



Future Home of Fire Station 68

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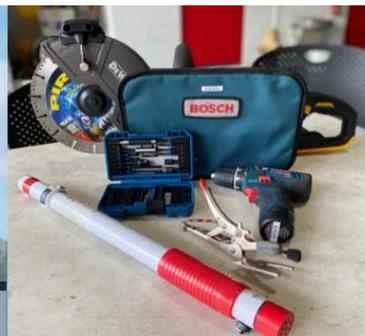
Fire Chief Scott Sanford

Palm Harbor Fire Rescue

Budget Proposal



Fiscal Year
2022-2023



Palm Harbor Fire Rescue

Budget Proposal

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Palm Harbor Fire Board of Commissioners,

I am pleased to present the Palm Harbor Special Fire Control and Rescue District's proposed annual budget for the fiscal year 2022-2023. 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 \$17,903,989.

The District remains financially stable, despite historically high inflation, a lingering global pandemic, and several financial challenges during the fiscal year 2021-2022. The economic challenges include:

- The accident involving Squad 65. The incident impacted the following line items; capital improvement, salaries, repair and maintenance, contingency reserves, and overtime. Despite being adequately insured, this single incident created a net loss in excess of \$350,000 for the District.
- Workforce challenges and supply chain issues have continued to slow the production of the new ladder truck. Production of the vehicle did not start until early 2022 despite an expected delivery date of May 2022. The delayed replacement increased the District's fleet maintenance budget. Additionally, the District will not receive the projected income budgeted from the sale of the apparatus being replaced.
- The runaway housing market and supply chain issues, combined with increased demand, have hindered the replacement of the Station 68 project. Construction cost estimates have risen from 3.5 million to 9.8 million.
- The District's overtime budget is again expected to exceed the budgeted amount as several members either contracted SARS-CoV-2 or were quarantined for suspected exposures to the virus.

The District was able to overcome these challenges due to higher than projected collection rates on ad-valorem taxes, decreased line item expenditure spending, and the use of contingency reserve funding.

The District's primary source of revenue continues to be ad-valorem taxes, which remained steady and continued to rise through the fiscal year 2021. The State of Florida and the Tampa Bay Region remain one of the fastest-growing areas in the country. This growth rate continues to increase property

values in the Palm Harbor area. The 2022 total taxable value increased to \$5,961,971,625, an increase of \$588,282,755. The increased values generated \$1,117,737 in revenue based on the currently proposed millage of 2.0.

The District will also see a significant increase in the ALS First Responder Agreement with Pinellas County, as the new agreement will provide full funding for E65. This year's contract is scheduled to increase by 11.5% or \$368,317 for FY 22-23.

Moving into FY 22-23, the District's financial outlook remains positive despite the persistent concerns of a looming recession and record-high inflation. The housing market has started to pull back on future sales, but values remain high and have not decreased. Most experts predict home values may become flat, but the Tampa Bay area is not expected to see a significant decrease in home values.

The Station 68 replacement project continues to be an area of financial concern for the District. In an effort to overcome this challenge, \$750,000, or 69.10% of this year's ad valorem increase, is earmarked for the project.

Summary

The following information outlines the income and expenses of the Palm Harbor Special Fire Control and Rescue District budget for the fiscal year 2022-2023. 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.

The 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 10.54% increase in the rolled-back rate of 1.8093 for an increase in property taxes of 10.95%. The proposed budget is based on a 95% ad-valorem collection rate.

We have once again taken a team approach to develop the budget. Staff is encouraged to assess their program goals and objectives to ensure we deliver the best programs possible.

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.

This proposal would not be possible without our members and staff's input and assistance.

