

# PHILOMATH FIRE & RESCUE

December 13, 2021

**Location: Philomath Fire & Rescue**

**3:00 PM**

**Regular Session Board Meeting**

I. CALL TO ORDER/ROLL CALL

II. ACTION ITEMS

- A. Approval of Minutes – November 8, 2021 & November 19, 2021 Special Session
- B. Approval of Bills – November 2021

III. PUBLIC COMMENT

IV. STAFF REPORTS

- 1. Board Report – OFDDA Conference Debrief
- 2. Fire Chief – Miller Report
- 3. Board Secretary – Rodriguez
  - Revenue/Expense Report
  - Review of Check Register
  - Chief Vacation Hours

V. REPRESENTATIVE REPORTS

- 1. Volunteer Association - Louden
- 2. IAFF Local 4925 – Saalsaa

VI. OLD BUSINESS

- 1. Appreciation Dinner
- 2. District Fiscal/Strategic Planning – Next Steps & Committee Appointment
- 3. Cybersecurity Policy – Cpt. Saalsaa

VII. NEW BUSINESS

- 1. Smoke Guidelines – 1<sup>st</sup> Reading
- 2. Discuss Implementation of a Conflagration Policy
- 3. Supplemental Budget - Resolution 21-04
- 4. Negotiations - Appointment of Committee Members
- 5. Review Master Plan
- 6. Board Policies – Discussion
- 7. Chief's Evaluation – February 2022
- 8. SDAO Conference – Feb 10-13, 2022

VIII. ACTION ITEMS

IX. NEXT MEETING – January 10, 2022

X. ADJOURNMENT

A Fire Board member shall strive to:

Refuse to use their position on the Board in any way whatsoever for personal gain or for personal prestige.  
(Board Member Code of Conduct presented by Ken Jones at the 2014 Fire Service Conference)

# PHILOMATH FIRE & RESCUE

November 8, 2021

## Regular Session Board Meeting

- I. **CALL TO ORDER/ROLL CALL** – The Philomath Fire & Rescue Board of Directors meeting was called to order at 1502 by President Robyn Jones. Board members present were President Robyn Jones, Rick Brand, Doug Edmonds, Treasurer Ken Corbin, and Vice President Daphne Phillips. Staff members present were Fire Chief Tom Miller and Office Administrator (OA) Lilee Rodriguez. **Guests:** George Dunkel of SDAO, Volunteer President Andy Louden, Deputy Chief (DC) Chancy Ferguson, Firefighter Andrew Licon.

II. **ACTION ITEMS**

- A. **Approval of Minutes** – Edmonds motioned to approve the October 11, 2021 board minutes as presented. Treasurer Corbin seconded. Motion passed 5-0.
- B. **Approval of Bills** – OA Rodriguez presented the bills for the month of October 2021 noting the annual fee for the Medical Director, a new vendor, Feynman Group, who is helping assess the District's IT services need, a fee for legal postings for the supplemental budget, and additional expenses for coffee for the District, related to finding less expensive alternatives. OA Rodriguez also noted an erroneous duplicate charge in the amount of \$170.10 from Chipotle in Corvallis, she added that the repayment of this charge has been received. Staff and the Board discussed IT support for upcoming cybersecurity changes. Chief Miller noted that the District will pursue a grant for these IT services as well as security cameras for stations 202 & 203. The Board asked to have Captain Saalsaa attend the December meeting to discuss this further. **Treasurer Corbin motioned to approve payment of the bills in the amount of \$39,669.90. Phillips seconded. Motion passed 5-0.**

III. **PUBLIC COMMENT** – None.

IV. **STAFF REPORTS**

1. **Board Report** – Board President Jones noted that she had nothing to report. Edmonds reported that he attended a training in Junction City and his report was included in the Board packet. Treasurer Corbin noted that he attended the OFDDA Conference and it was a very worthwhile event.
2. **Fire Chief** – Chief Miller's report was included in the Board packet.
3. **Board Secretary** –
  - **Revenue/Expense Report** – OA Rodriguez presented the Revenue/Expense reports, noting a -\$0.06 correction on the GO Bond Fund that should have been on the Debt Services Fund, which has since been corrected. She also noted the current General Fund level adding that the District had started to receive their tax revenue on November 1<sup>st</sup>.
  - **Review of Check Register** – OA Rodriguez reviewed the Check Registers for both September and October 2021, noting deposits for classes taught by the District, merchandise sales, and insurance returns. She also noted that Checks # 31669 and 31703, both for Life Assist, were voided due to utilizing a credit on the account with them.
  - Chief vacation hours were included in the Board packet.

V. **REPRESENTATIVE REPORTS**

1. Volunteer Association – Volunteer President Louden stated that the Volunteers are holding their meetings by zoom, due to covid. He also noted that they are still waiting on input from the membership about the appreciation dinner.
2. IAFF Local 4925 – Union President Saalsaa was not present.

VI. OLD BUSINESS

1. Appreciation Dinner – Tabled to December meeting.
2. Apparatus Replacement Plan – Tabled to December meeting, also to be combined with the Strategic Planning discussion.
3. Covid Temporary Administrative Order – OA Rodriguez reviewed the included Temporary Order for Covid Vaccination and the process for exemptions, testing, and logging.
4. District Fiscal/Strategic Planning – Edmonds talked about the financial challenges facing the District and his efforts to understand what options are available for the District to supplement the tax revenue. OA Rodriguez noted that Chief Miller will be discussing the Strategic Planning with the leadership and their upcoming retreat. Chief Miller discussed some of the opportunities and challenges of Bonds and Levies as well as partnering with neighboring districts. The Board asked Chief Miller to report back on this topic at the December meeting. Edmonds encouraged the Board members and staff to bring feedback on this project to the December meeting in order to keep moving forward with it.

VII. NEW BUSINESS

1. Board Training - George Dunkel, of SDAO, gave his Board 101 presentation immediately following the Approval of Bills. He reviewed the Oregon Statutes that relate to Fire Service and discussed the Board Roles & Responsibilities. Mr. Dunkel provided copies of his PowerPoint presentation, the recently updated Oregon Government Ethics Laws, and handouts related to Board Meetings, Public Meetings, and Executive Sessions. A brief break was taken after Mr. Dunkel's presentation and the board reconvened at 1640.
2. Smoke Guidelines – 1<sup>st</sup> Reading – Tabled to December meeting.
3. Cybersecurity Policy – 1<sup>st</sup> Reading – OA Rodriguez noted that the draft policy is included in the Board packet, adding that she will invite Captain Saalsaa to the next meeting to discuss some of the details. This policy will return at the December meeting as a 1<sup>st</sup> reading.
4. Discuss Implementation of a Conflagration Policy – Tabled to December meeting.
5. SDAO Best Practices – OA Rodriguez noted that the survey was completed and the District qualified for the full 10% discount.
6. Civil Service Minutes – October 5, 2021 – OA Rodriguez noted that the minutes of the October Civil Service Commission meeting are included in the Board packet.

VIII. ACTION ITEMS – None.

- IX. NEXT MEETING – The next Board meeting is scheduled for December 13, 2021 at 3 pm.
- X. ADJOURNMENT – Meeting adjourned at 1714.

# PHILOMATH FIRE & RESCUE

November 19, 2021

**Location: Philomath Fire & Rescue**

**4:00 PM**

**Special Session Board Meeting by Zoom**

- I. **CALL TO ORDER/ROLL CALL** – The Philomath Fire & Rescue Board of Directors Special Session was called to order at 16:03 by President Robyn Jones. Board members present were President Robyn Jones, Vice President Daphne Phillips, Doug Edmonds, Rick Brand (joined at 16:12), and Treasurer Ken Corbin. Staff present was Fire Chief Tom Miller.
- II. **ACTION ITEMS - Purchase of New Firefighting Vehicle** – Chief Miller stated that the District personnel had an opportunity to evaluate and drive this vehicle earlier in the month. He added that the final cost for the vehicle will be \$289,601, per the included proposal from Hughes Fire Equipment. Chief Miller and the Board discussed additional costs for logos and outfitting, estimated at about \$8,000. Chief Miller clarified that this vehicle will be a suitable vehicle for Station 202, the size of the bay and the number of response personnel in that area. Chief Miller and the Board discussed funding for the vehicle as well as some of the specifications of it. **Phillips motioned to approve the purchase of this vehicle in the amount of \$289,601. Corbin seconded.** Edmonds reminded the Board that this new vehicle purchase will need to be factored into the vehicle replacement plan and the strategic planning. **Motion passed 5-0.**
- III. **PUBLIC COMMENT** – None.
- IV. **ADJOURNMENT** – Meeting adjourned at 16:15.

9:58 AM

12/07/21

Accrual Basis

**Philomath Fire and Rescue  
Transaction by Account  
November 2021**

Type	Date	Name	Memo	Amount	Balance
<b>Ordinary Income/Expense</b>					
<b>Expense</b>					
<b>6000 · Materials and Services</b>					
<b>6901 · Cost of Goods Sold</b>					
Sales ...	11/16/2021	Walk In		8.30	8.30
		Total 6901 · Cost of Goods Sold		8.30	8.30
<b>6216 · Supplies - FA/CPR Education</b>					
Bill	11/04/2021	OSCU 402518-73	5 FA/CPR cards	100.00	100.00
Bill	11/04/2021	OSCU 402518-73	FA/CPR books	250.00	350.00
Bill	11/04/2021	OSCU 402518-73	7 FA CPR Cards	140.00	490.00
Bill	11/08/2021	OSCU 402518-73	9 FA/CPR cards	180.00	670.00
Bill	11/17/2021	Cheri Damitio	BLS Instructor class - 11/08/21	70.79	740.79
		Total 6216 · Supplies - FA/CPR Education		740.79	740.79
<b>6001 · Contracted Professional Service</b>					
Bill	11/04/2021	Good Earth Pest Company	203 - Quarterly Pest Service	95.00	95.00
Bill	11/04/2021	Kamind IT, Inc.	Microsoft 365 Support	195.84	290.84
Bill	11/04/2021	Accuity, LLC	Audit FY 20-21 progressive bill	5,000.00	5,290.84
Bill	11/17/2021	Local Government Law Group	Legal services	73.50	5,364.34
		Total 6001 · Contracted Professional Service		5,364.34	5,364.34
<b>6010 · Office Supplies</b>					
Bill	11/04/2021	OSCU 402518-72	training folders	32.98	32.98
Bill	11/04/2021	OSCU 402518-72	manila envelopes	10.99	43.97
Bill	11/08/2021	ProPrint	Fall 2021 Newsletter Printing	1,259.86	1,303.83
Bill	11/17/2021	OSCU 402518-72	label tape	24.10	1,327.93
		Total 6010 · Office Supplies		1,327.93	1,327.93
<b>6030 · Dues and Fees</b>					
Check	11/04/2021	Intuit	Payroll processing fee	15.75	15.75
Check	11/10/2021	AsiFlex	Admin fee	11.25	27.00
Bill	11/17/2021	Philomath Area Chamber of ...	Chamber membership dues	225.00	252.00
Bill	11/17/2021	Oregon Government Ethics ...	Government Ethics Commission fee	548.82	800.82
Check	11/30/2021		Service Charge	0.10	800.92
		Total 6030 · Dues and Fees		800.92	800.92
<b>6040 · Publications and Elections</b>					
Bill	11/17/2021	Midvalley Newspapers	Supplemental Budget Posting	493.68	493.68
		Total 6040 · Publications and Elections		493.68	493.68
<b>6050 · Utilities</b>					
Bill	11/04/2021	City of Philomath	Fire Line - Water	15.20	15.20
Bill	11/04/2021	City of Philomath	201 - Water	420.90	436.10
Bill	11/04/2021	Consumers Power Inc.	Bellfountain - Power	70.95	507.05
Bill	11/04/2021	Consumers Power Inc.	203 - Power	112.55	619.60
Bill	11/04/2021	Culligan	Bottled water	189.30	808.90
Bill	11/17/2021	Republic Services	201 - Garbage	232.18	1,041.08
Bill	11/17/2021	Republic Services	203 - garbage	32.97	1,074.05
Bill	11/17/2021	NW Natural	201 - Natural Gas	211.47	1,285.52
Bill	11/17/2021	Consumers Power Inc.	Daisy Dr - Power	31.89	1,317.41
Bill	11/17/2021	Consumers Power Inc.	Prist Rd - Power	65.54	1,382.95
Bill	11/17/2021	Consumers Power Inc.	202 - Power	138.70	1,521.65
		Total 6050 · Utilities		1,521.65	1,521.65
<b>6060 · Telephone, Pagers, Internet</b>					
Bill	11/04/2021	Pioneer Telephone Coopera...	202 - Phones & Internet	243.62	243.62
Bill	11/04/2021	Alyrica	201 - Phones & internet	592.86	836.48
Check	11/05/2021	AT&T Mobility	Internet for tablets	40.02	876.50
Check	11/06/2021	Comcast	201 - cable	13.15	889.65
Check	11/21/2021	Verizon	Tablets & LT Phone	267.72	1,157.37
		Total 6060 · Telephone, Pagers, Internet		1,157.37	1,157.37

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12/07/21

Accrual Basis

**Philomath Fire and Rescue  
Transaction by Account  
November 2021**

Type	Date	Name	Memo	Amount	Balance
	<b>6070 · Travel</b>				
Bill	11/02/2021	Wren Community Hall	Community Hall Rental for leadership e...	50.00	50.00
Credit	11/04/2021	OSCU 402518-72	refunded erroneous charge	-72.54	-22.54
	Total 6070 · Travel			-22.54	-22.54
	<b>6080 · Conference</b>				
Bill	11/04/2021	OSCU 402518-73	OR EMS Conference - Saalsaa	99.00	99.00
Bill	11/08/2021	Oregon Fire District Director...	OFDDA Conference - Ferguson	247.50	346.50
	Total 6080 · Conference			346.50	346.50
	<b>6090 · Education/Training</b>				
Bill	11/04/2021	OSCU 402518-72	Food for Fire Academy	450.67	450.67
Bill	11/17/2021	OSCU 402518-72	Leadership retreat fruit & juice	34.75	485.42
Bill	11/17/2021	OSCU 402518-73	Leadership retreat - projector	89.99	575.41
Bill	11/17/2021	OSCU 402518-73	projector protection plan	14.99	590.40
Bill	11/17/2021	OSCU 402518-72	Leadership Retreat & Fire Academy food	120.91	711.31
Bill	11/17/2021	OSCU 402518-72	Leadership retreat - lunch from Eats n ...	320.00	1,031.31
Bill	11/17/2021	Bimart Corporation	Leadership retreat - sodas & disposabl...	51.00	1,082.31
Bill	11/17/2021	OSCU 402518-72	Leadership retreat - donuts	21.75	1,104.06
	Total 6090 · Education/Training			1,104.06	1,104.06
	<b>6110 · Equipment Rentals</b>				
Bill	11/17/2021	Philomath Rental	Leadership retreat - heater rentals	67.98	67.98
	Total 6110 · Equipment Rentals			67.98	67.98
	<b>6130 · Gas &amp; Oil</b>				
Bill	11/17/2021	Carson Oil	Fuel	625.48	625.48
	Total 6130 · Gas & Oil			625.48	625.48
	<b>6160 · Equipment Maintenance</b>				
Bill	11/17/2021	Cascade Fire Equipment Co.	pick-head tool	173.43	173.43
	Total 6160 · Equipment Maintenance			173.43	173.43
	<b>6161 · Vehicle Maintenance</b>				
Bill	11/17/2021	TWGW, Inc. dba Philomath ...	224 - air filter	46.99	46.99
	Total 6161 · Vehicle Maintenance			46.99	46.99
	<b>6170 · Building Maint and Improvements</b>				
Bill	11/04/2021	OSCU 402518-70	Furnace filters	125.00	125.00
	Total 6170 · Building Maint and Improvements			125.00	125.00
	<b>6180 · Grounds Maintenance</b>				
Credit	11/04/2021	MPTV, Inc.	returned items	-3.71	-3.71
Bill	11/04/2021	OSCU 402518-70	203 - Well repair	81.31	77.60
Bill	11/04/2021	OSCU 402518-70	203 - well repair	5.57	83.17
	Total 6180 · Grounds Maintenance			83.17	83.17
	<b>6200 · Supplies - Department</b>				
Bill	11/08/2021	MPTV, Inc.	cleaning brushes	11.28	11.28
Bill	11/08/2021	Allan's Coffee & Tea	201 - Coffee	203.40	214.68
Bill	11/17/2021	MPTV, Inc.	propane	17.93	232.61
Bill	11/17/2021	Willamette Hose & Fittings	couplers and fittings	46.63	279.24
Bill	11/17/2021	MPTV, Inc.	201 - nozzle	17.99	297.23
Bill	11/17/2021	OSCU 402518-72	201 - coffee - trial of Fire Dept Coffee	76.90	374.13
Bill	11/17/2021	MPTV, Inc.	Shop tools	41.98	416.11
Bill	11/17/2021	MPTV, Inc.	shop supplies	39.76	455.87
	Total 6200 · Supplies - Department			455.87	455.87

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Accrual Basis

**Philomath Fire and Rescue  
Transaction by Account  
November 2021**

Type	Date	Name	Memo	Amount	Balance
<b>6210 · Supplies - Medical</b>					
Bill	11/04/2021	Medline Industries, Inc.	saline, gloves, defib pads	197.84	197.84
Bill	11/17/2021	Industrial Welding Supply, Inc	Oxygen	1.00	198.84
Total 6210 · Supplies - Medical				198.84	198.84
<b>6250 · Uniforms</b>					
Bill	11/04/2021	SeaWestern	belts	56.60	56.60
Bill	11/04/2021	SeaWestern	Boots	419.60	476.20
Bill	11/04/2021	SeaWestern	trousers	77.15	553.35
Bill	11/04/2021	SeaWestern	Trousers	75.15	628.50
Bill	11/04/2021	Shirt Circuit	Sweaters	255.20	883.70
Bill	11/04/2021	SeaWestern	gloves, belt, suspenders	868.70	1,752.40
Bill	11/17/2021	SeaWestern	trousers	75.15	1,827.55
Bill	11/17/2021	SeaWestern	boots	419.50	2,247.05
Total 6250 · Uniforms				2,247.05	2,247.05
<b>6270 · Volunteer - Activities</b>					
Bill	11/04/2021	Philomath Volunteer Fire De...	Attendance Award	50.00	50.00
Total 6270 · Volunteer - Activities				50.00	50.00
<b>6310 · Physical &amp; Immunizations</b>					
Bill	11/17/2021	Occupational Medicine Dept.	Physical & screenings - Ferguson, Gol...	974.00	974.00
Total 6310 · Physical & Immunizations				974.00	974.00
<b>6320 · Community Involvement</b>					
Bill	11/04/2021	OSCU 402518-72	Trunk or Treat candy	191.88	191.88
Bill	11/17/2021	PHS Boys Basketball	Boys basketball ad	100.00	291.88
Total 6320 · Community Involvement				291.88	291.88
Total 6000 · Materials and Services				18,182.69	18,182.69
Total Expense				18,182.69	18,182.69
Net Ordinary Income				-18,182.69	-18,182.69
<b>Net Income</b>				<b>-18,182.69</b>	<b>-18,182.69</b>

10:01 AM

12/07/21

Accrual Basis

**Philomath Fire and Rescue**  
**Balance Sheet by Class**  
As of November 30, 2021

	GO Bond 2016 ...	GO Bond 2016 ...	General Fund	Building Reser...
<b>ASSETS</b>				
<b>Current Assets</b>				
<b>Checking/Savings</b>				
1015 · Citizens Bank Checking	0.00	540.06	460,603.55	-212,064.00
1000 · Petty Cash	0.00	0.00	50.00	0.00
1050 · Local Government Investment Poo	5,938.00	409,459.96	538,310.74	396,173.69
1060 · OSU - Savings Account	0.00	0.00	11,077.83	0.00
Total Checking/Savings	5,938.00	410,000.02	1,010,042.12	184,109.69
<b>Accounts Receivable</b>				
11000 · Accounts Receivable	0.00	0.00	47,131.32	0.00
Total Accounts Receivable	0.00	0.00	47,131.32	0.00
<b>Other Current Assets</b>				
1250 · Prepaid Assets	0.00	0.00	20,161.00	0.00
12100 · Inventory Asset	0.00	0.00	3,839.04	0.00
Total Other Current Assets	0.00	0.00	24,000.04	0.00
Total Current Assets	5,938.00	410,000.02	1,081,173.48	184,109.69
<b>TOTAL ASSETS</b>	<b>5,938.00</b>	<b>410,000.02</b>	<b>1,081,173.48</b>	<b>184,109.69</b>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
<b>Accounts Payable</b>				
2010 · Accounts Payable	0.00	0.00	1,958.14	0.00
Total Accounts Payable	0.00	0.00	1,958.14	0.00
<b>Other Current Liabilities</b>				
2070 · Deferred Taxes	0.00	0.00	22,430.00	0.00
2400 · Payroll Liabilities				
2132 · Oregon Transit Tax Withholding	0.00	0.00	89.32	0.00
2100 · Wages Payable	0.00	0.00	23,193.00	0.00
2110 · Federal Income Tax Payable	0.00	0.00	-351.00	0.00
2120 · FICA Payable	0.00	0.00	2,398.00	0.00
2125 · Medicare Payable	0.00	0.00	561.00	0.00
2130 · State Income Tax Payable	0.00	0.00	-110.40	0.00
2131 · Works Benefit Fund Payable(WBF)	0.00	0.00	17.63	0.00
2140 · PERS Payable	0.00	0.00	7,100.00	0.00
2145 · OR Saving Growth 457 Payable	0.00	0.00	50.00	0.00
2150 · Health Insurance Prem. Payable	0.00	0.00	-1,575.39	0.00
2210 · Health Ins Prem Ded Pre Tax	0.00	0.00	8,582.49	0.00
2230 · Flexible Spending Account	0.00	0.00	944.33	0.00
Total 2400 · Payroll Liabilities	0.00	0.00	40,898.98	0.00
Total Other Current Liabilities	0.00	0.00	63,328.98	0.00
Total Current Liabilities	0.00	0.00	65,287.12	0.00
Total Liabilities	0.00	0.00	65,287.12	0.00
<b>Equity</b>				
3010 · Fund Balance	0.00	-58,111.63	-54,735.77	-842,318.13
3200 · Unallocated Fund Balance	-299,453.00	58,111.63	355,057.32	847,239.13
Net Income	0.00	410,000.02	1,150,670.81	179,188.69
Total Equity	-299,453.00	410,000.02	1,450,992.36	184,109.69
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>-299,453.00</b>	<b>410,000.02</b>	<b>1,516,279.48</b>	<b>184,109.69</b>
<b>UNBALANCED CLASSES</b>	<b>305,391.00</b>	<b>0.00</b>	<b>-435,106.00</b>	<b>0.00</b>

