

ADAMS COUNTY FIRE RESCUE 2020 BUDGET PRESENTATION



MISSION STATEMENT

Adams County Fire Rescue is a progressive, well prepared emergency response organization that enhances our community by providing compassionate, professional, high quality fire, rescue, EMS, and prevention services.

MOTTO

"Serving with integrity and compassion."

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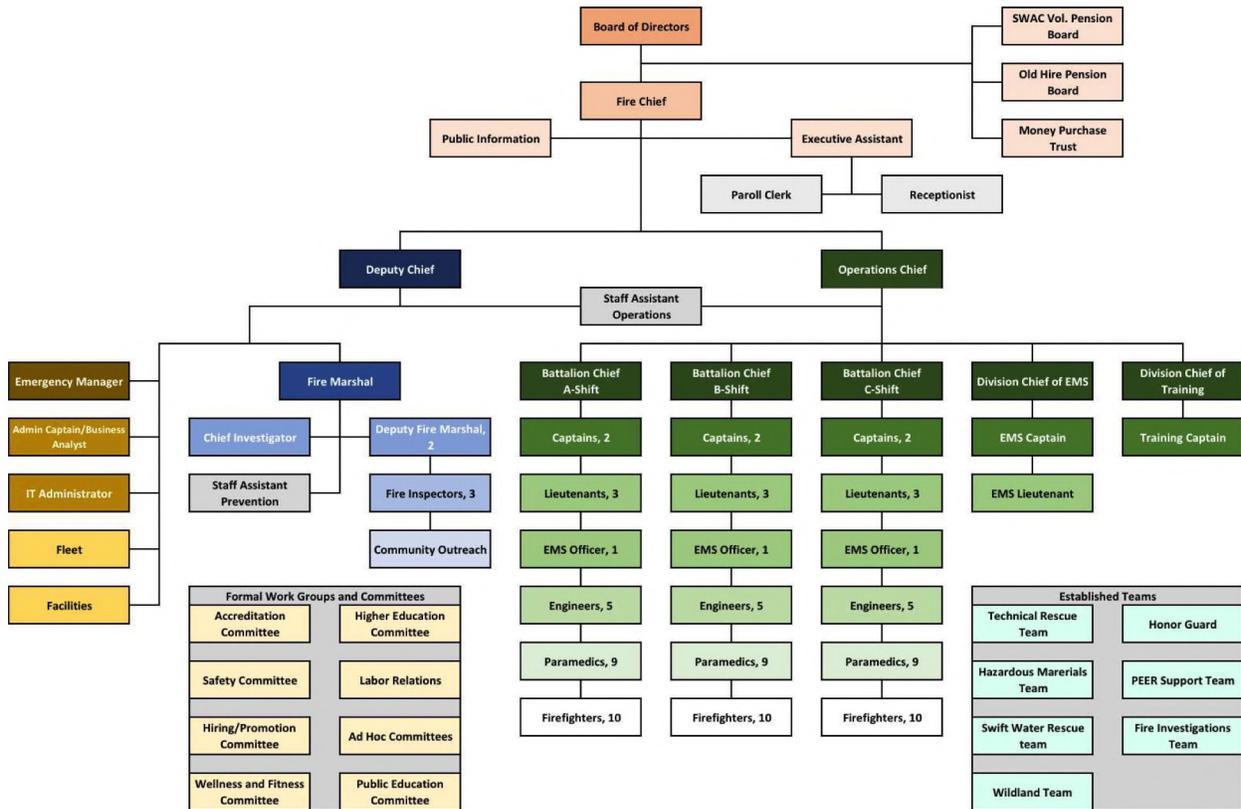
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INTRODUCTION AND ORGANIZATIONAL OVERVIEW

Budget Calendar:

