed General Fund revenue is \$20,294,100, a 5.74 percent increase from the 2018/19 fiscal year budget.



Personnel Services

This proposed budget on April 18, 2019 reflects an increase in Personnel Services of 9.39 percent or \$991,100 from what was budgeted in the prior year. The District will be in the last year of a three year collective bargaining agreement with Rogue Valley Professional Firefighters (RVPFF) Local 1817. Positions that are represented include Firefighter, Engineer, Captain, Deputy Fire Marshal, and Fire and Life Safety Specialist. This budget is based on a cost of living adjustment of 2.7 percent for both represented and non-represented employees.

PERSONNEL: The District decided not to fill the vacant staff Battalion Chief position. Instead, the District focused on other areas of need identified by the Executive Team which included direct leadership and oversight on the support systems, as well as the development of the Community Risk Reduction program. This position was reclassified as Deputy Chief of Strategic Services and was filled in January of 2019. The shifting of this position from Operations to the Strategic Support Services department is the reason for the significant budgetary increase in Personnel Services within that department.

The District is proposing the addition of four (4) single-role medical providers to serve on our pilot Community Care Response Unit (CCRU). This unit is proposed to be a non-emergent response resource, staffed during peak hours to manage non-emergent requests for service. The unit is staffed with two providers on a forty-hour (four-ten) work schedule, seven days a week, with one day of scheduled overlap for other duties to be performed. The 2018-2020 Strategic Plan called for the Fire District to "right-size" the response by responding the appropriate resource based on the acuity of the incident, as determined in the 911 call taking process. Responding the CCRU on non-emergent responses during peak hours will improve our system reliability leading to improved service delivery on emergent incidents. The CCRU will be an existing type III transport capable ambulance within the Fire District's fleet.

In addition, the CCRU enhances the District's medical response capabilities and broadens our opportunity to provide more appropriate service to our patrons. These opportunities involve new models of pre-hospital healthcare to include "treat-and-release" and alternative destination programs. The healthcare industry is evolving and the CCRU puts the District in a place to have the infrastructure to not only evolve with the system, but to engage in creative and innovative solutions to our community's healthcare needs.

This program is budgeted with six months' salary and benefits for the first year of implementation for a total cost impact of \$171,600. Annually this program is expected to cost approximately \$345,000.

No other personnel changes are being recommended at proposal.

Budget Message

PERS: The District's employer contribution rate into the Public Employees Retirement System (PERS) will increase on July 1, 2019. Employer rates are set by the PERS Board every two years and are based on a system-wide actuarial valuation that accounts for all costs, liabilities, rates of interest, and other factors to ensure System sustainability. A valuation report is only an estimate of the System's financial condition as of a single date. The valuation period that establishes rates effective July 1, 2019 through June 30, 2021 is from years 2015-2017 (the December 31, 2017 valuation).

The rate for all members in the tier one and tier two groups (those employees that have established membership prior to 2003) is increasing to 24.93 percent of payroll from 19.91 percent. Rates for firefighters in the tier three (OPSRP) group (those employees that have established membership after August 29, 2003) is increasing to 17.25 percent of payroll from 13.11 percent and the rates for general service members in the OPSRP group is increasing to 12.62 percent of payroll from 8.34 percent. The total budgeted PERS expense is \$1,540,500. This represents a \$404,000 increase over the current year. Of the total District paid personnel, 48 percent are in the Tier 1 and 2 group, 41 percent are in the OPSRP firefighter group, and 11 percent are in the OPSRP general service group.

It is expected that in the next biennia covering 2021-2023, rates will continue to increase to the maximum of the PERS rate collar. This is dominantly due to system-wide earnings lower than the assumed rate of return coupled with some years of bad stock market losses post 2008 recession and attempted legislative reforms that ultimately were challenged and overturned by the Oregon Supreme Court.

The District remains committed in maintaining costs to ensure the overall Personnel Services budget remains below our target of no more than 80 percent of operating revenue. This budget meets that target at 78.8 percent. We will continue to monitor federal, state, and local issues, including PERS, and prepare for any change that may impact operational sustainability by maintaining adequate reserves.

HEALTH INSURANCE: The District provides a medical and dental insurance plan for its full-time employees with a required employee cost share of five percent. In addition, an HRA-VEBA Health Reimbursement Plan is provided in which the District contributes a fixed amount for all employees. The budgeted contribution per employee for this proposed budget is \$339 per month for a total annualized expense of \$264,500.

Renewal rates for the health insurance plan effective July 1, 2019 to June 30, 2020 is an overall five percent. This rate increase falls within our normal target range of four to six percent.

Total Personnel Services is proposed at \$11,541,900 which is a 9.39 percent increase over the current year.

Materials and Services

This proposed budget reflects a modest increase in Materials and Services of 0.47 percent or \$11,200 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. Noteworthy projects budgeted include supporting the community risk reduction program, improving our 2 ½" fire attack hose package and scheduled replacement of structural turnouts, continuing the electronic security control system upgrade at our facilities, and integration of the Shoretel phone system at the Central Point and Eagle Point stations. Total Materials and Services proposed is \$2,373,700 which is 16.2 percent of operating revenue.

Debt Service

This proposed budget represents the sixth year of a 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 with final payment scheduled for July 1, 2021. In addition, new debt will be obtained in summer of 2019 for construction of the Scenic station. This budget has \$175,000 allocated in principle and interest payments for the first year of that obligation.

Contingency

The District has set policy that Operating Contingency will be six percent of property tax revenue. The District has been budgeting nine percent for the past several fiscal years in order to provide additional financial security, due to assessed valuation (AV) growth under five percent for the past several years. With AV increasing now and growth showing positive returns, staff is proposing to drop contingency levels back to six percent or \$861,000.

Budget Message

Ending Fund Balance

The District has set policy that Unappropriated Ending Fund Balance (UEFB) will be 24 percent of budgeted property tax revenue. Ensuring adequate levels of minimum ending fund balance ensures fiscal sustainability in order to meet operating requirements before receipt of property taxes. Staff is proposing to modify this policy statement and increase the threshold to 26 percent of budgeted property tax revenue due to increasing personnel costs. This budget as presented reflects that adjustment and has allocated \$3,731,000.

Capital Projects Fund

Staff is proposing to transfer \$1,324,700 to the Capital Projects Fund. With this contribution and after all budgeted expenditures, the fund is projected to have an ending balance of \$3,121,000 a decrease of \$43,400 from the current year.

Capital expenditures are budgeted at \$5,743,000 and reflect several large projects in accordance with our Capital Replacement Plan. Significant projects include:

- Equipment to finish readying for service an interface engine and the purchase of two staff vehicles under the normal replacement cycle for a total budget cost of \$108,000.
- Replacement of all self-contained breathing apparatus (SCBA) for a total budget cost of \$525,000. The District's current SCBA's have reached their 15 year service life as specified by NFPA 1981. This purchase is being performed in conjunction with Medford Fire-Rescue to provide for greater efficiency in group purchasing.
- Addition of four (4) AutoPulse mechanical CPR devices. This device provides continuous chest compressions to cardiac arrest patients at a higher rate and quality than in human CPR. This device is a great enhancement to our goal of increasing the survivability rate for out of hospital cardiac arrest. This budget has \$65,000 allocated for these four (4) devices.
- Complete construction and road infrastructure on the Scenic station in Central Point. This budget has allocated \$5 million in total project costs. Loan proceeds offsetting \$4 million will be attained to fund the majority of this.

Budget Summary

The 2019/20 fiscal year budget is organized into the following Departments:

- Administration
- Operations
- Fire and Life Safety
- Training
- Strategic Support Services
- Technology

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

Appropriations: General Fund	2018/19 FY Adopted Budget	2019/20 FY Proposed Budget	Increase/ (Decrease)
Administration	\$1,346,700	\$1,433,600	6.45%
Operations	\$8,838,000	\$9,416,900	6.55%
Fire and Life Safety	\$940,200	\$968,200	2.98%
Training	\$533,000	\$557,000	4.50%
Strategic Support Services	\$907,000	\$1,217,700	34.26%
Technology	\$348,400	\$322,200	-7.52%
Non-Departmental	\$6,279,800	\$6,378,500	1.57%
	\$19,193,100	\$20,294,100	5.74%
Capital Projects Fund	\$9,443,900	\$9,093,700	-3.71%
Total Appropriated Budget	\$28,637,000	\$29,387,800	2.62%

Budget Message

The District considers operating expenses to consist of personnel services, materials and services, and debt service. This budget is proposed with total operating expenses at \$14,352,400, an increase of \$1,177,200 over the current budget.

Total budget appropriations for all funds is \$29,387,800 which is an increase of \$750,800 or 2.62 percent over the current budget.

This budget has been prepared based on our permanent tax rate of \$3.1194 per \$1,000 of taxable assessed value.

Budget Summary - All Funds

Appropriations	2018/19 FY Adopted Budget	2019/20 FY Proposed Budget	Increase/ (Decrease)
Personnel Services	\$ 10,550,800	\$ 11,541,900	\$ 991,100
Materials and Services	2,362,500	2,373,700	11,200
Capital Outlay	6,035,100	5,743,000	(292,100)
Debt Service	261,900	436,800	174,900
Operating Transfers Out	1,546,100	1,324,700	(221,400)
Operating Contingency	1,482,200	1,115,700	(366,500)
Ending Fund Balance	6,398,400	6,852,000	453,600
Total Appropriations	\$ 28,637,000	\$ 29,387,800	\$ 750,800

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 economic climate.

Respectfully submitted,

Robert B. Horton

Robert B. Horton
Jackson County Fire District 3
Fire Chief/CEO

District Overview

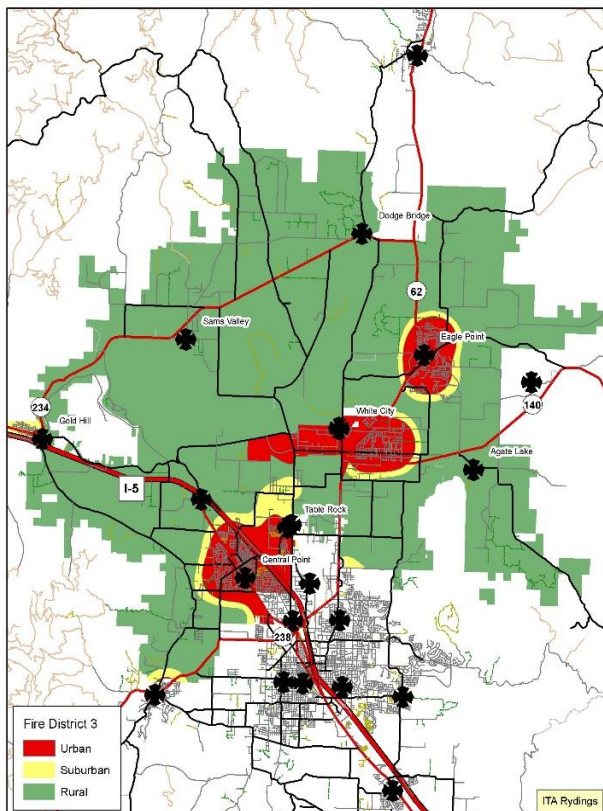
Jackson County Fire District 3 is a special district operating under Oregon Revised Statutes (ORS) Chapter 478 as a separate municipal corporation. A Board of Directors is elected by District citizens and is comprised of a President and four Directors, who include a Vice-President and Secretary-Treasurer.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

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

In 1995 the City of Gold Hill annexed into the District, followed by the City of Central Point in the November 2000 election and the City of Eagle Point in the May 2001 election. Today, the District provides a full range of fire protection and emergency medical response services to its approximately 52,000 citizens across 167 square miles in the northern part of Jackson County, including fire prevention, public education, and community risk reduction efforts. The District is committed to creating safer communities through education, prevention, preparedness, and emergency response.



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



The District has 63 full-time career employees, supplemented by approximately 25 volunteers and student firefighters combined. The District operates eight fire stations that are strategically located across our service area in order to provide the best response times possible. Four stations are staffed with paid personnel and four with volunteer personnel.

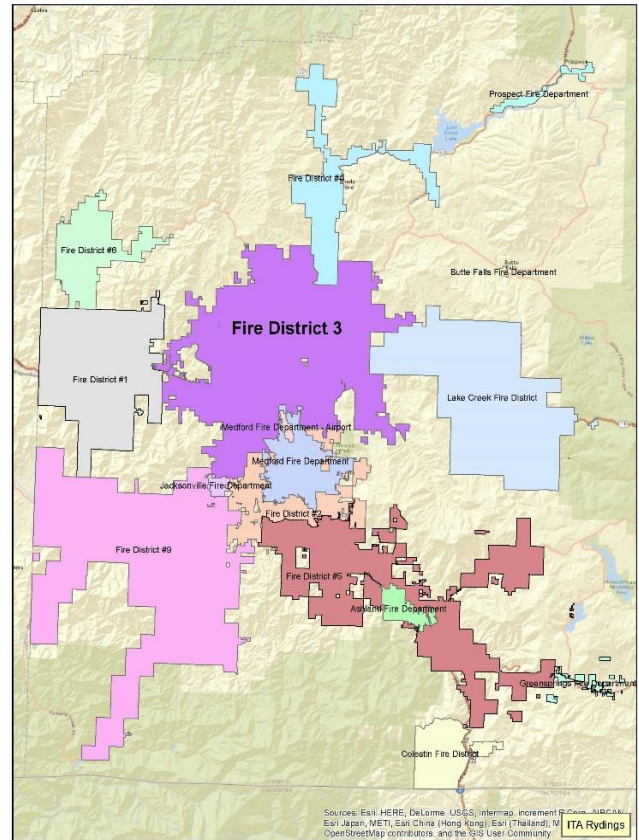
The District's administrative offices are adjacent to the White City fire station, located in an unincorporated industrial area of Jackson County known as White City. A regional training facility is also at this location, which includes a training tower, burn simulation props, water drafting pits, fire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

District Overview

The District maintains an insurance classification rating from the Insurance Services Office (ISO) of a 3 out of a scale of 1 – 10, with one being the most favorable. This classification results in lower premium rates for fire insurance to homeowners within the District. The significant measurement to attain this rating in the urban and suburban areas is having water sources like hydrants strategically located. Within the rural areas the key measurement is properties being located within five miles of a fire station.

To handle all types of fire and medical emergencies, the Districts staffs a team of professional firefighters and paramedics 24 hours a day, with skills and the equipment necessary to handle the wide variety of demands. All career firefighters are trained emergency medical technicians (EMT) and hold an EMT-Basic certification. Of our 47 response ready employees, 20 are certified advanced life support (ALS) Paramedics and 7 are certified as Intermediate Technicians. Under the guidance of our physician advisor, emergency medical service personnel maintain a highly certified skill level through several specialized programs and training.

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



Emergent Incident Response Goals					
	Code 3 Incidents	Goal 80%	Time	Baseline 90%	Time
		Actual		Actual	
Urban	1,568	73%	7 minutes	90%	9 minutes
Suburban 1	100	93%	11 minutes	93%	12 minutes
Suburban 2	44	23%	13 minutes	32%	14 minutes
Rural	562	79%	13 minutes	83%	14 minutes
Urban Population greater than 1,000					
Suburban 1 Population 500-1,000 and less than 6 miles from a staffed 24/7 station					
Suburban 2 Population 500-1,000 and greater than 6 miles from a staffed 24/7 station					
Rural Population less than 500 people					

District Overview

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.



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.

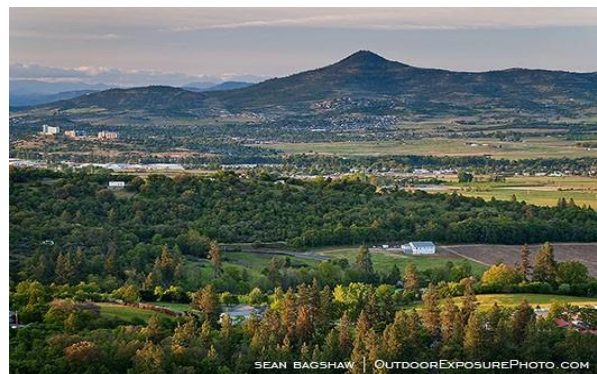
The Rogue Valley is home to a pair of well-known attractions - the Britt Music Festival and Ashland's Oregon Shakespeare Festival - and to dozens of museums, art galleries, theaters, wineries, and golf courses. History buffs will recognize the region as the site of Oregon's 19th Century gold rush, an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

preserved within the boundaries of Jacksonville, a National Historic Landmark town. The Pear Blossom Festival held in April each year celebrates the famous pear harvest.

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

Economy

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



District Overview

Jackson County's unemployment rate as of February 2019 was five percent compared to the State of Oregon's unemployment rate of 4.4 percent. Over the past 12 months, private-sector payroll employment rose by 1,560 jobs in Jackson County, a growth rate of 1.8 percent over the prior year. Industries adding notable jobs were manufacturing, private education and health services, leisure and hospitality, followed by transportation, warehousing, and utilities. Since February 2018, government employment rose by 170 jobs.

Assessed and Real Market Value

The District's assessed valuation increased from \$4,305,282,519 in the 2017/18 fiscal year to \$4,551,706,980 for the 2018/19 fiscal year, a 5.72 percent increase. This is up from the prior year's growth of 3.87 percent. Under state law (the result of Ballot Measure 50 passed by Oregon voters in 1997), increases in assessed valuation of existing property are generally limited to three percent a year. Accordingly, growth beyond three percent in the District's assessed valuation must come from either new development within its service areas or significant improvements made to existing property.

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

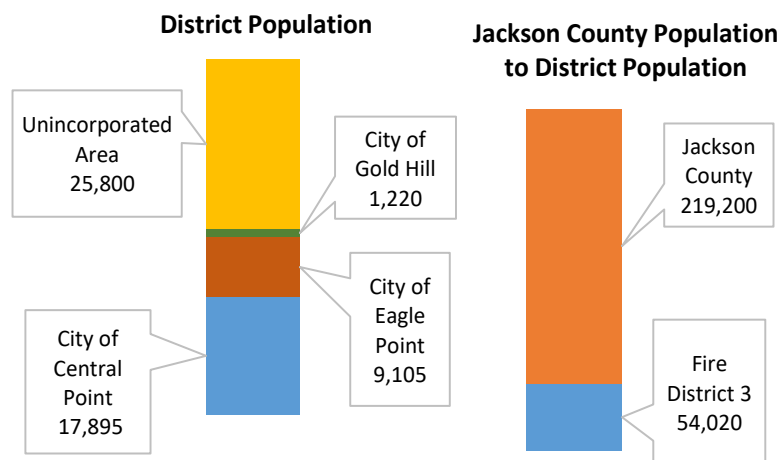
District Funding

The District's funding is based upon a permanent tax rate of \$3.1194 per \$1,000 of assessed valuation, which was also established under Ballot Measure 50. The District receives 98 percent of its revenue through the form of property tax. The District has not had to rely on any general obligation bonds or local option levies for operational support. The District has been and continues to be focused on providing its citizens with the highest level of emergency response services and continues to implement operational improvements in order to accomplish its strategic goals and objectives.

Population

In 2018 Jackson County's population was 219,200 with the District encompassing approximately 54,000 of those citizens. Of the 36 counties in Oregon, Jackson County ranks sixth in population and has experienced growth of 7.9 percent from 2010 to 2018. The District's population is expected to continue to moderately increase over the next 10 years. Within the communities the District serves, the City of Eagle Point has experienced the most growth at 7.5 percent from 2010 to 2018. Staff will continue to work proactively with other governments and regional

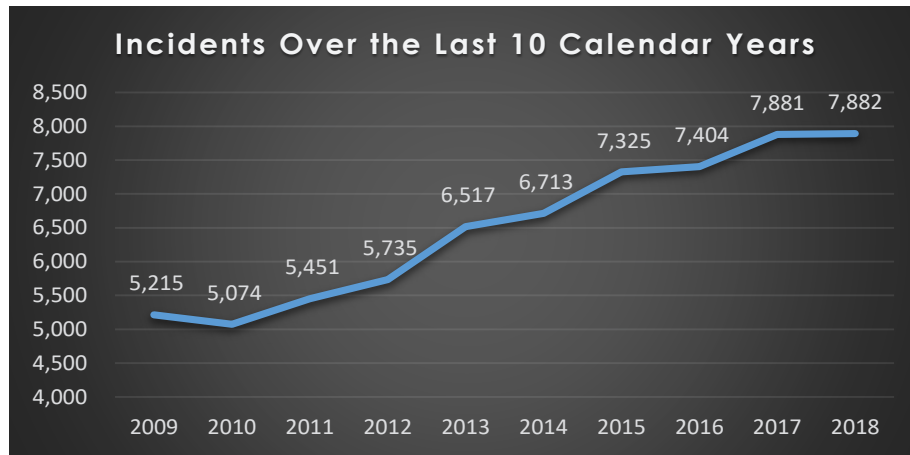
planning groups to ensure continue ability to serve this future population. This includes working across jurisdictional boundaries to ensure closest-force response to population centers, regardless of city boundaries.



District Overview

Emergent Response

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



The District has experienced a 17.4 percent increase in incidents from 2014 to 2018. In 2018, 55 percent of total incidents were classified as medical followed by good intent (24%). Fire related incidents was only three percent.

Board Policies and Strategic Planning

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

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

The District appropriates a General Fund and a Capital Projects Fund. Within the General Fund the District has six departments; Administration, Operations, Fire and Life Safety, Training, Strategic Support Services, and Technology. Budgetary control is within the object classifications in each department and fund.

Introduction of Members

BOARD OF DIRECTORS

As of July 2019

Harvey Tonn, President
Bill Leavens, Vice President
John Dimick, Secretary/Treasurer
Cindy Hauser, Director
Steve Shafer, Director

Term Expires

June 30, 2023
June 30, 2023
June 30, 2023
June 30, 2021
June 30, 2021

BUDGET COMMITTEE

As of July 2019

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

Steven Weber
Rob Hernandez
Ken Cummings
Tim Snaith
John Rachor

Term Expires

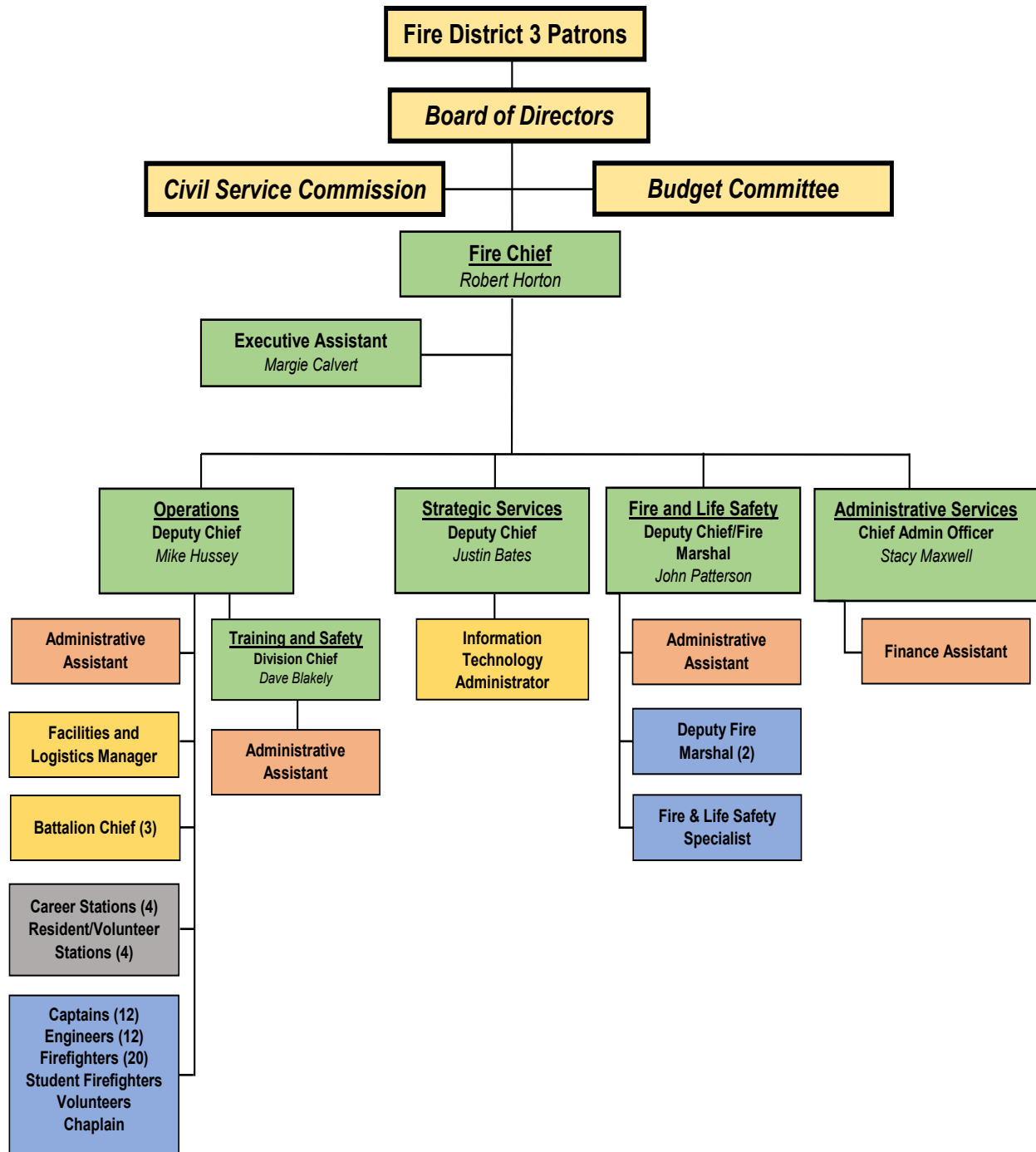
December 31, 2019
December 31, 2019
December 31, 2020
December 31, 2020
December 31, 2021

DISTRICT EXECUTIVE STAFF

Robert Horton, Fire Chief
Stacy Maxwell, Chief Administrative Officer
Mike Hussey, Deputy Chief Operations
Justin Bates, Deputy Chief Strategic Services
John Patterson, Deputy Chief Fire Marshal
Dave Blakely, Division Chief Training and Safety
Margie Calvert, Executive Assistant

Serving Since 2017
Serving Since 1999
Serving Since 1998
Serving Since 2019
Serving Since 2011
Serving Since 2011
Serving Since 2011

Organization Chart



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 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 the strategies to address those goals. Desired outcomes are also identified. These provide a measureable tool for directing the plans and programs that have been established. The strategies are linked to the appropriate Department and Chief Officer who is responsible for developing a set of objectives to meet those strategies. These objectives can be ever evolving and are task oriented in nature.

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

Budget Amendments. There are two 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 ten 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 ten percent in any fund, then a public hearing must be held with the Budget Committee and a summary of the supplemental budget advertised.

BUDGET CALENDAR

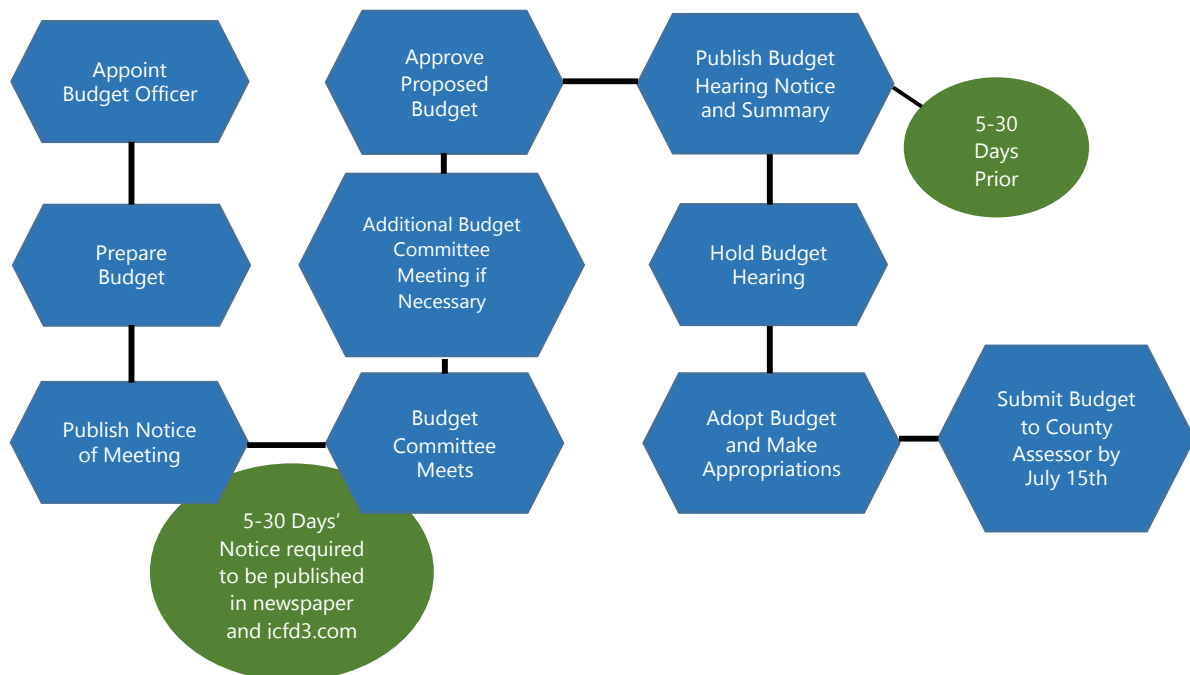
The District publishes a budget calendar that reflects both internal and external timeframes.

<u>January</u>	<u>Budget Development</u> <ul style="list-style-type: none"> • Budget worksheets distributed • Support assignee's start preparing their respective budget requests • Meetings are scheduled with support assignee's to review requests • Chief Officers develop their internal timelines with due dates for budget request worksheets to be submitted by • Chief Officers start preliminary review of performance measures and departmental objectives
<u>February</u>	<u>Budget Development Continues</u> <ul style="list-style-type: none"> • Meetings are held between support assignees and Chief Officers • Direction is communicated to support assignees regarding approval/modification/denial <p>Finance develops the overarching components of the budget document Preliminary revenue estimates are projected; financial forecast updated</p> <p>First draft of budget detail sheets completed by Chief Officers</p> <p>Review departmental budgets – Chief Officers (Executive Team)</p> <p>Chief Officers work on any amendments to their first draft of respective budget</p> <ul style="list-style-type: none"> • Review measurements, objectives, and narratives • Applicable budget revisions are due back to Finance
<u>March</u> 03/13/19	First draft of departmental narrative sections and performance measures due back to Finance
03/20/19	Final departmental sections due back to Finance no later than March 20th, including performance measurements

Budget Process

April 04/01/19	<u>Budget Meeting</u> <ul style="list-style-type: none"> Chief Officers review and finalize draft departmental budget sections Set initial direction on budget presentations for April 18th meeting
04/01/19 – 04/16/19	Budget document compilation, final touches, and assembly
04/09/19 04/09/19 – 05/08/19	<ul style="list-style-type: none"> Publish notice of budget committee meetings in Mail Tribune Post notice of budget meetings on District website
Thursday 04/18/19	<u>Budget Committee Meeting</u> <ul style="list-style-type: none"> Budget document delivered and budget message presented
May 05/06/19	Budget Presentation Preparation Meeting <ul style="list-style-type: none"> Dress rehearsal for departmental budget presentations held on May 7th
Tuesday 05/07/19	<u>Budget Committee Meeting</u> <ul style="list-style-type: none"> Chief Officers present their respective departmental budget requests and programs to Committee. Budget deliberation occurs and public comment is heard and considered. Budget Committee decides if they want to approve the proposed budget or schedule more meetings for further deliberation.
June 06/11/19	Publish budget hearing notice and budget summary
Thursday 06/20/19	<u>Public Hearing and Adoption of 2019/20 Fiscal Year Budget</u>
July No later than 07/15/19	Submit Local Budget (LB) Form 50 to Jackson County Assessor with two copies of District Resolution adopting the 2019/20 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 **2019/20 fiscal year budget** has been prepared after analyzing, evaluating, and justifying requests from all departments and represents the requested financial support for the operation of the functions of Jackson County Fire District 3.

