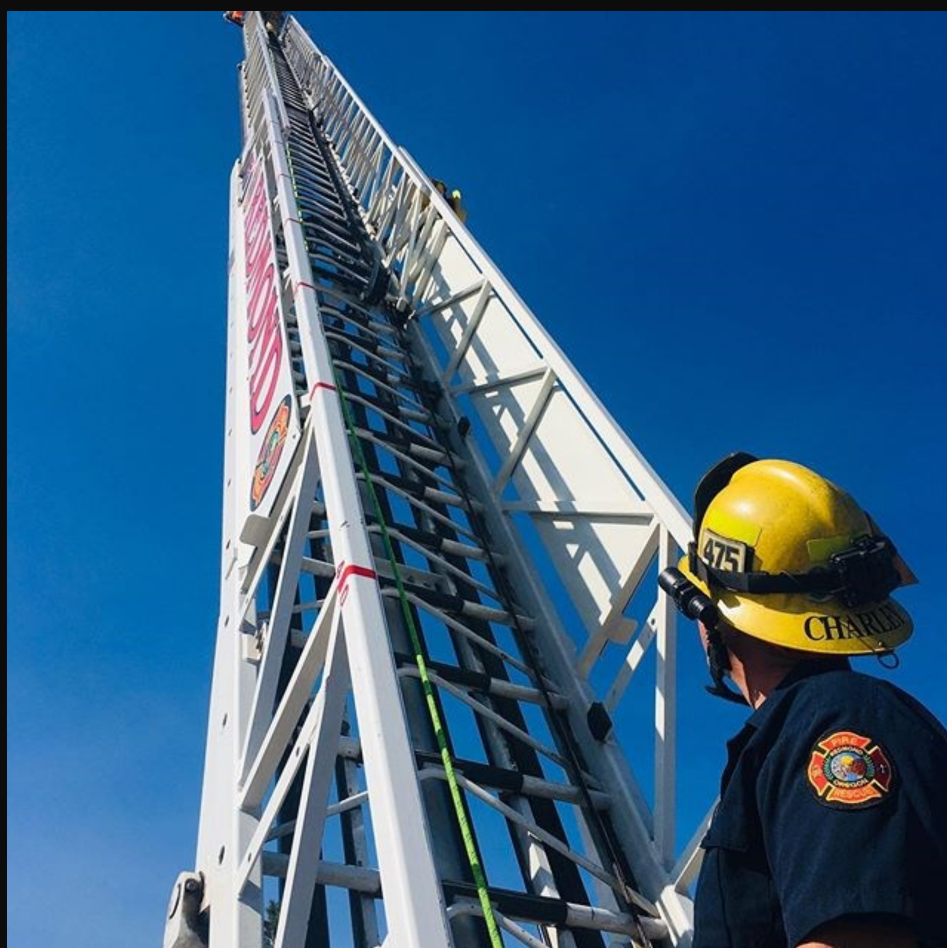
Redmond Fire & Rescue



2020/21 Adopted Budget

341 NW Dogwood Avenue
Redmond, OR 97756

(541) 504-5000
www.redmondfireandrescue.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 1, 2019

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, 2019. 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*
Carrol McIntosh	*June 30, 2021*
Ken Kerfoot	*June 30, 2021*
Gary Ollerenshaw	*June 30, 2021*
Craig Unger	*June 30, 2023*

BUDGET COMMITTEE	Term Expires
Jack Hoxie	*June 30, 2020*
Kathleen Kuper	*June 30, 2020*
Chris Earnest	*June 30, 2021*
Evan Dickens	*June 30, 2022*
Sharon Harris	*June 30, 2022*

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

Ken Kehmna, Fire Chief	Serving since 2018
Jeff Puller, Deputy Fire Chief	Serving since 1998
Doug Kelly, EMS Division Chief	Serving since 2007
Jodi Burch, Chief Financial Officer	Serving since 2019
Diane Cox, Office Administrator	Serving since 2013

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) 2020/21. 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.

Fiscal year 2019/20 started off with strong regional economic conditions. Then the COVID-19 pandemic changed the worldwide economy in a matter of months with impacts seen to the local economy starting in March 2020. While local residential and commercial construction growth had been steady, the City of Redmond is predicting a 30% decrease in building revenues in the coming fiscal year. And in April 2020, the Deschutes County Unemployment Office processed claims that represented 10% of the county's total labor force. These additional claims contributed to the county's total unemployment rate of 18% in April 2020. The District's FY 2020/21 budget has some additional conservatism factored in as the true impacts to the economy are not yet known and may be felt for years to come.

Fortunately, 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.

Entering FY 2020/21, the District has a workforce of 59 employees and a total budget of about $11,200,000, excluding transfers, contingencies and reserves. 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 23. The District plans to update its strategic plan this year as well as perform an assessment of our facilities and equipment.

Redmond Fire & Rescue is the first responder to medical emergencies in the District. Approximately 75%-80% of responses are for medical emergencies. 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 supported by single-role Emergency Medical Technicians and Paramedics whose sole focus is to respond to medical emergencies throughout the District.

The City of Redmond and remainder of the District continues to see new development and a steady increase in population. The City of Redmond's population has surpassed 30,000 residents with projections to reach 52,000 by 2043. The ***adopted*** FY 2020/21 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.

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

Successes

- Operating Levy: In May, District voters approved a five-year operating levy at $0.27 per assessed value to sustain operations. These funds allow the District to maintain current service levels for at least the next five years.

- EMS Program: The continued support of our Advanced Life Support and Basic Life Support programs through deployment of Paramedics and Emergency Medical Technicians. This program provides the critical medical care and ambulance transportation services to our growing community through a cost-effective delivery model.

- Capital Outlay: Capital items include one CPR machine, which frees up first responders to provide life-saving medical interventions without interrupting chest compressions, two automatic external defibrillators (AED), and funds for the purchase of self-contained breathing apparatus used by firefighters when entering a burning building. One CPR machine was purchased in FY 2019/20, but the purchase of the AEDs was delayed to FY 2020/21.

Challenges

- Increasing Call Volume: Over the past seven years, the calls for service have increased by over 35% from about 4,400 calls in 2013 to about 6,000 calls in 2019. During this same time period, the City of Redmond's population increased only 15% from 26,590 to 30,600. However, Deschutes County faced some of the state's fastest growth in its 65 and over population. The county saw an increase of about 28% between 2010 and 2016. This 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 can be twice that 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 their cost.

Challenges *(continued)*

- Personnel Costs (Medical Insurance and PERS): The District is facing large 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.

- 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: In FY 2020/21, the City of Redmond will bring forward plans for a new Urban Renewal District (URD) in southern Redmond. Revenues raised by the URD would be matched with state and federal dollars to improve the safety and mobility of south Highway 97. 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.

- COVID-19 Economic Impacts: As stated above, the long-lasting impacts of COVID-19 are unknown, but could impact resources for years to come.

Additional analysis of the District's key economic factors and assumptions, revenues, and expenditures can be found within the Budget Overview beginning on page 31.

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.

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 23. 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.

Ken Kehmna
Fire Chief / Budget Officer

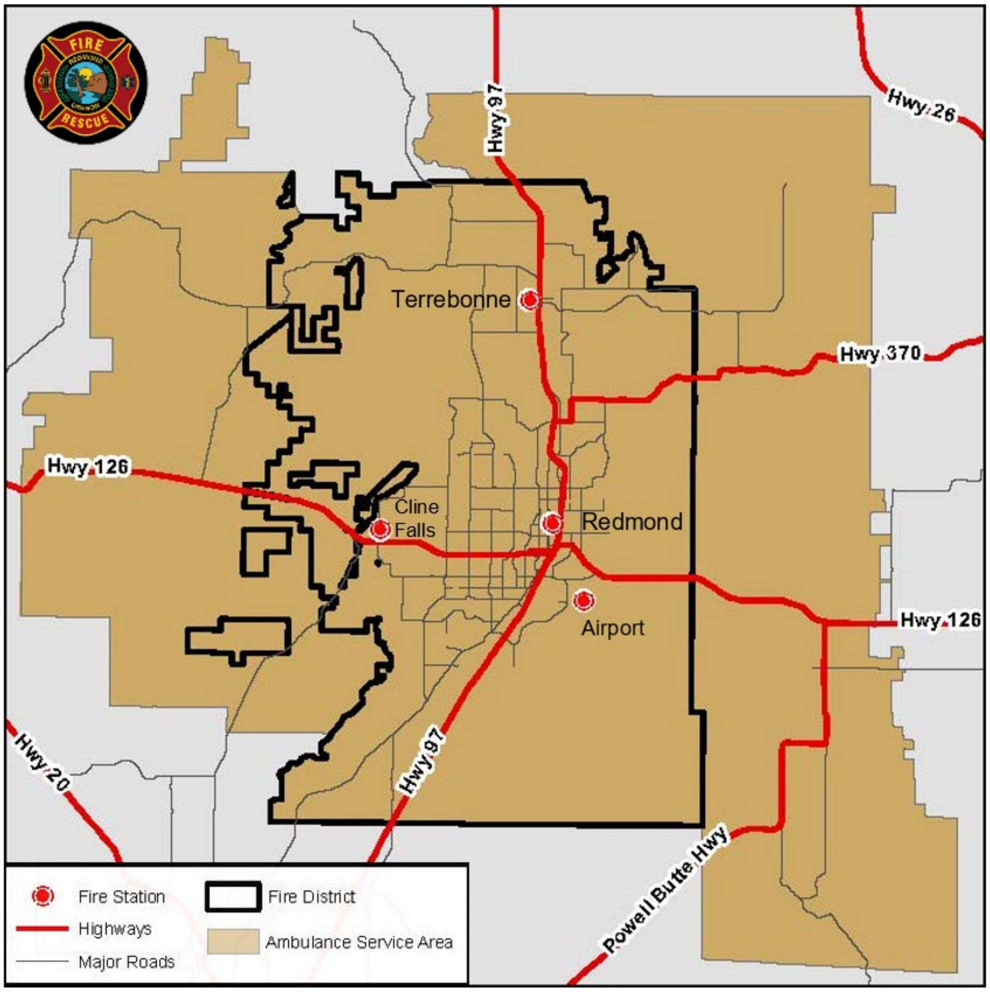
District Overview

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 with projections to reach 52,000 by 2043. Since 2010, the number of households has grown at an average annual rate of 1.7% with approximately 14% of the residents moving to the City in the past 10 years. 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			
	2017	**2018**	**2019**
Deschutes County*	182,930	188,980	193,000
City of Redmond*	28,265	29,190	30,600
Source: *Portland State University - Center of Population and Census			

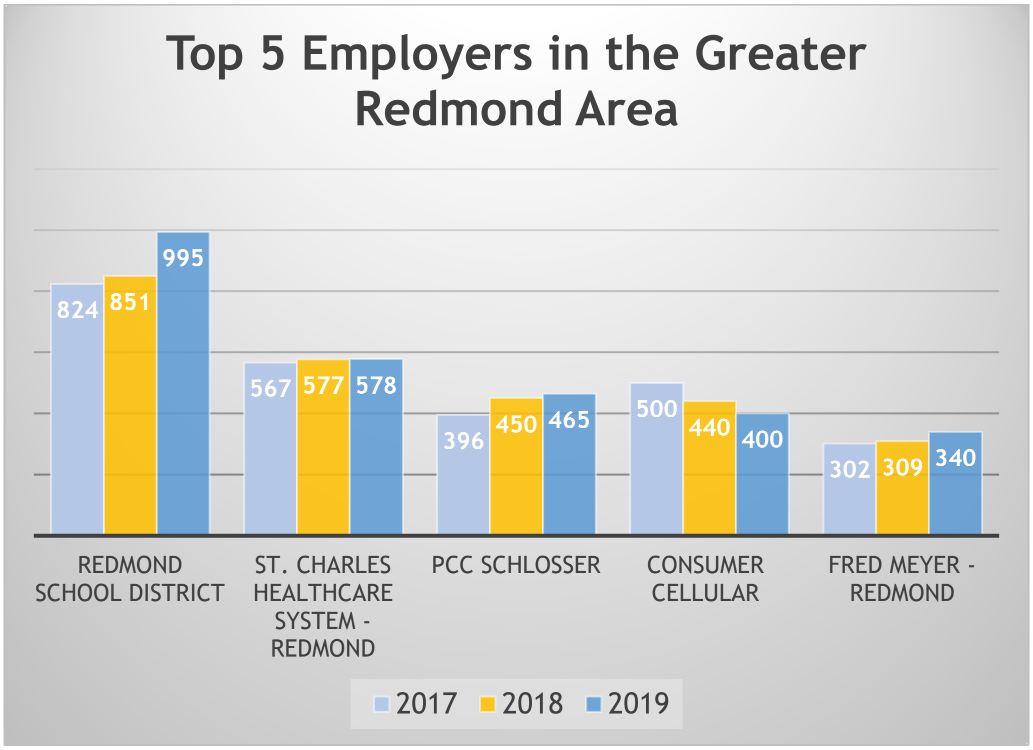
Area Amenities

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 center 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 increase 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 50% over the past five years, which is more than five times the state average, and nearly 81% from 2010 – 2018. 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.

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, five 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

SKYWEST AIRLINES

PCC STRUCTURALS INC

WAL-MART STORES INC

HORIZON AIR INDUSTRIES INC

PACIFICORP (PP&L)

CASCADE NATURAL GAS CORP

FRED MEYER STORES INC

PC REDMOND LLC

LOWES HIW INC

MADRONA COLUMBIA LLC



Deschutes County

Top 10 Taxpayers

Source: Deschutes Co. Assessor's Office

TDS BAJA BROADBAND, LLC

PACIFICORP (PP&L)

CASCADE NATURAL GAS CORP

GAS TRANSMISSION NORTHWEST

CENTURYLINK PROPERTY TAX

SUTERRA LLC

TOUCHMARK AT MT BACHELOR VILLAGE

CVSC LLC

DESCHUTES BREWERY INC

WAL-MART STORES INC

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Organization & Services

Redmond Fire & Rescue

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. 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

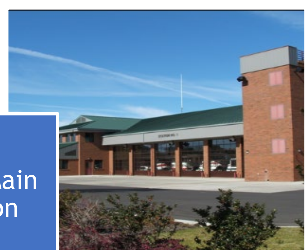
Personnel and Stations

The District has a total full-time employee count of 59, which is the total of full-time and part-time employees. 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 a mixture of full- and part-time emergency medical technicians (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 four fire stations.



