



# Umatilla Rural Fire Protection District

## BUDGET WORKSHOP

Family Health Associates Umatilla Clinic  
1890 7<sup>th</sup> Street, Umatilla, Oregon 97882

541-922-3718

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**Wednesday, April 1<sup>th</sup>, 2026 Time: 6:30 p.m.**

### **1. Call to Order**

### **2. Purpose & Budget Overview**

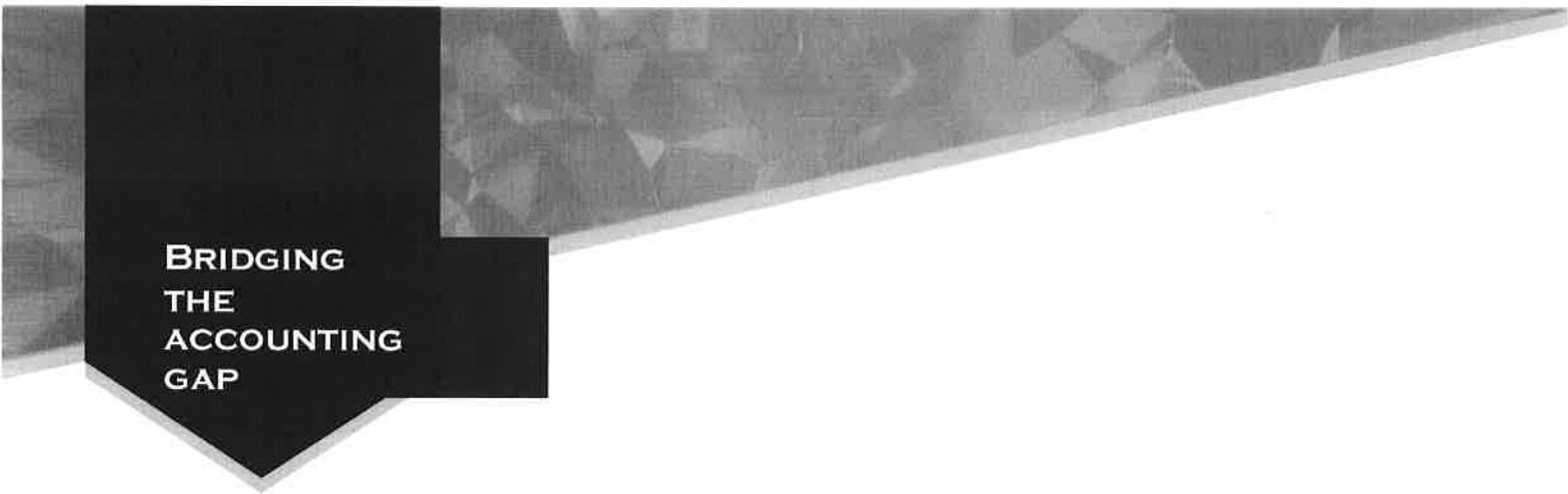
- Workshop intent and budget message

### **3. Financial Overview**

- Revenues, expenditures, and outlook

### **4. Public Comment**

### **5. Adjournment**



## BRIDGING THE ACCOUNTING GAP

March 30, 2026

Dear Chief Baker and Members of the Board,

I am writing in advance of the Board Work Session scheduled for April 1, 2026 at 6:30 PM to provide a summary overview of the current status of the District's significant financial functions, along with recommended next steps and a path forward.

### **Budgets**

Historically, the District's budgets have been developed using previously budgeted figures rather than actual revenues and expenditures. Oregon's Local Budget Law standard budget format includes two prior years of actuals, the current adopted budget (with any revisions), year-end projections, and the upcoming fiscal year's budget. The District's reliance on budgeted rather than actual figures has limited the accuracy of financial reporting.

### **Implications**

As a result, the District currently does not have a reliable understanding of its true financial position, including how much funding is available in either Reserve Accounts or in the General Fund. This uncertainty affects both operational planning and long-term financial decision-making.

