

Jackson County Fire District 4

Annual Budget Fiscal Year 2025/2026



Adopted

*By the Governing Body of
Jackson County Fire District 4
Board of Directors Meeting
June 11, 2025*

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Introduction of Members

BOARD OF DIRECTORS

As of July 2024

<u>Name</u>	<u>Role</u>	<u>Position</u>	<u>Term Expires</u>
Mike Krutsch	President	#5	June 30, 2027
Elizabeth Higgs	Vice President	#1	June 30, 2027
Erika Schumacher	Secretary	#4	June 30, 2027
Greg Winfrey	Director	#2	June 30, 2025
Linda Hughes	Director	#3	June 30, 2025

BUDGET COMMITTEE

As of July 2025

The budget committee consists of the Board of Directors and five citizen members.

<u>Name</u>	<u>Term Expires</u>
Mike Malepsy	January 1, 2028
Dick McGregor	January 1, 2028
Debbie Glass	January 1, 2028
Laura Huntington	January 1, 2027
Chet Krupa	January 1, 2027

DISTRICT ADMINISTRATIVE STAFF

<u>Name</u>	<u>Role</u>	<u>Status</u>	<u>Serving Since</u>
Travis Crume	Fire Chief	Fulltime	2023
Lalaina Castle	Administrative Assistant	Parttime	2019

Budget Calendar

1.	Appoint budget officer and budget committee	February 12
2.	Approve the budget calendar	February 12
<hr/>		
4.	Prepare the proposed budget	April 1
5.	Publish 1st notice of budget committee meeting no more than 30 days before the meeting.	April 3
6.	Publish 2nd newspaper notice of budget committee meeting at least 5 days before the meeting and post it online at least ten days before the meeting	April 10
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7.	Budget committee meeting	April 24
8.	Second budget committee meeting (if needed)	May 1
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9.	Hold budget hearing	June 11
10.	Board meeting to enact resolutions to adopt budget, make appropriations, impose and categorize taxes	June 11
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11.	Submit tax certification documents to the assessor by July 15	July 1
12.	Submit a copy of the complete budget to the county clerk	July 1

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JACKSON COUNTY FIRE DISTRICT 4

21200 HWY 62 • SHADY COVE, OR • 97539 • (541) 878-2666

April 24, 2025

Budget Committee Members and Citizens
Jackson County Fire District No. 4
Shady Cove, Oregon

Budget Committee and Citizens

I am pleased to present the **proposed** 2025/2026 fiscal year budget for Jackson County Fire District 4 (JCFD4). As the budget officer, I have prepared this budget for your review and approval in accordance with the Fire District's Strategic Plan as adopted by the Board of Directors and in compliance with Oregon Budget Law. This budget has been created to address current needs while also forecasting future requirements of the Fire District. The primary goal of this budget is to be fiscally responsible with revenues we receive from our District patrons while providing services and programs that align with our vision and mission statements.

Vision

To reduce and/or eliminate risk from fire, rescue, and medical events in the Upper Rogue Communities we serve.

Mission

To protect life and property through all-hazard emergency response services, public education, and prevention activities.

The District underwent a strategic planning process in 2022, culminating in the adoption of the Strategic Plan by the Board of Directors in September of that year. This Strategic Plan serves as the guiding framework for our budgetary process, ensuring that future developments remain focused on addressing mission-critical needs.

Our current Strategic Plan identifies four priorities designed to focus the organization's effort on achieving our vision. Each goal has desired outcomes to further define how progress will be measured.

Strategic Priorities:

- Priority A: Recruit and develop highly qualified, well-trained staff and volunteers at effective levels throughout the district.
- Priority B: Improve safety, reliability, and effectiveness of equipment, grounds, and facilities.
- Priority C: Educate and communicate with the public effectively.
- Priority D: Enhance the financial health and sustainability of the district.

During this past fiscal year, the District focused on accomplishing our Strategic Plan objectives through projects and programs that continued to provide the most effective emergency response and prevention services to our citizens.

Some of those critical accomplishments include:

- Maintained our partnership with the Rogue Valley Fire & Rescue Alliance
- Continued our Regional RCC Student Firefighter Program
- Enhanced our Volunteer Program
- Held the Annual Awards Banquet
- Continued to fund and manage a Community Wildfire Risk Reduction Program
- Continued and managed our website
- Created new Rescue Boat Operator Curricula
- Entering into an IGA with JCFD3 for Tablet Command, and;
- Annexation of Properties

Short and Long-Term Planning

The following represents short- and long-term objectives on which the District will be focused in the ensuing fiscal year.

- Continue to evaluate the condition, age, and replacement options for large capital items.
- Plan for the construction of a Firewise Garden.
- Complete the purchase of a new type 1 fire engine.
- Begin the planning phase of the Annex building at Station 30.
- Continues evaluating the station's needs and establishes an action plan to complete them.
- Upgrade our radios to ensure integration with the ECSO Radio Infrastructure Project, and;
- Work with staff to create a Training Grounds Development Plan.

Budget Message

Funds

The Fire District operates on the General Fund and the Capital Projects Fund. The Fire District has not created or added additional funds for the fiscal year 2025/2026.

General Fund

Revenue Summary

JCFD4 projects modest growth in total operating revenue for the 2025/2026 fiscal year, supported by multiple funding streams. These include the beginning fund balance, property tax revenue, interest income, equipment and merchandise sales, donations, miscellaneous income, and grant funding.

The proposed budget reflects a 1.65% increase in property tax revenue, rising from \$1,754,000 to \$1,783,000. This increase, while moderate, is tempered by reductions linked to tax assessment appeals from Pacific Power, partially offsetting gains from rising property values and improved interest earnings.

