



**Fiscal Year
2021-2022**

Palm Harbor Fire Rescue Proposed Budget



Palm Harbor Fire Rescue Proposed Budget

Palm Harbor Fire Board of Commissioners,

I am pleased to present Palm Harbor Special Fire Control and Rescue District's proposed annual budget for fiscal year 2021-2022. The budget has been prepared in accordance with all general accounting standards and applicable District, State, and Federal requirements. The total gross expenditures for all funds are \$16,490,352.

Despite the global pandemic, the District fared well during the fiscal year 2020-2021 as the housing market remained stable, and we received 1.3M in federal stimulus funds. This allowed the District to increase the reserve fund balance despite large expenditures associated with the replacements of Truck 67 and Station 68.

- A replacement for Truck 67 was ordered in March of 2021. Disruptions caused by the pandemic have led to higher prices and longer production times. For the first time, the District paid over one million dollars for a single apparatus. Workforce challenges have slowed production times. The expected delivery date is June 2022.
- The strong real estate market and land development requirements delayed the replacement of Station 68. After a lengthy process, the District purchased a piece of land to rebuild the station. The delay did not allow the District to spend the 2.2M Penny for Pinellas funds allocated in the 2021 budget; however, those funds are still available and will be utilized in fiscal year 2022.
- Additionally, the global pandemic increased the overtime budget as several members either contracted the virus or were quarantined for suspected exposures. The department also used overtime to staff a vaccine site in Palm Harbor for six weeks. To decrease our dependence on overtime and address concerns over increased workloads, three personnel were hired midway through 2021.

Moving into fiscal year 2022, the financial outlook continues to improve. The District's primary source of revenue is ad-valorem taxes, which are based on property values. Current trends indicate 900 people move to Florida every day. The influx of transplants continues to drive the price of home sales upward, making the estimated property value for Palm Harbor \$5,376,832,237. This is an increase of \$425,576,872 over last year. The increased values equate to \$586,885 in revenue based on the proposed millage rate of 2.0000.

The District's second-largest source of funding is the ALS First Responder Agreement with Pinellas County. The agreement authorizes Palm Harbor Fire Rescue to provide Advanced Life Support (ALS) first response. The call volume in the Station 65 EMS response zone continues to increase. Based on increased call volume, the District will receive partial funding for Engine 65 in 2022 and full funding in 2023. The new funding agreement will provide an additional \$303,387 in FY 21-22 and approximately \$220,000 additional the following year.

Using the District's Strategic Plan as a guide to prioritize funding objectives, the following items have been identified as goals for the upcoming year:

- The District continues to invest heavily in technology upgrades. The following improvements have been budgeted for this year:
 - Implementation of electronic communication dashboards for each Station. The boards will provide crews with real-time performance metrics and the ability to share relevant messaging in a timely manner.
 - Contract with a Human Resource Information System (HRIS). The current system is antiquated, relies on paper forms, and requires staff time to maintain the information. The new platform will provide employees with access to their data and allow them to make changes without taking valuable time away from staff.
 - The remainder of our fleet will be upgraded to Sierra wireless modems to transmit 911 call information to vehicles.
- As the District strives to become accredited by the Center for Public Safety Excellence (CPSE), enhancing our Community Risk Reduction program is necessary.
 - A key piece is the addition of a full-time Fire Prevention Officer. The additional staff will ensure the timely completion of required building inspections and pre-plans. Additionally, the position will provide backup for the Fire Marshal and provide for succession planning.
 - A revised standard of coverage and strategic plan is required for the accreditation process. Funds have been allocated to hire a consultant specializing in these areas to help create an updated report.
- Under the current ALS First Responder Agreement, Pinellas County funds an administrative assistant for the EMS Chief. The money allocated for the position has been used to offset the cost to operate Rescue 65. However, upon implementation of the new ALS First Responder agreement, this position will be filled mid-way through the year.

