UNIFIED FIRE SERVICE AREA
FINANCE COMMITTEE AGENDA

October 31, 2022, 1:00 p.m.

NOTICE IS HEREBY GIVEN THAT THE UNIFIED FIRE SERVICE AREA FINANCE COMMITTEE SHALL ASSEMBLE FOR A MEETING AT 3380 South 900 West, Salt Lake City, UT 84119

THE PUBLIC MAY ATTEND PHYSICALLY OR ELECTRONICALLY VIA ZOOM WEBINAR:
https://us06web.zoom.us/j/91681046879?pwd=MEtoVmtwRG95ZFYrV0J3TUZtZUNBdz09
Meeting ID: 916 8104 6879
Password: 8675309

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1. Call to Order – Chair Hull

2. Public Comments
   Please limit comments to three minutes each
   There are three options for comments during this meeting:
   a. In-Person.
   b. Live during the Webinar by logging in as described above. If you wish to make a comment, select the “Raise Hand” button at the bottom of the screen. You will then be added to the que and invited to speak.
   c. EMAIL: Public comments will be accepted prior to the meeting via email at publiccomment@unifiedfire.org until 7:00 a.m. October 31, 2022. Emailed comments submitted prior to 7:00 a.m. October 31, 2022, will be read or summarized into the record, comments received after the deadline will be forwarded to the UFSA Board, but not read into the meeting record or addressed during the meeting.

3. Minutes Approval - Chair Hull
   A. August 31, 2022

4. 2023 Tentative Budget - CFO Hill

5. Possible Closed Session
   The Board may consider a motion to enter into Closed Session. A closed meeting described under Utah Code Section 52-4-205 may be held for specific purposes including, but not limited to:
   a. discussion of the character, professional competence, or physical or mental health of an individual;
   b. strategy sessions to discuss pending or reasonably imminent litigation;
   c. strategy sessions to discuss the purchase, exchange, or lease of real property;
   d. discussion regarding deployment of security personnel, devices, or systems; and
   e. investigative proceedings regarding allegations of criminal misconduct.

   A closed meeting may also be held for attorney-client matters that are privileged pursuant to Utah Code § 78B-1-137, and for other lawful purposes that satisfy the pertinent requirements of the Utah Open and Public Meetings Act.

   Re-Opening the Meeting

6. Adjournment – Chair Hull

THE PUBLIC IS INVITED TO PARTICIPATE IN ALL UFSA MEETINGS.

In accordance with the Americans with Disabilities Act, UFSA will make reasonable accommodation for participation in the meetings. Please call the clerk at least three working days prior to the meeting at 801-743-7213. Motions relating to any of the foregoing, including final action, may be taken at the meeting. This meeting may be held electronically to allow a member of the UFSA Finance Committee to participate. This agenda is subject to change with a minimum 24-hour notice.

CERTIFICATE OF POSTING

The undersigned, does hereby certify that the above agenda notice was posted on this 28th Day of October, 2022 on the UFSA bulletin boards, the UFSA website www.unifiedfireservicearea.org , posted on the Utah State Public Notice website http://www.utah.gov/pmn/index.html and was emailed to at least one newspaper of general circulation with the jurisdiction of the public body.

Cyndee Young, UFSA Board Clerk

UNIFIED FIRE SERVICE AREA
FINANCE COMMITTEE MEETING MINUTES
August 31, 2022
Meeting was held both electronically via Zoom Webinar/UFA Headquarters

Committee Members Present:
Council Member Hull
Mayor Overson
Mayor Stevenson

Committee Members Absent:
Mayor Silvestrini
Council Member Bailey

Staff:
Chief Burchett
CFO Hill
Cyndee Young
District Administrator Anderson
AC Pilgrim

Guests:
Council Member Bourke
Ryan Love
Kelly Bird
Michael Conn
Mayor Overson
Station 101
Kiley Day
Bill Brass
Mayor Westmoreland
Bryan Case
Erica Langenfass
Paul Story
Brad Larson
Brandon Dodge
Keith Zuspan, Brighton
Nyla Willoughby
AC Higgs
Courtney Samuel
Nile Easton

Meeting called to order by Chair Hull at 10:00 a.m.