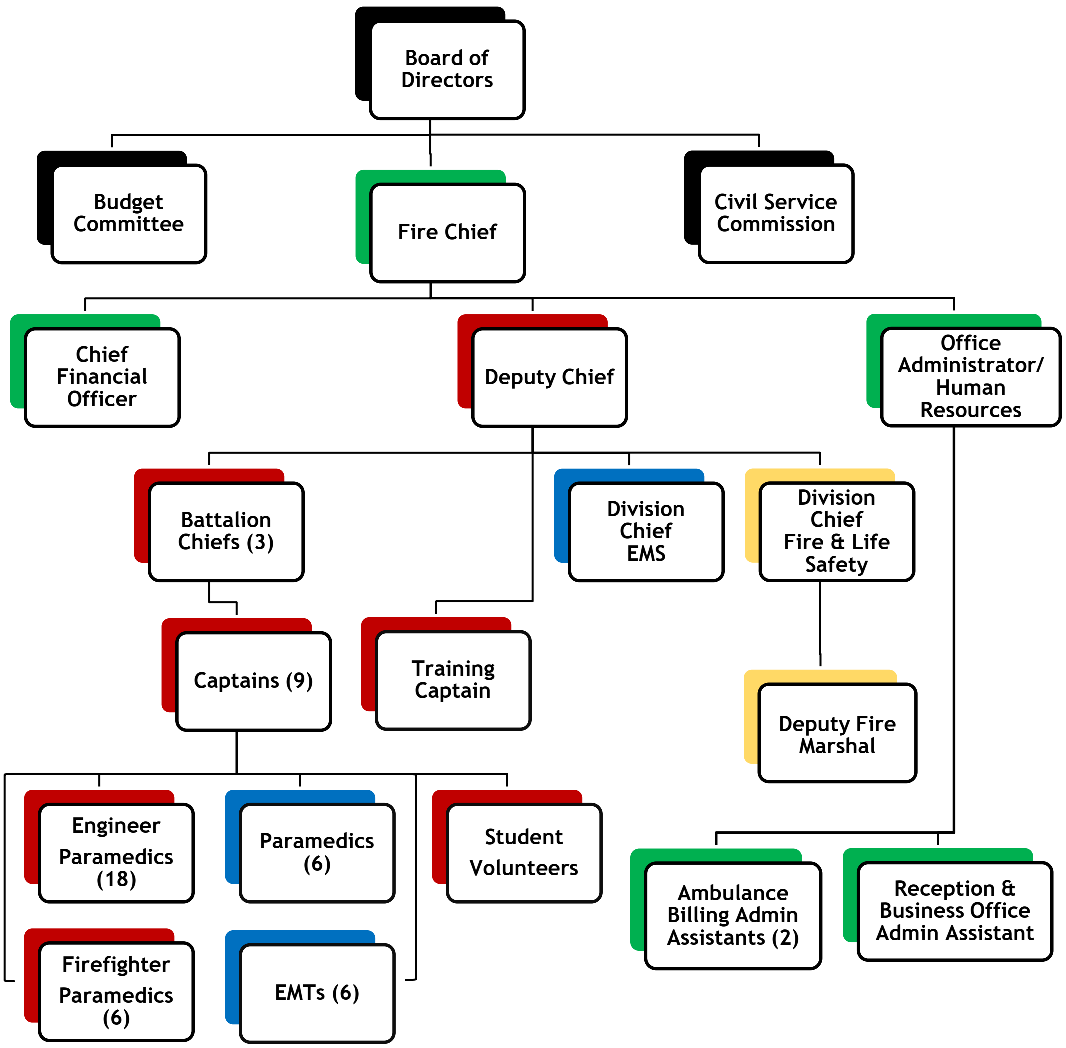
401 - Main Station

402 - Terrebonne Station

403 - Airport Station

404 - Cline Falls Station

Budget 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
- EMS Operations staff are blue
- Fire & Life Safety staff are yellow

Public Education & Safety

The District is committed to eliminate fire deaths and injuries through effective public education programs and information. Some District programs are listed below.

Firefighters are our Friends – Preschool/Kindergarten

Goal: The goal is to reduce fear in small children of firefighters in firefighter gear and reiterate to children that firefighters can be trusted.

Activity: Staff go into classrooms, provide education, and dress in firefighter gear. Children are observed at the final stages of the program to see if they are uncomfortable as the firefighter is donning gear and if they will interact with the firefighter. The addition of the firefighter paper dolls and the silly sounds of the air pack have been a great success. Preschoolers have been kept engaged for up to 60 minutes at a time and children have shown to be very comfortable interacting with the firefighter in gear.

Matches and Lighters are Tools not Toys – 1st Grade

Goal: The goal is to reduce the number of children who misuse fire and reduce the number of children who are burned or die from the misuse of fire by youth.

Activity: This program instructs children to tell an adult if they find matches and lighters in an unsafe location and provides education on the differences between tools and toys. Since implementing this program, the District has seen a reduction of cases in the JFS program for this age group and older.

Juvenile Fire Setters (JFS)

Goal: Upon completion of the program the youth will not misuse fire again.

Activity: Youth who complete the program are referenced against all incoming cases for recidivism. None of the youth who completed the program this past year have re-offended. The District has had one case of recidivism in 13 years.

Building Inspections

Goal: To increase safety through review of existing properties, new construction, and assembly permits for compliance with applicable fire and life safety codes.

Activity: Manage the Compliance Engine program that has been implemented to help businesses maintain existing fire and life safety systems. Also inspect private hydrants and water mains.

Training

The District's Fire and Emergency Medical Services (EMS) training is made possible through the cooperation and innovation of our members. A comprehensive training schedule, through Target-Solutions software, has been implemented and allows for continuous monitoring/scheduling of fire and EMS training daily. All mandated training requirements are met including those required under OAR: 259-009-0065 which details maintenance training for all fire service disciplines. The District utilizes the most current and proven strategy and tactics to hone professional skills while being progressive with selectively implemented technology to meet our Vision and Mission Statements.

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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

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 and as required, revised annually.

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 department 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 was approved for years 2016-2018, yet continues to be in use. With the passage of the five-year operating levy, the District intends to update the Strategic Plan in the coming fiscal year.

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.

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

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).

__Action Items / Desirable Outcomes__

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.

__Action Items / Desirable Outcomes__

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 (see page 79), a Strategic Plan for future facilities and staffing (see page 25) and a three-year financial projection below.

Three Year Financial Projection

Once the budget has been approved by the District Board, a three-year projection is updated with the approved 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 0.0% increase in FY 2021/22, a 1.0% increase in FY 2022/23 and a 2.0% increase in FY 2023/24. The District has seen increases close to 6% for the past few fiscal years but does not expect this trend to continue due to the unknown economic impacts of COVID-19.

Ambulance Billing – Ambulance Billing revenues have stabilized around $2,000,000 annually. The projection assumes a modest 1% 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 5.0%, 1.0% and 2.0%. The larger increase in FY 2021/22 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 – There are a variety of unknowns in regard to Personnel Service expenditures. The collective bargaining agreement with the District's Firefighters Association, Local 3650 was extended until September 30, 2020 so financial impacts are unknown for upcoming fiscal years. For the purpose of this document, all wage increases be assumed at 1% each fiscal year. Medical insurance is assumed at a 5% increase each year. PERS includes a 20% increase in 2021/22 to start the next biennium and a 5% increase in 2023/24, which are consistent with projections currently available from PERS.

Materials & Services – Inflation has been factored into the projection at a rate of 0.5% 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 $200,000 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.

Three Year Projected Financials

ALL FUNDS				
	Adopted Budget FY 2020/21	Projected Budget 2021/22	Projected Budget 2022/23	Projected Budget 2023/24
Revenues				
Property Taxes	8,127,000	8,127,000	8,208,270	8,372,435
Ambulance Billings	2,050,000	2,070,500	2,091,205	2,112,117
Contract Services - Airport	626,556	657,884	664,463	677,752
Other	243,660	243,660	243,660	243,660
Investment Earnings	45,000	45,000	45,000	45,000
Bond / Note Sale	-	-	-	-
Total Resources	**11,092,216**	**11,144,044**	**11,252,598**	**11,450,964**
Expenditures				
Personnel				
Personnel Services	8,924,386	9,355,823	9,472,990	9,688,693
Materials & Services	1,550,840	1,558,594	1,566,387	1,574,219
Capital Outlay	223,710	200,000	200,000	200,000
Debt Service	393,280	346,472	347,359	342,865
Contingency	2,440,077	2,440,077	2,440,077	2,440,077
Unappropriated Fund Balance / Reserve	1,000,000	1,000,000	1,000,000	1,000,000
Total Expenditures	**14,532,293**	**14,900,966**	**15,026,813**	**15,245,855**
Excess or Deficiency	(3,440,077)	(3,756,923)	(3,774,215)	(3,794,890)
Plus: Contingency/Reserves	3,440,077	3,440,077	3,440,077	3,440,077
Total Excess / (Deficiency)	**-**	**(316,846)**	**(334,138)**	**(354,813)**
Changes in Fund Balance				
Beginning Fund Balance	3,440,077	3,440,077	3,123,231	2,789,093
Revenues Over/(Under) Expenditures	-	(316,846)	(334,138)	(354,813)
Ending Fund Balance	**3,440,077**	**3,123,231**	**2,789,093**	**2,434,280**

Analysis

The District's financial situation has improved significantly from the prior year due to the passage of the five-year operating levy. 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. Although, assumptions for this projection were kept at a conservative level and can always vary. Just by changing a few assumptions, a low fund balance at the end of FY 2023/24, can be adjusted. For instance, by increasing property tax growth to 3% each year, the fund balance at the end of FY 2023/24 increases from $2,434,280 to $3,599,911. In addition, the District typically underspends budgeted expenditures by 3-5% each year for budgeted savings of approximately $300,000 - $500,000.

Budget Overview

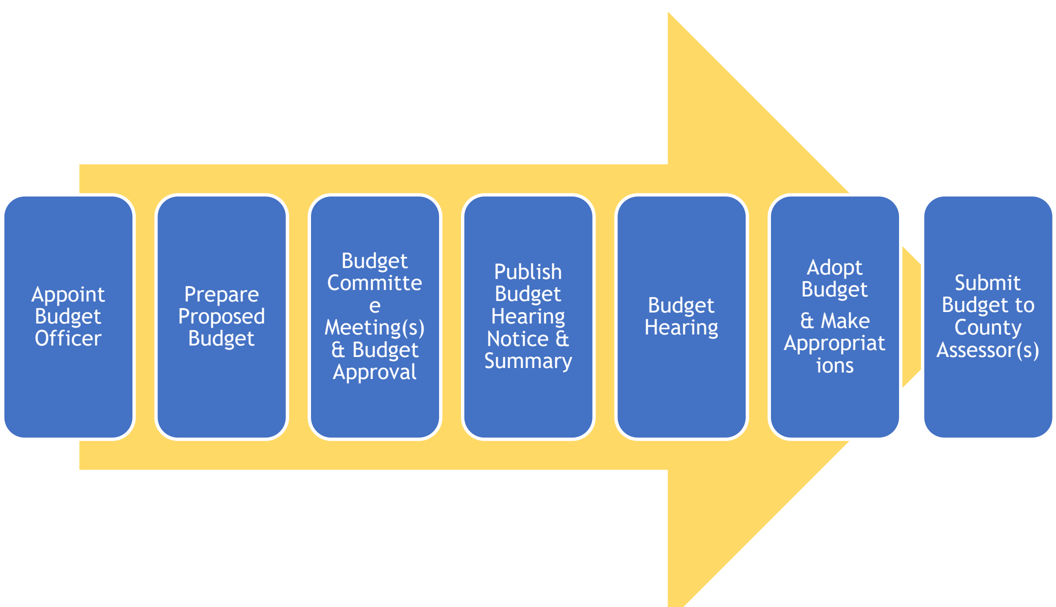
Budget Process

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, EMS chief, battalion chiefs, chief financial officer and office administrator). Input from the District's Firefighters Association, Local 3650, is also incorporated. 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.



Budget Objectives

- Develop a fiscally responsible budget that enables Redmond Fire & Rescue to provide fire, ambulance, and fire & life safety services to the businesses, residents, visitors and our protection areas
- To collaboratively create the budget
- Maintain current services/staffing levels
- Ensure a transparent process

Below is the District's budget calendar for the 2020/21 fiscal year.

Date	Action
April/May 2020	Staff Budget Meetings/Discussions
May 14, 2020	Publish Public Notice of Budget Committee Meetings (1st Publication)
May 21, 2020	Publish Public Notice of Budget Committee Meetings (2nd Publication)
May 28, 2020	Deliver proposed budget document to budget committee
June 2, 2020	Budget Committee Meeting #1
June 4, 2020	Budget Committee Meeting #2 (if needed)
June 11, 2020	Publish Form LB-1: Summary Budget & Notice of Public Hearing
June 17, 2020	District Board Meeting, Public Hearing
July 15, 2020	File Form LB-50 with County Assessor(s)
September 30, 2020	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.

Budget Adjustments by Resolution: 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 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 six cost centers (Administration, Fire & Rescue Operations, 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.

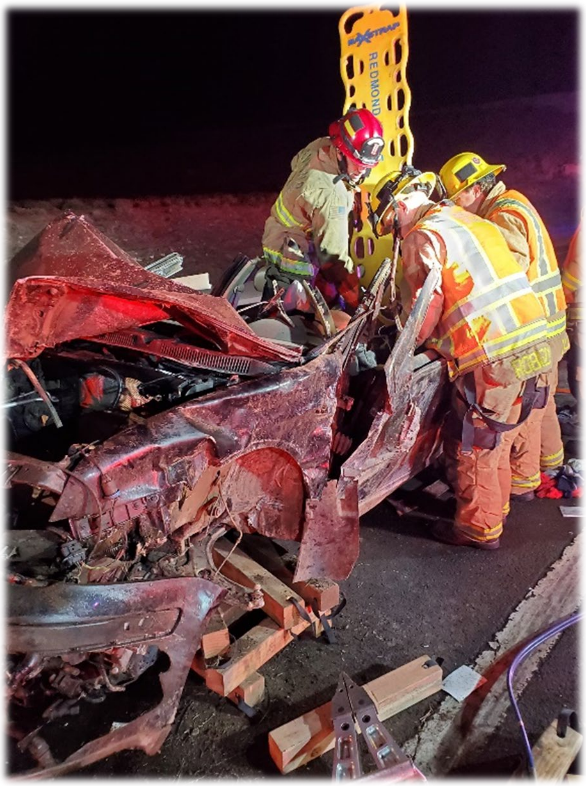
Capital Projects Fund

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 departmental 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 significant structural changes to the budget from FY 2019/20 to FY 2020/21.



However, in the prior year three additional cost centers were created, which increased the total number of cost centers from three to six, and an additional fund was created, which brought the total number of funds to two. The purpose of the restructure was to bring more transparency to the operational costs of the Fire & Rescue and EMS programs and to isolate and reserve for large expenditures such as debt service, capital outlay and contingency. Since the structural changes were recent, many 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: Property assessed valuation is projected to increase, however the collection rate is expected to decrease. We have forecasted a 5.0% assessed valuation growth for the 2020/21 fiscal year. However due to economic uncertainties related to COVID-19, we are projecting only a 92.5% collection rate, which is about 3.6% lower than the average collection rate over the past four years and is consistent with the collection rates seen during the Great Recession. The increase in valuation is nearly offset by the assumed reduction in the collection rate which results in property tax revenues remaining relatively flat compared to the prior year. The assessed value is unimpacted by the current economic condition related to COVID-19 since values are set as of January 1, 2020.

- Property Taxes – Operating Levy: With the passage of the voter approved five-year operating levy brings an additional $1 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 continue operations in the midst of the COVID-19 pandemic.

- Economic Condition: Throughout most of FY 2019/20, the local, regional and national economies were thriving. Then the COVID-19 pandemic changed the worldwide economy in a matter of months with impacts seen to the local economy in March 2020. While local residential and commercial construction had been consistent, the City of Redmond is predicting a 30% decrease in building revenues in the coming fiscal year. And in April 2020, the Deschutes County unemployment department processed claims that represented 10% of the total Deschutes County labor force with the unemployment rate for Deschutes County at 18%. This uncertain economic condition impacts the District’s revenues as individuals may not be able to pay their property taxes or ambulance fees when due.

Key Economic Factors and Assumptions *(continued)*

- 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.

