

Estacada Rural Fire District No. 69

445 SE Currin Street, Estacada, Oregon 97023



Adopted Operating Budget Fiscal Year 2018/2019

www.estacadafire.org





“Every so often, in the midst of chaos, you come across an amazing, inexplicable instance of civic responsibility. Maybe the last shred of faith people have is in their firemen.” — Kurt Vonnegut

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Budget Committee

Board Directors

Name	Address	4 Year Term Expires
Matthew Silva	33437 SE Bryant Rd. Estacada, OR 97023	6/30/2021 Position 1
John Bresko	P.O. Box 639 Estacada, OR 97023	6/30/2019 Position 2
Chris Randall	P.O. Box 1861 Estacada, OR 97023	6/30/2019 Position 3
Edwin Thoreson	P.O. Box 195 Estacada, OR 97023	6/30/2021 Position 4
John McAdoo	26588 S. Morgan Rd. Estacada, OR 97023	6/30/2019 Position 5

Citizen Members

Name	Address	3 Year Term Expires
Maureen Stevens	P.O. Box 195 Estacada, OR 97023	6/30/2019 Position 6
Gaylord Janzen	P.O. Box 490 Estacada, OR 97023	6/30/2019 Position 7
Karen Hovda	792 NE Cemetery Rd. Estacada, OR 97023	6/30/2020 Position 8
Hank Wheeler	34870 SE Divers Rd. Estacada, OR 97023	6/30/2020 Position 9
Aaron Gant	P.O. Box 2298 Estacada, OR 97023	6/30/2019 Position 10

Budget Message

To: Citizens of Estacada Rural Fire District No. 69
Estacada Rural Fire District No. 69 Board of Directors
Estacada Rural Fire District No. 69 Budget Committee Members

From: Fire Chief/Budget Officer Bob Morrisey

Introduction

I am pleased to present to you the proposed budget for fiscal year 2018/2019. This budget is designed to meet the current needs and anticipate the future requirements of the Fire District. It will also help us to accomplish the goals and objectives set forth in the Fire District's strategic plan and the priorities outlined by the Board of Directors and the Fire Chief.

As required by Oregon State budget law, our proposed operating budget is balanced between resources and expenditures. It has been prepared following accepted accounting standards, principles, practices and laws. Input has been solicited and received from members and citizens in hopes of not only producing a well thought out budget, but also a budget that has the ownership of a diverse cross section of our organization and those we serve.

I would like to thank the administrative staff and our organization as a whole for their invaluable assistance and vision as we have worked to complete the budget process. The District recently completed a new strategic plan that drives many of the decisions made during the development of the budget. The process involved many hours of thoughtful discussions and meetings of focus groups made up of both internal and external stakeholders. It was truly a team effort and all are to be commended for giving their time and energy to make it a reality. The original plan was adopted in April of 2001. That plan was then reviewed and modified in 2016. The new strategic plan is actively reviewed and implemented.

Revenue

The District uses accrual basis for accounting and budgeting. This process requires the District to project and accrue cash carry forward funds for operation from July to November of the next fiscal year. By using the accrual basis of accounting, the District has been able to operate from July to November by utilizing only these funds. Several budgets in the past have utilized the ability to borrow from reserve accounts to fund operations until tax monies have become available. This process requires that funds be returned to the reserve account as soon as tax revenue is received in November. With careful planning and spending over the last few years, the District has no need to borrow from reserves to fund operations during that period. The district has not accrued any debt and does not plan to issue any debt with responsible planning of capital purchases through reserve funds.

The County Tax Assessor has estimated the District's overall growth in assessed valuation (AV) for fiscal year 2018/2019 to be 5.0% to 5.5% beyond the 2017 assessed value. This figure is limited by a statutorily fixed growth rate on existing properties of 3% plus any growth in the form of new construction. Some past revenues have landed short of the lowest number that has been provided by

the County Assessor's office. With the lower number being 5.0%, this budget is conservatively estimating a 4.0% increase. The District's resources are based on taxes to be levied, plus cash carry forward, less the taxes estimated to be uncollectable. The proposed budget provides for the approval of levying the District's permanent tax rate of \$2.4029 per \$1,000 of assessed valuation.

Expenditures

The District's expenditures are divided into four main categories. These include: Personnel Services, Materials and Services, Capital Outlay, and Transfers and Contingencies. A brief description of each follows:

Personnel Services Category: This includes personnel costs for all members of the organization. This includes both career and volunteer costs.

Materials and Services Category: This fund pays all day-to-day expenses required to complete our mission.

Capital Outlay Category: This fund is for large capital expenditures.

Transfers and Contingencies: This includes transfers to reserve funds, contingency funds and the unappropriated ending fund balance.

Changes

The Fire District's budget contains several changes designed to further carry out our mission, increase accountability, and plan for future expenses.

Contributions to several reserve accounts have been adjusted to account for changes in replacement schedules. The growth that was expected in the Fire District has been less than was forecasted. Due to this, we have scaled back the contribution to the Apparatus and Utility Vehicle reserve funds to help balance the budget this fiscal year. In the future, contributions will need to be increased to make purchases on the current schedule.

The Fire District is contracting some services from Clackamas Fire District No. 1 through an intergovernmental agreement (IGA) as authorized in ORS 190.010. These services include: fire prevention, training, command and control, and additional coverage that is provided from the Eagle Creek Community fire station that provides 40 hours of response in the north end of our Fire District during peak response hours when volunteers are not available.

The Unappropriated Ending Fund Balance has increased from \$735,000 to \$750,000. This change reflects the funding needed to carry the Fire District from July 1 until the anticipated tax revenue in November.

The contingency fund increased from \$225,000 to \$250,000 to reflect the size of our budget and needs of the Fire District.


Conclusion

This budget was developed based on direction given by the Estacada Rural Fire District No. 69 Board of Directors, recommendations from District staff, input from the Fire District's Certified Public Accountant, budget laws, regulations and laws that govern fire districts, as well as known and projected operational requirements.

As the Fire Chief and Budget Officer, I can state with pride and authority that the personnel of Estacada Rural Fire District No. 69 are prepared and committed to providing quality fire and life safety services for fiscal year 2018/2019. The proposed budget presented herein is a true accounting of funding levels required to meet our rapidly increasing demand of service and professionalism.

Thank you for your participation and support of the budgeting process. I look forward to working with each of you as we serve our citizens together.

Respectfully submitted by,

A handwritten signature in black ink, appearing to read "Bob Morrisey". The signature is stylized with a large initial "B" and a long, sweeping tail that loops back under the name.

Bob Morrisey
Fire Chief

Fiscal Year 2018/2019 Objectives

- Create a budget that is easy to understand, is transparent and fulfills the Fire District's mission and vision.
- Provide timely, efficient, and quality responses to requests for assistance from the residents and visitors of the Fire District by maintaining a sufficient number of trained and available personnel.
- Maintain an operationally and physically fit, safely outfitted, and adequately housed force of emergency response personnel.
- Provide reimbursement, benefits and other forms of incentives to promote motivation, longevity and high morale among volunteer and career members.
- Strive towards meeting industry standards.
- Plan for future expenditures by ensuring that reserve funds are utilized and adequately funded.
- Increase the contingency fund by \$25,000.
- Continue to improve community fire and life safety and education for the public, expand training of personnel, and increase coverage for alarms.



History and Demographics



As the landscape of early Estacada changed, so did the need for fire protection. In early 1904, the Oregon Water Power Townsite Company (OWPTC) planned and created what would eventually become the City of Estacada.

Records indicate that the railway company constructed the first fire station, purchased firefighting equipment and organized volunteers. The records are vague, but they give some indication that the department was organized in 1901.



One of the earliest known photos of Estacada, taken about 1906, shows a small pitched roof building. This small building housed two industrial hose carts, bunker gear, and tools. The fire bell (located above the current fire station) was purchased in December 1904. It was used to alert volunteers to respond to fires. The bell is 34 inches in diameter and at the time cost \$45.00. Eventually the fire station was moved to a location near S. Broadway Street and S.E. Third Avenue. This location was also city hall. The station had a new bell tower and was used to hang



wet fire hose to dry. This location was in use for approximately 30 years. In 1923, a major fire burned several buildings on the east side of Broadway. It started in a pool hall and spread north towards the fire station and south. Fortunately, the fire was brought under control by volunteers.

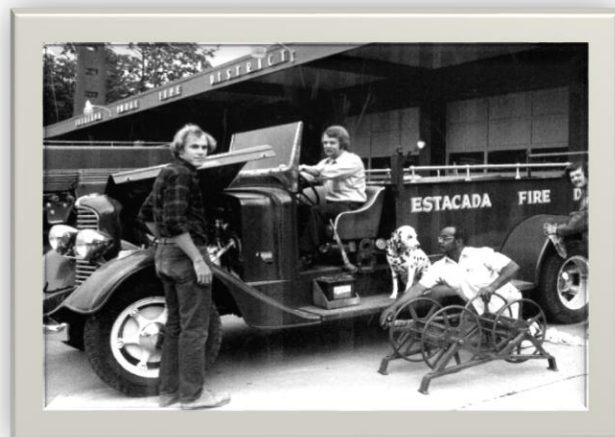
The first motorized fire truck was a 1922 Ford Model "T". The volunteers at that time used their ingenuity and converted it to a fire engine. They then added ladders and tools to make it more useful. The truck provided many years of service before being taken out of service.

In 1938, a new city hall/fire station was constructed. This building is still in use today. Fire engines sat in where city offices are currently in use. If you look on the north side of the building, you can see the arches where apparatus doors once stood. The upstairs of the building was used for fire department meetings, offices and storage. A fire pole used to quickly get to the fire engines from the second floor was removed sometime in the 1950's. A dome was constructed on top of the building to house the old fire bell. An electric siren was placed on top of the dome and is still in use today on the current fire station bell tower.



The first new fire engine was purchased by the city during the construction of the new building. It had a 500 gallon tank, a 500 gallon per minute pump, and was built by the Howard Cooper Company. The engine was delivered to the City of Estacada on August 31, 1938.

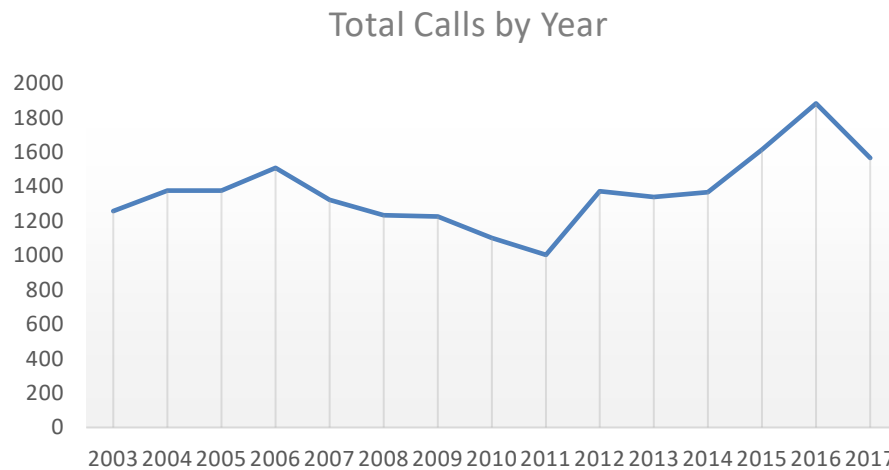
By this time there were two fire departments protecting the area, the Estacada city fire department and the Currinsville-Cazadero Rural Fire Protection District. In the 1960's both fire agencies were combined. The city hall station had served the area for 26 years. Now a much larger station was required so that equipment could be moved from area barns to a centralized and secure building. The current Estacada Fire main station was built in 1964 by funds obtained from a bond. Some features of the current building included inside water pipes to fill fire apparatus instead of connecting to a hydrant, a public entrance for quicker service, a large front pad to aid in fire apparatus cleaning and testing, and a service shop with an exhaust removal system. At the time, these were new concepts for fire stations, but now seem commonplace.



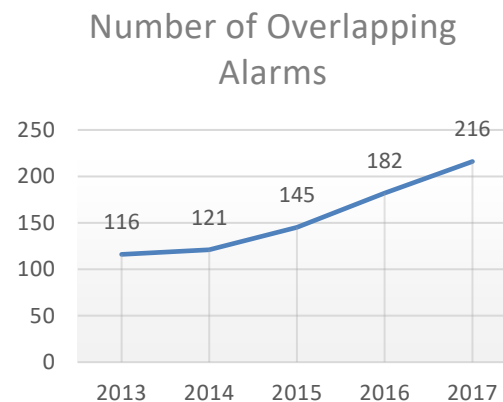
In the 1960's through the early 1980's the present fire station was more than just a fire station; it held dances, weddings, casino nights, and many other social and community events. In 1964 the Fire District responded to 100 calls a year.

Today we respond to over 1,500 calls for service. Our district is approximately 88 square miles and we serve a community of 12,500. The district currently has 14 career staff and 30 volunteers. The dynamics of the fire service and EMS have changed significantly since the district was formed.

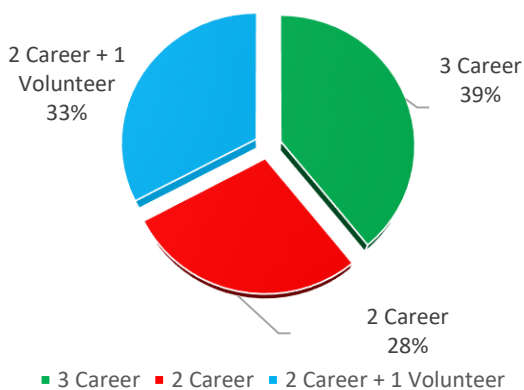
Over 60% of the calls handled by the Fire District are calls for emergency medical help. These types of calls require prompt response. Other call types include; vehicle accidents, fires, rescues, and other types of emergencies.



Our call volume is increasing an average of 2.15% per year, with overlapping calls increasing an average of 17.09% a year. An overlapping call is two or more incidents occurring at the same time. When we experience overlapping alarms, automatic aid companies are utilized to ensure that a staffed advanced life support (ALS) unit responds to every medical call within our district boundaries. These overlapping alarms continue to be a challenge for the Fire District.

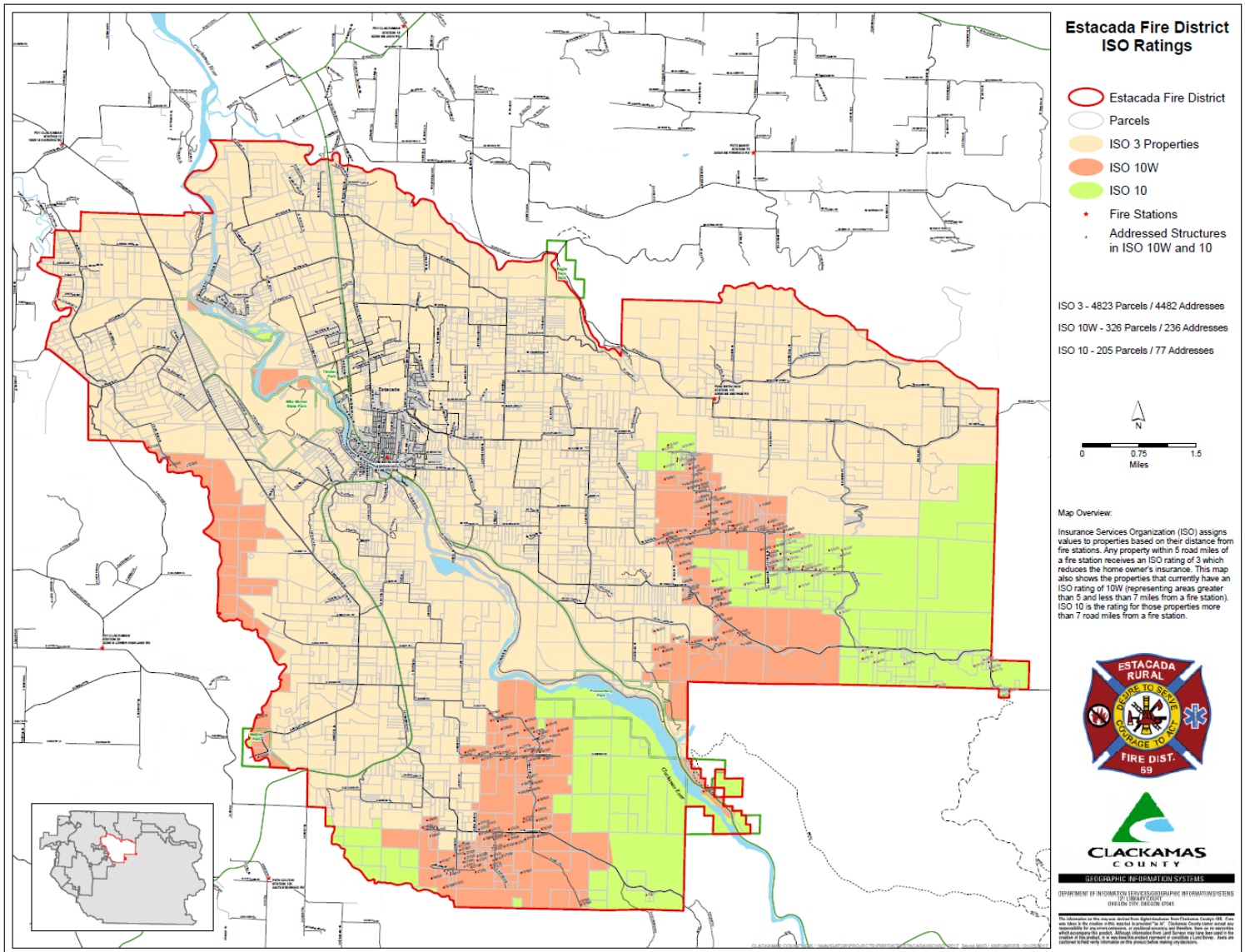


First Out Engine Staffing



There are a minimum of two career firefighters on duty 24 hours a day at our main station. Our goal is to have three on duty including volunteers to provide a minimum crew compliment on our first out engine. Volunteers are encouraged to assist with 24-hour duty coverage at the fire station to ensure that apparatus respond quickly to the needs of the public. Currently, we are able to provide this 72% of the time. We are working towards a goal of providing this coverage 100% of the time. National Fire Protection Association (NFPA) recommends an engine crew size of 4 firefighters. Currently we meet this NFPA recommendation 7% of the time.