Public Comments
None
Public comment was made available live and with a posted email address

Minutes Approval
Mayor Overson moved to approve the minutes from the June 8, 2022, Finance Committee Meeting as submitted
Mayor Bourke seconded the motion
All voted in favor, none opposed

UFA Operational Priorities – Chief Burchett

- Chief stated that wages and benefits are the biggest impact annually, but there is a need to balance this with growth of our communities and the needs of Operations and the safety of the crews
- For the coming 3-years, there are a couple of targets for consideration by the committee
  - Chief Burchett's biggest priority is to target 3 stations for a change from 3-handed to 4
    - The stations are 108 in BCC, 113 in LCC, and 251 in Eagle Mountain
    - Both the remoteness of these stations and the potential to be on scene without other stations quickly providing mutual aid make them the focus
    - The 4th person at Station 251 will allow for the opportunity to hold off on placing another engine at Station 253
    - In order to meet this target, FTE's will need to be increased from 9 to 12
  - Chief Burchett also noted that in the coming years, consideration to staff Station 107 again will be necessary
    - Special Enforcement is currently using this station
    - This station was shut down when Draper left UFA
    - Chief also stated that we are seeing a burden on WVC and West Jordan from mutual aid
      - Consideration to staff Station 107 with a 3 or 4-person crew will need to be considered in 2024
  - In 2025, with the rapid growth in Eagle Mountain, Station 253 will need to be fully staffed rather than just housing an ambulance as is currently planned
    - Currently there are two stations in Eagle Mountain, the new station is located right between them and will house only an ambulance for now
  - Stations 115 and 119 will be the last for consideration for 4-handed staffing, mainly due to other priorities, low call volume, and proximity to other agencies for mutual aid
- Facility Priorities
  - Once the floodplain issue is resolved, the rebuilding of Station 112 will need to be addressed
  - Kearns Station 109 was built in 1991, it's anticipated use is 5-7 more years
- Chief will continue working on prioritizing operational and faciality priorities for the coming years
- Mayor Stevenson asked if criteria is built in for staffing of the stations
  - Chief Burchett stated that the ultimate goal is 4-person staffing, but this needs to be balanced with other priorities and growth
- Mayor Bourke inquired as to the financial implications to local communities for 3 to 4-person staffing
  - This will be addressed in the following agenda item

Long Range Plan Review – CFO Hill

- CFO Hill reviewed the baseline of where UFSA is currently sitting financially from 2021 through projections to 2025
- The end of 2021, there was $14.3M in the ending fund balance, UFSA is financially in a good position
  - CFO Hill reminded the committee that the minimum policy for fund balance is 15% and to please keep this in mind for future projections
  - The 15% was adopted by the UFSA Board and is very important to bonding and is one of the reasons UFSA receives such good bond ratings
- 2022 still looks good, we are seeing a 5.48% property tax increase in revenue from new growth and a projected budget of 26.9% in ending funds
- 2024 the percentage begins to drop into the 15% range with
- Once the percentage drops below, a tax increase will be necessary
- The new expenditure bond payments begin in 2023 and are the reason the draw on fund balance begins, in order to pay for the stations currently being built
- Council Member Hull asked as to what happens if growth slows

    - CFO Hill explained that currently the plan is 3%, which is conservative, but reasonable
    - Numbers would need to be reduced if there is less revenue to draw from
- A chart was discussed that has taken the baseline and added the operational adjustments previously discussed by Chief Burchett
    - CFO Hill reminded the Committee that they have control of the pace, and finding the balance between operational need and finances determines how quickly movement forward can take place
    - Referencing what was previously discussed, when moving from 3 to 4-person staffing, $1.3M is added to the Member Fee, which is about a 3% increase
        - Mayor Bourke asked if this applies to all or just those with stations adding the 4th person
        - CFO Hill explained that the costs are shared, that is the benefit of being in the district, all members pay the same tax rate for fire services
    - The revenue side must be considered when looking at funding all increases discussed
    - A tax increase in 2024 may be necessary and must also take into consideration other items on the horizon
        - Mayor Stevenson asked if inflationary costs have been included in current costs
            - CFO Hill answered that the costs are current, but some inflation has been accounted for in the baseline numbers, there will be an increase, but not major

