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**PROPOSED OPERATING  
BUDGET  
FISCAL YEAR 2022/2023  
CROOKED RIVER RANCH  
R.F.P.D.**

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## A message from your Fire Chief



Welcome Budget Committee members, Board of Directors, and constituents of Crooked River Ranch.

I am pleased to present to you our proposed budget of Crooked River Ranch Rural Fire Protection District for the Fiscal Year 2022/2023. This budget is intended to meet the current needs of the District and future equipment requirements.

We hope you will find the following information helpful, to assist us in finalizing our budget for the next fiscal year. The District strives to provide transparency in its finances and encourages our Budget Committee, Board of Directors, and residents to participate in the priorities and needs of the District. This proposed budget provides for the approval of levying the District's permanent tax rate of 1.8379 per \$1,000 of assessed valuation and a Local Option operating tax of 0.89.

As our Fire District continues to evolve and grow, we will persist in looking for more creative and efficient ways to deliver fire and emergency medical services to our community. When our staff was reviewing the wants and needs for the District, they were reviewed as Specific, Measurable, Attainable, Realistic and Timely. This document also outlays our history, demographics, challenges, capital needs etc., along with analyzing call data on the amount of calls our District is receiving.

**During the budget meeting, we ask that you turn to page 17 in this document. We will be showing our actual budget document on screen in the meeting. This way you will be able to follow along with the same figures in this document. Please feel free to make notes or adjusted figures in the last column as we discuss each line item of the budget document. A final copy of this document will be emailed out to all Board Members and Budget Committee Members once the budget for 2022/2023 is approved and adopted by Resolution.**

Thank you for your participation and support in reviewing this proposed budget and we look forward to collaborating with you at our budget meeting.

Respectively,

Harry Ward  
Fire Chief/Budget Officer

## Budget Committee Members

### Board of Directors

|                | <u>Term Expires</u> |
|----------------|---------------------|
| Jeff Green     | June 30, 2023       |
| Brad Pahl      | June 30, 2025       |
| Kay Norberg    | June 30, 2025       |
| Barbara Oakley | June 30, 2023       |
| Mark Wilson    | June 30, 2023       |

### Budget Committee

|                    | <u>Term Expires</u> |
|--------------------|---------------------|
| Robert Bengtson    | 2022-2024           |
| William Burt       | 2022-2024           |
| Joseph Costigan    | 2021-2023           |
| Ken Fisher         | 2022-2024           |
| Debbie Sappenfield | 2021-2023           |

### District Administration

Harry Ward, Fire Chief

Sean Hartley, Assistant Fire Chief/Paramedic

Dana Schulke, Administrative Assistant

## About our District...

The community of Crooked River Ranch is in the high desert of rural central Oregon and covers 16.4 Sq. Mi. of rural residential, recreational, and commercial property. The first-due response area includes automatic aid with our neighboring agencies and surrounding federal lands totaling 9.2 square miles. Crooked River Ranch was originally conceived of as a recreation and retirement community; it is the largest unincorporated subdivision in the State of Oregon. As a result of the original marketing for the Ranch we have a significantly higher proportion of elderly residents with a corresponding need for more emergency medical services.

The community is isolated on a peninsula between two river canyons that are over five hundred feet deep and one-half mile wide. This geographical isolation causes prolonged delays in receiving mutual/auto aid from surrounding departments. It also means that our transport times to the nearest hospital are, at a minimum, 20 minutes, and may be as long as 35 minutes.

Crooked River Ranch Fire & Rescue is a combination fire district that provides structural and wildland fire suppression, emergency medical services including ambulance transportation, and technical rope rescue services. The District has a career staff which includes a Fire Chief, an Assistant Chief/Paramedic, three Captain/Paramedics, and an Administrative Assistant. We currently have nineteen responding Volunteers, which includes six student Volunteers from Central Oregon Community College.

The District currently maintains a fleet of apparatus consisting of (2) Advanced Life Support Ambulances, (2) Command Vehicles, (1) 5-ton Heavy brush truck, (2) Water Tender's, (1) Type 6 Wildland Fire truck, (1) Structure fire engine, (1) Interface fire engine, along with a trailer for our Rope Rescue operations.

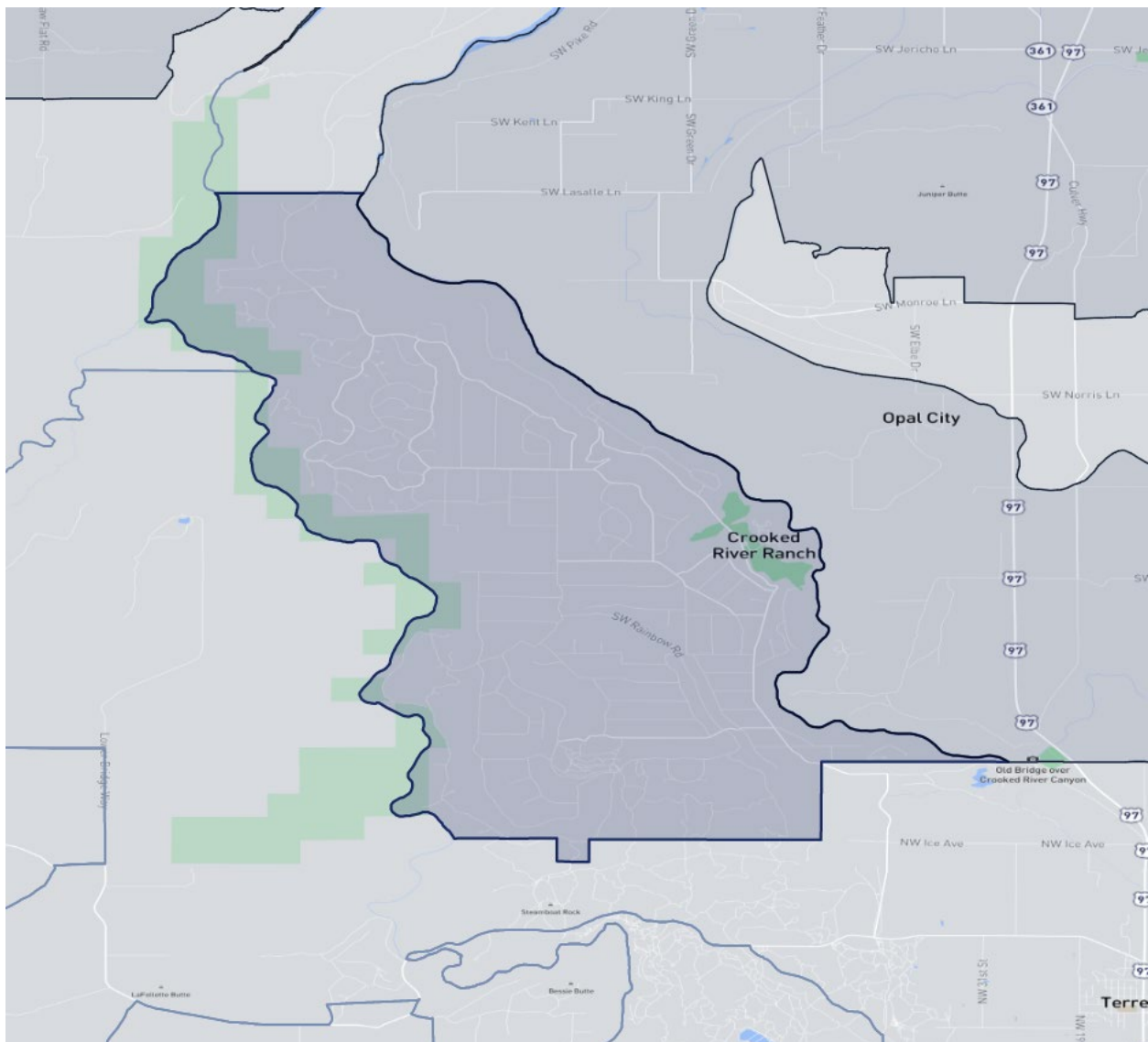
The services we provide are augmented by the Central Oregon Mutual Aid Agreement that established a mechanism to receive emergency response from regional fire agencies. Under this same agreement the District also provides services in the areas surrounding the District, as requested. These partners include the following: Redmond Fire & Rescue, Bend Fire & Rescue, Jefferson County RFPD #1, Cloverdale RFPD, Sisters-Camp Sherman Fire & Rescue, LaPine Fire & Rescue, Sunriver Fire & Rescue, Black Butte Ranch Fire District, Alfalfa Fire District, Warm Springs Fire & Safety, Jefferson County EMS, Oregon Department of Forestry, Bureau of Land Management and US Forest Service.



