



Moraga-Orinda Fire District

TO: Board of Directors

FROM: David Winnacker, Fire Chief
Gloriann Sasser, Administrative Services Director

DATE: March 17, 2021

SUBJECT: Item 9.2 - Long Range Financial Forecast March 2021

Background

The Long Range Financial Forecast (Forecast) has been updated. The Forecast covers a forward-looking 10-year period. The Forecasts use several significant assumptions, which are explained below.

Property Tax Revenue

Property tax revenue for FY21/22 has been projected by HdL, the District's property tax revenue consultants. The property tax revenue increase for FY21/22 is projected to be 4.27% or \$1.16M.

The property tax revenue California Consumer Price Index (CPI) granted for all taxing entities in the State per Proposition 13 for 21/22 will be 1.036%. Usually the CPI increase is 2.0%. This will provide roughly ½ the growth that the District has experienced in each of the past five years. The history of the CPI is as follows:

| Fiscal Year | California Consumer Price Index |
|-------------|---------------------------------|
| 21/22 | 1.036% |
| 20/21 | 2.0% |
| 19/20 | 2.0% |
| 18/19 | 2.0% |
| 17/18 | 2.0% |
| 16/17 | 1.525% |

Median sale prices of single-family homes in the District (both cities) increased 5.42% in 2019 over the previous calendar year, and those median prices increased an additional 9.02% in 2020. Home sale prices as well as the number of homes coming to market have been mixed both by region and community throughout the State. In the cities that make up most of the District there was an increase in the number of homes sold in 2020 by 101 transactions. This means that there was an 18.8% increase in the number of homes that sold in calendar year 2020 and these sales will impact 21/22 revenue.

The Forecast projects property tax revenue increases of 2% in 22/23, then 3.5% throughout the remaining years (same projections used in Version A of the prior year Forecast.)

Other General Fund Revenues

Ambulance fees – Projected to increase 2.07% in 21/22, then 1.5% throughout

Strike team revenue (net of overtime costs) – 21/22 is projected based on an average of the prior four years, then 1.5% throughout.

Other revenue (federal grants) – Projected at \$0 throughout because the SAFER grant is complete. Other grant funds may become available; however they are not included as no grants have been awarded.

General Fund Expenditures

Regular salaries – +3% throughout

Overtime – +3% throughout

Benefits – +3% throughout

Retiree health insurance – Capped per the MOUs (no increases)

Operating expenses – Projected to increase 3% throughout

CCCERA employer payment – Five year projections are provided by Segal, CCCERA's actuary, as follows:

| | |
|----------------|---|
| FY2022 | Actual rates set by the CCCERA board of directors |
| FY2023 | -0.54% |
| FY2024 | -1.17% |
| FY2025 | +4.55% |
| FY2026 | -0.93% |
| FY2027 forward | No projections are provided by CCCERA. The remaining years use calculations provided by GovInvest software. |

OPEB funding – The Forecast includes OPEB contributions based on actuarial calculations used in the GASB 75 OPEB Valuation Report as of June 30, 2020 which were calculated using a discount rate of 6.25% and 16-year closed amortization period.

Pension rate stabilization – The Forecast includes pension rate stabilization trust contributions based on GovInvest software calculations using a discount rate of 6.25% and actual CCCERA investment earnings of 9.5% in 2020, then investment earnings of 6.25% throughout.

Capital Projects Fund

The Long Range Financial Forecast - Capital Expenditures (Attachment B), has been updated. Major expenses include rebuilding Fire Station 41/Administration and a remodel of Fire Station 45.

Debt Service Fund

The District's pension obligation bonds will be paid-in-full on July 1, 2022. The amount of property tax revenue legally restricted to pay for the pension obligation bonds will decrease as follows:

| Fiscal Year | POB Legally Restricted Property Tax Revenue |
|-------------|---|
| 20/21 | \$3,884,811 |
| 21/22 | \$1,730,869 |
| 22/23 | \$0 |

Based on the above, the amount of property tax revenue in the General Fund will increase beginning in FY21/22. This change is included in the Forecast.