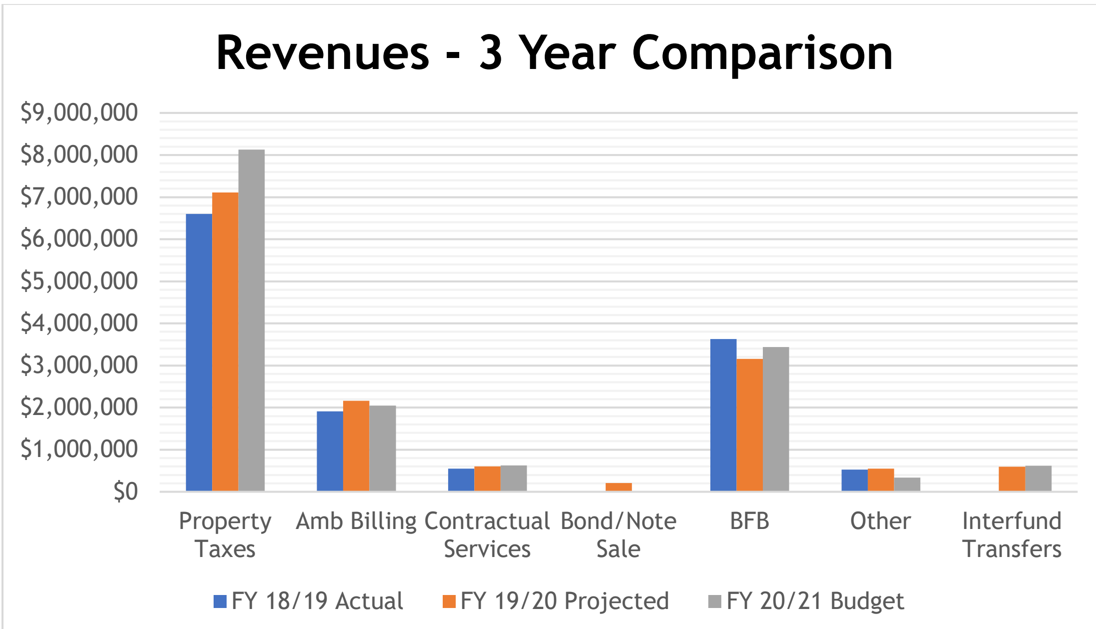
- PERS: Given the current state of PERS' Unfunded Actuarial Liability (UAL), indications (PERS actuarial reports and presentations) are that the District's rates will increase by 15-20% in FY 2021/22 with more manageable rates increases thereafter. However, the impacts COVID-19 has on financial markets and PERS rates will need to be monitored. It is important to note that changes to PERS rates resulting from losses during COVID-19 will not come into effect until FY 2023/24 - FY 2024/25 under current PERS policy. Moreover, those rates will incorporate all returns through December 31, 2021. 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.

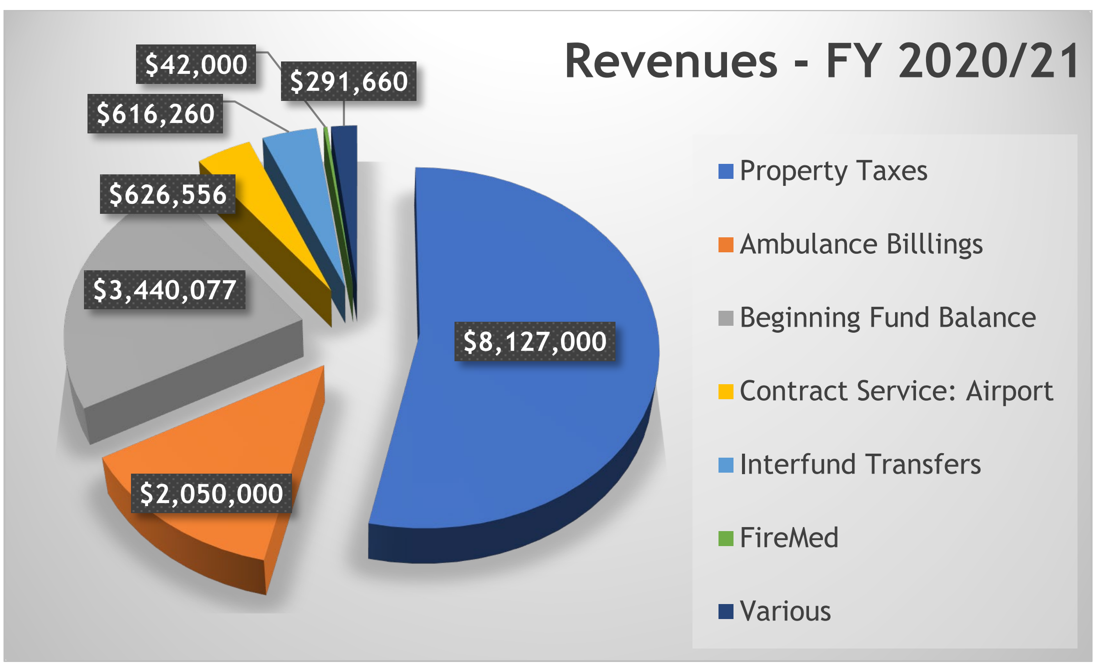
- Efficiency: Taxpayers will continue to expect the District to operate within its means and wisely utilize revenues raised by the five-year operating levy. The community expects transparency, effective and efficient delivery of key services, and a focus of our efforts on preserving qualify of life.

Revenues

District resources include property taxes, ambulance billings, contractual services, FireMed subscriptions and other sources. Additionally, the District actively pursues grant funding for projects and equipment.

A comparison and breakdown of the FY 2020/21 resources, which total $15,193,553, are included below. More information on the major revenues of property taxes, ambulance billing, contracted services and beginning fund balance follow.





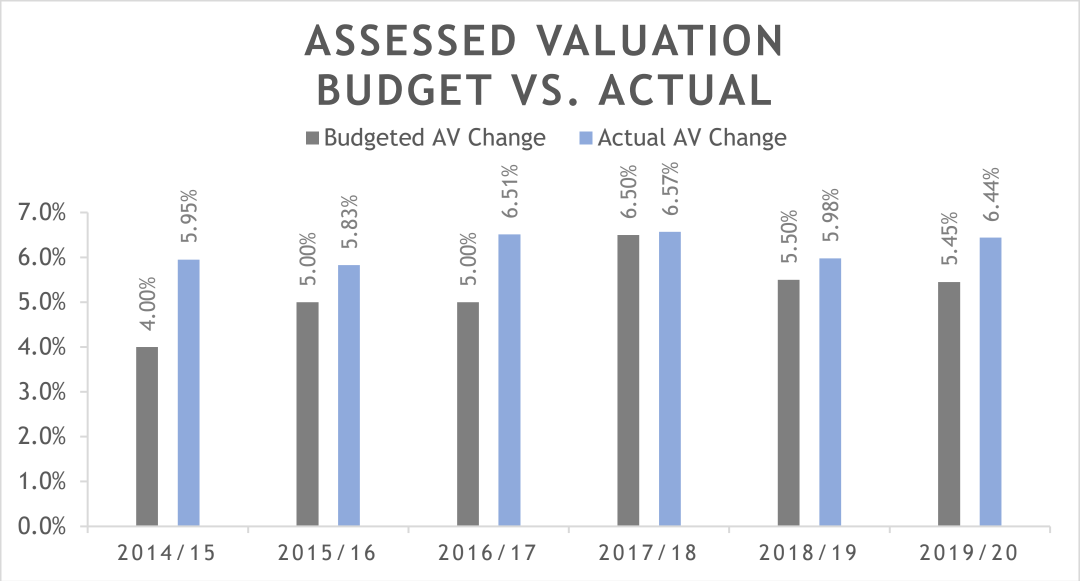
Redmond Fire & Rescue

Property Taxes

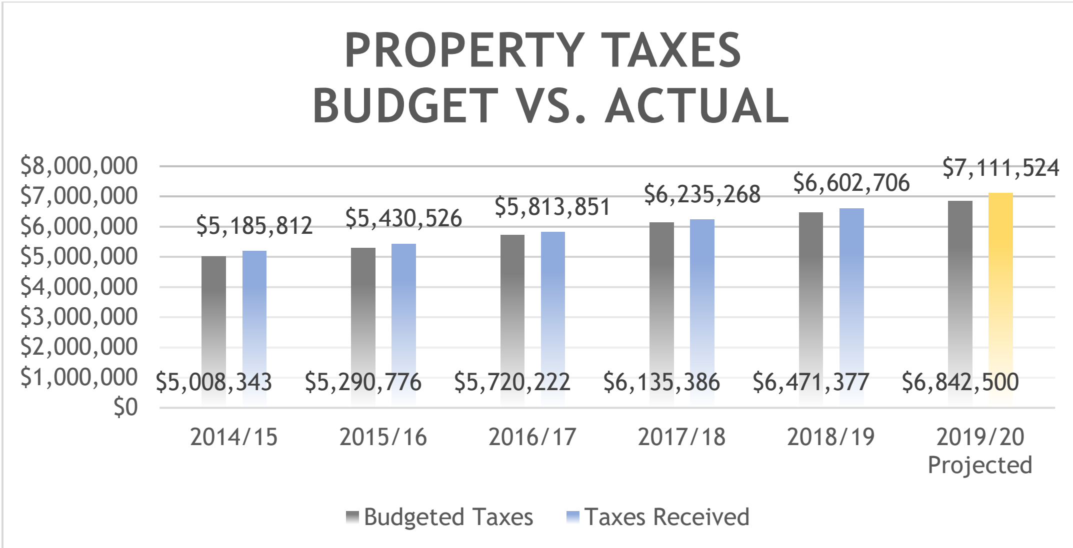
Property taxes are the District's main source of income. In FY 2020/21, the budget levies the full permanent tax rate of $1.7542 per $1,000 of assessed value, as well as the first year of the five-year general operating levy in the amount of $0.27 per $1,000 of assessed value. In May 2020, voters approved 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 FY 2020/21 budget is projecting a 5.00% increase in total Assessed Valuation (AV) from the previous fiscal year, with a 92.5% collection rate. The projected property taxes to be received in FY 2020/21 from the District's permanent rate are $7,050,000, which includes prior year taxes and interest of $57,000 while the local operating levy is expected to raise an additional $1,077,000. Prior year taxes are those that were assessed in a prior year but collected in the current yet.

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 92.5% is about 3.6% lower than the average collection rate over the past four years and is consistent with the collection rates seen during the Great Recession. The increase in valuation is nearly offset by the assumed reduction in the collection rate which results in property tax revenues remaining relatively flat compared to the prior year. The assessed value is unimpacted by COVID-19 since values are set as of January 1, 2020.

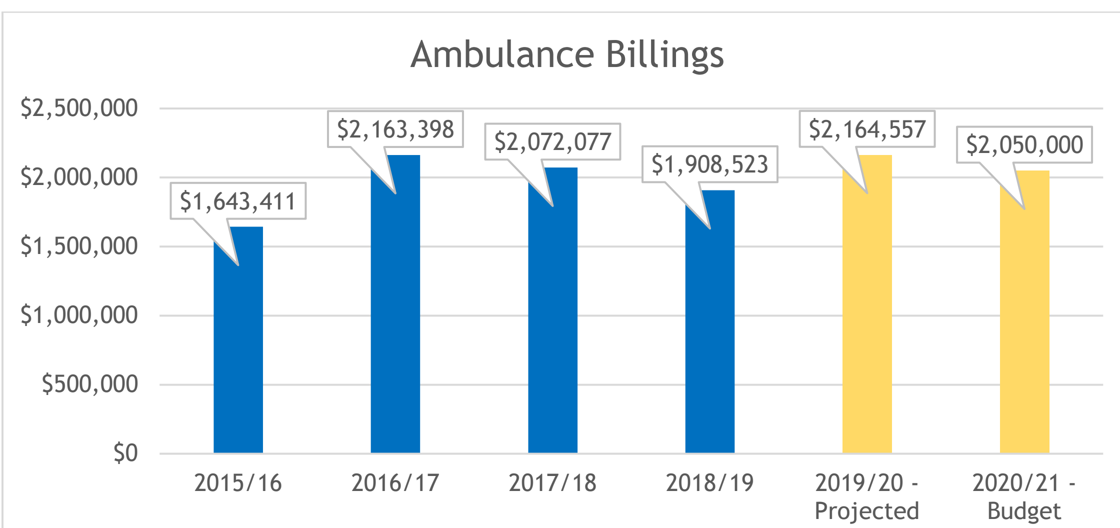


Property Taxes *(continued)*



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 have 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. However, the District has seen a slight decrease in ambulance transports due to COVID-19 and anticipates that individuals facing economic hardships may struggle to pay timely. Therefore, the FY 2020/21 budget is projecting that revenues will remain consistent with the prior year budget at $2,050,000. This is about 5%, or $100,000, lower than projected revenues in FY 2019/20.



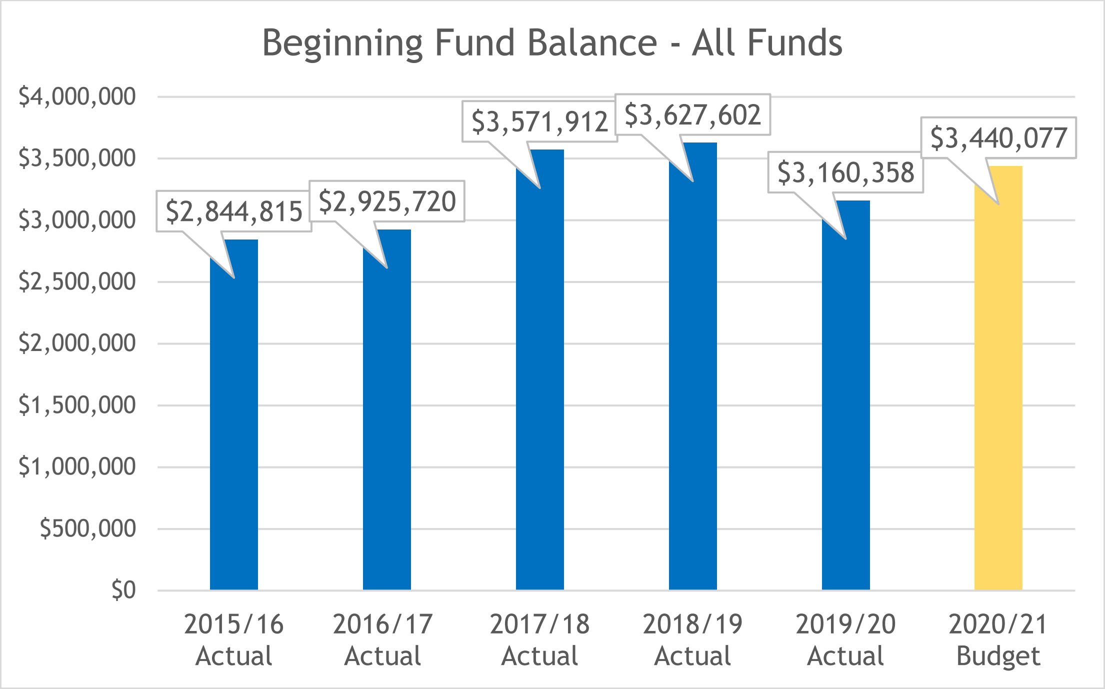
Contractual Services - City of Redmond Airport

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 Airport will reimburse the District for three firefighters and associated training fees. The budgeted revenue for FY 2020/21 is $626,556.

Beginning Fund Balance

The beginning fund balance 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 2020/21, the combined budgeted beginning fund balance is $3,440,077, a 8.8% increase from the actual FY 2019/20 amount of $3,160,358. This increase is attributed to not filling a vacant position in FY 2019/20, the collection of two years of GEMT funds, the collection of past property taxes of $97,000, and anticipated expenditures being less than budgeted.



Ground Emergency Medical Transport (GEMT)

The FY 2020/21 budget includes $110,000 in revenues related to the GEMT supplemental payment program. 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. House Bill 4030 (2016) allowed for the GEMT program, which is administered by the Oregon Health Authority (OHA). Prior to FY 2019/20, OHA was still developing the GEMT program, therefore the District did not to budget any GEMT revenues prior to this fiscal year as they could not reasonably be estimated. The District did collect approximately $230,000 in GEMT revenues for FY 2017/18 and FY 2018/19 in the prior fiscal year.

