BLACK BUTTE RANCH RURAL FIRE PROTECTION DISTRICT







FISCAL YEAR 2024-2025 – PROPOSED BUDGET

Black Butte Ranch Rural Fire Protection District

Black Butte Ranch, Oregon

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INTRODUCTION

Welcome to the proposed budget of the Black Butte Ranch Rural Fire Protection District for Fiscal Year 2024-25 which runs from July 1 through June 30. This Budget has been prepared with many hours of staff time and consideration.

We hope you will find the information helpful and complete as the District strives to provide transparency and thoughtfulness in its finances.

INTRODUCTION OF MEMBERS

BOARD OF DIRECTORS		TERM EXPIRES
Position 1:	Don Bowler	June 30, 2027
Position 2:	Dave Gibson	June 30, 2027
Position 3:	Rodger Gabrielson	June 30, 2027
Position 4:	Thomas Sawyer	June 30, 2025
Position 5:	Larry Stuker	June 30, 2025

The Board of Directors is comprised of five (5) elected community members. Their primary duty is to establish policy for the governance of the District.

BUDGET COMMITTEE	TERM EXPIRES
Susan Waddell	June 30, 2026
Steve Yates	June 30, 2026
Gary Olson	June 30, 2025
Dave Sullivan	June 30, 2024
Rikki Goede	June 30, 2024

The Budget Committee is comprised of the Board of Directors and five (5) citizen volunteers that are appointed by the Board.

DISTRICT ADMINISTRATIVE STAFF

Dan Tucker, Fire Chief	Serving Since 1986
Jason Ellison, Deputy Chief	Serving Since 2022
Jamie Vohs, Administrative Assistant	Serving Since 2011

DISTRICT CAREER STAFF

Shift Captains/Paramedics	Shift Firefighter/Paramedics
Ryan Ahrendt	Grace Schuhmann
Travis Krieck	Tyler Smith
Travis Cooper	Ben White

MISSION & VALUE STATEMENT

Mission Statement:

"Our mission is to safeguard the lives and property of our community through excellence in fire suppression, emergency medical care, public education, and professional development. We are committed to working collaboratively with our fire service partners to ensure the highest level of service for all citizens and visitors of our great community."

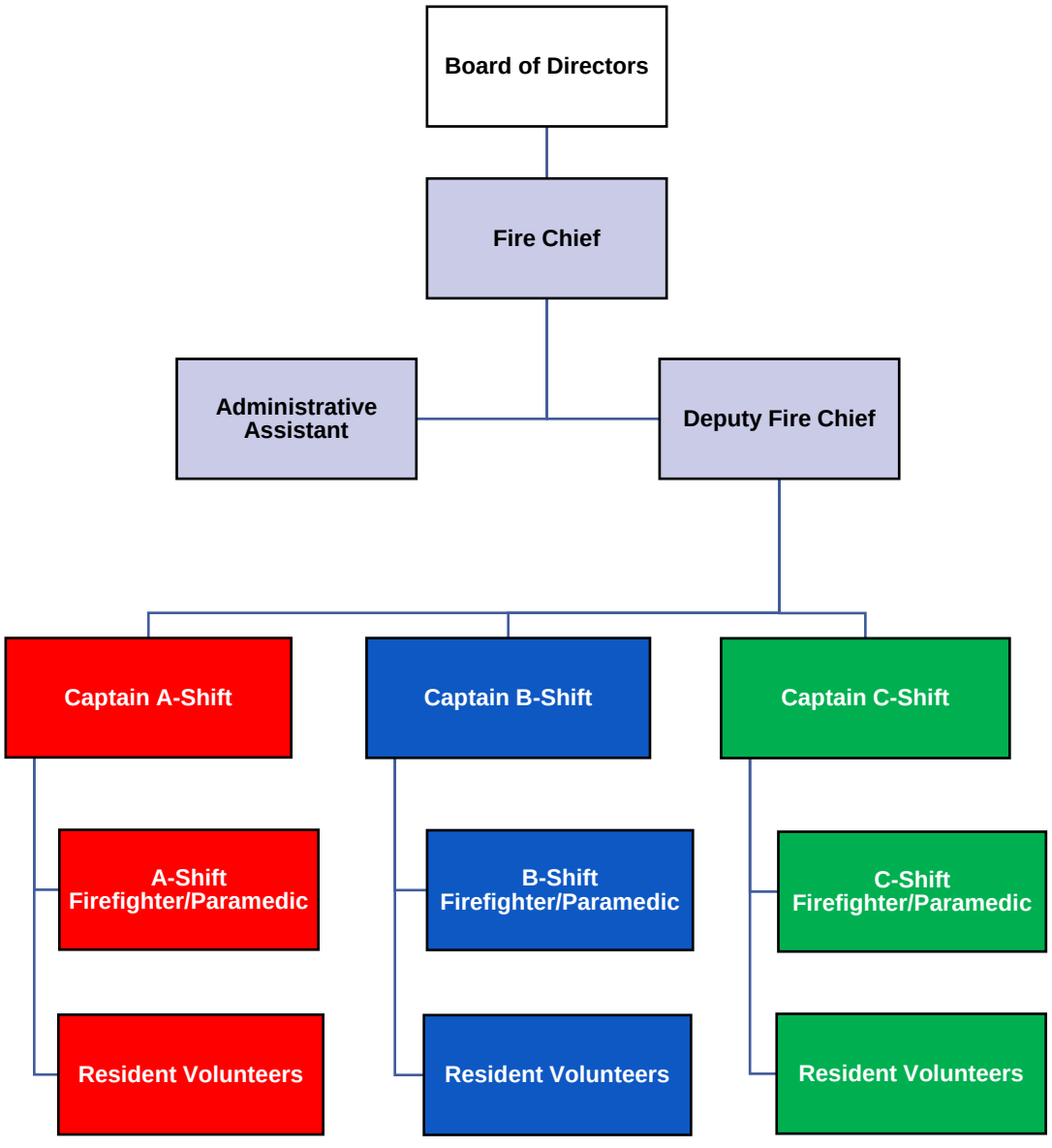
Values:

The following values guide the activities and actions of Black Butte Ranch RFPD. They demonstrate our belief that the manner in which we work and interact with others must be purposeful and carry the same significance as the outcome we are determined to achieve, we value:

- Being Professional
- Being Competent
- Being Respectful
- Being Compassionate
- Above all, Integrity

ORGANIZATIONAL CHART

Organization Chart



PERSONNEL SUMMARY

PAID PERSONNEL	Actual 2021/22	Actual 2022/23	Budgeted 2023/24	Proposed 2024/25
Administration				
Fire Chief	1.00	1.00	1.00	1.00
Deputy Chief	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Line Staff				
Captain/Paramedic	3.00	3.00	3.00	3.00
Firefighter/Paramedic	3.00	3.00	3.00	3.00
Seasonal/Temporary/Part Time	0.36	0.26	1.48	1.54
	9.36	9.26	10.48	10.54

SUMMARY OF PERSONNEL CHANGES

Review of the Past Year

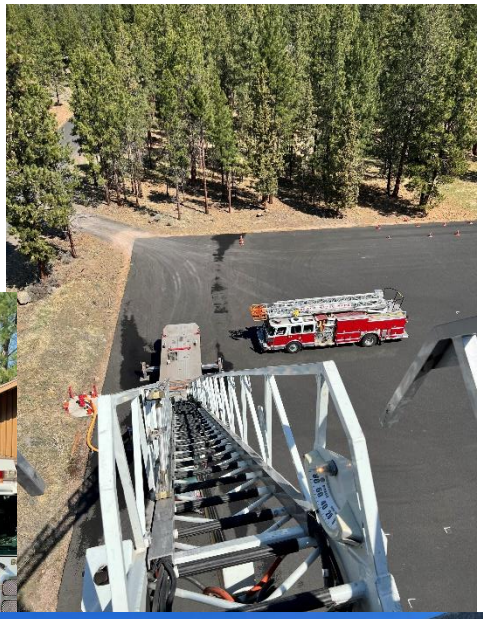
Throughout the preceding year, our organization underwent several personnel transitions. Notably, two esteemed team members, Captain Jared Earnest and Firefighter Josh Guintu, departed to pursue advancement opportunities. Captain Earnest assumed the role of Deputy Chief of Prevention at Jefferson County Fire and EMS, while Firefighter Guintu joined Clackamas Fire District.

We are pleased to announce the successful promotion of Firefighter Travis Cooper to the position of Captain, effectively filling the vacancy left by Captain Earnest. Consequently, two firefighter positions became available, both of which were filled by internal or formally internal candidates from the eligibility list, Ben White and Grace Schuhmann. Their appointments mark significant milestones, and we take pride in welcoming them to their new roles.

Planning for the Upcoming Fiscal Year

Additionally, in anticipation of the upcoming summer rush, we intend to hire seasonal firefighters as we have done in previous years.





