

**CROOKED RIVER  
RANCH FIRE &  
RESCUE**



# **PROPOSED BUDGET**

## **2024/2025**

---

Prepared by :

**FIRE CHIEF,  
SEAN HARTLEY & STAFF**

[WWW.CRRFIRE.ORG](http://WWW.CRRFIRE.ORG)



## TABLE OF CONTENTS

MESSAGE FROM YOUR FIRE CHIEF	Page 1
BUDGET COMMITTEE MEMBERS	Page 2
OUR MISSION / VISION / CORE VALUES	Page 3
ABOUT THE DISTRICT	Page 4
ORGANIZATIONAL CHART	Page 5
BUDGET PROCESS	Page 6
BUDGET CALENDAR	Page 7
GRANTS AWARDED	Page 8
FINANCIAL CONCERNS / DISTRICT CHALLENGES & SUCCESSES	Page 9
SOURCES OF INCOME	Page 10
GENERAL INCOME FUND	Page 11
GENERAL FUND - PERSONNEL SERVICES	Page 12
GENERAL FUND - MATERIALS & SERVICES	Page 13
DEBT SERVICE	Page 14
REQUIREMENTS SUMMARY	Page 15
CAPITAL RESERVE FUND	Page 16
BOND FUND	Page 18
BUDGET VARIANCES FOR GENERAL , CAPITAL & BOND FUNDS - MARCH 31, 2024	Page 19 - 22
CLOSING COMMENTS	Page 23



## **MESSAGE FROM YOUR FIRE CHIEF, SEAN HARTLEY**

IN THE CURRENT FISCAL YEAR, THE DISTRICT HAS ACHIEVED SEVERAL GOALS. THE FIRST WAS HIRING TWO FULL-TIME FIREFIGHTER/PARAMEDICS UTILIZING THE OREGON STATE FIRE MARSHAL (OSFM) STAFFING CAPACITY GRANT. THE SECOND WAS RECEIVING THE OSFM WILDLAND FIRE SEASON STAFFING GRANT THAT ALLOWED US TO HIRE SIX TEMPORARY FIREFIGHTERS TO INCREASE STAFFING DURING THE SUMMER WILDFIRE SEASON WHEN WE ARE BUSIEST. THE THIRD, AND MOST IMPACTFUL FOR THE NEXT FIVE YEARS, WAS THE VOTERS APPROVING A LOCAL OPTION LEVY THAT WILL INCREASE TAX FUNDS ALLOWING US TO MAINTAIN OUR NEW STAFFING MODEL INTO THE FUTURE.

IT IS MY PLEASURE TO PRESENT TO YOU OUR PROPOSED BUDGET FOR CROOKED RIVER RANCH RURAL FIRE PROTECTION DISTRICT FOR THE FISCAL YEAR 2024/2025. THE GOAL WITH THIS BUDGET IS TO CONTINUE TO BE FISCALLY RESPONSIBLE WHILE CONTINUING TO PROVIDE THE HIGHEST LEVEL OF FIRE SUPPRESSION, EMERGENCY MEDICAL SERVICES, AND FIRE PREVENTION POSSIBLE. THIS YEAR'S PROPOSED BUDGET INCLUDES FUNDING FOR THE CONTINUED COSTS OF DAILY OPERATIONS, MAINTAINING OUR NEW STAFFING MODEL, AND THE PURCHASE OF A NEW FIRE ENGINE. WHILE IT IS CHALLENGING TO BALANCE OUR REVENUES AND EXPENDITURES, I'M VERY PROUD OF THE WORK THE STAFF DOES TO HELP ACHIEVE OUR BUDGETING GOALS.

AS THE DISTRICT CONTINUES TO GROW AND EVOLVE, WE WILL BE LOOKING FOR MORE CREATIVE AND EFFICIENT WAYS TO DELIVER FIRE AND EMERGENCY MEDICAL SERVICES TO OUR COMMUNITY. AS THE STAFF PREPARED THEIR PROGRAM BUDGETS, THEY ENSURE THAT THE REQUESTED FUNDS ARE APPLIED TO GOALS THAT ARE SPECIFIC, MEASURABLE, ATTAINABLE, REALISTIC, AND TIMELY. AS ALWAYS, WE STRIVE TO BE FISCALLY RESPONSIBLE WITH THE MONIES RECEIVED FROM OUR TAXPAYERS. THE DISTRICT STRIVES TO PROVIDE TRANSPARENCY IN ITS FINANCES AND ENCOURAGES OUR BUDGET COMMITTEE, BOARD OF DIRECTORS, AND CONSTITUENTS TO ASK QUESTIONS AND PARTICIPATE IN IDENTIFYING THE PRIORITIES AND NEEDS OF THE DISTRICT.

IN THE FOLLOWING PAGES YOU WILL FIND THE PROPOSED BUDGET FOR 2024/2025. I AM EXCITED TO PRESENT IT TO YOU AND FOR YOUR ASSISTANCE IN FINALIZING OUR BUDGET FOR THE NEXT FISCAL YEAR. THANK YOU FOR YOUR PARTICIPATION AND SUPPORT OF THE DISTRICT.

RESPECTIVELY,  
SEAN HARTLEY  
FIRE CHIEF

# **BUDGET COMMITTEE MEMBERS**

## **BOARD OF DIRECTORS**

## **TERM EXPIRES**

JOSEPH COSTIGAN

JUNE 30, 2027

COLE GAYHEART

JUNE 30, 2027

KAY NORBERG

JUNE 30, 2025

BRAD PAHL

JUNE 30, 2025

DAVID PALMER

JUNE 30, 2027

## **BUDGET COMMITTEE MEMBERS**

## **TERM EXPIRES**

ROBERT BENGTON

2022-2024

WILLIAM BURT

2022-2024

KENNETH FISHER

2022-2024

SUSAN HANSON

2024-2026

ROBIN HUBER

2024-2026



## **DISTRICT ADMINISTRATION**

FIRE CHIEF, SEAN HARTLEY

ADMINISTRATIVE ASSISTANT, DANA SCHULKE

## OUR VISION...

TO PROVIDE EXCEPTIONAL FIRE, MEDICAL, AND LIFE-SAFETY SERVICES TO THE CROOKED RIVER RANCH COMMUNITY, IN A FISCALLY RESPONSIBLE/COST-EFFECTIVE MANNER.