- The current Capital Improvement Plan (CIP) calls for replacing two engines during the 2023 calendar year. Material supply issues and the pandemic have increased production times to over one year. To ensure timely replacement, the budget allocates monies from the Capital Reserve Fund to purchase the engines. Staff will work with the apparatus committee to place an order at the end of fiscal year 2022. Timing this replacement will also potentially avoid the price increase usually associated with a new fiscal year.
- Additional funds have been allocated to capital reserves for the Station 68 replacement project. The Penny for Pinellas program is expected to fund most of the project; however, higher than expected construction costs have driven the project over budget. These funds will be used if additional funding cannot be secured from Pinellas County.

Summary

The following information outlines the income and expenses of the Palm Harbor Special Fire Control and Rescue District budget for fiscal year 2021-2022. All income and expenses are accounted for, and where applicable additional information is provided to explain significant variances in the budget from year to year.

In 2006, legislation capped the millage rate growth to the roll-back rate, plus an inflation factor. The tentative millage rate of 2.000 mills represents a 5.70% increase in the roll-back rate of 1.8921 for an increase in property taxes of 6.25%. The proposed budget is based on a 95% ad valorem collection rate.

We have once again taken a team approach to develop the budget. All members are encouraged to evaluate each aspect of the department to identify areas of improvement and submit budget requests that resolve issues or improve our service delivery. Staff is encouraged to assess their program goals and objectives to ensure we are delivering the best programs possible. Budget requests are then evaluated for effectiveness and funded accordingly.

This proposal would not be possible without the input and assistance of our members and staff.

Respectfully,

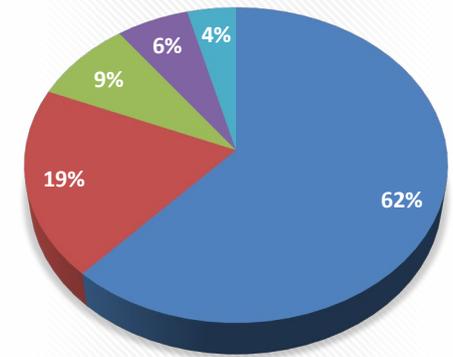
Scott J. Sanford

Income

The District's primary source of revenue is ad-valorem tax assessments. Ad valorem accounts for 62% of the projected income. The second-largest source of income is the First Responder Agreement with Pinellas County. The agreement represents 19% of this year's revenue. This fiscal year the District will use 1.4M from capital reserves to pay for new fire apparatus. In addition, the District will receive 1M from the Pinellas County Infrastructure Sales Tax (Penny for Pinellas) to fund the replacement of Station 68. All other sources of income account for 4% of the District's revenue.

Revenue Source	FY 20/21 Budget	FY 20/21 Projected	FY 21/22 Proposed Budget	Percentage Change
Ad Valorem	\$9,629,096	\$9,762,435	\$10,215,981	6.02%
EMS Funding	\$2,900,506	\$2,900,506	\$3,204,060	10.47%
PC Specialty Teams Reimbursement	\$80,000	\$62,725	\$80,000	0.00%
PC Instructor Reimbursement	\$65,000	\$73,645	\$75,000	15.38%
Health Insurance Reimbursement	\$235,500	\$201,105	\$175,000	-25.69%
Interest	\$15,500	\$20,410	\$8,800	-43.23%
Grants	\$50,000	\$1,325,591	\$0	-100.00%
Tax Collector Rebate	\$55,000	\$56,414	\$56,000	1.82%
Misc Income	\$25,000	\$4,785	\$25,000	0.00%
Tower Rental	\$69,800	\$67,482	\$71,894	3.00%
Sale of Capital Equipment	\$27,000	\$31,000	\$150,000	455.56%
Infrastructure Sales Tax	\$2,200,000	\$574,256	\$1,000,000	-54.55%
Fees For Service	\$22,000	\$25,556	\$22,000	0.00%
Annexed Property Fees	\$6,510	\$6,424	\$6,617	1.64%
Transfer Capital Reserves	\$1,041,054	\$1,041,054	\$1,400,000	34.48%
TOTAL FUNDS AVAILABLE	\$16,421,966	\$16,153,388	\$16,490,352	0.42%

