Hernando County, FL

MSBU Fire Assessment Update Study

FINAL REPORT

June 24, 2026

RAFTELIS

June 24, 2026

Mr. Jeffrey Rogers, P.E.
County Administrator
Hernando County, Florida
15470 Flight Path Drive
Brooksville, FL 34604

Subject: Final Report – 2026 MSBU Fire Assessment Update Study

Dear Mr. Rogers,

Raftelis Financial Consultants, Inc. (Raftelis) is pleased to provide this Final Report for the MSBU Fire Assessment Update Study for Hernando County, FL (County). The major objectives of the Study included the following:

- Update the current Municipal Service Benefit Unit (MSBU) Fire assessments and fees while incorporating the City of Brooksville's costs, calls and property data, and
- Evaluate alternative scenarios for the assessment rates and financial forecasts

The report describes our analysis and discusses the key findings and recommendations.

It has been a pleasure working with you, and we thank you and County staff for the support provided during this study.

Sincerely,

Michael Burton
Executive Vice President

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1. Introduction

Raftelis Financial Consultants, Inc (Raftelis) was engaged by Hernando County, FL (County) to update the County's current Fire Rescue Municipal Service Benefit Unit (MSBU) Fire Assessment and associated fees. This report provides a summary of the analysis, results and recommendations of the Study.

1.1. Background

Hernando County provides Fire Rescue services to its citizens and funds the fire operations through an MSBU which isolates all costs related to Fire and First Responder services into its own fund. The current MSBU assessment rates were last updated in 2025 and the basis of allocation of the assessments to property classes, which is calls-for-service, has shifted as the County continues to grow and develop. In addition, the MSBU has since absorbed the fire department of the City of Brooksville. The costs relating to operating and maintaining the City of Brooksville fire department are now incorporated into the County MSBU current budget and forecasted costs.

1.2. Scope of the Study

The analysis conducted during this study included the following:

- Develop a five-year projection of the revenue requirements of the Fire Rescue MSBU
    - Determine a plan of annual assessment revenue increases that will provide sufficient revenues in each year of the five year projection period to cover all the Fire Rescue expenses allocated to the MSBU, including the costs for the City of Brooksville
    - Update the allocation of calls-for-service to property classes, including the calls and property data from City of Brooksville
- Determine a plan of assessment rate adjustments to individual property classes based upon the above determined annual revenue requirements and the re-allocation of costs to property classes based upon an update calls-for-service analysis including City of Brooksville,
- For each of the above, determine annual assessment revenue increases and assessment rates based upon the calls-for-service reallocation.
- Conduct several interactive review sessions with County staff with the MSBU model open and the graphical results presented on the viewing screen,
- Make adjustments to the analysis based upon the input of County staff during these review sessions,
- Prepare materials for County staff to review results with the Board of County Commissioners (BOCC)
- Make adjustments to the analysis and this report if required based upon input from the BOCC
- Prepare this report of the results of the study.

2. MSBU Analysis, Results, and Recommendations

2.1. Background

The County's Fire Rescue Municipal Service Benefit Unit (MSBU) funds Fire Rescue services, which include first responder services, and is funded by a non-ad valorem special assessment to properties within boundaries of the MSBU. Florida state statutes and case law, discussed in the following section, have established that the development of a non-ad valorem assessment to fund fire protection requires that the services and facilities for which properties are to be assessed confer a special benefit upon the property burdened by the special assessment. Simply stated, there must be a logical relationship between the services and facilities provided and the benefit to real property assessed.

In addition, the costs associated with providing the services and facilities must be reasonably allocated to the properties that receive a benefit from fire protection service in proportion to the benefit received. Therefore, the recommended MSBU Assessments for Fire Rescue service were developed such that the costs incurred by the County in providing fire protection service will be recovered through assessments to properties in proportion to the benefit received by the demand for service as reflected in the calls for service from each property class.

This section describes the methodology used to develop the MSBU Fire Rescue Assessments in this report. The first section discusses relevant Florida Law regarding Special Non-Ad Valorem Assessments, followed by sections discussing how Florida Law has been applied to the determination of special benefit and the apportionment of the annual revenue requirements of the Fire Rescue Assessment to benefiting properties.

2.2. Summary of Florida Law Governing Special Assessments

This section discusses relevant Florida Law regarding special non-ad valorem assessments as it relates to the County's MSBU Fire Rescue Assessment program. There are two requirements in Florida law, special benefit and proportional benefit, which are discussed in this section.

Special non-ad valorem assessments are a revenue source available to local governments in Florida to fund operations and maintenance expenses as well as capital improvements for essential services such as roads, drainage, Fire Rescue services, utilities, etc. Florida case law has established two requirements for the imposition of a non-ad valorem special assessment. These two requirements have become known as the two-pronged test. They are 1) property assessed must derive a special benefit from the improvement, service or facilities provided, and 2) the assessment must be fairly and reasonably apportioned among the properties that receive the special benefit.

2.3. Proportional Benefit

It is well settled under Florida law that local governments are afforded great latitude regarding legislative determinations of special benefit, and that reasonable apportionment of benefits is a legislative function. Florida law also indicates that legislative determinations of benefit and apportionment will be upheld unless the determination is arbitrary – that is, if reasonable persons may differ as to whether the land assessed was benefitted by the local improvement, the findings of the County officials must be sustained. It has also been determined by case law that the manner of the assessment is immaterial and may vary, as long as the amount of the assessment for each tract is not in excess of the proportional benefits compared to other assessments on other tracts. Accordingly, while any number of methodologies may be available for a given service or improvement, the community imposing the assessment is at liberty to select the methodology which provides the best fit in terms of local needs and circumstances.

2.4. Special Benefit – The First Prong of the Two-Pronged Test

Based upon discussions with County staff about the extent and nature of the Fire Rescue Services provided, we have concluded that all parcels within the County receive a special benefit from the availability of Fire Rescue Services provided by the County, because the Fire Rescue resources are maintained throughout the County at the same state of response readiness and availability to all parcels.

In considering special benefit, it is important to consider that the County maintains its Fire Rescue resources at a level that provides a response readiness condition to respond to calls for service throughout the County at relatively equal levels of service. When needed, responses are made to calls for service without discrimination as to the property type, size, location within the County, or any other factors specific to the property requiring the service. Therefore, all developed properties receive a special benefit from the County's Fire Rescue Service. The special benefits provided to all improved parcels by the availability of Fire Rescue Service provided by the County include:

- Availability of immediate response to fire,
- First responder medical aid to protect the life and safety of occupants,
- Containment of liability for emergency incidents on the subject parcels and the spread of fires to other property,
- Enhanced property value, and
- Enhanced marketability of property.

Therefore, the first prong of the two-pronged test (the property burdened by the assessment must derive a special benefit from the service provided by the assessment) is met because all developed properties in the County receive a special benefit from the availability of the County-wide Fire Rescue service.

2.5. Fair Apportionment – The Second Prong of the Two-Pronged Test

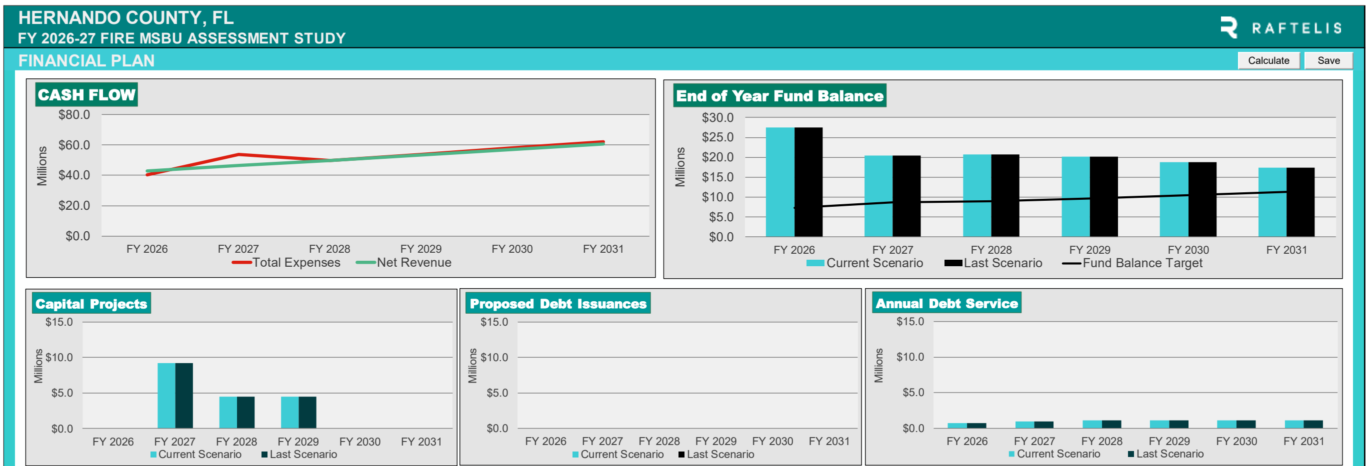
In considering the assessment methodology, the second prong of the two-pronged test requires that the costs of the assessment must be fairly and reasonably apportioned among the properties that receive the special benefit. The Fire Rescue services apportionment methodology used in this study allocates assessable costs on the basis of the demand for fire rescue services by classes of real property use as identified on the real property assessment roll prepared for the levy of ad valorem taxes. The assessable Fire Rescue costs are allocated among real property use categories based upon the historical demand for these services. This demand is identified by examining the past three years of fire rescue incident/calls for fire and first responder service data for the County, and now includes the calls data for the City of Brooksville.

