

September 21, 2023 at 6pm
City Council Meeting
Audio/Video Teleconference
Oakridge City Hall & Zoom
48318 E. 1st Street
Oakridge OR, 97463
REGULAR MEETING



1. CALL MEETING TO ORDER

2. Pledge of Allegiance

3. Roll Call

4. Additions, Corrections or Adjustments to the Agenda

5. Public Comment

Individual speakers must be recognized by the presiding officer, provide their name and city of residence, and are allowed up to 3 minutes to speak. The Council will not engage in lengthy discussion or make any decisions during public comment. The Council may take comments under advisement for discussion and action at a future Council meeting.

6. Mayor Comments / Announcements / Proclamations

7. Council Comments / Announcements

8. Consent Agenda

8.1 Minutes from previous City Council meeting(s) on: **9/7/23**

9. Appointments

10. Business from the City Council

10.1 RAIN Summer 2023 Report from Melissa Prestinario

10.2 LTD/Diamond Express Bus IGA Contract Renewal

10.3 Oregon DLCD Technical Assistance Grant Letter of Support

10.4 Cascade Collections Inc. Contract for Collections Services

10.5 Boy Scouts Fee Waiver/Reimbursement Request for Greenwaters Park

10.6 Dogs of Valor Fee Waiver Request for Greenwaters Park

10.7 New Community Firewood Program Contract with Brock Buchmeier

10.8 Special Fire District Report

10.9 City Holiday Party and Awards Ceremony with Oakridge/Westfir Chamber of Commerce

11. Business from the City Administrator

11.1 Fire Updates

11.2 Other city business updates

12. Items removed from the Consent Agenda

13. Ordinances and Resolutions (with Public Comment)

14. Public Hearings

15. Staff and Board/Committee/Commission Reports

15.1 Finance Report (Colleen Shirley)

15.2 Police (Chief Kevin Martin)

15.3 Fire/EMS (Chief Scott Hollett)

15.4 Public Works (Robeart Chrisman)

16. Other Business

17. Public Comment

18. Adjourn

This will be a remote participation meeting. Citizens have four ways of attending and commenting:

- 1. On your computer, tablet or smartphone go to <https://us02web.zoom.us/j/3664311610>**
- 2. On your telephone, dial: 669-900-9128, then enter Meeting ID: 366 431 1610.**
- 3. Send comments by email to: cityadministrator@ci.oakridge.or.us by 2pm the day of the meeting.**
- 4. Attend in person at City Hall (48318 E. 1st Street).**

Detailed instructions are available at City Hall, on the city website, and the city Facebook page.

Videos of all City Council meetings can be found on YouTube at www.youtube.com/@cityof oakridge council commi8088

Accommodation for Physical Impairments: In order to accommodate persons with physical impairments, please notify the City of any special physical or language accommodations you may require as far in advance of the meeting as possible. To make arrangements, Contact City Hall at 541-782-2258. For the hearing impaired, the City's TTD Number is 541-782-4232.

Recent Oakridge Press Coverage:

Video of the Go Beyond Racing "Oregon 200" running race: www.youtube.com/watch?v=jYOiO-uK8yA

Article about the Oakridge mountain biking scene in the latest issue of Freehub Magazine:

https://freehub.com/features/great-escape?fbclid=IwAR3umBu_xkXFCOB-UeqtlqNRAwBKwhjTtgd6tX8DI6ZIIAz_MyjVrzznm4



September 7, 2023 @ 5:00 p.m.
Council Interviews/Regular Session
City Hall Council Chambers and Zoom
48318 E 1st Street

MINUTES

1. Call Meeting to Order- 5:00 pm

Council Present: Mayor Bryan Cutchen, Councilors Dirk "Poncho" Tarman, Dawn Kinyon, Chrissy Hollett, Melissa Bjarnson, Michelle Coker and Kelly Brewer (after sworn in)

Staff Present: City Administrator James Cleavenger, Finance Director Colleen Shirley, City Recorder Jackie Taylor, Community Development Director Rick Zylstra,, Police Chief Kevin Martin and Fire Chief Scott Hollett

2. Pledge of Allegiance

3. Roll Call-all present

4. Additions, Corrections or Adjustments to the Agenda

Councilor Kinyon-wanted to add an update on implementing a collection agency and Annual Reviews for appointees.

5. Public Comment-none

6. Mayor Comments / Announcements / Proclamations-none

7. Councilor Comments / Announcements-none

8. Consent Agenda

8.1 Minutes from previous City Council meetings: 8/3/2023 & 8/31/2023

Motion: Councilor Tarman moved to approve the consent agenda. Councilor Coker seconded the motion.

Bjarnson (aye), Tarman (aye), Mayor Cutchen (aye), Coker (aye), Hollett (aye), Kinyon (aye). Motion passed 6-0

9. Appointments

9.1 Vacant City Council candidate interviews

The Mayor and Council interviewed the applicants in alphabetical order.

Damion Brewer, Kelly Brewer, Trudy Hammond, Lynda Kamerrer, Paul Scott and Chris Winchester.

9.2 Vacant City Council position voting, appointment, and swearing-in

James-instructed the council and applicants how the voting will occur.

1st round of voting:

Mayor Cutchen and Councilor Tarman voted for Lynda Kamerrer. Councilor Kinyon voted for Trudy Hammond. Councilor Coker, Councilor Bjarnson, and Councilor Hollett voted for Kelly Brewer. The top 2 candidates (Lynda Kamerrer-2 votes and Kelly Brewer-3 votes) moved on to the 2nd round of voting.

2nd round of voting (between Kelly Brewer & Lynda Kamerrer):

Mayor Cutchen and Councilor Tarman voted for Lynda Kamerrer. Councilor Kinyon, Councilor Coker, Councilor Bjarnson and Councilor Hollett voted for Kelly Brewer.

James swore-in Councilor Kelly Brewer.

10. Business from the City Council

10.1 WAC Solar Feasibility Study RFP Responses

James-read the issue.

Motion: Councilor Kinyon moved to approve awarding the WAC Solar feasibility study to the Oregon Clean Power Cooperative. Councilor Tarman seconded the motion.

Coker (aye), Tarman (aye), Mayor Cutchen (aye), Brewer (aye), Hollett (aye), Kinyon (aye), Bjarnson (aye). Motion passed 7-0

10.2 Bus Fair 2023 Report

James-read the issue.

Brock Butterfield- gave a report on the 2023 Bus Fair event.

10.3 Non- Resident Library Fee Issue

James-read the issue.

Georgianne Samuelson, Librarian- read a statement.

Motion: Councilor Tarman moved to reduce the annual fee for non- residents to \$20 effective immediately. Councilor Brewer seconded the motion.

Coker (aye), Brewer (aye), Bjarnson (aye), Hollett (aye), Tarman (aye), Kinyon (nay), Mayor Cutchen (aye). Motion passed 6-1

10.4 Surplus Police Vehicles

James-read the issue.

Motion: Councilor Tarman moved to declare 11 city owned vehicles listed above as surplus and all proceeds go to the police department. Councilor Coker seconded the motion.

Hollett (aye), Brewer (aye), Tarman (aye), Bjarnson (aye), Kinyon (aye), Coker (aye), Mayor Cutchen (aye). Motion passed 7-0

10.5 Publishing the Municipal Court Docket on City Website Issue

James-read the issue.

Motion: Councilor Kinyon moved to request that the Oakridge Municipal Court begin publishing the court docket at least one week in before the court date. Councilor Tarman seconded the motion.

Bjarnson (aye), Mayor Cutchen (aye), Brewer (aye), Coker (aye), Kinyon (aye), Tarman (aye), Hollett (aye). Motion passed 7-0

10.6 Revised Council Rules of Procedure

James-read the issue.

Motion: Councilor Kinyon moved to approve the changes to the Oakridge City Council Rules of Procedure agreed upon during the July 13th City Council work session and the August 3rd City Council meeting and adopt the new 2023 version of the rules to replace the old 2020 rules and attachment A of Ordinance 930. Councilor Hollett seconded the motion.

Mayor Cutchen-is opposed for two reasons, this doesn't support in person attendance at meetings and he believes the Committee Appointment language goes against the intent of the Charter.

Brewer (aye), Mayor Cutchen (nay), Tarman (nay), Coker (aye), Kinyon (aye), Bjarnson (aye), Hollett (aye). Motion passed 5-2

10.7 Administrative Warrants for Abatements Legal Research Expenditure Authorization Request

James-read the issue.

Motion: Councilor Kinyon moved to approve the expenditure for legal research by the city attorney into the issue of Administrative Warrants and Abatement ordinances. Councilor Hollett seconded the motion.

Kinyon (aye), Bjarnson (aye), Coker (aye), Hollett (aye), Mayor Cutchen (aye), Brewer (aye), Tarman (aye). Motion passed 7-0

10.8 Annual Reviews for Council Appointees

Councilor Kinyon - wanted to bring this issue to the council for a vote.

Motion: Councilor Kinyon moved to conduct an annual review of the three city council appointees (City Administrator, City Recorder, and Municipal Court Judge) by the end of the calendar year. Councilor Hollett seconded the motion.

There was discussion on the council evaluating the City Recorder.

Brewer (aye), Hollett (aye), Tarman (aye), Bjarnson (aye), Coker (aye), Mayor Cutchen (nay), Kinyon (aye). Motion passed 6-1

11. Business from the City Administrator

11.1 Fire Updates

James-gave current fire updates.

11.2 Lane County (non-city residents) Firewise Grant Applications open at www.lanecountyor.gov/firewise

James-read the issue.

11.3 Other City Business- Collection agency Update

Councilor Kinyon-requested an update from CA regarding hiring a collection agency.

James- asked the council if they would like him to bring at least three of the collection agencies that he has reviewed to council for them to choose, or if they are ok with him choosing one.

The council agreed to allow the CA to choose the collection agency.

12. Items removed from the Consent Agenda- none

13. Ordinances and Resolutions- none

14. Public Hearings- none

15. Staff and Board/Committee/Commission Reports

15.1 Parks & Community Services Committee

Rick-gave the report.

15.2 Public Safety Committee

James-gave the report.

15.3 Audit Committee

Councilor Kinyon-they did not meet.

15.4 Charter review Sub-Committee

Councilor Kinyon- gave the report. Will start meeting bimonthly.

15.5 OEDAC (vacant-CA will report)

James-gave the report.

15.6 Special fire District Sub-Committee

Councilor Hollett-gave the report.

15.7 Admin Committee

Councilor Kinyon-gave the report.

15.8 WAC Sub-Committee

Councilor Hollett-gave the report

15.9 WAC Funding Committee

Mayor Cutchen-they did not meet.

16. Executive Session under ORS 192.660 (2) (E) –to conduct deliberations with persons designated by the governing body to negotiate real property transactions.

In Executive session 7:54 pm

Back in regular session: 8:08 pm

16.1 Offer to purchase OIP lot 21

Motion: Councilor Brewer moved to direct the CA to reject the offer for OIP lot 21. Councilor Kinyon seconded the motion.

Tarman (nay), Hollett (aye), Bjarnson (aye), Coker (aye), Mayor Cutchen (aye), Kinyon (aye), Brewer (aye). Motion passed 6-1

17. Other Business

18. Public Comment

Dan Barclay, Oakridge- made a clarification on the room tax discussion.

Trudy Hammond, Oakridge- wanted to publically apologize to Mayor Cutchen for saying he was trying to micromanage her at the last meeting and thanked him for being kind to her.

19. Adjourn 8:16 pm

Signed: _____
Bryan Cutchen, Mayor

Signed: _____
Jackie Taylor, City Recorder

Business of the City Council

City of Oakridge, Oregon

September 21, 2023

Agenda Title: RAIN Summer 2023 Report

Agenda Item No: 10.1

Proposed Council Action: Info Only

Exhibits: RAIN Summer 2023 Report, RAIN 3-Year Impact Report 2020-2023

Author: CA

ISSUE:

Melissa Prestinario from RAIN has prepared a Summer 2023 Report for Council's and will be attending the meeting via Zoom to answer any questions Councilors may have. In addition to the 2023 Summer Report which covers RAIN's activities in Oakridge between June and August of this year, I also included RAIN's 3-Year Impact Report which covers 2020-2023, which was previously included in the 7/20/23 council packet but not discussed because Ms. Prestinario was not available to attend that meeting.

FISCAL IMPACT: UNK

OPTIONS: N/A (Info only)

STAFF RECOMMENDATION: N/A (Info only)

RECOMMENDED MOTION: N/A (Info only)

STRATEGIC THEMES/GOALS INVOLVED:

Theme 2 (Responsive Government), Goal #1: In an open and transparent manner, effectively deliver services that citizens need, want, and support.

Theme 3 (Strong Economy), Goal #1: Improve the City's economy by focusing on increasing living-wage jobs, training, and education opportunities for Oakridge residents.

Theme 3 (Strong Economy), Goal #2: Sustainably develop and market the recreational tourism industry in a way that benefits local business and residents.

Theme 3 (Strong Economy), Goal #3: Improve the city's economy by creating an atmosphere open to business.

Theme 4 (Community Livability), Goal #3: Seek opportunities to revitalize the City's business corridors and neighborhoods to provide safe and beautiful places to live and work.



BROCK'S BUSINESS IS TAKING OFF!



OUR JULY PUBTALK AT SWEETVINE

JUNE - AUGUST

ACHIEVED OUR HIGHEST
TURN OUT OF THE YEAR
WITH OVER 25 BUSINESS
REPRESENTED AT JULY'S
PUB TALK

SUMMER NEWS 2023

IT WAS A PUBTALK SUMMER!

We hosted an incredibly well attended series of Pub Talks this summer on business topics which included:

- How to set up your Facebook Business Account with Chrissy Hollett
- Why Your Story Matters with Robert Killen
- Grab Your Google Business Account with Roost Web Strategies (moved from AUG to SEP)

For our first two pub talks we had over 20 businesses in Oakridge attend! We supported local business by hosting our events at The Corner Bar and Sweet Vine. Our August event was moved to September due to smoke levels so that is coming up on the 20th.

Our monthly coffee meetups continue to grow and we are connecting one on one with business owners. We continue to attend several stakeholder meetings per month including for the Oakridge Westfir Community Partners and WAC Funding.

Highlight! Brock Buchmeier's Wood Lot was chosen by South Willamette Solutions to be a new vendor for the Community Firewood Program.

WHAT'S COMING UP?

- **COLLABORATING WITH OAKRIDGE HIGH SCHOOL ON POTENTIAL ENTREPRENEUR CLUB**
- **SPEARHEADING A COLLABORATION TO BRING BUSINESS TO THE INDUSTRIAL PARK**
- **HOLIDAY MARKET BOOT CAMP (ONLINE)**
- **PARTICIPATION IN THE SUGAR PLUM FESTIVAL**
- **MONTHLY: STARTUP COFFEE MEETUPS AT MANE STREET COFFEE ON THE 4TH TUESDAY.**
- **MONTHLY: MEETINGS WITH THE OWCC, CHAMBER PARTNERS, AND WAC FUNDING COMMITTEE.**

The logo for RAINcatalysts, with 'RAIN' in a dark blue font and 'catalysts' in a yellow font. The background of the top section is a solid blue color.

RAINcatalysts

The title 'IMPACT REPORT' in a large, grey, sans-serif font. The background is a yellow gradient.

IMPACT REPORT

The date range 'MAR 2020 - MAR 2023' in a grey, sans-serif font. The background is a yellow gradient.

MAR 2020 - MAR 2023

A blue button with rounded corners containing the text 'CEO Message' in white, sans-serif font. The background is a photograph of a city street at night.

CEO Message

A blue button with rounded corners containing the text 'Spotlights' in white, sans-serif font. The background is a photograph of a city street at night.

Spotlights

A blue button with rounded corners containing the text 'Organizational Growth' in white, sans-serif font. The background is a photograph of a city street at night.

Organizational Growth

A blue button with rounded corners containing the text 'Pandemic Impact Survey' in white, sans-serif font. The background is a photograph of a city street at night.

Pandemic Impact Survey

A blue button with rounded corners containing the text 'Impact by the Numbers' in white, sans-serif font. The background is a photograph of a city street at night.

Impact by the Numbers

A blue button with rounded corners containing the text 'Additional Programs' in white, sans-serif font. The background is a photograph of a city street at night.

Additional Programs

A blue button with rounded corners containing the text 'What's Next?' in white, sans-serif font. The background is a photograph of a city street at night.

What's Next?

A blue button with rounded corners containing the text 'Testimonials & Contact Us' in white, sans-serif font. The background is a photograph of a city street at night.

Testimonials & Contact Us

MESSAGE FROM THE CEO

“Pivot” is a popular term in the startup world. If an entrepreneur’s first idea is not successful, they need to be ready to pivot by changing their business model, product, audience, or potentially even revisiting their problem statement. However, prior to the start of the COVID pandemic in March 2020, very few people would have thought that the term “pivot” was applicable to the global economy.

Pivoted to Meet the Moment

RAIN Catalysts’ team of entrepreneurs helps communities build inclusive entrepreneurial ecosystems and economies. **Pivoting is embedded in our DNA.** While most of us never expected a global pandemic, RAIN Catalysts’ distributed team and community-based design meant we were already positioned to nimbly respond to the needs of entrepreneurs from day one of the pandemic. **RAIN Catalysts already had the tools, processes, and experience to effectively collaborate and communicate as a team and spin-up rapid response programs in days.**

At the start of the pandemic, what we heard from the hundreds of entrepreneurs we were serving was that they needed help creating or increasing their digital presence to continue making sales during the shutdowns and we began to have conversations about what the future may hold in this new disruptive landscape. The other educational gap that became painfully clear was financial management. **Entrepreneurs needed to understand their financials better to move more quickly to secure the state, federal, and local emergency funds they needed to keep their businesses alive during the pandemic** (e.g., CARES Act, including the Paycheck Protection Program and the Economic Injury Disaster Loans, and other local emergency grant and loan programs). As a team of entrepreneurs ourselves, RAIN Catalysts understood the importance of moving quickly and decisively to adapt our entrepreneurial support services for a socially-distanced world.

Listened and Spun-up Free Virtual Accelerators

Within 9 days of Oregon’s initial statewide shutdown, RAIN Catalysts launched our first completely virtual business accelerator to provide entrepreneurs with free, just-in-time digital sales and marketing education and expert support. This was possible because our **community-led and community-based programs are designed to be attentive, compassionate, and responsive to entrepreneurs’ needs.** With our “investigative not prescriptive approach,” RAIN Catalysts is perpetually in agile listen-respond mode.

Because of our model, investigative culture, and remote team of entrepreneurs,
we were in a unique position to respond to this moment in time.

We only had about half of the 9 sessions outlined when we launched, so we were “building the plane as we flew it” over the ever-changing entrepreneurial landscape brought on by the global pandemic. We knew we needed to launch immediately to respond to the crisis many businesses were facing to provide targeted FREE programming.

Over 220 businesses applied to the virtual accelerator and 142 entrepreneurs participated in it. In total, from March 2020 - October 2022, RAIN Catalysts delivered 5 free, multi-week online accelerator programs focused on financial management (**MONEYmaker Accelerator**), digital sales and marketing (**RAINmaker Accelerator**), and accessing capital (**RAINcap Accelerator**). We also partnered with the New York City-based crowdfunding company Republic (*a global fintech ecosystem who is on a mission to democratize access to investing, capital raising, and community building*) to help fill a critical capital gap in Oregon for startups and small businesses seeking \$50,000 - \$200,000 who face barriers to raising funds from traditional means (e.g., bank loans and venture funds). **We launched a place-based crowdfunding platform to give Oregon entrepreneurs a place to raise hard-to-reach funds from individuals (accredited and non-accredited) nationwide.**

[continued on next page...]

We also spun-up a program to pay professional service providers to deliver expert services to accelerator participants (**RAINdrops**) so they could immediately implement what they were learning without incurring costs themselves. For example, Google ad campaigns, newsletter campaigns, attorney services, accounting services, e-commerce platforms, etc. **Almost 600 entrepreneurs received RAINdrops support from nearly 100 mentors and subject-matter experts (small business owners themselves and more than 50% were women and BIPOC).** Through these programs, RAIN Catalysts created a community for entrepreneurs around the globe at a time when we were all desperate to connect with others experiencing similar struggles.

Expanded Outreach Nationally & Internationally

Initially, we were just serving Oregon entrepreneurs, but as the pandemic dragged on, we opened our programs to entrepreneurs around the world. In the end, entrepreneurs from all over the U.S. and the globe joined our virtual programs, including Canada, Wales, and Pakistan.

Most of the entrepreneurs these programs supported were underserved:

64% women, 54% rural, 23% Aging/Older Adults, 21% Economically Disadvantaged, 13% Asian, 8% Hispanic/Latinx, 6% LGBTQ+, 5% Black, 5% American Indian or Alaska Natives, 2% English Language Learners, 2% migrant workers, and 1% DREAMers.

Now—three years later—RAIN Catalysts' team and outreach has grown considerably larger, nearly quadrupling in size. **Our budget has tripled and we have been invited to serve new communities**, including South Wasco County (Oregon), Island County (Washington), Skagit County (Washington), three universities (Islamabad-Rawalpindi, Pakistan), and 65 underserved and distressed communities across the United States through the International Economic Development Council (IEDC)'s Economic Recovery Corps program funded by the U.S. Economic Development Administration (EDA).

Funder Flexibility & Support

Of course, none of this would have been possible without the generous support of our funders and their trust in us to pivot from our original scope of work and deliverables. A full list of our funders is included in this Impact Report. **I am grateful to each and every one of our funders and partners for helping us step-up to do whatever it took to serve entrepreneurs during extraordinary times.**

To our amazing and resilient RAIN Catalysts team and board of directors, thank you for your ability to lean into the moment and show up every day to serve entrepreneurial communities. I always say that it takes a community to raise an entrepreneur. **The pandemic showed us all how important it is for us to rally around each other in times of difficulty to build resilience and to grow communities and economies.**

What's Next?

As the worst days of the pandemic thankfully recede into the past, RAIN Catalysts is carrying its "lessons learned" forward, always ready to pivot to meet the moment and come together to build prosperity. **We understand the nature of economies is changing at an unprecedented rate.** There are many speculations about what the future holds and what entrepreneurship will look like in 2-5 years, let alone 10+ years from now—especially due to the accelerated advancements in technologies like artificial intelligence (AI), machine learning, and new digital currencies. As Emad Mostaque (CEO and Co-Founder of stability.ai) said at the *Goldman Sachs 2023 Disruptive Technology Symposium* in London, "[AI] is a much bigger disruption than the pandemic."

In this rapidly changing landscape, RAIN Catalysts is committed to supporting entrepreneurs and building inclusive global entrepreneurial economies. We embrace the power of pivoting and stand ready to navigate the uncertainties of the future, driven by our investigative culture, community-based approach, and dedicated team of entrepreneurs. **Together, we will continue to adapt, innovate, and create lasting entrepreneur-fueled prosperity.**



- Caroline Cummings, CEO of RAIN Catalysts

RAINcatalysts



COMMUNITY SPOTLIGHT: Grant County Street Fairs

Zach Denney, Grant County's Venture Catalyst, helped organize the Best of the West Harvest Festival in September 2021. 20 vendors and 750 people attended the event, indicating that local entrepreneurs needed support and sales opportunities. In 2022, Denney hosted seven street fairs for local entrepreneurs in John Day, Canyon City, and Prairie City. Each event averaged 10-15 vendors, 100-200 people, and \$2,000-\$3,000 sales. In 2023, the program will expand from 7 to 21 events, giving entrepreneurs even more low-risk, low-cost opportunities to find customers, test their products, and learn business basics.

Arable Brewing Company

A specialized microbrewery and event space in Lane County, Oregon

100% of minimum goal raised



\$68,660

150% of minimum goal raised

122

investors

Success share funded (also raised)
in October 1, 2022

CROWDFUNDING SPOTLIGHT: Arable Brewing Raises \$68K

Arable Brewing, a woman- and veteran-owned startup, successfully rallied their supporters and leveraged the power of crowdfunding to raise over \$68K in the fall of 2022 with the assistance of RAINcap, the RAIN Capital Access Program. Arable Brewing is now opening a brewery and community-oriented tasting room in Eugene, OR, after years of delays due to the COVID-19 Pandemic and other roadblocks. RAINcap offers training and mentoring to businesses seeking funding and, in partnership with Republic.co, assists Oregon businesses like Arable Brewing in preparing, pitching and running successful crowdfunding campaigns.

ENTREPRENEUR SPOTLIGHT: Maureen Nikaido, Moku Chocolate

Maureen Nikaido opened Moku Chocolate in the small town of Philomath, Oregon, after years spent filling her home with the tantalizing aromas of handcrafted chocolate. She needed assistance in learning how to run a business. With help from Nate Conroy, RAIN's Linn-Benton Venture Catalyst, Nikaido was introduced to Business Oregon, the state's economic development agency. They discussed the current state, future direction, and growth requirements of her company. As a result of this introduction, Nikaido was awarded a grant from Business Oregon's Small Business Sustainability Fund. With it, Nikaido purchased equipment to increase output, improve efficiency, and double employee hours. In 2022, RAIN helped her locate a new commercial kitchen, which will allow her to expand her business.



ORGANIZATIONAL GROWTH

THROUGH DEC 2019

THROUGH MAR 2023

ENTREPRENEURS ASSISTED	391
	2,227

REVENUE GENERATED	\$9.5M
	\$37.1M

CAPITAL RAISED	\$3.5M
	\$28.4M

JOBS CREATED	335
	795

COMMUNITIES SERVED	20
	52

ACCELERATOR GRADUATES	137
	401

PANDEMIC IMPACT SURVEY



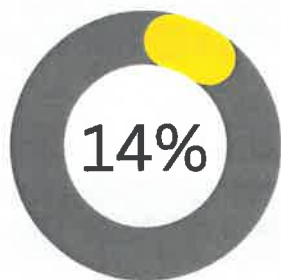
234

Entrepreneurs
Surveyed

During the 2-year Coronavirus pandemic (Mar 2020 – Mar 2022) and related shutdowns, nearly every business was forced to adapt to an unprecedented world of social distancing. While some established companies had the resources and infrastructure to pivot to this new way of doing business, many entrepreneurs and small businesses – especially those from rural, underserved, and underrepresented communities – had to navigate these changes with far fewer resources, and oftentimes, in isolation.

RAIN surveyed 234 entrepreneurs and small business owners from Oregon about the changes to their personal and professional well-being since Governor Kate Brown issued a state-wide stay-at-home order on March 23, 2020. And while the complete toll of the pandemic is immeasurable, the survey demonstrates its tremendous physical, psychological, and economic impact on Oregon's most vulnerable entrepreneurs and small business owners.

Survey Demographics:



14% Primary
household
language is
non-English

60% Rural

40% Urban

63% Female

37% Male

37% Economically Disadvantaged



16

Oregon Counties
Represented

RAINcatalysts

PANDEMIC IMPACT SURVEY

Health & Wellness



Over half (57%) of respondents reported increased levels of anxiety and about one-third or more reported a range of physical and emotional challenges, including difficulties with focusing (32%), sleeping (40%), maintaining social connections (45%), and body aches (39%).



Jobs: Lost + Created + Hiring



Prior to the start of the pandemic, the surveyed companies reported having provided 702 jobs. While 33 of these businesses added 61.15 jobs since the start of the pandemic, another 74 businesses lost 158 jobs. However, **544 jobs were saved and 133 companies reported actively hiring or planning to hire before the end of 2022.**



Capital Raised



The surveyed **business owners stayed afloat by raising \$9.9 million since March 2020.** The majority (74%) received support from programs funded by the Coronavirus Aid, Relief, and Economic Security (CARES) Act—including the Paycheck Protection Program (PPP) and Economic Injury Disaster Loans (EIDL)—as well as loans and grants from the state, cities, counties, and other funders. However, **40% of respondents reported tapping into their personal finances** (including savings, credit cards, and retirement accounts) and 21% raised funds through family and friends.



Capital Needed



A significant funding gap remains, as **116 businesses reported that they still needed to raise a total of \$15.5 million (average of \$133,620/company).** Among the top needs for these companies, 29 out of 116 (25%) selected **hiring**, another 29 chose **marketing and sales** (25%), and 22 (19%) said **equipment & supplies.** While 99% reported needing help raising capital.



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ACCELERATORS BY THE NUMBERS

RAIN Catalysts hosted five free, 10-13 week virtual accelerators from March 2020 to October 2022, including two sessions of our MONEYmaker financial literacy program and three RAINmaker digital marketing and sales courses. All five accelerators were hugely successful, having helped hundreds of entrepreneurs who were struggling during the early days of the pandemic, creating a network of fellow entrepreneurs on which they could lean, connecting them to experts and mentors to help them progress, and creating structure to help small businesses and startups during chaotic times.

TESTIMONIALS

"Because of the RAINmaker program **we felt confident enough to start negotiating our first international order.** This is something we would not have even considered before the RAINmaker program." - *Camelia Moss*

"This summer's course [RAINmaker] helped on so many levels. Besides the education, it was wonderful to connect with other local entrepreneurs. **The support from the RAIN team was beyond my expectations.**" - *Stacey Newman Weldon*

"**Changed everything** about how I think about money." - *Dan Carton*

"I was at a breaking point. And all of a sudden RAIN came into my life. **It was the first time I felt like I wasn't alone.** They have taken me under their wing and they are advocating for me." - *Alyssa Gomez*

5

Accelerators
Delivered

598

Entrepreneurs
Served

223

Total Hours of
Programming

99

Mentors/Experts
Engaged

26

Spanish-speakers
Served

RAINcatalysts

ADDITIONAL PROGRAMS

RE-OPENING OREGON May 2020

A conversation with statewide experts about how the reopening of Oregon might impact small businesses and startups.



Arnie Roblan
Old State Senator
District 8
Oregon Coast

Leah Horner
Regional Business Director
Jobs & Economic Policy Advisor
Governor's Office

David Gerstenfeld
Real Family & Medical Leave
Insurance Director
Director
OED

Erin Reynolds
City Manager - Florence, OR
Board Vice Chair
Oregon RAIN

Melisa Drugge
Regional Development
Manager
Business Oregon

RAINDROPS 2020 - 2022

RAINdrops paid for 1-5 hours of expert consultation in the areas of:

- finance
- marketing
- web design
- legal
- and more...



STARTUP BLUE 2020 - 2023

Encouraging innovation on the Oregon Coast and connecting maritime entrepreneurs to:

- Peers
- Mentors
- Prototyping
- Funding Opportunities
- Commercialization Support



ADVOCACY 2020 - 2023

- Mobilizing entrepreneurs to meet with elected officials
- Training entrepreneurs how to engage policymakers
- Informing policymakers on the impacts of entrepreneurship
- Hosting Capital Access info sessions

RAINcatalysts

WHAT'S NEXT?

Washington State • 2022 - 2024

Q4 2022 saw RAIN Catalysts' first boots-on-the-ground projects outside Oregon, with a 2-yr Venture Catalyst project in Skagit County and a training and grant program in Island County.



Pakistan • 2022 - 2024

RAIN Catalysts is building a regional entrepreneurial ecosystem that promotes Pakistani women entrepreneurs, expands incubator capacity, and creates the country's first all-women business incubator.



United States • 2022 - 2027

RAIN Catalysts is partnering with IEDC to train 65 Economic Recovery Corps Fellows who will engage communities and stakeholders as they lead community-based economic development in rural communities across the United States.



INTERNATIONAL
ECONOMIC DEVELOPMENT
COUNCIL

Pacific Northwest • 2022 - 2025

In collaboration with the Portland Seed Fund, RAIN Catalysts is providing support and funding to historically underserved women and BIPOC founders of scalable tech companies in the Pacific Northwest.



RAINcatalysts

THANK YOU, FUNDERS!

COMMUNITIES (CITIES)

- Adair Village
- Brownsville
- Canyon City
- Coburg
- Cottage Grove
- Creswell
- Florence
- Halsey
- Harrisburg
- John Day
- Lebanon
- Lowell
- McKenzie River Valley
- Monroe
- Oakridge
- Pendleton
- Philomath
- Prairie City
- Sweet Home
- Veneta

STATES

- Business Oregon (OR)
- Washington Dept of Commerce (WA)

FEDERAL

- U.S. Economic Development Administration
- U.S. Embassy in Islamabad, Pakistan
- U.S. Department of Agriculture
- U.S. Department of State

CORPORATIONS/PRIVATE

- Banner Bank
- Financial Freedom Wealth Management
- First Interstate Bank
- Old West Federal Credit Union
- Oregon Pacific Bank

COUNTIES

- Benton County (Oregon)
- Grant County (Oregon)
- Island County (Washington)
- Lane County (Oregon)
- Linn County (Oregon)
- Skagit County (Washington)

FOUNDATIONS

- Collins Foundation
- Ewing Marion Kauffman Foundation
- Lemelson Foundation
- Oregon Community Foundation
- The Ford Family Foundation
- Woodard Family Foundation

ECONOMIC DEV ORGS

- Benton County Economic Development
- Cottage Grove CDC
- Economic Development Alliance of Skagit County
- Grant County Economic Development Office
- International Economic Development Council
- Island County Economic Development Council
- REAL Economic Alliance
- South Wasco Alliance
- VertueLab

UNIVERSITIES

- Oregon State University's Hatfield Marine Science Center

RAINcatalysts

PARTNER TESTIMONIALS



"We invited RAIN Catalysts to partner with us in the program because of **their proven knowledge and experience in strengthening entrepreneurial ecosystems** in rural communities and their **ability to mobilize quickly** to help deliver and manage programs. The **structural rigor** of the program they provided and the **stellar delivery** of their educational programs were exceptional."

- **Sharon Sappington**
Executive Director



"The entire RAIN experience was fantastic! The staff, mentors and presenters were top-notch."

- **Joselito Tanega**
Program Manager & Advisory Chair



Business of the City Council

City of Oakridge, Oregon

September 21, 2023

Agenda Title: LTD/Diamond Express Bus
IGA Contract Renewal

Agenda Item No: 10.2

Exhibits: LTD/Diamond Express Bus IGA Contract

Proposed Council Action: A motion from
the floor to approve

Author: CA

ISSUE:

For the past few years, the City has contributed \$12,000 a year and provided secure parking for the Diamond Express bus service, through an IGA contract with LTD (Lane Transit District). The new 2-year renewal contract (see attached exhibit) prepared by LTD is nearly identical to the old contract which just expired. In it, the City would continue to pay the same amount (\$12,000/year) and provide parking. The buses currently park at the old public works shop, but will be moved to OIP Lot 37 as soon as the sale of the old public works building is complete.

In the past year, Diamond Express has *increased* service by adding 1 additional trip to and from Eugene during the afternoon on weekdays and 2 additional trips on Saturdays. Tickets have remained at \$2.50 each way for many years. LTD also relies on state and federal funding to operate the Diamond Express service and the city's contribution is used as part of a grant's matching funds requirements. More information available at www.ltd.org/system-map/route_900/

FISCAL IMPACT: \$12,000 (already budgeted)

OPTIONS: Approve or deny the request

STAFF RECOMMENDATION: Approve

RECOMMENDED MOTION: *"I move to approve the new IGA contract with LTD."*

STRATEGIC THEMES/GOALS INVOLVED:

Theme 2 (Responsive Government), Goal #1: In an open and transparent manner, effectively deliver services that citizens need, want, and support.

Theme 3 (Strong Economy), Goal #1: Improve the City's economy by focusing on increasing living-wage jobs, training, and education opportunities for Oakridge residents.

Theme 3 (Strong Economy), Goal #2: Sustainably develop and market the recreational tourism industry in a way that benefits local business and residents.

Theme 4 (Community Livability), Goal #1: Work with community partners to provide recreation, education, and enrichment opportunities for citizens and youth.

FINAL DRAFT REVIEW

INTERGOVERNMENTAL AGREEMENT

BETWEEN: Lane Transit District ("LTD")
AND: City of Oakridge ("City")
CONTRACT NO.: 2023-46
EFFECTIVE DATE: July 1, 2023

RECITALS

THIS AGREEMENT is made and entered into by and between Lane Transit District, a local municipal corporation of the State of Oregon, hereinafter referred to as "LTD," and the City of Oakridge, hereinafter referred to as "City".

- A. WHEREAS**, ORS 190.010 provides that units of local governments may enter into agreements for the performance of any or all functions and activities that a party to the agreement, its officers or agents, have the authority to perform; and
- B. WHEREAS**, the City has agreed to support LTD's efforts to secure state and federal funding to sustain local transit services for the Oakridge area; and
- C. WHEREAS**, LTD contracts with a qualified provider capable of performing these services.
- D. NOW, THEREFORE**, it is agreed by and between the parties hereto as follows:

AGREEMENT

- 1. Agreement Amount & Type.** City shall pay LTD a total annual, not-to-exceed amount of **\$12,000 per fiscal year**; from designated resources to support the Diamond Express transportation service between Oakridge and the Eugene-Springfield metro area as defined in the Scope of Work below. Payment provisions shall be in accordance with Item 4 below.
- 2. Scope of Work.**
 - A. LTD serves as the applicant for state and federal funding in order to contract for the operation of the Diamond Express.
 - B. City agrees to provide its share of local funds to support the grant award from the Federal Transit Administration (FTA) Section 5311(f): Intercity Bus Program in order to help meet local matching fund requirements.
 - C. LTD provides additional matching resources out of the State of Oregon's State wide Transportation Improvement Formula Fund annual allocation designated for Out-of-District services.
 - D. LTD will report to the City Administrator regarding service issues, ridership trends, budget, and policy development in regard to the administration and oversight of the contract for Diamond Express services.

- E. At the City's discretion, in collaboration with the Diamond Express service contractor, up to twenty-four (24) hours of transportation service per Fiscal Year (FY) may be designated as *community service transportation* at no cost to the City during the term of the Agreement.
 - F. City will provide secured parking for all Diamond Express vehicles at a location mutually agreed upon by the parties.
3. **Term.** The term of this agreement is for two (2) years from July 1, 2023, through June 30, 2025.
 4. **Payment Provisions.** LTD will invoice for and City shall remit payment to LTD on a quarterly basis in the amount of \$3,000; payable on August 1, November 1, February 1, and May 1.

Remit Payment to:

Accounts Receivable, Lane Transit District
P.O. Box 7070
Springfield, OR 97475-0470
541-682-6153
ar@ltd.org

5. **Termination.** LTD may terminate this Agreement upon thirty (30) days' prior written notice to City, effective immediately, if any federal, state, or local laws, regulations, or guidelines are modified or interpreted in such a way that either the work under this Agreement is prohibited, or if LTD is prohibited from paying for such work from the planned funding source.
6. **Agreement Administration.** Each Party designates the following as its representative for purposes of administering this Agreement:

LTD Program Manager: Kathleen Flynn
Specialized & Accessible Grant Specialist
Lane Transit District
1080 Willamette Street, Eugene, OR 97401
E-mail: Kathleen.flynn@ltd.org

LTD Contract Manager John Ahlen
Accessible Services Program Manager
Lane Transit District
1080 Willamette Street, Eugene, OR 97401
E-mail: john.ahlen@ltd.org

City of Oakridge: James M. Cleavenger
City Administrator
P.O. Box 1410
Oakridge, OR 97463
Phone: 541-782-2258
E-mail cityadministrator@ci.oakridge.or.us

Either Party may change its designated representative by giving written notice to the other as provided in paragraph 16.

- 7. Records/Inspection.** City shall maintain records of its costs and expenses under this Agreement for a period of not less than three full fiscal years following completion of this Agreement. Upon reasonable advance notice, either Party or its authorized representatives may from time to time inspect, audit, and make copies of the other Party's records.
- 8. Indemnification.** To the extent allowed by the Oregon Constitution and the Oregon Revised Statutes, LTD and City shall indemnify, defend, and hold the other, its officers, agents, and employees, harmless from and against any and all claims, actions, liabilities, costs, including attorney fees and other costs of defense, arising out of or in any way related to any act or failure to act by each other and each other's employees, agents, officers, and contractors in the performance of this Agreement. The Parties are entitled to all protections under Oregon law, statutes, and Constitution including, but not limited to, the Oregon Torts Claims Act (ORS 30.260-30.300). Nothing herein shall be construed as a waiver of either Party's rights or protections under the Oregon Torts Claims Act.
- 9. Liquidated Damages.** [Intentionally Omitted]
- 10. Assignment.** Neither Party shall assign this Agreement, in whole or in part, or any right or obligation hereunder, without the other Party's prior written approval.
- 11. Maintenance.** [Intentionally Omitted]
- 12. Compliance with Applicable Laws.** The Parties shall comply with all applicable federal, state, and local laws, rules, ordinances, and regulations at all times and in the performance of the work. This is a federally funded Project. As such, all contractual provisions required by DOT, as set forth in FTA Circular 4220.1F, are hereby incorporated by reference. Anything to the contrary herein notwithstanding, all FTA-mandated terms shall be deemed to control in the event of a conflict with other provisions contained in this Agreement.
- 13. Grantor Authority.** City shall comply with the grantor authority terms and conditions incorporated into this agreement.
- 14. Notices.** Any notices permitted or required by this Agreement shall be deemed given when personally delivered or upon deposit in the United States mail, postage fully prepaid, certified, return receipt requested, and addressed to the representative designated in paragraph 7. Either Party may change its address by notice given to the other in accordance with this paragraph.
- 15. Dispute Resolution.** The Parties shall exert every effort to cooperatively resolve any disagreements they may have under this Agreement. In the event that the Parties alone are unable to resolve any conflict under this Agreement, they agree to present their disagreements to a mutually agreeable mediator for mediation. Each Party shall bear its own costs for mediation and the Parties shall share the cost of the mediator. This mediation procedure shall be followed to its conclusion prior to either Party seeking relief from the court, except in the case of an emergency.
- 16. Third-Party Beneficiaries.** Nothing in this Agreement, express or implied, is intended to or shall confer upon any other person any right benefit or remedy of any nature whatsoever under or by reason of this Agreement.
- 17. Integration.** This Agreement embodies the entire agreement of the Parties. There are no promises, terms, conditions, or obligations other than those contained herein. This Agreement shall supersede all prior communications, representations, or agreements,

either oral or written, between the Parties. This Agreement shall not be amended except in writing, signed by both Parties.

- 18. Interpretation.** This Agreement shall be governed by and interpreted in accordance with the laws of the State of Oregon.
- 19. Insurance.** City and District agree to obtain and maintain, at each Party's own expense, insurance or self-insurance in accordance with ORS 30.282, for the duration of this Agreement at levels necessary to protect against public body liability as specified in ORS 30.270. In entering into this agreement, both parties are public bodies and maintain their public body status as specified in ORS 30.260. Both parties understand and acknowledge that each retains all immunities and privileges granted them by the Oregon Tort Claims Act (ORS 30.260 through 30.300) and any and all other statutory rights granted as a result of their status as local public bodies.
- 20. Nondiscrimination Clause.** City agrees not to discriminate against any client, employee, or applicant for employment or for services, because of race, color, religion, sex, national origin, physical or mental disability, sexual orientation, or age unless based upon bona fide occupational qualifications with regard to, but not limited to, the following: employment up grading, demotion or transfer; recruitment or recruitment advertising; layoffs or termination; rates of pay or other forms of compensation; selection for training; and/or rendition of services.
- 21. Use of Tobacco Products.** Smoking and the other use of tobacco products is prohibited on all District property, pursuant to OAR 581-021-0110.
- 22. Fingerprinting.** Individuals with whom the District contracts, or any employee, agent or subcontractor under a District contract who will have direct, unsupervised contact with students, shall be required to submit fingerprints and to undergo a state and nationwide fingerprinting and criminal history records check, in accordance with the provisions of ORS 326.603 and ORS 326.607. The Lane County Sheriff's Office and the Oregon Department of Education provide fingerprinting services for District. Individuals or City, and not District, shall be responsible for the fees associated with fingerprinting and the criminal history records check, not to exceed the actual costs.
- 23. Assignment; Delegation.** Neither Party shall assign any of its rights hereunder, delegate, or subcontract any of its duties hereunder to any third party, including but not limited to any subcontractor, without the prior written consent of the other Party. Any attempted assignment or delegation in violation of this provision shall be void and without effect. D This Agreement shall be binding upon each Party's respective successors and lawful assigns. A Party's consent to any delegation or subcontracting of duties hereunder shall not relieve or excuse that Party of any of its duties or obligations under this Agreement.
- 24. Independent Contractor.** The Parties are public entities, independent of each other, and nothing in this Agreement shall be construed as creating a partnership, joint venture, franchise, agency, or employment relationship between the Parties. Neither Party shall have the authority to make any statements, representations, nor commitments of any kind or to take any action binding on the other except as provided for herein or authorized in writing by the Party to be bound.
- 25. Compliance with Applicable Law.** Both Parties shall comply with all federal, state, and local laws, regulations, executive orders, and ordinances applicable to its performance under this Agreement.

- 26. No Third-Party Beneficiaries.** LTD and City are the only parties to this Agreement and are the only parties entitled to enforce its terms. Nothing in this Agreement gives, is intended to give, or shall be construed to give or provide, any benefit or right, whether directly, indirectly, or otherwise, to third persons unless such third persons are individually identified by name herein and expressly described as intended beneficiaries of the terms of this Agreement.
- 27. Force Majeure.** Any prevention, delay, or stoppage due to strikes, lockouts, labor disputes, acts of God, inability to obtain labor or materials or reasonable substitutes therefore, governmental restrictions, governmental regulations, governmental controls, enemy or hostile governmental action, terrorism, civil commotion, fire or other casualty, and other causes beyond the reasonable control of the Party obligated to perform, shall excuse the performance by such Party for a period equal to any such prevention, delay, or stoppage.
- 28. Severability.** If any term or provision of this Agreement shall to any extent be determined by a court of competent jurisdiction to be invalid or unenforceable, the remainder of this Agreement shall not be affected, and each term and provision of this Agreement shall be valid and be enforceable to the fullest extent permitted by law. The Parties agree to attempt to substitute for any invalid or unenforceable provision a valid or enforceable one that achieves the economic, legal and commercial objectives of the invalid and unenforceable provision to the greatest extent possible.
- 29. Entire Agreement; No Waiver.** This Agreement constitutes the entire agreement between the Parties with respect to the subject matter hereof and merges all prior and contemporaneous communications with respect to such subject matter. This Agreement shall not be modified except by a signed writing dated subsequent to the date of this Agreement and signed on behalf of both Parties by their respective duly authorized representatives. No waiver, consent, modification, or change of any term of this Agreement shall bind either Party unless the same is in writing and signed by both Parties and all necessary approvals have been obtained. Such express waiver, consent, modification, or change, if made, shall be effective only in the specific instance and for the specific purpose set forth in such signed writing. The Parties hereby acknowledge and agree that this Agreement shall be interpreted fairly in accordance with its terms and without any strict construction in favor of or against either Party. Failure of either Party to enforce any provision of this Agreement shall not constitute a waiver of the right to future enforcement of that or any other provision.
- 30. Headings.** The captions or headings in this Agreement are for convenience only and in no way define, limit, or describe the scope or intent of any provisions of this Agreement.
- 31. Counterparts.** This Agreement may be executed in two or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument and be binding upon the Parties.
- 32. Debarment Certification.** City certifies that they are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in this Agreement by any Federal department or agency. If requested by LTD, City shall complete a Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion form. Any such form completed by City for this Agreement shall be incorporated into this Agreement by reference.

[Signatures Next Page]

LANE TRANSIT DISTRICT

CITY OF OAKRIDGE

By: _____
Jameson T. Auten
Chief Executive

By: _____
Authorized Signature

Date : _____

Title: _____

Date: _____

Attest:

By: _____
John Ahlen
Accessible Services Manager

Date : _____

By: _____
Sarah Brightman
Procurement Supervisor

Date : _____

DRAFT

cc: LTD Accounts Receivable

Business of the City Council

City of Oakridge, Oregon

September 21, 2023

Agenda Title: Oregon DLCD Technical Assistance Grant Letter of Support

Proposed Council: Approve Letter of Support for DLCD Technical Assistance Grant application for Economic Opportunities Analysis

Agenda Item No: 10.3

Exhibit: LOS, DLCD EOA Deliverables, DLCD Goal 9 summary, & DLCD Notice of Grant Opening

Agenda Bill Author: Rick Zylstra

ISSUE: The Oregon Department of Lands, Conservation and Development (DLCD) has opened grant opportunities for the 2023-2025 biennium Technical Assistance (TA) grants. City Staff has been in conversations with our local DLCD representative (Patrick Wingard) and from those conversations we feel the city has a strong case as a recipient of the TA grant for the purpose of an Economic Opportunities Analysis (EOA).

Staff has been working with representative from Oakridge Economic Development Advisory Committee (AEDAC), Uptown Business Revitalization Association (UBRA), and the Oakridge / Westfir Chamber of Commerce to draft grant materials for submission. As with most grant applications a Letter of Support (LOS) from City Council is required as a part of the submitted grant application, for that reason we are asking council to approve the attached draft LOS.

FISCAL IMPACT: Staff time for Grant Writing and for potential grant match if awarded.

OPTIONS: 1) Approve the current LOS for the DLCD TA grant to perform an EOA
2) Deny the current LOS for the DLCD TA grant to perform an EOA
3) Modify the current LOS for the DLCD TA grant to perform an EOA

RECOMMENDATION: Approve

RECOMMENDED MOTION: *"I move we approve the Letter of Support for the City of Oakridge Technical Assistance Application for an Economic Opportunities Analysis from the Department of Lands Conservation and Development and request signing by the mayor. "*

STRATEGIC THEMES/GOALS INVOLVED:

Theme 2 (Responsive Government), Goal #1: In an open and transparent manner, effectively deliver services that citizens need, want, and support.

Theme 2 (Responsive Government), Goal #2: Provide facilities & infrastructure that support current & future needs.

Theme 3 (Strong Economy), Goal #1: Improve the City's economy by focusing on increasing living-wage jobs, training, and education opportunities for Oakridge residents.

Theme 3 (Strong Economy), Goal #2: Sustainably develop and market the recreational tourism industry in a way that benefits local business and residents.

Theme 3 (Strong Economy), Goal #3: Improve the city's economy by creating an atmosphere open to business.

Theme 4 (Community Livability), Goal #3: Seek opportunities to revitalize the City's business corridors and neighborhoods to provide safe and beautiful places to live and work.

City of Oakridge
48318 E. 1st Street – PO Box 1410
Oakridge, Oregon 97463
Phone: 541-782-2258 FAX 541-782-1081



September 21, 2023

RE: Letter of Support, City of Oakridge Technical Assistance Application for Economic Opportunities Analysis

Dear Patrick Wingard,

The Oakridge City Council supports the request being made by the City of Oakridge for a Technical Assistance (TA) Grant for an Economic Opportunities Analysis (EOA) with a Department of Land Conservation and Development (DLCD) provided consultant. An EOA will provide the city with valuable data regarding Oakridge's existing economic challenges, assets, and future needs in order to meet the goals outlined in our Comprehensive and Strategic Plans. It will also ensure Oakridge meets Statewide Planning Goal 9.

On December 3, 2020, the City of Oakridge adopted a Strategic Plan that included the objective and strategic theme to support living-wage job creation, improve the business climate, and provide necessary services for maintaining the workforce in Oakridge. These objectives to create a Strong Economy can be achieved through the following goals,

- Goal #1: Improve the City's economy by focusing on increasing living-wage jobs, training, and education opportunities for Oakridge residents. This goal
- Goal #2: Sustainably develop and market the recreational tourism industry in a way that benefits local business and residents.
- Goal #3: Improve the city's economy by creating an atmosphere that is open to business.

An updated Economic Opportunity Analysis would allow the city to meet these goals and use a data-driven approach to address the economic challenges our community faces. The existing economy is not adequately serving the community, and the lack of available options is a significant hindrance to achieving our economic goals. At present, Oakridge faces the following challenges regarding economic development:

- 75% of community members living in the greater Oakridge Area commute up to 40 plus miles for employment.
- 1% change in the population growth trend since 2020
- 35% of the population over 16 years of age are in the labor force, compared to 60% for Lane County, 63% Oregon and 64% for the nation.
- Average wage during 2021 being only 74% of that compared to Lane County.

In addition, in 2020 the city of Oakridge completed a new Transportation System Plan, recently completed a Phase 1 of a Transportation Growth Management (TGM) Code Assistance Program to evaluate and update our land use codes for our Uptown Business District, a Housing Needs Analysis and we believe an updated EOA would be a greatly beneficial in moving the City of Oakridge into a position where it can have more of the pieces needed for an updated Comprehensive Plan.

Thank you for considering the City of Oakridge's application for Technical Assistance for an Economic Needs Analysis.

Sincerely,

Bryan Cutchen, Mayor of Oakridge*

**Signed on behalf of the entire Oakridge City Council:*

Christina Hollett

Dirk Tarman

Melissa Bjarnson

Kelly Brewer

Michelle Coker

Dawn Kinyon



Oregon

Theodore R. Kulongoski, Governor

Department of Land Conservation and Development

635 Capitol Street NE, Suite 150

Salem, Oregon 97301-2524

Phone: (503) 373-0050

First Floor/Costal Fax: (503) 378-6033

Second Floor/Director's Office: (503) 378-5518

Web Address: <http://www.oregon.gov/LCD>

April 14, 2008



ECONOMIC OPPORTUNITIES ANALYSES

Objective: To identify likely industrial and other economic development opportunities and corresponding employment land needs over the planning period of the next 20 years, plus up to an additional 30 years for communities planning for designated urban reserves. This document suggests the typical tasks and required deliverables of an Economic Opportunities Analysis (EOA) funded by the Department of Land Conservation and Development (DLCD).

1. Preparation

Purpose: Reduce cost and delay, anticipate obstacles, prevent surprises and keep planning activities aligned with local policy.

Deliverables: A locally approved Statement of Community Economic Development Objectives. Evidence of support and coordination from key cooperating organizations and agencies.

Typical activities include:

- a. Review Oregon's land use program with DLCD staff to understand key concepts. Pay special attention to:
 - i. OAR 660, division 9, Economic Development;
 - ii. 660-009-0005(10) - Short-term supply of land;
 - iii. 660-009-0010(5) - Adequate planning effort;
 - iv. 660-009-0020(1)(a) - Economic development objectives;
 - v. OAR 660, division 24, Urban Growth Boundaries (UGB);
 - vi. 660-024-0040(5) - Employment land need; and
 - vii. 660-024-0040(8) - Safe harbors.
- b. Prepare an informal draft Statement of Community Economic Development Objectives. Economic development planning typically looks back at the economic history of the area and changes affecting that tradition, looks forward at new opportunities, and defines a series of actions to be taken by local government to achieve a desired and sustainable result.
- c. Define a study area to analyze for economic and land use trends, which is typically a region sharing inter-dependent economic activity. Describe

why the area was chosen and include a brief narrative about current conditions and activity.

- d. Define a planning area, which is typically the existing UGB and may include potential expansion and urban reserves. It is useful to describe why the area was chosen, and include a brief narrative about current conditions and activity.
- e. Gather and review any available regional economic development, employment data, real estate market data and area context information that has been published by entities such as: state and local governments, economic development agencies, ports and other development districts, the regional Business Development Officer for the Oregon Economic and Community Development Department, and Oregon's interagency Economic Revitalization Team.
- f. Meet with federal, state, regional and local economic development agencies to discuss cooperation, participation and possible sources of funding for planning and implementation activities.
- g. Identify typical planning and implementation policies, activities and tools, and gather evidence of support from key cooperating organizations (especially municipal and county boards and commissions, and Oregon's Economic Revitalization Team).

2. Trend Analysis

Purpose: Identify economic development opportunities likely to expand or locate in the study area within the planning period. Determine the percentage of that employment growth reasonably expected within the planning area.

Deliverable: An estimate of job growth associated with the economic development opportunities likely to expand or locate in the planning area within the planning period consistent with OAR 660-024-0040(5) - Employment Land Need. It should be based on an employment forecast from the Oregon Department of Employment, a custom employment forecast prepared by a competent professional, or an estimate of job growth including reasonable justification for the job growth estimate.

Clearly indicate the method being used, and include the data, the analysis and the conclusions.

Typical activities include:

- a. Review OAR 660-009-0005 – Definitions, to understand of key concepts and terms, and OAR 660-009-0015(1) – Review of Economic Trends.

- b. Meet with Oregon Department of Employment staff to discuss employment trends in the Economic Opportunities Analysis study area.
- c. An EOA that relies on an employment forecast provided by the Oregon Department of Employment may reduce delay and cost. Refer to OAR 660-024-0040(8) - Safe Harbors. Communities with circumstances that require a customized estimate of job growth that is not available from the Oregon Department of Employment may wish to contract for specialized services from competent professionals.
- d. Review national, state, regional, county, and local economic trend data including, but not limited to, population and job forecasts by sector over the planning period.
- e. Assess economic development potential by analyzing factors such as location, size and buying power of local and export markets for goods and services; workforce training opportunities; availability of transportation facilities for access and freight mobility; access to suppliers and utilities, including telecommunications; and other service infrastructure.
- f. Meet with local and state economic development professionals regarding local economic development potential for industrial and other employment opportunities in the study area. Incorporate results from interviews or consultations into the EOA.
- g. Acquire and incorporate information published by the Oregon Economic and Community Development Department documenting demand for sites in the study area that may not be reflected in the current employment data.

3. Site suitability analysis

Purpose: Understand the types of sites needed to successfully implement the Statement of Community Economic Development Objectives.

Deliverable: Catalog of the range of site types suitable for the employment uses likely to expand or locate in the study area.

Typical activities include:

- a. Identify the employment land uses appropriate for the study area, based on results of the trend analysis. Include specific site sizes, special site requirements or other characteristics affecting the needed land supply such as a mixture of site sizes or sites with proximity to facilities. Also identify land needs that may arise from the expansion of existing businesses and the recruitment or location of new businesses into the study area.

- b. Acquire and incorporate information published by the Oregon Economic and Community Development Department that documents specific market-based development practices and site requirements that may affect the current inventory and need for additional suitable employment land.

4. Inventory of suitable sites

Purpose: Determine the current availability of sites suitable for employment uses likely to expand or locate in the planning area.

Deliverable: Inventory of available sites suitable for employment uses likely to expand or locate in the planning area within the planning period.

Typical activities include:

- a. Inventory and analyze the planning area's existing supply of industrial and other employment lands for development constraints which may include: wetlands, habitat areas, environmental contamination, topography, cultural resources, infrastructure deficiencies, parcel fragmentation, natural hazard areas, ownership patterns, and other suitability and availability criteria in order to determine the readiness of the current land supply for industrial and other employment development.

It is important to examine opportunities for redevelopment of existing sites, including sites in the core areas of cities. A local government may consider the cost of preparing land for the designated use as part of an EOA by including a residual value analysis prepared by a competent professional as part of the analysis of development constraints.

- b. As part of any adjustment to an UGB for employment land, review employment land need and associated policies in OAR 660, division 024. OAR 660-024-0040(5) requires a determination of the need for a short-term supply of land. OAR 660, division 9, encourages local governments to include policies relating to the short-term supply of land. Designation of short-term supply is described in OAR 660-009-0025(3).

5. Assessment of potential

Purpose: Understand the process, and reduce the cost and risk associated with designating the amount of employment land.

Deliverables: An estimate of the need for employment land within the planning area for the planning period by category of site type. Include a brief narrative of any identified process, cost or risk factors; and describe the community's ability to manage those factors.

Typical activities include:

- a. Estimate the total number of sites needed in the study area for the planning period by categories of sites, based on information collected in the previous tasks. Include a minimum, maximum and most likely number of sites needed for each identified category within the planning period.
- b. Estimate the types and amounts of industrial and other employment uses likely to occur in the planning area. Refer to Assessment of Community Economic Development Potential in OAR 660-009-0015(4). Include a brief narrative that explains the factors that determine the planning area's capture of employment growth in the study area.
- c. Identify pertinent planning, implementation, specific site, financial and real estate market process, cost and risk factors associated with the designation of additional employment land.
- d. Analyze the information gathered to estimate total number of sites by the various categories defined by the local government needed within the planning area for the planning period.

6. Develop detailed implementation policies based on completion of previous steps

Purpose: Provide specific guidance to community leaders and staff.

Deliverables: A list of recommended economic development implementation policies to be included in the comprehensive plan update or plan amendment that were identified by the EOA process. It is not necessary for an EOA to include a complete implementation plan, which may follow and could include additional items.

Typical activities include:

- a. Identify local government activities that will be needed to successfully implement the Statement of Community Economic Development Objectives. Include changes to the land supply, updates to comprehensive plans, additions to infrastructure facilities, new intergovernmental agreements, updated management practices, public-private partnerships, workforce training and adjustments to real estate economic factors. Include techniques to increase the community's ability to respond to economic development opportunities with speed and flexibility.
- b. Identify appropriate local government actions and investments of leadership, capacity, staff time, public finance tools and statutory authority needed to successfully implement the Statement of Community Economic Development Objectives.

- c. Identify available methods to fund local government activities that will be needed to successfully implement the Statement of Community Economic Development Objectives.
- d. If using an estimate of job growth with reasonable justification to complete the trend analysis, the local government must identify investments in infrastructure, workforce, amenities and other community improvements necessary in order to attract the job growth. Demonstrate that methods are available and there is local commitment to fund those improvements.
- e. If using a residual value analysis to justify an adjustment to the current supply of suitable sites, the local government must apply the same analysis to all sites proposed for changes of designation, including all proposed expansion sites outside the current UGB. The local government must identify policies to correct residual value development constraints within the planning period, or reasonably demonstrate that correction is not possible. Use of a residual value analysis is intended to remove from the short-term inventory, those industrial sites with a persistent negative residual value. These sites have development constraints that can't be resolved for the designated use by reasonable local government action.

7. Prepare final EOA

Present the draft EOA to the EOA Project Team and the regional Business Development Officer for the Oregon Economic and Community Development Department; receive and incorporate comments into final product.

An EOA submitted to satisfy DLCD grant requirements must be prepared in accordance with the procedures provided in this attachment and Oregon Administrative Rule 660-009-0015 – Economic Opportunity Analysis.

Department of Land Conservation and Development : Goal 9: Economic Development : Oregon Planning : State of Oregon



The purpose of Goal 9 planning is to make sure cities and counties have enough land available to realize economic growth and development opportunities. Commercial and industrial development takes a variety of shapes and leads to economic activities that are vital to the health, welfare and prosperity of Oregon's citizens. To be ready for these opportunities, local governments perform Economic Opportunity Analyses based on a 20-year forecast of population and job growth. Each city and county has a unique local vision for economic development. Ideally, this vision reflects community aspirations and has specific objectives and actions.

Under Goal 9, all local governments should have a working inventory of areas suitable for economic growth that can be provided with public services. These inventories primarily focus on planning for major industrial and commercial developments, and having a ready supply of land appropriately zoned and located for those opportunities and local investments. As with all areas of the

comprehensive plan, the amount of land planned for economic development should be adequate for a 20-year supply. The economic development plans formed by a city often use one or more market incentives to encourage the type of development a community or county would like to see. These might include tax incentives or disincentives, land use controls, or preferential assessments.

Original Adoption: 12/27/74; Effective: 1/25/75

Amended: 2/17/88; Effective: 3/31/88

[Read full text version of Goal 9](#)

Administrative Rules that implement Goal 9:

[OAR 660-009 – Economic Development](#)

Related:

[Economic Development](#)

 [Goal 9 Guidebook – 2005](#)

[Population Forecasts](#)



Oregon

Tina Kotek, Governor

Department of Land Conservation and Development

635 Capitol Street NE, Suite 150

Salem, Oregon 97301-2540

Phone: 503-373-0050

Fax: 503-378-5518

www.oregon.gov/LCD

DATE: August 15, 2023

TO: Oregon cities, counties, and regional governments
Oregon Tribes
Oregon councils of government

FROM: Brenda Bateman, Director
Gordon Howard, Community Services Division Manager

SUBJECT: 2023-2025 Technical Assistance Grants



The Department of Land Conservation and Development is pleased to offer grant awards for land use planning projects in Oregon communities during the 2023-2025 biennium. If your community or organization is considering a planning project that is eligible for Technical Assistance grant funding, please complete and submit an application. The form and instructions are available at <https://www.oregon.gov/lcd/CPU/Pages/Community-Grants.aspx>. If you experience difficulty accessing the materials, please contact Gordon Howard, Community Services Division Manager at 503-856-6935 or DLCD.GFGrant@dlcd.oregon.gov.