Due to improvements in equipment and service levels, the Fire District has been awarded, for the first time, an Insurance Services Office (ISO) fire protection classification rating of 3/10W/10. Class 1 represents the best fire protection and class 10 represents no fire protection. The Class 3 applies to all residences in the District within five (5) driving miles of any fire station. The Class 10W applies to all residences in the District that are between five (5) and seven (7) driving miles from any fire station. A Class 10 applies to all residences beyond seven (7) driving miles from any fire station. The new rating went into effect on February 2, 2017. Fire District staff continue to work towards improving the ISO rating to reduce the costs of fire insurance premiums for the residents of the Fire District.

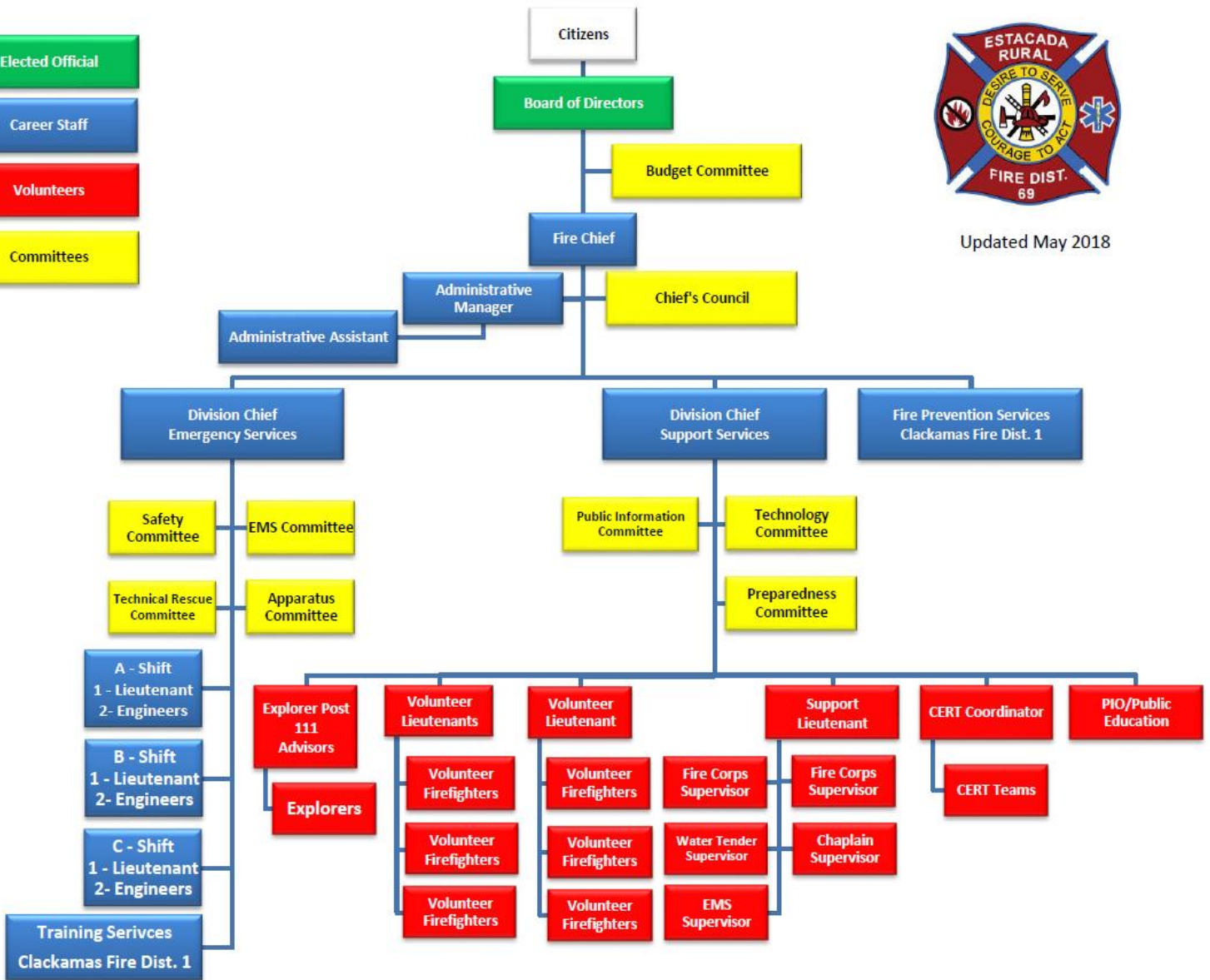


Organizational Chart

- Elected Official
- Career Staff
- Volunteers
- Committees



Updated May 2018



Fire District Doctrine

The Estacada Rural Fire District No. 69 (ERFD) is organized to provide the community with the resources necessary to meet their needs at the highest level of proficiency and quality attainable. Responsive, quality public safety services provided by committed ERFD personnel build community equity, which determines the degree of trust that stakeholders have in our leadership to make decisions that are in their best interest. We will continue to become more involved with our citizens by establishing stronger relationships, through meaningful interaction beyond emergency response. We will always listen to their needs and develop a reputation of responsiveness. The District will be marketed as a model for response and other community services.

ERFD will strive to meet the personal fulfillment and professional development needs of its personnel. Efforts to provide motivation and incentives for participation will strengthen morale, self-worth, and individual confidence in supporting the District's vision and mission.

Vision Statement:

The vision of an organization clearly defines and establishes what it is they want to become. It becomes a target and guiding beacon as the strategic plan and initiatives are completed. At the conclusion of the plan, the adopted vision should be a reality and accurate portrayal of the Fire District. The ERFD developed the following vision statement:

“To become a premier agency and model within the fire service.” This shall be accomplished through:

- Treating people with courtesy, dignity, and respect
- Being good stewards of the District's resources
- Making data driven decisions
- Embracing change
- Providing training to support the development and growth of our members

Our vision statement is the focal point of the District. Through continuous environmental scanning, we will analyze trends, programs, and services to provide for our external and internal customers.

Mission Statement:

The mission statement of an organization clearly defines the major services that are provided to the community. The mission statement identifies why the organization exists; it focuses the members on what is truly important to the organization. The mission statement should be understood by all members and posted prominently throughout the organization's facilities. Each member should commit the mission to memory.

“To serve our community by providing quality fire and life safety services.”

Slogan:

“Desire to Serve, Courage to Act”

Core Values:

Organizational Core Values determine our image. The image of the District is exemplified by each individual. Our collective professionalism is the integrity of our organization. Membership within ERFD means that each person must value the personal needs and aspirations of others.

We strive to exemplify the following values:

Dedication – We serve our community and each other.

Responsibility – We hold ourselves accountable for our actions and inactions.

Integrity – We will remain ethical and honest at all times.

Vision – We plan for the future and work towards common goals.

Excellence – We strive to better ourselves.

The acronym for these core values is D.R.I.V.E. We will continually check ourselves and each other to ensure that we have D.R.I.V.E. Each individual can and will make a difference. Every member is expected to accomplish their own tasks with a sense of duty, respect, and honor to the District and their fellow members as it pertains to the organizational vision, mission, and core values.

Teamwork is expected and all personnel are part of the team. By working in teams, with effective communication, we strive to maximize our capabilities. This allows us to provide quality service and build effective teams. Quality improvement can only be achieved when it is the goal of all personnel. Active participation and support by all ERFD personnel is essential to the successful pursuit of our vision and the successful accomplishment of our mission.

The Estacada Rural Fire District No. 69 provides an exciting, challenging, and rewarding work environment. Leadership has an obligation to ensure that members have the facilities, equipment, and training needed to accomplish the mission of the District. This provides the foundation for personal and professional growth. The primary responsibility for personal growth rests with each member. Additional opportunities exist for those who are motivated, and whose personal goals are in-line with the ERFD Doctrine. Each person shall be empowered to take action supported by these principles, as long as those actions are reported through proper channels.

Decision Making

All decisions made by Estacada Rural Fire District No. 69 leaders and personnel should directly or indirectly benefit the citizens of the Fire District. Our decision-making culture, built on the acceptance of a mission-driven process, is to be considered and used to evaluate decisions. Considered next is the needs and benefits to the District as a whole. Divisions should make decisions aligned with the needs of the District and citizens, but also must consider the impact of their decision on other divisions. Decisions, which benefit one division, should not have an adverse effect on another division.

There are many groups within the ERFD. All groups are important. Decisions made to benefit one group will also be applicable to other groups that are similarly situated. Individual needs are also very important. Decisions made to benefit an individual will be applicable to individuals similarly situated and who make the same request. Decisions made based on racism, sexism, favoritism, nepotism, and

territorialism shall not be tolerated. Lastly, the needs of the person presenting the decision will be considered. Applying this systematic approach assures that mission-driven decisions are derived from mission-driven motives.

Decision Making Levels

1. Citizens of the community we serve
2. The Organization
3. Divisions (Emergency Services, Support Services, Administration)
4. Formal and Informal Groups (Board, Volunteers, Labor, Shifts, Officers, others)
5. Individuals
6. Person making decision

Decision Making Priorities

1. Safety
2. Legal
3. Ethical
4. Financial
5. Mitigate or reduce impacts on decision making levels to the extent possible

Communication Culture

Information empowers people. All personnel at all levels have a responsibility to provide communication. ERFD must be committed to providing a workplace founded on accountability, trust and inclusion. Leaders must enhance internal communication strategies that provide accurate and timely information to the workforce with an emphasis on improving communication within. Good communication allows the organization to respond quickly and efficiently to change. It also empowers the workforce to build trust within the organization. Communication models that support the mission and vision, and promote the core values will be adhered to.

External communication is essential for the ERFD to be successful and to build trust with the community we serve. All members are responsible for communicating with the public. Information will be presented in a professional, timely and accurate manner. All communications with the public will be performed in a spirit of transparency, honesty and openness.

Leadership Culture

All ERFD leaders will be predictable by establishing expectations in accordance with the District's core values and by consistently modeling those expectations. Being visible and engaged in meaningful interactions with personnel fosters good morale. Leaders will also present themselves as approachable; where members feel comfortable addressing them with needs and concerns. Leaders will be accessible at all levels, creating an atmosphere where members can be heard. Leaders will strive to lead by

example. The final piece of the leadership culture is to be accountable. Everyone will answer for the results of their actions if not in line with the District's doctrine. Our leaders will be:

- Predictable
- Visible
- Approachable
- Accessible
- Accountable

Organizational Priorities

The greatest obligation of the Estacada Rural Fire District No. 69 is emergency response. When our customers call, we answer. The ERFD will continue to analyze, evaluate and implement programs, activities, and services purposed around the premise of emergency response. A structured budget shall support our emergency service needs. Activities related to training, maintenance, fire prevention, communications, safety, human resources, and support services comprise a strategic approach to the overall organizational priorities. A lack of understanding of the District's priorities and their relationship to the District's mission can lead to frustration or apathy among elected, appointed, and community leadership, as well as fire personnel. To minimize a lack of understanding of our priorities, the strategic approach to accomplish our vision and mission includes:

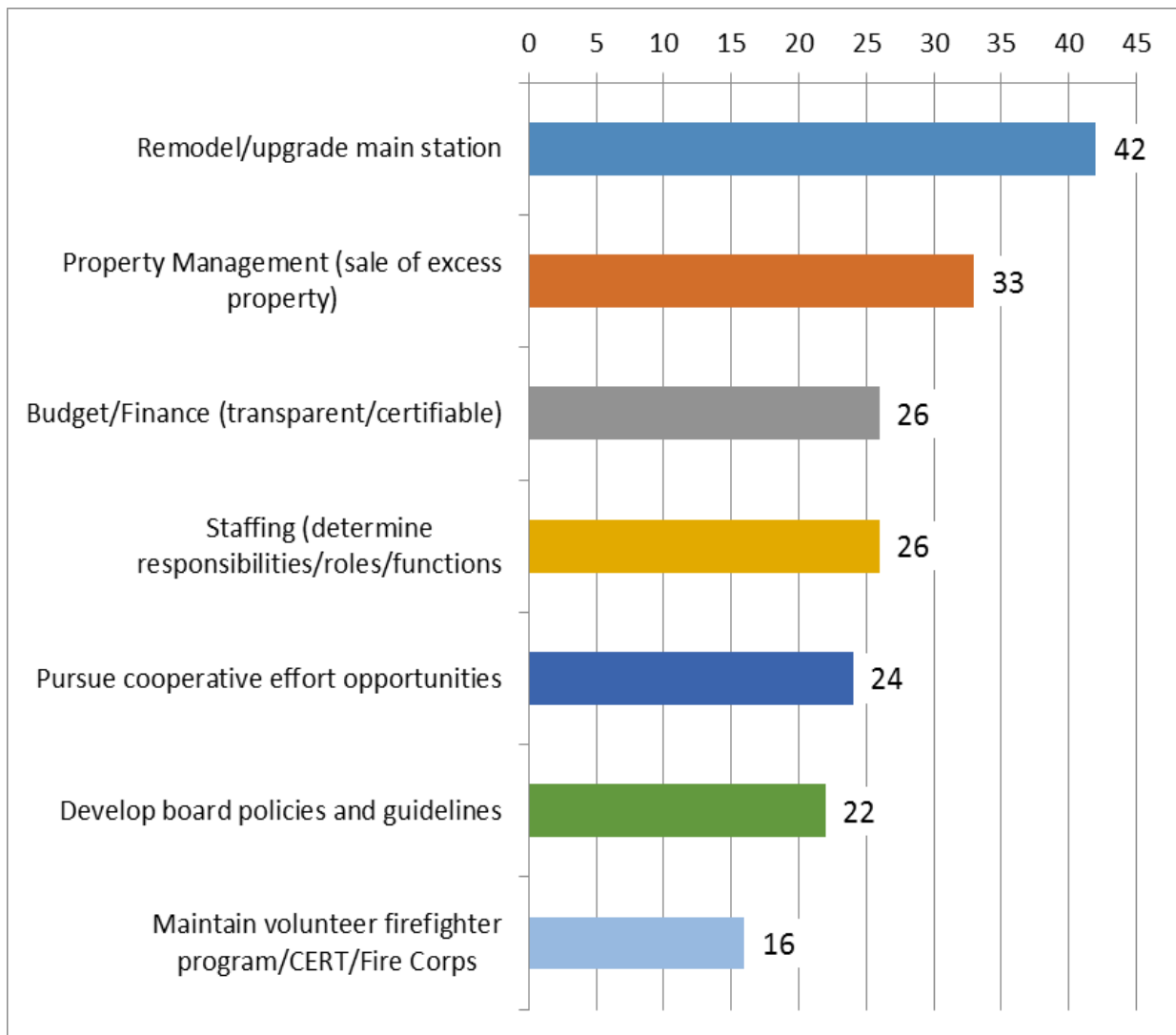
- Human Resource Management
- Professional Development
- Emergency Preparedness and Response
- Facilities, Equipment, Supplies, and Technology
- Customer Service Programs
- Public Information, Education, and Relations



Strategic Plan

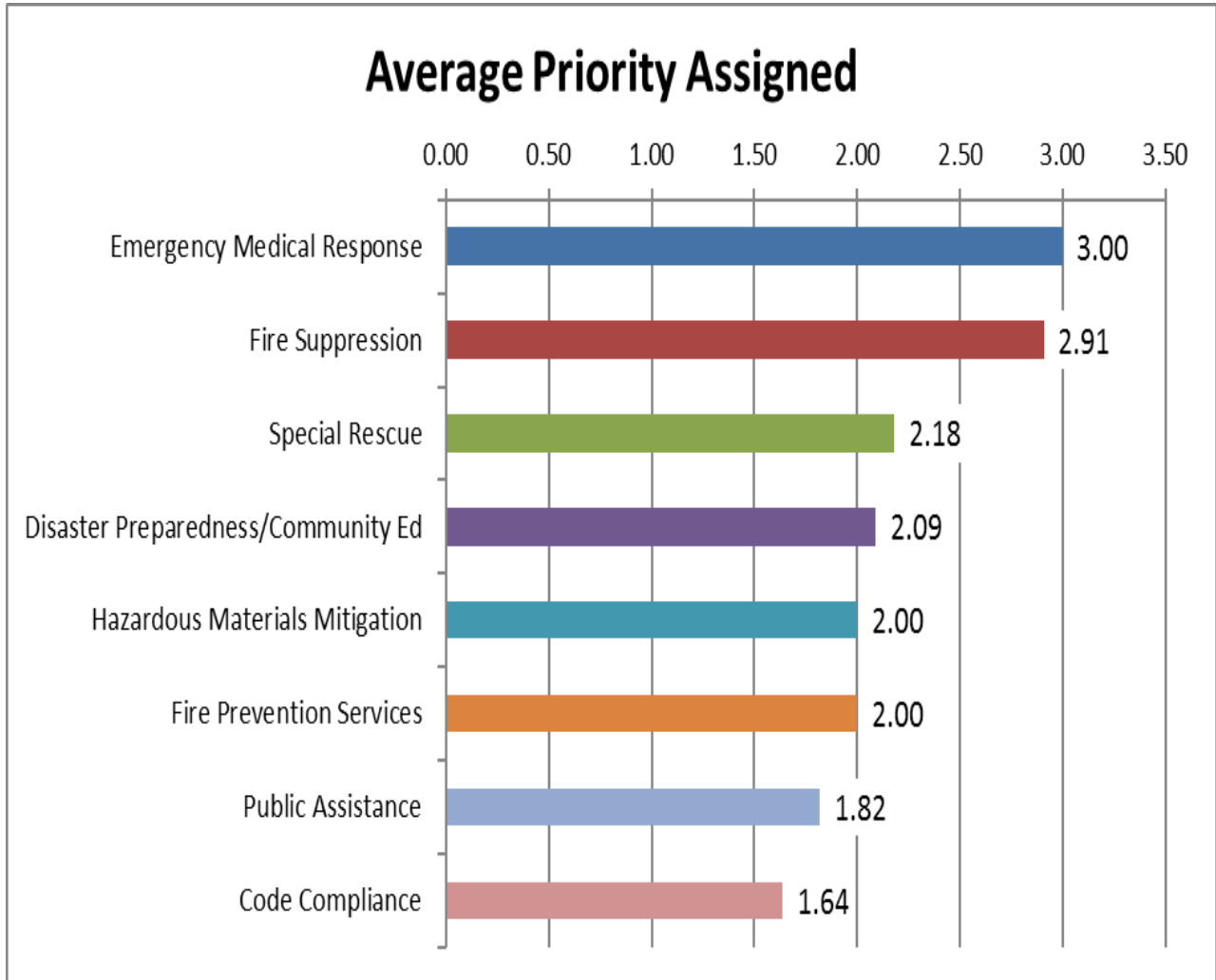
Citizen Advisory Group Planning Priorities

The citizen advisory group was asked to prioritize planning considerations. They were asked to rank each planning initiative as a priority one, two, or three with a number three being the highest priority. The planning priorities are listed below in ranking order from most important to least important.