Fund Balance Policy and Fund Balance Goal

The District’s Fund Balance Policy states the District will maintain a minimum unrestricted fund balance in the General Fund of at least 17% of budgeted General Fund revenue at fiscal year-end with a goal of achieving a 50% year-end General Fund balance in the long term. The Forecast maintains the minimum of at least 17% throughout and meets the goal of 50% in FY2026.

Long Range Financial Forecast Results

The Forecast shows a surplus in the General Fund with revenue exceeding expenditures (including OPEB and pension trust contributions) in all years. The Forecast shows a Capital Projects Fund deficit is projected in most years.

Summary of Unfunded Liabilities

The section titled Summary of Unfunded Liabilities includes projections of the District’s unfunded pension liabilities calculated using the GovInvest software presenting both CCCERA’s actuarial assumptions and the District’s actuarial assumptions. It also includes projections of the District’s OPEB unfunded liabilities based on the District’s OPEB actuarial assumptions and planned trust contributions.

Conclusion

The District is now one year into the COVID-19 pandemic and the disruptions to the economy it has caused. The District’s property tax revenue and residential home values in the District have remained stable. The Forecast projects the District will be able to continue to make the contributions to the OPEB and pension rate stabilization trust funds throughout the period covered.

However, the Forecast projects a Capital Projects Fund deficit in most years. Currently the Capital Projects Fund balance is \$4.5M. Significant capital projects include:

- Rebuild of Fire Station 41 and the Administration building - 60 years old and forecast to be replaced beginning in FY2022 via debt issuance pending future board approval.
- Upgrade of Fire Station 45 - 48 years old and forecast for an upgrade beginning in FY2023 (cash payment.)

The Forecast shows the District will likely need to transfer funds from the General Fund to the Capital Projects Fund to pay for capital projects.

Staff will continue to carefully monitor the District’s finances, paying particular attention to property tax and ambulance revenue, and CCCERA rates. Staff requests Board direction regarding the Long Range Financial Forecast.

Recommended Action

1) Discuss; 2) Deliberate; 3) Provide direction to Staff

Attachments

Attachment A – Long Range Financial Forecast

Attachment B – Capital Projects

Attachment C – Apparatus & Vehicle Replacement Plan 2021 – 2031

Moraga-Orinda Fire Protection District
Long Range Financial Forecast
Draft Update
March 2021