Please contact the DLCD regional representative for your region or community for guidance prior to submitting the application. You can find a current list of regional representatives at <https://www.oregon.gov/lcd/CPU/Pages/Regional-Representatives.aspx>.

Technical assistance grant applications are due no later than October 1, 2023. The grant awards will be determined through a competitive process based on program priorities contained in the Grants Allocation Plan approved by the Land Conservation and Development Commission and evaluation criteria explained in the application packet.

This memo addresses Technical Assistance grants only. Other grants from the department's general fund (e.g., Periodic Review, Planning Assistance, and Columbia River Gorge grants) are offered separately. NOTE:

1. For the 2023-2025 biennium, the department is offering housing technical assistance grants through the housing technical assistance program. Please contact Ethan Stuckmayer at ethan.stuckmayer@dlcd.oregon.gov or Ingrid Caudel at Ingrid.caudel@dlcd.oregon.gov if you have questions. The department is reserving technical assistance grant funds in this more general appropriation for projects that do not qualify for housing technical assistance.
2. Applicants in all TA grant categories are required to propose outreach and community participation plans that reflect inclusion of priority populations identified in the state's 2021 Diversity, Equity, and Inclusion Action Plan. The Department is planning to engage

Technical Assistance Grants

August 15, 2023

Page 2 of 2

the services of a consultant to assist successful grant applications with how to implement principles of diversity, equity, and inclusion in their projects.

cc: Grants Advisory Committee

Business of the City Council

City of Oakridge, Oregon

September 21, 2023

Agenda Title: Cascade Collections Inc.
Contract for Collections Services

Agenda Item No: 10.4

Exhibits: Cascade Collections Contract, ORS
697.105, Listing Sheet

Proposed Council Action: A motion from
the floor to approve

Author: CA

ISSUE:

As per Council's direction, I have chosen a collections agency to help the city try to recover unpaid fines owed to the city. I have chosen Cascade Collections, Inc. (www.cascadecollections.com) to provide this service because they are based out of Salem (not a national corporation), have a good reputation in the industry, and were very responsive to my inquiries.

As per the contract (attached as an exhibit) for which I am seeking Council approval to sign, Cascade does not charge any up-front fees to city. Instead, they earn 30% of all the fines they are able to collect (or 35% if Cascade has to go to Court to recover the fines, for which they pay all Court costs). This percentage is standard for the industry, and through ORS 697.105 (copy attached), the city is allowed to "add a reasonable fee" to the amount of the debt owed by the debtor to compensate the city for the cost of the collection agency's fees.

Misti Cook and/or other Cascade Collections managers will meet with me at the meeting via Zoom to answer any questions Councilors may have.

FISCAL IMPACT: Increased revenue from unpaid fines

OPTIONS: Approve or deny the request

STAFF RECOMMENDATION: Approve

RECOMMENDED MOTION: *"I move to approve the contract with Cascade Collections."*

STRATEGIC THEMES/GOALS INVOLVED:

Theme 2 (Responsive Government), Goal #3: Manage finances in a fiscally responsible manner ensuring long term financial stability.

697.105 Fee for collection of debt owed public body; notice to debtor; amount.

(1) Except as provided in ORS 1.202 and 293.231, if a public body, as defined in ORS 174.109, uses a private collection agency to collect a debt owed to the public body, the public body may add a reasonable fee to the amount of the debt, payable by the debtor, to compensate the public body, in whole or in part, for the collection agency fee incurred or to be incurred.

(2) A fee may not be added under subsection (1) of this section unless the public body has provided notice to the debtor:

(a) Of the existence of the debt;

(b) That the debt may be assigned to a private collection agency for collection; and

(c) Of the amount of the fee that may be added to the debt under subsection (1) of this section.

(3) Except as provided by federal law, the public body may not add a fee under this section that exceeds the collection fee of the private collection agency. [2003 c.66 §1; 2007 c.204 §1]



Master Assignment Agreement

This agreement, dated _____, By and Between CASCADE COLLECTIONS, INC., an Oregon Corporation (hereinafter "Cascade"), _____ and (hereinafter "Firm").

Whereas Cascade engages in the business of a collection agency and has offered to provide services to Firm, and

Whereas Firm is engaged in business in the state of Oregon, and wishes to avail itself of the services offered by Cascade, and

Whereas the parties now desire to make an agreement regarding this relationship, now, therefore, Cascade and Firm do hereby agree as follows:

1. **Assignment**-Firm may refer accounts to Cascade for collection and this referral, in whatever manner made (oral, written or online), shall be effective as an assignment of such accounts(s) as fully and perfectly as though a separate written assignment had been made and delivered.
2. **Authority to Collect**-Firm gives Cascade full and complete power and authority to collect, enforce and receive all payments; to compromise, discharge, sue upon and satisfy any accounts assigned, and to endorse and collect any check, money order, or instrument for payment of any account assigned and retain all interest collected or earned in Cascade's trust account.
3. **Term and Termination**-Parties agree that the term of this agreement shall be from: Date of last signature of all parties until properly terminated. This agreement may be terminated by either party upon 30 days notice in writing and delivered by mail or in person. Any such termination of this agreement shall be without prejudice to any obligations or liabilities of either party already accrued prior to such termination.
4. **Collection Fee**- Cascade shall remit to Firm not less than 70% of the assigned amounts collected and shall retain as it's compensation all sums collected in excess of such assigned amounts. This client Qualifies as a **MUNICIPALITY**, fees will be added based on **ORS 697.105** on accounts that have been properly notified.
5. **Direct Payments**- Payments made direct to Firm shall be reported by Firm to Cascade immediately upon receipt. Firm shall also forward all direct payments or its' own check for Cascade's commission for such payments.
6. **Litigation**- In the event Cascade files suit or legal action upon an account. Cascade may reimburse itself of any and all court costs, disbursement, and attorney fees as may be awarded by the Court, out of the first proceeds of any collection. Firm shall furnish Cascade, upon request, all documents necessary to file a suit on such account(s). Firm will be required to appear to prosecute said suit. Failure to appear may result in the suit being dismissed with prejudice, or judgment filed against Cascade. In such case Firm agrees to reimburse Cascade for any and all expense incurred.
7. **Warranties**- Firm warrants each account assigned for collection is valid, existing and enforceable against the debtor. Firm further warrants that all disclosure requirements and provisions of the federal Truth in Lending Act and other federal and state laws relating to the assignment and collection of assigned accounts, have been complied with and will continue to be complied with by Firm.
8. **Indemnity**- In the event that suit is filed and the debtor requests a hearing, trial or files a counterclaim, or additional subsequent action against Cascade because of an invalid claim, Firm hereby agrees to hold Cascade Collections, Inc. harmless and indemnify it from any and all liability in the event of a recovery by the counter claimant.

9. **Statutory Law**- Firm further acknowledges and warrants that it is aware of the applicable provisions in the Oregon Revised Statutes, and that as an originator and assignor of an account, its debtor may assert any reported claim or counter claim against Firm upon any assigned account on which suit is brought. Firm hereby agrees that it shall be its sole responsibility to defend any such claim or counterclaim brought, and indemnify Cascade from any claim thereof, including all expenses and cost of suit.
10. **Expenses**- In consideration of any time, money and material expended by Cascade, Firm hereby agrees to pay a reasonable fee for any detailed reports requested. Any of the accounts assigned may be withdrawn at any time after twelve months from the date assigned upon thirty days written notice listing the accounts to be withdrawn provided no payments are made or arranged, or suit commenced, or the accounts forwarded to an associate collector. As to any accounts withdrawn prior to the twelve (12) months, Firm agrees to reimburse assignee for expenses expended on said account(s), but in no event shall expenses exceed the commissions due based on the amount of the account.
11. **Miscellaneous**- Cascade agrees to deliver or mail monthly statements and trust checks on or around the 15th of the month following the collection of any account.
 Firm shall contact Cascade immediately if an account placed needs to be retrieved for the following reasons:
- a. Account placed in error.
 - b. Debtor paid account to Firm prior to Cascade listing the account.
12. **Exceptions**- : IF ACCOUNT IS FORWARDED OR LEGAL ACTION IS TAKEN RATE IS 65/35

Should any section or portion of this Agreement be held unlawful and unenforceable by any court of competent jurisdiction or upon mutual agreement of the parties, such decision shall apply only to the specific section or portion thereof. Upon issuance of such decision, the parties agree to immediately negotiate a substitute, if possible, for the invalidated section or portion thereof.

By signing below the parties agree to the terms and conditions of the above.

Dated this _____ day of _____, 2023.

Firm: _____

Signature: _____

Printed Name: _____

Title: _____

Address: _____

City, State, Zip: _____

Phone _____

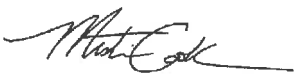
Fax: _____

Contact: _____

Email: _____

Contact Phone: _____

Cascade Collections, Inc.

By:  _____

Title: Client Advocate _____

Business of the City Council

City of Oakridge, Oregon

September 21, 2023

Agenda Title: Boy Scouts Fee Waiver/Reimbursement Request for Greenwaters Park

Agenda Item No: 10.5

Exhibits: None

Proposed Council Action: A motion from the floor to approve

Author: CA

ISSUE:

Beth Ritz, a leader of the local Boy Scouts, is requesting a fee waiver for the rental of the Greenwaters Park Community Center building, to host up to 3 recruitment events. By the time of the council meeting, the first event will have already occurred on 9/19, for which Ms. Ritz has already personally paid \$80. The city will refund her if this request is approved.

According to Ms. Ritz, *"The Scouting program is open to all boys and girls in the Oakridge-Westfir area, kindergarten to 12th grade. The Scouting program has specific objectives, commonly referred to as the "Aims of Scouting." They are character development, leadership development, citizenship training, and personal fitness. The mission of the Boy Scouts of America is to prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Law."* The Scouts also provide community service.

The normal fee for renting the community center is \$80 per day. OPD Chief Kevin Martin is also a leader in the Boy Scouts. He and/or Ms. Ritz will be at meeting to answer any questions.

FISCAL IMPACT: Up to \$240.00 (\$80 per day x3)

OPTIONS: Approve, deny, or modify the request

STAFF RECOMMENDATION: Approve

RECOMMENDED MOTION: *"I move to approve up to 3 rental fee waivers for the Greenwaters Park Community Building to the Boy Scouts."*

STRATEGIC THEMES/GOALS INVOLVED:

Theme 4 (Community Livability), Goal #1: Work with community partners to provide recreation, education, and enrichment opportunities for citizens and youth.



CASCADE COLLECTIONS, INC.

1375 13TH ST. SE
P.O. Box 3166
SALEM, OR 97302

(503) 364-0455
800-826-9497
FAX: (503) 371-0637



MEMBER ACA INTERNATIONAL

LIST ACCOUNTS FOR COLLECTION ON THIS SHEET

Account No. _____

Consumer's Full Name/Company Name _____

_____ email address _____

Address _____ Zip _____ Phone _____

Consumer's D.O.B. _____ Consumer's S.S. # _____ Spouse SS.# _____

Date of Last Service _____ Date of Last Payment _____

Date Last Statement Sent to Consumer _____ Amount Due on Last Statement _____

Relatives, References, ETC. _____

Collection Fee: _____ Principal Amount: _____
Interest. If any: _____
Interest. Start Date: _____
Interest End Date: _____
Total Due: _____

Account No. _____

Consumer's Full Name/Company Name _____

_____ email address _____

Address _____ Zip _____ Phone _____

Consumer's D.O.B. _____ Consumer's S.S. # _____ Spouse SS.# _____

Date of Last Service _____ Date of Last Payment _____

Date Last Statement Sent to Consumer _____ Amount Due on Last Statement _____

Relatives, References, ETC. _____

Collection Fee: _____ Principal Amount: _____
Interest. If any: _____
Interest. Start Date: _____
Interest End Date: _____
Total Due: _____

The accounts listed above are submitted per listing agreement.

Please Creditor' No. _____ Name _____

Send Our Address _____ Zip _____

Check To: By _____ Date _____ Phone# _____
(Name Of authorized Representative)

Business of the City Council

City of Oakridge, Oregon

September 21, 2023

Agenda Title: Dogs of Valor Fee Waiver
Request for Greenwaters Park

Agenda Item No: 10.6

Exhibits: Dogs of Valor Info Brochure

Proposed Council Action: A motion from
the floor to approve

Author: CA

ISSUE:

Randy Fulkerson, the founder of Dogs of Valor, a 501c3 charity that trains dogs “to help veterans and those in need of service dogs” (see the attached Dogs of Valor informational brochure), is requesting a fee waiver for the Greenwaters Park community building in order to hold two free events as described below:

1. A Halloween costume party for dogs and their owners on **October 26th**.
2. A “Santa’s Workshop” **December 1-3**, where kids can come and receive free wooden toys, meet and get photos with Santa, etc.

The normal fee for renting the community center is \$80 per day. Mr. Fulkerson will be attending the meeting in-person to answer any questions.

FISCAL IMPACT: Up to \$320.00 (\$80 per day x4)

OPTIONS: Approve, deny, or modify the request

STAFF RECOMMENDATION: Only grant a *partial* fee waiver

RECOMMENDED MOTION: *“I move to waive _____ (all or part) of the rental fees for the Dogs of Valor program(s) at Greenwaters Park on October 26th and/or December 1-3”*

STRATEGIC THEMES/GOALS INVOLVED:

Theme 3 (Strong Economy), Goal #1: Improve the City's economy by focusing on increasing living-wage jobs, training, and education opportunities for Oakridge residents.

Theme 2 (Responsive Government), Goal #1: In an open and transparent manner, effectively deliver services that citizens need, want, and support.

Theme 2 (Responsive Government), Goal #3: Manage finances in a fiscally responsible manner ensuring long term financial stability.

Theme 4 (Community Livability), Goal #1: Work with community partners to provide recreation, education, and enrichment opportunities for citizens and youth.



Dogs of Valor Classes

- Puppy Boot Camp 12 weeks to 6 months old
- Puppy Basic Obedience Course 6 months to 1 year old.
- Basic Obedience Course for dogs over 1 year old.
- K-9 Good Citizen Certificate

Additional Services available through Oregon Location :

- Service Dog Public Access Course
- Service Dog Task Training

- Coming Soon:
- Therapy Dog Classes
- Scent Work



Dog Training Courses DFW - Texas Location

Bruce Van Horn - Trainer
Texas Location

Cell: (541) 530-1056
Bruce_6072@yahoo.com



Dogs of Valor

Dog Training Courses
Eugene, OR and Bedford, TX

Randy Fulkerson - CEO
Oregon Location
Bus: (458) 675-9177
Cell: (541) 514-0898
k9dogsofvalor@gmail.com

Why Dogs of Valor?

Dogs of Valor is a 501 (C)

(3) Non-Profit organization dedicated to helping our Nations Heroes and the general public find the benefits and rewards of a personal K9 companion. It is our mission to assist you in your dog training needs. Allow us to help you train your K9 for your benefit. By choosing Dogs of Valor as your dog training facility, you are supporting us in our pursuit, to help veterans and those in need of service dogs. Contact us for more information about our mission.



Basic Courses

Puppy Course

Our puppy classes are designed for puppies between 12 weeks and one year old. During this consecutive week class, we will focus on basic obedience skills, socialization, enrichment, addressing common behavioral problems, and environmental exposure to help start your puppy off on the right paw. Our goal through this class is to build incredible companions by instilling confidence in you and your puppy. It is critical to start training your puppy as soon as possible, so if you have a puppy in need of training, get in contact with us and ask about our puppy package for your puppy today!

Basic Obedience Course

Our Basic Obedience classes are designed for dogs 1 year or older with little to no basic obedience training. This class will show you how to get your dog behaving like it has been training its whole life. We'll take you and your dog from the basics of sit, down, come and polite leash walking all the way to advanced skills like off-leash work and completely ignoring distractions all in just 9 weeks! It is our goal for you to be confident with your dog, so, if we can't get your dog's training up to your satisfaction in 9 weeks, you are welcome to continue coming to classes until they can pass the obedience test for up to another 9 weeks no additional charge. If you are interested in joining our Basic Obedience Class, contact Dogs of Valor today!

Service Courses

Service dog training is where the heart of Dogs of Valor lies. We aspire to help our community enjoy a more fulfilling life by utilizing service dogs to assist people with managing their disabilities. Every dog that goes through our Service Dog Course must start out in our Basic Obedience Course, as well as our aptitude test. Once completed, you and your dog can begin our 6 week long Public Access Course. This course allows us to help you work through teaching your dog to behave in public. This Public Access Course ends in a public test, which will demonstrate your dog's proficiency. Once completed, we move on to Advanced Service Dog Training and Task Training. This is where your dog learns it's unique tasks that will help you with your individual needs. The length of this class varies based on your needs and your dogs learning speed. It takes the right kind of dog, with a dedicated owner willing to invest the time in training. The rewards of this investment are immeasurable. Plus, Dogs of Valor will be there every step of the way guiding you and your dog.



Business of the City Council

City of Oakridge, Oregon

September 21, 2023

Agenda Title: New Community Firewood Program Contract with Brock Buchmeier

Agenda Item No: 10.7

Exhibits: Community Firewood Program Contract and Feasibility Study

Proposed Council Action: A motion from the floor to approve

Author: CA

ISSUE:

Brock Buchmeier, the owner of Brocks Wood Lot, has been chosen to take over the Community Firewood Program ("CFP"), which is a multi-organization public-private partnership operated by Southern Willamette Forest Collaborative (a project of South Willamette Solutions), Lane Regional Air Protection Agency, Good Company/Parametrix (the US EPA Targeted Assistance Grant manager), and the City of Oakridge, that offers affordable seasoned firewood to the community to help reduce woodsmoke pollution and offers discounts to seniors over 62, low income residents, and residents who qualify for the home wood heating program exemption. I included the original (2018-2019?) Community Firewood Feasibility Study for background information on the program.

The CFP started in 2019 and the terms of the new contract are basically the same as the previous contract with Inbound, the previous CFP contractor. The city's contribution to the program continues to be the use of OIP Lot 37 for free to the CFP operator (Brocks Wood Lot). Brocks Wood lot is responsible for paying the power bill and general upkeep of the property. In addition, Brock has agreed to assist the city by felling hazard trees located on city property. Brock will be in attendance at the meeting to answer any questions Council may have.

FISCAL IMPACT: TBD

OPTIONS: Approve, deny, or modify the request

STAFF RECOMMENDATION: Approve the contract

RECOMMENDED MOTION: *"I move to allow the CA to sign the new Community Firewood Program Contract."*

STRATEGIC THEMES/GOALS INVOLVED:

Theme 3 (Strong Economy), Goal #1: Improve the City's economy by focusing on increasing living-wage jobs, training, and education opportunities for Oakridge residents.

Theme 2 (Responsive Government), Goal #1: In an open and transparent manner, effectively deliver services that citizens need, want, and support.

September _____, 2023

**Memorandum of Agreement
between the
Community Firewood Program Partners
(Southern Willamette Forest Collaborative)
(City of Oakridge)
(Lane Regional Air Protection Agency)
and
Brocks Wood Lot LLC**

Purpose

The purpose of this agreement is to process and provide firewood for the Community Firewood Program (CFP), a multi-organization public-private partnership that offers affordable, seasoned firewood to community members to help reduce woodsmoke pollution. The primary public CFP partners are the Southern Willamette Forest Collaborative (a project of South Willamette Solutions), Lane Regional Air Protection Agency, Good Company/Parametrix (US EPA Targeted Assistance Grant manager), and the City of Oakridge. From time to time, CFP Partners of the program have changed due to funding and capacity, and may continue to do so. The goal of this public private partnership is to support a local firewood vendor by providing equipment and a secure, dry space to operate, in order to develop a stand-alone firewood business that will serve Oakridge-Westfir.

Background

Access to dry firewood is a key part of ensuring that Oakridge residents breathe healthy air and that the City is able to attract additional economic investment and jobs by complying with the U.S. EPA and LRAPA's air quality thresholds. Burning dry wood is the easiest solution for community members to burn clean. In Oakridge, where electric outages are common and alternative heat sources not very accessible or possible, wood burning becomes a necessity. Without the ability to burn dry, seasoned wood, many people turn to burning whatever they have available – wet or green wood or even garbage. Biomass businesses, such as firewood, are a low profit margin business, and Oakridge has not had a local firewood vender for the past two decades. In order to create a local firewood business, the CFP partners came together in 2015 to source wood stock, provide operating space at the Oakridge Industrial Park, and seek grant funding to purchase equipment.

Selection of Private Partner

Brocks Wood Lot LLC was selected by the CFP Partners through a publicly advertised request for proposal process. Brocks Wood Lot LLC will serve as the day-to-day operator of the CFP for FY2024 (July 1, 2023 - June 30, 2024) and provide subsidized firewood to qualified residents in Oakridge and Westfir in exchange for managing all CFP assets, equipment, and the CFP operating space.

Community Firewood Program Public Partner Responsibilities:

- SWFC will oversee the community firewood program at a high level, with input from Lane Regional Air Protection Agency and Good Company, to annually set subsidized prices and determine program eligibility.
- SWFC will assist with firewood sourcing via contracts or donations and manage grant reporting.
- The City of Oakridge will provide access to the CFP lot 37, located at the Oakridge Industrial Park, free of charge and cover water costs. The City reserves the right to lease additional sections of Lot 37 to other tenants, so long as it does not interfere with operations or security for the CFP.
- The City of Oakridge will provide access to the Home Wood Heating Curtailment Program Exemption List (“HHE”) to all CFP partners upon request, to be used for CFP discount eligibility.
- LRAPA and Parametrix will provide Targeted Airshed Grant (TAG) funding for source stock and haul, equipment, and deliveries as long as the funding exists. Following the exhaustion of funds, equipment vests with SWS and continue to be used on the project originally funded by TAG, unless SWS and LRAPA agree to transfer the equipment within 90 days after the expiration of the project.
- All partners will work with Brocks Wood Lot to secure additional grant funding to support the CFP if grant opportunities arise.

Brocks Wood Lot LLC Responsibilities:

- Manage the day-to-day wood hauling, processing, delivery and financial aspects of the program.
- Source, process, sell and deliver cords of firewood with a goal of reaching 200 cords per year in year by 2025.
- Ensure that firewood is dry and is below a 20% moisture content.
- Track the number of cords sold on a database shared with SWS, and will provide regular updates by routinely participating in SWS staff meetings.
- Fully insure and maintain the CFP firewood equipment over the term of the TAG grant project period.
- Provide all necessary additional machinery and personal protective equipment needed to complete the work.
- Provide proof of insurance with the City of Oakridge listed as an Additional Insured in the amount of at least \$1,000,000.

- Provide general maintenance and upkeep of OIP Lot 37, including weed abatement.
- Cover all electricity costs, to be billed directly to Brocks Wood Lot.
- Assist the City of Oakridge in felling hazard trees on City property, at no cost to the city, in exchange for Brocks Wood Lot keeping all the downed trees.

All parties agree to the following terms under this agreement:

1. Brocks Wood Lot LLC and SWS have executed a Contractor Agreement which is incorporated by reference.
2. Brocks Wood Lot LLC will process all the firewood located at the Oakridge Industrial Park and will have full access to the CFP lot at all times.
3. The CFP equipment can be used to haul, process, and deliver firewood above and beyond the community firewood program need, however, the proceeds from the sale of that firewood must be reinvested in Brocks Wood Lot LLC to provide the CFP sustainability.
4. This is not an exclusive use agreement. If partnering with another private business could further assist growth and sustainability of the CFP then Brocks Wood Lot LLC could be asked to share CFP equipment, space, or both.
5. This agreement will renew annually automatically until it is ended jointly by the Partners, or Brocks Wood Lot LLC, in accordance with the Contractor Agreement.

 South Willamette Solutions

 Date

 City of Oakridge

 Date

 Brocks Wood Lot LLC

 Date

 Lane Regional Air Protection Agency

 Date

Oakridge Community and Commercial Firewood Program Feasibility Study



Prepared for:

Inbound, LLC

Oregon Department of Forestry

Lane Regional Air Protection Agency



Prepared by:

Good Company



1. Acknowledgements

Good Company would especially like to thank Inbound, LLC, Oregon Department of Forestry, Lane Regional Air Protection Agency (LRAPA) and Lane County for their commitment and financial support of this study. Additionally, the City of Oakridge, Southern Willamette Forest Collaborative (SWFC) and the United States Forest Service (USFS) were instrumental in collaborating and assisting in accessing primary data necessary for the feasibility analysis. We would also like to acknowledge all of the organizations and businesses that offered their expertise and they are identified in the section *Review of Existing Firewood Programs*.

This report was researched and written by the consultant team of Good Company, a sustainability consulting firm located in Eugene, Oregon. The primary authors of this report include:

- Justin Overdevest, Senior Associate, Good Company
- Joshua Proudfoot, Principal, Good Company

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2. Executive Summary

This study analyzes the market, supply and operational components of a firewood operation that would serve a community firewood program and a larger scale commercial firewood business. Details of each of these three study areas are located in the main sections of the report but given the substantive amount of information and data this executive summary serves to touch on the principal results and lessons learned. *Note: This is an abbreviated version of the original feasibility study. Due to some of the confidential information certain sections of the study were removed to keep this sensitive information private.*

Summary Findings

- **Community firewood program is feasible:** If support is continued by multiple companies and organizations, namely the City of Oakridge, Seneca and Inbound, the community firewood program could continue to sell 50-200 cords of firewood at roughly a break-even point.
- **Commercial firewood program is feasible:** If Inbound were to invest in the necessary equipment to operate a scaled-up firewood business and could connect to essential markets, namely the firewood bundled market sold at retail stores, a larger operation would be viable. Unfortunately, if Inbound were to just sell local and regional cords of wood at the going market price of ~\$200 per cord, they would likely lose money without some significant amount of grant funding or subsidy.

Project Challenges and Opportunities

This section provides a high-level assessment of market, supply and operational challenges.

Market challenges

- **Feasibility reliant upon higher margin market firewood bundles sold at retail stores:** For a larger commercial firewood operation, it is essential to sell a segment into the firewood bundled market, which has greater profit margins, and helps to reduce financial risk and buoy the overall viability of the business.
- **Existing competition in regional market:** Wood resource is in great abundance in the region and there is competition from individuals that will continue to operate side businesses as well as larger operations, such as Lane Forest Products, that can leverage their access to multiple supply streams.

- **Demand of wood likely to decrease over time:** With an installation of efficient ductless heat pumps, and the greater prevalence of warmer winters due to climate change, the demand for wood heat will most likely continue to decrease.

Market opportunities

- **Oregon Woodland Cooperative interest:** OWC, based in the Portland area, is a statewide sales collaborative and is interested in Inbound becoming a member and producer. Wallowa Resources may also be able to access market opportunities and should be contacted.
- **Kiln brings out-of-state market opportunities:** If Inbound were to pursue a larger-scale business, contingent on firewood bundles, a kiln would be warranted which would give Inbound the opportunity to sell firewood bundles into the neighboring states of California and Washington.

Supply-side challenges

- **Consistent and diverse supply of wood:** To ensure that there is enough feedstock each year, it is important to have a reliable source of wood supply. It is one of the primary downfalls for a commercial firewood business to not have enough supplier diversity to maintain operations.
- **Moisture content:** One of the main variables and assumptions of this study is the moisture content of the wood coming in from the forest. The moisture content of wood is highly variable and is contingent upon season, timing of felling, tree species, location, weather among others. Based on the best information available, three and half green tons of wood is equivalent to one dry cord of wood.
- **Timber prices are currently very high in Oregon:** Higher prices are leading to greater competition for sales and higher prices that will pressure the economics and supply access of a commercial firewood program. While better prices could mean more wood resource for firewood, there is an opportunity cost for partners, operators and subcontractors that are focused on the highest value activities.
- **Road deposits tax:** On public lands, road deposits can be a significant cost to be incorporated into the feedstock cost. Commercial firewood programs, C-2.11 agreements or nearby sourced wood are options for keeping these costs lower.

Supply-side opportunities

- **U.S. Forest Service is interested in finding opportunities for supply:** The Middle Fork District Office has been instrumental in sharing and identifying multiple pathways to accessing firewood supply.
- **Forest Collaborative partnership is fundamental to success of program:** Southern Willamette Forest Collaborative (SWFC) and its director Sarah Altemus-Pope, are vital contributors and partners to the success of a community firewood program and a commercial firewood business.

- **Resource supply is close:** Oakridge is surrounded by public and privately-held forest, therefore, it is a matter for finding the contracting mechanisms to access firewood supply. A reasonable distance from the processing facility, such as within 25 or 35 miles, is important to establish as it contributes significantly to operating costs.
- **Private timber companies will continue to donate wood:** Seneca will continue to donate wood to the community firewood program. Roseburg is also willing to donate when they cut in the area in the next few years. Donated wood is the primary vehicle for making the community firewood program sustainable on its own.

Production facility challenges

- **Equipment investment similar despite production thresholds:** If Inbound purchases a base package of equipment to operate a commercial firewood facility, the facility is largely capable of producing at varying levels and scales more with the amount of labor and select pieces of equipment that may be pinch points in the production flow (e.g., kiln).
- **High hauling and handling costs:** Each time firewood is handled at the processing facility, costs are incurred and is a key variable for profitability. The best way to manage this challenge is to streamline the process layout and utilize equipment to minimize unnecessary handling.
- **Storage costs:** A firewood business will incur the cost of wood sitting for long stretches of time depending on site size and facility cost constraints. Storing for multiple seasons, in the right storage conditions (roof and sufficient airflow) is helpful to curing and seasoning the wood. Longer storage time opens up risk of theft or damaged wood supply. A kiln can reduce these costs of wood exposure to the elements and potential theft.
- **Waste product:** A firewood operation at scale will produce a substantial amount of wood waste. This could be an issue depending on the scale that would either warrant the purchase of a wood hog (essentially a grinder) or an opportunity to partner with other organizations that could utilize this waste resource (e.g., Wood Recovery, City of Oakridge, Rexius).

Production facility opportunities

- **City is supportive of assisting firewood program:** The City serves as one of the most important partners for the community firewood program. The City continues to support the program with facility and transportation assistance.
- **Industrial park space available:** The City of Oakridge currently has plenty of property available that could serve a commercial firewood business well.

Financial Results

A more careful and robust comparison of the variables and assumptions of the financial analysis are included in Financial Analysis and Results.

- 1. A community firewood program is feasible albeit with donated feedstock and continued assistance from partners such as the City of Oakridge.**
- 2. A commercial firewood business is feasible but will only be profitable with sales to retail stores and in the region.**

Phase I Only			
	Base Assumption	CFP and Local Only	CFP - Donated Feedstock
Net Present Value	\$2,714,352	(\$444,225)	(\$178,349)
Discount Rate	5%	-	-
Capital Investment	\$466,050	\$45,000	\$45,000
Payback Period	5 years	> 12 years	9 years
Sales Revenue - Year 5	\$812,500	\$73,000	\$73,000
Operating Expenses - Year 5	\$533,607	\$76,017	\$61,382
Net Income - Year 5	\$278,893	(\$3,017)	\$11,618

Base Feasibility Scenarios	
	Base Assumption
Net Present Value	\$2,714,352
Discount Rate	5%
Capital Investment	\$466,050
Payback Period	5 years
Sales Revenue - Year 5	\$812,500
Operating Expenses - Year 5	\$533,607
Net Revenue	\$278,893

Different Market Approaches			
	Base Assumption	No Bundled Firewood	Lower Bundled Price \$400
Net Present Value	\$2,714,352	(\$1,926,265)	\$407,678
Discount Rate	5%	-	-
Capital Investment	\$466,050	\$414,250	\$466,050
Payback Period	5 years	> 12 years	6 years
Sales Revenue - Year 5	\$812,500	\$448,000	\$660,500
Operating Expenses - Year 5	\$533,607	\$496,092	\$533,607
Net Income - Year 5	\$278,893	(\$48,092)	\$126,893

Recommendations for Next Steps

- **Continue community firewood program:** Carry out Phase I to ensure community firewood program objectives are met. Continued assistance from partners should ensure that the program at least breaks even financially. Formalize agreements with City of Oakridge and land owners (e.g., Seneca) that are donating or sell wood.
- **Bid on commercial firewood sale:** Plan to bid on one of the upcoming firewood sales to ensure supply for 2019 season.
- **Ensure market access:** Coordinate and confirm market connections with Oregon Woodland Cooperative for bundled firewood. Reach out to additional market channels including Wallowa Resources.
- **Develop both short and long-term supply:** Continue conversation with Forest Service on road deposit costs and road maintenance program to see if progress can be made that assists in shorter term supplies of firewood. Ensure long-term firewood supply prior to significant investments in equipment and facility. Continue to work with the Forest Service to develop potential contracts and partnerships for firewood supply.
- **Identify opportunities to reduce financial risk:** Access funding assistance for equipment, facility and firewood supply for Phase II operations, particularly the Wood Innovation funds. If a Phase II is pursued, study the benefit-cost ratio of different kiln options and work with LRAPA and ODF staff to determine the best path ahead. Determine whether it is possible to place a particulate filter on firewood processor to ensure that the air quality benefits are not undone by the kiln emissions.

3. Introduction

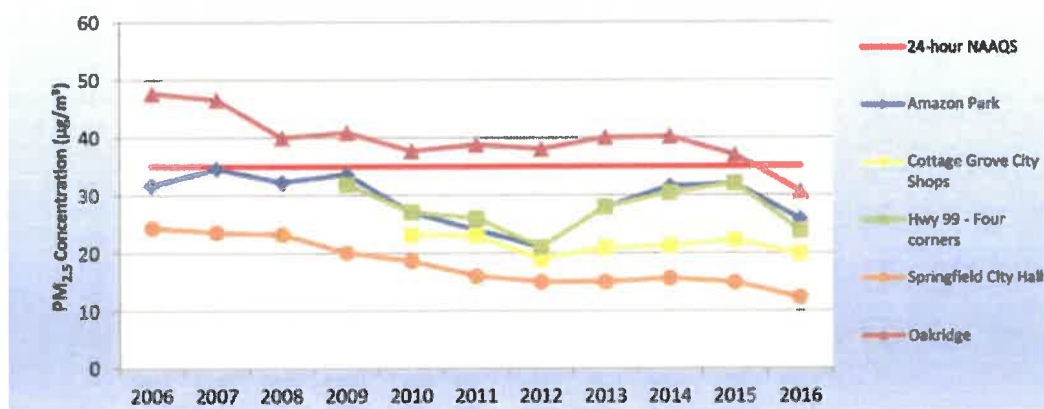
Community Firewood Program Goals

The primary goal of the Oakridge Community Firewood Program (CFP) is to help mitigate air pollution from improper firewood burning in order to help the City of Oakridge meet its air attainment goals while employing more local residents over the winter months. Over the past few years in particular, Oakridge has made progress on reducing levels of particulate matter (PM_{2.5}) (see Figure 1 below) in the air by weatherizing residences, installing certified woodstoves and ductless heat pumps. After the technology conversions, the most significant long-term action is to ensure the use of dry, seasoned wood to reduce the use of green or wet wood. When wet firewood is burned, the fine particulate emissions cannot be properly abated, regardless of using a certified wood stove.

A community firewood program is a necessary strategy to safeguard the health of the community as well as contributing to local economic development, job creation/retention, and the best utilization of wood resources. A higher proportion of particulate matter contributes to respiratory and cardiac challenges and disease while increasing the likelihood of cancer risk. Specific objectives of the program include:

- Short to long-term reduction and maintenance of air quality standards
- Provide affordable, seasoned firewood to every resident that needs it
- Provide local jobs for Oakridge residents in the off/shoulder season
- Support the reinstatement of a forest service commercial firewood sale program
- Educate the community about clean burning practices
- Assist low-income, senior and disabled residents

Figure 1: Three Year Average of PM_{2.5} 24-Hour Concentrations



Source: LRAPA, 2017

Intent of Study to Develop Sustained CFP and Expanded Business Model

The City of Oakridge, the Southern Willamette Forest Collaborative, LRAPA, Inbound LLC and other partners have been involved in reducing woodsmoke in the Oakridge airshed. Inbound managed two seasons of a small-scale CFP to provide seasoned firewood at affordable rates to the community. The sustainability and viability of this program relies on ensuring financial viability of the program before investments and funding is directed to equipment purchases and facility development or retrofits. The purpose of this study is to determine if there is a legitimate approach to making this CFP an ongoing strategy to reduce woodsmoke impact. Additionally, this study evaluates the potential for a larger scale operation and market for commercial firewood that could access the necessary supply and market to sustain a larger business model.

Overview of this Feasibility Study

Market Potential and Pricing

- Potential markets and products
- Scaling the need for firewood
- Pricing options by market type
- Competition

Supply Assessment

- Overview of supply source options
- Opportunities and challenges
- Contracting supply details and comparative analysis
- Potential partners
- Analysis and recommendations

Site Assessment and Permitting

- Overview of site needs and operational footprints
- Public-private partnership
- Site location and process layout
- Permitting and regulations

Financial Analysis and Results

- Overview of scenarios and assumptions
- Capital costs
- Funding and support opportunities
- Operating expenses
- Anticipated production and revenue
- Pro forma and high-level results
- Project outcomes

4. Market Potential and Pricing

Potential Markets and Products

Primary Products Evaluated

The primary products that a community firewood program and commercial firewood business could produce and sell include:

- Subsidized firewood for community firewood program, sold by cord
- Local and regional sales, sold by cord
- Regional and adjacent state sales, sold by bundle

Other Markets and Products to Study

Due to the limited scope of this project, an extensive analysis of markets other than firewood was not expected or conducted. However, for the purposes of further study and analysis, the following is a set of potential markets that could be incorporated into an integrated biomass facility.

- Firewood bricks, pellets or compressed logs
- Biochar and compost
- Post and pole
- Small diameter sawmill
- Biomass and wood to energy

Scaling the Need for Firewood

Overview of Demand for Production Modeled in Analysis

This set of different markets begins locally with the community firewood program to regionally for commercial firewood business.

- **Past community firewood program sales in Oakridge:** 54 cord average in two seasons of operation.
- **Proposed Community Firewood Program annual demand:** 200 cords (estimate based on woodsmoke program data).
- **Oakridge/Westfir general firewood sale:** additional 200 cords (analysis based on USFS and LRAPA data).
- **Subregional sale (Lowell, Jasper, Springfield, Eugene):** additional 1,000 cords (analysis based on USFS and LRAPA data).
- **Number of Cords/Year (firewood bundles):** 1,000 cords (low end estimate based on interviews). As a point of reference Heritage Resources planned a 10,000 annual cord production with the majority of that volume directed to firewood bundles, part of which would be transported via rail.

Current Demand for Firewood in Oakridge/Westfir

- **Firewood demand less personal firewood permits:** Based on the wood use data (demand) and the personal use permits (supply) in the sections below, Oakridge has a demand of 600 to 1,300 cords per year that are purchased from other sources.
- **Current Households in Oakridge/Westfir:** 1,691 households
- **Number of wood users:** Oakridge residents that mainly burn wood for heat: 425 households based on LRAPA survey (431 households) and U.S. Census data (444 households).
- **Average use per household:** Three cords for main source of wood heat (e.g., woodstove) and approximately one and a half cords per household for fireplaces without an insert.
- **Total demand in Oakridge for firewood:** Range between 1,400 and 2,000 cords per year.

Based on information from the U.S. Census Bureau's 2012-2016 American Community Survey, we are able to estimate the number of residences in Oakridge and the number of wood users (which is roughly the percentage of residences that identified wood heat in SWFC's heating survey).¹ Based upon the average number of cords used per household and the number of firewood permits provided in the Oakridge/Westfir area, we estimate the current demand for firewood in the immediate area is approximately three cords per year per household based on a wood use survey (see Table 1). This level of demand for wood heat is subject to decreasing given continued installation of ductless heat pumps and weatherization. According to U.S. Also it is likely that some number of residents will switch from gathering their own wood to purchasing given that there is a local source of seasoned, dry wood.

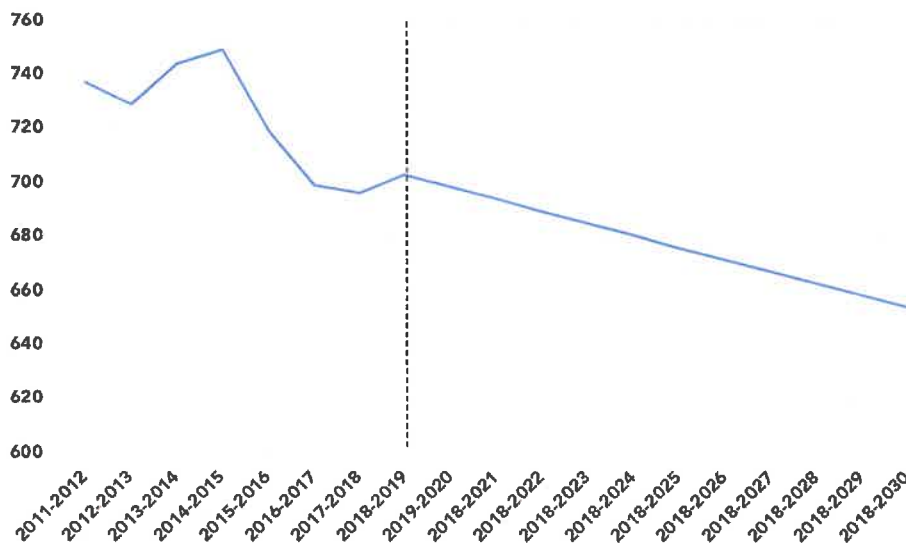
¹ Southern Willamette Forest Collaborative. Heating Survey.
https://docs.wixstatic.com/ugd/cb6d32_dea93c4a5af4439e9ea8d4ec1699063b.pdf

Table 1: Oakridge Wood Use Survey Results

Woodburning Device	Base Year Wood Fuel Use Survey (Households)	Base Year Wood Fuel Use (tons/HH)	Base Year Wood Fuel Use (tons/year)
Oakridge NAA			
21-04-008-100 Fireplace without Insert	123	1.6	195.6
21-04-008-320 Certified Non-Cat Wood-Stove	256	3.0	770.6
21-04-008-330 Certified Cat Wood-Stove	64	3.0	192.6
21-04-008-310 Conv Wood Stove	111	3.0	334.1
21-04-008-230 Fireplace Insert Cert Catalyst	28	3.0	84.3
21-04-008-220 Fireplace Insert Cert Non-Cat	112	3.0	337.1
21-04-008-210 Fireplace Insert Conv.	96	3.0	289.0
21-04-008-400 Exempt Pellet Stove	228	1.2	264.5
21-04-008-510 Central Furnace	0	0.0	0.0
Total	1,018		2,468

Source: <https://www.oregon.gov/deq/EQCdocs/0117ItemEAttachC.pdf>

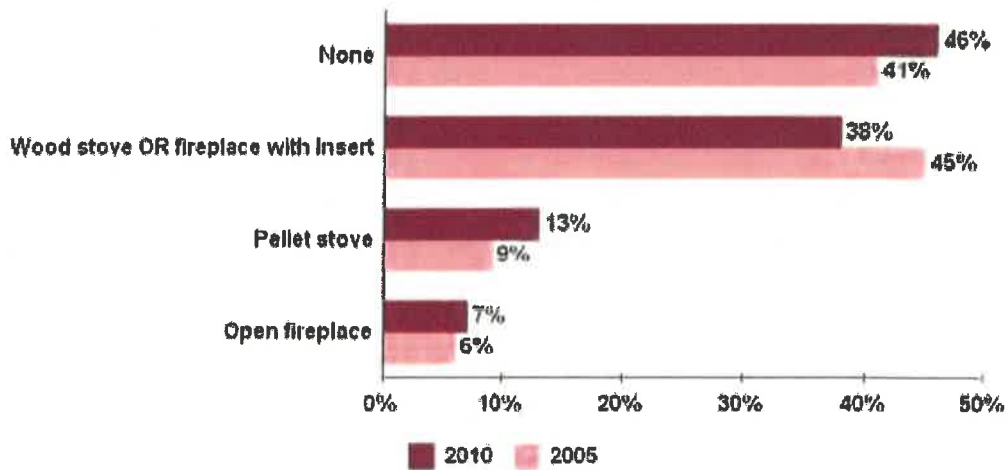
Figure 2: Western U.S. Number of Households Using Wood as Primary Space Heating Fuel (thousands)



Source: US EIA data, 2018

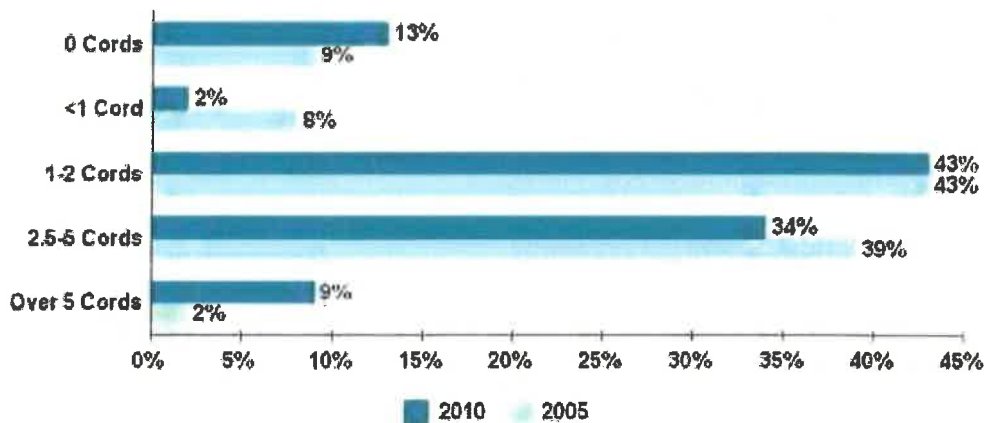
The following figure shows the approximate breakdown of wood burning devices used in the Oakridge. The number of wood burning devices went down 5% from 2005 to 2010 and the number of residences with a woodstove or fireplace with insert also went down 7%.

Figure 3: Breakdown of Wood-Burning Devices in Oakridge



Source: LRAPA http://www.lrapa.org/DocumentCenter/View/1135/Appendix_D_-_Oakridge_Emission_Inventory_with_Attachments?bidId

Figure 4: Consumption of Wood for Wood Stoves and Fireplaces with Insert



Source: LRAPA http://www.lrapa.org/DocumentCenter/View/1135/Appendix_D_-_Oakridge_Emission_Inventory_with_Attachments?bidId

- Number of firewood permits issued by USFS:** The number of personal use firewood cord permits requested out of the USFS Middle Fork District office has ranged between 900-1200 cords per year over the last six years (see

-
- Table 2). Note that permits have been decreasing in recent years and this may be due to a variety of factors: transition to ductless heat pumps, warmer winters, and the challenge some residents have described finding good wood on USFS permits. A permit holder can cut two cords per permit. Forest Service permits for personal use are \$10/cord with a two cord minimum but up to six cords. The Middle Fork District Office provided a breakdown of permits by location and ~48% were requested by Oakridge residents for a total purchase of 3,063 cords over 5 years yielding an average annual purchase of 612 cords. The Oakridge heating survey found that ~60% of Oakridge resident respondents gather wood themselves and if that proportion was allocated to the total demand of firewood in Oakridge, it would equate to a total demand of ~1,000 cords annually with two-thirds of that supply coming from personal use wood. This leaves approximately 400 cords of wood of demand locally.

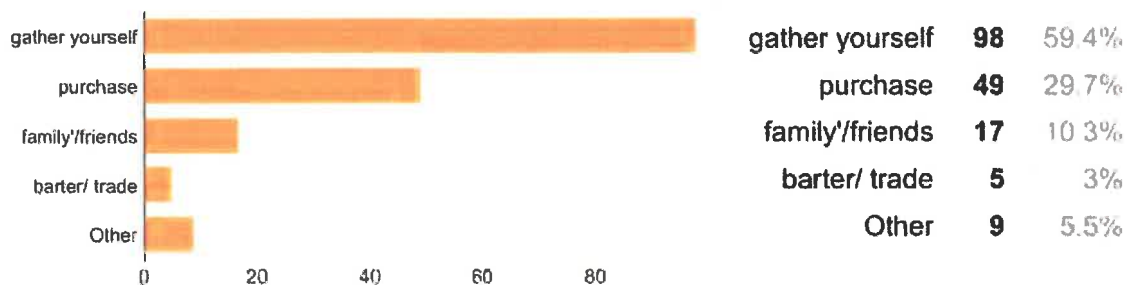
Table 2: Personal Use Firewood Cords Harvested via USFS Permit

Year	Cords
2012	1,196
2013	1,493
2014	1,579
2015	1,187
2016	1,070
2017	924

Source: USFS Middle Fork District Office

Figure 5: How Oakridge Residents Access Firewood

If you heat with wood: How do you get firewood?



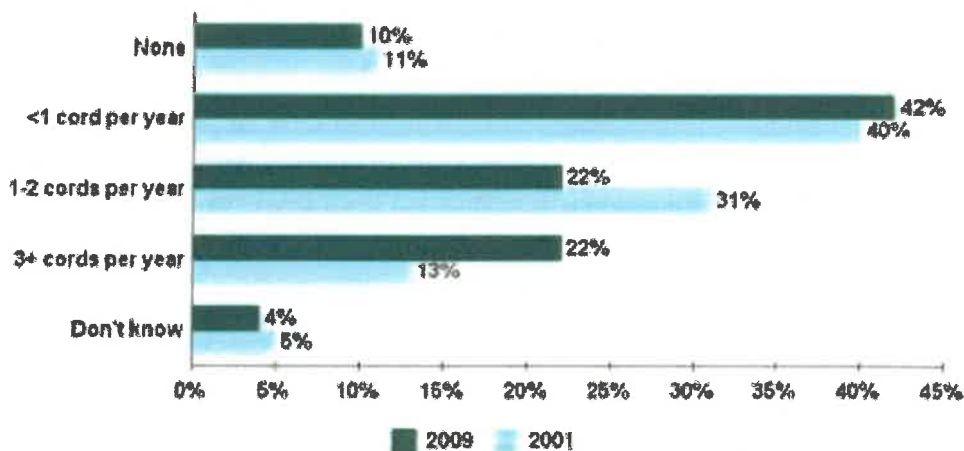
Source: SWFC Heating Survey

https://docs.wixstatic.com/ugd/cb6d32_dea93c4a5af4439e9ea8d4ec1699063b.pdf

Demand in the Region

The Eugene/Springfield wood usage can similarly be modeled based on heating survey information. Based on a 2010 LRAPA heating survey ~4% of the population has a wood stove as its primary heat source and ~16% of population have a wood stove as a secondary heat source. Given 66,401 households in Eugene and 23,665 households in Springfield, coupled with the LRAPA heating survey information, provides the following estimates of 3,600 households use heat as a primary source and 14,410 households use heat as a secondary source which equates to approximately 5,000 cords as primary source fuel.²

Figure 6: Amount of Wood Burned in Eugene-Springfield



Based on those with wood stoves (n<75)

Source: Fuel Use Survey, October 2009.

The Eugene-Springfield PM10 Limited Maintenance Plan was adopted by the LRAPA Board in September 2011.

Pricing Options by Market Type

- **Subsidized firewood program price:** Historically, the CFP program has sold firewood at a subsidized price to residents that are on the non-exempt list with the City or meet certain criteria (e.g., low-income, disabled, and elderly criteria). However, access to donated wood and City assistance (facility space, transportation) made this subsidized price possible. Inbound currently anticipates selling a cord of wood for \$150 per cord without delivery.

² U.S. Census <https://www.census.gov/quickfacts/fact/table/eugeneoregon/PST045217>

- **General Oakridge/Westfir firewood price:** For other Oakridge residents, a sales price of \$185 per cord of softwood (Doug Fir) is recommended to stay just below the average retail price. A higher price of \$200 or above would be relevant for hardwood species.
- **Sliding scale fee:** Another approach could be a sliding scale based on Lane County income averages calculated by Housing and Urban Development (HUD). The HUD figures are based on federal poverty guidelines and are also used by the Eugene/Springfield home heating exemption program. This approach needs to be evaluated further to determine whether this approach would restrict participation. <http://www.huduser.org/portal/datasets/il/il2015/2015summary.odn>
- **Delivery charge:** Based upon costs of labor (time and hourly wages) and transportation (per mile costs), local and regional delivery price points of \$30 and \$50 are likely to cover those operational expenses. However, the current pricing structure of delivery is not anticipated to be an area of profit margin for Inbound. \$30 serves as a comparable local delivery price based on other firewood providers. Most firewood operators prefer that customers pick up their own cord of wood, however, this cannot be expected. \$50 covers the cost for regional delivery, but might be too low, depending on the time allocated per trip in unloading. Lane Forest Products charges between \$50-75 per load depending on the type of firewood product purchased. The firewood delivery charge may need to be increased based on true costs of time and labor in the field. Inbound may choose to partner with organizations like Moose Lodge, the Boy Scouts or others to help deliver firewood locally for the community firewood portion of the operation.



- **Subregional and additional markets:**

- *Retail firewood bundles:* \$300 to \$640 per cord is the approximate wholesale price when bundled together for firewood and sold to retail outlets such as grocery and hardware stores. Selling into this market is limited to higher quality firewood, additional packaging/processing of the firewood bundles, and the distance to market. Oregon Woodland Cooperative sells bundled firewood to several grocery outlets in the Portland area including New Seasons Market, Whole Foods Market, Green Zebra, Market of Choice, and Ace Hardware. OWC sells bundled softwood firewood (Doug Fir), bundled premium hardwood firewood (maple, alder, hemlock), and kindling bundles.³ The OWC firewood bundle sells for \$6.99 at New Seasons for 0.75 cubic feet and OWC, earns \$4 per bundle wholesale which is double the normal \$2 per

bundle wholesale price. Tule Creek sold primarily to a broker for a large grocery store chain with operations in Northern California and gained access via Wallowa



Resources. With a similar partnership, Inbound could gain market access beyond the immediate regional market and would be marketing under the broker label. Scott at Heritage Resources mentioned that vendors were incredibly interested in kiln-dried supply. The benefits of kiln dried firewood included reduced moisture content and the product can be transportation across state lines, whereas other firewood products are not because they can potentially transmit harmful pests (see permitting section for more detail).

³ Oregon Woodland Cooperative <https://www.oregonwoodlandcooperative.com/bundled-firewood.html>

Scott mentioned that in order to avoid the limitations of the viability of a regional market.

- *Campgrounds:* Firewood sales to campgrounds or campground vendors and concessionaries (e.g., Hoodoo) in the Oakridge area is another potential market. Retail pricing for a bundle is generally \$5-7 per bundle which approximates the pricing for grocery stores and other retail outlets.

Table 3: Benchmarking to other community firewood programs/woodbanks

Program	Location	Price per cord	Quantity/Limit (if any)	Website
Heart of Oregon	Bend, OR	Retail price, fees support youth training	Not listed	http://heartoforegon.org/get-involved/purchase-firewood.html
Oregon Youth Authority – Camp Tillamook	Tillamook, OR	Donated	Not listed	https://www.oregon.gov/oya/pages/facilities/youth_made_products.aspx
Senior Firewood Program	Nevada County, CA	\$300	1.5 cords	http://www.goldcountryservices.org/senior-firewood-program/
Sheriff's Work Alternative Program (SWAP) Firewood Program – sold to 55+ with low to moderate income	Humboldt County, CA	Vouchers are priced on a sliding scale costing between \$100-150 (tax included in the fee)	1 cord (additional cords sold later in the year)	https://humssenior.wordpress.com/services-offered/

Competition

- **Direct, local competition:** No commercial firewood vendors are located in Oakridge/Westfir. Most residents gather firewood from the nearby Willamette National Forest or purchase firewood from out of town vendors. There are some woodcutters that sell cords of firewood, but these operations are ad hoc and do not supply adequate firewood to meet the demand. Often, firewood that is gathered locally or purchased from vendors is not properly seasoned before being burned, this contributing to the woodsmoke problem during the winter.
- **Regional competition:** There are regional businesses and sources of firewood such as Lane Forest Products. Those vendors are identified in
- Table 4. One resource for identifying potential competitors for firewood is the Oregon Forest Industry Directory hosted by OSU.⁴
- **Other timber products:** Timber prices in the Pacific Northwest, including Doug Fir, are currently high and are therefore affecting the end use markets and where timber companies and contractors place their focus.⁵ These higher prices make it more challenging for products such as firewood and wood chips to compete with higher value wood products and markets.

Table 4: Firewood vendors with online presence

Westfir	Doug Fir	\$180-225/cord	https://eugene.craigslist.org/for/d/premium-old-growth-doug-fir/6641086128.html https://bend.craigslist.org/for/d/premium-old-growth-doug-fir/6641087234.html
Westfir	Campfire wood	\$10/wheelbarrow	https://eugene.craigslist.org/for/d/camp-firewood/6598383952.html
Pleasant Hill	Doug Fir	\$210/cord	https://eugene.craigslist.org/grd/d/seasoned-firewood/6652335069.html
Jasper	Nat's Firewood	unknown	http://www.jasper-wood-products.com
Eugene	Fir	\$185/cord	https://eugene.craigslist.org/for/d/firewood-fir/6611575988.html
Eugene	1. Doug Fir - Uniform	1. \$175/cord 2. \$175/cord 3. \$125/58 cu ft 4. \$175/cord	http://laneforest.com/firewood-and-fuel/

⁴ Oregon Forest Industry Directory <http://www.orforestdirectory.com>

⁵ Douglas Fir Log Prices Reach Record Highs in Pacific Northwest.

<https://blog.forest2market.com/douglas-fir-log-prices-reach-record-highs-in-pacific-northwest>

	2. Doug For - Random split 3. Peelercore 4. Tie ends 5. Mill ends 6. Pole ends	5. \$128/cord 6. \$175/cord *all unseasoned **\$50-75 for delivery	
Eugene	Softwood for residential / campground	Not listed	www.coyotecreekfirewood.com
Eugene	Oak, Maple & Madrone	\$230/cord	https://eugene.craigslist.org/for/d/hardwood-firewood-oak-maple/6611563879.html
Eugene	Doug Fir (kiln dried)	\$295/cord	https://eugene.craigslist.org/for/d/firewood-kiln-dried-douglas/6642903819.html
Eugene	Maple & Oak (delivered)	\$325/cord	https://eugene.craigslist.org/for/d/firewood-for-sale-seasoned/6642904451.html
Bend	Doug Fir (brought over from valley)	Not listed Delivery fee	https://www.centraloregonfirewood.com

Next Steps

In the near term we recommend that Inbound do the following:

- **Visit and become a member of Oregon Woodland Cooperative:** We met with OWC leadership and they demonstrated interest in expanding their markets to the southern end of the Willamette Valley with the help of Inbound.
- **Contact and develop business relationship with Wallowa Resources:** Nick with the Watershed Center recommended contacting Wallowa Resources for potential market connection if the decision is made to operate a bundled firewood operation.

5. Supply Assessment

Overview of Supply Source Options

To make a firewood program viable there must be access to:

- (1) Consistent and adequate supply of firewood resource
- (2) Reasonable distance the firewood processing facility
- (3) Reasonable price of feedstock or the means to conduct/contract timber work to access that supply

The two high-level options for supply in the Oakridge area are private timber holdings and public holdings managed by the U.S. Forest Service. Private and public each offer several options and pathways including:

Private land options

- Donated wood
- Purchased wood from timber companies (C-2.11 agreements are addressed under public land options below)

Public land options

- Commercial firewood program
- C-2.11 agreement (included above, partner with private timber company)
- Stewardship
 - Integrated Resource Timber Contracts
 - Integrated Resource Service Contracts
 - Stand-alone Service Contracts
 - Stewardship Agreements
- Good Neighbor Authority

Opportunities and Challenges

Consistent and adequate supply of firewood

There is more than an adequate amount of wood near to Oakridge that could supply a commercial firewood business; however, ensuring access to the raw wood is the greatest challenge to the business. As Tule Creek experienced, purchasing all of the wood either on the open market via timber companies or individual sales can be an insurmountable challenge. Third parties are reliant on mill prices which fluctuate and affect the demand. Tule Creek developed contracts with landowners and private

timber companies. When the market shifted and prices increased, timber operators focused solely on sawlogs, and did not meet the agreements they had set forth prior on small or hazard trees. As the private side supply agreements were not followed through on, Tule Creek appealed to the Forest Service to release sales but there was not sufficient time to get those supply opportunities open.

Reasonable distance from firewood processing facility

Generally, biomass studies evaluate biomass within a 50 mile radius⁶; however much shorter distances (<25 miles) are preferable and highly recommended due to the significant cost of transportation and labor involved. Our team evaluated the costs of transportation from different distances and the relationship to the effect on total cost per cord. Interviews indicated that a commercial firewood program should target a maximum cost of \$120 per cord to the processing facility gate – covering feedstock and transportation costs. The distance of the firewood source to the processing facility is a critical factor. The further the distance the more in haul costs (e.g., driver time, fuel, and maintenance) associated with the operation. Ideally, Inbound will source from within 35 miles but will strive to make those distances even shorter (10-25 mile trips) to ensure profitability.

The analysis below compares not only the importance of distance and its relationship to overall cost, but also whether a log truck should be rented or purchased. We compared the capital and operating costs of either renting a truck or purchasing a vehicle. For truck ownership, we allocated the capital cost over five years of trips delivering on the base assumption of cords delivered in the production model. Not only does the purchase of a self-loader reduce transportation costs, but also owning and controlling this aspect of the operation ensures that the business is not challenged by scheduling or outright disinterest by transportation contractors. Waiting for a logloader at the landing can be a scheduling challenge which can be avoided with truck ownership. Truck rental and truck ownership are roughly equal in cost at 15 mile distances but truck rental becomes more expensive than ownership as the distance increases. It is best to own a truck if Inbound is doing trips beyond 15 miles and is producing at the level outlined in the production model.

⁶ Valley County, Idaho. 2017. Woody Biomass Utilization Assessment
https://www.mccallstarnews.com/images/images_downloads/BioMass%20Study.pdf

Table 5: Transportation Distance Costs

Transportation Distance Costs

Truck Rental

Number of miles from processing site	15	25	35	50	75	100
Total incoming haul cost	\$206	\$343	\$480	\$686	\$720	\$914
Per cord cost incoming haul cost	\$26	\$43	\$60	\$86	\$90	\$114
Total cost per cord	\$26	\$43	\$60	\$86	\$90	\$114

Truck Ownership

Number of miles from processing site	15	25	35	50	75	100
Fuel cost	\$2	\$3	\$5	\$7	\$10	\$14
Maintenance costs	\$0.5	\$0.8	\$1.1	\$1.5	\$2	\$3
Driver cost	\$6	\$7	\$10	\$14	\$21	\$29
Equipment allocation (based on 5 years of use)	\$121	\$121	\$121	\$121	\$121	\$121
Equipment allocation (per cord)	\$17	\$17	\$17	\$17	\$17	\$17
Transportation cost	\$25	\$28	\$33	\$40	\$51	\$62
Total cost per cord	\$25	\$28	\$33	\$40	\$51	\$62

Road deposits

Road deposits are charged by USFS for transporting logs via public roads to cover maintenance of those roads. Road deposits can play a significant role in the overall feedstock cost. Based on the comparison below, road deposits beyond 35 miles would make projects infeasible because they add too much cost to the per cord production cost to be recaptured. For example, distances of 50 to 100 miles contribute \$40 to \$80 per cord in cost. If Inbound access supply from public sources they should strive to minimize the distance to the processing facility or see if road deposit negotiations can be made.