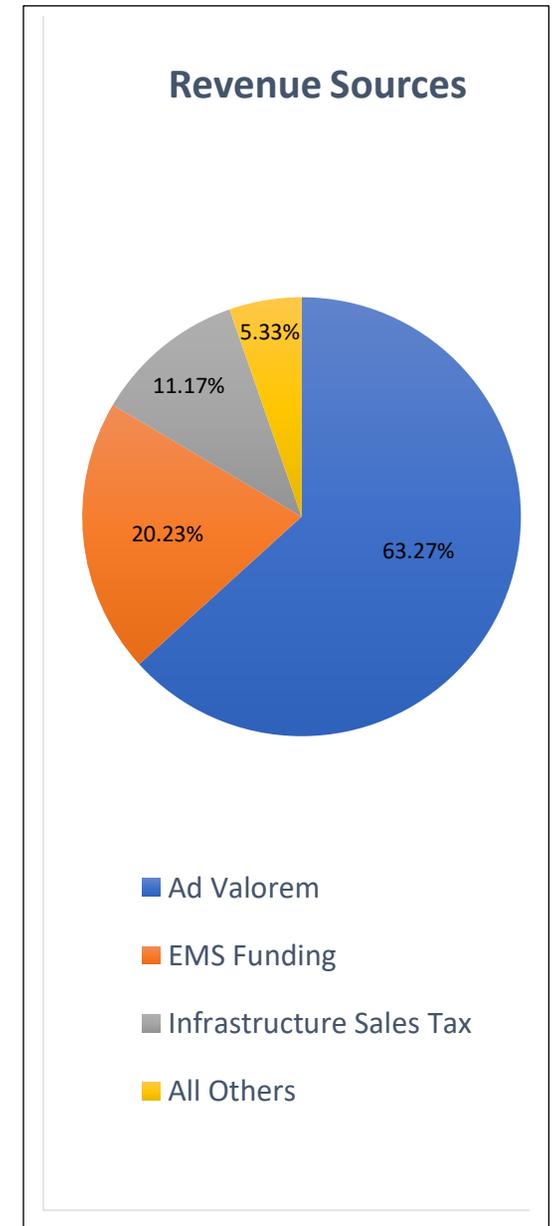
Respectfully,

Scott J. Sanford

Revenue

The District's primary source of revenue is ad-valorem tax assessments, which account for 63.27% of the projected income. The second-largest source of income is the First Responder Agreement with Pinellas County. The agreement represents 20.23% of this year's revenue. This fiscal year the District will use \$170,000 from capital reserves to purchase staff vehicles. In addition, the District is budgeting to receive 2MM from the Pinellas County Infrastructure Sales Tax (Penny for Pinellas) to fund the replacement of Station 68. The one positive to the increased inflation rates is the return on investments. The District is projected to receive an 88.26% increase in interest. All other sources of income account for 5.33% of the District's revenue.