| | ACTUAL 17/18 | ACTUAL 18/19 | ACTUAL 19/20 | PROJ 20/21 | PROJ 21/22 | PROJ 22/23 | PROJ 23/24 | PROJ 24/25 | PROJ 25/26 | PROJ 26/27 | PROJ 27/28 | PROJ 28/29 | PROJ 29/30 | PROJ 30/31 | ASSM | ASSM | ASSM | ASSM | ASSM | ASSM |
|--|--------------|--------------|--------------|------------|------------|-------------|-------------|------------|------------|------------|------------|-------------|------------|------------|----------|-------|-------|-------|-------|---------------|
| 1 TOTAL REVENUE | 27,099,467 | 29,520,164 | 29,957,006 | 31,751,167 | 31,262,431 | 31,864,422 | 32,910,237 | 33,992,057 | 35,111,132 | 36,268,760 | 37,462,596 | 38,697,700 | 39,975,508 | 41,297,506 | | | | | | |
| 2 TOTAL EXPENDITURES | 27,000,486 | 31,083,423 | 28,599,708 | 31,130,422 | 33,624,714 | 32,996,911 | 32,969,049 | 31,998,276 | 33,579,593 | 33,281,427 | 30,954,840 | 32,869,643 | 31,325,978 | 31,428,689 | | | | | | |
| 3 GENERAL FUND BALANCE UNASSIGNED, BEGINNING | 4,905,518 | 6,297,533 | 7,828,854 | 9,618,061 | 9,768,220 | 10,443,506 | 12,787,511 | 13,957,108 | 15,637,189 | 17,753,120 | 20,133,140 | 26,721,735 | 33,860,823 | 41,252,798 | 21/22 | 22/23 | 23/24 | 24/25 | 25/26 | 26/27 - 30/31 |
| 4 GENERAL FUND REVENUES | | | | | | | | | | | | | | | | | | | | |
| 5 PROPERTY AD VALOREM TAX | 19,843,842 | 21,142,784 | 22,364,559 | 23,181,832 | 26,492,158 | 28,787,488 | 29,795,050 | 30,837,876 | 31,917,202 | 33,034,304 | 34,190,505 | 35,387,172 | 36,625,723 | 37,907,624 | HDL | 2.00% | 3.50% | 3.50% | 3.50% | 3.50% |
| 7 USE OF MONEY & PROPERTY | 90,725 | 190,489 | 172,977 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| 8 INTERGOVERNMENTAL REVENUE | 252,467 | 244,243 | 235,278 | 246,397 | 233,148 | 235,479 | 237,834 | 240,213 | 242,615 | 245,041 | 247,491 | 249,966 | 252,466 | 254,991 | -5.38% | 1.00% | 1.00% | 1.00% | 1.00% | 1.00% |
| 9 CHARGES FOR SERVICES/OTHER | 438,422 | 1,484,464 | 274,611 | 236,236 | 192,350 | 194,274 | 196,216 | 198,178 | 200,160 | 202,162 | 204,183 | 206,225 | 208,287 | 210,370 | -18.58% | 1.00% | 1.00% | 1.00% | 1.00% | 1.00% |
| 10 AMBULANCE FEES | 1,082,685 | 1,751,628 | 1,353,072 | 965,000 | 985,000 | 999,775 | 1,014,772 | 1,029,993 | 1,045,443 | 1,061,125 | 1,077,042 | 1,093,197 | 1,109,595 | 1,126,239 | 2.07% | 1.50% | 1.50% | 1.50% | 1.50% | 1.50% |
| 11 STRIKE TEAM REVENUE (Net of Overtime Costs) | 442,519 | 379,931 | 161,175 | 1,000,000 | 495,906 | 510,783 | 526,107 | 541,890 | 558,147 | 574,891 | 592,138 | 609,902 | 628,199 | 647,045 | -50.41% | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| 12 OTHER REVENUE (FEDERAL GRANTS)/NOSFB ADMIN FEE | 182,228 | 550,042 | 458,045 | 680,591 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -100.00% | NA | NA | NA | NA | NA |