Revenue Source

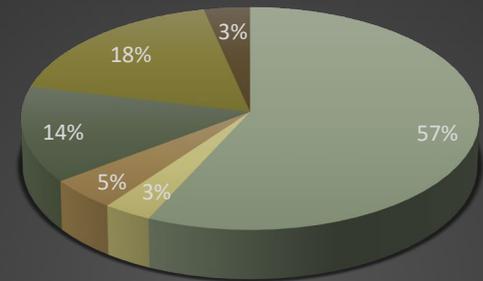


Personnel Expenses

Personnel costs are the most significant expenditure in the budget, making up 67% of the overall budget. Salaries make up the largest portion of this category. Based on the collective bargaining agreement, the budget includes a 3% general wage increase for all members. Significant factors affecting this year's budget include the addition of 1 FTE for Fire Prevention and a .5 FTE required under the ALS First Responder Agreement. Both positions have been added to the Salary/40-hour line item. The exact cost of the healthcare renewal is still unknown; however, based on early indications, we do not expect any increases. The Palm Harbor pension plan continues to receive favorable returns helping keep contributions rates stable; however, the dollar amount continues to increase as the number of participants grows. The opposite can be said of the FRS retirement system. While costs have risen, the dollar amount decreases as the number of employees in the plan decreases. The overtime budget reflects a decrease after hiring three personnel last year, returning the District's staffing to pre-recession levels.

Personnel Expenses	FY 20-21	FY 20-21 Projected	FY 21-22	Percentage Change
Salary - Commissioners	\$30,000	\$30,000	\$30,000	0.00%
Salary - Executive	\$1,129,005	\$1,129,005	\$1,162,875	3.00%
Salary - Shift	\$4,348,994	\$4,366,729	\$4,676,623	7.53%
Salary - 40/PT	\$227,763	\$151,413	\$373,689	64.07%
Overtime	\$399,508	\$601,017	\$355,000	-11.14%
FICA Matching	\$469,348	\$480,280	\$504,761	7.55%
FRS Retirement Acct	\$121,979	\$108,214	\$99,915	-18.09%
PHFD Pension Plan	\$1,336,383	\$1,336,383	\$1,431,639	7.13%
Group Health	\$1,960,739	\$1,636,633	\$1,960,739	0.00%
Employee Conversion	\$86,000	\$86,000	\$88,580	3.00%
Worker's Compensation	\$175,490	\$168,520	\$190,634	8.63%
Post-Employment Health Plan	\$71,491	\$69,487	\$73,636	3.00%
Long Term Disability Insurance	\$33,297	\$37,573	\$34,962	5.00%
Total Personnel Expenses	\$10,389,998	\$10,201,254	\$11,032,343	6.18%

Personnel Expenses



Operating Expenses

This year's operating budget is 1.5M and equates to 9.22% of the department's overall budget. The account contains 50 individual line items that can be condensed into nine types of expenses: accreditation, services & fees, technology, utilities, equipment & supplies, maintenance, education, fire prevention, and insurance. A detailed breakdown of the account can be found in Appendix A. This year's operating budget increased by 11.75%. The three major factors driving the increase include our continued investment in technology upgrades, professional services, and accreditation.

