PHILOMATH FIRE AND RESCUE

Master Plan Supplementary Information 2015

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Appendices

Part I-Background Information

Section 1-Overview

1.0 Overview

The purpose of a Master Plan is to specify what Philomath Fire and Rescue (the District) needs to accomplish in the next 15-20 years. It is not a plan to determine how the District will live within its current budget, but rather a plan to best meet the future needs of the community the District serves. Planning should be based primarily on what gives the greatest benefit to the public. The needs of the public should be the motivating factor in setting goals and objectives for the Master Plan. The availability of resources must also be considered. The plan should realistically address the issue of funding. It should consider the community's willingness to provide help. It should also provide a framework for determining the necessary intermediate steps. The plan should describe the assumptions and basis used for planning. It is the intent of the District's Board to review and update this plan annually as a part of the budget process.

The need to develop and implement a cost-effective fire protection master plan cannot be overemphasized. Fire districts, like other public agencies, are closely scrutinized for potential reductions in program areas. Moreover, alternative approaches to traditional fire service delivery are being explored to determine the feasibility of implementing new and innovative programs. This type of in-depth analysis by administrators and elected officials requires fire districts to take a leadership role in searching for cost reductions while maintaining or increasing the level of services.

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 is a look back at how well the District provided service in the past. It can be used as a standard to measure progress and provides 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 updated annually and are included as appendices in this supplementary document supplementary document associated with the District's Master Plan.

In 2011, the District solicited input from the community as part of a planning exercise. As a part of the preparation for the community event, the Board of Directors developed a Vision 2025 Statement (Appendix A). The exercise included asking community members that their experiences had been with the District, what they think the District does, and what they would like to see the District do in the future. The exercise tried to include all facets of District operations. The report from that process was a guiding document for the Master Planning process and is included in the appendices. Another important review document was the 2013 report from the Volunteer Association. During a series of closed-door meetings, the Philomath

Volunteer Firefighters Association developed a report that included recommendations for the continued success of the District. The report can be found in Appendix B-Volunteer Report. This report was a guiding document and is included in the appendices.

1.1 Types of Plans.

Planning is carried out on several levels. For emergency services organizations three levels are used:

- Master Planning
- Operational Planning
- Tactical Planning

The District is concerned with the first level of planning in Master Planning.

1.2 Master Planning.

Master planning for the District is concerned with evaluating and updating the fire-protection delivery system to meet the needs of a changing environment. It is by nature policy-oriented, and can address immediate, short range, or long range perspectives, or a combination of all three. It strives to confront the technical, financial, operational, legal, legislative, and political aspects of emergency services. Master planning emphasizes anticipating conditions rather than merely reacting to them.

To be useful to decision makers, master planning must perform the following key functions: define the problem(s), identify the solution(s), and provide a plan by which to implement the solution(s). Because the provision of emergency services is a system of independent interacting elements, effective master planning has a high potential for improving efficiency and effectiveness. The previous District Master Plan was adopted in 2000.

1.3 Research Team.

The 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 Phelps, Fire Chief
Doug Lilja, Deputy Chief
Marcia Gilson, EMS Officer/Administrative Assistant
Ray Hubbell, Fire Marshal
Josh Sleeman, Lieutenant
Ryan Riffle, Lieutenant
Jake Alguire, Lieutenant

1.4 Advisory Committee.

An ad hoc committee was convened especially for planning associated with the Master Plan. It was comprised of community leaders who collectively provided input into the planning effort. The advisory committee reviewed the documentation and proposals of the planning team and made recommendations to the board based on their findings. The goal of the advisory committee was to ensure that the needs of a broad spectrum of the community were met by the plan. The advisory committee provided a forum for the resolution of conflicting interest, with the end result being an emergency-service plan with broad and diverse community support. Members of the advisory committee were:

Jerry Wolcott- Philomath Volunteer Firefighters
Dan Kearl- Philomath Volunteer Firefighter
Steve Bell- Philomath Middle School, Civil Service Commission
George Looney- Benton County Health Department (Controller), Budget Committee
Eneida Hallenborg- Community Member, Budget Committee
Tom Ries- Board Member
Joe Brier- Board Member
Josh Sleeman- PFR Staff, IAFF Local 4925 President

1.5 Philomath Fire and Rescue Board of Directors.

The District's Board of Directors reviewed the findings and proposals of the research team, addressed recommendations made by the advisory committee, and incorporated any changes that they deem necessary in the plan. Members of the Board of Directors were:

Larry Sleeman, President
Ruth Jacobs, Vice President
Rick Robinson, Secretary/Treasurer
Tom Ries, Board Member
Joe Brier, Board Member

1.6 MISSION STATEMENT

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.

1.7 VISION STATEMENT

Vision of 2025

Looking toward the year 2025, the District 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, and maintains the highest safety standards for District personnel and the community.

