Redmond Fire & Rescue

2022/23 Adopted Budget

341 NW Dogwood Avenue
Redmond, OR 97756

(541) 504-5000
www.rdmfire.org

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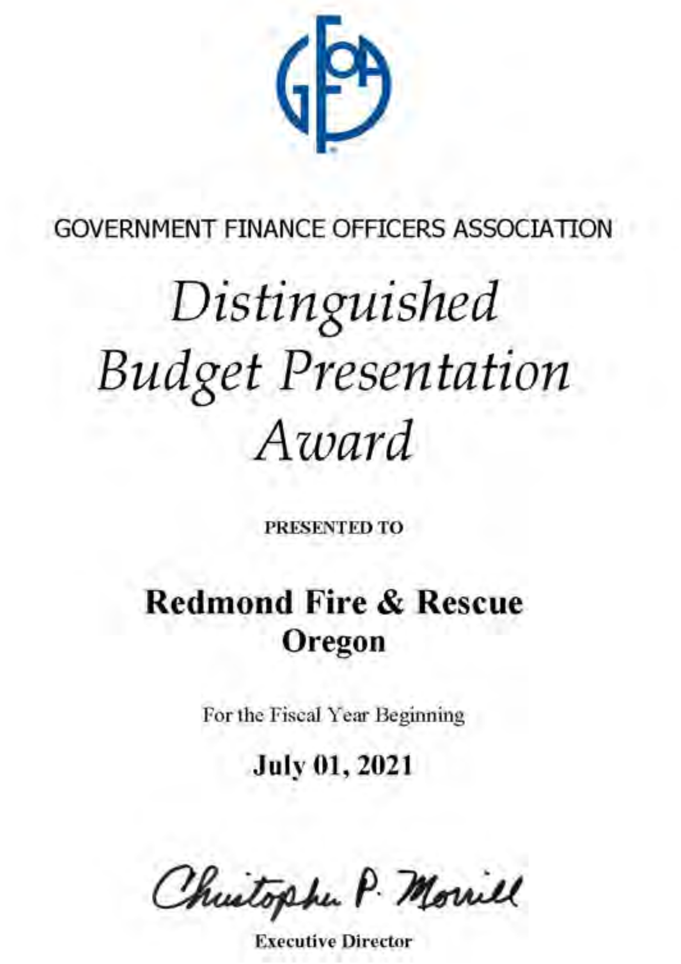
Introduction

Distinguished Budget Award


GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Redmond Fire & Rescue
Oregon

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented the Distinguished Budget Presentation Award to Redmond Fire & Rescue, Oregon for its annual budget for the fiscal year beginning July 1, 2021. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we therefore are submitting to GFOA to determine its eligibility for another award.

Introduction of Members

BOARD OF DIRECTORS	**Term Expires**
Carroll Penhollow, President	*June 30, 2023*
Craig Unger	*June 30, 2023*
Ken Kerfoot	*June 30, 2025*
Jessica Meyer	*June 30, 2025*
Gary Ollerenshaw	*June 30, 2025*

BUDGET COMMITTEE	**Term Expires**
Evan Dickens	*June 30, 2022*
Sharon Harris	*June 30, 2022*
Richard Hurd	*June 30, 2023*
Jo Anne Sutherland	*June 30, 2023*
Chris Earnest	*June 30, 2024*

The Budget Committee is comprised of the five Board of Directors and an equal number of citizen volunteers appointed by the Board.

DISTRICT ADMINISTRATIVE STAFF

Pat Dale, Fire Chief	Serving since 2022
Jodi Burch, Chief Financial Officer	Serving since 2019
Diane Cox, Human Resources Manager	Serving since 2013
Tom Mooney, Fire Marshal	Serving since 2021

District Vision & Mission

Priorities

Respond to calls safely and efficiently.

Train to a high level of job proficiency.

Maintain a high level of mental and physical fitness.

Communicate effectively.

Credo

We are professionals.

People trust us to serve them.

We are always on stage.

We will make our actions applaudable.

Risk Statement

We respond to emergencies believing we can make a bad situation better.

We will not make a bad situation worse by risking our lives to protect lives and/or property that are manifestly lost.

With calculated consideration, we will jeopardize our safety to protect savable property.

If necessary, we will risk our lives to protect the life of a fellow human being.

“We will provide modern and advanced services.”

“We will serve with excellence, make bad situations better, prevent fires and injuries while being fiscally responsible.”

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Budget Message

Dear Residents of the Redmond Fire & Rescue Fire District, Budget Committee Members, and members of Redmond Fire & Rescue,

It is a privilege to submit Redmond Fire & Rescue's ***adopted*** budget for fiscal year (FY) 2022/23. Our priority with this budget is to be fiscally responsible while providing the highest quality Fire Suppression, Emergency Medical Services (EMS), Fire Prevention and Fire Code Enforcement possible.

Last year's budget began the process of bringing staffing levels District staffing levels more in line with population growth and managing the response to the COVID-19 pandemic. The strategic-level emphasis of this year's budget is on our greatest need, front-line staffing.

Population growth and the associated increase in calls for service has outpaced the staffing levels necessary to keep up with the demand. The mission of Redmond Fire & Rescue to serve our citizens in need of help can best be described as, time sensitive, highly technical, and staffing intensive. The focus on increasing front-line staffing levels will put our organization on a continued path of increasing staffing levels necessary to deliver our services.

We must look toward the future, considering population growth, the impact of a larger and even more densely populated response area, and the associated increase in demand for service. The staff at Redmond Fire & Rescue have developed a responsible budget reflective of the well above average economic activity seen in Central Oregon. This budget positions Redmond Fire & Rescue to begin getting ahead of anticipated growth and increasing demand.

There are several successes and challenges identified in this ***adopted*** budget.

Successes

- Increased Firefighter Staffing: Strong property tax growth in FY 2021/22 allowed the District to increase its workforce of 62 employees to 65 employees with the addition of three new firefighter/paramedic positions. The District also filled vacancies at the engineer level with both internal and external individuals. The FY 2022/23 budget includes the addition of six more firefighter/paramedics to be hired in January 2023 and an administrative logistics position to lead the coordination, planning, and monitoring of logistical operations. This will increase the total FTE to 69.

Successes *(continued)*

- Capital Outlay: During FY 2021/22, the District made various capital purchases, most notably the acquisition of a Type 3 wildland engine and a utility trailer to securely store tools and equipment used by the Training division. The current budget includes even more funds for large capital purchases, such the purchase of two new fire engines, one ambulance, and various medical equipment. The budgeted capital purchases are further discussed on page 93.

- Planning Documents: This past year, the District engaged consultants to coordinate the development/update of a strategic plan, standards of cover, and a facilities plan. The consultants spoke with multiple employees and key stakeholders and the District provided significant amounts of data and information from call volume to deployment models to financial statements. These documents are not yet finalized but are expected to be finalized and adopted by the Board in the coming months. The documents will be used to communicate the organizational goals and the actions needed to achieve them.

Challenges

- Increasing Call Volume: Over the past eight years, the calls for service have increased by over 50% from about 4,400 calls in 2013 to nearly 6,700 calls in 2021, with medical emergencies accounting for approximately 75%-80% of all responses. During this same time period, the City of Redmond's population increased only 36% from 26,590 to 36,122. However, Deschutes County continues to face some of the state's fastest growth in its 65 and over population. This population increase correlates to an increased demand for services which stresses our ability to make sure every medical emergency gets the fast, effective response our community deserves.

- Capital Improvements, Apparatus & Facility Replacement: In order to provide excellence in medical, fire and rescue services, the District needs vehicles, apparatus and facilities capable of supporting the mission. The District maintains both strategic and long-term financial plans to guide capital purchases. However, even with strategies in place to ensure the best possible costing and longest practical service life, a single ambulance costs over $250,000, while fire engines are over three times that amount and ladder trucks even more. In addition, as the population of the District grows, so does the need for additional fire stations to effectively serve all areas. Station construction will likely require a voter-approved bond due to the cost.

- Staffing: Over time, the District has seen a reduction in the number of individuals applying for open positions. This leads the District to focus on recruitment and retention efforts to ensure that adequate staff are available to serve the community.

Challenges *(continued)*

- Succession Planning: in the past two years, Redmond Fire & Rescue has seen a significant turnover in personnel, especially in the leadership positions at the rank of Battalion Chief and above. As the District's workforce continues to age, and growing percentage nears retirement eligibility. Properly managing the impact of this type of change will require focused efforts to recruit new personnel and maintain a balance that minimizes simultaneous departure of large numbers of personnel.

- Personnel Costs (Medical Insurance and PERS): The District continues to face increases in our PERS rates due to the account being historically underfunded at the state level. In addition, the District continues to experience market driven medical insurance premium increases each year. However, the District was fortunate this year as it is the second year of the PERS rates and there was no premium increase on medical insurance.

- Property Tax Revenues: The District's largest source of revenue is property taxes. Property tax growth is limited by Ballot Measure 5 (1990) and Measure 50 (1997). The combined impact of both measures continues to challenge the District's ability to maintain staffing levels, add necessary technologies and enhance emergency medical services. The passage of the five-year operating levy provides much needed financial support by increasing total property tax revenues by 15%, but the levy expires and must be renewed by voters.

- Urban Renewal Districts: The City of Redmond implemented a new Urban Renewal District (URD) in southern Redmond. Revenues raised by the URD will be matched with state and federal dollars to improve the safety and mobility of south Highway 97 along with a variety of other projects as described in the URD plan. The District fully supports improving vehicular and pedestrian safety along the corridor, but URDs do reduce property tax revenues available to the District while they are in effect. The financial impact to the District of the proposed URD is currently unknown, however the existing downtown URD results in the diversion of over $350,000 of District property tax revenues to the downtown URD each year.

- Levy Renewal: In May 2020, District voters overwhelmingly supported a five-year local option levy. The funds provided by this levy allow Redmond Fire & Rescue to maintain current operations and fill positions left vacant due to economic uncertainties at the time. The District is thankful for the community's support and will continue to ensure funds are expended in a transparent and sustainable manner. The FY 2022/23 budget includes property tax revenues for the third year of the levy. The District intends to bring a renewal operating levy to the voters before expiration of the current levy.

Opportunities

Despite the challenges, Redmond Fire & Rescue sees tremendous opportunity ahead. New partnerships and the opportunity to engage with a diverse group of stakeholders while addressing the impacts of COVID-19 has built new friendships and strengthened existing relationships with partner agencies. As we emerge from the pandemic, we look forward to working with our new colleagues on creative ways to serve the community.

Additionally, Redmond Fire & Rescue is building a plan to meet the increasing call volume and workload through the addition of key personnel and critical equipment. The District has made grant applications to the Federal Emergency Management Agency (FEMA) for the addition of six (6) firefighter positions and the replacement of one engine and a ladder truck. If the District is successful and awarded either of these two grants, it will free up financial resources to address other critical needs, equipment purchases, and deferred maintenance.

Additional analysis of the District's key economic factors and assumptions, revenues, and expenditures can be found within the Budget Overview beginning on page 37.

Budget Format

The District has prepared this budget for all funds subject to the budget requirements by state law, including the legal requirement for a balanced budget, meaning that total beginning fund balance, revenues, and other financing sources are equal to the total of expenditures, other financing uses, contingency, and ending fund balance. The prior year adopted budget includes the impact of any supplemental budgets and budget adjustments approved throughout the year.

Budget Summary

The 2022/23 fiscal year budget is organized into the following Funds and Cost Centers (also called divisions):

General Fund
- Administration
- Fire & Rescue Operations
- Fire & Rescue Training
- Emergency Medical Services (EMS) Operations
- Fire & Life Safety
- Facilities, Vehicles & Equipment
- Non-Departmental

Capital Projects Fund
(*no cost centers*)

This budget has been prepared based on our permanent tax rate of $1.7542 per $1,000 of taxable assessed value and the second year of a five-year operating levy at a tax rate of $0.2700 per $1,000 of taxable assessed value. The ***adopted*** FY 2022/23 budget reflects a positive assessed valuation for the District which includes the city of Redmond and the communities of Terrebonne, Eagle Crest Resort, Pronghorn Resort, and surrounding areas.

Budget Summary *(continued)*

Below are two charts comparing the adopted FY 2021/22 budget appropriations, including the impacts of any supplemental budgets and budget adjustments throughout the year, with the ***adopted*** FY 2022/23 budget. The first chart presents the data by fund with the second expenditure category.

Budget Summary (By Fund & Cost Center)				
Appropriations		Adopted Budget FY2021/22	Adopted Budget FY2022/23	Increase / (Decrease)
General Fund				
Administration	$	1,261,240	1,528,940	267,700
Fire & Rescue Operations		7,566,318	8,397,936	831,618
Fire & Rescue Training		425,465	535,129	109,664
EMS Operations		1,593,911	1,591,795	(2,116)
Fire & Life Safety		370,694	415,648	44,954
Facilities, Vehicles & Equipment		739,292	842,162	102,870
Non-Departmental		4,496,204	5,128,451	632,247
	$	**16,453,124**	**18,440,061**	**1,986,937**
Capital Projects Fund	**$**	**1,845,532**	**3,252,000**	**1,406,468**
Total Appropriations	**$**	**18,298,656**	**21,692,061**	**3,393,405**

Budget Summary (By Expenditure Category)				
Expenditures		Adopted Budget FY2021/22	Adopted Budget FY2022/23	Increase / (Decrease)
Personnel Services	$	10,061,478	10,881,623	820,145
Materials & Services		1,895,442	2,429,987	534,545
Capital Outlay		995,532	2,452,000	1,456,468
Debt Service		435,651	514,758	79,107
Interfund Transfers Out		413,917	633,664	219,747
Contingency		3,596,636	3,880,029	283,393
Unappropriated Fund Balance / Reserve		900,000	900,000	-
Total Expenditures	**$**	**18,298,656**	**21,692,061**	**3,393,405**

The District considers operating expenses to consist of personnel services, materials and services, and debt service. This budget has been proposed with total operating expenses at $13,826,368, an increase of $1,433,797, or about 11.5%, from the prior year. This increase is primarily due to the addition of staff and general cost increases. Overall, the appropriations by cost center are relatively consistent with the prior year when accounting for the additional personnel.

Budget Summary *(continued)*

Total budget appropriations for all funds are $21,692,061 which is an increase of $3,393,405 or 18.5% over the prior year budget. This increase is primarily due to the planned addition of staff as described on page 54 and the purchase of capital expenditures described in more detail on page 95.

The investments and expenditures within this budget are aligned with the strategic goals of Redmond Fire & Rescue and our Board of Directors, which are found starting on page 31. The scheduled strategic plan update is currently underway and is expected to be finalized and adopted by the board early in the FY 2022/23 fiscal year.

This budget meets our operational needs so that the District may continue to effectively provide emergency response, fire and life safety, and risk reduction services to our citizens, while remaining receptive to our patrons and the current economic climate.

Collaboration and Transparency

It is the District's intent to provide a transparent budgeting process with input from Citizens, Board of Directors, Budget Committee and all members of Redmond Fire & Rescue. Redmond Fire & Rescue's leadership team is always looking for creative and more efficient ways to deliver fire and emergency services to our community.

The District strives to prepare its annual budget in a manner that provides readers an understanding of all the facets of the District's operations. The budget is designed to be a policy document, operations guide, financial plan, and a communications guide. Information on the District's plans and policies can be found on page 29. Residents can be confident their tax dollars and fees are being invested in a thoughtful and measured manner to maintain Redmond Fire & Rescue's reliable delivery of emergency medical, fire & rescue services.

Acknowledgements

The preparation of the budget is a team effort. It was accomplished through the leadership of the Administration with assistance from all District staff and community volunteers who contributed to this annual effort.

Thank you for your support and dedication to Redmond Fire & Rescue.

Pat Dale

Fire Chief / Budget Officer

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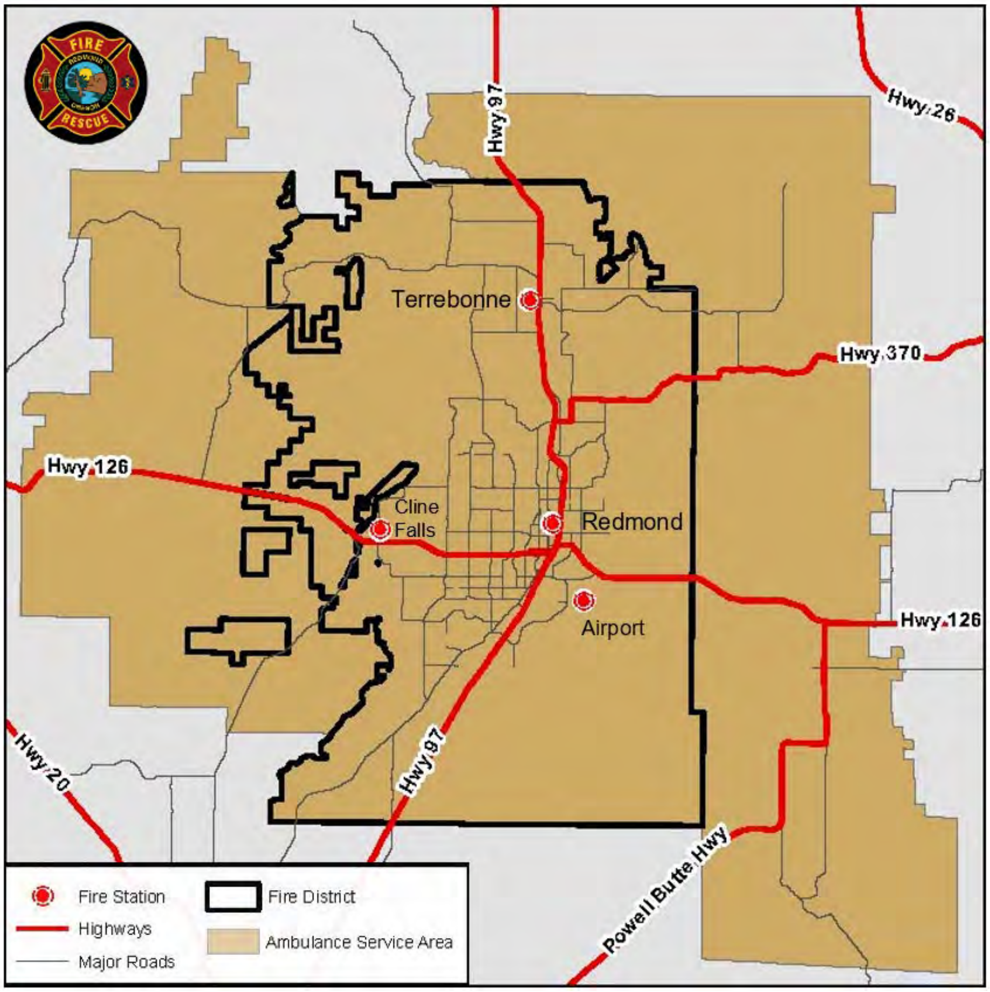
District Overview

History

Officially established as Deschutes County Rural Fire Protection District #1 in 1939, the District provided fire prevention, protection and suppression services to residents living outside of the Redmond city limits. In November 2010, the City of Redmond voters approved the annexation of the City into the District boundaries, which occurred on July 1, 2011.

Service Area

The area served, which includes the City of Redmond, covers 294 sq. miles for ambulance service area and 123 sq. miles for fire service coverage. Ninety-five percent of the District is located within Deschutes County with the remaining portion subsiding in both Jefferson and Crook Counties.



Population & Demographics

The City of Redmond's population has surpassed 30,000 residents. Portland State University's population research center recently updated their population forecasts for the region. They predict that Redmond will eclipse 65,000 before 2055 and Deschutes County's population will be over a quarter million. The average annual population growth over the past three years has been about 7.4%. The City offers business owners and residents affordable cost of living with no sales tax burden, a minimal commute (average one-way commute = 20 minutes), an optimal outdoor environment, and excellent healthcare.

Historical populations for both the City of Redmond and Deschutes County are listed below. In addition, the District serves over 10,000 residents who live within the District, but outside the City of Redmond and countless tourists who visit our region annually.

Population				
	2018	**2019**	**2020**	**2021**
Deschutes County*	188,980	193,000	199,259	203,390
City of Redmond*	29,190	30,600	32,215	36,122
Source: *Portland State University - Center of Population and Census				

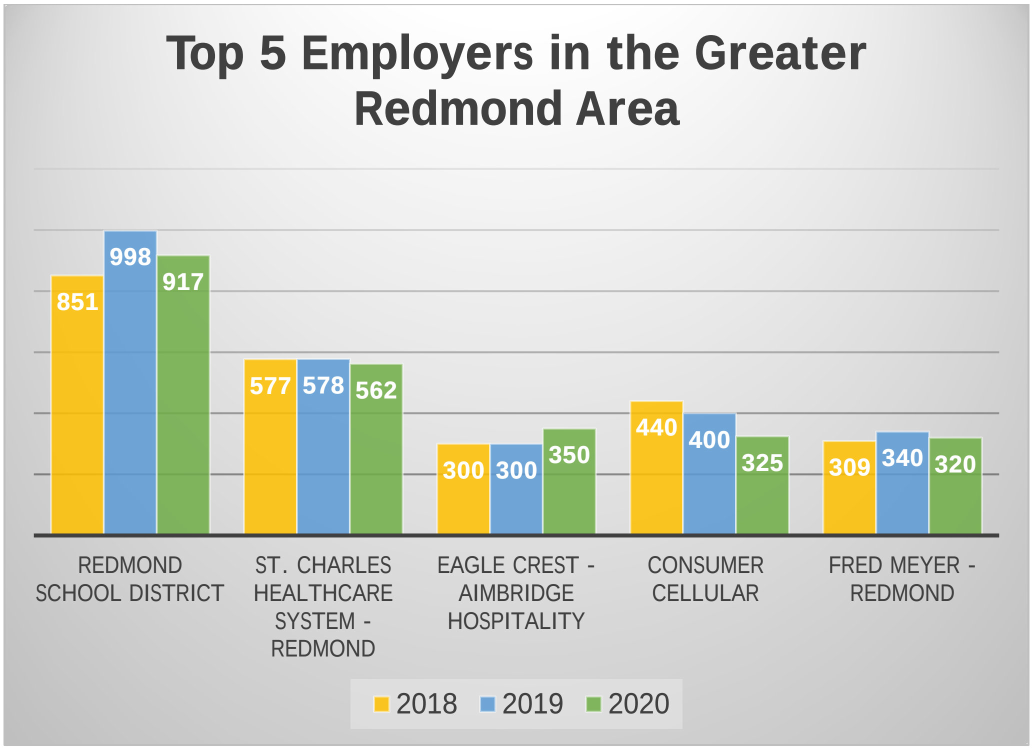
Area Amenities

The District boasts a variety of activities which its residents can enjoy from hiking and fishing to rodeos, concerts and conventions. The City of Redmond is situated in the middle of Central Oregon, making it the hub of activity and growth for the surrounding community. The climate is semi-arid with mean precipitation of only 10 inches and 14 inches of snow each year. Residents enjoy over 300 days of sunshine each year with four distinct seasons bringing refreshingly different weather. The natural beauty that surrounds Redmond is unique in Central Oregon, from the beautiful stand of Western Juniper trees to the various recreational activities, including camping, fly fishing, world-class rock climbing at Smith Rock State Park, golfing, hiking, and all types of winter snow sports. The region's only commercial airport, Roberts Field, is owned and operated by the City of Redmond. Redmond is home to the Deschutes County Fair and Expo Center, the largest convention center in Deschutes County.

With a variety of activities, high quality of life and increased job opportunities, the District is a great place to live and recreate.

Employment & Transportation

A growing number of business firms are discovering Redmond with a centralized location, regional airport, a skilled workforce and a diverse business climate. The City is fast-becoming the manufacturing hub for the region with manufacturing employment growing by more than 88% from 2010 – 2019 which is over four times the statewide average over the same period of time. The large and small primary employers include medical device manufacturing; precision metals manufacturing and fabrication; food manufacturing and distribution; machinery repair, sales, and distribution; clean technology; medical claims processing and call center facilities.



Source: Redmond Economic Development Inc.
Note: 2021 data was not available yet.

The City of Redmond is located at the intersection of Highway 97, which connects with Interstate 84 to the north along the Columbia River and penetrates into Northern California to the south, and Highway 20/26 which originates on the Pacific Ocean and terminates at the Atlantic Ocean. Other systems in the region include the Burlington Northern Santa Fe Railway, six major airlines operating out of Roberts Field airport, Cascades East Transit regional public transportation service and various truck lines.

City of Redmond

Top 10 Taxpayers

Source: Deschutes Co. Assessor's Office

PCC STRUCTURALS INC

SKYWEST AIRLINES

WAL-MART STORES INC

PACIFICORP (PP&L)

APARTMENT OPTIONS P2 LLC

HORIZON AIR INDUSTRIES INC

CASCADE NATURAL GAS CORP

FRED MEYER STORES INC

PC REDMOND LLC

LOWES HIW INC



Deschutes County

Top 10 Taxpayers

Source: Deschutes Co. Assessor's Office

PACIFICORP (PP&L)

TDS BAJA BROADBAND LLC

GAS TRANSMISSION NORTHWEST CORP

CASCADE NATURAL GAS CORP

PCC STRUCTURALS INC

LUMEN TECHNOLOGIES INC

TOUCHMARK AT MT BACHELOR VILLAGE

DESCHUTES BREWERY INC

CVSC LLC

SUTERRA LLC

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Organization & Services

About the District

Redmond Fire & Rescue (The District) operates under Oregon Revised Statutes Chapter 478 as a separate municipal corporation and is managed by a board of directors composed of a president and four directors. The board members are elected to four year, overlapping terms. The board hires the fire chief to manage the day-to-day operations of the District.

Redmond Fire & Rescue is a multi-service district with services and programs tailored to meet the needs of the community. Fire & Rescue operations consist of extinguishing fires, protecting life and property, rescuing and treating people in the event of motor vehicle accidents and various other emergencies. In addition, all suppression personnel are also paramedics and respond to a variety of medical emergencies.

District staff are also the first responders to medical emergencies in the Fire District and Ambulance Service Area. Our Emergency Medical Services (EMS) program is a vital resource for the community, and all of Redmond Fire & Rescue personnel are committed to ensuring the job is done well. The Fire District's EMS program is complimented by single-role Emergency Medical Technicians and Paramedics whose sole focus is to respond to medical emergencies throughout the District.

The District provides:

- Fire suppression
- Basic and Advanced Life Support ambulance transport
- Fire prevention
- Public education
- Aircraft rescue firefighting
- Basic rope, water and ice rescue

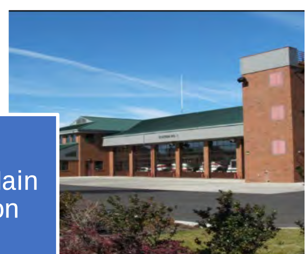
Personnel and Stations

The District has a total full-time employee (FTE) count of 69. The District's administration and fire & rescue programs are staffed with full-time employees, while the Emergency Medical Services (EMS) program relies on full-time paramedics and emergency medical technicians (EMTs) with a small pool of part-time EMTs.

