

	2019 Actual	2020 Projected	2021 Adopted
<b>Beginning Balance</b>	\$ 879,775	\$ 715,860	\$ 2,234,724
<b>Revenues:</b>			
<b>Tax Revenue</b>			
Property Taxes	\$ 1,753,749	\$ 2,799,433	\$ 3,247,000
Specific Ownership Taxes	\$ 138,110	\$ 182,559	\$ 118,000
<b>Total Tax</b>	<b>\$ 1,891,859</b>	<b>\$ 2,981,992</b>	<b>\$ 3,365,000</b>
<b>Non-Tax Revenue</b>			
Net Ambulance Billings	\$ 505,406	\$ 382,850	\$ 468,000
CRRF Wildfire Reimbursements	\$ 222,129	\$ 1,242,421	\$ 125,000
Grants	\$ -	\$ 63,194	\$ 1
Interest Income	\$ 17,564	\$ 6,911	\$ 1
Lease Revenue	\$ 50,755	\$ 68,627	\$ 22,001
Mitigation Contracts	\$ 23,308	\$ 175,469	\$ 100,000
Other Income	\$ 128,150	\$ 14,854	\$ 20,000
<b>Total Non-Tax Revenue</b>	<b>\$ 947,312</b>	<b>\$ 1,954,326</b>	<b>\$ 735,003</b>
<b>Total Revenue</b>	<b>\$ 2,839,171</b>	<b>\$ 4,936,318</b>	<b>\$ 4,100,003</b>
<b>Expenditures:</b>			
<b>Labor</b>			
Wages	\$ 1,332,341	\$ 1,672,544	\$ 1,837,523
Benefits	\$ 137,035	\$ 267,403	\$ 275,723
FICA/Medicare	\$ 40,454	\$ 56,500	\$ 79,123
FPPA Retirements	\$ 56,970	\$ 46,351	\$ 72,419
Unemployment Insurance	\$ 3,940	\$ 4,724	\$ 47,424
Workers Compensation	\$ 62,381	\$ 45,875	\$ 74,684
<b>Total Labor</b>	<b>\$ 1,633,122</b>	<b>\$ 2,093,397</b>	<b>\$ 2,386,896</b>
<b>Admin</b>			
Board Related Expenses	\$ 24,539	\$ 2,455	\$ 42,000
Finance	\$ 161,943	\$ 191,095	\$ 317,449
HR/Legal	\$ 11,337	\$ 7,096	\$ 31,750
Membership	\$ 42,635	\$ 51,923	\$ 74,672
Operations	\$ 25,472	\$ 80,554	\$ 41,750
Quartermaster	\$ 24,037	\$ 34,514	\$ 90,000
Systems	\$ 33,936	\$ 38,917	\$ 34,400
Training	\$ 47,689	\$ 22,935	\$ 54,550
Utilities	\$ 57,121	\$ 46,747	\$ 49,660
<b>Total Admin</b>	<b>\$ 428,710</b>	<b>\$ 476,235</b>	<b>\$ 736,231</b>

	<u>2019 Actual</u>	<u>2020 Projected</u>	<u>2021 Adopted</u>
<b>Operations</b>			
Communications	\$ 88,611	\$ 37,758	\$ 77,000
CRRF Wildfire Reimbursable Costs	\$ 999	\$ 182,757	\$ 100,000
EMS	\$ 38,130	\$ 36,816	\$ 50,400
Fire	\$ -	\$ 1,162	\$ 21,600
Fuel	\$ 36,095	\$ 19,425	\$ 32,000
Prevention	\$ -	\$ 11,700	\$ 48,240
Rescue	\$ -	\$ 1,726	\$ 2,500
Supplies	\$ 4,284	\$ 6,373	\$ 5,600
WL	\$ 15,730	\$ 19,909	\$ 52,300
<b>Total Operations</b>	<b>\$ 183,849</b>	<b>\$ 317,626</b>	<b>\$ 389,640</b>
<b>Maintenance</b>			
Buildings/Facilities	\$ 30,540	\$ 27,662	\$ 41,500
Communications Equipment	\$ 4,673	\$ -	\$ 1,800
Parts & Supplies	\$ 16,263	\$ 4,587	\$ 6,000
Response Apparatus	\$ 86,071	\$ 83,774	\$ 111,100
SCBA	\$ 12,403	\$ 22,095	\$ 15,000
Tools, Equipment & Appliances	\$ 3,218	\$ 3,147	\$ 5,000
<b>Total Maintenance</b>	<b>\$ 153,168</b>	<b>\$ 141,264</b>	<b>\$ 180,400</b>
<b>Capital</b>			
EMS	\$ 126,388	\$ 61,645	\$ 45,000
Facilities	\$ 21,672	\$ 191,597	\$ 30,000
Finance	\$ 334,609	\$ 77,425	\$ 77,425
Fire	\$ 121,567	\$ 58,264	\$ 245,000
<b>Total Capital</b>	<b>\$ 604,236</b>	<b>\$ 388,932</b>	<b>\$ 397,425</b>
	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 3,003,086</b>	<b>\$ 3,417,454</b>	<b>\$ 4,090,592</b>
<b>Total Revenue in Excess of Expenditures</b>	<b>\$ (163,915)</b>	<b>\$ 1,518,864</b>	<b>\$ 9,411</b>
<b>Available Funds</b>	<b>\$ 715,860</b>	<b>\$ 2,234,724</b>	<b>\$ 2,244,135</b>
<b>Reserves:</b>			
Tabor Reserves	\$ 85,175	\$ 148,090	\$ 123,000
General Fund (Carryover) Reserves	\$ 400,590	\$ 604,000	\$ 500,000
Board Designated Reserves	\$ 100,000	\$ 100,000	\$ 100,000
Capital Reserve Fund Savings	\$ -	\$ 250,000	\$ 500,000
Unrestricted Reserves	\$ 130,095	\$ 1,132,635	\$ 1,021,135
<b>Total Reserves</b>	<b>\$ 715,860</b>	<b>\$ 2,234,724</b>	<b>\$ 2,244,135</b>