1.8 PHILOMATH FIRE AND RESCUE GOALS

Community Oriented

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

Internally Oriented

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

1.9 PHILOMATH FIRE AND RESCUE ASSUMPTIONS

1. The District will continue to provide emergency services as a public entity. The district currently provides high quality cost-efficient services to the district patrons.
2. The District will provide EMS services as a Quick Response Team (QRT) for Corvallis Fire Department.
3. Benton County will continue to work towards their goal of ensuring that all citizens of the county have fire protection.
4. The District has no current plans to consolidate with adjacent public or county fire services. The district recognizes that this trend is becoming increasingly popular in Oregon. In the event the District is approached by a neighboring district in regards to consolidation, the District will examine such request from the standpoint of:
   - Maintaining the present level of service within District boundaries.
   - No increase in 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, volunteer and career.

Section 2-Aid Agreements

2.0 OVERVIEW

Aid agreements are formal written agreements entered into by emergency services agencies for the protection of their respective communities. These agreements can be of the mutual or automatic type. 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 to provide to one another. Mutual and automatic aid are reciprocal in nature, meaning they are based on the principle that the aid agreements work to benefit all parties concerned. Automatic aid agreements do not work unless they are reciprocal. The District has a minimum staffing guideline to ensure adequate resources and personnel at all times. 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.

- 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 for extrication of victims entrapped in motor vehicles or any incidents where mass casualties are present.
- Mutual aid with Oregon Department of Forestry for wildland fires in structurally unprotected areas of Benton County.

2.2 AUTOMATIC AID AGREEMENTS

Automatic aid agreements recognize that additional resources will be required prior to an incident occurring. These agreements provide for notification of all agencies involved simultaneously.

- 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.
- Extrication of victims entrapped in motor vehicles in the Blodgett - Summit Rural Fire Protection District.
  Extrication of victims entrapped in motor vehicles 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 and Rescue's District boundaries and on Marys Peak Road.
- Quick Response Team (QRT) for Code 3 medical emergencies in unprotected areas of Benton County within five road miles of Philomath Fire and Rescue's District 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 an indirect influence on District operations. There are a myriad of 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. The last significant annexation, in terms of size, was a 1.5 square mile annexation along Airport Road (Northpoint Annexation), which included Cutler Lane.

3.2 POPULATION

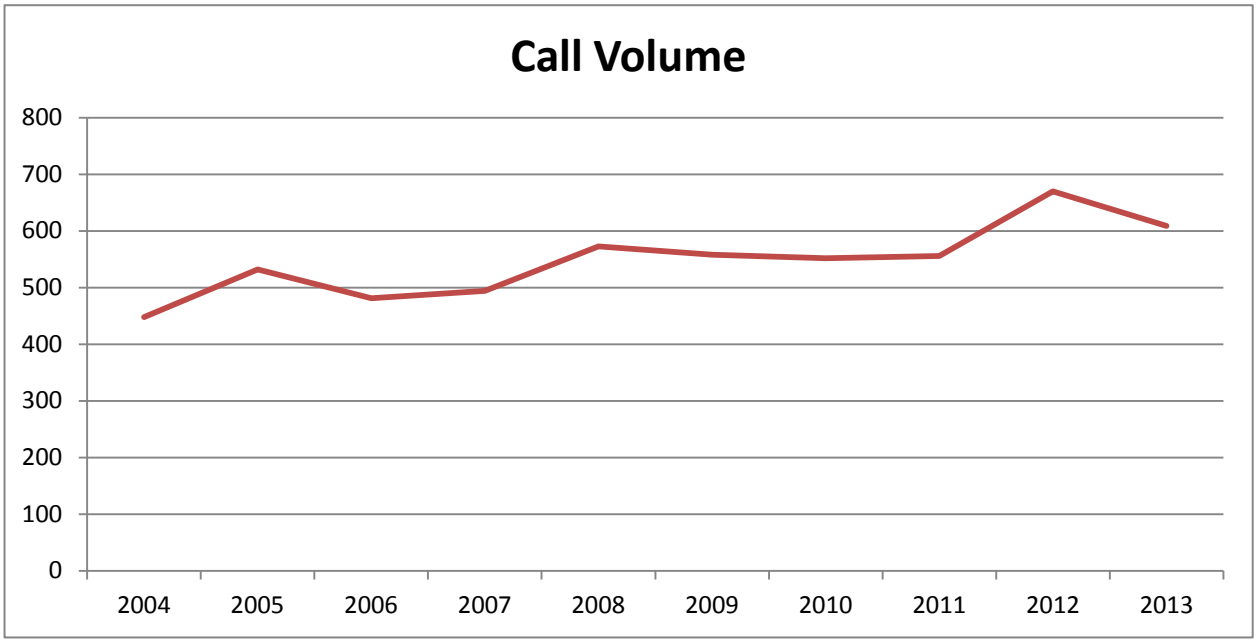
Population has an indirect influence on District operations. While an increase in population may result in an increase in call volume, the actual make-up of the population can cause District call volume to increase or decrease. Examples of this might be an increase in the number or size of senior care facilities in the District or a high call volume individual moving into the District. (In 2012, the District ran one EMS call for each 15.7 people in the District. During the same year, the District ran over 30 responses for one individual. That individual moved away during 2012, and that move was largely responsible for a reduction by 60 runs in call volume for 2013. For the ten year period from 2004 to 2013, the City of Philomath's population increased by 15.6% (3,995 to 4,620 residents) while District call volume increased by 50% (448 to 670 calls).