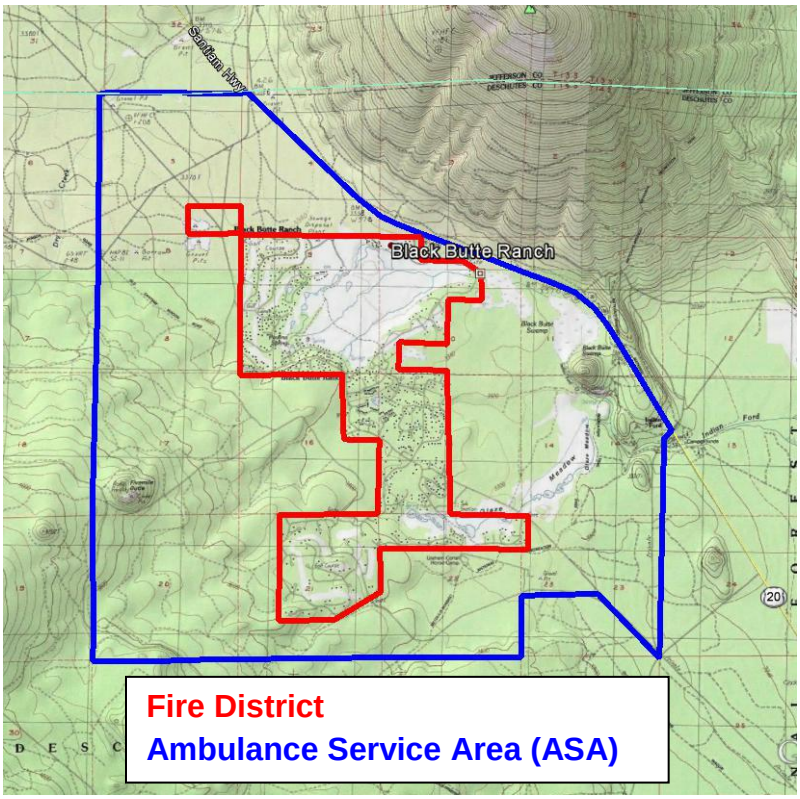


ABOUT THE DISTRICT

Black Butte Ranch Rural Fire Protection District (The District) operates under Oregon Revised Statutes Chapter 478 as a separate municipal corporation managed by a Board of Directors composed of a President, Vice President, Secretary, Treasurer, and one Director. The Board employs the Fire Chief to manage the District's day-to-day operations.

The District provides firefighting, emergency medical services, vehicle extrication and fire prevention services to the 3 square miles that makes up Black Butte Ranch. In addition, District personnel provide advanced life support emergency medical services, vehicle extrication, and ambulance transport services to our Ambulance Service Area (ASA) of over 12 square miles.

GEOGRAPHICAL MAP



The District currently maintains a fleet of apparatus consisting of (1) Class A Engine, (1) 75' Ladder Truck, (1) Heavy Brush Engine, (1) Light Brush, (2) Advanced Life Support Ambulances, (2) Command Vehicles and (1) Duty Officer Vehicle, and (1) Utility Vehicle.

The District has nine employees, including three (3) Firefighter/Paramedics, three (3) Shift Captain/Paramedics, a Deputy Fire Chief, a Fire Chief, and an Administrative Assistant. The District also has several Resident Volunteers and occasionally uses seasonal part-time help, and temporary employees.

POPULATION AND DEMOGRAPHICS

Black Butte Ranch Rural Fire Protection District operates as a vital department, blending the efforts of both career professionals and dedicated volunteer firefighters. Our jurisdiction spans approximately 3 square miles nestled amidst the stunning Central Oregon Cascades. Our primary mission is to protect the valued resort community of Black Butte Ranch, which boasts a permanent resident population of around 400 individuals and sees up to 5000 visitors during the bustling summer season.



Situated along Hwy 20 and in close proximity to the neighboring city of Sisters, our district confronts various potential emergencies, including structural and wildland fires, multi-vehicle accidents, and commercial transportation incidents and spills. Collaboration is key, and we highly value our mutual aid partnerships, which ensure readiness for handling large-scale emergencies such as wildfires.

Despite our small size, we fulfill a crucial role in the Northwest corner of Deschutes County, providing essential services along Hwy 20, a significant route for the entire Central Oregon region. Recognizing the challenges posed by our remote location, especially during winter months when driving times to the nearest hospital can extend up to 40 minutes or longer, we prioritize readiness round the clock. Our staffing model includes three work shifts, each comprising of a Captain/Paramedic and a Firefighter/Paramedic, providing a standard minimum staffing level of two career personnel. Additionally, our resident volunteers stand ready for action 24/7 to support staffing levels when not engaged in their educational pursuits.

POLICIES AND PROCEDURES

The District operates under three policy manuals, including

- Board Policies
- Administrative Policies
- Routine 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 the District.

Administrative Policies are policies established by the Fire Chief and approved by the Board of Directors to direct the District's day-to-day operations.

Routine Operational Guidelines/Policies are guidelines and policies established by the Deputy Fire Chief through approval of the Fire Chief to carry out the District's mission.

TRAINING

The District's Fire and Emergency Medical Services (EMS) training initiatives are facilitated through collaborative efforts and innovative strategies with neighboring districts, namely Cloverdale RFPD and Sisters - Camp Sherman RFPD, pursuant to a mutual “Interagency Coordination” agreement.

Utilizing “Vector Solutions”, we have implemented a comprehensive training schedule enabling seamless monitoring and scheduling of Fire and EMS training activities on a daily basis across all three agencies. This collaborative approach with neighboring agencies ensures the adoption of standardized training methodologies, thereby enhancing knowledge, operational efficiencies, and safety standards across the greater Sisters area.

BUDGET MESSAGE

Budget Committee Members and Citizens:

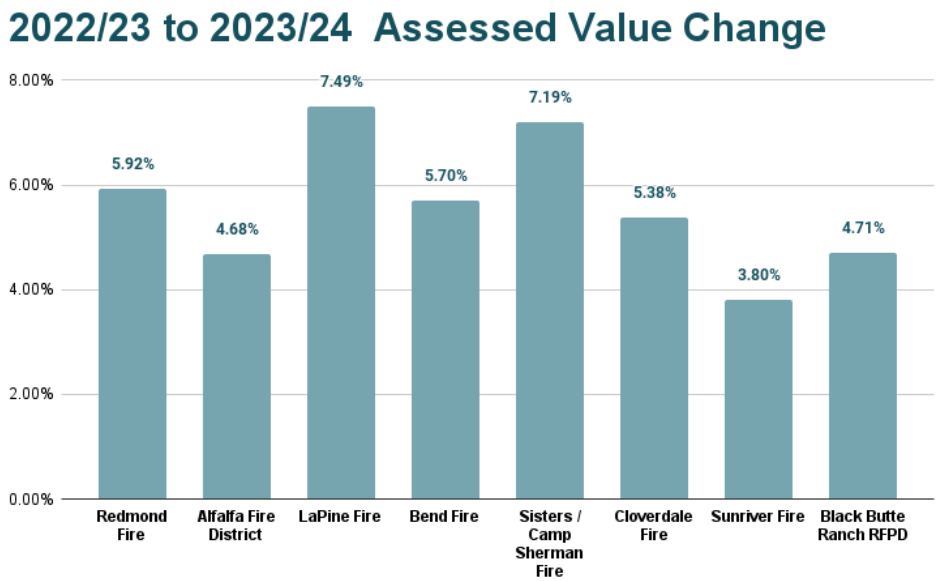
We are pleased to present to you the proposed budget for the Fiscal Year 2024-25 for Black Butte Ranch Rural Fire Protection District. An internal committee consisting of all the career staff worked over the past several months to prepare the budget document. All employees were encouraged to submit budgetary requests for the preparation of this budget.

KEY ECONOMIC FACTORS AND ASSUMPTIONS

The median home sale price, according to Sotheby's in Black Butte Ranch is down 11% from $1,225,000 last year to $1,095,000 this year. Compared to the rest of the country, cost of living in the Sisters area is 27% higher than the U.S. average, down from 36.7% last year (according to bestplaces.net).