- Technology upgrades- the pandemic identifies areas in need of improvement, from sharing information with our members to communicating with the public. This year we will continue to improve our capabilities with website enhancements, cyber security upgrades, and internal communication tools. Also driving this increase is the industry trend to move to cloud-based platforms. While this approach has value, it also creates reoccurring annual fees.
- Professional services- a large portion of this increase is the introduction of a Human Resource Information System (HRIS) platform. The new system will allow the District to maintain records electronically and provide employees the ability to update their information. This will save valuable staff time and ensure records are kept up to date. The District is also switching to a VoIP phone system, which transfers costs associated with a traditional phone line to professional services.
- Accreditation process- the goal for this fiscal year is to perform some of the large studies and reports necessary to achieve accreditation. The budget also includes funds to send members to the training required to conduct the process.

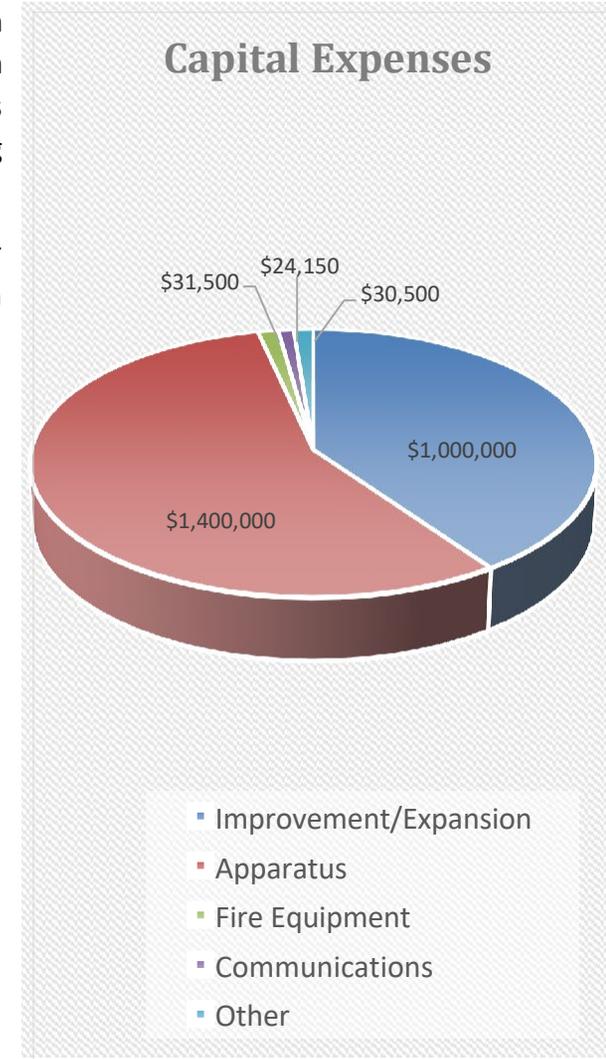
Operating Expenses	FY 20-21	FY 20-21 Projected	FY 21-22	Percentage Change
Accreditation	\$1,500	\$327	\$35,000	2233.33%
Services & Fees	\$402,861	\$384,000	\$468,369	16.26%
Technology	\$35,280	\$33,856	\$50,000	41.72%
Utilities	\$91,550	\$80,856	\$94,088	2.77%
Equipment & Supplies	\$248,750	\$212,132	\$256,150	2.97%
Maintenance	\$303,169	\$274,209	\$321,578	6.07%
Education	\$114,350	\$82,474	\$120,763	5.61%
Fire Prevention	\$16,900	\$2,434	\$17,745	5.00%
Insurances	\$142,972	\$143,281	\$153,167	7.13%
Total Operating Expense	\$1,357,332	\$1,213,569	\$1,516,859	11.75%

Capital Expenses

The capital outlay budget will see a significant decrease this year. The decline is primarily associated with the reduction to the improvement/expansion line item. The improvement/expansion line correlates with the infrastructure sales tax (Penny for Pinellas) income line, which is being used to replace Station 68. This line item will be exceeded this fiscal year as the District expects to receive and use up to 1.7M remaining from the FY 20-21 allocation.