Due Date	Event or Action	Completed
January 1	Approved budget proposals sent out to program managers	12/13/19 thru 3/20/9
January 15	Approved budgets published and posted to website	1/15/19
January 15	Publish Impact Fee Statement to website	1/15/19
January 31	Approved budgets and a signed "Resolution to Adopt Budgets" must be provided to the Colorado Department of Local Affairs	1/23/19
2nd Wednesday of June	Mandatory Budget Training and process review for all budget managers.	6/12/19
4th Thursday in June	Audit Report Presented to the board of directors	6/26/19
July 31	Audit Report filed with Colorado Department of Local Affairs	7/05/19
August 1	Draft Budget proposals due to Major Section Heads, Admin, Ops, Prevention, Support, etc.	8/1/19
3rd week of August	Budget Review Week. Chief Staff begin reviewing proposals, potential meetings with program/budget heads	8/20/19
August 25	Preliminary assessments due from the counties	8/27/19
October 15	Draft budgets submitted to the board of directors	10/8/18
Prior to Budget Adoption	SWAC Volunteer Pensions Board mtg. Budget review and recommendation to adopt budget sent to district board of directors	11/20/19
November Board Mtg	Budget Presentation. NWFD Old Hire Pension Board mtg.	11/20/19
December 10	Final assessments due from the counties	12/5/19
December 15	Required public meeting, Board of directors must approve the final budgets and certify the mill levies	11/20/19
January 1	File new map or letter with each County Assessor and Clerk and Recorder, and with DOLA. https://drive.google.com/file/d/ISMm30EvKld50pFPDCzTn29svyh9NqD6i/view	12/18/19

ADAMS COUNTY FIRE RESCUE ORG CHART, 1/1/20



Personnel: 119.5 Total Fulltime Employees

93 Operations Line-Employees

- 3 Battalion Chiefs
- 5 Fire Captains
- 10 Lieutenants
- 3 EMS Lieutenants
- 15 Engineers
- 27 Paramedics
- 30 Firefighters

6.5 Operations Administrative/Non-line Employees

- 1 Deputy Chief of Operations
- .5 Executive Assistant
- 2 Division Chiefs (EMS, Training)
- 2 Administrative Captains (EMS, Training)
- 1 Administrative EMS Lieutenant

11 Administrative (Non-Ops) Employees

- 1 Fire Chief
- 1 Exec Assistant to the Fire Chief
- 1 PIO
- 1 Receptionist

- .5 Payroll/AP Clerk
- 1 Deputy Chief, Administration
- 1 Emergency Manager (Division Chief)
- .5 Executive Assistant
- 1 IT Manager
- 1 Captain/Business Analyst
- 1 Mechanic
- 1 Facilities Maintenance

9 Fire Prevention Employees

- 1 Fire Marshal
- 1 Chief Investigator
- 2 Deputy Fire Marshal
- 3 Inspectors
- 1 Community Outreach, Public Educator
- 1 Admin Assistant

Stations and Apparatus:

Administrative Offices

Fire Prevention Offices (Old Station 11)

Station 11

- Engine 11
- Truck 11
- Medic 11
- Heavy Rescue 11
- Brush 11
- Battalion Chief 11

Station 12

- Engine 12
- Medic 12

Station 13

- Engine 13
- Medic 13
- Brush 13

Station 14

- Truck 14
- Medic 14

Training Center

- Training Engine
- Reserve Engine 15
- Reserve Engine 16
- Reserve Medic 15
- Reserve Medic 16
- Fleet Service Vehicle

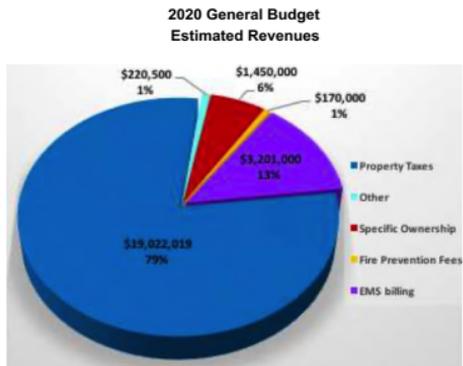
BUDGET OVERVIEW

The District approves four budgets each year; General Budget, Bond Budget, Capital Reserve Budget, and SWAC Pension Fund (Southwest Adams County Fire Protection District Volunteer Pension Fund).

General Budget:

The General Budget appropriates the funds used to operate the District on a daily basis, including salaries, administrative costs, health benefits, communications, station supplies and repair, apparatus equipment and repair, special operations, training, fire prevention, EMS supplies and expenses, and IT.

