

JACKSON COUNTY FIRE DISTRICT 3



2020/2021
FISCAL
YEAR

BUDGET
DOCUMENT



2020/2021 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

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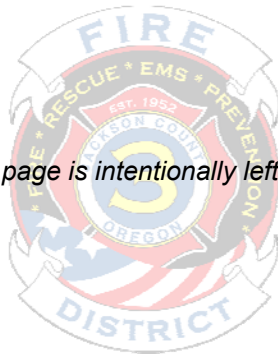


Table of Contents

2020/21 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
- 26 Financial Overview/Schedules
- 33 Financial Forecast

3) Strategic Plan

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

4) General Fund

- 42 Budget Summary
- 43 Revenue Resources
- 47 Expenditure Appropriations
- 49 Personnel Summary

5) Administration

- 51 Departmental Information including Budget Summary, Personnel, and Significant Changes
- 52 Performance Measurements and Targets
- 54 Fiscal Year Goals and Objectives
- 56 Budgetary Schedules

6) Operations

- 59 Departmental Information including Budget Summary, Personnel, and Significant Changes
- 63 Performance Measurements and Targets
- 69 Fiscal Year Goals and Objectives
- 72 Budgetary Schedules

7) Fire and Life Safety

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

8) Training

- 83 Departmental Information including Budget Summary, Personnel, and Significant Changes
- 85 Performance Measurements and Targets
- 87 Fiscal Year Goals and Objectives
- 89 Budgetary Schedules

9) Strategic Services

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

10) Technology

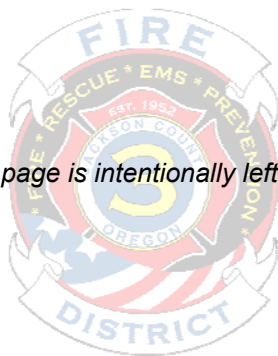
- 100 Departmental Information including Budget Summary, Personnel, and Significant Changes
- 101 Performance Measurements and Targets
- 102 Fiscal Year Goals and Objectives
- 104 Budgetary Schedules

11) Capital Projects Fund

- 106 Fund Overview
- 108 Capital Replacement Schedule
- 111 Capital Budget to Operating Budget
- 113 Budgetary Schedules

12) Supplemental Information

- 114 Top Taxpayers
- 115 Summary of Assessed Values
- 116 Market and Assessed Value of Taxable Property
- 117 Acronyms
- 118 Glossary of Terms
- 122 Motion to Approve 2020-21 FY Budget
- 123 Resolution Adopting the 2020-21 FY Budget



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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

For the Fiscal Year Beginning

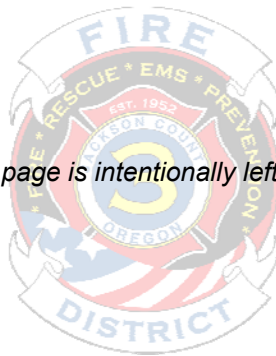
July 1, 2019

Christopher P. Morill

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, 2019. 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.

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Fire District 3

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June 18, 2020

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 2020/2021 fiscal year **adopted 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

2019 Year in Review

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

- Started construction of the new Scenic fire station located at 1909 Scenic Avenue in Central Point.
- Purchased all new self-contained breathing apparatus with a 5500 psi for suppression personnel.
- Purchased and placed into service two staff vehicles for the Deputy Fire Marshal positions.
- Hired a Community Engagement Coordinator and have built out our focus on programs around engaging our community through multiple outreach methods.
- Promoted a Captain assigned to the Strategic Services Department, focused on the District's Community Risk Reduction initiatives. This includes the addition to several data collection and analysis programs such as NFORS, Imagetrend, and FirstWatch.
- Sponsored two employees for the National Fire Academy's (NFA) Managing Officer Program. This professional development program is a two-year commitment which includes courses at the NFA campus in Emmetsburg, Maryland.
- Development of the District's Fuels Reduction Program with the purchase of a fuels reduction trailer. The program is designed to assist District patrons by removing barriers prohibiting their success for creating defensible space.

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 4.5 percent assessed valuation growth for the 2020/21 fiscal year. The economy has been modestly growing and commercial industry remains competitive, however concerns run deep that a significant economic recession due to the coronavirus will have a heavy impact in our region and across the nation. Time will tell as to what that magnitude will be.
- The unemployment rate for Jackson County in February 2020 was 3.9 percent, compared to 4.2 percent for the same month a year ago. This percentage however is expected to increase considerably due to the massive layoffs related to coronavirus.
- Call volume for the District increased six percent in 2019 compared to only a 0.14 percent increase in 2018. The five year average reflects a 4.5 percent increase for all incidents. Central Point still remains our busiest service area with approximately 39 percent of the volume of incidents occurring in that area. The addition of the Scenic station will improve call distribution and service delivery in that area fire management zone.

COMMUNITY STATS

945 Smoke Alarms Installed

Students Trained in
Hands-Only CPR 444

1 Firewise USA Sites Created

Pulsepoint Subscribers 5,992

INCIDENT STATS

232 Fire Related Incidents

Medical Incidents 4,674

460 Motor Vehicle Rescues

Service Calls 694

1,900 Good Intent Calls

False Alarms 262

146 Haz Mat Responses

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. This category of response continues to change based on the socioeconomic environment, changing demographics, and changes in the national healthcare system. The District has developed a program focused towards deploying the appropriate resource to meet the needs of the community. The Community Care program involves specially trained personnel assessing the needs of patients who use the 911 system for low acuity conditions, or are frequent users of the 911 system. The Community Care Providers work with the patrons to find them the best solutions to their needs when it is not a transport in an ambulance to a hospital emergency department. The program goes live late spring of 2020.
- 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.

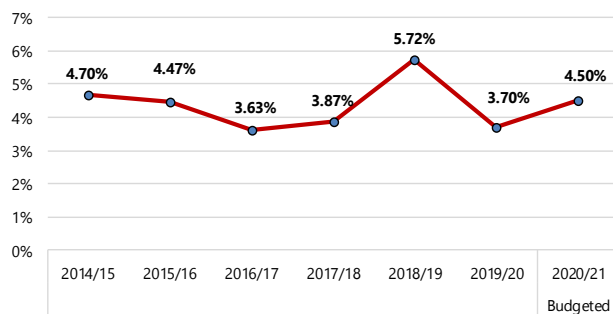
Property Tax Analysis and Potential Impacts

The District experienced total assessed valuation (AV) growth of 3.7 percent for the 2019/20 fiscal year. The District's financial forecast for the 2020/21 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 4.5 percent increase.

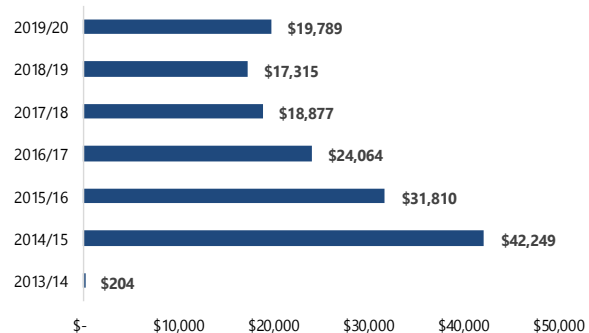
URBAN RENEWAL: The City of Central Point's Urban Renewal, which encompasses a portion of the District, will be in their seventh year. Under Oregon statute the total assessed value of the urban renewal is frozen and all future assessed valuation growth in the plan area is transferred to the urban renewal district until all identified projects are sufficiently funded. The District lost \$100,746 in tax revenue in fiscal year 2019/20 and \$349,473 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 not otherwise have 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.

Assessed Value Growth Change



Loss Due to Compression



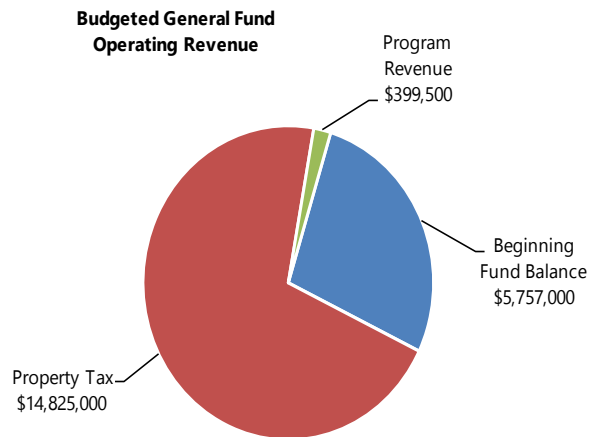
Budget Message

Summary of Revenue and Expenditures / Noteworthy Budgetary Items

General Fund Revenue

This adopted budget reflects \$14,825,000 in property tax revenue, an increase of 3.31 percent or \$475,000. 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 2020/21 fiscal year is budgeted at \$15,224,500. Overall proposed General Fund revenue is \$20,981,500 a 2.96 percent increase over the 2019/20 fiscal year budget.



Personnel Services

This adopted budget reflects an overall increase in Personnel Services of 4.53 percent or \$523,100 from what was budgeted in the prior year. The District ratified a new three year labor agreement with Rogue Valley Professional Firefighters (RVPFF) Local 1817 for the period July 1, 2020 through June 30, 2023. Positions that are represented include Battalion Chief, Captain, Deputy Fire Marshal, Engineer, Firefighter, and Community Care paramedic and EMT. This budget within personnel services reflects a 1.5 percent cost of living adjustment for both represented and non-represented employees.

PERSONNEL: During the 2019/20 FY some reorganization occurred which resulted in the transfer of the Administrative Assistant position under Fire and Life Safety (FLS) to Strategic Services. In that reorganization, a Community Risk Reduction Captain position was created. This budget reflects a full year salary and benefits under the Strategic Services department. The focus of this new position is educating our community on types of risk and developing programs to mitigate those risks. Under Administration, a Community Engagement Coordinator position was created to oversee the District's community engagement initiatives, website, newsletter, and outreach efforts that educate and inform the public. This budget reflects a full year salary and benefits.

The District will have the Community Care program implemented the beginning of this new fiscal year with two (2) paramedics. Hiring of the two (2) basic EMT positions to fulfil the build out of the program will occur early fall of 2020. These four (4) in total single-role medical providers will be staffed during peak hours to manage non-emergent requests for service. The 2018-2020 Strategic Plan called for the 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 Community Care Response Unit (CCRU) to non-emergent responses during peak hours will improve our system reliability leading to improved service delivery on emergent incidents. 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 drive that evolution by leading the creative and innovative solutions to our community's healthcare needs.

Budget Message

PERS: This budget year the District will not receive an employer contribution rate adjustment into the Public Employees Retirement System (PERS). 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 2016-2017 (the December 31, 2017 valuation).

The rates that will determine the employer cost effective July 1, 2021 through June 30, 2023 will be published by PERS in November 2020 and will be based on the 2018-2019 valuation. It is expected that in this next biennium, rates will continue to increase to the maximum of the PERS rate collar. This is dominantly due to the system-wide earnings lower than the assumed 7.2 percent rate of return. An economic downturn coupled by stock market losses will continue to put stress on the system-wide sustainability, which will extrapolate to higher employer rate costs in the future.

The current rate for all members in the tier one and tier two groups (those employees that have established membership prior to 2003) is currently 24.93 percent of payroll. Rates for firefighters in the tier three (OPSRP) group (those employees that have established membership after August 29, 2003) is 17.25 percent of payroll and current rates for general service members in the OPSRP group is 12.62 percent of payroll. The total budgeted PERS expense is \$1,595,200. Of total personnel, 41 percent are in the Tier 1 and 2 group, 41 percent are in the OPSRP firefighter group, and 18 percent are in the OPSRP general service group.

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 79.3 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 budget is \$344 per month for a total annualized expense of \$279,800.

Renewal rates for the health insurance plan effective July 1, 2020 to June 30, 2021 represents an overall increase of 2.76 percent. Through negotiations, the District moved from a \$250/deductible plan to a \$500/deductible plan to help minimize costs. The total budgeted health insurance expense is \$1,447,400.

Total Personnel Services is budgeted at \$12,070,000 which is a 4.53 percent increase over the current year.

Materials and Services

This adopted budget reflects a modest reduction in Materials and Services of 0.67 percent or \$16,700 from the prior fiscal year. The District has focused efforts across all departments from the Strategic Plan to ensure fiscally sound spending practices at a sustainable level. Noteworthy projects budgeted include supporting community risk reduction programs, improving our personal protective equipment including scheduled replacement of structural turnouts, and continuing technology upgrades. Total Materials and Services budgeted is \$2,460,300 which is 16 percent of operating revenue.

Debt Service

This adopted budget represents the seventh year of a financing agreement with Wells Fargo Bank and provides for a total principal and interest payment of \$261,817. The term of this issuance is eight years with final payment scheduled for July 1, 2021. New debt was issued in 2019 to fund construction of the Scenic station through full faith and credit obligations with JP Morgan Chase Bank. This budget has \$448,417 allocated in principle and interest payments and represents the second year of debt payment. Total debt service budgeted is \$711,000.

Contingency

The District has policy that Operating Contingency will be six percent of budgeted property tax revenue. This budget has allocated \$889,500 in contingency.

Budget Message

Ending Fund Balance

The District has policy that Unappropriated Ending Fund Balance (UEFB) will be 26 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. This budget has allocated \$3,854,500 in ending fund balance.

Capital Projects Fund

This fund has a budgeted transfer of \$996,200 from the General Fund. With this contribution and after all budgeted expenditures, the fund is projected to have an ending balance of \$4,460,200, an increase of \$1,537,800 from the current year.

Capital expenditures are budgeted at \$363,000 and reflect projects in accordance with our Capital Replacement Plan. Significant projects include:

- A staff vehicle replacement spec'd as a Ford F150 pickup for \$60,000 and a new battalion chief command unit for \$147,000.
- Equipment upgrades and replacements consisting of a new extrication set, defibrillator, thermal imagers, and an above ground fuel storage tank for the Scenic station.
- Contribution of \$50,000 towards the new park development next to our Scenic station that is in joint collaboration between the District, City of Central Point, School District 6, and Central Point Rotary.

Budget Summary

The 2020/21 fiscal year budget is organized into the following Departments:

- Administration
- Operations
- Fire and Life Safety
- Training
- Strategic 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	2019/20 FY Adopted Budget	2020/21 FY Adopted Budget	Increase/ (Decrease)
Administration	\$1,495,600	\$1,529,600	2.27%
Operations	\$9,338,400	\$9,783,800	4.77%
Fire and Life Safety	\$990,500	\$684,000	-30.94%
Training	\$557,000	\$570,700	2.46%
Strategic Services	\$1,288,200	\$1,557,800	20.93%
Technology	\$334,200	\$404,400	21.01%
Non-Departmental	\$6,375,200	\$6,451,200	1.19%
	\$20,379,100	\$20,981,500	2.96%
Capital Projects Fund	\$8,929,400	\$4,895,800	-45.17%
Total Appropriated Budget	\$29,308,500	\$25,877,300	-11.71%

Budget Message

The District considers operating expenses to consist of personnel services, materials and services, and debt service. This budget has been adopted with total operating expenses at \$15,241,300, an increase of \$725,400 over the prior year.

Total budget appropriations for all funds is \$25,877,300 which is a decrease of \$3,431,200 or 11.7 percent over the prior year budget. This reduction is primarily due to expending loan proceeds budgeted and received in the 2019/20 fiscal year for construction of the Scenic fire station.

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

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

Respectfully submitted,

Robert B. Horton

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

Budget Summary - All Funds

Appropriations	2019/20 FY Adopted Budget	2020/21 FY Adopted Budget	Increase/ (Decrease)
Personnel Services	\$ 11,546,900	\$12,070,000	\$ 523,100
Materials and Services	2,457,000	\$2,460,300	3,300
Capital Outlay	5,853,000	363,000	(5,490,000)
Debt Service	492,000	\$711,000	219,000
Operating Transfers Out	1,266,200	996,200	(270,000)
Operating Contingency	1,040,000	962,100	(77,900)
Ending Fund Balance	6,653,400	8,314,700	1,661,300
Total Appropriations	\$ 29,308,500	\$ 25,877,300	\$ (3,431,200)

District Overview

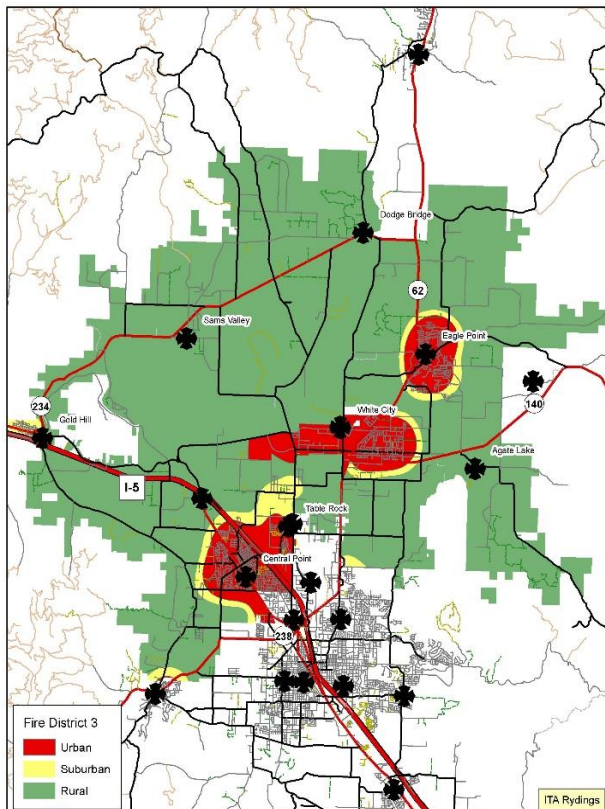
Jackson County Fire District 3 is a special district operating under Oregon Revised Statutes (ORS) Chapter 478 as a separate municipal corporation. A Board of Directors is elected by District citizens and is comprised of a President and four Directors, who include a Vice-President and Secretary-Treasurer.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

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

In 1995 the City of Gold Hill annexed into the District, followed by the City of Central Point in the November 2000 election and the City of Eagle Point in the May 2001 election. Today, the District provides a full range of fire protection and emergency medical response services to its approximately 54,000 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 67 full-time career employees, supplemented by approximately 20 volunteers and student firefighters combined. The District operates eight fire stations that are strategically located across our service area in order to provide the best response times possible. Four stations are staffed with paid personnel and four with volunteer personnel.

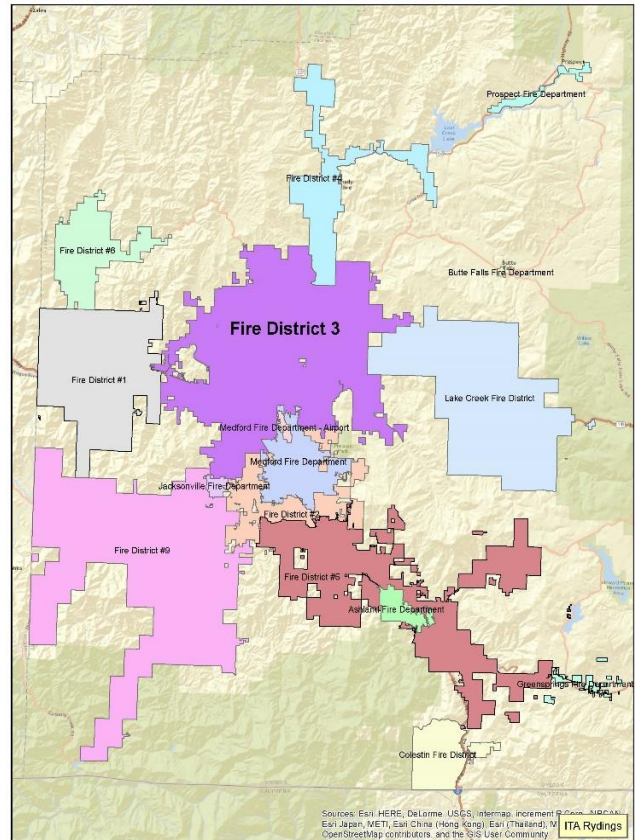
The District's administrative offices are adjacent to the White City fire station, located in an unincorporated industrial area of Jackson County known as White City. A regional training facility is also at this location, which includes a training tower, burn simulation props, water drafting pits, fire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

District Overview

The District 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 56 response ready employees, 22 are certified advanced life support (ALS) Paramedics and 7 are certified as Intermediate Technicians. Under the guidance of our supervising physician, emergency medical service personnel maintain a highly certified skill level through several specialized programs and training.

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



Emergent Incident Response Goals					
	CODE 3 Incidents in 2019	80%	Goal Time	90%	Baseline Time
		Actual		Actual	
Urban	1,810	72%	7 minutes	90%	9 minutes
Suburban 1	128	98%	11 minutes	99%	12 minutes
Suburban 2	45	36%	13 minutes	49%	14 minutes
Rural	649	79%	13 minutes	84%	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 recreational opportunities.



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

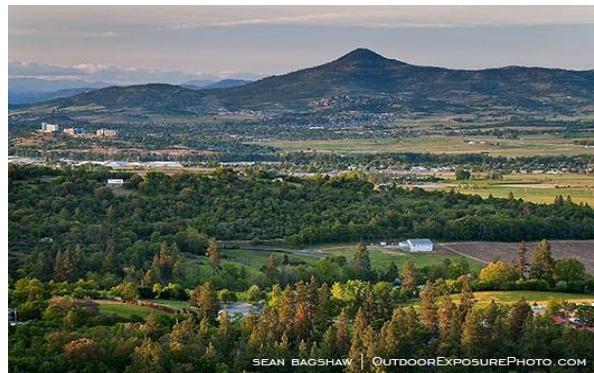
The Rogue Valley is home to a pair of well-known attractions - the Britt Music Festival and Ashland's Oregon Shakespeare Festival - and to several museums, art galleries, theaters, wineries, and golf courses. History buffs will recognize the region as the site of Oregon's 19th Century gold rush, an era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

Economy

Jackson County has grown and diversified over the decades and is 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 2020 was 3.9 percent compared to the State of Oregon's unemployment rate of 3.3 percent. Over the past 12 months, private-sector payroll employment rose by 1,620 jobs in Jackson County, a growth rate of 1.9 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 2019, government employment rose by 170 jobs.

Assessed and Real Market Value

The District's assessed valuation increased from \$4,551,706,980 in the 2018/19 fiscal year to \$4,720,269,748 for the 2019/20 fiscal year, a 3.70 percent increase. This is down from the prior year's growth of 5.72 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.

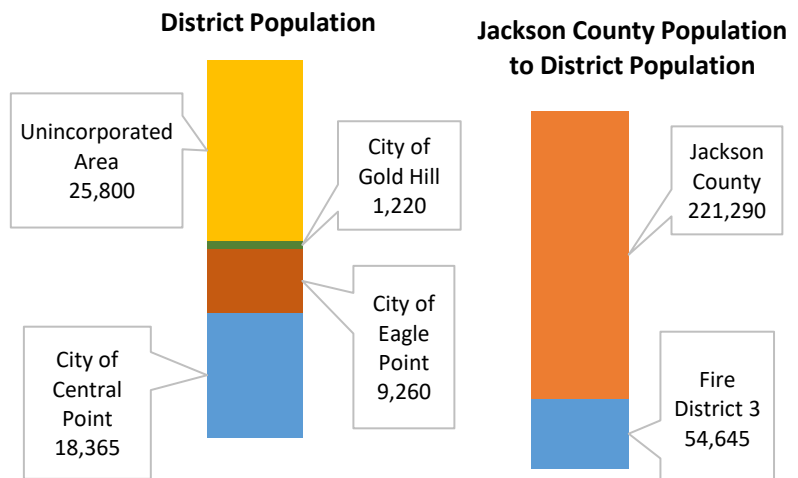
District Funding

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 2019 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 2011 to 2019. Growth slowed slightly from 2018 to 2019 with an increase of only 0.95%.

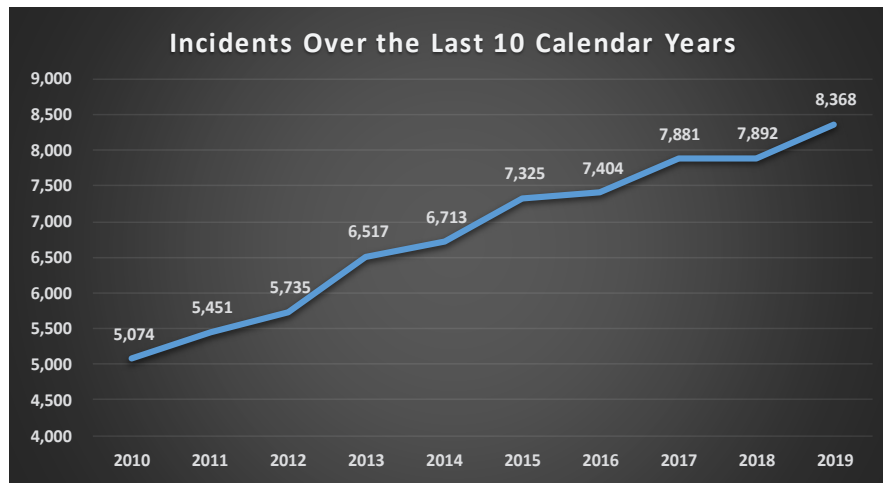
The District's population is expected to continue to moderately increase over the next 10 years. Staff will continue to work proactively with other governments and regional planning groups to ensure continued ability to serve this future population. This includes working across jurisdictional boundaries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



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 16 percent increase in incidents from 2015 to 2019. In 2019, 56 percent of total incidents were classified as medical followed by good intent (23%). 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. Policies are routinely reviewed and updated as needed. Annually staff presents to the Board a Funds and Financial Policy Resolution, which provides various financial authorizations and affirms the guiding financial direction.