This budget moves the replacement of two engines forward by one year. The vehicles scheduled for replacement are 2011 E-One engines with a planned replacement date of 2023. The funding has been moved forward to accommodate for increased production times. The vehicles will be ordered in late 2022, with an expected arrival date of late 2023.

Capital Expenses	FY 20-21	FY 20-21 Projected	FY 21-22 Proposed	Percentage Change
Furnishings - Equipment	\$5,000	\$0	\$5,000	0.00%
Fire Equipment	\$30,000	\$30,000	\$31,500	5.00%
EMS Equipment	\$10,000	\$10,000	\$10,000	0.00%
Office Equipment	\$5,000	\$0	\$5,000	0.00%
Communication Equipment	\$23,000	\$23,000	\$24,150	5.00%
Large Appliances	\$5,000	\$0	\$5,000	0.00%
Fitness Equipment	\$5,000	\$5,000	\$5,500	10.00%
Improvement/Expansion	\$2,200,000	\$530,902	\$1,000,000	-54.55%
Replacement Vehicle - Staff	\$50,000	\$52,345	\$0	-100.00%
Replacement Apparatus	\$1,041,054	\$1,017,303	\$1,400,000	34.48%
Total Capital Expenses	\$3,374,054	\$1,668,550	\$2,486,150	-26.32%



Reserve Funding

The reserve fund balance experienced a better-than-expected increase in FY 20-21. The fund was scheduled to remain flat with the replacement of Truck 67 at a projected cost of 1.1M. However, the District was able to use surplus funds from FY 19-20, coupled with a maturing CD valued at \$460,344 to make the purchase. During FY 20-21, the fund balance increased by \$945,927. The fund balance is expected to decrease slightly in FY 21-22, with the purchase of two new fire engines.

Additionally, the Capital and Contingency reserve line items were increased to meet future Capital Improvement Plan (CIP) targets and comply with standard operating procedure (SOP) 235 Reserve Funding Accounts. The Capital reserve will increase to 725K to meet CIP needs, and the contingency reserve will increase to 185K to stay compliant with the SOP. The two increases equal a 3.86 % adjustment to the reserve allocation.

An additional 245K has been added to Capital reserves for the replacement of Station 68. These funds will be used if further funding cannot be obtained from Pinellas County. If financial support is secured, the funds will be added to the CIP for apparatus replacement.

Reserve Funding	FY 20-21	FY 20-21 Projected	FY 21-22	Percentage Change
Contingency Reserves	\$165,000	\$0	\$185,000	12.12%
Capital Reserves	\$700,000	\$700,000	\$970,000	38.57%
Operating Reserves	\$300,000	\$300,000	\$300,000	0.00%
Total Reserve Funding	\$1,165,000	\$1,000,000	\$1,455,000	24.89%

Palm Harbor Fire Rescue
Reserves Worksheet
2022

Reserve Accounts	FY 20-21 End Balance	FY 21-22 Proposed	FY 21-22 End Balance	Target Balance	Difference	Notes	Funding Policy
Contingency	\$165,000	\$185,000	\$185,000	\$188,221	-\$3,221	Unincumbered FY 20-21 contingency funds will be distributed between Sick/Vacation, SCBA, and Operating funds. Current year funding is 1.47%	Fund annually at level to allow sustained operations for large scale emergencies, disasters, etc. (adjust annually). Typically between 1%-1.5% of total personnel and operating costs.
Capital	\$3,404,980	\$970,000	\$2,974,980	\$7,330,649	-\$4,355,669	This fiscal year 1.4M will be used to purchase two new fire apparatus. An additional 245K has been escrowed for the Station 68 project.	Fund annually on prorated basis to attain fund balance equivalent to 10 year projected CIP expenses (adjust annually).
Sick/Vacation	\$574,252	\$0	\$574,252	\$625,522	-\$51,270		Base on highest level of utilization, fund annually on prorated basis to attain a fund balance of 9% of Current Year Total Salaries (adjust annually).
Operating	\$1,301,897	\$300,000	\$1,601,897	\$2,091,350	-\$489,453		Fund annually on a prorated basis to attain a fund balance equivalent of 2 months of critical department personnel, operating and debt
SCBA	\$402,820	\$0	\$402,820	\$495,000	-\$92,180	An updated estimate increased replacement cost to 495K. Contingency reserves will be used makeup the difference.	Designated to fund SCBA replacements. Next replacement scheduled for FY25/26.
	\$5,848,949		\$5,738,949	\$10,730,742	-\$4,991,793		