<u>2023 Budget Proposal</u> – District Administrator Anderson

- DA Anderson is asking for direction in order for staff to prepare for the 2023 budget
- If the Committee desires a tax increase in 2023, work must start quickly
- There are a couple discussions that must be taken to the Board
    - Does the Committee approve of Chief Burchett's 5 to 7-year operational changes
        - Take into consideration, additional changes are necessary and recommends moving forward with the plan suggested, but not all can be done at once and the staggered options to reach these goals are appreciated
        - DA Anderson also recommends planning for the increase in staffing for the next budget and feels good with the 3-year plan
    - Does the Committee want to do a tax increase this year or wait until next
        - DA Anderson recommends not doing a tax increase this year since UFSA is in a solid financial position
        - With the discussed operational adjustments, the ending fund balance will be 19.7% next year, which is still good
        - It has been several years since the last increase and fewer larger increases or frequent smaller will need to be discussed
        - A better understanding of the economy and market cost changes will provide a better idea of what the tax increase should be
        - DA Anderson stated that the Committee should take advantage of the good fortune and do a truth in taxation next year
            - Mayor Bourke agrees, it is difficult to justify raising taxes with a reserve and agrees to wait
            - Council Member Hull agrees on waiting to see future financial situations and feels 4-person crews are critical
            - Mayor Overson agrees, and waiting is a good option and strategy, supports 4-person crews, but good with holding off 1-year
            - Mayor Stevenson wants to hold off on taxes as much as possible
- These decisions will be presented to the Board at the next meeting
- CFO Hill thanked the Committee for the direction to begin preparing the 2023 budget with no tax increase and the movement of 3 stations from 3 to 4-person staffing

- CFO Hill replied to Mayor Bourke that the movement from 3 to 4-person will take place at the same time, unless otherwise determined by the Board

Closed Session
- None

Adjournment
Mayor Overson moved to adjourn the August 31, 2022 UFSA Finance Committee Meeting
Mayor Bourke seconded the motion
All voted in favor, none opposed

Unified Fire Service Area

TO: UFSA Finance Committee Members
FROM: Tony Hill, CFO
SUBJECT: 2023 Tentative Budget Message
DATE: October 31, 2022

I am pleased to present the Unified Fire Service Area (UFSA) 2023 Tentative Budget for your review and consideration. The Tentative Budget will be approved by the Board at the November meeting and a time and place in December will be set for a public hearing to adopt the Final 2023 budget. Staff has prepared the budget in accordance with Fiscal Procedures for Local Districts (UCA 17B-6).

2023 Budget Highlights

Below are some of the highlights of the 2023 budget development:

- 3.5% new growth property tax estimate
- UFA member fee increase
  - 6.92% increase - January – June (already approved in FY22/23 UFA budget)
  - 5.00% increase – Normal operating adjustment, placeholder July – December
  - 2.60% increase – 4-Handed Staffing at Stations 108 (BCC), 113 (LCC), and 251 (Eagle Mountain)
  - 8.53% total increase - $3,856,722 total estimated increase for 2023
- 2021 Bond
  - Debt service payments begin in 2023 - $2,375,625 increase to the budget
- Sandy contract (85% of property taxes collected to Sandy, 15% stays with UFSA)
  - Because of the property value growth for areas inside of Sandy City, contract amount continues to grow
  - $945,556 in 2021, $994,000 in 2022, $1,050,000 in 2023 budget
- Seismic retrofits
  - Part of 2022 budget, will need to carry forward to 2023
    - Performance period ends September 2023
  - $1,100,000 carry forward to 2023
  - $275,000 UFSA 25% match
- Capital maintenance at fire station's (more detail in packet)
  - $865,830 in 2023
    - $525,000 for renovation of temporary station. $300,000 in 2022 budget

- UFA Administration Fee (more detail in packet)
  - $489,432 in 2022
  - $511,601 in 2023

Fund Balance Impact

The 5.0% UFA member fee increase is a placeholder with the information we have currently. It will be finalized as decisions are made during UFA's FY23/24 budget process. Any variation from 5.0% will impact the fund balance. Currently, the ending fund balance percentage is still above the 15% Board approved minimum. As previously discussed, this amount of fund balance will not be sufficient beginning in 2024. UFSA will need to consider expenditure reductions or a property tax increase in order to maintain its minimum ending fund balance.