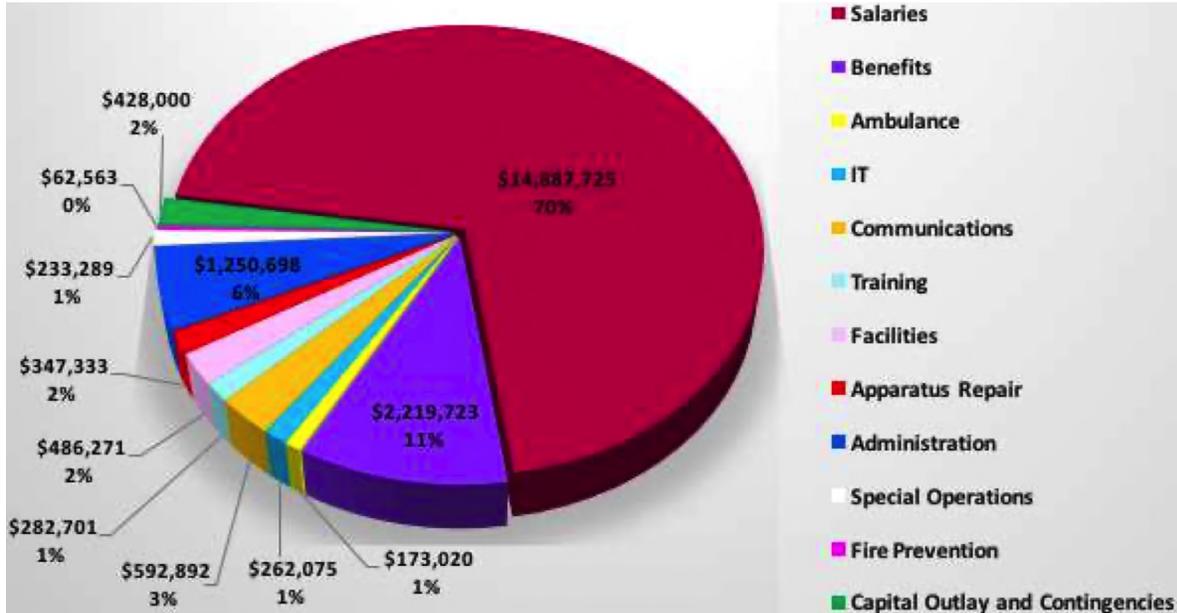
The General Budget fund has revenues of approximately \$24.1 million in 2020. The primary funding source (79%) is the assessment of mill levies against real properties within the District. The District's mill levy remains at 16.207. The assessed valuation for Adams and Denver counties is 1,173,689,240 which will result in approximately \$19,022,019 tax revenues. Six percent of the General Budget revenues come from specific ownership taxes (vehicle registrations), 13 percent from charges for services (mainly EMS billing and Medicaid Reimbursements), and about two percent from various other sources, including permit fees, interest, etc.



The District enrolled in a new Medicaid reimbursement program in 2019. This resulted in approximately \$926k of unexpected budget moneys in 2019, and \$1.8 million of reimbursements is anticipated for 2020.

Wages and benefits account for approximately eighty-one percent of the District's total General Budget expenses, including a wage contingency held for contractual raises in 2021. The General budget also allocates funds to the Capital Reserve Budget and SWAC Volunteer Pension Budget.

2020 General Budgeted Expenditures



ADAMS COUNTY FIRE PROTECTION DISTRICT JANUARY 1, 2020 TO DECEMBER 31, 2020 GENERAL FUND BUDGET

DESCRIPTION	Actual 2018	Estimate 2019	Proposed 2020
REVENUES			
BALANCE JANUARY 1	7,448,756	8,916,876	5,519,267
GENERAL PROPERTY TAX	15,710,048	15,796,796	19,022,019
SPECIFIC OWNERSHIP TAX	1,433,622	1,350,000	1,450,000
INCOME DELINQUENT TAX	7,273		
CHARGES FOR SERVICES (AMB)	1,237,407	1,300,000	1,400,000
PERMIT FEES	165,884	150,000	150,000
INTEREST	210,554	120,000	130,000
MISO.,	53,881	48,500	58,500
INSURANCE REIMBURSEMENTS	77,772	70,000	40,000
FF HEART FUND GRANT	13,000	13,000	13,000
INCOME MEDICAID		926,613	1,800,000
SAC REPAIR AND MAINTENANCE	49,309	85,000	0
TOTAL REVENUES CURRENT YEAR	18,958,750	18,933,296	24,063,519
TOTAL AVAILABLE REVENUES:	26,407,506	27,850,172	29,582,786