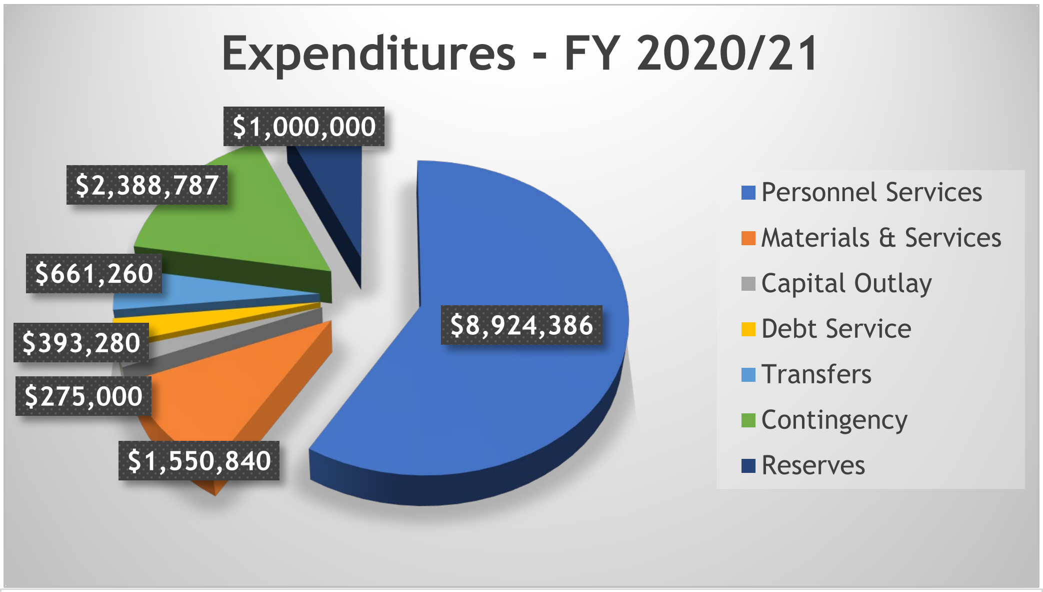
In addition, the District has budgeted for an offsetting expense of $22,000 for the approximately 20% State fee required for participation in the GEMT program.

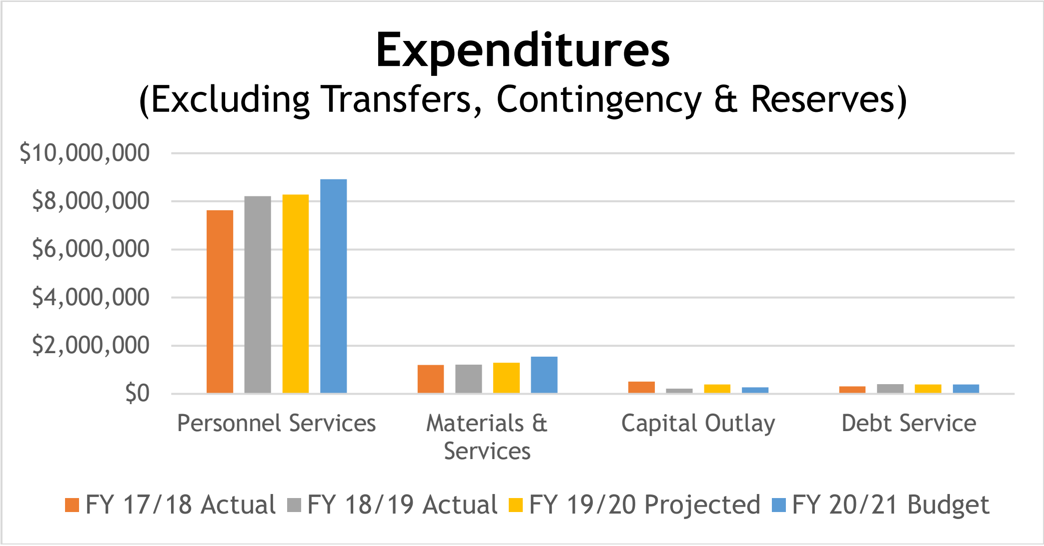
Expenditures

District expenditures are broken into six 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 2020/21 expenditures, which total $15,193,553, are included below. Further information on the categories follows.





Personnel Services

Personnel services is the largest expenditure for the FY 2020/21 budget and includes 59.2 FTEs. Total FTE counts are consistent with the budgeted positions from prior years however, the District is filling two previously budgeted positions that were vacant. Costs continue to rise to a projected $8,924,386.

Staffing changes of note are:

- The FY 2020/21 budget includes a Training Captain position. This position is not necessarily new as the District previously had a Battalion Chief of Training, but the position was vacated in Spring 2019 and not filled due to budget constraints. In addition, the FY 2018/19 budget had a Training Captain position that was not filled.

- The Fire & Life Safety Division Chief position was vacated due to employee turnover early in FY 2019/20 but was left vacant due to budget constraints. However, with the passing of the five-year operating levy, the District plans to fill this existing position.

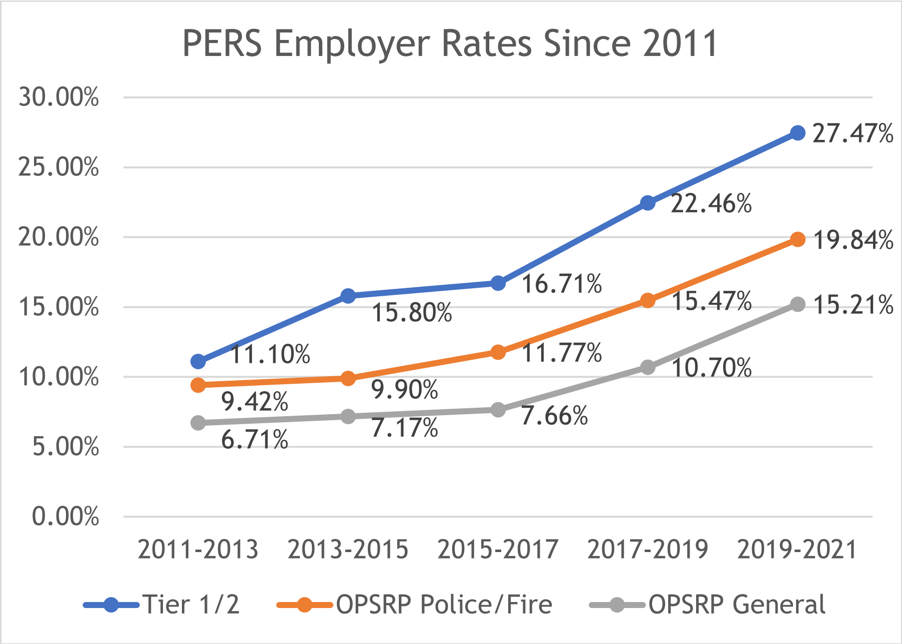
The chart below lists total FTE counts over the past few years.

Position	FY 2018/19 Actual	FY 2019/20 Budget	FY 2019/20 Actual	FY 2020/21 Budget
Fire Chief	1	1	1	1
Deputy Fire Chief	1	1	1	1
Finance Manager/CFO	.75	1	1	1
Office Administrator	1	1	1	1
EMS Division Chief	1	1	1	1
FL&S Division Chief	1	1	0	1
Battalion Chiefs	4	3	3	3
Deputy Fire Marshal	1	1	1	1
Captains	9	9	9	10
Project Specialist	0	0	.4	.2
Engineer/Paramedic	18	18	18	18
Firefighter/Paramedic	6	6	6	6
Paramedic	6	6	6	6
Community Paramedic	1	0	0	0
EMTs	7	7	6	6
Admin Assistant	3	3	3	3
Total	60.75	59.0	57.4	59.2

Personnel Services *(continued)*

At $8,924,386, personnel services are 80% of total operating expenditures. Notable expenditures within the Personnel Service category include contributions to Public Employee Retirement System (PERS), medical insurance costs and wage increases.

- **PERS:** Contributions are the money given to the retirement system to fund a member's benefits. Contributions are made on subject salary and compromised 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. Depending on the position, the 6% is paid by the District or by the employee.
  - **Employer Contributions:** The second calculation is provided by PERS and is based on the employee's retirement classification (Tier 1/Tier 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. The total PERS contribution budgeted for FY 2020/21 is $1,587,210.



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 2020/21 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 $1,162,715, which includes $147,125 to contribute to employee's VEBA accounts and reserve for HRA-MERP payments when claims are processed. Medical premiums are increasing by 5%.

- **Wages & Salaries**: The total budgeted for FY 2020/21 is $5,557,339. This accounts for regular step increases that occur. The current collective bargaining agreement (CBA) between the District and the Redmond Firefighters Association, Local 3650 has been extended through September 30, 2020 with negotiations set to begin soon. The impacts of negotiation have not been included in this budget as they cannot reasonably be predicted at this time. Once a new CBA is negotiated, it may necessitate a supplemental budget.

Materials & Services

Materials and services is the second largest operating expenditure category at 14% of total budgeted operating expenditures. Notable materials and service items are discussed in further detail within each cost center of the General Fund starting on page 55.

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 2019/20 is $7,153,624,766. The real market value is not yet available for FY 2020/21.

The District's legal debt limit for FY 2020/21 is approximately $89,420,310. As of the end of FY 2020/21, Redmond Fire & Rescue's total outstanding debt is $2,211,745 as detailed in the chart below. Debt service is discussed in further detail within the General Fund Non-Departmental narrative on page 72.

Outstanding Debt as of June 30, 2020

Purpose	Maturity Date	Interest Rate	Original Amount	Balance at 6/30/20
Terrebonne Station	1/1/31	3.75% - 4.7%	935,000	555,000
Main Station	7/1/28	2.0% - 4.0%	1,540,000	765,000
2015 Pierce Engine	12/8/30	3.98%	498,807	393,337
2016 Ambulance	1/1/21	3.61%	156,905	31,381
2018 Ambulance	1/1/24	3.99%	201,536	134,357
2018 Ambulance	1/1/24	3.99%	252,036	168,024
2019 Ambulance	1/1/24	3.99%	205,807	164,646
			TOTAL	$2,211,745

Upcoming Debt Service Payments

Fiscal Year	Principal	Interest	Total
FY 2020/21	307,228	86,052	393,280
FY 2021/22	272,025	74,447	346,472
FY 2022/23	283,251	64,108	347,359
FY 2023/24	289,526	53,339	342,865
FY 2024/25	184,097	42,368	226,465
FY 2025/26	185,478	36,063	221,541
FY 2026/27	186,915	29,701	216,616
FY 2027/28	198,410	21,856	220,266
FY 2028/29	94,965	13,515	108,480
FY 2029/30	101,584	9,311	110,895
FY 2030/31	108,266	4,807	113,073
TOTAL	$ 2,211,745	$ 435,567	$ 2,647,312

Capital Outlay

The budget includes $275,000 for capital outlay and is discussed in further detail with the Capital Projects Fund on page 77.

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 2020/21 budget has a total contingency of $2,440,077 which is 85 days of total operating expenditures. Contingencies are discussed in further detail within the General Fund Non-Departmental narrative starting on page 72.

Reserves

Reserves represent fund balances that are not planned to be spent during FY 2020/21 and will be carried over to the FY 2021/22 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 2020/21 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 72.

Financial Overview – 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 six cost centers (Administration, Fire & Rescue Operations, 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.

	Actual FY 2017/18	Actual FY 2018/19	Projected FY 2019/20	Adopted Budget FY 2020/21
Revenues				
Property Taxes	6,235,268	6,602,706	7,111,524	8,127,000
Charges for Services	2,944,576	2,719,492	3,064,373	2,878,216
Grants and Contributions	5,600	65,632	43,154	2,000
Investment Earnings	62,086	87,034	81,144	45,000
Bond / Note Sale	453,572	-	205,807	-
Miscellaneous	26,766	110,702	133,751	40,000
Interfund Transfers In	-	-	593,000	661,260
Total Resources	**9,727,869**	**9,585,566**	**11,232,754**	**11,753,476**
Expenditures				
Personnel Services	7,635,770	8,214,260	8,281,331	8,924,386
Materials & Services	1,203,498	1,214,483	1,296,201	1,550,840
Capital Outlay	515,313	223,991	390,589	223,710
Debt Service	317,598	400,076	391,913	393,280
Interfund Transfers Out	-	-	593,000	661,260
Contingency	-	-	-	2,440,077
Unappropriated Fund Balance / Reserve	-	-	-	1,000,000
Total Expenditures	**9,672,178**	**10,052,810**	**10,953,035**	**15,193,553**
Excess or Deficiency	55,691	(467,244)	279,719	(3,440,077)
Plus: Contingency/Reserves	-	-	-	3,440,077
Total Excess / (Deficiency)	**55,691**	**(467,244)**	**279,719**	**-**
Changes in Fund Balance *(the cash available at the end of the fiscal year)*				
Beginning Fund Balance	3,571,911	3,627,602	3,160,358	3,440,077
Revenues Over/(Under) Expenditures	55,691	(467,244)	279,719	-
Ending Fund Balance	**3,627,602**	**3,160,358**	**3,440,077**	**3,440,077**

Breakdown by Fund

The chart below breaks the revenues and expenditures down by funds. Due to structural changes in the budget as noted on page 35, some funds and cost centers have no previous activity.

GENERAL FUND				
	Actual FY 2017/18	Actual FY 2018/19	Projected FY 2019/20	Adopted Budget FY 2020/21
Revenues				
Property Taxes	6,235,268	6,602,706	7,111,524	8,127,000
Charges for Services	2,944,576	2,719,492	3,064,373	2,878,216
Grants and Contributions	5,600	65,632	43,154	2,000
Investment Earnings	62,086	87,034	81,144	45,000
Bond / Note Sale	453,572	-	-	-
Miscellaneous	26,766	110,702	79,519	40,000
Interfund Transfers In	-	-	-	-
Total Resources	**9,727,869**	**9,585,566**	**10,379,714**	**11,092,216**
Expenditures				
Personnel Services	7,635,770	8,214,260	8,281,331	8,924,386
Materials & Services	1,203,498	1,214,483	1,296,201	1,550,840
Capital Outlay	515,313	223,991	-	-
Debt Service	317,598	400,076	391,913	393,280
Interfund Transfers Out	-	-	593,000	661,260
Contingency	-	-	-	2,440,077
Unappropriated Fund Balance / Reserve	-	-	-	100,000
Total Expenditures	**9,672,178**	**10,052,810**	**10,562,445**	**14,069,843**
Excess or Deficiency	55,691	(467,244)	(182,731)	(2,977,627)
Plus: Contingency/Reserves	-	-	-	2,540,077
Total Excess / (Deficiency)	**55,691**	**(467,244)**	**(182,731)**	**(437,550)**
Changes in Fund Balance *(the cash available at the end of the fiscal year)*				
Beginning Fund Balance	3,571,911	3,627,602	3,160,358	2,977,627
Revenues Over/(Under) Expenditures	55,691	(467,244)	(182,731)	(437,550)
Ending Fund Balance	**3,627,602**	**3,160,358**	**2,977,627**	**2,540,077**

Breakdown by Fund *(continued)*

CAPITAL PROJECTS FUND				
	Actual FY 2017/18	Actual FY 2018/19	Projected FY 2019/20	Adopted Budget FY 2020/21
Revenues				
Property Taxes	-	-	-	-
Charges for Services	-	-	-	-
Grants and Contributions	-	-	-	-
Investment Earnings	-	-	-	-
Bond / Note Sale	-	-	205,807	-
Miscellaneous	-	-	54,232	-
Interfund Transfers In	-	-	593,000	661,260
Total Resources	**-**	**-**	**853,039**	**661,260**
Expenditures				
Personnel Services	-	-	-	-
Materials & Services	-	-	-	-
Capital Outlay	-	-	390,589	223,710
Debt Service	-	-	-	-
Interfund Transfers Out	-	-	-	-
Contingency	-	-	-	-
Unappropriated Fund Balance / Reserve	-	-	-	900,000
Total Expenditures	**-**	**-**	**390,589**	**1,123,710**
Excess or Deficiency	-	-	462,450	(462,450)
Plus: Contingency/Reserves	-	-	-	900,000
Total Excess / (Deficiency)	**-**	**-**	**462,450**	**437,550**
Changes in Fund Balance *(the cash available at the end of the fiscal year)*				
Beginning Fund Balance	-	-	-	462,450
Revenues Over/(Under) Expenditures	-	-	462,450	437,550
Ending Fund Balance	**-**	**-**	**462,450**	**900,000**

Performance Measures

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.