10:01 AM

12/07/21

Accrual Basis

**Philomath Fire and Rescue**  
**Balance Sheet by Class**  
As of November 30, 2021

	Equipment Re...	Vehicle Reserv...	Uncl...	TOTAL
<b>ASSETS</b>				
<b>Current Assets</b>				
Checking/Savings				
1015 · Citizens Bank Checking	-48,241.00	-71,022.00	0.00	129,816.61
1000 · Petty Cash	0.00	0.00	0.00	50.00
1050 · Local Government Investment Poo	244,953.99	146,040.72	0.00	1,740,877.10
1060 · OSU - Savings Account	0.00	0.00	327.72	11,405.55
Total Checking/Savings	196,712.99	75,018.72	327.72	1,882,149.26
Accounts Receivable				
11000 · Accounts Receivable	0.00	0.00	0.00	47,131.32
Total Accounts Receivable	0.00	0.00	0.00	47,131.32
Other Current Assets				
1250 · Prepaid Assets	0.00	0.00	0.00	20,161.00
12100 · Inventory Asset	0.00	0.00	0.00	3,839.04
Total Other Current Assets	0.00	0.00	0.00	24,000.04
Total Current Assets	196,712.99	75,018.72	327.72	1,953,280.62
<b>TOTAL ASSETS</b>	<b>196,712.99</b>	<b>75,018.72</b>	<b>327.72</b>	<b>1,953,280.62</b>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
Current Liabilities				
Accounts Payable				
2010 · Accounts Payable	0.00	0.00	0.00	1,958.14
Total Accounts Payable	0.00	0.00	0.00	1,958.14
Other Current Liabilities				
2070 · Deferred Taxes	0.00	0.00	0.00	22,430.00
2400 · Payroll Liabilities				
2132 · Oregon Transit Tax Withholding	0.00	0.00	0.00	89.32
2100 · Wages Payable	0.00	0.00	0.00	23,193.00
2110 · Federal Income Tax Payable	0.00	0.00	0.00	-351.00
2120 · FICA Payable	0.00	0.00	0.00	2,398.00
2125 · Medicare Payable	0.00	0.00	0.00	561.00
2130 · State Income Tax Payable	0.00	0.00	0.00	-110.40
2131 · Works Benefit Fund Payable(WBF)	0.00	0.00	0.00	17.63
2140 · PERS Payable	0.00	0.00	0.00	7,100.00
2145 · OR Saving Growth 457 Payable	0.00	0.00	0.00	50.00
2150 · Health Insurance Prem. Payable	0.00	0.00	0.00	-1,575.39
2210 · Health Ins Prem Ded Pre Tax	0.00	0.00	0.00	8,582.49
2230 · Flexible Spending Account	0.00	0.00	0.00	944.33
Total 2400 · Payroll Liabilities	0.00	0.00	0.00	40,898.98
Total Other Current Liabilities	0.00	0.00	0.00	63,328.98
Total Current Liabilities	0.00	0.00	0.00	65,287.12
Total Liabilities	0.00	0.00	0.00	65,287.12
<b>Equity</b>				
3010 · Fund Balance	-605,949.06	-334,483.92	0.00	-1,895,598.51
3200 · Unallocated Fund Balance	608,156.06	336,019.92	327.72	1,905,458.78
Net Income	64,790.99	73,482.72	0.00	1,878,133.23
Total Equity	66,997.99	75,018.72	327.72	1,887,993.50
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>66,997.99</b>	<b>75,018.72</b>	<b>327.72</b>	<b>1,953,280.62</b>
<b>UNBALANCED CLASSES</b>	<b>129,715.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-0.00</b>

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Accrual Basis

**Philomath Fire and Rescue****Profit & Loss by Class**

July through November 2021

	<b>GO Bond 2016 -...</b>	<b>General Fund</b>	<b>Building Reser...</b>
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
<b>4043 · Bond Income - Bank Interest</b>	1,065.43	0.00	0.00
<b>4042 · Bond Income - Prop Tax Interest</b>	-721.20	0.00	0.00
<b>4041 · Bond Income - Delinquent Taxes</b>	3,297.71	0.00	0.00
<b>4060 · Conflagration Income</b>	0.00	11,747.78	0.00
<b>4050 · Public Education Income</b>	0.00	5,127.88	0.00
<b>4040 · Bond Income</b>	369,153.20	0.00	0.00
<b>4000 · Carryover Fund Balance</b>	37,099.34	628,435.58	178,917.52
<b>4010 · Delinquent Property Taxes</b>	0.00	10,863.08	0.00
<b>4020 · Current Property Taxes</b>	0.00	1,227,277.61	0.00
<b>4025 · Interest - Property Tax</b>	0.00	4,559.54	0.00
<b>4026 · Interest Income</b>			
<b>4027 · Interest - Citizens Bank &amp; OSU</b>	0.00	16.80	0.00
<b>4030 · Investments - LGIP</b>	105.54	735.13	271.17
<b>4026 · Interest Income - Other</b>	0.00	-3,365.01	0.00
<b>Total 4026 · Interest Income</b>	105.54	-2,613.08	271.17
<b>4035 · Grants Income</b>	0.00	10,000.00	0.00
<b>4900 · Miscellaneous Income</b>	0.00	60,355.01	0.00
<b>Total Income</b>	<b>410,000.02</b>	<b>1,955,753.40</b>	<b>179,188.69</b>
<b>Gross Profit</b>	<b>410,000.02</b>	<b>1,955,753.40</b>	<b>179,188.69</b>
<b>Expense</b>			
<b>5000 · Personnel Expenses</b>			
<b>5131 · Non-Union Overtime Wages</b>	0.00	467.30	0.00
<b>5136 · Conflagration Wages</b>	0.00	144,128.16	0.00
<b>5100 · Fire Chief Wages</b>	0.00	41,900.00	0.00
<b>5105 · Deputy Chief Wages</b>	0.00	30,648.00	0.00
<b>5110 · Admin Asst Wages</b>	0.00	21,358.00	0.00
<b>5120 · Fire &amp; Life Safety Officer Wage</b>	0.00	30,631.83	0.00
<b>5125 · Firefighter Wages</b>	0.00	93,214.10	0.00
<b>5130 · Overtime Wages</b>	0.00	17,257.38	0.00
<b>5135 · Extra Hire</b>	0.00	4,302.58	0.00
<b>5405 · Employers FICA</b>	0.00	23,500.50	0.00
<b>5410 · Employers Medicare</b>	0.00	5,496.07	0.00
<b>5420 · Workes Benefit Assessment</b>	0.00	150.80	0.00
<b>5430 · PERS - Employee</b>	0.00	92,927.67	0.00
<b>5431 · PERS - Pickup 6%</b>	0.00	21,042.69	0.00
<b>5440 · Health Insurance</b>	0.00	49,646.08	0.00
<b>Total 5000 · Personnel Expenses</b>	<b>0.00</b>	<b>576,671.16</b>	<b>0.00</b>
<b>6000 · Materials and Services</b>			
<b>6901 · Cost of Goods Sold</b>	0.00	677.67	0.00
<b>6216 · Supplies - FA/CPR Education</b>	0.00	1,623.04	0.00
<b>6091 · Tuition Reimbursement</b>	0.00	9,906.13	0.00
<b>6101 · Equip. Maint. Agreements - EMS</b>	0.00	1,519.38	0.00
<b>6001 · Contracted Professional Service</b>	0.00	18,628.66	0.00
<b>6010 · Office Supplies</b>	0.00	4,064.67	0.00
<b>6011 · Postage/Shipping</b>	0.00	146.40	0.00
<b>6020 · Insurance and Bond</b>	0.00	1,984.00	0.00
<b>6030 · Dues and Fees</b>	0.00	9,275.28	0.00
<b>6040 · Publications and Elections</b>	0.00	918.24	0.00
<b>6050 · Utilities</b>	0.00	10,799.37	0.00
<b>6060 · Telephone, Pagers, Internet</b>	0.00	7,385.98	0.00
<b>6070 · Travel</b>	0.00	3,017.60	0.00
<b>6080 · Conference</b>	0.00	897.74	0.00
<b>6090 · Education/Training</b>	0.00	4,595.18	0.00
<b>6100 · Equipment Maintenance Agreement</b>	0.00	2,080.06	0.00
<b>6110 · Equipment Rentals</b>	0.00	67.98	0.00
<b>6130 · Gas &amp; Oil</b>	0.00	8,906.61	0.00
<b>6150 · Radio Maintenance</b>	0.00	14,528.65	0.00
<b>6160 · Equipment Maintenance</b>	0.00	4,201.36	0.00
<b>6161 · Vehicle Maintenance</b>	0.00	16,899.16	0.00

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Accrual Basis

**Philomath Fire and Rescue****Profit & Loss by Class**

July through November 2021

	<b>GO Bond 2016 -...</b>	<b>General Fund</b>	<b>Building Reser...</b>
6170 · Building Maint and Improvements	0.00	3,545.82	0.00
6180 · Grounds Maintenance	0.00	344.51	0.00
6190 · Small Tools & Equipment	0.00	153.86	0.00
6200 · Supplies - Department	0.00	4,489.11	0.00
6210 · Supplies - Medical	0.00	4,620.16	0.00
6215 · Supplies - Prevention	0.00	430.34	0.00
6220 · Supplies - Suppression	0.00	3,457.90	0.00
6240 · Supplies - Consumables	0.00	215.98	0.00
6250 · Uniforms	0.00	13,715.57	0.00
6270 · Volunteer - Activities	0.00	930.25	0.00
6280 · Volunteer Incentive Program	0.00	3,286.79	0.00
6310 · Physical & Immunizations	0.00	6,962.00	0.00
6320 · Community Involvement	0.00	616.88	0.00
6900 · Miscellaneous Expense	0.00	13,975.40	0.00
<b>Total 6000 · Materials and Services</b>	<b>0.00</b>	<b>178,867.73</b>	<b>0.00</b>
7000 · Capital Outlay			
7030 · Capital Outlay - Medical	0.00	49,543.70	0.00
<b>Total 7000 · Capital Outlay</b>	<b>0.00</b>	<b>49,543.70</b>	<b>0.00</b>
<b>Total Expense</b>	<b>0.00</b>	<b>805,082.59</b>	<b>0.00</b>
<b>Net Ordinary Income</b>	<b>410,000.02</b>	<b>1,150,670.81</b>	<b>179,188.69</b>
<b>Net Income</b>	<b>410,000.02</b>	<b>1,150,670.81</b>	<b>179,188.69</b>

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Accrual Basis

**Philomath Fire and Rescue****Profit & Loss by Class**

July through November 2021

	<b>Equipment Res...</b>	<b>Vehicle Reserv...</b>	<b>TOTAL</b>
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
<b>4043 · Bond Income - Bank Interest</b>	0.00	0.00	1,065.43
<b>4042 · Bond Income - Prop Tax Interest</b>	0.00	0.00	-721.20
<b>4041 · Bond Income - Delinquent Taxes</b>	0.00	0.00	3,297.71
<b>4060 · Conflagration Income</b>	0.00	0.00	11,747.78
<b>4050 · Public Education Income</b>	0.00	0.00	5,127.88
<b>4040 · Bond Income</b>	0.00	0.00	369,153.20
<b>4000 · Carryover Fund Balance</b>	64,692.94	73,371.51	982,516.89
<b>4010 · Delinquent Property Taxes</b>	0.00	0.00	10,863.08
<b>4020 · Current Property Taxes</b>	0.00	0.00	1,227,277.61
<b>4025 · Interest - Property Tax</b>	0.00	0.00	4,559.54
<b>4026 · Interest Income</b>			
<b>4027 · Interest - Citizens Bank &amp; OSU</b>	0.00	0.00	16.80
<b>4030 · Investments - LGIP</b>	98.05	111.21	1,321.10
<b>4026 · Interest Income - Other</b>	0.00	0.00	-3,365.01
<b>Total 4026 · Interest Income</b>	98.05	111.21	-2,027.11
<b>4035 · Grants Income</b>	0.00	0.00	10,000.00
<b>4900 · Miscellaneous Income</b>	0.00	0.00	60,355.01
<b>Total Income</b>	<b>64,790.99</b>	<b>73,482.72</b>	<b>2,683,215.82</b>
<b>Gross Profit</b>	<b>64,790.99</b>	<b>73,482.72</b>	<b>2,683,215.82</b>
<b>Expense</b>			
<b>5000 · Personnel Expenses</b>			
<b>5131 · Non-Union Overtime Wages</b>	0.00	0.00	467.30
<b>5136 · Conflagration Wages</b>	0.00	0.00	144,128.16
<b>5100 · Fire Chief Wages</b>	0.00	0.00	41,900.00
<b>5105 · Deputy Chief Wages</b>	0.00	0.00	30,648.00
<b>5110 · Admin Asst Wages</b>	0.00	0.00	21,358.00
<b>5120 · Fire &amp; Life Safety Officer Wage</b>	0.00	0.00	30,631.83
<b>5125 · Firefighter Wages</b>	0.00	0.00	93,214.10
<b>5130 · Overtime Wages</b>	0.00	0.00	17,257.38
<b>5135 · Extra Hire</b>	0.00	0.00	4,302.58
<b>5405 · Employers FICA</b>	0.00	0.00	23,500.50
<b>5410 · Employers Medicare</b>	0.00	0.00	5,496.07
<b>5420 · Workes Benefit Assessment</b>	0.00	0.00	150.80
<b>5430 · PERS - Employee</b>	0.00	0.00	92,927.67
<b>5431 · PERS - Pickup 6%</b>	0.00	0.00	21,042.69
<b>5440 · Health Insurance</b>	0.00	0.00	49,646.08
<b>Total 5000 · Personnel Expenses</b>	<b>0.00</b>	<b>0.00</b>	<b>576,671.16</b>
<b>6000 · Materials and Services</b>			
<b>6901 · Cost of Goods Sold</b>	0.00	0.00	677.67
<b>6216 · Supplies - FA/CPR Education</b>	0.00	0.00	1,623.04
<b>6091 · Tuition Reimbursement</b>	0.00	0.00	9,906.13
<b>6101 · Equip. Maint. Agreements - EMS</b>	0.00	0.00	1,519.38
<b>6001 · Contracted Professional Service</b>	0.00	0.00	18,628.66
<b>6010 · Office Supplies</b>	0.00	0.00	4,064.67
<b>6011 · Postage/Shipping</b>	0.00	0.00	146.40
<b>6020 · Insurance and Bond</b>	0.00	0.00	1,984.00
<b>6030 · Dues and Fees</b>	0.00	0.00	9,275.28
<b>6040 · Publications and Elections</b>	0.00	0.00	918.24
<b>6050 · Utilities</b>	0.00	0.00	10,799.37
<b>6060 · Telephone, Pagers, Internet</b>	0.00	0.00	7,385.98
<b>6070 · Travel</b>	0.00	0.00	3,017.60
<b>6080 · Conference</b>	0.00	0.00	897.74
<b>6090 · Education/Training</b>	0.00	0.00	4,595.18
<b>6100 · Equipment Maintenance Agreement</b>	0.00	0.00	2,080.06
<b>6110 · Equipment Rentals</b>	0.00	0.00	67.98
<b>6130 · Gas &amp; Oil</b>	0.00	0.00	8,906.61
<b>6150 · Radio Maintenance</b>	0.00	0.00	14,528.65
<b>6160 · Equipment Maintenance</b>	0.00	0.00	4,201.36
<b>6161 · Vehicle Maintenance</b>	0.00	0.00	16,899.16

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Accrual Basis

**Philomath Fire and Rescue****Profit & Loss by Class**

July through November 2021

	<b>Equipment Res...</b>	<b>Vehicle Reserv...</b>	<b>TOTAL</b>
6170 · Building Maint and Improvements	0.00	0.00	3,545.82
6180 · Grounds Maintenance	0.00	0.00	344.51
6190 · Small Tools & Equipment	0.00	0.00	153.86
6200 · Supplies - Department	0.00	0.00	4,489.11
6210 · Supplies - Medical	0.00	0.00	4,620.16
6215 · Supplies - Prevention	0.00	0.00	430.34
6220 · Supplies - Suppression	0.00	0.00	3,457.90
6240 · Supplies - Consumables	0.00	0.00	215.98
6250 · Uniforms	0.00	0.00	13,715.57
6270 · Volunteer - Activities	0.00	0.00	930.25
6280 · Volunteer Incentive Program	0.00	0.00	3,286.79
6310 · Physical & Immunizations	0.00	0.00	6,962.00
6320 · Community Involvement	0.00	0.00	616.88
6900 · Miscellaneous Expense	0.00	0.00	13,975.40
<b>Total 6000 · Materials and Services</b>	<b>0.00</b>	<b>0.00</b>	<b>178,867.73</b>
7000 · Capital Outlay			
7030 · Capital Outlay - Medical	0.00	0.00	49,543.70
<b>Total 7000 · Capital Outlay</b>	<b>0.00</b>	<b>0.00</b>	<b>49,543.70</b>
<b>Total Expense</b>	<b>0.00</b>	<b>0.00</b>	<b>805,082.59</b>
<b>Net Ordinary Income</b>	<b>64,790.99</b>	<b>73,482.72</b>	<b>1,878,133.23</b>
<b>Net Income</b>	<b><u>64,790.99</u></b>	<b><u>73,482.72</u></b>	<b><u>1,878,133.23</u></b>

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Accrual Basis

**Philomath Fire and Rescue**  
**Profit & Loss Budget vs. Actual**  
July through November 2021

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	GO Bond 2016 - Debt Services				General Fund		
	Jul - Nov 21	Budget	\$ Over Bud...	% of Budget	Jul - Nov 21	Budget	\$ Over Budget
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4043 · Bond Income - Bank Interest	1,065.43				0.00		
4042 · Bond Income - Prop Tax Interest	-721.20				0.00		
4041 · Bond Income - Delinquent Taxes	3,297.71	5,000.00	-1,702.29	66.0%	0.00		
4060 · Conflagration Income	0.00				11,747.78	220,000.00	-208,252.22
4500 · Transfers In	0.00				0.00		
4050 · Public Education Income	0.00				5,127.88	8,000.00	-2,872.12
4040 · Bond Income	369,153.20	391,147.00	-21,993.80	94.4%	0.00		
4000 · Carryover Fund Balance	37,099.34	1,229.00	35,870.34	3,018.7%	628,435.58	558,722.00	69,713.58
4010 · Delinquent Property Taxes	0.00				10,863.08	15,000.00	-4,136.92
4020 · Current Property Taxes	0.00				1,227,277.61	1,290,000.00	-62,722.39
4025 · Interest - Property Tax	0.00				4,559.54	2,000.00	2,559.54
4026 · Interest Income	105.54	130.00	-24.46	81.2%	-2,613.08	10,000.00	-12,613.08
4035 · Grants Income	0.00				10,000.00	447,625.00	-437,625.00
4900 · Miscellaneous Income	0.00				60,355.01	56,435.00	3,920.01
<b>Total Income</b>	<b>410,000.02</b>	<b>397,506.00</b>	<b>12,494.02</b>	<b>103.1%</b>	<b>1,955,753.40</b>	<b>2,607,782.00</b>	<b>-652,028.60</b>
<b>Gross Profit</b>	<b>410,000.02</b>	<b>397,506.00</b>	<b>12,494.02</b>	<b>103.1%</b>	<b>1,955,753.40</b>	<b>2,607,782.00</b>	<b>-652,028.60</b>
<b>Expense</b>							
9010 · Transfers	0.00				0.00	52,100.00	-52,100.00
9000 · Unappropriated Ending Fund Bal	0.00	7,683.00	-7,683.00	0.0%	0.00	380,504.00	-380,504.00
5000 · Personnel Expenses	0.00				576,671.16	1,148,365.00	-571,693.84
6000 · Materials and Services	0.00				178,867.73	506,453.00	-327,585.27
7000 · Capital Outlay	0.00	389,823.00	-389,823.00	0.0%	49,543.70	520,360.00	-470,816.30
<b>Total Expense</b>	<b>0.00</b>	<b>397,506.00</b>	<b>-397,506.00</b>	<b>0.0%</b>	<b>805,082.59</b>	<b>2,607,782.00</b>	<b>-1,802,699.41</b>
<b>Net Ordinary Income</b>	<b>410,000.02</b>	<b>0.00</b>	<b>410,000.02</b>	<b>100.0%</b>	<b>1,150,670.81</b>	<b>0.00</b>	<b>1,150,670.81</b>
<b>Net Income</b>	<b>410,000.02</b>	<b>0.00</b>	<b>410,000.02</b>	<b>100.0%</b>	<b>1,150,670.81</b>	<b>0.00</b>	<b>1,150,670.81</b>

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Accrual Basis

**Philomath Fire and Rescue**  
**Profit & Loss Budget vs. Actual**  
July through November 2021

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	<b>General Fu...</b> <b>% of Budget</b>	<b>Building Reserve Fund</b>			<b>Equipment Reserve Fund</b>			
		<b>Jul - Nov 21</b>	<b>Budget</b>	<b>\$ Over Bud...</b>	<b>% of Budget</b>	<b>Jul - Nov 21</b>	<b>Budget</b>	<b>\$ Over Bud...</b>
<b>Ordinary Income/Expense</b>								
<b>Income</b>								
4043 · Bond Income - Bank Interest		0.00				0.00		
4042 · Bond Income - Prop Tax Interest		0.00				0.00		
4041 · Bond Income - Delinquent Taxes		0.00				0.00		
4060 · Conflagration Income	5.3%	0.00				0.00		
4500 · Transfers In		0.00	0.00	0.00	0.0%	0.00	52,100.00	-52,100.00
4050 · Public Education Income	64.1%	0.00				0.00		
4040 · Bond Income		0.00				0.00		
4000 · Carryover Fund Balance	112.5%	178,917.52	183,578.00	-4,660.48	97.5%	64,692.94	74,800.00	-10,107.06
4010 · Delinquent Property Taxes	72.4%	0.00				0.00		
4020 · Current Property Taxes	95.1%	0.00				0.00		
4025 · Interest - Property Tax	228.0%	0.00				0.00		
4026 · Interest Income	-26.1%	271.17	4,000.00	-3,728.83	6.8%	98.05	1,000.00	-901.95
4035 · Grants Income	2.2%	0.00				0.00		
4900 · Miscellaneous Income	106.9%	0.00				0.00		
<b>Total Income</b>	<b>75.0%</b>	<b>179,188.69</b>	<b>187,578.00</b>	<b>-8,389.31</b>	<b>95.5%</b>	<b>64,790.99</b>	<b>127,900.00</b>	<b>-63,109.01</b>
<b>Gross Profit</b>	<b>75.0%</b>	<b>179,188.69</b>	<b>187,578.00</b>	<b>-8,389.31</b>	<b>95.5%</b>	<b>64,790.99</b>	<b>127,900.00</b>	<b>-63,109.01</b>
<b>Expense</b>								
9010 · Transfers	0.0%	0.00				0.00		
9000 · Unappropriated Ending Fund Bal	0.0%	0.00	187,578.00	-187,578.00	0.0%	0.00	127,900.00	-127,900.00
5000 · Personnel Expenses	50.2%	0.00				0.00		
6000 · Materials and Services	35.3%	0.00				0.00		
7000 · Capital Outlay	9.5%	0.00				0.00		
<b>Total Expense</b>	<b>30.9%</b>	<b>0.00</b>	<b>187,578.00</b>	<b>-187,578.00</b>	<b>0.0%</b>	<b>0.00</b>	<b>127,900.00</b>	<b>-127,900.00</b>
<b>Net Ordinary Income</b>	<b>100.0%</b>	<b>179,188.69</b>	<b>0.00</b>	<b>179,188.69</b>	<b>100.0%</b>	<b>64,790.99</b>	<b>0.00</b>	<b>64,790.99</b>
<b>Net Income</b>	<b>100.0%</b>	<b>179,188.69</b>	<b>0.00</b>	<b>179,188.69</b>	<b>100.0%</b>	<b>64,790.99</b>	<b>0.00</b>	<b>64,790.99</b>