EXPENDITURES			
FIRE FIGHTING:			
SALARIES	11,521,663	12,464,976	14,887,725
ADMINISTRATION:	1,174,813	1,148,237	1,250,698
HEALTH BENEFIT	1,553,274	2,030,068	2,219,723
COMMUNICATIONS:	571,892	540,022	592,892
STATIONS, BUILDING, GROUNDS	300,480	322,059	486,271
EQUIPMENT REPAIR AND			
MAINTENANCE	364,594	408,130	347,333
SPECIAL OPS	180,959	192,988	233,289
TRAINING, SCHOOL, & CONVENTIONS	160,309	222,544	282,701
FIRE PREVENTION:	29,154	54,792	62,563
AMBULANCE	195,624	153,390	173,020
CAPITAL OUTLAY AND			
CONTINGENCIES	31,017	423,000	428,000
IT	129,166	188,024	262,075
DEBT SERVICE			
PRINCIPAL	34,838		
INTEREST	7,837		
TOTAL EXPENDITURES	16,255,620	18,148,230	21,226,290
EXCESS (DEFICIENCY) OF REV			
& FIN USES OVER EXPENSE			
	2,703,130	785,066	2,837,228
OTHER FINANCING SOURCES (USES)			
TRANSFERS IN	174,004		324,851
TRANSFERS OUT	-1,409,014	-4,182,675	-1,666,203
TRANSFERS OUT TO ASSIGNED			
FUNDS			-1,400,000
TOTAL OTHER FINANCING SOURCES			
(USES)	-1,235,010	-4,182,675	-2,741,352
EXCESS OF REVENUES AND OTHER			
FINANCING SOURCES OVER			
EXPENDITURES			
AND OTHER FINANCING USES	1,468,120	-3,397,609	95,876
FUND BALANCE end of year	8,916,876	5,519,267	5,615,143
ASSIGNED FUNDS (included in Fund Balance)			
SICK LEAVE	1,065,225	1,065,225	1,140,374
HEALTH	100,000	100,000	100,000
TABOR RESERVE (3% of Expenditures)	487,669	544,447	636,789
TOTAL RESERVES IN GEN FD	1,652,894	1,709,672	1,877,163

Bond Fund:

The Bond fund is used to account for the accumulation of resources and payment of long-term debt principal, interest and related costs associated with General Obligation Bond, which was originally approved by voters in 2001, and refinanced in 2011. The fund is due to be paid off in November of 2022. In 2019, the mill levy was set at .387 and will result in the assessment of \$454,218 in revenues, which is about \$49k less than had originally been planned. The balance of the bond payment will be made out of the fund balance, which has increased in recent years.

ADAMS COUNTY FIRE PROTECTION DISTRICT BOND FUND BUDGET JANUARY 1, 2020 TO DECEMBER 31, 2020			
	ACTUAL 2018	ESTIMATE 2019	PROPOSED 2020
REVENUES			
TAXES	510,725	431,787	454,218
INTEREST	1,039	400	500
TOTAL REVENUES	511,764	432,187	454,718
EXPENDITURES			
BOND PRINCIPAL PAYMENT series 2011	435,000	445,000	455,000
INTEREST PAYMENT series 2011	75,725	62,675	48,213
ADMINISTRATION	500	0	500
TOTAL EXPENDITURES	511,225	507,675	503,713
TRANSFER OUT	-174,004		
EXCESS REVENUES OVER EXPENSES	-173,465	-75,488	-48,995
FUND BALANCE BEGINNING OF YEAR	305,552	132,087	56,599
FUND BALANCE END OF YEAR	132,087	56,599	7,604

Capital Fund Highlights:

The District utilizes the Capital Reserve Budget to accumulate resources for the purchase of capital improvements and equipment such as apparatus, station remodel or new construction, communications equipment, furniture, etc. These types of purchases are generally planned for many years in advance, and may be accompanied by purchasing plans.

The District will apply for a federal “Assistance to Firefighter Grant” (AFG) to assist in purchasing replacement SCBAs, and for a state EMS grant to offset the cost of a new ambulance in 2020. In order to provide matching funds for these purchases, that of a new fire engine (2020), and remodel station 14 (2021), the District will transfer

approximately \$1.67million into the Capital Reserve Fund from the General budget, and \$1.4million from assigned accounts.

The District will contribute \$338k to the major equipment assigned account in 2020, as specified in the Apparatus Replacement Plan (Appendix 1), and an additional \$400k to supplement that plan and offset recent over expenditures.

In 2018 Colorado Statutes were changed to allow fire districts for the first time ever to impose impact fees on new construction. The intent of impact fees is to assist the District fund capital projects and infrastructure, and cannot be used for wages, or other day-day expenses. The District has collected approximately \$150,000 in impact fees each year since, and it is anticipated that about the same amount will be collected in 2020. Those fees are tracked as a separate income line in the Capital Reserve fund, must be accounted for separately from other funds, and are openly published on our website at the end of each year.