| 13 TOTAL GENERAL FUND REVENUES | 22,332,888 | 25,743,581 | 25,019,717 | 26,345,056 | 28,433,562 | 30,762,799 | 31,804,979 | 32,883,151 | 33,998,567 | 35,152,523 | 36,346,359 | 37,581,463 | 38,859,271 | 40,181,269 | | | | | | |
| 14 GENERAL FUND EXPENDITURES***** | | | | | | | | | | | | | | | | | | | | |
| 15 SALARIES - SAFETY | 8,551,976 | 8,886,941 | 9,491,012 | 9,000,000 | 9,284,711 | 9,563,252 | 9,850,150 | 10,145,654 | 10,450,024 | 10,763,525 | 11,086,430 | 11,419,023 | 11,761,594 | 12,114,442 | 3.16% | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| 16 SALARIES - NONSAFETY | 1,100,000 | 1,122,779 | 1,156,462 | 1,100,000 | 1,122,779 | 1,156,462 | 1,191,156 | 1,226,891 | 1,263,698 | 1,301,609 | 1,340,657 | 1,380,877 | 1,422,303 | 1,464,972 | 2.07% | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| 17 SALARIES - OTHER NONBENEFITTED | | | | 232,637 | 237,637 | 244,766 | 252,109 | 259,672 | 267,463 | 275,486 | 283,751 | 292,264 | 301,031 | 310,062 | 2.15% | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| 18 OVERTIME (Excluding Strike Team) | 2,040,455 | 2,359,979 | 1,367,427 | 1,850,000 | 1,850,000 | 1,905,500 | 1,962,665 | 2,021,545 | 2,082,191 | 2,144,657 | 2,208,997 | 2,275,267 | 2,343,525 | 2,413,830 | 0.00% | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| 19 BENEFITS | 1,850,258 | 1,892,878 | 2,231,693 | 2,843,052 | 2,846,105 | 2,931,488 | 3,019,433 | 3,110,016 | 3,203,316 | 3,299,416 | 3,398,398 | 3,500,350 | 3,605,361 | 3,713,521 | 0.11% | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| 20 RETIREE HEALTH INSURANCE | 821,299 | 871,105 | 874,316 | 890,000 | 925,000 | 925,000 | 925,000 | 925,000 | 925,000 | 925,000 | 925,000 | 925,000 | 925,000 | 925,000 | 3.93% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| 21 OPERATING EXPENSES | 2,251,574 | 2,427,900 | 2,648,750 | 2,884,783 | 3,000,000 | 3,090,000 | 3,182,700 | 3,278,181 | 3,376,526 | 3,477,822 | 3,582,157 | 3,689,622 | 3,800,310 | 3,914,320 | 3.99% | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| 22 CCCERA EMPLOYER PAYMENT SAFETY - NORMAL COST***** | 1,870,925 | 1,849,332 | 2,013,742 | 2,035,000 | 2,164,117 | 2,209,417 | 2,231,906 | 2,474,282 | 2,511,580 | 2,524,783 | 2,555,666 | 2,482,154 | 1,853,992 | 1,431,879 | | | | | | |
| 23 CCCERA EMPLOYER PAYMENT SAFETY - UAAL PAYMENT***** | 2,806,387 | 3,267,111 | 3,020,612 | 3,465,000 | 113,019 | 115,388 | 116,558 | 93,514 | 90,274 | 96,366 | 102,743 | 109,416 | 116,396 | 123,697 | | | | | | |
| 24 CCCERA EMPLOYER PAYMENT NONSAFETY - NORMAL COST | | | | | 104,326 | 106,512 | 107,592 | 86,321 | 83,330 | 88,954 | 0 | 0 | 0 | 0 | | | | | | |
