



WEST THURSTON Regional Fire Authority

**2023 BUDGET
FINAL –
without M&O
LEVY**



"Savings lives and property; protecting our communities' greatest assets"



West Thurston Regional Fire Authority 2023 Budget – FINAL without M&O LEVY

12-12-2022

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2023 BUDGET OVERVIEW & ORGANIZATION

The West Thurston Regional Fire Authority's (WTRFA) annual operating budget represents the estimated expenditures and projected revenue necessary to provide the services for which the department was created. WTRFA develops its budget by establishing and prioritizing annual goals and objectives tied to the strategic plan, of which an updated one was adopted for the period of 2022-2026. With this plan, the department has a guide for the next five years in terms of resource allocation and priorities.

The budget development process includes anticipating future market conditions with the help of the Thurston County Assessor's office, estimating cost of goods and services, analyzing historical financial data, and projecting future objective costs. A preliminary budget is developed by the department's budget committee and presented to the WTRFA Governance Board for review and analysis. After holding a public hearing and considering public comment regarding the proposed budget, the WTRFA Governance Board adopts an annual budget in November for the following calendar year. **However, due to the close ballot count for the TCFD #1 M&O levy, the adoption was delayed until December.**

WTRFA organizes the budget utilizing the Washington State Budget, Accounting and Reporting System (BARS) and standard government accounting principles, practices, and oversight. WTRFA continues to utilize the Thurston County Treasurer's Office to issue warrants.

2023 FINANCIAL CONDITION

WTRFA receives revenue from non-voted regular levies which are based on property values (up to a maximum of \$1.50 per \$1,000 assessed value.) However, the department is limited to an increase of just 1% over the highest previous levy, which over time has resulted in a reduction in the non-voted levy rate to a projected average of \$0.96 for 2023. Despite the county assessor's preliminary projection of a 22% increase in property values for 2023, only new construction and state-assessed utilities (such as railways, pipelines, telephone) will be assessed at full value; other personal and real properties are limited by the 1% cap. Regular non-voted levies will continue to be collected under the individual districts (#1 and #11), to maximize the allowable levy collections.

The WTRFA's financial stability and ability to meet service delivery expectations relies heavily on voter-approved Maintenance and Operations (M&O) excess levies (60% of the department's tax revenue comes from the M&O levies.) **The department's current excess levies expire at the end of 2022, and an initiative that was placed on the November general ballot for replacement levies failed to reach the 60% super-majority necessary to pass.** The department has developed plans to maintain staffing levels for at least one year, but this required significant reductions in spending, including the closure of three stations to reduce maintenance costs. This will also require spending down all the reserves the department had established over the past few years to pay for future apparatus purchases and facility improvements.

2023 BUDGET GOALS & OBJECTIVES

The WTRFA developed a strategic plan in 2022, laying out operational goals for the next five years. Some of the major objectives included:

- Improving service delivery in the north battalion area by adding six additional firefighters. The department has experienced a 13% increase in call volume over the last five years, and a 40% increase over the past nine years. This upward trend is expected to continue as more

residential growth occurs and an aging population impact the district. Additionally, the department is responding to multiple incidents at least 36% of the time, reducing the available resources for subsequent incidents. The department was considering adding six additional firefighter/EMT positions to allow 24/7 staffing of a fourth station to meet this growing need.

BECAUSE OF THE LEVY FAILURE, THIS OBJECTIVE WILL NOT BE ACHIEVED.

- Improving participation in the annual NFPA 1582 physicals by funding 100% of the physicals and screening tests, as well as adding wellness incentives for personnel who participate. **THIS OBJECTIVE IS STILL FUNDED.**
- Upgrading the fire training facility so personnel can train on-shift without having to leave the district's response zone. **BECAUSE OF THE LEVY FAILURE, THIS OBJECTIVE WILL NOT BE ACHIEVED.**
- Building a "Four Weeks Ready" emergency preparedness system. **BECAUSE OF THE LEVY FAILURE, THIS OBJECTIVE WILL NOT BE ACHIEVED.**
- Implementing an intra-departmental communication system that shares daily status reports with personnel. **BECAUSE OF THE LEVY FAILURE, THIS OBJECTIVE WILL NOT BE ACHIEVED.**
- Increasing public education and outreach, to include an expanded Firewise Training program, increased "out-and-about" activities, and a smoke detector program. **BECAUSE OF THE LEVY FAILURE, THIS OBJECTIVE WILL NOT BE ACHIEVED.**

Because of the levy failure, the 2023 budget has been reduced by 14% over the 2022 budget. The major changes over the 2022 budget include:

- **Salary and Benefits.** The department negotiated a successful contract with the Local 3825, resulting in a one-time 5% salary increase for personnel, and additional increases based on the Consumer Price Index (CPI) for all years of the 3-year contract. The department also increased the amount of benefit coverage for employee's dependents, as well as adding a Wellness Incentive to encourage regular health screenings. **Because these were already negotiated and approved in the collective bargaining agreement, these increases will remain in the budget.**
- **Increased Operational costs.** As experienced by everyone in this economy, the department is anticipating increases in fuel, energy, utility and supply costs in 2023, based on current upward cost trending in all of these areas.
- **No major capital projects.** To achieve the necessary savings to maintain a positive fund balance, the department is delaying all major capital projects and purchases until after 2023. Planned projects included a roof replacement at the Grand Mound station, the purchase of a new engine (to replace a 27 year old engine), and seismic evaluations for all stations.

2022 REVENUE

General Fund - 67A0

BEGINNING FUND BALANCE - \$7,372,128

The department halted all major expenditures towards the end of 2022 to allow for more savings to be carried forward into 2023 to maximize staffing levels. The estimated beginning General Fund (GF) balance for 2023 is **\$7,372,128**. A five-month operating reserve is set aside in the GF balance (per policy 1015) to support operations until property tax funds are received in April-May the following year. The department is only able to set aside this minimum five-month operating reserve, as all other reserve funds will be used to cover staffing costs:

2023 Estimated Beginning General Fund balance	\$7,372,128
Less: 5-month operating reserve	(\$2,907,000)
Less: GEMT Reserve	(\$ 0)
Less: Equipment/Facility Reserves	(\$ 0)
2023 Projected Unreserved Beginning General Fund balance	\$4,465,128

REGULAR (NONVOTED) PROPERTY TAX LEVY - \$3,473,079

The amount of revenue funded from regular (nonvoted) property taxes is based on the 2022 property tax assessments which are collected in 2023. The department will again be collecting the regular levy under the individual fire districts to maximize its allowable revenue potential. The amount projected to be levied under districts #1 and #11 is **\$3,473,079**, which is the maximum allowable 1% increase over the previous highest levy, plus new construction and state assessed properties. This includes refund levies of \$42,642.

MAINTENANCE AND OPERATIONS (VOTED) EXCESS LEVY - \$0

As noted previously, the department's current Maintenance & Operations (M&O) voted levy ends at the end of 2022. A replacement levy that was run on the November 2022 ballot, which included an increase to hire six additional firefighters, failed to pass.