2.6. Revenue Sufficiency Analysis

We developed a five-year financial plan for the MSBU, including the costs related to serving the City of Brooksville. Based upon that plan we developed a Status Quo Scenario, reflecting the previously adopted 5.75% rate adjustments to the annual assessment rates. The Status Quo Scenario shows sufficient revenues to cover ongoing expenses; however, new stations and compounding personnel costs will eventually outpace revenue growth and require the use of fund balances over the five-year projection period. Our baseline assumption for the projections was that capital costs include several station additions and other large projects. In addition to the capital costs and associated debt service, the Fire MSBU's share of new personnel and operating costs were included in the projection. Schedules 1 - 5 in the Appendix display the projected cash flows and costs assumed for the five-year forecast period.

A summary of revenues and expenses under the Status Quo Scenario is presented below and a graphical depiction of the financial plan for the MSBU is shown on the following page. The Status Quo scenario of 5.75% annual rate adjustments utilize available fund balance above the minimum 18.5% reserve target in each year starting FY 2027, as can be seen in the figure below. A detailed schedule supporting these graphs is presented in the Appendix.

Figure 1 – Status Quo Scenario – Model Output



	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	
Billed Assessment Revenues	$ 42,941,066	$ 46,044,358	$ 49,248,657	$ 52,669,216	$ 56,320,311	
Base Fee (1)	$ 3,416,828	$ 3,663,758	$ 3,918,724	$ 4,190,899	$ 4,481,417	
Comm. Fire Inspection Fee (1)	$ 667,391	$ 715,622	$ 765,423	$ 818,586	$ 875,331	
Billed Assessment Revenues	**$ 47,025,284**	**$ 50,423,737**	**$ 53,932,804**	**$ 57,678,701**	**$ 61,677,060**	**Discount =**
Less: Discount for 95% Revenue (2)	$ (2,351,264)	$ (2,521,187)	$ (2,696,640)	$ (2,883,935)	$ (3,083,853)	**5.0%**
Total Assessment Revenue	**$ 44,674,020**	**$ 47,902,550**	**$ 51,236,164**	**$ 54,794,766**	**$ 58,593,207**	
Plus: Other Revenue	$ 2,027,185	$ 2,069,363	$ 2,112,957	$ 2,158,016	$ 2,204,595	
Total MSBU Revenues	**$ 46,701,206**	**$ 49,971,914**	**$ 53,349,121**	**$ 56,952,782**	**$ 60,797,801**	
Total Expenses	$ 53,688,135	$ 49,752,073	$ 53,902,821	$ 58,250,389	$ 62,243,541	
Net Income	**$ (6,986,929)**	**$ 219,841**	**$ (553,700)**	**$ (1,297,607)**	**$ (1,445,739)**	

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
% Billed Revenue Increase	**5.75%**	**5.75%**	**5.75%**	**5.75%**	**5.75%**
% New Development Growth		**1.4%**	**1.1%**	**1.1%**	**1.1%**
2027 % Cost Recovery	**87.94%**				

Scenarios	
Fund Station 15 Personnel?	Y
Fund Future Station Personnel?	Y
Fund Heavy Rescue Personnel?	Y

Fund Balance Target % of O&M **18.5%**

Final Fund Balance Check $ -

(1) These fees are calculated for FY27 and escalated for the rate increase and new development growth for FY27 - FY31
(2) Discount for Early Paymemt and Propery Appraiser's Fee

The County Commission has ultimately determined that a 0% rate adjustment in FY 2027 will be applied. We have prepared an alternative scenario showing the necessary rate adjustments of 8% in each subsequent year (FY 2028-31) to provide a sustainable financial forecast. The Figure 2 below displays the financial results of applying a 0% annual rate adjustment, and 8% annual rate adjustments in FY 2028 – FY 2031. The black bars remain static and reflect the Status Quo Scenario, while the blue bars and revenue numbers reflect the alternative scenario. The 0% rate adjustment in FY 2027 accelerates the use of fund balance, however, the 8% annual adjustments in each year thereafter provide for a sustainable forecast by FY 2031 and maintaining adequate minimum reserves.

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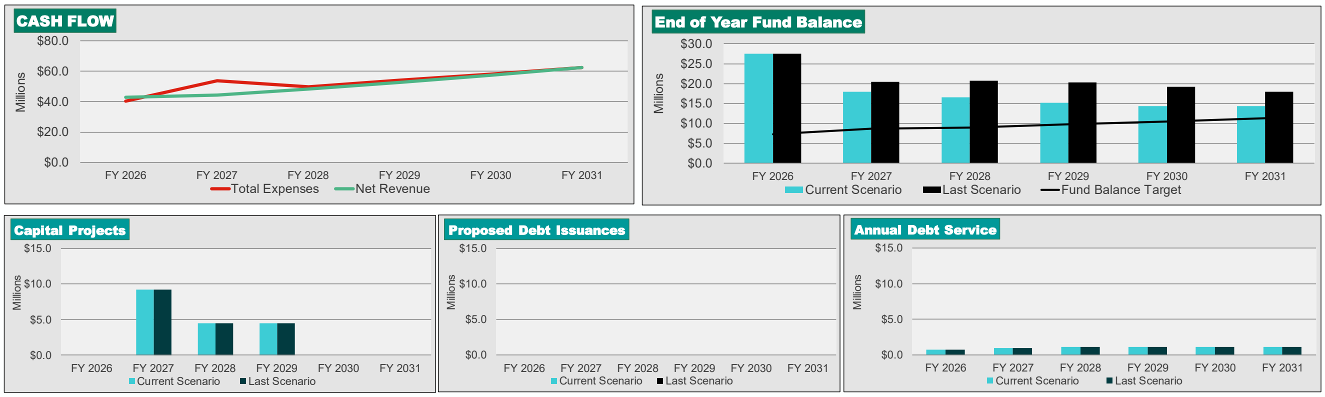
Figure 2 – 0% FY 2027, 8% Annually Thereafter - Rate Adjustment Scenario

HERNANDO COUNTY, FL
FY 2026-27 FIRE MSBU ASSESSMENT STUDY
RAFTELIS
FINANCIAL PLAN
Calculate Save



	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	
Billed Assessment Revenues	$ 40,419,044	$ 44,262,203	$ 48,349,765	$ 52,808,060	$ 57,670,244	
Base Fee (1)	$ 3,416,828	$ 3,741,710	$ 4,087,253	$ 4,464,135	$ 4,875,160	
Comm. Fire Inspection Fee (1)	$ 631,082	$ 691,087	$ 754,909	$ 824,518	$ 900,434	
Billed Assessment Revenues	**$ 44,466,955**	**$ 48,695,000**	**$ 53,191,927**	**$ 58,096,713**	**$ 63,445,838**	**Discount =**
Less: Discount for 95% Revenue (2)	$ (2,223,348)	$ (2,434,750)	$ (2,659,596)	$ (2,904,836)	$ (3,172,292)	**5.0%**
Total Assessment Revenue	**$ 42,243,607**	**$ 46,260,250**	**$ 50,532,330**	**$ 55,191,878**	**$ 60,273,546**	
Plus: Other Revenue	$ 2,027,185	$ 2,069,363	$ 2,112,957	$ 2,158,016	$ 2,204,595	
Total MSBU Revenues	**$ 44,270,793**	**$ 48,329,613**	**$ 52,645,287**	**$ 57,349,894**	**$ 62,478,141**	
Total Expenses	$ 53,688,135	$ 49,803,306	$ 54,012,332	$ 58,154,755	$ 62,493,742	
Net Income	**$ (9,417,342)**	**$ (1,473,693)**	**$ (1,367,045)**	**$ (804,861)**	**$ (15,601)**	

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
% Billed Revenue Increase	**0.00%**	**8.00%**	**8.00%**	**8.00%**	**8.00%**
% New Development Growth		**1.4%**	**1.1%**	**1.1%**	**1.1%**
2027 % Cost Recovery	**82.71%**				

Scenarios	
Fund Station 15 Personnel?	Y
Fund Future Station Personnel?	Y
Fund Heavy Rescue Personnel?	Y

Fund Balance Target % of O&M **18.5%**

Final Fund Balance Check $ -

(1) These fees are calculated for FY27 and escalated for the rate increase and new development growth for FY27 - FY31
(2) Discount for Early Paymemt and Propery Appraiser's Fee

The schedules in the Appendix of this report reflect this alternative scenario including cash flows and projection of expenses.