Table 6: Road Deposits by Distance

Road Deposits - Rented Truck

Number of miles from processing site	15	25	35	50	75	100
Transportation	\$26	\$43	\$60	\$86	\$90	\$114
Road deposits	\$13	\$22	\$30	\$43	\$65	\$86
Total cost per cord	\$39	\$64	\$90	\$129	\$155	\$200

Road Deposits - Owned Truck

Number of miles from processing site	15	25	35	50	75	100
Transportation	\$25	\$28	\$33	\$40	\$51	\$62
Road deposits	\$13	\$22	\$30	\$43	\$65	\$86
Total cost per cord	\$38	\$50	\$63	\$83	\$115	\$148

Moisture content of wood

The moisture content (MC) of wood plays a significant role in the viability and underlying assumptions of the business model. MC can vary greatly based on season and the state and location of the wood (e.g., green wood, standing dead, recently cut, decked wood). Seasoned wood has a maximum moisture content of 20% but green wood can be as high as 120% (containing more water than the weight of the dry wood). While the MC will vary based on the source and location of the wood, the base assumption of 3.5 tons of wet wood to each cord of dry wood was used for this study. It is important to note that the summary analysis assumed a \$35 per ton feedstock cost or \$120 per cord cost taking into account the 3.5 green tons per dry cord of wood. In interviews, both private and public stakeholders hesitated to provide more specific ratios given the wide range of what is found in the field given the variability of moisture contents.

Hardwoods and non-merch softwood

The predominant species to be purchased and sold in a firewood program is likely to be Douglas Fir. However, there are possibilities of purchasing other sources, some of them hardwood (maple, alder, hemlock) and dead or dying wood that may have higher value in the market as well as lower transportation cost.

Adding another business operation and market channels

To address the challenges of inadequate supply, Inbound could control supply to its firewood operations by purchasing timber sales or participating in stewardship contracts. Nick Goulette at the Watershed Center recommended taking this approach as it eliminates one of the critical challenges to a viable firewood business. Additionally, by controlling the purchase of timber, it allows Inbound and partners to market sawlogs that can help make the overall bottom line function. While it does *reduce* risk on one side of the business, it does *add* risk (or cost) by creating additional management and facilitation requirements.

Contracting and purchasing pathways

As mentioned in the overview of supply options, there are several ways that Inbound could access the firewood needed to develop a commercial firewood business. The following table outlines the opportunities and challenges associated with each of these supply options.

Table 7: Opportunities and Challenges on Private and Public Lands

Privately Sourced	Opportunities	Challenges
Donated wood	<ul style="list-style-type: none"> • Inexpensive source of firewood supply reduces overall costs • Timber companies are interested in supporting local communities with a resource that does not have significant monetary value 	<ul style="list-style-type: none"> • Inconsistent supply volume and quality • Distance / transportation costs and road deposits • Need to demonstrate that have liability insurance to access lands
Purchased wood	<ul style="list-style-type: none"> • One of the easiest transactions available • Opportunity to build a relationship with timber companies to maintain sales on an annual or consistent basis to ensure supply 	<ul style="list-style-type: none"> • Competition with other biomass markets • Current high price of timber makes it difficult for firewood supply to compete • Requires time spent to build relationships and reach out to potential timber company partners • Private company may not comply with selling wood even if a contract exists if markets shift considerably to prioritize other outlets
Publicly Sourced	Opportunities	Challenges
Commercial firewood program	<ul style="list-style-type: none"> • Wood is already cut down and in piles/decks 	<ul style="list-style-type: none"> • Open to competitive bid • Inconsistent supply and location • Road deposits: \$0.86 per mile per CCF of asphalt road
Stewardship	<ul style="list-style-type: none"> • Provides different agreement approaches based on need and desired outcome on the landscape • Potential for a multi-year pathway to guaranteed supply of wood • Offers the opportunity to achieve multiple benefits 	<ul style="list-style-type: none"> • Considerable effort and partnership needed to bring a stewardship project to bear in comparison to other supply options

	<p>in the community and on the landscape</p>	
Road maintenance	<ul style="list-style-type: none"> • Creative mechanism that could be developed under stewardship or commercial firewood program • Benefits to USFS include providing maintenance on roads that don't receive maintenance and developing firebreak/reduction in hazardous fuels • Benefits to Inbound include access to supply of good hardwood and softwood (within a reasonable distance <35 miles), ability to build the guaranteed supply into multi-year agreement 	<ul style="list-style-type: none"> • Likely requires a third-party contractor to conduct the clearing and associated tasks (e.g., chipping, burning) needed to fulfill the contract • Need to account for costs of logging/maintenance costs.
C-2.11 agreement	<ul style="list-style-type: none"> • Wood is already cut down and often in piles • Relatively inexpensive source of wood (e.g., penny per ton) 	<ul style="list-style-type: none"> • Unlikely due to lack of interest by timber companies, contracting issues, price point to cover costs. • Road deposits can be significant depending on distance • Challenge of access to timber company property i.e. legal/insurance liability • Subject to level of interest and perceived value of private timber company • Inconsistent supply unless formal agreement is developed and adhered to • Requires time spent to build relationships and reach out to potential timber company partners

		<ul style="list-style-type: none"> • Smaller logs than a chip sort (up to 3 inch top; anything less than the timber market)
Good Neighbor Authority	<ul style="list-style-type: none"> • ODF capacity to execute timber sales • Can use local workforce • Evolving part of the supply picture — collaborative, forest and state working together • Build relationship to broker/purchaser • Seneca could be putting up sales 	<ul style="list-style-type: none"> • Newer program • Agency partnerships could be fruitful in terms of scale but will require time to establish and carry out

Contracting Supply Details and Comparative Analysis

Donated and Purchased Wood

To date, private timber companies have been the source of donated firewood for the community firewood program. Seneca has been a supporter of Oakridge’s community firewood program for two years and is willing to make similar arrangements for wood donation in coming years. Seneca can offer donated wood from two main sources: (1) private land holdings and (2) thinning programs from federal lands. Roseburg is also interested in supporting the program, however, they do not own very much land (~250 acres) within close proximity to Oakridge and they do not plan on cutting for the next couple of years.

- **Supply of wood:** Seneca estimates that it has approximately 100 tons of wood that could be salvaged annually (15 dump trucks at 7 tons each).
- **Location of private wood supply:** The distance of the wood ranges from 15-30 miles away from Oakridge (up Hills Creek). Note that private timber lands are not subject to road fees.
- **Best timing for hauling:** Seneca runs its logging operations fall, winter, and spring for private timber lands and does not operate in the summer due to fire season. Collecting firewood in the summer is not ideal for Seneca, nor would it be for Inbound given their focus on wildland firefighting. The spring is the best time to collect and deliver wood to the processing facility to allow for passive drying and seasoning.
- **Willingness to participate:** Seneca is willing to donate any wood on the private logging side that is going to be left on the ground.

- **Road user fees a challenge on public lands:** With federal lands, road user fees could be too big a financial burden for a community firewood program. It is possible that the Forest Service could waive these road user fees, but the USFS has not confirmed or established that as an option.
- **Contract details:** Seneca would prefer to develop an annual renewal contract with Inbound that establishes the necessary requirements of insurance and that Inbound will conduct basic logging duties that comply with OSHA and safety laws. This agreement is in development and will be signed by both parties. Seneca estimates that Inbound has insurance that goes above and beyond the needed insurance requirements due to the nature of their primary work.

Table 8: Private Timber Options

Timber Company	Amount of Wood	Contact	Other Notes
Seneca	100 tons per year (private lands) *Additional tons are located on public lands	Kevin Tuers	Open to an annual renewable contract for donated wood.
Roseburg	Roseburg has a limited number of acres in the Oakridge area	David Cramsey, Aaron Ason	Roseburg plans on cutting timber in 3-5 years in the Oakridge area. They are interested in donating again when they have top wood available.

Source: Stakeholder Interviews

Commercial Firewood Program

- **Description:** The commercial firewood provides the sale of firewood sold at a lump sum rate via competitive bid decked wood (down and piled together). The purchase does not require the firewood to be weighed but requires loading, hauling and unloading.
- **Location:** USFS is putting out the following sales: (1) Deception commercial firewood sale in Fall 2018 TBD with base rates of ~\$5/cord (2) Rosboro recently won the Burnt stewardship sale and commercial firewood will be part of that contract (3) Jones Hazard Sale with a cost of ~\$3/ton or \$8/CCF.
- Considerations:
 - *Competition:* Competition with other firewood or wood related companies (e.g., post and pole, chipping)

- *Challenge:* Commercial firewood programs divert USFS funds and staff time from regular timber sales which are mandated work. Administratively, the USFS needs a target that is linked to outcomes.

Table 9: Commercial Firewood Program Options

Location	Amount and price	Type of Sale/Timing
Deception	<ul style="list-style-type: none"> • 30-40 cords • \$5 per cord for the sale plus the labor to get the work done, chipping all waste (brush disposal - BD) highly variable; need to bid it right 	<ul style="list-style-type: none"> • Most likely to be an oral auction • Going to sale in fall 2019
Burnt (via a stewardship sale with Rosboro)	<ul style="list-style-type: none"> • Not yet quantified the scale of the commercial firewood 	<ul style="list-style-type: none"> • The contract requires top wood centralization for a later commercial firewood sale.
Jones Hazard	\$3/ton or \$8/CCF	

Source: Stakeholder Interviews

C-2.11 Agreement

- **Description:** Initially, this agreement is between a private timber company and USFS to log portions of public land. The C-2.11 agreement (timber subject to agreement) allows for timber companies to sell portions of the resource from that logged area to third parties as sawtimber or non-sawtimber. The USFS Middle Fork District Office has between 30-40 C-2.11 agreement sales on the books at a time. Inbound could source wood from existing C-2.11 agreements so it could approach existing timber companies that have contracts with USFS in the Oakridge area.
- **Locations:** Multiple but the Wildland-Urban Interface (WUI) thin is located near Oakridge. WUI thins assist in reducing fire risk.⁷ Given the increasing danger of wildfire, this is likely to be available in many communities.
- **Considerations:**
 - *Disinterest from private timber companies:* Unlikely pathway due to lack of interest by timber companies given the challenges of seasons, contracting, challenge of access to timber company property (legal/insurance liability) and price point to cover costs. This contracting pathway is subject to the level of interest and perceived value by the private timber company. Don Hardwick

⁷ USFS Oakridge/Westfir Thinning and Fuels Reduction Project
<https://www.fs.usda.gov/detail/willamette/fire/?cid=fseprd576662>

at Roseburg mentioned that they have tried this approach before with other entities that did not have the insurance or legitimacy to be trusted. Given Inbound’s level of risk insurance held as a wildland firefighting outfit and reputation, Don shared the contact information for Franklin Clarkson Investments which now owns and operates the private lands for Roseburg.

- *Inconsistent supply unless formal agreement is developed:* Tule Creek had the experience of developing agreements with private timber and landowners but many of those agreements were not followed through on because the pricing went up and made it more worthwhile for landowners to sell into other markets and products.
- *Requires relationship building:* Requires time spent to build relationships and reach out to potential timber company partners
- Low price option for purchaser (e.g., penny a ton) but need to make it profitable to transport to timber companies.
- *Significant supply of wood:* biomass volumes.
- *Table 10: C-2.11 Biomass Volumes in the Oakridge Area* below outlines the number of green tons USFS estimates via C2.11 agreement biomass volumes.

Table 10: C-2.11 Biomass Volumes in the Oakridge Area

Sale Name	Acres	Species	Total Volume				Total Biomass (Green Tons)		
			Gross BF	Gross CF	Net BF	Net CF	Tip (6"-0")	Branches	Foliage
Chalk Thin	428	DF, GF, WH	9,242,338	1,731,409	9,136,396	1,710,660	5,573.7	2,761.7	3,763.2
Armet Thin	472	DF, WH	13,227,238	2,392,494	13,025,036	2,355,883	4,684.7	6,686.3	5,119.0
Ash Thin	341	DF, WH	10,955,095	2,001,567	10,455,330	1,911,787	5,383.3	4,267.2	4,383.7
Black SBA	186	DF, RC, WH	4,630,901	848,056	4,380,590	803,992	2,862.2	1,242.5	1,857.1
Crале	232	DF, WH	5,939,549	1,105,811	5,858,798	1,091,299	3,517.3	1,858.8	2,433.8
Dell	271	DF	4,884,638	919,237	4,637,089	873,430	3,325.5	1,144.2	2,021.0
Duval	232	DF, WH	4,359,323	811,691	4,311,330	803,195	2,888.7	1,057.5	1,793.1
Lone SBA	408	DF, WH	9,929,316	1,842,206	9,435,385	1,754,480	6,277.3	2,706.8	4,134.8
Kreuger	318	DF, RC, WH	5,773,983	1,104,233	5,696,990	1,089,591	4,544.4	1,010.3	2,452.5

Source: USFS Middle Fork District Office

Stewardship

- **Description:** Stewardship work is directed to assist in contributing additional benefits on the landscape for public lands. For example, other benefits include the removal of tight young stands that would improve habitat and removal of certain types and stands of trees would reduce hazardous fuels and wildfire risk. Additional target benefits include parcels that are overstocked and could be candidates for tree removal. Wallowa Resources has been successful in NE Oregon in coordinating with the Wallowa-Whitman Forest Collaborative on stewardship and other timber

sales. A similar partnership with Southern Willamette Forest Collaborative is essential to success.

- **Types of stewardship contracts:**

- *Integrated Resource Timber Contracts (IRTCs):* IRTC are used when the value of timber exceeds the cost of the services. There are two types of IRTC, one for timber measured after harvest, and the second for timber measured before removal.

https://www.fs.fed.us/restoration/Stewardship_Contracting/guidance.shtml

- *Integrated Resource Service Contracts (IRSCs):* IRSCs are used when the cost of the services exceeds the value of the timber.

https://www.fs.fed.us/restoration/Stewardship_Contracting/guidance.shtml

- *Stand-alone Service Contracts:* These contracts would not apply to firewood because they do not include product removal.

- *Stewardship Agreements:* Stewardship agreements are used to achieve mutual benefit by allowing both parties to contribute resources and agreements may include product removal. While stewardship agreements have mostly been used in the Eastern U.S., Lomakatsi in Southern Oregon has been successful in developing stewardship agreements that include an educational component but also assist in accessing supply of wood for their business. Based on the last Farm Bill, stewardship agreements can be made for up to 20 years.

- **Locations:** Current work is setting the stage for the Rigdon area for a stewardship sale. See Figure 21 in the Appendix for map of Rigdon planning units that are in pre-commercial thinning stage (overplanting) for pine plantations that want to thin out for restoration (grass feeding areas for elk). Lowell is the next location that may be incorporated into the planning phase for stewardship sales but might be too far from Oakridge to be economically viable.

- **Considerations:**

- *Real coordination time needed:* Multiple USFS staff from different departments are required to develop a project (e.g., silviculture, contract management, etc.) which is challenging when individual departments are focused on their own outcomes (e.g., board feet, habitat).
- *Evolving metrics aligning with stewardship:* Historically USFS has been focused on the number of board feet logged and sold, but a new timber metric is being established – acres of fuels reduction (still to be defined and implemented). Generally, small timber sales are viewed as diverting USFS funds and staff time from regular timber sales which is mandated work. Administratively, this provides USFS a target that is linked to appropriated work. A commercial firewood program is not going to amount to much in the

way of board feet, reduction of hazardous fuels is a more likely fit and way to demonstrate shared value with USFS metrics. In addition to this new metric, the timber goal for the Middle Fork District Office is going to increase from 40 million board feet to 50 million board feet by 2020.

- *Timing:* Stewardship sales take time to organize and implement which means this type of pathway is a better longer-term strategy (beyond 2019).
- *Scale:* Stewardship contracts can usually be scaled from 5 to 500 acres
- *NEPA:* It is preferable to focus on locations that would *not require additional NEPA* studies because that adds more complexity and decreases the possibility of completing the project. Due to NEPA, felling versus logging would be treated differently.
- *Reliability:* The Middle Fork USFS office is making a significant effort to identify opportunities to find solutions to a community firewood program. A few interviewees in other USFS districts mentioned that the USFS can be unreliable in long-term contracts due to shifts in leadership and management. Changes at the federal level in policy approach can ripple through the local USFS district office and make it difficult to follow through on previous partnership approaches.
- *Equipment:* Either Inbound would need to do the logging or it would subcontract or purchase this service from a timber or logging firm. Given the significant capital investment in logging equipment such as a yarder and log truck, it is preferable that Inbound contract out these services for the foreseeable future. Inbound does not intend to become a logging company and the sheer cost of owning this equipment and not keeping it as close to full or optimal utilization would result in higher costs of ownership and negatively affect the viability of the project as a whole.

Table 11: Stewardship Options

Location	Amount	Additional notes
Valley Thin	<ul style="list-style-type: none"> • 1,886 CCF biomass⁸ • 60%/40% sawlog to biomass 	<ul style="list-style-type: none"> • \$90,000 for hauling costs for biomass portion; extreme example of expensive road fees • See Appendix for pictures of Valley Thin

⁸ David Haupt. 2016. Valley Thin Biomass and Sawlog Project Economics.

Burnt	<ul style="list-style-type: none"> • 1.8 million in retained receipts for further restoration 	<ul style="list-style-type: none"> • Rosboro made the purchase in 2018; portion will go to commercial firewood sale
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Source: USFS Middle Fork District Office; Sarah Altemus-Pope, SWFC

Good Neighbor Authority (GNA)

- **Description:** GNA is a different pathway to supply wood similar to timber sales, commercial firewood, and stewardship contracts. The GNA program is new to the state and is mandated by a master agreement between the State of Oregon and USFS to carry out “authorized forest, rangeland, and watershed restoration services’ on National Forest System lands.” The program, managed by Oregon Department of Forestry (ODF) has three current GNA Foresters working in Oregon (Klamath Falls, Grants Pass, Springfield) covering nearby forests (e.g. Willamette National Forest). A Supplemental Project Agreement (SPA) is an ODF administered timber sale on federal forest land and the revenue from the sale is used to cover costs and accomplish additional restoration. Example projects include: thinning (commercial and non-commercial) for hazardous fuels reduction or forest health or NEPA support work (e.g., botany survey, stand exam, analysis, drafting).
- **Location:** Willamette National Forest. ODF is currently working on two sales, one on the Middle Fork and another on the McKenzie. The following mapping resources highlight the locations of public lands in Eastern Lane County and the Oakridge area.
 - o https://gisapps.odf.oregon.gov/maps/pdm/SouthCascade_ELaneWest_2012.pdf
 - o <https://gisapps.odf.oregon.gov/ProtectionMapDownload/>

Road Maintenance – An alternative approach

- **Description:** This creative mechanism could be pathway developed in multiple ways from a stewardship sale to commercial firewood sale or an agency service project (IQ – pre-approved contractors). This road maintenance pathway would offer Inbound the option of clearing overstory trees parallel to the road within 30 feet from the road. Daylighting the road would provide Inbound with soft and hardwood trees in the diameter of 4-20” – the ideal diameter for commercial firewood processors. Road maintenance would be helpful to the USFS because encroaching trees increase road repair and maintenance costs. A daylighted road can dry out faster and snow melts faster, which both lead to longer road longevity. Inbound or a contractor would cut roadside sources and also be responsible for chipping all waste (brush disposal - BD) or piling and burning.

- **Locations:** Strategically identified fire break roads close to Highway 58, within 5 to 10 miles from Oakridge may be suitable for the project. Additional locations that may function for this project include Road 19, Pine Grass stand and Pioneer Gulch.
- **Considerations:**
 - *Volume and feasibility:* This pathway of roadside linear harvesting might not add up to a sufficient amount of volume to meet financial feasibility given that much of the roadside material is small diameter wood. Interviewees of firewood businesses indicated that this approach is inefficient in comparison to standard commercial logging as most of the roadside material falls below the economic margin. Tule Creek ran numbers on this idea and also on bidding on small sales and found a minimum threshold of 150 acres within 5 road miles and that the area must be within 15 miles of the processing facility. Tule Creek determined that to run a 8 person operation and produced 200 finished outgoing loads on a truck it would require approximately 300 acres with a net cost of \$35 per ton delivered.
 - *Higher costs associated with logging and maintenance:* This approach would also require the removal of brush patches and pile slash (e.g., limbs) that has limited value or increased costs.
 - *Inbound capable of this work:* Inbound does have the equipment and skilled crew to complete this work. Making it financially feasible is another matter.
 - *Potential to access hardwoods:* Roadside wood would include softwoods but also offer access to maple, alder and hemlock. Additionally, saw timber from this work could go to the mill to help offset costs.
 - *Potential to incorporate into contracts or access grant dollars:* The use of stewardship or retained receipts could pay for this work and be packaged into small timber sales and IRTC contracts to fund the roadside projects in the same landscape or to tap into hazardous fuels dollars given that it provides fuel breaks via the road system. Another possibility for Inbound and the resource development work being directed toward woodsmoke mitigation, would be to request grant funding for firewood supply that is reducing hazardous fuels, improving road infrastructure and meeting the air quality efforts of the community firewood program.
 - *Road deposits:* Paved roadway maintenance locations could accumulate significant amount of road deposits given the long stretch of asphalt road. The approximate cost would be \$0.86 per mile per cord when traveling on an asphalt road. This analysis or per distance road deposits is included in a preceding section.

Potential Partners

The following table outlines different types of partners that could either assist in gaining access to supply or markets. In some instances, these organizations could serve as competition.

Table 12: Potential Partners and Collaborators

Organization	Partner Type	Benefit	Contact
Burnt Forest Products	Complementary	Co-location; partner to access supply more easily	TBD – may not be sited in Oakridge
Giustina Resources (GR)	Private timber sales	sort yard in Dexter 37755 Hwy 58	Dexter; Contact: 541-345-2301
High Mountain Resources	Logging subcontractor	http://highmountainlogging.com/about-us/	Ken Groat, 541-954-2089
Houser Logging	Logging subcontractor	http://www.orforestdirectory.com/company/houser-logging	Tom Houser, 541-954-5108
Jones Logging	Logging subcontractor	Contractor on small sales (commercial firewood, stewardship)	Trent Jones, 541-954-7248
Oakridge Sand & Gravel (Fisher Land Co)	Rental equipment, road deposit weight scale	http://www.oakridgesand.com/products/services/#/equipmentrentals/	Lindsay Skordahl, 541-782-2201
O'Malley Bros.	Logging subcontractor	https://www.omalleybros.com	(503) 407-3055
Oregon Woodland Cooperative	Complementary or competitor	Market access https://www.oregonwoodlandcooperative.com	Neil Schroeder, OWC
Pride LLC	Logging subcontractor	Contractor on small sales (commercial firewood, stewardship)	Chris Schipp, 541-521-4692
Scott Timber / Campbell Global	Private timber sales	Supply of firewood; WUI thin just outside of Oakridge	Mark Oergel, Northwest Regional Manager
Seneca	Private timber sales	Supply of firewood	Kevin Tuers, 541-913-2143
T2 Incorporated	Logging subcontractor	Could perform logging operations in Oakridge area	Jeremy Totman, 541-367-5180
Triple T Logging	Logging subcontractor	Contractor on small sales (commercial firewood, stewardship)	Tom Asher or Cody Wilson; 541-937-3129
Wood Recovery	Complementary or competitor	Co-location; partner to access supply more easily	Russ Van Wyck, 541-735-1086

Analysis and Recommendations

Supply is one of the greatest challenges to the feasibility of a commercial firewood program. Reliance upon one source of wood, either private or public could endanger the long-term viability of a business given peer experiences. Longer-term public side contracts are most likely to provide Inbound and potential partners the most secure source of supply. Being strategic about developing public and private relationships and agreements, while staying ahead of the upcoming year's demand for wood, may require storing wood for longer time periods to ensure that it is available for the firewood season. Small timber sales, stewardship agreements and commercial firewood sales are most likely the best contracting pathways for the long term. It may be possible to partner with a timber company or logger on certain contracts that are mutually beneficial where saw timber would be coupled with firewood supply.

- **Phase I Approach (2018-ongoing): Donations, commercial firewood program and private purchase:** Supply in the near term is contingent on finding relatively swift transactions that can access a smaller supply of wood at a reasonable price. The best near-term potential for accessing firewood supply for the community firewood program is to:
 - (1) Partner with private timber companies to receive donated wood
 - (2) Win a commercial firewood auction via the Forest Service
 - (3) Purchase wood from private timber companies

- **Phase II Approach (2020-2030) Collaboration and small sales:** A larger firewood operation will require a more significant and consistent supply of wood. Stewardship collaboration is most likely the best opportunity for a reliable source of firewood while maximizing the number of benefits for multiple stakeholders (e.g., forest health, wildfire suppression, community health, economic development).
 - *Small sales:* Potential to go after small sales similar to what USFS has put out recently. Cowhorn (1 million board feet) and Slick (1.5 million board feet). However, these sales will have a lot of competition and will require partners to leverage the diversity of wood types/markets as the sales ~\$85 per ton.
 - *Collaborative and building the case within USFS:* Categorical Exclusions (CE) for fuel reduction are prioritized by the District Ranger annually. CFP could be part of that exclusion but requires political capital and priority.
 - *Finding a solution for road deposits:* If the wood is sold by tons it requires road deposits (paid based on the approximated value of sold timber diameter/volume) but if sold by cords it would not require road deposits.

- *USFS multi-delivery approach:* Tule Creek mentioned the possibility of replicating the USFS approach for small areas which has been done in certain areas (e.g., southern California’s San Bernardino and Los Padres National Forests) which pre-dated the type of IRSC contracts (e.g., Malheur National Forest selling prior to the 10-year with Iron Triangle) for a single sole source, 10- year stewardship contract. This approach “separates the logger from the log” and removes the motive of the logger to cut first and high grade because income is not tied to the wood. Instead delivery is made on the amount of wood to certain endpoints with a subset of that wood going to commercial firewood programs.
- *Maintain donated wood partnerships:* Inbound should reach out to Seneca and Roseburg every six months to determine the short to medium term planning of timber cutting and what sources could be accessed for donation.

6. Site Assessment and Permitting

Overview of Site Needs and Operational Footprints

The range of site, equipment and permitting requirements range widely from a simple, small-scale commercial firewood operation to an integrated biomass facility that is processing and producing multiple end-use products or outputs (e.g., energy). For the purposes of this feasibility study, we have determined that a phased approach from a community firewood program (Phase I) could be built into a more substantial commercial firewood business in a few years (Phase 2) with the appropriate investment in site and equipment.

- Phase I: 2018-ongoing – small scale community firewood program (50-500 cords)
- Phase II: 2020-2030 – develop larger site, facility and equipment to increase the production and supply of seasoned firewood (1,000 to 4,000 cords)

Overview of Phase I: 2018-2020

- **Site and facility:** Facility space at the former Oakridge Public Works building, adjacent lot and outbuilding to process and store wood for the program. The Public Works building is located at 47899 Highway 58. The site consists of 1.89 acres of which the main building is 5,200 ft² and the shed is ~2,000ft².⁹

⁹ Rick Zylstra, City of Oakridge

Figure 7: Public Works Building for Phase I Use



Source: City of Oakridge, Google Earth image

Overview of Phase II: 2020-2030

- **Site and facility:** The City will consider providing Inbound with a lot or lot portion at the Oakridge Industrial Park suitable for an enhanced operation with additional space allocations to process and store firewood.
- **Site improvements:** Inbound will make improvements to the site to ensure the function and security of a firewood operation. Next year the City and Inbound will work to establish an understanding of Inbound's contribution to facility improvements in the event of another tenant's interest in the site (e.g., right of first refusal, financial compensation).

Site size required in Phase II

- **Processing and drying space:** For Phase II, the site would require a roofed processing facility but it would ideally be sided. Also required is a yard for storage and processing of no less than 21,000 ft² to dry wood, whether that was done by spreading the wood thinly out on the asphalt, stacked, piled, caged or palleted.
- **Storage space:** A cord occupies 32 square feet of floor space and 128 cubic feet of volume (4 feet wide by 4 feet high by 8 feet long). Table 13 provides the amount of square footage needed for Phases I and II based on annual production and whether the cords are stacked in bins one-high, two-high, or three high? Depending on

stacks, Phase I would require between 3,200-12,800 ft² and Phase II would require 20,800-83,200 ft².

- **Other examples:** Washington Woodland Cooperative is currently occupying a 15,000 ft² warehouse space in Skagit County and has temporarily built hoop structures in Whatcom County for its operations there.

Table 13: Storage Space Required for Firewood Cords

Space required	Phase I	Phase II
Number of cords	400	2,600
Single stack (sq. ft.)	12,800	83,200
Double stack (sq. ft.)	6,400	41,600
Triple stack (sq. ft.)	3,200	20,800

Figure 8: Example of Stacked Cords in Cages



Source: <http://mlarge.com/offers/>

Public-Private Partnership

The City of Oakridge is a key partner in sustaining the community firewood program. The City has been instrumental in past community firewood program years, donating space for processing and storage as well as assisting Inbound in the transportation and access to firewood. Without the City, the program would not have been possible and it is key to have the City participate in sustaining the community firewood program in a way that works for the City and ensures a stable foundation for the residents in need.

MOU Agreement

As a part of this work, we worked with the City of Oakridge, Inbound and SWFC to draft an MOU agreement. The MOU agreement outlines the public-private partnership between the City and Inbound and highlights the assistance of the City to ensure the longevity of the community firewood program. With the assistance of the City, Inbound intends to operate the community firewood program at the Public Works building for two years before moving to the Oakridge Industrial Park to develop a more substantial operation. The MOU was vetted in October 2018 by Oakridge City Council and the City will support the community firewood program for another year to be evaluated next year with respect to facility location and plans.

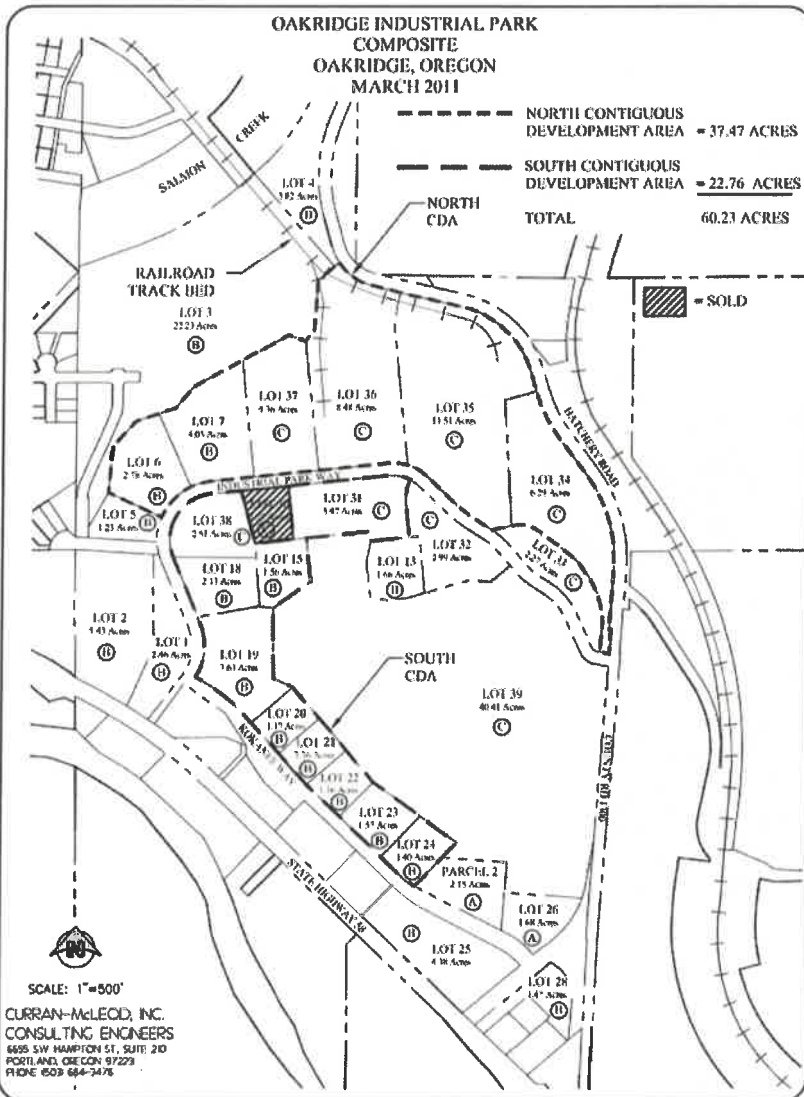
- **Equipment and personnel:** For both phases, Inbound will provide all necessary machinery, personal protective equipment, security and insurance needed to complete the work. Inbound will also be responsible for hiring workers and managing the jobsite.
- **Transportation and delivery:** In Phase I, the City will provide access to transportation and delivery of donated wood from local timber companies when the distance for dump trucks and City staff is within a reasonable distance (<35 miles) *when City staff are available*. In Phase II, Inbound will continue to rent or purchase equipment to carry out the transportation of wood supply to the processing and storage facility.

Site Location and Process Layout

Sites available

The City of Oakridge is a critical partner, not only in Phase I but also in Phase II. The Figure below outlines the lots and site boundaries at the Oakridge Industrial Park (OIP) which might be the most likely locations for a Phase II siting. Currently, Inbound is utilizing a small portion of a lot in the OIP. In Phase II, this lot may be the one appropriated for the firewood program with additional space to account for increased operations and storage. Per the MOU agreement, the site location for Phase II is left vague on purpose as site opportunities is likely to shift over the next two years.

Figure 9: Oakridge Industrial Park Layout and Lot Lines



Source: City of Oakridge

Process layout and design flow

Given that every time firewood is touched, it adds labor costs, it is vital that site layout and process minimize the amount of labor and facilitate each of the primary steps and flow of an operation. This particular cost center is one that can jeopardize profitability, therefore, a more detailed process layout and engineering design should be completed if a large-scale biomass facility were to be developed. Wood innovation grants could be helpful in paying for part of the site design.

Interviewees did share some of the following recommendations for site process layout and flow:

- **Production flow:** The operation's equipment will dictate how the movement and flow of firewood production goes. Tule Creek, for example, used a process that went from a self-loader to the firewood processor into a tumbler (to rotate out fines) to a bin which was moved by a skid-steer to the kiln, which was then batched and then bundled into firewood bundles.
- **Consideration of waste:** Waste will be created throughout the process due to breakage and wood fines. OSU Biomass Model anticipates that 10% of the wood is fit for the wood hog.

Figure 10: Wood Fines



Source: <http://www.marks-miller.com/woodchips?lightbox=image1be3>

Figure 11: Use of Wood Waste as Fuel to Power Kiln



Source: TimberLine, January 2016, Volume 22, Number 01

- **Process direction:** Its essential to set up the flow of the site so that wood flows through the equipment and can be sorted into different quality piles and storage. Washington Woodland Cooperative has a system flow that runs through the log splitters into two piles based on quality, then is set to stack and bin. Heritage Resources had a more sophisticated set up, using a telehandler and the function of gravity. Heritage relied upon an engineering study developed by grant funds from a wood innovation grant. A number of firewood operations rely upon placing firewood cords in bins or cages and move them around with a forklift.

Figure 12: Drying Firewood Post-Processing



Source: <https://forestproud.org/2018/04/03/living-with-fire/>

- **Drying requirements:** There are a combination of different approaches that commercial firewood operators choose to dry wood. The choice of how to dry wood is a function of the timing and scale of the wood supply, site facility and its ability, equipment, personnel and availability of time. Based on interviews, the following are the two most likely approaches for drying although they come with the need for site specific modifications:
 - *Open air:* Exposing wood to air and particularly using the sun in the summer months to help dry wood is one approach. Some spread wood a couple of feet thick out on a hard surface, such as asphalt, to allow the sun to penetrate the wood. Some operators stack wood (post-processing) and position the stacks in such a way that prevailing breezes or wind can go through the stacks of wood and further the drying process. Stacking provides more air flow so the wood can season and dries off any moisture that would help fungus and rot. The primary challenge with stacking is the labor involved. Tule Creek tried the spreading of wood on asphalt, however, found that it resulted in a fairly dirty product. Some operations use fans to help



season wood and prevent mold and a few of the Oregon Woodland Cooperative members use dehydrators in an insulated building to treat the wood but this most likely functional for smaller batches of wood (i.e. may not be scalable based on cost constraints). Some complete the drying process

after processing the wood but others dry the wood first during the summer months and process afterward. Drier, seasoned wood is more difficult to cut with equipment but it does provide the benefit of pre-drying which Tule Creek considers more important than additional saw maintenance. He also mentioned dry logs do not reabsorb moisture very easily.

- *Kiln*: Larger commercial firewood operators, particularly those that sell firewood bundles that cross state lines, generally use a kiln system to dry wood, in part due to the significant amount of space and human labor required to process firewood at scale. Additionally, a larger scale firewood operation will also accumulate a significant amount of wood waste in its process and a kiln can be one place to utilize the waste wood as a fuel. Natural gas and electric powered kiln options are available as well and referenced in the financial feasibility section. For Tule Creek, they noted that there was waste at almost every stage of the process due to breaks and lack of uniformity in incoming pieces. When a wood-fired kiln is up to temperature, it runs smoothly and cleanly, but generally emits visible smoke when it is getting up to temperature. The challenge with a kiln outside of the permitting requirements and the potential to undo the air quality benefits of the dry firewood (see section on permitting); is the necessary oversight it requires to cycle it in and out of the rest of the operation. Some level of "feel" is necessary to stage the labor and someone is needed to watch the kiln (overnight and on weekends) even though the kiln system has the electronics to manage temperature and fire suppression. A moisture meter is not an internal feature of the kiln although this could probably be added by modified by the user. Tule Creek took out a sample from the kiln to measure moisture content. For Tule Creek, drying became the pinch point in the process and they eventually needed two kilns to run at full production. Tule Creek mentioned that the timing of feeding through the kiln and being ready to ship can be a challenge. Ideally firewood is kiln dried and wrapped not too long before it is shipped because the firewood bundles covered in plastic can absorb moisture and start to mold.
- *Insulated building with dehumidifiers*: For smaller operations, such as OWC, some of their members use small, well insulated buildings (e.g., R36 building insulation) with 3-4 dehumidifiers at 120 degrees to dry the wood.
- *Methods to avoid*: Many of the interviewees recommended to avoid tarps which prevent air flow. Piling wood was advised against since the lack of air flow grows fungus and promotes rot and decay.

Technical personnel

For larger systems, particularly in Phase II, interviewees recommended strongly to hire a process engineer to design the layout that could maximize efficiency of the site. Evergreen Engineering might be a point of initial contact. ODF may also have connections to the firm that completed the technical and engineering for the USFS Wood Innovation grant given to Heritage Resources.

The following page has an aerial image of a medium-sized commercial firewood business operation. This is helpful in identifying the different piles of material (different log sorts, cut firewood, and broken/waste material). In the center of the photo is the firewood processor with conveyors to a tumbler and then another conveyor to a truck. This operation has multiple trucks, skidsteer, log loader and wood hog. Overall the site arrangement is fairly compact reducing time and labor but there perhaps could be more of a linear process from initial feedstock to final product.

Figure 13: Aerial View of Site Layout of Burnwood Industries



Source: <http://extension.umd.edu/sites/extension.umd.edu/files/docs/programs/woodland-steward/U%20Stories%20from%20a%20Firewood%20Business%20Owner-Chirico.pdf>

This series of photos shows the series of steps that the Watershed Center's Tule Creek operation.



<https://forestproud.org/2018/04/03/living-with-fire/>



<https://forestproud.org/2018/04/03/living-with-fire/>

Permitting and Regulations

This section provides a summary of federal, state, and local permits and regulatory considerations that will need to be completed to construct the commercial firewood facility, as well as any potential regulatory and permitting issues that may hinder the development of the facility.

City of Oakridge

Local permits required for a commercial firewood program would include:

Industrial permit designation:

- Light Industrial District (I-1) or Heavy Industrial District designation (I-2) which includes businesses for "retail sale of wood for fuel or the sale of other wood products" and would likely be dependent on the City of Oakridge's Planning Commission's classification.¹⁰
- Both light and heavy industrial district require a 10,000 square foot facility minimum size, although an applicant could request a conditional use permit from the City's planning commission.
- The maximum height of the building would be three stories or 35 feet, whichever is less.

Conditional use permit:

- Article 24 covers Conditional Use Permits and provides an overview of the application requirements¹¹:
 - Site and building plans and elevations.
 - Existing conditions on the site and within 300 feet of the site.
 - Utility and access data.
 - Operational data.
 - All other information requested by the Planning Commission.
- In September 2018, Inbound, with the assistance of Good Company, submitted a conditional use permit for the Public Works building use. The submission provided details on the goals of the community firewood program, local and parcel maps,

¹⁰ City of Oakridge. Section 2.01 Building Permits and Inspection.

<https://www.ci.oakridge.or.us/documents>

¹¹ City of Oakridge.

https://www.ci.oakridge.or.us/sites/default/files/fileattachments/general/page/15001/ord874_land_uses_and_development.pdf

neighbor contact information, and additional information required in Section 24.06 and 24.03 of the zoning ordinance, specifically:

- o Front 25 feet of building depth allocated for sales of the community firewood program COZO 8.02(2)(g)
- o Screening on the fence or out of site storage COZO 8.02(2)(i)
- o Noise and hours of operation COZO 24.07(1-11)

Lane Regional Air Protection Agency (LRAPA)

LRAPA has been an important partner for improving woodsmoke in Oakridge and should be included in conversations regarding equipment options. Per LRAPA staff, if the commercial firewood program would be operating a wood-powered kiln, the project would require the air contaminant discharge permit under either A.9 or B.62.¹²

- "A9. Sawmills and/or planing mills and/or millwork and/or wood furniture and fixtures manufacturing and/or plywood manufacturing and/or veneer drying of more than 5,000 but less than 25,000 board feet/maximum 8 hour finished product."
- "B. 62 Sawmills and/or planing mills and/or millwork and/or wood furniture and fixtures manufacturing and/or plywood manufacturing and/or veneer drying of more than 5,000 but less than 25,000 board feet/maximum 8 hour finished product."

Seneca and Other Private Timber Companies

During the course of this feasibility study, Good Company coordinated with Seneca for the donation of 40 cords of wood to be donated in 2018 to the community firewood program. Seneca and Inbound are entering into an annual, renewable contract which grants Inbound access to Seneca's private lands to access the donated firewood resource. Inbound is complying with the required insurance needed to ensure that they hold the liability necessary.

¹² Lane Regional Air Protection Agency. 2018. Table 1 - Section 37-8010 Activities and Sources. <http://or-lanerapa.civicplus.com/DocumentCenter/View/264/Title-37---Table-1-PDF?bidId=>

Oregon Occupational Safety and Health Division (OSHA)

If Inbound is cutting, collecting or transporting wood from private and public lands, they will need to comply with OSHA's Division 7 Forest Activities document which outlines forest activities rules and standards.¹³ Inbound is already bound to wildland fire suppression regulations which are likely to exceed the Forest Activities requirements. Depending on Inbound's approach and involvement in certain operations, Inbound should guarantee that they are complying with OSHA's requirements for:

- Log hauling
- Timber cutting and thinning operations
- Clearing and slash disposal

Oregon Department of Agriculture

There are no explicit conditions for commercial firewood for in-state sale; however there are limitations imposed on out of state export sales to avoid the transport of invasive species. The best practice is to limit the movement of firewood within the immediate region or use a kiln to dry the wood which also eliminates pests.

- Oregon Department of Agriculture – Division 52 PEST AND DISEASE CONTROL: 603-052-1080 Firewood Restrictions To Prevent Transport Of Invasive Species
<https://secure.sos.state.or.us/oard/viewSingleRule.action?ruleVrsnRsn=158399>
- U.S. Department of Agriculture (USDA) – Risk Assessment of the Movement of Firewood within the United States
https://www.aphis.usda.gov/import_export/plants/plant_imports/firewood/firewood_pathway_assessment.pdf

¹³ Oregon Occupational Safety and Health Division. 2018.
<https://osha.oregon.gov/OSHARules/div7/div7.pdf>

7. Financial Analysis and Results

Note: The financial analysis shared in this section was developed in a series of Excel worksheet tabs (feasibility scenarios, cash flow, production and revenue, and capital and operating expenses). This spreadsheet will also be provided as a deliverable to Inbound to assist in the decision-making process and forecast potential supply, market, and production facility considerations as project details shift and change.

Overview of Scenarios

This section begins with an overview of the components of the two phases of the commercial firewood program including location, equipment, product mix and feedstock.

Phase I

Facility location and improvements: Old Oakridge Public Works building; nominal upgrades to security and fencing to comply with the conditional use permit.

Equipment: Small scale equipment set up – skidsteer or front-end loader (used) and kinetic splitter (new).

Labor: For Phase I, just under 3 FTEs are assumed over a three month window of time.

Product mix: Cords for community firewood program and local cords

Feedstock: Donated and purchase from public and private sources

Phase II

Facility location and improvements: Oakridge Industrial Park; either retrofitting existing industrial park facility or erecting a Clearspan building to accommodate processing and storage.

Equipment: Large scale equipment set up – firewood processor (used), small log loader (used), firewood bundler (new), dump truck (used), kiln (used/new) and production table (new).

Labor: For Phase II 7 FTEs are assumed over a six-month window annually.

Product mix: Cords and firewood bundle options

Value add: Kiln dried option

Feedstock: Multiple source options (donated, private, public)

Capital Costs

This section provides the cost estimates associated with the start-up capital costs that would be necessary to implement a commercial firewood facility. These costs are distributed between two major costs areas – facility improvements and equipment.

Facility Improvements

Inbound will operate initially at the city owned facility or site before likely moving to the Oakridge industrial park. If Inbound uses one of the City lots in the Oakridge Industrial Park in Phase II, Inbound will most likely need to either contribute to facility improvements (e.g., constructing walls on current facilities with only rooftops) or build Clearspan buildings for processing and storage. The exact location of operation will determine the level of investment required to either retrofit the building or to stage Clearspan buildings with Ecoblock foundations. Given that most of the Industrial Park is paved open space, it is likely that a clear site would be the easiest for the City to provide. The baseline assumption for the building and facility is a Clearspan structure and was compared against higher and lower facility investment options in the financial analysis. Inbound could either pursue grant funding, purchase or request a loan to complete these building or site improvements.

- **Retrofitting the industrial park facility:** City staff has indicated that the facility that might be available is one that already has an existing roof structure but has no walls and therefore would require putting insulated walls and necessary (bathroom, office space) would cost up to \$500,000 according to City staff.
- **Clearspan:** Clearspan offers a variety of building options. We received estimates from Clearspan on building sizes of 165x150 Kwanza hut design and 100x200. Brad Williams shared that the scale of costs is not linear to the building size. Clearspan buildings that are no wider than 100 feet on one side are more reasonable in price and do not require additional engineering. The exception to this is the hoophouse/Kwanza hut that Clearspan sells. The following are the project costs and specifications for two buildings that would work for Phase II. For a model with just one end wall, a partial end wall would cost between \$5,000-10,000. Insulating the building can be quite expensive due largely to the labor cost. For instance, \$180,000 would be the estimated cost of insulating a 20,000 square foot building the Arch building model. Additional components and costs can include ventilation system (big box fans) which are only a few thousand dollars. Security is a recommended consideration and there are specific options available.
 - *Hoophouse/Kwanza:* 165 x 150ft², total cost of \$132,500; \$90,000 for the structure (one open end, close end), \$30,000 in labor costs, and \$12,500 in ecoblocks for a six foot foundation/retaining wall of six feet (requiring 250 at

a \$50 per block cost. A ready mix concrete company such as UltraBlock (Vancouver, WA) is a potential provider. This model offers 30 feet of clearance in the middle of the structure and nine feet on the edges.

- o *Arch Building*: 100 x 200ft², total cost of \$285,000, this design comes with end walls with engineering \$220,000; \$65,000 in installation costs; This model would be 40 feet in height in the middle and 12 feet eave height at the edges.

Table 14: Facility Improvement Costs

Facility improvements	Phase I	Phase II	Source
Building/Land	-	\$5,000	City of Oakridge
Facility improvements	\$500	-	Inbound
Retrofit existing building*	-	\$500,000	City of Oakridge
Clearspan building (165x150)	-	\$132,500	Clearspan
Clearspan building (100x200)	-	\$285,000	Clearspan
Electrical and water connection	-	\$15,000	City of Oakridge
Log decks area	-	\$5,000	OSU Biomass Model

* insulated building sides, breakrooms and bathrooms

Note: The base assumption for facility improvements used Clearspan building costs of \$132,500.

Equipment

This section provides an overview of the necessary and additional equipment options for both a Phase I and II operation. The base scenario for costs includes used equipment to keep the initial capital investment lower; however, research identified new or upgraded equipment and that information is contained in the table below.

Table 15: Equipment Costs

Equipment Costs	Phase I	Phase II	New or Upgrade	Source
Skidsteer / front-end loaders	\$42,000		\$140,000	Multiple, local regional providers
Trailer	\$12,000		\$25,000	Trailers Plus
Firewood splitter (kinetic)	\$3,000			OWC / Super Splitter
Self-loading log truck		\$100,000	\$175,000	Multiple - see table in study
Firewood processor		\$50,000	\$100,000	Multiple - see table in study
Small log loader		\$50,000	\$150,000	Multiple - see table in study
Firewood bundler		\$2,300	\$15,000	Twister Industries / OWC
Kiln		\$49,500	\$150,000	Kiln Direct / Nyle
Dump truck		\$100,000	\$300,000	Multiple - see table in study
Wood hog (1000 #/h)		\$40,000		OSU
Production table		\$5,000		
Cages		\$1,750	\$35	

Phase I: Smaller firewood operations choose a different array and combination of equipment so there is no prescribed set of equipment; however, a skid-steer and a combination of kinetic and hydraulic splitter seem to be the best practice.

- **Skid-steer loader with grapple or front-end loader:** This piece of equipment is essential in moving firewood on-site at the processing facility and should be readily found used.
- **Kinetic splitter and hydraulic splitter:** Inbound already owns a hydraulic splitter. By adding a kinetic splitter, it opens up the opportunity to cut pieces of wood that are more difficult given its design as well as the benefit of operating the machinery on electricity, meaning fewer air emissions. Oregon Woodland Cooperative and Washington Woodland Cooperative members utilize this type of log splitter and sell it at a subsidized price to members.

Phase II: The second phase of the firewood business requires a much more significant investment of capital. The combination of equipment provided here is fairly standard across operations; however, the specific models and outputs are generally scaled to the types of businesses and anticipates the scale of markets and demand they are targeting. We have adjusted the equipment list and modeled each to be appropriate to the scale of opportunity identified in this study. The following section outlines the recommended equipment and details about peer businesses or equipment manufacturers and is followed by tables of potential vendors and locations for equipment purchases.

- **Firewood processor:** There are a wide variety of manufacturers and models of firewood processors that are available for sale, both new and used. For the purposes of this study we assumed a \$50,000 cost for a used firewood processor based on comparable costs and models on the market capable of processing two cords per hour or 16 cords per day. Depending the configuration, firewood processors may include conveyors but if not, these can cost an additional \$5,000 to \$10,000. Other firewood processors operated the following equipment:
 - Tule Creek used a CordKing 100 HP processor which can cut between 4-10 cords per hour. Tule Creek had a hard time keeping up with the capacity of the CordKing.
 - Heritage Resource purchased a Multitek 2040 which can produce 4-6 cords per hour.
 - One OWC member uses a Timberwolf 50hp which is capable of producing 3-4 cords an hour and costs \$75,000.
 - Tetreault & Son Forest Management use two Multitek 2040 firewood processors, a 2009 Multitek 2040 XP2 and a 2002 Multitek 2040 XP in their firewood operation in Massachusetts.

Prior to purchasing a processor, it is important to ensure that the model would be appropriate for Inbound's production including providing the right splitting head and appropriately scaled for the typical size of the wood Inbound is receiving (i.e. difficult to put small logs through big log processors).

o Current used options for sale as of October 2018:

- Heritage Resource is selling their Multitek 2040 for ~\$49,000
 - 2007 Timberwolf Pro-MX Firewood Processing Machine Roseburg Oregon 97443 for \$28,000
<https://www.ebay.com/itm/Firewood-Processor-/173337859251>
 - 2012 Desjardins Firewood Processor for \$25,000
<https://cordking.ca/product/2012-desjardins-firewood-processor/>
- **Log loader:** If Inbound is managing a larger scale operation, it may be useful to purchase a log loader to facilitate the movement and process flow. A used log loader is approximately \$50,000 depending on the age and model. Used log loaders are commonly available in the region.
 - **Dump truck or trailer:** One OWC member uses a trailer that can fit three to four cords of cut wood. The investment in this piece of equipment is between \$8,000 and \$15,000. Inbound may choose to purchase lower cost equipment for the first few years of operation to reduce risk and upfront costs. Used dump trucks are available in the region.
 - **Self-loading log truck:** As described previously, a self-loading log truck is not essential, but it would significantly facilitate the loading and transport of firewood material. Inbound could delay the purchase of this piece of equipment for a couple of years until it was needed based on the volume and frequency of loading trips. A mule train would be a viable alternative although to have the self-loader potential on the truck would be preferable.
 - **Kiln:** A kiln will be an essential piece of equipment if Inbound decides to scale up to a 1,000 plus cords of annual production, particularly if Inbound is going after firewood bundle markets. A kiln allows entry into out-of-state markets (eliminates pests that are not allowed to travel across state lines), reduces drying time, and ensures moisture content of less than 20%. Interviews indicated that the kiln will often be the pinch point in a firewood operation so some operations either purchase multiple kilns or size these large enough to accommodate the production flow. Multiple types of kilns exist and the majority are fueled by wood, natural gas or propane. Due to air quality issues in Oakridge, and the inability to access natural gas in pipeline, we researched the possibility of an alternatively powered kilns. Solar kilns are not functional at commercial scale which leaves electric-powered kilns. According to kiln retailers, no firewood operation in the U.S. operates an electric-

powered kiln due to the sheer cost of electricity to bring the kiln up to needed temperature. Below is a list of manufacturers of kilns and what peer businesses use.

- o *Wood-fired kiln*
 - Kiln Direct is a well-known provider of wood-fired kilns. <http://www.kiln-direct.com>
 - Tule Creek operated a Kiln-Direct 6 which is currently for sale or could be leased <https://eugene.craigslist.org/hvo/d/6-cord-firewood-kiln/6714801647.html>
- o *Dehumidification kilns (DH)*: the challenge to these kilns are the longer amount of time required for drying compared to wood-fired kilns.
 - Nyle <https://www.nyle.com/lumber-drying-systems/lumber-kiln-drying/chamber-packages/>
 - Kiln Direct also provides a propane-fueled kiln.
- o *Custom made kiln*
 - Heritage Resources engineered a kiln and used chips to feed a gasifier that went to burner tips in the kiln.

Table 16: Comparison of Kiln Costs per Cord

Kiln Comparison	Vendor	Capacity	Normalize to per cord	Energy Use	Units
Wood-fired kiln	KilnDirect	12 cords	\$11	3.6	cords/batch
Propane-fueled kiln	Nyle	15 cords	\$75	30	gallons/cord
Electric-powered kiln	Nyle	15 cords	\$92	17,280	kWH/batch

Source: Good Company Analysis with Kiln Direct and Nyle inputs

We developed a basic comparison of different kiln systems costs based off the technical specifications provided by vendors. See Table 16 for the analysis table comparing kiln types and *Table 17* from Sawmill & Woodlot that compares costs between wood heat and gas.

Kiln Direct’s wood-fired kiln with a 12-cord capacity uses approximately a trailer and a half of woody material every one and a half weeks. KilnDirect approximated that this volume would be 36 cords of material for the 10-11 days of operation and split in a three day turn in the kiln equates to 3.6 cords worth of wood needed. At a \$35 per cord cost of material (Kiln Direct uses \$7 per cord of wood waste cost), to \$11 in per cord costs for drying if that material was needing to be purchased. Inbound could certainly utilize some level of wood waste in powering the kiln. OSU estimates in their Biomass Model that a firewood operation can anticipate 10% of total throughput in waste from breakage and fines. Kiln Direct mentioned that its clients approach wood

heating supply differently depending on the nature of their operations and ability to access low-cost feedstock. The moisture content and species (hardwood vs. softwood) will play a role in how much feedstock material is needed. A wood fired kiln will operate best with dry material while wet, softwood wood waste will make the system operate less efficiently and require more feedstock.

A propane-fueled kiln by Nyle is expected to use approximately 30 gallons of propane per cord of wood dried which equates to \$75 per cord. And an electric-powered kiln requires a 240 kW heating system for a 72-hour rotation (longer in colder months) with a electricity cost of \$0.08/kWh results in a \$92 per cost per cord, although this number would probably drop as the system can go down to 5% of operating energy need by maximizing fans and airflow rather than relying purely on heat treatment (estimated around 50% of operating rating). Nyle has only modeled electric-powered options for international buyers that have inexpensive power (hydropower in Canada and nuclear power in Saudia Arabia). Nyle would need to specially engineer this system as it does not offer an electric powered system in its current suite of offerings. Woodmizer does sell an electric-powered dehumidification kiln but the intent of that kiln is directed to drying lumber which has different set of conditions for the width and organization of the wood that is being dried. Firewood is much thicker and would be placed randomly in cages rather than stacked neatly, increasing the time and cost of drying.

In terms of air emissions, KilnDirect is currently undertaking an air emissions study on the model of wood-fired kiln that most suits Inbound’s scale. Study results will be available in November and December 2018 and will be shared with Inbound once received. Nyle shared details on the air emissions associated with their propane-fueled equipment. The table shows the values of actual emissions readings taken during heater operation. According to Nyle, four heating units would be needed in a model for Inbound’s needs (~1,000 annual kiln-dried cords).

Emission Component	Value
CO ₂ %	9.0 -10 %
CO _(AF) ppm	0 - 20
NO ppm	60 - 70
NO ₂ ppm	7 -10
Nox ppm	67 - 80
SS Efficiency %	82.2
AFUE	80

In summary, a wood fired kiln could add \$11,000 of operating costs annually for producing 1,000 cords of kiln-dried firewood. This factor could balloon to \$92 per cord or \$92,000 for the same level of production. *Note: further information from the kiln producers is being provided and was not available prior to the final submission of this report. A subsequent analysis will be shared with Inbound.*

Table 17: Comparison of Costs for Kiln Drying Firewood

ENERGY COST FOR DRYING 1 CORD OF FIREWOOD	THEORETICAL LAB CONDITIONS	FIREWOOD KILN CONDITIONS
Estimated weight of green firewood: (oak=4,900 lbs., maple, soft=3,960 lbs., ash=4,240 lbs., hackberry=4,040lbs., alder=3,600 lbs.) = average 4,150 lbs./cord	4,150 lbs./cord	
Estimated weight of dry firewood: (oak=3,425 lbs., maple, soft=2,640 lbs., ash=3,181lbs., hackberry=2,940 lbs., alder=2,220 lbs.) = average 2,880 lbs./cord	2,880 lbs./cord	
Amount of water extracted per cord of firewood to be dried.	1,270 lbs./cord	1,270 lbs./cord
How much energy will it take to evaporate 1 lb. of water? Starting temperature is 60° F. Raising 1 lb. of water from 60° F to 212° F = 152 Btu (1Btu = 1° F per lb.). Evaporating 1 lb. of water at 212° F = 971 Btu. Theoretical energy needed to evaporate 1 lb. of water from 60° F = 1,123 Btu. If there is a heat waste factor in any kiln, you will need much more heat due to heat energy escaping during venting, or through walls, floors, and other inefficiencies. <i>The rule of thumb in lumber drying is 35%–60% waste factor, which means it will cost between 1,700 to 2,800 Btu to evaporate 1 lb. of water in a kiln.</i>		
How much energy does it take to evaporate 1,270 lbs. of water from firewood? Theoretical: 1,270 lbs. of water x 1,123 Btu/lbs. = 1.4 million Btu (not possible). LOW Estimate: 1,270 lbs. of water x 1,700 Btu/lbs. = 2.2 million Btu. HIGH Estimate: 1,270 lbs. of water x 2,800 Btu/lbs = 3.6 million Btu.	1.4 million Btu	between 2.2 million Btu and 3.6 million Btu
How much energy does it take to raise 1 cord of firewood from 60° F to about 212° F? Average weight of firewood dry (with 20% water) = 2,880 lbs. Temperature increase is (212° F - 60° F) = 152° F increase. Approximately 1 Btu/lbs./1° F increase. Total energy needed to raise wood temperature (2,880 lbs. x 152 Btu/lbs.) = 437,760 Btu.	approx. 440,000 Btu	approx. 600,000 Btu
Total energy consumption needed to dry 1 cord of firewood: THEORETICAL: (1,400,000 + 440,000) Btu = 1.8 million Btu LOW estimate: (2,200,000 + 600,000) Btu = 2.8 million Btu HIGH estimate: (3,600,000 + 600,000) Btu = 4.2 million Btu		
Total cost in energy to dry one cord of wood in the MINIQUICK Firewood Kiln	1.8 million Btu	2.8 million Btu to 4.2 million Btu
Estimated cost of energy with wood waste: 1 cord of firewood is normally 15–20 million Btu (cost per cord = \$0–\$100)	~10% of a cord up to \$10	16%–24% of a cord \$16–\$24
Estimated cost of energy using LP gas: Each gallon of LP gas = 91,000 Btu /gal. LP gas Current gas costs: \$2 per gal. (probably too low) THEORETICAL: 1,800,000 / 91,000 Btu/gal. = about 20 gal. LOW estimate: 2,800,000 / 91,000 Btu/gal. = about 31 gal. HIGH estimate: 4,200,000 / 91,000 Btu/gal. = about 46 gal.	\$40	\$62–\$92
Estimated cost of energy using natural gas: 1 cu. ft. of natural gas = 1,000 Btu (100 cu. ft. = 1 therm) Current average cost for 1 therm of natural gas = \$0.80 per therm Theoretical: 1,800,000 / 100,000 Btu/therm – about 18 therm Low estimate: 2,800,000 / 100,000 Btu/therm – about 28 therm High estimate: 4,200,000 / 100,000 Btu/therm – about 42 therm	\$14.40	\$22–\$33
	THIS CALCULATION ASSUMES THE FIREWOOD IS DRIED TO 20% AVERAGE MOISTURE CONTENT—MUCH OF THE KILN DRIED FIREWOOD ON THE MARKET TODAY DOES NOT, IN FACT, MEET THIS STANDARD.	

Table 5. Energy and Cost of Drying Firewood.

Source: Sawmill & Woodlot, 2014

For new equipment, Kiln-direct provided proposed costs for two models – LittleQuick (9 cord capacity) and SmallQuick (12 cord capacity). They provided the model information for both wood and gas heat options.