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

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

Introduction of Members

BOARD OF DIRECTORS

As of July 2020

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 2020

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

Ken Cummings
Tim Snaith
John Rachor
Rob Hernandez
Steven Weber

Term Expires

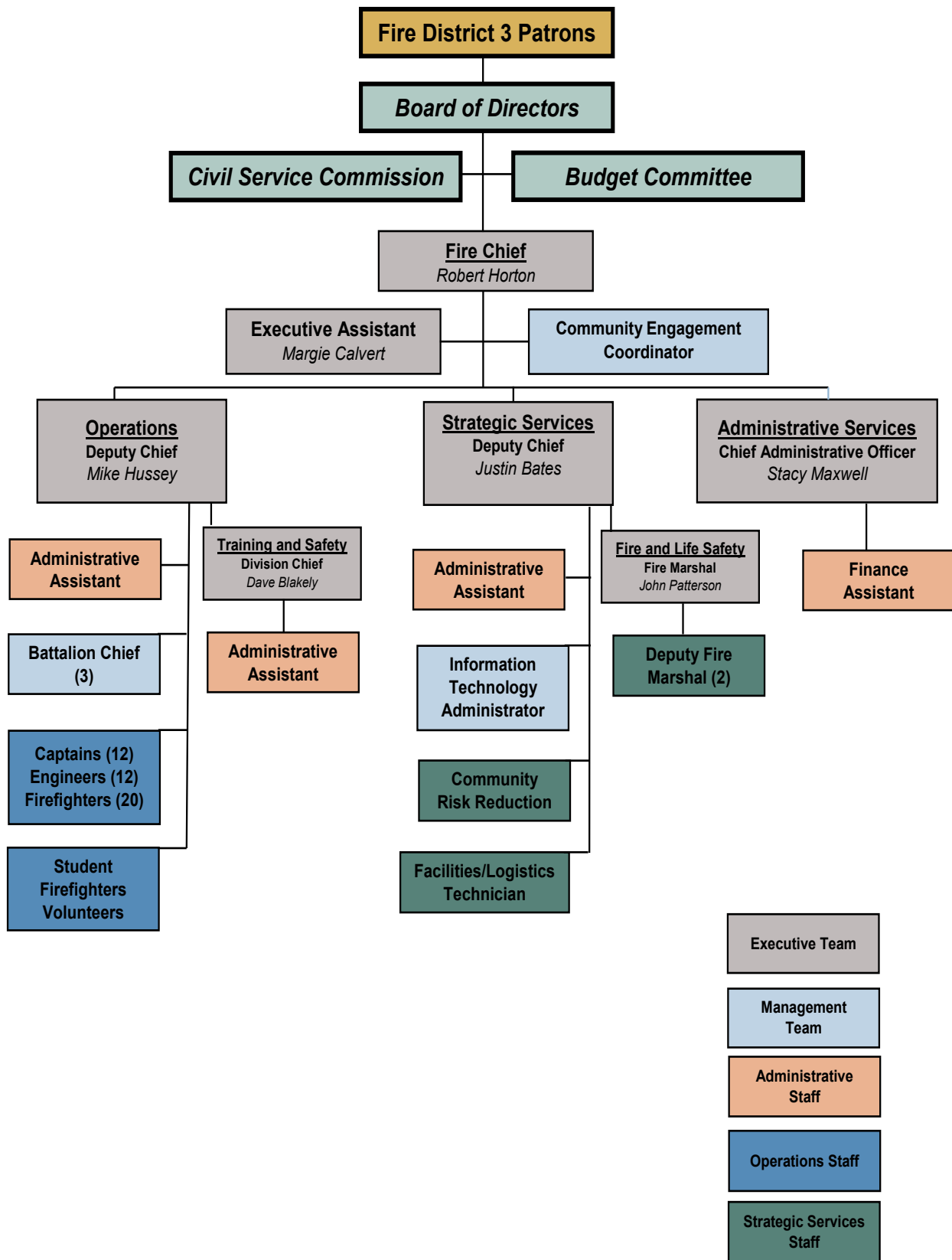
December 31, 2020
December 31, 2020
December 31, 2021
December 31, 2022
December 31, 2022

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, 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 chief officer level for their expenditure requests. Once the Administrative Officer receives the expenditure requests, the figures are entered into the budget document format and reviewed with the Budget Officer. Each department is reviewed thoroughly at all levels with revisions made as necessary.

The Budget in Relationship to Strategic Planning. The District supports strategic planning and the incorporation of the strategic plan in the budget document. The District has adopted a three year Strategic Plan that identifies the overarching strategic goals and the strategies to address those goals. Desired outcomes are also identified. These provide a 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

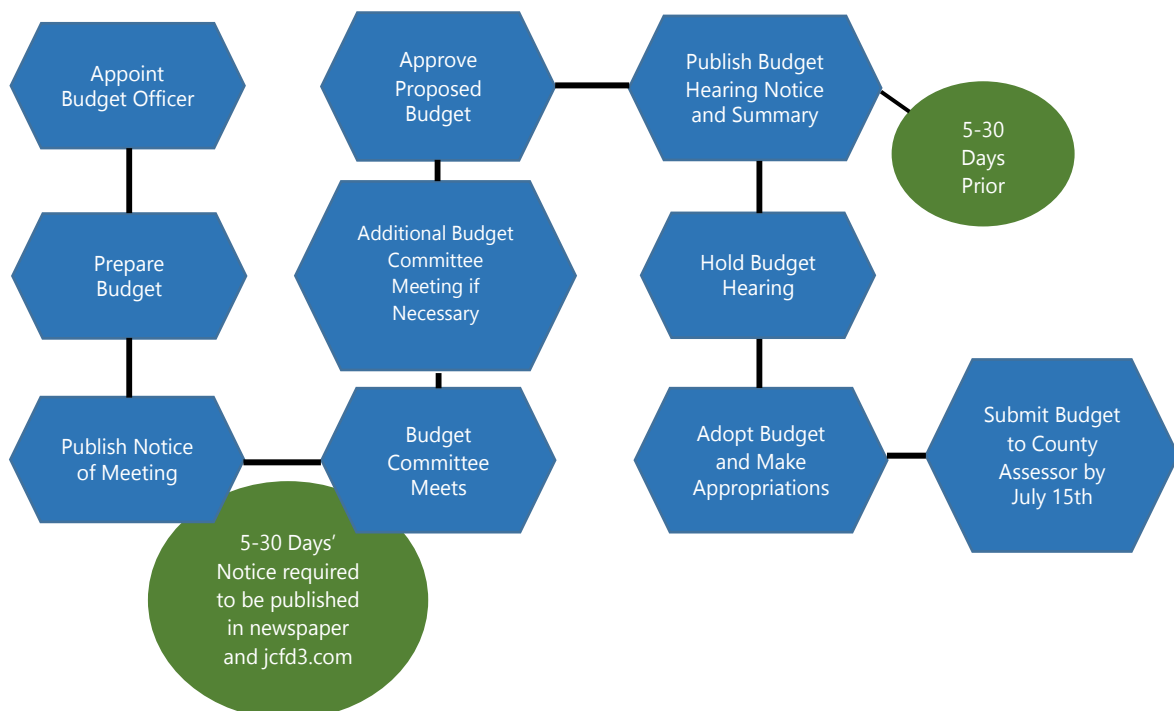
The District publishes a budget calendar that reflects both internal and external timeframes.

<p><u>January</u></p>	<p><u>Strategic Plan</u> Review the Strategic Plan's identified goals and objectives under each initiative, ensuring priorities are in place that will drive the budget development.</p> <p><u>Budget Development</u></p> <ul style="list-style-type: none"> • Budget worksheets distributed • Support assignee's start preparing their respective budget requests • Meetings are scheduled with support 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
<p><u>February</u></p> <p>02/24/20</p> <p>02/24/20</p> <p>02/24/20 – 03/05/20</p> <p>03/07/20</p>	<p><u>Budget Development Continues</u></p> <ul style="list-style-type: none"> • Meetings are held between support assignees and Chief Officers • Direction is communicated to support assignees regarding approval/modification/denial <p>Finance develops the overarching components of the budget document Preliminary revenue estimates are projected; financial forecast updated</p> <p>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 performance measurements, objectives, and departmental narratives • Applicable budget revisions are due back to Finance
<p><u>March</u> 03/09/20</p>	<ul style="list-style-type: none"> • Budget revisions due back to Finance • Departmental narrative sections and performance measurements due back to Finance
<p>03/23/20</p>	<p><u>Executive Team Meeting</u></p> <ul style="list-style-type: none"> • Chief Officers review and finalize departmental budget sections • Set initial direction on budget presentations for April 16th meeting

Budget Process

April 04/01/20 – 04/08/20	Budget document compilation, final touches, and assembly
04/08/20 04/08/20 – 05/05/20	<ul style="list-style-type: none"> • Publish notice of budget committee meetings in Mail Tribune • Post notice of budget meetings on District website
Thursday 04/16/20	Budget Committee Meeting <ul style="list-style-type: none"> • Budget document delivered and budget message presented
May Tuesday 05/05/20	Budget Committee Meeting <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 06/09/20	Publish budget hearing notice and budget summary
Thursday 06/18/20	Public Hearing and Adoption of 2020/21 Fiscal Year Budget
July No later than 07/15/20	Submit Local Budget (LB) Form 50 to Jackson County Assessor with two copies of District Resolution adopting the 2020/21 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 **2020/21 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 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 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 4.5 percent for the 2020/21 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 2020/21 fiscal year is \$4,932,804,462.

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 in order to ensure fiscal sustainability in meeting operating requirements before the receipt of property taxes. This budget represents \$3,854,500 for the 2020/21 fiscal year, an increase of \$123,500 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 \$889,500. Oregon Local Budget Law has no statutory limit of the amount which may be appropriated for operating contingency. Unexpended contingency is included in the beginning fund balance for the ensuing fiscal year and re-allocated for appropriation.

Budget and Financial Policies

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 2019 was \$7,118,107,045 up from \$6,695,659,118 in 2018. 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 the objectives identified under the Strategic Plan. The District will continue to reserve funds and pay cash for capital projects identified in the Capital Replacement Schedule as primary before debt is explored as a financing option. The District has not supported local option levies as a tool for funding capital acquisition or expansion.

The District entered into a Full Faith and Credit Refinancing Agreement with Wells Fargo Bank, NA on November 4, 2013 for an eight year note with a 2.38 percent coupon 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 2020/21 fiscal year budget identifies \$254,084 in principal payments and \$7,732 in interest payments. At fiscal year end June 30, 2021 outstanding debt principal on this holding will be \$128,752. This debt holding will be fully satisfied in July of 2021.

2013 Refunding – Full Faith and Credit Obligations

Wells Fargo Bank, N.A.

Dated 11-04-13 at 2.38% - 8 Year Term

	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

The District entered into a Full Faith and Credit Agreement with JP Morgan Chase Bank on July 9, 2019 for a ten year note with a 2.09 percent coupon in the amount of \$4,028,000. The amount financed supported the construction of the Scenic fire station and included cost of issuance. The 2020/21 fiscal year budget identifies \$370,000 in principal payments and \$78,417 in interest payments. At fiscal year end June 30, 2021 outstanding debt principal on this holding will be \$3,474,000.

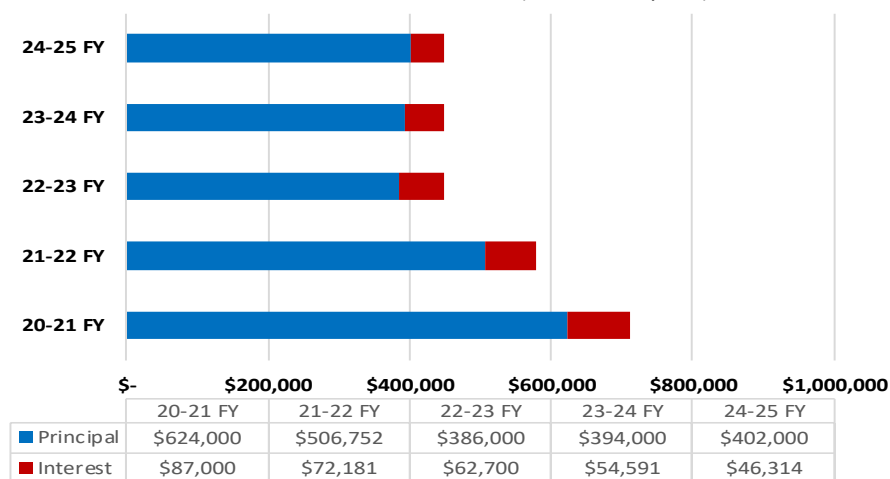
2019 Series Full Faith and Credit Obligations

JP Morgan Chase Bank

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

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

Schedule of Combined Debt (next 5 fiscal years)



Budget and Financial Policies

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 the General Fund can support higher transfers then Staff will appropriate those additional funds, which contributes to the long-term health of the Capital Fund and reduces or eliminates the need for borrowing. If shortfalls are identified, management would re-evaluate the projects or explore other options to support funding. Within the fund, the District has set aside reserves for these future projects. The District also 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

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

Budget and Financial Policies

The District will budget a \$1,000 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 another source would be presented to the Board of Directors for approval. Oregon budget law does not allow expenditures to be made from line-item accounts with no dollar amount budgeted unless a supplemental budget process is conducted.

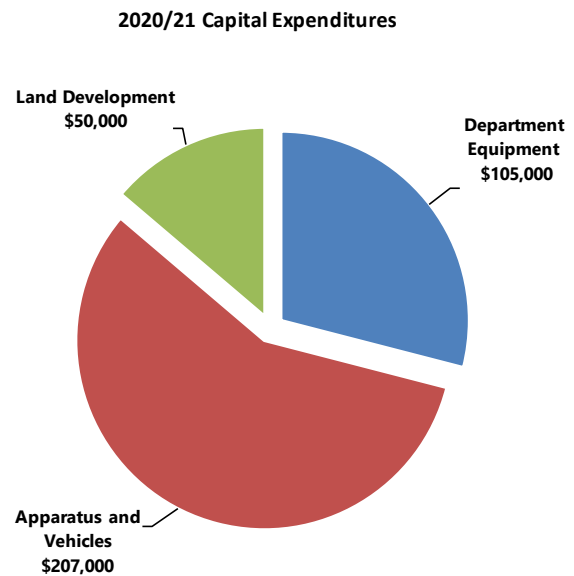
The 2020/21 fiscal year budget identifies \$362,000 in total capital expenditures.

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 Schedule. 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.



Budget and Financial Policies

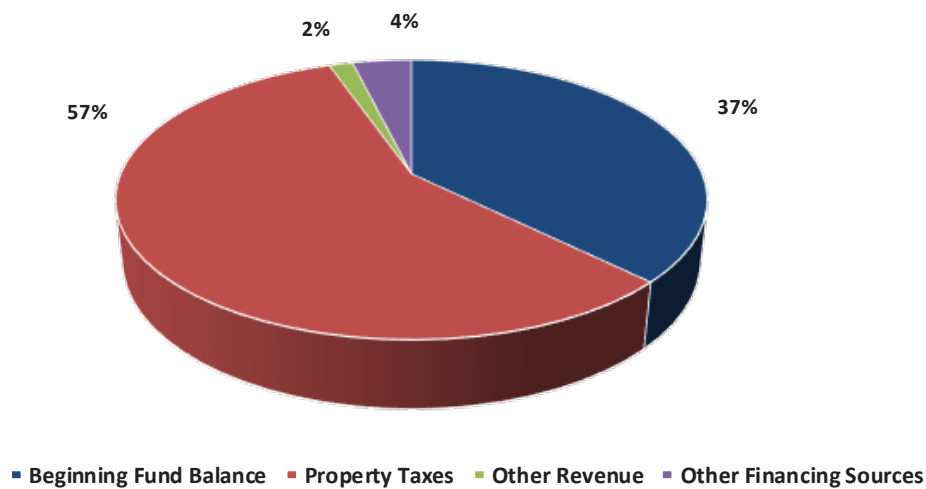
SUMMARY OF POLICIES

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 obligated 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 Overview

Summary of Budgeted Resources

Resources	Beginning Fund Balance	Property Taxes	Other Revenue	Other Financing Sources	2020/21 Adopted Budget
Major Funds					
General	\$5,757,000	\$14,825,000	\$399,500		\$20,981,500
Capital Projects	\$3,898,800		\$800	\$996,200	\$4,895,800
Total Budgeted Resources	\$9,655,800	\$14,825,000	\$400,300	\$996,200	\$25,877,300

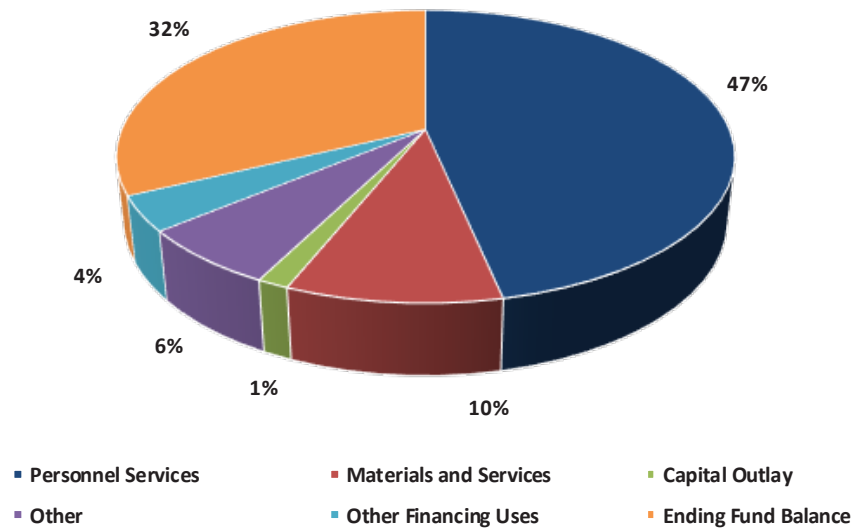


Fiscal Year Ended	Total Tax Levy	Current Tax Collections	Percent of Levy Collected	Delinquent Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Tax Levy
2019	14,193,426	13,409,890	94.48	312,846	13,722,736	96.68%
2018	13,416,774	12,713,654	94.76	310,257	13,023,911	97.07%
2017	12,911,941	12,239,478	94.79	330,336	12,569,814	97.35%
2016	12,458,556	11,792,665	94.66	341,393	12,134,058	97.40%
2015	11,909,282	11,231,211	94.31	383,179	11,614,390	97.52%
2014	11,424,300	10,740,195	94.01	513,404	11,253,599	98.51%
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%

Financial Overview

Summary of Budgeted Requirements

Requirements	Personnel Services	Materials and Services	Capital Outlay	Other	Other Financing Uses	Ending Fund Balance	2020/21 Adopted Budget
Major Funds							
General	\$12,070,000	\$2,460,300		\$1,600,500	\$996,200	\$3,854,500	\$20,981,500
Capital Projects			\$363,000	\$72,600		\$4,460,200	\$4,895,800
Total Budgeted Requirements	\$12,070,000	\$2,460,300	\$363,000	\$1,673,100	\$996,200	\$8,314,700	\$25,877,300



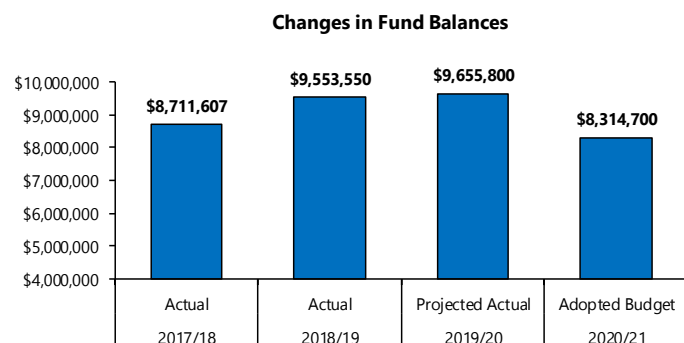
Financial Overview

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			2020/21 Adopted Budget
	2017/18 Actual	2018/19 Actual	2019/20 Projected Actual	
Revenues				
Property Taxes	13,023,911	13,722,736	14,190,000	14,825,000
Earnings on Investments	173,969	270,757	300,000	300,000
Grants	53,898	600,791	23,300	5,100
Rental Income	9,002	7,865	7,500	10,300
Donations	0	476,805	280,500	200
Contracts	24,900	34,182	54,000	51,000
Miscellaneous	289,020	443,219	146,800	32,000
	\$13,574,700	\$15,556,355	\$15,002,100	\$15,223,600
Other Revenue Sources:				
Proceeds from Sale of Equip	13,383	5,000	700	1,500
Loan Proceeds	0	0	4,028,000	200
Transfers to and from	1,349,300	1,546,100	1,266,200	996,200
Total Revenue	\$14,937,383	\$17,107,455	\$20,297,000	\$16,221,500
Expenditures				
Personnel Services	9,911,864	10,217,355	10,899,400	12,070,000
Materials and Services	1,948,754	2,057,778	2,189,000	2,460,300
Capital Outlay	1,615,314	2,182,460	5,354,000	363,000
Debt Service	261,835	261,820	486,100	711,000
Operating Contingency	0	0	0	962,100
Total Expenditures	\$13,737,767	\$14,719,412	\$18,928,500	\$16,566,400
Excess or Deficiency	1,199,615	2,388,042	1,368,500	(344,900)
Changes in Fund Balance <i>(The cash available at the end of the fiscal year)</i>				
Beginning Fund Balance	8,861,292	8,711,607	9,553,500	9,655,800
Excess Revenues over Expenditures	1,199,615	2,388,042	1,368,500	(344,900)
Interfund Transfers	(1,349,300)	(1,546,100)	(1,266,200)	(996,200)
Ending Fund Balance	\$8,711,607	\$9,553,550	\$9,655,800	\$8,314,700
Increase or Decrease in Fund Balance		9.66%	1.07%	-13.89%

The increase in total fund balance at fiscal year end June 30, 2019 is the result of actual spending lower than budget, specifically in the Capital Projects Fund due to timing of construction projects.

The projected decrease in fund balance of \$102,250 at fiscal year end June 30, 2020 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, budgeted construction projects expended, and an increase in capital funds set aside as reserve for future.



Financial Overview

Fund balance reflected at fiscal year end June 30, 2021 is \$8,314,700 or a decrease of 13.89 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 2020/21 adopted budget columns represent the minimum amount of cash the District would have on hand at fiscal year end, providing that all accounts and contingencies were spent in their entirety.