2.7. Allocation of Revenue Requirement to Property Classes and Calculation of Rates by Property Class

Once the percentage rate revenue increase, and resultant assessment revenue requirement, was established for FY27, we then developed specific assessment rates by property class to recover the revenue requirement of the MSBU with the percentage increase applied to the MSBU assessment revenue requirement for FY27. This first required determination of proper allocation of the revenue requirement to property class, which was achieved by conducting a calls-for-service analysis. This analysis is described in the following section.

2.8. Calls-for-Service

It has been well settled by Florida case law that allocation of assessment revenue requirements to specific property classes can be accomplished by a detailed calls-for-service analysis. We conducted such an analysis to allocate the FY27 assessment revenue requirement to property classes.

We first determined that the following property classes and the units of measure for their assessment are used in the current MSBU assessment. These property classes and units of measure were used in our calls-for-serve analysis and specific assessment rates per unit of measure were developed for each of these property classes.

- Vacant Land & Acreage — per Parcel
- Residential — per Unit
- Commercial Buildings — per Sq Ft
- Hospitals & Nursing Homes — per Sq Ft
- Industrial/Warehouse — per Sq Ft
- Government — per Sq Ft
- Agricultural Buildings — per Sq Ft
- Places of Worship — per Sq Ft

In order to conduct the calls-for-service analysis, the County provided us with the last three years of call data as the source of the analysis, including files related to the City of Brooksville. The analysis uses weighted calls in our allocation. Weighted calls are the actual calls to each property class weighted by the resources deployed on each call. For instance, a call in which one truck and crew were deployed would carry less weight than a call in which two trucks and crew were deployed. The objective was to allocate the revenue requirements in proportion to the resources used to respond to actual calls to each property class. The results of the calls-for-service analysis are presented below:

Assessment Property Class	Weighted Fire/Fire Responder Calls	% Call Allocation
Unimproved & Acreage	271	5.78%
Residential	3,565	76.05%
Commercial	441	9.42%
Hospitals & Nursing Homes	179	3.83%
Churches	30	0.63%
Industrial/Warehouse	84	1.78%
Government	117	2.50%
Agricultural Buildings	0.2	0.004%
Total	4,687	100.00%

The percentages under the column titled "Weighted" were then used to allocate the FY27 assessment revenue requirement to the above property classes.

2.9. Base Fee

The current MSBU assessment includes a base fee which is charged equally per parcel to all parcels regardless of their class. In the current assessment the base includes certain administrative and non-operating costs. The current base fee is $25.36 per billed parcel and the recommended base fee is $30.26 per parcel. Schedule 2 of the Appendix shows the line-item expense detail and contains an identification of which line items are used to determine the cost pool for the annual Base Fee.

2.10. Calculation of Annual Assessment Rates – 5.75% Annual Adjustments

Based upon the previously adopted revenue adjustments of 5.75% discussed in section 2.6 of this report, we have calculated the FY27 assessments based upon the updated allocation of calls-for-service as shown in Section 2.8. Based upon that calls-for-service analysis, the rates are calculated using the combined County and City of Brooksville unit data and are presented in the table below, including the annual projection of rates at 5.75% annual adjustments.

Assessment Property Class	Unit Type	% Call Allocation	FY27 Allocation of Net Revenue	FY27 Billed Revenue	Allocated Units	Billed Units	Current FY 2026	Calculated FY 2027	Annual Rate Projection FY 2028	FY 2029	FY 2030	FY 2031
Unimproved & Acreage	Lot	5.8%	$ 2,546,001	$ 2,531,557	22,741	22,612	$ 85.805	$ 111.958	$ 118.396	$ 125.203	$ 132.403	$ 140.016
Residential	Unit	76.1%	$ 33,490,723	$ 33,490,347	97,245	97,244	$ 337.024	$ 344.395	$ 364.198	$ 385.139	$ 407.285	$ 430.703
Commercial	Sq. Ft.	9.4%	$ 4,146,882	$ 4,138,483	16,984,388	16,960,994	$ 0.202	$ 0.244	$ 0.258	$ 0.273	$ 0.289	$ 0.305
Hospitals & Nursing Homes	Sq. Ft.	3.8%	$ 1,685,434	$ 1,685,663	1,066,875	1,066,875	$ 1.726	$ 1.580	$ 1.671	$ 1.767	$ 1.869	$ 1.976
Churches	Sq. Ft.	0.6%	$ 278,087	$ 278,452	1,831,924	1,831,924	$ 0.154	$ 0.152	$ 0.161	$ 0.170	$ 0.180	$ 0.190
Industrial/Warehouse	Sq. Ft.	1.8%	$ 785,409	$ 789,561	8,489,906	8,489,906	$ 0.080	$ 0.093	$ 0.098	$ 0.104	$ 0.110	$ 0.116
Government	Sq. Ft.	2.5%	$ 1,102,954	$ 20,905	5,853,906	111,199	$ 0.217	$ 0.188	$ 0.199	$ 0.210	$ 0.222	$ 0.235
Agricultural Buildings	Sq. Ft.	0.0%	$ 1,879	$ -	14,775	14,775	$ -	$ 0.127	$ 0.134	$ 0.142	$ 0.150	$ 0.159
		100.0%	$ 44,035,490	$ 42,934,969								
Fixed Base/Admin Fee	Parcel		$ 3,421,938	$ 3,416,828	113,084	112,916	$ 25.36	$ 30.26	$ 32.00	$ 33.84	$ 35.79	$ 37.84
Commercial Inspection Fee			$ 631,075	$ 667,391	3,829	3,824	$ 165.03	$ 174.53	$ 184.56	$ 195.17	$ 206.40	$ 218.26
total			$ 48,125,691	$ 47,019,188								
% Change in Assessment Revenue:								5.75%	5.75%	5.75%	5.75%	5.75%

Assessment Property Class	Unit Type	FY 2027	% Change FY 2028	FY 2029	FY 2030	FY 2031
Unimproved & Acreage	Lot	30.5%	5.75%	5.75%	5.75%	5.75%
Residential	Unit	2.2%	5.75%	5.75%	5.75%	5.75%
Commercial	Sq. Ft.	20.8%	5.75%	5.75%	5.75%	5.75%
Hospitals & Nursing Homes	Sq. Ft.	-8.5%	5.75%	5.75%	5.75%	5.75%
Churches	Sq. Ft.	-1.3%	5.75%	5.75%	5.75%	5.75%
Industrial/Warehouse	Sq. Ft.	16.3%	5.75%	5.75%	5.75%	5.75%
Government	Sq. Ft.	-13.4%	5.75%	5.75%	5.75%	5.75%
Agricultural Buildings	Sq. Ft.		5.75%	5.75%	5.75%	5.75%

2.11. Alternative Rate Scenario – 0% Rate Adjustment in FY 2027

The alternative scenario of 0% rate adjustments in FY 2027, with 8% annual adjustments thereafter considered in the table below. This table shows the overall revenue adjustment for FY27 to be 0%, with the reallocation of costs to the appropriate property classes based upon the updated call-for-service data and property data.

