



**2021**

**APPROVED**

**Tri-Lakes Monument  
Fire Protection District**

**Annual Budget  
12/3/2020**

**Board of Directors**

**Tri Lakes-Monument Fire Protection District**



# TRI-LAKES MONUMENT

## FIRE PROTECTION DISTRICT

2021 BUDGET DETAIL (APPROVED 12/3/2020)

	Actual 2019	Budget 2020	Amended 2020	Projected 2020	Budget 2021	Peek 2022
<b>REVENUE</b>						
<b>Operating Revenue</b>						
<b>410000 - REVENUE - TAX RECEIPTS</b>						
<b>410100 - Revenue-Property Taxes</b>						
<b>410102 - Property Taxes</b>	7,920,892	9,119,782	9,119,782	9,119,782	9,240,997	9,703,047
<b>410109 - Tax Refund Sta2 Septic</b>	(505)	(700)	(700)	(700)	(600)	(700)
<b>Total 410100 - Revenue-Property Taxes</b>	7,920,387	9,119,082	9,119,082	9,119,082	9,240,397	9,702,347
<b>410200 - Revenue - Specific Ownership Tx</b>	957,948	875,000	875,000	975,000	900,000	925,000
<b>410300 - Revenue - Other Tax Revenue</b>	4,055	0	0	0	0	0
<b>410400 - Assessment Fees (Palmer Lake)</b>	11,440	8,000	8,000	8,000	7,500	7,500
<b>Total 410000 - REVENUE - TAX RECEIPTS</b>	8,893,830	10,002,082	10,002,082	10,102,082	10,147,897	10,634,847
<b>420000 - REVENUE - GENERAL REVENUES</b>						
<b>420100 - Ambulance Revenue</b>	945,046	800,000	800,000	800,000	825,000	825,000
<b>420105 - EMS Supplement</b>	0	250,000	250,000	296,561	275,000	275,000
<b>420300 - Ambulance Rev Refunds</b>	(18,240)	(10,000)	(10,000)	(18,000)	(20,000)	(20,000)
<b>420700 - Inspection/PlanReview/Fire Prev</b>	3,084	4,000	4,000	4,000	4,000	4,000
<b>420900 - Community Services CPR</b>	0	250	250	0	250	250
<b>421100 - Contractual Adjustments</b>	0	0	0	0	0	0
<b>421500 - Revenue - Wildland Deployment</b>	0	110,000	110,000	130,000	50,000	50,000
<b>Total 420000 - REVENUE - GENERAL REVENUES</b>	929,890	1,154,250	1,154,250	1,212,561	1,134,250	1,134,250
<b>Total 440000 - REVENUE - INTEREST</b>	17,814	12,500	12,500	12,500	20,000	20,000
<b>Total Operating Revenue</b>	9,841,534	11,168,832	11,168,832	11,327,143	11,302,147	11,789,097
<b>490000 - MISCELLANEOUS INCOME</b>						
<b>490100 - Revenue - Donations</b>	2,307	0	0	0	0	0
<b>490300 - Revenue - Grants</b>	116,403	0	0	23,700	0	
<b>490700 - Revenue - Impact Fees</b>	124,593	150,000	150,000	145,000	125,000	125,000
<b>490900 - Revenue - Insurance Recoveries</b>	46	0	0	0	0	0
<b>499900 - Revenue - Misc Revenue</b>	82,367	10,000	10,000	7,500	12,500	12,500
<b>Total 490000 - MISCELLANEOUS INCOME</b>	325,716	160,000	160,000	176,200	137,500	137,500
<b>TOTAL REVENUE</b>	<b>10,167,249</b>	<b>11,328,832</b>	<b>11,328,832</b>	<b>11,503,343</b>	<b>11,439,647</b>	<b>11,926,597</b>

