

Orland Fire Protection District



Serving the Village of Orland Park, the Village of Orland Hills, and unincorporated areas of Orland Township in Illinois

2021 Budget



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Michael Schofield



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Transmittal Letter

November, 2020

President Evoy and Board of Trustees:

It is our pleasure to present the 2021 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 2021 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 while recognizing the economic hardships caused by the COVID-19 pandemic.

The COVID-19 pandemic has had an impact on most every aspect of our country and has impacted the District in both operational and financial respects. Operationally, new procedures have been put in place regarding patient care, employee self-monitoring, employee quarantining, and facility / fleet maintenance.

Financially, revenue sources have been impacted. Property taxes normally due August 1st now can be paid by October 1st without penalty. Ambulance transports have declined resulting in less revenue. In March 2020, the District instated a spending freeze for all but essential items. Additional protective equipment (PPE) has been purchased. Grant funding has been requested to partially offset costs.

The 2021 budget has been prepared with a conservative property tax collection rate estimates due to the unknown length and severity of the COVID-19 pandemic during the next year. Accordingly, discretionary spending in program budgets was reduced significantly in the 2021 budget. If revenue exceeds projections, the budget will be amended.

The 2021 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 2019 Actual, 2020 Budget and 2021 Budget are presented below.

In 2020, the District issued debt certificates to fund the construction of a replacement maintenance facility and the purchase of an aerial truck and encumbered funds for these projects. Construction of the maintenance facility and the final payment on the truck are assumed to occur in 2021.

In 2021 the District is assumed to benefit from two grants – the DCEO Training Grant and the Cook County Training Grant. The DCEO Training Grant will be used toward improvements to the District's training campus. The Cook County Grant will be used for regional training.

	<u>2019</u> <u>Actual</u>	<u>2020</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>
Total Revenue	\$ 39,120,311	\$ 37,609,160	\$ 38,261,838
DCEO Grant	-	-	(750,000)
Cook County Grant	<u>(2,119,910)</u>	<u>(1,200,000)</u>	<u>(1,200,000)</u>
Total Operating Revenue	<u>\$ 37,000,401</u>	<u>\$ 36,409,160</u>	<u>\$ 36,311,838</u>
Total Expenditures	\$ 38,421,218	\$ 37,117,853	\$ 38,112,340
Training Facility Improvements	-	-	(750,000)
Regional Training Costs	<u>(1,879,354)</u>	<u>(1,200,000)</u>	<u>(1,200,000)</u>
Total Operating Expenditures	<u>\$ 36,541,864</u>	<u>\$ 35,917,853</u>	<u>\$ 36,162,340</u>

Total operating revenue for the 2021 budget is 0.3% less than the 2020 budget. This decrease is due to an assumed 0.8% decrease in property taxes, a 4.0% decrease in ambulance and rescue fees, offset by the assumed sale of apparatus.

Total operating expenditures for the 2021 budget are 0.7% greater than the 2020 budget. This increase is due to a 2.3% increase in wages, an 8.0% increase in health insurance, a 19.7% increase in pension costs, and a 65.8% increase in workers comp costs; offset by significant decrease in program budgets.

Significant Budget Factors

Significant factors considered during the budget process include potential inability of District taxpayers to pay property taxes timely due to the economic impact of the COVID-19 pandemic, potential decrease in ambulance billing revenue due to the COVID-19 pandemic, negotiated wages and benefits, program enhancements, capital needs and retiree health funding.

Property tax revenue represents approximately 78% of District operating revenue. Increases in property tax revenue are limited by tax rate ceilings and property tax caps. Property taxes are assumed to increase by CPI (2.3%), but the collection rate is assumed to be 91.5% which is lower than historical trend due to the economic hardships caused by the COVID-19 pandemic. Ambulance and rescue transports are also assumed to be lower than historical trend due to the COVID-19 pandemic.

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 opened in November, 2019. Local taxing bodies, including the District, agreed to abate a portion of property taxes to incent Von Maur to redevelop the site. 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 operating expenditures. The District's labor agreements with its firefighters and dispatchers end on December 31, 2020 and are currently being re-negotiated. These Labor Agreements, along with the compensation and benefit policies for non-bargaining unit personnel, were considered during the budget process.

During 2020 and during the beginning of 2021, it is anticipated that a number of sworn personnel will retire. The Board has authorized hiring of seven new firefighter/paramedics in February 2021 to fill vacancies and to reduce overtime costs. Staffing of shift Lieutenants, Engineers, and Firefighters is budgeted to remain at current level of 28.

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 2021 budget are:

- Replacement of an ambulance
- Replacement of turnout gear
- 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 2021.

The District is developing a funding policy for the Retiree Health Trust Fund.

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 280 fire agencies internationally Accredited and one of only 98 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. Each year, the District needs to complete an Annual Compliance Report for accreditation; the results from the District's annual report for accreditation were very positive this year. Recommendations set forth from the accreditation process were considered during priority setting of the 2021 budget process.

Over the past several years, Emergency Medical Services has improved and enhanced training, programs and models of care, especially focused on cardiac arrest treatment. The District's paramedics use a high performance CPR model in treating patients and community CPR training has been expanded. In 2019, the save rate for surviving cardiac arrest for District patients was 60%, compared to a national save rate of 33%. 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 each year since 2008.

The District's 2018 and 2019 budgets received recognition from GFOA with its Distinguished Budget Presentation Award; the 2020 budget was submitted to GFOA for consideration of the award.

We sincerely appreciate the efforts of all who have assisted with the preparation of the 2021 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 2021 Tentative Budget for your review and consideration.

Respectfully Submitted,

Michael Schofield, Fire Chief

Kerry Sullivan, Finance Director

District 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, Darwin 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 opened in November, 2019. Plans for redevelopment of the Sears store are being finalized.

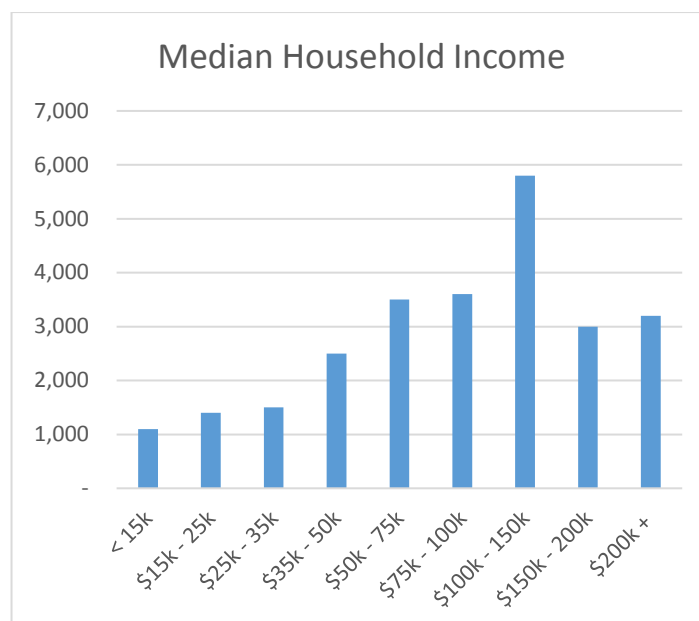
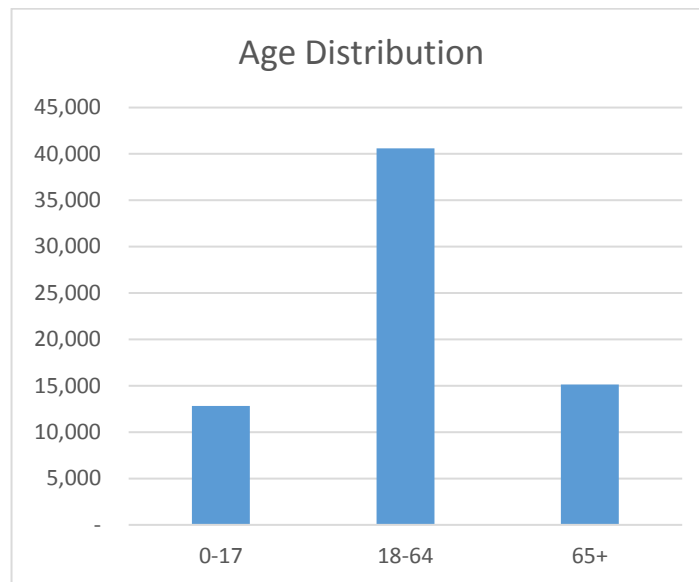
The District is home to two specialty hospitals, 28 schools, one college, 57 big box and large retailers, and many government offices. Along with telecommunications switching stations, internet and cyber facilities, there are numerous high-tension power lines and many underground pipelines in the District.

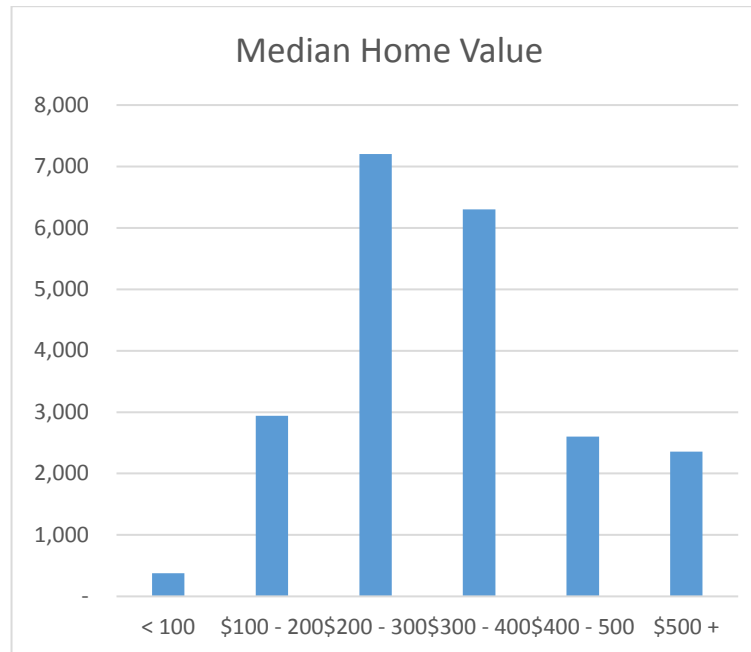
The LaGrange Road corridor is the main traffic thoroughfare in the District moving more than 70,000 vehicles per day. Interstate 80 defines the District's southern border and major state highways run through the District. The area is easily accessible by O'Hare and Midway Airports, several interstate 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 69,545, and the general population can swell to well over 150,000 during the day. Between 2010 and 2020, the population grew 3.7% and is expected to stay fairly flat through 2024. The median age in the District is 44.7 with a median household income of \$88,440 and a median housing value of \$278,054. The unemployment rate in the District was 15.0% in April 2020 due to the COVID -19 pandemic. In December 2019, the unemployment rate was 2.6%. Age, household income distributions and median home values are explained in the following charts.





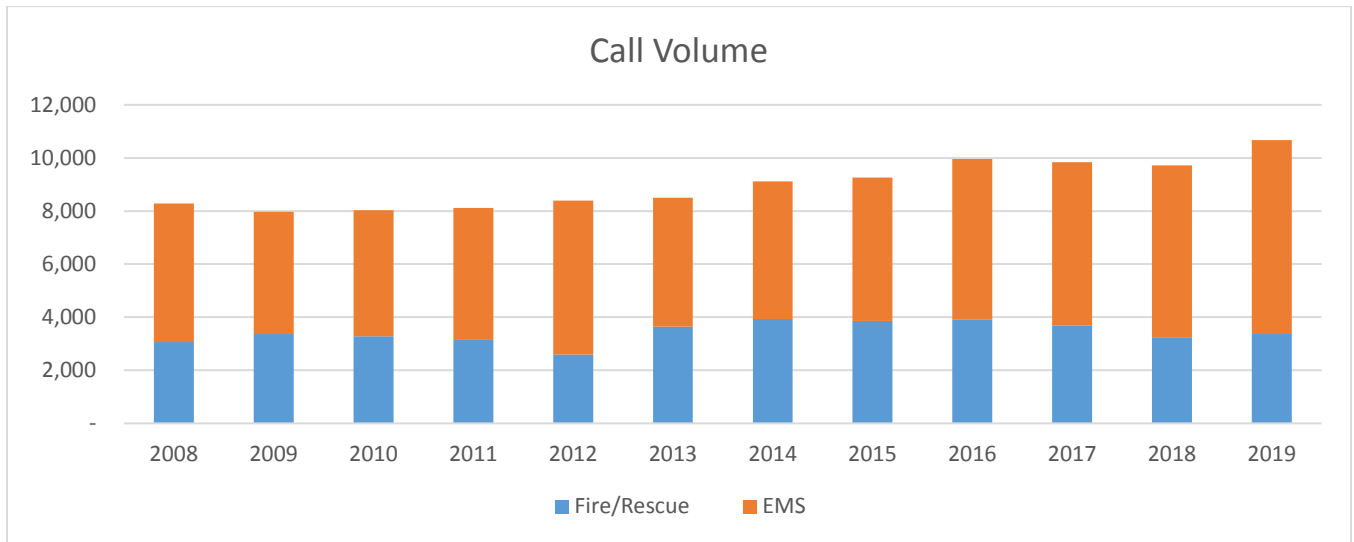
The demand for emergency medical services increases as residents' age increases. Approximately 58.7% of the District's patients are age 60 and older. The percentage of the District's population age 65 and older is 20.3% and is expected to grow exponentially.

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 2019, call volume was 10,666, which was a 9.7% increase from 2018 due mostly to a 12.9% increase in EMS calls. Call volume has increased 32.9% since 2010. Call volume has been impacted by the COVID-19 pandemic. For the first nine months of 2020, call volume was 7,159, a 9.0% decrease from the same period in 2019.

The District has maintained an average median response time of 5 minutes and 38 seconds and responds to 95.4% of emergency incidents in less than 6 minutes and 20 seconds. The national standard is that call to arrival time of 6 minutes and 20 seconds should be reached 90% of the time. The District's performance is favorable compared to the national standard.

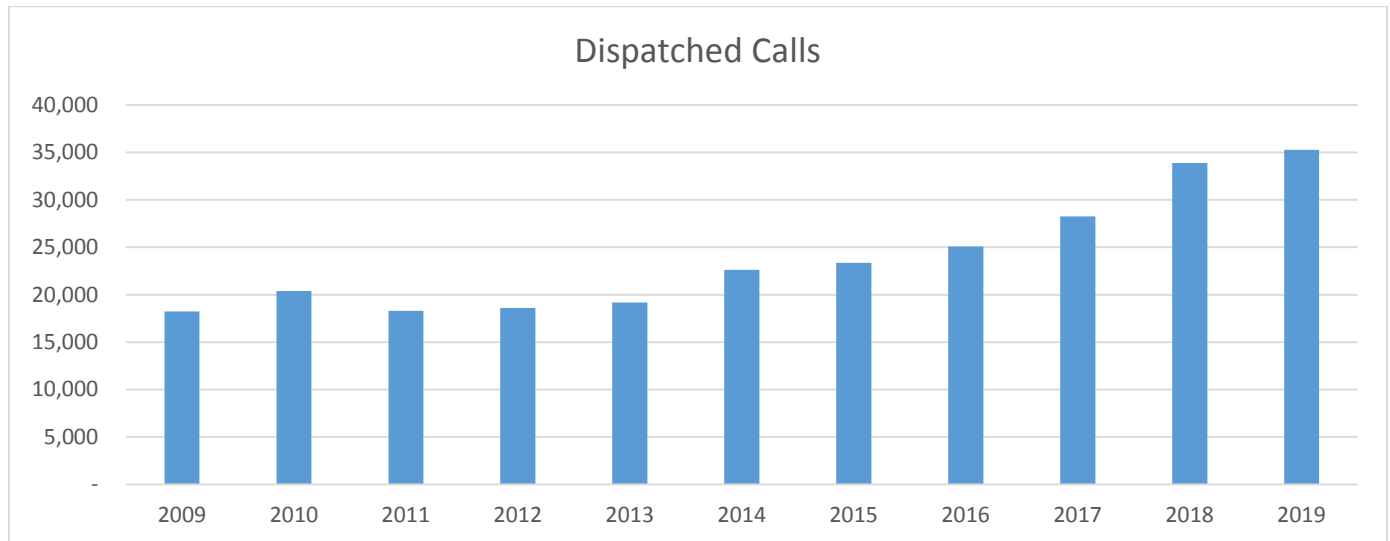
The following chart summarizes historical call volume:



The number of District calls per capita (calls per year per resident) increased from 8 calls per 100 residents in 1990 to 15.34 calls per 100 residents in 2019, 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 CHANGE	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%	0.14369	14.37
2018	9,719	-1.26%	68,500	0.00%	0.14188	14.19
2019	10,666	9.74%	69,545	1.53%	0.15337	15.34

The District operates a fire service only communication/dispatch center (Orland Central) providing dispatching services for the District as well as eight departments who contract for dispatch services. Orland Central dispatched 35,257 emergency calls in 2019, a 4.1% increase since over 2018. 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.

In 2020, debt certificates were issued to construct a new fleet maintenance facility and to purchase a new aerial truck. The new fleet maintenance facility is estimated to be completed in 2021.

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.

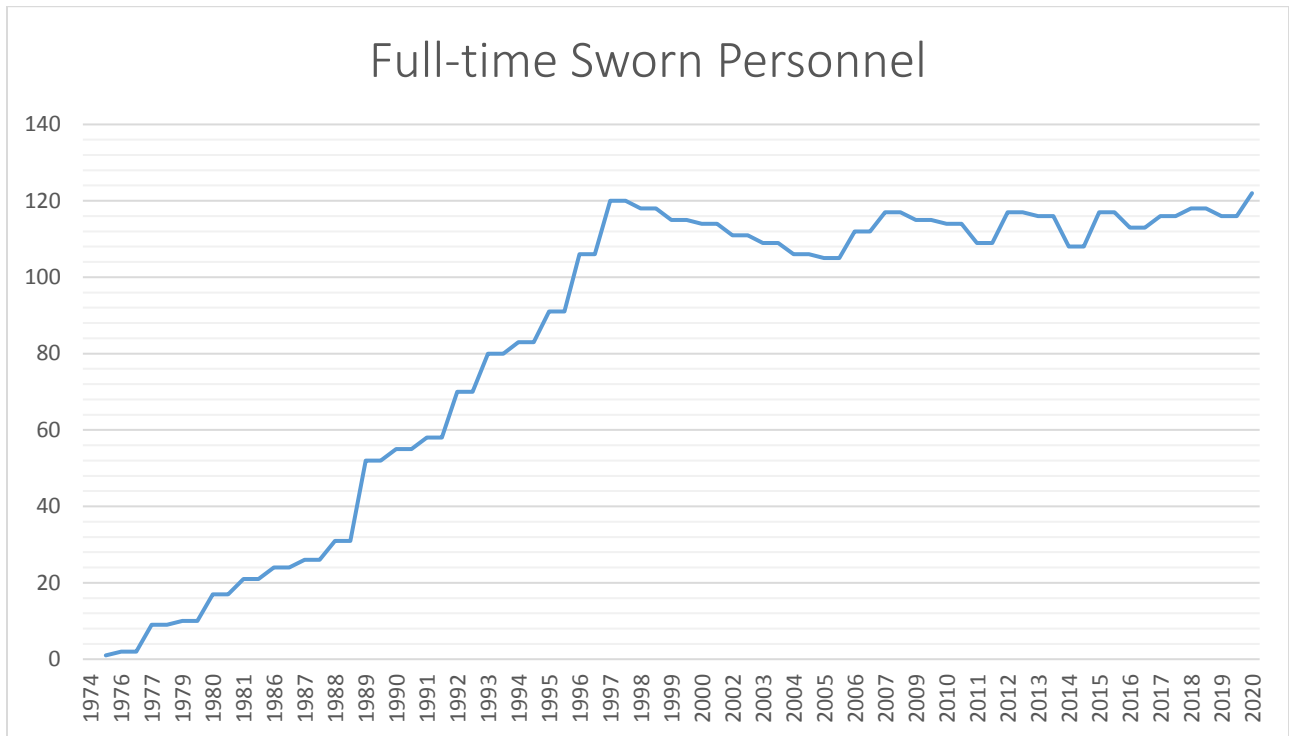
A personnel count of employees follows:

	<u>2019</u> <u>Actual</u>	<u>2020</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>
Sworn Personnel:			
Fire Chief	1	1	1
Deputy Chief	1	1	1
Battalion Chiefs	3	3	3
Administrative B/C	2	2	1
Lieutenants – Days	3	3	3
Lieutenants – Shift	24	24	24
Engineers	24	24	24
Firefighter/Paramedics	<u>60</u>	<u>66</u>	<u>68</u>
Total Sworn Personnel	<u>118</u>	<u>124</u>	<u>125</u>
Non-Sworn Personnel:			
Human Resources	2	2	2
Administration	2	2	2
Finance	3	3	3
Information Technology	1	1	1
Fire Prevention and Public Education	3	3	3
Dispatch	16	12	14
Maintenance	<u>4</u>	<u>3</u>	<u>3</u>
Total Non-Sworn Personnel	<u>31</u>	<u>26</u>	<u>28</u>
Total Sworn and Non-Sworn Staff	<u>149</u>	<u>150</u>	<u>153</u>

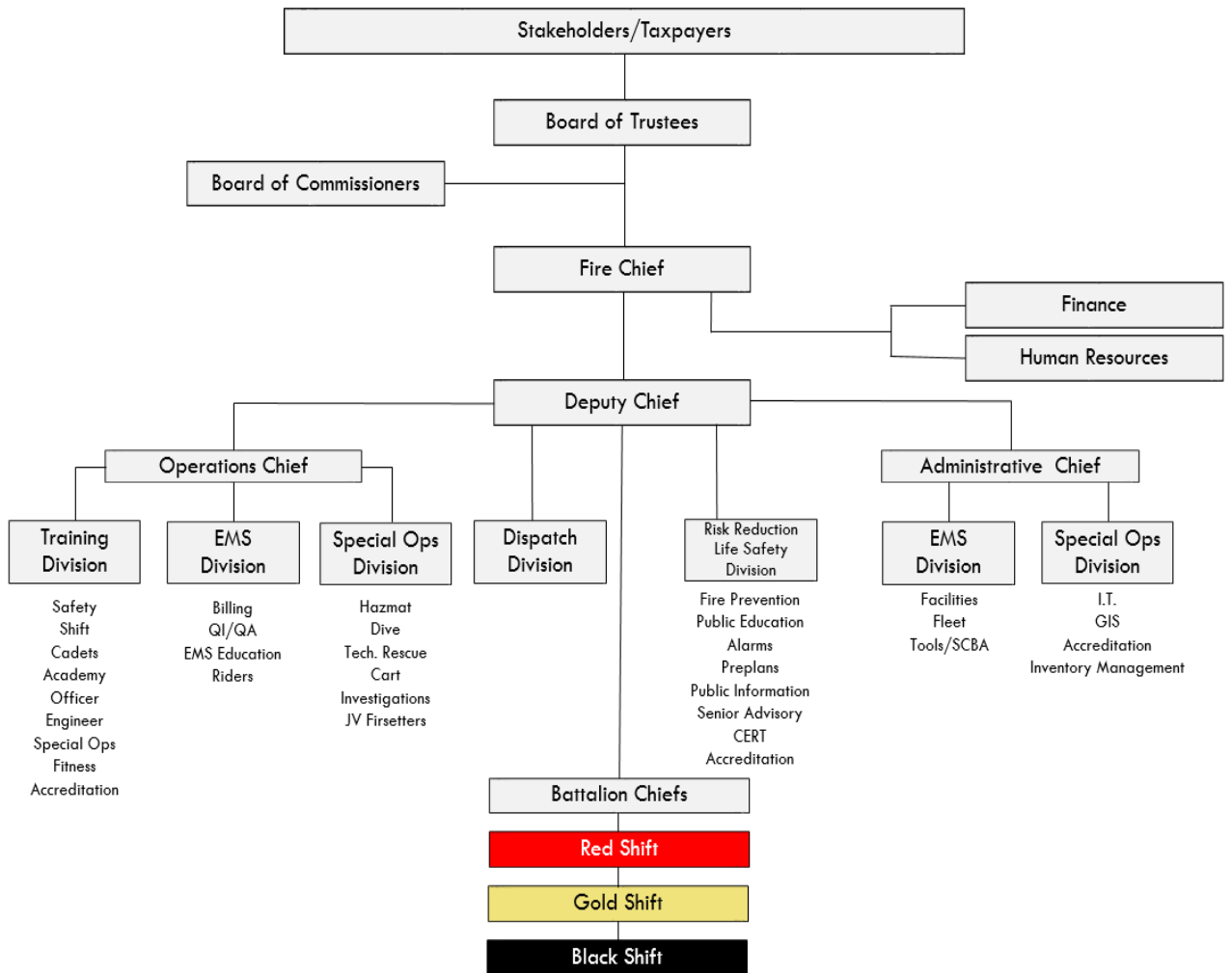
The 2021 budget reflects additional sworn personnel to reduce overtime and to fill anticipated open positions due to retirements. The 2020 budget was higher than 2019 actual experience to cover attrition and to reduce overtime costs.

The count of non-sworn personnel for the 2021 budget is two higher than the 2020 budget due to hiring a dispatch supervisor & a full time dispatcher. The 2020 budget count of non-sworn personnel is five less than the actual count for 2019 due to reducing the number of part-time employees.

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.

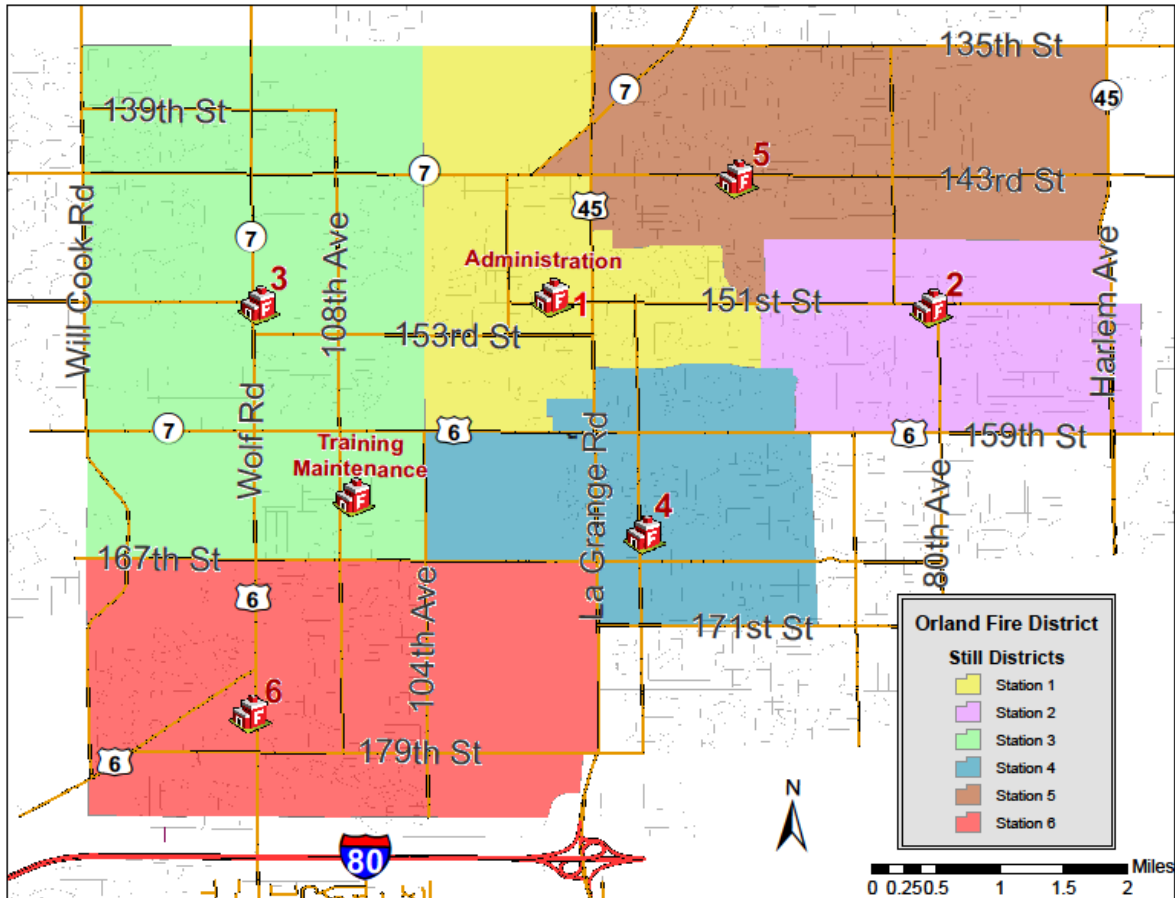


Organizational Chart



District Map

A map of the District follows:



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 at a public meeting. 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.

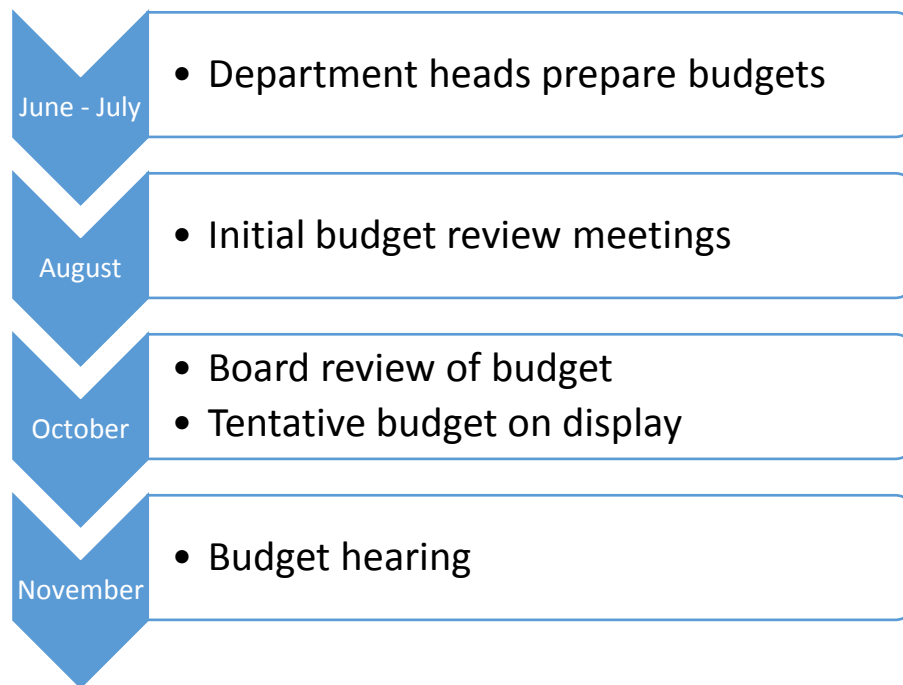
If circumstances occur such that the budget ordinance needs to be amended, the Finance Director and Chief propose an amended tentative budget ordinance to the Board, the tentative ordinance is displayed for 30 days, a public hearing is held, the Board considers adoption of the ordinance, and the approved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

Budget Calendar

The 2021 budget calendar is as follows:

District personnel prepare budget requests	June / July 2020
Initial budget review meetings are conducted with Department heads, Finance Director, Day Shift Battalion Chiefs, Deputy Chief, and Fire Chief	August 2020
Board of Trustees review proposed budget	October 2020
Publication of notice of display of tentative 2021 Budget and Appropriation Ordinance and Notice of the Public Hearing on the 2021 Budget and Appropriation Ordinance	October 2020
Display of tentative 2021 Budget and Appropriation Ordinance	October 2020
Adoption of a Finding regarding the estimated aggregate amount of taxes needed to be raised in the next year	November 2020
Execution of Certificate of Estimate of Revenue	November 2020
Public hearing on 2021 Budget and Appropriation Ordinance	November 17, 2020
Adoption of 2021 Budget and Appropriation Ordinance	November 17, 2020
Publication of 2021 Budget and Appropriation Ordinance	December 2020
Public hearing on proposed 2020 Tax Levy Ordinance	December 2020
Filing of certified and sealed copy of 2021 Budget and Appropriation Ordinance and the Estimate of Revenue with the Cook County Clerk	December 2020

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 by affirmative vote. 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. The Strategic Plan was developed based on SWOT analysis meetings with all employees and with further meetings with department heads, Chief Officers, and Board Members. Developed in the Strategic Plan were the District's mission statement, vision statements, values, guiding principles, master strategic goals and division goals.

District personnel at the direction of the Chief are reviewing strategic plan goals and will recommend updates to the strategic plan to the Board of Trustees in 2021.

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 Budget Summary

An overall summary of the District's 2021 Approved Budget follows with comparisons to the 2020 Approved Budget and 2019 Actual results. In 2020, the District issued debt certificates to fund the construction of a replacement maintenance facility and the purchase of an aerial truck. Construction of the maintenance facility and the final payment on the truck are assumed to occur in 2021.

In 2021, the District is assumed to benefit from the two grants – DCEO Training Grant and Cook County Training Grant. The DCEO Training Grant will be used toward improvements to the District's training campus. The Cook County Grant will be used for regional training.

	<u>2019</u> <u>Actual</u>	<u>2020</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>
Total Revenue	\$ 39,120,311	\$ 37,609,160	\$ 38,261,838
DCEO Grant	-	-	(750,000)
Cook County Grant	<u>(2,119,910)</u>	<u>(1,200,000)</u>	<u>(1,200,000)</u>
Total Operating Revenue	<u>\$ 37,000,401</u>	<u>\$ 36,409,160</u>	<u>\$ 36,311,838</u>
Total Expenditures	\$ 38,421,218	\$ 37,117,853	\$ 38,112,340
Training Facility Improvements	-	-	(750,000)
Regional Training Costs	<u>(1,879,354)</u>	<u>(1,200,000)</u>	<u>(1,200,000)</u>
Total Operating Expenditures	<u>\$ 36,541,864</u>	<u>\$ 35,917,853</u>	<u>\$ 36,162,340</u>

Total operating revenue for the 2021 budget is \$97,322, or 0.3% less than the 2020 budget due to an assumed 0.8% decrease in property taxes, a 4.0% decrease in ambulance and rescue fees, offset by the assumed sale of apparatus.

Total operating revenue for the 2021 budget is \$688,563 or 1.9% lower than 2019 actual results due to a 0.2% decrease in property taxes over the two years, a 11.3% decrease in ambulance and rescue fees, a 0.7% increase in dispatch revenue, and 19.4% increase in sales of fixed assets.

Total operating expenditures for the 2021 budget are \$244,487, or 0.7% higher than the 2020 budget due to a 2.3% increase in wages, a 8.0% increase in health insurance costs, a 19.7% increase in pension costs, and a 65.8% increase in workers comp cost; offset by significant decrease in program budgets.

Total operating expenditures for the 2021 Budget are \$379,574 or 1.0% less than actual 2019 expenditures. Areas where expenditures are expected to increase include – wages (1.0%), continuing education (32.4%), clothing (2.1%), property, liability and workers comp insurance (59.2%). These increases are partially offset by savings in the following areas – supplies (23.5%), repairs and maintenance (11.0%), utilities and fuel (10.7%), professional services (12.2%) and equipment (74.5%).

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.

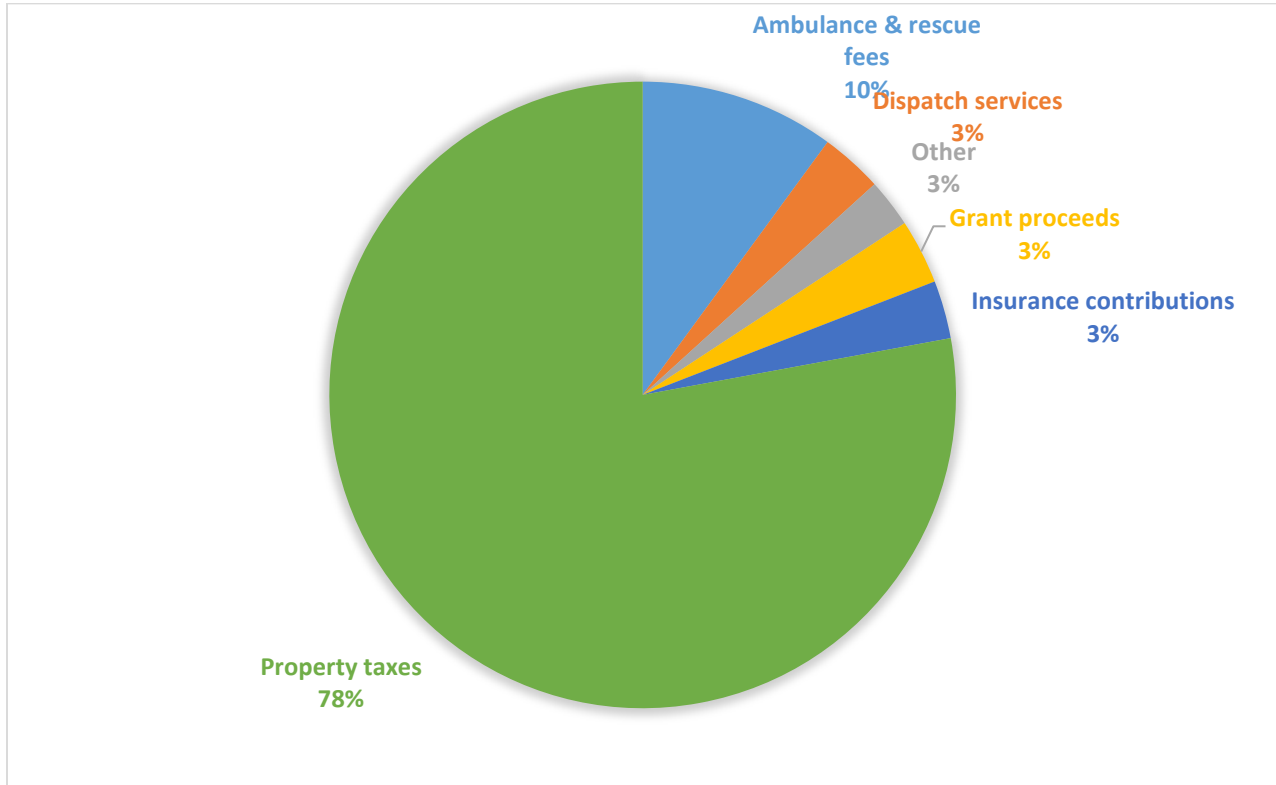
Revenue Financial Trends

Revenue for all funds combined for 2019 Actual, 2020 Budget and 2021 Budget is summarized below:

	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>
Property taxes	\$ 29,283,998	\$29,462,581	\$29,236,901
Other taxes	150,075	145,000	150,000
Ambulance and rescue fees	4,250,753	3,916,000	3,770,000
Dispatch services	1,196,593	1,246,912	1,204,502
Communication fees	254,550	251,592	254,550
Fire Prevention fees	16,322	35,000	15,000
Grant proceeds	2,154,355	1,222,900	2,004,000
Insurance contributions	996,829	1,134,825	1,122,535
Interest	75,304	80,000	80,000
Sale of Fixed Assets	272,212	-	325,000
Other revenue	<u>469,320</u>	<u>114,350</u>	<u>99,350</u>
Total Revenue	<u>\$ 39,120,311</u>	<u>\$37,609,160</u>	<u>\$38,261,838</u>
DCEO Grant	-	-	(750,000)
Cook County Grant	(2,119,910)	(1,200,000)	(1,200,000)
Total Operating Revenue	<u>\$37,000,401</u>	<u>\$36,409,160</u>	<u>\$36,311,838</u>

Budgeted Revenue By Major Category

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



Property Taxes

Property tax revenue for the 2020 and 2021 Budgets and prior years is summarized in the following chart:



Property taxes represent 80.5% of the 2021 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). Properties within the District are currently being re-assessed which will be effective with Tax Year 2020 (Calendar Year 2021) property taxes. 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.

According to the Cook County Assessor, the assessed valuations of District property are expected to decrease 10.17% due to the COVID-19 pandemic. 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 chance of hitting the tax rate ceiling and less of chance of capturing new growth.

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 2.9160 for Tax Year 2019 (Calendar Year 2020).

The District’s Tax Year 2019 (Calendar Year 2020) EAV was \$2,488,805,808, a 0.1% decrease from the District’s Tax Year 2018 EAV due to the change in Cook County’s equalization factor.

