



2020 BUDGET

TABLE OF CONTENTS

PAGE

Transmittal Letter	3
District Profile.....	7
Budget Process.....	16
Overall Budget Summary.....	21
Budget by Major Types of Revenue & Expenditures.....	22
Budget by Organizational Units.....	45
Budget by Funds.....	74
Long-Term Financial Policies.....	81
Debt.....	84
Long-Range Financial Plans.....	85
Budget Ordinance.....	87
Glossary.....	97



ISO Class 1

ORLAND FIRE PROTECTION DISTRICT

Administration Center

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Fire Chief

Michael Schuffield

October, 2019

President Evoy and Board of Trustees:

It is our pleasure to present the 2020 Tentative Budget for your review. This budget has been compiled with consideration of the District's Strategic Plan adopted by the Board of Trustees May, 2018, which defined direction for the District. The Strategic Plan reaffirmed the mission statement stating that -

The District's staff is dedicated to preserving life and property while valuing full accountability to each other and the people we serve.

The District's vision statement was developed during the strategic planning process which states that the District's vision is -

To provide the highest level of skilled compassionate service to our customers while maintaining fiscal responsibility through innovation, partnerships and professional drive to excellence.

The five Master Strategic Goals that were set forth in the Strategic Plan were -

- Develop planning and staffing models to provide the highest level of service based on accurate statistical information and trending.
- Provide the highest level of service possible while maintaining fiscal responsibility.
- Develop long-term programmatic approach to sustainability.
- Meet industry standards and best practices.
- Maximize customer satisfaction.

From the Master Strategic Goals and input from Chief Officers and department heads, division goals were developed for the Strategic Plan.

This budget document has been developed to serve as the financial plan for the upcoming year based on the Strategic Plan. Under direction from the Board of Trustees, we worked to produce this 2020 Tentative Budget giving priority to programs and services that support the goals described in the Strategic Plan and which provide the greatest benefit to District residents.

The 2020 Tentative Budget represents the efforts of District staff in reviewing their operations, streamlining them when possible and investing in improvements to daily operations to benefit the safety of District residents and employees.

The District’s mission is carried out daily by District employees who respond (and support the response) to approximately 10,000 emergency calls each year; accordingly, personnel costs are the largest component of District expenditures. The costs to achieve the District’s mission are primarily offset by property tax revenue.

Budget Overview

As an overview, total revenue and expenditures for all funds combined for 2018 Actual, 2019 Budget and 2020 Budget are presented below.

	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2020 Budget</u>
Total Revenue	\$ 35,367,630	\$ 36,061,714	\$ 37,609,160
Cook County Grant	<u>782,926</u>	<u>1,000,000</u>	<u>1,200,000</u>
Total Revenue Excluding Grant	<u>\$ 34,584,704</u>	<u>\$ 35,061,714</u>	<u>\$ 36,409,160</u>
Total Expenditures	\$ 34,244,821	\$ 35,561,128	\$ 37,117,853
Cook County Grant	<u>860,271</u>	<u>1,000,000</u>	<u>1,200,000</u>
Total Expenditures Excluding Grant	<u>\$ 33,384,550</u>	<u>\$ 34,561,128</u>	<u>\$ 35,917,853</u>

Total revenue (excluding the Cook County grant) for the 2020 budget is 3.8% greater than the 2019 budget. This increase is due to an estimated 2.4% increase in property taxes, a 16.0% increase in ambulance and rescue fees, a 10.4% increase in dispatch revenue, and a 13.8% increase in communications revenue.

Total expenditures (excluding the Cook County grant) for the 2020 budget are 3.9% greater than the 2019 budget. This increase is primarily due to 3.8% increase in wages, a 6.7% increase in benefit costs, a 6.8% increase in pension costs, and numerous projects. Projects include purchase of replacement turnout gear, a rapid SOS CAD interface, a 911 recorder upgrade, repairs to source capture systems, renovations to the Station 5 bunkroom, replacement of the generator at headquarters, purchase of an ambulance and purchase of two staff cars.

Significant Budget Factors

Significant factors considered during the budget process include potential increases and limitations for property tax revenue, negotiated wages and benefits, program enhancements, capital needs and retiree health funding.

Property tax revenue represents approximately 78.3% of District revenue. Increases in property tax revenue are limited by tax rate ceilings and property tax caps. Fortunately, the collection rate for District property taxes ranges between 95% to 99%. Property tax increases are limited to the Consumer Price Index (CPI) plus new construction.

During 2018, two anchor stores (Carsons and Sears) closed in Orland Square Mall. The redevelopment of these stores is a priority within the community to maintain the strong tax base. The Carsons store has undergone a complete renovation by Von Maur and the new Von Maur store is scheduled to open in November, 2019. Plans for development of the Sears store are being finalized. In the past several years, there were quite a few newly-constructed businesses in the District including – University of Chicago Medicine Center for Advanced Care, Palos Health South Campus and Surgical Center, four strip malls, three office parks, six restaurants and three car dealerships.

Wages and benefits represent 84.4% of the District's expenditures. In 2018, the District and Orland Professional Firefighters, Local 2754 finalized a three-year agreement ending December 31, 2020. This Labor Agreement, along with the Labor Agreement for the District's dispatchers and compensation and benefit policies for non-bargaining unit personnel, were considered during the budget process.

During 2020, it is anticipated that a number of sworn personnel will retire. It is assumed that 12 new firefighter/paramedics will be hired in March 2020 to fill vacancies and to reduce overtime costs.

Program enhancements were considered during the budget process. The Fire Chief, the Deputy Chief and the Day Shift Battalion Chiefs, prioritized the budget requests. Program enhancements included in the 2020 budget are:

- Replacement of an ambulance
- Replacement of turnout gear
- New Rapid SOS CAD interface
- Renovations to bunkrooms
- Replacement of generator
- Upgrading Computer Aided Dispatch (CAD) system

The District's capital plan for the next five years has been reviewed and updated. Transfers to the Capital Projects Fund totaling \$1,200,000 are budgeted in 2020.

The District is developing a funding policy for the Retiree Health Trust Fund. There is \$600,000 of retiree health funding included in the 2020 budgeted expenditures.

Recognition and Awards

In 2018, the District has received recognition from two external organizations for services provided – ranking as ISO Class 1 and achieving Accredited Status from the Center for Public Safety Excellence. The District is one of 270 fire agencies internationally Accredited and one of only 84 fire agencies in the country to be both Accredited and have an ISO 1 ranking. These are the highest recognitions in the fire service and are possible only because of the commitment to excellence at every level of the organization. Accreditation helps us to plan for the future, to

mentor the next generation of leaders, and to evaluate what we say we are doing. It also forces us to continue to improve and to report each year on our status. The results from the District's annual report for accreditation were very positive. Recommendations set forth from the accreditation process were considered during priority setting of the 2020 budget process.


Another accomplishment was the District's cardiac arrest save rate which was 53% in 2018. The District's average cardiac save rate over the past four years was 42%. The national average cardiac arrest save rate is 10.8%. Both the four-year average and especially the 2018 save rate are significantly better than the national average. Factors that improve the District's save rate are early 9-1-1 access, early CPR, early defibrillation, early advanced care and early post-resuscitative care. District paramedics perform high-performance CPR and are trained in a state-of-the-art simulation lab. Friends and family CPR classes are taught each month to District residents at no cost. District dispatchers receive specialized training as emergency medical dispatchers. All of these factors supported by the care and compassion of the District's paramedics and dispatchers are the driving force behind the District's amazing cardiac arrest save rate.

The District's Comprehensive Annual Financial Report has received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the past 11 years.

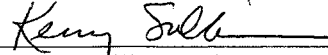
The District's 2018 and 2019 budgets received recognition from GFOA with its Distinguished Budget Presentation Award.

We sincerely appreciate the efforts of all who have assisted with the preparation of the 2020 Tentative Budget. The Board's involvement ensures that District goals are clear and provides an opportunity for communication of services and expectations. Based on these collaborative efforts, we respectfully submit this 2020 Tentative Budget for your review and consideration.

Respectfully Submitted,



Michael Schofield, Fire Chief



Kerry Sullivan, Finance Director

Community Profile

Area Served

The District covers approximately 30 square miles and is located in Northeastern Illinois, Southwest Cook County, approximately 22 miles from Downtown Chicago and serves the Villages of Orland Park and Orland Hills, as well as the unincorporated areas of Orland Township.

Today, the District is predominantly residential with a large retail base. Residential occupancies range from small ranches to some homes that are more than 20,000 square feet. The District still has rural/agricultural pockets within the area along with forest preserves, manufacturing complexes, office buildings and major transportation corridors.

The District protects the largest shopping mall (Orland Square Mall) in the Chicago Southland. Orland Square Mall, in addition to Orland Park Place, Orland Crossings and Orland Towne Center, draw shoppers from the entire southwest Chicago region and beyond.

Major employers within the District include Orland School District #135, Jewel/Osco, Consolidated High School District #230, Darvin Furniture, Lexington Healthcare, Lowes Home Improvement, Meijer, Target, Lifetime Fitness, and Panduit Corporation.

In the past several years, there were quite a few newly-constructed businesses within the District, including University of Chicago Medicine Center for Advanced Care, Palos Health South Campus and Surgical Center, four strip malls, three office parks, six restaurants and three car dealerships. In 2018, two anchor stores (Carson Pirie Scott and Sears) in Orland Square Mall closed. The Carsons store has undergone a complete renovation by Van Maur and the new Von Maur store is scheduled to open in November, 2019. Plans for redevelopment of the Sears store are being finalized.

The District is home to two specialty hospitals, 28 schools, one university, one college, 57 big box and large retailers, and many government offices. Along with telecommunications switching stations, internet and cyber facilities, there are numerous high-tension power lines and many underground pipelines in the District.

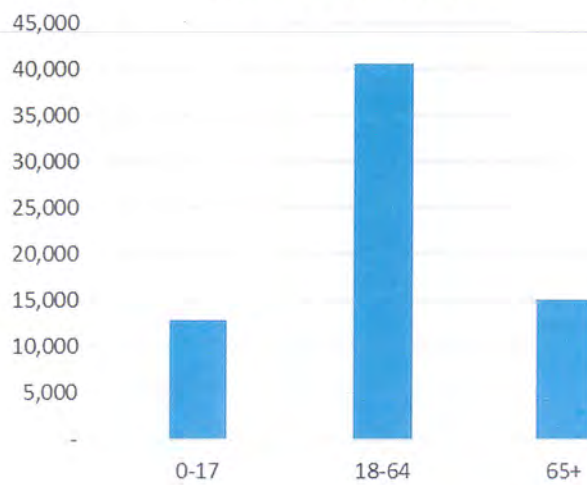
The LaGrange Road corridor is the main traffic thoroughfare in the District moving more than 70,000 vehicles per day. Interstate 80 defines the District's southern border and major state highways run through the District. The area is easily accessible by O'Hare and Midway Airports, several interstate highways and Metra's commuter rail system. Approximately 72,000 cars travel through the intersection of 159th Street and LaGrange Road every day.

Water bodies in the District include four large lakes and six tributary creeks. The District has over 660 acres of park space including 60 parks, 140 athletic fields and courts, 30 miles of trails, and 300 acres of open space. Adjacent to the District is also over 15,000 acres of Cook County Forest Preserve land and large lakes.

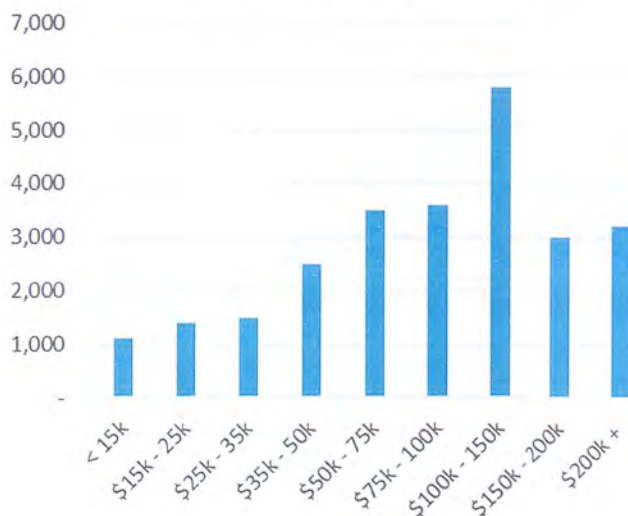
Demographics and Trends

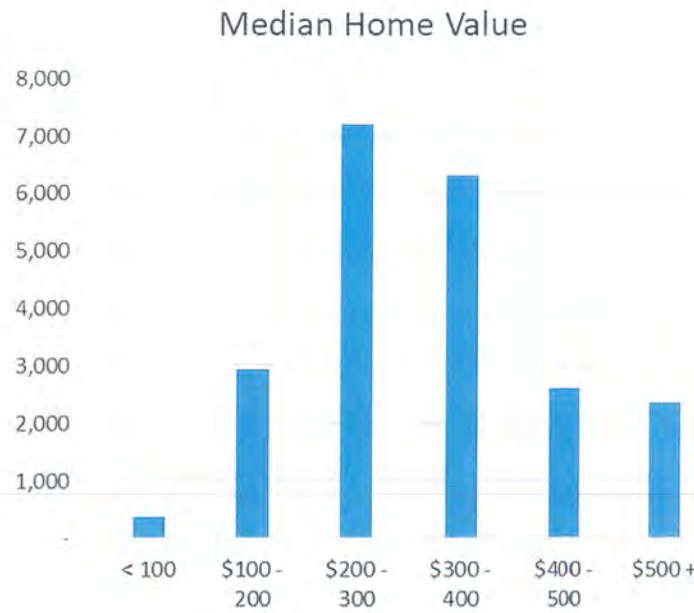
The District’s resident population is approximately 68,500, and the general population can swell to well over 150,000 during the day. Between 2010 and 2019, the population grew 0.19% and is expected to stay fairly flat through 2024. The median age in the District is 45.2 with a median household income of \$93,110 and a median housing value of \$310,715. The unemployment rate in the District is 3.6% in 2019 and has steadily decreased over the past several years. Age, household income distributions and median home values are explained in the following charts.

Age Distribution



Median Household Income



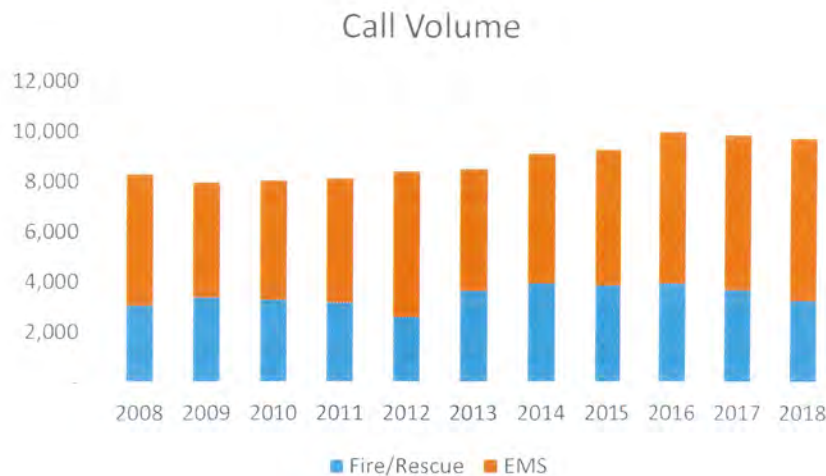


The demand for emergency medical services increases as residents' age increases. Approximately 51.6% of the District's patients are age 64 and older. The percentage of the District's population age 65 and older is 22.1% and is expected to grow exponentially.

District Services

The District answers calls for emergency medical services, structure and other type fires, auto accidents/extrication, hazardous materials, water rescue, high angle rescue, trench rescue and structural collapse. In 2018, call volume was 9,719, which was a slight decrease from 2017 due to decreased trouble alarm calls offset by increased EMS calls. However, call volume has increased 17.4% since 2008.

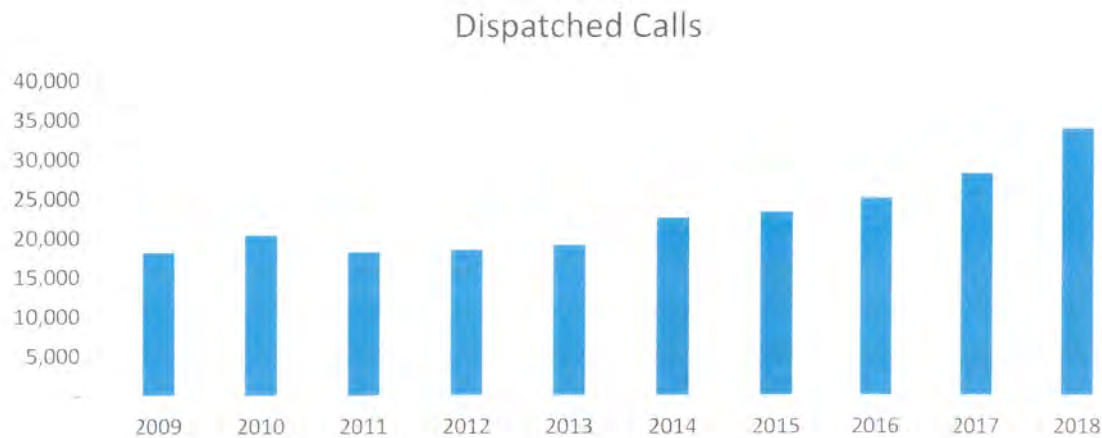
The District has maintained an average median response time of 5 minutes and 46 seconds and responds to 94.4% of emergency incidents in less than 6 minutes and 20 seconds. The following chart summarizes historical call volume.



The number of District calls per capita (calls per year per resident) increased from 8 calls per 100 residents in 1990 to 14.52 calls per 100 residents in 2018, increasing at a rate much greater than population increases and increasing the community’s demand for service. The following chart describes historical calls per capita.

YEAR	CALLS	CALL INCREASE	POP.	POP INCREASE	CALLS/POP.	CALLS/100 RESIDENTS
1990	3,458	73.42%	41,230	59.63%	0.08387	8.39
2000	6,799	96.62%	57,856	40.33%	0.11752	11.75
2010	8,036	18.19%	63,916	10.47%	0.12573	12.57
2016	9,960	23.94%	66,046	3.33%	0.15080	15.08
2017	9,843	-1.17%	68,500	3.72%	0.1437	14.37
2018	9,719					

The District operates a fire service only communication/dispatch center (Orland Central) providing dispatching services for the District as well as seven departments who contract for dispatch services. In addition, an agreement has been reached with Palos Fire Protection District for Orland Central to begin dispatching their calls in early 2020. Orland Central dispatched 33,880 emergency calls in 2018, a 20.0% increase since over 2017 due to beginning to dispatch for Blue Island, Garden Homes, and Merrionette Park. The following chart describes historical number of dispatched calls.



District Facilities

The District currently operates six fire stations, a fleet maintenance facility, a regional training campus, and an administration/dispatch headquarters building. The fire stations were strategically built to minimize response times based on projected populations.

District Personnel

The District has an elected, five-member Board of Trustees (the Board). The Fire Chief, who is appointed by the Board of Trustees, is responsible for the daily operations and management of the District.

At a minimum, the District staffs four engine companies, two truck companies, and five ambulance crews daily. To accomplish this response capability, the District employs full-time personnel, including Chief Officers, Lieutenants, Engineers and Firefighter/Paramedics. These personnel provide a variety of services to the residents of the District including fire suppression, emergency medical services and rescue services. These personnel are referred to as sworn personnel because they take an oath to support and defend the constitutions of the United States and the State of Illinois and to obey the rules and orders of the District to the best of the firefighter's knowledge and ability. In addition to these core services, the District has personnel who have been specially trained to respond to hazardous materials incidents, water rescue incidents and technical rescue incidents.

The District employs full-time, non-sworn employees who support the District's sworn personnel and residents in the areas of dispatch, fire prevention, public education, administration, facility maintenance and fleet maintenance. In addition, part-time employees are utilized to augment support operations.

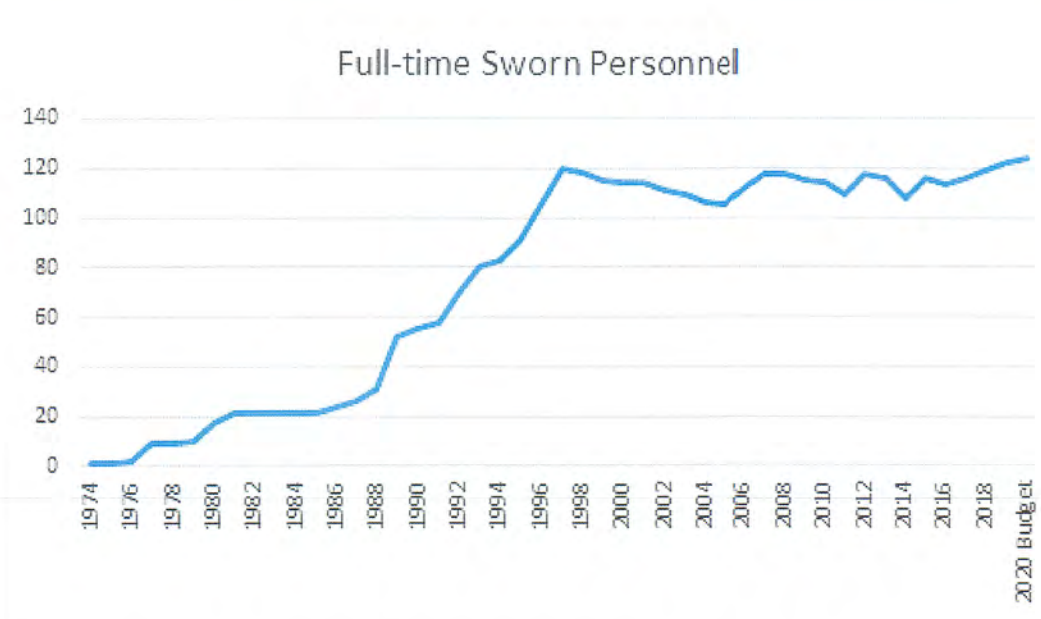
A personnel count of full-time employees follows.