## Demographics/Population...

Most of the Ranch lies in Jefferson County, with a small portion of it in Deschutes County. According to the United States Census Bureau from 2020, Jefferson County has a total population of 24,502. Out of the 24,502, there are 4,912 people in Crooked River Ranch. With properties still being developed in the future, this brings an increase in property tax revenue which is the backbone for our District.

According to 2019 statistics, the average age of our residents in our community is 59.5 of age, which means our residents are coming to this area mostly to retire, besides enjoying the recreational opportunities the area has to offer.



# Crooked River Ranch Rural Fire Protection District

## Our Mission

*“Serving the community of Crooked River Ranch by providing superior service through Prevention, Education, Emergency Response and Community Involvement”*

## Our Vision

*“Provide the best service and protection for our community, in a cost-effective manner”*

## Our Core Values

*Service – Dedication to our Community*

*Professionalism – Honoring the Firefighter Oath*

*Integrity – Upholding moral and ethical conduct at all times*

*Respect – Embracing diversity and recognizing individual worth*

*Innovation – Taking creative risks to adapt and improve*

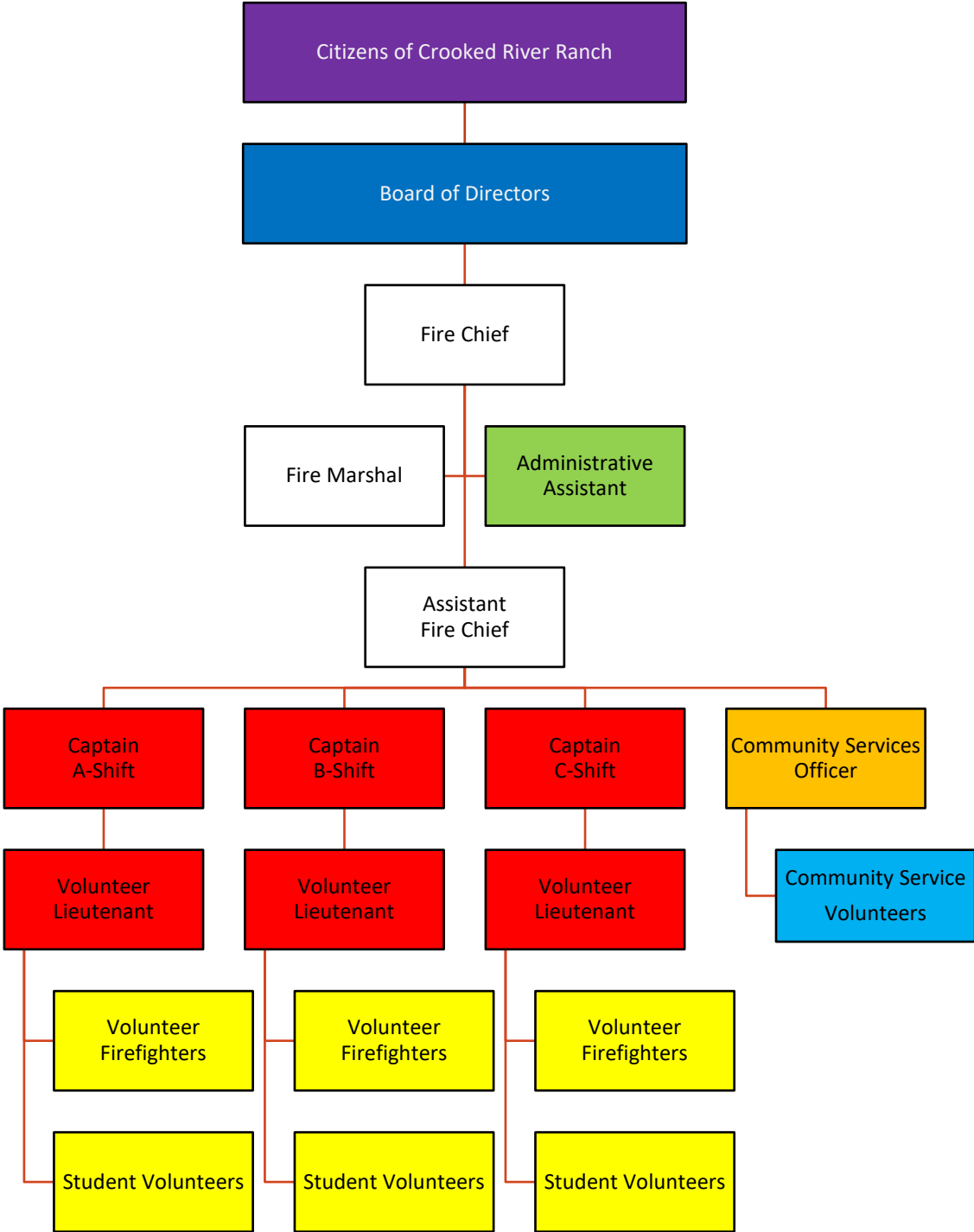
*Trust – Reliance on the integrity, strength, and ability of our members*

*Bravery – Courage is the foundation of our character*

*Caring – be safe, do no harm and be nice*

*Fiscal Responsibility – Protect the public trust by being fiscally accountable to our constituents*

# Organizational Chart





## Fleet/Apparatus



(571) Ambulance



(572) Ambulance



(521) Structure Engine



(522) Interface Engine



(531) Water Tender



(532) Water Tender



(592) Support



(541) Light Brush Truck



542) Heavy Brush Truck



# Financial Concerns



The path ahead to 2022/2023 leads to some concerns for the District. One of which is our call volume. This has been increasing, year after year. This is due to the current COVID-19 pandemic, our aging population and many visitors coming to Crooked River Ranch. We currently give our constituents a high level of service, however with the increase of back-to back calls this past year, there are days where we face shortages of volunteers/personnel to pick up the second out calls. Crooked River Ranch Fire & Rescue continues to maintain the level of services that residents have come to expect. But with the depleting shortage of volunteers who are available, we are looking into an additional career firefighter/paramedic.