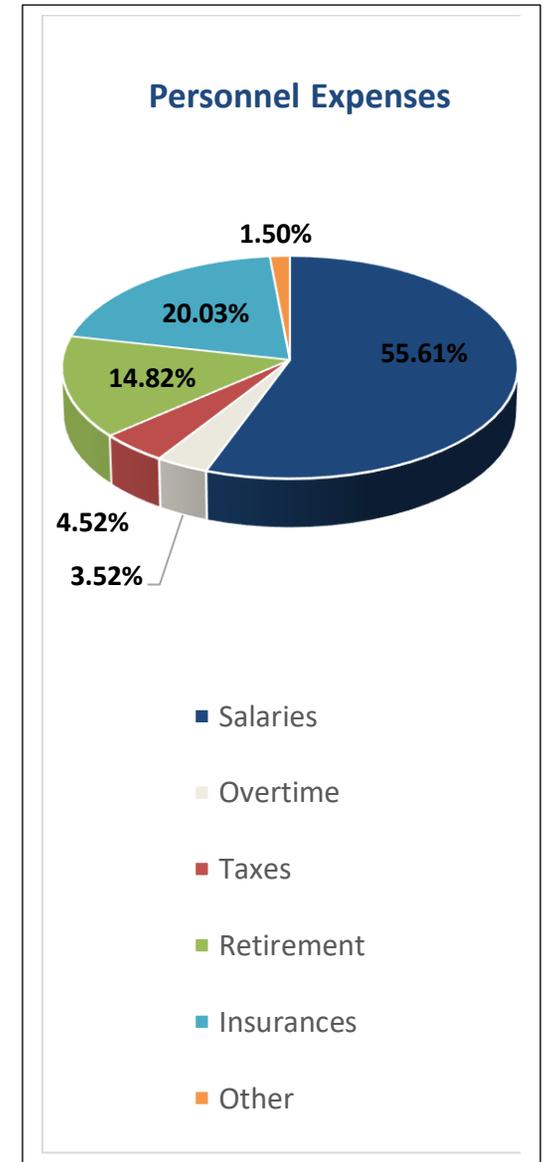
Revenue Source	FY 21/22 Budget	FY 21/22 Projected	FY 22/23 Proposed Budget	Percentage Change
Ad Valorem	\$10,215,981	\$10,371,406	\$11,327,746	10.88%
EMS Funding	\$3,204,060	\$3,204,060	\$3,622,377	13.06%
PC Specialty Teams Reimbursement	\$80,000	\$80,000	\$80,000	0.00%
PC Instructor Reimbursement	\$75,000	\$67,668	\$75,000	0.00%
Health Insurance Reimbursement	\$175,000	\$155,967	\$175,000	0.00%
Interest	\$8,800	\$3,505	\$75,000	752.27%
Grants	\$0	\$92,808	\$0	100.00%
Tax Collector Rebate	\$56,000	\$55,825	\$56,000	0.00%
Misc Income	\$25,000	\$18,626	\$25,000	0.00%
Tower Rental	\$71,894	\$71,894	\$74,051	3.00%
Sale of Capital Equipment	\$150,000	\$52,500	\$195,000	30.00%
Infrastructure Sales Tax	\$1,000,000	\$564,182	\$2,000,000	100.00%
Fees For Service	\$22,000	\$18,559	\$22,000	0.00%
Annexed Property Fees	\$6,617	\$6,554	\$6,816	3.00%
Transfer Capital Reserves	\$1,400,000	\$1,400,000	\$170,000	-87.86%
TOTAL FUNDS AVAILABLE	\$16,490,352	\$16,163,554	\$17,903,989	8.57%



Personnel Expenses

Personnel costs are the most significant expenditure, making up 65.79% of the overall budget. Salaries account for the largest portion of this category. Based on the collective bargaining agreement, the budget includes a 3% general wage increase for all employees. Significant factors affecting this year's budget include worker's compensation increases and the amount budgeted for overtime. The District's healthcare plan is expected to renew with a 4.6% increase. The Palm Harbor pension plan continues to receive favorable returns, which help 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 has been increased to more accurately reflect past experience.

Personnel Expenses	FY 21-22	FY 21-22 Projected	FY 22-23	Percentage Change
Salary - Commissioners	\$30,000	\$30,000	\$30,000	0.00%
Salary - Executive	\$1,162,875	\$1,162,875	\$1,210,553	4.10%
Salary - Shift	\$4,718,658	\$4,718,658	\$4,930,998	4.50%
Salary - 40/PT	\$373,689	\$199,776	\$379,294	1.50%
Overtime	\$355,000	\$467,503	\$414,190	16.67%
FICA Matching	\$507,977	\$503,279	\$532,825	4.89%
FRS Retirement Acct	\$99,915	\$93,162	\$87,600	-12.33%
PHFD Pension Plan	\$1,431,639	\$1,431,639	\$1,658,436	15.84%
Group Health	\$1,960,739	\$1,844,555	\$2,039,169	4.00%
Employee Conversion	\$88,580	\$88,580	\$97,438	10.00%
Worker's Compensation	\$190,634	\$209,225	\$275,000	44.26%
Post-Employment Health Plan	\$73,636	\$76,993	\$79,527	8.00%
Long-Term Disability Insurance	\$39,000	\$42,959	\$44,850	15.00%
Total Personnel Expenses	\$11,032,343	\$10,869,205	\$11,779,881	6.78%



Operating Expenses

This year's operating budget is just under 1.7MM, equating to 9.48% of the department's overall budget. The account contains 50 individual line items that can be condensed into nine expense categories: 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 8.29%. Most line items received a standard five percent increase, while some were adjusted to account for the completion of or to start a new project.

