DELAWARE FIRE SERVICE
FINANCIAL REVIEW AND ANALYSIS

Sussex County

Recommendations for the Sustainability of the
Fire and Basic Life Support (BLS) Service

June 9, 2025

FACETS

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Executive Summary

Independent non-profit fire companies, rescue squads, and EMS companies across the State of Delaware have a long and proud history of dedicated service to their communities. Over the years, the presence and operation of volunteer-based fire and emergency medical services (EMS) organizations has relieved Delaware's local governments from the need to raise and expend funding for the *full* cost of providing these basic public services.

The fire and emergency medical services in the United States, including the fire-EMS service in Delaware, is facing fundamental challenges to recruitment of new members and retention of existing members. This is especially salient in the volunteer fire and emergency medical services. Many volunteer fire-EMS departments nationwide are struggling to maintain a sufficient number of trained and capable members to provide the level of service expected by their residents, businesses, and visitors.

The demand for all-hazards fire and emergency services from Sussex County (Sussex) companies, especially the demand for EMS Basic Life Support (BLS), has increased beyond the capacity of purely volunteer staffing. Consequently, the vast majority of ambulance transports in Sussex County are now provided by full-time or part-time fire/EMS personnel employed by the County's 24 independent fire/EMS companies.

Two of these companies–Georgetown and Indian River–remain fully volunteer-staffed and neither organization provides primary response to EMS incidents or provides ambulance transportation.

The current fire and BLS system in Sussex County is becoming increasingly difficult to sustain. A system that worked very well for decades has been overtaken by a number of factors including population growth, higher demands for emergency services, urban development, increased costs, societal shifts in volunteerism, and financial pressure on families.

As these challenges compound in future years, Sussex County should consider a more coordinated and integrated approach to providing fire and EMS countywide, moving toward an eventual transition to a sustainable service model that is essentially staffed by career fire-EMS personnel, supported by the fire companies, and supplemented by volunteer firefighters and EMS providers. This model has been the landing place for a number of similarly situated counties in Maryland and Virginia over the past 20-30 years.

The current fire and BLS system in Sussex County is essentially a "patchwork quilt" of 24 non-profit independent corporations that are almost entirely dependent on the State of Delaware and Sussex County for the funds needed to operate. Advanced Life Support EMS is directly provided by Sussex County Emergency Medical Services (SCEMS), an operating unit of Sussex County Government.

In addition to providing details about the financial condition of each of the County's fire/EMS companies, this report makes the following recommendations:

- The County and the leadership of its independent fire/EMS companies should work together on a planning process that envisions and details a strategic plan to bring the fire and EMS (BLS/ALS) system into the future. This comprehensive plan should contain provisions for system design, system capacity, system capabilities, the ownership of system resources, funding requirements, and a timetable for change.

- The County should consider facilitating or providing shared services to fire/EMS companies that may save costs, increase revenues, or increase efficiency.

- The County should contemplate the response of the County and the County's fire/EMS service to the insolvency or bankruptcy of a fire/EMS provider, or the elective withdrawal of a company that currently provides BLS ambulance service. Possible responses include assumption of all or part of the services provided by the entity by the County, assumption of these duties by surrounding fire/EMS entities, or other methods.

- In the near term, the County should implement the service fee authorized by Delaware General Assembly (2023-2024) House Bill 127 (https://legis.delaware.gov/BillDetail/130231). The revenue generated by this fee should be distributed to companies based on the location of the property where the fee is assessed. This new revenue source should not supplant or replace the current sources of revenue from the State of Delaware or Sussex County. In areas where the local fire company is not the primary provider of BLS ambulance service, the revenue generated should be split 50-50 between the fire company and the EMS provider. This revenue should be accompanied with additional controls to support the strategic plan recommended above.

We also make a number of suggestions on accounting systems and practices, grant funding, revenue enhancements, cost avoidance, and potential cost savings.

Ultimately, a significant and sustainable infusion of funding is needed to help all of Sussex County's independent non-profit fire/EMS companies meet current service-level expectations and future demand.

Introduction

“All-hazards” fire/emergency response and BLS EMS in Sussex County, Delaware is provided by 22 independent, non-profit fire companies, a rescue squad, and an EMS company . These companies are located across the County and deliver fire suppression, rescue, BLS patient care, ambulance transportation, and other emergency services to County residents, businesses, and visitors; mutual-aid is also provided to surrounding jurisdictions in Delaware and Maryland.

In Sussex County, advanced life support (ALS) emergency medical services (EMS) are provided by career personnel employed with Sussex County Emergency Medical Services (SCEMS). SCEMS also responds to hazardous materials incidents and SCEMS paramedics work closely with the County’s independent fire/EMS companies on EMS incidents of all types. (https://sussexcountyde.gov/emergency-medical-services)

The origins of Delaware’s independent fire/EMS companies trace back decades, to an era where volunteers joined together and founded non-profit organizations to meet community needs.

In August 2023, recognizing shared financial and operational pressures among non-profit fire/EMS companies statewide, Delaware’s three counties advertised RFP 24PP-102, seeking a detailed financial analysis and recommendations for the sustainability of the “Delaware Fire and Basic Life Support (BLS) Service” across the State of Delaware.

FACETS Consulting, LLP (FACETS), founded in 2006 with a 19-year record of success working with a wide range of clients across the United States, was contracted by all three counties to perform the desired analyses using a common methodology.

Methodology

Introduction

The financial monitoring framework created for this FACETS evaluation is based on nationally accepted best practices developed by highly regarded agencies and organizations, including the Pew Charitable Trusts.

In September 2016, Pew published, *State Strategies to Detect Local Fiscal Distress*. (https://www.pewtrusts.org/-/media/assets/2016/09/detecting_local_distress_report.pdf) In this report, Pew identified 22 states that actively and regularly review financial information from towns and cities with the aim of trying to detect fiscal distress. (Colorado, Connecticut, Florida, Iowa, Kentucky, Louisiana, Maryland, Michigan, Minnesota, Nevada, New Hampshire, New Jersey, New Mexico, New York, North Carolina, Ohio, Oregon, Pennsylvania, Rhode Island, South Dakota, Tennessee, and Washington.)

Within this group, there is a broad range in the scope and intensity of monitoring efforts. Of the 22 states, eight can be classified as "early warning" states, meaning that they have laws defining when towns or cities are in "fiscal distress" and systems to identify signs that a locality is declining toward such a condition. These eight states are: Louisiana, Nevada, New Jersey, North Carolina, Ohio, Pennsylvania, Rhode Island, and Tennessee.

These state efforts to monitor town/city fiscal health can be applied to monitoring the fiscal health of local non-profit fire/EMS companies with some modifications. Since the State of Delaware does not have its own system, the *Pennsylvania Governor's Center for Local Government Services Financial Monitoring Workbook* (https://dced.pa.gov/download/financial-monitoring-workbook/) was used as a foundation for this evaluation, further informed by FACETS' extensive fire-EMS management experience across the USA.

The *Workbook* identifies a total of 26 factors affecting municipalities' fiscal health; not all of them apply to non-profit fire/EMS companies and the relevance of some factors may change from company to company and/or within one company over time. In the long run, these factors can be calculated, graphed, interpreted, and evaluated against previous results and projections. Information generated through a financial monitoring system will allow municipal officials to determine whether a fire/EMS company has the potential to independently support services and capital programs on a continuing basis. Where appropriate, an "action agenda" can be developed to address unfavorable results/trends. The proposed action strategies might include changes in current legislative policies, new management practices, as well as recognition of uncontrollable external influences.

Factors

Of the 26 factors, the following 13 factors were selected/adapted for evaluating the 62 Delaware fire companies' overall financial health and sustainability.

1) **Revenue per call*** – shows how a fire/EMS company's revenues are affected by changes in call volume

$$\frac{\text{Total operating revenue}}{\text{Calls}}$$

**This factor was adapted from per capita.*

2) **Expenditures per call*** – displays the cost of operating the fire/EMS company on a per call basis; reveals the effect of adding/deleting or changing service levels

$$\frac{\text{Total operating expenditures}}{\text{Calls}}$$

**This factor was adapted from per capita.*

3) **Employee benefits*:** demonstrates impact that employee benefit costs have on a fire/EMS company's finances

$$\frac{\text{Total employee benefits cost}}{\text{Total salary and wages cost}}$$

**This factor only applies to fire/EMS companies with paid positions (full-time, part-time or stipend. Adapted from employee and volunteer benefits cost.*

4) **Cash position** – designed to give officials an idea of exactly where they stand (i.e., sufficient cash on-hand to pay bills) at a given point in time

$$\frac{\text{Cash and short-term investments}}{\text{Current Liabilities}}$$

5) **Debt service*** – shows the proportion of general operating revenue devoted to paying off outstanding debt (e.g., loans, bonds, vendor leases, and lease rental payments to authorities)

$$\frac{\text{Debt service (not including self-supporting)}}{\text{Total operating revenue}}$$

**This factor may not apply to all companies.*

6) **Debt per capita*** – designed to demonstrate the debt burden associated with each municipal resident (thereby taking into consideration the ability of the citizens to repay loans rather than the underlying value of the collateral pledged)

$$\frac{\text{Long-term debt}}{\text{Population}}$$

**This factor may not apply to all companies. It uses a static 2020 census population across all five years.*

7) **Operating position** – fire/EMS company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills; whether a municipality is operating on a break-even basis or is spending down fund balances from previous years to fund current operations

$$\frac{\text{General fund operating expenditures}}{\text{General operating revenue}}$$

8) **Revenue shortfalls** – examines both fiscal condition and performance of officials in controlling budgets (1=break-even; <1=revenues budgeted in excess of actual; >1=actual revenues in excess of budgeted)

$$\frac{\text{Actual year-end revenue}}{\text{Budgeted revenue}}$$

9) **Expenditure overruns** – way to assess how well the estimates for anticipated expenditures for the year were prepared and how closely the budgeted versus actual expenses were monitored throughout the year

$$\frac{\text{Actual year-end expenditures}}{\text{Budgeted expenditures}}$$

10) **EMS user fees*** – fire companies who provide EMS services should know whether these are high enough to cover all the costs associated with provision; if they aren't, policy or operational changes might be needed

$$\frac{\text{Ambulance Billing Revenue}}{\text{Total cost of providing service}}$$

**This factor was adapted from "user fees and charges"*
**It is extremely difficult to fully separate fire from EMS costs. This formula utilizes any costs 100% dedicated to EMS when easily recognizable in companies' profit and loss statements and/or financial statements (i.e. EMS salaries, purchase of EMS equipment, purchase of ambulance or principal/interest payments) plus 50% of all typical shared services*

including (but not limited to): utilities, fuel, janitorial supplies, payroll services, professional services, etc.

11) **Capital outlay** – how much current revenue a fire/EMS company allocates on an annual basis to fund capital expenditures; a fire/EMS company ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as well as financing these types of purchases

$$\frac{\text{Capital outlay from current operating funds}}{\text{Operating expenditures}}$$

12) **Fund balance** – using cash balances from prior years to fund operating expenditures for subsequent budget years is not a sound financial management practice; if surplus cash exists, it should be allocated as emergency operating reserve funds

$$\frac{\text{(Current operating revenue – current operating expenditures)}}{\text{Current operating expenditures}}$$

13) **Solvency** – This factor is a good indicator of overall financial health for the company; a high liabilities to assets ratio can be a sign of financial distress

$$\frac{\text{Total liabilities}}{\text{Total assets}}$$

**This factor is not from the PA Financial Monitoring Workbook.*

A few factors originally were composed of two parts: employee and volunteer benefits, total cost and/or hours worked. Due to the fact that volunteers do not get paid salary or wages, there was no denominator that FACETS could use in the formula. FACETS places a high importance on the intangible benefits and value received from volunteers, which corresponds to hours of service provided to the fire/EMS company's district/community. While FACETS could glean the total benefit cost for volunteers for fire/EMS companies, only some of the companies are tracking hours volunteered in a reliable and consistent manner (either manually or with the assistance of software). Some companies track these in hours while others track them in points. Due to this challenge, FACETS concluded that it would not be viable to include a "volunteer benefits total cost" factor. "Unfunded pensions" was another factor that FACETS removed from the list of factors used for evaluation after realizing that it would not be applicable. This factor is designed to monitor long-term obligations (debts) to current and past employees and the formula is "unfunded pension liabilities / assessed valuation".

Most (if not all) volunteer/combination fire/EMS companies in Delaware that have career staff, participate in the Delaware Volunteer Firefighters Association's (DVFA) pension plan. The volunteers are offered a Length of Service Award Plan (LOSAP) through the

DVFA. These plans are administered by the Delaware Public Employees' Retirement System (DPERS). The plan is a cost-sharing multiple employer defined benefit plan, which covers all actively participating volunteers of fire/EMS companies, auxiliaries, or ambulance organizations within the State of Delaware. Employer contributions are determined by the Board of Pension Trustees. Volunteer member contributions are $60 per member per year. Some companies elect to pay both their contribution and the volunteers' contribution, while some simply pay the employer contribution. The service benefits are determined by multiplying $5 by years of credited service (not to exceed 25 years) per month. Vesting begins at 10 years of credited service. These parameters are statewide - they are not determined by each fire/EMS company. The plan covers retirement benefits for participants aged 60 or older and with 10 or more years of service. In addition, a handful of fire companies maintain a separate LOSAP for volunteer members through different private providers such as Volunteer Firemen's Insurance Services, Inc. (VFIS).

The financial ratios used within these factors help tease out value from the numbers in financial records and could be effective tools for determining fire/EMS companies' overall financial wellness. These ratios are used in multiple categories: liquidity, efficiency, solvency, and valuation. Fire/EMS companies and local governments should compare financial ratios across periods and against peers to check if they are improving or declining. No single ratio is adequate to gauge fire/EMS companies' financial health ratings. Instead, a blend of ratio evaluations is being used across all statements. Outside influences should be included in the evaluation; including, but not limited to, the Consumer Price Index (CPI), which adjusts the fire/EMS companies' revenues and expenditures for inflation.

Delaware volunteer fire/EMS companies' capacity for self-sufficiency can be determined by assessing short and long-term financial condition in four areas:

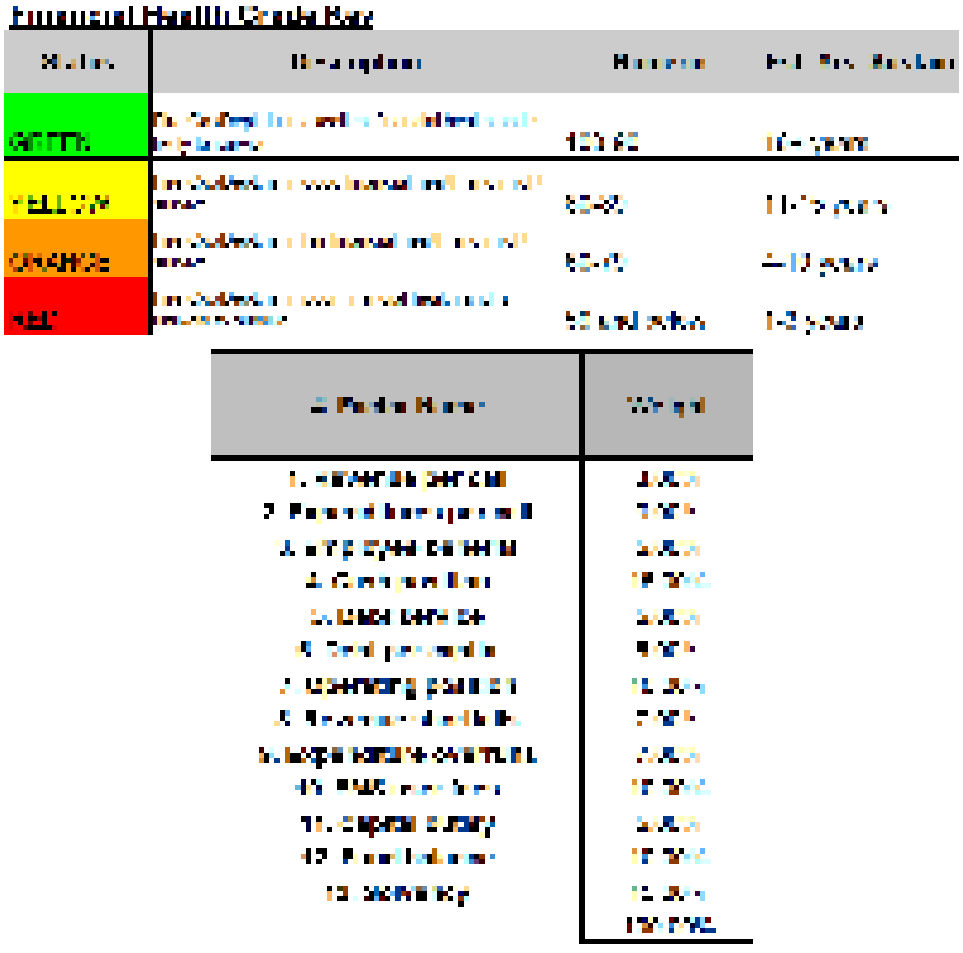
1. Cash Solvency - Will the fire/EMS company consistently, on a 30-to-60 day basis, generate sufficient cash to pay its bills?
2. Budgetary Solvency - Will the fire/EMS company generate sufficient revenue over the twelve-month fiscal year to meet its current expenditure responsibilities and avoid a deficit?
3. Long-Run Solvency - Will the fire/EMS company pay all of its current expenses over the long term as well as provide funding for future expenses incurred today but payable in the future? Examples of long-run obligations include pensions, post retirement benefits, accrued vacation and sick leave and replacement or maintenance of the capital infrastructure.
4. Service Level Solvency - Will the fire/EMS company, over time, be able to provide basic public services at levels adequate to meet the health, safety and welfare needs of its residents? In addition, to assure service level solvency assumes that a fire/EMS company is able to attain and sustain cash, budgetary and long-term solvency.

It is recommended that Sussex County continually analyze these financial factors to determine whether a fire/EMS company can meet the four types of solvency and help fire/EMS companies who:

1. Have previously recognized that problems exist and need to create a better understanding of those difficulties;
2. Believe problems may exist but don't know what the exact nature of the problems are;
3. Are currently in good financial condition but want to create a way to review and evaluate circumstances that could give rise to future problems; and/or
4. Are in danger of sliding towards fiscal distress.

Grading, Weights, and Scoring

Using the 13 factors, FACETS created a modified “traffic light” grading scale tied to a numerical system with assigned weights and ranges of years of sustainability.



The weighting system above was developed based on how much each factor could affect a fire/EMS company’s bottom line and its ability to sustain in the future. Factors that help in monitoring financial health, but are largely out of a fire/EMS companies’

control, are Revenue per call, Expenditures per call, and Debt per capita, for example. These factors are therefore assigned a lower weight. Understanding that many fire/EMS companies are in the midst of formalizing financial policies and procedures, and many did not have annual line item budgets for revenue and/or expenditures, the Revenue shortfalls and Expenditure overruns factors were also assigned lower weights.

When a company did not have budgets (revenue, expenditure, or both) for one to three years of the five years in the period, FACETS graded the factors that use this information off the available years of data. Only when budgets were unavailable for the majority of the five years, did FACETS assign zero points to the applicable factors.

Each fire company and EMS agency's health grade is calculated off the five-year averages for all 13 factors. There are a total of 1,300 possible points (100 per factor) across the 100% weighted scale. The number of points awarded in each factor depends upon where the company/agency's average falls within the "reasonable" or "best practices" range. In addition to averages, FACETS also examines the trend for each factor, which is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall.

In Sussex County, there are two EMS-only agencies: American Legion Post #8 - Georgetown EMS and Mid-Sussex Rescue Squad. It is worth noting that these function slightly differently than the other 22 fire companies and this should be kept in mind when reviewing their fiscal health. There are two fire companies (Indian River and Georgetown) in Sussex County that do not provide EMS BLS services - they only provide fire and rescue services. Therefore the "Employee Benefits" (5%) and "EMS User Fees" (10%) factors do not apply to these two companies and FACETS redistributed this 15% worth of weight to the higher weighted factors (including but not limited to) as appropriate: Cash Position, Operating Position, Fund Balance, and Solvency.

A summary of the 13 factors and corresponding definitions, formulas, trend key, weights, and points grading scale is displayed below. The grading calculation is performed off an average of the actuals. Budget figures are only used in the formulas where appropriate. The total possible points that a company can get is 1,300 and the highest possible weighted grade is 100%. These will be displayed in greater detail in the Report Cards for each fire/EMS company.

Sussex County Fire Service Financial Review and Analysis

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Meetings

The following 24 independent non-profit fire(-EMS) companies serve Sussex County. FACETS visited 23 of the 24 companies (Mid-Sussex Rescue Squad did not participate in this study) and conducted in-person informational interviews and data requests for financial records, including (but not limited to): profit and loss statements, audits (financial statements), fleet inventories/budgets, financial policies, lists of successful and unsuccessful grant applications, etc. The companies' websites (when available and confirmed to contain current content) were also used as background information for this study.

1. American Legion (Georgetown EMS), Station No. 93 - *September 2024*
2. Bethany Beach Fire Company, Station No. 70 - *October 2024*
3. Blades Volunteer Fire Company, Station No. 71 - *June 2024*
4. Bridgeville Volunteer Fire Company, Station 72 - *August 2024*
5. Carlisle Mutual Fire Company, Station No. 42 - *January 2025*
6. Dagsboro Fire Company, Station No. 73 - *August 2024*
7. Delmar Volunteer Fire Company, Station No. 74 - *June 2024*
8. Ellendale Volunteer Fire Company, Station No. 75 - *October 2024*
9. Frankford Volunteer Fire Company, Station No. 76 - *October 2024*
10. Georgetown Volunteer Fire Company, Station No. 77 - *November 2024*
11. Greenwood Fire Company, No.1, Station No. 78 - *August 2024*
12. Gumboro Fire Company, Station No. 79 - *September 2024*
13. Indian River Volunteer Fire Company, Station No. 80 - *July 2024*
14. Laurel Fire Department, Station No. 81- *July 2024*
15. Lewes Fire Department, Station No. 82 - *November 2024*
16. Memorial Volunteer Fire Company, Station No. 89 - *November 2024*
17. Mid-Sussex Rescue Squad, Station No. 91 - *Did not formally participate*
18. Millsboro Volunteer Fire Company, Station No. 83 - *August 2024*
19. Millville Volunteer Fire Company, Station No. 84 - *October 2024*
20. Milton Volunteer Fire Company, Station No. 85 - *November 2024*
21. Rehoboth Beach Volunteer Fire Company, Station No. 86 - *November 2024*
22. Roxana Volunteer Fire Company, Station No. 90 - *November 2024*
23. Seaford Volunteer Fire Department, Station No. 87 - *July 2024*
24. Selbyville Volunteer Fire Company, Station No. 88 - *November 2024*

As with any type of information and documentation review, there is a possibility for minor errors due to incomplete/incorrect information supplied and/or misinterpretation or transposition during review.

Limitations

The following limitations of this study should be noted:

- To our knowledge, there is no nationally accepted method for evaluating the financial health of volunteer fire and EMS corporations. The majority of the evaluation factors utilized here are adopted from the State of Pennsylvania evaluation guide for municipalities, not fire/EMS companies.
- Differing formats of financial statements.
- Fire and EMS companies provided differing formats of profit and loss statements (or budgets vs. actuals document(s)). We did our best to standardize the data.
- Expense data is provided by fire/EMS companies in different charts of accounts. We did our best to allocate expenses to fire and EMS operations and to gather employee benefits costs..
- Years: the RFP for this work included 2019-2023. The COVID-19 pandemic occurred in this time period and had an impact on fire/EMS company operations, expenses, and revenues.
- **Averages:** the points and grading system is calculated using the five-year averages. In some years, a big purchase may have been made (new building or apparatus), which could produce an outlier result. FACETS noted and removed dramatic outliers from the average calculation when appropriate.

Sussex County Fire Service Data

Call Volume (CY) 2019 - 2023

The following emergency response (“call”) data for Sussex fire/EMS companies was obtained from the Sussex Department of Public Safety’s Emergency Communications Division (with coordination from the State of Delaware Fire Commission) and the Rehoboth Beach 9-1-1 Communications Center (with coordination from Rehoboth Beach Volunteer Fire Company). The figures below are total calls, including both in-district fire-EMS and mutual-aid calls (where applicable).

Call Volume

Sussex Fire Company/EMS Agency	2019	2020	2021	2022	2023	Avg
American Legion Georgetown EMS Station No. 81	3,460	3,303	3,273	3,329	3,339	3,341
Bethany Beach Fire Company, Station No. 79	1,738	1,638	1,676	1,486	1,433	1,594
Blades Volunteer Fire Company, Station No. 71	1,232	1,081	1,064	1,111	1,059	1,110
Bridgeville Volunteer Fire Company, Station 72	1,660	1,534	1,603	1,647	1,644	1,617
Carlisle Fire Company, Station No. 43 (Mutual Aid)**	1,615	1,554	534	423	428	1,111
Cheerful Fire Company, Station No. 73	704	668	746	741	710	714
Delmar Volunteer Fire Company, Station No. 74	2,414	2,362	2,184	2,005	2,057	2,204
Dewey Beach Volunteer Fire Company, Station No. 78	1,631	1,562	1,486	1,464	1,519	1,532
Frankford Volunteer Fire Company, Station No. 76	778	706	723	741	662	722
Georgetown Volunteer Fire Company, Station No. 77**	884	868	855	736	730	815
Greenwood Fire Company, No.1, Station No. 78	1,434	1,368	1,126	1,268	1,235	1,286
Gumboro Fire Company, Station No. 75	868	854	832	888	869	862
Indian River Volunteer Fire Company, Station No. 82**	618	479	459	468	472	499
Laurel Fire Department, Station No. 83	3,235	3,227	3,414	3,562	3,668	3,421
Lewes Fire Department, Station No. 82	5,141	4,880	5,331	5,588	5,867	5,361
Memorial Volunteer Fire Company, Station No. 80	265	321	429	467	503	397
Mid Sussex Rescue Squad, Station No. 81	3,703	3,584	3,572	3,794	3,815	3,693
Millsboro Volunteer Fire Company, Station No. 83	5,775	5,730	6,389	5,218	5,211	5,665
Millville Volunteer Fire Company, Station No. 84	3,897	3,715	3,825	3,835	3,713	3,797
Milton Volunteer Fire Company, Station No. 85	3,431	3,780	3,554	3,998	3,999	3,752
Rehoboth Beach Volunteer Fire Company, Station No. 86	3,838	3,988	4,327	4,128	4,442	4,145
Roxana Volunteer Fire Company, Station No. 87	1,998	1,985	1,781	1,847	1,921	1,906
Seaford Volunteer Fire Department, Station No. 81*	5,289	4,799	5,035	5,273	5,280	5,135
Selbyville Volunteer Fire Company, Station No. 88	886	882	776	870	879	858
Fire & EMS Response Totals	56,555	54,777	55,252	56,190	57,644	57,284

*2019 Call Data from Sussex County Public Safety Department could contain slight differences as the use of First Watch did not begin until 2020.

**Indian River and Georgetown Fire Companies do NOT provide EMS services. The above figures for these two companies are for fire and other emergencies.

***Carlisle Fire Company resides in both Sussex and Kent County. Only Sussex responses reflected above. Kent responses shown below. Total is used for report card calculations.

Note: All fire/EMS companies are dispatched by Sussex County Public Safety Department except for Rehoboth Beach Volunteer Fire Company, which is dispatched by Rehoboth Beach 9-1-1 Communications Center.

Kent Fire Company	2019	2020	2021	2022	2023	Avg
Carlisle (Kent County)	1,615	1,554	1,534	1,423	1,428	1,511

Total	1,615

Fire District Populations (2024 ACS)

The following fire-EMS district populations were supplied by the Sussex GIS staff. These figures are supplied by Sussex County GIS (via data source: 2024 ACS Key Population & Household Facts) and will be used across all five years included in this study, since district population data is not collected annually. Therefore, any population growth that may have occurred from 2019 through 2023 is not captured in this study, as reflected in the following chart.

Population

Staffing & Volunteers

As a key part of FACETS' exploration, career staffing and volunteerism were one of the focal points from both an expenditure and asset perspective.

21 out of 23 fire-EMS companies interviewed in Sussex have paid career staff and include both part-time and full-time employees. There are approximately 549 employees total in Sussex County: about 318 of these are part-time and 231 are full-time. These include firefighter/EMTs, EMTs, and EMS drivers. Part-time personnel often work for more than one fire-EMS company and they may work for companies in Delaware and other states. Therefore, the number of part-time employees presented here may overstate the actual total.

Generally, part-time employees do not receive benefits other than wages, uniforms, and training. Part-time employees may work in multiple companies not only in Sussex, but also in Kent, Sussex, and outside of Delaware.

Part-time firefighters and EMTs often change employment to follow higher wages which increases pressure on companies to raise wages to be competitive.

The majority of Sussex companies' EMS staffing models involve substantial part-time staff which requires additional management for scheduling/oversight (actual amount not tracked and therefore unknown) and there is a significant amount of turnover, which requires retraining costs.

Full-time employee benefits vary across Sussex and typically include healthcare, dental, vision, pension (20-year or 30-year), 401k, Paid Time Off (PTO), uniforms, Personal Protective Equipment (PPE), training, etc. The negotiation of these benefits can occur via union contract, employment contract/agreement, or offer letter, depending upon the fire/EMS company's structure.

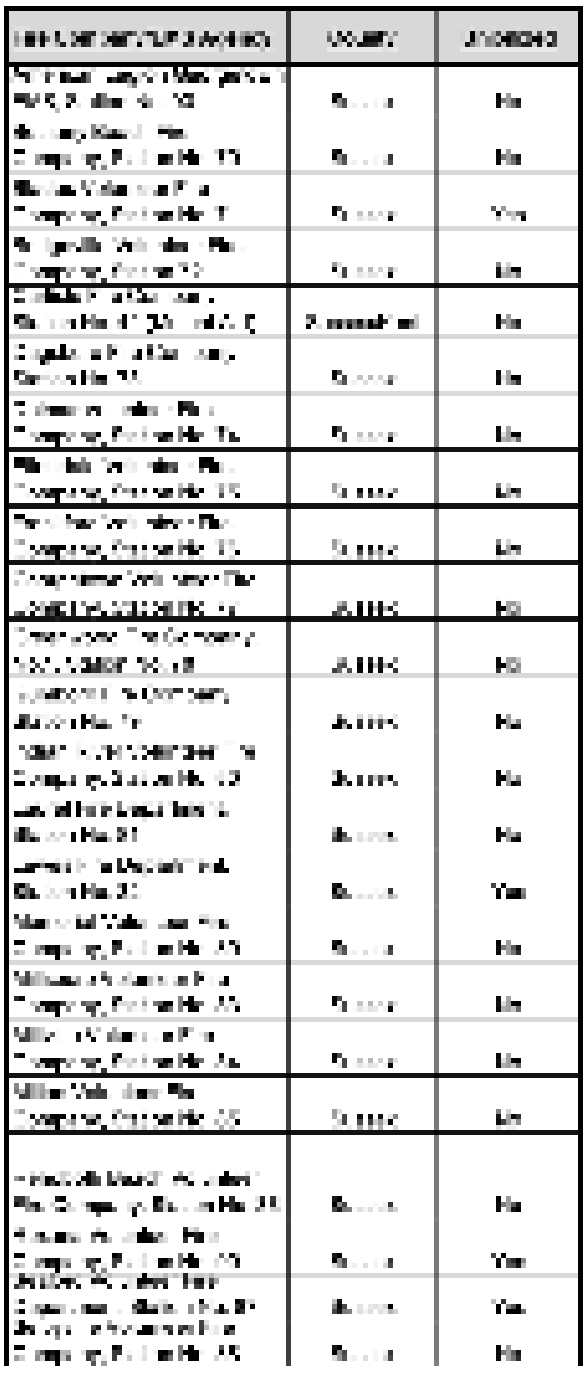
As shown below, the cost of 2023 salaries and benefits for all 24 fire/EMS companies/departments in Sussex totaled $17.8 million. This data was taken directly from the companies' financial statements.

Professional Wages & Benefits

[illegible]	County	2023 Wages & Benefits
[illegible]	[illegible]	[illegible]
Bethany Beach Fire Company, Station No. 72	Sussex	$1,271,230
Blades Volunteer Fire [illegible]	[illegible]	[illegible]
[illegible] Company, Station No. [illegible]	[illegible]	[illegible]
Cedar Creek Company	Conditional	$313,555
[illegible] Company, Station No. [illegible]	[illegible]	[illegible]
Bethany Beach Fire Company, Station No. 74	Sussex	$1,271,230
Blades Volunteer Fire [illegible]	[illegible]	[illegible]
[illegible] Company, Station No. [illegible]	[illegible]	[illegible]
Georgetown Volunteer Fire Company, Station No. 77	Sussex	$0
Greenwood Fire Company, [illegible]	[illegible]	[illegible]
[illegible] Company, Station No. [illegible]	[illegible]	[illegible]
Indian River Volunteer Fire Company, Station No. 82	Sussex	$0
Lewes Fire Department, [illegible]	[illegible]	[illegible]
[illegible] Company, Station No. [illegible]	[illegible]	[illegible]
Memorial Volunteer Fire Company, Station No. 85	Sussex	$592,131
Millsboro Volunteer Fire [illegible]	[illegible]	[illegible]
[illegible] Company, Station No. [illegible]	[illegible]	[illegible]
Millsboro Volunteer Fire Company, Station No. 85	Sussex	$528,546
Nanticoke Indian Volunteer [illegible]	[illegible]	[illegible]
[illegible] Company, Station No. [illegible]	[illegible]	[illegible]
Seaford Volunteer Fire Department, Station No. 87	[illegible]	[illegible]
[illegible] Company, Station No. [illegible]	[illegible]	[illegible]
Company, Station No. 88	Sussex	$755,000
TOTAL	[illegible]	$17,836,083

Source:
[illegible]
[illegible]
[illegible]

Four of the 23 Sussex companies interviewed have unionized as shown below. Collective bargaining can affect benefit levels.



As with many volunteer and combination fire-EMS organizations across the country, volunteerism in Delaware appears to be declining. Many volunteers become inactive (or less active) but stay on the membership rolls; this is true for Delaware as well. There are approximately 1,886 volunteers total in Sussex County and 541 (or 28.14%) are active responders. In addition to active responders, there are also active volunteers within the companies who either respond to calls or attend meetings, events, fundraisers, etc. These figures include both operational and administrative roles. While some of these active volunteers do not respond to incidents, they provide valuable administrative support services to the company. Each of the 23 interviewed companies defines “active” differently. Some base it solely on number of calls or percent responded to annually, some require a minimum number of meetings and/or events attended, and some require a combination of the two or have other parameters. For example, Selbyville defines “active” as “attains 100 points annually” whereas Bridgeville requires that a member respond to a minimum of 25% of total fire alarms to remain active. Please see the individual sections on the fire companies for their specific live-in program figure.

Volunteers

Fire Companies/Departments/EMS Agencies	Comments	Total Volunteers	Active Responders	% Active Responders
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
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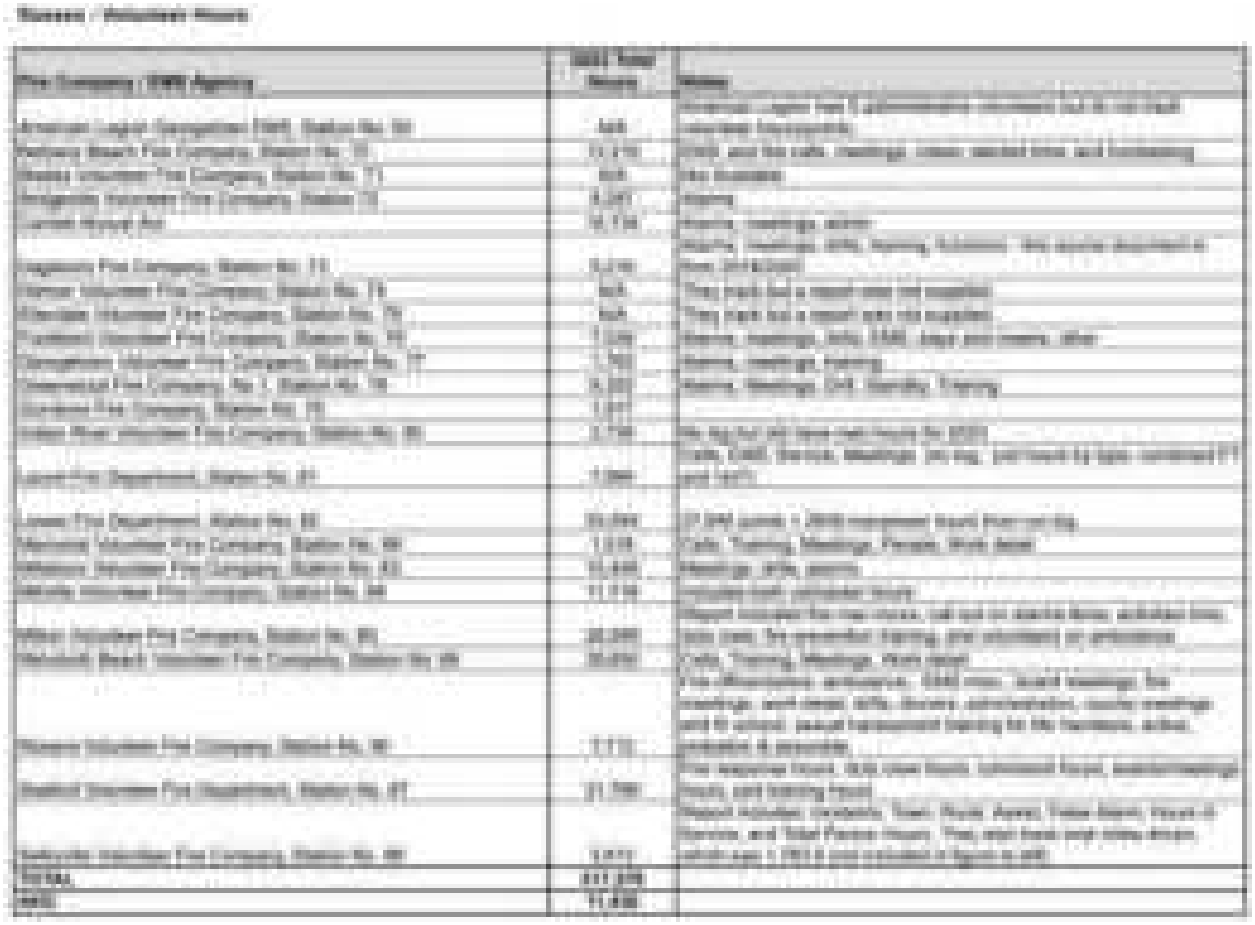
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

[illegible]

Adding staff can affect the level of volunteerism just as the demands in members’ personal lives can detract from the time available to volunteer. Volunteers across Sussex are all given the benefit of a Length of Service Award Program (LOSAP)

pension through the DVFA and the State of Delaware. Some companies pay just their contribution while others also pay for members' contributions. Most companies also purchase t-shirts/apparel for volunteers, food/snacks, appreciation outings, appreciation banquets and awards, etc. Only a few companies in Sussex provide a "pay per call", "stipend", or run an "incentive" program.

It is challenging to articulate the true value a volunteer offers to a fire/EMS company. One way to quantify this is to track the hours volunteered. A total of 21 out of 23 Sussex companies interviewed track volunteer hours or points; 20 provided these logs/reports to FACETS. The 21 companies who track volunteer time either use a points system or hours system. Various software products are used while some track it manually. Some software systems distinguish emergency activity/response hours from other support hours (events, meetings, etc.). For the companies that use a point system, FACETS assigned one hour for one point. A summary of this data for 2023 or 2024 (based on availability) is provided below:



The 23 fire/EMS companies interviewed in Sussex who provided reports, logged a total of 217,276 hours or an average of 11,436 hours per company. While there is no formal method to value volunteer hours, if an average part-time wage of $21 per hour is

assigned, this equates to $4,564,796 worth of labor that Sussex received at low cost (t-shirts, PPE, training) in 2023 or 2024.

None of the independent accountants performing audits of Sussex fire/EMS companies recognize the volunteer firefighters as donated resources/services in their financial statements.

(For comparison purposes, one accountant performed this valuation in New Castle County.)

Policies and Procedures

In 2021, Sussex County created a stipulation as a part of its County Grant Agreement to require 8 Agreed Upon Procedures (AUPs) that all Sussex fire companies and EMS agencies must have their independent accountant test as a part of the annual audit. One of these eight AUPs tests the existence of the prescribed policies and procedures.

As a part of FACETS' exploration, the 2023 AUPs were examined and 23 out of 24 companies were found to have undergone AUP testing. Georgetown only recently signed its County Grant Agreement in 2024.

Of the 22 companies, 2 were found to have no evidence of formal, written policies and 1 was found to have incomplete policies. 9 out of 22 who had AUP testing performed had zero "findings" or "exceptions" noted for the 8 tests. 13 out of 22 had one or more findings/exceptions (8 had 1 exception/finding, 4 had 2 exceptions/findings, and 1 had 3 findings/exceptions).

Some improvements were made by the companies since the 2023 AUPs as discussed in the following section.

Each of the 23 interviewed Sussex fire/EMS companies' financial policies were discussed and examined when documentation was available. 22 of the 23 companies have formal written policies/procedures and the remaining 1 is verbal. Of the 22 written policies, there are a variety of formats including (but not limited to): constitution/bylaws, employee handbook/administrative policies, standard operating procedures, formal financial policy manuals, or a similar format. Many of the 22 written policies address some or most of the following 11 topics that were identified in Bid# 24PP-102: financial responsibilities, conflicts of interest, budget process, collective bargaining agreements, receipt of fund procedures, disbursement of funds procedures, check and credit card policy, compensation approvals, insurance coverage, bank accounts, travel and expense reimbursement procedures, asset recording and tracking, and ambulance insurance billing.

In FACETS discussions with the 1 company who does not have written policies, they did indicate they follow verbal or mutually understood financial policies such as ensuring proper supporting documentation accompanies purchases, minimum signers on checks, checkstock is secured, etc.

It is important to note any organization can draft a written policy and approve/publish it. The simple presence of a written policy is just a starting point, as it is routinely followed/enforced after appropriate training is provided.

FACETS completed its own review of the fire/EMS companies policies and procedures and found some discrepancies in the presence of certain topics when compared to the accountants' AUP review. This might be attributable to giving credit for written vs. verbal policies and/or documentation supplied may have been incomplete. The majority of fire/EMS companies have robust policies but some could benefit from adding a paragraph(s)/section(s) to address the County topics that FACETS deemed to be missing/incomplete.

Policies and Procedures

[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	No	Yes	Yes	No	Yes	Yes	Yes	No	Yes	No	Yes
[redacted]	[redacted]	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
[redacted]	[redacted]	Yes	Yes	Yes	Only	No	Yes	Yes	Yes	Yes	Yes	Yes
[redacted]	[redacted]	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
[redacted]	[redacted]	Yes	No	No	No	No	No	No	No	No	No	No
[redacted]	[redacted]	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
[redacted]	[redacted]	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes
[redacted]	[redacted]	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
[redacted]	[redacted]	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes
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[redacted]	[redacted]	No	No	No	No	No	Only	Yes	Yes	Yes	No	No
[redacted]	[redacted]	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
[redacted]	[redacted]	Yes	Yes	Yes	Only	Yes	Yes	Not Applicable	Yes	Yes	Yes	Yes
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[redacted]	[redacted]	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
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[redacted]	[redacted]	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
[redacted]	[redacted]	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
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[redacted]	[redacted]	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
[redacted]	[redacted]	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
[redacted]	[redacted]	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

FACETS encourages Sussex County fire/EMS companies with verbal policies to document them in a written format. FACETS encourages all companies to create an acknowledgement page that requires a signature (similar to an employee manual/handbook) if one does not already exist. This acknowledgement page was present in all the employee handbooks, but not necessarily in all financial policies. When these policies are reviewed/revised (once a year at a minimum is recommended), members should review and re-sign signifying they pledge to adhere.

At a minimum, fire/EMS companies in Sussex should strive to have policies and procedures in the following topic areas:

- Financial responsibilities/roles
- Procurement (competitive bidding, purchase orders, etc.)
- Conflicts of interest; ethics
- Budgeting (process, approvals, etc.)
- Collective bargaining agreements
- Revenue and collections
    - Receipt of fund procedures
    - Cash management
- Disbursement of funds procedures
- Check, ACH, and credit card policy
- Compensation approvals
- Insurance coverage
- Risk management
- Debt management (with consideration for a maximum percentage)
- Investments
- Bank accounts and fund balance(s) (with consideration for a minimum percentage or flat dollar amount)
- Travel and expense reimbursement procedures
- Capital asset recording and tracking (depreciation, maintenance, useful life, etc.)
- Ambulance insurance billing
- Accounting and financial reporting; annual audit
- Policy review; revision history

Fire/EMS Company Revenue and Expenditures

Over the past few decades, operational costs for fire-EMS departments nationwide have increased substantially, even as the availability and amount of volunteer support and fundraising revenues have declined.

Revenue

Income to the 24 volunteer fire-EMS companies in Sussex is derived from a variety of sources. This includes, but is not limited to:

Federal, State of Delaware, County & Municipal Funding

- Grant in Aid
- Insurance Fund
- One-time state grants
- Moving violation fees
- County grants to fire/ambulance companies
- Building permit fees
- Impact fees
- One-time CARES Act/CRF/HHS/ARPA Funds
- One-time PPP loans
- Federal grants
- Town/city contributions/allocations
- Out-of-state county contributions (Maryland)
- In-kind support (e.g. utilities, trash, rent and other services)
- Other funding

These are detailed in the next section entitled “Federal, State, County, and Municipal Funding”.

Fire/EMS Company Funding Sources

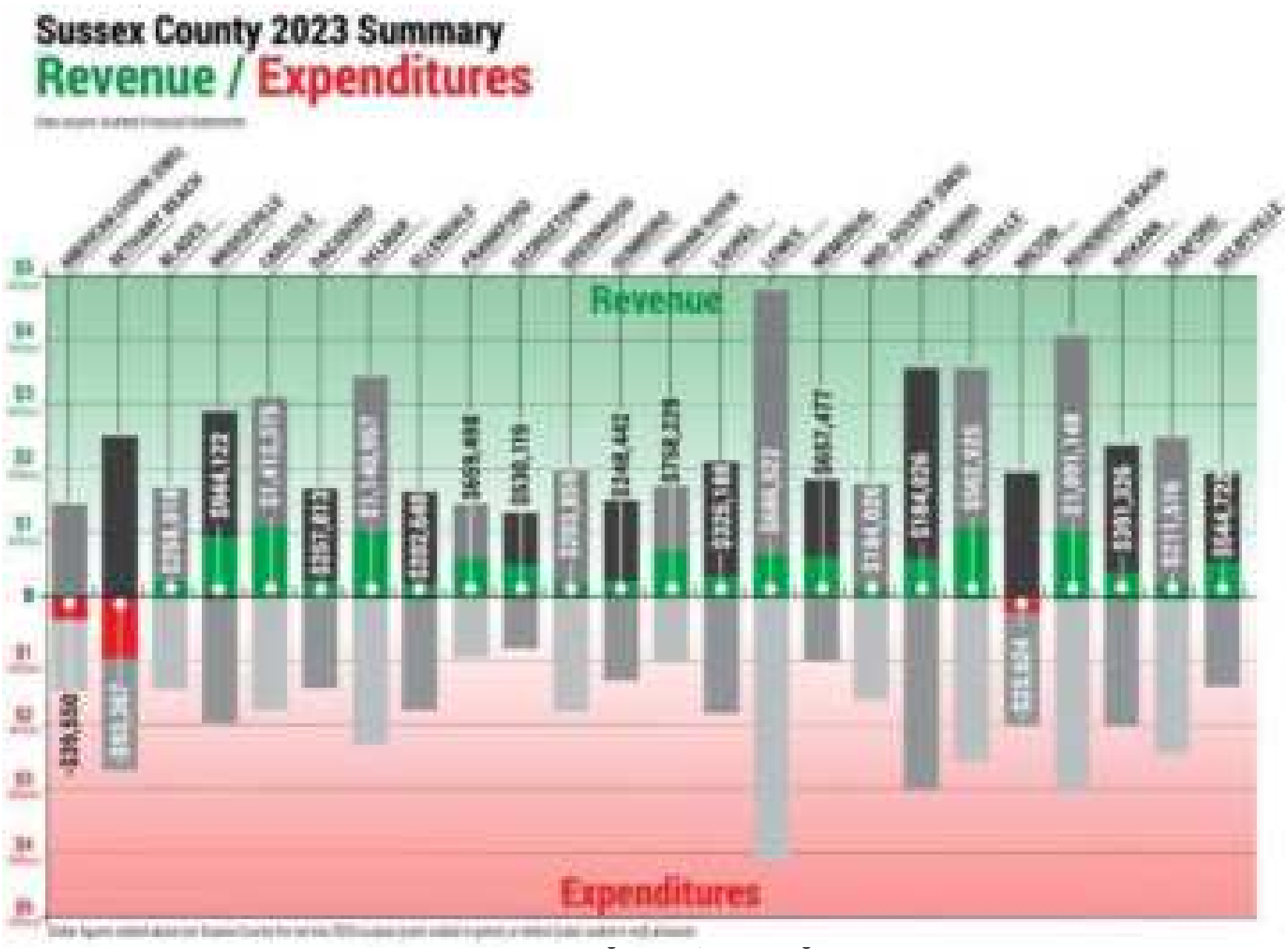
- EMS & Rescue Billing to public and private insurance
- Fundraising
- Fund Drives
- Individual Donations
- Corporate Donations
- Hall Rentals
- Rental Income (fire/EMS company-owned properties)
- Interest and Dividends
- Proceeds from sale of properties, vehicles, and other equipment
- Federal, state, regional, and foundation grants
- Other funding

Some of these revenue sources are detailed later within this section.

Expenditures

The 24 volunteer fire/EMS companies in Sussex expend their revenue on a variety of different items/services including (but not limited to):

- Employee wages and benefits
- Employee pension costs
- Volunteer incentive programs and stipends
- Recruitment and retention program costs
- Utilities
- Facility rental costs
- Building maintenance and repairs
- Vehicle costs, including purchases and maintenance
- Fuel costs
- Supplies
- Training costs
- Food costs


Sussex County 2023 Summary
Revenue / Expenditures
Revenue
Expenditures

As of 2023, the 24 Sussex fire/EMS companies/departments total revenues (all sources) were $57,445,888 and total expenditures was $45,241,285 for a collective positive fund balance (or surplus) of $12,204,603. Therefore, the Fund Balance factor ratio (Operating revenue – operating expenditures = cash balance) / operating expenditures) of Sussex fire/EMS companies is 26.98%. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. For perspective, 1 month of expenditures for Sussex County companies was equal to 8%. Using cash balances from prior years to fund operating expenditures for subsequent budget years is not a sound financial management practice - the majority of Sussex companies are not doing this. Surpluses should be allocated as emergency operating reserve funds or set aside for capital purchases.

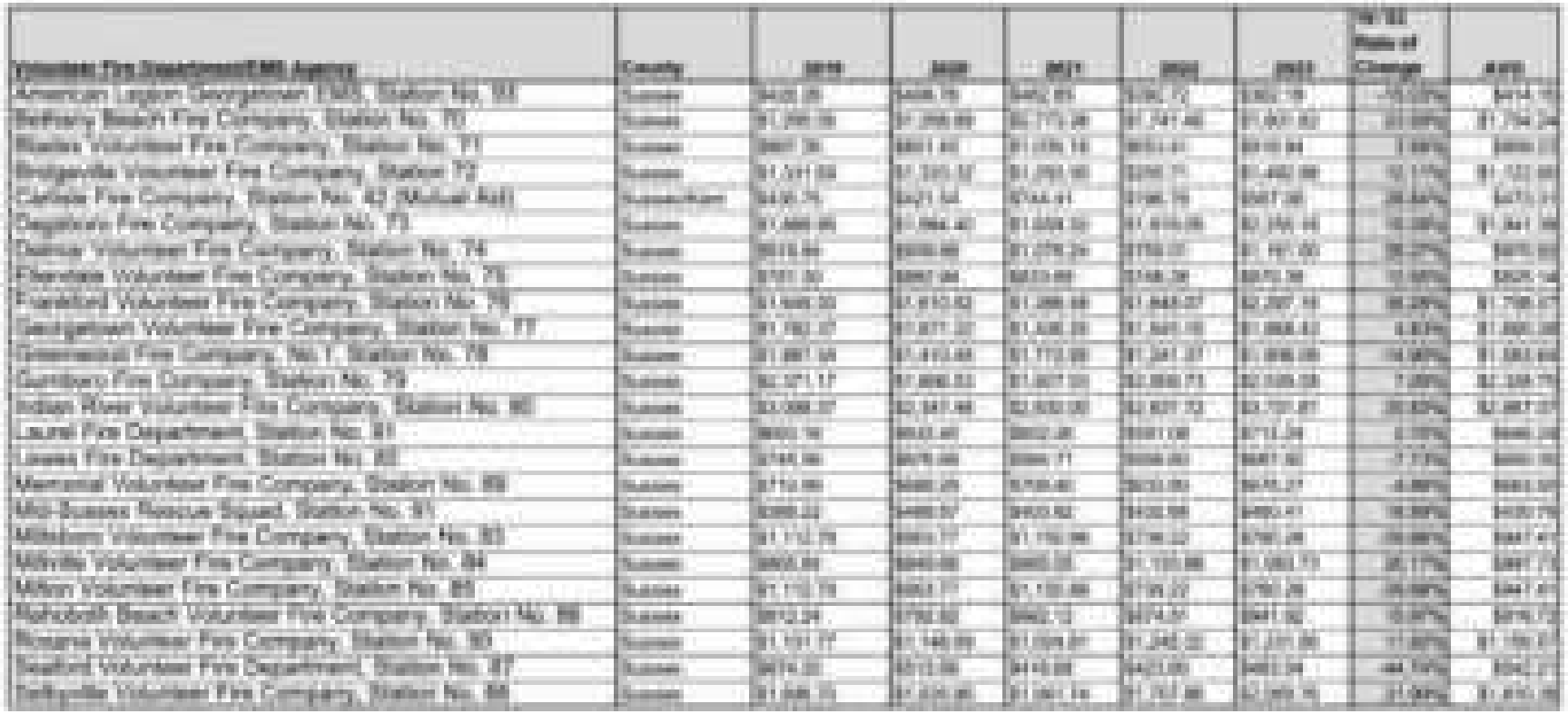
It is worth noting that major purchases such as ambulances and fire apparatus are not made each year so some of the surplus funds noted above are placed in sinking accounts that accumulate funding over a period of years in anticipation of infrequent but very costly purchases. With a Fund Balance ratio of 26.98%, some Sussex companies might benefit from reinvesting more into capital purchases.