The projected population change was calculated with the previous 5- and 10-year average growth for the City of Philomath. The five-year average for Philomath (2009-2013) was 0.067% and the ten-year average (2003-2013) was 0.885%. 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. (See Appendix C-Fire District Population Estimate 2013).

- Estimated current population of the District (2013) is 8,500.
- Projected population of the District in five years (2018) is 8,528.
- Projected population of the District in ten years (2023) is 8,912.

3.3 EMERGENCY RESPONSE CALL VOLUME

The District has experienced a steady increase in call volume. This increase stabilized in 2005, and 2006 is showing an increase once again. This increase can be directly attributed to demographics and traffic flow within the District. Below is a graph of District response totals for 2004-2013.



3.5 LAND USE

The City of Philomath can only annex areas of the Urban Growth Boundary outside of its present city limits by vote of the electorate. This process makes forecasting future development outside of the city limits of Philomath difficult considering the fact that 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 presently 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 of these lots were built up, the District's property tax revenue would only increase by $45,000-50,000 per year. The District does not anticipate a significant increase in property tax revenue in the next 10-15 years.

It is the intent of the District to annually 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 building permit process. 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 in the District. In addition, the District is engaged with the Planning Division of both 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 them with 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 the 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 2010, and at that time, the rating for the district was changed. The District was downgraded from a PPC 3 in the City of Philomath to a PPC 4. Additionally, District outstations lost their accreditation due to the lack of volunteers. 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 needed 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 Station 201 (1035 Main Street.
- Class (8b) residential properties that are over 1,000 feet from a fire hydrant but within 5 miles of Station 201 (1035 Main Street).
- Class (10) residential properties that are over five miles of Station 201 (1035 Main Street).

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 does not seem to be in the best interests of the District and its patrons. The Oregon Fire Chief's Association (OFCA) is currently reviewing the use of ISO as the primary evaluative tool for fire service in Oregon. Changes in the use of ISO would have minimal effects on District future planning or operations.

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 the 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 11th Street, or 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 one 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 sufficient 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 Neabeack Hill. Average demand for water in 2006 was 0.62 million gallons per day, with peak demand being 1.0 million gallons per day.

The distribution system contains 231fire 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 plastic composite. The age of the water mains vary according to the year of installation, with the overall system being 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 that are a minimum of 8 inches in diameter, with fire hydrants spaced 250 feet apart.

Construction for commercial uses requires that water mains be sized, and hydrants spaced or located in accordance with the 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 Uniform Fire Code (UFC) 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 or biannually by cooperative efforts between the District and the City of Philomath.

Rural areas of the District require water to be 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, and four fire engines, each carrying a total of 3,500 gallons of water. The ability of these vehicles to respond as quickly as possible is critical to fire-suppression activities. To achieve the goal of responding as quickly as possible, the District has developed five rural water supply sites. Three of these sites have stationary powered pumps installed at the site. The hydrant at Highway 34 and Joseph Lane is pressure fed by the Corvallis Rock Creek Reservoir. The pair of hydrants in Wren Hill Estates is gravity fed from a surface water-collection pond located in the subdivision that maintains a 300,000-gallon capacity. The five water supplies 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)

As population increases in the rural areas of District plans will need to be developed to place additional draft sites to reduce water-transport time.

The following areas have been selected as strategic locations for future water supplies:

- Vicinity of Decker Road and Highway 34
- Vicinity of Petersen Road and Ervin Road

Part II – Operational Planning

5 Facilities

5.0 OVERVIEW

The District has three fire stations in operation, one in the City of Philomath, one in the community of Wren, and one on Llewellyn Road. 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. For a comprehensive description of current facilities locations and resources, see Appendix D-Deployment Standard and Appendix E-Standard of Coverage. The District's main station at 1035 Main Street was completed in 1976, the Wren substation was built in 1980, and the Inavale substation was completed in 1992.

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. These improvements can be anything from the construction of a new station to the remodel or renovation of an existing station. While District outstations continue to meet the needs of their respective communities, District operations would benefit from a major remodel and addition at the District's main station.

Some of the challenges that currently exist are a lack of adequate office space for existing staff, a lack of adequate space for volunteers, a meeting room that does not meet requirement of the Americans with Disabilities Act (ADA) for public use, and no ability to increase dorm space for staff, Resident Volunteers, or other volunteers. When the District's main station was completed, the District was a department of the City of Philomath and had 1 full-time and 1 part-time staff. The addition of a detached, ground-level meeting room and office complex would allow the District room in the existing building to remodel and create the additional office, dorm, and common space needed.