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Accrual Basis

**Philomath Fire and Rescue**  
**Profit & Loss Budget vs. Actual**  
July through November 2021

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	<b>Equipment ...</b>	<b>Vehicle Reserve Fund</b>			<b>TOTAL</b>		
		<b>% of Budget</b>	<b>Jul - Nov 21</b>	<b>Budget</b>	<b>\$ Over Bud...</b>	<b>% of Budget</b>	
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4043 · Bond Income - Bank Interest			0.00			1,065.43	
4042 · Bond Income - Prop Tax Interest			0.00			-721.20	
4041 · Bond Income - Delinquent Taxes			0.00			3,297.71	
4060 · Conflagration Income			0.00			11,747.78	
4500 · Transfers In	0.0%		0.00	0.00	0.0%	0.00	
4050 · Public Education Income			0.00			5,127.88	
4040 · Bond Income			0.00			369,153.20	
4000 · Carryover Fund Balance	86.5%	73,371.51	66,805.00	6,566.51	109.8%	982,516.89	
4010 · Delinquent Property Taxes			0.00			10,863.08	
4020 · Current Property Taxes			0.00			1,227,277.61	
4025 · Interest - Property Tax			0.00			4,559.54	
4026 · Interest Income	9.8%	111.21	1,000.00	-888.79	11.1%	-2,027.11	
4035 · Grants Income			0.00			10,000.00	
4900 · Miscellaneous Income			0.00			60,355.01	
<b>Total Income</b>	<b>50.7%</b>	<b>73,482.72</b>	<b>67,805.00</b>	<b>5,677.72</b>	<b>108.4%</b>	<b>2,683,215.82</b>	
<b>Gross Profit</b>	<b>50.7%</b>	<b>73,482.72</b>	<b>67,805.00</b>	<b>5,677.72</b>	<b>108.4%</b>	<b>2,683,215.82</b>	
<b>Expense</b>							
9010 · Transfers			0.00			0.00	
9000 · Unappropriated Ending Fund Bal	0.0%		0.00	67,805.00	0.0%	0.00	
5000 · Personnel Expenses			0.00	-67,805.00		576,671.16	
6000 · Materials and Services			0.00			178,867.73	
7000 · Capital Outlay			0.00			49,543.70	
<b>Total Expense</b>	<b>0.0%</b>	<b>0.00</b>	<b>67,805.00</b>	<b>-67,805.00</b>	<b>0.0%</b>	<b>805,082.59</b>	
<b>Net Ordinary Income</b>	<b>100.0%</b>	<b>73,482.72</b>	<b>0.00</b>	<b>73,482.72</b>	<b>100.0%</b>	<b>1,878,133.23</b>	
<b>Net Income</b>	<b>100.0%</b>	<b>73,482.72</b>	<b>0.00</b>	<b>73,482.72</b>	<b>100.0%</b>	<b>1,878,133.23</b>	
						<b>0.00</b>	

10:00 AM

12/07/21

Accrual Basis

**Philomath Fire and Rescue**  
**Profit & Loss Budget vs. Actual**  
July through November 2021

---

	TOTAL	
	\$ Over Budget	% of Budget
<b>Ordinary Income/Expense</b>		
<b>Income</b>		
4043 · Bond Income - Bank Interest	1,065.43	100.0%
4042 · Bond Income - Prop Tax Interest	-721.20	100.0%
4041 · Bond Income - Delinquent Taxes	-1,702.29	66.0%
4060 · Conflagration Income	-208,252.22	5.3%
4500 · Transfers In	-52,100.00	0.0%
4050 · Public Education Income	-2,872.12	64.1%
4040 · Bond Income	-21,993.80	94.4%
4000 · Carryover Fund Balance	97,382.89	111.0%
4010 · Delinquent Property Taxes	-4,136.92	72.4%
4020 · Current Property Taxes	-62,722.39	95.1%
4025 · Interest - Property Tax	2,559.54	228.0%
4026 · Interest Income	-18,157.11	-12.6%
4035 · Grants Income	-437,625.00	2.2%
4900 · Miscellaneous Income	3,920.01	106.9%
<b>Total Income</b>	<b>-705,355.18</b>	<b>79.2%</b>
<b>Gross Profit</b>	<b>-705,355.18</b>	<b>79.2%</b>
<b>Expense</b>		
9010 · Transfers	-52,100.00	0.0%
9000 · Unappropriated Ending Fund Bal	-771,470.00	0.0%
5000 · Personnel Expenses	-571,693.84	50.2%
6000 · Materials and Services	-327,585.27	35.3%
7000 · Capital Outlay	-860,639.30	5.4%
<b>Total Expense</b>	<b>-2,583,488.41</b>	<b>23.8%</b>
<b>Net Ordinary Income</b>	<b>1,878,133.23</b>	<b>100.0%</b>
<b>Net Income</b>	<b><u>1,878,133.23</u></b>	<b><u>100.0%</u></b>

## Philomath Fire and Rescue

12/7/2021 10:32 AM

Register: 1015 · Citizens Bank Checking

From 11/01/2021 through 11/30/2021

Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
11/01/2021			4050 · Public Education Fund	Deposit		X	650.00	138,241.16
11/02/2021	EFT	AsiFlex	2400 · Payroll Liabilities		300.00	X		137,941.16
11/03/2021			1060 · OSU - Savings Account	overpayment offset	97.56			137,843.60
11/04/2021			-split-	Deposit		X	710.00	138,553.60
11/04/2021	EFT	Oregon Growth Plan	2400 · Payroll Liabilities		200.00	X		138,353.60
11/04/2021	EFT	Intuit	6000 · Materials and Supplies		15.75	X		138,337.85
11/04/2021	31721	OSCU 402518-72	2010 · Accounts Payable		283.84	X		138,054.01
11/04/2021	31722	OSCU 402518-71	2010 · Accounts Payable		12.44	X		138,041.57
11/04/2021	31723	OSCU 402518-70	2010 · Accounts Payable		259.84	X		137,781.73
11/04/2021	31724	OSCU 402518-73	2010 · Accounts Payable		618.95	X		137,162.78
11/05/2021			4050 · Public Education Fund	Deposit		X	40.00	137,202.78
11/05/2021	EFT	AT&T Mobility	6000 · Materials and Supplies		40.02	X		137,162.76
11/05/2021	PR 1021		-split-	Miller	6,139.60	X		131,023.16
11/05/2021	PR 1021		1015 · Citizens Bank Checking	Rodriguez	3,120.34	X		127,902.82
11/05/2021	PR 1021		1015 · Citizens Bank Checking	Moser	3,855.43	X		124,047.39
11/05/2021	PR 1021		1015 · Citizens Bank Checking	Saalsaa	4,332.44	X		119,714.95
11/05/2021	PR 1021		1015 · Citizens Bank Checking	Taylor	3,992.81	X		115,722.14
11/05/2021	PR 1021		1015 · Citizens Bank Checking	Ferguson	4,415.00	X		111,307.14
11/05/2021	PR 1021		1015 · Citizens Bank Checking	Tegen	3,304.06	X		108,003.08
11/05/2021	PR 1021		1015 · Citizens Bank Checking	Licon	3,933.78	X		104,069.30
11/05/2021	PR 1021		1015 · Citizens Bank Checking	Schell	1,731.09	X		102,338.21
11/06/2021	EFT	Comcast	6000 · Materials and Supplies		13.15	X		102,325.06
11/08/2021	EFT	PERS	-split-		16,040.98	X		86,284.08
11/08/2021	31725	Accuity, LLC	2010 · Accounts Payable		5,000.00	X		81,284.08
11/08/2021	31726	Allan's Coffee & Tea	2010 · Accounts Payable		203.40	X		81,080.68
11/08/2021	31727	Alyrica	2010 · Accounts Payable		592.86	X		80,487.82
11/08/2021	31728	Cascade Fire Equipment	2010 · Accounts Payable		163.03	X		80,324.79
11/08/2021	31729	City of Philomath	2010 · Accounts Payable		436.10	X		79,888.69
11/08/2021	31730	Consumers Power Inc.	2010 · Accounts Payable		183.50	X		79,705.19
11/08/2021	31731	Culligan	2010 · Accounts Payable		189.30	X		79,515.89
11/08/2021	31732	De Lage Landen Financial	2010 · Accounts Payable		151.00	X		79,364.89
11/08/2021	31733	Feynman Group	2010 · Accounts Payable		1,500.00	X		77,864.89
11/08/2021	31734	Good Earth Pest Control	2010 · Accounts Payable		95.00	X		77,769.89
11/08/2021	31735	Kamind IT, Inc.	2010 · Accounts Payable		195.84	X		77,574.05
11/08/2021	31736	Medline Industries, Inc.	2010 · Accounts Payable		197.84	X		77,376.21
11/08/2021	31737	Oregon Fire District #1	2010 · Accounts Payable		247.50	X		77,128.71
11/08/2021	31738	Philomath Fire District	2010 · Accounts Payable		604.60			76,524.11
11/08/2021	31739	Philomath Volunteer Fire Department	2010 · Accounts Payable		50.00	X		76,474.11
11/08/2021	31740	Pioneer Telephone Company	2010 · Accounts Payable		243.62	X		76,230.49
11/08/2021	31741	ProPrint	2010 · Accounts Payable		1,259.86	X		74,970.63

## Philomath Fire and Rescue

12/7/2021 10:32 AM

Register: 1015 · Citizens Bank Checking

From 11/01/2021 through 11/30/2021

Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
11/08/2021	31742	SeaWestern	2010 · Accounts Payable		1,497.20	X		73,473.43
11/08/2021	31743	Shirt Circuit	2010 · Accounts Payable		255.20	X		73,218.23
11/08/2021	31744	Wren Community Hall	2010 · Accounts Payable		50.00			73,168.23
11/09/2021		-split-		Deposit		X	751.00	73,919.23
11/09/2021	EFT	Oregon Department ...	2400 · Payroll Liabiliti...		3,156.00	X		70,763.23
11/09/2021	EFT	EFTPS	-split-		11,448.82	X		59,314.41
11/10/2021	EFT	AsiFlex	6000 · Materials and S...		11.25	X		59,303.16
11/11/2021	31745	Wren Community Hall	2010 · Accounts Payable		50.00			59,253.16
11/15/2021			1050 · Local Governm...	Deposit		X	75,000.00	134,253.16
11/16/2021			4050 · Public Educatio...	Deposit		X	650.00	134,903.16
11/16/2021		Walk In	4900 · Miscellaneous I...			X	20.00	134,923.16
11/17/2021			4050 · Public Educatio...	Deposit		X	60.00	134,983.16
11/17/2021	EFT	Aflac	-split-		161.07	X		134,822.09
11/17/2021	31746	MPTV, Inc.	2010 · Accounts Payable		97.02	X		134,725.07
11/17/2021	31747	Bimart Corporation	2010 · Accounts Payable		51.00	X		134,674.07
11/17/2021	31748	Carson Oil	2010 · Accounts Payable		625.48	X		134,048.59
11/17/2021	31749	Cascade Fire Equipm...	2010 · Accounts Payable		173.43	X		133,875.16
11/17/2021	31750	Cheri Damitio	2010 · Accounts Payable		70.79	X		133,804.37
11/17/2021	31751	Consumers Power Inc.	2010 · Accounts Payable		236.13	X		133,568.24
11/17/2021	31752	Local Government L...	2010 · Accounts Payable		73.50			133,494.74
11/17/2021	31753	Midvalley Newspapers	2010 · Accounts Payable		493.68			133,001.06
11/17/2021	31754	NW Natural	2010 · Accounts Payable		211.47	X		132,789.59
11/17/2021	31755	Occupational Medici...	2010 · Accounts Payable		974.00	X		131,815.59
11/17/2021	31756	Oregon Government ...	2010 · Accounts Payable		548.82	X		131,266.77
11/17/2021	31757	Philomath Area Cha...	2010 · Accounts Payable		225.00	X		131,041.77
11/17/2021	31758	Philomath Rental	2010 · Accounts Payable		67.98	X		130,973.79
11/17/2021	31759	PHS Boys Basketball	2010 · Accounts Payable		100.00			130,873.79
11/17/2021	31760	Republic Services	2010 · Accounts Payable		265.15	X		130,608.64
11/17/2021	31761	SeaWestern	2010 · Accounts Payable		494.65	X		130,113.99
11/17/2021	31762	TWGW, Inc. dba Phi...	2010 · Accounts Payable		46.99	X		130,067.00
11/17/2021	31763	Willamette Hose & F...	2010 · Accounts Payable		46.63	X		130,020.37
11/21/2021	EFT	Verizon	6000 · Materials and S...		267.72	X		129,752.65
11/24/2021			4050 · Public Educatio...	Deposit		X	60.00	129,812.65
11/30/2021			4026 · Interest Income:...	Interest		X	3.96	129,816.61

**Tom Miller Leave Usage**  
**July 1, 2021 through June 30, 2022**

Beginning Balance as of July 1, 2021	<b>486.91</b>	<b>128.5</b>
---	---------------	--------------

	Sick Leave	Vacation
<b>July</b>		
accrual	9	0
taken	0	0
balance	<b>495.91</b>	<b>128.5</b>

<b>August</b>		
accrual	9	0
taken	0	0
balance	<b>504.91</b>	<b>128.5</b>

<b>September</b>		
accrual	9	0
taken	0	0
balance	<b>513.91</b>	<b>128.5</b>

<b>October</b>		
accrual	9	0
taken	0	29
balance	<b>522.91</b>	<b>99.5</b>

	Sick Leave	Vacation
<b>November</b>		
accrual	9	0
taken	0	0
balance	<b>531.91</b>	<b>99.5</b>

<b>December</b>		
accrual	9	0
taken		
balance	<b>540.91</b>	<b>99.5</b>

<b>January</b>		
accrual	9	0
taken		
balance	<b>549.91</b>	<b>99.5</b>

<b>February</b>		
accrual	9	0
taken		
balance	<b>558.91</b>	<b>99.5</b>

	Sick Leave	Vacation
<b>March</b>		
accrual	9	0
taken		
balance	<b>567.91</b>	<b>99.5</b>

<b>April</b>		
accrual	9	0
taken		
balance	<b>576.91</b>	<b>99.5</b>

<b>May</b>		
accrual	9	0
taken		
balance	<b>585.91</b>	<b>99.5</b>

<b>June</b>		
accrual	9	0
taken		
balance	<b>594.91</b>	<b>99.5</b>

**From:** [Doug Edmonds](#)  
**To:** [Lilee Rodriguez](#)  
**Subject:** RE: Strategic Plan Template  
**Date:** Friday, 19 November, 2021 13:00:42  
**Attachments:** [image001.png](#)

---

Hello Lilee,

A great place to start, I like the role assignment  
I do like the hierarchy starting with themes, strategies, goals objectives, action items.

The themes seldom change if ever  
The strategies may change over time as thoughts come into play.  
The goals under each strategy will change over time.  
The action items are tracked till completed.

This structure allows for multiple goals to be achieved under a broader strategy.

Example:

Theme: Reduce Rural Response Time

Strategy: Build Fire Stations at appropriate locations

Goal 1: Build 204 at yyyy

Action: Investigate and buy land at yyyy area Responsible Role:

Timeblock – start by/finish by

Status/Action Accomplishment -- graphic “timeblocks”

Action: Design buildings to meet rural needs Responsible Role:

Timeblocks --

Action: Design with rooming in mind

Goal 2: Build 205 at xxxx

Action: Investigate and buy land at xxxx area

Strategy: Increase manpower at rural stations

Goal 1: Determine appropriate manpower per station

Action: Designs stations for rooming facilities

Goal 2: Add rooming facilities to existing rural stations.

Strategy: Acquire appropriate apparatus for rural deployment

Goal 1: Ensure each rural station can accommodate appropriate apparatus

Action: Review station designs

Goal 2:

---

**From:** Lilee Rodriguez <lilee.rodriguez@philomathfire.com>

**Sent:** Thursday, November 18, 2021 4:39 PM

**To:** Tom Miller <tom.miller@philomathfire.com>; Chancy Ferguson <chancy.ferguson@philomathfire.com>; Doug Edmonds <doug.edmonds@philomathfire.com>

**Subject:** Strategic Plan Template

Gentlemen,

I have attached a preliminary structure for our Strategic Plan – cobbled together from other formats. Take a look at this and consider whether or not you think this is a good framework for us or if there are additional changes you would like to see. Mind, this is nowhere near the final formatting, just a place to start putting our goals, objectives and action items into some semblance of order.

We can (and will) talk more about this later! I hope you have a wonderful Thanksgiving!



*Lilée Rodriguez*

Office Administrator

Philomath Fire & Rescue

[lilee.rodriguez@philomathfire.com](mailto:lilee.rodriguez@philomathfire.com)

541-360-0030



# Philomath Fire & Rescue District Strategic Plan



## **Mission**

The men and women of this department are dedicated to:

The preservation of property, through the extinguishment and prevention of fires; The protection and care of human life through education and treatment; The development of character through commitment and teamwork.

## **Vision**

Philomath Fire & Rescue serves the emergency needs of a diverse community, providing state-of-the-art fire and medical emergency response services. The District has a strong volunteer base and active involvement in community affairs pertaining to public safety. We maintain the highest safety standards for our personnel and the community.

## **Introduction**

Strategic planning is a management tool that provides direction for an organization and helps build a shared vision with the community and employees. Strategic planning in the fire service identifies organizational priorities and establishes goals and objectives. By establishing organizational goals and prioritizing scarce resources, organizations are able to focus their efforts on the most critical issues facing the community and organization.

While the strategic planning process provides a structured plan, it should be noted that the planning process is flexible and dynamic. Periodic review of the plan and the community needs should be conducted to ensure priorities are being met. Changes in the community landscape or service demands may require adjustments to plan priorities, or a comprehensive update of the plan itself.

The Strategic Plan for Philomath Fire & Rescue is intended to guide the District for the next five years. The Strategic Plan will provide guidance to staff and policy makers in administrative, budgetary and policy decisions. The Strategic Plan will help determine organizational goals and will be audited annually to determine whether goals have been met. Lastly, the Strategic Plan will provide guidance to our staff about our mission, vision and organizational values that guide our organization and maintain an effective organizational culture.

## Contents

Organizational Values .....	1
Goals & Outcome Indicators .....	2
<b>Goal 1: Medical/life-safety &amp; community health results.</b> Further improve the effectiveness of medical emergency response results and risk-reduction for preventable medical events.....	2
<b>Goal 2: Fire attack/response results.</b> Consistently meet, or exceed, targets for fire-related life and property protection results. ....	5
<b>Goal 3: Emergency preparedness &amp; management.</b> Strengthen intergovernmental and community coordination/preparation for effective response to natural and manmade disasters. ....	7
<b>Goal 4: Community partnerships &amp; risk reduction.</b> Build on already-strong District- Community partnerships to further reduce risk and ensure a safer community. ....	8
<b>Goal 5: Recruiting &amp; retention of volunteers.</b> Strengthen the recruitment of community and student volunteers and improve retention for volunteer participation.....	10
<b>Goal 6: Career staff retention &amp; satisfaction.</b> Maintain and improve a mutually supportive, mission-oriented work environment and widen the diversity of career staff working at Canby Fire District. ....	12
<b>Goal 7: Fiscal predictability, stability, &amp; efficiency.</b> Continue to improve on efficient, and transparent, use of District resources to strengthen our mission and further promote public trust in how District fire and rescue services operate. ....	14

## Plan Design/Definition of Terms

The design of this strategic plan is intended to be uncomplicated, accessible, and readable for all of the members of Philomath Fire & Rescue as well as the community we serve. As you review the plan, keep in mind how the following terms are used:

- ▶ **Goals: where we are going:** A future-looking statement about an aspect of our mission, vision or values that describes a desired direction of change.
- ▶ **Outcome Indicators: how we'll know when we arrive:** Outcome Indicators are for assessing results. Note that, generally, Outcome Indicators should not be measures of effort expended, but of impact achieved. Think of the difference between the number of medical calls responded to and the survivability rate of specific types of medical calls. Or consider the difference between preparing a financial plan and achieving specific savings or efficiency targets. In each case, the first describes completion of a task, while the second tells us if the intended result was achieved. Outcomes are about intended results that tell us if a Goal is being achieved. To understand how we hope to move the Outcome Indicators, we look at the final level of the plan, Description/Action Items.
- ▶ **Description/Action Items: how we intend to do it:** In this plan, Action Items indicate an intentional change in action — in a program, training, purchase, procedure, staffing approach, or similar. The term *Action Item* is used to emphasize that the plan is not about everything we do, but about how we intend to change what we do to achieve our goals. Without a focus on change, a strategic plan can become a very long list of everything a fire district does and becomes redundant to budgets and other documents already developed. Action Items are also the most flexible part of the plan. After all, the final test of a successful strategy is not “Did we implement the strategy?” but “Did we get the result?” That is, “Did one or more Outcome Indicators move in the desired direction?” If not, it is time to rethink the strategic direction.

Finally note that, unlike traditional plans, this plan is not designed to require each Strategy to be categorized under a single Outcome, or even Goal. While every Strategy must support at least one Goal, there is no reason why a good Strategy can't support multiple Goals, so we have substantially avoided the artificial (and editorially painful) practice of creating micro-categories for Strategies under each Outcome.

## **Organizational Values**

?

## **Goals & Outcome Indicators**

### **GOAL 1: Goal #1**

#### **Timeline:**

*Outcome indicators for progress toward this goal include:*

➲ *Outcome indicator – how will we measure “success” or “failure” of the below objectives toward this goal?*

#### **Tracking**

FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

#### **Key strategies for improvement:**

---

Title/Objective: **Objective #1**

Responsibility: Role/Title of Individual

Description/Action Items: Describe project here

---

Title/Objective: **Objective #2**

Responsibility: Role/Title of Individual

Description/Action Items: Describe project here.

---

Title/Objective: **Objective #3**

Responsibility: Role/Title of Individual

Description/Action Items: describe project here.

---

Title/Objective: **Objective #4**

Responsibility:

Description/Action Items:

---

Title/Objective: **Objective #5**

Responsibility:

Description/Action Items:

---

Title/Objective: **Objective #6**

Responsibility:

Description/Action Items:

**Expense-increase change strategies:** In addition to taking the revenue-neutral steps noted above, the following items are recommended pending resource availability and approval for relevant budget increases:

---

Title/Objective: **Objective #7**

Responsibility:

Description/Action Items:

---

Title/Objective: **Objective #8**

Responsibility:

Description/Action Items:

## **GOAL 2: Goal #2**

### **Timeline:**

Outcome indicators for progress toward this goal include:

#### **[Outcome indicators](#)**

### **Tracking**

FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

### **Key strategies for improvement:**

---

Title/Objective: **Objective #1**

Responsibility:

Description/Action Items:

---

Title/Objective: **Objective #2**

Responsibility:

Description/Action Items:

---

Title/Objective: **Objective #3**

Responsibility:

Description/Action Items:

---

Title/Objective: **Objective #4**

Responsibility:

Description/Action Items:

---

Title/Objective: **Objective #5**

Responsibility:

Description/Action Items:

---

Title/Objective: **Objective #6**

Responsibility:

Description/Action Items:

**Expense-increase change strategies:** In addition to taking the revenue-neutral steps noted above, the following items are recommended pending resource availability and approval for relevant budget increases:

---

Title/Objective: **Objective #7**

Responsibility:

Description/Action Items:

### **GOAL 3: Goal #3**

#### **Timeline:**

Outcome indicators for progress toward this goal include:

- Outcome indicator

#### **Tracking**

FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

#### **Key strategies for improvement:**

---

Title/Objective: **Objective #1**

Responsibility:

Description/Action Items:

---

Title/Objective: **Objective #2**

Responsibility:

Description/Action Items:

## **Goal 4: Goal #4**

### **Timeline:**

Outcome indicators for progress toward this goal include:

**Outcome indicator**

### **Tracking**

FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

### **Key strategies for improvement:**

---

Title/Objective: **Objective #1**

Responsibility:

Description/Action Items:

---

Title/Objective: **Objective #2**

Responsibility:

Description/Action Items:

---

Title/Objective: **Objective #3**

Responsibility:

Description/Action Items:

---

Title/Objective: **Objective #4**

Responsibility:

Description/Action Items:

## **GOAL 5: Goal # 5**

## Timeline:

Outcome indicators for progress toward this goal include:

## Outcome indicator

## Tracking

## **Key strategies for improvement:**

---

**Title/Objective:** **Objective #1**

## Responsibility:

### Description/Action Items:

**Expense-increase change strategies:** In addition to taking the revenue-neutral steps noted above, the following items are recommended pending resource availability and approval for relevant budget increases:

**Title/Objective:** **Objective #2**

## Responsibility:

### Description/Action Items:

## **GOAL 6: Goal #6**

## Timeline:

Outcome indicators for progress toward this goal include:

## Outcome objective

# Tracking

**Key strategies for improvement:** In addition to maintaining current levels of service, the following changes in support of this goal will be implemented, assuming a continuation of resources at the current level of funding.