The Operating Position (General fund operating expenditures / General fund operating revenue) of Sussex fire/EMS companies is 0.7875. A number less than 1.0 means the fire/EMS company/department's current revenues exceeded its expenditures resulting in an operating surplus. A number more than 1.0 means the fire/EMS company/department operated during the year at a deficit with its current expenses exceeding its revenues. A result of 1.0 is a break even scenario. Overall, the 24 fire/EMS companies' abilities to balance their budgets annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills are good.

Therefore, according to these two factors that use actual revenue and expenditures in their calculations, Sussex fire/EMS companies overall are in good financial health. However, Fund Balance and Operating Position are only 2 of the 13 factors evaluated in this study. Two other factors are Revenue Per Call and Expenditures Per Call. These factors show how a fire/EMS company's revenues are affected by changes in call volume and reveal the effect of adding/deleting/changing service levels.

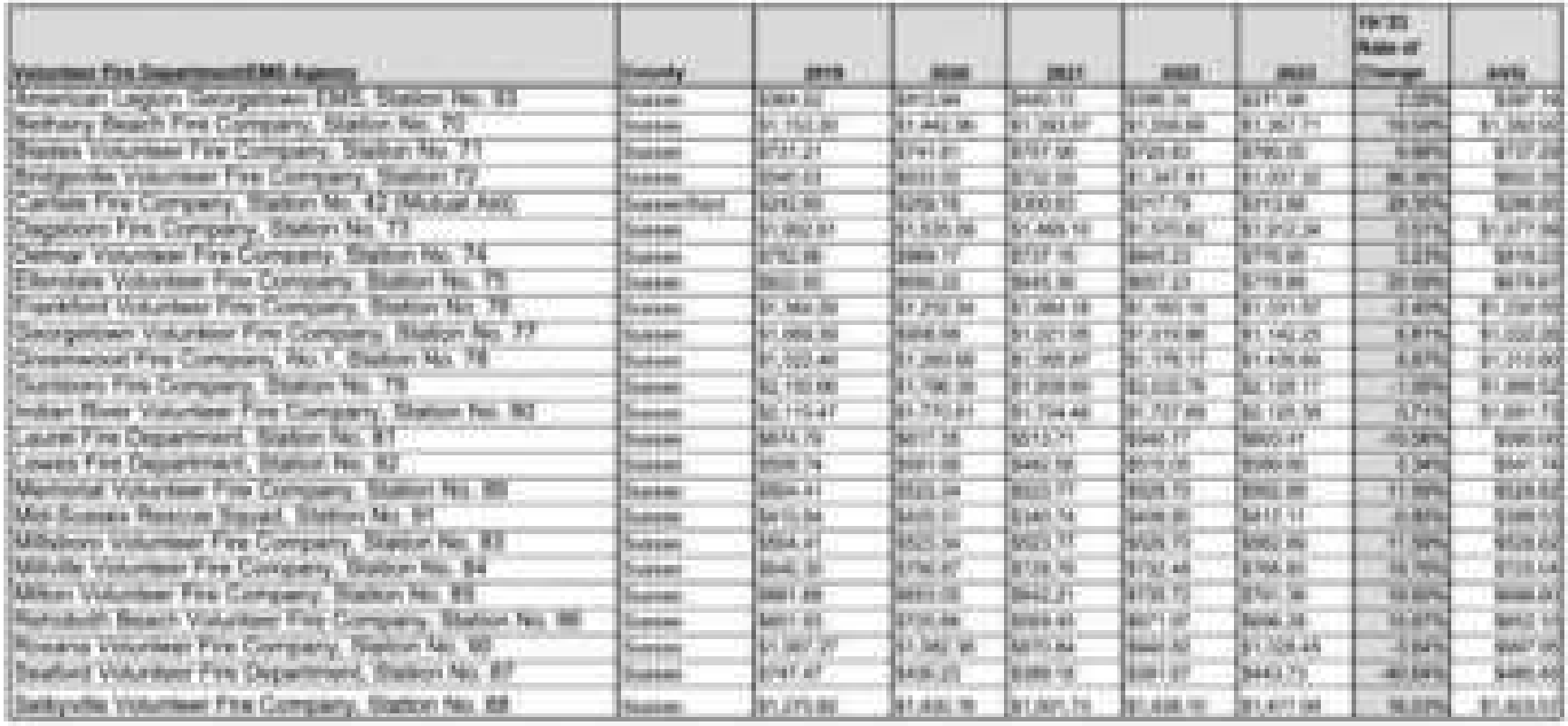
In FACETS’ discussions with the 23 companies, mutual aid was estimated to be anywhere from 10% to 30% of total call volume. Carlisle understandably gives more mutual aid because the company resides in both Sussex and Kent County. Mutual aid is not being separated out from in-district response.

Revenue Per Call



As shown above, 7 out of 24 companies show a decline in revenue per call. Average revenue per call ranges from $414.15 to $2,967.07 per call (American Legion at 3,337 avg. calls to Indian River at 464 avg. calls respectively).

Expenditures Per Call



As shown above, 6 out of 24 companies show a decline in expenditures per call. Average expenditures per call ranges from $286.95 to $1,989.52 per call (Carlisle at 5,396 avg. calls to Gumboro at 542 avg. calls respectively). It is important to note that out of these 7 companies, only 2 of them are also showing a decline in revenue.

Net Per Call

Volunteer Fire Department/EMS Agency	County	2019	2020	2021	2022	2023	AVG
American Legion Georgetown EMS, Station No. 91	Sussex	$61.74	$7.16	$42.70	-$2.62	-$9.60	$19.07
Bethany Beach Fire Company, Station No. 70	Sussex	$142.65	-$84.08	$1,370.41	$194.74	$231.00	$371.55
Blades Volunteer Fire Company, Station No. 71	Sussex	$139.09	$89.81	$327.82	-$71.43	$136.79	$123.62
Bridgeville Volunteer Fire Company, Station 72	Sussex	$787.16	$668.62	$917.71	-$1,162.11	$489.66	$540.21
Carlisle Fire Company, Station No. 42 (Mutual Aid)	Sussex/Kent	$194.15	$161.76	$643.16	-$121.01	$253.01	$186.21
Dagsboro Fire Company, Station No. 73	Sussex	$13.66	$446.31	$764.53	$246.23	$343.64	$363.08
Delmar Volunteer Fire Company, Station No. 74	Sussex	$167.16	-$29.18	$341.08	-$66.27	$364.16	$154.99
Ellendale Volunteer Fire Company, Station No. 75	Sussex	$139.89	$167.89	$389.32	$61.76	$136.62	$149.21
Frankford Volunteer Fire Company, Station No. 76	Sussex	$266.01	$278.28	$322.31	$487.89	$363.09	$327.92
Georgetown Volunteer Fire Company, Station No. 77	Sussex	$712.98	$762.54	$478.20	$223.19	$736.19	$638.02
Greenwood Fire Company, No 1, Station No. 78	Sussex	$564.88	$140.77	$417.08	$49.20	$198.38	$270.86
Gumboro Fire Company, Station No. 79	Sussex	$230.01	$100.14	$87.43	-$76.85	$411.11	$268.91
Indian River Volunteer Fire Company, Station No. 80	Sussex	$677.90	$578.66	$1,105.84	$1,110.03	$1,808.42	$1,076.09
Laurel Fire Department, Station No. 81	Sussex	$78.37	$71.10	$89.05	$55.31	$136.83	$86.13
Lewes Fire Department, Station No. 82	Sussex	$169.62	$115.00	$132.10	$41.58	$68.38	$108.94
Memorial Volunteer Fire Company, Station No. 89	Sussex	$208.37	$164.85	$189.83	$102.10	$213.39	$154.71
Mid-Sussex Rescue Squad, Station No. 91	Sussex	$27.41	$46.25	$63.16	$23.48	$68.30	$21.23
Millsboro Volunteer Fire Company, Station No. 83	Sussex	$606.38	$430.44	$627.22	$209.53	$217.40	$418.59
Millville Volunteer Fire Company, Station No. 84	Sussex	$223.04	$192.78	$226.77	$40.40	$216.83	$272.68
Milton Volunteer Fire Company, Station No. 85	Sussex	$691.11	$333.12	$606.78	$3.81	$71.07	$293.82
Rehoboth Beach Volunteer Fire Company, Station No. 86	Sussex	$210.31	$71.94	$82.06	-$252.54	$245.64	$164.57
Roxana Volunteer Fire Company, Station No. 90	Sussex	$34.46	$66.63	$153.87	$304.46	$252.58	$163.60
Seaford Volunteer Fire Department, Station No. 87	Sussex	$139.73	$63.33	$27.52	$31.91	$76.12	$61.76
Selbyville Volunteer Fire Company, Station No. 88	Sussex	$435.87	$308.73	$463.67	$389.75	$563.71	$398.82

From a per call basis, on average over the five year period, none of the 24 companies are running a deficit but 4 are very close.

Ambulance Billing (EMS) & Rescue Billing Revenue

Of the 24 Sussex County fire and EMS organizations, 2 are strictly EMS agencies: American Legion and Mid-Sussex. Mid-Sussex elected not to participate in this study. Of the remaining 22 fire service organizations, 20 provide BLS EMS services and all outsource the billing for those services to third-party providers. Indian River and Georgetown do not provide BLS EMS services. In total, the 21 fire-EMS companies examined currently use a total of 7 different ambulance billing providers. FACETS discovered that 6 out of the 20 fire-EMS companies/departments use the same provider. Most fire/EMS companies/departments do not have a set contract term. Typically they must renew annually or every three years. The majority of contracts are either 3-year terms or renewed in perpetuity.

Four fire companies currently pursue rescue billing for motor vehicle accidents, but all indicate there is a very small annual return (less than $10k) and it is not necessarily worth the effort. Of the 20 fire-EMS companies, 3 use an independent company to perform collections; this can be the same firm used for ambulance and/or rescue billing, but often it is a different firm.

FACETS discovered the majority of billing companies send between 2 and 3 bills: the first bill goes to the insurance company and the balance bill goes to the patient. See the following analysis of Sussex ambulance billing contracts

The rates charged by the ambulance billing providers range from 5 - 8% across the 21 contracts examined corresponding to a 7% average. FACETS collected 2019-2023 EMS accounts receivable summary reports to garner the 5-year average collection rate. The average net collection rate across all 21 fire/EMS companies/departments from 2019 to 2023 was 61.56%.

Sussex Ambulance Net Collection Rates '19-'23 (contractual adjustments removed)

Volunteer Fire Company/EMS Agency	2019	2020	2021	2022	2023	AVG
[illegible]	N/A	N/A	[illegible]	N/A	[illegible]	[illegible]
[illegible]	N/A	N/A	[illegible]	N/A	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
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[illegible]	N/A	N/A	[illegible]	N/A	N/A	N/A
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[illegible]	[illegible]	[illegible]	[illegible]	N/A	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	N/A	N/A	[illegible]	N/A	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	N/A	N/A	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	N/A	N/A	N/A	[illegible]	N/A	N/A
[illegible]	N/A	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	N/A	N/A	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
					Avg Net Collection Rate	61.56%

Notes:

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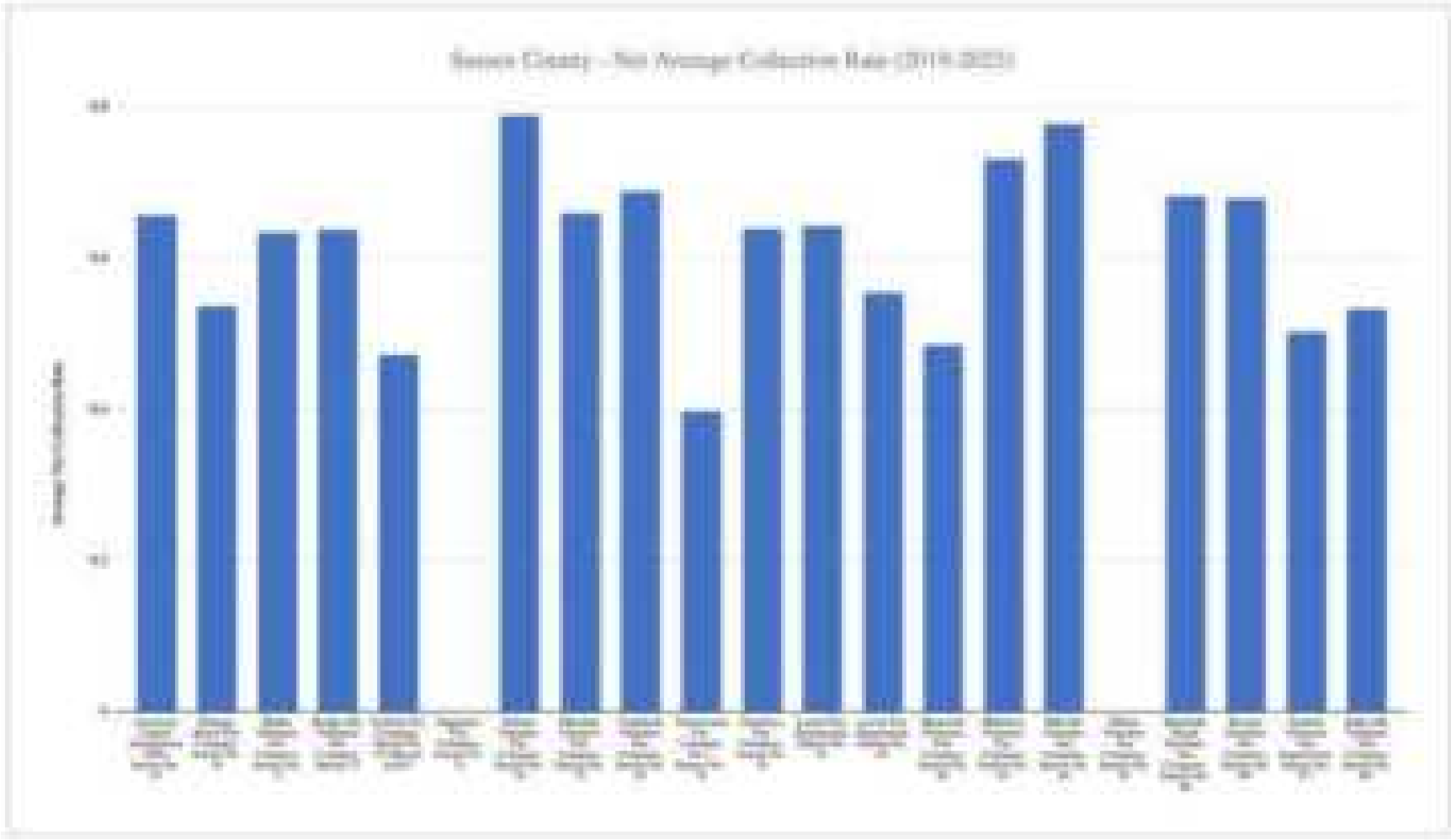
Net collection rate is calculated as follows: Total Payments / (Total Charges - Contractual Adjustments). In ambulance billing, contractual adjustments represent the difference between the amount an ambulance service bills for a service and the amount it is contractually obligated to accept from insurance companies or other payers. Bad debt is often a component of ambulance billing/collections reports. However, every third party billing company defines it differently and waiting periods vary. Across the 21 companies, bad debt ranged from $300 to $150,000 annually. Therefore, FACETS elected to not deduct bad debt from the total charges. Many different factors can affect a collection rate: ambulance billing company performance, insurance company payments, the patient's ability to pay, economic climate of the district, etc. The percentage that the fire company or EMS agency pays the third party billing company is billed at the end of the month and is not deducted from the figures above.

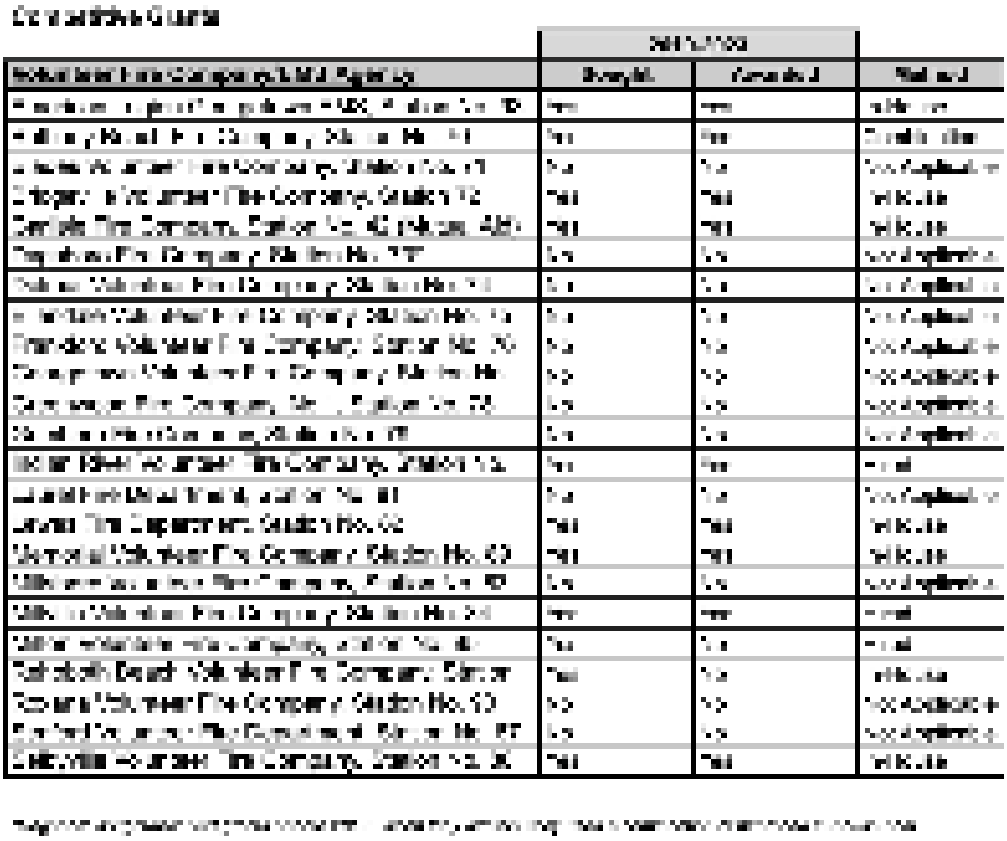


Donations/Fund Drives/Subscriptions

The 24 Sussex fire/EMS companies/departments receive individual donations as well as donations via organized fund drives. All companies outsource the fund drive services to a third party vendor who performs the printing and mailing. The companies supply the addresses and the information/design of the mailing. Some companies do separate mailings for fire versus EMS fund drives while some perform one mailing for both service types. Some companies perform one mailing per year while others perform two (and therefore four total if separated by service type). The cost of the vendor performing the fund drive mailing is not netted out of the gross revenue recorded. In 2023, the 24 Sussex fire/EMS companies/departments received approximately $6,305,902 in donations and fund drives/subscriptions.

Grants

About 11 of the 24 Sussex fire/EMS companies/departments submitted competitive grant applications to the federal/state government and/or private foundations for funding from 2019 to 2023. Approximately 3 of the 24 companies hired an independent grant writer, 7 kept these services solely in-house, and 1 company did a combination of both. See a detailed chart below.



Summary

A detailed breakdown of the major revenue sources is provided below:

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[illegible]	[illegible]
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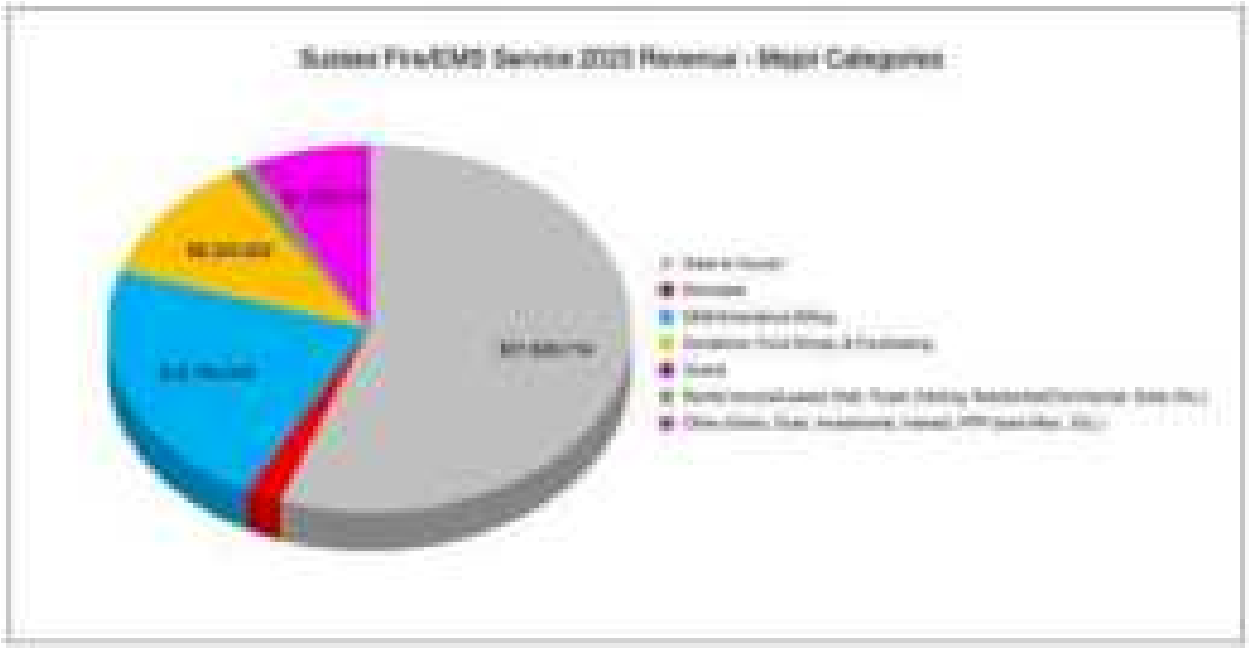


Federal, State, County & Municipal Funding

Some of the largest state and county sources of annually recurring revenue that are distributed to the volunteer fire/EMS companies are discussed in more detail below.

Red Light Camera Distributions

The Electronic Red Light Safety Program (ERLSP) began operations on February 1, 2004. Senate Bill 262 legislated that 20 locations across the state could be equipped with approximately 32 cameras for the video enforcement of red light running violations. These locations included Dover, Newark, Seaford, Elsmere, and other unincorporated areas of the state. Senate Bill 155 in 2010 contained the authorizing language to keep the program going on an open-ended basis. 26 additional intersections across 10 locations received a total of 24 red light monitoring cameras. Under the program, fines are sent to the registered owner of the vehicle. The fine for a violation is $137.50. This amount is calculated using three components: a base fine of $75.00, a surcharge of $37.50, a $10.00 assessment for the Volunteer Ambulance Company Fund, and a $15.00 assessment for the Fund to Combat Violent Crimes. Late charges can apply. During COVID-19, there were no significant threats to this red light camera funding.

The red light camera violation does not add points to a driver's license, but it does affect the offender’s ability to get anything done with license renewals and/or registration renewals. Delaware counties do not receive an audit or accounting of the state’s fund with this money. Therefore, they are unaware if there is a surplus in the account remaining after distributions to the counties.

Moving Violations Distributions

Motor vehicle and traffic fines are established by statute. Speeding penalties are found in 24 Del. C. §4169(c). The general rules of the road penalty section is found at 24 Del. C. §4205. Similarly, the general penalty section for license offenses is found at 24 Del. C. §2757 and for registration violations at 24 Del. C. §2474. However, many violations carry a penalty specific to that offense. Payments made on fines goes to the State’s General Fund. Fines are typically suspendable in whole or part at the discretion of the judge.

There are approximately 10 components to a moving violation fee. They include the base fine, court costs, Victims Compensation Fund fee, DELJIS Fund fee, Videophone Fund fee, Transportation Trust Fund Assessment fee, Court Security Fund fee, Ambulance Fund fee, and Fund to Combat Violent Crimes fee. Moving violation examples include speeding 9 miles per hour over the limit, speeding 15 miles per hour over the limit, and failure to obey stop signs with seat belt assessment. The fees (with all components listed above) can range from $110.50 to $129.50. The Ambulance Fund Fee is only *a* $10.00 assessment is required under 11 Del. C. §4101(j), and is assessed for all Title 24 violations to include traffic and civil traffic. This Fund will be distributed to

volunteer ambulance companies to improve the funding of basic life support ambulance services.

These moving violation funds only go to fire companies providing EMS response - contractual EMS organizations are ineligible.

Insurance Distributions (commonly referred as a Premium Tax or a Fire Tax)

According to the Delaware Insurance Code, Title 18, Chapter 7: Fees and Taxes, all insurance companies that sell insurance products to cover risks located in Delaware pay a 2% tax on the total premiums the company reports as written during the previous calendar year. After determining that all required companies have submitted filings, that what is reported is accurate, and that significant increases or decreases in premium can be justified, the Delaware Department of Insurance totals the reported portions of premiums allocable to each county and the City of Wilmington. The Department of Insurance then calculates the disbursement amounts that will be sent to fire departments throughout the State. These amounts are determined by first multiplying the total Fire Tax premiums for each county by 3¾%, as specified in 18 Del. C., §705(b), then dividing each county total by the number of registered fire departments within that county. The premium totals and calculated disbursement amounts are reported to the State Treasurer on April 1, to comply with 18 Del. C., §705(b). This insurance revenue is one of two sources that are divided equally amongst the fire/EMS companies.

Not every residential home in Delaware has fire insurance because there is no law that mandates it. The fire insurance money does not pass through the county - it goes directly from the State to the fire/EMS companies. It is unclear what would happen to the insurance revenue source if two fire/EMS companies merged.

The insurance distributions are done two times a year and in different amounts: 80% is distributed in May and 20% in October. In recent years, 1600 companies write property insurance policies while 900 write health insurance policies.

In-Kind Services

In Sussex, none of the volunteer fire/EMS company properties are levied. Only if a fire/EMS company decides to purchase a property and put a completely different non-fire or EMS related use in the building would it be taxed.

As a result of FACETS interviews with the 23 Sussex companies, it was discovered that very few receive in-kind services from their municipality and/or local utility providers. A few examples of discussions with companies about in-kind services are as follows:

- Rehoboth Beach receives free water and sewer services for Station 1 only.
- American Legion Post #8 (Georgetown EMS) receives free water, sewer, and trash services.

- Dagsboro receives free water - this was negotiated as a part of the land sale (the Town placed the water tower on Dagsboro's property).
- Selbyville receives free water service for station
- Milton receives free water for line to apparatus bay only
- Blades receives free water service
- Memorial receives free cable TV service
- Millsboro receives free water and sewer services

It is important to note while these in-kind services are greatly appreciated by the companies and every little discount does help, these benefits are extremely small when compared to the magnitude of their annual expenses.

Impact & Building Permit Fees

Delaware Code Title 29, Chapter 91, Section 9124 gives the County Government the authority to charge impact fees for services for which the County will bear increased costs of development. These are one-time fees that are not sustainable sources of revenue. Impact fee revenue is designed to be used by the fire/EMS company on their capital needs.

Sussex County also charges a fee for building permits. The fee is a percentage of all construction types (buildings, sheds, pools, decks, etc.) and the revenue can be used for whatever the fire/EMS company needs. Building permit fees can be synonymous with "fire/EMS company services fees". While this revenue source is more plentiful than impact fees, it is still entirely dependent on building activity which tends to slow during economic downturns and dries up when areas become built-out.

Delaware Volunteer Fire Service Revolving Loan Fund

The Delaware Volunteer Fire Service Revolving Loan Fund was established to upgrade equipment and improve facilities that are essential to providing adequate fire, rescue, emergency medical, and technical emergency response-related services to Delaware communities. Loan funds are limited and are not available for equipment that has already been delivered or for the expansion of facilities including parking that has already been completed. For consideration, equipment and expansions must be deemed necessary to provide adequate fire, rescue, and emergency medical and technical emergency response services to the surrounding community by the Delaware Council on Volunteer Fire Service.

These loans are offered to fire/EMS companies at a fixed annual rate of 2.0%. The amount of each loan is limited. In 2022, for example, a new fire apparatus loan is limited to $450,000, or 50% of the cost of the apparatus, whichever is lower, with a 10-year maximum term. New vehicles and apparatus have the highest priority for the program. The funds available for the program are limited and can vary from year to year.

Several Sussex County fire/EMS companies utilize this program and cite the below market (current market) interest rate as a benefit.

Federal Funding Distributions

Coronavirus Relief Fund (CRF)/Coronavirus Aid, Relief, and Economic Security Act CARES

The Provider Relief Fund (PRF) supported healthcare providers during the COVID-19 pandemic. Through the Coronavirus Aid, Relief, and Economic Security (CARES) Act; the Paycheck Protection Program and Health Care Enhancement Act (PPPCHEA); the Coronavirus Response and Relief Supplemental Appropriations (CRRSA) Act; and the American Rescue Plan Act of 2021, the federal government allocated billions in payments to be distributed through the PRF. The State of Delaware did not distribute any portion of its CRF/CARES Act allocation directly to volunteer fire companies. Sussex County did not receive CRF or CARES funds to distribute to the 24 fire companies/EMS agencies.

American Rescue Plan Act (ARPA)

Sussex County created an ARPA grant program where all non-profits (including fire/EMS companies) had to show they were financially harmed by COVID-19 to receive funds. Sussex Fire/EMS companies had to submit their IRS 990 tax returns for 2019 - 2021 and show (1) they had a revenue loss in 2020 and 2021 when compared to 2019 or (2) they had an increase in expenses in 2020 and 2021 when compared to 2019. Sussex County awarded up to $40,000 per non-profit. One fire company applied, the Lewes Fire Department. It is important to note that CARES was a one-time federal distribution related to the COVID-19 pandemic that is not expected to occur in future years and therefore is not going to sustain operations.

While the above sources of federal funding absolutely assisted the Sussex fire/EMS companies, it was a one-time source of funding and is not sustainable.

Other Counties

Delmar Fire company is the only fire company in Sussex County that receives funding from an out-of-state county–Wicomico County in Maryland.

Municipal

Of the 24 Sussex fire/EMS companies, 11 receive funding from their respective town/city according to their financial statements. In 2023, total municipal funding across the County was $1,295,419.

The towns/cities that provide funding to fire/EMS companies in Sussex County are as follows:

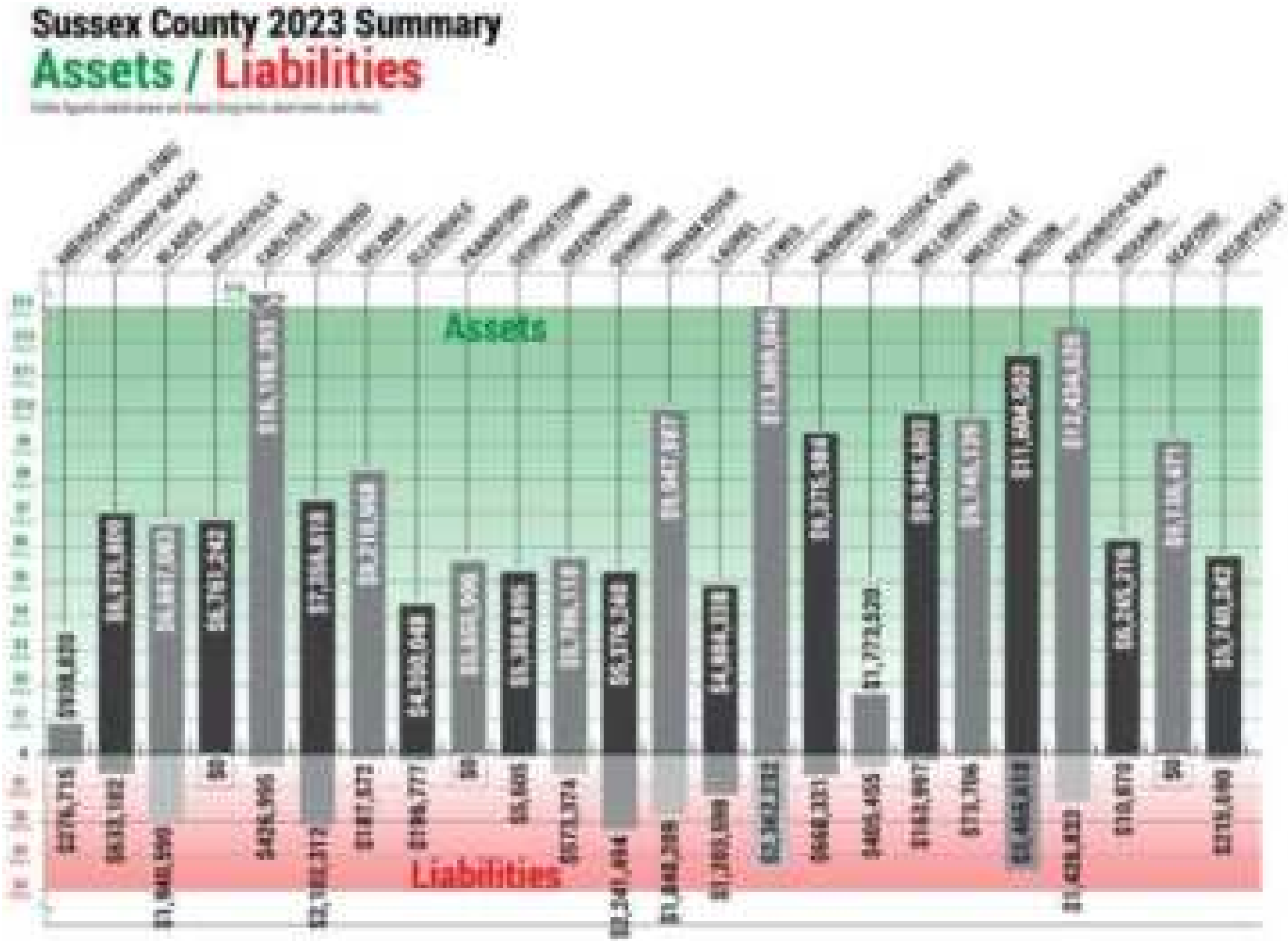
1. American Legion
2. Bethany Beach

3. Carlisle
4. Georgetown
5. Laurel
6. Lewes
7. Millsboro
8. Milton
9. Rehoboth Beach
10. Seaford
11. Selbyville

Delmar has received municipal contributions in prior years but an amount is not displayed for 2023 in their financial statements.

Fire/EMS Company Assets and Liabilities

Sussex County fire/EMS companies' assets and liabilities are shown in the following chart:


Sussex County 2023 Summary
Assets / Liabilities
Assets
Liabilities

Assets

As of 2023, the 24 Sussex fire/EMS companies/departments total assets were valued at $183,418,005 and total liabilities were $20,429,895. Therefore, the solvency (Liabilities / Assets) of Sussex fire/EMS companies is 11.14%. Solvency is one of the 13 factors evaluated in this study and each company's solvency is discussed in more detail in the "Financial Health Narratives and Report Cards" section. Solvency examines how much of a fire/EMS company's assets are made of liabilities. A high liabilities to assets ratio can be negative; this indicates potential financial distress. This factor is a good indicator of financial health. Under . 5 or 50% is better. Over 1.0 or 100% would indicate that liabilities exceed assets, which is not desirable. Therefore, with a 11.14% solvency, Sussex fire/EMS companies overall are in good financial health.

Sussex does not require a uniform format for annual financial statements and therefore, the categories of assets and liabilities that the accounting firms use for the 24 companies varies. Some accounting firms are selected by more than one fire/EMS company and therefore sometimes the format is consistent. For example, most accounting firms place investments in non-current assets but a couple either place them in current assets or the firm does not differentiate between current and non-current. This may have affected some of the formulas used for factors in this study. Some firms have an "Other Assets" category which had miscellaneous assets or investments included. Some accountants do not term "Property and Equipment" as Non-Current assets, however, that is how they were treated in this study.

Each accountant approaches capital assets and depreciation slightly differently. The majority of the firms carry property and equipment at-cost and any improvements that extend the useful life of an asset are capitalized. Depreciation is typically calculated using the straight-line method, however, there are some accountants who are incorporating the accelerated depreciation method in Sussex. In the Notes to the Financial Statements, accountants provide a summary of the useful life ranges for capital assets for each company typically by the type of asset. Some firms provide the types while others do not provide any detail. For example, Bethany Beach's accountant states a 5- to 39-year range for all types of capital assets while the accountant for Lewes in 2023 used 25-40 years for buildings, 15 years for boat and boat dock, 40 years for museums, 10-20 years for trucks and equipment, 10 years for computer equipment, and 40 years for parking lot improvements. Capitalization thresholds also differ from accountant to accountant and/or company to company - some are as low as $2,500 while many are closer to $5,000.

Fleet

As a part of FACETS' exploration, each of the 23 interviewed Sussex fire/EMS company's fleets were examined. An inventory was collected from each company and a brief visual review was performed during the walkthrough of the station following the meeting. Each company in Sussex has a unique manner of naming/categorizing its fleet vehicles. A standard replacement cycle has not been adopted by Sussex County - each

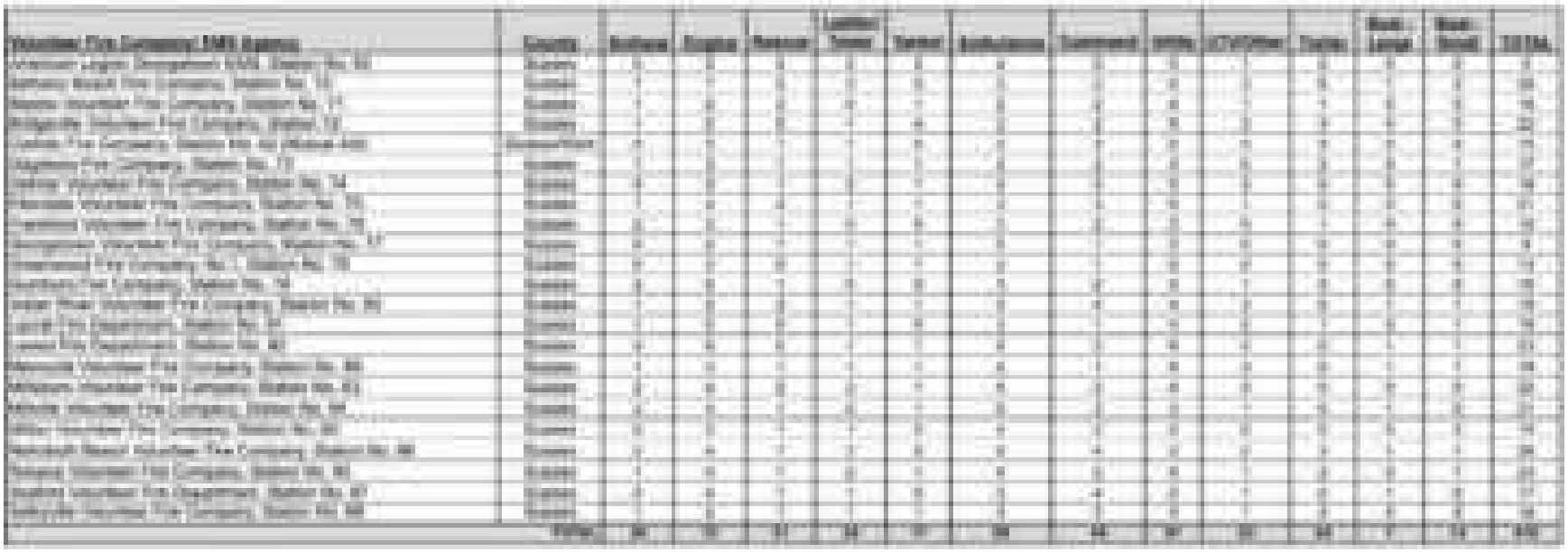
company's fleet replacement cycle is slightly different - most attempt to follow National Fire Protection Association (NFPA) standards.

The seven busier companies on average ((Lewes (5,874), Seaford (4,467), Millsboro (4,394), Rehoboth Beach (4,102), Mid-Sussex (3,449), American Legion (3,324), and Millville (3,117) have higher volume and it therefore is rational for them to have shorter than average life cycles (i.e., 15-20 years for engines/pumpers/rescues (if applicable) and 5-7 years for ambulances, UTVs, utilities, and command). Whereas, many companies with lower call volumes plan to retain certain pieces in their fleet longer than what is typical. Frankford, for example, noted specific longer useful life schedules and/or transitions into reserves rather than disposal.

For normalization purposes, FACETS assigned the following categories so that the same useful life and current replacement cost could be assigned - chart provided below.

Fleet Replacement Key		
Apparatus Type	Useful Life Years	Current (2024) Replacement Cost (new)
Antique	N/A	N/A
Engine	20	$1,200,000
Rescue	20	$1,200,000
Ladder/Tower	20	$2,400,000
Tanker	20	$800,000
Ambulance	10	$350,000
Command (fly car, other, sedan/van/etc.)	10	$65,000
Utility (pick-up/Cargo Truck	10	$100,000
UTV/Other	15	$30,000
Trailer (fuel/enclosed/boat/other)	15	$25,000
Boat - Large (mid-size/hard)) (with motor)	20	$200,000
Boat - Small (soft/small) (with motor)	15	$45,000

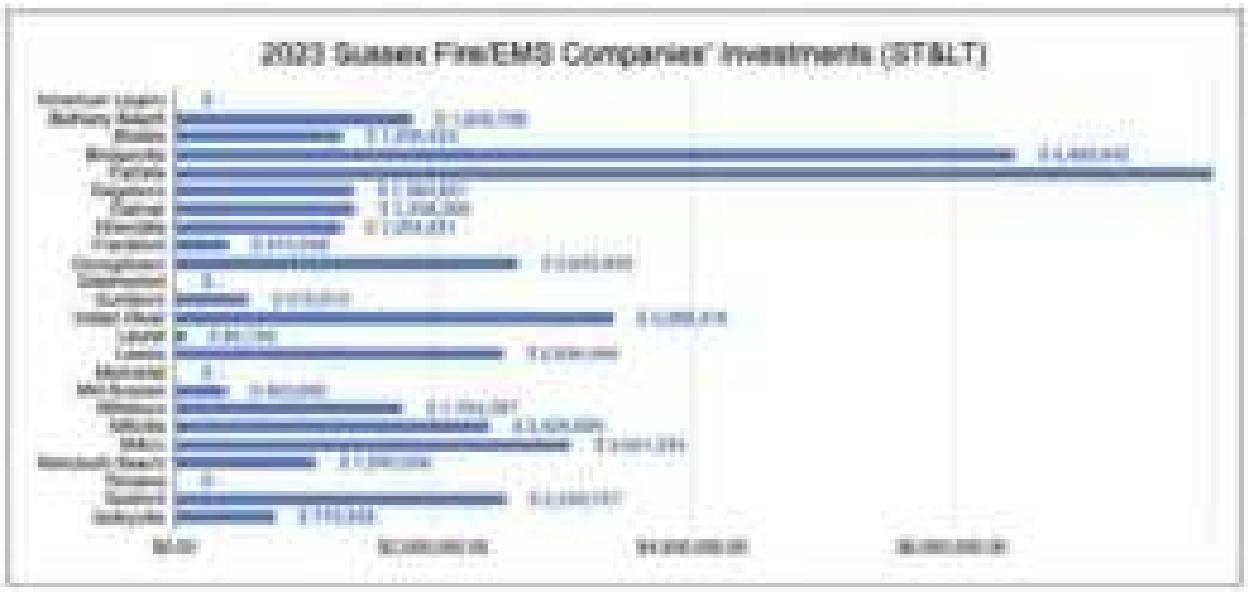
The 2024 quantities by fleet category for Sussex fire/EMS companies are provided in the following chart. Individual fleet charts will be provided in the company report cards section.



There are approximately 419 total vehicles across the 23 interviewed fire/EMS companies in Sussex. There is a margin of error - some fleet inventories supplied may have been incomplete - this is particularly likely with trailers. The 3 fire/EMS companies with the largest fleets (over 22 pieces) are as follows: Bethany Beach (28), Lewes (23), and Rehoboth Beach (28). With the average age of the 23 companies' fleets being 14 years old (or 2011), their annual operating budgets will most likely see continuous increases in maintenance costs as the fleet continues to age if replacements do not occur at suggested life cycles. Fleet is recorded as an asset on the financial statements, but one could also argue it is one of a fire/EMS company's biggest liabilities in the sense of cost to maintain, insure, replace, train, etc.

Investments

Of the total 24 Sussex fire/EMS companies, 20 have investments (either short or long term). Of the 20, this ranged from $84,470 (Laurel) to $11,791,181 (Carlisle). Investment types include (but are not limited to): Certificates of Deposit (CDs), treasury bills, mutual funds, corporate bonds, marketable securities, trusts, endowments, non-current cash, etc. Sussex fire/EMS companies' investments totaled $47,223,782 for 2023 according to their audited financial statements. Investments do not include cash (in either a checking or savings account).



Liabilities

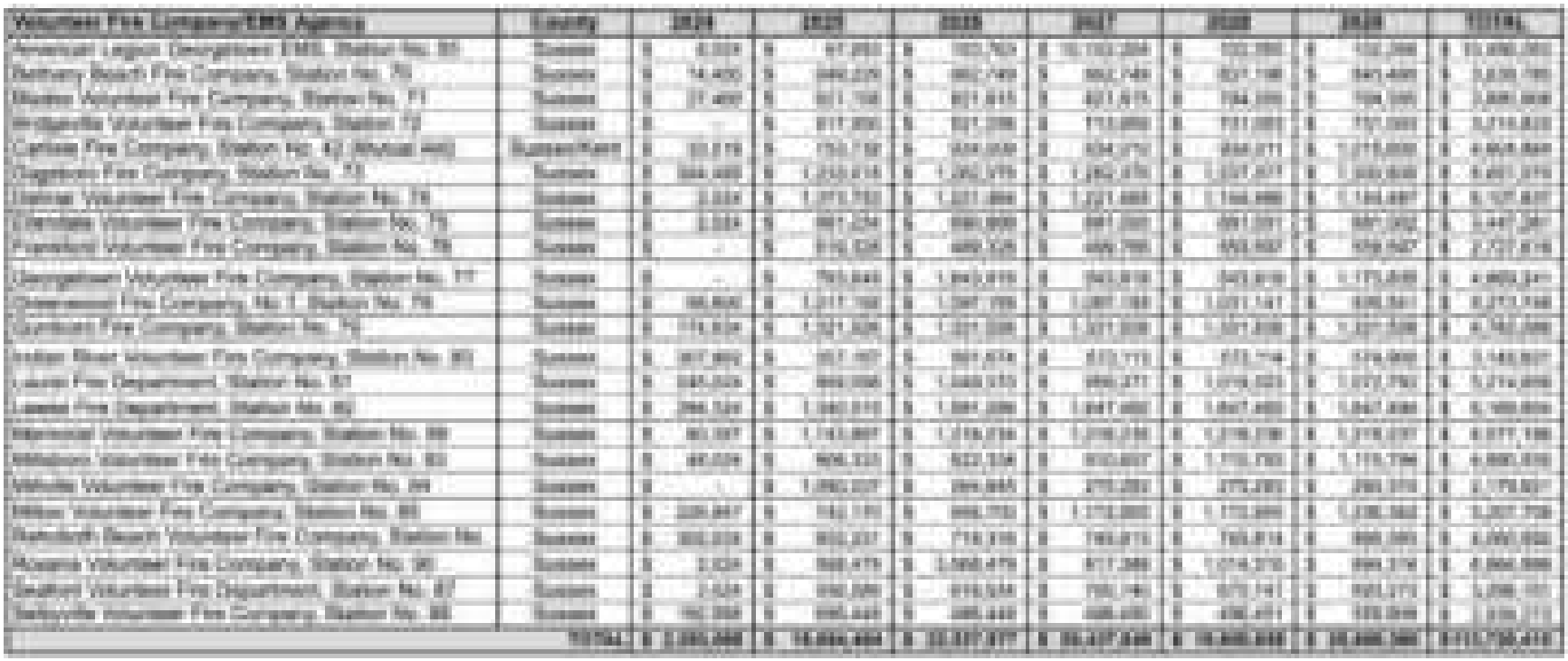
Most Sussex fire/EMS companies' liabilities were comprised of accounts payable, payroll, and short/long-term debt. About 9 out of 24 companies took out a Paycheck Protection Program (PPP) loan or a Health and Human Services (HHS) loan during the COVID-19 pandemic totaling $1,112,842 (or an average of $128,126). All of these loans were one-time loans and either fully forgiven or partially forgiven.

Debt

While fleet is (typically) recorded as a long-term asset under "property and equipment" on financial statements, it also is inherently tied to debt as many fire/EMS companies do not have enough cash on-hand to purchase large apparatus outright due to rising costs. Of the 23 interviewed Sussex companies, 8 companies had zero debt as of the 2023 financial statements: Bridgeville, Delmar, Frankford, Georgetown, Memorial, Millville, Roxana, and Seaford. Bridgeville maintained zero debt for all five years, however, it did have a loan against an investment for 2019-2022. Sussex fire/EMS companies' debt is not only made up of fleet but also buildings and equipment.

The following chart is provided to summarize existing debt in 2024 and project existing plus forecasted fleet and equipment debt based on fleet life cycles and discussions about equipment in interviews. Individual debt charts will be provided in the company report cards section. Estimated current-day replacement prices are based on average market conditions and future replacement costs at life cycle factor in 8% annual inflation to establish the base price. A 10-year note is assumed with a fixed 5% borrowing rate and $0 downpayment for normalization purposes. In reality, many Sussex fire/EMS companies are able to get a lower rate through loans at their respective banks and/or take advantage of the State of Delaware's Revolving Loan at 2% for 50% of the total cost. It is also likely that a portion of larger apparatus will be funded by cash and and/or the smaller vehicles (command, utility, and/or UTV) might be funded entirely by cash if the fire/EMS companies' cash reserves can handle such a purchase while still fulfilling daily obligations. Many fire/EMS companies have also been successful in contacting their legislators to donate command vehicles and/or UTVs.

Below is a summary of the 23 interviewed Sussex fire-EMS companies fleet, equipment, and building debt for the next six years using the above stated percentages. The equipment included may not be exhaustive. The total potential debt for all types across all companies is $113,720,415 from 2024-2029.



With the age of each apparatus and how replacement years sometimes fall, there might be years for some Sussex fire/EMS companies where there are no vehicles/apparatus that are scheduled to be replaced. This would be a prime opportunity for these fire/EMS companies to use that year to purchase PPE, Self-Contained Breathing Apparatus (SCBA), hose line, extrication tools, washers and dryers, compressors, power loads/cots, and other expensive capital items that it needs.

Each of the 23 interviewed Sussex companies has a different approach to funding larger purchases. The majority of the companies typically pay for 100% of smaller purchases (less than $250k+/-) with cash and all larger purchases are partially or fully financed. These are all finance to purchase agreements - none of the Sussex fire/EMS companies were found to participate in lease programs currently.

Financial Health Narratives and Report Cards

On the following pages, the financial health of each of the 24 companies will be discussed and evaluated.

American Legion Post #8 - Georgetown EMS

Summary of Organization and Services

American Legion operates 1 station (#93) with a fleet of 4 vehicles (excluding antiques and trailers) and covers a district inhabited by 16,311 people. American Legion provides EMS services only. On average, American Legion responded to a total of 3,337 calls from 2019-2023. American Legion's district encompasses 5.02 square miles and contains significant new development, an airport, and highways 113 and 9. American Legion has about 5 total volunteer members across all categories, but 0 of those are active. American Legion owns the station and no other lots/buildings. The station is in desperate need of replacement/rehabilitation and a committee is being formed.

Financial Evaluation

Assets

American Legion has a combination of both current and non-current assets. Current assets averaged $280,708 from 2019 to 2023 and were cash. Non-current assets include physical land, building and equipment. Non-current assets, less accumulated depreciation, averaged $568,348. American Legion has a unique Other asset category for "Restitution Receivable" averaging $5,976 over the 5 years. Total average assets were $855,032. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. American Legion's fleet has an average age of 9 years (2016), excluding antiques, and is displayed below:

American Legion Fleet

Year	Make/Model	Type	Approx Current (2024) Cost	Estimated Replacement Year	Estimated Replacement Value (inflated 8% annually)
CURRENT					
2012	International Terra Star	Ambulance	$350,000	2023	$388,000
2015	Ford 550/Horton	Ambulance	$350,000	2026	$408,000
2020	Ford 550/AEV	Ambulance	$350,000	2030	$519,000
2016	Polaris	UTV/Other	$40,000	2031	$48,000
ON ORDER					
2024	Will replace 2012	Ambulance	$350,000	2034	$630,000
	$10k on trade				
		TOTAL CURRENT	$1,090,000		$1,338,000

Liabilities

American Legion has a combination of both current and non-current liabilities. Current liabilities averaged $67,099 from 2019 to 2023 and were payroll liabilities, compensated absences, line of credit, and the current portions of long-term debt. Non-current liabilities include long-term debt. Non-current liabilities, less net of issuance costs, averaged $139,060. Total average liabilities were $206,159.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).