In addition, the District has up to six Student Volunteers each year. These prospective students go through an application process and then a thorough background evaluation. Student Volunteers receive no compensation for their time spent at the District, but they do receive a scholarship to cover tuition and books necessary for the attainment of their studies in Fire Science or Paramedicine at Central Oregon Community College. The scholarship requires a minimum GPA of 3.0, task performance objectives and numerous volunteer hours to the District. Student Volunteers work alongside career firefighters to gain experience and practical skills.

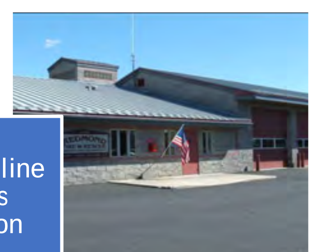
The organizational chart for the District is noted on the following page.

Fire and rescue services are provided from the four fire stations pictured below.

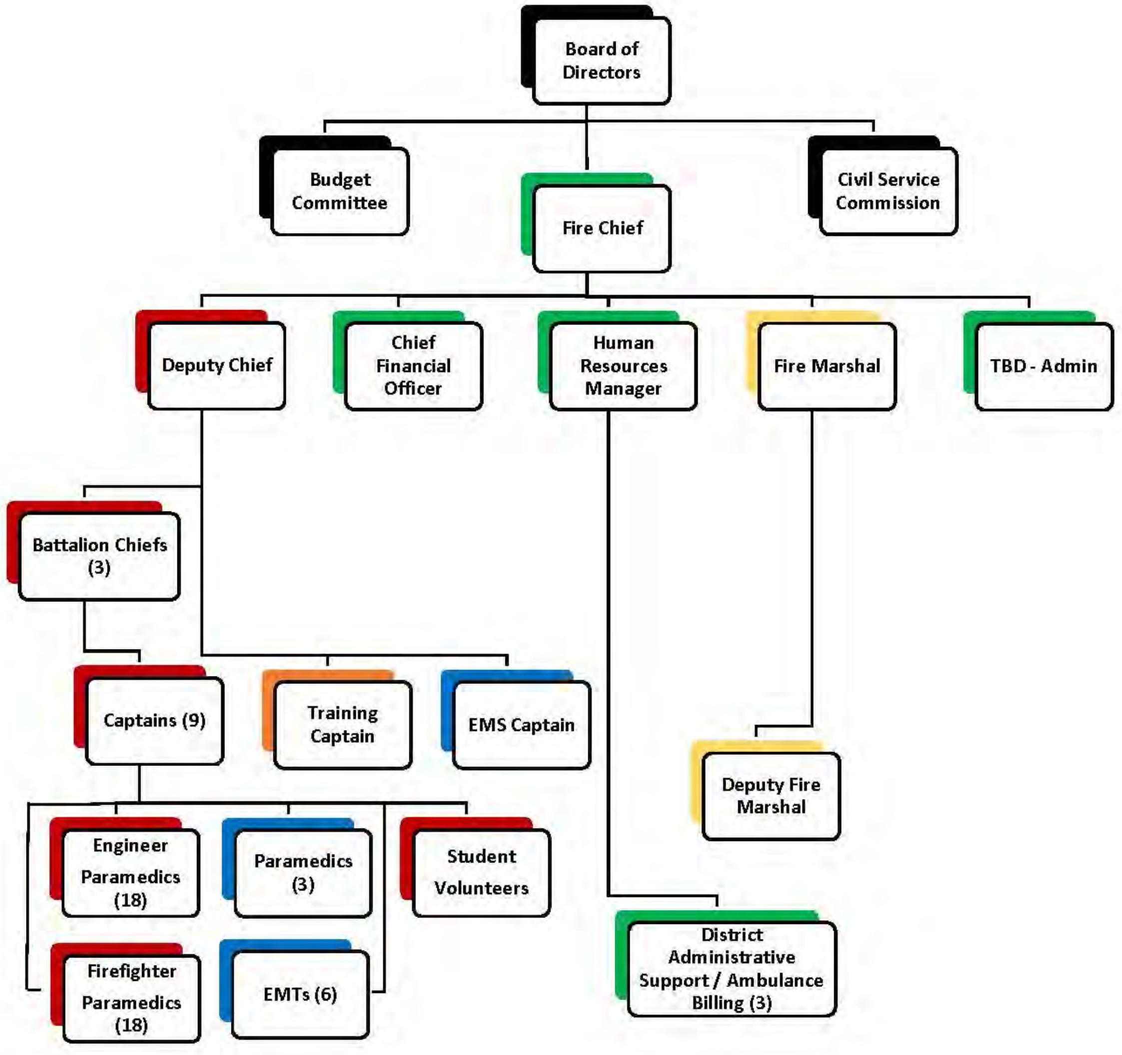

401 - Main Station


402 - Terrebonne Station


403 - Airport Station


404 - Cline Falls Station

Organizational Chart



For budget purposes positions are included in the General Fund cost centers as indicated below.

- Board and advisory bodies are black
- Administration staff are green
- Fire & Rescue Operations staff are red
- Fire & Rescue Training staff are orange
- EMS Operations staff are blue
- Fire & Life Safety staff are yellow

Public Education & Safety

The District is committed to reduce injury, life loss and property loss through effective public education programs and information. The Fire & Life Safety division is primarily responsible for the application of laws and regulations related to fire prevention, life safety, fire protection systems, building construction and protection. F&LS staff inspect schools, day cares, industrial facilities and other building to ensure critical safety features are maintained as well as review construction projects to ensure firefighting access, water supplies, and other fire safety features are adequate. The division also partners with the Office of the Oregon State Fire Marshal and local in the code development process and the resolution to code related issues within the various jurisdictions.

The District also engages our public through social media and the coordination of station tours. These tours were paused during the COVID-19 pandemic but restarted in spring 2022.

Caption: Redmond Fire & Rescue staff with a child dressed as a firefighter during a station tour.

Training

The District's Fire & Rescue and Emergency Medical Services (EMS) training is made possible through the cooperation and innovation of our members. There are two employees that facilitate the program, one for emergency medical services and one for fire & rescue. Training is delivered both in person hands on and using our training management software TargetSolutions. New employees of Redmond Fire & Rescue begin their careers with an academy. The academies range from two to eight weeks depending on the position. After successful completion of the academy, employees receive weekly training while on shift. Members have annual training requirements to maintain both their fire certifications and their EMT or Paramedic license.

Caption: Fire and Rescue staff training for a rescue on a cliffside that requires ropes and anchors.

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District Policies & Plans

Board Policy

The District operates under a comprehensive policy manual. There are three sections within the policy manual which include the following:

- Board Policies
- Administrative Policies
- Operational Guidelines/Policies

Caption: RF&R Board Members

Board policies are established by the board of directors and provide direction to the fire chief to carry out the day-to-day administration of Redmond Fire & Rescue. These policies are reviewed periodically and revised as needed.

Administrative policies are policies established by the fire chief to direct the day-to-day operations of Redmond Fire & Rescue.

Operational Guidelines/Policies are established by the deputy fire chief through the fire chief to carry out Redmond Fire & Rescue's mission of providing fire, EMS, and rescue services.

Financial Policies

The District's financial management is designed to ensure the fiscal stability of the District and to guide the development and administration of the annual operating and capital budgets.

The District will adopt and maintain a balanced budget in which total resources are equal to the total expenditures.

The District continues to stay in compliance with its financial policies through a variety of actions. Staff presents monthly financial statements to the board of directors and holds a mid-year review of the overall budget. In addition to monthly reporting, a rolling 5-year projection of the District's future financials is also maintained to ensure accurate budgeting and provide the district board fiscal guidance for important decisions. Through the annual audit process, policies are reviewed alongside daily procedures to ensure the District is using funds legally and efficiently.

One of the primary responsibilities of the District to its citizens is the care of public funds and wise management of public finances. This District will provide adequate funding of the services desired by the public and the maintenance of public facilities. The areas addressed are revenues, operating budget, capital improvement, accounting, debt management, risk management and investments.

Financial Policy Overview

- To protect the policymaking ability of the District by ensuring that important policy decisions are not controlled by financial problems or emergencies.
- To enhance the policy making ability of Redmond Fire & Rescue's board of directors by providing accurate information on the program costs.
- To ensure sound management of the District by providing accurate and timely information on financial condition.
- To provide sound principles to guide the important decisions of the district board which have significant fiscal impact.
- To set forth operational principles which minimize the cost of government and financial risk and safeguard the District assets.
- To employ revenue policies which prevent undue or unbalanced reliance on certain revenue, which distribute the costs of service fairly, and which provide adequate funds to operate desired programs.
- To provide essential public facilities and maintain the District's infrastructure.
- To protect and enhance the District's credit rating and prevent default on any debt issue of the District.
- To ensure the legal use of all District funds through a sound system of administrative policies and internal controls.

Achieving Financial Policy, Annual Analysis

- To achieve and maintain the aforementioned objectives, the chief financial officer, at the direction of the fire chief, will conduct an annual analysis of projected financial condition and key financial indicators. The analysis shall be reviewed by the budget committee and the district board prior to the budget process.

- It is the focus of this analysis to:
    - Identify the areas where the District is already reasonably strong in terms of protecting its financial conditions;
    - Identify existing or emergency problems in revenue sources, management practices, infrastructure conditions and future funding needs;
    - Forecast expenditures and revenues for the next five years with consideration given to such external factors as state and federal actions, the bond market, management options being explored and used by other local governments; and
    - Review internal management actions taken during the last budget cycle.

Strategic Plan

Redmond Fire & Rescue's Strategic Plan is designed to provide direction to the District for a three-year period. The Strategic Plan is vision and mission driven and was developed with the input from the internal and external stakeholders.

This Strategic Plan envisions the continued involvement of the members of the District in carrying out each of the action items under the leadership of our division leaders. Our goals were developed from a strengths, weaknesses, opportunities and threat (SWOT) analysis conducted by the members of Redmond Fire & Rescue.

This Strategic Plan is dynamic and will require periodic adjustments and modifications to address our changing internal and external environments.

The current Strategic Plan (listed below) was approved by years 2016-2018, yet continues to be in use. This past year, the District engaged consultants to coordinate the development/update of a strategic plan, standards of cover, and a facilities plan. The consultants spoke with multiple employees and key stakeholders and the District provided significant amounts of data and information from call volume to deployment models to financial statements. These documents are not yet finalized but are expected to be finalized and adopted by the Board in the coming months. The documents will be used to communicate the organizational goals and the actions needed to achieve them.

I. VISION

We will provide modern and advanced services.

II. MISSION

We serve with excellence, make bad situations better, prevent fires and injuries while being fiscally responsible.

III. REDMOND FIRE & RESCUE STRATEGIC GOALS

Strategic Goal #1: Focus on administrative services and board of director targets.

Action Items / Desirable Outcomes

a. Develop a financial strategic plan for future capital projects including apparatus and facilities.
b. Develop a data system to allow better decision-making.
c. Evaluate accreditation programs to determine best practices.
d. Develop standardized performance measures for customer service.
e. Evaluate alternative response models.
f. Ensure board and administrative policies are written and kept current.

g. Maintain labor-management relations.
h. Continue and enhance our employee recognition program.
i. Create and maintain relationships with our partners in fire and law enforcement.
j. Create and maintain relationships with city and county administrators.
k. Create and maintain relationships with regional and state partners.
l. Find creative ways to communicate and market RF&R to our community.
m. Create a health/safety cancer awareness program.

Strategic Goal #2: Provide exceptional public safety and emergency services (Fire & EMS).

<u>Action Items / Desirable Outcomes</u>

a. Improve turnout and response times.
b. Create and maintain effective deployment plans.
c. Review alternative delivery methods for emergency medical services.
d. Update Standard of Cover document.
e. Continue to improve fire and emergency medical services training delivery.
f. Reduce unnecessary EMS requests through education and innovation.
g. Enhance our iPad technology for response information.
h. Ensure operational policies, operational guidelines, and protocols are written and kept current to meet or exceed "best practices".

Strategic Goal #3: Identify efficient and cost-effective fiscal solutions.

<u>Action Items / Desirable Outcomes</u>

a. Explore new revenue opportunities.
b. Increase operational efficiencies to reduce cost of our services.
c. Address economic uncertainty.
d. Obtain grant funding for capital expenditures.
e. Evaluate public procurement processes for capital expenditures.
f. Assess benefit costs (PERS and Health Insurance).
g. Develop Urban Renewal District protection strategy.

Strategic Goal #4: Enhance qualities of leadership, management, and personnel.

Action Items / Desirable Outcomes

a. Pursue career development for all members.
b. Add administrative staff to support our core business.
c. Continue collaborative relationship with Local 3650.
d. Review and update staff promotion requirements.
e. Develop Battalion Chief, Engineer/Paramedic, and Firefighter/Paramedic eligibility lists.
f. Develop 5-year staffing plan, including staffing for proposed fire stations.
g. Improve our human resource services by adding a dedicated HR person.

Strategic Goal #5: Develop critical long range capital expenditure plans.

Action Items / Desirable Outcomes

a. Determine fire district station locations for future.
b. Obtain intergovernmental agreements for future station locations.
c. Develop capital plan for two new fire stations projected for 2020-2030.
d. Create fire and EMS apparatus capital plans.
e. Research funding and build a Class-A burn building for live fire training.

Strategic Goal #6: Develop Fire & Life Safety programs, social media, and web-site management.

Action Items / Desirable Outcomes

a. Partner with local schools provide fire prevention programs.
b. Maintain working relationships with the City of Redmond, Deschutes County, Oregon State Fire Marshal's Office, and other key partners in our community and the state.
c. Implement the Brycer Compliance Engine program to maintain fire and life safety systems in our jurisdiction.
d. Continue to coordinate and manage our annual Halloween event for the community.
e. Maintain residential and commercial key box programs.
f. Improve and implement pre-incident plan program with a focus on our high-risk target hazards.
g. Continue to provide water and access requirements for new construction.
h. Continue to evaluate our social media and marketing opportunities.

Long Range Financial Plan

Financial Forecasting

It is noted in the District's policies that financial management is designed to ensure the fiscal stability of the District and to guide the development and administration of annual operating and capital budgets. In order to accomplish this, the District utilizes a variety of tools which assist management throughout the year as well as during the budget process. These tools include an equipment replacement schedule to determine when capital purchases are due and/or needed a Strategic Plan for future facilities and staffing (see page 31) and a three-year financial projection below.

Three Year Financial Projection

A three-year projection is updated with the budgeted figures for the current year. This provides a base for assumptions to be made upon over a projected three-year period. These assumptions have been noted below and can be changed depending on different decision outcomes (this assists in accomplishing our strategic goals – especially Strategic Goal #3). These changes then flow through to the net fund balance to provide a look at the overall fiscal impact and help with decision making and future budgeting decisions.

Revenues

Property Taxes – The following three-year projection includes a 5.0% increase in FY 2023/24, a 4.0% increase in FY 2024/25 and a 3.0% increase in FY 2025/26. The District has seen increases around 6% for the past few fiscal years but does not expect this trend to continue. Assessed value increases are likely to fall in the 3% - 5% range.

Ambulance Billing – Ambulance Billing revenues have continued to steadily increase year over year. The projection assumes a modest 3% increase in each of the following years.

Contract Services: Airport – Since most costs charged to the City of Redmond are payroll, the increase for each year is projected at 4.1%, 3.0% and 3.75%. The larger increase in FY 2023/24 is related to the increase in PERS explained below.

Beginning Fund Balance (BFB) – This is the net fund balance (revenues less expenditures plus contingencies and reserves) from the prior year. For the purpose of this document, only the contingency and reserves are left as unspent funding. In actuality, there are various line items in the budget which are not fully expended and/or revenues which are in excess of budget which then roll forward to the next year.

Other – This includes special events, conflagration revenue, etc. These line items are reviewed individually and remain constant throughout the projection.

Expenditures

Personnel Services – The Personnel Service expenditures have the greatest volatility and have the greatest impact on the budget. The collective bargaining agreement with the District's Firefighters Association, Local 3650 expires on June 30, 2024. For this projection, all wage increases are assumed at 3% each fiscal year. This increase encompasses planned cost of living increases, as well as step increases. The District has many recently hired/promoted employees with steps available in their positions. Additionally, medical insurance is assumed at a 5% increase each year, which is the average increase seen by the District. PERS includes an increase of 10% in FY 2023/24 which is consistent with projections currently available from PERS.

Materials & Services – Inflation has been factored into the projection at a rate of 3.0% for each year. This rate has been used across all budgeted line items. While most line items do not see much increase from year to year, the intent of applying inflation to every line item each year is to be as conservative as possible and to account for large increases that do occur.

Debt Service – Includes all agreed upon debt payments over the three-year period.

Capital Outlay – Capital Outlay investments have been assumed at $400,000 per year. Most Capital Outlay purchases are financed or are purchased with excess funds in the budget process. The three-year projection tool provides a snapshot for if there will be funding for future capital items.

Contingency/Reserves – Serves as a reserve account for upcoming projects and unknown increases in personnel services. For the three-year projection, contingencies and reserves remain the same throughout this document. They are set aside but carried forward through the beginning fund balance in the following fiscal year.

Interfund Transfers – For ease of comparison, interfund transfers are projected at $500,000 per year.

Caption: Redmond Fire & Rescue personnel transporting a patient to the waiting LifeFlight helicopter.

Three Year Projected Financials

ALL FUNDS	Adopted Budget FY 2022/23	Projected Budget 2023/24	Projected Budget 2024/25	Projected Budget 2025/26
Revenues				
Property Taxes	9,728,000	10,214,400	10,622,976	10,941,665
Ambulance Billings	2,590,000	2,667,700	2,747,731	2,830,163
Contract Services - Airport	665,515	691,470	712,214	737,142
Other	657,681	657,681	657,681	657,681
Investment Earnings	30,000	30,000	30,000	30,000
Bond / Note Sale	1,750,000	-	-	-
Interfund Transfers In	633,664	500,000	500,000	500,000
Total Resources	**16,054,860**	**14,761,251**	**15,270,602**	**15,696,651**
Expenditures				
Personnel Services	10,881,623	11,345,510	11,626,558	12,022,722
Materials & Services	2,429,987	2,502,887	2,577,973	2,655,312
Capital Outlay	2,452,000	400,000	400,000	400,000
Debt Service	514,758	589,708	473,308	468,383
Interfund Transfers Out	633,664	500,000	500,000	500,000
Contingency	3,880,029	3,880,029	3,880,029	3,880,029
Unappropriated Fund Balance / Reserve	900,000	900,000	900,000	900,000
Total Expenditures	**21,692,061**	**20,118,134**	**20,357,869**	**20,826,447**
Excess or Deficiency	(5,637,201)	(5,356,883)	(5,087,267)	(5,129,796)
Plus: Contingency/Reserves	4,780,029	4,780,029	4,780,029	4,780,029
Total Excess / (Deficiency)	**(857,172)**	**(576,854)**	**(307,238)**	**(349,767)**
Changes in Fund Balance				
Beginning Fund Balance	5,637,201	4,780,029	4,203,175	3,895,937
Revenues Over/(Under) Expenditures	(857,172)	(576,854)	(307,238)	(349,767)
Ending Fund Balance	**4,780,029**	**4,203,175**	**3,895,937**	**3,546,170**

Analysis

The District's financial situation has improved significantly due to the passage of the five-year operating levy and strong growth in assessed value. However, the District will continue to practice ongoing frugality to ensure sufficient funds are available to fund operations, especially if the levy is not renewed by voters. For this reason, assumptions for this projection were kept at a conservative level and can always vary. In addition, the District typically underspends budgeted expenditures by 3-5% each year for budgeted savings of approximately $300,000 - $500,000. When the District has a budget surplus, it allows the District the ability to invest in capital purchases and increase staffing levels to meet increasing calls for service.

Budget Overview

Budget Requirements

All Oregon local governments are required to prepare an annual or biennial budget as a governing document for the District's actions in the coming fiscal year. The District has several policies (see page 29) in addition to Oregon Local Budgeting Law (ORS 294.305 to 294.565) that guide the preparation of the budget. In summary, these policies and state statutes require that the District live within its means. A balance must be struck between revenues and expenditures, so that the public can realize the benefits of a strong and stable government even during uncertain economic times such as most recently the COVID-19 pandemic. By law, budgets cannot exceed available resources, defined as revenues generated in the current period added to balances carried forward from prior years. Temporary shortages, or operating deficits, can and do occur, but they are not tolerated as extended trends.

While state statutes require that the District prepare a budget which is balanced in the whole, District staff also seek to create a budget in which the District's operating expenditures are balanced with its operating revenues. Any increase in expenses, decrease in revenues, or a combination of the two that result in an unmanageable operating budget imbalance require budget revision rather than spending designated contingencies and reserves to support ongoing operations. Typically, any year-end operating surpluses will revert to fund balances for use in maintaining contingency and reserve levels targeted in policy. Fund balance amounts greater than policy targets are typically utilized for capital projects, prepayment of debt, and/or "one-time only" expenditures.

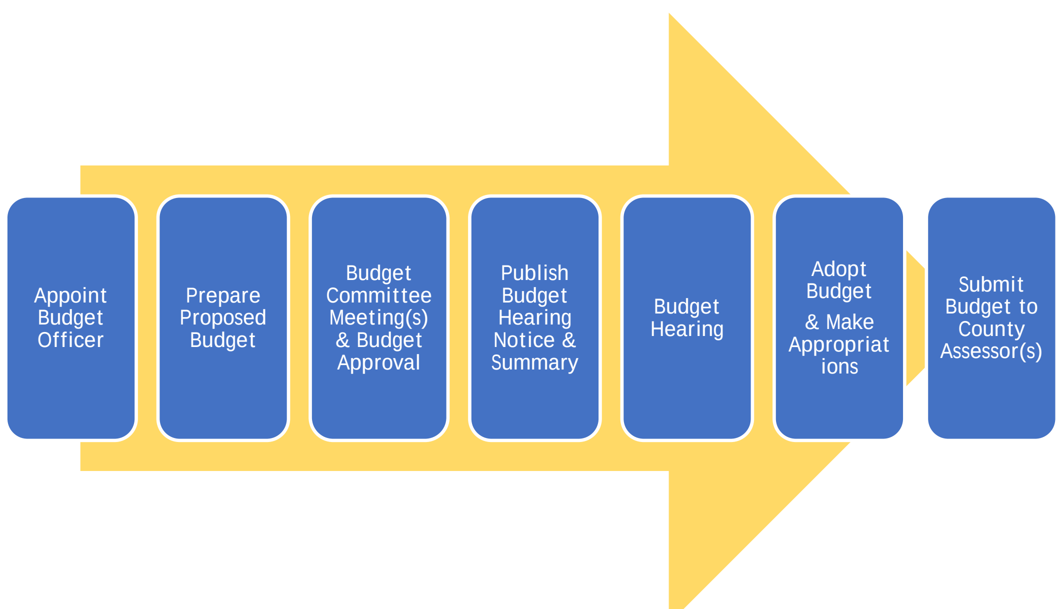
Budget Process

The budget process for the District begins with the appointment of the budget officer. Per Board Budget policy, the fire chief is the appointed budget officer.

The proposed budget is created and includes historical and empirical data from previous budgets, external economic conditions, and other external factors that could impact the District's fiscal environment.

The budget team prepares and reviews the proposed budget. This team consists of members from senior staff (fire chief, deputy fire chief, chief financial officer and human resources manager). Budget meetings are also held with battalion chiefs and program managers who are encouraged to work with their teams to gather information on departmental needs. Additional input is received throughout the year from the District's Firefighters Association, Local 3650. The objective is to create a transparent budget process that will meet the financial needs of Redmond Fire & Rescue while meeting the District's vision, mission, and strategic plan. After meeting the budget objectives, surplus revenue allocation or budget cuts will be determined by the budget team.

Once the proposed budget has been reviewed and balanced by the internal budget team, it then goes before the budget committee. This committee is made up of the five district board members and five appointed community members. The budget committee reviews the document, makes any necessary changes and then approves the budget to go before the board. The board holds a budget hearing to adopt the budget, after which the budget document is submitted to the appropriate county assessor. Members of the public are encouraged to attend the public meetings (in person or virtual) or submit comments/questions.



Budget Objectives & Calendar

Below are the District's objectives for the 2022/23 fiscal year.

- Develop a fiscally responsible budget that enables Redmond Fire & Rescue to provide fire, ambulance, and fire & life safety services to the businesses, residents and visitors we serve
- Increase current staffing levels and expand as resources allow
- To collaboratively create the budget
- Ensure a transparent process

Below is the District's budget calendar for the 2022/23 fiscal year.

Date	Action
April/May 2022	Staff Budget Meetings/Discussions
May 20, 2022	Publish Public Notice of Budget Committee Meetings (1st Publication)
May 25, 2022	Publish Public Notice of Budget Committee Meetings (2nd Publication)
May 27, 2022	Deliver proposed budget document to budget committee on or before
June 1, 2022	Budget Committee Meeting #1
June 3, 2022	Budget Committee Meeting #2 (if needed)
June 3, 2022	Publish Form LB-1: Summary Budget & Notice of Public Hearing
June 15, 2022	District Board Meeting, Public Hearing
July 15, 2022	File Form LB-50 with County Assessor(s)
September 30, 2022	Budget to be filed with County Recorder(s)

Budget Adjustments

After the beginning of the fiscal year when a local government is operating with the adopted budget, changes in appropriated expenditures are often necessary. Appropriations may be increased or decreased, transferred from one appropriation category to another, or new appropriation categories created. Oregon law allows for the District to make changes to the adopted budget through two options depending on the amount to be appropriated.

<u>Budget Adjustments by Resolution:</u> It may become necessary after the budget is adopted to transfer appropriation authority from one fund to another or between appropriation categories within the same fund. The Board may authorize some transfers of appropriation authority by passing a resolution. A transfer of appropriation authority is a decrease of one existing appropriation and a corresponding increase of another existing appropriation, with no net change in the total amount of all appropriations.

Supplemental Budgets: A supplemental budget is required for the increase of an appropriation (without an offsetting decrease), the creation of a new appropriation category that does not already exist or the creation of a new fund. A supplemental budget can be acted on by the Board at a regularly scheduled meeting. If, however, the supplemental budget includes any changes greater than 10% in any fund, a public hearing must be held prior to the adoption of a supplemental budget.

Contingency Adjustments: The adopted budget appropriates money for contingencies in each fund to be used at the discretion of the governing body. Contingencies can only be expended for specific events by approval of a resolution by the Board and a transfer to an appropriation category. Contingency expenditures may include funding for service level policy changes, unforeseen events or redirection of resources. The amount which may be transferred from contingency by resolution is limited to 15 percent of the total appropriations in the fund. Transfers of contingency which in total exceed 15 percent in a year may be made only after adopting a supplemental budget for that purpose. If there is no existing appropriation in the category in which the desired expenditure falls, a supplemental budget is required to create the new appropriation.

Basis of Accounting and Budgeting

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. Measurement focus is commonly used to describe the types of transactions that are reported in a fund's operating statement. All government funds are accounted for using a current financial resources measurement focus. Only current assets and liabilities generally are included on the balance sheet. Operating statements present increases (revenue) and decreases (expenditures) in net current assets. Basis of accounting recognizes the timing of transactions and events.