## **Remedy**

For the FY 2026–27 budget, the District will incorporate actual revenues and expenditures for the preceding fiscal years and include a column for current year-end projections. Additionally, staff has engaged with the auditors to obtain a more thorough understanding of prior fiscal years actual data. This approach will significantly improve the reliability and transparency of the District’s financial information.

## **Chart of Accounts**

The current chart of accounts does not provide sufficient detail to support accurate and meaningful monthly financial reporting to the Board. It is recommended that the structure be updated to include clearly defined General Ledger account numbers and associated descriptions. This enhancement will improve transparency and allow for more precise tracking and reporting of District revenues and expenditures.

## **PERS Reporting**

Public Employees Retirement System (PERS) reporting has been updated to include all eligible staff. Work is ongoing with PERS to bring all reporting fully current. The goal is to complete all required reporting for FY 2025–26 by June 30, 2026.

## **Internal Controls**

Due to limited administrative staffing, the District currently lacks adequate internal controls, including proper separation of duties within payroll, accounts payable, and receipt processes. This absence of checks and balances creates an immediate financial and operational risk.

The District is currently actively engaging with community leaders to explore solutions to this issue. Addressing internal controls will be a critical component of strengthening the District’s financial integrity.

## **Budget Calendar and Committee Participation**

Please refer to the attached budget calendar for key dates in the upcoming budget development process. In particular, it is critical that members of the

Budget Committee attend the meeting scheduled for May 6, 2026 at 6:00 PM. This meeting will be essential for reviewing the proposed budget, discussing assumptions, and ensuring alignment on the District's financial direction.

### **Recommended Path Forward**

1. Continue coordination with auditors to finalize and incorporate accurate historical financial data.
2. Update and implement an improved chart of accounts structure.
3. Prioritize completion of all outstanding PERS reporting by the established June 30 deadline.
4. Develop and implement interim internal control measures to reduce risk.
5. Evaluate options for additional administrative support or shared services to ensure proper segregation of duties.
6. Establish ongoing financial reporting practices based on actual data to support informed decision-making.

These efforts will position the District to restore financial clarity, improve compliance, and build a stronger foundation for future operations.

I look forward to discussing these items in greater detail during the Work Session.

Sincerely,  
Kristal Hughes  
Bridging the Account Gap LLC

# Umatilla RFPD FY 2026-27 Budget Schedule

(with two budget meetings)

Date	Event	Extra Details	Responsible Party	Comments/Notes
4/1/2026	Appoint Budget Officer (if not specified in Governance Documents) and approve Budget Calendar	At Regular Board Meeting	Board	
	Submit notices to the Local Paper and post notice on District's Website.	Must contain dates, times, places of budget meetings. This should be notice of BOTH budget meetings. Must contain link to online posting on District's website.	District	Chief - Please double check posting requirements in local paper. When is the paper published? When is the deadline for publication?
4/27/2026	Final Copy of Proposed Budget ready to Distribute	This copy to be distributed to the entire Budget Committee (Electronically w/ option for paper copy)	KH to District	
4/29/2026	Send Budget Committee budget docs.		District	
5/6/2026	Budget meeting #1		Chief, Kristal, Budget Committee	
	Budget meeting #2 (if needed)		Chief, Kristal, Budget Committee	
	Submit Final Budget and Copy of LB-1 to District		Kristal	Dates will be established based on info discovered above.
	Submit LB-1 and Public Hearing notice to local paper	Must contain dates, times, places of public hearing AND the completed LB-1. Must occur 5-30 days before hearing if publishing twice in the newspaper; OR, 10-days ahead if once in newspaper and once online with link to document	District	Dates will be established based on info discovered above.
Wednesday, June 3, 2026	Public Hearing, Regular Board Meeting to Adopt Budget	Takes place during regular board meeting	Chief, Kristal, Budget Committee	