CAPITAL/RESERVE FUND BUDGET ADAMS COUNTY FIRE PROTECTION DISTRICT JANUARY 1, 2020 TO DECEMBER 31 2020			
	ACTUAL 2018	ESTIMATE 2019	PROPOSED 2020
BEGINNING BALANCE	119,461	4,699,654	1,858,123
IMPACT FEES	119,623	150,000	150,000
INTEREST	121,540	200	200
GRANT INCOME (EMS Amb.)			108,360
GRANT INCOME (AFG SCBA)			554,592
SALE OF ASSETS		767,337	
TOTAL REVENUES CURRENT YEAR	241,163	917,537	813,152
TOTAL AVAILABLE REVENUES	360,624	5,617,191	2,671,275
EXPENDITURES			
ADMINISTRATION	161,670	8,000	5,000
REPAIRS AND MAINTENANCE	45,031	200,000	
CAPITAL OUTLAY	5,160,963	6,864,436	1,635,158
GRANT EXPENSES		10,000	1,183,820
DEBT SERVICE			
PRINCIPAL	594,459	859,307	518,444
INTEREST	269,531		388,097
TOTAL EXPENDITURES	6,231,654	7,941,743	3,730,519
REVENUE/EXPENDITURES	-5,990,491	-7,024,206	-2,917,367

OTHER FINANCING SOURCES			
PROCEEDS FROM CAPITAL LEASES	9,161,670		280,000
TRANSFER IN FROM GENERAL BUDGET	1,409,014	4,182,675	1,666,203
TRANSFER IN FROM ASSIGNED ACCTS			1,396,724
TOTAL	10,570,684	4,182,675	3,342,927
EXCESS (DEFICIENCY) OF REV & FIN USES OVER EXPENSE			
	4,580,193	2,841,531	425,560
FUND BALANCE BEG YEAR	119,461	4,699,654	1,858,123
FUND BALANCE END OF YEAR	4,699,654	1,858,123	2,283,683
ASSIGNED ACCOUNTS			
MAJOR EQUIPMENT RESERVE	1,275,000	919,206	505,648
RADIO RESERVE	174,732	116,464	58,196
STATION BLDG & GRNDS	1,500,000		1,000,000
SCBA		186,080	
TOTAL	2,949,732	1,221,750	1,563,844

SWAC Volunteer Pension Fund:

The SWAC Pension Budget accounts for assets held by the District in a trustee capacity. It tracks the revenues and expenditures for the volunteer pension fund, which pays out pensions to approximately 39 retirees and beneficiaries.

ADAMS COUNTY FIRE PROTECTION DISTRICT			
JANUARY 1, 2020 TO DECEMBER 31, 2020			
	ACTUAL 2018	ESTIMATED 2019	PROPOSED 2020
BEGINNING FUND BALANCE	1,616,681	1,369,242	1,261,643
REVENUES			
CONTRIBUTIONS FROM GEN BUDGET	56,000	56,000	119,000
INVESTMENT INCOME	(72,394)	89,001	82,007
CONTRIBUTIONS FROM THE STATE	8,100	8,100	8,100
OTHER INCOME	26,365	7,500	7,500
TOTAL REVENUE CURRENT YEAR	18,071	160,601	216,607
TOTAL AVAILABLE REVENUES	1,634,752	1,529,843	1,478,250
EXPENDITURES			
BENEFITS TO RETIREES	241,644	242,000	242,000
ADMINISTRATION OF FUND BERNSTEIN	5,828	7,000	7,000
PROFESSIONAL FEES	9,900	14,000	10,000

FUNERAL COSTS		3,200	3,200
MISC.	8,138	2,000	8,000
TOTAL EXPENDITURES	265,510	268,200	270,200
INCREASE/(DECREASE) NET POSITION	(247,439)	(107,599)	(53,593)
FUND BALANCE BEGINNING OF YEAR	1,616,681	1,369,242	1,261,643
FUND BALANCE AT END OF YEAR	1,369,242	1,261,643	1,208,050

BUDGET MESSAGE

Property values in Colorado are assessed every other year. The reassessment that occurred in 2019 will result in significant increases in property tax revenue for budget years 2020 and 2021 of approximately \$3.3 million, or 20% of total tax revenues.