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>
2019	\$2,488,805,080	< 0.1%>	2.9160	0.1%
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

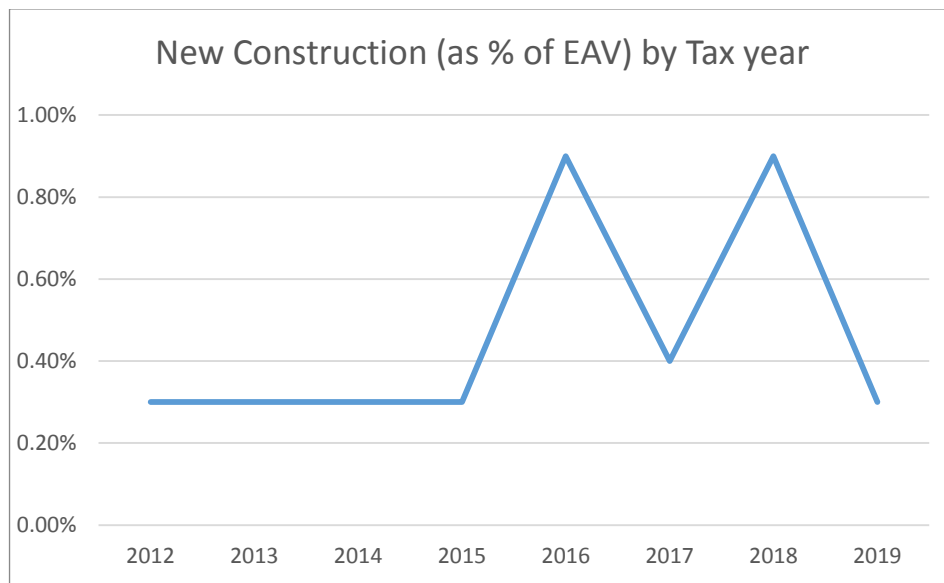
The District has a diverse economic base; approximately 69.1% of the District’s EAV is related to residential development, 29.9% is related to commercial development, and 1.0% is related to industrial development.

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 2020 (taxes paid in 2020), 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 2020, for taxes paid in Calendar Year 2021, is 2.3%. 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>
2020	2.3%
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 2019 was \$7,225,560 or 0.3% of the District’s EAV. New construction as a percentage of the District’s EAV is summarized in the following chart:



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.

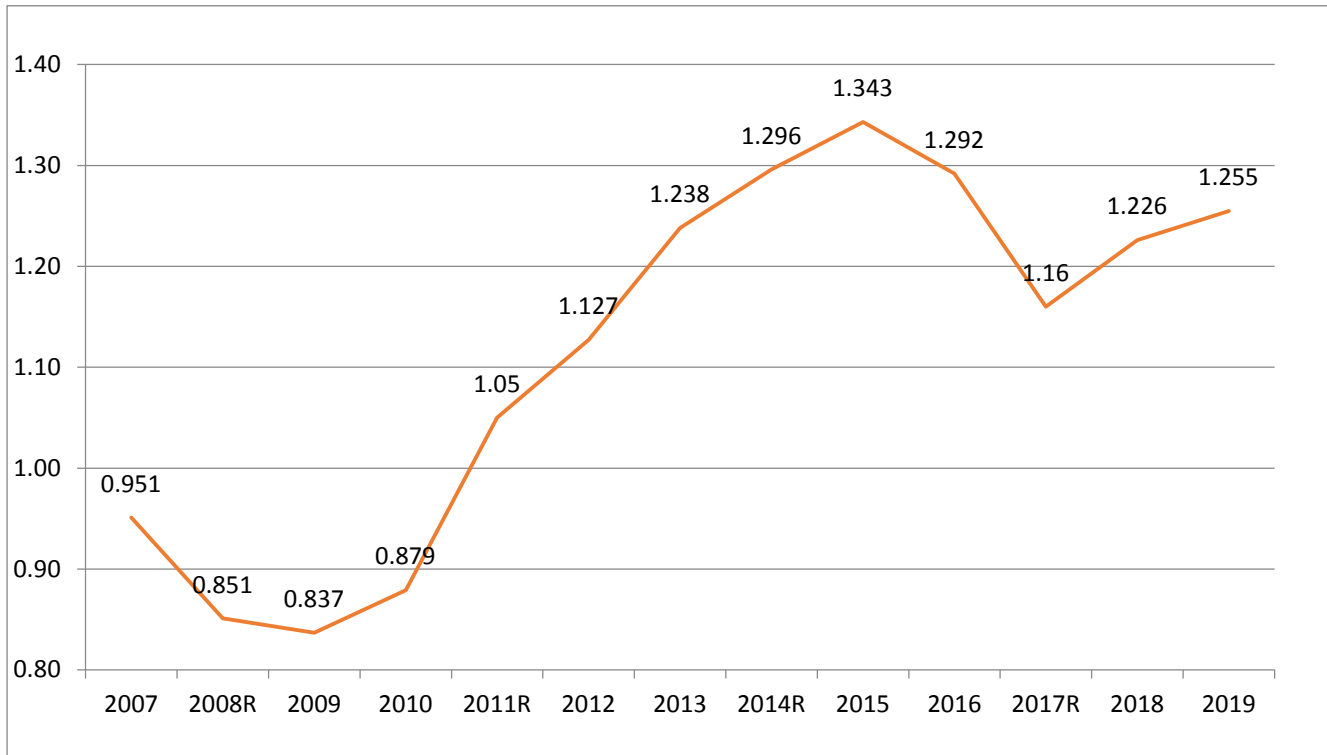
Historical tax extensions and collection rates are summarized below:

<u>Tax Year</u>	<u>Tax Extension</u>	<u>Collection Rate</u>
2019	\$31,234,504	TBD
2018	30,556,538	95.7%
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%.

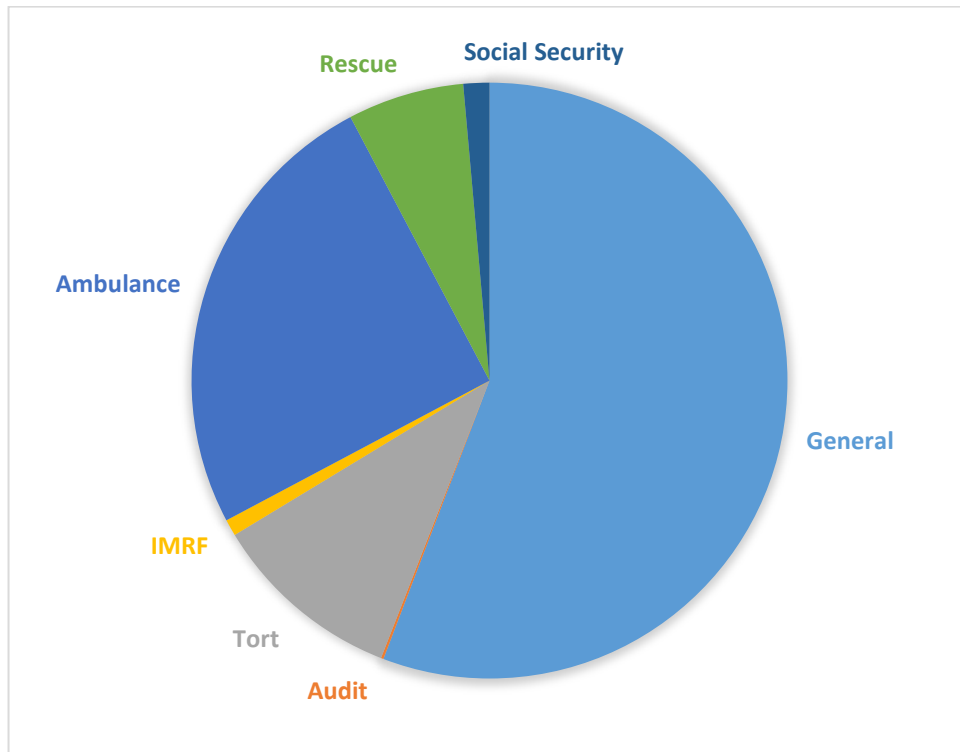
Historical Property Tax Rates by Tax Year are summarized below:



R = Reassessment

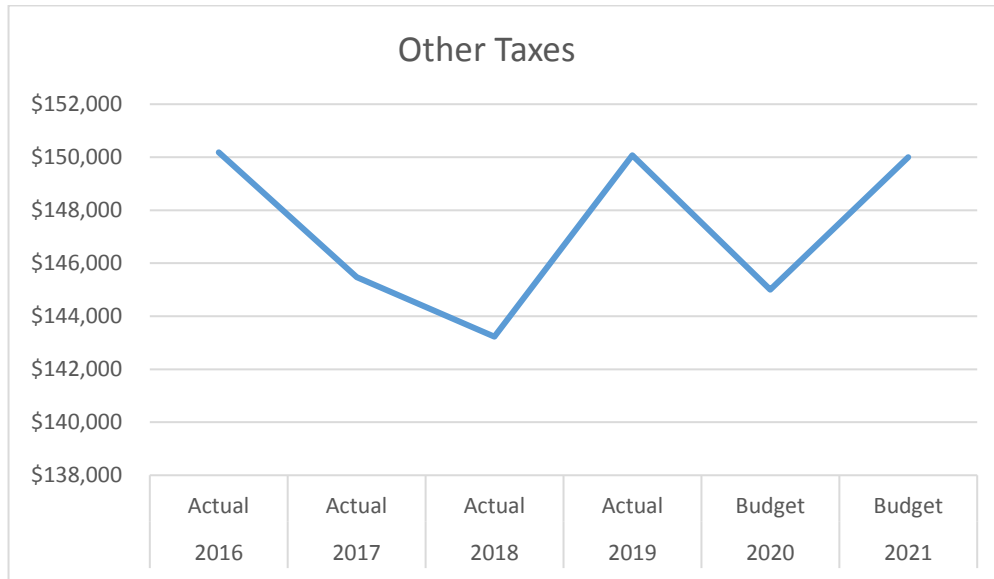
An Agency Tax Rate Report is projected to budget 2021 property tax revenue. For the 2021 budget, it is assumed that the District's EAV will decrease 10.17% as estimated by the Cook County Assessor due to the COVID-19 pandemic. CPI is 2.3% in accordance with PTELL and the assumed collection rate is conservatively estimated at 91.5%. The assumed collection rate is assumed at a rate less than historical trends due to the potential economic impact of the COVID-19 pandemic. Property tax deadlines were extended for the second installment in 2020 so that no late fees were assessed if tax bill were paid by October 1, 2020. As of October 2, 2020, the property tax collection rate for the year is 93.6%.

The following chart summarizes 2021 budgeted property taxes, by fund:



Other Taxes

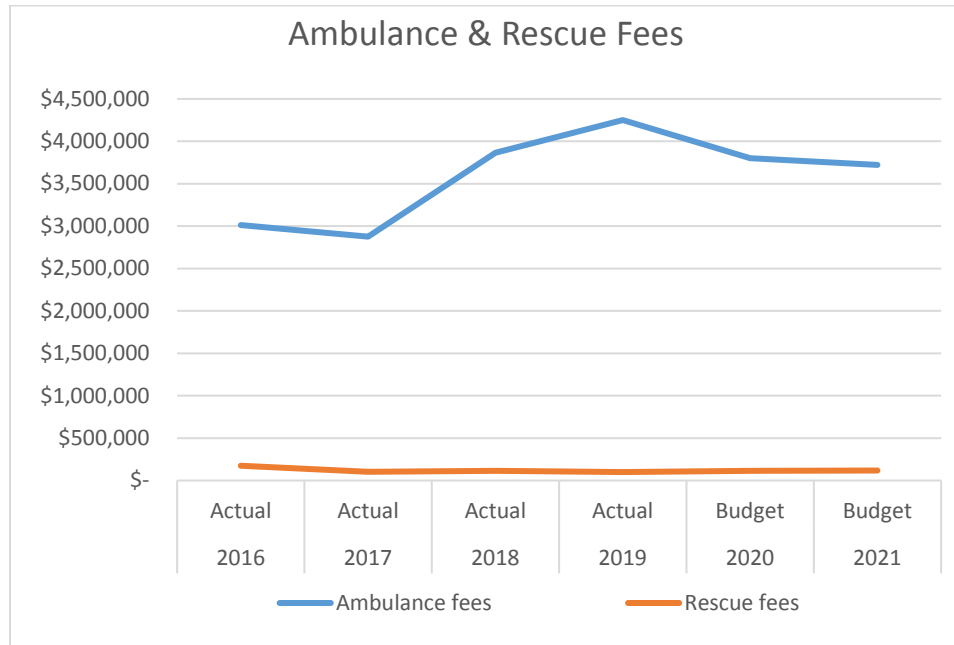
Other taxes for the 2021 Budget, the 2020 Budget and prior years is summarized in the following chart:



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 2021 budget using trend analysis.

Ambulance and Rescue Fees

Ambulance and Rescue fees for the 2021 Budget, the 2020 Budget and prior years is summarized in the following chart:

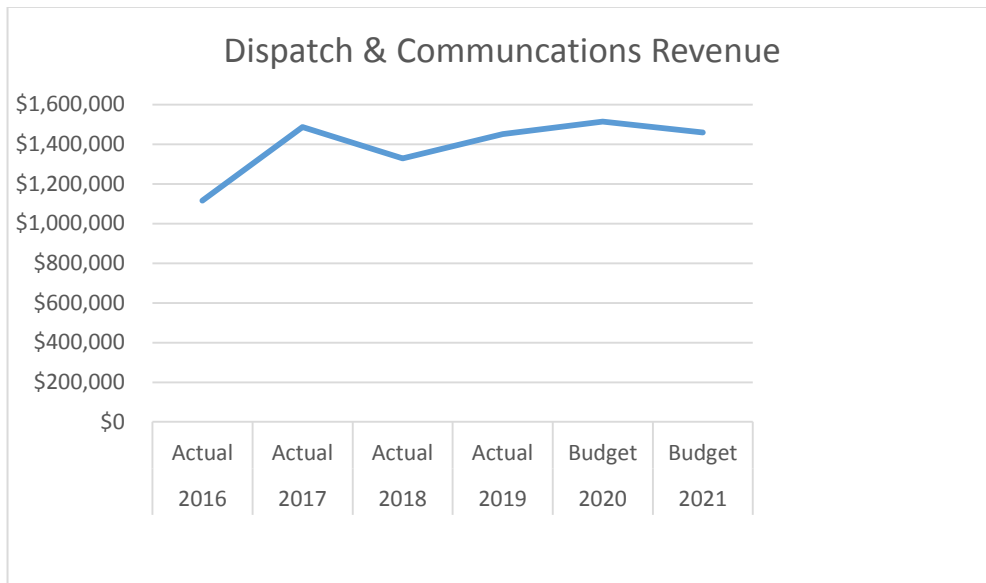


Ambulance and Rescue fees represent 10.3% of the 2021 budgeted operating revenue. The District bills non-residents and the insurance companies of residents for ambulance and rescue services.

Charges for ambulance transport are estimated to be \$2,075 in 2021, which is a 3% increase over 2020. The District accepts Medicare and Medicaid allowances. Charges for rescue services are based on statutory rates for non-residents. For the 2021 budget, transports are assumed to be lower than 2019 due to the COVID-19 pandemic. The District is assumed to receive funding from the Federal Ground Emergency Medical Transportation (GEMT) program in 2021. Rescue fees are not assumed to increase in 2021. 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 2021 budgeted operating revenue. Dispatch and Communications services revenue for the 2021 Budget, the 2020 Budget and prior years is summarized in the following chart:



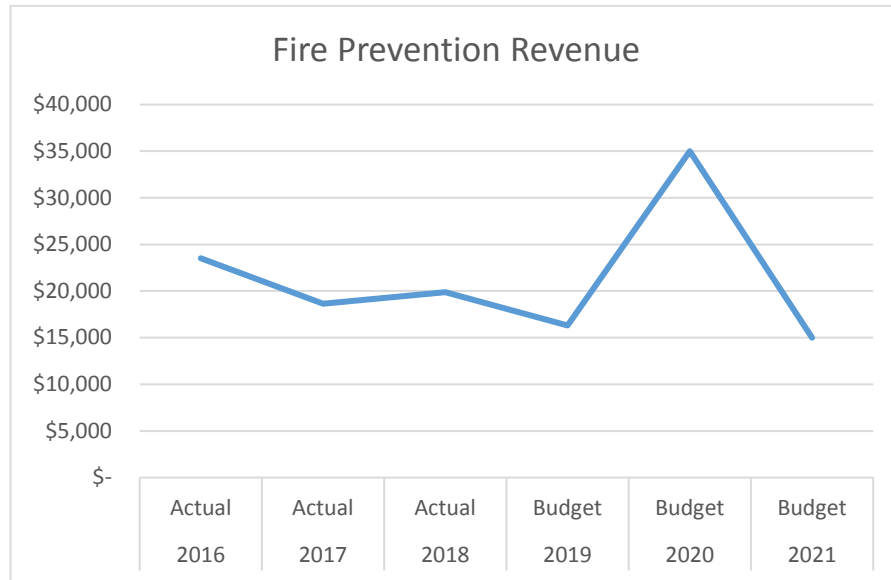
Dispatch revenue includes revenue from dispatch services and alarm services. Currently, the District provides dispatching services for eight fire departments / districts - Calumet City, Oak Forest, Lemont, Country Club Hills, Blue Island, Garden Homes, Merrionette Park and Palos. The contracts for dispatching 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 Johnson Controls. Budgeted revenue from Johnson Controls 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

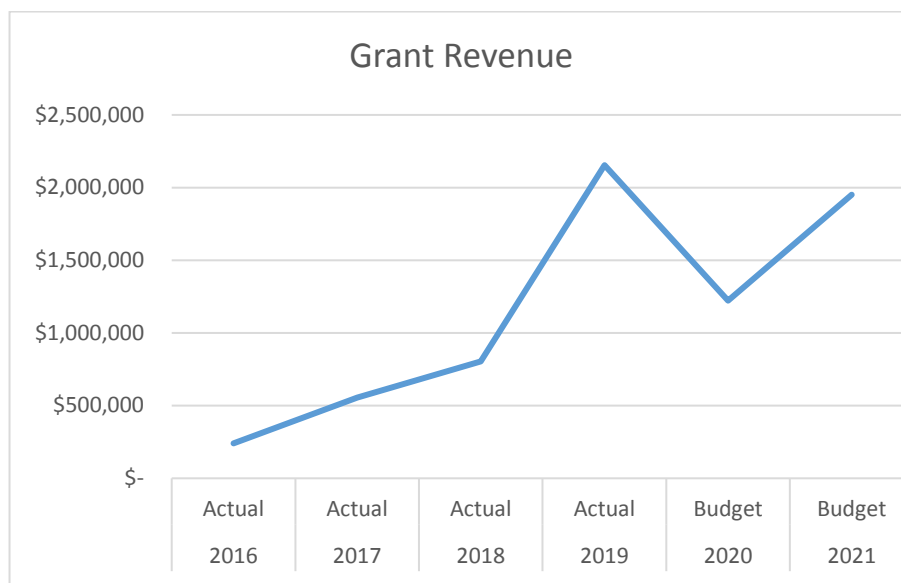
Fire Prevention fees for the 2021 Budget, the 2020 Budget and prior years is summarized in the following chart:



Fire Prevention fees include inspection, re-inspection and false alarm fees. Fees are expected to decrease from the 2020 budget due to the COVID-19 pandemic.

Grant Revenue

Grant revenue for the 2021 Budget, the 2020 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 of Domestic Preparedness (DHS). It is anticipated that grant revenue from this source will approximate \$1,200,000 in 2021.

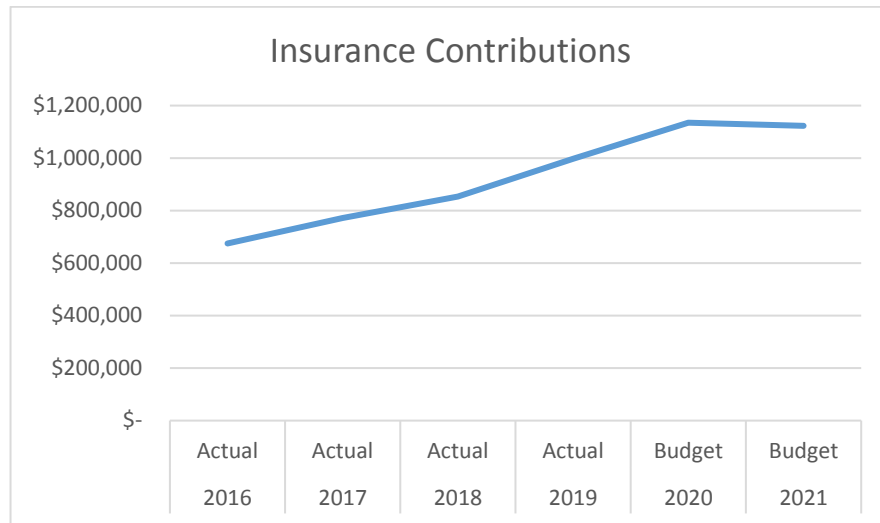
The District has received a \$750,000 grant from the Illinois Department of Commerce and Economic Opportunity (DCEO) which will be spent in 2021.