Citizen Advisory Group Service Priorities

As was the case with planning priorities, the citizen advisory group was also asked to prioritize the services provided by the fire district. Below their priorities are listed from most important service delivered to least important service delivered. The scale utilized for ranking the priority of services was three being most important and one being least important.



Strengths, Areas Needing Improvement, Opportunities, and Challenges

Focus groups were formed to look at specific areas of District operations, including organizational structure, personnel, staffing, training, fire prevention, public education, community services, apparatus, equipment, emergency medical services, special rescue services, and facilities. These groups were first charged with the task of identifying the strengths, areas needing improvement, opportunities, and challenges of the organization related to their assigned focus topics. The results of this process have been consolidated and summarized below (in no specific order of importance).

Strengths of the Estacada Rural Fire District No. 69

- High quality personnel
- EMS capabilities and equipment
- Communication, equipment, and capabilities
- Newer fleet of apparatus
- Financial Planning and Budget Management
- Cooperative Services
- Transparency of District

Areas Needing Improvement

- Response
 - Insufficient number of first responders
 - Insufficient recruitment of firefighters
 - Lack of professional development plan
- Main station upgrade
- Information Technology (IT) reliability and consistency
- Public Information/Community Outreach
 - Volunteer recruitment
 - Community involvement
 - Education

Future Opportunities Identified for the District

- Expand cooperative opportunities
- Improve facilities
- Increase staffing
- Enhance level of services
- Improve IT
- Assessed value growth

Future Challenges Identified for the District

- Competition for limited tax revenues
- Impact of legislative changes (unfunded mandates)
- Lack of economic development
- Changes in customer needs/expectations
- Lack of personnel and staffing to meet service needs

Strategic Initiatives

Initiative 1 – Services

Service delivery will address the immediate and long-term needs of the communities served. These resources shall be allocated in a manner that ensures transparency and maximum effectiveness and efficiency.

Initiative Manager: Fire Chief

Goal:
1A Develop and maintain comprehensive Fire and Life Safety Education programs

Objectives	1. Support and maintain our Intergovernmental Agreement (IGA) for fire prevention services with Clackamas Fire District No. 1 (CFD1)	
	Timeline: Ongoing	Responsible Party: Fire Chief
	2. Provide monthly fire and life safety education activity and performance reports to the Board of Directors (BOD)	
	Timeline: Completed / Ongoing	Responsible Party: Fire Chief
	3. Request an annual summary report from CFD1 to be delivered to the BOD.	
	Timeline: Completed / Ongoing	Responsible Party: Fire Chief
	4. Complete an annual review of the programs and IGA to ensure community needs are being met	
	Timeline: Ongoing	Responsible Party: Fire Chief

Goal:
1B Evaluate currently provided non-emergency services and those not provided now to ensure services important to the community are delivered effectively and efficiently.

Objectives	1. Identify currently delivered and potentially delivered non-emergency services.	
	Timeline: 6 – 12 months	Responsible Party: Division Chief of Emergency Services
	2. Conduct a cost/benefit analysis of each service to determine those that provide the greatest return to the community	
	Timeline: 12 – 24 months	Responsible Party: Division Chief of Emergency Services

	3. Prioritize non-emergency services based on need and the organization’s ability to deliver the services effectively and efficiently.	
	Timeline: 12 – 24 months	Responsible Party: Division Chief of Emergency Services
	4. Implement non-emergency services that are most desired by the community and are within the capabilities of ERFD to delivery effectively and efficiently.	
	Timeline: 24 – 36 months	Responsible Party: Division Chief of Emergency Services
Goal: 1C Improve Emergency Medical Services (EMS) programs and services		
Objectives	1. Analyze the EMS program and identify service delivery challenges and opportunities for improvement	
	Timeline: Ongoing	Responsible Party: Division Chief of Emergency Services
	2. Develop a plan to address the identified challenges and improvement opportunities	
	Timeline: Ongoing	Responsible Party: Division Chief of Emergency Services
	3. Identify and secure funding necessary for the plan	
	Timeline: 12 – 24 months	Responsible Party: Division Chief of Emergency Services
	4. Develop an implementation plan that includes tools to measure success.	
	Timeline: 12 – 24 months	Responsible Party: Division Chief of Emergency Services
Goal: 1D Evaluate Special Rescue programs and identify gaps		
Objectives	1. Analyze the Special Rescue programs and identify service delivery challenges and opportunities for improvement	
	Timeline: Completed	Responsible Party: Division Chief of Emergency Services
	2. Develop a plan to address the identified challenges and improvement opportunities	
	Timeline: Completed	Responsible Party: Division Chief of Emergency Services

	3. Deliver the plan to the BOD for policy direction 4. Identify and secure funding necessary for the plan	
	Timeline: 24 – 36 months	Responsible Party: Division Chief of Emergency Services
	5. Implement the BOD direction 6. Develop an implementation plan that includes tools to measure success.	
	Timeline: 24 – 36 months	Responsible Party: Division Chief of Emergency Services
Goal: 1E Establish turnout time goals for emergency and non-emergency responses		
Objectives	1. Quantify current turnout time performance	
	Timeline: Completed	Responsible Party: Division Chief of Support Services
	2. Identify and address barriers to quick turnout times <ul style="list-style-type: none"> • Research and utilize technology where appropriate 	
	Timeline: Completed	Responsible Party: Division Chief of Support Services
	3. Determine appropriate turnout time performance	
	Timeline: Completed	Responsible Party: Division Chief of Support Services
	4. Adopt and communicate the established turnout time goal	
	Timeline: Completed	Responsible Party: Division Chief of Support Services
Desired Outcomes: <ul style="list-style-type: none"> • Reduction in loss of life and property (over 5-year period) • Quicker response to emergent calls • Provide appropriate services to the community • Fewer request for information or direction during emergent calls • New volunteer firefighters certified to at least the EMT level Respond with Advanced Life Support (ALS) capabilities 90% of the time		

Initiative 2 – Resource Management

Financial services shall be provided in a manner that is in accordance with local, state, and federal requirements. These services will be benchmarked with industry best practices to ensure preferred business practices and economies of scale are maintained. The finance function should be completely transparent to internal and external customers. Capital resources shall be developed and maintained to ensure longevity, functionality, and cost efficiency.

Initiative Managers: Fire Chief

Goal: Remodel/upgrade HQ facilities to improve functionality, seismic resilience, energy efficiency, and to extend the facility’s longevity
2A

Objectives	1. Engage an architect to determine needs and costs to upgrade the facility	
	Timeline: Completed	Responsible Party: Fire Chief
	2. Identify funding sources (reserves, grants, bonds, loans) and the costs/benefits of each source	
	Timeline: Completed / Ongoing	Responsible Party: Fire Chief

Objectives	3. Present the project to the Board Of Directors for approval of the project and funding sources	
	Timeline: Completed / Ongoing	Responsible Party: Fire Chief
	4. Develop a comprehensive community education effort to fully inform the community on the needs and benefits of the station upgrade	
	Timeline: 12 – 24 months	Responsible Party: Fire Chief
	5. Develop a detailed project plan that includes securing funding, engaging architectural and engineering services, selection of a contractor, personnel and equipment relocation, and project management and oversight.	
	Timeline: Completed	Responsible Party: Fire Chief

Goal: Determine if the water tender fleet is adequate for current and future needs
2B

Objectives	1. Determine the districts need for water tender equipment	
	Timeline: Completed	Responsible Party: Division Chief of Emergency Services

	2. Identify any deficiencies or surpluses within the current deployment	
	Timeline: Completed	Responsible Party: Division Chief of Emergency Services
	3. Develop a plan to balance water tender equipment needs throughout the district.	
	Timeline: Completed	Responsible Party: Division Chief of Emergency Services
	4. Implement the plan	
	Timeline: Completed	Responsible Party: Division Chief of Emergency Services
Goal: 2C	Develop processes and systems to ensure financial transparency to internal and external stakeholders	
Objectives	1. Beginning in fiscal year 2017/18 have the fire district budget certified each year.	
	Timeline: In Progress	Responsible Party: Administrative Manager
	2. Develop and present budget training to staff	
	Timeline: 12 – 24 months	Responsible Party: Administrative Manager
	3. Develop tools to provide quarterly budget updates including current budget balances and reconciliation of cash to budget	
	Timeline: Completed	Responsible Party: Administrative Manager
	Desired Outcomes:	
<ul style="list-style-type: none"> • Facility that meets the needs of the community and organization • Mobile water resources that meet the needs of the district • Reduction of Insurance Services Offices (ISO) rating • Annually certify the fire district budget 		

Initiative 3 – Support & Technology

Provide reliable information technology systems that provide detailed management information to support the organization’s mission. Personnel will be well versed in the use of these systems. Information provided by these systems will support decision making in areas such as financial management, resource allocation, deployment, and the like.

Initiative Manager: Fire Chief

Goal: 3A Increase reliability of mission critical information technology

Objectives	1. Identify critical versus non critical information technology equipment	
	Timeline: 6 – 12 months	Responsible Party: Division Chief of Support Services
	2. Establish acceptable down time limits for information technology equipment	
	Timeline: 6 – 12 months	Responsible Party: Division Chief of Support Services
	3. Create user troubleshooting algorithm that allows users to diagnose and resolve most problems	
	Timeline: 12 – 24 months	Responsible Party: Division Chief of Support Services
	4. Ensure redundancy for critical information technology equipment	
	Timeline: Completed	Responsible Party: Division Chief of Support Services
	5. Establish repair processes and contingency plans for replacement of critical information technology equipment	
	Timeline: Completed	Responsible Party: Division Chief of Support Services
	6. Evaluate the effectiveness of the information technology program annually	
	Timeline: Ongoing	Responsible Party: Division Chief of Support Services

Goal: 3B Utilize information technology effectively and efficiently

Objectives	1. Identify current and potential technologies that improve effectiveness and efficiency
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	Timeline: Completed	Responsible Party: Division Chief of Support Services
	2. Improve technologies that are not user friendly.	
	Timeline: Completed	Responsible Party: Division Chief of Support Services
	3. Replace or remove technologies that can't be improved	
	Timeline: Completed	Responsible Party: Division Chief of Support Services
Goal: 3C Establish Interoperability pathways		
Objectives	1. Identify and prioritize opportunities	
	Timeline: Completed	Responsible Party: Division Chief of Support Services
	2. Conduct a cost benefit analysis	
	Timeline: Completed	Responsible Party: Division Chief of Support Services
	3. Implement viable solutions & reevaluate	
	Timeline: Completed / Ongoing	Responsible Party: Division Chief of Support Services
Goal: 3D Consistently gather accurate and relevant data for analysis and decision making		
Objectives	1. Determine data to be collected and create guidelines	
	Timeline: 12 – 24 months	Responsible Party: Division Chief of Support Services
	2. Train of personnel on proper data entry	
	Timeline: 12 – 24 months	Responsible Party: Division Chief of Support Services
	3. Establish a process to conduct quality assurance checks	
	Timeline: 12 – 24 months	Responsible Party: Division Chief of Support Services
Goal: 3E Ensure data is fully utilized to support decision making		

Objectives	1. Identify data elements to be evaluated	
	Timeline: 6 – 12 months	Responsible Party: Division Chief of Support Services
	2. Create a data evaluation schedule	
	Timeline: 6 – 12 months	Responsible Party: Division Chief of Support Services
	3. Train staff to access reports	
	Timeline: 12 – 24 months	Responsible Party: Division Chief of Support Services
	4. Identify who within the organization needs various data reports and on what schedule they should be provided	
	Timeline: 6 – 12 months	Responsible Party: Division Chief of Support Services
Desired Outcomes:		
<ul style="list-style-type: none"> • Technology reliability is increased • Appropriate interoperability pathways are in place with other agencies • Technology is more user friendly • Data is effectively used for decision making <p>Data accuracy increased</p>		

Initiative 4 – Craftsmanship & Leadership

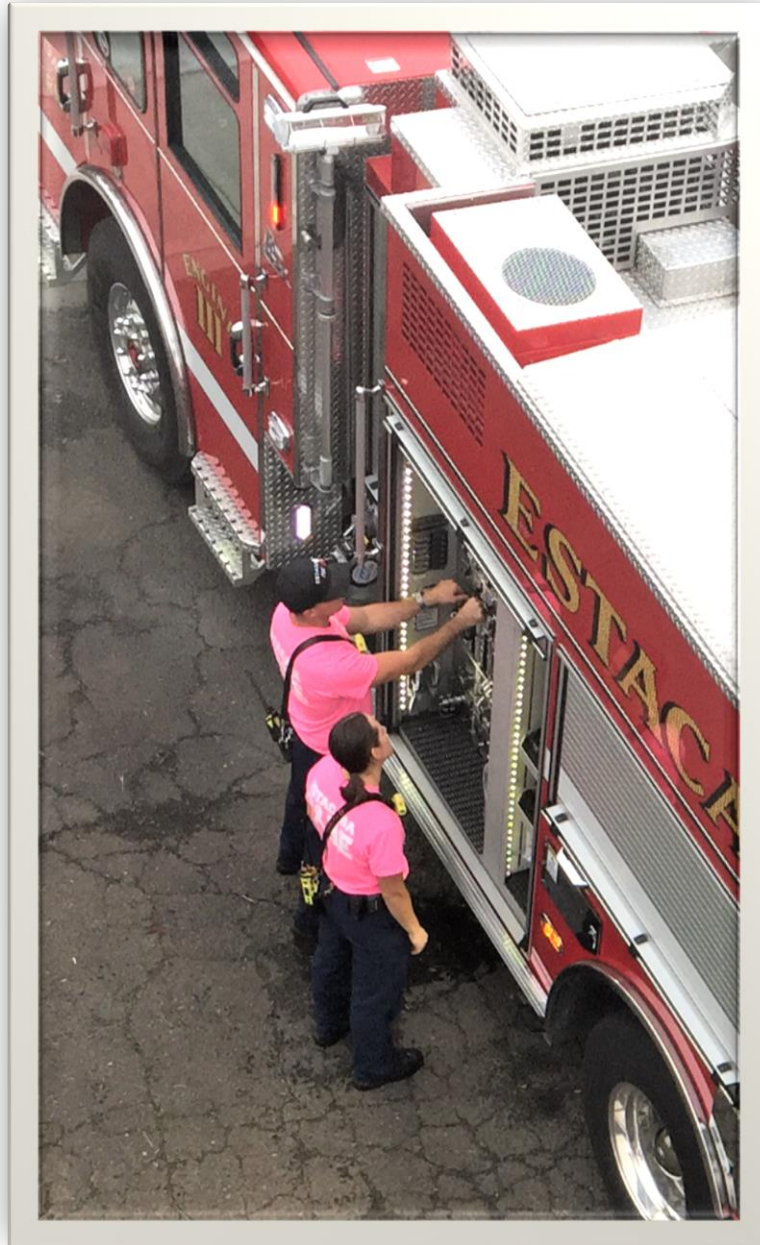
The Fire District will operate in a manner that will recognize clear standards of performance for all positions in the organization. Standards will be reasonable and developed in collaboration with the appropriate stakeholders. The organization shall encourage innovation and creativity in the manner they perform their duties.

Initiative Manager: Fire Chief

Goal:
4A Establish a comprehensive succession plan

Objectives	1. Update Continuity of Operations Plan (COOP)	
	Timeline: In Progress	Responsible Party: Fire Chief
	2. Identify roles eligible for succession	
	Timeline: In Progress	Responsible Party: Fire Chief
	3. Establish job descriptions for each of those roles	
	Timeline: Completed	Responsible Party: Fire Chief
	4. Clearly identify pathways to different roles within the organization	
	Timeline: 12 – 24 months	Responsible Party: Fire Chief
	5. Provide training and education opportunities for advancement	
	Timeline: Completed / Ongoing	Responsible Party: Division Chiefs of Support and Emergency Services
	6. Pair motivated mentors with motivated personnel	
	Timeline: 12 – 24 months	Responsible Party: Division Chiefs of Support and Emergency Services
	7. Conduct periodic reviews and assess progress	
	Timeline: 12 – 24 months	Responsible Party: Division Chiefs of Support and Emergency Services
Desired Outcomes:		
<ul style="list-style-type: none"> • Updated COOP • Updated job descriptions are adopted and in place for each position 		

- Mentors identified and trained
- Clear pathways defined for desired positions



Initiative 5 - Planning

Develop planning documents and tools that ensure the District has clear direction in the way they conduct the District’s business and deliver service to the community.