UNIFIED FIRE SERVICE AREA	ENDING FUND BALANCE	FUND BALANCE %
2021 ACTUAL	$14,308,692	29.0%
2022 PROJECTION	$15,057,826	28.0%
2023 PROJECTION	$10,561,952	19.1%
2024 PROJECTION	$5,563,383	9.9%
2025 PROJECTION	-$271,268	-0.5%

Future Budget Needs

- Staffing
  - 107 (Kearns) Staffing
  - 253 (Eagle Mountain) Staffing: Plan to open new station with an ambulance crew
  - 4-Handed crews at stations 115 (Copperton) and 119 (Emigration Canyon)
- Station 112 rebuild

2023 Budget Discussion/Approval Items

- 4-Handed Staffing considerations
  - 108 (BCC), 113 (LCC), 251 (Eagle Mountain)
- Capital outlay/maintenance requests
- Other items

Staff looks forward to discussing these priorities in more detail with you during the upcoming budget process.

UNIFIED FIRE SERVICE AREA
TENTATIVE BUDGET
For the Year Ended December 31, 2023

	GENERAL FUND			CAPITAL PROJECTS FUND (LOCAL BLDG AUTHORITY)			DEBT SERVICE FUND (LOCAL BLDG AUTHORITY)		
	PRIOR YR 2021	CURRENT YR ESTIMATE	BUDGET 2023	PRIOR YR 2021	CURRENT YR ESTIMATE	BUDGET 2023	PRIOR YR 2021	CURRENT YR ESTIMATE	BUDGET 2023
REVENUES									
Taxes: Property	40,632,114	42,835,888	44,335,000						
Taxes: Property - Pass Thru	2,248,519	3,500,000	3,850,000						
Taxes: Judgement Levy	51,474	46,440	46,440						
Taxes: Delinquent	904,136	750,000	772,500						
Fee-in-Lieu of Taxes	2,232,805	2,400,000	2,400,000						
Impact Fees	2,150,204	2,000,000	2,000,000						
Grant Revenue	172,908	1,125,637	825,000						
Intergovernmental Revenue	759,111	982,581	761,615						
Interest Income	106,272	150,000	200,000	84,380	100,000	100,000	4,205	1,000	1,000
Miscellaneous	13,034	21,394	21,736						
Other Financing Sources:									
Transfer In from Capital Projects Fund	732,691								
Transfer In from Debt Service Fund				5,764					
Proceeds from Bond Issuance				37,000,000			2,212,329		
Lease Revenue							2,576,173	2,577,750	4,960,875
Use of Fund Balance			4,928,088		32,739,195	18,974,079		1,200,750	
TOTAL REVENUES	50,003,268	53,811,940	60,140,379	37,090,144	32,839,195	19,074,079	4,792,708	3,779,500	4,961,875
EXPENSES									
Administrative & Overhead:									
Outside Auditor	10,381	10,000	10,000						
Bank Fees	1,551	11,200	11,200						
Supplies	380	2,000	2,000						
*Professional Fees	127,312	197,500	151,500						
*UFA Admin Fee	370,750	489,432	511,601						
Memberships (UASD)	14,229	15,000	16,000						
Fund Balance Payments to Herriman/Riverton	101,773	101,773	101,773						
Capital Maintenance - Seismic Retrofits	473,693	1,234,199	1,100,000						
*Capital Maintenance	185,144	395,505	327,830						
Capital Outlay:									
Station 112 Temporary Housing	8,650	0	525,000						
Station 112 Land		0	13,000						
Construction Costs - Station 102				478,602	2,431,526	3,600,000			
Construction Costs - Station 112				161,206	180,848	0			
Construction Costs - Station 125				3,094,647	4,512,042	1,000,000			
Construction Costs - Station 251				1,072,642	3,577,287	4,500,000			
Construction Costs - Station 253				123,541	3,063,413	8,000,000			
Capital Lease	2,576,173	2,577,750	4,960,875						
Sandy Contract	945,556	994,000	1,050,000						
Interest Expense	40,625	113,000	250,000				1,580,460	2,128,500	2,030,875
Note/Bond Issuance Costs	20,300	25,000	25,000				406,622		
Tax Payments to RDA/CDA/CRA	2,248,519	3,500,000	3,850,000						
Impact Fee Refunds	1,296	4,000	5,000						
UFA Contract Fees	41,312,116	43,518,810	47,229,600						
Principle Payment on Long-Term Debt							1,600,000	1,650,000	2,930,000
Other Financing Uses:									
Transfer Out to Capital Projects Fund							5,764		
Transfer Out to General Fund				732,691					
Contribution to Fund Balance						1,974,079			1,000
TOTAL EXPENSES	48,438,447	53,189,169	60,140,379	5,663,330	13,765,116	19,074,079	3,592,847	3,778,500	4,961,875