Revenue from equipment and merchandise sales is expected to remain steady at \$2,000. Grant income is forecasted to rise to \$65,000, and donations are projected to remain unchanged at \$1,000. Miscellaneous income, however, is anticipated to decline by 28.6%, dropping from \$7,000 to \$5,000. Meanwhile, the beginning fund balance is expected to grow by 4.5%, reaching \$1,620,000.

In total, the proposed General Fund revenue for FY 2025/2026 is projected at \$3,591,000—a 3.67% increase over the previous year.

LB 20 Form

Revenues

2022/2023	2023/2024	2024/2025	2024/2025			2025/2026	
Actual	Actual	Adopted	Estimated	Over/(Under)	Account	Description	Requested
1,653,501	1,736,321	1,754,000	(20,000)		1-40010	Taxes; Current	1,783,000
32,591	28,569	35,000	(5,000)		1-40020	Taxes; Prior	25,000
56,544	123,680	80,000	40,000		1-40030	Interest	90,000
0	0	2,000	(2,000)		1-40060	Sale of Equipment/Merchandise	2,000
586,800	35,000	35,000	75,000		1-40200	Grants; Local, State, Federal	65,000
695	500	1,000	0		1-40400	Donations	1,000
4,214	55,949	7,000	(6,000)		1-40500	Miscellaneous Income	5,000
1,053,334	1,710,491	1,550,000	0		1-40000	Beginning Fund Balance	1,620,000
3,387,679	3,690,510	3,464,000	82,000			Revenue Totals:	3,591,000

Personnel Services

The Personnel Services section of the JCFD4 budget outlines all projected staffing-related expenditures, including salaries, wages, employee benefits, and other compensation-related costs associated with maintaining a qualified and responsive workforce.

For the 2025/2026 fiscal year, the proposed budget allocation for Personnel Services is \$1,798,700, marking a 2.79% increase over the previous year’s allocation of \$1,749,900. This upward adjustment is driven by multiple contributing factors, including:

- Contractual wage increases negotiated through labor agreements,
- Escalating premiums for retirement contributions and healthcare coverage,
- A notable increase in overtime and out-of-class pay, primarily due to the rollout of Paid Leave Oregon.

As part of efforts to improve financial transparency and compliance, a new line item, 1-58222 – Paid Family Leave, has been introduced at the request of the District’s financial oversight. This dedicated line tracks costs associated with Oregon’s Paid Leave program separately from other leave-related expenses, ensuring clearer accounting and more precise reporting of personnel-related obligations.

Additionally, a structural change has been made within this budget category: the Fuel Reduction line item has been consolidated into line item 1-60274 under the Materials and Services section. This change was made to enhance the clarity of expenditure classifications and provide a more accurate depiction of operational costs. Overall, Personnel Services account for 91.3% of the District’s operating revenue and represent 50% of the total proposed budget for the fiscal year.

LB 30 & 31 Forms

Personal Services

2022/2023 Actual	2023/2024 Actual	2024/2025 Budget	2024/2025		Description	FTE	2025/2026 Requested
			Estimated Over/(Under)	Account			
86,974	110,000	114,400	0	1-51110	Fire Chief	1.00	120,000
16,865	19,438	36,000	(14,000)	1-52120	Staff Assistant	0.80	38,000
186,899	215,537	251,000	(40,000)	1-52130	Fire Captains	3.00	270,000
250,519	174,248	280,000	(20,000)	1-52150	Firefighters	4.00	302,000
0	33,653	67,500	0	1-52140	Seasonal Firefighters	1.54	70,500
0	86,916	95,000	0	1-57100	Fuel Reduction (Moved Funds to 1-60274)		0
135,747	114,724	135,000	30,000	1-58190	Overtime (1.5)		155,000
0	0	0	0	1-58191	FLSA Premium Pay		0
10,267	4,477	8,500	6,000	1-58193	Out of Class		19,000
1,800	2,300	0	0	1-58194	Education Incentive		2,600
30,014	31,299	40,000	(7,000)	1-58195	Incentive		36,000
4,269	7,645	10,000	0	1-58196	Longevity		10,100
0	0	5,000	0	1-58197	Accrual Payouts		4,000
171,887	187,675	252,000	(30,000)	1-58201	PERS Retirement		294,000
0	3,100	12,000	(6,000)	1-58211	Retirement/Deferred Comp		11,000
227,148	254,554	331,000	(65,000)	1-58212	Health Benefits		345,000
55,638	55,718	77,500	(7,000)	1-58220	FICA/Medicare PR Taxes		74,000
29,303	16,399	35,000	(6,000)	1-58221	Workers' Comp Ins		42,000
0	0	0	0	1-58222	Paid Family Leave (PFML)		5,500
0	0	0	0	1-58225	Unemployment Insurance		0
1,207,330	1,317,683	1,749,900	(159,000)		Personal Services Totals		1,798,700

Material and Services

The Materials and Services section of the JCFD4 budget outlines the projected costs required to support the district's daily operations. This includes expenditures for supplies, equipment maintenance, professional and technical services, utilities, and other essential resources that ensure operational efficiency and readiness.

For the 2025/2026 fiscal year, the proposed allocation for Materials and Services is \$782,900—representing a minimal increase of 0.03% compared to the previous year's \$782,660. This slight rise is attributed to strategic fund reallocations and a continued emphasis on cost optimization across various operational areas.

A key adjustment in this year's budget is the consolidation of the Fuel Reduction expense. Previously divided between the Personal Services and Materials and Services categories, it has now been fully incorporated under line item 1-60274 within Materials and Services. While the funding for Fuel Reduction has decreased—due to the conclusion of a \$500,000 OSFM grant in its final performance year—this reclassification enhances financial transparency and better aligns with best practices in budget management.