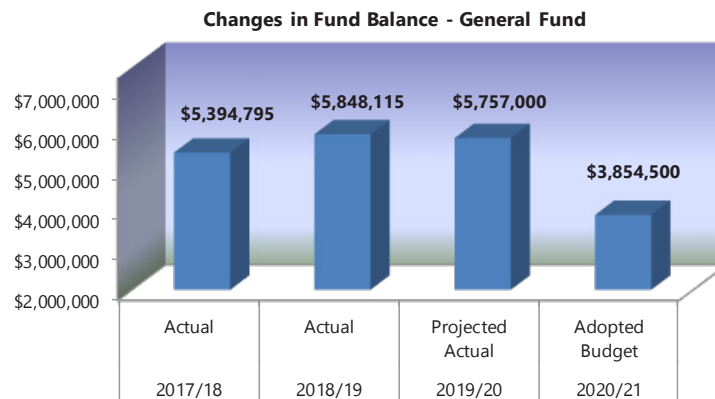
GENERAL FUND	Fiscal Year			2020/21 Adopted Budget
	2017/18 Actual	2018/19 Actual	2019/20 Projected Actual	
Revenue/Expenditures				
Revenue	13,578,633	14,536,373	14,749,600	15,224,500
Expenditures	12,122,453	12,536,952	13,574,500	16,130,800
Excess or Deficiency	\$1,456,179	\$1,999,420	\$1,175,100	(\$906,300)
Changes in Fund Balance				
Beginning Fund Balance	5,287,915	5,394,795	5,848,100	5,757,000
Excess Revenues over Expenditures	1,456,179	1,999,420	1,175,100	(906,300)
Interfund Transfers Out	(1,349,300)	(1,546,100)	(1,266,200)	(996,200)
Ending Fund Balances	\$5,394,795	\$5,848,115	\$5,757,000	\$3,854,500
Increase or Decrease		8.40%	-1.56%	-33.05%

CAPITAL PROJECTS FUND	Fiscal Year			2020/21 Adopted Budget
	2017/18 Actual	2018/19 Actual	2019/20 Projected Actual	
Revenue/Expenditures				
Revenue	9,450	1,024,982	4,281,200	800
Expenditures	1,615,314	2,182,460	5,354,000	435,600
Excess or Deficiency	(\$1,605,864)	(\$1,157,478)	(\$1,072,800)	(\$434,800)
Changes in Fund Balance				
Beginning Fund Balance	3,573,377	3,316,813	3,705,400	3,898,800
Excess Revenues over Expenditures	(1,605,864)	(1,157,478)	(1,072,800)	(434,800)
Interfund Transfers In	1,349,300	1,546,100	1,266,200	996,200
Ending Fund Balances	\$3,316,813	\$3,705,435	\$3,898,800	\$4,460,200
Increase or Decrease		11.72%	5.22%	14.40%

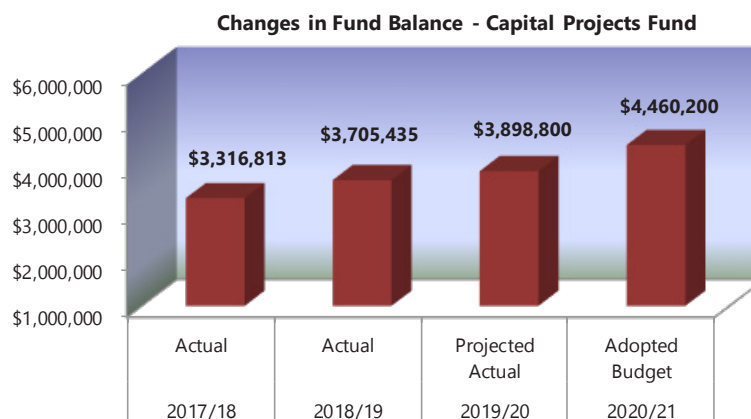
In this schedule, expenditures in the General Fund consist of personnel services, materials and services, debt service, and contingency.

Financial Overview

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, 2021 as established by policy.



- ➔ Fund balance in the **General Fund** increased at fiscal year end June 30, 2019 by 8.4 percent, the result of the systematic increase of unappropriated ending fund balance (UEFB) and spending levels more conservative than budget, often due to programs coming in under budget or not coming to fruition in their entirety.
- ➔ Fund balance is projected to decrease at fiscal year end June 30, 2020 by 1.5 percent, the result of spending more closely aligned with budget and property tax revenue collections projected lower than budget.
- ➔ Fund balance at fiscal year end June 30, 2021 reflects only the UEFB or \$3,854,500. 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 increased at fiscal year end June 30, 2019 by 11.7 percent, the result of revenue through a transfer from the General Fund compared to budgeted expenditures.
- ➔ Fund balance is projected to increase 5.2 percent at fiscal year end June 30, 2020, the result of some large capital expenditures coming in under budget in comparison to revenue received.
- ➔ Fund balance at fiscal year end June 30, 2021 represents a 14.4 percent increase due to budgeted expenditures in relation to the amount of the transfer from the General Fund.

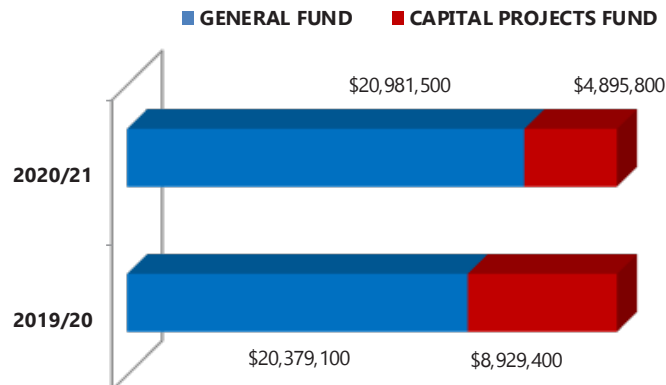
Financial Overview

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

GENERAL FUND	Fiscal Year			
	2020/21 Adopted	2019/20 Adopted	Variance	Change
Personnel Services	\$12,070,000	11,546,900	523,100	4.53%
Materials and Services	\$2,460,300	2,477,000	(16,700)	-0.67%
Operating Contingency	\$889,500	866,000	23,500	2.71%
Debt Service	\$711,000	492,000	219,000	44.51%
Transfer to Capital Projects Fund	\$996,200	1,266,200	(270,000)	-21.32%
Unappropriated Ending Fund Balance	\$3,854,500	3,731,000	123,500	3.31%
	\$20,981,500	\$20,379,100	\$602,400	2.96%

CAPITAL PROJECTS FUND	Fiscal Year			
	2020/21 Adopted	2019/20 Adopted	Variance	Change
Department Equipment	105,000	745,000	(640,000)	-85.91%
Apparatus and Vehicles	207,000	108,000	99,000	91.67%
Land and Improvements	50,000	500,000	(450,000)	-90.00%
Building Construction/Improvements	1,000	4,500,000	(4,499,000)	-99.98%
Contingency	72,600	154,000	(81,400)	-52.86%
Reserve for Future/Ending Fund Balance	4,460,200	2,922,400	1,537,800	52.62%
	\$4,895,800	\$8,929,400	(\$4,033,600)	-45.17%

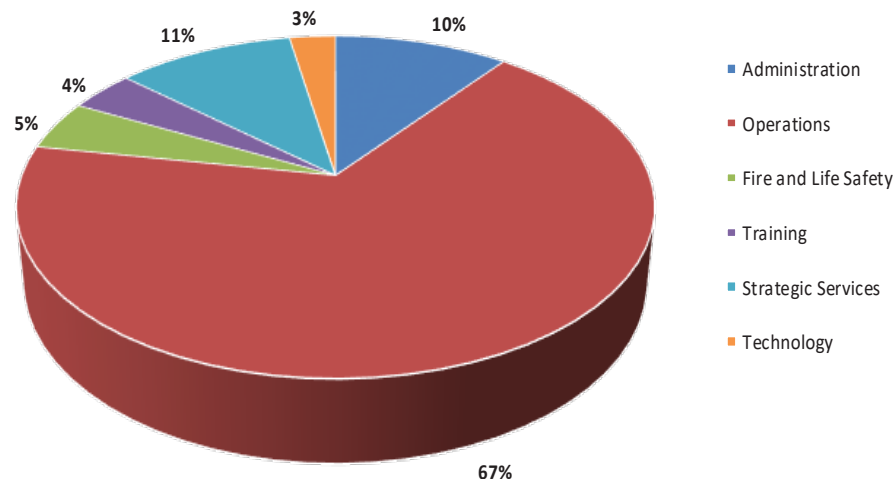
TOTAL BUDGET	\$25,877,300	\$29,308,500	(\$3,431,200)	-11.71%
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Financial Forecast

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

GENERAL FUND	2020/21 Adopted	2019/20 Adopted	Variance	Change
Department 01				
Administration				
Personnel Services	779,000	693,500	85,500	12.33%
Materials and Services	750,600	802,100	(51,500)	-6.42%
	\$1,529,600	\$1,495,600	\$34,000	2.27%
Department 02				
Operations				
Personnel Services	9,455,000	9,026,500	428,500	4.75%
Materials and Services	328,800	311,900	16,900	5.42%
	\$9,783,800	\$9,338,400	\$445,400	4.77%
Department 03				
Fire and Life Safety				
Personnel Services	657,000	867,200	(210,200)	-24.24%
Materials and Services	27,000	123,300	(96,300)	-78.10%
	\$684,000	\$990,500	(\$306,500)	-30.94%
Department 04				
Training				
Personnel Services	403,000	393,000	10,000	2.54%
Materials and Services	167,700	164,000	3,700	2.26%
	\$570,700	\$557,000	\$13,700	2.46%
Department 05				
Strategic Services				
Personnel Services	619,000	418,500	200,500	47.91%
Materials and Services	938,800	869,700	69,100	7.95%
	\$1,557,800	\$1,288,200	\$269,600	20.93%
Department 07				
Technology				
Personnel Services	157,000	148,200	8,800	5.94%
Materials and Services	247,400	206,000	41,400	20.10%
	\$404,400	\$354,200	\$50,200	14.17%
TOTAL	\$14,530,300	\$14,023,900	\$506,400	3.61%



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 December/January after the property tax certification is provided by the County Assessor and reviewed and adjusted as necessary throughout 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 3.70 percent for 2019. Projections for the ensuing seven fiscal years is estimated to average 4.40 percent. The average assessed valuation growth for the previous seven years was 4.13 percent. We will continue to take a moderately conservative approach in the development of 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. Also factored in is the next Public Employees Retirement System pension rate increase effective July 1, 2021 based on the preliminary actuarial valuation. 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 surplus or shortfall is depicted to reflect that.

Financial Forecast Summary for General Fund

	Adopted Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
GENERAL FUND	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 29-30
TOTAL REVENUE	\$ 20,981,500	\$ 20,586,739	\$ 21,091,972	\$ 21,758,850	\$ 22,496,233	\$ 23,261,506	\$ 24,095,409	\$ 25,000,550	\$ 25,973,817	\$ 27,016,889
TOTAL EXPENDITURES	\$ 16,237,500	\$ 16,037,103	\$ 16,565,627	\$ 17,255,983	\$ 17,979,658	\$ 18,738,418	\$ 19,533,912	\$ 20,369,977	\$ 21,244,540	\$ 21,939,625
Net Available for Policy Commitments	\$ 4,744,000	\$ 4,549,636	\$ 4,526,345	\$ 4,502,867	\$ 4,516,574	\$ 4,523,088	\$ 4,561,497	\$ 4,630,573	\$ 4,729,277	\$ 5,077,264
Policy Commitments *										
Unappropriated Ending Fund Balance	\$ (3,854,500)	\$ (4,014,088)	\$ (4,193,492)	\$ (4,370,380)	\$ (4,565,581)	\$ (4,758,298)	\$ (4,970,659)	\$ (5,193,177)	\$ (5,425,360)	\$ (5,667,914)
Operating Contingency	\$ (889,500)	\$ (926,328)	\$ (967,729)	\$ (1,008,549)	\$ (1,053,596)	\$ (1,098,069)	\$ (1,147,075)	\$ (1,198,425)	\$ (1,252,006)	\$ (1,307,980)
Budget surplus/(shortfall)	\$ -	\$ (390,780)	\$ (634,876)	\$ (876,062)	\$ (1,102,603)	\$ (1,333,279)	\$ (1,556,237)	\$ (1,761,029)	\$ (1,948,089)	\$ (1,898,631)

Amount available for appropriation or amount
needed to reduce budget by in order to meet
policy commitments

* UEFB is 26% and OC is 6% of budgeted property tax

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

Financial Forecast

Financial Forecast Summary for Capital Projects Fund

	Adopted Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
CAPITAL PROJECTS FUND	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 29-30
TOTAL REVENUE	\$ 4,895,800	\$ 4,833,600	\$ 4,253,088	\$ 4,537,735	\$ 4,397,447	\$ 2,633,081	\$ 2,548,889	\$ 1,619,815	\$ 1,728,107	\$ 256,559
TOTAL EXPENDITURES	\$ 363,000	\$ 881,312	\$ 16,153	\$ 441,088	\$ 2,065,166	\$ 384,992	\$ 1,229,874	\$ 192,508	\$ 1,772,348	\$ -
Net Available for Policy Commitments	\$ 4,532,800	\$ 3,952,288	\$ 4,236,935	\$ 4,096,647	\$ 2,332,281	\$ 2,248,089	\$ 1,319,015	\$ 1,427,307	\$ (44,241)	\$ 256,559
Ending Fund Policy Commitments										
Operating Contingency	\$ (72,600)	\$ (35,252)	\$ (646)	\$ (17,644)	\$ (82,607)	\$ (15,400)	\$ (49,195)	\$ (7,700)	\$ (70,894)	\$ -
Reserve for Future Capital Expenditures	\$ (4,460,200)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Budget surplus/(shortfall)	\$ -	\$ 3,917,036	\$ 4,236,289	\$ 4,079,003	\$ 2,249,674	\$ 2,232,689	\$ 1,269,820	\$ 1,419,607	\$ (115,135)	\$ 256,559
ALL FUNDS COMBINED										
Net Ending Fund Balances	\$ 8,314,700	\$ 7,540,344	\$ 7,794,905	\$ 7,573,321	\$ 5,712,653	\$ 5,657,708	\$ 4,684,242	\$ 4,851,754	\$ 3,362,136	\$ 4,025,842

In the above Capital Fund forecast, the budget surplus depicts the amount available in ending fund balance for years 2021 and out, which would be appropriated as reserve for future. The adopted current budget year reflects a balanced budget.

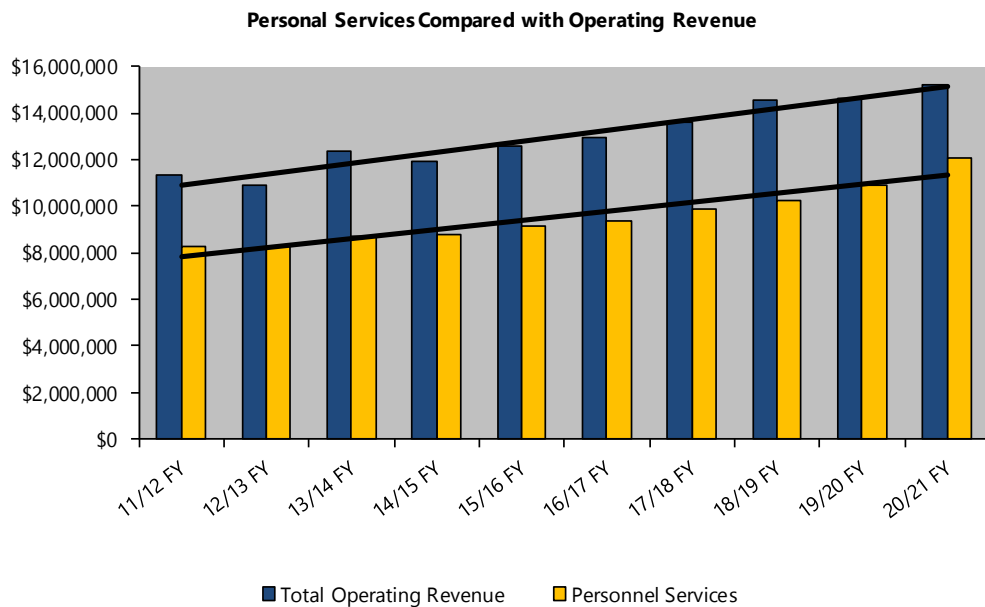
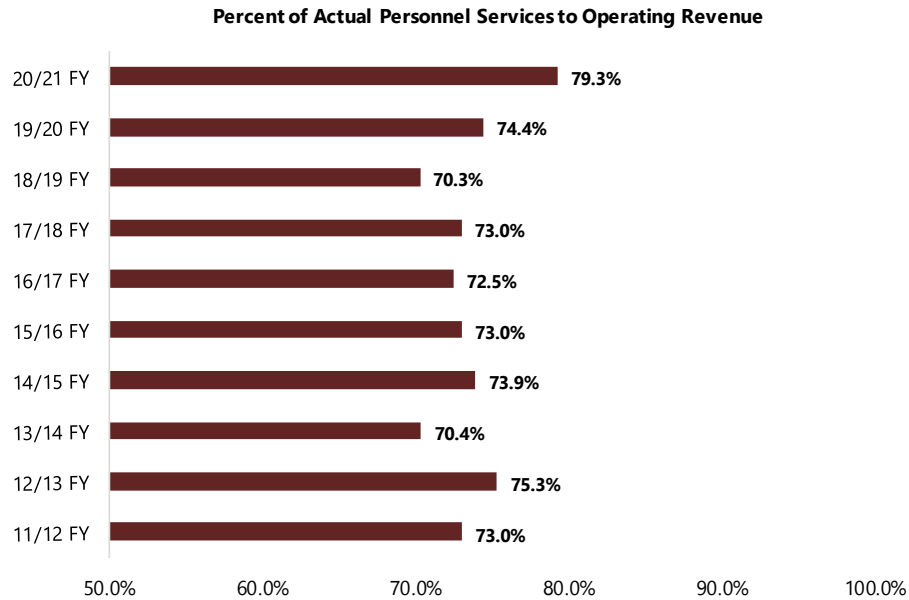
Management reviews the growth at which operating revenues are increasing compared to operating expenditures. The District has a target that total personnel services will not exceed 80 percent of operating revenue and total materials and services will not exceed 20 percent. By using moderately conservative assessed valuation growth percentages of 4.4 percent per year and an average increase for personnel services and materials and services combined of six percent, operating expenditures will soon exceed revenue if measures are not put in place to safeguard sustainability. Financial forecasting allows the District to prepare for the future by monitoring and projecting impacts and making prudent decisions in the current period to help prevent deficits in the future.

The following table reflects a forecast of operating revenue (not including beginning fund balances) compared to operating expenditures based on the average 4.4 percent assessed valuation growth. The District has surpassed the 80 percent target off this revenue projection and will be evaluating during this fiscal year the appropriate steps needed to bring this back under the target.

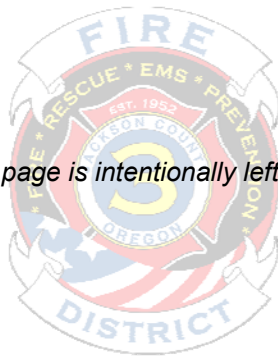
	Adopted Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
GENERAL FUND	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30
OPERATING REVENUE										
Taxes - Current & Prior	14,825,000	15,438,800	16,128,815	16,809,154	17,559,928	18,301,146	19,117,918	19,973,756	20,866,770	21,799,671
All Other Income	399,500	403,939	413,521	423,351	433,438	443,786	454,403	465,297	476,474	487,941
TOTAL OPERATING REVENUE	15,224,500	15,842,739	16,542,336	17,232,506	17,993,366	18,744,932	19,572,322	20,439,053	21,343,243	22,287,612
OPERATING EXPENDITURES										
Personnel Services	12,070,000	12,673,500	13,307,175	13,972,534	14,671,160	15,404,718	16,174,954	16,983,702	17,832,887	18,724,532
Materials and Services	2,460,300	2,484,903	2,509,752	2,534,850	2,560,198	2,585,800	2,611,658	2,637,775	2,664,152	2,690,794
Debt Service	711,000	578,700	448,700	448,600	448,300	447,900	447,300	448,500	447,500	224,300
TOTAL OPERATING EXPENDITURES	15,241,300	15,737,103	16,265,627	16,955,983	17,679,658	18,438,418	19,233,912	20,069,977	20,944,540	21,639,625
Net Operating Revenue vs Expenditures	(16,800)	105,636	276,709	276,523	313,707	306,513	338,409	369,076	398,704	647,987
Percent of Operating Expenditures to Operating Revenue										
Personnel Services	79.3%	80.0%	80.4%	81.1%	81.5%	82.2%	82.6%	83.1%	83.6%	84.0%
Materials and Services	16.2%	15.7%	15.2%	14.7%	14.2%	13.8%	13.3%	12.9%	12.5%	12.1%

Financial Forecast

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



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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 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. Ongoing tasks will have a completion date of June 30, 2021.

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 26, 2020 to determine the progress of the tasks assigned for the 2019/20 fiscal year and initiate departmental tasks for the 2020/21 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	Modify 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 criteria 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 appropriation categories like personal services, materials and services, debt service, operating contingency, inter-fund transfers, and ending fund balance. Within the fund the District has allocated six departments that each depict their own unique set of accounts under the personal services and materials and services classifications.

BUDGET SUMMARY

The following table reflects a summary of General Fund requirements:

Requirements	2016/17 Actual	2017/18 Actual	2018/19 Projected Actual	2020/21 Adopted Budget
Personnel Services	\$ 9,911,864	\$ 10,217,355	\$ 10,899,400	\$ 12,070,000
Materials and Services	1,948,754	2,057,778	2,189,000	2,460,300
Operating Transfers Out	1,349,300	1,546,100	1,266,200	996,200
Operating Contingency				889,500
Debt Service	261,835	261,820	492,000	711,000
Ending Fund Balance				3,854,500
Total Requirements	\$ 13,471,753	\$ 14,083,052	\$ 14,846,600	\$ 20,981,500

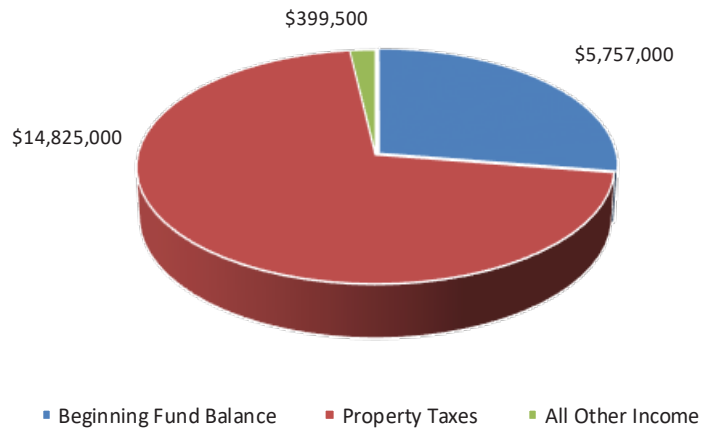
Revenues budgeted within the General Fund support the budgeted requirements as identified above. Property taxes account for 71 percent of the total revenue appropriations.

Revenue Appropriations			2019/20 FY	2020/2021		
Description	2017/18 FY Actual	2018/19 FY Actual	Adopted Budget	Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
Beginning Fund Balance	\$ 5,287,915.28	\$ 5,394,794.75	\$ 5,705,000	\$ 5,488,000	\$ 5,488,000	\$ 5,757,000
Taxes; Current	12,713,654.16	13,409,889.92	14,000,000	14,475,000	14,475,000	14,475,000
Taxes; Prior	310,256.39	312,845.95	350,000	350,000	350,000	350,000
Interest	173,969.44	270,757.34	200,000	300,000	300,000	300,000
Workers' Comp Refund & Reimb	11,469.94	7,635.41	10,000	10,000	10,000	10,000
Sale of Equipment	3,932.55	0.00	1,000	1,000	1,000	1,000
OSFM Conflagrations	254,116.37	353,660.00	1,000	1,000	1,000	1,000
Fees for Service; Suppression/EMS	8,350.00	22,025.00	10,000	10,000	10,000	10,000
Fees for Service; Drill Ground	0.00	0.00	1,000	1,000	1,000	1,000
Grants; Local, State, Federal	53,898.39	57,613.50	30,000	5,000	5,000	5,000
Contract; Financial Services	24,900.00	26,004.00	5,000	0	0	0
Contract; Rogue Community College	0.00	8,178.44	50,000	51,000	51,000	51,000
Rental Income	9,002.00	7,864.50	10,000	10,300	10,300	10,300
Miscellaneous	15,083.32	59,898.59	5,000	10,000	10,000	10,000
Donations	0.00	0.00	1,000	100	100	100
Loan Proceeds	0.00	0.00	100	100	100	100
TOTAL	\$ 18,866,547.84	\$ 19,931,167.40	\$ 20,379,100	\$ 20,712,500	\$ 20,712,500	\$ 20,981,500

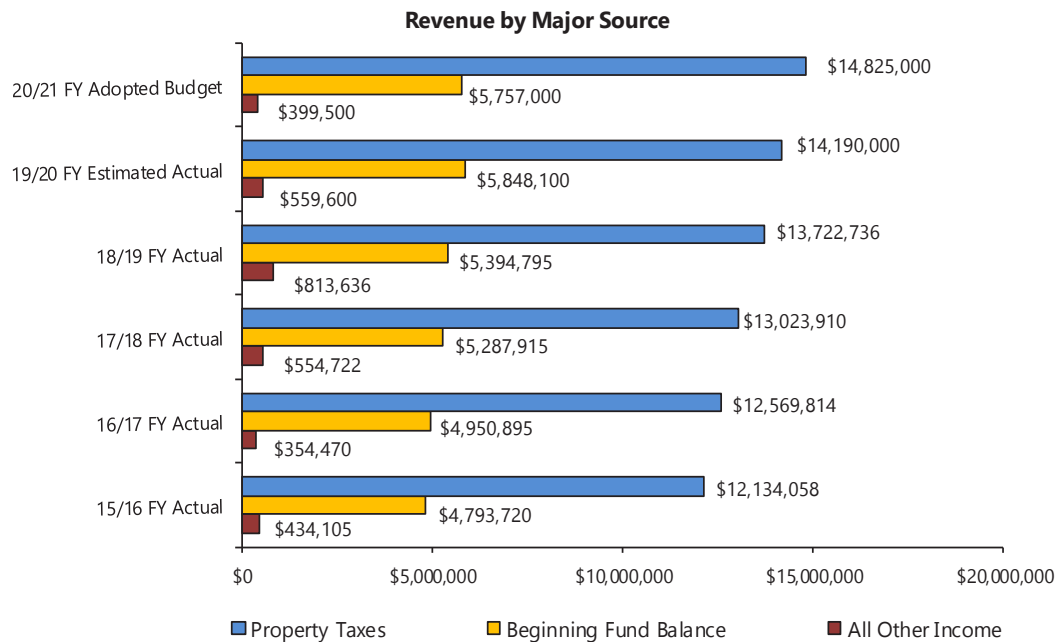
General Fund

REVENUE RESOURCES

2020/21 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.