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

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

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

The District strives to prepare its annual budget in a manner that provides readers 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 six departments that each depict their own unique set of accounts under the personal services and materials and services classifications. The General Fund is always considered a major fund, in which revenues and expenditures are at least ten percent of the corresponding totals for all governmental funds. The primary revenue source that sustains the General Fund is derived from property taxes.

Budget and Financial Policies

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.

To ensure consistency, the District considers the Capital Projects Fund as a major fund for financial statement presentation, although in some fiscal years it could be considered a non-major fund because the total fund appropriation does not constitute more than ten percent of the total of all governmental fund appropriations. The primary revenue source 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, building construction and apparatus replacement.

Governmental Funds

General Fund

Major Fund

Departments

Administration		100%
Operations		100%
Fire and Life Safety		100%
Training		100%
Strategic Support Services		100%
Technology		100%

Capital Projects Fund

Major Fund

	100%
---	------

General Fund

Source of funds

- Property taxes
- Interest on investment
- Program fees
- Miscellaneous and other revenues

Use of funds

- Administration and Finance
- Operations and EMS
- Fire and Life Safety Programs
- Training
- Strategic Support Services
- Technology
- Transfer to other funds
- Debt service payments

Capital Projects Fund

Source of funds

- Transfers from the General Fund
- Revenues from sale of capital equipment
- Grants related to equipment acquisition or facility improvements
- Loan proceeds

Use of funds

- Acquisition of apparatus and vehicles
- Land acquisition
- Acquisition of department equipment with purchase cost greater than \$5,000
- Building construction and/or significant improvements

Basis of Accounting and Budgeting

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

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

Budget and Financial Policies

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 72 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 is projecting an assessed value increase of 5.25 percent for the 2019/20 fiscal year. Although budgets are developed each year during April and May and adopted in June, the actual certification of property tax to be received by the County Treasurer for all taxing entities is not finalized until late October, well into the new fiscal year. Therefore, the District estimates growth conservatively and thus develops budgets accordingly.

This budget maintains effective operations within the existing financial capabilities of the District and tax revenues generated at our permanent tax rate of \$3.1194 per \$1,000 of assessed value. The projected assessed valuation of the District for the 2019/20 fiscal year is \$4,790,572,369.

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 26 percent of budgeted property tax revenue. This is an increase of two percent over prior fiscal years in order to ensure fiscal sustainability in meeting operating requirements before the receipt of property taxes. This budget represents \$3,731,000 for the 2019/20 fiscal year, an increase of \$497,000 over the prior year.

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 5 to 15 percent of regular general fund operating revenues.

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 flexibility to transfer funds to line item accounts within a major category should the need arise, with the approval from the Board of Directors via a Resolution. Expenditures which are known to be necessary and can be reasonably ascertained and anticipated, but which are too small in amount to list separately, are not to be funded by operating contingencies, but rather absorbed within the major category. Operating contingency should not be used to cover up improper or poor estimating practices in the preparation of the budget.

This budget has operating contingency at six percent or \$861,000. Over the past five fiscal years during slower economic growth periods, the District was allocating nine percent in order help ensure fiscal soundness. Positive increases in assessed valuation has provided the District with the ability to reduce this allocation back down to six percent. Oregon Local Budget Law has no statutory limit of the amount which may be appropriated for operating contingency. Unexpended contingency is included in the beginning fund balance for the ensuing fiscal year and re-allocated for appropriation.

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, 2018 the District's Comprehensive Annual Financial Report identifies a compensated absences liability of \$927,200. Although this amount will never become due

Budget and Financial Policies

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 3.09 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 from the department where the employee is budgeted.

Total contingency budgeted is \$886,000.

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 2018 was \$6,695,659,118 up from \$5,894,537,870 2017. Jackson County Fire District 3's current legal debt limit is approximately \$83,695,739.

The District is committed to provide for an adequate 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 and disperses the funds to all taxing entities.

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

The District 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 supported the consolidation of two existing debt holdings for property and equipment and included cost of issuance. The 2019/20 fiscal year budget identifies \$248,062 in principal payments and \$13,729 in interest payments. At fiscal year end June 30, 2020 outstanding debt principal on this holding will be \$382,656.

Debt Service Schedule

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

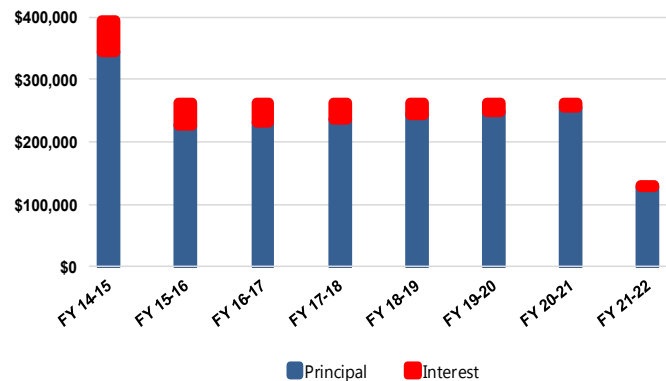
Full Faith and Credit Bank Financing Agreement with Wells Fargo Bank, N.A.

	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	\$ 12,089.39	\$ 131,734.98	\$ 261,819.75
FY 18-19	07/01/18	\$ 119,645.59	\$ 10,453.30	\$ 130,098.89	
	01/01/19	\$ 122,550.08	\$ 9,163.10	\$ 131,713.18	\$ 261,812.07
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:			\$ 186,027.20		
Total Debt Service:					\$ 2,094,537.39

Budget and Financial Policies

In the Capital Fund the District has budgeted \$4 million in loan proceeds to fund the Scenic Fire Station construction and road infrastructure. This debt will be backed by the full faith and credit of the organization. Funding is scheduled for July of 2019. The debt service classification in the General Fund has \$230,200 identified in total for principal and interest payments towards this new issuance. Once debt is solidified, a schedule will be presented in the budget document.

Debt Schedule for 2013 Issuance with WFB



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.

Capital Program

The District's capital policies encompass the entire area of capital purchasing. Capital expenditures are fixed assets that are expected to last more than one year and cost more than \$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 under this fund.

Items budgeted in the Capital Projects Fund are in compliance with the Capital Replacement Schedule and reviewed annually by management. The Capital Replacement Schedule is an evolving multi-year plan that forecasts capital needs and related budget requirements for future fiscal years. Identified purchases and projects are incorporated into the 10-year Financial Forecast as a means to verify if the targeted transfer from the General Fund can sustain the desired projects. The District is committed to transferring at least \$300,000 from the General Fund per fiscal year to support the Capital Fund. If shortfalls are identified, management would re-evaluate the projects or explore other options to support funding. Within the fund, the District has set aside reserves for these future projects. The District also establishes a contingency based on four percent of the budgeted expenditures. Unused contingency is expected to revert to fund balance.

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

Budget and Financial Policies

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.

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 2019/20 fiscal year budget identifies \$5,776,000 in total capital expenditures.

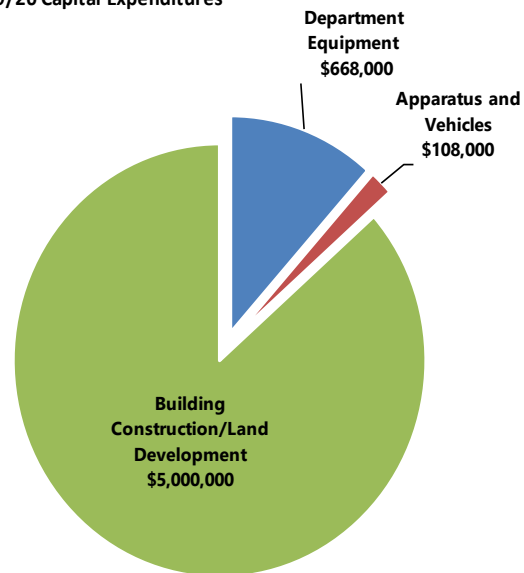
Relationship of Capital Budget to Annual Operating Budget

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

Capital expenditures impacting the operating budget are considered as either routine in nature or non-routine. Routine or recurring expenditures are typically scheduled out and depicted on the Capital Replacement plan. These items are usually between the \$5,000 and \$300,000 dollar range and can be either response apparatus or replacement items like extrication equipment or defibrillators. They usually will have some impact on the operating budget, however in some situations, may have no significant impact at all.

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

2019/20 Capital Expenditures



Budget and Financial Policies

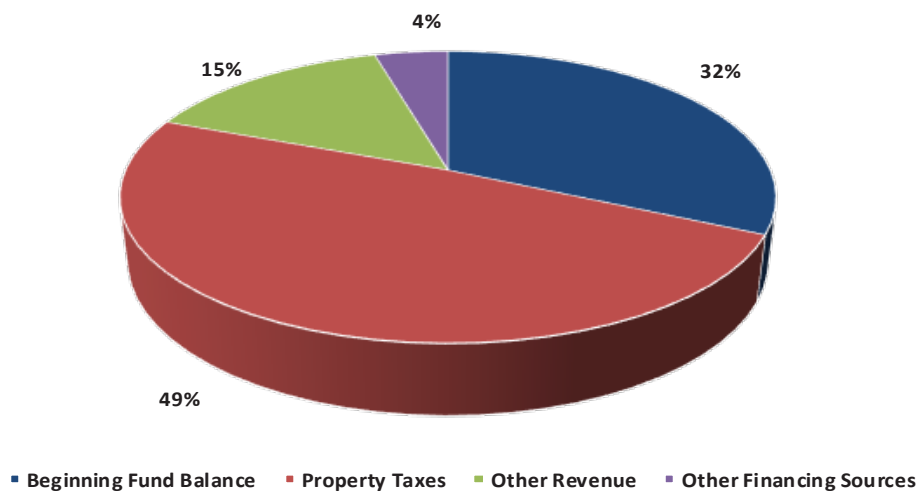
SUMMARY OF POLICIES

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 **budget revenues** based on historical trends, economic and demographic conditions, inflation, and projections that are realistic.
5. The District will pursue **revenue diversification** by actively pursuing Local, State, and Federal grants and/or partnerships with other agencies and jurisdictions to improve funding opportunities and promote cost effectiveness.
6. The District will budget **Unappropriated Ending Fund Balance** at 26 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 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 budget for **debt service payments** until all debt is obligated and will remain within legal debt limit requirements.
9. The District will maintain a **Capital Replacement Schedule** and identify both short and long term capital expenditures. This District will provide sufficient funding to the Capital Projects Fund via transfers from the General Fund in order to meet budgeted capital expenditures, so long as revenue allows and basic operating expenditures are sustained.
10. The District will continue **long term financial planning** by reviewing and updating the 10-year Financial Forecast and the Capital Replacement Schedule, adjusting for economic, social, demographic, operational, and/or legislative changes that may affect financial stability.
11. The District will **invest available funds** in the Local Government Investment Pool (LGIP).
12. The District will review and update the **Funds and Financial Policies** annually through Resolution at the July meeting.

Financial Schedules

2019/20 Summary of Budgeted Resources

Resources	Beginning Fund Balance	Property Taxes	Other Revenue	Other Financing Sources	2019/20 Adopted Budget
Major Funds					
General	\$5,705,000	\$14,350,000	\$324,100		\$20,379,100
Capital Projects	\$3,662,500		\$4,000,700	\$1,266,200	\$8,929,400
Total Budgeted Resources	\$9,367,500	\$14,350,000	\$4,324,800	\$1,266,200	\$29,308,500

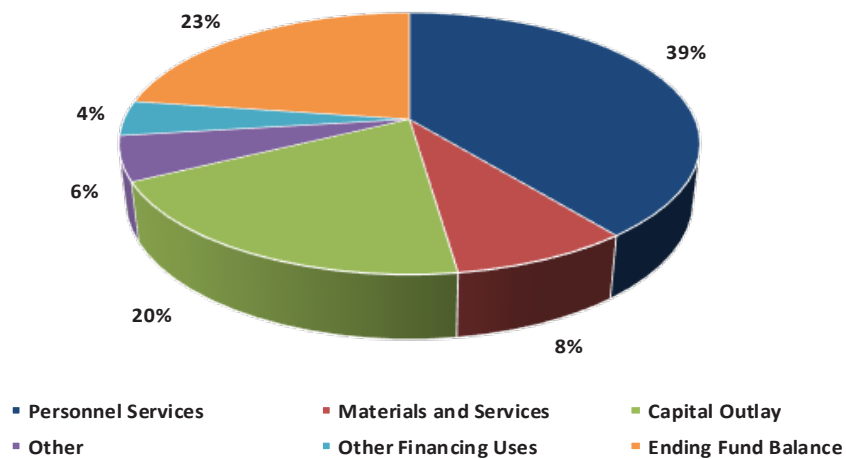


Fiscal Year Ended	Total Tax Levy	Current Tax Collections	Percent of Levy Collected	Delinquent Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Tax Levy
2018	13,416,774	12,713,654	94.76	310,257	13,023,911	97.07%
2017	12,911,941	12,239,478	94.79	330,336	12,569,814	97.35%
2016	12,458,556	11,792,665	94.66	341,393	12,134,058	97.40%
2015	11,909,282	11,231,211	94.31	383,179	11,614,390	97.52%
2014	11,424,300	11,599,743	101.54	513,404	12,113,147	106.03%
2013	11,112,431	10,362,351	93.25	453,829	10,816,180	97.33%
2012	11,412,597	10,624,883	93.10	507,661	11,132,544	97.55%
2011	11,254,507	10,459,640	92.94	395,782	10,855,422	96.45%
2010	11,157,420	10,292,065	92.24	371,842	10,663,907	95.58%
2009	9,291,810	8,606,710	92.63	283,620	8,890,330	95.68%

Financial Schedules

2019/20 Summary of Budgeted Requirements

Requirements	Personnel Services	Materials and Services	Capital Outlay	Other	Other Financing Uses	Ending Fund Balance	2019/20 Adopted Budget
Major Funds							
General	\$11,546,900	\$2,457,000		\$1,378,000	\$1,266,200	\$3,731,000	\$20,379,100
Capital Projects			\$5,776,000	\$231,000		\$2,922,400	\$8,929,400
Total Budgeted Requirements	\$11,546,900	\$2,457,000	\$5,776,000	\$1,609,000	\$1,266,200	\$6,653,400	\$29,308,500



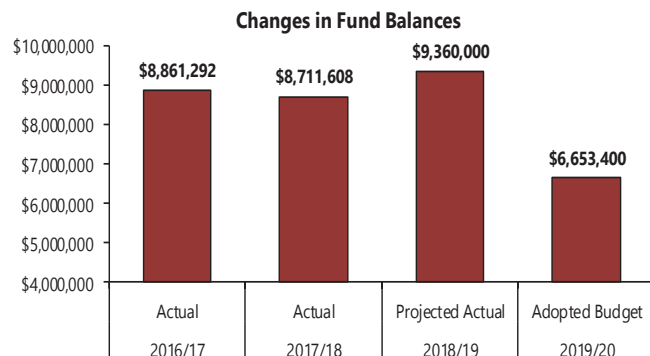
Financial Schedules

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

	Fiscal Year			2019/20 Adopted Budget
	2016/17 Actual	2017/18 Actual	2018/19 Projected Actual	
Summary of Revenues				
Property Taxes	12,569,814	13,023,911	13,710,000	14,350,000
Earnings on Investments	108,035	173,969	270,000	200,000
Grants	90,701	53,898	600,000	30,100
Rental Income	10,551	9,002	7,500	10,000
Donations	16,500	0	477,000	1,100
Contracts	81,288	24,900	26,000	55,000
Miscellaneous	58,540	289,020	343,700	27,000
	\$12,935,429	\$13,574,700	\$15,434,200	\$14,673,200
Other Revenue Sources:				
Proceeds from Sale of Equip	5,355	13,383	5,400	1,500
Loan Proceeds	0	0	0	4,000,100
Transfers to and from	986,900	1,349,300	1,546,100	1,266,200
Total All Revenue Sources	\$13,927,684	\$14,937,383	\$16,985,700	\$19,941,000
Summary of Expenditures				
Personnel Services	9,366,767	9,911,864	10,242,000	11,546,900
Materials and Services	1,971,725	1,948,754	2,062,100	2,457,000
Capital Outlay	509,980	1,615,314	2,225,400	5,776,000
Debt Service	261,872	261,835	261,900	492,000
Operating Contingency	0	0	0	1,117,000
Total All Expenditures	\$12,110,343	\$13,737,767	\$14,791,400	\$21,388,900
Excess or Deficiency	1,817,340	1,199,615	2,194,300	(1,447,900)
Changes in Fund Balance <i>(The cash available at the end of the fiscal year)</i>				
Beginning Fund Balance	8,030,852	8,861,292	8,711,800	9,367,500
Excess Revenues over Expenditures	1,817,340	1,199,615	2,194,300	(1,447,900)
Interfund Transfers	(986,900)	(1,349,300)	(1,546,100)	(1,266,200)
Ending Fund Balance	\$8,861,292	\$8,711,608	\$9,360,000	\$6,653,400
Increase or Decrease in Fund Balance		-1.69%	7.44%	-28.92%

The decrease in total fund balance at fiscal year end June 30, 2018 was the result of closer General Fund spending aligned with budget and planned Capital Fund expenditures.

The projected increase in fund balance of \$648,392 at fiscal year end June 30, 2019 is 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.



Financial Schedules

Proposed fund balance reflected at fiscal year end June 30, 2020 is \$6,653,400 or a decrease of over 28 percent. It is important to note however that this amount represents the minimum fund balance the District would end the fiscal year with, as operating contingency is appropriated and all line item accounts are reflected to be spent to zero. Since contingency is only spent for unforeseen circumstances via Board resolution and line item accounts are never completely spent in their entirety, this amount will more than likely be higher and carried forward in the ensuing fiscal year as beginning fund balance.

The following schedule represents **fund balance breakdown in revenues and expenditures between the two funds**. The ending fund balance figures represented in the 2019/20 proposed budget column are depictive only and represent the minimum amount of cash the District would have on hand at fiscal year end, providing that all accounts and contingencies were spent in their entirety.

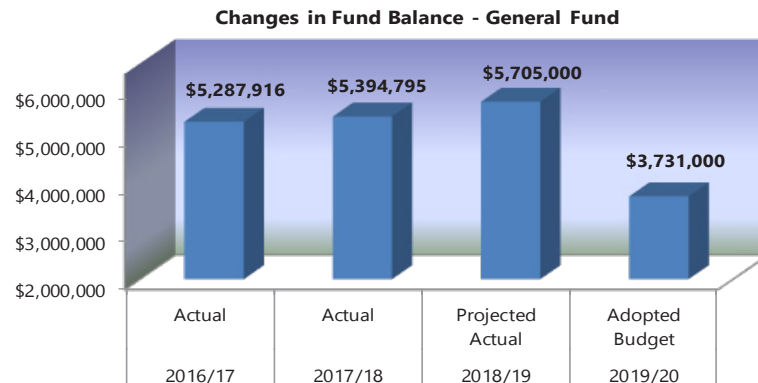
GENERAL FUND	Fiscal Year			2019/20 Adopted Budget
	2016/17 Actual	2017/18 Actual	2018/19 Projected Actual	
Revenue/Expenditures				
Revenue	12,924,284	13,578,633	14,422,100	14,674,100
Expenditures	11,600,363	12,122,453	12,566,000	15,381,900
Excess or Deficiency	\$1,323,921	\$1,456,179	\$1,856,100	(\$707,800)
Changes in Fund Balance				
Beginning Fund Balance	4,950,895	5,287,916	5,395,000	5,705,000
Excess Revenues over Expenditures	1,323,921	1,456,179	1,856,100	(707,800)
Interfund Transfers Out	(986,900)	(1,349,300)	(1,546,100)	(1,266,200)
Ending Fund Balances	\$5,287,916	\$5,394,795	\$5,705,000	\$3,731,000
Increase or Decrease		2.02%	5.75%	-34.60%

CAPITAL PROJECTS FUND	Fiscal Year			2019/20 Adopted Budget
	2016/17 Actual	2017/18 Actual	2018/19 Projected Actual	
Revenue/Expenditures				
Revenue	16,500	9,450	1,025,000	4,000,700
Expenditures	509,980	1,615,314	2,225,400	6,007,000
Excess or Deficiency	(\$493,480)	(\$1,605,864)	(\$1,200,400)	(\$2,006,300)
Changes in Fund Balance				
Beginning Fund Balance	3,079,957	3,573,377	3,316,800	3,662,500
Excess Revenues over Expenditures	(493,480)	(1,605,864)	(1,200,400)	(2,006,300)
Interfund Transfers In	986,900	1,349,300	1,546,100	1,266,200
Ending Fund Balances	\$3,573,377	\$3,316,812	\$3,662,500	\$2,922,400
Increase or Decrease		-7.18%	10.42%	-20.21%

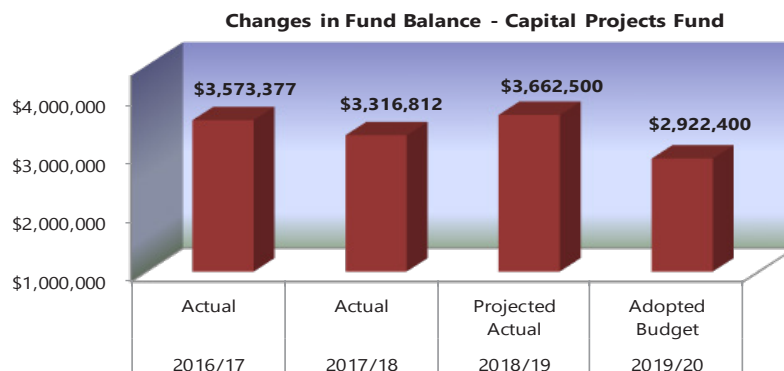
Expenditures in the General Fund consist of personnel services, materials and services, debt service, and contingency in this schedule.

Financial Schedules

The following graphs depict the District's **changes in fund balance by fund** for the previous two fiscal years, the projected fund balance for the fiscal year just ended and the minimum fund balance that would be available at year end June 30, 2020 as established by policy.



- ➔ Fund balance in the **General Fund** increased at fiscal year end June 30, 2018 by two percent, the result of the systematic increase of unappropriated ending fund balance (UEFB) and spending closer aligned with budget.
- ➔ Fund balance is projected to increase at fiscal year end June 30, 2019 by 5.75 percent, the result of some personnel savings due to staffing changes and material and service accounts not spent in their entirety. In addition, the UEFB increased in compliance with policy.
- ➔ The proposed fund balance at fiscal year end June 30, 2020 reflects only the UEFB or \$3,731,000. The UEFB is based on 26 percent of budgeted property tax revenue. This represents the minimum amount the District would have on hand if all accounts and contingency were spent in their entirety.

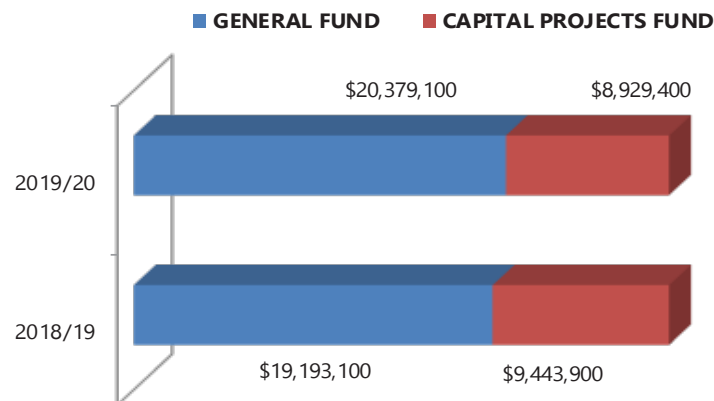


- ➔ Changes in fund balance in the **Capital Projects Fund** are the result of General Fund transfers that sustain the fund and the corresponding budgeted expenditures as identified and planned for in the Capital Replacement Schedule. The District's strategic priority is to allocate all additional funds outside of General Fund policy commitments and Budget Committee approved programs to the Capital Fund for future projects.
- ➔ Fund balance decreased at fiscal year end June 30, 2018 by seven percent, the result of budgeted expenditures compared to revenue flow.
- ➔ Fund balance is projected to increase 10.4 percent at fiscal year end June 30, 2019, the result of significant capital expenditures budgeted but not completed. The projects will be re-appropriated in the 2019/20 fiscal year.
- ➔ The proposed fund balance at fiscal year end June 30, 2020 represents a 20 percent decrease due to the planned capital construction in relation to the amount of the transfer from the General Fund.

Financial Schedules

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

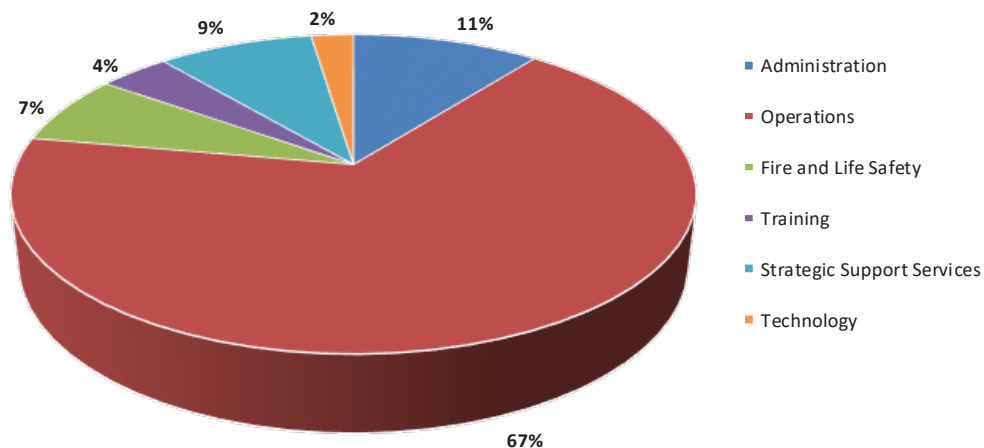
	Fiscal Year			
	2019/20 Adopted	2018/19 Budget	Variance	Change
GENERAL FUND				
Personnel Services	\$11,546,900	10,550,800	996,100	9.44%
Materials and Services	\$2,457,000	2,362,500	94,500	4.00%
Operating Contingency	\$886,000	1,237,800	(351,800)	-28.42%
Debt Service	\$492,000	261,900	230,100	87.86%
Transfer to Capital Projects Fund	\$1,266,200	1,546,100	(279,900)	-18.10%
Unappropriated Ending Fund Balance	\$3,731,000	3,234,000	497,000	15.37%
	\$20,379,100	\$19,193,100	\$1,186,000	6.18%
CAPITAL PROJECTS FUND				
Department Equipment	668,000	100	667,900	667900.00%
Apparatus and Vehicles	108,000	435,000	(327,000)	-75.17%
Land and Improvements	500,000	100,000	400,000	400.00%
Building Construction/Improvements	4,500,000	5,500,000	(1,000,000)	-18.18%
Contingency	231,000	244,400	(13,400)	-5.48%
Reserve for Future/Ending Fund Balance	2,922,400	3,164,400	(242,000)	-7.65%
	\$8,929,400	\$9,443,900	(\$514,500)	-5.45%
TOTAL BUDGET	\$29,308,500	\$28,637,000	\$671,500	2.34%



Financial Schedules

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

GENERAL FUND	2019/20 Adopted	2018/19 Budget	Variance	Change
Department 01				
Administration				
Personnel Services	675,500	624,600	50,900	8.15%
Materials and Services	802,100	722,100	80,000	11.08%
	\$1,477,600	\$1,346,700	\$130,900	9.72%
Department 02				
Operations				
Personnel Services	9,105,000	8,503,500	601,500	7.07%
Materials and Services	311,900	334,500	(22,600)	-6.76%
	\$9,416,900	\$8,838,000	\$578,900	6.55%
Department 03				
Fire and Life Safety				
Personnel Services	867,200	802,700	64,500	8.04%
Materials and Services	123,300	137,500	(14,200)	-10.33%
	\$990,500	\$940,200	\$50,300	5.35%
Department 04				
Training				
Personnel Services	393,000	374,000	19,000	5.08%
Materials and Services	164,000	159,000	5,000	3.14%
	\$557,000	\$533,000	\$24,000	4.50%
Department 05				
Strategic Support Services				
Personnel Services	358,000	107,000	251,000	234.58%
Materials and Services	869,700	800,000	69,700	8.71%
	\$1,227,700	\$907,000	\$320,700	35.36%
Department 07				
Technology				
Personnel Services	148,200	139,000	9,200	6.62%
Materials and Services	186,000	209,400	(23,400)	-11.17%
	\$334,200	\$348,400	-\$14,200	-4.08%
TOTAL	\$14,003,900	\$12,913,300	\$1,090,600	8.45%



Financial Forecast

Long Range Financial Forecasting

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. As constitutionally allowed for, a three percent increase on each taxing entity is certified each fiscal year. Exceptions to this is new construction, significant improvements, or in economic recessions, when the real market value of a property declines below the property's assessed value.

The District's projections are built using our permanent tax rate of \$3.1194 per \$1,000 of assessed valuation. Growth percentages are based on historical trends and future economic indicators. The District experienced a growth rate of 5.72 percent for 2018. Projections for the ensuing fiscal years are estimated to average 4.7 percent. We will continue to take a moderately conservative approach, adjusting when necessary, in developing the long-term financial forecast in order to ensure fiscal sustainability.

This forecast depicts the impact of implementing the new Community Care Program with four additional personnel to staff the Community Care Response Unit. Also factored in is the Public Employees Retirement System pension rate increase effective July 1, 2019 and projected future rate increases based on preliminary actuary valuations. Modest cost of living adjustments have been projected across future years. Total revenue includes beginning fund balances. The current adopted budget year reflects a balanced budget, thus no budget excess or shortfall.