Despite the overall stability of the category, several individual line items have seen targeted increases to support critical initiatives and infrastructure improvements. These include:

- New turnout gear and uniforms for incoming volunteer and seasonal firefighters
- Deployment of *Tablet Command* as a modern replacement for the current Mobile Data Terminals (MDTs)
- Ongoing support and maintenance of the *Station Alerting System*
- Procurement of a new *Computer Server* to enhance IT capabilities
- Costs related to the *ECSO Radio Infrastructure Project*
- Planned purchases of *Firefighter Training Props* to support hands-on training efforts

While the total category expenditure remains relatively unchanged, the proposed budget reflects JCFD4's continued commitment to operational excellence. It ensures the district remains well-equipped to deliver high-quality fire protection and emergency response services, all while maintaining fiscal responsibility and adaptability.

Material & Services			2024/2025			2025/2026
2022/2023	2023/2024	2024/2025	Estimated	Account	Description	Requested
Actual	Actual	Budget	Over/(Under)			
2,796	10,082	10,000	0	1-58203	Vaccinations and Pre-Entrance Screening Exams	12,000
15,757	20,827	35,000	10,000	1-58205	Uniforms and Personal Protection Equip	40,000
2,827	11,019	10,000	3,000	1-60219	Office Supplies	17,000
5,081	654	6,000	(3,000)	1-60224	Miscellaneous Expense	5,000
51	1	2,300	(1,500)	1-60221	Fees	2,000
20,366	20,406	28,000	0	1-60223	Medical	25,000
2,253	1,158	4,000	(2,000)	1-60222	Fire Prevention	3,000
0	0	30,000	(20,000)	1-60023	Alliance	22,000
6,412	5,021	10,000	(6,000)	1-60226	Small Tools & Equip	7,500
1,584	245	10,000	(8,000)	1-60225	Radios and Equipment	38,000
5,867	6,555	7,000	1,500	1-60227	Station	10,000
13,316	18,572	24,000	0	1-60230	Fuel & Lubricants	26,500
34,940	34,465	40,000	40,000	1-60250	M&R; Vehicles	55,000
5,413	11,918	18,000	(12,000)	1-60251	M&R; Buildings & Grounds	13,000
11,433	3,114	10,000	0	1-60254	M&R; Equipment	15,000
9,539	11,567	13,500	0	1-60271	Auditor	15,000
2,061	285	8,000	(4,000)	1-60275	Legal and Professional Services	5,500
14,880	20,593	22,500	0	1-60278	Property/Liability Ins	24,500
2,000	2,000	2,500	0	1-60279	Supervising Physician	3,200
50,452	51,966	60,000	(3,000)	1-60273	Dispatch	57,000
5,000	0	7,000	(4,000)	1-60277	Mgmt. & Consulting Services	5,000
7,143	6,069	7,000	0	1-60276	Maintenance Contracts & Services	7,400
0	29,732	292,000	(200,000)	1-60274	Fuel Reduction	204,300
3,309	6,082	8,000	(2,000)	1-60272	Information Technology & Systems	39,000
23,950	18,807	50,000	(15,000)	1-60280	Student Firefighter Program	46,000
5,435	6,967	8,000	0	1-60281	Recognition and Rehab	7,580
9,817	11,036	11,500	1,000	1-60290	Telephones and Data Plans	14,500
554	555	700	50	1-60310	Sewer	900
3,889	3,953	4,500	(1,000)	1-60311	Gas/Propane	5,500
5,271	6,574	6,500	1,500	1-60312	Electricity	9,000
1,246	1,384	1,800	200	1-60313	Garbage	2,200
10,922	10,142	10,000	3,500	1-60410	Dues and Subscriptions	15,500
2,046	1,180	2,760	0	1-60430	Advertisements/Elections	3,740
9,248	9,173	22,000	(10,000)	1-60450	Training	26,000
0	0	100	0	1-62100	Interest on Bank Loan	100
294,858	342,102	782,660	(230,750)		Materials & Services Totals	782,920

Interfund Transfers

As part of the District's proposed budget for the upcoming fiscal year, a total of \$189,200 has been allocated for transfer to the Capital Projects Fund. This interfund transfer is a strategic financial move intended to support the District's ongoing commitment to infrastructure development and long-term capital improvements.

Transfers			2024/2025			2025/2026
2022/2023	2023/2024	2024/2025	Estimated	Account	Description	Requested
Actual	Actual	Budget	Over/(Under)			
175,000	225,000	300,000	0	1-90100	Transfer to Capital Projects Fund	189,200

Operational Contingency

For the fiscal year 2025/2026, the District has proposed an operating contingency budget of \$196,180. This amount represents approximately 11% of the anticipated property tax revenues, and serves as a crucial component of the District's overall financial planning and risk management strategy.

Operating contingency funds are established to provide a financial buffer against unexpected or unforeseen expenditures that may arise during the fiscal year. These could include emergency repairs, unexpected increases in operational costs, legislative changes affecting funding, or other unpredictable events that could otherwise disrupt the District's ability to maintain essential services and programs.

By setting aside a contingency equal to 11% of property tax collections—the District's primary source of revenue—the budget reflects a prudent and responsible fiscal approach, ensuring that operations remain stable even in the face of uncertainties. This reserve strengthens the District's ability to respond flexibly and quickly to challenges without requiring sudden budget adjustments or reductions in service levels.