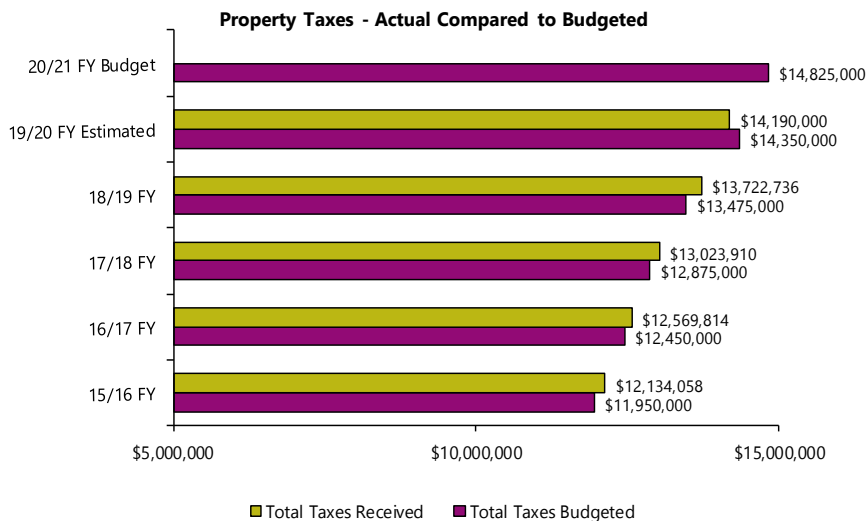


General Fund

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.

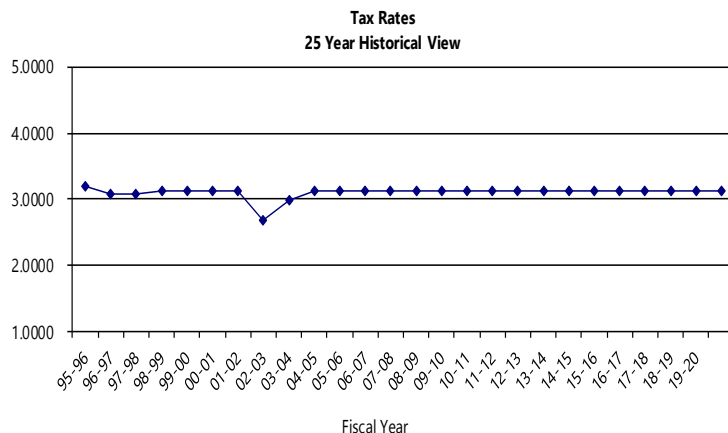
Property Taxes

Property taxes account for both the current year levy and prior years. Current taxes for the 2020/21 fiscal year are budgeted based on assessed valuation growth projections of 4.50 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 2020/21 fiscal year are budgeted at 2.38 percent of the 2019/20 Jackson County Assessor's certification of \$14,718,202 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.

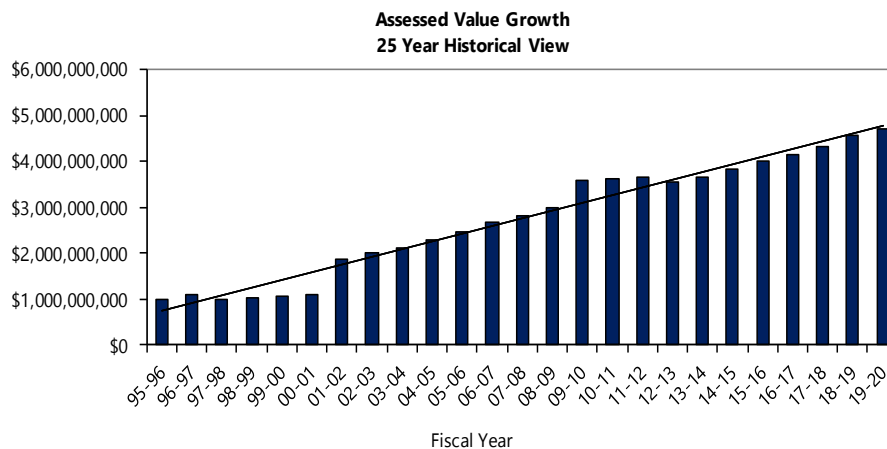


General Fund

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.

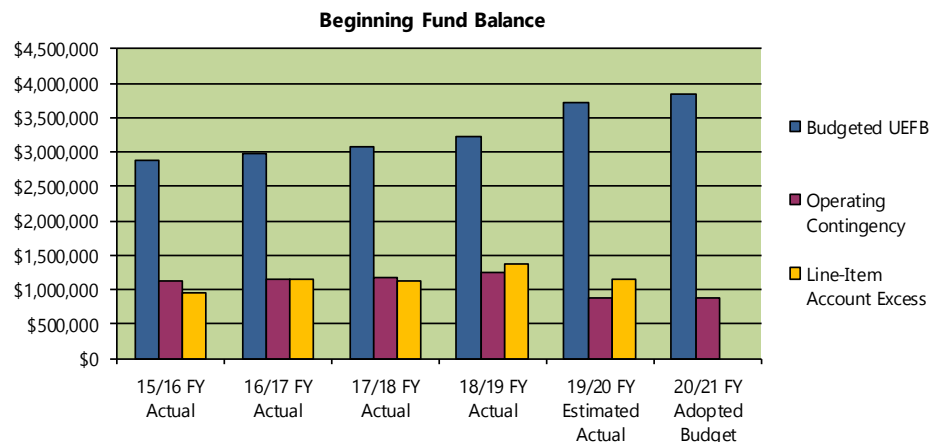
In 2009 the White City Urban Renewal tax ended, thus resulting in another increase in assessed valuation of \$470,000,000. Tax revenue generated from the frozen assessed value had been diverted to the Urban Renewal Agency since 1996.

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

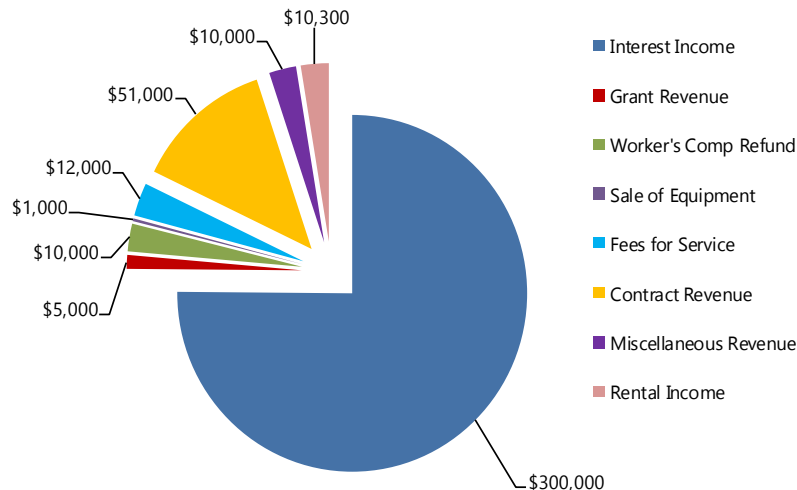
Beginning fund balance consists of the identified unappropriated ending fund balance (UEFB) from the prior fiscal year as established in the Budget and Financial Policies and adopted by the Board of Directors, operating contingency, and dollars not expended in prior year budgeted line item accounts. 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. \$5,000 is identified in 2020/21 for any ancillary grants received.

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 \$51,000 in the current fiscal year from Rogue Community College (RCC) for their use of our training facility and classroom to conduct fire science programs.

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 \$20,981,500.

Requirements	2020/21 Adopted Budget	Percent of Budget
Personnel Services	\$ 12,070,000	57.53%
Materials and Services	2,460,300	11.73%
Operating Transfers Out	996,200	4.75%
Operating Contingency	889,500	4.24%
Debt Service	711,000	3.39%
Ending Fund Balance	3,854,500	18.37%
Total Requirements	\$ 20,981,500	100.00%

Requirements	<u>HISTORICAL</u>			<u>BUDGET FOR NEXT FISCAL YEAR</u>		
			2019/20	2020/21		
	2017/18 Actual	2018/19 Actual	Adopted Budget	Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
Personnel Services	\$ 9,911,864	\$ 10,217,355	\$ 11,546,900	\$ 12,000,000	\$ 12,067,000	\$ 12,070,000
Materials and Services	1,948,754	2,057,778	2,477,000	2,431,100	2,441,300	2,460,300
Transfers Out	1,349,300	1,546,100	1,266,200	826,400	749,200	996,200
Operating Contingency	-	-	866,000	889,500	889,500	889,500
Debt Service	261,835	261,820	492,000	711,000	711,000	711,000
Ending Fund Balance	5,394,795	5,848,115	3,731,000	3,854,500	3,854,500	3,854,500
Total Requirements	\$ 18,866,548	\$ 19,931,167	\$ 20,379,100	\$ 20,712,500	\$ 20,712,500	\$ 20,981,500

General Fund

SUMMARY OF REQUIREMENTS

2017/18 Actual	2018/19 Actual	2019/20 Budgeted		2020/21 Proposed	2020/21 Approved	2020/21 Adopted	Inc/Dec from Prior Year
Personnel Services							
\$ 5,381,209	\$ 5,571,635	\$ 5,947,300	Salaries	\$ 6,171,200	\$ 6,171,200	\$ 6,190,400	4.09%
508,188	499,932	597,000	Overtime	577,000	577,000	577,000	-3.35%
125,150	115,070	131,000	Overtime (FLSA)	135,000	135,000	135,000	3.05%
61,885	56,946	70,000	Out of Class	70,000	70,000	70,000	0.00%
459,495	475,274	517,600	Incentives*	517,600	520,800	521,600	0.77%
98,674	102,289	121,800	Holiday Pay	127,000	127,000	127,000	4.27%
-	-	-	Payouts	59,000	142,000	142,000	100.00%
46,942	55,522	71,500	Fringe Benefits**	71,000	38,000	37,400	-47.69%
1,070,384	1,108,761	1,548,500	Retirement (PERS)	1,585,100	1,595,300	1,595,200	3.02%
142,350	155,284	189,800	Deferred Comp	196,700	238,500	238,500	25.66%
1,157,307	1,220,779	1,377,100	Insurances	1,486,400	1,446,400	1,447,400	5.10%
241,726	246,196	264,500	VEBA	279,800	279,800	279,800	5.78%
495,148	507,817	571,400	FICA/Medicare	590,200	592,000	592,000	3.61%
123,407	101,852	139,400	Workers Comp	134,000	134,000	116,700	-16.28%
\$ 9,911,864	\$ 10,217,355	\$ 11,546,900		\$ 12,000,000	\$ 12,067,000	\$ 12,070,000	4.53%
Percent to Operating Revenue							79.28%
Materials and Services							
\$ 1,948,754	\$ 2,057,778	\$ 2,477,000		\$ 2,431,100	\$ 2,441,300	\$ 2,460,300	-0.67%
Percent to Operating Revenue							16.16%
Non-Departmental							
\$ 1,349,300	\$ 1,546,100	\$ 1,266,200	Transfer to Capital	\$ 826,400	\$ 749,200	\$ 996,200	-21.32%
-	-	866,000	Contingency	889,500	889,500	889,500	2.71%
261,835	261,820	492,000	Debt Service	711,000	711,000	711,000	44.51%
5,394,795	5,848,115	3,731,000	UEFB	3,854,500	3,854,500	3,854,500	3.31%
\$ 7,005,930	\$ 7,656,035	\$ 6,355,200		\$ 6,281,400	\$ 6,204,200	\$ 6,451,200	1.51%
\$ 18,866,548	\$ 19,931,167	\$ 20,379,100	Total General Fund Budget	\$ 20,712,500	\$ 20,712,500	\$ 20,981,500	1.64%

* Incentives include education, EMS, and longevity

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

SIGNIFICANT CHANGES

The General Fund is budgeted to increase 2.96 percent over the 2019/20 fiscal year. Personnel Services represents the majority of this increase (\$523,100) with significant drivers being new positions and cost of living wage adjustments (\$234,400), accrual payouts (\$142,000), pension expense (\$55,500), and health insurance costs (\$70,300).

Materials and services has a slight reduction of 0.67 percent. The transfer to Capital has been reduced from the prior year based on expenditures in the receiving fund. Debt Service has increased in order to account for the repayment of \$4 million in loan proceeds that funded the construction of Scenic station. Operating Contingency and Unappropriated Ending Fund Balance (UEFB) has increased based on policy commitments.

General Fund

PERSONNEL AND STAFFING CHANGES

During the 2019/20 fiscal year the District made some organizational changes by creating three divisions under the Fire Chief; Operations, Strategic Services, and Administrative Services. Training was moved under Operations and Fire and Life Safety was moved under Strategic Services.

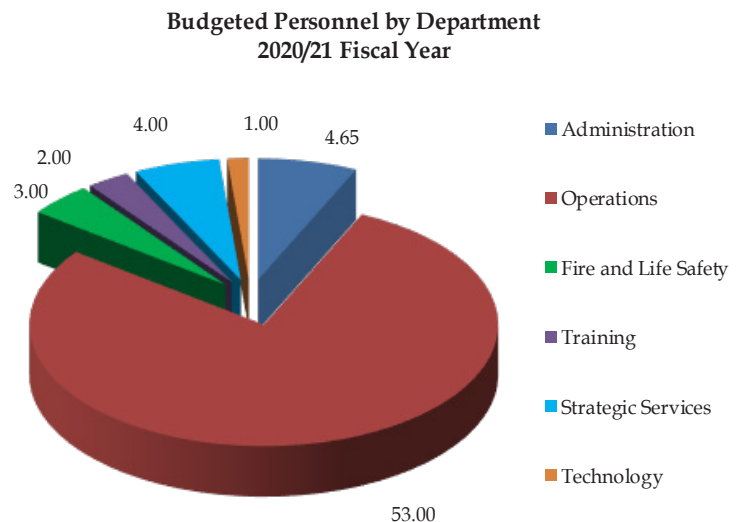
Under Strategic Services a new position was developed, Community Risk Reduction Captain to focus on community risk reduction efforts and mitigation. The Administrative Assistant position was transferred from Fire and Life Safety to this Department to align with supporting these positions. Fire and Life Safety remains as its own department consisting of the Fire Marshal and two Deputy Fire Marshals. The Fire and Life Safety position was vacated in the prior year and the decision was made not to hire under this position description in the future.

This past budget year under Operations, the District proposed hiring four (4) single-role medical providers to serve on our pilot Community Care Response Unit (CCRU). Two paramedics and two EMT's 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. Two paramedics have been hired and once on boarded, they will be essential in continuing to build out the program and hiring of the two EMT's. The Community Risk Reduction Captain will also be integral in overseeing this program's success.

Under Administration, a Community Engagement Coordinator position was created in the 2019/20 fiscal year. The focus of this position is to oversee community engagement initiatives, the website, newsletter, and outreach efforts that educate and inform the public.

The firefighter entrance register will expire in November 2020. The District will administer a new 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.

No position changes are being recommended in the 2020/21 fiscal year. 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.



General Fund

PERSONNEL ALLOCATION	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 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
Community Engagement Coordinator	0.00	0.00	0.50	0.50
Program Assistant (part-time)	0.00	0.15	0.15	0.15
Total	4.00	4.15	4.65	4.65
Operations				
Deputy Chief	1.00	1.00	1.00	1.00
Battalion Chief – 56 Hour Shift	3.00	3.00	3.00	3.00
Battalion Chief – 40 Hour Staff	0.00	1.00	0.00	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	2.00	2.00
Community Paramedic	0.00	0.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total	49.00	50.00	53.00	53.00
Fire and Life Safety				
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	0.00
Administrative Assistant	1.00	1.00	1.00	0.00
Total	5.00	5.00	5.00	3.00
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 Services				
Deputy Chief	0.00	0.00	1.00	1.00
Community Risk Reduction Captain	0.00	0.00	0.25	1.00
Facilities/Logistics Manager	1.00	1.00	0.25	0.00
Facilities/Logistics Technician	0.00	0.00	1.00	1.00
Administrative Assistant	0.00	0.00	0.00	1.00
Total	1.00	1.00	2.50	4.00
Technology				
Information Technology Administrator	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00
Organizational Total	62.00	63.15	68.15	67.65



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Administration

Fire District 3



2020/21 Fiscal Year Budget

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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.

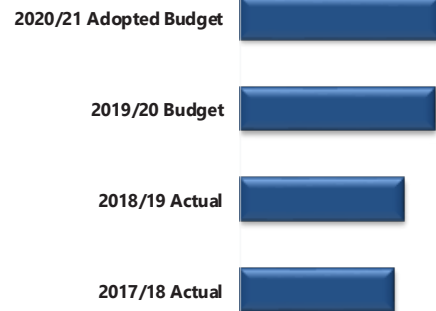
Finance provides financial accounting, budgeting, and reporting services for the District along with cash management and investments, fixed asset management, contract management, and strategic financial forecasting. Finance monitors all department budget activity and more importantly, assures compliance 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	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Adopted Budget
Personnel Services	\$570,767	\$608,788	\$693,500	\$779,000
Materials and Services	\$609,908	\$647,877	\$802,100	\$750,600
	\$1,180,676	\$1,256,665	\$1,495,600	\$1,529,600

Budget Comparison



PERSONNEL SUMMARY

Position	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Adopted
Fire Chief	1.00	1.00	1.00	1.00
Chief Administrative Officer	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Finance Assistant	1.00	1.00	1.00	1.00
Community Engagement Coordinator	0.00	0.00	0.50	.50
Part-Time Program Assistant	0.00	0.00	0.15	.15
Total	4.00	4.00	4.65	4.65

Administration

NEW BUDGETARY SIGNIFICANT CHANGES

Personnel Services is budgeted to increase 12.3 percent or \$85,500 over the prior fiscal year. Factors impacting this classification include salary and benefit adjustments due to cost of living, a full year budgeted salary of the new Community Engagement Coordinator position, and funding a new account entitled vacation payouts to accommodate a new sellback provision.

The overall Materials and Services classification is budgeted to decrease 6.4 percent or \$51,500. Significant factors include a reduction in personal services contracts from account 60270-000; *Contractual Services* offset by some increases in printing and postage to account for the production of two newsletters. The newsletters have been re-budgeted under Administration from Fire and Life Safety. Administrative Expenses (60223-001) has increased to accommodate community outreach programs and costs associated with Board of Director elections.












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).
- Administered a Civil Service entry level firefighter exam along with a promotional captain, engineer and battalion chief exam.
- Administered hiring processes for the new community care program paramedic positions and administrative assistant position.
- Developed the new Community Engagement Coordinator position, promoting from within, to focus efforts on the District's community engagement initiatives.
- Developed the new Community Risk Reduction Captain position, promoting from within, to focus efforts on community and wildfire risk reduction.
- Hired four firefighters to fill two current vacancies, one due to an anticipated retirement, and one due to a promotion
- Collaborated with external stakeholders on improving Jackson County's ambulance service area (ASA) contract to achieve an outcome that benefits the patient.

DEPARTMENT MEASUREMENTS AND TARGETS

<i>Types of Transactions (Output Measures)</i>	<i>2016/17 Actual</i>	<i>2017/18 Actual</i>	<i>2018/19 Actual</i>	<i>2019/20 Estimated</i>	<i>2020/21 Projected</i>
<i>Accounts Payable Transactions</i>	1,310	1,289	1,343	1,350	1,418
<i>Payroll Disbursements (includes ACH)</i>	1,599	1,586	1,616	1,590	1,768
<i>Purchase Orders Issued</i>	957	986	1,006	1,035	1,066
<i>Cash Receipts Processed</i>	182	141	124	100	100

Administration

Effectiveness Measures	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Estimated	2020/21 Projected
<i>Award for Distinguished Budget</i>					
<i>Award for Excellence in Financial Reporting</i>					
<i>Citizen Newsletter</i>					

Service Measures and Desired Outcomes

- Manage the District's finances and provide consistent and sound financial reports.
Measured By: Continued monthly financial reporting to the Board of Directors and District personnel; 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	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Estimated	2020/21 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>	.79	.73	.68	.69	.69

Administration

2020/21 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, 2021

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:	June 30, 2021

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, 2020
Task	Review and ensure accuracy of the organization manual	Target Completion Date:	December 1, 2020

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:	June 30, 2021

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, 2020
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, 2020
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, 2020
Task	Target events for families in non-English speaking communities twice a year	Target Completion Date:	December 1, 2020

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

Goal	Maximize partnerships with agencies to reduce redundancy, maximize effectiveness, and achieve readiness		
Objective	Remain open to opportunities for consolidation of services		
Task	Engage in discussions exploring consolidation of services	Target Completion Date:	June 30, 2021
Goal	Actively participate with affiliations to support our mission and vision		
Objective	Engage in various industry, government, and business organizations and associations to remain current on issues that impact the internal and external environment		
Task	Engage at the State level in appropriate associations	Target Completion Date:	June 30, 2021

Administration

General Fund	<u>HISTORICAL</u>			<u>BUDGET FOR NEXT FISCAL YEAR</u>		
	2017/18 FY	2018/19 FY	2019/20 FY	2020/2021		
Description	Actual	Actual	Adopted Budget	Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
Personnel Services						
Salaries	364,836.85	386,929.30	411,400	467,000	467,000	469,000
Overtime	0.00	0.00	1,000	1,000	1,000	1,000
Incentives	28,649.20	30,848.45	32,200	37,800	37,800	38,000
Payouts	0.00	0.00	5,000	5,000	15,000	15,000
Retirement (PERS)	44,004.46	57,306.93	80,000	91,000	95,000	95,000
Unemployment Insurance	0.00	0.00	100	200	200	400
ER Deferred Comp Contrib	22,434.00	24,269.00	27,000	29,600	32,500	32,500
Health and Life Insurance	65,580.71	63,436.32	67,000	70,000	67,500	67,500
HRA-VEBA Contribution	15,595.20	15,830.40	16,300	19,600	19,600	19,600
FICA and Medicare PR Taxes	29,437.92	29,888.20	34,000	39,000	40,000	40,000
Workers' Comp Insurance	228.90	279.76	1,500	1,500	1,500	1,000
TOTAL PERSONNEL SERVICES	\$570,767.24	\$608,788.36	\$675,500	\$761,700	\$777,100	\$779,000
Materials and Services						
Physicals and Vaccinations	0.00	514.00	1,000	1,000	1,000	1,000
Printing	1,540.09	3,063.12	3,000	18,000	18,000	18,000
Supplies; Office	5,698.41	5,000.86	10,000	10,000	10,000	10,000
Supplies; Administrative	13,269.15	29,057.80	30,000	42,000	42,000	42,000
Licenses and Fees	6,142.02	7,998.14	45,000	13,000	13,000	13,000
Contractual/Professional Services	487,751.65	499,353.53	591,000	519,000	519,000	519,000
Property and Casualty Insurance	72,576.50	78,703.00	85,000	98,000	98,000	98,000
Mileage Reimbursements	268.19	354.09	2,000	2,000	2,000	2,000
Membership Dues	7,229.00	8,355.00	8,500	10,000	10,000	10,000
Books and Subscriptions	1,881.60	1,662.57	1,500	1,500	1,500	1,500
Advertising	3,258.53	2,993.22	6,500	12,000	12,000	12,000
Hiring Processes, CS, Backgrounds	7,874.06	8,362.30	15,000	10,000	10,000	10,000
Postage and Shipping	2,419.08	2,459.46	3,500	14,000	14,000	14,000
Interest on Bank Loan	0.00	0.00	100	100	100	100
TOTAL MATERIALS and SERVICES	\$609,908.28	\$647,877.09	\$802,100	\$750,600	\$750,600	\$750,600
TOTAL ADMINISTRATION	\$1,180,675.52	\$1,256,665.45	\$1,477,600	\$1,512,300	\$1,527,700	\$1,529,600

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.....	\$ 18,000
	General administrative printing by outside sources including newsletter, annual report, business cards	
60222-000	Supplies; Office.....	\$ 10,000
60223-001	Administrative Expenses.....	\$ 42,000
	General administrative supplies and board expenses	15,000
	Years of service awards and annual banquet	10,000
	Board of Director Elections (2 positions)	10,000
	Miscellaneous office equipment, historical preservation, photo board	5,000
	Community engagement	2,000
60223-002	Licenses and Fees.....	\$ 13,000
	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	
60270-000	Contractual/Professional Services.....	\$ 519,000
	911 dispatch services contract	422,000
	General legal counsel	25,000
	Financial audit and filing expenses	10,000
	Lobbyist	12,000
	EMS physician supervisor contract	10,000
	Employee assistance programs	30,000
	Consultation services	10,000
60370-000	Property and Casualty Insurance.....	\$ 98,000
60380-001	Mileage Reimbursements.....	\$ 2,000
60410-000	Membership Dues.....	\$ 10,000
	Membership dues to organizations such as Special Districts Association, Rogue Valley Fire Chief's, Oregon Fire Chief's Association, International Association of Fire Chief's, Government Finance Officers Assn, Society of Human Resource Mgmt, Int'l Public Mgmt Association/HR	
60412-000	Books and Subscriptions.....	\$ 1,500

Administration

MATERIALS AND SERVICES DETAIL BY ACCOUNT - *Continued*

General Fund 1, Department 1

Account	Description	Account Total
60430-001	Advertising..... Advertising for Board meetings, budget hearings, community events and engagement, public service announcements, and outreach through the Chamber of Commerce and Expo Center	\$ 12,000
60490-000	Hiring Processes, Civil Service, Backgrounds..... Includes entry level hiring processes and promotional exams, expenses for Civil Service meetings, and all expenses related to pre-employment background evaluations	\$ 10,000
60491-000	Postage and Shipping.....	\$ 14,000
62100-000	Interest on Bank Loan.....	\$ 100
TOTAL MATERIALS AND SERVICES		\$ 750,600



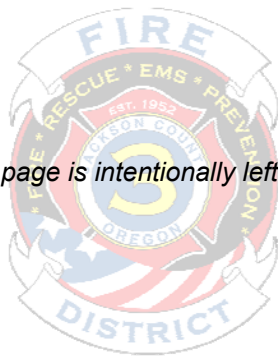
Operations



Fire District 3

2020/21 Fiscal Year Budget

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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 volunteers, 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 District will celebrate the opening of the Scenic Avenue fire station in June 2020 adding one additional FMZ. The Table Rock station will no longer be staffed with suppression personnel and will be repurposed for other District initiatives.