STATE & FEDERAL GRANTS - \$1,200

The department expects to receive approximately **\$1,200** from The Department of Health (DOH) Trauma Verification unit. No other substantial grant funding is anticipated at this time, although the department continues to research and apply for grants as the opportunities arise.

INTERGOVERNMENTAL FIRE/EMS SERVICE CONTRACTS - \$200,244

The WTRFA contracts its services to tax exempt organizations within its service region. Contract amounts are based on the assessed value (estimated conservatively at 10% increase in 2023) or student enrollment. The department was unsuccessful in negotiating a new contract with the Confederated Tribes of the Chehalis Reservation in late 2021 despite mediation efforts (the current agreement ended December 2018.) It is anticipated that the tribe will not pay any fees in 2023 because of service delivery restrictions on tribal properties that the department is considering in 2023. The department will again attempt negotiations with the tribe at the end of 2022 to come to a satisfactory agreement for all parties. School District revenue is based on the number of students at each school (approximately \$2,000/year.) *Note: The revenue reported below excludes that portion of revenue expressly levied for bond debt.*

Intergovernmental Contracts	2022 BUDGETED	2023 PROJECTED
Chehalis Tribe	\$0	\$0
Maple Lane	\$77,732	\$111,982
Cedar Creek	\$29,426	\$37,014
WSP	\$23,640	\$27,951
Webster's Nursery	\$11,147	\$10,754
Millersylvania St Park	\$6,418	\$8,351
Schools	\$2,000	\$2,000
Maytown/Scatter Creek Rest Areas (DOT)	\$1,330	\$2,192
Total	\$151,693	\$200,244

PATIENT TRANSPORT AMBULANCE SERVICES – \$1,060,000

The patient transport program is a vital service provided by the department to its citizens. By providing a transport service, the district's taxpayers are ensured continuity of care and timely door-to-door transports not afforded by a private ambulance company, at a lower rate. The revenue generated from transports also allows the department to staff additional stations, improving its ability to respond to emergencies.

Anticipated revenue from the Basic Life Support (BLS) Transport program is based on 2022 transports to-date and projected to be **\$360,000**. The federal Ground Emergency Transport Program (GEMT), which fills in the gap between department costs and payments received for Medicaid patients, is projected to bring in **\$700,000**, also based on revenue to-date.

MEDIC ONE EMS SUPPORT - \$40,000

WTRFA receives limited annual funding from Thurston County Medic One for providing EMS services to district residents. These funds are collected by Medic One and distributed to provider agencies. The 2023 support is estimated at 2022 levels (**\$40,000**), with no expected increases.

INVESTMENT INTEREST - \$20,000

Due to the fluctuating interest rates, the interest earnings on those funds also fluctuate. The estimated investment interest for 2023 is conservatively projected at **\$20,000**.

SPACE & FACILITY RENTAL - \$56,314

Revenue is generated through the leasing of its open and unused space at its stations, in addition to leasing of land for cell towers. The total space and facilities estimated revenue for 2023 is **\$56,314**.

Space & Facility Rental	2022 BUDGETED	2023 PROJECTED
Station 1-1 Medic One space lease	\$ 17,550	\$ 19,524
Station 1-1 Thurston Co Sheriff space lease	\$ 2,400	\$ 2,716
Station 1-7 Old 99 storage leases	\$ 7,700	\$ 7,200
Cell Tower - Crown Castle	\$ 26,874	\$ 26,874
Total	\$ 54,524	\$ 56,314

MISCELLANEOUS REVENUE - \$24,000

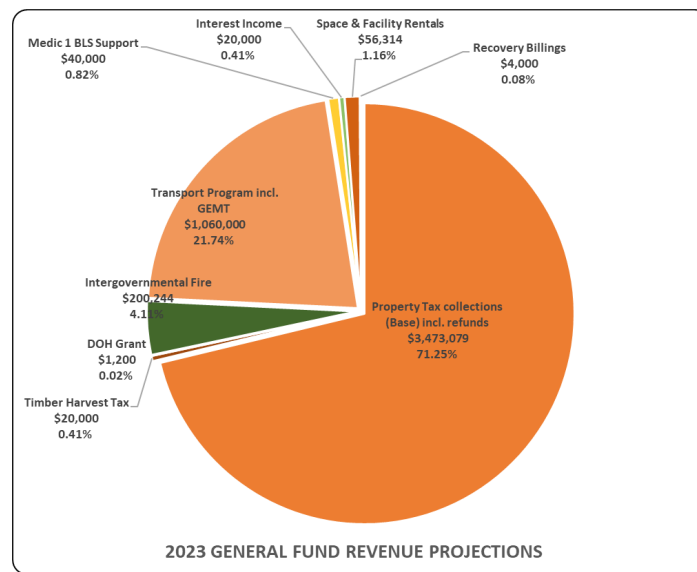
Unanticipated revenue (such as Wildland Mobilization) is not predictable and therefore this potential revenue source is projected at **\$0**. Timber Harvest revenue is estimated at **\$20,000** based on the lowest previous year of collection (2012). Recovery billings provide a revenue stream by invoicing out-of-district people involved in an MVA or hazardous spill which occurs within the WTRFA boundary. This revenue is projected at a modest **\$4,000**.

DONATIONS/OTHER

The RFA occasionally receives donations from citizens or businesses. Donations are forwarded to the West Thurston Firefighters Association for deposit and therefore are not budgeted.

TOTAL 2023 REVENUE PROJECTIONS: \$4,874,837

REVENUE DESCRIPTION	2022 Budgeted	2023 Projected
Regular Property Tax	3,351,868	3,430,437
TCFD1 M&O Levy	1,185,462	
TCFD11 M&O Levy	1,235,777	
Refund Levies	31,113	42,642
Timber Harvest Tax	20,000	20,000
TOTAL REVENUE FROM TAXES	\$5,824,220	\$3,493,079
DOH Grant	1,200	1,200
Other Grants	0	0
TOTAL REVENUE FROM GRANTS	\$1,200	\$1,200
Intergovernmental Fire	151,693	200,244
Transport Program, including GEMT	1,060,000	1,060,000
Medic 1 BLS Support	40,000	40,000
Interest Income	20,000	20,000
Space & Facility Rentals	54,524	56,314
Recovery billings	8,000	4,000
TOTAL NON-TAX BASED REVENUE	\$1,334,217	\$1,380,558
TOTAL REVENUE	\$7,159,637	\$4,874,837



Bond Debt Service Fund - 67A1

The Bond Debt Service Fund is solely for the purpose of paying the district' bond debt (TCFP #11 will be paid off in 2025; TCFP #1's bond debt was paid off in 2020). The balance of this fund as of October 2022 was \$432,461, which reflects the transfer of \$360,976 of excess TCFD #1 bond debt funds to General Fund. These funds were used to pay for a new tender which replaced an aging tender for use in the south battalion area (Grand Mound station). The Bond Debt Service fund is projected to end the year at \$128,000 after processing the 2022 TCFP #11 debt service. Projected collections needed in 2023 are estimated to be \$325,000, using some of the excess fund balance in the TCFP #11 bond debt sub-account to offset the levy rate charged to the citizens. These funds are held until bond debt service payments are made (twice per year). The total bond debt service payment in 2023 will be \$352,450 (TCFP #11), plus a small amount to cover other debt service processing costs (\$5,000), for a total budget expense of \$357,450.