Financial Forecast Summary for General Fund

	Adopted Balanced Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
GENERAL FUND	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29
TOTAL REVENUE	\$ 20,379,100	\$ 20,034,683	\$ 20,820,733	\$ 21,719,289	\$ 23,197,883	\$ 24,832,544	\$ 26,969,130	\$ 29,292,176	\$ 31,809,632	\$ 34,529,754
TOTAL EXPENDITURES	\$ 15,762,100	\$ 15,352,146	\$ 15,994,201	\$ 16,204,395	\$ 16,875,931	\$ 17,240,766	\$ 17,962,086	\$ 18,718,439	\$ 19,511,566	\$ 20,343,297
Net Available for Commitments	\$ 4,617,000	\$ 4,682,537	\$ 4,826,533	\$ 5,514,894	\$ 6,321,951	\$ 7,591,778	\$ 9,007,044	\$ 10,573,738	\$ 12,298,065	\$ 14,186,457
Ending Fund Commitments										
Unappropriated Ending Fund Balance	\$ (3,731,000)	\$ (3,930,234)	\$ (4,113,489)	\$ (4,305,349)	\$ (4,506,219)	\$ (4,716,525)	\$ (4,936,713)	\$ (5,167,250)	\$ (5,408,625)	\$ (5,661,350)
Operating Contingency	\$ (886,000)	\$ (931,977)	\$ (974,267)	\$ (1,018,542)	\$ (1,064,897)	\$ (1,113,429)	\$ (1,164,242)	\$ (1,217,442)	\$ (1,273,144)	\$ (1,331,465)
Budget excess/(shortfall)	\$ -	\$ (179,674)	\$ (261,223)	\$ 191,004	\$ 750,836	\$ 1,761,824	\$ 2,906,089	\$ 4,189,045	\$ 5,616,296	\$ 7,193,642

* Amount available for appropriation

Financial Forecast

Financial Forecast Summary for Capital Projects Fund

	Adopted Balanced Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
CAPITAL PROJECTS FUND	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29
TOTAL REVENUE	\$ 8,929,400	\$ 3,454,100	\$ 3,511,054	\$ 2,906,849	\$ 2,816,374	\$ 2,701,536	\$ 850,430	\$ 760,265	\$ (254,541)	\$ (53,750)
TOTAL EXPENDITURES	\$ 5,776,000	\$ 243,746	\$ 904,905	\$ 391,175	\$ 415,538	\$ 2,151,806	\$ 390,865	\$ 1,315,506	\$ 99,909	\$ -
Net Available for Commitments	\$ 3,153,400	\$ 3,210,354	\$ 2,606,149	\$ 2,515,674	\$ 2,400,836	\$ 549,730	\$ 459,565	\$ (555,241)	\$ (354,450)	\$ (53,750)
Ending Fund Commitments										
Operating Contingency	\$ (231,000)	\$ (9,750)	\$ (36,196)	\$ (15,647)	\$ (16,622)	\$ (86,072)	\$ (15,635)	\$ (52,620)	\$ (3,996)	\$ -
Reserve for Future Capital Expenditures	\$ (2,922,400)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Budget excess/(shortfall)	\$ -	\$ 3,200,604	\$ 2,569,953	\$ 2,500,027	\$ 2,384,214	\$ 463,658	\$ 443,930	\$ (607,861)	\$ (358,446)	\$ (53,750)
ALL FUNDS COMBINED										
Net Ending Fund Balances	\$ 7,770,400	\$ 7,892,891	\$ 7,432,682	\$ 8,030,568	\$ 8,722,787	\$ 8,141,508	\$ 9,466,609	\$ 10,018,497	\$ 11,943,615	\$ 14,132,707

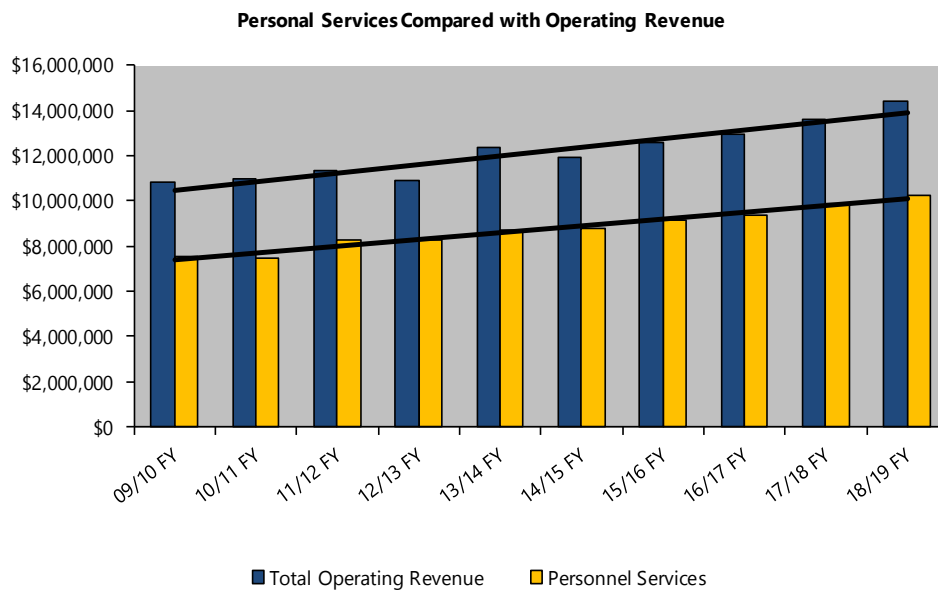
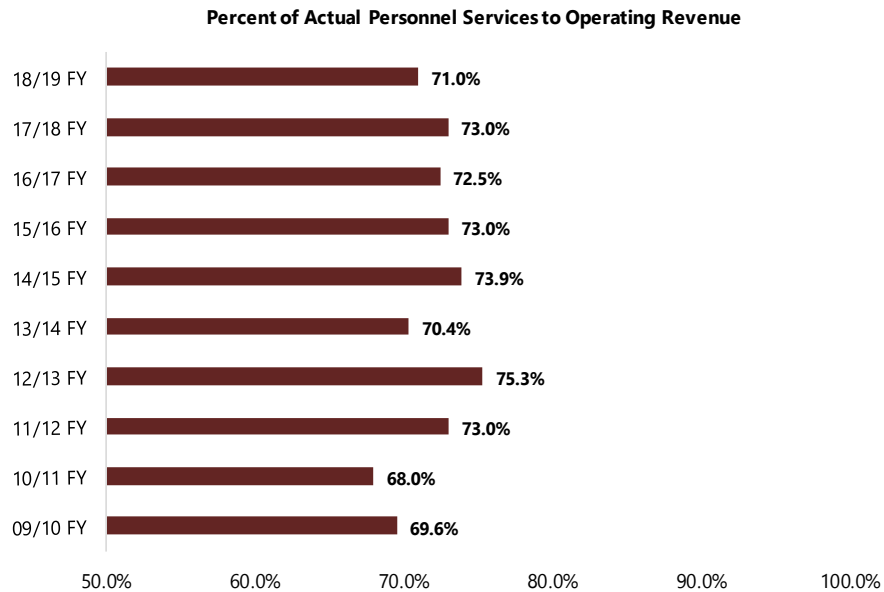
Management also reviews the growth at which operating revenues are increasing compared to basic operating expenditures. The District has a target of not allowing personnel services to exceed 80 percent of operating revenue and 20 percent for materials and services. By using moderately conservative assessed valuation growth percentages of 4.5 percent per year and an average increase for personnel services and materials and services combined of five percent, operating expenditures could soon exceed revenue if measures are not put in place to safeguard sustainability. 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 to basic operating expenditures. 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.

	Adopted Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
GENERAL FUND	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
OPERATING REVENUE									
Taxes - Current & Prior	14,350,000	15,116,283	15,821,112	16,559,033	17,331,611	18,140,482	18,987,359	19,874,040	20,802,404
All Other Income	324,100	301,400	317,084	333,723	351,377	370,111	389,992	411,093	433,490
TOTAL OPERATING REVENUE	14,674,100	15,417,683	16,138,196	16,892,757	17,682,989	18,510,593	19,377,351	20,285,133	21,235,894
OPERATING EXPENDITURES									
Personnel Services	11,546,900	12,008,776	12,609,215	12,924,445	13,570,667	13,909,934	14,605,431	15,335,702	16,102,487
Materials and Services	2,457,000	2,481,570	2,506,386	2,531,450	2,556,764	2,582,332	2,608,155	2,634,237	2,660,579
Debt Service	492,000	561,800	578,600	448,500	448,500	448,500	448,500	448,500	448,500
TOTAL OPERATING EXPENDITURES	14,495,900	15,052,146	15,694,201	15,904,395	16,575,931	16,940,766	17,662,086	18,418,439	19,211,566
Net Operating Revenue vs Expenditures	178,200	365,537	443,996	988,362	1,107,057	1,569,827	1,715,265	1,866,694	2,024,328
Percent of Operating Expenditures to Operating Revenue									
Personnel Services	78.7%	77.9%	78.1%	76.5%	76.7%	75.1%	75.4%	75.6%	75.8%
Materials and Services	16.7%	16.1%	15.5%	15.0%	14.5%	14.0%	13.5%	13.0%	12.5%

Financial Forecast

The following graphs depict total personnel services to operating revenue for the past ten fiscal years. In each year, the District has been able to maintain personnel services below our 80 percent target.



Strategic Plan

The Strategic Plan for Jackson County Fire District 3 was adopted by the Board of Directors on February 22, 2018 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 survey that identified the challenges, opportunities, weaknesses, and strengths (COWS analysis) of the District and a community and organizational planning session that was held during the fall of 2017.

This Plan describes our vision, mission, values and guiding principles, and the action items that are designed to make improvements in our service delivery. Each initiative identifies the goals and objectives that will drive the District throughout the next year with desired outcomes we hope to achieve by a target date.

Initiatives, goals, and objectives, and the desired outcomes are adopted by the Board of Directors and considered valid for the life of the plan with the opportunity to expand. The goals and objectives are dynamic and provide a living task plan for the Management Team to identify, track, and report on the progress toward the adopted initiatives.

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 preserve quality of life and protect 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 respectful to others.
- **Safety**
Make personal, team, and the public's safety a priority.
- **Teamwork**
Be receptive to the sharing of differing ideas. Be humble; help each other but don't walk on each other.
- **Health**
Maintain physical and mental well-being.

Strategic Initiatives

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

1. Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.
2. Ensure sustainability of service delivery by efficient use of our people, facilities, fleet, and finances.
3. Develop, promote, and demonstrate professionalism, innovation, and excellence throughout the organization.
4. Maintain a high level of trust by promoting District engagement in the communities we serve.
5. Develop and strengthen collaborative efforts and strategic partnerships.

Process and Involvement

The strategic planning process was guided by the Executive Team with a focus on community and agency involvement. A District survey, an agency planning session, a District open forum, and an Executive Team retreat in the fall and winter of 2018/19 developed the initiatives, goals, and objectives of the strategic plan. The Executive Team established an effective set of Specific, Measurable, Attainable, Realistic and Timely (SMART) tasks that close the gap between desired and actual performance. These tasks are organized by department and will drive the budget process.

The Executive Team revisited the Strategic Plan on February 14, 2019 to determine the progress of the tasks assigned for the 2018/19 fiscal year and initiate departmental tasks for the 2019/20 fiscal year.

Strategic Plan

Initiative One	<i>Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.</i>
Goal	<i>Enhance the District EMS program to provide the greatest chance for a positive outcome from acute medical emergencies.</i>
Objective	Establish a community wide approach to out of hospital cardiac arrest.
Objective	Actively pursue protocol development to achieve a high standard of patient care.
Objective	Develop a comprehensive quality improvement program.
Objective	Integrate high quality EMS training that includes improving clinical care delivery based on quality assurance feedback.
Goal	<i>Enhance emergency response system reliability to meet or exceed performance expectations.</i>
Objective	Identify and manage impacts to system reliability.
Objective	Align appropriate resource response based on needs triage.
Goal	<i>Meet or exceed established Fire and Life Safety standards for preventing loss.</i>
Objective	Establish a system to ensure occupancy inspections are conducted in accordance with NFPA 1730.
Objective	Ensure staffing meets service level objectives.
Objective	Develop a Community Risk Reduction program focused on the risk assessment and experiences in the District.

Strategic Plan

Initiative Two	<i>Ensure sustainability of service delivery by efficient use of our people, facilities, fleet, and finances.</i>
Goal	<i>Explore and implement technology solutions.</i>
Objective	Produce and relay readily available data for organizational management.
Objective	Implement technology that enhances the readiness and maintenance of fleet and equipment.
Objective	Research opportunities to improve the incident and patient care reporting experience.
Objective	Ensure GIS and preplanning are in place to support response needs.
Goal	<i>Develop the budget with consideration to projected and unknown impacts.</i>
Objective	Minimize impacts to service delivery resulting from forecasted cost increases such as PERS, healthcare, and insurances.
Objective	Ensure best practices are followed with consideration to public contracting, purchasing, and procurement of goods and services.
Goal	<i>Enhance response reliability for emergent incidents.</i>
Objective	Ensure staffing meets service level objectives.
Goal	<i>Modernize the logistics tracking, analysis, and dissemination.</i>
Objective	Conduct a review of current logistics practices.
Objective	Implement technology that improves the supply chain.

Strategic Plan

Initiative Three	<i>Develop, promote, and demonstrate professionalism, innovation, and excellence throughout the organization.</i>
Goal	<i>Establish a system of continuous quality improvement in areas of service delivery to the community.</i>
Objective	Measure organizational performance against established expectations.
Objective	Identify industry benchmarks for best practice service delivery in areas of focus.
Objective	Provide employees access to personnel policies and guidelines for professional awareness.
Goal	<i>Enhance the engagement and efficiency of District committees.</i>
Objective	Seek opportunities to modify/add committee or task groups to best accomplish the mission and strategic plan of the District.
Goal	<i>Cultivate an environment of data driven, evidence based decisions.</i>
Objective	Effective data analysis is used to evaluated and improve performance and organizational decision making.
Goal	<i>Maintain and enhance the Development Plan, providing guidance and opportunity for personnel.</i>
Objective	Build upon the current Development Plan to include all divisions.

Initiative Four	<i>Maintain a high level of trust by promoting District engagement in the communities we serve.</i>
Goal	<i>Continual improvement to the District-patron experience.</i>
Objective	Foster participation in community events.
Objective	Improve patron interactions with the District, both in person and through digital media.
Objective	Develop District programs to reach non-English speaking members of the community.
Goal	<i>Encourage participation from volunteers, residents, and stakeholders.</i>
Objective	Maintain the resident firefighter program and promote response capable volunteers.
Objective	District patrons are included in hiring, promotional, and strategic planning process.

Strategic Plan

Initiative Five	<i>Develop and strengthen collaborative efforts and strategic partnerships.</i>
Goal	<i>Improve field communications and inter-operability for responders.</i>
Objective	Engage locally and regionally to influence the development of a reliable communication network.
Objective	Research opportunities to improve in-building emergency responder radio coverage.
Goal	<i>Maximize partnerships with agencies to reduce redundancy, maximize effectiveness, and achieve readiness.</i>
Objective	Partner to educate the public on alternate resources for non-emergent needs.
Objective	Improve information sharing among agencies.
Objective	Integrate with local law enforcement for response and prevention of large scale planned events and emergencies.
Objective	Identify call criterion and establish a protocol for responses that are best served with a coordinated law/fire response.
Objective	Remain open to opportunities for consolidation of services.
Goal	<i>Actively participate with affiliations to support our mission and vision.</i>
Objective	Be engaged in various industry, government, and business organizations and associations to remain current on issues that impact the internal and external environment.

General Fund

FUND DESCRIPTION

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

BUDGET SUMMARY

The following table reflects a summary of General Fund requirements:

Expenditures	2016/17 Actual	2017/18 Actual	2018/19 Projected Actual	2019/20 Adopted Budget
Personnel Services	\$ 9,366,767	\$ 9,911,864	\$ 10,242,000	\$ 11,546,900
Materials and Services	1,971,725	1,948,754	2,062,100	2,457,000
Operating Transfers Out	986,900	1,349,300	1,546,100	1,266,200
Operating Contingency				886,000
Debt Service	261,872	261,835	261,900	492,000
Ending Fund Balance				3,731,000
Total Expenditures	\$ 12,587,263	\$ 13,471,753	\$ 14,112,100	\$ 20,379,100

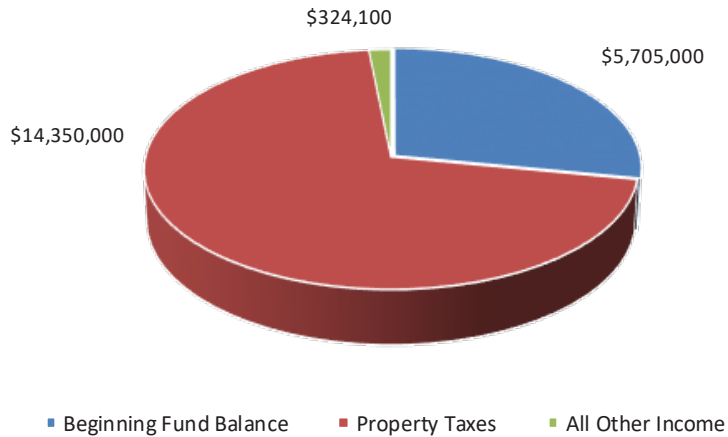
Revenues budgeted within the General Fund support the budgeted requirements as identified above. Property taxes account for 71 percent of the total revenue appropriations.

Description	2016/17 FY Actual	2017/18 FY Actual	2018/19 FY Adopted Budget	2019/2020		
				Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
Beginning Fund Balance	4,950,894.55	5,287,915.28	5,250,000	5,645,000	5,645,000	5,705,000
Taxes; Current	12,239,478.03	12,713,654.16	13,100,000	14,000,000	14,000,000	14,000,000
Taxes; Prior	330,335.60	310,256.39	375,000	350,000	350,000	350,000
Interest	108,035.15	173,969.44	160,000	200,000	200,000	200,000
Workers' Comp Refund & Reimb	6,621.12	11,469.94	10,000	10,000	10,000	10,000
Sale of Equipment	5,354.75	3,932.55	1,000	1,000	1,000	1,000
OSFM Conflagrations	0.00	254,116.37	156,000	1,000	1,000	1,000
Fees for Service; Suppression/EMS	21,282.50	8,350.00	10,000	10,000	10,000	10,000
Fees for Service; Drill Ground	600.00	0.00	1,000	1,000	1,000	1,000
Grants; Local, State, Federal	90,700.96	53,898.39	70,000	5,000	30,000	30,000
Contract; Financial Services	24,000.00	24,900.00	26,000	5,000	5,000	5,000
Contract; Management Services	57,288.00	0.00	0	0	0	0
Contract; Rogue Community College	0.00	0.00	20,000	50,000	50,000	50,000
Rental Income	10,551.00	9,002.00	8,000	10,000	10,000	10,000
Miscellaneous	30,036.48	15,083.32	5,000	5,000	5,000	5,000
Donations	0.00	0.00	1,000	1,000	1,000	1,000
Loan Proceeds	0.00	0.00	100	100	100	100
TOTAL RESOURCES	\$17,875,178.14	\$18,866,547.84	\$19,193,100	\$20,294,100	\$20,319,100	\$20,379,100

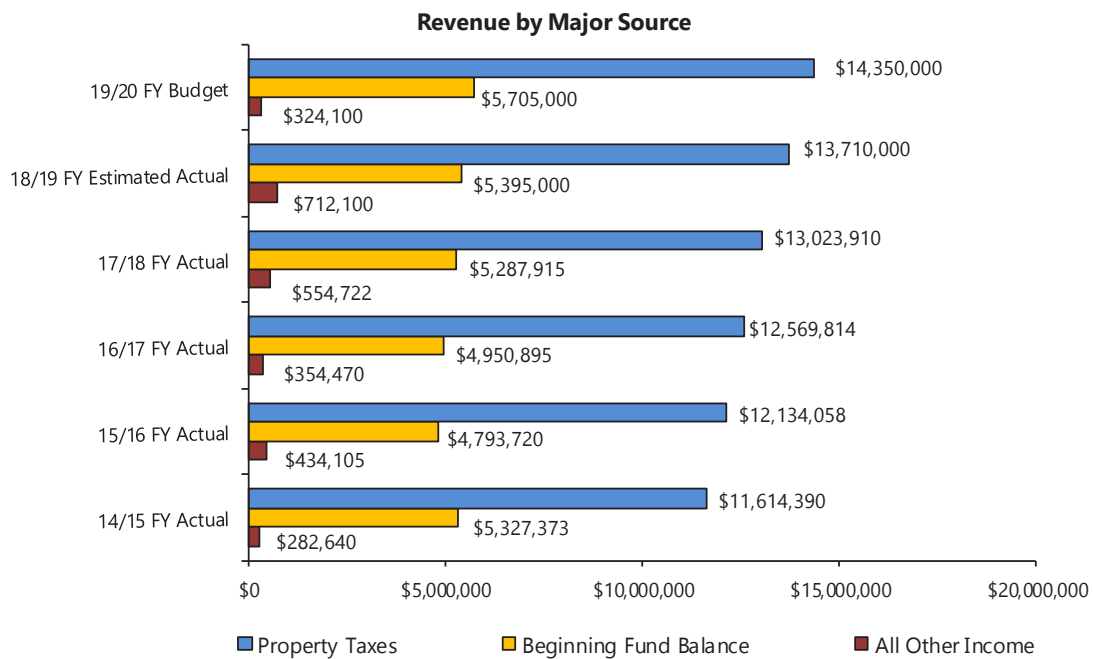
General Fund

REVENUE RESOURCES

2019/20 Fiscal Year Budgeted Resources by Category



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

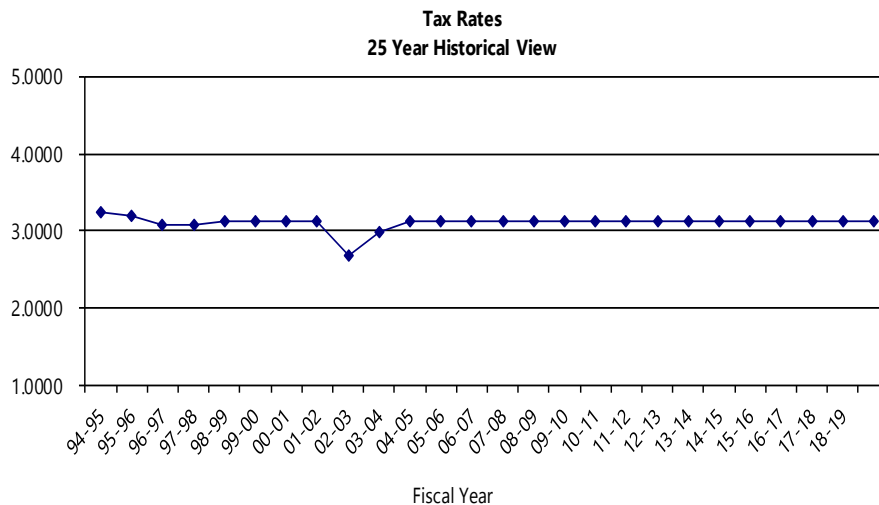


General Fund

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

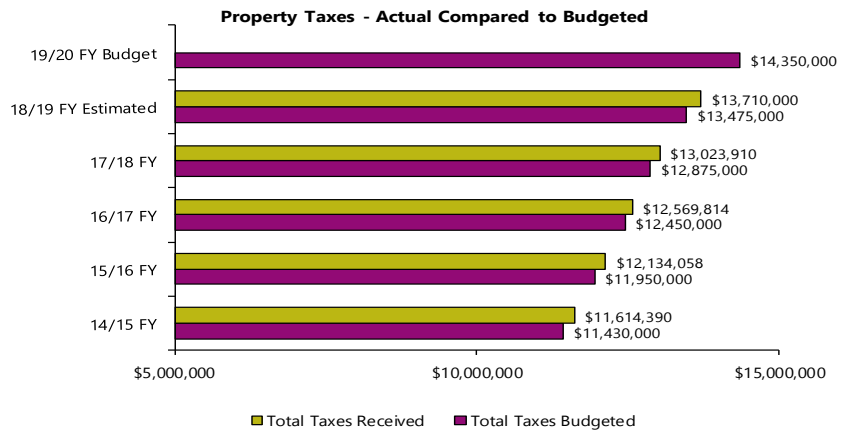
Property Taxes

Property taxes account for both the current year levy and prior years. Current taxes for the 2019/20 fiscal year are budgeted based on assessed valuation growth projections of 5.25 percent across all taxing areas within the District. The projected assessed value is multiplied by the District's permanent tax rate of \$3.1194 and then divided by \$1,000 to attain the amount the tax rate will raise. Of this amount, the District is estimating a 94 percent collectible rate. Patrons receive a three percent discount if taxes are paid in full by November 15th upon assessment in October. If taxes are paid two-thirds by November 15th then a two percent discount would apply with the final one-third due by May 15th. If taxes are paid only one-third by November 15th then no discount would apply and the second one-third payment would be due by February 15th with the final payment due by May 15th.



Prior year taxes for the 2019/20 fiscal year are budgeted at 2.46 percent of the 2018/19 Jackson County Assessor's certification of \$14,193,426 and account for delinquent tax payments. The delinquent collectible rate is based on the District's average over the last five years. All personal property and real property machinery and equipment tax is considered delinquent by Jackson County when any installment is not paid when due. The taxpayer can be served with a warrant 30 days after delinquency. Property can be seized and other financial assets garnished. Real property tax is considered delinquent if not paid by May 15th. Foreclosure proceedings on real property begin when taxes have been delinquent for three years.

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

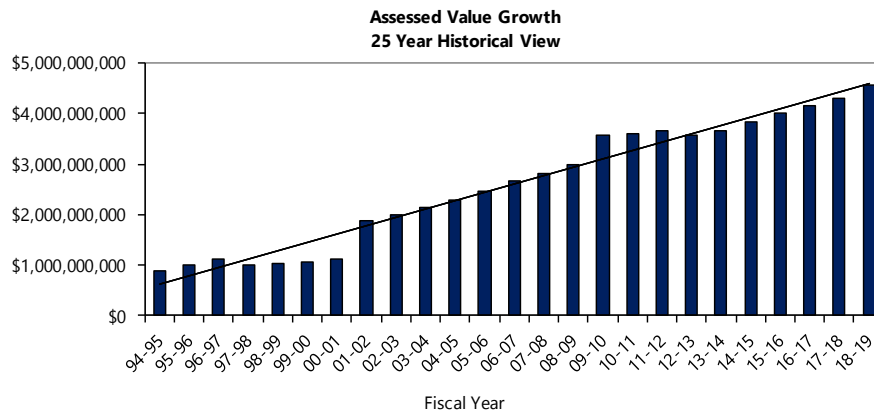


General Fund

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

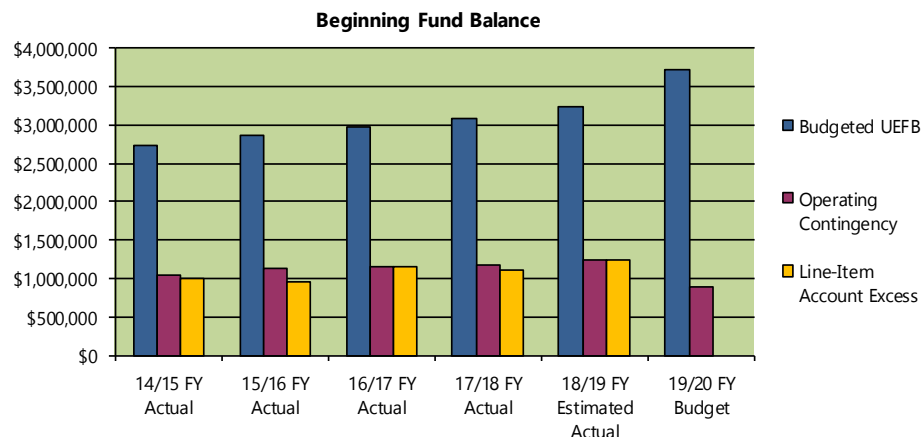
In 2009 the White City Urban Renewal tax ended, thus resulting in another increase in assessed valuation of \$470,000,000. Tax revenue generated from the frozen assessed value had been diverted to the Urban Renewal Agency since 1996.

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. From 2011-2013 the District experienced a gradual decline in taxable assessed valuation as the result of the economic recession. Real market housing values plummeted and fell below the maximum assessed value resulting in significant property tax loss.



Beginning Fund Balance

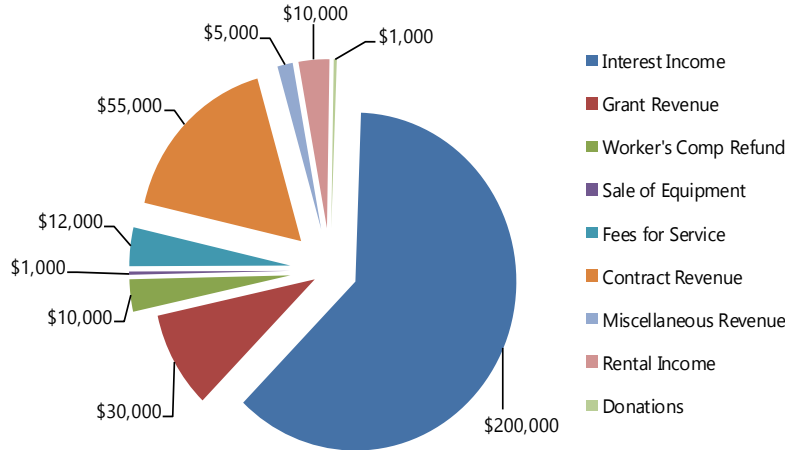
Beginning fund balance consists of the identified unappropriated ending fund balance (UEFB) from the prior fiscal year as established in the Budget and Financial Policies and adopted by the Board of Directors, operating contingency, and dollars not expended in prior year budgeted line item accounts.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



General Fund

Other Income

Various revenue sources under the “all other income” category consists of the following:



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

Grant revenue comes from Local, State, and Federal sources. Unless a grant has been awarded at time of budget development for a period that covers the ensuing fiscal year, the District will only budget a minimum dollar amount to serve as a placeholder. If a grant is received during the fiscal year, the District will appropriate it through Board resolution. \$30,000 is identified in 2019/20 for Firewise community development.

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

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

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

Contract revenue consists of proceeds from external sources in which the District has agreements with. The District has budgeted \$50,000 in the current fiscal year from Rogue Community College for their use of our training facility and classroom, in which they conduct fire science programs. In addition \$5,000 is budgeted in contract revenue for the month of July from Fire District No. 4, in which the District provides accounting and financial services for them. The District has had an intergovernmental agreement (IGA) with the neighboring partner agency since 2003 to provide these services, which will come to a close at the end of July.

General Fund

The **miscellaneous revenue** category consists of 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 property/casualty insurance company each year in the form of longevity credits. This results when the property loss ratio is maintained at 65 percent or below for the previous three calendar years.

Rental income derives from an agreement the District has with the State Department of Public Safety Standards and Training (DPSST) to utilize an office for their regional programs. This agreement went into effect in September of 2014.