Table 18: LittleQuick Firewood Kiln – Wood Heating (9 cord capacity)

Operating cost for heat treating 1200 cords/year with 9 CORD LittleQuick Firewood Kiln This is calculation includes USDA upgrade, WOOD WASTE HEATING, and single set of baskets delivered to Oakridge, OR		
One Firewood kilns for 9 cords (It can HT+KD up to 1000-1600 cords/year) SINGLE PHASE POWER ADDS \$2650 EXTRA. (Installed separately)	US\$	62900.00
Upgrade to USDA requirements, wireless communication for office computer.	US\$	2350.00
Wood Waste heating system with firebox and Stainless steel heat exchanger and 30 cubic yard chip/mulch/sawdust bin.	US\$	68700.00
Total for Firewood Kiln with 9 cord capacity	US\$	133850.00
Eight 1.2 cord baskets (special price with kiln of \$1100.00) These baskets can be shipped with kiln at no freight costs. THIS WILL REQUIRE ROTATOR FORKS WITH 8000 LBS LOADER/FORKLIFT	US\$	8800.00
KILN: Freight cost to Oakridge, OR: 3244 miles at \$5.90 per mile = US\$: 19139.60 BASKET: Freight cost to Oakridge, OR: 3244 miles at \$3.50 per mile = US\$: 11354.00	US\$	30493.60
Total for Firewood Kiln including baskets delivered to Oakridge, OR	US\$	173143.60
<i>Estimated cost to dry 1200 cords a year</i>		
Monthly lease payment based on 60month and 8% interest. Between \$2900-3100/month	US\$/yr	36000.00
Labor to load, unload and fill chip bin - 2 hour at \$45.00 per cycle (1200/12 x 2 x 45)	US\$/yr	9000.00
Labor cost for operating kiln (1 hr x \$15 for paperwork/operating kiln) (1200/12 x 15)	US\$/yr	1500.00
Fuel costs based on customer experience (\$5-\$12 per cord) - 1200 cord x \$7 YOU WILL NEED TO CORRECT THIS FOR YOUR SITUATION.	US\$/yr	8400.00
Electrical cost: \$0.12/kw - 46hr/load - 7kw/hr - 100 loads/year	US\$/yr	3864.00
Maintenance costs estimated at \$25 per load. (1200 / 12 x 25)	US\$/yr	2500.00
Total annual cost for heat treating and drying 1200 cords of firewood.	US\$/yr	61264.00
Total cost per cord (61264/ 1200) including cost of baskets.	US\$	51.05
Cost per additional cord or after kiln is paid for: 9000+1500+8400+3864+2500 = \$25264 / 1200 cord	US\$	21.05

Source: Kiln-direct

Table 19: LittleQuick Firewood Kiln – Gas Heating (9 cord capacity)

Operating cost for heat treating 1440 cords/year with 9 CORD LittleQuick Firewood Kiln This calculation includes USDA upgrade, GAS HEATING, and two sets of baskets delivered to Oakridge, OR		
One Firewood kilns for 9 cords (It can realistically HT+KD up to 1200-1500 cords/year - theoretically as much as 2300 per year) Heating system: 120000 btu/hr = 133000 btu/cord/hr Air circulation: 10HP main fan = 1.1 HP/cord SINGLE PHASE POWER ADDS \$2650 EXTRA.	US\$	62800.00
Upgrade to USDA requirements, wireless communication for office computer.	US\$	2350.00
Total for Firewood Kiln with 9 cord capacity	US\$	65150.00
Eight 1.2 cord baskets (special price with kiln of \$1100.00) Eight 1.2 cord baskets UNASSEMBLED (special price with kiln of \$1000) These baskets can be shipped with kiln at no freight costs. THIS WILL REQUIRE ROTATOR FORKS WITH 8000 LBS LOADER/FORKLIFT	US\$	16800.00
Freight cost to Oakridge, OR: 3244 miles at \$5.90 per mile = US\$: 19139.60	US\$	19139.60
Total for Firewood Kiln including baskets delivered to Oakridge, OR	US\$	101089.60
<i>Estimated cost to dry 1440 cords a year</i>		
Monthly lease payment based on 60month and 8% interest. Between \$1650-1850/month	US\$/yr	21000.00
Labor to load and unload - 1 hour at \$45.00 per cycle (1440/9 x 45)	US\$/yr	7200.00
Labor cost for operating kiln (1/2 hr x \$15 for start/stop/paperwork) (1440/9 x \$7.50)	US\$/yr	1200.00
Fuel costs based on current customer experience: \$30-\$50 per cord (1440 x \$40) ONLY AN ESTIMATE AND MAY NEED TO BE ADJUSTED FOR YOUR SITUATION	US\$/yr	57600.00
Electrical cost: \$0.12/kw - 32hr/load - 8kw/hr - 160loads/year	US\$/yr	4915.00
Maintenance costs estimated at \$7.50 per load. (1440 / 9 x 7.50)	US\$/yr	1200.00
Total annual cost for heat treating and drying 1440 cords of firewood.	US\$/yr	93115.00
Total cost per cord (93115 / 1440) including cost of baskets.	US\$	64.66
Cost per additional cord or after kiln is paid for: 7200+1200+57600+4915+1200 = \$72115 / 1440 cord	US\$	50.06

Source: Kiln-direct

Table 20: SmallQuick Firewood Kiln – Wood Heating (12 cord capacity)

Operating cost for heat treating 1440 cords/year with SmallQuick Firewood Kiln This calculation includes USDA upgrade, WOOD WASTE HEATING, and single set of baskets delivered to Oakridge, OR.		
One Firewood kilns for 12 cords (It can HT+KD up to 1400-2200 cords/year) SINGLE PHASE POWER ADDS \$4750 EXTRA. (Installed separately)	US\$	80800.00
Upgrade to USDA requirements, wireless communication for office computer.	US\$	2350.00
Wood Waste heating system with firebox and Stainless steel heat exchanger and 30 cubic yard chip/mulch/sawdust bin.	US\$	68700.00
Total for Firewood Kiln with 12 cord capacity	US\$	151850.00
16 x 3/4 cord baskets (special price with kiln of \$800.00). THIS WILL REQUIRE ROTATOR FORKS	US\$	12800.00
KILN: Freight cost to Oakridge, OR: 3244 miles at \$9.25 per mile = US\$: 30007.00	US\$	30007.00
BASKET: Freight cost to Oakridge, OR: 3244 miles at \$3.50 per mile = US\$: 11354.00		11354.00
Total for Firewood Kiln including baskets delivered to Oakridge, OR	US\$	206011.00
Monthly lease payment based on 60month and 8% interest. Between \$3500-3700/month	US\$/yr	43200.00
Labor to load, unload and fill chip bin - 2 hour at \$45.00 per cycle (1440/12 x 2 x 45)	US\$/yr	10800.00
Labor cost for operating kiln (1 hr x \$15 for paperwork/operating kiln) (1440/12 x 15)	US\$/yr	1800.00
Fuel costs based on customer experience (\$5-\$12 per cord) - 1440 cord x \$7 YOU WILL NEED TO CORRECT THIS FOR YOUR SITUATION.	US\$/yr	10080.00
Electrical cost: \$0.12/kw - 46hr/load - 10kw/hr - 120 loads/year	US\$/yr	6624.00
Maintenance costs estimated at \$25 per load. (1440 / 12 x 25)	US\$/yr	3000.00
Total annual cost for heat treating and drying 1440 cords of firewood.	US\$/yr	75504.00
Total cost per cord (75504 / 1440) including cost of baskets.	US\$	52.43
Cost per additional cord or after kiln is paid for: 10800+1800+10080+6624+3000 = \$32304 / 1440 cord	US\$	22.43

Source: Kiln-direct

Table 21: SmallQuick Firewood Kiln – Gas Heating (12 cord capacity)

Operating cost for heat treating 3000 cords/year with SmallQuick 12 cord PERFORMANCE Firewood Kiln This is calculation includes USDA upgrade, GAS HEATING, and two set of baskets delivered to Oakridge, OR.		
SmallQuick 12 cords BASIC model (It can HT+KD up to 2800-3400 cords/year) SINGLE PHASE POWER ADDS \$4750 EXTRA. (Installed separately)	US\$	95800.00
Upgrade to USDA requirements, wireless communication for office computer.	US\$	2350.00
Total for Firewood Kiln with 12 cord capacity	US\$	99150.00
32 fully assembled 3/4 cord baskets (special price with kiln of \$800.00). THIS WILL REQUIRE ROTATOR FORKS	US\$	25600.00
KILN: Freight cost to Oakridge, OR: 3244 miles at \$9.25 per mile = US\$: 30007.00 BASKETS: Freight cost to Oakridge, OR: 3244 miles at \$3.50 per mile = US\$: 11354.00	US\$	41361.00
Total for Firewood Kiln including baskets delivered to Oakridge, OR	US\$	166111.00
<i>Estimated cost to dry 3000 cords a year</i>		
Monthly lease payment based on 60month and 8% interest. Between \$2650-2850/month	US\$/yr	33000.00
Labor to load, unload and fill chip bin - 1.5 hour at \$45.00 per cycle (3000/12 x 1.5 x 45)	US\$/yr	16875.00
Labor cost for operating kiln (1/2 hr x \$15 for paperwork/operating kiln) (3000/12 x 7.50)	US\$/yr	1875.00
Fuel costs based on current customer experience: \$30-\$50 per cord (3000 x \$40) ONLY AN ESTIMATE AND MAY NEED TO BE ADJUSTED FOR YOUR SITUATION	US\$/yr	120000.00
Electrical cost: \$0.12/kw - 23hr/load - 15kw/hr -250loads/year	US\$/yr	10350.00
Maintenance costs estimated at \$10.00 per load. (3000 / 12 x 10.00)	US\$/yr	2500.00
Total annual cost for heat treating and drying 3000 cords of firewood.	US\$/yr	184600.00
Total cost per cord (184600 / 3000) including cost of baskets.	US\$	61.53
Cost per additional cord or after kiln is paid for: 16875+1875+120000+10350+2500 = \$151600 / 3000 cord	US\$	50.53

Source: Kiln-direct

Figure 14: Kiln Direct Wood-Fired and Propane Kilns



Figure 15: Nyle FHT Heat Treating System



Table 22: New Equipment Retailers

Company	Equipment	Geography	Website
Bell's Machining*	Firewood processors	Canada	http://bellsmachining.com/firewood-processors/
Blockbuster Inc.	Firewood processors	Iowa	http://blockbuster-inc.com
Built-Rite	Firewood processors	Vermont	http://www.built-rite.com
Cord King*	Firewood processors	Canada	https://cordking.ca
Dyna Products*	Firewood processors	Michigan	https://www.dyna-products.com/firewood-processing
Oregon Woodland Cooperative*	Splitter	Oregon	https://www.oregonwoodlandcooperative.com/
Papé*	Skid-steer, loaders	Oregon	https://construction.papemachinery.com
Twister	Firewood bundler	Minnesota	http://www.twister-industries.com/woodwrapper.htm
Wallenstein	Firewood processors	Canada	http://www.wallensteinequipment.com

* recommended retailers

Table 23: Used Equipment Vendors

Company	Equipment type	Geography	Website
Craigslist	2015 Multitek 30/40 processor	Varies (this one is in CA; \$28,000)	https://eugene.craigslist.org/hvo/d/2015-multitekfirewood/6672223109.html
Dyna Products*	Firewood processors	Michigan	https://www.dyna-products.com/used-firewood-processor-machines-for-sale
eBay	Firewood processors	Varies	https://www.ebay.com/bhp/firewood-processor
Equipment Trader	Skid-steers and loaders	Varies	https://www.equipmenttrader.com/Construction-Equipment/listing/2003-CATERPILLAR-950G+Series+II-5002210854
Forestry Equipment Sales*	Firewood processors and log trucks	U.S. and Canada	https://forestryequipmentsales.com/29/Firewood-Processors.html https://forestryequipmentsales.com/34/Log-Trucks.html
Lumbermen Online*	Firewood processors and log trucks	Mostly Midwest and East Coast	https://www.lumbermenonline.com/find-for-sale/Firewood?class=Firewood https://www.lumbermenonline.com/find-for-sale/Truck-Log?class=Transportation&category=Truck-Log
Machinery Trader	Forestry equipment	Varies	https://www.machinerytrader.com/listings/construction-equipment/for-sale/list/category/1035/forestry-equipment
Papé	Skid-steers and loaders	Oregon	https://construction.papemachinery.com
Sawmill Exchange	Firewood processor	Varies	https://sawmillexchange.com/view_product/18211/
Tree and Landscape Equipment Trader*	Log Loaders/ Knuckleboom	Varies	https://equipment.treetrader.com/index.php?a=5&c=5&b=215
Truck Paper*	Logging trucks	Varies	https://www.truckpaper.com/listings/trucks/for-sale/list/category/221/heavy-duty-trucks-logging-trucks?page=2
Whit-Log Trucks*	Logging trucks	Oregon	https://www.whitlogtrailers.com

* recommended retailers

Figure 16: Self-loading Log Truck



Source: Log Trucker Magazine

Figure 17: 5-Axle Mule Train



Source: Whit-Log Inc.

- **Timber work equipment:** Timber equipment could be required if Inbound were to take on the role and responsibility of felling timber for firewood sourcing, beyond road-maintenance related work. It is beyond the scope of this study to determine the efficacy of purchasing timber equipment and the return on investment or feasibility of adding this element to the business model. A koller yarder would most likely be \$75,000 to \$200,000 depending on the specific model and cost. Iron Triangle's equipment includes numerous Komatsu XT430 feller bunchers, several forwarders, log loaders, processors, and Pierce strokers, along with a few dozers and excavators.

Funding and Support Opportunities

This section provides a summary of potential federal, state, and local funding opportunities that may reduce the capital expense of developing this program.

Local Funding

City of Oakridge

The City donated the equipment necessary to transport, process, and store wood the last two years. The City will continue to support this effort, by contributing the process and storage space required as well as transportation of the donated feedstock within 35 miles.

Lane County Economic Development

Lane County is providing Inbound's community firewood program with \$30,000 annually for the next three years (2018-2020). An annual contribution of \$30,000 is included in the financial analysis for all feasibility scenarios.

Lane Regional Air Protection Agency (LRAPA)

LRAPA has contributed in multiple aspects to the reduction of woodsmoke in Oakridge's airshed. In their annual budget for 2017-2018 LRAPA contributed over \$100,000 in air quality monitoring, attainment planning, and implementation which includes participation in the community firewood program.

Seneca and Roseburg

Seneca has been the most consistent donor of firewood historically and is willing to annually donate wood to the community firewood program. Roseburg has less acreage in the Oakridge area but are prepared to assist when they do log their properties.

Union Pacific

A grant from Union Pacific in 2017 provided tarps and moisture meters to the community firewood program.

Boy Scouts

It is our plan to reach out to the Boy Scouts office to see if a woodshed building project might be something that boy scouts or an eagle scout might be interested in. Covering wood with inadequate shelter or tarps can lead to mold and wood that is above 20% in moisture content.

State Funding and Support

Senator Merkley's Office provides the City of Oakridge coordinator grant opportunities at the state and federal level that apply to health and environmental projects. No specific opportunities were identified that are currently open but Good Company, serving as the Woodsmoke Coordinator for Oakridge, will continue to monitor these opportunities. Additionally, there is an effort that Good Company is leading to find state and federal support for this program given its ability to be replicated and help other rural communities in Oregon and beyond.

Federal Funding and Support

Wood Innovation Funds

The USFS has a grant funding program for wood innovation that funds this type of program. The application date is in January. The last offering had \$7 million in total funding with a maximum ask of \$250,000. Last year's application is included here: https://www.fs.fed.us/sites/default/files/media_wysiwyg/9231_werc_fy18woodinnovrpfinstructions_rev20171107.pdf

Rural Development Business and Industry Guaranteed Loan Program

United States Department of Agriculture

- Loan guarantees for rural businesses that create or save jobs in rural areas. Loan guarantees ranging from 80% on loans of \$5 million or less to 60% on loans of more than \$10 million up to \$25 million.
- Rolling application
- Website: <https://www.rd.usda.gov/programs-services/business-industry-loan-guarantees>

SBA General Small Business 7a Loans

U.S. Small Business Administration

- Small business loans with an average amount of \$371,678 and a maximum amount of \$5 million. Loan purposes vary, but include equipment purchase, real estate purchase, building construction or renovation.
- Rolling application
- Website: <https://www.sba.gov/funding-programs/loans>

Loans and Grants for Rural Economic Development and Job Creation Projects

United States Department of Agriculture

- Competitive grant program designed to support targeted technical assistance, training and other activities leading to the development or expansion of small and emerging private businesses in rural areas which will employ 50 or fewer new employees and has less than \$1 million in gross revenue. The maximum amount an individual applicant may receive is \$200,000. Grant recipients must provide matching funds equal to 25 percent of the total project costs.
- Website: <https://www.rd.usda.gov/programs-services/rural-business-development-grants/or>
- Applications due annually in June

Nonprofits and Foundations

As part of Oregon Solutions work in 2017, Good Company identified 70 funding organizations in the state that could fund woodsmoke reduction projects including a community firewood program. That list of organizations will be shared with Inbound as part of the deliverables.

Besides equipment and facility investment assistance, Inbound's community firewood program could request funding for firewood supply that also meets other objectives such as hazardous fuels reduction. This type of program would employ local contractors (economic development), reduce fuels (increase safety and forest health) and ensure the community firewood program had sufficient supply (health and wellbeing).

Operating expenses

The primary operating expenses are employees, feedstock costs, firewood bundling costs, facility expenses and transportation related to the inbound movement of feedstock and outbound delivery of wood locally and regionally.

Labor

For labor, we developed two main scenarios based on other program experiences in the number of staff and job roles needed. We used wages that Inbound currently pays and built in benefits and workers compensation based on Inbound's current experience. In addition, we compared these roles and breakdown's to OSU's Biomass Model. The light blue cells are dropdown lists and can be changed to fit the context of a larger or smaller operation. For Phase I, just under 3 FTEs are expected and 7 are expected for Phase II. As a point of comparison, Tule Creek had 8 FTEs and Heritage was planning on 10 FTEs for larger-scale programs. One important assumption is that the Phase I business would operate over a three month window of time and Phase II would operate over a six month window annually.

Table 24: Labor Costs for Phase I and II

Labor	Hourly Wage	Annual (full-time)	Phase I (season)	Phase I FTEs	Phase II	Phase II FTEs	Source
Total FTE				2.7		7	
Supervisor and Sales	\$20	\$41,600	\$3,640	0.35	\$20,800	1	Inbound / multiple
Operators	\$12	\$24,960	\$12,480	2	\$62,400	5	Inbound / multiple
Transportation	\$20	\$41,600	\$2,600	0.25	\$10,400	0.5	Inbound / multiple
Office	\$20	\$41,600	\$1,040	0.1	\$10,400	0.5	Inbound / multiple
	Subtotal		\$19,760		\$104,000		
Benefits and Workers Comp			\$4,940		\$26,000		Inbound
	Total		\$24,700		\$130,000		

Feedstock Costs

Feedstock costs is one of the most important variables and costs in the entire analysis. For every cord of processed wood, approximately three and half green tons of feedstock are required. There are four primary sources of feedstock we identified and evaluated. The first is donated feedstock and while the material is free, there is cost associated with it being cut down or transported from the site to the processing facility. Currently, Inbound does not have the means to do that work, therefore, it must pay for a couple of operators to either cut the wood into more manageable sections onsite or transport it to the processing facility via rented vehicles. Secondly, purchased feedstock from private operators is another pathway and the going rate for that material is \$35 per ton or ~\$123 per cord. This value was used by other firewood operations and was validated by Seneca. The third option is purchased feedstock from public lands, such as the commercial firewood program which can sell for \$5-7 per cord. The fourth option is to harvest feedstock on public lands either through roadside maintenance, stewardship sales or small timber sales. *Quantifying the per cord cost of operating and harvesting wood is one of the more challenging components of this study given the context and costs associated with different approaches (e.g., roadside maintenance, etc.).* For roadside maintenance to operate a five-person crew at \$35-40 per person per hour and the cost of a self-loader for \$70 per hour (with operator)

would necessitate \$270 of cord value being cut in that timeframe. Feedstock cost should ideally not be any higher than \$120 per cord including material and initial transportation to the processing facility. Due to the differences in density of trees per acre it has been difficult to reasonably assume the level of production given the other activities of chipping and brushing.

Table 25: Feedstock Costs by Sourcing Type

Feedstock Costs (per cord)	Material Cost	Transport	Road Deposits	Cost per Cord	Source
Donated Feedstock (private)	\$48	\$33	\$0	\$81	Seneca / GC
Purchased Feedstock (private)	\$123	\$33	\$0	\$155	Seneca / MARS
Purchased Feedstock (public)	\$53	\$33	\$30	\$115	USFS
Harvested Feedstock (public)	\$50	\$33	\$30	\$113	GC analysis

Transportation costs

Transportation costs were shared in a prior section on truck ownership versus rental. The minimization of transportation distance is essential and plays a role in the cost per cord of firewood.

Table 26: Transportation Distance from Source to Processing Facility

Truck Ownership						
Number of miles from processing site	15	25	35	50	75	100
Fuel cost	\$2	\$3	\$5	\$7	\$10	\$14
Maintenance costs	\$0.5	\$0.8	\$1.1	\$1.5	\$2	\$3
Driver cost	\$6	\$7	\$10	\$14	\$21	\$29
Equipment allocation (based on 5 years of use)	\$121	\$121	\$121	\$121	\$121	\$121
Equipment allocation (per cord)	\$17	\$17	\$17	\$17	\$17	\$17
Feedstock costs	\$123	\$123	\$123	\$123	\$123	\$123
Transportation cost	\$25	\$28	\$33	\$40	\$51	\$62
Total cost per cord	\$148	\$151	\$155	\$162	\$173	\$185

Facility and Additional Operating Expenses

Finally, the remaining expenses are the facility, electricity and fuels, and bundling material costs. The facility costs are subsidized by the City of Oakridge for Phase I operations and it is likely that Inbound would need to pay for a facility lease in Phase II, although the City of Oakridge may ask for a lower than market rate option based on the community impact and benefit. For equipment, the fuels and electricity costs associated with their operation was calculated based on their efficiency and output. Additional costs of operating supplies, maintenance, and general contingency costs were included in the pro forma. Bundling costs was estimated at approximately \$0.50 based on the plastic wrap, labels and palettes needed.

Table 27: Facility and Additional Operating Expenses

Facility Expenses	Phase I	Phase II	
Lease Building/Land	\$12	\$12,000	
Additional Operating Expenses			
	Phase I	Phase II	
Electricity and fuels	\$2.54	\$3.02	per cord costs
Log splitter	\$0.80		6 HP engine 6HP x 746 W = 4476Wh = 4.47 kWh
Firewood processor		\$1.49	50 hp diesel engine
Firewood bundler		\$0.07	1/2 HP
Skidsteer	\$1.70	\$1.43	2 gallons/hour; 4-8 hrs operation divided by avg # of annual cor
Dump truck			included in delivery costs
Kiln	\$0.04	\$0.04	Electric Costs: 225 KWH/1000 BF
Operating supplies	\$2,500	\$5,000	base assumption
Processor maintenance		\$5,000	base assumption

Table 28: Bundling Costs

Bundling Material Costs	Unit price	# of bundles	Cost per cord	Notes	Source
Plastic wrap and labels	\$18	150	\$0.12	18" x 2,000'	ULINE
Palettes	\$7		\$0.42		

Anticipated Production and Revenue

Production

The market analysis for cords to be sold via the community firewood program, locally, regionally and via firewood bundle markets served as the basis for the projections in production. The equipment is scaled reasonably to this operation in terms of output per hour and given the team of operators. Table 29 below provides an overview of production by market and Table 30 shows the number of cords sourced by feedstock source (e.g., donated, private, public or harvested). For the purposes of the base assumption, we modeled a combination of sources and the financial analysis shows the variance in financial outcomes based on the choices of feedstock. Additionally, we chose to ramp up production slowly within Phase II assuming that time would be required to fully understand the production dynamics and market side. The largest jump in production comes in the transition from Phase I to Phase II but the equipment and increased capacity of staff should be more than adequate to satisfy those outputs. Oregon State University's *Measuring Timber Products Harvested from Your Woodland* served as a helpful reference for determining conversions and measurements and can be accessed here: <https://catalog.extension.oregonstate.edu/sites/catalog/files/project/pdf/ec1127.pdf>

Table 29: Overview of Annual Cord Production for Phase I and II

	Phase I				Phase II							
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Annual Production Output by Product Type	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
CFP Cords	50	100	150	200	200	200	200	200	200	200	200	200
Local Cords/Year	0	50	100	150	200	200	200	200	200	200	200	200
Regional Cords/Year	0	0	250	500	750	1,000	1,050	1,103	1,158	1,216	1,276	1,340
Firewood Bundle Retail Cords/Year	0	50	250	750	1,000	1,050	1,103	1,158	1,216	1,276	1,340	1,407
Total	50	200	745	1,588	2,133	2,430	2,531	2,638	2,749	2,867	2,990	3,120

Table 30: Detail of Annual Production by Product Type

Annual Production Output by Product Type	Phase I				Phase II							
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
CFP Cords	50	100	150	200	200	200	200	200	200	200	200	200
Donated Feedstock	50%	50	100	75	100	100	100	100	100	100	100	100
Purchased Feedstock (private)	50%	0	0	75	100	100	100	100	100	100	100	100
Purchased Feedstock (public)	0%	0	0	0	0	0	0	0	0	0	0	0
Harvested Feedstock (public)	0%	0	0	0	0	0	0	0	0	0	0	0
Local Cords/Year	0	50	100	150	200	200	200	200	200	200	200	200
Purchased Feedstock (private)	50%	0	25	50	75	100	100	100	100	100	100	100
Purchased Feedstock (public)	50%	0	25	50	75	100	100	100	100	100	100	100
Harvested Feedstock (public)	0%	0	0	0	0	0	0	0	0	0	0	0
Regional Cords/Year	0	0	250	500	750	1,000	1,050	1,103	1,158	1,216	1,276	1,340
Purchased Feedstock (private)	33%	0	0	83	165	248	330	347	364	382	401	421
Purchased Feedstock (public)	33%	0	0	83	165	248	330	347	364	382	401	421
Harvested Feedstock (public)	33%	0	0	83	165	248	330	347	364	382	401	421
Firewood Bundle Retail Cords/Year	0	50	250	750	1,000	1,050	1,103	1,158	1,216	1,276	1,340	1,407
Purchased Feedstock (private)	33%	0	17	83	248	330	347	364	382	401	421	442
Purchased Feedstock (public)	33%	0	17	83	248	330	347	364	382	401	421	442
Harvested Feedstock (public)	33%	0	17	83	248	330	347	364	382	401	421	442

Table 31: Feedstock Requirements, Production Capacity and Transportation

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Production Requirements	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
Feedstock Needs												
Cords per Year	50	200	750	1,600	2,150	2,450	2,553	2,660	2,773	2,892	3,016	3,147
Green tons	175	700	2,625	5,600	7,525	8,575	8,934	9,310	9,706	10,121	10,557	11,015
Production Capacity												
Processing per hour (cords per hour)	0.5	0.5	2	2	2	2	2	2	2	2	2	2
Processing per day (cords per day)	4	4	16	16	16	16	16	16	16	16	16	16
Processing per week (cords per week)	20	20	80	80	80	80	80	80	80	80	80	80
Processing per month (cords per week)	80	80	320	320	320	320	320	320	320	320	320	320
Processing per year (cords per year)	240	240	1,920	1,920	2,560	2,560	2,560	3,200	3,200	3,200	3,200	3,200
Transportation												
Incoming log trucks	7	28	105	224	301	343	357	372	388	405	422	441
Outgoing trucks (CFP)	3	5	8	10	10	10	10	10	10	10	10	10
Outgoing trucks (Local)	0	3	5	8	10	10	10	10	10	10	10	10
Outgoing trucks (Regional)	0	0	13	25	38	50	53	55	58	61	64	67
Outgoing trucks (Bundles)	0	3	13	38	50	53	55	58	61	64	67	70

Revenue

The community firewood program in its current form is limited in its ability to generate income and cover costs. Comparable production to past iterations for the community firewood program of 50-100 cords equates to \$7,500 to \$15,000 of revenue annually. Phase II significantly increases revenue potential going into the six figures and ranging from ~\$250,000 to over \$1.1 million based on the scaled volume of sales.

Table 32: Phase I Revenue Generation

	Phase I		
	2018	2019	
Production	Year 1	Year 2	
CFP Cords/Year	50	100	
Local Cords/Year	0	50	
Regional Cords/Year	0	0	
Firewood Bundle Retail Cords/Year	0	0	
Revenue	Retail Price	Year 1	Year 2
CFP subsidized per cord price	\$150	\$7,500	\$15,000
Local per cord price	\$185	\$0	\$9,250
Local delivery	\$30 50%	\$750	\$2,250
Regional cord price	\$200	\$0	\$0
Regional delivery	\$50 100%	\$0	\$0
Bundled cord price	\$552	\$0	\$0
Total Revenue		\$8,250	\$26,500

Table 33: Phase II Revenue Generation

	Phase II										
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
Production	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	
CFP Cords/Year	150	200	200	200	200	200	200	200	200	200	
Local Cords/Year	100	150	200	200	200	200	200	200	200	200	
Regional Cords/Year	250	500	750	1,000	1,050	1,103	1,158	1,216	1,276	1,340	
Firewood Bundle Retail Cords/Year	250	750	1,000	1,050	1,103	1,158	1,216	1,276	1,340	1,407	
Revenue	Retail Price	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
CFP subsidized per cord price	\$150	\$22,500	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Local per cord price	\$185	\$18,500	\$27,750	\$37,000	\$37,000	\$37,000	\$37,000	\$37,000	\$37,000	\$37,000	\$37,000
Local delivery	\$30	\$3,750	\$5,250	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Regional cord price	\$200	\$50,000	\$100,000	\$150,000	\$200,000	\$210,000	\$220,500	\$231,525	\$243,101	\$255,256	\$268,019
Regional delivery	\$50	\$12,500	\$25,000	\$37,500	\$50,000	\$52,500	\$55,125	\$57,881	\$60,775	\$63,814	\$67,005
Bundled cord price	\$552	\$138,000	\$414,000	\$552,000	\$579,600	\$608,580	\$639,009	\$670,959	\$704,507	\$739,733	\$776,719
Total Revenue		\$245,250	\$602,000	\$812,500	\$902,600	\$944,080	\$987,634	\$1,033,366	\$1,081,384	\$1,131,803	\$1,184,743

- **Retail pricing:** The model includes base level assumptions on pricing for the subsidized community firewood program, local, regional and firewood bundled pricing. Again, the blue cells are dropdown lists that include the option for different pricing assumptions.
- **Delivery pricing and costs:** Pricing for local delivery of \$30 (Oakridge area) and regional delivery of \$50 (Eugene/Springfield) are assumed to have a relatively low profit margin. It is assumed that in Oakridge more

deliveries will be individual cords whereas transportation to the valley will be to transport firewood bundles or cord deliveries in greater volume (e.g., three cords). In both instances, multiple cords can be transported and the most efficient approach to routing trucks is expected. It is expected that at least half of sales in Oakridge will pick up the cords rather than request delivery.

Pro Forma and High-Level Results

This section provides a comparison of different scenarios to assist in identifying some of the most critical variables which pose both risks and opportunities. The base assumption is described earlier but it consists of a modest Clearspan facility with the most essential list of equipment, most of it used equipment, sourcing from different feedstocks, and selling into four different markets.

Table 34: Base Assumptions and Outputs

Base Feasibility Scenarios	
	Base Assumption
Net Present Value	\$2,714,352
Discount Rate	5%
Capital Investment	\$466,050
Payback Period	5 years
Sales Revenue - Year 5	\$812,500
Operating Expenses - Year 5	\$533,607
Net Revenue	\$278,893

The base assumption of a 5% discount rate was compared again 8 and 10% discount rates to identify the variation in net present value (NPV).

Table 35: Discount Rate Comparison

Different Discount Rates			
	5% discount rate	8% discount rate	10% discount rate
Net Present Value	\$2,714,352	\$2,115,902	\$1,798,078
Discount Rate	5%	8%	10%
Capital Investment	\$466,050	-	-
Payback Period	5 years	-	-
Sales Revenue - Year 5	\$812,500	-	-
Operating Expenses - Year 5	\$533,607	-	-
Net Income - Year 5	\$278,893	-	-

This comparison simply looks at the financial health of a program that maintained only the community firewood program and local sales. This pathway would not require significant investment and would operate right around break-even.

Table 36: Community Firewood Program Sustained

Phase I Only			
	Base Assumption	CFP and Local Only	CFP - Donated Feedstock
Net Present Value	\$2,714,352	(\$444,225)	(\$178,349)
Discount Rate	5%	-	-
Capital Investment	\$466,050	\$45,000	\$45,000
Payback Period	5 years	> 12 years	9 years
Sales Revenue - Year 5	\$812,500	\$73,000	\$73,000
Operating Expenses - Year 5	\$533,607	\$76,017	\$61,382
Net Income - Year 5	\$278,893	(\$3,017)	\$11,618

The baseline assumption for facility investment is building a Clearspan structure at the Oakridge Industrial Park. The higher investment option spends \$500,000 on retrofitting one of the industrial park facilities. And the lower investment assumes that Inbound uses an existing structure and does not need to make any capital investments in the facility.

Table 37: Facility Investment

Higher and Lower Facility Investment			
	Base Assumption	Higher Investment	Lower Investment
Net Present Value	\$2,714,352	\$2,251,335	\$2,881,290
Discount Rate	5%	-	-
Capital Investment	\$466,050	\$923,550	\$423,550
Payback Period	5 years	5 years	~4 years
Sales Revenue - Year 5	\$812,500	-	-
Operating Expenses - Year 5	\$533,607	-	-
Net Revenue - Year 5	\$278,893	-	-

This comparison looks at a higher investment in both upgraded or new equipment. While almost double the amount of capital investment it does not change the overall viability of the program.

Table 38: Equipment Investment

Higher Equipment Investment		
	Base Assumption	Higher Investment
Net Present Value	\$2,714,352	\$2,490,049
Discount Rate	5%	5%
Capital Investment	\$466,050	\$1,079,050
Payback Period	5 years	5 years
Sales Revenue - Year 5	\$812,500	-
Operating Expenses - Year 5	\$533,607	-
Net Income - Year 5	\$278,893	-

This comparison adds both the higher facility and equipment costs together to evaluate whether these costs are insurmountable but the analysis shows that they do not significantly alter the viability albeit they do reduce the overall returns of the project.

Table 39: Facility and Equipment Investment

Higher Facility and Equipment Investment		
	Base Assumption	Higher Investment
Net Present Value	\$2,714,352	\$2,027,032
Discount Rate	5%	5%
Capital Investment	\$466,050	\$1,486,550
Payback Period	5 years	5 years
Sales Revenue - Year 5	\$812,500	-
Operating Expenses - Year 5	\$533,607	-
Net Income - Year 5	\$278,893	-

This variation compares feedstock costs at different per cord costs to see what the relationship to overall revenue and profitability. A lower per cord cost of wood has a significant impact on return on investment and annual profitability and jeopardizes feasibility when it is too high.

Table 40: Feedstock Costs

Different Feedstock Approaches							
	Base Assumption	\$10/cord	\$25/cord	\$50/cord	\$100/cord	\$150/cord	\$200/cord
Net Present Value	\$2,714,352	\$5,368,973	\$4,771,240	\$3,775,019	\$1,782,576	(\$209,866)	(\$2,202,309)
Discount Rate	5%	-	-	-	-	-	-
Capital Investment	\$466,050	-	-	-	-	-	-
Payback Period	5 years	4 years	4 years	4 years	5 years	7 years	> 12 years
Sales Revenue - Year 5	\$812,500	-	-	-	-	-	-
Operating Expenses - Year 5	\$533,607	\$378,991	\$413,538	\$471,115	\$586,270	\$701,425	\$816,580
Net Income - Year 5	\$278,893	\$433,509	\$398,962	\$341,385	\$226,230	\$111,075	(\$4,080)

The base assumption for market approaches is that it sells into four market types: (1) community firewood program 200 cords/year, (2) local retail 200 cords/year, (3) regional 1,000 cords/year and firewood bundles 1,000 cords/year. The most valuable market is the bundled firewood one as it provides the greatest profit margin. The value of bundled firewood by cord is between \$400-\$600 and a marginal wholesale fee is included to pay to OWC or other wholesale intermediaries for market connection and sales relationship. The analysis below shows the stark difference in net present value if the operation does not sell to firewood bundle markets.

Table 41: Selling Solely Corded Wood or Lower Bundled Firewood Price

Different Market Approaches			
	Base Assumption	No Bundled Firewood	Lower Bundled Price \$400
Net Present Value	\$2,714,352	(\$1,926,265)	\$407,678
Discount Rate	5%	-	-
Capital Investment	\$466,050	\$414,250	\$466,050
Payback Period	5 years	> 12 years	6 years
Sales Revenue - Year 5	\$812,500	\$448,000	\$660,500
Operating Expenses - Year 5	\$533,607	\$496,092	\$533,607
Net Income - Year 5	\$278,893	(\$48,092)	\$126,893

Project Outcomes

Job creation and retention

- **Assist Inbound in employing residents of Oakridge year-round:** Provide work for 5-7 jobs during the winter months, a difficult timeframe for finding local work.

Biomass utilization

- **Reduce fuel loading on National Forest:** Removing top wood and cull wood will reduce “jackpot” fuels near roads and improve visuals. If road maintenance projects were possible it would also ensure road durability on USFS roads.

Air quality

- **Sustaining good air quality:** The City of Oakridge airshed is moving into attainment and has made considerable progress since 2007 where the 24-hour particulate matter count was 47 micrograms per cubic meter ($\mu\text{g}/\text{m}^3$). It is the expressed goal of this project to decrease and sustain that number to below 30 $\mu\text{g}/\text{m}^3$.

8. Appendix

Businesses, Programs and Organizations Contacted

- Alliance for Green Heat
<http://www.forgreenheat.org>
- California Air Resources Board, Kasia Turkiewicz, ARB
- Ecosystem Workforce Program/Institute for a Sustainable Environment, University of Oregon, Autumn Ellison
- Heritage Sustainable Resources, North Powder, Oregon <http://heritagesr.com>
- Mt. Adams Resource Stewards, Nate Ulrich (former employee)
<http://www.mtadamsstewards.org/programs/natural-resource-economic-development/>
- Oregon Wood Innovation Center, Scott Leavengood
<http://owic.oregonstate.edu>
- Oregon Woodland Cooperative, Neil Schroeder
<https://www.oregonwoodlandcooperative.com>
- Southern Willamette Forest Collaborative, Sarah Altemus-Pope
<https://southwillamette.wixsite.com/swfc/community-firewood-program>
- Sustainable Northwest, Dylan Kruse
<http://www.sustainablenorthwest.org/what-we-do/programs/sustainable-northwest-wood>
- T2 Incorporated, Jeremy Totten, Sweet Home, multi-product biomass (*did not respond*) <https://www.t2incorporated.com/home.html>
- U.S. Environmental Protection Agency, Kathleen Stewart
- U.S. Forest Service, Robert Mickey, Duane Bishop, Kate MacFarland
- Washington Woodland Cooperative, Terrance Meyer
<http://www.washingtonwoodland.coop/about/#home>
- Watershed Center / Tule Creek, Nick Goulette
<https://fireadaptednetwork.org/fantastic-failure-biomass-utilization/>
- Wood Recovery, Russ Van Wyck (*did not respond*)

Additional Potential Contacts

- Dean Innovations http://firewoodportland.com/firewood_vendors.php
- Iron Triangle Logging <https://treesource.org/news/goods-and-services/wildfires-restoration-economy-oregon/>
- JB Firewood Co. <https://www.jbfirewood.com>

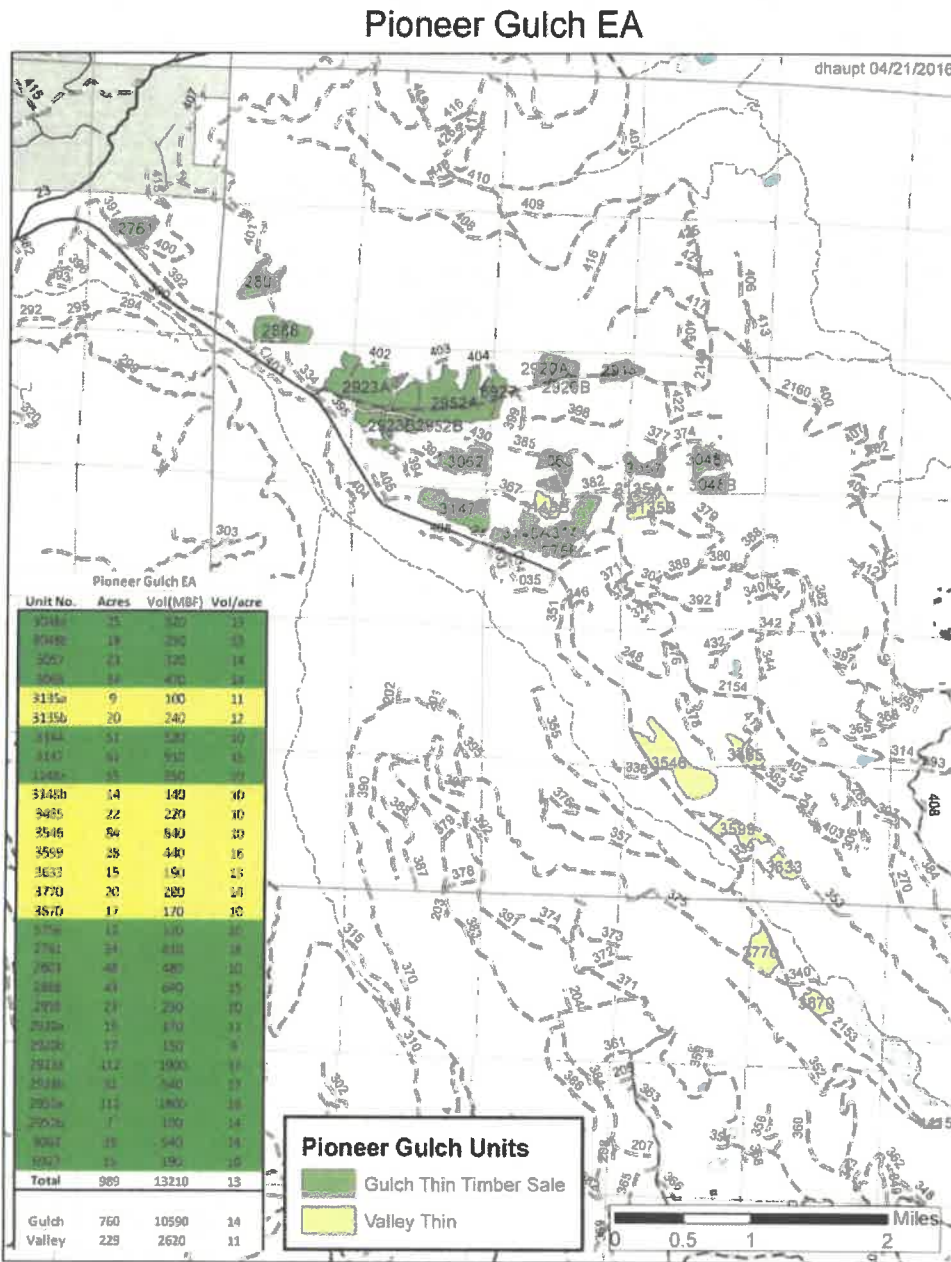
- National Firewood Association <http://nationalfirewoodassociation.org>
- Noble Enterprises (Philomath/Corvallis)
- O'Malley Brothers <https://www.omalleybros.com/forestry>
- Oregon Forest Resources Institute
- OSU Renewable Materials, Instructor David Smith
- Sisters Forest Products <http://sistersforestproducts.com/firewood/4510410>
- Wallowa Resources Integrated Biomass Energy Campus (IBEC)

Resources Evaluated

The following is a list of the documents and resources that we reviewed:

- Analyzing Firewood Business Investments – Sawmill & Woodlot
<https://www.nature.org/ourinitiatives/regions/northamerica/unitedstates/tennessee/how-to-evaluate-potential-profitability-of-a-firewood-business.pdf>
- Certified Firewood Marketing Plan For Certified Wood from Central Minnesota
<http://www.cura.umn.edu/sites/cura.advantagelabs.com/files/publications/CAP-031.pdf>
- A Community Guide to Starting & Running a Wood Bank – University of Maine
https://digitalcommons.library.umaine.edu/cgi/viewcontent.cgi?article=1000&context=sfr_studentpub
- Community Assistantship Program: Certified Firewood Marketing Plan
<http://www.cura.umn.edu/sites/cura.advantagelabs.com/files/publications/CAP-031.pdf>
- Equipment for The Production of Firewood – North Carolina
<https://outreach.cnr.ncsu.edu/woodworkshops/documents/Marcus.MultitekC.pdf>
- Firewood Processor and Portable Sawmill Workshop
<https://www.fs.usda.gov/naspf/news/firewood-processor-and-portable-sawmill-workshop-june-7-2018>
- Oakridge Biomass Facility Cost and Feasibility
https://docs.wixstatic.com/ugd/cb6d32_441f4d95086349cabbaf9b98d1b5dfda.pdf
- Renewable Wood Heat: Warm Toes & Healthy Forests
http://www.biomassthermal.org/wp-content/uploads/2017/12/NSAAJournalArticle_2017_WoodEnergy.pdf
- Valley County Idaho Forest Products Campus Feasibility Study, WR Community Solutions Inc.
https://www.mccallstarnews.com/images/images_downloads/BioMass%20Study.pdf
- Watershed Center, formerly assisted in the Tule Creek Forest Products organization which sold bundled firewood in CA and OR
- Wilseyville Woody Biomass Value-Added Product Yard Feasibility Study, TSS Consultants <http://ucanr.edu/sites/swet/files/176215.pdf>

Figure 18: Valley Thin Timber Sale (Pioneer Gulch)



Source: USFS Middle Fork District Office

Figure 19: Valley Thin Photos



Source: Sarah Altemus-Pope, SWFC

Figure 20: Firewood BTU Ratings

FIREWOOD BTU OF WESTERN SOFTWOOD SPECIES

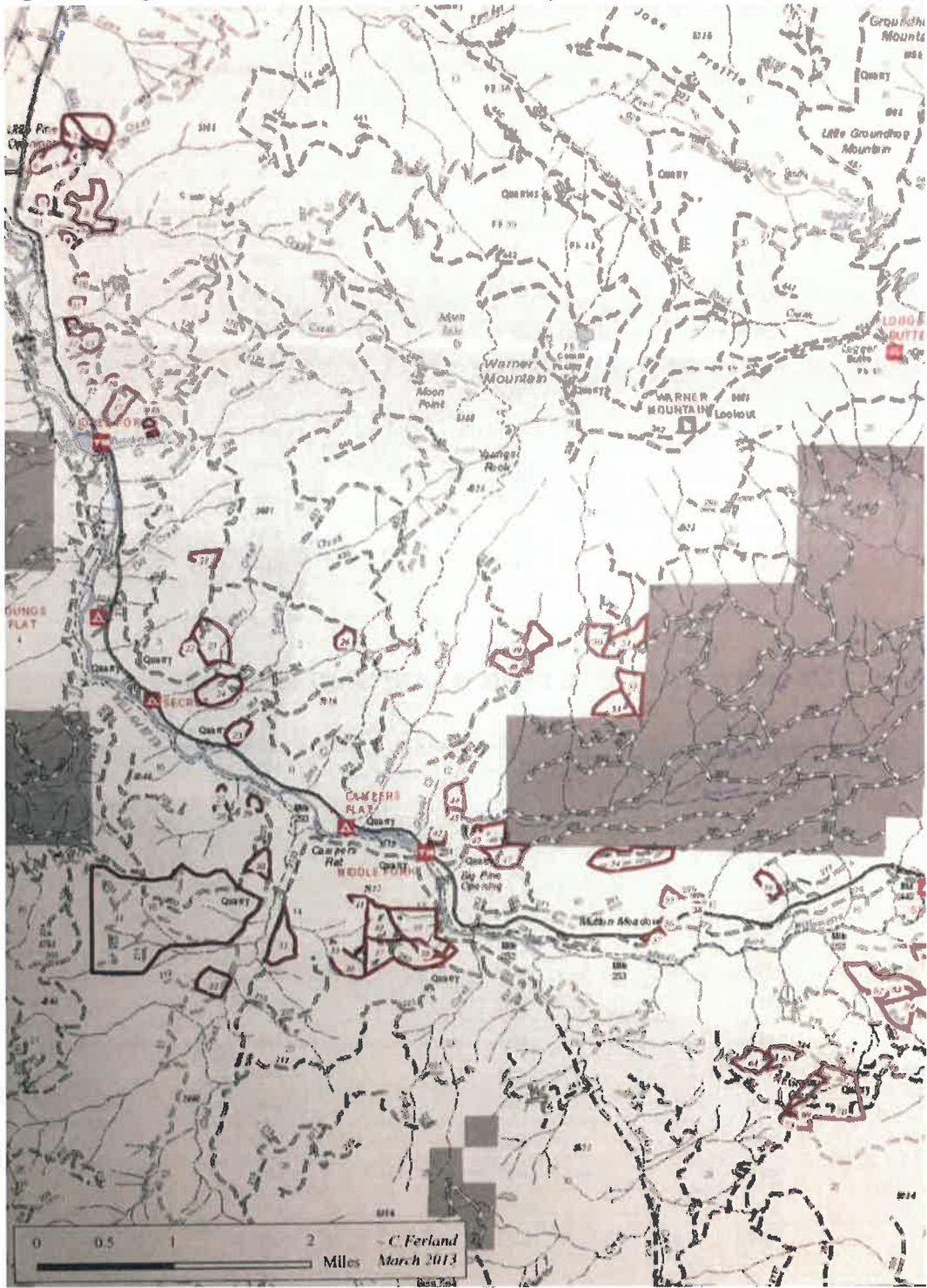
Species	Million BTU's per Cord	Pounds Per Cord Green	Pounds Per Cord Dry
Douglas Fir	26.5	5050	3075
Western Juniper	26.4	5410	3050
Western Hemlock	24.4	5730	2830
Port Orford Cedar	23.4	4370	2700
Lodgepole Pine	22.3	4270	2580
Ponderosa Pine	21.7	4270	2520
Jeffery Pine	21.7	4270	2520
Sitka Spruce	21.7	4100	2520
White Fir	21.1	3190	2400
Red Fir	20.6	4040	2400
Incense Cedar	20.1	3880	2350
Coast Redwood	20.1	4040	2330
Grand Fir	20.1	3880	2330
Sugar Pine	19.6	3820	2270
Western White Pine			
Sequoia Redwood			

FIREWOOD BTU OF WESTERN HARDWOOD SPECIES

Species	Million BTU's per Cord	Pounds Per Cord Green	Pounds Per Cord Dry
Live Oak	36.6	7870	4840
Eucalyptus	34.5	7320	4560
Manzanita	32.0		
Pacific Madrone	30.9	6520	4086
Dogwood	30.4	6520	4025
Oregon White Oak	28.0	6290	3710
Tanoak	27.5	6070	3650
California Black Oak	27.4	5725	3625
Pepperwood (Myrtle)	26.1	5730	3450
Chinquapin	24.7	4720	3450
Bigleaf Maple	22.7	4940	3000
Red Alder	19.5	4100	2600
Quaking Aspen	18.0	3880	2400
Cottonwood	16.8	3475	2225

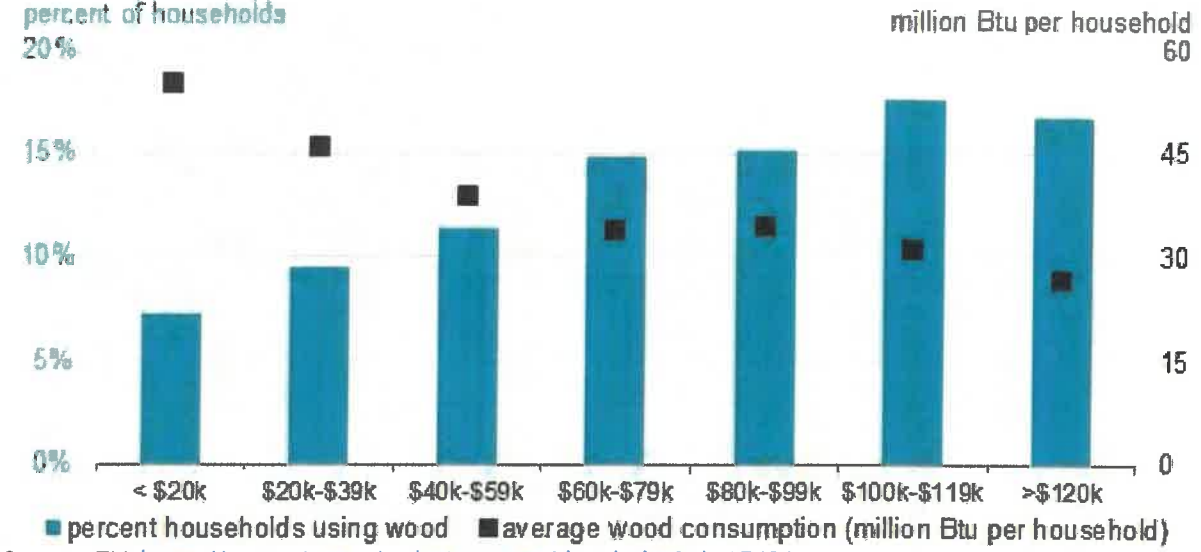
Source: <http://worldforestindustries.com/forest-biofuel/firewood/firewood-btu-ratings/>

Figure 21: Rigdon NEPA and Potential Stewardship Locations



Source: USFS Middle Fork District Office

Figure 22: Wood Use by Income
percent of households



Source: EIA <https://www.eia.gov/todayinenergy/detail.php?id=15431>

Figures 23: Oregon Woodland Cooperative: Equipment







Business of the City Council

City of Oakridge, Oregon

September 21, 2023

Agenda Title: Special Fire District Feasibility Study – Final Report

Agenda Item No: 10.8

Exhibits: Feasibility Study

Proposed Council Action: Info Only

Author: CA

ISSUE:

Steve Abel completed his final report for the Special Fire District Feasibility Study. It is included as an exhibit for information and discussion.

FISCAL IMPACT: Varies

OPTIONS: N/A (Info only)

STAFF RECOMMENDATION: N/A (Info only)

RECOMMENDED MOTION: N/A (Info only)

STRATEGIC THEMES/GOALS INVOLVED:

Theme 1 (Safe Community), Goal #1: Ensure a safe community by partnering to protect people, property and the environment.

Theme 1 (Safe Community), Goal #2: Provide efficient, sustainable, and equitable public safety services including police, fire, and emergency medical services.

Theme 2 (Responsive Government), Goal #1: In an open and transparent manner, effectively deliver services that citizens need, want, and support.

Theme 2 (Responsive Government), Goal #3: Manage finances in a fiscally responsible manner ensuring long term financial stability.

Theme 4 (Community Livability), Goal #3: Seek opportunities to revitalize the City's business corridors and neighborhoods to provide safe and beautiful places to live and work.

Fire Department/District Consolidation Feasibility Study

July 2023

City of Oakridge Fire Department
City of Westfir Fire Department
Hazeldell Rural Fire Protection District

Steve Abel & Associates, LLC
Creswell, Oregon

Acknowledgements

This project is the collaboration of many individuals participating in bringing forth information, reviewing documents, reviewing drafts and providing input.

Our thanks to the men and women who participated in meetings, provided data and support for this study.

Additional thanks to the Lane County Assessor's Office for providing potential tax data for various scenarios.

And special thanks to the City Councils of the Cities of Oakridge and Westfir, and the Hazeldell Fire District Board of Directors for their support for this project and to Chief Scott Hollett and staff of Oakridge Fire Department.

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Councilor Jan Hooker

Councilor Melissa Bjarnson

Davel Ackland, Citizen Member

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City of Westfir

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Project Objectives

The intent of this report is to provide the elected officials of Oakridge, Westfir and Hazeldell Fire District with relevant information in which to make informed decisions regarding the potential for some form of a consolidated fire district.

The cities of Oakridge and Westfir along with Hazeldell Fire District formed a Special District Joint Sub-Committee to explore options to creating a unified fire district or other joint organization. The committee's goal was threefold:

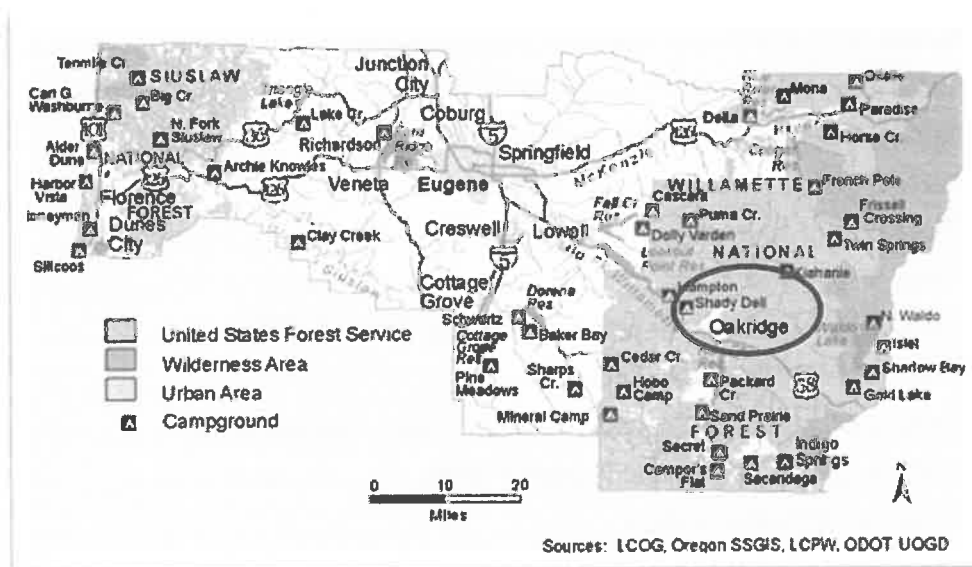
- Create a separate entity from the City of Oakridge with the belief that residents are more supportive of a 'Special District' as opposed to a general-purpose government such as a city.
- Create a separate entity in which voters of each of the three jurisdictions could all vote on issues such as levies or bonds.
- Create an entity in which representatives from all three jurisdictions had a reasonably equal voice in matters concerning the operation of the Fire District.

Priorities include:

- Provide effective and efficient fire protection services
- Maintain ambulance transport services
- Provide for sustainable funding

Each of the objectives are discussed in detail.

The overall service area is at the far eastern boundary of Lane County, Oregon.



Executive Summary

Often agencies opt to combine, consolidate or merge in order to reduce redundancies; such as multiple Fire Chiefs, Training Officers, etc. In this case, all services are provided by one agency, Oakridge Fire & EMS contracting to the City of Westfir and Hazeldell Rural Fire Protection District. The latest [February 2016] ISO Public Protection Classification Report¹ graded all three agencies as one 'combined entity'. Any changes in the ISO grading will affect each jurisdiction.

Given the primary objective of combining resources, there are 3 basic options, each with their own advantages and disadvantages:

- Create a 3rd entity, commonly referred to as a 'Fire Authority'
- Have a Fire District [Hazeldell] annex fire protection services to the cities of Oakridge and Westfir
- Create a new Fire District comprised of Oakridge, Hazeldell, Westfir and unprotected areas

A fourth option is to maintain or strengthen the current contract for services in which Oakridge provides fire protection services to both Hazeldell and Westfir.

Ambulance transport services is a separate issue in that Oakridge maintains a contract with the Lane County to provide services to Oakridge, Westfir, Hazeldell and other areas within their assigned Ambulance Service Area [ASA]. While not within the scope of this report, there may be an option to create a Health-Ambulance District under ORS Chapter 440. This creates a separate district from the Fire Districts and would have its own tax base and Board of Directors. An ORS 190 agreement could create the joint cooperative service with the City or Fire District. There are several Health Districts operating ambulance transport services within the State of Oregon. Creation of a new taxing district could likely lead to tax compression issues.

While the first three options outlined above create an environment in which elected officials of each of the governmental jurisdictions would have oversight authority of a combined agency, it does not necessarily address additional concerns:

- Financial Stability
- Maintaining an effective volunteer firefighter and emergency medical response force.

Additional information is provided in this report to address each of the options available along with financial and demographic information that may assist the communities and officials in determining the options that would best suit each community.

The information provided in this report is provided in good faith with the most recent information available at the time this report is created. In any case, any option should be reviewed by legal counsel to ensure that current processes are being followed. Nothing in this report should be construed as legal advice.

¹ ISO stands for Insurance Services Office- their grading system usually affects structure fire insurance premiums. Information regarding ISO is on page 59

In addition, local resources are available in that one Lane County jurisdiction has completed a complete consolidation of two Fire Districts [Lane Fire Authority] and two agencies have currently created a third entity and are pursuing an annexation [Goshen and Pleasant Hill Fire Districts].

Challenges & Considerations

In developing options for the Special District Joint Sub-Committee, the following areas need to be discussed and addressed:

- Ambulance Services
- Geographical Considerations
- Demographic Considerations
- Financial Considerations
- Options for Moving Forward

While both Westfir and Hazeldell have a desire for active volunteer firefighters within their areas, that topic is beyond the scope of this study.

Current Services Arrangement

Currently fire protection services are provided by the City of Oakridge Fire Department via contracts with the City of Westfir and Hazeldell Rural Fire Protection District. Oakridge and Westfir have fire departments authorized under City Charters; Hazeldell Rural Fire Protection District is a 'Special District' authorized under Oregon Revised Statutes Chapter 478.

Independent of fire protection services, Oakridge Fire Department also provides ambulance transport services with Lane County Ambulance Service Area [ASA] 7, which encompasses Oakridge, Westfir and Hazeldell Fire District, plus a significant area within east Lane County. A description of this ASA starts on page 17.

9-1-1 calls are received by the Lane County Sheriff's Office, who also provides dispatching services. The Fire Department had considered contracting with the Central Lane 9-1-1 which is operated by Eugene Police Department. This change would put Oakridge on the same radio and dispatch frequencies with Oakridge Fire's automatic and mutual aid partners². Due to service demands within Central Lane 9-1-1, they are not in a position to contract with Oakridge at this time. Currently Oakridge Fire Department plans on contracting with Junction City for dispatch services.

Limited fire code enforcement services are currently provided by the Oregon State Fire Marshal's Office. These services are generally limited to the schools. The State Fire Marshal's Office also provides fire investigation services when needed.

² 'Automatic Aid is an agreement when another Fire Department is dispatched at the same time as Oakridge Fire Department. The partner responds 'automatically' with no other request needed. Mutual Aid is when a partner agency responds to an emergency upon request of the originating Fire Department. Oakridge Fire Department is part of the overall Lane County Mutual Aid Agreement.

improvements or reductions in the ISO ratings have the likelihood of affecting fire insurance rates for property owners in Oakridge, Westfir and Hazeldell Fire District.

In September 2018 Emergency Services Consulting International performed a 'Staffing Needs Assessment for Oakridge Fire-EMS. This document should also be reviewed in making decisions.

Terminology

The following terms are used throughout this report:

Ambulance Service Area [ASA]: This is an area to establish geographic areas in which a County approved service provider will provide ambulance transport services. This is usually an area beyond a specific fire district. More on Ambulance Service Areas is on page 17

Compression: Ballot Measure 5, adopted November changed the Oregon Constitution [Article XI, Section 11] to limit general government property taxes to \$10 per \$1,000 of real market value [education taxes are limited to \$5 per \$1,000 of real market value. If the total of all general government taxes on a real property exceed the \$10 limit, taxes will be 'compressed' [reducing] general government tax rates until the \$10 is achieved. This starts with 'compressing' or reducing local option levy taxes first. General Obligation Bonds are outside of this limitation.

District: the terms District, Special District, Fire District, Fire Protection District may be used interchangeably within this report. In each case, they are synonymous and for the purposes of this report refer to a Fire Protection District organized under ORS Chapter 478. This is a special purpose district, which has taxing authority; as opposed to general government such as the County or a City.

Permanent Rate: Oregon measures 47 and 50 effectively established a taxing authority's 'permanent rate', of which cannot be changed- even by the vote of the taxpayers in a taxing jurisdiction. Local Option levies are still allowed. The assessed valuation of a taxing district can only be increased by a maximum of 3% annually, plus any new construction valuations. The 'permanent rate' remains the same, the overall assessed valuation increases. This has created some challenges for local Districts if inflation and overall costs exceed the annual 3%.