	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Budget</u>	<u>2020</u> <u>Budget</u>
Sworn Personnel:			
Fire Chief	1	1	1
Deputy Chief	-	-	1
Battalion Chiefs	3	3	3
Administrative B/C	2	2	2
Lieutenants – Days	3	3	3
Lieutenants – Shift	24	24	24
Engineers	24	24	24
Firefighter/Paramedics	<u>60</u>	<u>65</u>	<u>66</u>
Total Sworn Personnel	<u>117</u>	<u>122</u>	<u>124</u>
Non-Sworn Personnel:			
Human Resources	2	2	2
Administration	2	2	2
Finance	3	3	3
Information Technology	2	2	1
Fire Prevention and Public Education	3	3	3
Dispatch	12	11	12
Maintenance	<u>3</u>	<u>3</u>	<u>3</u>
Total Non-Sworn Personnel	<u>27</u>	<u>26</u>	<u>26</u>
Total Sworn and Non-Sworn Staff	<u>144</u>	<u>148</u>	<u>150</u>

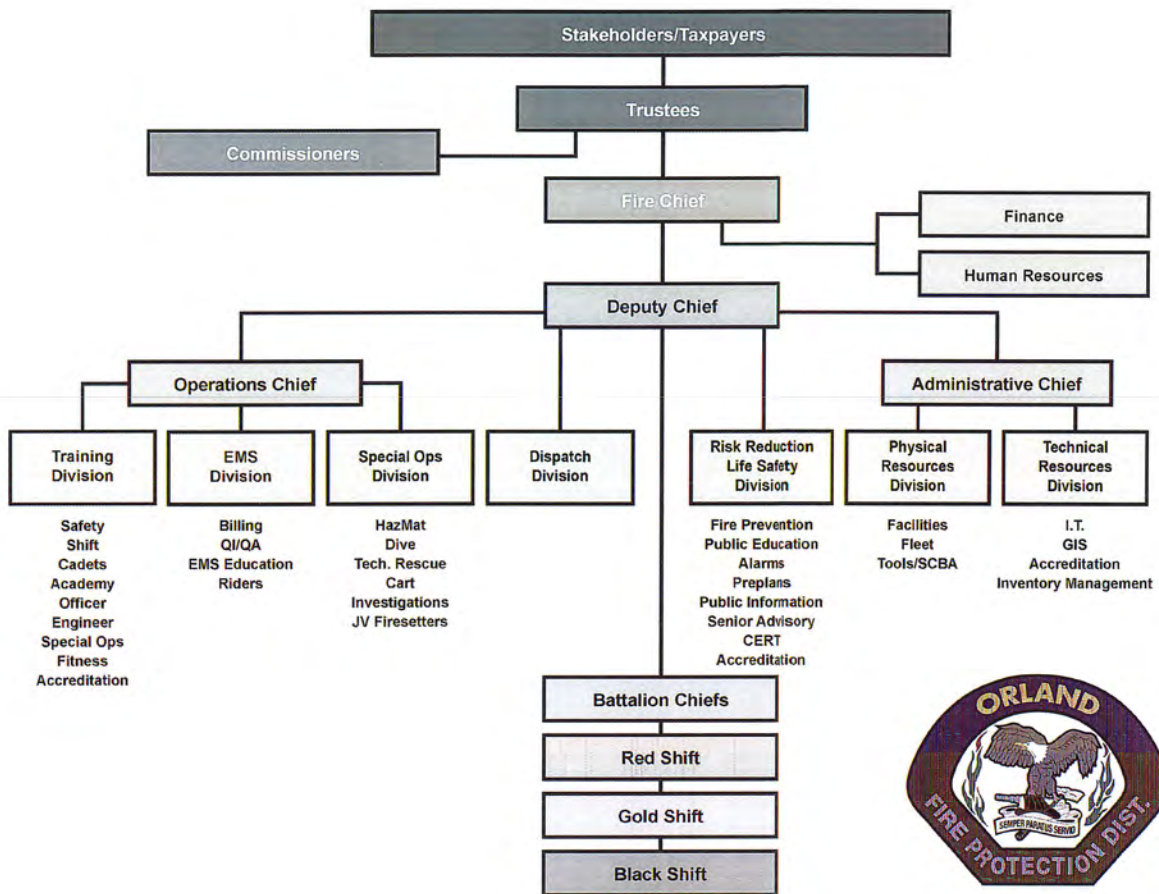
The 2020 budget reflects additional sworn personnel to reduce overtime and to fill anticipated open positions due to retirements. Sworn personnel counts for the 2020 budget are two higher than the 2019 budget due to the promotion of a Deputy Chief and the addition of one firefighter to reduce overtime costs. The 2019 budget was higher than 2018 actual experience to cover attrition and to reduce overtime costs.

The count of non-sworn personnel for the 2020 budget matches the 2019 budget (one additional dispatch employee offset by one less information technology employee). The 2019 budget count of non-sworn personnel is one less than the actual count for 2018 due to dispatch hiring.

The number of sworn personnel has increased over time commensurate with increases in call volume. A chart describing the historical number of full-time sworn personnel follows.

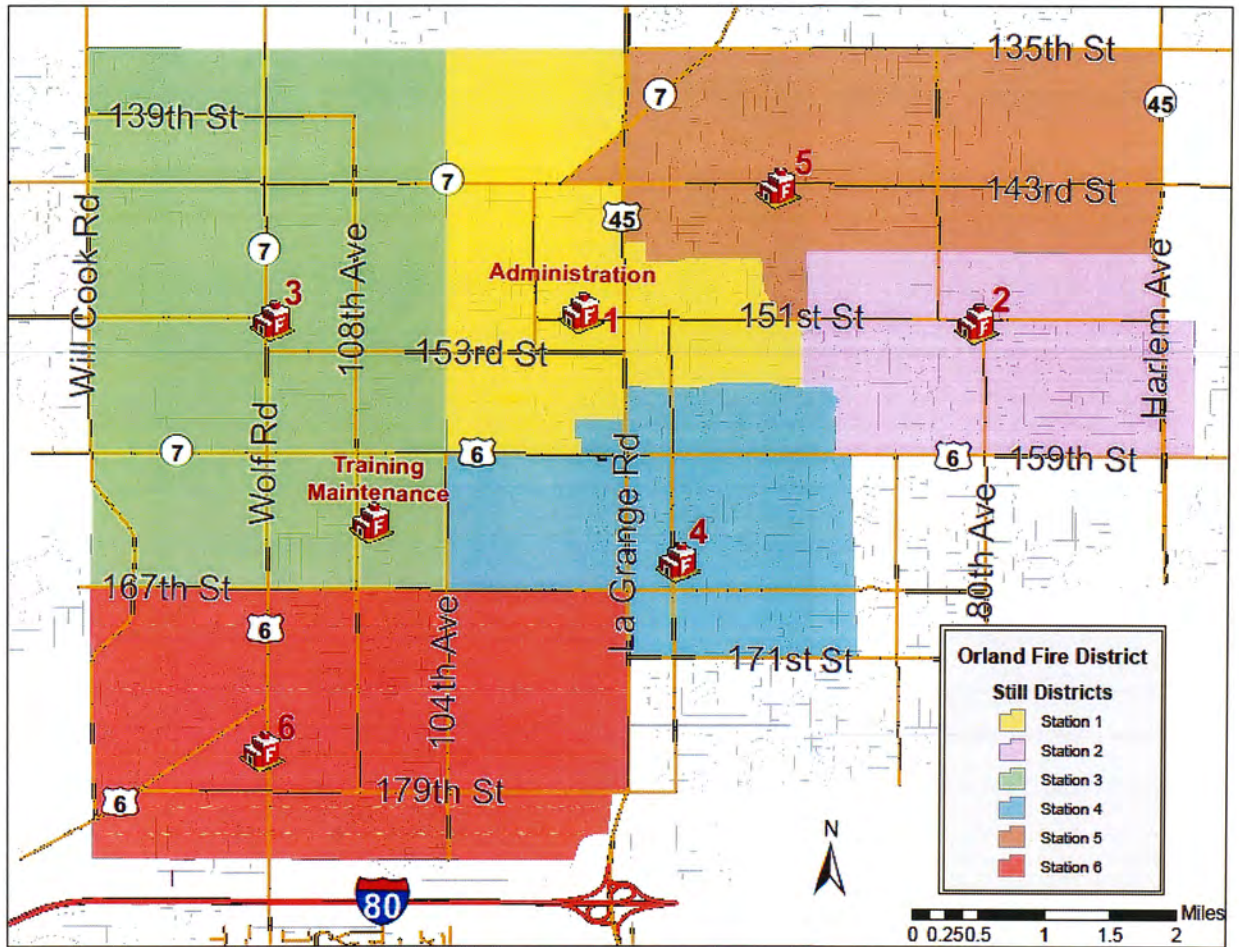


The District's organizational chart follows.



District Map

A map of the District follows.



2020 Budget Process

The budget process conforms to state statute 50/ILCS 330/3.

Annual budgets are adopted on a basis consistent with accounting principles generally accepted in the United States, except that encumbrances are recorded as the equivalent of expenditures for budgetary basic purposes.

Department heads develop goals for the budget year. To develop their goals, department heads review their financial and non-financial goals from the previous year, innovative practices, trends, market conditions, and demands for service.

Once goals are developed, department heads develop line item budgets for their departments and submit their budgets for consideration. Research is done to carefully estimate expenditures. Revenue forecasts are developed conservatively.

The Finance Director compiles the budget requests and prepares reports comparing the budget requests to the current year budget and to prior year actual financial results noting any significant differences. These reports are used in budget review meetings where the department heads discuss their goals and budget requests with the Chief and Finance Director.

Once it is determined how proposed budgeted expenditures compare to budgeted revenues, adjustments are usually necessary. The Finance Director suggests budget adjustments to the Chief. Considering the District's strategic goals and objectives, the Chief decides which budget adjustments to make to meet the District's operational and financial goals.

Once the District has a proposed structurally balanced budget, the Board meets to discuss the significant revenue and expense assumptions included in the budget. Any changes to the proposed budget are then implemented and the document is then considered the tentative budget, which is placed on display for 30 days for the public to review before the Board considers adoption of the budget ordinance. A public hearing is also held before the Board considers adoption of the ordinance. Once the Board approves the budget ordinance, the ordinance is published and filed with the County Clerk.

With authorization from the Chief, the Finance Director is allowed to transfer appropriated amounts between line items within funds. The level of control (level at which expenditures may not exceed budget/appropriations) is the line item appropriation. Appropriations lapse at the end of the year.

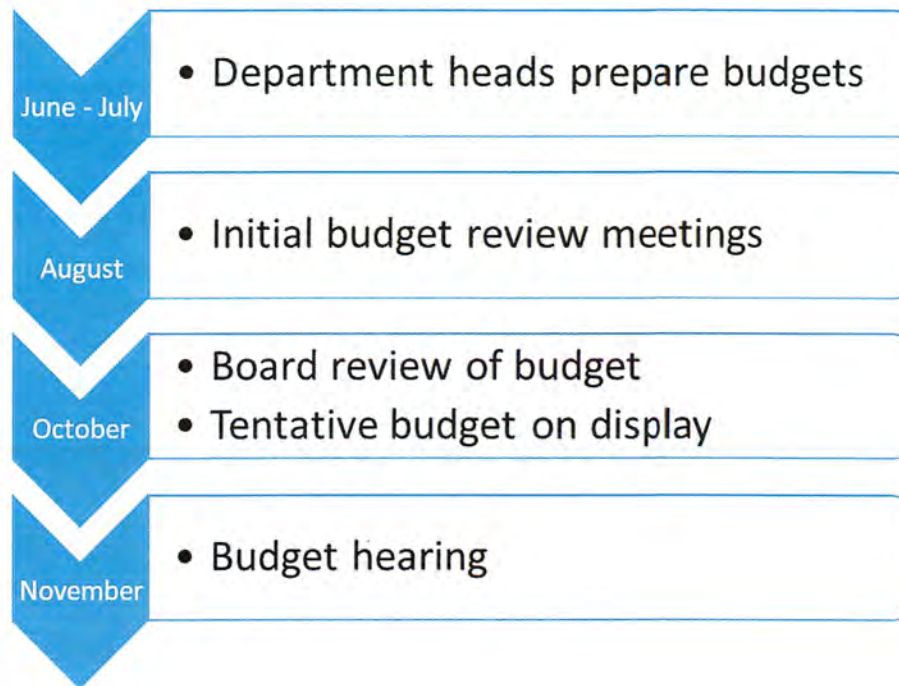
If circumstances occur such that the budget ordinance needs to be amended, the Finance Director and Chief propose an amended tentative budget ordinance to the Board, the tentative ordinance is displayed for 30 days, a public hearing is held, the Board considers adoption of the ordinance, and the approved budget ordinance is then published and filed with the County Clerk.

2020 Budget Calendar

The 2020 budget calendar is as follows:

District personnel prepare budget requests	June / July 2019
Initial budget review meetings are conducted with Department heads, Finance Director, Day Shift Battalion Chiefs, Deputy Chief, and Fire Chief	August 2019
Board of Trustees review proposed budget	October 2019
Publication of notice of display of tentative 2020 Budget and Appropriation Ordinance and Notice of the Public Hearing on the 2020 Budget and Appropriation Ordinance	October 2019
Display of tentative 2020 Budget and Appropriation Ordinance	October 2019
Adoption of a Finding regarding the estimated aggregate amount of taxes needed to be raised in the next year	November 2019
Execution of Certificate of Estimate of Revenue	November 2019
Public hearing on 2020 Budget and Appropriation Ordinance	November 19, 2019
Adoption of 2020 Budget and Appropriation Ordinance	November 19, 2019
Publication of 2020 Budget and Appropriation Ordinance	December 2019
Public hearing on proposed 2019 Tax Levy Ordinance	December 2019
Filing of certified and sealed copy of 2020 Budget and Appropriation Ordinance and the Estimate of Revenue with the Cook County Clerk	December 2019

The budget timeline is summarized as follows.



Basis for Budgeting

The governmental fund financial statements are budgeted using the current financial resources measurement focus and the modified accrual basis of accounting, except that encumbrances are recorded as the equivalent of expenditures for budgetary basic purposes. The basis for budgeting is the same as the basis used for the governmental fund financial statements in the District's audit.

Under the modified accrual basis, revenues are recognized as soon as they are both measurable and available. Revenues are considered available when they are collectible within the current period or soon enough after to pay liabilities of the current period (60 days). Expenditures are generally recorded when a liability is incurred. However, debt service, compensated absences and claims and judgements are recorded only when payment is due.

The budget does not include the District's two fiduciary-type component units – the Orland Fire Protection District Firefighters' Pension Fund (Pension Fund) and the Retiree Health Trust Fund. District contributions to both the Pension Fund and the Retiree Health Trust Fund are reflected as District expenditures.

Strategic Plan

The District's Strategic Plan was developed through a collaboration of efforts and approved by the Board of Trustees in May, 2018. The planning process challenged the District to look critically at paradigms, values, philosophies, beliefs and inspire individuals to work together in the best interest of the organization. Developed in the Strategic Plan were the District's mission statement, vision statements, values, guiding principles, master strategic goals and division goals.

The District's mission statement is -

The District's staff is dedicated to preserving life and property while valuing full accountability to each other and the people we serve.

The District's vision statement is -

To provide the highest level of skilled compassionate service to our customers while maintaining fiscal responsibility through innovation, partnerships and professional drive to excellence.

The District's values are –

- Dedication
- Expertise
- Compassion/respect
- Ethical
- Honor/pride
- Trust/fairness
- Accountability

The District's guiding principles are –

- Keep abreast of changing trends in our community and profession and use our creative abilities to continuously improve our performance and the quality of service that we provide.
- Conduct ourselves with honesty, fairness, openness, and integrity in all our relationships.
- Encourage and value the role of our employees by developing an organizational culture of respect, support and trust.
- Exercise responsible stewardship over the public trust and public resources.
- Maintain a customer-based focus in the delivery of all services.

The District's master strategic goals are –

- Develop planning and staffing models to provide the highest level of service based on accurate statistical information and trending.
- Provide the highest level of service possible while maintaining fiscal responsibility.
- Develop long-term programmatic approach to sustainability.
- Meet industry standards and best practices.

- Maximize customer satisfaction.

The District's division goals defined in the Strategic Plan are discussed in the Organizational Unit Section of this budget document.

In addition to the division goals discussed in the Organizational Unit Section, there are several division goals that are applicable to multiple divisions and are District-wide in nature. These goals are summarized as follows:

- Evaluate processes to determine improvements in efficiency and execution of organizational goals.
- Present and publish annual goals and objectives from the strategic plan to stakeholders.
- Plan for the continuation of the strategic planning process.
- Measure and track the effectiveness of the goals and objectives.
- Evaluate the resources and staffing needed to efficiently and effectively manage the various services provided by the District.
- Provide organizational philosophies and direction through annual review and approval of strategic plan and standard of cover.
- Develop a master recording system for organizational records.
- Evaluate policies and procedures on a regular basis.

Overall 2020 Budget Summary

An overall summary of the District’s 2020 budget follows with comparisons to the 2019 Budget and 2018 Actual results. The District is expected to again receive a grant from Cook County in 2020; for budget purposes, revenue and expenditures for the grant match. Accordingly, the following summary, in addition to totals, also presents revenue and expenditures excluding the Cook County grant.

	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2020 Budget</u>
Total Revenue	\$ 35,367,630	\$ 36,061,714	\$ 37,609,160
Cook County Grant	<u>782,926</u>	<u>1,000,000</u>	<u>1,200,000</u>
Total Revenue Excluding Grant	<u>\$ 34,584,704</u>	<u>\$ 35,061,714</u>	<u>\$ 36,409,160</u>
Total Expenditures	\$ 34,244,821	\$ 35,561,128	\$ 37,117,853
Cook County Grant	<u>860,271</u>	<u>1,000,000</u>	<u>1,200,000</u>
Total Expenditures Excluding Grant	<u>\$ 33,384,550</u>	<u>\$ 34,561,128</u>	<u>\$ 35,917,853</u>

Total revenue (excluding the Cook County Grant) for the 2020 budget is \$1,347,446, or 3.8% higher than the 2019 budget due to a 2.4% increase in property taxes, a 16.0% increase in ambulance and rescue fees, a 10.4% increase in dispatch revenue, and a 13.8% increase in communications revenue.

Total revenue (excluding the Cook County Grant) for the 2020 budget is \$1,824,456, or 5.3% higher than 2018 actual results due to a 5.0% increase in property taxes over the two years, a 2.1% decrease in ambulance and rescue fees, a 14.9% increase in dispatch revenue, a 12.3% increase in communications revenue.

Total expenditures (excluding the Cook County grant) for the 2020 budget are \$1,356,725, or 3.9% higher than the 2019 budget due to a 3.8% increase in wages, a 6.7% increase in benefit costs, a 6.8% increase in pension costs, a 32.8% increase in clothing, a 20.0% increase in the Cook County grant, 3.4% increase in repairs and maintenance, and a 18.1% increase in professional services. These increases are partially offset by decreases in supplies (8.9%), continuing education (40.0%), and equipment (14.5%).

Total expenditures (excluding the Cook County grant) for the 2020 Budget are \$2,533,303 or 7.6% higher than actual 2018 expenditures. Areas where expenditures are expected to increase include – wages (4.0%), continuing education (54.4%), repairs and maintenance (27.2%), clothing (4.9%), benefits (17.6%), Cook County grant (106.2%), professional services (9.2%) property, liability and workers comp insurance (10.4%), and equipment (8.9%). These increases are partially offset by savings in the following areas – supplies (11.3%), utilities and fuel (20.5%), and bad debt (4.6%).

Budget by Major Types of Revenue & Expenditure

Budgeted revenue and expenditures are presented in this document in four ways –

- By major types of revenue and expenditures
- By organizational unit

- By major funds

- By fund/organizational unit (budget ordinance presentation)

Budget Presentation by Major Types of Revenue and Expenditures

Presentation of budgeted revenue and expenditures by major types of revenue and expenditures follows.

Revenue

Revenue for all funds combined for 2018 Actual, 2019 Budget and 2020 Budget is summarized below:

	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2020 Budget</u>
Property taxes	\$ 28,047,908	\$28,771,351	\$29,462,581
Other taxes	143,229	146,000	145,000
Ambulance and rescue fees	3,978,722	3,375,000	3,916,000
Dispatch services	1,085,200	1,129,285	1,246,912
Communication fees	223,984	221,087	251,592
Fire Prevention fees	19,865	22,000	35,000
Grant proceeds	805,092	1,022,900	1,222,900
Insurance contributions	854,083	940,171	1,134,825
Interest	81,710	30,000	80,000
Sale of Fixed Assets	1,618	225,000	-
Other revenue	<u>126,219</u>	<u>178,920</u>	<u>114,350</u>
Total Revenue	<u>\$ 35,367,630</u>	<u>\$36,061,714</u>	<u>\$37,609,160</u>

Budgeted Revenue Descriptions

Budgeted revenue by major category is summarized in the following chart.



Property Taxes

Property tax revenue for the 2019 and 2020 Budgets and prior years is summarized in the following chart.

Property taxes represent 78.3% of the 2020 budgeted revenue. The District levies property taxes for the purposes of the following funds – Corporate, Tort, Illinois Municipal Retirement Fund, Pension, Ambulance, Audit, Rescue, and Social Security. The property tax levies are filed with the Cook County Clerk.

The property tax system in Illinois is complex. Property within the District is assessed by the Cook County Assessor. Property within the District is reassessed every three years. The District’s last reassessment was done effective for Tax Year 2017 (Calendar Year 2018). To the market values developed by the Assessor, a 10% assessment value is applied to residential property and a 25% assessment value is applied to commercial and industrial property. To these proposed assessed valuations, an equalization factor is applied which results in the District’s equalized assessed valuation (EAV). The equalization factor is calculated by the Illinois Department of Revenue to achieve uniformity in property assessment throughout the state. The equalization factor for Cook County was 2.9109 for Tax Year 2018 (Calendar Year 2019).

The District’s Tax Year 2018 (Calendar Year 2019) EAV was \$2,492,376,691, a 2.5% decrease from the District’s Tax Year 2017 EAV due to the change in Cook County’s equalization factor. The decrease in EAV does not directly decrease property tax revenue, but it does increase tax rates. By increasing the tax rate, there is a higher of a chance of hitting the tax rate ceilings and less of a chance of capturing new growth.

Budget by Major Types of Revenue & Expenditure

The District's EAV and the Cook County equalization factors for prior years are summarized as follows.

<u>Tax Year</u>	<u>District EAV</u>	<u>Percentage Change from prior year</u>	<u>Cook County Equalization Factor</u>	<u>Percentage Change from prior year</u>
2018	\$2,492,376,691	< 2.5%>	2.9109	<1.7%>
2017*	2,557,130,691	14.4%	2.9627	5.7%
2016	2,235,879,473	5.0%	2.8032	5.0%
2015	2,129,625,597	< 2.8%>	2.6685	<2.1%>
2014*	2,190,698,277	< 2.6%>	2.7253	2.4%
2013	2,248,218,201	< 5.5%>	2.6621	<5.4%>

*Reassessment year

The District has a diverse economic base; approximately 69.5% of the District's EAV is related to residential development, 29.5% is related to commercial development, and 1.0% is related to industrial development.

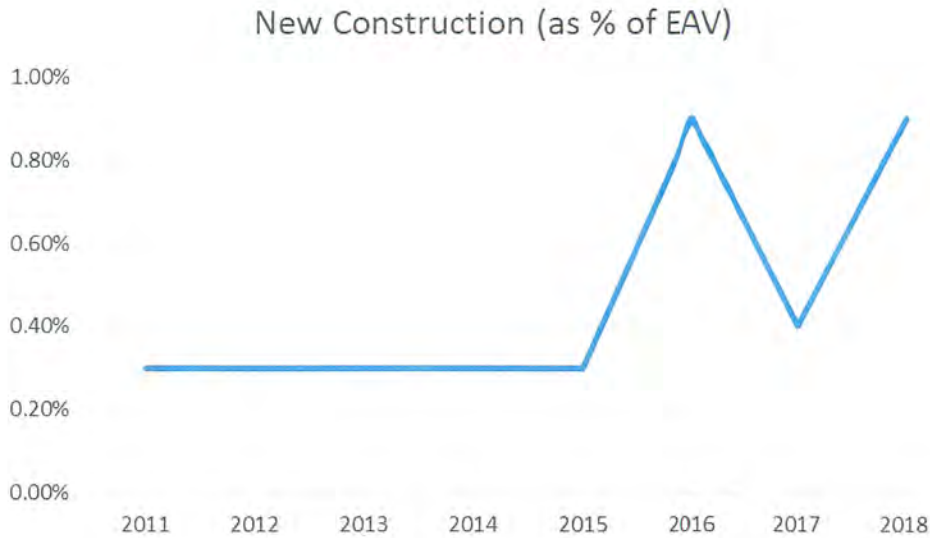
Several of the District's levies are subject to tax rate ceilings including – Corporate (0.50), Ambulance (0.40), Emergency Rescue (0.10), and Audit (0.005). The tax rate ceilings are calculated by the Cook County Clerk based on the District's levies and the District's EAV. When the Cook County equalization factor decreases, the District's EAV decreases and then the District is more likely to hit tax rate ceilings. In Tax Year 2018 (taxes paid in 2019), the District's levies did not hit tax rate ceilings in any of the funds.