**Title/Objective:** **Objective #1**

## Responsibility:

## Description/Action Items:

---

Title/Objective: **Objective #2**

## Responsibility:

### Description/Action Items:

**Title/Objective:** **Objective #3**

## Responsibility:

### Description/Action Items:

**Expense-increase change strategies:** In addition to taking the revenue-neutral steps noted above, the following items are recommended pending resource availability and approval for relevant budget increases:

**Title/Objective:** **Objective #4**

## Responsibility:

### Description/Action Items:

---

**Title/Objective:** **Objective #5**

## Responsibility:

### Description/Action Items:

## **GOAL 7: Goal #7**

## Timeline:

Outcome indicators for progress toward this goal include:

## Outcome indicators

## Tracking

Taken towards this goal								
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**Key strategies for improvement:** In addition to maintaining current levels of service, the following changes in support of this goal will be implemented, assuming a continuation of resources at the current level of funding.

---

Title/Objective: **Objective #1**

Responsibility:

Description/Action Items:

---

Title/Objective: **Objective #2**

Responsibility:

Description/Action Items:

---

Title/Objective: **Objective #3**

Responsibility:

Description/Action Items:

THIS PLAN IS INTENDED TO PROMOTE THE BEST POSSIBLE MANAGEMENT OF PUBLIC RESOURCES.

You are welcome to keep this copy if it is useful to you.

If you no longer need this copy, you are encouraged to return it to:

Philomath Fire & Rescue

1035 Main St / PO Box 247 Philomath, OR 97370

Your cooperation will help us save on extra copying costs.

# ORGANIZATIONAL MANUAL

## Section C General Administration Procedure C-28

### CYBER SECURITY POLICY

#### PURPOSE OF THE CYBER SECURITY POLICY

Philomath Fire & Rescue Cyber Security Policy forms the foundation of the District's Information Security Program. Information security policies are the principles that direct managerial decision-making and facilitate secure business operations. A concise set of security policies enables the District Administration to manage the security of information assets and maintain accountability. These policies provide the security framework upon which all subsequent security efforts will be based. They define the appropriate and authorized behavior for personnel approved to use Philomath Fire & Rescue's information assets.

#### APPLICABILITY

Philomath Fire & Rescue Cyber Security Policy applies to all employees, Volunteers, contractors, elected and appointed officers, volunteers and anyone using Philomath Fire & Rescue assets/digital assets. Policies are the organizational mechanism used to manage the confidentiality, integrity and availability issues associated with information digital assets. Information digital assets are defined as any information system (hardware or software), data, networks, and components owned or leased by Philomath Fire & Rescue or its designated representatives.

Specific departments might have additional policies.

#### IT DEFINITION

There are several references to IT and the IT Team throughout the policy. IT is defined as the District's Information Technology contractor OR any Administrative Staff Officer.

#### GENERAL EMAIL/INTERNET SECURITY AND USE

##### General Security Policy

All employees, contractors, volunteers, and any other person using or accessing Philomath Fire & Rescue information, information systems, digital assets or social media must adhere to the following policies:

- All information systems within Philomath Fire & Rescue are the property of Philomath Fire & Rescue and will be used in compliance with Philomath Fire & Rescue policy statements.
- Any personal information placed on Philomath Fire & Rescue information system resources becomes the property of Philomath Fire & Rescue.
- Any attempt to circumvent Philomath Fire & Rescue security policy statements and procedures (e.g., disconnecting or tunneling a protocol through a firewall) is strictly prohibited.
- Unauthorized use, destruction, modification and/or distribution of Philomath Fire & Rescue information or information systems is prohibited.

- All users will acknowledge understanding and acceptance by signing the appropriate Philomath Fire & Rescue Cyber Security policy statements prior to use of Philomath Fire & Rescue information assets and information systems.
- At a minimum, all users will be responsible for understanding and complying with the following policy statements:
  - General Security Policy
  - System Security Policy
  - Password System Security
  - Desktop Service Security Policy
  - Internet Acceptable Use Policy
  - Email Security Policy
  - Personal Equipment Policy
  - Virus, Hostile, and Malicious Code Policy
- All users will report any irregularities found in information or information systems to the IT team immediately upon detection.
- Philomath Fire & Rescue information systems and information will be subject to monitoring at all times. Use of Philomath Fire & Rescue information systems constitutes acceptance of this monitoring policy.
- Use of any Philomath Fire & Rescue information system or dissemination of information in a manner bringing disrepute, damage or ill will against Philomath Fire & Rescue is not authorized.
- Release of Philomath Fire & Rescue information will be in accordance with the applicable Philomath Fire & Rescue policy statements governing release of information.
- Users will not attach their own computer or test equipment to Philomath Fire & Rescue computers or networks without prior approval of the IT team or its designated representative.

### **System Security Policy**

Philomath Fire & Rescue's System Security Policy addresses access control, use of hardware, operating systems, software, servers and backup requirements for all systems maintained and operated by Philomath Fire & Rescue.

The System Security Policy applies to all Philomath Fire & Rescue employees, contractors, vendors, and any other person using or accessing Philomath Fire & Rescue information or information systems. Exceptions to this policy must be approved by the Chief or his or her designated representative.

### **Password System Security**

In today's information age, poorly selected, reusable passwords represent the most vulnerable aspects of information security. Philomath Fire & Rescue has adopted this policy to ensure that the private information of our citizens and our proprietary data are kept secure at all times. Philomath Fire & Rescue authorized users must comply with creation, usage and storage policies to minimize risk to the District's information assets:

- Some users will be required to use multi-factor or card-key authentication
- For users who are not required to use multi-factor or card-key authentication, their passwords will

conform to the following criteria:

- Passwords will be a minimum of eight characters
- Passwords must consist of at least one uppercase letter, one lowercase letter, one number, and one special character (!@#\$%^&\*+=\_-).
- The sharing of passwords is prohibited.
- Any suspicious queries regarding passwords will be reported to the IT team.
- Passwords will be protected as Philomath Fire & Rescue's proprietary information. Writing them down or storing them unencrypted on the information system is prohibited.
- Users must change their passwords every 180 days and may reuse passwords only after 10 different passwords have been used.
- Accounts will be locked out after five failed password attempts in a 30-minute time period. Accounts can be reset by contacting the IT team or by waiting 30 minutes for the account to reset automatically.
- Users will be forced to unlock their computers using their network password after 15 minutes of inactivity on their desktops.
- All system-level (administrator) passwords will be changed within 24 hours after a possible compromise.
- When users leave the organization, their accounts will be immediately disabled or deleted by the IT Team.
- If the user leaving the organization was a privileged user or a network administrator, all system-level (administrator) passwords will be changed immediately.

### **Desktop Services Security Policy**

Philomath Fire & Rescue's Desktop Services Security Policy addresses the authorized and legitimate use of hardware, operating systems, software, local area network (LAN), file servers and all other peripherals used to access any Philomath Fire & Rescue information system:

- No software of any kind will be installed onto a laptop or desktop computer without the approval of the IT team.
- Only system administrators will have the ability to install software.
- Unauthorized copying or distributing of copyrighted software is a violation of federal copyright law and will not be permitted.
- Personal software will not be installed on any Philomath Fire & Rescue machine or device that can connect to the District internal (administrative) network.
- A separate fire-walled 'guest' network access will be maintained in a way that is separated from the internal (administrative) network
- Users will not allow non-members to use any Philomath Fire & Rescue machine or device without authorization of the IT team.
- The following items are District policy for security monitoring:
  - All Philomath Fire & Rescue systems and network activities will be subject to monitoring. Use of Philomath Fire & Rescue systems and networks constitutes consent to this monitoring.
  - Disabling or interfering with virus protection software is prohibited.

- Disabling or interfering with logging, auditing or monitoring software is prohibited.
  - All Philomath Fire & Rescue desktop services will be subject to inventory and inspection.
  - Security irregularities, incidents, emergencies and disasters related to Philomath Fire & Rescue information or systems will be reported to the IT team immediately.
- The following items are District policy for system usage:
- Sabotage, destruction, misuse or unauthorized repairs are prohibited on Philomath Fire & Rescue information systems.
- All repairs will be authorized and performed by the IT team:
- Desktop resources will not be used to compromise, harm, destroy or modify any other service or resource on Philomath Fire & Rescue information system.
  - All data on information systems at Philomath Fire & Rescue is classified as District proprietary information, unless shared through an approved agreement.
  - Users will secure all printed material and other electronic media associated with their use of Philomath Fire & Rescue information and information systems.
  - Storage, development or the unauthorized use of tools that compromise security (such as password crackers or network sniffers) are prohibited.

### **Internet Acceptable Use Policy**

Internet access is provided to Philomath Fire & Rescue employees and Volunteers to conduct Philomath Fire & Rescue business. While these resources are to be used primarily for Philomath Fire & Rescue business, the District realizes that employees may occasionally use them for personal matters and therefore provides access to non-offensive personal sites.

- Internet activity will be monitored for misuse.
- Internet activities that can be attributed to a Philomath Fire & Rescue domain address (such as posting to newsgroups, use of chat facilities and participation in mail lists) must not bring disrepute to Philomath Fire & Rescue or associate Philomath Fire & Rescue with controversial issues (e.g., sexually explicit materials).
- Internet use must not have a negative effect on Philomath Fire & Rescue operations.
- Users will not make unauthorized purchases or business commitments through the internet.
- Internet services will not be used for personal gain.
- Internet users will make full attribution of sources for materials collected from the internet. Plagiarism or violation of copyright is prohibited.
- Release of Philomath Fire & Rescue proprietary information to the internet (e.g., posting information to a newsgroup) is prohibited.
- All internet users will immediately notify the IT team of any suspicious activity.
- All remote access to Philomath Fire & Rescue internal network through the internet will be encrypted and authenticated in a manner authorized by the IT team.

Accessing personal social networking accounts (including but not limited to Facebook, Twitter, Google+, LinkedIn, Foursquare and Tumblr) or using Philomath Fire & Rescue email for social networking purposes is prohibited on District-owned equipment. The use of social networking sites

for specific business purposes must be pre-approved or assigned by the Fire Chief or their designee.

### **Email Security Policy**

Philomath Fire & Rescue Email Security Policy specifies mechanisms for the protection of information sent or retrieved through email. In addition, the policy guides representatives of Philomath Fire & Rescue in the acceptable use of email. For this policy, email is described as any computer-based messaging including notes, memos, letters and data files that may be sent as attachments.

Authorized users are required to adhere to the following policies. Violators of any policy are subject to disciplinary actions, up to and including termination.

The following items are the District policy statements for Access Controls:

- All email on Philomath Fire & Rescue information systems, including personal email, is the property of Philomath Fire & Rescue. As such, all email can and will be periodically monitored for compliance with this policy.
- Individual email accounts are intended to be used only by the person to whom they are assigned. Special arrangements can be made to share information between approved users. In all other cases, no user is authorized to open or read the email of another without the express consent of the Fire Chief or their designee.
- Email is provided to the staff, Board of Directors, and Volunteer officer users of Philomath Fire & Rescue primarily to enhance their ability to conduct Philomath Fire & Rescue business.
- Terminated employees or others that no longer are associated with the District, will have all email access immediately suspended.
- Users who leave Philomath Fire & Rescue will have all new emails automatically forwarded to their supervisor, for 30 days.
- The former employee's supervisor is responsible for disseminating stored emails to the appropriate party. After the date of separation, the former user's mailbox will be permanently removed from the system in accordance with applicable requirements.

The following items are the District policy statements for Content:

- Use of profane, inappropriate, pornographic, slanderous or misleading content in email is prohibited.
- Use of email to spam (e.g., global send or mail barrage) is prohibited. This includes the forwarding of chain emails.
- Use of email to communicate sexual or other harassment is prohibited. Users may not include any words or phrases that may be construed as derogatory based on race, color, sex, age, disability, national origin or any other category.
- Use of email to send unprofessional or derogatory messages is prohibited.
- Forging of email content (e.g., identification or addresses) is prohibited.
- All outgoing email will automatically include the following statement: "This email transmission and all attached files contain information intended for the designated individual or entity to whom it is addressed and may contain information that is proprietary, confidential, privileged, and/or exempt from disclosure under applicable law. If you are not the intended recipient or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution, copying, or other use of this email or its attachments is strictly prohibited. If you have received this email in error, please notify the sender immediately by replying to this message and please delete the original message without making any copies."

The following items are the District policy statements for Usage:

- Any email activity that is in violation of policy statements or that constitutes suspicious or threatening internal or external activity will be reported.
- When sending email, users should verify all recipients to whom they are sending the message(s).
- Be aware that deleting an email message does not necessarily mean it has been deleted from the system.

### **Virus, Hostile and Malicious Code Security Policy**

The intent of this policy is to better protect Philomath Fire & Rescue assets against attack from destructive or malicious programs:

- Any public domain, freeware or shareware software will be evaluated by the IT team prior to installation on any District resource.
- No unauthorized software will be downloaded and installed on end-user machines without express approval from the IT team.
- System users will not execute programs of unknown origin, as they may contain malicious coding.
- Only licensed and approved software will be used on any District computing resource.
- All licensed software will be write-protected and stored by the IT team.
- Philomath Fire & Rescue users will scan all files introduced into the environment for virus, hostile and malicious code before use through the virus-checking software.
- The IT team will ensure that Philomath Fire & Rescue obtains and deploys the latest in virus protection and detection tools.
- All information systems media, including disks, CDs and USB drives, introduced to Philomath Fire & Rescue environment will be scanned for virus, hostile and malicious code.
- All email will be scanned for virus, hostile and malicious code.
- All internet file transfers will be scanned for virus, hostile and malicious code.
- The unauthorized development, transfer or execution for virus, hostile and malicious code is strictly prohibited.
- All users will report any suspicious occurrences to his/her supervisor or the IT team immediately.
- All District systems will be protected by a standard virus protection system.
- Virus engines and data files will be updated on at least a monthly basis.
- Viruses that are detected on a user's workstation will be reported to the IT team immediately for action and resolution.
- Irregular behaviors of any software program will be reported to the IT team immediately.

### **Reporting Security Concerns**

The user agrees to report the following immediately:

- If the device is lost or stolen
- If the device has been attacked with malware, a virus or any other suspicious attack
- Any other security concern with regard to District data

### **DISTRICT OWNED PROPERTY**

All employees that have been assigned District owned equipment such as a computer, IPad or cell phone sign a document showing that they have received the equipment. All equipment shall be

returned to the District at the District's request or upon termination of employment. Documentation of the return shall be acknowledged by the signature of a supervisor.

### **Care of Property**

Employees shall be responsible for the safekeeping, serviceable condition, proper care and use of equipment assigned to them. Intentional or negligent abuse or misuse of District property may lead to discipline including, but not limited to, the cost of repair or replacement.

- District issued equipment is intended to be used for District business. District issued equipment may not be used to conduct personal business during their work day, except for brief personal communications (e.g. informing family of extended hours). Employees shall endeavor to limit their personal use to authorized break times, unless an emergency exists.
- District owned property shall only be used by the employee(s) that it is assigned to.
- Department members may use District issued equipment to communicate with other personnel in situations where the use of the radio is either impracticable or not feasible. District issued equipment should not be used as a substitute for, or as a way to avoid or in lieu of regular radio communications.
- Department members are prohibited from taking pictures, making audio or video recordings or making copies of any such picture or recording media unless it is directly related to official District business. Disclosure of any such information to any third party through any means, without the express authorization of the Fire Chief, may result in discipline.
- Department members will not access social networking sites for any purpose that is not official District business.
- Using District owned equipment to harass, threaten, coerce or otherwise engage in inappropriate conduct with any third party is prohibited. Any employee having knowledge of such conduct shall promptly notify their Supervisor.
- District issued equipment including the associated phone number, if there is one, shall remain the sole property of the District and shall be subject to inspection or monitoring (including all related records and content) at any time without notice and without cause.
- Unless a Department member is authorized by their Supervisor for off-duty use of their assigned equipment, the device will either be secured in the workplace at the completion of their workday or will be turned off when leaving the workplace.
- Department members shall promptly report to their supervisor, any loss, damage to, or unserviceable condition of District issued equipment.
- District owned property shall not be thrown away, sold, traded, donated, destroyed or otherwise disposed of without proper authority from the Fire Chief.

### **PERSONAL EQUIPMENT POLICY**

Department members or other users are not allowed to use personal devices for District business unless authorized by IT.

### **Release of Liability and Disclaimer to Users**

Philomath Fire & Rescue hereby acknowledges that the use of personally owned devices in connection with Philomath Fire & Rescue business carries specific risks for which you, as the end user, assume full liability.

In the case of litigation, Philomath Fire & Rescue may take and confiscate a user's personally owned device at any time.

## **Acceptable Use Policy**

This policy provides rules for the acceptable use of personally owned devices on the District network.

### **General Policy**

Users that have been approved by IT to access Philomath Fire & Rescue's network using their personally owned device may do so using only Philomath Fire & Rescue authorized software.

Users must follow the same rules when accessing the network from both District issued equipment and personally owned devices. When connected to Philomath Fire & Rescue network, the user will NOT do the following:

- Use the service as part of violating the law
- Attempt to break the security of any computer network or user
- Attempt to send junk email or spam to anyone
- Attempt to send a massive amount of email to a specific person or system in order to flood a server

### **Authorization of Devices**

Philomath Fire & Rescue IT reserves the right to determine the level of network access for each personally owned device. The user could be granted full, partial or guest access.

Philomath Fire & Rescue IT will install a digital certificate on each personally owned device, which will authenticate the user.

### **Third-party Applications on Devices**

Philomath Fire & Rescue IT reserves the right to block or limit the use of certain third-party applications, such as those that probe the network or share files illegally, that may harm the District's network.

As the number of approved applications continually evolves, the user must check with the IT department for the current list of approved third-party applications and get IT approval before downloading an application on the device.

### **Remote Wiping**

While Philomath Fire & Rescue does not own the device, it does own all District data. Therefore, Philomath Fire & Rescue reserves the right to remotely wipe the user's personally owned device at any time. Not only will District data get wiped, but the user's personal data could be lost as well. The user must understand and accept this risk.

Furthermore, the user must agree to a full wipe of the personally owned device if he or she leaves Philomath Fire & Rescue. This may result in the loss of both District and personal data on the device.

The act of obtaining information through subtle and/or deceptive means via (social media, personal contact, or voice communications) that may or may not be obvious to the person being acted on too be used for illicit and/or fraudulent schemes. Examples of social engineering but not limited to are (convincing/persuasive) communication via email, phone, or social media. Methods may include but are not limited to (targeted emails/spear phishing, phone calls, social media, trojan websites, etc.).

## **Awareness Training**

Employees of Philomath Fire & Rescue are required to participate in security training in the following instances:

- All new intakes are required to complete security awareness training before receiving login credentials.
- Formal security awareness refresher training is conducted on an annual basis. All employees are required to participate in and complete this training.

On an annual basis, Philomath Fire & Rescue will conduct email phishing exercises of its users. The purpose of these tests is to help educate users of common phishing scenarios. It will assess their level of awareness and comprehension of phishing, understanding and compliance with policy around safe handling of e-mails containing links and/or attachments, and their ability to recognize a questionable or fraudulent message.

## **ONLINE SOCIAL NETWORKING**

Our District is committed to maintaining a good relationship with employees and with the public. If Philomath Fire & Rescue sustains a positive reputation and excellent image in the public eye, it directly benefits the District as a whole, in addition to putting you in an advantageous situation as a Department member. The way the public views Philomath Fire & Rescue is vital to promoting operations, gaining public trust, retaining first-class employees, recruiting new employees, and promoting municipal services.

While Philomath Fire & Rescue has no intentions of controlling employees' actions outside of work, it is important that employees practice caution and use discretion when posting content on the internet, especially on social networking sites that could affect Philomath Fire & Rescue's business operations or reputation. This policy serves as a notice on the practice of social networking for all employees to read and understand.

The following is the purpose of the Online Social Networking Policy:

- To guarantee a constructive relationship between the District and its members
- To reduce the possibility of risk to Philomath Fire & Rescue or its reputation
- To discourage the use of District time for personal networking
- To ensure Department members are aware of their actions while engaging in social networking, the number of individuals who can access information presented on social networking sites and the consequences associated with these actions

## **Definitions**

### Digital Assets

Digital assets are any type of media, visual communications, audio communications, security, in a digital/binary form. Examples of digital assets, but not limited to (medical information, educational information, personal information, pictures, animations, documents, mail, text, chats, conversations, logos, photos, voice, movies, passwords, facial recognition, speech, pictures, independent of the type of device where the asset/data is stored, and/or used.

### Social Media

Any software, website, or applications such as (mobile apps) or a future technology used for the purposes that enables the creating and/or sharing, communicating, sending, broadcasting, disseminating, receiving of content/digital assets with one or more people. Examples, but not limited to (Facebook, Email, Twitter, LinkedIn, Zoom, etc.)

### Social Networking

Defined as any activity that involves interaction in online communities of people. This interaction includes, but is not limited to, browsing other users' profiles, browsing other users' photos, reading messages sent through social networking forums and engaging in online communities' instant messaging services.

### Social Networking Profile

A specific user's personalized webpage within a certain social networking site, usually containing personal information such as one's name, birthday, profile photo and interests.

### Microblogging

The practice of publishing your recent whereabouts, thoughts, or activities on a social networking site for other users to see. This is the main focus of social networking sites such as Twitter, but it also includes features like status updates on Facebook.

### Business Purposes

Using a social networking site for the District's gain, usually as a task or assignment given by a manager or supervisor. This can be done through a specific District account on a given social networking site.