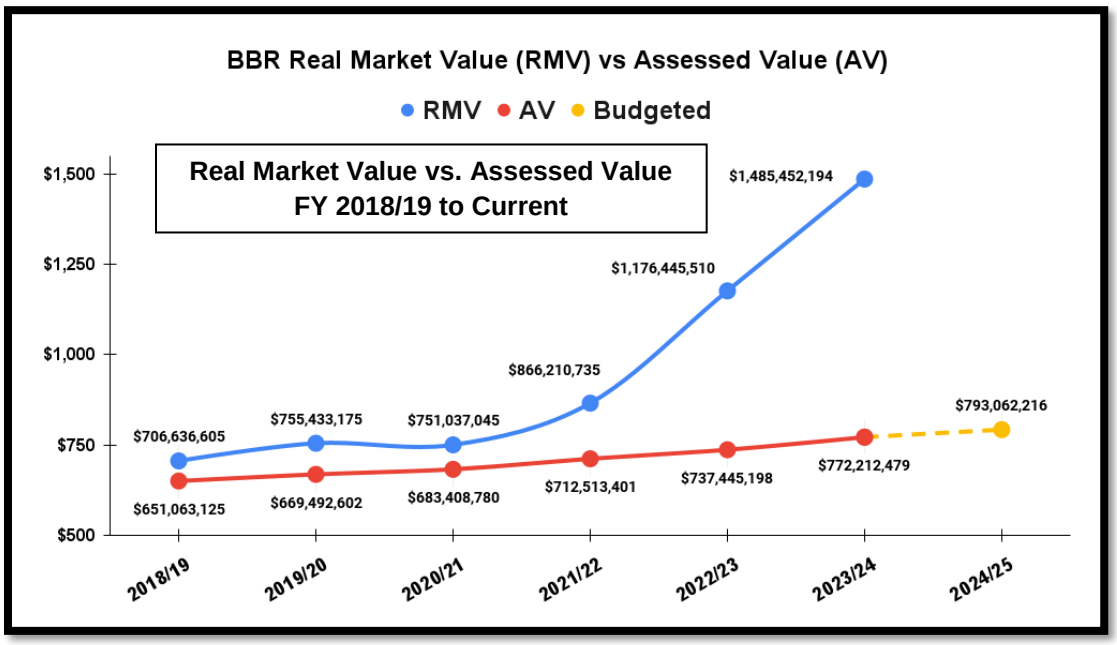
Property tax increases are limited in Oregon under Measure 47 and 50 to a maximum of 3% increase in valuation for existing properties. Tax growth above this is generally due to new construction including the newly completed Black Butte Ranch Lodge.

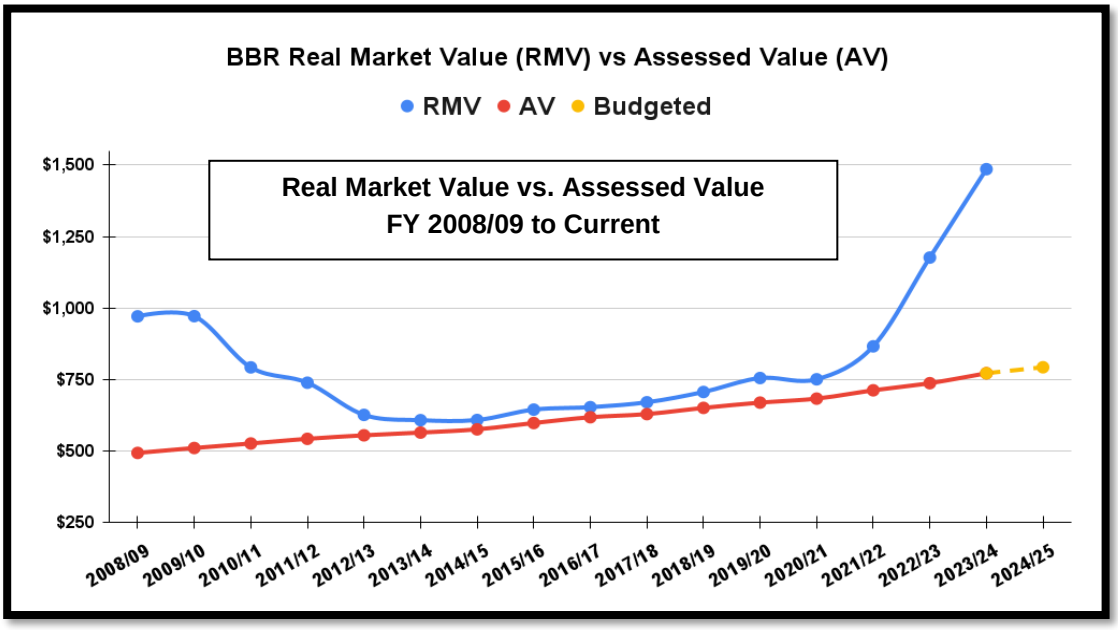
Growth within the District is limited as a result of our demographics (destination resort community with a set number of home sites) to new construction on the few remaining vacant lots and larger remodels. Also, many of the association owned commercial buildings were removed from the property tax schedule during the Fiscal Year 2017-18, reducing the District's revenue by about $22,000 per year. Cumulative effect over the last 7 years amounts to about $168,574.



Although we have seen Real Market Value separating from the Assessed Value, which is certainly helpful, we are wary of potential downturns in the future. Should a significant crash

occur, our current separation between RMV and AV is within about 1.16% of what it was in 2008-09 when the market crashed.



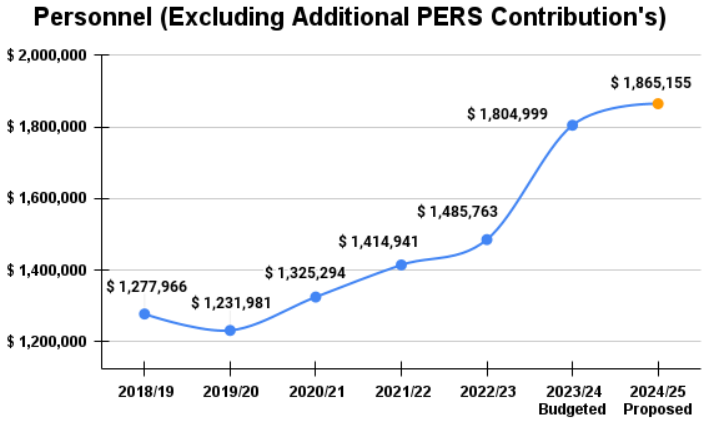


In addition to the District's permanent tax rate of $1.4677/$1000 of assess value, the District also receives funds as a result of its general operating levy. In 2019, voters supported renewing our five-year local option levy at a rate of up to $1.76/$1000 of assessed value beginning July 1 2020. In the current Fiscal Year 2023-24, the District only imposed $1.56/$1000 of the approved $1.76 (the same amount imposed over the previous thirteen years).

EXPENDITURES

Personnel Services

Personnel Services constitute a significant portion of the overall budget for Fiscal Year 2024-25, accounting for 38.35% and totaling $2,865,155. This reflects a 58.23% increase compared to the personnel budget allocation of the previous fiscal year. This notable increase is attributable to common escalations such as Cost of Living (COLA), PERS rates, and Health Insurance, it also addresses stabilization of PERS rate increases within our Unfunded Accrued Liability (UAL). The district intends to allocate $1 million towards paying down the $2.748 million UAL through a Supplemental Payment (Side Account). It's essential to highlight that this approach will help our long-term fiscal health, although it may necessitate additional payments in the future. Community support will be vital as we continue to pursue our fiscal goals.



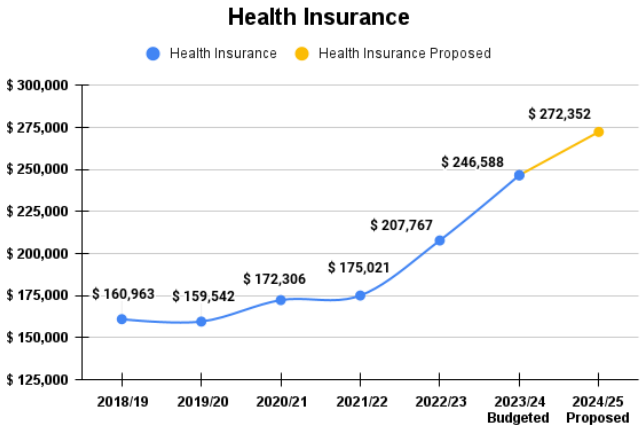
In addition to our regular staffing, which includes six career line staff personnel, three administrative personnel, and approximately 6 to 10 resident volunteers, our budget also incorporates seasonal part-time and temporary employees. Seasonal part-time employees are intended to bolster staffing levels during the peak summer months, while temporary employees offer flexibility to meet unexpected staffing needs.

The salary and benefits for bargaining unit employees are in compliance with the contractual obligations outlined in the current Collective Bargaining Unit (CBU) agreement, that is in effect from July 1, 2021 through June 30, 2026. This agreement includes a cost of living adjustment (COLA) of 3%, aligning with Social Security COLA, with a minimum of 1% and capping at a maximum of 3%. Additionally, approved salary schedules may entail step increases for certain employees.

In light of significant shifts in the labor market, exacerbated by the pandemic, and subsequent inflation, there has been a noticeable impact on wages. Both public and private sectors have faced pressure to increase wages to attract and retain workers. Consequently, the District anticipates the need to address wages in the near future to remain competitive and retain valued employees.

The District actively participates in the PERS retirement system, subject to biennial rate adjustments. The next rate adjustment is projected to occur during Fiscal Year 2025-26 through Fiscal Year 2026-27. However, it's important to acknowledge ongoing increases in rates due to the Oregon Supreme Court's ruling in April 2015, which invalidated prior cost-cutting law changes. To mitigate these increases, the District utilized the PERS Employer Incentive Fund (EIF) program in Fiscal Year 2019-20, resulting in an initial reduction of rates by 3.09% and 5.55% currently. Allocating an additional $1 million to a side account, as previously mentioned, is expected to further reduce rates by approximately 8.59%.