Emergency Reserve Fund - 67A4

The balance of the Emergency Reserve Fund was \$758,854 as of October 2022 and is projected to end the year at approximately \$760,000. The WTRFA Governing Board has determined that a minimum balance of \$750,000 is required to cover potential department liabilities such as disasters and emergency operating expenses. The fund was also established to offset any significant increased personnel expenses such as vacation buyout or increased unforeseen employee health care benefit costs associated with family status changes; unforeseen legal expenses; insurance liabilities and earthquake insurance deductibles; and to pay costs of major equipment/apparatus failures. A small amount of interest is posted to this fund every year (less than \$10,000), so the ending balance for 2023 (barring any emergency needs) is projected to be approximately \$770,000.



2022 – 2023 General Fund Operating Expenditures Summary

CATEGORY	2022 Budgeted	2023 REVISED BUDGET W/O M&O LEVY	Difference
Commissioner (wage/benefits/misc)	39,702	31,860	(7,842)
Career/Temp Salaries	3,916,383	3,924,491	8,108
Career/Temp Benefits	1,599,148	1,696,699	97,551
Supplies - Office	3,000	3,000	-
Minor Equip/Computers/Software	92,553	59,043	(33,510)
Professional Services-Admin	145,075	157,508	12,433
Communications - Admin	1,236	240	(996)
Advertising	500	500	-
Insurance (Bldg/Risk/Liability)	79,805	106,303	26,498
Admin Equipment Mtce	2,660	3,494	834
Misc - Admin Costs	6,790	5,780	(1,010)
Dues & Membership	13,890	9,060	(4,830)
Elections	73,560	30,000	(43,560)
Volunteer Salaries/Benefits	113,716	58,787	(54,929)
Bunker Gear	49,776	14,928	(34,848)
Uniforms	25,000	5,000	(20,000)
Rehabilitation Suppression	1,000	1,000	-
Small tools/Minor Equipment	58,778	11,550	(47,228)
EMS Supplies (new 2021)	2,000	2,000	-
Phones/Modems - Suppr	14,400	4,680	(9,720)
Advertising	500	500	-
Suppression Prof/Misc Svcs	66,080	35,700	(30,380)
Professional Services-Fire Prev	14,123	-	(14,123)
Training - Pub Education (public)	4,600	1,000	(3,600)
Training Supplies/Misc	8,000	6,000	(2,000)
Training - Pub Education (dept)	1,500	-	(1,500)
Training Travel/Registration	59,400	51,690	(7,710)
Training - Residents	25,000	-	(25,000)
Facilities Supplies	23,940	18,700	(5,240)
Heating Fuels	37,800	44,800	7,000
Water	6,300	5,000	(1,300)
Phones/Cable	16,380	9,000	(7,380)
Electricity/Gas	50,400	45,472	(4,928)
Garbage	5,040	4,800	(240)
Facilities Mtce/Repairs	232,017	125,284	(106,733)
Fuel	55,550	65,300	9,750
Vehicle/Equipment Maint	232,260	185,319	(46,942)
Capital Equip/Projects	776,610	12,000	(764,610)
Debt payments	239,053	240,297	1,244
TOTAL	8,093,525	6,976,785	(1,116,740)

2023 Expenditures – Details by Cost Center

Commissioners	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budgeted	2023 Projected	Change from 2022	Increase (decrease) from 2023 Budget with LEVY
# of Personnel	6	6		6	6		
Salaries	21,894	22,370	19,858	27,648	27,648	0%	
Benefits	1,674	1,775	1,535	2,306	2,212	-4%	
Travel/Training	9,651	1,775	1,059	9,748	2,000	-79%	(7,750)
TOTAL	33,219	25,920	22,451	39,702	31,860		
Incr(decr) over previous yr==>	0.55%	-21.97%	-13.38%	76.83%			
2023 Assumptions							
* Commissioners \$128 per mtg							
* 6 commissioners X 3 meetings per month X 12 months							
* 2022 budget level, 2020/2021 actuals not relative due to pandemic							

Career/Admin/Temp	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budgeted	2023 Projected	Change from 2022	Total % of Budget (Salary/Ben)	Increase (decrease) from 2023 Budget with LEVY
# of Personnel <i>(Permanent/Project)</i>	37	37	39	39	44	13%		
Salaries - Admin (nonunion)	554,623	569,886	642,781	852,191	673,772	-21%	17%	(23,104)
Salaries - Career FF/EMT (union)	2,709,024	2,718,894	2,818,589	3,016,313	3,180,613	5%	81%	(621,049)
Salaries - Training OT	11,595	14,926	16,556	25,680	57,899	125%	1%	1,460
Salaries - Temporary	17,433	22,137	27,949	22,199	12,207	-45%	0%	-
Benefits - Admin (nonunion)	187,267	194,689	216,180	335,167	294,508	-12%		(11,307)
Benefits - Career FF/EMT (union)	999,273	1,040,383	996,472	1,260,418	1,397,275	11%		(308,774)
Benefits - Training OT	189	605	1,150	1,733	3,908	126%		99
Benefits - Temporary	1,490	1,864	4,954	1,830	1,007	-45%		-
TOTAL	4,480,894	4,563,385	4,724,631	5,515,531	5,621,190			
Incr(decr) over previous yr====>	7.41%	1.84%	3.53%	16.74%	1.92%			
2023 Assumptions								
* 5% COLA increases plus 5% CPI for all positions (union and nonunion) unless otherwise stated in labor contract								
* Assumed Fire Chief at highest salary (\$156,000)								
* Ops Chief hire date 1-1-2023 2-1-2023								
* No Admin layoffs - Maint Tech to 50% remains at 100%								
* Three BC promotions assumed from LT level FOR BUDGET PURPOSES ONLY!								
* Maintains two temp personnel for apparatus moving								
* Temp personnel receive increase equal to 130% of estimated 2023 minimum wage (per job descr.)								
* Sick leave cashout estimate of 500 hours								
* Overtime hours reduced to <u>2,000</u> ; Training OT estimated at 1,024 hours (no change)								
* No significant increases in benefit rates/taxes								
* Leave buyout for retiring Admin Svcs Director/Ops Chief								
* Backfill for Admin Svcs Director through Mar2023								
* New benefits for personal leave buyouts and wellness incentives included								