Grants received or budgeted are summarized as follows:

	<u>2019</u> <u>Actual</u>	<u>2020</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>
Illinois Public Risk Fund (safety)	\$ 32,762	\$ 20,000	\$ 54,000
Cook County Sub-grant	2,119,926	1,200,000	1,200,000
DCEO	-	-	750,000
Other	<u>1,690</u>	<u>2,900</u>	<u>-</u>
	<u>\$ 2,154,355</u>	<u>\$ 1,222,900</u>	<u>\$ 2,004,000</u>

Insurance Contributions

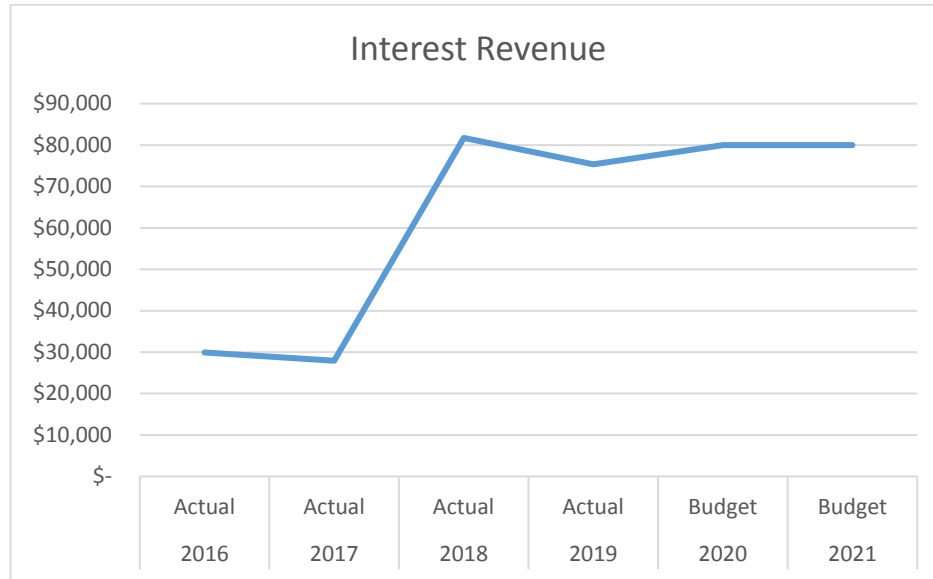
Insurance contributions represent 3.1% of the 2021 budgeted operating revenue. Insurance contributions for the 2021 Budget, the 2020 Budget and prior years is summarized in the following chart:



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

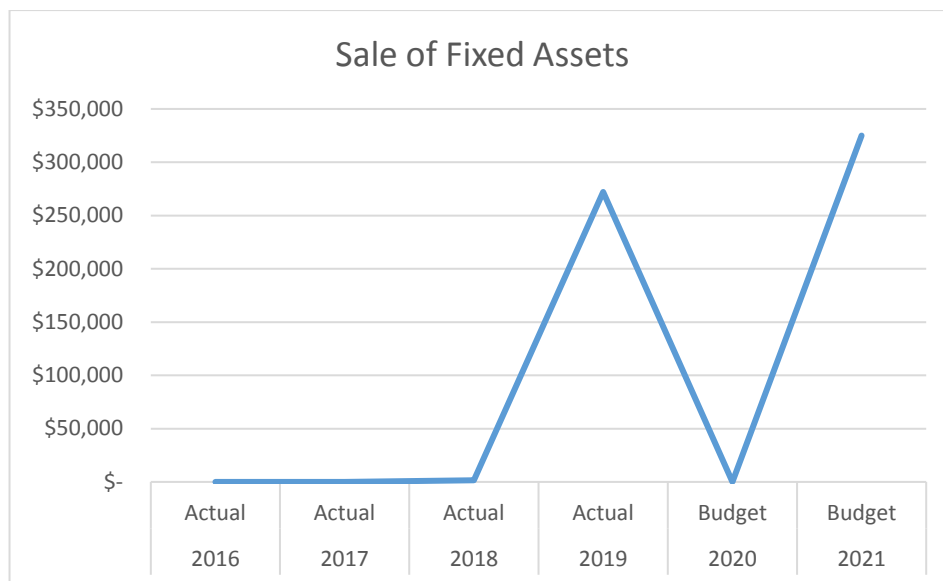
Interest

Interest revenue for the 2021 Budget, the 2020 Budget and prior years is summarized in the following chart. Interest is budgeted for 2021 based on trend analysis.



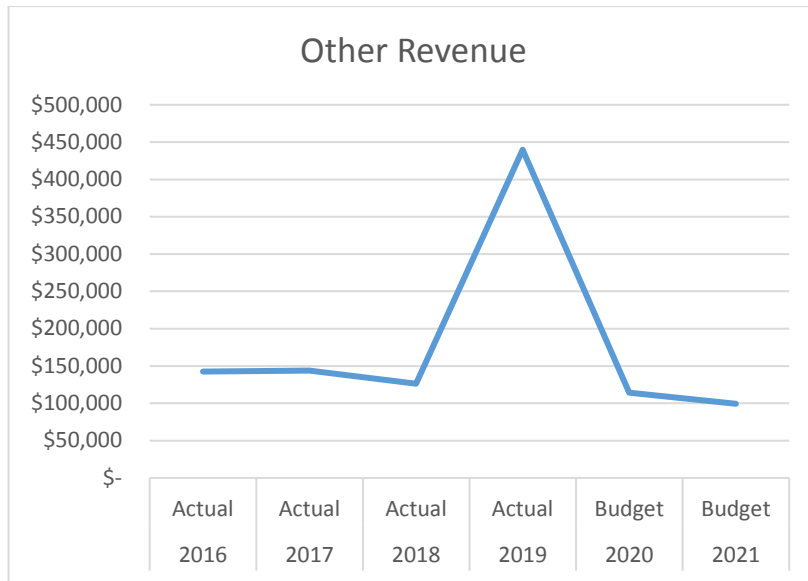
Sale of Fixed Assets

Sale of Fixed Assets for the 2021 Budget, the 2020 Budget and prior years is summarized in the following chart. It is assumed that an aerial truck will be sold in 2021.



Other Revenue

Other Revenue for the 2021 Budget, the 2020 Budget and prior years is summarized in the following chart:



Other revenue includes salary reimbursement, CPR Class fees, training facility fees and other miscellaneous sources of revenue. Other revenue is budgeted in 2021 based on trend analysis.

Expenditures

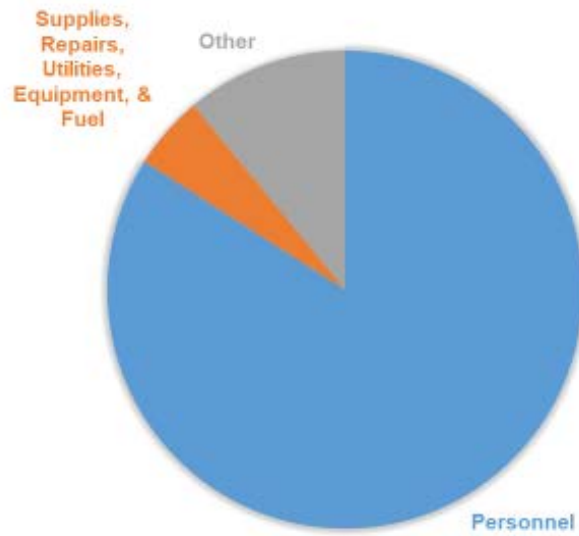
Expenditures for all funds combined for 2019 Actual, 2020 Budget, and 2021 Budget are summarized below.

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

	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>
Wages	\$19,398,867	\$19,282,594	\$19,600,868
Clothing	167,455	212,750	171,000
Benefits	6,441,925	6,002,177	4,909,320
Pension Funding	4,509,481	4,850,181	5,349,417
Continuing Education	71,896	133,379	95,217
Training – Cook County Grant	1,879,354	1,200,000	1,200,000
Supplies	927,440	926,987	709,514
Training Facility Improvements	-	-	750,000
Repairs and Maintenance	735,562	926,969	654,592
Utilities and Fuel	299,477	256,500	267,500
Professional Services	949,931	904,065	834,200
Property, Liability & Workers Comp Insurance	1,120,878	1,180,382	1,784,245
Bad Debt	207,589	270,000	300,000
Debt	239,156	280,615	892,714
Equipment	1,027,641	370,000	262,500
Other	<u>444,566</u>	<u>313,704</u>	<u>331,253</u>
Total Expenditures	<u>\$38,421,218</u>	<u>\$37,117,853</u>	<u>\$38,112,340</u>
Training Facility Improvements	-	-	(750,000)
Regional Training Costs	<u>(1,879,354)</u>	<u>(1,200,000)</u>	<u>(1,200,000)</u>
Total Operating Expenses	<u>\$36,541,864</u>	<u>\$35,872,303</u>	<u>\$36,162,340</u>

Budgeted Expenditures Descriptions

Budgeted 2021 operating 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% of the District's 2021 budgeted expenditures.

Wages

Wage expense for the 2021 Budget, the 2020 Budget and prior years is summarized in the following chart:



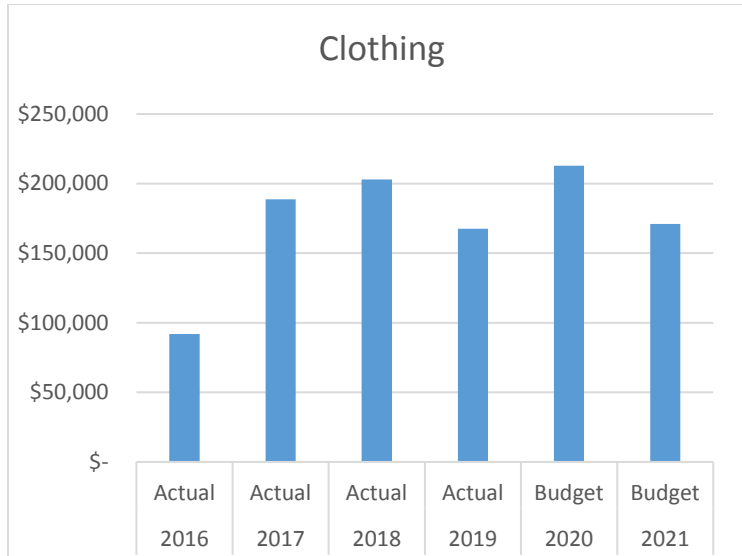
Wages are based on current staffing levels. It is assumed that there will be a number of sworn personnel retiring in 2020 and 2021. Hiring of seven new firefighters is assumed in February 2021 to fill open positions and to reduce overtime costs.

The Labor Agreement with Orland Professional Firefighters, Local 2754 ends December 31, 2020 and is currently being re-negotiated. For the 2021 Budget, it is assumed that wages for sworn personnel and non-bargaining unit, non-sworn personnel will increase 2.3% in 2021 and by any other stipulations in the current Labor Agreements.

The District’s dispatchers are members of the International Brotherhood of Electrical Workers, Local 134 (Local 134). The labor agreement between the District and Local 134 ends December 31, 2020 and is currently being re-negotiated. Wage increases are assumed at 2.3% effective January 1, 2021.

Clothing

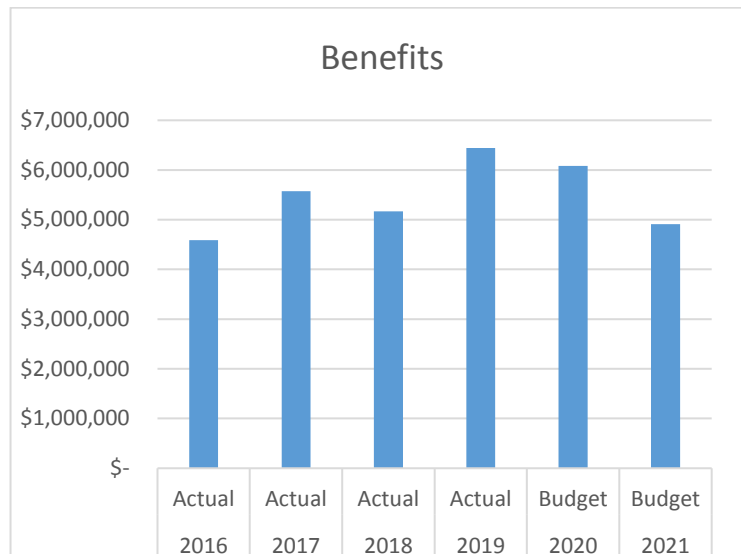
Clothing expense for the 2021 Budget, the 2020 Budget and prior years is summarized in the following chart:



Clothing includes the purchase and replacement of firefighters’ turnout gear, station uniforms and dress uniforms. In 2021, the District intends to continue to accelerate the turnout gear replacement program as part of its cancer prevention efforts.

Benefits

Benefits expense for the 2021 Budget, the 2020 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.

Health and life insurance premiums are based on renewal data from the District’s insurance broker. For budget purposes, the renewal rates for 2021 are assumed to increase 8% over 2020 premiums.

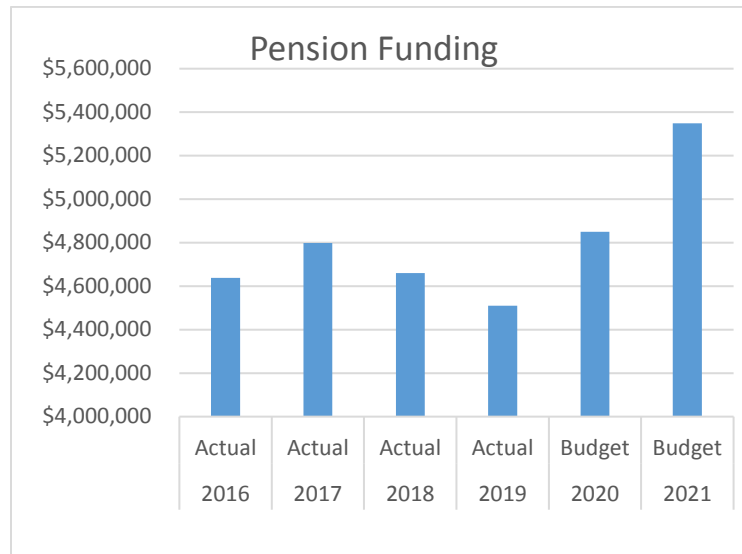
The Retiree Health Trust Fund is used to offset the District’s obligation for retiree health costs. An actuarial analysis is being done to aid in developing a funding policy. The District contributes to the fund as financial resources allow. Due to the potential economic impact of the COVID-19 pandemic, no contributions to the Retiree Health Trust Fund are budgeted in 2021.

The District requires sworn personnel to have annual medical exams; the 2021 budgeted expense for medical exams is based on historical experience.

The 2021 budget for the employers’ match of FICA and Medicare taxes is based off budgeted payroll.

Pension Funding

Pension expense for the 2021 Budget, the 2020 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 2021 budget is \$3,183,000 which is 19.7% higher than the actuarial request for the 2020 budget due to statutory pension benefit increases for Tier 2 firefighters and actuarial table changes. This increase is despite the

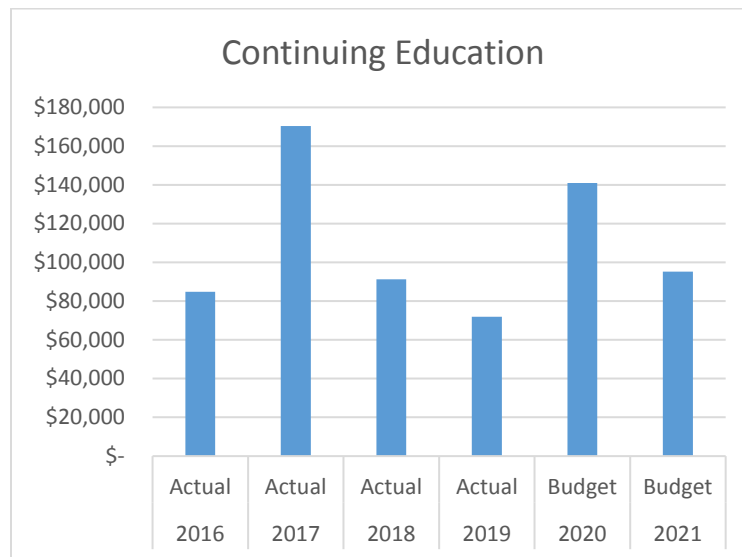
Pension Fund’s exceptional investment performance in 2019. The Pension Board smoothed the required increases over a four year term to reduce the financial impact to the District in 2021.

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

In 2012, the District issued taxable debt certificates to pay its actuarial unfunded liability to the pension funds. The annual levy included the amortization of the unfunded liability at a 7% interest rate. That liability was refinanced with debt certificates to a rate of 4.3%. In 2020, the debt certificates were advance refunded to a rate of 2.30%. Principal & interest payments are budgeted for the debt certificates in 2021.

Continuing Education

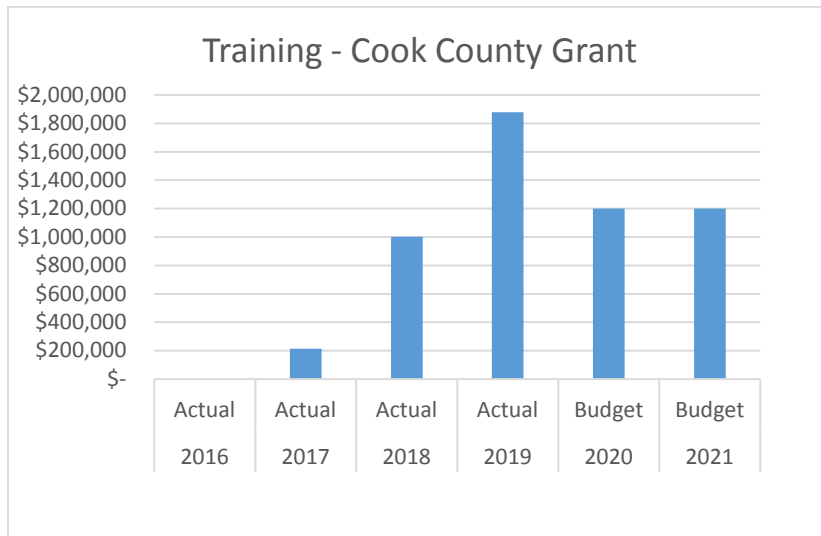
Continuing education expense for the 2021 Budget, the 2020 Budget and prior years is summarized in the following chart:



Continuing education includes courses, seminars, and classes that employees attend to maintain and/or further their professional credentials. The 2021 budgeted expense is based on requested education as well as historical information.

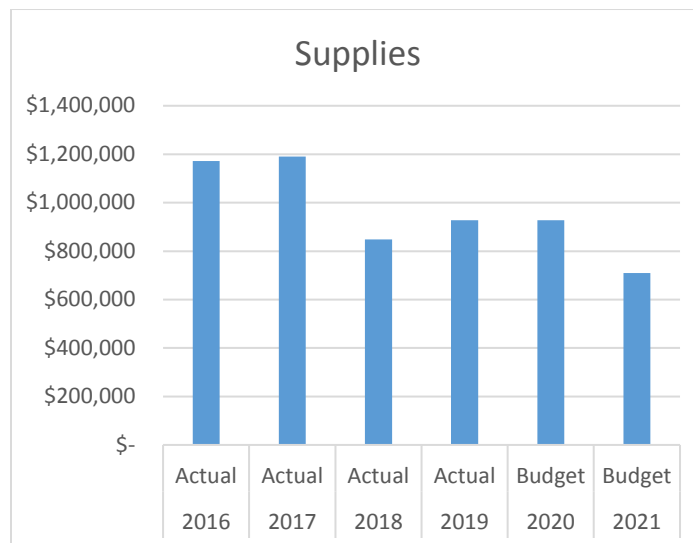
Training – Cook County Grant

The District’s expenses for regional training are reimbursed by a grant from Cook County and are summarized in the following chart for the 2021 budget, the 2020 budget, and prior years:



Supplies

Supply expense for the 2021 budget, the 2020 Budget, and prior years is summarized in the following chart:



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

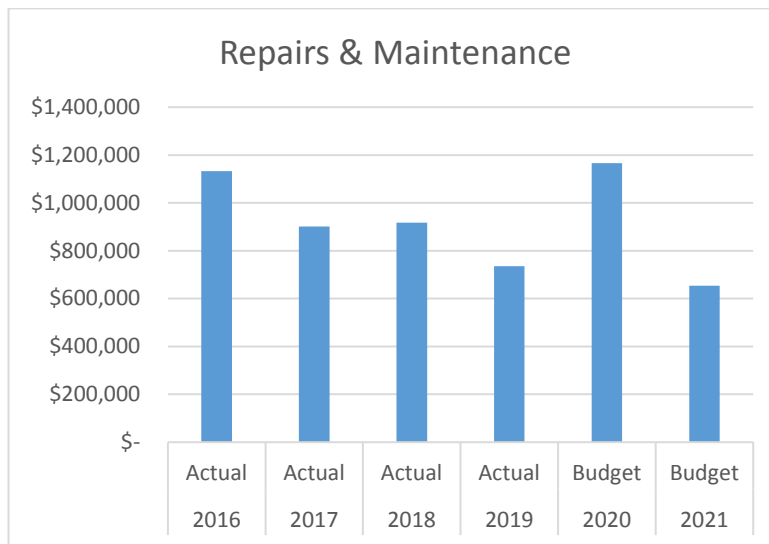
patient care supplies, replacement cots, emergency medical equipment, replacement specialty team equipment, computer equipment, Opticom equipment, and safety equipment. The 2021 budget for supplies were based on needs requested by department heads and historical experience.