Assessment Property Class	Unit Type	% Call Allocation	FY27 Allocation of Net Revenue	FY27 Billed Revenue	Allocated Units	Billed Units	Current FY 2026	Calculated FY 2027	Annual Rate Projection FY 2028	FY 2029	FY 2030	FY 2031
Unimproved & Acreage	Lot	5.8%	$ 2,396,415	$ 2,382,818	22,741	22,612	$ 85.805	$ 105.380	$ 113.810	$ 122.915	$ 132.748	$ 143.368
Residential	Unit	76.1%	$ 31,523,023	$ 31,522,712	97,245	97,244	$ 337.024	$ 324.161	$ 350.094	$ 378.101	$ 408.350	$ 441.017
Commercial	Sq. Ft.	9.4%	$ 3,903,238	$ 3,901,029	16,984,388	16,960,994	$ 0.202	$ 0.230	$ 0.248	$ 0.268	$ 0.290	$ 0.313
Hospitals & Nursing Homes	Sq. Ft.	3.8%	$ 1,586,409	$ 1,586,443	1,066,875	1,066,875	$ 1.726	$ 1.487	$ 1.606	$ 1.734	$ 1.873	$ 2.023
Churches	Sq. Ft.	0.6%	$ 261,749	$ 261,965	1,831,924	1,831,924	$ 0.154	$ 0.143	$ 0.154	$ 0.167	$ 0.180	$ 0.195
Industrial/Warehouse	Sq. Ft.	1.8%	$ 739,263	$ 738,622	8,489,906	8,489,906	$ 0.080	$ 0.087	$ 0.094	$ 0.101	$ 0.110	$ 0.118
Government	Sq. Ft.	2.5%	$ 1,038,152	$ 19,682	5,853,906	111,199	$ 0.217	$ 0.177	$ 0.191	$ 0.206	$ 0.223	$ 0.241
Agricultural Buildings	Sq. Ft.	0.0%	$ 1,769	$ -	14,775	14,775	$ -	$ 0.120	$ 0.130	$ 0.140	$ 0.151	$ 0.163
		100.0%	$ 41,448,248	$ 40,413,271								
Fixed Base/Admin Fee	Parcel		$ 3,421,938	$ 3,416,828	113,084	112,916	$ 25.36	$ 30.26	$ 32.68	$ 35.30	$ 38.12	$ 41.17
Commercial Inspection Fee			$ 631,075	$ 631,082	3,829	3,824	$ 165.03	$ 165.03	$ 178.23	$ 192.49	$ 207.89	$ 224.52
total			$ 45,502,093	$ 44,461,182								
% Change in Assessment Revenue:								0.00%	8.00%	8.00%	8.00%	8.00%

Assessment Property Class	Unit Type	FY 2027	% Change FY 2028	FY 2029	FY 2030	FY 2031
Unimproved & Acreage	Lot	22.8%	8.00%	8.00%	8.00%	8.00%
Residential	Unit	-3.8%	8.00%	8.00%	8.00%	8.00%
Commercial	Sq. Ft.	13.9%	8.00%	8.00%	8.00%	8.00%
Hospitals & Nursing Homes	Sq. Ft.	-13.8%	8.00%	8.00%	8.00%	8.00%
Churches	Sq. Ft.	-7.1%	8.00%	8.00%	8.00%	8.00%
Industrial/Warehouse	Sq. Ft.	8.7%	8.00%	8.00%	8.00%	8.00%
Government	Sq. Ft.	-18.4%	8.00%	8.00%	8.00%	8.00%
Agricultural Buildings	Sq. Ft.		8.00%	8.00%	8.00%	8.00%

2.12. Summary of Recommendations

Based upon the results of the analysis presented herein, we recommend the following:

1. As the County has determined to adjust the FY 2027 rate revenue at 0%, we recommend the County consider an 8% annual adjustment in each year beginning FY 2028 through FY 2031 to maintain a sustainable financial forecast.

2. We recommend the County continue its policy of evaluating the fire assessment rates on a regular basis and adjusting the assessment rates to reflect increases in the cost of Fire Service.

3. We recommend the County to continue to update the fire assessment rates regularly to keep pace with ongoing changes in costs, call allocations and property demographics.

3. Appendix

Schedule 1 – MSBU Projection of Revenues and Expenses
Schedule 2 – Line-Item Expense Projection Detail
Schedule 3 - Five-Year Capital Improvement Plan
Schedule 4 - Projection of Personnel Additions and Reclassifications (Fire Only)
Schedule 5 - Projection of New Station Operations & Maintenance Costs
Schedule 6 – Projection of Assessment Rates by Property Class

Schedule 1 - MSBU Projection of Revenues and Expenses
Assumes Recommended MSBU Assessment Rates

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Revenues					
Billed Assessment	$ 44,466,955	$ 48,695,000	$ 53,191,927	$ 58,096,713	$ 63,445,838
Discount for Early Payment	$ (2,223,348)	$ (2,434,750)	$ (2,659,596)	$ (2,904,836)	$ (3,172,292)
Non Ad Valorem Assmt	**$ 42,243,607**	**$ 46,260,250**	**$ 50,532,330**	**$ 55,191,878**	**$ 60,273,546**
Permits - Fire Inspection	$ 144,200	$ 148,526	$ 152,982	$ 157,571	$ 162,298
Other Non-Operating	$ 1,443,469	$ 1,472,729	$ 1,502,845	$ 1,533,842	$ 1,565,747
Charges for Service	$ 171,844	$ 180,436	$ 189,458	$ 198,931	$ 208,878
Transfers In	$ 267,672	$ 267,672	$ 267,672	$ 267,672	$ 267,672
Total Revenues	**$ 44,270,793**	**$ 48,329,613**	**$ 52,645,287**	**$ 57,349,894**	**$ 62,478,141**
O&M and Non-O&M Expenses					
Personal Services	$ 33,506,419	$ 34,360,331	$ 37,687,552	$ 41,250,296	$ 44,536,513
Operating Expenses	$ 7,476,102	$ 7,727,633	$ 8,267,788	$ 8,755,481	$ 9,150,839
Non-Operating Expenses	$ 6,072,226	$ 6,357,826	$ 6,699,476	$ 7,062,662	$ 7,448,875
Subtotal Expenses	**$ 47,054,747**	**$ 48,445,790**	**$ 52,654,816**	**$ 57,068,440**	**$ 61,136,226**
Debt Service					
Existing Debt Service	$ 949,438	$ 1,057,516	$ 1,057,516	$ 1,057,516	$ 1,057,516
New Debt Service	$ -	$ -	$ -	$ -	$ -
Total Debt Service	**$ 949,438**	**$ 1,057,516**	**$ 1,057,516**	**$ 1,057,516**	**$ 1,057,516**
Cash Funded Capital					
Minor Capital Outlay	$ 933,950	$ 300,000	$ 300,000	$ 300,000	$ 300,000
PAYGO Capital	$ 4,750,000	$ -	$ -	$ -	$ -
Total Cash Funded Capital	**$ 5,683,950**	**$ 300,000**	**$ 300,000**	**$ 300,000**	**$ 300,000**
Total Expenses	**$ 53,688,135**	**$ 49,803,306**	**$ 54,012,332**	**$ 58,425,956**	**$ 62,493,742**
Net Cash Flows	**$ (9,417,342)**	**$ (1,473,693)**	**$ (1,367,045)**	**$ (1,076,061)**	**$ (15,601)**
Beginning Fund Balance	$ 27,444,390	$ 18,027,048	$ 16,553,355	$ 15,186,311	$ 14,110,249
Net Cash Flows	$ (9,417,342)	$ (1,473,693)	$ (1,367,045)	$ (1,076,061)	$ (15,601)
Ending Fund Balance	**$ 18,027,048**	**$ 16,553,355**	**$ 15,186,311**	**$ 14,110,249**	**$ 14,094,648**
Fund Balance Target % of Operating Expenses	18.5%	18.5%	18.5%	18.5%	18.5%
Fund Balance Target $	$ 8,705,128	$ 8,962,471	$ 9,741,141	$ 10,557,661	$ 11,310,202
Fund Balance Surplus/(Deficit)	$ 9,321,920	$ 7,590,884	$ 5,445,170	$ 3,552,588	$ 2,784,446

Net Revenue Requirement	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**
Operating Expenses	$ 47,054,747	$ 48,445,790	$ 52,654,816	$ 57,068,440	$ 61,136,226
Debt Service	$ 949,438	$ 1,057,516	$ 1,057,516	$ 1,057,516	$ 1,057,516
Cash Funded Capital	$ 5,683,950	$ 300,000	$ 300,000	$ 300,000	$ 300,000
Less: Non Assessment Revenues	$ (2,027,185)	$ (2,069,363)	$ (2,112,957)	$ (2,158,016)	$ (2,204,595)
Less: Allocated Admin Costs (Included in Base Fee)	$ (3,421,938)	$ (3,649,897)	$ (3,894,261)	$ (4,156,269)	$ (4,437,256)
Less: Commercial Inspection Fee	$ (631,908)	$ (631,908)	$ (631,908)	$ (631,908)	$ (631,908)
Net Cost of Service	$ 47,607,104	$ 43,452,138	$ 47,373,207	$ 51,479,763	$ 55,219,983
Plus: 5% Early Payment Discount & Contingency	$ 2,505,637	$ 2,286,955	$ 2,493,327	$ 2,709,461	$ 2,906,315
Net Revenue Requirement for Assessment	**$ 50,112,741**	**$ 45,739,093**	**$ 49,866,533**	**$ 54,189,224**	**$ 58,126,298**
% Cost Recovery	83%	100%	100%	100%	100%
Applied Net Revenue Requirement for Assessment	**$ 41,448,248**	**$ 45,739,093**	**$ 49,866,533**	**$ 54,189,224**	**$ 58,126,298**