After tax rate ceilings are calculated, property tax caps are applied. All the District's property tax levies except the portion of the Pension Fund levy associated with Public Act 93-0689 are subject to the Property Tax Extension Limitation Law (PTELL), commonly known as property tax caps. In general, the annual growth in property tax revenue permitted under PTELL is the lesser of 5% or the percentage increase in the Consumer Price Index (CPI) during the calendar year preceding the levy year. The CPI for property taxes for Tax Year 2019, for taxes paid in Calendar Year 2020, is 1.9%. The CPI used for PTELL for the past several years as determined by the Illinois Department of Revenue is summarized below.

<u>Tax Year</u>	<u>CPI</u>
2019	1.9%
2018	2.1%
2017	2.1%
2016	0.7%
2015	0.8%
2014	1.5%

Property taxes can also increase due to new construction within the District. The EAV of new construction for Tax Year 2018 was \$24,121,096, or 0.9% of the District's EAV. New construction as a percentage of the District's EAV is summarized in the following chart.

Budget by Major Types of Revenue & Expenditure



The District’s Agency Tax Rate Report published by the Cook County Clerk summarizes the final property tax information for the District. The District’s Tax Extension represents the amount of property taxes the District would collect if the collection rate was 100%.

The collection rate is based on property tax payments received reduced by refunds paid to taxpayers due to overpayments, successful property tax appeals, illegal rates and unpaid property taxes.

Historical tax extensions and collection rates are summarized below.

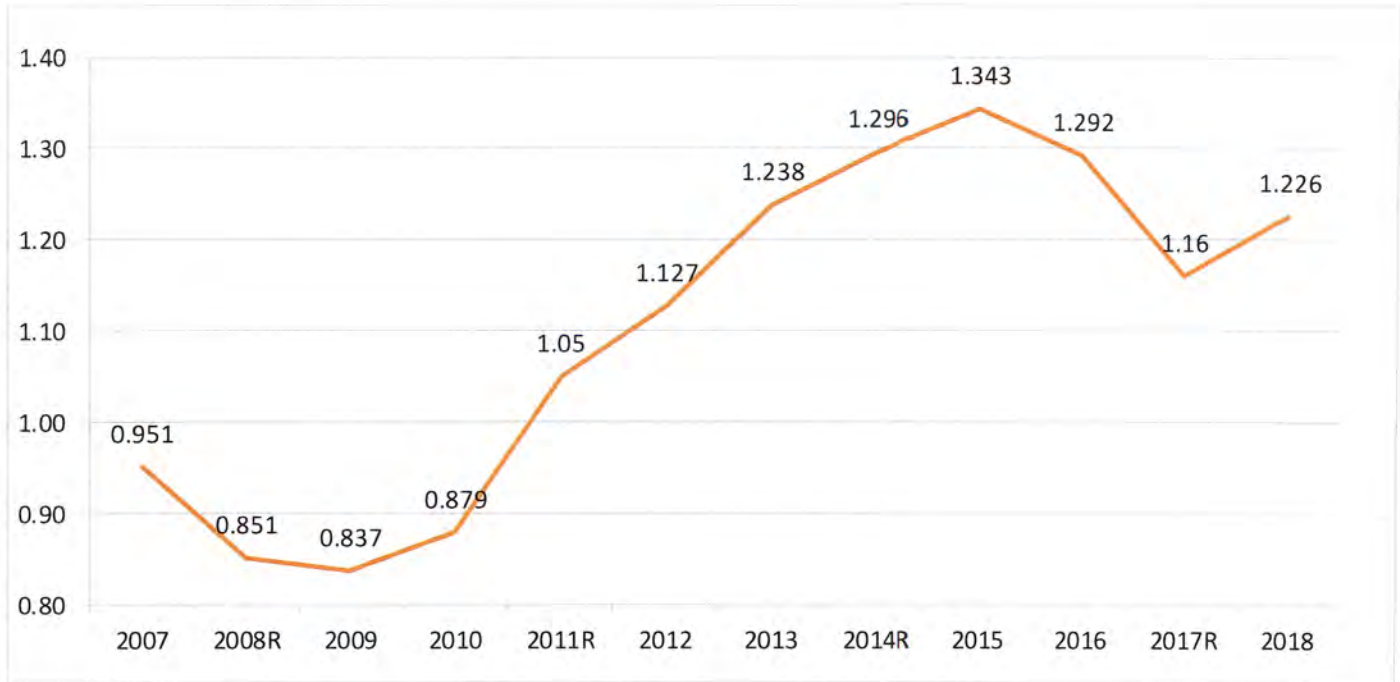
<u>Tax Year</u>	<u>Tax Extension</u>	<u>Collection Rate</u>
2018	\$30,556,538	TBD
2017*	29,662,716	94.6%
2016	28,887,562	96.1%
2015	28,600,871	96.9%
2014	28,391,450	99.4%
2013	27,832,941	97.4%
2012	26,806,734	98.2%

TBD – To Be Determined

*During Tax Year 2017, property tax refunds were paid based on a settlement agreement with Orland Square Mall. If the refunds were not agreed to and paid, the District’s overall collection rate would have been 95.6%.

Budget by Major Types of Revenue & Expenditure

Historical Property Tax Rates by Tax Year are summarized below.

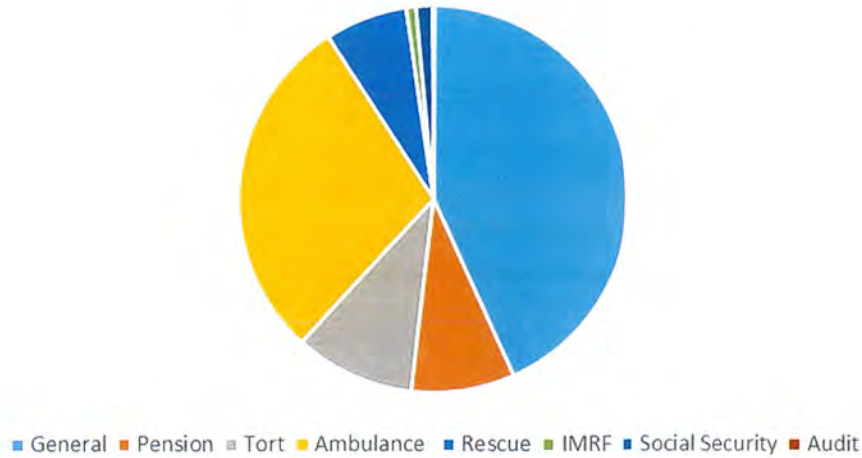


R = Reassessment

An Agency Tax Rate Report is projected to budget 2020 property tax revenue. For the 2020 budget, it is assumed that the District's EAV is flat due to not being a reassessment year. CPI is 1.9% in accordance with PTELL and the assumed collection rate is conservatively estimated at 95% based on historical trends.

The following chart summarizes 2020 budgeted property taxes, by fund.

2020 Property Taxes by Fund



Other Taxes

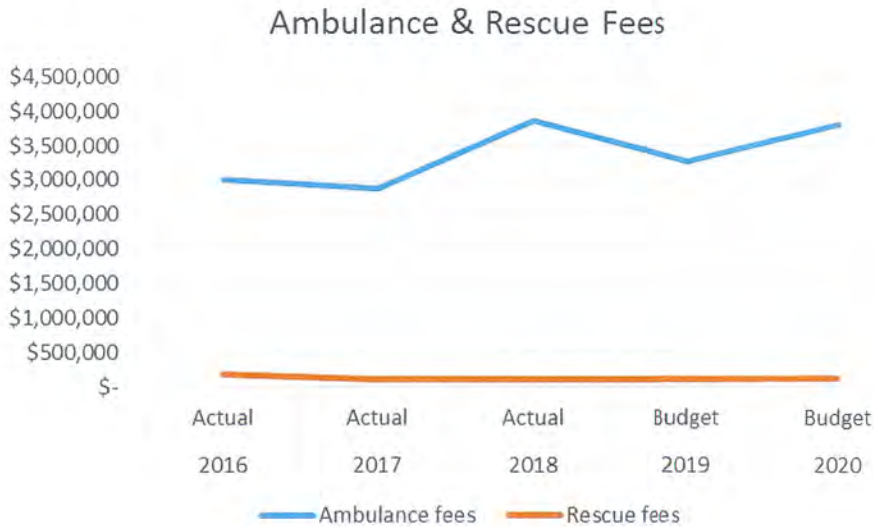
Other taxes for the 2020 Budget, the 2019 Budget and prior years is summarized in the following chart.



Other taxes include personal property replacement taxes and foreign fire insurance. Replacement taxes are paid by businesses to replace revenue that was lost by local governments when they lost their power to impose personal property taxes on businesses in the 1970’s. Foreign fire insurance payments are made by every out-of-state insurance corporation for insurance premiums paid within the District. The foreign fire insurance fund is managed by an independent Board of Trustees, but is included in the District’s overall budget. Both personal property replacement taxes and foreign fire insurance were estimated for the 2020 budget using trend analysis.

Ambulance and Rescue Fees

Ambulance and Rescue fees for the 2020 Budget, the 2019 Budget and prior years is summarized in the following chart.

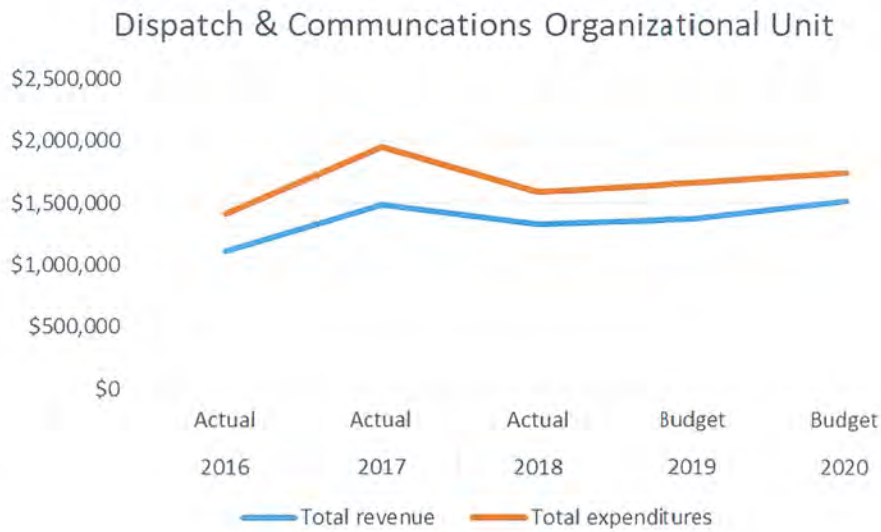


Ambulance and Rescue fees represent 10.4% of the 2020 budgeted revenue. The District bills non-residents and the insurance companies of residents for ambulance and rescue services.

Charges for ambulance transport will be \$2,015 in 2020, which is a 3% increase over 2019. The District accepts Medicare and Medicaid allowances. Charges for rescue services are based on statutory rates for non-residents. Fees were projected based on trend analysis for the 2020 budget. Rescue fees are not assumed to increase in 2020. Payer mix (Private pay, Medicare, Medicaid, etc.) is assumed to remain stable.

Dispatch & Communications Services Revenue

Dispatch and Communications Services revenue represents approximately 4.0% of the 2020 budgeted revenue. Dispatch and Communications services revenue for the 2020 Budget, the 2019 Budget and prior years is summarized in the following chart.



Dispatch revenue includes revenue from dispatch services and alarm services. Currently, the District provides dispatching services for seven fire departments - Calumet City, Oak Forest, Lemont, Country Club Hills, Blue Island, Garden Homes and Merrionette Park. The District has an agreement with Palos Fire District to begin dispatching their calls in early 2020. The contracts for dispatching calls for other fire departments are structured so each department pays their fair share of dispatch costs. Dispatch service fees are budgeted based on estimated costs per call to the other fire departments. The District also provides contractual services for Tyco. Budgeted revenue from Tyco is based on historical revenue.

Communications revenue represents lease payments for space on the District’s towers, which is leased to a number of cell phone companies. Tower lease revenue is budgeted based on existing contracts.

Dispatch revenue has been steadily increasing since 2016 due to dispatching for additional fire departments. Communications revenue has been relatively consistent since 2016 except for in 2017 when the District received a \$304,000 grant for communications equipment.

Fire Prevention Fees

Fire Prevention fees for the 2020 Budget, the 2019 Budget and prior years is summarized in the following chart.

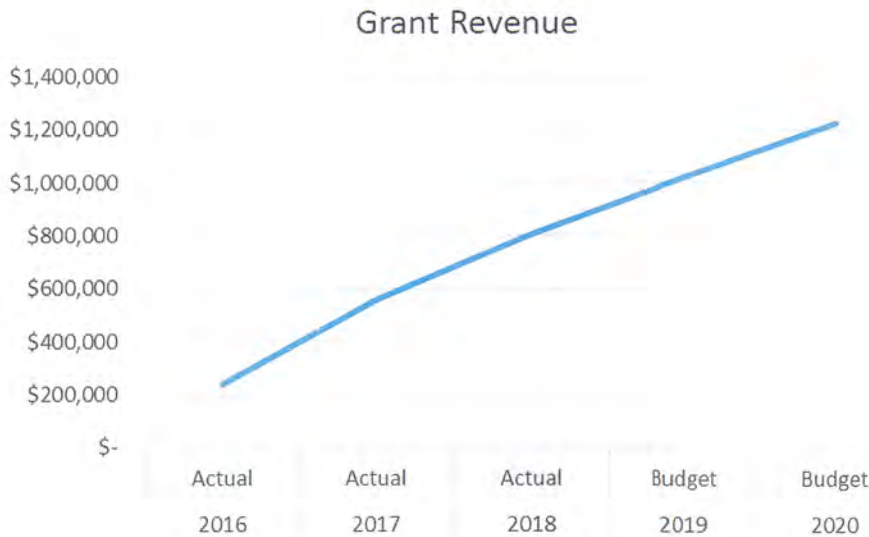
Budget by Major Types of Revenue & Expenditure



Fire Prevention fees include inspection, re-inspection and false alarm fees. Fees are expected to increase for the 2020 budget due to fee increases and improved revenue capture

Grant Revenue

Grant revenue represents approximately 3.3% of 2020 budgeted revenue. Grant revenue for the 2020 Budget, the 2019 Budget and prior years is summarized in the following chart.



The District entered into its initial Sub-grant Agreement with Cook County, Illinois to offer training programs that address high priority preparedness gaps across all core capabilities where a nexus to terrorism exists in August, 2017. Sub-grant agreements are re-entered into each year. Cook County receives the grant funding through the Illinois Emergency Management Agency (IEMA) with funding originating from the United States Department of Homeland Security/Office

Budget by Major Types of Revenue & Expenditure

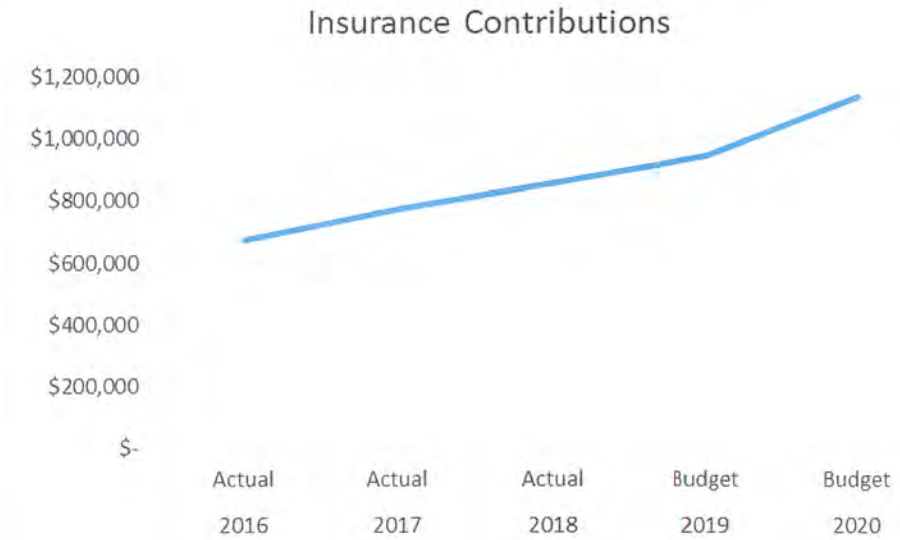
of Domestic Preparedness (DHS). It is anticipated that grant revenue from this source will approximate \$1,200,000 in 2020.

Grants received or budgeted are summarized as follows:

	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Budget</u>	<u>2020</u> <u>Budget</u>
Illinois Public Risk Fund (safety)	\$ 22,166	\$ 20,000	\$ 20,000
Cook County Sub-grant	782,926	1,000,000	1,200,000
Other	-	2,900	2,900
	<u>\$805,092</u>	<u>\$ 1,022,900</u>	<u>\$1,222,900</u>

Insurance Contributions

Insurance contributions represent 3.0% of the 2020 budgeted revenue. Insurance contributions for the 2020 Budget, the 2019 Budget and prior years is summarized in the following chart.



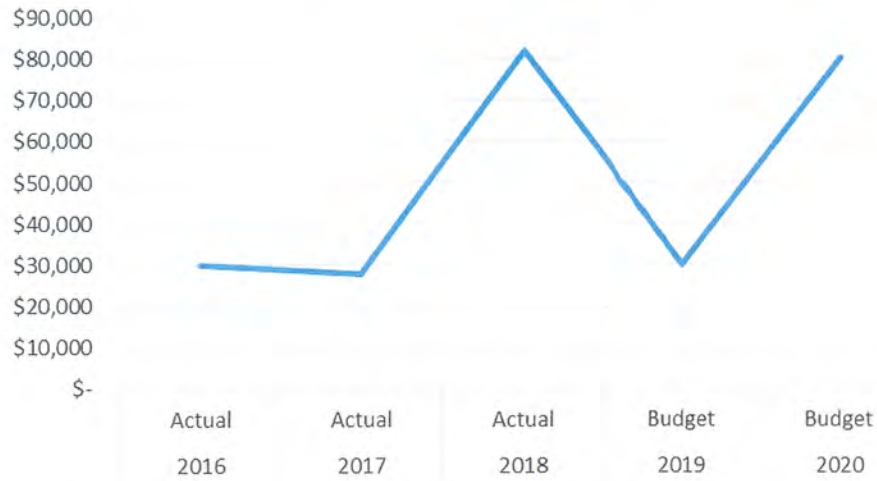
Insurance contributions are budgeted for estimated employee and retiree health insurance contributions.

Interest

Interest revenue for the 2020 Budget, the 2019 Budget and prior years is summarized in the following chart. Interest is budgeted for 2020 based on trend analysis.

Budget by Major Types of Revenue & Expenditure

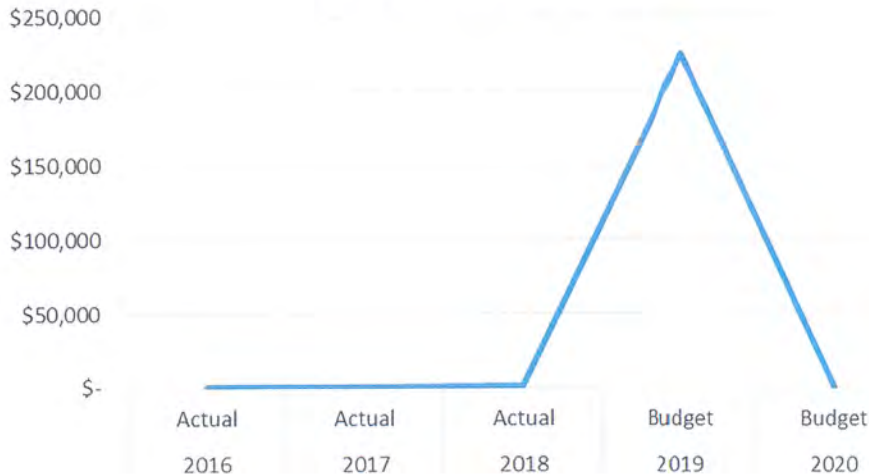
Interest Revenue



Sale of Fixed Assets

Sale of Fixed Assets for the 2020 Budget, the 2019 Budget and prior years is summarized in the following chart. It is assumed that an engine and an aerial truck would be sold in 2019. No significant assets are assumed to be sold in 2020.

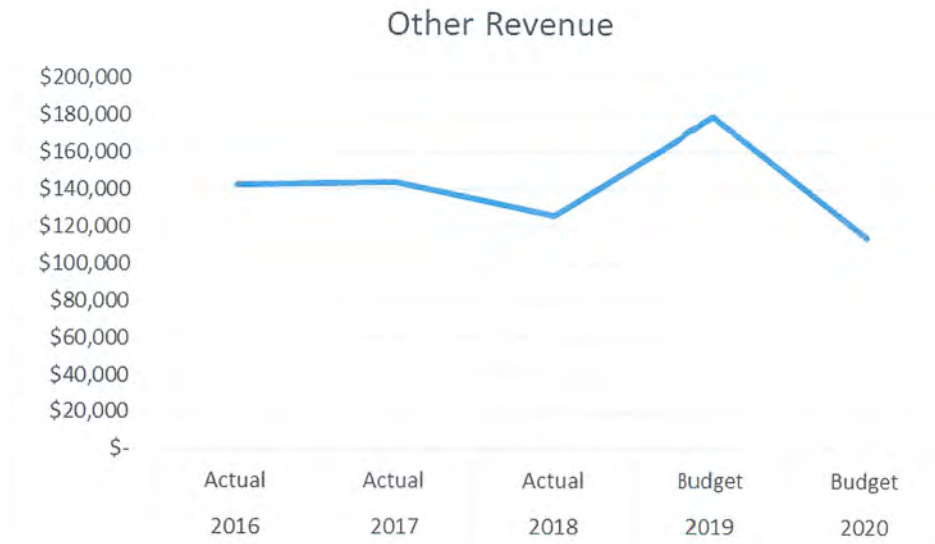
Sale of Fixed Assets



Other Revenue

Other Revenue for the 2020 Budget, the 2019 Budget and prior years is summarized in the following chart.

Budget by Major Types of Revenue & Expenditure



Other revenue includes salary reimbursement, CPR Class fees, training facility fees and other miscellaneous sources of revenue. Other revenue is budgeted in 2020 based on trend analysis.