This budget is prepared using the modified accrual basis of accounting and budgeting for all governmental fund types in accordance with generally accepted accounting principles. The basis of accounting and basis of budgeting are the same under the District's practices and policy. Under the modified accrual basis, expenditures are recorded when the goods or services are received, rather than when the invoices are paid. The exception to this general rule is interest on general long-term debt, which is recognized when due. Revenues are recorded in the accounting period in which they become measurable and available. An example of significant revenues that are considered measurable and available at June 30th is property tax revenue (paid by District patrons in June but received in July by the County Treasurer). The District utilizes a 30-day availability or look-back period for purposes of revenue recognition.

District Funds

The District shall maintain financial integrity and consistency in budgeting and accounting practices using specific fund categories within the guidelines of generally accepted accounting principles (GAAP).

A fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying out specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund coding ensures that correct budgeting, accounting, and reporting procedures are met for each of the different fund types, and that any new funds are correctly identified by type according to both financial requirements and policy.

The budget for each fund includes two years of prior year actual activity, projected current year activity, the prior year budget and the current year budget. The prior year budget incorporates the changes of any budget adjustments approved throughout the fiscal year.

The District has appropriated and adopted two funds, all of which are considered “governmental” and include the General Fund and the Capital Projects Fund.

General Fund

The General Fund’s primary purpose is to account for revenues and expenditures needed to run the daily operations of the District. It includes categories like personnel services, materials and services, operating contingency, inter-fund operating transfers, and debt service. Within the fund the District has allocated seven cost centers (Administration, Fire & Rescue Operations, Fire & Rescue Training, EMS Operations, Fire & Life Safety, Facilities, Vehicles & Equipment, and Non-Departmental) that each depict their own unique set of accounts under the personnel services and materials and services classifications.

The General Fund is always considered a major fund, in which revenues and expenditures are at least ten percent of the corresponding totals for all governmental funds. The primary revenue source that sustains the General Fund is property taxes.

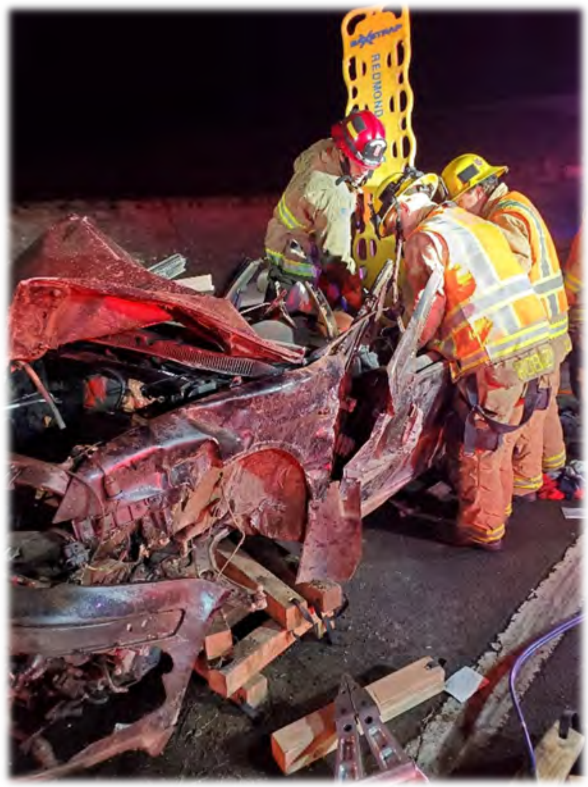
Capital Projects Fund

The capital project fund accounts for all the District's capital outlay expenditures. Capital outlays are items considered fixed assets or tangible goods that are typically expected to last more than three years and cost over $5,000.

To ensure consistency, the District considers the Capital Projects Fund as a major fund for financial statement presentation, although in some fiscal years it could be considered a non-major fund because the total fund appropriation does not constitute more than ten percent of the total of all governmental fund appropriations. The primary revenue source of the Capital Projects fund are transfers from the General Fund. At times, loan proceeds, donations, sales of property, or special purpose grant revenue may also be received. Expenditures made directly out of the Capital Projects Fund are limited to major equipment items, capital improvements, building construction and apparatus replacement.

Structural Changes to the Budget

The structure of the budget refers to how the budget is built, presented or accounted for such as the funds, cost centers and individual line items. There were no structural changes to the budget in FY 2021/22. However, in FY 2020/21, the Fire & Rescue Training cost center was created. Due to this recent change some financial schedules that present historical data will display no figures until enough time has passed to allow for year-over-year comparisons.



Key Economic Factors and Assumptions

The District has made several key assumptions based on information from the external environment and economic forecasts. We remain vigilant on monitoring the external environment throughout the budgetary process given the impact economic changes will have on our ability to provide service at current levels. In the development process, we comply with fiscal policies and we aim to preserve and protect our financial position for the future.

- Property Taxes - Permanent: The Assessed Value (AV) of properties is anticipated to increase by 6.5%. The 6.5% increase is derived from a 3.0% on existing properties (via the Oregon Constitution, Measure 50) and an estimated 3.5% from new construction in 2021. The District is estimating a 95.5% collection rate.

- Property Taxes – Operating Levy: With the passage of the voter approved five-year operating levy brings an additional $1.28 million to the District each year. The District must utilize these funds wisely and in a sustainable manner so that in the event the levy is not renewed, the District can minimize the impacts to operations. The operating levy revenues are also critical in helping the District maintain and expand operations.

- Economic Condition: Overall, the Central Oregon economy has rebounded from the significant economic uncertainties of the COVID-19 pandemic. In Deschutes County, more than 18% of jobs in local businesses evaporated in a two-month period, however employment is now up 1.5% above the pre-pandemic levels. The region has seen double digit growth in development activity (around 20%); steady population growth (7.4% over the past three years); and substantial investment activity from the traded sector of jobs and economic development. Central Oregon and Redmond are very desirable and the District's budget is aligned to increase staffing to respond to the population growth.

- Medical Calls: Medical calls remain the dominate type of incident to which the District responds. This category of response continues to change based on the socioeconomic environment, changing demographics, and changes in the national healthcare system. The District continues to evaluate staffing models to address this growing concern.

Key Economic Factors and Assumptions *(continued)*

- PERS: PERS rates are set by the Oregon PERS Board and are effective for two fiscal years. The FY 2021/22 - FY 2022/23 employer contribution rate to the Public Employee Retirement System (PERS) is on average 22.57% of an employee salary (26.57% = Tier 1/2, 17.26% = Oregon Public Service Retirement Plan (OPSRP) General Service, 21.62% = OPSRP Police/Fire). On average these rates were about the same as the FY 2019/20 – FY 2020/21 rates as the increase in OPSRP rates largely offset the reduction in Tier 1/2 rates. Indications (PERS actuarial reports and presentations) are that rates are likely to increase slightly (increasing by about 3.5% for each classification) for FY 2023/24 - FY 2024/25 before stabilizing. Changes to PERS rates are factored into the District's financial forecasts to help ensure services can be maintained over the long-term planning horizon.

- Efficiency: Taxpayers will continue to expect the District to operate within its means and wisely utilize revenues raised by the five-year operating levy. The community expects transparency, effective and efficient delivery of key services, and a focus of our efforts on preserving qualify of life.

Caption: Redmond Firefighters extinguishing hotspots in a wildfire.

Fiscal Year 2021/22 Accomplishments

In developing the budget each year, the District also recognizes what was accomplished in the past year. And all accomplishments require the support and involvement of many District personnel. Some accomplishments in FY 2021/22 are listed below.

Outreach

- Implemented a new fire and life safety property inspection software system that allows the District to track properties, inspection and ensure compliance with building codes.
- Launched multiple social medial platforms to improve communication with our community and provide transparency.
- Began an upgrade to the District's website to better communicate with our community and allow for the online submission of building plans for review. The go-live date is expected in summer 2022.

Operational

- Purchased a new Type 3 engine. This engine allows the District to respond to wildland fires safely, quickly and efficiently. It replaced an outdated older military style engine that had very few safety features.
- On June 30, 2021 the District responded to the East Antler Wildland fire, which was one of the largest wildland fires to date within the district. On a day with temperatures around 118-degree two wildland fires started within an hour of each other that grew together to cover 99 acres. Neighboring fire departments, USFS, BLM, ODF, helicopters and retardant bombers were able to control the fire by nightfall with no structures lost. However highway 126 E and the Redmond Airport were shut down for most of the day with rippling effects.
- Implemented proximity dispatching, which uses live GPS locations of all apparatus to send the closest most appropriate apparatus to the call. This allows personnel to be on scene more quickly.
- Continued information technology upgrades and replacements on various ipads, modems, internet service, desktops/laptops and mobile and portable radios. Technology is an important aspect of our services and the District must remain current in order to provide quality, effective service.
- Updated the Knoxbox program with new keysecures which increased security.
- Partnered with OSU Cascades to create the 'Cookbook' mobile application for EMS protocols.

Fiscal Year 2021/22 Accomplishments *(continued)*

Staffing/Training

- Completed an Acting in Capacity (AIC) engineer academy for internal staff and a one month lateral academy for five newly hired engineers. Also made various promotions and AIC designations for qualified staff.
- Added three firefighter/paramedic positions which allowed the addition of a third person on engine 421. The third person meets the NFPA recommendation and improves both firefighter and community safety.
- Coordinated a 'Burn to Learn' exercise on May 20, 2022 attended by Redmond Fire & Rescue, Bend Fire, & Crooked River Ranch Fire & Rescue personnel. The exercise provided hands on learning for new firefighters and brought partner agencies together.

Strategic

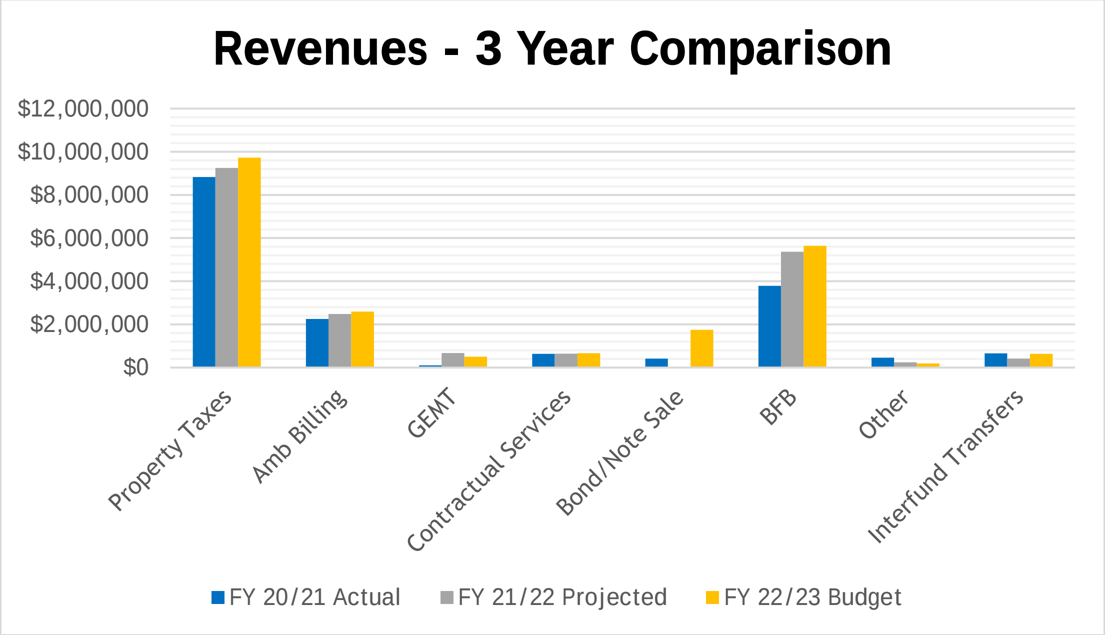
- This past year, the District engaged consultants to coordinate the development/update of a strategic plan, standards of cover, and a facilities plan. The consultants spoke with multiple employees and key stakeholders and the District provided significant amounts of data and information from call volume to deployment models to financial statements. These documents are not yet finalized but are expected to be finalized and adopted by the Board in the coming months.
- Effective June 1, 2022, Board action made a benefit equalization possible. This results in covering all employees at 95% employer-paid medical insurance, 6% employer-paid PERS, and VEBA and PEHP contributions. Previously not all employees received the same benefit package. This action is important for equity and inclusion.
- The fire chief retired effective April 1, 2022 and the Board worked with a consultant to secure an interim fire chief. The interim fire chief will provide leadership while the same consultant has been engaged to recruit for a permanent fire chief with a fall 2022 start date likely.

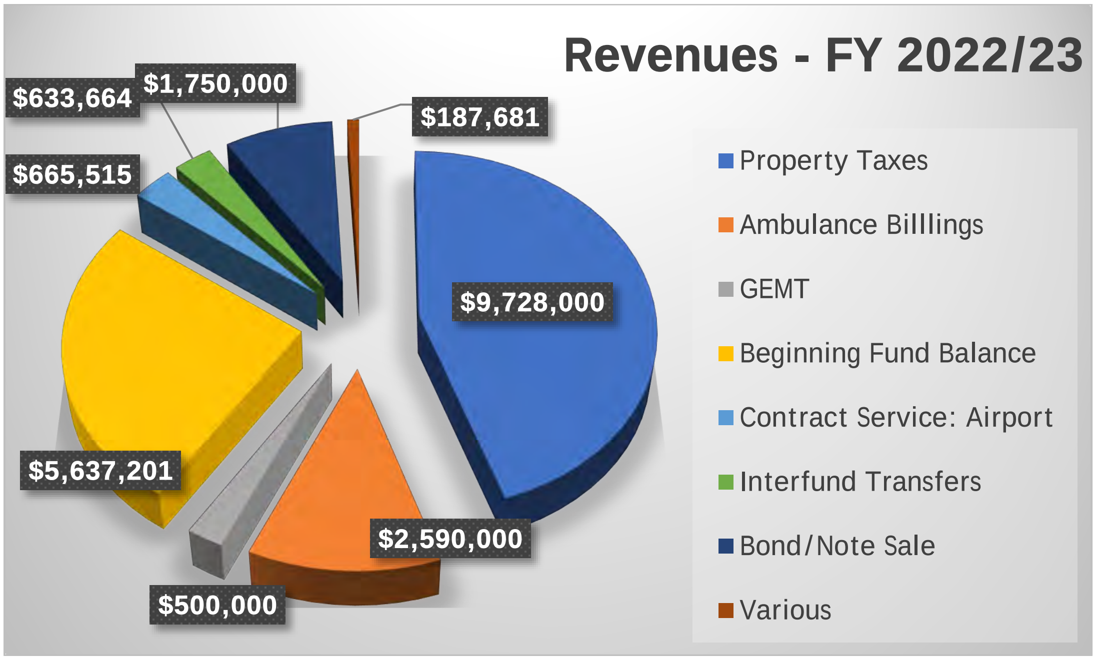
Caption: Firefighters from partner agencies participate in a 'Burn to Learn' training exercise on May 20, 2022.

Revenues

District resources include property taxes, ambulance billings, contractual services, GEMT, beginning fund balance, and other sources.

Below is a comparison and breakdown of the FY 2022/23 resources, which total $21,692,061. More information on the major revenues of property taxes, ambulance billing, contracted services and beginning fund balance follow.





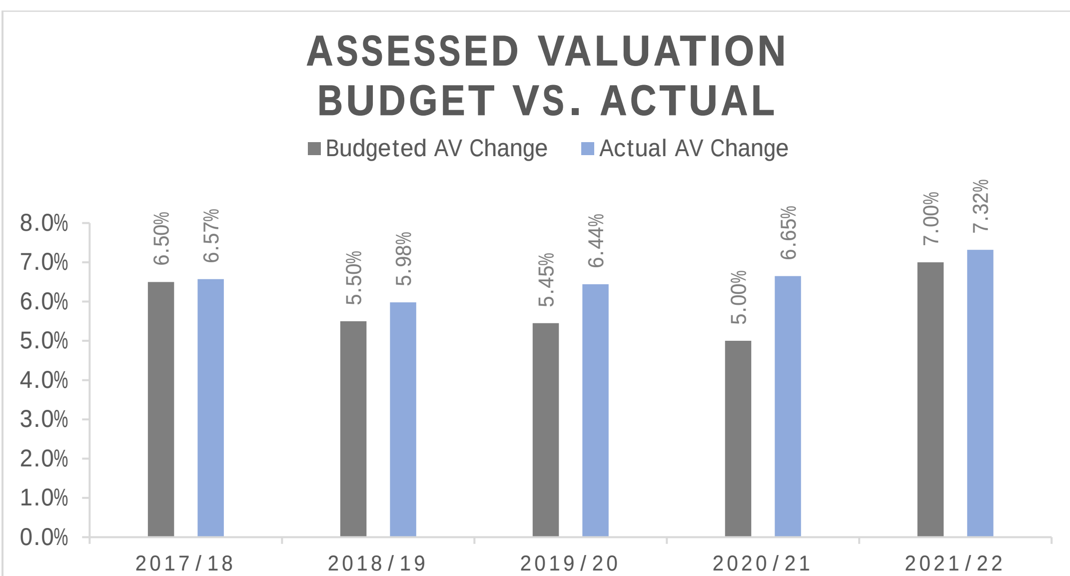
Property Taxes

Property taxes are the District's main source of income. The FY 2022/23 budget is projecting a 6.50% increase in total Assessed Valuation (AV) from the previous fiscal year, with a 95.5% collection rate. The projected property taxes to be received in FY 2022/23 from the District's permanent rate are $8,443,000, which includes prior year taxes and interest of $56,000, while the local operating levy is expected to raise an additional $1,285,000. Prior year taxes are those that were assessed in a prior year but collected in the current year.

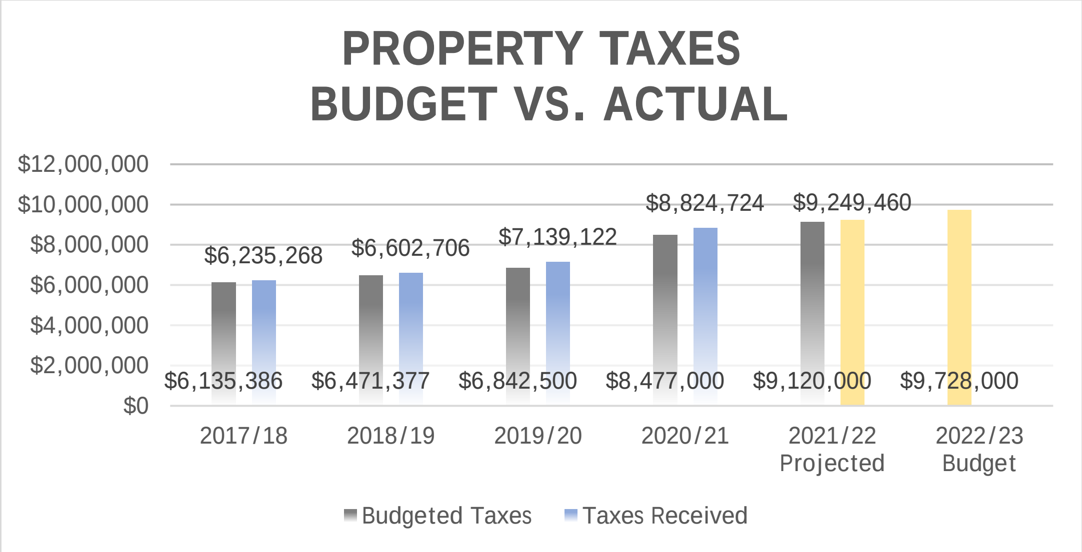
In FY 2022/23, the budget levies the full permanent tax rate of $1.7542 per $1,000 of assessed value, as well as the third year of the five-year general operating levy in the amount of $0.27 per $1,000 of assessed value. In May 2020, voters approved a new five-year local option levy at a rate of up to $0.27 per $1,000 of assessed value beginning July 1, 2020. Combined, the permanent and levy rates equal $2.0242 per $1,000 of assessed value.

The county assessor determines the assessed value of the property as of January (January 1, 2022 for FY 2022/23 property taxes) each year, bills and collects the taxes and remits collections to the District. Taxes for FY 2022/23 will be billed by late October 2022 and can be paid in thirds on November 15, February 15 and May 15.

The District continues to maintain a conservative, yet realistic, approach when budgeting property taxes as seen in both graphs below which illustrate budget assessed valuation (and corresponding tax dollars) versus actual assessed valuation and dollars received. The District's budgeted collection rate of 95.5% is consistent with the average collection rate over the past five years, including during the COVID-19 pandemic.

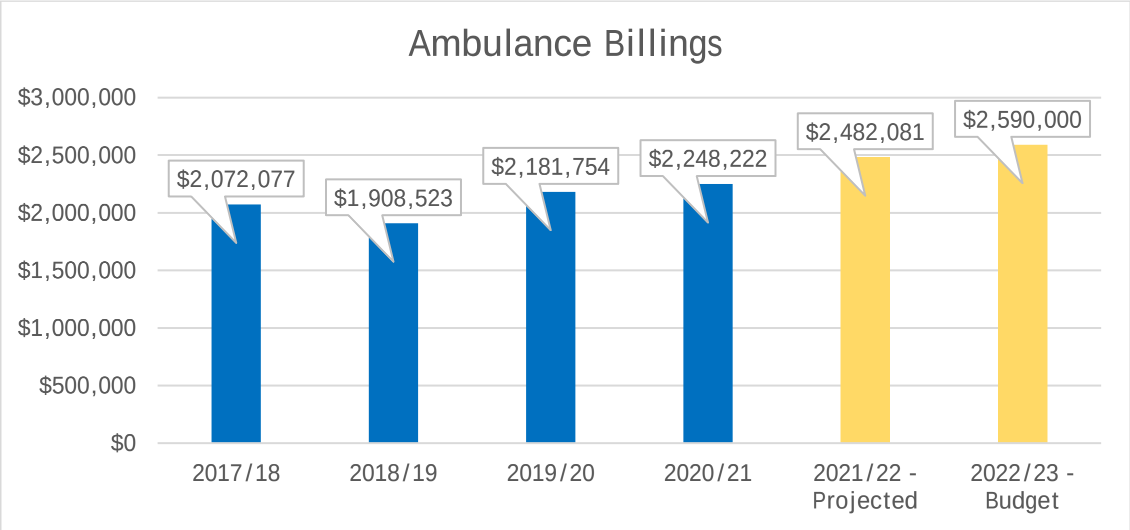


Property Taxes *(continued)*



Ambulance Billings

Revenues from charges for ambulance services are a significant source of operational income. The addition of ambulance billing staff has improved the efficiency in both billing and collections, as well as increased call volume and a fee increase led to rising ambulance revenues. With these added efficiencies, the District has seen revenue collections at much higher rates than in the past and after years of significant growth, revenues have stabilized at around $2million annually. The FY 2022/23 budget is projecting that revenues will increase by 5% which is consistent with the growth seen in recent years at $2,590,000.



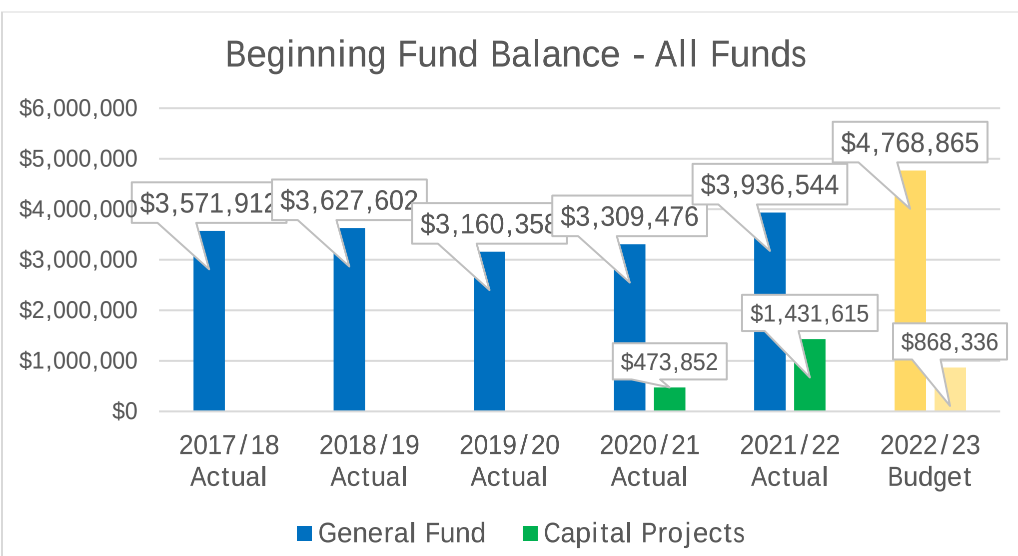
Contractual Services - City of Redmond Airport

The City of Redmond contracts with the District to staff the Aircraft Rescue & Firefighting (ARFF) station at Roberts Field, the commercial airport for the region. The City will reimburse the District for three firefighters, a portion of a battalion chief, and associated training fees. The budgeted revenue for FY 2022/23 is $665,515, a 3% increase from the prior year.

Beginning Fund Balance

The beginning fund balance (BFB) is the second largest resource within the budget. The beginning fund balance consists of all unspent dollars from the prior fiscal year, including prior contingencies and reserves, for both the General and Capital funds.

For FY 2022/23, the combined budgeted beginning fund balance is $5,637,201, a 5% increase from the actual FY 2021/22 amount of $5,368,159. The Capital Projects fund balance decreased due to the planned purchase of the Type 3 engine (the debt for the purchase was issued in the prior fiscal year, which accounted for the large increase in fund balance). The General Fund BFB increased mostly due to actual revenues exceeding budgeted revenues as well as expenses being under budget. The primary unplanned revenue was the GEMT-CCO payments of around $550,000 before fees of approximately 25% (see page 51) for more information on GEMT).



Ground Emergency Medical Transport (GEMT)

The Ground Emergency Medical Transport (GEMT) revenues are supplemental payments to help offset the funding gap between the District's actual costs per GEMT transport and the allowable amount received from the Oregon Health Plan (Medicaid) and any other sources of reimbursement. House Bill 4030 (2016) allowed for the GEMT program, which is administered by the Oregon Health Authority (OHA).

The FY 2022/23 budget includes $500,000 in revenues related to the GEMT supplemental payment program, which is comprised of the two components described below. This is a significant increase from the prior year budget of $85,000. The increase is due to a change in the GEMT program at the state-level. The GEMT program was previously limited to only transports paid by the Oregon Health Plan under the fee-for-service (FFS) plan. Effective January 1, 2021, the state modified the GEMT program to make transports paid through a coordinated care organization (CCO) eligible for payment. The District's total number of CCO-paid transports is about 4-5 times the number of FFS transports.

- **GEMT – FFS:** The District budgeted for $125,000 in revenues (with the offsetting expense of $31,250 for the approximately 25% State fee/match required for participation in the program). This is consistent with the revenues received in FY 2021/22. To receive these funds, each fall the District files a cost report with the State of Oregon and funds are received the following spring.