Initiative Manager: Fire Chief

Goal:
5A Implement, monitor and remain accountable to the strategic plan

Objectives	1. Provide quarterly internal reports on status of goals and objectives	
	Timeline: In Progress	Responsible Party: Fire Chief
	2. Provide an annual report to the community	
	Timeline: Completed	Responsible Party: Fire Chief
	3. Complete a comprehensive review/update of the plan every 3-5 years	
	Timeline: 24 – 36 months	Responsible Party: Fire Chief

Goal:
5B Make disaster planning a priority

Objectives	1. Review and update the Emergency Operations Plan (EOP)	
	Timeline: In Progress	Responsible Party: Division Chief of Emergency Services
	2. Develop and implement station preparedness	
	Timeline: Completed	Responsible Party: Division Chief of Emergency Services
	3. First responder program and home preparedness	
	Timeline: 12 – 24 months	Responsible Party: Division Chief of Support Services
	4. Utilize CERT to assist with community preparedness	
	Timeline: 12 – 24 months	Responsible Party: Division Chief of Support Services

Goal: 5C Create a long range plan (Master Plan)

Objectives	1. Work with city and county to identify potential growth patterns	
	Timeline: In Progress	Responsible Party: Fire Chief
	2. Identify fire district infrastructure needs to address growth	
	Timeline: In Progress	Responsible Party: Fire Chief
	3. Proactively implement expanded services and resources to meet the needs of community growth	
	Timeline: 12 – 24 months	Responsible Party: Fire Chief

Desired Outcomes:

- Community understands and supports strategic plan
- Initiatives, goals and objectives accomplished within time frame
- Internal stakeholders understand and support the plan
- Current EOP
- Increase CERT growth by 10% each year
- Published Master Plan
- Families of organizational members are prepared for a disaster

Initiative 6 – Staffing

Address the immediate and long-term staffing needs of the District. These resources will be allocated in a manner that ensures transparency, maximum effectiveness, and efficiency.

Initiative Manager: Fire Chief

Goal: 6A Develop and implement an effective plan for the recruitment and retention of work force

Objectives	1. Reevaluate the existing staffing model	
	Timeline: In Progress	Responsible Party: Division Chief of Emergency Services
	2. Evaluate historic data to identify trends for staffing needs	
	Timeline: Completed	Responsible Party: Division Chief of Emergency Services
	3. Develop a staffing plan for adoption	
	Timeline: In Progress	Responsible Party: Division Chief of Emergency Services
	4. Establish adequate funding base for budget purposes	
	Timeline: 24 – 36 months	Responsible Party: Division Chief of Emergency Services

Goal: 6B Provide a health and wellness plan that meets the needs of the organization and its members

Objectives	I. Define the current plan	
	Timeline: 6 – 12 months	Responsible Party: Division Chief of Support Services
	II. Evaluate other plans offered regionally	
	Timeline: 6 – 12 months	Responsible Party: Division Chief of Support Services
	III. Develop a gap analysis	
	Timeline: 12 – 24 months	Responsible Party: Division Chief of Support Services

IV. Determine cost associated with filling gaps	
Timeline: 12 – 24 months	Responsible Party: Division Chief of Support Services
V. Implement the updated health and wellness plan	
Timeline: 24 – 36 months	Responsible Party: Division Chief of Support Services
<p>Desired Outcomes:</p> <ul style="list-style-type: none"> • Reduce on the job injuries • Create a healthier workforce to reduce sick use • Increase morale by providing physical, emotional and psychological support • Reduction in workforce turnover • Provide adequate staffing to serve community needs for emergent and non-emergent 	





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Budget Summary



Resources

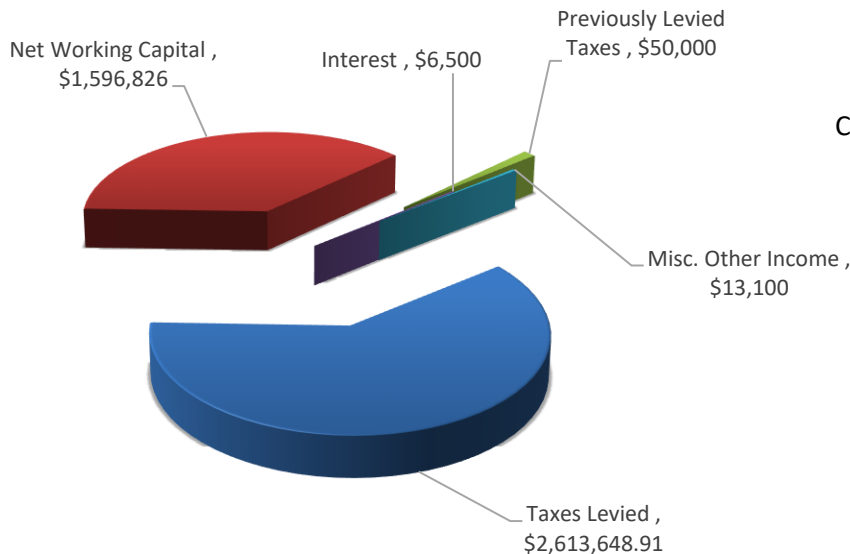
In preparing a budget, the table below is used to calculate the approximate amount of taxes to be collected. The total taxes to be collected are then added to other resources (i.e., grants, sales, etc.) to create a total revenue amount. This total revenue amount is then distributed into funds or categories to cover the estimated expenditures necessary to meet the needs of the organization. The tax revenue is based on the 2017 assessed value that is provided by the Clackamas County Tax Assessor. The growth for the fire district was estimated at 5-5.5% by Clackamas County Tax Assessor's office. For this budget, we used 4% as a conservative estimate of growth. We then subtract losses due to Measure 5 and uncollectable taxes to derive the estimated taxes to be received. The district uses a combination of taxes, net working capital, previously levied taxes, and miscellaneous revenue to project our total resources available.

PROPERTY TAX CALCULATOR

Permanent Rate Limit \$2.4029 / \$1,000

Assessed Value from Previous Year		\$1,124,594,349.00
Estimated Growth Percentage (4%)	X	1.040
Estimated Assessed Value		\$1,169,578,122.96
Permanent Tax rate (per dollar)	X	0.0024029
Amount the Rate would raise		\$2,810,379.27
Estimate Measure 5 loss (compression)	-	\$4.10
Tax to be billed		\$2,810,375.17
Average Collection Factor (93%)	X	0.930
Taxes Estimated to be Received		\$2,613,648.91

Loss due to discounts & uncollectable taxes	\$196,726.26
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Changes:

- Net Working Capital was increased by \$171,225.57
- Estimated tax revenue has increased by \$118,708.55
- Misc. Revenue has been decreased by \$6,900

**FORM
LB-20**

**RESOURCES
General Operating Fund**

Estacada Rural Fire District No. 69

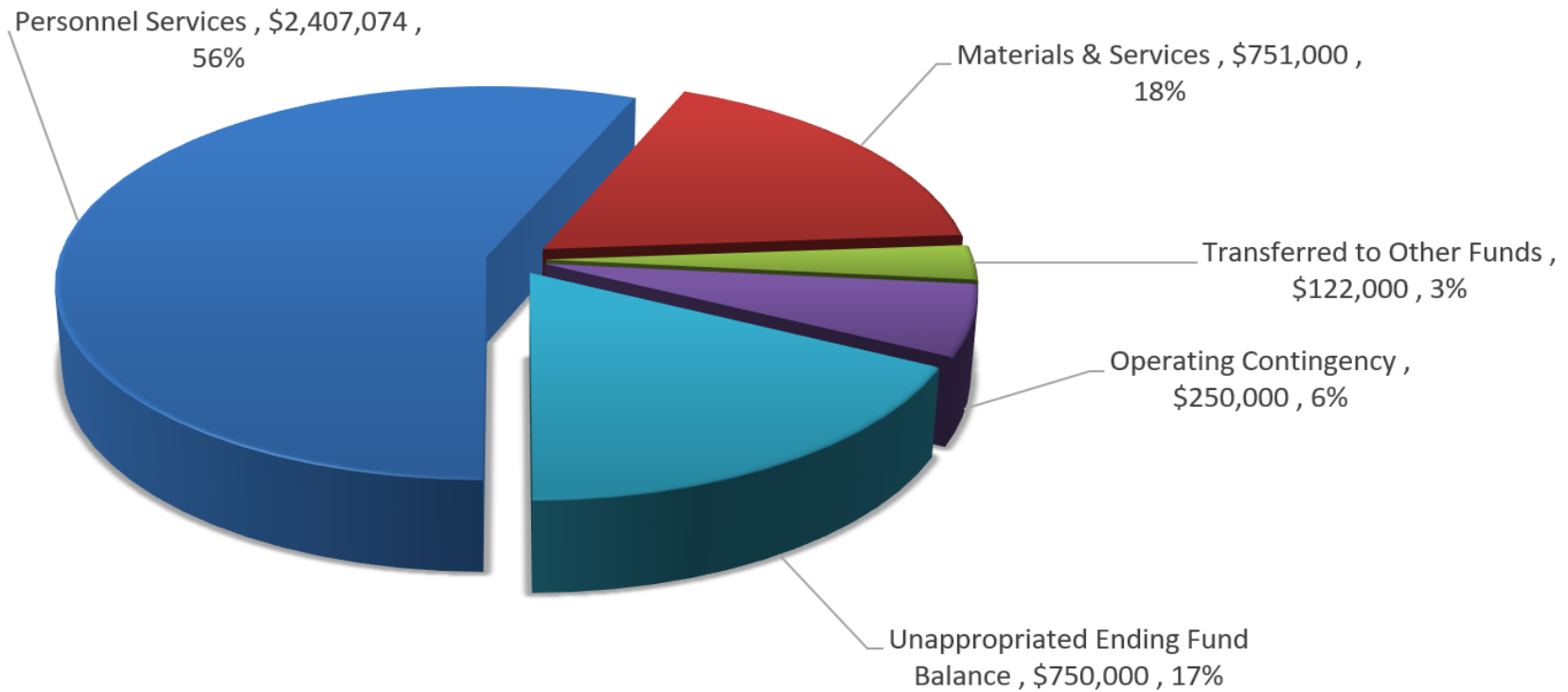
Budget for Next Year 2018/2019

	Historical Data			RESOURCE DESCRIPTION	Budget for Next Year 2018/2019			
	Actual		Adopted Budget This Year 2017/2018		Proposed By Budget Officer 5/4/2018	Approved By Budget Committee 5/14/2018	Adopted By Governing Body 6/21/2018	
	Second Preceding Year 2015/2016	First Preceding Year 2016/2017						
1	\$ -	\$ -	\$ -	1. Available cash on hand* (cash basis) or	\$ -	\$ -	\$ -	1
2	\$ 1,404,201	\$ 1,692,716	\$ 1,425,600	2. Net working capital (accrual basis)	\$ 1,596,826	\$ 1,596,826	\$ 1,596,826	2
3	\$ 49,451	\$ 45,354	\$ 50,000	3. Previously levied taxes est. to be received	\$ 50,000	\$ 50,000	\$ 50,000	3
4	\$ 6,709	\$ 5,180	\$ 6,500	4. Interest	\$ 6,500	\$ 6,500	\$ 6,500	4
5				5				5
6				6 OTHER RESOURCES				6
7	\$ 85,996	\$ 48,664	\$ 20,000	7 Misc. Revenue	\$ 13,100	\$ 13,100	\$ 13,100	7
8	\$ -	\$ -	\$ -	8 Grant Funding	\$ -	\$ -	\$ -	8
9	\$ -	\$ -	\$ -	9 Asset Sale Proceeds	\$ -	\$ -	\$ -	9
10	\$ -	\$ -	\$ -	10 Transfer In From Other Fund	\$ -	\$ -	\$ -	10
11				11				11
12				12				12
13				13				13
14				14				14
15				15				15
16				16				16
17				17				17
18				18				18
19				19				19
20				20				20
21				21				21
22				22				22
23				23				23
24				24				24
25				25				25
26				26				26
27				27				27
28				28				28
29	\$ 1,546,357	\$ 1,791,914	\$ 1,502,100	29 Total resources, except taxes to be levied	\$ 1,666,426	\$ 1,666,426	\$ 1,666,426	29
30			\$ 2,494,940	30 Taxes estimated to be received	\$ 2,613,649	\$ 2,613,649	\$ 2,613,649	30
31	\$ 2,282,680	\$ 2,451,774		31 Taxes collected in year levied				31
32	\$ 3,829,037	\$ 4,243,688	\$ 3,997,040	32 TOTAL RESOURCES	\$ 4,280,075	\$ 4,280,075	\$ 4,280,075	32

*The balance of cash, cash equivalents and investments in the fund at the beginning of the budget year

General Operating Funds - Requirements

The general funds requirements are separated into the following categories; Personnel Services, Materials & Services, Capital Outlay, Transfers, Contingency & Unappropriated Ending Fund. These categories are explained in further detail within each section of the budget document. Together these funds comprise the total requirements of the budget.



REQUIREMENTS SUMMARY
BY FUND, ORGANIZATIONAL UNIT OR PROGRAM
 General Operating Fund
 Estacada Rural Fire District No. 69

**FORM
 LB-30**

	Historical Data			REQUIREMENTS DESCRIPTION	Budget for Next Year 2018/2019			
	Actual		Adopted Budget This Year 2017/2018		Proposed by Budget Officer 5/4/2018	Approved by Budget Committee 5/14/2018	Adopted by Governing Body 6/21/2018	
	Second Preceding Year 2015/2016	First Preceding Year 2016/2017						
PERSONNEL SERVICES								
1	\$ 1,523,217	\$ 1,786,166	\$ 2,029,040	1 Regular Personnel Services Items	\$ 2,407,075	\$ 2,407,075	\$ 2,407,075	1
2	\$ -	\$ -	\$ -	2 Grant Funded Positions (All Inclusive)	\$ -	\$ -	\$ -	2
3				3				3
4				4				4
5				5				5
6				6				6
7	\$ 1,523,217	\$ 1,786,166	\$ 2,029,040	7 TOTAL PERSONNEL SERVICES	\$ 2,407,075	\$ 2,407,075	\$ 2,407,075	7
	12	12	14	Total Full-Time Equivalent (FTE)	14	14	14	
MATERIALS AND SERVICES								
8	\$ 460,980	\$ 573,347	\$ 833,000	8 Materials and Services Items	\$ 751,000	\$ 751,000	\$ 751,000	8
9	\$ -	\$ -	\$ -	9 Grant Funded Materials and Services	\$ -	\$ -	\$ -	9
10				10				10
11				11				11
12				12				12
13				13				13
14	\$ 460,980	\$ 573,347	\$ 833,000	14 TOTAL MATERIALS AND SERVICES	\$ 751,000	\$ 751,000	\$ 751,000	14
CAPITAL OUTLAY								
15	\$ -	\$ -	\$ -	15 Capital Outlay Items	\$ -	\$ -	\$ -	15
16				16				16
17				17				17
18				18				18
19				19				19
20				20				20
21	\$ -	\$ -	\$ -	21 TOTAL CAPITAL OUTLAY	\$ -	\$ -	\$ -	21
TRANSFERRED TO OTHER FUNDS								
22	\$ 150,500	\$ 145,000	\$ 175,000	22 Reserve Funds	\$ 122,000	\$ 122,000	\$ 122,000	22
23				23				23
24				24				24
25	\$ 150,500	\$ 145,000	\$ 175,000	25 TOTAL TRANSFERS	\$ 122,000	\$ 122,000	\$ 122,000	25
			\$ 225,000	26 OPERATING CONTINGENCY	\$250,000	\$ 250,000	\$ 250,000	
26	\$ 1,698,341	\$ 1,739,175		27 Ending balance (prior years)				26
27			\$ 735,000	28 UNAPPROPRIATED ENDING FUND BALANCE	\$ 750,000	\$ 750,000	\$ 750,000	27
28	\$ 3,833,038	\$ 4,243,688	\$ 3,997,040	29 TOTAL REQUIREMENTS	\$ 4,280,075	\$ 4,280,075	\$ 4,280,075	28



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General Operating Funds



Personnel Services Category

This budget category pertains to volunteer and career personnel, and funds such things as wages, retirement, taxes, social security, health and dental insurance, life and disability insurance, worker's compensation, volunteer incentive programs and other benefits. Union member wages and benefits are negotiated through the employee labor contract process. The Fire Chief and other administrative staff wages are negotiated with the Board of Directors.

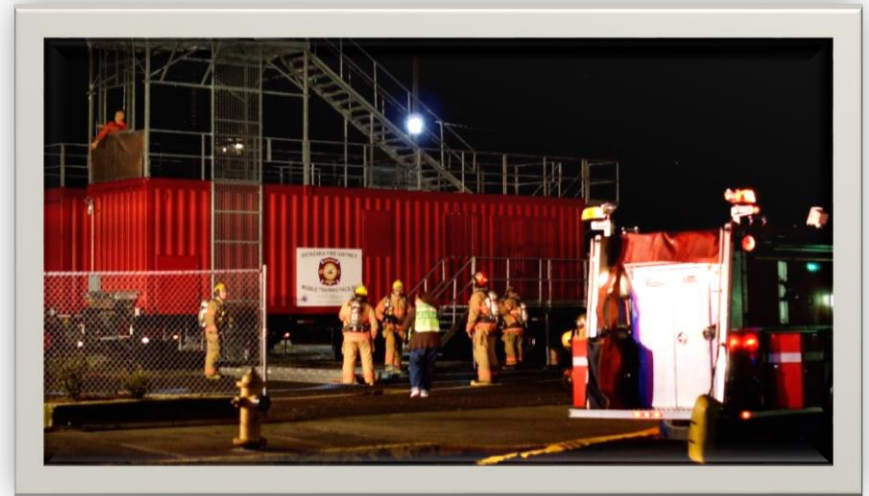
Funding for Personnel Services can be transferred between line items without a resolution as long as the total budgeted amount within the category is not over expended.

Appendix "A" contains expenditure line item descriptions. Appendix "B" contains specific information regarding salaries.

Changes within this category:

- \$2,407,074.48 (FY 18/19) - \$2,029,040.36 (FY 17/18) = \$378,034.12 increase
- Negotiations were completed for the wages and benefits for bargaining unit members in 2017 and the current collective bargaining agreement is in place through June 30, 2020. Administrative staff wages are not set at this time and are typically effective in October of each year. The numbers used in this budget are projected but not ratified by the Board of Directors.
- Medical insurance premiums have increased by 13.9% and dental has increased by 0.2%.
- PERS increased an additional \$42,000 due to a spreadsheet formula error in the previous budget.
- Physical Exams/Employee Assistance Program (EAP) costs have remained the same however; there is a higher number of exams scheduled this year.