Donations accounts for monies received from community members and businesses.

EXPENDITURE APPROPRIATIONS

The General Fund has expenditure appropriations balancing to revenue appropriations totaling \$20,379,100.

Expenditures	2019/20 Adopted Budget	Percent of Budget
Personnel Services	\$ 11,546,900	56.66%
Materials and Services	2,457,000	12.06%
Operating Transfers Out	1,266,200	6.21%
Operating Contingency	886,000	4.35%
Debt Service	492,000	2.41%
Ending Fund Balance	3,731,000	18.31%
Total Expenditures	\$ 20,379,100	100.00%

Requirements	<u>HISTORICAL</u>		2018/19 FY Adopted Budget	<u>BUDGET FOR NEXT FISCAL YEAR</u>		
	2016/17 FY	2017/18 FY		2019/2020		
	Actual	Actual		Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
Personnel Services	9,366,767	9,911,864	10,550,800	11,541,900	11,541,900	11,546,900
Materials and Services	1,971,725	1,948,754	2,362,500	2,373,700	2,430,000	2,457,000
Operating Transfers Out	986,900	1,349,300	1,546,100	1,324,700	1,238,200	1,266,200
Operating Contingency	0	0	1,237,800	886,000	886,000	886,000
Debt Service	261,872	261,835	261,900	436,800	492,000	492,000
Ending Fund Balance	5,287,915	5,394,795	3,234,000	3,731,000	3,731,000	3,731,000
Total Requirements	17,875,178	18,866,548	\$19,193,100	\$20,294,100	\$20,319,100	\$20,379,100

General Fund

SUMMARY OF REQUIREMENTS

2016/17 Actual	2017/18 Actual	2018/19 Budgeted		2019/20 Proposed	2019/20 Approved	2019/20 Adopted	Inc/Dec from Prior Year
			Personnel Services				
5,334,741	5,381,209	5,654,400	Salaries	5,971,800	5,971,800	5,971,800	5.61%
407,592	508,188	571,000	Overtime	597,000	597,000	597,000	4.55%
113,876	125,150	124,000	Overtime (FLSA)	131,000	131,000	131,000	5.65%
61,306	61,885	70,000	Out of Class	70,000	70,000	70,000	0.00%
443,311	459,495	490,100	Incentives*	509,100	509,100	509,100	3.88%
105,018	98,674	102,300	Holiday Pay	121,800	121,800	121,800	9.06%
45,218	46,942	56,000	Fringe Benefits**	66,500	66,500	71,500	8.75%
759,961	1,070,384	1,136,400	Retirement (PERS)	1,540,500	1,540,500	1,540,500	35.56%
121,350	142,350	157,300	Deferred Comp	189,800	189,800	189,800	20.66%
1,137,602	1,157,307	1,239,800	Insurances	1,369,100	1,369,100	1,369,100	10.43%
237,834	241,726	249,300	VEBA	264,500	264,500	264,500	6.10%
474,329	495,148	541,000	FICA/Medicare	571,400	571,400	571,400	5.62%
124,629	123,407	159,200	Workers Comp	139,400	139,400	139,400	-12.44%
9,366,767	9,911,864	10,550,800		11,541,900	11,541,900	11,546,900	9.44%
			Percent to Operating Revenue				78.69%
1,971,725	1,948,754	2,362,500	Materials and Services	2,373,700	2,430,000	2,457,000	4.00%
			Percent to Operating Revenue				6.74%
			Non-Departmental				
986,900	1,349,300	1,546,100	Transfer to Capital	1,324,700	1,238,200	1,266,200	-8.10%
0	0	1,237,800	Contingency	886,000	886,000	886,000	-28.42%
261,872	261,835	261,900	Debt Service	436,800	492,000	492,000	87.86%
5,287,915	5,394,795	3,234,000	UEFB	3,731,000	3,731,000	3,731,000	15.37%
6,536,687	7,005,930	6,279,800		6,378,500	6,347,200	6,375,200	152%
17,875,178	18,866,548	19,193,100	Total General Fund Budget	20,294,100	20,319,100	20,379,100	

* Incentives include education, EMS, and longevity

** Fringe benefits include duty accrual payout, on-call pay to investigators, technology stipend, and car allowance

SIGNIFICANT CHANGES

The General Fund is budgeted to increase 6.18 percent over the 2018/19 fiscal year. Personnel Services represents the majority of this increase with significant drivers being the employer pension rate increase to PERS (\$404,100), health insurance costs (\$129,300), cost of living wage adjustments, position reclassifications, and accrued payouts (\$155,700), and the new Community EMT/Paramedic positions (\$161,700). Although four positions are being proposed, only six months' salary and benefits are budgeted in the first year due to the timing of implementing the program.

The reduction in Operating Contingency from allocating nine percent to six percent provided \$430,500 for re-appropriation. \$287,000 of this was used to increase the UEBF from 24 percent to 26 percent. The remaining one percent of this re-allocation was appropriated across the other budgetary object classifications.

Debt Service has increased in order to account for the repayment of \$4 million in loan proceeds that will be obtained in July 2019 to fund the Scenic Station construction and infrastructure project. Existing debt (2013 issuance) will be satisfied in 2021.

General Fund

PERSONNEL AND STAFFING CHANGES

During the 2018/19 fiscal year the District made the decision not to fill the 40-hour Staff Battalion Chief position as originally intended (emphasis on the emergency medicine program). Instead, the District refocused on other areas of need identified by the Executive Team which included direct leadership and oversight of the support systems, as well as the development of the Community Risk Reduction program. Consequently, the staff Battalion Chief position was reclassified as Deputy Chief of Strategic Services and was filled in January of 2019. This position has been re-allocated from Operations and budgeted under the Strategic Support Services department for the 2019/20 fiscal year.

Also under Strategic Support Services, the Facilities/Logistics Manager (FLM) will retire in July 2019. The FLM will work back for three months, thus four months' of salary is budgeted for this position. The District decided to reclassify this position from a manager to a technician level. Plans are to hire July 2019 so there is overlap of the two positions for training and mentorship.

In Operations, the District is proposing the addition of four (4) single-role medical providers to serve on our pilot Community Care Response Unit (CCRU). The four Community EMT/Paramedics will satisfy two teams of providers on a forty-hour (four-ten) work schedule, seven days a week, with one day of scheduled overlap for other duties to be performed. This unit will be an additional response resource, staffed during peak hours to manage non-emergent and emergent requests for service. Adding the CCRU to the response matrix will improve our system reliability leading to improved service delivery on emergent incidents. The CCRU will operate from an existing type III transport capable ambulance in the District's fleet.

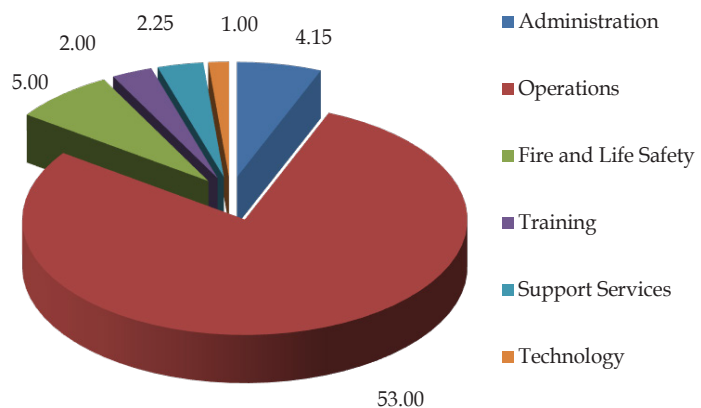
Under Administration, plans are to continue the part-time program assistant position for a college intern to assist with technical projects.

The firefighter entrance register will expire in November 2019. The District will administer an exam process to maintain a current register, which will be certified by the Civil Service Commission. This will be a 12 month register with the option to extend.

The captain promotional register will expire in September 2019. The District will administer a promotional exam process, which will be certified by the Civil Service Commission for an 18 month period with an option to extend.

No additional position changes in this fiscal year are being recommended. The District will continue looking towards the future, evaluating our response capabilities and support services, while assessing ways to maximize employee efficiency with patron's tax dollars.

**Budgeted Personnel by Department
2019/20 Fiscal Year**



General Fund

PERSONNEL ALLOCATION	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Budget
Administration				
Fire Chief	1.00	1.00	1.00	1.00
Chief Administrative 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
Program Assistant (part-time)	0.00	0.00	0.15	0.15
Total	4.00	4.00	4.15	4.15
Operations				
Deputy Chief of Operations	1.00	1.00	1.00	1.00
Rural Communities Chief	0.50	0.00	0.00	0.00
Battalion Chief – 56 Hour Shift	3.00	3.00	3.00	3.00
Battalion Chief – 40 Hour Staff	0.00	0.00	1.00	0.00
Fire Captain	12.00	12.00	12.00	12.00
Fire Engineer	12.00	12.00	12.00	12.00
Firefighter	20.00	20.00	20.00	20.00
Community EMT	0.00	0.00	0.00	2.00
Community Paramedic	0.00	0.00	0.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total	49.50	49.00	50.00	53.00
Fire and Life Safety				
Deputy Chief/Fire Marshal	1.00	1.00	1.00	1.00
Deputy Fire Marshal	2.00	2.00	2.00	2.00
Fire and Life Safety Specialist	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00
Training				
Division Chief of Training and Safety	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00
Strategic Support Services				
Deputy Chief of Strategic Services	0.00	0.00	0.00	1.00
Facilities/Logistics Manager	1.00	1.00	1.00	0.25
Facilities/Logistics Technician	0.00	0.00	0.00	1.00
Total	0.00	0.00	0.00	2.25
Technology				
Information Technology Administrator	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00
Organizational Total	61.50	61.00	62.15	67.40



---This page is intentionally left blank ---



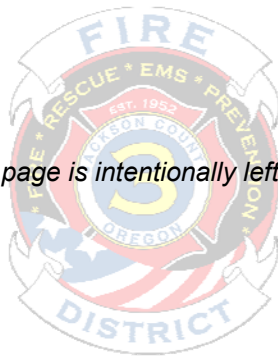
Fire District 3

Administration



2019/20 Fiscal Year Budget

---This page is intentionally left blank ---



Administration

DEPARTMENT DESCRIPTION

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

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

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

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

BUDGET SUMMARY

Expenditures	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Adopted Budget
Personnel Services	\$508,749	\$570,767	\$624,600	\$675,500
Materials and Services	\$658,125	\$609,908	\$722,100	\$802,100
	\$1,166,874	\$1,180,676	\$1,346,700	\$1,477,600

Budget Comparison

2019/20 Adopted Budget



2018/19 Budget



2017/18 Actual



2016/17 Actual



PERSONNEL SUMMARY

Position	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Adopted Budget
Fire Chief	1.00	1.00	1.00	1.00
Chief Administrative 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
Part-Time Program Assistant	0.00	0.00	0.15	.15
Total	4.00	4.00	4.15	4.15

Administration

NEW BUDGETARY SIGNIFICANT CHANGES

Personnel Services is budgeted to increase eight percent or \$50,900 over the prior fiscal year. Factors impacting this classification include salary and benefit adjustments and the increase in the employer pension contribution rate to PERS.











The overall Materials and Services classification is budgeted to increase eleven percent or \$80,000. The significant factor is an increase in account *60223-002; Fees* to account for debt loan fees related to the Scenic Fire Station financing and account *60270-000; Contractual Services* to account for consulting and design work on our website redevelopment and continued costs towards construction management services. This account also includes the 911 dispatch contract which is experiencing a three percent increase.

PRIOR YEAR ACCOMPLISHMENTS

- Completed long-term financial forecasting adjusting for modest economic improvement; revised the capital replacement plan that remains adequately funded.
- Received the Distinguished Budget Award and Certificate of Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).
- Continued development of the employee performance management program to encourage courageous communication, collaboration, 360 feedback, and reinforcement of personal and professional development.
- Administered a Civil Service entry level firefighter examination.
- Explored a Patron Experience Committee to work with the District on how we can impact citizen lives.
- Partnered with Southern Oregon University intern to complete a review of the District digital experience including the website and social media outlets.
- Hired and integrated Deputy Chief of Strategic Services Justin Bates into the District.

DEPARTMENT MEASUREMENTS AND TARGETS

<i>Types of Transactions (Output Measures)</i>	<i>2015/16 Actual</i>	<i>2016/17 Actual</i>	<i>2017/18 Actual</i>	<i>2018/19 Actual</i>	<i>2019/20 Projected</i>
<i>Accounts Payable Transactions</i>	2,120	2,231	2,421	2,628	2,700
<i>Payroll Disbursements (includes ACH)</i>	1,875	1,885	1,901	1,954	2,000
<i>Purchase Orders Issued</i>	1,300	1,423	1,625	1,925	2,000
<i>Cash Receipts Processed</i>	175	180	225	245	200

<i>Effectiveness Measures</i>	<i>2015/16 Actual</i>	<i>2016/17 Actual</i>	<i>2017/18 Actual</i>	<i>2018/19 Actual</i>	<i>2019/20 Projected</i>
<i>Award for Distinguished Budget</i>					
<i>Award for Excellence in Financial Reporting</i>					

Administration

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 26 percent of operating revenue to be set aside as unappropriated ending fund balance; percent of operating expenditures to operating revenue remains below 100 percent. Personnel Services remains below maximum threshold of 80 percent 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.
- Maintain a workers' compensation experience modifier rating of under 1.0
Measured By: Promoting a safe workplace, monthly safety committee meetings, quarterly worksite inspections, minimize time loss exposure and promote transitional duty assignments for injured workers; all which factor into lower experience modifiers that provide favorable and reduced premium rates.

Effectiveness Measures	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Projected
Financial Reporting <i>Provide accurate financial reports on a monthly basis at Board Meetings</i>	100%	100%	100%	100%	100%
Sound Audit Findings <i>Number of audit findings</i>	None	None	None	None	None
Investing <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
Workers' Compensation <i>Encourage safe work practices to maintain an "Experience Modifier" of below 1.0</i>	.86	.79	.75	.69	.68

Administration

2019/20 FISCAL YEAR DEPARTMENTAL TASKS

The District's adopted 2018-2020 Strategic Plan is the overarching document that provides direction for the organization. Five strategic initiatives identify what is critically important and the level of service the District desires to deliver for the community. Under each initiative a goal is identified that supports the success of the initiative and then objectives identified that support the success of the goal. Under each objective several tasks may be identified that support the accomplishment of the intended outcome. The initiatives and goals stay constant with the plan however the objectives and corresponding tasks may change with the fiscal year and typically drive a lot of the budget development. Some tasks have cost impact; others have minimal impact.

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

Initiative 2 – Ensure sustainability of service delivery by efficient use of our people, facilities, fleet, and finances.

Goal Develop the budget with consideration to projected and unknown impacts			
Objective	Minimize impacts to service delivery resulting from forecasted cost increases such as PERS, healthcare, and insurances		
Task	Maintain a 5-10 year financial forecast that reflects financial trends and provides a depiction of how those assumptions may have impact on future budgets and financial stability	Target Completion Date:	June 30, 2020

Objective	Ensure best practices are followed with consideration to public contracting, purchasing, and procurement of goods and services		
Task	Update the District's public contracting rules to ensure compliance and procurement efficiencies	Target Completion Date:	December 1, 2019

Initiative 3 – Develop, promote, and demonstrate professionalism, innovation, and excellence throughout the organization.

Goal Establish a system of continuous quality improvement in areas of service delivery to the community			
Objective	Provide employees access to personnel policies and guidelines for professional awareness		
Task	Develop a new District Employee Handbook that encompasses employment standards, rules, and regulations	Target Completion Date:	December 1, 2019
Task	Review and ensure accuracy of the organization manual	Target Completion Date:	December 1, 2019

Goal Cultivate an environment of data driven, evidence based decisions			
Objective	Effective data analysis is used to evaluate and improve performance and organizational decision making		
Task	Apply for Performance Management recognition	Target Completion Date:	December 1, 2019

Administration

Initiative 4 – Maintain a high level of trust by promoting District engagement in the communities we serve.

Goal	Continual improvement to the District-patron experience		
Objective	Foster participation in community events		
Task	Create a video for public presentations on the services the District provides	Target Completion Date:	December 1, 2019
Objective	Improve patron interactions with the District, both in person and through digital media		
Task	Identify opportunities to enhance the patron experience	Target Completion Date:	December 1, 2019
Task	Introduce a new "digital experience"	Target Completion Date:	December 1, 2019

Initiative 5 – Develop and strengthen collaborative efforts and strategic partnerships.

Goal	Improve field communications and inter-operability for responders		
Objective	Engage locally and regionally to influence the development of a reliable communication network		
Task	Contribute to ECSO's committees on radio infrastructure build out	Target Completion Date:	November 1, 2019
Goal	Maximize partnerships with agencies to reduce redundancy, maximize effectiveness, and achieve readiness		
Objective	Remain open to opportunities for consolidation of services		
Task	Actively explore options for logistics and vehicle maintenance	Target Completion Date:	December 1, 2019

Administration

General Fund	<u>HISTORICAL</u>			<u>BUDGET FOR NEXT FISCAL YEAR</u>		
	2016/17 FY	2017/18 FY	2018/19 FY	2019/2020		
			Adopted	Proposed By	Approved By	Adopted By
Description	Actual	Actual	Budget	Budget Officer	Budget Committee	Governing Body
Personnel Services						
Salaries	337,150.28	364,836.85	396,900	411,400	411,400	411,400
Overtime	823.34	0.00	1,000	1,000	1,000	1,000
Incentives	20,861.08	28,649.20	30,300	32,200	32,200	37,200
Retirement (PERS)	39,938.36	44,004.46	58,000	80,000	80,000	80,000
Unemployment Insurance	0.00	0.00	100	100	100	100
ER Deferred Comp Contrib	11,763.00	22,434.00	24,900	27,000	27,000	27,000
Health and Life Insurance	62,485.32	65,580.71	63,600	67,000	67,000	67,000
HRA-VEBA Contribution	13,444.20	15,595.20	15,800	16,300	16,300	16,300
FICA and Medicare PR Taxes	22,306.88	29,437.92	32,800	34,000	34,000	34,000
Workers' Comp Insurance	-23.09	228.90	1,200	1,500	1,500	1,500
TOTAL PERSONNEL SERVICES	\$508,749.37	\$570,767.24	\$624,600	\$670,500	\$670,500	\$675,500
Materials and Services						
Physicals and Vaccinations	0.00	0.00	1,000	1,000	1,000	1,000
Printing	3,426.80	1,540.09	3,000	3,000	3,000	3,000
Supplies; Office	5,389.04	5,698.41	10,000	10,000	10,000	10,000
Supplies; Administrative	27,213.81	13,269.15	36,000	30,000	30,000	30,000
Licenses and Fees	9,407.75	6,142.02	11,000	11,000	45,000	45,000
Contractual/Professional Services	510,605.68	487,751.65	552,000	591,000	591,000	591,000
Property and Casualty Insurance	69,807.00	72,576.50	80,000	85,000	85,000	85,000
Mileage Reimbursements	365.88	268.19	2,000	2,000	2,000	2,000
Membership Dues	6,495.00	7,229.00	8,500	8,500	8,500	8,500
Books and Subscriptions	1,787.80	1,881.60	1,500	1,500	1,500	1,500
Advertising	3,103.57	3,258.53	6,500	6,500	6,500	6,500
Hiring Processes, CS, Backgrounds	18,266.13	7,874.06	7,000	10,000	10,000	15,000
Postage and Shipping	2,256.57	2,419.08	3,500	3,500	3,500	3,500
Interest on Bank Loan	0.00	0.00	100	100	100	100
TOTAL MATERIALS and SERVICES	\$658,125.03	\$609,908.28	\$722,100	\$763,100	\$797,100	\$802,100
TOTAL ADMINISTRATION	\$1,166,874.40	\$1,180,675.52	\$1,346,700	\$1,433,600	\$1,467,600	\$1,477,600

Administration

MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 1

Account	Description	Account Total
58203-000	Physicals and Vaccinations.....	\$ 1,000
60220-000	Printing..... General administrative printing by outside sources including business cards, budget document, strategic plan, and annual performance report	\$ 3,000
60222-000	Supplies; Office.....	\$ 10,000
60223-001	Supplies; Administrative..... General administrative supplies and board expenses 15,000 Years of service awards and annual banquet 10,000 Miscellaneous office equipment, historical preservation 5,000	\$ 30,000
60223-002	Licenses and Fees..... Expenses related to banking and loan fees, employee benefits administration fees, State of Oregon purchasing agreement, Oregon Ethics commission, ODOT land use fee, actuary fees, and other miscellaneous fees as required	\$ 45,000
60270-000	Contractual/Professional Services..... 911 dispatch services contract 433,000 General legal counsel 30,000 Financial audit and filing expenses 10,000 Lobbyist 12,000 EMS physician supervisor contract 13,000 Employee assistance program through CenterPoint Services 28,000 Consultation services 20,000 Construction management 25,000 Website re-design/development 20,000	\$ 591,000
60370-000	Property and Casualty Insurance.....	\$ 85,000
60380-001	Mileage Reimbursements.....	\$ 2,000
60410-000	Membership Dues..... Membership dues to organizations such as Special Districts Association, Rogue Valley Fire Chief's, Oregon Fire Chief's Association, International Association of Fire Chief's, Government Finance Officers Assn, Oregon Municipal Finance Officers, and Oregon Fire Service Museum	\$ 8,500

Administration

MATERIALS AND SERVICES DETAIL BY ACCOUNT - *Continued*

General Fund 1, Department 1

Account	Description	Account Total
60412-000	Books and Subscriptions.....	\$ 1,500
60430-001	Advertising.....	\$ 6,500
60490-000	Hiring Processes, Civil Service, Backgrounds..... Includes entry level hiring processes and promotional exams, expenses for Civil Service meetings, and all expenses related to pre-employment background evaluations	\$ 15,000
60491-000	Postage and Shipping.....	\$ 3,500
62100-000	Interest on Bank Loan.....	\$ 100
TOTAL MATERIALS AND SERVICES		<u>\$ 802,100</u>



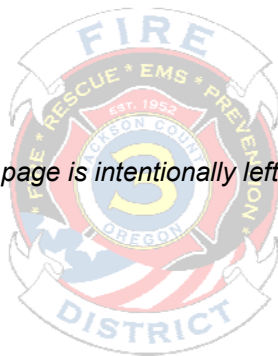
Fire District 3

Operations



2019/20 Fiscal Year Budget

---This page is intentionally left blank---



Operations

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

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

The District operates eight fire stations. Four stations are staffed 24/7 with career personnel and four stations rely upon volunteer, student firefighters, and/or resident personnel for response. Seven of the eight fire stations are 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. The Table Rock station is a temporary location and does not have an independent FMZ. Response from this location augments the Central Point and White City FMZ's.

Four of the District's fire stations are located in rural areas and served by volunteers who support the District's mission. The Agate Lake, Dodge Bridge, Sams Valley, and Gold Hill fire stations have volunteers assigned to them. 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 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 for by the District while pursuing their Associates Degree. Students typically finish the program in two or three years, depending upon their chosen degree program.

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

Community volunteers either serve as suppression-qualified firefighters, or in support positions such as tender drivers, incident support, or as aides to 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.

Operations

DISTRICT STATIONS

White City (WC) Station 110 – Career Staffed

The White City station is located at 8333 Agate Road in White City and houses Engine Company 7702. The Battalion Chief is also stationed here. There were 1,972 requests for service in the White City area in 2018



Central Point (CP) Station 111 – Career Staffed

The Central Point station is located at 600 South Front Street and houses Engine Company 7701. There were 2,924 requests for service in the Central Point area in 2018.



Eagle Point (EP) Station 116 – Career Staffed

The Eagle Point station is located at 213 Loto Street and houses Engine Company 7706. There were 1,422 requests for service in the Eagle Point area in 2018.



Table Rock (TR) Station 117 – Career Staffed

The Table Rock station is located at 5159 Table Rock Road and houses Engine Company 7711. Calls for service for this station are categorized under White City or Central Point's fire management zone.



Dodge Bridge (DB) Station 112 – Volunteer Staffed

The Dodge Bridge station is located at 60 Rogue River Drive. Career personnel from White City and/or the Eagle Point stations may respond to supplement volunteer resident response. There were 193 requests for service in the Dodge Bridge area in 2018.



Gold Hill (DB) Station 114 – Volunteer Staffed

The Gold Hill station is located at 299 Access Road. Career personnel from the Central Point station may respond to supplement volunteer resident response. There were 430 requests for service in the Gold Hill area in 2018.



Operations

Sams Valley (SV) Station 113 – Volunteer Staffed

The Sams Valley station is located at 3333 Tresham Lane. Career personnel from the White City, Eagle Point and/or Central Point stations may respond to supplement volunteer resident response. There were 279 requests for service in the Sams Valley area in 2018.



Agate Lake (AL) Station 115 – Volunteer Staffed

The Agate Lake station is located at 880 East Antelope Road. Career personnel from the White City and/or Eagle Point stations may respond to supplement volunteer resident response. There were 66 requests for service in the Agate Lake area in 2018.



BUDGET SUMMARY

Expenditures	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Adopted Budget
Personnel Services	\$7,593,860	\$7,998,935	\$8,503,500	\$9,105,000
Materials and Services	\$243,531	\$217,558	\$334,500	\$311,900
	\$7,837,392	\$8,216,493	\$8,838,000	\$9,416,900

Budget Comparison

2019/20 Adopted Budget



2018/19 Budget



2017/18 Actual



2016/17 Actual



PERSONNEL SUMMARY

Position	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Adopted Budget
Deputy Chief of Operations	1.00	1.00	1.00	1.00
Chief of Rural Communities	.50	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	1.00	0.00
Fire Captain (<i>Represented Positions</i>)	12.00	12.00	12.00	12.00
Fire Engineer (<i>Represented Positions</i>)	12.00	12.00	12.00	12.00
Firefighter (<i>Represented Positions</i>)	20.00	20.00	20.00	20.00
Community EMT	0.00	0.00	0.00	2.00
Community Paramedic	0.00	0.00	0.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total	49.50	49.00	50.00	53.00

Operations

NEW BUDGETARY SIGNIFICANT CHANGES

Personnel Services is budgeted to increase seven percent or \$601,500 over the prior fiscal year. The three primary factors driving this increase is the implementation of the new Community Care Response Program totaling \$171,600, the increase in the employer pension contribution rate to PERS totaling \$298,000, and the negotiated 2.7 percent cost of living adjustment.

Identified in the Standards of Cover, the District remains concerned with the increasing call volume, time on task for personnel, and a corresponding reduction in resource reliability. This annual increase in call volume translates to non-emergent calls for service. This demand is felt throughout the entire system as ambulance response times become greater due to the volume and requirement to transport only to hospitals. Critical patients receive the highest priority and quickest access to transport to the hospital. As the system becomes busy, the lower acuity calls move to a lower priority for the transport agency. Engine companies frequently wait on scene for long durations until a transport unit becomes available to respond, further compromising our ability to respond to urgent EMS or fire calls. The new Community Care Response Program is being designed to address these issues.

In the 2018/19 fiscal year, the District budgeted for a 40-hour Staff Battalion Chief position. As the year progressed the original intent of this position changed and it was reclassified to a Deputy Chief position under Strategic Support Services. The Staff Battalion Chief position was eliminated.

The District remains committed to supporting the Oregon State Fire Marshal's (OSFM) mobilization plan, making a unit available for deployment throughout the state. Overtime for state conflagration fire deployment is budgeted with a \$1,000 placeholder. The District receives reimbursement for all personnel and apparatus costs during deployment. As this may significantly impact the budget, reimbursement may be appropriated to a specific line item through a resolution.

The Materials and Services classification is proposed to decrease 6.76 percent or \$22,600. The 2018/19 fiscal year budget reflected the in-service expenses of two structural fire engines. In the coming year, the District will place one new interface engine into service. In providing support for the capital projects, the accounts reflect a theme of simply maintaining the current replacement schedules and maintenance programs.

Notable budgetary projects in Operations include continued replacement of personal protective equipment and an improved 2 ½" attack hose configuration. The combination of a light weight attack hose and a smooth bore nozzle will enhance fireground safety and reduce fatigue while achieving improved flow rates.

The District continues to experience the benefit of the student program and maintains the funding for nine student firefighters to attain their fire science degree with Rogue Community College.

PRIOR YEAR ACCOMPLISHMENTS

- Participated in nine OSFM deployments – three Strike Teams to Oregon wildfires, one to the California Carr Fire, and multiple overhead assignments were fulfilled.
- Maintained the strong collaboration with responders and public agencies in oversight of the 2nd Country Crossings Music Festival.
- Implemented a High School Public Safety Academy for local schools.
- Developed the specification for an Interface Engine, to be received early 2020.
- Improved call processing and turn out times to meet adopted standards.
- Established and delivered to crews a regional methodology for incident management.
- Fully implemented the Fire Rescue Standing Orders with Medford Fire-Rescue.
- Obtained two new volunteer firefighters, one new resident firefighter, and five new student firefighters.

Operations

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.

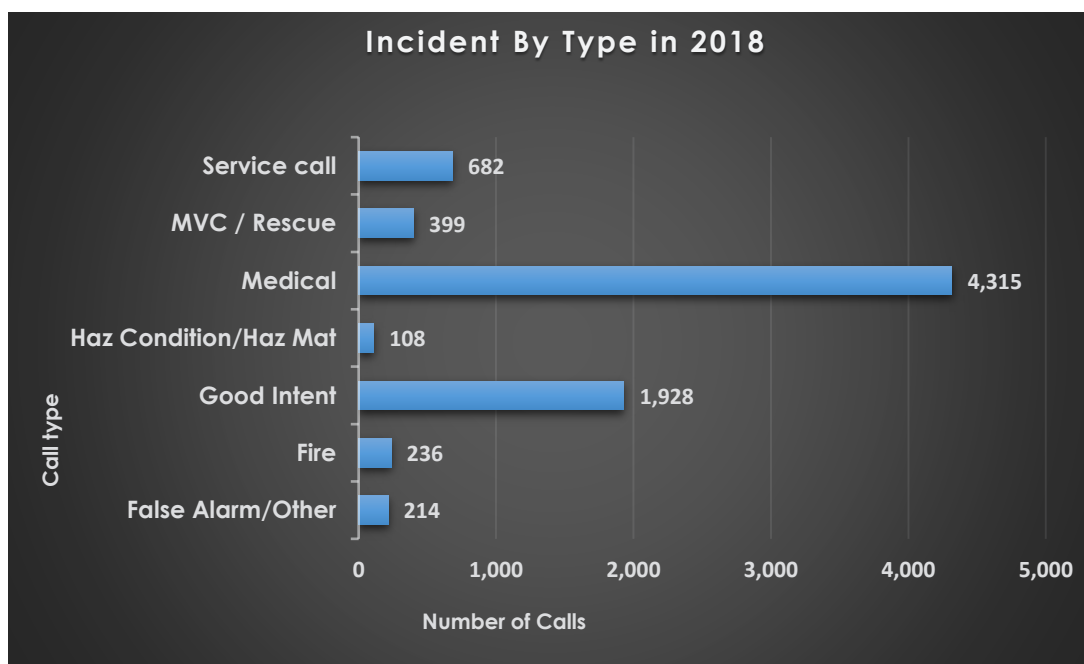
Code 1 Emergent Medical: An incident where seconds will not significantly impact the outcome of the call. Crews will normally respond "Code 1" to these calls.