- Accreditation shows as the largest single line item increase. The increase is intended to assist with the District's goal of becoming reaccredited. The District's efforts were stifled last year as the department refocused efforts to meet the newly required State of Florida's performance review requirements. This year's budget allocates funds to complete a Community Risk assessment and Standards of Cover.
- Professional services are the most significant increase by dollar amount. The primary driver is an additional \$60,000 to complete the state-required performance review.
- Insurance also experienced a higher than expected increase. While the actual cost is still undetermined, Bouchard Insurance is recommending a 20% increase for budgeting purposes for property insurance and a six percent increase for all other rates.

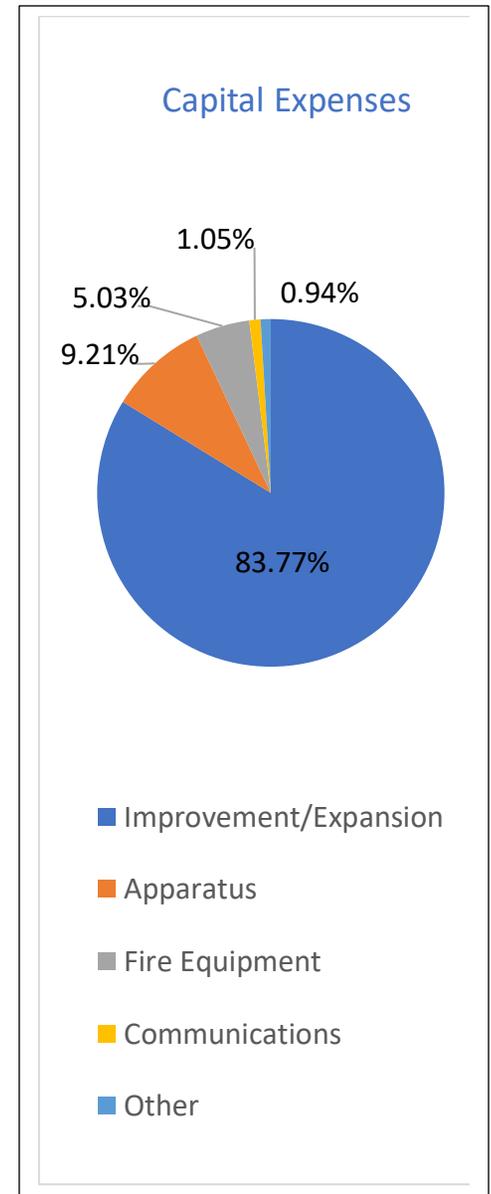
Operating Expenses	FY 21-22	FY 21-22 Projected	FY 22-23	Percentage Change
Accreditation	\$35,000	\$0	\$50,000	42.86%
Services & Fees	\$468,369	\$415,736	\$553,605	18.20%
Technology	\$50,000	\$46,890	\$52,500	5.00%
Utilities	\$94,088	\$81,391	\$98,793	5.00%
Equipment & Supplies	\$256,150	\$298,857	\$286,168	11.72%
Maintenance	\$321,578	\$326,960	\$320,257	-0.41%
Education	\$120,763	\$114,776	\$134,070	11.20%
Fire Prevention	\$17,745	\$8,246	\$18,532	4.43%
Insurances	\$153,167	\$148,883	\$182,792	19.34%
Total Operating Expense	\$1,516,859	\$1,441,739	\$1,696,715	8.29%

Capital Expenses

The capital expense budget will see a slight decrease this year. Most line items remain relatively unchanged. The three line items with significant increases include fire equipment, improvement and expansion, and replacement of staff vehicles. The fire equipment line has been increased to outfit the apparatus purchased last year. The District typically includes this equipment with the purchase of the apparatus. However, that was not possible due to the unexpected hyperinflation experienced in the fire apparatus market. The improvement/expansion line correlates with the infrastructure sales tax (Penny for Pinellas) income line, which is used to replace Station 68. The District will replace three staff vehicles this fiscal year that were previously scheduled for replacement in FY 20-21. In addition, the District will purchase an additional vehicle for the new EMS administrative assistant. Pinellas County is providing the majority of the funding for this vehicle.