- **GEMT – CCO:** The District budgeted for $375,000 in revenues (with the offsetting expense of $93,750 for the approximately 25% State fee/match required for participation in the program). The $375,000 is approximately 75% of the revenues expected to be received in FY 2021/22 for calls paid on the calendar year from January 1, 2021 – December 31, 2021. The District is taking a conservative approach due to the newness of this program. The program also must be approved annually by the Federal government and has more participation requirements than the GEMT – FFS program. To receive these funds, the District must have a contract in place with every CCO and funds are distributed periodically based upon a fixed amount per qualifying transport as determined by the state.

Grants

The District makes every attempt to obtain grant funding to support operations and capital needs. During FY 2020/21, over $100,000 in Coronavirus Relief Funds (CRF) were received to offset additional personnel, materials and equipment necessary to respond to the pandemic. No CRF monies were received in FY 2021/22. Due to the uncertainty around CRF monies, none have been budgeted in this fiscal year, but the District will apply for funds as they are available and as qualifying costs are incurred.

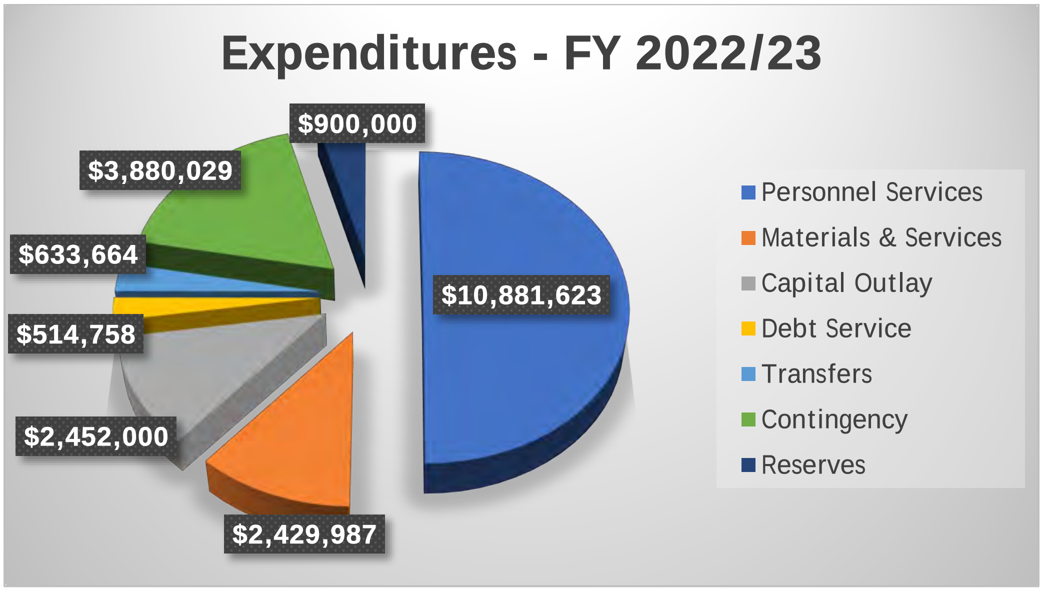
In both FY 2020/21 and FY 2021/22, the District applied for, but was unsuccessful at, two FEMA grants for equipment and personnel. The District has reapplied for two more grants in the current FEMA award cycle with awards expected to be announced sometime in fall 2022. The $2 million Assistance to Firefighters Grant (AFG) request is for one engine and one ladder truck. The Staffing for Adequate Fire and Emergency Response (SAFER) grant is for six new firefighters paid at 100% for three years and totals over $2 million. As the awards have not yet been announced, no FEMA grant revenues have been budgeted.

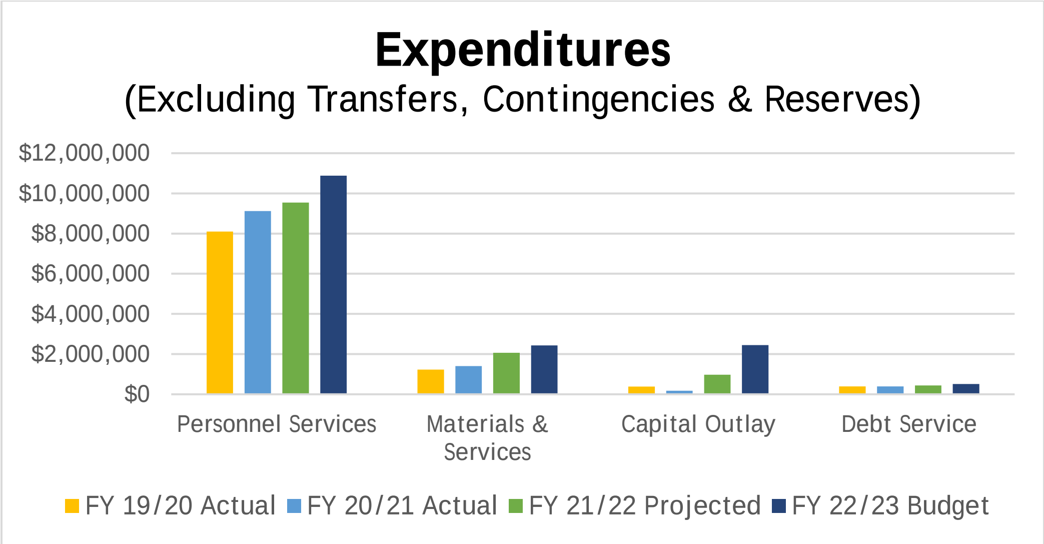
Expenditures

District expenditures are broken into seven different categories within each cost center. These categories include:

- Personnel Services
- Materials & Services
- Capital Outlay
- Debt Service
- Transfers
- Contingency
- Reserves

A comparison and breakdown of the FY 2022/23 expenditures, which total $21,692,061, including contingencies and reserves, are included below. Further information on the categories follows.





Personnel Services

Personnel Services is the largest expenditure for the FY 2022/23 budget and includes 69 full time equivalent (FTE) employees. Total FTE counts include the addition of four positions described below. Costs continue to rise to a projected $10,881,623, which accounts for about 80% of the total operating budget.

Staffing changes of note are:

- **+3 FTE:** In January 2023, the District plans to add six new firefighter/paramedic positions. Of these positions, three are delayed hires for FY 2022/23 and three are pre-hires for FY 2023/24. By onboarding the employees mid-way through the year, the District is able to financially support the six positions and conserve resources by holding one training academy for all new hires.

- **+1 FTE:** The District plans for a new administrative position with the title and job description to be formalized in the coming months. It is anticipated that the position will be responsible for managing logistics, facilities, apparatus, equipment, special projects and more.

- **+0 FTE:** Additionally, three existing vacancies of single-role paramedics will be filled with firefighter/paramedics. This does not increase the total FTE count but does increase the versatility of the individuals filling the positions.

- **+0 FTE:** In Fall 2021, the District elected to hire a Fire Marshal to lead the Fire & Life Safety division instead of the previously budgeted structure of two Deputy Fire Marshals. There is no FTE change with this action.

- **+0 FTE:** In December 2021, the District hired five lateral engineers to fill vacancies. These did not increase the total FTE count but these individuals brought their skills and experience to the organization.

- **+0 FTE:** In Spring 2022, the District's fire chief resigned. The fire chief's position is currently filled through a contract. The District is actively working with a recruitment agency and expects the position to be filled in fall 2022.

Benefit changes of note are:

- The current year budget includes the impact of equalizing benefits for all employees. The benefit equalization consists of covering all employees at 95% employer-paid medical insurance, 6% employer-paid PERS, and VEBA and PEHP contributions. Previously not all employees received the same benefit package. This benefit equalization went into effect on June 1, 2022 so there will be an increase over the prior year actuals. The District estimates the financial cost of this to be around $110,000 annually, however the improvements to morale through equity and inclusion cannot be quantified.

Personnel Services *(continued)*

The chart below lists total FTE counts over the past few years.

Position	FY 2020/21 Actual	FY 2021/22 Budget	FY 2021/22 Actual	FY 2022/23 Budget
Fire Chief	1	1	1	1
Deputy Fire Chief	1	1	1	1
CFO	1	1	1	1
HR Manager	1	1	1	1
Admin - TBD	0	0	0	1
Fire Marshal	0	0	1	1
Deputy Fire Marshal	1	2	1	1
Battalion Chief	3	3	3	3
Captains – 56hr	9	9	9	9
Captains – 40hr	2	2	2	2
Project Specialist	.2	0	0	0
Engineer/Paramedic	18	18	19	18
Firefighter/Paramedic	9	12	11	18
Paramedic	6	6	6	3
Emergency Medical Tech	6	6	6	6
Admin Assistant	3	3	3	3
Total	**61.2**	**65.0**	**65.0**	**69.0**

Note: The total firefighter/paramedic budgeted FTE of 18 is comprised of the 12 existing positions, the three that were previously held by single-role paramedics and three FTEs for the new hires. While six will be hired in January 2023, it is only for half the year, which equates to an FTE of three. The starting firefighter/paramedic FTE count for FY 2023/24 will be 21.

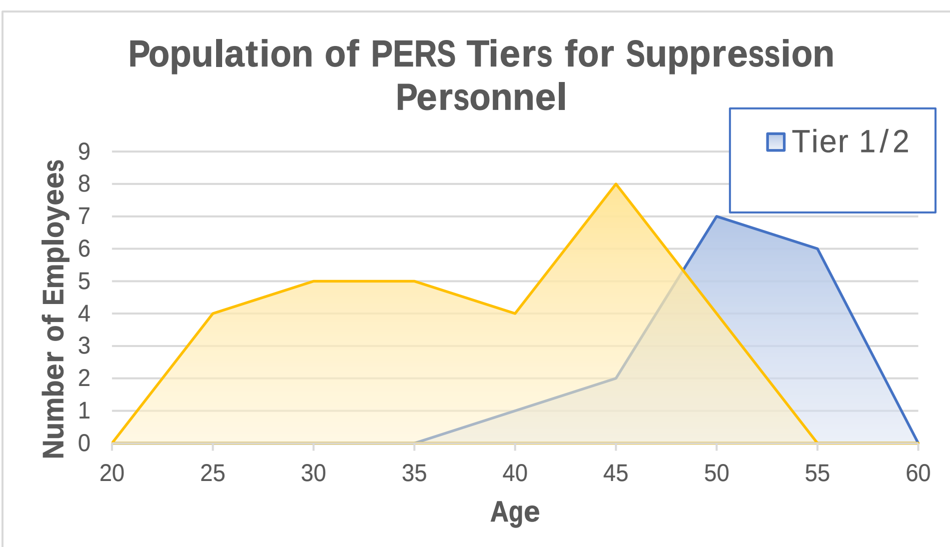
Caption: Four of five new engineers with training captains.

Personnel Services *(continued)*

Additionally, the District continues to focus on succession planning and leadership development for our next generation of managers, especially within the Fire & Rescue division. We believe this is a continual process to ensure competent leaders at every level are available to integrate into the operation when and where they are needed. The normal retirement age for firefighters under PERS is age 55 for Tier 1/2 or 60 for OPSRP or earlier for both plans with 25 years of service because of the physically demanding nature of the profession. Therefore, the District constantly seeks to develop its employees as future leaders.

Caption: Redmond firefighters performing extrication training for a motor vehicle accident.

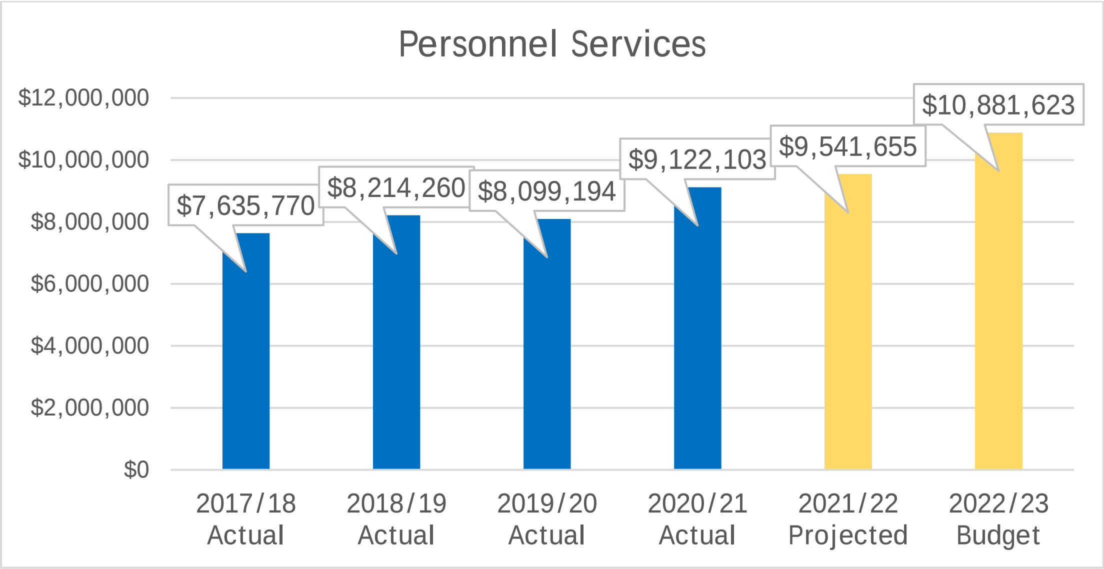
The chart below demonstrates the current ages and PERS classifications of Fire & Rescue suppression personnel from Battalion Chiefs to Firefighters and including fire and life safety. Currently, there are a total of 46 FTE with the number of OPSRP employees (30 employees) about double the number of Tier 1/2 employees (16 employees). The chart can be read as there are 7 Tier 1/2 suppression employees between the ages of 45 and 50, who are approaching retirement eligibility. This means that that the District will likely see over 25% of the current Fire & Rescue suppression workforce retiring within the next 5-10 years.



Personnel Services *(continued)*

Notable expenditures within the Personnel Service category include wages, contributions to the Public Employee Retirement System (PERS), and medical insurance costs.

Total personnel services costs including all wages and benefits over the past five years and the FY 2022/23 budget are shown in the chart below.



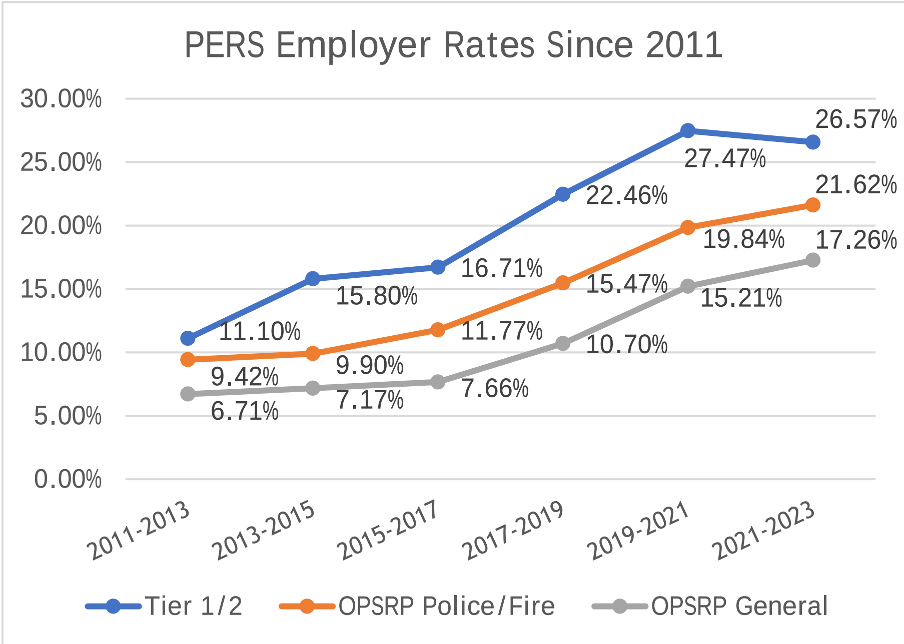
- **Wages & Salaries**: The total budgeted wages for FY 2022/23 is $6,645,137, which is a fairly significant increase from the FY 2021/22 projection of $5,800,066. The primary reasons for the increase are:
  - **New Positions:** The new positions of six new firefighter/paramedics to be hired on January 1, 2023 (which equates to a prorated FTE of 3 for the fiscal year) and the full time administrative – logistics position account for the majority of the increase (see page 54 for additional information). These additions increase the FTE count by 4 for the fiscal year.
  - **COLAs/Steps:** There are regular step increases and negotiated cost of living allowance increases (COLA) that occur. The negotiated COLAs are budgeted to occur on January 1, 2023 and range from 1.00% - 1.75% depending on the bargaining unit. The current collective bargaining agreements (CBAs) between the District and the Redmond Firefighters Association, Local 3650 expires on June 30, 2024 and covers approximately 90% of the District's employees.

Personnel Services *(continued)*

- **PERS:** The total PERS contribution budgeted for FY 2022/23 is $1,920,129. Contributions are the money given to the retirement system to fund a member's benefits. Indications (PERS actuarial reports and presentations) are that rates are likely to increase slightly (increasing by about 3.5% for each classification) for FY 2023/24 - FY 2024/25 before stabilizing. Changes to PERS rates are factored into the District's financial forecasts to help ensure services can be maintained over the long-term planning horizon. Contributions are made on subject salary and comprised of the following two contribution rates:

    - **Member Contributions**: The first calculation is a flat 6% of subject salary contributed to the Individual Account Program of each employee. Effective June 1, 2022, the 6% is paid by the District for all positions. Previously, some positions paid the 6% instead of the District.

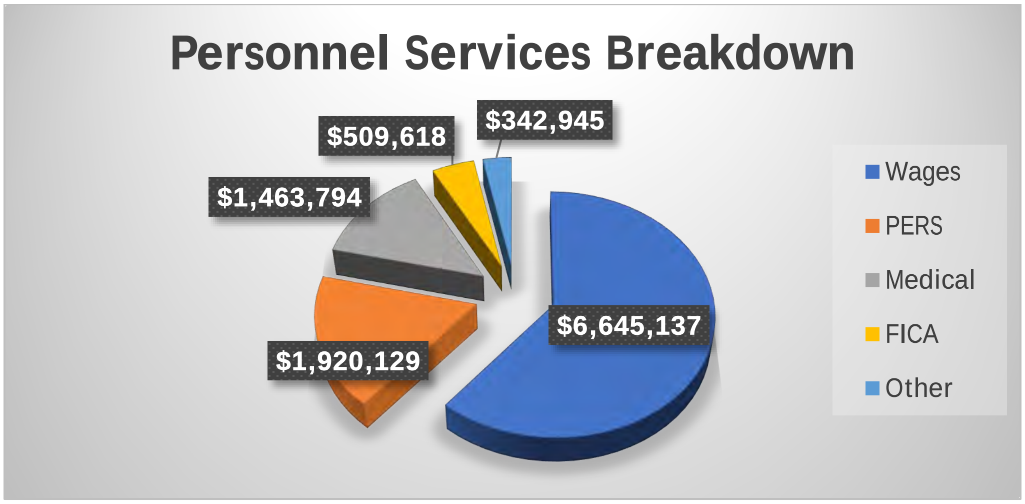
    - **Employer Contributions:** The second calculation is provided by PERS and is based on the employee's retirement classification (Tier 1/2 or OPSRP). Contributions are based on a rate designated by the PERS board and are to fund the actual costs of future retirement and death benefits. These rates are adjusted every two years. A history of the rates by classification is below. Rates have risen steadily over the years.



Personnel Services *(continued)*

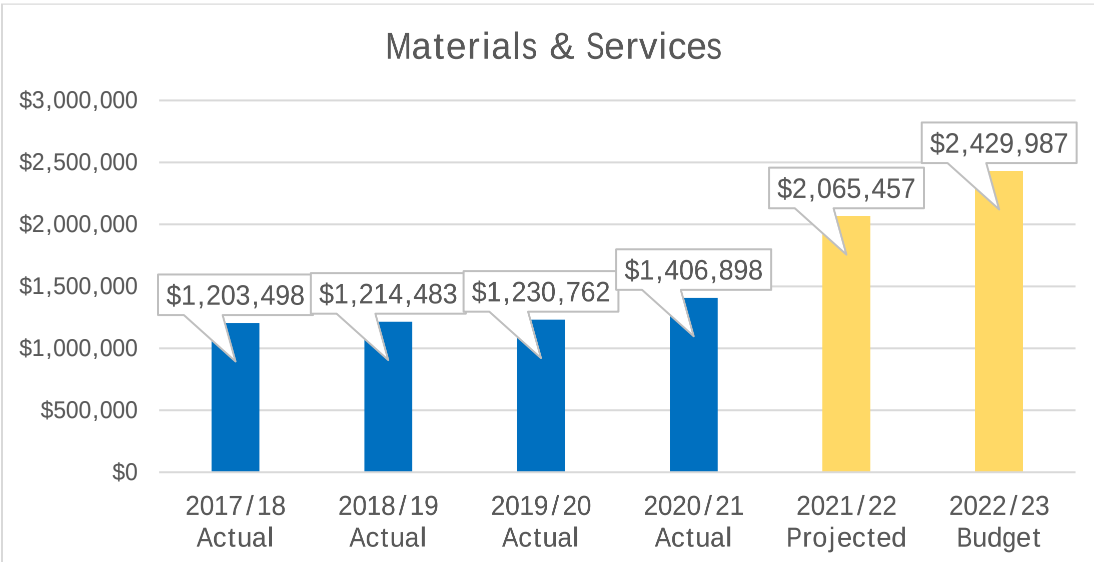
- **PERS Side Account:** In FY 2019/20, the District participated in the State of Oregon Senate Bill 1049 PERS Side Account 25% match program. The District established a PERS Side Account through a $100,000 deposit as authorized by the Board. This contribution was matched at 25% by the State of Oregon for a total initial deposit of $125,000. Employer deposits are voluntary and irrevocable and are solely for the benefit of the District. Side accounts earn the same investment returns as the PERS fund, are typically amortized over a 20-year period and the rate reduction is recalculated each biennium. Historically, the PERS fund has achieved greater investment returns that the District's Local Government Investment Account (LGIP). The District expects to experience a slight rate reduction from the side account in the 2021-2023 biennium. The FY 2022/23 budget does not include a side account deposit, but the District will continue to evaluate options to fund the side account.

- **Medical Insurance:** Total is budgeted at $1,468,794, which includes $234,875 to contribute to employee's VEBA accounts and reserve for HRA-MERP payments when claims are processed. Medical premiums are remaining flat for the second year in a row. Historically, medical premiums have increased an average of 5% a year.



Materials & Services

Materials & services is the second largest operating expenditure category at 18% of total budgeted operating expenditures. Notable materials & services items are discussed in further detail within each cost center of the General Fund starting on page 67. Materials & services costs over the past five years and the FY 2022/23 budget are shown in the chart below.



Caption: Redmond Firefighters stand atop the ladder truck during a training exercise.

Debt Service

Rural fire protection districts formed under ORS Chapter 478 are limited to the total amount of indebtedness they may incur, which includes both general obligation bonds and other financing liabilities. At no time may the aggregate amount of debt liabilities exceed one and one-fourth percent (0.0125) of the District's real market value, which for FY 2021/22 is $9,040,187,082. The real market value is not yet available for FY 2022/23.

The District's legal debt limit for FY 2022/23 is approximately $113,002,3386. As of the end of FY 2021/22, Redmond Fire & Rescue's total outstanding debt is $1,968,964 as detailed in the chart below. On February 15, 2017, Moody's Investors Services upgraded its rating of the District's Full Faith and Credit Obligations, Series 2012 (the Main Station) from A1 to Aa3. This rating remains in effect. Debt service is discussed in further detail within the General Fund Non-Departmental narrative on page 90 with detailed debt service schedules in the Appendix starting on page 105.

Outstanding Debt as of June 30, 2022

Purpose	Maturity Date	Interest Rate	Original Amount	Balance at 6/30/22
Terrebonne Station	1/1/31	3.75% - 4.7%	935,000	475,000
Main Station	7/1/28	2.0% - 4.0%	1,540,000	590,000
2015 Pierce Engine	12/8/30	3.98%	498,807	333,979
2018 Ambulance	1/1/24	3.99%	201,536	67,179
2018 Ambulance	1/1/24	3.99%	252,036	84,012
2019 Ambulance	1/1/24	3.99%	205,807	82,323
2021 Pierce Type 3	6/18/26	1.96%	416,566	336,470
			TOTAL	**$ 1,968,963**

Upcoming Debt Service Payments

(Assumes issuance of $1,750,000 of debt in FY 2022/23 for two new engines)

Fiscal Year	Principal	Interest	Total
FY 2022/23	407,223	107,492	514,715
FY 2023/24	460,122	129,586	589,708
FY 2024/25	360,083	113,225	473,308
FY 2025/26	367,048	101,335	468,383
FY 2026/27	285,970	89,619	375,589
FY 2027/28 - FY 2031/32	1,066,095	281,488	1,347,583
FY 2032/33 - FY 2036/37	694,589	100,278	714,645
FY 2037/38 - FY 2041/42	77,833	1,654	79,487
TOTAL	**$ 3,718,963**	**$ 924,678**	**$ 4,643,641**

Capital Outlay

The budget includes $2,452,000 for capital outlay and is discussed in further detail with the Capital Projects Fund on page 95.

Contingency

Contingencies are monies set aside for unforeseen expenditures and will revert to fund balance if not used. Board policy targets a working capital (operating) contingency equal to 120 days of operations to fund cash needs, especially in the beginning of each fiscal year until property tax revenues are received in November. Operating contingency gives the District the flexibility to transfer funds to line item accounts within a major category should the need arise, with the approval from the Board of Directors via a Resolution. Expenditures which are known to be necessary and can be reasonably ascertained and anticipated, but which are too small in amount to list separately, are not to be funded by operating contingencies, but rather absorbed within the major category.

The FY 2022/23 budget has a total General Fund contingency of $3,880,029 which is 102 days of total operating expenditures (personnel services, materials & services, and debt service). Contingencies are discussed in further detail within the General Fund Non-Departmental narrative starting on page 92.

Reserves

Reserves represent fund balances that are not planned to be spent during FY 2022/23 and will be carried over to the FY 2023/24 beginning fund balances. These reserves are either categorized as "Reserve for Future Expenditure" or "Reserve for Debt Service." A reserve for future expenditure represents savings for capital projects, infrastructure maintenance, balances required for cyclical cash flow needs or risk mitigation. A reserve for debt service is either a required reserve via bond covenant or an internal reserve for debt service set aside for in the event a revenue shortfall occurs, requiring the short-term use of reserves to make payments.

The FY 2022/23 budget has total reserves of $900,000 which are entirely reserved for future expenditure and are unappropriated. Reserves are discussed in further detail within the General Fund Non-Departmental narrative starting on page 92 and in the Capital Projects fund on page 97.

Performance Measures and Data

A performance measure is defined as a numeric description of an organization's work and the results of that work. Performance measures are based on data and tell a story about whether the organization or activity is achieving its objectives and if progress is being made toward attaining policy or organizational goals.

In technical terms, a performance measure is a quantifiable expression of the amount, cost, or result of activities that indicate how much, how well, and at what level, products or services are provided to customers during a given time period.

> "Quantifiable" means the description can be counted more than once or measured using numbers.
>
> "Activities" mean the work, business processes and functions of the organization.
>
> "Results" are what the organization's work is intended to achieve or accomplish for its customers.