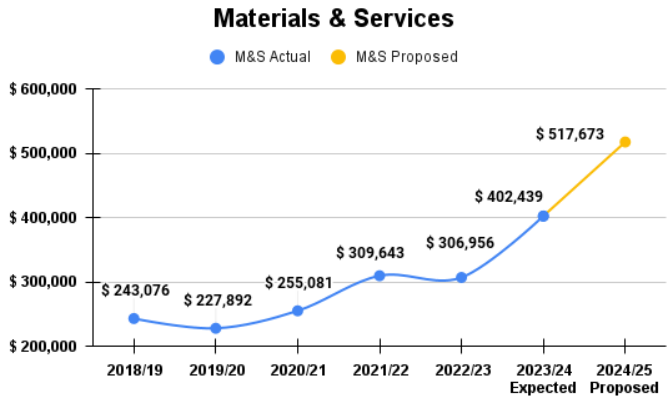
Health insurance coverage for bargaining unit employees is extended through the Oregon Teamster Employers Trust, with rates revisited annually in January. Recognizing the potential for volatility in insurance costs, our budgeting process conservatively estimates a 25% annual increase. Notably, for the current calendar year of 2024, the District experienced an 8.9% rate increase.



Administrative employees receive medical insurance coverage through the District via Wilson Heirgood Associates (WHA), with rate adjustments synchronized with our fiscal year. This alignment streamlines budgeting for anticipated costs. This year, the increase in medical insurance rates for administrative employees is 6.75%.

Materials and Expenses & Capital Outlay

Materials and Services, which accounts for 6.93% of the budget at $517,673, reflects a modest increase of 2.25% compared to the Fiscal Year 2023-24 budget. This uptick is observed across the entire Materials and Services section of the budget, indicating the significant impact of inflation on costs across the board. Our dedicated staff have invested considerable time and effort to mitigate these increases, striving to keep costs as low as possible. Moreover, the budget includes provisions for potential needs that may arise, ensuring our readiness to address unforeseen expenses.



Capital Outlay accounts for 1.16% of the budget at $86,500, representing an increase from the budgeted amount of $73,970 in Fiscal Year 2023-24. This increase reflects a meticulous evaluation and prioritization of capital expenditures, with a focus on including only essential items in the upcoming fiscal year's budget. Similar to the Materials and Services budget, the Capital Outlay budget also incorporates provisions for potential unforeseen needs, bolstering our preparedness to manage unexpected expenses.

In total, the proposed allocations for Materials & Services and Capital Outlay combined are 5.06% higher than the previous fiscal year. This increase underscores our commitment to making necessary investments and provisions to address rising costs, maintain competitiveness in our resident volunteers, and prioritize the training and development of our personnel.

Contingency

The proposed budget includes a contingency amount of $403,399, which represents 15% of the original appropriation in the fund. It is important to note that there is no statutory limit on the amount that may be budgeted and appropriated for general operating contingency. However, according to ORS 294.463(2) (renumbered from 294.450(2)), the amount that may be transferred from contingency by resolution during the year is limited to 15% of the original appropriation. Any transfers that exceed this limit would require the adoption of a supplemental budget for that purpose.

Contingency amounts are set aside for cases that fall outside of normal operating expenditures and are meant to provide flexibility and readiness to address unexpected or unforeseen expenses that may arise during the fiscal year. The proposed budget reflects a prudent and responsible approach to budgeting for contingencies, ensuring that the District has the necessary funds available to effectively manage unforeseen situations while complying with statutory requirements.

Ending Fund Balance

The Board of Directors has directed the District to maintain an "Unappropriated Funds" balance that is equivalent to a minimum of 5 months of operating expenses. This policy is aimed at avoiding the need to borrow money between July through November, when tax revenue is unavailable. Additionally, the District utilizes long-range projections to maintain an appropriate projected ending fund balance, which includes the sum of "Reserved for Future Expenditure" and "Unappropriated Funds," equivalent to approximately five months' worth of operating costs as it would be 15 years from now. This proactive approach helps manage budget fluctuations caused by factors that cannot be absorbed within the restricted growth rate and allows for gradual adjustments to the operating levy, while promoting long-range planning.

As a result of this sound financial management approach, the current ending fund balance is expected to be more than five months' worth of operating expenses. This approach not only assists with avoiding the need for borrowing and sudden rate adjustments, but also promotes financial stability and sustainability in the District's operations. The Board of Directors is committed to prudent financial planning and management practices to ensure the District's financial health and long-term success.

Fund Transfers

As part of the budget proposal, staff is recommending a transfer of $220,000 into the Reserve Funds. The proposed allocation of these funds is as follows:

- Technology Fund: $0 (This fund is considered mature and does not require additional transfer)
- Building and Grounds Fund: $0
- Vehicle & Equipment Replacement Fund: $220,000

Transfers in one or more of the funds are intended to bolster the Reserve Funds in order to support future expenses related to technology, building and grounds maintenance, and vehicle/equipment replacement. It reflects a proactive approach to financial management, helping to ensure that adequate reserves are maintained to address anticipated needs in these specific areas. ****Due to inflation, we will need to address our approach regarding vehicle replacement in the near future.**

SIGNIFICANT BUDGET ITEMS

The Budget Committee should note the following assumptions used in the upcoming budget preparation that may be significant in its overall impact on the District.

- Health Insurance – continued annual rate increases.
- Inflation of future and long term projections.
- The District will once again plan on the potential use of temporary employee(s) should the need arise and seasonal part-time employees during our busy summer months.
- PERS rates and rate reduction strategy.
- Technology continues to move to subscription type services.
- Wage adjustments to be competitive in the region.
- Rise in tuition cost for Resident Volunteers.



2023 – 2024 HISTORY

The Beginning Operating Fund Balance for 2023-24 was $4,710,492, which was about 5.99% more than projected, primarily as a result of the new Black Butte Ranch Lodge coming the books.

Interest Earned was significantly higher than the budgeted forecast of $58,310 due to inflationary measures affecting short term rates. Current Interest Earned is $190,031 as of March 31, 2024.

Miscellaneous Income was higher than the budget forecast of $15,000. Current Misc. Income is $33,093 as of March 31, 2024.

The District received a staffing grant from the Oregon State Fire Marshal (OSFM) for staffing in the amount of $22,000 to augment summer time staffing cost incurred during the 2023 wildfire season.

The District also received $22,834 in reimbursements directly related to participation in Conflagration Emergency Response from the OSFM and $10,708 for staff assistance with USFS wildfire operations.

POTENTIAL FOR ADVERSE BUDGET IMPACTS

While we strive to maintain fiscal stability, it's essential to acknowledge potential challenges that may impact our budget. Some of these challenges include:

1. **Inflation and Economic Factors:** The uncertainty surrounding inflation, particularly in an election year, poses potential challenges to our budgetary planning.

2. **Housing Market Volatility:** A housing market crash could have significant repercussions, particularly if it leads to Real Market Values falling below Assessed Values, impacting our revenue streams.

3. **Wage and Benefit Costs:** Managing wage and benefit costs amidst competitive pressures remains a key consideration in our long range budgetary planning.

4. **Future PERS Changes:** There are PERS changes currently in legislation; however, these changes are not fully understood at the time of writing this document.

The proposed operating budget for Fiscal Year 2024-25 is $7,470,183. The proposed budget includes a 2.70% increase in taxable assessed value and assumes a 93% collection rate.
The Personnel Services categories include step increases for all eligible employees and a 3% Cost of Living Adjustment that is based upon the Social Security COLA index and is within the current Collective Bargaining Unit (CBU) agreement minimum/maximum range of 1% to 3%.

Health insurance rates for “line staff” increased in the last half of the Fiscal Year 2023-24, which will continue for at least the first half of the proposed budget. We plan on a 25% increase for the last half due to inflationary cost and procedure backlog from the pandemic years. As a result of labor negotiations, line personnel continue to receive a $1200 per year VEBA/HRA contribution.

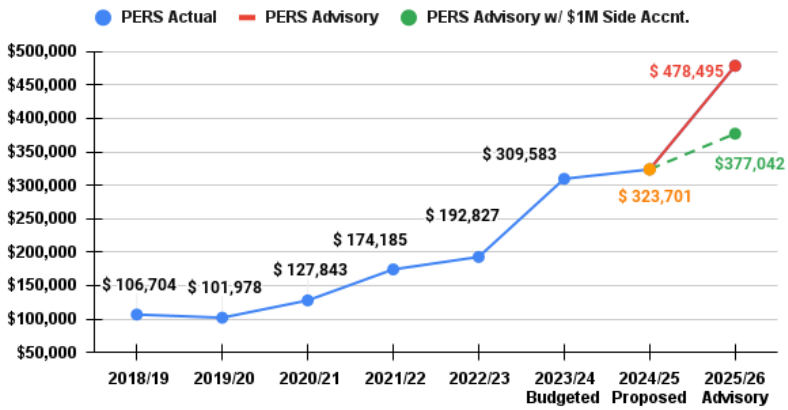
Health insurance for administrative staff was separated from the bargaining unit due to statutory requirements. This change, required by law, moved administrative staff from the Oregon Teamsters Employees Trust (OTET) to the Oregon Fire Chiefs Association (OFCA) plan administered through Wilson Heirgood Associates (WHA). The plan change brings the district into alignment with requirements for access to post-retirement health insurance that is not available through the OTET plan for administrative personnel. This move also resulted in less coverage at a higher premium and the district was kind enough to make up the difference through contributions to an HRA/VEBA of $6000 per year/employee. Health insurance for administrative employees will increase by 6.75% for 2024-25.