Admin/Other	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budgeted	2023 Projected	Change from 2022	Increase (decrease) from 2023 Budget with LEVY
Supplies	2,515	5,363	1,708	3,000	3,000	0%	-
Minor Equip/Computers	17,238	34,551	11,585	38,560	13,960	-64%	(9,900)
Computer S/W	22,089	24,045	22,429	53,993	45,083	-17%	(29,404)
Professional Svcs	338,816	160,608	127,791	145,075	157,508	9%	22,530
Communication/Phones	971	991	681	1,236	240	-81%	-
Legal Advertising	612	-	317	500	500	0%	-
Insurance-Liability, EAP	68,863	74,757	78,064	79,805	106,303	33%	17,406
Equipment Maintenance	1,772	1,938	2,112	2,660	3,494	31%	(749)
Misc Services	10,527	5,163	3,730	6,790	5,780	-15%	(5,000)
Dues & Membership	6,510	7,769	8,620	13,890	9,060	-35%	-
Elections	25,914	7,992	-	73,560	30,000	-59%	20,000
TOTAL	495,827	323,177	257,037	419,069	374,928		14,884
<i>Incr(decr) over previous yr====></i>	<i>138.04%</i>	<i>-34.82%</i>	<i>-20.47%</i>	<i>63.04%</i>	<i>-10.53%</i>		
2023 Assumptions							
Office Supplies TOTAL		3,000	June 2022 to-date = \$754; leave at 2022 level to account for anticipated price incr				
Minor Equipment/Computers							
1-1, 1-2 copier lease (long term)		5,560	Lease rate of \$160/mo (1-1), \$280/mo (1-2) plus LET - No change from 2022				
Misc equipment, parts		2,000	Historical minimal costs - no change from 2022				
Hamwan equipment (firewall router)		-	<i>assumed to be part of Telecomm replacement project in 2023</i>				
Computer/SW/HW replacements		6,400	Up to 8 devices eligible for replacement - assumed 4 failures				
Misc Equipment/Computers TOTAL		13,960					
Computer Software/Applications	Purpose						
123Form Builder	Web forms	541	Annual subscription based on 2022 actual, assumes 10% increase				
Active 911	Incident Alerts	1,099	\$999 in 2022 (74 accounts) - assumes 10% increase				
Adobe Creative renewal	Document Mgmt	2,191	Two licenses, assumes 10% increase				
Archive Social Media	Archival services	3,287	As per notice from Archive Social 9-27-21, assumes 10% increase				
ClassMarker	Tests	-	Per Nathan 6-30-22, moving to TargetSolutions for tests, will purchase credits as needed				
Delta Intelliweb S/W	Temp control at 1-1	330	Based on 2021 actual costs , assumes 10% increase (2022 not yet paid June 2022?)				
ESO/Emergency Reporting	Incident Reporting	8,303	Based on 2022 actual cost, assumes a 10% increase after ESO merge				
First Arriving	Dashboard reporting		REMOVE				
Flipsnak app (for newsletter)	For newsletter viewing		REMOVE				
GoDaddy	WTRFA domain	66	Based on 2022 actual costs, assumes 10% increase				
Huntress Managed Threat Response	Computer App monitoring S/W		As recommended by BW 8-12-22 (\$107/mo) - REMOVE				
National Testing Network	Applicants	550	Based on 2022 actual cost (plus 10% increase)				
NetDuty	TimeKeeping	2,410	Based on 2022 actual cost, assumes 10% increase				
Office 365	Email/Office Product	-	Included in Brightwire monthly Prof Svcs invoice (below)				
Olympic Telephone	New phone system	-	<i>part of Telecomm replacement project; need to add recurring costs in 2024</i>				
Sophos firewall	IT protection	2,006	Based on 2022 actual cost, assumes 10% increase				
Springbrook (BIAS)	Payroll/Payables	5,677	Based on 2022 actual cost (assumes 10% increase)				
Target Solutions-Halligan Mntnc	Equip/Facility Maint	6,268	Based on 2022 actual cost plus 10% increase <i>continued</i>				

Admin-Other continued on next page

Admin – Other continued

Admin - Other continued						
Computer Software/Applications continued						
Target Solutions-Training	Training Mgmt	10,825	Based on 2022 actual cost plus 10% increase			
WIX	Website Mgmt	318	Annual subsc (website mgmt and search engine) - assumes 10% incr			
ZOOM services	Virtual Mtgs	211	\$16 X 12 months - assumes 10% increase			
Misc		1,000				
Computer Software TOTAL		45,083				
Professional Services						
Brightwire/IT Services		50,450	Assumes maximum contractual increase allowable of 5%			
State Auditor		12,800	Assumed 100 hours X \$116/hr - SAO informed of rate increase to \$128 9/7/22			
GEMT mgmt fees (HCA/PCG)		30,000	Assumes maximum cost			
Systems Design (transport and MVA recovery bills)		23,415	Based on 2022 to-date plus 5% incr			
Systems Design (MVA/Haz Mat/Other recovery costs)		-	Included above			
Thurston Co Resource Stewardships (annual fire code)		956	Based on 2021 actual costs plus 5% increase			
Background screening		235	Assumes 5 new vols/career			
Property Taxes		4,502	Assumes 5% increase over 2022			
Chaplain/crisis counselor program (dues, training)		-	REMOVE			
MRSC services		150	Annual renewal			
Legal Services		30,000	Assumes \$500/mo, no significant legal issue presumed for 2023 (2021 tribal was \$20k)			
Misc		5,000				
Professional Services TOTAL		157,508				
Communication/Phones						
OnHold service		240	\$20/mo - may not be necessary with new phone system?			
Chief Cell phones		-	No more chiefs on account (Rob to maintain his own service)			
Communication/Phones TOTAL		240				
Legal Advertising TOTAL		500				
Insurance						
EAP		2,040	Assumes \$170/mo X 12 mos			
CIAW Annual Liability		81,061	2021 actual plus 10% increase; 2022 actual was \$73,692 - assume 10% incr over 2022			
WHA annual commission		8,106	10% of CIAW policy			
Provident AD&D, Life policy		915	WHA AD&D and Life (vols) - policy #95381. Assumes 10% increase over 2022			
Provident Accident & Health policy		9,181	WHA Accident & Health (career/vols) - policy #93869. Assumes 10% increase over 2022			
Misc insurance (new vehicles, prop)		5,000				
Insurance TOTAL		106,303				
Equipment Maintenance						
Coper Maint (1-1, 1-2, 1-6)		2,994	Based on 2022 actuals thru June - removed 1-6 est.			
Misc repairs		500				
Equipment Maintenance TOTAL		3,494				
Misc Services						
Admin mileage, travel, training		1,000	Assumes \$1,000 Admin mileage (new staff car will reduce LP mileage)			
Notary renewal - Shea, Patraca		180				
Olympian renewal		-	will not renew			
Credit card interest		600	Lower interest costs due to more timely payments			
Misc recogn./mtg meals, snacks		2,000	\$100 X 12 mo (nonSuppr); emp engagement activities (\$ X \$625) ; Leadership mtg (\$800)			
WSP Collision Rpts (for EF recovery)		-	no longer charged (obtaining direct from WSP)			
Postage, titles, misc		2,000				
Misc Services TOTAL		5,780				
Dues & Memberships						
TC Fire Comm Assoc		30	7/1/22 Per TCFCFA, a motion will be made to reinstate in 2023; assumes incr from \$20			
TC Fire Chiefs		550	Based on 2021 actual - not paid in 2022?			
WA Fire Chiefs		1,800	Based on 2022 actual			
WA Fire Comm		2,830	Based on 2022 actual			
WA FF Assoc		110	Based on 2021 actual			
WTFLS			Assuming WTFLS to not continue			
SORT Dues (TCFD #9)		3,500	Based on 2022 actuals			
Costco Annual membership Renewal		240	Based on 2022 actuals			
Dues & Memberships TOTAL		9,060				
Elections TOTAL		30,000	Assumes February special Aug primary/Nov general election costs			