Budget by Major Types of Revenue & Expenditure

Expenditures

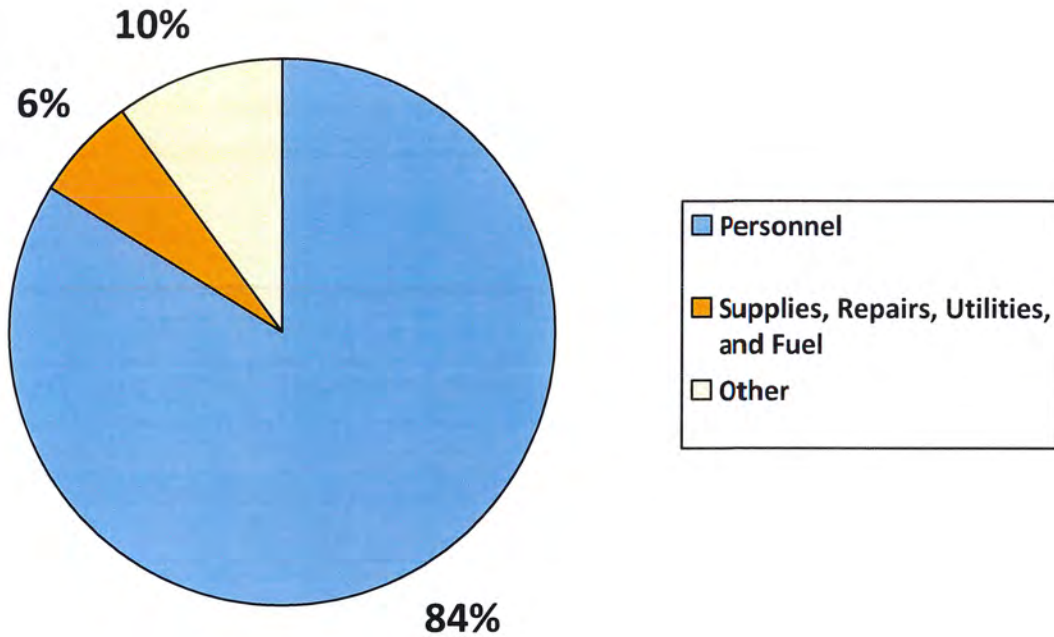
Expenditures for all funds combined for 2018 Actual, 2019 Budget, and 2020 Budget are summarized below.

In addition to total expenditures, a calculation is also shown excluding capital projects, grant-funded expenditures and retiree health expenditures.

	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Budget</u>	<u>2020</u> <u>Budget</u>
Wages	\$ 18,544,720	\$18,581,595	\$19,282,594
Clothing	202,857	160,200	212,750
Benefits	5,170,754	5,701,092	6,083,281
Pension Funding	4,659,586	4,542,473	4,850,181
Continuing Education	91,266	234,730	140,929
Training – Grant	582,007	1,000,000	1,200,000
Supplies	847,877	825,150	751,987
Repairs and Maintenance	916,724	1,127,776	1,166,434
Utilities and Fuel	322,538	253,500	256,500
Professional Services	768,732	711,000	839,600
Property, Liability & Workers Comp Insurance	1,069,546	1,189,013	1,180,382
Bad Debt	238,081	250,000	270,000
Equipment	588,468	749,000	640,615
Other	<u>241,665</u>	<u>235,599</u>	<u>242,600</u>
Total Expenditures	<u>\$34,244,821</u>	<u>\$35,561,128</u>	<u>\$37,117,853</u>
Capital Projects	857,183	811,000	683,615
Grant Funded	860,271	1,000,000	1,200,000
Retiree Health	<u>600,089</u>	<u>600,000</u>	<u>600,000</u>
Total Expenditures Excluding Capital Projects, Retiree Health and Grant Funded Expenditures	<u>\$31,882,278</u>	<u>\$33,150,128</u>	<u>\$34,632,238</u>

Budgeted Expenditures Descriptions

Budgeted 2020 expenditures by major category are summarized as follows.

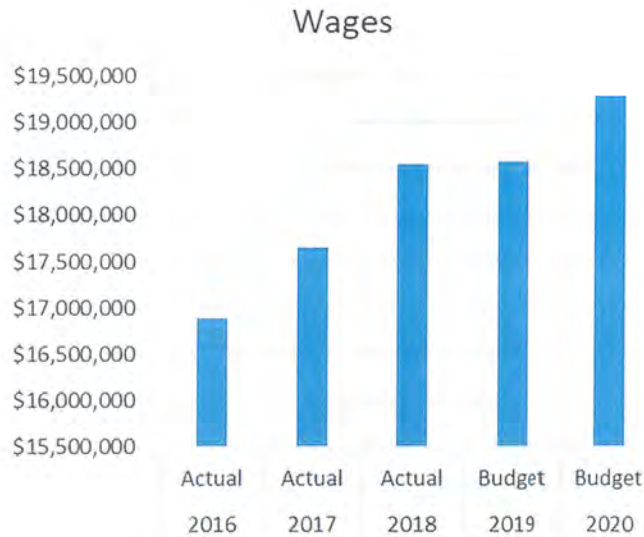


Personnel expenditures, including compensation, clothing, health and life insurance, payroll taxes, pension contributions, and workers compensation premiums represent 84.4% of the District’s 2020 budgeted expenditures.

Wages

Wage expense for the 2020 Budget, the 2019 Budget and prior years is summarized in the following chart.

Budget by Major Types of Revenue & Expenditure



Wages are based on current staffing levels. It is assumed that there will be a number of sworn personnel retiring in 2020 and 2021. Hiring of new firefighters is assumed in March 2020 to fill open positions and to reduce overtime costs.

The Labor Agreement with Orland Professional Firefighters, Local 2754 was negotiated for a three-year term ending December 31, 2020. For the 2020 Budget, it is assumed that wages for sworn personnel and non-bargaining unit, non-sworn personnel will increase 2.9% in 2020 and by any other stipulations in the Labor Agreements.

The District's full-time fire inspector and dispatchers are members of the International Brotherhood of Electrical Workers, Local 134 (Local 134). The labor agreement between the District and Local 134 was negotiated for a two-year term ending December 31, 2020. Wage increases are assumed at 2.9% effective January 1, 2020.

Clothing

Clothing expense for the 2020 Budget, the 2019 Budget and prior years is summarized in the following chart.

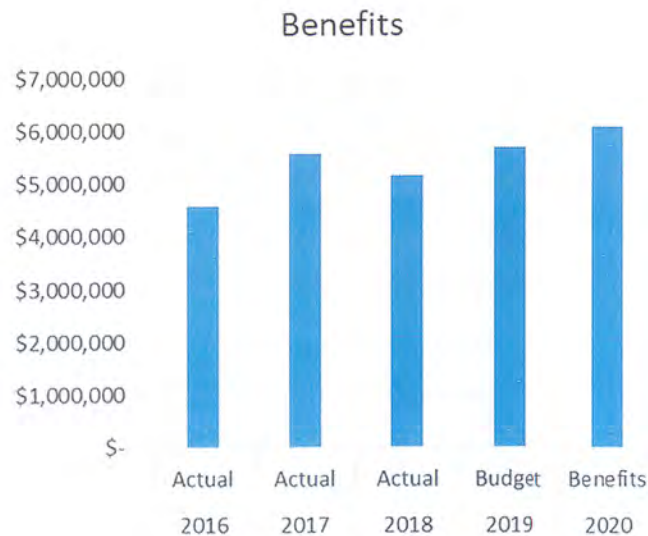
Budget by Major Types of Revenue & Expenditure



Clothing includes the purchase and replacement of firefighters' turnout gear, station uniforms and dress uniforms. In 2020, the District intends to accelerate the turnout gear replacement program as part of its cancer prevention efforts.

Benefits

Benefits expense for the 2020 Budget, the 2019 Budget and prior years is summarized in the following chart.



Benefit expenditures include health and life insurance for employees and retirees, funding of the Retiree Health Trust, medical exams for firefighters, and the employer contribution for FICA and Medicare.

Budget by Major Types of Revenue & Expenditure

Health and life insurance premiums are assumed to be the same as premiums based on renewal data from the District's insurance broker. For budget purposes, the renewal rates for 2020 are assumed to be flat compared to 2019.

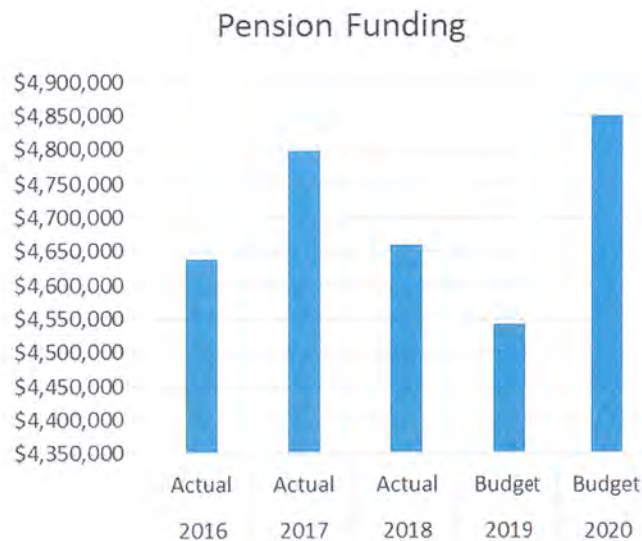
The Retiree Health Trust Fund is used to offset the District's obligation for retiree health costs. An actuarial analysis is being done to aid in developing a funding policy. The District contributes to the fund as financial resources allow. The 2020 budgeted contribution is \$600,000.

The District requires sworn personnel to have annual medical exams; the 2020 budgeted expense for medical exams is based on historical experience.

The 2020 budget for the employers' match of FICA and Medicare taxes is based off budgeted payroll.

Pension Funding

Pension expense for the 2020 Budget, the 2019 Budget and prior years is summarized in the following chart.



Pension funding includes debt certificate payments and the actuarial annual cost of the firefighters' pension plan and Illinois Municipal Retirement Fund (IMRF). Pension contributions for members of the Orland Firefighters' Pension Fund are based on an actuarial analysis prepared at the direction of the Pension Fund's Board of Trustees. The actuarial request for the 2020 budget is \$2,660,324 which is 7.8% higher than the actuarial request for the 2019 budget but, just 0.5% less than 2018. General economic conditions affected the pension fund's investment performance as of December 31, 2018 which caused the actuarial cost to increase.

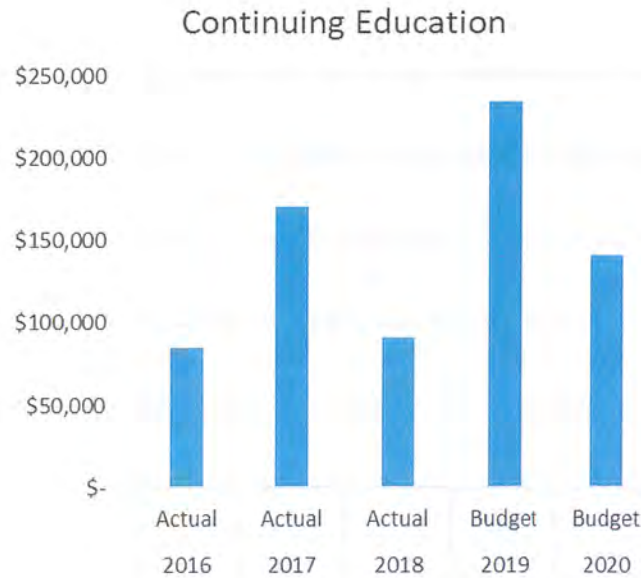
Pension contributions for full-time, non-sworn employees are based on requirements calculated by IMRF.

Budget by Major Types of Revenue & Expenditure

Principal and interest payments are being made on taxable debt certificates issued in December, 2012, to pay the actuarial unfunded liabilities of the District's pension funds as of that date.

Continuing Education

Continuing education expense for the 2020 Budget, the 2019 Budget and prior years is summarized in the following chart.

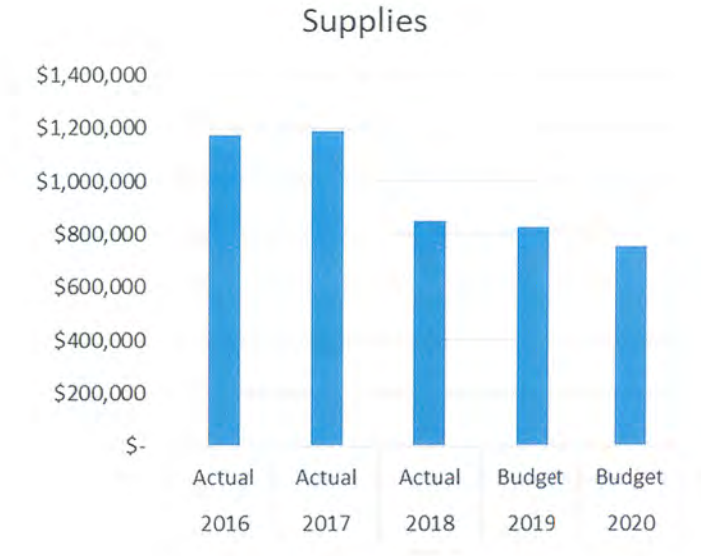


Continuing education includes courses, seminars, and classes that employees attend to maintain and/or further their professional credentials. The 2020 budgeted expense is based on requested education as well as historical information.

Supplies

Supply expense for the 2020 budget, the 2019 Budget, and prior years is summarized in the following chart.

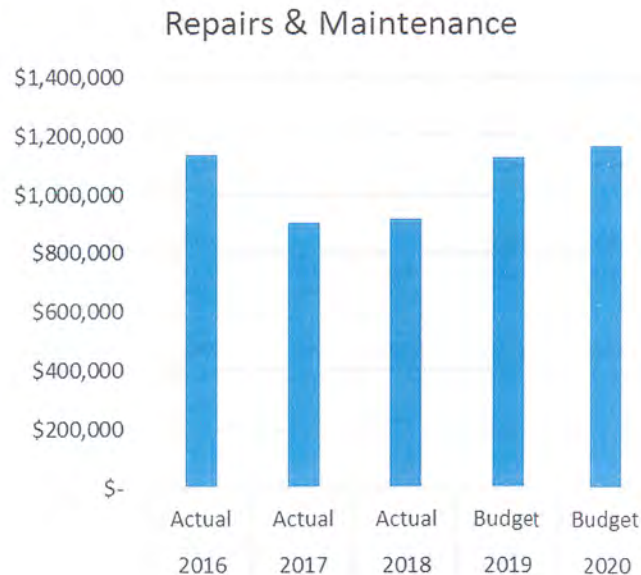
Budget by Major Types of Revenue & Expenditure



Supplies include expendable items as well as small equipment. Expendable supplies include non-exchangeable patient care supplies, public education supplies, station supplies, vehicle maintenance parts, and office supplies. Small equipment purchases include non-exchangeable patient care supplies, replacement cots, emergency medical equipment, replacement specialty team equipment, computer equipment, Opticom equipment, and safety equipment. The 2020 budget for supplies were based on needs requested by department heads and historical experience.

Repairs and Maintenance

Repairs and maintenance expense for the 2020 Budget, the 2019 Budget, and prior years is summarized in the following chart.

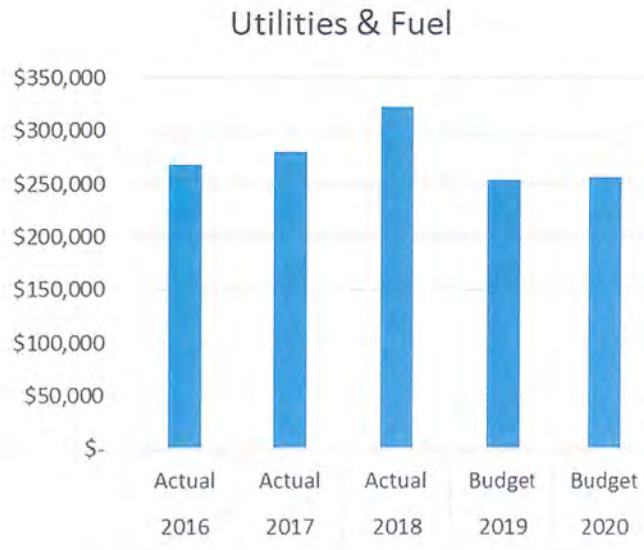


Budget by Major Types of Revenue & Expenditure

Repairs and maintenance includes maintenance and improvements to District buildings and facilities, repairs and maintenance of fleet, maintenance agreements for EMS equipment, maintenance agreements for information technology, maintenance and repairs of communication equipment, and maintenance and repair of fire equipment. The 2020 budget is based on requests by department heads and historical experience.

Utilities and Fuel

Utilities and fuel expense for the 2020 Budget, the 2019 Budget and prior years is summarized in the following chart.

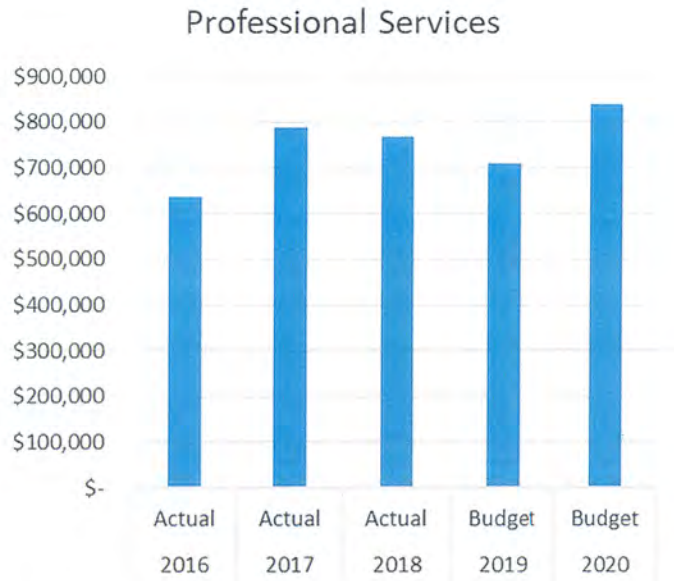


Utilities and fuel includes electricity, natural gas and water, plus fuel for vehicles. The 2019 budget is based on historical experience.

Professional Services

Professional services expense for the 2020 Budget, the 2019 Budget and prior years is summarized in the following chart.

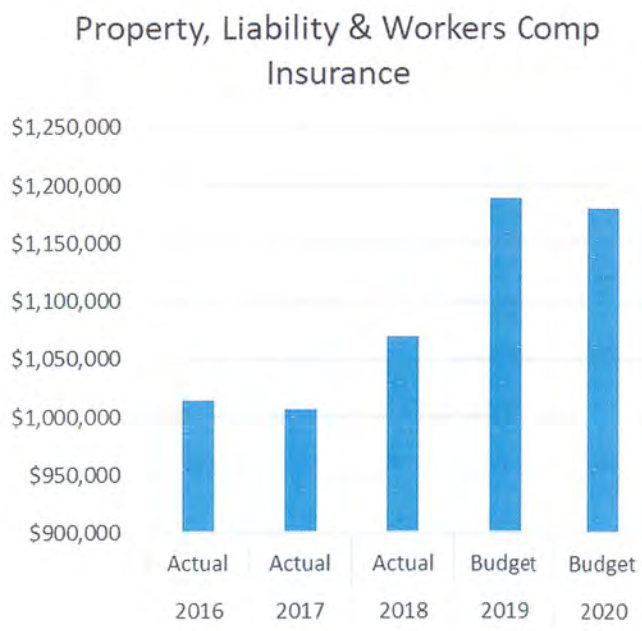
Budget by Major Types of Revenue & Expenditure



Professional Services includes legal services, public information consultants, audit services, ambulance billing collection services and lobbyist fees. The 2020 budget is estimated based on historical experience.

Property, Liability and Workers Comp Insurance

Property, Liability and Workers Comp Insurance expense for the 2020 Budget, the 2019 Budget and prior years is summarized in the following chart.



Property and liability insurance is budgeted based on historical experience. Workers comp insurance is budgeted based on payroll and estimated rates.

Bad Debt

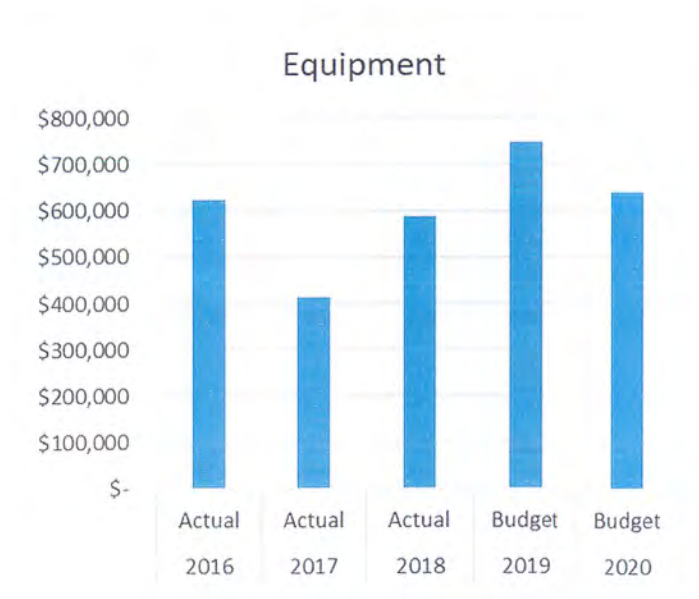
Bad debt expense for the 2020 Budget, the 2019 Budget and prior years is summarized in the following chart.



Bad debt represents uncollectible ambulance bills and is budgeted based on historical experience. Any outstanding ambulance receivable is written off when greater than one year old for financial reporting purposes.

Equipment

Equipment expense for the 2020 Budget, the 2019 Budget and prior years is summarized in the following chart.



Budget by Major Types of Revenue & Expenditure

Equipment includes lease payments for and additions to the fleet and related equipment. The 2020 budget includes existing lease payments for three engines and a truck and the purchase of a replacement ambulance and two staff cars.

Organizational Units

Departments are categorized into organizational units. A summary of departments, organizational units and funds follows.

Organizational Units	Budget Department	Funds
Sworn Personnel	Sworn Personnel Wages Benefits Testing	Corporate, Tort, Ambulance, Rescue Corporate, Ambulance, Rescue Corporate
Training	Training Training Facility Cook County Grant Accreditation Domestic Preparedness	Corporate, Tort Capital Corporate Corporate Tort
Emergency Medical Services	Emergency Medical Services	Ambulance
Dispatch & Communications	Dispatch Communications	Corporate, Ambulance, Rescue Corporate, Ambulance, Rescue
Fleet & Fleet Maintenance	Vehicle Maintenance Apparatus	Corporate, Tort, Ambulance, Rescue Capital Projects
Facility Maintenance	Building & Grounds Station Supplies Building Projects	Corporate, Ambulance, Rescue Corporate Capital Projects
Fire Prevention & Public Education	Fire Prevention Life Safety & Education	Corporate, Tort Corporate, Ambulance
Information Technology	Information Technology Geographic Information System	Corporate, Ambulance, Rescue Corporate, Ambulance, Rescue
Fitness & Safety	Fitness Safety	Tort Tort
Fire Equipment	Clothing Tools & Equipment Hose Self-Contained Breathing Apparatus Opticom	Corporate, Tort, Ambulance, Rescue Corporate Corporate Corporate, Ambulance, Rescue Corporate, Tort, Ambulance
Specialty Teams	Hazardous Material Water Rescue & Recovery Technical Rescue Fire Investigation Honor Guard	Rescue Rescue Rescue Corporate Corporate
Administration	Administration Insurance Public Information Foreign Fire Insurance	Corporate, Tort, Ambulance, Rescue Tort Corporate, Tort, Ambulance Corporate

Revenue and expenditure line items are evaluated to determine to which fund they best relate. Time studies were conducted to support fund allocations of revenue and expenditures.

The following summarizes revenue and expenditures for the organizational units for 2018 actual results, the 2019 Budget and the 2020 Budget.