Extra wages increased to account for a contractual buy out of compensatory time and the possible need to hire personnel with the pending termination of the IGA with Clackamas Fire District 1.



DETAILED REQUIREMENTS

Personnel Services Category

General Operating Fund

Estacada Rural Fire District No. 69

FORM
LB-31

	Historical Data			REQUIREMENTS DESCRIPTION	Number of Employees	Range*	Budget for Next Year 2018/2019			
	Actual		Adopted Budget This Year 2017/2018				Proposed by Budget Officer 5/4/2018	Approved by Budget Committee 5/14/2018	Adopted by Governing Body 6/21/2018	
	Second Preceding Year 2015/2016	First Preceding Year 2016/2017								
1	\$ 119,368	\$ 128,482	\$ 133,017	1 Fire Chief	1	142 K	\$ 141,644	\$ 141,644	\$ 141,644	1
2	\$ -	\$ -	\$ -	2 Deputy Chief - Training/Operations	0		\$ -	\$ -	\$ -	2
3	\$ 210,799	\$ 223,473	\$ 231,335	3 Division Chiefs	2	123 K	\$ 246,280	\$ 246,280	\$ 246,280	3
4	\$ 12,098	\$ -	\$ -	4 Fire Marshal	0		\$ -	\$ -	\$ -	4
5	\$ 29,413	\$ -	\$ -	5 Captain	0		\$ -	\$ -	\$ -	5
6	\$ 238,103	\$ 267,435	\$ 274,264	6 Lieutenant	3	97 K	\$ 290,446	\$ 290,446	\$ 290,446	6
7	\$ 333,234	\$ 476,047	\$ 497,162	7 Engineer	6	84-92 K	\$ 536,889	\$ 536,889	\$ 536,889	7
8	\$ 53,085	\$ 59,635	\$ 63,105	8 Administrative Manager	1	67 K	\$ 66,638	\$ 66,638	\$ 66,638	8
9	\$ 28,741	\$ 30,972	\$ 34,428	9 Administrative Assistant	1	42 K	\$ 41,790	\$ 41,790	\$ 41,790	9
10	\$ 47,774	\$ 37,659	\$ 68,328	10 Extra Wages			\$ 193,577	\$ 193,577	\$ 193,577	10
11	\$ 66,128	\$ 75,044	\$ 111,560	11 Retirement			\$ 178,234	\$ 178,234	\$ 178,234	11
12	\$ 41,052	\$ 36,136	\$ 45,822	12 Worker's Compensation			\$ 49,134	\$ 49,134	\$ 49,134	12
13	\$ 80,027	\$ 104,561	\$ 99,575	13 FICA - Medicare & Social Security			\$ 116,071	\$ 116,071	\$ 116,071	13
14	\$ 7,759	\$ 8,809	\$ 9,550	14 Tri-Met Tax			\$ 11,132	\$ 11,132	\$ 11,132	14
15	\$ 53,619	\$ 57,716	\$ 95,000	15 Volunteer Program (LOSAP, Mileage, Tuition, Retention)			\$ 102,300	\$ 102,300	\$ 102,300	15
16	\$ 13,000	\$ 12,242	\$ 20,000	16 Volunteer Insurance (Life, AD&D)			\$ 20,000	\$ 20,000	\$ 20,000	16
17	\$ 161,429	\$ 245,009	\$ 280,583	17 Career Insurance (Medical/Vision/AD&D)			\$ 334,827	\$ 334,827	\$ 334,827	17
18	\$ 13,349	\$ 19,698	\$ 20,311	18 Career Insurance (Dental)			\$ 21,613	\$ 21,613	\$ 21,613	18
19	\$ 12,267	\$ 10,820	\$ 20,000	19 Physical Exams/Employee Assistance Program			\$ 31,500	\$ 31,500	\$ 31,500	19
20	\$ 1,972	\$ 1,239	\$ 25,000	20 Unemployment			\$ 25,000	\$ 25,000	\$ 25,000	20
21	\$ -	\$ -	\$ -	21 Grant Funded Positions (All Inclusive)	0		\$ -	\$ -	\$ -	21
22				22						22
23				23						23
24				24						24
25				25						25
26				26						26
27				27						27
28				28						28
29				29						29
30				30						30
31	\$ -	\$ -	\$ -	31 Ending balance (prior years)						31
32			\$ -	32 UNAPPROPRIATED ENDING FUND BALANCE			\$ -	\$ -	\$ -	32
33	\$ 1,523,217	\$ 1,794,976	\$ 2,029,040	33 TOTAL REQUIREMENTS	14		\$ 2,407,075	\$ 2,407,075	\$ 2,407,075	33

Materials and Services Category

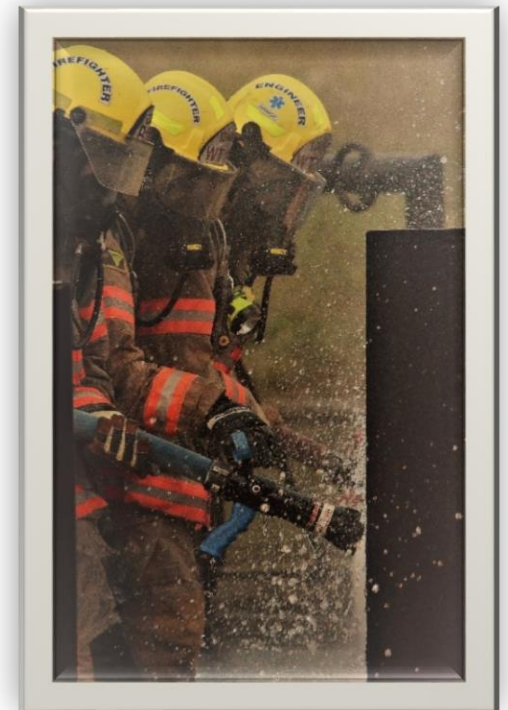
This budget category funds the day-to-day expenses required for the delivery of fire and life safety services to the District. Most line items are based on an estimate and/or historical data of required expenditures. Program coordinators are required to justify spending within each line item. Grant items that do not meet capital expenditure requirements are placed in this fund.

Funding for Materials and Services can be transferred between line items without a resolution provided the total budgeted amount in this category is not over-expended.

Appendix "A" contains expenditure line item descriptions.

Changes within this category:

- \$751,000 (FY 18/19) - \$833,000 (FY 17/18) = \$82,000 decrease
- Clackamas Fire District No.1 has given notice to withdraw from the current intergovernmental agreement. This proposed date for this withdrawal is January 31, 2019.
- Auditor, CPA, Attorney, Medical Direction and payroll service expenses and other contracted services are included in professional fees.
- Dispatch services and radio maintenance fees both increased. The public safety agencies continue to share a portion of the replacement cost of a radio system component. There are two (2) years of payments remaining.
- Apparatus equipment maintenance increased by \$9,000 due to the increased costs that we have experienced to service and maintain vehicles.
- Line items are adjusted to more accurately reflect the costs that the District has experienced over the last budget year.



DETAILED REQUIREMENTS

**FORM
LB-31**

Materials & Services Category
General Operating Fund
Estacada Rural Fire District No. 69

	Historical Data			REQUIREMENTS DESCRIPTION	Number of Employees	Range*	Budget for Next Year 2018/2019			
	Actual		Adopted Budget This Year 2017/2018				Proposed by Budget Officer 5/4/2018	Approved by Budget Committee 5/14/2018	Adopted by Governing Body 6/21/2018	
	Second Preceding Year 2015/2016	First Preceding Year 2016/2017								
1	\$ -	\$ 1,169	\$ 6,000	Election Expenses			\$ 8,000	\$ 8,000	\$ 8,000	1
2	\$ 11,469	\$ 11,212	\$ 15,000	Office Supplies/Equipment			\$ 14,000	\$ 14,000	\$ 14,000	2
3	\$ 23,826	\$ 29,093	\$ 32,500	Insurances (Buildings/Equipment/Apparatus etc.)			\$ 32,500	\$ 32,500	\$ 32,500	3
4	\$ 43,178	\$ 155,698	\$ 274,500	Professional Fees			\$ 199,000	\$ 199,000	\$ 199,000	4
5	\$ 49,341	\$ 55,957	\$ 50,000	Apparatus and Equipment Maintenance			\$ 59,000	\$ 59,000	\$ 59,000	5
6	\$ 16,532	\$ 20,966	\$ 40,000	Gas, Fuels and Lubricants			\$ 30,000	\$ 30,000	\$ 30,000	6
7	\$ 6,121	\$ 485	\$ 8,000	Radio Equipment and Maintenance			\$ 4,000	\$ 4,000	\$ 4,000	7
8	\$ 16,600	\$ 17,913	\$ 20,000	Buildings/Grounds Maintenance and Supplies			\$ 20,000	\$ 20,000	\$ 20,000	8
9	\$ 39,471	\$ 36,148	\$ 53,000	Utilities (Electricity/Water/Sewer/Garbage)			\$ 50,000	\$ 50,000	\$ 50,000	9
10	\$ 22,618	\$ 17,223	\$ 24,000	Training (Classes/Recertification/Travel)			\$ 19,000	\$ 19,000	\$ 19,000	10
11	\$ 91,964	\$ 88,601	\$ 114,000	Dispatch Services/Radio Systems			\$ 119,000	\$ 119,000	\$ 119,000	11
12	\$ 4,827	\$ 7,137	\$ 7,000	Subscriptions/Dues/Annual Fees			\$ 6,000	\$ 6,000	\$ 6,000	12
13	\$ 31,180	\$ 26,264	\$ 40,000	Medical Supplies			\$ 40,000	\$ 40,000	\$ 40,000	13
14	\$ 8,377	\$ 8,016	\$ 13,500	General Operating Expenses			\$ 11,000	\$ 11,000	\$ 11,000	14
15	\$ 3,682	\$ 674	\$ 6,500	Training Supplies and Maintenance			\$ 3,500	\$ 3,500	\$ 3,500	15
16	\$ 6,232	\$ 10,916	\$ 13,000	Personal Protective Equipment			\$ 10,000	\$ 10,000	\$ 10,000	16
17	\$ 3,299	\$ 3,569	\$ 6,000	Fire Prevention/Public Education/Public Relations			\$ 5,500	\$ 5,500	\$ 5,500	17
18	\$ 1,222	\$ 1,061	\$ 3,500	Support Services Equipment and Supplies			\$ 3,000	\$ 3,000	\$ 3,000	18
19	\$ -	\$ -	\$ -	Grant Funded Equipment			\$ -	\$ -	\$ -	19
20	\$ -	\$ -	\$ -	Grant Funded Services/Training			\$ -	\$ -	\$ -	20
21	\$ 20,761	\$ 27,822	\$ 20,000	Firefighting Equipment and Maintenance			\$ 24,000	\$ 24,000	\$ 24,000	21
22	\$ -	\$ 2,735	\$ 7,000	Furniture Replacement			\$ 5,000	\$ 5,000	\$ 5,000	22
23	\$ 11,490	\$ 10,101	\$ 13,000	Banquet			\$ 13,000	\$ 13,000	\$ 13,000	23
24	\$ 10,794	\$ 8,639	\$ 17,000	Uniforms			\$ 21,000	\$ 21,000	\$ 21,000	24
25	\$ 3,727	\$ 4,182	\$ 8,000	Health, Wellness and Safety Programs			\$ 7,500	\$ 7,500	\$ 7,500	25
26	\$ 34,270	\$ 27,344	\$ 41,500	Information Systems			\$ 47,000	\$ 47,000	\$ 47,000	26
30	\$ -	\$ -	\$ -	30 Ending balance (prior years)						30
31			\$ -	31 UNAPPROPRIATED ENDING FUND BALANCE			\$ -	\$ -	\$ -	31
32	\$ 460,981	\$ 572,925	\$ 833,000	32 TOTAL REQUIREMENTS			\$ 751,000	\$ 751,000	\$ 751,000	32

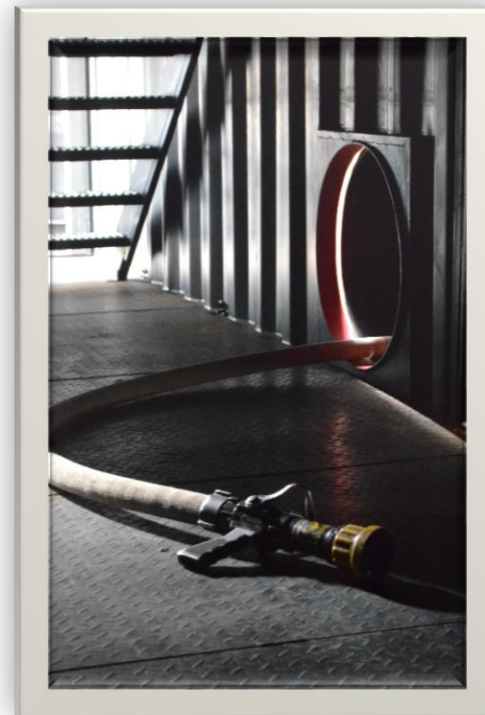
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Capital Outlay Category

This budget category pertains to capital expenditures (\$5,000 and 5 years of service life), and funds items such as mobile data computers, thermal imaging cameras and telephone systems. The items purchased with these funds are typically fixed assets.

Funding for the Capital Outlay portion of the budget can be transferred between line items without a resolution as long as the total budgeted amount in this category is not over-expended.

There are no capital outlay items scheduled for purchase during FY 2017/2018. Most capital purchases are now being planned through reserve fund processes. There are no anticipated grants for capital items that have been awarded at this time.



**FORM
LB-31**

DETAILED REQUIREMENTS
Capital Outlay and Grants Category
General Operating Fund
Estacada Rural Fire District No. 69

	Historical Data			REQUIREMENTS DESCRIPTION	Number of Employees	Range*	Budget for Next Year 2018/2019			
	Actual		Adopted Budget This Year 2017/2018				Proposed by Budget Officer 5/4/2018	Approved by Budget Committee 5/14/2018	Adopted by Governing Body 6/21/2018	
	Second Preceding Year 2015/2016	First Preceding Year 2016/2017								
1	\$ -	\$ -	\$ -	1			\$ -	\$ -	\$ -	1
2	\$ -	\$ -	\$ -	2			\$ -	\$ -	\$ -	2
3				3						3
4				4						4
5				5						5
6				6						6
7				7						7
8				8						8
9				9						9
10	\$ -	\$ -	\$ -	10 Sub-Total			\$ -	\$ -	\$ -	10
11				Capital Grants						11
12	\$ -	\$ -	\$ -	12						12
13				13						13
14				14						14
15				15						15
16				16						16
17				17						17
18				18						18
19				19						19
20				20						20
21				21						21
22				22						22
23				23						23
24				24						24
25				25						25
26				26						26
27				27						27
28				28						28
29				29						29
30				30						30
31	\$ -	\$ -		31 Ending balance (prior years)						31
32			\$ -	32 UNAPPROPRIATED ENDING FUND BALANCE			\$ -	\$ -	\$ -	32
33	\$ -	\$ -	\$ -	33 TOTAL REQUIREMENTS			\$ -	\$ -	\$ -	33

Reserve Fund Transfers, General Operating Contingency, & Unappropriated Ending Fund Balance

The Reserve Fund Transfers are special funds designated by resolution to fund purchases that include apparatus, utility vehicles, fire, EMS and rescue equipment, facilities and properties. These funds allow the district to plan purchases without the need to borrow or go to the voters with special taxing options.

The General Operating Contingency portion of the budget is used to cover unforeseen and emergency expenditures, and is also relied upon for cash carryover. This fund can only be transferred for use by resolution of the Fire District Board of Directors.

The Unappropriated Ending Fund Balance, along with the additional cash carryover, will enable the fire district to fund operations from July through November of the next budget year, until tax funds become available. This fund cannot be spent without the occurrence of a catastrophic event as defined by Oregon law.

Changes within this category:

- \$122,000 (FY 18/19) - \$175,000 (FY 17/18) = \$53,000 decrease
- Several reserve funds have contribution changes. Details are presented within the explanation of each fund.
- No contributions are proposed for the Facilities & Property Reserve Fund.
- The General Operating Contingency has been increased from \$225,000 to \$250,000.
- The Unappropriated Ending Fund Balance has been increased from \$735,000 to \$750,000. This money along with the General Operating Contingency provide the Fire District with enough funding to operate from July 1 until taxes are received in November. Approximately \$280,000 is required monthly to operate the Fire District.

**FORM
LB-31**

DETAILED REQUIREMENTS
Transfers, Contingency, UEFB Category
General Operating Fund
Estacada Rural Fire District No. 69

	Historical Data			REQUIREMENTS DESCRIPTION	Number of Employees	Range*	Budget for Next Year 2018/2019			
	Actual		Adopted Budget This Year 2017/2018				Proposed by Budget Officer 5/4/2018	Approved by Budget Committee 5/14/2018	Adopted by Governing Body 6/21/2018	
	Second Preceding Year 2015/2016	First Preceding Year 2016/2017								
1	\$ 50,000	\$ 50,000	\$ 65,000	1 Apparatus Reserve Fund			\$ 20,000	\$ 20,000	\$ 20,000	1
2	\$ 4,000	\$ 20,000	\$ 10,000	2 Utility Vehicle Reserve Fund			\$ -	\$ -	\$ -	2
3	\$ 22,000	\$ 15,000	\$ 15,000	3 Fire, EMS, & Rescue Tool Reserve Fund			\$ 23,000	\$ 23,000	\$ 23,000	3
4	\$ -	\$ -	\$ -	4 Facilities and Property Reserve Fund			\$ -	\$ -	\$ -	4
5	\$ 15,500	\$ 20,000	\$ 30,000	5 Communications and Data Systems Reserve Fund			\$ 24,000	\$ 24,000	\$ 24,000	5
6	\$ 59,000	\$ 40,000	\$ 55,000	6 PPE/SCBA Systems Reserve Fund			\$ 55,000	\$ 55,000	\$ 55,000	6
7										7
8	\$ 150,500	\$ 145,000	\$ 175,000	Sub-Total			\$ 122,000	\$ 122,000	\$ 122,000	8
9				9						9
10	\$ 175,000	\$ 200,000	\$ 225,000	10 General Operating Contingency			\$250,000	\$ 250,000	\$ 250,000	10
11				11						11
12				12						12
13				13						13
14				14						14
15				15						15
16				16						16
17				17						17
18				18						18
19				19						19
20				20						20
21				21						21
22				22						22
23				23						23
24				24						24
25				25						25
26				26						26
27				27						27
28				28						28
29				29						29
30				30						30
31	\$ -	\$ -		31 Ending balance (prior years)						31
32			\$ 735,000	32 UNAPPROPRIATED ENDING FUND BALANCE			\$ 750,000	\$ 750,000	\$ 750,000	32
33	\$ 325,500	\$ 345,000	\$ 1,135,000	33 TOTAL REQUIREMENTS			\$ 1,122,000	\$ 1,122,000	\$ 1,122,000	33

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Reserve Funds and Transfers



Apparatus Reserve Fund

This reserve funds the purchase of new or replacement fire apparatus including fire engines, water tenders, wildland engines, and rescue vehicles. The fund also supports major repairs or reconfiguration of apparatus. The Apparatus Committee annually reviews the replacement schedule and makes recommendations to the fire chief.