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	Actual 2019	Budget 2020	Amended 2020	Projected 2020	Budget 2021	Peek 2022
<b>OPERATING EXPENSES</b>						
<b>510000 - ADMINISTRATION EXPENSES</b>						
510100 - Accounting	41,520	43,600	43,600	43,600	45,000	46,350
510300 - Auditing Expenses	9,396	10,732	10,732	8,500	9,775	10,753
510500 - Ambulance Collection Fee Exp	51,416	55,300	55,300	53,914	56,350	56,350
510700 - Bank Charges & Credit Card Fees	140	300	300	300	300	300
510900 - Penalties Fees	0	200	200	200	200	200
511100 - Cty Treasurer's Fees @ 1.5% Exp	118,880	136,786	136,786	136,786	138,606	145,535
511300 - Books, Subscriptions & Dues	6,267	7,500	7,500	6,700	8,000	8,000
511500 - Consultants Expense	10,000	7,000	7,000	0	0	0
511700 - Postage & Shipping Exp	3,710	3,000	3,000	1,400	3,000	3,000
511900 - Cobra	1,150	750	750	900	900	900
512100 - Legal Fees Expense	20,715	16,000	16,000	23,000	18,000	18,000
512300 - General Liability Insurance Exp	46,893	50,000	50,000	47,000	55,000	55,000
512500 - Workman's Comp Exp	152,691	177,000	177,000	170,000	170,000	170,000
512700 - Admin Maintenance Contracts	4,628	5,000	5,000	6,500	8,000	8,000
512900 - Office Supplies Expense	4,875	5,500	5,500	5,000	6,000	6,000
513100 - Office Equipment/Furniture	465	7,500	7,500	3,500	5,000	3,000
513300 - Medical Exams / Services	25,500	30,600	30,600	30,000	30,600	31,200
513500 - New Hire Exams	426	0	0	0	0	1,500
513700 - Promotional Processes	0	15,000	0	0	15,000	0
513900 - Recruiting/Hiring	668	9,500	9,500	8,800	2,500	9,500
514100 - Morale & Welfare Expense	9,394	10,000	10,000	6,000	10,000	10,000
514300 - Public Relations	948	20,000	20,000	2,000	5,000	6,000
514500 - Election	17,284	15,000	0	100	0	0
514600 - Election Materials	0	0	0	400	0	0
519100 - Special Incident	14,395	0	0	17,000	0	0
519900 - General Expense	6,635	3,500	38,500	39,000	4,500	4,000
519999 - Unassigned Credit Card Charge	1,379	0	0	0	0	0
<b>Total 510000 - ADMINISTRATION EXPENSES</b>	<b>547,996</b>	<b>629,768</b>	<b>634,768</b>	<b>610,600</b>	<b>591,731</b>	<b>593,588</b>
<b>520000 - BUILDINGS EXPENSE</b>						
520100 - Repairs & Maint	79,051	80,000	80,000	48,000	80,000	80,000
520300 - Supplies Expense	14,651	14,000	14,000	14,000	15,000	15,000
520400 - Admin Bldg Lease	36,585	37,656	37,656	40,716	19,364	0
520500 - Admin Lease CAMS	10,003	12,103	12,103	18,450	25,000	25,000
<b>Total 520000 - BUILDINGS EXPENSE</b>	<b>140,291</b>	<b>143,759</b>	<b>143,759</b>	<b>121,166</b>	<b>139,364</b>	<b>120,000</b>