## MISSION...

TO SERVE THE COMMUNITY OF CROOKED RIVER RANCH BY PROVIDING SUPERIOR SERVICE THROUGH PREVENTION, EDUCATION, EMERGENCY RESPONSE AND COMMUNITY INVOLVEMENT

**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

gold  
visi  
cust  
corp  
purp  
marketing  
honesty  
inn  
value  
charter  
team  
organization  
statement

# CORE VALUES

live by  
ethics  
code  
values  
ideology  
goals  
mission  
accountability  
customer service  
loyees  
egrity

**CARING**- BE SAFE, DO NO HARM AND BE NICE

**FISCAL RESPONSIBILITY** - PROTECT THE PUBLIC TRUST BY BEING FISCALLY ACCOUNTABLE TO OUR CONSTITUENTS

# ABOUT OUR DISTRICT...

The District serves the community of Crooked River Ranch that is located on the high desert of rural central Oregon and covers 16.4 Sq. Mi. of rural residential, recreational, and commercial property. It is the largest unincorporated subdivision in the State of Oregon. The community is isolated on a peninsula between two river canyons that are over three 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 maybe as long as 55 minutes, if transporting to Bend.

Crooked River Ranch was originally conceived of as a recreation community and eventually rezoned to rural residential. 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.

Crooked River Ranch Fire & Rescue is a combination fire district that provides structural and wildland fire suppression, emergency medical services including ambulance transportation, technical rope rescue services, and fire safety and prevention services.

The District has a career staff which includes a Fire Chief, three Captain/Paramedics, two Firefighters/Paramedics, and an Administrative Assistant. We have an average of 21 response Volunteers, which includes up to six Student Volunteers from Central Oregon Community College. During the summer, our district employs 5-6 part-time EMT's/Firefighters, if seasonal staffing grants are awarded to the district.

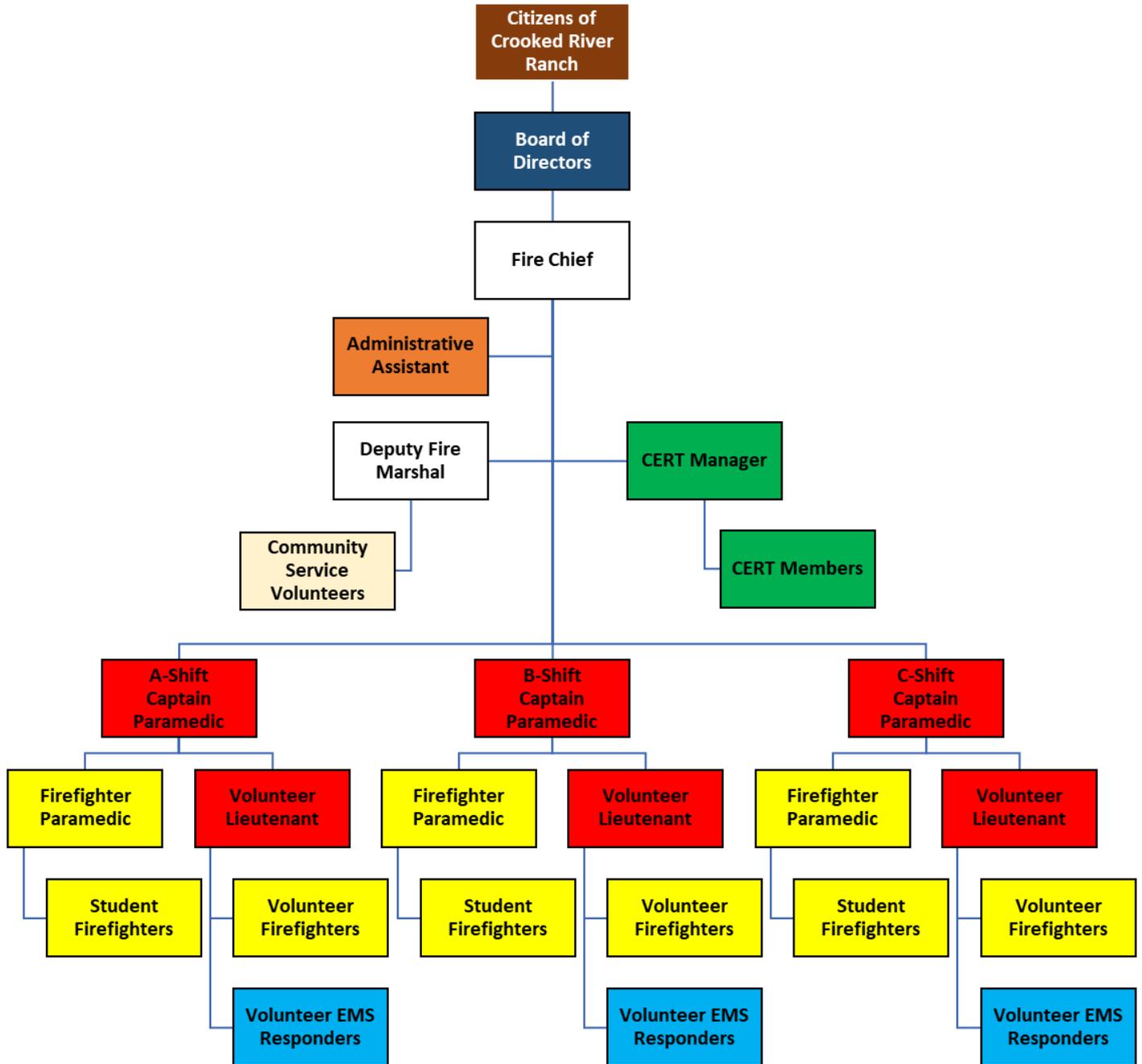
The District currently maintains a fleet of apparatus for response to calls. The fleet consists of the following:

- Structure Fire Engine (1)
- Interface Fire Engine (1)
- Water Tenders (2)
- Wildland Fire Engine (1)
- Ambulance (2)
- Quick Response Vehicles (2)
- Rope Rescue Utility Trailer (1)
- Command Vehicles (1)
- Community Service Utility (1)

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 Fire & EMS
- 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
- Oregon Department of Forestry
- Bureau of Land Management
- US Forest Service.