| 25 CCCERA EMPLOYER PAYMENT NONSAFETY - UAAL PAYMENT | | | | | 374,000 | 407,733 | 559,108 | 331,633 | 434,528 | 445,347 | 499,888 | 529,270 | 587,192 | 632,715 | | | | | | |
| 26 OPEB FUNDING (INTO TRUST) | 374,000 | 1,100,000 | 1,023,850 | 1,562,792 | 2,145,125 | 2,120,823 | 2,154,695 | 2,015,738 | 1,944,202 | 2,361,025 | 2,489,241 | 2,513,444 | 2,546,002 | 2,520,138 | | | | | | |
| 27 PENSION RATE STABILIZATION (INTO TRUST) | 374,000 | 1,100,000 | 1,023,850 | 1,562,792 | 2,145,125 | 2,120,823 | 2,154,695 | 2,015,738 | 1,944,202 | 2,361,025 | 2,489,241 | 2,513,444 | 2,546,002 | 2,520,138 | | | | | | |
| 28 TOTAL GENERAL FUND EXPENDITURES | 20,940,874 | 23,062,979 | 23,230,510 | 26,194,897 | 27,758,276 | 28,418,794 | 29,135,382 | 30,203,069 | 30,882,636 | 31,672,502 | 32,657,765 | 33,742,374 | 34,927,296 | 36,214,457 | | | | | | |
| 29 ANNUAL GENERAL FUND SURPLUS (DEFICIT) | 1,392,014 | 1,531,321 | 1,789,207 | 150,159 | 675,286 | 2,344,005 | 1,169,597 | 1,680,082 | 2,115,931 | 2,380,020 | 6,588,594 | 7,139,089 | 7,391,975 | 9,306,812 | | | | | | |
| 30 GENERAL FUND BALANCE UNASSIGNED, END | 6,297,533 | 7,828,854 | 9,618,061 | 9,768,220 | 10,443,506 | 12,787,511 | 13,957,108 | 15,637,189 | 17,753,120 | 20,133,140 | 26,721,735 | 33,860,823 | 41,252,798 | 50,559,610 | | | | | | |
| 31 UNRESTRICTED FUND BAL AS PERCENT OF GENERAL FUND REVENUE | 28.20% | 30.41% | 38.44% | 37.08% | 36.73% | 41.57% | 43.88% | 47.55% | 52.22% | 57.27% | 73.52% | 90.10% | 106.16% | 125.83% | | | | | | |
| 32 CAPITAL FUND BALANCE, BEGINNING OF YEAR | 9,856,415 | 8,348,371 | 5,017,632 | 4,342,930 | 4,553,232 | 3,574,884 | 1,786,325 | 557,916 | 871,616 | 287,224 | 894,536 | 813,698 | 497,333 | 760,223 | 21/22 | 22/23 | 23/24 | 24/25 | 25/26 | 26/27 - 30/31 |
| 33 CAPITAL FUND REVENUES - FIRE FLOW TAX | 1,389,215 | 233,047 | 1,227,886 | 1,521,300 | 1,098,000 | 1,101,623 | 1,105,259 | 1,108,906 | 1,112,566 | 1,116,237 | 1,116,237 | 1,116,237 | 1,116,237 | 1,116,237 | 0.33% | 0.33% | 0.33% | 0.33% | 0.33% | 0.33% |
| 34 CAPITAL EXPENDITURES | 1,885,289 | 3,701,334 | 891,041 | 388,050 | 1,153,900 | 2,568,612 | 3,512,833 | 4,474,225 | 2,375,956 | 1,288,035 | 1,975,434 | 3,206,004 | 1,536,944 | 1,333,160 | NA | NA | NA | NA | NA | NA |
| 35 TRANSFER OUT TO DEBT SERVICE FUND - FIRE FLOW TAX | (1,011,970) | | (1,011,547) | (922,948) | (922,448) | (321,570) | (320,835) | (320,982) | (321,001) | (320,890) | (321,641) | (321,264) | (321,737) | (321,071) | | | | | | |
| 36 ANNUAL CAPITAL FUND SURPLUS (DEFICIT) | (1,508,044) | (3,330,739) | (674,702) | 210,302 | (978,348) | (1,788,559) | (1,228,409) | 313,699 | (584,392) | 607,312 | (80,838) | (1,311,031) | 1,257,556 | 562,006 | NA | NA | NA | NA | NA | NA |