# TRI-LAKES MONUMENT

## FIRE PROTECTION DISTRICT

2021 BUDGET DETAIL (APPROVED 12/3/2020)

	Actual 2019	Budget 2020	Amended 2020	Projected 2020	Budget 2021	Peek 2022
<b>530000 · COMMUNICATIONS EXPENSE</b>						
530100 · Telephone	7,195	8,500	8,500	7,500	8,500	8,500
530300 · Cable	1,629	2,700	2,700	1,700	2,500	2,500
530500 · Cellular	18,371	18,000	18,000	15,000	18,000	18,000
530700 · Pagers	1,902	2,200	2,200	2,200	2,200	1,100
530900 · Internet	14,217	17,000	17,000	11,500	17,000	17,000
531100 · Information Technology	42,594	35,000	35,000	35,000	45,000	40,000
531300 · IT Subscriptions (Contracts)	51,848	45,000	45,000	45,000	68,000	55,000
531500 · Maintenance Contract 800/Radio	6,750	5,100	5,100	0	2,500	0
531700 · Radio License 800/Radio Sub	15,620	14,500	14,500	14,500	16,000	16,000
531900 · Communication Repair & Maint	8,358	4,000	4,000	1,000	5,000	5,000
532100 · Dispatch Services	0	50,000	50,000	0	50,000	50,000
<b>Total 530000 · COMMUNICATIONS EXPENSE</b>	<b>168,484</b>	<b>202,000</b>	<b>202,000</b>	<b>133,400</b>	<b>234,700</b>	<b>213,100</b>
<b>540000 · FIRE PREVENTION</b>						
540100 · Personnel Training - Fire Prev	298	3,000	3,000	1,500	3,000	3,000
540300 · Fire Prevention Supplies/FPB	2,779	6,500	6,500	1,500	6,500	6,500
540500 · Fire Prevention Equip/FPB Equip	905	5,500	5,500	3,500	5,500	5,500
549900 · Fire Prevention-Other/FPB	0	0	0	0	0	0
<b>Total 540000 · FIRE PREVENTION</b>	<b>3,982</b>	<b>15,000</b>	<b>15,000</b>	<b>6,500</b>	<b>15,000</b>	<b>15,000</b>
<b>550000 · VEHICLES EXPENSE</b>						
<b>550200 · FirefightingVehiclesExpense/Sup</b>						
550201 · Firefighting Fuel Expense/Sup	27,461	29,000	29,000	20,000	24,000	29,000
550203 · FirefightingRepairs&Maint./Sup	72,065	70,000	70,000	55,000	80,000	88,000
550205 · Ladder Testing	1,379	1,500	1,500	1,400	1,500	1,600
550207 · Pump Testing	1,550	1,700	1,700	500	2,000	2,100
550299 · Firefighting Vehicles-Other/Sup		0	0	0	0	0
<b>Total 550200 · FirefightingVehiclesExpense/S</b>	<b>102,455</b>	<b>102,200</b>	<b>102,200</b>	<b>76,900</b>	<b>107,500</b>	<b>120,700</b>
<b>550500 · Medical Vehicles Expense</b>						
550501 · Medical Fuel	17,376	19,000	19,000	12,700	19,000	28,500
550503 · Medical Repairs & Maintenance	19,901	25,000	25,000	15,000	25,000	33,600
550599 · Medical Vehicles-Other	0	0	0	0	0	
<b>Total 550500 · Medical Vehicles Expense</b>	<b>37,277</b>	<b>44,000</b>	<b>44,000</b>	<b>27,700</b>	<b>44,000</b>	<b>62,100</b>
<b>550700 · Admin Vehicles Expense</b>						
550701 · Admin Fuel	10,450	15,000	15,000	7,200	12,000	15,000
550703 · Admin Repairs & Maintenance	10,668	12,500	12,500	8,000	10,000	13,200
550799 · Admin Vehicles Other	0	0	0	0	0	
<b>Total 550700 · Admin Vehicles Expense</b>	<b>21,118</b>	<b>27,500</b>	<b>27,500</b>	<b>15,200</b>	<b>22,000</b>	<b>28,200</b>
<b>550900 · Specialty Vehicles Expense</b>						
550901 · Specialty Fuel	135	250	250	100	250	300
550903 · Specialty Repair & Maint.	3,567	4,000	4,000	750	2,000	3,000
550999 · Specialty Vehicles- Other	175	0	0	0	0	0
550900 · Specialty Vehicles Expense - Ot	0	0	0	0	0	0
<b>Total 550900 · Specialty Vehicles Expense</b>	<b>3,878</b>	<b>4,250</b>	<b>4,250</b>	<b>850</b>	<b>2,250</b>	<b>3,300</b>
551100 · Bench Stock	3,482	6,000	6,000	5,000	4,000	4,000
<b>Total 550000 · VEHICLES EXPENSE</b>	<b>168,210</b>	<b>188,200</b>	<b>183,950</b>	<b>125,650</b>	<b>179,750</b>	<b>218,300</b>