	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Budget</u>	<u>2020</u> <u>Budget</u>
Revenue:			
Sworn Personnel	\$ 926,269	\$ 997,986	1,212,083
Training	872,257	1,117,000	1,275,000
EMS	3,876,933	3,291,920	3,814,350
Dispatch & Communications	1,328,917	1,371,046	1,514,940
Fleet	7,042	230,982	6,000
Fire Prevention & Pub Ed	30,486	32,620	46,152
Information Technology	174	-	-
Fitness & Safety	22,166	20,000	20,000
Specialty Teams	-	2,900	2,900
Administration	<u>28,303,386</u>	<u>28,997,260</u>	<u>29,717,735</u>
Total Revenue	<u>\$35,367,630</u>	<u>\$36,061,714</u>	<u>\$37,609,160</u>
Expenditures:			
Sworn Personnel	\$19,201,961	\$19,786,141	\$20,740,255
Training	1,544,687	1,702,850	1,827,680
EMS	374,497	389,462	415,266
Dispatch & Communications	1,583,656	1,657,750	1,740,586
Fleet	1,336,213	1,657,829	1,622,409
Facilities	748,088	738,143	787,890
Fire Prevention & Pub Ed	506,036	508,723	555,686
Information Technology	673,996	862,008	712,623
Fitness & Safety	88,594	115,789	89,165
Fire Equipment	274,236	278,000	363,000
Specialty Teams	214,861	237,350	178,087
Administration	<u>7,697,996</u>	<u>7,627,083</u>	<u>8,085,206</u>
Total Expenditures	<u>\$ 34,244,821</u>	<u>\$35,561,128</u>	<u>\$ 37,117,853</u>
Revenue in excess of Expenditures	<u>\$ 1,102,805</u>	<u>\$ 500,832</u>	<u>\$ 491,307</u>

Description and Financial Trends of Organizational Units (OU)

Sworn Personnel Organizational Unit

The Sworn Personnel Organizational Unit includes Sworn Personnel Wages, Sworn Personnel Benefits and Testing.

Sworn Personnel Wages

The District employs a Fire Chief, a Deputy Chief, Battalion Chiefs, Lieutenants, Engineers and Firefighter/Paramedics to meet the service needs of its residents. Each day, there are at least 28 Lieutenants, Engineers and Firefighter/Paramedics working 24 hour shifts to respond to emergency calls.

In 2018, sworn personnel responded to 9,791 incidents. Lieutenants, Engineers and Firefighters belong to Orland Professional Firefighters Local 2754 (Local 2754). The Labor Agreement with Local 2754 was re-negotiated for a three-year term ending December 31, 2020.

Sworn Personnel Benefits

The Sworn Personnel Benefits Department includes health insurance premiums for sworn personnel and retirees offset by employee and retiree contributions, the District’s contributions to the Retiree Health Trust Fund, the District’s contributions for Medicare and Social Security taxes, and the payment of annual physicals for sworn personnel.

Testing

The Testing Department is responsible for entry-level firefighter testing and for promotional testing for the ranks of Engineer, Lieutenant and Battalion Chief.

Status of 2019 Sworn Personnel Organizational Unit Goals	Status	Note
Through data analysis, ensure efficiency and effectiveness of service delivery are consistent with jurisdictional expectation and industry standards	Achieved and continual	Performance measures analyzed. Call to arrival time benchmark met 94.4% of time
Monitor area development, census and demographic information for the District	Achieved and continual	Reviewed in preparation of annual report
Assess hiring needs based on attrition	Achieved	12 firefighter/paramedics hired in March 2019
Develop a systematic continuous improvement plan to identify performance gaps and negative trends	Continual	
Continue risk assessment methods to assess community demographics and mitigation efforts in order to target resources and programs	Achieved and continual	Reviewed in conjunction with annual report

Status of 2019 Sworn Personnel Organizational Unit Goals	Status	Note
Explore and research new developing processes	Continual	
Operate an appropriate, effective and efficient fire service program	Achieved and continual	Verified by achieving response time benchmarks
Develop a systematic continuous improvement plan to identify performance gaps and negative trends in fire service delivery	Continual	
Develop sufficient staff and expertise to meet program goals and objectives	Achieved and continual	Training academy completed for new firefighters and training programs implemented for each promotion.
Provide career development opportunities to personnel to reach their fullest professional potential	Achieved and continual	Promotional processes and continuing education opportunities provided
Digitize all benefit systems to foster and create channels of communication and their selected benefits to easily access information	In process	
Provide fair promotional opportunities within the District	Achieved and continual	Engineer exam completed in 2019.

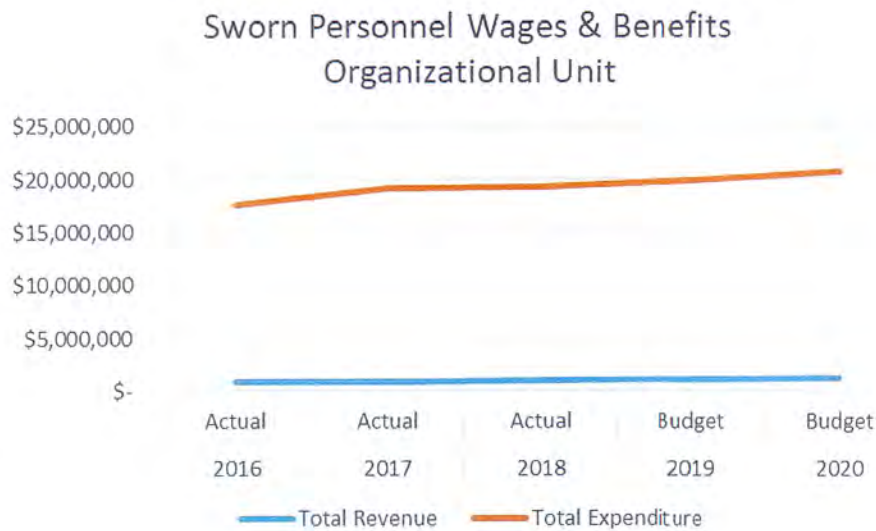
Status of 2020 Sworn Personnel Organizational Unit Goals

- Through data analysis, ensure efficiency and effectiveness of service delivery are consistent with jurisdictional expectation and industry standards
- Monitor area development, census and demographic information for the District
- Assess hiring needs based on attrition
- Develop a systematic continuous improvement plan to identify performance gaps and negative trends
- Continue risk assessment methods to assess community demographics and mitigation efforts in order to target resources and programs
- Explore and research new developing processes
- Operate an appropriate, effective and efficient fire service program
- Develop a systematic continuous improvement plan to identify performance gaps and negative trends in fire service delivery
- Develop a systematic continuous improvement plan to identify performance gaps and negative trends in fire service delivery
- Develop sufficient staff and expertise to meet program goals and objectives
- Provide career development opportunities to personnel to reach their fullest professional potential
- Digitize all benefit systems to foster and create channels of communication and their selected benefits to easily access information
- Provide fair promotional opportunities within the District

Sworn Personnel Organizational Unit Financial Trends

	2018 Actual	2019 Budget	2020 Budget
Revenue:			
Rescue Fees	\$ 115,104	\$ 100,000	\$ 116,000
Insurance Contributions	811,165	897,986	1,096,083
Total Revenue	<u>\$ 926,269</u>	<u>\$ 997,986</u>	<u>\$ 1,212,083</u>
Expenditures:			
Wages	\$14,771,012	\$14,854,352	\$15,453,858
Health Insurance	3,515,516	3,964,789	4,333,293
Retiree Health Funding	600,089	600,000	600,000
Medicare	207,230	210,000	210,000
Testing	36,065	55,500	57,000
Medical Exams	68,487	86,000	81,000
Other	3,562	15,500	5,104
Total Expenditures	<u>\$ 19,201,961</u>	<u>\$ 19,786,141</u>	<u>\$ 20,740,255</u>

A chart describing revenue and expenditures for the Sworn Personnel OU follows.



Training Organization Unit

The Training Organizational Unit includes the following departments - Training, Training Facility, Cook County Training Grant, Accreditation and Domestic Preparedness.

Training Department

The Training Department develops a training program to ensure an all-hazards training curriculum is provided which encompasses both initial training and continuing education for the District’s firefighters. Each firefighter receives training in firefighting, driving, hazardous materials, officer responsibilities, special rescue, live fire, self-contained breathing apparatus, and general compliance.

Training Facility

The District’s training facility is a multi-building campus for District firefighters, as well as firefighters from our surrounding areas, to train in a realistic environment while maintaining a high degree of safety. The training facility includes a Command Training Center, a classroom, a burn tower, and a special rescue prop.

Cook County Training Grant

Beginning in August, 2017, the District has been awarded sub-grant agreements with Cook County to provide first responder training. This grant funding from Cook County allows the District to provide the region’s first responders with the opportunity to train for any critical incident that may be encountered. For the 2020 budget, grant revenue as well as related expenditures are estimated at \$1,200,000.

Accreditation

The Accreditation Department is responsible for the District’s efforts toward continued accreditation by the Center for Public Safety Excellence, Commission on Fire Accreditation. In August, 2018, the District was awarded Accredited status. There are costs to continue accreditation status. In addition, there are many benefits to the data analysis generated during the accreditation process and there is a need for those processes to continue.

Domestic Preparedness

The Domestic Preparedness Department is responsible for planning and training for an all hazards disaster including planning and integration of the Emergency Operations Center. In addition, the Department plans for a continuity of operation to adjust District resources in case of physical damage to District structures.

Status of 2019 Training Organizational Unit Goals	Status	Notes
Develop and maintain the training facility props to accommodate delivery of a training program that meets the overall mission	Achieved and continual	
Develop a comprehensive training program that includes all facets of our profession	Achieved and continual	Programs for Firefighters, Engineers and Lieutenant are complete. Program for Chief Officers is in development

Status of 2019 Training Organizational Unit Goals	Status	Notes
Develop a systematic continuous improvement plan to identify performance gaps and trends in the training program and the comprehensive emergency management plan	Continual	
Develop the processes to record information, provide data and resources in the event of all hazards large scale event	In process	
Complete the District's Comprehensive emergency plan	In process	
Develop relationships with relevant local, regional, state and federal agencies	Achieved and continual	Continued relationships with Illinois Fire Service Institute, Cook County and MABAS 19
Define and document processes and policies reflective of industry best practices	Achieved and continual	Task books are completed for many processes. Policies being updated in Lexipol
Ensure continuation of the strategic planning process for future accreditation requirements	Achieved and continual	Annual report for accreditation completed

2020 Training Organizational Unit Goals

- Develop and maintain the training facility props to accommodate delivery of a training program that meets the overall mission
- Develop a comprehensive training program that includes all facets of our profession
- Develop a systematic continuous improvement plan to identify performance gaps and trends in the training program and the comprehensive emergency management plan
- Develop the processes to record information, provide data and resources in the event of all hazards large scale event
- Complete the District's Comprehensive emergency plan
- Develop relationships with relevant local, regional, state and federal agencies
- Define and document processes and policies reflective of industry best practices
- Ensure continuation of the strategic planning process for future accreditation requirements
- Develop instructor training program

Training Organizational Unit Financial Trends

	2018 <u>Actual</u>	2019 <u>Budget</u>	2020 <u>Budget</u>
Revenue:			
Training Facility	\$ 87,274	\$ 117,000	\$ 75,000
Grant	782,926	1,000,000	1,200,000
Other	<u>2,057</u>	<u>-</u>	<u>-</u>
Total Revenue	<u>\$ 872,257</u>	<u>\$1,117,000</u>	<u>\$1,275,000</u>
Expenditures:			
Wages & Benefits	\$ 569,847	\$ 461,147	\$ 469,980
Continuing Education	598,664	1,079,453	1,216,500
Facility Charges	3,800	-	-
Supplies	156,454	84,150	86,600
Repairs	49,395	62,000	43,000
Equipment	156,013	-	-
Other	<u>10,514</u>	<u>16,100</u>	<u>11,600</u>
Total Expenditures	<u>\$ 1,544,687</u>	<u>\$1,702,850</u>	<u>\$1,827,680</u>

A chart describing revenue and expenditures for the Training OU follows.



Emergency Medical Services (EMS) Organizational Unit

The District’s EMS OU is responsible for EMS training, maintaining EMS supplies and equipment, and for supporting the needs of the District’s paramedics. The District provides unequalled emergency medical services delivered by the best trained paramedics using technologically advanced equipment. Training includes, but is not limited to, Advanced Cardiac Life Support certification, Prehospital Trauma Life Support certification, Pediatric Education for

Prehospital Professionals certification, simulation training in our state of the art lab, and cardiopulmonary resuscitation (CPR) training for healthcare professionals, as well as for community members.

Advanced technologies and equipment are used by the District’s highly-trained paramedics, including cardiac monitors that transmit 12-lead EKGs to the hospital, video laryngoscopes, and intra-osseous drills. Over the past several years, the District’s paramedics have implemented high performance CPR with an emphasis on patient survival after sudden cardiac arrest.

Status of 2019 EMS Organizational Unit Goals	Status	Notes
Develop a succession plan for the EMS Coordinator Position and EMS staff that can be adapted to other areas with the District	In Process	Additional staff have been recruited to assist with QA, training and inventory
Identify technology and simulation to enhance training delivery	Achieved and continual	Acquired new state-of-the-art simulators for the EMS training simulation lab
Enhance CARE and community CPR program	Achieved and continual	
Enhance EMS Programs and Service Delivery	Achieved and continual	-Taught Stop the Bleed training to residents including Orland School District 135 staff -Taught Rescue Task Force training to first responders

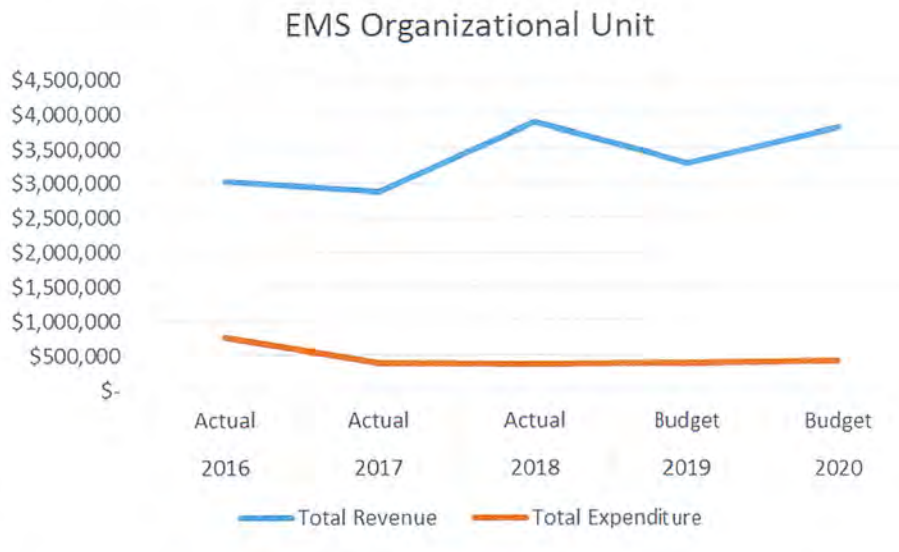
2020 EMS Organizational Unit Goals

- Develop a succession plan for the EMS Coordinator Position and EMS staff that can be adapted to other areas with the District
- Identify technology and simulation to enhance training delivery
- Enhance CARE and community CPR program
- Enhance EMS Programs and Service Delivery
- Analyze cardiac arrest data and identify trends for improvement
- Develop structured AQ/QI program to facilitate improved service delivery

EMS Organizational Unit Financial Trends

	2018 <u>Actual</u>	2019 <u>Budget</u>	2020 <u>Budget</u>
Revenue:			
Ambulance Fees	\$ 3,863,618	\$3,275,000	\$3,800,000
Public Education	13,315	16,920	14,350
Total Revenue	<u>\$ 3,876,933</u>	<u>\$3,291,920</u>	<u>\$3,814,350</u>
Expenditures:			
Wages & Benefits	\$ 211,562	\$ 239,462	297,266
Continuing Education	35,245	30,000	25,000
Supplies	127,690	106,000	86,000
Other	-	14,000	7,000
Total Expenditures	<u>\$ 374,497</u>	<u>\$ 389,462</u>	<u>\$ 415,266</u>

A chart describing revenue and expenditures for the EMS OU follows.



Dispatch and Communications Organizational Unit

The Dispatch and Communications OU includes the Dispatch and Communications Departments.

Dispatch

The Dispatch Department operates a fire service only dispatch center which provides EMS, fire and rescue dispatching services for the District, as well as communities who have contracted these services with the District. The District employs 12 full-time dispatchers and several part-time dispatchers. The dispatchers provide Emergency Medical Dispatch services and participate in continuing education through the Association of Public Safety Communications Officials.

Communications

The Communications Department maintains the phone system, drones, portable radios, radio towers, and station alerting systems for the District.

Status of 2019 Dispatch and Communications Organizational Unit Goals	Status	Notes
Support a regionalization communications model	Achieved and continual	Intergovernmental agreement signed to dispatch for Palos Fire District in 2020
Develop a systematic continuous improvement plan to identify performance gaps and trends in the dispatch and communications	Achieved and continual	Hired supervisor to assist with reviewing dispatch performance and pursuing dispatch accreditation
Continually evaluate technology improvements to improve service efficiency, reliability and interoperability	Achieved and continual	-Working with neighboring fire departments on radio issues -Replaced mobile computers in apparatus -Began equipment upgrades to 9-1-1 system. Upgrade will be complete in 2020

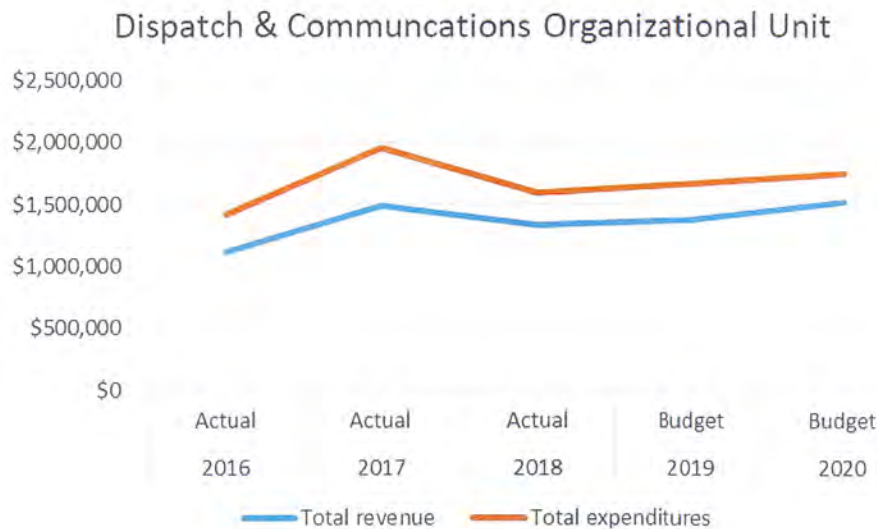
2020 Dispatch & Communications Organizational Unit Goals

- Support a regionalization communications model
- Develop a systematic continuous improvement plan to identify performance gaps and trends in the dispatch and communications
- Continually evaluate technology improvements to improve service efficiency, reliability and interoperability
- Review dispatch staffing
- Upgrade 911 recorder and develop QA/QI program
- Train using APCO Project 33
- Plan for remodel of dispatch space
- Implement Rapid SOS with CAD
- Ensure functionality of system backups
- Upgrade CAD to latest version

Dispatch & Communications Organizational Unit Financial Trends

	2018 <u>Actual</u>	2019 <u>Budget</u>	2020 <u>Budget</u>
Revenue:			
Dispatch-Other Agencies	\$ 881,328	\$ 929,285	\$1,022,912
Tower Leases	223,984	221,087	251,592
Tyco	203,872	200,000	224,000
Other	<u>19,733</u>	<u>20,674</u>	<u>16,436</u>
Total Revenue	<u>\$1,328,917</u>	<u>\$1,371,046</u>	<u>\$1,514,940</u>
Expenditures:			
Wages & Benefits	\$ 1,400,732	\$1,510,350	\$1,584,786
Continuing Education	8,510	15,300	15,000
Supplies	29,799	8,500	46,200
Phones	83,127	43,000	45,000
Maintenance	<u>61,488</u>	<u>80,600</u>	<u>49,600</u>
Total Expenditures	<u>\$ 1,583,656</u>	<u>\$1,657,750</u>	<u>\$1,740,586</u>

A chart describing revenue and expenditures for the Dispatch and Communications OU follows.



Fleet and Fleet Maintenance Organizational Unit

The District’s Fleet and Fleet Maintenance OU is responsible for the general repair and maintenance of approximately 61 pieces of equipment including fire apparatus, ambulances and support vehicles. To this end, the District employs two Automotive Service Excellence certified mechanics and contracts outside vendors for specialized work. In addition to preventative maintenance and repairs to the District’s fleet, Fleet Maintenance also prepares specifications for new vehicles and assists with the disposal of vehicles no longer needed for District purposes.

Status of 2019 Fleet & Fleet Maintenance Organizational Unit Goals	Status	Notes
Develop sufficient staff and expertise to meet program goals and objectives	Achieved and continual	Full-time staff of two mechanics is augmented now with a part-time mechanic. Plan being developed for future staffing
Develop comprehensive apparatus strategy that evaluates current and future needs	Achieved and continual	Fleet replacement program reviewed and updated in capital budget. New engine ordered in September, 2019. New ambulance was received in February, 2019 and an ambulance was ordered in May, 2019
Develop a comprehensive plan for maintenance and repairs for apparatus utilizing detailed analysis of fleet service operations	Achieved and continual	Research of fleet maintenance software conducted with recommendation anticipated in early 2020

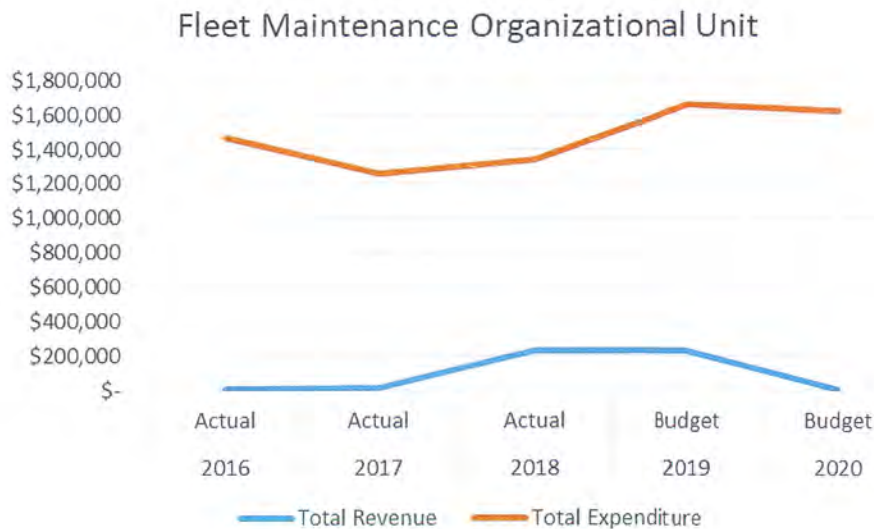
2020 Fleet and Fleet Maintenance Organizational Unit Goals

- Develop sufficient staff and expertise to meet program goals and objectives
- Develop comprehensive apparatus strategy that evaluates current and future needs
- Develop a comprehensive plan for maintenance and repairs for apparatus utilizing detailed analysis of fleet service operations
- Analyze repair facility to determine if sufficient space and equipment is available to meet District needs
- Examine methods of documentation of repairs, maintenance and testing of all apparatus

Fleet and Fleet Maintenance Organizational Unit Financial Trends

	2018 <u>Actual</u>	2019 <u>Budget</u>	2020 <u>Budget</u>
Revenue:			
Sale of Fixed Assets	\$ 1,618	\$ 225,000	\$ -
Other	5,424	5,982	6,000
Total Revenue	<u>\$ 7,042</u>	<u>\$ 230,982</u>	<u>\$ 6,000</u>
Expenditures:			
Wages & Benefits	\$ 535,290	\$ 511,829	\$ 571,294
Continuing Education	179	5,000	5,000
Supplies & Parts	139,127	175,000	175,000
Outside Services	104,981	110,200	117,700
Fuel	122,333	95,000	96,000
Vehicles	432,455	749,000	640,615
Other	1,848	11,800	16,800
Total Expenditures	<u>\$ 1,336,213</u>	<u>\$1,657,829</u>	<u>\$1,622,409</u>

A chart describing revenue and expenditures for the Fleet and Fleet Maintenance OU follows.