Financial

District Budget

Goal: Earn Distinguished Budgeting award through GFOA.

Status: Met - The District has earned the award seven years in a row starting with the 2013/14 fiscal year. The District is currently submitting the FY 2020/21 budget for review and feels it meets the requirements.

District Audit

Goal: Complete the audit process receiving zero findings.

Status: Substantially Met - The District had one finding in FY 2018/19 that was related to the significant staff turnover. The District has put new policies and procedures in place to minimize future findings of a similar nature.

Ambulance Billing

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

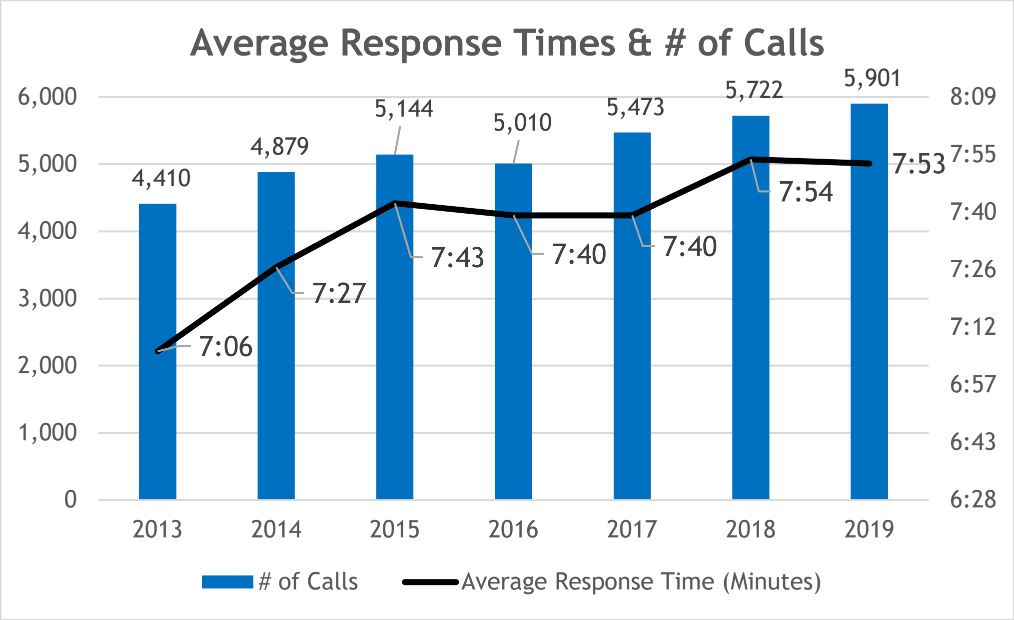
Status: Met - The District feels that this was substantially met for the prior fiscal year.

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.



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.

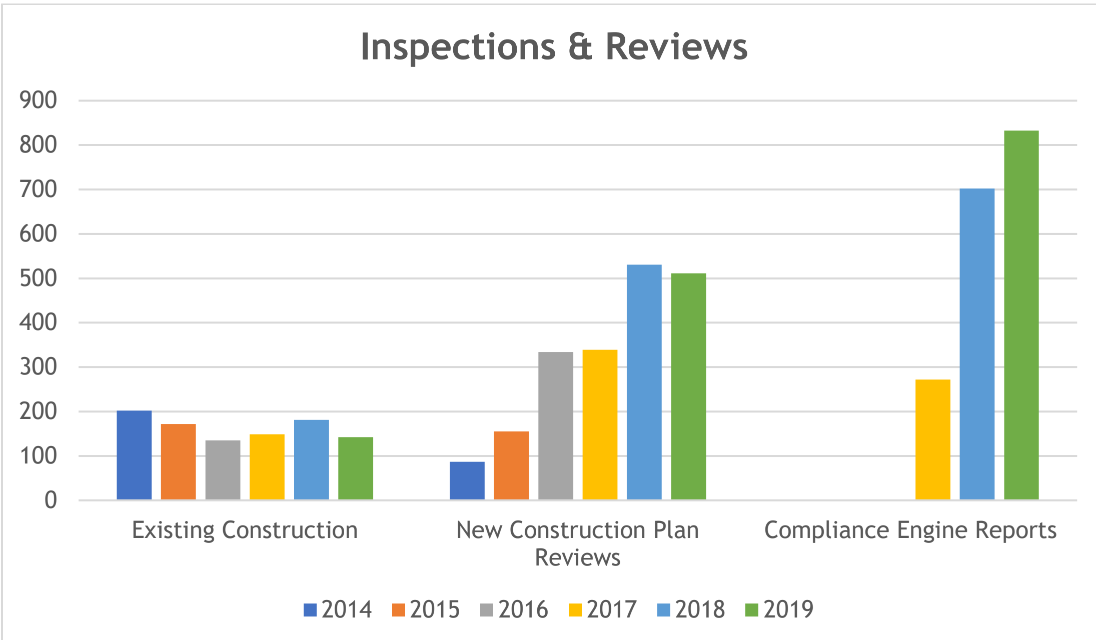
Average Training Hours Per Individual

Fiscal Years	Hours
FY 2009 - 2011	99.02
FY 2011 - 2013	89.18
FY 2013 - 2015	107.61
FY 2015 - 2017	96.25
FY 2017 - 2019	99.04

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.

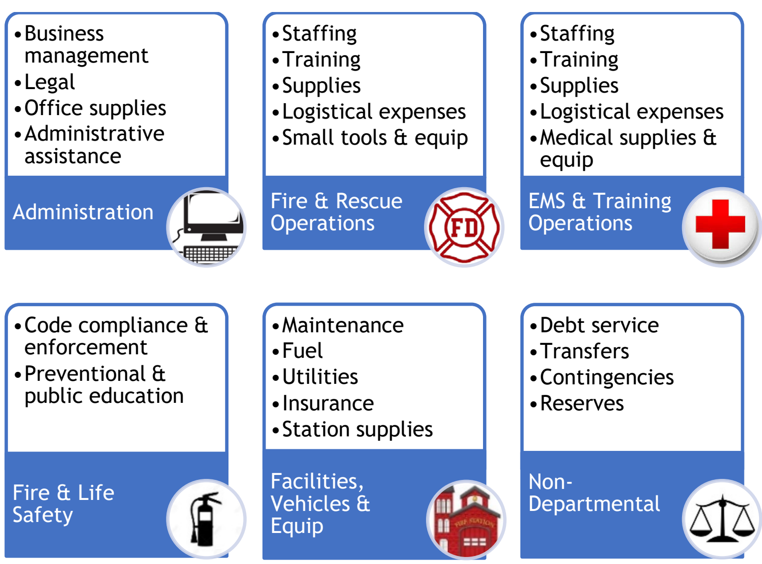
Status: Inspections and reports continue to increase along with regional construction trends.



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 six cost centers that each depict their own unique set of accounts under the personnel services and materials & services classifications. The six 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, 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 2017/18	Actual FY 2018/19	Projected FY 2019/20	Budget FY 2019/20	Adopted Budget FY 2020/21
Revenues					
Property Taxes	6,235,268	6,602,706	7,111,524	6,842,500	8,127,000
Charges for Services	2,944,576	2,719,492	3,064,373	2,846,747	2,878,216
Grants & Contributions	5,600	65,632	43,154	2,000	2,000
Investment Earnings	62,086	87,034	81,144	62,500	45,000
Bond / Note Sale	453,572	-	-	-	-
Miscellaneous	26,766	110,702	79,519	30,000	40,000
Total Resources	**9,727,869**	**9,585,566**	**10,379,714**	**9,783,747**	**11,092,216**
Expenditures					
Administration					
Personnel Services	629,056	658,621	765,829	808,005	820,438
Materials & Services	460,569	475,666	233,940	295,942	270,888
Total Administration	**1,089,625**	**1,134,287**	**999,769**	**1,103,947**	**1,091,326**
Fire & Rescue Operations					
Personnel Services	6,725,262	7,265,464	6,250,662	6,250,685	6,566,255
Materials & Services	733,622	726,904	198,625	207,769	320,781
Capital Outlay	515,313	223,991	-	-	-
Debt Service	317,598	400,076	-	-	-
Total Fire & Rescue Operations	**8,291,795**	**8,616,434**	**6,449,287**	**6,458,454**	**6,887,036**
EMS & Training Operations					
Personnel Services	-	-	1,018,827	1,069,025	1,217,493
Materials & Services	-	-	334,746	275,478	340,051
Total EMS & Training Operations	**-**	**-**	**1,353,573**	**1,344,503**	**1,557,544**
Fire & Life Safety					
Personnel Services	281,451	290,175	246,014	304,333	320,200
Materials & Services	9,306	11,913	8,718	15,850	24,830
Total Fire & Life Safety	**290,758**	**302,088**	**254,732**	**320,183**	**345,030**
Vehicles, Buildings & Equipment					
Materials & Services	-	-	520,171	593,245	594,290
Total Vehicles, Buildings & Equip	**-**	**-**	**520,171**	**593,245**	**594,290**

Summarized General Fund Budget *(continued)*

GENERAL FUND	Actual FY 2017/18	Actual FY 2018/19	Projected FY 2019/20	Budget FY 2019/20	Adopted Budget FY 2020/21
Expenditures					
Non-Departmental					
Debt Service	-	-	391,913	404,205	393,280
Transfers - Out	-	-	593,000	593,000	661,260
Contingency	-	-	-	2,017,019	2,440,077
Unappropriated Fund Balance / Reserve	-	-	-	100,000	100,000
Total Non-Departmental	**-**	**-**	**984,913**	**3,114,224**	**3,594,617**
Total Expenditures	**9,672,178**	**10,052,810**	**10,562,445**	**12,934,556**	**14,069,843**
Excess or Deficiency	55,691	(467,244)	(182,731)	(3,150,809)	(2,977,627)
Plus: Contingency/Reserves	-	-	-	2,117,019	2,540,077
Total Excess / (Deficiency)	**55,691**	**(467,244)**	**(182,731)**	**(1,033,790)**	**(437,550)**
Changes in Fund Balance *(the cash available at the end of the fiscal year)*					
Beginning Fund Balance	3,571,911	3,627,602	3,160,358	3,150,809	2,977,627
Revenues Over/(Under) Expenditures	55,691	(467,244)	(182,731)	(1,033,790)	(437,550)
Ending Fund Balance	**3,627,602**	**3,160,358**	**2,977,627**	**2,117,019**	**2,540,077**

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 38 for additional detail.

Property Taxes

The FY 2020/21 budget is projecting a 5.00% increase in total Assessed Valuation (AV) from the previous fiscal year, with a 92.5% collection rate. The collection rate has been reduced to account for economic uncertainty resulting from the COVID-19 pandemic. Permanent rate property tax revenues are expected to be at $7,050,000, which is about equal to FY 2019/20 projected revenues. Additionally, the District expects to receive $1,077,000 from the passage of the local operating levy.

Ambulance Billings

Ambulance billing revenues have held steady at around $2,100,000 annually for the past four fiscal years. However, the District has seen a slight reduction in ambulance transports at the start of the COVID-19 pandemic and anticipates that individuals may struggle to pay timely. Therefore, the FY 2020/21 budget is projecting that revenues will be about 5% lower at $2,050,000.

Contractual Services - City of Redmond Airport

The District estimates that contractual service revenues for staffing the airport fire station will be $626,556. This is a 3% increase from the prior year.

Revenues Budget Detail

	Historical			Prior	Current Budget		
	Actual	Actual	Projected	Budget	Proposed	Approved	Adopted
	FY 2017/18	FY 2018/19	FY 2019/20	FY 2019/20	FY 2020/21	FY 2020/21	FY 2020/21
Revenues							
Property Taxes - Current	6,145,166	6,527,205	6,916,746	6,785,000	6,993,000	6,993,000	6,993,000
Property Taxes - Prior	90,103	73,040	192,055	55,000	55,000	55,000	55,000
Property Taxes - Interest	-	2,462	2,723	2,500	2,000	2,000	2,000
Property Taxes - Levy	-	-	-	-	1,077,000	1,077,000	1,077,000
Ambulance Billings	2,072,077	1,908,523	2,164,557	2,050,000	2,050,000	2,050,000	2,050,000
Rescue Billing	(554)	306	240	-	-	-	-
GEMT	-	-	232,051	100,000	110,000	110,000	110,000
Fire Med Memberships	41,058	41,615	44,148	42,000	42,000	42,000	42,000
Special Events	11,737	13,192	15,473	11,250	11,250	11,250	11,250
Ambulance Refunds	-	-	(15,429)	(8,000)	(16,000)	(16,000)	(16,000)
Interest Revenue	62,086	87,034	81,144	62,500	45,000	45,000	45,000
Conflagration	176,699	54,428	-	33,084	40,660	40,660	40,660
Training Revenue	1,200	-	-	-	-	-	-
Contractual Services - Airport	520,427	546,569	606,813	606,813	626,556	626,556	626,556
Training Center Rental Fees	11,700	-	-	-	-	-	-
Fire & Life Safety - Training	-	-	-	100	-	-	-
Fire & Life Safety - Inspectio	900	(325)	180	500	250	250	250
Fire & Life Safety - Car Seats	830	750	414	500	500	500	500
Fire & Life Safety - Permits	-	-	-	-	-	-	-
Fire & EMS Reports	670	540	612	500	500	500	500
Community Paramedic	98,050	138,064	-	-	-	-	-
Collections	9,783	15,829	15,315	10,000	12,500	12,500	12,500
Refunds / Reimbursements	-	68,587	26,859	5,000	10,000	10,000	10,000
Insurance Dividends & Reimb	25,456	26,547	52,371	25,000	30,000	30,000	30,000
Federal Gov't Grants-FLS	-	-	-	-	-	-	-
Federal Gov't Grants-Operation	-	-	-	-	-	-	-
Non-Federal Grants	4,500	39,767	2,049	2,000	2,000	2,000	2,000
Federal Gov't Grants - Misc	-	-	38,794	-	-	-	-
Bond / Note Sale	453,572	-	-	-	-	-	-
Private Source / Donations	1,100	25,865	2,311	-	-	-	-
Sale of Property	800	15,240	-	-	-	-	-
Room Rental Fees	350	75	-	-	-	-	-
Miscellaneous	160	253	288	-	-	-	-
Beginning Fund Balance	3,571,911	3,627,601	3,160,358	3,150,809	2,977,628	2,977,628	2,977,628
Revenue Total	**13,299,780**	**13,213,167**	**13,540,073**	**12,934,556**	**14,069,844**	**14,069,844**	**14,069,844**

General Fund – Administration

Overview & Highlights

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

Personnel Services

There are 6.0 employees funded in this cost center including their salaries and benefits. Personnel costs are anticipated to increase from the prior year's budget of $801,955 to $820,438, mostly due to scheduled step increases. In addition, $13,000 is budgeted for vacation buybacks due to unanticipated employee retirements or departures.

Materials & Services

Materials and services for this cost center are anticipated to decrease by 8.5%. With the exception of the items mentioned below, all other costs are expected to remain consistent with the prior year. Items to note are:

- Volunteer Scholarships – Decrease from $27,000 to $22,500 as anticipating five students instead of six.
- Election Expenses - Decreased from $50,000 to $7,000 as levy was successful.
- Consulting – Budgeting $10,000 for a strategic plan consultant.
- Contract Services – Includes $25,000 for IT services provided by Deschutes County 911, which began in FY 2019/20.
- Insurance – Insurance premiums for general liability are expected to be $24,000. This is 8% higher than the prior year actual premiums based on estimates from the District's insurance agent.
- Advertising/Promotion – Increased from $2,500 to $30,000 for quarterly newsletter mailings at approximately $6,500 each.