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 handled by saving money in the District's Building Reserve Fund. For a projected list of the costs associated with that fund, see Appendix F-Facilities Replacement Schedule.

- **Key Findings:**
  - Station 201 was completed in 1976 when the District had one full-time employee and responded to 75 emergency calls
  - In 2014, the District has seven full-time employees and responds to over 700 emergency calls
  - Workforce growth has resulted in inadequate office space for employees

- The District's meeting room does not meet requirements of the Americans with Disability Act for public access
- The employee's locker rooms for men and women serve as public restrooms
- An increase in dormitory space is needed to accommodate career shift employees and an expanded Resident Volunteer program

Goals:

- Improve existing facilities to meet changing needs
  - Expand District facilities to include a single-story building adjacent to Station 201 in Philomath to provide a combination of office space and a public meeting room
  - Remodel the existing second-story space in Station 201 to serve as dormitory and locker rooms
  - Remodel the existing first-story space in Station 201 to serve as day room and office space
- Expand and improve the existing training facility located adjacent to Station 201
- Add a new draft site for water in the area of Peterson Road and Ervin Road

It is necessary to discuss staffing to understand the need for building. In 1976 when Station 201 was completed, the District had a Fire Chief and was a Department of the City of Philomath. The original design and construction of the building only had one designated office. In 1978, the District added a career firefighter position. Once the District organized as a formal fire district in 1984 and hired an Administrative Assistant, the District remodeled to create another office space by dividing a conference room in half. The District has gone through several changes over the years to try to accommodate changes in staffing but has reached the point of needing additional space, not just reorganized space.

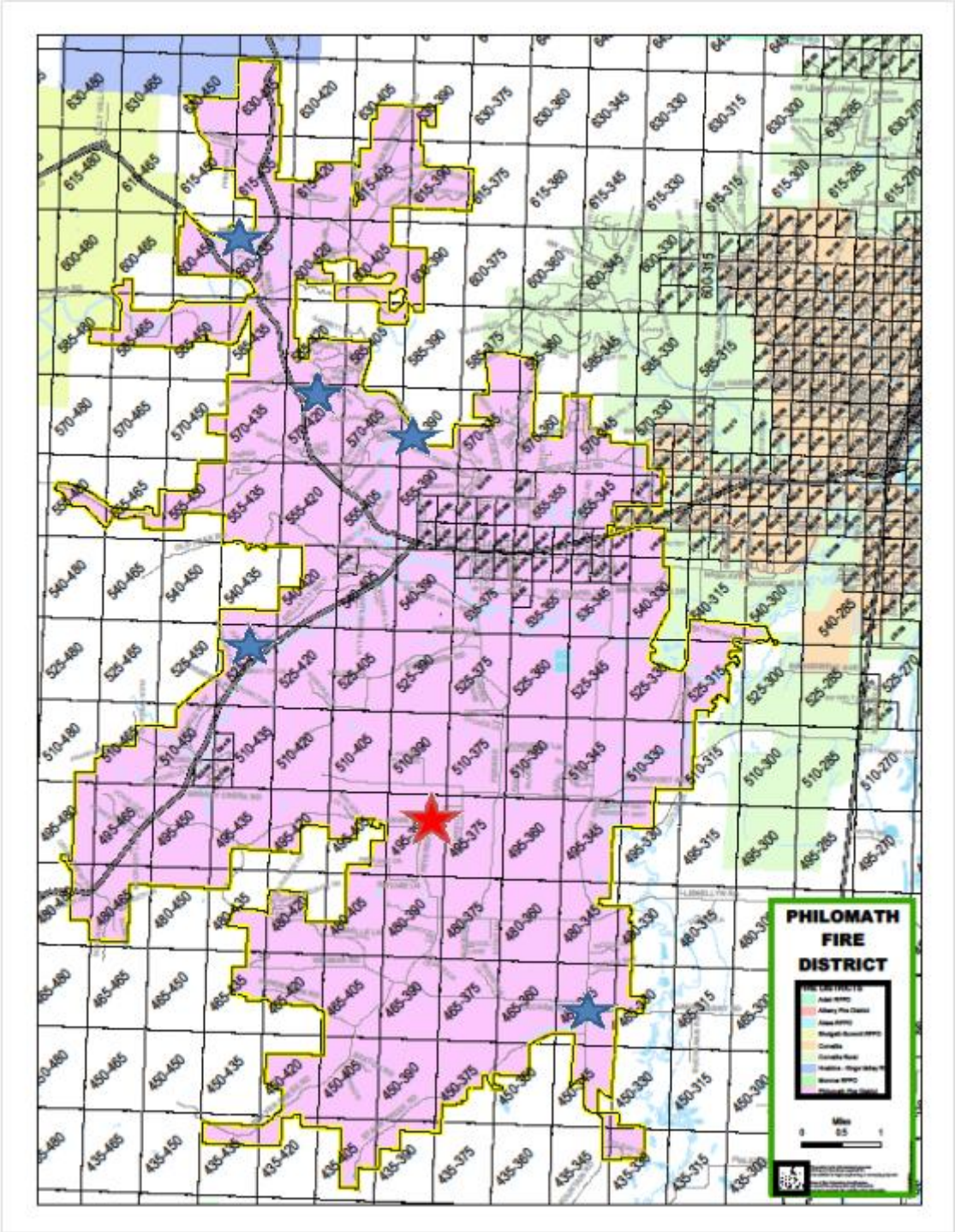
The addition of a detached office and meeting room building is the best way to meet the various needs the District has for facilities. By moving the bulk of administrative personnel out of the current building, the District would have the space to provide for the needs of shift personnel and volunteer staff. Additionally, building a ground floor meeting room in the same structure would create several advantages. It could serve as a public meeting room and as a separate community room for use by the public. Due to the location of the current meeting room and the access, it creates security problems for public use.