# ORGANIZATIONAL CHART



# 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 2024/2025 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.

Appoint Budget Officer & Appoint Budget  
Committee in **January / February**

Staff Prepares Proposed  
Budgets in **February / March**

Budget Committee Meeting(s) and Budget  
Approval in **April / May**

Publish Budget Hearing Notice & Summary  
in **May / June**

Public Budget Hearing  
in **May/June**

Adopt Budget and Make Appropriations  
in **June** by Resolution

Submit Budget & Tax Certifications to County Assessor in **June**



# DISTRICT'S BUDGET CALENDAR

APPOINT BUDGET OFFICER AT BOARD MEETING / APPROVE BUDGET COMMITTEE MEMBERS / CALENDAR

***JANUARY 21, 2024***

PUBLISH 1ST NOTICE OF BUDGET COMMITTEE MEETING IN PAPER

***APRIL 10TH, 2024***

BUDGET PRESENTATION IS DUE FOR PUBLICATION TO BOARD, BUDGET COMMITTEE AND RESIDENTS FOR REVIEW

***APRIL 12TH, 2024***

BUDGET COMMITTEE MEETING WITH BOARD OF DIRECTORS & STAFF

***MAY 2ND, 2024***

PUBLISH 2ND NOTICE OF BUDGET COMMITTEE MEETING (IF NECESSARY)

***MAY 3RD, 2024***

CONTINUATION OF BUDGET COMMITTEE MEETING (IF NECESSARY)

***MAY 9TH, 2024***

PUBLISH NOTICE OF PUBLIC BUDGET HEARING LB50 IN NEWSPAPER

***MAY 30TH, 2024***

HOLD PUBLIC BUDGET MEETING PRIOR TO BOARD MEETING

***JUNE 20TH, 2024***

ENACT RESOLUTION TO ADOPT BUDGET AT BOARD MEETING

***JUNE 20TH, 2024***

FILE FORM LB1 & SUBMIT TAX CERTIFICATION TO DESCHUTES / JEFFERSON COUNTY

***JUNE 27TH, 2024***



**OREGON STATE FIRE MARSHAL (OSFM) STAFFING CAPACITY GRANT:**

THIS GRANT ALLOWED TWO FULL-TIME FIREFIGHTER/PARAMEDICS TO BE HIRED AT THE BEGINNING OF THE 2023/2024 FISCAL YEAR. THIS HAS MADE IT POSSIBLE FOR US TO HAVE TWO CAREER PERSONNEL ON DUTY FOR THE A AND C SHIFTS. THIS ALLOWS US TO BE MORE FLEXIBLE IN OUR RESPONSE TO EMERGENCY CALLS AND ALLOW TWO ADVANCED LIFE SUPPORT CREWS TO BE AVAILABLE.

THIS GRANT IS A MATCHING GRANT. IN THE CURRENT FISCAL YEAR 90% OF THE WAGES AND BENEFITS ARE COVERED WITH THESE FUNDS. IN THE PROPOSED BUDGET FOR 2024/2025, 75% OF THE WAGES AND BENEFITS WILL BE COVERED.

**OREGON STATE FIRE MARSHAL (OSFM) WILDLAND FIRE SEASON STAFFING GRANT – 2024:**

WE HAVE BEEN BLESSED TO RECEIVE THIS GRANT AGAIN TO HIRE TEMPORARY EMPLOYEES FOR THE UPCOMING SUMMER. THESE FUNDS MAKE IT POSSIBLE FOR US TO HAVE A HIGHER LEVEL OF RESPONSE DURING THE SUMMER MONTHS WHEN WILDFIRE DANGER IS AT ITS PEAK AND WE ARE THE BUSIEST WITH EMERGENCY CALLS.

**OREGON STATE FIRE MARSHAL (OSFM) ENGINE PROGRAM:**

WE ARE EXPECTING THE DELIVERY OF OUR NEW TYPE III WILDLAND FIRE ENGINE VERY SOON. THIS FIRE ENGINE REPLACES A 28-YEAR-OLD FIRE ENGINE AND WILL BE UTILIZED BOTH ON WILDLAND FIRES AND STRUCTURE FIRES.

**VOLUNTEER FIRE ASSISTANCE (VFA) GRANT:**

THE AWARDING OF THIS GRANT HAS ALLOWED US TO COMPLETE A PLANNED UPGRADE OF OUR VHF MOBILE RADIOS ONE YEAR AHEAD OF SCHEDULE. WITH THE FUNDS FROM THIS GRANT, MATCHED BY FUNDS ALREADY BUDGETED TO PURCHASE NEW RADIOS, WE WERE ABLE TO PURCHASE AN ADDITIONAL THREE MOBILE RADIOS THAT WERE SLATED TO BE PURCHASED IN THE 2024/2025 BUDGET.

## **FINANCIAL CONCERNS & DISTRICT CHALLENGES...**



- MAINTAINING SHIFT PERSONNEL FOR THE NEXT FIVE YEARS
- MAINTAINING TECHNOLOGY CHANGES, PRICING, UPGRADES
- RECRUITMENT AND RETENTION OF VOLUNTEER PERSONNEL FOR OUR DISTRICT
- ENVIRONMENTAL / WEATHER CHANGES FOR EXPLOSIVE WILDFIRES
- HEALTH AND WELLBEING OF ALL PERSONNEL (BURNOUT)
- THE USE OF ARTIFICIAL INTELLIGENCE IN THE FIRE SERVICE