Due to the change, the overall budget for health benefits for Fiscal Year 2024-25 will increase by approximately 10.44% over Fiscal Year 2023-24.

PERS contribution rates will not change from Fiscal Year 2023-24 as they only change on a biennial basis. The next rate change will be starting in Fiscal Year 2025-26. Contributions are also significantly shifting burden from Tier 1 & 2 employees to OPSRP employees as there becomes fewer and fewer Tier 1 & 2 employees in the industry and on the Districts payroll. Further, the District currently does not pay the 6% employee contribution for retired “work back” employees in Tier 1 & 2 classifications. The Fire Chief is currently the only employee this effects at this time. Overall, the budgeted amounts for PERS will increase 4.56% over Fiscal Year 2023-24 due to wage changes and fewer employees under “work back” rules.

The upcoming biennium, spanning from 2025 to 2027, is poised to bring significant increases in contribution rates. Tier 1 & 2 rates are projected to climb by 12.49%, while OPSRP rates are expected to rise by 11.34%, with OPSRP Police/Fire rates following suit with an 11.14% increase. While these rates are currently labeled as "Advisory Rates," historically they closely align with the actual rates set.

To offset these increases, the District plans to address some of the Unfunded Actuarial Liability (UAL), which could potentially reduce rates by approximately 8.59%. However, this reduction is contingent upon securing a new 5-year levy that would commence in Fiscal Year 2025-26.



Additionally, recent legislative changes in Eligibility and Early Retirement may lead to further increases, although the full extent of these changes' financial impact is not yet fully understood.

For Fiscal Year 2024-25, we anticipate imposing a rate of $1.76 per $1000 of assessed value. When combined with the levy rates, this amounts to $3.2277 per $1000 of assessed value. With a conservative estimate of a 93% collection rate and a predicted assessed value of $793,062,216, the District's budgeted tax revenue stands at $2,380,583.

Given the current economic landscape, factors such as inflation, competitive wages, soaring apparatus prices, and fluctuations in the housing market demand our utmost attention. The District remains steadfast in its commitment to closely monitor these projections. Our budgetary strategy will continue to prioritize service quality and long-term organizational stability, ensuring our capacity to deliver optimal outcomes for the community we serve.

Respectfully Submitted,

Dan Tucker

Dan Tucker, Fire Chief
Black Butte Ranch RFPD

BUDGET PROCESS

The budget process for the 2024-25 budget year begins with the appointment of the Budget Officer, which is Chief Dan Tucker, and the creation of the budget calendar.

The budget team consists of the three (3) administrative staff (Fire Chief, Deputy Fire Chief and Administrative Assistant) and the six (6) Career Captain-Paramedics and Firefighter-Paramedics. The main objective of this team is to provide a clear and concise picture of revenues and expenditures. We achieve this by reviewing historical data from previous budgets, forecasts given from Deschutes County Tax Assessor and insurance carriers, reports from PERS, as well as other factors affecting the Districts' finances. The main goal of this team is to create the best budget possible to allow for accurate appropriations, transparency, and stewardship of public funds.

Once the proposed budget is created and reviewed thoroughly, the budget document is presented to the Budget Committee and discussed at the Budget Committee Meeting. The makeup of the Budget Committee consists of five District Board Members and five appointed community Budget Committee Members. The Budget Committee Meeting allows for the members to hear the budget message, ask questions, and determine if any changes are needed. Once the committee has determined the presented budget meets the needs of the District, it is approved and sent before the Board of Directors at a budget hearing. After adoption, the budget document is then submitted to the Deschutes County Tax Assessor.



Oregon law allows the District to make changes to the adopted budget through two options depending on the amount in need of appropriation. If the amount is 10% or less than the annual budget, a "supplemental budget" may be adopted by resolution at a regular Board of Directors meeting. If the change is more than 10%, a public hearing is required, and a resolution then adopts the appropriation.

Note: The change must be in place before any over-expenditure takes place.

BUDGET CALENDAR

BUDGET CALENDAR FOR FISCAL YEAR 2024/25

Budget Team Prepares Budget	February - April
Print 1st Notice of Budget Committee Meeting	April 10th, 2024
Print 2nd Notice of Budget Committee Meeting	April 17th, 2024
Deliver proposed budget to Budget Committee	April 23rd, 2024
Budget Committee Meets	April 30th, 2024
Budget Committee Meets Again (if needed)	May 7th, 2024
Publish Notice of Budget Hearing	May 15th, 2024
District Board Meeting & Budget Hearing, 1st Opportunity to Adopt Budget, Make Appropriations, and Impose & Categorize Taxes	May 23rd, 2024
District Board Meeting, 2nd Opportunity, if needed, to Adopt Budget, Make Appropriations, and Impose & Categorize Taxes	June 27th, 2024
Submit 2 Copies Tax Certification to Assessors (LB50)	By July 15th, 2024
Submit Budget Document to Deschutes County Clerk	September 30th, 2024



BUDGET AND FINANCIAL POLICIES

Black Butte Ranch RFPD functions under Oregon Revised Statutes, Chapter 478, as a separate municipal corporation and provides services to the citizens of Black Butte Ranch. Services include EMS (basic and advanced life support), fire suppression, fire prevention, public education, and extinguishing wildfires.

The Districts permanent tax rate of $1.4677 per $1,000 of assessed value was established by the Oregon Department of Revenue through the passage of Ballot Measure 50 in May 1997. Ballot Measure 50 also established a permanent tax rate for each taxing authority in the State, based on the entity's previous tax levy and assessed valuation at the 1995-96 value, less ten percent. Ballot Measure 50 limits increases in assessed valuation of each property to three percent per year, with special exemptions for property that is improved, rezoned, subdivided, or ceases to qualify for exemption. However, if real market value (RMV) falls below a property's maximum assessed value (MAV), the lower of the two becomes the assessed value (AV) for which property taxes are calculated on. This continues each year until the real market value exceeds the MAV.

In addition to the District's permanent tax rate, the District also receives funds as a result of its general operating levy. In 2019, voters supported renewing our five-year local option levy at a rate of up to $1.76/$1000 of assessed value beginning July 1, 2020. For the 2024-25 Fiscal Year, the District is planning to impose $1.76/$1000.

The 2024-25 Fiscal Year budget has been prepared after analyzing, evaluating, and justifying requests from all staff, and represents financial support for the operation of the functions of Black Butte Ranch RFPD.

The Board of Directors' resolution adopting the balanced budget and authorizing appropriations for each fund sets the level by which disbursements cannot legally exceed appropriations. The budget will be presented departmentally and legal appropriation control will be identified and adopted by major categories or object classification. There is flexibility in the use of various line items within a major category, so long as the total category appropriation control is maintained.

The District manages its finances according to generally accepted accounting principles (GAAP). During the year, revenue and expenditures are closely monitored to ensure compliance with the adopted budget and state law. Monthly budget comparisons are distributed to management and the board of Directors. Annually, an audit is performed and filed with the State of Oregon by an independent certified public accountant.

The District strives to prepare its annual budget in a manner designed to be a policy document, operations guide, and a financial plan.

Fund Accounting

Fund Accounting is a form of accounting that 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.

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

The District has appropriated and adopted four funds, all of which are "governmental" and include the **General Operating Fund, Vehicle & Equipment Reserve Fund, Building & Grounds Reserve Fund, and a Technology & Communications Reserve Fund.** The General Operating Fund is also considered a major fund, and is used to account for revenues and expenditures needed to run daily operations of the District. It includes the following categories: Resources (Tax Revenue, Cash on Hand, Interest Earnings, Grants & Donations, Ambulance Revenue, and other miscellaneous income sources), and Requirements (Personnel Services, Materials & Services, Capital Outlay, Transfers to Other Funds, and Requirements Not Allocated such as Contingency, Reserved for Future Expenditures, and Unappropriated Ending Balance).



The Vehicle & Equipment Reserve Fund sets aside monies saved for replacement of old, outdated fire and ambulance vehicles or other large EMS and fire-related equipment purchases.

The Building & Grounds Reserve Fund sets aside monies for planned, preventative maintenance and unexpected expenses related to District buildings and grounds.

The Technology & Communications Reserve Fund is monies saved for planned or unexpected expenses within the area of technology and communications.

Basis of Accounting

The basis of accounting refers to the timing of when actual revenues, expenses, expenditures, and transfers and their related effect on assets and liabilities are recognized in the accounts and reported in the official accounting records and financial statements.