The second concern we are facing is an aging fleet of apparatus. In maintaining their annual servicing comes issues on each one. We are not going to run out of ambulances or fire engines, but it is a daily chess game of making sure that our vehicles are on the road and serviced properly. We are pursuing grant funding to purchase a new fire engine that will suit our needs for both structural and wildland firefighting. We have just sold one of our 5-ton military style apparatus that was rarely utilized, and its firefighting equipment is available for quick restocking of other apparatus after a fire.



- Fund the daily operations of Crooked River Ranch Fire & Rescue to include 24/7 staffing levels with paid Captains/Paramedics.
- Maintain and safeguard the value and condition of the District's station, apparatus, and equipment. To provide training and education to volunteers and paid staff to ensure and maintain enthusiastic, creative, and dedicated employees.
- Continue to maintain and update our replacement schedule of certain fire and rescue related tools and equipment, which will allow us to render quality services to our residents now and in the future.

## Significant Budget Needs...

- WUI (Wildland-Urban Interface) Engine
- Additional firefighter/paramedic
- Upgrade the floor heat in the station's apparatus bays



## Challenges We Face...

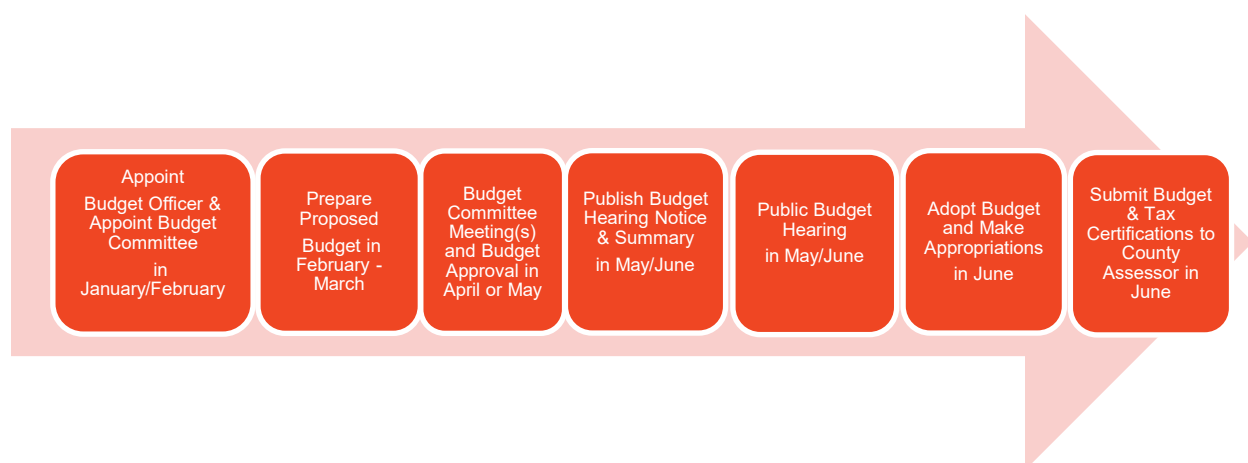
- 1) The availability of Volunteers in our District and staffing for back-to-back calls.
- 2) Recruitment of Volunteers.
- 3) Aging fleet of apparatus and funds to replace it.
- 4) Balancing the rising costs of retirement benefits/PERS, health care and personnel costs.
- 5) State and Federal requirements/mandates for the COVID-19 virus.

## Basis of Accounting / Budget Process...

The District's budget operates on a modified cash basis of accounting. The District budgets all funds in accordance with the requirements of state law. Annual appropriated budgets are adopted for the general, debt service, and capital reserve funds. The budget document was developed to serve as the financial plan required to conduct the goals and objective for the ensuing fiscal year. It is intended to provide financial guidelines for programs and functions within the fire district. Separate summary pages are presented for the following categories: Personnel Services, Materials and Services, Capital Outlay, and other Expenditures to include special appropriations that are not included in the prior categories.

The budget process for the District begins with the appointment of the budget officer, which for the fiscal year of 2022/2023 is the Fire Chief. The proposed budget is created and includes historical and empirical data from previous budgets, external economic indicators and conditions and other factors that could impact the District's fiscal environment. The staff works together in a collaborative effort to submit their individual budgets to the District administrative staff. The objective is to work together and produce a budget that is fiscally sound. Once the proposed budget has been reviewed and balanced by the District Administrative staff, it then goes before the budget committee. This committee is made up of the five District Board members and five appointed community budget committee members. The Budget committee reviews the document, makes any necessary changes, and then approves the budget to go before the Board at the budget hearing. After adoption, the budget document is then submitted to Deschutes and Jefferson Counties.

Oregon law allows for the District to amend the adopted budget through two options depending on the amount to be appropriated. If the change is 10% or less than the annual budget, the supplemental budget may be adopted at a regular meeting and is adopted by a resolution. If the change is more than 10%, a public hearing is required, and the appropriation is adopted by a resolution.



## Budget Calendar...

| DATE              | ACTION   |
|-------------------|--|
| January 20, 2022  | Appoint Budget Officer at Board Meeting/Approve Budget Calendar                            |
| February 17, 2022 | Appoint Citizen Budget Committee Members by this date                                      |
| April 15, 2022    | Budget Document/Presentation is due for publication to Board/Committee Members & Residents |
| April 20th 2022   | Publish 1 <sup>st</sup> Notice of Budget Committee meeting in Newspapers/Website           |
| May 5, 2022       | 1 <sup>st</sup> Budget Committee Meeting @ 6:00 pm   |
| May 9, 2022       | Publish 2 <sup>nd</sup> Notice of Budget Committee meeting (if necessary)                  |
| May 19, 2022      | 2 <sup>nd</sup> Budget Committee Meeting (if necessary), prior to Board Meeting            |
| May 31, 2022      | Publish Notice of Public Budget Hearing (LB50) in newspaper                                |
| June 16, 2022     | Hold Public Budget Hearing prior to Board meeting  |
| June 16, 2022     | Enact Resolution to Adopt Budget at Board meeting at Board Meeting                         |
| June 30, 2022     | File Form LB-1 & submit Tax Certification to Deschutes & Jefferson County                  |



### In our current fiscal year, we have been awarded the following:

- Awarded the Volunteer Firefighter Assistance grant from Oregon Department of Forestry to purchase new 1 ¾” hose and new nozzles for all our 1 ¾” handlines. It also allowed us to purchase two new 2 ½” nozzles for 521 and 522. This is in the amount of \$10,000.
- Awarded another Staffing for Adequate Fire and Emergency Response (SAFER) grant. This grant will continue our volunteer stipend program, physicals for new volunteers and new structural Personal Protective Equipment for new volunteers over the next four years. This amount is \$313,400.