It's important to note that these contingency funds are not earmarked for specific expenditures, but instead provide discretionary capacity for the Board and administration to address emergent needs, with all uses subject to formal approval. The inclusion of this contingency also supports the District's broader goals of financial resilience, sustainability, and continuity of operations.

Operating Contingency			2024/2025			2025/2026
2022/2023	2023/2024	2024/2025	Estimated	Account	Description	Requested
Actual	Actual	Budget	Over/(Under)			
0	0	105,240	(105,240)	1-80070	Operating Contingency	196,180

Debt Services

The District has no debit services budgeted for the 2024/2025 fiscal year.

Debt Service			2024/2025			2025/2026
2022/2023	2023/2024	2023/2024	Estimated	Account	Description	Requested
Actual	Actual	Budget	Over/(Under)			
0	0	0	0	1-1-80010-000	Debt Service Principal	0
0	0	0	0	1-1-80011-000	Debt Service Interest	0
0	0	0	0		Debt Service Totals	0

Unappropriated Ending Fund Balance

The proposed Unappropriated Ending Fund Balance (UEFB) is \$624,000, equivalent to 35% of the property taxes. The UEFB represents the minimum cash reserve the District would hold at the close of the fiscal year if all line item accounts and contingencies were fully expended. This reserve is crucial because property tax receipts typically decline during summer, resulting in minimal revenue.

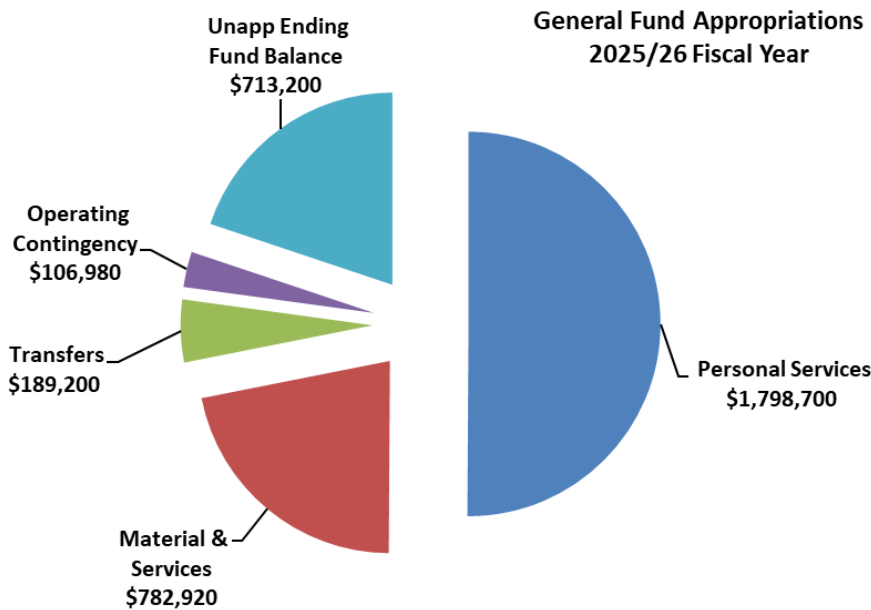
Maintaining a sufficient UEFB is essential as it ensures the District has the necessary cash reserves to meet financial obligations, such as payroll and routine expenditures, until property taxes begin to be distributed by the County Treasurer in November. This balance mitigates the need for short-term loans and safeguards the District's ability to honor its commitments.

Unapp Ending Fund Balance		2024/2025		Account	Description	2025/2026 Requested
2022/2023 Actual	2023/2024 Actual	2024/2025 Budget	Estimated Over/(Under)			
0	0	526,200	(526,200)	1-99000	Unapp Ending Fund Balance	624,000

Expenditures Totals

The proposed 2025/2026 General Fund balances at \$0.

Expenditures Totals						
1,677,188	1,884,785	3,464,000	(1,021,190)	Expenditure Totals		3,591,000
Revenue Totals						
3,387,679	3,690,510	3,464,000	82,000	Revenue Totals		3,591,000
Difference between Revenue & Expenditures						
1,710,491	1,805,725	0	1,103,190			0



Capital Projects Fund

Revenue Summary

The Capital Projects Fund is specifically designated to finance major expenditures such as building renovations, facility upgrades, equipment replacements, and other large-scale infrastructure projects that are not feasible to cover through the general operating budget. By transferring funds into this Fund, the District ensures that there are sufficient resources available to initiate, continue, or complete critical capital projects.

The proposed budget includes a transfer of \$189,200 from the General Fund—a strategic move intended to bolster reserve funds for future capital expenses, including the construction of a Firewise Garden and planned station improvements. With a beginning fund balance anticipated at \$549,000, this allocation brings the total projected revenue to \$738,200, ensuring the District remains well-positioned to address current and emerging infrastructure needs.

Revenues			2024/2025			2025/2026
2022/2023	2023/2024	2024/2025	Estimated	Account	Description	Requested
Actual	Actual	Budget	Over/(Under)			
175,000	225,000	300,000	0	2-41000	Transfer from General Fund	189,200
0	0	0	0	2-42000	Grant Revenue	0
0	0	0	0	2-43000	Loan Proceeds	0
425,368	597,459	660,000	0	2-40000	Beginning Fund Balance	549,000
600,368	822,459	960,000	0		Capital Fund Revenue Total	738,200

Expenditures

The proposed budget includes allocations of \$40,000 for the Firewise Garden project, \$260,000 for the construction of an Annex Building at station 30, \$410,000 for the final payment of a new Type 1 fire engine, \$28,200 for department equipment related to the new Type 1 fire engine, and \$0 for reserves.