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 1,853 requests for service in the White City area in 2019.



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 3,303 requests for service in the Central Point area in 2019.



Eagle Point (EP) Station 116 – Career Staffed

The Eagle Point station is located at 213 Loto Street and houses Engine Company 7706. There were 1,370 requests for service in the Eagle Point area in 2019.



Scenic (SS) Station 117 – Career Staffed

The Scenic station, opened June of 2020, is located at 1909 Scenic Avenue and houses Engine Company 7708. This station replaced staffing at the Table Rock station, which has been decommissioned. Based on analytic data, there would have been 1,841 requests for service in the Scenic FMZ in 2019.



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 373 requests for service in the Dodge Bridge area in 2019.



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 451 requests for service in the Gold Hill area in 2019.



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 274 requests for service in the Sams Valley area in 2019.



Agate Lake (AL) Station 115 – Volunteer Staffed

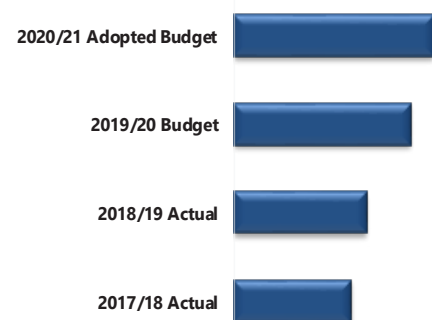
The Agate Lake station is located at 880 East Antelope Road. Career personnel from the White City and/or Eagle Point stations may respond to supplement volunteer resident response. There were 62 requests for service in the Agate Lake area in 2019.



BUDGET SUMMARY

Expenditures	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Adopted Budget
Personnel Services	\$7,998,935	\$8,237,466	\$9,026,500	\$9,455,000
Materials and Services	\$217,558	\$260,544	\$311,900	\$328,800
	\$8,216,493	\$8,498,010	\$9,338,400	\$9,783,800

Budget Comparison



PERSONNEL SUMMARY

Position	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Adopted
Deputy Chief of Operations	1.00	1.00	1.00	1.00
Battalion Chief – 56 Hour	3.00	3.00	3.00	3.00
Battalion Chief – 40 Hour	0.00	1.00	0.00	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	2.00	2.00
Community Paramedic	0.00	0.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total	49.00	50.00	53.00	53.00

Operations

NEW BUDGETARY SIGNIFICANT CHANGES

Personnel Services is budgeted to increase 4.7 percent or \$428,500 over the prior fiscal year. Significant factors driving this increase are salary and benefit changes due to cost of living, the implementation of the new Community Care Response Program totaling \$150,000, and funding a new account entitled vacation payouts totaling \$82,000 to accommodate a new sellback provision. In prior fiscal years, vacation payouts due to separation and retirements were expensed under the applicable salary account. This restructuring will provide transparency and avoid overinflating those accounts.

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.

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 budgeted to increase 5.4 percent or \$16,900. Significant factors include budgeting for additional personal protection equipment and renumbering apparatus to a new county-wide radio identifier. In this budget year, the District will place a new battalion command unit into service. Account *60225-008; Equipment for New Apparatus* reflects those expenditures that are consumable in nature needed to equip those units for service.

The District continues to experience the benefit of the student program and maintains the funding for six student firefighters to attain their fire science degree with Rogue Community College. This is a reduction from nine students due to current social and economic influences.

PRIOR YEAR ACCOMPLISHMENTS

- Mobilized one structural engine to assist with the Sonoma Valley wildfires in California.
- Maintained a reliable response from the Technical Rescue Team, including a high angle rescue at Crater Lake National Park exceeding 1500' in length.
- Successfully transitioned a new Fire Service Supervising Physician; aligned EMS protocols with Mercy Flights.
- Implemented the Verified Responder program with 19 members enrolled.
- Completed the specification bid and order sequence for an interface engine.
- Assisted with the passing of a county-wide radio infrastructure bond measure to benefit Emergency Communications Southern Oregon.
- Purchased and implemented video laryngoscopes to increase intubation success and reduce exposure.
- Obtained one new volunteer firefighter, one two-resident firefighters, and four 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.

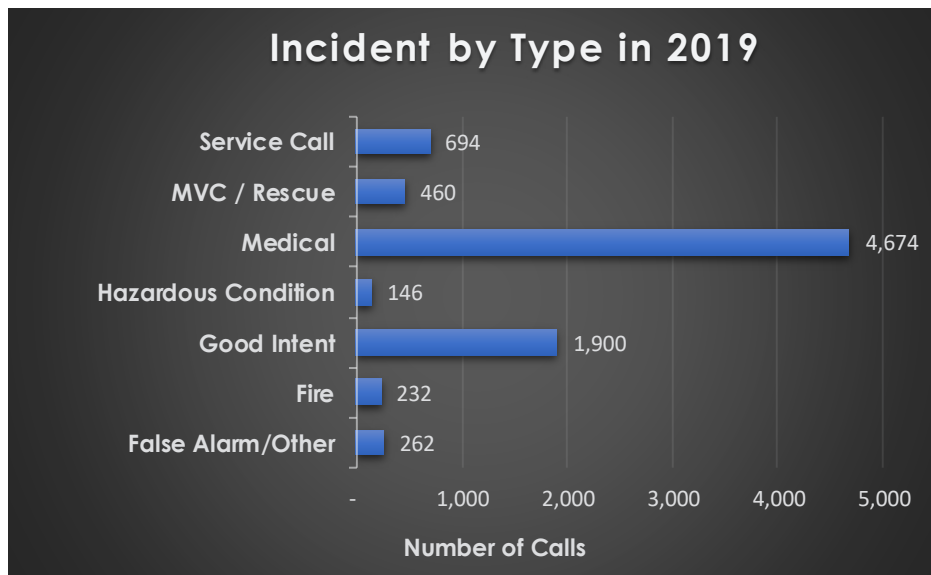
Code 1 Emergent Medical: An incident where seconds will not significantly impact the outcome of the call. Crews will normally respond "Code 1" to these calls.

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

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

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

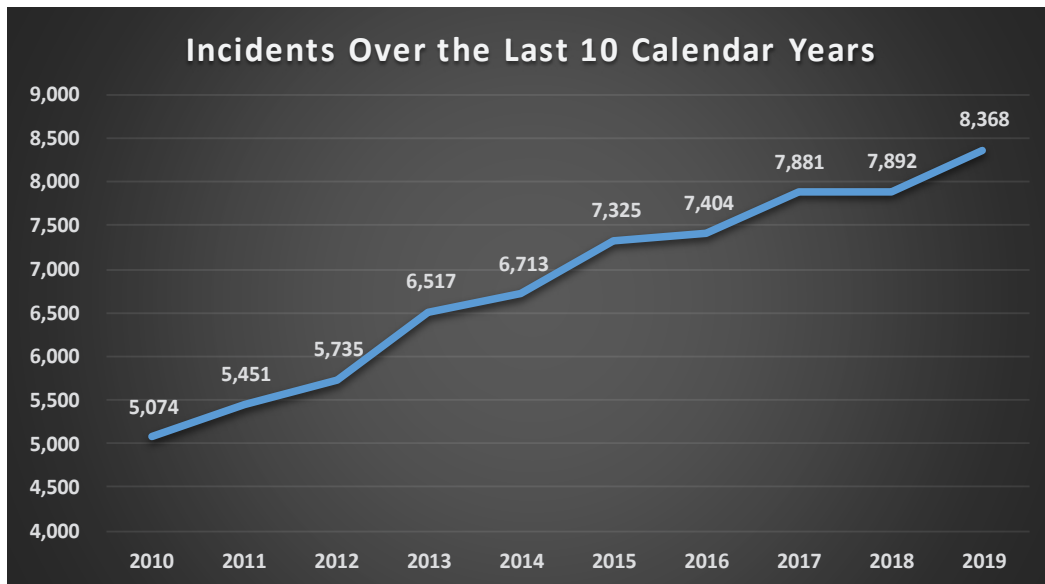


Operations

<i>Types of Emergent Incidents (Outputs)</i>	<i>2016 Actual</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Target</i>
<i>Code 1 Emergent Medical</i>	1,336	797	894	1,324	1,390
<i>Code 3 Emergent Medical</i>	3,106	3,476	3,421	3,350	3,521
<i>Motor Vehicle Collision</i>	482	470	399	460	483
<i>Hazardous Condition</i>	105	134	108	146	153
<i>Service Call</i>	598	630	682	694	729
<i>Fire</i>	240	235	236	232	243
<i>False Alarm / Other</i>	213	251	214	262	275
<i>Good Intent</i>	1,324	1,888	1,928	1,900	1,996
Total	7,404	7,881	7,892	8,368	8,750

Target based on growth of 4.56 percent for 2020

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

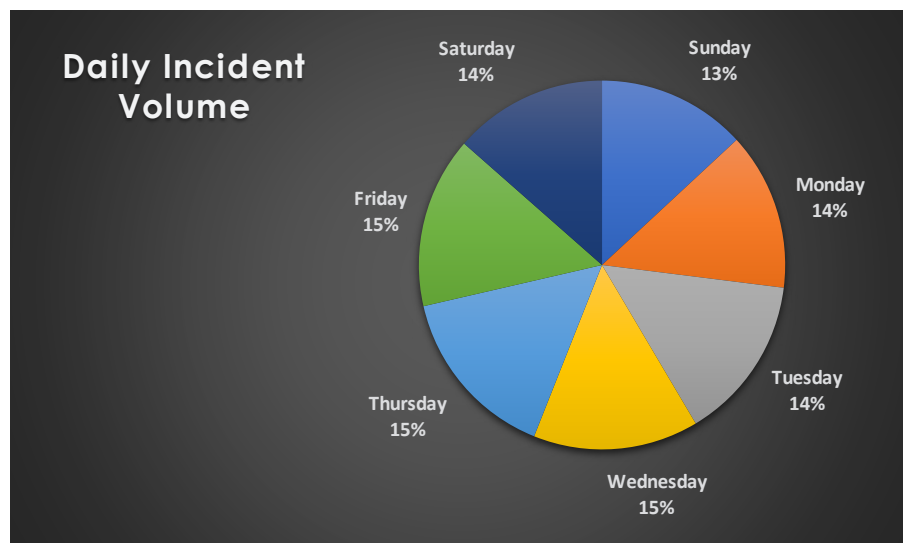
Incident statistics are evaluated in the Standards of Cover and integrated into the strategic planning process. The Standards of Cover is the policy document adopted by the Board of Directors that formalizes the District's response time criteria. Critical decisions, such as whether or not to increase 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 4.56 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.

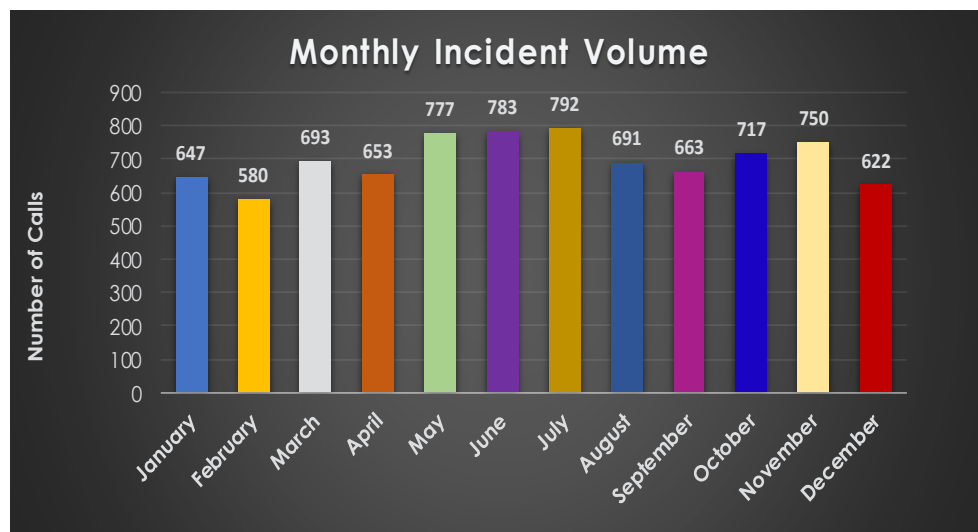
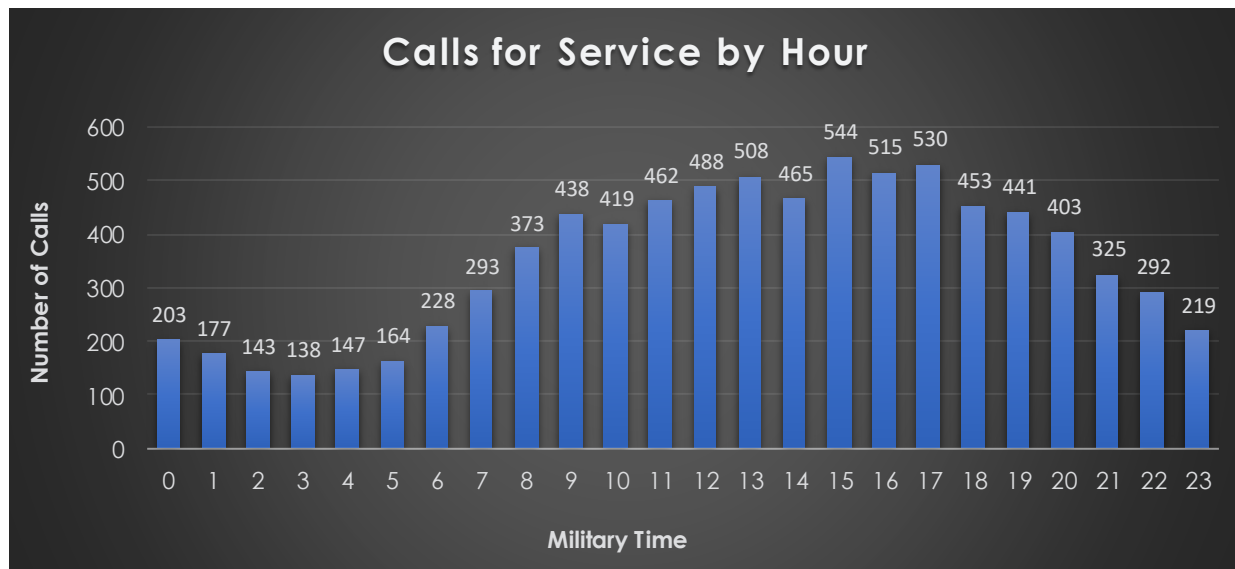
<i>Number of Incidents by Response Area (Outputs)</i>	<i>2016 Actual</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Actual</i>
<i>Agate Lake</i>	61	57	68	62
<i>Central Point</i>	2,736	2,955	2,927	3,303
<i>Dodge Bridge</i>	167	190	193	373
<i>Eagle Point</i>	1,341	1,394	1,426	1,370
<i>Gold Hill</i>	393	414	430	451
<i>Sams Valley</i>	233	250	279	274
<i>White City</i>	1,803	1,981	1,974	1,853
<i>Mutual Aid Calls</i>	670	640	595	682
Total	7,404	7,881	7,892	8,368

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.

In the Standards of Cover revision and adoption of 2017, the District separated 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. Separating this reporting zone out provides a more focused look at the response times.

Operations

The District uses the National Fire Operations Reporting System (NFORS) for incident reporting and analyzing response standards.

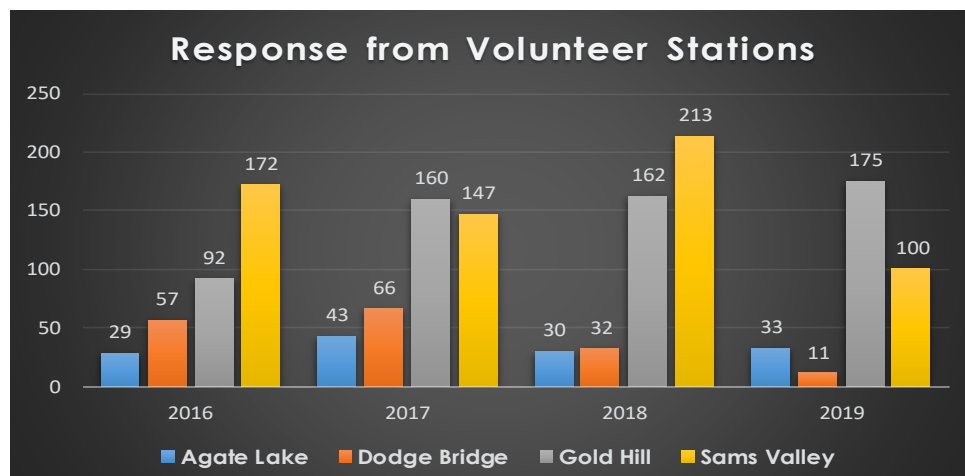
2019 Emergent Incident Response Goals					
	Code 3 Incidents	Goal		Baseline	
		80%	Time	90%	Time
<i>Urban</i>	1,810	72%	7 minutes	90%	9 minutes
<i>Suburban 1</i>	128	98%	11 minutes	99%	12 minutes
<i>Suburban 2</i>	45	36%	13 minutes	49%	14 minutes
<i>Rural</i>	649	79%	13 minutes	84%	14 minutes
<i>Urban</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

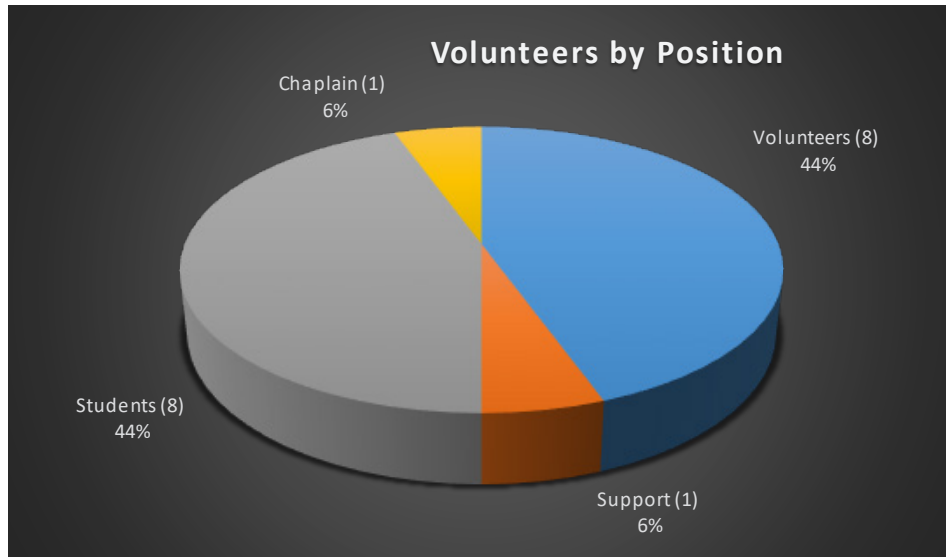
The District tracks volunteer response from the volunteer stations in the four identified zones; Agate Lake, Dodge Bridge, Gold Hill, and Sams Valley. Utilizing resident volunteer firefighters can make a significant impact in meeting the goal of an initial response. The following chart identifies the 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 refinement of our data analysis program and volunteer recruitment and retention, we hope to determine solutions for addressing the problem.