### **Prohibited Use**

It is important that employees use their time while at work to conduct District business. Employees are not blocked from access to social networking sites on Philomath Fire & Rescue's computers because, under some circumstances, social networking is a powerful business tool that can be channeled to gain positive publicity for the District and to connect with citizens. However, access to such websites does not mean they can be used at any time. The following actions are prohibited during working hours:

- Using social networking sites to conduct personal or non-District business
- Browsing social networking sites for non-District business on District time
- Reading email alerts regarding personal social networking account activity or using Philomath Fire & Rescue email to correspond with personal social networking contacts
- Updating information, uploading photos or otherwise engaging with one's own, personal social networking profile for non-business purposes
- Micro-blogging for a non-business purpose on a social networking site throughout the day, whether it is on a District-provided computer or a personal PDA or smartphone device

### **Prohibited Conduct**

Having your own individual social networking account and using it on your own time is certainly permissible. However, keep in mind that some actions on your personal site are visible for the entire social networking community and are no longer private matters. While Philomath Fire & Rescue will not be continuously monitoring employees' personal conduct on social networking sites, it might be a

good guideline to assume that anything posted on your personal social networking profile could potentially be seen by anyone at the District. While this section of the policy is a sensitive one, Philomath Fire & Rescue put it in place to protect not only the District, but you and your job. It is for your own security and defense that you follow these guidelines:

- Do not use microblogging features to talk about District business on your personal account, even on your own time. Do not post anything you would not want your manager or supervisor to see or that would put your job in jeopardy.
- Do not use the District name, address or other information in your personal profile. This is for your physical safety as well as the safety of everyone else at the District and the protection of Philomath Fire & Rescue's name.
- Do not post any pictures or comments involving the District or other Philomath Fire & Rescue employees that could be construed as inappropriate.
- You are also responsible for what other users post on your individual social networking profile. Do not allow inappropriate or sensitive information regarding Philomath Fire & Rescue anywhere on your profile, even if it is generated by a different user.
- Remember that if your personal profile is visible to other members of the Department, supervisors, managers or peers, practice caution. You have control over yourself but not over these other members, and just one inappropriate picture or comment taken out of context could fall into the wrong hands and cost you your position.

## **CONTINGENCY PLAN**

Philomath Fire & Rescue's business contingency capability is based upon Microsoft cloud backups of all critical business data – using OneDrive. This critical data is defined as network server data and Microsoft 365 hosted email. Full data backups will be performed on a daily basis. Confirmation that backups were performed successfully will be conducted weekly. Testing of cloud backups and restoration capability will be performed on a semiannual basis.

During a contingency event, all IT decisions and activities will be coordinated through and under the direction of the District IT team.

The following business contingency scenarios have been identified along with the intended responses:

- In the event that one or more of Philomath Fire & Rescue's systems or applications are deemed corrupted or inaccessible, the IT Team will work with the respective vendor(s) to restore data from the most recent cloud backup and, if necessary, acquire replacement hardware.
- In the event that the location housing Philomath Fire & Rescue's systems are no longer accessible, the IT Team will work with the respective vendor(s) to acquire any necessary replacement hardware and software, implement these at one of the organization's other sites, and restore data from the most recent cloud backup.

**Cyber Security Policy:****Philomath Fire & Rescue User Acknowledgment**

Security of information and the tools that create, store and distribute that information are vital to the long-term health of our organization. Likewise, it is imperative that we maintain a positive reputation and excellent public image. To further these objectives, Philomath Fire & Rescue has established this Cyber Security Policy.

All Department members (employees, Volunteers, Board members, contractors, and other authorized users) are expected to understand and follow the guidelines established by this policy. We encourage members to take a proactive approach to cyber security. If and when you identify a potential problem, please report it promptly to your direct supervisor.

Prior to using Philomath Fire & Rescue equipment, each Department member is expected to have read the entire Cyber Security Policy.

If you have any uncertainty regarding the content of this policy, you are required to consult your supervisor. This should be done prior to signing this acknowledgment form.

By signing below, I acknowledge that I have read Philomath Fire & Rescue's Cyber Security Policy in its entirety, and I understand and agree to the requirements and expectations of me as a Department member.

---

Signature

Date

# ORGANIZATIONAL MANUAL

Section S  
SAFETY  
Guideline S-14

## WILDFIRE SMOKE PROTECTION GUIDELINE

### I. INTRODUCTION:

In response to the dangerous levels of air quality after the 2020 wildfires throughout the state of Oregon, the Oregon Division of Occupational Safety and Health (OR-OSHA) has issued a temporary emergency rule addressing hazardous wildfire smoke exposure. Effective August 9, 2021, employers must protect outdoor workers by significantly reducing personnel exposure to the harmful effects of wildfire smoke. The temporary rule applies to workplaces where the current Air Quality Index (current AQI) for PM2.5 is 101 or greater, regardless of the AQI for other pollutants; and the employer should reasonably anticipate personnel may be exposed to wildfire smoke.

### II. GUIDELINE:

Personnel who work outdoors when there is a heightened level of exposure to wildfire smoke and the AQI for PM2.5 exceeds 101, are at risk of experiencing negative health effects from breathing in hazardous chemicals. It is the policy of the District to reduce personnel exposure to harmful respiratory hazards when wildfire smoke causes unhealthy air quality by developing personnel and officer awareness of the health effects of wildfire smoke and proper response. All personnel who work outdoors when AQI for PM2.5 exceeds 101 are expected to comply with the procedures in this program, with the exception of the following:

- (A) Wildland firefighting and associated support activities such as fire camp services and fire management; or,
- (B) Evacuation, rescue, utilities, communications, and medical operations that are directly involved in or aiding emergency operations or firefighting operations.

### III. DEFINITIONS

**Current Air Quality Index (Current AQI):** The method used by the U.S. Environmental Protection Agency (U.S. EPA) to report air quality on a real-time basis. Current AQI is also referred to as the “NowCast,” and represents data collected over time periods of varying length in order to reflect present conditions as accurately as possible.

The current AQI is divided into six categories as shown in the table below, adapted from Table 2 of Title 40 Code of Federal Regulations, Part 58, Appendix G.

Air Quality Index (AQI) Categories for PM2.5	Levels of Health Concern
0 to 50	Good
51 to 100	Moderate
101 to 150	Unhealthy for Sensitive Groups

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151 to 200	Unhealthy
201 to 300	Very Unhealthy
301 to 500	Hazardous

**NIOSH:** The National Institute for Occupational Safety and Health of the U.S. Centers for Disease Control and Prevention. NIOSH tests and approves respirators for use in the workplace.

**PM2.5:** Solid particles and liquid droplets suspended in air, known as particulate matter, with an aerodynamic diameter of 2.5 micrometers or smaller.

**Wildfire Smoke:** Emissions from fires in “wildlands” or in adjacent developed areas.

### **IV. RESPONSIBILITIES**

The Fire Chief is responsible for the effective implementation of this program in order to ensure the safety of the District's personnel.

The Fire and Life Safety Officer is responsible for:

- Preparing and maintaining a program that complies with the requirements of applicable OR-OSHA requirements.
- Ensuring a delivery of training to all potentially impacted personnel on the health effects of wildfire smoke, available protections, and the appropriate use of respirators.

Officers are responsible for:

- Identifying all personnel, within their respective crew, who are required to work outdoors and potentially exposed to PM2.5.
- Checking AQI forecasts and the current AQI for PM2.5 from any of the following: U.S. EPA AirNow website, the Interagency Wildland Fire Air Quality Response Program, the Oregon Department of Environmental Quality's air quality website, or equivalent source. The monitoring station closest to the worksite should be used.
- Providing personnel with proper respirators for voluntary use when AQI for PM2.5 is 101 or greater.
- Contacting emergency medical services in the event medical assistance is required.
- Ensuring the requirements in this document are followed.

Personnel are responsible for:

- Complying with the provisions of the Wildfire Smoke Protection Program, including completing required training.
- Using respirators properly, keeping them clean and keeping track of them to avoid using someone else's respirator.
- Informing their officer if the air quality is getting worse, or if they are suffering from any symptoms due to the air quality.

### **V. PROCEDURES**

## ORGANIZATIONAL MANUAL

### A. District Requirements

The District shall reduce personnel exposure to PM2.5 to less than a current AQI of 101 by engineering controls whenever feasible:

1. Control by voluntary use of respirators. Whenever personnel exposure to PM2.5 is at or above 35.5 ug/m<sup>3</sup> (AQI 101), the employer must maintain a sufficient number and sizes of NIOSH-approved respirators that effectively protect wearers from PM2.5 at each work location where personnel are exposed. Such respirators must be provided at no cost and be readily available for voluntary use to all exposed workers at their request.
2. Engineering and administrative controls. The District shall use engineering or administrative controls to reduce personnel PM2.5 exposure to less than 150.5 ug/m<sup>3</sup> (AQI 201) whenever feasible. Engineering controls include providing enclosed buildings, structures, or vehicles where the air is adequately filtered. Administrative controls include relocating work to an outdoor location where the current ambient air concentration of PM2.5 is less than 150.5 ug/m<sup>3</sup> (AQI 201) or changing work schedules to a time when ambient air concentration of PM2.5 is less than 150.5 ug/m<sup>3</sup> (AQI 201).
3. Control by required use of respirators. Whenever personnel exposure to PM2.5 is at or above 150.5 ug/m<sup>3</sup> (AQI 201) even after the application of engineering and administrative controls, the District shall ensure that personnel wear NIOSH-approved respirators. For filtering facepiece respirators used exclusively to protect personnel from wildfire smoke, the District need not implement a full Respiratory Protection Program provided that the Wildfire Smoke Respiratory Protection Program described in the Appendix to this guideline is followed.

Note: For the 2021 wildfire season, KN-95s previously approved under the FDA's Emergency Use Authorization can be used to substitute for NIOSH-approved filtering facepiece respirators for exposures under 500.4 ug/m<sup>3</sup> (AQI 501).

4. Control by required use of NIOSH-approved respirators. Whenever personnel exposure to PM2.5 is at or above 500.4 ug/m<sup>3</sup> (AQI 501), even after the application of engineering and administrative controls, the District shall ensure that personnel wear NIOSH-approved respirators. For filtering facepiece respirators used exclusively to protect personnel from wildfire smoke, the employer must implement a complete Respiratory Protection Program, in compliance with 1910.134.

Whenever engineering controls are not feasible or do not reduce personnel exposures to PM2.5 to less than a current AQI of 101, the District shall implement administrative controls, if practicable, such as relocating work to a location where the current AQI for PM2.5 is lower, changing work schedules, reducing work intensity, or providing additional rest periods.

The District shall provide respirators to all personnel for voluntary use and

## ORGANIZATIONAL MANUAL

encourage personnel to use respirators when the current AQI for PM2.5 is equal to or greater than 101 but does not exceed 500. Respirators shall be NIOSH-approved devices that effectively protect the wearers from inhalation of PM2.5, such as N95 filtering facepiece respirators. Respirators shall be cleaned, stored, maintained, and replaced so they do not present a health hazard to users. The District shall use Appendix A for training regarding voluntary use of respirators.

*Note: For voluntary use of filtering facepieces, such as N95 respirators, some of the requirements such as fit testing and medical evaluations do not apply.*

The District shall provide personnel with effective training and instruction. At a minimum, this shall contain the information outlined in Appendix A.

### **B. Hazard Identification**

The District shall determine personnel exposure to PM2.5 before each shift and periodically thereafter as needed by any of the following methods:

- Check AQI forecasts and the current AQI for PM2.5 from any of the following: U.S. EPA AirNow website, the Interagency Wildland Fire Air Quality Response Program, the Oregon Department of Environmental Quality's air quality website, or equivalent source

### **C. Reporting and Response**

The District shall establish and implement a system for communicating wildfire smoke hazards in a form readily understandable by all affected personnel, including provisions designed to encourage personnel to inform their officers of wildfire smoke hazards at the worksite without fear of reprisal.

The system shall include effective procedures for:

1. Notifying personnel when work location ambient air concentration for PM2.5 is at or above 35.5 ug/m<sup>3</sup> (AQI 101);
2. Notifying personnel when work location ambient air concentration for PM2.5 is at or above 150.5 ug/m<sup>3</sup> (AQI 201);
3. Notifying personnel when work location ambient air concentration for PM2.5 is at or above 500.4 ug/m<sup>3</sup> (AQI 501);
4. Notifying personnel when ambient air concentration for PM2.5 drops below levels requiring protective measures; and
5. Enabling and encouraging personnel to inform the District if any of the following occurs:
  - a) When air quality improves and worsens; and
  - b) Severe health symptoms that may be the result of wildfire smoke exposure such as asthma attacks, difficulty breathing, and chest pain.

## ORGANIZATIONAL MANUAL

### Appendix Temporary Mandatory Workplace Guidance for **THE USE OF FILTERING FACEPIECE RESPIRATORS TO ADDRESS WILDFIRE SMOKE**

Filtering facepiece respirators are disposable, negative-pressure, air purifying respirators where an integral part of the facepiece or the entire facepiece is made of air contaminant filtering material. This appendix does not apply to other types of respirators, including but not limited to elastomeric tight-fitting respirators, nor does it apply to situations where workers use filtering facepiece respirators for protection against air contaminants other than PM2.5 from wildfire smoke.

Employers whose workers are required to wear filtering facepiece respirators to protect against wildfire smoke exposures when workplace ambient air concentrations of PM2.5 is at or above 150.5 ug/m<sup>3</sup> (AQI 201) must develop either a respiratory protection program in accordance with the Respiratory Protection Standard (29 CFR 1910.134); or a Wildfire Smoke filtering facepiece respiratory protection program in accordance with the following requirements when workplace ambient air concentrations of PM2.5 are under 500.4 ug/m<sup>3</sup> (AQI 501):

(A) Personnel training. Employers must ensure that personnel wearing filtering facepiece respirators are trained in the proper use of the respirators, including putting them on and removing them, any limitations on their use, how to care for the respirator, and the ability to demonstrate a seal check as described in (B) below.

(B) Filtering facepiece respirator user seal check. Each personnel who uses a filtering facepiece respirator must perform a user seal check to ensure that the respirator is properly sealed to the face is achieved each time the respirator is put on. Either the positive or negative pressure checks listed in this appendix or the respirator manufacturer's recommended user seal check method must be used.

1. Instructions for positive pressure user seal check. Once you have properly donned the respirator, place your hands over the facepiece, covering as much surface area as possible. Exhale gently into the facepiece. The face fit is considered satisfactory if a slight positive pressure is being built up inside the facepiece without any evidence of outward leakage of air at the seal. Examples of evidence that it is leaking could be the feeling of air movement on your face along the seal of the facepiece, fogging of your glasses, or a lack of pressure being built up inside the facepiece. If the particulate respirator has an exhalation valve, then performing a positive pressure check may not be possible. In such cases, a negative pressure check must be performed.

2. Instructions for negative pressure user seal check. Negative pressure seal checks are typically conducted on particulate respirators that have exhalation valves. To conduct a negative pressure user seal check, cover the filter surface with your hands as much as possible and then inhale. The facepiece should collapse on your face and you should not feel air passing between your face and the facepiece.

Correcting problems discovered during the seal check. In the case of either type of seal check (positive or negative), if air leaks around the nose, use both hands to readjust the nosepiece by placing your fingertips at the top of the metal nose clip. Slide your fingertips down both sides of the metal strip to more efficiently mold the nose area to the shape of your nose. Readjust the straps along the sides of your head until a proper seal is achieved

**F. Work Reference Requests.** Work reference requests, for both present and terminated employees, must be in writing and signed by the employee authorizing release of information. The Fire Chief shall be the contact person for the release of all information.

## **6.5 MANAGEMENT REVIEW OF PERSONNEL FILES**

- A. Review of Files.** Personnel files will be reviewed by the Fire Chief as often as deemed appropriate, but not less than every five (5) years for material reflecting caution, warning, admonishment, reprimand and/or suspension, to determine the continued appropriateness of retention.
- B. Removal of File Materials.** Materials deemed inappropriate or no longer relevant may be removed from the personnel file and the employee concerned so notified. Criteria that may be used include age of the material, seriousness of the infraction, and instances of repeated or similar infractions.

# **7.0 PAYROLL, SCHEDULING AND OVERTIME PRACTICES**

## **7.1 WORK WEEK AND WORKING HOURS**

The salaries of the Fire Chief and all Fair Labor Standards Act (FLSA) exempt administrative employees are intended to cover all hours worked. Time and a half can be earned by exempt employees for hours under "contract" where the District is being reimbursed by another agency, such as conflagrations. The normal work week for other regular non-exempt salaried employees, whose duties consist primarily of firefighting and the performance of duties incidental to firefighting, and who qualify as firefighter employees under the FLSA, is up to fifty-three (53) hours, although administrative fire fighter employees will normally only be scheduled to work forty five (45) of the fifty-three (53) hour work week. Meetings and training exercises may be assigned that occur outside of the normally scheduled work week. Response to after-hours emergency calls will be credited at (1) one hour minimum, with employee time sheets reflecting all hours worked after normal work hours. The normal work-week for other regular employees is forty (40) hours; however, this is not a guarantee that any specific amount of work will be made available.

All employees are expected to accomplish service priorities in a timely fashion within the normal workweek to the greatest extent possible.

Except in emergency, unusual, or unforeseen circumstances, no work schedule will be changed without fourteen (14) days' notice. The normally scheduled work-week for administrative firefighting employees is Monday through Friday, 0800 hours to 1700 hours. The normally scheduled workweek for non-administrative firefighting employees detailed in the Contract Bargaining Agreement. Employees are prohibited from engaging in work-related outside activities, as representatives of the Fire District, without prior approval of the Fire Chief.

# **Philomath Fire and Rescue Resolution #21-04**

## **Resolution Adopting Supplement Budget**

**WHEREAS**, Philomath Fire & Rescue will expend additional resources for purchase of a firefighting vehicle, and

**WHEREAS**, Vehicle Reserve Funds are needed for Capital Outlay purchase of a firefighting vehicle, and

**WHEREAS**, excess conflagration reimbursement will be paid by the State of Oregon representing unanticipated revenue, and

**WHEREAS**, additional funds need to be appropriated prior to spending in order to comply with Oregon Budget Law,

**THEREFORE**, a supplemental budget was created to increase the appropriations and the expenditures for Fiscal Year 2021 - 2022 budget as announced:

### **FUND: General Fund**

Resources:	
Conflagration Income	\$343,000
<b>Revised Total Resources</b>	<b>\$3,061,965</b>

### Requirements:

Capital Outlay:	
Vehicle	\$123,000
<b>Revised Total Requirements</b>	<b>\$3,061,965</b>

### **FUND: VEHICLE RESERVES**

Requirements:	
Capital Outlay:	
Vehicle	\$125,565
<b>Revised Total Requirements</b>	<b>\$125,565</b>

Adopted by the Board of Directors of Philomath Fire & Rescue this 13<sup>th</sup> day of December, 2021.

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Board President Robyn Jones

ATTESTED by Treasurer this 13<sup>th</sup> day of December, 2021.

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Board Treasurer Ken Corbin

# Master Plan 2019 Summary for Philomath Fire & Rescue

This 2019 Master Plan Summary describes what Philomath Fire & Rescue (hereafter, the District) plans to accomplish in the next 10 years. This plan addresses the seven areas that the District has determined are vital operational areas for change. These areas are facilities, staffing, apparatus, equipment, programs, funding, and customer service. Detailed information regarding this plan is available in the full Master Plan document. The Master Plan also provides background information for various factors that influenced the contents of this Master Plan Summary.

## **1. Facilities**

### **Key Findings:**

- 201 - remodeled in 2017 to accommodate current staffing and future growth; the structure was also hardened for seismic activity.
- 202 - strategic location for response to the west side of the District and Benton County, as well as mutual aid with Blodgett, Kings Valley, and Lincoln County.
- 203 – well-constructed and geographically positioned for future population growth; requires some changes to house two Resident Volunteers and function as a manned station.

### **Goals:**

Improve existing facilities to meet the changing needs of the District.

#### **202 – Establish Living Quarters**

1. 3 Years - Purchase temporary living quarters at Station 202, establish within the structure or adjacent to.
2. 5 Years - Implement plan to construct new apparatus bay to meet future vehicle needs.
3. 10 Years - Rebuild station to accommodate water tender and permanent residence.

#### **203 – Improve Livability**

1. 3 Years -
  - a. Improve air-handling system.
  - b. Redesign exhaust system in bay to better accommodate a tender.
  - c. Update living-room and bedroom furniture.
2. 5 Years - Add laundry facilities and upgrade appliances.
3. 10 Years - Consistently house two Resident Volunteers.

## **2. Personnel**

### **Key Findings:**

- Good leadership is a strength of the District.
- An investment in training is required for new personnel and for recertification of veteran personnel. These costs are substantial and ongoing. The District needs to strive to retain all personnel in order to provide the best service to the community.
- There is a degree of competition for volunteers within the City of Philomath and with other fire and rescue districts and departments.

**Goals:**

## Personnel Retention:

3 Years -

1. All Officer Trainees will achieve Lieutenant status through training and experience.
2. Perform annual evaluations on all Officer Trainees. Work with personnel to develop career goals through education and promotional advancement.
3. Continue to provide opportunities for leadership training.
4. Incentivize volunteer advancement.
5. Increase volunteer leadership staffing and their qualifications to strengthen after-hours response.
6. Increase qualified after-hours response from Resident Volunteers. Develop more responsive training programs to accommodate new personnel, improving transition from Senior Resident Volunteers to new recruits.
7. Add one full-time firefighting position to cover vacations and absences of Shift Lieutenants and staff absences due to off-site training, and to increase daytime response at Station 201.

5 Years -

1. Perform annual evaluations for all personnel.
2. Increase qualified after-hours response from volunteers. Work with volunteers toward leadership and instructor roles as their ambitions and abilities change.
3. Increase qualified after-hours response from paid personnel.

### **3. Apparatus**

## Key Findings:

- The District's Apparatus Reserve Fund does not have enough funding for future replacement purchases and the outlook for the growth of this fund using revenue from property taxes to meet needs for replacement purchases is not promising.
- The projected working life of District apparatus exceeds recommendations of the National Fire Protection Agency.
- Voters approved in 2016 a general obligation bond in the amount of \$3.5 million. This was used to purchase new and replacement apparatus and equipment.
- The District prioritizes maintenance and preventive services of apparatus in order to maximize lifespan.

## Goals:

3 Years -

1. Develop replacement plan for apparatus and evaluate funding requirements.
2. Replace 265 and 291.

5 Years -

- Replace 293 and 263.

10 Years -

1. Replace 233, 231 and 224 (if patient transport program established).
2. Purchase new 242 Tender for Station 202.

Purchase new 233 for Station 203.

## **4. Equipment**

### **Key Findings:**

- Between 2014 and 2024, the District projects that maintenance and replacement costs for existing equipment will be \$730,000.
- The cost of replacing turnouts, the vital protective gear firefighters put on before responding to an incident, is \$20,000 to \$25,000 per year.

### **Goals:**

- Continue to evaluate upgrades and replacements to equipment based on need, use, and changing industry standards. Continue to seek grants for equipment needs.

#### 3 Years -

1. Purchase new extrication tools for 232.
2. Upgrade sets of self-contained breathing apparatus.
3. Continuously upgrade turnouts and other personal protective equipment as needed.

#### 5 Years -

1. Establish a program using drone technology, including purchase of one drone and certification for personnel to operate it legally.
2. Purchase new extrication tools for 233.

## **5. Programs**

### **Key Findings:**

- Public education programs are effective tools for increasing community safety.
- The District's training program is one the most effective ways to maintain and improve the District's level of service and to keep District personnel safe.

### **Goals:**

#### 3 Years -

1. Maintain and grow training with online and hybrid programs that are flexible for needs of personnel.
2. Recruit outside instructors to teach courses in-house and to keep personnel in the District for availability for response to emergency calls.

#### 5 Years -

1. Develop a District disaster plan.
2. Develop an inspection program for bridges by designating leadership for such a program and by training volunteers and paid staff to assist with program implementation.