Two capital expense line items have substantial decreases. The EMS equipment and replacement apparatus line item increased for identified purchases in FY 21-22. The line items have been returned to regular allocations for this fiscal year.

Capital Expenses	FY 21-22	FY 21-22 Projected	FY 22-23 Proposed	Percentage Change
Furnishings - Equipment	\$5,000	\$3,130	\$5,000	0.00%
Fire Equipment	\$31,500	\$27,850	\$120,000	280.95%
EMS Equipment	\$10,000	\$0	\$2,500	-75.00%
Office Equipment	\$5,000	\$0	\$5,000	0.00%
Communication Equipment	\$24,150	\$22,500	\$25,000	3.52%
Large Appliances	\$5,000	\$0	\$5,000	0.00%
Fitness Equipment	\$5,500	\$0	\$5,000	-9.09%
Improvement/Expansion	\$1,000,000	\$156,327	\$2,000,000	100.00%
Replacement Vehicle - Staff	\$0	\$0	\$220,000	100.00%
Replacement Apparatus	\$1,400,000	\$1,468,644	\$0	-100.00%
Total Capital Expenses	\$2,486,150	\$1,678,451	\$2,387,500	-3.97%



Reserve Funding

The reserve fund balance experienced an unexpected decrease in FY 21-22. In the last weeks of FY 20-21, Squad 65 was involved in a catastrophic accident. The accident forced the District to purchase a used vehicle until a new unit could be built. The current vehicle was not scheduled to be replaced until FY 24-25. In addition to the expedited replacement, supply chain issues and historical inflation resulted in higher-than-expected costs. The District budgeted to replace two engines in FY 21-22 at an expected cost of 1.4MM. Instead, the District ordered two engines and one heavy rescue for \$2,370,006. To make this purchase, the District used the 1.4MM allocated and the \$925,000 allocated for reserve funds in FY 21-22. In addition, the District used \$40,000 from Contingency Reserves to purchase a temporary vehicle until the new Squad arrives in early FY 23-24.

The Station 68 project continues to be an area of concern for the District. The District allocated \$225,000 into Capital Reserves in FY21-22 to help with future funding needs. Supply chain issues and historically high inflation have increased the projected cost to 9.8MM. This fiscal year an additional \$750,000 has been added to Capital Reserves for the project.

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 minimum Capital Reserve requirement will increase to \$736,357 to meet CIP needs, and the contingency reserve will increase to 190K to stay compliant with the SOP.

As in the past, any unencumbered funds in the Contingency Reserves at the end of the fiscal year will be dispersed into other reserve accounts where most appropriate.

Reserve Funding	FY 21-22	FY 21-22 Projected	FY 22-23	Percentage Change
Contingency Reserves	\$185,000	\$40,000	\$190,000	12.12%
Capital Reserves	\$925,000	\$925,000	\$1,500,000	32.14%
Sick/Vacation Reserves	\$0	\$0	\$0	0.00%
Operating Reserves	\$300,000	\$300,000	\$300,000	0.00%
SCBA	\$0	\$0	\$50,000	100.00%
Total Reserve Funding	\$1,410,000	\$1,265,000	\$2,040,000	45.20%