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.

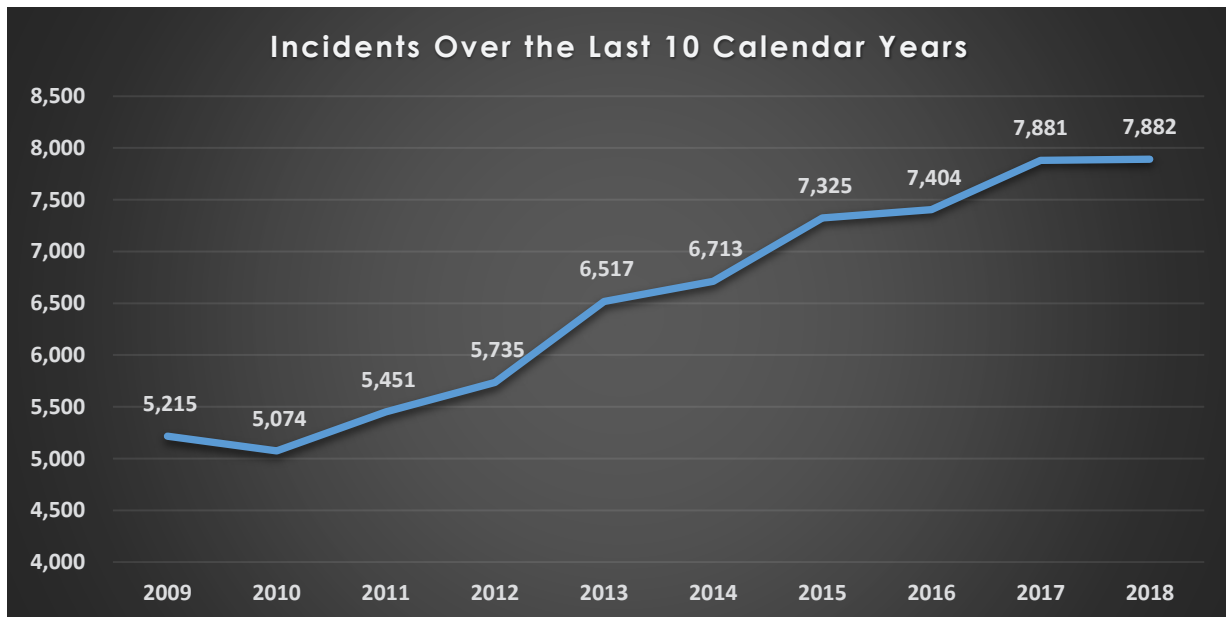


Operations

<i>Types of Emergent Incidents (Outputs)</i>	<i>2015 Actual</i>	<i>2016 Actual</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Target</i>
<i>Code 1 Emergent Medical</i>	1,199	1,336	797	894	930
<i>Code 3 Emergent Medical</i>	3,297	3,106	3,476	3,421	3,558
<i>Motor Vehicle Collision</i>	413	482	470	399	501
<i>Hazardous Condition</i>	122	105	134	108	112
<i>Service Call</i>	548	598	630	682	709
<i>Fire</i>	235	240	235	236	245
<i>False Alarm / Other</i>	221	213	251	214	223
<i>Good Intent</i>	1,290	1,324	1,888	1,928	2,005
Total	7,325	7,404	7,881	7,882	8,283

Target based on growth of 5.1 percent for 2019

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.



Operations

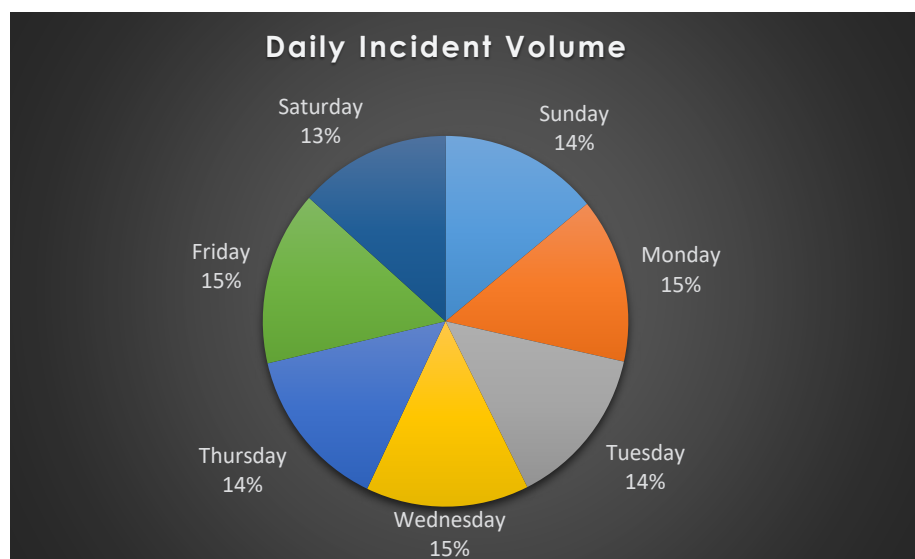
Incident statistics are evaluated in the Standards of Cover and integrated into the strategic planning process. Critical decisions, such as whether or not to increase firefighter staffing or where to build future fire stations, are two examples of how the District uses trends relating to increases in incident activity to plan for future growth and development. The number of incidents have been increasing on average 3.9 percent per year over the past five years.

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.

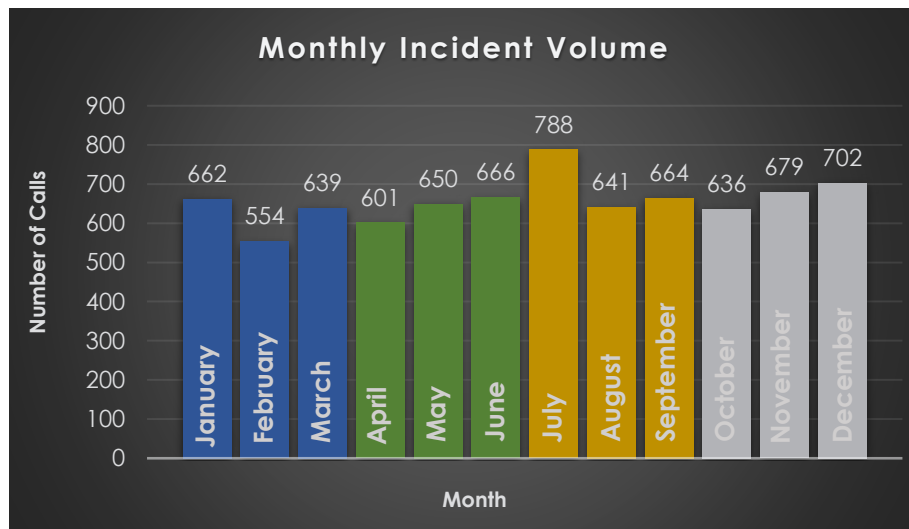
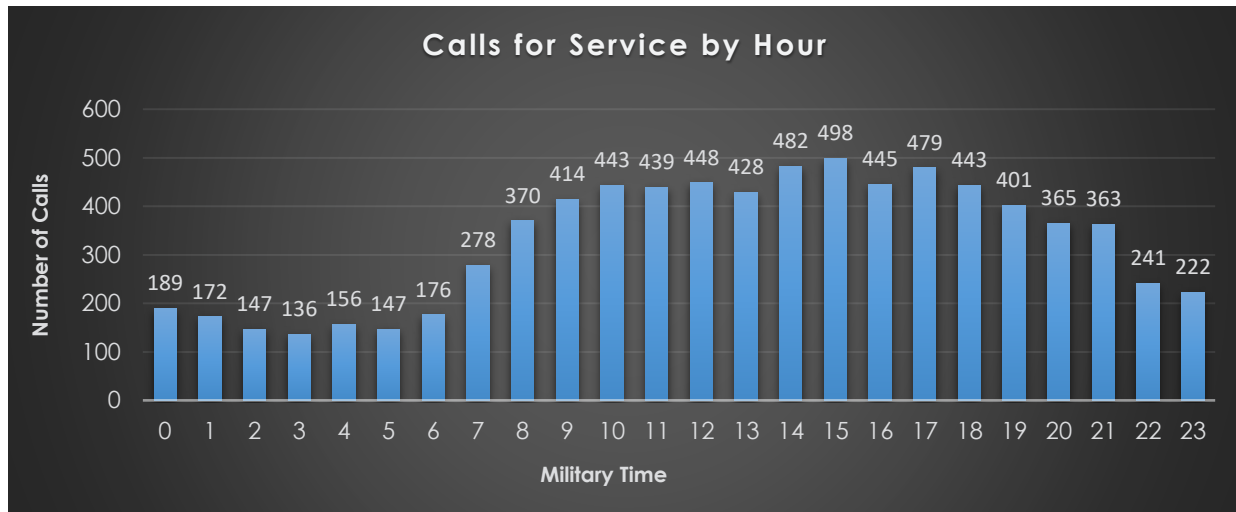
<i>Number of Incidents by Response Area (Outputs)</i>	<i>2015 Actual</i>	<i>2016 Actual</i>	<i>2017 Actual</i>	<i>2018 Actual</i>
<i>Agate Lake</i>	55	61	57	66
<i>Central Point</i>	2,825	2,736	2,955	2,924
<i>Dodge Bridge</i>	154	167	190	193
<i>Eagle Point</i>	1,268	1,341	1,394	1,422
<i>Gold Hill</i>	334	393	414	430
<i>Sams Valley</i>	238	233	250	279
<i>White City</i>	1,741	1,803	1,981	1,972
<i>Mutual Aid Calls</i>	710	670	640	596
Total	7,325	7,404	7,881	7,882

When Responses Occur

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



Operations



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.

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.

The District updated the Standards of Cover in late 2017, separating the suburban area into two reporting zones. Suburban 1 is comprised of all suburban areas surrounding the cities of Central Point, Eagle Point, and White City. Suburban 2 represents the City of Gold Hill. Adoption of this separating reporting zone provides a more focused look at the response times.

Operations

The District has been using a methodology and data system that is outdated and has produced inconsistent information. A top priority for 2018/2019 was to implement the Intterra data analysis program (a Strategic Plan goal and objective). The District has evaluated the Intterra program and instead has decided to implement the National Fire Operations Reporting System (NFORS). Integration is scheduled for late spring of 2019. The results of the recent evaluation will guide the District in a revision of incident reporting standards.

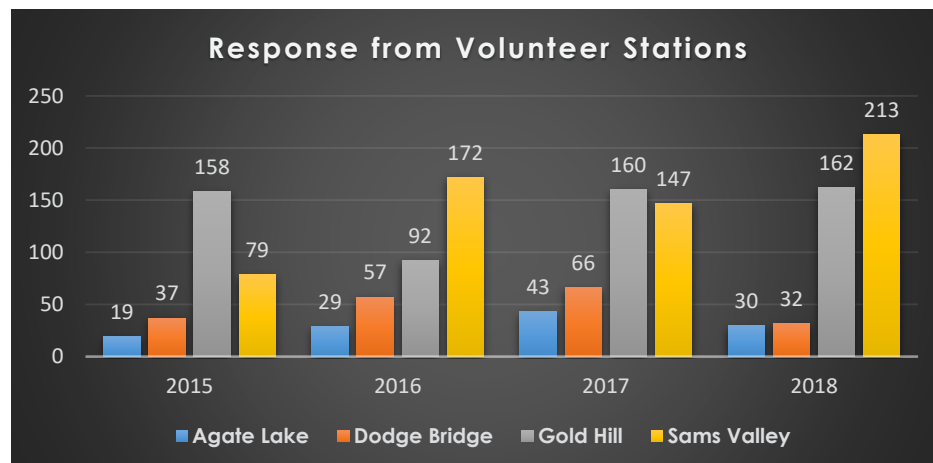
2018 Emergent Incident Response Goals					
	Code 3 Incidents	Goal		Baseline	
		80%	Time	90%	Time
<i>Urban</i>	1,568	73%	7 minutes	90%	9 minutes
<i>Suburban 1</i>	100	93%	11 minutes	93%	12 minutes
<i>Suburban 2</i>	44	23%	13 minutes	32%	14 minutes
<i>Rural</i>	562	79%	13 minutes	83%	14 minutes
<i>Urban</i>	Population greater than 1,000				
<i>Suburban 1</i>	Population 500-1,000 and less than 6 miles from a career station				
<i>Suburban 2</i>	Population 500-1,000 and greater than 6 miles from a career station				
<i>Rural</i>	Population less than 500 people				

Analysis:

- The District is not meeting the goal in the **urban area** but is meeting the baseline standard.
- The District is meeting the goal and the baseline standard in the **Suburban 1 area**, however we are not meeting the goal or baseline in **Suburban 2**.
- The District is not meeting the goal or the baseline standard in the **rural area**. These response times are frequently influenced by distance, remoteness or the availability of volunteers in the outlying areas.

Volunteer Response Times

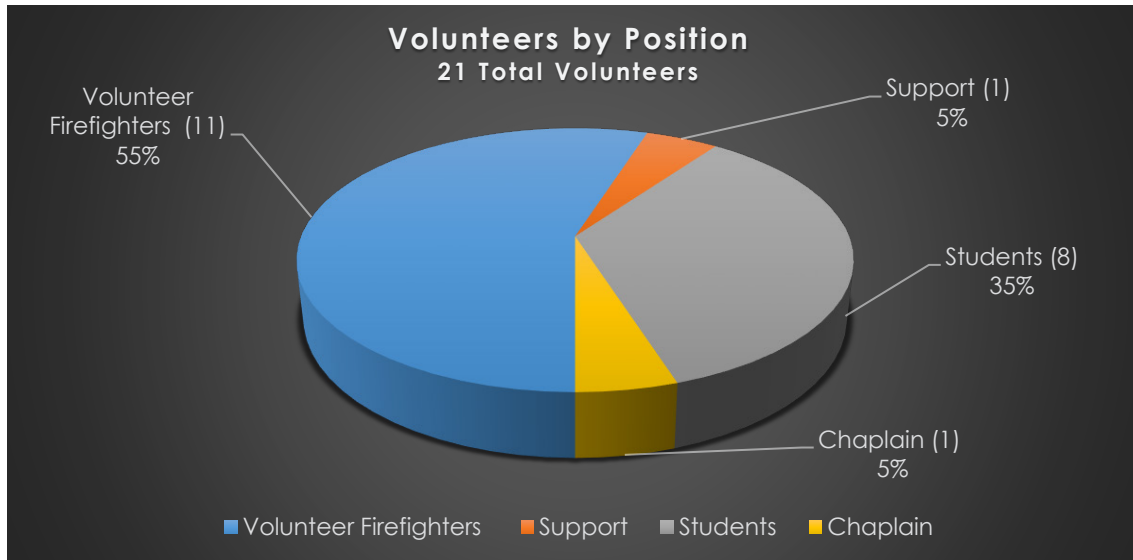
The District tracks volunteer response from the volunteer stations in the four identified zones; Agate Lake, Dodge Bridge, Gold Hill, and Sams Valley. Utilizing resident volunteer firefighters can make a significant impact in meeting the goal of an initial response. The following chart identifies the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



Operations

Response Times in the Volunteer Station Fire Management Zones

The primary goal of the volunteer program is to improve the response times 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 79 percent of the time. We recognize we are not meeting the goal and with the implementation of a data analysis program, we hope to refine the response data and determine solutions for addressing the problem.



Operations

2019/20 FISCAL YEAR DEPARTMENTAL TASKS

The District's adopted 2018-2020 Strategic Plan is the overarching document that provides direction for the organization. Five strategic initiatives identify what is critically important and the level of service the District desires to deliver for the community. Under each initiative a goal is identified that supports the success of the initiative and then objectives identified that support the success of the goal. Under each objective several tasks may be identified that support the accomplishment of the intended outcome. The initiatives and goals stay constant with the plan however the objectives and corresponding tasks may change with the fiscal year and typically drive a lot of the budget development. Some tasks have cost impact; others have minimal impact.

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

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

Goal	Enhance the District EMS program to provide the greatest chance for a positive outcome from acute medical emergencies		
Objective	Establish a community wide approach to out of hospital cardiac arrest		
Task	Apply for Mission Lifeline Recognition through AHA	Target Completion Date:	December 1, 2019

Objective	Actively pursue protocol development to achieve a high standard of patient care		
Task	Support regional EMS efforts through programs (DOSE, Stroke, etc.)	Target Completion Date:	December 1, 2019
Task	Maintain active participation annually in protocol committee	Target Completion Date:	December 1, 2019

Objective	Integrate high quality EMS training that includes improving clinical care delivery based on QA feedback		
Task	Integrate EMS task groups for equipment	Target Completion Date:	December 1, 2019

Goal	Enhance emergency response system reliability to meet or exceed performance expectations		
Objective	Identify and manage impacts to system reliability		
Task	Evaluate alternative response and deployment models	Target Completion Date:	June 30, 2020

Objective	Align appropriate resource response based on needs "triage"		
Task	Determine default priority level for all available CAD codes	Target Completion Date:	June 30, 2020

Goal	Meet or exceed established Fire and Life Safety standards for preventing loss		
Objective	Ensure staffing meets service level objectives		
Task	Evaluate results of system performance analysis based on Standards of Cover	Target Completion Date:	September 1, 2019

Operations

Initiative 2 – Ensure sustainability of service delivery by efficient use of our people, facilities, fleet, and finances.

Goal	Explore and implement technology solutions		
Objective	Research opportunities to improve the incident and patient care reporting experience		
Task	Determine the needs of the organization for quality management	Target Completion Date:	December 1, 2019
Task	Research and recommend solutions to bridge gaps	Target Completion Date:	June 30, 2020

Objective	Ensure GIS and preplanning are in place to support response needs		
Task	Revamp the program based on technology solution	Target Completion Date:	December 1, 2019

Goal	Enhance response reliability for emergent incidents		
Objective	Ensure staffing meets service level objectives		
Task	Determine current level of response reliability	Target Completion Date:	June 30, 2020
Task	Call prioritization project	Target Completion Date:	December 1, 2019
Task	Enhance policies for effective management of low priority calls for service	Target Completion Date:	December 1, 2019
Task	Invest in the TRT disciplines to ensure readiness	Target Completion Date:	June 30, 2020

Initiative 3 – Develop, promote, and demonstrate professionalism, innovation, and excellence throughout the organization.

Goal	Establish a system of continuous quality improvement in areas of service delivery to the community		
Objective	Measure organizational performance against established expectations		
Task	Develop EMS QA standards for high risk medical conditions	Target Completion Date:	June 30, 2020
Task	Develop QA standards for high risk litigation conditions (AMA's)	Target Completion Date:	December 1, 2019
Task	Develop QA standards for fireground benchmarks	Target Completion Date:	December 1, 2019
Task	Evaluate response models	Target Completion Date:	June 30, 2020

Objective	Modify industry benchmarks for best practice service delivery in areas of focus		
Task	High risk medical (stroke, AMI, OHCA, sepsis, trauma)	Target Completion Date:	June 30, 2020
Task	High risk litigation (AMA)	Target Completion Date:	June 30, 2020
Task	Evaluate manufacturer recommendations against current practice	Target Completion Date:	June 30, 2020

Goal	Enhance the engagement and efficiency of District committees		
Objective	Seek opportunities to modify/add committee or task groups to best accomplish the mission and strategic plan of the District		
Task	Review committee engagement	Target Completion Date:	September 1, 2019
Task	Consider committees: Patron Experience, Problem Solving Team, QA/QI All Service Delivery	Target Completion Date:	September 1, 2019

Operations

Initiative 4 – Maintain a high level of trust by promoting District engagement in the communities we serve.

Goal	Encourage participation from volunteers, residents, and stakeholders		
Objective	Maintain the resident firefighter program and promote response capable volunteers		
Task	Identify areas of greatest value to the response through analytics	Target Completion Date:	December 1, 2019
Task	Revise volunteer recruitment and training process to improve effectiveness on identified areas of greatest value	Target Completion Date:	December 1, 2019
Task	Recruit for response capable volunteers to meet the Districts needs	Target Completion Date:	December 1, 2019

Initiative 5 – Develop and strengthen collaborative efforts and strategic partnerships.

Goal	Improve field communications and inter-operability for responders		
Objective	Engage locally and regionally to influence the development of a reliable communication network		
Task	Seek cost effective tablet and field data solutions	Target Completion Date:	December 1, 2019

Goal	Maximize partnerships with agencies to reduce redundancy, maximize effectiveness, and achieve readiness		
Objective	Partner to educate the public on alternate resources for non-emergent needs		
Task	Partner with ECSO for non-emergent call line access	Target Completion Date:	June 30, 2020

Objective	Improve information sharing among agencies		
Task	Identify barriers effecting information sharing among pre-hospital givers and hospital care providers	Target Completion Date:	December 1, 2019
Task	Propose solutions on coordinate approach to remove barriers that affect information sharing	Target Completion Date:	December 1, 2019

Operations

General Fund	<u>HISTORICAL</u>			<u>BUDGET FOR NEXT FISCAL YEAR</u>		
	2016/17 FY	2017/18 FY	2018/19 FY	2019/2020		
Description	Actual	Actual	Adopted Budget	Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
Personnel Services						
Salaries	4,252,116.08	4,249,831.20	4,465,300	4,589,500	4,589,500	4,589,500
Overtime	445,120.80	554,367.24	600,000	632,000	632,000	632,000
Incentives	557,642.84	561,222.88	603,100	636,400	636,400	636,400
Retirement (PERS)	627,565.64	891,294.80	932,000	1,230,000	1,230,000	1,230,000
ER Deferred Comp Contrib	90,030.70	98,812.16	107,200	132,400	132,400	132,400
Health and Life Insurance	925,244.59	937,059.86	1,014,000	1,100,000	1,100,000	1,100,000
HRA-VEBA Contribution	188,277.27	189,847.79	197,900	207,300	207,300	207,300
FICA and Medicare PR Taxes	386,536.65	397,568.88	434,000	448,000	448,000	448,000
Workers' Comp Insurance	121,325.81	118,930.03	150,000	129,400	129,400	129,400
TOTAL PERSONNEL SERVICES	\$7,593,860.38	\$7,998,934.84	\$8,503,500	\$9,105,000	\$9,105,000	\$9,105,000
Materials and Services						
Career Firefighter Group						
Physicals and Vaccinations	23,961.00	42.00	22,500	22,500	22,500	22,500
Licenses and Fees	6,644.50	769.15	7,000	4,000	4,000	4,000
Supplies; Operations	1,903.34	3,465.69	5,000	5,000	5,000	5,000
Supplies; Special Projects	2,519.62	1,703.09	7,000	11,000	11,000	11,000
Fire Suppression Expenses						
Personal Protective Equipment	70,565.87	56,279.74	52,800	57,500	57,500	57,500
Hose and Appliances	7,646.42	15,166.19	17,000	30,000	30,000	30,000
Apparatus Equipment and Supplies	15,392.59	8,966.91	29,500	12,500	12,500	12,500
Safety Equipment	15,654.16	12,379.48	11,700	8,700	8,700	8,700
Specialty Equipment	10,700.88	11,805.81	7,500	7,500	7,500	7,500
Technical Rescue Equipment	6,607.84	7,820.24	6,000	10,000	10,000	10,000
Rehabilitation and Consumables	4,254.15	3,697.56	6,000	6,500	6,500	6,500
Equipment for New Apparatus	16,455.39	36,035.74	40,000	14,200	14,200	14,200
M&R; Emergency Response Equip	41,323.33	34,058.21	44,500	43,000	43,000	43,000
Contractual/Professional Services	17,848.94	22,181.34	15,000	17,500	17,500	17,500
Membership Dues	470.00	934.00	1,000	1,000	1,000	1,000
Books and Subscriptions	1,583.13	2,253.34	2,000	2,000	2,000	2,000
Student Firefighter / Volunteer Group						
Pre-Entrance Screenings, Backgrounds, Vaccinations	0.00	0.00	4,000	5,000	5,000	5,000
Student Firefighter Tuition Program	0.00	0.00	50,000	50,000	50,000	50,000
Length of Service Award Program (LOSAP)	0.00	0.00	5,000	3,000	3,000	3,000
Scholarship Donations	0.00	0.00	1,000	1,000	1,000	1,000
TOTAL MATERIALS and SERVICES	\$243,531.16	\$217,558.49	\$334,500	\$311,900	\$311,900	\$311,900
TOTAL OPERATIONS	\$7,837,391.54	\$8,216,493.33	\$8,838,000	\$9,416,900	\$9,416,900	\$9,416,900

Operations

MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 2

Account	Description	Account Total
CAREER FIREFIGHTER GROUP		
58203-000	Physicals and Vaccinations.....	\$ 22,500
60223-002	Licenses and Fees..... Oregon ambulance licensing fees, CLIA, DEA, FCC, Motorola, Drone, EMT Licensing	\$ 4,000
60223-007	Supplies; Operations..... Purchase of operational supplies, meeting refreshments, research and development	\$ 5,000
60224-000	Special Projects..... Standby events Emergency preparedness Pre-fire plans	\$ 11,000 2,000 3,000 6,000
60225	<u>Fire Suppression Expenses</u>	
60225-001	Personal Protective Equipment..... Routine purchase of structural and wildland personal protective equip Structural turnouts (4 year rotation cycle)	\$ 57,500 10,000 47,500
60225-002	Hose and Appliances..... Routine purchase of structural and wildland hose Routine purchase of structural and wildland nozzles and adapters PROJECT: 2 1/2" attack hose replacement	\$ 30,000 10,000 3,000 17,000
60225-003	Apparatus Equipment and Supplies..... Routine purchase of small tools, chainsaws and power equipment, foam, salvage and overhaul, lettering / decals, and mounting supplies Rapid Intervention Team (RIT) supplies	\$ 12,500 10,000 2,500
60225-004	Safety Equipment..... Routine purchase of safety vests, flares, cones, warning tape, flashlights, passport identification, ladders, batteries, fire extinguishers, and miscellaneous equipment Self-contained breathing apparatus (SCBA) masks and annual fit testing	\$ 8,700 7,200 1,500
60225-005	Specialty Equipment..... Routine purchase of gas monitors, calibration, and testing equipment Routine purchase of extrication equipment	\$ 7,500 2,500 5,000
60225-006	Technical Rescue Equipment..... Routine replacement of rescue equipment, ropes, harnesses, and swift water equipment	\$ 10,000 10,000

Operations

MATERIALS AND SERVICES DETAIL BY ACCOUNT - *Continued*

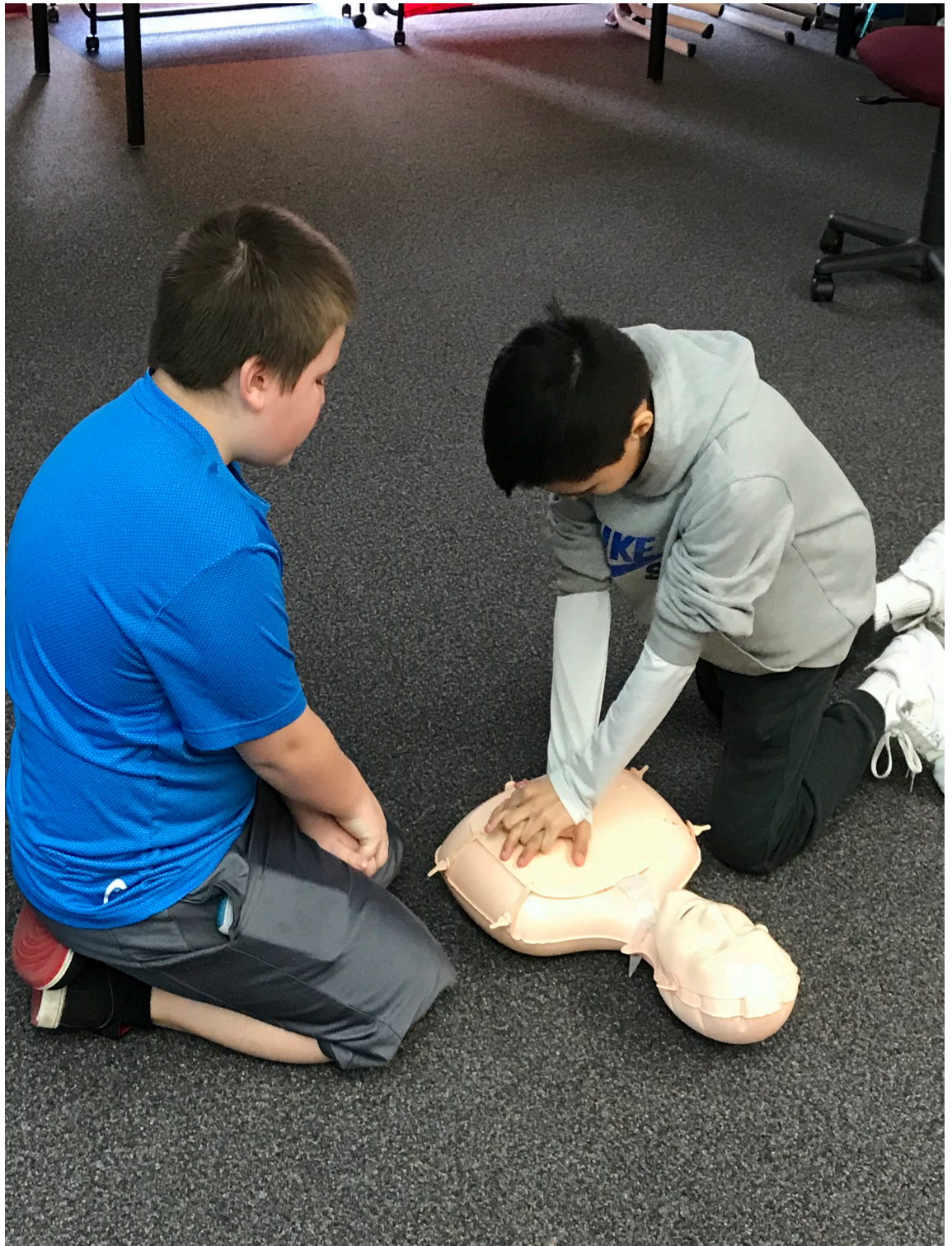
General Fund 1, Department 2

Account	Description	Account Total
60225-007	Rehabilitation and Consumables.....	\$ 6,500
	Purchase of incident rehabilitation supplies	
60225-008	Equipment for New Apparatus.....	\$ 14,200
	Initial purchases to equip two (2) new structural engines with nozzles, appliances, hose and related equipment	
60254-000	M&R; Emergency Response Equipment.....	\$ 43,000
	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)	7,500
	SCBA equipment maintenance	3,000
	Extrication equipment maintenance	7,500
	Defibrillators	4,000
	PPE inspection and repair	21,000
60270-000	Contractual/Professional Services.....	\$ 17,500
	Hose and ladder testing contract	
60410-000	Membership Dues.....	\$ 1,000
	International Association of Fire Chief's, Oregon Fire Chief's Association, Rogue Valley Fire Chief's Association, Federation of Chaplains, Oregon Volunteer Firefighters Association	
60412-000	Books and Subscriptions.....	\$ 2,000
STUDENT FIREFIGHTER AND VOLUNTEER GROUP		
65001-000	Pre-Entrance Screenings, Backgrounds, Vaccinations.....	\$ 5,000
65005-000	Student Firefighter Program.....	\$ 50,000
	Associate's degree program for nine students (includes tuitions, books, and supplies)	
65007-000	Length of Service Award Program (LOSAP).....	\$ 3,000
	Annual District contribution for volunteer length of service	
65010-000	Scholarship Donations.....	\$ 1,000
	Student scholarship program for Crater and Eagle Point High Schools	
TOTAL MATERIALS AND SERVICES		\$ 311,900



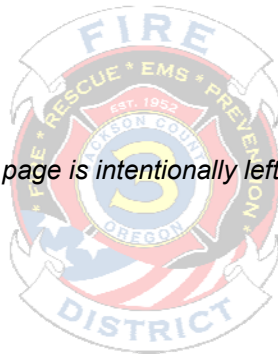
Fire District 3

Fire and Life Safety



2019/20 Fiscal Year Budget

---This page is intentionally left blank ---



Fire and Life Safety

DEPARTMENT DESCRIPTION

The Fire and Life Safety team consists of the Fire Marshal, two Deputy Fire Marshals, a Fire and Life Safety Specialist, and an Administrative Assistant. These positions are focused on providing public education, fire prevention, construction plans review, and conducting fire investigations. 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.