However, the Gallagher Amendment caused the Colorado Residential Assessment Rate (RAR) to drop in 2018 from 7.96% to 7.2%. This resulted in lost revenues to the District of approximately \$800k in 2019 and every year thereafter. The RAR will again drop for 2020 to 7.11 %, the equivalent of another \$90k. Combined, this ratcheting effect has cost the District about 5% of its total budget in recent years. The property values in the area have fortunately risen enough to help offset those losses, and the District hopes it again sees some relief from Gallagher in coming years, assuming the real-estate market in Colorado continues to grow. Chief staff has forecast future revenues and expenditures to the best of their ability, taking into consideration Adams County, Metro-Denver and Colorado economic forecasts (<http://www.metrodenver.org>, <http://leg.colorado.gov/EconomicForecasts>, https://blog.usairealty.com/posts/a-look-at-the-denver-real-estate-market?hs_amp=true). The potential for the RAR to continue to drop, and the restraints caused by the TABOR Amendment make it important for the District to continue to seek efficiencies and collaboration, as well as build reserve funds.

The board of directors in recent years have stated a goal to have 25% of annual operating revenues in reserve. This includes the mandatory 3% TABOR reserve, unspent General Budget contingency funds, and carry-over fund balance. Numerous large projects and expenditures in the recent years caused the 2020 General Budget fund balance to fall slightly below that target. However, due to fund restructuring in 2019, additional fund balances now exist in the Capital Budget, and efforts will continue over the coming years to build reserves back up.

Collaborations and Partnerships:

ACFR continues to explore opportunities to partner with other agencies in an effort to operate more efficiently.

The District has jointly operated a vehicle maintenance facility with South Adams County Fire District since 2015. The success of that partnership led to an in-depth exploration in 2019 to potentially merge the districts together. However, it was ultimately determined to be not feasible, and agency differences actually resulted in the termination of the joint vehicle maintenance program as well.

Other Highlights and Notes:

ACFR became an internationally accredited agency in 2019; one of only 19 Colorado fire departments and 261 nationally to have received this honor through the Commission of Fire Accreditation International. The District will be required to submit annual assessment reports and reaccredit every five years.

The District has been “1” rated department from an ISO (Insurance Service Office) since 2017, the highest rating possible. Of the 47,696 fire departments rated nationwide, only about 270 have Class “1” rating.

The District relocated Station 11 to a new state-of-the-art facility at 69th and Pecos. The old station was repurposed as offices for ACFR’s fire prevention bureau.

In 2019, ACFR hired its first full-time fire investigator, added an additional fire inspector, and separated the public information and public educator duties into two positions. An administrative captain, who will serve as accreditation manager and business analyst, was promoted from the ranks instead of hiring a data analyst. The position of emergency manager was assigned to an additional chief position. Seven new firefighters were hired in 2019 as replacements and supplemental staffing.

Two new positions will be created in 2020; facilities maintenance and EMS Lieutenant, however one may be offset by the elimination of a fleet maintenance position.

The District’s Moody’s Investors Service rating remains an Aa2 on its outstanding general obligation debt, which is approximately \$1 million and due to be paid off in 2021. The Aa2 reflects the strengthening of the District’s finances and operations following a fiscal 2015 merger that doubled the taxable base, budget and nominal reserve position. The rating also incorporates the economic benefits the District’s favorable debt profile with limited long term liabilities and rapid principal repayment.

ACFPD continues with community outreach programs. This includes services for fire protection and emergency services but also a commitment to the children and citizens of the District. In 2016 the District teamed up with Hyland Hills recreation District to continue the tradition of Halloween Trick or Treat Town where children can come to a safe environment and visit store fronts that are supported by local businesses who donate thousands of pieces of candy and friendly greetings. Members of the Board of Directors, firefighters, their spouses and family members hand out treats to these children. In 2019, 1200 children and 800 adults attended this event and their parents

are thankful for a safe and enjoyable evening. Breakfast with Santa will also be a joint effort this year to provide a breakfast and pictures with Santa for the District citizens. The District joins Adams County Sheriff's Department and neighboring fire departments in this promotion and more than 6,000 frozen turkeys will be handed out the week before Thanksgiving. We continue to maintain excellent working relations with other department and local officials.

Conclusions:

As the District continues to grow and evolve, we are focused on finding efficiencies within all aspects of the organization. We are taking advantage of opportunities for collaboration, partnering, and building transparency in everything we do. The entire District staff is committed to providing excellence, efficiency, and prompt service to our citizens and property/business owners of the District. The Board of Directors and staff are attuned and aware of the needs and demands of their District and are committed to provide the best service possible.