Volunteer	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budgeted	2023 Projections	Change from 2021	Increase (decrease) from 2023 Budget with LEVY
Salaries	95,586	100,004	84,198	100,000	51,800	-48%	
Benefits	9,189	9,435	8,207	13,716	6,987	-49%	
TOTAL	104,775	109,439	92,405	113,716	58,787		(54,892)
<i>Incr(decr) over previous yr==></i>	<i>-19.01%</i>	<i>4.45%</i>	<i>-15.56%</i>	<i>23.06%</i>	<i>-48.30%</i>		
2023 Assumptions							
<u>Volunteer Stipends</u>							
Deputy Chief (1)		9,000	Frasl				
BC (2)		3,000	Fitzgerald				
Captain (2)		3,600	Berryman, Teitzel				
Chaplain/Crisis Counselor (2)		-	REMOVE				
Fire Investigators (3)		-	REMOVE				
Lieutenants (5)		-	REMOVE				
Rehab Coord (1)		1,200	Pending				
Juvenile Fire Prev Specialist (1)		-	REMOVE				
Stipends TOTALS		16,800					
<u>Volunteer Reimbursements</u>							
Volunteers/Residents/Admin		35,000	Reduce by 50%				
Pub Ed "special" events		-	Assumes \$125/person for special events (est-20 ppl)				
Volunteer Reimbursements TOTALS		35,000					
<u>Volunteer Benefits</u>							
House Funds		1,224	Leave at 2022 budget level				
Department-paid taxes		3,963	Social Security/Medicare				
WHA Volunteer policies		-	Vol AD&D, LOD-assumes 10% incr - covered in Admin/Insurance				
BVFF pension/disability contributions		1,800	20 vols (\$60 pension, \$30 disability); increase maybe 2024 per Hailey 7-5-22				
Volunteer Benefits TOTALS		6,987	Note: Ins/BVFF was coded to Suppr-Insurance in 2020				



Suppression/EMS - Other	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budgeted	2023 Proposed	Change from 2022	Increase (decrease) from 2023 Budget with LEVY
Bunker Gear/PPE	49,667	73,796	35,926	49,776	14,928	-70%	(40,818)
Uniforms	10,717	26,088	20,737	25,000	5,000	-80%	(15,000)
Rehab	734	218	720	1,000	1,000	0%	-
Small Tools	17,464	6,879	1,419	5,000	5,000	0%	(15,000)
Minor Equipment	24,848	42,878	52,226	53,778	6,550	-88%	(67,450)
NEW - EMS Supplies		-	-	2,000	2,000	0%	-
Phones/Modems	16,989	14,205	13,821	14,400	4,680	-68%	-
Advertising	-	-	-	500	500	0%	-
Medical Services	28,988	9,009	4,268	48,500	20,000	-59%	(27,500)
Insurance	1,595	2,370	-	-	-	-	-
Misc Services	16,655	11,344	4,634	17,580	15,700	-11%	(5,800)
TOTAL	167,657	186,787	133,752	217,534	75,358		(171,568)
Incr(decr) over previous yr==>	35.75%	11.41%	-28.39%	62.64%	-65.36%		
2023 Assumptions					-70%		
Bunker Gear - Expiring sets (two)		5,928	Per Miranda 7/29/22				
Gear to outfit six new firefighters (two sets)			Remove				
Misc gear (boots, helmets, gloves), PPE repair		5,000	Based on 2021 actuals, Jul2022 to-date				
Add'l water rescue PFDs			Remove				
Sort equipment		4,000	Per R. Smith 11-29-22				
Armor Plates			Remove				
Bunker Gear TOTAL		14,928					
Class B pants (finish transition to NFPA wildland compliant) plus r		5,000	Per Miranda 7/29/22 - reduce by 70%, for misc replacements only				
Uniforms for six new FF			Remove				
Uniforms TOTAL		5,000					
Rehab TOTAL		1,000	Maintain 2022 level (June2022 to-date = \$377)				
Small Tools (hand tools):							
Flashlights		1,000					
Saws		2,000	Per Ops Team 7-19-22, none needed - budget for replacements as needed only				
Ropes, harnesses, carabiners			Remove				
Misc tools (shovels, axes, etc)		2,000					
Small Tools (hand tools) TOTAL		5,000					
Minor Equipment (apparatus/facility):							
Health & Wellness equip			Remove				
Hose		1,050	Reduce by 70%				
Fans		500	Per Ops Team 7-19-22, none needed - budget for replacements as needed only - REDUCED				
Nozzles			Remove				
Sprinkler kits			Remove				
Tablets for apparatus (Small & Attractive)			Remove				
Wildland gear			Remove				
RFID/receiver for SCBA/radio pairing			Remove				
Misc.		5,000	Per Ops Team 7-19-22, for valves, gates, pipe thread kits, etc.				
Minor Equipment (apparatus/Facility) TOTAL		6,550					
EMS Supplies							
NEW potential budget (dependent on Medic One funding)		-	Assumes Medic One support due to levy passage				
Stryker batteries		2,000	Assumes 4 replacements at \$500 ea				
EMS Supplies TOTAL		2,000					
Phones/Modems							
Officer/Apparatus Cells		3,600	Assumes \$500/month				
Modems		1,080	All but 2 modems covered by Medic One as of July2022				
Phone/Modem TOTALS		4,680					
Advertising (Legal) TOTAL		500					
Medical Services							
Wellness NFPA Physicals/screenings		20,000	Reduce original budget by 50%				
Medical Svcs TOTALS		20,000					
Insurance TOTALS		-	moved to Vol-Bene so all costs are in one budget				
Misc Services							
Annual Awards Banquet		2,500	Reduce (\$1,777 spent in 2022)				
Annual SCBA, air flow tests		6,000	Annual SCBA flow tests @ \$6,000 (for 120+ SCBAs)				
Regular compressor air tests		3,600	\$300 X 3 stations (1, 2, 3) X 4/year				
Qtrly safety mtg meals/crew recognition		2,600	\$500 X 4 mtgs; \$50 X 12 times/yr crew recognition				
Misc		1,000					
Misc Svcs TOTALS		15,700					