#### 10 Years -

1. Secure a grant to strengthen the program of bridge inspection by committing personnel to this project as an essential function of their job description.

## **6. Funding**

### **Key findings:**

- The District is recognized for good fiscal management and is evaluated annually by third party auditors and the Board.
- The District population is projected to increase in the coming years.
- Increased call volume trend has resulted in multiple back-to-back calls throughout the year.

### **Goals:**

#### 3 Years -

1. Evaluate transport as revenue stream.
2. Consider bonds, levies, and grants for funding operations and capital outlay.
3. Consider implementation of fire-prevention fees, and if implemented, develop a fee schedule.
4. Develop growth and funding trends and compare them with similar districts.
5. Participate in master planning by the City of Philomath.
6. Consider funding a program for bridge inspection that includes a cost-share with property owners.
7. Establish a funding strategy to pay for construction projects and additional personnel.

## **7. Customer Service**

### **Key Findings:**

- The District meets expectations of the community by maintaining ongoing National Fire Protection Association Standards for response.
- The District provides appropriate leadership onsite for after-hours response.
- The District provides auto-aid to neighboring departments strengthening the county-wide response.

### **Goals:**

- Continue to find balance between paid and volunteer personnel for District coverage in all stations
- Work with the Blodgett-Summit and Hoskins-Kings Valley Volunteer Fire departments to improve coverage
- Improve station staffing:

#### 201:

3 Years - Continue robust retention programs for Volunteers and Resident Volunteers. As revenue increases, start nighttime part-time firefighter program.

5 Years - Hire full-time daytime firefighter.

10 Years - Provide two personnel (Lieutenant, Firefighter) 24 hours per day.

#### 202:

3 Years - Actively recruit Volunteers in the Wren area and recruit a Resident Volunteer for quicker response.

5 Years - Increase Resident Volunteer staff to two personnel.

10 Years - Provide one 24-hour Firefighter and two Resident Volunteers for evening and weekend shifts.

203:

3 Years - Establish a Resident Volunteers on-site.

10 Years - Consistently house two Resident Volunteers.

# **PHILOMATH FIRE & RESCUE**

## **Master Plan**

### **2019**

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# **Part I - Background Information**

## **Section 1 Overview**

### **1.0 Overview**

Systematic master planning by Philomath Fire & Rescue (the District) is the process for considering options, building visibility and credibility, and targeting projects for a sustainable future. Planning provides a framework for determining the necessary intermediate steps to obtain stated goals and objectives in a specified time frame, and addresses assumptions and information used for planning.

The previous master plan was adopted in 2015, and most of the goals and objectives were met, leading to a new planning cycle. This new master-planning process focuses on outcomes that will give the greatest benefit to the public, along with consideration of public needs; availability of funding, staffing, and other resources; and willingness of residents of the District's service area to provide help. The goals identified in this plan will be pursued by the District over the next three to five years.

The need to develop and implement a cost-effective fire protection master plan is obvious. Fire Districts, like other public agencies, can be examined by constituents for potential reductions in program areas, usually for cost-cutting outcomes. Moreover, alternative approaches to traditional fire service delivery are regularly implemented in other regions and may reveal new options for cost reductions, service efficiency, staffing, training, equipment, apparatus configuration, and other factors while maintaining or increasing levels of service in the District.

The District relies on three main documents to describe where the District has been, is now, and is going in the future. These documents are the Standard of Coverage, the Deployment Standard, and the Master Plan. The Standard of Coverage provides historical information about how well the District has provided service. It can be used as a standard to measure progress and provide a realistic view of what the public can expect. The Deployment Standard describes how the District functions politically, administratively, and operationally. Both the Standard of Coverage and the Deployment Standard are reviewed and updated periodically.

### **1.1 Types of Plans**

For emergency services organizations, planning is carried out on three levels:

- Master Planning
- Operational Planning
- Tactical Planning

The District is concerned with the first level of planning only in this Master Plan.

### **1.2 Research Team**

A research team reviewed the preceding master plan, incorporated current statistical information, identified trends, recommended potential goals, and provided the necessary documentation to form a draft master plan that served as an informational document for the advisory committee and the District's Board of Directors on immediate, five-year, and long-term issues. Members of the research team were:

Tom Miller, Fire Chief  
Rick Brand, Board Member  
Ruth Jacobs, Board Member  
Tom Plant, Civil Service  
Van Hunsaker, Civil Service

Ken Corbin, Volunteer  
Andy Louden, Volunteer  
Rich Saalsaa, Fire & Life Safety Captain  
Victor Haney, Lieutenant

### **1.3 Philomath Fire & Rescue Board of Directors**

The District's Board of Directors reviewed the findings and proposals of the research team, addressed recommendations made by the Fire Chief based on his involvement with the Research Team, and incorporated any changes the Board deemed necessary in the plan. Members of the Board of Directors were:

Joe Brier  
Robyn Jones  
Daphne Phillips

Rick Brand  
Ruth Jacobs

### **1.4 Mission Statement of Philomath Fire & Rescue**

The men and women of this District are dedicated to the preservation of property through the prevention and suppression of fire; the protection and care of human life through education, rescue, and treatment; and the development of character through commitment and teamwork.

### **1.5 Philomath Fire & Rescue Goals**

#### **Community-Oriented**

1. To provide high-quality emergency response.
2. To reduce injury, loss of life, and damage to property when emergencies occur.
3. To provide service in a sustainable and cost-effective manner.
4. To support and improve the community's ability to avoid, prevent, and appropriately respond to individual and community emergencies.
5. To reduce the incidence of injury and fire through public education and code enforcement.
6. To provide a resilient response to a community-wide emergency incident.

#### **Internally-Oriented**

1. To be active in community affairs related to public safety.
2. To recruit and maintain a well-trained community volunteer emergency-response organization.
3. To invest in the development of career staff to ensure a robust framework of leadership and skill in fire and medical services.

### **1.6 Philomath Fire & Rescue Assumptions**

1. The District will continue to provide high-quality and cost-effective emergency services as a public entity.
2. The District will provide emergency medical services (EMS) as a Quick Response Team (QRT) for Corvallis Fire Department.
3. Benton County will continue to work to ensure that all citizens of the county have fire protection.

4. The District will maintain a response relationship with neighboring districts and departments. Should this lead to considerations of consolidation, the District will review such requests from the standpoint of:
  - Maintaining the present level of service within District boundaries.
  - Not increasing the tax burden to District patrons due to any consolidation.
  - The ability to provide a comparable level of service within any District requesting consolidation.
  - The condition of the facilities, apparatus, and equipment of the District requesting consolidation, and the number of personnel, both volunteer and career.

## **2 Aid Agreements**

### **2.0 Overview**

Aid agreements are formal written agreements entered by emergency services agencies for the protection of their respective communities. These agreements can be mutual or automatic. Automatic aid agreements define specific parameters when resources from adjoining Districts are automatically sent by dispatch. Mutual aid agreements are written agreements between jurisdictions that define what types of aid Districts are willing and able to provide to one another. Mutual and automatic aid are reciprocal in nature, meaning they are based on the principle that aid agreements work to benefit all parties concerned.

The District has established a minimum staffing guideline to ensure adequate resources and personnel for response within the District. In the event minimum staffing is not available to honor a mutual or automatic aid agreement, the District will request mutual aid from another agency to cover District needs. If the District lacks the resources necessary to both provide aid and cover District needs, the District will not respond to the requesting agency.

### **2.1 Mutual Aid Agreements**

Mutual aid agreements provide for the ability to call for assistance when the magnitude of the incident exceeds the personnel and equipment available under normal circumstances. Current mutual aid agreements include:

- Mutual aid for fire protection with all fire-protection agencies in Benton, Linn, and Polk counties.
- Mutual aid with the regional hazardous materials team in unprotected areas of Benton County (within five road miles of the District's boundaries).
- Mutual aid to unprotected areas of Benton and Lincoln counties.
- Mutual aid with Oregon Department of Forestry for wildland fires in unprotected areas of Benton County.

### **2.2 Automatic Aid Agreements**

Automatic aid agreements recognize in advance of specific types of incident that additional resources will be required for adequate response. These agreements provide for notification of all agencies joined by the various agreements simultaneously. Current automatic aid agreements include:

- First-alarm structure fires in the Corvallis Rural Fire Protection District.
- First-alarm structure fires in the City of Corvallis.

- First-alarm structure fires in the Monroe Rural Fire Protection District.
- First-alarm fires and vehicle extrications in the Blodgett - Summit Rural Fire Protection District.
- First-alarm fires and vehicle extrications in the Hoskins - Kings Valley Rural Fire Protection District.
- Extrication of victims entrapped in motor vehicles with Corvallis Fire Department Ambulance Service in unprotected areas of Benton County within five road miles of Philomath Fire & Rescue's District boundaries and on Marys Peak Road.
- QRT for all medical emergencies in unprotected areas of Benton County within five road miles of the District's boundaries and on Marys Peak Road.

### **3 Demographics and Growth Trends**

#### **3.0 Overview**

There are many factors that influence the District's future ability to provide service. This section covers some factors that have a direct or indirect influence on District operations. There are multiple factors that can influence, or seem to influence, District operations. The three major influences on the District's ability to perform its core mission are the District's ability to staff, call volume and type, and revenues. There are several lesser factors that are addressed in this section.

#### **3.1 Fire District Area**

The District area consists of 3 square miles of the incorporated City of Philomath, and 55 square miles of unincorporated areas of rural Benton County, for a combined area of 58 square miles.

#### **3.2 Population**

Population has an indirect influence on District operations. While an increase in population may result in an increase in call volume, the actual make-up of the population can cause District call volume to increase or decrease. An example of this might be an increase in the number or size of senior care facilities in the District.

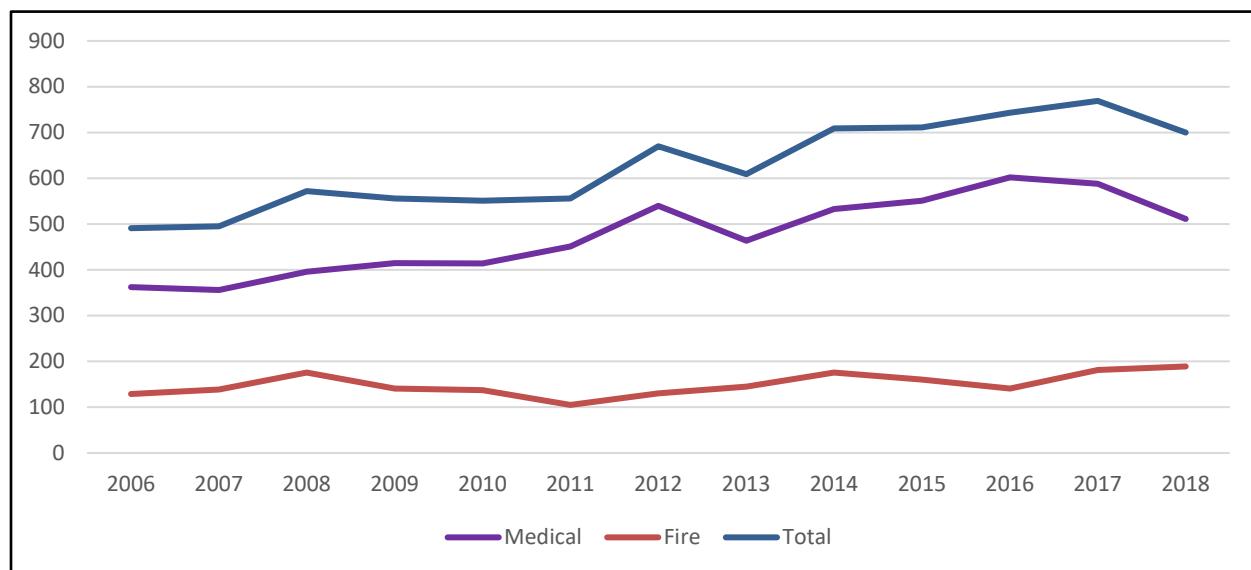
For the ten-year period from 2009 to 2018, the City of Philomath's population increased by 6% (4584 to 4839 residents), while District call volume increased by 28% (556 to 769 calls).

A projected population change from 2018 – 2027 was calculated with the previous 5- and 10-year average growth for the City of Philomath. The five-year projected growth average for Philomath (2018-2022) is 12% and the ten-year average (2018-2027) is 22%. Population projections do not take into consideration potential annexations into the City of Philomath or potential rural subdivisions. Statistics quoted in this plan were taken from information supplied by Portland State University, the U.S. Census Bureau, and the City of Philomath.

- Estimated current population of the District (2018) is 9,500.
- Projected population of the District in five years (2022) is 10,640.
- Projected population of the District in ten years (2027) is 11,590.

### **3.3 Emergency Response Call Volume**

The District has experienced a steady increase in call volume, which is attributed to demographics and traffic flow within the District. Below is a graph of District response totals for 2006 (491) to 2018 (700). The highest year to date was 2017 with 769 calls.



### **3.5 Land Use**

The City of Philomath can annex areas of the Urban Growth Boundary outside of its present city limits by vote of the electorate. This situation limits the ability to forecast future development outside of the city limits. There are several large parcels of land adjacent to the City of Philomath that are suitable for residential development. The City's industrial park has yet to attract substantial commercial development. All areas around the City of Philomath that are subject to annexation are in the District.

There are currently less than 50 buildable lots in subdivisions outside of the Philomath City limits and roughly 50 lots available inside the City. If all these lots were developed, the District's property tax revenue would increase by an estimated \$45,000-50,000 per year. The District does not anticipate a significant increase in property tax revenue during the ten-year time frame of this master plan.

It is the intent of the District to periodically review changes to the community, both residential and commercial, and consider their impact on the District's mission.

### **3.6 Safety Code(s)**

The District works with the building divisions of the City of Philomath and Benton County as an advisory agency in the permit process for building. The District relies on an ongoing positive working relationship with both agencies to ensure that the Oregon Fire Code is considered and followed on projects within the District. In addition, the District is engaged with the Planning Division of the City of Philomath and Benton County in an ongoing effort to raise awareness of the importance of access and water supply for projects in the District.

Enforcement of the Building Code, Electrical Code, and Mechanical Code is done contractually between the City of Philomath and Benton County for construction inside the City of Philomath.

Enforcement of the Building Code, Electrical Code, and Mechanical Code in all other areas of the District is conducted by Benton County. Benton County relies on the staff of the District to provide pertinent information regarding applicable fire codes for projects.

## **4 Insurance Services Office (ISO) and Water Supply**

### **4.1 ISO**

The ISO is the principle provider of insurance underwriting, rating, and statistical information to the property and casualty insurance industry in the United States. The ISO collects information about a community's public fire protection and analyzes the data using its Fire Suppression Rating Schedule, which quantifies a community's fire-suppression resources. Fire departments are evaluated on communications, water supply, personnel, training, and equipment. The ISO then assigns a public protection classification (PPC) based on those resources, from Class 1 to Class 10. Class 1 represents the best public protection.

The District was graded by the ISO in 2019, and at that time, the rating for the District was adjusted. The District was rated PPC 4 within 5 miles of all fire stations (201, 202, and 203) if the property is located within 1000 feet of the water source. The following protection classifications only apply to properties with a needed fire flow of 3,500 GPM or less. The classifications for properties with larger needs for fire flows are individually evaluated and may vary from other protection classifications in that area.

- Class (4) residential properties within 1,000 feet of a fire hydrant and within 5 miles of ALL District stations.
- Class (10) residential properties that are over 5 miles from any District stations.

The formulas homeowner insurance companies use to determine insurance rates are complex and constantly changing. All other things being equal, a lower PPC score for the District could translate to a lower homeowner insurance premium for constituents. Home insurance companies may offer lower rates in areas with better ISO ratings because a well-prepared fire department should be able to put out a structural fire more quickly than one with a poorer rating.

However, how ratings affect homeowner insurance premiums vary by insurer. Ratings are often only one of many fire-safety factors considered. For example, some companies will ask about the home's proximity to a fire station or fire hydrant, as well as whether fire alarm or sprinkler systems have been installed. Some insurers do not use the ISO's score to set homeowner premiums at all, but instead, use their own metrics.

The relationship between ISO PPC and insurance rates is complex. Based on experience and evaluation, the cost benefit of improving the District's ISO PPC rating is in the best interest of the District and its patrons. The District is currently (Summer 2019) under evaluation by ISO and is awaiting results. Those results will be made public as soon as they are released.

### **4.2 Water Supply**

The District protects properties in two distinctly different areas. The City of Philomath has a municipal water system with fire hydrants, whereas rural areas of the District must be supplied by water transported to the scene by fire apparatus.

The City of Philomath water system is owned, operated, and maintained by the City of Philomath. These facilities treat, pump, and store water for domestic, commercial, industrial, and firefighting purposes, both inside and outside the city limits. The goal of the City of Philomath is to have its water system in compliance with state and federal regulations, while providing adequate quantity and pressure for fire-suppression activities.

The water for the system is supplied by water from Marys River, but as an alternative, can be supplied from a well on North 11<sup>th</sup> Street, or via a connection to the City of Corvallis' Rock Creek reservoir line. The design capacity of the treatment plant for treating water from Marys River is 1 million gallons per day. Water from the well is available at a sustained flow of 4,320 gallons per day. The water from the Rock Creek reservoir is not available at enough pressure to fill the city reservoir or to provide water at higher elevations within the city. An updated contractual agreement was reached between the City of Philomath and the City of Corvallis for use of water from Rock Creek reservoir in 2006.

The City of Philomath has a 1.25-million-gallon reservoir located at the top of Neabeach Hill. Average demand for water between 2013 and 2015 was 106 gallons per capita per day, with peak demand of 1.47 million gallons per day. The City of Philomath reports a maximum capacity of 2.18 million gallons per day.

The distribution system contains 289 fire hydrants situated in strategic locations throughout the city. The water distribution system is supplied through a series of water mains that form a looped grid system. The water mains are primarily ductile cast iron with an insignificant portion being polyvinyl chloride (PVC). The age of the water mains varies according to the year of installation, with the overall system rated as excellent by the Philomath Public Works Department. The District works closely with Philomath Public Works in determining placement of hydrants as the system is upgraded. New residential construction in the city is required to have water mains a minimum of 8 inches in diameter, with fire hydrants spaced 200 feet apart.

Construction for commercial uses requires that water mains be sized, and hydrants spaced or located in accordance with fire-flow requirements of the structure and any special hazards as required by the International Fire Code. All new construction must meet fire-flow requirements stipulated in the most current adopted edition of the International Fire Code (IFC) by the State of Oregon, and any requirements of the Insurance Services Office (ISO). All fire hydrants within the District's boundaries are tested annually by cooperative efforts between the District and the City of Philomath Public Works.

For rural areas of the District, water is transported to the scene by fire engines and water tenders. The District has two water tenders, each capable of carrying 3,000 gallons of water, one 1,000-gallon fire engine, one 800-gallon fire engine, one 500-gallon fire engine and a 500-gallon Quint, for a combined total of 2,800 gallons of water. The ability of these vehicles to respond as quickly as possible is critical to fire suppression. To respond as quickly as possible, the District has developed five rural water-supply sites. Three have stationary powered pumps installed onsite. The hydrant at Highway 34 and Joseph Lane is gravity-fed by the Corvallis Rock Creek Reservoir. The two hydrants in Wren Hill Estates are gravity-fed from a surface pond located in the subdivision that maintains a 300,000-gallon capacity. The six rural reliable water supply sites are:

- Hwy 223 and Priest Road on the Marys River
- Bellfountain Road and Greenberry Road on Beaver Creek
- Daisy Drive in Marys River Estates
- Hydrant at Highway 34 and Joseph Lane
- Hydrants on Hawk Hill Road (Wren Hill Estates)
- Wharf hydrant at Philomath Fire Station 203, 25700 Llewellyn Rd

In addition, there are seven drafting sites that can be used in the case of emergency with the Turbo Draft devices or hard suction on the tenders:

- 29755 BEAVER CR RD (SAXTON DR): Saxton Dr at Beaver Creek Bridge
- 29552 BEAVER CR RD: Bridge at Duffy Creek
- 29470 BEAVER CR RD: Bridge at Beaver Creek
- 30862 PETERSON RD: End of residents drive at blackberries
- 24699 LLEWELLYN RD: Pond off drive to the right
- 23769 WOODS CREEK RD: Entrance to Tree Farm, bridge over Woods Creek

22913 HARRIS RD: Driveway to address, off right at Marys River

## **Part II – Operational Planning**

### **5 Facilities**

#### **5.0 OVERVIEW**

The District has three fire stations, one in the City of Philomath, one in the community of Wren, and one on Llewellyn Road (the Inavale Substation). These stations are equipped for response 24-hours-a-day, 365-days-a-year either with volunteers or a combination of volunteers and paid personnel. The Main Station (201), at 1035 Main Street, was completed in 1976 and remodeled and seismically retrofitted in 2017. The Wren Substation (202) was built in 1980, and the Inavale Substation was completed in 1992 and remodeled in 2007.

Planning for facilities, buildings, and lands occurs in two main areas. The first is maintenance of existing facilities. The second area is improvements to existing facilities. The District is looking to make some minor modifications to Station 203 to accommodate two Resident Volunteers for quicker response in that area. The District also plans to install a modular home at Station 202 to house Resident Volunteers (RV). This structure will provide sleeping quarters and living space for RVs to quickly respond to the Wren area, as well as the Blodgett and Kings Valley areas, with which the District has an Automatic Aid Agreement.

Facilities maintenance includes the ongoing maintenance and replacement of District buildings. While maintenance can be planned for and included in the general fund budget, the replacement of major systems (roof; system for heating, ventilation, and air conditioning; paving) is best done using the District's Building Reserve Fund.

#### **Key Findings**

- 201 was remodeled in 2017 to accommodate current staffing and future growth; the structure was also hardened for seismic activity.
- 202 is in a strategic location for response to the west side of the District and Benton County, as well as mutual aid with Blodgett, Kings Valley, and Lincoln County.

- 203 was constructed and geographically positioned well for future population growth but requires some changes to house two Resident Volunteers and function as a manned station.

### **Goals**

- Improve existing facilities to meet the changing needs of the District.