Administration Budget Detail

Administration	Actual FY 2017/18	Actual FY 2018/19	Projected FY 2019/20	Prior Budget FY 2019/20	Proposed FY 2020/21	Approved FY 2020/21	Adopted FY 2020/21
	Historical			Prior	Current Budget		
Personnel Services							
Regular Pay	388,448	401,992	487,180	491,813	504,106	504,106	504,106
Regular Pay - Board	-	2,200	2,413	3,000	3,000	3,000	3,000
Overtime	44	-	-	-	-	-	-
Wellness Bonus	-	-	-	-	2,700	2,700	2,700
Vacation Buy Back	7,422	33,218	2,464	22,000	13,000	13,000	13,000
Employer Social Security	22,995	26,024	29,370	32,042	32,414	32,414	32,414
Employer Medicare	5,466	6,085	6,972	7,494	7,582	7,582	7,582
OR Workers Benefit Fund Tax	-	149	124	-	161	161	161
Employer PERS	73,706	56,562	85,537	102,570	102,355	102,355	102,355
Employer PERS Side Account	-	-	6,050	6,050	-	-	-
Medical Insurance	101,044	96,229	105,859	101,526	114,339	114,339	114,339
Employer Deferred Comp	6,362	3,482	14,364	15,000	15,000	15,000	15,000
Life Insurance	108	114	105	108	108	108	108
Long Term Disability	842	826	1,342	1,287	1,371	1,371	1,371
Accidental D&D	262	33	1,141	1,061	603	603	603
Workers Comp	-	-	1,188	1,564	1,000	1,000	1,000
FSA	728	391	356	390	390	390	390
VEBA	21,000	30,917	20,364	21,000	21,000	21,000	21,000
Air & Ground Transport Mbrshp	629	400	1,000	1,100	1,309	1,309	1,309
Personnel Services Total	**629,056**	**658,621**	**765,829**	**808,005**	**820,438**	**820,438**	**820,438**
Materials & Services							
Uniforms	683	1,552	29	1,000	1,000	1,000	1,000
Office Supplies	8,637	9,635	5,357	9,000	7,500	7,500	7,500
Postage	2,608	2,941	1,894	2,000	2,000	2,000	2,000
Printing	2,373	817	398	1,500	1,000	1,000	1,000
Election Expenses	-	6,318	35,612	50,000	7,000	7,000	7,000
Directors	2,950	750	-	-	-	-	-
Consulting	3,364	2,554	-	10,000	10,000	10,000	10,000
Contract Services	36,405	58,872	29,059	35,900	30,000	30,000	30,000
IT Software/Maintenance	130,585	90,364	30,096	44,342	43,588	43,588	43,588
Unemployment Benefit Pmts	-	-	401	-	-	-	-
Water / Sewer	8,921	8,312	-	-	-	-	-
Utility Electric	41,263	35,772	-	-	-	-	-
Utility Propane / Natural Gas	29,433	31,109	-	-	-	-	-
Garbage Collection	4,916	5,776	-	-	-	-	-
Phone / Internet / Cable	15,575	44,176	-	-	-	-	-
Software & Software Maintenanc	1,973	3,610	-	-	-	-	-
IT Hardware & Supplies	12,093	15,048	577	5,000	5,000	5,000	5,000
Addressing	1,117	833	668	1,000	1,000	1,000	1,000
Volunteer Scholarships	16,500	25,500	31,469	27,000	22,500	22,500	22,500
Audit	14,650	9,800	13,850	13,500	13,500	13,500	13,500
Legal	20,458	39,354	8,377	20,000	20,000	20,000	20,000
Insurance	57,906	37,450	22,088	24,100	24,000	24,000	24,000
Advertising/Promotion	2,254	3,675	15,604	2,500	30,000	30,000	30,000
Bank & Credit Card Fees	11,151	11,133	12,977	13,000	15,000	15,000	15,000
Admin Training & Travel	17,657	19,238	9,463	20,000	15,000	15,000	15,000
Subscrip, Memberships, Dues	7,580	7,160	8,647	9,000	9,000	9,000	9,000
Small Tools & Work Equipment	1,936	79	60	3,000	2,000	2,000	2,000
Meetings	-	-	1,186	-	1,500	1,500	1,500
Wellness / Fitness	-	68	424	-	-	-	-
Employee / Volunteer Recogn	-	-	-	-	4,300	4,300	4,300
Equipment Rental / Maint	4,689	3,360	5,333	3,600	5,500	5,500	5,500
Miscellaneous	2,892	410	371	500	500	500	500
Materials & Services Total	**460,569**	**475,666**	**233,940**	**295,942**	**270,888**	**270,888**	**270,888**
Administration Total	**1,089,625**	**1,134,287**	**999,769**	**1,103,947**	**1,091,326**	**1,091,326**	**1,091,326**

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. This cost center includes personnel services and materials & services. Personnel services were discussed in the budget overview. In FY 2018/19 and before, it also included capital outlay, debt service and contingencies that have since been reclassified to other cost centers or fund. This cost center has an overall increase of 8.1% from prior year's budget. When accounting for the items noted below, the total budget is relatively consistent with the prior year.

Personnel Services

There are 38.2 employees funded in this cost center including their salary and benefits. There is one deputy chief, three battalion chiefs, ten captains, eighteen engineers, six firefighters, and a temporary, part-time project specialist. All full time employees in this cost center are also paramedics. This is one more staff person than the prior year due to filling the vacant training captain position. Items to note are:

- There are no budgeted wage or benefit increases as the collective bargaining agreement (CBA) was extended until September 30, 2020 so financial impacts are not yet known. The budget does include scheduled step increases which accounts for the increase in regular budgeted wages from $3,209,434 in FY 2019/20 to $3,365,340 in FY 2020/21.

- Includes the filling of the vacant training captain position that was last budgeted in FY 2018/19.

- Medical insurance is expected to increase by approximately 5% to $736,121.

- PERS rates are not increasing so all increases in contributions are related to increases in wages paid.

Materials & Services

Total expenditures for materials and services for this cost center are anticipated to increase significantly from the prior year budget of $207,769 to $320,781. This is primarily due to the purchase of new turnouts with other items remaining relatively consistent. Items to note are:

- Personal Protective Equipment (PPE) – Increase from $45,000 to $130,000 for the purchase of turnouts at $95,000 plus additional PPE uniforms, especially wildland compliant pants and boots.

Materials & Services *(continued)*

- Fire Training/Travel – Increasing from $25,000 to $40,000 as anticipating additional training costs with the filling of the training captain position.
- Fire Training Materials – Increased from $2,500 to $20,000 as anticipating additional training supplies needed with the filling of the vacant training captain position.

Capital Outlay

There is no activity budgeted in the current year in this cost center. All current year budgeted activity has been recorded in the Capital Projects Fund; see page 77.

Debt Service

There is no activity budgeted in the current year in this cost center. All current year budgeted activity has been recorded in the General Fund Non-Departmental section; see page 72.

Fire & Rescue Operations Budget Detail

Fire & Rescue Operations	Historical Actual FY 2017/18	Historical Actual FY 2018/19	Historical Projected FY 2019/20	Prior Budget FY 2019/20	Current Budget Proposed FY 2020/21	Current Budget Approved FY 2020/21	Current Budget Adopted FY 2020/21
Personnel Services							
Regular Pay	3,647,699	3,832,804	3,195,164	3,209,434	3,359,190	3,359,190	3,359,190
Overtime - EMS	-	198,448	-	-	-	-	-
Overtime - Suppression	532,016	543,413	499,638	432,000	463,000	463,000	463,000
Conflagration Wages	81,694	9,845	-	20,000	20,000	20,000	20,000
Wellness Bonus	3,252	1,548	2,289	16,200	16,650	16,650	16,650
Vacation Buy Back	57,233	128,161	76,202	68,450	79,680	79,680	79,680
Special Event Wages	-	-	10,797	7,500	7,500	7,500	7,500
FLSA	26,356	21,595	27,919	25,200	29,600	29,600	29,600
Community Paramedic Wages	4,512	-	-	-	-	-	-
Acting in Capacity	-	-	11,124	-	11,700	11,700	11,700
Special Pay (Assignment, FTO)	-	-	6,486	-	9,060	9,060	9,060
Employer Social Security	265,606	287,332	233,027	234,285	247,772	247,772	247,772
Employer Medicare	61,727	67,344	54,515	54,792	57,951	57,951	57,951
OR Workers Benefit Fund Tax	-	1,657	1,024	-	1,303	1,303	1,303
Employer PERS	1,059,391	1,130,335	1,149,923	1,144,079	1,271,636	1,271,636	1,271,636
Employer PERS Side Account	-	-	81,485	81,485	-	-	-
Medical Insurance	726,992	758,132	672,130	703,806	736,121	736,121	736,121
Employer Deferred Comp	3,293	3,495	3,492	3,300	3,300	3,300	3,300
Life Insurance	1,062	1,170	854	888	930	930	930
Long Term Disability	10,567	10,932	8,888	9,213	9,649	9,649	9,649
Accidental D&D	3,538	3,925	2,178	2,054	2,566	2,566	2,566
Workers Comp	120,993	133,252	83,026	106,459	92,000	92,000	92,000
FSA	(289)	2,368	1,761	2,340	2,340	2,340	2,340
PEHP	11,910	11,010	11,651	12,960	13,590	13,590	13,590
VEBA	99,750	111,167	107,751	104,500	118,125	118,125	118,125
MERP	2,951	2,629	5,000	7,500	7,500	7,500	7,500
Air & Ground Transport Mbrshp	5,008	4,900	3,800	3,700	4,522	4,522	4,522
Exposure Reporting System	-	-	539	540	570	570	570
Personnel Services Total	**6,725,262**	**7,265,464**	**6,250,662**	**6,250,685**	**6,566,255**	**6,566,255**	**6,566,255**
Materials & Services							
Station Supplies	11,719	13,163	-	-	-	-	-
Station Furnishing	11,209	2,035	-	-	-	-	-
Uniforms	42,916	44,667	20,267	30,000	25,000	25,000	25,000
Office Supplies	-	-	609	-	-	-	-
Safety Supplies	5,096	105	1,424	250	1,500	1,500	1,500
Operating Supplies	-	-	1,576	-	3,000	3,000	3,000
Medical Supplies / Equipment	159,092	131,045	-	-	-	-	-
Personal Protective Equipment	38,470	19,234	27,219	45,000	125,000	125,000	125,000
Taxi Vouchers	100	150	-	-	-	-	-
Postage	-	-	53	-	-	-	-
Contract Services	-	-	228	-	1,000	1,000	1,000
IT Software/Maintenance	-	1,445	31,431	23,019	24,531	24,531	24,531
Building Maint.	26,124	51,764	-	-	-	-	-
IT Hardware & Supplies	-	2,017	2,621	1,000	3,000	3,000	3,000
Advertising/Promotion	-	-	556	-	1,500	1,500	1,500
Fire Training & Travel	24,318	37,024	30,047	25,000	40,000	40,000	40,000
EMS Training & Travel	6,631	13,291	-	-	-	-	-
Fire Training Materials	-	659	11,627	2,500	20,000	20,000	20,000
EMS Training Materials	296	1,864	-	-	-	-	-
Subscrip, Memberships, Dues	-	-	348	-	500	500	500
Hose	10,124	1,638	2,432	5,000	5,000	5,000	5,000
Small Tools & Work Equipment	33,479	17,457	8,524	25,000	15,000	15,000	15,000
ARFF	28,840	32,409	41,957	30,000	30,000	30,000	30,000
Radios	64,486	42,549	-	-	-	-	-

Fire & Rescue Operations Budget Detail *(continued)*

Fire & Rescue Operations	Historical Actual FY 2017/18	Historical Actual FY 2018/19	Historical Projected FY 2019/20	Prior Budget FY 2019/20	Current Budget Proposed FY 2020/21	Current Budget Approved FY 2020/21	Current Budget Adopted FY 2020/21
Materials & Services *(continued)*							
Firefighting Foam / Extinguish	1,595	4,941	3,785	4,000	4,000	4,000	4,000
Meetings	361	1,189	988	2,000	2,000	2,000	2,000
External Equip Maint.	14,862	19,485	2,229	-	2,750	2,750	2,750
Fuel	61,588	62,345	-	-	-	-	-
Vehicle Maint - Contracted	147,717	177,783	-	-	-	-	-
External Vehicle Maint.	12,125	15,224	-	-	-	-	-
Wellness / Fitness	15,166	7,691	10,706	10,000	15,000	15,000	15,000
Licenses & Permits	25	9,588	-	-	-	-	-
Employee / Volunteer Recogn	6,048	1,210	-	5,000	2,000	2,000	2,000
Ambulance Refunds	11,235	14,935	-	-	-	-	-
Materials & Services Total	**733,622**	**726,904**	**198,625**	**207,769**	**320,781**	**320,781**	**320,781**
Capital Outlay							
EMS Equipment	497,892	26,588	-	-	-	-	-
Fire Equipment	-	5,579	-	-	-	-	-
Admin Equipment	-	-	-	-	-	-	-
Vehicles	5,571	161,942	-	-	-	-	-
Building	-	-	-	-	-	-	-
Capital Improvements	11,850	29,882	-	-	-	-	-
Software	-	-	-	-	-	-	-
Capital Outlay Total	**515,313**	**223,991**	**-**	**-**	**-**	**-**	**-**
Debt Service							
Equipment Lease - Prin	117,205	193,366	-	-	-	-	-
Equipment Lease - Int.	27,463	32,535	-	-	-	-	-
Principal	110,000	115,000	-	-	-	-	-
Interest	62,930	59,175	-	-	-	-	-
Debt Service Total	**317,598**	**400,076**	**-**	**-**	**-**	**-**	**-**
Contingency							
Operating Reserve	-	-	-	-	-	-	-
Workers Comp Reserve	-	-	-	-	-	-	-
Building Reserve	-	-	-	-	-	-	-
Equipment Reserve	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Contingency Total	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Reserve							
Operating Reserve	-	-	-	-	-	-	-
Workers Comp Reserve	-	-	-	-	-	-	-
Building Reserve	-	-	-	-	-	-	-
Equipment Reserve	-	-	-	-	-	-	-
Reserve Total	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Fire & Rescue Total	**8,291,795**	**8,616,434**	**6,449,287**	**6,458,454**	**6,887,036**	**6,887,036**	**6,887,036**

General Fund - EMS Operations

Overview & Highlights

The EMS Operations cost center is managed by the EMS division chief. It contains the necessary line items to support all aspects of EMS service delivery. This cost center includes personnel services and materials & services and was split from the Fire & Rescue Operations budget in FY 2019/20. Costs are consistent with the prior year.

Personnel Services

There are 13.0 employees funded in this cost center including their salary and benefits. There is one division chief, six paramedics, and six EMTs. Items to note are:

- Overtime is expected to increase from a budget of $252,754 in FY 2019/20 to $325,683. This is due to the increase in vacation days expected to be taken by newer employees who were unable to take vacation while on new hire probation.

- PERS actual costs are expected to increase as nearly all employees have met the PERS-required six month waiting period prior to beginning contributions.

- There are no budgeted wage or benefit increases as the collective bargaining agreement (CBA) was extended until September 30, 2020 so financial impacts are not yet known. The budget does include scheduled step increases.

Materials & Services

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

- Supplies / COVID – Budgeting for $25,000 for employee safety items such as masks, gloves, gowns, disinfectants. These purchases are in addition to typical purchases and the District will apply for reimbursement from all available sources.

- IT Software/Maintenance – Budgeted expenditures of $38,187 includes $18,300 for the Health EMS software and related costs and $3,600 for Target Solutions. These are ongoing costs and are required for operations of software and equipment and increase in agreement with maintenance contracts.

- GEMT Fee & Match – Budgeted $22,000 for the required approximately 20% State fee assessed for participation in the GEMT program.

- External Equip Maint – Budget of $19,664 includes $10,500 for maintenance on the LifePak systems and $3,500 for gurney maintenance. These are ongoing costs.