Fire Prevention & Education	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budgeted	2023 Projected	Change from 2022	Increase (decrease) from 2023 Budget with LEVY
Public Education (public)	4,432	1,462	7,419	4,600	1,000	-78%	(5,600)
Fire Investigation	8,400	5,079	5,006	14,123	-	-100%	(14,123)
TOTAL	12,832	6,541	12,425	18,723	1,000		(19,723)
Incr(decr) over previous year==>	21.82%	-49.03%	89.95%	50.69%	-94.66%		
2023 Assumptions							
Basic supplies, materials		\$ 500.00	Per Lanette 7-7-22, keep at same level (\$1,414 spent to-date Jul2022) - REDUCED				
Annual PIO training for CE		\$ -	REMOVE				
Smoke Detector program		\$ -	REMOVE				
Newsletter, posters, postcard		\$ 500.00	REDUCED				
Public Education (public) TOTAL		\$ 1,000.00					
Pub Ed OT (Salaries/Benefits)		\$ 5,794	In Salary/Benefits				
Fire Investigation							
Fire Investigation Salaries		\$ -	Suspend FI program				
Fire Investigation Benefits		\$ -	Suspend FI program				
IAAI Dues (Frasl, Spiegelberg, new) - National/Local		\$ -	Suspend FI program				
Supplies		\$ -	Suspend FI program				
Certifications		\$ -	Suspend FI program				
Conferences, Travel		\$ -	Suspend FI program				
Fire Investigation TOTALS		\$ -					

Fire and EMS Training	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budgeted	2023 Projected	Change from 2022	Increase (decrease) from 2023 Budget with LEVY
Training Supplies/Misc	3,314	1,297	3,429	8,000	6,000	-25%	(17,000)
Public Education (department)	890	346	91	1,500	-	-100%	(1,500)
Fire Training Travel/Tuition	31,683	15,006	10,817	46,400	49,690	7%	(5,000)
EMS Training Travel/Tuition	3,182	93	590	4,000	-	-100%	(4,000)
Peer Support Training (new 2021)	-	-	2,000	9,000	2,000	-78%	(8,000)
Tuition Reimbursement-Residents	7,298	3,932	-	25,000	-	-100%	(25,000)
TOTAL	46,368	20,674	16,926	93,900	57,690		(60,500)
Increase(decrease) over previous year==>	(0)	-55.41%	-18.13%	454.76%	-38.56%		
2023 Assumptions							
Fire Training Supplies/Misc:							
Course text books (25 @ \$80)		2,000	Per Nathan 7-25-22				
Blue Card Sim Lab set-up		-	Does not include online training costs (below) - REMOVE, per R. Smith 11-29-22				
Misc Training Supplies		3,000					
Quantifit Fit Test Calibration		1,000					
Fire Training Supplies/Misc TOTAL		6,000					
Public Education (dept) TOTAL		-	Per Lanette 7-7-22 (\$230 exp to-date July2022,) - REMOVED				
Fire Training - Travel, Tuition							
FF 1 academy (5 at \$1800 ea)	\$	9,000	Per Nathan 7-25-22				
IFSAC FF 2 Certification (9 at \$600)	\$	5,400					
Technical Operations (4 @ \$1200/yr) SORT/Water rescue)	\$	4,800					
Live Fire training (8 @ \$1200)	\$	9,600					
IFSAC Instructor 1 (6 at \$500)	\$	3,000					
Annual Fire School/Conference (5 @ \$1,000)	\$	-	Remove				
Incident Safety Officer (6 at \$200)	\$	1,200					
Basic Pump Class (8 @ \$300)	\$	2,400					
Advanced Pump Operator Course (3 at \$400)	\$	1,200					
WLFF2 class (7 at \$150)	\$	1,050					
IFSAC Fire Officer 1 (5 at \$500)	\$	2,500					
IFSAC Fire Officer 2 (3 at \$500)	\$	1,500					
Blue Card Online Training Program (12 @ \$400)	\$	4,800					
Blue Card Online CE (8 @ \$135)	\$	1,080					
Blue Card instructor support (1 @ \$2160)	\$	2,160					
Fire Investigation class (2 @ \$1,000)	\$	-	Moved to FI budget				
Fire Training Travel, Tuition TOTAL	\$	49,690					
EMS Training Travel, Tuition TOTAL		-	Per Lanette 7-7-22 (zero expenditures to-date July2022) - REMOVE				
Peer Support Travel, Tuition TOTAL		2,000	Reduce				
Tuition Reimbursement-Residents TOTAL		-	Remove				
Training OT (Hours = 336 FF2, 112 SORT, 360 Training OT, 216 C	\$	61,808	In Salary/Benefits				

Facilities	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budgeted	2023 Projected	Change from 2022	Increase (decrease) from 2023 Budget with LEVY
Supplies	22,743	20,575	13,220	23,940	18,700	-22%	(8,300)
Heating Fuels	22,543	27,116	30,055	37,800	44,800	19%	(200)
Water	4,974	4,380	5,345	6,300	5,000	-21%	(2,000)
Telephone/Cable	15,964	15,759	15,741	16,380	9,000	-45%	(9,000)
Electricity/Gas	44,858	39,095	49,474	50,400	45,472	-10%	(19,488)
Garbage	4,545	4,684	4,953	5,040	4,800	-5%	(1,200)
Maintenance/Repairs	127,584	181,127	146,390	232,017	125,284	-46%	(81,619)
TOTAL	243,211	292,736	265,178	371,877	253,056		(121,807)
Incr(decr) over previous year====>	8.91%	20.36%	-9.41%	40.24%	-31.95%		
2022 Assumptions							
Supplies	18,700	Based on 2018-2022 avg, plus 10% incr - reduced by 15% for closure of 1-3, 1-4, 1-6					
Heating Fuels	44,800	Based on 2022 actuals, assumes 20% incr-reduced 30% for 1-3,1-4,1-6 based on Nov to-date					
Water	5,000	Est. \$400/mo (Mt Mist) (no 1-3, 1-4, 1-6 rental costs, minimal change)					
Telephone/Cable	9,000	Based on July to-date, assumes 10% increase - reduced by 50% for closure of 1-3, 1-4, 1-6					
Electricity/Gas	45,472	Based on Jul to-date; assumes 16% increase (per PSE) - reduced 30% by closure of 1-3, 1-4, 1-6					
Garbage	4,800	Based on July to-date; assumes 10% rate increases - reduced by 20% for closure of 1-3, 1-4, 1-6					
Maintenance/Repairs	125,284	See Facility Maintenance Detail sheet					
RECURRING and/or CONTRACTED SERVICES				Current Contractor		Annual Cost	
Air quality checks (recommend every 3 years, next in 2023) (stations 1, 2 only)				KD&S Environmental (2020)		5,000	
Alarm inspection annual (1-3)				Sound Guard Security		246	
Alarm inspections annual (1,2, 3, 6) - 3 yr contract, ends Jun2024				Pioneer Fire & Security		712	
Boiler inspections (1, 2, 3, 4)				LNI		600	
Boiler maintenance (1)				Olympia Sheet Metal		605	
Carpet cleaning - 1, 2, only semi-annual (assumes 10% incr)				Champion Cleaning		5,313	
Compressor annual maintenance (1, 2, 3) - contract ends 2022, assumes 10% incr				LN Curtis		2,200	
Door semi-annual maintenance (1, 2,only) - assumes 10% incr				DH Pace		4,400	
Duct Cleaning (every 5 yrs, last done in 2018)-pending determination of schedule				PLACEHOLDER		-	
Extinguisher/sprinkler inspections annual (1, 2, 3, 4, 6) - assumes 10% incr.				Knight Fire		3,410	
Facility/lawn maint (2X/week) (based on Nov2022 level) - 50% reduction				Cedar Creek		3,500	
Generator maintenance (1, 2, 3, 4, 6) annual - assumes new contract w/10% incr.				Cummins		3,564	
Gym equipment maint -semi-annual (assumes 10% increase) - stations 1,2 only				Fitness Mach Techs		757	
HVAC/Bay Heaters (semi annual) & Diesel Exhaust (annual) Maint - assumes 10% inc				Olympia Sheet Metal		8,186	
Monitoring fee annual (1-6)- assumes 10% increase				Pacific Fire & Security		356	
Monitoring quarterly (1-1) - assumes 10% increase				Pioneer Fire & Security		427	
Monitoring quarterly (1-3) - assumes 10% increase				Sound Guard Security		986	
Monitoring quarterly (Littlerock 1-2) - assumes 10% incr.				Stanley Convergent Security		400	
Pest control (1, 2, 3, 4, 6) - every other month - assumes 10% increase				Big Foot Pest Mgmt		3,399	
Plymovent annual maint for 1-2 (assumes 10% increase)				Air Exchange		795	
Refinish/waxing of floors (1-1, 1-3) - annual maintenance				PLACEHOLDER		-	
Septic pumping/inspection (assumes 2 stations/yr)				Enviro-Tech		418	
Sewage system permits (assumes 2 stations/yr, every 3 yrs)				TC Environmental Svcs		310	
Water mgmt (1, 2, only) - assumes 10% CPI increase				NW Water Svcs		4,699	
RECURRING Subtotal						50,284	
MINOR MAINTENANCE PROJECTS (non-capitalization projects)							
1-2 Outdoor seating/BBQ cover - DELAY						-	
1-2 Bathroom floor (dorm side) - DELAY						-	
1-2 washer/dryer - DELAY						-	
1-6 Replace corroded pipes - DELAY						-	
MAINTENANCE PROJECTS Subtotal						-	
ONE TIME REPAIRS (unplanned/nonrecurring) - only 2 stations to maintain, 25% reduction from original budget						75,000	
FACILITY MAINTENANCE TOTAL						125,284	

