



Fiscal Year 2024 Tentative Budget

9 September 2023



What Does The Board Actually Approve

Q: Does the Board actually approve and/or limit expenditures in specific spending categories?

A: For the last 5 years, the board majorities haven't given any indication that they care about the actual spending levels or amounts; there are many examples like these three:

- Failed to approve ANY spending for the new Garage in FY22 until the July 2022 budget that **approved \$160,000**; the spending now **totals over \$225,000 and rising** with expected additional FY23 and future FY24 payments (and no approved budget in FY23 by the last board)
- Failed to manage or control post-IAN overtime Martin paid to himself (overall Pay & Benefits 2 months after IAN was 4 months of budgeted spending in only 2 months)
- The District completed **FY22 UNDER BUDGET**, according to Byrnes; but that was **after adding \$180,000** to ratify new & previously unapproved spending in July 2022 by [Resolution 2022-006](#)

Q: What does the Board actually approve with Resolutions?

- In July, the Board approved the Tentative Millage rate (can only be lowered during the September budget hearings); set at **3.15 mils** that will generate up to **\$943,325** if it remains the final millage rate
- In August, the Board approved the Special Assessment Roll; assessed for **\$466,042**
- In September, the Board sets the Preliminary and Final Millage rate at the 1st and 2nd hearings
- The September resolutions don't include individual spending lines, categories, or funds; it approves a bottom line figure (that includes the projected ending reserves)



What do Budget Resolutions Look Like

NONE of these resolutions (except the budget amendment that obviously wasn't a limit on spending) have anything except the bottom line numbers for taxes & other revenues (that includes the estimated ending cash reserves for that budget year) and spending

- ❑ July 2022 Budget Amendment at <https://www.uppercaptivafire.org/wp-content/uploads/2022/07/Resolution-2022-006-Signed.pdf> that ratified \$180,000 in new spending (adding the new garage at **\$160,000** apparently “**forgotten**” that year, with total spending to date **over \$225,000**)
- ❑ Aug 2022 Special Assessment Roll at <https://www.uppercaptivafire.org/wp-content/uploads/2022/08/Resolution-2022-007-Adopting-Year-9-FY-2023-Special-Assessment-Signed.pdf>
- ❑ 1st Budget Hearing Sep 2022 at <https://www.uppercaptivafire.org/wp-content/uploads/2022/09/Resolution-2022-008-Signed.pdf> and <https://www.uppercaptivafire.org/wp-content/uploads/2022/09/Resolution-2022-009-Signed.pdf>
- ❑ 2nd Budget Hearing Sep 2022 at <https://www.uppercaptivafire.org/wp-content/uploads/2023/07/Resolution-2022-010-Signed.pdf> and <https://www.uppercaptivafire.org/wp-content/uploads/2023/07/Resolution-2022-011-Signed.pdf>
- ❑ Jul 2023 Tentative Millage Rate at <https://www.uppercaptivafire.org/wp-content/uploads/2023/07/Resolution-2023-003-Signed.pdf>



FY 2022-23 Tentative Budget

• WHERE THE MONEY COMES FROM:

Adopted Resolution 2022-011

NOW, THEREFORE, BE IT RESOLVED, by the Upper Captiva Fire Protection and Rescue Service District of Lee County, Florida, that:

- The Fiscal Year 2022-23 FINAL Budget in the amount of \$ 1,794,265 is adopted.

[Click here to see it yourself](#)

	GENERAL and SPECIAL ASSESSMENT FUNDS			
	FY 2021-22 as Amended	FY 2022-23 Tentative	Increase (Decrease)	Percent Change
REVENUES				
Taxes				
Ad Valorem Taxes (net)	\$ 812,409	\$ 907,978	\$ 95,568	11.76%
Assessments Non-ad valorem (net)	447,400	447,400	-	0.00%
Charges for Services	1,800	2,000	200	11.11%
Miscellaneous	41,900	22,800	(19,100)	-45.58%
Other Sources	284,000	-	(284,000)	-100.00%
Total Revenues	\$ 1,587,509	\$ 1,380,178	\$ (207,332)	-13.06%
FUND BALANCES/RESERVES-Beginning	597,165	414,087	(183,078)	-30.66%
TOTAL SOURCES OF FUNDS	\$ 2,184,674	\$ 1,794,265	\$ (390,410)	-17.87%