Reserve Account Balances

Reserve Accounts	FY 21-22 End Balance	FY 22-23 Proposed	FY 22-23 End Balance	Target Balance	Difference	Notes	Funding Policy
Contingency	\$185,000	\$190,000	\$190,000	\$202,133	-\$12,133	Unencumbered FY 21-22 contingency funds will be distributed between Sick/Vacation, SCBA, and Operating funds. Current year funding is 1.41%	Fund annually at a level to allow sustained operations for large-scale emergencies, disasters, etc. (adjust annually). Typically, between 1%-1.5% of the total personnel and operating costs.
Capital	\$2,281,453	\$1,500,000	\$3,611,453	\$7,363,566	-\$3,752,113	This fiscal year's capital reserves include an additional \$750,000 for Station 68. The District will use \$170,000 for staff vehicles.	Fund annually on a prorated basis to attain a fund balance equivalent to 10-year projected CIP expenses (adjusted annually).
Sick/Vacation	\$608,627	\$0	\$608,627	\$654,553	-\$45,926		Based on the highest level of utilization, fund annually on a prorated basis to attain a fund balance of 10% of Current Year Total Salaries (adjusted annually).
Operating	\$1,601,897	\$300,000	\$1,901,897	\$2,245,926	-\$344,029		Fund annually on a prorated basis to attain a fund balance equivalent to 2 months of critical department personnel, operating, and debt expenses (adjusted annually).
SCBA	\$501,618	\$50,000	\$551,618	\$586,504	-\$34,886	Estimate replacement cost increased to \$586,504.	Designated to fund SCBA replacement in FY25/26.
	\$4,993,595	\$2,040,000	\$6,863,595	\$11,052,683	-\$4,189,088		

Total Reserves

\$6,863,595

Reserves Needed

\$11,052,683

Difference

(\$4,189,088)

3-Year Budget Forecast

The economic outlook has a mix of signals. The gross domestic product (GDP) declined in the last two quarters. This is the most frequently cited indicator of a recession. Contradicting this notion are historically low unemployment rates. Most economic theories suggest a decline in GDP and an increase in unemployment need to occur to constitute a recession. Despite mixed signals, most economists agree the United States is most likely either in a recession or heading into some form of a recession. Compounding this issue, the Federal Reserve continues raising interest rates to control inflation. The increased interest rates have started to slow the housing market, which is the District's primary source of revenue.

The District receives 63.27% of its revenue from ad-valorem taxes. With only four months left in the calendar year, housing market values remain 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 23-24. However, because of the uncertainties of the economic forecast, a more conservative two percent increase has been used to forecast FY 24-25 and FY 25-26. The significant fluctuation in revenue and capital expenses in the fiscal year 2026 is associated with large purchases made using capital reserves.

Account	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Revenue	\$17,904,095	\$16,644,829	\$16,942,248	\$18,820,195
Personnel Expense	\$11,779,880	\$12,625,616	\$13,208,329	\$13,564,372
Operating Expense	\$1,696,715	\$1,714,214	\$1,799,919	\$1,860,672
Capital Expense	\$2,387,500	\$795,000	\$674,000	\$2,186,652
Reserve Funding	\$2,040,000	\$1,510,000	\$1,260,000	\$1,208,500
Total	\$17,904,095	\$16,644,829	\$16,942,248	\$18,820,195
Difference	\$0	\$0	\$0	\$0