Building a separate office complex and meeting room would allow the District to remodel the existing station into additional dorm space, a dedicated area for the volunteer organization, improved locker rooms, and office space for career lieutenants and volunteer officers.

Due to changes in state certifying standards for firefighters, the addition of a fire-training building where actual fires could 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 good training platform without too great an increase in maintenance. While the District has a specific solution in mind, it would continue to evaluate options.

The District has proactively added remote water sites in strategic locations around the District. The next identified location for a remote water site is the area of Peterson Road where it

intersects Ervin Road. The map below shows existing water sites and the proposed site. The water site would consist of at least a 15,000 gallon above-ground tank.



Map of Philomath Fire & Resuce District Boundary- Blue stars indicate current water sites, red star is proposed water site near Peterson Road and Ervin Road.

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, as well as complete the maintenance and administrative duties necessary to keep the District operating. As the nature of the private workplace has changed, the District has found that there are fewer volunteers to respond to calls on weekdays. In 2008, the District increased the number of career staff to create a staffing model that ensures at least three personnel on duty during the week.

In 2013, 45% of District call volume occurred on weekdays between 7:00 AM and 6:00 PM. Career staff accounted for 42% of the personnel that ended up on scene (as opposed to standing by at the station) for all calls, but comprise only 16% of the personnel total. Career staff are also responsible for providing the core of District leadership and are responsible for about 80% of after-hours on-call coverage. Resident Volunteers provide the backbone of after-hours EMS response and are typically the first on scene for calls during the night. The District's three Resident Volunteers comprise less than 7% of the total personnel but account for 31% of the on-scene total. Over 99% of District responses have either a career staff or a Resident Volunteer on scene. Resident Volunteers are required to be cross-trained in fire and EMS. The District has three additional volunteer programs - Firefighter, EMS and Community Volunteer. (For a more in-depth review of District staffing see the Deployment Standard in Appendix D).

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%. Thirty-nine percent 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 who can put in the time for training and experience to become leaders in the organization. Volunteers continue to be a vital part of the District force, but the changes in their capabilities affect District operations.

6.1 Paid Staff

Overview: In 1976, when Station 201 was completed, the Philomath Fire Department had 1 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 7 full-time employees (for a complete breakdown of current staffing see Appendix D-Deployment Standard).

Key Findings:

- Volunteer emergency leadership has decreased for a variety of reasons creating a greater need to provide that role with career staff
- Assigning career staff District Lieutenants to 24-hour shifts creates problems with leave coverage
- Any 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 Firefighters/Lieutenants from three to four
- Move three Firefighter/Lieutenants to 24 hour on/48 hour off duty cycle
- Provide leadership for emergency response with career staff 24 hours each day every day of the week
- Provide personnel for emergency response during the day
- Provide maintenance for district facilities and equipment
- Provide administration for District operations

In December 2014, the District has a staff of seven full-time personnel. These employees consisted of the Fire Chief, EMS Officer/Administrative Assistant, Deputy Chief, Fire Marshal and three Firefighter/Lieutenants. The Lieutenants work a rotating schedule that includes coverage on weekdays and weekends from 0700-1800 each day. The rest of the staff is on duty weekdays so that the bulk of District staff coverage is during the normal workweek.

The District has seen a decrease in the ability of the volunteer cadre to provide the company-level leadership necessary to operate safely and efficiently. The table below illustrates the increasing dependence on career staff for emergency scene leadership. In order to address this reduction in leadership, the District is working towards a career staffing model that will put a junior officer (Lieutenant) on duty 24 hours a day, 7 days a week to provide the emergency scene leadership necessary for safe and effective response. Volunteers will still be encouraged to gain the training and experience needed to become officers to augment the leadership model. The addition of one more Firefighter/Lieutenant to provide vacation relief for the shift personnel and bolster weekday coverage will be necessary as we move to 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

*Hiring of three staff firefighters

6.2 Resident Volunteer Firefighter Program

Overview: Station 201 was designed with the idea of Resident Volunteers in mind. The program originally housed six Resident Volunteers in the 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 we reduced the number of Resident Volunteers to three. One of the primary reasons for the reduction was the amount of room and the impact on morale and turnover. Since 1985, the number of Resident Volunteers has been maintained at three. The low number of positions has led to wide swings in the capability of that group. Two new personnel can greatly affect the ability to respond. One other factor to note is the replacement cycle. The District is somewhat dependent on the Resident Volunteers for the timing of necessary replacements. It is difficult to hold an annual recruitment process or use an eligibility list for vacancies.