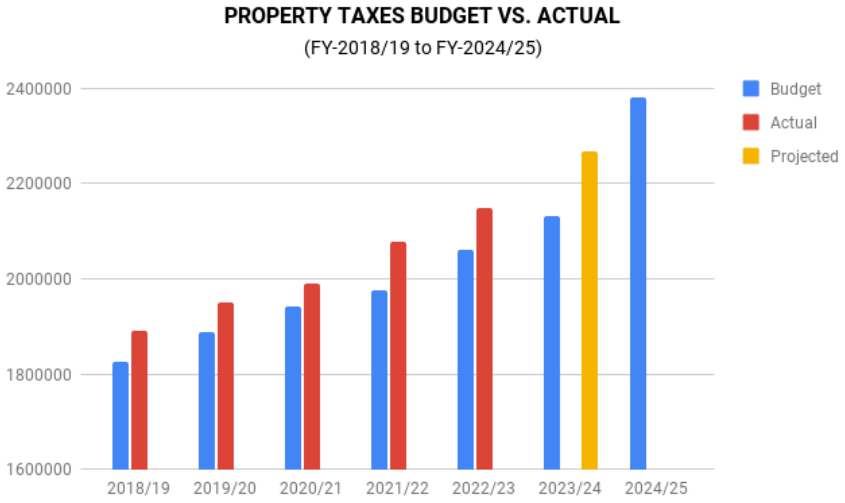
The District uses the modified cash basis for both its basis of budgeting and accounting. Modified cash basis is an accounting method that combines elements of the two primary bookkeeping practices: cash and accrual accounting. It seeks to get the best of both worlds, recording sales and expenses for long-term assets on an accrual basis and those of short-term assets on a cash basis.



GENERAL OPERATING FUND

RESOURCES – GENERAL FUND

District resources include property taxes, ambulance billings, and other miscellaneous resources (fire contracts, interest earnings, grants, grant carryover & donations, and sale of surplus property). Property taxes are the District's main source of income. The Fiscal Year 2024-25 budget is projecting a 2.7% increase in total Taxable Assessed Valuation from the previous Fiscal Year. This projection is determined based on discussions with the Deschutes County Assessor in early 2024. The anticipated property taxes to be received in 2024-25 are $2,380,583 Taxes from previous years are estimated to be $20,000. The District continues to maintain a conservative approach when budgeting property taxes as seen in the graph which illustrates budgeted tax dollars versus actual dollars received.



The "Beginning Cash On Hand Balance" consists of all unspent dollars from the prior fiscal year, which includes previous Contingencies, Reserved for Future Expenditure, and Unappropriated Funds. For Fiscal Year 2024-25, the proposed estimated beginning cash on hand balance is $4,876,680. This beginning balance, which anticipated, is a necessary result of long-range projections for budget stability and for building artificial growth.

The interest earnings from our funds in the Local Government Investment Pool (LGIP), which had been experiencing a downward trend in the past few years, have taken a positive turn over the past two years. As a result, we are excited to announce an increase in the anticipated interest budget for Fiscal Year 2024-25 to $78,027.

The total General Fund Resources budget for the 2024-25 Fiscal Year is $7,470,183. Below is the breakdown of significant revenues.

RESOURCE DETAIL

	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24 Budget	FY 2024/25 Proposed	FY 2024/25 Approved	FY 2024/25 Adopted
Cash On Hand (from prior year)	$3,761,366	$4,132,713	$4,444,210	$4,876,680	$4,876,680	$4,876,680
Previous Levied Taxes	$25,889	$28,567	$20,000	$20,000	$20,000	$20,000
Interest	$23,799	$139,212	$58,310	$78,027	$78,027	$78,027
Grants, Grant Carryover & Donations	$3,561	$55,856	$0	$26,893	$26,893	$26,893
Ambulance Revenue	$61,881	$64,405	$48,000	$58,000	$58,000	$58,000
Surplus Property Sales	$4762	$61,551	$0	$0	$0	$0
Miscellaneous Income	$23,771	$22,699	$15,000	$20,000	$20,000	$20,000
Rental Income	$1,200	$0	$0	$0	$0	$0
Conflagration/Team Income	$1,282	$0	$8,000	$10,000	$10,000	$10,000
Total Resources Except Taxes To Be Levied)	$3,907,511	$4,505,002	$4,593,520	$5,089,600	$5,089,600	$5,089,600
Taxes Estimated To Be Received			$2,132,534	$2,380,583	$2,380,583	$2,380,583
Taxes Collected In Year Levied	$2,077,605	$2,150,082				
TOTAL RESOURCES	**$5,985,116**	**$6,655,084**	**$6,726,054**	**$7,470,183**	**$7,470,183**	**$7,470,183**

REQUIREMENTS – GENERAL FUND

Requirements include the following categories:

- Personnel Services
- Materials & Services
- Capital Outlay
- Transfers to Other Funds
- Contingency
- Reserved for Future Expenditures
- Ending Balance
    - Prior Years
    - Unappropriated Ending Fund Balance (current and proposed)



PERSONNEL SERVICES

PERS FUNDING POLICY DETAL

Covered employees are required by state statute to contribute 6% of their salary to the plan. The District has historically contributed all of the 6% contributions on behalf of the employees. Also, the District is required to contribute at actuarially determined rates, as adopted by the PERS Board. Two different levels of retirement status are calculated based upon hire date and PERS rules in place at the time (Tier 1/Tier 2 or OPSRP). These rates are adjusted every two years.

Senate Bill 1049 came into effect January 1, 2020, originally in effect until December 31, 2024 but extended to 2034 by HB 2296. One of the major components of the bill allows retirees to work back after retirement without hour limitations. In regards to employee impact, this has no bearing on the District due to the previously implemented 1040 exemption; however, what does impact the District is having to pay the employer contribution on retiree wages.

PERS RATE HISTORY DETAIL

Fiscal Year	Employee 6%	Tier 1 / Tier 2	OPSRP	
			Police/Fire	General Service
FY 2019/20**	6%	16.13%	7.16%	2.53%
FY 2020/21**	6%	16.13%	7.16%	2.53%
FY 2021/22**	6%	17.36%	15.19%	10.83%
FY 2022/23**	6%	17.36%	15.19%	10.83%
FY 2023/24**	6%	24.20%	22.69%	17.90%
FY 2024/25**	6%	24.20%	22.69%	17.90%
FY 2024/25†	6%	~15.61%	~14.10%	~9.31%

**Rates reflect the effect of participation in the PERS Employer Incentive Fund (EIF), which helped pay down the unfunded liability. A lump sum payment of $250,000 was made October 1, 2019, allowing for a rate offset date of November 1, 2019. This qualified the District for a 25% match ($62,500) from PERS for a total investment of $312,500.

†Rates may be reduced by about 8.59% if the District decides to contribute $1M to the side account with the goal of reducing the Unfunded Actuarial Lability (UAL). Adjusted rates would be approximately as follows:
T1/T2: 15.61%, OPSRP Gen: 14.10%, OPSRP P/F: 9.31%

PERSONNEL SERVICES DETAIL

	FY2021/22 Actual	FY2022/23 Actual	FY2023/24 Budget	FY2024/25 Proposed	FY2024/25 Approved	FY2024/25 Adopted
Chief	$132,560	$132,560	$136,537	$140,633	$140,633	$140,633
Deputy Chief	$112,680	$125,690	$119,543	$123,130	$123,130	$123,130
Admin. Assist.	$71,796	$73,951	$76,170	$78,455	$78,455	$78,455
Captains	$296,620	$307,108	$320,587	$316,111	$316,111	$316,111
Firefighters	$207,941	$183,789	$242,502	$231,143	$231,143	$231,143
Seasonal/Part Time	$19,068	$38,912	$81,500	$86,000	$86,000	$86,000
Conflagration	$1,143	$0	$8,000	$10,000	$10,000	$10,000
Overtime	$103,711	$105,402	$160,000	$160,000	$160,000	$160,000
PERS	$174,185	$192,827	$325,000	$1,323,701	$1,323,701	$1,323,701
FICA	$72,011	$73,645	$88,000	$87,630	$87,630	$87,630
Health Insurance	$175,021	$207,767	$250,000	$272,352	$272,352	$272,352
Worker's Comp	$48,205	$44,112	$62,000	$36,000	$36,000	$36,000
Total Personnel	**$1,414,941**	**$1,485,764**	**$1,869,839**	**$2,865,155**	**$2,865,155**	**$2,865,155**

Significant Assumption(s):

- Anticipation of seasonal and temporary employee(s), Seasonal part-time staff will once again be funded by Wildfire Grant Funds of $26,893.
- Cost of Living Adjustment (COLA) of 3% and step increases for eligible employees.
- Health insurance premium increase for Administrative Staff.
- Anticipation of 25% increase in medical insurance for the second half of the fiscal year (January-June 2024) for bargaining unit staff.
- $1 million PERS Side Account Contribution.
- Future Wage adjustments.



SALARY SCHEDULE

Step	Admin. Asst.	FF. Paramedic	Capt. Paramedic	Deputy Chief	Chief
1	$62,785.33	$62,214.66	$78,214.09	$89,127.95	Contractual
2	$64,526.31	$65,325.39	$82,124.80	$93,584.34	
3	$66,267.29	$68,591.66	$86,231.04	$98,263.56	
4	$68,008.26	$72,021.25	$90,542.59	$103,176.74	
5	$69,749.24	$75,622.31	$95,069.72	$108,335.58	
6	$71,490.22	$79,403.42	$99,823.20	$113,752.36	
7	$73,231.20	$80,991.49	$101,819.67	$116,027.40	
8	$74,972.18	$82,611.32	$103,856.06	$118,347.95	
9	$76,713.16	$84,263.55	$105,933.18	$120,714.91	
10	$78,454.14	$85,948.82	$108,051.85	$123,129.21	

MATERIALS AND SERVICES

Material and Services are expenses related to everyday operations of the District.