Appendix A

REVENUE:		FY 21-22 Budget	FY 21-22 Projected	FY 22-23 Proposed	Percentage Increase
1	Ad Valorem	\$10,215,981	\$10,371,406	\$11,327,746	10.88%
2	EMS Funding	\$3,204,060	\$3,204,060	\$3,622,377	13.06%
3	PC Specialty Teams Reimbursement	\$80,000	\$80,000	\$80,000	0.00%
4	PC Instructor Reimbursement	\$75,000	\$67,668	\$75,000	0.00%
5	Health Insurance Reimbursement	\$175,000	\$155,967	\$175,000	0.00%
6	Interest	\$8,800	\$3,505	\$75,106	753.48%
7	Grants	\$0	\$92,808	\$0	0.00%
8	Tax Collector Rebate	\$56,000	\$55,825	\$56,000	0.00%
9	Misc Income	\$25,000	\$18,626	\$25,000	0.00%
10	Tower Rental	\$71,894	\$71,894	\$74,051	3.00%
11	Transfer Capital/Operating Reserves	\$1,400,000	\$1,400,000	\$170,000	-87.86%
12	Sale of Capital Equipment	\$150,000	\$52,500	\$195,000	30.00%
13	Infrastructure Sales Tax	\$1,000,000	\$564,182	\$2,000,000	100.00%
14	Fees For Service	\$22,000	\$18,559	\$22,000	0.00%
15	Annexed Property Fees	\$6,617	\$6,554	\$6,816	3.00%
16	TOTAL FUNDS AVAILABLE	\$16,490,352	\$16,163,554	\$17,904,095	8.57%
EXPENSES					
Personnel Costs					
17	Salary - Commissioners	\$30,000	\$30,000	\$30,000	0.00%
18	Salary - Executive	\$1,162,875	\$1,162,875	\$1,210,553	4.10%
19	Salary - Shift	\$4,718,658	\$4,718,658	\$4,930,998	4.50%
20	Salary - 40/PT	\$373,689	\$199,776	\$379,294	1.50%
21	Overtime	\$355,000	\$467,503	\$414,190	16.67%
22	FICA Matching	\$507,977	\$503,279	\$532,825	4.89%
23	FRS Retirement Acct	\$99,915	\$93,162	\$87,500	-12.43%
24	PHFD Pension Plan	\$1,431,639	\$1,431,639	\$1,658,436	15.84%
25	Group Health	\$1,960,739	\$1,844,555	\$2,039,168	4.00%
26	Employee Conversion	\$88,580	\$88,580	\$97,438	10.00%

27	Worker's Compensation	\$190,634	\$209,225	\$275,000	44.26%
28	Post Employment Health Plan	\$73,636	\$76,993	\$79,527	8.00%
29	Long-Term Disability Insurance	\$39,000	\$42,959	\$44,850	15.00%
30	Total Personnel Costs	\$11,032,343	\$10,869,205	\$11,779,880	6.78%
31	Operating Expenses				
32	Accreditation	\$35,000	\$0	\$50,000	42.86%
33	Professional Services	\$75,000	\$45,261	\$78,750	5.00%
34	Property Appraiser	\$82,315	\$73,981	\$86,431	5.00%
35	Ad Valorem Fee	\$203,844	\$208,796	\$225,248	10.50%
36	Auditing Services	\$40,000	\$22,000	\$90,001	125.00%
37	Legal Fees	\$16,500	\$13,105	\$17,500	6.06%
38	Pre-Employment Processing	\$3,960	\$5,817	\$4,250	7.33%
39	Med/Health Services	\$46,750	\$46,776	\$51,425	10.00%
40	Computer Hardware/Software	\$50,000	\$46,890	\$52,500	5.00%
41	Telephone	\$10,000	\$10,347	\$10,500	5.00%
42	Cable Internet	\$10,750	\$2,803	\$11,288	5.00%
43	Electricity	\$47,250	\$39,406	\$49,613	5.00%
44	Water/Sewer	\$19,263	\$22,712	\$20,226	5.00%
45	Trash Collection	\$6,825	\$5,612	\$7,166	5.00%
46	Postage	\$2,625	\$1,986	\$2,756	5.00%
47	Fuel	\$92,500	\$114,742	\$111,000	20.00%
48	Printing	\$4,725	\$3,070	\$4,961	5.00%
49	Office Supplies	\$6,825	\$4,252	\$7,200	5.50%
50	Furnishings < \$ 3000	\$5,775	\$3,130	\$6,000	3.90%
51	Fire Equipment < \$3000	\$7,350	\$5,780	\$8,000	8.84%
52	EMS Equipment < \$3000	\$1,000	\$375	\$1,000	0.00%
53	Office Equipment < \$3000	\$1,575	\$257	\$1,650	4.76%
54	Communication Equipment < \$3000	\$3,500	\$1,251	\$3,675	5.00%
55	Appliances < \$3000	\$5,000	\$2,521	\$5,250	5.00%
56	Fitness Equipment < \$3000	\$1,250	\$0	\$1,250	0.00%
57	Emergency Management Sup	\$1,500	\$0	\$1,575	5.00%
58	Custodial Supplies	\$12,500	\$12,939	\$13,000	4.00%