Key Findings:

- For the District, a small workforce of Resident Volunteers provides the most cost-effective means for rapid response after normal staffing hours. Primary limitations to development of this workforce are:
  - The Districts approach is inadequate for recruiting the necessary number of Resident Volunteers
  - The District lacks adequate dormitory and living space to increase the number of Resident Volunteers

Goals:

- Increase Resident Volunteer workforce to six positions on duty at Station 201
- Implement changes to increase the number of Resident Volunteers that include financial and educational incentives

The District has positions for three Resident Volunteers that live 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, stand-by, station and equipment maintenance, and apparatus maintenance and inspections on weekends. One of the challenges of the current Resident Volunteer program is the low number of personnel in the program.

In order to meet the District's ideal service model of three personnel per call and to avoid burnout of personnel, the District should double the current number of Resident Volunteers at Station 201 to six. This, along with the change to 24-hour shifts for Lieutenants, would provide a minimum of three personnel available for response 24 hours a day and would not overtax Resident Volunteers.

In order to attract career-oriented Resident Volunteers and to retain them for a two-year period, the District would develop a program that would provide the training necessary for Resident Volunteers to attain their Fire Fighter 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's degree in Fire Science. The tuition stipend would also help 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 District has struggled to recruit adequate numbers of personnel for outstations as well. During a 2010 ISO evaluation, both outstations lost their accreditation due to lack of personnel. The volunteers have taken an active role in attempting to figure out what motivates their membership. This has taken the form of a report compiled by the Volunteer Association and presented in September 2014, which addressed several identified challenges. This report can be found as Appendix B-Volunteer Report. 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 as options for increasing motivation. The logistic elements of increased participation as Home Responders and overnight shifts at Station 201 are addressed in the Facilities and Apparatus sections of the Master Plan. The incentives suggested by the PVFD include a pay-per-call program, mileage reimbursements for response to stations for emergency calls and the future possibility of tax incentives for members in good standing. While all of the suggestions included in the Staffing/Incentives report provided by the PVFD have merit, not all ideas may be feasible due to constraints outside of 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 201varied from 25-35
- A wide variety of factors influence volunteer recruitment and retention nationally and at the District level

Goals:

- Continue to recruit volunteers to serve as firefighting and emergency medical responders
- Fund the District's Length –of-Service Award Program and Volunteer $100,000 Accidental Death and Dismemberment plan with District revenue from property taxes
- Fund a District multi-media recruitment program for volunteers
- Fund a volunteer incentive program as determined by the Volunteer Association
- Provide the necessary support for volunteers to function as Home Responders and to serve shifts at the District's stations

The recruitment and retention of volunteers is of a major concern to emergency services agencies nationwide, including Oregon. Districts have had to restructure and close fire stations due to the lack of volunteers. This problem can be attributed to many factors, including, two family incomes, outside interests, demographics, but most notably the increased requirements by 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 of time. In the future, volunteer firefighters will undoubtedly mirror the national average. The District currently has a Length-of-Service Award Program (LOSAP) that is funded by a grant through the Assistance to Firefighters Grant Program. The LOSAP makes an annual contribution for each Volunteer Firefighter. The LOSAP portion of the grant does not cover EMS personnel, but the Fire Board has elected to fund expansion of the program to cover EMS Volunteers. The grant will run out after the 2014-2015 fiscal year.

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. The report can be found in Appendix B-Volunteer Report. 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/scholarships for qualified individuals.

Additionally, the report suggests 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. There is not enough information at this time for an accurate cost projection.

The District has a program of continuous recruitment to increase its volunteer numbers, in particular at the substations. These attempts have been made through articles in local papers and community newsletters, and by presenting information at public meetings. Through a Recruitment and Retention Grant, the District is developing a multi-media advertisement campaign that includes increased on-line presence, static displays and promotional materials. The effort will be initiated with the grant that has already been obtained through FEMA's Staffing for Adequate Fire and Emergency Response (SAFER) program. Funding for the ongoing costs to update and maintain the program will be budgeted internally.

7 Apparatus

7.0 Overview

The District's fleet consists of 17 apparatus. This includes three structural engines, one interface engine, two tenders, three brush rigs, one brush engine, two rescues, one aerial (truck) and four staff vehicles. See Appendix E-Standard of Coverage for a detailed breakdown of apparatus and their locations and Appendix G-Apparatus Replacement Schedule. 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 funded the Apparatus Reserve Fund adequately for future purchases.