SDAO: Special Districts of Oregon is an invaluable resource to guide Directors of Special Districts, including Fire Districts. They have several publications such as the Administrative Handbook that guides the formation of Fire Districts, taxation issues, elections, etc. They also offer consulting services. They are located in Salem. Contact information is here: [Special Districts Association of Oregon \(sdao.com\)](http://Special Districts Association of Oregon (sdao.com))

City of Oakridge

The City of Oakridge is the easternmost city in Lane County and has a 2022 population of 3,224 residents³ within 2.2 square miles. Oakridge is a full-service city operating under a council-manager form of government. The Fire-EMS Department is governed by the City Council.



The Fire-EMS Department is staffed with a career Fire Chief and three career fire officers who work shifts to ensure 24-hour coverage. Career staff members are also paramedics. The career staff is supplemented by about 30-volunteers as well as part-time personnel.

Oakridge Fire-EMS provides fire protection services, rescue, hazardous materials Operations Level and paramedic level emergency medical response and ambulance transport.

City of Westfir

The City of Westfir is governed by an elected Mayor and City Council. Westfir, home to some 263 people in .3 square miles, is nestled along the lower portions of the narrow North Fork river valley, just above its confluence with the Middle Fork of the Willamette River. It is located about one mile east of State Highway 58 and is a four-mile drive west of the City of Oakridge.



Westfir was formed as a mill town at the beginning of the twentieth century, and has quite a history prior to its official incorporation in 1979.

Westfir currently contracts with Oakridge Fire-EMS for fire protection and first response emergency medical services.

Hazeldell Rural Fire Protection District

The Hazeldell Rural Fire District (RFD) was formed in November 2002 to provide fire protection services to non-incorporated areas in the Oakridge/Westfir community of Lane County. The Hazeldell RFD is a legal municipal entity formed under Oregon Revised Statutes Chapter 198. This organization was created by a majority vote of Oakridge/Westfir rural residents, is funded through property tax assessments, and serves approximately 950 residents in an area of about 15 square miles.



The Fire District is governed by a 5-member Board of Directors elected by the voters of Hazeldell Fire District.

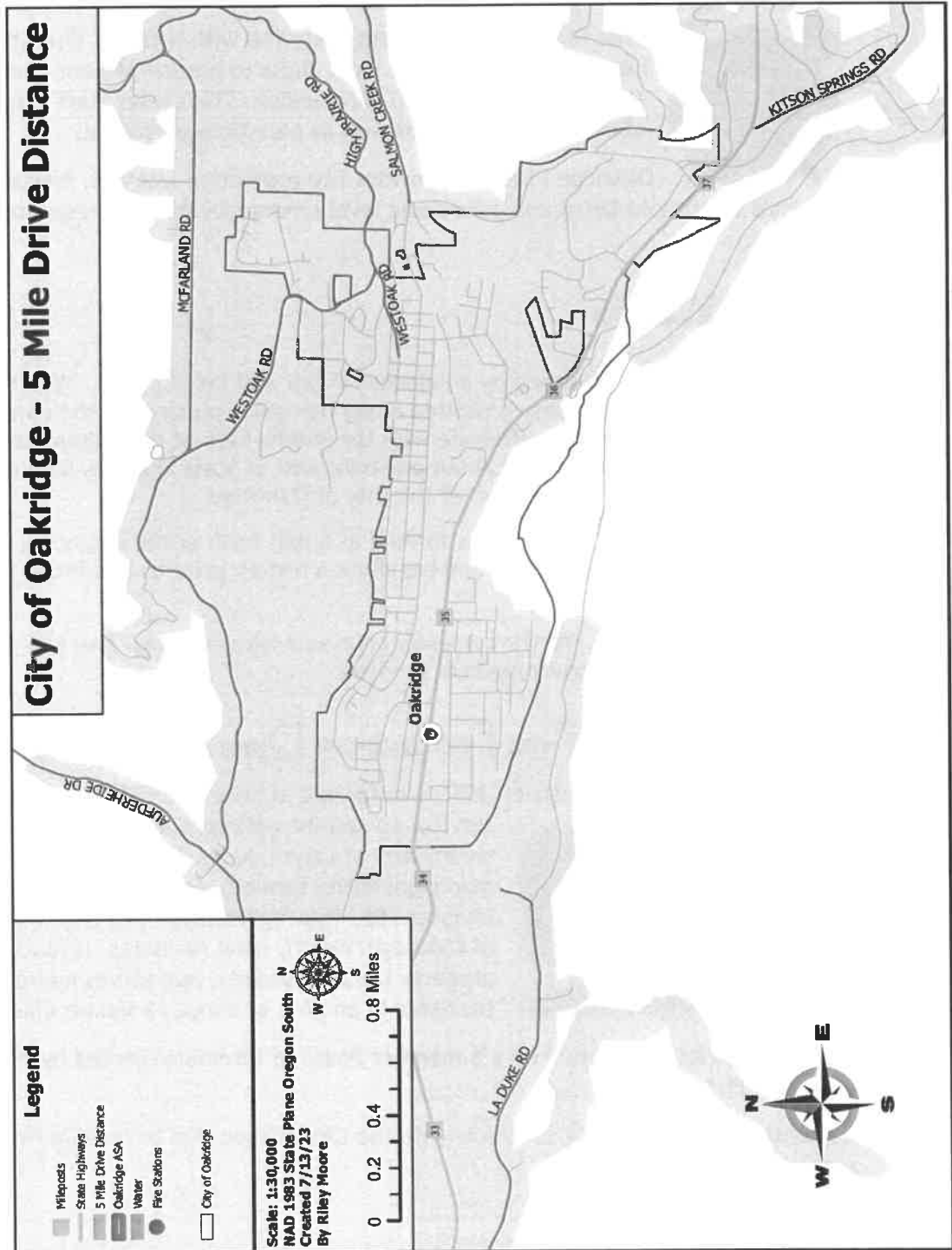
Currently, the Fire District contracts with the City of Oakridge to provide fire protection and emergency medical services.

³ Portland State University July 2022 certified population estimates.

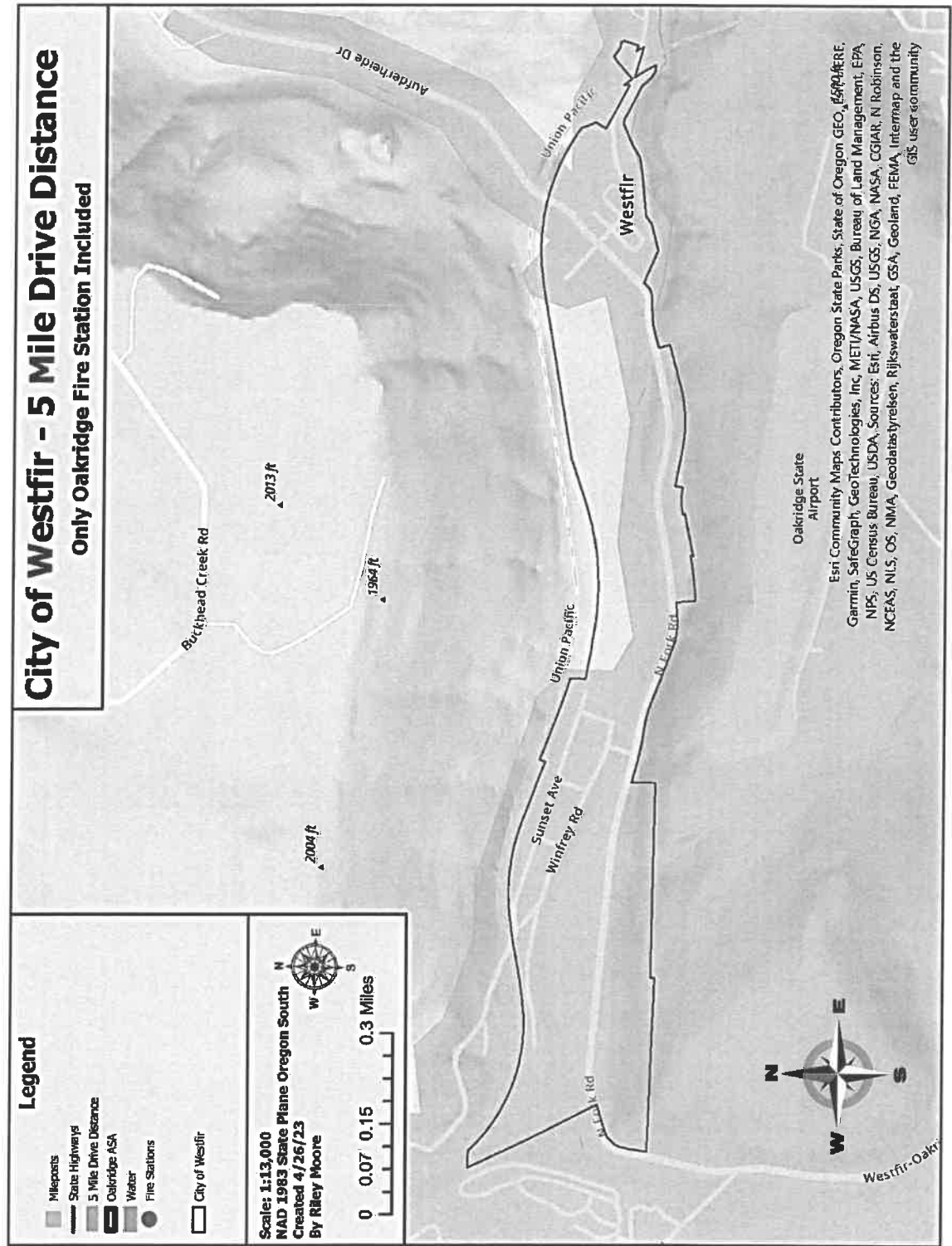
Maps indicating 5-road mile response to each of these areas are on the following pages.

5-Road Mile Travel Distance Maps

Oakridge from Oakridge Fire Station Only



Westfir from Oakridge Fire Station Only



Calendar Year Call Volume

The following pages include call volumes for calendar year 2022, plus summary data for years 2018-2021. Of note, 88% of all calls for service were emergency medical related, with about 3% of all calls being fires. It's often been said that today's 'Fire Department' is an Emergency Medical Department that occasionally fights fires. However a robust and effective fire suppression force has direct impacts on fire insurance rates and maintaining a commercial base.

Of note are the 2nd to 4th simultaneous calls that occurred in calendar year 2022. This occurred 154 times that year, for an average of almost 3 times a week. Keeping in mind that an average ambulance transport call can take upwards of 3-hours. This illustrates the ongoing need for a robust volunteer firefighter/medical response force in addition to on-call or stipend part-time staff.



Oakridge Fire & EMS

47592 Highway 58, P.O. Box 1410, Oakridge OR 97463



Fire Department 2022 Year End Activity Report *(updated 01-27-22)*

	Oakridge	Hazeldell	Westfir	Hwy. 58	USFS	Y
Emerg. Med.	730	43	61	105	17	956
Trans. to RBH	165	20	11	11	8	229
Trans. to MWH	139	8	10	9	5	165
Trans. to UDH	11	0	1	0	0	16
Trans. to LZ	2	1	0	1	0	8
Trans. to Other	0	0	0	0	0	0
Trans. %	43%	67%	36%	20%	76%	42%
Fires	28	1	0	2	2	33
Good Intent	30	4	0	2	0	36
Haz. Condition	3	1	0	0	1	5
Other Situation or False Call	19	1	1	7	2	30
Service Call	13	5	0	0	1	19
Total Calls	823	55	62	116	23	1079
Overall Total Calls for response Area:						1079

2nd Out Calls – 129 3rd Out Call – 21 4th Out Call – 4 For the year

Calls by Day of Week & Time of Day

Time	Su	Mo	Tu	We	Th	Fr	Sa	Y
0000-0359	18	14	11	15	11	9	11	89
0400-0759	12	16	25	16	18	19	14	120
0800-1159	35	34	42	27	28	29	43	238
1200-1559	37	35	35	46	31	39	33	256
1600-1959	35	27	29	27	34	27	42	221
2000-2359	31	20	24	23	17	23	20	155
Total:	168	146	163	154	139	146	163	1079

Volunteer Hours for: **December**
 Stipend EMT Coverage:..... 180 hours
 Stipend Driver Coverage:..... 120 hours
 Trainee Coverage: 66 hours
 Drill Attendance: 18.5 hours
 Association Meeting:..... 13.5 hours
 Projects:..... 21.75 hours
 Holiday Events: 96 hours
Total Hours by Volunteers: 515.75 hours



Oakridge Fire & EMS



47592 Highway 58, P.O. Box 1410, Oakridge OR 97463

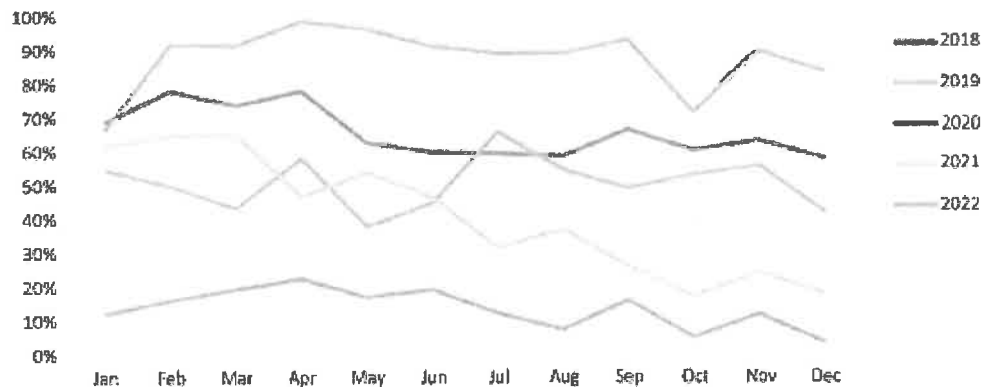
Fire Department Activity report for 2022

2022	Oakridge	Hazeldell	Westfir	Hwy. 58	USFS	Total
January	78	3	5	9	2	97
February	69	4	11	11	2	97
March	86	2	3	6	1	98
April	78	1	2	9	1	91
May	68	5	1	7	1	82
June	70	8	3	9	3	93
July	60	5	5	14	5	89
August	64	6	3	7	3	83
September	59	6	5	5	1	76
October	59	2	8	10	0	79
November	72	5	8	15	2	102
December	57	8	8	14	2	89
Grand Total:	823	55	62	116	23	1079

Fire Department Historical January – December

	Oakridge	Hazeldell	Westfir	Hwy. 58	USFS	Not Reported	Total
2018	679	46	48	104	20	20	917
2019	717	52	30	104	26	4	933
2020	652	67	45	74	28	0	866
2021	731	70	40	111	46	0	998
2022 YTD	823	55	62	116	23	0	1079
Grand Total:	3835	314	234	562	149	24	5118

Historical Data of Stipend Coverage



Ambulance Service Areas

While this study is to outline potential options for governance of a consolidated Fire District, significant input relates to maintaining local ambulance transport services. The City of Oakridge, besides providing fire protection and first response emergency medical services, also contracts with Lane County to provide ambulance transport services in accordance with a countywide plan.

Oregon Revised Statute [ORS] 682.062 directs each county to develop a plan for the county or two or more contiguous counties to develop a plan relating to the need for and coordination of ambulance services and establish one or more ambulance service areas consistent with the plan for the efficient and effective provision of ambulance services. The intent is that all areas of the State will be covered by an ambulance service. The text of ORS 682.062 can be found on-line here: [ORS 682.062 - County plan for ambulance and emergency medical services \(public.law\)](#)

Oregon Health Authority through Oregon Administrative Rule [OAR] 333-260 further defines how Ambulance Service Areas are established within each county. An ASA is a geographic area that is established by each County. The text of OAR 333.660 can be found on-line here: [OAR Division 260 - County Ambulance Service Area Plans – Oregon Administrative Rules \(public.law\)](#)

Lane County through the Lane County Code Chapter 18 further defines Ambulance Service Areas within Lane County.

There are 9 ASA's within Lane County, with Oakridge Fire covering ASA #7 which is defined as:

ASA #7. - South/East. Starting at Milepost 7 on State Highway 58, this area is bordered on the north by a line running east to Saddle Blanket Mountain, and continuing east to the Deschutes County line; and bordered on the west and south by a line starting at Milepost 17 on State Highway 58, running south to Mount June, then southeast to Patterson Mountain, the south-southeast to Grass Mountain, then continuing south to the Douglas County line. Response into rural and frontier areas will be dictated by access capabilities.

ASA #7 covered by Oakridge Fire-EMS is approximately 2,200 square miles much of which is wilderness and generally inaccessible.

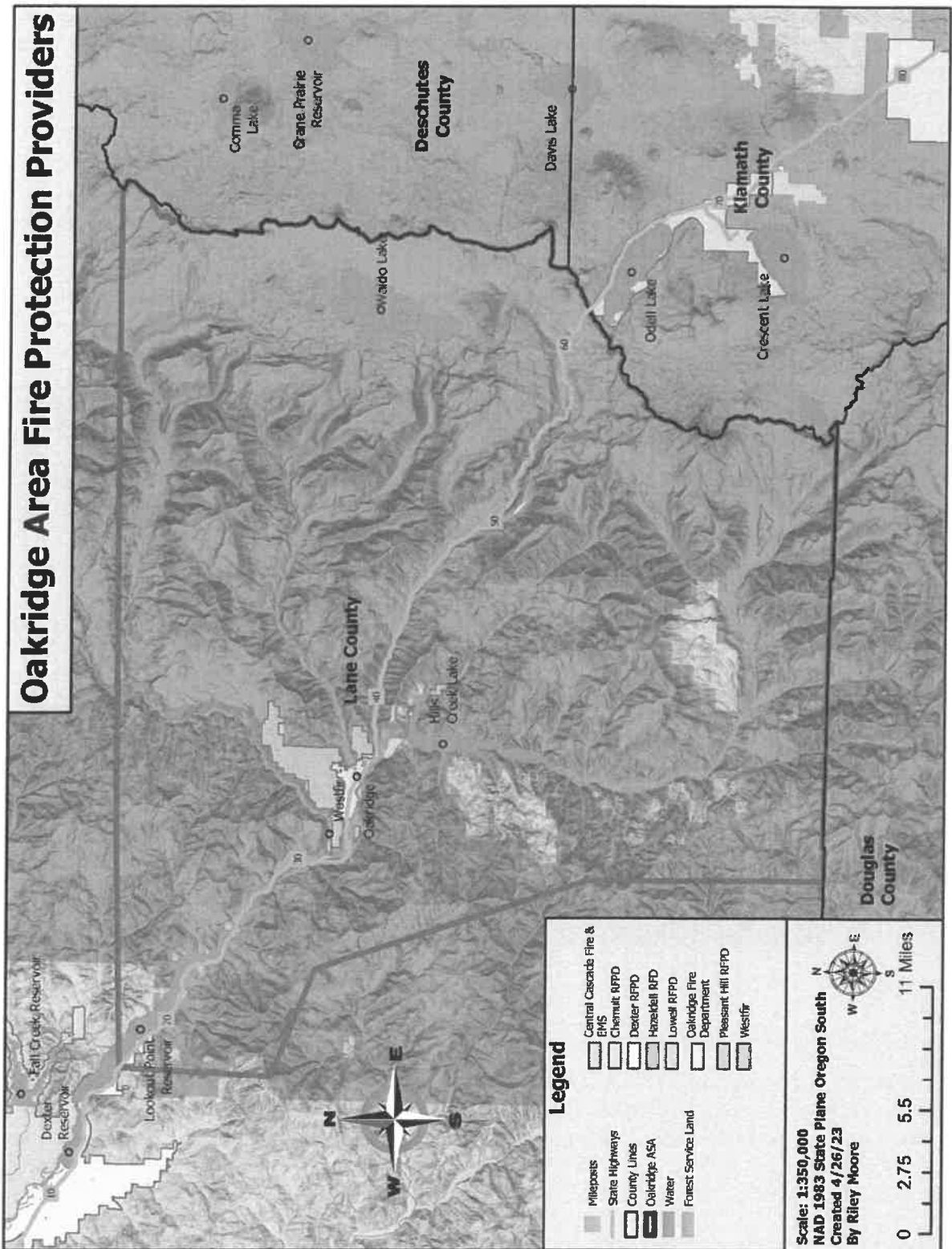
The text of Lane County Code Chapter 18 can be found on-line here: [LC18.pdf \(civiclive.com\)](#)

The next closest ASA to Oakridge is Springfield's ASA which covers Highway 58 up to milepost 17. The next closest ambulance to the Oakridge area [if available] is from the Thurston area of Springfield, with a distance from Oakridge of about 38 miles and with a travel time of at least 40-minutes- weather, road conditions and traffic dependent.

With the travel times from the next nearest ambulance, it's understandable that the Westfir/Oakridge/Hazeldell areas desire to maintain a local ambulance transport provider.

It should be noted that it is County that is responsible to ensure that all areas of Lane County, including Oakridge, are served by an ambulance transport service.

Oakridge ASA #7 Map



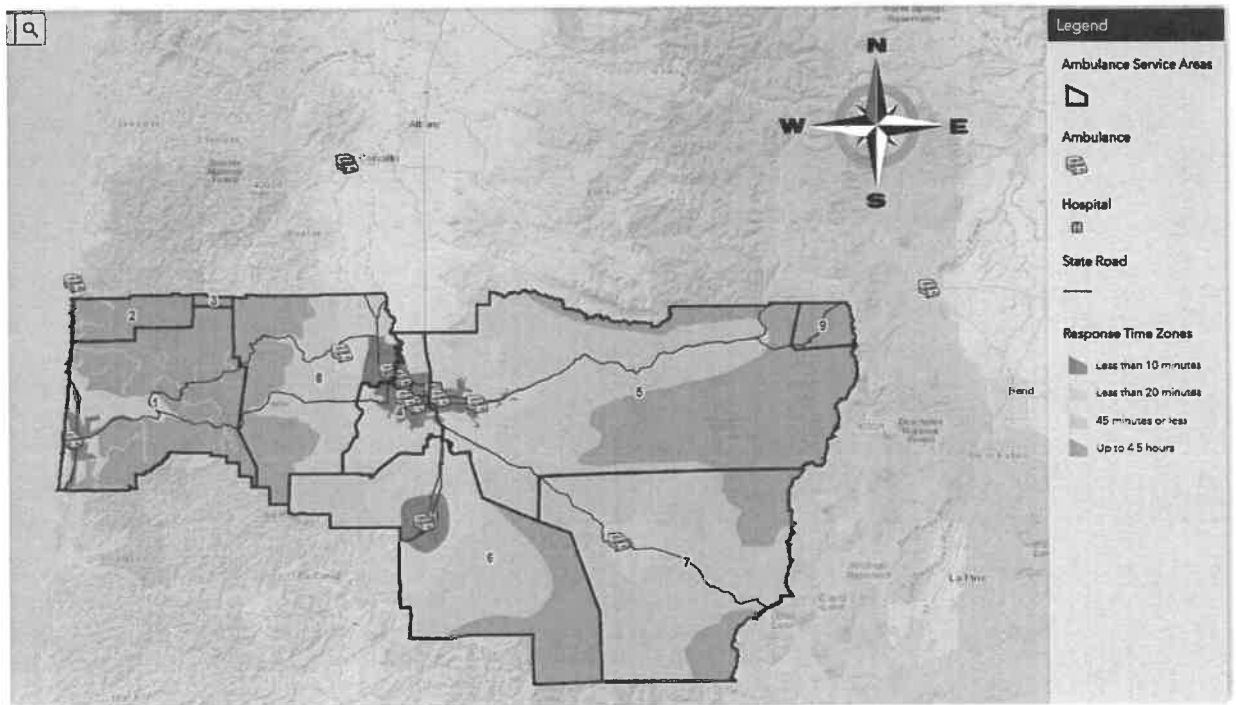
Ambulance Response Times

The following maps indicate response time zones for Lane County ambulance service providers., are served by an ambulance transport service. Response time zones in Lane County are:

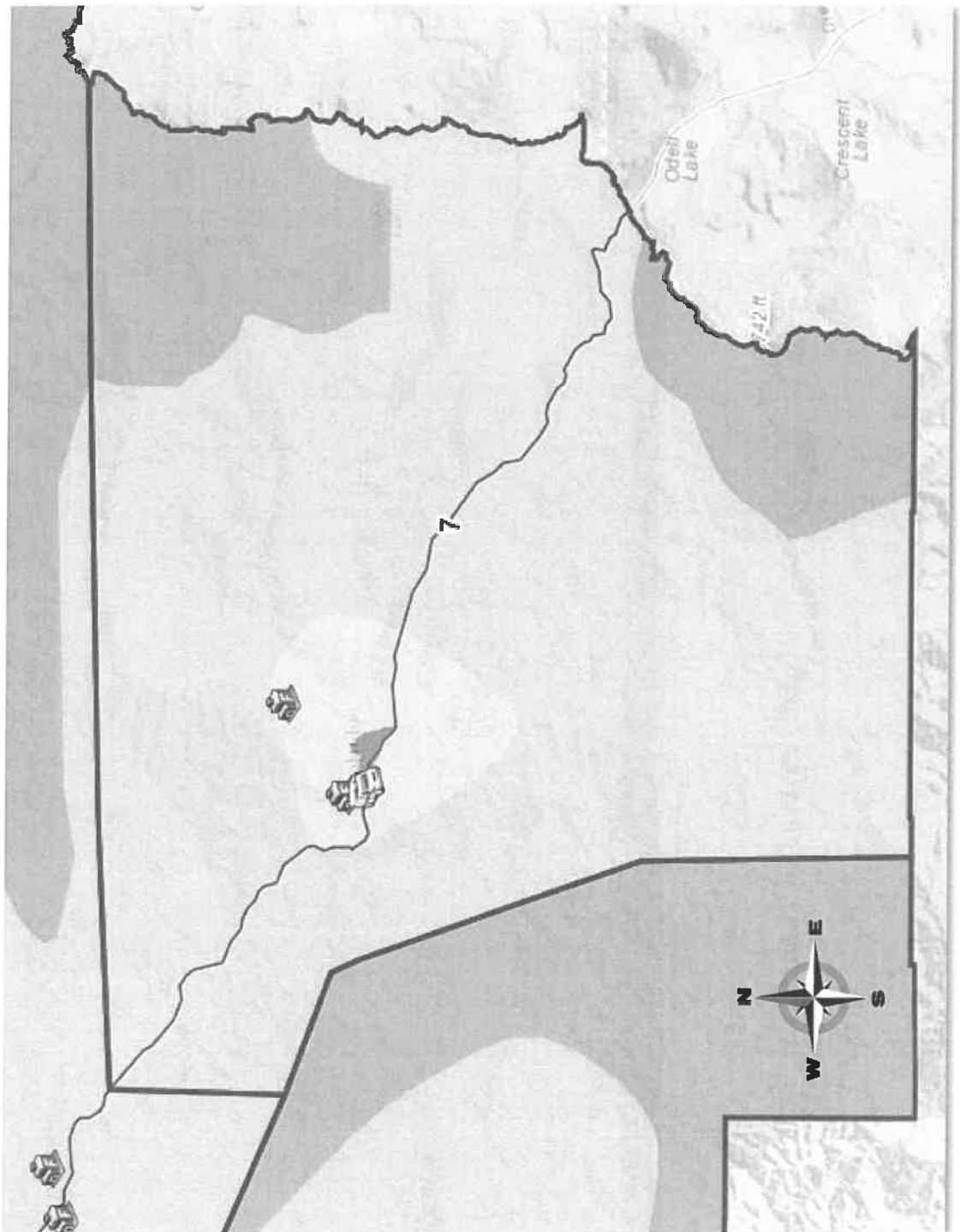
- Urban: Less than 10-Minutes
- Suburban: Less than 20-Minutes
- Rural: 45-Minutes or less
- Wilderness: Up to 4.5 hours

There are exception reports that are required to be filed with the County for instances in which the response times are not met.

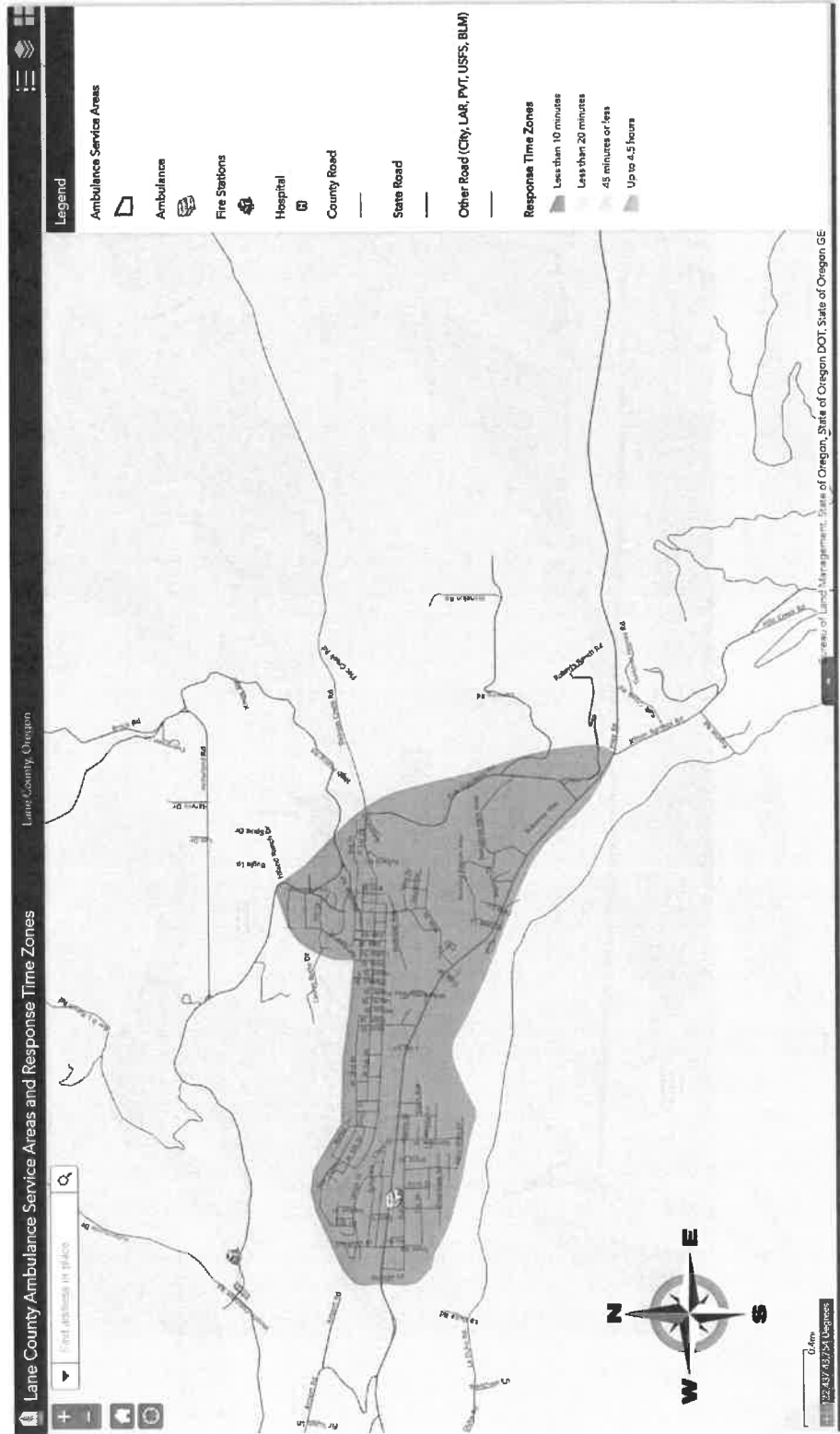
The entire county map is shown below to indicate available ambulance services within the county.



ASA 7: Oakridge Fire-EMS Response Time Zone Maps



Oakridge Fire-EMS 'Urban' Response Zone



Ambulance Fees and Collections

Significant discussions relate to maintaining a local ambulance transport service along with the costs to operate this service. There is a significant disparity between the overall charges for ambulance transports vs. actual collections. This is primarily due to limitations on what can be legally charged to various government insurance plans- mainly Medicare.

This is the 2023 adopted ambulance transport fee schedule:



City of Oakridge - Fee Schedule
Effective: July 1, 2023
(Exhibit A - Resolution 14-2023)

Ambulance

Ambulance Transport (Resident)	\$2,000
plus per mile charge	\$35
Ambulance Transport (Non-Resident)	\$2,500
plus per mile charge	\$35
Extra Attendant	\$55/hr Resident \$70/hr Non-Resident
Waiting Time	\$65/hr Resident \$80/hr Non-Resident
Sit Up Patients	60% of the base rate
Ambulance Aid Call	60% of the base rate



Based on these charges, it is not uncommon for an ambulance transport charge to be over \$3,300. The amounts actually collected depend on what is called a 'payer mix'- essentially a breakdown of the various insurance agencies and private pay individuals. A breakdown of 2022 ambulance transport billings vs. collectibles are on the next 2 pages.

By law, an ambulance provider must accept Medicare payments as 'payment in full' for any transport of a Medicare covered patient, and may not bill the individual in addition to the Medicare reimbursement⁴

Not surprisingly, the majority of patients transported to a hospital are more elderly, and often covered by Medicare or Medicaid. In 2022, 58% of all ambulance transports were those covered by Medicare, with another 22% covered by Medicaid [80% of all transports].

⁴ US Code of Federal Regulations Title 42, Chapter IV, Subchapter B, Part 414, Subpart H, §414.610

Oakridge, Westfir, Hazeldell Consolidation Study

1/24/2023

City of Oakridge Payer Production Statistics

Date Of Service	01/01/2022
Date Of Service	12/31/2022
Company	City of Oakridge

	Tickets	%	Charges	%	Payments	%	Levy Fund	%	Write Offs	%
Medicare (Fee Schedule)										
Medicare	78	18 %	259,435.65	17 %	-50,052.00	14 %	0.00	0 %	-166,010.98	18 %
Medicare - HMO	180	40 %	627,682.70	41 %	-127,850.19	38 %	0.00	0 %	-434,823.76	48 %
Group Total	258	58 %	887,118.35	57 %	-177,902.19	51 %	0.00	0 %	-600,834.74	66 %
Medicaid (Fee Schedule)										
Medicaid-OR	7	2 %	23,192.00	2 %	-2,944.27	1 %	0.00	0 %	-19,047.73	2 %
Medicaid-OR-Mgd Care	90	20 %	310,791.65	20 %	-40,438.95	12 %	0.00	0 %	-235,176.20	26 %
Medicaid-WA	1	0 %	4,008.50	0 %	0.00	0 %	0.00	0 %	0.00	0 %
Group Total	98	22 %	337,992.15	22 %	-43,384.22	12 %	0.00	0 %	-254,223.93	28 %
Commercial										
Auto	6	1 %	21,491.00	1 %	-12,084.00	3 %	0.00	0 %	-3,027.00	0 %
Indian Health	1	0 %	4,033.00	0 %	0.00	0 %	0.00	0 %	0.00	0 %
Kaiser	1	0 %	3,550.50	0 %	0.00	0 %	0.00	0 %	0.00	0 %
Miscellaneous Insurance	21	5 %	71,237.50	5 %	-41,923.82	12 %	0.00	0 %	-10,921.06	1 %
Regence	13	3 %	48,518.50	3 %	-35,328.25	10 %	0.00	0 %	-6,588.35	1 %
Veterans Administration	13	3 %	46,814.50	3 %	-35,494.50	10 %	0.00	0 %	0.00	0 %
Workers Comp	1	0 %	4,043.50	0 %	-4,043.50	1 %	0.00	0 %	0.00	0 %
Group Total	56	13 %	199,488.50	13 %	-128,872.07	37 %	0.00	0 %	-20,536.41	2 %
Private/Self-pay										
FireMed	1	0 %	3,036.00	0 %	0.00	0 %	0.00	0 %	0.00	0 %
Insurance Research	11	2 %	33,590.25	2 %	0.00	0 %	0.00	0 %	-3,711.00	0 %
Private	21	5 %	83,314.50	5 %	-1,444.04	0 %	0.00	0 %	-30,629.96	3 %
Group Total	33	7 %	119,940.75	8 %	-1,444.04	0 %	0.00	0 %	-34,340.96	4 %
Summary										
	445		1,544,539.75		-351,602.52		0.00		-909,936.04	

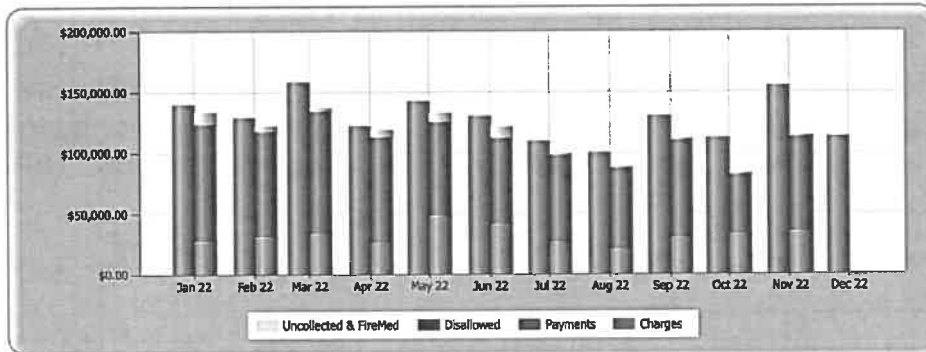
1/24/2023

City of Oakridge ANNUAL COLLECTION STATISTICS

Date Of Service	01/01/2022
Date Of Service	12/31/2022
Invoices	0
Company	City of Oakridge

Month	Tickets	Charges	Payments	%	FireMed	%	Disallowed	%	Uncollected	%	Pending	%
Jan 22	41	140,083.85	-27,211.91	19 %	-2,168.10	2 %	-97,164.19	69 %	-7,231.50	5 %	6,307.89	5 %
Feb 22	41	129,510.00	-31,185.07	24 %	-2,568.00	2 %	-86,822.22	67 %	-1,797.71	1 %	7,157.00	6 %
Mar 22	48	159,659.00	-33,852.18	21 %	-845.45	1 %	-100,800.81	64 %	-1,892.48	1 %	21,169.00	13 %
Apr 22	35	122,301.00	-26,793.91	22 %	-825.00	1 %	-86,395.59	71 %	-4,729.00	4 %	3,557.50	3 %
May 22	40	143,209.85	-47,847.57	33 %	-1,153.88	1 %	-77,609.00	54 %	-6,338.80	4 %	10,260.40	7 %
Jun 22	38	129,947.35	-40,661.51	31 %	-781.31	1 %	-72,032.77	55 %	-7,703.50	6 %	8,798.29	7 %
Jul 22	30	109,476.35	-26,840.89	24 %	-820.00	1 %	-71,199.88	65 %	-275.00	0 %	10,541.58	10 %
Aug 22	29	100,210.50	-19,717.35	20 %	-910.95	1 %	-67,147.70	67 %	-125.00	0 %	12,308.50	12 %
Sep 22	38	150,603.80	-30,705.67	20 %	-535.00	0 %	-80,302.92	51 %	0.00	0 %	15,559.01	15 %
Oct 22	32	112,322.00	-32,628.86	29 %	-289.20	0 %	-49,941.78	44 %	0.00	0 %	28,265.36	26 %
Nov 22	46	155,037.25	-34,860.80	22 %	-852.88	0 %	-78,867.48	51 %	0.00	0 %	40,828.29	28 %
Dec 22	31	113,279.50	0.00	0 %	0.00	0 %	0.00	0 %	0.00	0 %	113,279.50	100 %
Summary												
	445	1,544,539.75	-351,602.52		-11,559.57		-668,283.44		30,093.03		263,001.19	

All amounts shown relate directly to each month's charges. They will not reconcile to monthly deposit reports



Options being Discussed

One of the objectives of this report is to discuss the potential options for the creation of a unified fire agency that encompasses each of the 3 jurisdictions. The following is a quick description of the 4 options being explored:

'Fire Authority': It should be noted that a legal entity known as a 'Fire Authority' does not currently exist in Oregon. This governmental entity is not uncommon and is recognized in Washington State and in California. In Oregon, a 'Fire Authority' is a name that a local area might assign to a 3rd entity formed by an ORS 190 agreement.⁵ More information on 'Fire Authorities' is on page 25

Annexation: This is a process in which an existing entity [such as Hazeldell Fire District] would annex fire protection to either Oakridge, Westfir, or both. In this type of scenario, Hazeldell's tax rate would apply in any annexed area, subject to approval by the elected bodies as well as the voters in the affected areas. More information regarding Annexations is on page 27

Create a new District: This may be possible to create a new Fire District expanding the boundaries of an existing entity... such as Oakridge creating a Fire District, incorporating some unprotected areas either in combination with Westfir and/or Hazeldell; and establishing a new tax rate. This would also need approval of the governing bodies as well as the voters in the affected areas. Discussion on this option is on page 29.

Update the existing Agreements: Currently, Westfir and Hazeldell contract with the City of Oakridge for fire protection services [ambulance services are provided as part of the ASA in which Oakridge provides as part of the County system]. Agreements could be updated and create an advisory board to provide input as to the operations of the Fire Department.

Mergers or consolidations are not being considered as mergers occur between two or more 'Districts', not a City and a District for Fire Protection services only.

Regardless of what options are being pursued, a current operating and capital budget needs to be prepared to determine the overall viability and sustainability of the operations.

Financial discussions and DRAFT budgets for operations and capital replacements start on page 30.

⁵ Oregon Revised Statutes Chapter 190 allows two or more public agencies to enter into agreements with each other, or to form a separate entity to carry out all or parts of their authorized duties.

Fire Authority

As noted, in Oregon a 'Fire Authority' is a name that some have assigned to an entity formed by an agreement under ORS 190. Lane county examples include Lane Fire Authority which is now a new entity formed by consolidation of Lane County Fire District #1 and Lane Rural Fire District. The voters of both Districts opted to form a new District with the 'Fire Authority' name. Lane Fire Authority previously was an entity formed under ORS 190, in which the two Fire Districts maintained their own taxing authority. Pleasant Hill Fire District and Goshen Fire District have created a third entity in which employees all the career staff and volunteers.

Often, agencies will start the process of becoming one agency with the creation of a 3rd entity. This could be compared to 'moving in together' before getting married. Each agency maintains their own taxing authority, elected officials and capital assets. The 'Authority' may be governed by a Board of Directors made up of a number of elected officials from each of the participating jurisdictions. Final financial decisions must be approved by each participating jurisdictions elected officials.

The creation of a 'Fire Authority' 3rd entity does not require a vote of the electors in the involved jurisdictions, but does require the approval of the City Council members of both Oakridge and Westfir [assuming both wish to join in on the 3rd entity; as well as the Hazeldell Fire District Board of Directors.

A 'Fire Authority' operating under an ORS 190 agreement does not have general taxing authority. Each of the participating jurisdictions maintain their own tax rates. Should an local option levy or general obligation bonds be needed, it would be up to each jurisdiction to pose the question to their voters and seek approval... and any monies collected would go to the taxing jurisdiction- not directly to the 3rd entity.

The 'Fire Authority' derives their budget from payments from each participating jurisdiction. The ratio of contributions is determined by a combined Board of Directors and approved by the elected officials of each jurisdiction. The 'Fire Authority' often maintains its own bank account[s] and maintains its own operating expenses.

Because public funds are involved, an additional financial audit is required for the 'Fire Authority's' finances. Additional insurance would need to be obtained to protect the 'Fire Authority' in its operations.

Employees: There are a couple of options available with regards to career employees and volunteers.

- Have each jurisdiction [Oakridge] maintain its own Fire-EMS employees, PERS retirement rates, insurance, etc. as part of its financial contribution.
- Transfer each employee and volunteer to the 3rd entity 'Fire Authority'

If employees are transferred, the following should be considered:

- Designating that while under an ORS 190 agreement, to what agency the employees will return should the ORS 190 agreement be dissolved prior to any full annexation or new Fire District creation.
- The Fire Chief would become an employee of the 3rd entity and report to the combined 'Fire Authority' Board of Directors.
- The issue of any PERS accumulated unfunded liability with relation to Oakridge Fire Department employees would need to be addressed with PERS, the City of Oakridge and a combined Board of Directors. A new PERS rate would need to be established.
- New personnel policies need to be established and adopted.
- New benefits packages will need to be created [health insurance, deferred compensation plans, etc.].
- Any collective bargaining agreements with represented employees will need to be addressed.

If a 3rd entity is being considered, the combined Board of Directors may opt to have employees and volunteers remain with Oakridge for a transition period of time. 'Unraveling' benefits and especially PERS can be burdensome should the 'Fire Authority' under an ORS 190 agreement be dissolved.

Ambulance services would still remain with the City of Oakridge, even though services are provided by the 3rd entity, unless the ASA is transferred by Lane County to a new entity.

Ownership of capital assets and real estate still remain with the original jurisdictions, usually with normal maintenance the responsibility of the 'Fire Authority'. How any major breakdowns or repairs need to be addressed in the ORS 190 agreement.

While a 'Fire Authority' operating under an ORS 190 agreement does not completely separate from any City, it does create a separate contracted entity. The 3rd entity 'Fire Authority' does not have taxing authority, and the agreement could be cancelled within the terms within the ORS 190 agreement.

Should this be a viable first step for Oakridge, Hazeldell and Westfir, the previous mentioned agencies [Lane Fire Authority; Pleasant Hill-Goshen] may be able to provide their experiences and recommendations for a transition, structure, etc.

Finally, legal counsel is strongly recommended to structure a 3rd entity under ORS 190 and as well as how to address any dissolution of the 'Fire Authority'.

Annexation

A Fire District such as Hazeldell Rural Fire Protection District, with approval of the City Council[s] and voters of each jurisdiction may annex fire protection services within the city[ies]. ORS 198.866 outlines the requirements and process to initiate and implement an annexation between a city and fire district. A link to this ORS is [ORS 198.866 - Annexation of city to district \(public.law\)](#) Note that the process for a district to annex services to a city is different from district to district.

If approved, the tax rate of Hazeldell Fire District would apply within the city of Oakridge and Westfir, in addition to the taxes imposed by the City, subject to property tax limitations for each property owner. This has the possibility of placing general government taxes in compression. The City has the option to reduce their tax rate below their 'permanent rate' or the Fire District could limit their tax rate below their permanent rate. Information from the Lane County Assessor's Office indicates that some properties are currently in 'compression' while others would not be in compression even if Hazeldell's tax rate applies.

While Hazeldell's permanent rate would apply, the option for local option levies exists for the voters of the wholly annexed area to consider.

The following are excerpts from the Special Districts Association of Oregon Administrative Handbook [can be downloaded here: [Introduction \(sdao.com\)](#)]

ANNEXATION

Annexation is the process by which territory may be added to a special district.

A district may consist of contiguous or noncontiguous territory located in one or more adjoining counties. If any part of territory to be annexed is within a city, the petition must be accompanied by a certified copy of a resolution of the governing body of the city approving the petition.

A district may not, by annexation or otherwise, include territory included within another district formed under the same principal Act when the other district is authorized to perform and is performing the services the affected district is authorized to perform unless:

- Withdrawal of such territory is proposed and the territory is actually withdrawn by means of withdrawal proceedings conducted in the other district simultaneously with the annexation proceedings, and the proposed boundary changes are approved for both districts; or
- The principal Act provides for automatic withdrawal of the affected territory in such case.

The boundary lines of a special district must include only such territory as may reasonably be served by the facilities or services of the district. Therefore, if property proposed to be annexed cannot be served by the district, the county board may remove that territory or the annexation may be challenged in court on that ground.

Application of Statutes

The process of annexation to special districts is governed by ORS 198.850 through 198.869. Those statutes refer to other statutes that indicate particular procedural requirements. The processes provided for in those statutes apply to annexation to special districts that are listed in ORS 198.010. Annexations to districts not listed in that statute would be accomplished pursuant to the statute creating the particular district (principal Act). Territory within a district may not be included within or annexed to another district subject to the same principal act.

Initiation of Annexation

A proceeding to annex territory to a special district may be initiated by any one of the following methods:

- By electors. Pursuant to ORS 198.850(1) electors of an area who wish to annex to a special district may file an annexation petition with the county board of the county in which the territory proposed to be annexed is located. Prior to filing the petition with the county board, the petition must be approved by the board of the affected district, by endorsement on the petition, and by any other agency which is required by the principal Act of the particular district to endorse or approve the petition.
- By the district board. Pursuant to ORS 198.850(3), annexation may be initiated by the district board by adoption of a resolution setting forth the following:
 - The intention of the district to initiate the annexation of territory to the district and citing the principal Act of the district.
 - The name of the district and the proposed territory to be annexed.
- By the county board. The county board may initiate an annexation to a special district by the same process indicated above. See ORS 198.850(3).
- Other agencies. If authorized by the principal Act, any other agencies so authorized may initiate an annexation to a special district pursuant to the process indicated above. See ORS 198.850(3).
- By a landowner. An owner of land may petition the county for annexation of such land. A public hearing is held, but no election. See ORS 198.857.
- By a city. A city may propose annexation of city territory to a special district to receive services. Such annexation is initiated by a resolution or motion of the city delivered to the district board. If the district board approves the proposal from the city, the board calls an election in the district and the city calls an election in the city on the same day. If the proposal passes in both jurisdictions, the county adopts an order annexing the city to the district. See ORS 198.866 and 198.867.

Should 'Annexation' be pursued, legal counsel will need to be engaged.

Create a New Fire District

Creation of a new Fire District is a more complicated and lengthy process. The City of Oakridge or Westfir could opt to form a separate Special District to provide fire protection services, that would most likely include Hazeldell Fire District. The advantage of the creation of a new Special District is that a new 'permanent' tax rate could be established, as opposed to an 'Annexation' by Hazeldell Fire District in which their 'permanent' tax rate would apply.

The process would definitely need to be approved by the voters in the proposed new Fire District as well as approval from the City Councils.

Ambulance services [ASA] would not be affected should the new District opt to continue to provide ambulance transport services within ASA #7 and petition to transfer the ASA responsibilities to the new District.

The process is authorized and governed under ORS chapters 198 and 478.

The following are excerpts from the Special Districts Association of Oregon Administrative Handbook [can be downloaded here: [Introduction \(sdao.com\)](http://Introduction(sdao.com))]

FORMATION

A special district may be formed from contiguous or noncontiguous territory located in one or more adjoining counties. Exceptions to this may exist in individual principal acts that govern the formation and authorities of specific types of districts. A district may also include territory within a city if the city governing body consents to the formation.

Territory within another district performing the same services as the proposed district may not be included in a new district unless the territory is withdrawn, either by a simultaneous withdrawal proceeding or automatically by statute, from the former district. The boundaries of a new district may only include territory that can be reasonably served by the facilities or services of the proposed district.

There are three procedures that may be used to form a special district:

- The filing of a petition for formation,
- The consent of all property owners within the area of the proposed district, or
- Initiation and order of the county board.

The SDAO Administrative Handbook goes into detail as to how to initiate the formation of a Special District.

Financial Discussions

One of the concerns expressed is the sustainability of fire and EMS operations in the area.

For FY2023-24 Oakridge Fire-EMS was originally funded \$1,470,237 for operations. This does not include any additional equipment funding by either Hazeldell or Westfir. This funding was derived from:

City of Oakridge General Fund	\$466,000
City of Oakridge Public Safety Fees	\$130,000
Fire Med Subscriptions.....	\$27,000
Hazeldell Contract	\$67,187
Wesfir Fire Contract	\$37,000
Ambulance Transport Fees	\$450,000
Misc. Income	\$2,000
Hazeldell Vol. Program	\$15,500
GEMT ⁶	\$50,000

Hazeldell has budgeted an additional \$85,000 for equipment and volunteer support programs, in addition to \$292,847 for apparatus & capital purchases. Hazeldell has provided an ambulance and Westfir has contributed a fire engine she annual operational contributions.

The operation budget now includes reserve funds for future apparatus or capital replacement needs. Assuming Oakridge replaces apparatus and vehicles with serviceable used vehicles [as opposed to purchasing new vehicles] using an apparatus replacement schedule on page 35; a reserve account should have a balance of over \$800k and an annual ongoing contribution of over \$160k. Adding in reserve funds for other capital replacements [scba's, defibrillators, etc.] along with major facility repairs, and additional \$50k would not be unreasonable. For sake of discussion a sustainable annual budget [including capital replacements] might be an additional \$676,000 bringing a total discussion DRAFT annual budget of \$192m. This should only be used as a 'starting point' in developing budgets as well as long term financial plans.

If Hazeldell's tax rate were to apply also to Oakridge and Westfir [as in an annexation], using 2022-23 valuations, an estimated tax revenue would be \$705,841 [calculations are on page 31]. This does not include ambulance transport revenues and other miscellaneous revenues.

These figures assume that the voters of all three jurisdictions approved the tax rate and that 'compression' did not significantly occur.

The table below is a summary of revenues for Oakridge Fire-EMS as well as combined operational, equipment and reserve funds appropriations for Fiscal Year 2023-24.

⁶ GEMT relates to Ground Emergency Medical Transport revenues which is intended to make up the difference between actual costs to transport a Medicaid patient vs. the standard Medicaid reimbursements. This only applies to Medicaid patients, NOT Medicare.

Table 1 DRAFT Combined Budget
 More detailed information is included in Table 3 on page 34

Summary

DRAFT Working Budget
 for Combined Entities

	A	B	C	D	E	F	G	
1	Line	Budget Category	Oakridge Fire-EMS Budget	Hazeldell Fire-EMS Budget	Westfir Fire-EMS Budget	Current Totals	Discussion Budget for ORS 190 'Fire Authority'	
2	1	Personnel Services	\$ 741,843	\$ -	\$ -	\$ 741,843	\$ 849,311	
3	2	Materials & Services	\$ 573,550	\$ 118,500	\$ 1,350	\$ 693,400	\$ 678,630	
4	3	Capital Outlay	\$ 32,500	\$ 292,845	\$ -	\$ 325,345	\$ 332,500	
5	4	Interfund Transfers- Reserve Accounts	\$ 92,344	\$ 10,000	\$ -	\$ 102,344	\$ 250,000	
6	5	Operating Contingency	\$ 30,000	\$ 5,000	\$ -	\$ 35,000	\$ 40,000	
7	6	Unappropriated Ending Fund Balance	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ 75,000	
8	7	Sub-Totals- Combined Agencies Fire-EMS Operating Budget	\$ 1,470,237	\$ 446,345	\$ 1,350	\$ 1,917,932	\$ 2,225,441	
9	8	Contract Payment to Oakridge	\$ -	\$ 67,187	\$ 37,000	\$ 104,187		
10	7	Total Requirements	\$ 1,470,237	\$ 513,532	\$ 38,350	\$ 2,022,119		
11								
12								
13		Assessed Valuation from Tables 4A	\$178,426,693	\$ 68,553,183	\$ 16,282,327	\$263,262,203	\$ 263,262,203	
14		Add 3%	\$183,779,494	\$ 70,609,778	\$ 16,770,797	\$271,160,069	\$ 271,160,069	
15		Times Hazeldell's Tax Rate	\$ 2.7115	\$ 2.7115	\$ 2.7115	\$ 2.7115	\$ 2.7115	
16		Sub-Total Property Tax Collections	\$ 498,318	\$ 191,458	\$ 45,474	\$ 735,251	\$ 735,251	
17		Hypothetical Collection Rate @96%	96%	96%	96%	96%	96%	
18		Hypothetical Property Tax Collections	\$ 478,385	\$ 183,800	\$ 43,655	\$ 705,841	\$ 705,841	
19								
20		Budgeted Ambulance Revenues	\$ 500,000			\$ 500,000	\$ 500,000	
21		FireMed Subscriptions	\$ 27,000			\$ 27,000	\$ 27,000	
22		Misc. Income	\$ 3,000			\$ 3,000	\$ 3,000	
23		Interest	\$ 2,000	\$ 4,000		\$ 6,000	\$ 6,000	
24		[Public Safety Fees Not Included]				\$ -		
25		Subtotal Additional Revenues	\$ 532,000	\$ 4,000			\$ 536,000	
26								
27		Hypothetical FY2023-24 Revenues				\$ 1,241,841	\$ 1,241,841	
28		Current Combined Agency Fire-EMS Budget				\$ 1,917,932	\$ 2,225,441	
29								
30		Projected Shortfall if Using only Hazeldell's Tax Rate				\$ (676,091)	\$ (983,600)	
31		Operating Levy Needed to Balance				\$2.60	\$3.80	
32						\$ 676,816	\$ 989,192	
33		These sample operating levies are for illustration purposes only to balance a budget and provide for capital equipment and apparatus. Much of the costs are due to aging vehicles, apparatus and equipment. Department elected officials and staff will need to evaluate immediate needs, adjust budgets, etc.						
34								
35								
36								
37								
38								

The property tax revenue chart on the previous page does not include calculations for any 'compression' issues that may reduce property tax revenues on some properties. Sample compression impacts should Hazeldell's property tax rate be applied within Oakridge and Westfir are included in Table 6 starting on page 48. Additional tax revenues could be obtained if the voters approved a local option levy for either operations or capital equipment- or a general obligation bond for capital improvements, such as new apparatus.

Of concern is the existing tax rates and assessed valuations of properties in the area- in which the median assessed values are the lowest in Lane County⁷ [see Tables 8 and 9 on pages 55 and 56]

Any discussion regarding a 3rd entity, annexation or new district needs to include PERS [Public Employees Retirement System] with both contribution rates and any unfunded accrued liabilities. 'Milliman' creates updated reports that can be obtained from the Oregon PERS website. A summary of current contribution rates as well as estimated unfunded liabilities is included in table 10 starting on page 57. Of concern is the likelihood of PERS establishing new rates for a new entity as well as an agreement on which agency would assume any unfunded liabilities.