## **OUR SUCCESSES AND ACHIEVMENTS IN 2023/2024...**

- OUR OPERATING LEVY PASSED IN THE NOVEMBER 2023 ELECTION
- CONVERTED THE STATIONS EXISTING LIBRARY INTO TWO DORMS FOR VOLUNTEERS
- AWARDED A NEW TYPE III ENGINE FROM OSFM GRANT, ALONG WITH STAFFING FUNDS TO MAINTAIN PERSONNEL FOR 3-5 YEARS
- ACQUIRED REFURBISHED EXTRICATION TOOLS FOR THE DISTRICT
- DONATED LAST OF THE 5-TON MILITARY VEHICLES TO THE LOWER BRIDGE RANGELAND RURAL FIRE PROTECTION ASSOCIATION
- APPOINTED A DEPUTY FIRE MARSHAL FOR THE DISTRICT
- INSTALLED A NEW FIRE ALARM SYSTEM IN THE BUILDING
- HIRED 2 SHIFT FIREFIGHTER / PARAMEDICS



# SOURCES OF INCOME

## **AVAILABLE CASH ON HAND**

IS ESTIMATED BASED ON CURRENT SPENDING FORECASTS FOR THE REMAINDER OF FISCAL YEAR 2022/23. 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, 2023, 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 DISTRICTS CALL VOLUME WAS AT 654 LAST YEAR, WHICH IS A SIGNIFICANT INCREASE COMPARED TO THE PRIOR YEAR. SINCE SWITCHING OVER TO TACTICAL BUSINESS SOLUTIONS FOR OUR BILLING PROCESS, WE HAVE SEEN A CONSISTENT AMOUNT OF FUNDS COME IN, ALONG WITH ANNUAL GEMT FUNDS FROM THE STATE.

## **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 275 MEMBER ACCOUNTS AT \$45 PER MEMBERSHIP. THE MEMBERSHIPS HAVE DECREASED BY 21 MEMBERSHIPS FROM THE THIS CURRENT FISCAL YEAR. CONSIDERATION TO RAISE THE ANNUAL MEMBERSHIP FEE HAS BEEN TAKEN INTO ACCOUNT BY THE BOARD OF DIRECTORS AND IS CURRENTLY BEING REVIEWED.

## **GRANT FUNDS**

INCLUDES FUNDS RECEIVED FROM THE SAFER GRANT THAT WE WERE AWARDED TO THE DISTRICT IN THE 2021. THESE FUNDS ARE SPREAD OUT OVER A FOUR-YEAR PERIOD AND ARE DUE TO EXPIRE IN DECEMBER 2025. THIS LINE ALSO INCLUDES REIMBURSEMENT MONEY FROM THE OSFM ENGINE PROGRAM FOR MAINTENANCE COSTS ON OUR NEW WILDLAND FIRE ENGINE.

## **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. SHOULD THE BOARD OF DIRECTORS DECIDE ON THE ACQUISITION OF A NEW OR USED APPARATUS FOR THE DISTRICT, THE SALE OF THE OLDEST FIRE APPARATUS WOULD BE CONSIDERED.

## **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 TRAINING FACILITY BY OTHER FIRE DISTRICTS WHO WOULD LIKE TO UTILIZE THE BUILDING. CPR CLASSES THAT WE HOST ARE ALSO INCLUDED IN THIS LINE ITEM.

## **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 ON 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 DESCHUTES COUNTY TAXES LEVIED AMOUNT REPORTED FOR FISCAL YEAR 2023/24 AND APPLY A 3% INCREASE FOR BUDGETING PURPOSES. DESCHUTES COUNTY DOES REPORT AN APPROXIMATE 94% COLLECTION RATE, WHICH IS APPLIED TO THE ESTIMATED TAXES TO BE RECEIVED.

## GENERAL FUND INCOME

Resources	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023 /24 Approved by Resolution or Supplemental	FY 2024/25 <b>PROPOSED</b>	FY 2024 /25 Approved / Amended
AVAILABLE CASH ON HAND	\$596,453	\$666,697	\$856,886	\$1,050,000	
PREVIOUSLY LEVIED TAXES ESTIMATED TO BE RECEIVED	\$28,792	\$21,240	\$25,000	\$30,000	
INTEREST	\$4,392	\$16,858	\$7,500	\$20,000	
TRANSFERRED IN FROM OTHER FUNDS	\$0	\$0	\$0	\$0	
AMBULANCE BILLING	\$263,490	\$331,298	\$275,000	\$325,000	
CONTRACTUAL INCOME	\$400	\$400	\$400	\$400	
EMERGENCY ADDRESS SIGNS	\$700	\$350	\$500	\$500	
FIRE MED MEMBERSHIPS	\$13,545	\$13,275	\$13,320	\$12,600	
GRANT FUNDS	\$71,529	\$487,061	\$493,499	\$93,500	
MISCELLANEOUS INCOME	\$7,714	\$12,252	\$7,500	\$7,500	
SALE OF ASSETS	\$16,200	\$0	\$0	\$0	
TRAINING	\$0	\$140	\$500	\$500	
CONFLAGRATION REVENUE	\$7,661	\$22,279	\$39,939	\$0	
<b>TOTAL RESOURCES</b>	<b>\$1,010,876</b>	<b>\$1,571,580</b>	<b>\$1,720,044</b>	<b>\$1,540,000</b>	
TAXES ESTIMATED TO BE RECEIVED	-----	-----	\$1,083,566	\$1,248,247	
TAXES COLLECTED IN YEAR LEVIED	\$1,028,187	\$1,095,155	-----	-----	
<b>TOTAL RESOURCES</b>	<b>\$2,039,063</b>	<b>\$2,667,005</b>	<b>\$2,803,610</b>	<b>\$2,788,247</b>	