American Legion - Existing and Projected Debt Schedule

Year	Consolidation of 2 ambulance purchases (5.49% rate)	2012 International Terra Star Ambulance (2012-2026)	2019 Ford 550 Horton Ambulance (2019-2030)	2020 Ford 550 AEV Ambulance (2020-2040)	2016 Polaris UTV (2021-2041)	New Building	Total
[illegible]							

Notes

*[illegible]

*Projected is based on existing Fleet replacement schedule and any notes provided during interviews or via email

*Fixed interest rate of 0% assumed for all existing notes (in the absence of an interest rate provided by the organization) and all future notes

*Principal and interest payments begin in year note is established (no to the years schedules or delayed payments considered)

*10-year note assumed for all vehicle types regardless of useful life

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only

displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

American Legion has received $1,371,906 on average in revenue and other support from 2019 to 2023 and is made up of:

- Third Party Billing
- Contributions
- Provider Relief Fund Grant
- Fund Drive
- Town Grant
- County Grant
- State of Delaware
- Grant in Aid
- Interest Income
- Legal Shield Income
- Member Dues
- Equipment Rental Income
- Fundraising Income
- Income on Sale of Property

Operational Costs

American Legion spent $1,321,527 on average from 2019 to 2023 in the following categories:

- Advertising
- Ambulance Billing
- Ambulance Fuel
- Ambulance Maintenance
- Ambulance Supplies
- Bank Fees
- Banquets and Ceremonies
- Communications
- Contributions
- Depreciation
- Dues and Subscriptions
- Fund Raising Expenses
- Gifts and Relations
- Insurance - Health
- Insurance - Other
- Interest Expense
- Medical Expenses
- Member Pension Fees
- Office Expenses
- Professional Fees
- Repairs and Maintenance
- Salaries, Wages & Benefits
- Taxes
- Training
- Travel
- Uniforms
- Utilities

Employee & Volunteer Costs

American Legion currently has 24 employees, which consists of 10 full-time and 14 part-time. There are 4 per shift and overall, the company is staffed 24x7. On average, American Legion paid $751,271 in salaries/wages/benefits from 2019 to 2023.

Volunteers do not receive a stipend or pay per call, but are under LOSAP (Length of Service Awards Program). They receive nominal benefits including (but not limited to): the DVFA level of service pension.

Basis of Accounting & Fiscal Year

American Legion is on an income tax basis of accounting and a July-June fiscal year.

Agreed Upon Procedures (AUPs) & Review Report ("Audit")

American Legion had 2 findings in regard to 2023 AUPs: 1) Financial Policies incomplete (responsibilities & insurance coverage); 2) Insurance coverage policy does not include minimums required. In American Legion's 2023 audit, there were no unique notes except for the basis of accounting not being in accordance with GAAP and there were no material modifications listed.

Policies and Procedures

Of the 11 topics listed in the bid, American Legion has 7 written policies in place as follows:

- Conflict of Interest
- Budget
- Disbursement of Fund
- Check / Credit Card
- Compensation Approvals
- Bank Accounts
- Asset Recording & Tracking

Unique Circumstances

- The American Legion Ambulance Committee governs; Georgetown EMS is a subsidiary
- American Legion did not create line-item budgets on an annual basis during the five-year period
- There is a very large homeless population in American Legion's district, which equates to a large number of transports without payment
- Georgetown EMS will only respond to a motor vehicle crash (MVC/MVA) if requested by Georgetown Fire

Financial Health, Trends and Sustainability

In the following section, American Legion's Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

American Legion - Georgetown EMS

# FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$426.26	$456.79	$481.80	$393.72	$362.18	Unfavorable	$414.15
2. Expenditures per call	$364.62	$413.94	$448.15	$395.34	$371.58	Unfavorable	$397.16
3. Employee benefits	34.29%	25.09%	27.19%	22.71%	26.20%	Unfavorable	25.33%
4. Cash position	5.0887	4.9159	5.2926	4.6149	1.3874	Unfavorable	5.5399
5. Debt service	2.21%	2.62%	2.44%	1.07%	1.40%	Favorable	1.98%
6. Debt per capita	$9.91	$7.60	$7.08	$9.69	$8.50	Favorable	$8.53
7. Operating position	0.8562	1.0777	0.9176	1.0967	1.0271	Unfavorable	0.9628
8. Revenue shortfalls*	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available
9. Expenditure overruns*	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available
10. EMS user fees	62.72%	64.90%	65.75%	66.17%	90.15%	Unfavorable	69.34%
11. Capital outlay	13.38%	5.08%	15.03%	13.68%	13.04%	Favorable	9.58%
12. Fund balance	13.36%	4.27%	5.10%	5.48%	-2.51%	Unfavorable	4.74%
13. Solvency	25.83%	23.88%	17.07%	23.91%	29.46%	Unfavorable	24.03%

*Revenue and Expenditure budgets were unavailable

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the averages)

STATUS	Description	Numeric	Est. Sustainability
GREEN	Fire company is in excellent financial health and likely to survive	100-80	10+ Years
YELLOW	Fire company is in good financial health and might survive	79-60	11-15 Years
ORANGE	Fire company is in fair financial health and might survive	79-60	4-10 Years
RED	Fire company is in poor financial health and unlikely to survive	59 or below	1-3 Years

GRADE
63.75
4-10 years

American Legion Factors and Indicators

American Legion received a weighted grade of 63.75, which corresponds to 800 points (out of 1,300) and an Orange rating based on average actuals over the five-year period. This means the EMS agency is in fair financial health and might survive 4-10 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by low scores in the following higher weighted factors: EMS user fees, Fund balance, Revenue Shortfalls, and Expenditure overruns. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – American Legion's revenue per call from 2019 to 2023 decreased from $426.26 to $362.18. This is an unfavorable trend, but no problem is apparent unless the expenditure trend is rising at a faster rate. Increasing or stable operating revenue per call over time would allow American Legion to maintain service levels without difficulty. American Legion membership should ask itself how it will pay for increased costs in the future if revenues continue to decrease?

Expenditures per call – From 2019 to 2023, the cost to operate American Legion on a per call basis increased from $364.52 to $371.98. This is uncommon. The rate of change (2.05%) is slower than the rate at which revenue is decreasing (-15.03%). American Legion could consider options to reduce overall expenditures but it might be best to first focus on revenue.

Employee benefits – American Legion's ratio of total employee benefits to total salary and wages increased from 24.29% to 28.30% from 2019 to 2023. This puts a strain on finances. This unfavorable trend is not uncommon - benefits have increased annually nationwide. As of 2023, American Legion is within the reasonable range of 16-50%. However, it is warranted for American Legion to evaluate what (if any) cost control measures it can take in regard to benefits within the limitations of employment agreements.

Cash position – American Legion's cash position decreased from 6.5887 in 2019 to 1.2874 in 2023. This is both an unfavorable trend and a large decrease, putting American Legion very close to 1, which is a perfect match between cash and short-term liabilities. This unfavorable trend indicates that American Legion's current liabilities are increasing relative to cash and when all cash resources are being expended, a trend like this represents a clear potential for deficit in the future. American Legion should ask if its revenue collection systems are efficient and effective. Is there an aggressive delinquent revenue collection system in place? Is the company collecting and recording all revenues received during the budget year for which they were anticipated? Are all revenues deposited in a timely manner? Does the company have large amounts of revenue due shortly after the close of the current fiscal year that should actually be attributed to the current year? Is the actual cash flow compared to the projected cash

flow on a routine basis? Are major expenditures timed to occur when cash will be available to pay bills? Does the company have an aggressive policy for the investment of fund balances?

Debt service – American Legion's debt service decreased from 2.31% to 1.45% from 2019 to 2023. This favorable trend indicates the proportion of American Legion's general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) decreased over the 5-year period. Debt analysts believe debt service in excess of 15-20% of operating revenues is considered a problem. Every effort should be made to sustain this level while meeting the capital requirements. American Legion could even consider taking out additional debt and stay within the reasonable range.

Debt per capita – Corresponding to the debt service factor above, American Legion's debt per capita decreased from $9.61 to $8.50 from 2019 to 2023. It should be reiterated that a static 16,311 population is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This debt burden is extremely low and American Legion could therefore consider taking on a reasonable amount of new debt for some of its apparatus purchases and/or capital improvements in the near future. This opportunity for debt could easily be consumed by the need for a new building.

Operating position – American Legion's operating position changed from 0.8552 to 1.0271 from 2019 to 2023. This is an unfavorable trend. Greater than 1 corresponds to a deficit and less than 1 indicates a surplus. A positive operating position indicates the company is able to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills. American Legion's operating position worsened over the five-year period. It indicates the company is spending down fund balances from previous years to fund current operations.

Revenue shortfalls – American Legion did not provide annual line item budgets (they do not perform this function). Therefore, FACETS was unable to calculate a grade and by default, American Legion receives 0 points for this factor. Evaluating past revenue and forecasting future revenue is very important for a fire/EMS organization to understand if it will realistically have enough income to cover expenditures.

Expenditure overruns – American Legion did not provide annual line item budgets (they do not perform this function). Therefore, FACETS was unable to calculate a grade and by default, American Legion receives 0 points for this factor. Evaluating past expenditures and forecasting future expenditures is very important for a fire/EMS organization to do to understand how much income will be needed.

EMS user fees – American Legion's ambulance billing revenue when compared to the total cost of providing the service decreased from 62.72% to 50.15% from 2019 to 2023. A result of 100% means that the total cost of the service is being supported by the fees/charges. In FACETS' discussion with American Legion, the organization indicated

it did not believe ambulance billing covered the cost of providing EMS services, which is accurate. American Legion is experiencing an unfavorable trend. This means that collection rate should be consistently monitored and the contract with the third party biller should always be negotiated in the best interest of the company. Delinquent collections is an option to pursue along with numerous billings attempts (within statutory regulations) rather than simply writing off bad debt without evaluating collectability.

Capital Outlay - American Legion's capital outlay increased significantly from 2019 to 2023 from -12.38% to 12.04%. This increase in percentage of vehicle, equipment, and building expenses financed from current operating revenues is a favorable trend and shows that needs are not being deferred. Fire companies need to keep up with capital replacements or they can fall behind very quickly. A benchmark range to use is 11-20% and therefore American Legion could consider increasing their annual outlay slightly. American Legion ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as well as financing these types of purchases. The company may want to ask itself: Are decisions to defer replacement of capital items being made simply to avoid having to generate additional revenues? If the company is unable to fund the replacement of capital items, would it be beneficial to institute a more aggressive maintenance and repair program to extend the life and utility of existing assets? Would the development of a capital reserve fund where funds could be accumulated to finance such items be a feasible alternative? This factor is related to the debt factors above.

Fund balance – American Legion's fund balances have fluctuated dramatically over the 5-year period. In 2019, American Legion had a fund balance of about $135,550; this dipped slightly in 2020, rose in 2021, and then plummeted to -$36,944 in 2023. American Legion used the cash balance from 2022 fund operating expenditures for 2023. This is not a best practice; American Legion should cease this practice if possible. American Legion's fund balances are relative unless examined as a percentage of total expenditures - this ranged from 13.36% to -2.51% from 2019-2023. American Legion's operating revenue is consistently equal to or above operating expenditures. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements.

Solvency - American Legion's solvency remained essentially stable from 2019 at 25.82% to 29.45% in 2023 - with a small unfavorable increase overall. American Legion's assets are therefore made up of roughly 29% liabilities, which is a low ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. An upward trend may be cause for concern. Therefore, as of 2023, American Legion is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future.

Bethany Beach

Summary of Organization and Services

Bethany Beach operates 2 stations (#70) with a fleet of 19 response vehicles (excluding antiques and trailers) and covers a district inhabited by 3,022 people. The main station on Hollywood Street is owned by the company whereas the station in Fenwick Island is a 99-year lease from the Town of Fenwick Island and the company pays to operate the station. Bethany Beach provides fire suppression, EMS-B, and marine services. On average, Bethany Beach responded to a total of 1,567 calls from 2019-2023. Bethany Beach's district is approximately 14 square miles and encompasses the Indian River including the Bridge, Route 1, Route 54 overpass bridge, Route 26 overpass bridge, Delaware National Guard, Sussex Shores Water, Town of Bethany Beach Water and Tidewater treatment facilities, and several Delmarva Power Transfer Stations. Bethany has about 50 total volunteer members across all categories but only 10 of those are active. There is a live-in program with 6 spaces, which are full in the summer. In the off-season, they are typically at 50-65% full. In 2023, volunteers contributed approximately 13,216 hours across all types of activities (calls, training, meetings, events, etc.). In addition to the fire station, Bethany Beach owns a communication tower that resides on the same property as their station and they lease space on it to Verizon for their antennas.

Financial Evaluation

Assets

Bethany Beach has a combination of both current and non-current assets. Current assets averaged $3,385,692 from 2019 to 2023 and were cash and cash equivalents, investments/endowments, and accounts receivable. Non-current assets include physical plant, property, and equipment. Non-current assets, less accumulated depreciation, averaged $2,816,305. Total average assets were $6,201,997. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Bethany Beach's fleet has an average age of 14 years (2011), excluding antiques, and is displayed below:

Bethany Beach Fleet

The two UTVs listed above did not have a year assigned - therefore an estimate was used.

Liabilities

Bethany Beach has a combination of both current and non-current liabilities. Current liabilities averaged $69,717 from 2019 to 2023 and were credit card payables, payroll liabilities, and the current portions of long-term debt. Non-current liabilities include notes payable. Non-current liabilities, less net of issuance costs, averaged $671,525. Total average liabilities were $741,243.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Bethany Beach has received $2,373,208 on average in revenue and other support/contributions from 2019 to 2023, excluding 2021. This revenue is generally made up of:

- State and county appropriations
- Town appropriations
- Capital campaign
- Contribution of nonfinancial assets
- Dividends
- Federal grant
- Fundraising
- Gain on disposal
- Interest
- Membership subscriptions
- Misc
- PPP loan forgiveness
- Program services income (ambulance billing)
- Donations
- Rentals
- EMS sponsor fees

The 2021 figure is being excluded from the average calculation because a one-time $1,800,000 donation was received from a past member, which is considered an outlier.

Operational Costs

Bethany Beach spent $2,224,541 on average from 2019 to 2023 in the following categories:

- Appreciation night
- Awards
- Bank Fees
- Billing service
- Depreciation
- Dues and Subscriptions
- Employee benefits
- Equipment
- Fuel
- Fund Drive
- Fundraising
- Insurance
- Interest
- Miscellaneous
- Payroll fees/taxes
- Pension
- Professional
- Repairs & Maintenance
- Special events
- Supplies
- Taxes/licenses
- Telephone
- Training
- Travel
- Uniforms
- Utilities
- Wages

Employee & Volunteer Costs

Bethany Beach currently has approximately 40 employees, which consists of 14 full-time firefighter/EMTs, 24 part-time firefighter/EMTs, 1 Assistant Chief of EMS, and 1 Administrator. There are 4 firefighter/EMTs per (24/48-hour) shift all year long and overall, the company is staffed 24x7. The Assistant Chief and Administrator each work 40 hours per week. In the summer, 2 day-shift employees are added and 1 more ambulance crew is assembled. On average, Bethany Beach paid $927,286 in salaries from 2019 to 2023.

Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): the DVFA level of service pension, training, (1) Class A uniform and (1) Class B uniform, banquet with awards, and PPE. The Fire Police receive three gallons of gas per call (capped at $350 per quarter) for the usage of their personal vehicle.

Bethany Beach has 6 rooms for a live-in program. In the summer, the program is full but in the off season it is typically 50-65% full. Live-in members must provide the company with 36 hours of on-duty time per week.

Basis of Accounting & Fiscal Year

Bethany Beach is on an income tax basis of accounting and a calendar fiscal year (January-December).

Agreed Upon Procedures (AUPs) & Review Report (“Audit”) & Audit Findings

Bethany Beach had 0 findings in regard to 2023 AUPs. In Bethany Beach’s 2023 audit, there were no unique notes, findings, or material modifications.

Policies and Procedures

Of the 11 topics listed in the bid, Bethany Beach currently has written policies in place for all in a Financial Management Policy document.

Unique Circumstances

The cost of living has skyrocketed in Bethany Beach and leadership stated it is affecting volunteerism. Zero SCBA qualified volunteers live in the district and because seasonal traffic is prohibitive, response times can be affected.

Financial Health, Trends and Sustainability

In the following section, Bethany Beach’s Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Bethany Beach

# FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$1,295.95	$1,359.89	$1,771.89	$1,781.49	$1,901.02	Favorable	$1,701.24
2. Expenditures per call	$1,153.06	$1,442.56	$1,283.67	$1,356.86	$1,367.71	Unfavorable	$1,382.93
3. Employee benefits	7.85%	9.68%	10.24%	10.83%	12.46%	Unfavorable	10%
4. Cash position	28.7923	15.4372	43.9223	94.4945	83.4382	Favorable	66.23
5. Debt service	13.09%	3.80%	1.85%	1.79%	1.71%	Favorable	4.21%
6. Debt per capita	$252.39	$239.81	$217.14	$208.88	$193.79	Favorable	$222.21
7. Operating position	0.8898	1.4567	0.9963	0.8737	1.0606	Unfavorable	0.87
8. Revenue shortfalls	1.1642	1.1185	0.2931	1.0092	1.1324	Unfavorable	1.0039
9. Expenditure overruns	1.0477	1.1407	1.1361	1.1897	0.9878	Favorable	1.10
10. EMS user fees	33.74%	30.39%	27.49%	31.87%	35.36%	Unfavorable	29%
11. Capital outlay	21.73%	16.48%	8.87%	7.39%	16.44%	Unfavorable	11%
12. Fund balance	16.80%	-1.95%	97.96%	19.85%	16.38%	Favorable	29.39%
13. Solvency	16.38%	17.01%	10.84%	9.66%	8.98%	Favorable	12.48%

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the averages)

STATUS	Description	Numeric	Est. Sustainability
GREEN	The company is in excellent financial health and likely to survive	100-90	10+ Years
YELLOW	The company is in good financial health and might survive	89-80	11-10 Years
ORANGE	The company is in fair financial health and might survive	79-60	4-10 Years
RED	The company is in poor financial health and unlikely to survive	59 or below	1-3 Years

GRADE
77.75
4-10 years

Bethany Beach Factors and Indicators

Bethany Beach received a weighted grade of 77.75, which corresponds to 975 points (out of 1,300) and an Orange rating based on average actuals over the five-year period. This means that the fire company is in fair financial health and might survive 4-10 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by low scores in the following higher weighted factors: Expenditure Overruns, EMS User Fees, and Fund Balance. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Bethany Beach's revenue per call from 2019 to 2023 increased from $1,295.95 to $1,601.62. This is a favorable trend; no problem is apparent unless the expenditure trend is rising at a faster rate. Increasing operating revenue per call over time should allow Bethany Beach to maintain service levels without difficulty. Bethany Beach membership should ask itself if this increase in revenues should stop at some point, how will it pay for increased costs in the future?

Expenditures per call – From 2019 to 2023, the cost to operate Bethany Beach on a per call basis increased from $1,153.30 to $1,367.71. This could be the result of EMS call volume rising, inflation, and/or other factors. This dollar amount indicates a net profit per call. The rate of change (18.59%) is slower than the rate at which revenue is increasing (23.59%). Regardless, Bethany Beach should always consider options to reduce overall expenditures.

Employee benefits – Bethany Beach's ratio of total employee benefits to total salary and wages increased from 7.65% to 12.44% from 2019 to 2023. This puts a strain on finances. This unfavorable trend is not uncommon - benefits have increased annually nationwide. As of 2023, Bethany Beach is still below the reasonable range of 16-50%. While it is always warranted for Bethany Beach to evaluate what (if any) cost control measures it can take in regard to benefits within the limitations of employment agreements, it may be in a position to increase benefits levels to recruit/retain.

Cash position – Bethany Beach's cash position increased considerably from 28.79 in 2019 to 93.43 in 2023. This is a favorable trend; Bethany Beach is well above 1, which is a perfect match between cash and short-term liabilities. This favorable trend indicates that Bethany Beach's current liabilities are decreasing relative to cash and when all cash resources are being expended, a trend like this represents a clear potential for surplus. While this is extremely positive for Bethany Beach, it may want to ask itself if it is reinvesting back into the company? Could it spend cash on necessities without putting itself in jeopardy?

Debt service – Bethany Beach's debt service decreased from 13.59% to 1.71% from 2019 to 2023. This favorable trend indicates the proportion of Bethany Beach's general

operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) decreased over the 5-year period. Debt analysts believe that debt service in excess of 15-20% of operating revenues is considered a problem so Bethany Beach is well below normal limits. Every effort should be made to sustain this level while meeting the capital requirements.

Debt per capita – in contrast to the debt service factor, Bethany Beach's debt per capita decreased from $252.35 to $193.70 from 2019 to 2023. It should be reiterated that a static Bethany Beach population of 3,022 is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This debt burden is reasonable but is on the cusp - Bethany Beach may want to consider keeping debt level for one year to allow for smoothing and pushing some of its apparatus purchases and/or capital improvements one year to maintain a healthy balance.

Operating position – Bethany Beach's operating position changed from 0.89 to 1.00 from 2019 to 2023. While this is not a large change, it is still considered an unfavorable trend. Greater than 1 corresponds to a deficit and less than 1 indicates a surplus. A positive operating position indicates that the company is able to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills. Bethany Beach's operating position diminished over the five-year period. It indicates the company might be spending down fund balances from previous years to fund current operations.

Revenue shortfalls – Bethany Beach's revenue shortfalls changed from 1.1562 to 1.1324 from 2019 to 2023. A value of 1 is a break-even situation. While this is an unfavorable trend, Bethany Beach is still above 1, indicating that company procedures used to estimate revenues are accurate. It is both tempting and common to overestimate revenues as a way to make budgets balance but if actual revenues are exceeding budgeted revenues consistently from year to year, company leadership should evaluate closely and make adjustments.

Expenditure overruns – Bethany Beach's expenditure overruns changed from 1.0477 to 0.9816 from 2019 to 2023. A result of 1 indicates actual expenditures and budgeted expenditures are equal. Bethany Beach moved in the correct direction over the 5 year period - this is a favorable trend. In 2019, actual expenditures exceeded amounts budgeted but by 2023, actuals were below budgeted. Bethany Beach is demonstrating by this trend that it has assessed how well the estimates for anticipated expenditures for the year were prepared and how closely the budgeted versus actual expenses were monitored throughout the year. This practice should continue. Bethany Beach should keep in mind it is only marginally below 1.

EMS user fees – Bethany Beach's ambulance billing revenue when compared to the total cost of providing the service decreased from 33.74% to 25.36% from 2019 to 2023. A result of 100% means that the total cost of the service is being supported by the fees/charges. Bethany Beach is experiencing an unfavorable trend. This means that

collection rate should be consistently monitored and the contract with the third party biller should always be negotiated in the best interest of the company. Bethany Beach pursues hard collections if required after initial billing attempts, which is a practice that should be continued. Bethany may want to consider working with its billing company to examine bad debt before it gets written off to evaluate collectability.

Capital Outlay - Bethany Beach's capital outlay decreased from 2019 to 2023 from 21.72% to 10.44%. This decrease in percentage of vehicle, equipment, and building expenses financed from current operating revenues is an unfavorable trend. A decrease in this factor typically either means that needs diminished or they are being deferred. Fire companies need to keep up with capital replacements or they can fall behind very quickly. A benchmark range to use is 11-20% and therefore Bethany Beach could consider increasing their annual outlay slightly. Bethany Beach ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as well as financing these types of purchases. The company may want to ask itself: Are decisions to defer replacement of existing vehicles, equipment and other facilities or the acquisition of new vehicles, equipment or other facilities being deferred to avoid having to generate additional revenues? If the company is unable to fund the replacement or acquisition of equipment, vehicles, equipment or facilities, would it be beneficial to institute a more aggressive maintenance and repair program to extend the life and utility of existing assets? Would the development of a capital reserve fund where funds could be accumulated to finance such items be a feasible alternative? This factor is related to the debt factors above.

Fund balance – Bethany Beach's fund balances have fluctuated dramatically over the 5-year period. In 2019, Bethany Beach had a fund balance of about $203,763; this dipped to -$42,406 in 2020 and then rose to $343,109 in 2023. Bethany Beach is not using cash balances from prior years to fund operating expenditures for subsequent budgets. This is a best practice that Bethany Beach should continue to employ but also monitor for a surplus in excess. When surplus cash exists, it should be allocated as emergency operating reserve funds. Bethany Beach's fund balances are relative unless examined as a percentage of total expenditures - this ranged from 10.36% to 15.36% from 2019-2023. Bethany Beach's operating revenue is consistently equal to or above operating expenditures. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements.

Solvency - Bethany Beach's solvency improved from 2019 at 16.28% to 9.08% in 2023 - with a small favorable decrease overall. Bethany Beach's assets are therefore made up of roughly 12.48% liabilities over the 5-year period, which is a low ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. An upward trend may be cause for concern. Therefore, as of 2023, Bethany Beach is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future.

Blades

Summary of Organization and Services

Blades operates 1 station (#71) with a fleet of 15 vehicles (excluding antiques and trailers) and covers a 21.89 square mile district inhabited by 7,930 people. Blades provides fire suppression and EMS-B services. On average, Blades responded to a total of 1,717 calls from 2019-2023. Blades' district encompasses a water plant, two plating facilities, Highway 13 and close to the Blades Groundwater Site. Blades has about 85 total volunteer members across all categories but only 30 of those are active. Blades does not own anything aside from the fire station.

Financial Evaluation

Assets

Blades has a combination of both current and non-current assets. Current assets averaged $2,518,158 from 2019 to 2023 and were cash (categorized by fire company vs. ambulance). Non-current assets include physical land, building, construction in progress, fire apparatus, equipment, ambulance. Non-current assets, less accumulated depreciation, averaged $4,050,313. Total average assets were $6,568,471. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Blades' fleet has an average age of 14 years (2011), excluding antiques, and is displayed below:

[illegible]

[illegible]						
[illegible]						
[illegible]						
[illegible]						

Blades - Existing and Projected Debt Schedule									
Year	Building Mortgage ($109,838 total @ 5.27%) - est. pmts & years	2021 Ford 550 Horton Ambulance (2031-2041)	2019 Ford 450 Horton Ambulance (2025-2035)	2009 Ford 250 Utility/Cargo (2025-2035)	2003 Ford 350 Utility (2025-2035)	2008 Pierce Velocity Tanker (2028-2038)	2011 Pierce Velocity Rescue (2031-2041)	2002 Pierce Lance Rescue (2025-2035)	2015 Chevrolet Command (2025-2035)
2024	$27,460								
2025	$27,460	$70,709	$48,953		$13,986	$136,757		$167,838	
2026	$27,460	$70,709	$48,953	$13,986	$13,986	$136,757		$167,838	$9,091
2027	$27,460	$70,709	$48,953	$13,986	$13,986	$136,757		$167,838	$9,091
2028		$70,709	$48,953	$13,986	$13,986	$136,757		$167,838	$9,091
2029		$70,709	$48,953	$13,986	$13,986	$136,757		$167,838	$9,091
2030		$70,709	$48,953	$13,986	$13,986	$136,757		$167,838	$9,091
2031		$70,709	$48,953	$13,986	$13,986	$136,757		$167,838	$9,091
2032		$70,709	$48,953	$13,986	$13,986	$136,757	$242,433	$167,838	$9,091
2033		$70,709	$48,953	$13,986	$13,986	$136,757	$242,433	$167,838	$9,091
2034		$70,709	$48,953	$13,986	$13,986	$136,757	$242,433	$167,838	$9,091
2035				$13,986			$242,433		$9,091
2036							$242,433		
2037							$242,433		
2038							$242,433		
2039							$242,433		
2040							$242,433		
2041							$242,433		
2042									
2043									
2044									
TOTAL	$109,838	$707,090	$489,527	$139,865	$139,865	$1,367,568	$2,424,329	$1,678,378	$90,912

Blades - Existing and Projected Debt Schedule (continued)

Year	1991 Pierce Lance Engine (2020-2035)	2009 Ford 550 Utility (2009-2019)	2020 Ford 350 Utility (2020-2040)	2023 Ford Expedition Command (2023-2043)	2016 Polaris Ranger UTV (2021-2041)	2009 Pace American Trailer (2009-2019)	1990 Seadoo WV3572 Boat (2025-2035)	2024 Pierce Enforcer Engine (2044-2064)	Total
2024									$27,000
2025								$155,400	$621,536
2026	$167,838					$3,497	$6,294	$155,400	$621,819
2027	$167,838					$3,497	$6,294	$155,400	$621,819
2028	$167,838					$3,497	$6,294	$155,400	$794,369
2029	$167,838					$3,497	$6,294	$155,400	$794,369
2030	$167,838					$3,497	$6,294	$155,400	$794,369
2031	$167,838		$15,167		$6,081	$3,497	$6,294	$155,400	$810,581
2032	$167,838		$15,167	$14,470	$6,081	$3,497	$6,294	$155,400	$1,370,494
2033	$167,838		$15,167	$14,470	$6,081	$3,497	$6,294	$155,400	$1,370,494
2034	$167,838		$15,167	$14,470	$6,081	$3,497	$6,294	$155,400	$1,370,494
2035	$167,838		$15,167	$14,470	$6,081	$3,497	$6,294		$402,545
2036			$15,167	$14,470	$6,081				$185,139
2037		$13,999	$15,167	$14,470	$6,081				$290,129
2038		$13,999	$15,167	$14,470	$6,081				$290,129
2039		$13,999	$15,167	$14,470	$6,081				$290,129
2040		$13,999	$15,167	$14,470	$6,081				$290,129
2041		$13,999		$14,470					$270,469
2042		$13,999							$13,999
2043		$13,999							$13,999
2044		$13,999							$13,999
TOTAL	$1,676,379	$111,992	$151,667	$144,700	$60,808	$34,968	$62,939	$1,554,000	$10,990,668

Notes

*Green = existing debt, Red = projected debt

*Projected is based on existing Fleet replacement schedule and any notes provided during interviews or via email

*Fixed interest rate of 5% assumed for all existing notes (in the absence of an interest rate provided by the organization) and all future notes

*Principal and interest payments begin in year note is established (no in the loan schedules or delayed payments considered)

*10-year note assumed for all vehicle types regardless of useful life

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Blades has received $1,480,100 on average in revenue and other support from 2019 to 2023 and is made up of:

- State and county appropriations
- HHS stimulus
- Public donations
- Special events
- Services rendered
- Building rent
- Gain/loss on sale of equipment
- Gain/loss on investment
- Investment income

Operational Costs

Blades spent $1,266,663 on average from 2019 to 2023 in the following categories:

- Ambulance supplies
- Building expenses
- Convention, meetings, and meals
- Depreciation
- Dues and Subscriptions
- Firefighting equipment
- Fire prevention
- Fire school and training
- Fuel and gasoline
- Fundraising
- Insurance
- Interest
- Member recognition
- Payroll
- Pension
- Professional
- Repairs and maintenance
- Supplies
- Telephone
- Travel
- Wage

Employee & Volunteer Costs

Blades currently has approximately 36 employees, which consists of 9 full-time firefighter/EMTs and 27 part-time firefighter/EMTs. There are 4 per shift and overall, the company is staffed 24x7. On average, Blades paid $348,442 in salaries/wages from 2019 to 2023.

Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): the DVFA LOSAP, company apparel, PPE, and Crabfeast.

Basis of Accounting & Fiscal Year

Blades is on a modified cash basis of accounting and a July-June fiscal year.

Agreed Upon Procedures (AUPs) & Review Report ("Audit")

Blades had 0 findings in regard to 2023 AUPs. While there were no findings to note in Blades' audits, according to Blades' profit and loss statements there was $9,600 worth of fraud between 2021 and 2022. Restitution was provided.

Policies and Procedures

Of the 11 topics listed in the bid, Blades currently has written policies in place for all across two documents: Employee Handbook and Administrative Policies.

Unique Circumstances

Financial Health, Trends and Sustainability

In the following section, Blades' Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Blades

# FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$887.26	$801.43	$1,020.18	$963.41	$918.84	Favorable	$899.22
2. Expenditures per call	$791.21	$741.81	$787.56	$719.83	$788.68	Unfavorable	$737.29
3. Employee benefits	8.28%	10.09%	12.11%	9.83%	12.24%	Unfavorable	12%
4. Cash position	10.1715	13.4853	13.4852	21.2763	41.1494	Favorable	28.87
5. Debt service	10.35%	10.27%	10.38%	9.86%	7.80%	Favorable	10.54%
6. Debt per capita	$101.16	$276.51	$264.50	$253.48	$229.48	Favorable	$265.28
7. Operating position	0.8241	0.9258	0.9835	1.1198	0.8488	Unfavorable	0.88
8. Revenue shortfalls	1.0145	1.0021	1.1859	Not Available	Not Available	Favorable	1.10
9. Expenditure overruns	0.9979	1.0109	0.7302	1.0274	1.0919	Unfavorable	0.97
10. EMS user fees	54.13%	46.96%	32.09%	35.23%	32.77%	Unfavorable	39%
11. Capital outlay	33.34%	3.67%	31.87%	1.29%	8.96%	Unfavorable	15%
12. Fund balance	13.13%	7.96%	47.35%	-6.93%	17.77%	Favorable	15.23%
13. Solvency	36.17%	27.35%	32.33%	31.62%	29.04%	Favorable	32.98%

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the average)

STATUS	Description	Numeric	Est. Survivability
GREEN	Fire company is in excellent financial health and likely to survive	100-90	15+ Years
YELLOW	Fire company is in good financial health and might survive	89-80	11-15 Years
ORANGE	Fire company is in fair financial health and might survive	79-60	4-10 Years
RED	Fire company is in poor financial health and unlikely to survive	59 or below	1-3 Years

GRADE
80.25
11-15 years

Blades Factors and Indicators

Blades received a weighted grade of 80.25, which corresponds to 1050 points (out of 1,300) and a Yellow rating based on average actuals over the five-year period. This means that the fire company is in fair financial health and might survive 11-15 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by low scores in the following higher weighted factors: EMS User Fees and Fund Balance. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Blades' revenue per call from 2019 to 2023 decreased slightly from $887.26 to $918.84. This is an unfavorable trend, but no problem is apparent unless the expenditure trend is rising at a faster rate. Decreasing operating revenue per call will make it difficult for Blades to maintain service levels. Blades membership should ask itself what it can do to generate more revenue.

Expenditures per call – From 2019 to 2023, the cost to operate Blades on a per call basis increased from $731.21 to $780.05. This could be the result of EMS call volume rising, inflation, and/or other factors. The rate of change (6.68%) is faster than the rate at which revenue is increasing (3.56%), which is slightly concerning. Blades is net positive per call, but it should consider options to reduce overall expenditures.

Employee benefits – Blades' ratio of total employee benefits to total salary and wages increased from 8.28% to 12.24% from 2019 to 2023. This puts a slight strain on finances. This unfavorable trend is not uncommon - benefits have increased annually nationwide. As of 2023, Blades is still well within the reasonable range of 16-50%. However, it is warranted for Blades to monitor benefits levels within the limitations of employment agreements.

Cash position – Blades' cash position increased from 10.97 in 2019 to 41.15 in 2023. This is a favorable trend; 1 is a perfect match between cash and short-term liabilities. This favorable trend indicates that Blades's current liabilities are decreasing relative to cash and when all cash resources are being expended, a trend like this represents a clear potential for surplus in the future. Blades should ask itself if its revenue collection systems are efficient and effective. Is there an aggressive delinquent revenue collection system in place? Is the company collecting and recording all revenues received during the budget year for which they were anticipated? Are all revenues deposited in a timely manner? Does the company have large amounts of revenue due shortly after the close of the current fiscal year that should actually be attributed to the current year? Is the actual cash flow compared to the projected cash flow on a routine basis? Are major expenditures timed to occur when cash will be available to pay bills? Does the company have an aggressive policy for the investment of fund balances?

Debt service – Blades' debt service decreased from 15.20% to 7.00% from 2019 to 2023. This favorable trend indicates that the proportion of Blade's general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) decreased over the 5-year period. Blades is well below the reasonable range. Debt analysts believe that debt service in excess of 15-20% of operating revenues is considered a problem. Every effort should be made to sustain this level while meeting the capital requirements.

Debt per capita – in contrast to the debt service factor above, Blades' debt per capita decreased from $293.16 to $229.40 from 2019 to 2023. It should be reiterated that a static 7,930 population is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This debt burden is high and Blades should therefore consider taking a short hiatus on issuing new debt for some of its apparatus purchases and/or capital improvements to allow for smoothing.

Operating position – Blades' operating position changed from 0.8241 to 0.8489 from 2019 to 2023. While this is not a large change, it is still considered a favorable trend. It means the company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills is improving. It also indicates the company is not spending down fund balances from previous years to fund current operations.

Revenue shortfalls – Blades' revenue shortfalls changed from 1.0145 to 1.3850 from 2019 to 2021. A value of 1 is a break-even situation. Blade's favorable trend above 1 indicates that company procedures used to estimate revenues are accurate and should be reviewed. It is both tempting and common to overestimate revenues as a way to make budgets balance but if actual revenues are exceeding budgeted revenues consistently from year to year, company leadership should evaluate closely and make adjustments.

Expenditure overruns – Blades' expenditure overruns changed from 0.9979 to 1.0918 from 2019 to 2023. A result of 1 indicates actual expenditures and budgeted expenditures are equal and a result over 1 means actual expenditures exceeded the amounts budgeted. Blades moved in the wrong direction over the 5 year period and this is therefore an unfavorable trend. Blades is demonstrating by this trend that it has not assessed how well the estimates for anticipated expenditures for the year were prepared and how closely the budgeted versus actual expenses were monitored throughout the year. This practice should not continue.

EMS user fees – Blades' ambulance billing revenue when compared to the total cost of providing the service decreased from 54.13% to 32.77% from 2019 to 2023. A result of 100% means that the total cost of the service is being supported by the fees/charges. Blades is experiencing an unfavorable trend. This means that collection rate should be consistently monitored and the contract with the third party biller should always be negotiated in the best interest of the company. Delinquent collections is an option to

pursue along with numerous billings attempts (within statutory regulations) rather than simply writing off bad debt without evaluating collectability.

Capital Outlay - Blades' capital outlay decreased significantly from 2019 to 2023 from 23.24% to 8.56%. This decrease in percentage of capital items funded from current operating revenues is an unfavorable trend. A decrease in this factor typically means that needs are being deferred. Fire companies need to keep up with capital replacements or they can fall behind very quickly. A benchmark range to use is 11-20% and therefore Blades could consider increasing their annual outlay slightly. Blades ought to commit the same proportion of its current revenue as it does financing capital purchases. The company may want to ask itself: Are decisions to defer simply to avoid having to generate additional revenues? If the company is unable to fund the replacement or acquisition of equipment, vehicles, equipment or facilities, would it be beneficial to institute a more aggressive maintenance and repair program to extend the life and utility of existing assets? Would the development of a capital reserve fund where funds could be accumulated to finance such items be a feasible alternative? This factor is related to the debt factors above.

Fund balance – Blades' fund balances have fluctuated dramatically over the 5-year period. In 2019, Blades had a fund balance of about $147,771; this jumped in 2021 to $604,130 and then returned to similar levels in 2023 at $258,018. In 2022, it fell to -$128,267, which means that year Blades was using cash balances from 2021 to fund operating expenditures in 2022. It then returned to normal levels in 2023. When surplus cash exists, it should be allocated as emergency operating reserve funds. Blades' fund balances are relative unless examined as a percentage of total expenditures - this ranged from 13.12% to 17.77% from 2019-2023. Blades's operating revenue overall is equal to or above operating expenditures. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements.

Solvency - Blades' solvency remained pretty consistent from 2019 at 39.17% to 29.06% in 2023 - with a small favorable decrease overall. Blades' assets are therefore made up of roughly 29% liabilities, which is a low/medium ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. An upward trend may be cause for concern. Therefore, as of 2023, Blades is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future.

Bridgeville

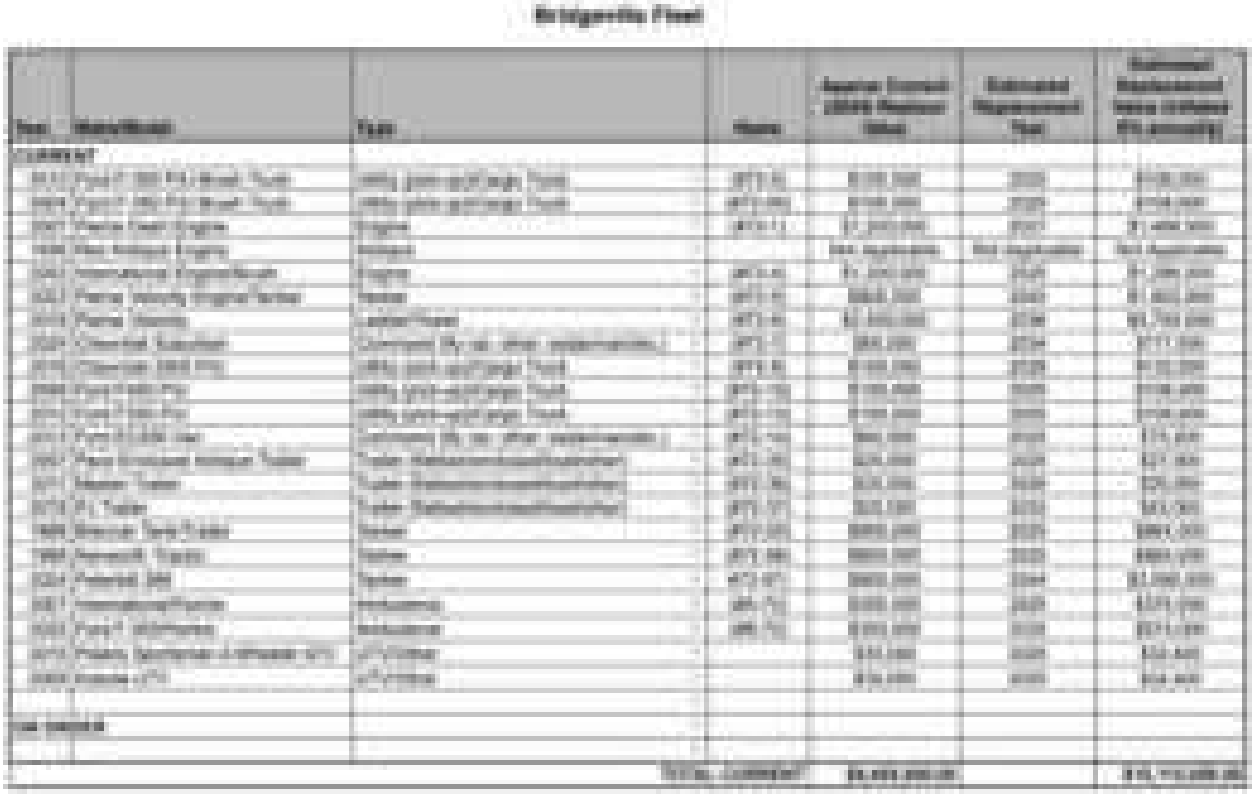
Summary of Organization and Services

Bridgeville operates 1 station (#72) with a fleet of 18 vehicles (excluding antiques and trailers) and covers a 62.18 square mile district inhabited by 9,448 people. Bridgeville provides fire suppression and EMS-B services. On average, Bridgeville responded to a total of 1,801 calls from 2019-2023. Bridgeville estimates that of their total, about 15% is mutual aid. Bridgeville's district has seen steady growth - there is a new three-story housing complex just built and there is more commercial construction about to begin on Route 13. There is an agricultural and chemical supplier, natural gas provider, compressed gas supplier, railway, schools and power substation in-district. Bridgeville has about 51 total volunteer members across all categories, but only 32 of those are active. In 2023, volunteers contributed approximately 8,287 hours responding to calls. Bridgeville has a "live-in" program for EMTs who work the night shift (6pm to 6am); they are afforded bunk facilities but they must wash their linens. In addition to the fire station, Bridgeville owns 4 other structures: 2 buildings on Market Street and Delaware Avenue and 2 rental houses on Market Street.

Financial Evaluation

Assets

Bridgeville has a combination of both current and other assets. Current assets averaged $247,993 from 2019 to 2023 and were cash and checking accounts. Other assets averaged $6,308,266 and consisted of a Morgan Stanley investment account plus full paid shares of a building and loan. Total average assets were $6,656,259. Non-current assets (physical plant and equipment, and/or vehicles) do not appear to be recorded by Bridgeville's independent accountant as assets. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Bridgeville's fleet has an average age of 11 years (2011), excluding antiques, and is displayed below:



Bridgeville noted that the 1989 Kenworth trailer will be sold soon. Therefore, this item may be eligible for deletion in the debt schedule shown in the next section. The 2002 International Brush Truck might be sold next but no decision has been made. The 1988 Brenner Tanker is showing wear so this should be replaced, along with the 2007 International Horton Ambulance. Bridgeville noted they pride themselves on purchasing all capital assets with cash.

Liabilities

Bridgeville has zero liabilities listed in its financial statements. However, Bridgeville did “borrow against an investment”. Bridgeville borrowed $750,000 from Morgan Stanley on September 14, 2015, with a variable rate of interest, for the purchase of a new Pierce fire apparatus. The loan was a demand loan and was collateralized by all Morgan Stanley investment accounts held by Bridgeville. Payments of interest only were required monthly. The loan was paid in-full by December 31, 2022. Bridgeville decided to pursue this borrowing arrangement against their investments because the borrowing rate at the time was lower than the interest earning rate. These “loan” payments are reflected in Bridgeville’s profit and loss statements but do not correspond to either a short or long term liability in their financial statements. FACETS noted zero liabilities for Bridgeville in the summary of all Sussex fire company financial statements and did not classify it as debt in the two debt factors in the company’s report card because it is considered “self-supporting” debt. Had FACETS included this self-supporting debt, Bridgeville’s report card would have reflected an average 10.46% debt service and $30.17 debt per capita on average across the five years.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).

Bridgeville - Existing and Projected Debt Schedule

Year	2012 Fund #50 Utility (2013-2023)	2004 Fund #50 Utility (2025-2033)	2007 Pierce Dash Engine (2007-2027)	2003 International Engine (2005-2015)	2022 Pierce Velocity Tanker (2042-2052)	2018 Pierce Velocity Ladder (2038-2048)	1634 Chevrolet Suburban Command (2034-2044)	2018 Chevrolet 2500 Utility (2018-2038)	2009 Ford 450 Utility (2029-2039)	2012 Fund #50 Utility (2025-2035)	2012 Ford EC350 Van Command (2035-2045)
2024											
2025	$13,995	$13,995		$197,838					$13,995	$13,995	$8,251
2026	$13,994	$13,994		$197,838					$13,995	$13,994	$8,251
2027	$13,995	$13,995	$192,750	$197,838					$13,995	$13,995	$8,251
2028	$13,995	$13,994	$192,750	$197,838				$17,250	$13,994	$13,994	$8,251
2029	$13,995	$13,995	$192,750	$197,838				$17,250	$13,995	$13,995	$8,251
2030	$13,995	$13,995	$192,750	$197,838				$17,250	$13,995	$13,995	$8,251
2031	$13,995	$13,995	$192,750	$197,838				$17,250	$13,995	$13,995	$8,251
2032	$13,995	$13,995	$192,750	$197,838				$17,250	$13,995	$13,995	$8,251
2033	$13,995	$13,995	$192,750	$197,838				$17,250	$13,995	$13,995	$8,251
2034	$13,995	$13,995	$192,750	$197,838			$15,152	$17,250	$13,995	$13,995	$8,251
2035			$192,750				$15,152	$17,250			
2036			$192,750			$699,191	$15,152	$17,250			
2037						$699,191	$15,152				
2038						$699,191	$15,152				
2039						$699,191	$15,152				
2040						$699,191	$15,152				
2041						$699,191	$15,152				
2042					$252,750	$699,191	$15,152				
2043					$252,750	$699,191	$15,152				
2044					$252,750	$699,191					
TOTAL	$139,945	$139,940	$1,927,500	$1,978,379	$758,279	$5,592,784	$151,520	$155,250	$139,949	$139,945	$98,512

Bridgeville - Existing and Projected Debt Schedule (Continued)

Year	2007 Pace Enclosed Trailer (2025-2033)	2011 Master Trailer (2029-2038)	2018 PJ Trailer (2033-2048)	1988 Brenner Tanker (2020-2033)	1989 Kenworth Tanker (2033-2038)	2024 Peterbilt 389 Tanker (2044-2058)	2007 International Horton Ambulance (2025-2033)	2022 Ford 550 Horton Ambulance (2032-2041)	2019 Polaris Sportsman UTV (2025-2033)	2008 Kubota UTV (2025-2033)	Total
2024											$0
2025	$3,497			$111,892	$111,892		$49,951		$4,199	$4,199	$317,909
2026	$3,497	$3,709		$111,892	$111,892		$49,951		$4,199	$4,199	$321,259
2027	$3,497	$3,709		$111,892	$111,892		$49,951		$4,199	$4,199	$713,859
2028	$3,497	$3,709		$111,892	$111,892		$49,951		$4,199	$4,199	$721,257
2029	$3,497	$3,709		$111,892	$111,892		$49,951		$4,199	$4,199	$721,251
2030	$3,497	$3,709		$111,892	$111,892		$49,951		$4,199	$4,199	$721,253
2031	$3,497	$3,709		$111,892	$111,892		$49,951		$4,199	$4,199	$721,253
2032	$3,497	$3,709		$111,892	$111,892		$49,951	$74,339	$4,199	$4,199	$803,358
2033	$3,497	$3,709	$5,564	$111,892	$111,892		$49,951	$74,339	$4,199	$4,199	$810,858
2034	$3,497	$3,709	$5,564	$111,892	$111,892		$49,951	$74,339	$4,199	$4,199	$828,713
2035		$3,709	$5,564					$74,339			$339,809
2036			$5,564					$74,339			$914,683
2037			$5,564					$74,339			$704,249
2038			$5,564					$74,339			$704,249
2039			$5,564					$74,339			$704,249
2040			$5,564					$74,339			$704,249
2041			$5,564					$74,339			$704,249
2042			$5,564								$582,701
2043											$877,704
2044						$868,375					$1,131,852
TOTAL	$34,969	$37,090	$55,640	$1,118,920	$1,118,920	$868,375	$499,507	$743,390	$41,990	$41,990	$14,734,456

Notes

*Green = existing debt, Red = projected debt

*Projected is based on existing Fleet replacement schedule and any notes provided during interviews or via email.

*Fixed interest rate of 5% assumed for all existing notes (in the absence of an interest rate provided by the organization) and all future notes

*Principal and interest payments begin in year note is established (no of the rears schedules or delayed payments considered)

*10-year note assumed for all vehicle types regardless of useful life

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Bridgeville has received $2,015,825 on average in revenue and other support from 2019 to 2023 and is made up of:

- Grants
- State insurance claims
- Contributions
- Fundraising
- Ambulance services
- Membership dues
- Refunds
- COVID grants
- Insurance claims
- House rentals
- Gain/loss on investment
- Hall rental

Operational Costs

Bridgeville spent $1,554,382 on average from 2019 to 2023 in the following categories:

- Advertising
- Ambulance billing
- Benefits
- Building Repairs and Maintenance
- Convention and Travel Expenses
- Dues and Subscriptions
- Equipment Repairs and Maintenance
- Fundraising and Other Expense
- Insurance
- Interest Expense
- Licenses, Permits and Taxes
- Meals and Meetings
- Office Supplies
- Payroll Taxes and Penalties
- Pension
- Postage and Delivery
- Professional Fees
- Salaries
- Scholarship
- Supplies
- Telephone
- Training
- Trash Removal
- Truck Fuel and Gasoline
- Uniforms
- Utilities
- Auxiliary (formerly Ladies Auxiliary) Expenses
- Capital Improvements
- Equipment Purchases
- Note Payable - Morgan Stanley Portfolio Loan
- Investment Fees
- Rental House Maintenance

Employee & Volunteer Costs

Bridgeville currently has 24 career employees, which consists of 5 full-time and 19 part-time EMS only staff (EMTs). FT shifts are 24/72 and PT shifts are 12’s or 24’s;

overall, the company is staffed 24x7. On average, Bridgeville paid $328,354 in salaries from 2019 to 2023.

Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): the DVFA volunteer pension.

Basis of Accounting & Fiscal Year

Bridgeville is on a modified cash basis of accounting and a calendar fiscal year (January-December).

Agreed Upon Procedures (AUPs) & Review Report ("Audit")

Bridgeville had 0 findings in regard to 2023 AUPs. In Bridgeville's 2023 audit, there were no unique notes, findings, or material modifications.