- EMS Licenses – Increases from $650 to $10,000. 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			Prior	Current Budget		
	Actual FY 2017/18	Actual FY 2018/19	Projected FY 2019/20	Budget FY 2019/20	Proposed FY 2020/21	Approved FY 2020/21	Adopted FY 2020/21
Personnel Services							
Regular Pay	-	-	487,915	492,299	495,702	495,702	495,702
Overtime - EMS	-	-	246,986	252,754	325,683	325,683	325,683
Wellness Bonus	-	-	1,379	5,400	5,400	5,400	5,400
Vacation Buy Back	-	-	4,170	17,000	17,000	17,000	17,000
Special Event Wages	-	-	1,595	-	-	-	-
Special Pay (Assignment, FTO)	-	-	-	-	1,200	1,200	1,200
Employer Social Security	-	-	43,985	47,649	52,388	52,388	52,388
Employer Medicare	-	-	10,287	11,144	12,251	12,251	12,251
OR Workers Benefit Fund Tax	-	-	424	-	480	480	480
Employer PERS	-	-	109,707	136,337	155,071	155,071	155,071
Employer PERS Side Account	-	-	8,063	8,063	-	-	-
Medical Insurance	-	-	74,225	61,834	117,477	117,477	117,477
Life Insurance	-	-	219	240	234	234	234
Long Term Disability	-	-	2,508	2,409	2,769	2,769	2,769
Accidental D&D	-	-	1,027	964	1,927	1,927	1,927
Workers Comp	-	-	21,108	27,820	24,000	24,000	24,000
FSA	-	-	274	312	624	624	624
VEBA	-	-	3,500	3,500	3,500	3,500	3,500
Air & Ground Transport Mbrshp	-	-	1,350	1,300	1,547	1,547	1,547
Exposure Reporting System	-	-	105	-	240	240	240
Personnel Services Total	**-**	**-**	**1,018,827**	**1,069,025**	**1,217,493**	**1,217,493**	**1,217,493**
Materials & Services							
Uniforms	-	-	9,760	15,000	10,000	10,000	10,000
Office Supplies	-	-	268	-	250	250	250
Safety Supplies	-	-	303	1,000	1,000	1,000	1,000
Medical Supplies / Equipment	-	-	149,804	165,000	165,000	165,000	165,000
Supplies / COVID	-	-	34,819	-	25,000	25,000	25,000
Personal Protective Equipment	-	-	1,875	3,000	4,000	4,000	4,000
Taxi Vouchers	-	-	12	650	650	650	650
Postage	-	-	37	-	50	50	50
Contract Services	-	-	17,091	12,500	14,000	14,000	14,000
IT Software/Maintenance	-	-	33,183	23,328	38,187	38,187	38,187
Unemployment Benefit Pmts	-	-	3,501	-	-	-	-
GEMT Fee & Match	-	-	44,188	-	22,000	22,000	22,000
IT Hardware & Supplies	-	-	8,616	3,000	3,000	3,000	3,000
Legal	-	-	139	-	-	-	-
Collection Fees	-	-	1,049	-	1,500	1,500	1,500
EMS Training & Travel	-	-	6,602	12,500	10,000	10,000	10,000
EMS Training Materials	-	-	-	15,000	7,500	7,500	7,500
Subscrip, Memberships, Dues	-	-	513	-	500	500	500
Small Tools & Work Equipment	-	-	1,485	3,500	3,500	3,500	3,500
Meetings	-	-	1,942	500	2,500	2,500	2,500
External Equip Maint.	-	-	18,572	16,000	19,664	19,664	19,664
Wellness / Fitness	-	-	716	2,000	1,000	1,000	1,000
Licenses & Permits	-	-	269	650	10,000	10,000	10,000
Employee / Volunteer Recogn	-	-	-	1,850	750	750	750
Materials & Services Total	**-**	**-**	**334,746**	**275,478**	**340,051**	**340,051**	**340,051**
EMS Total	**-**	**-**	**1,353,573**	**1,344,503**	**1,557,544**	**1,557,544**	**1,557,544**

General Fund – Fire & Life Safety

Overview & Highlights

The Fire & Life Safety (FLS) cost center is managed by the FLS division chief. 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. Grants and donations assist in the funding of various expenditures such as the car seat and helmet programs.

Personnel Services

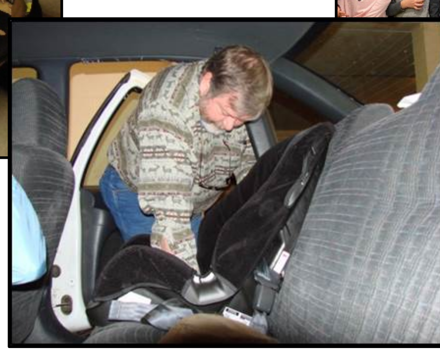
There are 2.0 employees funded in this cost center. At a budget of $320,200, personnel costs are consistent with prior years. However, early in FY 2019/20, the fire marshal position was vacated by retirement and was not filled due to budget constraints. The District intends to fill this position in the current budget.

Materials & Services

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

- IT Hardware & Supplies – increased to $6,000 for the purchase of a new computer and other devices for a new staff person.

- FLS Training & Travel – increased from a budget of $4,000 to $10,000 to ensure sufficient training resources are available for new staff.



Fire & Life Safety Budget Detail

Fire & Life Safety	Historical			Prior	Current Budget		
	Actual FY 2017/18	Actual FY 2018/19	Projected FY 2019/20	Budget FY 2019/20	Proposed FY 2020/21	Approved FY 2020/21	Adopted FY 2020/21
Personnel Services							
Regular Pay	178,290	180,618	135,224	183,024	186,768	186,768	186,768
Overtime	-	575	1,403	1,000	3,500	3,500	3,500
Wellness Bonus	-	-	-	450	900	900	900
Vacation Buy Back	-	1,395	17,649	-	2,000	2,000	2,000
Special Event Wages	-	-	1,049	-	-	-	-
Acting in Capacity	-	-	3,248	-	-	-	-
Employer Social Security	11,003	11,204	7,705	11,437	11,976	11,976	11,976
Employer Medicare	2,561	2,620	1,802	2,675	2,801	2,801	2,801
OR Workers Benefit Fund Tax	-	46	24	-	55	55	55
Employer PERS	47,253	49,973	44,231	55,714	58,148	58,148	58,148
Employer PERS Side Account	-	-	4,402	4,402	-	-	-
Medical Insurance	34,111	35,624	24,083	37,097	47,653	47,653	47,653
Life Insurance	48	48	21	48	48	48	48
Long Term Disability	498	498	294	498	498	498	498
Accidental D&D	128	13	113	111	65	65	65
Workers Comp	-	-	240	317	300	300	300
FSA	-	-	-	-	-	-	-
PEHP	360	360	327	360	720	720	720
VEBA	7,000	7,000	4,083	7,000	4,500	4,500	4,500
Air & Ground Transport Mbrshp	200	200	100	200	238	238	238
Exposure Reporting System	-	-	15	-	30	30	30
Personnel Services Total	**281,451**	**290,175**	**246,014**	**304,333**	**320,200**	**320,200**	**320,200**
Materials & Services							
Uniforms	226	1,049	74	1,200	500	500	500
Office Supplies	-	-	10	-	50	50	50
Contract Services	-	-	86	-	-	-	-
IT Software/Maintenance	-	-	624	-	430	430	430
IT Hardware & Supplies	-	1,130	47	-	6,000	6,000	6,000
FLS Training & Travel	2,016	2,044	2,345	4,000	10,000	10,000	10,000
Subscrip, Memberships, Lib. Re	1,041	1,893	2,333	2,000	2,500	2,500	2,500
Small Tools & Work Equipment	-	308	1,573	200	2,500	2,500	2,500
Meetings	134	-	54	200	200	200	200
Employee / Volunteer Recogn	-	-	228	-	150	150	150
Fire & Life Safety	3,968	829	583	4,250	1,000	1,000	1,000
Halloween Community Event	510	2,113	762	2,000	1,000	1,000	1,000
Car Seat Program	1,412	2,547	-	2,000	500	500	500
Materials & Services Total	**9,306**	**11,913**	**8,718**	**15,850**	**24,830**	**24,830**	**24,830**
Fire & Life Safety Total	**290,758**	**302,088**	**254,732**	**320,183**	**345,030**	**345,030**	**345,030**

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 faciliteis 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. Changes to note are:

- IT Software/Maintenance – The District contracts with Deschutes County 911 for the maintenance of mobile devices, modems, crewforce software and radios. This is expected to cost approximately $13,600 in FY 2020/21, an increase of about $3,000 over the prior year costs.

- Facility Maintenance – Increasing to $45,000. The prior year budget was $40,000, but the District has seen an increase in maintenance costs as facilities age.

- Insurance – Insurance premiums for property liability are expected to be $54,100. This is 4% higher than the prior year actual costs and is based on estimates from the District's insurance agent.

- Radios – Decreasing by $11,800 to $28,200. With the completion of the tri-county regional radio upgrade project, radio implementation costs have stopped, however the District pays annual user fees of nearly $12,000 and must repair/replace broken radios.

- Vehicle Maintenance – Contracted – Increasing from $191,000 to $202,040. 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 faces the same PERS increases as the District which raises costs for all parties.

Facilities, Vehicles & Equipment Budget Detail

Facilities, Vehicles & Equip	Historical			Prior	Current Budget		
	Actual	Actual	Projected	Budget	Proposed	Approved	Adopted
	FY 2017/18	FY 2018/19	FY 2019/20	FY 2019/20	FY 2020/21	FY 2020/21	FY 2020/21
Materials & Services							
Station Supplies	-	-	12,463	10,000	15,000	15,000	15,000
Station Furnishing	-	-	1,919	5,000	5,000	5,000	5,000
Operating Supplies	-	-	39	-	250	250	250
Contract Services	-	-	11,778	11,265	12,100	12,100	12,100
IT Software/Maintenance	-	-	10,083	-	13,600	13,600	13,600
Water / Sewer	-	-	8,051	9,250	8,500	8,500	8,500
Utility Electric	-	-	30,615	35,000	35,000	35,000	35,000
Utility Propane / Natural Gas	-	-	22,977	35,000	25,000	25,000	25,000
Garbage Collection	-	-	4,897	4,500	5,000	5,000	5,000
Phone / Cable / Internet	-	-	42,184	49,345	47,000	47,000	47,000
Facility Maintenance	-	-	36,240	40,000	45,000	45,000	45,000
Insurance	-	-	47,960	54,885	54,100	54,100	54,100
Small Tools & Work Equipment	-	-	5,567	10,000	7,500	7,500	7,500
Radios	-	-	16,125	40,000	28,200	28,200	28,200
External Equip Maint	-	-	13,694	22,500	14,000	14,000	14,000
Fuel	-	-	44,759	65,000	55,000	55,000	55,000
Vehicle Maint - Contracted	-	-	190,939	191,000	202,040	202,040	202,040
External Vehicle Maintenance	-	-	18,485	10,500	20,000	20,000	20,000
Wellness / Fitness	-	-	1,395	-	2,000	2,000	2,000
Materials & Services Total	**-**	**-**	**520,171**	**593,245**	**594,290**	**594,290**	**594,290**
Facilities, Vhcls & Equip Total	**-**	**-**	**520,171**	**593,245**	**594,290**	**594,290**	**594,290**

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 five cost centers. This section includes debt service, transfers, contingency and reserves.

Items to note are:

- There are no new debt service issuances budgeted this year.
- Transfers are to fund the Capital Projects Fund.
- Contingencies and Reserves are funded based upon the Board reserve policy described on page 74.

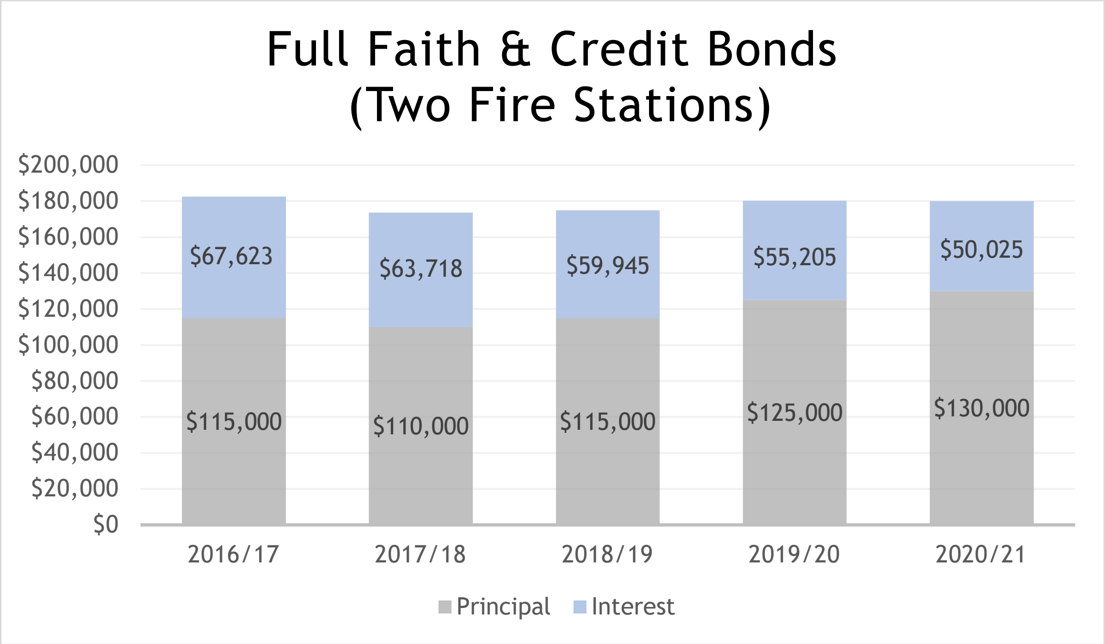
Debt Service

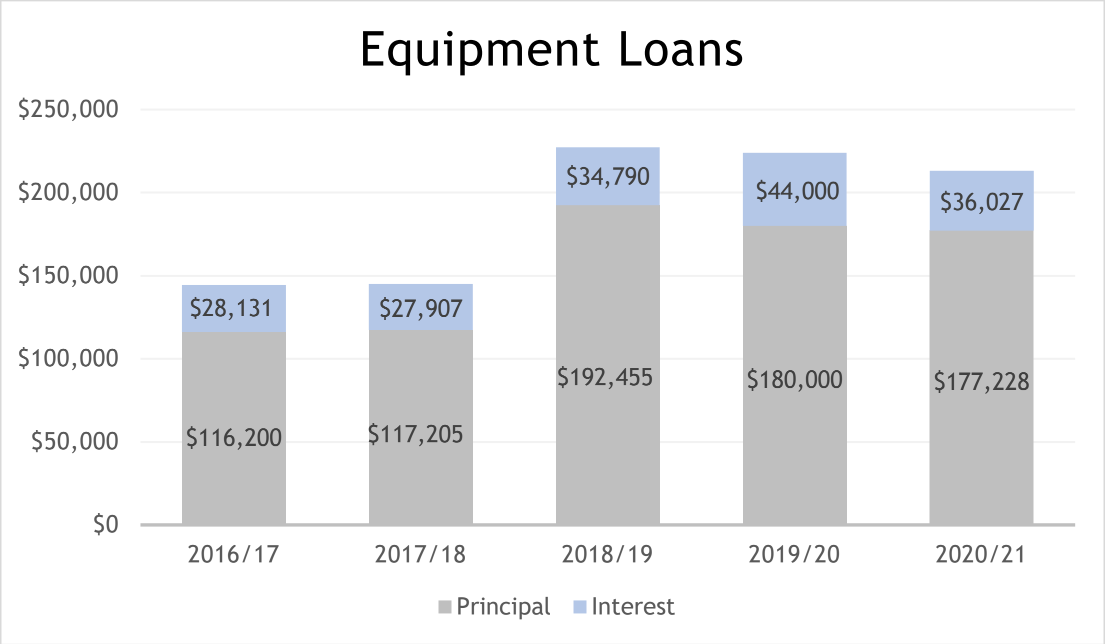
Debt Service includes repayment of principal and interest on bonds, loans and other financing agreements. Total debt service will remain relatively consistent with the prior year.