National fire service safety standards suggest that tires be replaced at seven (7) year intervals regardless of tread wear.

- A contribution of \$20,000 is proposed for this fund. This is a decrease of \$45,000 from the previous budget year. This contribution is less than what was planned due to the need of additional funds to balance the budget.
- No capital expenditures are planned for this fiscal year.
- \$40,000 is being made available in materials and services for unanticipated work that may be required for major apparatus
- The replacement date for Brush 330 was moved up from 2024/25 to 2023/24. This unit is now being used as a medical response unit and will need to be replaced sooner.

Year	Vehicle/Item Description	Unit	Original Cost	Life Expectancy	Estimated Replacement Cost	Replacement Schedule
	Tires	E331		7 Years	\$3,000	2019/20
	Tires	E333		7 Years	\$3,000	2020/21
	Tires	WT330		7 Years	\$5,000	2022/23
2005	Ford F-550 Wildland Engine/Rescue	BR330	\$82,000	20 Years	\$175,000	2023/24
1999	E-One Pumper/Tender	E333	\$170,000	25 Years	\$450,000	2024/25
2003	Freightliner Water Tender	WT330	\$191,000	25 Years	\$400,000	2028/29
2008	Ford F-550 Rehab	RH330	\$172,000	20 Years	\$250,000	2028/29
2010	Pierce Pumper	E330	\$430,000	20 Years	\$650,000	2030/31
2015	Pierce Pumper/Tender	E331	\$630,000	20 Years	\$750,000	2035/36

**FORM
LB-11**

This fund is authorized and established by resolution / ordinance number 2003/2004 #4 on (date) May 9, 1985 for the following specified purpose: Purchase and upgrade of Major Apparatus.

**RESERVE FUND
RESOURCES AND REQUIREMENTS**

Apparatus Reserve Fund

Year this reserve fund will be reviewed to be continued or abolished.

Date can not be more than 10 years after establishment.

Review Year: 2028

Estacada Rural Fire District No. 69

	Historical Data			DESCRIPTION RESOURCES AND REQUIREMENTS	Budget for Next Year 2018/2019			
	Actual		Adopted Budget This Year 2017/2018		Proposed By Budget Officer 5/4/2018	Approved By Budget Committee 5/14/2018	Adopted By Governing Body 6/21/2018	
	Second Preceding Year 2015/2016	First Preceding Year 2016/2017						
				RESOURCES				
1	\$ -	\$ -	\$ -	Cash on hand* (cash basis) or	\$ -	\$ -	\$ -	1
2	\$ 2,318	\$ 50,646	\$ 68,806	Working Capital (accrual basis)	\$ 114,790	\$ 114,790	\$ 114,790	2
3	\$ -	\$ -	\$ -	Previously levied taxes estimated to be received	\$ -	\$ -	\$ -	3
4	\$ 2	\$ 5	\$ 5	Interest	\$ 5	\$ 5	\$ 5	4
5	\$ 50,000	\$ 50,000	\$ 65,000	Transferred in from other funds	\$ 20,000	\$ 20,000	\$ 20,000	5
6	\$ -		\$ -	Interfund Loan Transfer	\$ -	\$ -	\$ -	6
7	\$ -		\$ -	Miscellaneous	\$ -	\$ -	\$ -	7
8								8
9	\$ 52,320	\$ 100,651	\$ 133,811	Total Resources, except taxes to be levied	\$ 134,795	\$ 134,795	\$ 134,795	9
10			\$ -	Taxes estimated to be received	\$ -	\$ -	\$ -	10
11	\$ -			Taxes collected in year levied				11
12	\$ 52,320	\$ 100,651	\$ 133,811	TOTAL RESOURCES	\$ 134,795	\$ 134,795	\$ 134,795	12
				REQUIREMENTS				
13								13
14	\$ -	\$ -	\$ -	Debt Service (+ Interest)	\$ -	\$ -	\$ -	14
15	\$ -	\$ -	\$ -	Capital Purchase	\$ -	\$ -	\$ -	15
16	\$ 1,674	\$ 32,049	\$ 72,400	Materials and Services	\$ 40,000	\$ 40,000	\$ 40,000	16
17								17
18								18
19								19
20								20
21								21
22								22
23								23
24								24
25								25
26	\$ 50,646	\$ 68,602		17 Ending Balance (prior years)				26
27			\$ 61,411	18 RESERVED FOR FUTURE EXPENDITURE	\$ 94,795	\$ 94,795	\$ 94,795	27
28	\$ 1,674	\$ 32,049	\$ 72,400	TOTAL REQUIREMENTS	\$ 40,000	\$ 40,000	\$ 40,000	28

*The balance of cash, cash equivalents and investments in the fund at the beginning of the budget year

Utility Vehicle Reserve Fund

This reserve funds the purchase of new or replacement utility vehicles. The Apparatus Committee annually reviews the replacement schedule and makes recommendations to the fire chief.

- No transfer is proposed for this fund. This is a decrease of \$10,000 from the previous budget. This is due to the need for funds to be used to balance the budget.
- No capital expenditures are planned for this fund.
- \$10,000 is being made available in materials and services for unexpected work that may be required for utility vehicles.

Year	Replacement Vehicle Description	Unit	Original Cost	Life Expectancy	Estimated Replacement Cost	Replacement Schedule
2010	Ford F-350	U331	\$39,500	12 Years	\$60,000	2022/23
2008	Ford F-350	B331	\$38,000	15 Years	\$80,000	2023/24
2012	Ford F-350	U332	\$60,000	12 Years	\$70,000	2024/25
2014	Ford Explorer	U330	\$46,424	15 Years	\$55,000	2029/30



**FORM
LB-11**

This fund is authorized and established by resolution / ordinance number 1990/1991 #3 on (date) April 11, 1991 for the following specified purpose: Purchase of utility vehicles.

**RESERVE FUND
RESOURCES AND REQUIREMENTS**

Utility Vehicle Reserve Fund

Year this reserve fund will be reviewed to be continued or abolished.

Date can not be more than 10 years after establishment.

Review Year: 2028

Estacada Rural Fire District No. 69

	Historical Data			DESCRIPTION RESOURCES AND REQUIREMENTS	Budget for Next Year 2018/2019			
	Actual		Adopted Budget This Year 2017/2018		Proposed By Budget Officer 5/4/2018	Approved By Budget Committee 5/14/2018	Adopted By Governing Body 6/21/2018	
	Second Preceding Year 2015/2016	First Preceding Year 2016/2017						
				RESOURCES				
1	\$ -	\$ -	\$ -	Cash on hand* (cash basis) or	\$ -	\$ -	\$ -	1
2	\$ 52,565	\$ 36,393	\$ 56,403	Working Capital (accrual basis)	\$ 66,404	\$ 66,404	\$ 66,404	2
3	\$ -	\$ -	\$ -	Previously levied taxes estimated to be received	\$ -	\$ -	\$ -	3
4	\$ -	\$ -	\$ 10	Interest	\$ 10	\$ 10	\$ 10	4
5	\$ 4,000	\$ 20,000	\$ 1,000	Transferred in from other funds	\$ -	\$ -	\$ -	5
6								6
7								7
8								8
9	\$ 56,565	\$ 56,393	\$ 57,413	Total Resources, except taxes to be levied	\$ 66,414	\$ 66,414	\$ 66,414	9
10			\$ -	Taxes estimated to be received	\$ -	\$ -	\$ -	10
11	\$ -	\$ -		Taxes collected in year levied				11
12	\$ 56,565	\$ 56,393	\$ 57,413	TOTAL RESOURCES	\$ 66,414	\$ 66,414	\$ 66,414	12
13				REQUIREMENTS				13
14	\$ 20,172	\$ -	\$ -	Capital Purchase	\$ -	\$ -	\$ -	14
15	\$ -	\$ -	\$ 10,000	Materials and Services	\$ 20,000	\$ 20,000	\$ 20,000	15
16								16
17								17
18								18
19								19
20								20
21								21
22								22
23								23
24								24
25								25
26								26
27	\$ 36,393	\$ 56,393		Ending Balance (prior years)				27
28			\$ 47,413	RESERVED FOR FUTURE EXPENDITURE	\$ 46,414	\$ 46,414	\$ 46,414	28
29	\$ 20,172	\$ -	\$ 10,000	TOTAL REQUIREMENTS	\$ 20,000	\$ 20,000	\$ 20,000	29

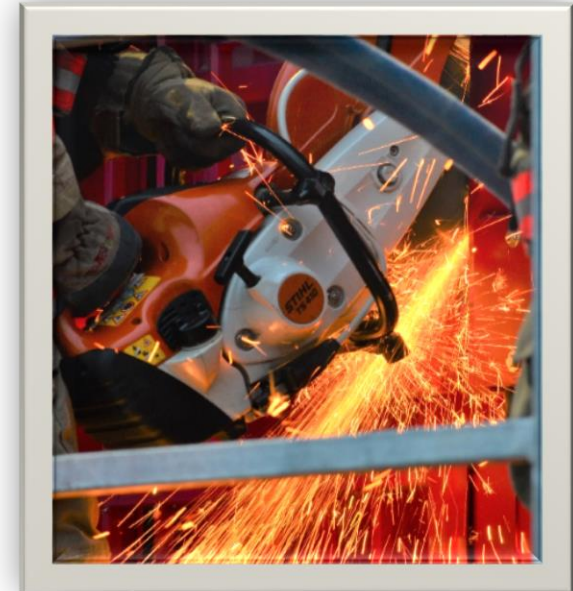
*The balance of cash, cash equivalents and investments in the fund at the beginning of the budget year

Fire, EMS, and Rescue Equipment Reserve Fund

This reserve fund includes the purchase of new or replacement EMS, rescue and firefighting equipment of high value. These items include 12-lead cardiac monitors, mechanical CPR devices, thermal imaging cameras and hydraulic rescue tools used to disentangle patients from wreckage. Thermal imaging cameras and explosive gas monitors have been added to the replacement schedule.

- No capital expenditures are planned for this fund.
- A transfer in the amount of \$23,000 is proposed for this fund.

Description	Life Expectancy	Estimated Replacement Cost	Replacement Schedule
Three Thermal Imaging Cameras	15 Years	\$35,000	2019/20
Four Gas Monitors	10 Years	\$15,000	2019/20
Mechanical CPR Device	12 Years	\$15,000	2020/21
12 Lead Cardiac Monitor (#1&2)	10 Years	\$65,000	2021/22
Rescue Tools	11 Years	\$38,000	2028/29



**FORM
LB-11**

This fund is authorized and established by resolution / ordinance number 1999/2000 #4 on (date) April 13, 2000 for the following specified purpose:
Purchase and/or upgrade of hydraulic rescue tools and EMS equipment.

**RESERVE FUND
RESOURCES AND REQUIREMENTS**

Year this reserve fund will be reviewed to be continued or abolished.
Date can not be more than 10 years after establishment.
Review Year: 2028

**Fire, EMS, & Rescue
Equipment Reserve Fund**

Estacada Rural Fire District No. 69

	Historical Data			DESCRIPTION RESOURCES AND REQUIREMENTS	Budget for Next Year 2018/2019			
	Actual		Adopted Budget This Year 2017/2018		Proposed By Budget Officer 5/4/2018	Approved By Budget Committee 5/14/2018	Adopted By Governing Body	
	Second Preceding Year 2015/2016	First Preceding Year 2016/2017						
				RESOURCES				
1	\$ -	\$ -	\$ -	Cash on hand* (cash basis) or	\$ -	\$ -	\$ -	1
2	\$ 42,697	\$ 12,724	\$ 27,849	Working Capital (accrual basis)	\$ 4,905	\$ 4,905	\$ 4,905	2
3	\$ -	\$ -	\$ -	Previously levied taxes estimated to be received	\$ -	\$ -	\$ -	3
4	\$ 2	\$ 1	\$ 3	Interest	\$ 3	\$ 3	\$ 3	4
5	\$ 22,000	\$ 15,000	\$ 15,000	Transferred in from other funds	\$ 23,000	\$ 23,000	\$ 23,000	5
6								6
7								7
8								8
9	\$ 64,699	\$ 27,725	\$ 42,852	Total Resources, except taxes to be levied	\$ 27,908	\$ 27,908	\$ 27,908	9
10			\$ -	Taxes estimated to be received	\$ -	\$ -	\$ -	10
11	\$ -	\$ -		Taxes collected in year levied				11
12	\$ 64,699	\$ 27,725	\$ 42,852	TOTAL RESOURCES	\$ 27,908	\$ 27,908	\$ 27,908	12
13				REQUIREMENTS				13
14	\$ 51,975	\$ -	\$ 38,000	Capital Purchase	\$ -	\$ -	\$ -	14
15	\$ -	\$ -	\$ -	Materials and Services	\$ -	\$ -	\$ -	15
16								16
17								17
18								18
19								19
20								20
21								21
22								22
23								23
24								24
25								25
26								26
27								27
28	\$ 12,724	\$ 27,725		Ending Balance (prior years)				28
29			\$ 4,852	RESERVED FOR FUTURE EXPENDITURE	\$ 27,908	\$ 27,908	\$ 27,908	29
30	\$ 51,975	\$ -	\$ 38,000	TOTAL REQUIREMENTS	\$ -	\$ -	\$ -	30

*The balance of cash, cash equivalents and investments in the fund at the beginning of the budget year

Facilities and Property Reserve Fund

This reserve fund is used to procure and perform site preparation of property, to cover costs associated with the construction of a new fire station, and to fund the repair and upgrade of existing facilities. The Fire District attempted to pass two bonds to construct a new main station in 2012 and both attempts failed. In 2016, the District formed a Building Committee to research options for the main fire station. These options include a remodel of the existing facility.

We are currently working through the seismic rehabilitation of our main station through a grant from Business Oregon in the amount of \$702,794. In this fiscal year we have approximately \$623,737 remaining in this grant to complete this work. The remainder of the funds in this reserve are allocated between capital purchases/projects and materials and services. These funds have been used over the past two years to upgrade plumbing, heating and electrical systems at the main station. Funds have also been used to remodel the George Community station. The roof on the main fire station will be replaced during the seismic upgrade.



LB-11

**FORM
LB-11**

This fund is authorized and established by resolution / ordinance number
2007/2008 #8 on (date) June 12, 2008 for the following specified purpose:
Purchase and upgrade of facilities and properties.

**RESERVE FUND
RESOURCES AND REQUIREMENTS**

Facilities & Properties Reserve Fund

Year this reserve fund will be reviewed to be continued or abolished.

Date can not be more than 10 years after establishment.

Review Year: 2028

Estacada Rural Fire District No. 69

	Historical Data			DESCRIPTION RESOURCES AND REQUIREMENTS	Budget for Next Year 2018/2019			
	Actual		Adopted Budget This Year 2017/2018		Proposed By Budget Officer 5/4/2018	Approved By Budget Committee 5/14/2018	Adopted By Governing Body	
	Second Preceding Year 2015/2016	First Preceding Year 2016/2017						
				RESOURCES				
1	\$ -	\$ -	\$ -	Cash on hand* (cash basis) or	\$ -	\$ -	\$ -	1
2	\$ 532,400	\$ 621,589	\$ 348,436	Working Capital (accrual basis)	\$ 297,853	\$ 297,853	\$ 297,853	2
3	\$ -	\$ -	\$ -	Previously levied taxes estimated to be received	\$ -	\$ -	\$ -	3
4	\$ 51	\$ 59	\$ -	Interest	\$ 25	\$ 25	\$ 25	4
5	\$ 4,280	\$ -	\$ -	Transferred in from other funds	\$ -	\$ -	\$ -	5
6	\$ -	\$ -	\$ 702,794	Grant Income (anticipated)	\$ 623,737	\$ 623,737	\$ 623,737	6
7	\$ 150,000	\$ -	\$ -	Asset Sale Proceeds	\$ -	\$ -	\$ -	7
8								8
9	\$ 686,731	\$ 621,648	\$ 1,051,230	Total Resources, except taxes to be levied	\$ 921,615	\$ 921,615	\$ 921,615	9
10			\$ -	Taxes estimated to be received	\$ -	\$ -	\$ -	10
11	\$ -	\$ -		Taxes collected in year levied				11
12	\$ 686,731	\$ 621,648	\$ 1,051,230	TOTAL RESOURCES	\$ 921,615	\$ 921,615	\$ 921,615	12
13				REQUIREMENTS				13
	\$ 41,197	\$ 183,629	\$ 1,002,794	Capital Purchases & Projects	\$ 871,605	\$ 871,605	\$ 871,605	14
15	\$ 23,945	\$ 58,774	\$ 48,436	Materials and Services	\$ 50,000	\$ 50,000	\$ 50,000	15
16	\$ -	\$ -	\$ -	Debt Service	\$ -	\$ -	\$ -	16
17								17
18								18
19								19
20								20
21								21
22								22
23								23
24								24
25								25
26	\$ 621,589	\$ 379,245		Ending balance (prior years)				26
27			\$ -	RESERVED FOR FUTURE EXPENDITURE	\$ 10	\$ 10	\$ 10	27
28	\$ 65,142	\$ 242,403	\$ 1,051,230	TOTAL REQUIREMENTS	\$ 921,605	\$ 921,605	\$ 921,605	28

*The balance of cash, cash equivalents and investments in the fund at the beginning of the budget year

Communications and Data Systems Reserve Fund

This fund is for the purchase of new or replacement radio systems, mobile data computer systems, server systems and desktops. Most of our communications equipment has been purchased with grant funding in the past. These grant opportunities have become scarce. This reserve fund helps the Fire District plan for these future needs.