Policies and Procedures

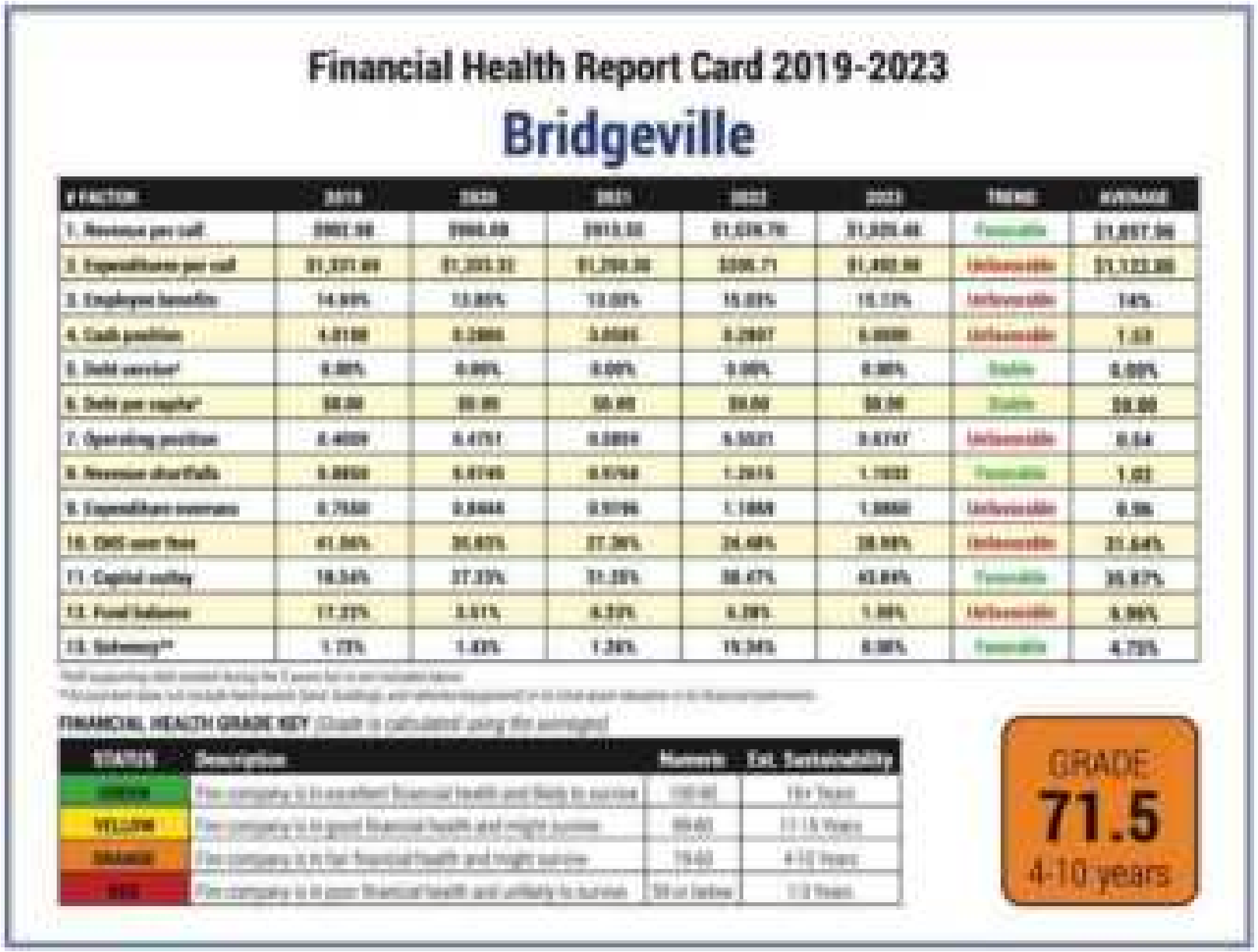
Of the 11 topics listed in the bid, Bridgeville has 10 written policies for financial operations in a Financement Management Policy document. The only policy that is missing is Check / Credit Card.

Unique Circumstances

Non-current assets (physical plant, equipment, and/or vehicles) do not appear to be recorded by Bridgeville's independent accountant as assets. This is extremely unique in comparison to the other Sussex companies. Bridgeville does own land, buildings, and equipment, so it should be noted that their recorded assets are artificially low.

Financial Health, Trends and Sustainability

In the following section, Bridgeville's Report Card will be displayed and discussed.



Financial Health Report Card 2019-2023

Bridgeville

# FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$901.98	$966.68	$913.53	$1,026.70	$1,025.46	Favorable	$1,057.06
2. Expenditures per call	$1,331.89	$1,205.32	$1,250.36	$336.71	$1,402.98	Unfavorable	$1,122.05
3. Employee benefits	14.89%	13.85%	13.03%	15.03%	15.13%	Unfavorable	14%
4. Cash position	4.0189	6.2886	3.8586	6.2807	6.0000	Unfavorable	1.63
5. Debt service[1]	0.00%	0.00%	0.00%	0.00%	0.00%	Stable	0.00%
6. Debt per capita[2]	$0.00	$0.00	$0.00	$0.00	$0.00	Stable	$0.00
7. Operating position	0.4059	0.4751	0.3859	0.5521	0.6197	Unfavorable	0.64
8. Revenue shortfalls	0.8850	0.8746	0.9768	1.2615	1.1022	Favorable	1.02
9. Expenditure overruns	0.7550	0.8444	0.9196	1.1859	1.0000	Unfavorable	0.96
10. EMS user fees	41.06%	36.63%	37.36%	36.48%	38.98%	Unfavorable	37.54%
11. Capital outlay	18.34%	27.33%	31.35%	38.47%	43.84%	Favorable	35.87%
12. Fund balance	11.23%	3.51%	6.33%	6.39%	1.89%	Unfavorable	6.96%
13. Solvency[3]	1.73%	1.83%	1.36%	19.34%	0.00%	Favorable	4.75%

[1] Debt supporting debt service during the 5 years but is not included above.

[2] Calculated does not include fixed assets (land, buildings, and vehicles/equipment) or its total asset valuation or its financial investments.

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the averages)

STATUS	Description	Numeric	Est. Sustainability
GREEN	The company is in excellent financial health and likely to survive	100-80	10+ Years
YELLOW	The company is in good financial health and might survive	80-60	11-15 Years
ORANGE	The company is in fair financial health and might survive	59-40	4-10 Years
RED	The company is in poor financial health and unlikely to survive	39 or below	1-3 Years

GRADE
71.5
4-10 years

Bridgeville Factors and Indicators

Bridgeville received a weighted grade of 71.5, which corresponds to 925 points (out of 1,300) and an Orange rating based on average actuals over the five-year period. This means that the fire company is in good financial health and might survive 4-10 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by low scores in the following higher weighted factor: EMS User Fees. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Bridgeville's revenue per call from 2019 to 2023 increased from $902.98 to $1,025.48. This is a favorable trend; increasing operating revenue per call over time should allow Bridgeville to maintain service levels without difficulty so long as costs do not rise faster. Bridgeville membership should ask itself if this increase in revenues should stop at some point, how will it pay for increased costs in the future?

Expenditures per call – From 2019 to 2023, the cost to operate Bridgeville on a per call basis increased from $1,331.69 to $1,492.98. This could be the result of EMS call volume rising, inflation, and/or other factors. The rate of change (86.36%) is significantly faster than the rate at which revenue is increasing (12.11%), which is concerning. Bridgeville is currently net positive per call on average over the 5-year period, but it should consider options to reduce overall expenditures.

Employee benefits – Bridgeville's ratio of total employee benefits to total salary and wages essentially remained stable (slight increase) from 14.69% to 15.13% from 2019 to 2023. This (technically) unfavorable trend is not uncommon - benefits have increased annually nationwide. As of 2023, Bridgeville is still below the reasonable range of 16-50%. Therefore, Bridgeville could consider increasing benefits offered to assist with recruitment and retention so long as it examines all of its other needs first.

Cash position – Bridgeville's cash position decreased from 4.0108 in 2019 to 0 in 2023. While this is an unfavorable trend, Bridgeville is close to 1 in 2023, which is a perfect match between cash and short-term liabilities. Still, this unfavorable trend indicates that Bridgeville's current liabilities are increasing relative to cash and when all cash resources are being expended, a trend like this represents a clear potential for deficit in the future. Bridgeville should ask itself if its revenue collection systems are efficient and effective. Is there an aggressive delinquent revenue collection system in place? Is the company collecting and recording all revenues received during the budget year for which they were anticipated? Are all revenues deposited in a timely manner? Does the company have large amounts of revenue due shortly after the close of the current fiscal year that should actually be attributed to the current year? Is the actual cash flow compared to the projected cash flow on a routine basis? Are major expenditures timed to occur when cash will be available to pay bills?

Debt service – Bridgeville's debt service remained stable at 0% from 2019 to 2023. This stable trend indicates that the proportion of Bridgeville's general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) did not change over the 5-year period. Debt analysts believe that debt service in excess of 15-20% of operating revenues is considered a problem. Every effort should be made to keep debt service low without negating capital requirements.

Debt per capita – Corresponding to the debt service factor above, Bridgeville's debt per capita remained stable at $0 from 2019 to 2023. It should be reiterated that a static 9,448 population is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This non-existent debt burden means Bridgeville could consider taking on a reasonable amount of new debt for some of its apparatus purchases and/or capital improvements in the near future.

Operating position – Bridgeville's operating position changed from 0.04059 to 0.6747 from 2019 to 2023. This is a significant change and is considered an unfavorable trend because Bridgeville is heading in the direction of a value of 1, which means the company operated at a deficit during the year. Bridgeville is therefore currently balancing its budget annually, maintaining reserves to cover emergency situations, and has sufficient cash available for timely payment of bills - but it is in danger of being in a bad position soon if patterns continue. It should be noted that Bridgeville's operating position of 6.5521 for 2022 was excluded from the average calculation for points assigned to this factor in its overall grade because it is considered an outlier.

Revenue shortfalls – Bridgeville's revenue shortfalls changed from 0.8850 to 1.1032 from 2019 to 2023. A value of 1 is a break-even situation. Bridgeville's favorable trend above 1 indicates that company procedures used to estimate revenues are accurate. It is both tempting and common to overestimate revenues as a way to make budgets balance, but if actual revenues are exceeding budgeted revenues consistently from year to year, company leadership should evaluate closely and make adjustments.

Expenditure overruns – Bridgeville's expenditure overruns changed from 0.7550 to 1.0860 from 2019 to 2023. A result of 1 indicates actual expenditures and budgeted expenditures are equal. While this is an unfavorable trend, the company should keep in mind it is still marginally above 1 and that on average, it was below 1. However, if this trend continues, Bridgeville is demonstrating that it is not assessing how well the estimates for anticipated expenditures for the year were prepared and how closely the budgeted versus actual expenses were monitored throughout the year. This practice should not continue.

EMS user fees – Bridgeville's ambulance billing revenue when compared to the total cost of providing the service decreased from 41.56% to 28.98% from 2019 to 2023. A result of 100% means that the total cost of the service is being supported by the fees/charges. Bridgeville is experiencing an extremely unfavorable trend. This means

that collection rate should be consistently monitored and the contract with the third party biller should always be negotiated in the best interest of the company. Delinquent collections is an option to pursue along with numerous billings attempts (within statutory regulations) rather than simply writing off bad debt without evaluating collectability.

Capital Outlay - Bridgeville's capital outlay increased significantly from 2019 to 2023 from 18.54% to 43.84%. This increase in percentage of capital projects is a favorable trend. An increase in this factor typically means either needs increased or unnecessary spending is occurring. Fire companies need to keep up with capital replacements or they can fall behind very quickly, but the benchmark range to use is 11-20%. Therefore Bridgeville could consider decreasing their annual outlay slightly. Bridgeville ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as well as financing these types of purchases. The company may want to ask itself: If the company is unable to fund the replacement or acquisition of equipment, vehicles, equipment or facilities, would it be beneficial to institute a more aggressive maintenance and repair program to extend the life and utility of existing assets? Would the development of a capital reserve fund where funds could be accumulated to finance such items be a feasible alternative? This factor is related to the debt factors above.

Fund balance – Bridgeville's fund balances have fluctuated dramatically over the 5-year period. In 2019, Bridgeville had a fund balance of about $197,182; this rose to $211,972 in 2022 and then dipped to $34,433 in 2023. Bridgeville is not using cash balances from prior years to fund operating expenditures for subsequent budgets. This is a best practice that Bridgeville should continue to employ. Bridgeville's fund balances are relative unless examined as a percentage of total expenditures - this ranged from 17.22% to 1.59% from 2019-2023. Bridgeville's operating revenue is consistently equal to or above operating expenditures. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements. Bridgeville should monitor its fund balance and consider ways to increase it in the future.

Solvency - Bridgeville's solvency changed from 2019 at 1.73% to 0% in 2023. Bridgeville's assets are therefore made up of 0% liabilities, which is the lowest ratio possible and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. Therefore, as of 2023, Bridgeville is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future.

Carlisle (mutual aid)

Summary of Organization and Services

Carlisle operates 1 station (#42) with a fleet of 12 vehicles (excluding antiques and trailers) and covers a district that is approximately 50 square miles with 23,808 people. On average, Carlisle responded to a total of 5,396 calls from 2019-2023. Carlisle resides in both Sussex and Kent County. The approximate splits between Sussex and Kent County are shown below:

- Call Volume: Sussex - 1,032 (19%); Kent - 4,364 (81%)
- Population: Sussex - 13,839 (58%); Kent - 9,969 (42%)

Carlisle provides fire suppression and EMS-B services. Carlisle's district contains a large hospital, Route 113, and Route 1. Carlisle has about 80 total volunteer members across all categories but only 20 of those are active. In 2023, volunteers contributed approximately 8,287 hours across responding to calls, attending meetings, and administrative time. In addition to the fire station, Carlisle owns a four-bay garage behind the station.

Total dollar values are being used in both the Sussex and Kent reports, rather than splitting it up by the portion of the district served in each county.

Financial Evaluation

Assets

Carlisle has current, non-current, and investment assets. Current assets averaged $681,981 from 2019 to 2023 and were cash (checking and auxiliary) and deposits on pole building and equipment. Non-current assets include physical plant, property, equipment, vehicles, and equipment. Non-current assets, less accumulated depreciation, averaged $3,440,024. Average investments is $10,176,893 and includes cash and equivalents, equities, ETPs, fixed income, trusts, annuities, and CDs. Total average assets were $14,298,898.

Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Carlisle's fleet has an average age of 9 years (2016), excluding antiques, and is displayed below:

Carlisle Fleet

Carlisle - Existing and Projected Debt Schedule										
Year	DVFA Revolving Loan for Ladder (10 yrs @ 1%)	2003 Pierce Engine (2025-2033)	2004 Ford Command (2025-2035)	2006 Ford Command (2025-2035)	2008 Spartan Rescue (2028-2038)	2019 Pierce Engine (2030-2044)	2011 Chevrolet Command (2025-2035)	2013 Ford Ambulance (2025-2035)	2022 Chevrolet Utility (2032-2042)
2024	$31,492								
2025	$31,492	$167,836	$9,091	$14,602			$9,091	$9,091	
2026	$31,492	$167,836	$9,091	$14,602	$180,270		$9,091	$9,091	
2027	$31,492	$167,836	$9,091	$14,602	$180,270		$9,091	$9,091	
2028	$31,492	$167,836	$9,091	$14,602	$180,270		$9,091	$9,091	
2029	$31,492	$167,836	$9,091	$14,602	$180,270		$9,091	$9,091	
2030	$31,493	$167,836	$9,091	$14,602	$180,270	$230,000	$9,091	$9,091	
2031		$167,836	$9,091	$14,602	$180,270	$230,000	$9,091	$9,091	
2032		$167,836	$9,091	$14,602	$180,270	$230,000	$9,091	$9,091	$21,239
2033		$167,836	$9,091	$14,602	$180,270	$230,000	$9,091	$9,091	$21,239
2034		$167,836	$9,091	$14,602	$180,270	$230,000	$9,091		$21,239
2035					$180,270	$230,000			$21,239
2036						$230,000			$21,239
2037						$230,000			$21,239
2038						$230,000			$21,239
2039						$230,000			$21,239
2040									$21,239
2041									$21,239
2042									
2043									
2044									
TOTAL	$220,309	$1,678,379	$90,912	$146,019	$1,802,704	$2,300,001	$90,912	$81,821	$212,388

Carlisle - Existing and Projected Debt Schedule (continued)

Year	2008 Loadrite Trailer (2023-2033)	2018 Loadrite Trailer (2038-2048)	2008 Haulmax Trailer (2023-2033)	2017 Pierce Engine (2037-2047)	1998 Spartan Ladder (2023-2033)	2018 Ford Utility (2023-2033)	2019 Ford Ambulance (2029-2039)	2024 Engine (2044-2054)	Total
2024									$33,516
2025	$3,497		$3,497		$330,879			$167,938	$703,736
2026	$3,497		$3,497		$330,879			$167,938	$804,009
2027	$3,497		$3,497		$330,879			$167,938	$804,011
2028	$3,497		$3,497		$330,879			$167,938	$804,011
2029	$3,497		$3,497		$330,879	$18,131	$63,457	$167,938	$1,015,660
2030	$3,497	$4,792	$3,497		$330,879	$18,131	$63,457	$167,938	$1,200,268
2031	$3,497	$4,792	$3,497		$330,879	$18,131	$63,457	$167,938	$1,218,961
2032	$3,497	$4,792	$3,497		$330,879	$18,131	$63,457	$167,938	$1,240,141
2033	$3,497	$4,792	$3,497		$330,879	$18,131	$63,457	$167,938	$1,240,142
2034		$4,792	$3,497		$330,879	$18,131	$63,457	$167,938	$1,227,595
2035		$4,792				$18,131	$63,457		$316,924
2036		$4,792				$18,131	$63,457		$339,654
2037		$4,792		$317,027		$18,131	$63,457		$859,683
2038		$4,792		$317,027		$18,131	$63,457		$859,684
2039				$317,027					$973,309
2040				$317,027					$340,306
2041				$317,027					$340,307
2042				$317,027					$317,089
2043				$317,027					$317,073
2044				$317,027					$317,073
TOTAL	$31,473	$43,125	$34,966	$2,536,216	$3,308,790	$181,306	$634,570		$15,162,552

Notes

*Green = existing debt, Red = projected debt

*Projected is based on existing fleet replacement schedule and any notes provided during interviews or via email

*Used interest rate of 5% assumed for all existing notes (in the absence of an interest rate provided by the organization) and all future notes

*Principal and interest payments begin in year note is established (no in the near's schedules or delayed payments considered)

*10 year note assumed for all vehicle types regardless of useful life

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Carlisle has received $2,520,809 on average in revenue and other support from 2019 to 2023 and is made up:

- Ambulance Receipts
- Ambulance Club
- Bar Income
- City of Milford Appropriations
- City of Milford Enhancement Fund
- Kent County Appropriation
- Sussex County Appropriation
- DE Appropriation
- DE Additional Grant
- DE Fire Insurance Rebate
- DE Red Light Fund
- DE Fire Prevention Matching
- Gain (Loss) on Sale of Equipment
- Fire Hall Rental
- Hursch Fund
- James Davis Fund
- Fundraisers
- Knox Box Sales
- Interest and Dividend Income
- Miscellaneous Income
- Partnership Distribution
- Realized and Unrealized Investment Gains/(Losses)

Operational Costs

Carlisle spent $1,544,542 on average from 2019 to 2023 in the following categories:

- Ambulance Captain
- Building Super
- Chief
- Chief Engineer
- Director
- Fire Recorder
- Treasurer
- Auxiliary
- Ambulance Club & Billing Service
- AirCards
- Banquet
- Code Messaging
- Computers/IT
- COVID-19
- Depreciation
- Dress Uniforms
- Employee Health Insurance
- Fire Hoses & Equipment - Grant
- Employee Quarters
- Fuel, Gas and Diesel
- Fund Drive
- Fund Raising
- Grant Application
- Heating Oil
- Insurance
- Interest Expense
- Investment Expenses
- Legal Fees
- Meals
- Miscellaneous/Supplies
- Payroll Taxes
- Pension Plan
- Salaries
- Taxes
- Telephone
- Utilities

Employee & Volunteer Costs

Carlisle currently has 24 employees, which consists of 8 full-time firefighter/EMTs, 1 full-time administrative secretary, and 15 part-time firefighter/EMTs. There are three per shift minimum and overall, the company is staffed 24x7. On average, Carlisle paid $489,557 in salaries from 2019 to 2023. FTs receive PTO, 100% health and dental (member-only; no family), and pension. PTs receive t-shirts, boots and turnout gear.

Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): the DVFA level of service pension, company apparel, PPE, and annual banquet.

Basis of Accounting & Fiscal Year

Carlisle is on an income tax basis of accounting and a calendar fiscal year (January-December).

Agreed Upon Procedures (AUPs) & Review Report ("Audit")

Carlisle's AUP testing performed in 2023 showed no exceptions. In Carlisle's 2023 audit, there were no unique notes, findings, or material modifications.

Policies and Procedures

Of the 11 topics listed in the bid, Carlisle currently has the following 2 written policies in place within its Constitution & Bylaws: Financial Responsibilities by Role and Check / Credit Card.

Unique Circumstances

As stated, Carlisle is the only company in Sussex that is located in both Sussex and Kent Counties.

There was confusion with the State on the number of ambulances owned by Carlisle and there was missed revenue as a result. A retroactive request was placed but it was denied. This issue should be resolved in FY26.

Financial Health, Trends and Sustainability

In the following section, Carlisle's Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Carlisle

# FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$436.75	$421.54	$744.41	$746.19	$927.88	Favorable	$473.31
2. Expenditures per call	$342.66	$258.78	$369.43	$317.79	$313.86	Unfavorable	$386.55
3. Employee benefits	6.96%	6.83%	4.73%	6.62%	7.06%	Unfavorable	6%
4. Cash position	$42,815$	$3,964$	$,359$	$5,668$	$,193$	Unfavorable	$2,07
5. Debt service	0.00%	0.00%	1.62%	0.58%	1.86%	Unfavorable	3%
6. Debt per capita	$0.00	$0.00	$20.29	$17.84	$16.37	Unfavorable	$10.70
7. Operating position	0.0556	0.0162	0.4038	1.0149	0.0328	Favorable	0.3%
8. Revenue elasticity	1.1593	1.0796	3.0217	0.7374	1.8861	Favorable	1.90
9. Expenditure overruns	0.9367	1.1576	1.1318	1.1909	1.1168	Unfavorable	1.11
10. EMS user fees	104.62%	113.91%	117.05%	103.39%	106.81%	Favorable	111%
11. Capital outlay	4.67%	3.71%	3.27%	4.34%	9.38%	Favorable	5%
12. Fund balance	23.80%	62.36%	237.94%	-38.88%	66.58%	Favorable	29.17%
13. Solvency	0.01%	0.27%	3.48%	0.27%	2.64%	Unfavorable	1.94%

Certain results in both Sussex and Kent County, Total dollar values being used above, with their ranking in terms of the portion of the district served in each county. Approximate splits are as follows: [illegible]

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the averages)

STATUS	Description	Numeric	Est. Sustainability
GREEN	Fire company is in excellent financial health and likely to survive	[illegible]	[illegible]
YELLOW	Fire company is in good financial health and might survive	65-80	11-15 Years
ORANGE	Fire company is in fair financial health and might survive	75-60	4-10 Years
RED	Fire company is in poor financial health and unlikely to survive	59 or below	1-3 Years

GRADE
83.25
11-15 years

Carlisle Factors and Indicators

Carlisle received a weighted grade of 83.25, which corresponds to 1025 points (out of 1,300) and a Yellow rating based on average actuals over the five-year period. This means that the fire company is in fair financial health and might survive 11-15 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by low scores in the following higher weighted factors: Fund Balance and Expenditure Overruns. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Carlisle's revenue per call from 2019 to 2023 increased from $436.75 to $567.08. This is a favorable trend; increasing operating revenue per call over time should allow Carlisle to maintain service levels without difficulty so long as costs do not rise faster. Carlisle membership should ask itself if this increase in revenues should stop at some point, how will it pay for increased costs in the future?

Expenditures per call – From 2019 to 2023, the cost to operate Carlisle on a per call basis increased from $242.65 to $313.88. This could be the result of EMS call volume rising, inflation, and/or other factors. The rate of change (29.35%) is almost the same exact rate at which revenue is increasing (29.84%), which is a good indicator. Carlisle should of course always consider options to keep overall expenditures flat and continue to monitor.

Employee benefits – Carlisle's ratio of total employee benefits to total salary and wages essentially remained stable (with a slight increase) from 6.96% to 7.06% from 2019 to 2023. This (technically) unfavorable trend is not uncommon - benefits have increased annually nationwide. As of 2023, Carlisle is below the reasonable range of 16-50%. Carlisle could consider increasing benefits slightly if it believes it will assist with recruitment and retention so long as it first reviews all other needs first.

Cash position – Carlisle's cash position decreased from 242.82 in 2019 to 7.59 in 2023. While this is an unfavorable trend, Carlisle is still above 1, which is a perfect match between cash and short-term liabilities. Still, this drastic drop and unfavorable trend indicates that Carlisle's current liabilities are increasing relative to cash and when all cash resources are being expended, a trend like this represents a clear potential for deficit in the future. Carlisle should ask itself if its revenue collection systems are efficient and effective. Is there an aggressive delinquent revenue collection system in place? Is the company collecting and recording all revenues received during the budget year for which they were anticipated? Are all revenues deposited in a timely manner? Does the company have large amounts of revenue due shortly after the close of the current fiscal year that should actually be attributed to the current year? Is the actual cash flow compared to the projected cash flow on a routine basis? Are major expenditures timed to occur when cash will be available to pay bills?

Debt service – Carlisle's debt service increased slightly from 0% to 1.86% from 2019 to 2023. This (technically) unfavorable trend indicates the proportion of Carlisle's general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) increased over the 5-year period. Debt analysts believe debt service in excess of 15-20% of operating revenues is considered a problem. Therefore, Carlisle could consider another debt issue because it could handle additional principal and interest payments without overburdening itself.

Debt per capita – Corresponding to the debt service factor above, Carlisle's debt per capita increased from $0 to $15.37 from 2019 to 2023. It should be reiterated that a static 23,808 population is being used across all five years (because that is the only data available through the County GIS) and therefore affected this calculation. This debt burden is extremely low and Carlisle could therefore consider taking on a reasonable amount of new debt for some of its apparatus purchases and/or capital improvements in the near future.

Operating position – Carlisle's operating position changed slightly from 0.5556 to 0.5535 from 2019 to 2023. This is considered a favorable trend - the company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills improved. It also indicates the company is not spending down fund balances from previous years to fund current operations.

Revenue shortfalls – Carlisle's revenue shortfalls changed from 1.1593 to 1.8861 from 2019 to 2023. A value of 1 is a break-even situation. Carlisle's favorable trend above 1 indicates that company procedures used to estimate revenues are accurate (as they are receiving what they budgeted) but could benefit from being examined to see they can be increased. It is both tempting and common to overestimate revenues as a way to make budgets balance but if actual revenues are exceeding budgeted revenues consistently from year to year, company leadership should evaluate closely and make adjustments.

Expenditure overruns – Carlisle's expenditure overruns changed from 0.9367 to 1.1188 from 2019 to 2023. A result of 1 indicates actual expenditures and budgeted expenditures are equal. While Carlisle moved in the incorrect direction over the 5 year period and this is therefore an unfavorable trend, the company should keep in mind it was below 1 at the beginning of the period. Carlisle is demonstrating by this trend that over time, its ability to assess how well the estimates for anticipated expenditures for the year were prepared and how closely the budgeted versus actual expenses were monitored throughout the year has diminished. Carlisle's expenditure budget should be reexamined.

EMS user fees – Carlisle's ambulance billing revenue when compared to the total cost of providing the service essentially remained stable (slight increase) from 104.62% to 105.02% from 2019 to 2023. A result of 100% means that the total cost of the service is being supported by the fees/charges. In FACETS' discussion with Carlisle, the company

indicated it did not believe ambulance billing covered the cost of providing EMS services but this evaluation suggests the opposite. This could mean Carlisle might not be incorporating all costs that are required to provide EMS services. For example, shared services for building maintenance are commonly one of the items that fire departments attribute 100% to the fire budget when they really should be split between fire and EMS to get the true cost of the service.

Capital Outlay - Carlisle's capital outlay increased from 2019 to 2023 from 4.67% to 9.30%. This increase in percentage of vehicle, equipment, and building expenses financed from current operating revenues is a favorable trend. An increase in this factor typically either means that needs increased or needs previously deferred are being addressed. It should be noted that the 237.66% outlier in 2021 was excluded from the average that is used to calculate the points for this factor in Carlisle's overall grade. Fire companies need to keep up with capital replacements or they can fall behind very quickly. A benchmark range to use is 11-20% and therefore Carlisle could actually consider increasing their annual outlay slightly and still be financially stable. Carlisle ought to commit the same proportion of its current revenue to fund capital items as it does financing. The company may want to ask itself: Are decisions to defer capital projects simply to avoid having to generate additional revenues? If the company is unable to fund the replacement or acquisition of equipment, vehicles, equipment or facilities, would it be beneficial to institute a more aggressive maintenance and repair program to extend the life and utility of existing assets? Would the development of a capital reserve fund where funds could be accumulated to finance such items be a feasible alternative? This factor is related to the debt factors above.

Fund balance – Carlisle's fund balances have fluctuated over the 5-year period. In 2019, Carlisle had a fund balance of about $320,641; this jumped in 2021 but that was mainly due to a one-time sizable gain on investments and was followed by a significant loss on investments in 2022. Carlisle ended up at a $1.2M fund balance in 2023, which incorporates a $554K gain on investments ($646K cash). As of 2023, Carlisle is not using cash balances from prior years to fund operating expenditures for subsequent budgets. This is a best practice that Carlisle should continue to employ but at the same time monitor for a surplus in excess. When surplus cash exists, it should be allocated as emergency operating reserve funds. Carlisle's fund balances are relative unless examined as a percentage of total expenditures - this ranged from 23.80% to 68.58% from 2019-2023. Carlisle's operating revenue is consistently equal to or above operating expenditures. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements. Carlisle could therefore benefit from reinvesting some of its additional fund balance into capital or operating needs.

Solvency - Carlisle's solvency remained essentially stable (slight increase) from 2019 at 0.01% to 2.64% in 2023 - a small (technically) unfavorable increase overall. Carlisle's assets are therefore made up of roughly 3% liabilities, which is an extremely low ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. Therefore, as of 2023, Carlisle is

extremely able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future. Carlisle could increase its liabilities to address needs without being concerned about being overextended.

Dagsboro

Summary of Organization and Services

Dagsboro operates 1 station (#73) with a fleet of 14 vehicles (excluding antiques and trailers) and covers a district inhabited by 4,783 people. Dagsboro provides fire suppression, EMS-B, and marine/dive team services. On average, Dagsboro responded to a total of 751 calls from 2019-2023. Dagsboro's district has Route 113, schools and new developments. There is a power plant within the district, but it is currently non-operational. Dagsboro has about 80 total volunteer members across all categories but only 30 of those are active. In 2023, volunteers contributed approximately 5,216 hours across all types of activities (calls, training, meetings, events, etc.). In addition to the fire station, Dagsboro owns the adjacent lot and the goal is to build a pole barn.

Financial Evaluation

Assets

Dagsboro has a combination of both current and non-current assets. Current assets averaged $2,142,554 from 2019 to 2023 and were cash (checking, savings, and money markets), CDs, and stock fund. Non-current assets include land, building, equipment, and vehicles. Non-current assets, less accumulated depreciation, averaged $5,485,723. Total average assets were $7,628,278. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Dagsboro's fleet has an average age of 17 years (2008), excluding antiques, and is displayed below:

Dagsboro Fire Co.

Year	Make/Model	Type	Cost	Annual Capital Lease Payment Amount	Estimated Replacement Year	Estimated Replacement Cost (Inflated @ 3% per year)
EXISTING						
1997	Chevrolet	Utility/Light Rescue Truck	$0	$0	2029	$0
1995	Advanced	Engine	$0	$0	2025	$0
1991	Advanced	Engine	$0	$0	2026	$0
2006	Advanced	Engine	$0	$0	2026	$0
1997	Pierce	Ambulance	$0	$0	Not Available	Not Available
2012	Chevrolet	Command/Squad/Staff Vehicle	$0	$0	2027	$0
2011	Ford/Wheeled Coach	Medical/Transport Ambulance	$0	$0	2029	$0
2017	Chevrolet	Command/Squad/Staff Vehicle	$0	$0	2032	$0
2004	Advanced	Engine	$0	$0	2029	$0
2018	Pierce	Ambulance	$0	$0	2029	$0
1995	Advanced	Engine	$0	$0	2025	$0
1997	Chevrolet	Tanker	$0	$0	2029	$0
2022	Ford	Utility/Light Rescue Truck	$0	$0	2042	$0
2007	Chevrolet	Utility/Light Rescue Truck	$0	$0	2032	$0
2017	Ford	Command/Squad/Staff Vehicle	$0	$0	2032	$0
2014	Ford	Command/Squad/Staff Vehicle	$0	$0	2029	$0
2009	Ford	Ambulance	$0	$0	2029	$0
PLANNED						
			TOTAL $0	$0		$0

Dagsboro recently paid off an ambulance in December 2024 and 2029 is their plan for the next ambulance purchase. Their SCBAs have six more years. The SCBA compressor, washer, dryer, extrication tools all have long useful lives remaining and no replacement is foreseen.

Liabilities

Dagsboro has a combination of both current and non-current liabilities. Current liabilities averaged $296,683 from 2019 to 2023 and were credit card payable and the current portions of long-term debt. Non-current liabilities include various apparatus loans and one building loan. Non-current liabilities, less net of issuance costs, averaged $2,573,758. Total average liabilities were $2,870,441.

Dagsboro agreed that their debt was too high in the past (had approached 40%) - going forward they plan to reduce.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).

Dagsboro – Existing and Projected Debt Schedule										
Year	$1.6M Building Mortgage (private) – Assumes P+I	State Revolving Loan for Quint ($480k west: gmts estimated)	Future Building Modifications (HVAC & EMS Suite Rehab)	SCBAs	1987 Chevrolet Utility (2025-2039)	1993 Sutphen Engine (2025-2039)	1995 Sutphen Engine (2025-2039)	2009 Sutphen Engine (2025-2039)	2015 Chevrolet Command (2025-2039)	2011 Homesteader Trailer (2025-2039)
2024	$300,000	$52,485								
2025	$300,000	$52,485			$13,000	$167,838	$167,838	$217,909	$9,091	
2026	$300,000	$52,485	$25,000		$13,000	$167,838	$167,838	$217,909	$9,091	$3,758
2027	$300,000	$52,485	$25,000		$13,000	$167,838	$167,838	$217,909	$9,091	$3,758
2028	$300,000	$52,485			$13,000	$167,838	$167,838	$217,909	$9,091	$3,758
2029	$300,000	$52,485			$13,000	$167,838	$167,838	$217,909	$9,091	$3,758
2030		$52,485			$13,000	$167,838	$167,838	$217,909	$9,091	$3,758
2031		$52,485		$24,000	$13,000	$167,838	$167,838	$217,909	$9,091	$3,758
2032		$52,485		$24,000	$13,000	$167,838	$167,838	$217,909	$9,091	$3,758
2033		$52,485		$24,000	$13,000	$167,838	$167,838	$217,909	$9,091	$3,758
2034				$24,000	$13,000	$167,838	$167,838	$217,909	$9,091	$3,758
2035				$24,000						$3,758
2036				$24,000						
2037				$24,000						
2038				$24,000						
2039				$24,000						
2040										
2041										
2042										
2043										
2044										
TOTAL	$1,800,000	$524,845	$50,000	$216,000	$130,000	$1,678,379	$1,678,379	$2,175,877	$90,910	$37,579

Dagsboro - Existing and Projected Debt Schedule (Continued)

Year	2017 Quality Cargo Trailer (2032-2042)	2024 SeaArk Boat (2039-2048)	2019 Sutphen Ladder (2039-2048)	1999 Sutphen Ladder (2025-2033)	1988 Kenworth Tanker (2025-2033)	2022 Ford Utility (2032-2042)	2007 Chevrolet Utility (2025-2033)	2010 Ford Command (2029-2038)	2018 Ford Ambulance (2038-2038)	2022 Ford Ambulance (2032-2042)	Total
2024											$354,455
2025				$167,838	$111,892		$13,999	$9,091			$1,233,016
2026				$167,838	$111,892		$13,999	$9,091			$1,262,379
2027				$167,838	$111,892		$13,999	$9,091			$1,262,379
2028				$167,838	$111,892		$13,999	$9,091			$1,437,377
2029				$167,838	$111,892		$13,999	$9,091	$63,457		$1,369,855
2030				$167,838	$111,892		$13,999	$9,091	$63,457		$1,369,856
2031				$167,838	$111,892		$13,999	$9,091	$63,457		$1,324,837
2032	$5,315			$167,838	$111,892	$21,236	$13,999	$9,091	$63,457	$74,536	$1,125,722
2033	$5,315			$167,838	$111,892	$21,236	$13,999	$9,091	$63,457	$74,536	$1,125,722
2034	$5,315			$167,838	$111,892	$21,236	$13,999	$9,091	$63,457	$74,536	$1,273,260
2035	$5,315					$21,236			$63,457	$74,536	$164,132
2036	$5,315					$21,236			$63,457	$74,536	$160,377
2037	$5,315					$21,236			$63,457	$74,536	$160,378
2038	$5,315					$21,236			$63,457	$74,536	$160,378
2039	$5,315	$12,621	$663,194			$21,236				$74,536	$823,928
2040	$5,315	$12,621	$663,194			$21,236				$74,536	$795,922
2041	$5,315	$12,621	$663,194			$21,236				$74,536	$795,500
2042		$12,621	$663,194								$695,847
2043		$12,621	$663,194								$695,846
2044		$12,621	$663,194								$695,846
TOTAL	$53,067	$75,726	$4,782,794	$1,678,379	$1,118,920	$213,366	$139,993	$90,912	$634,572	$743,356	$17,365,348

Notes

*Green = existing debt; Red = projected debt

*Projected is based on existing fleet replacement schedule and any notes provided during interviews or via email

*Fixed interest rate of 0% assumed for all existing notes (in the absence of an interest rate provided by the organization) and all future notes

*Principal and interest payments begin in year note is established (no in the near schedules or delayed payments considered)

*10 year note assumed for all vehicle types regardless of useful life

Note: Dagsboro plans to sell its old boat to Seaford for $1.

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Dagsboro has received $1,316,785 on average in revenue and other support from 2019 to 2023 and is made up of:

- Federal Funds
- Impact/Building Permit Fees
- Ambulance
- Building Rent
- Contributions Income
- County Funds
- Fund Drive
- State Funds
- Fundraisers
- Miscellaneous Income
- Gain/Loss from equipment sale
- Unrealized gain/loss on investments
- Dividend income
- Interest income

Dagsboro prides themselves on fundraisers: Chicken BBQs, Ladies Night, Shrimp Eat, and Shrimp & Pulled Pork.

Operational Costs

Dagsboro spent $1,257,730 on average from 2019 to 2023 in the following categories:

- Firefighter Meals
- Security
- Fire Police
- Health Insurance
- Computer
- Station Bucks
- Vehicle Fuel
- Payroll
- Internet
- Functions
- Donations and Gifts
- Investment Fees
- Payroll Taxes
- Dive Team
- Training
- Pension
- Fundraising
- Fire Prevention
- Uniforms
- Billing Service
- Bank Service Charges
- Depreciation Expense
- Dues and Subscriptions
- Insurance
- Interest Expense
- Licenses and Permits
- Office Supplies
- Postage and Delivery
- Accounting
- Legal Fees
- Building Repairs
- Equipment Repairs
- Supplies
- Telephone
- Conventions
- Meals
- Travel & Entertainment -Other
- Utilities

Employee & Volunteer Costs

Dagsboro currently has approximately 16 employees, which consists of 6 full-time EMTs and 10 part-time firefighter/EMTs. There are two career staff per 24-hour shift and overall, the company is staffed 24x7. On average, Dagsboro paid $278,742 in salaries from 2019 to 2023.

There are approximately 80 volunteers. Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): awards banquet, Station Bucks Program, and PPE.

Basis of Accounting & Fiscal Year

Dagsboro is on an income tax basis of accounting and a calendar fiscal year (January-December).

Agreed Upon Procedures (AUPs) & Review Report (“Audit”)

Dagsboro had 2 findings in regard to 2023 AUPs: 1) No evidence was provided by management to support the approved gross pay amount for the payroll testing on all 5; 2) Evidence was not provided to fully substantiate one out of two travel reimbursements. In Dagsboro’s 2023 audit, there were no unique notes, findings, or material modifications.

Policies and Procedures

Of the 11 topics listed in the bid, Dagsboro currently has written policies for all in a Financement Management Policy document.

Unique Circumstances

Dagsboro runs “dual response” with Frankford. They alternate days - one day Dagsboro runs and the other Frankford runs. These are done on 24-hour shifts. This practice has been going on for over 20 years but with call volume rising, they are unsure if it will continue in the future.

Financial Health, Trends and Sustainability

In the following section, Dagsboro’s Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Dagsboro

# FACTOR:	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$1,888.93	$1,984.40	$1,819.32	$1,919.09	$2,035.18	Favorable	$1,941.38
2. Expenditures per call	$1,992.91	$1,926.09	$1,868.19	$1,976.80	$1,912.84	Unfavorable	$1,877.99
3. Employee benefits	32.49%	14.27%	15.80%	26.74%	31.84%	Favorable	21%
4. Cash position	0.9769	0.8117	1.1171	0.7182	10.5873	Favorable	8.16
5. Debt service	19.79%	28.62%	30.69%	34.22%	19.79%	Stable	25%
6. Debt per capita	$878.77	$817.60	$549.27	$444.49	$408.28	Favorable	$619.11
7. Operating position	1.0972	0.7726	0.8854	0.8185	0.8489	Favorable	0.87
8. Revenue diversity*	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available
9. Expenditure overruns	0.8377	0.9186	0.8834	1.607%	1.2819	Unfavorable	1.16
10. EMS user fees	35.38%	27.72%	34.39%	21.48%	35.54%	Unfavorable	31%
11. Capital outlay	16.87%	8.66%	3.28%	31.78%	8.02%	Unfavorable	14%
12. Fund balance	-9.54%	18.91%	19.41%	-8.45%	5.07%	Favorable	5.96%
13. Solvency	65.48%	62.19%	58.88%	32.79%	38.58%	Favorable	37.48%

*Revenue budget data unavailable

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the averages)

GRADE	Description	Numeric	Est. Sustainability
GREEN	The company is in excellent financial health and likely to survive	100-80	10+ Years
YELLOW	The company is in good financial health and might survive	80-60	11-15 Years
ORANGE	The company is in fair financial health and might survive	79-60	4-10 Years
RED	The company is in poor financial health and unlikely to survive	59 or below	1-3 Years

GRADE
53.75
1-3 years

Dagsboro Factors and Indicators

Dagsboro received a weighted grade of 53.75, which corresponds to 625 points (out of 1,300) and a Red rating based on average actuals over the five-year period. This means that the fire company is in poor financial health and might survive 1-3 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by low scores in the following higher weighted factors: Revenue Shortfalls, Expenditure Overruns, EMS User Fees, and Capital Outlay. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Dagsboro's revenue per call from 2019 to 2023 increased from $1,888.95 to $2,255.18. This is a favorable trend; increasing operating revenue per call over time should allow Dagsboro to maintain service levels without difficulty so long as costs do not rise faster. Dagsboro membership should ask itself if this increase in revenues should stop at some point, how will it pay for increased costs in the future?

Expenditures per call – From 2019 to 2023, the cost to operate Dagsboro on a per call basis increased from $1,902.61 to $1,912.34. This could be the result of EMS call volume rising, inflation, and/or other factors. The rate of change (0.51%) is much slower than the rate at which revenue is increasing (19.39%), which is a good indicator. Dagsboro is net positive on average over the 5-year period per call but it should continue to monitor and consider options to reduce overall expenditures.

Employee benefits – Dagsboro's ratio of total employee benefits to total salary and wages decreased from 32.40% to 21.84% from 2019 to 2023. This favorable trend is uncommon - benefits have increased annually nationwide. As of 2023, Dagsboro is within the reasonable range of 16-50%. Dagsboro could comfortably increase benefits slightly if needed or it could benefit from simply keeping them constant for now, within the limitations of employment agreements.

Cash position – Dagsboro's cash position increased from 5.5703 in 2019 to 15.5973 in 2023. This is a favorable trend and Dagsboro is above 1, which is a perfect match between cash and short-term liabilities. This favorable trend indicates that Dagsboro's current liabilities are decreasing relative to cash and when all cash resources are being expended, there is still more available for a potential for surplus in the future. Dagsboro should ask itself: Does the company have an aggressive policy for the investment of fund balances?

Debt service – Dagsboro's debt service remained stable at 19.79% from 2019 to 2023. This stable trend indicates the proportion of Dagsboro's general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) stayed the same over the 5-year period. Debt analysts believe debt service in excess of 15-20% of operating revenues is considered a problem. Every

effort should be made to maintain or slightly reduce this level while meeting the capital requirements. *Dagsboro leadership notes that debt service increased over the five year period because the company elected to accelerate the repayment of its building mortgage.*

Debt per capita – Dagsboro's debt per capita decreased from $670.77 to $408.29 from 2019 to 2023. Normally, this factor correlates to debt service but in Dagsboro's case, there is an inverse relationship. This could mean that Dagsboro made a large principal payment on existing debt in 2023. It should be reiterated that a static 4,783 population is being used across all five years (because that is the only data available through the County GIS) and therefore affected this calculation. This debt burden is moderate and Dagsboro should therefore consider keeping pausing new debt issues to allow for smoothing. *Dagsboro leadership notes that debt per capita increased over the five year period because the company elected to accelerate the repayment of its building mortgage.*

Operating position – Dagsboro's operating position changed from 1.0072 to .8480 from 2019 to 2023. This is a large change and is considered a favorable trend. It means the company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills is improving. It also indicates the company is not spending down fund balances from previous years to fund current operations.

Revenue shortfalls – FACETS was unable to perform the calculation for this factor because Dagsboro does not create annual revenue budgets. By default, Dagsboro receives 0 points for this factor. Evaluating past revenue and forecasting future revenue is very important for a fire/EMS organization to do to understand how much it has to cover expenditures.

Expenditure overruns – Dagsboro's expenditure overruns changed from 0.8377 to 1.6076 from 2019 to 2023. A result of 1 indicates actual expenditures and budgeted expenditures are equal. While Dagsboro moved in the wrong direction over the 5 year period and this is therefore an unfavorable trend, the company should keep in mind that it was below 1 in 2019. Dagsboro is demonstrating by this trend that its ability to assess how well the estimates for anticipated expenditures for the year were prepared and how closely the budgeted versus actual expenses were monitored throughout the year is diminishing. Dagsboro should reevaluate its expenditure budgets against actuals.

EMS user fees – Dagsboro's ambulance billing revenue when compared to the total cost of providing the service decreased from 35.28% to 21.40% from 2019 to 2023. A result of 100% means that the total cost of the service is being supported by the fees/charges. This unfavorable trend means that the collection rate should be consistently monitored. The contract with the third party biller should always be negotiated in the best interest of the company. Delinquent collections is an option to pursue along with numerous billings attempts (within statutory regulations) rather than simply writing off bad debt without evaluating collectability. *Dagsboro leadership notes*

that there is a far larger portion of state/federal benefits payers in their district versus private payers, which makes collections challenging.

Capital Outlay - Dagsboro's capital outlay decreased from 2019 to 2023 from 18.87% to 8.02%. This decrease in percentage of vehicle, equipment, and building expenses financed from current operating revenues is an unfavorable trend. A decrease in this factor typically means needs are being deferred. A benchmark range to use is 11-20% and therefore Dagboro should consider decreasing their annual outlay slightly. The company may want to ask itself: If the company is unable to fund the replacement or acquisition of equipment, vehicles, equipment or facilities, would it be beneficial to institute a more aggressive maintenance and repair program to extend the life and utility of existing assets? *This factor is related to the debt factors above. Dagsboro leadership notes that since 2023, the company has established an investment account to move money at year-end for future capital purchase needs.*

Fund balance – Dagsboro's fund balances have fluctuated dramatically over the 5-year period. In 2019, Dagsboro had a fund balance of about -$123,588; this jumped from $224,953 in 2020 and then dipped to $53,216 in 2023. Dagsboro is not using cash balances from prior years to fund operating expenditures for subsequent budgets. This is a best practice that Dagsboro should continue to employ but also monitor for a surplus in excess. When surplus cash exists, it should be allocated as emergency operating reserve funds. Dagsboro's fund balances are relative unless examined as a percentage of total expenditures - this ranged from -9.54% to 3.45% from 2019-2023. Dagsboro's operating revenue was consistently equal to or above operating expenditures from 2020-2023. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements.

Solvency - Dagsboro's solvency changed significantly from 2019 at 45.45% to 28.58% in 2023 - with a small favorable decrease overall. Dagsboro's assets are therefore made up of roughly 29% liabilities, which is a low ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. Therefore, as of 2023, Dagsboro is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future.

Delmar

Summary of Organization and Services

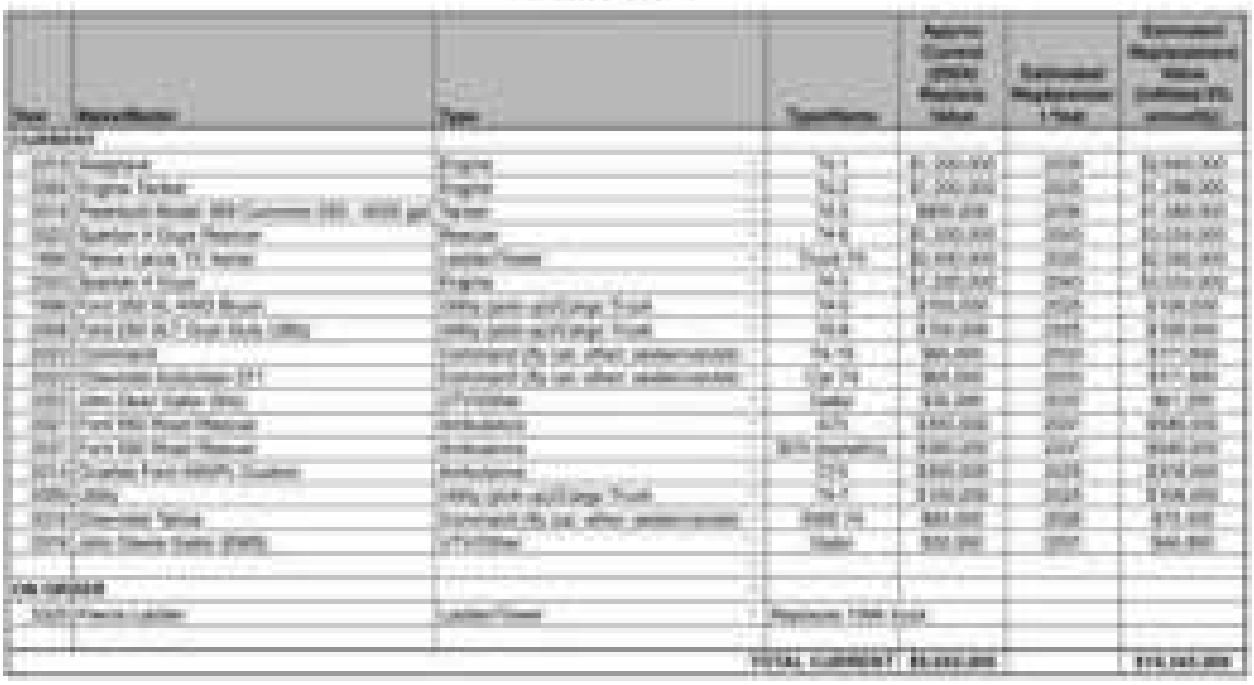
Delmar operates 1 station (#74) with a fleet of 17 vehicles (excluding antiques and trailers) and covers a district inhabited by 6,179 people. Delmar provides fire suppression and EMS-B services. On average, Delmar responded to a total of 2,710 calls from 2019-2023. Delmar's district encompasses Bi-State Boulevard, a wastewater treatment facility, a rehabilitation/nursing center, and schools. Delmar has about 75 total volunteer members across all categories, but only 17 of those are active. Delmar does not have a formal live-in program, but they do have an "Associates Program", which is a tool for Warwick Tech's EMT course (requires ride-alongs) and has the potential to assist Delmar in enhancing volunteerism. Delmar owns the entire block that the fire station is on but they do not rent it out.

Financial Evaluation

Assets

Delmar has a combination of both current and non-current assets. Current assets averaged $4,300,564 from 2019 to 2023 and were cash, investments, prepaid expenses, dividends receivable, and accounts receivable (net of allowance credit losses), Non-current assets include building, land, vehicles, equipment, furniture/fixtures, collection items, and construction in progress. Non-current assets, less accumulated depreciation, averaged $3,346,876. Total average assets were $7,647,440. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Delmar's fleet has an average age of 11 years (2014), excluding antiques, and is displayed below:

Delmar (Town)



The John Deere Gator's year may be an estimate.

Liabilities

Delmar has a combination of both current and non-current liabilities. Current liabilities averaged $342,765 from 2019 to 2023 and were accounts payable, HRSA payable, accrued payroll, accrued vacation, and the current portions of long-term debt. Non-current liabilities include long-term debt. Non-current liabilities, less net of issuance costs, averaged $384,520. Total average liabilities were $727,285.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).

Delmar - Existing and Projected Debt Schedule									
Year	Future Property Purchase for Substation - Cash?	Future equip. purch's: 18 SCBA $100k, portable radios + lower upgrades $54k - Cash over 2 yrs?	2019 Segrave Engine (2039-2048)	2004 Engine Tanker (2025-2035)	2016 Peterbuilt Tanker (2036-2046)	2023 Spartan 4 Guys Rescue (2043-2053)	1994 Pierce Lance Ladder (2025-2035)	1996 Ford 350 XL Utility (2025-2035)	2000 Ford 250 XL Utility (2025-2035)
2024									
2025	$300,000			$167,838			$335,676	$391,622	$13,986
2026		$77,000		$167,838			$335,676	$391,622	$13,986
2027		$77,000		$167,838			$335,676	$391,622	$13,986
2028				$167,838			$335,676	$391,622	$13,986
2029				$167,838			$335,676	$391,622	$13,986
2030				$167,838			$335,676	$391,622	$13,986
2031				$167,838			$335,676	$391,622	$13,986
2032				$167,838			$335,676	$391,622	$13,986
2033				$167,838			$335,676	$391,622	$13,986
2034				$167,838			$335,676	$391,622	$13,986
2035									
2036					$203,063				
2037					$203,063				
2038					$203,063				
2039			$341,882		$203,063				
2040			$341,882		$203,063				
2041			$341,882		$203,063				
2042			$341,882		$203,063				
2043			$341,882		$203,063	$391,622			
2044			$341,882		$203,063	$391,622			
TOTAL	$300,000	$154,000	$2,051,292	$1,678,379	$1,827,569	$783,244	$3,356,760	$3,916,219	$139,860

Delmar - Existing and Projected Debt Schedule (Continued)

Year	2023 Command (2023-2041)	2022 Chevrolet Suburban Command (2023-2042)	2022 John Deere Gator (2027-2047)	2021 Ford E85 Road Ambulance-1 (2021-2041)	2021 Ford E85 Road Ambulance-2 (2021-2041)	2014 Chartes Ford Ambulance (2045-2015)	2005 UNKNy (2015-2035)	2015 Chevrolet Tahoe Command (2035-2036)	2015 John Deere Gator (2031-2041)	Total
2024										$2,024
2025	$13,999	$14,479	$14,479			$70,709	$48,953			$1,373,753
2026	$13,999	$14,479	$14,479		$70,709	$70,709	$48,953			$1,321,964
2027	$13,999	$14,479	$14,479		$70,709	$70,709	$48,953			$1,321,465
2028	$13,999	$14,479	$14,479		$70,709	$70,709	$48,953			$1,146,406
2029	$13,999	$14,479	$14,479		$70,709	$70,709	$48,953			$1,144,907
2030	$13,999	$14,479	$14,479		$70,709	$70,709	$48,953			$1,144,907
2031	$13,999	$14,479	$14,479		$70,709	$70,709	$48,953	$13,999		$1,158,455
2032	$13,999	$14,479	$14,479	$7,929	$70,709	$70,709	$48,953	$13,999		$1,166,762
2033	$13,999	$14,479	$14,479	$7,929	$70,709	$70,709	$48,953	$13,999		$1,166,383
2034	$13,999	$14,479	$14,479	$7,929	$70,709	$70,709	$48,953	$13,999	$9,793	$1,175,148
2035				$7,929	$70,709			$13,999	$9,793	$104,621
2036				$7,929				$13,999	$9,793	$236,778
2037				$7,929				$13,999	$9,793	$236,777
2038				$7,929				$13,999	$9,793	$236,778
2039				$7,929				$13,999	$9,793	$578,671
2040				$7,929				$13,999	$9,793	$578,672
2041				$7,929					$9,793	$94,067
2042									$9,793	$94,762
2043									$9,793	$248,386
2044										$153,621
TOTAL	$139,991	$144,786	$144,786	$79,287	$707,090	$787,990	$489,527	$139,990	$97,946	$16,900,522

Notes

*Green = existing debt; Red = projected debt.