**NOTES:**

## GENERAL FUND - PERSONNEL SERVICES

Resources	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023 /24 Approved by Resolution or Supplemental	FY 2024/25 <b>PROPOSED</b>	FY 2024 /25 Approved / Amended
FIRE CHEF (1)	\$83,283	\$66,439	\$87,135	\$88,000	
ASST. FIRE CHIEF (1)	\$66,294	\$0	\$0	\$0	
ADMINISTRATIVE ASSISTANT (1)	\$38,860	\$41,803	\$44,254	\$46,097	
ADMINISTRATIVE ASSIST. (O/T)	\$2,419	\$1,177	\$3,017	\$3,143	
SHIFT CAPT/PARAMEDIC WAGES (3)	\$186,887	\$185,181	\$202,151	\$213,214	
SHIFT CAPT/PARAMEDIC (O/T)	\$43,706	\$34,426	\$53,619	\$55,764	
PART-TIME PERSONNEL	\$16,828	\$59,483	\$35,000	\$60,000	
EMPLOYEE BENEFITS	\$153,963	\$141,522	\$241,547	\$261,804	
PERS	\$123,355	\$119,242	\$207,337	\$224,645	
PAYROLL TAXES	\$40,237	\$46,616	\$53,933	\$59,835	
WORKERS COMP / GRP ACC.	\$15,964	\$15,598	\$26,000	\$21,450	
VOLUNTEER STIPENDS	\$41,500	\$39,900	\$45,000	\$45,000	
VOLUNTEER CONFLAGRATION REIMBURSEMENT	\$1,562	\$17,324	\$20,106	\$0	
STUDENT VOLUNTEER STIPENDS	\$7,425	\$5,660	\$10,800	\$10,800	
40-HOUR FF/PARAMEDIC	\$0	\$0	\$0	\$0	
40-HOUR FF/PARAMEDIC (O/T)	\$0	\$0	\$0	\$0	
SHIFT - FF/PARAMEDIC (3)	\$0	\$0	\$132,291	\$142,167	
SHIFT - FF/PARAMEDIC (O/T)	\$0	\$0	\$32,642	\$35,644	
<b>TOTAL:</b>	<b>\$822,284</b>	<b>\$774,371</b>	<b>\$1,194,832</b>	<b>\$1,267,563</b>	

**NOTES:**

## GENERAL FUND - MATERIALS & SERVICES

Resources	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023 /24 Approved by Resolution or Supplemental	FY 2024/25 <b>PROPOSED</b>	FY 2024 /25 Approved / Amended
ADMINISTRATION	\$16,961	\$19,077	\$18,450	\$20,825	
BUILDING MAINTENANCE	\$19,461	\$28,336	\$30,000	\$25,000	
DEPARTMENT SERVICES	\$4,666	\$4,948	\$5,000	\$5,000	
DISPATCH SERVICES	\$70,962	\$67,646	\$70,350	\$72,600	
EMS OPERATIONS	\$48,696	\$46,847	\$45,690	\$45,690	
FIRE OPERATIONS	\$50,031	\$42,221	\$34,750	\$35,700	
FUEL	\$13,219	\$18,090	\$20,000	\$20,000	
INSURANCE	\$34,105	\$34,240	\$40,000	\$44,650	
PREVENTION	\$2,461	\$186	\$2,000	\$2,000	
PROFESSIONAL SERVICES	\$25,101	\$18,706	\$20,850	\$29,565	
RADIOS / COMMUNICATION	\$24,057	\$12,546	\$31,586	\$8,000	
ROPE RESCUE OPERATIONS	\$2,276	\$2,584	\$3,000	\$3,000	
TRAINING	\$18,401	\$10,186	\$24,455	\$24,725	
TRAVEL	\$137	\$1,960	\$5,000	\$5,000	
TUITION REIMBURSEMENT	\$26,292	\$19,152	\$31,500	\$31,500	
UNIFORMS	\$3,313	\$7,215	\$7,000	\$10,000	
UTILITIES	\$23,365	\$33,004	\$34,800	\$37,500	
VEHICLE/EQUIP. MAINT.	\$41,385	\$30,002	\$35,000	\$35,000	
VOLUNTEER INCENTIVE PROGRAM	\$17,410	\$15,400	\$20,800	\$20,800	
WELLNESS PROGRAM	\$6,325	\$3,704	\$10,000	\$10,000	
SAFER GRANT EXPENDITURES	\$25,323	\$29,195	\$42,000	\$45,000	
CERT PROGRAM	0	\$2,498	\$5,000	\$5,000	
OSFM OFSCP - PPE/UNIFORM	\$0	\$0	\$9,500	\$5,300	
<b>TOTAL:</b>	<b>\$473,945</b>	<b>\$447,743</b>	<b>\$546,731</b>	<b>\$541,855</b>	

## DEBT SERVICE

DESCRIPTION	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023 /24 Approved by Resolution or Supplemental	FY 2024/25 <b>PROPOSED</b>	FY 2024 /25 Approved / Amended
AMBULANCE FINANCING	\$27,046	\$27,046	\$27,046	\$27,046	
<b>TOTAL:</b>	<b>\$27,046</b>	<b>\$27,046</b>	<b>\$27,046</b>	<b>\$27,046</b>	

**NOTES:**

## GENERAL FUND - REQUIREMENTS SUMMARY

	Historical data			Budget for next year: 2024/2025	
Second Preceding 2021/2022	First Preceding 2022/2023	Adopted Budget This Year 2023/2024	Requirements Summary	<b>Proposed</b> By Budget Officer	Approved By Budget Committee
Actual	Actual	-----		-----	-----
			<b>PERSONNEL SERVICES</b>		
\$802,354	\$805,268	\$1,194,832	See detailed description	\$1,267,563	
\$802,354	\$805,268	\$1,194,832	<b>TOTAL PERSONNEL SERVICES</b>	\$1,267,563	
			<b>MATERIALS AND SERVICES</b>		
\$418,950	\$448,065	\$546,731	See detailed description	\$541,855	
\$418,950	\$448,065	\$546,731	<b>TOTAL MATERIALS AND SERVICES</b>	\$541,855	
			<b>CAPITAL OUTLAY</b>		
\$10,502	\$0	\$0	See detailed description	\$0	
\$10,502	\$0	\$0	<b>TOTAL CAPITAL OUTLAY</b>	\$0	
			<b>DEBT SERVICES</b>		
\$27,045	\$27,045	\$27,046	See detailed description	\$27,046	
\$27,045	\$27,045	\$27,046	<b>TOTAL DEBT SERVICES</b>	\$27,046	
\$50,000	\$75,000	90,746	Transfer to Capital Reserve Fund	\$75,000	
\$0	\$0	\$0	Transferred to Personnel Reserve Fund	\$0	
\$50,000	\$75,000	90,746	<b>TOTAL TRANSFERRED TO OTHER FUNDS</b>	\$75,000	
\$0	\$0	\$38,721	<b>OPERATING CONTINGENCY</b>	\$100,000	
		\$215,196	<b>RESERVED FOR FUTURE EXP.</b>	\$92,616	
\$595,745	\$1,290,387		Ending Balance (Prior Years)		
		\$690,338	<b>UNAPPROPRIATED ENDING FUND BALANCE</b>	\$684,167	
<b>\$1,854,596</b>	<b>\$2,645,765</b>	<b>\$2,803,610</b>	<b>TOTAL REQUIREMENTS</b>	<b>\$2,788,247</b>	