The District plans to increase the number and relevancy of performance measures in the coming years. Recently, new software systems have been implemented and staff have gained a better understanding of the capabilities of existing systems, which will better facilitate timely, accurate data.

Financial

District Budget

Goal: Earn Distinguished Budgeting award through GFOA.

Status: Met - The District has earned the award eight years in a row starting with the 2013/14 fiscal year. The District will be submitting the FY 2022/23 budget for review and feels it meets the requirements.

District Audit

Goal: Complete the audit process receiving zero findings.

Status: Met - There were no findings in the two most recent audits.

Ambulance Billing

Goal: Review and process the bill for each call within 10 days from when the call occurred.

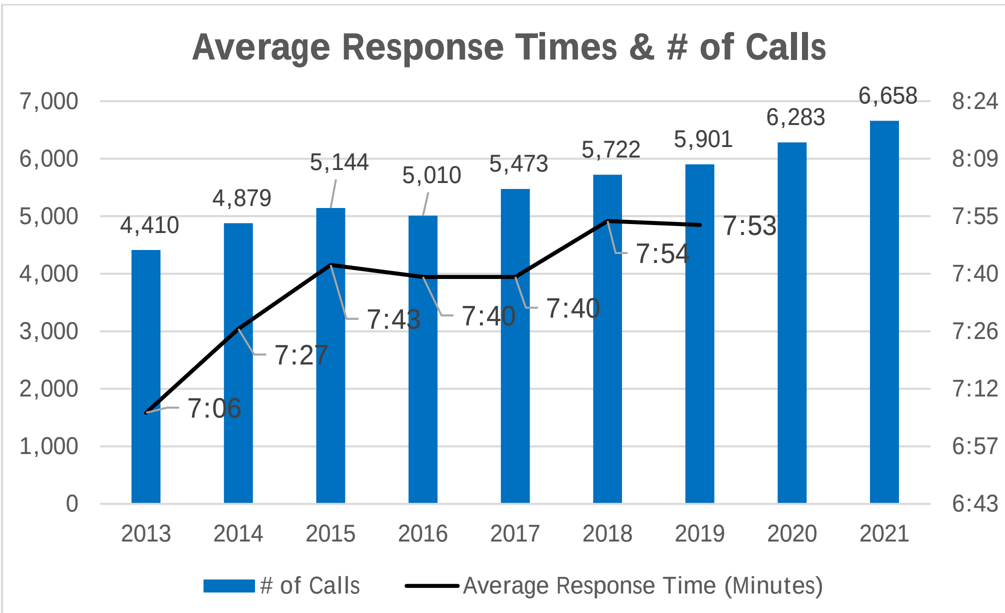
Status: Met - The District feels that this was substantially met for the prior fiscal year.

Operational

Response Times

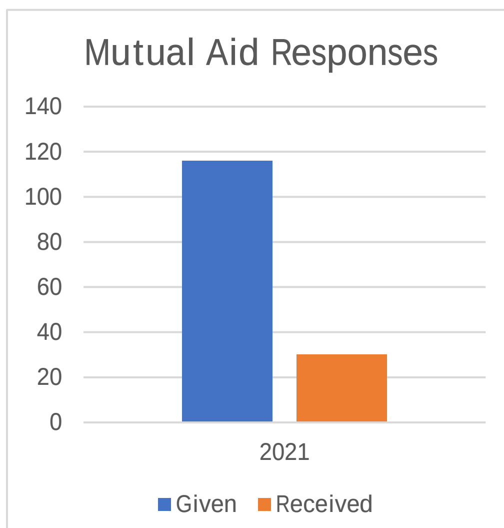
Goal: Maintain an average response time of less than 8 minutes on all emergency calls.

Status: Met – The District continues to refine our ability to accurately track response times for just emergency calls, but feels that it continues to meet the response goal. Therefore no response time is listed for the past two years, but the total number of calls is reported.



Mutual Aid

The District both gives and receives mutual aid from partner agencies. As the District is the second largest fire and EMS agency in the area, the District almost gives more mutual aid than it receives. The fire service relies on these mutual aid systems, which allow agencies to share supplies, equipment, personnel, and information across jurisdictional boundaries. As calls for service increase across the Central Oregon region, the District expects to see an increase in mutual aid activity.



Training Hours

Goal: Meet or exceed the Oregon Health Authority Training Hours of 48 hours of EMS training per individual every two years.

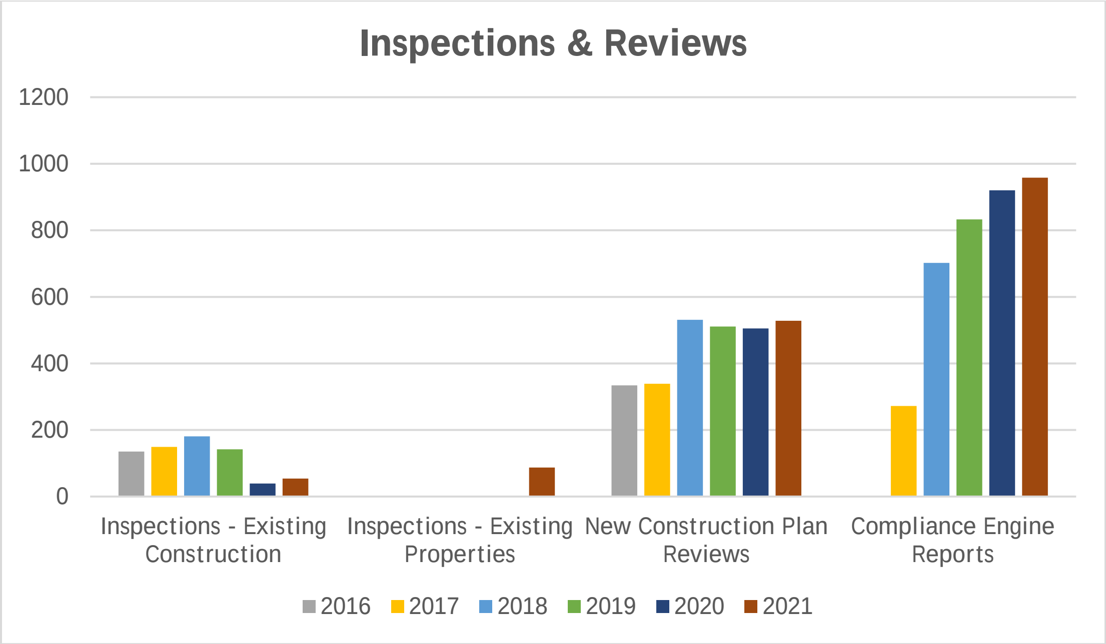
Status: Met – See table below for history.

Average EMS Training Hours Per Individual	
Fiscal Years	**Hours**
FY 2011 - 2013	89.18
FY 2013 - 2015	107.61
FY 2015 - 2017	96.25
FY 2017 - 2019	99.04
FY 2019 - 2021	113.02

Inspections & Reviews

Goal: Inspect existing construction and new construction plans, and review compliance engine generated reports for compliance with applicable fire and life safety codes. The compliance engine is a code compliance tool.

Status: Inspections and reports continue to increase along with regional construction trends. In FY 2021/22, the Fire & Life Safety division implemented a new inspection software system that allows the District to track properties, inspection and ensure compliance with building codes. The District will be able to pull accurate, timely data from the system.



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Financial Summary – All Funds

The District's budget is comprised of two funds, the General Fund and the Capital Projects Fund. The General Fund is further split into seven cost centers (Administration, Fire & Rescue Operations, Fire & Rescue Training, EMS Operations, Fire & Life Safety, Facilities, Vehicles & Equipment, and Non-Departmental) with revenues and certain non-department expenses shown separately.

Summary of Revenues, Expenditures & Changes in Fund Balance

The chart below shows the budgeted combined sum of all revenues, expenditures and changes in fund balance for funds and contrasts with prior year actual, projected and budgeted activity.

ALL FUNDS

	Actual FY 2019/20	Actual FY 2020/21	Projected FY 2021/22	Adopted Budget FY 2022/23
Revenues				
Property Taxes	7,139,122	8,824,724	9,249,460	9,728,000
Charges for Services	3,071,800	3,194,455	3,905,398	3,882,196
Grants and Contributions	79,984	109,535	1,240	-
Investment Earnings	80,611	33,718	28,792	30,000
Bond / Note Sale	205,807	416,566	-	1,750,000
Miscellaneous	156,470	106,455	104,111	31,000
Interfund Transfers In	593,000	661,260	413,917	633,664
Total Resources	**11,326,794**	**13,346,712**	**13,702,918**	**16,054,860**
Expenditures				
Personnel Services	8,099,194	9,122,103	9,541,655	10,881,623
Materials & Services	1,230,762	1,406,898	2,065,457	2,429,987
Capital Outlay	387,387	179,081	977,196	2,452,000
Debt Service	393,481	392,539	435,651	514,758
Interfund Transfers Out	593,000	661,260	413,917	633,664
Contingency	-	-	-	3,880,029
Unappropriated Fund Balance / Reserve	-	-	-	900,000
Total Expenditures	**10,703,824**	**11,761,881**	**13,433,876**	**21,692,061**
Excess or Deficiency	622,970	1,584,831	269,042	(5,637,201)
Plus: Contingency/Reserves	-	-	-	4,780,029
Total Excess / (Deficiency)	**622,970**	**1,584,831**	**269,042**	**(857,172)**
Changes in Fund Balance *(the cash available at the end of the fiscal year)*				
Beginning Fund Balance	3,160,358	3,783,328	5,368,159	5,637,201
Revenues Over/(Under) Expenditures	622,970	1,584,831	269,042	(857,172)
Ending Fund Balance	**3,783,328**	**5,368,159**	**5,637,201**	**4,780,029**

Breakdown by Fund

The chart below breaks the revenues and expenditures down by funds.

GENERAL FUND	Actual FY 2019/20	Actual FY 2020/21	Projected FY 2021/22	Adopted Budget FY 2022/23
Revenues				
Property Taxes	7,139,122	8,824,724	9,249,460	9,728,000
Charges for Services	3,071,800	3,194,455	3,905,398	3,882,196
Grants and Contributions	74,984	95,817	1,240	-
Investment Earnings	80,611	33,718	28,792	30,000
Miscellaneous	99,038	61,155	104,111	31,000
Total Resources	**10,465,555**	**12,209,868**	**13,289,001**	**13,671,196**
Expenditures				
Personnel Services	8,099,194	9,122,103	9,541,655	10,881,623
Materials & Services	1,230,762	1,406,898	2,065,457	2,429,987
Debt Service	393,481	392,539	435,651	514,758
Interfund Transfers Out	593,000	661,260	413,917	633,664
Contingency	-	-	-	3,880,029
Unappropriated / Reserve	-	-	-	100,000
Total Expenditures	**10,316,437**	**11,582,800**	**12,456,680**	**18,440,061**
Excess or Deficiency	149,118	627,068	832,321	(4,768,865)
Plus: Contingency/Reserves	-	-	-	3,980,029
Total Excess / (Deficiency)	**149,118**	**627,068**	**832,321**	**(788,836)**
Changes in Fund Balance *(the cash available at the end of the fiscal year)*				
Beginning Fund Balance	3,160,358	3,309,476	3,936,544	4,768,865
Revenues Over/(Under) Expenditure	149,118	627,068	832,321	(788,836)
Ending Fund Balance	**3,309,476**	**3,936,544**	**4,768,865**	**3,980,029**

This reconciliation shows that the budgeted net operational change in the General Fund is a budgeted loss of $155,172; meaning that the District expects to expend more than it will receive. To make up for the shortfall and fund transfers to Capital Projects, the District is utilizing a higher than needed beginning fund balance (FY 2021/22 projected ending fund balance of $4,768,865 exceeds the FY 2022/23 budgeted contingency and reserves of $3,980,029). Additionally, the District anticipates resources to exceed budget and expenditures to be under budget which would result in a near neutral activity.

Reconciliation of Change in Fund Balance (Excludes transfers, contingencies, and reserves)	
Budgeted Resources	13,671,196
Budgeted Expenditures	(13,826,368)
Excess or Deficiency	**(155,172)**
Less: Transfers to Capital Projects	(633,664)
Total Excess / (Deficiency)	**(788,836)**
Beginning Fund Balance:	4,768,865
Total Excess / (Deficiency)	(788,836)
Ending Fund Balance	**3,980,029**

Breakdown by Fund *(continued)*

CAPITAL PROJECTS FUND				
	Actual FY 2019/20	Actual FY 2020/21	Projected FY 2021/22	Adopted Budget FY 2022/23
Revenues				
Grants and Contributions	5,000	13,718	-	-
Bond / Note Sale	205,807	416,566	-	1,750,000
Miscellaneous	57,432	45,300	-	-
Interfund Transfers In	593,000	661,260	413,917	633,664
Total Resources	**861,239**	**1,136,844**	**413,917**	**2,383,664**
Expenditures				
Capital Outlay	387,387	179,081	977,196	2,452,000 *
Unappropriated Fund Balance / Reser	-	-	-	800,000
Total Expenditures	**387,387**	**179,081**	**977,196**	**3,252,000**
Excess or Deficiency	473,852	957,763	(563,279)	(868,336)
Plus: Contingency/Reserves	-	-	-	800,000
Total Excess / (Deficiency)	**473,852**	**957,763**	**(563,279)**	**(68,336)**
Changes in Fund Balance *(the cash available at the end of the fiscal year)*				
Beginning Fund Balance	-	473,852	1,431,615	868,336
Revenues Over/(Under) Expenditures	473,852	957,763	(563,279)	(68,336)
Ending Fund Balance	**473,852**	**1,431,615**	**868,336**	**800,000**

* Denotes budget appropriation level

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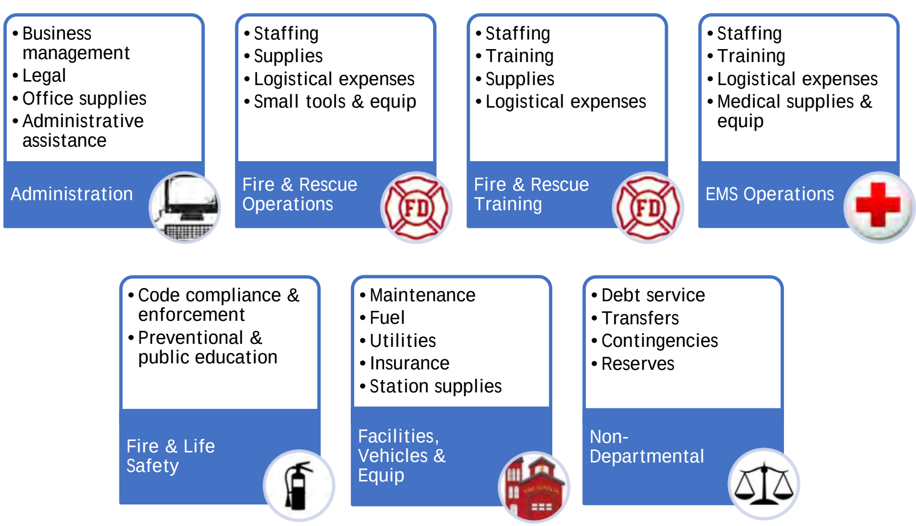
General Fund

The purpose of the General Fund is to account for the day-to-day operations of the District and is overseen by the fire chief and deputy fire chief. It includes categories like personnel services, materials and services, debt service, operating contingency, interfund transfers and ending fund balance. Within the fund, the District has allocated seven cost centers that each depict their own unique set of accounts under the personnel services and materials & services classifications. The seven cost centers are listed below.

- Administration Cost Center - funds the business management side of the organization; training of administrative staff; purchasing office supplies; purchasing contractual legal or administrative assistance as needed; ensuring revenue is generated and collected.
- Fire & Rescue Operations Cost Center - funds daily fire & rescue operations including staffing and all logistical expenses.
- Fire & Rescue Training Cost Center - funds daily fire & rescue training operations including staffing, training, and all logistical expenses.
- EMS Operations Cost Center - funds daily Emergency Medical Services operations including staffing, training, and all logistical expenses.
- Fire & Life Safety Cost Center - funds code compliance and enforcement activities which include working closely with contractors and City of Redmond departments to ensure safe and code-compliant projects; prevention and public education activities.
- Facilities, Vehicles & Equipment Cost Center - accounts for the operational costs related to the District's assets which includes utilities, fuel, insurance and repair and maintenance.
- Non-Departmental Cost Center – accounts for debt service, transfers, contingencies and reserves.



Summarized General Fund Budget

GENERAL FUND					
	Actual FY 2019/20	Actual FY 2020/21	Projected FY 2021/22	Adopted Budget FY 2022/23	
Revenues					
Property Taxes	7,139,122	8,824,724	9,249,460	9,728,000	
Charges for Services	3,071,800	3,194,455	3,905,398	3,882,196	
Grants & Contributions	74,984	95,817	1,240	-	
Investment Earnings	80,611	33,718	28,792	30,000	
Miscellaneous	99,038	61,155	104,111	31,000	
Total Resources	**10,465,555**	**12,209,868**	**13,289,001**	**13,671,196**	
Expenditures					
Administration					
Personnel Services	760,306	831,276	898,215	1,106,760	
Materials & Services	240,641	172,978	311,459	422,180	
Total Administration	**1,000,947**	**1,004,254**	**1,209,674**	**1,528,940**	*
Fire & Rescue Operations					
Personnel Services	6,124,415	6,842,103	7,062,140	7,965,076	
Materials & Services	159,726	224,787	413,690	432,860	
Total Fire & Rescue Operations	**6,284,141**	**7,066,889**	**7,475,830**	**8,397,936**	*
Fire & Rescue Training					
Personnel Services	-	217,257	273,860	365,704	
Materials & Services	-	103,346	95,469	169,425	
Total Fire & Rescue Training	**-**	**320,604**	**369,329**	**535,129**	*
EMS Operations					
Personnel Services	1,010,333	1,055,866	1,027,770	1,078,135	
Materials & Services	302,398	307,304	461,877	513,660	
Total EMS & Training Operations	**1,312,731**	**1,363,169**	**1,489,647**	**1,591,795**	*
Fire & Life Safety					
Personnel Services	204,141	175,602	279,670	365,948	
Materials & Services	7,308	16,498	45,070	49,700	
Total Fire & Life Safety	**211,449**	**192,100**	**324,740**	**415,648**	*

* Denotes budget appropriation level

Summarized General Fund Budget *(continued)*

GENERAL FUND					
	Actual FY 2019/20	Actual FY 2020/21	Projected FY 2021/22	Adopted Budget FY 2022/23	
Expenditures					
Facilities, Vehicles & Equipment					
Materials & Services	520,688	581,986	737,892	842,162	
Total Facilities, Vehicles & Equip	**520,688**	**581,986**	**737,892**	**842,162**	*
Non-Departmental					
Debt Service	393,481	392,539	435,651	514,758	*
Transfers - Out	593,000	661,260	413,917	633,664	*
Contingency	-	-	-	3,880,029	*
Unappropriated Fund Balance / Reser	-	-	-	100,000	
Total Non-Departmental	**986,481**	**1,053,799**	**849,568**	**5,128,451**	
Total Expenditures	**10,316,437**	**11,582,800**	**12,456,680**	**18,440,061**	
Excess or Deficiency	149,118	627,068	832,321	(4,768,865)	
Plus: Contingency/Reserves	-	-	-	3,980,029	
Total Excess / (Deficiency)	**149,118**	**627,068**	**832,321**	**(788,836)**	
Changes in Fund Balance *(the cash available at the end of the fiscal year)*					
Beginning Fund Balance	3,160,358	3,309,476	3,936,544	4,768,865	
Revenues Over/(Under) Expenditures	149,118	627,068	832,321	(788,836)	
Ending Fund Balance	**3,309,476**	**3,936,544**	**4,768,865**	**3,980,029**	

* Denotes budget appropriation level

General Fund – Revenues

Overview & Highlights

All District revenues, other than those that are directly related to expenditures such as the issuance of debt, are reported in the General Fund. Major revenues are property taxes, ambulance billings and contractual services. See Revenues on page 47 for additional detail.

Property Taxes

The FY 2022/23 budget is projecting a 6.5% increase in total Assessed Valuation (AV) from the previous fiscal year, with a 95.5% collection rate. Permanent rate property tax revenues are expected to be at $8,443,000, including collections from prior years and interest. Additionally, the District expects to receive $1,285,000 from the third year of the local operating levy.

Ambulance Billings

Ambulance billing revenues have continued to increase, even throughout the COVID-19 pandemic. Therefore, the FY 2022/23 budget is projecting that revenues will remain consistent at $2,590,000.

Contractual Services - City of Redmond Airport

The District estimates that contractual service revenues for staffing the airport fire station will be $665,515. This is a 3% increase from the prior year.

GEMT (FFS & CCO)

The District is conservatively estimating total GEMT revenues at $500,000 with $125,000 from FFS and $375,000 from CCO.

Revenues Budget Detail

	Historical			Prior	Current Budget		
	Actual	Actual	Projected	Budget	Proposed	Approved	Adopted
	FY 2019/20	FY 2020/21	FY 2021/22	FY 2021/22	FY 2022/23	FY 2022/23	FY 2022/23
Revenues							
Property Taxes - Current	6,950,690	7,480,922	7,961,904	7,846,000	8,387,000	8,387,000	8,387,000
Property Taxes - Prior	185,518	212,062	84,528	65,000	55,000	55,000	55,000
Property Taxes - Interest	2,915	2,990	1,004	1,000	1,000	1,000	1,000
Property Taxes - Levy Current	-	1,128,750	1,196,059	1,208,000	1,280,000	1,280,000	1,280,000
Property Taxes - Levy Prior	-	-	5,965	-	5,000	5,000	5,000
Ambulance Billings	2,181,754	2,248,222	2,482,081	2,500,000	2,590,000	2,590,000	2,590,000
Rescue Billing	200	-	1,492	-	-	-	-
GEMT	235,334	99,167	673,057	85,000	500,000	500,000	500,000
Fire Med Memberships	42,478	39,472	48,273	34,000	38,000	38,000	38,000
Special Events	15,473	-	15,674	11,250	11,250	11,250	11,250
Ambulance Refunds	(16,278)	(25,135)	(24,384)	(20,000)	(20,000)	(20,000)	(20,000)
Interest Revenue	80,611	33,718	28,792	30,000	30,000	30,000	30,000
Conflagration	-	182,385	43,066	69,601	80,931	80,931	80,931
Contractual Services - Airport	598,461	635,615	643,979	643,979	665,515	665,515	665,515
Fire & Life Safety - Inspectio	150	-	-	250	-	-	-
Fire & Life Safety - Car Seats	345	-	-	500	-	-	-
Fire & Life Safety - Permits	-	-	630	-	1,000	1,000	1,000
Fire & EMS Reports	520	695	504	500	500	500	500
Collections	13,363	14,034	21,026	8,500	15,000	15,000	15,000
Refunds / Reimbursements	22,603	1,184	15,248	1,000	1,000	1,000	1,000
Insurance Dividends & Reimb	76,095	59,620	88,293	30,000	30,000	30,000	30,000
Non-Federal Grants	21,666	-	-	2,000	-	-	-
Federal Gov't Grants - Misc	51,007	92,767	-	-	-	-	-
Bond / Note Sale	-	-	-	-	-	-	-
Private Source / Donations	2,311	3,050	1,240	-	-	-	-
Sale of Property	-	-	384	-	-	-	-
Miscellaneous	340	351	186	-	-	-	-
Beginning Fund Balance	3,160,358	3,309,476	3,936,544	3,936,544	4,768,865	4,768,865	4,768,865
Revenue Total	**13,625,913**	**15,519,344**	**17,225,545**	**16,453,124**	**18,440,061**	**18,440,061**	**18,440,061**

General Fund – Administration

Overview & Highlights

The Administration cost center is managed by the fire chief. There are seven full-time positions funded through the administration cost center. This cost center remained relatively consistent with the prior year's budget and projected expenditures.

Personnel Services

There are 7.0 employees funded in this cost center including their salaries and benefits. Personnel costs are anticipated to increase from the prior year's budget of $909,440 to $1,106,760, mostly due to one new FTE for Admin/Logistics. The job title and position description are not yet finalized, but it is anticipated that the position will be responsible for managing logistics, facilities, apparatus, equipment, special projects and more. There is also a reduction in wages and benefits for the vacant fire chief position, but increases regular step increases and benefit equalization has partially offset the reduction. In addition, $20,000 is budgeted for vacation buybacks due to unanticipated employee retirements or departures that could occur in any position in the department.

Materials & Services

Materials and services for this cost center are anticipated to remain consistent with the prior year and total $422,180. With the exception of the items mentioned below, all other costs are expected to remain relative stable. Items to note are:

- Consulting – Reduced from $135,000 to $49,500 as the majority of the contracted work on the strategic plan, facility and equipment assessment was completed in the prior year. There is a $27,500 contribution towards the regional emergency coordination center in partnership with multiple local government agencies.

- Contract Services – Increasing from $5,000 to $85,600. Approximately $70,000 is for the interim fire chief services. This amount is offset by the wage and benefit savings in the personnel services category which are generated by the vacant fire chief position.

- Insurance – Insurance premiums for general liability are expected to be $33,000. This is 10% higher than the prior year actual premiums based on estimates from the District's insurance agent.

- Wellness/Fitness – Budgeting $30,000 for new and expanding initiatives of a peer support group, external physical fitness testing and other activities.