On behalf of chief staff of the Adams County Fire Rescue, Fire Chief Patrick Laurienti and Deputy Chief Stuart Sunderland, along with input from all levels of the organization, present these proposed budgets for approval, believing they are in the best interest of the District and its citizens, and in the furtherance of the District's mission. Questions may be directed to Chief Laurienti.

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SUPPLEMENTAL INFORMATION

Apparatus Replacement Plan:

Page 1

ACFR MAJOR EQUIPMENT FUNDING PLAN, updated 11/1/2020

	2019	2020	2021	2022	2023
Engine 11 (2017 Pierce) Replaced every 10 years with \$75k reinvested in 2020					
Engine 12 (2013 Pierce) Replaced every 11 years	\$ (38,145)	\$ (38,145)	\$ (38,145)		
Engine 13 (2013 Pierce) Every 11 (Value never added hack)					
New Engine 14 to replace T-14 (T-14 sent to reserve engine/truck 2020)		\$ (662,000)			
Tower 11 (2017) Replaced every 20 years					
Heavy Rescue 14 (2005 General)					
Brush 13 (2010)					
Brush 11 type 6 (2020)					
Medic 11 (2016) (50% Grant) E450 Gasoline 40,000 miles					\$ (108,000)
Medic 12 (2012) F450 Diesel 40,000 miles, new engine					
Medic 13 (2013) (50% Grant) F450 Diesel 28,000 miles					
Medic 14 (2012) E450 Gasoline 27,000 miles					
Staff Vehicles					\$ (10,834)
Total Annual Fund Expense	\$ (38,145)	\$ (1,152,015)	\$ (104,176)	\$ (38,145)	\$ (288,834)
Annual Funds	\$ 738,458	\$ 738,458	\$ 738,458	\$ 738,458	\$ 369,842
Fund Balance	\$ 508,313	\$ 575,084	\$ 575,084	\$ 575,084	\$ 1,152,015

Plan Assumptions

Fund Balance of 5775k as of 12/31/15

\$215k additional funds in 1016

\$310k in 2012 and all future allocation increased by 3% annually

Apparatus costs increasing 3% per year

Two of four med units purchased on SOX grant.

	2	1	Reserve
Engines	10 to 12	5	
Quint	10 to 12	5	
Aerials	15 to 20	5	
Brush	15	0	
Heavy Rescue	25	0	
Medic Unit	7	3	

Equals Down Payment
Equals Loan Payment

This plan shall be supplemented by future grants, surplus equipment sales, alternative funding, etc.
This plan will be amended regularly, with vehicle mileage, maintenance costs, funding, etc. considered.

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ACER MAJOR EQUIPMENT FUNDING PLAN, updated 11/1/2020

Major Equipment	2024	2025	2026	2027	2028	2029	2030	2031	2032
Engine 11				\$ 1387,938	\$ (77,588)	\$ (77,588)	\$ (77,588)	\$ (77,588)	\$ (77,588)
Engine 12	L (270,000)	\$ (97,828)	\$ (97,828)	\$ (97,828)	\$ (97,828)	\$ (97,828)			
Engine 13	\$ (425,000)	\$ (72,434)	\$ (72,434)	5 (72,434)	\$ (72,434)	\$ (72,434)			
Engine 14 (2020 Pierce)									5 (450,000)
Tower 11									
Heavy Rescue 11							Target (900k)		
Brush 13			\$ (150,000)						
Brush 11 type E (2020)									
Medic 11(2011)							\$ (138,000)		
Medic 12(2012)				\$ (253,622)					
Medic 13 (2014)					\$ (172,000)				
Medic 14 (2012)			5 (245,000)						
Staff Vehicles			5 (194,397)			\$ (208,977)			5 (224,650)
Annual Expense	\$ (695,000)	\$ (170,262)	5 (759,659)	\$ (811,822)	\$ (419,850)	\$ (456,827)	\$ (215,588)	\$ (77,588)	\$ (752,238)
Annual Funds	\$ 380,937	\$ 392,366	\$ 404,137	\$ 416,261	\$ 428,748	\$ 441,611	\$ 454,859	\$ 468,505	\$ 482,560
Fund Balance	\$ 837,954	\$ 1,060,058	\$ 704,535	\$ 308,973	\$ 317,871	\$ 302,655	\$ 541,926	\$ 932,843	\$ 663,166