Operations

2020/21 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:	June 30, 2021
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:	June 30, 2021
Task	Maintain active participation annually in protocol committee	Target Completion Date:	June 30, 2021
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:	June 30, 2021
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:	December 1, 2020
Objective	Align appropriate resource response based on needs "triage"		
Task	Determine default priority level for all available CAD codes	Target Completion Date:	December 1, 2020
Task	Automate CAT to manage response to low priority CAD codes	Target Completion Date:	December 1, 2020
Task	Evaluate station staffing levels with inclusions of Scenic station	Target Completion Date:	December 1, 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:	December 1, 2020

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	Implement technology that enhances the readiness and maintenance of fleet and equipment		
Task	Develop metrics for effective management	Target Completion Date:	December 1, 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, 2020
Task	Implement and train on the new program	Target Completion Date:	December 1, 2020

Goal	Enhance response reliability for emergent incidents		
Objective	Ensure staffing meets service level objectives		
Task	Determine current level of response reliability	Target Completion Date:	December 1, 2020
Task	Call prioritization project	Target Completion Date:	December 1, 2020
Task	Enhance policies for effective management of low priority calls for service	Target Completion Date:	December 1, 2020
Task	Invest in the TRT disciplines to ensure readiness	Target Completion Date:	June 30, 2021

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, 2021
Task	Develop QA standards for high risk litigation conditions (AMA's)	Target Completion Date:	June 30, 2021
Task	Develop QA standards for fireground benchmarks	Target Completion Date:	June 30, 2021
Task	Evaluate response models	Target Completion Date:	June 30, 2021

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, 2021
Task	High risk litigation (AMA)	Target Completion Date:	June 30, 2021

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	Recruit for response capable volunteers to meet the Districts needs	Target Completion Date:	December 1, 2020

Operations

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	Partner with ECSO for non-emergent call line access	Target Completion Date:	June 30, 2021
Objective	Improve information sharing among agencies		
Task	Identify barriers effecting information sharing among pre-hospital givers and hospital care providers	Target Completion Date:	June 30, 2021
Task	Propose solutions on coordinate approach to remove barriers that affect information sharing	Target Completion Date:	June 30, 2021

Operations

General Fund	<u>HISTORICAL</u>			<u>BUDGET FOR NEXT FISCAL YEAR</u>		
	2017/18 FY	2018/19 FY	2019/20 FY	2020/2021		
			Adopted	Proposed By	Approved By	Adopted By
Description	Actual	Actual	Budget	Budget Officer	Budget Committee	Governing Body
Personnel Services						
Salaries	4,249,831.20	4,396,461.55	4,589,500	4,731,000	4,731,000	4,739,000
Overtime	554,367.24	543,182.19	632,000	636,000	636,000	636,000
Incentives	561,222.88	579,747.03	636,400	629,800	633,000	632,000
Payouts	0.00	0.00	0	66,000	82,000	82,000
Retirement (PERS)	891,294.80	912,481.02	1,230,000	1,260,000	1,260,000	1,260,000
ER Deferred Comp Contrib	98,812.16	109,252.66	132,400	133,200	164,000	164,000
Health and Life Insurance	937,059.86	995,793.51	1,100,000	1,183,000	1,150,000	1,150,000
HRA-VEBA Contribution	189,847.79	193,452.23	207,300	219,000	219,000	219,000
FICA and Medicare PR Taxes	397,568.88	409,689.66	448,000	464,000	464,000	464,000
Workers' Comp Insurance	118,930.03	97,406.05	129,400	125,000	125,000	109,000
TOTAL PERSONNEL SERVICES	\$7,998,934.84	\$8,237,465.90	\$9,105,000	\$9,447,000	\$9,464,000	\$9,455,000
Materials and Services						
Career Firefighter Group						
Physicals and Vaccinations	42.00	21,275.11	22,500	22,500	22,500	22,500
Licenses and Fees	769.15	6,415.00	4,000	7,000	7,000	7,000
Supplies; Operations	3,465.69	3,744.55	5,000	5,000	5,000	5,000
Supplies; Special Projects	1,703.09	5,630.92	11,000	5,100	5,100	5,100
Fire Suppression Expenses						
Personal Protective Equipment	56,279.74	52,814.95	57,500	87,000	87,000	87,000
Hose and Appliances	15,166.19	8,859.26	30,000	11,000	11,000	11,000
Apparatus Equipment and Supplies	8,966.91	25,540.02	12,500	36,000	36,000	36,000
Safety Equipment	12,379.48	6,481.41	8,700	24,500	24,500	24,500
Specialty Equipment	11,805.81	3,615.10	7,500	7,500	7,500	7,500
Technical Rescue Equipment	7,820.24	6,248.26	10,000	3,000	3,000	3,000
Rehabilitation and Consumables	3,697.56	5,492.51	6,500	6,000	6,000	6,000
Equipment for New Apparatus	36,035.74	39,202.62	14,200	12,000	12,000	12,000
M&R; Emergency Response Equip	34,058.21	32,850.46	43,000	42,000	42,000	42,000
Contractual/Professional Services	22,181.34	10,166.10	17,500	14,000	14,000	14,000
Membership Dues	934.00	1,107.00	1,000	1,000	1,000	1,000
Books and Subscriptions	2,253.34	1,427.27	2,000	2,200	2,200	2,200
Student Firefighter / Volunteer Group						
Pre-Entrance Screenings, Backgrounds, Vaccinations	0.00	7,735.00	5,000	4,000	4,000	4,000
Student Firefighter Tuition Program	0.00	20,738.66	50,000	35,000	35,000	35,000
Length of Service Award Program (LOSAP)	0.00	200.00	3,000	3,000	3,000	3,000
Scholarship Donations	0.00	1,000.00	1,000	1,000	1,000	1,000
TOTAL MATERIALS and SERVICES	\$217,558.49	\$260,544.20	\$311,900	\$328,800	\$328,800	\$328,800
TOTAL OPERATIONS	\$8,216,493.33	\$8,498,010.10	\$9,416,900	\$9,775,800	\$9,792,800	\$9,783,800

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.....	\$ 7,000
	Oregon ambulance licensing fees, CLIA, DEA, FCC, Motorola, Drone, EMT Licensing	
60223-007	Supplies; Operations.....	\$ 5,000
	Purchase of operational supplies, meeting refreshments, research and development	
60224-000	Special Projects.....	\$ 5,100
	Standby events	2,000
	Emergency preparedness	3,000
	Pre-fire plans	100
60225	<u>Fire Suppression Expenses</u>	
60225-001	Personal Protective Equipment.....	\$ 87,000
	Routine purchase of structural and wildland personal protective equip	12,000
	Structural turnouts (4 year rotation cycle)	58,000
	PROJECT: Structure Gloves	17,000
60225-002	Hose and Appliances.....	\$ 11,000
	Routine purchase of structural and wildland hose	8,000
	Routine purchase of structural and wildland nozzles and adapters	3,000
60225-003	Apparatus Equipment and Supplies.....	\$ 36,000
	Routine purchase of small tools, chainsaws and power equipment, foam, salvage and overhaul, lettering / decals, and mounting supplies	10,000
	Rapid Intervention Team (RIT) supplies	2,500
	PROJECT: Apparatus shelving	6,000
	PROJECT: Apparatus numbering	17,500
60225-004	Safety Equipment.....	\$ 24,500
	Routine purchase of safety vests, flares, cones, warning tape, flashlights, passport identification, ladders, batteries, fire extinguishers, and miscellaneous equipment	6,000
	Self-contained breathing apparatus (SCBA) masks and annual fit testing	4,500
	PROJECT: Ballistic vests	14,000
60225-005	Specialty Equipment.....	\$ 7,500
	Routine purchase of gas monitors, calibration, and testing equipment	2,500
	Routine purchase of extrication equipment	5,000
60225-006	Technical Rescue Equipment.....	\$ 3,000
	Routine replacement of rescue equipment, ropes, harnesses, and swift water equipment	3,000

Operations

MATERIALS AND SERVICES DETAIL BY ACCOUNT - *Continued*

General Fund 1, Department 2

Account	Description	Account Total
60225-007	Rehabilitation and Consumables Purchase of incident rehabilitation supplies	\$ 6,000
60225-008	Equipment for New Apparatus Loose equipment for the Interface engine and Battalion Chief vehicle	\$ 12,000
60254-000	M&R; Emergency Response Equipment Repair of medical, fire suppression, and extrication equipment (includes defibrillators, gurneys, hose, ladders, chainsaws, small tools, positive pressure ventilation (PPV) fans, extinguishers, nozzles, and appliances) 7,500 SCBA equipment maintenance 2,000 Extrication equipment maintenance 7,500 Defibrillators 4,000 PPE inspection and repair 21,000	\$ 42,000
60270-000	Contractual/Professional Services Hose and ladder testing contract	\$ 14,000
60410-000	Membership Dues International Association of Fire Chief's, Oregon Fire Chief's Association, Rogue Valley Fire Chief's Association, Federation of Chaplains, Oregon Volunteer Firefighters Association	\$ 1,000
60412-000	Books and Subscriptions	\$ 2,200
STUDENT FIREFIGHTER AND VOLUNTEER GROUP		
65001-000	Pre-Entrance Screenings, Backgrounds, Vaccinations	\$ 4,000
65005-000	Student Firefighter Program Associate's degree program for nine students (includes tuitions, books, and supplies)	\$ 35,000
65007-000	Length of Service Award Program (LOSAP) Annual District contribution for volunteer length of service	\$ 3,000
65010-000	Scholarship Donations Student scholarship program for Crater and Eagle Point High Schools	\$ 1,000
TOTAL MATERIALS AND SERVICES		\$ 328,800



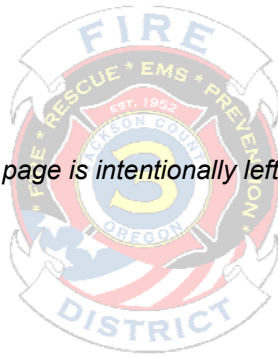
Fire District 3

Fire and Life Safety



2020/21 Fiscal Year Budget

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Fire and Life Safety

DEPARTMENT DESCRIPTION

The Fire and Life Safety team consists of the Fire Marshal and two Deputy Fire Marshals. These positions are focused on providing specialized public education, fire prevention, new construction plan reviews, general fire safety consultations, and conducting fire investigations. Periodically fire suppression personnel with an interest in fire prevention will assist the team as a cross-training opportunity to gain new skills and experience. Over the past year a major portion of the Fire Marshal's time was devoted to the design and construction process for the new Scenic fire station.

The team reviews commercial construction plans for fire code compliance specific to fire safety systems. They also attend pre-application land development conferences to provide technical advice on fire service apparatus access and firefighting water supply requirements.

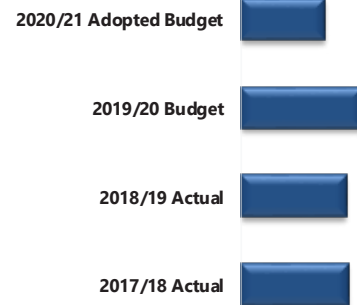
The Deputy Fire Marshals partner with inspectable occupancies and the public to help them meet the requirements imposed by State laws, fire codes, and other recognized national standards. Once new building construction is completed, fire and life safety construction maintenance codes are enforced for the safety of occupants and firefighters.

Enforcement of laws relating to fire safety also includes investigating all fires to determine the origin, cause, circumstance, and responsibility that led to the ignition of hostile fires. The FLSD provides on-duty investigation standby 24 hours a day, seven days a week.

BUDGET SUMMARY

Expenditures	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Adopted Budget
Personnel Services	\$762,198	\$778,806	\$867,200	\$657,000
Materials and Services	\$116,873	\$82,154	\$123,300	\$27,000
	\$879,071	\$860,960	\$990,500	\$684,000

Budget Comparison



PERSONNEL SUMMARY

Personnel	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Adopted
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	0.00
Administrative Assistant	1.00	1.00	1.00	0.00
Total	5.00	5.00	5.00	3.00

Fire and Life Safety

NEW BUDGETARY SIGNIFICANT CHANGES

Personnel Services is budgeted to decrease 24 percent or \$210,200 over the prior fiscal year due to departmental restructuring. The Fire and Life Safety Specialist position was eliminated after a vacancy occurred and a new position was developed in its place that focuses on community risk, now budgeted under the Strategic Services department. The Administrative Assistant position was also transferred to Strategic Services, as this position is now supporting both departments. Other factors impacting this classification include salary and benefit adjustments and funding a new account entitled vacation payouts to accommodate a new sellback provision.

The overall Materials and Services classification is budgeted to decrease 78 percent or \$96,300, again due to departmental restructuring. With the expansion of the Strategic Services department, account *60223-009; Community Risk Reduction* has been transferred out of Fire and Life Safety. The District newsletter and other media outlets and advertising will now be channeled under Administration. The emphasis now of the Fire and Life Safety department is to focus on fire investigations, fire safety, code enforcement, construction plan reviews, and public education.

PRIOR YEAR ACCOMPLISHMENTS

- Completed 1,990 inspections and calls for service.
- Inspectable occupancy inventory increased to 1,167 regular hazard, 342 moderate hazard, and 263 high hazard occupancies.
- 510 fire safety system inspections were completed by third party contractors and uploaded to our tracking system.
- 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.
- Adopted the 2019 Oregon Fire Code.
- Continued District representation with the Local International Association of Arson Investigators, Oregon Fire Code Committee, Legislative Committees, the Governor's Fire Service Policy Council and the Oregon Fire Marshal's Association.

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.

Fire and Life Safety

Total completed inspections for 2019 and overall calls for service continue to increase. 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 within communities across the nation when performed effectively.

FIRE LIFE SAFETY INSPECTIONS

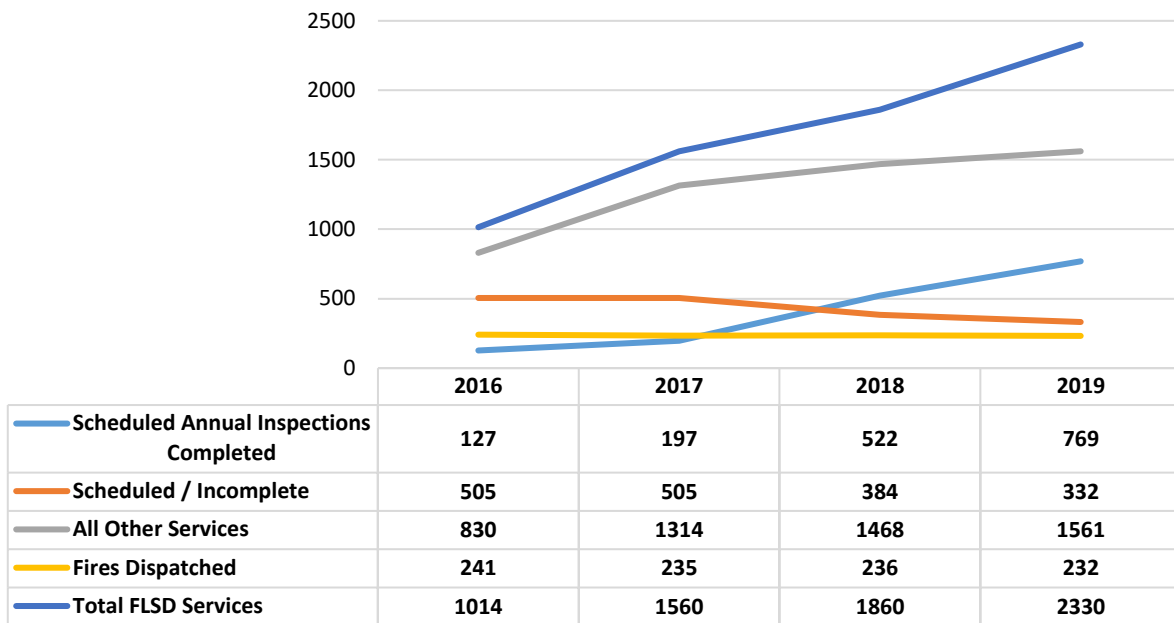
Statement of Measurement

- 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.

<i>Services Provided (Outputs) and Effectiveness Measures</i>	<i>2016 Actual</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Target</i>
<i>Low Hazard Inspections</i>	40	82	222	483	389
<i>Moderate Hazard Inspections</i>	26	33	89	85	171
<i>High Hazard Inspections</i>	161	82	211	201	263
<i>Re-Inspections</i>	77	74	94	124	100%
<i>Consultations</i>	144	230	210	191	100%
<i>Complaints</i>	19	24	28	31	100%
<i>Fire District Annexation Requests</i>	10	0	11	6	100%
<i>Land Development Consultations</i>	47	33	60	57	100%
<i>Construction Plan Reviews</i>	30	41	28	42	100%
<i>Construction Permit Inspections</i>	49	70	100	72	100%
<i>Home Fire Safety Inspections</i>	81	85	70	57	100%
<i>Wildland Urban Interface Fuels Reduction</i>	82	83	70	63	100%
<i>Target Hazard Familiarization Tours</i>	23	35	23	47	100%
<i>Expo and Special Events</i>	93	137	123	118	100%
<i>State Fire Marshal Certifications</i>	26	35	41	40	100%
<i>Referrals</i>	20	21	19	40	100%
<i>FLSD Fire Investigations</i>	57	49	44	49	100%
<i>Brycer & Fire Protection Systems</i>	127	347	415	559	100%
<i>Firewise Property Assessments</i>	2	99	2	65	100%
Totals	1,014	1,560	1,860	2,330	

Fire and Life Safety

Outputs - Four Year Comparison



FIRE INVESTIGATIONS

Statement of Measurement

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

<i>Services Provided (Outputs) and Effectiveness Measures</i>	<i>2016 Actual</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Target</i>
<i>Investigations Performed – FLS Staff</i>	57	49	44	49	100%
<i>Investigations Performed – Operations Staff</i>	241	235	236	232	100%
<i>Juvenile Fire Setter Intervention</i>	20	2	2	2	100%
Totals	318	286	282	283	

Fire and Life Safety

PUBLIC EDUCATION AND COMMUNITY OUTREACH

Statement of Measurement

- 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>2016 Actual</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Target</i>
<i>Public Education/Community Events</i>	181	135	170	38	150
<i>Community Outreach Events</i>	71	50	8	13	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>2016 Actual</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Target</i>
<i>Number of Plan Reviews</i>	30	41	28	42	100%
<i>Plan Review Turn-around Time</i>	5 Days	5 Days	5 Days	5 Days	5 Days
<i>Construction Permit Inspections</i>	49	70	100	72	100%
<i>Development Consultations</i>	144	177	210	191	100%
<i>Totals</i>	223	288	338	305	

Fire and Life Safety

2020/21 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:	December 1, 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, 2020

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	Develop a multitude of public safety messages within the District	Target Completion Date:	June 30, 2021

Objective	Develop District programs to reach non-English speaking members of the community		
Task	Provide satisfaction survey to ESL District patrons to determine needs	Target Completion Date:	December 1, 2020

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	Evaluate possible solutions for out of conformance buildings	Target Completion Date:	June 30, 2021

Fire and Life Safety

General Fund

Description	<u>HISTORICAL</u>			<u>BUDGET FOR NEXT FISCAL YEAR</u>		
	2017/18 FY	2018/19 FY	2019/20 FY	2020/2021		
	Actual	Actual	Adopted Budget	Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
Personnel Services						
Salaries	437,842.75	451,138.66	474,600	340,800	340,800	340,800
Overtime	13,448.96	6,714.11	20,000	10,000	10,000	10,000
Incentives	57,377.50	60,482.05	62,600	49,900	49,900	49,900
Payouts	7,488.00	10,092.90	10,000	10,000	20,000	20,000
Retirement (PERS)	90,330.06	91,770.31	125,500	102,500	105,000	105,000
ER Deferred Comp Contrib	7,091.15	7,441.93	12,600	11,500	15,000	15,000
Health and Life Insurance	98,225.98	102,741.60	108,000	73,000	71,500	71,500
HRA-VEBA Contribution	19,496.90	19,471.89	20,300	12,400	12,400	12,400
FICA and Medicare PR Taxes	37,744.90	38,470.21	42,600	31,400	31,400	31,400
Workers' Comp Insurance	639.41	574.91	1,000	1,000	1,000	1,000
TOTAL PERSONNEL SERVICES	\$769,685.61	\$788,898.57	\$877,200	\$642,500	\$657,000	\$657,000
Materials and Services						
Physicals and Vaccinations	0.00	1,770.00	2,000	2,000	2,000	2,000
Printing	0.00	1,735.83	1,500	1,500	1,500	1,500
Licenses and Fees	0.00	505.00	1,000	1,000	1,000	1,000
Supplies; Fire Life Safety	5,182.03	2,641.15	10,000	10,000	10,000	10,000
Supplies; Public Education Materials	2,481.52	4,470.06	7,000	7,000	7,000	7,000
Community Risk Reduction	95,969.63	51,398.95	72,300	0	0	0
Contractual/Professional Services	9,224.80	14,414.93	15,000	0	0	0
Membership Dues	1,089.00	1,229.00	2,000	2,000	2,000	2,000
Books and Subscriptions	2,082.45	1,914.00	3,500	3,500	3,500	3,500
Advertising	844.00	2,075.00	9,000	0	0	0
TOTAL MATERIALS and SERVICES	\$116,873.43	\$82,153.92	\$123,300	\$27,000	\$27,000	\$27,000
TOTAL FIRE AND LIFE SAFETY	\$886,559.04	\$871,052.49	\$1,000,500	\$669,500	\$684,000	\$684,000

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
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
TOTAL MATERIALS AND SERVICES		<u>\$ 27,000</u>



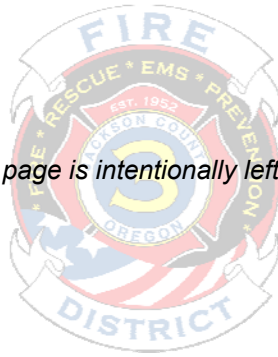
Training

Fire District 3



2020/21 Fiscal Year Budget

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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	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Adopted Budget
Personnel Services	\$340,496	\$348,545	\$393,000	\$403,000
Materials and Services	\$128,163	\$118,078	\$164,000	\$167,700
	\$468,659	\$466,623	\$557,000	\$570,700

Budget Comparison

2020/21 Adopted Budget



2019/20 Budget



2018/19 Actual



2017/18 Actual



PERSONNEL SUMMARY

Personnel	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Adopted
Division Chief of Training and Safety	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Training

NEW BUDGETARY SIGNIFICANT CHANGES

Personnel Services is budgeted to increase 2.5 percent or \$10,000 over the prior fiscal year. Factors impacting this classification include salary and benefit adjustments due to cost of living, an overtime reduction for operational personnel working on training related activities, and funding a new account entitled vacation payouts to accommodate a new sellback provision.

The Materials and Services classification is budgeted to decrease 2.3 percent or \$3,700. With additional focus on leadership development, dollars have been increased in account 60455-001 for administrative/leadership training. All other training accounts are comparable to the prior year and reflect continued development across the various disciplines.

PRIOR YEAR ACCOMPLISHMENTS

- Conducted a successful entry level firefighter exam resulting in a Civil Service Register of 36 candidates.
- Provided in-service training on new video laryngoscopes.
- Two members were accepted into the National Fire Academy's Managing Officer Program.
- Enhanced the end-user experience with functions of Target Solutions.
- Established a motivated group of individuals to evaluate the District's Behavioral Health Program.
- The Safety Committee worked with Human Resources to update the Injury and Exposure packets.
- Assisted Administration in the hiring of four firefighters and conducted an eight week firefighter recruit academy.
- Implemented a new Training Plan that focuses on individual and company-level training.
- Implemented core competencies to be used in conjunction with monthly training objectives.
- Updated the Rogue Valley Fire Rescue Standing Orders.
- Assisted Administration in conducting a successful captain promotional exam resulting in a Civil Service Register of four candidates.
- Partnered with our law enforcement partners to conduct active shooter/hostile event response training.
- Expanded EMS training partnerships with Rogue Community College and Mercy Flights.



Training

DEPARTMENT MEASUREMENTS AND TARGETS

TRAINING PROGRAM MANAGEMENT

Statements of Measurement

- Facilitate a multi-agency Active Shooter/Hostile Event Response training with local first responders.
- Implement an Incident Management training manual.
- Coordinate a multi-agency Mass Casualty Incident training event that focuses on communications and inter-agency interoperability.
- Facilitate District-wide EMS re-licensure process Spring of 2021.
- 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 that resulted in a certified register of 36 candidates, two of which were hired in February of 2020.
- Hosted a 10-week joint Recruit Academy with Medford Fire Department; a total of eight recruits, four from each department.
- The Safety Committee reviewed 18 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.
- 21 applications for certification were submitted and approved by DPSST on behalf of 17 members.
- Workplace safety inspections were conducted with 100 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 61 outside courses.