Schedule 2 - Line Item Expense Projection Detail

Code	Description	Category	Included in Base Fee?	FY 2027 Budget	FY 2028 Projected	FY 2029 Projected	FY 2030 Projected	FY 2031 Projected	Escalation Factor FY 2028	Escalation Factor FY 2029	Escalation Factor FY 2030	Escalation Factor FY 2031
5101200	SALARIES & WAGES-REGULAR	Personal Services	N	$ 18,049,413	$ 18,590,895	$ 19,706,349	$ 20,888,730	$ 22,142,054	3.0%	6.0%	6.0%	6.0%
5101230	SALARIES & WAGES-EMRG DIF	Personal Services	N	$ -	$ -	$ -	$ -	$ -	0.0%	0.0%	0.0%	100.0%
5101212	Billed Assessment	Personal Services	N	$ -	$ -	$ -	$ -	$ -	0.0%	0.0%	0.0%	100.0%
5101400	SALARIES & WAGES-OVERTIME	Personal Services	N	$ 900,000	$ 918,000	$ 936,360	$ 955,087	$ 1,929,276	2.0%	2.0%	2.0%	102.0%
5101500	SPECIAL PAY-INCENTIVE	Personal Services	N	$ -	$ -	$ -	$ -	$ -	3.0%	6.0%	6.0%	6.0%
5101501	SPECIAL PAY-STIPENDS	Personal Services	N	$ 31,800	$ 31,800	$ 31,800	$ 31,800	$ 63,600	0.0%	0.0%	0.0%	100.0%
5102100	FICA TAXES-MATCHING	Personal Services	N	$ 1,437,582	$ 1,422,203	$ 1,507,536	$ 1,597,988	$ 1,693,867 (1)	7.7%	7.7%	7.7%	7.7%
5102200	RETIREMENT CONTRIBUTIONS	Personal Services	N	$ 6,366,263	$ 6,131,277	$ 6,499,154	$ 6,889,103	$ 7,302,449 (1)	33.0%	33.0%	33.0%	33.0%
5102300	LIFE & HEALTH INSURANCE	Personal Services	N	$ 6,026,365	$ 6,267,420	$ 6,518,116	$ 6,778,841	$ 7,049,995	4.0%	4.0%	4.0%	4.0%
5102400	WORKERS COMP PREMIUMS	Personal Services	N	$ 694,996	$ 855,181	$ 906,492	$ 960,882	$ 1,018,534	4.6%	4.6%	4.6%	4.6%
5102500	UNEMPLOYMENT COMPENSATION	Personal Services	N	$ -	$ -	$ -	$ -	$ -	0.0%	0.0%	0.0%	100.0%
5303101	PROFESSIONAL SERVICES	Operating Expenses	N	$ 329,000	$ 342,160	$ 355,846	$ 370,080	$ 384,883	4.0%	4.0%	4.0%	4.0%
5303115	PROF SRV-MEDICAL DIRECTOR	Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5303401	CONTRACTED SERVICES	Operating Expenses	N	$ 383,664	$ 399,011	$ 414,971	$ 431,570	$ 448,833	4.0%	4.0%	4.0%	4.0%
5303410	CONTR SRV-JANITORIAL/PEST	Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5303413	CONTR SRV-MOWING	Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5303460	CONTR SRV-DISPATCHING	Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5303465	CONTR SRV-EMPL PHYSICALS	Operating Expenses	N	$ 150,575	$ 156,598	$ 162,862	$ 169,376	$ 176,151	4.0%	4.0%	4.0%	4.0%
5304001	TRAVEL & PER DIEM	Operating Expenses	N	$ 44,675	$ 46,462	$ 48,320	$ 50,253	$ 52,263	4.0%	4.0%	4.0%	4.0%
5304101	COMM SVC,DEVICES,ACCESSR	Operating Expenses	N	$ 95,685	$ 99,512	$ 103,493	$ 107,633	$ 111,938	4.0%	4.0%	4.0%	4.0%
5304205	POSTAGE AND FREIGHT	Operating Expenses	N	$ 39,000	$ 40,560	$ 42,182	$ 43,870	$ 45,624	4.0%	4.0%	4.0%	4.0%
5304302	UTILITY SRV-ELECTRIC	Operating Expenses	N	$ 143,227	$ 148,956	$ 154,914	$ 161,111	$ 167,555	4.0%	4.0%	4.0%	4.0%
5304303	Cash Funded Capital	Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5304304	UTILITY SRV-TRASH REMOVAL	Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5304401	RENTAL/LEASE-EQUIPMENT	Operating Expenses	N	$ 16,183	$ 16,830	$ 17,504	$ 18,204	$ 18,932	4.0%	4.0%	4.0%	4.0%
5304403	RENTAL/LEASE-LAND	Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5304405	RENTAL/LEASE-BUILDINGS	Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5304501	INSURANCE & BONDS-PREMIUM	Operating Expenses	N	$ 989,845	$ 1,029,439	$ 1,070,616	$ 1,113,441	$ 1,157,979	4.0%	4.0%	4.0%	4.0%
5304601	REPAIR/MAINT-BLDG & GRD	Operating Expenses	N	$ 1,206,675	$ 1,264,942	$ 1,325,540	$ 1,388,561	$ 1,454,104	4.0%	4.0%	4.0%	4.0%
5304602	REPAIR/MAINT-VEHICLES	Operating Expenses	N	$ 905,799	$ 942,031	$ 979,712	$ 1,018,901	$ 1,059,657	4.0%	4.0%	4.0%	4.0%
5304603	REPAIR/MAINT-EQUIPMENT	Operating Expenses	N	$ 237,125	$ 246,610	$ 256,474	$ 266,733	$ 277,403	4.0%	4.0%	4.0%	4.0%
5304604	REPAIR/MAINT-OFFICE	Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5304605	REPAIR/MAINT-DP EQUIPMENT	Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5304606	REPAIR/MAINT-SOFTWARE	Operating Expenses	N	$ 125,215	$ 130,224	$ 135,433	$ 140,850	$ 146,484	4.0%	4.0%	4.0%	4.0%
5304609	REPAIR/MAINT-RADIOS	Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5304701	PRINTING & BINDING	Operating Expenses	N	$ 10,600	$ 11,024	$ 11,465	$ 11,924	$ 12,401	4.0%	4.0%	4.0%	4.0%
5304801	PROMOTIONAL ACTIVITIES	Operating Expenses	N	$ 7,500	$ 7,800	$ 8,112	$ 8,436	$ 8,774	4.0%	4.0%	4.0%	4.0%
5304901	ADVERTISING-LEGAL	Operating Expenses	N	$ 12,400	$ 12,896	$ 13,412	$ 13,948	$ 14,506	4.0%	4.0%	4.0%	4.0%
5304921	FEES/COSTS-RMB SPCL	Non-Operating Expenses	Y	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5304922	FEES/COSTS-OTHER	Non-Operating Expenses	Y	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5304923	FEES/COSTS-FILING	Non-Operating Expenses	Y	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5304933	FEES/COSTS-CST ALLO PLN	Non-Operating Expenses	Y	$ 1,057,272	$ 1,099,563	$ 1,143,545	$ 1,189,287	$ 1,236,859	4.0%	4.0%	4.0%	4.0%
5304936	FEES/COSTS-TC COMMISSN	Non-Operating Expenses	Y	$ 910,815	$ 983,680	$ 1,062,375	$ 1,147,365	$ 1,239,154	8.0%	8.0%	8.0%	8.0%
5304937	FEES/COSTS-TC REF	Non-Operating Expenses	Y	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5304953	FEES/COSTS-FLT GPS	Non-Operating Expenses	Y	$ 27,168	$ 28,255	$ 29,385	$ 30,560	$ 31,783	4.0%	4.0%	4.0%	4.0%
5304940	FEES/COSTS-PROP APPRSR	Non-Operating Expenses	Y	$ 1,366,223	$ 1,475,521	$ 1,593,563	$ 1,721,048	$ 1,858,731	8.0%	8.0%	8.0%	8.0%
5304955	FEES/COSTS-FLT CAP RECV	Non-Operating Expenses	N	$ 2,338,620	$ 2,432,165	$ 2,529,451	$ 2,630,629	$ 2,735,855	4.0%	4.0%	4.0%	4.0%
5304956	FEES/COSTS-FLEET FACILITY	Non-Operating Expenses	Y	$ 7,000	$ 7,280	$ 7,571	$ 7,874	$ 8,189	4.0%	4.0%	4.0%	4.0%
5304957	FEES/COSTS-FLEET/ADMIN	Non-Operating Expenses	Y	$ 53,460	$ 55,598	$ 57,822	$ 60,135	$ 62,541	4.0%	4.0%	4.0%	4.0%
5304959	FEES/COSTS-BANK CHARGES	Non-Operating Expenses	Y	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5304965	FEES / COSTS-NEW HIRES	Non-Operating Expenses	Y	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5304970	FEES/COSTS-T.S. CAP RECV	Non-Operating Expenses	Y	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5305101	OFFICE SUPPLIES	Operating Expenses	N	$ 12,500	$ 13,000	$ 13,520	$ 14,061	$ 14,623	4.0%	4.0%	4.0%	4.0%