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 emergencies. 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 programs, CPR Anytime to all seventh grade students, Smokey Bear team-teaching focused fire safety education in each elementary school, to civic groups, and other organizations, as well as emergency incident public information.

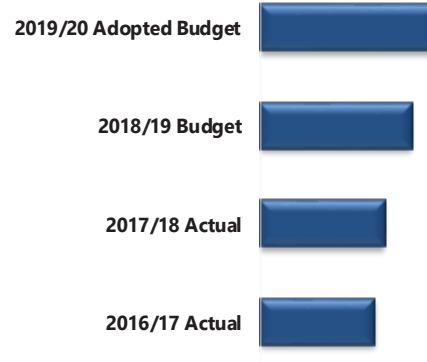
We review commercial construction plans for fire code compliance, specialty fire safety systems, and attend pre-application land development conferences to provide technical advice on fire service apparatus access and firefighting water supply. We strive to provide input on the design and building of structures so that they are as safe from fire as reasonably possible and conform to code requirements.

The Deputy Fire Marshals 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 new building construction is completed, fire and life safety construction maintenance codes are enforced for the safety of occupants and firefighters. Enforcement also includes investigating all fires to determine the origin, cause, circumstance, and responsibility that led to the ignition of hostile fires. The FLSD provides on-duty investigation standby 24 hours a day, seven days a week.

BUDGET SUMMARY

Expenditures	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Adopted Budget
Personnel Services	\$724,497	\$762,198	\$802,700	\$867,200
Materials and Services	\$132,242	\$116,873	\$137,500	\$123,300
	\$856,739	\$879,071	\$940,200	\$990,500

Budget Comparison



Fire and Life Safety

PERSONNEL SUMMARY

Personnel	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Adopted Budget
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>	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00

NEW BUDGETARY SIGNIFICANT CHANGES

Personnel Services is budgeted to increase eight percent or \$64,500 over the prior fiscal year. Factors impacting this classification include salary and benefit adjustments and the increase in the employer pension contribution rate to PERS.

The overall Materials and Services classification is budgeted to decrease over ten percent or \$14,200 due to the conclusion of some hazardous fuels mitigation grant projects budgeted under account *60223-009; Community Risk Reduction*. All other accounts remain consistent from the prior fiscal year.

PRIOR YEAR ACCOMPLISHMENTS

- Completed 1,990 inspections and calls for service.
- Inspectable occupancy inventory increased to 1,140 regular hazard, 338 moderate hazard, and 243 high hazard occupancies.
- 415 fire safety system inspections were completed by third party contractors and uploaded to the Brycer Compliance Engine.
- Distributed the annual newsletter to over 22,000 District households.
- Completed public education activities including CPR Anytime, team teaching with Smokey Bear, and fire safety information for targeted grades at each elementary school in the District.
- Provided prevention tips and information regarding emergency response and ongoing District projects through social media.
- Maintained State level requirements to receive competency recognition and exempt jurisdiction status.
- Continued District representation with State IAAI Board, Fire Adapted Communities Network, Ready-Set-Go, and Oregon Fire Marshal's Association.

Fire and Life Safety

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.

2018 total completed inspection and over all calls for service numbers increased when compared to previous years. 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

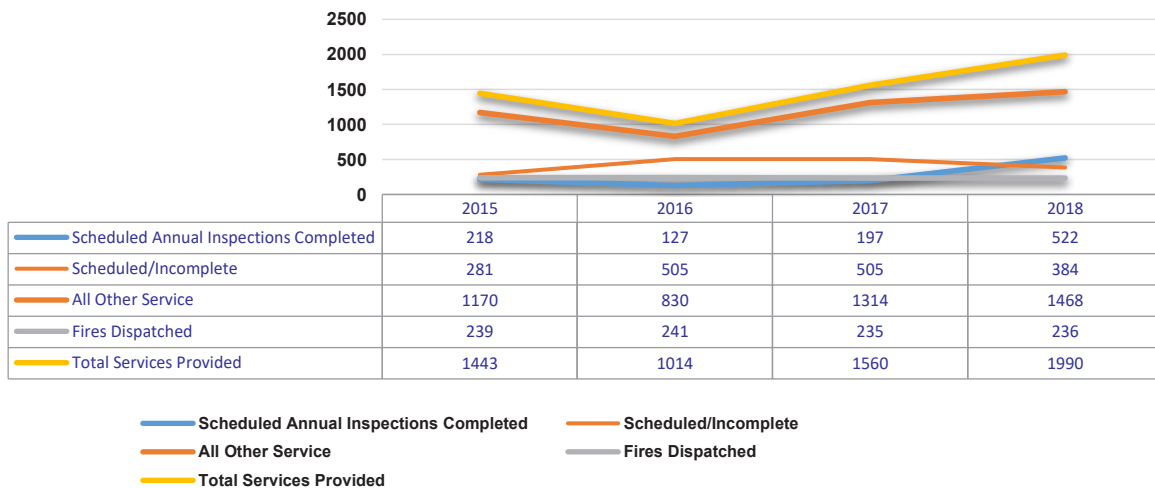
Statement of Measurement

- 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 percent of the time to confirm noted hazards have been abated.
- Conduct inspections generated by citizen complaints or partner agency department complaints 100 percent of the time.
- Conduct home fire safety inspections when requested by citizens or partner agencies 100 percent of the time.
- Conduct wildland urban interface fuels reduction inspections when requested by citizens or partner agencies 100 percent of the time.
- Review third party inspection and testing reports for installed fire safety equipment 100 percent of the time.

Fire and Life Safety

<i>Services Provided (Outputs) and Effectiveness Measures</i>	<i>2015 Actual</i>	<i>2016 Actual</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Target</i>
<i>Low Hazard Inspections</i>	217	40	82	222	380
<i>Moderate Hazard Inspections</i>	73	26	33	89	169
<i>High Hazard Inspections</i>	128	161	82	211	243
<i>Re-Inspections</i>	215	77	74	94	100%
<i>Consultations</i>	152	144	230	210	100%
<i>Complaints</i>	34	19	24	28	100%
<i>Fire District Annexation Requests</i>	5	10	0	11	100%
<i>Land Development Consultations</i>	28	47	33	60	100%
<i>Construction Plan Reviews</i>	35	30	41	28	100%
<i>Construction Permit Inspections</i>	19	49	70	100	100%
<i>Home Fire Safety Inspections</i>	71	81	85	70	100%
<i>Wildland Urban Interface Fuels Reduction</i>	59	82	83	70	100%
<i>Target Hazard Familiarization Tours</i>	45	23	35	23	100%
<i>Expo and Special Events</i>	65	93	137	123	100%
<i>State Fire Marshal Certifications</i>	33	26	35	41	100%
<i>Referrals</i>	31	20	21	19	100%
<i>FLSD Fire Investigations</i>	55	57	49	44	100%
<i>Brycer & Fire Protection Systems</i>	175	127	347	415	100%
<i>Firewise Property Assessments</i>	3	2	99	2	100%
Totals	1,443	1,014	1,560	1,860	

Four Year Comparison



Fire and Life Safety

FIRE INVESTIGATIONS

Statement of Measurement

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

<i>Services Provided (Outputs) and Effectiveness Measures</i>	<i>2015 Actual</i>	<i>2016 Actual</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Target</i>
<i>Investigations Performed – FLS Staff</i>	55	57	49	44	100%
<i>Investigations Performed – Operations Staff</i>	239	241	235	236	100%
<i>Juvenile Fire Setter Intervention</i>	11	20	2	2	100%
Totals	305	318	286	282	

PUBLIC EDUCATION AND COMMUNITY OUTREACH

Statement of Measurement

- 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 civilian emergency medical training (CPR Anytime, occupational hazards, and AED use).
- 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>2015 Actual</i>	<i>2016 Actual</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Target</i>
<i>Suburban/Rural Households & Newsletters</i>	22,860	22,860	25,000	25,000	25,000
<i>Public Education/Community Events</i>	179	181	135	170	150
<i>Community Outreach Events</i>	71	71	50	8	50

COMMUNITY AND INDUSTRIAL DEVELOPMENT

Statement of Measurement

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

<i>Services Provided (Outputs) and Effectiveness Measures</i>	<i>2015 Actual</i>	<i>2016 Actual</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Target</i>
<i>Number of Plan Reviews</i>	36	30	41	28	100%
<i>Plan Review Turn-around Time</i>	5 Days	5 Days	5 Days	5 Days	5 Days
<i>Construction Permit Inspections</i>	19	49	70	100	100%
<i>Development Consultations</i>	152	144	177	210	100%
Totals	207	223	288	338	

Fire and Life Safety

2019/20 FISCAL YEAR DEPARTMENTAL TASKS

The District's adopted 2018-2020 Strategic Plan is the overarching document that provides direction for the organization. Five strategic initiatives identify what is critically important and the level of service the District desires to deliver for the community. Under each initiative a goal is identified that supports the success of the initiative and then objectives identified that support the success of the goal. Under each objective several tasks may be identified that support the accomplishment of the intended outcome. The initiatives and goals stay constant with the plan however the objectives and corresponding tasks may change with the fiscal year and typically drive a lot of the budget development. Some tasks have cost impact; others have minimal impact.

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

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

Goal	Enhance the District EMS program to provide the greatest chance for a positive outcome from acute medical emergencies		
Objective	Establish a community wide approach to out of hospital cardiac arrest		
Task	Identify community partners to participate in a Community AED program	Target Completion Date:	June 30, 2020

Goal	Meet or exceed established Fire and Life Safety standards for preventing loss		
Objective	Establish a system to ensure occupancy inspections are conducted in accordance with NFPA 1730		
Task	Recommend solutions for implementation in order to manage performance gaps	Target Completion Date:	December 1, 2019

Initiative 4 – Maintain a high level of trust by promoting District engagement in the communities we serve.

Goal	Continual improvement to the District-patron experience		
Objective	Develop District programs to reach non-English speaking members of the community		
Task	Translate existing FD3 programs for non-English speaking communities	Target Completion Date:	December 1, 2019
Task	Target events for families in non-English speaking communities twice a year	Target Completion Date:	December 1, 2019

Initiative 5 – Develop and strengthen collaborative efforts and strategic partnerships.

Goal	Improve field communications and inter-operability for responders		
Objective	Research opportunities to improve in-building emergency responder radio coverage		
Task	Identify buildings out of conformance with signal penetration requirements	Target Completion Date:	December 1, 2019
Task	Evaluate possible solutions for out of conformance buildings	Target Completion Date:	June 30, 2020

Fire and Life Safety

General Fund	<u>HISTORICAL</u>			<u>BUDGET FOR NEXT FISCAL YEAR</u>		
	2016/17 FY	2017/18 FY	2018/19 FY	2019/2020		
Description	Actual	Actual	Adopted Budget	Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
Personnel Services						
Salaries	425,574.77	437,842.75	455,200	474,600	474,600	474,600
Overtime	22,384.14	13,448.96	18,000	20,000	20,000	20,000
Incentives	55,912.75	57,377.50	59,500	62,600	62,600	62,600
Retirement (PERS)	63,682.36	90,330.06	94,300	125,500	125,500	125,500
ER Deferred Comp Contrib	6,766.11	7,091.15	11,300	12,600	12,600	12,600
Health and Life Insurance	95,058.36	98,225.98	102,800	108,000	108,000	108,000
HRA-VEBA Contribution	19,267.10	19,496.90	19,800	20,300	20,300	20,300
FICA and Medicare PR Taxes	36,391.28	37,744.90	40,800	42,600	42,600	42,600
Workers' Comp Insurance	-539.98	639.41	1,000	1,000	1,000	1,000
TOTAL PERSONNEL SERVICES	\$724,496.89	\$762,197.61	\$802,700	\$867,200	\$867,200	\$867,200
Materials and Services						
Physicals and Vaccinations	1,979.00	0.00	2,000	2,000	2,000	2,000
Printing	0.00	0.00	1,500	1,500	1,500	1,500
Licenses and Fees	540.00	0.00	1,000	1,000	1,000	1,000
Supplies; Fire Life Safety	5,224.21	5,182.03	10,000	10,000	10,000	10,000
Supplies; Public Education Materials	4,020.95	2,481.52	7,000	7,000	7,000	7,000
Community Risk Reduction	103,430.44	95,969.63	90,000	50,000	72,300	72,300
Contractual/Professional Services	11,133.17	9,224.80	10,000	15,000	15,000	15,000
Membership Dues	1,794.00	1,089.00	3,500	2,000	2,000	2,000
Books and Subscriptions	1,995.10	2,082.45	3,500	3,500	3,500	3,500
Advertising	2,125.00	844.00	9,000	9,000	9,000	9,000
TOTAL MATERIALS and SERVICES	\$132,241.87	\$116,873.43	\$137,500	\$101,000	\$123,300	\$123,300
TOTAL FIRE AND LIFE SAFETY	\$856,738.76	\$879,071.04	\$940,200	\$968,200	\$990,500	\$990,500

Fire and Life Safety

MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 3

Account	Description	Account Total
58203-000	Physicals and Vaccinations.....	\$ 2,000
60220-000	Printing.....	\$ 1,500
60223-002	Licenses and Fees..... Code recertification's and certification renewals	\$ 1,000
60223-004	Supplies; Fire Life Safety..... Supplies including address signs and reflective numbers, customer service kits, fire investigation tools, and personal protective equipment	\$ 10,000
60223-005	Supplies; Public Education Materials..... Supplies including school event handouts and public education materials such as fire hats, bracelets, stickers, and coloring books	\$ 7,000
60223-009	Community Risk Reduction..... Provide for the community in fire prevention and safety including but not limited to smoke alarms, fire suppression sprinkler system giveaways, boat safety life jackets, firewise example gardens, hazardous fuels mitigation, rural water supply enhancements, community events, and general programs	\$ 72,300
60270-000	Contractual/Professional Services..... District newsletter (design, printing, and mailing)	\$ 15,000
60410-000	Membership Dues..... Memberships in organizations including Rogue Valley Fire Chief's Association, Rogue Valley Fire Prevention Coop, Oregon Fire Marshals Association, Oregon Fire Chief's Association, National Fire Protection Association, and International Fire Marshal's Association	\$ 2,000
60412-000	Books and Subscriptions..... NFPA online access, reference materials, code updates	\$ 3,500
60430-001	Advertising..... Advertising through various media outlets including Expo Center, Chamber of Commerce, and public service announcements	\$ 9,000
TOTAL MATERIALS AND SERVICES		\$ 123,300



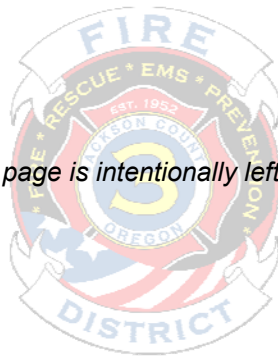
Fire District 3

Training



2019/20 Fiscal Year Budget

---This page is intentionally left blank---



Training

DEPARTMENT DESCRIPTION

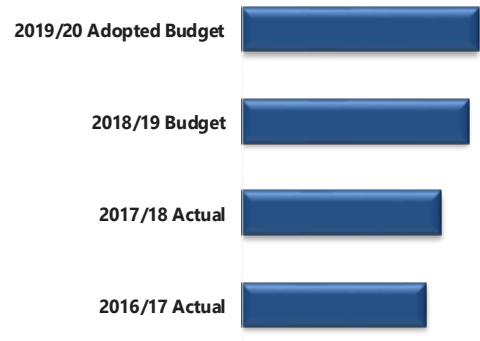
The Training Department is responsible for delivering a variety of training programs, developing proper safety techniques and procedures, maintaining accurate and complete training records, and fostering professional growth and development to all members of the organization. Safety and career development 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 and maintenance of fire rescue protocols and performance guidelines, management of the District's staffing software, strategic planning, and goal setting.

BUDGET SUMMARY

Expenditures	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Adopted Budget
Personnel Services	\$311,144	\$340,496	\$374,000	\$393,000
Materials and Services	\$121,631	\$128,163	\$159,000	\$164,000
	\$432,774	\$468,659	\$533,000	\$557,000

Budget Comparison



PERSONNEL SUMMARY

Personnel	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Adopted Budget
Division Chief of Training and Safety	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Training

NEW BUDGETARY SIGNIFICANT CHANGES

Personnel Services is budgeted to increase five percent or \$19,000 over the prior fiscal year. Factors impacting this classification include salary and benefit adjustments and the increase in the employer pension contribution rate to PERS.

The Materials and Services classification is budgeted to decrease three percent or \$5,000. With increased focus on leadership development, dollars have been increased in account 60455-001 for administration/leadership training. Account 60455-003; *Training/Conferences Operations* decreased by 20 percent and includes continued education and development for fire suppression personnel and the technical rescue team.

PRIOR YEAR ACCOMPLISHMENTS

- Conducted a successful Firefighters exam resulting in a Civil Service Register of 15 candidates.
- Implemented an Incident Management quality assurance program.
- Expanded EMS training partnerships with Rogue Community College and Mercy Flights.
- Continued a collaborative relationship with the RCC Fire Science program and its supervisors.
- Hosted an NFPA Fire Officer 2 Academy in coordination with the Rogue Interagency Training Association.
- Successful completion of the DPSST maintenance recertification for all of our members.
- Introduced the Exposure Journal application which tracks exposures to carcinogen-related incidents.
- Introduced NEMSIS3 as part of an upgrade to our EMS reporting procedures.
- Enhanced the reporting procedures of accidents, injuries, and near misses.
- Introduced a new Learning Management System called TargetSolutions.
- Updated the District's resource library with the newest editions of IFSTA publications.



Training

DEPARTMENT MEASUREMENTS AND TARGETS

TRAINING PROGRAM MANAGEMENT

Statements of Measurement

- Facilitate a Captain Promotional Exam in the Fall of 2019 that provides a certified registered for future promotional opportunities.
- Coordinate a multi-agency Mass Casualty Incident training event that focuses on communications and inter-agency interoperability.
- Maintain an accurate training calendar that incorporates promotional processes and activities based on the regionally adopted two 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 facilitated an Entry Level Firefighter testing process over a four day period in February 2019 that resulted in a certified register with 15 candidates to be considered for future vacancies.
- The Safety Committee reviewed 14 reported injuries and six other incidents that included accidents without injury, exposure reports, and near miss reports. Each injury was reviewed by the committee and recommendations were made in an effort to reduce and mitigate these types of injuries in the future.
- 25 applications for certification were submitted and approved by DPSST on behalf of 16 members.
- Workplace safety inspections were conducted with 98 percent 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 59 outside courses.

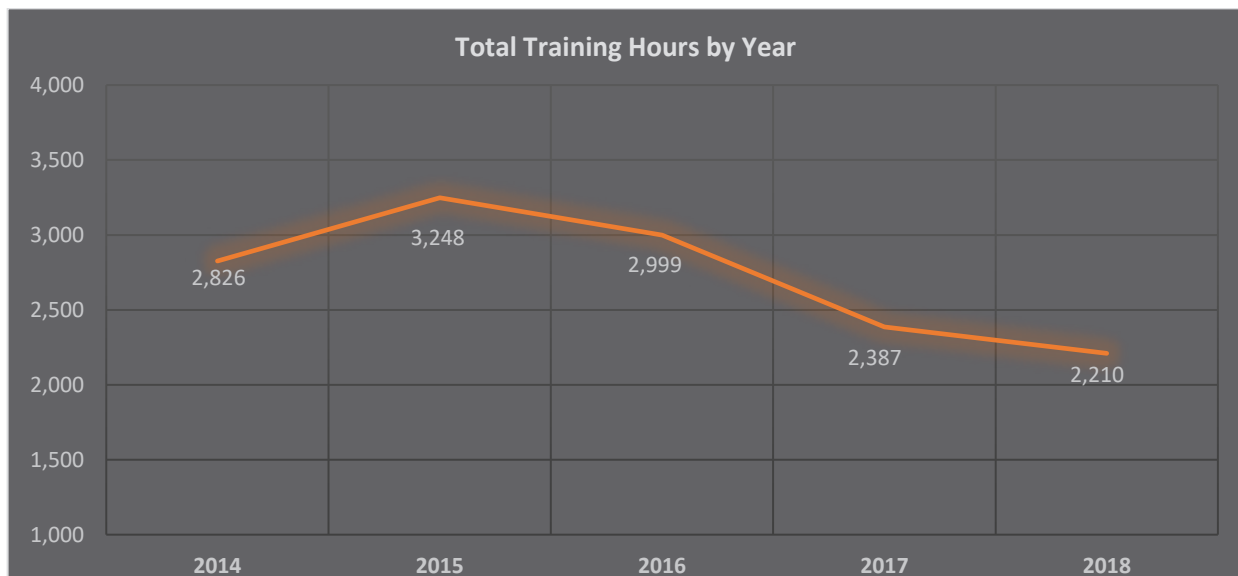
Training

TRAINING DEPARTMENT STATISTICS

Outputs

- The Training Department coordinated 1,107 courses for the calendar year.
 - 863 courses were delivered by District members
 - 224 courses were delivered by outside instructors
 - 20 courses were delivered by online resources
- Personnel participated in 2,210 hours of classroom and hands-on training.

<i>Number of Training Hours (Outputs)</i>	<i>2014 Actual</i>	<i>2015 Actual</i>	<i>2016 Actual</i>	<i>2017 Actual</i>	<i>2018 Actual</i>
<i>Administration</i>	272	132	211.5	79	101.5
<i>Apparatus</i>	552	540	253	280.5	177
<i>EMS</i>	611	825	730.5	422.5	663
<i>Fire Officer</i>	139	144	61	617	271
<i>Haz-Mat</i>	6	11	4	8.5	22
<i>Health and Safety</i>	NA	28.5	22.5	51	50
<i>Instructional</i>	11	38.5	48	13.5	15
<i>Mandated</i>	NA	51	26.5	96	10
<i>Prevention</i>	225	84	305	59.5	114
<i>Suppression</i>	714	989	873	591	480
<i>Technical Rescue</i>	221	228	266	102.5	142
<i>Wildland</i>	75	177	198	66	164
<i>Totals</i>	2,826	3,248	2,999	2,387	2,210



Training

2019/20 FISCAL YEAR DEPARTMENTAL TASKS

The District's adopted 2018-2020 Strategic Plan is the overarching document that provides direction for the organization. Five strategic initiatives identify what is critically important and the level of service the District desires to deliver for the community. Under each initiative a goal is identified that supports the success of the initiative and then objectives identified that support the success of the goal. Under each objective several tasks may be identified that support the accomplishment of the intended outcome. The initiatives and goals stay constant with the plan however the objectives and corresponding tasks may change with the fiscal year and typically drive a lot of the budget development. Some tasks have cost impact; others have minimal impact.

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

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

Goal	Enhance the District EMS program to provide the greatest chance for a positive outcome from acute medical emergencies		
Objective	Establish a community wide approach to out of hospital cardiac arrest		
Task	Partner with law to influence and train officers on Narcan use to prevent overdose deaths in the community	Target Completion Date:	December 1, 2019
Objective	Integrate high quality EMS training that includes improving clinical care delivery based on QA feedback		
Task	Initiate partnership with other agencies for quarterly EMS training	Target Completion Date:	September 1, 2019
Task	Quarterly training integrates into prior quarter's QA feedback	Target Completion Date:	December 1, 2019
Goal	Meet or exceed established Fire and Life Safety standards for preventing loss		
Objective	Develop a Community Risk Reduction program focused on the risk assessment and experiences in the District		
Task	Host a regional NFA Community Risk Reduction class	Target Completion Date:	December 1, 2019

Initiative 3 – Develop, promote, and demonstrate professionalism, innovation, and excellence throughout the organization.

Goal	Establish a system of continuous quality improvement in areas of service delivery to the community		
Objective	Measure organizational performance against established expectations		
Task	Develop QA standards for organizational programs such as incident command	Target Completion Date:	December 1, 2019
Goal	Maintain and enhance the Development Plan, providing guidance and opportunity for personnel		
Objective	Build upon the current Development Plan to include all divisions		
Task	Create an Administration development track	Target Completion Date:	December 1, 2019
Task	Integrate AIC Engineer, AIC Captain, and AIC Battalion Chief into the Development Plan	Target Completion Date:	December 1, 2019

Training

Initiative 5 – Develop and strengthen collaborative efforts and strategic partnerships.

Goal	Maximize partnerships with agencies to reduce redundancy, maximize effectiveness, and achieve readiness		
Objective	Partner to educate the public on alternate resources for non-emergent needs		
Task	Coordinate training days with Mercy Flights and other external agencies	Target Completion Date:	June 30, 2020
Objective	Integrate with local law enforcement for response and prevention of large scale planned events and emergencies		
Task	Establish a relationship with law training coordinators	Target Completion Date:	December 1, 2019
Task	Coordinate mass casualty incident drills	Target Completion Date:	December 1, 2019

Training

General Fund	<u>HISTORICAL</u>			<u>BUDGET FOR NEXT FISCAL YEAR</u>		
	2016/17 FY	2017/18 FY	2018/19 FY	2019/2020		
			Adopted	Proposed By	Approved By	Adopted By
Description	Actual	Actual	Budget	Budget Officer	Budget Committee	Governing Body
Personnel Services						
Salaries	159,427.86	165,813.43	171,700	178,000	178,000	178,000
Overtime *	53,140.31	65,521.99	76,000	75,000	75,000	75,000
Incentives	14,399.60	12,772.30	17,600	15,800	15,800	15,800
Retirement (PERS)	20,015.95	30,588.55	37,700	50,000	50,000	50,000
ER Deferred Comp Contrib	6,502.19	6,692.69	6,400	7,400	7,400	7,400
Health and Life Insurance	28,192.44	29,029.08	30,400	32,000	32,000	32,000
HRA-VEBA Contribution	9,163.33	8,988.11	7,900	8,000	8,000	8,000
FICA and Medicare PR Taxes	16,437.65	17,485.52	20,300	20,800	20,800	20,800
Workers' Comp Insurance	3,864.17	3,604.16	6,000	6,000	6,000	6,000
TOTAL PERSONNEL SERVICES	\$311,143.50	\$340,495.83	\$374,000	\$393,000	\$393,000	\$393,000
Materials and Services						
Physicals and Vaccinations	529.00	114.00	500	1,000	1,000	1,000
Licenses and Fees	491.00	350.00	500	1,000	1,000	1,000
Supplies; Training and Safety Equip	17,240.16	9,929.49	23,000	18,000	18,000	18,000
Training Props and Equipment	4,101.99	6,361.50	9,000	3,000	3,000	3,000
M&R; Training Equipment and Props	0.00	15.18	1,000	1,000	1,000	1,000
Health and Wellness	4,521.79	5,250.43	5,000	5,000	5,000	5,000
Contractual/Professional Services	9,025.00	5,260.00	15,000	15,000	15,000	15,000
Membership Dues	365.00	654.00	1,000	1,000	1,000	1,000
Books and Subscriptions	8,210.86	12,152.80	4,000	10,000	10,000	10,000
Meeting Travel Expenses	7,255.75	3,008.70	8,000	8,000	8,000	8,000
Training & Conferences; Admin & Ldrship	22,477.11	25,368.20	30,000	45,000	45,000	45,000
Training & Conferences; Board	1,232.52	2,566.37	2,500	2,500	2,500	2,500
Training & Conferences; Operations	37,448.77	45,298.06	30,000	25,000	25,000	25,000
Training & Conferences; Fire Life Safety	2,414.86	5,695.00	10,000	10,000	10,000	10,000
Training & Conferences; Students & Vol's	3,565.35	6,139.63	6,500	5,000	5,000	5,000
Training & Conferences; Technology	2,751.46	0.00	5,000	7,500	7,500	7,500
Training & Conferences; EMS	0.00	0.00	8,000	6,000	6,000	6,000
TOTAL MATERIALS and SERVICES	\$121,630.62	\$128,163.36	\$159,000	\$164,000	\$164,000	\$164,000
TOTAL TRAINING	\$432,774.12	\$468,659.19	\$533,000	\$557,000	\$557,000	\$557,000

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

Training

MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 4

Account	Description	Account Total
58203-000	Physicals and Vaccinations.....	\$ 1,000
60223-002	Licenses and Fees..... DPSST fingerprinting costs for certification process	\$ 1,000
60223-012	Supplies; Training and Safety Equipment..... Consumable training supplies for props, equipment, materials for in-service training, towing service fees for extrication vehicles, and safety equipment	\$ 18,000
60223-014	Training Props and Equipment..... Miscellaneous training props and equipment	\$ 3,000
60254-000	M&R; Training Equipment and Props..... Maintenance and repair of training equipment and props	\$ 1,000
60265-000	Health and Wellness..... Fitness supplies, miscellaneous equipment purchases, and fitness equipment maintenance and/or repair	\$ 5,000
60270-000	Contractual/Professional Services..... Personal services contracts for hiring instructors to teach District staff on site	\$ 15,000
60410-000	Membership Dues..... Annual dues for Oregon Fire Chief's Association and Safety and Health Section, Rogue Valley Fire Chief's Assn, Int'l Assn of Fire Chief's, International Society of Fire Service Instructors, and Rogue Interagency Training Assn	\$ 1,000
60412-000	Books and Subscriptions..... Professional periodicals, general reference and training materials, and emergency medical services continuing education	\$ 10,000
60449-000	Meeting Travel Expenses..... Travel expenses for staff and board members to attend regional and statewide meetings and activities relating to the Oregon Fire Chief's Assn, National Fire Protection Assn, DPSST, Oregon State Fire Marshal, Governor's Fire Service Policy Council, and other meetings as necessary	\$ 8,000

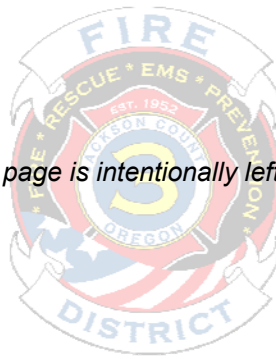
Training

MATERIALS AND SERVICES DETAIL BY ACCOUNT - *Continued*

General Fund 1, Department 4

Account	Description	Account Total
60455-001	Training and Conferences; Administrative and Leadership..... 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, staffing/scheduling, training, approved higher education, supervision and leadership seminars, facilities and logistics inventory systems and various other conferences, training, and workshops	\$ 45,000
60455-002	Training and Conferences; Board..... Continued education for the Board of Directors such as the Special District's Assn of Oregon conferences	\$ 2,500
60455-003	Training and Conferences; Operations..... Continued education and certification for fire suppression and technical rescue; additional opportunities are promoted to support professional development, safety and committee functions, Fire Department's Instructors Conference (FDIC), Firemanship conference, and other relevant training, conferences, and workshops	\$ 25,000
60455-004	Training and Conferences; Fire and Life Safety..... 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 training, fire adapted community training, and other relevant conferences, training, and workshops	\$ 10,000
60455-006	Training and Conferences; Students and Volunteers..... Continued education and training for all students and volunteer firefighters; includes EMS skills training and attendance at the Oregon Volunteer Firefighters Conference, International Assn of Chaplains, and other relevant conferences, training, and workshops	\$ 5,000
60455-007	Training and Conferences; Technology..... Continued technology training such as conferences, geographic information systems, data analysis, and other relevant conferences, training, and workshops	\$ 7,500
60455-008	Training and Conferences; EMS..... EMS-focused continuing education for all EMS personnel including ACLS, PALS, ICLS, RCC workshops, State of Jefferson EMS conference, Oregon EMS conference, CPR refresher and certification, EMS skills workshops, and other professional development opportunities	\$ 6,000
TOTAL MATERIALS AND SERVICES		\$ 164,000

---This page is intentionally left blank---





Fire District 3

Strategic Support Services



2019/20 Fiscal Year Budget

---This page is intentionally left blank ---



Strategic Support Services

DEPARTMENT DESCRIPTION

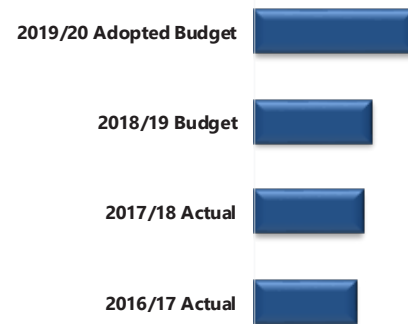
The Strategic Support Services Department is responsible for the coordination and oversight of all preventative and routine maintenance activities for the District's eight stations, training facility, classroom, administrative building, and the District's fleet of vehicles and equipment. The Department also oversees the District's Logistics program such as 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, fleet, and equipment and to ensure effective and uninterrupted emergency response by maintaining and supporting the District's facilities and equipment assets.