This is what was approved last year



What are the Differences in The Bottom Lines

GENERAL and SPECIAL ASSESSMENT FUNDS

	FY24 Proposed 22 July 2023	FY24 Add \$150,000 Pay & Benefits	FY24 Add \$50,000 Capital	FY24 Do Both
SOURCES OF FUNDS				
REVENUES				
Taxes				
Ad Valorem Taxes (net) at 3.15 Mils	\$915,025	\$915,025	\$915,025	\$915,025
Assessments Non-ad valorem (net)	\$447,400	\$447,400	\$447,400	\$447,400
Miscellaneous	\$87,000	\$87,000	\$87,000	\$87,000
Total Revenues	\$1,449,425	\$1,449,425	\$1,449,425	\$1,449,425
FUND BALANCES/RESERVES-Beginning	438,712	438,712	438,712	438,712
TOTAL SOURCES OF FUNDS	<u>\$1,888,137</u>	<u>\$1,888,137</u>	<u>\$1,888,137</u>	<u>\$1,888,137</u>

Can anyone identify what the difference is in the budgeted SOURCES OF FUNDS?

HINT: There isn't any difference in REVENUES ANYWHERE on this slide



FY 2022-23 Tentative Budget

• WHERE THE MONEY GOES:

Adopted Resolution 2022-011

NOW, THEREFORE, BE IT RESOLVED, by the Upper Captiva Fire Protection and Rescue Service District of Lee County, Florida, that:

- The Fiscal Year 2022-23 FINAL Budget in the amount of \$ 1,794,265 is adopted.

[Click here to see it yourself](#)

	GENERAL and SPECIAL ASSESSMENT FUNDS			
	FY 2021-22 as Amended	FY 2022-23 Tentative	Increase (Decrease)	Percent Change
USES OF FUNDS				
EXPENDITURES				
Public Safety				
Personal Services	\$ 918,163	\$ 909,480	\$ (8,683)	-0.95%
Operating Expenses	390,903	393,398	2,495	0.64%
Capital Outlay	453,405	30,000	(423,405)	-93.38%
Debt Service	<u>22,675</u>	<u>22,675</u>	-	0.00%
Total Expenditures	\$ 1,785,146	\$ 1,355,553	\$ (429,593)	-24.06%
FUND BALANCES/RESERVES-Ending	<u>399,528</u>	<u>438,712</u>	<u>39,184</u>	9.81%
TOTAL USES OF FUNDS	\$ 2,184,674	\$ 1,794,265	\$ (390,409)	-17.87%

This is what was approved last year



What are the Differences in The Bottom Lines

GENERAL and SPECIAL ASSESSMENT FUNDS

	FY24 Proposed 22 July 2023	FY24 Add \$150,000 Pay & Benefits	FY24 Add \$50,000 Capital	FY24 Do Both
USES OF FUNDS				
EXPENDITURES				
Public Safety				
Personal Services	\$843,671	\$993,671	\$843,671	\$993,671
Operating Expenses	\$302,355	\$302,355	\$302,355	\$302,355
Capital Outlay	\$0	\$0	\$50,000	\$50,000
Debt Service	\$22,675	\$22,675	\$22,675	\$22,675
Total Expenditures	\$1,168,701	\$1,318,701	\$1,218,701	\$1,368,701
FUND BALANCES/RESERVES-Ending	\$719,436	\$569,436	\$669,436	\$519,436
TOTAL USES OF FUNDS	\$1,888,137	\$1,888,137	\$1,888,137	\$1,888,137

Can anyone identify what the difference is in the budgeted **TOTAL USES OF FUNDS**?

HINT: There isn't any difference in the **BOTTOM LINE TOTALS**, just in the lines above it (and **RESERVES/Ending** is **ALWAYS** the adjustment line)



Proposed Operating Budget for FY24

Revenues at 3.15 mils

Costs (Before Commissioner Adds)

	General Fund		Special Assessment	
	Approved FY23 Budget	Proposed FY24 Budget	Approved FY23 Budget	Proposed FY24 Budget
Revenue				
311.0 TAX REVENUE	\$940,910	\$943,325		
311.9 TAXES-DISCOUNTS TAKEN	(\$32,932)	(\$28,300)		
325.0 SPECIAL ASSESSMENTS			\$466,042	\$466,042
325.1 SA-DISCOUNTS TAKEN			(\$18,642)	(\$18,642)
361.1 INTEREST EARNINGS	\$2,800	\$15,000		
364.0 PROCEEDS ON SALE OF ASSETS	\$0			
364.9 INSURANCE PROCEEDS	\$0			
366.0 CONTRIBUTIONS-Miscellaneous	\$0	\$50,000		
366.2 CONTRIBUTIONS-Fun Run	\$15,000	\$15,000		
366.7 TIPS Grant-Preferred Gov't Ins	\$5,000	\$5,000		
369.1 REFUND OF PREVIOUS YR'S EXPENDITURES	\$0	\$0		
369.5 SALE OF T-SHIRTS	\$2,000	\$2,000		
Total Revenue	\$932,778	\$1,002,025	\$447,400	\$447,400