*Projected is based on existing Fleet replacement schedule and any notes provided during interviews or via email.

*Fixed interest rate of 5% assumed for all existing notes (in the absence of an interest rate provided by the organization) and all future notes.

*Principal and interest payments begin in year note is established (no in the main schedules or delayed payments considered).

*10-year note assumed for all vehicle types regardless of useful life.

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Delmar has received $2,634,965 on average in revenue and other support from 2019 to 2023 and is made up of:

- Delaware
- Sussex County
- Wicomico County
- Ambulance income
- Donations
- Contributed non-financial assets
- Town contributions
- Auxiliary
- Fund drive
- Special events, net
- Rental income, net
- Vending and other income, net
- Gain on sale of assets
- Interest Income
- Dividend Income
- Investment Income
- Unrealized gain on investments

Delmar is the only fire company in Sussex County that receives funding from a county out of state: Wicomico County in Maryland.

Delmar's big fundraising event is called the Sportsman Raffle.

Operational Costs

Delmar spent $2,203,486 on average from 2019 to 2023 in the following categories:

- Salaries
- Employee Benefits
- Pension Benefits
- Health and Safety Physicals
- Bad Debt Recovery
- Bank Charges
- Billing Fees
- Depreciation
- Dues and subscriptions
- Fuel
- Goodwill
- House Committee expenses
- Insurance
- Interest Expense
- Auxiliary
- Office expenses
- Professional Fees
- Repairs and Maintenance
- Social Expense
- Supplies
- Training
- Uniforms and turnout gear
- Utilities

Employee & Volunteer Costs

Delmar currently has approximately 23 employees, which consists of 11 full-time firefighter/EMTs and 12 part-time firefighter/EMTs. There is one paid Lieutenant. There

are two crews per shift on average and overall, the company is staffed 24x7. On average, Delmar paid $862,530 in salaries from 2019 to 2023.

There are 75 volunteers. Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): the DVFA LOSAP, company apparel, Christmas party, crab feast, and PPE.

Basis of Accounting & Fiscal Year

Delmar is on an income tax basis of accounting and a calendar fiscal year (January-December).

Agreed Upon Procedures (AUPs) & Review Report ("Audit")

Delmar had 0 findings in regard to 2023 AUPs. In Delmar's 2023 audit, there were no unique notes, findings, or material modifications. It is important to note that Delmar is noted as "Delmar Fire Department, Inc. and Subsidiary."

Policies and Procedures

Of the 11 topics listed in the bid, Delmar currently has 10 written policies in place across three documents: Employee Handbook/Administrative Policies, Financial Management Policies and Procedures, and ByLaws. The Bylaws mention an Insurance Committee but it lacks detail. In FACETS discussions with Delmar leadership, the Insurance Committee is responsible for renewal of insurance coverage for Liability, building and vehicle contents, and workers compensation. This committee also handles any insurance claims that the department processes with our insurance company as the liaison between Insurance company, Contractor, Vendors, and DFD. Leadership is exploring adding another paragraph of details on insurance coverage in the near future.

Unique Circumstances

Delmar is looking to buy property for a substation in Maryland. They need to have a building there and they plan to run units out of this substation. This is projected to occur in the near future.

Financial Health, Trends and Sustainability

In the following section, Delmar's Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Delmar

# FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$918.84	$939.89	$1,019.24	$1,150.81	$1,161.00	Favorable	$1,075.92
2. Expenditure per call	$752.44	$968.17	$737.14	$845.23	$776.95	Unfavorable	$816.23
3. Employee benefits	17.81%	20.28%	19.68%	16.59%	9.68%	Favorable	17%
4. Cash position	34.1389	12.4056	8.9236	7.9424	24.5699	Unfavorable	17.58
5. Debt service	0.72%	0.27%	1.75%	2.42%	13.26%	Unfavorable	4%
6. Debt per capita	$91.89	$82.48	$73.58	$64.11	$0.00	Favorable	$62.33
7. Operating position	0.8183	1.0313	0.6837	1.1196	0.8689	Favorable	0.86
8. Revenue shortfalls	1.1917	Not Available	1.4009	1.2987	1.3378	Favorable	1.31
9. Expenditure overruns	0.8969	Not Available	0.6268	0.8277	0.8772	Unfavorable	0.78
10. EMS user fees	74.80%	76.14%	81.16%	86.86%	84.11%	Favorable	80%
11. Capital outlay	61.76%	5.01%	30.83%	62.21%	8.19%	Unfavorable	33%
12. Fund balance	24.84%	8.19%	64.99%	-0.54%	41.63%	Favorable	22.18%
13. Solvency	9.91%	11.86%	13.04%	11.70%	2.28%	Favorable	9.56%

FINANCIAL HEALTH GRADE KEY *(Grade is calculated using the averages)*

STATUS	Description	Numeric	Est. Sustainability
GREEN	Fire company is in excellent financial health and likely to survive	100-90	15+ Years
YELLOW	Fire company is in good financial health and might survive	89-80	11-15 Years
ORANGE	Fire company is in fair financial health and might survive	79-60	4-10 Years
RED	Fire company is in poor financial health and unlikely to survive	59 or below	1-3 Years

GRADE
86.5
11-15 years

Delmar Factors and Indicators

Delmar received a weighted grade of 86.50, which corresponds to 1,050 points (out of 1,300) and a Yellow rating based on average actuals over the five-year period. This means that the fire company is in fair financial health and might survive 11-15 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by low scores in the following higher weighted factors: EMS User Fees and Fund Balance. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Delmar's revenue per call from 2019 to 2023 increased from $919.84 to $1,161.50. This is a favorable trend; increasing operating revenue per call over time should allow Delmar to maintain service levels without difficulty so long as costs do not rise faster. Delmar membership should ask itself if this increase in revenues should stop at some point, how will it pay for increased costs in the future?

Expenditures per call – From 2019 to 2023, the cost to operate Delmar on a per call basis decreased from $752.66 to $776.95. The rate of change (3.23%) is slower than the rate at which revenue is increasing (29.27%), which is a good indicator. Delmar is net positive per call on average over the 5-year period but should continue to monitor and consider options to reduce overall expenditures.

Employee benefits – Delmar's ratio of total employee benefits to total salary and wages decreased from 17.81% to 9.60% from 2019 to 2023. This favorable trend is uncommon - benefits have increased annually nationwide. As of 2023, Delmar is below the reasonable range of 16-50%. Delmar could consider increasing benefits slightly if it believes it will assist with recruitment and retention so long as it first reviews all other needs first.

Cash position – Delmar's cash position decreased from 34.1389 in 2019 to 24.5699 in 2023. While this is an unfavorable trend, Delmar is still well above 1, which is a perfect match between cash and short-term liabilities. Still, this technically is an unfavorable trend, which indicates that Delmar's current liabilities are increasing relative to cash.

Debt service – Delmar's debt service increased from 0.72% to 13.20% from 2019 to 2023. This unfavorable trend indicates the proportion of Delmar's general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) decreased over the 5-year period. Debt analysts believe that debt service in excess of 15-20% of operating revenues is considered a problem. Delmar is therefore still within reasonable range.

Debt per capita – Delmar's debt per capita decreased from $91.06 to $0 from 2019 to 2023. Normally, this factor correlates with the debt service factor above, but it may mean that a principal payment reduced the burden. It should be reiterated that a static

6,179 population is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This debt burden is extremely low and Delmar could therefore consider taking on a reasonable amount of new debt for some of its apparatus purchases and/or capital improvements in the near future.

Operating position – Delmar's operating position changed from 0.8183 to 0.6689 from 2019 to 2023. This is considered a favorable trend. It means that the company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills is improving. It also indicates the company is not spending down fund balances from previous years to fund current operations.

Revenue shortfalls – Delmar's revenue shortfalls changed from 1.1817 to 1.3370 from 2019 to 2023. A value of 1 is a break-even situation. Delmar's favorable trend above 1 indicates that company procedures used to estimate revenues are accurate. It is both tempting and common to overestimate revenues as a way to make budgets balance so if actual revenues are exceeding budgeted revenues consistently from year to year, company leadership should evaluate closely and make adjustments.

Expenditure overruns – Delmar's expenditure overruns changed from 0.6969 to 0.8772 from 2019 to 2023. A result of 1 indicates actual expenditures and budgeted expenditures are equal. While Delmar moved in the wrong direction over the 5 year period and this is therefore an unfavorable trend, the company should keep in mind it is still below 1. Delmar is demonstrating by this trend that its ability to assess how well the estimates for anticipated expenditures for the year were prepared and/or the monitoring of actuals to estimates is diminishing. This should be monitored.

EMS user fees – Delmar's ambulance billing revenue when compared to the total cost of providing the service increased from 74.80% to 84.17% from 2019 to 2023. A result of 100% means that the total cost of the service is being supported by the fees/charges. Delmar's rate is therefore very good but delinquent collections is always an option to pursue along with numerous billings attempts (within statutory regulations) rather than writing off bad debt without evaluating collectability.

Capital Outlay - Delmar's capital outlay decreased from 2019 to 2023 from 41.76% to 8.19%. This decrease in percentage of vehicle, equipment, and building expenses financed from current operating revenues is an unfavorable trend. A decrease in this factor typically means needs are being deferred or it may mean needs diminished. Fire companies need to keep up with capital replacements or they can fall behind very quickly. A benchmark range to use is 11-20% and therefore Delmar could consider increasing their annual outlay slightly. Delmar ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as well as financing these types of purchases. The company may want to ask itself: Are decisions to defer replacement of capital items being deferred to avoid having to generate additional revenues? If the company is unable to fund the capital items,

would it be beneficial to institute a more aggressive maintenance and repair program to extend the life and utility of existing assets? This factor is related to the debt factors above.

Fund balance – Delmar's fund balances have fluctuated dramatically over the 5-year period. In 2019, Delmar had a fund balance of about $406,905; this dipped to -$148,308 in 2022 and then rose to $920,963 in 2023. Delmar is no longer using cash balances from prior years to fund operating expenditures for subsequent budgets. Delmar should continue this practice but also monitor for a surplus in excess. When surplus cash exists, it should be allocated as emergency operating reserve funds. Delmar's fund balances are relative unless examined as a percentage of total expenditures - this ranged from 24.64% to 41.63% from 2019-2023. Delmar's operating revenue is equal to or above operating expenditures overall. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements.

Solvency - Delmar's solvency changed from 2019 at 9.61% to 2.28% in 2023 - with a small favorable decrease overall. Delmar's assets are therefore made up of roughly 2% liabilities, which is an extremely low ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. Therefore, as of 2023, Delmar is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future.

Ellendale

Summary of Organization and Services

Ellendale (#75) operates 2 stations with a fleet of 17 vehicles (excluding antiques and trailers) and covers a district inhabited by 9,318 people. Ellendale provides fire suppression and EMS-B services. On average, Ellendale responded to a total of 1,761 calls from 2019-2023. Ellendale's district encompasses 72 square miles and has a railroad, Routes 113, 16, 207, hospital, and a propane company . Ellendale has about 135 total volunteer members across all categories, but only 25 of those are active. In 2023, volunteers contributed approximately 801 hours across all types of activities (calls, training, meetings, events, etc.). Ellendale does not own any other properties aside from the two fire stations.

Financial Evaluation

Assets

Ellendale has current, non-current, and other assets. Current assets averaged $573,613 from 2019 to 2023 and were cash (checking and savings). Non-current assets, less accumulated depreciation, averaged $2,905,655. Other assets include investments and deposits on equipment averaging $1,068,619. Total average assets were $4,547,887. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Ellendale's fleet has an average age of 14 years (2011), excluding antiques, and is displayed below:

Ellendale Fleet

Year	Name/Model	Type	Notes	Approx. Current (2024) Replace Value	Estimated Replacement Year	Estimated Replacement Value (inflated 4% annually)
CURRENT						
2021	Ford 150	Utility (pick-up)/Cargo Truck	79-01	$100,000	2031	$148,024
2005	John Deere	UTV/Other	Gator T1	$30,000	2025	$32,459
2014	Ford 550 Super	Utility (pick-up)/Cargo Truck	79-10	$150,000	2039	$248,058
2011	International	Ambulance	8-79	$350,000	2026	$379,055
2000	International	Ambulance	4-79	$350,000	2026	$379,055
2022	Ford 150 Super	Utility (pick-up)/Cargo Truck	79-20	$100,000	2032	$156,086
2002	Sutphen	Rescue	79-8	$1,400,000	2032	$2,186,520
2018	Spartan Engine	Engine	79-3	$1,000,000	2038	$2,040,204
2008	Spartan Engine/Tanker	Engine	79-8	$1,000,000	2028	$1,360,136
1989	Sutphen	Engine	79-4	$1,000,000	2029	$1,406,040
1999	Mack	Tanker	79-4	$800,000	2039	$1,984,064
2016	Chevy	Command (fly car, other assignments)	79-11	$60,000	2026	$70,438
2006	Ford	Command (fly car, other assignments)	79-10	$60,000	2026	$70,438
1942	American LaFrance	Antique	79-1	Not Applicable	Not Applicable	Not Applicable
2014	Seagrave	Engine	79-2	$1,000,000	2044	$2,720,272
2024	Ford Transit	Command (fly car, other assignments)	79-14	$60,000	2034	$111,009
2024	Chevy 1500	Utility (pick-up)/Cargo Truck	79-11	$100,000	2034	$185,015
2024	Ford 150	Utility (pick-up)/Cargo Truck		$100,000	2034	$185,015
1989	Sutphen 1500 B (used)	Ladder/Tower	79-7	$1,400,000	2039	$3,111,054
ON ORDER						
2025	Replacement 2024	Ambulance				
2025	Replacement 2002	Rescue				
		(delivery 3 years out)				
			TOTAL CURRENT	$10,610,000		$17,417,000

Ellendale just purchased a used (1989) tanker from Pennsylvania. Condition and usage will dictate useful life and future replacement. The company just replaced the AC unit and boiler in the building - no known building needs. SCBAs were updated five years ago and they have a policy to replace five sets of PPE annually.

Liabilities

Ellendale has a combination of both current and non-current liabilities. Current liabilities averaged $125,532 from 2019 to 2023 and were accounts payable, payroll liabilities, and the current portions of long-term debt. Non-current liabilities include long-term debt. Non-current liabilities, less net of issuance costs, averaged $412,309. Total average liabilities were $537,841.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).

Ellendale - Existing and Projected Debt Schedule

Year	2001 Ford 350 Utility (2025-2031)	2005 John Deere UTV (2025-2031)	2004 Ford 550 Brush Utility (2025-2031)	2014 International Ambulance (2025-2031)	2020 International Ambulance (2039-2046)	2003 Ford 350 Brush Utility (2025-2031)	2002 Sulphur Rescue (2025-2031)	2018 Spartan Engine (2038-2046)	2008 Spartan Engine/Tanker (2038-2046)
2024									
2025	$11,956	$4,196	$13,386	$48,953		$13,386	$167,638		
2026	$11,956	$4,196	$13,386	$48,953		$13,386	$167,638		
2027	$11,956	$4,196	$13,386	$48,953		$13,386	$167,638		
2028	$11,956	$4,196	$13,386	$48,953		$13,386	$167,638		
2029	$11,956	$4,196	$13,386	$48,953		$13,386	$167,638		
2030	$11,956	$4,196	$13,386	$48,953	$67,085	$13,386	$167,638		
2031	$11,956	$4,196	$13,386	$48,953	$67,085	$13,386	$167,638		
2032	$11,956	$4,196	$13,386	$48,953	$67,085	$13,386	$167,638		
2033	$11,956	$4,196	$13,386	$48,953	$67,085	$13,386	$167,638		
2034	$11,956	$4,196	$13,386	$48,953	$67,085	$13,386	$167,638		
2035					$67,085				
2036					$67,085				
2037					$67,085				
2038					$67,085			$329,460	$205,139
2039					$67,085			$329,460	$205,139
2040								$329,460	$205,139
2041								$329,460	$205,139
2042								$329,460	$205,139
2043								$329,460	$205,139
2044								$329,460	$205,139
TOTAL	$139,868	$41,959	$139,865	$489,527	$670,834	$138,865	$1,676,378	$2,306,217	$1,435,847

Ellendale - Existing and Projected Debt Schedule (Continued)

Year	1995 Sutphen Engine (2025-2035)	1999 Mack Tanker (2025-2035)	2018 Chevy Command (2038-2038)	2008 Ford Command (2025-2035)	2024 Seagrave Engine (2044-2056) State Loan $860k + cash from investment	2024 Ford Transit Command (2034-2044)	2024 Chevy 1500 Utility (2034-2044)	2024 Ford 150 Utility (2034-2044)	1999 Used Sutphen Ladder Just Punch (2025-2044)	Total
2024										$2,024
2025	$197,839	$153,332		$9,091	$66,000					$661,254
2026	$197,839	$153,333	$9,786	$9,091	$66,000					$666,889
2027	$197,839	$153,333	$9,786	$9,091	$66,000					$661,000
2028	$197,839	$153,333	$9,786	$9,091	$66,000					$661,001
2029	$197,839	$153,333	$9,786	$9,091	$66,000					$661,002
2030	$197,839	$153,333	$9,786	$9,091	$66,000					$708,681
2031	$197,839	$153,333	$9,786	$9,091	$66,000					$758,089
2032	$197,839	$153,333	$9,786	$9,091	$66,000					$708,089
2033	$197,839	$153,333	$9,786	$9,091	$66,000					$708,090
2034	$197,839	$153,333	$9,786	$9,091	$66,000	$15,152	$23,311	$23,311		$819,864
2035			$9,786			$15,152	$23,311	$23,311	$584,325	$734,981
2036						$15,152	$23,311	$23,311	$584,325	$715,219
2037						$15,152	$23,311	$23,311	$584,325	$715,219
2038						$15,152	$23,311	$23,311	$584,325	$1,348,813
2039						$15,152	$23,311	$23,311	$584,325	$1,348,819
2040						$15,152	$23,311	$23,311	$584,325	$1,192,733
2041						$15,152	$23,311	$23,311	$584,325	$1,192,734
2042						$15,152	$23,311	$23,311	$584,325	$1,192,735
2043						$15,152	$23,311	$23,311	$584,325	$1,192,736
2044					$424,054				$584,325	$1,029,216
TOTAL	$1,978,379	$1,533,334	$97,848	$90,912	$1,364,054	$151,520	$233,108	$233,108	$5,843,248	$10,210,482

Notes

*Green = existing debt; Red = projected debt

*Projected is based on existing fleet replacement schedule and any notes provided during interviews or via email

*Fixed interest rate of 5% assumed for all existing notes (in the absence of an interest rate provided by the organization) and all future notes

*Principal and interest payments begin in year note is established (no in the years schedules or delayed payments considered)

*10-year note assumed for all vehicle types regardless of useful life

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Ellendale has received $1,451,990 on average in revenue and other support from 2019 to 2023 and is made up of:

- Ambulance Fees
- Donations
- Fundraising Income
- Government Appropriation
- Hall rental income
- Auxiliary
- Sale of Fixed Assets
- Capital Gain Distribution
- Sale of Investments
- Unrealized Gain (Loss) on Investments
- Dividends
- Interest Income

Operational Costs

Ellendale spent $1,202,731 on average from 2019 to 2023 in the following categories:

- Ambulance Supplies
- Bank Charges
- Billing Service Fees
- Conventions and meetings
- Depreciation
- Dues
- Equipment Repairs
- Insurance
- Salaries and wages
- Payroll Taxes & Fees
- Pensions Expense
- Training
- Utilities
- Fuel for Ambulance
- Truck Repairs
- Firefighting
- Advertising
- Bank Service Charges
- Management
- Hall Rental Expenses
- Fundraising Expenses
- FR - Equipment Rental
- Food and Beverage
- Auxiliary Expenses
- Printing & Reproduction

Employee & Volunteer Costs

Ellendale currently has approximately 22 employees, which consists of 7 full-time firefighter/EMTs and 15 part-time firefighter/EMTs. There are two career staff per shift and overall, the company is staffed 24x7. On average, Ellendale paid $361,897 in salaries from 2019 to 2023.

There are 135 volunteers. Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): DVFA LOSAP, Annual Banquet, gym, company apparel for 15 top responders, and PPE. The Fire Police receive a gift card.

Basis of Accounting & Fiscal Year

Ellendale is on an income tax basis of accounting and a calendar year (January-December).

Agreed Upon Procedures (AUPs) & Review Report ("Audit")

Ellendale had 0 findings in regard to 2023 AUPs. In Ellendale's 2023 audit, there was one material finding as follows: *The company maintains a large amount of its deposits with Fulton Bank. Since the FDIC insurance limit is $250,000, this creates a significant risk to the Company should anything happen to Fulton Bank.* It was therefore recommended to establish banking relationships with other banks and try to reduce the risk.

Policies and Procedures

Of the 11 topics listed in the bid, Ellendale currently has 9 written policies within a Financial Management Policy document. Only the following two are missing: Conflict of Interest and Budget.

Unique Circumstances

None.

Financial Health, Trends and Sustainability

In the following section, Ellendale's Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Ellendale

# FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$781.39	$862.94	$833.68	$746.38	$879.39	Favorable	$825.14
2. Expenditures per call	$623.66	$690.25	$645.36	$661.23	$778.81	Unfavorable	$679.87
3. Employee benefits	9.81%	7.03%	3.02%	13.90%	14.91%	Unfavorable	10%
4. Cash position	2.2068	3.4868	4.1637	4.2071	5.2068	Favorable	4.19
5. Debt service	14.31%	8.24%	8.33%	7.29%	4.12%	Favorable	8%
6. Debt per capita	$131.09	$55.56	$44.44	$36.19	$31.13	Favorable	$67.72
7. Operating position	0.9263	0.9514	0.9477	1.0671	0.9333	Unfavorable	0.97
8. Revenue shortfalls*	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available
9. Expenditure overruns**	3.0661	4.1063	4.0992	5.0886	5.0307	Unfavorable	4.63
10. EMS user fees	52.89%	49.47%	41.98%	48.88%	52.89%	Unfavorable	48%
11. Capital outlay	62.72%	4.61%	1.33%	13.32%	11.54%	Unfavorable	19%
12. Fund balances	24.39%	26.16%	28.79%	24.44%	12.88%	Unfavorable	23.34%
13. Solvency	24.92%	11.33%	8.84%	7.87%	4.92%	Favorable	11.33%

*Revenue budgets were calculated.

**Expenditure budgets were supplied for the service only. EMS budgets were unavailable. Therefore, the ratios will not accurate.

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the averages)

STATUS	Description	Numeric	Est. Sustainability
GREEN	Fire company is in excellent financial health and likely to survive	100-90	10+ Years
YELLOW	Fire company is in good financial health and might survive	89-80	11-15 Years
ORANGE	Fire company is in fair financial health and might survive	79-60	6-10 Years
RED	Fire company is in poor financial health and unlikely to survive	59 or below	1-5 Years

GRADE
71.25
4-10 years

Ellendale Factors and Indicators

Ellendale received a weighted grade of 71.25, which corresponds to 900 points (out of 1,300) and an Orange rating based on average actuals over the five-year period. This means that the fire company is in fair financial health and might survive 4-10 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by low scores in the following higher weighted factors: Fund Balance, EMS User Fees, Revenue Shortfalls, and Expenditure Overruns. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Ellendale's revenue per call from 2019 to 2023 increased from $781.30 to $879.39. This is a favorable trend and no problem is apparent unless the expenditure trend is rising at a faster rate. Increasing operating revenue per call will make it easier for Ellendale to maintain service levels. Ellendale membership should still always ask itself what it can do to generate more revenue.

Expenditures per call – From 2019 to 2023, the cost to operate Ellendale on a per call basis increased from $622.65 to $778.88. The rate of change (25.09%) is faster than the rate at which revenue is increasing (12.55%), which can be cause for future concern. Ellendale is net positive per call on average over the 5-year period, but should continue to monitor and consider options to reduce overall expenditures.

Employee benefits – Ellendale's ratio of total employee benefits to total salary and wages increased slightly from 9.61% to 14.91% from 2019 to 2023. This unfavorable trend is not uncommon - benefits have increased annually nationwide. As of 2023, Ellendale is still below the reasonable range of 16-50%. Ellendale could consider increasing benefits to assist with recruitment and retention so long as it evaluates all other needs first.

Cash position – Ellendale's cash position increased from 2.2988 in 2019 to 9.3909 in 2023. This is a favorable trend, and Ellendale remains above 1, which is a perfect match between cash and short-term liabilities. This favorable trend indicates that Ellendale's current liabilities are decreasing relative to cash and when all cash resources are expended, a trend like this represents a clear potential for surplus in the future. Ellendale should ask itself: does the company have an aggressive policy enough for the investment of fund balances?

Debt service – Ellendale's debt service decreased from 14.31% to 4.12% from 2019 to 2023. This favorable trend indicates the proportion of Ellendale's general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) decreased over the 5-year period. Debt analysts believe that debt service in excess of 15-20% of operating revenues is considered a problem. Every effort should be made to sustain this level while meeting the capital requirements.

Debt per capita – Corresponding to the debt service factor above, Ellendale's debt per capita decreased from $131.09 to $21.12 from 2019 to 2023. It should be reiterated that a static 9,318 population is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This debt burden is extremely low and Ellendale could therefore consider taking on a reasonable amount of new debt for some of its apparatus purchases and/or capital improvements in the near future.

Operating position – Ellendale's operating position changed from 0.9263 to 0.9333 from 2019 to 2023. While this is not a large change, it is still considered an unfavorable trend. It means the company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills is diminishing.

Revenue shortfalls – FACETS was unable to perform the calculation for this factor because Ellendale does not create annual revenue budgets. By default, Ellendale receives 0 points for this factor. Evaluating past revenue and forecasting future revenue is very important for a fire/EMS organization to do to understand how much it has to cover expenditures.

Expenditure overruns – Ellendale's expenditure overruns factor calculations are inaccurate as expenditure budgets were incomplete. Only fire expenditure budgets were supplied - EMS expenditure budgets were unavailable. The fire budgets supplied were identical for all 5 years. Ellendale's fire expenditures changed from 3.9661 to 5.8347 from 2019 to 2023. A result of 1 indicates actual expenditures and budgeted expenditures are equal. Adding in the EMS budgets may or may not have brought this factor below 1. Ellendale would have received a grade of 0 with no information shown or this incomplete information supplied. It is recommended that Ellendale budget for all services going forward and reevaluate that budget on an annual basis for accuracy.

EMS user fees – Ellendale's ambulance billing revenue when compared to the total cost of providing the service essentially remained stable (with a tiny decrease) from 52.30% to 52.09% from 2019 to 2023. A result of 100% means that the total cost of the service is being supported by the fees/charges. This means that only half of the costs related to providing EMS services is covered by ambulance transport revenue. The collection rate should be consistently monitored and the contract with the third party biller should always be negotiated in the best interest of the company. Delinquent collections is an option to pursue along with numerous billings attempts (within statutory regulations) rather than simply writing off bad debt without evaluating collectability.

Capital Outlay - Ellendale's capital outlay decreased from 2019 to 2023 from 43.17% to 11.54%. This decrease in percentage of vehicle, equipment, and building expenses financed from current operating revenues is an unfavorable trend. A decrease in this factor typically means either needs are being deferred or they diminished. Fire companies need to keep up with capital replacements or they can fall behind very

quickly. While technically an unfavorable trend, Ellendale is now below the benchmark range of 11-20% and therefore could consider increasing their annual outlay slightly. Ellendale ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as well as financing these types of purchases. The company may want to ask itself: Are decisions to defer the replacement of capital items being made to avoid having to generate additional revenues? If the company is unable to fund the capital items, would it be beneficial to institute a more aggressive maintenance and repair program to extend the life and utility of existing assets? Would the development of a capital reserve fund where funds could be accumulated to finance such items be a feasible alternative? This factor is related to the debt factors above.

Fund balance – Ellendale's fund balances have remained relatively stable over the 5-year period. In 2019, Ellendale had a fund balance of about $259,402; this rose slightly in 2022 to $338,429 and then decreased slightly to $202,639 in 2023. Ellendale is not using cash balances from prior years to fund operating expenditures for subsequent budgets. This is a best practice that it should continue to employ but also monitor for a surplus in excess. When surplus cash exists, it should be allocated as emergency operating reserve funds. Ellendale's fund balances are relative unless examined as a percentage of total expenditures - this ranged from 24.26% to 12.88% from 2019-2023. Ellendale's operating revenue is consistently equal to or above operating expenditures. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements. Ellendale could therefore consider reinvesting some of its fund balance into capital or other operating needs.

Solvency - Ellendale's solvency changed from 2019 at 24.92% to 4.52% in 2023 - with a large favorable decrease overall. Ellendale's assets are therefore made up of roughly 5% liabilities, which is a very low ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. Therefore, as of 2023, Ellendale is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future.

Frankford

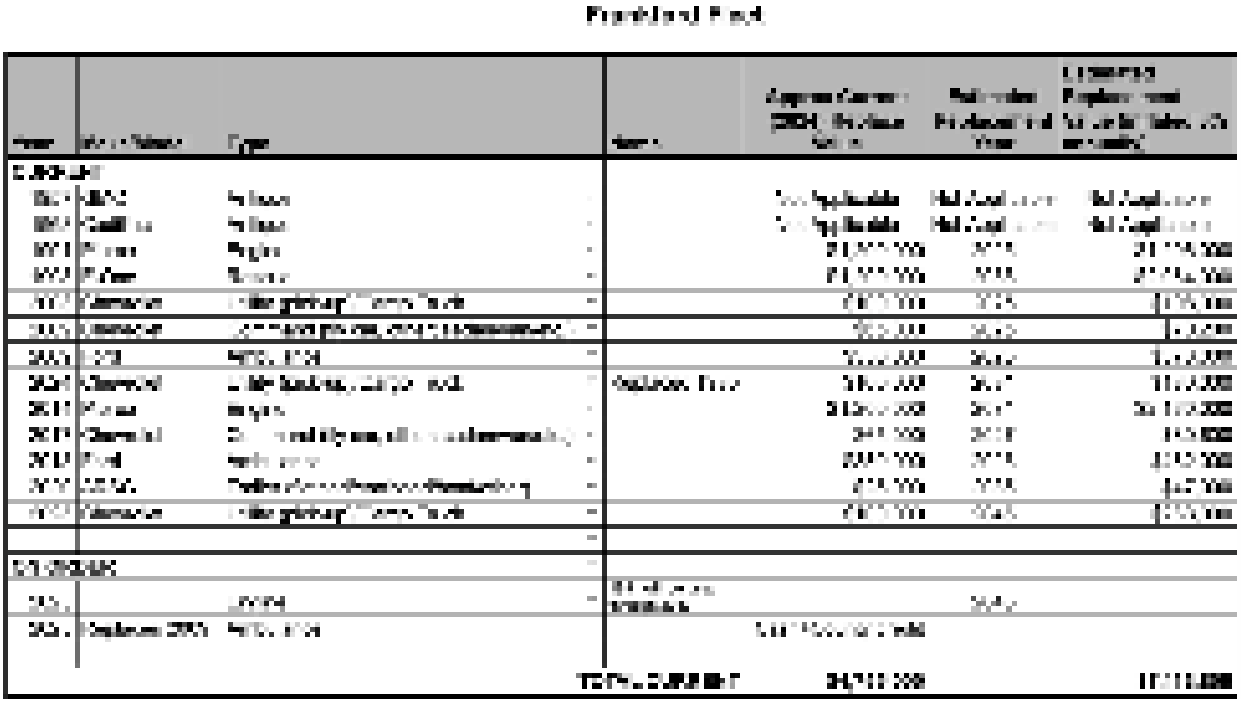
Summary of Organization and Services

Frankford operates 1 station (#76) with a fleet of 11 vehicles (excluding antiques and trailers) and covers a district inhabited by 2,405 people. Frankford provides fire suppression and EMS-B services. On average, Frankford responded to a total of 719 calls from 2019-2023. Frankford's district encompasses 21 square miles and has a grain mill, new development, schools, a water tower, and a propane facility. Frankford has about 120 total volunteer members across all categories but only 35 of those are active. In 2023, volunteers contributed approximately 7,539 hours across all types of activities (calls, training, meetings, events, etc.). Frankford does not own any other property aside from the station.

Financial Evaluation

Assets

Frankford has a combination of both current and non-current assets. Current assets averaged $1,711,017 from 2019 to 2023 and were cash (credit union, money market, checking) and CDs. Non-current assets include buildings, equipment, and vehicles. Non-current assets, less accumulated depreciation, averaged $3,330,076. Total average assets were $5,041,093. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Frankford's fleet has an average age of 17 years (2008), excluding antiques, and is displayed below:



Frankford does foresee equipment needs including SCBAs and outfitting the new engine in the next three to five years, but plans to do this slowly in increments in the operating budget and pay with cash.

Frankford leadership wants to note that the 1991 Pierce is being replaced currently with the “on order” 2025 unit. Once replaced, this unit will become a fourth “engine” but will be utilized as a reserve or in very rare occasions. The plan is to use the “replaced” unit in this role moving forward.

FACETS uses one useful life cycle across all companies to maintain consistency but Frankford has a customized plan noted as follows: In 2033, the 1998 E-One would become the reserve and the 1991 Engine would be decommissioned. The 1998 E-One Rescue is not being replaced in 2025. This unit would be ordered in 2029 and hopefully delivered by 2033. The 2003 Chevrolet Brush Truck is used 10-12 times annually and is not being replaced in 2025. Frankford expects this truck to be replaced sometime 2030-2033. The 2009 Chevrolet Command is a unit Frankford has discussed disposing of but have continued to maintain it; they do not project replacement until 2029 at the earliest. With replacement of the 1998 E-One in 2033, Frankford does not anticipate replacing its 2014 Pierce until 2044, when it would move to the reserve unit. The 2025 Engine will not be replaced at 20 years old. It will move to 3rd due then and will move to a reserve in 2055. Overall, Frankford’s goal is to have a new engine every 10 years. This would allow them the following plan:

- First due engine – New to 10 years old
- Second due engine – 11 years to 20 years old
- Third due engine – 21 years to 30 years old
- Reserve – 31 years to 40 years then decommissioned

Reflecting all of the above specific years would significantly change the projected debt schedule.

Liabilities

Frankford has a combination of both current and non-current liabilities. Current liabilities averaged $172,686 from 2019 to 2023 and were the current portions of long-term debt. Non-current liabilities include long-term debt. Non-current liabilities, less net of issuance costs, averaged $743,227. Total average liabilities were $915,913.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Frankford has received $1,258,165 on average in revenue and other support from 2019 to 2023 and is made up of:

- Federal Grants
- Donations
- Ambulance and Donations
- Contributions Income
- County Funds
- State Funds
- Miscellaneous Income
- Special Events
- Ways and Means
- Insurance Proceeds
- Interest Income

Ways and Means is another way of saying fundraising events, which can include the Bowl and Oyster Roast, and Sandwich Fridays. Frankford also rents their hall but usage has dropped recently.

Operational Costs

Frankford spent $882,365 on average from 2019 to 2023 in the following categories:

- Payroll Processing
- Fundraising
- Meetings
- Health Insurance
- Computer Expense
- Cleaning
- Taxes
- Billing Service
- Building Maintenance
- Recreation
- Treasurer
- Fire Prevention
- Fuel
- Payroll Taxes
- Card and Gifts
- Conventions
- Pension
- Training
- Uniforms
- Bank Service Charges
- Contributions
- Depreciation Expense
- Dues and Subscriptions
- Insurance
- Interest Expense
- Office Supplies
- Payroll Expenses
- Professional Fees
- Program Expense
- Building Repairs
- Equipment Repairs
- Supplies
- Telephone
- Travel
- Utilities

Employee & Volunteer Costs

Frankford currently has approximately 25 employees, which consists of 1 part-time (25 hours/week) Administrative Assistant, 4 full-time EMTs and 20 part-time EMTs. There are two staff per shift and overall, the company is staffed 24x7. On average, Frankford paid $189,744 in salaries from 2019 to 2023.

There are 120 volunteers. Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): DVFA level of service pension, company apparel, and PPE.

Basis of Accounting & Fiscal Year

Frankford is on an income tax basis of accounting and a calendar fiscal year (January-December).

Agreed Upon Procedures (AUPs) & Review Report ("Audit")

Frankford had 1 finding in regard to 2023 AUPs: No evidence was provided for 4 out of 10 tested credit card transactions. In Frankford's 2023 audit, there were no unique notes, findings, or material modifications.

Policies and Procedures

Of the 11 topics listed in the bid, Frankford currently has written policies for all in place.

Unique Circumstances

- There is a traffic swell in Frankford but not a population swell (yet). There is new development proposed in the next few years. The town is estimated to triple in size and there are 2 areas that were recently annexed and now will be a part of the Town.
- Frankford runs "dual response" with Dagsboro. They alternate days - one day Frankford runs and the other Dagsboro runs. These are done on 24-hour shifts.

Financial Health, Trends and Sustainability

In the following section, Frankford's Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Frankford

# FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$1,649.00	$1,818.82	$1,386.46	$1,846.97	$2,197.16	Favorable	$1,759.37
2. Expenditures per call	$1,364.29	$1,232.54	$1,364.16	$1,168.19	$1,031.87	Favorable	$1,238.59
3. Employee benefits	17.99%	18.36%	11.06%	37.06%	17.61%	Favorable	20%
4. Cash position	13.0253	0.6852	0.0000	0.0000	0.0000	Unfavorable	2.47
5. Debt service	10.19%	118.86%	33.12%	0.00%	0.00%	Favorable	8%
6. Debt per capita	$100.00	$19.07	$0.00	$0.00	$0.00	Favorable	$123.61
7. Operating position	0.8213	0.7653	0.7675	0.8218	0.8797	Favorable	0.71
8. Revenue shortfalls	1.1419	1.0351	N/A	1.2858	1.2391	Favorable	1.28
9. Expenditure overruns	0.8096	2.0007	N/A	1.2984	0.8179	Favorable	1.28
10. EMS user fees	40.87%	16.11%	31.62%	32.66%	42.03%	Favorable	29%
11. Capital outlay	5.83%	4.04%	8.44%	11.86%	1.95%	Favorable	6%
12. Fund balance	33.04%	-16.11%	-10.47%	-8.07%	100.03%	Favorable	20.33%
13. Solvency	28.03%	5.27%	0.00%	0.00%	0.00%	Favorable	6.78%

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the average)

STATUS	Description	Numeric	Est. Sustainability
GREEN	The company is in excellent financial health and likely to survive	100-90	10+ Years
YELLOW	The company is in good financial health and might survive	89-80	7-10 Years
ORANGE	The company is in fair financial health and might survive	79-60	4-10 Years
RED	The company is in poor financial health and unlikely to survive	59 or below	1-3 Years

GRADE
74
4-10 years

Frankford Factors and Indicators

Frankford received a weighted grade of 74, which corresponds to 925 points (out of 1,300) and an Orange rating based on average actuals over the five-year period. This means that the fire company is in fair financial health and might survive 4-10 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by unfavorable scores in the following higher weighted factors: EMS Fund Balance, User Fees, and Expenditure Overruns. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Frankford's revenue per call from 2019 to 2023 increased from $1,649.30 to $2,297.16. This is an extremely favorable trend; increasing operating revenue per call over time should allow Frankford to maintain service levels without difficulty so long as costs do not rise faster. Frankford membership should ask itself if this increase in revenues should stop at some point, how will it pay for increased costs in the future?

Expenditures per call – From 2019 to 2023, the cost to operate Frankford on a per call basis decreased from $1,364.29 to $1,331.57. The rate of change (-2.40%) is significantly slower than the rate at which revenue is increasing (39.28%), which is an excellent indicator. Frankford is net positive per call on average over the 5-year period but should continue to monitor.

Employee benefits – Frankford's ratio of total employee benefits to total salary and wages essentially remained stable (decreased slightly) from 17.90% to 17.61% from 2019 to 2023. This trend is not common - benefits have increased annually nationwide. As of 2023, Frankford is within the reasonable range of 16-50%.

Cash position – Frankford's cash position decreased from 12.0251 in 2019 to 0 in 2023. This is an unfavorable trend and Frankford is also now below 1, which is a perfect match between cash and short-term liabilities. This unfavorable trend indicates that Frankford's current liabilities are increasing relative to cash and when all cash resources are being expended, a trend like this represents a potential for deficit in the future. Frankford should ask itself if its revenue collection systems are efficient and effective. Is there an aggressive delinquent revenue collection system in place? Is the company collecting and recording all revenues received during the budget year for which they were anticipated? Are all revenues deposited in a timely manner? Does the company have large amounts of revenue due shortly after the close of the current fiscal year that should actually be attributed to the current year? Is the actual cash flow compared to the projected cash flow on a routine basis? Are major expenditures timed to occur when cash will be available to pay bills?

Debt service – Frankford's debt service decreased from 10.19% to 0% from 2019 to 2023. This favorable trend indicates the proportion of Frankford's general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) decreased over the 5-year period. It should be noted that the average calculation used to calculate the points for this factor excludes the 2020 year of 118.30% as this is an extreme outlier. The company elected to make a large additional principal payment on their existing debt to pay it off faster. Debt analysts believe that debt service in excess of 15-20% of operating revenues is considered a problem. Therefore, Frankford could therefore consider taking on small principal and interest payments on a new debt issue without overextending itself.

Debt per capita – Corresponding to the debt service factor above, Frankford's debt per capita decreased from $599 to $0 from 2019 to 2023. It should be reiterated that a static 2,405 population is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This debt burden is extremely low and Frankford could therefore consider taking on a reasonable amount of new debt for some of its apparatus purchases and/or capital improvements in the near future.

Operating position – Frankford's operating position changed from 0.8272 to 0.5797 from 2019 to 2023. While this is not a large change, it is still considered a favorable trend. It means the company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills is improving. It also indicates the company is not spending down fund balances from previous years to fund current operations.

Revenue shortfalls – Frankford's revenue shortfalls changed from 1.1419 to 1.2391 from 2019 to 2023. A value of 1 is a break-even situation. Frankford's favorable trend above 1 indicates that company procedures used to estimate revenues are accurate. It is both tempting and common to overestimate revenues as a way to make budgets balance but if actual revenues are exceeding budgeted revenues consistently from year to year, company leadership should evaluate closely and make adjustments.

Expenditure overruns – Frankford's expenditure overruns changed from 0.8596 to 0.6179 from 2019 to 2023. A result of 1 indicates actual expenditures and budgeted expenditures are equal. Frankford moved in the correct direction over the 5 year period and this is therefore a favorable trend. Frankford is demonstrating by this trend that it has assessed how well the estimates for anticipated expenditures for the year were prepared and how closely the budgeted versus actual expenses were monitored throughout the year. This practice should continue.

EMS user fees – Frankford's ambulance billing revenue when compared to the total cost of providing the service increased from 40.67% to 42.55% from 2019 to 2023. A result of 100% means that the total cost of the service is being supported by the fees/charges. Frankford is experiencing a favorable trend, which is uncommon when compared to the rest of the County. While this is a positive trend, it still means that less

than half of the EMS services are covered by ambulance billing revenue. The collection rate should be consistently monitored and the contract with the third party biller should always be negotiated in the best interest of the company. Delinquent collections is an option to pursue along with numerous billings attempts (within statutory regulations) rather than simply writing off bad debt without evaluating collectability.

Capital Outlay - Frankford's capital outlay increased from 2019 to 2023 from 5.83% to 7.95%. This increase in percentage of vehicle, equipment, and building expenses financed from current operating revenues is a favorable trend - needs are not being deferred. Fire companies need to keep up with capital replacements or they can fall behind very quickly. A benchmark range to use is 11-20% and therefore Frankford could consider increasing their annual outlay slightly. Frankford ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as well as financing these types of purchases. The company may want to ask itself: Are decisions to defer capital replacements being made to avoid having to generate additional revenues? If the company is unable to fund the capital items, would it be beneficial to institute a more aggressive maintenance and repair program to extend the life and utility of existing assets? Would the development of a capital reserve fund where funds could be accumulated to finance such items be a feasible alternative? This factor is related to the debt factors above.

Fund balance – Frankford's fund balances have fluctuated dramatically over the 5-year period. In 2019, Frankford had a fund balance of about $286,145; this dipped significantly during 2020-2022 and then rose to $767,177 in 2023. Frankford is no longer using cash balances from prior years to fund operating expenditures for subsequent budgets but it did from 2020-2022. When surplus cash exists, it should be allocated as emergency operating reserve funds. Frankford's fund balances are relative unless examined as a percentage of total expenditures - this ranged from 33.04% to 100.53% from 2019-2023. Frankford's operating revenue is equal to or above operating expenditures in 2023 - and is now actually too high. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements.

Solvency - Frankford's solvency changed dramatically from 2019 at 28.55% to 0% in 2023 - a favorable decrease overall. Frankford's assets are therefore made up of 0% liabilities, which is an extremely low ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. An upward trend may be cause for concern. Therefore, as of 2023, Frankford is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future. Frankford could consider taking on additional liabilities to satisfy needs without jeopardizing its financial stability.

Georgetown

Summary of Organization and Services

Georgetown operates 1 station (#77) with a fleet of 9 vehicles (excluding antiques and trailers) and covers a district inhabited by 16,311 people. Georgetown provides only fire suppression, prevention and rescue services. Georgetown does not provide any EMS services. On average, Georgetown responded to a total of 645 calls from 2019-2023. Georgetown's district encompasses 100 square miles and includes Route 113, Route 9, a railroad, Sussex County airport, Delaware Tech, schools, courts, a correctional facility, and behavioral health facilities. Georgetown has about 82 total volunteer members across all categories but only 20 of those are active. In 2023, volunteers contributed approximately 1,765 hours across all types of activities (calls, training, meetings, events, etc.). In addition to the fire station, Georgetown owns a property on Bedford Street. There are discussions to put a building on this vacant lot but nothing has been decided.

Financial Evaluation

Assets

Georgetown has current, non-current, and other assets. Current assets averaged $2,451,585 from 2019 to 2023 and were cash and cash equivalents, CDs, and investments. Non-current assets include physical plant and equipment and leased equipment and vehicles. Non-current assets, less accumulated depreciation, averaged $2,012,923. Other assets are the Southern States Cooperative at $66. Total average assets were $4,464,575. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Georgetown's fleet has an average age of 16 years (2009), excluding antiques, and is displayed below:

Georgetown Fleet

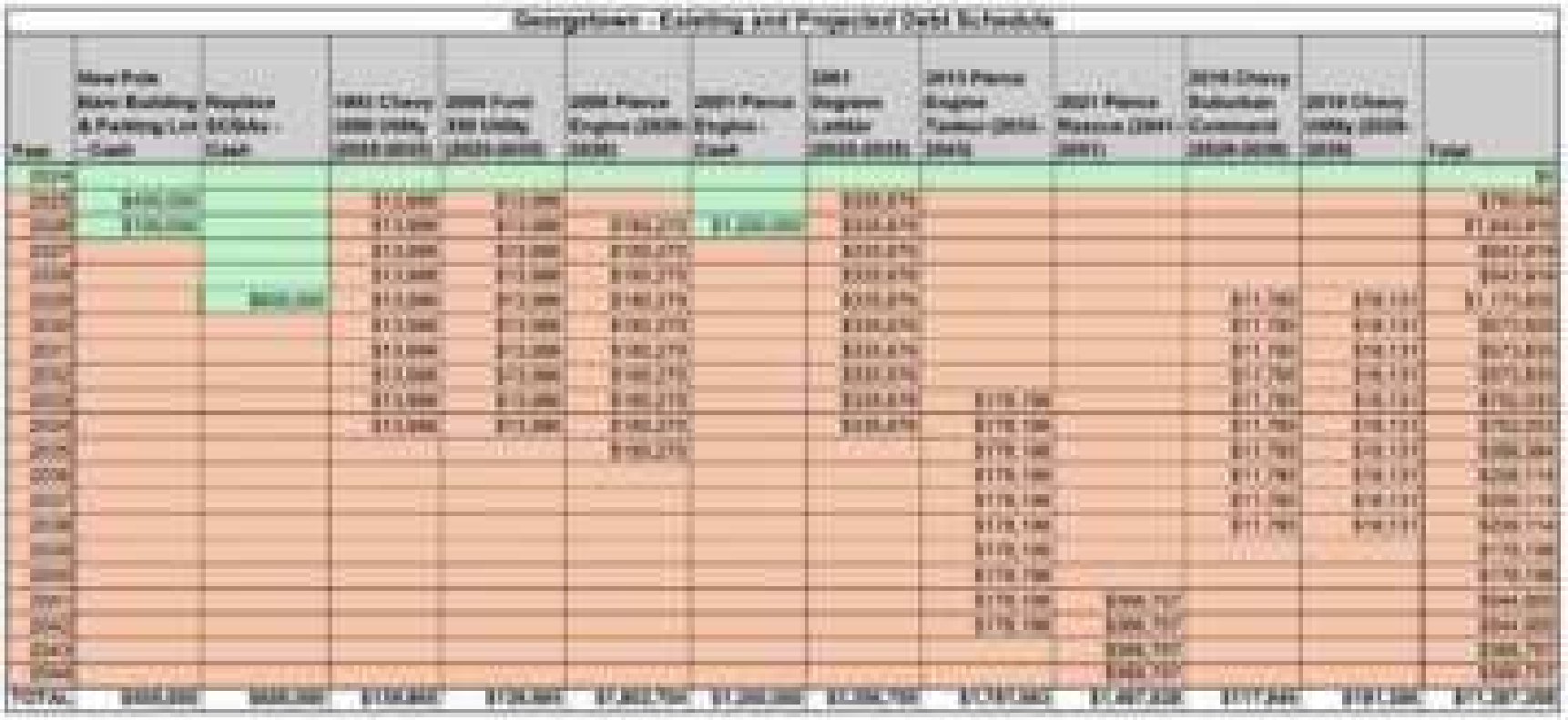
Year	Make/Model	Type	Notes	Approx Current Utility/Replace Value	Estimated Replacement Year	Estimated Replacement Value (Inflated 3% annually)
(Current)						
1993	Chevy 3500 Brush Truck	Utility (pick-up)/Cargo Truck	77-90	$100,000	2035	$135,000
2000	Ford 550 Brush Truck	Utility (pick-up)/Cargo Truck	77-0	$100,000	2025	$108,000
2000	Pierce Engine	Engine	77-2	$1,000,000	2026	$1,061,000
2001	Pierce Engine	Engine	77-4	$1,000,000	2026	$1,061,000
2001	Seagrave Ladder	Ladder/Tower	77-7	$1,400,000	2026	$1,592,000
2013	Pierce Engine Tanker	Tanker	77-8	$850,000	2033	$1,276,000
2021	Pierce Rescue/Engine	Rescue	877-1	$1,000,000	2041	$2,412,000
2016	Chevy Suburban Command	Command (fly car, other administrative)	77-10	$65,000	2028	$81,000
2016	Chevy Utility Traffic	Utility (pick-up)/Cargo Truck	77-9	$150,000	2029	$190,000
ON ORDER						
2025	Replaces 2011	Engine		Same - see above		
			TOTAL CURRENT	$7,165,000		$9,916,000

Georgetown's policy is to take $100K from their budget annually for apparatus and building capital needs. They prefer to pay cash and do not intend to take out loans.

Liabilities

Georgetown has only current liabilities, which averaged $4,923 from 2019 to 2023 and were credit card payable.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).