| 37 CAPITAL FUND BALANCE, END OF YEAR | 8,348,371 | 5,017,632 | 4,342,930 | 4,553,232 | 3,574,884 | 1,786,325 | 557,916 | 871,616 | 287,224 | 894,536 | 813,698 | 497,333 | 760,223 | 1,322,228 | NA | NA | NA | NA | NA | NA |
| 38 DEBT SERVICE FUND BALANCE, BEGINNING | 2,793,645 | 3,008,656 | 3,244,815 | 3,487,608 | 3,747,892 | 1,688,671 | 736 | 736 | 736 | 736 | 736 | 736 | 736 | 736 | | | | | | |
| 39 PROPERTY AD VALOREM TAX | 3,377,364 | 3,543,536 | 3,709,403 | 3,884,811 | 1,730,869 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | NA | NA | NA | NA | NA | NA |
| 40 DEBT SERVICE FUND EXPENDITURES - PENSION OBLIGATION BONDS | 3,157,877 | 3,307,377 | 3,466,609 | 3,624,527 | 3,790,090 | 1,687,935 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | |
| 41 DEBT SERVICE FUND EXPENDITURES - OTHER DEBT | 1,016,446 | 1,011,733 | 1,011,548 | 922,948 | 922,448 | 321,570 | 320,835 | 320,982 | 321,001 | 320,890 | 321,641 | 321,264 | 321,737 | 321,071 | | | | | | |
| 42 TRANSFER IN FROM CAPITAL FUND - FIRE FLOW TAX | 1,011,970 | 1,011,733 | 1,011,547 | 922,948 | 922,448 | 321,570 | 320,835 | 320,982 | 321,001 | 320,890 | 321,641 | 321,264 | 321,737 | 321,071 | | | | | | |
| 43 DEBT SERVICE FUND BALANCE, END OF YEAR | 3,008,656 | 3,244,815 | 3,487,608 | 3,747,892 | 1,688,671 | 736 | 736 | 736 | 736 | 736 | 736 | 736 | 736 | 736 | NA | NA | NA | NA | NA | NA |
| 44 COMBINED UNRESTRICTED FUND BALANCE, BEGINNING OF YEAR | 14,761,933 | 14,645,904 | 12,846,486 | 13,960,991 | 14,321,452 | 14,018,390 | 14,573,836 | 14,515,024 | 16,508,805 | 18,040,344 | 21,027,677 | 27,535,433 | 33,363,491 | 42,013,021 | NA | NA | NA | NA | NA | NA |
| 45 TOTAL UNRESTRICTED REVENUES | 23,722,103 | 25,976,628 | 26,247,603 | 27,866,356 | 29,531,562 | 31,864,422 | 32,910,237 | 33,992,057 | 35,111,132 | 36,268,760 | 37,462,596 | 38,697,700 | 39,975,508 | 41,297,506 | NA | NA | NA | NA | NA | NA |
| 46 TOTAL UNRESTRICTED EXPENDITURES | 23,838,133 | 27,776,046 | 25,133,098 | 27,505,895 | 29,834,624 | 31,308,976 | 32,969,049 | 31,998,276 | 33,579,593 | 33,281,427 | 30,954,840 | 32,869,643 | 31,325,978 | 31,428,689 | NA | NA | NA | NA | NA | NA |
| 47 COMBINED UNRESTRICTED FUND BALANCE, END OF YEAR | 14,645,904 | 12,846,486 | 13,960,991 | 14,321,452 | 14,018,390 | 14,573,836 | 14,515,024 | 16,508,805 | 18,040,344 | 21,027,677 | 27,535,433 | 33,363,491 | 42,013,021 | 51,881,838 | NA | NA | NA | NA | NA | NA |
| 48 STAFFING SUMMARY | | | | | 77.60 | 77.60 | 77.60 | 77.60 | 77.60 | 77.60 | 77.60 | 77.60 | 77.60 | 77.60 | | | | | | |
| 49 FIRE PREVENTION (Memo Figure) | 4 | | | | | | | | | | | | | | | | | | | |