Training Facility Improvements

Training facility improvements of \$750,000 are assumed for the 2021 budget and will be funded by the DCEO grant.

Repairs and Maintenance

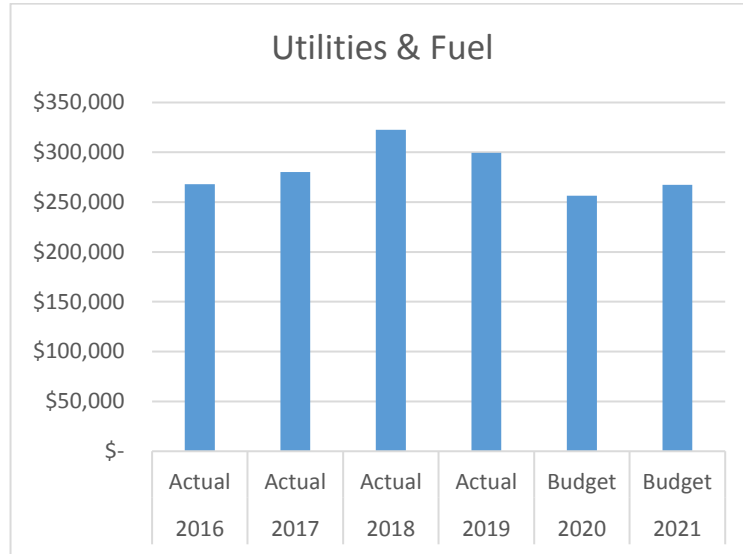
Repairs and maintenance expense for the 2021 Budget, the 2020 Budget, and prior years is summarized in the following chart:



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 2021 budget is based on requests by department heads and historical experience.

Utilities and Fuel

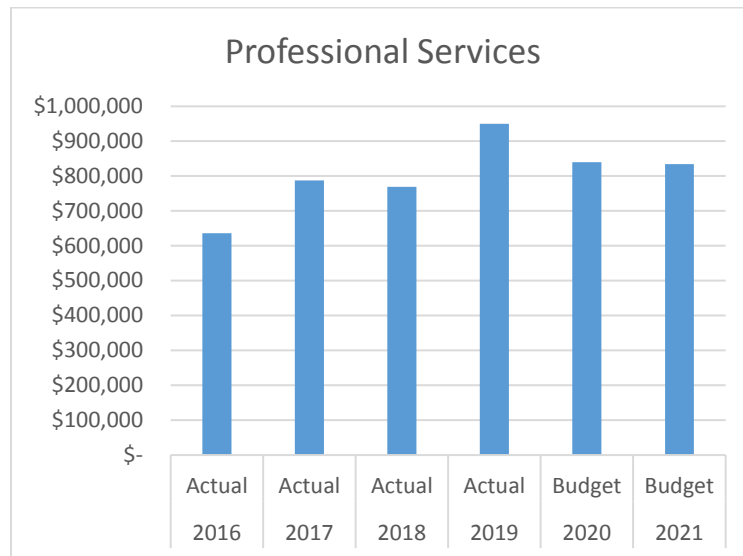
Utilities and fuel expense for the 2021 Budget, the 2020 Budget and prior years is summarized in the following chart:



Utilities and fuel includes electricity, natural gas and water, plus fuel for vehicles. The 2021 budget is based on historical experience.

Professional Services

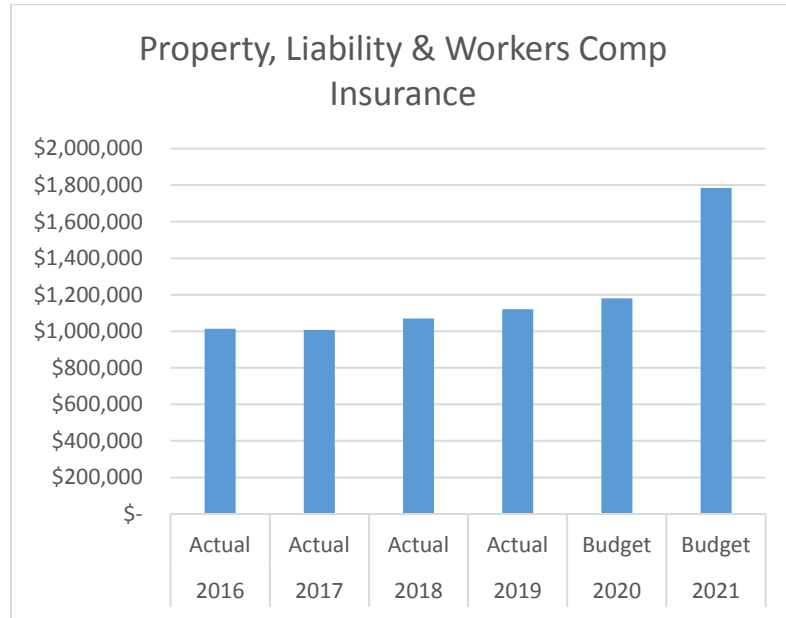
Professional services expense for the 2021 Budget, the 2020 Budget and prior years is summarized in the following chart:



Professional Services includes legal services, public information consultants, audit services, ambulance billing collection services and lobbyist fees. The 2021 budget is estimated based on historical experience.

Property, Liability and Workers Comp Insurance

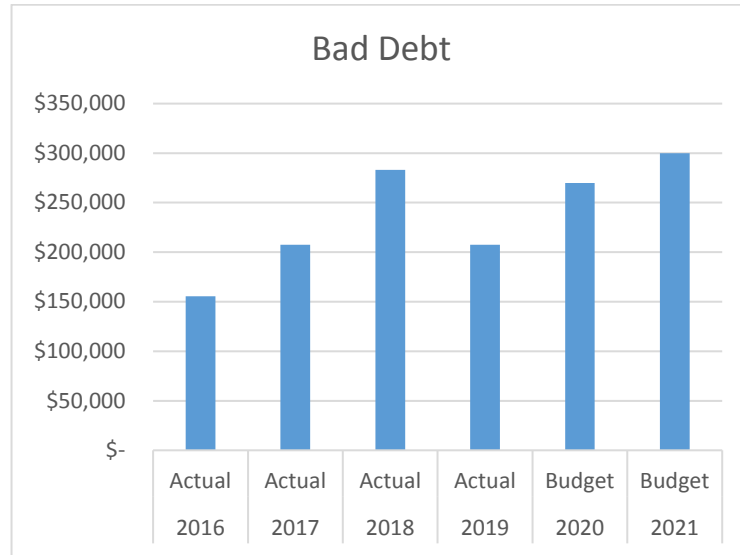
Property, Liability and Workers Comp Insurance expense for the 2021 Budget, the 2020 Budget and prior years is summarized in the following chart:



Property and liability insurance is budgeted based on historical experience. Workers comp insurance is budgeted based on payroll and estimated rates. During 2019 and 2020, the District’s workers comp claims experience significantly increased causing the increase in premiums. The District is focused on reducing workers comp costs.

Bad Debt

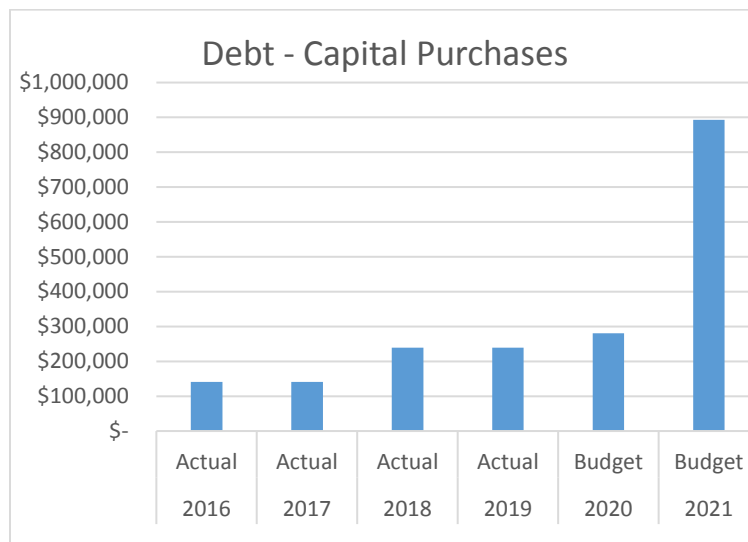
Bad debt expense for the 2021 Budget, the 2020 Budget and prior years is summarized in the following chart:



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.

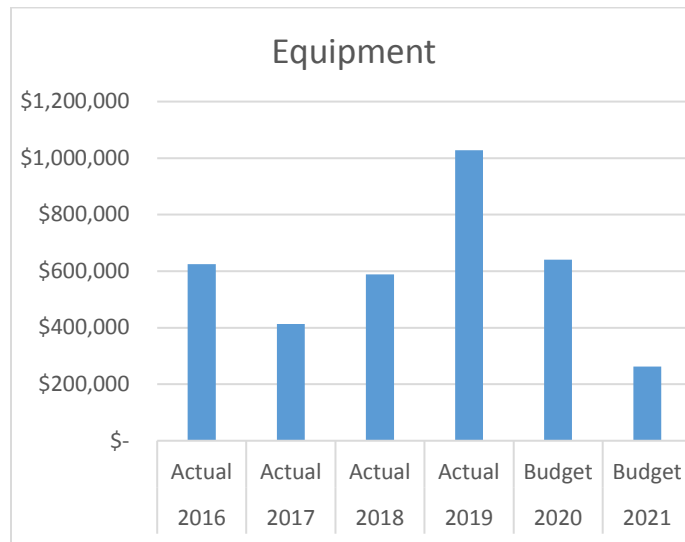
Debt – Capital Purchases

Debt has been issued for the purchase of apparatus. In 2020, debt was issued for the purchase of an aerial truck and the construction of a replacement maintenance facility. Debt expense for the 2021 budget, the 2020 budget and prior years is summarized in the following chart:



Equipment

Equipment expense for the 2021 Budget, the 2020 Budget and prior years is summarized in the following chart:



Equipment includes lease payments for and additions to the fleet and related equipment. The 2021 budget includes the purchase of additions to the fleet and equipment individually greater than \$10,000.

Budget by 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 Debt	Corporate, Tort, Ambulance, Rescue Tort Corporate, Tort, Ambulance Corporate Corporate, Capital Projects

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 2019 actual results, the 2020 Budget and the 2021 Budget:

	<u>2019</u> <u>Actual</u>	<u>2020</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>
Revenue:			
Sworn Personnel	\$1,084,575	\$ 1,212,083	\$1,201,427
Training	2,195,323	1,275,000	2,025,000
EMS	4,138,207	3,814,350	3,664,350
Dispatch & Communications	1,463,865	1,514,940	1,479,149
Fleet	627,596	6,000	331,300
Fire Prevention & Pub Ed	25,679	46,152	20,400
Fitness & Safety	32,762	20,000	54,000
Specialty Teams	-	2,900	-
Administration	<u>29,552,304</u>	<u>29,717,735</u>	<u>29,486,213</u>
Total Revenue	<u>\$39,120,311</u>	<u>\$37,609,160</u>	<u>\$38,261,838</u>
DCEO Grant	-	-	(750,000)
Cook County Grant	<u>(2,119,910)</u>	<u>(1,200,000)</u>	<u>(1,200,000)</u>
Total Operating Revenue	<u>\$37,000,401</u>	<u>\$36,409,160</u>	<u>\$36,311,838</u>
Expenditures:			
Sworn Personnel	\$21,414,724	\$20,740,255	\$20,237,213
Training	2,578,783	1,827,680	2,484,245
EMS	343,861	415,266	385,589
Dispatch & Communications	1,630,828	1,740,586	1,760,615
Fleet	2,242,113	1,622,409	1,216,471
Facilities	876,377	787,890	549,647
Fire Prevention & Pub Ed	503,782	555,686	406,957
Information Technology	649,773	712,623	586,489
Fitness & Safety	89,635	89,165	67,075
Fire Equipment	282,871	363,000	247,300
Specialty Teams	216,052	178,087	114,283
Administration	<u>7,592,419</u>	<u>8,085,206</u>	<u>10,056,355</u>
Total Expenditures	\$ 38,421,218	\$ 37,117,853	\$ 38,112,340
Training Facility Improvements	-	-	(750,000)
Regional training costs	<u>(1,879,354)</u>	<u>(1,200,000)</u>	<u>(1,200,000)</u>
Total Operating Expenses	<u>\$36,541,864</u>	<u>\$35,917,853</u>	<u>\$36,162,340</u>
Revenue in Excess of Expenditures	<u>\$ 458,537</u>	<u>\$ 491,307</u>	<u>\$ 149,498</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 2019, sworn personnel responded to 10,666 incidents. Lieutenants, Engineers and Firefighters belong to Orland Professional Firefighters Local 2754 (Local 2754). The Labor Agreement with Local 2754 ends December 31, 2020 and is currently being re-negotiated.

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 2019-2020 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 95.4% of time
Monitor area development, census and demographic information for the District	Achieved and continual	Reviewed in preparation of annual report & annual compliance
Assess hiring needs based on attrition	Achieved	10 firefighters/paramedics hired in March 2020; 7 more to be hired in February 2021
Develop a systematic continuous improvement plan to identify performance gaps and negative trends	Continual	

Status of 2019-2020 Sworn Personnel Organizational Unit Goals	Status	Note
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 & annual compliance report
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 in May 2020. Employees earned 65 certifications from the State Fire Marshal & completed 26,405 hours of training in 2019
Provide career development opportunities to personnel to reach their fullest professional potential	Achieved and continual	
Digitize all benefit systems to foster and create channels of communication and their selected benefits to easily access information	In process	Open enrollment and family status changes for health insurance are now done electronically
Provide fair promotional opportunities within the District	Achieved and continual	Promotional exam for Battalion Chief was offered in 2020; an Engineer exam was offered in 2019

Goals – Sworn Personnel OU

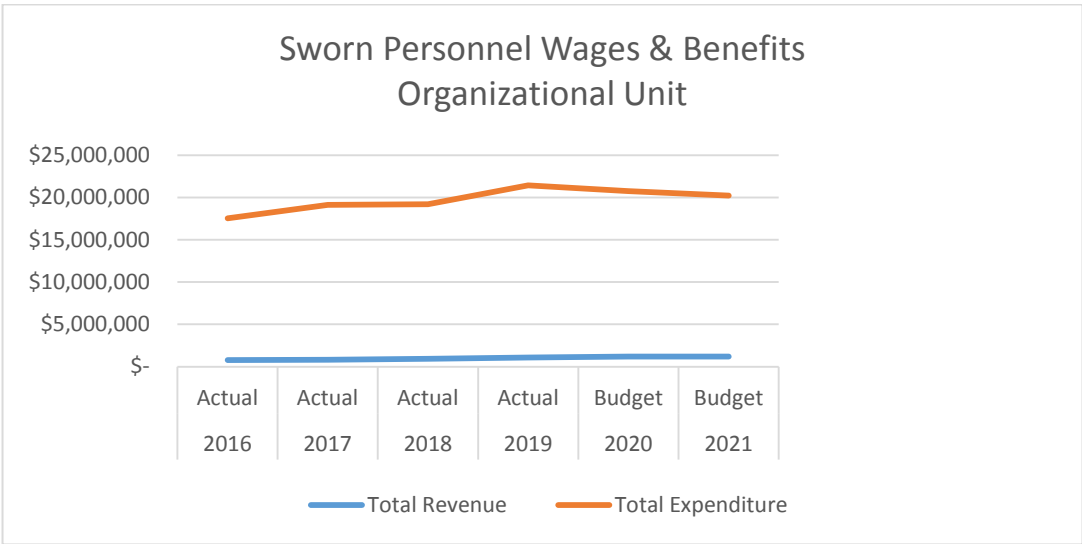
- Through data analysis, ensure efficiency and effectiveness of service delivery are consistent with jurisdictional expectation and industry standards
- Monitor area development, census and demographic information for the District
- Assess hiring needs based on attrition
- Develop a systematic continuous 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 sufficient staff and expertise to meet program goals and objectives
- Provide career development opportunities to personnel to reach their fullest professional potential

- Provide fair promotional opportunities within the District

Financial Trends – Sworn Personnel OU

	2019 <u>Actual</u>	2020 <u>Budget</u>	2021 <u>Budget</u>
Revenue:			
Rescue Fees	\$ 122,562	\$ 116,000	\$ 120,000
Insurance Contributions	<u>962,013</u>	<u>1,096,083</u>	<u>1,081,427</u>
Total Revenue	<u>\$ 1,084,575</u>	<u>\$ 1,212,083</u>	<u>\$ 1,201,427</u>
Expenditures:			
Wages	\$15,634,147	\$15,453,858	\$16,031,808
Health Insurance	3,948,317	4,333,293	3,840,354
Retiree Health Funding	1,500,000	600,000	-
Medicare	224,983	210,000	210,000
Testing	19,013	57,000	70,253
Medical Exams	82,324	81,000	81,000
Other	<u>5,940</u>	<u>5,104</u>	<u>3,900</u>
Total Expenditures	<u>\$21,414,724</u>	<u>\$20,740,255</u>	<u>\$20,237,315</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 2021 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 and to compile the Annual Compliance Report. 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 2019-2020 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	Comprehensive training program with over 26,000 training hours per year
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	Use of Image Trend to track companies has begun
Complete the District's Comprehensive emergency plan	In process	Reviewing standards & developing working group delayed by COVID
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

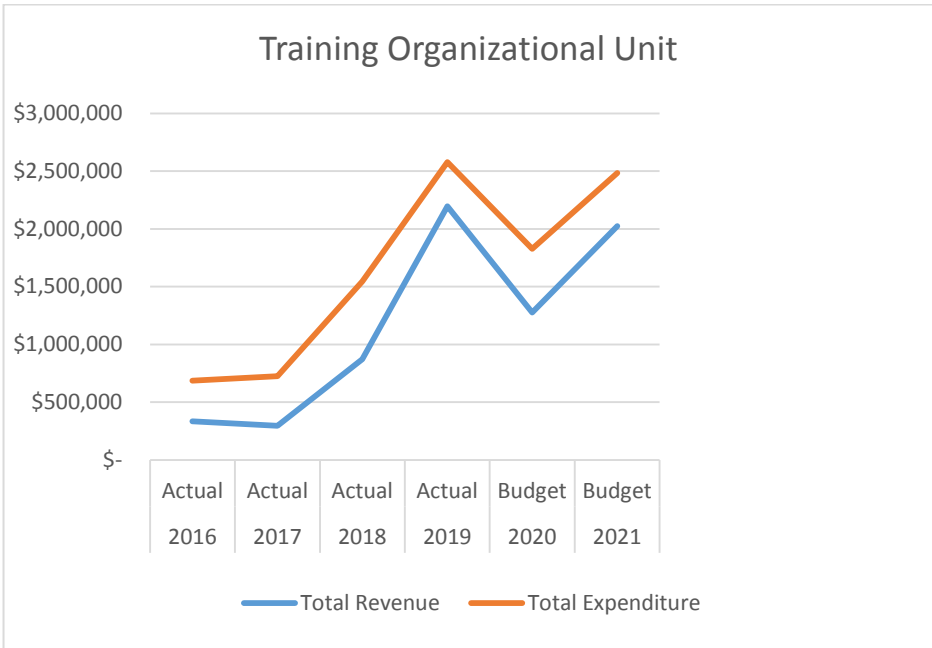
Goals – Training OU

- 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
- Maintain accredited status
- Identify new accreditation manager