MATERIAL AND SERVICES DETAIL

	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24 Budget	FY 2024/25 Proposed	FY 2024/25 Approved	FY 2024/25 Adopted
Uniforms	$6,150	$12,189	$20,203	$15,911	$15,911	$15,911
PPE	$8,047	$14,994	$25,240	$38,707	$38,707	$38,707
Fire Supplies	$3,355	$1,274	$10,244	$9,108	$9,108	$9,108
Phones	$5,966	$4,952	$7,100	$8,900	$8,900	$8,900
Fire Radio Maintenance	$2,846	$0	$5,336	$5,500	$5,500	$5,500
Fire Dues & Subscriptions	$4,990	$4,782	$7,370	$8,073	$8,073	$8,073
Fire Grant Expense	$1,158	$0	$0	$0	$0	$0
Scholarships	$105,690	$84,544	$145,000	$90,000	$90,000	$90,000
Travel, Meals & Lodging	$5,076	$9,970	$10,950	$54,737	$54,737	$54,737
Fire Vehicle Maintenance	$17,203	$9,017	$19,401	$19,241	$19,241	$19,241
Fire Gas & Oil	$7,269	$10,714	$12,400	$11,640	$11,640	$11,640
Chaplains Assoc. Donations	$658	$1,000	$1,000	$1,000	$1,000	$1,000
Fire Education/Training	$6,620	$6,876	$17,615	$9,435	$9,435	$9,435
Fire Training Materials	$3,619	$459	$3,125	$3,960	$3,960	$3,960
Physicals	$1,346	$3,630	$6,000	$9,000	$9,000	$9,000
Public Education	$854	$3,041	$2,550	$3,200	$3,200	$3,200
Conflagration Expense	$0	$0	$8,000	$10,000	$10,000	$10,000
Ambulance Supplies & Expenses	$15,961	$15,502	$20,720	$27,358	$27,358	$27,358
Ambulance Radio Maintenance	$120	$1,006	$3,120	$3,300	$3,300	$3,300

	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24 Budget	FY 2024/25 Proposed	FY 2024/25 Approved	FY 2024/25 Adopted
Ambulance Dues & Subscriptions	$3,249	$4,360	$5,922	$7,767	$7,767	$7,767
Ambulance Grant Expense	$0	$0	$0	$0	$0	$0
Ambulance Vehicle Maintenance	$1,312	$6,498	$8,969	$12,486	$12,486	$12,486
Ambulance Gas and Oil	$3,112	$3,810	$5,100	$5,350	$5,350	$5,350
EMS Training	$1,732	$3,015	$18,110	$18,777	$18,777	$18,777
EMS Training Material	$312	$0	$6,000	$117	$117	$117
Defibrillator Maintenance	$1,355	$0	$900	$882	$882	$882
Professional & Legal	$14,195	$13,376	$19,080	$20,435	$20,435	$20,435
Admin Supplies & Expenses	$6,932	$6,828	$10,827	$10,345	$10,345	$10,345
Office Equipment Lease & Maint.	$6,981	$7,220	$14,400	$16,208	$16,208	$16,208
Admin Grant Expense	$0	$0	$0	$0	$0	$0
Administrative Training	$4,097	$4,172	$1,300	$1,200	$1,200	$1,200
Unemployment Claims	$280	$0	$7,000	$7,000	$7,000	$7,000
Insurance	$27,891	$31,211	$35,100	$37,000	$37,000	$37,000
Interest Expense	$0	$0	$0	$0	$0	$0
Elections & Public Notices	$1,681	$697	$2,000	$2,000	$2,000	$2,000
Civil Service Commission	$0	$0	$1,000	$1,000	$1,000	$1,000
911 Data & Communications	$8,296	$11,342	$8,500	$8,860	$8,860	$8,860
Bldg. Supplies & Expenses	$2,567	$4,600	$6,800	$8,150	$8,150	$8,150
GM 172/GM 13 Repairs & Maint.	$1,005	$2,059	$2,040	$2,470	$2,470	$2,470
Sewer & Water	$3,699	$2,879	$2,880	$2,500	$2,500	$2,500
Electricity	$10,953	$10,590	$10,680	$10,680	$10,680	$10,680
Bldg. Grant Expense	$2,404	$0	$0	$0	$0	$0
Bldg. Repairs/Maintenance	$6,815	$6,068	$10,102	$11,076	$11,076	$11,076
Garbage Service	$0	$28	$0	$0	$0	$0
Propane	$3,848	$4,254	$4,200	$4,300	$4,300	$4,300
TOTAL MATERIALS & SERVICES	**$309,644**	**$306,955**	**$506,284**	**$517,673**	**$517,673**	**$517,673**

Significant Assumption(s):

- Increased cost by manufacturers for Personal Protective Equipment (PPE), turnouts, etc.
- Re-categorization of some costs to more appropriate categories such as scholarships and travel.
- Increased cost for physicals.
- Vehicle Maintenance.
- Professional Legal and accounting cost Increases.
- Office Equipment (website update to ADA rules).



CAPITAL OUTLAY

	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24 Budget	FY 2024/25 Proposed	FY 2024/25 Approved	FY 2024/25 Adopted
Bldg. Capital Expense	$7,840	$36,102	$27,000	$9,100	$9,100	$9,100
Admin Capital Expense	$0	$0	$0	$20,000	$20,000	$20,000
Fire Capital Expense	$19,978	$7,790	$43,700	$57,400	$57,400	$57,400
Ambulance Capital Expense	$0	$7,981	$3,900	$0	$0	$0
TOTAL CAPITAL OUTLAY	**$27,818**	**$51,873**	**$73,970**	**$86,500**	**$86,500**	**$86,500**

Significant Assumption(s):

- $3,900 GM-172 Plumbing (toilets and water heater).
- $1,200 Refrigerator.
- $4,000 Dining room chairs.
- $1,650 LED Headlights on 851.
- $2,750 LDH Intake valve.
- $53,000 Battery powered extrication equipment

TRANSFERS TO RESERVE FUNDS

	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24 Budget	FY 2024/25 Proposed	FY 2024/25 Approved	FY 2024/25 Adopted
Transfer to Vehicle Reserve Fund	$100,000	$100,000	$110,000	$220,000	$220,000	$220,000
Transfer to Bldg./Grnds. Reserve Fund	$0	$0	$10,000	$0	$0	$0
Transfer to Tech./Comm. Reserve Fund	$0	$0	$0	$0	$0	$0
TOTAL TRANSFERS	**$100,000**	**$100,000**	**$120,000**	**$220,000**	**$220,000**	**$220,000**

Significant Assumption(s):

- Increase Reserve Fund to $220,000 for the purchase of future fire apparatus.
- The Vehicle Reserve Fund will need to increase significantly in the future due significantly higher apparatus costs than anticipated.

OPERATING CONTINGENCY

	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24 Budget	FY 2024/25 Proposed	FY 2024/25 Approved	FY 2024/25 Adopted
Contingency			$385,514	$403,399	$403,399	$403,399
TOTAL CONTINGENCY			**$385,514**	**$403,399**	**$403,399**	**$403,399**

Significant Assumption(s):

- There is no statutory limit on the amount which may be budgeted and appropriated for general operating contingency. However, the amount which may be transferred from contingency by resolution over the course of a year is limited to 15% of the amount originally appropriated in the fund. The proposed budget reflects this 15% contingency amount at $403,399.



RESERVED FOR FUTURE EXPENDITURES

	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24 Budget	FY 2024/25 Proposed	FY 2024/25 Approved	FY 2024/25 Adopted
Reserved for Future Expenditure			$2,578,505	$1,043,275	$1,043,275	$1,043,275
TOTAL RESERVED FOR FUTURE			**$2,578,505**	**$1,043,275**	**$1,043,275**	**$1,043,275**

ENDING BALANCE (PRIOR YEARS)

	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24 Budget	FY 2024/25 Proposed	FY 2024/25 Approved	FY 2024/25 Adopted
Ending Balance (Prior Years)	$4,132,713	$4,710,492				
TOTAL ENDING BALANCE	**$4,132,713**	**$4,710,492**				

UNAPPROPRIATED ENDING FUND BALANCE

	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24 Budget	FY 2024/25 Proposed	FY 2024/25 Approved	FY 2024/25 Adopted
Unappropriated Ending Balance			$1,191,942	$2,334,181	$2,334,181	$2,334,181
TOTAL UNAPPROPRIATED ENDING FUND BALANCE			**$1,191,942**	**$2,334,181**	**$2,334,181**	**$2,334,181**

TOTAL REQUIREMENTS – GENERAL FUND

	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24 Budget	FY 2024/25 Proposed	FY 2024/25 Approved	FY 2024/25 Adopted
TOTAL PERSONNEL	$1,414,941	$1,485,764	$1,869,839	$2,865,155	$2,865,155	$2,865,155
TOTAL MATERIALS & SERVICES	$309,644	$306,955	$506,284	$517,673	$517,673	$517,673
TOTAL CAPITAL	$27,818	$51,873	$73,970	$86,500	$86,500	$86,500
TOTAL TRANSFERS	$100,000	$100,000	$120,000	$220,000	$220,000	$220,000
OPERATING CONTINGENCY			$385,514	$403,399	$403,399	$403,399
RESERVED FOR FUTURE EXPENDITURES			$2,578,505	$1,043,275	$1,043,275	$1,043,275
ENDING FUND BALANCE (PRIOR YEARS)	$4,132,713	$4,710,492				
UNAPPROPRIATED ENDING FUND BALANCE			$1,191,942	$2,334,181	$2,334,181	$2,334,181
TOTAL REQUIREMENTS	**$5,985,116**	**$6,655,084**	**$6,726,054**	**$7,470,183**	**$7,470,183**	**$7,470,183**

RESERVE FUNDS

VEHICLE & EQUIPMENT RESERVE FUND

The *Vehicle & Equipment Reserve Fund* sets aside monies saved for replacement of old, outdated fire and ambulance vehicles or other large EMS and fire-related equipment purchases.