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 one engine and four ambulances.

Debt Service *(continued)*

Total debt service for FY 2020/21 is anticipated to be $393,280, which is consistent with the prior year. 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 2020/21 budget includes a transfer of $661,260 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.

In accordance with the Board policy, the working capital contingency has been increased from $1,167,225 (or 42 days) in FY 2018/19 to $2,017,019 (or 75 days) in FY 2019/20 to $2,440,077 in FY 2020/21 and is equal to roughly 85 days of operations. This is still significantly less than the target of 120 days in the reserve policy, so the District shall continue to evaluate options to increase the contingency in the coming years.

Reserves

Reserves represent fund balances that are not planned to be spent during FY 2020/21 and will be carried over to the FY 2021/22 beginning fund balances. Reserve balances in the General Fund for FY 2020/21 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 2020/21 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 2020/21 reserve remains at $50,000.

Non-Departmental Budget Detail

Non-Departmental	Historical			Prior	Current Budget		
	Actual	Actual	Projected	Budget	Proposed	Approved	Adopted
	FY 2017/18	FY 2018/19	FY 2019/20	FY 2019/20	FY 2020/21	FY 2020/21	FY 2020/21
Debt Service							
Equipment Lease - Principal	-	-	176,096	180,000	177,228	177,228	177,228
Equipment Lease - Interest	-	-	36,502	44,000	36,027	36,027	36,027
Principal	-	-	125,000	125,000	130,000	130,000	130,000
Interest	-	-	54,315	55,205	50,025	50,025	50,025
Debt Service Total	**-**	**-**	**391,913**	**404,205**	**393,280**	**393,280**	**393,280**
Transfers							
Transfer Out - To Capital Proj	-	-	593,000	593,000	712,550	712,550	661,260
Transfers Total	**-**	**-**	**593,000**	**593,000**	**712,550**	**712,550**	**661,260**
Contingency							
Operating Contingency	-	-	-	2,017,019	2,388,787	2,388,787	2,440,077
Contingency Total	**-**	**-**	**-**	**2,017,019**	**2,388,787**	**2,388,787**	**2,440,077**
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	**-**	**-**	**984,913**	**3,114,224**	**3,594,617**	**3,594,617**	**3,594,617**
Total Expenditures	**9,672,178**	**10,052,810**	**10,562,445**	**12,934,556**	**14,069,843**	**14,069,843**	**14,069,843**
Net Fund Total	**3,627,601**	**3,160,358**	**2,977,627**	**-**	**-**	**-**	**-**

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Capital Projects Fund

Overview & Highlights

The Capital Projects Fund 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 reserve balance to fund future capital needs.

Revenues

The primary revenue source is the transfer from the General Fund totaling $661,260. 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 self-contained breathing apparatus (SCBAs) and is currently awaiting a funding decision. The FEMA grant has not been included as a revenue as the District is not guaranteed to receive the funds. The grant requires a 10% match, or approximately $50,000, which has been included in this budget. The District elected to only budget the match and not the entire purchase as District is not guaranteed to receive the grant. If awarded, a supplemental budget will be prepared to recognize the grant revenue and increase in expenditures.

Capital Outlay

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. The total budget for FY 2020/21 is $223,710. Given the economic uncertainties surrounding COVID-19 capital purchases are likely to be delayed until mid-year when the financial picture is likely clearer.

The capital outlay items included in the FY 2020/21 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. The FY 2020/21 budget *does not* propose any significant ***nonrecurring*** capital investments which will affect the entity's current and future operating budget and the services that the entity provides. Because all purchases in the FY 2020/21 budget no fiscal impact will be seen in upcoming budgets.

Capital Outlay (continued)

Items to note are:

- This fund was created in FY 2019/20 to isolate capital costs, which can be large and fluctuate significantly from year-to-year, and to serve as a savings account for future capital expenditures through the reserve.

- The EMS equipment line also includes two LifePak15's ($39,000 ea) and one Lucas CPR machine ($17,000 ea).

- Fire equipment includes $50,000 to purchase SCBAs if awarded a grant. The total cost of the SCBAs is expected to be $500,000 with a 10% match requirement. The District elected to only budget the match and not the entire purchase as the District is not guaranteed to receive the grant. If awarded the grant, a supplemental budget will be prepared to recognize the grant revenue and increase in expenditures.

- Also included is $78,710 for capital purchases that have yet to be determined. The District will evaluate capital needs in the upcoming year along with updating the strategic plan and will determine how to spend the funds.

Capital Purchases		
Type of Equipment	**Category**	**Purchase Price**
LifePak15 (2)	EMS Equipment	$78,000
Lucas CPR Machine	EMS Equipment	$17,000
SCBAs	Fire/Gen Equipment	$50,000
TBD	Fire/Gen Equipment	$36,710
TBD	EMS Equipment	$42,000
	TOTAL	**$223,710**

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 addition, an equipment replacement schedule has been established to ensure the necessary financial resources will be available when equipment reaches the end of its useful life. The District intends to update the strategic, capital and equipment replacement plans in this fiscal year. 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 few fire station or ladder truck, will likely require a voter-approved bond to fund their acquisition.

An equipment replacement schedule showing respective replacement amounts and useful lives is shown below.

Equipment Replacement Schedule					
Type of Equipment	**Purchased**	**Purchase Price**	**Useful Life**	**Replacement Date**	**Replacement Cost**
Rescue Tools	2002-2003	$60,000	20 years	2022/2023	$100,000
Thermal Image Cameras	2013	$40,000	10 years	2023	$60,000
SCBA	2007	$750,000	10 years	2020	$500,000 ~
Gurneys/Stair Chair	2012	$10,000	10 years	2022 Ongoing (w/ ambulances)	$15,000
Cardiac Monitors	2014	$140,000	8 years	2022	$140,000*
Ventilators	2011	$7,500	5-10 years	2021	$15,000 ea
IV Pumps	2010	$28,000	5 years	2015	$15,000 ea ^

~ Applied for a FEMA AFG grant to fund approximately $450,000 with a $50,000 match from the District. The match is budgeted in capital outlay.
* Will be offset by trade in equipment.
^ Currently using loaner IV pumps from St. Charles Health System which delays the need to purchase units at this time.

Reserve

Reserves represent fund balances that are not planned to be spent during FY 2020/21 and will be carried over to the FY 2021/22 beginning fund balances. Reserve balances for FY 2020/21 total $900,000 and are described further below.

Building Reserve
The building reserve for FY 2020/21 is $500,000, which is comprised of $250,000 dedicated each year since FY 2019/20. The line item was created to reserve for major remodels to existing stations and future building projects.

Equipment Reserve
Beginning in FY 2012/13 the District funded a reserve account to support future purchases of necessary equipment. The District dedicated $200,000 in both the prior and current fiscal years for a reserve balance of $400,000.

Capital Projects Fund Budget Detail

Capital Projects Fund	Historical			Prior	Current Budget		
	Actual	Actual	Projected	Budget	Proposed	Approved	Adopted
	FY 2017/18	FY 2018/19	FY 2019/20	FY 2019/20	FY 2020/21	FY 2020/21	FY 2020/21
Resources							
Non-Federal Grants	-	-	-	-	-	-	-
Bond / Note Sale	-	-	205,807	265,200	-	-	-
Sale of Property	-	-	54,232	30,000	-	-	-
Transfers In - From General	-	-	593,000	593,000	712,550	712,550	661,260
Beginning Fund Balance	-	-	-	-	462,450	462,450	462,450
Resources Total	**-**	**-**	**853,039**	**888,200**	**1,175,000**	**1,175,000**	**1,123,710**
Capital Outlay							
Land	-	-	-	-	-	-	-
Antiques	-	-	-	-	-	-	-
Buildings & Improvements	-	-	-	-	-	-	-
Land Improvements	-	-	-	-	-	-	-
Apparatus & Vehicles	-	-	215,009	-	-	-	-
Equipment - Fire & General	-	-	135,060	75,000	138,000	138,000	86,710
Equipment - Medical	-	-	40,521	363,200	137,000	137,000	137,000
Software	-	-	-	-	-	-	-
Capital Outlay Total	**-**	**-**	**390,589**	**438,200**	**275,000**	**275,000**	**223,710**
Reserve							
Building Reserve	-	-	-	250,000	500,000	500,000	500,000
Equipment Reserve	-	-	-	200,000	400,000	400,000	400,000
Reserve Total	**-**	**-**	**-**	**450,000**	**900,000**	**900,000**	**900,000**
Total Expenditures	**-**	**-**	**390,589**	**888,200**	**1,175,000**	**1,175,000**	**1,123,710**
Net Fund Total	**-**	**-**	**462,450**	**-**	**-**	**-**	**-**

Glossary

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

Administration – Department 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.

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.

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.

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.

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.

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.

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 – Department responsible for emergency medical treatment or fire and rescue services. The Fire & Rescue and EMS cost centers are both 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 Office/Human Resources Administrator.

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.

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 10, 2020.

- 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, 2020.

- Resolution #2020-05: A resolution adopting the FY 2020/21 budget, making appropriations, and levying/categorizing the tax.
    - This resolution was approved by the Board on June 17, 2020.

FORM LB-1 **NOTICE OF BUDGET HEARING**

A public meeting of Redmond Fire & Rescue Fire District will be held on June 17, 2020 at 9:30am. Meeting will occur at 341 NW Dogwood Ave., Redmond, Oregon with social distancing protocols. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2020 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 2018-19	Adopted Budget This Year 2019-20	Approved Budget Next Year 2020-21
Beginning Fund Balance/Net Working Capital	3,627,602	3,150,809	3,440,077
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	2,719,492	2,746,747	2,878,216
Federal, State & all Other Grants, Gifts, Allocations & Donations	65,632	2,000	2,000
Revenue from Bonds and Other Debt	0	265,200	0
Interfund Transfers / Internal Service Reimbursements	0	593,000	712,550
All Other Resources Except Current Year Property Taxes	197,735	122,500	85,000
Current Year Property Taxes Estimated to be Received	6,602,706	6,842,500	8,127,000
Total Resources	**$13,213,167**	**$13,722,756**	**$15,244,843**

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	8,214,260	8,332,048	8,924,386
Materials and Services	1,214,483	1,388,284	1,550,840
Capital Outlay	223,991	438,200	275,000
Debt Service	400,076	404,205	393,280
Interfund Transfers	0	593,000	712,550
Contingencies	0	2,017,019	2,388,787
Special Payments	0	0	0
Unappropriated Ending Balance and Reserved for Future Expenditure	0	550,000	1,000,000
Total Requirements	**$10,052,810**	**$13,722,756**	**$15,244,843**

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM *			
General Fund - Administration	1,134,287	1,097,897	1,091,326
FTE	5.8	6.0	6.0
General Fund - Operations - Fire & Rescue	8,616,435	6,376,429	6,887,036
FTE	53.0	37.0	38
General Fund - Operations - EMS & Training	0	1,336,980	1,557,544
FTE	0	14	13
General Fund - Fire & Life Safety	302,088	315,781	345,030
FTE	2	2	2
General Fund - Buildings, Vehicles & Equip	0	593,245	594,290
FTE	0	0	0
Capital Projects Fund	0	888,200	1,175,000
FTE	0	0	0
Not Allocated to Organizational Unit or Program	0	3,114,224	3,594,617
FTE	0	0	0
Total Requirements	**$10,052,810**	**$13,722,756**	**$15,244,843**
Total FTE	**60.8**	**59.0**	**59.2**

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

Property taxes are expected to increase by a 5.0% increase in AV with only a 92.5% collection rate (past four years has been nearly 96%). Anticipating lower collections due to high unemployment and economic uncertaintly around COVID-19. But also includes the additional $1mil in property tax revenues from the voter-approved 5-yr local option levy. Revenues from ambulance billings are expected to remain consistent with the prior year budget. Expenditures are consistent with prior year's activity with the exception of filling two positions previously left vacant.

PROPERTY TAX LEVIES			
	Rate or Amount Imposed 2018-19	Rate or Amount Imposed This Year 2019-20	Rate or Amount Approved Next Year 2020-21
Permanent Rate Levy (rate limit $1.7542 per $1,000)	$1.7542	$1.7542	$1.7542
Local Option Levy	0	0	0.27
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	$1,320,000	$0
Other Borrowings	$891,745	$0
Total	$2,211,745	$0

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

FORM LB-50
2020–2021

To assessor of Crook County

☐ Check here if this is an amended form.

• Be sure to read instructions in the current Notice of Property Tax Levy Forms and Instructions booklet.

The Redmond Fire & Rescue (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 submitted
341 NW Dogwood Ave	Redmond	OR	97756	06/19/2020

Contact person	Title	Daytime telephone number	Contact person e-mail address
Jodi Burch	Chief Financial Officer	541-504-5041	jodi.burch@redmondfireand

CERTIFICATION— You **must** check one box if you are 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 **after** October 6, 2001	5b		
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b)	5c		

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.**

150-504-073-7 (Rev. 10-01-19)

Form LB-50 (continued on next page)

(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 LB-50
2020–2021

To assessor of Deschutes County

☐ Check here if this is an amended form.

• Be sure to read instructions in the current Notice of Property Tax Levy Forms and Instructions booklet.

The Redmond Fire & Rescue (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 submitted
341 NW Dogwood Ave	Redmond	OR	97756	06/19/2020

Contact person	Title	Daytime telephone number	Contact person e-mail address
Jodi Burch	Chief Financial Officer	541-504-5041	jodi.burch@redmondfireand

CERTIFICATION—You **must** check one box if you are 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 **after** October 6, 2001	5b		
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b)	5c		

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.**

150-504-073-7 (Rev. 10-01-19)

Form LB-50 (continued on next page)

(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 LB-50
2020–2021

To assessor of Jefferson County

☐ Check here if this is an amended form.

• Be sure to read instructions in the current Notice of Property Tax Levy Forms and Instructions booklet.

The Redmond Fire & Rescue (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 submitted
341 NW Dogwood Ave	Redmond	OR	97756	06/19/2020

Contact person	Title	Daytime telephone number	Contact person e-mail address
Jodi Burch	Chief Financial Officer	541-504-5041	jodi.burch@redmondfireand

CERTIFICATION— You **must** check one box if you are 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 **after** October 6, 2001	5b		
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b)	5c		

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.**

150-504-073-7 (Rev. 10-01-19)

Form LB-50 (continued on next page)

(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. 2020-05

A RESOLUTION ADOPTING THE FY 2020/21 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 2020/21, as approved by the Budget Committee, in the amount of $15,193,553. This figure includes $1,000,000 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, 2020 and for the following purposes (OU = Organizational Unit):

GENERAL FUND	
Administration (OU)	1,091,326
Operations - Fire & Rescue (OU)	6,887,036
Operations - EMS & Training (OU)	1,557,544
Fire & Life Safety (OU)	345,030
Buildings, Vehicles & Equipment (OU)	594,290
Debt Service	393,280
Transfers	661,260
Contingency	2,440,077
TOTAL	**13,969,843**

CAPITAL PROJECTS FUND	
Capital Outlay	223,710
TOTAL	**223,710**

TOTAL APPROPRIATIONS & ADOPTED BUDGET	
Total APPROPRIATIONS, All Funds	**14,193,553**
Total Unappropriated Reserve Amounts, All Funds	1,000,000
TOTAL ADOPTED BUDGET	**15,193,553**

RESOLUTION LEVYING THE TAX

BE IT RESOLVED, that the following ad valorem property taxes, as included in the fiscal year 2020/21 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 17th day of June, 2020.

Carroll Penhollow
Carroll Penhollow, Board President

ATTEST:

Diane Cox
Diane Cox, District Recorder

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