#### 202 – Establish Living Quarters

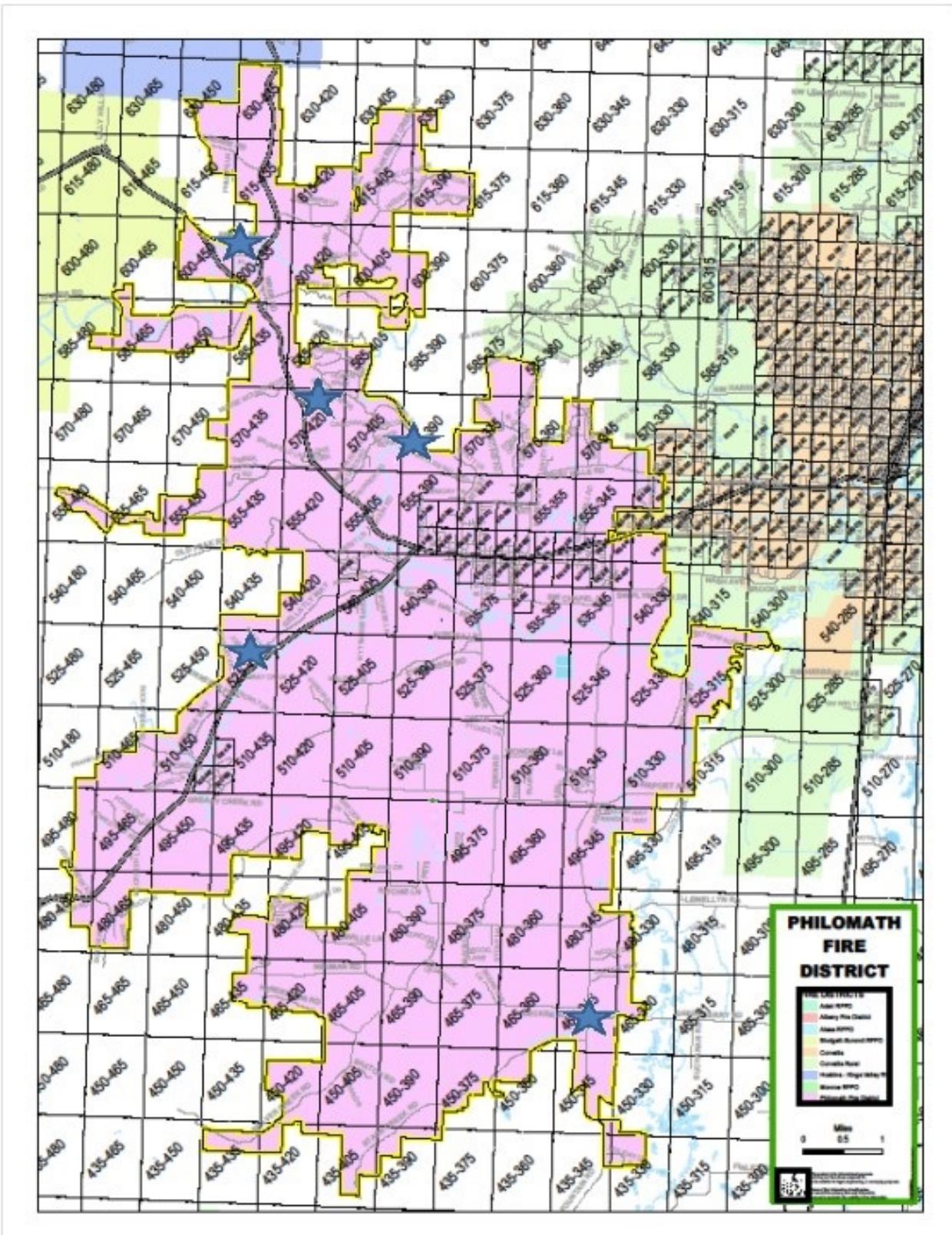
1. 3 Years - Purchase temporary living quarters at Station 202, establish within the structure or adjacent to.
2. 5 Years - Implement plan to construct new apparatus bay to accommodate future vehicles.
3. 10 Years - Rebuild station to accommodate water tender and permanent residence.

#### 203 – Improve Livability

1. 3 Years -
  - a. Improve air-handling system.
  - b. Redesign exhaust system in bay to better accommodate a tender.
  - c. Update living-room and bedroom furniture.
2. 5 Years - Add laundry facilities and upgrade appliances.
3. 10 Years - Consistently house two Resident Volunteers.

Due to changes in state certification standards for firefighters, the addition of a fire-training building -where actual fires can be simulated - would greatly increase the District's ability to initially train and certify personnel, as well as provide high-fidelity ongoing training. The District would continue to look at designs around the state to see what others have done to provide a robust training platform without unsustainable increases in maintenance costs. While the District has a specific solution in mind, it will continue to evaluate options.

The District has proactively added remote water sites in strategic locations around the District. The District procured two Turbo-Draft appliances, which will aid in expanding the use of draft sites around the District. Seven sites have been identified for remote water sites: Saxton Drive at Beaver Creek bridge, Beaver Creek Road bridge at Duffy Creek, Beaver Creek Road bridge at Beaver Creek, a private pond at Peterson Road near Ervin Road, a pond off a driveway to the property at Peterson and Llewellyn Road, entrance to Tree Farm on Woods Creek Road, the bridge over Woods Creek on Woods Creek Road, and the Marys River near the Harris Bridge.



Map of Philomath Fire & Rescue District Boundary- Blue stars indicate current permanent water sites.

## **6 Personnel - Volunteer and Paid Staff**

### **6.0 Overview**

One of the greatest challenges the District faces is the changing nature of volunteerism in the United States. The two main issues faced are the availability of personnel during the standard workweek and the development of a robust leadership cadre.

The District currently has a variety of groups that provide staffing. It relies on career staff to provide the bulk of response coverage during weekdays and to complete maintenance and administrative duties necessary to keep the District operating. Presumably because of changes in the nature of the private workplace and where people work, the District has fewer volunteers that respond to calls on weekdays. In 2008, the District increased the number of career staff to mitigate this situation, and in 2015 the District moved the paid firefighters to 24-hour shifts in an effort to improve around-the-clock coverage.

Since 1984, the number of volunteer firefighters in the United States has decreased by 13% according to the National Volunteer Fire Council. District numbers have fluctuated from a low of 30 volunteers in 2006 to the current level of 40 volunteers. Over the same time period, the percentage of volunteer firefighters over the age of 50 in communities the size served by the District has increased from 12.7% to 20.9%. 39% of District volunteers are currently over the age of 50. Additionally, while the national percentage for firefighters under the age of 30 in communities the size served by the District is 31.6%, the District has 21% that are under 30. These changes in District volunteer personnel have led to a decrease in the number of volunteers able to invest the time for training and experience to become leaders in the organization. Volunteers continue to be a vital part of the District force, but changes in their capabilities affect District operations.

#### **Key Findings**

- Good leadership is a strength of the District.
- An investment in training is required for new personnel and for recertification of veteran personnel. These costs are substantial and ongoing. The District needs to strive to retain all personnel in order to provide the best service to the community.
- There is a degree of competition for volunteers within the City of Philomath and with other fire and rescue districts and departments.

#### **Goals**

##### **Personnel Retention:**

###### **3 Years -**

1. All Officer Trainees will achieve Lieutenant status through training and experience.
2. Perform annual evaluations on all Officer Trainees. Work with personnel to develop career goals through education and promotional advancement.
3. Continue to provide opportunities for leadership training.
4. Incentivize volunteer advancement.
5. Increase volunteer leadership staffing and their qualifications to strengthen after-hours response.
6. Increase qualified after-hours response from Resident Volunteers. Develop more responsive training programs to accommodate new personnel, improving transition from Senior Resident Volunteers to new recruits.

- Add one full-time firefighting position to cover vacations and absences of Shift Lieutenants and staff absences due to off-site training, and to increase daytime response at Station 201.

5 Years -

- Perform annual evaluations for all personnel.
- Increase qualified after-hours response from volunteers. Work with volunteers toward leadership and instructor roles as their ambitions and abilities change.
- Increase qualified after-hours response from paid personnel.

## 6.1 Paid Staff

**Overview:** In 1976, when Station 201 was completed, the Philomath Fire Department had one career employee (Fire Chief) and was a department of the City of Philomath. In 1978, a second employee was added, with that position initially funded with help from a federal program. After formation as a Fire District in 1984, the District added a part-time Administrative Assistant. The District currently has seven full-time employees.

**Key Findings:**

- Volunteer leadership has decreased for a variety of reasons, which has increased reliance on career staff to fulfill this role.
- 24-hour shifts create challenges with daytime coverage when staff are on vacation or absent for other reasons.
- Changes to the District's current staffing model need to be negotiated with the Union that represents some District staff.

**Goals:**

- Increase number of District career Lieutenant Firefighters from three to four.
- Move three Lieutenant Firefighters to duty cycles consisting of 24 hours working followed by 48 hours off duty.
- Provide additional paid personnel for emergency response during the day.

At the time this plan is adopted, the District has a staff of seven full-time personnel. These employees consist of the Fire Chief, Deputy Chief, Administrative Assistant, Fire and Life Safety Officer and three Lieutenant Firefighters. The Lieutenants work a 24-hour rotating schedule that includes coverage on weekdays, weekends, and after-hours calls. The rest of the staff is on-duty weekdays so that the bulk of District staff coverage is during the normal work week.

The District has seen a decrease in the ability of volunteers to provide the company-level leadership necessary to operate safely and efficiently. The table below illustrates the increasing dependence on career staff for leadership at scenes of emergency response. Volunteers are encouraged to gain the training and experience needed to become officers to augment the leadership model. The addition of one more Lieutenant Firefighter to provide vacation relief for shift personnel and bolster weekday coverage is needed to augment the 24-hour staffing model. This additional Lieutenant would be scheduled Monday through Friday from 0800-1700 unless needed for coverage of a shift Lieutenant.

### Officer Profile Through the Years

November 2001	11 Officers	3 Staff	8 Volunteers
April 2003	9 Officers	3 Staff	6 Volunteers

January 2005	9 Officers	3 Staff	6 Volunteers
March 2008*	7 Officers	3 Staff	4 Volunteers
April 2010	8 Officers	4 Staff	4 Volunteers
March 2012	9 Officers	6 Staff	3 Volunteers
September 2014	8 Officers	6 Staff	2 Volunteers
January 2019	9 Officers	6 Staff	3 Volunteers

\*Hiring of three staff firefighters

## 6.2 Resident Volunteer Firefighter Program

**Overview:** Station 201 was designed with the intent to use Resident Volunteers to meet some of the District's staffing needs. The District originally housed six Resident Volunteers in three dorms. For a brief period, a front office was converted to dorm space, and the number of Resident Volunteers was increased to eight. In 1985 the number of Resident Volunteers was reduced to three. Since the station's remodel in 2017, the number of Resident Volunteers is again six. The new facilities and accommodations are more than adequate to sustain this number for years to come at Station 201. The current focus is to house Resident Volunteers in Station 202 and 203 to provide better service in rural areas.

### Key Findings:

- For the District, a small workforce of Resident Volunteers provides the most cost-effective means for rapid response after normal staffing hours.
- With the current budget, providing Resident Volunteers with college tuition reimbursement is a good way to attract students to serve in this program.

### Goals:

1. Maintain Resident Volunteer workforce at six positions on duty at Station 201.
2. Implement facility changes to house Resident Volunteers at Stations 202 and 203.

The District has positions for six Resident Volunteers at the main station in Philomath (201) and a position for one Resident Volunteer at the substation on Llewellyn Road (203). The Resident Volunteers serve a rotating 24-hour shift (ABC). The Resident Volunteer Program provides on-duty personnel after normal working hours Monday through Friday and on weekends. In exchange for their room and utilities, the Resident Volunteers provide station security, standby, station and equipment maintenance, and apparatus maintenance and inspections on weekends. One of the challenges of the current program is to maintain current staffing levels and levels of experience.

In order to attract career-oriented Resident Volunteers and to retain them for a two-year period, the District will develop a program that will provide the training necessary for Resident Volunteers to attain their Firefighter 2, Instructor 1, Hazardous Materials Operations, and Pumper Operator. Chemeketa Community College allows students in certified programs to use the training and certifications gained and to purchase the credits necessary to complete an associate degree in Fire Science. The tuition reimbursement also helps the District attract and retain Resident Volunteers.

## 6.3 Volunteer Firefighters

**Overview:** The Philomath Volunteer Fire Department (PVFD) was organized in 1930. The District and the PVFD are a partnership. The District provides the training and support needed

to safely and effectively carry out the District's mission of community safety, while the Volunteer Association provides the manpower and acts as the benevolent arm of the District. The District will not use volunteers that are not members of the Volunteer Association, and the Volunteer Association will not accept members who have not been certified by the District. The community continues to rely on the efforts of the Volunteer Association to keep emergency-response services affordable and effective. Volunteers provide the vast majority of medical standby at community events and assist with public education, in addition to their commitment to emergency response.

The Volunteer Association operates as an autonomous organization but receives some funding from the District to support activities that are considered beneficial to volunteer retention and morale. The Association has its own secondary funding stream through donations, which it uses to provide scholarships and other forms of community support.

While the PVFD has experienced turnover rates comparable to national averages, the District has been unable to develop personnel into the historic leadership roles necessary for operational readiness. The volunteers have taken an active role in attempting to figure out what motivates their membership. The Volunteer Association held a series of meetings to discuss the issue of retention, motivation, and incentives. In a report dated September 24, 2014, they identified challenges and recommended solutions to the joint issues of staffing and incentives. For the purposes of planning for identified organizational needs related to the areas of staffing, motivation, and incentives, the report identified a monetary incentive tied to participation, mileage reimbursement for emergency response, and tuition or scholarships for qualified individuals. Additionally, the report suggested incentives for 'rapid achievement of mission-critical qualifications' and the possibility of tax incentives for members in good standing. As these ideas are researched and a method of implementation is determined, the costs will be evaluated. Moving forward, the District needs to find ways to provide the Volunteer members with meaningful avenues of service, along with a robust program for career development.

In the Volunteer Report, the PVFD identified incentivizing participation in the Home Responder program and a formal program of overnight shift coverage at Station 201 to increase motivation to volunteer. The logistical elements of increased participation as Home Responders and overnight shifts at Station 201 are addressed in the Facilities and Apparatus sections of this document. The incentives suggested by the PVFD included a pay-per-call program, mileage reimbursements for response to stations for emergency calls, and tax incentives for members in good standing. These suggestions have merit but some may not be feasible due to constraints beyond the District's control.

### **Key Findings:**

- The average length of service for volunteer firefighters in the United States is three to five years.
- Between 2000 and 2013, District turnover of volunteers was consistent with national trends. Over 100 volunteers left the District during this time period.
- Since 2004, the number of volunteers at Station 201 varied from 25-40.
- A wide variety of factors influence volunteer recruitment and retention nationally and at the District level.

**Goals:**

1. Continue to recruit volunteers to serve as firefighting and emergency medical responders.
2. Fund the District's Length-of-Service Award Program (LOSAP) and Volunteer \$100,000 Accidental Death and Dismemberment plan with District revenue from property taxes.
3. Encourage volunteers to become officers.

Also see goals related to Personnel – Volunteers and Paid Staff.

The recruitment and retention of volunteers is a major concern to emergency services agencies nationwide, including Oregon. Districts have had to restructure and close fire stations because of insufficient numbers of volunteers. This problem can be attributed to many factors including, two-family incomes, outside interests, and demographics, but most notable are increasing requirements of regulatory agencies, which translate into mandatory time requirements for training. The national average for the length of service for a volunteer firefighter is three to five years. The District has several volunteers with a length of service well beyond that amount. The District currently has a Length-of-Service Award Program (LOSAP) and makes an annual contribution for each Volunteer Firefighter based on participation. The Fire Board has elected to fund the program with an annual contribution of \$11,000, budgeted annually.

The District has a program of continuous recruitment to increase its volunteer numbers at the substations. Recruitment is done using articles in local papers, community newsletters, social media, and online resources. Funding to update and maintain the program is budgeted annually.

## **7 Apparatus**

### **7.0 Overview**

The District's fleet consists of 15 apparatus. This includes three structural engines, two tenders, three brush rigs, two rescues, one aerial (truck) and four staff vehicles. The District uses the National Fire Protection Association recommendations as a guide for determining the effective life span of operational apparatus. The District also relies on the history of maintenance costs and issues to 'fine tune' a replacement schedule. Historically, the District has put aside money in an Apparatus Reserve Fund for the purchase of apparatus. Due to the rising costs of day-to-day operations, the District has not been able to fund the Apparatus Reserve Fund adequately for future purchases.

The District currently has four staff vehicles. One is dedicated to the Fire Chief, and the other two are shared by staff during the day and by duty officers, Home Responders, and personnel attending classes.

**Key Findings:**

- The District's Apparatus Reserve Fund does not have enough funding for future replacement purchases and the outlook for the growth of this fund using revenue from property taxes to meet needs for replacement purchases is not promising.
- The projected working life of District apparatus exceeds recommendations of the National Fire Protection Agency.

- Voters approved in 2016 a general obligation bond in the amount of \$3.5 million. This was used to purchase new and replacement apparatus and equipment.
- The District prioritizes maintenance and preventive services of apparatus in order to maximize lifespan.

**Goals:**

3 Years -

1. Develop replacement plan for apparatus and evaluate funding requirements.
2. Replace 265 and 291.

5 Years -

1. Replace 293 and 263.

10 Years -

1. Replace 233, 231 and 224 (if patient transport program established).
2. Purchase new 242 Tender for Station 202.
3. Purchase new 233 for Station 203.

Apparatus is one of the most expensive and dynamic areas to manage. Many departments and districts grapple with the increasingly difficult task of setting aside enough money in a reserve fund to make purchases necessary to maintain a fleet. This plan does not address any changes to the current strategy for fleet complement. Any changes in what the District chooses to maintain would have a direct bearing on how much it will cost to replace the necessary apparatus. The District will continue to review what makes the most sense for apparatus based on past use and anticipated needs.

The District should begin to develop a replacement plan that is based on five-year intervals. Using current values, and projecting replacement costs, the District could pass a modest bond measure every five years for the express purpose of replacing apparatus and equipment. This would provide the community a chance to publicly review District needs on a regular basis. This ensures that an internal review is done periodically to justify District projected requirements.

## **8 Equipment**

### **8.0 Overview**

Equipment covers the large capital items that the District needs to carry out its mission. Equipment has a broad variation in cost and life cycle and some of the expected life spans on equipment can change as the result of changes in technology. The District balances the increase in efficiency and safety with the cost that comes along with technological improvements. Some equipment purchases can be planned for in the general fund budget or through the Equipment Reserve Fund.

The District has been fortunate in securing grants for some major purchases of equipment and facilities improvements. The District also has been diligent in using state and federal surplus equipment programs to secure equipment that meets District needs but is more economical than buying new.

**Key Findings:**

- Between 2014 and 2024, the District projects that maintenance and replacement costs for existing equipment will be \$730,000.

- The District's Equipment Reserve Fund will not meet the projected needs for equipment replacement.
- Replacement of existing equipment is important to personnel safety and to maintain adequate service.
- The District strives to keep up with updated and improved technologies, as well as maintaining existing equipment to keep it in good working order.
- The cost of replacing turnouts, the vital protective gear firefighters put on before responding to an incident, is \$20,000 to \$25,000 per year.

**Goals:**

- Continue to evaluate upgrades and replacements to equipment based on need, use, and changing industry standards. Continue to seek grants for equipment needs.

**3 Years -**

1. Purchase new extrication tools for 232.
2. Upgrade sets of self-contained breathing apparatus.
3. Continuously upgrade turnouts and other personal protective equipment as needed.

**5 Years -**

1. Establish a program using drone technology, including purchase of one drone and certification for personnel to operate it legally.
2. Purchase new extrication tools for 233.

Several factors affect District projected equipment costs. The National Fire Protection Agency makes recommendations for the useful life span of various items. In some cases, these recommendations become mandates that affect the life cycle of a piece of equipment. In other cases, the recommendation can be treated as a guide.

Additionally, the District has been able to make changes to equipment by upgrading or replacing equipment with grant funds. Grants are beneficial because they allow the District to make purchases sooner than might be dictated by other factors, but any equipment acquired must be maintained and replaced at later dates, usually in the absence of associated grant funds. Adhering to rules for spending some grant awards also can be challenging.

Equipment the District uses, both for operations and for maintenance, are necessary and need to be maintained.

## **9 Programs**

### **9.0 Overview**

The District is involved in several programs that support the mission of prevention through education. It currently provides First Aid and Cardio-Pulmonary Resuscitation (CPR) training to community members. The District uses fire extinguisher trainer to reach businesses and organizations in the community. The District is active with several homeowner associations in rural subdivisions and in partnership with the Oregon Department of Forestry and Benton County to promote Firewise practices. The District has a budget line for community involvement, which provides support for activities that raise the District's profile in the community it serves. The District uses its involvement to both support the community and as a recruitment tool.

Additionally, the District is active in several training activities that reach beyond the boundaries of the District. Staff members regularly teach emergency medical service (EMS) and fire-related classes in Linn and Benton counties. The District hosts quarterly EMS drills for all non-career agencies in Benton County, and staff members serve on several local, regional, and state planning groups.

Code enforcement is an effective way to remind businesses and organizations of the safety rules that apply to their organizations. The District's primary means of code enforcement is regular inspections of schools, churches, and businesses by the District's Fire and Life Safety Officer and Lieutenants.

### **Key Findings:**

- District programs, (such as standby at community events, CPR/First Aid training, public education), have a positive effect on the safety of the community served by the District.
- The Volunteer Association is very active in the community and finds it difficult to take on additional commitments.
- Public education programs are effective tools for increasing community safety.
- The District's training program is one the most effective ways to maintain and improve the District's level of service and to keep District personnel safe.

### **Goals:**

#### 3 Years -

1. Maintain and grow training with online and hybrid programs that are flexible for needs of personnel.
2. Recruit outside instructors to teach courses in-house and to keep personnel in the District for availability for response to emergency calls.

#### 5 Years -

1. Develop a District disaster plan.
2. Develop an inspection program for bridges by designating leadership for such a program and by training volunteers and paid staff to assist with program implementation.

#### 10 Years -

1. Secure a grant to strengthen the program of bridge inspection by committing personnel to this project as an essential function of their job description.

The District is able to provide support to the smaller fire districts in Benton County. Critical incident debriefing can provide a vital element for the resiliency of any district after a high-stress event. By supporting staff time and training, the District can be prepared to serve both its needs and the needs of neighboring districts in Benton County. A Critical Incident Team is also available to assist other entities in the community.

Leadership development, both operational and administrative, requires ongoing training and education. The District will encourage personnel, both career and volunteer, to seek opportunities for outside education to develop or expand their leadership skills. The District will support those activities and continue to look for ways to identify new leaders.

The District believes that the community has several groups that could benefit from a public education program focused on how to respond in an emergency or disaster situation. An

outreach program that is targeted at schools, caregivers, and businesses would increase the community's safety and wellbeing. The District will develop a series of focused programs and establish a training schedule for such.

Disaster preparedness, as an ongoing outreach program, will require development of a plan and message. The plan will need to be integrated into planning at the city and county level, as well as being regularly reviewed.

## **10 Operational Funding**

### **10.0 Overview**

Funding for the District and the relatively recent history of property tax measures in the State of Oregon are related. In 1990, Oregon voters approved Ballot Measure 5, which limits the amount of property taxes that can be imposed for schools and general government. Under Measure 5, the amount that an individual taxpayer can be assessed for general government is \$10 per \$1,000 of assessed value (AV) or real market value (RMV), whichever is greater. This limitation applies to both permanent tax rates and any locally adopted tax levies, i.e.- serial operating levies. If an individuals' tax burden is greater than \$10 per \$1,000 for general government, they are said to be under compression.

In 1997, voters approved Ballot Measure 50. The measure had three components. It created permanent rates for taxing Districts, reduced assessed values, and limited the rate of growth for assessed values. Prior to Measure 50, if a taxing District wanted to increase its revenue, it could ask the voters to increase the tax rate. As a result of Measure 50, the State of Oregon sets the permanent tax rate for all taxing Districts. Measure 50 also set the assessed values for property in the 1997-98 tax year at 90% of the 95-96 values and limited the annual growth in assessed value to 3% per year.

Since passage of these two measures, real market values of property grew at a much faster rate than actual values. It was not uncommon for the actual value to be 50% of the real market value. As a result of the 2008 housing market collapse, the gap between actual and real market values has closed dramatically. Since tax compression depends on the greater of actual and real market values, more properties have experienced compression in the past several years. While compression has not been a significant factor in the District's service area, it will affect any future serial operating levies or special levies.