Financial Trends – Training OU

	<u>2019</u> <u>Actual</u>	<u>2020</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>
Revenue:			
Training Facility	\$ 72,471	\$ 75,000	\$ 75,000
Grant – Cook County	2,119,910	1,200,000	1,200,000
Grant –DCEO	-	-	750,000
Other	<u>2,942</u>	<u>-</u>	<u>-</u>
Total Revenue	<u>\$2,195,323</u>	<u>\$1,275,000</u>	<u>\$2,025,000</u>
Expenditures:			
Wages & Benefits	\$ 581,666	\$ 469,980	\$ 389,520
Continuing Education	825,710	1,216,500	,232,000
Facility Charges	94,980	-	-
Supplies	107,891	86,600	66,725
Repairs	132,390	43,000	34,400
Equipment	819,867	-	-
Facility Improvements	-	-	750,000
Other	<u>16,279</u>	<u>11,600</u>	<u>11,600</u>
Total Expenditures	<u>\$ 2,578,783</u>	<u>\$1,827,680</u>	<u>\$2,484,245</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 2019-2020 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	
Identify technology and simulation to enhance training delivery	Achieved and continual	ALS & trauma manikins used for initial & refresher classes
Enhance CARE and community CPR program	Achieved and continual	Programs well attended before COVID pandemic
Enhance EMS Programs and Service Delivery	Achieved and continual	
Analyze cardiac arrest data & identify trends for improvement		Ongoing program using CARES data
Develop structured AI/QI program to facilitate improved service delivery		QI committee established, Monthly reports sent to Silver Cross EMS

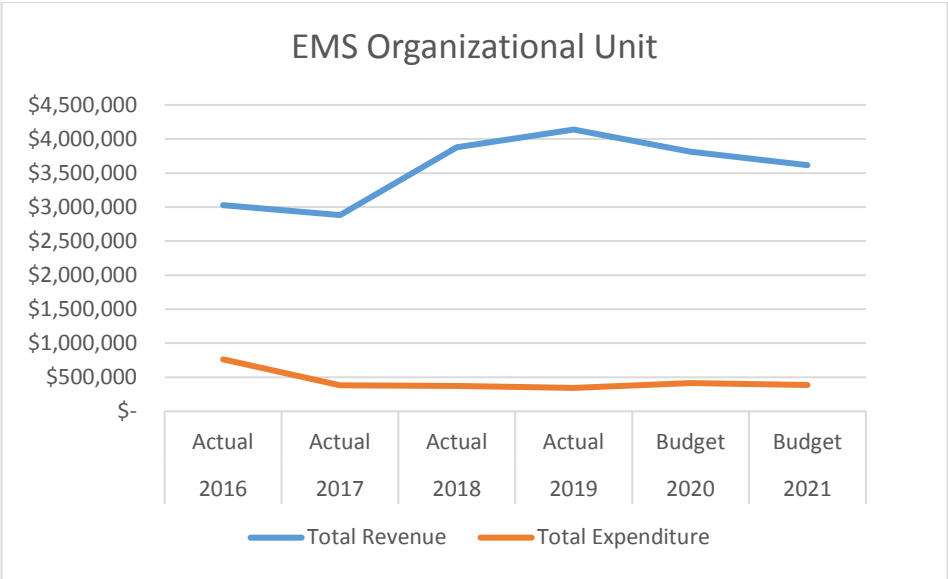
Goals – EMS OU

- 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
- Build a capable cadre of EMS instructors to deliver training & feedback to paramedics

Financial Trends – EMS OU

	<u>2019</u> <u>Actual</u>	<u>2020</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>
Revenue:			
Ambulance Fees	\$ 4,128,191	\$3,800,000	\$3,650,000
Public Education	<u>10,016</u>	<u>14,350</u>	<u>14,350</u>
Total Revenue	<u>\$4,138,207</u>	<u>\$3,814,350</u>	<u>\$3,664,350</u>
Expenditures:			
Wages & Benefits	\$ 214,687	297,266	257,384
Continuing Education	28,871	25,000	1,000
Supplies	93,974	86,000	120,205
Other	<u>6,329</u>	<u>7,000</u>	<u>7,000</u>
Total Expenditures	<u>\$ 343,861</u>	<u>\$ 415,266</u>	<u>\$ 385,589</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 a Communications Director, a Dispatch Supervisor, and 12 full-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 2019-2020 Dispatch and Communications Organizational Unit Goals	Status	Notes
Support a regionalization communications model	Achieved and continual	Dispatch services provided for 8 fire departments, MABAS 19. Backup center for statewide deployments.
Develop a systematic continuous improvement plan to identify performance gaps and trends in the dispatch and communications	Achieved and continual	
Continually evaluate technology improvements to improve service efficiency, reliability and interoperability	Achieved and continual	Preparing for 2021 CAD upgrade. UPS replaced in 2020.
Review dispatch staffing	Achieved and continual	Additional full-time dispatcher hired in 2020. Part-time program discontinued.
Upgrade 911 recorder & develop QA/QI program		Recorder upgraded. QA/QI program implemented
Train using APCO Project 33		Training program being redesigned
Plan for remodel of Dispatch space		Delayed remodel due to COVID
Implement Rapid SOS with CAD	Ongoing	Plan for after CAD upgrade
Ensure functionality of system backups		Plan being re-evaluated
Upgrade CAD to latest version		Upgrade preparation in 2020

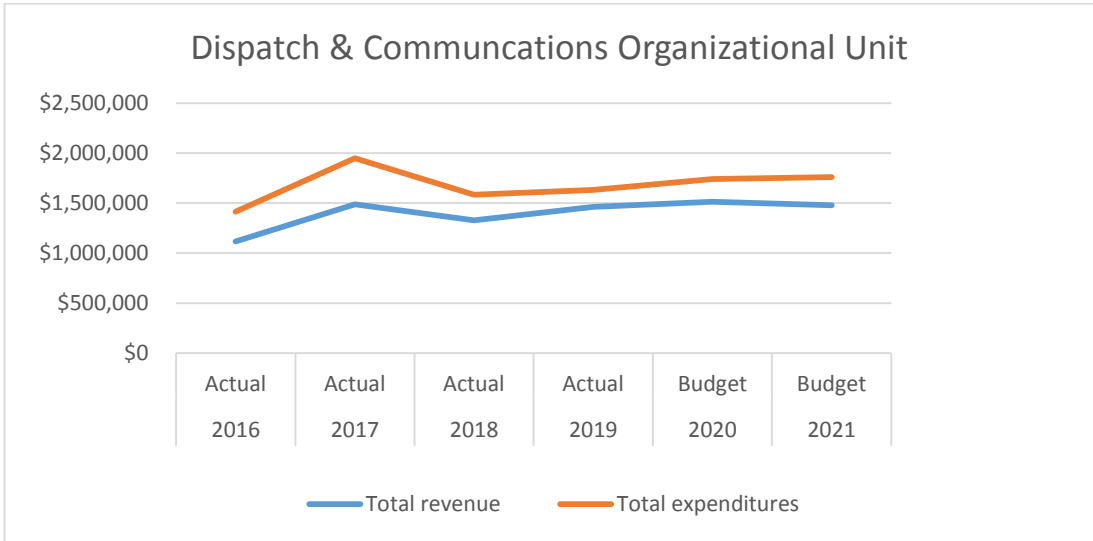
Goals – Dispatch and Communications OU

- 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
- Develop shift lead position
- Develop & enhance training program
- Plan for remodel of dispatch space
- Ensure functionality of system backups
- Upgrade CAD to latest version & implement rapid SOS with CAD

Financial Trends – Dispatch and Communications OU

	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>
Revenue:			
Dispatch-Other Agencies	\$ 994,486	\$1,022,912	\$1,004,502
Tower Leases	254,550	251,592	254,550
Johnson Controls	202,107	224,000	200,000
Other	<u>12,722</u>	<u>16,436</u>	<u>20,097</u>
Total Revenue	<u>\$ 1,463,865</u>	<u>\$1,514,940</u>	<u>\$1,479,149</u>
Expenditures:			
Wages & Benefits	\$ 1,478,149	\$1,584,786	1,673,215
Continuing Education	8,394	15,000	,500
Supplies	48,695	46,200	11,000
Phones	57,392	45,000	45,000
Maintenance	<u>38,198</u>	<u>49,600</u>	<u>29,900</u>
Total Expenditures	<u>\$ 1,630,828</u>	<u>\$1,740,586</u>	<u>\$1,760,615</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 66 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 2019-2020 Fleet & Fleet Maintenance Organizational Unit Goals	Status	Notes
Develop sufficient staff and expertise to meet program goals and objectives	Achieved and continual	
Develop comprehensive apparatus strategy that evaluates current and future needs	Achieved and continual	Included in Capital Plan
Develop a comprehensive plan for maintenance and repairs for apparatus utilizing detailed analysis of fleet service operations	Achieved and continual	
Analyze repair facility to determine if sufficient space & equipment is available to meet District needs		Analysis complete; new maintenance facility has been designed & is estimated to be completed in 2021.
Examine methods of documentation of repairs, maintenance & testing of all apparatus		Software review has begun

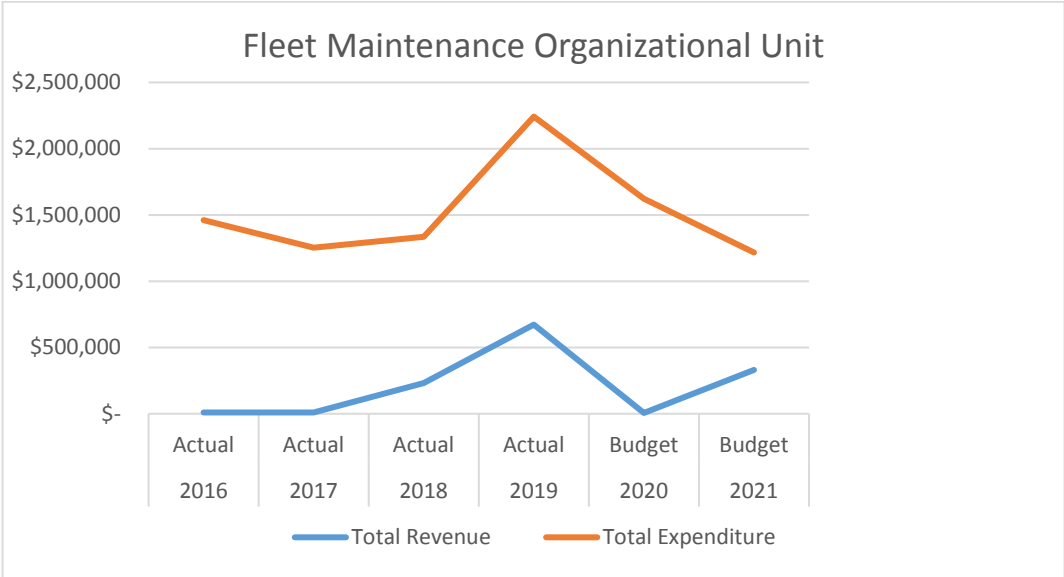
Goals – Fleet and Fleet Maintenance OU

- 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
- Examine methods of documentation of repairs, maintenance and testing of all apparatus & implement new software
- Move to newly constructed maintenance facility

Financial Trends – Fleet and Fleet Maintenance OU

	<u>2019</u> <u>Actual</u>	<u>2020</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>
Revenue:			
Sale of Fixed Assets	\$ 272,212	\$ -	\$ 325,000
Other	<u>355,384</u>	<u>6,000</u>	<u>6,300</u>
Total Revenue	<u>\$ 627,596</u>	<u>\$ 6,000</u>	<u>\$ 331,300</u>
Expenditures:			
Wages & Benefits	\$ 591,306	\$ 571,294	\$ 554,571
Continuing Education	311	5,000	-
Supplies & Parts	183,671	175,000	175,000
Outside Services	83,096	117,700	107,600
Fuel	123,529	96,000	100,000
Vehicles	1,258,472	640,615	262,500
Other	<u>1,728</u>	<u>16,800</u>	<u>16,800</u>
Total Expenditures	<u>\$ 2,242,113</u>	<u>\$1,622,409</u>	<u>\$ 1,216,471</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 2019-2020 Facility Maintenance Organizational Unit Goals	Status	Notes
Develop sufficient staff and expertise to meet program goals and objectives	Achieved and continual	In Addition to the full-time employee, the district employs firefighters on a part time basis for projects
Develop a comprehensive facilities plan that evaluates space and functionality needs for current needs and future growth	Achieved and continual	Included in Capital Plan
Develop a systematic continuous improvement plan to identify performance gaps and negative trends for facilities rescue service delivery	Achieved and continual	
Develop a plan that evaluates functionality of facilities presently and in the future also providing maintenance/upkeep	Achieved and continual	
Analyze current facilities to determine if stations meet current needs for incident response		Included in Capital Plan
Develop facility program for energy savings possibilities		Purchased new HVAC unit & received rebate from ComEd

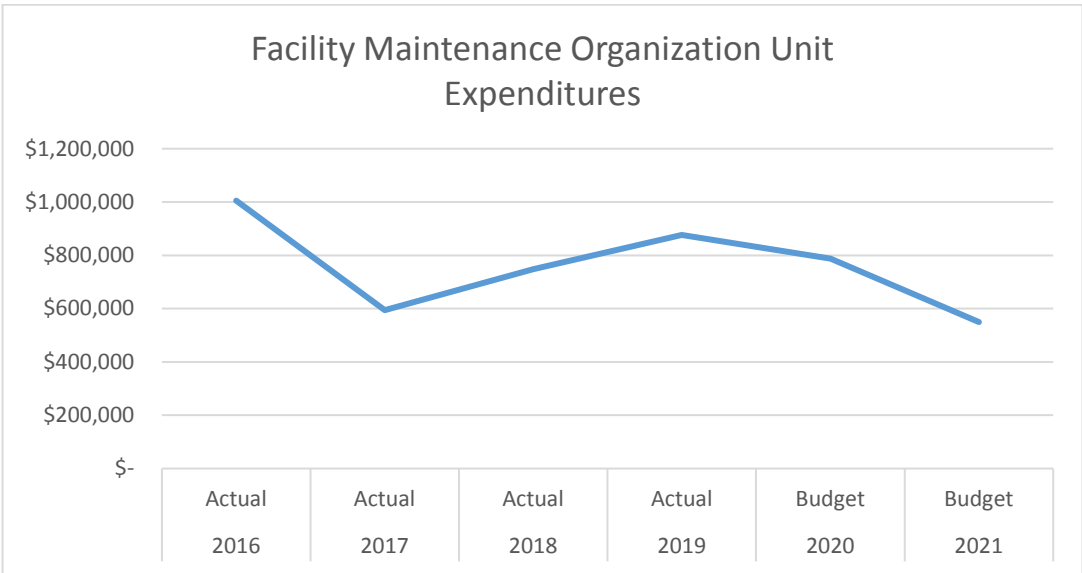
Goals – Facility Maintenance OU

- 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

Financial Trends – Facility Maintenance OU

	2019 Actual	2020 Budget	2021 Budget
Expenditures:			
Wages & Benefits	\$ 261,513	\$ 186,234	\$184,147
Continuing Education	110	3,956	1,500
Supplies	26,795	16,900	16,500
Repairs	294,950	465,300	225,000
Utilities	118,556	115,500	122,500
Land	174,453	-	-
Total Expenditures	<u>\$ 876,377</u>	<u>\$ 787,890</u>	<u>\$549,647</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 is one full-time Fire Prevention Supervisor 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 2019-2020 Fire Prevention & Public Education Organizational Unit Goals	Status	Notes
Improve efficiency and effectiveness of fire and life safety inspection program	Achieved and continual	Continue adapting Image Tend to meet needs
Ensure compliance with the most current fire protection codes and laws	Achieved and continual	Reviewing 2018 International Fire Code & will be submitting to Board for approval
Review impacts of community risk reduction program	Achieved and continual	Reviewed in January 2020 & adjusted programs to meet community needs
Evaluate the impact of the public education program	Achieved and continual	
Develop programs based on evaluation of data to target audiences, behaviors or demographics	Continual	
Improve Community Outreach	Achieved and continual	Impacted by COVID pandemic
Develop sufficient staff and expertise to meet program goals and objectives	Achieved and continual	Utilize firefighters to help deliver the Adopt a firefighter program
Inspect commercial, multi-family & educational opportunities in the District		Malls inspections completed
Develop & offer senior health fair		Very successful fair in 11/19. 2020 fair did not happen due to COVID pandemic
Develop music & memory classes for dementia patients		Developing care giver support groups

Goals – Fire Prevention and Public Education OU

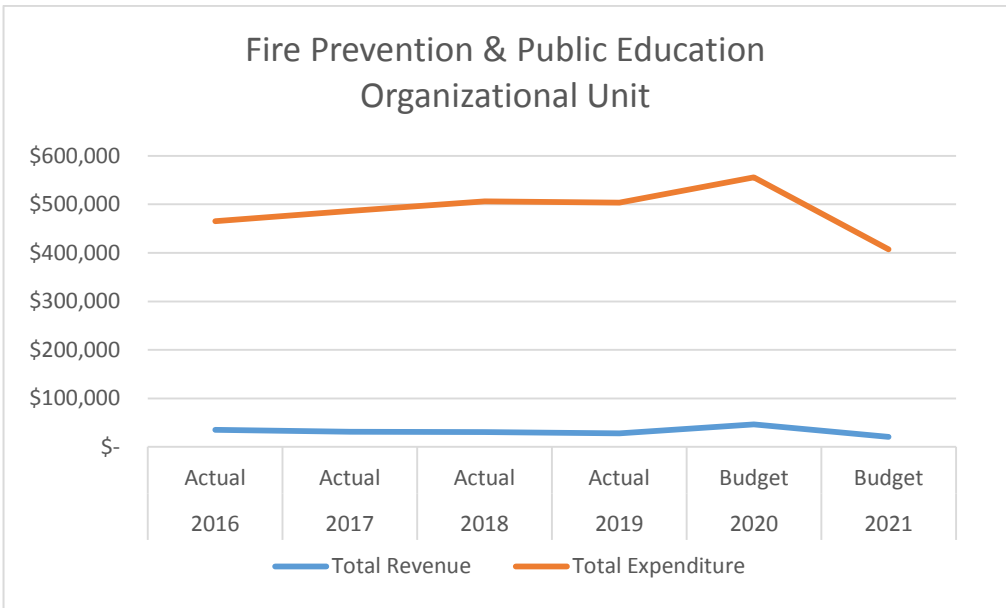
- Improve efficiency and effectiveness of fire and life safety inspection program
- Ensure compliance with the most current fire protection codes and laws

- 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
- Develop sufficient staff and expertise to meet program goals and objectives
- Inspect commercial, multi-family and educational occupancies in the District
- Develop resources for dementia patients & caregivers

Financial Trends – Fire Prevention and Public Education OU

	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>
Revenue:			
Fees	\$ 16,322	\$ 35,000	\$ 15,000
Other	<u>9,357</u>	<u>11,152</u>	<u>5,400</u>
Total Revenue	<u>\$ 25,679</u>	<u>\$ 46,152</u>	<u>\$ 20,400</u>
Expenditures:			
Wages & Benefits	\$ 478,468	\$531,136	\$397,757
Continuing Education	2,153	2,600	2,600
Supplies	21,526	21,950	6,600
Consultants	<u>1,635</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>\$ 503,782</u>	<u>\$555,686</u>	<u>\$406,957</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 2019-2020 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	
Promote and facilitate the effective integration of technology into the District	Achieved and continual	Teleconferencing of stations completed at end of 2019; essential component of COVID communications plan. Image Trend Continuum program being implemented
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	Impacted by COVID pandemic
Promote and facilitate the effective integration of GIS technology into the District	Achieved and continual	
Maintain service contracts to keep systems operational	Achieved & continual	
Maintain station communications & connectivity by replacing older system infrastructure	50% Complete	Switches replaced at half of the stations
Re-establish a hard line connection between dispatch & stations	Completed	

Status of 2019-2020 IT Organizational Unit Goals	Status	Notes
Upgrade video surveillance cameras for security		Postponed due to COVID pandemic
Upgrade CAD to the latest windows operating system & version		Planning underway
Move programs to closed based systems		Most programs that can be moved to the cloud have been