Total Reserves
Reserves Needed
Difference

\$5,738,949
\$10,730,742
(\$4,991,793)

Palm Harbor Fire Rescue 3 Year Budget Forecast

The three-year budget forecast continues to look positive, despite the lingering effects of the pandemic. With only four months left in the calendar year, the housing market remains strong in the Palm Harbor and Tampa Bay areas. For this reason, the forecast assumes a three percent increase in ad-valorem revenue for FY 22-23. However, because of the unknown issues surrounding SARS CoV-2, a more conservative two percent increase was used to forecast fiscal years 2024 and 2025. The forecast for FY 23-24 shows 24K in excess revenue. These funds are associated with a decrease to our Operating Reserves, as this line item is scheduled to become fully funded. The forecast returns to a zero-based balanced budget moving forward as all other expenditures remain the same.

Account	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Revenue	\$16,490,352	\$14,797,996	\$14,968,517	\$15,556,228
Personnel Expense	\$11,032,343	\$11,497,604	\$11,906,927	\$12,397,374
Operating Expense	\$1,516,859	\$1,575,184	\$1,632,194	\$1,712,104
Capital Expense	\$2,486,150	\$390,208	\$444,718	\$486,750
Reserve Funding	\$1,455,000	\$1,335,000	\$960,000	\$960,000
Total	\$16,444,247	\$14,797,996	\$14,943,839	\$15,556,228
Net Difference	\$0	\$0	\$24,678	\$0

Appendix A
Fiscal Year Comparison

	REVENUE	FY 20-21 Budget	FY 20-21 Projected	FY 21-22 Proposed Budget	Percentage Change
1	Ad Valorem	\$9,629,096	\$9,762,435	\$10,215,981	6.09%
2	EMS Funding	\$2,900,506	\$2,900,506	\$3,204,060	10.47%
3	PC Specialty Teams Reimbursement	\$80,000	\$62,725	\$80,000	0.00%
4	PC Instructor Reimbursement	\$65,000	\$73,645	\$75,000	15.38%
5	Health Insurance Reimbursement	\$235,500	\$201,105	\$175,000	-25.69%
6	Interest	\$15,500	\$20,410	\$8,800	-43.23%
7	Grants	\$50,000	\$1,325,591	\$0	-100.00%
8	Tax Collector Rebate	\$55,000	\$56,414	\$56,000	1.82%
9	Misc Income	\$25,000	\$4,785	\$25,000	0.00%
10	Tower Rental	\$69,800	\$67,482	\$71,894	3.00%
11	Sale of Capital Equipment	\$27,000	\$31,000	\$150,000	455.56%
12	Infrastructure Sales Tax	\$2,200,000	\$574,256	\$1,000,000	-54.55%
13	Fees For Service	\$22,000	\$25,556	\$22,000	0.00%
14	Annexed Property Fees	\$6,510	\$6,424	\$6,617	1.64%
15	Transfer Capital Reserves	\$1,041,054	\$1,041,054	\$1,400,000	34.48%
16	TOTAL FUNDS AVAILABLE	\$16,421,966	\$16,153,388	\$16,490,352	0.42%
17					
18	Personnel Expenses	FY 20-21	Projected	FY 20-21	Percentage Change
20	Salary - Commissioners	\$30,000	\$30,000	\$30,000	0.00%
21	Salary - Executive	\$1,129,005	\$1,129,005	\$1,162,876	3.00%
22	Salary - Shift	\$4,348,994	\$4,366,729	\$4,718,658	8.50%
23	Salary - 40/PT	\$227,762	\$151,413	\$373,688	64.07%
24	Overtime	\$399,508	\$601,017	\$355,000	-11.14%
25	FICA Matching	\$469,348	\$480,280	\$507,977	8.23%
26	FRS Retirement Acct	\$121,979	\$108,214	\$99,915	-18.09%
27	PHFD Pension Plan	\$1,336,383	\$1,336,383	\$1,431,640	7.13%
28	Group Health	\$1,960,739	\$1,636,633	\$1,960,739	0.00%
29	Employee Conversion	\$86,000	\$86,000	\$88,580	3.00%
30	Worker's Compensation	\$175,490	\$168,520	\$190,634	8.63%
31	Post-Employment Health Plan	\$71,491	\$69,487	\$73,636	3.00%
32	Long Term Disability Insurance	\$33,297	\$37,573	\$39,000	17.13%
33	Total Personnel Expenses	\$10,389,997	\$10,201,254	\$11,032,343	6.18%