Expenditures			2024/2025			2025/2026
2022/2023	2023/2024	2024/2025	Estimated	Account	Description	Requested
Actual	Actual	Budget	Over/(Under)			
2,909	53,837	40,000	(39,000)	2-70532	C/O; Buildings/Land	300,000
0	44,096	800,000	(390,000)	2-70533	C/O; Apparatus and Vehicles	410,000
0	16,815	20,000	(20,000)	2-70535	C/O; Department Equipment	28,200
597,459	707,711	100,000	(100,000)	2-99000	Reserved/Future Expenditure	0
600,368	822,459	960,000	(549,000)		Capital Fund Expenditure Totals	738,200

Total for all Funds

The total revenues and expenditures across all funds amount to \$4,329,200, achieving a balanced budget.

Ending Fund Balances					
2022/2023	2023/2024	2024/2025	Estimated		2025/2026
3,988,047	4,512,969	4,424,000	82,000	Revenues	4,329,200
2,277,556	2,707,244	4,424,000	-1,570,190	Expenditures	4,329,200
1,710,491	1,805,725	0	1,652,190	Difference	0

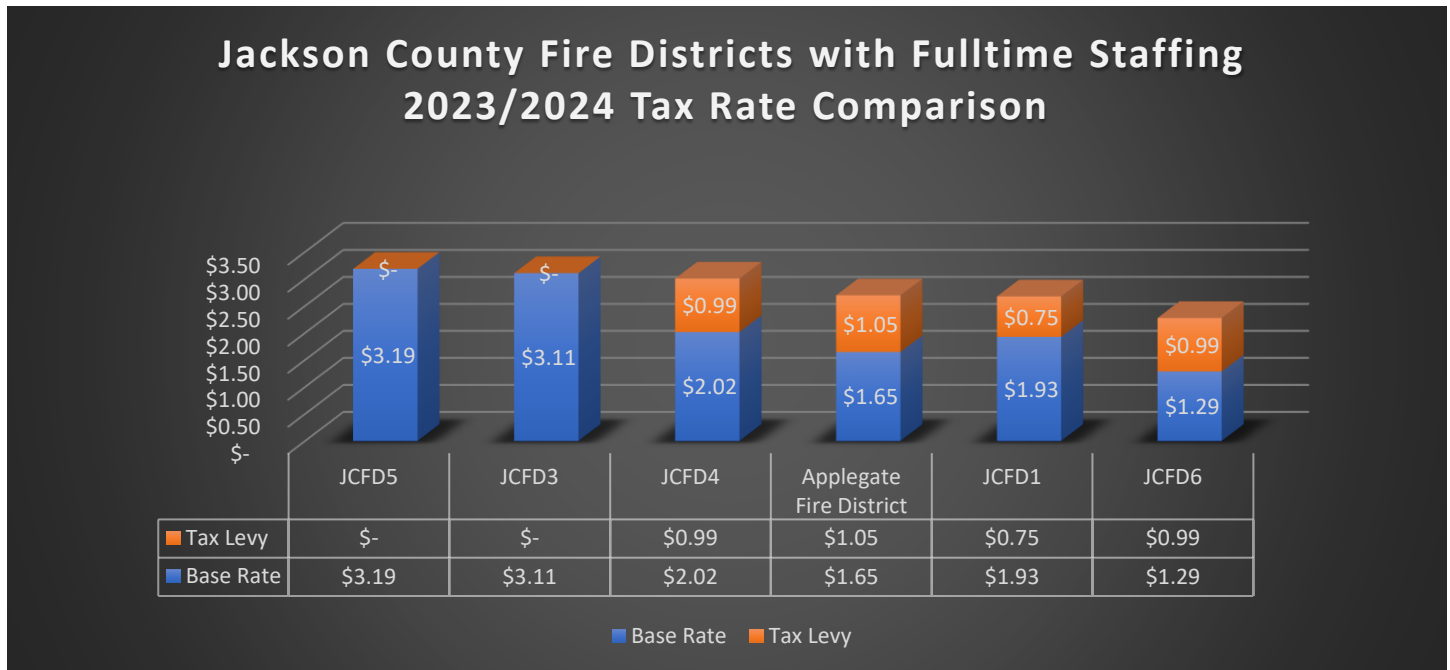
Budget Summary

District Funding

The 2025/2026 fiscal year budget is based on the District’s permanent tax rate of \$2.0181 per \$1,000 of taxable assessed valuation. Additionally, it includes the local option tax levy at a rate of \$0.99 per \$1,000 of taxable assessed valuation.

A 3% increase in the overall assessed property valuation is projected, with an estimated 94% collection rate on tax receipts.

The total proposed budget for all funds for the 2025/2026 fiscal year, presented on April 24, 2025, amounts to \$4,329,200, reflecting an overall 2.14% decrease compared to the previous fiscal year.