2023 Budget – FINAL w/o levy

Vehicle & Equip. Maintenance	2019 Actuals	2020 Actuals	2021 Actual	2022 Budgeted	2023 Projected	Change from 2022	Increase (decrease) from 2023 Budget with LEVY
Fuel	42,885	33,363	49,229	55,550	65,300	18%	-
Maintenance/Repairs	302,649	298,261	187,485	232,260	185,319	-20%	(3,500)
TOTAL	345,534	331,624	236,714	287,810	250,619		
Incr(decr) over previous year==>	57.37%	-4.03%	-28.62%	21.59%	-12.92%		
2023 Assumptions							
Fuel TOTAL	\$ 65,300	Based on Jul2022 to-date, assumes 10% increase					
Maintenance/Repairs:							
Ladder & Hose Testing	\$ 5,520	Based on 2021 actuals, assumes 15% increase (Nat'l Hose Testing, contract expires 2022?)					
Stryker cot annual maintenance	\$ 1,145	Pending Lanette 7-26-22					
Annual Pump test (12 rigs @ \$600)	\$ 7,200	City of Olympia - no reduction in current fleet assumed					
Holmatro Tool servicing	\$ -	Estimate, pending response from West Coast Fire 7-26-22 (completed in 2022, won't be needed until 2024)					
Tire replacements (6 apparatus at \$1,200 ea)	\$ 3,500	2021 = \$4,040 2022 = \$4,020 as of Jul2022. Reduced by 50%					
Air Six maintenance (IAG w/Dist #6)	\$ 754	2022 = \$685, assumes 10% increase					
City of Olympia maintenance (incl. annual service)	\$ 116,600	2021 = \$138k; 2022 trending down to \$102k; based on 2022 proj. + 10%. No change, all apparatus still in-service					
One-time misc. apparatus/equip/tool repairs	\$ 50,600	2021 = \$45,850; 2022 trending to \$24k as of Jul2022 - used 2021 actuals plus 10% increase					
Maintenance/Repairs TOTAL	\$ 185,319	Trend is downward since 2019					

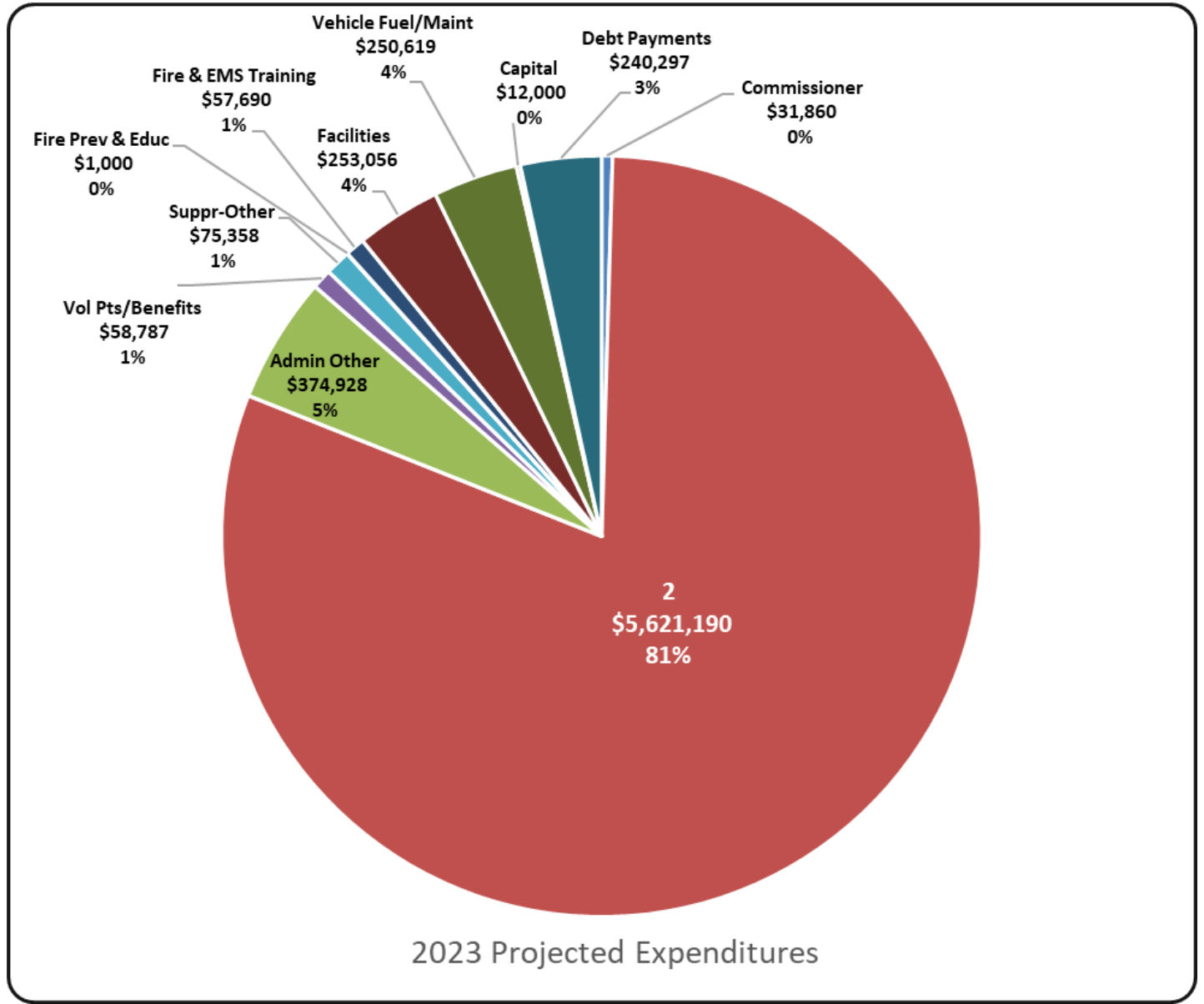
Capitalized Equipment / Debt Payments	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budgeted	2023 Projected	Change from 2022	Increase (decrease) from 2023 Budget with LEVY
Capitalized Equipment/Improvements	61,469	161,998	1,000,713	776,610	12,000	-98%	(833,950)
Debt Svc Payments (aid units/engines/SCBA)	152,023	376,089	239,725	239,053	240,297	1%	(100,000)
<i>Set Aside (nonexpenditure)</i>		<i>Separate line (nonexpenditure)</i>					
TOTAL	213,492	538,086	1,240,438	1,015,663	252,297		
	27.38%	152.04%	130.53%	-18.12%	-75.16%		
2023 Assumptions							
Capitalized Improvements/Projects (below)	12,000						
Capital Equipment/Improvements TOTAL	12,000						
Debt Service Payments (Fund Transfer from GF to Bond Debt Fund)							
Aid Units (two new 2020) (A1-1, A1-2)	78,413	COP ends Jun2026					
Engine - (one new 2020) E1-3	96,669	COP ends Dec2026					
SCBAs	65,215	COP ends Dec 2026					
New Engine (to be spec'd Summer 2022)		Assumes 1st COP payment in late 2023 - DELAYED					
Debt Service Payments TOTAL	240,297						
Set Aside for Future Reserve (non-expenditure):							
Equipment - Build to \$450K reserve by end of 2023	-						
Facility/Property - Build to \$450k reserve by end of 2023	-						