Administration Budget Detail

Administration	Historical			Prior	Current Budget		
	Actual FY 2019/20	Actual FY 2020/21	Projected FY 2021/22	Budget FY 2021/22	Proposed FY 2022/23	Approved FY 2022/23	Adopted FY 2022/23
Personnel Services							
Regular Pay	487,663	517,057	545,101	569,888	666,321	666,321	666,321
Regular Pay - Board	2,650	2,950	2,872	3,000	3,000	3,000	3,000
Overtime	-	37	-	-	5,000	5,000	5,000
Wellness Bonus	-	-	-	2,700	3,004	3,004	3,004
Vacation Buy Back	2,305	7,658	39,350	13,000	20,000	20,000	20,000
Employer Social Security	29,524	31,583	35,695	36,492	43,233	43,233	43,233
Employer Medicare	7,007	7,474	8,317	8,535	10,113	10,113	10,113
OR Workers Benefit Fund Tax	124	129	141	161	193	193	193
Employer PERS	86,230	96,248	108,266	126,625	183,408	183,408	183,408
Employer PERS Side Account	6,050	-	-	-	-	-	-
Medical Insurance	106,144	112,350	106,231	108,261	122,629	122,629	122,629
Employer Deferred Comp	7,138	30,274	27,069	15,057	12,225	12,225	12,225
Life Insurance	105	108	106	108	132	132	132
Long Term Disability	1,343	1,374	1,374	1,386	1,704	1,704	1,704
Accidental D&D	1,050	598	435	603	473	473	473
Workers Comp	1,188	865	1,061	1,000	1,000	1,000	1,000
FSA	369	373	315	315	335	335	335
PEHP	-	-	-	-	8,910	8,910	8,910
VEBA	20,417	21,000	20,682	21,000	23,625	23,625	23,625
Air & Ground Transport Mbrshp	1,000	1,199	1,199	1,309	1,440	1,440	1,440
Exposure Reporting System	-	-	-	-	15	15	15
Personnel Services Total	**760,306**	**831,276**	**898,215**	**909,440**	**1,106,760**	**1,106,760**	**1,106,760**
Materials & Services							
Uniforms	23	3,160	848	1,000	2,000	2,000	2,000
Office Supplies	4,581	5,710	6,605	6,000	7,500	7,500	7,500
Operating Supplies	298	-	-	-	-	-	-
Postage	2,031	3,034	3,620	2,500	4,500	4,500	4,500
Printing	322	316	437	500	500	500	500
Election Expenses	56,564	6,485	-	7,000	7,000	7,000	7,000
Directors	-	-	-	-	4,000	4,000	4,000
Consulting	-	-	167,800	135,000	49,500	49,500	49,500
Contract Services	21,888	4,862	2,104	5,000	85,600	85,600	85,600
IT Software/Maintenance	29,425	23,770	29,481	37,500	36,430	36,430	36,430
Unemployment Benefit Pmts	324	116	-	-	-	-	-
IT Hardware & Supplies	1,126	8,019	7,106	6,000	14,350	14,350	14,350
Addressing	604	651	1,759	500	500	500	500
Volunteer Scholarships	28,375	3,000	10,500	13,500	13,500	13,500	13,500
Audit	15,350	14,195	15,545	14,000	15,000	15,000	15,000
Legal	9,408	33,012	8,170	25,000	20,000	20,000	20,000
Insurance	22,088	23,044	26,829	28,000	33,000	33,000	33,000
Advertising/Promotion	14,029	15,615	-	23,000	26,000	26,000	26,000
Bank & Credit Card Fees	12,105	13,504	14,098	15,000	17,500	17,500	17,500
Admin Training & Travel	7,640	1,715	1,220	10,000	20,000	20,000	20,000
Subscrip, Memberships, Dues	7,480	6,267	8,061	9,000	10,000	10,000	10,000
Small Tools & Work Equipment	48	310	453	2,000	2,000	2,000	2,000
Meetings/Meals	959	525	-	1,000	1,000	1,000	1,000
Wellness / Fitness	343	-	-	-	30,000	30,000	30,000
Employee / Volunteer Recogn	172	307	924	4,300	15,300	15,300	15,300
Equipment Rental / Maint	5,016	5,183	5,900	5,500	6,500	6,500	6,500
Miscellaneous	442	179	-	500	500	500	500
Materials & Services Total	**240,641**	**172,978**	**311,459**	**351,800**	**422,180**	**422,180**	**422,180**
Administration Total	**1,000,947**	**1,004,254**	**1,209,674**	**1,261,240**	**1,528,940**	**1,528,940**	**1,528,940**

General Fund – Fire & Rescue Operations

Overview & Highlights

The Fire & Rescue Operations cost center is managed by the deputy fire chief. It contains the necessary line items to support all aspects of fire and rescue services with the exception of training costs. This cost center includes personnel services and materials & services. Personnel services were discussed in the budget overview. The total budget is consistent with the prior year except for the costs related to the hiring of new personnel.

Personnel Services

There are 49.0 employees funded in this cost center including their salary and benefits. There is one deputy fire chief, three battalion chiefs, nine captains, eighteen engineers, and eighteen firefighters. All full-time employees in this cost center are also paramedics. This is nine more staff persons than the prior year due to: 1) hiring three more firefighters in the prior year, 2) filling three vacancies at the single-role paramedic position with firefighters, and 3) the budgeted hiring of six new firefighters in January 2023 (for a prorated FTE increase of 3 in the current year). Items to note are:

- The total Personnel Services budget is increasing from $7,187,318 in FY 2021/22 to $7,965,076 FY 2022/23. This is almost exclusively due to the wages and benefits associated with the new FTEs.

- The budget includes scheduled step increases and a 1.75% cost of living adjustment on January 1, 2023.

- Overtime is expected to decrease from a budget of $600,000 in the prior year to $513,350 in the current budget due to the addition of the new firefighters who are expected to spread the workload, which reduces overtime.

- Medical insurance is expected to increase from $727,930 to $866,282 and PERS is expected to increase from $1,301,693 to $1,447,208. These increases are related to the new hires as neither benefit experienced a rate increase this year.

- Workers' compensation is expected to increase a budget of $109,000 in FY 2021/22 to $145,000 based upon estimates from the District's insurance agent.

Materials & Services

Total expenditures for materials and services for this cost center are anticipated to remain consistent from the prior year budget of $260,781 to $279,000. Items to note are:

- Personal Protective Equipment (PPE) – Includes $95,000 for scheduled turnout replacement and additional PPE uniforms for new employees, especially wildland compliant pants and boots.

- Contract Services – Includes $25,000 for physicals, background checks and psych evaluations of new employees (previously budgeted under Wellness/Fitness).

- IT Software/Maintenance – Includes $25,500 for ongoing software costs such as station alerting, timekeeping and scheduling, and emergency response notifications.

- Hose and Ladders – Includes an increase from $5,000 to $30,000 due to needed replacement of large quantities of hose.

- ARFF – Budgeting an increase from $30,000 to $45,000 as seeing rising costs associated with travel and training. These costs are reimbursed by the City of Redmond through the ARFF contract.

- The Wellness/Fitness budget was moved to the Facilities, Vehicles & Equipment fund as all employees may utilize the fitness facilities.

Fire & Rescue Operations Budget Detail

Fire & Rescue Operations	Historical Actual FY 2019/20	Historical Actual FY 2020/21	Historical Projected FY 2021/22	Prior Budget FY 2021/22	Current Budget Proposed FY 2022/23	Current Budget Approved FY 2022/23	Current Budget Adopted FY 2022/23
Personnel Services							
Regular Pay	3,183,931	3,256,837	3,704,702	3,821,583	4,141,458	4,141,458	4,141,458
Overtime - Suppression	445,502	759,303	469,335	600,000	513,350	513,350	513,350
Conflagration Wages	-	82,833	15,906	30,000	30,000	30,000	30,000
Wellness Bonus	2,457	1,242	5,446	17,550	21,150	21,150	21,150
Vacation Buy Back	50,844	73,533	64,588	80,000	80,500	80,500	80,500
Special Event Wages	8,502	-	8,702	7,500	7,500	7,500	7,500
FLSA	28,585	33,293	37,731	31,200	45,900	45,900	45,900
Acting in Capacity	9,916	9,490	6,394	12,350	16,575	16,575	16,575
Special Pay (Assignment, FTO)	7,999	7,828	3,581	4,500	4,500	4,500	4,500
Employer Social Security	227,374	256,728	262,386	269,974	301,376	301,376	301,376
Employer Medicare	53,189	60,318	61,743	61,924	70,480	70,480	70,480
OR Workers Benefit Fund Tax	995	1,185	1,573	1,312	1,570	1,570	1,570
Employer PERS	1,127,137	1,344,089	1,317,647	1,301,693	1,447,208	1,447,208	1,447,208
Employer PERS Side Account	81,485	-	-	-	-	-	-
Medical Insurance	671,755	688,334	764,133	727,930	863,282	863,282	863,282
Employer Deferred Comp	3,163	20,404	24,016	23,550	25,800	25,800	25,800
Life Insurance	857	921	1,037	960	1,152	1,152	1,152
Long Term Disability	8,915	9,524	10,730	9,960	11,952	11,952	11,952
Accidental D&D	2,017	2,536	2,928	2,677	2,936	2,936	2,936
Workers Comp	83,026	84,401	108,960	109,000	145,000	145,000	145,000
FSA	1,838	1,498	691	1,890	770	770	770
PEHP	12,840	27,180	46,506	28,080	63,360	63,360	63,360
VEBA	107,750	115,500	135,727	133,340	157,252	157,252	157,252
MERP	-	500	2,500	5,000	5,000	5,000	5,000
Air & Ground Transport Mbrshp	3,800	4,083	4,578	4,760	6,240	6,240	6,240
Exposure Reporting System	539	540	600	585	765	765	765
Personnel Services Total	**6,124,415**	**6,842,103**	**7,062,140**	**7,287,318**	**7,965,076**	**7,965,076**	**7,965,076**
Materials & Services							
Uniforms	21,672	23,102	41,926	35,000	50,000	50,000	50,000
Office Supplies	492	94	179	-	-	-	-
Safety Supplies	1,174	-	77	1,000	1,000	1,000	1,000
Operating Supplies	4,218	7,022	2,767	7,500	7,500	7,500	7,500
Personal Protective Equipment	12,637	60,712	99,813	95,000	95,000	95,000	95,000
Postage	43	91	59	-	-	-	-
Contract Services	184	5,219	131,475	3,000	98,910	98,910	98,910
IT Software/Maintenance	28,667	19,880	20,815	25,500	25,500	25,500	25,500
IT Hardware & Supplies	2,361	6,730	4,798	10,250	18,250	18,250	18,250
Legal	-	6,643	9,334	-	10,000	10,000	10,000
Advertising/Promotion	449	1,105	780	1,500	1,500	1,500	1,500
Fire Training & Travel	20,478	-	-	-	-	-	-
Fire Training Materials	9,487	-	-	-	-	-	-
Subscrip, Memberships, Dues	621	1,202	1,369	1,750	1,750	1,750	1,750
Hose and Ladders	2,774	273	24,954	5,000	30,000	30,000	30,000
Small Tools & Work Equipment	6,890	20,495	28,846	25,000	33,000	33,000	33,000
ARFF	33,854	24,523	39,839	30,000	45,000	45,000	45,000
Firefighting Foam / Extinguish	3,609	13,439	-	4,000	4,000	4,000	4,000
Meetings/Meals	1,435	456	1,640	2,000	2,000	2,000	2,000
Equipment Maintenance	2,153	13,612	1,799	15,500	7,000	7,000	7,000
Wildland Supplies	-	9,565	1,375	-	-	-	-
Wellness / Fitness	6,529	10,626	598	15,000	-	-	-
Employee / Volunteer Recogn	-	-	1,246	2,000	2,450	2,450	2,450
Materials & Services Total	**159,726**	**224,787**	**413,690**	**279,000**	**432,860**	**432,860**	**432,860**
Fire & Rescue Ops Total	**6,284,141**	**7,066,889**	**7,475,830**	**7,566,318**	**8,397,936**	**8,397,936**	**8,397,936**

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General Fund – Fire & Rescue Training

Overview & Highlights

The Fire & Rescue Training cost center is managed by the deputy fire chief with assistance from the Training Captain. It contains the necessary line items to support training for fire and rescue services. This cost center includes personnel services and materials & services. Personnel services were discussed in the budget overview. Prior to FY 2020/21, these costs were included in the Fire & Rescue Operations cost center. The total budget is relatively consistent with the prior year.

Personnel Services

There is 1.0 employee funded in this cost center including their salary and benefits, plus the wages for overtime incurred for training and the wages/benefits paid to new employees while they are in the academy. The overtime could be to send staff to required training or operate an on-site academy for new hires.

Materials & Services

Total expenditures for materials and services for this cost center are anticipated to remain consistent with the prior year budget of $141,250 to $169,4525. Items to note are:

- Consulting – Expecting to decrease from $20,000 to $5,000 as the filling of the Training Captain position reduces the need for an outside consultant.

- Fire Training/Travel – Increasing from $35,000 to $53,000 to align with past expenditures and allow for an increase for training materials and small tools.

- Small Tools & Work Equipment – Remaining at $15,000 to increase the tools and equipment for training, which could also be utilized by operations staff in case front line equipment is not available.

- Lease – Property/Equipment – Budget includes the monthly lease paid to the City of Redmond for use of property which is used as the District's training center. The lease is being negotiated and back payments may be owed. Therefore, the budget increases the lease to $40,000.

Fire & Rescue Training Budget Detail

Fire & Rescue Training	Historical			Prior	Current Budget		
	Actual FY 2019/20	Actual FY 2020/21	Projected FY 2021/22	Budget FY 2021/22	Proposed FY 2022/23	Approved FY 2022/23	Adopted FY 2022/23
Personnel Services							
Regular Pay	-	124,322	139,783	137,903	181,767	181,767	181,767
Overtime	-	20,983	25,096	35,000	36,000	36,000	36,000
Wellness Bonus	-	-	-	450	900	900	900
Vacation Buy Back	-	-	-	-	2,500	2,500	2,500
Employer Social Security	-	8,313	9,405	10,750	13,713	13,713	13,713
Employer Medicare	-	1,944	2,200	2,151	3,210	3,210	3,210
OR Workers Benefit Fund Tax	-	32	39	69	117	117	117
Employer PERS	-	34,529	53,724	54,777	68,133	68,133	68,133
Medical Insurance	-	20,535	31,292	32,157	40,230	40,230	40,230
Employer Deferred Comp	-	438	1,091	750	1,500	1,500	1,500
Life Insurance	-	14	24	24	48	48	48
Long Term Disability	-	145	249	249	501	501	501
Accidental D&D	-	4	73	58	255	255	255
Workers Comp	-	-	3,829	4,000	7,000	7,000	7,000
FSA	-	37	64	63	57	57	57
PEHP	-	420	1,776	720	2,640	2,640	2,640
VEBA	-	5,542	5,091	4,960	6,998	6,998	6,998
Air & Ground Transport Mbrshp	-	-	109	119	120	120	120
Exposure Reporting System	-	-	15	15	15	15	15
Personnel Services Total	**-**	**217,257**	**273,860**	**284,215**	**365,704**	**365,704**	**365,704**
Materials & Services							
Station Supplies	-	200	-	500	500	500	500
Uniforms	-	783	17	1,000	1,000	1,000	1,000
Office Supplies	-	610	189	1,000	1,000	1,000	1,000
Operating Supplies	-	2,003	101	2,000	2,000	2,000	2,000
Consulting	-	38,260	3,514	20,000	5,000	5,000	5,000
Contract Services	-	-	814	-	1,000	1,000	1,000
IT Software/Maintenance	-	212	1,896	500	2,075	2,075	2,075
Water / Sewer	-	1,894	1,764	2,000	2,100	2,100	2,100
Utility Electric	-	3,366	2,708	4,000	4,000	4,000	4,000
Utility Propane / Natural Gas	-	3,830	5,131	5,000	6,000	6,000	6,000
Garbage Collection	-	1,877	1,802	3,500	3,000	3,000	3,000
Phone / Cable / Internet	-	575	632	750	750	750	750
Facility Maintenance	-	6,778	279	20,000	20,000	20,000	20,000
IT Hardware & Supplies	-	2,174	227	2,500	7,500	7,500	7,500
Legal	-	4,224	-	-	-	-	-
Fire Training & Travel	-	18,015	47,569	35,000	53,000	53,000	53,000
Fire Training Materials	-	4,503	3,162	10,000	5,000	5,000	5,000
Small Tools & Work Equipment	-	9,892	543	15,000	15,000	15,000	15,000
Meetings/Meals	-	221	121	500	500	500	500
Lease - Property/Equipment	-	3,930	25,000	18,000	40,000	40,000	40,000
Materials & Services Total	**-**	**103,346**	**95,469**	**141,250**	**169,425**	**169,425**	**169,425**
Fire & Rescue Training	**-**	**320,604**	**369,329**	**425,465**	**535,129**	**535,129**	**535,129**

General Fund - EMS Operations

Overview & Highlights

The Emergency Medical Services (EMS) Operations cost center is managed by the deputy fire chief with assistance from the EMS Captain. It contains the necessary line items to support all aspects of EMS service delivery. This cost center includes personnel services and materials & services. Costs are consistent with the prior year projections with the exception of a reduction of 3 FTEs and some costs increases for inflation.

Personnel Services

There are 10.0 employees funded in this cost center including their salary and benefits. There is one captain, three paramedics, and six EMTs. Items to note are:

- The total personnel budget is expected to decrease from $1,255,611 to $1,078,135 due to three vacant paramedic positions at the end of FY 2021/22 being filled with firefighter/paramedics.
- The budget includes scheduled step increases and a 1% cost of living adjustment on January 1, 2023.
- Medical insurance, PERS, VEBA and PEHP expenses are increasing through a Board action to equalize benefits effective June 1, 2022. Medical insurance is now paid at 95% (was 80%), the District pays the 6% PERS employee contribution, all employees receive VEBA and PEHP increases. These changes increase the total benefit package to EMS-only employees.

Materials & Services

Materials and services for this cost center are anticipated to remain relatively consistent with the prior year. Items to note are:

- Medical Supplies /Equipment – Seeing rising costs with inflation and increased call volume so increased budget from $170,000 to $200,000.
- GEMT Fee & Match – Budgeted $125,000 for the required approximately 25% State fee assessed for participation in the GEMT program.
- EMS Training – Increasing from $15,000 to $25,000 to maintain and grow skills.
- External Equip Maint – Budget of $42,000 includes preventative maintenance contracts on LifePak15s, Lucas3s, autoloaders and gurneys. These are ongoing costs that extend the life and operability of these critical medical devices.
- EMS Licenses – Increases from $1,000 to $12,000. Medic license renewals are on a two-year cycle; therefore every other budget year will see a larger amount.

EMS Operations Budget Detail

EMS Operations	Historical Actual FY 2019/20	Historical Actual FY 2020/21	Historical Projected FY 2021/22	Prior Budget FY 2021/22	Current Budget Proposed FY 2022/23	Current Budget Approved FY 2022/23	Current Budget Adopted FY 2022/23
Personnel Services							
Regular Pay	484,481	443,365	467,270	491,930	408,913	408,913	408,913
Overtime - EMS	242,382	297,221	235,137	326,001	207,508	207,508	207,508
Wellness Bonus	1,372	-	672	5,400	4,050	4,050	4,050
Vacation Buy Back	4,906	29,577	21,854	25,500	19,500	19,500	19,500
Special Event Wages	1,256	-	1,610	-	-	-	-
Special Pay (Assignment, FTO)	408	1,420	802	1,200	600	600	600
Employer Social Security	43,491	46,064	43,685	52,703	40,739	40,739	40,739
Employer Medicare	10,171	10,773	10,217	12,324	9,529	9,529	9,529
OR Workers Benefit Fund Tax	419	390	422	480	400	400	400
Employer PERS	108,837	99,658	97,549	157,419	154,333	154,333	154,333
Employer PERS Side Account	8,063	-	-	-	-	-	-
Medical Insurance	74,499	97,719	109,320	150,332	163,074	163,074	163,074
Employer Deferred Comp	-	-	-	-	750	750	750
Life Insurance	221	210	229	240	186	186	186
Long Term Disability	2,525	2,375	2,601	2,841	2,157	2,157	2,157
Accidental D&D	948	939	941	856	675	675	675
Workers Comp	21,108	21,142	24,921	22,000	16,000	16,000	16,000
FSA	291	298	163	378	171	171	171
PEHP	-	360	5,265	720	13,200	13,200	13,200
VEBA	3,500	2,917	3,500	3,500	35,000	35,000	35,000
Air & Ground Transport Mbrshp	1,350	1,258	1,417	1,547	1,200	1,200	1,200
Exposure Reporting System	105	180	195	240	150	150	150
Personnel Services Total	**1,010,333**	**1,055,866**	**1,027,770**	**1,255,611**	**1,078,135**	**1,078,135**	**1,078,135**
Materials & Services							
Uniforms	8,599	9,043	10,862	10,000	10,500	10,500	10,500
Office Supplies	216	441	72	250	250	250	250
Safety Supplies	268	-	-	500	500	500	500
Operating Supplies	373	203	754	500	500	500	500
Medical Supplies / Equipment	144,134	135,235	165,106	170,000	200,000	200,000	200,000
Supplies / COVID	25,759	26,983	-	-	-	-	-
Personal Protective Equipment	1,515	-	147	1,000	1,000	1,000	1,000
Taxi Vouchers	10	40	12	250	250	250	250
Postage	36	21	301	50	250	250	250
Contract Services	13,815	11,813	21,568	16,100	25,000	25,000	25,000
IT Software/Maintenance	30,200	25,466	22,793	30,000	28,160	28,160	28,160
Unemployment Benefit Pmts	3,243	(140)	-	-	5,000	5,000	5,000
GEMT Fee & Match	39,723	20,210	171,425	17,000	125,000	125,000	125,000
IT Hardware & Supplies	7,039	6,080	11,263	18,900	10,000	10,000	10,000
Legal	113	544	387	-	500	500	500
Advertising/Promotion	-	1,354	496	1,000	1,000	1,000	1,000
Collection Fees	876	-	-	1,000	1,000	1,000	1,000
EMS Training & Travel	5,396	4,587	12,400	15,000	25,000	25,000	25,000
EMS Training Materials	-	2,085	3,249	7,500	7,500	7,500	7,500
Subscrip, Memberships, Dues	1,310	1,088	465	500	500	500	500
Small Tools & Work Equipment	1,200	30,748	3,238	10,000	15,000	15,000	15,000
Meetings/Meals	1,570	154	135	1,000	1,000	1,000	1,000
Equipment Maintenance	16,206	16,509	37,066	35,000	42,000	42,000	42,000
Wellness / Fitness	579	6,810	138	1,000	1,000	1,000	1,000
Licenses & Permits	218	7,920	-	1,000	12,000	12,000	12,000
Employee / Volunteer Recogn	-	110	-	750	750	750	750
Materials & Services Total	**302,398**	**307,304**	**461,877**	**338,300**	**513,660**	**513,660**	**513,660**
EMS Total	**1,312,731**	**1,363,169**	**1,489,647**	**1,593,911**	**1,591,795**	**1,591,795**	**1,591,795**

General Fund – Fire & Life Safety

Overview & Highlights

The Fire & Life Safety (FLS) cost center is managed by the fire marshal. There are two employees funded through this division. This cost center is responsible for the fire & life safety division's staff, programs and equipment. The individual expenditures from this cost center include all fire and injury prevention programs, public education, necessary equipment and supplies, uniforms and training.

Personnel Services

There are 2.0 employees funded in this cost center. At a budget of $365,948, personnel costs are consistent with prior years when accounting for the hiring of a fire marshal at a higher wage than the previously budgeted deputy fire marshal position.

Materials & Services

Materials and services for this cost center are anticipated to remain consistent with the prior year. Items to note are:

- Personal Protective Equipment – Includes $7,500 for turnouts and other safety gear.
- Contract Services – The budget includes $5,000 for outsourcing plan reviews, if needed. District staff have been reviewing all plans internally since the hiring of the fire marshal in fall 2021.
- Public Education – Anticipate additional outreach efforts so budgeting $2,500.

Caption: Redmond Girl Scout troop 11494 donating cookies after a station tour.

Fire & Life Safety Budget Detail

Fire & Life Safety	Historical Actual FY 2019/20	Historical Actual FY 2020/21	Historical Projected FY 2021/22	Prior Budget FY 2021/22	Current Budget Proposed FY 2022/23	Current Budget Approved FY 2022/23	Current Budget Adopted FY 2022/23
Personnel Services							
Regular Pay	93,424	95,102	167,224	188,458	216,741	216,741	216,741
Overtime	1,105	2,602	1,787	6,000	6,000	6,000	6,000
Wellness Bonus	-	-	-	900	900	900	900
Vacation Buy Back	17,649	7,972	-	1,500	1,500	1,500	1,500
Special Event Wages	826	-	-	-	-	-	-
Acting in Capacity	3,361	3,830	-	-	-	-	-
Employer Social Security	7,100	6,758	10,186	12,205	13,959	13,959	13,959
Employer Medicare	1,660	1,580	2,382	2,854	3,266	3,266	3,266
OR Workers Benefit Fund Tax	23	25	39	46	46	46	46
Employer PERS	44,342	28,166	52,803	59,126	67,047	67,047	67,047
Employer PERS Side Account	4,402	-	-	-	-	-	-
Medical Insurance	23,856	24,215	36,576	44,704	44,704	44,704	44,704
Employer Deferred Comp	-	63	682	-	750	750	750
Life Insurance	21	19	39	36	36	36	36
Long Term Disability	291	249	407	498	498	498	498
Accidental D&D	104	58	143	116	256	256	256
Workers Comp	1,418	259	383	400	-	-	-
FSA	-	11	64	63	335	335	335
PEHP	360	780	1,102	720	2,640	2,640	2,640
VEBA	4,083	3,792	5,727	7,000	7,000	7,000	7,000
Air & Ground Transport Mbrshp	100	109	109	238	240	240	240
Exposure Reporting System	15	15	15	30	30	30	30
Personnel Services Total	**204,141**	**175,602**	**279,670**	**324,894**	**365,948**	**365,948**	**365,948**
Materials & Services							
Station Furnishing	-	-	3,653	-	1,500	1,500	1,500
Uniforms	60	155	1,170	500	1,000	1,000	1,000
Office Supplies	8	-	542	50	750	750	750
Operating Supplies	-	-	119	-	500	500	500
Personal Protective Equipment	-	-	-	-	7,500	7,500	7,500
Contract Services	70	1,688	10,556	20,000	5,000	5,000	5,000
IT Software/Maintenance	565	395	9,449	500	9,000	9,000	9,000
IT Hardware & Supplies	38	2,220	7,200	4,500	4,000	4,000	4,000
Advertising/Promotion	-	575	284	-	1,000	1,000	1,000
FLS Training & Travel	1,896	8,425	7,153	15,000	10,000	10,000	10,000
FLS Training Materials	-	-	-	-	750	750	750
Subscrip, Memberships, Dues	2,086	2,351	2,382	3,000	3,000	3,000	3,000
Small Tools & Work Equipment	1,272	244	592	500	2,500	2,500	2,500
Meetings/Meals	44	107	83	100	100	100	100
Employee / Volunteer Recogn	184	-	-	150	100	100	100
Public Education	471	192	1,886	500	2,500	2,500	2,500
Halloween Community Event	616	-	-	500	500	500	500
Car Seat Program	-	147	-	500	-	-	-
Materials & Services Total	**7,308**	**16,498**	**45,070**	**45,800**	**49,700**	**49,700**	**49,700**
Fire & Life Safety Total	**211,449**	**192,100**	**324,740**	**370,694**	**415,648**	**415,648**	**415,648**

General Fund – Facilities, Vehicles & Equipment

Overview & Highlights

The Facilities, Vehicles & Equipment cost center accounts for the costs associated with the maintenance and operation of the District's facilities, vehicles, apparatus and equipment.

The District contracts with the City of Redmond to provide mechanic services for District vehicles, apparatus and some equipment. Third party vendors are utilized for maintenance of facilities and other equipment. This cost center also includes associated utilities, insurance, communication equipment, fuel and supplies.