Georgetown - Existing and Projected Debt Schedule

Year	New Pole Barn Building & Parking Lot - Cash	Fireplace & Patio - Cash	1993 Chevy 1500 Utility	2000 Ford 150 Utility	2004 Pierce Engine	2007 Pierce Engine - Cash	2011 Pierce Ladder	2015 Pierce Engine Pumper	2021 Pierce Rescue	2019 Chevy Suburban Command	2019 Chevy Utility	Total
2024												$-
2025	$[illegible]		$[illegible]	$[illegible]			$[illegible]					$[illegible]
2026	$[illegible]		$[illegible]	$[illegible]	$[illegible]	$[illegible]	$[illegible]					$[illegible]
2027			$[illegible]	$[illegible]	$[illegible]		$[illegible]					$[illegible]
2028			$[illegible]	$[illegible]	$[illegible]		$[illegible]					$[illegible]
2029		$[illegible]	$[illegible]	$[illegible]	$[illegible]		$[illegible]			$[illegible]	$[illegible]	$[illegible]
2030			$[illegible]	$[illegible]	$[illegible]		$[illegible]			$[illegible]	$[illegible]	$[illegible]
2031			$[illegible]	$[illegible]	$[illegible]		$[illegible]			$[illegible]	$[illegible]	$[illegible]
2032			$[illegible]	$[illegible]	$[illegible]		$[illegible]			$[illegible]	$[illegible]	$[illegible]
2033			$[illegible]	$[illegible]	$[illegible]		$[illegible]	$[illegible]		$[illegible]	$[illegible]	$[illegible]
2034			$[illegible]	$[illegible]	$[illegible]		$[illegible]	$[illegible]		$[illegible]	$[illegible]	$[illegible]
2035					$[illegible]			$[illegible]		$[illegible]	$[illegible]	$[illegible]
2036								$[illegible]		$[illegible]	$[illegible]	$[illegible]
2037								$[illegible]		$[illegible]	$[illegible]	$[illegible]
2038								$[illegible]		$[illegible]	$[illegible]	$[illegible]
2039								$[illegible]				$[illegible]
2040								$[illegible]	$[illegible]			$[illegible]
2041								$[illegible]	$[illegible]			$[illegible]
2042									$[illegible]			$[illegible]
2043									$[illegible]			$[illegible]
2044									$[illegible]			$[illegible]
Total	$[illegible]	$[illegible]	$[illegible]	$[illegible]	$[illegible]	$[illegible]	$[illegible]	$[illegible]	$[illegible]	$[illegible]	$[illegible]	$[illegible]

Notes:

*Green = existing debt; Red = projected debt

*Projected is based on existing fleet replacement schedule and rate rates provided during interviews or via email

*Fixed interest rate of 5% assumed for all existing notes (in the absence of an interest rate provided by the organization) and all future notes

*Principal and interest payments begin in year debt is established (as in the case schedules or delayed payments considered)

*20-year note assumed for all vehicle types (regardless of useful life)

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Georgetown has received $1,052,921 on average in revenue and other support from 2019 to 2023 and is made up:

- State of Delaware
- Sussex County
- Town of Georgetown
- Donations
- Building Rental
- First Responders Rally
- Golf Tournament
- Interest and Dividend Income
- Auxiliary Receipts
- Oyster Eat
- Races, Breakfast and Chicken BBQ
- Reimbursements Received

Operational Costs

Georgetown spent $467,382 on average from 2019 to 2023 in the following categories:

- Air Masks
- Archives & Antiques
- Bank Fees
- Banquets and Awards
- Bottled Water
- Christmas Parties
- Community Goodwill
- Computer Expense
- Dues
- EMS Supplies
- Equipment Repairs and Expense
- Firefighter's Equipment
- Fire Chief Expenses
- Fire Police Expenses
- Fire Prevention
- Flowers and Fruit
- Fund Drive Expenses
- Funeral
- Gasoline and Oil
- Golf Tournament
- Insurance
- Investment Fees
- Auxiliary Disbursements
- Legal Services
- Meetings
- Miscellaneous Receipts
- Oyster Eat Expense
- Parade Expenses
- Pension Plan
- Postage and Box Rent
- Printing & Reproduction
- Professional Services
- Repairs to Property
- Special Events
- Sports and Recreation
- Subscriptions
- Supplies
- Taxes and Licenses
- Telephone and Cellular Service
- Tools
- Training
- Trash Collection

Employee & Volunteer Costs

Georgetown is one of two total companies in Sussex County that is 100% volunteer. Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): parade uniform, company apparel, annual banquet, PPE, and the DVFA level of service pension system.

Basis of Accounting & Fiscal Year

Georgetown is on an income tax basis of accounting and a business/personal fiscal year (April-March).

Agreed Upon Procedures (AUPs) & Review Report ("Audit")

Georgetown did not have AUPs testing performed in 2023 as it did not have a current county agreement at that time. Georgetown signed an agreement with the county in late 2024 and so it will be required to have AUP testing performed in 2025. In Georgetown's 2023 audit, there were no unique notes, findings, or material modifications.

Policies and Procedures

Of the 11 topics listed in the bid, only 10 of them are applicable to Georgetown. Compensation Approvals does not apply as Georgetown is 100% volunteer and does not have paid staff. Of the remaining 10 topics, Georgetown currently has 9 written policies in place for financial operations in a Financial Management Policy document. The only policy that is missing is Travel and Reimbursement.

Unique Circumstances

Georgetown is 100% volunteer and provides fire services only; no EMS services are provided. It was not until 2024 that Georgetown signed their agreement with the County. Prior to that, it has been four to five years without an agreement.

Financial Health, Trends and Sustainability

In the following section, Georgetown's Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Georgetown

# FACTOR:	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$1,782.37	$1,871.22	$1,436.35	$1,542.10	$1,868.43	Favorable	$1,660.38
2. Expenditures per call	$1,899.20	$908.88	$1,821.85	$1,819.96	$1,142.23	Unfavorable	$1,633.26
3. Employee benefits*	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
4. Credit position	382.4773	467.9168	570.4868	572.4366	466.3940	Favorable	460.92
5. Debt service	0.00%	0.00%	0.00%	0.00%	0.00%	Stable	0%
6. Debt per capita	$0.00	$0.00	$0.00	$0.00	$0.00	Stable	$0.00
7. Operating position	0.6000	0.5421	0.7199	0.6610	0.6115	Unfavorable	0.62
8. Revenue shortfalls	1.9509	1.2171	0.8711	1.1873	1.7551	Unfavorable	1.42
9. Expenditure overruns	0.8341	0.2953	0.8266	1.1370	0.6487	Favorable	0.75
10. EMS over fees**	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
11. Capital outlay	167.34%	6.52%	137.32%	0.00%	7.00%	Unfavorable	62%
12. Fund balance	139.02%	68.25%	99.32%	91.84%	103.20%	Favorable	99.79%
13. Solvency	0.18%	0.14%	0.08%	0.07%	0.11%	Favorable	0.11%

*Georgetown Fire does not provide EMS services. This factor therefore does not apply and the weighting has been redistributed.

**Georgetown Fire does not provide EMS services. This factor therefore does not apply and the weighting has been redistributed.

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the averages)

STATUS	Description	Numeric	Est. Sustainability
GREEN	Fire company is in excellent financial health and likely to survive	100-90	15+ Years
YELLOW	Fire company is in good financial health and might survive	89-80	11-15 Years
ORANGE	Fire company is in fair financial health and might survive	79-69	4-10 Years
RED	Fire company is in poor financial health and unlikely to survive	70 or below	1-3 Years

GRADE
81
11-15 years

Georgetown Factors and Indicators

Georgetown received a weighted grade of 81, which corresponds to 850 points (out of 1,300) and a Yellow rating based on average actuals over the five-year period. This means that the fire company is in good financial health and might survive 11-15 years based on revenue remaining consistent and expenditures inflating slightly each year based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by unfavorable scores in the following higher weighted factors: EMS User Fees and Fund Balance. Please recall that Georgetown is fire service only and 100% volunteer, therefore FACETS was unable to calculate two factors and the weighting was adjusted. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Georgetown's revenue per call from 2019 to 2023 increased from $1,782.37 to $1,868.42. This is a favorable trend; increasing operating revenue per call over time should allow Georgetown to maintain service levels without difficulty so long as costs do not rise faster. Georgetown membership should ask itself if this increase in revenues should stop at some point, how will it pay for increased costs in the future?

Expenditures per call – From 2019 to 2023, the cost to operate Georgetown on a per call basis increased from $1,069.39 to $1,142.23. This could be the result of EMS call volume rising, inflation, and/or other factors. The rate of change (6.81%) is slightly faster than the rate at which revenue is increasing (4.83%), which is not a good indicator. Georgetown is solidly net positive per call on average over the 5-year period. While this is good, Georgetown should continuously monitor for changes and watch these rates.

Employee benefits – Georgetown is 100% volunteer and therefore this factor does not apply. The weighting of the factors was consequently redistributed.

Cash position – Georgetown's cash position increased from 283.48 in 2019 to 469.36 in 2023. This favorable trend indicates that Georgetown's current liabilities are increasing relative to cash and when all cash resources are being expended, a trend like this represents a clear potential for surplus in the future. Georgetown's revenue collection systems are efficient and effective but it should ask itself: does the company have an aggressive policy for the investment of fund balances?

Debt service – Georgetown's debt service remained stable at 0% from 2019 to 2023. Debt analysts believe debt service in excess of 15-20% of operating revenues is considered a problem. Georgetown could therefore consider taking on principal and interest payments related to a new debit issue without overextending itself.

Debt per capita – Corresponding to the debt service factor above, Georgetown's debt per capita also remained stable at $0 from 2019 to 2023. It should be reiterated that a static 16,311 population is being used across all five years because that is the only data

available through the County GIS and therefore affected this calculation. This debt burden is extremely low and Georgetown should therefore consider taking on a reasonable amount of new debt for some of its apparatus purchases and/or capital improvements in the near future.

Operating position – Georgetown's operating position changed from 0.6000 to 0.6113 from 2019 to 2023. While this is not a large change, it is technically considered an unfavorable trend. It means the company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills diminished slightly. Overall, Georgetown is still below 1 though, which means revenues exceeded expenditures.

Revenue shortfalls – Georgetown's revenue shortfalls changed from 1.9539 to 1.7651 from 2019 to 2023. A value of 1 is a break-even situation. Georgetown's (technically) unfavorable trend above 1 indicates that company procedures used to estimate revenues are not accurate and should be reviewed. However, on average, Georgetown is above 1, which means actual revenues received were in excess of budgeted. It is both tempting and common to overestimate revenues as a way to make budgets balance but if actual revenues are exceeding budgeted revenues consistently from year to year, company leadership should evaluate closely and make adjustments.

Expenditure overruns – Georgetown's expenditure overruns changed from 0.8341to 0.6907 from 2019 to 2023. A result of 1 indicates actual expenditures and budgeted expenditures are equal. While Georgetown moved in the correct direction over the 5 year period and this is therefore a favorable trend. Georgetown is demonstrating by this trend that it has assessed how well the estimates for anticipated expenditures for the year were prepared and how closely the budgeted versus actual expenses were monitored throughout the year. This practice should continue.

EMS user fees – Georgetown does not supply EMS services - only fire and rescue services. This factor therefore does not apply. The weighting of the factors was consequently redistributed.

Capital Outlay - Georgetown's capital outlay decreased significantly from 161.34% to 7.00% for 2019 to 2023. This decrease in percentage of vehicle, equipment, and building expenses financed from current operating revenues is technically an unfavorable trend - however, Georgetown's 2019 figure was extremely too high. Fire companies need to keep up with capital replacements or they can fall behind very quickly. A benchmark range to use is 11-20% and therefore Georgetown should consider maintaining their outlay or increasing it slightly. Georgetown ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as well as financing these types of purchases.

Fund balance – Georgetown's fund balances have fluctuated over the 5-year period. In 2019, Georgetown had a fund balance of about $637,825; this dipped to $376,117 in 2020 and then rose to $857,688 in 2023. Georgetown is not using cash balances from

prior years to fund operating expenditures for subsequent budgets. This is a best practice that Georgetown should continue to employ but they need to monitor for a surplus in excess. When surplus cash exists, it should be allocated as emergency operating reserve funds. Georgetown's fund balances are relative unless examined as a percentage of total expenditures - this ranged from 159.52% to 163.20% from 2019-2023. It should be noted that these outliers were excluded from the average that is used to calculate the points for this factor in Georgetown's overall grade. Georgetown's operating revenue is consistently equal to or above operating expenditures. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements. Georgetown's fund balances are extremely high and reinvestment should be considered.

Solvency - Georgetown's solvency remained essentially stable from 2019 at 0.18% to 0.11% in 2023 - with a small favorable decrease overall. Georgetown's assets are therefore made up of less than 1% liabilities, which is an extremely low ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. Therefore, as of 2023, Georgetown is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future. Georgetown could take on additional liabilities without worrying about financial stability.

Greenwood

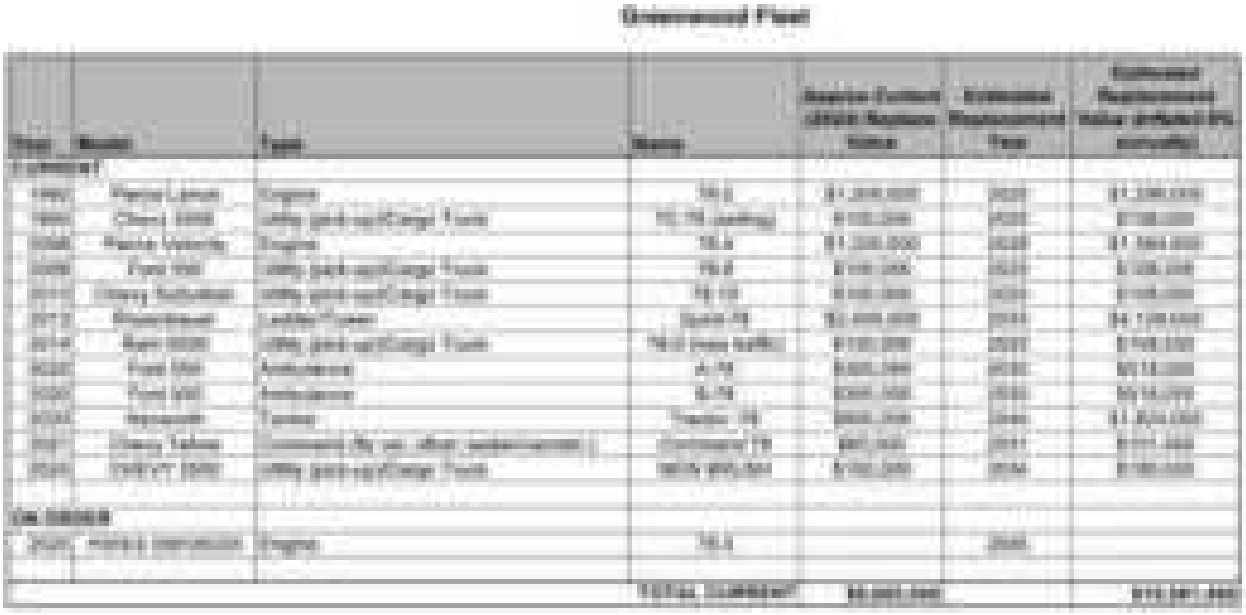
Summary of Organization and Services

Greenwood operates 1 station (#78) with a fleet of 12 vehicles (excluding antiques and trailers) and covers a district inhabited by 5,913 people. Greenwood provides fire suppression and rescue services. On average, Greenwood responded to a total of 1,132 calls from 2019-2023. Greenwood's district encompasses a large portion of Route 113 and there is heavy traffic volume. There is a retirement community that has an assisted living component, which is projected to double in size (from 40 to 80 homes). Greenwood has about 55 total volunteer members across all categories but only 30 of those are active. In 2023, volunteers contributed approximately 6,352 hours across all types of activities (calls, training, meetings, events, etc.). Greenwood does not own any other property aside from the station.

Financial Evaluation

Assets

Greenwood has a combination of both current and non-current assets. Current assets averaged $2,109,142 from 2019 to 2023 and were cash and cash equivalents. Non-current assets include physical plant and equipment land, buildings, vehicles, and equipment. Non-current assets, less accumulated depreciation, averaged $3,168,971. Total average assets were $5,278,112. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Greenwood's fleet has an average age of 13 years (2012), excluding antiques, and is displayed below:



Liabilities

Greenwood has a combination of both current and non-current liabilities. Current liabilities averaged $172,588 from 2019 to 2023 and were accrued payroll taxes and the current portions of long-term debt. Non-current liabilities include mortgage note payable. Non-current liabilities, less net of issuance costs, averaged $322,845. Total average liabilities were $495,433.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Greenwood has received $1,782,412 on average in revenue and other support from 2019 to 2023 and is made up of:

- Ambulance Income - Billing
- Ambulance Income - Contracts
- Appropriations
- Donations
- Fundraisers
- Hall rental income
- Interest
- Sale of Assets
- Miscellaneous
- Auxiliary

Greenwood is very proud of its Chicken BBQ fundraiser, which is not a one-time event. It is held every weekend from April to September (or a total of 26 weeks).

Operational Costs

Greenwood spent $1,485,540 on average from 2019 to 2023 in the following categories:

- Banquet Expense
- Conventions and meetings
- Depreciation
- Donations
- Dues and Subscriptions
- Employee Benefits
- Auxiliary
- Firefighters Grant
- Fire Police Expenses
- Fire Prevention
- Fire School and Training
- Fundraising
- Insurance
- Interest Expense
- Maintenance and Repairs
- Office expenses and postage
- Payroll Taxes
- Professional
- Refreshments
- Salaries
- Service Contracts
- Supplies
- Telephone
- Truck Operating Expenses
- Uniforms
- Utilities

Employee & Volunteer Costs

Greenwood currently has approximately 19 employees, which consists of 7 full-time firefighter/EMTs and 12 part-time firefighter/EMTs. There are two career staff per shift with a supervisor that acts as a 3rd person floater and overall, the company is staffed 24x7. On average, Greenwood paid $375,299 in salaries from 2019 to 2023.

There are 55 volunteers. Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): pension, annual banquet, family fun day, chicken BBQ, PPE, and company apparel.

Basis of Accounting & Fiscal Year

Greenwood is on a modified cash basis of accounting and a calendar fiscal year (January-December).

Agreed Upon Procedures (AUPs) & Review Report ("Audit")

Greenwood had 1 finding in regard to 2023 AUPs: No evidence of formal, written policies and procedures were provided. In Greenwood's 2023 audit, there were no unique notes, findings, or material modifications.

Policies and Procedures

Of the 11 topics listed in the bid, Greenwood has 5 verbal policies for financial operations (shown below).

- Check / Credit Card
- Compensation Approvals
- Insurance Coverage
- Bank Accounts
- Travel and Reimbursement

Greenwood indicated they are working on drafting written policies in the near future.

Unique Circumstances

Greenwood had a change in treasurers during this study. The company may have annual budgets but they were unable to supply them to FACETS.

Financial Health, Trends and Sustainability

In the following section, Greenwood's Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Greenwood

# FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$1,007.54	$1,419.41	$1,772.09	$1,341.27	$1,486.69	Unfavorable	$1,523.64
2. Expenditures per call	$1,322.46	$1,269.68	$1,005.67	$1,176.17	$1,439.89	Unfavorable	$1,312.88
3. Employee benefits	0.09%	4.22%	9.79%	17.47%	10.36%	Unfavorable	9%
4. Cash position	0.9751	12.3883	16.5059	26.9329	20.8204	Favorable	16.36
5. Debt service	9.38%	3.34%	10.55%	8.68%	6.08%	Favorable	8%
6. Debt per capita	$53.88	$84.06	$94.92	$22.33	$76.58	Unfavorable	$54.60
7. Operating position	0.7007	0.9852	0.7648	0.8475	0.8968	Unfavorable	0.84
8. Revenue shortfalls*	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available
9. Expenditure overruns*	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available
10. EMS user fees	48.41%	47.80%	46.78%	31.73%	30.89%	Unfavorable	38%
11. Capital outlay	16.86%	16.08%	10.43%	01.87%	6.93%	Unfavorable	18%
12. Fund balance	49.51%	18.74%	39.81%	5.89%	02.34%	Favorable	27.64%
13. Solvency	13.76%	13.01%	8.53%	3.94%	9.91%	Favorable	9.83%

*Revenue and Expenditure budgets were unavailable.

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the averages)

STATUS	Description	Numeric	Est. Sustainability
GREEN	Fire company is in excellent financial health and likely to survive	100-90	10+ Years
YELLOW	Fire company is in good financial health and might survive	89-80	11-15 Years
ORANGE	Fire company is in fair financial health and might survive	79-60	4-10 Years
RED	Fire company is in poor financial health and unlikely to survive	59 or below	1-3 Years

GRADE
74.5
4-10 years

Greenwood Factors and Indicators

Greenwood received a weighted grade of 74.5, which corresponds to 950 points (out of 1,300) and an Orange rating based on average actuals over the five-year period. This means that the fire company is in fair financial health and might survive 4-10 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by low scores in the following higher weighted factors: Fund Balance, EMS User Fees, Revenue Shortfalls, and Expenditure Overruns. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Greenwood's revenue per call from 2019 to 2023 decreased from $1,887.34 to $1,606.08. This is an unfavorable trend but no problem is apparent unless the expenditure trend is rising at a faster rate. Decreasing operating revenue per call over time will make it difficult for Greenwood to maintain service levels. Greenwood membership should ask itself if this increase in revenues should stop at some point, how will it pay for increased costs in the future?

Expenditures per call – From 2019 to 2023, the cost to operate Greenwood on a per call basis increased from $1,322.46 to $1,439.80. The rate of change (8.87%) is slower than the rate at which revenue is decreasing (-14.90%). Georgetown should consider ways to reduce costs and continuously monitor the relationship between these rates.

Employee benefits – Greenwood's ratio of total employee benefits to total salary and wages increased slightly from 5.09% to 10.36% from 2019 to 2023. This puts a strain on finances. This slight unfavorable trend is not uncommon - benefits have increased annually nationwide. As of 2023, Greenwood is still below the reasonable range of 16-50%. Greenwood could consider increasing benefits slightly if it believes it will assist with recruitment and retention so long as it first reviews all other needs first.

Cash position – Greenwood's cash position increased from 5.07551 in 2019 to 20.8204 in 2023. This favorable trend indicates that Georgetown's current liabilities are decreasing relative to cash and when all cash resources are being expended, a trend like this represents a clear potential for surplus in the future. Georgetown should ask itself: Does the company have an aggressive policy for the investment of fund balances?

Debt service – Greenwood's debt service decreased from 9.30% to 6.08% from 2019 to 2023. This favorable trend indicates the proportion of Greenwood's general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) decreased over the 5-year period. Debt analysts believe that debt service in excess of 15-20% of operating revenues is considered a problem.Therefore, Greenwood could consider adding principal and interest payments on a new debt issue without overextending itself.

Debt per capita – Greenwood's debt per capita increased from $53.88 to $76.58 from 2019 to 2023. Typically, this factor correlates to debt service. It should be reiterated that a static 5,913 population is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This debt burden is low and Greenwood could therefore consider taking on a reasonable amount of new debt for some of its apparatus purchases and/or capital improvements in the near future.

Operating position – Greenwood's operating position changed from 0.7007 to 0.8965 from 2019 to 2023. While this is not a large change, it is still considered an unfavorable trend. It means the company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills is diminishing.

Revenue shortfalls – FACETS was unable to perform the calculation for this factor because Greenwood either does not create annual revenue budgets or was unable to provide them due to a change in treasurers.

Expenditure overruns – FACETS was unable to perform the calculation for this factor because Greenwood either does not create annual expenditure budgets or was unable to provide them due to a change in treasurers.

EMS user fees – Greenwood's ambulance billing revenue when compared to the total cost of providing the service decreased from 40.41% to 20.80% from 2019 to 2023. A result of 100% means that the total cost of the service is being supported by the fees/charges. Greenwood experienced an extremely unfavorable trend. This means that collection rate should be consistently monitored and the contract with the third party biller should always be negotiated in the best interest of the company. Delinquent collections is an option to pursue along with numerous billings attempts (within statutory regulations) rather than simply writing off bad debt without evaluating collectability.

Capital Outlay - Greenwood's capital outlay decreased from 2019 to 2023 from 24.86% to 9.93%. This decrease in percentage of vehicle, equipment, and building expenses financed from current operating revenues is an unfavorable trend. Fire companies need to keep up with capital replacements or they can fall behind very quickly. A benchmark range to use is 11-20% and therefore Greenwood could consider increasing their annual outlay slightly. Greenwood ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as well as financing these types of purchases. The company may want to ask itself: Are decisions to defer replacement of capital items being made to avoid having to generate additional revenues? If the company is unable to fund the replacement capital items, would it be beneficial to institute a more aggressive maintenance and repair program to extend the life and utility of existing assets? Would the development of a capital reserve fund where funds could be accumulated to finance such items be a feasible alternative? This factor is related to the debt factors above. It should be noted

that the 51.87% outlier in 2022 was excluded from the average that is used to calculate the points for this factor in Greenwood's overall grade.

Fund balance – Greenwood's fund balances have fluctuated dramatically over the 5-year period. In 2019, Greenwood had a fund balance of about $497,090; this dipped in 2022 and then rose to $842,949 in 2023. Greenwood did not use cash balances from prior years to fund operating expenditures for subsequent budgets. This is a best practice that Greenwood should continue to employ but also monitor for a surplus in excess. When surplus cash exists, it should be allocated as emergency operating reserve funds. Greenwood's fund balances are relative unless examined as a percentage of total expenditures - this ranged from 40.51% to 52.24% from 2019-2023. Greenwood's operating revenue is consistently equal to or above operating expenditures. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements. Greenwood should consider reinvesting some of its fund balance.

Solvency - Greenwood's solvency changed from 2019 at 13.76% to 9.91% in 2023 - with a small favorable decrease overall. Greenwood's assets are therefore made up of roughly 10% liabilities, which is a very low ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. Therefore, as of 2023, Greenwood is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future.

Gumboro

Summary of Organization and Services

Gumboro operates 1 station (#79) with a fleet of 13 vehicles (excluding antiques and trailers) and covers an 80 square mile district inhabited by 3,061 people. Gumboro provides fire suppression and EMS-B services. On average, Gumboro responded to a total of 542 calls from 2019-2023. Gumboro's district encompasses schools, new development, and Route 26. Gumboro has about 61 total volunteer members across all categories but only 10 of those are active. In 2023, volunteers contributed approximately 1,917 hours across all types of activities (calls, training, meetings, events, etc.). In addition to the fire station, Gumboro owns a cell tower that it collects rent from.

Financial Evaluation

Assets

Gumboro has a combination of both current and non-current assets. Current assets averaged $1,570,900 from 2019 to 2023 and were cash and cash equivalents, CDs, and accounts receivable. Non-current assets include property and equipment. Non-current assets, less accumulated depreciation, averaged $3,349,937. Total average assets were $4,920,837. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Gumboro's fleet has an average age of 23 years (2002), excluding antiques, and is displayed below:

Gumboro Fleet

Year	Make/Model	Type	Name	Approx Current (2024) Replace Value	Estimated Replacement Year	Estimated Replacement Value (inflated 8% annually)
CURRENT						
1968	Chevrolet	Antique		Not Applicable	Not Applicable	Not Applicable
2001	Ford	Engine		$1,200,000.00	2025	$1,296,000
1994	Pierce	Engine	79-1	$1,200,000.00	2029	$1,296,000
1999	Pierce	Engine		$1,200,000.00	2029	$1,296,000
1970	Cadillac	Antique		Not Applicable	Not Applicable	Not Applicable
2002	Pierce	Engine	79-R	$1,200,000.00	2029	$1,296,000
1968	Kaiser	Engine		$1,200,000.00	2029	$1,296,000
2003	Ford	Ambulance	A-79	$350,000.00	2025	$378,000
2004	Ford	Utility (pick-up)/Cargo Truck		$100,000.00	2025	$108,000
2006	Ford	Utility (pick-up)/Cargo Truck		$100,000.00	2025	$108,000
1998	Mack	Engine		$1,200,000.00	2025	$1,296,000
2014	Ford 350	Utility (pick-up)/Cargo Truck		$100,000.00	2025	$108,000
2015	Ford	Ambulance	B-79	$350,000.00	2025	$378,000
2016	John Deere	UTV/Other		$30,000.00	2031	$46,809
2020	Pierce Enforcer	Rescue	79-2	$1,200,000.00	2040	$2,736,000
ON ORDER						
2025		Ambulance		Paid cash, no loan		
			TOTAL CURRENT	$4,430,000		$11,618,809

Liabilities

Gumboro has a combination of both current and non-current liabilities. Current liabilities averaged $113,631 from 2019 to 2023 and were accounts payable, accrued wages/payroll liabilities, and the current portions of long-term debt. Non-current liabilities include long-term debt. Non-current liabilities, less net of issuance costs, averaged $2,198,761. Total average liabilities were $2,312,392.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Gumboro has received $1,265,861 on average in revenue and other support from 2019 to 2023 and is made up of:

- Ambulance billing
- Appropriation - State of Delaware
- Fundraiser income
- Fund drive
- Sale of assets
- Tower and hall rental income
- Investment Income
- Sussex County Grant
- Refunds & rebates
- Ambulance Fund Drive
- Expenses
- Fire protection and ambulance
- General and administrative
- Fundraising

Operational Costs

Gumboro spent $1,076,631 on average from 2019 to 2023 in the following categories:

- Ambulance billing
- Ambulance clothing & uniforms
- Ambulance supplies
- Fire fuel
- Fire school
- Rescue repairs & maintenance
- Insurance - health
- Payroll
- Payroll Services
- Payroll taxes
- Travel
- Utilities
- General and administrative
- Depreciation
- Building repairs & maintenance
- Contributions
- Convention/meetings/banquets
- Dues/subscriptions
- Flowers/Fruit baskets
- Insurance
- Interest Expense
- Office Supplies
- Pension
- Professional fees
- Taxes
- Selling Commission
- Fire equipment supplies
- Advertising
- Bank Fees
- Service Contracts
- Fundraising

Employee & Volunteer Costs

Gumboro currently has approximately 25 employees, which consists of 8 full-time firefighter/EMTs and 17 part-time firefighter/EMTs. There are two career EMS staff per shift and overall, the company is staffed 24x7. On average, Gumboro paid $365,996 in salaries from 2019 to 2023.

There are 61 volunteers. Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): pension, t-shirts, PPE, appreciation, and training costs.

Basis of Accounting & Fiscal Year

Gumboro is on an income tax basis of accounting and a calendar fiscal year (January-December).

Agreed Upon Procedures (AUPs) & Review Report ("Audit")

Gumboro had 2 findings in regard to 2023 AUPs: 1) Insufficient evidence was provided for 3 out of 10 tested payment transactions; 2) No evidence was provided for 3 out of 10 tested credit card transactions. In Gumboro's 2023 audit, there was no management letter included, which describes whether there are any unique notes, findings, or material modifications.

Policies and Procedures

Of the 11 topics listed in the bid, Gumboro currently has written policies in place for all.

Unique Circumstances

None.

Financial Health, Trends and Sustainability

In the following section, Gumboro's Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Gumboro

# FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$2,371.17	$1,896.33	$1,637.83	$2,909.75	$2,576.38	Favorable	$2,278.75
2. Expenditure per call	$2,159.66	$1,796.39	$1,639.49	$2,832.78	$2,139.17	Favorable	$1,989.52
3. Employee benefits	10.23%	10.39%	11.68%	10.38%	14.67%	Unfavorable	13%
4. Cash position	19.0648	16.8333	11.7188	13.8868	13.3972	Unfavorable	14.48
5. Debt service	4.83%	5.86%	6.35%	6.85%	7.80%	Unfavorable	6.60%
6. Debt per capita	$807.58	$807.41	$765.48	$726.16	$684.84	Unfavorable	$718.31
7. Operating position	0.8878	0.8472	0.9546	0.8886	0.8381	Favorable	0.87
8. Revenue shortfalls	Not Available	1.0419	1.0233	1.3333	1.0233	Favorable	1.28
9. Expenditure overruns	Not Available	0.9471	0.9407	0.9933	1.2878	Unfavorable	1.04
10. EMS user fees	25.64%	29.89%	25.98%	18.35%	14.57%	Unfavorable	23%
11. Capital outlay	35.13%	76.64%	3.96%	20.64%	10.06%	Unfavorable	29%
12. Fund balance	Not Available	9.68%	8.71%	47.37%	12.82%	Favorable	17.40%
13. Solvency	46.68%	53.35%	58.86%	44.87%	41.68%	Favorable	47.89%

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the averages)

STATUS	Description	Numeric	Est. Sustainability
GREEN	Fire company is in excellent financial health and likely to survive	100-80	10+ Years
YELLOW	Fire company is in good financial health and might survive	89-60	11-15 Years
ORANGE	Fire company is in fair financial health and might survive	79-60	4-10 Years
RED	Fire company is in poor financial health and unlikely to survive	59 or below	1-3 Years

GRADE
78.25
4-10 years

Gumboro Factors and Indicators

Gumboro received a weighted grade of 78.25, which corresponds to 950 points (out of 1,300) and an Orange rating based on average actuals over the five-year period. This means that the fire company is in fair financial health and might survive 4-10 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by unfavorable scores in the following higher weighted factors: Expenditure Overruns, EMS User Fees, and Fund Balance. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Gumboro's revenue per call from 2019 to 2023 decreased from $2,371.17 to $2,539.28. This is a favorable trend; increasing operating revenue per call over time should allow Gumboro to maintain service levels without difficulty so long as costs do not rise faster. Gumboro membership should ask itself if this increase in revenues should stop at some point, how will it pay for increased costs in the future?

Expenditures per call – From 2019 to 2023, the cost to operate Gumboro on a per call basis also decreased from $2,150.66 to $2,128.17. This is uncommon. The rate of change (1.05%) is slower than the rate at which revenue is decreasing (7.09%). While positive, Gumboro should continuously monitor the relationship between these rates.

Employee benefits – Gumboro's ratio of total employee benefits to total salary and wages increased slightly from 13.22% to 14.07% from 2019 to 2023. This puts a strain on finances. This unfavorable trend is not uncommon or something to worry about - benefits have increased annually nationwide. As of 2023, Gumboro is still below the reasonable range of 16-50%. Gumboro could consider increasing benefits slightly if it believes it will assist with recruitment and retention so long as it first reviews all other needs first.

Cash position – Gumboro's cash position increased from 19.3548 in 2019 to 13.3972 in 2023. This is a favorable trend and Gumboro stayed well above 1, which is a perfect match between cash and short-term liabilities. This favorable trend indicates that Gumboro's current liabilities are decreasing relative to cash and when all cash resources are expended, Gumboro has a surplus. Gumboro should ask itself: Does the company have an aggressive policy for the investment of fund balances?

Debt service – Gumboro's debt service increased from 4.03% to 7.80% from 2020 to 2023. This unfavorable trend indicates the proportion of Gumboro's general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) increased over the 5-year period. Debt analysts believe that debt service in excess of 15-20% of operating revenues is considered a problem. Gumboro could consider making an extra principal payment to pay down existing debt (see factor below).

Debt per capita – Corresponding to the debt service factor above, Gumboro's debt per capita increased from $607.58 to $684.94 from 2019 to 2023. It should be reiterated that a static 3,061 population is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This debt burden is high and Gumboro might therefore consider keeping debt level for a little while.

Operating position – Gumboro's operating position changed from 0.9070 to 0.8381 from 2020 to 2023. While this is not a large change, it is still considered a favorable trend. It means the company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills is improving. It also indicates the company is not spending down fund balances from previous years to fund current operations.

Revenue shortfalls – Gumboro's revenue shortfalls changed from 1.0419 to 1.5222 from 2020 to 2023. A value of 1 is a break-even situation. Gumboro's favorable trend above 1 indicates that company procedures used to estimate revenues are accurate. It is both tempting and common to overestimate revenues as a way to make budgets balance but if actual revenues are exceeding budgeted revenues consistently from year to year, company leadership should evaluate closely and make adjustments.

Expenditure overruns – Gumboro's expenditure overruns changed from 0.9411 to 1.2878 from 2020 to 2023. A result of 1 indicates actual expenditures and budgeted expenditures are equal. While Gumboro moved in the wrong direction over the 5 year period and this is therefore an unfavorable trend, the company should keep in mind that it was below 1 in 2019. Gumboro is demonstrating by this trend that it has not assessed how well the estimates for anticipated expenditures for the year were prepared and how closely the budgeted versus actual expenses were monitored throughout the year. This practice should not continue.

EMS user fees – Gumboro's ambulance billing revenue when compared to the total cost of providing the service decreased from 25.64% to 14.57% from 2019 to 2023. A result of 100% means that the total cost of the service is being supported by the fees/charges. Gumboro is experiencing an extremely unfavorable trend. This means that collection rate should be consistently monitored and the contract with the third party biller should always be negotiated in the best interest of the company. Delinquent collections is an option to pursue along with numerous billings attempts (within statutory regulations) rather than simply writing off bad debt without evaluating collectability.

Capital Outlay - Gumboro's capital outlay decreased significantly from 2020 to 2023 from 35.13% to 10.36%. While this decrease in percentage of vehicle, equipment, and building expenses financed from current operating revenues is an unfavorable trend, Gumboro is now within the reasonable range. Fire companies need to keep up with capital replacements or they can fall behind very quickly. A benchmark range to use is 11-20% and therefore Gumboro should consider keeping capital outlay constant.

Gumboro ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as well as financing these types of purchases. The company may want to ask itself: If the company is unable to fund the replacement of capital items, would it be beneficial to institute a more aggressive maintenance and repair program to extend the life and utility of existing assets? Would the development of a capital reserve fund where funds could be accumulated to finance such items be a feasible alternative? This factor is related to the debt factors above. It should be noted that the 76.64% outlier in 2020 was excluded from the average that is used to calculate the points for this factor in Gumboro's overall grade.

Fund balance – Gumboro's fund balances have fluctuated dramatically over the 5-year period. In 2020, Gumboro had a fund balance of about $56,466; this jumped in 2022 to $497,219 and then dipped to $174,637 in 2023. Gumboro is not using cash balances from prior years to fund operating expenditures for subsequent budgets. This is a best practice that Gumboro should continue to employ but also monitor for a surplus in excess. When surplus cash exists, it should be allocated as emergency operating reserve funds. Gumboro's fund balances are relative unless examined as a percentage of total expenditures - this ranged from 5.68% to 12.83% from 2020-2023. Gumboro's operating revenue is consistently equal to or above operating expenditures. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements.

Solvency - Gumboro's solvency from 2019 at 45.68% to 41.69% in 2023 - with a small favorable decrease overall. Gumboro's assets are therefore made up of roughly 42% liabilities, which is a moderate ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. An upward trend may be cause for concern. Therefore, as of 2023, Gumboro is currently able to meet its long-term debts and other financial obligations and should continue to strive to keep their solvency below 50%.

Indian River

Summary of Organization and Services

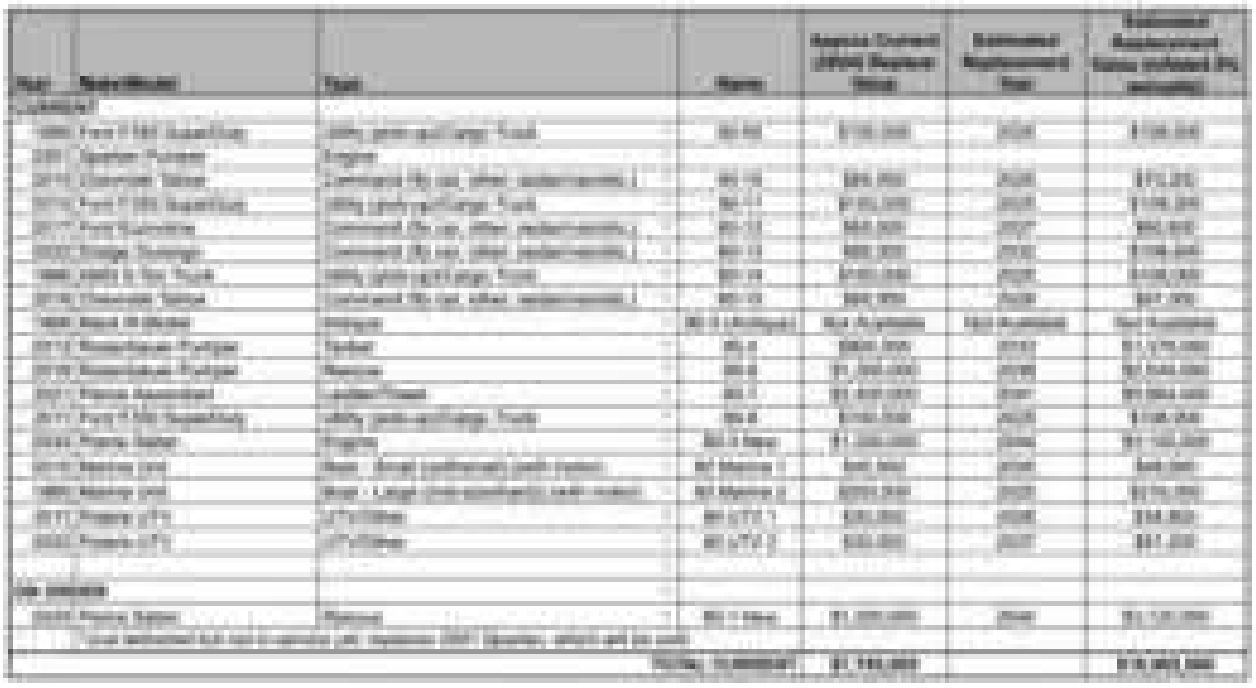
Indian River (#80) operates 2 stations with a fleet of 16 vehicles (excluding antiques and trailers) and covers a district inhabited by 17,685 people. Indian River provides fire suppression, prevention, rescue, and marine rescue services. Indian River does not provide any EMS services. On average, Indian River responded to a total of 464 calls from 2019-2023. Indian River's district contains an inactive power plant, county sewer system, and pumping stations. Indian River has about 128 total volunteer members across all categories, but only 48 of those are active. In 2023, volunteers contributed approximately 3,728 hours across all types of activities (calls, training, meetings, events, etc.). In addition to the fire station, Indian River owns the property on either side of Station 1 as well as the property across the street. Many of the properties produce rental income. Station 2 is undersized and therefore, it is being expanded.

Financial Evaluation

Assets

Indian River has current, non-current, and other assets. Current assets averaged $2,750,230 from 2019 to 2023 and were cash and cash equivalents and CDs. Non-current assets include buildings, building equipment, marine equipment, vehicles, and land. Non-current assets, less accumulated depreciation, averaged $3,469,622. Other assets include investments and average $1,613,174. Total average assets were $7,833,026. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Indian River's fleet has an average age of 14 years (2011), excluding antiques, and is displayed below:

Indian River Fleet



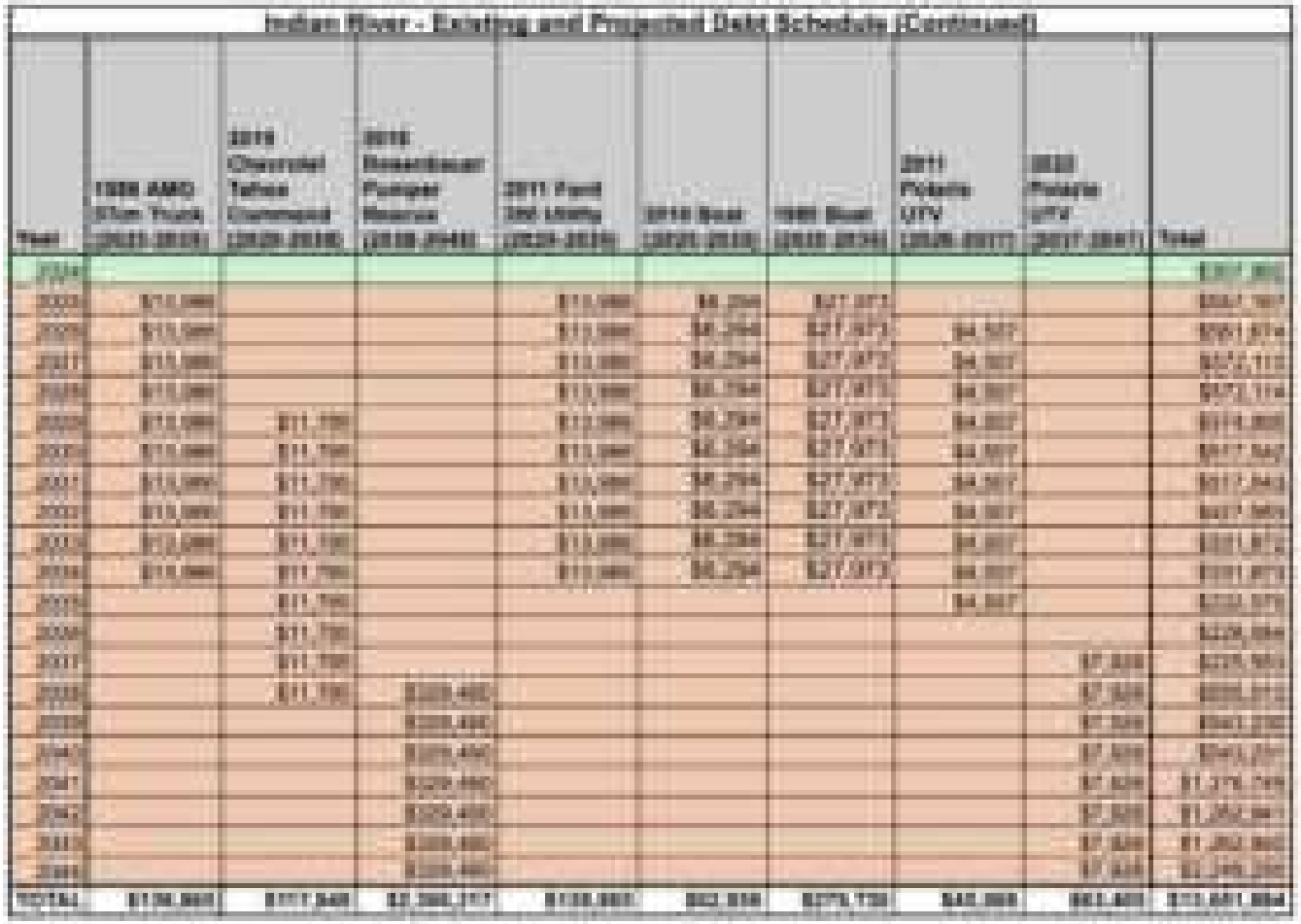
Liabilities

Indian River has a combination of both current and non-current liabilities. Current liabilities averaged $150,173 from 2019 to 2023 and were accounts payable, credit card payable, and the current portions of long-term debt. Non-current liabilities include long-term debt. Non-current liabilities, less net of issuance costs, averaged $850,854. Total average liabilities were $1,001,027.

Indian River has been making it a priority to double all existing loan payments in order to pay them off before maturity.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).

Indian River - Existing and Projected Debt Schedule										
Year	2013 Rosenbauer Pumper Loan (ext.)	2024 Pierce Saber Engine - State Loan (9 yrs remaining)	2021 Pierce Ascendant Tower - Loans (Private & State)	2024 Rescue Squad - State Loan (9 yrs remaining)	Station 3 Expansion ($3.8M)	1998 Ford 350 Utility (2025-2035)	2014 Chevrolet Tahoe Command (2025-2034)	2014 Ford 350 Utility (2035-2035)	2017 Ford Excursion Command (2037-2037)	2022 Dodge Durango Command (2022-2042)
2024	$40,000	$55,067	$148,722	$81,119						
2025		$55,067	$148,722	$81,119	$190,000	$13,066	$9,091	$13,066		
2026		$55,067	$148,722	$81,119	$190,000	$13,066	$9,091	$13,066		
2027		$55,067	$148,722	$81,119	$190,000	$13,066	$9,091	$13,066	$10,438	
2028		$55,067	$148,722	$81,119	$190,000	$13,066	$9,091	$13,066	$10,438	
2029		$55,067	$138,722	$81,119	$190,000	$13,066	$9,091	$13,066	$10,438	
2030		$55,067	$82,363	$81,119	$190,000	$13,066	$9,091	$13,066	$10,438	
2031		$55,067	$82,363	$81,119	$190,000	$13,066	$9,091	$13,066	$10,438	
2032		$40,811		$60,001	$190,000	$13,066	$9,091	$13,066	$10,438	$13,065
2033					$190,000	$13,066	$9,091	$13,066	$10,438	$13,065
2034					$190,000	$13,066	$9,091	$13,066	$10,438	$13,065
2035					$190,000				$10,438	$13,065
2036					$190,000				$10,438	$13,065
2037					$190,000					$13,065
2038					$190,000					$13,065
2039					$190,000					$13,065
2040					$190,000					$13,065
2041			$733,514		$190,000					$13,065
2042			$733,514		$190,000					
2043			$733,514		$190,000					
2044	$116,166	$404,054	$733,514	$404,054	$190,000					
TOTAL	$216,166	$807,844	$3,982,114	$843,001	$3,800,000	$130,663	$90,912	$130,663	$104,381	$130,652



Indian River - Existing and Projected Debt Schedule (Continued)

Year	1999 AMO 95cm Truck (2023-2033)	2019 Chevrolet Tahoe Command (2020-2028)	2019 Braunbauer Pumper Reserve (2038-2048)	2011 Ford 350 Utility (2024-2035)	2010 Boat (2020-2030)	1980 Boat (2033-2034)	2011 Polaris UTV (2026-2031)	2020 Polaris UTV (2027-2047)	Total
2024									$207,901
2025	$13,088			$13,088	$8,294	$27,973			$562,787
2026	$13,088			$13,088	$8,294	$27,973	$4,507		$561,874
2027	$13,088			$13,088	$8,294	$27,973	$4,507		$572,113
2028	$13,088			$13,088	$8,294	$27,973	$4,507		$572,114
2029	$13,088	$11,150		$13,088	$8,294	$27,973	$4,507		$574,855
2030	$13,088	$11,150		$13,088	$8,294	$27,973	$4,507		$577,542
2031	$13,088	$11,150		$13,088	$8,294	$27,973	$4,507		$577,543
2032	$13,088	$11,150		$13,088	$8,294	$27,973	$4,507		$577,565
2033	$13,088	$11,150		$13,088	$8,294	$27,973	$4,507		$577,871
2034	$13,088	$11,150		$13,088	$8,294	$27,973	$4,507		$577,873
2035		$11,150					$4,507		$222,373
2036		$11,150							$228,884
2037		$11,150						$7,828	$235,953
2038		$11,150	$289,480					$7,828	$555,213
2039			$289,480					$7,828	$540,230
2040			$289,480					$7,828	$540,257
2041			$289,480					$7,828	$1,379,749
2042			$289,480					$7,828	$1,262,941
2043			$289,480					$7,828	$1,262,942
2044			$289,480					$7,828	$1,249,290
TOTAL	$130,880	$111,848	$2,380,177	$130,880	$82,938	$279,730	$45,068	$62,625	$13,481,894

Notes

*Green = existing debt; Red = projected debt

*Projected is based on existing fleet replacement schedule and any notes provided during interviews or via email

*Fleet interest rate of 5% assumed for all existing notes (in the absence of an interest rate provided by the organization) and all future notes

*Principal and interest payments begin in year note is established (not in the years scheduled or delayed payments considered)

*10-year note assumed for all vehicle types regardless of useful life

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Indian River has received $1,374,675 on average in revenue and other support from 2019 to 2023 and is made up of:

- Donations
- Fundraising
- Government Appropriations
- Hall rental income
- Auxiliary Income
- Proceeds from the Sale of Assets
- Interest Income
- Dividend Income
- Capital Gains Distributions
- Unrealized/Realized/Capital Gains
- Realty settlement funds*

**Indian River receives realty settlement funds from the Peninsula Develop, which is a deeded obligation in the development's deed restrictions based upon every realty sales transaction. The funding is perpetual in nature.*

Indian River embarked upon a large fundraising campaign 2024-2025, which has brought in significant revenue. Leadership notes that this strong fundraising effort should assist with diversification of funds so that the company is not solely reliant on state or county funding to support operations. One corporate pledge is for a period of four years commencing in 2025.

Operational Costs

Indian River spent $874,820 on average from 2019 to 2023 in the following categories:

- Postage/Post Office/Paypal Solicitations
- Fundraising Drive Expenses
- Grant Funded Expenses
- Soda Machine
- Hall Rental Expenses
- Supplies
- Food & beverage
- Auxiliary Expenses
- Accounting
- Advertising
- Bank Charges
- Building/Grounds Repairs and Maintenance
- Contributions
- Community Relations
- Convention
- Dues and Subscriptions
- Repairs and Maintenance
- Food/Beverage/Meals
- Gifts and Flowers
- Insurance
- Interest Expense
- Office expenses
- Professional Fees
- Security
- Sick and Sunshine
- Taxes and Licenses
- Telephone
- Trash Removal
- Travel
- Utilities

- Benefits Paid to Members
- Depreciation
- Fuel
- First Responders
- Fire Police
- Fire Prevention
- Chief Engineer
- Pension Plan
- Telephone
- Training
- Uniforms and Lettering

Employee & Volunteer Costs

Indian River is one of two total companies in Sussex County that is 100% volunteer. Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): the DVFA level of service pension, company apparel, banquet recognition (top responder gets a $25 gift card or a jacket), and PPE. Indian River does not pay the full annual amount for the pension but requires that each member contribute $60, which helps reduce company costs. This practice continues until they reach their maximum or commence with collection.

Basis of Accounting & Fiscal Year

Indian River is on an income tax basis of accounting and a calendar fiscal year (January-December).

Agreed Upon Procedures (AUPs) & Review Report (“Audit”)

Indian River had 0 findings in regard to 2023 AUPs. In Indian River’s 2023 audit, there were no material modifications or findings. Note C is included on the DVFA pension plan.

Policies and Procedures

Of the 11 topics listed in the bid, only 10 of them are applicable to Indian River. Compensation Approvals does not apply as Indian River is 100% volunteer and does not have paid staff. Of the remaining 10 topics, Indian River has written policies for all across multiple documents as follows: Financial Management Policy, Budget Development Process, Personal Expense Reimbursement Procedure, and Bylaws.

Unique Circumstances

Indian River is 100% volunteer and provides fire-rescue services only. EMS services are provided to their district by Mid-Sussex Rescue Squad. Indian River noted a higher unemployment rate (estimated 41%), which provides challenges for fundraising.

Financial Health, Trends and Sustainability

In the following section, Indian River’s Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Indian River

STATION	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$3,088.37	$2,347.46	$2,830.00	$2,837.72	$2,721.81	Favorable	$2,967.87
2. Expenditures per call	$2,116.67	$1,759.61	$1,706.86	$1,727.69	$2,125.39	Unfavorable	$1,891.73
3. Employee benefits*	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
4. Cash position	27.9659	19.9769	11.8646	21.4613	16.8737	Unfavorable	20.01
5. Debt service	3.47%	0.89%	22.97%	22.03%	16.69%	Unfavorable	14.39%
6. Debt per capita	$16.13	$7.67	$73.24	$23.73	$90.69	Unfavorable	$48.11
7. Operating position	0.6834	0.7543	0.6894	0.6068	0.9695	Favorable	0.85
8. Revenue shortfalls	1.3438	1.2769	1.2891	1.6099	1.4033	Favorable	1.33
9. Expenditure constraints	1.0201	1.0462	0.9313	0.9324	0.9197	Favorable	0.97
10. EMS cost Pass**	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
11. Capital outlay	28.27%	26.52%	158.91%	9.49%	5.80%	Unfavorable	17%
12. Fund balance	38.31%	39.14%	46.73%	35.58%	62.94%	Favorable	40.92%
13. Solvency	5.33%	5.73%	10.21%	11.61%	10.58%	Unfavorable	11.75%

*Public Fiscal Yr. 2019 valuation. This factor therefore does not apply and the weighting has been redistributed.
**Indian River does not provide EMS services. This factor therefore does not apply and the weighting has been redistributed.