Recommendation

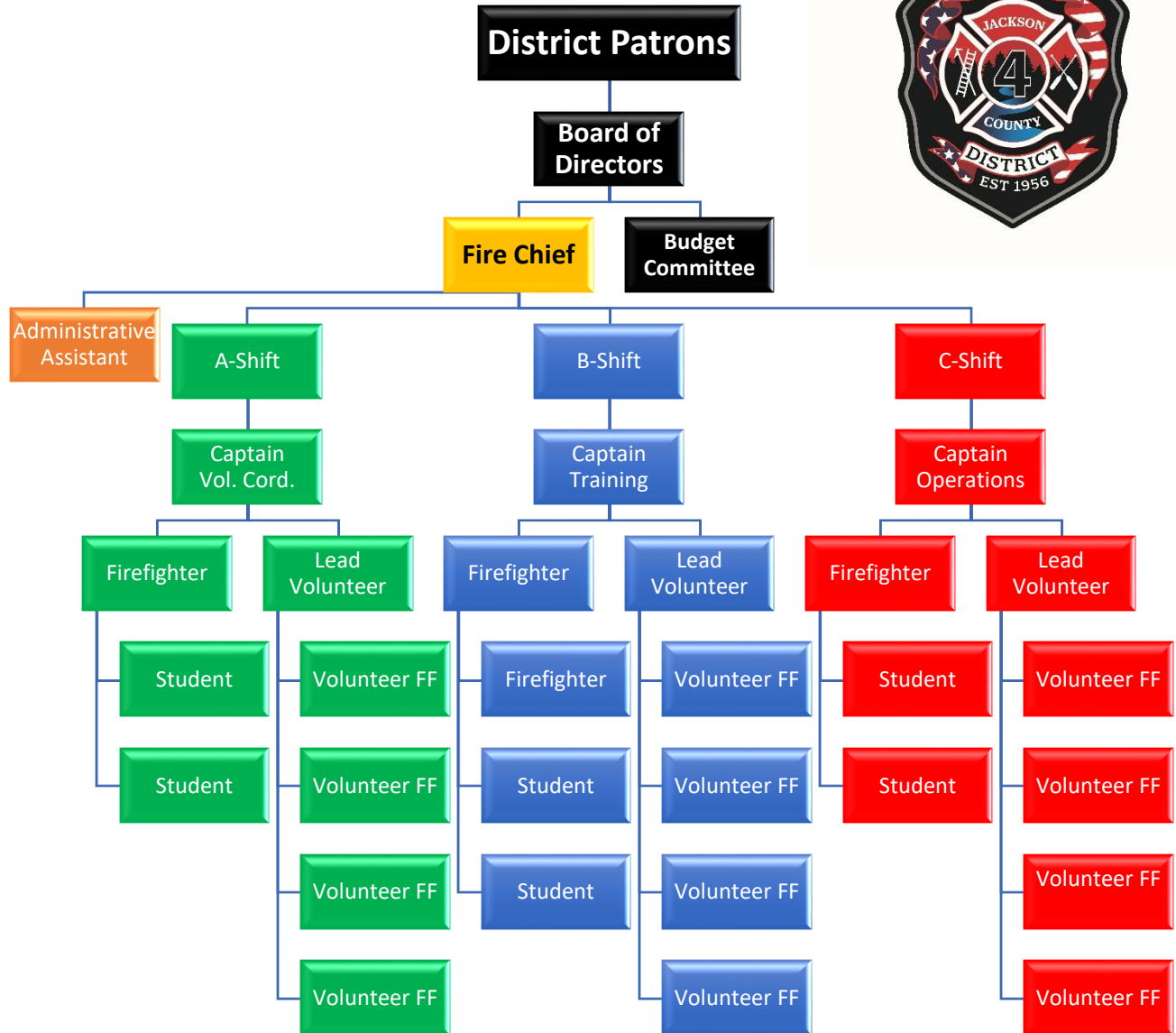
The proposed 2025/2026 fiscal year budget has been developed with a focus on creating a sustainable, long-term service delivery framework for the residents we serve. This budget is structured to meet our operational needs, ensuring that the District maintains its ability to provide efficient emergency response and life safety services to our community.

Additionally, it reflects our dedication to staying responsive to both the evolving needs of our patrons and the current economic climate. In light of these priorities, I recommend the 2025/2026 fiscal year budget for your approval.

Travis Crume

Travis Crume
Fire Chief / Budget Officer

Organizational Chart



Strategic Plan

VISION:

To reduce and/or eliminate risk from fire, rescue and medical events in the Upper Rogue Communities we serve.

MISSION:

To protect life and property through all-hazard emergency response services, public education and prevention activity.

PRIORITY A Recruit and develop highly-qualified, well-trained staff and volunteers at effective levels throughout the District.	PRIORITY B Improve safety, reliability, and effectiveness of equipment, grounds and facilities	PRIORITY C Educate and communicate with the public effectively	PRIORITY D Enhance the financial health and sustainability of the district
DESIRED OUTCOMES <ul style="list-style-type: none"> Hire full time fire chief Maintain active and effective volunteer program Provide consistent training and development approach and standard Increase minimum staffing Positive department morale and 	DESIRED OUTCOMES <ul style="list-style-type: none"> Develop and implement Preplan program Provide professional apparatus and equipment inspection and maintenance at least annually Develop master plan for the layout for functional areas of the property Improved safety and security of the station and property 	DESIRED OUTCOMES <ul style="list-style-type: none"> Develop prevention strategy and plan Inform Upper Rogue community about their fire district and available resources Educate, communicate, and partner with City of Shady Cove and cooperating agencies and groups 	DESIRED OUTCOMES <ul style="list-style-type: none"> Increase new revenue Secure finances for replacement of apparatus and improvement of facilities Develop and implement administrative plan, including backup plan
KEY STRATEGIES & ACTIVITIES <ul style="list-style-type: none"> Develop an effective Board Review Fire Chief's Job Description Identify training needs and gaps (minimum training standards) Develop staffing proposal to increase staffing 	KEY STRATEGIES & ACTIVITIES <ul style="list-style-type: none"> Implement preplan program for emergency response Develop a plan to address our facilities needs Partner with architect to complete needs assessment of the fire station Complete needs assessment of the grounds 	KEY STRATEGIES & ACTIVITIES <ul style="list-style-type: none"> Identify available resources Fire Wise Garden Social Media footprint 	KEY STRATEGIES & ACTIVITIES <ul style="list-style-type: none"> Identify different revenue source. Capital equipment replacement program