⁷ Information from the Lane County Assessor's Office

Table 2 Oakridge Operating Budget
Fiscal Year 2023-24 Operating Budget

FORM LB-10 SPECIAL FUND RESOURCES AND REQUIREMENTS Page 24

Historical Data				DESCRIPTION RESOURCES AND REQUIREMENTS	Budget FY 2023-2024		
Actual	Actual	Budgeted	Proposed By Budget Officer		Approved By Budget Committee	Adopted By Governing Body	
Second Preceding Year 2020-2021	First Preceding Year 2021-2022	Adopted Budget this year 2022-2023					
EMERGENCY SERVICES FUND							
RESOURCES AND REQUIREMENTS							
1	(26,148)	61,000	100,000	Net Working Capital (accrual basis)	-	221,550	1
2	35	71	-	Interest	-	2,000	2
3				Transferred IN, from other funds:			3
4	613,151	665,000	465,736	Transfers from General Fund	466,000	466,000	4
5		-		ARPA Bonus	-	1,000	5
6		-	120,000	Transfer from Public Safety Fees	120,000	130,000	6
7				OTHER RESOURCES			7
8	14,938	36,170	20,000	Fire Med	27,000	27,000	8
9	61,089	64,220	65,230	Hazeldell Fire District IGA	67,187	67,187	9
10	16,500	22,089	35,191	Fire Contracts - Westfir	35,699	37,000	10
11	499,014	344,223	400,000	Service Charge For Ambulance	503,000	500,000	11
12	59,405	31,100	2,000	Miscellaneous Income	-	3,000	12
13	15,450	-	15,500	Hazeldell -Vol. Program	15,500	15,500	13
14			35,000	OSFM Seasonal Worker Grant	-	-	14
15			2,500	EMR Training Grant	-	-	15
16	40,462	-	50,000	GEMT	-	-	16
17	1,293,895	1,223,882	1,311,157	TOTAL RESOURCES	1,234,286	1,470,237	-
18				REQUIREMENTS			
19				PERSONNEL SERVICES			
20	92,160	83,943	109,800	Personnel insurance	100,400	128,400	20
21	144,184	144,898	158,900	PERS	160,500	160,500	21
22	314,021	287,721	360,437	Wages	360,721	362,943	22
23	89,845	139,266	70,000	Overtime	75,000	90,000	23
24		-	200	Volunteer Life Insurance M&S	-	-	24
25	55,075	19,169	47,000	Volunteers M&S	-	-	25
26	695,264	674,797	746,337	TOTAL PERSONNEL SERVICES	696,621	741,843	-
27	5.00	4.00	4.00	Total Full-Time Equivalent (FTE)	4.00	4.00	-
28				MATERIALS & SERVICES			
29	147,066	107,409	110,300	Materials and supplies	211,800	226,850	29
30	14,427	18,409	15,000	Utilities	19,500	19,500	30
31	237,259	275,625	247,450	Professional Services	305,565	238,200	31
32	75,900	80,700	82,000	Administration Overhead	-	85,000	32
33	2	-	-	Fire Prevention	1,000	3,000	33
34	474,654	482,143	454,750	TOTAL MATERIALS & SERVICES	537,665	573,550	-
35							
36				CAPITAL OUTLAY			
37	34,593	-	-	New Equipment	-	32,500	37
38	-	-	3,500	Radio/Pager Lease	-	-	38
39	-	-	5,000	CMAC Matching Funds	-	-	39
40	34,593	-	8,500	TOTAL CAPITAL OUTLAY	-	32,500	-
41				INTERFUND TRANSFERS - OUT			
42				Transfer to LB-11 for New Ambulance Fund	0	92,344	42
43	-	-	-	TOTAL INTERFUND TRANSFERS - OUT	-	92,344	-
44	-	-	100,000	CONTINGENCY	0	30,000	44
45	-	-	-	Ending balance (prior years)	-	-	45
46	-	-	1,570	UNAPPROPRIATED ENDING FUND BALANCE	-	-	46
47	1,204,511	1,156,940	1,311,157	TOTAL REQUIREMENTS	1,234,286	1,470,237	-

Table 3 Budget Detail
 Fiscal Year 2023-24 Operating Budget
 Budget Detail

Page 26

		Personnel Services		Materials & Services		Professional Services Non Legal	
		Current	Proposed	Current	Proposed	Current	Proposed
Personnel Insurance							
Health Insurance	\$100,500	\$118,000					
Life Insurance	\$300	\$400					
LTD Insurance	\$500	\$500					
Employee Allowance	\$500	\$500					
VEBA Contributions	\$9,000	\$9,000					
Total	\$110,300	\$128,400					
PERS							
PERS	\$158,900	\$160,500					
Total	\$158,900	\$160,500					
Overtime							
Overtime	\$70,000	\$90,000					
Total	\$70,000	\$90,000					
Wages (4FTE)							
Fire Chief	\$88,096	\$93,380					
EMS Coordinator	\$68,700	\$72,823					
Captain-Training Officer	\$71,500	\$74,590					
Lieutenant-2	\$71,250	\$69,028					
Worker's Compensation	\$15,000	\$14,422					
Payroll Taxes	\$38,000	\$37,500					
Deferred Comp		\$1,200					
Total	\$352,546	\$362,943					
Utilities							
Utilities			\$15,000	\$19,500			
Total Personnel Costs	\$691,746	\$741,843					
Materials & Services							
Materials & Services			\$47,000	\$65,700			
Volunteers Stipend/Calls/Training				\$150			
Banking fees			\$24,000	\$30,000			
EMS Supplies			\$4,000	\$7,500			
Fire Fighting Supplies			\$3,100	\$3,100			
Membership Dues Licenses			\$1,500	\$4,000			
Uniforms			\$1,000	\$4,300			
Health + Wellness			\$1,000	\$7,000			
Protective Clothing			\$750	\$1,800			
Fire Med Promotion			\$300	\$3,000			
Volunteers, Firefighters			\$9,000	\$16,800			
Miscellaneous Expense			\$1,000	\$12,500			
Building/Grounds Maintenance			\$14,500	\$15,000			
Vehicle Maintenance and Minor Repairs			\$1,500	\$1,500			
Small Equipment Maintenance/ Minor Repairs			\$1,300	\$1,500			
Pagers Repair/Replace			\$1,000	\$5,000			
Radio Maintenance and Repairs				\$8,000			
Annual Testing				\$31,000			
Fuel				\$5,000			
Travel & Training				\$146,950			
Total				\$226,850			
Professional Services Non Legal							
Seasonal Workers				\$120,000			
Dispatch Service				\$52,420			
Billing Charge SDW				\$16,000			
GEIMT expenditures				\$12,000			
Subscription Services				\$8,250			
Professional Services				\$208,370			
Total				\$370,320			
Fire Prevention							
Fire Prevention				\$0			
Total				\$0			
Administrative Overhead							
Administrative Overhead				\$82,000			
Total M & S				\$370,320			

Table 4 DRAFT Apparatus Replacement Schedules
Apparatus Replacement Schedule- NEW Apparatus

FY2022-23
New Apparatus or Refurb/Rechassis
 Owned by Oakridge unless otherwise noted

Apparatus Replacement Schedule
 Oakridge Fire Department

Apparatus Number	Radio Number	Vehicle Description	Model Year	Anticipated Service Life	March 2023 Mileage and/or Hours	Replace, Refurbish, or Surplus Out	Replacement or Refurbish Cost in 2023 \$	Estimated Salvage or Resale Value at time of Disposal in 2023 \$	Year to Replace or Refurbish	Years to Go before Replace or Refurbish	Projected Annual Inflation Rate	Projected Return on Investment for Apparatus Replacement Fund	Projected Cost to Replace or Refurbish in year of replacement	Projected Salvage or Resale Value in year of replacement	Net Cost of Replacement or Refurbishment in year of replacement
5564 Hazeldell	M1-1519	Medic Unit- Ford F450 chassis	2017	12	161,629	Re-chassis	\$ 175,000	\$4,500	2029	6	4.0%	3.50%	\$ 221,431	\$5,664	\$ 215,737
7835	M2-1529	Medic Unit- Ford F450 chassis	2012	12	205,110	Re-chassis	\$ 175,000	\$4,500	2024	1	4.0%	3.50%	\$ 182,000	\$4,680	\$ 177,320
64246	M3-1539	Medic Unit- International TK470	1996	30	OOS- surplus	Replace	\$ 400,000	\$5,000	2025	3	4.0%	3.50%	\$ 449,946	\$5,624	\$ 444,321
23095 FEP	R18-1518	Rescue/Type 4 Engine Ford F800 500g Tank	1991	33	96,439	Replace	\$ 350,000	\$0	2024	1	4.0%	3.50%	\$ 364,000	\$0	\$ 364,000
74840 Westfir	E11-1511	Engine Type 1 1250gpm / 1,000gal International Durastar	2007	30	10,818	Replace	\$ 700,000	\$20,000	2037	14	4.0%	3.50%	\$ 1,212,174	\$34,634	\$ 1,177,540
67636	E12-1512	Engine Type 1 1500gpm / 1,000gal International	1994	34		Replace	\$ 700,000	\$10,000	2028	5	4.0%	3.50%	\$ 851,657	\$12,167	\$ 839,491
40077 surplus Laneport	E-21-1521	Engine Type 1 1250gpm / 1,000gal Pierce Arrow	1987	37		Replace	\$ 700,000	\$20,000	2024	1	4.0%	3.50%	\$ 728,000	\$20,800	\$ 707,200
20871 FEP??	B27-20871??	Brush Truck Type 4	1994	50		Replace OSFM Grant	\$ 500,000	\$0	2044	21	4.0%	3.50%	\$ 1,139,384	\$0	\$ 1,139,384
81288 surplus Lane Rural	T15-1515	Water Tender: Ford F9000 3,000 gal; 1250 pump	1981	43	88,840	Replace	\$ 350,000	\$5,000	2024	1	4.0%	3.50%	\$ 364,000	\$5,200	\$ 358,800
50461 surplus from Sherland	T16-1516	Water Tender: Kenworth 3,000 Gallons	1987	37		Replace	\$ 350,000	\$5,000	2024	1	4.0%	3.50%	\$ 364,000	\$5,200	\$ 358,800
50730 surplus Eskoeds	T25-1525	Water Tender, 3,000 gal	1979	45		surplused	\$ 350,000	\$10,000	2024	1	4.0%	3.50%	\$ 364,000	\$10,400	\$ 353,600
77327 surplus Goshen	C10-1510	Command Vehicle- Dodge Durango	2008	16		Replace	\$ 70,000	\$3,500	2024	1	4.0%	3.50%	\$ 72,800	\$3,640	\$ 69,160

FY2022-23
New Apparatus or Refurb/Rechassis
Owned by Oakridge unless otherwise noted

Apparatus Replacement Schedule
Oakridge Fire Department

Apparatus Number	Radio Number	Vehicle Description	Model Year	Anticipated Service Life	March 2023 Mileage and/or Hours	Replace, Refurbish, or Surplus Out	Replacement or Refurbish Cost in 2023 \$\$	Estimated Salvage or Resale Value at time of Disposal in 2023 \$\$	Year to Replace or Refurbish	Years to Go before Replace or Refurbish	Projected Annual Depreciation Rate	Projected Return on Investment for Apparatus Replacement Fund	Projected Cost to Replace or Refurbish in year of replacement	Projected Salvage or Resale Value in year of replacement	Net Cost of Replacement or Refurbishment in year of replacement
											4.00%	3.50%			
56969 surplus dealer	C20-1520	Pickup, Ford F250 Powerstroke	1996	28	94,367	Replace	\$ 75,000	\$10,000	2024	1	4.00%	3.50%	\$ 78,000	\$10,400	\$ 67,600
41662	U30-1530	Utility, Ford	1995	29		Replace	\$ 85,000	\$2,500	2024	1	4.00%	3.50%	\$ 88,400	\$2,600	\$ 85,800
12346	E12-1512	Engine/Rosenbauer, 1,000 gal- 1250 gpm	2018	30	5,289	Replace	\$ 600,000	\$30,000	2048	25	4.00%	3.50%	\$ 1,599,502	\$79,975	\$ 1,519,527
32281 Hazeldell	C20-32281	Utility- Dodge R25	2005	20		Replace	\$ 80,000	\$2,000	2025	2	4.00%	3.00%	\$ 86,528	\$2,163	\$ 84,365

Apparatus Replacement Schedule- Annual Contribution
Oakridge Fire Department

Assume New Replacements

Apparatus Number	Description	Year to Replace or Refurbish	Years to Replacement (from 2023)	Projected Net Replacement Costs (Cost at Year of purchase less trade/salvage value)	Less Funds already set aside	Annual Contribution needed to Fund Apparatus Replacement (Assuming Starting in 2024)
5554 Hazeldell	Medic Unit- Ford F450 chassis	2029	6	\$ 215,737	\$0	\$ 32,936.16
7635	Medic Unit- Ford F450 chassis	2024	1	\$ 177,320	\$0	\$177,320
64246	Medic Unit- International TM470	2026	3	\$ 444,321	\$0	\$143,042
23065 WEP	Rescue Type 4 Engine- Ford F100 500g Tank	2024	1	\$ 364,000	\$0	\$364,000
74840 Westfir	Engine Type 1 1250gpm /1,000gal International Durastar	2037	14	\$ 1,177,540	\$0	\$66,614
87636	Engine Type 1 1800gpm /1,000gal International	2028	5	\$ 839,491	\$0	\$156,549
40077 surplus Leopold	Engine Type 1 1250gpm /1,000gal Pierce Arrow	2024	1	\$ 707,200	\$0	\$707,200
20871 WEP??	Brush Truck Type 4	2044	21	\$ 1,139,384	\$0	\$37,641
01200 surplus Lane	Water Tender- Ford F80003,000 gal, 1250 pump	2024	1	\$ 358,800	\$0	\$358,800
34661 surplus from	Water Tender- Kenworth 3000 Gallons	2024	1	\$ 308,800	\$0	\$308,800
57444 surplus	Water Tender, 3,000 gal	2024	1	\$ 353,600	\$0	\$353,600
Frizzell surplus	Command Vehicle- Dodge Durango	2024	1	\$ 69,160	\$0	\$69,160
56968 surplus Decker	Pickup- Ford F250 Power stroke	1996	1	\$ 67,600	\$0	\$67,600
41652	Utility- Ford	1995	1	\$ 85,800	\$0	\$85,800
12346	Engine- Rosenbauer, 1,000 gal- 2500gpm	2018	25	\$ 1,519,527	\$0	\$39,012
37281 Hazeldell	Utility- Dodge R25	2005	2	\$ 84,365	\$0	\$41,457
Annual Totals					\$0	\$1,059,533

Oakridge Fire Department
Apparatus Replacement Annual Contributions

Shaded cells are for second generation replacements

Apparatus Number	Description	Year to Replace or Refurbish	Years to Replace (from 2023)	Projected Net Replacement Costs (Cost at Year of purchase less Incentive/Rebate)	2024 Apparatus Purchase or Refurb Funds Needed	2025 Apparatus Purchase or Refurb Funds Needed	2026 Apparatus Purchase or Refurb Funds Needed	2027 Apparatus Purchase or Refurb Funds Needed	2028 Apparatus Purchase or Refurb Funds Needed	2029 Apparatus Purchase or Refurb Funds Needed	2030 Apparatus Purchase or Refurb Funds Needed	2031 Apparatus Purchase or Refurb Funds Needed	2032 Apparatus Purchase or Refurb Funds Needed	2033 Apparatus Purchase or Refurb Funds Needed
5814 Hazeldell	Medic Unit- Ford F450 chassis	2029	6	\$2,15,737	\$2,056	\$2,056	\$2,056	\$2,056	\$2,056	\$2,056	\$2,056	\$2,056	\$2,056	\$2,056
7815	Medic Unit- Ford F450 chassis	2024	1	\$177,340	\$18,929	\$18,929	\$18,929	\$18,929	\$18,929	\$18,929	\$18,929	\$18,929	\$18,929	\$18,929
6216	Medic Unit- International T6470	2026	3	\$144,221	\$143,942	\$143,942	\$143,942	\$143,942	\$143,942	\$143,942	\$143,942	\$143,942	\$143,942	\$143,942
2355 PEP	Rescue Type 4 Engine Ford F800-500g Tank	2024	1	\$364,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000
74210 West	Engine Type 1 1250gpm / 1,000gal International Donator	2037	14	\$1,177,540	\$71,000	\$71,000	\$71,000	\$71,000	\$71,000	\$71,000	\$71,000	\$71,000	\$71,000	\$71,000
67836	Engine Type 1 1500gpm / 1,000gal International	2028	5	\$839,481	\$168,546	\$168,546	\$168,546	\$168,546	\$168,546	\$168,546	\$168,546	\$168,546	\$168,546	\$168,546
4037 surplus	Engine Type 1 1250gpm / 1,000gal Pikes Arrow	2024	1	\$707,200	\$29,882	\$29,882	\$29,882	\$29,882	\$29,882	\$29,882	\$29,882	\$29,882	\$29,882	\$29,882
28171 PEP-77	Brush Truck Type 4	2041	21	\$1,139,384	\$1,109,204	\$1,109,204	\$1,109,204	\$1,109,204	\$1,109,204	\$1,109,204	\$1,109,204	\$1,109,204	\$1,109,204	\$1,109,204
6-0210 surplus	Water Tender Ford F3600 3,000gal, 1250 pump	2024	1	\$258,800	\$19,710	\$19,710	\$19,710	\$19,710	\$19,710	\$19,710	\$19,710	\$19,710	\$19,710	\$19,710
2001 surplus	Water Tender Kenworth 3,000 Gallons	2024	1	\$358,800	\$20,545	\$20,545	\$20,545	\$20,545	\$20,545	\$20,545	\$20,545	\$20,545	\$20,545	\$20,545
2024 surplus	Water Tender, 3,000gal	2024	1	\$543,600	\$18,951	\$18,951	\$18,951	\$18,951	\$18,951	\$18,951	\$18,951	\$18,951	\$18,951	\$18,951
2024 surplus	Command Vehicle- Dodge Durango	2024	1	\$69,160	\$6,662	\$6,662	\$6,662	\$6,662	\$6,662	\$6,662	\$6,662	\$6,662	\$6,662	\$6,662
2024 surplus	Pump-Ford F550 Powerstroke	2024	1	\$67,600	\$3,705	\$3,705	\$3,705	\$3,705	\$3,705	\$3,705	\$3,705	\$3,705	\$3,705	\$3,705
41652	Utility Ford	2024	1	\$35,900	\$5,205	\$5,205	\$5,205	\$5,205	\$5,205	\$5,205	\$5,205	\$5,205	\$5,205	\$5,205
12446	Engine Rosenbauer, 1,000 gal- 1250 gpm	2048	25	\$1,519,527	\$90,445	\$90,445	\$90,445	\$90,445	\$90,445	\$90,445	\$90,445	\$90,445	\$90,445	\$90,445
3281 Hazeldell	Utility- Dodge R25	2025	2	\$84,365	\$4,320	\$4,320	\$4,320	\$4,320	\$4,320	\$4,320	\$4,320	\$4,320	\$4,320	\$4,320
Additional Funds Needed to Balance					\$4,218,445	\$779,956	\$744,326	\$623,541	\$516,463	\$516,463	\$606,557	\$606,557	\$606,557	\$606,557

Oakridge Fire Department
2nd Generation Apparatus Replacement

Apparatus Number	Radio Number	Description	Year for 2nd Generation Replacement	Cost for 2nd Generation Replacement (2023 \$)	Projected Cost at Time original vehicle was replaced	Estimated Salvage or Resale Value at Time of Disposal in 2023 \$	Estimated Net Costs (New Vehicle Cost less return from old vehicle at year of 1st generation replacement)	Anticipated Service Life of 1st Generation Replacement (how many years to save for this replacement)	Estimated Cyle in year of purchase	Annual Contribution Needed to fund replacement
5564 Hazeldell	M1-1519	Wreic Unit- Ford F 450 chassis	2035	\$ 175,000	\$ 215,737	\$5,894	\$ 210,443	12	\$26,206	\$23,000
7035	M2-1529	Wreic Unit- Ford F 450 chassis	2025	\$ 175,000	\$ 177,328	\$4,000	\$ 172,840	12	\$276,402	\$18,929
84246	M3-1539	Wreic Unit- International TR470	2029	\$ 400,000	\$ 444,321	\$5,024	\$ 439,297	30	\$1,422,869	\$27,568
23085 FEP	R18-1518	Rescue Type 4 Engine Ford F900 100g Tank	2025	\$ 320,000	\$ 364,000	\$0	\$ 364,000	33	\$1,326,011	\$22,008
74840 Westfir	E11-1511	1200gpm/1,000gal International Durastar	2051	\$ 700,000	\$ 1,177,640	\$24,034	\$ 1,142,906	30	\$3,705,000	\$11,000
67836	E12-1512	Engine Type 1 1500gpm/1,000gal international	2033	\$ 700,000	\$ 839,491	\$12,187	\$ 827,304	34	\$3,133,129	\$49,472
40077 surplus	E-21-1521	Engine Type 1 1200gpm/1,000gal Pierce Arrow	2026	\$ 700,000	\$ 707,200	\$20,000	\$ 689,400	37	\$2,323,617	\$39,002
20871 FEP	B21-2007177	Brush Truck Type 4	2068	\$ 500,000	\$ 1,139,304	\$0	\$ 1,139,304	20	\$2,405,531	\$40,200
81298 surplus	T15-1515	Water Tender- Ford F8000 3,000 gal/ 1200 pump	2025	\$ 320,000	\$ 368,800	\$5,200	\$ 353,600	43	\$1,903,815	\$13,718
59461 surplus from Stratford	T16-1516	Water Tender- Kenworth 3,000 Gallons	2023	\$ 350,000	\$ 358,000	\$5,200	\$ 352,800	37	\$1,293,197	\$20,065
59730 surplus	T25-1525	Water Tender- 3,000 gal	2023	\$ 350,000	\$ 353,000	\$10,400	\$ 342,600	45	\$2,004,021	\$18,951
77327 surplus	C10-1510	Command Vehicle- Dodge Durango	2025	\$ 70,000	\$ 89,169	\$1,040	\$ 88,129	16	\$122,718	\$6,652
59368 surplus	C20-1520	Pumper- Ford F 250 Powerstroke	2023	\$ 75,000	\$ 87,000	\$10,400	\$ 76,600	28	\$171,526	\$3,765
41632	U30-1530	Utility- Ford	2023	\$ 85,000	\$ 85,000	\$2,000	\$ 83,000	29	\$251,472	\$8,376
12346	E12-1512	Engine-Rosenbauer, 1,000 gal- 1250 gpm	2073	\$ 600,000	\$ 1,519,827	\$19,975	\$ 1,499,852	30	\$4,665,028	\$90,445
32281 Hazeldell	C20-30281	1887- Dodge R25	2027	\$ 80,000	\$ 94,365	\$2,163	\$ 92,202	20	\$180,114	\$8,989

Apparatus Replacement Schedule- USED Apparatus

Apparatus Replacement Schedule
 Oakridge Fire Department
 FY 2022-23
 USED APPARATUS REPLACEMENTS
 Owned by Oakridge unless otherwise noted

Apparatus Number	Police Number	Vehicle Description	Model Year	Anticipated Service Life	March 2023 Mileage and/or Hours	Replace, Refurbish, or Surplus Out	Replacement or Refurbish Cost in 2023 \$\$	Estimated Salvage or Resale Value at time of Disposal in 2023 \$\$	Year to Replace or Refurbish	Years to Go before Replace or Refurbish	Projected Annual Inflation Rate	Projected Return on Investment for Apparatus Replacement Fund	Projected Cost to Replace or Refurbish in year of replacement	Projected Salvage or Resale Value in year of replacement	Net Cost of Replacement Refurbishment in year of replacement
5564 Hazeldell	M1-1518	Medic Unit- Ford F-450 chassis	2017	6	161,639	Replace	\$ 90,000	\$4,500	2023	2	4.00%	3.50%	\$ 54,080	\$4,887	\$ 49,213
7835	M2-1529	Medic Unit- Ford F-450 chassis	2012	6	205,110	Replace	\$ 90,000	\$4,500	2016	1	4.0%	3.5%	\$ 52,000	\$4,680	\$ 47,320
64246	M3-1539	Medic Unit- International T16470	1996	6	COO- supplused	Replace	\$ 90,000	\$5,000	2002	0	4.0%	3.5%	\$ 50,000	\$5,000	\$ 45,000
23095 FEP	R18-1518	Rescue Type 4 Engine Ford F800 500g Tank	1991	20	96,639	Replace	\$ 90,000	\$0	2011	0	4.0%	3.5%	\$ 90,000	\$0	\$ 90,000
74840 Westfir	E11-1511	Engine Type 1 1250gpm / 1,000gal International Durasteer	2007	15	10,818	Replace	\$ 200,000	\$20,000	2037	14	4.0%	3.5%	\$ 346,335	\$34,634	\$ 311,702
67636	E12-1512	Engine Type 1 1500gpm / 1,000gal International	1994	15		Replace	\$ 200,000	\$10,000	2009	2	4.0%	3.5%	\$ 216,320	\$10,816	\$ 205,504
40077 wapa wagor	E-21-1521	Engine Type 1 1250gpm / 1,000gal Pierce Arrow	1997	15		Replace	\$ 200,000	\$20,000	2002	0	4.0%	3.5%	\$ 200,000	\$20,000	\$ 180,000
20871 FEP???	B27-20871?	Brush Truck Type 4	1994	10		Replace OSFM Grant	\$ -	\$0	2004	0	4.0%	3.5%	\$ -	\$0	\$ -
81298 wapa wapa	T15-1515	Water Tender- Ford F9000 3,000 gal; 1250 pump	1981	20	86,840	Replace	\$ 100,000	\$5,000	2001	2	4.0%	3.5%	\$ 108,160	\$5,408	\$ 102,752
50461 wapa wapa	T16-1516	Water Tender- Kenworth 3,000 Gallons	1987	20		Replace	\$ 100,000	\$5,000	2007	2	4.0%	3.5%	\$ 108,160	\$5,408	\$ 102,752
50730 wapa wapa	T25-1525	Water Tender, 3,000 gal	1979	20		supplused	\$ 100,000	\$10,000	1996	2	4.0%	3.5%	\$ 108,160	\$10,816	\$ 97,344
77827 wapa wapa	C10-1510	Command Vehicle- Dodge Durango	2008	12		Replace	\$ 40,000	\$3,500	2020	0	4.0%	3.5%	\$ 40,000	\$3,500	\$ 36,500

FY 2022-23
USED APPARATUS REPLACEMENTS
Owned by Oakridge unless otherwise noted

Apparatus Replacement Schedule
Oakridge Fire Department

Apparatus Number	Ratio Number	Vehicle Description	Model Year	Anticipated Service Life	March 2023 Mileage and/or Hours	Replace, Refurbish, or Surplus Out	Replacement or Refurbish Cost in 2023 \$\$	Estimated Salvage or Resale Value at time of Disposal in 2023 \$\$	Year to Replace or Refurbish	Years to Go before Replace or Refurbish	Projected Annual Inflation Rate	Projected Return on Investment for Apparatus Replacement Fund	Projected Cost to Replace or Refurbish in year of replacement	Projected Salvage or Resale Value in year of replacement	Net Cost of Replacement Refurbishment in year of replacement
59999 extra cost	C20-1520	Pickup; Ford F250 Powerstroke	1996	15	94,367	Replace	\$ 40,000	\$10,000	2011	2	4.00%	3.00%	\$ 43,264	\$10,816	\$ 32,448
41652	U03-1630	Utility; Ford	1995	15		Replace	\$ 40,000	\$2,900	2010	2	4.00%	3.00%	\$ 43,264	\$2,704	\$ 40,560
12346	E12-1512	Engine Reservoir: 1,000 gal; 1250 gpm	2018	15	5,289	Replace	\$ 300,000	\$30,000	2033	10	4.00%	3.00%	\$ 444,073	\$44,407	\$ 399,666
32281 Hazeldell	C20-32281	Utility; Dodge F25	2005	15		Replace	\$ 40,000	\$2,000	2020	2	4.00%	3.00%	\$ 43,264	\$2,163	\$ 41,101

Apparatus Replacement Schedule- Annual Contribution
Oakridge Fire Department

Assume New Replacements

Apparatus Number	Description	Year to Replace or Refurbish	Years to Replacement (from 2023)	Projected Net Replacement Costs (Cost at Year of purchase less trade/salvage value)	Less Funds already set aside	Annual Contribution needed to Fund Apparatus Replacement (Assuming Starting in 2024)
5-664 Hazeldell	Medic Unit- Ford F450 chassis	2023	2	\$ 48,213	\$0	\$ 24,183.19
7-635	Medic Unit- Ford F450 chassis	2018	1	\$ 47,320	\$0	\$47,320
6-4246	Medic Unit- International TN470	2002	0	\$ 45,000	\$0	\$45,000
2-3095 FEP	Rescue Type 4 Engine- Ford F350 500g Tank	2011	0	\$ 90,000	\$0	\$90,000
7-4840 Westfir	Engine Type 1 1250gpm /1,000gal International Durastar	2007	14	\$ 311,702	\$0	\$17,633
6-7636	Engine Type 1 1800gpm /1,000gal International	2009	2	\$ 205,504	\$0	\$100,985
4-0077 Surplus Lakesport	Engine Type 1 1250gpm /1,000gal Pierce-Arrow	2002	0	\$ 180,000	\$0	\$180,000
2-0871 FEP??	Brush Truck Type 4	2004	0	\$ 100,000	\$0	\$0
07230 surplus Lana	Water Tender- Ford F350 3,000 gal-1250 pump	2001	2	\$ 102,752	\$0	\$50,492
0604 surplus from Storage	Water Tender- Kenworth 3,000 Gallons	2007	2	\$ 102,752	\$0	\$50,492
surplus Firetrucks	Water Tender, 3,000 gal	1999	2	\$ 97,344	\$0	\$47,635
surplus	Command Vehicle- Dodge Durango	2020	0	\$ 36,500	\$0	\$36,500
5-6669 surplus Deder	Pump- Ford F450 Power stroke	1995	2	\$ 32,448	\$0	\$15,945
4-1652	Utility- Ford	1995	2	\$ 40,560	\$0	\$19,531
12346	Engine- Rosenbauer- 1,050 gal- 1250 gpm	2018	10	\$ 399,666	\$0	\$34,068
3-2281 Hazeldell Annual Totals	Utility- Dodge R25	2005	2	\$ 41,101	\$0	\$20,197
					\$0	\$780,582

Oakridge Fire Department
 Apparatus Replacement Annual Contributions
 Shaded cells are for second generation replacements

Apparatus Number	Description	Year to Replace or Refurbish	Years to Replace (from 2023)	Projected Net Replacement Costs (Cost at Year of purchase less Trade-in/ salvage value)	2024 Apparatus Purchase or Refurb Funds Needed	2025 Apparatus Purchase or Refurb Funds Needed	2026 Apparatus Purchase or Refurb Funds Needed	2027 Apparatus Purchase or Refurb Funds Needed	2028 Apparatus Purchase or Refurb Funds Needed	2029 Apparatus Purchase or Refurb Funds Needed	2030 Apparatus Purchase or Refurb Funds Needed	2031 Apparatus Purchase or Refurb Funds Needed	2032 Apparatus Purchase or Refurb Funds Needed	2033 Apparatus Purchase or Refurb Funds Needed
5304 Hazeldell	Medic Unit- Ford F450/classics	2023	2	\$50,000	\$0,213	\$0,556	\$0,556	\$0,556	\$0,556	\$0,556	\$0,556	\$0,556	\$0,556	\$0,556
7815	Medic Unit- Ford F450/classics	2018	1	\$50,000	\$47,300	\$0,237	\$0,237	\$0,237	\$0,237	\$0,237	\$0,237	\$0,237	\$0,237	\$0,237
64246	Medic Unit- International 76470	2002	0	\$45,000	\$7,727	\$7,727	\$7,727	\$7,727	\$7,727	\$7,727	\$7,727	\$7,727	\$7,727	\$7,727
23395 FEP	Rescue/Type 4 Engine Ford F350-500g Tank	2011	0	\$90,000	\$0,070	\$0,070	\$0,070	\$0,070	\$0,070	\$0,070	\$0,070	\$0,070	\$0,070	\$0,070
74840 Wash	Engine Type 1 1250gpm / 1,000gal International Dumper	2037	14	\$111,792	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
67836	Engine Type 1 1500gpm / 1,000gal International	2009	2	\$205,504	\$100,865	\$100,171	\$10,171	\$10,171	\$10,171	\$10,171	\$10,171	\$10,171	\$10,171	\$10,171
40377 Lakport	Engine Type 1 1250gpm / 1,000gal Force Arrow	2002	0	\$100,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000
20371 FEP??	Brush Truck Type 4	2001	0	\$0	\$0	\$1,740	\$1,740	\$1,740	\$1,740	\$1,740	\$1,740	\$1,740	\$1,740	\$1,740
02550 surplus	Water Tender- Ford F3500 3,000 gal- 250 pump	2001	2	\$102,752	\$0,562	\$7,562	\$7,562	\$7,562	\$7,562	\$7,562	\$7,562	\$7,562	\$7,562	\$7,562
3001 surplus	Water Tender- Kenworth 3,000-Gallons	2007	2	\$102,752	\$0,562	\$7,562	\$7,562	\$7,562	\$7,562	\$7,562	\$7,562	\$7,562	\$7,562	\$7,562
3002 surplus	Water Tender- 3,000gal	1999	2	\$97,344	\$4,752	\$5,704	\$5,704	\$5,704	\$5,704	\$5,704	\$5,704	\$5,704	\$5,704	\$5,704
41244 surplus	Command Vehicle- Dodge Durango	2020	0	\$16,500	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
41652 surplus	Pumps- Ford F250 Powerstroke Dumper	2011	2	\$32,418	\$30,448	\$2,019	\$2,019	\$2,019	\$2,019	\$2,019	\$2,019	\$2,019	\$2,019	\$2,019
12346	Utility- Ford	2010	2	\$40,560	\$40,560	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3281 Hazeldell	Engine- Rosenbauer, 1,000 gal- 1250-gpm	2003	10	\$399,668	\$31,150	\$31,150	\$31,150	\$31,150	\$31,150	\$31,150	\$31,150	\$31,150	\$31,150	\$31,150
	Utility- Dodge R25	2020	2	\$41,101	\$40,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Additional Funds Needed to Balance					\$871,853	\$287,147	\$166,997	\$162,434	\$162,434	\$162,434	\$162,434	\$162,434	\$162,434	\$162,434

Oakridge Fire Department
2nd Generation Apparatus Replacement

Apparatus Number	Rolls Number	Description	Year in 2nd Generation Replacement	Cost for 2nd Generation Replacement (2023 \$)	Projected Cost at Time original vehicle was replaced	Estimated Salvage or Resale Value of Unit of Disposal in 2023 \$	Estimated Net Cost/New Vehicle (Cost less salvage from old vehicle at year of 1st generation replacement)	Anticipated Service Life of 1st Generation Replacement (in many years to serve for this replacement)	Estimated Cycle in year of purchase	Annual Contribution Needed to fund replacement
5864 Hazeldell	M1-1518	Water Tank- Ford F450 chassis	2025	\$ 50,000 \$	49,213 \$	\$4,887 \$	44,326 \$	6	\$66,111	\$8,588
7105	M2-1525	Water Tank- Ford F450 chassis	2019	\$ 50,000 \$	47,320 \$	\$4,680 \$	45,640 \$	6	\$53,923	\$9,227
6424	M3-1538	Water Tank- International TR470	2012	\$ 50,000 \$	45,000 \$	\$5,000 \$	40,000 \$	6	\$50,619	\$7,727
23095 F&P	R18-1518	Water Tank- Ford F600	2011	\$ 90,000 \$	90,000 \$	\$0 \$	90,000 \$	20	\$197,201	\$4,973
74840 Westfir	E11-1511	1200gpm/1,000gal International Dumper	2017	\$ 200,000 \$	31,702 \$	\$3,453 \$	271,000 \$	18	\$208,994	\$24,000
67838	E12-1512	Engine Type 1 1500gpm/1,000gal International	2011	\$ 200,000 \$	203,934 \$	\$1,000 \$	194,000 \$	15	\$350,622	\$18,171
40077 surplus Lakeport	E-21-1521	Engine Type 1 1250gpm/1,000gal Pierce Arrow	2012	\$ 200,000 \$	180,000 \$	\$20,000 \$	180,000 \$	15	\$388,151	\$14,900
20871 F&P?	B21-20071?	Brush Truck Type 4	2004	\$ 100,000 \$	100,000 \$	\$0 \$	100,000 \$	20	\$273,112	\$7,760
81288 surplus Lane Rural	T15-1515	Water Tank- Ford F550 3,000 gal 1250 pump	2003	\$ 100,000 \$	102,752 \$	\$5,408 \$	97,344 \$	20	\$213,283	\$7,562
50481 surplus from Shonard	T16-1516	Water Tank- Kenworth 3,000 Gallons	2009	\$ 100,000 \$	102,752 \$	\$5,408 \$	97,344 \$	20	\$213,283	\$7,562
50730 surplus Eskadala	T25-1525	Water Tank- 3,000 gal	2001	\$ 100,000 \$	97,344 \$	\$1,000 \$	96,344 \$	20	\$181,594	\$4,706
77327 surplus Graham	C10-1510	Commercial Vehicle- Dodge Durango	2020	\$ 40,000 \$	36,000 \$	\$4,200 \$	30,000 \$	12	\$52,634	\$3,610
50202 surplus Center	C20-1520	Water Tank- Ford F250 Powerstroke	2013	\$ 40,000 \$	32,440 \$	\$1,000 \$	31,440 \$	18	\$38,928	\$2,019
41632 surplus Center	U30-1530	Water Tank- Ford	2012	\$ 40,000 \$	40,000 \$	\$2,104 \$	37,896 \$	15	\$58,177	\$3,530
12248	E-12-1512	Engine/Rearaxle- 1,000 gal- 1250 gpm	2043	\$ 300,000 \$	299,666 \$	\$4,400 \$	295,266 \$	15	\$559,801	\$33,150
32281 Hazeldell	C20-32281	Water Tank- Dodge F25	2022	\$ 40,000 \$	41,101 \$	\$2,169 \$	38,932 \$	15	\$10,124	\$3,894

Oakridge, Westfir, Hazeldell Consolidation Study

Table 5 Tables 4A

TABLE 4a - DETAIL OF TAXING DISTRICT LEVIES

Tax Year 2022-23

NOTE: Where Urban renewal excess value impacts the district, report any reduced rate levies on a separate table 4a.

County:

District Abbreviation : CLKK

1 Taxing District Code: 00250000
 2 Taxing District Name: CITY OF OAKRIDGE
 3 Counties in which District lies:

	PERMANENT	LOCAL OPTION	"GAP" BONDS OR UR SPECIAL LEVY	BONDS	TOTAL
	Inside M5 Limit	Inside M5 Limit	Inside M5 Limit	Outside M5 Limit	
4 Levy Approved Before or After 10/6/01					
Ad Valorem Tax Levies					
5 Permanent Levy (if dollar amount)	0				0
6 Local Option Levy (if dollar amount)**		0			0
7 "GAP" Bond Levy			0		0
8 Urban Renewal Special Levy				0	0
9 Bond Levy*				0	0
10 TOTAL DOLLAR LEVY (add lines 5 thru 9)	0	0	0	0	0
Adjustments					
11 Amount Raised in Other Counties	0.00	0.00	0.00	0.00	0.00
12 NET DOLLAR LEVY FOR TAX RATE (line 10 minus line 11)	0.00	0.00	0.00	0.00	0.00
Taxable Property Value (if an urban renewal plan is involved, report reduced rate levies separately)					
13 Total Assessed Value					178,426,663
14 Add Non-Profit Housing Value					0
15 Add Fish and Wildlife Value					0
16 Subtract Urban Renewal Excess (amt used only)**					0
17 VALUE TO COMPUTE THE TAX RATE					178,426,663
Tax Computations					
18 Tax Rate (for dollar levies, line 52 divided by line 17)**	0.0071996	0.0000000	0.0000000	0.0000000	0.0071996
19 Amount Tax Rate Will Raise (line 17 times line 18)	1,284,600.82	0.00	0.00	0.00	1,284,600.82
20 Truncation Loss (for dollar levies only) (line 19 minus line 12)	0.00	0.00	0.00	0.00	0.00
21 Total Timber Offset Amount (county district only)	0.00				0.00
22 Timber Tax Rate (line 21 divided by line 17)	0.0000000				0.0000000
23 Billing Rate (line 18 minus line 22)	0.0071996	0.0000000	0.0000000	0.0000000	0.0071996
24 Calculated Tax for Extension for District (line 23 times line 17)	1,284,600.82	0.00	0.00	0.00	1,284,600.82
24a Gain from UR Division of Tax Rate Truncation	0.00	0.00	0.00	0.00	0.00
24b Gain or Loss from UR Division of Tax Across Counties	0.00	0.00	0.00	0.00	0.00
24c Net Tax for Extension (24 + 24a + 24b)	1,284,600.82	0.00	0.00	0.00	1,284,600.82
25 Actual Tax Extended for District	0.00	0.00	0.00	0.00	0.00
26 District's Gain or Loss from Individual Extension (25 - 24c)	1,284,600.82	0.00	0.00	0.00	1,284,600.82
27 District's Compression Loss (Enter as a negative number)****	0.00	0.00	0.00	0.00	0.00
28 DISTRICT TAXES IMPOSED (line 24c+line 25+line 27)	1,284,600.82	0.00	0.00	0.00	1,284,600.82
Additional Taxes/Penalties					
29 Farmland (ORS 308A.703)					0.00
30 Forestland (ORS 308A.703)					0.00
31 Small Tract Forestland (STF) (ORS 308A.703)					0.00
32 Open Space (ORS 306.770)					0.00
33					0.00
34 Historic Property (ORS 356.525)					0.00
35 Other					0.00
36 Late Filing Fee County Only (ORS 308.302)					0.00
37 Roll Corrections (ORS 311.236), incl. omitted property/other roll corrections, but excl. roll corrections under ORS 311.208					4,322.31
38 TOTAL ADDITIONAL TAXES/PENALTIES (lines 29 thru 37)					4,322.31
39 TOTAL TO BE RECEIVED (line 28 plus line 38)	1,284,600.82	0.00	0.00	4,322.31	1,288,923.13
40 Percentage Schedule (ORS 311.390) (OPTIONAL. SEE INSTRUCTIONS)					0.1947458%

* If district has multiple Local Option or Bond levies, please show each levy on a separate 4a page (see instructions about combining in some cases).
 ** For urban renewal special levies, enter zero on this line; excess value is not subtracted.
 *** Line 12/line 17 computation applies ONLY to dollar levies; if district has a rate levy, enter the tax rate certified.
 **** Enter only the district or U.R. special levy compression loss; Urban renewal division of tax compression loss is reported on table 4e. See instructions.

Oakridge, Westfir, Hazeldell Consolidation Study

TABLE 4a - DETAIL OF TAXING DISTRICT LEVIES

Tax Year 2022-23

NOTE: Where urban renewal excess value impacts the district, report any reduced rate levies on a separate table 4a.

County:

1 Taxing District Code:
 2 Taxing District Name:
 3 Counties in which District lies:

District Abbreviation

	PERMANENT	LOCAL OPTION	*GAP* BONDS OR UR SPECIAL LEVY	BONDS	TOTAL
	Inside M5 Limit	Inside M5 Limit	Inside M5 Limit	Outside M5 Limit	
4 Levy Approved Before or After 10/8/01					
Ad Valorem Tax Levies					
5 Permanent Levy (if dollar amount)	0				0
6 Local Option Levy (if dollar amount)*		0			0
7 "GAP" Bond Levy			0		0
8 Urban Renewal Special Levy			0		0
9 Bond Levy**				0	0
10 TOTAL DOLLAR LEVY (add lines 5 thru 9)	0	0	0	0	0
Adjustments					
11 Amount Raised in Other Counties	0.00	0.00	0.00	0.00	0.00
12 NET DOLLAR LEVY FOR TAX RATE (line 10 minus line 11)	0.00	0.00	0.00	0.00	0.00
Taxable Property Value (if an urban renewal plan is involved, report reduced rate levies separately)					
13 Total Assessed Value					16,282,327
14 Add: Non-Profit Housing Value					0
15 Add: Fish and Wildlife Value					0
16 Subtract: Urban Renewal Excess (amt. used only)**					0
17 VALUE TO COMPUTE THE TAX RATE					16,282,327
Tax Computations					
18 Tax Rate (for dollar levies, line 12 divided by line 17)***	0.0093036	0.0000000	0.0000000	0.0000000	0.0093036
19 Amount Tax Rate Will Raise (line 17 times line 18)	151,484.26	0.00	0.00	0.00	151,484.26
20 Truncation Loss (for dollar levies only) (line 19 minus line 12)	0.00	0.00	0.00	0.00	0.00
21 Total Timber Offset Amount (county district only)	0.00				0.00
22 Timber Tax Rate (line 21 divided by line 17)	0.0000000				0.0000000
23 Billing Rate (line 18 minus line 22)	0.0093036	0.0000000	0.0000000	0.0000000	0.0093036
24 Calculated Tax for Extension for District (line 23 times line 17)	151,484.26	0.00	0.00	0.00	151,484.26
24a Gain from UR Division of Tax Rate Truncation	0.00	0.00	0.00	0.00	0.00
24b Gain or Loss from UR Division of Tax Across Counties	0.00	0.00	0.00	0.00	0.00
24c Net Tax for Extension (24 + 24a + 24b)	151,484.26	0.00	0.00	0.00	151,484.26
25 Actual Tax Extended for District	151,484.26	0.00	0.00	0.00	151,484.26
26 District's Gain or Loss from Individual Extension (25 - 24c)	0.00	0.00	0.00	0.00	0.00
27 District's Compression Loss (Enter as a negative number)****	-306.92	0.00	0.00	0.00	-306.92
28 DISTRICT TAXES IMPOSED (line 24c+line 26+line 27)	151,177.34	0.00	0.00	0.00	151,177.34
Additional Taxes/Penalties					
29 Farmland (ORS 308A.703)					0.00
30 Forestland (ORS 308A.703)					0.00
31 Small Tract Forestland (STF) (ORS 308A.703)					0.00
32 Open Space (ORS 308.770)					0.00
33					0.00
34 Historic Property (ORS 359.525)					0.00
35 Other					0.00
36 Late Filing Fee County Only (ORS 308.302)					0.00
37 Roll Corrections (ORS 311.206), Incl. omitted property/other roll corrections, but excl. roll corrections under ORS 311.206.					1,301.24
38 TOTAL ADDITIONAL TAXES/PENALTIES (lines 29 thru 37)					1,301.24
39 TOTAL TO BE RECEIVED (line 28 plus line 38)	151,177.34	0.00	0.00	1,301.24	152,478.58
40 Percentage Schedule (ORS 311.290) [OPTIONAL, SEE INSTRUCTIONS]					0.023066%

* If district has multiple Local Option or Bond levies, please show each levy on a separate 4a page (see Instructions about combining in some cases).

** For urban renewal special levies, enter zero on this line: excess value is not subtracted.

*** Line 12/line 17 computation applies ONLY to dollar levies; if district has a rate levy, enter the tax rate certified.

**** Enter only the district or U.R. special levy compression loss. Urban renewal division of tax compression loss is reported on table 4e. See instructions.

Oakridge, Westfir, Hazeldell Consolidation Study

TABLE 4a - DETAIL OF TAXING DISTRICT LEVIES

Tax Year 2022-23

NOTE: Where urban renewal excess value impacts the district, report any reduced rate levies on a separate table 4a.

County: _____

District Abbreviation: **FDH24040**

1 Taxing District Code	00045600				
2 Taxing District Name	HAZELDELL RURAL FIRE PROTECTION DISTRICT				
3 Counties in which District lies					
4 Levy Approved Before or After 10/6/91					
	PERMANENT	LOCAL OPTION	*GAP* BONDS OR UR SPECIAL LEVY	BONDS	TOTAL
	Inside M5 Limit	Inside M5 Limit	Inside M5 Limit	Outside M5 Limit	TOTAL
Ad Valorem Tax Levies					
5 Permanent Levy (if dollar amount)	0				0
6 Local Option Levy (if dollar amount)**		0			0
7 *GAP* Bond Levy			0		0
8 Urban Renewal Special Levy				0	0
9 Bond Levy*				0	0
10 TOTAL DOLLAR LEVY (add lines 5 thru 9)	0	0	0	0	0
Adjustments					
11 Amount Raised in Other Counties	0.00	0.00	0.00	0.00	0.00
12 NET DOLLAR LEVY FOR TAX RATE (line 10 minus line 11)	0.00	0.00	0.00	0.00	0.00
Taxable Property Value (if an urban renewal plan is involved, report reduced rate levies separately)					
13 Total Assessed Value					66,553,183
14 Add Non-Profit Housing Value					0
15 Add Fish and Wildlife Value					0
16 Subtract Urban Renewal Excess (omit used only)**					0
17 VALUE TO COMPUTE THE TAX RATE					66,553,183
Tax Computations					
18 Tax Rate (for dollar levies, line 12 divided by line 17)***	0.0027115	0.0000000	0.0000000	0.0000000	0.0027115
19 Amount Tax Rate Will Raise (line 17 times line 18)	185,881.96	0.00	0.00	0.00	185,881.96
20 Truncation Loss (for dollar levies only) (line 19 minus line 12)	0.00	0.00	0.00	0.00	0.00
21 Total Timber Offset Amount (county district only)	0.00				0.00
22 Timber Tax Rate (line 21 divided by line 17)	0.0000000				0.0000000
23 Billing Rate (line 18 minus line 22)	0.0027115	0.0000000	0.0000000	0.0000000	0.0027115
24 Calculated Tax for Extension for District (line 23 times line 17)	185,881.96	0.00	0.00	0.00	185,881.96
24a Gain from UR Division of Tax Rate Truncation	0.00	0.00	0.00	0.00	0.00
24b Gain or Loss from UR Division of Tax Across Counties	0.00	0.00	0.00	0.00	0.00
24c Net Tax for Extension (24 + 24a + 24b)	185,881.96	0.00	0.00	0.00	185,881.96
25 Actual Tax Extended for District	185,881.96	0.00	0.00	0.00	185,881.96
26 District's Gain or Loss from Individual Extension (25 - 24c)	0.00	0.00	0.00	0.00	0.00
27 District's Compression Loss (Enter as a negative number)****	-0.00	0.00	0.00	0.00	-0.00
28 DISTRICT TAXES IMPOSED (line 24c+line 25+line 27)	185,876.63	0.00	0.00	0.00	185,876.63
Additional Taxes/Penalties					
29 Farmland (ORS 308A.703)					0.00
30 Forestland (ORS 306A.703)					0.00
31 Small Tract Forestland (STF) (ORS 308A.703)					0.00
32 Open Space (ORS 306.770)					0.00
33					0.00
34 Historic Property (ORS 306.525)					0.00
35 Other					0.00
36 Late Filing Fee County Only (ORS 308.302)					0.00
37 Roll Corrections (ORS 311.296), incl. omitted property/other roll corrections, but excl. roll corrections under ORS 311.298					0.00
38 TOTAL ADDITIONAL TAXES/PENALTIES (lines 29 thru 37)					0.00
39 TOTAL TO BE RECEIVED (line 28 plus line 38)	185,876.63	0.00	0.00	0.00	185,876.63
40 Percentage Schedule (ORS 311.390) [OPTIONAL, SEE INSTRUCTIONS]					0.028248%

* If district has multiple Local Option or Bond levies, please show each levy on a separate 4a page (see instructions about combining in some cases).
 ** For urban renewal special levies enter zero on this line; excess value is not subtracted.
 *** Line 12/line 17 computation applies ONLY to dollar levies; if district has a rate levy, enter the tax rate certified.
 **** Enter only the district or U.R. special levy compression loss. Urban renewal division of tax compression loss is reported on table 4c. See instructions.

Table 6 Impacts Using Hazeldell's Tax Rate for All Entities

Local Option Estimator

Tax Year: 2022

District Name: CIOAK - CITY OF OAKRIDGE

General Government Local Option

	Gen Govt Local Option
Proposed Rate:	2.711500
Amount Raised Before Measure 5 Compression	483,804
Measure 5 Compression:	23,194
	<hr/>
Amount After Measure 5 Compression:	460,610
Accounts with no Local Option Tax:	141 7%
Accounts paying Local Option Tax:	2,014 93%
	<hr/>
Total Accounts in District:	2,155 100%
Highest Local Option Tax on one Account:	\$5,655
Average Local Option Tax per Account:	\$262
Lowest Local Option Tax on one Account:	\$0
Amount of Gap Value Remaining in District:	\$1,458,946

Operating Levies:

Levy	Before Compression	After Compression	Compression
District Name			
City of Oakridge	1,284,601	1,284,586	15
Hazeldell Rural Fire District	853	848	5
Lane County	228,261	228,259	2
Upper Willamette Soil & Water	12,490	12,490	0
	<hr/>	<hr/>	<hr/>
Totals	1,526,205	1,526,183	22

Local Option Levies:

Levy	Before Compression	After Compression	Compression
District Name			
Lane County 4-H /Extension LO	4,996	4,756	240
Lane County Public Safety LO	98,135	93,431	4,704
	<hr/>	<hr/>	<hr/>
Totals	103,131	98,187	4,944

	Before	After	Compression
Proposed Local Option:	483,804	460,610	23,194
	<hr/>	<hr/>	<hr/>
Total Tax:	2,113,140	2,084,980	28,160

Local Option Estimator

Tax Year: 2022

District Name: CIOAK - CITY OF OAKRIDGE

General Government Local Option

<i>Includes exempt accounts</i>	Number of exempt Accounts:	195	
<i>Properties with the combination of special assessments and exemptions are not completely adjusted.</i>			
<i>Please note that factors such as Urban Renewal and Levy Amounts from Other Counties may affect the amount raised by the local option rate applied. Information to calculate these factors is not available until certification in October. The rate for the proposed local option levy is adjusted to match the percentage reduction in tax code areas effected by Urban Renewal. Urban Renewal will decrease the amount of collection.</i>			
<i>Values are as of Tax Roll Certification for the 2022-2023 tax year. Calculations are based on state law in place for calculating tax for the 2022-2023 tax year.</i>			
<i>Overrides are not adjusted for Maximum Assessed Value</i>	Overrides:	94	
Certified TVR Value:		178,426,693	
Number of Accounts by Property Type:			
Residential: CPR = 1xx	1,717	84.2%	
Commercial: CPR = 2xx	196	9.6%	
Industrial: CPR = 3xx	55	2.7%	
Rural Tract: CPR = 4xx	3	0.1%	
Farm: CPR = 5xx	0	0.0%	
Forest: CPR = 6xx	3	0.1%	
Multi-family: CPR = 7xx	23	1.1%	
Recreational: CPR = 8xx	0	0.0%	
Miscellaneous: CPR = 0xx	41	2.0%	
Open space: CPR = P	0	0.0%	
Personal Property or Utility: CPR = Null	0	0.0%	
	2,038	100%	
Accounts by Value Type:			
Real Market Value	171	7.9%	5,129,087
Maximum Assessed Value	710	32.9%	72,520,088
Exempt Accounts	195	9.0%	6,236,425
Accounts with New Construction or Exception	27	1.3%	4,199,052
Other Accounts	931	43.2%	79,809,598
Special Assessed Accounts	5	0.2%	1,236,199
Personal Property Accounts	69	3.2%	3,917,544
Utility Accounts	47	2.2%	5,378,700
Historic Accounts	0	0.0%	0
	2,155	100%	178,426,693

Local Option Estimator

Tax Year: 2022

District Name: CIWES - CITY OF WESTFIR

General Government Local Option

	Gen Govt Local Option	
Proposed Rate:	2.711500	
Amount Raised Before Measure 5 Compression	44,150	
Measure 5 Compression:	1,601	
	<hr/>	
Amount After Measure 5 Compression:	42,548	
Accounts with no Local Option Tax:	25	13%
Accounts paying Local Option Tax:	166	87%
	<hr/>	
Total Accounts in District:	191	100%
Highest Local Option Tax on one Account:	\$922	
Average Local Option Tax per Account:	\$270	
Lowest Local Option Tax on one Account:	\$0	
Amount of Gap Value Remaining in District:	\$121,693	

Operating Levies:

Levy	Before Compression	After Compression	Compression
District Name			
Lane County	20,830	20,788	42
Upper Willamette Soil & Water	1,140	1,137	3
City of Westfir	151,484	151,177	307
	<hr/>		
Totals	173,454	173,102	352

Local Option Levies:

Levy	Before Compression	After Compression	Compression
District Name			
Lane County 4-H /Extension LO	456	439	17
Lane County Public Safety LO	8,955	8,630	325
	<hr/>		
Totals	9,411	9,070	341

	Before	After	Compression
Proposed Local Option:	44,150	42,548	1,601
	<hr/>		
Total Tax:	227,015	224,720	2,295

Local Option Estimator

Tax Year: 2022

District Name: CIWES - CITY OF WESTFIR

General Government Local Option

<i>Includes exempt accounts</i>		Number of exempt Accounts:	14
<i>Properties with the combination of special assessments and exemptions are not completely adjusted.</i>			
<i>Please note that factors such as Urban Renewal and Levy Amounts from Other Counties may affect the amount raised by the local option rate applied. Information to calculate these factors is not available until certification in October. The rate for the proposed local option levy is adjusted to match the percentage reduction in tax code areas effected by Urban Renewal. Urban Renewal will decrease the amount of collection.</i>			
<i>Values are as of Tax Roll Certification for the 2022-2023 tax year. Calculations are based on state law in place for calculating tax for the 2022-2023 tax year.</i>			
<i>Overrides are not adjusted for Maximum Assessed Value</i>		Overrides:	22
Certified TVR Value:		16,282,327	
Number of Accounts by Property Type:			
Residential: CPR = 1xx	165	92.7%	
Commercial: CPR = 2xx	4	2.2%	
Industrial: CPR = 3xx	2	1.1%	
Rural Tract: CPR = 4xx	0	0.0%	
Farm: CPR = 5xx	0	0.0%	
Forest: CPR = 6xx	3	1.7%	
Multi-family: CPR = 7xx	0	0.0%	
Recreational: CPR = 8xx	3	1.7%	
Miscellaneous: CPR = 0xx	1	0.6%	
Open space: CPR = P	0	0.0%	
Personal Property or Utility: CPR = Null	0	0.0%	
	178	100%	
Accounts by Value Type:			
Real Market Value	2	1.0%	93,171
Maximum Assessed Value	75	39.3%	7,286,310
Exempt Accounts	14	7.3%	296,884
Accounts with New Construction or Exception	1	0.5%	112,890
Other Accounts	83	43.5%	8,057,308
Special Assessed Accounts	3	1.6%	11,041
Personal Property Accounts	1	0.5%	323
Utility Accounts	12	6.3%	424,400
Historic Accounts	0	0.0%	0
	191	100%	16,282,327

Local Option Estimator

Tax Year: 2022

**District Name: FDHAZRFPD - HAZELDELL RURAL FIRE PROTECTION DISTRI
General Government Local Option**

	Gen Govt Local Option	
Proposed Rate:	2.711500	
Amount Raised Before Measure 5 Compression	185,882	
Measure 5 Compression:	107	
	<hr/>	
Amount After Measure 5 Compression:	185,775	
Accounts with no Local Option Tax:	41	7%
Accounts paying Local Option Tax:	546	93%
	<hr/>	
Total Accounts in District:	587	100%
Highest Local Option Tax on one Account:	\$4,061	
Average Local Option Tax per Account:	\$384	
Lowest Local Option Tax on one Account:	\$0	
Amount of Gap Value Remaining in District:	\$859,967	

Operating Levies:

Levy	Before Compression	After Compression	Compression
District Name			
Hazeldell Rural Fire District	185,882	185,877	5
City of Oakridge	2,265	2,251	14
Lane County	87,700	87,698	2
Upper Willamette Soil & Water	4,799	4,799	0
	<hr/>		
Totals	280,646	280,625	21

Local Option Levies:

Levy	Before Compression	After Compression	Compression
District Name			
Lane County 4-H /Extension LO	1,919	1,918	1
Lane County Public Safety LO	37,704	37,682	22
	<hr/>		
Totals	39,623	39,600	23

	Before	After	Compression
Proposed Local Option:	185,882	185,775	107
	<hr/>		
Total Tax:	506,152	506,001	151

Local Option Estimator

Tax Year: 2022

District Name: FDHAZRFPD - HAZELDELL RURAL FIRE PROTECTION DISTRI

General Government Local Option

<i>Includes exempt accounts</i>		Number of exempt Accounts:	67
<i>Properties with the combination of special assessments and exemptions are not completely adjusted.</i>			
<i>Please note that factors such as Urban Renewal and Levy Amounts from Other Counties may affect the amount raised by the local option rate applied. Information to calculate these factors is not available until certification in October. The rate for the proposed local option levy is adjusted to match the percentage reduction in tax code areas effected by Urban Renewal. Urban Renewal will decrease the amount of collection.</i>			
<i>Values are as of Tax Roll Certification for the 2022-2023 tax year. Calculations are based on state law in place for calculating tax for the 2022-2023 tax year.</i>			
<i>Overrides are not adjusted for Maximum Assessed Value</i>		Overrides:	12
Certified TVR Value:	68,553,183		
Number of Accounts by Property Type:			
Residential: CPR = 1xx	100	17.4%	
Commercial: CPR = 2xx	11	1.9%	
Industrial: CPR = 3xx	3	0.5%	
Rural Tract: CPR = 4xx	355	61.8%	
Farm: CPR = 5xx	19	3.3%	
Forest: CPR = 6xx	37	6.4%	
Multi-family: CPR = 7xx	4	0.7%	
Recreational: CPR = 8xx	37	6.4%	
Miscellaneous: CPR = 0xx	8	1.4%	
Open space: CPR = P	0	0.0%	
Personal Property or Utility: CPR = Null	0	0.0%	
	574	100%	
Accounts by Value Type:			
Real Market Value	12	2.0%	308,750
Maximum Assessed Value	214	36.5%	28,194,262
Exempt Accounts	67	11.4%	3,899,222
Accounts with New Construction or Exception	6	1.0%	952,061
Other Accounts	228	38.8%	28,870,582
Special Assessed Accounts	47	8.0%	6,257,054
Personal Property Accounts	6	1.0%	38,252
Utility Accounts	7	1.2%	33,000
Historic Accounts	0	0.0%	0
	587	100%	68,553,183

Table 7 Lane County Tax Rates
**Lane County Fire District Tax Rates
 2022-23 From Tables 4A**

Lane County Fire District	Tax Rate per \$1,000 AV, including any Local Option Levy from Tables 4A 2022-23
Pleasant Hill*	\$1.1031
Mapleton	\$1.3869
Santa Clara	\$1.4939
South Lane Fire	\$1.5035
Siuslaw Valley	\$1.5417
Coburg	\$1.5477
Junction City	\$1.5844
Monroe	\$1.6854
Upper McKenzie	\$1.6951
Goshen	\$1.7196
Swishhome	\$2.1452
McKenzie	\$2.2106
Mohawk Valley	\$2.2849
Lorane	\$2.2952
Zumwalt	\$2.3419
Lane Fire Authority	\$2.3888
Dexter	\$2.4151
Lowell	\$2.6970
Hazeldell	\$2.7115
Wilakenzie [Eugene]	\$3.0669
Lake Creek	\$3.0757
Average	\$2.0426

*Pleasant Hill-Goshen is proposing a \$2.20 tax rate in creating a new Fire District between Pleasant Hill, Goshen, and currently unprotected properties in the immediate area.

Table 8 Residential Real Market Values in Lane County

Real Market Value on a Typical (Median) Home in Lane County

Sample areas have the following values:

Area	2021 Median Real Market Value	2022 Median Real Market Value	Percent Change Real Market Value
Blachly	\$240,417	\$306,891	21.66%
City of Coburg	\$456,122	\$517,885	11.93%
City of Cottage Grove	\$273,705	\$315,008	13.11%
City of Creswell	\$334,552	\$397,327	15.80%
City of Dunes	\$467,006	\$552,109	15.41%
City of Eugene	\$387,808	\$450,516	13.92%
City of Florence	\$333,832	\$405,006	17.57%
City of Junction City	\$327,770	\$377,305	13.13%
City of Lowell	\$311,230	\$367,932	15.41%
City of Oakridge	\$189,872	\$242,371	21.66%
City of Springfield	\$309,762	\$362,357	14.51%
Springfield School	\$323,917	\$379,396	14.62%
City of Veneta	\$314,266	\$354,440	11.33%
City of Westfir	\$194,084	\$243,695	20.36%
Crow-Applegate	\$382,316	\$497,082	23.09%
Eugene (4J School)	\$391,768	\$452,946	13.51%
Eugene (Bethel School)	\$324,461	\$380,220	14.66%
Mapleton	\$233,750	\$313,274	25.38%
Marcola	\$356,751	\$418,738	14.80%
McKenzie	\$369,254	\$463,853	20.39%
Pleasant Hill	\$426,918	\$519,449	17.81%
River Road	\$311,864	\$351,195	11.20%
Santa Clara	\$324,491	\$367,848	11.79%
Lane County	\$353,309	\$412,151	14.28%

Table 9 Sample Residential Property Taxes

Property taxes on a typical single-family dwelling in Lane County

Sample areas have the following property taxes:

Area	2021 Median Assessed Value	2021 Total Tax Rate	2021 Total Tax	2022 Median Assessed Value	2022 Total Tax Rate	2022 Total Tax
Blachly	\$141,850	11.4313	\$ 1,621.53	\$146,343	11.4240	\$ 1,671.82
City of Coburg	\$272,637	16.0923	\$ 4,387.36	\$280,815	16.8107	\$ 4,720.70
City of Cottage Grove	\$164,263	18.3287	\$ 3,010.73	\$169,848	18.2968	\$ 3,107.67
City of Creswell	\$196,838	14.3771	\$ 2,829.96	\$203,421	14.4484	\$ 2,939.11
City of Dunes	\$293,049	10.6539	\$ 3,122.11	\$302,891	10.6466	\$ 3,224.76
City of Eugene	\$230,573	19.0556	\$ 4,393.71	\$238,297	19.6972	\$ 4,693.78
City of Florence	\$209,795	13.6269	\$ 2,858.86	\$216,863	13.5076	\$ 2,929.30
City of Junction City	\$198,355	16.7723	\$ 3,326.87	\$204,453	16.6147	\$ 3,396.93
City of Lowell	\$151,913	11.8958	\$ 1,807.13	\$160,294	11.8685	\$ 1,902.45
City of Oakridge	\$107,925	16.2928	\$ 1,758.40	\$112,009	16.2951	\$ 1,825.20
City of Springfield	\$169,835	18.4681	\$ 3,136.53	\$175,832	18.2578	\$ 3,210.31
City of Veneta	\$184,212	18.3389	\$ 3,378.25	\$189,813	19.0279	\$ 3,611.74
City of Westfir	\$111,563	18.3968	\$ 2,052.40	\$114,909	18.3991	\$ 2,114.22
Crow-Applegate	\$209,312	12.5335	\$ 2,623.41	\$217,228	12.8051	\$ 2,781.63
Eugene (4J School)	\$232,715	19.0556	\$ 4,434.52	\$240,588	19.6972	\$ 4,738.91
Eugene (Bethel School)	\$185,929	17.3898	\$ 3,233.27	\$191,751	17.2471	\$ 3,307.15
Mapleton	\$136,958	12.0318	\$ 1,647.85	\$142,740	11.9732	\$ 1,709.05
Marcola	\$205,916	12.0159	\$ 2,474.27	\$213,474	11.9399	\$ 2,548.86
McKenzie	\$227,257	10.0080	\$ 2,274.39	\$238,602	10.0007	\$ 2,386.19
Pleasant Hill	\$267,494	11.7723	\$ 3,149.02	\$277,948	12.2864	\$ 3,414.98
River Road	\$181,058	16.3593	\$ 2,961.98	\$186,507	17.0777	\$ 3,185.11
Santa Clara	\$191,943	12.3579	\$ 2,372.01	\$197,725	13.0763	\$ 2,585.51
Lane County	\$206,708	19.0556	\$ 3,938.94	\$213,763	19.6972	\$ 4,210.53
Springfield School	\$180,683	18.4681	\$ 3,336.87	\$186,993	18.2578	\$ 3,414.08

[Table from Lane County Assessor's Office]

Table 10 PERS Information

ACTUARIAL VALUATION REPORT

City of Oakridge

Executive Summary

Employer Contribution Rates

SLGRP employers have the option to elect separate Tier 1/Tier 2 rates to be applied to general service and police and fire payroll or to have the default blended rate apply to all Tier 1/Tier 2 payroll.

The following table summarizes the employer contribution rates effective July 1, 2023 through June 30, 2025 for each type of payroll. There are separate normal cost rates for each of the payrolls based on the benefit structure supported by that payroll. The other rates apply to all payrolls regardless of the benefit structure to which they are attributed.