**CAPITAL RESERVE FUND**  
**( SEE CHART FOLLOWING THIS DISCRPTION )**

This includes anticipated cash on hand from the carryover of 2024/2025 fiscal year, interest, and transfers in from other funds.

**Cash on hand (a):**

Estimated funds for beginning of fiscal year 2024/2025.

**Interest (b):**

Estimated from prior year actuals as compared to fund balance.

**Transferred IN, from other funds (c):**

Annual transfer to reserve fund, from General Fund, for future expenditures.

**Grant Funds (d):** At this time, we do not anticipate receiving these funds. If we are awarded any grant funds, they will be received by Resolution.

**Apparatus Capital Purchases (e):**

These funds are proposed for the purchase of a new structural (type I) fire engine. It would replace our 24 year old structural fire engine. The new apparatus would be at least partially financed.

**Building Purchases (f):**

We do not have any planned Building Capital purchases for this fiscal year.

**EMS Capital Purchases (g):**

We do not have any planned EMS Capital purchases for this fiscal year.

**Fire Capital Purchases (h):**

We do not have any planned Fire Capital purchases for this fiscal year.

**Training Capital Purchases (i):**

We do not have any planned Training Capital purchases for this fiscal year.

**Reserved for Future Expenditures (UEFB) (j):**

This line item reflects estimated reserves in the fund.

**NOTES:**

## CAPITAL RESERVE FUND

Resources	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023 /24 Approved by Resolution or Supplemental	FY 2024/25 <b>PROPOSED</b>	FY 2024 /25 Approved / Amended
CASH ON HAND (A)	\$327,976	\$377,163	\$382,067	\$465,000	
INTEREST (B)	\$2,433	\$6,746	\$4,500	\$7,000	
TRANSFERRED IN FROM OTHER FUNDS (C)	\$50,000	\$75,000	\$90,746	\$75,000	
GRANT FUNDS / REVENUE (D)	\$35,000	\$107,621	\$0	\$0	
MISC. INCOME	\$5,000	\$0	\$7,903	\$0	
OTHER FINANCING SOURCES	\$0	\$0	\$0	\$300,000	
<b>TOTAL RESOURCES</b>	<b>\$420,409</b>	<b>\$566,530</b>	<b>\$485,216</b>	<b>\$847,000</b>	
<b>REQUIREMENTS</b>					
APPARATUS CAPITAL PURCHASES (E)	\$0	\$59,322	\$0	\$500,000	
BUILDING CAPITAL PURCHASES (F)	\$0	\$110,539	\$43,195	\$0	
EMS CAPITAL PURCHASES (G)	\$38,246	\$0	\$0	\$0	
FIRE CAPITAL PURCHASES (H)	\$0	\$0	\$15,805	\$0	
TRAINING CAPITAL PURCHASES (I)	\$5,000	\$0	\$0	\$0	
TOTAL REQUIREMENTS, EXCEPT FUTURE EXPENDITURES	<b>\$43,246</b>	<b>\$169,861</b>	<b>\$59,000</b>	<b>\$500,000</b>	
RESERVED FOR FUTURE EXPENDITURES (J)	\$377,163	\$396,669	\$426,216	\$347,000	
<b>TOTAL REQUIREMENTS</b>	<b>\$420,409</b>	<b>\$566,530</b>	<b>\$485,216</b>	<b>\$847,000</b>	

**NOTES:**

## BOND FUND

Description/Requirements	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24 Approved by Resolution or supplemental	FY 2024/25 Proposed	FY 2024/25 Approved/ Amended
Cash on Hand	\$16,233	\$15,919	\$10,000	\$11,250	
Previously levied taxes estimated to be received	\$4,976	\$3,668	\$3,500	\$3,500	
Earnings from temporary investments	\$237	\$728	\$500	\$1,000	
Transferred IN, from other funds (s)	\$0	\$0	\$0	\$0	
<b>Total resources, except taxes to be levied</b>	\$21,445	\$20,315	\$14,000	\$15,750	
Taxes estimated to be received	\$174,322	\$174,876	\$199,600	\$200,205	
Taxes collected in year levied					
<b>Total Resources</b>	<b>\$195,767</b>	<b>\$195,191</b>	<b>\$213,600</b>	<b>\$215,955</b>	
<b>Requirements</b>					
<b>Bond Principal Payments</b>					
<b>Budgeted Payment Date: 1/1/2025</b>	\$130,000	\$135,000	\$150,000	\$160,000	
<b>TOTAL PRINCIPAL</b>	\$130,000	\$135,000	\$150,000	\$160,000	
<b>Bond Interest Payments</b>					
<b>Budgeted Payment Date 1/1/2025</b>	\$25,730	\$24,118	\$22,444	\$20,584	
<b>6/30/2025</b>	\$24,118	\$22,444	\$20,584	\$18,600	
<b>TOTAL INTEREST</b>	\$49,848	\$46,562	\$43,028	\$39,184	
<b>Ending Balance</b>	\$15,919	\$13,629	-----	-----	
<b>Total Unappropriated Ending Fund Balance</b>	-----	\$18,664	\$20,572	\$16,771	
<b>Total Requirements</b>	<b>195,767</b>	<b>\$195,191</b>	<b>\$213,600</b>	<b>\$215,955</b>	

