

Reviewed & approved by OSFR Board of 6/13/17

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approved by Greene Co. BOC**

OLD SALEM FIRE & RESCUE

OSFR Strategic Plan -2018 Business Plan

(2018 Plan and Budget Request)

Treasurer - OSFR Board

Jack Horn

6/15/2017

June 15, 2017

I. Old Salem Fire and Rescue Department - geographic area covered - Tax District 9

- District 9 Coverage - 38.7 Sq. Miles, 24,000 acres
- 9+ sq mi of Lake; 86+ mi of lake shoreline
- 122 miles of roads
- 4900+ rooftops
- from 278 bridge north of I-20 south down hwy 44 to hwy 44 bridge, including Reynolds "peninsula"

II. Old Salem Fire and Rescue Operations Data

- Personnel:
 - Volunteers - **6**
 - Paid Firefighters (including officers) - **23**
- Management - 7 member Volunteer Board of Directors, elected by taxpayers.
- Assets:
 - Buildings - Carey Station 91; Reynolds Station 92; Fire Boathouse
 - Vehicles - 5 firefighting; 2 pickups; 1 fire boat, Fire Chief's Car (donated).
 - Assets Aging
- Calls: 500-600/year. 65-75% medical, False Alarms 12-15%, Accident 8-10%, Rescue 2-3%, 3-5% Fire, Other (Hazmat, etc) 1-2%
- Current ISO rating 4/4 achieved 2/2015.

III. Demographic Situation

- Many part time residents (30%+)
- Many are aging/retirees
- Area served undergoing significant infrastructure growth, i.e.
 - 200+ new rooftops currently under construction in multiple neighborhoods 2016 thru current;
 - new subdivisions, other new infrastructure such as "The Glens" assisted living complex behind Cowles Clinic, Del Webb Expansion; LOA expansion, etc
 - new businesses increasing/expanding

June 15, 2017

OSFR Strategic Plan Components - 2018 Business plan and Proposed Budget

Note: 2018 Budget assumes no new Fire District Tax Revenue increases.

Strategic Plan Elements for 2018 FY, and resultant 2018 plans:

1. Continue to ensure OSFR personnel, (Paid Firemen and Volunteers) are trained/certified at the appropriated levels to ensure capabilities to properly serve the Citizens of Fire Tax District 9.

- 2018 - Continue to develop and execute training to ensure OSFR at least stays at ISO rating of 4/4.

2. Ensure sufficient and appropriate numbers of certified personnel to meet state/national requirements, and growing demand for services.

- 2018 - completion of station 92, also funding for 2 full time equivalent (24x7x52 weeks/yr) certified firefighters, fully staffed by end of mid 2018 to man "new" Station 92. (*sourced from current Fire Tax funding levels for 2017 & 2018+*)

- 2018 - continue and increase efforts to secure additional Volunteer firefighters. Encourage and support certification efforts for volunteers. But, begin plans for transition to all paid firemen due to District 9 demographics, e.g., aging, decreasing availability, and/or interests of potential Volunteers.

- 2018 - Consider and implement as funding is available, multi year salary increases for paid firemen, to become (and remain) competitive with increasing hourly rates in the general economy. Any pay increases would be based on performance, certification levels, tenure, and position. (*sourced from current Funding levels*)

3. Ensure all OSFR Assets (land and buildings, vehicles, equipment, and supplies) are sufficient in quantity, and are properly maintained and serviced to meet the demands.

- 2017 - Implement "rotational acquisition plan" begun in 2016 for turnout gear - do for turn out gear, communications equipment, SCBA gear, and others as appropriate.

- 2018 Consider and implement (depending on availability of SPLOST funds), possible replacement/repair of all bay doors windows in Station 91,

- 2018 develop replacement plan for Engine 901; also need for ladder truck; including options for funding.

Issues OSFR will need to face in next 3-5 Years

1. Infrastructure -

- Need for new fire fighting vehicles to replace aging vehicles (including Fire Boat).
- Need for Ladder Truck.
- Appropriate levels of gear and/or supplies, including rotational replacement plans.
- Planned maintenance/repair of facilities and equipment.
- Facilities expansion/replacement - Station 92 build out operational and staffing costs (by mid 2018) - and/or replacement of Station 91 (long term), and/or Fire boathouse.

2. Personnel -

- Training/Certification for paid and volunteer firemen.
- Sufficient paid personnel to meet any National and/or State and/or County requirements, including +2 FTEs to staff Station 92.
- Proper mix of, and use of, and sourcing of Volunteer firemen over time.
- Transition to all paid firemen.
- Competitive pay levels.

3. County -

- Fire Tax District Funding levels for ongoing operations over time.
- Funding for major capital items - vehicles, buildings, etc. over time.
- Role of SPLOST funds - amount, timing, conditions.
- Contingency plan(s) for a possible future county wide integration and plans for eventual transition to County wide Fire Dept.

4. OSFR Board -

- Continuity of Vision, Strategies for OSFR; Role of OSFR Board; including abilities to appropriately adjust to any "new realities".
- Finding future interested/qualified Board Members/Board Candidates.
- Appropriate levels and methods of "public relations".