Moraga-Orinda Fire Protection District
 Long Range Financial Forecast - Capital Expenditures
 Draft Update
 March 2021

| | DESCRIPTION | AGE | REPLACEMENT DATE | BOOK VALUE | 2018 REPLACEMENT COST | PROJ 21/22 | PROJ 22/23 | PROJ 23/24 | PROJ 24/25 | PROJ 25/26 | PROJ 26/27 | PROJ 27/28 | PROJ 28/29 | PROJ 29/30 | PROJ 30/31 |
|--|---|-----|------------------|------------|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | BUILDINGS & GROUNDS | | | | | | | | | | | | | | |
| | STATION-41/TRAINING | 62 | 2022 | 579,367 | 8,500,000 | 733,000 | 733,000 | 733,000 | 733,000 | 733,000 | 733,000 | 733,000 | 733,000 | 733,000 | 733,000 |
| | ADMINISTRATION | 50 | 2022 | 340,435 | 1,500,000 | 130,000 | 130,000 | 130,000 | 130,000 | 130,000 | 130,000 | 130,000 | 130,000 | 130,000 | 130,000 |
| | STATION-42 | 17 | 2041 | 1,992,000 | 2,721,437 | | | | | | | | | | |
| | STATION-43 | 2 | 2058 | | 4,093,000 | | | | | | | | | | |
| | STATION-44 | 12 | 2046 | 2,648,802 | 2,478,819 | | | | | | | | | | |
| | STATION-45 | 48 | 2022 | 475,488 | 2,000,000 | | 500,000 | 2,000,000 | | | | | | | |
| | CAPITAL IMPROVEMENTS - OTHER | | | | | 290,900 | 299,627 | 308,616 | 317,874 | 327,411 | 337,233 | 347,350 | 357,770 | 368,503 | 379,559 |
| | TOTAL FACILITIES EXPENDITURES | | | | | 1,153,900 | 1,662,627 | 3,171,616 | 1,180,874 | 1,190,411 | 1,200,233 | 1,210,350 | 1,220,770 | 1,231,503 | 1,242,559 |
| | TOTAL APPARATUS EXPENDITURES/VEHICLE | | | | | 0 | 426,648 | 260,000 | 210,000 | 0 | 0 | 674,960 | 1,894,952 | 215,000 | 0 |
| | FIREFIGHTING CAPITAL EQUIPMENT | | | | | | 444,337 | 45,668 | 47,038 | 1,148,449 | 49,902 | 51,399 | 51,399 | 51,399 | 51,399 |
| | IT CAPITAL EXPENDITURES | | | | | | 20,000 | 20,399 | 21,011 | 21,642 | 22,291 | 22,960 | 22,960 | 22,960 | 22,960 |
| | OTHER CAPITAL EXPENDITURES | | | | | | 15,000 | 15,150 | 15,302 | 15,455 | 15,609 | 15,765 | 15,923 | 16,082 | 16,243 |
| | TOTAL CAPITAL | | | | | \$ 1,153,900 | \$ 2,568,612 | \$ 3,512,833 | \$ 1,474,225 | \$ 2,375,956 | \$ 1,288,035 | \$ 1,975,434 | \$ 3,206,004 | \$ 1,536,944 | \$ 1,333,160 |