- An expense of \$22,000 is planned for this account to replace several of our mobile devices. Mobile devices include Mobile Data Computers (MDC's), Cellular Phones, iPads, and other associated equipment.
- A transfer of \$24,000 is proposed for this fund. This account has been adjusted to accurately reflect the rapid pace of technology changes and the needs of the District.
- iPads are now being used for the documentation of patient care information. These devices have been added to the replacement schedule.
- The Fire District's previous auditor made an error on the ending balance for FY15/16. This explains the \$259 difference between the FY15/16 ending balance and the FY16/17 beginning balance.

Description	Life Expectancy	Estimated Replacement Cost	Replacement Schedule
Replace Mobile Devices	3-5 Years	\$22,000	2018/19
Replace Mobile Devices	3-5 Years	\$10,000	2019/20
Replace Server, Desktops, Laptops & Hardware	5 Years	\$100,000	2021/22
Replace Mobile Devices	5 Years	\$35,000	2022/23
Replace Mobile Devices	5 Years	\$14,000	2024/25
Replace Radios, Server, Desktops & Laptops	5-12 Years	\$360,000	2026/27



**FORM
LB-11**

This fund is authorized and established by resolution / ordinance number 2010/2011 #1 on (date) June 9, 2011 for the following specified purpose:
Purchase and/or upgrade of communications and data systems.

**RESERVE FUND
RESOURCES AND REQUIREMENTS**

**Communication & Data Systems
Reserve Fund**

Year this reserve fund will be reviewed to be continued or abolished.
Date can not be more than 10 years after establishment.
Review Year: 2028

Estacada Rural Fire District No. 69

Historical Data			DESCRIPTION RESOURCES AND REQUIREMENTS	Budget for Next Year 2018/2019			
Actual		Adopted Budget This Year 2017/2018		Proposed By Budget Officer 5/4/2018	Approved By Budget Committee 5/14/2018	Adopted By Governing Body	
Second Preceding Year 2015/2016	First Preceding Year 2016/2017						
			RESOURCES				
1	\$ -	\$ -	Cash on hand* (cash basis) or	\$ -	\$ -	\$ -	1
2	\$ 4,304	\$ 19,545	Working Capital (accrual basis)	\$ 17,964	\$ 17,964	\$ 17,964	2
3	\$ -	\$ -	Previously levied taxes estimated to be received	\$ -	\$ -	\$ -	3
4	\$ -	\$ -	Interest	\$ 5	\$ 5	\$ 5	4
5	\$ 15,500	\$ 20,000	Transferred in from other funds	\$ 24,000	\$ 24,000	\$ 24,000	5
6							6
7							7
8							8
9	\$ 19,804	\$ 39,545	Total Resources, except taxes to be levied	\$ 41,969	\$ 41,969	\$ 41,969	9
10		\$ -	Taxes estimated to be received	\$ -	\$ -	\$ -	10
11	\$ -	\$ -	Taxes collected in year levied				11
12	\$ 19,804	\$ 39,545	TOTAL RESOURCES	\$ 41,969	\$ 41,969	\$ 41,969	12
			REQUIREMENTS				
13							13
14	\$ -	\$ -	Transfer to General Fund for Grant Match	\$ -	\$ -	\$ -	14
15	\$ -	\$ -	Capital Purchases / Projects	\$ 22,000	\$ 22,000	\$ 22,000	15
16	\$ -	\$ 38,649	Materials and Services	\$ -	\$ -	\$ -	16
17							17
18							18
19							19
20							20
21							21
22							22
23							23
24							24
25							25
26							26
27	\$ 19,804	\$ 896	Ending balance (prior years)				27
28		\$ 15,901	RESERVED FOR FUTURE EXPENDITURE	\$ 19,969	\$ 19,969	\$ 19,969	28
29	\$ -	\$ 38,649	TOTAL REQUIREMENTS	\$ 22,000	\$ 22,000	\$ 22,000	29

*The balance of cash, cash equivalents and investments in the fund at the beginning of the budget year

Personal Protective Equipment (PPE) & Self-Contained Breathing Apparatus (SCBA) Systems Reserve Fund

This reserve fund is for the purchase of new or replacement personal protective equipment (firefighting gear) and self-contained breathing apparatus systems (air packs and compressors). All of these items have been purchased with grant funding in the past. It is projected that these grant opportunities may become unavailable in the future. This reserve fund helps the Fire District plan for future needs.

The Fire District purchased all new self-contained breathing apparatus (SCBA) during fiscal year 2016/17. There are several manufactures of SCBA. Estacada Fire cooperated with Clackamas Fire District No. 1 to choose a manufacturer that provides equipment that meets our needs and exceeds industry standards. The purchase was completed through a competitive procurement process.

The Fire District was able to extend the life of current firefighting gear through continuous inspection and maintenance. Replacement of this personal protective gear will occur in FY 2018/19.

- A transfer of \$55,000 is proposed for this fund.
- An expenditure of \$150,000 is proposed to purchase new personal protective equipment.



Year	Description	Original Cost	Life Expectancy	Estimated Replacement Cost	Replacement Schedule
2007	Personal Protective Equipment (50 Firefighters)	\$50,000	10 Years	\$150,000	2018/19
2009	PPE Extractor (washer) and Drying System	\$18,000	10 Years	\$25,000	2019/20
2006	SCBA Compressor System	\$30,000	18 Years	\$50,000	2024/25

**FORM
LB-11**

This fund is authorized and established by resolution / ordinance number 2010/2011 #2 on (date) June 9, 2011 for the following specified purpose:
Purchase and/or upgrade of PPE and SCBA systems.

**RESERVE FUND
RESOURCES AND REQUIREMENTS**

PPE & SCBA Reserve Fund

Year this reserve fund will be reviewed to be continued or abolished.

Date can not be more than 10 years after establishment.

Review Year: 2028

Estacada Rural Fire District No. 69

	Historical Data			DESCRIPTION RESOURCES AND REQUIREMENTS	Budget for Next Year 2018/2019			
	Actual		Adopted Budget This Year 2017/2018		Proposed By Budget Officer 5/4/2018	Approved By Budget Committee 5/14/2018	Adopted By Governing Body	
	Second Preceding Year 2015/2016	First Preceding Year 2016/2017						
				RESOURCES				
1	\$ -		\$ -	Cash on hand* (cash basis) or	\$ -	\$ -	\$ -	1
2	\$ 100,001	\$ 159,001	\$ 40,354	Working Capital (accrual basis)	\$ 95,360	\$ 95,360	\$ 95,360	2
3	\$ -	\$ -	\$ -	Previously levied taxes estimated to be received	\$ -	\$ -	\$ -	3
4	\$ -	\$ 5	\$ -	Interest	\$ 5	\$ 5	\$ 5	4
5	\$ 59,000	\$ 40,000	\$ 55,000	Transferred in from other funds	\$ 55,000	\$ 55,000	\$ 55,000	5
6								6
7								7
8								8
9	\$ 159,001	\$ 199,006	\$ 95,354	Total Resources, except taxes to be levied	\$ 150,365	\$ 150,365	\$ 150,365	9
10			\$ -	Taxes estimated to be received	\$ -	\$ -	\$ -	10
11	\$ -	\$ -		Taxes collected in year levied				11
12	\$ 159,001	\$ 199,006	\$ 95,354	TOTAL RESOURCES	\$ 150,365	\$ 150,365	\$ 150,365	12
13				REQUIREMENTS				13
14	\$ -	\$ 138,751	\$ -	Capital Purchases	\$ 150,000	\$ 150,000	\$ 150,000	14
15	\$ -	\$ -	\$ -	Materials and Services	\$ -	\$ -	\$ -	15
16								16
17								17
18								18
19								19
20								20
21								21
22								22
23								23
24								24
25								25
26								26
27								27
28	\$ 159,001	\$ 60,255		Ending balance (prior years)				28
29			\$ 95,354	RESERVED FOR FUTURE EXPENDITURE	\$ 365	\$ 365	\$ 365	29
30	\$ -	\$ 138,751	\$ -	TOTAL REQUIREMENTS	\$ 150,000	\$ 150,000	\$ 150,000	30

*The balance of cash, cash equivalents and investments in the fund at the beginning of the budget year



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Appendix A - Expenditure Line Item Descriptions

Personal Services Category

- Total wages are listed for each position category (also see Appendix B).
- **Extra Wages** – This includes all overtime including minimum staffing coverage. The increase in this line item is to allow for these increases as well as the projected increase in staffing overtime.
- **Retirement** – Public Employee Retirement System (PERS) and Oregon Public Service Retirement Plan (OPSRP) contributions.
- **Workers Compensation** – Contribution to fund coverage for both career and volunteer personnel.
- **FICA** – Social Security and Medicare contributions.
- **Tri-Met Tax** – Required by Metro
- **Volunteer Program** – Length of Service Award Program (LOSAP), mileage reimbursement at .14/mile, tuition reimbursement, and the retention program.
- **Volunteer Insurance (Life, Accident, Death & Disability)** – Additional coverage for volunteer members should they become injured or disabled. This provides on and off duty coverage.
- **Career Insurance (Medical/Vision/Life)** – Costs for providing these benefits for career staff.
- **Career Insurance (Dental)** – Costs for providing this benefit for career staff.
- **Physical Exams/EAP** – The Fire District provides annual and initial physical exams, medical reviews, annual hearing tests and immunizations for all volunteers and career staff. This line item also pays for background checks and the Employee Assistance Program (EAP).
- **Unemployment** – This was previously a self-insured program. In February 2015 the Fire District joined an unemployment pool with other Oregon special districts.

Materials and Services Category

- **Election Expenses** – Pays for elections of Board Directors, bond elections and information materials.
- **Office Supplies/Equipment** – General office supplies and equipment, postage, copiers.
- **Insurance (Building/Equipment/Apparatus)** – Insurance for the listed items.
- **Professional Fees** – Lawyers, auditors, accounting consultants, payroll services, medical director, intergovernmental agreement costs, planning and consulting costs.
- **Apparatus and Equipment Maintenance** – This covers the maintenance and testing of all apparatus and associated equipment (excludes building maintenance items).
- **Gas, Fuels & Lubricants** – Gas, diesel, and oil to operate apparatus and tools. This includes propane to heat the main station.
- **Radio Equipment/Maintenance** – For the purchase and maintenance of portable and mobile radios, alpha pagers and station radio systems (radios, power supplies, antennas).

- **Building Maintenance** – This line item covers all station maintenance supplies (soaps, paper products, etc.) as well as many maintenance projects, repairs and improvements.
- **Utilities** – City services (water/sewer), electricity, telephones, cell phones, and cable/satellite television services.
- **Training (Classes/Recertification/Travel)** – All items related to fire, rescue, emergency medical services and administrative training.
- **Dispatch Services/Radios Systems** – Dispatch services and radio system infrastructure.
- **Subscriptions/Dues/Annual-Fees** – Association membership dues and fees. Publication subscriptions.
- **Medical Supplies** – All medical supplies used for providing Emergency Medical Service.
- **General Operating Expenses** – These are items that are not categorized into other line items within Materials & Services.
- **Training Supplies and Maintenance** – All training aids and supplies purchased and maintained to accomplish the mission of the Training Division.
- **Personal Protective Equipment** – Repair and replacement of individual items (gloves, hoods, helmets, passport tags and shields). Used to purchase equipment for new recruits when they cannot be fitted with existing inventory.
- **Fire Prevention/Public Education/Public Relations**– Used to purchase all fire prevention and life safety educational materials and supplies needed to carry out the mission of the Fire Prevention Division. Additional funds have been placed in here to assist with providing First Aid and CPR classes for the community.
- **Support Services Equipment and Supplies** – Used to purchase items used by Fire Corps to provide support services for the Fire District. Rehab supplies are also purchased with these funds.
- **Grant Funded Equipment** – Any grant funded items that do not fall into the Capital Outlay Fund (over \$5,000). These are not capital assets.
- **Grant Funded Services/Training** – Any grant funded items that are a service or training. These are not capital assets.
- **Firefighting Equipment and Maintenance** – Examples of items would be foam, hand tools, and chain saws. Anything that does not fall within another category (i.e. radios, technical rescue equipment, fire hose & appliances). Special Rescue Equipment and Maintenance has been added to this line item in FY 2015/16
- **Furniture Replacement** – Replacement of chairs, tables, desks, beds and storage lockers.
- **Special Rescue Equipment** –This line item has been combined with Firefighting Equipment and Maintenance line item in FY 2015/16
- **Banquet** – These funds are used to provide an annual awards/appreciation banquet for Fire District personnel.
- **Uniforms** – This funds the uniform replacement program. All uniforms are property of the Fire District and must be surrendered when replaced or when personnel leave the department.
- **Health, Wellness & Safety Programs** – This funds the safety and wellness program. It also funds the replacement and repair of exercise equipment.

- **Information Systems** –This line item covers all information technology (IT) costs. These include costs related to the purchase and renewal of software and hardware (desktops, laptops, mobile data computers, servers, routers, firewalls, wired and wireless network systems). It also includes service charges and fees for DSL and air cards.

Capital Outlay Category

- **Grant Match** – This line is here to provide a place for the Fire District to provide matching funds when purchasing capital assets. Most grants now require at least a 5% match by awardees.
- **Grants** – The actual grant funds, minus the match, appear in this category. Grants are no longer included in the budget unless it has been officially awarded.

Reserve Fund Transfers

- **Major Apparatus Reserve Fund** – This reserve funds the purchase of new or replacement major fire apparatus including fire engines, water tenders, wildland engines, and rescue vehicles.
- **Utility Vehicle Reserve Fund** – This reserve funds the purchase of new or replacement utility vehicles.
- **Fire, EMS and Rescue Equipment Reserve Fund** – This reserve funds the purchase of a Fire, EMS and rescue equipment. These items may include hydraulic rescue tool systems (Jaws-of-Life), ECG monitors, mechanical CPR devices and other items as technology progresses.
- **Facilities and Property Reserve Fund** – This reserve fund is used to procure and perform site preparation of the property and to cover costs associated with the construction, upgrade and maintenance of District facilities.
- **Communications & Data Systems Reserve Fund** – This reserve funds the purchase of new or replacement radio systems, mobile data computer systems, computer server systems and desktops.
- **PPE/SCBA Systems Reserve Fund** – This reserve funds the purchase of new or replacement personal protective equipment (firefighting gear) and self-contained breathing apparatus systems (air packs and compressors).

General Operating Contingency

A budgetary account used to appropriate resources that can be used to address events or service needs that were unanticipated during budget development. The balance in the general operating contingency becomes part of the net working capital to begin the next following fiscal year.

Unappropriated Ending Fund Balance

An amount set aside in the budget to be used as cash carry over for the following year's budget, providing a cash resource until tax money is received in November. During a fiscal year, state law prohibits transfers from this account except in the event of calamity or natural disaster.



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Appendix B - Fiscal Year 2018/2019 Salaries

Name	Position	Yearly Salary
Bob Morrisey	Fire Chief	\$143,645*
Richard Anderson	Division Chief – Support Services	\$124,879*
Jason Crowe	Division Chief – Emergency Services	\$124,879*
Rodonna Demeter	Administrative Manager	\$67,579*
Melissa Liesegang	Administrative Clerk	\$42,380*
Bruce Courtain	Shift Lieutenant	\$96,815
Steve Kent	Shift Lieutenant	\$96,815
Ron Schmitt	Shift Lieutenant	\$96,815
Don Ireland	Shift Engineer	\$92,154
Chris James	Shift Engineer	\$92,154
Dale Clarke	Shift Engineer	\$92,154
Brooke Gramer	Shift Engineer	\$92,154
Trent Westenfelt	Shift Engineer	\$87,962
Brian Neault	Shift Engineer	\$87,962

*These wages go into effect Oct. 1, 2018 after board approval



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Appendix C - Affidavit of Publications



6605 SE Lake Road, Portland, OR 97222
PO Box 22109 Portland, OR 97269-2169
Phone: 503-684-0360 Fax: 503-620-3433
E-mail: legals@commnewspapers.com

AFFIDAVIT OF PUBLICATION

State of Oregon, County of Clackamas, SS I,
Charlotte Allsop, being the first duly sworn,
depose and say that I am the Accounting
Manager of the **Estacada News**, a newspa-
per of general circulation, serving Estacada
in the aforesaid county and state, as defined
by ORS 193.010 and 193.020, that

NOTICE OF BUDGET COMMITTEE MEETING

Monday, May 14, 2018 at 7:00 p.m.
Ad#: 45684

A copy of which is hereto annexed, was
published in the entire issue of said
newspaper(s) for 1 week(s) in the
following issue(s):
05/03/2018

Charlotte Allsop
Charlotte Allsop (Accounting Manager)

Subscribed and sworn to before me this
05/03/2018.