As of November of 2021, we have applied for the Assistance to Firefighter Grant through FEMA. This is for the purchase of a new Wildland Urban Interface Engine, along with an Exhaust Removal System in the apparatus bay to reduce the carcinogens produced from the apparatus. We anticipate hearing from FEMA in the fall of this year as to whether we will be awarded this grant.

We are also applying for the Gary Sinise Foundation grant for extrication equipment that is needed for the District.

## Tax Projections...

We have received our Detailing of Taxing District information for 2021/22 tax year from **Jefferson County**. This report displays our levy authority, the taxable assessed valuation for the District (minus the value for urban renewal), and the loss due to Measure 5 Compression (if any).

The following amounts are listed below:

|                              |              |
|------------------------------|--------------|
| Bond Fund #796:              | \$168,026.98 |
| General Fund #663:           | \$667,711.46 |
| Local Option Levy Fund #662: | \$323,334.61 |

The following amounts are the 2022/23 Property Tax Revenue Projections:

|                              |            |
|------------------------------|------------|
| Local Option Levy Fund #662: | \$336,712. |
| General Fund #663:           | \$695,329. |

**Deschutes County** submitted their Detailing of Taxing District information for 2021/2022 which is listed below:

|                              |              |
|------------------------------|--------------|
| General Fund #280:           | \$ 63,848.73 |
| Bond Fund #282:              | \$ 16,067.13 |
| Local Option Levy Fund #283: | \$ 30,918.62 |

Unfortunately, Deschutes County does not submit tax projections for upcoming fiscal year.



## Our Income Resources for the District

**Available Cash on hand** is estimates based on current spending forecasts for the remainder of fiscal year 2021/22. This line includes money from the base rate tax and local option levy tax.

**Previously levied taxes estimated to be received** are the total taxes owed for Jefferson and Deschutes Counties which are taken from the June 30, 2021, audit of Fire District funds. Historically we receive approximately one third of these owed taxes each year. The amount listed represents approximately 30% of the total owed taxes for both counties combined. Jefferson County is still showing slight signs of increased value and new construction remains active throughout the county adding additional value to many taxing districts.

The **Interest** we are using is the prior year's actual amount. This amount is estimated each year.

We are not anticipating any **Transferred IN, from other funds** into the general fund for this budget.

**Ambulance Billing** is based on an average from the revenue received from ambulance transports. This is compared to the number of ambulance transports, their billed amounts, and collections rates. The District is currently averaging 325 transports per year, which is a significant increase compared to the prior year.

**Contractual Income** is contractual money received from outside agencies for contracted services, as well as money received for hosting Paramedic Internships through Central Oregon Community College.

**Emergency Address Sign** revenue for new and replacement signage is an estimate from prior year actuals. Currently, the requests for the signs have been steady which is a good indicator that we are seeing growth in our District.

**Fire Med** revenue is based on an average of 300 member accounts at \$45 per membership. The memberships have increased by four additional memberships from the prior fiscal year. In taking a poll from all the other fire districts in the state, we are the lowest amount. We are seeing a rising costs of postage, etc., so we may want to consider raising our annual membership by a nominal amount for the future.

**Grant Funds** includes funds received from the SAFER grant that we were awarded to the District in the 2021/2022 fiscal year. These funds are spread out over a four-year period and are due to expire in November 2025.

**Miscellaneous Income** is estimated based on prior year's income and includes insurance longevity credits, along with any fees received for public records research and fees charged for standby at events and donations to the District.

**Sale of Assets** would be any aging apparatus or equipment with value that has been deemed surplus.

**Training Income** is an estimated figure. We do not know what classes our District will be sponsoring at this time, but we are encouraged by the interest in our new training facility by other fire districts who would like to utilize the building.

**Conflagration income** is not factored in this budget at this time, as we do not know if any of our personnel will be deployed. Conflagration payments may be added to the budget by special Resolution during the budget year.

**Taxes estimated to be received** are based in an estimate by Jefferson County. Jefferson County reports an approximated 94% collection rate, which is applied to their estimates for our budgeting purposes. We use the actual taxes levied amount reported for fiscal year 2021/22 for budgeting purposes. Deschutes County does report an approximate 94% collection rate, which is applied to the fiscal year 2022/23 actual taxes levied for our budget estimate. We have chosen to use a collection rate of 91% because of current economic and financial uncertainties.