Materials & Services

Materials and services for this cost center are anticipated to remain relatively consistent with the prior year however most line items have been increased slightly to account for rising costs. Changes to note are:

- Contract Services – This is consistent with the prior year. The majority is the $25,000 annual contract with Deschutes County 911 (DC911) for IT support services.
- IT Software/Maintenance – The District contracts with DC911 for the maintenance of mobile devices, modems, software and radios. Funds are also allotted to migrate the District's domain to one hosted by DC911. These items are expected to cost approximately $36,365 in FY 2022/23.
- Insurance – Per estimates from the District's insurance agent, insurance premiums for property insurance are expected to be $61,700, a 10% increase.
- Radios – Budgeting $80,000 to continue the District's radio program where mobiles and portables are upgraded to newer technologies and an inventory of spare radios is established for use when primary units are being repaired.
- Fuel – Expecting rising increases with fuel prices nearly doubling in the early parts of 2022. When combined with increasing call volume, the District is budgeting a fuel budget of $95,000.
- Vehicle Maintenance – Contracted – Increasing from $220,131 to $260,131. This line item accounts for the contract between the District and the City of Redmond for the use of their City vehicle maintenance shop. Costs are allocated over a three-year period throughout all users of the shop (this includes various City of Redmond departments along with the District and Cascades East Transit). As this three-year period cycles out years of very high or very low expenditures, costs due from all users will fluctuate. The District's usage has remained consistent, although the City plans to hire additional staff to meet the growing needs.

Facilities, Vehicles & Equipment Budget Detail

Facilities, Vehicles & Equip	Historical			Prior	Current Budget		
	Actual	Actual	Projected	Budget	Proposed	Approved	Adopted
	FY 2019/20	FY 2020/21	FY 2021/22	FY 2021/22	FY 2022/23	FY 2022/23	FY 2022/23
Materials & Services							
Station Supplies	13,242	10,693	11,288	12,500	15,000	15,000	15,000
Station Furnishing	1,551	3,465	6,383	5,000	12,500	12,500	12,500
Operating Supplies	31	33	-	500	-	-	-
Contract Services	10,295	35,739	37,764	41,111	45,266	45,266	45,266
IT Software/Maintenance	11,221	21,414	25,121	23,000	36,365	36,365	36,365
Water / Sewer	8,308	6,797	6,127	6,500	6,800	6,800	6,800
Utility Electric	31,697	27,666	24,438	30,000	28,000	28,000	28,000
Utility Propane / Natural Gas	21,931	18,437	29,045	22,000	31,000	31,000	31,000
Garbage Collection	5,228	4,807	4,778	4,500	5,300	5,300	5,300
Phone / Cable / Internet	39,329	40,115	49,148	47,000	55,000	55,000	55,000
Facility Maintenance	41,506	29,515	17,261	42,500	42,500	42,500	42,500
IT Hardware & Supplies	-	15,477	8,115	15,350	6,600	6,600	6,600
Insurance	47,960	49,811	53,024	61,700	64,000	64,000	64,000
Small Tools & Work Equipment	4,500	1,071	5,141	3,500	7,500	7,500	7,500
Radios	15,532	39,863	128,599	118,200	80,000	80,000	80,000
Equipment Maintenance	12,524	11,649	4,248	12,300	7,500	7,500	7,500
Fuel	41,159	41,700	76,925	45,000	95,000	95,000	95,000
Vehicle Maint - Contracted	190,939	202,040	220,131	220,131	260,131	260,131	260,131
External Vehicle Maintenance	22,532	16,104	24,414	20,000	25,000	25,000	25,000
Wellness / Fitness	1,203	2,788	2,682	5,000	15,000	15,000	15,000
Lease - Property/Equipment	-	2,800	3,261	3,500	3,700	3,700	3,700
Materials & Services Total	**520,688**	**581,986**	**737,892**	**739,292**	**842,162**	**842,162**	**842,162**
Facilities, Vhcls & Equip Total	**520,688**	**581,986**	**737,892**	**739,292**	**842,162**	**842,162**	**842,162**

General Fund – Non-Departmental

Overview & Highlights

The Non-Departmental section of the General Fund consists of items not directly attributed to one of the other seven cost centers. This section includes debt service, transfers, contingency and reserves.

Items to note are:

- Debt service includes a new loan of approximately $1,750,000 for the purchase of a two engines to replace engine 422 and 424.
- Transfers are to fund the Capital Projects Fund.
- Contingencies and Reserves are funded based upon the Board reserve policy described on page 92.

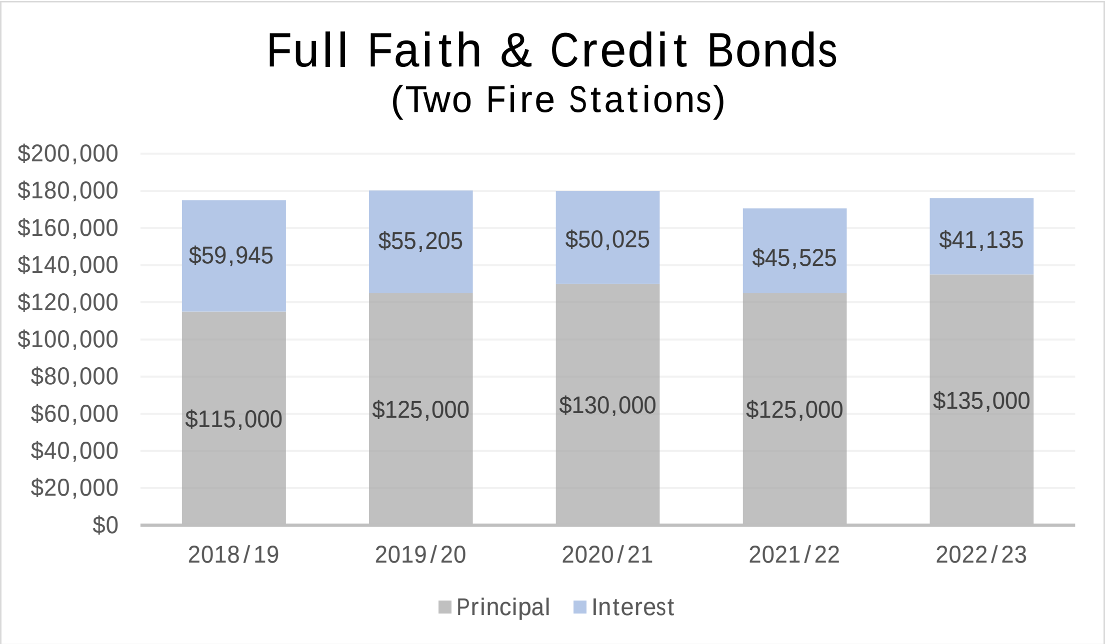
Debt Service

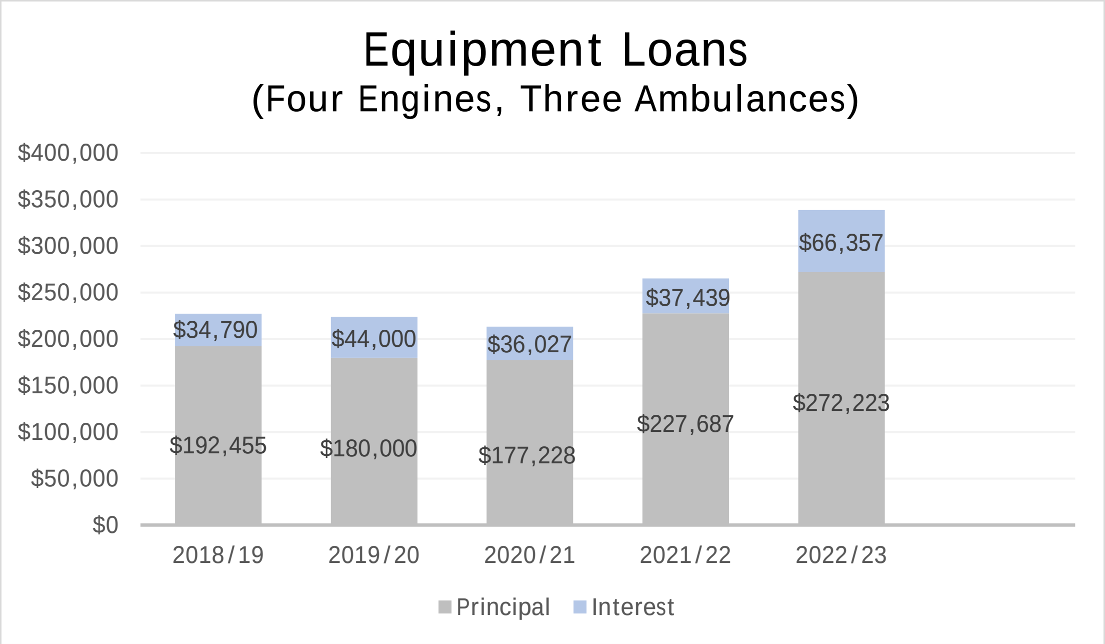
Debt Service includes repayment of principal and interest on bonds, loans and other financing agreements. Total debt service will increase some from the prior year due to an anticipated loan for the purchase of two new engines.

Debt service is split between principal and interest on two types of financing; full faith and credit bonds and general equipment loans. The two full faith and credit bonds are on the Terrebonne Station and the Main Station, while the equipment loans are for four engines and three ambulances.

Debt Service *(continued)*

Total debt service for FY 2022/23 is anticipated to be $514,715, which is consistent with the prior year except for a new loan for the purchase of a Type 3 engine and new loan for the purchase of two engines. See below for trends on each of these segments over the past five years.





Transfers

Transfers are inter-fund and are treated as an expenditure in the giving fund and a revenue in the receiving fund. The most common transfer is from the General Fund to the Capital Projects Fund. The FY 2022/23 budget includes a transfer of $633,664 from the General Fund to the Capital Projects Fund to fund future reserves and current expenditures.

Contingency

Contingencies are monies set aside for unforeseen expenditures and will revert to fund balance if not used. The Board reserve policy targets a working capital (operating) contingency equal to 120 days of operations to fund cash needs. The District's number one funding source is its tax revenue which is not received until early November. Because of this, there are nearly five months of expenditures that the District must fund with existing monies or by using a tax anticipation note. Since the reserve levels for the District have been sufficient, a tax anticipation note has not been needed to support this gap in revenues. In addition, with the passage of the five-year operating levy, the District anticipates that sufficient cash will be on hand to continue to meet operating requirements. Fully funding the contingency enhances the District's financial stability and provides a buffer against unforeseen emergencies.

In accordance with the Board policy, the working capital contingency has been increased from $1,167,225 (or 40 days) in FY 2018/19 to $2,017,019 (or 75 days) in FY 2019/20 to $2,440,077 (or 81 days) in FY 2020/21 to $3,546,636 (or 107 days) in FY 2021/22 to $3,880,029 (or 102 days) in FY 2022/23. This is substantially in compliance with the Board's target of 120 days. Additionally, while property taxes are received in the fall, ambulance revenue collections are nearing $200,000 per month. This provides consistent cash flow to the District throughout the year.

Reserves

Reserves represent fund balances that are not planned to be spent during FY 2022/23 and will be carried over to the FY 2023/24 beginning fund balances. Reserve balances in the General Fund for FY 2022/23 total $100,000 and have remained unchanged from the prior year.

Operating Reserve

The operating reserve was created to account for future personnel increases, specifically PERS and medical insurance. This will help smooth the impact of unexpected personnel costs. The FY 2022/23 operating reserve is set at $50,000.

Workers Compensation Reserve

The workers compensation reserve was created to account for future workers compensation increases, specifically due to the exposure of the presumptive cancer claims. This will help smooth the impact of unexpected personnel costs. The FY 2022/23 reserve remains at $50,000.

Non-Departmental Budget Detail

Non-Departmental	Historical Actual FY 2019/20	Historical Actual FY 2020/21	Historical Projected FY 2021/22	Prior Budget FY 2021/22	Current Budget Proposed FY 2022/23	Current Budget Approved FY 2022/23	Current Budget Adopted FY 2022/23
Debt Service							
Notes/Equip Lease - Principal	176,096	177,369	227,687	227,687	272,223	272,223	272,223
Notes/Equip Lease - Interest	38,071	36,045	37,439	37,439	66,400	66,400	66,400
FFCO/Bonds - Principal	125,000	130,000	125,000	125,000	135,000	135,000	135,000
FFCO/Bonds - Interest	54,315	49,125	45,525	45,525	41,135	41,135	41,135
Debt Service Total	**393,481**	**392,539**	**435,651**	**435,651**	**514,758**	**514,758**	**514,758**
Transfers							
Transfer Out - To Capital Proj	593,000	661,260	413,917	413,917	633,664	633,664	633,664
Transfers Total	**593,000**	**661,260**	**413,917**	**413,917**	**633,664**	**633,664**	**633,664**
Contingency							
Operating Contingency	-	-	-	3,546,636	3,880,029	3,880,029	3,880,029
Contingency Total	**-**	**-**	**-**	**3,546,636**	**3,880,029**	**3,880,029**	**3,880,029**
Reserve							
Operating Reserve	-	-	-	50,000	50,000	50,000	50,000
Workers Comp Reserve	-	-	-	50,000	50,000	50,000	50,000
Reserve Total	**-**	**-**	**-**	**100,000**	**100,000**	**100,000**	**100,000**
Non-Departmental Total	**986,481**	**1,053,799**	**849,568**	**4,496,204**	**5,128,451**	**5,128,451**	**5,128,451**
Total Expenditures	**10,316,437**	**11,582,800**	**12,456,680**	**16,453,124**	**18,440,061**	**18,440,061**	**18,440,061**
Net Fund Total	**3,309,476**	**3,936,543**	**4,768,865**	**-**	**-**	**-**	**-**

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Capital Projects Fund

Overview & Highlights

The Capital Projects Fund was created in FY 2019/20 and is used to account for financial resources that are restricted, committed, or assigned to expenditures for capital outlays including the acquisition of equipment, apparatus, vehicles, buildings, and land acquisition. Primary revenue sources are transfers from the General Fund; however the fund may also receive donations, loans, sales proceeds, or grant proceeds. The fund also maintains a small contingency and a reserve balance to fund future capital needs.

Revenues

The primary revenue source is the transfer from the General Fund totaling $633,664. Additionally, the District receives periodic proceeds from the sale of equipment and grant revenues as awarded. In the prior year, the District reviewed its equipment and vehicles and disposed of unneeded items.

The District has applied for a FEMA Assistance to Firefighters Grant (AFG) for one ladder truck and one engine however no funding decision has been announced. The engine purchase has been deemed a critical need so the District has elected to budget the purchase of two engines even if the grant is not received. If the District receives the grant, it shall evaluate other necessary capital purchases.

Capital Outlay

The total budget for FY 2022/23 is $2,452,000 and includes two engines (to be debt financed), one ambulance and gurney/autoloader, two F150s, the SCBA compressor replacement, AEDs and laryngoscopes.

A capital outlay is defined as a tangible or intangible fixed asset with a value of over $5,000 that is used in operations of the District and that has an initial useful life typically extending beyond three years. Individual assets that cost less than $5,000 but that operate as part of a network system are considered capital in aggregate using the group method. Capital outlay includes administrative, fire, EMS equipment and vehicle purchases.

Most of the capital outlay items included in the FY 2022/23 budget are considered ***recurring*** purchases as they are used in daily operations and will be replaced on a regular basis according to the equipment replacement schedule. These purchases allow the District to continue to provide existing services to its constituents. Because all purchases in the FY 2022/23 budget, with the exception of the engines, are purchased without financing, no significant fiscal impact will be seen in upcoming budgets.

Capital Outlay (continued)

Capital purchases include:

- The District is improving its response to structure fires and medical calls through the purchase of two engines at $875,000 each. Both shall be financed. Due to supply chain challenges, the District does not expect to receive the engines until Fall 2024.

- The SCBA compressor fill station will replace the existing fill station that is approximately 30 years old and experienced a significant failure in spring 2022.

- A new ambulance and autoloader/gurney will be purchased for about $300,000 total. This ambulance will replace an aging ambulance and ensure timely response to medical calls. The District expects to receive the ambulance in Spring 2023.

- The two F150s are to replace aging staff vehicles. They will be assigned to the area of highest need.

- The AEDs and laryngoscopes also replace older equipment with updated technology to improve the level of medical care the District can provide. The old AEDs are no longer compatible with the District's new monitors and the video laryngoscopes have better video quality to better document procedures.

- An additional $100,000 is budgeted for items to be identified throughout the year, such as rescue tools or software, and for unanticipated items such as capital repairs.

Capital Purchases

Type of Equipment	Category	Purchase Price	Payment
Engines (2)	Apparatus & Vehicles	$1,750,000	Finance
Compressor Fill Station	Fire/Gen Equipment	$97,000	Cash
Ambulance	Apparatus & Vehicles	$250,000	Cash
Autoloader & Gurney	Medical Equipment	$50,000	Cash
F150s	Apparatus & Vehicles	$110,000	Cash
AEDs (12)	Medical Equipment	$30,000	Cash
Laryngoscopes (5)	Medical Equipment	$65,000	Cash
TBD	Fire/Gen Equipment	$100,000	Cash
	TOTAL	**$2,452,000**	

Capital Outlay (continued)

To ensure the firefighters have the necessary equipment the District must continually prepare fiscally to upgrade when necessary. The District maintains both strategic and long-term financial plans to assist with the capital replacement plan. In FY 2021/22, the District engaged a consultant to perform a facilities and equipment assessment and replacement plan. The District had intended to include these updated plans in this year's budget, but the documents were not finalized nor adopted by the Board at the time this budget was developed. Once updated, the plans will be critical in identifying deferred maintenance and new capital needs in the coming years. And some capital items, such as a new fire station or ladder truck, will likely require a voter-approved bond to fund their acquisition.

Contingency

Eliminated the contingency in FY 2022/23 as contingencies should be reported in the General operating fund and not a capital projects fund.

Reserve

Reserves represent fund balances that are not planned to be spent during the current fiscal year and will be carried over to FY 2023/24 beginning fund balances. Reserve balances remain unchanged at $800,000 and the District plans to purchase capital items without utilizing reserves, which are described further below.

Building Reserve
The building reserve for FY 2022/23 remains unchanged from the prior year at $500,000. The District dedicated $250,000 in FY 2019/20 and FY 2020/21. The line item was created to reserve for major remodels to existing stations and future building projects.

Equipment Reserve
The equipment reserve for FY 2022/23 remains unchanged from the prior year at $300,000. The District dedicated $200,000 in FY 2019/20 and $100,000 in FY 2020/21. This line item was created to support future purchases of necessary equipment.

Capital Projects Fund Budget Detail

Capital Projects Fund	Historical			Prior	Current Budget		
	Actual FY 2019/20	Actual FY 2020/21	Projected FY 2021/22	Budget FY 2021/22	Proposed FY 2022/23	Approved FY 2022/23	Adopted FY 2022/23
Resources							
Non-Federal Grants	5,000	-	-	-	-	-	-
Federal Gov't Grants - Misc	-	13,718	-	-	-	-	-
Bond / Note Sale	205,807	416,566	-	-	1,750,000	1,750,000	1,750,000
Sale of Property	57,432	45,300	-	-	-	-	-
Transfers In - From General	593,000	661,260	413,917	413,917	633,664	633,664	633,664
Beginning Fund Balance	-	473,852	1,431,615	1,431,615	868,336	868,336	868,336
Resources Total	**861,239**	**1,610,696**	**1,845,532**	**1,845,532**	**3,252,000**	**3,252,000**	**3,252,000**
Expenditures							
Capital Outlay							
Land	-	-	-	-	-	-	-
Antiques	-	-	-	-	-	-	-
Buildings & Improvements	-	-	-	-	-	-	-
Land Improvements	-	-	-	-	-	-	-
Apparatus & Vehicles	215,009	3,418	459,603	420,000	2,000,000	2,000,000	2,000,000
Equipment - Fire & General	128,857	60,240	514,359	575,532	307,000	307,000	307,000
Equipment - Medical	43,521	104,932	-	-	145,000	145,000	145,000
Software	-	10,490	3,234	-	-	-	-
Capital Outlay Total	**387,387**	**179,081**	**977,196**	**995,532**	**2,452,000**	**2,452,000**	**2,452,000**
Contingency							
Contingency	-	-	-	50,000	-	-	-
Contingency Total	**-**	**-**	**-**	**50,000**	**-**	**-**	**-**
Reserve							
Building Reserve	-	-	-	500,000	500,000	500,000	500,000
Equipment Reserve	-	-	-	300,000	300,000	300,000	300,000
Reserve Total	**-**	**-**	**-**	**800,000**	**800,000**	**800,000**	**800,000**
Total Expenditures	**387,387**	**179,081**	**977,196**	**1,845,532**	**3,252,000**	**3,252,000**	**3,252,000**
Net Fund Total	**473,852**	**1,431,615**	**868,336**	**-**	**-**	**-**	**-**

Glossary

Account – A term used to identify an individual asset, liability, expenditure control, revenue control or fund balance.

Administration – Division responsible for the performance of executive duties and District management.

Advanced Life Support (ALS) - A set of life-saving protocols and skills that extend Basic Life Support to further support the circulation and provide an open airway and adequate ventilation (breathing).

Appropriation – Authorization for spending a specific amount of money for a specific purpose during the fiscal year. It is based on the adopted budget, including any supplemental budgets, if any. It is presented in a resolution or ordinance adopted by the governing body. Unspent appropriations lapse at the end of each fiscal year.

Assessed Valuation (AV) – The total taxable value placed on real estate and other property as a basis for levying taxes.

Audit - Conducted by an independent Certified Public Accounting (CPA) Firm, the primary objective of an audit is to determine if the City's Financial Statements present the City's financial position fairly and results of operations are in conformity with generally accepted accounting principles.

Balanced Budget – A budget in which revenues equal expenditures for all funds presented.

Basic Life Support (BLS) – A level of medical care which is used for victims of life-threatening illnesses or injuries until they can be given full medical care at a hospital. It can be provided by trained medical personnel, including emergency medical technicians, paramedics, and by qualified bystanders

Battalion Chief – One who oversees a shift of captains, firefighters and engineers known as a company officer. Each shift has one assigned battalion chief.

Board of Directors – Elected body of officials. Each individual serves a two-year term.

Beginning Fund Balance – The life to date difference between assets and liabilities reported in a governmental fund. See Fund Balance for additional information.

Budget – A plan of financial operation embodying an estimate of proposed expenditures for a given period and proposed means of financing them for the same given period.

Budget Document - The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts which, in total, comprises the annual revenue and expenditure plan.

Budget Message – A message prepared by the executive officer explaining the annual proposed budget, articulating the strategies and budget packages to achieve the District's goals, and identifying budget impacts and changes.

Budget Officer – The governing body appoints the budget officer to be responsible for the assembly of budget materials and information and for the preparation of the proposed budget. The Fire Chief is the budget officer per board policy.

Capital Asset – A tangible or intangible fixed asset with a value of over $5,000 that is used in operations of the District and that has an initial useful life typically extending beyond three years.

Capital Outlay – Expenditures for the acquisition of capital assets.

Captain – One who oversees a group of engineers and firefighters, also known as a company officer. Each shift has three assigned captains and there are two captains who work a day shift and oversee training for fire & rescue and EMS.

Collective Bargaining Agreement (CBA) – A written contract negotiated through collective bargaining for employees by a union with the management of the District that regulates the terms and conditions of employees at work. This includes regulating the wages, benefits and duties and employees and the duties and responsibilities of employers.

Contingency - The General Contingency is not a fund. It is a line item appropriation within an operating fund. Each operating fund is allowed one appropriation for a general operation contingency. The estimate for general operating contingencies is based on the assumption that in any municipal operating fund, certain unforeseen expenditures will become necessary.

Cost Center – A function or service within the General Fund with a specific focus. Also known as divisions. The District maintains seven cost centers (Administration, Fire & Rescue Operations, Fire & Rescue Training, EMS Operations, Fire & Life Safety, Facilities, Vehicles & Equipment, and Non-Departmental).

Debt – An obligation or liability resulting from the borrowing of money or from the purchase of goods and services.

Debt Limit – The maximum amount of gross or net debt that is legally permitted.

Debt Service - Interest and principal on outstanding bonds and loans due and payable during the fiscal year.

Emergency Medical Services (EMS) – A service that provides emergency medical treatment for the unexpected, sudden occurrence of a serious and urgent nature that demands immediate attention.

Emergency Medical Technician (EMT) – A person trained to give basic medical care to people who are ill before they are taken to the hospital.

Engine - A piece of apparatus that pumps water, carries ladders, hoses and medical supplies.

Engineer – One who maintains and drives the apparatus during emergency calls.

Expenses – Charges incurred, whether paid or unpaid, for operation, maintenance, interest and other charges which are to benefit the current fiscal period.

Federal Emergency Management Agency (FEMA) – A Federal agency that is an agency of the United States Department of Homeland Security. FEMA supports first responders in preparing for and recovering from disasters. FEMA makes grants available to local agencies to improve their preparedness.

FEMA Staffing for Adequate Fire and Emergency Response Grant (FEMA SAFER Grant) - A grant awarded to departments to improve or restore local fire departments' staffing and deployment capabilities so they may more effectively respond to emergencies.

FEMA Assistance to Firefighters Grant (FEMA AFG Grant) - A grant awarded to departments for critically needed resources to equip and train emergency personnel to recognized standards, enhance operations efficiencies, foster interoperability, and support community resilience.

Fire and Life Safety (FLS) – Department responsible for routine and on-going inspections, public education and fire and life safety issues.

Firefighter - Performs firefighting and rescue operations for combating, extinguishing, and prevention of fires, as well as for saving life and property. All District firefighters are Paramedics.

Fiscal Year (FY) – The time period used for the accounting and budget year. The District's fiscal year begins July 1st and ends June 30th.

Fund – A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities, that are segregated for the purpose of carrying on specific activities.

Fund Balance – The fund balance is the difference between actual revenues and expenditures at the end of the fiscal year and is added to or subtracted from the fund balance at the beginning of the year. A positive fund balance is created when revenues exceed expenditures during the year. Part of the fund balance (appropriated fund balance) is typically applied as a revenue in the following budget year.

Generally Accepted Accounting Principles (GAAP) – The conventions, rules and procedures that serve as the norm for the fair presentation of financial statements.

Government Finance Officers Association (GFOA) – An association representing public finance officers throughout the United States and Canada. Each year, the District participates in the Distinguished Budgeting Award program.

Great Recession – The sharp decline in economic activity during the late 2000s. This period is considered the most significant downturn since the Great Depression.

Ground Emergency Medical Transport (GEMT) Supplemental Payment Program – Created by Oregon House Bill 4030 (2016), the GEMT program allows for additional reimbursement to the District. The supplemental payments cover the funding gap between the District's actual costs per GEMT transport and the allowable amount received from the Oregon Health Plan (Medicaid) and any other sources of reimbursement.

HRA – MERP (Health Reimbursement Account – Medical Expense Reimbursement Plan) – A plan under which employees on the District's low deductible plan are reimbursed for certain out-of-pocket medical expenses incurred by employees or their dependents.

Local Government Investment Pool (LGIP) – An open-ended diversified investment portfolio managed by the Oregon State Treasury that is available to all public entities of Oregon that control public funds.

Materials & Services - Expendable items such as supplies, repair and replacement parts, small tools, maintenance and repair materials, service contracts, etc. that are not considered a capital item.

Measure 5 - A constitutional limit on property taxes passed by voters in the State of Oregon in November 1990. The law sets a maximum $10 tax rate (per $1,000 of Real Market Value) on individual properties for the aggregate of all non-school taxing jurisdictions. Schools' maximum rate is limited to $5.