The Department is also tasked with coordinating the District's Community Risk Reduction efforts. Through our systems of analysis, the Strategic Support Department is tasked with collaborating with other stakeholders in the identification and prioritization of risks followed by the coordinated application of resources to minimize the probability of occurrence and impact of risks within the community.

BUDGET SUMMARY

Expenditures	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Adopted Budget
Personnel Services	\$99,490	\$104,386	\$107,000	\$358,000
Materials and Services	\$679,313	\$728,459	\$800,000	\$869,700
	\$778,803	\$832,845	\$907,000	\$1,227,700

Budget Comparison



PERSONNEL SUMMARY

Personnel	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Adopted Budget
Deputy Chief of Strategic Services	0.00	0.00	0.00	1.00
Facilities/Logistics Manager	1.00	1.00	1.00	.25
Facilities/Logistics Technician	0.00	0.00	0.00	1.00
Total	1.00	1.00	1.00	2.25

NEW BUDGETARY SIGNIFICANT CHANGES

Personnel Services is budgeted to increase \$251,000 over the prior fiscal year. The primary factor driving this increase is the transfer of the Staff Battalion Chief position from Operations and reclassifying it to Deputy Chief of Strategic Services. This change results in a salary and benefits impact totaling \$220,000. Additional impacts include the retirement of the Facilities/Logistics Manager and the corresponding payouts and the reclassification of that position to a technician level. There will be four months in overlap of the two positions to allow for training and development.

The Materials and Services classification is budgeted to increase 8.71 percent or \$69,700. Some notable projects include floor replacement at the Administrative Building, new entrance signage, membrane roof repair at Central Point, furnishings for the Scenic Fire Station, and continuation of enhancing facility security with electronic card access. This budget identifies \$36,000 total to equip both the Central Point and Eagle Point stations with these systems.

Strategic Support Services

Preventative maintenance and repairs made on all fire apparatus will continue to be subcontracted out to Medford City Shops. Two new accounts, 60251-118 and 60500-118, have been established to recognize maintenance and utility costs associated with the new Scenic station. This department will be instrumental in overseeing the self-contained breathing apparatus project budgeted in the Capital Fund. In addition, this department will be contributory in equipping the Scenic station for livability and response service.

PRIOR YEAR ACCOMPLISHMENTS

- Placed into service two Pierce Impel structural fire engines.
- Initiated the "Track-It" logistics software to better enhance fleet and facility maintenance systems.
- Completed the installation of an electronic card access system at the Administration Building and the White City station.
- Completed the seismic rehabilitation grant project on five fire stations.
- Completed the RCC/FD3 Fire Science Center at the District's White City campus.
- Completed the installation of fire engine exhaust removal systems at the Eagle Point and Central Point stations.
- Initiated the PulsePoint Verified Responder program.
- Partnered with Rebuilding Together-Rogue Valley on a fall prevention program.

DEPARTMENT MEASUREMENTS AND TARGETS

<i>Types of Transactions (Output Measures)</i>	<i>2015/16 Actual</i>	<i>2016/17 Actual</i>	<i>2017/18 Actual</i>	<i>2018/19 Actual</i>	<i>2019/20 Target</i>
<u>Vehicles Maintained</u>					
<i>Fire Engines</i>	11	11	11	11	11
<i>Aerial Ladder Truck</i>	1	1	1	1	1
<i>Wildland Engines</i>	9	9	9	8	9
<i>Water Tenders</i>	3	3	3	3	2
<i>Tactical Tenders</i>	2	2	3	3	3
<i>Rescue Equipment</i>	2	2	2	2	2
<i>Support Vehicles</i>	16	17	17	17	18
Total	44	45	46	45	46

Strategic Support Services

Department Measurements and Targets Continued...

<i>Types of Transactions (Output Measures)</i>	<i>2015/16 Actual</i>	<i>2016/17 Actual</i>	<i>2017/18 Actual</i>	<i>2018/19 Actual</i>	<i>2019/20 Target</i>
<u>Facilities Maintained</u>					
Fire Stations	8	8	8	8	8
Training Grounds	1	1	1	1	1
Training Classroom	0	0	0	1	1
Maintenance Shop	1	1	1	1	1
Administrative Building	1	1	1	1	1
Warehouse Facility/Grounds	1	1	1	1	1
Total	12	12	12	13	13

2019/20 FISCAL YEAR DEPARTMENTAL TASKS

The District's adopted 2018-2020 Strategic Plan is the overarching document that provides direction for the organization. Five strategic initiatives identify what is critically important and the level of service the District desires to deliver for the community. Under each initiative a goal is identified that supports the success of the initiative and then objectives identified that support the success of the goal. Under each objective several tasks may be identified that support the accomplishment of the intended outcome. The initiatives and goals stay constant with the plan however the objectives and corresponding tasks may change with the fiscal year and typically drive a lot of the budget development. Some tasks have cost impact; others have minimal impact.

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

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

Goal	Enhance the District EMS program to provide the greatest chance for a positive outcome from acute medical emergencies		
Objective	Establish a community wide approach to out of hospital cardiac arrest		
Task	Establish measures for enhancement components on cardiac arrest through CARES register	Target Completion Date:	December 1, 2019
Objective	Develop a comprehensive quality improvement program		
Task	Develop a system to measure baseline impact on high risk medical events	Target Completion Date:	December 1, 2019
Task	Review reporting system to improve efficiencies	Target Completion Date:	December 1, 2019
Task	Refine QA/QI program for EMS response	Target Completion Date:	December 1, 2019

Strategic Support Services

Goal	Enhance emergency response system reliability to meet or exceed performance expectations		
Objective	Identify and manage impacts to system reliability		
Task	Review CAD status list identifying opportunities for detailed status of service schedules	Target Completion Date:	December 1, 2019
Task	Establish a default system reliability number/level for resource management	Target Completion Date:	June 30, 2020

Goal	Meet or exceed established Fire and Life Safety standards for preventing loss		
Objective	Ensure staffing meets service level objectives		
Task	Evaluate results of system performance analysis based on Standards of Cover	Target Completion Date:	September 1, 2019
Task	Explore technological efficiencies	Target Completion Date:	June 30, 2020

Objective	Develop a Community Risk Reduction program focused on the risk assessment and experiences in the District		
Task	Conduct and report a Community Risk Assessment	Target Completion Date:	December 1, 2019
Task	Initiate a Fall prevention and reduction program	Target Completion Date:	September 1, 2019

Initiative 2 – Ensure sustainability of service delivery by efficient use of our people, facilities, fleet, and finances.

Goal	Explore and implement technology solutions		
Objective	Produce and relay readily available data for organizational management		
Task	Conduct a performance measure report	Target Completion Date:	June 30, 2020
Task	Display real time performance in workforce locations	Target Completion Date:	December 1, 2019

Objective	Implement technology that enhances the readiness and maintenance of fleet and equipment		
Task	Develop matrix for effective management	Target Completion Date:	June 30, 2020

Goal	Modernize the logistics tracking, analysis, and dissemination		
Objective	Conduct a review of current logistics practices		
Task	Identify industry standards	Target Completion Date:	December 1, 2019
Task	Review current practices against industry standards	Target Completion Date:	December 1, 2019

Objective	Implement technology that improves the supply chain		
Task	Evaluate current practices	Target Completion Date:	December 1, 2019
Task	Identify areas for improvement	Target Completion Date:	December 1, 2019
Task	Implement solutions for improvement	Target Completion Date:	December 1, 2019

Initiative 5 – Develop and strengthen collaborative efforts and strategic partnerships.

Goal	Maximize partnerships with agencies to reduce redundancy, maximize effectiveness, and achieve readiness		
Objective	Partner to educate the public on alternate resources for non-emergent needs		
Task	Conduct Fire Agency Logistics Survey to assess regional warehousing interest	Target Completion Date:	December 1, 2019

Strategic Support Services

General Fund	<u>HISTORICAL</u>			<u>BUDGET FOR NEXT FISCAL YEAR</u>		
	2016/17 FY	2017/18 FY	2018/19 FY	2019/2020		
			Adopted	Proposed By	Approved By	Adopted By
Description	Actual	Actual	Budget	Budget Officer	Budget Committee	Governing Body
Personnel Services						
Salaries	67,475.20	68,494.42	69,500	219,000	219,000	219,000
Incentives	1,623.30	2,491.80	2,500	14,900	14,900	14,900
Retirement (PERS)	3,634.66	5,920.26	6,000	42,000	42,000	42,000
ER Deferred Comp Contrib	3,024.00	3,072.00	3,100	6,000	6,000	6,000
Health and Life Insurance	14,717.28	15,154.08	16,000	48,600	48,600	48,600
HRA-VEBA Contribution	3,841.20	3,898.80	3,900	8,500	8,500	8,500
FICA and Medicare PR Taxes	5,241.05	5,383.93	5,500	18,000	18,000	18,000
Workers' Comp Insurance	-66.56	-29.31	500	1,000	1,000	1,000
TOTAL PERSONNEL SERVICES	\$99,490.13	\$104,385.98	\$107,000	\$358,000	\$358,000	\$358,000
Materials and Services						
Uniforms	26,060.37	39,614.27	30,000	30,000	30,000	30,000
Janitorial Supplies and Laundry Services	37,460.41	40,215.82	30,000	33,000	33,000	33,000
Supplies/Equipment; Medical	54,091.31	60,364.60	60,000	75,000	75,000	75,000
Supplies; Logistics and Warehouse	2,730.44	1,360.61	0	0	0	0
Supplies; Station Consumables	2,787.77	2,339.30	6,000	6,000	6,000	6,000
Supplies; Furnishings and Appliances	10,000.03	15,382.30	25,000	10,000	10,000	20,000
Supplies; Facilities	4,592.62	3,911.97	10,000	13,000	13,000	13,000
Fuel and Lubricants	49,520.06	58,649.18	80,000	80,000	80,000	80,000
M&R of Vehicles and Apparatus	195,694.96	227,997.37	200,000	200,000	200,000	200,000
Bldgs & Grounds - WC Station	12,134.28	15,489.51	24,000	17,000	17,000	17,000
Bldgs & Grounds - CP Station	16,328.73	6,939.00	32,000	46,000	46,000	46,000
Bldgs & Grounds - DB Station	706.55	2,306.39	12,500	12,000	12,000	12,000
Bldgs & Grounds - SV Station	6,515.74	20,239.75	5,000	5,000	5,000	5,000
Bldgs & Grounds - GH Station	5,629.63	4,515.99	9,000	15,000	15,000	15,000
Bldgs & Grounds - AL Station	3,587.57	3,737.79	5,000	12,000	12,000	12,000
Bldgs & Grounds - EP Station	18,178.33	7,837.52	20,000	34,000	34,000	34,000
Bldgs & Grounds - TR Station	5,034.52	2,159.73	10,000	5,000	5,000	5,000
Bldgs & Grounds - SC Station	0.00	0.00	0	1,000	1,000	1,000
Bldgs & Grounds - TRNG Center	21,910.05	3,786.09	5,000	6,000	6,000	6,000
Bldgs & Grounds - ADMIN Bldg	21,548.20	23,274.63	22,300	32,000	32,000	32,000
Bldgs & Grounds - LOG Warehouse	902.19	1,562.48	2,500	2,000	2,000	2,000
Bldgs & Grounds - Fire Science Ed Bldg	0.00	0.00	2,000	2,000	2,000	2,000
M&R; District Equipment	6,091.22	5,686.31	7,500	7,500	7,500	7,500
M&R; Appliances and Furnishings	2,262.15	1,595.94	5,000	5000	5000	5000
Contractual/Professional Services	4,140.00	4,891.62	7,000	8,000	8,000	8,000
Membership and Certifications	0.00	0.00	100	100	100	100
Subscriptions	0.00	0.00	100	100	100	100
Utilities; WC	30,721.15	32,819.90	32,000	35,000	35,000	35,000
Utilities; CP	20,998.04	20,694.98	22,000	23,000	23,000	23,000
Utilities; DB	11,769.27	10,393.67	14,000	14,000	14,000	14,000
Utilities; SV	12,305.85	12,103.26	14,000	14,000	14,000	14,000
Utilities; GH	10,013.37	11,235.39	14,000	14,000	14,000	14,000
Utilities; AL	7,084.91	6,523.22	10,000	10,000	10,000	10,000
Utilities; EP	18,891.66	19,578.03	20,000	23,000	23,000	23,000
Utilities; TR	9,951.47	10,914.30	10,000	10,000	10,000	10,000
Utilities; SC	0.00	0.00	0	3,000	3,000	3,000
Utilities; TC	13,024.54	13,716.21	12,000	15,000	15,000	15,000
Utilities; Adm Bldg	36,645.47	36,622.35	37,000	37,000	37,000	37,000
Utilities; Fire Science Ed Bldg	0.00	0.00	5,000	5,000	5,000	5,000
TOTAL MATERIALS and SERVICES	\$679,312.86	\$728,459.48	\$800,000	\$859,700	\$859,700	\$869,700
TOTAL STRATEGIC SUPPORT SERVICES	\$778,802.99	\$832,845.46	\$907,000	\$1,217,700	\$1,217,700	\$1,227,700

Strategic Support Services

MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 5

Account	Description	Account Total
58213-000	Uniforms.....	\$ 30,000
	Attire for all uniformed positions in all departments including shirts, pants, duty boots, accessories, badges, belts, sweatshirts, and alterations	
60221-000	Janitorial Supplies and Laundry Services.....	\$ 33,000
	Janitorial and cleaning supplies for all District facilities; truck towel and floor mat laundry	
60223-003	Supplies/Equipment; Medical.....	\$ 75,000
	Medical equipment and supplies, pharmaceuticals, automatic external defibrillators (AED's) bio-waste disposal, medical oxygen cylinders, and personal protective equipment	
60223-008	Supplies; Consumables.....	\$ 6,000
	Coffee and consumable supplies for all District facilities	
60223-015	Supplies; Furnishings and Appliances.....	\$ 20,000
	General facility furnishings and appliances including items for Scenic Station	
60223-016	Supplies; Facilities.....	\$ 13,000
	Supplies for all facilities including but not limited to lightbulbs, extension cords, garden supplies, mattress covers, kitchen and cookware items	
60230-000	Fuel and Lubricants.....	\$ 80,000
60250-000	M&R of Vehicles and Apparatus.....	\$ 200,000
60251-	<u>Buildings and Grounds</u>	
	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, electrical, drains, and lot sweeping. Fiscal year specific projects will be listed as separate line items under respective stations	
110- White City Station.....		\$ 17,000
	General maintenance and repair	12,000
	PROJECT: New entrance signage	5,000
111- Central Point Station.....		\$ 46,000
	General maintenance and repair	10,000
	PROJECT: Electronic security/access control system	18,000
	PROJECT: Replace membrane on flat roof	18,000

Strategic Support Services

MATERIALS AND SERVICES DETAIL BY ACCOUNT - *Continued*

General Fund 1, Department 5

Account	Description	Account Total
112- Dodge Bridge Station.....		\$ 12,000
	General maintenance and repair	5,000
	PROJECT: Exterior paint	7,000
113- Sam's Valley Station.....		\$ 5,000
	General maintenance and repair	5,000
114- Gold Hill Station.....		\$ 15,000
	General maintenance and repair	5,000
	PROJECT: Replace downstairs HVAC unit	10,000
115- Agate Lake Station.....		\$ 12,000
	General maintenance and repair	5,000
	PROJECT: Exterior repair/paint	7,000
116- Eagle Point Station.....		\$ 34,000
	General maintenance and repair	8,000
	PROJECT: Replace carpet/install vinyl plank	8,000
	PROJECT: Electronic security/access control system	18,000
117- Table Rock Station.....		\$ 5,000
	General maintenance and repair	5,000
118- Scenic Station.....		\$ 1,000
	General maintenance and repair	1,000
120- Training Center/Storage/Offices.....		\$ 6,000
	General maintenance and repair	6,000
121- Administrative Building.....		\$ 32,000
	General maintenance and repair	12,000
	PROJECT: Replace carpet	20,000
122- Logistics Warehouse.....		\$ 2,000
	General maintenance and repair	2,000
123- Fire Science Educational Building.....		\$ 2,000
	General maintenance and repair	2,000
60254-000 M&R; District Equipment.....		\$ 7,500
	Includes but is not limited to breathing air compressors, forklift, ATV, flatbed trailer, scissor lift, blowers, sprayer, and fuel tanks	
60255-000 M&R; Station Appliances and Furnishings.....		\$ 5,000
	Includes but is not limited to interior appliances, ice machines, dishwashers, refrigerators, and cook stoves	

Strategic Support Services

MATERIALS AND SERVICES DETAIL BY ACCOUNT - *Continued*

General Fund 1, Department 5

Account	Description	Account Total
60270-000	Contractual/Professional Services..... Includes annual fire alarm monitoring, fire sprinkler testing, and station alerting testing	\$ 8,000
60410-000	Membership and Certifications.....	\$ 100
60412-000	Subscriptions.....	\$ 100
60500-	Utilities; Stations and Facilities..... Includes electricity, natural gas, propane, water, garbage, sewer, telephone, internet, and cable or satellite television services	\$ 203,000
	110- White City Station	35,000
	111- Central Point Station	23,000
	112- Dodge Bridge Station	14,000
	113- Sams Valley Station	14,000
	114- Gold Hill Station	14,000
	115- Agate Lake Station	10,000
	116- Eagle Point Station	23,000
	117- Table Rock Station	10,000
	118- Scenic Station	3,000
	120- Training Center/Storage/Offices	15,000
	121- Administrative Building	37,000
	123- Fire Science Educational Building	5,000
	TOTAL MATERIALS AND SERVICES	\$ 869,700



Fire District 3

Technology



2019/20 Fiscal Year Budget

---This page is intentionally left blank ---



Technology

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, 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 (ECSO), for computer aided dispatch programming and support.

BUDGET SUMMARY

Expenditures	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Adopted Budget
Personnel Services	\$129,026	\$135,083	\$139,000	\$148,200
Materials and Services	\$114,445	\$128,460	\$209,400	\$186,000
	\$243,472	\$263,543	\$348,400	\$334,200

Budget Comparison

2019/20 Adopted Budget



2018/19 Budget



2017/18 Actual



2016/17 Actual



PERSONNEL SUMMARY

Position	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Adopted Budget
Information Technology Administrator	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

NEW BUDGETARY SIGNIFICANT CHANGES

Personnel Services is proposed to increase 6.62 percent or \$9,200 over the prior fiscal year. Factors impacting this classification include salary and benefit adjustments and the increase in the employer pension contribution rate to PERS.

The Materials and Services classification is proposed to decrease 11 percent or \$23,400. Contributing factor is a reduction in account 60240-000; *Licenses and Subscriptions*. The prior budget year reflected \$55,000 for the Intterra Data Situation Analyst subscription, however after further analysis upon a trial implementation it was discovered that this program would not meet the District's needs to monitor, track, and record real-time 911 dispatched response. The District explored services of the National Fire Operations Reporting System (NFORS) and discovered it will provide the ability to feed our incident report data directly into it on a daily basis and allow us to analyze that information and run report statistics. This program is budgeted at an annual cost of \$8,000 for the web-based subscription.

Technology

PRIOR YEAR ACCOMPLISHMENTS

- Completed all required technology integration into the new RCC/FD3 Fire Science Center.
- Integrated the CrewSense staffing software program into Emergency Reporting software.
- Replaced the main copier in the Administration Building.
- Upgraded the records management system to become NEMSIS3 compliant and meet national standards.
- Reconfigured and redesigned the network active directory system-wide.
- Upgraded all mobile data computers in District apparatus to Windows 10.

DEPARTMENT MEASUREMENTS AND TARGETS

<i>Types of Transactions (Output Measures)</i>	<i>2015/16 Actual</i>	<i>2016/17 Actual</i>	<i>2017/18 Actual</i>	<i>2018/19 Actual</i>	<i>2019/20 Target</i>
<i>Computer Workstation Replacement</i>	10	10	10	10	10
<i>Mobile Display Computers and Tablets</i>	0	4	4	4	4
<i>Network Hardware</i>	0	1	1	1	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 integrate CrewSense staffing software program into the Districts records management system as well as work with stakeholders to implement a data analytics program.
- 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 reports and maps that provide detail with respect to call volume and anticipate future demand for service.

Technology

2019/20 FISCAL YEAR DEPARTMENTAL TASKS

The District's adopted 2018-2020 Strategic Plan is the overarching document that provides direction for the organization. Five strategic initiatives identify what is critically important and the level of service the District desires to deliver for the community. Under each initiative a goal is identified that supports the success of the initiative and then objectives identified that support the success of the goal. Under each objective several tasks may be identified that support the accomplishment of the intended outcome. The initiatives and goals stay constant with the plan however the objectives and corresponding tasks may change with the fiscal year and typically drive a lot of the budget development. Some tasks have cost impact; others have minimal impact.

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

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

Goal	Meet or exceed established Fire and Life Safety standards for preventing loss		
Objective	Ensure staffing meets service level objectives		
Task	Establish a software based analytics program	Target Completion Date:	September 1, 2019
Task	Explore technological efficiencies	Target Completion Date:	June 30, 2020

Initiative 2 – Ensure sustainability of service delivery by efficient use of our people, facilities, fleet, and finances.

Goal	Explore and implement technology solutions		
Objective	Produce and relay readily available data for organizational management		
Task	Conduct a performance measure report	Target Completion Date:	June 30, 2020
Objective	Implement technology that enhances the readiness and maintenance of fleet and equipment		
Task	Train and implement technology solution for fleet and equipment management	Target Completion Date:	December 1, 2019
Objective	Ensure GIS and preplanning are in place to support response needs		
Task	Implement or advance the use of proven technology at the engine company level	Target Completion Date:	December 1, 2019

Initiative 3 – Develop, promote, and demonstrate professionalism, innovation, and excellence throughout the organization.

Goal	Establish a system of continuous quality improvement in areas of service delivery to the community		
Objective	Provide employees access to personnel policies and guidelines for professional awareness		
Task	Fully develop an intranet to house all policies, manuals, and personnel resources	Target Completion Date:	December 1, 2019

Technology

Initiative 3 Continued...

Goal		Cultivate an environment of data driven, evidence based decisions	
Objective		Effective data analysis is used to evaluate and improve performance and organizational decision making	
Task	Identify and support data analyzing software that provides "real time" analysis on District standards	Target Completion Date:	December 1, 2019
Task	Produce monthly performance management report	Target Completion Date:	December 1, 2019

Initiative 4 – Maintain a high level of trust by promoting District engagement in the communities we serve.

Goal		Continual improvement to the District-patron experience	
Objective		Improve patron interactions with the District, both in person and through digital media	
Task	Provide a public facing dashboard showing performance measurements	Target Completion Date:	December 1, 2019

Technology

General Fund	<u>HISTORICAL</u>			<u>BUDGET FOR NEXT FISCAL YEAR</u>		
	2016/17 FY	2017/18 FY	2018/19 FY	2019/2020		
			Adopted	Proposed By	Approved By	Adopted By
Description	Actual	Actual	Budget	Budget Officer	Budget Committee	Governing Body
Personnel Services						
Salaries	92,996.81	94,390.40	95,800	99,300	99,300	99,300
Incentives	4,412.35	4,481.75	5,300	5,400	5,400	5,400
Retirement (PERS)	5,123.61	8,246.01	8,400	13,000	13,000	13,000
ER Deferred Comp Contrib	3,264.00	4,248.00	4,400	4,400	4,400	4,400
Health & Life Insurance	11,903.64	12,257.52	13,000	13,500	13,500	13,500
HRA-VEBA Contribution	3,841.20	3,898.80	4,000	4,100	4,100	4,100
FICA and Medicare PR Taxes	7,415.86	7,526.37	7,600	8,000	8,000	8,000
Workers' Comp Insurance	68.90	33.78	500	500	500	500
TOTAL PERSONNEL SERVICES	\$129,026.37	\$135,082.63	\$139,000	\$148,200	\$148,200	\$148,200
Materials and Services						
Supplies; Computers and Tech	21,777.64	35,229.89	37,000	35,000	35,000	47,000
Supplies; Communication Devices	22,062.80	7,030.71	11,000	10,000	10,000	10,000
Licenses and Subscriptions	30,454.88	43,377.95	121,400	84,600	84,600	84,600
Technical Support	8,789.60	5,584.30	8,000	8,000	8,000	8,000
M&R; Office and Tech Equip	6,468.53	5,579.39	7,000	7,000	7,000	7,000
M&R; Communication Devices	5,455.61	11,651.44	5,000	5,000	5,000	5,000
Communication Services	19,436.14	20,006.35	20,000	24,400	24,400	24,400
TOTAL MATERIALS and SERVICES	\$114,445.20	\$128,460.03	\$209,400	\$174,000	\$174,000	\$186,000
TOTAL TECHNOLOGY	\$243,471.57	\$263,542.66	\$348,400	\$322,200	\$322,200	\$334,200

Technology

MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 7

Account	Description	Account Total
60223-011	Supplies; Computers and Technology Equipment.....	\$ 47,000
	Technology related equipment and supplies including computers, laptops, tablets, monitors, printers, keyboards, speakers, software, routers, cables, connectors, switches, and general supply items	25,000
	PROJECT: Shortel phone implementation for CP and EP stations	10,000
	PROJECT: Technology related equipment for Scenic Fire Station	12,000
60223-013	Supplies; Communication Devices.....	\$ 10,000
	Radio equipment, communication devices, and batteries for pagers	
60240-000	Licenses and Subscriptions.....	\$ 84,600
	SonicWall (server firewall)	500
	Experts Exchange	300
	3E online safety data sheet management	500
	Fire Rescue Protocols web platform subscription	300
	Appraver secure spam filter	700
	IBM support (backup server and Shortel phone server)	900
	DNS hosting and Active 911	700
	Website hosting - (new website)	3,500
	ArcMail service (email backup)	4,500
	Trend security (antivirus)	2,100
	Shortel annual license and limited support (phone system)	3,000
	GIS annual license	1,000
	Photocopier lease payment	1,700
	Cloud hosted exchange service	5,500
	Zoom video conferencing	2,000
	Cisco smartnet subscription for firmware updates	1,500
	NFORS data analytics web-based software	8,000
	Sierra Wireless for WiFi engine routers	4,800
	CrewSense - personnel staffing management program	3,300
	Pulse Point First Responder	2,500
	BDR support	1,000
	Emergency Reporting computer aided dispatch interface	1,500
	Emergency Reporting (records management system)	11,300
	Target Solutions/CheckIt learning/logistics software	12,500
	Accela financial software support	11,000
60241-000	Technical Support.....	\$ 8,000
	Core Business Solutions updates and monitoring support	4,000
	GIS support, ER support, other hardware/software support	4,000
60252-000	M&R; Office and Tech Equipment.....	\$ 7,000
60253-000	M&R; Emergency Response Communication Devices.....	\$ 5,000
	Reprogramming and repair of pagers, radios, tablets, mobile display computers	
60290-000	Communication Services.....	\$ 24,400
	Monthly expenses for mobile phone plans, WiFi cards for laptops and mobile display computer connections	
TOTAL MATERIALS AND SERVICES		\$ 186,000



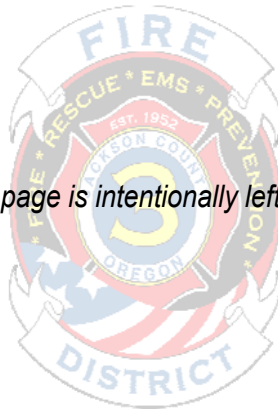
Fire District 3

Capital Projects Fund



2019/20 Fiscal Year Budget

---This page is intentionally left blank ---



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 the fund will also receive donations, loans, or grant proceeds.