*Additional Documentation

Exhibit A for Calendar Year 2023

Position	Jan-22 % of Time Worked	Jan-22 Salary & Benefits	Jan-23 % of Time Worked	Jan-23 Salary & Benefits	Responsibilities
Logistics Facilities Manager	80%	$105,533	80%	$120,376	Specifications/RFP/Bids/Management/ for capital improvement projects; compiling operational and maintenance documents; works through any warranty items on newer projects. Seismic evaluations and retrofit assessments. Station architectural design, rendering, and construction.
Logistics Facilities Specialist	5%	$4,521	5%	$4,314	Assists Facilities Manager when needed; provides information for Capital Improvement needs; Meets with contractors.
Logistics Facilities Specialist	5%	$3,859	2%	$1,399	Assists Facilities Manager when needed; provides information for Capital Improvement needs; Meets with contractors.
Logistics Purchasing Coordinator	2%	$1,929	2%	$2,029	Assists with the processing of MR's and invoices for capital projects.
Logistics Data Administrator	1%	$760	1%	$851	Researches information for Logistics as requested.
Logistics Division Chief	40%	$67,278	40%	$70,336	Develops, manages, and administers capital improvements budgets; Provides overall direction and management to UFSA facility management. Leads and guides discussions for future fire station designs. Researches optional uses and associated fees of portions of fire stations, such as office space leasing. Co-coordinates seismic evaluations and seismic upgrades projects. Provides project-specific content for use in presentations to the UFSA Board of Directors and communities/members, in preparation for station construction.
Support Services Assistant Chief	40%	$89,199	35%	$85,124	Researches property descriptions/locations for fire station rebuilds and new construction. Captures and records the details of properties for fire station constructions. Leads and guides discussions for future fire station design and construction. Researches optional uses and associated fees of portions of fire stations, such as office space leasing. Co-coordinates seismic evaluations and seismic upgrades projects. Provides project-specific content for use in presentations to the UFSA Board of Directors and communities/members, for bonding and bond elections. Meets with individual board members to discuss property and fire station construction issues and strategies.
Finance Purchasing Agent/Contracts	60%	$67,290	60%	$74,621	RFP/RFQ/Purchasing processing. Contract coordination and tracking.
Finance Senior Accountant	9%	$11,010	9%	$11,283	AR, AP review, bond requisitions, cash receipting review/close, bank reconciliations, capital assets, state transparency, external audit
Finance Senior Accountant	4%	$4,802	4%	$4,686	AP entry, cash receipting entry, online payment reporting, impact fee reporting, external audit
Finance Accounting Specialist	2%	$1,493	2%	$1,645	UFSA Desktop Deposits
Finance Assistant Finance Director	7%	$12,103	7%	$12,974	External audit, financial statements, accounting oversight, online payment admin
CFO	15%	$35,824	15%	$38,886	Financial Management, Treasurer
Records Coordinator	6%	$4,905	1%	$749	Managing UFSA record requests. Retention schedule and archives
ECC Receptionist	3%	$1,636	3%	$1,753	Impact fee collection/receipts, phone calls
UFSA Clerk	10%	$9,977	10%	$10,979	Time needed to fully meet the responsibilities of the Clerk
Director of Communications	1%	$1,645	1%	$1,882	Community Outreach
Community Outreach Specialist	1%	$585	1%	$983	Community Outreach/Construction Projects/Website Maintenance
Public Information Officer	1%	$1,244		$0	Website Maintenance
		$425,593		$444,871	
Overhead Charge	15%	$63,839	15%	$66,731	Office Space, IT, supplies, etc.
TOTAL		$489,432		$511,601	