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## FIRE PROTECTION DISTRICT

2021 BUDGET DETAIL (APPROVED 12/3/2020)

	Actual 2019	Budget 2020	Amended 2020	Projected 2020	Budget 2021	Peek 2022
<b>560000 · OPERATIONAL EQUIPMENT EXP</b>						
<b>560100 · Firefighting Equipment/Supress</b>						
560164 · Hazmat Equipment Expense	3,368	5,000	5,000	1,000	5,000	5,000
560103 · Equipment Repairs & Maintenance	892	10,000	10,000	1,500	11,550	12,000
560105 · SCBA Equipment	3,396	11,650	11,650	1,500	11,650	11,650
560106 · SCBA Repair & Maint	5,842	10,000	10,000	10,000	23,000	10,000
560107 · PPE Equipment	18,241	24,000	24,000	24,000	24,000	25,000
560108 · PPE New Hire	1,195	7,000	7,000	5,000	7,000	7,000
560109 · PPE Repairs & Maint	2,125	5,750	5,750	1,000	2,500	2,500
560110 · Wildland PPE	0	3,000	3,000	3,000	3,150	3,300
560112 · Wildland Deployment Expense	0	10,000	10,000	10,000	10,000	10,000
560113 · Wildland Fire Supplies	6,831	16,500	16,500	7,500	4,250	4,500
560115 · Wildland Equipment Repairs & Maint	62	0	0	0	500	500
560117 · Firefighting Supplies	1,455	3,000	3,000	500	1,000	2,000
560121 · Special Operations Equipment	0	1,000	1,000	0	0	0
560123 · Special Operations Supplies	0	500	500	500	500	500
560125 · Drone Technology	0	25,000	25,000	25,000	10,000	10,000
560199 · Firefighting Equipment Expense	20,195	37,500	37,500	20,000	22,500	23,625
<b>Total 560100 · Firefighting Equipment/Supress</b>	<b>63,601</b>	<b>169,900</b>	<b>169,900</b>	<b>110,500</b>	<b>136,600</b>	<b>127,575</b>
<b>560300 · Medical Equipment</b>						
560302 · EMS Equipment	20,210	8,000	8,000	8,000	8,000	8,000
560303 · EMS Equipment Repairs & Maint	620	6,000	6,000	1,000	4,000	4,000
560307 · EMS Maintenance Contracts	3,798	18,700	18,700	18,700	12,000	12,000
560309 · EMS Supplies Expense	52,633	65,000	65,000	60,000	65,000	70,000
<b>Total 560300 · Medical Equipment</b>	<b>77,262</b>	<b>97,700</b>	<b>97,700</b>	<b>87,700</b>	<b>89,000</b>	<b>94,000</b>
<b>560600 · UNIFORMS EXPENSE</b>						
560603 · Uniforms - New Hire/Promotions	1,343	8,000	8,000	2,500	4,000	7,000
560605 · Uniforms - Paid Staff	56,082	30,000	30,000	22,500	30,600	32,100
560607 · Uniforms - Damaged / NonRepair	0	1,000	1,000	200	300	300
560699 · Uniforms Expense-Other	23	1,000	1,000	500	1,000	1,000
<b>Total 560600 · UNIFORMS EXPENSE</b>	<b>57,448</b>	<b>40,000</b>	<b>40,000</b>	<b>25,700</b>	<b>35,900</b>	<b>40,400</b>
<b>Total 560000 · OPERATIONAL EQUIPMENT EXP</b>	<b>198,311</b>	<b>307,600</b>	<b>307,600</b>	<b>223,900</b>	<b>261,500</b>	<b>261,975</b>