DRAFT: MARCH 2021

| DESCRIPTION | AGE | REPLACE DATE | 2017 COST | PROJ 21/22 | PROJ 22/23 | PROJ 23/24 | PROJ 24/25 | PROJ 25/26 | PROJ 26/27 | PROJ 27/28 | PROJ 28/29 | PROJ 29/30 | PROJ 30/31 |
|--|-----|--------------|-----------|------------------|------------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|------------------|
| ENGINES - STRUCTURE PROTECTION | | | | | | | | | | | | | |
| 1998 ENGINE TYPE 1 SPARTAN, HI-TEC (RESERVE APPARATUS) | 23 | | 585,163 | | | | | | | | | | |
| 2008 ENGINE TYPE 1 PIERCE | 13 | 2028 | 585,163 | | | | | | | | 727,577 | | |
| 2012 ENGINE TYPE 1 PIERCE | 9 | 2032 | 585,163 | | | | | | | | | | |
| 2017 ENGINE TYPE 1 PIERCE | 4 | 2037 | 602,834 | | | | | | | | | | |
| 2017 ENGINE TYPE 1 PIERCE | 4 | 2037 | 602,834 | | | | | | | | | | |
| ENGINES - WILDLAND | | | | | | | | | | | | | |
| 2002 ENGINE TYPE 3 WESTATES | 19 | 2022 | 386,428 | | 426,648 | | | | | | | | |
| 2002 ENGINE TYPE 3 WESTATES | 19 | 2022 | 386,428 | | | | | | 426,648 | | | | |
| 2008 ENGINE TYPE 3 PIERCE | 13 | 2028 | 386,428 | | | | | | | | 480,475 | | |
| 2010 ENGINE TYPE 3 PIERCE | 11 | 2028 | 386,428 | | | | | | | | 480,475 | | |
| ENGINES - | | | | | | | | | | | | | |
| 2018 ENGINE TYPE 6 | 3 | 2038 | 151,250 | | | | | | | | | | |
| AERIAL LADDER TRUCKS | | | | | | | | | | | | | |
| 1989 TRAINING TILLER TRUCK - SEAGRAVE 100' - WILL SELL IN 2021 | 32 | N/A | 30,000 | | | | | | | | | | |
| 2017 TILLER TRUCK - 100' PIERCE | 4 | 2033 | 1,286,924 | | | | | | | | | | |
| SPECIALIZED APPARATUS | | | | | | | | | | | | | |
| 2009 WATER TENDER PIERCE-KENWORTH | 12 | 2034 | 300,000 | | | | | | | | | | |
| AMBULANCES | | | | | | | | | | | | | |
| 2015 AMBULANCE NAVISTAR TERRASTAR LEADER | 6 | 2028 | 212,277 | | | 210,000 | | | | | | | |
| 2015 AMBULANCE NAVISTAR TERRASTAR LEADER | 6 | 2028 | 212,277 | | | | 210,000 | | | | | | |
| 2017 AMBULANCE | 4 | 2028 | 180,645 | | | | | | | 210,000 | | | |
| 2017 AMBULANCE | 4 | 2028 | 180,645 | | | | | | | | | 215,000 | |
| COMMAND VEHICLES | | | | | | | | | | | | | |
| 2008 COMMAND CHEVY SUBURBAN - OCMA | 13 | N/A | 60,000 | | | | | | | | | | |
| 2008 COMMAND-CHEVY SUBURBAN - RESERVE | 13 | N/A | 60,000 | | | | | | | | | | |
| 2017 COMMAND CHEVY TAHOE | 4 | 2028 | 52,048 | | | | | | | | 64,715 | | |
| 2019 COMMAND-DODGE 2500 | 2 | 2029 | 70,000 | | | | | | | | 100,000 | | |
| SUPPORT VEHICLES | | | | | | | | | | | | | |
| 2011 CHEVY TAHOE | 10 | N/A | 34,700 | | | | | | | | | | |
| 2012 FORD EXPLORER | 9 | 2022 | 34,700 | | | | | | | 38,312 | | | |
| 2017 FORD EXPLORER | 4 | 2028 | 33,546 | | | | | | | | 41,710 | | |
| 2019 DODGE 5500 AIR LIGHT UNIT | 2 | N/A | 250,000 | | | | | | | | | | |
| UTILITY VEHICLES | | | | | | | | | | | | | |
| 2000 UTILITY FORD F250 | 21 | N/A | 60,000 | | | | | | | | | | |
| 2005 FORD RANGER | 16 | N/A | 18,769 | | | | | | | | | | |
| 2005 FORD RANGER | 16 | 2023 | 18,769 | | | 25,000 | | | | | | | |
| 2005 FORD RANGER | 16 | 2023 | 18,769 | | | 25,000 | | | | | | | |
| 2019 DODGE 2500 | 2 | 2034 | 40,000 | | | | | | | | | | |
| 2021 DODGE 2500 | 0 | 2036 | 50,000 | | | | | | | | | | |
| TOTAL APPARATUS EXPENDITURES/VEHICLE | | | | 0 | 426,648 | 260,000 | 210,000 | 0 | 0 | 674,960 | 1,894,952 | 215,000 | 0 |
| CAPITAL FUND BALANCE (PROJ), END OF YEAR WITH PURCHASES | | | | 3,574,884 | 1,786,325 | 557,916 | 871,616 | 287,224 | 894,536 | 813,698 | (497,333) | 760,223 | 1,322,228 |

FIREFIGHTING/RESCUE APPARATUS
 AMBULANCES
 COMMAND/SUPPORT/STAFF VEHICLES

Blue numbers denote lease financing
 (Demotes cost savings)

Notes: 1) 2% Inflation Factor per year; 2) District will maintain 2 Reserve engines and 1 reserve truck in accordance with ISO standards.