Income	FY 16 actuals	RE=Est full yr 2017, based on 1st 8 months Actuals	Proposed FY 18 Budget	Variance 2018 budget vs est. 2017 actuals	Comments - FY 2018 proposed budget vs FY 2017 est actuals
Note: Recall that Fund Raising revenue and expenses no longer part of Operating budget.					
Fire Tax District Revenue	\$570,800	\$853,000	\$850,000	(\$3,000)	for 2018, assume same tax Rev. as 2017 est actual+ small increment due to tax base growth
Interest	\$1,465	\$2,650	\$2,100	(\$550)	Assume same rate as 2017 prorated
Training Classes	\$0	\$0	\$500	\$500	Estimated (need Jay estimate)
Contributions	\$500	\$6,700	\$5,000	(\$1,700)	Best Guess
Excelsior Rent	\$1,800	\$10,800	\$12,000	\$1,200	12 mo at \$1000/mo - assuming they stay in business and continue storing their ambulance at Sta. 91
Miscellaneous	\$3,184	\$1,500	\$2,500	\$1,000	Estimated
Subtotal	\$577,749	\$874,650	\$872,100	(\$2,550)	
Splost Fund	\$0	\$32,649	\$80,351	\$47,702	includes remainder of unspent 2017 SPLOST (\$32,351) plus est 2018 SPLOST refund (\$48,000)
(incl SPLOST)	\$577,749	\$907,299	\$952,451	\$45,152	Best Guess - main difference between 2017 and 2018 is 2017 carry over SPLOST funds
Proposed FY 18 Budget	6/19/17				Red means est 2018 less than 2017 est. actuals
EXPENSES	FY 16 actuals	RE=Est full yr 2017, based on 1st 8 months	Proposed FY 18 Budget	Variance 2018 budget vs est. 2017 actuals	Comments - FY 2018 proposed budget vs FY 2017 est actuals
Buildout Station 92	\$0	\$205,000	\$20,000	(\$185,000)	Assumes Sta. 92 almost completed (90+% in FY 2017)
Boat/Truck/Bldg/Equip Maint	\$33,008	\$51,000	\$65,000	\$14,000	Ageing assets -bldg, equip, truck: assumes no new Engine 901 in 2017
Equipment/Supplies	\$48,060	\$51,000	\$60,000	\$9,000	best guess
Fuel	\$6,380	\$6,800	\$8,000	\$1,200	Assumes Fuel stays roughly same cost rate as 2017, and includes fuel for vehicles located at station 92
Call-outs	\$3,290	\$3,600	\$3,200	(\$400)	Estimated - Volunteers only pd quarterly
Insurances & other payroll costs	\$64,357	\$67,000	\$75,000	\$8,000	OSFR now pays all insurances; Cycling several new ones added/changed in 2016/2017; also Ins & WC impact for 2 new FTEs (6-9? fire fighters) in 2018 (staffing for station 92)
Office Expenses	\$17,688	\$22,000	\$25,000	\$3,000	Estimated; incl stocking built out station 92
Payroll	\$314,863	\$325,000	\$520,000	\$195,000	Staffing Sta. 92 - Estimated- assumes 1 new fte (3-4 firemen) in Nov, and 1 new fte in Feb (3-4 firemen) (Jay/Wanda need to provide better estimate)
Professional Services	\$12,346	\$14,000	\$15,000	\$1,000	estimated
Station Mortgage	\$85,200	\$85,200	\$85,200	\$0	Same as 2016
Training/Material	\$0	\$0	\$2,000	\$2,000	(Jay needs to provide estimate)
Uniforms	\$4,967	\$6,000	\$10,000	\$4,000	for new FTEs and replacements for existing fire fighters (Jay to provide estimate)
Utilities	\$23,659	\$23,600	\$32,000	\$8,400	Estimated -depends on weather and utility costs; also Station 92 estimated to be operational in 2018.
Other	\$300	\$300	\$200	(\$100)	Estimated
Sub Total - Expenses-Incl Sta 92 & Excl Truck/Equip Reserve	\$614,118	\$860,500	\$920,600	\$60,100	2017 includes build out costs for station 92; also est. 2018 Operating Expenses based on 2017 est. full year expenses incl. trends + impacts of station 92 being operational & staffed
Income minus Expense excl Truck/Equip reserve	(\$36,369)	\$46,799	\$31,851	(\$14,948)	positive - some costs for partial year due to + new FTEs
Equipment & Truck Fund	\$30,000	\$30,000	\$30,000	\$0	to support Equip etc reserve
Expenditures + Truck/Equip fund additions	\$644,118	\$890,500	\$950,600	\$60,100	vs 2017
Income minus Expense (incl Sta. 92 & truck/Equip fund)	(\$66,369)	\$16,799	\$1,851	(\$14,948)	positive - some costs for partial year due to + new FTEs
Cash Flow	2016	2017 (est.)	2018 (est.)		
est. Cash Beginning FY + truck/equip fund contrib.	\$240,000	\$203,631	\$250,430		
Total Income (incl SPLOST)	\$577,749	\$907,299	\$952,451		
Total Expenses (Incl Station 92)	\$644,118	\$890,500	\$950,600		
Cash Ending (MMFs & Checking)	\$203,631	\$250,430	\$282,281		
	Est. Mortgage:	\$735,000	at end of 2017		
	Est. Mortgage:	\$709,900	at end of 2018		

Note:
To achieve one 24x7 x 52 weeks FTE firefighter requires 8736 hours/year.
Firefighters work avg 36 hours/week or 1872 hrs/year - This means it will require adding

8736/1872 = 4.6 firemen to the payroll to yield 1 FTE.