Employer Rates Effective July 1, 2023 for City of Oakridge

	Payroll				
	Tier 1/Tier 2			OPSRP	
	Default	Optional Separate Rates		General Service	Police & Fire
All T1/T2 Payroll	General Service	Police & Fire			
Pension					
Normal cost rate	19.64%	15.53%	22.29%	9.89%	14.68%
Tier 1/Tier 2 UAL rate ¹	12.61%	12.61%	12.61%	12.61%	12.61%
OPSRP UAL rate	1.69%	1.69%	1.69%	1.69%	1.69%
Pre-SLGRP pooled liability rate	(1.39%)	(1.39%)	(1.39%)	(1.39%)	(1.39%)
Transition liability/(surplus) rate ²	5.27%	5.27%	5.27%	5.27%	5.27%
Side account rate relief ²	0.00%	0.00%	0.00%	0.00%	0.00%
Member redirect offset ³	(2.40%)	(2.40%)	(2.40%)	(0.65%)	(0.65%)
Net employer pension contribution rate	35.42%	31.31%	38.07%	27.42%	32.21%
Retiree Healthcare					
Normal cost rate	0.04%	0.04%	0.04%	0.00%	0.00%
UAL rate	(0.04%)	(0.04%)	(0.04%)	0.00%	0.00%
Net retiree healthcare rate	0.00%	0.00%	0.00%	0.00%	0.00%
Total net employer contribution rate	35.42%	31.31%	38.07%	27.42%	32.21%

In this report, the payroll of Tier 1 and Tier 2 members is referred to as Tier 1/Tier 2 valuation payroll. Combined valuation payroll refers to the payroll for Tier 1/Tier 2 members, OPSRP general service members, and OPSRP police and fire members.

¹ Includes Multnomah Fire District #10 rate and any impact of rate collar developed on page 41 of the system-wide actuarial valuation report.

² The transition liability/(surplus) rate and side account rate relief shown may be reduced such that the net pension contribution rate does not go below 0.00%.

³ Redirected member contributions under Senate Bill 1049 (2.50% of payroll for Tier 1/Tier 2 and 0.75% of payroll for OPSRP) will offset employer contribution rates. Redirect does not apply to members with monthly pay below a threshold. The values shown in the table incorporate an estimate of the effect of this limitation.

Executive Summary

Principal Valuation Results

A summary of principal valuation results from the current valuation and the prior valuation follows. Any changes in actuarial assumptions, methods, or plan provisions between the two valuations are described later in this report. More detailed information can be found in the system-wide actuarial valuation report.

City of Oakridge

	Actuarial Valuation as of	
	December 31, 2021	December 31, 2020
Allocated pooled SLGRP T1/T2 UAL	\$1,946,031	\$2,824,168
Allocated pre-SLGRP pooled liability/(surplus)	(99,787)	(121,568)
Transition liability/(surplus)	377,727	423,739
Allocated pooled OPSRP UAL	164,123	284,487
Side account	0	0
Net unfunded pension actuarial accrued liability	2,388,094	3,410,826
Combined valuation payroll	1,335,647	1,389,793
Net pension UAL as a percentage of payroll	179%	245%
Pre-SLGRP pooled rate	(1.39%)	(1.42%)
Transition rate	5.27%	4.95%
Side account rate relief	0.00%	0.00%
Allocated pooled RHIA UAL	(\$41,492)	(\$31,921)
Allocated pooled RHIPA UAL	\$0	\$0

In the above exhibit, UAL amounts for the various pools (SLGRP Tier 1/Tier 2 Pension, OPSRP, RHIA, and RHIPA) are allocated pro-rata based on the ratio of an employer's combined valuation payroll to the combined valuation payroll of the applicable pool. This allocation differs from the proportionate share of Net Pension Liability (NPL) that will be allocated to employers under GASB 68.

RHIPA liabilities are allocated to State Agencies and the State Judiciary, the only employers participating in the RHIPA program.

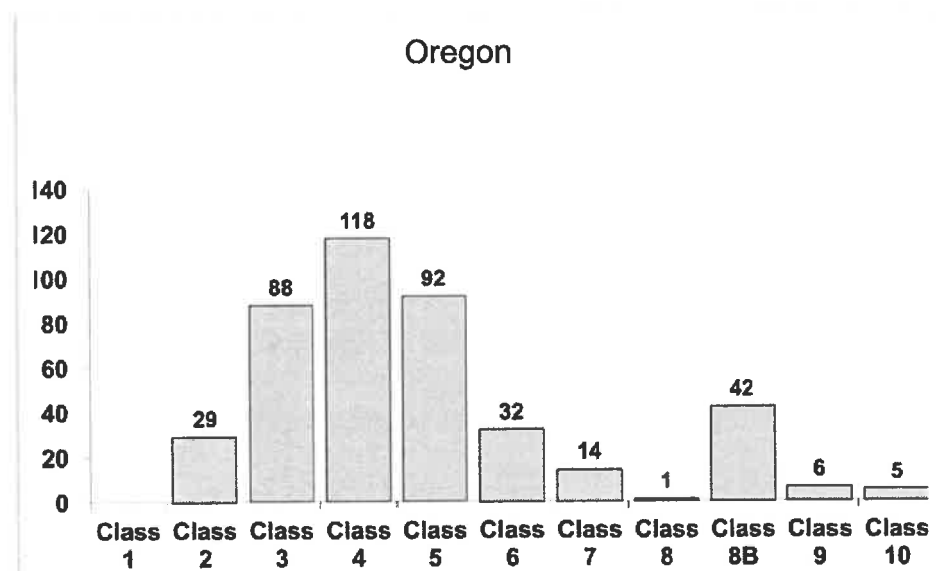
ISO [Insurance Services Office]

ISO- Insurance Services Office, Inc. is a private company that collects and evaluates information from communities on their structure fire suppression capabilities. ISO serves insurance companies, fire departments, insurance regulators and others by providing information about fire risk and the community's fire department in suppressing structure fires. While many insurance companies utilize ISO's community grading as part of establishing fire insurance rates, others do not.

ISO analyzes relevant data and assigns a Public Protection Classification grade on a scale of 1 to 10. A community's PPC grade depends on:

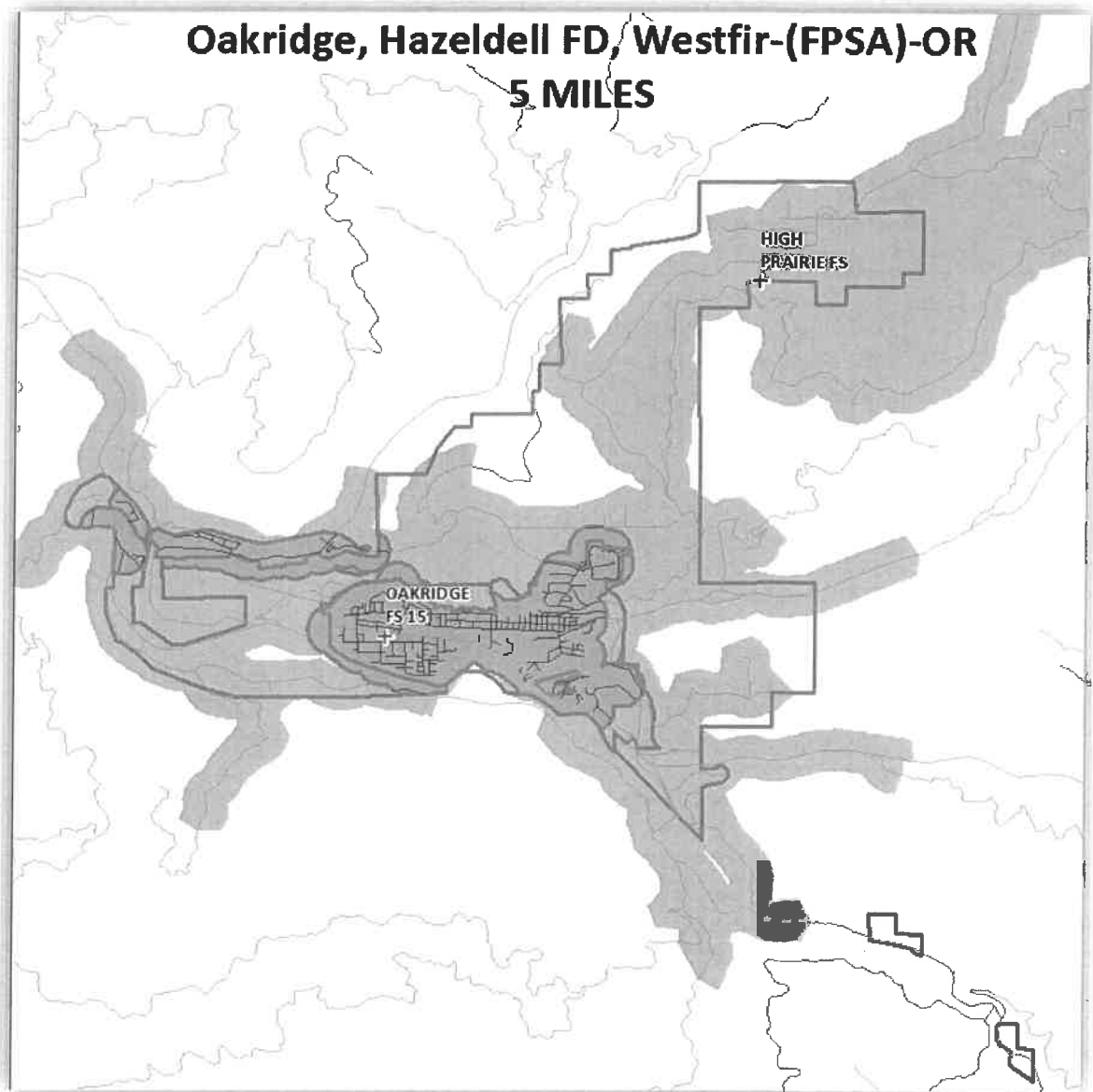
- **Need Fire Flows**- taken from representative building locations to determine the theoretical amount of water necessary for fire suppression purposes.
- **Emergency Communications**- including emergency reporting, telecommunicators, and dispatching systems.
- **Fire Department**- including equipment, staffing, training, geographical distribution of fire companies, operational considerations, and community risk reduction [fire prevention activities].
- **Water Supply**- including inspection and flow testing of fire hydrants, alternative water supply operations [water tender shuttles], and a careful evaluation of available water compared to the amount needed to suppress fires up to 3,500 gpm.

ISO grading scale is from 1 to 10. A 1 represents an exemplary fire suppression program, and a class 10 is graded as 'unprotected', meaning that the area's fire suppression program does not meet ISO's minimum criteria. Below is a distribution of ISO PPC grading for fire departments in Oregon.



Oakridge, Westfir and Hazeldell were last graded in February 2016, and were graded as a combined agency. Two separate reports were created- one in which the areas were served by fire hydrants, essentially areas within the cities of Oakridge and Westfir. This is reported in the ISO 'Oakridge FPSA' report [Fire Protection Service Area]. Areas not served by fire hydrants [mostly outside the city limits of Oakridge and Westfir] are included in the Oakridge FDS' report [Fire Department Supply]. This area is served via fire department water tenders.

A map showing the 2 areas [FPSA and FDS] is below. The area in pink is the hydranted 'FPSA' area; the other areas are included in the FDS report. The green line indicates fire district boundaries, the gray area is within 5-road miles of a recognized fire station.



Oakridge, Westfir, Hazeldell Consolidation Study

The Oakridge FPSA grade is Class 4. Again, this is the area served by fire hydrants. The areas not served by fire hydrants [FDS report] has a split grade: Class 5/10. The Class 5 relates to properties within 5-road miles of a recognized fire station. The Class 10 relates to areas outside of the 5-road miles of a recognized fire station.

The PPC grade is based on a 100-point scale:

PPC	Points
1	90.00 or more
2	80.00 to 89.99
3	70.00 to 79.99
4	60.00 to 69.99
5	50.00 to 59.99
6	40.00 to 49.99
7	30.00 to 39.99
8	20.00 to 29.99
9	10.00 to 19.99
10	0.00 to 9.99

Oakridge FPSA points [area served by fire hydrants] is 60.71. Of concern is that this grading is less than 1-point from being downgraded to a Class 5. The Oakridge FDSA [area served by water tenders and within 5-road miles of a recognized fire station] is 55.16.

A breakdown in the grading points follows⁸:

FSRS Feature	FPSA Area Credit	FPS Area Credit	Available Credits
Emergency Communications			
414 Credit for Emergency Reporting	0.30	0.30	3
422 Credit for Telecommunicators	4.00	4.00	4
432 Credit for Dispatch Circuits	1.13	1.13	3
440 Credit for Emergency Comms	5.43	5.43	10
Fire Department			
513 Credit for Engine Companies	5.73	5.73	6
523 Credit for Reserve Pumpers	0.48	0.48	0.50
532 Credit for Pump Capacity	3.00	3.00	3
549 Credit for Ladder Service	1.84	1.13	4
553 Credit for Reserve Ladder/Service	0.00	0.00	0.50
561 Credit for Deployment Analysis	3.94	2.68	10
571 Credit for Company Personnel	5.15	3.46	15
581 Credit for Training	3.54	3.54	9
730 Credit for Operational Considerations	2.00	2.00	2
590 Credit for Fire Department	25.68	22.02	50
Water Supply			
616 Credit for Supply System	20.70	19.85	30
621 Credit for Hydrants	2.95	2.95	3
631 Credit for Inspection & Flow Testing	5.48	5.48	7
640 Credit for Water Supply	29.13	28.28	40
Divergence⁹	-4.29	-5.33	--
Community Risk Reduction	4.76	4.76	5.50
Total Credit	60.71	55.16	105.50

⁸ The full ISO report with detailed information is available at the Oakridge Fire Department

⁹ Divergence is a reduction based on the difference between water supply and fire department scores

Oakridge, Westfir, Hazeldell Consolidation Study

There is some consideration regarding 9-1-1 dispatch centers as it affects call taking and dispatching efficiency, as well as ISO credit.

Currently 9-1-1 calls are received by Central Lane 9-1-1 center in Eugene. This dispatch center serves all Lane County Fire Districts except for Siuslaw Vally Fire and Rescue and Oakridge Fire-EMS. Oakridge is contracting with Junction City for dispatch. Junction City Fire District was previously dispatched by Junction City, but now contracts with Central Lane.

Under this scenario, a call is received by Central Lane, and the call information is transferred to Junction City for dispatch. If the original caller has updated information, it again is received by Central Lane and then information is again relayed to Junction City, then relayed to responding units.

There is also a bit of variation in ISO credits for each dispatch center.

	Total Available Points	LCSO Dispatch Points 2016 rating	Junction City Dispatch 2016 rating	Central Lane Dispatch Points 2018 rating
414 Credit for Emergency Reporting	3	0.30	.30	3.0
422 Credit for Telecommunicators	4	4.00	4.00	3.7
432 Credit for Dispatch Circuits	3	1.13	1.05	2.85
440 Total Credit for Emergency Communications	10	5.43	5.35	9.55

Business of the City Council

City of Oakridge, Oregon

September 21, 2023

Agenda Title: City Holiday Party & Awards Ceremony with Oakridge/Westfir Chamber of Commerce

Agenda Item No: 10.9

Exhibits: None

Proposed Council Action: A motion from the floor to approve

Author: CA

ISSUE:

We currently have \$1,200 budgeted for the annual city holiday party. I am requesting an additional \$300 in non-allocated funds and for Council to pick a date (**Friday December 15th** or **Saturday December 16th**) for this event at the bowling alley. I would also like to present some awards during the event this year, such as "city employee of the year," "citizen/volunteer of the year," etc. I would also like **up to 3 City Councilors** to volunteer to be on the "holiday party committee" to help city staff plan the event and choose the award winners.

Similar to last year, the event will be free (although it may be appropriate to charge \$5 per game or \$10 for unlimited bowling for the night) to all city employees, city council, committee members, city volunteers, and the Oakridge-Westfir Chamber of Commerce (the Chamber has agreed to help organize and run the event, solicit donations from businesses for raffle/door prizes, and will pay for their own awards).

FISCAL IMPACT: \$1,500.00

OPTIONS: Approve, deny, or modify the request

STAFF RECOMMENDATION: Approve

RECOMMENDED MOTION: *"I move to approve an additional \$300 in non-allocated funds for the Holiday Party on December ____ (15 or 16) at the bowling alley."*

STRATEGIC THEMES/GOALS INVOLVED:

Theme 4 (Community Livability), Goal #1: Work with community partners to provide recreation, education, and enrichment opportunities for citizens and youth.



Lookout/Horse Creek/Pothole/Bedrock Fires

September 14, 2023 - Morning Update

Lookout: Total Personnel: 625 | Size: 24,610 acres | Start Date: August 5, 2023 | Cause: Lightning | Containment: 50%

Resources: 24 engines | 11 crews | 5 bulldozers | 26 water tenders | 5 masticators | 3 helicopters | 2 skidders

Containment remains at 50% on Lookout Fire. Crews continue to construct line and improve roads on the northern portion of the fire where fire activity has picked up. As a result, some smoke production may be apparent. Patrol, monitoring, and repair on the east and south sides of the fire continue and interior hot spots are being extinguished when located.

Horse Creek: Total Personnel: 70 | Size: 763 acres | Start Date: August 24, 2023 | Cause: Lightning | Containment: 90%

Resources: 5 engines | 1 crew | 1 bulldozer | 2 water tenders | 2 masticator | 1 excavator | 3 skidders

Containment remains at 90% and with no additional growth on the fire. Chipping and clearing of debris from indirect lines continues, allowing for safe travel. Crews continue to patrol and monitor, extinguishing hot spots as they are found along the west, north, and south sides of the fire, strengthening and holding the containment lines.

Pothole: Total Personnel: 18 | Size: 109 acres | Start Date: August 25, 2023 | Cause: Lightning | Containment: 90%

Resources: 1 engine | 1 water tender | 1 masticator | 1 excavator

Containment remains at 90% and with no additional growth on the fire. Crews continue to patrol and monitor the line, mopping up the interior of the fire, and snuffing hot spots as they are found.

Bedrock: Total Personnel: 158 | Size: 31,590 acres | Start Date: July 22, 2023 | Cause: under investigation |

Containment: 90%

Resources: 6 engines | 4 crews | 5 bulldozers | 13 water tenders | 4 masticators | 3 helicopters | 1 skidder

Containment remains at 90% on Bedrock Fire and acreage remains unchanged. Work with Resource Advisors (READ) continues to implement priority repair work based upon the READs input. Backhauling of excess equipment has begun and suppression repair along roads continues. As crews work on suppression repair, they are working towards a result of returning the affected area, as close as possible, to pre-fire conditions.

All Fires: What does it mean to patrol and monitor the line? Crews will work their way back and forth attentively over the length of the control line to prevent fire from crossing over the line, to suppress any spot fires, and to extinguish overlooked hotspots.

Weather

Yesterday was the start to a drier warmer period which will last into the weekend. Temperatures were up and humidities were down. Today will continue the warmer and drier trend along with a light easterly flow. This pattern is bringing a day of elevated fire weather conditions and a possibility of light to moderate of the fire.

Evacuation Update

Linn County Evacuations: For the Lookout and Horse Creek fires, the Linn County Sheriff Offices announced an Evacuation Alert change.

- All LEVEL 1 (BE READY) and LEVEL 2 (BE SET) Evacuation Alert Levels are lifted completely.

- All LEVEL 3 (GO NOW) Evacuation Alerts are downgraded to a LEVEL 1 (BE READY) preparedness level.

Lane County Evacuations: There are no evacuation notices related to the Bedrock Fire. For the Lookout Fire additional reductions to many of the evacuation notices have been made. For the most specific guidance on evacuation level locations, please refer to the Lane County Wildland Evacuation Information web page:

<https://www.lanecounty.org/cms/one.aspx?pageId=19730823>

Forest Closures: The closure order for the Lookout Fire was reduced on September 7. Updated closures can be found at:

<https://www.fs.usda.gov/alerts/willamette/alerts-notice/?aid=61574>

Restrictions: Fire Restrictions are in place on the Willamette National Forest. Visit the [Willamette National Forest Website](#) to view current forest closures. [Temporary Flight Restrictions](#) remain in place over the Bedrock and Lookout fire areas.

Smoke Outlook: <https://outlooks.wildlandfiresmoke.net/outlook/4c92bc1a> The [Fire and Smoke Map](#) (fire.airnow.gov) is another source for air quality information.

Lookout Information Line: 541-215-6735 (8 a.m. - 8 p.m.)

Email: 2023.lookout@firenet.gov

Facebook: <https://www.facebook.com/LookoutFire2023>

Inciweb: <https://inciweb.nwcg.gov/incident-information/orwif-lookout-fire>

Bedrock Fire Information: 541-414-6272 (8 a.m. - 8 p.m.)

Email: 2023.bedrock@firenet.gov

Facebook: <https://www.facebook.com/BedrockFire2023/>

Inciweb: <https://inciweb.wildfire.gov/incident-information/orwif-bedrock-fire>

FORESTS & FIRE OPEN HOUSE

Bedrock Fire Area Emergency Response

Tuesday, September 19, 2023

6:00pm - 7:00pm

**Middle Fork District Office
46375 Hwy 58, Westfir**

- **Learn about the Bedrock Fire impacts**
- **Learn how the Forest Service plans to open the forest**
- **Look at fire and project maps**

Molly Juillerat, Middle Fork Ranger, and Willamette Forest Fire Staff will be on hand to answer questions. Stop by at any time!

JOIN US!



Talk to Forest Service staff



Learn more about the fire 's impact



Learn about proposed fire recovery work



FREE FIREWISE WORK



FIREWISE USA[®]
RESIDENTS REDUCING WILDFIRE RISKS

Do you live in city limits of Oakridge or Westfir and meet one of the following qualifications?

- physical disability
- elderly
- reduced income

Apply Here:

Contact Dustin



541-782-3422 Ext. 2

-OR-



staff@swfcollaborative.org

Scan this QR Code:



Oregon Health Authority has just given Oakridge Air more Grovpure purifiers AND filters to distribute!



PURIFIERS

Anyone who lives in Oakridge/Westfir and does NOT already have a Grovpure air purifier is eligible for a free Grovpure! This also means that folks who have received a Honeywell or Winix from Oakridge Air in the past are now eligible for a Grovpure.

REMEMBER: We are still limited to one Grovpure per household.

FILTERS

If you have NOT received an extra filter in 2023 for your Grovpure, you are eligible to come get a new filter for free!



REMEMBER! Grovpure filters are good for at LEAST 6 months-1 year, so your filters are still good! But this is a great opportunity to prepare for next year while resources are available.

Office Hours For Pickup:

Tuesday - Thursday 10:00 am - 1:00pm
48513 HWY 58, Oakridge, OR 97463



info@oakridgeair.org



541-782-3422



Oregon Health

Family Check-Up Service

Are you the parent or guardian of a child aged 2 to 17?
Would you like to earn \$150 online?

Would you like to:

- Increase your parenting skills?
- Encourage positive behaviors and set limits?
- Improve how you work with your child's emotions?
- Set parenting goals?

Families can earn \$150 in gift cards by attending three sessions from home, online. This takes place over 3-4 weeks. At each session you will:

- Virtually meet with our staff to share information about your family.
- Work on tasks with your child in a video-recorded session in a video call.
- Discuss strengths in a feedback session from your own living room.

Please have an internet-connected device with access to a camera and a microphone

Service is made possible by Trillium Community Health Plan, Lane Community Health Council and PacificSource Community Solutions.

For more information:

Lane County Youth Services
2727 Martin Luther King, Jr. Blvd
Eugene OR, 974011

Call (541) 682-4700 to schedule an appointment.

Se habla español.

www.lanecountyor.gov/mediation





Community Powered Bicycle Projects: Survey Results

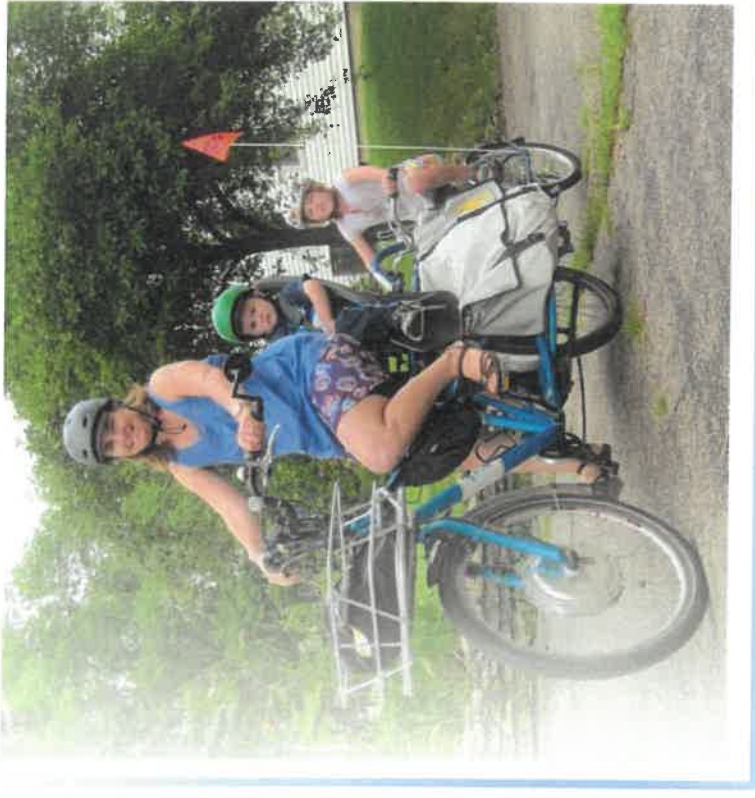
Lane County appreciates the thousands of community members who participated in the *April 2023 Lane County Roads Survey* and enthusiastically shares the results, which are available at: lanecounty.org/roads

Throughout the month of April, Lane County surveyed rural households within eight geographic communities to learn more about what people are experiencing on County roads. The survey was possible thanks to grant funding from the Oregon Department of Land Conservation and Development's Rural Transportation Equity Program. The information gathered will help implement the Lane County Bicycle Master Plan, which identified investments needed to support bicycling as a transportation option in rural Lane County.

Bicycling is a viable regional transportation option throughout Lane County for people of all ages and abilities, linking communities to destinations and services, and connecting where we live, work, and play.

— Lane County Bicycle Master Plan, Vision Statement (2022)

This project enabled Lane County to hear directly from rural residents, especially priority populations, such as low-income households and people who are more dependent on walking and biking to access critical services. Because the needs are so great, exceeding available resources, Lane County needs to secure additional funding to implement the Bicycle Master Plan. A strong demonstration of project need and community support greatly increases Lane County's confidence and competitiveness in applying for grant funding for projects that improve safety for all roadway users, whether walking, biking, driving, or riding the bus.



Over 3,616 rural community members participated in the survey, sharing information about their experiences on Lane County roads. Based on the information gathered, the survey effectively reached households with lower incomes, disabilities, and elderly people. Expanding transportation options for priority populations is essential in order to provide equal access to services and improve the overall health of the larger community of Lane County.

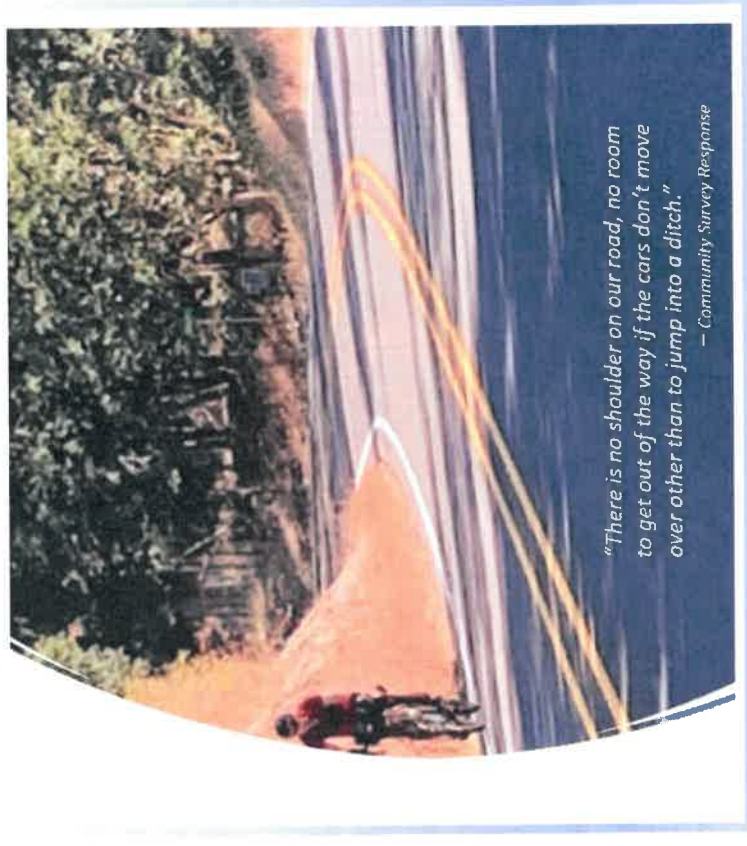
The information gathered affirmed the following:

- **There is demand/need.** The community survey resulted in 2,595 people reporting that they are currently walking/biking/rolling on County roads under current conditions; however, 1,823 reported safety concerns. The lack of/narrow roadway shoulder was the top safety concern.
- **There is support for change.** The community survey resulted in 2,086 people reporting that they would walk/bike/roll more if there were greater separation from vehicle traffic.

The process of involving the community in the Bicycle Master Plan implementation will be an on-going activity over many years. Staff learned a lot from the community that would not have otherwise been possible without the grant funding provided for this project. Staff is immensely grateful to not only the project sponsor, but the thousands of community members who participated in the process.

We recognize the data collected through this process may not reflect the entire community. We still have much to learn from the community and need additional resources for more engagement. Hearing from people who walk and bike County roads, especially for necessity trips (not just recreation) was especially important. We will continue to evaluate and use this rich source of information.

For more information, contact: Becky Taylor, Senior Transportation Planner, Lane County, becky.taylor@lanecountyor.gov (541) 682-6932.



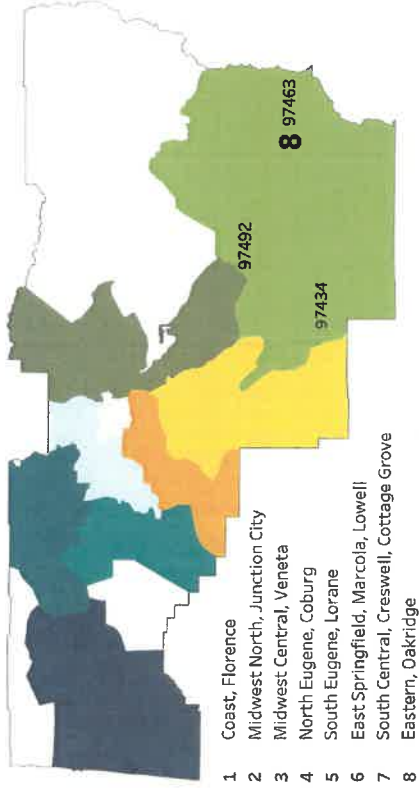


COMMUNITY POWERED BICYCLE PROJECT | 2023 SURVEY RESULTS

LANE COUNTY

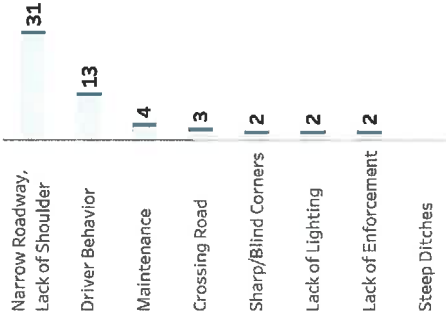
Lane County Geographic Communities

Click on any geographic area, or select from the dropdown, to filter the survey results.
Eastern, Oakridge



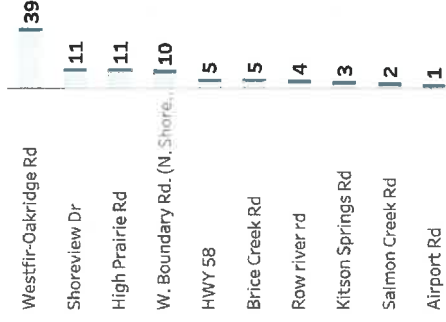
Safety Concern Reasons

Filtered by Eastern/Oakridge Community



Top 10 Most Important Roads

Filtered by Eastern/Oakridge Community



Notable Quotes

Filtered by Eastern/Oakridge Community

- "There are no shoulders and the amount of log trucks is scary."
- "There are many places along the road without adequate space to walk or bike outside of traffic, and the speed limit is 55 MPH so vehicles are moving very fast, and there are many curves which reduce visibility."
- "I would like to be able to ride more safely from Westfir to Oakridge.
- There currently is little shoulder on that road."

TOTAL RESPONDENTS
134

DO SO FOR NECESSITY PURPOSES
72

INDICATED SAFETY CONCERN
65

CURRENTLY WALKING, BIKING, OR ROLLING
104

WOULD MORE IF SEPARATED TRAVELING SPACE
81

DON'T CURRENTLY BUT WOULD IF SEPARATED TRAVELING SPACE
13

Priority Populations

Filtered by Eastern/Oakridge Community



Rural communities use Lane County roads every day to access critical resources like getting to school, work, or grocery stores. To improve safety for everyone traveling, Lane County has identified roads that need shoulder widening. In order to learn more from rural residents about road safety priorities, Lane County conducted a community survey. Responses will help Lane County make better decisions about where to focus limited resources to make the biggest difference. Thank you to those who participated for helping us make the roads most important to you safer.

City of Oakridge Statement of Revenue and Expenditures

Revised Budget
For GENERAL FUND (100)
For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
Revenues					
Beginning Fund Balances Revenues					
100-00-500001 Beginning Fund Balance	\$ 19,132.92	\$ 0.00	\$ 122,271.00	\$ (37,435.36)	130.62%
100-18-500001 Beginning Fund Balance	124,559.79	0.00	2,989,435.00	0.00	100.00%
Total Beginning Fund Balances Revenues	143,692.71	0.00	3,111,706.00	(37,435.36)	101.20%
Property Taxes Revenues					
100-00-503400 Property Tax Revenues - Prior Levie	1,250.00	0.00	15,000.00	0.00	100.00%
100-00-599100 Property Tax Revenues - Current Le	108,412.50	0.00	1,300,950.00	0.00	100.00%
Total Property Taxes Revenues	109,662.50	0.00	1,315,950.00	0.00	100.00%
Franchise Fees Revenues					
100-00-504005 Franchise Fees	17,500.00	106,889.57	210,000.00	110,901.02	47.19%
Total Franchise Fees Revenues	17,500.00	106,889.57	210,000.00	110,901.02	47.19%
Licenses, Permits, Misc. Taxes Revenues					
100-00-503100 State Liquor Tax	5,083.33	0.00	61,000.00	7,329.66	87.98%
100-00-503150 State Marijuana Tax	1,100.00	0.00	13,200.00	0.00	100.00%
100-00-503250 ORD 924 Tax	833.33	0.00	10,000.00	0.00	100.00%
100-00-503300 Cigarette Tax	237.92	0.00	2,855.00	394.74	86.17%
100-00-503450 Heavy Eqp Rental Tax	83.33	0.00	1,000.00	0.00	100.00%
100-00-504000 Telecommunications License Fee	1,250.00	781.32	15,000.00	936.97	93.75%
100-00-504100 Licenses & Permits Fees	7,000.00	10,899.94	84,000.00	11,925.37	85.80%
Total Licenses, Permits, Misc. Taxes Revenues	15,587.92	11,681.26	187,055.00	20,586.74	88.99%
Intergovernmental Revenues Revenues					
100-00-502400 Westfir Police Services Contract	5,000.00	0.00	60,000.00	24,250.00	59.58%
100-00-507000 State Revenue Sharing	3,916.67	9,310.17	47,000.00	9,310.17	80.19%
100-00-507100 LRAPA Code Enforcement	4,833.00	0.00	57,996.00	0.00	100.00%
100-00-508500 Lowell Police Serv. Contract	2,907.42	0.00	34,889.00	3,029.67	91.32%
Total Intergovernmental Revenues Revenues	16,657.08	9,310.17	199,885.00	36,589.84	81.69%
Planning Fees and Reimbursements Revenues					
100-00-501500 Planning	166.67	0.00	2,000.00	0.00	100.00%
Total Planning Fees and Reimbursements Revenu	166.67	0.00	2,000.00	0.00	100.00%
Fines & Forfeitures Revenues					
100-00-500500 Fines & Foreitures	2,916.67	3,641.50	35,000.00	10,019.74	71.37%
100-00-508600 Lowell Muni Court Fines	0.00	582.83	0.00	582.83	0.00%
Total Fines & Forfeitures Revenues	2,916.67	4,224.33	35,000.00	10,602.57	69.71%
Interest Revenues					
100-00-500200 Interest	833.33	0.00	10,000.00	0.00	100.00%
Total Interest Revenues	833.33	0.00	10,000.00	0.00	100.00%
Grants & Donations Revenues					
100-00-502863 American Rescue Plan Grant	12,641.83	0.00	151,702.00	7,902.00	94.79%
100-00-505510 Misc Library Grants	250.00	0.00	3,000.00	0.00	100.00%

City of Oakridge Statement of Revenue and Expenditures

Revised Budget
For GENERAL FUND (100)
For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
100-00-506000 Library Donations & Sales	133.33	77.37	1,600.00	10,153.47	(534.59%)
100-00-506500 Library SRP-Cards 4 Kids	83.33	0.00	1,000.00	0.00	100.00%
100-00-513700 Parks Grants/Donations	66.67	0.00	800.00	85.00	89.38%
100-00-599800 Parks Revenues	716.67	0.00	8,600.00	0.00	100.00%
Total Grants & Donations Revenues	13,891.83	77.37	166,702.00	18,140.47	89.12%
Rentals and Leases Revenues					
100-00-599700 Dead Mountain Tower Rent	725.00	600.00	8,700.00	1,650.00	81.03%
100-00-599701 Building Rent	450.00	0.00	5,400.00	0.00	100.00%
Total Rentals and Leases Revenues	1,175.00	600.00	14,100.00	1,650.00	88.30%
Miscellaneous Revenues					
100-00-500300 Dividends	566.67	0.00	6,800.00	0.00	100.00%
100-00-505500 Library Revenue	83.33	63.10	1,000.00	147.25	85.27%
100-00-599900 Miscellaneous Income	416.67	1,432.84	5,000.00	1,432.84	71.34%
100-00-599920 Misc Police Revenue	375.00	105.00	4,500.00	225.00	95.00%
Total Miscellaneous Revenues	1,441.67	1,600.94	17,300.00	1,805.09	89.57%
Charges for Services Revenues					
100-00-504010 Imposed Public Safety Fee	21,666.67	28,503.00	260,000.00	57,366.00	77.94%
100-00-520100 Administrative Overhead	52,846.67	0.00	634,160.00	0.00	100.00%
Total Charges for Services Revenues	74,513.33	28,503.00	894,160.00	57,366.00	93.58%
Other Financing Sources (uses) Revenues					
100-00-500910 Sale of Equipment	166.67	0.00	2,000.00	0.00	100.00%
Total Other Financing Sources (uses) Revenues	166.67	0.00	2,000.00	0.00	100.00%
Transfers Revenues					
100-00-599801 Transfer to Parks RTMP	666.67	0.00	8,000.00	0.00	100.00%
Total Transfers Revenues	666.67	0.00	8,000.00	0.00	100.00%
Total GENERAL FUND Revenues	\$ 398,872.04	\$ 162,886.64	\$ 6,173,858.00	\$ 220,206.37	96.43%

Expenditures

Personal Services Expenditures

100-11-400001 Health Insurance	\$ 8,450.50	\$ 0.00	\$ 101,406.00	\$ 4,719.19	95.35%
100-11-400002 PERS	9,578.67	0.00	114,944.00	8,610.87	92.51%
100-11-400003 Workers Compensation	111.75	0.00	1,341.00	72.83	94.57%
100-11-400004 Payroll Taxes	2,003.92	0.00	24,047.00	2,249.54	90.65%
100-11-400032 Deferred Comp OSGP	0.00	0.00	0.00	100.00	0.00%
100-11-400039 Wages	31,966.75	0.00	383,601.00	27,692.04	92.78%
100-11-400081 VEBA Contributions	200.00	0.00	2,400.00	0.00	100.00%
100-11-400082 Life/LTD Insurance	0.00	0.00	0.00	38.67	0.00%
100-12-400001 Personnel Insurance	0.00	0.00	0.00	2,313.19	0.00%
100-12-400002 PERS	0.00	0.00	0.00	1,825.32	0.00%
100-12-400004 Payroll Taxes	0.00	0.00	0.00	459.29	0.00%
100-12-400039 Wages	0.00	0.00	0.00	5,658.13	0.00%
100-12-400082 Life/LTD Insurance	0.00	0.00	0.00	12.46	0.00%

City of Oakridge
Statement of Revenue and Expenditures

Revised Budget
For GENERAL FUND (100)
For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
100-13-400001 Health Insurance	15,643.67	0.00	187,724.00	11,096.32	94.09%
100-13-400002 PERS	13,019.75	0.00	156,237.00	13,611.25	91.29%
100-13-400003 Workers Compensation	1,016.67	0.00	12,200.00	558.47	95.42%
100-13-400004 Payroll Taxes	3,125.00	0.00	37,500.00	3,411.34	90.90%
100-13-400023 Patrol Wages	41,247.50	0.00	0.00	0.00	0.00%
100-13-400032 Deferred Comp OSGP	0.00	0.00	0.00	334.00	0.00%
100-13-400039 Wages	0.00	0.00	494,970.00	42,192.38	91.48%
100-13-400081 VEBA Contributions	100.00	0.00	1,200.00	0.00	100.00%
100-13-400082 Life/LTD Insurance	0.00	0.00	0.00	62.40	0.00%
100-16-400004 Payroll Taxes	92.17	0.00	1,106.00	95.90	91.33%
100-16-400039 Wages	0.00	0.00	0.00	1,174.28	0.00%
100-16-400048 Library Coordinator	955.92	0.00	11,471.00	0.00	100.00%
100-17-400012 Public Works Personnel Services	1,742.42	0.00	20,909.00	0.00	100.00%
100-99-400001 Health Care Coverage	950.75	0.00	11,409.00	744.16	93.48%
100-99-400002 PERS	669.17	0.00	8,030.00	618.52	92.30%
100-99-400004 Payroll Taxes	0.00	0.00	0.00	150.21	0.00%
100-99-400019 Municipal Court Clerk	2,244.75	0.00	0.00	0.00	0.00%
100-99-400039 Wages	0.00	0.00	26,937.00	1,917.33	92.88%
100-99-400082 Life/LTD Insurance	0.00	0.00	0.00	7.21	0.00%
Total Personal Services Expenditures	133,119.33	0.00	1,597,432.00	129,725.30	91.88%
Materials & Services Expenditures					
100-11-400078 ARPA Expenses	9,166.67	8,380.87	110,000.00	19,440.51	82.33%
100-11-400101 Materials/Supplies	1,333.33	1,381.38	16,000.00	1,524.94	90.47%
100-11-400104 Telephone	500.00	560.99	6,000.00	786.31	86.89%
100-11-400105 Banking/Financial Fees	8.33	0.00	100.00	0.00	100.00%
100-11-400106 Office Expenses/Equipment	0.00	443.04	0.00	1,061.01	0.00%
100-11-400107 Utilities	833.33	578.36	10,000.00	684.56	93.15%
100-11-400108 Insurance	14,711.42	525.00	176,537.00	525.00	99.70%
100-11-400114 Advertising	75.00	0.00	900.00	0.00	100.00%
100-11-400115 Internet	83.33	339.90	1,000.00	509.85	49.01%
100-11-400117 Membership/Dues/Subscriptions	1,166.67	409.22	14,000.00	6,634.82	52.61%
100-11-400120 Travel/Training	233.33	133.60	2,800.00	133.60	95.23%
100-11-400122 Travel/Training City Council	41.67	0.00	500.00	0.00	100.00%
100-11-400130 Professional Services Non Legal	833.33	574.20	10,000.00	1,229.95	87.70%
100-11-400132 Accounting/Audit Services	1,250.00	14,000.00	15,000.00	0.00	100.00%
100-11-400133 Professional Services/Legal Fees	1,250.00	427.50	15,000.00	427.50	97.15%
100-11-400150 Awards/Recognitions	104.17	0.00	1,250.00	0.00	100.00%
100-11-400152 Election Expense	208.33	0.00	2,500.00	0.00	100.00%
100-11-400156 Computer Equip/Supplies/Support	875.00	0.00	10,500.00	0.00	100.00%
100-11-400158 Misc.Expense/New Equipment	625.00	0.00	7,500.00	0.00	100.00%
100-11-400166 Bldg. Maintenance	416.67	139.00	5,000.00	264.00	94.72%
100-11-400222 Community Projects	833.33	0.00	10,000.00	10,000.00	0.00%
100-11-400242 Special Mobility Services	1,000.00	3,000.00	12,000.00	3,000.00	75.00%
100-11-401205 Dead Mtn. Tower Lease	250.00	0.00	3,000.00	0.00	100.00%
100-12-400130 Professional Services Misc.	4,166.67	0.00	50,000.00	25.99	99.95%
100-12-400138 Planning Services	137.50	0.00	1,650.00	0.00	100.00%
100-12-400140 Administrative Overhead	3,057.17	0.00	36,686.00	0.00	100.00%
100-13-400029 Reserve Officers	291.67	0.00	3,500.00	0.00	100.00%

City of Oakridge

Statement of Revenue and Expenditures

Revised Budget

For GENERAL FUND (100)

For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number		Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
100-13-400101	Materials/Supplies	833.33	38.81	10,000.00	93.98	99.06%
100-13-400104	Telephone	1,116.67	(371.72)	13,400.00	(96.63)	100.72%
100-13-400107	Utilities	500.00	20.47	6,000.00	20.47	99.66%
100-13-400115	Internet	29.17	0.00	350.00	0.00	100.00%
100-13-400117	Membership/Dues/Subscriptions	191.67	0.00	2,300.00	0.00	100.00%
100-13-400118	Cadet/Explorer Expense	41.67	0.00	500.00	0.00	100.00%
100-13-400120	Travel/Training	958.33	0.00	11,500.00	0.00	100.00%
100-13-400121	Accreditation	133.33	0.00	1,600.00	0.00	100.00%
100-13-400130	Professional Services Misc.	333.33	150.00	4,000.00	316.06	92.10%
100-13-400137	Dispatch Services LC SO	4,681.67	6,297.60	56,180.00	6,297.60	88.79%
100-13-400140	Administrative Overhead	6,960.67	0.00	83,528.00	0.00	100.00%
100-13-400145	Uniform	416.67	120.00	5,000.00	120.00	97.60%
100-13-400146	Uniform Allowance	866.67	0.00	10,400.00	0.00	100.00%
100-13-400156	Computer Equip/Supplies/Support	416.67	0.00	5,000.00	0.00	100.00%
100-13-400160	Equipment Maintenance/Repairs	583.33	364.55	7,000.00	1,269.04	81.87%
100-13-400162	Radio Maintenance/Repairs	291.67	0.00	3,500.00	0.00	100.00%
100-13-400166	Bldg. Maintenance	0.00	63.00	0.00	63.00	0.00%
100-13-400168	Vehicle Maintenance	500.00	680.79	6,000.00	680.79	88.65%
100-13-400169	Vehicle Repairs	500.00	0.00	6,000.00	0.00	100.00%
100-13-400172	Fuel	2,500.00	1,221.47	30,000.00	1,902.21	93.66%
100-13-400216	Animal Control	33.33	0.00	400.00	0.00	100.00%
100-13-400218	Fall Fun Night	241.67	0.00	2,900.00	0.00	100.00%
100-13-400305	Public Safety Assessment	416.67	0.00	5,000.00	0.00	100.00%
100-13-401052	Radios Debt Service	516.67	0.00	6,200.00	0.00	100.00%
100-13-401200	Photo Supplies	75.00	0.00	900.00	0.00	100.00%
100-13-401201	Ammunition	408.33	0.00	4,900.00	0.00	100.00%
100-13-401202	Investigations	166.67	70.00	2,000.00	70.00	96.50%
100-13-401204	Jail Expense	166.67	0.00	2,000.00	0.00	100.00%
100-13-401206	PPE Supplies	250.00	0.00	3,000.00	0.00	100.00%
100-16-400101	Materials/Supplies	408.33	267.27	4,900.00	335.01	93.16%
100-16-400104	Telephone	25.00	21.00	300.00	21.00	93.00%
100-16-400107	Utilities	58.33	0.00	700.00	0.00	100.00%
100-16-400120	Travel/Training	41.67	9.99	500.00	9.99	98.00%
100-16-400140	Administrative Overhead	416.67	0.00	5,000.00	0.00	100.00%
100-16-400156	Computer Equip/Supplies/Support	114.75	0.00	1,377.00	0.00	100.00%
100-16-400158	Misc.Expense/New Equipment	250.00	0.00	3,000.00	596.00	80.13%
100-16-400224	Summer Reading Program	83.33	250.00	1,000.00	250.00	75.00%
100-16-400226	SRP-Cards 4 Kids	41.67	0.00	500.00	394.12	21.18%
100-16-400243	Acquisitions and Books	166.67	130.98	2,000.00	278.43	86.08%
100-16-400246	SIRSI System	358.33	0.00	4,300.00	0.00	100.00%
100-16-400248	OCLC Cataloging	0.00	0.00	0.00	360.22	0.00%
100-17-400101	Materials/Supplies	708.33	832.82	8,500.00	2,029.78	76.12%
100-17-400104	Telephone	0.00	8.98	0.00	8.98	0.00%
100-17-400110	Utilities	1,000.00	1,167.45	12,000.00	1,300.65	89.16%
100-17-400140	Administrative Overhead	1,966.42	0.00	23,597.00	0.00	100.00%
100-17-400166	Bldg. Maintenance	625.00	132.05	7,500.00	132.05	98.24%
100-17-400177	Building Maintenance(non-capital)	0.00	132.05	0.00	396.15	0.00%
100-18-400101	Materials/Supplies	125.00	260.93	1,500.00	260.93	82.60%
100-18-400104	Telephone	0.00	94.67	0.00	94.67	0.00%

City of Oakridge
Statement of Revenue and Expenditures
 Revised Budget
 For GENERAL FUND (100)
 For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
100-18-400107 Utilities	1,083.33	2,876.61	13,000.00	2,876.61	77.87%
100-18-400140 Administrative Overhead	1,128.08	0.00	13,537.00	0.00	100.00%
100-18-400166 Bldg. Maintenance	83.33	0.00	1,000.00	0.00	100.00%
100-18-400281 WAC State Grant	122,140.08	0.00	1,465,681.00	273.95	99.98%
100-99-400131 Municipal Court Judge-Contract	1,793.92	3,492.56	21,527.00	3,492.56	83.78%
100-99-400140 Administrative Overhead	1,000.00	0.00	12,000.00	0.00	100.00%
100-99-400213 State Court Fees	450.00	0.00	5,400.00	(818.00)	115.15%
100-99-400215 Court Expenses	208.33	189.79	2,500.00	376.96	84.92%
Total Materials & Services Expenditures	201,858.33	49,415.18	2,422,300.00	69,654.62	97.12%
Capital Outlay Expenditures					
100-13-400300 New Equipment - Capital	4,083.33	0.00	49,000.00	0.00	100.00%
Total Capital Outlay Expenditures	4,083.33	0.00	49,000.00	0.00	100.00%
Fund Transfers Expenditures					
100-00-401016 Transfer Emergency Services	38,833.33	0.00	466,000.00	0.00	100.00%
100-00-401081 Transfer of Public Safety Fee Funds	10,833.33	0.00	130,000.00	0.00	100.00%
Total Fund Transfers Expenditures	49,666.67	0.00	596,000.00	0.00	100.00%
Contingency/Uapp Ending Fund Balance Expendit					
100-00-499990 Unappropriated Ending Fund Balanc	4,282.08	0.00	51,385.00	0.00	100.00%
100-00-499991 Reserved for Future Expenditure	1,843.50	0.00	22,122.00	0.00	100.00%
100-13-499991 Reserved for Future Expenditure	2,543.92	0.00	30,527.00	0.00	100.00%
100-17-499991 Reserved for Future Expenditure	1,475.00	0.00	17,700.00	0.00	100.00%
Total Contingency/Uapp Ending Fund Balance Ex	10,144.50	0.00	121,734.00	0.00	100.00%
Total GENERAL FUND Expenditures	\$ 398,872.17	\$ 49,415.18	\$ 4,786,466.00	\$ 199,379.92	95.83%
GENERAL FUND Excess of Revenues Over Expenditure	\$ (0.13)	\$ 113,471.46	\$ 1,387,392.00	\$ 20,826.45	98.50%

City of Oakridge
Statement of Revenue and Expenditures
 Revised Budget
 For TRT Transient Room Tax (101)
 For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
Revenues					
Beginning Fund Balances Revenues					
101-00-500001 Beginning Fund Balance	\$ 2,730.83	\$ 0.00	\$ 32,770.00	\$ 34,940.46	(6.62%)
Total Beginning Fund Balances Revenues	2,730.83	0.00	32,770.00	34,940.46	(6.62%)
Licenses, Permits, Misc. Taxes Revenues					
101-00-503500 Transient Room Tax	3,060.00	2,234.03	36,720.00	2,234.03	93.92%
Total Licenses, Permits, Misc. Taxes Revenues	3,060.00	2,234.03	36,720.00	2,234.03	93.92%
Total TRT Transient Room Tax Revenues	\$ 5,790.83	\$ 2,234.03	\$ 69,490.00	\$ 37,174.49	46.50%
Expenditures					
Materials & Services Expenditures					
101-00-400228 Transient Income Projects-Current Y	\$ 0.00	\$ 0.00	\$ 0.00	\$ 10,000.00	0.00%
Total Materials & Services Expenditures	0.00	0.00	0.00	10,000.00	0.00%
Total TRT Transient Room Tax Expenditures	\$ 0.00	\$ 0.00	\$ 0.00	\$ 10,000.00	0.00%
TRT Transient Room Tax Excess of Revenues Over Exp	\$ 5,790.83	\$ 2,234.03	\$ 69,490.00	\$ 27,174.49	60.89%

City of Oakridge
Statement of Revenue and Expenditures

*Revised Budget
 For RTMP (102)*

For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
Revenues					
Beginning Fund Balances Revenues					
102-00-500001 Beginning Fund Balance	\$ 1,203.58	\$ 0.00	\$ 14,443.00	\$ 2,494.90	82.73%
Total Beginning Fund Balances Revenues	1,203.58	0.00	14,443.00	2,494.90	82.73%
Intergovernmental Revenues Revenues					
102-00-515300 RTMP Funds	1,583.33	0.00	19,000.00	0.00	100.00%
Total Intergovernmental Revenues Revenues	1,583.33	0.00	19,000.00	0.00	100.00%
Total RTMP Revenues	\$ 2,786.92	\$ 0.00	\$ 33,443.00	\$ 2,494.90	92.54%
Expenditures					
Materials & Services Expenditures					
102-00-400220 RTMP Fund Projects_Current Year	\$ 0.00	\$ 3,500.00	\$ 0.00	\$ 3,500.00	0.00%
Total Materials & Services Expenditures	0.00	3,500.00	0.00	3,500.00	0.00%
Total RTMP Expenditures	\$ 0.00	\$ 3,500.00	\$ 0.00	\$ 3,500.00	0.00%
RTMP Excess of Revenues Over Expenditures	\$ 2,786.92	\$ (3,500.00)	\$ 33,443.00	\$ (1,005.10)	103.01%

City of Oakridge Statement of Revenue and Expenditures

Revised Budget
For STREET FUND (230)
For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
Revenues					
Beginning Fund Balances Revenues					
230-00-500001 Beginning Fund Balance	\$ 24,928.75	\$ 0.00	\$ 598,290.00	\$ 0.00	100.00%
Total Beginning Fund Balances Revenues	24,928.75	0.00	598,290.00	0.00	100.00%
Licenses, Permits, Misc. Taxes Revenues					
230-00-503200 ODOT Apportionments	0.00	0.00	0.00	23,833.00	0.00%
230-00-504300 Fuel Dealer's License Fee	5,908.75	7,083.99	70,905.00	13,448.31	81.03%
Total Licenses, Permits, Misc. Taxes Revenues	5,908.75	7,083.99	70,905.00	37,281.31	47.42%
Intergovernmental Revenues Revenues					
230-00-520600 Greenwaters/Rest Area	833.33	2,658.00	10,000.00	5,318.00	46.82%
230-00-520800 ODOT Small city Allotment	20,833.33	14,181.77	250,000.00	14,181.77	94.33%
230-00-520801 ODOT Apportionments	21,777.58	0.00	261,331.00	0.00	100.00%
Total Intergovernmental Revenues Revenues	43,444.25	16,839.77	521,331.00	19,499.77	96.26%
Miscellaneous Revenues					
230-00-599900 Miscellaneous Income	747.25	2,470.86	8,967.00	2,470.86	72.44%
Total Miscellaneous Revenues	747.25	2,470.86	8,967.00	2,470.86	72.44%
Other Financing Sources (uses) Revenues					
230-00-521000 LID#20 2nd St. Assessment	263.50	0.00	3,162.00	0.00	100.00%
Total Other Financing Sources (uses) Revenues	263.50	0.00	3,162.00	0.00	100.00%
Total STREET FUND Revenues	\$ 75,292.50	\$ 26,394.62	\$ 1,202,655.00	\$ 59,251.94	95.07%

Expenditures

Personal Services Expenditures					
230-00-400001 Health Care Coverage	\$ 1,602.67	\$ 0.00	\$ 19,232.00	\$ 1,211.32	93.70%
230-00-400002 PERS	1,512.67	0.00	18,152.00	1,451.07	92.01%
230-00-400003 Workers Compensation	334.75	0.00	4,017.00	196.78	95.10%
230-00-400004 Payroll Taxes	326.83	0.00	3,922.00	375.93	90.41%
230-00-400032 Deferred Comp OSGP	0.00	0.00	0.00	23.00	0.00%
230-00-400039 Wages	4,686.67	0.00	56,240.00	4,617.00	91.79%
230-00-400081 VEBA Contributions	193.17	0.00	2,318.00	0.00	100.00%
230-00-400082 Life/LTD Insurance	4.17	0.00	50.00	6.61	86.78%
Total Personal Services Expenditures	8,660.92	0.00	103,931.00	7,881.71	92.42%
Materials & Services Expenditures					
230-00-400101 Materials/Supplies	2,500.00	8,757.32	30,000.00	9,208.39	69.31%
230-00-400103 Seasonal/Temp Workers	1,833.33	5,305.59	22,000.00	6,389.81	70.96%
230-00-400104 Telephone	100.00	343.45	1,200.00	425.07	64.58%
230-00-400110 Utilities	583.33	592.07	7,000.00	809.43	88.44%
230-00-400120 Travel/Training	83.33	0.00	1,000.00	0.00	100.00%
230-00-400130 Professional Services Misc.	1,666.67	98.35	20,000.00	368.46	98.16%
230-00-400140 Administrative Overhead	4,023.33	0.00	48,280.00	0.00	100.00%
230-00-400146 Uniform Allowance	83.33	312.25	1,000.00	312.25	68.77%

City of Oakridge
Statement of Revenue and Expenditures
 Revised Budget
 For STREET FUND (230)
 For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
230-00-400160 Equipment Maintenance/Repairs	2,083.33	623.83	25,000.00	2,579.20	89.68%
230-00-400172 Fuel	1,333.33	624.58	16,000.00	1,305.54	91.84%
230-00-400173 New Equipment (less than \$5,000)	0.00	0.00	0.00	2,306.67	0.00%
230-00-400180 Rest Area	833.33	455.36	10,000.00	767.66	92.32%
230-00-400194 Street Repair	2,916.67	0.00	35,000.00	0.00	100.00%
230-00-400198 Street Lights	5,250.00	4,440.66	63,000.00	4,440.66	92.95%
Total Materials & Services Expenditures	23,290.00	21,553.46	279,480.00	28,913.14	89.65%
Capital Outlay Expenditures					
230-00-400300 New Equipment - Capital	833.33	0.00	10,000.00	0.00	100.00%
230-00-400666 Street Improvements	0.00	2,100.00	0.00	2,100.00	0.00%
Total Capital Outlay Expenditures	833.33	2,100.00	10,000.00	2,100.00	79.00%
Contingency/Uapp Ending Fund Balance Expendit					
230-00-401026 Contingency	2,412.33	0.00	28,948.00	0.00	100.00%
230-00-499990 Unappropriated Ending Fund Balanc	2,993.17	0.00	35,918.00	0.00	100.00%
230-00-499991 Reserved for Future Expenditure	16,269.42	0.00	195,233.00	0.00	100.00%
Total Contingency/Uapp Ending Fund Balance Ex	21,674.92	0.00	260,099.00	0.00	100.00%
Total STREET FUND Expenditures	\$ 54,459.17	\$ 23,653.46	\$ 653,510.00	\$ 38,894.85	94.05%
STREET FUND Excess of Revenues Over Expenditures	\$ 20,833.33	\$ 2,741.16	\$ 549,145.00	\$ 20,357.09	96.29%

City of Oakridge Statement of Revenue and Expenditures

Revised Budget
For EMERGENCY SERVICES FUND (232)
For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
Revenues					
Beginning Fund Balances Revenues					
232-00-500001 Beginning Fund Balance	\$ 18,462.50	\$ 0.00	\$ 443,100.00	\$ 0.00	100.00%
Total Beginning Fund Balances Revenues	18,462.50	0.00	443,100.00	0.00	100.00%
Intergovernmental Revenues Revenues					
232-00-502800 Hazeldell Fire Contract	5,598.92	0.00	67,187.00	32,615.00	51.46%
232-00-502810 Fire Contracts - Westfir	3,083.33	0.00	37,000.00	0.00	100.00%
232-00-502815 Hazeldell - Vol Prog	1,291.67	0.00	15,500.00	0.00	100.00%
Total Intergovernmental Revenues Revenues	9,973.92	0.00	119,687.00	32,615.00	72.75%
Interest Revenues					
232-00-500200 Interest	166.67	0.00	2,000.00	0.00	100.00%
Total Interest Revenues	166.67	0.00	2,000.00	0.00	100.00%
Miscellaneous Revenues					
232-00-599900 Miscellaneous Income	333.33	0.00	4,000.00	199.99	95.00%
Total Miscellaneous Revenues	333.33	0.00	4,000.00	199.99	95.00%
Charges for Services Revenues					
232-00-502700 Fire Med	2,250.00	1,985.00	27,000.00	6,375.00	76.39%
232-00-540200 Service Charge	0.00	4,858.78	0.00	4,875.67	0.00%
232-00-540400 Ground Emergency Medical Transp	41,666.67	0.00	500,000.00	849.81	99.83%
Total Charges for Services Revenues	43,916.67	6,843.78	527,000.00	12,100.48	97.70%
Transfers Revenues					
232-00-530500 Transfer From General	38,833.33	0.00	466,000.00	0.00	100.00%
232-00-532101 Transfer From Public Safety Fees	10,833.33	0.00	130,000.00	0.00	100.00%
Total Transfers Revenues	49,666.67	0.00	596,000.00	0.00	100.00%
Total EMERGENCY SERVICES FUND Revenues	\$ 122,519.75	\$ 6,843.78	\$ 1,691,787.00	\$ 44,915.47	97.35%

Expenditures

Personal Services Expenditures

232-00-400001 Health Care Coverage	\$ 10,583.33	\$ 0.00	\$ 127,000.00	\$ 8,409.99	93.38%
232-00-400002 PERS	13,375.00	0.00	160,500.00	12,997.88	91.90%
232-00-400003 Workers Compensation	1,016.67	0.00	12,200.00	869.59	92.87%
232-00-400004 Payroll Taxes	3,125.00	0.00	37,500.00	2,829.04	92.46%
232-00-400016 Employee Allowance	41.67	0.00	500.00	0.00	100.00%
232-00-400039 Wages	33,318.42	0.00	399,821.00	34,881.65	91.28%
232-00-400051 Volunteer Stipends	5,475.00	0.00	0.00	0.00	0.00%
232-00-400081 VEBA Contributions	100.00	0.00	1,200.00	0.00	100.00%
232-00-400082 Life/LTD Insurance	75.00	0.00	900.00	60.92	93.23%
232-00-400083 OSFM Seasonal Worker Grant	0.00	9,898.93	0.00	9,898.93	0.00%
Total Personal Services Expenditures	67,110.08	9,898.93	739,621.00	69,948.00	90.54%