Facility Maintenance Organizational Unit

The District’s Facility Maintenance OU includes the Building and Grounds department, as well as the Station Supply department.

This department employs one full-time employee, and several part-time employees who have extensive backgrounds in HVAC, plumbing, electrical and building maintenance systems. In addition, for specialized or very large projects, outside contractors are used. Preventive maintenance of systems extends systems’ lives and reduces the possibilities of emergency repairs.

Status of 2019 Facility Maintenance Organizational Unit Goals	Status	Notes
Develop sufficient staff and expertise to meet program goals and objectives	Achieved and continual	Full-time staff augmented with part-time staff
Develop a comprehensive facilities plan that evaluates space and functionality needs for current needs and future growth	Achieved and continual	Plan reviewed and included in capital budget
Develop a systematic continuous improvement plan to identify performance gaps and negative trends for facilities rescue service delivery	Achieved and continual	Research has begun on an inventory system
Develop a plan that evaluates functionality of facilities presently and in the future also providing maintenance/upkeep	Achieved and continual	Research has begun on an inventory system

2020 Facility Maintenance Organizational Unit Goals

- Develop sufficient staff and expertise to meet program goals and objectives
- Develop a comprehensive facilities plan that evaluates space and functionality needs for current needs and future growth
- Develop a systematic continuous improvement plan to identify performance gaps and negative trends facilities rescue service delivery
- Develop a plan that evaluates functionality of facilities presently and in the future also providing maintenance/upkeep
- Analyze current facilities to determine if stations meet current needs for incident response
- Develop facility team to develop long-range plan for facility improvements or new construction
- Develop facility program for energy savings possibilities

Facility Maintenance Organizational Unit Financial Trends

	2018	2019	2020
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Expenditures:			
Wages & Benefits	\$ 244,816	\$ 183,143	\$186,234
Continuing Education	53	5,500	3,956
Supplies	22,843	22,500	16,900
Repairs	363,298	411,500	465,300
Utilities	<u>117,078</u>	<u>115,500</u>	<u>115,500</u>
Total Expenditures	<u>\$ 748,088</u>	<u>\$ 738,143</u>	<u>\$787,890</u>

A chart describing expenditures for the Facility Maintenance OU follows.



Fire Prevention and Public Education Organizational Unit

The Fire Prevention and Public Education OU includes the Fire Prevention and Public Education Departments.

Fire Prevention

The Fire Prevention Department analyzes and inspects commercial, multi-family and educational buildings to locate and correct violations before they become emergency situations, teaches life-safety classes for condo associations, businesses and senior groups, and attends continuing education courses throughout the year. There are two full-time inspectors employed in this department which is augmented with part-time inspectors. In addition to inspections, the department also offers Knox boxes to residents to allow firefighters/paramedics rapid access to patients.

Public Education

The Public Education Department delivers and manages public events for the District, develops and presents fire and life safety programs in the schools, gives station tours, installs car seats, and assists with business evacuation and emergency preparedness. Each year, a Kids Camp is offered to teach fire and safety topics to children ages 8-12 and a junior cadet camp offered to children ages 13-16. The District employs a Fire and Life Safety Educator and augments the District’s public education needs with part-time employees.

Status of 2019 Fire Prevention & Public Education Organizational Unit Goals	Status	Notes
Improve efficiency and effectiveness of fire and life safety inspection program	Achieved and continual	Fire Prevention system migrated to Image Trend software and Ipads purchased to be used at time of inspection
Ensure compliance with the most current fire protection codes and laws	Achieved and continual	Fire code is currently being reviewed – updated
Review impacts of community risk reduction program	Achieved and continual	Analyzed fire trends from 2018 and adjusted public education activities to address them
Evaluate the impact of the public education program	Achieved and continual	In 2018, 50,000 people were reached through our public education programs
Develop programs based on evaluation of data to target audiences, behaviors or demographics	Continual	Researching best data collection methods – current programs are offered to benefit many different age levels from young children through senior citizens
Improve Community Outreach	Achieved and continual	In 2018, 50,000 people were reached through our public education programs
Develop sufficient staff and expertise to meet program goals and objectives	Achieved and continual	Reviewed staffing gaps, sending several firefighters to classes, requested part-time inspector in 2020 budget

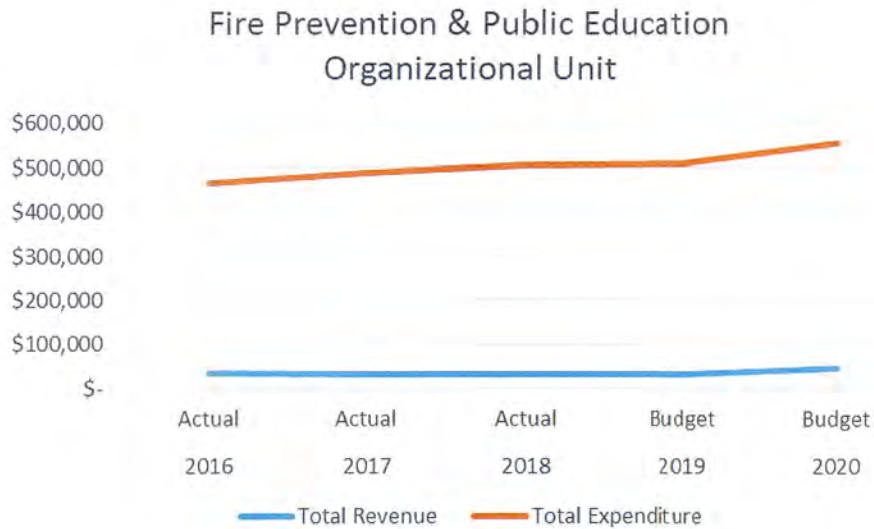
2020 Fire Prevention & Public Education Organizational Unit Goals

- Improve efficiency and effectiveness of fire and life safety inspection program
- Ensure compliance with the most current fire protection codes and laws
- Review impacts of community risk reduction program
- Evaluate the impact of the public education program
- Develop programs based on evaluation of data to target audiences, behaviors or demographics
- Improve Community Outreach
- Develop sufficient staff and expertise to meet program goals and objectives
- Inspect commercial, multi-family and educational occupancies in the District
- Develop and offer senior health fair
- Develop music and memory classes for dementia patients

Fire Prevention & Public Education Organization Unit Financial Trends

	2018 <u>Actual</u>	2019 <u>Budget</u>	2020 <u>Budget</u>
Revenue:			
Fees	\$ 19,865	\$ 22,000	\$ 35,000
Other	<u>10,621</u>	<u>10,620</u>	<u>11,152</u>
Total Revenue	<u>\$ 30,486</u>	<u>\$ 32,620</u>	<u>\$ 46,152</u>
Expenditures:			
Wages & Benefits	\$ 468,483	\$ 477,523	\$531,136
Continuing Education	3,381	5,600	2,600
Supplies	31,892	25,600	21,950
Consultants	<u>2,280</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>\$ 506,036</u>	<u>\$ 508,723</u>	<u>\$555,686</u>

A chart describing the revenue and expenditures for the Fire Prevention and Public Education OU follows:



Information Technology (IT) Organizational Unit

The IT OU includes the IT Department and the Geographic Information Technology Department (GIS).

Information Technology

The IT Department manages the IT infrastructure network, software programs, and computer hardware for the District. The IT Department employs one full-time employee and one part-time employee.

GIS

The GIS Department manages the GIS information needed for the Computer Aided Dispatch system to ensure addresses are reliable in the system. The GIS Department employs several part-time employees.

Status of 2019 IT Organizational Unit Goals	Status	Notes
Provide effective technology and GIS support for computer and web-based applications and services to all aspects of the District	Achieved and continual	In 2019, a contract was entered into with Middleground Technology to provide network and IT support
Promote and facilitate the effective integration of technology into the District	Achieved and continual	-Implemented Image Trend for Fire Prevention -Moved Image Trend and Financial Edge to the cloud
Develop a systematic continuous improvement plan to identify performance gaps and negative trends in information technology	Continual	
Develop sufficient staff and expertise to meet program goals and objectives	Achieved and continual	Contracted network support services. Training for new part-time GIS staff
Promote and facilitate the effective integration of GIS technology into the District	Achieved and continual	

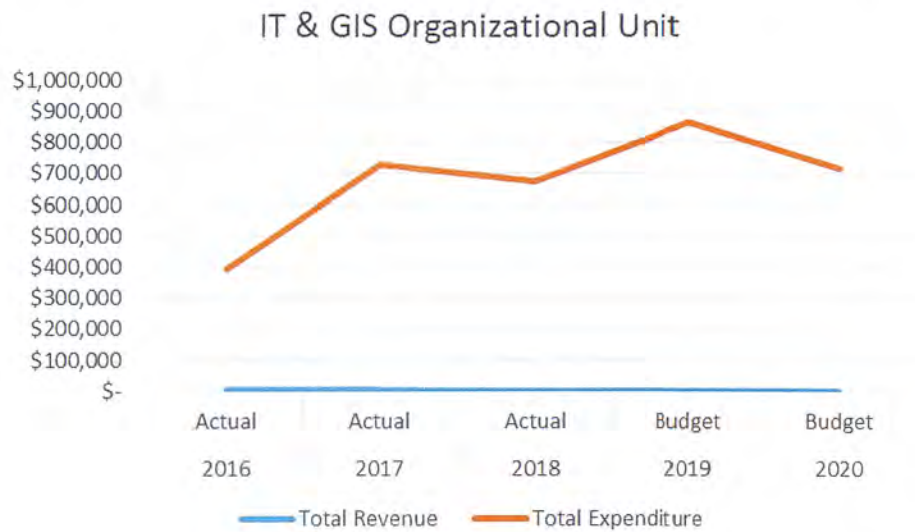
2020 Information Technology Organizational Unit Goals

- Provide effective technology and GIS support for computer and web-based applications and services to all aspects of the District
- Promote and facilitate the effective integration of technology into the District
- Develop a systematic continuous improvement plan to identify performance gaps and negative trends in information technology
- Develop sufficient staff and expertise to meet program goals and objectives
- Promote and facilitate the effective integration of GIS technology into the District
- Maintain service contracts to keep systems operational
- Maintain station communications and connectivity by replacing older system infrastructure
- Re-establish a hard line connection between dispatch and stations
- Upgrade video surveillance cameras for security
- Upgrade CAD to the latest windows operating system and latest system version
- Move programs to cloud-based systems to reduce on-site requirements

Information Technology Organizational Unit Financial Trends

	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2020 Budget</u>
Revenue – Other	\$ <u>174</u>	\$ <u>-</u>	\$ <u>-</u>
Expenditures:			
Wages & Benefits	\$ 324,680	\$ 355,757	\$198,829
Continuing Education	7,228	6,000	10,000
Supplies	244,115	282,750	188,000
Maintenance	96,468	217,501	233,194
Consultants	-	-	73,600
Other	<u>1,505</u>	<u>-</u>	<u>10,000</u>
Total Expenditures	<u>\$ 673,996</u>	<u>\$ 862,008</u>	<u>\$712,623</u>

A chart describing the revenue and expenditures for the Information Technology OU follows.



Fitness and Safety Organizational Unit

The Fitness and Safety OU includes the Fitness Department and the Safety Department.

Fitness

The Fitness Department is responsible for developing fitness programs for employees, as well as purchasing and maintaining fitness equipment at the stations.

Safety

The Safety Department is responsible to implement safety initiatives, to review duty-related injuries and to educate personnel on safety-related topics.

Status of 2019 Fitness & Safety Organizational Unit Goals	Status	Notes
Develop safety equipment program that meets the needs of the District	Achieved and continual	-Researched cancer prevention programs. -Built gear dryers
Develop a systematic continuous improvement plan to identify performance gaps and negative trends in safety equipment	Continual	
Develop sufficient staff and expertise to meet program goals and objectives	Achieved and continual	Safety committee re-activated. Fitness contract with local firm

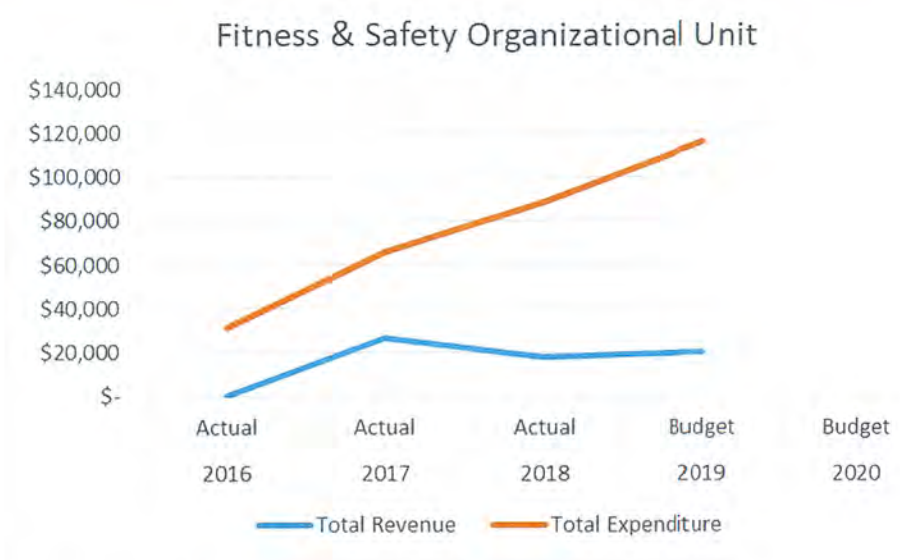
2020 Fitness & Safety Organizational Unit Goals

- Develop safety equipment program that meets the needs of the District
- Develop a systematic continuous improvement plan to identify performance gaps and negative trends in safety equipment
- Develop sufficient staff and expertise to meet program goals and objectives
- Regular meetings of Safety Committee and timely investigation of injuries
- Provide education for safety committee members
- Continue to provide daily fitness training for sworn personnel
- Maintain fitness equipment

Fitness & Safety Organizational Unit Financial Trends

	2018 <u>Actual</u>	2019 <u>Budget</u>	2020 <u>Budget</u>
Revenue – Grant	\$ 22,166	\$ 20,000	\$ 20,000
Expenditures:			
Wages	8,167	\$ 46,024	\$ 32,500
Continuing Education	-	42,490	17,325
Supplies	1,262	23,600	17,000
Outside Services	79,165	-	18,665
Repairs	-	<u>3,675</u>	<u>3,675</u>
Total Expenditures	<u>\$ 88,594</u>	<u>\$115,789</u>	<u>\$ 89,165</u>

A chart describing the revenue and expenditures for the Fitness and Safety OU follows.



Fire Equipment Organizational Unit

The Fire Equipment OU includes the Clothing Department, the Tools and Equipment Department, the Hose Department, the SCBA Department and the Opticom Department.

Clothing

The Clothing Department is responsible for the purchase and replacement of structural firefighting gear, station wear, and dress uniforms.

Tools and Equipment

The Tools and Equipment Department is responsible for the purchase and maintenance of tools and equipment for the fire apparatus, including thermal imaging cameras, pneumatic tools, hydraulic rescue equipment, saws and other tools.

Hose

The Hose Department is responsible for the purchase and maintenance of hose on fire apparatus and for the annual testing of hose.

SCBA

The SCBA Department is responsible for the purchase, maintenance and annual testing of SCBA equipment.

Opticom

The Opticom Department is responsible for the purchase and maintenance of the opticom systems at each intersection of the District.

Status of 2019 Fire Equipment Organizational Unit Goals	Status	Notes
Conduct annual testing of equipment as required	Achieved and continual	
Establish a tools and small equipment program to issue, repair, and improve accountability of small tools, hose and equipment	In Process	
Develop a systematic continuous improvement plan to identify performance gaps and negative trends in tools and equipment	Continual	
Develop sufficient staff and expertise to meet program goals and objectives	Achieved and continual	Part-time employees have assisted in maintaining tools and equipment
Purchase turnout gear for new employees and continue with replacement program of turnout gear for current employees	Achieved	

2020 Fire Equipment Organizational Unit Goals

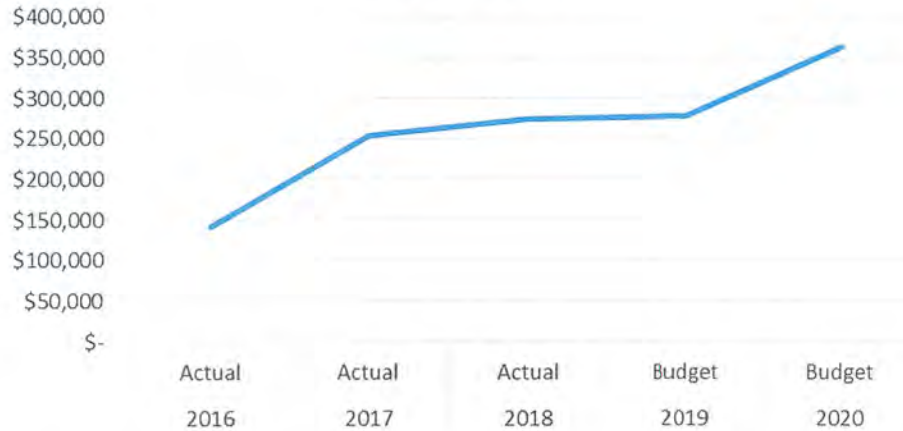
- Conduct annual testing of equipment as required
- Establish a tools and small equipment program to issue, repair, and improve accountability of small tools, hose and equipment
- Develop a systematic continuous improvement plan to identify performance gaps and negative trends in tools and equipment
- Develop sufficient staff and expertise to meet program goals and objectives
- Purchase turnout gear for new employees and expedite replacement program of turnout gear for current employees
- Reconvene gear committee to review turnout gear specifications
- Review gear replacement program to evaluate effectiveness in cancer prevention
- Develop a regular program gear washing

Fire Equipment Organizational Unit Financial Trends

	2018 <u>Actual</u>	2019 <u>Budget</u>	2020 <u>Budget</u>
Expenditures:			
Wages	\$ 937	\$ 7,000	\$ 6,650
Clothing	201,572	154,200	208,750
Continuing Education	-	3,000	-
Supplies	54,188	70,500	101,800
Repairs	-	6,500	6,500
Outside Services	<u>17,539</u>	<u>36,800</u>	<u>39,300</u>
Total Expenditures	<u>\$ 274,236</u>	<u>\$ 278,000</u>	<u>\$363,000</u>

A chart describing the expenditures for the Fire Equipment OU follows.

Fire Equipment Organizational Unit
Expenditures



Specialty Teams Organizational Unit

The Specialty Teams OU includes the departments of Hazardous Materials, Water Rescue and Recovery, Technical Rescue, Fire Investigations and Honor Guard.

Hazardous Materials

The District’s Hazardous Materials Team includes a team of 21 District firefighters of whom six are also on to the Southwest HazMat team. This team provide hazardous materials training to District firefighters to meet IDOL, NFPA and OSHA standards, maintain hazardous materials and atmospheric monitoring equipment, and maintain expertise to respond to hazardous materials and atmospheric monitoring calls in the District and surrounding areas.

Water Rescue and Recovery

The District’s Water Rescue and Recovery Team includes ten members who also belong to the MABAS 19/22 Water Rescue and Recovery team. This team responds to all water-related incidents involving rescue and recovery in the District, as well as the MABAS 19/22 jurisdictions, provides operational level water rescue training to firefighters and maintains water rescue and recovery equipment for use in response and training.

Technical Rescue

The Technical Rescue Team includes 24 members who have extensive training in multiple disciplines, including building collapse, confined space rescue, high-angle rope rescue, and concrete breaching and breaking. This team responds to District rescue calls, provides operational technical rescue training to District firefighters, and maintains a cache of equipment used for technical rescue responses and training.

Fire Investigations

The District’s Fire Investigations Team includes 12 certified fire investigators, one of whom is a certified Arson Investigator responsible for investigating all fires in the District to determine whether the fires were accidental or incendiary in nature. In addition to investigating fires, the team attends training to stay current on the latest techniques and conducts community outreach to prevent fires.

Honor Guard

The District’s Honor Guard Unit consists of 15 members and carries on the tradition of the fire service by providing honor to fallen comrades, celebrations of service milestones and assisting the District with special events. Members are trained to be proficient in all aspects of drill and ceremony and are members of the Associated Firefighters of Illinois honor guard.

Status of 2019 Specialty Teams Organizational Unit Goals	Status	Notes
Participate in multi-agency training, exercises and incidents	Achieved and continual	District personnel participate in mutual aid drills and multi-agency training for each discipline
Further develop technical rescue equipment and resources	Achieved and continual	
Develop a systematic continuous improvement plan to identify performance gaps and negative trends of specialty teams	Continual	
Develop relationships with relevant local, regional, state and federal agencies	Achieved and continual	
Produce Operating Programs to meet outlined components and expectations of specialty teams	Continual	

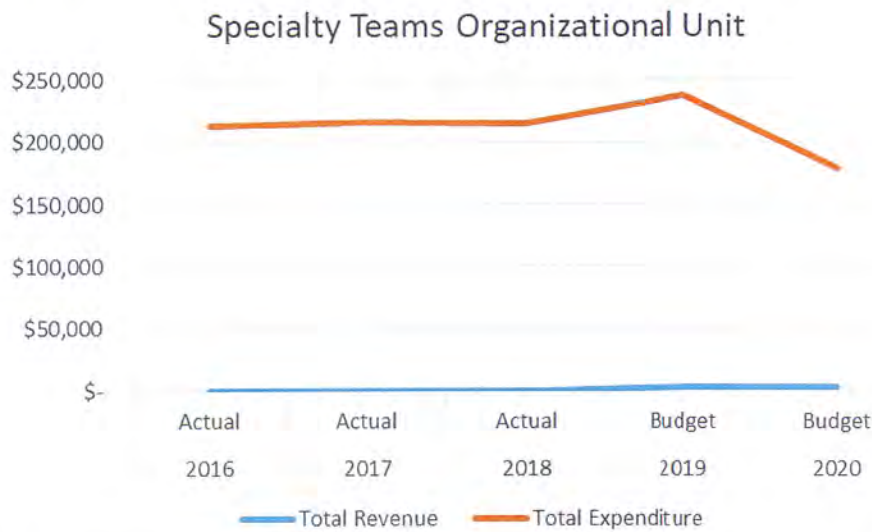
2020 Specialty Teams Organizational Unit Goals

- Participate in multi-agency training, exercises and incidents
- Further develop technical rescue equipment and resources
- Develop a systematic continuous improvement plan to identify performance gaps and negative trends of specialty teams
- Develop relationships with relevant local, regional, state and federal agencies
- Produce Operating Programs to meet outlined components and expectations of specialty teams

Specialty Teams Organizational Unit Financial Trends

	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2020 Budget</u>
Revenue:			
Grant Proceeds	<u>\$ _____</u>	<u>\$ 2,900</u>	<u>\$ 2,900</u>
Expenditures:			
Wages	\$ 142,699	\$147,713	\$105,302
Continuing Education	14,223	27,387	34,548
Supplies	57,939	59,750	35,737
Other	-	2,500	2,500
Total Expenditures	<u>\$ 214,861</u>	<u>\$237,350</u>	<u>\$178,087</u>

A chart describing revenue and expenditures for the Specialty Teams OU follows.