Shawn M. Sroufe
NOTARY PUBLIC FOR OREGON

Acct #: 104359
Attn:
ESTACADA RURAL FIRE DISTRICT#69
PO BOX 608
ESTACADA, OR 97023





6605 SE Lake Road, Portland, OR 97222
PO Box 22109 Portland, OR 97269-2169
Phone: 503-684-0360 Fax: 503-620-3433
E-mail: legals@commnewspapers.com

AFFIDAVIT OF PUBLICATION

State of Oregon, County of Clackamas, SS I, Charlotte Allsop, being the first duly sworn, depose and say that I am the Accounting Manager of the **Estacada News**, a newspaper of general circulation, serving Estacada in the aforesaid county and state, as defined by ORS 193.010 and 193.020, that

NOTICE OF BUDGET COMMITTEE MEETING

Monday, May 14, 2018 at 7:00 p.m.
Ad#: 46861

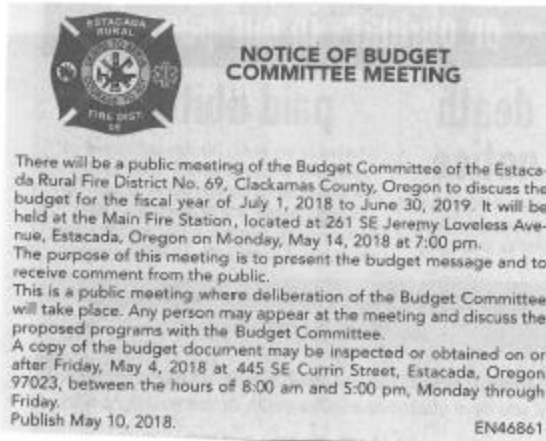
A copy of which is hereto annexed, was published in the entire issue of said newspaper(s) for 1 week(s) in the following issue(s):
05/10/2018


Charlotte Allsop (Accounting Manager)

Subscribed and sworn to before me this 05/10/2018.


NOTARY PUBLIC FOR OREGON

Acct #: 104359
Attn:
ESTACADA RURAL FIRE DISTRICT#69
PO BOX 608
ESTACADA, OR 97023



NOTICE OF BUDGET COMMITTEE MEETING

There will be a public meeting of the Budget Committee of the Estacada Rural Fire District No. 69, Clackamas County, Oregon to discuss the budget for the fiscal year of July 1, 2018 to June 30, 2019. It will be held at the Main Fire Station, located at 261 SE Jeremy Loveless Avenue, Estacada, Oregon on Monday, May 14, 2018 at 7:00 pm. The purpose of this meeting is to present the budget message and to receive comment from the public.

This is a public meeting where deliberation of the Budget Committee will take place. Any person may appear at the meeting and discuss the proposed programs with the Budget Committee.

A copy of the budget document may be inspected or obtained on or after Friday, May 4, 2018 at 445 SE Currin Street, Estacada, Oregon 97023, between the hours of 8:00 am and 5:00 pm, Monday through Friday.

Publish May 10, 2018. EN46861





6605 SE Lake Road, Portland, OR 97222
 PO Box 22109 Portland, OR 97269-2169
 Phone: 503-684-0360 Fax: 503-620-3433
 E-mail: legals@commnewspapers.com

AFFIDAVIT OF PUBLICATION

State of Oregon, County of Clackamas, SS I, Charlotte Allsop, being the first duly sworn, depose and say that I am the Accounting Manager of the **Estacada News**, a newspaper of general circulation, serving Estacada in the aforesaid county and state, as defined by ORS 193.010 and 193.020, that

**Estacada Rural Fire District #69
 Budget Hearing June 21st Form LB-1
 Ad#: 49780**

A copy of which is hereto annexed, was published in the entire issue of said newspaper(s) for 1 week(s) in the following issue(s):
06/07/2018

Charlotte Allsop
 Charlotte Allsop (Accounting Manager)

Subscribed and sworn to before me this
06/07/2018.

Shawn M. Sroufe
 NOTARY PUBLIC FOR OREGON

Acct #: 104359
Attn: Melissa Liesegang
 ESTACADA RURAL FIRE DISTRICT#69
 PO BOX 608
 ESTACADA, OR 97023



FORM LB-1 NOTICE OF BUDGET HEARING

A meeting of the Estacada Rural Fire District No. 69 Board of Directors will be held on **June 26, 2018** at 7:30 pm at 201 SE Jeremy Lowers Ave., Estacada, Oregon 97023. The purpose of this meeting will be to discuss the budget for the fiscal year beginning July 1, 2018, as approved by the Estacada Rural Fire District No. 69 Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at 445 SE Curtin St., Estacada, Oregon 97023 between the hours of 8:00 am and 5:00 pm.

This budget was prepared on a basis of accounting that is consistent with the basis of accounting used during the preceding year.
 Clackamas County: Estacada For: *Matthew Silva* Treasurer
 Clackamas County: Estacada For: *Matthew Silva* Treasurer

FINANCIAL SUMMARY

	Adopted Budget Current Year 2017-18	Approved Budget Next Year 2018-19
<input type="checkbox"/> Check this box if your budget only has one fund		
TOTAL OF ALL FUNDS		
1. Total Personal Services	2,020,040	2,407,075
2. Total Materials and Supplies	613,000	751,000
3. Total Capital Outlay	-	-
4. Total Debt Service	-	-
5. Total Other Services	175,000	172,000
6. Total Transfers	225,000	250,000
7. Total Special Programs	-	-
8. Total Unappropriated and Reserved for Future Expenditures	735,000	750,000
9. Total Requirements - 2018 Lines 1 through 8	3,897,040	4,280,075
10. Total Resources Except Property Taxes	1,402,105	1,662,428
11. Total Property Taxes Estimated for Revenue	2,494,935	2,617,647
12. Total Requirements - 2018 Lines 10 and 11	3,897,040	4,280,075
13. Total Property Taxes Estimated to be Received (Line 11)	2,494,935	2,617,647
14. Plus: Estimated Property Taxes Not to be Received	(3,871)	(4,101)
15. Less: Due to Constitutional Limits	187,791.21	196,726.28
16. Discourse Allowed - Other Unallocated Amounts	3,683,722.80	2,810,371.87
17. Total Tax Levied - (Add lines 13 and 14 A & B)	2,492,143.59	2,409,814.59
18. Property Tax Levied (Other levies)	2,402.9	2,402.9
19. Local Option Taxes	-	-
20. Levy for Bonded Debt or Obligations	-	-

STATEMENT OF INDEBTEDNESS

Published 6/07/2018 None Debt Outstanding As Stated Below None Debt Authorized, Not Incurred As Stated Below **EN49780**



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Appendix D – Resolution 2018-05



ESTACADA RURAL FIRE DISTRICT NO. 69

"DESIRE TO SERVE, COURAGE TO ACT"

RESOLUTION 2018-05

RESOLUTION ADOPTING THE 2018/2019 BUDGET, APPROPRIATING FUNDS AND IMPOSING & CATEGORIZING TAXES

ADOPTING THE BUDGET

BE IT RESOLVED that the Board of Directors of the Estacada Rural Fire District No. 69 hereby adopts the budget for fiscal year 2018/2019 in the total of \$5,433,680 now on file at the Estacada Rural Fire District Administrative Office at 445 SE Currin St., Estacada, OR 97023.

MAKING APPROPRIATIONS

BE IT RESOLVED that the amounts for the fiscal year beginning July 1, 2018 and for the purposes shown below are hereby appropriated:

General Fund		Apparatus Reserve Fund	
Personal Services	\$2,407,075	Capital Purchase	\$0
Materials & Services	\$751,000	Materials & Services	\$40,000
Capital Outlay	\$0	Debt Service	\$0
Transfers	\$122,000	Total	\$40,000
Contingency	\$250,000	Utility Vehicle Reserve Fund	
Total	\$3,530,075	Capital Purchase	\$0
		Materials & Services	\$20,000
		Total	\$20,000
		Fire, EMS, Rescue Tool Reserve Fund	
		Capital Purchase	\$0
		Total	\$0
		Facilities and Property Reserve Fund	
Debit Service Fund		Capital Purchase	\$871,605
Debt Service	\$0	Materials & Services	\$50,000
		Total	\$921,605
		Communication and Data Systems Reserve Fund	
		Materials & Services	\$22,000
		Total	\$22,000
		PPE and SCBA Systems Reserve Fund	
		Capital Purchase	\$150,000
		Total	\$150,000

TOTAL APPROPRIATIONS, ALL FUNDS	\$4,683,680
UNAPPROPRIATED ENDING BALANCE	\$750,000
TOTAL ADOPTED BUDGET	\$5,433,680

445 SE Currin St., P.O. Box 608, Estacada, OR 97023
Phone: 503-630-7712 Fax: 503-630-7757

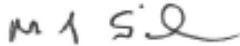
IMPOSING THE TAX

BE IT RESOLVED that the Board of Directors of Estacada Rural Fire District No. 69 hereby imposes the taxes provided for in the adopted budget at the rate of \$ 2.4029 per \$1,000 of assessed value of \$1,169,578,123 for operations; and in the amount of \$ 0.00 for local option tax or bonds; and that these taxes are hereby imposed and categorized for tax year 2018/2019 upon the assessed value of all taxable property within the district as follows:

CATEGORIZING THE TAX

General Government Limitation		Excluded from Limitation
General Fund	\$2.4029/\$1,000	
Local Option Tax	\$0/\$1,000	
Debt Service Fund		\$0

The above resolution statements were approved and declared adopted on this 21st day of June 2018



Matthew Silva, President



Chris Randall, Secretary/Treasurer

Appendix E – Financial Policies

Assignment of Fund Balances

ESTACADA RURAL FIRE DISTRICT NO. 69

BOARD OF DIRECTORS POLICY

ADOPTED: 10-12-2017

SUBJECT: Assignment of Fund Balances

PURPOSE: The purpose of this policy is to comply with the Governmental Accounting Standards Board (GASB) Statement No. 54 and to grant authorization for specific members of management to assign fund balances.

- I. The Administrative Manager shall be responsible for monitoring and reporting the District's various reserves and fund balance categories. The Fire Chief is directed to make recommendations to the Board on the use of reserve funds both as an element of the annual operating budget submission and from time to time throughout the year as needs may arise. Annually, the budget officer for the Fire District shall be responsible for identification of resource assignments within the proposed budget document. The assignments contained within the adopted budget shall be considered approved by the Board, and any changes in assignment shall be reported to the board/council at each regular meeting.

APPROVED

MATTHEW SILVA

BOARD PRESIDENT

Disposal of Equipment and Scrap

ESTACADA RURAL FIRE DISTRICT NO. 69

BOARD OF DIRECTORS POLICY

ADOPTED: 10-12-2017

SUBJECT: DISPOSAL OF EQUIPMENT AND SCRAP ITEMS

PURPOSE: To provide direction for disposal of district assets.

PROCEDURE:

I. Summary

The Fire Chief shall, from time to time, poll division heads in order to determine whether any supplies, equipment, or materials might be considered surplus or scrap. With respect to items with an original acquisition cost not exceeding \$20,000, the Fire Chief shall determine the manner of disposing such scrap or surplus items. The Board of Directors shall declare items surplus when the original acquisition cost exceeds \$20,000. In all cases, the Board shall be notified of any disposal of surplus items at least on an annual basis.

Once disposal has been approved by the Fire Chief or the Board of Directors, the list will be forwarded to the Administrative Manager for documentation purposes.

The method of sale or disposition of any surplus or scrap items shall depend upon the nature of the items. Such methods shall include: (1) transfer or sale to other public agencies, (2) trade-in as part of a new purchase, or (3) sale by auction, advertisement for sealed bids, or negotiations (e.g. eBay Motors, GovDeals, etc.). Items of nominal value may be given without consideration. The Emergency Services Division, under the direction of the Fire Chief, shall be responsible for carrying out the disposition procedures for surplus or scrap items. In all cases, steps shall be taken to indemnify the Fire District against loss or liability that may result from use of the items after disposition, transfer, or sale.

II. Original Acquisition Cost Determination

To the extent data is available; Administration will prepare adequate documentation describing the items and its method of original purchase, original acquisition cost, and current fair market value.

III. Sealed Bid Procedure

The surplus/scrap items may be disposed of by means of a sealed bid procedure, conducted similarly to the formal competitive bid procedure. Upon appropriate determination and approval as described above, the Fire Chief shall cause a Notice of Sale to be placed in a newspaper of general circulation within the boundaries of the Fire District for a period of not less than two weeks. Such notice shall adequately describe the items to be sold, including, where appropriate, the original acquisition cost and date. The notice shall state that the sale shall be made to the highest responsive bidder, and that the items will be sold in an "as-is", "where-is" and "with all faults" condition. The Notice may also specify the amount of a minimum bid, if any. The notice may be sent to known interested dealers and other parties, including other area fire departments.

IV. Auction

The disposition of items may be undertaken by means of an auction. The Chief shall cause to be published once, by general circulation, with a notice of intention to sell at auction to the highest bidder at the time and place therein specified. The Notice shall adequately describe the items to be disposed of, including, if appropriate, the original acquisition cost and date. The sale may be conducted by the Fire District or, alternatively, may be held in conjunction with the State of Oregon, Clackamas County, or other public auction. Each item shall be sold to the highest bidder.

V. Other Methods of Disposal (Trade-In, Negotiation, Etc.)

Fire District personnel making the surplus/scrap determination may also provide for disposal of the items by any other reasonable means designed to maximize the property's disposal value. Such alternate means of disposition may include trading the surplus/scrap property in for new supplies, equipment, and materials. Arrangements for a trade-in connection with a purchase shall be conducted in accordance with the procedures mandated by this Purchasing Manual. In no case shall a trade-in represent a lower dollar value than could have been realized by means of another verified method of sale or disposition.

The Support Division may proceed to dispose of the property by negotiating the sale thereof. Procedures for such negotiated sale shall follow the general procedures for negotiated purchases outlined in this section.

VI. Prohibited Sales

Sale of items shall not be permitted to any of the following:

The Board of Directors may authorize sales to Board members, Fire District officers, and employees provided that safeguards are in place (such as sealed bids or sale by an

unbiased third party) to ensure that the board member, officer or employee has no advantage in the bidding process that over any other member of the public.

VII. Notification

The Board of Directors will be notified regularly, (i.e. once per year) of all items that are sold, salvaged out, or donated, and all capital items that are otherwise disposed of by the Fire District. This is the responsibility of the Support Division.

APPROVED

MATTHEW SILVA

BOARD PRESIDENT

Flow Assumption Policy

ESTACADA RURAL FIRE DISTRICT NO. 69

BOARD OF DIRECTORS POLICY

ADOPTED: 10-12-2017

SUBJECT: Flow Assumption Policy

PURPOSE: The purpose of this policy is to comply with the Governmental Accounting Standards Board (GASB) Statement No. 54 and to establish spending priority.

- I. When both restricted and unrestricted fund balances are available for use, it is the Fire District's policy to use restricted fund balance first, then unrestricted fund balance. Furthermore, committed fund balances are reduced first, followed by assigned amounts, and then unassigned amounts when expenditures are incurred for purposes for which amounts in any of those unrestricted fund balance classifications can be used. Additionally, all spendable, unrestricted revenue amounts in the special revenue funds, debt service funds, and capital projects funds are committed/assigned to be used for the purpose for which the fund was established.

APPROVED

MATTHEW SILVA

BOARD PRESIDENT

Minimum Fund Balance Policy

ESTACADA RURAL FIRE DISTRICT NO. 69

BOARD OF DIRECTORS POLICY

ADOPTED: 12-14-2017

SUBJECT: Minimum Fund Balance Policy

PURPOSE: The purpose of this policy is to comply with the Governmental Accounting Standards Board (GASB) Statement No. 54 and to establish a minimum fund balance.

- I. The District considers that it is prudent to establish a reserve for economic uncertainties to safeguard the District's financial stability. The board has determined that a prudent reserve for a District of our size is enough funds to sustain the operation of the Fire District for four months to enable normal General Fund expenditures and other financing uses between July 1 and receipt of tax revenue in November.

The board may appropriate unassigned fund balance purposes for emergency purposes, as deemed necessary, even if such use decreases the fund balance below the designated reserve mentioned above. Emergency purposes do not include the offsetting of property taxes or mismanagement of funds.

APPROVED

MATTHEW SILVA

BOARD PRESIDENT

Process for Committing Funds Policy

ESTACADA RURAL FIRE DISTRICT NO. 69

BOARD OF DIRECTORS POLICY

ADOPTED: 12-14-2017

SUBJECT: Process for Committing Funds Policy

PURPOSE: The purpose of this policy is to comply with the Governmental Accounting Standards Board (GASB) Statement No. 54 and to establish a process for committing funds.

- I. Commitment of fund balance shall be done through adoption of a resolution or ordinance by the board. Further, commitments of fund balance may be modified or rescinded only through approval of the board via resolution or ordinance.

APPROVED

MATTHEW SILVA

BOARD PRESIDENT

ESTACADA RURAL FIRE DISTRICT NO. 69

BOARD OF DIRECTORS POLICY

ADOPTED: 04-19-2018

SUBJECT: PURCHASING

PURPOSE: Purchasing is controlled by the Fire District budget and Oregon Revised Statutes related to public purchasing.

AUTHORITY:

The Fire Chief and other district managers/supervisors are authorized to purchase equipment, materials, and supplies within the constraints of their programs, adopted budget, and public purchasing policies. Expenditure control is the responsibility of each district manager subject to the budget.

PROCEDURE:

- I. District managers/supervisors can order and receive items as they deem necessary. It is recommended that bulk purchasing, state contracts and other joint purchasing be utilized to reduce costs. All purchase orders are to be signed by the appropriate manager(s) for payment and coded with the appropriate account or notation. When purchased items are received the packing slip, invoice, statement and/or other documentation will be completed and forwarded to the Administrative Manager for payment. All item quantities will be verified as received and in good order.
- II. The Administration Manager will perform the following functions:
 - a. Ensure that all documentation is completed accurately
 - b. Enter all expenditures into the fire district accounting program
 - c. Arrange and forward all monthly financial reports, invoices, statements, checks and other documentation to the Fire Chief for review
- III. The Fire Chief will review all purchases and:
 - a. Ensure that all checks are accounted for and in order
 - b. Ensure that expense check totals equate to the payment requested on invoices and/or statements

- c. Check that purchase orders have correct documentation, account numbers and signatures
- IV. The Board of Directors will review financial documents and provide two (2) signatures on all expense checks. All electronic fund transfers (EFTs) will be reviewed by the Board and a coversheet containing a summary of all EFTs will be signed by two (2) board directors.

APPROVED

MATTHEW SILVA

BOARD PRESIDENT



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