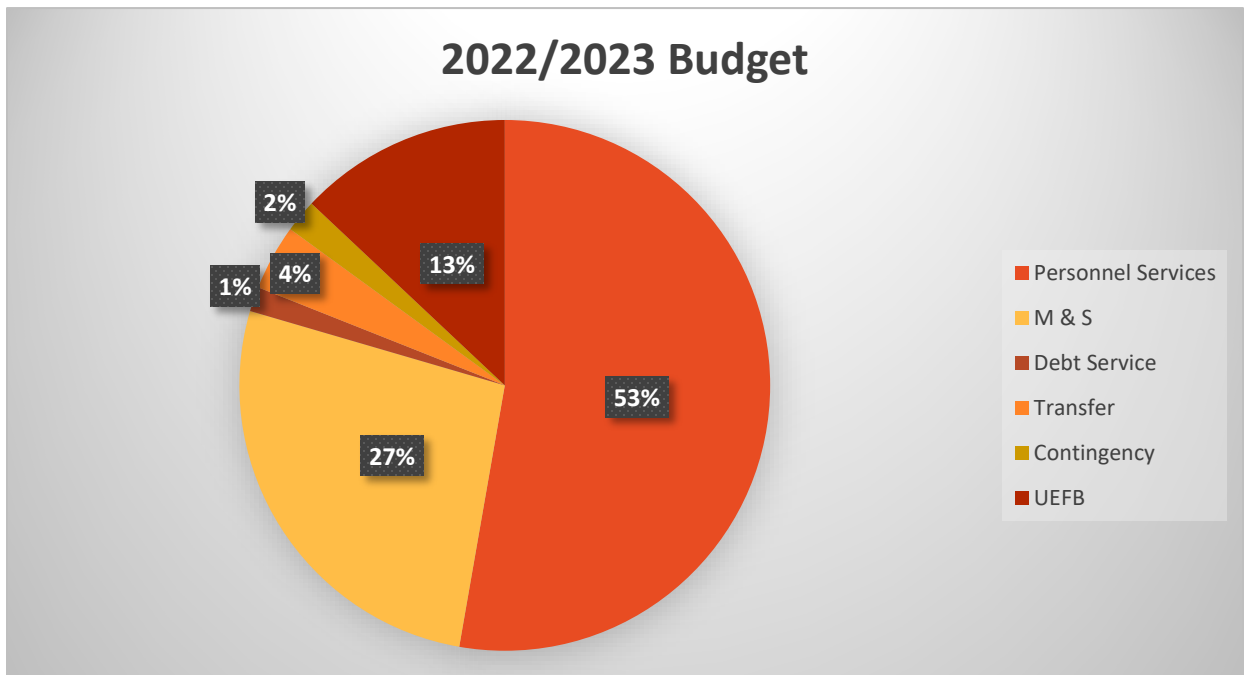
## General Fund – Income Resources

| Resources                       | FY 2019/20 Actual | FY 2020/21 Actual | FY 2021/22 Approved Budget by Resolution or Supplemental | FY 2022/23 Proposed | FY 2022/23 Approved/ Amended |
|---------------------------------|-------------------|-------------------|--|---------------------|------------------------------|
| Available Cash on Hand          | 328,767           | 433,869           | 521,135  | 510,000             |                              |
| Previously Levied Taxes         |                   |                   |  |                     |                              |
| Estimated to be Received        | 23,943            | 31,712            | 20,000   | 25,000              |                              |
| Interest                        | 22                | 6                 | 7,500  | 5,000               |                              |
| Transferred in from other Funds | 0                 | 0                 | 0  | 0                   |                              |
| Ambulance Billing               | 202,736           | 234,101           | 200,000  | 250,000             |                              |
| Contractual Income              | 0                 | 1,098             | 400  | 800                 |                              |
| Emergency Address Signs         | 400               | 500               | 500  | 500                 |                              |
| Fire Med Memberships            | 13,680            | 13,275            | 13,500   | 13,500              |                              |
| Grant Funds                     | 171,474           | 79,378            | 151,008  | 78,350              |                              |
| Miscellaneous Income            | 13,831            | 9,378             | 5,000  | 5,000               |                              |
| Sale of Assets                  | 10,000            | 13,002            | 15,000   | 0                   |                              |
| Training                        | 0                 | 0                 | 500  | 500                 |                              |
| Conflagration Revenue           | 0                 | 42,791            | 7,661  | 0                   |                              |
| <b>Total Resources:</b>         | <b>764,853</b>    | <b>859,110</b>    | <b>942,204</b>   | <b>888,650</b>      |                              |
| Taxes Estimated to be Received: |                   |                   | 979,441  | 1,027,982           |                              |
| Taxes Collected in Year Levied: | 949,904           | 995,486           |  |                     |                              |
| <b>Total Resources:</b>         | <b>1,714,757</b>  | <b>1,854,596</b>  | <b>1,921,645</b>   | <b>1,916,632</b>    |                              |

**Notes:**

## Expenditures Categories...

The District's expenditures are broken into six distinct categories within each cost center. These categories include Personnel Services, Materials & Services, Debt Service, Capital Outlay, Contingency, and Transfer. If you include the Unappropriated Ending Fund Balance this upcoming fiscal year, we anticipate a total of \$1,916,632 which is divided among the categories listed below.



Due to the size of our District and budgets in the past, we have been able to maintain the current personnel of six career employees. In the months of June/July/August/September, we employ five to six part-time employees to fill in on shifts where needed. We currently have nineteen volunteers (was twenty-two in 2021). They receive a stipend for the time they are available to assist us on calls. The volunteer stipends are funded through Staffing for Adequate Fire and Emergency Response (SAFER) grant funds through November 2025.

Over the past year, we have had discussions about adding an additional career firefighter/paramedic and what that would look like. As the number of calls has increased, so has the strain on our personnel. In 2021 we had 55 back-to-back calls. The additional firefighter/paramedic would work 40 hours a week. By adding an additional firefighter/paramedic this will provide additional staffing during peak day-time hours and potentially offset the additional overtime costs incurred from employees being out on vacation, sick time, or FMLA time. If this position is approved and filled it will be covered the collective bargaining agreement with the IAFF.

## Historical Call Data 2015 to 2021

|  | 2015       | 2016       | 2017       | 2018       | 2019       | 2020       | 2021       |
|--|------------|------------|------------|------------|------------|------------|------------|
| <b>Fire</b>  | 18         | 18         | 33         | 33         | 19         | 37         | 22         |
| <b>Overpressure, Explosion, Overheat (No Fire)</b> | 0          | 1          | 0          | 0          | 0          | 0          | 0          |
| <b>Rescue &amp; Emergency Medical Services</b>     | 290        | 321        | 336        | 400        | 397        | 406        | 468        |
| <b>Hazardous Conditions</b>                        | 2          | 2          | 7          | 7          | 5          | 5          | 7          |
| <b>Service Call</b>                                | 50         | 52         | 79         | 102        | 69         | 84         | 62         |
| <b>Good Intent Call</b>                            | 54         | 56         | 53         | 58         | 68         | 62         | 64         |
| <b>False Alarm/Call</b>                            | 23         | 12         | 27         | 20         | 20         | 14         | 4          |
| <b>Severe Weather/Natural Disaster</b>             | 0          | 1          | 0          | 0          | 0          | 1          | 0          |
| <b>Special Incidents</b>                           | 0          | 0          | 2          | 2          | 0          | 2          | 0          |
| <b>Total Calls/Year</b>                            | <b>437</b> | <b>463</b> | <b>537</b> | <b>622</b> | <b>578</b> | <b>611</b> | <b>627</b> |

Call volume has increased 38.2% over the last seven (7) years.

## General Fund Expense – Personnel Services

| Position/Service                      | FY 2019/20 Actual | FY 2020/21 Actual | FY 2021/22 Approved Budget by Resolution or Supplemental | FY 2022/23 Proposed | FY 2022/23 Approved /Amended |
|---------------------------------------|-------------------|-------------------|--|---------------------|------------------------------|
| Fire Chief (1)                        | 80,179            | 82,194            | 87,524   | 87,524              |                              |
| Assistant Fire Chief (1)              | 56,851            | 69,656            | 67,049   | 68,229              |                              |
| Administrative Asst. (1)              | 35,457            | 36,359            | 39,403   | 41,045              |                              |
| Admin. Asst. O/T                      | 716               | 875               | 1,343  | 2,798               |                              |
| Shift Personnel Wages (3)             | 181,254           | 185,361           | 188,023  | 192,121             |                              |
| Shift Personnel O/T                   | 42,591            | 35,119            | 45,920   | 46,614              |                              |
| 40-Hr FF/Paramedic (1)                |                   |                   |  | 38,777              |                              |
| 40-Hr FF/Paramedic OT                 |                   |                   |  | 7,932               |                              |
| Part-Time Personnel (5)               | 18,639            | 17,941            | 33,840   | 33,840              |                              |
| Employee Benefits                     | 153,215           | 154,468           | 183,359  | 213,589             |                              |
| PERS                                  | 117,251           | 119,332           | 151,969  | 169,589             |                              |
| Payroll Taxes                         | 38,175            | 39,818            | 44,687   | 48,671              |                              |
| Workers Comp/Grp Accident             | 15,737            | 14,325            | 16,000   | 17,500              |                              |
| Volunteer Stipends                    | 48,644            | 33,570            | 73,000   | 36,500              |                              |
| Volunteer Conflagration Reimbursement | 0                 | 6,181             | 1,532  | 0                   |                              |
| Student Volunteer Stipends            | 7,560             | 7,155             | 7,290  | 7,290               |                              |
| <b>Total:</b>                         | <b>796,269</b>    | <b>802,354</b>    | <b>940,969</b>   | <b>1,012,019</b>    |                              |

Notes:

## General Fund Expenses – Materials & Services

| Description                            | FY<br>2019/20<br>Actual | FY<br>2020/21<br>Actual | FY 2021/22<br>Approved<br>Budget by<br>Resolution or<br>Supplemental | FY 2022/23<br><b>Proposed</b> | FY 2022/23<br>Approved/<br>Amended |
|--|-------------------------|-------------------------|--|-------------------------------|------------------------------------|
| Administration                         | 16,855                  | 21,333                  | 16,000   | 20,000                        |                                    |
| Building Maintenance                   | 16,483                  | 37,667                  | 35,000   | 35,000                        |                                    |
| Department Services                    | 2,012                   | 1,563                   | 3,000  | 5,000                         |                                    |
| <b>Dispatch Services</b>               | <b>63,814</b>           | <b>67,036</b>           | <b>71,612</b>  | <b>64,898</b>                 |                                    |
| <b>EMS Operations</b>                  | <b>33,281</b>           | <b>45,287</b>           | <b>45,000</b>  | <b>45,000</b>                 |                                    |
| <b>Fire Operations</b>                 | <b>22,902</b>           | <b>20,884</b>           | <b>67,535</b>  | <b>39,300</b>                 |                                    |
| Fuel                                   | 10,493                  | 9,757                   | 15,000   | 15,000                        |                                    |
| <b>Insurance</b>                       | <b>30,515</b>           | <b>30,490</b>           | <b>36,000</b>  | <b>37,515</b>                 |                                    |
| Prevention                             | 781                     | 1,059                   | 1,500  | 2,000                         |                                    |
| <b>Professional Services</b>           | <b>17,737</b>           | <b>48,910</b>           | <b>45,000</b>  | <b>19,000</b>                 |                                    |
| Radios/Communication                   | 3,159                   | 3,055                   | 25,150   | 16,000                        |                                    |
| Rope Rescue<br>Operations              | 1,405                   | 1,460                   | 3,000  | 3,000                         |                                    |
| Training                               | 8,206                   | 15,765                  | 27,715   | 30,000                        |                                    |
| Travel                                 | 7,631                   | 558                     | 5,000  | 5,000                         |                                    |
| Tuition<br>Reimbursement               | 24,843                  | 29,493                  | 31,500   | 31,500                        |                                    |
| Uniforms                               | 4,613                   | 4,392                   | 5,713  | 7,000                         |                                    |
| Utilities                              | 21,908                  | 22,348                  | 25,000   | 29,000                        |                                    |
| <b>Vehicle/ Equip.<br/>Maintenance</b> | <b>27,255</b>           | <b>23,209</b>           | <b>35,000</b>  | <b>35,000</b>                 |                                    |
| Volunteer Incentive<br>Program         | 17,050                  | 17,530                  | 22,600   | 22,600                        |                                    |
| Wellness Program                       | 4,519                   | 3,673                   | 10,000   | 10,000                        |                                    |
| SAFER Grant<br>Expenditures            | 8,097                   | 13,481                  | 68,008   | 41,850                        |                                    |
| <b>Total:</b>                          | <b>343,559</b>          | <b>418,950</b>          | <b>592,333</b>   | <b>513,663</b>                |                                    |

**Notes:**

## General Fund Expenses – Capital Outlay/Grants

| Description                                  | FY<br>2019/20<br>Actual | FY<br>2020/21<br>Actual | FY<br>2021/22<br>Approved | FY 2022/23<br>Proposed | FY 2022/23<br>Approved/<br>Amended |
|--|-------------------------|-------------------------|---------------------------|------------------------|------------------------------------|
| EMS Capital Purchases                        | 66,480                  | 10,502                  | 0                         | 0                      |                                    |
| Fire Capital Purchases                       | 60,530                  | 0                       | 0                         | 0                      |                                    |
| <b>GRANT AWARD EXPENDITURES</b>              |                         |                         |                           |                        |                                    |
| <b>TOTAL CAPITAL OUTLAY &amp;<br/>GRANTS</b> | <b>127,010</b>          | <b>10,502</b>           | <b>0</b>                  | <b>0</b>               |                                    |

Notes:

## General Fund Expenses – Debt Services

| Description                                | FY<br>2019/20<br>Actual | FY<br>2020/21<br>Actual | FY<br>2021/22<br>Approved | FY 2022/23<br>Proposed | FY 2022/23<br>Approved/<br>Amended |
|--|-------------------------|-------------------------|---------------------------|------------------------|------------------------------------|
| Ambulance<br>Financing                     | 165,800                 | 27,046                  | 27,046                    | 27,046                 |                                    |
| <b>Total Debt Services<br/>Requirement</b> | <b>165,800</b>          | <b>27,046</b>           | <b>27,046</b>             | <b>27,046</b>          |                                    |

Notes:

## Capital Reserve Fund

| Resources                                      | FY 2019/20 Actual | FY 2020/21 Actual | FY 2021/22 Approved/ Supplemental Budget | FY 2022/23 Proposed | FY 2022/23 Approved/ Amended |
|--|-------------------|-------------------|--|---------------------|------------------------------|
| Cash on Hand                                   | 173,182           | 94,858            | 359,000                                  | 349,035             |                              |
| Interest                                       | 2,841             | 3,044             | 2,750                                    | 2,750               |                              |
| Transferred IN, from other funds               | 13,909            | 0                 | 50,000                                   | 75,000              |                              |
| Grant Funds/Revenue                            | 21,217            | 273,839           | 0  | 0                   |                              |
| Misc. Income                                   | 0                 | 0                 | 5,000                                    | 0                   |                              |
| Other financing sources                        | 0                 | 0                 | 0  | 0                   |                              |
| <b>Total Resources</b>                         | <b>211,149</b>    | <b>371,741</b>    | <b>416,750</b>                           | <b>426,785</b>      |                              |
| <b>Requirements</b>                            |                   |                   |  |                     |                              |
| Apparatus Capital Purchases                    | 234,876           | 0                 | 50,000                                   | 10,000              |                              |
| Building Capital Purchases                     | 0                 | 26,016            | 0  | 45,000              |                              |
| EMS Capital Purchases                          | 0                 |                   | 38,000                                   | 0                   |                              |
| Training Capital Purchases                     | 0                 | 17,749            | 5,000                                    | 0                   |                              |
| Capital Contingency                            | 0                 | 0                 | 100,000                                  | 100,000             |                              |
| Total requirements, except future expenditures | 234,876           | 43,765            | 193,000                                  | 155,000             |                              |
| <b>Reserved for Future Expenditures</b>        | <b>134,250</b>    | <b>327,976</b>    | <b>223,750</b>                           | <b>271,785</b>      |                              |
| <b>Total Requirements</b>                      | <b>369,126</b>    | <b>371,741</b>    | <b>416,750</b>                           | <b>426,785</b>      |                              |

Notes:



## Bond Fund (for Station)

| Description/ Requirements                        | FY<br>2019/20<br>Actual | FY<br>2020/21<br>Actual | FY<br>2021/22<br>Approved | FY<br>2022/23<br>Proposed | FY<br>2022/23<br>Approved/<br>Amended |
|--|-------------------------|-------------------------|---------------------------|---------------------------|---------------------------------------|
| <b>Resources</b>                                 |                         |                         |                           |                           |                                       |
| Cash on hand (cash basis) or                     | 4,213                   | 2,268                   | 8,529                     | 12,223                    |                                       |
| Previously levied taxes estimated to be received | 2,500                   | 2,500                   | 3,500                     | 3,500                     |                                       |
| Earnings from temporary investments              | 600                     | 600                     | 300                       | 300                       |                                       |
| Transferred IN, from other fund(s)               | 0                       |                         | 0                         | 0                         |                                       |
| Total resources, except taxes to be levied       | 7,313                   | 5,968                   | 12,329                    | 16,023                    |                                       |
| Taxes estimated to be received                   | 168,603                 | 183,985                 | 184,087                   | 184,203                   |                                       |
| Taxes collected in year levied                   |                         |                         |                           |                           |                                       |
| <b>TOTAL RESOURCES</b>                           | <b>175,916</b>          | <b>189,953</b>          | <b>196,416</b>            | <b>200,226</b>            |                                       |
| <b>Requirements</b>                              |                         |                         |                           |                           |                                       |
| Bond Principal Payments                          |                         |                         |                           |                           |                                       |
| Budgeted Payment Date: 1/1/2023                  | 110,000                 | 120,000                 | 130,000                   | 135,000                   |                                       |
| <b>TOTAL PRINCIPAL</b>                           | <b>110,000</b>          | <b>120,000</b>          | <b>130,000</b>            | <b>135,000</b>            |                                       |
| Bond Interest Payments                           |                         |                         |                           |                           |                                       |
| Budgeted Payment Date: 1/1/2023                  | 28,582                  | 27,218                  | 25,730                    | 24,118                    |                                       |
| 6/30/2023  | 27,218                  | 25,730                  | 24,118                    | 22,444                    |                                       |
| <b>TOTAL INTEREST</b>                            | <b>55,800</b>           | <b>52,948</b>           | <b>49,848</b>             | <b>46,562</b>             |                                       |
| Total Unappropriated Ending Fund Balance         | 10,116                  | 17,005                  | 16,568                    | 18,664                    |                                       |
| <b>TOTAL REQUIREMENTS</b>                        | <b>175,916</b>          | <b>189,953</b>          | <b>196,416</b>            | <b>200,226</b>            |                                       |

Notes:

# General Fund Budget Variance – March 2022



**Budget Variance**  
**Crooked River Ranch Fire & Rescue**  
**General Fund**  
**For the month ended 31 March 2022**  
**Cash Basis**

|                                 | March<br>Actual    | YTD Actual            | Budget                | Var USD           | Var %          |
|---------------------------------|--------------------|-----------------------|-----------------------|-------------------|----------------|
| <b>Revenue</b>                  |                    |                       |                       |                   |                |
| Ambulance Billing               | \$19,427.36        | \$200,699.30          | \$200,000.00          | \$699.30          | 0.3496%        |
| Beginning Fund Balance          | \$0.00             | \$596,453.11          | \$521,135.00          | \$75,318.11       | 14.4527%       |
| Conflagration Revenue           | \$0.00             | \$7,660.87            | \$7,661.00            | -\$0.13           | -0.0017%       |
| Contractual Income              | \$0.00             | \$400.00              | \$400.00              | \$0.00            | 0.0%           |
| Emergency Address Signs         | \$100.00           | \$575.00              | \$500.00              | \$75.00           | 15.0%          |
| Fire Med                        | \$1,035.00         | \$9,720.00            | \$13,500.00           | -\$3,780.00       | -28.0%         |
| Grant Funds                     | \$23,990.00        | \$50,396.00           | \$151,008.00          | -\$100,612.00     | -66.6269%      |
| Interest                        | \$436.94           | \$3,018.02            | \$7,500.00            | -\$4,481.98       | -59.7597%      |
| Misc. Income                    | \$415.00           | \$7,563.65            | \$5,000.00            | \$2,563.65        | 51.273%        |
| Previously Levied Taxes         | \$2,080.69         | \$22,593.91           | \$20,000.00           | \$2,593.91        | 12.9696%       |
| Sale of Assets/Apparatus        | \$16,200.00        | \$16,200.00           | \$15,000.00           | \$1,200.00        | 8.0%           |
| Taxes Collected in Year Levied  | \$7,345.77         | \$1,013,118.00        | \$979,441.00          | \$33,677.00       | 3.4384%        |
| Training Income                 | \$0.00             | \$0.00                | \$500.00              | -\$500.00         | -100.0%        |
| <b>Total Revenue</b>            | <b>\$71,030.76</b> | <b>\$1,928,397.86</b> | <b>\$1,921,645.00</b> | <b>\$6,752.86</b> | <b>0.4%</b>    |
| <hr/>                           |                    |                       |                       |                   |                |
| <b>Gross Profit</b>             | <b>\$71,030.76</b> | <b>\$1,928,397.86</b> | <b>\$1,921,645.00</b> | <b>\$6,752.86</b> | <b>0.3514%</b> |
| <hr/>                           |                    |                       |                       |                   |                |
| <b>Operating Expenses</b>       |                    |                       |                       |                   |                |
| Contingency                     | \$0.00             | \$0.00                | \$61,297.00           | -\$61,297.00      | -100.0%        |
| Transfer Out                    | \$0.00             | \$50,000.00           | \$50,000.00           | \$0.00            | 0.0%           |
| <br>                            |                    |                       |                       |                   |                |
| <b>Debt Services</b>            |                    |                       |                       |                   |                |
| Debt Service: Apparatus Payment | \$0.00             | \$27,045.17           | \$27,046.00           | -\$0.83           | -0.0031%       |
| <b>Total Debt Services</b>      | <b>\$0.00</b>      | <b>\$27,045.17</b>    | <b>\$27,046.00</b>    | <b>-\$0.83</b>    | <b>0.0%</b>    |
| <hr/>                           |                    |                       |                       |                   |                |
| <b>Materials &amp; Services</b> |                    |                       |                       |                   |                |
| Administration                  | \$603.56           | \$11,744.86           | \$16,000.00           | -\$4,255.14       | -26.5946%      |
| Building Maintenance & Supplies | \$2,880.78         | \$16,069.05           | \$35,000.00           | -\$18,930.95      | -54.0884%      |
| Department Services             | \$303.93           | \$2,073.60            | \$3,000.00            | -\$926.40         | -30.88%        |
| Dispatch Services               | \$5,019.96         | \$70,228.21           | \$71,612.00           | -\$1,383.79       | -1.9323%       |
| EMS Operations                  | \$1,172.02         | \$34,674.61           | \$45,000.00           | -\$10,325.39      | -22.9453%      |
| Fire Operations                 | \$5,145.97         | \$36,678.81           | \$67,535.00           | -\$30,856.19      | -45.6892%      |
| Fuel                            | \$1,053.73         | \$8,982.42            | \$15,000.00           | -\$6,017.58       | -40.1172%      |
| Insurance                       | \$0.00             | \$34,105.00           | \$36,000.00           | -\$1,895.00       | -5.2639%       |
| Prevention                      | \$0.00             | \$2,439.76            | \$1,500.00            | \$939.76          | 62.6507%       |
| Professional Services           | \$339.62           | \$15,614.90           | \$45,000.00           | -\$29,385.10      | -65.3002%      |
| Radios/Communications           | \$0.00             | \$23,355.72           | \$25,150.00           | -\$1,794.28       | -7.1343%       |