Jan-22		Jan-23	
Logs	211,462	Logs	229,203
Fin	152,400	Fin	165,708
Admin	119,693	Admin	111,379
IO	3,995	IO	3,295
EM	1,881	EM	2,016
	489,432		511,601

Professional Fees

	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Road Easement - Station 111	4,137	1,344	4,500	4,500
Legal Services/Administrator	88,715	120,379	125,000	125,000
District Administrator	18,400	0	0	0
Newspaper Ads	2,515	900	3,000	1,500
Website Restoration/Hosting/Maintenance	190	143	1,000	500
Truth in Taxation - Postcard Mailings	0	0	40,000	0
Trust Management, Continuing Disclosure, Impact Fee	15,388	4,500	9,000	5,000
Station Architectural Design and Rendering	15,125	0	0	0
Grant Writer for PDM Grant for Seismic Retrofits	4,100	0	0	0
Predictive Modeling for Station/Apparatus Locations	50,000	0	0	0
Other	870	46	15,000	15,000
	199,439	127,312	197,500	151,500

UFSA Capital Projects 2023

10/31/2022

Site	Project	Notes	Cost	Running Total

Capital Outlay - Buildings

Site	Project	Notes	Cost	Running Total
Temp 112	Garage addition (rebudget)	Includes new high wall garage, driveway, paint to entire structure, and landscaping. ***$300,000 is already allocated in FY22	$ 525,000.00	$ 525,000.00

Capital Outlay - Land

Site	Project	Notes	Cost	Running Total
112	Land Purchase (rebudget)		$ 13,000.00	$ 538,000.00

Capital Maintenance

Site	Project	Notes	Cost	Running Total
All	Heating/AC/Hot Water/Appliances		$ 40,000.00	$ 578,000.00
252	Concrete aprons replaced	The concrete is badly cracked, separating and causing trip hazards	$ 100,000.00	$ 678,000.00
115	Upgraded bath/shower room	old and not working properly	$ 45,000.00	$ 723,000.00
101	Front concrete spaling	Maybe repair now would save money in the long run	$ 50,000.00	$ 773,000.00
109	New carpet/tile	Very old carpet	$ 25,000.00	$ 798,000.00
All	**8.5% Contingency**		**$ 67,830.00**	**$ 865,830.00**

Future Year Projects

Site	Project	Notes	Cost	Running Total
117	Blinds on windows on west end of kitchen	The windows have been tinted twice, when we eat dinner the sun glares on everyone on the dinner table. We need blinds to fix it	$ 7,000.00	$ 805,000.00
115	Apron/sidewalks/gutter	cracking, chipping, broken	$ 30,000.00	$ 835,000.00
252	Garage doors- damaged sections replaced		$ 30,000.00	$ 865,000.00
115	Landscaping/xeriscaping	wasting water, water damage to building, voles are destroying	$ 25,000.00	$ 890,000.00
126	Landscaping	The entire landscape should be updated to reflect current water usage restrictions	$ 25,000.00	$ 915,000.00