City of Oakridge
Statement of Revenue and Expenditures

Revised Budget
For EMERGENCY SERVICES FUND (232)
For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
Materials & Services Expenditures					
232-00-400078 ARPA Expenses	0.00	147.30	0.00	147.30	0.00%
232-00-400101 Materials/Supplies	1,585.17	431.95	19,022.00	598.46	96.85%
232-00-400103 Seasonal/Temp Workers	14,583.33	26,955.90	175,000.00	38,205.73	78.17%
232-00-400104 Telephone	0.00	250.57	0.00	250.57	0.00%
232-00-400105 Banking/Financial Fees	12.50	0.00	150.00	0.00	100.00%
232-00-400110 Utilities	1,625.00	1,243.25	19,500.00	1,512.37	92.24%
232-00-400111 EMS Supplies	2,500.00	7,252.32	30,000.00	7,598.21	74.67%
232-00-400113 Fire Fighting Supplies	625.00	3,324.32	7,500.00	3,324.32	55.68%
232-00-400117 Membership/Dues/Subscriptions	1,091.67	699.00	13,100.00	699.00	94.66%
232-00-400120 Travel/Training	833.33	0.00	10,000.00	199.00	98.01%
232-00-400121 Accreditation	666.67	0.00	8,000.00	0.00	100.00%
232-00-400130 Professional Services Misc.	0.00	0.00	0.00	128.12	0.00%
232-00-400137 Dispatch Services LCSO	3,100.00	4,351.07	37,200.00	4,351.07	88.30%
232-00-400140 Administrative Overhead	7,083.33	0.00	85,000.00	0.00	100.00%
232-00-400145 Uniform	333.33	0.00	4,000.00	0.00	100.00%
232-00-400146 Uniform Allowance	0.00	809.55	0.00	809.55	0.00%
232-00-400147 Small Equipment Maint & Minor Rep	541.67	0.00	6,500.00	0.00	100.00%
232-00-400151 Health & Wellness	358.33	0.00	4,300.00	0.00	100.00%
232-00-400153 Protective Clothing	583.33	0.00	7,000.00	0.00	100.00%
232-00-400155 Pagers Repair/Replace	125.00	0.00	1,500.00	0.00	100.00%
232-00-400160 Equipment Maintenance/Repairs	0.00	0.00	0.00	529.49	0.00%
232-00-400161 Vehical Maint & Minor Repairs	1,250.00	5,810.92	15,000.00	5,810.92	61.26%
232-00-400163 Building/Grounds Maintenance	0.00	2,113.32	0.00	2,113.32	0.00%
232-00-400166 Bldg. Maintenance	1,041.67	0.00	12,500.00	0.00	100.00%
232-00-400172 Fuel	2,500.00	1,962.09	30,000.00	2,643.05	91.19%
232-00-400232 Fire Med Promotion	150.00	0.00	1,800.00	0.00	100.00%
232-00-400234 Fire Prevention	250.00	0.00	3,000.00	0.00	100.00%
232-00-400252 Billing Charge	1,416.67	1,496.81	17,000.00	2,333.54	86.27%
232-00-400262 Volunteer Expenses	250.00	3,357.20	69,000.00	3,357.20	95.13%
Total Materials & Services Expenditures	42,506.00	60,205.57	576,072.00	74,611.22	87.05%
Capital Outlay Expenditures					
232-00-400207 HMA FEMA Generators Grant	0.00	0.00	0.00	1,449.30	0.00%
232-00-400300 New Equipment - Capital	2,708.33	0.00	32,500.00	0.00	100.00%
Total Capital Outlay Expenditures	2,708.33	0.00	32,500.00	1,449.30	95.54%
Fund Transfers Expenditures					
232-00-401082 Transfer to Ambulance Fund (LGIP)	7,695.33	0.00	92,344.00	0.00	100.00%
Total Fund Transfers Expenditures	7,695.33	0.00	92,344.00	0.00	100.00%
Contingency/Uapp Ending Fund Balance Expendit					
232-00-401026 Contingency	2,500.00	0.00	30,000.00	0.00	100.00%
Total Contingency/Uapp Ending Fund Balance Ex	2,500.00	0.00	30,000.00	0.00	100.00%
Total EMERGENCY SERVICES FUND Expenditures	\$ 122,519.75	\$ 70,104.50	\$ 1,470,537.00	\$ 146,008.52	90.07%

City of Oakridge
Statement of Revenue and Expenditures
Revised Budget
For EMERGENCY SERVICES FUND (232)
For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
EMERGENCY SERVICES FUND Excess of Revenues Ov \$	0.00 \$	(63,260.72) \$	221,250.00 \$	(101,093.05)	145.69%

City of Oakridge
Statement of Revenue and Expenditures
Revised Budget
For Water Fund - Capital Reserve Fund (245)
For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
Revenues					
Beginning Fund Balances Revenues					
245-00-500001 Beginning Fund Balance	\$ 6,586.67	\$ 0.00	\$ 158,080.00	\$ 0.00	100.00%
Total Beginning Fund Balances Revenues	6,586.67	0.00	158,080.00	0.00	100.00%
Transfers Revenues					
245-00-530600 Transfer From Water	2,083.33	0.00	25,000.00	0.00	100.00%
Total Transfers Revenues	2,083.33	0.00	25,000.00	0.00	100.00%
Total Water Fund - Capital Reserve Fund Revenues	\$ 8,670.00	\$ 0.00	\$ 183,080.00	\$ 0.00	100.00%
Water Fund - Capital Reserve Fund Excess of Revenues	\$ 8,670.00	\$ 0.00	\$ 183,080.00	\$ 0.00	100.00%

City of Oakridge
Statement of Revenue and Expenditures
Revised Budget
For WATER BOND RESERVE FUND (321)
For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
Revenues					
Beginning Fund Balances Revenues					
321-00-500001 Beginning Fund Balance	\$ 10,056.92	\$ 0.00	\$ 241,366.00	\$ 0.00	100.00%
Total Beginning Fund Balances Revenues	10,056.92	0.00	241,366.00	0.00	100.00%
Total WATER BOND RESERVE FUND Revenues	\$ 10,056.92	\$ 0.00	\$ 241,366.00	\$ 0.00	100.00%
WATER BOND RESERVE FUND Excess of Revenues Ov	\$ 10,056.92	\$ 0.00	\$ 241,366.00	\$ 0.00	100.00%

City of Oakridge
Statement of Revenue and Expenditures
 Revised Budget
 For INDUSTRIAL PARK FUND (390)
 For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
Revenues					
Beginning Fund Balances Revenues					
390-00-500001 Beginning Fund Balance	\$ 54,068.83	\$ 0.00	\$ 1,297,652.00	\$ 0.00	100.00%
Total Beginning Fund Balances Revenues	54,068.83	0.00	1,297,652.00	0.00	100.00%
Interest Revenues					
390-00-500200 Interest	105.25	0.00	1,263.00	0.00	100.00%
Total Interest Revenues	105.25	0.00	1,263.00	0.00	100.00%
Rentals and Leases Revenues					
390-00-501100 Rental Income	6,416.67	6,633.34	77,000.00	13,106.94	82.98%
Total Rentals and Leases Revenues	6,416.67	6,633.34	77,000.00	13,106.94	82.98%
Other Financing Sources (uses) Revenues					
390-00-500900 Sale of Property	0.00	125.00	0.00	250.00	0.00%
390-00-500950 Sale of Telecommunication Lease	0.00	128.74	0.00	128.74	0.00%
Total Other Financing Sources (uses) Revenues	0.00	253.74	0.00	378.74	0.00%
Total INDUSTRIAL PARK FUND Revenues	\$ 60,590.75	\$ 6,887.08	\$ 1,375,915.00	\$ 13,485.68	99.02%
Expenditures					
Personal Services Expenditures					
390-00-400001 Health Care Coverage	\$ 275.83	\$ 0.00	\$ 3,310.00	\$ 169.09	94.89%
390-00-400002 PERS	202.00	0.00	2,424.00	204.50	91.56%
390-00-400004 Payroll Taxes	0.00	0.00	0.00	60.95	0.00%
390-00-400032 Deferred Comp OSGP	0.00	0.00	0.00	2.80	0.00%
390-00-400039 Wages	1,125.25	0.00	13,503.00	748.23	94.46%
390-00-400082 Life/LTD Insurance	0.00	0.00	0.00	1.08	0.00%
Total Personal Services Expenditures	1,603.08	0.00	19,237.00	1,186.65	93.83%
Materials & Services Expenditures					
390-00-400101 Materials/Supplies	500.00	47.97	6,000.00	941.69	84.31%
390-00-400103 Seasonal/Temp Workers	833.33	0.00	10,000.00	0.00	100.00%
390-00-400110 Utilities	1,333.33	736.52	16,000.00	902.47	94.36%
390-00-400116 Marketing-City	250.00	0.00	3,000.00	0.00	100.00%
390-00-400117 Membership/Dues/Subscriptions	50.00	0.00	600.00	0.00	100.00%
390-00-400130 Professional Services Misc.	1,250.00	389.08	15,000.00	550.42	96.33%
390-00-400140 Administrative Overhead	3,091.67	0.00	37,100.00	0.00	100.00%
390-00-400260 Property Taxes	958.33	0.00	11,500.00	0.00	100.00%
390-00-499900 Miscellaneous Expense	83.33	0.00	1,000.00	0.00	100.00%
Total Materials & Services Expenditures	8,350.00	1,173.57	100,200.00	2,394.58	97.61%
Capital Outlay Expenditures					
390-00-400501 Kokanee Way Utility Improvements	10,569.50	0.00	126,834.00	0.00	100.00%
Total Capital Outlay Expenditures	10,569.50	0.00	126,834.00	0.00	100.00%

City of Oakridge
Statement of Revenue and Expenditures
 Revised Budget
 For INDUSTRIAL PARK FUND (390)
 For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
Contingency/Uapp Ending Fund Balance Expendit					
390-00-401026 Contingency	835.00	0.00	10,020.00	0.00	100.00%
390-00-499990 Unappropriated Ending Fund Balanc	908.75	0.00	10,905.00	0.00	100.00%
390-00-499991 Reserved for Future Expenditure	38,324.42	0.00	459,893.00	0.00	100.00%
Total Contingency/Uapp Ending Fund Balance Ex	40,068.17	0.00	480,818.00	0.00	100.00%
Total INDUSTRIAL PARK FUND Expenditures	\$ 60,590.75	\$ 1,173.57	\$ 727,089.00	\$ 3,581.23	99.51%
INDUSTRIAL PARK FUND Excess of Revenues Over Ex	\$ 0.00	\$ 5,713.51	\$ 648,826.00	\$ 9,904.45	98.47%

City of Oakridge
Statement of Revenue and Expenditures
 Revised Budget
 For WATER FUND (620)
 For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
Revenues					
Beginning Fund Balances Revenues					
620-00-500001 Beginning Fund Balance	\$ 72,486.75	\$ 0.00	\$ 1,739,682.00	\$ 0.00	100.00%
Total Beginning Fund Balances Revenues	72,486.75	0.00	1,739,682.00	0.00	100.00%
Rentals and Leases Revenues					
620-00-501100 Rental Income	0.00	160.00	0.00	610.00	0.00%
Total Rentals and Leases Revenues	0.00	160.00	0.00	610.00	0.00%
Miscellaneous Revenues					
620-00-599900 Miscellaneous Income	210.92	155.00	2,531.00	372.50	85.28%
Total Miscellaneous Revenues	210.92	155.00	2,531.00	372.50	85.28%
Charges for Services Revenues					
620-00-540000 Water Service	98,147.92	79,653.61	1,177,775.00	196,683.69	83.30%
620-00-540100 Connection Charge	258.33	0.00	3,100.00	0.00	100.00%
620-00-540200 Service Charge	91.67	200.00	1,100.00	350.00	68.18%
Total Charges for Services Revenues	98,497.92	79,853.61	1,181,975.00	197,033.69	83.33%
Total WATER FUND Revenues	\$ 171,195.58	\$ 80,168.61	\$ 2,924,188.00	\$ 198,016.19	93.23%

Expenditures

Personal Services Expenditures

620-00-400001 Health Care Coverage	\$ 4,043.83	\$ 150.00	\$ 48,526.00	\$ 4,440.68	90.85%
620-00-400002 PERS	3,064.00	0.00	36,768.00	2,755.35	92.51%
620-00-400003 Workers Compensation	0.00	0.00	0.00	275.49	0.00%
620-00-400004 Payroll Taxes	0.00	0.00	0.00	1,219.68	0.00%
620-00-400032 Deferred Comp OSGP	0.00	0.00	0.00	40.60	0.00%
620-00-400039 Wages	11,655.42	0.00	139,865.00	14,629.48	89.54%
620-00-400082 Life/LTD Insurance	0.00	0.00	0.00	13.90	0.00%
Total Personal Services Expenditures	18,763.25	150.00	225,159.00	23,375.18	89.62%

Materials & Services Expenditures

620-00-400101 Materials/Supplies	3,250.00	10,403.24	39,000.00	10,857.02	72.16%
620-00-400103 Seasonal/Temp Workers	2,291.67	5,304.41	27,500.00	6,388.64	76.77%
620-00-400104 Telephone	0.00	453.15	0.00	534.77	0.00%
620-00-400106 Office Expenses	83.33	0.00	1,000.00	0.00	100.00%
620-00-400107 Utilities	6,458.33	3,964.02	77,500.00	4,181.35	94.60%
620-00-400120 Travel/Training	208.33	0.00	2,500.00	0.00	100.00%
620-00-400130 Professional Services Misc.	2,166.67	4,910.55	26,000.00	7,332.74	71.80%
620-00-400137 Dispatch Services LCSO	0.00	400.76	0.00	400.76	0.00%
620-00-400140 Administrative Overhead	13,374.83	0.00	160,498.00	0.00	100.00%
620-00-400146 Uniform Allowance	166.67	312.25	2,000.00	312.25	84.39%
620-00-400156 Computer Equip/Supplies/Support	166.67	0.00	2,000.00	0.00	100.00%
620-00-400160 Equipment Maintenance/Repairs	2,166.67	508.85	26,000.00	638.12	97.55%
620-00-400172 Fuel	2,166.67	624.58	26,000.00	1,305.54	94.98%
620-00-400173 New Equipment (less than \$5,000)	833.33	0.00	10,000.00	4,617.65	53.82%

City of Oakridge Statement of Revenue and Expenditures

*Revised Budget
For WATER FUND (620)
For the Fiscal Period 2024-2 Ending August 31, 2023*

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
620-00-400177 Building Maintenance(non-capital)	416.67	141.57	5,000.00	141.57	97.17%
620-00-400192 Meter Replacement	1,250.00	0.00	15,000.00	0.00	100.00%
620-00-499900 Miscellaneous Expense	137.50	3,771.00	1,650.00	3,771.00	(128.55%)
Total Materials & Services Expenditures	35,137.33	30,794.38	421,648.00	40,481.41	90.40%
Capital Outlay Expenditures					
620-00-400411 Tank 2	20,833.33	4,937.50	250,000.00	4,937.50	98.02%
Total Capital Outlay Expenditures	20,833.33	4,937.50	250,000.00	4,937.50	98.02%
Fund Transfers Expenditures					
620-00-401045 Transfer to Wate Fund Reserve	2,083.33	0.00	25,000.00	0.00	100.00%
Total Fund Transfers Expenditures	2,083.33	0.00	25,000.00	0.00	100.00%
Debt Service Expenditures					
620-00-401030 Debt Service - Interest Loan S05002	1,521.50	0.00	18,258.00	0.00	100.00%
620-00-401031 Debt Service - Principal Loan S0500	8,670.08	0.00	104,041.00	0.00	100.00%
620-00-401032 Bond Payment - Interest	730.83	0.00	8,770.00	0.00	100.00%
620-00-401034 Bond Payment - Principal	2,397.50	0.00	28,770.00	0.00	100.00%
620-00-401038 New Public Works Bldg. - Interest	1,833.33	0.00	22,000.00	0.00	100.00%
620-00-401039 Water Loan - Tank 7 Principal Loan	5,509.17	0.00	66,110.00	0.00	100.00%
620-00-401043 Debt Service - V19009 - Interest	10.83	0.00	130.00	0.00	100.00%
620-00-401047 Debt Service - V19009 - Principal	108.33	0.00	1,300.00	0.00	100.00%
Total Debt Service Expenditures	20,781.58	0.00	249,379.00	0.00	100.00%
Contingency/Uapp Ending Fund Balance Expendit					
620-00-401026 Contingency	3,513.75	0.00	42,165.00	0.00	100.00%
620-00-499990 Unappropriated Ending Fund Balanc	6,818.42	0.00	81,821.00	0.00	100.00%
620-00-499991 Reserved for Future Expenditure	63,264.58	0.00	759,175.00	0.00	100.00%
Total Contingency/Uapp Ending Fund Balance Ex	73,596.75	0.00	883,161.00	0.00	100.00%
Total WATER FUND Expenditures	\$ 171,195.58	\$ 35,881.88	\$ 2,054,347.00	\$ 68,794.09	96.65%
WATER FUND Excess of Revenues Over Expenditures	\$ 0.00	\$ 44,286.73	\$ 869,841.00	\$ 129,222.10	85.14%

City of Oakridge
Statement of Revenue and Expenditures
 Revised Budget
 For WASTEWATER FUND (622)
 For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
Revenues					
Beginning Fund Balances Revenues					
622-00-500001 Beginning Fund Balance	\$ 38,198.92	\$ 0.00	\$ 916,774.00	\$ 0.00	100.00%
Total Beginning Fund Balances Revenues	38,198.92	0.00	916,774.00	0.00	100.00%
Miscellaneous Revenues					
622-00-599900 Miscellaneous Income	416.67	100.00	5,000.00	227.50	95.45%
Total Miscellaneous Revenues	416.67	100.00	5,000.00	227.50	95.45%
Charges for Services Revenues					
622-00-540100 Connection Charge	225.00	0.00	2,700.00	0.00	100.00%
622-00-540300 Sewer Service	67,598.08	67,576.17	811,177.00	132,391.63	83.68%
Total Charges for Services Revenues	67,823.08	67,576.17	813,877.00	132,391.63	83.73%
Total WASTEWATER FUND Revenues	\$ 106,438.67	\$ 67,676.17	\$ 1,735,651.00	\$ 132,619.13	92.36%

Expenditures

Personal Services Expenditures

622-00-400001 Health Care Coverage	\$ 5,924.92	\$ 0.00	\$ 71,099.00	\$ 4,280.80	93.98%
622-00-400002 PERS	4,110.83	0.00	49,330.00	2,882.08	94.16%
622-00-400003 Workers Compensation	0.00	0.00	0.00	103.87	0.00%
622-00-400004 Payroll Taxes	0.00	0.00	0.00	837.87	0.00%
622-00-400032 Deferred Comp OSGP	0.00	0.00	0.00	33.60	0.00%
622-00-400039 Wages	0.00	0.00	0.00	10,376.57	0.00%
622-00-400041 Utility Worker 2	13,356.00	0.00	160,272.00	0.00	100.00%
622-00-400082 Life/LTD Insurance	0.00	0.00	0.00	18.93	0.00%
Total Personal Services Expenditures	23,391.75	0.00	280,701.00	18,533.72	93.40%

Materials & Services Expenditures

622-00-400101 Materials/Supplies	2,500.00	169.97	30,000.00	2,062.13	93.13%
622-00-400103 Seasonal/Temp Workers	2,083.33	5,304.40	25,000.00	6,388.63	74.45%
622-00-400104 Telephone	833.33	714.40	10,000.00	802.28	91.98%
622-00-400106 Office Expenses	166.67	0.00	2,000.00	0.00	100.00%
622-00-400107 Utilities	3,333.33	3,475.16	40,000.00	3,976.33	90.06%
622-00-400120 Travel/Training	333.33	0.00	4,000.00	0.00	100.00%
622-00-400130 Professional Services Misc.	1,666.67	1,699.19	20,000.00	3,430.85	82.85%
622-00-400137 Dispatch Services LCSO	0.00	400.75	0.00	400.75	0.00%
622-00-400140 Administrative Overhead	8,972.25	0.00	107,667.00	0.00	100.00%
622-00-400146 Uniform Allowance	125.00	312.25	1,500.00	312.25	79.18%
622-00-400156 Computer Equip/Supplies/Support	233.33	357.00	2,800.00	357.00	87.25%
622-00-400160 Equipment Maintenance/Repairs	1,500.00	551.91	18,000.00	2,664.53	85.20%
622-00-400172 Fuel	1,666.67	624.58	20,000.00	1,305.54	93.47%
622-00-400173 New Equipment (less than \$5,000)	1,250.00	0.00	15,000.00	2,306.65	84.62%
622-00-400177 Building Maintenance(non-capital)	0.00	260.57	0.00	543.71	0.00%
622-00-499900 Miscellaneous Expense	300.00	0.00	3,600.00	0.00	100.00%
Total Materials & Services Expenditures	24,963.92	13,870.18	299,567.00	24,550.65	91.80%

City of Oakridge
Statement of Revenue and Expenditures
 Revised Budget
 For WASTEWATER FUND (622)
 For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
Capital Outlay Expenditures					
622-00-400452 Bldg. Maintenance (>\$5,000)	416.67	0.00	5,000.00	0.00	100.00%
Total Capital Outlay Expenditures	416.67	0.00	5,000.00	0.00	100.00%
Debt Service Expenditures					
622-00-401032 Bond Payment - Interest	971.92	0.00	11,663.00	0.00	100.00%
622-00-401034 Bond Payment - Principal	2,083.33	0.00	25,000.00	0.00	100.00%
Total Debt Service Expenditures	3,055.25	0.00	36,663.00	0.00	100.00%
Contingency/Uapp Ending Fund Balance Expendit					
622-00-401026 Contingency	2,538.08	0.00	30,457.00	0.00	100.00%
622-00-499990 Unappropriated Ending Fund Balanc	4,731.83	0.00	56,782.00	0.00	100.00%
622-00-499991 Reserved for Future Expenditure	47,341.17	0.00	568,094.00	0.00	100.00%
Total Contingency/Uapp Ending Fund Balance Ex	54,611.08	0.00	655,333.00	0.00	100.00%
Total WASTEWATER FUND Expenditures	\$ 106,438.67	\$ 13,870.18	\$ 1,277,264.00	\$ 43,084.37	96.63%
WASTEWATER FUND Excess of Revenues Over Expend	\$ 0.00	\$ 53,805.99	\$ 458,387.00	\$ 89,534.76	80.47%

City of Oakridge Statement of Revenue and Expenditures

Revised Budget
For STORMWATER FUND (696)
For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
Revenues					
Beginning Fund Balances Revenues					
696-00-500001 Beginning Fund Balance	\$ 5,283.00	\$ 0.00	\$ 126,792.00	\$ 0.00	100.00%
Total Beginning Fund Balances Revenues	5,283.00	0.00	126,792.00	0.00	100.00%
Charges for Services Revenues					
696-00-540500 Storm Water Service	4,054.00	4,145.43	48,648.00	8,097.40	83.36%
Total Charges for Services Revenues	4,054.00	4,145.43	48,648.00	8,097.40	83.36%
Total STORMWATER FUND Revenues	\$ 9,337.00	\$ 4,145.43	\$ 175,440.00	\$ 8,097.40	95.38%
Expenditures					
Materials & Services Expenditures					
696-00-400101 Materials/Supplies	\$ 866.67	\$ 0.00	\$ 10,400.00	\$ 0.00	100.00%
696-00-400130 Professional Services Non Legal	833.33	0.00	10,000.00	0.00	100.00%
696-00-400140 Administrative Overhead	1,772.25	0.00	21,267.00	0.00	100.00%
Total Materials & Services Expenditures	3,472.25	0.00	41,667.00	0.00	100.00%
Contingency/Uapp Ending Fund Balance Expendit					
696-00-401026 Contingency	290.42	0.00	3,485.00	0.00	100.00%
696-00-499990 Unappropriated Ending Fund Balanc	317.00	0.00	3,804.00	0.00	100.00%
696-00-499991 Reserved for Future Expenditure	8,025.33	0.00	96,304.00	0.00	100.00%
Total Contingency/Uapp Ending Fund Balance Ex	8,632.75	0.00	103,593.00	0.00	100.00%
Total STORMWATER FUND Expenditures	\$ 12,105.00	\$ 0.00	\$ 145,260.00	\$ 0.00	100.00%
STORMWATER FUND Excess of Revenues Over Expend	\$ (2,768.00)	\$ 4,145.43	\$ 30,180.00	\$ 8,097.40	73.17%

City of Oakridge
Statement of Revenue and Expenditures
Revised Budget

For the Fiscal Period 2024-2 Ending August 31, 2023

Account Number	Current Budget	Current Actual	Annual Budget	YTD Actual	Remaining Budget %
Total Revenues	\$ 971,550.96	\$ 357,236.36	\$ 15,806,873.00	\$ 716,261.57	95.47%
Total Expenditures	\$ 926,181.08	\$ 197,598.77	\$ 11,114,473.00	\$ 513,242.98	95.38%
Total Excess of Revenues Over Expenditures	\$ 45,369.88	\$ 159,637.59	\$ 4,692,400.00	\$ 203,018.59	95.67%

Accounts Payable Check Register Report - General-44002262

For The Date Range From 8/1/2023 To 8/31/2023

For All Vendors And For Outstanding, Cleared Checks - Computer Generated, Hand Written

Check # / eCheck ID	Type	Date	Vendor	Name	Amount	Status
37588	C	8/1/2023	1163	PeopleReady Inc.	\$8,839.72	O
37589	C	8/2/2023	65	Analytical Laboratory & Consultants, Inc.	\$56.00	O
37590	C	8/2/2023	1260	AT&T Mobility/Firstnet	\$120.12	O
37591	C	8/2/2023	67	Buck's Sanitary Service	\$379.80	O
37593	C	8/2/2023	804	Curran-McLeod, Inc.	\$7,067.50	O
37594	C	8/2/2023	2344	Eugene Lawn Rescue	\$125.00	O
37595	C	8/2/2023	513	Ferguson Waterworks	\$2,786.78	O
37596	C	8/2/2023	345	Grainger	\$298.50	O
37597	C	8/2/2023	2316	Henry Schein	\$570.05	O
37599	C	8/2/2023	814	J and K Auto Repair, Inc.	\$839.53	O
37600	C	8/2/2023	794	Lane County Sheriff's Office	\$11,450.18	O
37601	C	8/2/2023	2356	Mad Corps LLC	\$705.64	O
37602	C	8/2/2023	508	National Business Solutions	\$359.14	O
37604	C	8/2/2023	27	Oakridge Tire Center	\$944.68	O
37605	C	8/2/2023	478	OAKRIDGE TRIPLE SUMMIT CHALLENGE	\$1,000.00	O
37606	C	8/2/2023	763	Oregon Apparatus Repair, Inc.	\$4,436.34	O
37607	C	8/2/2023	955	Orkin	\$95.00	O
37608	C	8/2/2023	1163	PeopleReady Inc.	\$15,802.59	O
37609	C	8/2/2023	1201	RAD Vehicle Service and Repair	\$1,001.25	O
37610	C	8/2/2023	1171	Staples Advantage	\$87.87	O
37611	C	8/2/2023	2332	Wilson Equipment	\$280.00	O
37612	C	8/9/2023	2	A-1 Fire Protection	\$1,256.20	O
37613	C	8/9/2023	65	Analytical Laboratory & Consultants, Inc.	\$56.00	O
37614	C	8/9/2023	20	Backflow Management, Inc.	\$6.00	O
37615	C	8/9/2023	427	Bound Tree Medical, LLC	\$1,467.40	O
37616	C	8/9/2023	70	C & K Market, Inc.	\$747.81	O
37617	C	8/9/2023	2361	Dan Phillips	\$563.20	O
37618	C	8/9/2023	2304	Enviro-Clean Equipment, Inc	\$43.07	O
37619	C	8/9/2023	362	Eugene Fastener & Supply Company	\$177.02	O
37620	C	8/9/2023	2381	First Arriving IO, Inc.	\$699.00	O
37621	C	8/9/2023	79	Oakridge Sani-Haul, Inc.	\$1,066.25	O
37622	C	8/9/2023	27	Oakridge Tire Center	\$2,659.63	O
37623	C	8/9/2023	81	One Call Concepts, Inc.	\$18.37	O
37624	C	8/9/2023	82	Oregon Department of Administrative Services	\$352.29	O
37625	C	8/9/2023	917	Overhead Door	\$2,366.00	O

City of Oakridge
Accounts Payable Check Register Report - General-44002262
For The Date Range From 8/1/2023 To 8/31/2023

For All Vendors And For Outstanding, Cleared Checks - Computer Generated, Hand Written

Check # / eCheck ID	Type	Date	Vendor	Name	Amount	Status
37626	C	8/9/2023	1163	PeopleReady Inc.	\$10,973.34	O
37628	C	8/9/2023	174	RODDA Paint Company, Inc.	\$6,368.43	O
37629	C	8/9/2023	478	Sandy Schroeder	\$51.94	O
37630	C	8/9/2023	162	SeaWestern, Inc.	\$1,099.60	O
37632	C	8/15/2023	478	Aaron Lehr	\$360.65	O
37633	C	8/15/2023	665	Baker Shoe's and Clothing	\$410.05	O
37634	C	8/15/2023	427	Bound Tree Medical, LLC	\$130.50	O
37635	C	8/15/2023	38	CenturyLink Communications, LLC	\$244.47	O
37636	C	8/15/2023	49	Ferrellgas	\$45.00	O
37637	C	8/15/2023	2345	Gmd Electric/tactical Electric, Inc	\$4,336.88	O
37638	C	8/15/2023	2382	Hanford & Associates, LLC	\$14,000.00	O
37639	C	8/15/2023	2316	Henry Schein	\$922.24	O
37640	C	8/15/2023	998	Hunter Communications, Inc.	\$339.90	O
37641	C	8/15/2023	295	Lane Transit District	\$3,000.00	O
37642	C	8/15/2023	1120	National Hose Testing Specialties, Inc.	\$4,188.30	O
37643	C	8/15/2023	478	Noah Houston	\$9.99	O
37644	C	8/15/2023	79	Oakridge Sani-Haul, Inc.	\$106.20	O
37645	C	8/15/2023	2383	Oregon Department of Transportation	\$70.00	O
37646	C	8/15/2023	955	Orkin	\$600.99	O
37647	C	8/15/2023	459	Robert Porter	\$1,440.00	O
37648	C	8/15/2023	2342	Savvik Buying Group	\$809.55	O
37649	C	8/15/2023	896	Segarra Law LLC	\$3,492.56	O
37650	C	8/15/2023	2289	Spectrum	\$152.96	O
37651	C	8/15/2023	1171	Staples Advantage	\$37.49	O
37652	C	8/15/2023	1169	Weco /Carson	\$4,705.01	O
37653	C	8/15/2023	2284	Wells Fargo Financial Leasing	\$650.08	O
37654	C	8/22/2023	14	All Seasons Equipment	\$360.27	O
37655	C	8/22/2023	65	Analytical Laboratory & Consultants, Inc.	\$1,827.00	O
37656	C	8/22/2023	665	Baker Shoe's and Clothing	\$936.75	O
37657	C	8/22/2023	427	Bound Tree Medical, LLC	\$1,583.92	O
37658	C	8/22/2023	619	Brenntag Pacific, Inc.	\$3,730.64	O
37660	C	8/22/2023	1012	Center Point Large Print	\$28.00	O
37661	C	8/22/2023	38	CenturyLink Communications, LLC	\$2,126.59	O
37662	C	8/22/2023	458	Coyote Steel	\$475.00	O
37663	C	8/22/2023	804	Curran-McLeod, Inc.	\$900.00	O

Accounts Payable Check Register Report - General-44002262

For The Date Range From 8/1/2023 To 8/31/2023

For All Vendors And For Outstanding, Cleared Checks - Computer Generated, Hand Written

Check # / eCheck ID	Type	Date	Vendor	Name	Amount	Status
37664	C	8/22/2023	459	Elizabeth Nassan	\$43.65	O
37665	C	8/22/2023	2344	Eugene Lawn Rescue	\$125.00	O
37666	C	8/22/2023	513	Ferguson Waterworks	\$360.64	O
37667	C	8/22/2023	2316	Henry Schein	\$193.47	O
37668	C	8/22/2023	457	Lane Professional Firefighters	\$523.20	O
37669	C	8/22/2023	33	Industrial Source	\$112.56	O
37670	C	8/22/2023	58	Iron Mountain	\$724.20	O
37671	C	8/22/2023	1172	Lawson Products	\$70.96	O
37672	C	8/22/2023	900	Leahy, Van Vactor & Cox, LLP	\$427.50	O
37673	C	8/22/2023	467	Life Flight Network	\$845.00	O
37674	C	8/22/2023	459	Lonny Blankenship	\$124.27	O
37675	C	8/22/2023	1193	MASA (Medical Air Services Association)	\$2,277.00	O
37676	C	8/22/2023	508	National Business Solutions	\$365.19	O
37677	C	8/22/2023	1143	Oakridge Hardware	\$761.41	O
37678	C	8/22/2023	977	Orchid Oakridge Clinic PC	\$150.00	O
37679	C	8/22/2023	955	Orkin	\$1,007.08	O
37680	C	8/22/2023	878	Pacific Office Automation	\$216.30	O
37681	C	8/22/2023	1163	PeopleReady Inc.	\$14,925.72	O
37683	C	8/22/2023	1171	Staples Advantage	\$2,124.32	O
37684	C	8/22/2023	1162	Systems Design West	\$1,068.66	O
37685	C	8/22/2023	459	Tammie Howard	\$58.66	O
37686	C	8/22/2023	690	The Automation Group, Inc.	\$3,078.58	O
37687	C	8/22/2023	113	Verizon Wireless	\$333.24	O
37688	C	8/23/2023	2386	Stan Clark Construction LLC	\$7,454.64	O
37689	C	8/28/2023	478	Valeri Miller	\$3,771.00	O
37690	C	8/29/2023	478	Bob Whitlatch	\$250.00	O
37691	C	8/29/2023	478	Care oregon	\$67.50	O
37692	C	8/29/2023	459	Guen Patty and Jacob Digioia Miller	\$102.20	O
37693	C	8/29/2023	459	Guen Patty and Jacob Digioia Miller	\$22.00	O
37694	C	8/29/2023	2316	Henry Schein	\$1,492.88	O
37695	C	8/29/2023	478	Justin Frazier	\$500.00	O
37696	C	8/29/2023	1143	Oakridge Hardware	\$428.13	O
37697	C	8/29/2023	478	Oakridge Police Reserves	\$120.00	O
37698	C	8/29/2023	1163	PeopleReady Inc.	\$7,940.54	O
37699	C	8/29/2023	162	SeaWestern, Inc.	\$1,519.08	O

City of Oakridge
Accounts Payable Check Register Report - General-44002262

For The Date Range From 8/1/2023 To 8/31/2023

For All Vendors And For Outstanding, Cleared Checks - Computer Generated, Hand Written

Check # / eCheck ID	Type	Date	Vendor	Name	Amount	Status
37700	C	8/29/2023	478	The Vinylgirl	\$325.00	O
37701	C	8/29/2023	694	ZOLL Medical Corporation GPO	\$1,474.26	O
					Cleared	\$0.00
					Outstanding	\$194,622.07
					Void	\$0.00

City of Oakridge
Class Service Summary
For Bill from 4586 to 4586

9/15/2023 10:13pm

Page 1

Bill Number		Consumption	Total Charge	Total Received
4586				
	Commercial In Town			
	Public Safety Fee	105	\$4,004.00	\$3,542.00
	Commercial In Town Totals	105	\$4,004.00	\$3,542.00
	Residential In Town			
	Public Safety Fee	1007	\$24,794.00	\$16,360.46
	Water Deposit	1	\$122.97	\$122.97
	Residential In Town Totals	1008	\$24,916.97	\$16,483.43
Bill Number 4586 Totals		1113	\$28,920.97	\$20,025.43
Total	Commercial In Town	105	\$4,004.00	\$3,542.00
Total	Residential In Town	1008	\$24,916.97	\$16,483.43



POLICE DEPARTMENT
Chief of Police, Kevin Martin
76435 Ash Street, Oakridge, OR 97463
PO Box 385, Oakridge, OR 97463
Voice: 541-782-4232 TDD: 541-782-4232
Fax: 541-782-2285
Email: kevinmartin@ci.oakridge.or.us
Website: ci.oakridge.or.us

OAKRIDGE POLICE DEPARTMENT AUGUST 2023 STAFF REPORT

August 2023 Police Calls for Service*:

Total Case Reports – 17

Total Incident Reports – 308

Arrests – 4

Ordinance 873 Violations – 8

Police Officer Hold – 0

Oakridge

Case Reports - 16

Incident Reports - 272

Westfir

Case Reports - 1

Incident Reports - 19

Contract Hours – 11.5

Lowell

Case Reports - 0

Incident Reports - 17

Contract Hours – 38

Court Fines:

Oakridge Municipal - \$11,487

Lowell Municipal - \$0

Lane County Circuit Court - \$100

Chief Martin, Sgt. Madsen, Sgt McPherson attended CIS Law Enforcement Training

See the attached "August 2023 Police Calls For Service" for more details on calls

Date	Time In	Media
08/01/2023	0905	Loc/Ash St. Citizen Assist
8/1/2023	0850	Loc/Ash St. Death Notification
8/1/2023	0941	Loc/Ash St. Agency Assist - Hope and Safety Alliance
8/1/2023	0952	Loc/Ash St. Citizen contact
8/1/2023	1113	Loc/E Meadow Way Report of code complaint - noxious growth
8/1/2023	1529	Loc/Hwy 58 Report of Theft of Services
8/2/2023	0829	Loc/Fish Hatchery Rd. Report of suspicious conditions
8/2/2023	1013	Loc/LaDuke Rd. Report of illegal camping
8/2/2023	1028	Loc/E 2nd St. Report of animal complaint
8/2/2023	1055	Loc/Ash St. Citizen Assist
8/2/2023	1337	Loc/Y Dr. Report of theft
8/2/2023	1403	Loc/Ash St. Report of harassment
8/2/2023	1531	Loc/Ash St. Citizen Assist
8/2/2023	1547	Loc/1st St. Report of found property
8/3/2023	0918	Loc/Ash St. Citizen Assist
8/3/2023	0925	Loc/Berry St. Report of civil complaint
8/3/2023	0937	Loc/Fern St. Report of theft
8/3/2023	1013	Loc/Ash St. Citizen Assist
8/3/2023	1110	Loc/Mtn. View Rd. Agency Assist - Orchid Health Clinic

Date	Time In	Media
8/3/2023	1121	Loc/Fir St. Report of criminal mischief
8/3/2023	1202	Loc/Ash St. Citizen Assist
8/3/2023	1205	Loc/Ash St. Report of found property
8/3/2023	1308	Loc/Hwy 58 Report of traffic hazard
8/3/2023	1456	Loc/Clark St. Citizen contact
8/3/2023	1523	Loc/Hwy 58 Report of fraud
8/3/2023	1608	Loc/Ash St. Citizen contact
8/1/2023		***
8/1/2023	2154	Loc/Hwy 58 Traffic for Speed 52/35
8/1/2023	2337	Loc/Hwy 58 Warrant Arrest: Guajardo, Michael
8/2/2023	1530	***
8/2/2023	2136	Loc/Fern St. Citizen contact
8/2/2023	2142	Loc/Cline St. Report of dispute
8/3/2023	1335	Loc/Berry St. Arrest/Assault: Slover, Gerald
8/4/2023	0844	Loc/Ash St. Citizen contact
8/4/2023	0851	Loc/3rd St. Report of dispute
8/4/2023	1120	Loc/Berry St. Citizen contact
8/4/2023	1145	Loc/Ash St. Citizen contact
8/4/2023	1730	***

Date	Time In	Media
8/4/2023	2149	Loc/2nd St., Westfir Report of harassment
8/5/2023	0556	Loc/Portal Dr. Report of assault
8/5/2023	0800	***
8/5/2023	1255	***
8/5/2023	1305	***
8/5/2023	1406	Loc/Riverview St. Report of harassment
8/5/2023	1450	Loc/Fern St. Report of harassment
8/5/2023	1805	Loc/Ash St. Citizen contact
8/5/2023	1836	Loc/Sunset Ave. Report of assault
8/5/2023	2138	Loc/Railroad Ave. Death Investigation
8/5/2023	1725	Loc/Hwy 58 Traffic for Speed 52/35
8/6/2023	1205	Loc/Ash St. Citizen contact
8/6/2023	1510	Loc/Fern St. Citizen contact
8/20/2023	2000	Loc/Norquit Rd. Report of criminal mischief
8/7/2023	1224	Loc/Ash St. Citizen contact
8/7/2023	1254	Loc/Ash St. Citizen contact
8/7/2023	1700	***
8/8/2023	1000	Loc/Commercial St. Report of dispute
8/8/2023	0800	***

Date	Time In	Media
8/8/2023	0800	Loc/Ash St. Citizen contact
8/8/2023	0950	Loc/Teller Rd. Report of code complaint - illegal parking
8/8/2023	1125	Loc/Fern St. Report of fraud
8/8/2023	1304	Loc/Ash St. Citizen Assist
8/8/2023	1725	***
8/2/2023	2107	Loc/Sunset Report of illegal burn
8/2/2023	0018	Loc/Clark St. Report of dispute
8/3/2023	2101	Loc/Clark St. Report of dispute
8/8/2023	0928	Loc/Hwy 58 Agency Assist - OSP
8/7/2023	1021	Loc/Ash St. Citizen contact
8/2/2023	2059	Loc/1st St. Report of fire
8/3/2023	1441	Loc/Salmon Creek Rd. Agency Assist - LCSO
8/7/2023		Loc/Roberts Ranch Rd. Report of suspicious conditions
8/7/2023	1021	Loc/Ash St. Citizen contact
8/7/2023	1100	Loc/2nd St. Report of suicidal subject
8/9/2023	0100	Loc/Hwy 58 Report of alarm
8/9/2023	1239	Loc/River Rd. Report of burglary
8/9/2023	1520	Loc/Commercial St. Report of code complaint - garbage/junk accumulation
8/9/2023	1748	Loc/Hwy 58 Request for welfare check

Date	Time In	Media
8/9/2023	1824	Loc/School St. Report of trespass
8/8/2023	2200	Loc/Pine St. Report of suspicious conditions
8/10/2023	1200	***
8/10/2023	1205	Loc/Ash St. Citizen contact
8/10/2023	1245	Loc/Fern St. Request for welfare check
8/10/2023	1315	Loc/School St. Report of alarm
8/10/2023	1752	Loc/Fern St. Report of suspicious conditions
8/10/2023	2010	Loc/Ash St. Agency Assist - LCSO
8/10/2023	2046	Loc/Fairy Glen Dr. Request for welfare check
8/10/2023	2224	Loc/Pine St. Report of suspicious conditions
8/11/2023	1230	Loc/Commercial St. Report of code complaint - garbage/junk accumulation
8/11/2023	1240	Loc/McFarland Rd. Report of criminal mischief
8/11/2023	1330	***
8/11/2023	1510	Loc/Harris St. Report of suspicious conditions
8/11/2023	1430	***
8/11/2023	1708	Loc/2nd St. Report of suspicious conditions
8/11/2023	1945	***
8/11/2023	2052	Loc/Berry St. Request for welfare check
8/12/2023	1200	Loc/Jasper St. Report of suspicious conditions

Date	Time In	Media
8/12/2023	1800	Loc/Hwy 58 Traffic for Speed 57/35
8/12/2023	2246	Loc/Hills St. Report of dispute
8/13/2023	1405	***
8/13/2023	1520	Loc/Fairy Glen Dr. Report of dispute
8/13/2023	1605	Loc/Locust St. Report of abandoned vehicle
8/12/2023	1530	***
8/12/2023	1600	***
8/12/2023	2345	Loc/Hwy 58 Traffic for 54/35
8/13/2023	1200	***
8/15/2023	0838	Loc/Ash St. Citizen Assist
8/15/2023	1138	Loc/Ash St. Citizen Assist
8/15/2023	1212	Hwy 58 Report of driving complaint
8/15/2023	1223	Loc/Ash St. Citizen Assist
8/16/2023	0846	Loc/Ash St. Citizen contact
8/16/2023	0914	Loc/Ash St. Citizen Assist
8/16/2023	1540	Loc/Ash St. Agency Assist - DHS
8/16/2023	1512	Loc/Ash St. Citizen Assist
8/14/2023		Loc/Hills St. Report of criminal mischief
8/14/2023		Loc/Ash St. Citizen contact

Date	Time In	Media
8/14/2023		Loc/Teller Rd. Request for welfare check
8/14/2023		Loc/Hwy 58 Citizen contact
8/14/2023	1307	Loc/Teller Rd. Parking violation - impound
8/14/2023	1731	Loc/Hwy 58 Agency assist - OSP
8/14/2023		Loc/Berry St. Agency Assist - LCSO
8/14/2023		Loc/Fairy Glen Dr. Agency Assist - LCSO
8/14/2023		Loc/Hwy 58 Agency Assist - LCSO
8/14/2023		Loc/Hills St. Report of suspicious conditions
8/14/2023		Loc/Oakridge area Agency Assist - Oakridge Public Works
8/14/2023		Loc/Hwy 58 Report of found property
8/15/2023	1000	***
8/15/2023	1100	***
8/15/2023	1230	***
8/15/2023		***
8/15/2023		Loc/Ash St. Citizen contact
8/15/2023		Loc/Hwy 58 Report of driving complaint
8/15/2023	2110	Loc/Hwy 58 Report of dispute
8/16/2023	0854	Loc/Rainbow Rd. Report of dispute
8/16/2023		Loc/Hwy 58 Agency Assist - LCSO

Date	Time In	Media
8/17/2023	0850	Loc/Ash St. Citizen Assist
8/17/2023	0920	Loc/Ash St. Citizen Assist
8/17/2023	0924	Loc/Rainbow Rd. Report of suspicious conditions
8/17/2023	1005	Loc/Ash St. Agency Assist - Lane County Behavioral Health
8/17/2023	1012	Loc/Ash St. Citizen Assist
8/17/2023	1205	Loc/Ash St. Citizen Assist
8/17/2023	1451	Loc/Hwy 58 Agency Assist
8/17/2023	1200	***
8/17/2023	1205	Loc/Ash St. Agency Assist - LCSO
8/17/2023	1305	Loc/Ash St. Citizen contact
8/17/2023	1500	Loc/Ash St. Citizen contact
8/17/2023	1654	Loc/Ash St. Agency Assist - LCSO
8/17/2023	1800	***
8/17/2023	1935	Loc/Oakridge area Report of runaway
8/17/2023	2002	Loc/Ash St. Citizen contact
8/17/2023	2114	Loc/North Shore Rd. Report of fire
8/18/2023	1200	Loc/Fern St. Citizen contact
8/18/2023	1220	Loc/Rainbow Rd. Report of burglary
8/18/2023	1420	Loc/Brock Rd. Agency Assist - OSP

Date	Time In	Media
8/18/2023	1636	Loc/Harris St. Citizen contact
8/18/2023	1816	Loc/Ash St. Report of custodial interference
8/18/2023	1942	Loc/Sunset Request for welfare check
8/19/2023	1205	Loc/Union St. Report of harassment
8/19/2023	1330	***
8/19/2023	1415	Loc/Willamette Way Arrest/Burglary, Assault: Knouse, Brandon
8/19/2023	1600	***
8/19/2023	1630	***
8/19/2023	1700	***
8/19/2023	1836	Loc/1st St. Report of disabled vehicle
8/19/2023	1843	Loc/Ash St. Citizen contact
8/19/2023	1850	Loc/Shed Lane Report of Reckless Endangering
8/19/2023	2132	Loc/Berry St. Report of trespass
8/19/2023	2325	Loc/Jasper Dr. Report of code complaint - noise
8/19/2023		***
8/20/2023	0936	Loc/1st St. Report of dispute
8/20/2023	1139	Loc/Union St. Report of harassment
8/20/2023	1216	Loc/Ash St. Citizen contact
8/20/2023	1430	Loc/Fairy Glen Dr. Report of criminal mischief

Date	Time In	Media
8/20/2023	1446	Loc/Ash St. Citizen contact
8/20/2023	1843	Loc/Berry St. Citizen Assist
8/20/2023	1856	Loc/Hwy 58 Report of dispute
8/20/2023	1927	Loc/Hwy 58 Report of disorderly conduct
8/16/2023	1313	Loc/Hansen St. Report of stolen vehicle
8/16/2023		Loc/Elgin St. Report of dog at large
8/16/2023		***
8/16/2023		Loc/Hwy 58 Report of suspicious conditions
8/16/2023		Loc/Rainbow Rd. Report of trespass
8/16/2023		Loc/Berry St. Report of suspicious conditions
8/21/2023	1020	Loc/Rock Rd. Report of illegal burn
8/21/2023		Loc/Meadow Way Report of dispute
8/21/2023	1842	Loc/Ash St. Request for civil standby
8/21/2023	2010	Loc/Sunset Report of illegal parking
8/21/2023	0728	Loc/Vine St. Death Investigation
8/21/2023		Loc/Ash St. Report of civil complaint
8/21/2023	2048	Loc/2nd St. Report of hit & run
8/22/2023	0630	Loc/Hwy 58 Report of trespass
8/22/2023		Loc/2nd St. Report of found property

Date	Time In	Media
8/22/2023		***
8/22/2023		Loc/7th St. Report of code complaint - noxious growth
8/23/2023	0936	Loc/Fern St. Citizen contact
8/23/2023	0947	Loc/Ash St. Citizen Assist
8/23/2023	1200	***
8/23/2023	1444	Loc/School St. Report of dispute
8/23/2023	1205	***
8/23/2023	1506	***
8/23/2023	1527	***
8/23/2023	1640	Loc/Berry St. Report of suspicious conditions
8/23/2023	2143	Loc/Hwy 58 Report of suspicious conditions
8/23/2023	2205	Loc/Berry St. Report of juvenile complaint
8/23/2023	1502	Loc/Hwy 58 Report of suspicious conditions
8/23/2023	1605	Loc/Fir St. Report of dispute
8/24/2023	0820	Loc/Ash St. Agency Assist - DHS
8/24/2023	0915	Loc/Ash St. Citizen contact
8/24/2023	1006	Loc/Commercial St. Report of code complaint - garbage and junk accumulation
8/24/2023	1034	Loc/Ash St. Citizen Assist
8/24/2023	1057	Loc/Commerical St. Report of suspicious conditions

Date	Time In	Media
8/23/2023	1600	Loc/Sunset Request for civil standby
8/24/2023	1422	***
8/24/2023	1712	Loc/Hwy 58 Traffic for Speed 50/35
8/24/2023	1734	Loc/Hwy 58 Citizen Assist
8/24/2023	2127	Loc/Alder St. Citizen Assist
8/25/2023	0646	Loc/Berry St. Report of dispute
8/25/2023	1206	Loc/Commercial St. Report of harassment
8/25/2023	1206	Loc/Ash St. Citizen contact
8/25/2023	1230	Loc/Ash St. Citizen contact
8/25/2023	1558	Loc/2nd St. Report of suicidal subject
8/25/2023	1919	Loc/Hwy 58 Report of overdose
8/23/2023	1108	Loc/Fern St. Request for Welfare Check
8/23/2023	1339	Loc/Ash St. Citizen contact
8/23/2023	1357	Loc/Fern St. Report of suspicious conditions
8/23/2023		***
8/26/2023	1227	***
8/26/2023	1230	Loc/Fern St. Citizen contact
8/26/2023	1240	Loc/Hwy 58 Report of suspicious conditions
8/26/2023	1249	Loc/School St. Agency Assist - OFD

Date	Time In	Media
8/27/2023	0303	Loc/Fairy Glen Dr. Report of dispute
8/27/2023	1208	Loc/Hwy 58 Report of trespass
8/27/2023	1208	Loc/Fern St. Citizen contact
8/27/2023	1208	Loc/Roberts Rd. Request for welfare check
8/27/2023	1310	Loc/Ash St. Citizen contact
8/27/2023	1404	Loc/Fir St. Agency Assist - DHS
8/27/2023	1537	Loc/Fairy Glen Dr. Report of theft
8/27/2023	1631	Loc/Portal Dr. Request for welfare check
8/27/2023	2058	Loc/Beech St. Citizen contact
8/27/2023	2147	Loc/1st St., Westfir Report of illegal burn
8/25/2023	1830	***
8/25/2023	2100	***
8/26/2023	0000	***
8/26/2023	2000	***
8/26/2023	2130	Loc/Hwy 58 Traffic for Speed 56/35
8/26/2023	2200	***
8/27/2023	0030	***
8/27/2023	1600	***
8/28/2023		***

Date	Time In	Media
8/28/2023	0800	***
8/28/2023	0810	Loc/Ash St. Citizen contact
8/28/2023	0842	Loc/Teller Rd. Report of animal complaint
8/28/2023	0920	Loc/Fern St. Report of neighbor dispute
8/28/2023	1001	***
8/28/2023	1128	Loc/Ash St. Citizen contact
8/28/2023	1220	Loc/Poplar St. Request for welfare check
8/28/2023	1252	Loc/Ash St. Citizen contact
8/28/2023	1305	Loc/Ash St. Citizen contact
8/28/2023	1314	Loc/Ash St. Citizen Assist
8/28/2023	1200	***
8/28/2023	1620	Loc/Ash St. Agency Assist - DHS
8/28/2023	1700	Loc/Jasper Dr. Report of suspicious conditions
8/28/2023	1850	Loc/Union St. Citizen contact
8/28/2023	1930	Loc/Fern St. Report of assault
8/28/2023	1950	Jasper Dr. Report of trespass
8/29/2023	0852	Loc/Hwy 58 Request for welfare check
8/29/2023	0920	Loc/Hwy 58 Report of theft
8/29/2023	1011	Loc/Ash St. Citizen assist

Date	Time In	Media
8/29/2023	1100	***
8/29/2023	1305	Loc/1st St. Report of alarm
8/29/2023	1330	Loc/Westfir Rd. Report of hit and run
8/29/2023	1630	Loc/Hwy 58 Traffic for Speed 51/35
8/29/2023	1808	Loc/1st St. Report of lost property
8/29/2023	1810	Loc/Sunset Ave. Report of trespass
8/29/2023	2030	Loc/Willamette Way Report of traffic hazard
8/22/2023	1455	***
8/22/2023	2127	Loc/22nd St., Westfir Report of code complaint - illegal parking
8/22/2023		Loc/Ash St. Citizen contact
8/30/2023	0900	Loc/Berry St. Request for welfare check
8/29/2023	1411	Loc/Ash St. Citizen contact
8/22/2023	1608	Loc/Sunset Report of criminal mischief
8/22/2023		Loc/Sunset Ave. Report of theft
8/22/2023	1628	***
8/22/2023	1914	Loc/Hwy 58 Report of driving complaint
8/22/2023	1954	Loc/Walnut St. Report of suspicious conditions
8/22/2023	2004	Loc/Commercial St. Report of suspicious conditions
8/23/2023		Loc/Cline St. Agency Assist - LCSO

Date	Time In	Media
8/23/2023		Loc/Brock Rd. Agency Assist - LCSO
8/23/2023	1000	***
8/23/2023		Loc/Hwy 58 Report of suspicious conditions
8/23/2023	1500	Loc/Ash St. Report of lost property
8/30/2023	1516	Loc/Pine St. Report of code complaint - illegal parking
8/23/2023	1630	***
8/23/2023	1545	***
8/29/2023	1545	***
8/29/2023	1545	***
8/29/2023		Loc/Commercial St. Agency Assist - OFD
8/30/2023	0601	Loc/Hwy 58 Report of alarm
8/30/2023	1230	Loc/Ash St. Citizen contact
8/30/2023	1416	Loc/Teller Rd. Report of juvenile complaint
8/30/2023	2130	Loc/School St. Report of dispute
8/31/2023	0826	Loc/High Leah Dr. Report of burglary
8/31/2023	0955	Loc/Meadow Way Request for Welfare Check
8/31/2023	1025	Loc/Hills St. Citizen contact
8/31/2023	1025	Loc/Berry St. Citizen contact
8/31/2023	0714	Loc/School St. Report of dispute

Date	Time In	Media
8/31/2023	1203	Loc/Union St. Report of trespass
8/31/2023	1913	Loc/Bain St. Report of dispute
8/31/2023	1945	Loc/7th St. Report of dispute
8/31/2023	1944	Loc/Berry St. Report of suspicious conditions



Emergency Services
Scott Hollett Fire Chief
47592 Hwy 58, Oakridge, OR 97463
PO Box 1410, Oakridge, OR 97463
Phone 541-782-2416 Ext 302
Fax: 541-782-2414
Email: scotthollett@ci.oakridge.or.us
Website: oakridgefire.us



EMS Report

August 2023

Equipment

Hazeldell is purchasing new extrication equipment for our Rescue unit. The tools are state of the art, high speed, battery operated with more cutting power than our current hydraulic tools. These tools are essential during motor vehicle crashes when someone is entrapped in the vehicle. We have been in need of replacing these tools for a few years now and have applied for several grants but have not been successful. Other agencies in our area have similar tools but ours will be the newest technology. The price tag for the tools and training is \$51,000.

Grants

FEMA AFG – This grant was for a live fire mobile training unit and some smaller items that totaled \$450k we are awaiting results.

SAFER – This grant is for staffing; the intent is to stabilize our staffing levels and reduce or eliminate the need for part time staff for 3 years. If awarded this grant would be worth approximately \$1.4 million.

Activities

We are gearing up for Fire Prevention in the schools. We were able to budget funds this year to provide educational materials and props to produce a much more robust prevention program. Thank you to Chrissy Hollett for having a passion for fire prevention in our schools and making this happen.

Apparatus

We had another bad month for repair costs on our ambulances.



Oakridge Fire & EMS



47592 Highway 58, P.O. Box 1410, Oakridge OR 97463

Fire Department Activity report for August 2023 (updated 9-06-23)

	Oakridge	Hazeldell	Westfir	Hwy. 58	USFS	M	Y
Emerg. Med.	75	3	4	4	4	90	641
Trans. to RBH	23	1	1	1	1	27	200
Trans. to MWH	11	0	0	0	0	11	107
Trans. to UDH	4	0	0	0	0	4	15
Trans. to LZ	0	0	0	0	0	0	2
Trans. to Other	0	0	0	0	0	0	0
Total Transports	38	1	1	1	1	42	324
Trans. % Rate	51%	33%	25%	25%	25%	47%	51%
Fires	1	0	0	0	2	3	26
Good Intent	3	0	0	0	0	3	36
Haz. Condition	0	0	0	0	0	0	8
Other Situation or False Call	0	0	0	1	0	1	11
Service Call	2	0	0	0	1	3	18
Total Calls	81	3	4	5	7		
Overall Total Calls for response Area:						100	740

2nd Out Calls – 16 3rd Out Call – 3 4th Out Call – 0 For the month.

Calls by Day of Week & Time of Day

Time	Su	Mo	Tu	We	Th	Fr	Sa	M	Y
0000-0359	0	2	1	0	2	0	0	5	55
0400-0759	0	2	0	1	0	1	1	5	59
0800-1159	4	2	1	2	2	1	0	12	125
1200-1559	4	4	2	5	3	3	1	22	161
1600-1959	3	2	3	4	7	3	6	28	161
2000-2359	5	4	1	3	10	1	4	28	179
Total:	16	16	8	15	24	9	12	100	740

Volunteer Hours for:	June	July	August
Stipend EMT Coverage:.....	342 hours	156 Hours	396 Hours
Stipend Driver Coverage:.....	261 hours	120 Hours	217.5 Hours
Trainee Coverage:	24 hours	24 Hours	159 Hours
Drill Attendance:	35 hours	31.5 Hours	45 Hours
Projects:.....	16 hours	20 Hours	17.5 Hours
Weekend Training	0 hours	102 Hours	0 Hours
All Other:	0 hours	75 Hours	3.5 Hours
Total Hours by Volunteers:	678 hours	528.5 Hours	838.5 Hours



Oakridge Fire & EMS



47592 Highway 58, P.O. Box 1410, Oakridge OR 97463

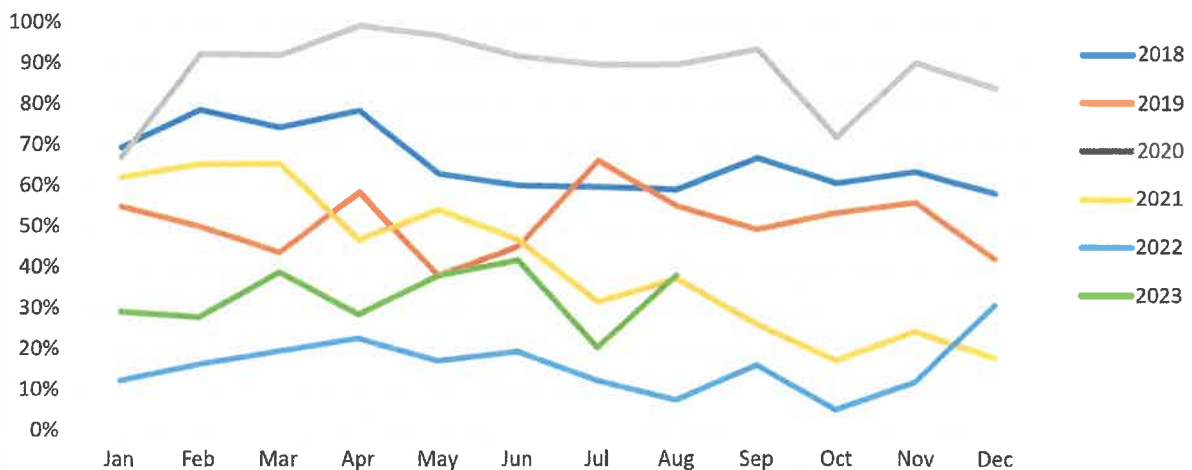
Fire Department Activity report for 2023

2023	Oakridge	Hazeldell	Westfir	Hwy. 58	USFS	Total
January	65	2	7	15	2	91
February	58	4	5	15	0	82
March	81	5	5	10	3	104
April	66	8	5	12	1	92
May	60	4	6	3	1	74
June	60	4	13	6	5	88
July	78	7	14	5	5	109
August	81	3	4	5	7	100
September						
October						
November						
December						
Grand Total:	549	37	59	71	24	740

Fire Department Historical January – August

	Oakridge	Hazeldell	Westfir	Hwy. 58	USFS	Total
2018	486	38	33	93	14	664
2019	552	42	23	76	19	712
2020	479	43	33	47	17	619
2021	531	56	27	76	38	728
2022	572	34	33	72	18	729
2023 YTD	549	37	59	71	24	740

Historical Data of Stipend Coverage





City of Oakridge
48318 E. 1st Street – PO Box 1410
Oakridge, Oregon 97463
Phone: 541-782-2258 FAX 541-782-1081

Public Works

Reporting Month: August, 2023

Water Distributed: 25.4 MG

Waste Water Treated: 6.4 MG

Service orders: 29

Locates: 14

Waste water repairs: Cherry street service lateral

Water leaks: 4- The 6 inch main resulting in roughly 300k gallons water loss. The other 3 were service lines.

Other tasks performed: We had 2 street signs hit by drivers both have been replaced. We did some street sweeping and some pothole repairs. Started cleaning catch basins still have a few to do. We cleared and brushed a lot of drainage ditches alleys and city properties. Mowed and trimmed parks and painted the sound booth at Greenwaters park. Read water meters and dealt with delinquent accounts also performed some meter repairs. August is also the month we get started on painting crosswalks and no parking zones as well as parking lot lines and street parking lines.

Robeart Chrisman, Maintenance Supervisor