	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24 Budget	FY 2024/25 Proposed	FY 2024/25 Approved	FY 2024/25 Adopted
Cash On Hand	$1,039,442	$1,145,588	$1,280,265	$1,454,320	$1,454,320	$1,454,320
Interest	$6,146	$35,006	$15,350	$43,640	$43,640	$43,640
Transfers In from Other Funds	$100,000	$100,000	$110,000	$220,000	$220,000	$220,000
Total Resources Except Taxes	$1,145,588	$1,280,595	1,405,615	1,717,960	1,717,960	1,717,960
Taxes Necessary to Balance			$0	$0	$0	$0
Taxes Collected in year levied	$0	$0				
TOTAL RESOURCES	**$1,145,588**	**$1,280,595**	**$1,405,615**	**$1,717,960**	**$1,717,960**	**$1,717,960**
Type 6 Brush Engine				$100,000	$100,000	$100,000
Total Capital Outlay	$0	$0	$0	$100,000	$100,000	$100,000
Reserved For Future Expenditure	$1,145,588	$1,280,595	$1,405,615	$1,617,960	$1,617,960	$1,617,960
TOTAL REQUIREMENTS	**$1,145,588**	**$1,280,595**	**$1,405,615**	**$1,717,960**	**$1,717,960**	**$1,717,960**

Significant Assumption(s):

- Transfer of $220,000 into fund from general fund.
- Chassis replacement & equipment of our Type 6 Light Brush Engine.
- Due to significant price increases by apparatus manufactures, this fund will need to be adjusted in the future.





BUILDING & GROUNDS RESERVE FUND

The *Building & Grounds Reserve Fund* sets aside monies for planned, preventative maintenance and unexpected expenses related to District buildings and grounds.

	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24 Budget	FY 2024/25 Proposed	FY 2024/25 Approved	FY 2024/25 Adopted
Cash On Hand	$98,144	$93,989	$44,570	$57,385	$57,385	$57,385
Interest	$547	$2,134	$535	$1,700	$1,700	$1,700
Transfers In from Other Funds	$0	$0	$10,000	$0	$0	$0
Total Resources Except Taxes	$98,690	$96,123	$55,105	$0	$0	$0
Taxes Necessary to Balance			$0	$0	$0	$0
Taxes Collected in year levied	$0	$0				
TOTAL RESOURCES	**$98,690**	**$96,123**	**$55,105**	**$59,085**	**$59,085**	**$59,085**
Bay Ceiling & Station Blinds				$14,500	$14,500	$14,500
GM13 Repairs	$4,701	$0	$0	$0	$0	$0
Painting, HVAC, Washer/ Dryer	$0	$51,051	$0	$0	$0	$0
Unanticipated Needs	$0	$0	$10,000	$10,000	$10,000	$10,000
Total Capital Outlay	$4,701	$51,051	$10,000	$24,500	$24,500	$24,500
Reserved For Future Expenditure	$93,989	$45,072	$45,105	$34,585	$34,585	$34,585
TOTAL REQUIREMENTS	**$98,690**	**$96,123**	**$55,105**	**$59,085**	**$59,085**	**$59,085**

Significant Assumption(s):

- $14,500 bay ceiling repair and station blinds replacement.
- Allow for $10,000 contingency for unanticipated needs.



TECHNOLOGY & COMMUNICATIONS RESERVE FUND

The *Technology & Communications Reserve Fund* is monies saved for planned or unexpected expenses within the area of technology and communications.

	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24 Budget	FY 2024/25 Proposed	FY 2024/25 Approved	FY 2024/25 Adopted
Cash On Hand	$114,126	$105,026	$108,115	$105,300	$105,300	$105,300
Interest	$621	$3,062	$1,300	$3,100	$3,100	$3,100
Transfers In from Other Funds	$0	$0	$0	$0	$0	$0
Total Resources Except Taxes	$114,746	$108,088	$109,415	$108,400	$108,400	$108,400
Taxes Necessary to Balance			$0	$0	$0	$0
Taxes Collected in year levied	$0	$0				
TOTAL RESOURCES	**$114,746**	**$108,088**	**$109,415**	**$108,400**	**$108,400**	**$108,400**
Training Room A/V Upgrade	$9,720	$0	$0	$0	$0	$0
First Net iPads	$0	$5,775	$0	$0	$0	$0
1 Computer & 2 iPads	$0	$0	$0	$3,000	$3,000	$3,000
Unanticipated Needs	$0	$0	$18,000	$15,000	$15,000	$15,000
Total Capital Outlay	$0	$5,775	$18,000	$18,000	$18,000	$18,000
Reserved For Future Expenditure	$105,026	$102,313	$91,415	$90,400	$90,400	$90,400
TOTAL REQUIREMENTS	**$114,746**	**$108,088**	**$109,415**	**$108,400**	**$108,400**	**$108,400**

Significant Assumption(s):

- Replacement of a desktop computer and a couple new iPads.
- Allow for $15,000 contingency for unanticipated needs.





BUDGET SUMMARY

The District remains steadfast in its commitment to monitoring the current economic landscape. Much thought and effective planning have been essential in establishing realistic, attainable, quantifiable goals for the District's future direction. These goals have been obtained through strategic planning, education, and proactive action when the District learns new and developing information.

The District is addressing concerns with increased Oregon Public Employee Retirement System (PERS) rates as well and the uncertainty of recent legislative changes regarding PERS. PERS presents a significant future financial challenge due to poor returns and an increasing cost of living. Over the past 15 years, Black Butte Ranch RFPD has closely monitored this situation, making additional investments to mitigate our Unfunded Accrued Lability (UAL). However, despite our proactive measures that have helped, our PERS rates have continued to rise, placing additional strain on our budget. Future investments to further mitigate our UAL and reduce rates will be necessary.

The Oregon Fire Service has experienced substantial wage hikes over the past four years, driven by a shortage of qualified applicants. Recruitment and retention efforts are paramount in our strategic plan. Despite our exceptional organizational culture, our ability to compete with industry wage standards is hindered by our status as a smaller department with limited funding growth potential. Moreover, the high cost of living in Central Oregon exacerbates the challenge of providing affordable housing for our new firefighters, leaving us trailing behind other regional departments by 20% in compensation. Wage adjustments may be needed to be more competitive and in line with other agencies to attract and retain employees.

Many of our heavy apparatus have surpassed the NFPA recommendation lifespan of 20 years. Updating some of the current apparatus fleet has also been a significant consideration for the District and is expected to be done in stages. Escalating inflation and supply chain disruptions have driven up the cost of heavy apparatus by over 30% in the last three years. Moreover, the build time has increased by 50% due to supply chain challenges and labor shortages, further complicating our procurement process. Consequently, our heavy apparatus will be 23-27 years old by the time replacements arrive. Although the Vehicle Replacement Fund will help offset the financial need; these increases have outrun our planned saving. Many other agencies are experiencing similar.

The Fire Station, constructed in the early 90s, requires strategic improvements to ensure firefighter health and safety, enhance response times, and promote energy conservation. However, inflated construction costs in Central Oregon, coupled with the necessity to adhere to prevailing wage requirements for government agencies, will make these upgrades financially demanding.

Lastly, our Resident Volunteers are vital to the District's operations. The District utilizes them to augment staffing, which in turn the District assists with their tuition costs. As recently reported in Oregon, tuition costs have been on the rise. To effectively plan, the District carefully considers tuition increases in its budget.

Despite these looming challenges, Black Butte Ranch RFPD is committed to navigating them with the support of our community, particularly in passing our future five-year levies. We will maintain our conservative budgeting approach while strategically planning for departmental sustainability over the next 15 years. By remaining fiscally responsible, we aim to safeguard our reserve funds against potential housing market fluctuations and inflationary pressures. Above all, our department remains dedicated to delivering exceptional customer service to our community.

LB FORMS

The following pages are reserved for required LB forms as required