UNIFIED FIRE SERVICE AREA	Actual		Projection		Projection		Projection		Projection
LONG RANGE PLAN	2021	%	2022	%	2023	%	2024	%	2025
BEGINNING FUND BALANCE	**12,622,454**	**13.36%**	**14,308,692**	**5.24%**	**15,057,826**	**-29.86%**	**10,561,952**	**-47.33%**	**5,563,383**
PRINCIPAL PAYMENTS RECEIVED FROM RELATED PARTY	121,416	4.07%	126,363	4.07%	131,512	4.07%	136,870	4.07%	142,446
TRANSFER TO/FROM CAPITAL PROJECTS FUND	732,691								
UNRESTRICTED FUND BALANCE:	**13,476,561**	**7.11%**	**14,435,055**	**5.23%**	**15,189,338**	**-29.56%**	**10,698,822**	**-46.67%**	**5,705,829**
PROPERTY TAXES	40,632,114	5.42%	42,835,888	3.50%	44,335,000	3.50%	45,886,725	3.50%	47,492,760
PROPERTY TAXES - PASS THRU	2,248,519	55.66%	3,500,000	10.00%	3,850,000	10.00%	4,235,000	10.00%	4,658,500
JUDGEMENT LEVY	51,474	-9.78%	46,440	0.00%	46,440	0.00%	46,440	0.00%	46,440
PROPERTY TAXES - DELINQUENT	904,136	-17.05%	750,000	3.00%	772,500	3.00%	795,675	3.00%	819,545
FEE-IN-LIEU	2,232,805	7.49%	2,400,000	0.00%	2,400,000	2.50%	2,460,000	2.50%	2,521,500
IMPACT FEES	2,150,204	-6.99%	2,000,000	0.00%	2,000,000	3.00%	2,060,000	3.00%	2,121,800
INTEREST INCOME	106,272	41.15%	150,000	33.33%	200,000	3.00%	206,000	3.00%	212,180
INTERGOVERNMENTAL REVENUE	759,111	29.44%	982,581	-22.49%	761,615	0.17%	762,941	0.06%	763,382
GRANT REVENUE	172,908	551.00%	1,125,637	-26.71%	825,000	-100.00%	0	-100.00%	0
MISCELLANEOUS REVENUE	13,034	64.14%	21,394	1.60%	21,736	0.00%	21,736	0.00%	21,736
CURRENT REVENUE:	**49,270,578**	**9.22%**	**53,811,940**	**2.60%**	**55,212,291**	**2.29%**	**56,474,517**	**3.87%**	**58,657,844**
UFA CONTRACT FEES	41,312,116	5.34%	43,518,810	8.53%	47,229,600	5.00%	49,591,080	5.00%	52,070,634
SANDY CONTRACT	945,556	5.12%	994,000	5.63%	1,050,000	4.50%	1,097,250	4.50%	1,146,626
TAX PAYMENTS TO RDA/CDA	2,248,519	55.66%	3,500,000	10.00%	3,850,000	10.00%	4,235,000	10.00%	4,658,500
ADMINISTRATIVE/OPERATIONS	661,832	13.95%	754,132	-2.89%	732,301	3.00%	754,270	3.00%	776,898
FUND BALANCE DISTRIBUTION TO HERRIMAN/RIVERTON	101,773	0.00%	101,773	0.00%	101,773	0.00%	101,773	0.00%	101,773
DEBT SERVICE PAYMENT (2016 BOND)	2,576,173	0.06%	2,577,750	0.29%	2,585,250	0.17%	2,589,750	0.06%	2,591,250
DEBT SERVICE PAYMENT (2021 BOND)	0		0		2,375,625	0.34%	2,383,625	0.39%	2,393,000
CAPITAL MAINTENANCE/OUTLAY	193,794	104.09%	395,505	118.92%	865,830	3.00%	891,805	3.00%	918,559
CAPITAL MAINTENANCE - SEISMIC RETROFIT	358,060	244.69%	1,234,199	-10.87%	1,100,000				
INTEREST EXPENSE	40,625	178.15%	113,000	121.24%	250,000	10.00%	275,000	10.00%	302,500
TOTAL BUDGET:	**48,438,447**	**9.81%**	**53,189,169**	**13.07%**	**60,140,379**	**2.96%**	**61,919,553**	**4.91%**	**64,959,740**
RESERVE (MINIMUM) 15% OF CURRENT REVENUE	7,390,587		8,071,791		8,281,844		8,471,178		8,798,677
ENDING SURPLUS (PROBLEM):	**6,918,105**		**6,986,035**		**1,979,406**		**-3,217,392**		**-9,394,744**
TOTAL BUDGETED FUND BALANCE:	**14,308,692**		**15,057,826**		**10,261,250**		**5,253,786**		**-596,067**
PROJECTED UNDER EXPEND/OVER REVENUE	0	0.00%	0	0.50%	300,702	0.50%	309,598	0.50%	324,799
PROJECTED UNASSIGNED FUND BALANCE	**14,308,692**		**15,057,826**		**10,561,952**		**5,563,383**		**-271,268**
	29.0%		28.0%		19.1%		9.9%		-0.5%