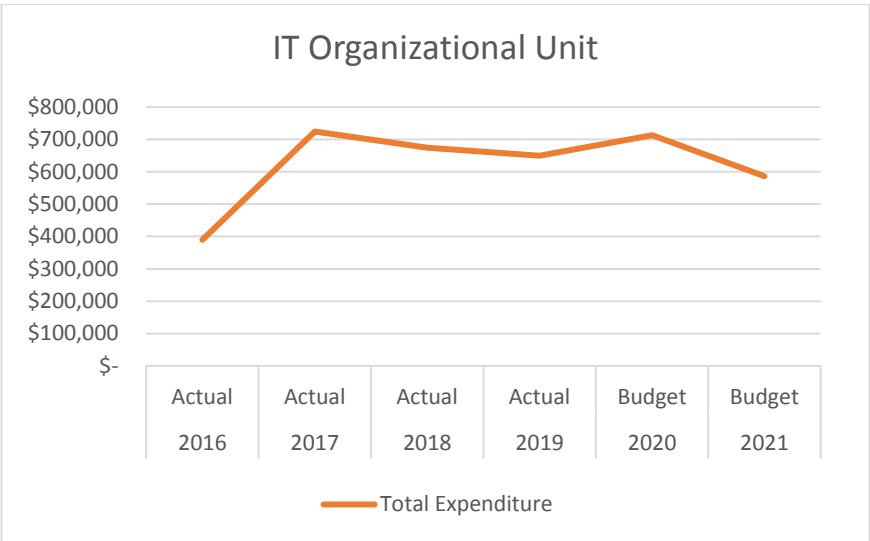
Goals – Information Technology OU

- 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
- Transition to fiber optic as primary connections for stations
- Upgrade video surveillance cameras for security
- Upgrade CAD to the latest windows operating system and latest system version
- Move Telestaff to cloud-based systems to reduce on-site requirements

Financial Trends – Information Technology OU

	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>
Expenditures:			
Wages & Benefits	\$ 218,668	\$198,829	\$176,797
Continuing Education	7,598	10,000	-
Supplies	205,195	188,000	109,000
Maintenance	182,977	232,194	235,692
Consultants	35,335	73,600	65,000
Other	-	10,000	-
Total Expenditures	<u>\$ 649,773</u>	<u>\$712,623</u>	<u>\$586,489</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 2019-2020 Fitness & Safety Organizational Unit Goals	Status	Notes
Develop safety equipment program that meets the needs of the District	Achieved and continual	Safety Committee meets every other month & recommends any necessary equipment
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 meets regularly Fitness training researched & proposed
Regular Safety meetings & timely investigation of injuries	Achieved & continual	Safety committee meets regularly
Provide education for Safety Committee members	Achieved & continual	

Status of 2019-2020 Fitness & Safety Organizational Unit Goals	Status	Notes
Status of 2019-2020 Fitness & Safety Organizational Unit Goals	Status	Notes
Continue to provide daily fitness training for sworn personnel		Postponed due to COVID pandemic
Maintain fitness equipment	Achieved & continual	

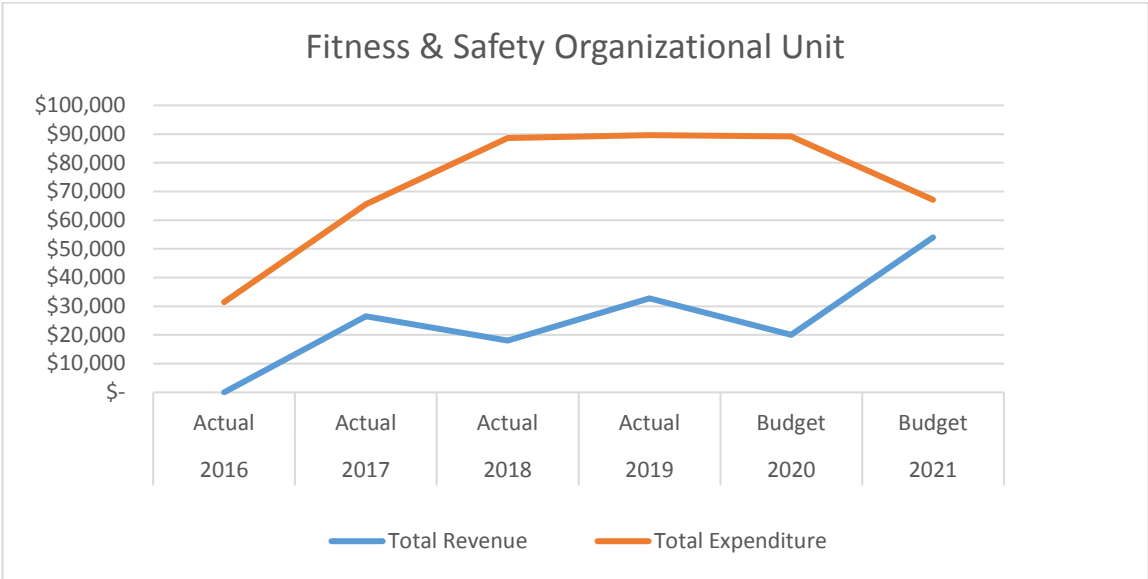
Goals – Fitness and Safety OU

- 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 including NSCA & nutrition training
- Regular meetings of Safety Committee and timely investigation of injuries
- Continue to provide daily fitness training for sworn personnel
- Maintain fitness equipment & weight room
- Establish & implement cancer prevention program & evaluate cancer screenings during physicals

Financial Trends – Fitness and Safety OU

	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>
Revenue – Grant	<u>\$ 32,762</u>	<u>\$ 20,000</u>	<u>\$ 54,000</u>
Expenditures:			
Wages	471	\$ 32,500	\$ 24,375
Continuing Education	-	17,325	25,000
Supplies	10,620	17,000	13,700
Outside Services	78,544	18,665	-
Repairs	-	<u>3,675</u>	<u>4,000</u>
Total Expenditures	<u>\$ 89,635</u>	<u>\$ 89,165</u>	<u>\$ 67,075</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 2019-2020 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	
Purchase turnout gear for new employees and expedite replacement program of turnout gear for current employees	Achieved	
Reconvene gear committee to review turnout gear specification	In process	
Review gear replacement program to evaluate cancer prevention	In process	
Develop regular gear washing program	Completed	

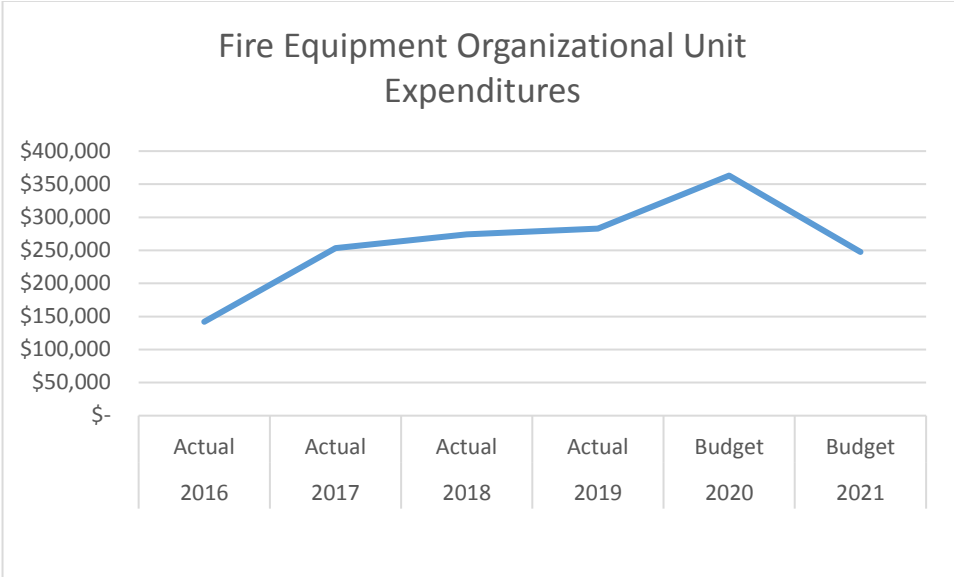
Goals – Fire Equipment OU

- 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 replacement for current employees
 - Finalize turnout gear specifications by gear committee
 - Continue gear replacement program to evaluate effectiveness in cancer prevention
 - Implement the gear maintenance program in Image Trend

Financial Trends – Fire Equipment OU

	2019 Actual	2020 Budget	2021 Budget
Expenditures:			
Wages	\$ 9,097	\$ 6,650	\$ 5,900
Clothing	165,984	208,750	166,800
Supplies	65,108	101,800	30,900
Outside Services	<u>42,682</u>	<u>45,800</u>	<u>43,700</u>
Total Expenditures	<u>\$ 282,871</u>	<u>\$363,000</u>	<u>\$247,300</u>

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



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 18 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 19 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 20 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 11 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 2019-2020 Specialty Teams Organizational Unit Goals	Status	Notes
Participate in multi-agency training, exercises and incidents	Achieved and continual	
Further develop technical rescue equipment and resources	Achieved and continual	New squad in service
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	

Status of 2019-2020 Specialty Teams Organizational Unit Goals	Status	Notes
Produce Operating Programs to meet outlined components and expectations of specialty teams	Continual	

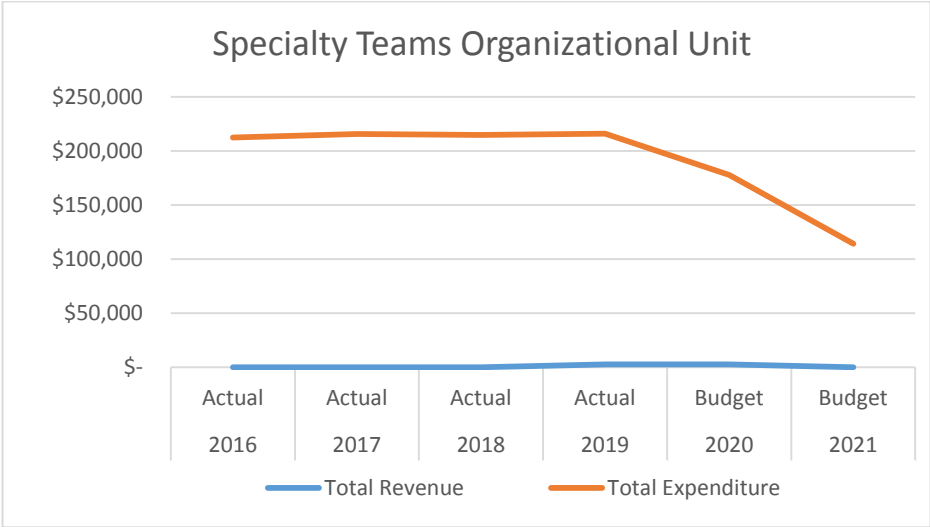
Goals – Specialty Teams OU

- 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

Financial Trends – Specialty Teams OU

	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>
Revenue:			
Grant Proceeds	\$ -	\$ 2,900	\$ -
Expenditures:			
Wages	\$ 173,631	\$105,302	\$75,582
Continuing Education	7,542	34,548	24,617
Supplies	31,686	35,737	11,084
Other	<u>3,193</u>	<u>2,500</u>	<u>3,000</u>
Total Expenditures	<u>\$ 216,052</u>	<u>\$178,087</u>	<u>\$114,283</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.

Debt

The District's debt includes debt certificates to fund the actuarial unfunded liabilities of the pension funds, a lease for two fire engines, a loan for a fire truck, a loan to fund half of a fire engine, and debt certificates to fund the construction of maintenance facility and the purchase of an aerial truck. Principal and interest payments are made in accordance with amortization schedules.

Status of 2019-2020 Administration Organizational Unit Goals	Status	Notes
Maintain balanced budget with appropriate level of fund balance	Achieved and continual	
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	Capital Plan updated in 2020. Five year operating plan created at end 2019 & will be updated at the end of 2020
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	Completed	Employee Navigator implemented

Goals – Administration OU

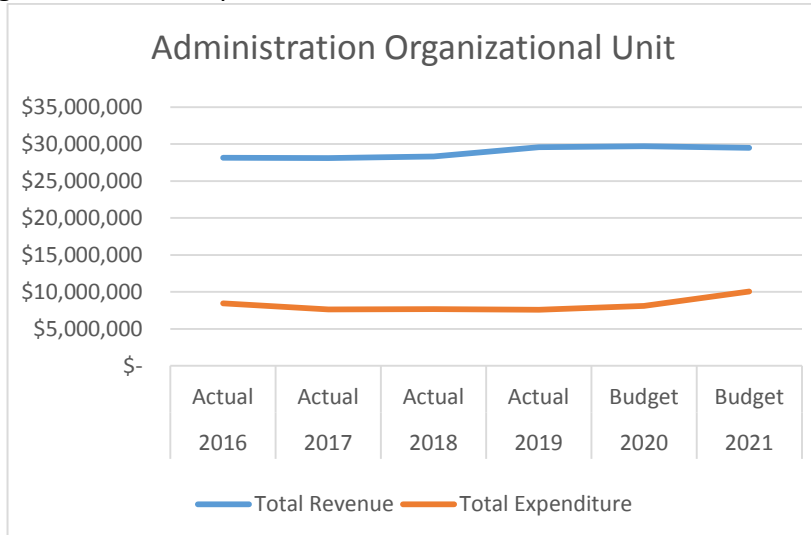
- Maintain balanced budget with appropriate level of fund balance
- Maintain highest level of service at most efficient cost
- Manage efficient operation of finance department
- Develop long-term financial plans

- 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

Financial Trends – Administration OU

	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>
Revenue:			
Property Taxes	\$29,283,998	\$29,462,581	\$29,236,901
Other Taxes	150,075	145,000	150,000
Other	<u>118,231</u>	<u>110,154</u>	<u>99,312</u>
Total Revenue	<u>\$29,552,304</u>	<u>\$29,717,735</u>	<u>\$29,486,213</u>
Expenditures:			
Wages & Benefits	\$ 864,530	958,741	956,446
Professional Services	778,933	766,000	725,500
Debt	1,857,410	1,938,759	2,795,664
Pension	2,454,845	2,660,324	3,183,000
Property & Liability	367,456	283,500	297,675
Workers Comp	753,422	896,882	1,486,570
Bad Debt	207,589	270,000	300,000
Other	<u>308,234</u>	<u>311,000</u>	<u>311,500</u>
Total Expenditures	<u>\$ 7,592,419</u>	<u>\$ 8,085,206</u>	<u>\$10,056,355</u>

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



Budget by Funds

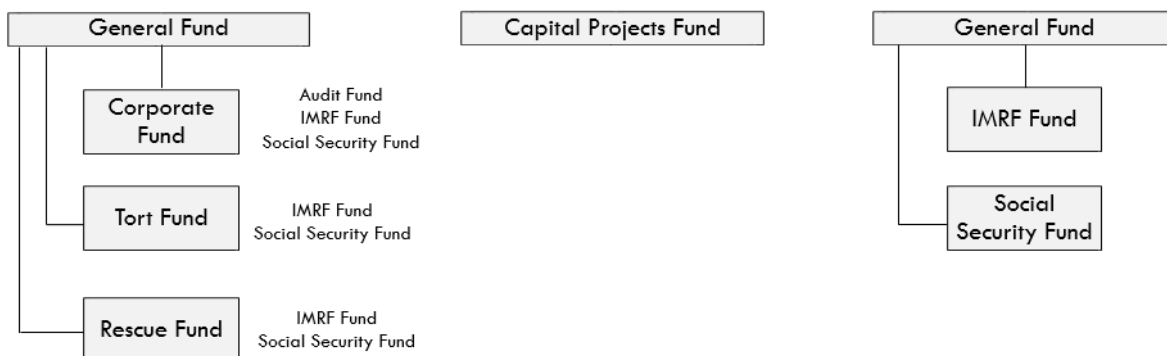
Funds for Budgetary & Appropriation Purposes

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 retiree.

Financial Trends of Major Funds*General Fund (Including Corporate Fund, Tort Fund, and Rescue Fund)*

	<u>2019</u> <u>Actual</u>	<u>2020</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>
Revenue:			
Property Taxes	\$20,306,179	\$20,762,581	\$20,936,901
Other Taxes	115,067	113,478	109,623
Rescue Fees	122,562	116,000	120,000
Dispatch Services	358,977	373,475	231,815
Communication Fees	85,185	75,356	48,989
Fire Prevention Fees	14,572	35,000	15,000
Grant Proceeds	2,154,355	1,222,900	2,004,000
Insurance Contributions	566,967	639,772	626,395
Interest	22,591	23,962	15,397
Other Revenue	61,638	82,488	76,924
Total Revenue	<u>\$ 23,808,093</u>	<u>\$23,445,012</u>	<u>\$24,185,044</u>
Expenditures:			
Wages	\$ 11,241,142	\$10,987,211	\$10,535,573
Clothing	100,090	126,133	96,223
Benefits	4,885,378	3,304,361	2,539,482
Pension Funding	2,529,464	4,693,583	5,154,614
Continuing Education	131,375	87,774	85,658
Training – Grant	811,446	1,200,000	1,200,000
Supplies	514,351	399,737	306,510
Training Facility Improvements	-	-	750,000
Repairs and Maintenance	267,581	392,024	132,355
Utilities and Fuel	98,490	83,593	59,558
Professional Services	250,931	369,777	395,746
Property, Liability and Workers Comp Insurance	1,120,878	1,180,382	1,784,245
Equipment	819,867	-	-
Other	161,411	120,715	161,068
Total Expenditures	<u>\$22,932,404</u>	<u>\$ 22,945,290</u>	<u>\$ 23,201,031</u>
Revenue in Excess of Expenditures	\$ 875,689	\$ 499,722	\$ 984,012
Beginning Fund Balance	9,053,548	9,558,656	10,268,824
Transfer to Capital Projects Fund	-	200,000	200,000
Ending Fund Balance	<u>\$ 9,929,237</u>	<u>\$ 9,858,378</u>	<u>\$ 11,052,837</u>

Ambulance Fund

	<u>2019</u> <u>Actual</u>	<u>2020</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>
Revenue:			
Property Taxes	\$ 9,007,315	\$8,700,000	\$ 8,300,000
Other Taxes	35,008	31,522	40,377
Ambulance Fees	4,128,191	3,800,000	3,650,000
Dispatch Services	837,616	873,437	972,687
Communication Fees	169,362	176,234	205,560
Insurance Contributions	429,862	495,054	496,142
Interest	51,019	56,038	64,603
Other Revenue	<u>29,935</u>	<u>31,862</u>	<u>22,425</u>
Total Revenue	<u>\$14,688,308</u>	<u>\$14,164,147</u>	<u>\$13,751,794</u>
Expenditures:			
Wages	\$ 8,297,868	\$8,295,381	\$ 9,065,294
Clothing	67,366	86,617	74,777
Benefits	3,413,958	2,778,919	2,369,839
Pension Funding	122,607	156,600	194,802
Continuing Education	42,501	53,155	9,560
Supplies	430,369	352,249	403,003
Repairs and Maintenance	438,258	731,410	487,837
Utilities and Fuel	200,988	172,907	207,942
Professional Services	606,094	469,823	438,454
Bad Debt	170,852	270,000	300,000
Other	<u>145,444</u>	<u>121,883</u>	<u>170,186</u>
Total Expenditures	<u>\$13,936,305</u>	<u>\$13,488,944</u>	<u>\$13,721,694</u>
Revenue in Excess of Expenditures	\$ 752,004	\$ 675,203	\$ 30,100
Beginning Fund Balance	7,416,811	6,231,648	6,956,448
Transfer to Capital Projects Fund	900,000	1,000,000	1,000,000
Ending Fund Balance	<u>\$ 7,268,814</u>	<u>\$ 5,906,851</u>	<u>\$ 5,986,548</u>

Capital Projects Fund

	<u>2019</u> <u>Actual</u>	<u>2020</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>
Revenue:			
Proceeds from Financing	\$350,000	\$ -	\$ -
Sale of Fixed Assets	272,212	-	325,000
Interest	<u>1,694</u>	<u>-</u>	<u>-</u>
Total Revenue	<u>\$623,906</u>	<u>\$ -</u>	<u>\$ 325,000</u>
Expenditures:			
Building Repairs	\$ 119,588	\$ 43,000	\$ 34,400
Vehicles	1,258,472	640,615	262,500
Debt Payments	-	-	892,714
Other	<u>174,453</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>\$1,552,513</u>	<u>\$ 683,615</u>	<u>\$1,189,614</u>
Revenue in Excess of Expenditures	\$ (928,607)	\$ (683,615)	\$ (864,614)
Beginning Fund Balance	805,743	1,486,930	1,660,706
Transfers from Other Funds	900,000	1,200,000	1,200,000
Ending Fund Balance	<u>\$ 777,136</u>	<u>\$ 2,003,315</u>	<u>\$ 1,996,092</u>

Capital Projects Fund Expenditures Descriptions

The following summarizes expenditures of the Capital Projects Fund in 2019, the 2020 Budget and the 2021 Budget.