Measure 50 - A 1997 voter approved initiative, which rolled back assessed values to 90 percent of their levels in FY 1995/96 and limits future annual increases to 3 percent except for major improvements. Tax rates are now fixed and not subject to change. Voters may approve local initiatives above the fixed rates provided a majority approves at either (i) a general election in an even numbered year; or (ii) at any other election in which at least 50 percent registered voters cast a ballot.

Non-Operating Budget - Part of the budget composed of the following items: interfund transfers, reserves, contingencies, capital projects and debt service payments.

Operating Budget/Costs/Expenses - Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled. Typically consists of Personnel Services and Materials & Services categories or Object Classifications.

Operating Contingency – Monies set aside to fund operations from the beginning of each fiscal year on July 1st until property tax revenues are received in November.

Operating Levy – A voter-approved tax for operating costs that is in addition to the permanent rate and is limited to five years. Upon expiration, the levy automatically ends unless voters approve another levy.

Operations – Division responsible for emergency medical treatment or fire and rescue services. The Fire & Rescue and EMS cost centers are considered Operations.

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

Permanent Tax Rate – The maximum rate of property taxes that a local government can impose. Taxes generated from the permanent rate can be used for any purpose. No action of the local government or its voters can change a permanent rate limit.

Personal Protective Equipment (PPE) – Protective clothing, helmets, goggles or other garments or equipment designed to protect the wearer's body form injury or infection.

Personnel Services - The cost of salaries and benefits associated with compensating employees for their labor, including wages, medical insurance, retirement contributions, etc.

Projection - A projection of the revenue or expenditure, as appropriate, to be recognized during the current fiscal period.

Property Taxes – Mandatory tax charged on the assessed value of real property within the District. Property tax revenues are used to finance emergency services provided to the District residents for their protection and assistance.

Public Employees Retirement System (PERS) – The retirement system for all District employees meeting eligibility requirements as set by the State of Oregon.

Public Employees Retirement System (PERS) Side Account – Side accounts are employer accounts for lump-sum deposits which reduce the contributing employer's PERS rates. Employer deposits are voluntary and irrevocable.

Real Market Value (RMV) – The amount in cash that could be reasonably be expected to be paid by an informed buyer to an informed seller.

Resource – The actual assets of the District, such as cash, receivables, land, buildings, etc.

Revenue – The income of the District from sources for the payment of District expenses.

Self-Contained Breathing Apparatus (SCBA) – A device worn by rescue workers to provide breathable air when air quality is dangerous to life or health.

Senior Staff – The District's senior staff consists of the Fire Chief, Deputy Fire Chief, Chief Financial Officer and the Human Resources/Office Administrator.

Strategic Plan - A strategic plan is a document used to communicate with the organization the organizations goals, the actions needed to achieve those goals and all the other critical elements developed during the planning exercise. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful.

Suppression Staff – An employee involved in fire suppression activities. Typically, between the rank of Firefighter and Battalion Chief.

Turnouts – The structural firefighting protective garments worn by firefighters, including coat and pants.

Unappropriated Reserve - An account which records a portion of the fund balance. It must be segregated for future use and is not available for expenditure without approval of the Fire Board.

VEBA (Voluntary Employees Beneficiary Association) – A tax-free health reimbursement plan which is used by employees and their eligible dependents to pay for eligible medical expenses.

Wellness Incentives – Amounts paid to employees for participation in approved wellness activities, such as swimming, running, and weightlifting, on personal time.

Appendix

Debt Schedules

	FFCO/Bonds					
	Issue Date:		11/13/2012	Issue Date:		7/25/2006
	Issue Amount:		1,540,000	Issue Amount:		935,000
	Main Station			Terrebonne Station		
	Principal	Interest	Total	Principal	Interest	Total
FY23	**90,000**	**19,000**	**109,000**	**45,000**	**22,135**	**67,135**
FY24	95,000	16,300	111,300	45,000	20,065	65,065
FY25	100,000	13,450	113,450	50,000	17,995	67,995
FY26	100,000	10,825	110,825	50,000	15,695	65,695
FY27	100,000	8,200	108,200	50,000	13,395	63,395
FY28	105,000	4,200	109,200	55,000	11,045	66,045
FY29	-	-	-	55,000	8,460	63,460
FY30	-	-	-	60,000	5,875	65,875
FY31	-	-	-	65,000	3,055	68,055
FY32	-	-	-	-	-	-
FY33	-	-	-	-	-	-
FY34	-	-	-	-	-	-
FY35	-	-	-	-	-	-
FY36	-	-	-	-	-	-
FY37	-	-	-	-	-	-
FY38	-	-	-	-	-	-
FY39	-	-	-	-	-	-
FY40	-	-	-	-	-	-
FY41	-	-	-	-	-	-
FY42	-	-	-	-	-	-
FY43	-	-	-	-	-	-
	590,000	71,975	661,975	475,000	117,720	592,720

Debt Schedules *(continued)*

	Loans								
	Issue Date:		12/8/2015	Issue Date:		5/24/2018	Issue Date:		5/24/2018
	Issue Amount:		498,807	Issue Amount:		201,536	Issue Amount:		252,036
	2015 Pierce Engine			**2018 Ambulance #1**			**2018 Ambulance #2**		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
FY23	**31,494**	**13,526**	**45,020**	**33,589**	**2,718**	**36,307**	**42,006**	**3,399**	**45,405**
FY24	32,770	12,251	45,020	33,589	1,359	34,948	42,006	1,699	43,705
FY25	34,097	10,923	45,020	-	-	-	-	-	-
FY26	35,478	9,543	45,020	-	-	-	-	-	-
FY27	36,915	8,106	45,020	-	-	-	-	-	-
FY28	38,410	6,611	45,020	-	-	-	-	-	-
FY29	39,965	5,055	45,020	-	-	-	-	-	-
FY30	41,584	3,436	45,020	-	-	-	-	-	-
FY31	43,268	1,752	45,020	-	-	-	-	-	-
FY32	-	-	-	-	-	-	-	-	-
FY33	-	-	-	-	-	-	-	-	-
FY34	-	-	-	-	-	-	-	-	-
FY35	-	-	-	-	-	-	-	-	-
FY36	-	-	-	-	-	-	-	-	-
FY37	-	-	-	-	-	-	-	-	-
FY38	-	-	-	-	-	-	-	-	-
FY39	-	-	-	-	-	-	-	-	-
FY40	-	-	-	-	-	-	-	-	-
FY41	-	-	-	-	-	-	-	-	-
FY42	-	-	-	-	-	-	-	-	-
FY43	-	-	-	-	-	-	-	-	-
	333,979	71,203	405,182	67,179	4,076	71,255	84,012	5,098	89,110

Debt Schedules *(continued)*

	Loans								
	Issue Date:		9/17/2019	Issue Date:		6/18/2021	Issue Date:		6/30/2023
	Issue Amount:		205,807	Issue Amount:		416,566	Issue Amount:		1,750,000
	2019 Ambulance			2021 Pierce Type 3			2023 Pierce Engines (2)		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
FY23	**41,161**	**3,330**	**44,492**	**81,673**	**6,197**	**87,869**	**42,299**	**37,188**	**79,487**
FY24	41,161	1,665	42,827	83,282	4,588	87,869	87,314	71,659	158,974
FY25	-	-	-	84,922	2,948	87,869	91,064	67,909	158,974
FY26	-	-	-	86,594	1,275	87,869	94,976	63,998	158,974
FY27	-	-	-	-	-	-	99,055	59,918	158,974
FY28	-	-	-	-	-	-	103,310	55,664	158,974
FY29	-	-	-	-	-	-	107,747	51,226	158,974
FY30	-	-	-	-	-	-	112,375	46,599	158,974
FY31	-	-	-	-	-	-	117,202	41,772	158,974
FY32	-	-	-	-	-	-	122,236	36,738	158,974
FY33	-	-	-	-	-	-	127,486	31,488	158,974
FY34	-	-	-	-	-	-	132,962	26,012	158,974
FY35	-	-	-	-	-	-	138,672	20,301	158,974
FY36	-	-	-	-	-	-	144,629	14,345	158,974
FY37	-	-	-	-	-	-	150,841	8,133	158,974
FY38	-	-	-	-	-	-	77,833	1,654	79,487
FY39	-	-	-	-	-	-	-	-	-
FY40	-	-	-	-	-	-	-	-	-
FY41	-	-	-	-	-	-	-	-	-
FY42	-	-	-	-	-	-	-	-	-
FY43	-	-	-	-	-	-	-	-	-
	82,323	4,995	87,318	336,471	15,007	351,478	1,750,000	634,602	2,384,602

* Assumes issuance of $1,750,000 in debt for two new engines with 4.25% interest over 15 years with semi-annual payments.

Debt Schedules *(continued)*

	TOTAL - FFCO/Bonds			TOTAL - Loans			COMBINED TOTAL		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
FY23	**135,000**	**41,135**	**176,135**	**272,223**	**66,357**	**338,580**	**407,223**	**107,492**	**514,715**
FY24	140,000	36,365	176,365	320,122	93,221	413,343	460,122	129,586	589,708
FY25	150,000	31,445	181,445	210,083	81,780	291,863	360,083	113,225	473,308
FY26	150,000	26,520	176,520	217,048	74,815	291,863	367,048	101,335	468,383
FY27	150,000	21,595	171,595	135,970	68,024	203,994	285,970	89,619	375,589
FY28	160,000	15,245	175,245	141,719	62,274	203,994	301,719	77,519	379,239
FY29	55,000	8,460	63,460	147,712	56,282	203,994	202,712	64,742	267,454
FY30	60,000	5,875	65,875	153,959	50,035	203,994	213,959	55,910	269,869
FY31	65,000	3,055	68,055	160,470	43,524	203,994	225,470	46,579	272,049
FY32	-	-	-	122,236	36,738	158,974	122,236	36,738	158,974
FY33	-	-	-	127,486	31,488	158,974	127,486	31,488	158,974
FY34	-	-	-	132,962	26,012	158,974	132,962	26,012	158,974
FY35	-	-	-	138,672	20,301	158,974	138,672	20,301	158,974
FY36	-	-	-	144,629	14,345	158,974	144,629	14,345	158,974
FY37	-	-	-	150,841	8,133	158,974	150,841	8,133	158,974
FY38	-	-	-	77,833	1,654	79,487	77,833	1,654	79,487
FY39	-	-	-	-	-	-	-	-	-
FY40	-	-	-	-	-	-	-	-	-
FY41	-	-	-	-	-	-	-	-	-
FY42	-	-	-	-	-	-	-	-	-
FY43	-	-	-	-	-	-	-	-	-
	1,065,000	189,695	1,254,695	2,653,963	734,983	3,388,946	3,718,963	924,678	4,643,641

Budget Forms

The following are required budget forms and the adopting resolution which are necessary components of the budget process.

- Form LB-1: Notice of Budget Hearing
    - This form was published in the Bend Bulletin on June 8, 2022.

- Form LB-50: Notice of Property Tax and Certification of Intent to Impose a Tax, Fee, Assessment, or Charge on Property
    - This form is completed for each county (Crook, Deschutes & Jefferson) in which this District has taxable property and was submitted to the county assessors on or before July 15, 2022.

- Resolution #2021-04: A resolution adopting the FY 2022/23 budget, making appropriations, and levying/categorizing the tax.
    - This resolution was approved by the Board on June 16, 2022.

FORM LB-1 NOTICE OF BUDGET HEARING

A public meeting of Redmond Fire & Rescue Fire District will be held on June 15, 2022 at 9:30am. Meeting will occur virtually and at 341 NW Dogwood Ave., Redmond, Oregon. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2022 as approved by the Redmond Fire & Rescue Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected online at www.redmondfireandrescue.org or requested by calling 541-504-5041 or emailing jodi.burch@redmondfireandrescue.org. This budget is for an annual period. This budget was prepared on a basis of accounting that is the same as the preceding year.

Contact: Jodi Burch Telephone: 541-504-5041 Email: jodi.burch@redmondfireandrescue.org

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount 2020-21	Adopted Budget This Year 2021-22	Approved Budget Next Year 2022-23
Beginning Fund Balance/Net Working Capital	3,783,328	5,368,159	5,637,201
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	3,194,455	3,233,580	3,882,196
Federal, State & all Other Grants, Gifts, Allocations & Donations	109,535	2,000	0
Revenue from Bonds and Other Debt	416,566	0	1,750,000
Interfund Transfers / Internal Service Reimbursements	661,260	413,917	633,664
All Other Resources Except Current Year Property Taxes	140,172	61,000	61,000
Current Year Property Taxes Estimated to be Received	8,824,724	9,120,000	9,728,000
Total Resources	$17,130,040	$18,198,656	$21,692,061

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	9,122,103	9,961,478	10,881,623
Materials and Services	1,406,898	1,895,442	2,429,987
Capital Outlay	179,081	995,532	2,452,000
Debt Service	392,539	435,651	514,758
Interfund Transfers	661,260	413,917	633,664
Contingencies	0	3,596,636	3,880,029
Special Payments	0	0	0
Unappropriated Ending Balance and Reserved for Future Expenditure	0	900,000	900,000
Total Requirements	$11,761,881	$18,198,656	$21,692,061

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM *			
General Fund - Administration	1,004,254	1,261,240	1,528,940
FTE	6.0	6.0	7.0
General Fund - Operations - Fire & Rescue Ops	7,066,888	7,466,318	8,397,936
FTE	40.2	43.0	49.0
General Fund - Operations - Fire & Rescue Training	320,604	425,465	535,129
FTE	1.0	1.0	1.0
General Fund - Operations - EMS Ops	1,363,169	1,593,911	1,591,795
FTE	13.0	13.0	10.0
General Fund - Fire & Life Safety	192,100	370,694	415,648
FTE	1.0	2.0	2.0
General Fund - Facilities, Vehicles & Equip	581,986	739,292	842,162
FTE	0	0	0
General Fund - Non-Departmental	1,053,799	849,568	1,148,422
FTE	0	0	0
Capital Projects Fund	179,081	995,532	2,452,000
FTE	0	0	0
Not Allocated to Organizational Unit or Program	0	4,496,636	4,780,029
FTE	0	0	0
Total Requirements	$11,761,881	$18,198,656	$21,692,061
Total FTE	61.2	65.0	69.0

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

Property taxes are expected to increase by a 6.5% increase in AV with a 95.5% collection rate (which is consistent with the past few years). Also includes the additional $1.3mil in property tax revenues from the voter-approved 5-yr local option levy, $500,000 from GEMT, and $1,750,000 in debt issuance for the purchase of two fire engines. Expenditures are consistent with prior year's activity with the creation of four new FTEs (one in the administration cost center and three in Fire & Rescue Ops) and increased capital outlay for two engines, one ambulance, and other items.

PROPERTY TAX LEVIES			
	Rate or Amount Imposed 2020-21	Rate or Amount Imposed This Year 2021-22	Rate or Amount Approved Next Year 2022-23
Permanent Rate Levy (rate limit $1.7542 per $1,000)	$1.7542	$1.7542	$1.7542
Local Option Levy	$0.2700	$0.2700	$0.2700
Levy For General Obligation Bonds	0	0	0

STATEMENT OF INDEBTEDNESS		
LONG TERM DEBT	Estimated Debt Outstanding on July 1.	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	$0	$0
Other Bonds	$1,065,000	$0
Other Borrowings	$903,963	$0
Total	$1,968,963	$0

Notice of Property Tax and Certification of Intent to Impose a Tax, Fee, Assessment or Charge on Property

To assessor of Deschutes County

FORM OR-LB-50
2022-2023

☐ Check here if this is an amended form.

- Be sure to read instructions in the Notice of Property Tax Levy Forms and Instruction booklet

The **Redmond Fire & Rescue District** (District Name) has the responsibility and authority to place the following property tax, fee, charge or assessment on the tax roll of **Deschutes** (County Name) County. The property tax, fee, charge or assessment is categorized as stated by this form.

Mailing Address of District	City	State	ZIP code	Date
341 NW Dogwood Ave	Redmond	OR	97756	06/24/2022

Contact Person	Title	Daytime Telephone	Contact Person E-Mail
Jodi Burch	Chief Financial Officer	541-504-5041	jodi.burch@redmondfireandrescue...

CERTIFICATION - You **must** check one box if your district is subject to Local Budget Law.

☒ The tax rate or levy amounts certified in Part I are within the tax rate or levy amounts approved by the budget committee.

☐ The tax rate or levy amounts certified in Part I were changed by the governing body and republished as required in ORS 294.456.

PART I: TAXES TO BE IMPOSED

		Subject to General Government Limits Rate -or- Dollar Amount	Excluded from Measure 5 Limits Dollar Amount of Bond Levy
1. Rate per $1,000 or Total dollar amount levied (within permanent rate limit)	1	$1.7542	
2. Local option operating tax	2	$0.2700	
3. Local option capital project tax	3		
4. City of Portland Levy for pension and disability obligations	4		
5a. Levy for bonded indebtedness from bonds approved by voters **prior** to October 6, 2001	5a.		
5b. Levy for bonded indebtedness from bonds approved by voters **on or after** October 6, 2001	5b.		
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b)	5c.		0

PART II: RATE LIMIT CERTIFICATION

6. Permanent rate limit in dollars and cents per $1,000	6	$1.7542
7. Election date when your **new district** received voter approval for your permanent rate limit	7	
8. **Estimated** permanent rate limit for newly **merged/consolidated district**	8	

PART III: SCHEDULE OF LOCAL OPTION TAXES - Enter all local option taxes on this schedule. If there are more than two taxes, attach a sheet showing the information for each.

Purpose (operating, capital project, or mixed)	Date voters approved local option ballot measure	First tax year levied	Final tax year to be levied	Tax amount -or- rate authorized per year by voters
Operating	05/19/2020	2020/21	2024/25	$0.2700

Part IV. SPECIAL ASSESSMENTS, FEES AND CHARGES*

Description	ORS Authority**	Subject to General Government Limitation	Excluded from Measure 5 Limitation
1			
2			

*If fees, charges, or assessments will be imposed on specific property within your district, you must attach a complete listing of properties, by assessor's account number, to which fees, charges, or assessments will be imposed. Show the fees, charges, or assessments uniformly imposed on the properties. If these amounts are not uniform, show the amount imposed on each property.

The ORS authority for putting these assessments on the roll must be completed if you have an entry in Part IV.

150-504-050 (Rev. 11-19-21) **(see the back for worksheet for lines 5a, 5b, and 5c)**

File with your assessor no later than JULY 15, unless granted an extension in writing.

Notice of Property Tax and Certification of Intent to Impose a Tax, Fee, Assessment or Charge on Property

FORM OR-LB-50
2022-2023

To assessor of Crook County

☐ Check here if this is an amended form.

- Be sure to read instructions in the Notice of Property Tax Levy Forms and Instruction booklet

The **Redmond Fire & Rescue District** (District Name) has the responsibility and authority to place the following property tax, fee, charge or assessment on the tax roll of **Crook** (County Name) County. The property tax, fee, charge or assessment is categorized as stated by this form.

Mailing Address of District	City	State	ZIP code	Date
341 NW Dogwood Ave	Redmond	OR	97756	06/24/2022

Contact Person	Title	Daytime Telephone	Contact Person E-Mail
Jodi Burch	Chief Financial Officer	541-504-5041	jodi.burch@redmondfireandrescue...

CERTIFICATION - You **must** check one box if your district is subject to Local Budget Law.

☒ The tax rate or levy amounts certified in Part I are within the tax rate or levy amounts approved by the budget committee.
☐ The tax rate or levy amounts certified in Part I were changed by the governing body and republished as required in ORS 294.456.

PART I: TAXES TO BE IMPOSED

		Subject to General Government Limits Rate -or- Dollar Amount	Excluded from Measure 5 Limits Dollar Amount of Bond Levy
1. Rate per $1,000 **or** Total dollar amount levied (within permanent rate limit)	1	$1.7542	
2. Local option operating tax	2	$0.2700	
3. Local option capital project tax	3		
4. City of Portland Levy for pension and disability obligations	4		
5a. Levy for bonded indebtedness from bonds approved by voters **prior** to October 6, 2001	5a.		
5b. Levy for bonded indebtedness from bonds approved by voters **on or after** October 6, 2001	5b.		
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b)	5c.		0

PART II: RATE LIMIT CERTIFICATION

6. Permanent rate limit in dollars and cents per $1,000	6	$1.7542
7. Election date when your **new district** received voter approval for your permanent rate limit	7	
8. **Estimated** permanent rate limit for newly **merged/consolidated district**	8	

PART III: SCHEDULE OF LOCAL OPTION TAXES - Enter all local option taxes on this schedule. If there are more than two taxes, attach a sheet showing the information for each.

Purpose (operating, capital project, or mixed)	Date voters approved local option ballot measure	First tax year levied	Final tax year to be levied	Tax amount -or- rate authorized per year by voters
Operating	05/19/2020	2020/21	2024/25	$0.2700

Part IV. SPECIAL ASSESSMENTS, FEES AND CHARGES*

Description	ORS Authority**	Subject to General Government Limitation	Excluded from Measure 5 Limitation
1			
2			

*If fees, charges, or assessments will be imposed on specific property within your district, you must attach a complete listing of properties, by assessor's account number, to which fees, charges, or assessments will be imposed. Show the fees, charges, or assessments uniformly imposed on the properties. If these amounts are not uniform, show the amount imposed on each property.

****The ORS authority for putting these assessments on the roll must be completed if you have an entry in Part IV.**

150-504-050 (Rev. 11-19-21) **(see the back for worksheet for lines 5a, 5b, and 5c)**

File with your assessor no later than JULY 15, unless granted an extension in writing.

Notice of Property Tax and Certification of Intent to Impose a Tax, Fee, Assessment or Charge on Property

To assessor of Jefferson County

FORM OR-LB-50
2022-2023

☐ Check here if this is an amended form.

- Be sure to read instructions in the Notice of Property Tax Levy Forms and Instruction booklet

The **Redmond Fire & Rescue District** (District Name) has the responsibility and authority to place the following property tax, fee, charge or assessment on the tax roll of **Jefferson** (County Name) County. The property tax, fee, charge or assessment is categorized as stated by this form.

Mailing Address of District	City	State	ZIP code	Date
341 NW Dogwood Ave	Redmond	OR	97756	06/24/2022

Contact Person	Title	Daytime Telephone	Contact Person E-Mail
Jodi Burch	Chief Financial Officer	541-504-5041	jodi.burch@redmondfireandrescue

CERTIFICATION - You must check one box if your district is subject to Local Budget Law.

☒ The tax rate or levy amounts certified in Part I are within the tax rate or levy amounts approved by the budget committee.

☐ The tax rate or levy amounts certified in Part I were changed by the governing body and republished as required in ORS 294.456.

PART I: TAXES TO BE IMPOSED

		Subject to General Government Limits — Rate -or- Dollar Amount	Excluded from Measure 5 Limits — Dollar Amount of Bond Levy
1. Rate per $1,000 or Total dollar amount levied (within permanent rate limit)	1	$1.7542	
2. Local option operating tax	2	$0.2700	
3. Local option capital project tax	3		
4. City of Portland Levy for pension and disability obligations	4		
5a. Levy for bonded indebtedness from bonds approved by voters **prior** to October 6, 2001	5a.		
5b. Levy for bonded indebtedness from bonds approved by voters **on or after** October 6, 2001	5b.		
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b)	5c.		0

PART II: RATE LIMIT CERTIFICATION

6. Permanent rate limit in dollars and cents per $1,000	6	$1.7542
7. Election date when your **new district** received voter approval for your permanent rate limit	7	
8. **Estimated** permanent rate limit for newly **merged/consolidated district**	8	

PART III: SCHEDULE OF LOCAL OPTION TAXES - Enter all local option taxes on this schedule. If there are more than two taxes, attach a sheet showing the information for each.

Purpose (operating, capital project, or mixed)	Date voters approved local option ballot measure	First tax year levied	Final tax year to be levied	Tax amount -or- rate authorized per year by voters
Operating	05/19/2020	2020/21	2024/25	$0.2700

Part IV. SPECIAL ASSESSMENTS, FEES AND CHARGES*

Description	ORS Authority**	Subject to General Government Limitation	Excluded from Measure 5 Limitation
1			
2			

*If fees, charges, or assessments will be imposed on specific property within your district, you must attach a complete listing of properties, by assessor's account number, to which fees, charges, or assessments will be imposed. Show the fees, charges, or assessments uniformly imposed on the properties. If these amounts are not uniform, show the amount imposed on each property.

****The ORS authority for putting these assessments on the roll must be completed if you have an entry in Part IV.**

150-504-050 (Rev. 11-19-21) **(see the back for worksheet for lines 5a, 5b, and 5c)**

File with your assessor no later than JULY 15, unless granted an extension in writing.

REDMOND FIRE & RESCUE
RESOLUTION NO. 2022-06

A RESOLUTION ADOPTING THE FY 2022/23 BUDGET, MAKING APPROPRIATIONS, AND LEVYING/CATEGORIZING THE TAX.

RESOLUTION ADOPTING THE BUDGET

BE IT RESOLVED, that the Redmond Fire & Rescue Board hereby adopts the budget for the fiscal year 2022/23, as approved by the Budget Committee, in the amount of $21,692,061. This figure includes $900,000 of unappropriated reserves. This budget is now on file at the Redmond Fire & Rescue Main Fire Station at 341 NW Dogwood Avenue in Redmond, Oregon.

RESOLUTION MAKING APPROPRIATIONS

BE IT RESOLVED, that the amounts shown below are hereby appropriated for the fiscal year beginning July 1, 2022 and for the following purposes (OU = Organizational Unit):

GENERAL FUND	
Administration (OU)	1,528,940
Fire & Rescue Ops (OU)	8,397,936
Fire & Rescue Training (OU)	535,129
EMS Ops (OU)	1,591,795
Fire & Life Safety (OU)	415,648
Facilities, Vehicles & Equipment (OU)	842,162
Debt Service	514,758
Transfers	633,664
Contingency	3,880,029
TOTAL	**18,340,061**

CAPITAL PROJECTS FUND	
Capital Outlay	2,452,000
TOTAL	**2,452,000**

TOTAL APPROPRIATIONS & ADOPTED BUDGET	
Total APPROPRIATIONS, All Funds	**20,792,061**
Total Unappropriated Reserve Amounts, All Funds	900,000
TOTAL ADOPTED BUDGET	**21,692,061**

RESOLUTION LEVYING THE TAX

BE IT RESOLVED, that the following ad valorem property taxes, as included in the fiscal year 2022/23 budget, are hereby imposed upon the assessed value of all taxable property within the district.

- At the rate of $1.7542 per $1,000 of assessed value from permanent rate tax
- At the rate of $0.2700 per $1,000 of assessed value from local operating levy for general operations

RESOLUTION CATEGORIZING THE TAX

BE IT RESOLVED, that the taxes imposed are hereby categorized for purposes of Article XI, Section 11b of the Oregon Constitution as:

Subject to the General Government Limitation
Permanent Tax Rate ………………..$1.7542 / $1,000 Assessed Value
Local Option Levy Tax Rate ……….$0.2700 / $1,000 Assessed Value

The above resolution statements are **ADOPTED** by the District Board and **SIGNED** by the Board President this 15th day of June, 2022.

Gary Ollerenshaw

Gary Ollerenshaw, Board Vice President

ATTEST:

Diane Cox

Diane Cox, District Recorder

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