**CROOKED RIVER RANCH FIRE & RESCUE**  
**GENERAL FUND BUDGET VARIANCE - MARCH 31, 2024**

	<b>MARCH ACTUAL</b>	<b>YTD ACTUAL</b>	<b>BUDGET</b>	<b>VAR USD</b>	<b>VAR %</b>
<b>REVENUE</b>					
AMBULANCE REVENUE	19,424.42	259,144.65	275,000.00	(15,855.35)	-5.77%
BEGINNING FUND BALANCE	0.00	1,284,784.89	856,886.00	427,898.89	49.94%
CONFLAGRATION REVENUE	0.00	39,958.36	39,939.00	19.36	0.05%
CONTRACTUAL INCOME	0.00	400.00	400.00	0.00	0.00%
EMERGENCY ADDRESS SIGNS	25.00	200.00	500.00	(300.00)	-60.00%
FIREMED	675.00	10,037.12	13,320.00	(3,282.88)	-24.65%
GRANT FUNDS	0.00	0.00	493,499.00	(493,499.00)	-100.00%
INTEREST	5,121.87	19,436.69	7,500.00	11,936.69	159.16%
MISC. INCOME	444.00	5,370.61	7,500.00	(2,129.39)	-28.39%
PREVIOUSLY LEVIED TAXES	1,289.08	24,273.72	25,000.00	(726.28)	-2.91%
TAXES COLLECTED IN YEAR LEVIED	5,693.28	1,089,545.63	1,083,566.00	5,979.63	0.55%
TRAINING INCOME	0.00	0.00	500.00	(500.00)	-100.00%
<b>TOTAL REVENUE</b>	<b>32,672.65</b>	<b>2,733,151.67</b>	<b>2,803,610.00</b>	<b>(70,458.33)</b>	<b>-2.51%</b>
<b>GROSS PROFIT</b>	<b>32,672.65</b>	<b>2,733,151.67</b>	<b>2,803,610.00</b>	<b>(70,458.33)</b>	<b>-2.51%</b>
<b>OPERATING EXPENSES</b>					
DEBT SERVICE: APPARATUS PMT	0.00	27,045.17	27,046.00	(0.83)	0.00%
DEBT SERVICES & CONTINGENCY	0.00	0.00	38,721.00	(38,721.00)	-100.00%
GENERAL FUND, TRANSFER OUT	0.00	90,746.00	90,746.00	0.00	0.00%

<b>MATERIALS &amp; SERVICES</b>					
ADMINISTRATION	(3,269.54)	16,926.50	18,450.00	(1,523.50)	-8.26%
BUILDING MAINTENANCE & SUPPLIES	1,200.41	13,853.76	30,000.00	(16,146.24)	-53.82%
CERT PROGRAM	72.13	1,650.62	5,000.00	(3,349.38)	-66.99%
DEPARTMENT SERVICES	333.28	1,742.92	5,000.00	(3,257.08)	-65.14%
DISPATCH SERVICES	1,799.90	70,147.49	70,350.00	(202.51)	-0.29%
EMS OPERATIONS	4,920.46	38,808.64	45,690.00	(6,881.36)	-15.06%
FIRE OPERATIONS	1,114.16	10,050.90	34,750.00	(24,699.10)	-71.08%
FUEL	874.25	10,455.36	20,000.00	(9,544.64)	-47.72%
INSURANCE	0.00	38,991.00	40,000.00	(1,009.00)	-2.52%
OSFM OFSCP - PPE/UNIFORM	0.00	4,198.50	9,500.00	(5,301.50)	-55.81%
PREVENTION	0.00	997.33	2,000.00	(1,002.67)	-50.13%
PROFESSIONAL SERVICES	327.41	29,039.04	20,850.00	8,189.04	39.28%
RADIOS/COMMUNICATIONS	0.00	24,780.36	31,586.00	(6,805.64)	-21.55%
ROPE RESCUE OPERATIONS	0.00	3,292.07	3,000.00	292.07	9.74%
SAFER GRANT EXPENDITURES	0.00	25,047.56	42,000.00	(16,952.44)	-40.36%
TRAINING	1,151.63	11,814.79	24,455.00	(12,640.21)	-51.69%
TRAVEL	1,315.44	2,580.55	5,000.00	(2,419.45)	-48.39%
TUITION REIMBURSEMENT	0.00	10,500.00	31,500.00	(21,000.00)	-66.67%
UNIFORMS	104.00	5,499.91	7,000.00	(1,500.09)	-21.43%
UTILITIES	4,884.23	28,141.77	34,800.00	(6,658.23)	-19.13%
VEHICLE/EQUIPMENT MAINT.	1,498.97	19,440.84	35,000.00	(15,559.16)	-44.45%
VOLUNTEER INCENTIVE PROGRAM	0.00	4,830.00	20,800.00	(15,970.00)	-76.78%
WELLNESS PROGRAM	0.00	2,847.48	10,000.00	(7,152.52)	-71.53%
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>16,326.73</b>	<b>375,637.39</b>	<b>546,731.00</b>	<b>(171,093.61)</b>	<b>-31.29%</b>
<b>PERSONNEL SERVICES</b>					
ADMINISTRATIVE ASSISTANT	3,219.20	32,649.48	44,254.00	(11,604.52)	-26.22%
ADMINISTRATIVE ASSISTANT - OT	226.35	792.23	3,017.00	(2,224.77)	-73.74%
EMPLOYEE BENEFITS	17,874.17	135,090.06	241,547.00	(106,456.94)	-44.07%
FIRE CHIEF	6,666.68	62,886.36	87,135.00	(24,248.64)	-27.83%
PART-TIME PERSONNEL	(5,617.50)	35,751.76	35,000.00	751.76	2.15%
PAYROLL TAXES	3,824.68	36,763.13	53,933.00	(17,169.87)	-31.84%
PERS	13,076.47	99,764.92	207,337.00	(107,572.08)	-51.88%
SHIFT PERSONNEL OVERTIME	4,721.18	39,677.88	53,619.00	(13,941.12)	-26.00%
SHIFT PERSONNEL WAGES	15,707.36	143,427.05	202,151.00	(58,723.95)	-29.05%
SHIFT FIREFIGHTER/PARAMEDIC OT	794.13	4,518.27	32,642.00	(28,123.73)	-86.16%
SHIFT FIREFIGHTER/PARAMEDIC WAGE	14,044.00	69,503.94	132,291.00	(62,787.06)	-47.46%
STUDENT VOLUNTEER STIPENDS	1,200.00	7,695.00	10,800.00	(3,105.00)	-28.75%
VOLUNTEER CONFLAG REIMB.	0.00	15,463.51	20,106.00	(4,642.49)	-23.09%
VOLUNTEER STIPENDS & BENEFITS	3,700.00	31,500.00	45,000.00	(13,500.00)	-30.00%
WORKERS COMP. & GRP ACC.	0.00	19,986.82	26,000.00	(6,013.18)	-23.13%
<b>TOTAL PERSONNEL SERVICES</b>	<b>79,436.72</b>	<b>735,470.41</b>	<b>1,194,832.00</b>	<b>(459,361.59)</b>	<b>-38.45%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>95,763.45</b>	<b>1,228,898.97</b>	<b>1,898,076.00</b>	<b>(669,177.03)</b>	<b>-35.26%</b>
<b>NET PROFIT</b>	<b>(63,090.80)</b>	<b>1,504,252.70</b>	<b>905,534.00</b>	<b>598,718.70</b>	<b>66.12%</b>