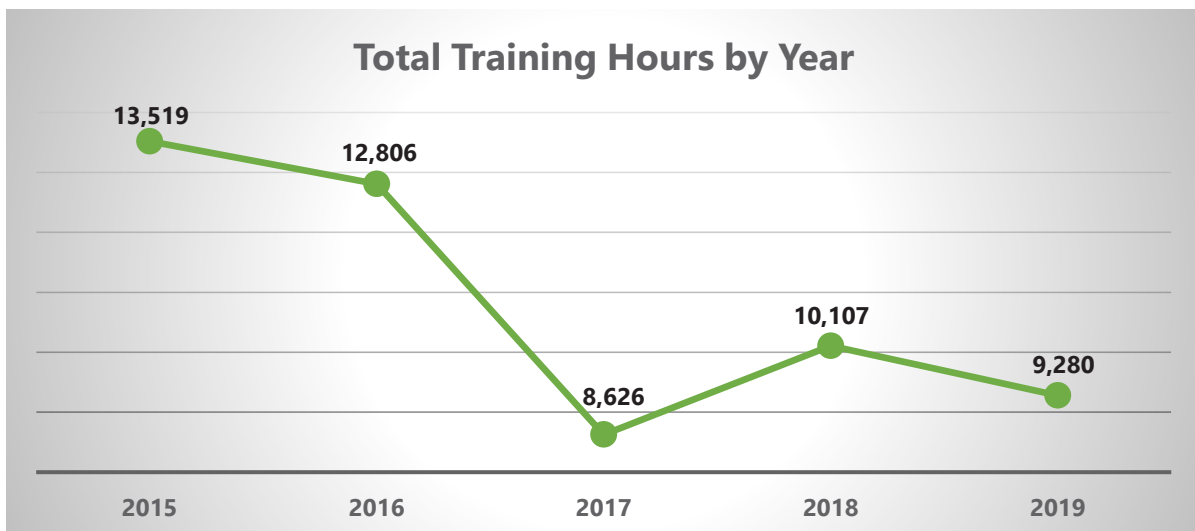
Training

TRAINING DEPARTMENT STATISTICS

Outputs

- The Training Department reports the following:
 - 2,668 hours were instructed by District members
 - 855 hours were delivered by outside instructors
 - 29 courses were delivered by online resources
 - Personnel participated in 9,280 hours of classroom and hands-on training

<i>Number of Training Hours (Outputs)</i>	<i>2015 Actual</i>	<i>2016 Actual</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Actual</i>
<i>Administration</i>	624	1,013	333	404	622
<i>Apparatus</i>	1,930	1,193	913	928	542
<i>EMS</i>	2,769	2,577	1,333	2,332	2,001
<i>Fire Officer</i>	678	305	1,484	1,605	1,173
<i>Haz-Mat</i>	47	15	53	145	134
<i>Health and Safety</i>	201	153	223	155	317
<i>Instructional</i>	124	225	34	104	23
<i>Mandated</i>	195	176	150	16	65
<i>Prevention</i>	590	1,000	467	505	555
<i>Suppression</i>	4,823	4,296	2,499	2,629	3,071
<i>Technical Rescue</i>	868	1,223	695	756	597
<i>Wildland</i>	670	630	442	528	180
Totals	13,519	12,806	8,626	10,107	9,280



Training

2020/21 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, 2020
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:	December 1, 2020
Task	Quarterly training integrates into prior quarter's QA feedback	Target Completion Date:	December 1, 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 QA standards for organizational programs such as incident command	Target Completion Date:	June 30, 2021
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, 2020
Task	Integrate AIC Engineer, AIC Captain, and AIC Battalion Chief into the Development Plan	Target Completion Date:	December 1, 2020

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, 2021
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, 2020
Task	Coordinate mass casualty incident drills	Target Completion Date:	December 1, 2020

Training

General Fund	HISTORICAL			BUDGET FOR NEXT FISCAL YEAR		
	2017/18 FY	2018/19 FY	2019/20 FY	2020/2021		
			Adopted	Proposed By	Approved By	Adopted By
Description	Actual	Actual	Budget	Budget Officer	Budget Committee	Governing Body
Personnel Services						
Salaries	165,813.43	171,766.43	178,000	182,000	182,000	183,000
Overtime *	65,521.99	65,105.61	75,000	60,000	60,000	60,000
Incentives	12,772.30	11,883.36	15,800	12,000	12,000	12,300
Payouts	1,532.30	339.36	4,000	4,000	9,000	9,000
Retirement (PERS)	30,588.55	32,798.19	50,000	46,600	48,000	48,000
ER Deferred Comp Contrib	6,692.69	6,878.78	7,400	8,400	10,400	10,400
Health and Life Insurance	29,029.08	30,374.40	32,000	48,800	47,900	47,900
HRA-VEBA Contribution	8,988.11	9,518.53	8,000	8,200	8,200	8,200
FICA and Medicare PR Taxes	17,485.52	16,651.61	20,800	19,700	20,000	20,000
Workers' Comp Insurance	3,604.16	3,568.01	6,000	5,000	5,000	4,200
TOTAL PERSONNEL SERVICES	\$342,028.13	\$348,884.28	\$397,000	\$394,700	\$402,500	\$403,000
Materials and Services						
Physicals and Vaccinations	114.00	565.00	1,000	1,000	1,000	1,000
Licenses and Fees	350.00	320.00	1,000	1,000	1,000	1,000
Supplies; Training and Safety Equip	9,929.49	7,130.40	18,000	15,000	15,000	15,000
Training Props and Equipment	6,361.50	9,228.28	3,000	6,200	6,200	6,200
M&R; Training Equipment and Props	15.18	1,447.10	1,000	1,000	1,000	1,000
Health and Wellness	5,250.43	1,706.26	5,000	7,500	7,500	7,500
Contractual/Professional Services	5,260.00	8,000.00	15,000	10,000	10,000	10,000
Membership Dues	654.00	660.00	1,000	1,000	1,000	1,000
Books and Subscriptions	12,152.80	2,324.80	10,000	5,000	5,000	5,000
Meeting Travel Expenses	3,008.70	5,706.37	8,000	8,000	8,000	8,000
Trng & Conferences; Admin & Leadership	25,368.20	43,118.10	45,000	55,000	55,000	55,000
Trng & Conferences; Board	2,566.37	1,573.66	2,500	2,500	2,500	2,500
Trng & Conferences; Operations	45,298.06	19,629.26	25,000	25,000	25,000	25,000
Trng & Conferences; Fire Life Safety	5,695.00	6,945.90	10,000	10,000	10,000	10,000
Trng & Conferences; Students & Vol's	6,139.63	5,453.72	5,000	3,500	3,500	3,500
Trng & Conferences; Tech and Data Analytics	0.00	1,068.55	7,500	10,000	10,000	10,000
Trng & Conferences; EMS	0.00	3,200.80	6,000	6,000	6,000	6,000
TOTAL MATERIALS and SERVICES	\$128,163.36	\$118,078.20	\$164,000	\$167,700	\$167,700	\$167,700
TOTAL TRAINING	\$470,191.49	\$466,962.48	\$561,000	\$562,400	\$570,200	\$570,700

* 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	\$ 15,000
60223-014	Training Props and Equipment..... Miscellaneous training props and equipment PROJECT: Forcible Entry Door 3,200	\$ 6,200
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 PROJECT: Admin Elliptical 2,500	\$ 7,500
60270-000	Contractual/Professional Services..... Personal services contracts for hiring instructors to teach District staff on site	\$ 10,000
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 resources	\$ 5,000
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

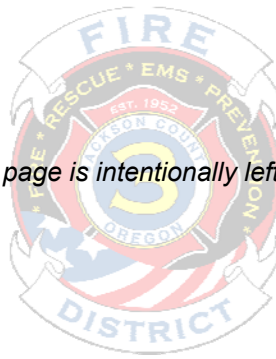
Training

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	\$ 55,000
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	\$ 3,500
60455-007	Training and Conferences; Technology and Data Analytics..... Continued technology training such as conferences, geographic information systems, data analysis, and other relevant conferences, training, and workshops	\$ 10,000
60455-008	Training and Conferences; EMS..... EMS-focused continuing education for all EMS personnel including ACLS, PALS, ICLS, RCC workshops, State of Jefferson EMS conference, Oregon EMS conference, CPR refresher and certification, EMS skills workshops, and other professional development opportunities	\$ 6,000
TOTAL MATERIALS AND SERVICES		\$ 167,700

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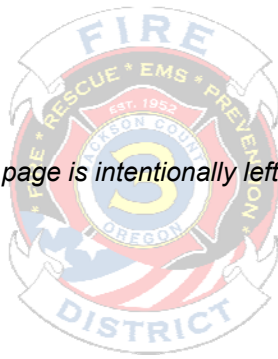
Strategic Services

Fire District 3



2020/21 Fiscal Year Budget

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Strategic Services

DEPARTMENT DESCRIPTION

The Strategic Services Department is responsible for the coordination and oversight of the District's Community Risk Reduction efforts. Through our systems of analysis and data driven decision making, the Strategic Services 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 the impact of risks within the community.

The Department is also tasked with coordinating all preventative and routine maintenance activities for the District's eight stations, training facility, classrooms, and administrative building. 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.

BUDGET SUMMARY

Expenditures	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Adopted Budget
Personnel Services	\$104,386	\$106,453	\$418,500	\$619,000
Materials and Services	\$728,459	\$790,298	\$869,700	\$938,800
	\$832,845	\$896,750	\$1,288,200	\$1,557,800

Budget Comparison

2020/21 Adopted Budget



2019/20 Budget



2018/19 Actual



2017/18 Actual



PERSONNEL SUMMARY

Personnel	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Adopted
Deputy Chief of Strategic Services	0.00	0.00	1.00	1.00
Captain – Community Risk Reduction	0.00	0.00	0.25	1.00
Facilities/Logistics Manager	1.00	1.00	0.25	0.00
Facilities/Logistics Technician	0.00	0.00	1.00	1.00
Administrative Assistant	0.00	0.00	0.00	1.00
Total	1.00	1.00	2.50	4.00

NEW BUDGETARY SIGNIFICANT CHANGES

Personnel Services is budgeted to increase 48 percent or \$200,500 over the prior fiscal year. A significant factor driving this increase is the addition of the Community Risk Reduction Captain, whose focus will be on accomplishing community risk reduction goals outlined in the Strategic Plan. Additionally, a department reorganization has resulted in an Administrative Assistant position that has moved from Fire and Life Safety. Other factors impacting this classification include salary and benefit adjustments due to cost of living and funding a new account entitled vacation payouts to accommodate a new sellback provision.

Strategic Services

The Materials and Services classification is budgeted to increase 7.9 percent or \$69,100. This includes the movement of \$55,000 from the Fire and Life Safety department to a new established account *60265-000; Community Risk Reduction*. Activities focused under this account pertain to projects reducing risk in our communities such as hazardous fuels mitigation, smoke alarms, firewise gardens, and bicycle helmets. Some notable projects across facilities include significant repair and painting at the Dodge Bridge station, installing an electronic entry lock system at the Gold Hill station, and installing an emergency generator at the Sam's Valley station.

PRIOR YEAR ACCOMPLISHMENTS

- Replaced all self-contained breathing apparatus (SCBA) and air bottles.
- Purchased, outfitted, and placed in service two replacement staff vehicles for the Deputy Fire Marshals.
- Implemented First Watch incident monitoring and analytics software program.
- Promoted a captain position focused on Community Risk Reduction efforts.
- Completed wildfire home risk assessments for the City of Gold Hill.
- Completed phase 2 of the electronic entry lock system at the Central Point and Eagle Point stations.
- Purchased and implemented wildland fuels reduction trailer program.
- Coordinated the formation of a Local Emergency Planning Committee (LEPC) for Jackson County.

DEPARTMENT MEASUREMENTS AND TARGETS

<i>Types of Transactions (Output Measures)</i>	<i>2016/17 Actual</i>	<i>2017/18 Actual</i>	<i>2018/19 Actual</i>	<i>2019/20 Actual</i>	<i>2020/21 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	8	8	8
<i>Water Tenders</i>	3	3	3	2	2
<i>Tactical Tenders</i>	2	3	3	3	3
<i>Rescue Equipment</i>	2	2	2	2	2
<i>Support Vehicles</i>	17	17	17	17	18
Total	45	46	45	44	45

Strategic Services

Department Measurements and Targets Continued...

<i>Types of Transactions (Output Measures)</i>	<i>2016/17 Actual</i>	<i>2017/18 Actual</i>	<i>2018/19 Actual</i>	<i>2019/20 Actual</i>	<i>2020/21 Target</i>
<u>Facilities Maintained</u>					
Fire Stations	8	8	8	8	8
Training Grounds	1	1	1	1	1
Training Classroom	0	0	1	1	1
Maintenance Shop	1	1	1	1	1
Administrative Building	1	1	1	1	1
Warehouse Facility/Grounds	1	1	1	1	2
Total	12	12	13	13	14

2020/21 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 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, 2020
Task	Partner with Law to influence and train the officers on Narcan use to prevent OD deaths in the community	Target Completion Date:	December 1, 2020

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, 2020
Task	Implement ImageTrend - QA/QI program for EMS response	Target Completion Date:	December 1, 2020

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, 2020
Task	Establish a default system reliability number/level for resource management	Target Completion Date:	December 1, 2020

Strategic Services

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:	December 1, 2020
Task	Explore technological efficiencies	Target Completion Date:	December 1, 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, 2020
Task	Review Fall prevention and reduction program	Target Completion Date:	December 1, 2020
Task	Promote Fire Adapted Communities into new areas	Target Completion Date:	December 1, 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:	December 1, 2020
Task	Display real time performance in workforce locations	Target Completion Date:	December 1, 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, 2020
Task	Review current practices against industry standards	Target Completion Date:	December 1, 2020

Objective	Implement technology that improves the supply chain		
Task	Evaluate current practices	Target Completion Date:	December 1, 2020
Task	Identify areas for improvement	Target Completion Date:	December 1, 2020
Task	Implement solutions for improvement	Target Completion Date:	December 1, 2020

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	Introduce a new “digital experience”	Target Completion Date:	December 1, 2020

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:	June 30, 2021

Strategic Services

General Fund	HISTORICAL			BUDGET FOR NEXT FISCAL YEAR		
	2017/18 FY	2018/19 FY	2019/20 FY	2020/2021		
	Actual	Actual	Adopted Budget	Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
Personnel Services						
Salaries	68,494.42	69,513.50	255,000	349,100	349,100	357,100
Overtime	0.00	0.00	0	5,000	5,000	5,000
Incentives	2,491.80	2,517.30	16,400	17,300	17,300	18,300
Payouts	0.00	0.00	7,000	7,000	12,000	12,000
Retirement (PERS)	5,920.26	6,007.41	50,000	71,700	74,000	74,000
ER Deferred Comp Contrib	3,072.00	3,120.00	6,000	9,500	11,100	11,100
Health and Life Insurance	15,154.08	15,859.08	56,600	97,600	95,500	95,500
HRA-VEBA Contribution	3,898.80	3,957.60	8,500	16,500	16,500	16,500
FICA and Medicare PR Taxes	5,383.93	5,461.72	18,000	28,000	28,500	28,500
Workers' Comp Insurance	-29.31	15.86	1,000	1,000	1,000	1,000
TOTAL PERSONNEL SERVICES	\$104,385.98	\$106,452.47	\$418,500	\$602,700	\$610,000	\$619,000
Materials and Services						
Uniforms	39,614.27	36,876.33	30,000	35,000	35,000	35,000
Janitorial Supplies and Laundry Services	40,215.82	30,128.01	33,000	33,000	33,000	35,000
Supplies/Equipment; Medical	60,364.60	72,913.36	75,000	80,000	80,000	80,000
Supplies; Logistics and Facility Maint	1,360.61	0.00	0	5,000	5,000	5,000
Supplies; Station Consumables	2,339.30	2,920.60	6,000	6,000	6,000	6,000
Supplies; Furnishings and Appliances	15,382.30	30,004.36	20,000	15,000	15,000	15,000
Supplies; Facilities	3,911.97	3,334.47	13,000	13,000	13,000	13,000
Fuel and Lubricants	58,649.18	63,014.95	80,000	80,000	80,000	80,000
M&R of Vehicles and Apparatus	227,997.37	212,184.14	200,000	200,000	200,000	200,000
Bldgs & Grounds - WC Station	15,489.51	33,078.23	17,000	17,000	17,000	17,000
Bldgs & Grounds - CP Station	6,939.00	23,264.60	46,000	13,800	13,800	13,800
Bldgs & Grounds - DB Station	2,306.39	13,172.63	12,000	21,000	21,000	21,000
Bldgs & Grounds - SV Station	20,239.75	11,126.76	5,000	15,000	15,000	15,000
Bldgs & Grounds - GH Station	4,515.99	15,573.77	15,000	13,000	13,000	13,000
Bldgs & Grounds - AL Station	3,737.79	2,252.52	12,000	12,000	12,000	12,000
Bldgs & Grounds - EP Station	7,837.52	7,240.74	34,000	8,000	8,000	12,000
Bldgs & Grounds - TR Station	2,159.73	3,416.40	5,000	10,000	10,000	10,000
Bldgs & Grounds - SNC Station	0.00	0.00	1,000	10,500	10,500	10,500
Bldgs & Grounds - TRNG Center	3,786.09	1,290.71	6,000	6,000	6,000	6,000
Bldgs & Grounds - ADM Bldg	23,274.63	31,544.86	32,000	32,000	32,000	35,000
Bldgs & Grounds - LOG Warehouse	1,562.48	3,794.72	2,000	2,000	2,000	2,000
Bldgs & Grounds - Fire Science Center	0.00	3,710.18	2,000	7,500	7,500	7,500
M&R; District Equipment	5,686.31	7,252.84	7,500	7,500	7,500	7,500
M&R; Appliances and Furnishings	1,595.94	1,277.60	5,000	5,000	5,000	5,000
Community Risk Reduction	0.00	0.00	0	55,000	55,000	55,000
Contractual/Professional Services	4,891.62	5,157.50	8,000	8,000	8,000	8,000
Membership and Certifications	0.00	0.00	100	1,000	1,000	1,000
Subscriptions	0.00	0.00	100	500	500	500
Utilities; WC	32,819.90	31,927.77	35,000	35,000	35,000	35,000
Utilities; CP	20,694.98	21,011.45	23,000	23,000	23,000	23,000
Utilities; DB	10,393.67	8,328.52	14,000	14,000	14,000	14,000
Utilities; SV	12,103.26	11,480.64	14,000	14,000	14,000	14,000
Utilities; GH	11,235.39	10,870.33	14,000	14,000	14,000	14,000
Utilities; AL	6,523.22	7,794.00	10,000	10,000	10,000	10,000
Utilities; EP	19,578.03	20,111.45	23,000	23,000	23,000	23,000
Utilities; TR	10,914.30	10,764.84	10,000	5,000	5,000	5,000
Utilities; SNC	0.00	0.00	3,000	23,000	23,000	23,000
Utilities; TC	13,716.21	15,079.02	15,000	15,000	15,000	15,000
Utilities; AB	36,622.35	37,041.24	37,000	37,000	37,000	37,000
Utilities; FSC	0.00	1,358.18	5,000	5,000	5,000	5,000
TOTAL MATERIALS and SERVICES	\$728,459.48	\$790,297.72	\$869,700	\$929,800	\$929,800	\$938,800
TOTAL STRATEGIC SERVICES	\$832,845.46	\$896,750.19	\$1,288,200	\$1,532,500	\$1,539,800	\$1,557,800

Strategic Services

MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 5

Account	Description	Account Total
58213-000	Uniforms.....	\$ 35,000
	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.....	\$ 35,000
	Janitorial and cleaning supplies for all District facilities; truck towel and floor mat laundry	
	PROJECT: Clorox disinfecting machine	3,000
60223-003	Supplies/Equipment; Medical.....	\$ 80,000
	Medical equipment and supplies, pharmaceuticals, automatic external defibrillators (AED's) bio-waste disposal, medical oxygen cylinders, and personal protective equipment	
60223-006	Supplies; Logistics and Facility Maintenance.....	\$ 5,000
	Tools, supplies, and equipment for the performance of logistics and facility maintenance activities	
60223-008	Supplies; Consumables.....	\$ 6,000
	Coffee and consumable supplies for all District facilities	
60223-015	Supplies; Furnishings and Appliances.....	\$ 15,000
	General facility furnishings and appliances	
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
	PROJECT: SCBA compressor rebuild	7,000
111- Central Point Station.....		\$ 13,800
	General maintenance and repair	10,000
	PROJECT: SCBA cascade system bottles	3,800

Strategic Services

MATERIALS AND SERVICES DETAIL BY ACCOUNT - *Continued*

General Fund 1, Department 5

Account	Description	Account Total
112- Dodge Bridge Station.....		\$ 21,000
	General maintenance and repair	6,000
	PROJECT: Exterior siding and paint	15,000
113- Sam's Valley Station.....		\$ 15,000
	General maintenance and repair	6,000
	PROJECT: Emergency generator	9,000
114- Gold Hill Station.....		\$ 13,000
	General maintenance and repair	6,000
	PROJECT: Electronic lock card entry system	7,000
115- Agate Lake Station.....		\$ 12,000
	General maintenance and repair	5,000
	PROJECT: Exterior siding repair and paint	7,000
116- Eagle Point Station.....		\$ 12,000
	General maintenance and repair	12,000
117- Table Rock Station.....		\$ 10,000
	General maintenance and repair	5,000
	PROJECT: Logistics warehouse move to Table Rock location	5,000
118- Scenic Station.....		\$ 10,500
	General maintenance and repair	3,000
	PROJECT: Fencing	7,500
120- Training Center/Storage/Offices.....		\$ 6,000
	General maintenance and repair	6,000
121- Administrative Building.....		\$ 35,000
	General maintenance and repair	15,000
	PROJECT: Replace carpet	20,000
122- Logistics Warehouse.....		\$ 2,000
	General maintenance and repair	2,000
123- Fire Science Center.....		\$ 7,500
	General maintenance and repair	2,000
	PROJECT: Electronic lock card entry system	5,500
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 Services

MATERIALS AND SERVICES DETAIL BY ACCOUNT - *Continued*

General Fund 1, Department 5

Account	Description	Account Total
60265-000	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	\$ 55,000
60270-000	Contractual/Professional Services..... Includes annual fire alarm monitoring, fire sprinkler testing	\$ 8,000
60410-000	Membership and Certifications.....	\$ 1,000
60412-000	Subscriptions.....	\$ 500
60500-	Utilities; Stations and Facilities..... Includes electricity, natural gas, propane, water, garbage, sewer, telephone, internet, and cable or satellite television services	\$ 218,000
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	5,000
118-	Scenic Station	23,000
120-	Training Center/Storage/Offices	15,000
121-	Administrative Building	37,000
123-	Fire Science Center	5,000
TOTAL MATERIALS AND SERVICES		\$ 938,800



Fire District 3

Technology



2020/21 Fiscal Year Budget

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Technology

DEPARTMENT DESCRIPTION

The Information Technology Department (IT) is responsible for supporting the District's data management and 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. In addition, IT works with the 911 Dispatch Center, Emergency Communications of Southern Oregon (ECISO), for computer aided dispatch programming and support.

BUDGET SUMMARY

Expenditures	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Adopted Budget
Personnel Services	\$135,083	\$137,297	\$148,200	\$157,000
Materials and Services	\$128,460	\$158,827	\$206,000	\$247,400
	\$263,543	\$296,124	\$354,200	\$404,400

Budget Comparison

2020/21 Adopted Budget



2019/20 Budget



2018/19 Actual



2017/18 Actual



PERSONNEL SUMMARY

Position	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Adopted
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 5.9 percent or \$8,800 over the prior fiscal year. Factors impacting this classification include salary and benefit adjustments due to cost of living and funding a new account entitled vacation payouts to accommodate a new sellback provision.

The Materials and Services classification is proposed to increase 20 percent or \$41,400. Contributing factors include an additional emphasis in preplanning software and data analytics programs to support the technology goals outlined in the Strategic Plan. Account 60240-000; *Licenses and Subscriptions* includes additional funding for the First Watch and First Due data monitoring and analytics programs and annual funding for ImageTrend, the District's new records management system.

Technology




PRIOR YEAR ACCOMPLISHMENTS

- Implementation of a new records management system, ImageTrend.
- Installation of networked phone system at Central Point and Eagle Point stations.
- Configuration and implementation of NFORS data analytic program.
- Upgrade network/internet connections and servers at several District facilities.
- Replacement/upgrade of mobile data computer systems in District apparatus.
- Coordination of technology items for the new Scenic station.
- Provided desktop computer support for over 100 users.

DEPARTMENT MEASUREMENTS AND TARGETS

<i>Types of Transactions (Output Measures)</i>	<i>2016/17 Actual</i>	<i>2017/18 Actual</i>	<i>2018/19 Actual</i>	<i>2019/20 Actual</i>	<i>2020/21 Target</i>
<i>Maintain Computer Workstations</i>	40	50	50	60	70
<i>Mobile Display Computers and Tablets</i>	10	10	15	18	20
<i>Network Servers</i>	1	2	4	8	15
<i>Network Services Uptime Target</i>	99%	99%	99%	99%	99%

Service Measures and Desired Outcomes

- Manage the District's technology systems and provide consistent and reliable network services.
Measured By: A network infrastructure system that is operating efficiently with minimal to no down time, thus increasing productivity.
 Successfully able to manage network systems with no down time to personnel.
- Participate as an active partner in project management, planning, and implementation to support District-wide business technology solutions.
Measured By: Active participation in meetings and project development.
 Successfully able to implement NFORS incident analytic program and ImageTrend records management system.
- 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

2020/21 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:	December 1, 2020
Task	Explore technological efficiencies	Target Completion Date:	December 1, 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:	December 1, 2020

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, 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	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, 2020

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	Produce monthly performance management report	Target Completion Date:	June 20, 2021

Technology

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, 2020

Technology

General Fund		<u>HISTORICAL</u>		<u>BUDGET FOR NEXT FISCAL YEAR</u>		
	2017/18 FY	2018/19 FY	2019/20 FY	2020/2021		
Description	Actual	Actual	Adopted Budget	Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
Personnel Services						
Salaries	94,390.40	95,825.61	99,300	101,300	101,300	101,500
Incentives	4,481.75	4,551.60	5,400	5,600	5,600	5,100
Payouts	0.00	0.00	0	0	4,000	4,000
Retirement (PERS)	8,246.01	8,397.08	13,000	13,300	13,300	13,200
ER Deferred Comp Contrib	4,248.00	4,321.63	4,400	4,500	5,500	5,500
Health & Life Insurance	12,257.52	12,573.72	13,500	14,000	14,000	15,000
HRA-VEBA Contribution	3,898.80	3,965.05	4,100	4,100	4,100	4,100
FICA and Medicare PR Taxes	7,526.37	7,655.32	8,000	8,100	8,100	8,100
Workers' Comp Insurance	33.78	7.34	500	500	500	500
TOTAL PERSONNEL SERVICES	\$135,082.63	\$137,297.35	\$148,200	\$151,400	\$156,400	\$157,000
Materials and Services						
Supplies; Computers and Tech	35,229.89	37,809.85	47,000	30,000	30,000	30,000
Supplies; Communication Devices	7,030.71	12,023.15	10,000	15,000	15,000	15,000
Licenses and Subscriptions	43,377.95	70,286.72	84,600	130,200	140,400	150,400
Technical Support	5,584.30	7,318.15	8,000	13,000	13,000	13,000
M&R; Office and Tech Equip	5,579.39	5,205.52	7,000	7,000	7,000	7,000
M&R; Communication Devices	11,651.44	5,149.23	5,000	7,000	7,000	7,000
Communication Services	20,006.35	21,033.88	24,400	25,000	25,000	25,000
TOTAL MATERIALS and SERVICES	\$128,460.03	\$158,826.50	\$186,000	\$227,200	\$237,400	\$247,400
TOTAL TECHNOLOGY	\$263,542.66	\$296,123.85	\$334,200	\$378,600	\$393,800	\$404,400

Technology

MATERIALS AND SERVICES DETAIL BY ACCOUNT

General Fund 1, Department 7

Account	Description	Account Total
60223-011	Supplies; Computers and Technology Equipment.....	\$ 30,000
	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: MDC replacement	5,000
60223-013	Supplies; Communication Devices.....	\$ 15,000
	Radio equipment, communication devices, and batteries for pagers	
60240-000	Licenses and Subscriptions.....	\$ 150,400
	3E online safety data sheet management	500
	Appraver secure spam filter (Email)	700
	IBM support (backup server and Shortel phone server)	900
	DNS hosting and Active 911	700
	ArcMail service (Email backup)	4,500
	Cloud hosted exchange service (Email)	5,500
	SonicWall (server firewall), Experts Exchange, Adobe InDesign	1,500
	Website hosting	4,100
	Trend security (antivirus)	2,100
	Shortel annual license and limited support (phone system)	3,500
	GIS software	2,000
	Photocopier lease payment	1,700
	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 Verified Responder	2,500
	BDR support	1,000
	Archive social media records retention	2,400
	Springbrook Software employee self service module	2,800
	Emergency Reporting (records management system)	3,500
	First Watch annual subscription for CAD and ImageTrend Surveillance	8,000
	Image Trend - 2nd 50% payment	9,400
	Image Trend Annual Subscription (records management system)	25,000
	First Pass patient centric view software setup	10,000
	Target Solutions/CheckIt learning/logistics software subscription	12,500
	Preplanning software	15,000
	Springbrook Software financial/HR	11,000
60241-000	Technical Support and Contracts.....	\$ 13,000
	Core Business Solutions updates and monitoring support	4,000
	GIS support, ER support, other hardware/software support	4,000
	Data analytics support	5,000
60252-000	M&R; Office and Tech Equipment.....	\$ 7,000
60253-000	M&R; Emergency Response Communication Devices.....	\$ 7,000
	Reprogramming and repair of pagers, radios, tablets, mobile computers	
60290-000	Communication Services.....	\$ 25,000
	Monthly expenses for mobile phone plans, WiFi cards for mobile devices	
TOTAL MATERIALS AND SERVICES		\$ 247,400



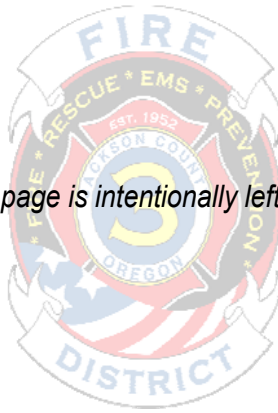
Capital Projects Fund

Fire District 3



2020/21 Fiscal Year Budget

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Capital Projects Fund

FUND DESCRIPTION

The Capital Projects Fund is used to account for financial resources that are restricted, committed, or assigned to expenditure for capital outlays including the acquisition of equipment, machinery, apparatus, vehicles, building construction, building improvements, and land acquisition. A capital outlay is defined as a tangible or intangible fixed asset with a value of over \$5,000 that is used in operations of the District and that has an initial useful life extending beyond one year. Primary revenue sources are transfers from the General Fund, however 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.