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the averages)

STATUS	Description	Numeric	Est. Sustainability
GREEN	Fire company is in excellent financial health and likely to survive	100-90	15+ Years
YELLOW	Fire company is in good financial health and might survive	89-80	11-15 Years
ORANGE	Fire company is in fair financial health and might survive	79-60	6-10 Years
RED	Fire company is in poor financial health and unlikely to survive	59 or below	1-5 Years

GRADE
84
11-15 years

Indian River Factors and Indicators

Indian River received a weighted grade of 84, which corresponds to 900 points (out of 1,300) and a Yellow rating based on average actuals over the five-year period. This means that the fire company is in good financial health and might survive 11-15 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by low scores in the following higher weighted factors: EMS User Fees and Fund Balance. Please recall that Indian River is fire services only and 100% volunteer, therefore FACETS was unable to calculate two factors and the weighting was adjusted. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Indian River's revenue per call from 2019 to 2023 increased from $3,088.37 to $3,731.81. This is a favorable trend; increasing operating revenue per call over time should allow Indian River to maintain service levels without difficulty so long as costs do not rise faster. Indian River membership should ask itself if this increase in revenues should stop at some point, how will it pay for increased costs in the future?

Expenditures per call – From 2019 to 2023, the cost to operate Indian River on a per call basis increased from $2,110.47 to $2,125.39. The rate of change (0.71%) is slower than the rate at which revenue is increasing (20.83%), which is a very positive indicator. Indian River is solidly net positive per call on average over the 5-year period but should always continue to monitor for changes.

Employee benefits – Indian River is 100% volunteer and therefore this factor does not apply. The weighting of the factors was consequently redistributed.

Cash position – Indian River's cash position decreased from 27.9020 in 2019 to 18.8727 in 2023. While this is an unfavorable trend, Indian River is still well above 1, which is a perfect match between cash and short-term liabilities. Still, this unfavorable trend indicates that Indian River's current liabilities are increasing relative to cash and when all cash resources are being expended. Indian River should ask itself if its revenue collection systems are still efficient and effective.

Debt service – Indian River's debt service increased from 3.47% to 16.68% from 2019 to 2023. This unfavorable trend indicates the proportion of Indian River's general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) increased over the 5-year period. Debt analysts believe debt service in excess of 15-20% of operating revenues is considered a problem. Every effort should be made to sustain this level while meeting the capital requirements. Indian River could contemplate small additional principal and interest payments and still be within the range.

Debt per capita – Corresponding to the debt service factor above, Indian River's debt per capita increased from $15.12 to $90.80 from 2019 to 2023. It should be reiterated that a static 17,685 population is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This debt burden is extremely low and Indian River should therefore consider taking on a reasonable amount of new debt for some of its apparatus purchases and/or capital improvements in the near future.

Operating position – Indian River's operating position changed from 0.6834 to 0.5695 from 2019 to 2023. While this is not a large change, it is still considered a favorable trend. It means the company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills is improving. It also indicates the company is not spending down fund balances from previous years to fund current operations.

Revenue shortfalls – Indian River's revenue shortfalls changed from 1.2458 to 1.4033 from 2019 to 2023. A value of 1 is a break-even situation. Indian River's favorable trend above 1 indicates that company procedures used to estimate revenues are accurate but they should still be reviewed on an annual basis if this factor continues on an upward trend toward 2. It is both tempting and common to overestimate revenues as a way to make budgets balance but if actual revenues are exceeding budgeted revenues consistently from year to year, company leadership should evaluate closely and make adjustments. This comment does not apply to unforeseen sources of income such as unplanned grants.

Expenditure overruns – Indian River's expenditure overruns changed from 1.0251 to 0.9157 from 2019 to 2023. A result of 1 indicates actual expenditures and budgeted expenditures are equal. Indian River is demonstrating by this favorable trend that it has assessed how well the estimates for anticipated expenditures for the year were prepared and how closely the budgeted versus actual expenses were monitored throughout the year. This practice should continue.

EMS user fees – Indian River does not supply EMS services - only fire and rescue services. This factor therefore does not apply. The weighting of the factors was consequently redistributed.

Capital Outlay - Indian River's capital decreased from 28.21% to 3.36% from 2019 to 2023. This decrease in capital outlay is an unfavorable trend. Fire companies need to keep up with capital replacements or they can fall behind very quickly. A benchmark range to use is 11-20% and therefore Indian River could consider increasing their annual outlay slightly. Indian River ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as well as financing these types of purchases. It should be noted that the 158.91% outlier in 2021 was excluded from the average that is used to calculate the points for this factor in Indian River's overall grade.

Fund balance – Indian River's fund balances have stayed relatively stable over the 5-year period. In 2019, Indian River had a fund balance of about $480,482; this stayed between $400,00 and $500,000 through 2022 and rose to $758,229 in 2023. Indian River is not using cash balances from prior years to fund operating expenditures for subsequent budgets. This is a best practice that Indian River should continue to employ but also monitor for a surplus in excess. When surplus cash exists, it should be allocated as emergency operating reserve funds. Indian River's fund balances are relative unless examined as a percentage of total expenditures - this ranged from 58.31% to 62.94% from 2019-2023. Indian River's operating revenue is consistently equal to or above operating expenditures. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements. Indian River could consider reinvesting some of its fund balance.

Solvency - Indian River's solvency changed from 2019 at 5.33% to 18.58% in 2023 - with a small unfavorable increase overall. Indian River's assets are therefore made up of roughly 19% liabilities, which is a low ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. An upward trend may be cause for concern. Therefore, as of 2023, Indian River is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future.

Laurel

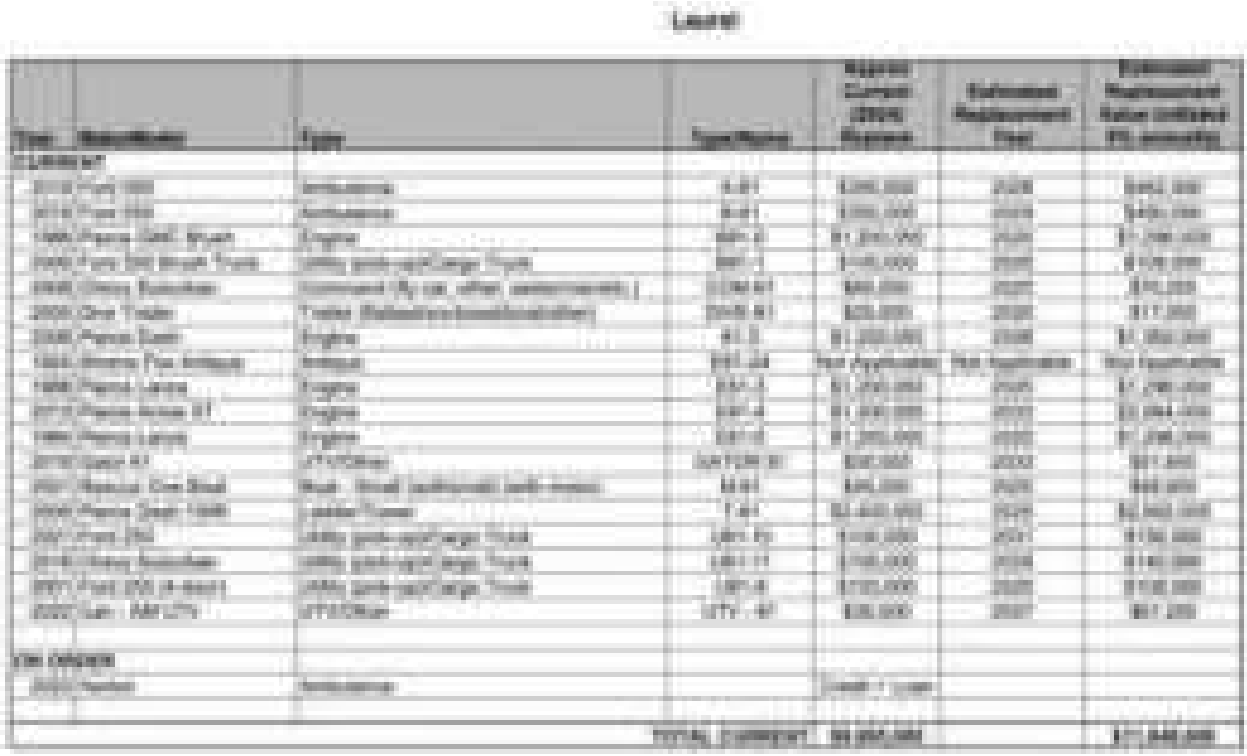
Summary of Organization and Services

Laurel (#81) operates 2 stations with a fleet of 16 vehicles (excluding antiques and trailers) and covers a district inhabited by 16,360 people. Laurel provides fire suppression, EMS-B, and marine rescue services. On average, Laurel responded to a total of 2,712 calls from 2019-2023. Laurel's district encompasses a water tower, schools, Route 13, and a waste water treatment plant. Laurel has about 80 total volunteer members across all categories but only 5 of those are active. In 2023, volunteers contributed approximately 7,994 hours across all types of activities (calls, training, meetings, events, etc.). Laurel does not own other properties aside from the stations.

Financial Evaluation

Assets

Laurel has current, non-current, and other assets. Current assets averaged $1,023,838 from 2019 to 2023 and were cash and cash equivalents. Non-current assets include land, buildings, vehicles, and equipment. Non-current assets, less accumulated depreciation, averaged $3,800,745. Other assets include CDs and investments averaging $44,694. Total average assets were $4,869,277. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Laurel's fleet has an average age of 17 years (2008), excluding antiques, and is displayed below:



Liabilities

Laurel has a combination of both current and non-current liabilities. Current liabilities averaged $264,271 from 2019 to 2023 and were credit card payable, PPP loan, and the current portions of long-term debt. Non-current liabilities include long-term debt for vehicles, mortgages, and SCBA. Non-current liabilities, less net of issuance costs, averaged $1,463,008. Total average liabilities were $1,727,279.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).

Laurel - Existing and Projected Debt Schedule

Year	5-Year Skyhawk Power Load Loan (est.)	Mortgage (Refinanced in 2019- Balloon Loan)	SCBA Compressor (est.)	Extractor (est.)	1923 Horton Ambulance (only loan shown below)	2018 Ford 550 Ambulance (2028-2038)	2018 Ford 550 Ambulance (2028-2038)	1988 Pierce GMC Engine + Extrication Tools (2028-2038)	2006 Ford 350 Utility (2025-2035)	2008 Chevy Suburban Command (2025-2035)	2005 Dive Trailer (2025-2035)
2024	$15,000	$200,000			$29,000						
2025	$15,000	$200,000	$75,000		$29,000			$167,838	$13,999	$9,091	$2,202
2026		$200,000		$35,000	$29,000			$167,838	$13,999	$9,091	$2,202
2027		$200,000			$29,000			$167,838	$13,999	$9,091	$2,202
2028		$200,000			$29,000	$59,831		$167,838	$13,999	$9,091	$2,202
2029		$200,000				$59,831	$63,457	$167,838	$13,999	$9,091	$2,202
2030		$200,000				$59,831	$63,457	$167,838	$13,999	$9,091	$2,202
2031		$200,000				$59,831	$63,457	$167,838	$13,999	$9,091	$2,202
2032		$200,000				$59,831	$63,457	$167,838	$13,999	$9,091	$2,202
2033		$200,000				$59,831	$63,457	$167,838	$13,999	$9,091	$2,202
2034		$200,000				$59,831	$63,457	$167,838	$13,999	$9,091	$2,202
2035						$59,831	$63,457				
2036						$59,831	$63,457				
2037						$59,831	$63,457				
2038							$63,457				
2039											
2040											
2041											
2042											
2043											
2044											
TOTAL	$30,000	$2,200,000	$75,000	$35,000	$145,000	$598,311	$634,572	$1,758,378	$139,995	$90,912	$22,016

Laurel - Existing and Projected Debt Schedule (Continued)

Year	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
2024												$241,024
2025		$787,838		$787,838		$6,208				$13,000		$893,084
2026	$180,272	$787,838		$787,838		$6,204				$13,000		$1,245,272
2027	$180,272	$787,838		$787,838		$6,204				$13,000		$859,371
2028	$180,272	$787,838		$787,838		$6,204				$13,000		$1,219,453
2029	$180,272	$787,838		$787,838		$6,204			$18,131	$13,000		$1,273,783
2030	$180,272	$787,838		$787,838		$6,204			$18,131	$13,000		$1,273,783
2031	$180,272	$787,838		$787,838		$6,204		$22,203	$18,131	$13,000		$1,260,987
2032	$180,272	$787,838		$787,838		$6,204		$22,203	$18,131	$13,000		$1,260,986
2033	$180,272	$787,838	$267,297	$787,838	$6,402	$6,204		$22,203	$18,131	$13,000		$1,308,678
2034	$180,272	$787,838	$267,297	$787,838	$6,992	$6,204		$22,203	$18,131	$13,000		$1,308,979
2035	$180,272		$267,297		$6,992		$738,675	$22,203	$18,131			$953,583
2036	$180,272		$267,297		$6,992		$738,675	$22,203	$18,131			$953,584
2037			$267,297		$6,992		$738,675	$22,203	$18,131		$7,309	$760,249
2038			$267,297		$6,992		$738,675	$22,203	$18,131		$7,309	$760,249
2039			$267,297		$6,992		$738,675	$22,203			$7,309	$809,603
2040					$6,992		$738,675	$22,203			$7,309	$773,527
2041					$6,992		$738,675				$7,309	$752,331
2042					$6,992		$738,675				$7,309	$752,329
2043							$738,675				$7,309	$745,984
2044							$738,675				$7,309	$745,984
TOTAL	$1,982,974	$7,878,379	$1,871,082	$7,878,379	$66,824	$62,039	$5,166,725	$202,827	$181,306	$130,445	$73,777	$27,625,771

Notes

*Green = existing debt; Red = projected debt

**Projected is based on existing fleet replacement schedule and any notes provided during interviews or via email

***Fixed interest rate of 5% assumed for all existing notes (in the absence of an interest rate provided by the organization) and all future notes

****Principal and interest payments begin in year note is established (no on the rears schedules or delayed payments considered)

*10 year note assumed for all vehicle types regardless of useful life

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Laurel has received $1,748,409 on average in revenue and other support from 2019 to 2023 and is made up of:

- Ambulance Revenue-Billing
- Ambulance Revenue - Contracts
- State of Delaware
- Sussex County
- Town of Laurel
- PPP Loan Forgiveness
- Donations
- Fire Company Fund Drive
- Special Events
- Auxiliary
- Interest
- Vending Machines
- Hall Rentals
- Gain on Sale of Equipment

Laurel prides itself on its Cash Bash fundraising event. This event began in 2016 and is the first Saturday in June. The public can win up to $20,000 and there is a BBQ buffet. In addition to food, there are raffles, money cakes, and silent auctions.

Operational Costs

Laurel spent $1,586,682 on average from 2019 to 2023 in the following categories:

- Advertising
- Ambulance billing
- Ambulance supplies
- Contributions
- Conventions, Meetings and Meal
- Depreciation
- Dues and Subscriptions
- EMS Equipment
- Fire Fighting Equipment
- Fire Prevention
- Fire School and Training
- Fuel and Gasoline
- Fund Raising Expenses
- Insurance
- Auxiliary
- Licenses
- Interest Expense
- Maintenance and Repairs
- Member Recognition
- Office Expense and Postage
- Pension Plan
- Professional Fees
- Public Relations
- Salaries and benefits
- Supplies
- Telephone
- Travel
- Truck Operating Expenses
- Uniforms
- Utilities

Employee & Volunteer Costs

At the time of the meeting with Laurel, there were approximately 14 employees, which consists of 2 full-time firefighter/EMTs and 12 part-time firefighter/EMTs. There are 2 full-time career staff per shift and overall, the company is staffed 24x7. On average, Laurel paid $515,267 annually in salaries and benefits from 2019 to 2023.

Since the meeting, Laurel hired 2 additional firefighter/EMTs (24/72 schedule) in 2025 and in the near future, Laurel has plans to add more firefighter/EMTs.

There are 80 volunteers, 60 active, of which 5 routinely respond. Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): tax credit, LOSAP, PPE, hat, annual banquet, and a Christmas party.

Basis of Accounting & Fiscal Year

Laurel is on a modified cash basis of accounting and a unique fiscal year (June-May).

Agreed Upon Procedures (AUPs) & Review Report (“Audit”)

Laurel had 1 finding in regard to 2023 AUPs: No evidence of formal, written policies and procedures were provided. In Laurel’s 2023 audit, there were no unique notes, findings, or material modifications.

Policies and Procedures

Of the 11 topics listed in the bid, Laurel currently has written policies for all. Leadership cited this as one of their significant accomplishments from 2023 to 2024.

Unique Circumstances

Laurel has an aging population and employment, economic and crime challenges.

Financial Health, Trends and Sustainability

In the following section, Laurel’s Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Laurel

# FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$693.16	$632.49	$683.28	$591.89	$712.24	Favorable	$646.24
2. Expenditures per call	$574.79	$611.28	$518.71	$546.77	$683.41	Favorable	$60.00
3. Employee benefits	26.89%	28.91%	16.48%	28.81%	27.15%	Unfavorable	24%
4. Cash position	5.9574	2.6258	3.5719	4.1379	7.4886	Favorable	4.18
5. Debt service	22.74%	12.62%	17.26%	14.25%	11.29%	Favorable	15.63%
6. Debt per capita	$112.15	$94.96	$86.24	$84.48	$97.42	Favorable	$83.73
7. Operating position	0.9726	0.9151	0.8839	0.8149	0.6472	Favorable	0.91
8. Revenue shortfalls	1.0286	1.0359	1.1014	1.0748	1.2937	Favorable	1.12
9. Expenditure overruns	0.9432	0.8198	0.7969	1.1651	1.2797	Unfavorable	0.98
10. EMS user fees	61.54%	60.25%	78.11%	53.19%	48.99%	Unfavorable	68%
11. Capital outlay	24.83%	19.90%	16.66%	9.39%	4.56%	Unfavorable	15%
12. Fund balance	36.36%	37.37%	58.16%	9.31%	17.92%	Unfavorable	31.83%
13. Solvency	64.42%	61.75%	34.88%	38.46%	83.05%	Favorable	56.31%

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the averages)

STATUS	Description	Numeric	Est. Sustainability
GREEN	Fire company is in excellent financial health and likely to survive	100-90	10+ Years
YELLOW	Fire company is in good financial health and might survive	89-80	11-10 Years
ORANGE	Fire company is in fair financial health and might survive	79-60	4-10 Years
RED	Fire company is in poor financial health and unlikely to survive	59 or below	1-3 Years

GRADE
76.5
4-10 years

Laurel Factors and Indicators

Laurel received a weighted grade of 76.5, which corresponds to 950 points (out of 1,300) and an Orange rating based on average actuals over the five-year period. This means that the fire company is in fair financial health and might survive 4-10 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by unfavorable scores in the following higher weighted factors: EMS User Fees and Fund Balance. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Laurel's revenue per call from 2019 to 2023 decreased slightly from $693.16 to $712.24. This is an unfavorable trend; decreasing operating revenue per call over time will make it difficult for Laurel to maintain service levels. Laurel membership should ask itself if this increase in revenues should stop at some point, how will it pay for increased costs in the future?

Expenditures per call – From 2019 to 2023, the cost to operate Laurel on a per call basis decreased from $674.79 to $603.41. This is uncommon. The rate of change (-10.58%) is faster than the rate at which revenue is increasing (2.75%), which is a positive indicator. Laurel is barely net positive per call and should monitor this closely.

Employee benefits – Laurel's ratio of total employee benefits to total salary and wages essentially remained stable (but increased slightly) from 26.99% to 27.15% from 2019 to 2023. This unfavorable trend is not uncommon - benefits have increased annually nationwide. As of 2023, Laurel is within the reasonable range of 16-50%. However, it is warranted for Laurel to evaluate what (if any) cost control measures it can take in regard to benefits within the limitations of employment agreements or any increases for recruitment and retention.

Cash position – Laurel's cash position increased from 3.0574 in 2019 to 7.4886 in 2023. While this is a favorable trend, Laurel is still well above 1, which is a perfect match between cash and short-term liabilities. This favorable trend indicates that Laurel's current liabilities are decreasing relative to cash and when all cash resources are being expended, a trend like this represents a potential for surplus in the future. Laurel should ask itself: Does the company have an aggressive policy for the investment of fund balances?

Debt service – Laurel's debt service decreased from 22.74% to 11.29% from 2019 to 2023. This favorable trend indicates the proportion of Laurel's general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) decreased over the 5-year period. Debt analysts believe debt service in excess of 15-20% of operating revenues is considered a problem. Therefore, Laurel could consider additional principal and interest payments without overextending itself.

Debt per capita – Corresponding to the debt service factor above, Laurel's debt per capita decreased from $112.15 to $57.62 from 2019 to 2023. It should be reiterated that a static 16,360 population is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This debt burden is extremely low and Laurel might consider taking on a reasonable amount of new debt for some of its apparatus purchases and/or capital improvements in the near future.

Operating position – Laurel's operating position changed from 0.9735 to 0.8472 from 2019 to 2023. This is a favorable trend. It means the company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills improved over the five years.

Revenue shortfalls – Laurel's revenue shortfalls changed from 1.0286 to 1.2937 from 2019 to 2023. A value of 1 is a break-even situation. Laurel's favorable trend above 1 indicates that company procedures used to estimate revenues are accurate and should be reviewed. It is both tempting and common to overestimate revenues as a way to make budgets balance but if actual revenues are exceeding budgeted revenues consistently from year to year, company leadership should evaluate closely and make adjustments.

Expenditure overruns – Laurel's expenditure overruns changed from 0.8432 to 1.2197 from 2019 to 2023. A result of 1 indicates actual expenditures and budgeted expenditures are equal. Laurel is demonstrating by this unfavorable trend that it has not assessed how well the estimates for anticipated expenditures for the year were prepared and how closely the budgeted versus actual expenses were monitored throughout the year. This practice should not continue.

EMS user fees – Laurel's ambulance billing revenue when compared to the total cost of providing the service decreased significantly from 81.54% to 48.99% from 2019 to 2023. A result of 100% means that the total cost of the service is being supported by the fees/charges. Laurel is experiencing an extremely unfavorable trend. This means that collection rate should be consistently monitored and the contract with the third party biller should always be negotiated in the best interest of the company. Delinquent collections is an option to pursue along with numerous billings attempts (within statutory regulations) rather than simply writing off bad debt without evaluating collectability.

Capital Outlay - Laurel's capital outlay decreased significantly from 2019 to 2023 from 54.03% to 4.66%. This decrease in percentage of vehicle, equipment, and building expenses financed from current operating revenues is an unfavorable trend. A decrease in this factor typically means needs diminished or needs are being deferred. Fire companies need to keep up with capital replacements or they can fall behind very quickly. A benchmark range to use is 11-20% and therefore Laurel could consider increasing their annual outlay. Laurel ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as

well as financing these types of purchases. The company may want to ask itself: Are decisions to defer replacement of capital items being made to avoid having to generate additional revenues? If the company is unable to fund the replacement of capital items, would it be beneficial to institute a more aggressive maintenance and repair program to extend the life and utility of existing assets? This factor is related to the debt factors above.

Fund balance – Laurel's fund balances have fluctuated a little over the 5-year period. In 2019, Laurel had a fund balance of about $399,175; this dipped in 2022 to $146,066 and then rose to $323,089 in 2023. Laurel is not using cash balances from prior years to fund operating expenditures for subsequent budgets. This is a best practice that Laurel should continue to employ but also monitor for a surplus in excess. When surplus cash exists, it should be allocated as emergency operating reserve funds. Laurel's fund balances are relative unless examined as a percentage of total expenditures - this ranged from 36.38% to 17.92% from 2019-2023. Laurel's operating revenue is consistently equal to or above operating expenditures. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements.

Solvency - Laurel's solvency changed from 2019 at 44.42% to 25.05% in 2023 - with a large favorable decrease overall. Laurel's assets are therefore made up of roughly 25% liabilities, which is a low ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. Therefore, as of 2023, Laurel is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future.

Lewes

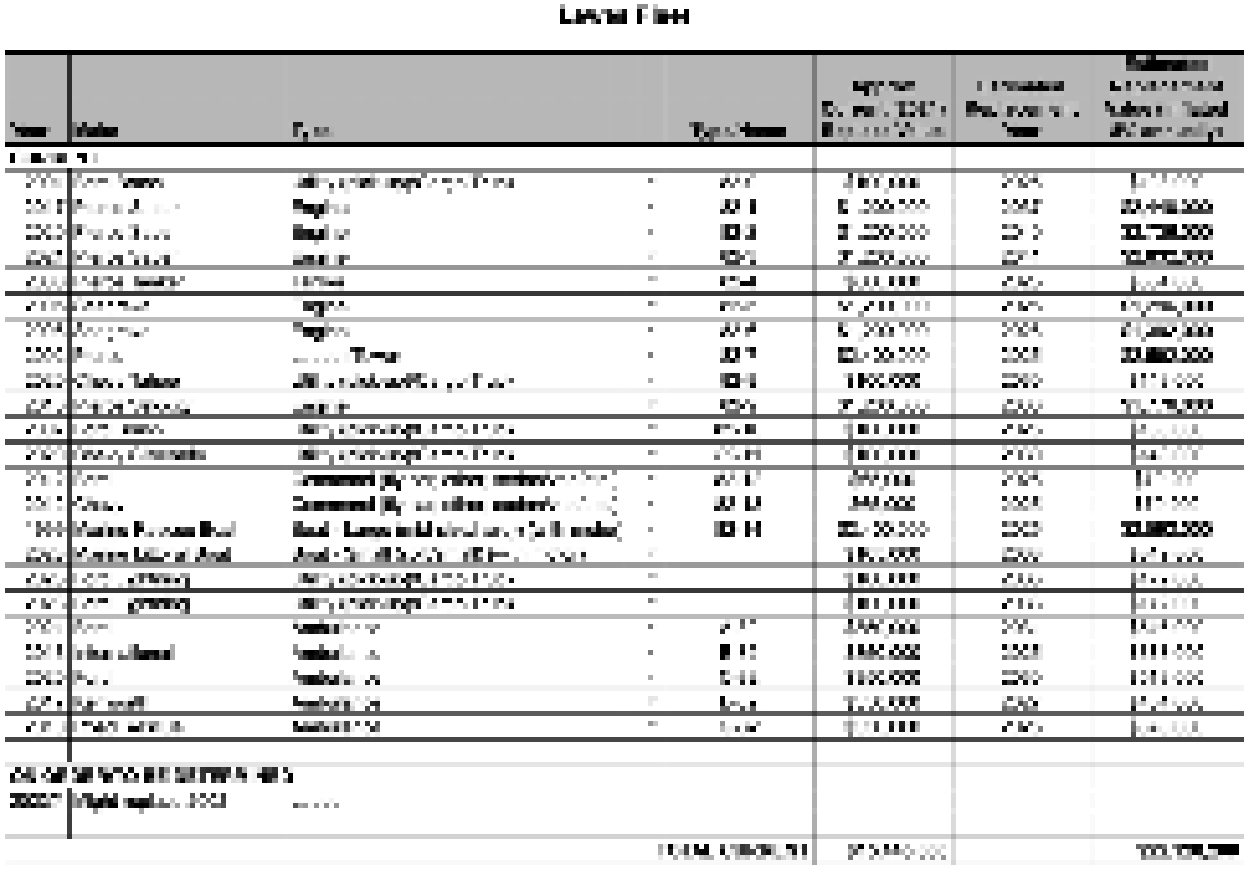
Summary of Organization and Services

Lewes (#82) operates 3 stations with a fleet of 22 vehicles (excluding antiques and trailers) and covers a district inhabited by 29,642 people. Lewes provides fire suppression, EMS-B, and marine fire-rescue services. On average, Lewes responded to a total of 6,071 calls from 2019-2023. Lewes's district encompasses a college, schools, a hospital, Coastal Highway, and Route 9. Lewes has about 129 total volunteer members across all categories, but only 40 of those are active. In 2023, volunteers contributed approximately 30,594 hours across all types of activities (calls, training, meetings, events, etc.). In addition to the stations, Lewes currently does not own any other property, although it expects to receive donated land soon.

Financial Evaluation

Assets

Lewes has current, non-current, and other assets. Current assets averaged $2,055,271 from 2019 to 2023 and were cash and cash equivalents and CDs. Non-current assets include land, buildings, boat, museum, vehicles, equipment, and parking lot. Non-current assets, less accumulated depreciation, averaged $8,786,212. Other assets include a scholarship fund and investments averaging $823,253. Total average assets were $11,664,736. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Lewes' fleet has an average age of 12 years (2013), excluding antiques, and is displayed below:



It was noted by Lewes leadership that their boats were valued far higher than the predetermined values selected by FACETS. The value listed for the 1999 Marine Rescue Boat is the replacement value. The appraised value is far lower at $750,000.

Liabilities

Lewes has a combination of both current and non-current liabilities. Current liabilities averaged $164,436 from 2019 to 2023 and were the current portions of long-term debt. Non-current liabilities include long-term debt. Non-current liabilities, less net of issuance costs, averaged $1,888,474. Total average liabilities were $2,052,910.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).

Please note that the building loan payments above in 2031 through 2033 are estimated and may vary slightly.

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Lewes has received $3,909,858 on average in revenue and other support from 2019 to 2023 and is made up of:

- Donations
- Ambulance Policy Drive
- Ambulance Fees
- State of Delaware
- Sussex County
- City of Lewes & Board of Public Works
- COVID Grants
- Insurance Income
- Investment Income
- Tower Rent
- Other Income
- Disposal of Property and Equipment
- Realized and Unrealized Gain on Marketable Securities

Operational Costs

Lewes spent $3,278,966 on average from 2019 to 2023 in the following categories:

- Administrative
- Ambulance - Billing Services
- Auxiliary Expenses
- Computer Expenses
- Depreciation
- Dues and Subscriptions
- EMS Expenses
- Fuel
- Fund Drive Expense
- Insurance
- Interest Expense
- Member benefits
- Memorial Expense
- Payroll Costs - Ambulance
- Pension Expense
- Professional Fees
- Repairs and Maintenance
- Training
- Telephone
- Utilities

Employee & Volunteer Costs

Lewes currently has approximately 35 employees, which consists of 5 full-time EMTs, 20 full-time firefighter/EMTs, and 10 part-time firefighter/EMTs. There are 6 career staff per shift (2 at main station, 4 at satellite, and the third station is not staffed); overall, the company is staffed 24x7. On average, Lewes paid $1,638,578 in salaries from 2019 to 2023.

Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): the DVFA pension, company apparel, participation awards, and PPE.

Basis of Accounting & Fiscal Year

Lewes is on an income tax basis of accounting and a calendar fiscal year (January-December).

Agreed Upon Procedures (AUPs) & Review Report ("Audit")

Lewes had 1 finding in regard to 2023 AUPs: Check numbers did not match for 3 out of 10 tested payment transactions. In Lewes' 2023 audit, there were no unique notes or material modifications listed - only the basis of accounting not being in accordance with GAAP.

Policies and Procedures

Of the 11 topics listed in the bid, Lewes currently has written policies in place for all within its Constitution and Bylaws document.

Unique Circumstances

The cost of living in Lewes makes the likelihood of members living in the district becoming slimmer and slimmer. Seasonal population changes result in heavy traffic and higher call volumes during the summer months.

Financial Health, Trends and Sustainability

The Lewes Report Card is displayed and discussed in the following section.

Financial Health Report Card 2019-2023

Lewes

# FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$142.56	$170.69	$184.71	$216.60	$167.92	Unfavorable	$160.30
2. Expenditures per call	$589.74	$581.68	$482.58	$515.00	$589.68	Unfavorable	$541.74
3. Employee benefits	22.63%	23.33%	23.28%	20.64%	20.64%	Favorable	22%
4. Cash position	16.7135	7.6497	11.2755	15.0004	10.5012	Favorable	12.11
5. Debt service	3.58%	4.24%	3.91%	3.81%	3.81%	Favorable	3.71%
6. Debt per capita	$68.16	$64.28	$58.37	$54.12	$71.72	Unfavorable	$63.71
7. Operating position	0.7598	0.8281	0.8253	0.9333	0.8577	Unfavorable	0.84
8. Revenue shortfalls	1.2764	1.3244	1.4728	1.3330	1.3836	Favorable	1.38
9. Expenditure overruns	0.9561	0.8981	1.1004	1.0283	1.0112	Unfavorable	1.00
10. EMS user fees	68.09%	77.82%	74.87%	81.78%	68.68%	Unfavorable	74%
11. Capital outlay	34.56%	46.58%	16.87%	3.49%	15.56%	Unfavorable	23%
12. Fund balance	43.85%	38.64%	21.68%	8.98%	9.71%	Unfavorable	28.97%
13. Solvency	20.45%	18.41%	16.38%	14.92%	18.68%	Favorable	17.65%

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the averages)

STATUS	Description	Numeric	Est. Sustainability
GREEN	Fire company is in excellent financial health and likely to survive	100-90	15+ Years
YELLOW	Fire company is in good financial health and might survive	89-80	11-15 Years
ORANGE	Fire company is in fair financial health and might survive	79-70	6-10 Years
RED	Fire company is in poor financial health and unlikely to survive	69 or below	1-5 Years

GRADE
83
11-15 years

Lewes Factors and Indicators

Lewes received a weighted grade of 83, which corresponds to 1000 points (out of 1,300) and a Yellow rating based on average actuals over the five-year period. This means that the fire company is in fair financial health and might survive 11-15 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by unfavorable scores in the following higher weighted factors: Expenditure Overruns, EMS User Fees, and Fund Balance. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Lewes' revenue per call from 2019 to 2023 decreased from $745.56 to $687.92. This is an unfavorable trend; decreasing operating revenue per call over time will make it difficult for Lewes to maintain service levels if costs continue to rise. Lewes membership should ask itself if there are additional avenues for revenue generation that it should pursue.

Expenditures per call – From 2019 to 2023, the cost to operate Lewes on a per call basis increased from $559.74 to $589.66. The rate of change (5.34%) is slower than the rate at which revenue is decreasing (-7.73%). Lewes should consider how to reduce costs and continuously monitor the relationship between these rates.

Employee benefits – Lewes' ratio of total employee benefits to total salary and wages decreased from 22.63% to 20.64% from 2019 to 2023. This favorable trend is uncommon - benefits have increased annually nationwide. As of 2023, Lewes is within the reasonable range of 16-50%. However, it is warranted for Lewes to evaluate what (if any) cost control measures it can take in regard to benefits within the limitations of employment agreements or raise them for recruitment and retention.

Cash position – Lewes' cash position increased from 10.7135 in 2019 to 15.3012 in 2023. While this is a favorable trend, Lewes is still well above 1, which is a perfect match between cash and short-term liabilities. This favorable trend indicates that Lewes' current liabilities are decreasing relative to cash and when all cash resources are being expended, a trend like this represents a potential for surplus in the future. Lewes should ask itself: Does the company have an aggressive policy for the investment of fund balances?

Debt service – Lewes' debt service decreased from 3.58% to 3.01% from 2019 to 2023. This favorable trend indicates the proportion of Lewes' general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) decreased over the 5-year period. Debt analysts believe that debt service in excess of 15-20% of operating revenues is considered a problem. Therefore, Lewes could consider adding principal and interest payments without overextending itself.

Debt per capita – Lewes' debt per capita increased from $69.15 to $71.73 from 2019 to 2023. It should be reiterated that a static 29,642 population is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This debt burden is low and Lewes should therefore consider taking on a reasonable amount of new debt for some of its apparatus purchases and/or capital improvements in the near future.

Operating position – Lewes' operating position changed from 0.75 to 0.86 from 2019 to 2023. While this is not a large change, it is still considered an unfavorable trend. It means the company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills is diminishing. It also indicates the company is spending down fund balances from previous years to fund current operations.

Revenue shortfalls – Lewes' revenue shortfalls changed from 1.3764 to 1.3826 from 2019 to 2023. A value of 1 is a break-even situation. Lewes' favorable trend above 1 indicates that company procedures used to estimate revenues are accurate and should be reviewed. It is both tempting and common to overestimate revenues as a way to make budgets balance; if actual revenues are exceeding budgeted revenues consistently from year to year, then company leadership should evaluate closely and make adjustments.

Expenditure overruns – Lewes' expenditure overruns changed from 0.9561 to 1.0112 from 2019 to 2023. A result of 1 indicates actual expenditures and budgeted expenditures are equal. While Lewes moved in the wrong direction over the 5 year period and this is therefore an unfavorable trend, the company should keep in mind it is still marginally above 1. Lewes is demonstrating by this trend that it has not assessed how well the estimates for anticipated expenditures for the year were prepared and how closely the budgeted versus actual expenses were monitored throughout the year. This practice should not continue.

EMS user fees – Lewes' ambulance billing revenue when compared to the total cost of providing the service decreased from 80.29% to 53.58% from 2019 to 2023. Lewes is experiencing an unfavorable trend. This means that collection rate should be consistently monitored and the contract with the third party biller should always be negotiated in the best interest of the company. Lewes pursues delinquent collections rather than simply writing off bad debt without evaluating collectability. This practice should continue and potentially be evaluated for improvements.

Capital Outlay - Lewes' capital outlay decreased significantly from 2019 to 2023 from 34.56% to 15.56%. This increase in percentage of vehicle, equipment, and building expenses financed from current operating revenues is a favorable trend. A decrease in this factor typically means needs diminished or needs are being deferred. Fire companies need to keep up with capital replacements or they can fall behind very quickly. A benchmark range to use is 11-20% and therefore Lewes should maintain their

level of capital outlay. Lewes ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as well as financing these types of purchases.

Fund balance – Lewes' fund balances have fluctuated slightly over the 5-year period. In 2019, Lewes had a fund balance of about $957,790; this dipped to $401,815 in 2023. Lewes is not using cash balances from prior years to fund operating expenditures for subsequent budgets. This is a best practice that Lewes should continue to employ but also monitor for a surplus in excess. When surplus cash exists, it should be allocated as emergency operating reserve funds. Lewes' fund balances are relative unless examined as a percentage of total expenditures; this ranged from 43.95% to 9.71% from 2019-2023. Lewes' operating revenue is consistently equal to or above operating expenditures. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements.

Solvency - Lewes' solvency changed from 2019 at 20.45% to 18.08% in 2023, with a small favorable decrease overall. Lewes' assets are therefore made up of roughly 20% liabilities, which is a low ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. Therefore, as of 2023, Lewes is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future.

Memorial

Summary of Organization and Services

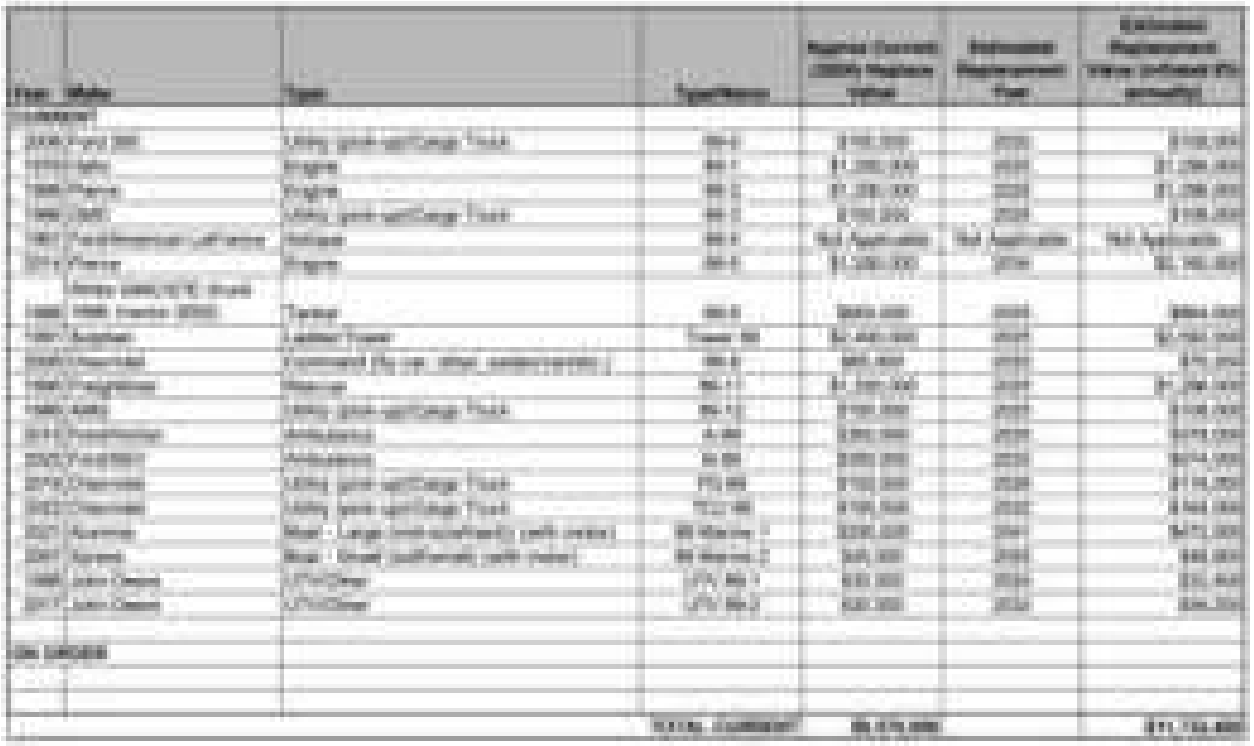
Memorial (#89) operates 2 stations with a fleet of 17 vehicles (excluding antiques and trailers) and covers a district inhabited by 1,052 people. Memorial provides fire suppression, EMS-B, and marine services. On average, Memorial responded to a total of 397 calls from 2019-2023. Memorial's district encompasses Route 1, Route 13, a hospital, several manufacturing companies and schools. Memorial has about 52 total volunteer members across all categories but only 8 of those are active. In 2023, volunteers contributed approximately 1,516 hours across all types of activities (calls, training, meetings, events, etc.). Memorial does not own any other property aside from the stations.

Financial Evaluation

Assets

Memorial has current, non-current, construction in progress, and deposits on equipment assets. Current assets averaged $1,833,469 from 2019 to 2023 and were cash and cash equivalents, investments, and prepaid expenses. Non-current assets include land, buildings, building contents, vehicles, and equipment. Non-current assets, less accumulated depreciation, averaged $2,940,082. Two new items were added in 2023: $375,000 in construction in progress and $20,000 in deposits on equipment. Total average assets were $4,852,551. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Memorial's fleet has an average age of 21 years (2004), excluding antiques, and is displayed below:

Memorial Fleet



Liabilities

Memorial has a combination of both current and non-current liabilities. Current liabilities averaged $363,778 from 2019 to 2023 and were accounts payable, credit card payable, payroll liabilities, and the current portions of long-term debt. Non-current liabilities include long-term debt. Non-current liabilities, less net of issuance costs, averaged $98,940. Total average liabilities were $462,718.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).

Memorial - Existing and Projected Debt Schedule									
Year	"EMS Building" Loan - $700k Yr 3 of 10	2008 Ford 350 Utility (2025-2035)	1978 Hahn Engine (2025-2035)	1998 Pierce Engine (2025-2035)	1998 GMC Utility (2025-2035)	2014 Pierce Engine (2034-2044)	1988 GMC Tanker (2025-2035)	1991 Sutphen Ladder (2025-2035)	2009 Chevrolet Command (2025-2039)
2024	$66,333								
2025	$56,333	$13,089	$167,838	$167,838	$13,089		$111,882	$335,676	$9,091
2026	$56,333	$13,089	$167,838	$167,838	$13,089		$111,882	$335,676	$9,091
2027	$56,333	$13,089	$167,838	$167,838	$13,089		$111,882	$335,676	$9,091
2028	$56,333	$13,089	$167,838	$167,838	$13,089		$111,882	$335,676	$9,091
2029	$56,333	$13,089	$167,838	$167,838	$13,089		$111,882	$335,676	$9,091
2030	$56,333	$13,089	$167,838	$167,838	$13,089		$111,882	$335,676	$9,091
2031	$56,333	$13,089	$167,838	$167,838	$13,089		$111,882	$335,676	$9,091
2032	$56,333	$13,089	$167,838	$167,838	$13,089		$111,882	$335,676	$9,091
2033	$56,333	$13,089	$167,838	$167,838	$13,089		$111,882	$335,676	$9,091
2034	$56,333	$13,089	$167,838	$167,838	$13,089	$278,730	$111,882	$335,676	$9,091
2035	$56,333					$278,730			
2036						$278,730			
2037						$278,730			
2038						$278,730			
2039						$278,730			
2040						$278,730			
2041						$278,730			
2042						$278,730			
2043						$278,730			
2044									
TOTAL	$700,000	$139,885	$1,678,379	$1,678,379	$139,885	$2,787,299	$1,118,820	$3,356,759	$90,912

Memorial - Existing and Projected Debt Schedule (Continued)

Year	1995 Freightliner Rescue (2025-2035)	1995 AMG Utility (2025-2035)	2010 Ford Horton Ambulance (2025-2035)	2022 Ford AEV Ambulance (2032-2041)	2010 Chevrolet Utility (2025-2035)	2022 Chevrolet Utility (2032-2042)	2021 Alumina Boat (2041-2051)	2007 Xpress Boat (2025-2035)	1998 John Deere UTV (2025-2035)	2017 John Deere UTV (2032-2042)	Total
2024											
2025	$167,838	$13,969	$13,969					$61,126	$8,294		$1,163,891
2026	$167,838	$13,969	$13,969		$74,336			$61,126	$8,294		$1,218,834
2027	$167,838	$13,969	$13,969		$74,336			$61,126	$8,294		$1,218,834
2028	$167,838	$13,969	$13,969		$74,336			$61,126	$8,294		$1,218,834
2029	$167,838	$13,969	$13,969		$74,336			$61,126	$8,294		$1,218,834
2030	$167,838	$13,969	$13,969		$74,336			$61,126	$8,294		$1,218,834
2031	$167,838	$13,969	$13,969		$74,336			$61,126	$8,294		$1,218,834
2032	$167,838	$13,969	$13,969	$48,913	$74,336	$15,023		$61,126	$8,294	$4,139	$1,269,471
2033	$167,838	$13,969	$13,969	$48,913	$74,336	$15,023		$61,126	$8,294	$4,139	$1,269,471
2034	$167,838	$13,969	$13,969	$48,913	$74,336	$15,023		$61,126	$8,294	$4,139	$1,269,471
2035				$48,913	$74,336	$15,023				$4,139	$452,910
2036				$48,913		$15,023				$4,139	$448,921
2037				$48,913		$15,023				$4,139	$448,921
2038				$48,913		$15,023				$4,139	$448,921
2039				$48,913		$15,023				$4,139	$448,921
2040				$48,913		$15,023				$4,139	$448,921
2041						$15,023	$21,239			$4,139	$102,239
2042							$21,239				$63,077
2043							$21,239				$63,077
2044							$21,239				$21,239
TOTAL	$1,678,379	$139,693	$139,693	$440,219	$743,356	$180,275	$84,955	$611,261	$82,939	$41,389	$10,836,473

Notes:

*Green = existing debt; Red = projected debt

*Projected is based on existing fleet replacement schedule and any notes provided during interviews or via email

*Fixed interest rate of 5% assumed for all existing notes (in the absence of an interest rate provided by the organization) and all future notes

*Principal and interest payments begin in year note is established (no in the near schedule or delayed payments considered)

*10-year note assumed for all vehicle types regardless of useful life

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Memorial has received $1,327,073 on average in revenue and other support from 2019 to 2023 and is made up of:

- Ambulance income
- Donations
- Fundraising
- Government appropriations
- Hall rental
- Auxiliary income
- Interest
- Other income

Operational Costs

Memorial spent $857,664 on average from 2019 to 2023 in the following categories:

- Fundraising
  - Supplies
  - Food and Beverage
  - Auxiliary
  - Ladies Night
  - Miscellaneous
- Management and General
  - Accounting
  - Advertising
  - Bank Charges
  - Building Repairs and Maintenance
  - Conferences and Meetings
  - Contributions
  - Depreciation
  - Dues and Subscriptions
- Fire Service
  - Benefits paid to Members
  - Conferences, Conventions and Meetings
  - Depreciation
  - Fuel
  - Insurance
  - Radio Repairs and Maintenance
  - Supplies
  - Employee Benefits
  - Food and Beverage
  - Fuel
- Ambulance
  - Accounting
  - Fund Drive
  - Benefits paid to Members
  - Billing
  - Depreciation
  - Dues and Subscriptions
  - Fuel
  - Payroll Taxes
  - Salaries
  - Supplies
  - Training
  - Repairs and Maintenance
  - Training
  - Repairs and Maintenance
  - Uniforms and Lettering
- Marine Services
  - Depreciation
  - Marine fuel
  - Repairs and maintenance
  - Supplies
  - Training

Employee & Volunteer Costs

Memorial currently has approximately 11 employees, which consists of 5 full-time firefighter/EMTs and 6 part-time firefighter/EMTs. There are two career personnel per shift and overall, the company is staffed 24x7. On average, Memorial paid $466,575 in annual salaries from 2019 to 2023.

There are 52 volunteers, 20 active, and eight routinely responding. Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): PPE, insurance, annual banquet, company apparel, and pension.

Basis of Accounting & Fiscal Year

Memorial is on an accrual basis of accounting and a July-June fiscal year.

Agreed Upon Procedures (AUPs) & Review Report (“Audit”)

Memorial had 0 findings in regard to 2023 AUPs. Memorial changed auditors from 2022 to 2023. The auditor who provided services for 2022 made an error on "Total Liabilities and Net Assets". The $4,309,335 listed excluded $305,968 of Long Term Liabilities; the total should have been $4,615,313. According to Memorial, the 2022 original financial statements were not restated. In Memorial’s 2023 audit, there were no findings or instances of material misstatements; however, Note 4 does state that GAAP principles were not followed for Memorial’s defined benefit pension plan due to the fact that management determined it was impractical to develop the information required for the extensive disclosures mandatory for such plans.

Policies and Procedures

Of the 11 topics listed in the bid, Memorial currently has 11 written policies in place for all in a Financial Management Policy document.

Unique Circumstances

Memorial has benefitted from having a reliable in-house mechanic. This has saved a lot of money compared to sending vehicles out to independent shops for repairs.

Financial Health, Trends and Sustainability

In the following section, Memorial’s Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Memorial

# FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$3,835.39	$3,117.87	$3,995.97	$3,630.81	$3,275.79	Unfavorable	$3,581.34
2. Expenditures per call	$2,710.91	$2,797.66	$3,001.97	$3,911.00	$3,998.94	Favorable	$3,248.26
3. Employee benefits	19.28%	19.93%	19.37%	19.06%	25.84%	Unfavorable	13%
4. Cash positive	3.3763	4.2565	5.4474	35.9854	3.9825	Favorable	10.59
5. Debt service	11.86%	5.95%	11.48%	32.95%	8.47%	Favorable	13.80%
6. Debt per capita	$95.35	$0.00	$0.00	$290.84	$0.00	Favorable	$76.24
7. Operating position	0.9911	0.9804	0.8198	0.9495	0.8618	Favorable	0.87
8. Revenue shortfalls	Not Available	Not Available	1.0001	1.0332	1.0487	Unfavorable	1.78
9. Expenditure overruns	Not Available	Not Available	1.0253	1.0964	1.1008	Unfavorable	1.07
10. EMS user fees	13.28%	13.18%	9.62%	15.33%	19.62%	Favorable	14%
11. Capital outlay	6.94%	9.11%	52.42%	37.89%	28.78%	Unfavorable	33.33%
12. Fund balance	39%	31%	80%	51%	68%	Favorable	47%
13. Solvency	19.49%	18.89%	7.68%	8.35%	7.13%	Favorable	9.98%

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the average)

STATUS	Description	Numeric	Est. Sustainability
GREEN	Fire company is in excellent financial health and likely to survive	100-90	10+ Years
YELLOW	Fire company is in good financial health and might survive	89-80	11-15 Years
ORANGE	Fire company is in fair financial health and might survive	79-60	4-10 Years
RED	Fire company is in poor financial health and unlikely to survive	59 or below	1-3 Years

GRADE
63.25
4-10 years

Memorial Factors and Indicators

Memorial received a weighted grade of 63.25, which corresponds to 800 points (out of 1,300) and an Orange rating based on average actuals over the five-year period. This means that the fire company is in fair financial health and might survive 4-10 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by unfavorable scores in the following higher weighted factors: Expenditure Overruns, EMS User Fees, and Fund Balance. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Memorial's revenue per call from 2019 to 2023 decreased from $3,925.29 to $3,275.76. This is an unfavorable trend, but no problem is apparent unless the expenditure trend is rising at a faster rate. Decreasing operating revenue per call over time will make it difficult for Memorial to maintain service levels. Memorial membership should ask itself how to generate more revenue.

Expenditures per call – From 2019 to 2023, the cost to operate Memorial on a per call basis increased slightly from $2,712.91 to $1,968.64. The rate of change (11.59%) is faster than the rate at which revenue is decreasing (-4.88%), which is very concerning. Memorial is net negative per call on average over the 5-year period and should monitor this closely and figure out ways to reduce expenditures.

Employee benefits – Memorial's ratio of total employee benefits to total salary and wages increased from 10.28% to 23.84% from 2019 to 2023. This puts a small strain on finances. This unfavorable trend is not uncommon, as benefit costs have increased annually nationwide. As of 2023, Memorial is now within the reasonable range of 16-50%; before it was below. Memorial should continue to monitor and only make small increases as needed.