5305201	OPERATING SUPPLIES	Operating Expenses	N	$ 459,540	$ 477,922	$ 497,038	$ 516,920	$ 537,597	4.0%	4.0%	4.0%	4.0%
5305202	GAS, OIL & LUBRICANTS	Operating Expenses	N	$ 215,583	$ 226,362	$ 237,680	$ 249,564	$ 262,042	5.0%	5.0%	5.0%	5.0%
5305205	CLOTHING & UNIFORM APPRL	Operating Expenses	N	$ 154,143	$ 161,850	$ 169,943	$ 178,440	$ 187,362	5.0%	5.0%	5.0%	5.0%
5305206	Tools & Small Implements	Operating Expenses	N	$ 85,500	$ 89,775	$ 94,264	$ 98,977	$ 103,926	5.0%	5.0%	5.0%	5.0%
5305207	SAFETY GEAR AND SUPPLIES	Operating Expenses	N	$ 494,559	$ 548,687	$ 605,521	$ 665,197	$ 727,857	5.0%	5.0%	5.0%	5.0%
5305214	OPER SUPP - HYDRANTS	Operating Expenses	N	$ 8,300	$ 8,632	$ 8,977	$ 9,336	$ 9,710	4.0%	4.0%	4.0%	4.0%
5305217	OPER SUPP-MSA/SCBA	Operating Expenses	N	$ 24,775	$ 25,766	$ 26,797	$ 27,869	$ 28,983	4.0%	4.0%	4.0%	4.0%
5305218	OPER SUPP-TRT	Operating Expenses	N	$ 60,180	$ 62,587	$ 65,091	$ 67,694	$ 70,402	4.0%	4.0%	4.0%	4.0%
5305219	OPER SUPP-HAZMAT	Operating Expenses	N	$ 19,380	$ 20,155	$ 20,961	$ 21,800	$ 22,672	4.0%	4.0%	4.0%	4.0%
5305236	OPER SUPP-COMMUNITY OUTREACH	Operating Expenses	N	$ 28,155	$ 29,281	$ 30,452	$ 31,671	$ 32,937	4.0%	4.0%	4.0%	4.0%
5305237	OPER SUPP - DRONES	Operating Expenses	N	$ 4,800	$ 4,992	$ 5,192	$ 5,399	$ 5,615	4.0%	4.0%	4.0%	4.0%
5305246	OPER SUPP-ARFF	Operating Expenses	N	$ 11,000	$ 11,440	$ 11,898	$ 12,374	$ 12,868	4.0%	4.0%	4.0%	4.0%
5305247	OPER SUPP-TRNG	Operating Expenses	N	$ 27,500	$ 28,600	$ 29,744	$ 30,934	$ 32,171	4.0%	4.0%	4.0%	4.0%
5305248	OPER SUPP-MARINE	Operating Expenses	N	$ 5,000	$ 5,200	$ 5,408	$ 5,624	$ 5,849	4.0%	4.0%	4.0%	4.0%
5305250	OPER SUPP-VEHICLE ACCESS	Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5305251	OPER SUPP-COMMUNICATIONS	Operating Expenses	N	$ 364,783	$ 379,374	$ 394,549	$ 410,331	$ 426,745	4.0%	4.0%	4.0%	4.0%
5305221	OPER SUPP-CMPTR SOFTWARE	Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5305222	OPER SUPP-CMPTR HARDWARE	Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5305225	OPER SUPP-MEDICAL SUPL'S	Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	4.0%	4.0%	4.0%	4.0%
5305264	Upcap Equip < $1000	Operating Expenses	N	$ 181,250	$ 188,500	$ 196,040	$ 203,882	$ 212,037	4.0%	4.0%	4.0%	4.0%
5305274	Uncap Equip $1000-$5000 Tech	Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	5.0%	5.0%	5.0%	5.0%
5305401	BOOKS/PUBLICATIONS/SUBSCR	Operating Expenses	N	$ 75,105	$ 78,860	$ 82,803	$ 86,943	$ 91,291	5.0%	5.0%	5.0%	5.0%
5305402	DUES AND MEMBERSHIPS	Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	5.0%	5.0%	5.0%	5.0%
5305420	SUBSCRIPTIONS-ELECTRONIC	Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	5.0%	5.0%	5.0%	5.0%
5305506	EDUC-TRAINING & TUITION	Operating Expenses	N	$ 124,433	$ 130,655	$ 137,187	$ 144,047	$ 151,249	5.0%	5.0%	5.0%	5.0%
5305510	EDUC-TUITION REIMBURSEMNT	Operating Expenses	N	$ 40,000	$ 42,000	$ 44,100	$ 46,305	$ 48,620	5.0%	5.0%	5.0%	5.0%
5606101	LAND ACQUISITION	Capital Outlay	N	$ -	$ -	$ -	$ -	$ -	0.0%	0.0%	0.0%	0.0%
5606233	BLDGS-HCFRD	Capital Outlay	N	$ -	$ -	$ -	$ -	$ -	0.0%	0.0%	0.0%	0.0%
5606401	EQUIPMENT(GRTR THAN 5000)	Minor Capital Outlay	N	$ 933,950	$ 300,000	$ 300,000	$ 300,000	$ 300,000	0.0%	0.0%	0.0%	0.0%
5606801	CAPITALIZED SOFTWARE	Minor Capital Outlay	N	$ -	$ -	$ -	$ -	$ -	0.0%	0.0%	0.0%	0.0%
5707110	PRINCIPAL-LOANS (Gen Fund)	Existing Debt Service	N	$ -	$ -	$ -	$ -	$ -	0.0%	0.0%	0.0%	0.0%
5707117	PRINCIPAL-LOC	Existing Debt Service	N	$ -	$ -	$ -	$ -	$ -	0.0%	0.0%	0.0%	0.0%
	2015 Loan - Equipment/Veh	Existing Debt Service	N	$ -	$ -	$ -	$ -	$ -	0.0%	0.0%	0.0%	0.0%
	Station 6 Construction	Existing Debt Service	N	$ 50,236	$ 50,754	$ 50,754	$ 50,754	$ 50,754	0.0%	0.0%	0.0%	0.0%
	Station 5 (LOC, 1.75%, 10 yrs, 4.9m)	Existing Debt Service	N	$ 246,154	$ 298,434	$ 298,434	$ 298,434	$ 298,434	0.0%	0.0%	0.0%	0.0%
	US 19/Atlanta Station Construction (50%)	Existing Debt Service	N	$ 278,266	$ 79,020	$ 82,971	$ 87,120	$ 91,476	0.0%	0.0%	0.0%	0.0%
5707201	INTEREST-BONDS - STATION 2	Existing Debt Service	N	$ 168,553	$ 337,106	$ 337,106	$ 337,106	$ 337,106	0.0%	0.0%	0.0%	0.0%
	Station 6 Construction	Existing Debt Service	N	$ 5,293	$ 4,256	$ 4,256	$ 4,256	$ 4,256	0.0%	0.0%	0.0%	0.0%
	Station 5 Construction	Existing Debt Service	N	$ 25,936	$ 41,709	$ 41,709	$ 41,709	$ 41,709	0.0%	0.0%	0.0%	0.0%
	US 19/Atlanta Station Construction (50%)	Existing Debt Service	N	$ 175,000	$ 246,237	$ 242,286	$ 238,138	$ 233,782	0.0%	0.0%	0.0%	0.0%
5909501	AMORTIZATION - BOND ISS CS (ST. 2)	Non-Operating Expenses	N	$ 35,904	$ -	$ -	$ -	$ -	0.0%	0.0%	0.0%	0.0%
5910011	TRNSF-GENERAL FUND - PROJ COORD & TRACERS	Non-Operating Expenses	N	$ 73,500	$ 73,500	$ 73,500	$ 73,500	$ 73,500	0.0%	0.0%	0.0%	0.0%
5920830	TRNSF-NON-ADVAL REV S202	Non-Operating Expenses	N	$ 202,264	$ 202,264	$ 202,264	$ 202,264	$ 202,264	0.0%	0.0%	0.0%	0.0%
0	TRNSF-MATCHING GRANT	Non-Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	0.0%	0.0%	0.0%	0.0%
5920710	TRNSF-NON ADVAL REF S2022	Non-Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	0.0%	0.0%	0.0%	0.0%
	Wellness Center (per employee)	Operating Expenses	N	$ 382,448	$ 223,940	$ 223,941	$ 223,942	$ 223,943	5.0%	5.0%	5.0%	5.0%
	NEW DEBT SERVICE	New Debt Service	N	$ -	$ -	$ -	$ -	$ -	0.0%	0.0%	0.0%	0.0%
	PAYGO CAPITAL	Capital Outlay	N	$ 4,750,000	$ -	$ -	$ -	$ -	0.0%	0.0%	0.0%	0.0%
	FIRE PERSONNEL ADDITIONS	Personal Services	N	$ -	$ 143,554	$ 1,581,745	$ 3,147,865	$ 3,336,737	0.0%	0.0%	0.0%	0.0%
	FIRE O&M ADDITIONS	Operating Expenses	N	$ -	$ -	$ 190,824	$ 389,280	$ 404,852	0.0%	0.0%	0.0%	0.0%
	Fire Station US 19 & Atlanta - Uncap Equip	Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	0.0%	0.0%	0.0%	0.0%
	Fire Station (County Line) - Uncap Equip	Operating Expenses	N	$ -	$ 75,000	$ -	$ -	$ -	0.0%	0.0%	0.0%	0.0%
	Fire Station (Lockhart & 50) - Uncap Equip	Operating Expenses	N	$ -	$ -	$ 75,000	$ -	$ -	0.0%	0.0%	0.0%	0.0%
	Headquarters - Uncap Equip	Operating Expenses	N	$ -	$ -	$ -	$ -	$ -	0.0%	0.0%	0.0%	0.0%
		Total:		$ 53,688,135	$ 49,803,306	$ 54,012,332	$ 58,425,956	$ 62,493,742				