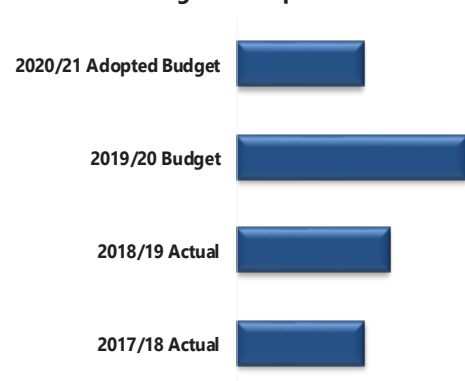
Transfers from the General Fund provide funding for the budgeted requirements. The Capital Replacement Schedule identifies a committed minimum transfer amount each fiscal year in order to meet targeted expenditures. A higher transfer amount will be made in fiscal years where the General Fund supports 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	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Adopted Budget
Capital Expenditures	\$1,615,314	\$2,182,460	\$5,853,000	\$363,000
Contingency	\$0	\$0	\$154,000	\$72,600
Reserve for Future/Ending Fund Balance	\$3,316,813	\$3,705,435	\$2,922,400	\$4,460,200
	\$4,932,127	\$5,887,895	\$8,929,400	\$4,895,800

Budget Comparison



Capital Projects Fund

NEW BUDGETARY SIGNIFICANT CHANGES

Capital expenditures planned for and considered routine in nature for this budget include the purchase of new vehicular extrication equipment, a heart defibrillator, and thermal imagers used to detect heat sources in compromised structures. These response related items are budgeted for a total cost of \$97,000.

A staff vehicle is budgeted to be replaced in accordance with the capital replacement schedule and is considered a purchase routine in nature. A Ford F150 pickup truck is spec'd and will be equipped with response ready equipment for a total budgeted cost of \$60,000.

A new command unit for the battalion chief will be purchased in accordance with the schedule, which will replace the existing unit due to mileage, wear, and tear. This new unit will be a truck chassis with a custom box and will be equipped with response ready equipment such as radios, electronics, and lighting. The existing unit will go into reserve status. This budget has \$147,000 identified for this purchase.

An above ground fuel storage tank is budgeted for \$8,000 to be located at the new Scenic station. An item like this is considered non-routine in nature and considered a one-time capital investment. Construction of the Scenic station located in Central Point completed in June of 2020. This project consisted of site development, land surveying, zoning changes, traffic studies, lot line adjustments, engineering, and construction. With the rezoning of this property in partnership with School District 6, a section of the adjacent park split and was combined with the property the District purchased. In continuing collaboration efforts, both Districts have a desire to take the existing park and enhance it to a more viable and aesthetically pleasing area for the local community. The District has budgeted \$50,000 in a contribution towards this project.



Rendering of Scenic fire station in Central Point

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.

Apparatus and Vehicles	Lifespan	Prior Year 19/20 FY	Year 1 20/21 FY	Year 2 21/22 FY	Year 3 22/23 FY	Year 4 23/24 FY	Year 5 24/25 FY	Year 6 25/26 FY	Year 7 26/27 FY	Year 8 27/28 FY	Year 9 28/29 FY	Year 10 29/30 FY
Structural Engine	10/20/25 years						2				2	
Interface Engine	20/30 years											
Wildland Engine	20/30 years					4		2			1	
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	1	2						3		
Service Vehicle	20 years											
Suppression Equipment												
Breathing Apparatus	15 years	1										
Defibrillators/AED's	10 years		1				6					
Extrication Equipment	10 years		2			2						
Thermal Imagers	7 years		5							5		
Radio's - Portable and Mobile	15 years											
Technology												
Computer Main Server	3 years	1		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
		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	29/30 FY
Structural Engine	\$630,000		-	-	-	-	1,460,685	-	-	-	1,644,014	-
Interface Engine	\$385,000	15,000	-	-	-	-	-	-	-	-	-	-
Wildland Engine	\$84,000		-	-	-	378,171	-	200,601	-	-	109,601	-
Tactical Tender	\$350,000		-	742,630	-	-	405,746	-	-	-	-	-
Aerial Ladder Truck	\$1,000,000		-	-	-	-	-	-	1,229,874	-	-	-
Rescue/Ambulance	\$160,000		-	-	-	-	-	-	-	-	-	-
Battalion Chief Command Unit	\$144,000		147,000	-	-	-	-	166,996	-	-	-	-
Technical Rescue Truck	\$90,000		-	-	-	-	-	-	-	-	-	-
Staff Vehicle	\$59,000	93,000	60,000	123,974	-	-	-	-	-	215,657	-	-
Service Vehicle	\$75,000		-	-	-	-	-	-	-	-	-	-
		\$ 108,000	\$ 207,000	\$ 866,604	\$ -	\$ 378,171	\$ 1,866,431	\$ 367,597	\$ 1,229,874	\$ 215,657	\$ 1,753,615	\$ -
SCHEDULED - Suppression												
Breathing Apparatus	\$355,000	558,000	-	-	-	-	-	-	-	-	-	-
Defibrillators/AED's	\$30,000		25,000	-	-	-	198,735	-	-	-	-	-
Extrication Equipment	\$28,500		35,000	-	-	62,917	-	-	-	-	-	-
Thermal Imagers	\$7,000		37,000	-	-	-	-	-	-	42,644	-	-
Radio's - Portable and Mobile	\$4,500		-	-	-	-	-	-	-	-	-	-
		\$ 558,000	\$ 97,000	\$ -	\$ -	\$ 62,917	\$ 198,735	\$ -	\$ -	\$ 42,644	\$ -	\$ -
SCHEDULED - Technology												
Computer Main Server	\$15,000	15,000	-	15,759	-	-	16,971	-	-	18,276	-	-
Mobile Display Computers	\$5,000	10,000	-	52,531	-	-	-	-	-	-	-	-
Wi-Fi Routers for Engines	\$5,000	10,000	-	-	-	-	-	-	-	-	-	-
		\$ 35,000	\$ -	\$ 68,291	\$ -	\$ -	\$ 16,971	\$ -	\$ -	\$ 18,276	\$ -	\$ -
Other Proposed Projects (non-routine in nature)												
Auto Pulse Machines	65,000		-	-	-	-	-	-	-	-	-	-
EMS Manikin	10,000		-	-	-	-	-	-	-	-	-	-
Fire Station Site Development and Construction	5,000,000		1,000	-	-	-	-	-	-	-	-	-
Scenic Fuel Station			8,000	-	-	-	-	-	-	-	-	-
Scenic Park Development			50,000	-	-	-	-	-	-	-	-	-
		\$ 5,075,000	\$ 59,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Project Costs		\$ 5,776,000	\$ 363,000	\$ 934,894	\$ -	\$ 441,088	\$ 2,082,137	\$ 367,597	\$ 1,229,874	\$ 276,577	\$ 1,753,615	\$ -

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 potential fund deficits and overall fund sustainability. Year one of the schedule is the current year budget and represents the actual transfer that the General Fund is able to support. Years two through ten depict the minimum transfer amount of \$300,000 as established by policy. 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 19/20 FY	Year 1 20/21 FY	Year 2 21/22 FY	Year 3 22/23 FY	Year 4 23/24 FY	Year 5 24/25 FY	Year 6 25/26 FY	Year 7 26/27 FY	Year 8 27/28 FY	Year 9 28/29 FY	Year 10 29/30 FY
Beginning Fund Balance	\$ 3,705,400	\$ 3,898,800	\$ 4,532,800	\$ 3,897,906	\$ 4,197,906	\$ 4,056,817	\$ 2,274,680	\$ 2,207,084	\$ 1,277,210	\$ 1,300,632	\$ (152,983)
Transfers in from General Fund *	1,266,200	996,200	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Other Revenue **	4,281,200	800	-	-	-	-	-	-	-	-	-
Expenditures	5,354,000	363,000	934,894	-	441,088	2,082,137	367,597	1,229,874	276,577	1,753,615	-
Ending Fund Balance ***	\$ 3,898,800	\$ 4,532,800	\$ 3,897,906	\$ 4,197,906	\$ 4,056,817	\$ 2,274,680	\$ 2,207,084	\$ 1,277,210	\$ 1,300,632	\$ (152,983)	\$ 147,017

* 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 no other immediate construction projects are planned. 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 – *Constructed 2020*

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 to the Capital Fund derive from transfers from the General Fund. If the General Fund is not able to sustain transfers, such as 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 2020/21 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
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Apparatus and Vehicles

Battalion Chief Command Unit	\$147,000	The impact of this unit on the operating budget is anticipated to be minimal, since this unit is replacing an existing unit whose front-line lifespan has been met. The older unit will go into a reserve status and only used when needed, therefore there is a potential increase of \$3,000 in fuel and operating costs. The new unit will be under warranty so maintenance costs are expected to be minimal. In year's three to seven, operating costs are projected to increase an additional 25 percent per year due to the age of unit.
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Staff Vehicle	\$60,000	The impact of a new staff vehicle on the operating budget is anticipated to be an additional \$5,000 in fuel and operating costs. This vehicle will be under warranty so maintenance costs are expected to be minimal in the first three years. This vehicle is currently spec'd as Ford F150 pickup that will be assigned to the Deputy Chief of Strategic Services. The vehicle the Deputy Chief was originally issued was re-issued to the community care paramedics, thus this will be an additional unit to the fleet. In year's three to seven, operating costs are projected to increase by an additional 20 percent per year due to age of unit.
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Department Equipment

Fuel Storage Tank	\$8,000	The 500 gallon fuel storage tank located at the new Scenic station will have minimal impact on the operating budget in fuel related costs, but should reduce some fuel consumption, wear, and tear on apparatus that would otherwise have to drive to a further location to refill. The District is relocating fleet to this new station and not adding to, therefore fuel consumption overall should be consistent.
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Departmental equipment items consisting of extrication, defibrillator, and thermal imagers are not expected to have any significant impact on the operating budget. These items are either replacing existing inventory that have met their life expectancy or are items in nature that do not have significant maintenance and/or operating costs associated with them.

Capital Projects Fund

Project	Budgeted Cost	Description and Operating Budget Impact
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Land Development

Scenic Park	\$50,000	The District will provide a contribution towards the development of Scenic park located adjacent to the station. This project is in partnership with School District 6, the City of Central Point, and Central Point Rotary. At the time of budget development it is not known yet who will be responsible for the grounds and maintenance upkeep. There is potential that the District will have some increased landscaping costs for the portion of the park that is on District property.
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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	2025
7712	1	SE 08-01	4P1CJ01A28A008554	PIERCE	IMPFL	Reserve	2008	2028
7704	4	SE 02-01	4P1CT02U72A002286	PIERCE	SABER	Volunteer	2002	2027
7703	6	SE 03-01	4P1CT02U33A003212	PIERCE	SABER	Volunteer	2003	2028
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	1FTY95R3RVA32738	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	1FDWE3FP9ADA40990	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	1FD8X3FT9FEA35502	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
7752	43	SV 11-01	1D7RV1CT7BS634164	DODGE	PU	FLS	2011	2021
7756	44	SV 11-02	1D7RV1CT9BS634165	DODGE	PU	Duty Officer	2011	2021
7730	52	SV 17-01	1FM5K8ATXHGB54642	FORD	INTERCEPTOR	Duty Officer	2017	2027
7770	16	AM 02-01	1FDWE35F12HA73162	FORD	AMB	Training	2002	
7771	45	SV 11-03	3D6WZ4EL0BG586461	DODGE	R3500	Service Trk	2011	2031
7774	57	SV 19-01	1FTFX1E49KKE84006	FORD	F150	FLS	2019	2030
7776	58	SV 19-02	1FTFX1E47KKE84005	FORD	F150	FLS	2019	2030
7778	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	
7755	40	SV 06-02	1D7HW48N16S570617	DODGE	DAK PU	Pool	2006	
7774	37	SV 09-01	1GCDT13E298135095	CHEVY	COLORADO	FLS	2009	
7776	41	SV 09-02	1GCDT13EX98124992	CHEVY	COLORADO	FLS	2009	
MISCELLANEOUS								
7779		SV 38-01	BF3846L1022	LAFLR	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

Capital Projects Fund		HISTORICAL		BUDGET FOR NEXT FISCAL YEAR		
	2017/18 FY	2018/19 FY	2019/20 FY	2020/2021		
Description	Actual	Actual	Adopted Budget	Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
Beginning Fund Balance	3,573,376.64	3,316,812.61	3,662,500	3,929,600	3,929,600	3,898,800
Sale of Capital Equip & Vehicles	9,450.00	5,000.00	500	500	500	500
Grants; Local, State, Federal	0.00	543,177.00	100	100	100	100
Donations	0.00	476,804.91	100	100	100	100
Transfer from General Fund	1,349,300.00	1,546,100.00	1,266,200	826,400	749,200	996,200
Loan Proceeds	0.00	0.00	4,000,000	100	100	100
	4,932,126.64	5,887,894.52	\$8,929,400	\$4,756,800	\$4,679,600	\$4,895,800
Department Equipment	0.00	0.00	745,000	105,000	105,000	105,000
Apparatus and Vehicles	1,247,975.33	421,523.69	108,000	207,000	207,000	207,000
Land and Improvements	284,817.40	21,075.00	500,000	50,000	50,000	50,000
Building Construction & Improvements	82,521.30	1,739,861.05	4,500,000	1,000	1,000	1,000
Contingency	0.00	0.00	154,000	72,600	72,600	72,600
Reserve for Future Exp & End Fund Bal	0.00	0.00	2,922,400	4,321,200	4,244,000	4,460,200
	1,615,314.03	2,182,459.74	\$8,929,400	\$4,756,800	\$4,679,600	\$4,895,800
Fund Balance	\$3,316,813	\$3,705,435	\$0	\$0	\$0	\$0

Detail by Account

Capital Projects Fund

Account	Description	Account Total
70530-000	Department Equipment.....	\$ 105,000
	Extraction equipment	35,000
	Defibrillator	25,000
	Thermal imagers (5)	37,000
	Fuel storage tank at Scenic Station	8,000
70531-000	Apparatus and Vehicles.....	\$ 207,000
	Battalion Chief command unit	147,000
	Staff vehicle (Ford F150 pickup)	60,000
70532-000	Land and Improvements.....	\$ 50,000
	Scenic park contribution	50,000
70533-000	Building Construction/Improvements.....	\$ 1,000
	Account placeholder	
TOTAL CAPITAL EXPENDITURES		\$ 363,000



Supplemental Information

Fire District 3



2020/21 Fiscal Year Budget

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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

2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
\$2,010,328,589	\$2,086,359,059	\$2,192,594,013	\$2,263,221,391	\$2,340,508,449	\$2,466,173,066	\$2,554,351,321
Percent Change	3.7820%	5.0919%	3.2212%	3.4149%	5.3691%	3.5755%

City of Gold Hill

2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
\$64,971,898	\$68,264,529	\$71,355,116	\$73,155,754	\$75,354,098	\$80,446,032	\$83,752,472
Percent Change	5.0678%	4.5274%	2.5235%	3.0050%	6.7573%	4.1101%

City of Central Point

2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
\$1,029,836,014	\$1,091,728,520	\$1,131,372,600	\$1,173,815,611	\$1,226,268,279	\$1,299,855,035	\$1,343,235,803
Percent Change	6.0099%	3.6313%	3.7515%	4.4686%	6.0009%	3.3374%

City of Eagle Point

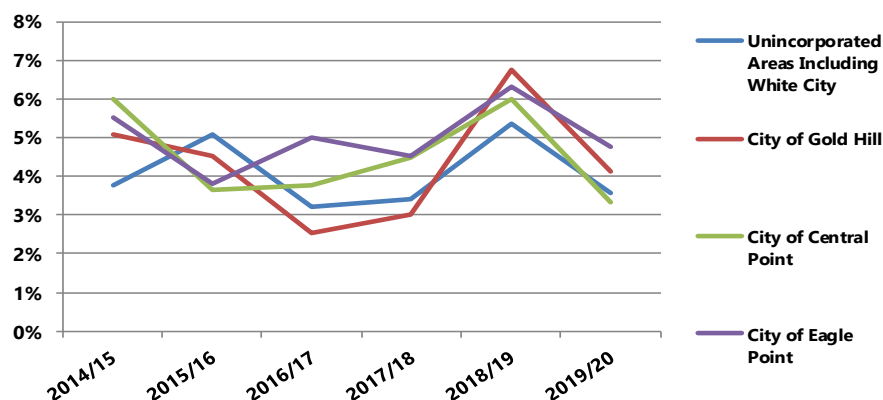
2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
\$551,807,326	\$582,331,866	\$604,425,784	\$634,616,194	\$663,251,693	\$705,232,847	\$738,930,152
Percent Change	5.5317%	3.7940%	4.9949%	4.5123%	6.3296%	4.7782%

Total Assessed Valuation for all Areas Combined

2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
\$3,656,943,827	\$3,828,683,974	\$3,999,747,513	\$4,144,808,950	\$4,305,382,519	\$4,551,706,980	\$4,720,269,748
Percent Change	4.70%	4.47%	3.63%	3.87%	5.72%	3.7033%

AVERAGE 4.3483%

Assessed Value Growth 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		
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
2019	6,105,191,638	4,170,153,832	187,655,842	182,831,248	199,297,456	198,721,900	6,492,144,936	4,551,706,980	70.11%	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
CAFR	Comprehensive Annual Financial Report
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	Division Chief
DEA	Drug Enforcement Agency
DFM	Deputy Fire Marshal
DPSST	Department of Public Safety Standards and Training
ECISO	Emergency Communications of Southern Oregon
EKG	Electro Cardio-Gram
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EP	Eagle Point Station
FC	Fire Chief
FM	Fire Marshal
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
GASB	Government Accounting Standards Board
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
RVPFF	Rogue Valley Prof Firefighters Local 1817
SCBA	Self-Contained Breathing Apparatus
SDAO	Special Districts Association of Oregon
SS	Scenic Station
SV	Sams Valley Station
TAN	Tax Anticipation Note
TC	Training Center
TR	Table Rock Station
TRT	Technical Rescue Team
UEFB	Unappropriated Ending Fund Balance
UR	Urban Renewal
WC	White City Station
WCURA	White City Urban Renewal Agency

Glossary of Terms

Account

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

Accrual

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

Alarm

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

Appropriation

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

Assessed Valuation

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

Audit

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

Assets

Property owned by the District that has monetary value.

Balanced Budget

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

Bonds

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

Budget

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

Budget Document

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

Budget Message

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

Budgetary Control

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

Glossary of Terms

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.

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.

Full-time Equivalent

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

Fund

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

Glossary of Terms

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.

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.

Glossary of Terms

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.

Response

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

Revenue

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

Shift

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

Special Revenue Fund

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

Supplemental Budget

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

Tax Base

In Oregon, a designated amount of property tax, 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.

JACKSON COUNTY FIRE DISTRICT 3

Motion to Approve Budget for the 2020/2021 Fiscal Year

May 5, 2020

Motion by Steve Shafer and seconded by John Rachor to impose a tax rate of \$3.1194 per \$1,000 assessed value upon all taxable property within the District and approve the budget as follows:

GENERAL FUND

Personnel Services	\$12,067,000	
Materials and Services	\$2,441,300	
Operating Contingency	\$889,500	
Transfer to Capital Projects Fund	\$749,200	
Debt Service	<u>\$711,000</u>	\$ 16,858,000

CAPITAL PROJECTS FUND

Capital Outlay	\$363,000	
Contingency	<u>\$72,600</u>	\$ 435,600

Unappropriated Ending Fund Balance - General Fund	\$ 3,854,500
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Reserve for Future/Ending Fund Balance - Capital Projects Fund	<u>\$ 4,244,000</u>
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TOTAL APPROPRIATIONS - ALL FUNDS	<u><u>\$ 25,392,100</u></u>
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TOTAL RESOURCES - ALL FUNDS	<u><u>\$ 25,392,100</u></u>
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JACKSON COUNTY COUNTY FIRE DISTRICT 3

RESOLUTION 20-06

RESOLUTION ADOPTING THE BUDGET FOR THE 2020/2021 FISCAL YEAR

BE IT RESOLVED, that the Board of Directors of Jackson County Fire District 3 hereby adopts the budget for fiscal year 2020/2021 for a total of \$25,877,300. This budget is on file at 8383 Agate Road, White City, Oregon.

RESOLUTION MAKING APPROPRIATIONS

BE IT RESOLVED, that the amounts for the fiscal year beginning July 1, 2020, and for the purposes shown below are hereby appropriated:

GENERAL FUND

Appropriations - Allocated to Organizational Programs

Administration	\$	1,529,600
Operations	\$	9,783,800
Fire and Life Safety	\$	684,000
Training	\$	570,700
Strategic Services	\$	1,557,800
Technology	\$	404,400

Not Allocated to Organizational Programs

Debt Service	\$	711,000
Transfers	\$	996,200
Contingency	\$	889,500
Total	\$	17,127,000

CAPITAL PROJECTS FUND

Capital Outlay Allocated to Organizational Programs

Operations	\$	312,000
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Not Allocated to Organizational Programs

Land and Improvements	\$	50,000
Building Construction	\$	1,000
Contingency	\$	72,600
Total	\$	435,600

Total Appropriations - All Funds	\$	17,562,600
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Total Unappropriated and Reserve Amounts - All Funds	\$	8,314,700
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TOTAL ADOPTED BUDGET	\$	25,877,300
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RESOLUTION IMPOSING THE TAX

BE IT RESOLVED, that the Board of Directors of Jackson County Fire District 3 hereby imposes the following ad valorem property tax rate for tax year 2020/2021 upon the assessed value of all taxable property within the District:

Tax rate of \$3.1194 per \$1,000 of assessed value for permanent rate tax

RESOLUTION CATEGORIZING THE TAX

BE IT FINALLY RESOLVED that the taxes imposed are hereby categorized at the District's permanent tax rate under the General Government Limitation of \$3.1194 per \$1,000 of assessed value.

THIS RESOLUTION IS ADOPTED by the Board of Directors of Jackson County Fire District 3, this 18th day of June, 2020.


Board of Directors


Board of Directors