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## FIRE PROTECTION DISTRICT

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	Actual 2019	Budget 2020	Amended 2020	Projected 2020	Budget 2021	Peek 2022
<b>570000 · WAGES</b>						
570100 · Payroll Expenses	2,328	2,677	2,677	2,500	2,826	3,109
570200 · Banked Vacation/Sick Expense	38,425	25,000	25,000	25,900	50,000	40,000
570300 · Administration Personnel (FT)	576,518	812,543	812,543	650,000	737,775	754,375
570400 · Operations Personnel (FT)	3,614,366	3,764,917	3,764,917	3,750,000	3,791,149	3,885,928
570500 · Longevity	0	49,996	49,996	50,000	55,516	56,904
<b>570700 · Overtime</b>						
570703 · Overtime (Shift)	387,839	750,000	750,000	560,000	735,000	675,000
570704 · Overtime (Admin)	3,311	10,000	10,000	3,000	5,000	5,000
570705 · Overtime (Other)	43,441	60,000	60,000	35,000	100,000	100,000
570707 · Overtime (Training/EMS)	53,965	65,290	65,290	40,000	46,640	51,150
570708 · Overtime (Ed Leave)	0	0	0	0	20,000	20,000
570709 · Overtime( Wildland Backfill)	0	50,000	50,000	20,000	50,000	50,000
<b>Total 570700 · Overtime</b>	<b>488,555</b>	<b>935,290</b>	<b>935,290</b>	<b>658,000</b>	<b>956,640</b>	<b>901,150</b>
571700 · Wildland Deployment Pay	0	50,000	50,000	60,000	50,000	50,000
573100 · FICA Tax (PT only)	0	0	0	0	0	0
573200 · Medicare Tax	67,770	80,500	80,500	75,000	80,100	80,900
573300 · Unemployment Expense	10,210	22,051	22,051	15,000	21,942	22,166
<b>Total 570000 · WAGES</b>	<b>4,798,172</b>	<b>5,742,974</b>	<b>5,742,974</b>	<b>5,286,400</b>	<b>5,745,948</b>	<b>5,737,627</b>
<b>580000 · BENEFITS</b>						
580200 · Health Insurance Expense	622,829	775,000	775,000	725,000	825,000	900,000
580300 · Dental Insurance Expense	10,522	17,000	17,000	12,000	18,500	19,000
580400 · Vision Insurance Expense	0	0	0	0	0	
580500 · FPPA Death&Disability Insurance	114,635	154,400	154,400	125,000	164,600	166,200
580600 · Supplemental Insurance	0	0	0	0	0	
580700 · Insurance - Accident & Health	3,712	4,005	4,005	4,000	4,500	4,500
580800 · Peer Support	0	4,500	4,500	3,000	5,800	6,000
581100 · Pension Expense	333,963	402,000	402,000	362,000	459,700	487,700
582200 · Heart/Cardiac Benefit	(1,700)	0	0	0	0	0
583100 · Employee Assistance Program	2,850	2,850	2,850	2,850	2,850	2,850
584300 · Flex Spending Payments & Fees	1,144	2,500	2,500	2,500	2,500	2,500
<b>Total 580000 · BENEFITS</b>	<b>1,087,954</b>	<b>1,362,255</b>	<b>1,362,255</b>	<b>1,236,350</b>	<b>1,483,450</b>	<b>1,588,750</b>