The District currently has three 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. A committee comprised of volunteers has identified expansion of the Home Responder program.

Key Findings:

- The District's current number and type of staff vehicles do not meet District needs.
- The District's Apparatus Reserve Fund does not have sufficient funding for future replacement purchases and the outlook for the growth of this fund to meet needs for replacement purchases is not promising
- The projected working life of District apparatus exceeds expectations of the National Fire Protection Agency.

Goals:

- Add two or more staff cars to the fleet
- Develop a 5-, 10- and 15-year apparatus purchase plan

Apparatus is one of the most expensive and dynamic areas to manage. A quick glance at Appendix G-Apparatus Replacement Schedule shows that it is increasingly difficult to set aside enough money in a reserve fund to make the kinds of purchases necessary to maintain a fleet at current levels. 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. One example of this would be the 95-foot ladder truck. It is a 1982 Grumman and has at least a decade of useful life left in it. It will cost in excess of $1 million to replace it with a comparable vehicle. The decision to keep a ladder truck in the District's fleet will have a profound effect on future costs. The District will continue to review what makes the most sense for apparatus based on past use and anticipated needs.

While the District's current fleet meets most of District needs, the District has identified the need for additional staff vehicles. Due to the changes in the District staffing model (addition of career staff, emphasis on Home Responder program), the District will need to add two to three staff cars to the fleet. Adding a medium-sized pick-up and 2 medium-sized sport utility vehicles will allow the District to meet day-to-day needs, provide for an expanded Home Responder program, and

ensure that a vehicle is available for personnel to take to meetings and classes. At least two of these vehicles will need to be response capable (light bars, tactical radios, EMS kits).

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 the internal review is done 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. By looking at Appendix H-Equipment Replacement, you can see that Equipment has a broad variation in cost and lifecycle. 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 improvements. Some of the items in the Equipment Replacement Schedule can be planned for in the general fund budget or through the Equipment Reserve Fund.

The District has been somewhat fortunate in securing grants for some major purchases (see Appendix I-Grants & Donations) of equipment and improvements to stations. The District has also been diligent in using state and federal surplus equipment programs to secure apparatus and equipment that meets District needs, but is more economical than buying it 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

Goals:

- Continue to evaluate upgrades and replacements to equipment based on need and use
- Maintain any equipment that is still adequate for District operations
- Evaluate changes in technology and implement innovations when appropriate
- Continue to seek grants for equipment needs

Several factors affect District projected equipment costs. The National Fire Protection Agency makes recommendations for the useful lifespan of various items. In some cases, like the air tanks the District uses for self-contained breathing apparatus, these recommendations become mandates that directly affect the life cycle of a piece of equipment. In other cases, the recommendations have an indirect effect. In the case of apparatus tires, the District's insurer has made the District aware that if it exceeds the recommendations of the National Fire Protection Agency of 7 years for tires, the insurer will not be responsible for claims related to tire failure. In the third case, the recommendation can be treated as a guide. The National Fire Protection

agency recommends replacing fire engines at 20 years of age. The District evaluates the actual life span of an individual engine based on performance and maintenance costs, but use 25 years when planning for replacement.

Additionally, the District has been able to make changes to equipment by upgrading or replacing equipment with a grant. While grants are good, in that they allow the District to make purchases sooner than might otherwise occur, they do create maintenance and replacement costs that must be managed. While the District will continue to chase grant money, they are becoming increasingly competitive. The District also has found that the rules for spending some of the grant programs can change over time.

Appendix H-Equipment shows most of the major systems and items the District currently uses. It does not include the $20,000-$25,000 the District spends each year on firefighting turnouts. The District believes that the equipment it currently uses, both for operations and for maintenance, are necessary and need to be continued.

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 CPR training to all high school health classes and has a standing curriculum for kindergarten through fifth-grade education. The District uses a fire extinguisher trainer to reach businesses and organizations in the community. The District is active with several homeowner associations in rural subdivisions, 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 as a way to both serve the community and as a recruitment tool.

Additionally, the District is active in several training activities that reach outside the District. Staff members regularly teach EMS and fire-related classes in Linn and Benton counties. The District hosts a quarterly EMS drill for all of the 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 Marshal.

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.Increased community involvement in providing public education would have a beneficial effect for the District and the community served
- 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:

- Expand the District's school curriculum to include grades 7, 9, and 11
- Support the District's Employee Wellness Program
- Create a District auxiliary support team to help with public education and non-operational community contact
- Form a Critical Incident Team
- Provide leadership training for career and volunteer personnel
- Develop first-responder training for community groups
- Actively promote disaster preparedness in the community served by the District

District programs include both outreach programs and internally oriented programs. The expansion of the District's school curriculum would be enhanced by the Auxiliary Support Team. The biggest effect of an expanded curriculum will be the amount of time needed to implement. The District will recruit volunteers for its Auxiliary that would like to help with non-operational activities to help provide the man-hours.