In 2019, expenditures of the Capital Projects Fund included:

- Purchase of land for new maintenance facility
- Engineering services for new maintenance facility
- Refurbished rescue squad
- Lease payment for two engines
- Equipment for new truck
- Replacement ambulance
- Loan payment for a truck
- Significant improvements at the training facility

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
- Improvements to the training facility
- Construction of new maintenance facility
- Final payment on 2021 truck

The 2021 budget includes the following expenditures in the Capital Projects Fund:

- Final lease payment for two engines
- Loan payment for 2017 truck
- Loan payment for 2019 engine
- Replacement ambulance
- Improvements to the training facility

Non-recurring Capital Expenditures

No non-recurring capital expenditures have been included in the capital projects fund of the 2021 budget.

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 as follows.

	Projected <u>2021</u>	Projected <u>2022</u>	Projected <u>2023</u>	Projected <u>2024</u>	Projected <u>2025</u>
Expenditures:					
Lease- Pierce pumper	\$ 348,556	\$ -	\$ -	\$ -	\$ -
Lease – Truck	97,757	97,000	97,000	97,000	97,000
Ambulance	262,500	289,406	303,876	319,070	335,024
Engine	40,953	88,000	88,000	88,000	88,000
Staff Cars	-	-	122,051	150,238	50,000
Loan – Bldg & Truck	405,448	405,448	405,448	405,448	405,448
Command Van	-	100,000	-	-	-
Renovations:					
Station	-	1,030,000	220,000	220,000	190,000
Training Facility	<u>34,400</u>	<u>75,000</u>	<u>75,000</u>	<u>75,000</u>	<u>75,000</u>
Total Expenditure	<u>\$1,189,614</u>	<u>\$2,084,854</u>	<u>\$1,311,375</u>	<u>\$1,354,756</u>	<u>\$1,240,472</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

The Finance Director and Fire Chief draft financial policies for the Board of Trustees to consider based on best practices. The Board approves policies at their meetings by affirmative vote.

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
- Provide funds for unforeseen expenditures related to emergencies

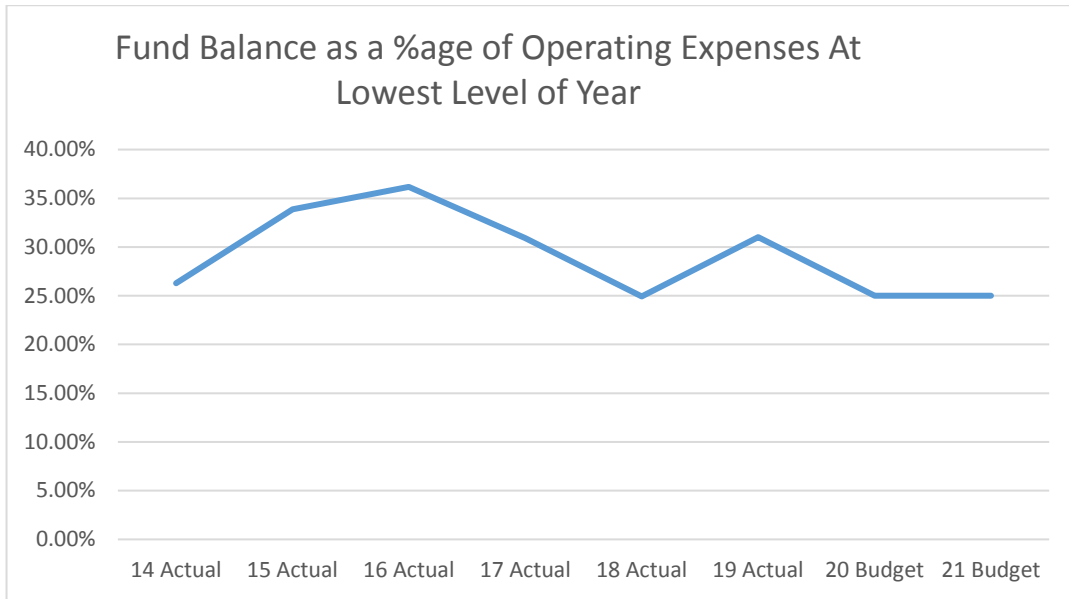
The policy also defines funds and defines categories of fund balance.

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.

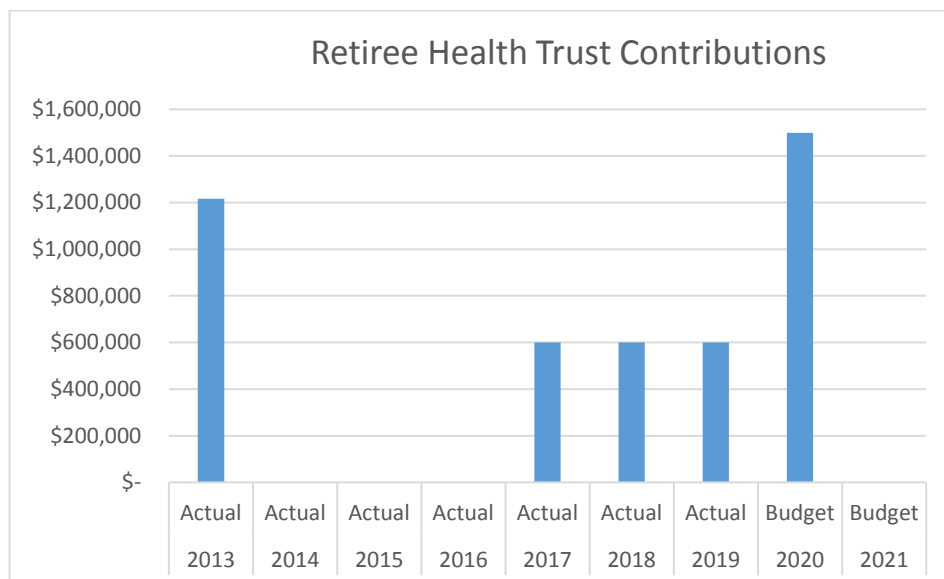
Should the aggregate fund balance of the General Fund and Special Revenue Funds exceed the maximum 30 percent range, the District will consider such fund balance surpluses for one-time expenditures or transfers that are nonrecurring in nature and which will not require additional future expense outlays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

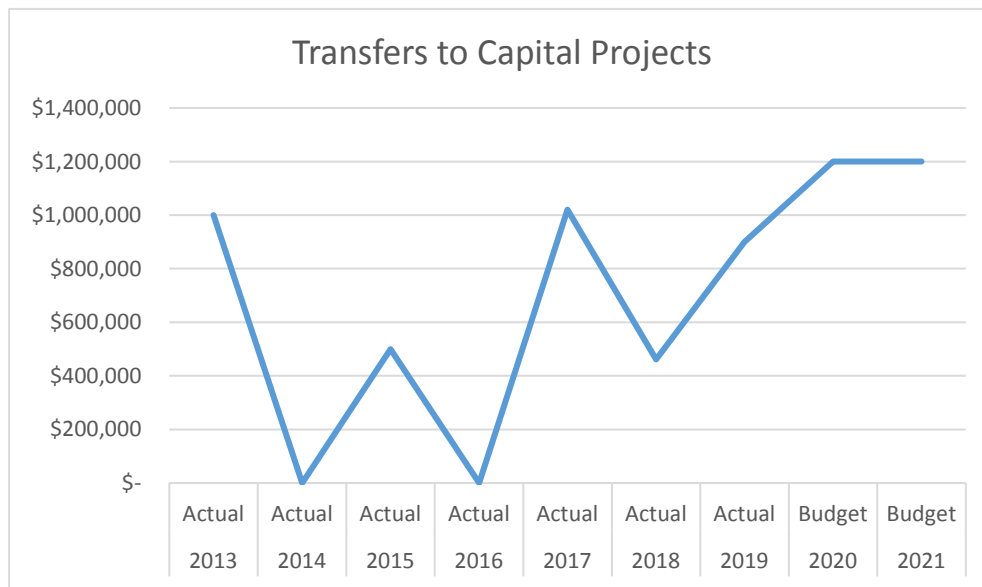
Changes in Fund Balance

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:



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:





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.

Other Policies

Other financial policies including a Cash Reserve Policy, a Capital Improvement Plan, a Risk Management Policy, and a Grant Funding Policy will be developed in 2021.

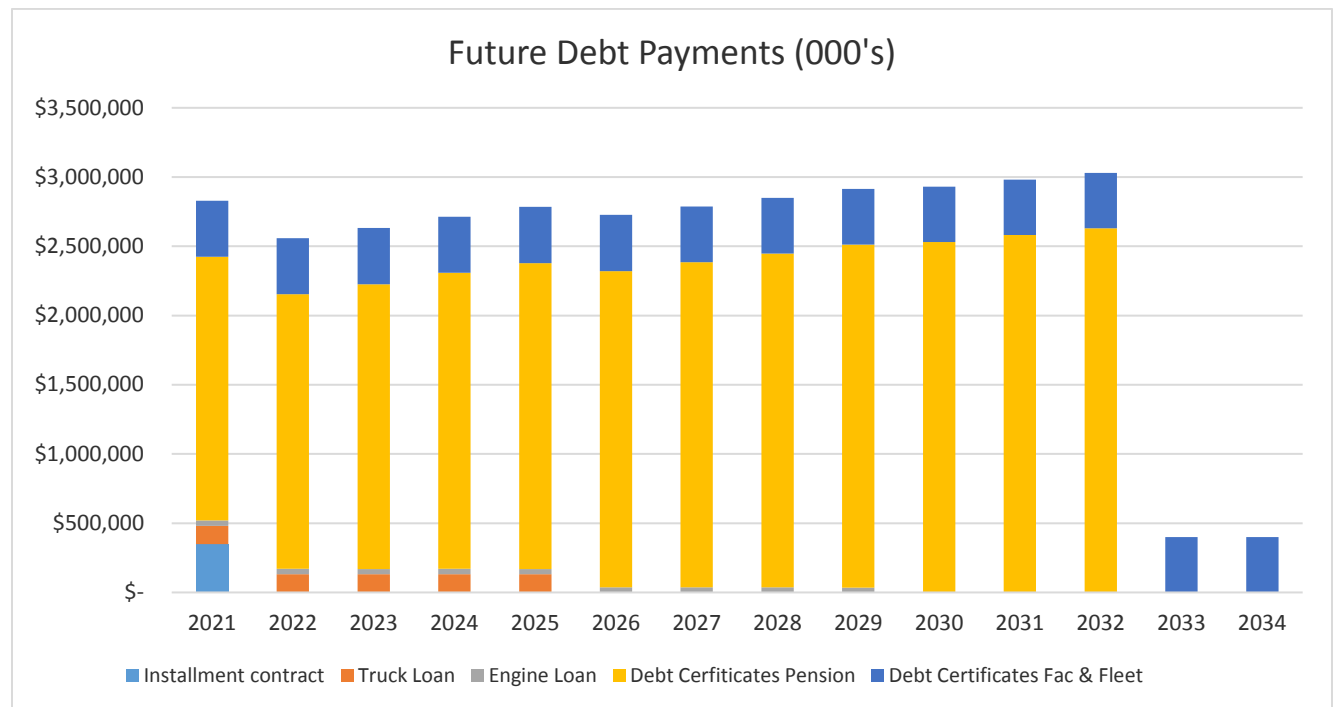
Debt

The District has five outstanding debt obligations – General Obligation Debt Certificates used to pay the District’s actuarial unfunded liability to the pension funds in 2012, an Installment Contract for two pumpers, a Truck Loan, an Engine Loan and debt certificates issued in 2020 to fund the construction of maintenance facility and the purchase of a new aerial truck. The Pension Debt certificates were advance funded in 2020 for interest savings. The Truck loan was refinanced to reduce its term and to provide interest savings. These debt obligations are described in the following table:

	Balance at 12/31/20	Interest Rate	Term	Final Payment Date
Debt Certificates - Pension	\$21,355,000	2.30%	20 years	2032
Installment Contract – Pumpers	\$347,626	3.15%	8 years	2021
Truck Loan	\$609,168	2.50%	8 years	2025
Engine Loan	\$315,000	1.89%	10 years	2029
Debt Certificates – Facility & Fleet	\$5,105,000	1.38%	15 years	2034

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, reflects the District's assessed valuation of \$2,488,805,080. Applying the 5.75% limitation results in a statutory debt limitation of \$143,106,292. As of December 31, 2020, the District's outstanding debt balance will be \$27,731,794. The limitation exceeds outstanding balance (legal debt margin) by \$115,374,498. 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 2021 interest and principal payments for the debt certificates are \$1,902,950.

The installment contract was issued to finance two pumpers. At the end of the contract, the District has the option of purchasing the pumpers and the District has exercised this option. The final payment will be made in January 2021. Interest and principal payments for the installment contract are \$347,626 in 2021.

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 2021 are \$97,771 and \$35,000, respectively.

The debt certificates for the construction of the maintenance facility and purchase of an aerial truck were incurred to spread cost over the facility and truck's useful life. Interest and principal payments in 2021 are \$405,448.

Long Range Financial Plans

The District developed a five-year financial plan at the end of 2019 which will be updated at the end of 2020. The plan incorporates 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, which is also updated annually. In addition, the District is preparing a funding policy for the retiree health trust fund.

Budget Ordinance

The proposed 2021 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. 2020-04

BUDGET ORDINANCE AND ANNUAL APPROPRIATIONS OF ORLAND FIRE PROTECTION DISTRICT, COOK COUNTY, ILLINOIS FOR FISCAL YEAR BEGINNING JANUARY 1, 2021 AND ENDING DECEMBER 31, 2021

which said Ordinance was adopted by the Board of Trustees at a meeting held on the 17th day of November, 2020.

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 17th day of November, 2020.

Secretary, Board of Trustees
Orland Fire Protection District

ORDINANCE NUMBER 2020-04

**BUDGET ORDINANCE AND ANNUAL
APPROPRIATIONS OF ORLAND FIRE PROTECTION DISTRICT,
COOK COUNTY, ILLINOIS, FOR FISCAL YEAR
BEGINNING JANUARY 1, 2021 AND ENDING DECEMBER 31, 2021**

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 17, 2020, 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, 2021 and end December 31, 2021.

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		\$6,727,195
Estimated Revenue:		
Rescue Fees	120,000	
Insurance Contributions	527,736	
Fire Prevention	15,120	
Public Education	237	
Dispatch Services	193,528	
Communications Services	40,226	
Fleet Maintenance	996	
Foreign Fire Insurance	100,000	
Training	45,000	
Grant – DCEO	750,000	
Grant – Cook County	1,200,000	
Property Taxes	14,193,907	
Replacement Taxes	7,902	
Interest	12,643	
Other	<u>3,052</u>	
Total	\$17,210,347	
Subtotal		\$23,937,542
Estimated Expenditures:		<u>Appropriation</u>
Sworn Personnel Wages	5,450,813	6,268,435
Clothing	56,712	65,219
Benefits	1,914,548	2,201,730
Tools & Equipment	25,950	29,843
Hose	16,500	18,975
Fire Investigation	15,142	17,413
Fire Prevention	169,885	195,365
Public Education	22,234	25,569
Information Technology	85,810	98,682
GIS	4,101	4,716
Dispatch	231,130	265,800
Communications	12,990	14,939
Opticom	3,600	4,140
Station Supplies	2,845	3,272
Facilities	81,595	93,834
Fleet Maintenance	205,796	236,665
2% Fund	100,000	115,000
Training	262,318	301,666
Training Grant – DCEO	750,000	862,500
Training Grant – Cook County	1,200,000	1,380,000
Accreditation	27,100	31,165
Pension	3,183,000	3,660,450
Administration	240,618	276,711
Public Information	7,586	8,724
Testing	72,253	83,091
Honor Guard	16,926	19,465
Debt	<u>1,902,950</u>	2,188,393
Total	\$ 16,062,402	
Estimated Fund Balance, End of Year		<u>\$7,875,140</u>

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>	46,000
Total	40,000	
Estimated Fund Balance, End of Year		<u>\$8,725</u>

Tort Fund

Estimated Fund Balance, Beginning of Year		\$2,514,760
Estimated Revenue:		
Fire Prevention	3,780	
Training	30,000	
Safety	54,000	
Property Taxes	<u>4,679,083</u>	
Total	4,766,863	
Subtotal		\$7,281,623
Estimated Expenditures:		<u>Appropriation</u>
Sworn Personnel	2,404,771	2,765,486
Clothing	25,520	29,348
SCBA	23,650	27,197
EMS	36,833	42,357
Domestic Preparedness	5,808	6,679
Fire Prevention	42,472	48,843
Opticom	7,200	8,280
Fleet Maintenance	112,263	129,102
Training	204,620	235,313
Fitness	50,700	58,305
Safety	16,375	18,831
Administration	200,000	230,000
Insurance	<u>1,784,245</u>	2,051,882
Total	\$4,913,957	
Estimated Fund Balance, End of Year		<u>\$2,367,666</u>

IMRF Fund

Estimated Fund Balance, Beginning of Year		\$79,744
Estimated Revenue:		
Property Taxes	<u>263,111</u>	
Total	263,111	
Subtotal		\$342,855
Estimated Expenditures:		
Administration	<u>263,111</u>	<u>Appropriation</u> 302,578
Total	263,111	
Estimated Fund Balance, End of Year		<u>\$79,744</u>

Capital Reserve Fund

Estimated Fund Balance, Beginning of Year		\$1,660,706
Estimated Revenue:		
Sale of Apparatus	<u>325,000</u>	
	325,000	
Subtotal		1,985,706
Estimated Expenditures:		
Debt	892,714	<u>Appropriation</u> 1,026,621
Fleet	262,500	301,875
Training Facility	<u>34,400</u>	39,560
Total	1,189,614	
Transfer from Ambulance Fund		1,000,000
Transfer from Rescue Fund		200,000
Estimated Fund Balance, End of Year		<u>\$1,996,092</u>

Ambulance Service Fund

Estimated Fund Balance, Beginning of Year \$6,929,619

Estimated Revenue:

Insurance Contributions	466,095
EMS	3,664,350
Public Education	1,211
Dispatch Services	988,916
Communication Services	205,560
Fleet Maintenance	5,088
Property Taxes	7,867,082
Replacement Taxes	40,377
Interest	64,603
Other	<u>15,594</u>
Total	13,318,876

Subtotal \$20,248,495

Estimated Expenditures:

		<u>Appropriation</u>
Sworn Personnel Wages	6,893,676	7,927,727
Clothing	71,891	82,675
Health Insurance	1,690,923	1,944,561
EMS	318,756	366,569
Pandemic	30,000	34,500
Public Education	113,614	130,656
Information Technology	438,487	504,260
GIS	20,955	24,098
Dispatch	1,181,062	1,358,221
Communications	66,380	76,337
Opticom	3,600	4,140
Facilities	416,948	479,490
Station Supplies	14,535	16,715
Fleet Maintenance	499,808	574,779
Administration	1,489,546	1,712,978
Public Information	<u>38,762</u>	44,578
Total	<u>13,288,776</u>	

Transfer to Capitol Projects Fund 1,000,000

Estimated Fund Balance, End of Year \$5,959,519

Social Security Fund

Estimated Fund Balance, Beginning of Year			\$36,949
Estimated Revenue:			
Property Taxes	<u>410,651</u>		
Total	410,651		449,421
Subtotal			
Estimated Expenditures:		<u>Appropriation</u>	
FICA & Medicare	<u>410,651</u>	472,249	
Total	410,651		
Estimated Fund Balance, End of Year			<u>\$36,949</u>

Emergency Rescue Fund

Estimated Fund Balance, Beginning of Year		\$928,280
Estimated Revenue:		
Insurance Contributions	87,596	
Dispatch	42,155	
Communications	8,763	
Fleet Maintenance	217	
Property Taxes	1,783,067	
Replacement Taxes	1,721	
Interest	2,754	
Other	<u>665</u>	
Total	1,926,938	
Subtotal		\$2,855,218
Estimated Expenditures:	<u>Appropriation</u>	
Sworn Personnel Wages	1,282,547	1,474,929
Clothing	13,344	15,346
Benefits	317,784	365,452
Hazardous Materials	26,537	30,518
Water Rescue	30,030	34,535
Technical Rescue	25,648	29,495
Public Education	5,473	6,294
Information Technology	18,611	21,403
GIS	894	1,028
Dispatch	49,280	56,672
Communications	2,830	3,255
Facilities	17,966	20,661
Station Supplies	620	713
Fleet Maintenance	98,204	112,935
Administration	52,412	60,274
Public Information	<u>1,652</u>	1,900
Total	1,943,832	
Transfer to Capital Projects Fund		200,000
Estimated Fund Balance, End of Year		<u>\$711,438</u>

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 17th day of November, 2020, 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.