Administration Organizational Unit

The Administration OU includes the Administration Department, Foreign Fire Insurance Department, Insurance Department, Public Information Department and Seasonal Employment Department.

Administration

The Administration OU includes finance employees, human resources employees, administrative staff, contracted services, employer contributions to the Firefighters Pension Fund, and current debt payments.

Foreign Fire Insurance

Foreign fire insurance is managed by the Foreign Fire Insurance Board.

Insurance

The Insurance Department includes District costs of property and liability insurance and workers compensation insurance.

Public Information

The Public Information Department is responsible for promoting awareness and understanding of the District, its personnel, and its activities.

Status of 2019 Administration Organizational Unit Goals	Status	Notes
Maintain balanced budget with appropriate level of fund balance	Achieved and continual	Budget balanced and fund balance policy met
Maintain highest level of service at most efficient cost	Achieved and continual	
Manage efficient operation of finance department	Achieved and continual	
Develop long-term financial plans	Achieved and continual	Five-year capital budget updated. Overall District five-year plan in progress
Define and document processes and policies that are continually reflective of industry best practices	Achieved and continual	
Provide career development opportunities to personnel to reach their fullest professional potential	Achieved and continual	
Develop a systematic continuous improvement plan to identify performance gaps and negative trends in human resources	Achieved and continual	
Digitize all benefit systems to foster and create channels of communication between employees and their selected benefits, to easily access information	In Process	

2020 Administration Organizational Unit Goals

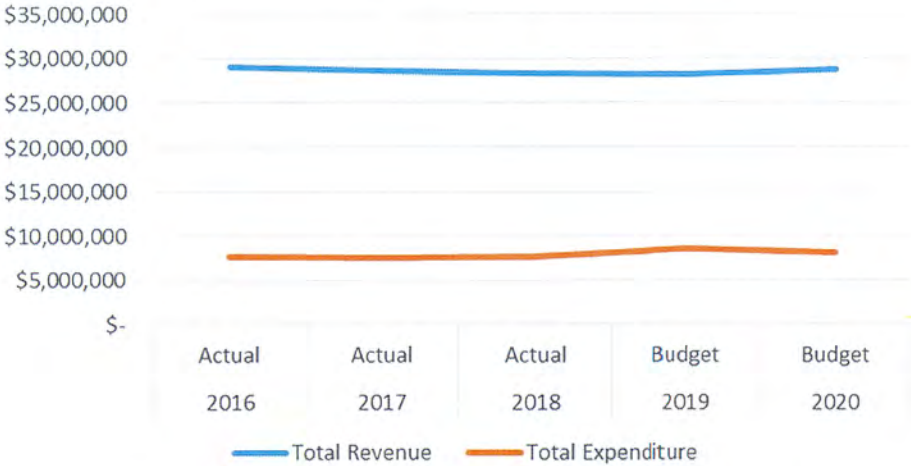
- Maintain balanced budget with appropriate level of fund balance
- Maintain highest level of service at most efficient cost
- Manage efficient operation of finance department
- Develop long-term financial plans
- Define and document processes and policies that are continually reflective of industry best practices
- Provide career development opportunities to personnel to reach their fullest professional potential
- Develop a systematic continuous improvement plan to identify performance gaps and negative trends in human resources
- Digitize all benefit systems to foster and create channels of communication between employees and their selected benefits, to easily access information

Administration Organizational Unit Financial Trends

	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Budget</u>	<u>2020</u> <u>Budget</u>
Revenue:			
Property Taxes	\$28,047,908	\$28,771,351	\$29,462,581
Other Taxes	143,229	146,000	145,000
Other	<u>112,249</u>	<u>80,154</u>	<u>110,154</u>
Total Revenue	<u>\$ 28,303,386</u>	<u>\$28,997,505</u>	<u>\$29,717,735</u>
Expenditures:			
Wages & Benefits	\$ 869,641	\$ 858,316	958,741
Professional Services	767,227	711,000	766,000
Debt	1,781,153	1,857,410	1,938,759
Pension	2,652,464	2,454,845	2,660,324
Property & Liability	253,607	305,910	283,500
Workers Comp	815,939	883,103	896,882
Bad Debt	283,081	250,000	270,000
Other	<u>274,886</u>	<u>306,500</u>	<u>311,000</u>
Total Expenditures	<u>\$ 7,697,998</u>	<u>\$ 7,627,084</u>	<u>\$ 8,085,206</u>

A chart describing revenue and expenditures for the Administration OU follows.

Administration Organizational Unit



Funds

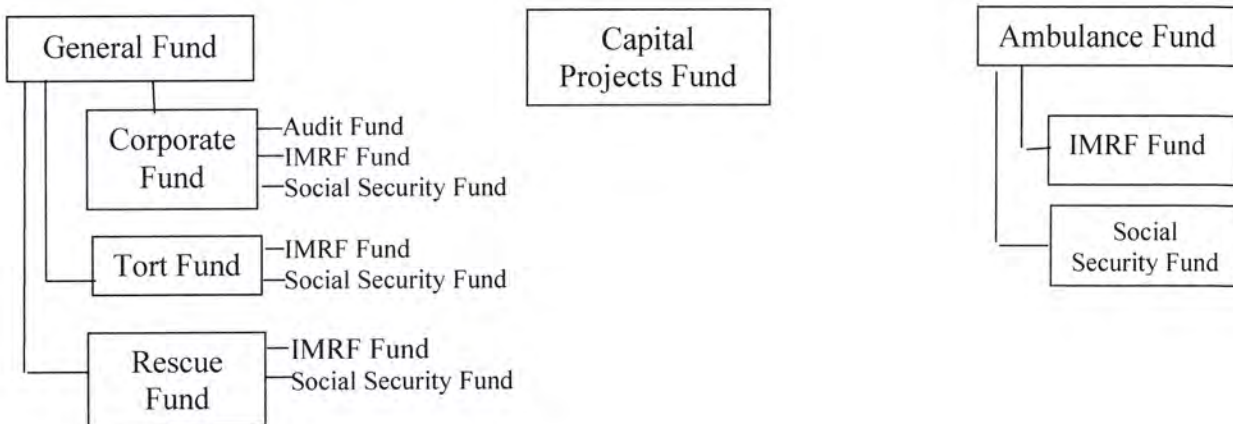
Funds for Budgetary & Appropriation Purposes

The District budgets and appropriates for the following funds:

- Corporate Fund
- Tort Fund
- Emergency Rescue Fund (Rescue Fund)
- Capital Projects Fund
- Ambulance Fund
- Illinois Municipal Retirement Fund (IMRF Fund)
- Social Security Fund
- Audit Fund

Financial Reporting Purposes

For financial reporting purposes, the District has three major governmental funds – the General Fund, the Ambulance Fund and the Capital Projects Fund. The Corporate Fund, the Tort Fund, and the Emergency Rescue Fund are sub-funds of the General Fund. The Illinois Municipal Retirement Fund (IMRF) Fund, the Audit Fund and the Social Security Fund are sub-funds of the General Fund and the Ambulance Fund.



Fund Descriptions

The Corporate Fund accounts for the direct costs of fire suppression, an allocation of administrative costs and other costs that are not attributable to a special revenue fund or the Capital Projects Fund. In addition, the employer’s contribution to the Orland Firefighters Pension Fund is accounted for as an expenditure of the Corporate Fund.

The Tort Liability Fund is a special revenue fund that accounts for all costs of property and liability insurance, workers compensation insurance and risk management activities.

The Rescue Fund is a special revenue fund that accounts for the costs of emergency and rescue crews and equipment.

The Capital Projects Fund accounts for financial resources accumulated for the acquisition or construction of capital expenditures. In general, Capital expenditures, which include land, buildings, apparatus, vehicles, and equipment, reported in the government-wide financial statements are defined by the District as assets with an initial, individual cost of more than \$10,000 and an estimated useful life in excess of one year.

The Ambulance Fund is a special revenue fund that accounts for the direct costs of emergency medical services and an allocation of administrative costs funded by a tax levy restricted for that purpose and also funded by charges for service.

The IMRF Fund is a special revenue fund that accounts for the employer contribution to Illinois Municipal Retirement Fund funded by a tax levy restricted for that purpose.

The Social Security Fund is a special revenue fund that accounts for the employer contribution for Social Security and Medicare funded by a tax levy restricted for that purpose.

The Audit Fund is a special revenue fund that accounts for all costs of the annual audit funded by a tax levy restricted for that purpose.

Fiduciary Funds

Additionally, for financial reporting purposes, the District reports two fiduciary funds including the Orland Professional Firefighters' Pension Fund and the Retiree Health Insurance Fund. The District's contributions to these fiduciary funds are budgeted as expenditures of the funds making the contributions. All other activity of the fiduciary funds are not budgeted.

The Firefighters' Pension Fund accumulates resources for the benefit of the members of the pension fund.

The Retiree Health Insurance Fund accumulates resources for the employer's contribution toward health insurance benefits for the District's retirees.

Financial Trends of Major Funds

General Fund (Including Corporate Fund, Tort Fund, and Rescue Fund)

	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Budget</u>	<u>2020</u> <u>Budget</u>
Revenue:			
Property Taxes	\$19,510,158	\$20,071,351	\$20,762,581
Other Taxes	111,737	113,778	113,478
Rescue Fees	115,104	100,000	116,000
Dispatch Services	330,785	338,243	373,475
Communication Fees	78,447	66,220	75,356
Fire Prevention Fees	19,865	22,000	35,000
Grant Proceeds	806,092	1,022,900	1,222,900
Insurance Contributions	483,590	528,336	639,772
Interest	24,183	8,985	23,962
Other Revenue	<u>93,863</u>	<u>130,478</u>	<u>82,488</u>
Total Revenue	<u>\$ 21,573,824</u>	<u>\$22,402,291</u>	<u>\$23,445,012</u>
Expenditures:			
Wages	\$ 10,625,921	\$10,621,136	\$10,987,211
Clothing	121,419	94,299	126,133
Benefits	2,826,797	3,091,349	3,304,361
Pension Funding	4,519,720	4,399,240	4,693,583
Continuing Education	40,139	178,786	87,774
Training – Grant	860,271	1,000,000	1,200,000
Supplies	381,367	446,158	399,737
Repairs and Maintenance	184,804	359,053	392,024
Utilities and Fuel	105,324	82,624	83,593
Professional Services	489,016	314,730	369,777
Property, Liability and Workers Comp Insurance	1,069,546	1,189,013	1,180,382
Other	<u>89,782</u>	<u>120,721</u>	<u>120,715</u>
Total Expenditures	<u>\$21,314,106</u>	<u>\$21,897,109</u>	<u>\$ 22,945,290</u>
Revenue in Excess of Expenditures	\$ 259,718	\$ 505,182	\$ 499,722
Beginning Fund Balance	9,353,548	9,334,936	9,558,656
Transfer to Capital Projects Fund	300,000	200,000	200,000
Ending Fund Balance	<u>\$ 9,160,067</u>	<u>\$ 9,134,936</u>	<u>\$ 9,858,378</u>

Ambulance Fund

	2018	2019	2020
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Revenue:			
Property Taxes	\$ 8,537,750	\$8,700,000	\$ 8,700,000
Other Taxes	31,492	32,222	31,522
Ambulance Fees	3,863,618	3,275,000	3,800,000
Dispatch Services	754,415	791,042	873,437
Communication Fees	145,536	154,866	176,234
Insurance Contributions	370,492	412,083	495,054
Interest	56,427	21,014	56,038
Other Revenue	<u>30,557</u>	<u>48,442</u>	<u>31,862</u>
Total Revenue	<u>\$13,790,287</u>	<u>\$13,434,669</u>	<u>\$14,164,147</u>
Expenditures:			
Wages	\$ 7,866,036	\$7,960,460	\$ 8,295,381
Clothing	80,629	65,901	86,617
Benefits	2,340,418	2,609,745	2,778,919
Pension Funding	139,866	143,233	156,600
Continuing Education	51,936	55,945	53,155
Supplies	384,767	378,990	352,249
Repairs and Maintenance	475,482	706,723	731,410
Utilities and Fuel	217,213	170,876	172,907
Professional Services	410,490	396,270	469,823
Bad Debt	283,081	250,000	270,000
Other	<u>100,804</u>	<u>114,878</u>	<u>121,883</u>
Total Expenditures	<u>\$12,350,722</u>	<u>\$ 12,853,021</u>	<u>\$13,488,944</u>
Revenue in Excess of Expenditures	\$ 1,439,565	\$ 581,648	\$ 675,203
Beginning Fund Balance	6,171,853	6,226,245	6,231,648
Transfer to Capital Projects Fund	161,246	900,000	1,000,000
Ending Fund Balance	<u>\$ 7,450,172</u>	<u>\$ 5,907,893</u>	<u>\$ 5,906,851</u>

Capital Projects Fund

	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2020 Budget</u>
Revenue:			
Sale of Fixed Assets	\$ 1,618	\$ 225,000	\$ -
Interest	<u>1,099</u>	<u>-</u>	<u>-</u>
Total Revenue	<u>\$ 2,717</u>	<u>\$ 225,000</u>	<u>\$ -</u>
Expenditures:			
Building Renovations and Repairs	\$ 147,540	\$ 62,000	\$ 43,000
Vehicles	<u>432,455</u>	<u>749,000</u>	<u>640,615</u>
Total Expenditures	<u>\$579,995</u>	<u>\$ 811,000</u>	<u>\$ 683,615</u>
Revenue in Excess of Expenditures	\$ (577,278)	\$ (586,000)	\$ (683,615)
Beginning Fund Balance	1,288,962	1,253,108	1,486,930
Transfers from Other Funds	461,246	1,100,000	1,200,000
Ending Fund Balance	<u>\$1,172,930</u>	<u>\$ 1,767,108</u>	<u>\$ 2,003,315</u>

Capital Projects Fund Expenditures Descriptions

The following summarizes expenditures of the Capital Projects Fund in 2018, the 2019 Budget and the 2020 Budget.

In 2018, expenditures of the Capital Projects Fund included:

- Remodeling at Station 4;
- Lease payment for two engines;
- Two Chief vehicles;
- Replacement ambulance;
- Loan payment for a truck; and
- Significant improvements at the training facility.

The 2019 budget includes the following expenditures in the Capital Projects Fund:

- Lease payment for two engines;

- Loan payment for 2017 truck;
- Battalion Chief's vehicle;
- Improvements to the training facility;
- Replacement ambulance; and
- Proposed lease payment for an engine and a truck.

The 2020 budget includes the following expenditures in the Capital Projects Fund:

- Lease payment for two engines;
- Loan payment for 2017 truck;
- Loan payment for 2019 engine;
- Two staff vehicles;
- Replacement ambulance; and
- Improvements to the training facility.

Non-recurring Capital Expenditures

No non-recurring capital expenditures have been included in the capital projects fund of the 2020 budget. There is a non-recurring expenditure included in the Capital Projects Fund Plan. The replacement of self-contained breathing apparatus for the firefighters is expected in 2021, with an estimated cost of \$450,000.

Capital Projects Fund Plan

The District has developed a five-year Capital Projects Fund Plan which considered future needs for fleet replacements, significant building projects, and non-recurring equipment. Each year, the five-year Capital Plan will be reviewed.

The five year Capital Projects Fund Plan is summarized below

	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>	Projected <u>2023</u>	Projected <u>2024</u>
Expenditures:					
Lease- Pierce pumper	\$142,000	\$ 385,555	\$ -	\$ -	\$ -
Lease – Truck	97,000	97,000	97,000	97,000	97,000
Ambulance	250,000	275,625	289,406	303,876	319,070
Engine	41,615	41,615	88,000	88,000	88,000
Staff Cars	110,000	129,780	68,135	51,051	150,238
Truck	-	180,000	-	-	250,000
SCBA	-	450,000	-	-	-
Command Van	-	550,000	-	-	-
Renovations:					
Stations	-	300,000	290,000	180,000	180,000
Training Facility	43,000	75,000	75,000	75,000	-
Fleet Maintenance	-	-	-	-	-
Total Expenditure	<u>\$ 683,615</u>	<u>\$2,484,575</u>	<u>\$907,541</u>	<u>\$794,927</u>	<u>\$1,084,308</u>

The expenditures of the Capital Projects Fund are planned to be funded through transfers from other funds and from grants.

Long-Term Financial Policies

Balancing the Operating Budget Policy

The Board has adopted a Balancing the Operating Budget Policy to define a balanced operational budget, to encourage commitment to a balanced budget under normal circumstances and to provide disclosure when a deviation from a balanced operating budget is planned or occurs.

A balanced budget is achieved when the total resources, including revenues and spendable prior year fund balances, equal or exceed the total budgeted expenditures. A structurally balanced budget is achieved when the total projected revenues that the Board accrues in a fiscal year are equal to or greater than the total expenditures. Each governmental fund shall have a structurally balanced budget both at adoption and at year end, unless it includes spendable prior year fund balance.

Fund Balance Policy

Governmental Funds report the difference between assets and liabilities as fund balance.

The Board adopted a Fund Balance Policy to ensure the District maintains adequate fund balances and reserves to:

- Provide sufficient cash flow for daily financial needs,
- Secure and maintain investment grade bond ratings,
- Offset significant economic downturns or revenue shortfalls, and
- Provide funds for unforeseen expenditures related to emergencies.

The policy also defines funds and defines categories of fund balance.

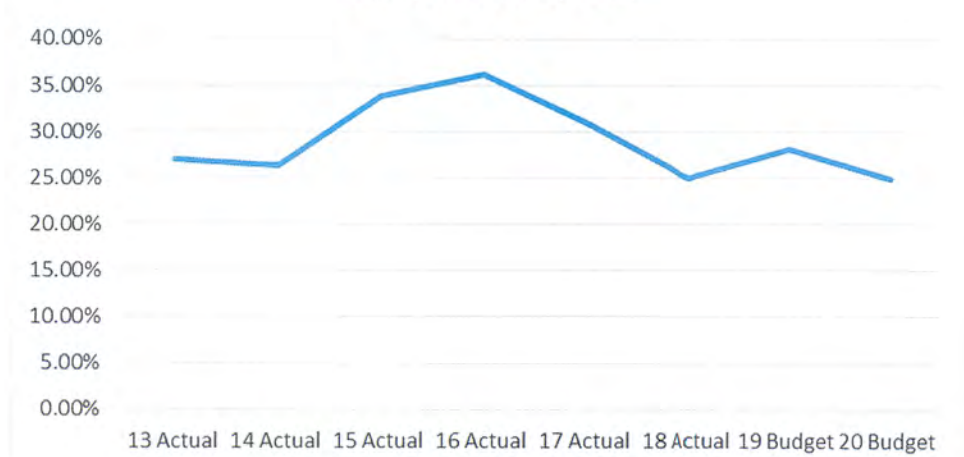
Minimum fund balance is defined in this policy also. The District will have an aggregate target fund balance in its General Funds and Special Revenue Funds ranging from 20 percent to 30 percent of the current year's budgeted expenditures at the point in the year when cash balances are the lowest. This minimum fund balance is to protect against cash flow shortfalls related to timing of projected revenue receipts and to maintain a budget stabilization commitment.

Should the aggregate fund balance of the General Fund and Special Revenue Funds exceed the maximum 30 percent range, the District will consider such fund balance surpluses for one-time expenditures or transfers that are nonrecurring in nature and which will not require additional future expense outlays for maintenance, additional staffing or other recurring expenditures.

Changes in Fund Balance

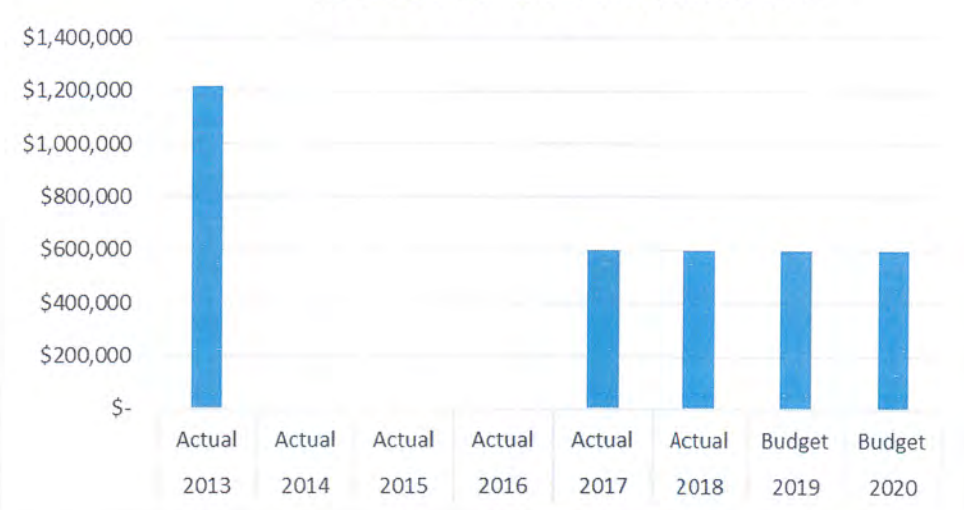
Fund balance as a percentage of expenditures of the General and Ambulance Funds are analyzed after audit completion each year. This percentage is then reduced by 16.7% (two months) to estimate fund balance at the lowest point of the year (February 28th). Transfers to either the Capital Fund or Retiree Health Fund are then considered. Fund Balance as a percentage of operating expenses at the lowest point of the year is described in the following chart.

Fund Balance as a %age of Operating Expenses At Lowest Level of Year



Funding of the Retiree Health Fund and Capital Fund are dependent on fund balance levels of the General and Ambulance Funds. Funding of these two funds is described in the following charts.

Retiree Health Trust Contributions



Transfers to Capital Projects



Investment Policy

The Board adopted an Investment Policy which defines the primary objectives of investment activity as safety, liquidity, and yield. All District investments shall be guided by the Public Funds Investment Act. Standard of Care is addressed through delegation of authority, ethics, conflicts of interest and prudence. Internal controls are addressed as are collateralization requirements, diversification requirements, maximum maturities, and reporting requirements.

Debt Management Policy

A Debt Management Policy has been established with a criteria to protect the District’s financial integrity while providing a funding mechanism to meet capital needs. The policy reaffirms the District’s commitment to long-term financial planning. The policy defines the uses for debt, the term of debt, and the types of debt. Legal debt margin calculation is also defined.

Debt

The District has three outstanding debt obligations – General Obligation Debt Certificates, an Installment Contract, and a Loan which are further described as follows.

General Obligation Debt Certificates

General obligation debt certificates, which were used to prepay pension obligations, are direct obligations and pledge the full faith and credit of the District. The amortization schedule ends in 2032 with interest rates ranging between 1.00% to 4.95%. As of December 31, 2019, the outstanding balance will be \$22,430,000.