	General		Special	
	Approved FY23 Budget	Proposed FY24 Budget	Approved FY23 Budget	Proposed FY24 Budget
Expenditures				
Salaries & Fringe Benefits				
522-120 SALARIES & WAGES	\$437,592	\$398,128	\$343,837	\$350,246
522-210 PAYROLL TAXES PAID	\$33,476	\$30,457	\$26,304	\$26,794
522-220 RETIREMENT CONTRIBUTION	\$10,479	\$6,240		
522-230 HEALTH.LIFE & DENT INS	\$26,856	\$0		
522-231 DISABILITY INSURANCE	\$936	\$0		
522-240 WORKERS' COMP	\$15,000	\$16,920	\$15,000	\$14,885
Sub-total Salaries & Fringe Benefits	\$524,339	\$451,746	\$385,141	\$391,925
Sub-total Operating Expenses	\$353,878	\$265,650	\$65,220	\$31,705
Sub-total Capital Outlay	\$30,000	\$0		
Sub-total Debt Service	\$22,675.00	\$22,675		
Total Expenditures	\$930,892	\$740,071	\$450,361	\$423,630

NEW Maximum (NOW) 3.15 millage rate (can only go down in September, not up) and \$466,042 Special Assessment on the Revenue side:

- Revenue numbers now total \$1,449,425 that may be adjusted after majority votes are recorded at 2d Budget Hearing in September
- Proposed spending now total \$1,163,701 (potentially increasing reserves by over \$415,000 before capital ID'd)



Possible Pay & Benefits Increases for FY24

Proposed Changes

Pay and Fringe Benefits Budget Baseline Worksheet for FY24 (no Full-Time/On-Island Chief)													
General Fund	14 Shifts/Week	FY23 Hourly Rate	CY24 Proposed Hourly Rate	Annual Pay Rate	Holiday Pay (12 Hrs x 4 Days)	Housing	PTO	FICA (7.65%)	W/C (4.25%)	Health, Dental, Vision, and Disability	Retirement Contribution	Subtotal Pay & Ben COSTS	
Payments To Chief Cottrell (Hourly)	2.00	\$25.00	\$25.00	\$62,400	\$1,200	\$0					\$6,240	\$77,408	
Payments FOR Chief Cottrell						\$0	\$0	\$4,865	\$2,703	\$0	\$0		
Payments To Achief Tracy (Hourly)	1.75	\$21.44	\$25.00	\$54,598		\$0	\$0	\$4,177	\$2,320	\$0	\$0	\$0	\$61,095
Payments FOR Achief Tracy Dchief						\$0	\$0	\$3,425	\$1,903	\$0	\$0	\$0	\$50,098
Payments To Dchief EMS Trujillo (Hourly)	1.50	\$23.39	\$24.09	\$44,771								\$0	\$58,448
Payments FOR Dchief EMS Trujillo								\$3,996	\$2,220	\$0	\$0	\$0	\$58,448
Payments To Dchief Fire Doerr (Hourly)	1.75	\$23.39	\$24.09	\$52,232							\$0	\$58,448	
Payments FOR Dchief Fire Doerr											\$0	\$58,448	
Officers	7.00	\$21.44	\$22.14	\$181,865				\$13,913	\$7,774			\$203,552	
Holiday Pay (for Part-Time Only)		\$21.44	\$22.14		\$1,063			\$81				\$1,144	
Without Raise					\$383,451	\$0	\$29,334	\$16,297	\$0	\$0	\$6,240	\$435,322	
With Raise 3 Jan 2024					\$398,128	\$0	\$30,457	\$16,920	\$0	\$0	\$6,240	\$451,746	
Proposed Change					\$14,677		\$1,123	\$624	\$0	\$0	\$0	\$16,424	
Special Assessment	14 Shifts/Week	Current Hourly Rate	Proposed Hourly Rate	Annual Pay Rate	Holiday Pay (12 Hrs x 4 Days)			FICA (7.65%)	W/C (4.25%)			Subtotal Pay & Ben COSTS	
Paramedic	7	\$20.36	\$21.58	\$185,869	\$1,036			\$14,298	\$7,943			\$209,146	
EMT	7	\$18.32	\$18.69	\$162,444	\$897			\$12,496	\$6,942			\$182,779	
Without Raise				\$339,765				\$25,992	\$14,440			\$380,197	
With Raise 3 Jan 2024				\$350,246				\$26,794	\$14,885			\$391,925	
Proposed Change				\$10,481				\$802	\$445			\$11,728	
Grand Total Pay & Benefits (No Raise)					\$723,216			\$55,326	\$30,737	\$0	\$6,240	\$815,519	
Grand Total Pay & Benefits (With Raise)					\$748,374			\$57,251	\$31,806	\$0	\$6,240	\$843,671	