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<b>610000 · TRAINING &amp; EDUCATION EXPENSE</b>						
610100 · Firefighting Training	33,711	50,000	50,000	15,000	54,600	52,500
610200 · Medical Training	4,960	4,265	4,265	25,000	4,375	5,000
610300 · Admin/Other Training	1,732	4,250	4,250	2,500	7,750	4,250
610305 · Academy Training	0	45,200	45,200	24,000	30,000	16,700
610400 · Director's Training	30	250	250	0	250	250
610500 · Health and Wellness	8,256	20,000	20,000	20,000	20,000	20,000
610600 · EMS Community Outreach	12	3,000	3,000	1,000	2,000	2,000
610800 · Travel/Lodging	1,713	0	0	0	0	0
<b>Total 610000 · TRAINING &amp; EDUCATION EXPENSE</b>	<b>50,414</b>	<b>126,965</b>	<b>126,965</b>	<b>87,500</b>	<b>118,975</b>	<b>100,700</b>
<b>620000 · UTILITIES EXPENSE</b>						
620100 · Electricity Expense	26,371	25,000	25,000	25,000	23,100	25,000
620200 · Heating/Gas Expense	16,237	23,000	23,000	10,009	17,000	19,000
620300 · Water & Sewer Expense	6,702	6,000	6,000	7,000	6,000	7,000
620700 · Trash Collection	3,353	3,850	3,850	2,400	3,200	3,850
<b>Total 620000 · UTILITIES EXPENSE</b>	<b>52,663</b>	<b>57,850</b>	<b>57,850</b>	<b>44,409</b>	<b>49,300</b>	<b>54,850</b>
<b>630000 · FINANCE - DEBT SERVICE</b>						
630100 · Lease Princ Brush Truck 0680	20,813	0	0	0	0	0
630200 · Lease Princ BC Truck 0684	11,204	11,600	11,600	11,600	0	0
630300 · Lease Princ 2009 Ladder 0679	67,631	69,500	69,500	69,500	0	0
630400 · Lease Princ 2004 Pumper 0713	22,664	23,300	23,300	23,300	0	0
630500 · Lease Princ Station 1 0719	132,715	136,650	277,116	277,116	0	0
630600 · Lease Princ 2018 Engine	71,264	75,804	75,804	75,804	71,264	71,264
630700 · Lease Princ 2019 Engine	0	77,000	77,000	77,000	77,767	77,767
630800 · Lease Princ Admin HQ	0	0	16,779	16,779	68,040	70,455
634100 · Interest Expense	17,894	7,420	14,371	14,371	74,131	67,201
<b>Total 630000 · FINANCE - DEBT SERVICE</b>	<b>344,185</b>	<b>401,274</b>	<b>565,470</b>	<b>565,470</b>	<b>291,202</b>	<b>286,687</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>7,560,661</b>	<b>9,177,645</b>	<b>9,342,591</b>	<b>8,441,345</b>	<b>9,110,920</b>	<b>9,190,578</b>



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<b>OTHER EXPENSES</b>						
<b>900000 - CAPITAL IMPROVEMENT FUND</b>						
900100 - Buildings Capital Outlay	134,595	1,735,000	1,000,000	800,000	1,918,000	600,000
<b>900300 - Vehicle Capital Outlay</b>						
900303 - Fire Vehicle Capital Outlay	140,412	150,000	150,000	0	165,000	0
900305 - Medical Vehicle Capital Outlay	22,147	0	0	0	225,000	0
900307 - Admin Vehicle Capital Outlay	0	150,000	150,000	175,000	0	0
900309 - Spec Vehicle Capital Outlay	47,573	51,000	51,000	24,000	0	0
Total 900300 - Vehicle Capital Outlay	210,132	351,000	351,000	199,000	390,000	0
<b>900600 - Equipment Capital Outlay</b>						
900602 - Communications Capital Outlay	0	75,000	75,000	16,000	70,000	0
900605 - Medical Equipmnt Capital Outlay	48,350	60,000	60,000	60,000	0	0
900609 - Supression Equip Capital Outlay	220,903	20,000	20,000	20,000	335,000	31,000
Total 900600 - Equipment Capital Outlay	269,253	155,000	155,000	96,000	405,000	31,000
900700 * Future Fire Sta Capital Outlay	0	0	0	0	0	0
Total 900000 - CAPITAL IMPROVEMENT FUND	613,980	2,241,000	1,506,000	1,095,000	2,713,000	631,000
<b>TOTAL OTHER EXPENSES</b>	<b>613,980</b>	<b>2,241,000</b>	<b>1,506,000</b>	<b>1,095,000</b>	<b>2,713,000</b>	<b>631,000</b>
<b>TOTAL EXPENSES</b>						
	<b>8,174,640</b>	<b>11,418,645</b>	<b>10,848,591</b>	<b>9,536,345</b>	<b>11,823,920</b>	<b>9,821,578</b>
<b>INTERNAL RESERVES</b>						
Reserves - General Fund Balance	(590,070)	0	47,304	1,148,061	(844,273)	0
Reserves - Capital (General)	1,548,481	(599,813)	135,187	394,187	0	150,000
Reserves - Capital (Fleet)	831,476	325,000	325,750	477,750	335,000	325,000
Reserves - Capital (Future Fire Sta)	0	0	0	0	0	0
Reserves - Emerg Fund (TABOR)	79,883	35,000	35,000	35,000	0	0
Impact Fee Fund	123,677	150,000	(63,000)	(88,000)	125,000	125,000
<b>TOTAL INTERNAL RESERVES</b>	<b>1,993,448</b>	<b>(89,813)</b>	<b>480,241</b>	<b>1,966,998</b>	<b>(384,273)</b>	<b>600,000</b>
<b>TOTAL EXPENSES/RESERVES</b>						
	<b>10,168,088</b>	<b>11,328,832</b>	<b>11,328,832</b>	<b>11,503,343</b>	<b>11,439,647</b>	<b>10,421,578</b>
<b>EXPENSES/REVENUES DIFFERENCE</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,505,020</b>