(1) - Calculated as percent of applicable salaries & benefits, not escalated at shown factor

Schedule 3 - Five-Year Capital Improvement Plan

Project Description	Funding Source	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Fire Station US 19 & Atlanta 50%	Existing Debt	$ 4,000,000	$ -	$ -	$ -	$ -
Station 3 Driveway 50%	PAYGO - Cash	$ 250,000	$ -	$ -	$ -	$ -
Remodel Station 12 & Driveway 50%	PAYGO - Cash	$ 500,000	$ -	$ -	$ -	$ -
Fire Station (County Line) 50% - Building	Impact Fees	$ -	$ 4,000,000	$ -	$ -	$ -
Fire Station (Lockhart & 50) 50%	Impact Fees	$ -	$ -	$ 4,000,000	$ -	$ -
Fire Headquarters 50%	PAYGO - Cash	$ -	$ -	$ -	$ -	$ -
Training Center	Impact Fees	$ 500,000	$ 500,000	$ 500,000	$ -	$ -
Training Center Land Purchase	PAYGO - Cash	$ 4,000,000	$ -	$ -	$ -	$ -
Total Capital		**$ 9,250,000**	**$ 4,500,000**	**$ 4,500,000**	**$ -**	**$ -**
Capital by Funding Source						
PAYGO - Cash		$ 4,750,000	$ -	$ -	$ -	$ -
Existing Debt		$ 4,000,000	$ -	$ -	$ -	$ -
Long Term Debt		$ -	$ -	$ -	$ -	$ -
Impact Fees		$ 500,000	$ 4,500,000	$ 4,500,000	$ -	$ -
Total Capital		**$ 9,250,000**	**$ 4,500,000**	**$ 4,500,000**	**$ -**	**$ -**
Combined Long Term Debt Issuance		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Estimated Long Term Debt Service		FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Term	Interest
	FY 2027	$ -	$ -	$ -	$ -	$ -	30	5.0%
	FY 2028	$ -	$ -	$ -	$ -	$ -	30	5.0%
	FY 2029	$ -	$ -	$ -	$ -	$ -	30	5.0%
	FY 2030	$ -	$ -	$ -	$ -	$ -	30	5.0%
	FY 2031	$ -	$ -	$ -	$ -	$ -	30	5.0%
Total Estimated Debt Service Payments		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**		

Schedule 4 - Projection of Personnel Additions and Reclassifications (Fire Only)

Description	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Station Additions					
Station Atlanta/US 19 - Engine (3 Capt, 3 DE, 6 FF)	Included in FY27 Budget	$ -	$ -	$ -	$ -
Heavy Rescue (3 Capt, 3 DE, 6 FF)	Included in FY27 Budget	$ -	$ -	$ -	$ -
Lockhart Fire Station (3 Capt, 3 DE, 6 FF)	$ -	$ -	$ -	$ 1,471,216	$ -
County Line Fire Station	$ -	$ -	$ 1,429,578	$ -	$ -
Staff Additions/Reclasses					
Division Chief	$ -	$ 102,061	$ -	$ -	$ -
Logistics Tech	$ -	$ 41,493	$ -	$ -	$ -
CRR Specialist	$ -	$ -	$ -	$ -	$ -
Battalion Chief	$ -	$ -	$ -	$ -	$ -
Total Personnel Additions	$ -	$ 143,554	$ 1,429,578	$ 1,471,216	$ -
l Additions - Cumulative Annual Cost with Escalation	$ -	$ 143,554	$ 1,581,745	$ 3,147,865	$ 3,336,737
Personnel Escalation		3.0%	6.0%	6.0%	6.0%