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

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

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

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

BUDGET SUMMARY

Expenditures	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Adopted Budget
Capital Expenditures	\$509,980	\$1,615,314	\$6,035,100	\$5,776,000
Contingency	\$0	\$0	\$244,400	\$231,000
Reserve for Future/Ending Fund Balance	\$3,573,377	\$3,316,813	\$3,164,400	\$2,922,400
	\$4,083,357	\$4,932,127	\$9,443,900	\$8,929,400

Budget Comparison

2019/20 Adopted Budget



2018/19 Budget



2017/18 Actual



2016/17 Actual



Capital Projects Fund

NEW BUDGETARY SIGNIFICANT CHANGES

Budgeted capital expenditures planned for and considered routine in nature include finishing equipping for service the wildland interface engine purchased in March of 2019. This engine will provide us the ability to respond in more rural environments. Anticipated delivery is expected in early 2020. Once delivered, items such as radios, electronics, headsets, and intercoms will be installed prior to the unit being placed into service. This budget has \$15,000 identified to finish out this project.

Two staff vehicles are budgeted to be replaced in accordance with the Capital Replacement Plan and are considered routine in nature. Budgeted are Ford F150 pickup trucks equipped with District response ready equipment for a total cost of \$93,000.

Every 15 years the National Fire Protection Agency (NFPA) under Standard 1981 require that all self-contained breathing apparatus be replaced. This budget year marks the cycle for that replacement. All current inventory will be upgraded for a total cost of \$558,000.

Also scheduled and considered routine include upgrading a computer server and adding two mobile display computers (MDC's) and two Wi-Fi routers for response vehicles. These technology related items are budgeted for a total cost of \$35,000.

Medical equipment budgeted that is not routine in nature and considered one-time capital investments include the purchase of four AutoPulse machines for a budget of \$65,000 and an EMS manikin for a budget of \$10,000. The AutoPulse is an automated portable, battery-powered cardiopulmonary resuscitation device that can provide continuous chest compressions to cardiac arrest patients at a higher rate and quality than in human CPR. The EMS manikin is life sized and can provide specialized medical training for personnel.

Construction of the Scenic station located in Central Point will begin in July 2019 with plans for completion scheduled in the Spring of 2020. Land was purchased in March of 2018 on Scenic Avenue next to School District 6's Scenic Middle School. During this past fiscal year site development, land surveying, zoning changes, traffic studies, lot line adjustments, and architectural/engineering work began. Request for Proposals to builders was advertised in April of 2019. The construction contract was awarded to Adroit in June of 2019. This budget has \$5,000,000 allocated towards this project with loan proceeds offsetting \$4,000,000.



NORTH FAÇADE PERSPECTIVE

CENTRAL POINT FIRE STATION
JACKSON COUNTY FIRE DISTRICT #3

03/04/19
Soderstrom Architects

Capital Projects Fund

CAPITAL REPLACEMENT SCHEDULE

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

		Prior Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Apparatus and Vehicles	Lifespan	18/19 FY	19/20 FY	20/21 FY	21/22 FY	22/23 FY	23/24 FY	24/25 FY	25/26 FY	26/27 FY	27/28 FY	28/29 FY
Structural Engine	10/20/25 years	1						2				
Interface Engine	20/30 years											
Wildland Engine	20/30 years						4		2			
Tactical Tender	20/30 years				2			1				
Aerial Ladder Truck	25 years									1		
Rescue/Ambulance	25 years											
Battalion Chief Command Unit	5/10/15 years			1					1			
Technical Rescue Truck	20 years											
Staff Vehicle	10/20 years			2		2					1	2
Service Vehicle	20 years											
Supression Equipment												
Breathing Apparatus	15 years		1									
Defibrillators/AED's	10 years							6				
Extrication Equipment	10 years			4			1	1				
Thermal Imagers	10 years											
Radio's - Portable and Mobile	15 years					80						
Technology												
Computer Main Server	3 years		1			1			1			
Mobile Display Computers	8 years		2		10							
Wi-Fi Routers for Engines	8 years		2									

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

The Capital Replacement Schedule below details apparatus and equipment to be replaced and the estimated cost ten years into the future. The prior year is also depicted as a reference only. The District has based this schedule on a three percent inflationary factor per year from today's replacement cost value.

SCHEDULED - Apparatus and Vehicles	Current Cost	Prior Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		18/19 FY	19/20 FY	20/21 FY	21/22 FY	22/23 FY	23/24 FY	24/25 FY	25/26 FY	26/27 FY	27/28 FY	28/29 FY
Structural Engine	\$630,000	50,000	-	-	-	-	-	1,504,506	-	-	-	-
Interface Engine	\$385,000	385,000	15,000	-	-	-	-	-	-	-	-	-
Wildland Engine	\$84,000	-	-	-	-	-	389,516	-	206,619	-	-	-
Tactical Tender	\$350,000	-	-	-	764,909	-	-	417,918	-	-	-	-
Aerial Ladder Truck	\$1,000,000	-	-	-	-	-	-	-	-	1,266,770	-	-
Rescue/Ambulance	\$160,000	-	-	-	-	-	-	-	-	-	-	-
Battalion Chief Command Unit	\$140,000	-	-	147,088	-	-	-	-	166,416	-	-	-
Technical Rescue Truck	\$90,000	-	-	-	-	-	-	-	-	-	-	-
Staff Vehicle	\$40,000	-	93,000	-	86,151	-	-	-	-	48,736	99,909	-
Service Vehicle	\$75,000	-	-	-	-	-	-	-	-	-	-	-
		\$ 435,000	\$ 108,000	\$ 147,088	\$ 851,060	\$ -	\$ 389,516	\$ 1,922,424	\$ 373,035	\$ 1,315,506	\$ 99,909	\$ -
SCHEDULED - Suppression												
Breathing Apparatus	\$355,000	-	558,000	-	-	-	-	-	-	-	-	-
Defibrillators/AED's	\$30,000	-	-	-	-	-	-	202,709	-	-	-	-
Extrication Equipment	\$23,000	-	-	96,658	-	-	26,022	26,673	-	-	-	-
Thermal Imagers	\$7,500	-	-	-	-	-	-	-	-	-	-	-
Radio's - Portable and Mobile	\$4,500	-	-	-	-	374,617	-	-	-	-	-	-
		\$ -	\$ 558,000	\$ 96,658	\$ -	\$ 374,617	\$ 26,022	\$ 229,382	\$ -	\$ -	\$ -	\$ -
SCHEDULED - Technology												
Computer Main Server	\$15,000	-	15,000	-	-	16,557	-	-	17,830	-	-	-
Mobile Display Computers	\$5,000	-	10,000	-	53,845	-	-	-	-	-	-	-
Wi-Fi Routers for Engines	\$5,000	-	10,000	-	-	-	-	-	-	-	-	-
		\$ -	\$ 35,000	\$ -	\$ 53,845	\$ 16,557	\$ -	\$ -	\$ 17,830	\$ -	\$ -	\$ -
Other Proposed Projects (non-routine in nature)												
Auto Pulse Machines	-	-	65,000	-	-	-	-	-	-	-	-	-
EMS Manikin	-	-	10,000	-	-	-	-	-	-	-	-	-
Fire Science Educational Building	950,000	-	-	-	-	-	-	-	-	-	-	-
Seismic Upgrades to Fire Stations	1,050,000	-	-	-	-	-	-	-	-	-	-	-
Fire Station Site Development and Construction	3,600,000	5,000,000	-	-	-	-	-	-	-	-	-	-
		\$ 5,600,000	\$ 5,075,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Project Costs		\$ 6,035,000	\$ 5,776,000	\$ 243,745	\$ 904,905	\$ 391,175	\$ 415,538	\$ 2,151,806	\$ 390,865	\$ 1,315,506	\$ 99,909	\$ -

Capital Projects Fund

Fund Balances

The estimated costs of the identified capital projects are then extrapolated to a fund balance schedule to provide management with a depiction of fund deficits and overall fund sustainability. Year one of the schedule is the proposed budget presented to the Budget Committee and represents the actual transfer that the General Fund is able to support. Years two through ten depict the minimum transfer amount of \$300,000. In years where the ending fund balance represents a deficit the District uses this information to prepare for the future by providing either higher transfers or planning for other revenue sources to prevent an actual fund deficit from occurring.

	Prior Year 18/19 FY	Year 1 19/20 FY	Year 2 20/21 FY	Year 3 21/22 FY	Year 4 22/23 FY	Year 5 23/24 FY	Year 6 24/25 FY	Year 7 25/26 FY	Year 8 26/27 FY	Year 9 27/28 FY	Year 10 28/29 FY
Beginning Fund Balance	\$3,316,800	\$3,662,500	\$3,153,400	\$3,209,655	\$2,604,750	\$2,513,576	\$2,398,037	\$ 546,231	\$ 455,366	\$ (560,140)	\$ (360,050)
Transfers in from General Fund *	1,546,100	1,266,200	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Other Revenue **	1,025,000	4,000,700	-	-	-	-	-	-	-	-	-
Expenditures	2,225,400	5,776,000	243,745	904,905	391,175	415,538	2,151,806	390,865	1,315,506	99,909	-
Ending Fund Balance ***	\$3,662,500	\$3,153,400	\$3,209,655	\$2,604,750	\$2,513,576	\$2,398,037	\$ 546,231	\$ 455,366	\$ (560,140)	\$ (360,050)	\$ (60,050)

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

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

*** Ending fund balance includes contingency

Future Projects

After the completion of the Scenic Station and road access development, no other immediate infrastructure projects are planned for. In the ensuing fiscal years the replacement of apparatus will be budgeted for in accordance with the normal life cycle.

Capital Construction Historical

The District has undertaken several unique 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*
- Scenic Fire Station – *Construction slated to start July 2019*

Projects funded with District funds:

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

Projects funded by donations:

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

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

Capital Projects Fund

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 impact annual operations, specifically the **General Fund**. The effect 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 2019/20 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
---------	---------------	---

Apparatus and Vehicles

Equipment to complete Wildland Interface Engine	\$15,000	The impact of this engine on the operating budget is anticipated to be \$5,000 in fuel and operating costs. This unit will be under warranty so maintenance costs are expected to be minimal. Usage of this apparatus will be less than a front-line engine; it will be used primarily in more remote locations and during the summer months of fire season.
---	----------	--

Staff Vehicles (2)	\$93,000	The impact of two new staff vehicles on the operating budget is anticipated to be \$4,000 each in fuel and operating costs or \$8,000 total. These vehicles will be under warranty so maintenance costs are expected to be minimal. These vehicles are currently spec'd as Ford F150 pickups that will be used by the Deputy Fire Marshals. Existing issued vehicles that the DFM's drive will be rotated into the District carpool.
--------------------	----------	--

Department Equipment

Self-Contained Breathing Apparatus (SCBA)	\$558,000	The SCBA's should have minimal impact on the operating budget as they will replace all current inventory. The General Fund already budgets for annual hydro-testing of all SCBA's in addition to general maintenance and repair. Newer inventory will actually provide an estimated savings the first year of \$5,000 as testing will not be needed in the year of attainment.
---	-----------	--

Other departmental equipment items such as the AutoPulse devices, EMS manikin, computer server, mobile display computers, and Wi-Fi routers are not expected to have any significant impact on the operating budget. These items are either replacing existing inventory that have met their life expectancy or are items in nature that do not have significant maintenance and/or operating costs associated to them.

Capital Projects Fund

Project	Budgeted Cost	Description and Operating Budget Impact
---------	---------------	---

Building Construction

Scenic Station Construction	\$5,000,000	During the construction phase its anticipated there will be minimal impact on the operating budget, as costs will be budgeted out of the Capital Fund. Once the project is completed in its entirety, impact of a new station will be significant. Budgeted costs in this fiscal year are only \$4,000 for maintenance and utilities. Based on costs for running similar fire stations, it is estimated that in the near future years operating costs will be between \$30,000 and \$40,000. Costs will increase as the station ages.
-----------------------------	-------------	---

APPARATUS AND VEHICLE LIFESPAN

7700	FD3 No.	Unit No.	VIN	Make	Model	Status	Mfg Year	Year to Replace
STRUCTURAL ENGINES - LIFESPAN: 10 - Front Line Career (4) / 20 - Primary Reserve (2) / 25 - Volunteer (4)								
7701	55	SE 18-01	4P18AAFF7KA019463	PIERCE	PUC	Career	2018	2028
7708	48	SE-14-01	4P1CJ01A6EA014530	PIERCE	PUC	Career	2014	2024
7706	49	SE-14-02	4P1CJ01A6EA014531	PIERCE	PUC	Career	2014	2024
7702	56	SE 18-02	4P1BAAFF9KA019464	PIERCE	PUC	Career	2018	2028
7711	2	SE 05-01	4P1CS01A75A005039	PIERCE	SABER	Reserve	2005	2015
7712	1	SE 08-01	4P1C01A28A008554	PIERCE	IMPEL	Reserve	2008	2018
7704	4	SE 02-01	4P1CT02U72A002286	PIERCE	SABER	Volunteer	2002	2022
7703	6	SE 03-01	4P1CT02U33A003212	PIERCE	SABER	Volunteer	2003	2023
7707	5	SE 90-01	1FDYD80U0LVA00334	FORD	PIERCE	Volunteer	1990	2015
7705	8	SE 99-01	4P1CT02U6XA01005	PIERCE	SABER	Volunteer	1999	2024
7713	9	SE 97-01	4P1CT02U5VA000363	PIERCE	SABER	Vol Reserve	1997	2022
AERIAL - LIFESPAN: 25 Years								
7722	10	LT 01-01	4P1CT02S21A001320	PIERCE	AERIAL	Career	2001	2026
TENDER - LIFESPAN: 20 - Tactical (2) / 30 - 3000+ (3)								
7741	54	TN 17-01	1FVACYBS4DHB2663	PIERCE	TENDER	Tactical	2017	2037
7744	12	TN 91-01	1FDYU90T2MVA08708	FORD	TENDER	3000+	1991	2021
7747	11	TN 94-01	1FTYY95R3RVA32738	FORD	TENDER	3000+	1994	2024
7745	47	TN 13-01	1FVACYBS4DHB2663	PIERCE	TENDER	Tactical	2013	2033
7746	46	TN-13-02	1FVACYBS6DHB2664	PIERCE	TENDER	Tactical	2013	2033
WILDLAND ENGINES - LIFESPAN: 20 - Career / 30 - Volunteer								
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
AMBULANCE - LIFESPAN: 25 YEARS								
7732	17	AM 07-01	1FDWE35P67DA11974	FORD	AMB	Career	2007	2032
7731	18	AM 10-01	1FDWE35P9ADA00990	FORD	AMB	Career	2010	2035
TECHNICAL RESCUE TEAM - LIFESPAN: Truck - 25 Years								
7792	23	TRT 08-01	1FDXW47RX8EA56742	FORD	F450	WC	2008	2033
		TRT 1996	1WC200D18T4025539	WELCA	TRAILER	WC		
BATTALION CHIEF - LIFESPAN - 5 for front line, 10 for reserve								
BAT3	New	SV 15-01	1FDX83FT9FEA35502	FORD	F350	7753	2015	2020
RBAT3	33	SV 08-01	3D7MX39AX8G213884	DODGE	3500 PU	Reserve BC	2008	2018
STAFF - Duty Officer and FLS - 10 Years, Service Truck - 20 years								
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
7770	16	AM 02-01	1FDWE35F12HA73162	FORD	AMB	Training	2002	
7755	52	SV 17-01	1FM5K8ATXHGB54642	FORD	INTERCEPTOR	Duty Officer	2017	2027
7779	53	SV 17-02	1FM5K8AT1HGB54643	FORD	INTERCEPTOR	FLS	2017	2027
POOL - 15-20 Years								
7700	31	SV 03-01	1D4HS58N23F578454	DODGE	DUR	Pool	2003	
7773	35	SV 02-02	1B7HU18Z62J105090	DODGE	1500 PU	Training	2002	
7776	39	SV 06-01	1D7HW48NX6S570616	DODGE	DAK PU	Pool	2006	2016
7755	40	SV 06-02	1D7HW48N16S570617	DODGE	DAK PU	Pool	2006	2016
MISCELLANEOUS								
7779		SV 38-01	BF3846L1022	LA FR	ANTIQUE	Antique	1938	
		2001	16HCB12281U024107	HAULM	TRAILER	WC		
		1995	1WC200G29S4019168	WELCA	TRAILER	WC		
		2005	JK1AFEB175B500717	KAWAS	ATV	WC		
		2017	58XBF2024H1000698	FABFM	TRAILER	WC	2017	Service

Capital Projects Fund

Revenues and Expenditures by Account

Description	HISTORICAL			BUDGET FOR NEXT FISCAL YEAR		
	2016/17 FY	2017/18 FY	2018/19 FY	2019/2020		
	Actual	Actual	Adopted Budget	Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
Beginning Fund Balance	3,079,957	3,573,377	3,315,300	3,768,300	3,655,700	3,662,500
Sale of Capital Equip & Vehicles	0	9,450	500	500	500	500
Grants; Local, State, Federal	0	0	1,082,000	100	100	100
Donations	16,500	0	500,000	100	100	100
Transfer from General Fund	986,900	1,349,300	1,546,100	1,324,700	1,238,200	1,266,200
Loan Proceeds	0	0	3,000,000	4,000,000	4,000,000	4,000,000
	4,083,357	4,932,127	\$9,443,900	\$9,093,700	\$8,894,600	\$8,929,400
Department Equipment	42,990	0	100	635,000	635,000	668,000
Apparatus and Vehicles	409,200	1,247,975	435,000	108,000	108,000	108,000
Land and Improvements	0	284,817	100,000	500,000	500,000	500,000
Building Construction & Improvements	57,790	82,521	5,500,000	4,500,000	4,500,000	4,500,000
Contingency	0	0	244,400	229,700	229,700	231,000
Reserve for Future Exp & End Fund Bal	0	0	3,164,400	3,121,000	2,921,900	2,922,400
	509,980	1,615,314	\$9,443,900	\$9,093,700	\$8,894,600	\$8,929,400
Fund Balance	\$3,573,377	\$3,316,813	\$0	\$0	\$0	\$0

DETAIL BY ACCOUNT

Capital Projects Fund 5

Account	Description	Account Total
70530-000	Department Equipment.....	\$ 668,000
	Replacement of all self-contained breathing apparatus	558,000
	Auto Pulse Machines for EMS	65,000
	Computer server	15,000
	Mobile display computers (2)	10,000
	InMotion devices (Wi-Fi routers) for engines (2)	10,000
	EMS manikin	10,000
70531-000	Apparatus and Vehicles.....	\$ 108,000
	Equipment to finish out Interface Engine for service	15,000
	Staff vehicle replacement (2 Ford F150 pickups)	93,000
70532-000	Land and Improvements.....	\$ 500,000
	Scenic fire station road infrastructure	
70533-000	Building Construction/Improvements.....	\$ 4,500,000
	Scenic fire station construction	
TOTAL CAPITAL EXPENDITURES		<u>\$ 5,776,000</u>



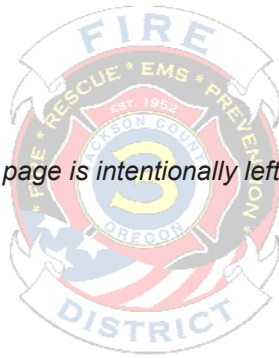
Fire District 3

Supplemental Information



2019/20 Fiscal Year Budget

---This page is intentionally left blank ---



Supplemental Information

TOP TAXPAYERS: The District tracks the top taxpayers for the current fiscal year and of ten years ago.

		2018			2008		
Top Taxpayers	Type of Business	Rank	Taxable Assessed Valuation	Tax Paid to District	Rank	Taxable Assessed Valuation	Tax Paid to District
Boise Cascade Wood Products	Wood Manufacturer	1	\$ 64,633,157	\$ 201,617	2	\$ 54,568,285	\$ 170,220
Pacificorp	Electric Utilities	2	\$ 52,537,000	\$ 163,884	5	\$ 27,777,000	\$ 86,648
Avista Corp	Natural Gas Utilities	3	\$ 49,920,700	\$ 155,723	8	\$ 16,315,500	\$ 50,895
Carestream Health Inc	Medical Mfg Plant	4	\$ 49,777,660	\$ 155,276	1	\$ 114,918,490	\$ 358,477
Amy's Kitchen	Organic Food Mfg	5	\$ 47,798,730	\$ 149,103	9	\$ 15,268,780	\$ 47,629
CenturyLink	Telephone	6	\$ 26,602,000	\$ 82,982			
Costco Wholesale Corp	Wholesale Retail	7	\$ 25,915,660	\$ 80,841			
Linde LLC	Industrial Gases	8	\$ 23,494,740	\$ 73,289	7	\$ 18,828,040	\$ 58,732
Biomass One, Ltd	Industrial Mill	9	\$ 22,138,000	\$ 69,057	4	\$ 35,182,500	\$ 109,748
Plycem USA LLC	Wood Siding Plant	10	\$ 17,984,230	\$ 56,100			
Table Rock Group LLC	Real Estate Developers	11	\$ 15,565,130	\$ 48,554	6	\$ 23,648,300	\$ 73,769
Norwest Energy 7 LLC	Renewable Energy	12	\$ 15,300,000	\$ 47,727			
Charter Communications	Cable Comm Provider	13	\$ 11,517,300	\$ 35,927			
Wal-Mart	Retail	14	\$ 11,397,390	\$ 35,553	16	\$ 8,483,015	\$ 26,462
Murphy Company	Wood Products Mill	15	\$ 11,106,710	\$ 34,646			
Erickson Inc	Commercial Aviation	16	\$ 10,962,100	\$ 34,195	12	\$ 10,039,710	\$ 31,318
Space LLC	Property Holdings	17	\$ 10,757,030	\$ 33,555	14	\$ 9,075,340	\$ 28,310
USF Reddaway Inc	Trucking	18	\$ 9,175,820	\$ 28,623	18	\$ 6,614,550	\$ 20,633
Tomchi Oregon LLC	Investments	19	\$ 8,377,450	\$ 26,133			
Ron Deluca Trustee	Property Holdings	20	\$ 8,296,570	\$ 25,880			
			\$ 493,257,377	\$ 1,538,667		\$ 340,719,510	\$ 1,062,840
Total District assessed value certified by Jackson County Treasurer			\$ 4,551,706,980			\$ 2,973,076,275	
Percent of top twenty taxpayers to total District assessed value			10.837%			11.460%	
Total property tax revenue received for year ending June 30th as stated on the governmental fund financial statements				\$ 13,023,910			\$ 8,443,491
Percent of top twenty taxpayers to total District property tax revenue received				11.814%			12.588%

Supplemental Information

SUMMARY OF ASSESSED VALUES: The District tracks assessed valuation increases as a whole and broken out between the cities and unincorporated areas.

Unincorporated Areas Including White City

2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
\$1,955,768,951	\$2,010,328,589	\$2,086,359,059	\$2,192,594,013	\$2,263,221,391	\$2,340,508,449	\$2,466,173,066
Percent Change	2.7897%	3.7820%	5.0919%	3.2212%	3.4149%	5.3691%

City of Gold Hill

2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
\$61,948,821	\$64,971,898	\$68,264,529	\$71,355,116	\$73,155,754	\$75,354,098	\$80,446,032
Percent Change	4.8800%	5.0678%	4.5274%	2.5235%	3.0050%	6.7573%

City of Central Point

2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
\$1,004,088,294	\$1,029,836,014	\$1,091,728,520	\$1,131,372,600	\$1,173,815,611	\$1,226,268,279	\$1,299,855,035
Percent Change	2.5643%	6.0099%	3.6313%	3.7515%	4.4686%	6.0009%

City of Eagle Point

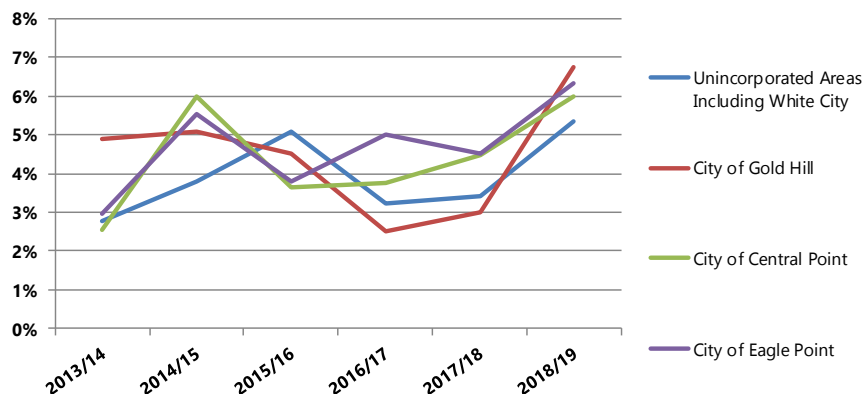
2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
\$535,866,473	\$551,807,326	\$582,331,866	\$604,425,784	\$634,616,194	\$663,251,693	\$705,232,847
Percent Change	2.9748%	5.5317%	3.7940%	4.9949%	4.5123%	6.3296%

Total Assessed Valuation for all Areas Combined

2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
\$3,557,672,539	\$3,656,943,827	\$3,828,683,974	\$3,999,747,513	\$4,144,808,950	\$4,305,382,519	\$4,551,706,980
Percent Change	2.79%	4.70%	4.47%	3.63%	3.87%	5.72%

AVERAGE 4.1961%

Total Assessed Value Change by Area



Supplemental Information

MARKET AND ASSESSED VALUES OF PROPERTY: The District tracks the real market value and assessed value of all property within our jurisdictional boundaries in order to provide historical trend information.

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		
2009	5,753,668,938	2,687,366,939	190,122,330	175,341,216	125,794,821	110,368,120	6,069,586,089	2,973,076,275	48.98%	3.12
2010	5,115,061,253	3,294,967,366	176,646,820	148,783,971	130,665,897	125,579,810	5,422,373,970	3,569,331,147	65.83%	3.12
2011	4,681,327,241	3,311,673,891	156,822,110	157,677,325	111,067,738	136,249,680	4,949,217,089	3,605,600,896	72.85%	3.12
2012	4,140,281,308	3,359,603,702	163,919,360	154,394,810	143,762,367	140,906,766	4,447,963,035	3,654,905,278	82.17%	3.12
2013	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
2014	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
2015	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
2016	4,730,489,999	3,720,215,430	156,818,710	152,727,683	130,545,978	126,804,400	5,017,854,687	3,999,747,513	79.71%	3.12
2017	5,023,056,736	3,851,671,032	166,414,930	162,100,918	131,053,865	131,037,000	5,320,525,531	4,144,808,950	77.90%	3.12
2018	5,382,278,747	3,992,477,093	169,434,429	165,001,496	146,841,330	147,903,930	5,698,554,506	4,305,382,519	75.55%	3.12

Source: Jackson County Assessment Department.

Notes: Tax rates are per \$1,000 of assessed value.

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

Acronyms

TERM	STANDS FOR
ADM	Administrative
AFG	Assistance to Firefighters Grant
AL	Agate Lake Station
ALS	Advanced Life Support
BC	Battalion Chief
BLS	Basic Life Support
BOD	Board of Directors
CAD	Computer Aided Dispatch
CAO	Chief Administrative Officer
CFAI	Commission of Fire Accreditation International
CFOD	Chief Fire Officer Designation
CLIA	Clinical Laboratory Improvement Amendments
CO	Carbon Monoxide
COP	Certificates of Participation
CP	Central Point Station
CPR	Cardiopulmonary Resuscitation
CSC	Civil Service Commission
DB	Dodge Bridge Station
DC	Deputy Chief
DC/FM	Deputy Chief/Fire Marshal
DC	Division Chief
DEA	Drug Enforcement Agency
DFM	Deputy Fire Marshal
DPSST	Department of Public Safety Standards and Training
ECSO	Emergency Communications of Southern Oregon
EKG	Electro Cardio-Gram
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EP	Eagle Point Station
FC	Fire Chief
FCC	Federal Communications Commission
FF	Firefighter
FLS	Fire and Life Safety
FLSA	Fair Labor Standards Act
FLSS	Fire and Life Safety Specialist
FMZ	Fire Management Zone
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	General Accepted Accounting Practices
GFOA	Government Finance Officers Association
GH	Gold Hill
GIS	Geographical Information System
HIPPA	Health Insurance Portability and Privacy Act
HRA VEBA	Health Reimbursement Arrangement Voluntary Employees' Beneficiary Association

TERM	STANDS FOR
I&M	Inspection and Maintenance
IAAI	International Association of Arson Investigators
IAFF	International Association of Firefighters
IFC	International Fire Code
IFSTA	International Fire Service Training Association
ITA	Information Technology Administrator
JC	Jackson County
JCFD4	Jackson County Fire District No. 4
LGIP	Local Government Investment Pool
LGPI	Local Government Personnel Institute
LTD	Long Term Disability
MDA	Mobile Display Computer
NEMSIS	National EMS Information System
NFORS	National Fire Operations Reporting System
NFPA	National Fire Protection Association
ODF	Oregon Department of Forestry
OFCA	Oregon Fire Chiefs Association
OFMA	Oregon Fire Marshals Association
OFSOA	Oregon Fire Service Office Administrators
OPS	Operations
OPSRP	Oregon Public Service Retirement Plan
OR	Oregon
OR-OSHA	Oregon Occupational Safety and Health Administration
PERS	Public Employees Retirement System
PPE	Personal Protective Equipment
RCC	Rogue Community College
RIT	Rapid Intervention Team
RITA	Rogue Interagency Training Association
RVFCA	Rogue Valley Fire Chiefs Association
RVPPF	Rogue Valley Professional Firefighters Local 1817
SCBA	Self-Contained Breathing Apparatus
SDAO	Special Districts Association of Oregon
SS	Scenic Station
SV	Sams Valley Station
TAN	Tax Anticipation Note
TC	Training Center
TR	Table Rock Station
TRT	Technical Rescue Team
UEFB	Unappropriated Ending Fund Balance
UR	Urban Renewal
WC	White City Station
WCURA	White City Urban Renewal Agency

Glossary of Terms

Account

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

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.

Balanced Budget

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

Budget

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

Budget Document

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

Budget Message

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

Budgetary Control

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

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.

Chart of Accounts

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

Current Liabilities

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

Glossary of Terms

Current Taxes

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

Debt

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

Debt Limit

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

Depreciation

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

Dispatch

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

Engine

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

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.

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.

General Fund

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

General Long-Term Debt

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

Governmental Funds

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

Glossary of Terms

Gross Bonded Debt

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

Hazardous Materials (Haz-Mat)

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

Incident

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

Interface

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

Levy

Tax imposed/collected for the support of District activities.

Major Fund

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

Modified Accrual Basis

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

Municipal Corporation

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

Net Bonded Debt

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

Object Classification

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

Performance Measures

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

Prior Year Tax Levies

Taxes levied for fiscal periods preceding the current one.

Property Taxes

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

Resources

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

Glossary of Terms

Response

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

Revenue

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

Shift

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

Special Revenue Fund

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

Supplemental Budget

The process that modifies the adopted budget during a fiscal year. Typically, supplemental budgets are used to create new appropriations to spend increased resources.

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.

VA Southern Oregon Rehabilitation Center

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