# TRI-LAKES MONUMENT

## FIRE PROTECTION DISTRICT

2021 BUDGET DETAIL (APPROVED 12/3/2020)

Actual 2019	Budget 2020	Amended 2020	Projected 2020	Budget 2021
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GENERAL FUND BALANCE					
<b>Beginning Balance</b>	2,892,278	1,819,447	2,302,208	2,302,208	3,450,269
Revenues	10,136,157	9,177,645	9,852,895	10,052,406	11,300,147
Expenses	(7,881,574)	(9,177,645)	(9,129,591)	(8,228,345)	(9,110,920)
Transfer In	32,301	0	0	0	0
Transfer Out	(2,876,955)	0	(676,000)	(676,000)	(3,033,500)
<b>Ending Balance</b>	<b>2,302,208</b>	<b>1,819,447</b>	<b>2,349,512</b>	<b>3,450,269</b>	<b>2,605,996</b>

CAPITAL RESERVES FUND BALANCE (COMMITTED)					
<b>Beginning Balance</b>	46,930	1,611,430	1,595,411	1,595,411	1,989,598
Revenues	1,590	1,290,187	1,290,187	1,290,187	4,500
Expenses	(463,189)	(1,890,000)	(1,155,000)	(896,000)	(2,323,000)
Transfer In	2,012,524	0	0	0	2,318,500
Transfer Out	(2,444)	0	0	0	0
<b>Ending Balance</b>	<b>1,595,411</b>	<b>1,011,617</b>	<b>1,730,598</b>	<b>1,989,598</b>	<b>1,989,598</b>

FLEET CAPITAL FUND BALANCE (COMMITTED)					
<b>Beginning Balance</b>	67,677	899,077	899,153	899,153	1,376,903
Revenue	78,043	0	750	750	10,000
Expenses	(2,083)	(351,000)	(351,000)	(199,000)	(390,000)
Transfer In	863,410	676,000	676,000	676,000	715,000
Transfer Out	(107,894)	0	0	0	0
<b>Ending Balance</b>	<b>899,153</b>	<b>1,224,077</b>	<b>1,224,903</b>	<b>1,376,903</b>	<b>1,711,903</b>

EMERGENCY RESERVE FUND BALANCE-TABOR (RESTRICTED)					
<b>Beginning Balance</b>	214,361	293,768	294,244	294,244	329,244
Revenue	826	35,000	35,000	35,000	0
Expenses	0	0	0	0	0
Transfer In	79,057	0	0	0	0
Transfer Out		0	0	0	0
<b>Ending Balance</b>	<b>294,244</b>	<b>328,768</b>	<b>329,244</b>	<b>329,244</b>	<b>329,244</b>

IMPACT FEE FUND BALANCE (RESTRICTED)					
<b>Beginning Balance</b>	842,919	992,919	966,596	966,596	878,596
Revenues	123,677	150,000	150,000	125,000	125,000
Expenses	0	0	(213,000)	(213,000)	0
Transfer In	0	0	0	0	0
Transfer Out	0	0	0	0	0
<b>Ending Balance</b>	<b>966,596</b>	<b>1,142,919</b>	<b>903,596</b>	<b>878,596</b>	<b>1,003,596</b>

FUTURE FIRE STATION FUND BALANCE (COMMITTED)					
<b>Beginning Balance</b>		0	0	0	0
Revenues		0	0	0	0
Expenses		0	0	0	0
Transfer In		0	0	0	0
Transfer Out		0	0	0	0
<b>Ending Balance</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>