34	Operating Expenses	FY 20-21	Projected	FY 21-22	Percentage Change
35	Accreditation	\$1,500	\$327	\$35,000	2233.33%
36	Professional Services	\$34,500	\$28,080	\$75,000	117.39%
37	Property Appraiser	\$78,395	\$76,648	\$82,315	5.00%
38	Ad Valorem Fee	\$200,866	\$197,266	\$203,844	1.48%
39	Auditing Services	\$28,000	\$20,800	\$40,000	42.86%
40	Legal Fees	\$15,000	\$17,249	\$16,500	10.00%
41	Pre-Employment Processing	\$3,600	\$3,527	\$3,960	10.00%
42	Med/Health Services	\$42,500	\$40,430	\$46,750	10.00%
43	Computer Hardware/Software	\$35,280	\$33,856	\$50,000	41.72%
44	Telephone	\$14,700	\$14,415	\$10,000	-31.97%
45	Cable Internet	\$8,600	\$4,157	\$10,750	25.00%
46	Electricity	\$45,000	\$37,228	\$47,250	5.00%
47	Water/Sewer	\$16,750	\$18,876	\$19,263	15.00%
48	Trash Collection	\$6,500	\$6,180	\$6,825	5.00%
49	Postage	\$2,500	\$1,908	\$2,625	5.00%
50	Fuel	\$92,500	\$70,161	\$92,500	0.00%
51	Printing	\$4,500	\$3,531	\$4,725	5.00%
52	Office Supplies	\$6,500	\$3,531	\$6,825	5.00%
53	Furnishings < \$ 3000	\$5,500	\$2,940	\$5,775	5.00%
54	Fire Equipment < \$3000	\$7,000	\$7,746	\$7,350	5.00%
55	EMS Equipment < \$3000	\$1,000	\$22	\$1,000	0.00%
56	Office Equipment < \$3000	\$1,500	\$105	\$1,575	5.00%
57	Communication Equipment < \$3000	\$3,500	\$392	\$3,500	0.00%
58	Appliances < \$3000	\$5,000	\$1,908	\$5,000	0.00%
59	Fitness Equipment < \$3000	\$1,250	\$372	\$1,250	0.00%
60	Emergency Management Supplies	\$1,500	\$241	\$1,500	0.00%
61	Custodial Supplies	\$12,500	\$9,500	\$12,500	0.00%
62	Misc Operating Supplies	\$10,000	\$18,244	\$15,000	50.00%
63	Rental-Equipment	\$500	\$0	\$525	5.00%
64	Clothing/Uniforms	\$18,500	\$16,531	\$19,500	5.41%
65	Personal Protective Equip (PPE)	\$75,000	\$75,000	\$75,000	0.00%
66	Repair & Maintenance Building	\$85,000	\$73,277	\$100,000	17.65%
67	Repair & Maintenance Equipment	\$30,000	\$26,129	\$31,500	5.00%
68	Repair & Maintenance Fleet	\$150,000	\$143,888	\$150,000	0.00%
69	Lawn Maintenance Contract	\$18,169	\$15,600	\$19,078	5.00%
70	Repair & Maintenance Radio	\$20,000	\$15,315	\$21,000	5.00%
71	Training < \$3000	\$750	\$35	\$800	6.67%
72	Books/Publication/Subscriptions	\$1,800	\$1,987	\$1,800	0.00%
73	Memberships/Recertifications	\$12,000	\$8,968	\$12,000	0.00%
74	Board of Commission Expenses	\$13,000	\$12,574	\$15,000	15.38%