- No hourly increase for Chief Cottrell but proposes a new retirement contribution (\$240/Pay Period)
- Add a new Assistant Chief Hourly Rate Equal to Chief's Rate (but no retirement contribution)
- Increase Division Chiefs by \$0.70
- Increase Officers by \$0.70
- Increase Paramedic by \$1.22
- Increase EMT by \$0.37
- Proposed Effective **3 Jan 2024** (Start of First Pay Period in CY24)
- Key proposal is to dramatically increase the Paramedic hourly rate
 - ✓ Increases the gap between EMT and Paramedic from \$2.04 to \$2.89
 - ✓ New incentive for additional paramedic staff



Key Points in FY24 Budget Proposal

**Most Lines Proposed at Same Level as FY23
(Approved by Last Board in September 2022)**

Proposed Major Changes from FY23

☐ Decreases:

- ✓ Pay & Benefits (no bills for medical & disability insurance, even after proposing an hourly pay raise)
- ✓ Legal and Bookkeeping (shouldn't guess on costs for lawsuit or future contracts)
- ✓ Rentals & Leases (one boat slip, not two, what we have now and have had for 10 months)
- ✓ Fuel (one boat, not two, what we have now and have had for 10 months)
- ✓ Personal Protective Equipment (PPE or Bunker Gear), based on approved July purchases (3+ months early)
- ✓ Consolidates District Software into new GLAC, moving budgets from Licenses & Fees, Repairs & Maintenance, Office Supplies, and Subscriptions

☐ Decided at **August meeting to select Jesse Cottrell as our Full-Time Chief**

☐ Defer discussions and decisions on Capital Purchases from September 2023 to December 2023:

- ✓ Historically, District doesn't purchase Capital Items until the 2d Quarter each year (after tax revenues start in late November/mid-December)
- ✓ Provides new chief(s) time to evaluate roles & missions, as well as type & age of existing equipment
- ✓ Funded by Budget Amendment **when approved** (either from Reserves, Sales Proceeds, Insurance/FEMA Proceeds, or Donations)



Revenue and Spending Projections

Fiscal Year	Estimated Numbers					
	FY21	FY22	FY23	FY24	FY25	FY26
Ad Valorem Tax Rate (Mils)	3.3563	3.5000	3.1000	3.1500	3.7500	3.7500
Estimated Rollback Rate	3.3563 RB	3.2029 RB	2.8177 RB	2.8007 RB		
Estimated Total Value (Millions)	\$227.728	\$240.536	\$303.52	\$299.468	\$308.452	\$317.706
Annual Value Increase (Decrease)	\$2,5295	\$12,807	\$62,983	(\$4,051)	\$8,984	\$9,254
Gross Ad Valorem Tax	\$764,324	\$841,875	\$940,910	\$943,325	\$1,156,636	\$1,191,397
Less Tax Discounts	(\$22,930)	(\$29,466)	(\$30,580)	(\$28,300)	(\$34,701)	(\$35,742)
Net Tax Revenue	\$741,395	\$812,409	\$910,330	\$915,025	\$1,121,995	\$1,155,655
Other Income			\$24,800	\$87,000	\$87,000	\$87,000
Special Assessment Income	\$447,400	\$447,400	\$447,400	\$447,400	\$0	\$0
Total Revenue	\$1,188,795	\$1,259,809	\$1,382,530	\$1,449,425	\$1,208,995	\$1,242,655
Actual General Fund Income	\$812,356	\$921,691	\$932,778	\$1,002,025	\$1,208,995	\$1,242,655
General Fund Expenditures						
Personnel Expenses	\$462,938	\$431,935	\$524,339	\$451,746	\$465,298	\$479,257
Operating Expenses	\$265,538	\$304,432	\$328,178	\$265,650	\$273,620	\$281,829
Capital Improvements	\$113,116	\$272,580	\$30,000	\$0	\$0	\$0
Debt Service		\$22,675	\$22,675	\$22,675	\$22,675	\$22,675
Total Expense & Improvement	\$841,592	\$1,031,622	\$905,192	\$740,071	\$761,593	\$783,760
Actual Special Assessment Income	\$451,070	\$455,661	\$447,400	\$447,400	\$0	\$0
Special Assessment Expenditures						
Personnel Expenses	\$346,588	\$394,139	\$385,141	\$391,925	\$403,683	\$415,793
Operating Expenses	\$46,398	\$55,182	\$65,220	\$31,705	\$32,656	\$33,636
Capital Improvements	\$0	\$0	\$0	\$0	\$0	\$0
Total Expense & Improvement	\$392,986	\$449,320	\$450,361	\$423,630	\$436,339	\$449,429
Grand Total Expense & Improvement	\$1,234,578	\$1,480,943	\$1,355,553	\$1,163,701	\$1,197,932	\$1,233,190
Grand Total Income	\$1,263,426	\$1,377,352	\$1,380,178	\$1,449,425	\$1,208,995	\$1,242,655
Increase (Decrease) in Reserves	\$28,848	(\$103,591)	\$24,625	\$285,724	\$11,063	\$9,466