**CROOKED RIVER RANCH FIRE & RESCUE**  
**CAPITAL RESERVE FUND BUDGET VARIANCE - MARCH 31, 2024**

	MARCH	YTD ACTUAL	BUDGET	VAR USD	VAR %
	ACTUAL				
<b>REVENUE</b>					
BEGINNING FUND BALANCE	0.00	396,669.29	382,067.00	14,602.29	3.82%
INTEREST	1,949.20	7,408.34	4,500.00	2,908.34	64.63%
MISC. INCOME	0.00	7,902.50	7,903.00	(0.50)	-0.01%
<b>TOTAL REVENUE</b>	<b>1,949.20</b>	<b>411,980.13</b>	<b>394,470.00</b>	<b>17,510.13</b>	<b>4.44%</b>
<b>GROSS PROFIT</b>	<b>1,949.20</b>	<b>411,980.13</b>	<b>394,470.00</b>	<b>17,510.13</b>	<b>4.44%</b>
OTHER INCOME:					
TRANSFER(S) IN	0.00	90,746.00	90,746.00	0.00	0.00%
TOTAL OTHER INCOME	0.00	90,746.00	90,746.00	0.00	0.00%
<b>OPERATING EXPENSES</b>					
CAPITAL OUTLAY & GRANT AWARDS: BUILDING PURCHASES	5,729.00	27,769.42	43,195.00	(15,425.58)	-35.71%
CAPITAL OUTLAY & GRANT AWARDS: FIRE PURCHASES	0.00	15,680.00	15,805.00	(125.00)	-0.79%
<b>TOTAL OPERATING EXPENSES</b>	<b>5,729.00</b>	<b>43,449.42</b>	<b>59,000.00</b>	<b>(15,550.58)</b>	<b>-26.36%</b>
<b>NET PROFIT</b>	<b>(3,779.80)</b>	<b>459,276.71</b>	<b>426,216.00</b>	<b>33,060.71</b>	<b>7.76%</b>

**CROOKED RIVER RANCH FIRE & RESCUE**  
**BOND FUND BUDGET VARIANCE - MARCH 31, 2024**

	MARCH	YTD ACTUAL	BUDGET	VAR USD	VAR %
	<b>ACTUAL</b>				
<b>REVENUE</b>					
BEGINNING FUND BALANCE	0.00	13,629.18	10,000.00	3,629.18	36.29%
INTEREST	121.77	904.60	500.00	404.60	80.92%
PREVIOUSLY LEVIED TAXES	216.04	4,799.62	3,500.00	1,299.62	37.13%
TAXES COLLECTED IN YEAR LEVIED	969.01	184,686.47	199,600.00	(14,913.53)	-7.47%
<b>TOTAL REVENUE</b>	<b>1,306.82</b>	<b>204,019.87</b>	<b>213,600.00</b>	<b>(9,580.13)</b>	<b>-4.49%</b>
<b>GROSS PROFIT</b>	<b>1,306.82</b>	<b>204,019.87</b>	<b>213,600.00</b>	<b>(9,580.13)</b>	<b>-4.49%</b>
<b>OPERATING EXPENSES</b>					
DEBT SERVICE:BOND PAYMENT	0.00	172,444.00	193,028.00	(20,584.00)	-10.66%
TOTAL DEBT SERVICES	0.00	172,444.00	193,028.00	(20,584.00)	-10.66%
<b>NET PROFIT</b>	<b>1,306.82</b>	<b>31,575.87</b>	<b>20,572.00</b>	<b>11,003.87</b>	<b>53.49%</b>

## Closing Comments...



THE PROPOSED BUDGET INCLUDES FUNDING FOR THE DAY-TO-DAY OPERATIONS AS WELL AS CONTINUED SUPPORT FOR OUR NEW STAFFING MODEL AND THE PURCHASE OF A NEW FIRE ENGINE FOR THE DISTRICT. OUR PRIORITY IS TO BE FISCALLY RESPONSIBLE AND COST EFFECTIVE WITH THIS BUDGET WHILE CONTINUING TO MAKE POSITIVE CHANGES INSIDE THE DISTRICT. THE GOAL OF THESE CHANGES IS TO BE ABLE TO CONTINUE PROVIDING THE HIGHEST LEVEL OF FIRE SUPPRESSION, EMERGENCY MEDICAL SERVICES, AND FIRE PREVENTION POSSIBLE. THIS BUDGET SETS THE DISTRICT UP TO BE ABLE TO TACKLE THE CHALLENGES WE HAVE OF BALANCING REVENUES AND EXPENDITURES AND IT WILL KEEP US ON A GOOD PATH INTO THE FUTURE.

THANK YOU TO OUR BUDGET COMMITTEE MEMBERS, STAFF, VOLUNTEERS, AND OUR CONSTITUENTS FOR YOUR INPUT AND SUPPORT OF THE DISTRICT.