59	Misc Operating Expenses	\$15,000	\$9,730	\$17,500	16.67%
60	Clothing/Uniforms	\$69,500	\$64,500	\$20,349	-70.72%
61	Personal Protective Equip (PPE)	\$75,000	\$74,324	\$81,000	8.00%
62	Repair & Maint Bldg	\$100,000	\$76,756	\$82,500	-17.50%
63	Repair & Maint Equipment	\$31,500	\$21,610	\$33,075	5.00%
64	Repair & Maint Fleet	\$150,000	\$196,335	\$162,000	8.00%
65	Repair & Maint Radio	\$21,000	\$14,293	\$22,050	5.00%
66	Lawn Maintenance Contract	\$19,078	\$17,966	\$20,032	5.00%
67	Rental-Equipment	\$525	\$0	\$600	14.31%
68	Training < \$3000	\$800	\$756	\$2,002	150.19%
69	Books/Publication/Subscriptions	\$1,800	\$706	\$1,890	5.00%
70	Memberships/Recertifications	\$12,000	\$7,889	\$12,600	5.00%
71	Bd of Comm Expenses	\$15,000	\$14,765	\$17,250	15.00%
72	Incentive Program	\$36,750	\$36,025	\$42,000	14.29%
73	Training and Education	\$36,750	\$36,750	\$38,588	5.00%
74	Travel & Per Diem	\$9,263	\$8,226	\$10,500	13.36%
75	Travel & Per Diem Staff	\$8,400	\$3,684	\$9,240	10.00%
76	Community Outreach Programs	\$7,875	\$4,367	\$8,269	5.00%
77	Public Education < 3000	\$6,300	\$3,780	\$6,615	5.00%
78	Fire-Prev < 3000	\$1,575	\$99	\$1,648	4.64%
79	Fire-Prev - Books/Publication	\$1,995	\$0	\$2,000	0.25%
80	Ins. Land and Building	\$132,980	\$129,483	\$159,576	20.00%
81	Ins. Acc. & Sp. Risk	\$20,187	\$19,400	\$23,216	15.00%
82	Total Operating Costs	\$1,566,859	\$1,278,124	\$1,696,715	8.29%
83	Capital Outlay				
84	Furnishings - Equipment	\$5,000	\$3,130	\$5,000	0.00%
85	Fire Equipment	\$31,500	\$27,850	\$120,000	280.95%
86	EMS Equipment	\$10,000	\$0	\$2,500	-75.00%
87	Office Equipment	\$5,000	\$0	\$5,000	0.00%
88	Communication Equipment	\$24,150	\$22,500	\$25,000	3.52%
89	Large Appliances	\$5,000	\$0	\$5,000	0.00%
90	Fitness Equipment	\$5,500	\$0	\$5,000	-9.09%

91	Improvement/Expansion	\$1,000,000	\$156,327	\$2,000,000	100.00%
92	Replacement Vehicle - Staff	\$0	\$0	\$220,000	100.00%
93	Replacement Apparatus	\$1,400,000	\$1,468,644	\$0	-100.00%
94	Total Capital Outlay	\$2,486,150	\$1,678,451	\$2,387,500	-3.97%
95	Reserve Funding				
96	Contingency Reserves	\$185,000	\$40,000	\$190,000	2.70%
97	Capital Reserves	\$920,000	\$920,000	\$1,500,000	63.04%
98	Sick/Vacation Reserves	\$0	\$0	\$0	0.00%
99	Operating Reserves	\$300,000	\$300,000	\$300,000	0.00%
100	SCBA Replacement	\$0	\$0	\$50,000	100.00%
101	Total Reserve Funding	\$1,405,000	\$1,260,000	\$2,040,000	45.20%
102	Total Expenses	\$16,490,352	\$15,085,780	\$17,904,095	
103	Difference	\$0	-\$1,077,774	\$0	