ASSUMPTIONS

- Ad valorem values increase 3%
 - Homestead properties have a 3% cap
 - Ignores that 80%+ of properties are non-Homestead with a 10% increase cap
 - Ignores post-IAN repairs and new construction
- Costs increase 3% (FED goal is 2% inflation no met yet)
- Potential Increase of Reserves don't include Capital Spending (not identified yet)
- Other Income in FY24 doesn't include grants, insurance proceeds, FEMA, etc.)
- Revenues & Spending will Balance at \$1.2 million



Millage Rate Comparisons

Recommend 2.5 Mils (10.7% Tax Decrease)

Property Valuations	\$299,468,306	Roll Back Millage Rate	Max Special Assessment/ Reduced Millage	Max Special Assessment/ Reduced Millage	Tentative Max Millage Rate (Approved 21 Jul)	Current FY23 Tax Revenues
		2.8007	2.25	2.5	3.15	
	Millage Rate Increase (Decrease) %	0.0%	-19.7%	-10.7%	12.5%	
	Tax Increase (Decrease) \$	(\$99,142)	(\$259,112)	(\$186,491)	\$2,324	\$0
General Fund (Max is 3.75 Mils)	Potential General Fund Gross Revenue	\$838,721	\$673,804	\$748,671	\$943,325	\$940,929
	Revenue After Discounts (3%)	\$813,559	\$653,590	\$726,211	\$915,025	\$912,702
Special Assessment (Max is \$447,400)	Potential Special Assessment Revenue (Net)	\$447,400	\$447,400	\$447,400	\$447,400	\$447,400
Funds Total	Total Potential Tax Revenue (Net)	\$1,260,959	\$1,100,990	\$1,173,611	\$1,362,425	\$1,360,102
	Total Other Revenues (Interest, Donations, etc.)	\$87,000	\$87,000	\$87,000	\$87,000	
	Estimated Spending Level (W/O Capital)	\$1,163,701	\$1,163,701	\$1,163,701	\$1,163,701	
	Revenue Increase (Decrease) over FY23	(\$99,142)	(\$259,112)	(\$186,491)	\$2,324	
	Estimated 30 Sep 2023 Reserves	\$568,000	\$568,000	\$568,000	\$568,000	
	Estimated 30 Sep 2024 Reserves	\$752,258	\$592,289	\$664,910	\$853,724	
	Total Added Reserves in FY24	\$184,258	\$24,289	\$96,910	\$285,724	



Decisions for 23/30 September Budget Hearing

- **With the Special Assessment approved for \$447,400 (net), recommend reducing the millage rate to either:**
 1. 2.5000 Mills which is a **10.7% Tax Decrease** (eliminates the FY23 Tax Increase)
 - ✓ Generates \$726,000 in ad valorem revenue for total tax revenues of \$1.174 million (our proposed spending)
 - ✓ Generates \$230,000 in additional reserves (estimated ending reserves of \$665,000)
 - ✓ Easily funds currently unknown Capital Costs out of the reserves
 2. The Rollback Rate of 2.8007 Mills (**NO Tax Decrease**)
 - ✓ Generates \$813,559 in ad valorem revenue for total tax revenues of \$1.261 million
 - ✓ Generates \$315,500 in additional reserves (estimated ending reserves of \$754,000)
 - ✓ Easily funds currently unknown Capital Costs out of the reserves
- **Others from Commissioners?**