The District's Wellness Committee is comprised of career and volunteer staff. They are charged with the development of wellness initiatives that will maintain or improve the health and wellness of District membership. While it is hard to predict what their recommendations may be, the District is prepared to provide financial and administrative support at whatever level is necessary to keep its workforce healthy emotionally and physically.

The District is in a position 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 other districts in Benton County. A Critical Incident Team would also be 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. An outreach program that is targeted at schools, caregivers, and businesses would increase the community's safety and wellness. The District will develop a series of focused programs and deliver them on a regular basis.

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

The discussion of funding for the District cannot begin without a little history on property tax measures.

In 1990, Oregon voters approved Ballot Measure 5. The provisions of Measure 5 limit 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 at 3% per year.

Over the years since the passage of these two measures, RMV's grew at a much faster rate than AV's. It was not uncommon for the AV of a property to be 50% of the RMV for the property. As a result of the 2008 housing market collapse, the gap between AV and RMV has closed dramatically. Since tax compression depends on the greater of AV and RMV, we've seen more properties come under compression in the past several years. While compression hasn't been a significant factor (we lost $1,880 to compression out of $980,498 in levied taxes for tax year 2013-14), it will affect any 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 on internal funding through a permanent tax rate to provide the majority of the funding necessary to provide emergency services to the fire district. Although supported by tax dollars, the District uses external funding to acquire equipment, property, and supplies whenever it is possible. These methods include donations, grants, and surplus property. While the District has been successful in obtaining grants for equipment, grant opportunities are decreasing while competition for grants is increasing. The District will continue to pursue grants for both personnel and equipment.

10.1 Internal Funding

The District is supported by property tax dollars. The District budget 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 provided an estimated budget for each ensuing fiscal year. For Fiscal Year 2013/14, these property taxes provided around $925,000 in revenue. 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, while bonds are not. For an explanation of what compression is, go to http://www.co.benton.or.us/assess/faq.php.

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. A copy of the most recent District budget can be found in Appendix J. For the last four budget cycles, the District has not put any money into its reserve funds.

10.2 External Funding

- Grant funds are becoming increasingly difficult to secure. Several sources for grants that the District has used in the past are no longer available, or have become increasingly competitive
- Private donations of money and equipment have assisted the District in acquiring needed equipment used in our programs. These sources, although limited, will continue to be an asset to the District
- 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 through the use of these programs
- Fees charged for services to non-residents may see an increase due to demographics, traffic flow patterns, and development in areas outside of the District

Key findings:

- Grants are becoming increasingly more competitive and focused
- The projection is that the statutory permanent tax rate and assessed value of the District will continue to fund the day-to-day operations of the District at 2014 levels for several years into the future
- Any increase in staffing identified in this plan will require funding beyond current District revenue associated with property taxes
- The permanent tax rate assessment will not provide necessary funding for the Apparatus Replacement schedule and Equipment Replacement schedule

Goals:

- Propose levy and bond measures to voters for new sources of District funding

- Raise District funds through grants and other proposals submitted to federal, state, or private foundations
- Acquire equipment through state and federal surplus property programs
- Accept donations from local companies and residents
- Charge fees for services provided to non-residents of the District

Like many public agencies in Oregon, the District finds itself at the point where property tax funding can no longer keep pace with the increased costs of operations. The last bond measure that the District passed was in 1992. The District has done a good job of maintaining operations without asking for additional funds. As you can see in Appendix I-Grants and Donations, the District has been successful in securing grants and using state and federal surplus programs for major purchases. The District will continue to use both types of resource in the future, but needs to plan for the possibility that, as it become increasingly competitive for these funds and they are subject to government cutbacks, the community will need to be responsible for funding operations. Any success in securing grants will help to decrease the need for community-based funding.

While the District has been successful at maintaining service levels without additional taxpayer funding, it has come at the cost of the reserve funds. 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. A comprehensive projection of fiscal resources and needs can be found in Appendix K-Fiscal Projection. Financial planning for the District will need to consider two major areas-capital investment and daily operations.

The District will use cyclical bond measures on a five-year cycle to address District capital needs. This allows the District to plan and implement on a regular interval. In order to implement the identified changes in personnel schedules and staffing levels, as well as address other facility shortfalls, the District will need to make some changes to its current buildings (see Section 5-Facilities). Since these are considered capital improvements, the best funding method would be a general obligation bond. 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 some, in an effort to develop a long-term approach that will even out financial requirements. After completion of identified building projects, the District will continue to use bond measures to fund apparatus replacement.

In addition to bond measures for purchases, the District will use serial operating levies to make up shortfalls in operating expenses to maintain levels of service. Once building projects are well under way and the District is assured that it will have the quarters necessary for the changes in staffing, it will attempt to secure a Staffing for Adequate Fire and Emergency Response (SAFER) grant for the additional Firefighter/Lieutenant needed to allow the implementation of 24/7 coverage by career staff. As the two-year grant expires, the District will seek an operating levy to maintain staffing levels.

The use 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.