Priority A:

Recruit and develop highly qualified, well-trained staff and volunteers at effective levels throughout the District

Desired Outcomes:

- Hire full time fire chief
- Maintain active and effective volunteer program
- Provide consistent training and development approach and standard
- Increase minimum staffing
- Promote positive department morale and communications

STRATEGIES & ACTIVITIES	RESPONSIBLE PARTIES	PERFORMANCE INDICATORS & PROGRESS	CONSIDERATIONS & RESOURCES
<p>Hire a full-time Fire Chief</p> <ol style="list-style-type: none"> 1. Review Fire Chief's Job Description 2. Select a recruiting company 3. Conduct background 4. Board makes job offers 5. Provide regular reviews 	<p>Lead: Fire Chief</p> <p>Collaborators: Board Members</p>	<ul style="list-style-type: none"> • Recruitment company selected by October 2022 • Offers out by January 2023 • New Fire Chief starts June 5, 2023 	<ul style="list-style-type: none"> • Chief Winfrey to retire April 2023 • Potential recruiting companies: <ul style="list-style-type: none"> ○ Alliance ○ SDAO ○ ESCI ○ Completed
<p>Provide consistent training and development approach and standard</p> <ol style="list-style-type: none"> 1. Identify training needs and gaps (minimum training standards) 2. Utilize monthly training assignment/calendar <ol style="list-style-type: none"> 2.1. Complete all training assignments 3. Participate with the RITA 	<p>Lead: Buma</p> <p>Collaborators: Fire Chief Captains</p>	<ul style="list-style-type: none"> • Training objectives identified and training assignment to start after fire season 2023 • I am scheduled to meet with JCFD3 to discuss joint training through the alliance • I have agreed to join two training programs hosted by JCFD3: RQI and Blue Card • I have created a new Training Calander and reinstated Tuesday Night Drills • We are in the process of creating new Rescue Boat Operator Curriculum. 	

<p>Increase minimum staffing</p> <ol style="list-style-type: none"> 1. Develop staffing proposal to increase staffing <ol style="list-style-type: none"> 1.1. Board/Budget approval 1.2. Develop funding strategy 2. Determine work schedules 3. Review Union contract 	<p>Lead: Fire Chief Collaborators:</p>	<ul style="list-style-type: none"> • No further recommendations • Completed 	<ul style="list-style-type: none"> • Minimum staffing • Consider mandatory callback in the CBA
<p>Promote positive department morale and communications</p> <ol style="list-style-type: none"> 1. Host Annual Recognition Awards and Dinner 2. Facilitate Interpersonal communication and conflict resolution training 3. Board members to attend training or conference annually 4. Develop a new Board member checklist. 	<p>Lead: Buma Collaborators: L Castle</p>	<ul style="list-style-type: none"> • Five Board members attend SDAO conferences. • New board manual is about 50% complete. • I have implemented a routine of morning coffee with the crews five days a week. • I am attended a DPSST conference on November 30, 2023 • 4 BOD Members and I attended The SDAO Conference. • JCFD4 Awards Banquet was held on March 9th. • We have scheduled the Awards Banquet for March 8th. 	

Priority B:

Improve safety, reliability, and effectiveness of equipment, grounds, and facilities.

Desired Outcomes:

- Develop and implement Preplan programs
- Provide professional apparatus and equipment inspection and maintenance at least annually
- Develop master plan for the layout for functional areas of the property
- Improve safety and security of the station and property

STRATEGIES & ACTIVITIES	RESPONSIBLE PARTIES	PERFORMANCE INDICATORS & PROGRESS	CONSIDERATIONS & RESOURCES
<p>Implement Preplan program</p> <ol style="list-style-type: none"> 1. Programs: First Due, Zone Haven, Enterra <ol style="list-style-type: none"> 1.1. Subscribe 1.2. Train staff 1.3. Integrate into policy/procedure 	<p>Lead: Fire Chief Collaborators: Buma</p>	<ul style="list-style-type: none"> • We are working with JCFD3 to coordinate the implementation of “First Due”. • We are now signed up with OSFM’s “Survey 123” database • We hosted a Zone Haven Meeting in March. • Zone Haven is Operational • D3 has agreed to host Tablet Command for us, waiting on a IGA 	<ul style="list-style-type: none"> • We will be updating our new MDT with Zone Haven • We will be integrating with Tablet Command in the next couple of months
<p>Develop a master plan for the layout of functional areas of the property</p> <ol style="list-style-type: none"> 1. Partner with the architect to complete the needs assessment of the fire station 2. Complete needs assessment of the grounds 	<p>Lead: Fire Chief Collaborators: Architect Fire Chief</p>	<ul style="list-style-type: none"> • In progress • Tabled for the New Chief to manage. • I met with Gene Abell to discuss the Station Project. • I’m working on three options for the project • The fire station “Plan A” drawings are being converted to CAD. • Currently on hold 	<ul style="list-style-type: none"> • Master response planning with auto-aid partners • Coordination with City and County • I met with Gene Abell to discuss the viability of the county property on the Rogue River

<p>Improved safety and security of the station and property</p> <ol style="list-style-type: none"> 1. Install security gates and fences to enclose the back parking lot 2. Consider an electronic security system (camera, door) for building access 	<p>Lead: Collaborators:</p>	<ul style="list-style-type: none"> • I got a quote from Verkada for an electronic security system. • I propose waiting to integrate with station remodel/replacement 	
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Priority C:
Educate and communicate with the public effectively

Desired Outcomes:

- Develop prevention strategy and plan
- Inform Upper Rogue community about their fire district and available resources
- Effectively utilize a variety of local media and online tools.
- Educate, communicate, and partner with City of Shady Cove and cooperating agencies and groups

STRATEGIES & ACTIVITIES	RESPONSIBLE PARTIES	PERFORMANCE INDICATORS & PROGRESS	CONSIDERATIONS & RESOURCES
<p>Develop a prevention strategy and plan</p> <ol style="list-style-type: none"> 1. Develop a fire prevention strategy and plan <ol style="list-style-type: none"> 1.1. Identify available resources (funding, community partnerships, etc.) 1.2. Conduct Business and private property consultation. 	<p>Lead: Wold Collaborators: Fire Chief L Castle</p>	<ul style="list-style-type: none"> • Several grants applied for fuel reduction in the district and adjoining fire districts • Wood chipper purchased with the grant and district money • We attended the CWRR Grant Summit in Salem to kick off the grant program along with Prospect Fire. • We have created a steering committee for the CWRR grant. • The CWRR Program is up and running. • We are now in the Maintenance Phase 	<p>Consider grant funding options.</p>

<p>Inform the Upper Rogue community about their fire district and available resources</p> <ol style="list-style-type: none"> 1. Establish Fire Wise Garden established 2. Install a new District sign with a reader board 	<p>Lead: Wold Collaborators: L Castle</p>	<ul style="list-style-type: none"> • Board approved the purchase. • Working on power, water, and permits. • I signed the contract with Sign Dude. • Reader Board Installation November 2023 • I have been writing newsletter articles for the city of Shady Cove. • We are now in the Maintenance Phase 	
<p>Effectively utilize variety of local media and online tools are used and effective</p> <ol style="list-style-type: none"> 1. Determine feasibility of contract/volunteer web, social media etc. manager 	<p>Lead: Fire Chief Collaborators:</p>	<ul style="list-style-type: none"> • I met with Streamline and Paul to discuss website options. • I recommend going with Streamline and consolidating social media presence into the website. • The new Streamline website is in development • Our new website is live • We are now in the Maintenance Phase 	
<p>Educate, communicate, and partner with City of Shady Cove and cooperating agencies and groups</p> <ol style="list-style-type: none"> 1. Attend City Council, Support Group, RV Fire Chief's Association, Jackson County EMS meetings 2. Identify other opportunities for collaboration, including the Tri-District Alliance 	<p>Lead: Fire Chief Collaborators:</p>	<ul style="list-style-type: none"> • Continue regular attendance at cooperative agency meetings. • Continue support of the Rogue Valley Fire Rescue Alliance • The Alliance is starting a shared EMS Training program. • I'm now the vice president of the Fire Chiefs Association. • We are now in the Maintenance Phase 	

**Priority D:
Enhance the financial health and sustainability of the District**

Desired Outcomes:

- Increase new revenue
- Secure finances for replacement of apparatus and improvement of facilities
- Develop and implement administrative plan, including staffing backup plans

STRATEGIES & ACTIVITIES	RESPONSIBLE PARTIES	PERFORMANCE INDICATORS & PROGRESS	CONSIDERATIONS & RESOURCES
<p>Increase new revenue</p> <ol style="list-style-type: none"> 1. Review tax role to ensure that all properties are properly assessed 2. Assess adjoining district properties for inclusion into the district 3. Identify and explore alternative funding sources, such as grants, raft surcharge, user fees, etc. 4. Recruit a Grant Writer 	<p>Lead: Fire Chief Collaborators: Wold</p>	<ul style="list-style-type: none"> • Tyler Wold has identified two properties that we could potentially annex into the District • We have received one request for annexation • I have tasked Taylor with creating a map for prospective annexations. • I created a spreadsheet of potential properties for annexation into the District. 	<ul style="list-style-type: none"> • I recommend that we create a Cost Recovery Policy. • Explore services to the Core/County for Season Lost Creek Lake EMS and Rescue. • I recommend hiring Vickers Consulting for grant writing services.
<p>Secure finances for the replacement of apparatus and improvement of facilities</p> <ol style="list-style-type: none"> 1. Develop a replacement cycle for all apparatus and equipment. 2. Identify the funding source through a loan, tax base, bonds, or grant 	<p>Lead: Fire Chief Collaborators: Board L Castle</p>	<ul style="list-style-type: none"> • FEMA AFG is coming up. I will be considering submitting a B30 replacement apparatus grant. • I have contacted Vicker Consulting, and we are working on a Grant Plan. • I met with Director Winfrey and updated our FEMA account in preparation for the next grant cycle. 	<ul style="list-style-type: none"> • USDA Grant • Congressional Spending Request • FEMA AFG • Chaney Family Foundation • West Family Foundation

		<ul style="list-style-type: none"> • I submitted a FEMA AFG grant B30 replacement. 	
<p>Develop and implement administrative plan, including a backup plan</p> <ol style="list-style-type: none"> 1. Establish a monthly bookkeeping review 2. Establish a backup Fire Chief plan 3. Update Board Policy Manual 4. Update Personnel Policy Procedure Manual 	<p>Lead: Fire Chief Collaborators: Elder Buma Fitzpatrick L Castle</p>	<ul style="list-style-type: none"> • Bookkeeper monthly reviews. • Board manual is in progress to be completed in June. • I reviewed our current Organizational Manual. • The board has agreed to partner with JCFD3 in proposing a contract with Lexipol for next FY. • I updated three of our Personnel Policies. • We recently added a new Board Decorum Policy • We have a new bookkeeping review person. 	<ul style="list-style-type: none"> • I received a quote from Lexipol to create and maintain a policy and procedure manual. • I'm in the process of researching our options for policy development.