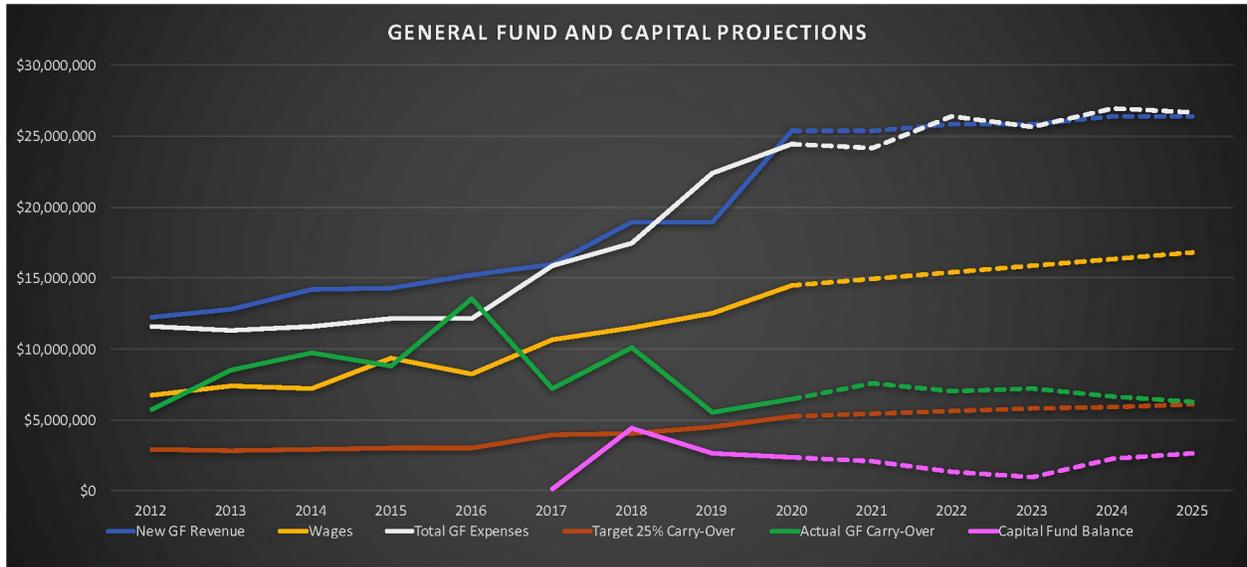
ACFR MAJOR EQUIPMENT FUNDING PLAN, updated 11/1/2020

Major Equipment	2033	2034	2035	2036	2037	2038	2039	2040
Engine 11								
Engine 12			L (400,000)	\$ (130,000)	\$ (130,000)	\$ (130,000)	\$ (130,000)	
Engine 13			5 (380,000)	\$ (147,436)	5 (147,436)	\$ (147,436)	\$ (147,436)	\$ (147,436)
Engine 14 (2020 Pierce)	5 (98,600)	\$ (98,600)	5 (98,600)	\$ (98,600)	5 (98,600)			
Tower 11				\$ (931,050)	5 204,000	\$ 204,000	5 204,000	\$ 204,000
Heavy Rescue 11								
Brush 13								
Brush 11 type 6 (2020)			\$ (200,000)					
Medic 11(2011)					\$ (162,726)			
Medic 12(2012)		\$ (311,521)						
Medic 13(2014)			\$ (200,000)					
Medic 14(2012)	L (296,000)							\$ (371,824)
Staff Vehicles			5 (241,499)			5 (259,611)		
Annual Expense	\$ (394,600)	\$ (410,121)	\$ (1,520,099)	\$ (1,307,086)	\$ (334,762)	\$ (333,047)	\$ (73,436)	\$ (315,260)
Annual Funds	5 497,037	\$ 511,948	\$ 527,307	\$ 543,126	5 559,420	\$ 576,202	\$ 593,488	\$ 611,293
Fund Balance	\$ 765,603	\$ 867,430	\$ (125,362)	\$ (889,323)	\$ (664,665)	5 (421,510)	5 98,542	\$ 394,575

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Budget Forecast:

Future revenue growth is based on a 2% assessed value increase in 2022, and 2024. General Fund Expenses were increased 2-5% each year, depending on expense type. Capital Expenses include a major remodel of Station 14 in 2020, and major remodel or construction of Station 13 in 2023.



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