Schedule 5 - Projection of New Station Operations & Maintenance Costs

			Full Cost and Timing of New Station O&M						Fire Only Costs			
Description	**Starting Cost**	**Start Year**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**% Fire**	**% EMS**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**
Fire Station (County Line)												
Utilities:	$ 16,800	FY 2029	$ -	$ 16,800	$ -	$ -	50%	50%	$ -	$ 8,400	$ -	$ -
Trash:	$ 2,400	FY 2029	$ -	$ 2,400	$ -	$ -	50%	50%	$ -	$ 1,200	$ -	$ -
Water	$ 780	FY 2029	$ -	$ 780	$ -	$ -	50%	50%	$ -	$ 390	$ -	$ -
Cable:	$ 3,000	FY 2029	$ -	$ 3,000	$ -	$ -	50%	50%	$ -	$ 1,500	$ -	$ -
Janitorial Supplies	$ 1,800	FY 2029	$ -	$ 1,800	$ -	$ -	50%	50%	$ -	$ 900	$ -	$ -
Mowing	$ 1,800	FY 2029	$ -	$ 1,800	$ -	$ -	50%	50%	$ -	$ 900	$ -	$ -
Repairs/Maint-Bldg	$ 18,000	FY 2029	$ -	$ 18,000	$ -	$ -	50%	50%	$ -	$ 9,000	$ -	$ -
Vehicle (Gas, Lease, Maint)	$ -	FY 2029	$ -	$ -	$ -	$ -	50%	50%	$ -	$ -	$ -	$ -
Gas	$ 21,600	FY 2029	$ -	$ 21,600	$ -	$ -	50%	50%	$ -	$ 10,800	$ -	$ -
Lease	$ 120,000	FY 2029	$ -	$ 120,000	$ -	$ -	50%	50%	$ -	$ 60,000	$ -	$ -
Maint	$ 60,000	FY 2029	$ -	$ 60,000	$ -	$ -	50%	50%	$ -	$ 30,000	$ -	$ -
Equipment Maint	$ 10,200	FY 2029	$ -	$ 10,200	$ -	$ -	50%	50%	$ -	$ 5,100	$ -	$ -
Software	$ 2,940	FY 2029	$ -	$ 2,940	$ -	$ -	50%	50%	$ -	$ 1,470	$ -	$ -
Radios	$ 18,000	FY 2029	$ -	$ 18,000	$ -	$ -	50%	50%	$ -	$ 9,000	$ -	$ -
Cost Allocation	$ 75,600	FY 2029	$ -	$ 75,600	$ -	$ -	50%	50%	$ -	$ 37,800	$ -	$ -
Operating Costs	$ 7,200	FY 2029	$ -	$ 7,200	$ -	$ -	50%	50%	$ -	$ 3,600	$ -	$ -
Tools	$ 1,440	FY 2029	$ -	$ 1,440	$ -	$ -	50%	50%	$ -	$ 720	$ -	$ -
Safety Gear	$ 6,000	FY 2029	$ -	$ 6,000	$ -	$ -	50%	50%	$ -	$ 3,000	$ -	$ -
MSA/SCBA	$ 3,888	FY 2029	$ -	$ 3,888	$ -	$ -	50%	50%	$ -	$ 1,944	$ -	$ -
Uncap Equip	$ 10,200	FY 2029	$ -	$ 10,200	$ -	$ -	50%	50%	$ -	$ 5,100	$ -	$ -
Fire Station (Lockhart & 50)												
Utilities:	$ 16,800	FY 2030	$ -	$ -	$ 16,800	$ -	50%	50%	$ -	$ -	$ 8,400	$ -
Trash:	$ 2,400	FY 2030	$ -	$ -	$ 2,400	$ -	50%	50%	$ -	$ -	$ 1,200	$ -
Water	$ 780	FY 2030	$ -	$ -	$ 780	$ -	50%	50%	$ -	$ -	$ 390	$ -
Cable:	$ 3,000	FY 2030	$ -	$ -	$ 3,000	$ -	50%	50%	$ -	$ -	$ 1,500	$ -
Janitorial Supplies	$ 1,800	FY 2030	$ -	$ -	$ 1,800	$ -	50%	50%	$ -	$ -	$ 900	$ -
Mowing	$ 1,800	FY 2030	$ -	$ -	$ 1,800	$ -	50%	50%	$ -	$ -	$ 900	$ -
Repairs/Maint-Bldg	$ 18,000	FY 2030	$ -	$ -	$ 18,000	$ -	50%	50%	$ -	$ -	$ 9,000	$ -
Vehicle (Gas, Lease, Maint)	$ -	FY 2030	$ -	$ -	$ -	$ -	50%	50%	$ -	$ -	$ -	$ -
Gas	$ 21,600	FY 2030	$ -	$ -	$ 21,600	$ -	50%	50%	$ -	$ -	$ 10,800	$ -
Lease	$ 120,000	FY 2030	$ -	$ -	$ 120,000	$ -	50%	50%	$ -	$ -	$ 60,000	$ -
Maint	$ 60,000	FY 2030	$ -	$ -	$ 60,000	$ -	50%	50%	$ -	$ -	$ 30,000	$ -
Equipment Maint	$ 10,200	FY 2030	$ -	$ -	$ 10,200	$ -	50%	50%	$ -	$ -	$ 5,100	$ -
Software	$ 2,940	FY 2030	$ -	$ -	$ 2,940	$ -	50%	50%	$ -	$ -	$ 1,470	$ -
Radios	$ 18,000	FY 2030	$ -	$ -	$ 18,000	$ -	50%	50%	$ -	$ -	$ 9,000	$ -
Cost Allocation	$ 75,600	FY 2030	$ -	$ -	$ 75,600	$ -	50%	50%	$ -	$ -	$ 37,800	$ -
Operating Costs	$ 7,200	FY 2030	$ -	$ -	$ 7,200	$ -	50%	50%	$ -	$ -	$ 3,600	$ -
Tools	$ 1,440	FY 2030	$ -	$ -	$ 1,440	$ -	50%	50%	$ -	$ -	$ 720	$ -
Safety Gear	$ 6,000	FY 2030	$ -	$ -	$ 6,000	$ -	50%	50%	$ -	$ -	$ 3,000	$ -
MSA/SCBA	$ 3,888	FY 2030	$ -	$ -	$ 3,888	$ -	50%	50%	$ -	$ -	$ 1,944	$ -
Uncap Equip	$ 10,200	FY 2030	$ -	$ -	$ 10,200	$ -	50%	50%	$ -	$ -	$ 5,100	$ -
Total O&M Additions			$ -	$ 381,648	$ 381,648				$ -	$ 190,824	$ 190,824	$ -
Total O&M Additions - Cumulative Annual Cost with Escalation			$ -	$ 381,648	$ 778,561				$ -	$ 190,824	$ 389,280	$ 404,852
O&M Escalation			4.0%	4.0%	4.0%				4.0%	4.0%	4.0%	4.0%

Schedule 6 - MSBU Assessment Rate Calculation and Projection

									Annual Rate Projection			
Assessment Property Class	**Unit Type**	**% Call Allocation**	**FY27 Allocation of Net Revenue**	**FY27 Billed Revenue**	**Allocated Units**	**Billed Units**	**Current FY 2026**	**Calculated FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**
Unimproved & Acreage	Lot	5.8%	$ 2,396,415	$ 2,382,818	22,741	22,612	$ 85.805	$ 105.380	$ 113.810	$ 122.915	$ 132.748	$ 143.368
Residential	Unit	76.1%	$ 31,523,023	$ 31,522,712	97,245	97,244	$ 337.024	$ 324.161	$ 350.094	$ 378.101	$ 408.350	$ 441.017
Commercial	Sq. Ft.	9.4%	$ 3,903,238	$ 3,901,029	16,984,388	16,960,994	$ 0.202	$ 0.230	$ 0.248	$ 0.268	$ 0.290	$ 0.313
Hospitals & Nursing Homes	Sq. Ft.	3.8%	$ 1,586,409	$ 1,586,443	1,066,875	1,066,875	$ 1.726	$ 1.487	$ 1.606	$ 1.734	$ 1.873	$ 2.023
Churches	Sq. Ft.	0.6%	$ 261,749	$ 261,965	1,831,924	1,831,924	$ 0.154	$ 0.143	$ 0.154	$ 0.167	$ 0.180	$ 0.195
Industrial/Warehouse	Sq. Ft.	1.8%	$ 739,263	$ 738,622	8,489,906	8,489,906	$ 0.080	$ 0.087	$ 0.094	$ 0.101	$ 0.110	$ 0.118
Government	Sq. Ft.	2.5%	$ 1,038,152	$ 19,682	5,853,906	111,199	$ 0.217	$ 0.177	$ 0.191	$ 0.206	$ 0.223	$ 0.241
Agricultural Buildings	Sq. Ft.	0.0%	$ 1,769	$ -	14,775	14,775	$ -	$ 0.120	$ 0.130	$ 0.140	$ 0.151	$ 0.163
		100.0%	$ 41,448,248	$ 40,413,271								
Fixed Base/Admin Fee	Parcel		$ 3,421,938	$ 3,416,828	113,084	112,916	$ 25.36	$ 30.26	$ 32.68	$ 35.30	$ 38.12	$ 41.17
Commercial Inspection Fee			$ 631,075	$ 631,082	3,829	3,824	$ 165.03	$ 165.03	$ 178.23	$ 192.49	$ 207.89	$ 224.52
total			$ 45,502,093	$ 44,461,182								
% Change in Assessment Revenue:								0.00%	8.00%	8.00%	8.00%	8.00%

		% Change				
Assessment Property Class	**Unit Type**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**
Unimproved & Acreage	Lot	22.8%	8.00%	8.00%	8.00%	8.00%
Residential	Unit	-3.8%	8.00%	8.00%	8.00%	8.00%
Commercial	Sq. Ft.	13.9%	8.00%	8.00%	8.00%	8.00%
Hospitals & Nursing Homes	Sq. Ft.	-13.8%	8.00%	8.00%	8.00%	8.00%
Churches	Sq. Ft.	-7.1%	8.00%	8.00%	8.00%	8.00%
Industrial/Warehouse	Sq. Ft.	8.7%	8.00%	8.00%	8.00%	8.00%
Government	Sq. Ft.	-18.4%	8.00%	8.00%	8.00%	8.00%
Agricultural Buildings	Sq. Ft.		8.00%	8.00%	8.00%	8.00%

		$ Change per Unit				
Assessment Property Class	**Unit Type**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**
Unimproved & Acreage	Lot	$ 19.58	$ 8.43	$ 9.10	$ 9.83	$ 10.62
Residential	Unit	$ (12.86)	$ 25.93	$ 28.01	$ 30.25	$ 32.67
Commercial	Sq. Ft.	$ 0.03	$ 0.02	$ 0.02	$ 0.02	$ 0.02
Hospitals & Nursing Homes	Sq. Ft.	$ (0.24)	$ 0.12	$ 0.13	$ 0.14	$ 0.15
Churches	Sq. Ft.	$ (0.01)	$ 0.01	$ 0.01	$ 0.01	$ 0.01
Industrial/Warehouse	Sq. Ft.	$ 0.01	$ 0.01	$ 0.01	$ 0.01	$ 0.01
Government	Sq. Ft.	$ (0.04)	$ 0.01	$ 0.02	$ 0.02	$ 0.02
Agricultural Buildings	Sq. Ft.	$ 0.12	$ 0.01	$ 0.01	$ 0.01	$ 0.01