The tax reduction aspects of Measure 50 limited the annual tax revenue growth to 3% of existing construction plus the value of any new construction. Prior to 2008, the annual tax revenues of the District increased by around 4% annually. Since 2008, the District's annual revenue increase has been around 2.9%. As the District's annual operating costs have risen, the ability to increase revenues has been limited.

The District relies mostly on funding from a permanent tax rate to provide emergency services. This is supplemented with external funding to acquire equipment, property, and supplies whenever such awards or donations are received. The District will continue to pursue grants and other sources of external funding for personnel and equipment.

## **10.1 Internal Funding**

The District's budget for expenditures from property tax dollars is based on estimated property tax assessment values, which are received from the Benton County Assessor's Office, and multiplied by the District's permanent tax rate of \$0.001508 (\$1.5080 per \$1,000 of assessed value). These figures provide an estimated budget for each ensuing fiscal year. The bulk of District tax revenues become available in November. The District's fiscal year begins in July and runs through June of the following year.

Under current Oregon statutes, local government entities cannot make changes to their permanent tax rate. Options for increasing voter-approved funds are restricted to serial operating levies, special levies, and general obligation bonds. Levies are subject to tax compression; bonds are not.

The District's budget has several reserve funds established for large purchases and, in addition, has an unappropriated ending fund balance reserve to provide cash flow to continue District services from the beginning of the fiscal year (July 1) until tax dollars are provided through the Assessors' Office in November.

## **10.2 External Funding**

In 2016 the voters approved a General Obligation Bond in the amount of \$3.5 million to fund replacement apparatus and equipment. Repayment of this bond will be completed in Fiscal Year 2026 – 2027. While this bond was integral in the replacement of aging apparatus and equipment, funds were not eligible for use towards Operational Expenses, such as personnel expenses or training. With annual tax rates limited to an increase of 3%, the District may need to consider the proposal of Operational Levies to offset future operational expenses.

The District has also benefited from the award of grant funds, requested to offset the expense of a particular project. However, grant funds are becoming increasingly difficult to secure and the pool of applicants increasingly competitive. Several sources for grants that the District has used in the past are no longer available or have become prohibitively competitive.

Private donations of equipment have assisted the District in acquiring needed equipment in the past. These sources, although limited, will continue to be an asset to the District, as they are available.

The purchase of surplus property, available through state and federal sources, has declined in the last few years. In the past the District has saved a considerable amount of tax dollars using these programs.

The District may consider fees charged for services to non-residents as an alternative revenue source and expects to see an increase in the frequency of these services to non-residents due to traffic flow patterns and development in areas outside the District.

### **Key findings:**

- The District is recognized for good fiscal management and is evaluated annually by third party auditors and the Board.
- The District population is projected to increase in the coming years.

- Increased call volume trend has resulted in multiple back-to-back calls throughout the year.

**Goals:**

3 Years -

1. Evaluate transport as revenue stream.
2. Consider bonds, levies, and grants for funding operations and capital outlay.
3. Consider implementation of fire-prevention fees, and if implemented, develop a fee schedule.
4. Develop growth and funding trends and compare them with similar districts.
5. Participate in master planning by the City of Philomath.
6. Consider funding a program for bridge inspection that includes a cost-share with property owners.
7. Establish a funding strategy to pay for construction projects and additional personnel.

The District is also at the effective end of continuing to support needed levels of service with the existing permanent tax rate and assessed value. Financial planning for the District will need to consider two major areas: capital investment and daily operations.

The District will seek voter approval for bond measures on a five-year cycle to address District capital needs. This allows the District to plan and implement on a regular interval. As stated, the District will attempt to complete some major building projects and develop a systematic 5-year cycle for apparatus replacement. The District will look at shortening some replacement periods for apparatus, as well as lengthening others, to develop a long-term approach that will even out financial requirements. The District will continue to use bond measures to fund apparatus replacement.

In addition to bond measures for purchases, the District will seek voter approval for serial operating levies to make up shortfalls in operating expenses to maintain adequate levels of service.

The availability of grants will have the most effect on the District's bond cycle. Bond measures are not subject to compression, whereas operating levies are. The District's bond measures and operating levies will be staggered. Every two or three years, the District would need to be prepared to have a measure or a levy on the November ballot. Passage of a tax measure in November would allow the District to use the anticipated funds for budget planning.

## **11 Customer Service**

### **11.0 Overview**

The District serves the community of Philomath and surrounding areas by meeting the needs and expectations of the community members. Every interaction with members of the public can either help build or erode relationships with the District. That awareness is why the District has a focus on customer service. The District also recognizes that relations with neighboring districts can strengthen the District's response and reputation not only in the Philomath community but in surrounding areas.

## **Key Findings**

- The District meets expectations of the community by maintaining ongoing National Fire Protection Association Standards for response.
- The District provides appropriate leadership onsite for after-hours response.
- The District provides auto-aid to neighboring departments strengthening the county-wide response.

## **Goals:**

- Continue to find balance between paid and volunteer personnel for District coverage in all stations
- Work with the Blodgett-Summit and Hoskins-Kings Valley Volunteer Fire departments to improve coverage
- Improve station staffing:

201

3 Years - Continue robust retention programs for Volunteers and Resident Volunteers. As revenue increases, start nighttime part-time firefighter program.

5 Years - Hire full-time daytime firefighter.

10 Years - Provide two personnel (Lieutenant, Firefighter) 24 hours per day.

202

3 Years - Actively recruit Volunteers in the Wren area and recruit a Resident Volunteer for quicker response.

5 Years - Increase Resident Volunteer staff to two personnel.

10 Years - Provide one 24-hour Firefighter and two Resident Volunteers for evening and weekend shifts.

203

3 Years - Establish a Resident Volunteers on-site.

10 Years - Consistently house two Resident Volunteers.

# **PHILOMATH FIRE & RESCUE**

**BOARD OF  
DIRECTORS**

**POLICIES AND  
PROCEDURES**

# **PHILOMATH FIRE & RESCUE BOARD POLICY & PROCEDURES**

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# **PHILOMATH FIRE & RESCUE BOARD POLICY & PROCEDURES**

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# **PHILOMATH FIRE & RESCUE BOARD POLICY & PROCEDURES**

## **ARTICLE I PURPOSE OF THE FIRE DISTRICT**

**SECTION 1.** Philomath Fire & Rescue, hereinafter referred to as PF&R or the District, is established in accordance with the laws of the State of Oregon, in order of priority:

- A. Fire protection services within the boundaries of PF&R.
- B. Emergency medical and rescue service within the boundaries of PF&R.
- C. Emergency services to out-of-district organizations according to cooperative mutual aid agreements and automatic aid agreements.
- D. Emergency services out-of-district requested by public organizations and public authorities.

## **ARTICLE II PURPOSE OF DISTRICT POLICY**

**SECTION 1.** This Board policy provides for and assumes the businesslike operation of PF&R.

**SECTION 2.** The Board policy is not meant to be all inclusive of PF&R rules, nor is the policy meant to negate federal, state or local laws.

**SECTION 3.** Board policy is developed with input from members of PF&R and adopted by the Board of Directors.

**SECTION 4.** The District will base its policies, procedures and regulations on the best available information and input from affected parties. Except when deemed inadvisable by the Board of Directors, due to emergency or other circumstances warranting or requiring immediate action, any proposed adoption, amendment or repeal of a policy will be introduced for discussion at one meeting, but not acted upon until the following or a subsequent meeting. The proposed action will be included in the notice of the meeting promulgated in accordance with the Public Meeting Law.

**SECTION 5.** Board policy will be reviewed annually at the regular July meeting of the Board of Directors.

## **ARTICLE III ORGANIZATION AND METHOD OF ORGANIZATION**

**SECTION 1.** The agency will be organized in the following manner:

- A. Board of Directors
- B. Fire Chief
- C. Assistant Chief
- D. Staff and Volunteer Officers

# **PHILOMATH FIRE & RESCUE BOARD POLICY & PROCEDURES**

## **E. Volunteers**

### **SECTION 2. Method of organizing:**

- A. Board members will be elected at large, by position number, by electors of the District. (ORS 478.221(2b))
- B. Vacancies will be filled on the Board pursuant to article IV, section 4.
- C. The Board of Directors will hire the Fire Chief. (ORS 478.260)
- D. The Fire Chief, with Board approval, will hire all other employees.
- E. The Fire Chief will select and appoint volunteer officers with input from volunteers and staff.
- F. The Fire Chief will select and appoint all volunteers.

## **ARTICLE IV QUALIFICATIONS AND AUTHORITY OF BOARD MEMBERS**

### **SECTION 1. Elector or Property Owner:**

A PF&R Board member will be an elector or property owner within the PF&R district. (ORS 478.050)

### **SECTION 2. Employees and Volunteers:**

As of September 4, 2003, no PF&R employee or volunteer can serve on PF&R Board of Directors per ORS 478.050 and PF&R ORD. 103 passed in accordance with ORS 478.050.

### **SECTION 3. Elections:**

The five PF&R Board members are legally elected to four-year terms. Elections are held in odd-numbered years, with two positions filled at one election and three positions filled at the next election.

### **SECTION 4. Vacancies:**

In the event of a vacancy on the PF&R Board of Directors, the Board will advertise the position as vacant and allow reasonable time for all interested persons to submit a letter of interest for the position. At the first regular scheduled PF&R Board meeting after notice has been given and sufficient time for letters of interest to be reviewed, the Board will appoint a member from those individuals who submitted letters of interest. The top three applicants will be interviewed by the Board of Directors. Applicants will meet qualifications set by ORS 478.050 and District Board policy.

The period of service of a person appointed under this section will expire on June 30 following the next regular County election, at which time a successor is elected. The successor will be elected to serve the remainder of the term for which appointment was made. If the term for which the appointment was made expires June 30 after the

# **PHILOMATH FIRE & RESCUE BOARD POLICY & PROCEDURES**

election of the successor, the successor will be elected to a full term. In either case the successor will take office July 1 following the election. (ORS 198.320 (1) (2)

## **SECTION 5. Actions as Board Member:**

No individual Board Member may speak for or on behalf of the Board of Directors, except as authorized to do so by official action as recorded in the official minutes, guidelines or policies of PF&R. All official actions of the Board must be taken by public vote. The Board will not be bound by any actions or statements on the part of any individual Board member, past or present.

## **SECTION 6. Board Positions:**

At the regular scheduled meeting in July the Board will elect for a one-year term. The same Board Member may serve as both Secretary and Treasurer:

- A. President
- B. Vice President
- C. Secretary
- D. Treasurer

## **ARTICLE V RESPONSIBILITIES OF THE BOARD MEMBERS**

### **SECTION 1. Board as Policymakers:**

The Board is responsible for policymaking, not administration.

### **SECTION 2. Board and Funding:**

In anticipating and budgeting for District expenditures, the Board will allocate funds necessary to select, outfit, train and maintain the best possible emergency services force, including personnel, apparatus and equipment. The Board will review financial reports and monthly expenditures. The time, place and manner of such reviews will be determined by subsequent Board resolution.

### **SECTION 3. Some responsibilities are, but not limited to:**

- A. Abide by, and become familiar with, all laws and policies governing the operation of PF&R.
- B. Approve all policies for PF&R and review as needed.
- C. Approve and review contracts and purchases for PF&R in accordance to the Fiscal Management Policy.
- D. Adopt ordinances and pass resolutions.
- E. Adopt an annual budget in accordance with ORS 294.
- F. Require reports by the Fire Chief concerning the conditions, efficiency and needs of PF&R.

# **PHILOMATH FIRE & RESCUE BOARD POLICY & PROCEDURES**

- G. Keep abreast of the needs of PF&R by evaluation of the total program, consultation with advisory groups and PF&R employees.
- H. Approve job descriptions.
- I. Approve wages and benefits for employees.

## **SECTION 4. Planning:**

It is the responsibility of the Board of Directors to keep abreast of all ongoing or anticipated planning processes, activities and functions of organizations or parties inside or bordering the PF&R boundaries, which may affect PF&R in its operations or planning. Board members may be required to attend certain meetings with, or in lieu of, the Liaison Officer in order to obtain pertinent information. PF&R will develop and maintain a long-range plan concurrent with other planning organizations with a minimum of a five-year range.

## **SECTION 5. Ethics:**

Board members act as representatives of the citizens of the District. Therefore, Board members will adhere to the highest ethical standards in the conduct of District business as set forth in ORS Chapter 244.

## **SECTION 6. Attendance:**

In order to effectively carry out their duties, Board members must regularly attend Board meetings, and be adequately prepared and informed. Advance notice of absences is recommended. Members are encouraged to attend conferences and other training programs as the Board may authorize.

## **SECTION 7. Proxy Voting:**

Board members may not assign a proxy vote but may submit written comments on any agenda items if absent.

## **ARTICLE VI DUTIES of PRESIDENT, VICE-PRESIDENT, SECRETARY and TREASURER**

### **SECTION 1. Duties of the President:**

- A. The President will preside at meetings of the Board of Directors.
- B. The President will consult with the Fire Chief regarding the agenda and preparation of each Board meeting.
- C. The President will have the same right as other members of the Board, to discuss and vote on questions before the Board.
- D. The President will sign official PF&R documents on behalf of the Board when authorized to do so by a majority of the Board and, after the Board at an open meeting, has approved that document.

# **PHILOMATH FIRE & RESCUE BOARD POLICY & PROCEDURES**

- E. The President will create and appoint special committees subject to approval by the Board.
- F. The President will have the authority to sign checks for the District.

## **SECTION 2. Duties of the Vice President:**

- A. In the absence of the President, the Vice President will have the powers and duties of the President.
- B. The Vice President will have such other powers and duties as approved by a majority vote of the Board from time to time.
- C. The Vice President will have the authority to sign checks for PF&R.

## **SECTION 3. Duties of the Secretary:**

- A. The Secretary will sign official District documents when two signatures are needed, on behalf of the Board; after the Board, at an open Board meeting, has approved that document.
- B. The Secretary will have the authority to sign checks for the District.

## **SECTION 4. Duties of the Treasurer:**

- A. Assure that accurate accounting and financial records are maintained by the District.
- B. Annually review the District's financial audit with PF&R personnel prior to submitting the audit to the Board.
- C. Send, or cause to have sent, copies of the audit to state or local agencies requiring its submission.
- D. The Treasurer will have the authority to sign checks for the District.

## **SECTION 5. Duties of other Board members:**

- A. In the absence of the President and Vice-President, someone other than the Secretary will preside over Board meetings with powers and duties of the President.
- B. Board members will have the authority to sign checks for the District.

## **ARTICLE VII MEETINGS AND AGENDA**

### **SECTION 1. Regular Meetings:**

Regularly scheduled Board meetings will be held at the time and location as posted. All meetings of the Board of Directors and of Board appointed committees of PF&R will comply with the Oregon Public Meeting Law (ORS 192.610 to 192.690). Only one Board member may attend and vote during a public Board meeting via telephone or digital means. Any request for remote attendance must be made at least two weeks in advance of a meeting to the Board President. The first Board member making the request has priority for attending remotely to have the equipment and technical

# **PHILOMATH FIRE & RESCUE BOARD POLICY & PROCEDURES**

knowledge to connect to the meeting using the telephone or other digital systems used by PF&R.

## **SECTION 2. Agenda:**

The agenda of meetings of the Board of Directors of PF&R will be published in accordance with ORS 192.640.

Recommended agenda for meeting:

- A. Roll Call.
- B. Approval of Previous Minutes.
- C. Financial Report.
- D. Visitors.
- E. Staff Reports – President, Chief, Secretary, Treasurer.
- F. Representative Reports - Volunteers.
- G. Unfinished Business.
- H. New Business.
- I. Adjournment.

## **SECTION 3. Special Meetings:**

A Special Meeting may be called by the President or any three Board members at any time, with at least 24 hours' notice. The required 24-hour Special Meeting notice will be given to the public as outlined in section 2 of this article and the news media, if they have requested meeting notification, as per ORS 192.640 (3). Notice will give a reason for the special meeting, and no business will be transacted other than the posted purpose or purposes for the Special Meeting.

## **SECTION 4. Emergency Meetings:**

Emergency Meetings may be called by the President or any three Board members. An Emergency Meeting may be called with less than 24-hour notice. The President or Board members calling the meeting will recite the reason at the beginning of the Emergency Meeting and the minutes for the meeting will describe the emergency justifying less than 24-hour notice.

An emergency exists when there are objective circumstances which, in the judgment of the person or persons calling the meeting, create a real and substantial risk of harm to the District, such as a specific physical threat to PF&R property, which would be substantially increased if the Board were to delay in order to give 24-hour notice before conducting the meeting. An Emergency Meeting is to be held only in rare and extreme situations. The convenience of Board members is not grounds for calling an Emergency Meeting.

When calling an Emergency Meeting, every effort should be made to notify the public and news media, as appropriate to the circumstance.

# **PHILOMATH FIRE & RESCUE BOARD POLICY & PROCEDURES**

Only business related directly to the Emergency Meeting will be conducted at the Emergency Meeting (ORS 192.640 (3)).

## **SECTION 5. Executive Session:**

- A. Notice. Notice of Executive Session will be provided in accordance with Article VII Section 2, or under Article VII Section 4.
- B. Voting. The Board will not make any final decisions while in Executive Session. This policy, however, will not prohibit full discussion of Board members' views during Executive Session.
- C. Announcement. The President or other presiding officer will announce the statutory authority for the Executive Session before going into closed session. Once the Executive Session has been convened, the President will direct any representatives of the news media who are present not to report certain specified information from the Executive Session. The extent of the non-disclosure requirement will be no broader than the public interest requires, and the news media will ordinarily be allowed to report the general topic of discussion in the Executive Session. Board members, staff and other persons present will not discuss or disclose Executive Session proceedings outside of the Executive Session without prior authorization of the Board as a whole.
- D. Purposes. Executive Sessions will only be held for the following purposes:
  1. Employment of Personnel ORS 192.660(1)(a).
  2. Discipline of Public Officers and Employees ORS 192.660(1)(b).
  3. Consultation with Labor Negotiator ORS 192.660(1)(d).
  4. Real Property Transactions ORS 192.660(1)(e)
  5. Exempt Records ORS 192.660(1)(f).
  6. Litigation/Consultation with Legal Consul ORS 192.660(1)(h).
  7. Performance Evaluations ORS 192.660(1)(i).
  8. Labor Negotiations ORS 192.660(2).

## **SECTION 6. Meetings:**

The Board of Directors is composed of five members, whereby all meetings will require the physical presence of a Board quorum, which is three, and all votes will require a majority of the total Board, which is at least three. If only three members are present, a unanimous vote will be required to take final action.

## **SECTION 7. Voting at Board meetings:**

- A. Abstention: A Board member may explain for the record, when voting on an issue, a statement indicating either the reason for their vote or abstention.
- B. Conflict of Interest: Board members must publicly declare a potential or actual conflict of interest prior to discussion, recommendation, vote or other official action on an issue and explain the nature of any potential or actual conflict of

# **PHILOMATH FIRE & RESCUE BOARD POLICY & PROCEDURES**

interest. The declaration and the nature of the conflict will be recorded in the minutes per ORS Chapter 244

- Potential Conflict of Interest:

With a potential conflict of interest, a Board member may participate in the action once the declaration has been made.

- Actual Conflict of Interest:

With an actual conflict of interest, a Board member must refrain from taking any official action on the issue. If the Board member's vote is necessary for the Board to achieve a quorum, the Board member may vote, but may not discuss or debate the issue.

- C. Votes will be recorded. Any member may request that his or her vote be changed, if such request is made prior to consideration of the next order of business.

## **SECTION 8. Minutes of Meetings:**

### A. Public Meetings:

The Board will keep written minutes of all of its public meetings in accordance with the requirements of ORS 192.650. Minutes of public meetings will include at least the following information:

1. All members of the Board present.
2. All motions, proposals, resolutions, orders, ordinances, and measures proposed and their disposition.
3. Results of all votes, including the vote of each member by name.
4. The substance of any discussion on any matter.
5. Subject to ORS 192.410 - 192.505 relating to public records, a reference to any document at the meeting.
6. Written minutes of public meetings will be made available to the public within a reasonable time after the meeting in accordance with ORS 192.650(1).

### B. Executive Sessions:

Minutes of Executive Sessions will be kept separately from minutes of public meetings. Minutes of Executive Session may be kept either in writing, in the same manner as minutes of public sessions, or by tape recording. If minutes of an Executive Session are kept by tape recording, written minutes are not required, unless otherwise provided by law. ORS 192.650(2)

## **SECTION 9. Robert's Rules of Order:**

Robert's Rules of Order will govern the conduct and parliamentary proceedings of the meetings, unless otherwise provided for in Board Policy and/or rules consistent with the laws of the State of Oregon.

# **ARTICLE VIII**

# **PHILOMATH FIRE & RESCUE BOARD POLICY & PROCEDURES**

## **OUTSIDE DISTRICT OPERATIONS**

Refer to Operational Guidelines, Section O, Out of District Response, Procedure O-13 – Out of District Response (Attachment A).

## **ARTICLE IX FEES FOR OBTAINING PUBLIC RECORDS**

Refer to Operational Guidelines, Section C, General Administration, Procedure C-13 – Policy on Fees For Obtaining Public Records (Attachment B).

## **ARTICLE X REIMBURSEMENT GUIDELINES**

**SECTION 1.** The Fire Chief will authorize schooling, training and conferences, including related expenses for employees and volunteers.

**SECTION 2.** The Board of Directors, by majority vote, will authorize travel and other expenses for Board members.

**SECTION 3.** All Board members, employees and volunteers can reasonably expect to receive reimbursement for authorized travel, lodging, meals, registration, tuition and other related expenses for schooling, training, conferences and meetings representing PF&R as per the Employee Personnel Policy Section 17.5 – Training Cost, 17.6 – Travel and 17.7 – Meals and Lodging (Attachment C).

**SECTION 5.** Any Board member, employee or volunteer who is accompanied by a spouse or guest will pay any excess costs of registration, lodging or meals, attributable to their spouse or guest.

**SECTION 6.** Board members, District employees and volunteers are expected to use good judgement regarding the expenditure of District funds for travel expenses.

## **ARTICLE XI PURCHASING**

Refer to Operational Guidelines, Section C, General Administration, Procedure C-8 – Financial Management Policy (Attachment D)

## **ARTICLE XII RECOGNITION**

**SECTION 1.** The Board of Directors may recognize any member of PF&R and any civilian personnel who has performed any act of outstanding service on behalf of the District or rendered

# **PHILOMATH FIRE & RESCUE BOARD POLICY & PROCEDURES**

a life-saving service to any citizen, any fire District personnel who perform in an exemplary manner in the achievement of higher levels of education or skills. Any retiring Board member who has performed appropriate service to the District may also be recognized.

## **ARTICLE XIII GENERAL PROVISIONS**

### **SECTION 1. Repeal:**

All previously adopted rules; regulations, policies or standard operating guidelines in conflict with this policy are hereby repealed.

### **SECTION 2. Nondiscrimination:**

Pursuant to PF&R's nondiscrimination and harassment policy, no provision of this policy is intended as discrimination against any individual on the basis of race, religion, color, creed, age, sex, national origin, or disability.

### **SECTION 3. Severability:**

If any part, term or clause of this policy is or becomes in conflict with any law, the validity of the remaining provisions and clauses will not be affected and the policy will remain in force as if it did not contain the particular part, term or clause in conflict with law.

Rick Brand  
Board President

Signature \_\_\_\_\_

Board Member

Signature \_\_\_\_\_