|                                       |                     |                       |                       |                      |                  |
|---------------------------------------|---------------------|-----------------------|-----------------------|----------------------|------------------|
| Rope Rescue Operations                | \$0.00              | \$165.50              | \$3,000.00            | -\$2,834.50          | -94.4833%        |
| SAFER Grant Expenditures              | \$0.00              | \$25,323.20           | \$68,008.00           | -\$42,684.80         | -62.7644%        |
| Training                              | \$3,791.99          | \$13,188.53           | \$25,715.00           | -\$12,526.47         | -48.7127%        |
| Travel                                | \$1,912.86          | \$2,080.22            | \$5,000.00            | -\$2,919.78          | -58.3956%        |
| Tuition Reimbursement                 | \$8,312.50          | \$17,984.25           | \$31,500.00           | -\$13,515.75         | -42.9071%        |
| Uniforms                              | \$276.84            | \$1,820.41            | \$5,713.00            | -\$3,892.59          | -68.1357%        |
| Utilities                             | \$2,642.70          | \$17,301.41           | \$25,000.00           | -\$7,698.59          | -30.7944%        |
| Vehicle/Equipment Maintenance         | \$251.07            | \$29,017.65           | \$35,000.00           | -\$5,982.35          | -17.0924%        |
| Volunteer Incentive Program           | \$0.00              | \$15,700.00           | \$22,600.00           | -\$6,900.00          | -30.531%         |
| Wellness Program                      | \$1,024.00          | \$6,324.93            | \$10,000.00           | -\$3,675.07          | -36.7507%        |
| <b>Total Materials &amp; Services</b> | <b>\$34,731.53</b>  | <b>\$384,873.04</b>   | <b>\$592,333.00</b>   | <b>-\$207,459.96</b> | <b>-35.0%</b>    |
| <b>Personnel Services</b>             |                     |                       |                       |                      |                  |
| Administrative Assistant              | \$2,847.70          | \$29,618.17           | \$39,403.00           | -\$9,784.83          | -24.8327%        |
| Administrative Assistant Overtime     | \$1,336.56          | \$2,055.91            | \$1,343.00            | \$712.91             | 53.0834%         |
| Assistant Chief                       | \$5,071.34          | \$48,271.60           | \$67,049.00           | -\$18,777.40         | -28.0055%        |
| Employee Benefits                     | \$14,151.83         | \$115,826.87          | \$183,359.00          | -\$67,532.13         | -36.8306%        |
| Fire Chief                            | \$6,828.83          | \$62,796.93           | \$87,524.00           | -\$24,727.07         | -28.2518%        |
| Part-Time Personnel                   | \$0.00              | \$15,961.25           | \$33,840.00           | -\$17,878.75         | -52.8332%        |
| Payroll Taxes                         | \$3,504.00          | \$29,608.01           | \$44,687.00           | -\$15,078.99         | -33.7436%        |
| PERS                                  | \$10,094.23         | \$89,719.79           | \$151,969.00          | -\$62,249.21         | -40.9618%        |
| Shift Personnel Overtime              | \$3,054.34          | \$32,339.54           | \$45,920.00           | -\$13,580.46         | -29.5742%        |
| Shift Personnel Wages                 | \$17,412.34         | \$136,296.25          | \$188,023.00          | -\$51,726.75         | -27.5109%        |
| Student Volunteer Stipends            | \$810.00            | \$5,400.00            | \$7,290.00            | -\$1,890.00          | -25.9259%        |
| Volunteer Conflag Reimb.              | \$0.00              | \$1,561.70            | \$1,562.00            | -\$0.30              | -0.0192%         |
| Volunteer Stipends & Benefits         | \$3,600.00          | \$30,100.00           | \$73,000.00           | -\$42,900.00         | -58.7671%        |
| Workers Comp. & Group Acc. Ins.       | \$0.00              | \$15,963.99           | \$16,000.00           | -\$36.01             | -0.2251%         |
| <b>Total Personnel Services</b>       | <b>\$68,711.17</b>  | <b>\$615,520.01</b>   | <b>\$940,969.00</b>   | <b>-\$325,448.99</b> | <b>-34.6%</b>    |
| <b>Total Operating Expenses</b>       | <b>\$103,442.70</b> | <b>\$1,077,438.22</b> | <b>\$1,671,645.00</b> | <b>-\$594,206.78</b> | <b>-35.5462%</b> |
| <b>Net Income / (Loss) before Tax</b> | <b>-\$32,411.94</b> | <b>\$850,959.64</b>   | <b>\$250,000.00</b>   | <b>\$600,959.64</b>  | <b>240.3839%</b> |
| <b>Net Income</b>                     | <b>-\$32,411.94</b> | <b>\$850,959.64</b>   | <b>\$250,000.00</b>   | <b>\$600,959.64</b>  | <b>240.3839%</b> |
| <b>Total Comprehensive Income</b>     | <b>-\$32,411.94</b> | <b>\$850,959.64</b>   | <b>\$250,000.00</b>   | <b>\$600,959.64</b>  | <b>240.3839%</b> |

## The Future of the Fire Service...



According to an article dated December 13, 2021, on Fire Rescue 1, (an industry wide website), Board Members, Columnists, and Fire Chief contributors shared the following projections and predictions for 2022.

- 1) Progressive fire service organizations will be investing in collaboration and partnerships. Not just fire department to fire department, but also with public health, law enforcement, etc.
- 2) The fire service is going to have to continue to compete for qualified and interested applicants throughout the next year. Departments and Districts are going to have to learn how to creatively recruit potential new members, and successfully advertise to keep up with demand.
- 3) Increased demand for a variety of social services in communities. Communities will continue to need more help as we address new concerns from COVID-19. As we have all seen the increased challenges that our law enforcement sisters and brothers encounter over the last few, a higher expectation on service, professionalism and character will also increase for firefighters and paramedics.
- 4) An exponential leap in telehealth and mobile integrated health programs will be on the rise. This will directly impact fire-based EMS providers and the fire service in general. This may negatively impact the general push for fire-based EMS expansions; however, we will see more fire and EMS departments embrace all these relatable fire and EMS programs in comprehensive community risk reduction programs.
- 5) 2022 will all come down to staffing. We continue to see fire departments/districts being challenged in finding people who want to do this job. Cities are seeing far fewer people apply, and when it comes down to background check, far fewer people can pass. On the volunteer side, it is common for departments/districts to tone out with little to no response, or a response of senior members (retirees) of age 60+ attempting to keep the service going.
- 6) We will see an increased focus on resilience – balancing fitness, nutrition, and mental health to improve performance on and off the fire/rescue scene. As an industry, we have been very good and creating awareness about being fit, being aware of our mental health, balancing our home life and in 2022, we

need to put it all together and apply it. First responders need to evaluate lifestyle and habits both at work and at home and create a personal wellness program that focuses on fitness, nutrition, and mental health.

- 7) After two years of mostly distanced and virtual personal connections, the beginning of a change back to face-to-face live training, community events, and social encounters will start happening.
- 8) Firefighters will need more protection from potential violent incidents.



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