PROPOSED CAPITAL IMPROVEMENTS/PROJECTS for 2023							
Priority 1 (mission critical to providing service/safety concerns/avoidance of excessive maintenance):							
1-1 Roof Replacement							
1-1 Extractor Replacement (upon failure)							
1-2 Extractor Replacement (upon failure)							
1-2 HVAC replacement (one unit, upon failure)							
New Engine tools							
Phone system replacement	12,000	12,000	Reduced to = actual YR1 install costs				
Priority 2 (need to have for service improvement/board impact/efficiency gains):							
1-3 Fuel trailer							
1-6 Fuel trailer							
1-1 Window crank replacements							
1-2 Window crank replacements							
Repeater							
Priority 3 (nice to have with narrow focus/no significant service improvement):							
Air bags (on each engine or build out one heavy equip rescue truck?)							
1-1 Kitchen upgrade							
1-1 Recliner Replacements (5 repaired in 2019)							
1-1 Asphalt							
1-1 restriping							
1-2 Training Tower							
1-2 Recliner Replacement (7 new in 2017)							
1-2 O2 fill station							
1-2 Kitchen Upgrades (incl. appliances)							
1-2 Floor covering replacement							
1-2 Upgrade exhaust system							
1-2 Asphalt							
1-2 restriping							
1-3 Asphalt							
1-3 restriping							
1-3 O2 fill station							
1-3 Detox sauna							
1-3 Kitchen Upgrades (incl. appliances)							
1-4 Asphalt							
1-4 restriping							
1-6 Asphalt							
1-6 restriping							
1-6 O2 fill station							
1-6 Detox sauna							
Mower replacement							
Seismic Evaluations							
TOTAL BUDGET PRIORITY LIST FOR GF FUNDING		12,000					

ALL EXPENDITURES

\$6,976,785



GENERAL FUND BALANCE PROJECTIONS**2020 – 2023**

AV change from previous year ==>	4%	9%	20%	22%
REVENUE DESCRIPTION	2020 ACTUAL	2021 ACTUAL	2022 NOV22 PROJECTIONS	2023 PROJECTED
WTRFA M&O Levy	26,839	(19)		
Dist 1 Regular levy	1,590,509	1,644,871	1,717,608	1,722,882
Dist 11 Regular Levy	1,568,065	1,623,673	1,680,826	1,707,555
Dist 1 Lid Lift				
Dist 11 Lid Lift				
Dist 1 levy M&O	1,158,324	1,183,067	1,198,520	
Dist 11 levy M&O	1,180,787	1,214,298	1,214,444	
Timber Harvest/PILT/Other Misc Tax Revenue	59,258	88,350	158	20,000
DOH Grant (2022 incl. other grants)	1,260	1,260	16,681	1,200
Levy Refunds			-	42,642
Intergov't Svcs (actuals incl. mobe revenue)	515,789	456,216	555,666	200,244
Transport Program	326,398	384,759	369,565	360,000
Medic 1 BLS Support	39,202	39,699	119,603	40,000
Interest Income	55,085	32,806	42,036	20,000
Space & Facility Rentals	47,087	52,891	53,478	56,314
GEMT (new 2018) - not budgeted in 2019	505,753	742,146	817,832	700,000
MVA/HazMat recoveries (new 2017)	5,628	3,980	3,128	4,000
Proceeds on Debt Issuance	467,705	560,158	313,292	
Other	53,267	66,186	422,797	
TOTAL REVENUE	7,641,634	8,107,789	8,525,634	4,874,836
Unreserved	1,152,175	1,347,105	2,067,494	4,465,128
Operating Reserve	2,812,301	2,981,000	3,179,000	2,907,000
GEMT Reserve	342,852	400,000	400,000	-
Facility Reserve		250,000	250,000	-
Equip Reserve	-	62,500	250,000	-
TOTAL AVAILABLE FUNDS	12,153,296	13,300,076	14,672,128	12,246,964
Expenditures	6,961,009	7,153,582	7,300,000	6,976,785
TOTAL EXPENSES - GF	6,961,009	7,153,582	7,300,000	6,976,785
Ending Balance - TOTAL	5,192,287	6,146,494	7,372,128	5,270,180
Less: Operating Reserve (5 mos)	(2,981,000)	(3,179,000)	(2,907,000)	(3,198,000)
Less: GEMT Reserve	(400,000)	(400,000)		-
Less: Equipment/Apparatus Reserve	(62,500)	(250,000)		
Less: Facility Reserve	(250,000)	(250,000)		
Ending Balance - Unreserved	1,347,105	2,067,494	4,465,128	2,072,180