Installment Contract

An installment contract was entered into for two pumpers. The contract expires in 2021. The contract bears a 3.15% interest rate. As of December 31, 2019, the outstanding balance will be \$474,096.

Truck Loan

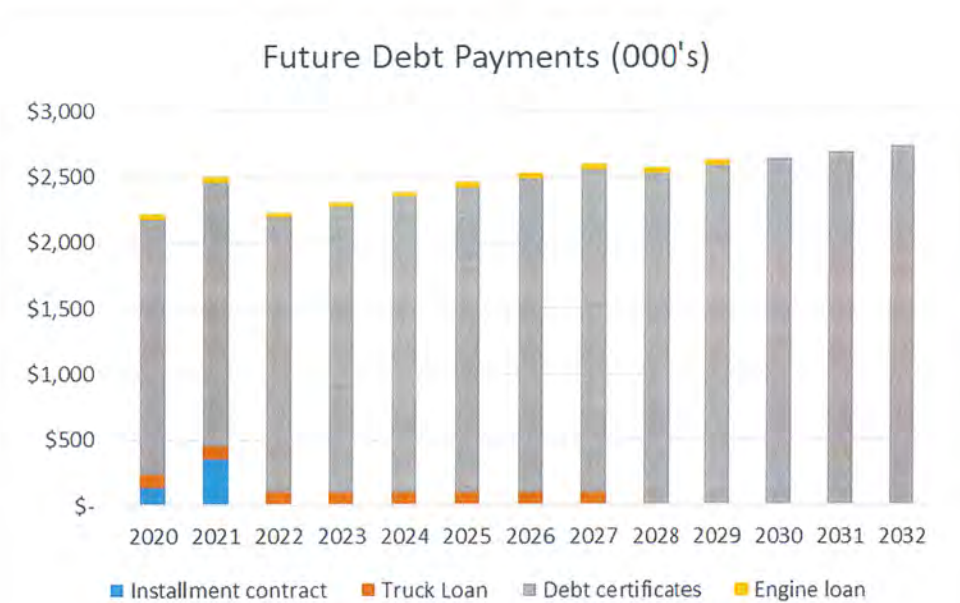
In September, 2017, the District received a loan in the amount of \$834,198 to purchase an aerial truck. The loan will be repaid over a 10-year term with an annual interest rate of 2.95%. As of December 31, 2019, the outstanding balance will be \$686,424.

Engine Loan

In September, 2019 the District received a loan through the State of Illinois in the amount of \$350,000 to offset the costs of a new engine. The loan will be repaid over a 10-year term with an annual interest rate of 1.89%. The first payment is scheduled for November, 2020.

Future Debt Payments

Future debt payments through maturity are summarized in the following chart.



Legal Debt Margin

The District is subject to a legal debt margin calculated in accordance to Illinois state statutes which states that indebtedness shall not exceed 5.75% of the valuation of taxable property. The most current valuation available as of December 31, 2018, reflects the District's assessed valuation of \$2,557,130,691. Applying the 5.75% limitation results in a statutory debt limitation of \$147,035,015. As of December 31, 2019, the District's outstanding debt balance will be \$23,590,520. The limitation exceeds outstanding balance (legal debt margin) by \$123,444,495. Accordingly, the District's outstanding indebtedness is well under the legal limit.

Effects of existing debt levels on operations

The debt certificates were structured so that annual principal and interest payments were less than if the financing hadn't happened. If the actuarial unfunded liability had not been financed, the liability would have been amortized as part of the District's pension contribution. The 2020 interest and principal payments for the debt certificates are \$1,938,759.

The installment contract was issued to finance two pumpers. At the end of the contract, the District has the option of purchasing the pumpers. Interest and principal payments for the installment contract are \$141,401 in 2020.

The loans for the aerial truck and the engine were incurred to spread the cost of the apparatus over the most active life of the vehicle. The District owns the truck and the engine once the loan terms are complete. Interest and principal payments for the truck and engine loans in 2020 are \$97,771 and \$35,000, respectively.

Long Range Financial Plans

The District is in the process of developing a five-year financial plan which will incorporate multi-year staffing plans, vehicle replacement plan, actuarial analysis for pension and retiree health benefits, and a capital plan. The District has developed a five-year capital funding plan to prepare for future capital needs. In addition, the District is preparing a funding policy for the retiree health trust fund.

Budget Ordinance

The proposed 2020 Budget and Appropriation Ordinance follows.

STATE OF ILLINOIS)
) SS
COUNTY OF COOK)

SECRETARY'S CERTIFICATE

I, **Craig Schmidt**, the duly qualified and acting Secretary of the Board of Trustees of the Orland Fire Protection District, Cook County, Illinois, do hereby certify that the attached hereto is a true and correct copy of an Ordinance entitled:

ORDINANCE NO. ____

BUDGET ORDINANCE AND ANNUAL APPROPRIATIONS OF ORLAND FIRE PROTECTION DISTRICT, COOK COUNTY, ILLINOIS FOR FISCAL YEAR BEGINNING JANUARY 1, 2020 AND ENDING DECEMBER 31, 2020

which said Ordinance was adopted by the Board of Trustees at a meeting held on the 19th day of November, 2019.

I do further certify that a quorum of said Board of Trustees was present at said meeting, and that the Board complied with all requirements of the Illinois Open Meetings Act as well as any local ordinance requirements for the holding of meetings.

IN WITNESS WHEREOF, I have hereunto set my hand this 19th day of November, 2019.

Secretary, Board of Trustees
Orland Fire Protection District

ORDINANCE NUMBER _____

**BUDGET ORDINANCE AND ANNUAL
APPROPRIATIONS OF ORLAND FIRE PROTECTION DISTRICT,
COOK COUNTY, ILLINOIS, FOR FISCAL YEAR
BEGINNING JANUARY 1, 2020 AND ENDING DECEMBER 31, 2020**

WHEREAS, the Board of Trustees of the Orland Fire Protection District, Cook County, Illinois, caused to be prepared in tentative form a budget for public inspection, and

WHEREAS, a public hearing on the Budget and Appropriation Ordinance was held on November 19, 2019, and notice of the hearing was given at least thirty days prior thereto as required by law, and all other legal requirements have been met.

NOW, THEREFORE, Be it Ordained by the Board of Trustees of the Orland Fire Protection District as follows:

Section 1: The fiscal year of this Fire Protection District is hereby fixed to begin January 1, 2020 and end December 31, 2020.

Section 2: The following describes the estimated fund balances at the beginning of the fiscal year, an estimate of revenue expected to be received during the fiscal year, estimate of the expenditures contemplated for the fiscal year, estimated appropriations, and an estimate of fund balances at the end of the fiscal year.

Corporate Fund

Estimated Fund Balance, Beginning of Year \$6,075,862

Estimated Revenue:

Rescue Fees	116,000
Insurance Contributions	544,166
Fire Prevention	33,132
Public Education	3,790
Dispatch Services	270,073
Communications Services	53,784
Vehicle Maintenance	1,140
Foreign Fire Insurance	100,000
Training	45,000
Grant	1,200,000
Property Taxes	15,575,938
Replacement Taxes	9,620
Interest	17,102
Other	5,344
Total	<u>\$17,975,089</u>

Subtotal \$24,050,951

Appropriation

Estimated Expenditures:

Sworn Personnel Wages	7,054,129	7,759,542
Clothing	95,287	104,816
Benefits	2,489,468	2,738,415
Tools & Equipment	33,225	36,548
Hose	16,125	17,738
SCBA	18,578	20,436
Fire Investigation	21,800	23,980
Fire Prevention	270,287	297,316
Public Education	133,536	146,890
Information Technology	141,202	155,322
GIS	7,483	8,231
Dispatch	308,370	339,207
Communications	19,859	21,845
Opticom	4,500	4,950
Station Supplies	3,613	3,974
Facilities	161,347	177,482
Fleet Maintenance	179,701	197,671
2% Fund	100,000	110,000
Training	325,284	357,812
Training Grant	1,200,000	1,320,000
Accreditation	34,600	38,060
Pension	2,660,324	2,926,356
Debt Certificates	1,938,759	2,132,635
Administration	334,668	368,135
Public Information	14,109	15,520
Testing	62,000	68,200
Honor Guard	22,361	24,597
Total	<u>\$ 17,650,615</u>	

Estimated Fund Balance, End of Year \$6,400,336

Audit Fund

Estimated Fund Balance, Beginning of Year		\$ 8,725
Estimated Revenue:		
Property Taxes	<u>40,000</u>	
Total	40,000	
Subtotal		48,725
Estimated Expenditures:		<u>Appropriation</u>
Administration	<u>40,000</u>	44,000
Total	40,000	
Estimated Fund Balance, End of Year		<u>\$8,725</u>

Tort Fund

Estimated Fund Balance, Beginning of Year		\$2,271,752
Estimated Revenue:		
Fire Prevention	8,283	
Fleet Maintenance	600	
Training	30,000	
Fitness	20,000	
Property Taxes	<u>2,889,802</u>	
Total	2,948,685	
Subtotal		\$5,220,437
Estimated Expenditures:		<u>Appropriation</u>
Sworn Personnel	1,092,365	1,201,602
Clothing	14,756	16,232
Domestic Preparedness	7,940	8,734
Fire Prevention	67,572	74,329
Opticom	9,000	9,900
Fleet Maintenance	94,579	104,037
Training	216,856	238,542
Fitness	69,665	76,632
Safety	19,500	21,450
Administration	148,500	163,350
Insurance	<u>1,180,382</u>	1,298,420
Total	\$2,921,115	
Estimated Fund Balance, End of Year		<u>\$2,299,322</u>

IMRF Fund

Estimated Fund Balance, Beginning of Year		\$79,744
Estimated Revenue:		
Property Taxes	<u>251,100</u>	
Total	251,100	
Subtotal		\$330,844
Estimated Expenditures:		<u>Appropriation</u>
Administration	<u>251,100</u>	276,210
Total	251,100	
Estimated Fund Balance, End of Year		<u>\$79,744</u>

Capital Reserve Fund

Estimated Fund Balance, Beginning of Year		\$1,486,930
Estimated Expenditures:		<u>Appropriation</u>
Fleet	640,615	704,677
Training Facility	<u>43,000</u>	47,300
Total	683,615	
Transfer from Ambulance Fund		1,000,000
Transfer from Rescue Fund		200,000
Estimated Fund Balance, End of Year		<u>\$2,003,315</u>

Ambulance Service Fund

Estimated Fund Balance, Beginning of Year \$6,204,819

Estimated Revenue:

Insurance Contributions	475,204
EMS	3,814,350
Public Education	947
Dispatch Services	884,950
Communication Services	176,234
Fleet Maintenance	3,780
Property Taxes	8,335,395
Replacement Taxes	31,522
Interest	56,038
Other	<u>17,512</u>
Total	13,795,932

Subtotal \$20,000,751

Estimated Expenditures:

		<u>Appropriation</u>
Sworn Personnel Wages	6,225,760	6,848,336
Clothing	84,097	92,507
Health Insurance	2,173,976	2,391,374
SCBA	60,871	66,958
EMS	415,266	456,793
Public Education	33,384	36,722
Information Technology	462,674	508,941
GIS	24,516	26,968
Dispatch	1,010,438	1,111,479
Communications	65,075	71,583
Opticom	4,500	4,950
Facilities	529,791	582,770
Station Supplies	11,838	13,022
Fleet Maintenance	595,850	655,435
Administration	1,376,461	1,514,107
Public Information	<u>46,232</u>	50,855
Total	<u>13,120,729</u>	

Transfer to Capitol Projects Fund 1,000,000

Estimated Fund Balance, End of Year \$5,880,022

Social Security Fund

Estimated Fund Balance, Beginning of Year			\$36,949
Estimated Revenue:			
Property Taxes	<u>403,995</u>		
Total	403,995		440,944
Subtotal			
Estimated Expenditures:		<u>Appropriation</u>	
FICA & Medicare	<u>403,995</u>	444,393	
Total	403,995		
Estimated Fund Balance, End of Year			<u>\$36,949</u>

Emergency Rescue Fund

Estimated Fund Balance, Beginning of Year \$1,112,453

Estimated Revenue:

Insurance Contributions	76,714
Hazardous Materials	2,900
Dispatch	108,325
Communications	21,572
Fleet Maintenance	480
Property Taxes	1,971,063
Replacement Taxes	3,858
Interest	6,860
Other	<u>2,586</u>
Total	2,194,358

Subtotal \$3,306,811

Estimated Expenditures: Appropriation

Sworn Personnel Wages	1,081,601	1,189,761
Clothing	14,610	16,071
Benefits	350,953	386,048
SCBA	7,451	8,196
Hazardous Materials	34,828	38,311
Water Rescue	56,350	61,985
Technical Rescue	42,748	47,023
Information Technology	56,635	62,299
GIS	3,001	3,301
Dispatch	123,686	136,055
Communications	7,965	8,762
Facilities	65,252	71,777
Station Supplies	1,449	1,594
Fleet Maintenance	75,664	83,230
Administration	118,828	130,710
Public Information	<u>5,659</u>	6,225
Total	2,046,680	

Transfer to Capital Projects Fund 200,000

Estimated Fund Balance, End of Year \$1,060,131

Section 3: The Board's attorney is authorized to file a certified copy of this Ordinance with the Cook County Clerk.

Section 4: The Secretary is hereby authorized to file the budget and appropriations ordinance pursuant to law.

Section 5: This Ordinance shall be in full force and effect from and after its passage, approval and publication as provided by law.

Adopted this 19th day of November, 2019, by the following roll call vote:

AYES: _____

NAYS: _____

ABSENT: _____

President, Board of Trustees
Orland Fire Protection District

ATTEST:

Secretary, Board of Trustees
Orland Fire Protection District

Glossary

Accreditation – a process including self-assessment, community risk analysis, standards of cover and strategic planning.

Actuarial unfunded liability – an actuarial term that refers to the difference between the actuarial values of assets and the actuarial accrued liabilities of a plan.

Advanced Cardiac Life Support certification – a certification evidencing proficiency at clinical interventions for the urgent treatment of cardiac arrest, stroke and other life-threatening medical emergencies, as well as the knowledge and skills to deploy those interventions.

Aerial truck - a vehicle equipped with an aerial ladder, elevating platform, or water tower that is designed and equipped to support firefighting and rescue operations by positioning personnel, handling materials, providing continuous egress, or discharging water.

Agency Tax Rate Report – a report used to show the tax rate calculations performed by the Cook County Clerk for each taxing district.

Ambulance crew – a team of emergency responders who treat illnesses and injuries that require an urgent medical response, providing out-of-hospital treatment and transport to definitive care.

Appropriation – a sum of money or total assets devoted to a special purpose.

Arson investigators – a team of professionals who help determine the cause of a blaze and, if appropriate, whether criminal activity is involved.

Association of Public Safety Communications Officials – an organization whose mission is to be a leader in providing public safety communications expertise, professional development, technical assistance, advocacy and outreach to benefit its members and the public.

Attrition – the reduction in staff through a normal means such as retirement or resignation.

Audit – an examination of an organization’s financial statements and the utilization of resources.

Automated vehicle location - a means for automatically determining and transmitting the geographic location of a vehicle.

Automotive Service Excellence certified mechanics – mechanics who have successfully completed the necessary requirements to be certified by the National Institute for Automotive Service Excellence.

Backup dispatch center – a secondary location accomplishing the same goals of Orland Central Dispatch.

Bad Debt – a debt of the District that is unlikely to be paid. District receivables older than one year are written off as a bad debt.

Board of Fire Commissioners – an appointed board to govern hiring and promotional testing processes.

Board of Trustees – an elected board to govern and oversee the operation of the fire district.

Budget – the process of allocating finite resources to the prioritized needs of an organization.

Capital expenditures – Expenditures which results in acquisition of or addition to fixed assets with an initial, individual cost of more than \$10,000 and an estimated useful life in excess of one year.

Cardiac monitor – a piece of equipment which continuously or intermittently monitors of heart activity, generally by electrocardiography, with assessment of the patient’s condition relative to their cardiac rhythm.

Center for Public Safety Excellence – an all-hazard, quality improvement model based on risk analysis and self-assessment that promotes the establishment of community-adopted performance targets for fire and emergency service agencies.

Chief Officer – a sworn firefighter operating at or above the rank of Battalion Chief.

Consumer Price Index (CPI) – a statistical description of price levels provided by the US Department of Labor and used to measure the increase in the cost of living.

CPR – (cardiopulmonary resuscitation) a procedure using mouth to mouth respiration and chest compressions allowing oxygenated blood to circulate to vital organs.

Debt certificates – a certificate of debt (usually interest-bearing or discounted) that is issued by a government or corporation.

Emergency medical dispatch – a systematic program of handling medical calls by trained tele-communicators.

Emergency Medical Services – the treatment and transport of people in crisis health situations that may be life threatening.

Encumbrance – funds that have been reserved when a purchase requisition is approved.

Engineer – rank of sworn personnel who drives the vehicle and operates the pump and aerial.

Engine Company – a fire-department company having charge of one or more fire engines.

Entry-level firefighter testing – a testing process to develop a list of qualified potential entry-level firefighters.

Equalization factor is a factor, established by the Illinois Department of Revenue, used to bring the aggregate value of assessments within Cook County to 33 1/3% of the estimated actual fair

market value of all real property in Cook County. This factor, also called the "multiplier," is recalculated by the state each year.

Equalized assessed valuation is the assessed valuation of each property multiplied by the equalization factor.

Expenditures – the action of spending funds.

Fiduciary Fund – a fund accounting for resources held in trust for the benefit specific purpose.

Fire suppression – a reduction in heat output from the fire and control of the fire to restrict its spread and to reduce the flame area.

Firefighter – a person whose job is to extinguish fires.

First in company – the first arriving unit on any emergency incident.

Foreign fire insurance – payments made by every out-of-state insurance corporation for insurance premiums paid within the District.

Fund – an accounting entity with a self-balancing set of accounts that is used to record financial resources and liabilities, as well as operating activities.

Fund balance - when liabilities are subtracted from assets.

General Funds – all assets and liabilities of an entity that are not assigned to a special purpose fund.

Geographic Information Technology (GIS) – a system designed to capture, store, manipulate, analyze, manage, and present spatial or geographic data.

Governmental fund – a grouping used in accounting for tax supported activities completed by a governmental unit.

Grant – a sum of money received by an organization for a particular purpose.

Hazardous material incident – an incident involving hazardous materials or specialized teams who deal with these incidents that have a potential to harm a person or the environment upon contact.

Illinois Municipal Retirement Fund – a defined benefit pension plan for full-time employees who are not eligible to participate in the firefighters' pension fund.

Intra-osseous drills – equipment to inject directly into the marrow of a bone. The technique is used to provide fluids and medication when intravenous access is not available.

ISO Class 1 – the highest rating by the Insurance Service Organization nationwide for fire departments, including water supply and dispatching.

Knox Box – a small wall-mounted safe that holds building keys for fire departments, emergency medical services, and sometimes police to retrieve in emergency situations.

Laryngoscopes – an instrument for examining or inserting a tube through the larynx.

Legal debt margin – a calculation based on Illinois statute stating that a governmental unit's indebtedness should not exceed 5.75% of the valuation of taxable property.

Lieutenant – a sworn firefighter responsible for first line supervision of firefighter/paramedic.

Long-term debt – an amount owed for a period exceeding 12 months from the date of the balance sheet.

Major Funds – those funds whose revenues, expenditures, assets or liabilities are at least 10 percent of the total for their fund category (governmental or enterprise) and 5 percent of the aggregate of all governmental funds in total.

Mission – an organization's purpose.

Modified Accrual – an accounting method under which revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period the associated liability is incurred.

Non-bargaining-unit personnel – personnel not represented by a collective bargaining unit.

Non-residents – a person living outside the boundaries of the District.

Non-sworn personnel – District employees who are not sworn firefighter/paramedics.

Operating Budget – a detailed projection of all estimated income and expenses based on forecasted revenue during a given period.

Opticom – a traffic signal pre-emption device allowing emergency vehicles to pass through intersections.

Ordinance – an authoritative order.

Organizational unit – a subdivision of the District.

Paramedic – a person trained to give emergency care to people who are seriously ill with the aim of stabilizing them before they are taken to the hospital.

Payer mix – the percentage of revenue coming from various sources.

Pediatric education for Prehospital Professional certification – a curriculum designed to teach prehospital professionals how to better assess and manage ill or injured children.

Performance measures – regular measurement of outcomes and results, which generates reliable data on the effectiveness and efficiency of programs.

Prehospital Trauma life support certification – a continuing education program for prehospital emergency trauma care.

Preventative maintenance – maintenance that is regularly performed on a piece of equipment to lessen the likelihood of it failing.

Promotional testing – an examination process designed to simulate situations common to the rank being tested/resulting in an eligibility list for the rank.

Property replacement taxes – taxes paid by businesses to replace revenue that was lost by local government when they lost their power to impose personal property taxes on businesses.

Property tax appeals – a written document, filed by a property owner of a specific jurisdiction and delivered to the underlying local government to effectively question property value.

Property tax caps are limits on the yearly property tax increase for a non-home rule taxing district to five percent or the rate of inflation, whichever is less plus new construction.

Property Tax Extension Limitation Law (PTELL) is a law in the State of Illinois which limits the yearly increase in a non-home rule taxing district's property taxes billed commonly known as property tax caps.

Public Funds Investment Act – an Illinois statute governing the investment of public funds.

Public hearing – a formal meeting for receiving testimony from the public.

Rescue fees – fees associated for the compensation of rescue activities.

Retiree Health Trust Fund – a single-employer defined benefit healthcare plan administered by the District to accumulate assets to pay future retiree health costs.

Revenue – income of a government from taxation, excise duties, customs, or other sources, appropriated to the payment of the public expenses.

Self-contained breathing apparatus – a device worn to provide breathable air in an immediately dangerous to life or health atmosphere.

Shift – a work schedule.

Simulation training – a virtual medium through which various types of skills can be acquired.

Special Revenue Fund – an account established by a government to collect money that must be used for a specific purpose.

Specialty team – an operational team assigned to a specialty task requiring specialty training.

Still District – a geographic boundary that correlates with the closet fire station.

Strategic Plan – a systematic process of envisioning a desired future and translating that vision into broadly defined goals or objectives.

Structurally balanced budget – when recurring revenues equal or exceed recurring expenditures.

Sub-funds – a fund making up part of a larger fund.

Sub-grant – a grant made by one organization using funds previously granted to it by another.

Sworn personnel – a grouping of employees who take an oath to uphold and defend the constitution and the state and to discharge his duties to the best of his ability.

Tax Extension – a calculation of total property taxes available to be collected in a tax year as calculated by the Cook County Clerk.

Tax levy - a taxing district's request for revenue to be obtained from property taxes.

Tax rate – a calculation based on the tax levy, reduced by statutory limitations, divided by the total equalized assessed valuation of a taxing body. The tax rate is the rate per \$100 of equalized assessed valuation that must be paid for the tax year.

Tax rate ceiling – the maximum tax rate allowed for a fund as set by Illinois statute.

Technical rescue incidents – an incident requiring the use of tools and skills that exceed those normally reserved for firefighting and emergency medical services.

Tentative Budget – a budget which has not yet been formally adopted by a governmental unit.

Time studies – a structured process of measuring work.

Truck companies – a crew of firefighters assigned to a piece of fire apparatus equipped with an aerial device.

Water rescue incident – an incident requiring specialty trained personnel in or adjacent to a body of water.