75	Incentive Program	\$35,000	\$28,202	\$36,750	5.00%
76	Training and Education	\$35,000	\$24,344	\$36,750	5.00%
77	Travel & Per Diem	\$8,800	\$436	\$9,263	5.26%
78	Travel & Per Diem Staff	\$8,000	\$5,928	\$8,400	5.00%
79	Community Outreach Programs	\$7,500	\$0	\$7,875	5.00%
80	Public Education < 3000	\$6,000	\$1,174	\$6,300	5.00%
81	Fire Prev. < 3000	\$1,500	\$0	\$1,575	5.00%
82	Fire Prev. Books/Publication	\$1,900	\$1,260	\$1,995	5.00%
83	Ins. Land and Building	\$124,280	\$125,644	\$132,980	7.00%
84	Ins. Acc. & Sp. Risk	\$18,692	\$17,637	\$20,187	8.00%
85	Total Operating Expenses	\$1,357,332	\$1,213,569	\$1,516,859	11.75%
86					
87	Debts	FY 20-21	Projected	FY 21-22	Percentage Change
88	Station 65 Payment	\$135,582	\$67,791	\$0	-100.00%
89	Total Debts	\$135,582	\$67,791	\$0	-100.00%
90					
91	Capital Expenses	FY 20-21	Projected	FY 21-22	Percentage Change
92	Furnishings - Equipment	\$5,000	\$0	\$5,000	0.00%
93	Fire Equipment	\$30,000	\$30,000	\$31,500	5.00%
94	EMS Equipment	\$10,000	\$10,000	\$10,000	0.00%
95	Office Equipment	\$5,000	\$0	\$5,000	0.00%
96	Communication Equipment	\$23,000	\$23,000	\$24,150	5.00%
97	Large Appliances	\$5,000	\$0	\$5,000	0.00%
98	Fitness Equipment	\$5,000	\$5,000	\$5,500	10.00%
99	Improvement/Expansion	\$2,200,000	\$530,902	\$1,000,000	-54.55%
100	Replacement Vehicle - Staff	\$50,000	\$52,345	\$0	-100.00%
101	Replacement Apparatus	\$1,041,054	\$1,017,303	\$1,400,000	34.48%
102	Total Capital Expenses	\$3,374,054	\$1,668,550	\$2,486,150	-26.32%
103					
104	Reserve Funding	FY 20-21	Projected	FY 21-22	Percentage Change
105	Contingency Reserves	\$165,000	\$0	\$185,000	12.12%
106	Capital Reserves	\$700,000	\$700,000	\$970,000	38.57%
107	Sick/Vacation Reserves	\$0	\$0	\$0	0.00%
108	Operating Reserves	\$300,000	\$300,000	\$300,000	0.00%
109	SCBA Replacement	\$0	\$0	\$0	0.00%
110	Total Reserve Funding	\$1,165,000	\$1,000,000	\$1,455,000	24.89%
111	TOTAL EXPENSES	\$16,421,965	\$14,151,164	\$16,490,352	0.42%
112	EXCESS REV OVER EXP	\$0	\$2,002,224	\$0	