Cash position – Memorial's cash position increased slightly from 3.2763 in 2019 to 3.9825 in 2023. This is a favorable trend above 1 and indicates that Memorial's current liabilities are decreasing relative to cash and when all cash resources are being expended, a trend like this represents a clear potential for surplus in the future. Memorial should ask itself if: Does the company have an aggressive policy for the investment of fund balances?

Debt service – Memorial's debt service decreased from 11.06% to 3.47% from 2021 to 2023. This means that only a small amount of Memorial's general operating revenue was devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) over the 5-year period. Debt analysts believe that debt service in excess of 15-20% of operating revenues is considered a problem. Therefore, Memorial could consider taking on principal and interest payments without being concerned about overextending itself.

Debt per capita – Memorial's debt per capita decreased from $85.35 to $0 from 2019 to 2023. It should be reiterated that a static 1,052 population is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This debt burden is extremely low and Memorial could therefore consider taking on a reasonable amount of new debt for some of its apparatus purchases and/or capital improvements in the near future.

Operating position – Memorial's operating position changed from 0.6911 to 0.6010 from 2019 to 2023. While this is not a large change, it is still considered a favorable trend. It means the company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills is improving. It also indicates the company is not spending down fund balances from previous years to fund current operations.

Revenue shortfalls – Memorial's revenue shortfalls changed from 1.9001 to 1.8487 from 2021 to 2023. A value of 1 is a break-even situation. Memorial's unfavorable trend above 1 indicates that company procedures used to estimate revenues are not accurate and should be reviewed. It is both tempting and common to overestimate revenues as a way to make budgets balance; if actual revenues are exceeding budgeted revenues consistently from year to year, then company leadership should evaluate closely and make adjustments.

Expenditure overruns – Memorial's expenditure overruns changed from 1.0253 to 1.1005 from 2021 to 2023. A result of 1 indicates actual expenditures and budgeted expenditures are equal. Memorial is demonstrating by this unfavorable trend that it has not assessed how well the estimates for anticipated expenditures for the year were prepared and how closely the budgeted versus actual expenses were monitored throughout the year. This practice should not continue.

EMS user fees – Memorial's ambulance billing revenue when compared to the total cost of providing the service increased from 13.28% to 19.63% from 2019 to 2023. A result of 100% means that the total cost of the service is being supported by the fees/charges. This is a slightly favorable trend, however, this is a very low percentage overall. This means that collection rate should be consistently monitored and the contract with the third party biller should always be negotiated in the best interest of the company. Delinquent collections is an option to pursue along with numerous billings attempts (within statutory regulations) rather than simply writing off bad debt without evaluating collectability.

Capital Outlay - Memorial's capital outlay increased from 2021 to 2023 from 6.54% to 39/78%. This increase in percentage of vehicle, equipment, and building expenses financed from current operating revenues is a favorable trend. Fire companies need to keep up with capital replacements or they can fall behind very quickly. A benchmark range to use is 11-20% and therefore Memorial could consider increasing their annual outlay. Memorial ought to commit the same proportion of its current revenue to fund the

acquisition or replacement of its infrastructure and apparatus as well as financing these types of purchases. The company may want to ask itself: Are decisions to defer replacement of capital items being made to avoid having to generate additional revenues? If the company is unable to fund the capital items, would it be beneficial to institute a more aggressive maintenance and repair program to extend the life and utility of existing assets? Would the development of a capital reserve fund where funds could be accumulated to finance such items be a feasible alternative? This factor is related to the debt factors above. It should be noted that the 52.42% outlier in 2021 was excluded from the average that is used to calculate the points for this factor in Memorial's overall grade.

Fund balance – Memorial's fund balances have fluctuated dramatically over the 5-year period. In 2019, Memorial had a fund balance of about $289,218; this jumped to $750,150 in 2021 and then dipped to $641,579 in 2023. Memorial is not using cash balances from prior years to fund operating expenditures for subsequent budgets. This is a best practice that Memorial should continue to employ but also monitor for a surplus in excess. When surplus cash exists, it should be allocated as emergency operating reserve funds. Memorial's fund balances are relative unless examined as a percentage of total expenditures - this ranged from 38% to 68% from 2019-2023. Memorial's operating revenue is consistently equal to or above operating expenditures. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements. It should be noted that the 85.33% outlier in 2021 was excluded from the average that is used to calculate the points for this factor in Memorial's overall grade.

Solvency - Memorial's solvency changed from 2019 at 15.49% to 7.13% in 2023 - a small favorable decrease overall. Memorial's assets are therefore made up of roughly 7% liabilities, which is a low ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. Therefore, as of 2023, Memorial is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future.

Mid-Sussex Rescue Squad

Mid-Sussex elected not to participate in the study. However, County staff had the financial statements for 2019-2023 and call volume data, so the following abbreviated analysis was performed:

Summary of Organization and Services

Mid-Sussex operates 1 station (#91) and covers a district with 17,685 people. Mid-Sussex provides EMS services only. On average, Mid-Sussex responded to a total of 3,485 calls from 2019-2023.

Financial Evaluation

Assets

Mid-Sussex has current, non-current, and property and equipment assets. Current assets averaged $355,722 from 2019 to 2023 and were cash and cash equivalents and CDs. Non-current assets in the amount of $320,764 were added in 2023 and include cash and long term investments. Fixed assets, less accumulated depreciation, averaged $999,600. Total average assets were $1,419,475.

Liabilities

Mid-Sussex has a combination of both current and non-current liabilities. Current liabilities averaged $45,710 from 2019 to 2023 and were “other current liabilities" and the current portions of long-term debt. Non-current liabilities include long-term debt. Non-current liabilities, less net of issuance costs, averaged $433,457. Total average liabilities were $479,166.

Sources of Income

Mid-Sussex has received $1,502,383 on average in revenue and other support from 2019 to 2023 and is made up

- State Funding
- County Appropriations
- Federal Funding
- Net Fund Drives and Ambulance Subscriptions
- Other Income
- Net Third Party Billings
- Gain (Loss) from Sale of Equipment

Operational Costs

Mid-Sussex spent $1,389,894 on average from 2019 to 2023 in the following categories:

- Depreciation
- Education and Training
- Insurance
- Interest Expense
- Office and Administrative
- Professional Fees
- Building and Grounds
- Repairs, Maintenance and Fuel
- Salary and Employee Benefits
- Supplies
- Utilities
- Third Party Billing Fees
- Printing and Postage

Employee & Volunteer Costs

On average, Mid-Sussex paid $916,121 in salaries and benefits from 2019 to 2023. FACETS is unable to delineate between salaries and benefits without the line-item level of detail in P&L (budget vs. actual) statements.

Basis of Accounting & Fiscal Year

Mid-Sussex is on a modified cash basis of accounting and a July-June fiscal year.

Agreed Upon Procedures (AUPs) & Review Report (“Audit”)

Mid-Sussex had 3 findings in regard to 2023 AUPs: 1) 1 out of 10 tested payment transactions lacked approval; 2) Minor variance noted in the months of July and December between the bank statement and monthly reconciliations; 3) No formal board policy was located for insurance coverage but insurance coverage was confirmed. No formal board policy was located for travel reimbursement but it was noted travel is extremely infrequent. In Mid-Sussex’s 2023 “review” audit, there were no material modifications required.

Unique Circumstances

Mid-Sussex provides EMS services only. They did not formally participate in this study.

Financial Health, Trends and Sustainability

In the following section, Mid-Sussex’s “Information Only” Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Mid-Sussex Rescue Squad

# FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$388.22	$468.57	$403.92	$432.68	$460.41	Favorable	$430.76
2. Expenditures per call	$415.69	$429.31	$340.74	$406.85	$412.11	Favorable	$399.54
3. Employee benefits*	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available
4. Cash position	1.0261	0.3078	11.0365	0.3362	0.8907	Favorable	7.37
5. Debt service	3.38%	0.85%	3.11%	3.84%	0.86%	Favorable	2.08%
6. Debt per capita	$26.54	$27.96	$29.41	$33.68	$19.39	Favorable	$24.81
7. Operating position	1.0196	0.3978	0.9436	0.9449	0.8951	Favorable	0.83
8. Revenue shortfalls**	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available
9. Expenditure overruns**	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available
10. EMS user fees	64.66%	61.80%	75.39%	62.71%	69.12%	Favorable	67%
11. Capital outlay	11.86%	3.86%	18.47%	19.35%	8.80%	Unfavorable	7%
12. Fund balance	-6.68%	11.48%	18.34%	3.83%	11.73%	Favorable	8.15%
13. Solvency	62.25%	63.97%	55.87%	57.08%	52.86%	Favorable	58%

*Not known: Will not participate in or has not responded to the survey

**Cannot be found or insufficient grade to be calculated

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the averages)

STATUS	Description	Numeric	Est. Sustainability
GREEN	Fire company is in excellent financial health and likely to survive	100-90	15+ Years
YELLOW	Fire company is in good financial health and might survive	89-80	11-15 Years
ORANGE	Fire company is in fair financial health and might survive	79-60	4-10 Years
RED	Fire company is in poor financial health and unlikely to survive	59 or below	1-3 Years

GRADE
N/A

Mid-Sussex Factors and Indicators

Mid-Sussex did not participate and therefore did not receive a grade. Profit and loss (budget v. actual) data was unavailable and FACETS did not meet with this organization. The report card is therefore being provided as “information only”. If Mid-Sussex had received a grade, it would have most likely been affected by lower scores in the following higher weighted factors: Revenue Shortfalls, Expenditure Overruns, and EMS User Fees. Please see a more detailed discussion on each factor below.

Revenue per call – Mid-Sussex’s revenue per call from 2019 to 2023 increased from $388.22 to $460.41 This is a favorable trend and increasing operating revenue per call over time should allow Mid-Sussex to maintain service levels without difficulty so long as costs do not rise faster. Mid-Sussex membership should ask itself if this increase in revenues should stop at some point, how will it pay for increased costs in the future?

Expenditures per call – From 2019 to 2023, the cost to operate Mid-Sussex on a per call basis decreased from $415.64 to $412.11. This is uncommon. The rate of change (-0.85%) is slower than the rate at which revenue is increasing (18.59%), which is a good indicator. Mid-Sussex is just slightly net positive per call on average over the 5-year period - this could change quickly and should therefore be closely monitored.

Employee benefits – Mid-Sussex did not formally participate in the study, but the County supplied their financial statements. Unfortunately, their financial statements combine salaries/wages with benefits in one line and FACETS was therefore unable to perform the calculation for this factor without the profit and loss (budget v. actual) detail. The weighting of the factors was consequently redistributed. Please refer to the Employee and Volunteer Costs section above or Mid-Sussex’s Appendix for more information.

Cash position – Mid-Sussex’s cash position increased from 1.5361 in 2019 to 6.0907 in 2023. This favorable trend indicates that Mid-Sussex’s current liabilities are decreasing relative to cash and when all cash resources are being expended, a trend like this represents a clear potential for surplus in the future. Mid-Sussex should ask itself: Does the company have an aggressive policy for the investment of fund balances?

Debt service – Mid-Sussex’s debt service decreased from 2.30% to 0% from 2019 to 2023. This favorable trend indicates the proportion of Mid-Sussex’s general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) decreased over the 5-year period. Debt analysts believe that debt service in excess of 15-20% of operating revenues is considered a problem. While it is an unfavorable trend, Mid-Sussex is still well below the recommended range on average and could consider taking on new principal and interest payments without overextending itself.

Debt per capita – Mid-Sussex's debt per capita decreased from $26.54 to $19.95 from 2019 to 2023. Typically this factor correlates to debt service but it could mean that Mid-Sussex paid off a little debt. It should be reiterated that a static 17,685 population is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This debt burden is extremely low and Mid-Sussex should therefore consider taking on a reasonable amount of new debt for some of its apparatus purchases and/or capital improvements in the near future.

Operating position – Mid-Sussex's operating position changed from 1.0706 to 0.8951 from 2019 to 2023. This is considered a favorable trend. It means the company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills is improving. It also indicates the company is not spending down fund balances from previous years to fund current operations.

Revenue shortfalls – Mid-Sussex did not formally participate in the study but the County supplied their financial statements. Therefore, FACETS was unable to perform the calculation for this factor without the profit and loss (budget v. actual) detail.

Expenditure overruns – Mid-Sussex did not formally participate in the study but the County supplied their financial statements. Therefore, FACETS was unable to perform the calculation for this factor without the profit and loss (budget v. actual) detail.

EMS user fees – Mid-Sussex's ambulance billing revenue when compared to the total cost of providing the service increased from 64.66% to 69.12% from 2019 to 2023. A result of 100% means that the total cost of the service is being supported by the fees/charges. Mid-Sussex is experiencing a favorable trend and overall has a high percentage on average. This means that collection rate should be consistently monitored and the contract with the third party biller should always be negotiated in the best interest of the company. Delinquent collections is an option to pursue along with numerous billings attempts (within statutory regulations) rather than simply writing off bad debt without evaluating collectability.

Capital Outlay - Mid-Sussex's capital outlay decreased significantly from 2019 to 2023 from 11.56% to 0%. This decrease in percentage of vehicle, equipment, and building expenses financed from current operating revenues is an unfavorable trend. A decrease in this factor typically either means that needs diminished or needs are being deferred. Fire-EMS companies need to keep up with capital replacements or they can fall behind very quickly. A benchmark range to use is 11-20% and therefore Mid-Sussex could consider increasing their annual outlay slightly. Mid-Sussex ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as well as financing these types of purchases. The company may want to ask itself: Are decisions to defer replacement of capital items being made to avoid having to generate additional revenues? If the company is unable to fund capital projects, would it be beneficial to institute a more aggressive maintenance and repair program to extend the life and utility of existing assets? Would

the development of a capital reserve fund where funds could be accumulated to finance such items be a feasible alternative? This factor is related to the debt factors above.

Fund balance – Mid-Sussex's fund balances have fluctuated over the 5-year period. In 2019, Mid-Sussex had a fund balance of about -$1,393 but this changed 2020-2023 and it maintained between $180,000 and $350,000. Mid-Sussex ended the period with a $184,026 fund balance in 2023. Mid-Sussex only used cash balances from prior years in 2019 to fund operating expenditures - they ceased this practice 2020-2023. When surplus cash exists, it should be allocated as emergency operating reserve funds. Mid-Sussex's fund balances are relative unless examined as a percentage of total expenditures - this ranged from -6.60% to 11.72% from 2019-2023. Mid-Sussex's operating revenue is consistently equal to or above operating expenditures 2020-2023. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements.

Solvency - Mid-Sussex's solvency changed from 2019 at 52.29% to 22.86% in 2023 - a favorable decrease overall. Mid-Sussex's assets are therefore made up of roughly 23% liabilities, which is a low ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. Therefore, as of 2023, Mid-Sussex is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future.

**Disclaimer: it should be noted that the calculations for many of the factors have a margin of error due to the lack of line item detail that is present in financial statements. Profit and loss (budget v. actual) statements would likely refine the results.*

Millsboro

Summary of Organization and Services

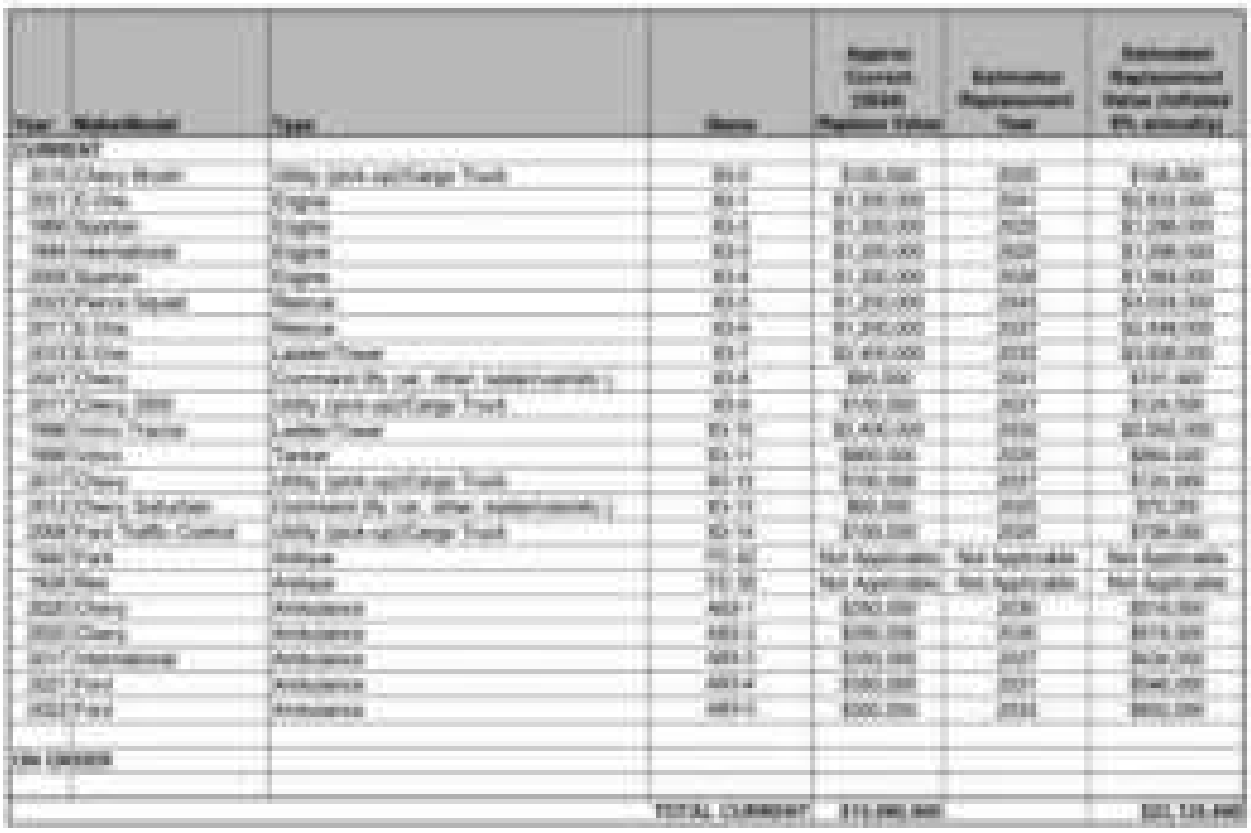
Millsboro (#83) operates 2 stations with a fleet of 20 vehicles (excluding antiques and trailers) and covers a 70 square mile district inhabited by 15,924 people. Millsboro provides fire suppression and EMS-B services. On average, Millsboro responded to a total of 4,490 calls from 2019-2023. Millsboro's district contains two propane companies, a multitude of single and multi-family dwellings, and a senior living home. Millsboro has about 75 total volunteer members across all categories but only 30 of those are active. In 2023, volunteers contributed approximately 10,446 hours across all types of activities (calls, training, meetings, events, etc.). In addition to the fire station, Millsboro owns a cell tower.

Financial Evaluation

Assets

Millsboro has current, long term, and property and equipment assets. Current assets averaged $4,759,566 from 2019 to 2023 and were cash and cash equivalents, CDs, accounts receivable, and investments. Long term assets include investments, which averaged $65,069 over the 5-year period. Property and equipment assets, less accumulated depreciation, averaged $4,077,301. Total average assets were $8,901,936. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Millsboro's fleet has an average age of 12 years (2013), excluding antiques, and is displayed below:

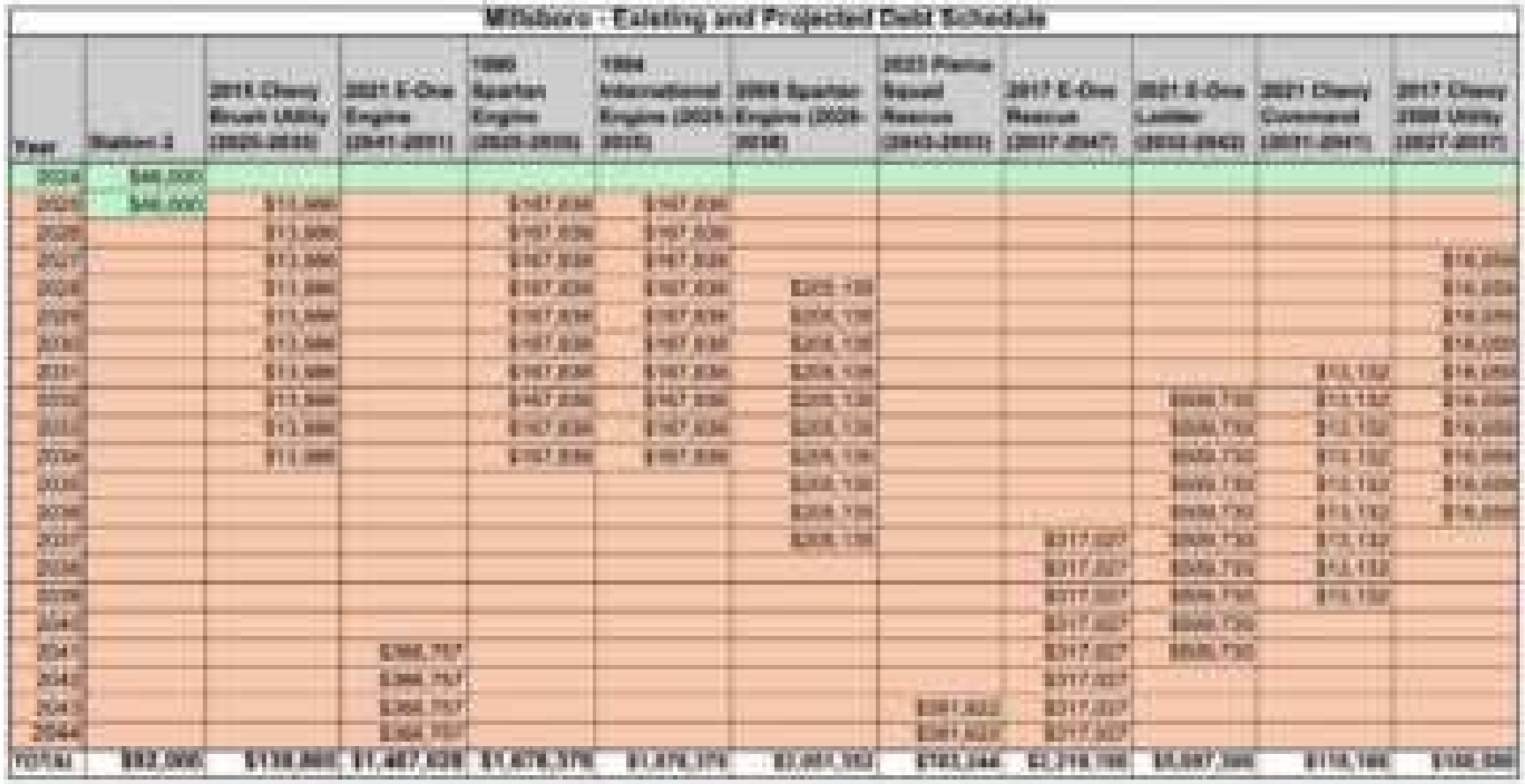
[illegible]



Liabilities

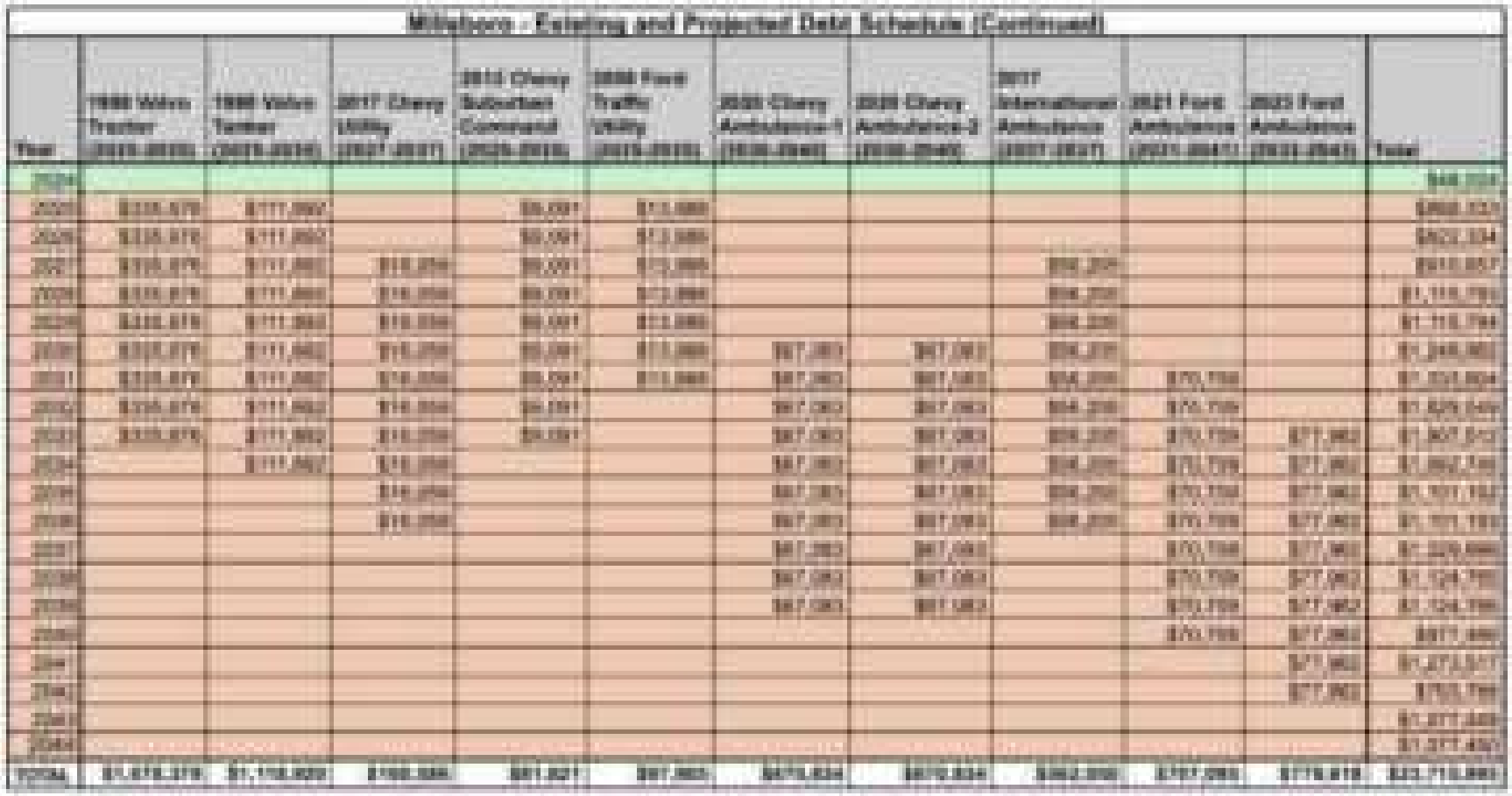
Millsboro has a combination of both current and non-current liabilities. Current liabilities averaged $140,799 from 2019 to 2023 and were accounts payable, accrued payroll and payroll liabilities, and the current portions of long-term debt. Non-current liabilities include various apparatus loans and other long-term debt. Non-current liabilities, less net of issuance costs, averaged $243,999. Total average liabilities were $384,798.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).



Millsboro - Existing and Projected Debt Schedule

Year	Station 3	2016 Chevy Brush Utility (2025-2035)	2021 E-One Engine (2041-2051)	1990 Spartan Engine (2025-2035)	1994 International Engine (2025-2035)	1998 Spartan Engine (2025-2038)	2022 Pierce Squad Rescue (2043-2053)	2017 E-One Rescue (2037-2047)	2021 E-One Ladder (2032-2042)	2021 Chevy Command (2031-2041)	2017 Chevy 2500 Utility (2027-2037)
2024	$48,000										
2025	$48,000	$13,969		$167,836	$167,836						
2026		$13,969		$167,836	$167,836						
2027		$13,969		$167,836	$167,836						$16,634
2028		$13,969		$167,836	$167,836	$205,139					$16,634
2029		$13,969		$167,836	$167,836	$205,139					$16,634
2030		$13,969		$167,836	$167,836	$205,139					$16,634
2031		$13,969		$167,836	$167,836	$205,139				$13,132	$16,634
2032		$13,969		$167,836	$167,836	$205,139			$599,733	$13,132	$16,634
2033		$13,969		$167,836	$167,836	$205,139			$599,733	$13,132	$16,634
2034		$13,969		$167,836	$167,836	$205,139			$599,733	$13,132	$16,634
2035						$205,139			$599,733	$13,132	$16,634
2036						$205,139			$599,733	$13,132	$16,634
2037						$205,139		$317,027	$599,733	$13,132	
2038								$317,027	$599,733	$13,132	
2039								$317,027	$599,733	$13,132	
2040								$317,027	$599,733		
2041			$366,757					$317,027	$599,733		
2042			$366,757					$317,027			
2043			$366,757				$291,622	$317,027			
2044			$366,757				$291,622	$317,027			
TOTAL	$82,000	$139,690	$1,467,028	$1,678,376	$1,678,376	$2,051,392	$583,244	$2,219,190	$3,597,996	$118,188	$132,336



Milesboro - Existing and Projected Debt Schedule (Continued)

Year	1998 Volvo Tractor (2019-2033)	1998 Volvo Tanker (2019-2034)	2017 Chevy Utility (2027-2031)	2014 Chevy Suburban Command (2026-2033)	2008 Ford Traffic Utility (2019-2033)	2020 Chevy Ambulance-1 (2030-2040)	2020 Chevy Ambulance-2 (2030-2040)	2017 International Ambulance (2027-2037)	2021 Ford Ambulance (2031-2041)	2023 Ford Ambulance (2033-2043)	Total
2024											$48,024
2025	$335,979	$777,997		$9,091	$13,989						$868,933
2026	$335,979	$111,992		$9,091	$13,989						$502,934
2027	$335,979	$111,992	$18,258	$9,091	$13,989			$58,204			$610,857
2028	$335,979	$111,992	$18,258	$9,091	$13,989			$58,204			$1,115,791
2029	$335,979	$111,992	$18,258	$9,091	$13,989			$58,204			$1,115,794
2030	$335,979	$111,992	$18,258	$9,091	$13,989	$67,263	$67,263	$58,204			$1,241,982
2031	$335,979	$111,992	$18,258	$9,091	$13,989	$67,263	$67,263	$58,204	$70,709		$1,353,804
2032	$335,979	$111,992	$18,258	$9,091		$67,263	$67,263	$58,204	$70,709		$1,329,549
2033	$335,979	$111,992	$18,258	$9,091		$67,263	$67,263	$58,204	$70,709	$77,962	$1,407,513
2034		$111,992	$18,258			$67,263	$67,263	$58,204	$70,709	$77,962	$1,052,716
2035			$18,258			$67,263	$67,263	$58,204	$70,709	$77,962	$1,101,152
2036			$18,258			$67,263	$67,263	$58,204	$70,709	$77,962	$1,101,151
2037						$67,263	$67,263		$70,709	$77,962	$1,329,894
2038						$67,263	$67,263		$70,709	$77,962	$1,124,791
2039						$67,263	$67,263		$70,709	$77,962	$1,124,791
2040									$70,709	$77,962	$977,846
2041										$77,962	$1,273,517
2042										$77,962	$703,799
2043											$1,277,483
2044											$1,277,452
TOTAL	$1,679,379	$1,118,909	$166,584	$81,821	$97,923	$670,634	$670,634	$582,036	$707,090	$779,618	$22,715,845

Notes:

*Green = existing debt; Red = projected debt

*Projected is based on existing Fleet replacement schedule and any notes provided during interviews or via email

*Fixed interest rate of 5% assumed for all existing notes (in the absence of an interest rate provided by the organization) and all future notes

*Principal and interest payments begin in year note is established (no in the years schedules or delayed payments considered)

*10-year note assumed for all vehicle types regardless of useful life

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Millsboro has received $3,055,329 on average in revenue and other support from 2019 to 2023 and is made up of:

- Ambulance billing
- Appropriations - State of DE
- Donations and Fund Drive
- Fire Prevention
- Grants
- Hall Rental income
- Investment income
- Auxiliary income
- Reimbursements/Ins. claims
- Sale of Assets
- Sussex County Grant
- Town of Millsboro
- Tower rent
- Ways and means and road rally
- Unrealized gain on investments

Operational Costs

Millsboro spent $2,384,436 on average from 2019 to 2023 in the following categories:

- Ambulance
  - Billing Service
  - Clothing & uniforms
  - Fuel
  - Healthcare
  - Repairs & maintenance
  - Medical supplies
  - Oxygen
  - Training
- Captain of Rescue: Repairs/maintenance & miscellaneous
- Chief Engineer: Apparatus repairs, Fuel & Miscellaneous
- Chief: Miscellaneous, New equipment – gear & Training
- Communications: Radios, Other, Fire Police & Dive Team
- General & Administrative
  - Awards
  - Benefits
  - Benevolent expenses
  - Clothing - hats & shirts
  - Convention expenses
  - Copier lease
  - Depreciation
  - Dues
  - Electric
  - Fellowship night
  - Fire prevention
  - Fund drives
  - Heating
  - Insurance
  - Interest
  - Ladies night
  - Miscellaneous
  - Office Supplies
  - Payroll & payroll taxes
  - Pension
  - Phones
  - Professional fees
  - Sunshine committee
  - Website
- House Committee: Building repairs & maintenance, Trash removal, Auxiliary, Rental Hall Expenses, Ways & Means

Employee & Volunteer Costs

Millsboro currently has approximately 31 employees, which consists of 19 full-time EMTs and 12 part-time EMTs. There are two career staff per 24 hour shift and one per 10-hour shift; overall, the company is staffed 24x7. On average, Millsboro paid $910,407 in annual salaries from 2019 to 2023.

There are 75 volunteers with a core group of 30. Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): pension, company apparel, PPE, fellowship night, and an annual banquet.

Basis of Accounting & Fiscal Year

Millsboro is on an income tax basis of accounting and a calendar fiscal year.

Agreed Upon Procedures (AUPs) & Review Report ("Audit")

Millsboro had one finding in regard to 2023 AUPs: No evidence was provided for 5 out of 10 tested credit card transactions. In Millsboro's 2023 review report ("audit"), there were no material modifications stated.

Policies and Procedures

Of the 11 topics listed in the bid, Millsboro has written policies in place for all across 3 documents: Constitution & Bylaws, Employee Handbook, and Administrative Policies.

Unique Circumstances

None.

Financial Health, Trends and Sustainability

In the following section, Millsboro's Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Millsboro

# FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$719.99	$668.29	$709.40	$632.80	$676.27	Unfavorable	$681.55
2. Expenditures per call	$884.41	$825.34	$833.77	$826.70	$862.89	Unfavorable	$826.82
3. Employee benefits	21.32%	20.33%	19.23%	21.47%	20.19%	Unfavorable	20%
4. Cash position	$2.8838	$8.8714	$6.5899	$8.6822	$6.5888	Favorable	$4.31
5. Debt service	8.86%	5.97%	3.87%	5.98%	7.43%	Favorable	7.87%
6. Debt per capita	$2.91	$34.66	$34.66	$13.66	$1.97	Favorable	$16.32
7. Operating position	0.7990	0.7603	0.7393	0.8371	0.8333	Unfavorable	0.78
8. Revenue shortfalls	1.4489	1.3016	1.0338	1.4619	1.4242	Favorable	1.45
9. Expenditure overruns	0.8913	0.9093	1.2358	1.0595	1.0522	Unfavorable	1.04
10. EMS over fees	100.00%	87.02%	79.66%	66.86%	96.28%	Unfavorable	79%
11. Capital outlay	7.57%	45.58%	58.20%	14.22%	16.16%	Favorable	28%
12. Fund balance	40.99%	31.02%	35.46%	19.43%	12.74%	Unfavorable	28.93%
13. Solvency	3.83%	6.08%	7.54%	4.19%	1.85%	Favorable	4.35%

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the average)

STATUS	Description	Numeric	Est. Sustainability
GREEN	Fire company is in excellent financial health and likely to survive	100-80	10+ Years
YELLOW	Fire company is in good financial health and might survive	80-60	7-10 Years
ORANGE	Fire company is in fair financial health and might survive	59-40	4-10 Years
RED	Fire company is in poor financial health and unlikely to survive	39 or below	1-3 Years

GRADE
78.25
4-10 years

Millsboro Factors and Indicators

Millsboro received a weighted grade of 78.25, which corresponds to 925 points (out of 1,300) and an Orange rating based on average actuals over the five-year period. This means that the fire company is in poor financial health and might survive 4-10 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by unfavorable scores in the following higher weighted factors: Expenditure Overruns and Fund Balance. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Millsboro's revenue per call from 2019 to 2023 decreased from $710.99 to $676.27. This is an unfavorable trend, but no problem is apparent unless the expenditure trend is rising at a faster rate. Decreasing operating revenue per call over time will make it difficult for Millsboro to maintain service levels. Millsboro membership should ask itself how it can generate additional revenue.

Expenditures per call – From 2019 to 2023, the cost to operate Millsboro on a per call basis increased from $504.41 to $562.89. The rate of change (11.59%) is slower than the rate at which revenue is decreasing (-29.88%). Millsboro is net positive per call on average over the 5-year period but should consider ways to reduce costs and should monitor the relationship between these rates closely.

Employee benefits – Millsboro's ratio of total employee benefits to total salary and wages increased from 21.32% to 30.16% from 2019 to 2023. This puts a slight strain on finances. This unfavorable trend is not uncommon, as benefits have increased annually nationwide. As of 2023, Millsboro is within the reasonable range of 16-50%. However, it is warranted for Millsboro to evaluate what (if any) cost control measures it can take in regard to benefits within the limitations of employment agreements.

Cash position – Millsboro's cash position increased from 32.8838 in 2019 to 40.9080 in 2023. This is a favorable trend, above 1, which is a perfect match between cash and short-term liabilities. It indicates that Millsboro's current liabilities are decreasing relative to cash and when all cash resources are being expended, a trend like this represents a clear potential for surplus in the future. Millsboro should ask itself: Does the company have an aggressive policy for the investment of fund balances?

Debt service – Millsboro's debt service decreased slightly from 8.90% to 7.43% from 2019 to 2023. This favorable trend indicates the proportion of Millsboro's general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) decreased over the 5-year period. Debt analysts believe that debt service in excess of 15-20% of operating revenues is considered a problem. Therefore, while Millsboro's debt service increased over the five-year period, they are still below the reasonable range and could consider taking on another payment without overextending itself.

Debt per capita – Millsboro's debt per capita decreased from $2.01 to $1.67 from 2019 to 2023. Typically this factor correlates with the debt service factor above, however, this is not the case for Millsboro. This could mean that a principal payment reduced the debt burden. It should be reiterated that a static 15,924 population is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This debt burden is extremely low and Millsboro could therefore consider taking on a reasonable amount of new debt for some of its apparatus purchases and/or capital improvements in the near future.

Operating position – Millsboro's operating position changed from 0.71 to 0.83 from 2019 to 2023. This is considered an unfavorable trend. It means the company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills is diminishing. It also indicates the company is spending down fund balances from previous years to fund current operations.

Revenue shortfalls – Millsboro's revenue shortfalls changed from 1.4685 to 1.4742 from 2019 to 2023. A value of 1 is a break-even situation. Millsboro's favorable trend above 1 indicates that company procedures used to estimate revenues are accurate and should be reviewed. It is both tempting and common to overestimate revenues as a way to make budgets balance, but if actual revenues are exceeding budgeted revenues consistently from year to year, company leadership should evaluate closely and make adjustments.

Expenditure overruns – Millsboro's expenditure overruns changed from 0.8913 to 1.0522 from 2019 to 2023. A result of 1 indicates actual expenditures and budgeted expenditures are equal. Millsboro is demonstrating by this unfavorable trend that it has not assessed how well the estimates for anticipated expenditures for the year were prepared and how closely the budgeted versus actual expenses were monitored throughout the year. This practice should not continue.

EMS user fees – Millsboro's ambulance billing revenue when compared to the total cost of providing the service decreased from 100.5% to 56.28% from 2019 to 2023. A result of 100% means that the total cost of the service is being supported by the fees/charges. Millsboro is experiencing an extremely unfavorable trend. This means that the collection rate should be consistently monitored and the contract with the third party biller should always be negotiated in the best interest of the company. Delinquent collections is an option to pursue along with numerous billings attempts (within statutory regulations) rather than simply writing off bad debt without evaluating collectability.

Capital Outlay - Millsboro's capital outlay increased from 2019 to 2023 from 7.67% to 16.16%. This increase in percentage of vehicle, equipment, and building expenses financed from current operating revenues is a favorable trend. A decrease in this factor typically either means that needs diminished or needs are being deferred. Fire companies need to keep up with capital replacements or they can fall behind very

quickly. A benchmark range to use is 11-20% and therefore Millsboro should keep its capital outlay constant or near the 16%. Millsboro ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as well as financing these types of purchases. The company may want to monitor this factor before making decisions to purchase new capital items. This factor is related to the debt factors above.

Fund balance – Millsboro's fund balances have remained relatively constant over the 5-year period. In 2019, Millsboro had a fund balance of about $780,426; this went slightly up and down from 2020-2022 and then ended up at $401,274 in 2023. Millsboro is not using cash balances from prior years to fund operating expenditures for subsequent budgets. This is a best practice that Millsboro should continue to employ but also monitor for a surplus in excess. When surplus cash exists, it should be allocated as emergency operating reserve funds. Millsboro's fund balances are relative unless examined as a percentage of total expenditures - this ranged from 40.95% to 12.74% from 2019-2023. Millsboro's operating revenue is consistently equal to or above operating expenditures. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements.

Solvency - Millsboro's solvency changed from 2019 at 2.03% to 12.74% in 2023 - with a small unfavorable increase overall. Millsboro's assets are therefore made up of roughly 13% liabilities, which is a low ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. An upward trend may be cause for concern. Therefore, as of 2023, Millsboro is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future, but it wants to monitor this factor for continued increases in the future.

Millville

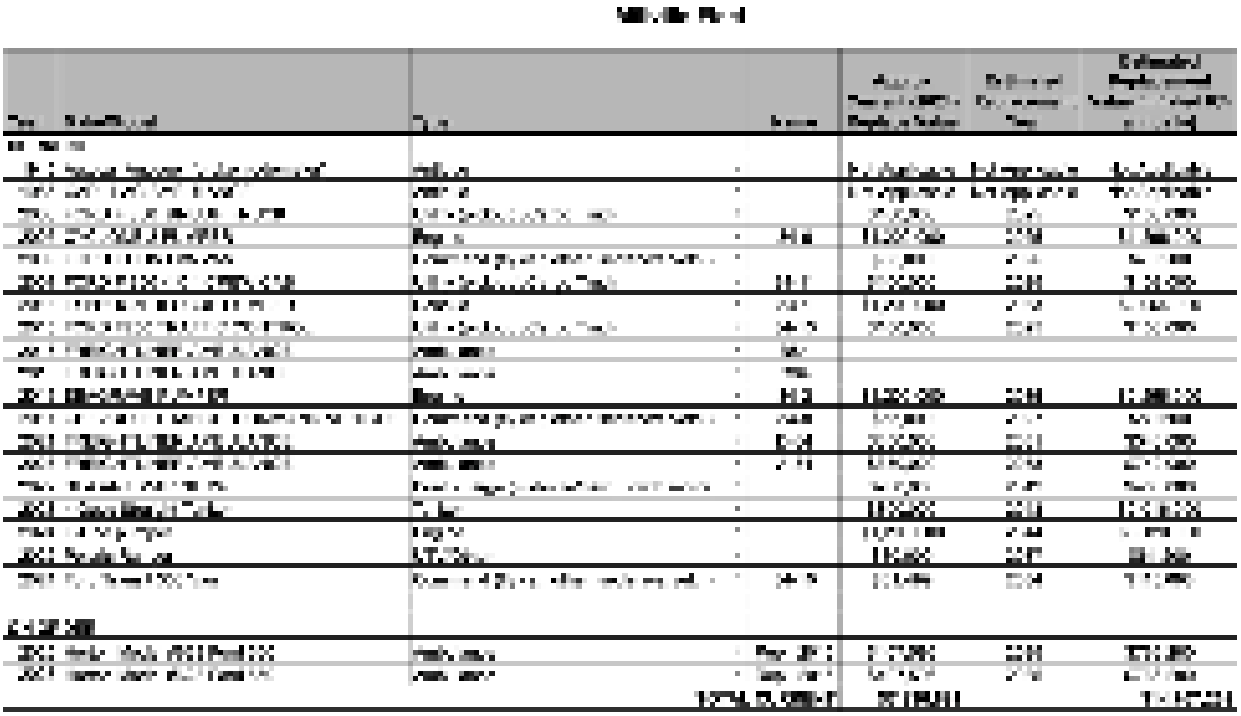
Summary of Organization and Services

Millville (#84) operates 2 stations with a fleet of 16 vehicles (excluding antiques and trailers) and covers a district inhabited by 17,166 people, which doubles in the summer. Millville provides fire suppression, EMS-B, and marine services. On average, Millville responded to a total of 3,212 calls from 2019-2023. Millville's district encompasses 40 square miles and has one natural preserve. Millville has about 116 total volunteer members across all categories but only 20 of those are active. In 2023, volunteers contributed approximately 11,719 hours across all types of activities (calls, training, meetings, events, etc.). Millville does not own any other properties aside from the stations.

Financial Evaluation

Assets

Millville has current, non-current, and property/equipment assets. Current assets averaged $2,902,121 from 2019 to 2023 and were cash, accounts receivable, building donations, prepaid insurance, and accrued interest receivable. Non-current cash averaged $832,714 over the 5-year period. Property/equipment assets include vehicles, buildings and improvements, equipment, and furniture. Non-current assets, less accumulated depreciation, averaged $4,085,687. Total average assets were $7,820,522. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Millville's fleet has an average age of 13 years (2012), excluding antiques, and is displayed below:



Liabilities

Millville has only current liabilities. They averaged $155,628 from 2019 to 2023 and were accounts payable, accrued payroll liabilities, credit card payable, and the DVFA revolving loan.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Millville has received $3,205,160 on average in revenue and other support from 2019 to 2023 and is made up of:

- Public support and revenues
- Revenues from governments
- Ambulance income
- Miscellaneous
- Interest
- PPP proceeds
- Sale of equipment

Operational Costs

Millville spent $2,326,958 on average from 2019 to 2023 in the following categories:

- AMBULANCE
  - Bank Charges
  - Billing Ambulance
  - Depreciation
  - Employee benefits
  - Interest Expense
  - Gasoline and oil
  - Miscellaneous
  - Payroll Taxes
  - Pension Expense
  - Professional Fees
  - Repairs and Maintenance
  - Supplies
  - Fund drive costs
  - Uniforms
  - Wages
- FIRE COMPANY
  - Bank Charges
  - Depreciation
  - Communications
  - Dues & subscriptions
  - Fund Raising Expenses
  - Gasoline and oil
  - Gear
  - Gifts and flowers
  - Insurance
  - Awards banquet
  - Ladies Night
  - Meetings and conventions
  - Miscellaneous
  - Office Expense & Postage
  - Pension Expense
  - Repairs and Maintenance
  - Training
  - SCUBA
  - Uniforms
  - Utilities
  - Professional Fees
  - Supplies
  - Fire prevention
  - Auxiliary
  - Computers

Employee & Volunteer Costs

Millville currently has approximately 41 employees, which consists of 16 full-time firefighter/EMTs and 25 part-time firefighter/EMTs. There are four staff per shift and

overall, the company is staffed 24x7. On average, Millville paid $994,968 in salaries from 2019 to 2023.

There are 116 volunteers, with 20 being regularly active. EMS volunteers receive a pay per call, $50 for a transport and $25 for a non-transport. Fire police receive a $5 fuel stipend per call. They receive nominal benefits including (but not limited to): badge, PPE, training, and pension.

Basis of Accounting & Fiscal Year

Millville is on an accrual basis of accounting and a calendar fiscal year.

Agreed Upon Procedures (AUPs) & Review Report ("Audit")

Millville had 1 finding in regard to 2023 AUPs: 2 out of 10 payment transactions did not have prior approval, however they were below $500, which abides by company policy. In Millville's 2023 audit, there were no unique notes or material modifications listed.

Policies and Procedures

Of the 11 topics listed in the bid, Millville has written policies in place for all across 4 documents: Employment Handbook, Admin Policies, Constitution & Bylaws, and Financial Controls Policies and Procedures.

Unique Circumstances

Approximately 9 years ago when the Administrative Assistant started, she found discrepancies in the accounting records and discovered evidence of embezzlement. A forensic audit was performed and about 90% was recovered plus restitution. As a result of this incident, Millville cracked down and revamped their policies and procedures.

Financial Health, Trends and Sustainability

In the following section, Millville's Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Millville

#	FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1.	Revenue per call	$865.84	$949.66	$955.50	$1,132.88	$1,083.73	Favorable	$997.73
2.	Expenditures per call	$646.30	$756.67	$728.19	$732.48	$784.89	Unfavorable	$725.04
3.	Employee benefits	12.07%	11.32%	11.14%	12.28%	11.63%	Favorable	12%
4.	Cash position	$4,827	$6,746	$8,893	$9,629	$4,993	Unfavorable	$6,858
5.	Debt service	0.00%	0.00%	0.00%	0.00%	0.00%	Stable	0.00%
6.	Debt per capita	$0.00	$0.00	$0.00	$0.00	$0.00	Stable	$0.00
7.	Operating position	0.7366	0.7970	0.7627	0.6468	0.7976	Favorable	0.73
8.	Revenue shortfalls*	Not Available	1.3514	1.1283	1.0497	Not Available	Favorable	1.28
9.	Expenditure overruns*	Not Available	0.9383	0.9329	1.0112	Not Available	Unfavorable	0.95
10.	EMS user fees	32.97%	40.13%	40.29%	11.16%	9.64%	Unfavorable	21%
11.	Capital outlay	1.19%	10.42%	24.68%	111.06%	15.04%	Favorable	14%
12.	Fund balance	64.78%	62.42%	55.09%	44.48%	Not Available	Favorable	66.52%
13.	Solvency	1.88%	0.33%	1.34%	0.58%	0.76%	Favorable	2%

*Incomplete analysis provided in Audit & Line Budget or Annual statements; unaudited figures used where available.

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the averages)

STATUS	Description	Numeric	Est. Sustainability
GREEN	Fire company is in excellent financial health and likely to survive	100-80	16+ Years
YELLOW	Fire company is in good financial health and might survive	79-60	11-15 Years
ORANGE	Fire company is in fair financial health and might survive	59-40	6-10 Years
RED	Fire company is in poor financial health and unlikely to survive	39 or below	1-5 Years

GRADE
80.25
11-15 years

Millville Factors and Indicators

Millville received a weighted grade of 80.25, which corresponds to 1,050 points (out of 1,300) and a Yellow rating based on average actuals over the five-year period. This means that the fire company is in fair financial health and might survive 11-15 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by unfavorable scores in the following higher weighted factors: EMS User Fees and Fund Balance. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Millville's revenue per call from 2019 to 2023 increased from $865.84 to $1,083.73. This is a favorable trend; increasing operating revenue per call over time should allow Millville to maintain service levels without difficulty so long as costs do not rise faster. Millville membership should ask itself if this increase in revenues should stop at some point, how will it pay for increased costs in the future?

Expenditures per call – From 2019 to 2023, the cost to operate Millville on a per call basis increased from $640.30 to $766.80. This could be the result of EMS call volume rising, inflation, and/or other factors. The rate of change (19.76%) is slower than the rate at which revenue is increasing (25.17%), which is a positive indicator. Millville is net positive per call on average over the 5-year period but should continue to monitor for changes.

Employee benefits – Millville's ratio of total employee benefits to total salary and wages decreased slightly from 12.67% to 11.02% from 2019 to 2023. This favorable trend is uncommon - benefits have increased annually nationwide. As of 2023, Millville is still below the reasonable range of 16-50%. Millville could consider increasing benefits within the limitations of employment agreements for recruitment and retention purposes so long as it balances it with all other operational needs.

Cash position – Millville's cash position decreased from 34.8277 in 2019 to 24.9931 in 2023. While this is an unfavorable trend, Millville is still well above 1, which is a perfect match between cash and short-term liabilities. Still, this unfavorable trend indicates that Millville's current liabilities are increasing relative to cash and when all cash resources are being expended, a trend like this represents a potential for deficit in the future. Millville should ask itself if its revenue collection systems are efficient and effective. Is there an aggressive delinquent revenue collection system in place? Is the company collecting and recording all revenues received during the budget year for which they were anticipated? Are all revenues deposited in a timely manner? Does the company have large amounts of revenue due shortly after the close of the current fiscal year that should actually be attributed to the current year? Is the actual cash flow compared to the projected cash flow on a routine basis? Are major expenditures timed to occur when cash will be available to pay bills? Does the company have an aggressive policy for the investment of fund balances?

Debt service – Millville's debt service remained stable at 0% from 2019 to 2022. This stable trend indicates that the proportion of Millville's general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) stayed the same over the 5-year period. Debt analysts believe that debt service in excess of 15-20% of operating revenues is considered a problem. While Millville's trend is technically unfavorable, it is still well below the benchmark range, and therefore Millville could consider taking on an additional principal and interest payment without being concerned about overextending itself.

Debt per capita – Millville's debt per capita remained stable at $0 from 2019 to 2023. It should be reiterated that a static 17,166 population is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This debt burden is extremely low and Millville could therefore consider taking on a reasonable amount of new debt for some of its apparatus purchases and/or capital improvements in the near future.

Operating position – Millville's operating position changed from 0.7395 to 0.7076 from 2019 to 2023. While this is not a large change, it is still considered a favorable trend. It means the company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills is improving. It also indicates the company is not spending down fund balances from previous years to fund current operations.

Revenue shortfalls – Millville's revenue shortfalls changed from 1.3514 to 1.6967 from 2020 to 2022. A value of 1 is a break-even situation. Millville's favorable trend above 1 indicates that company procedures used to estimate revenues are accurate and should be reviewed. It is both tempting and common to overestimate revenues as a way to make budgets balance but if actual revenues are exceeding budgeted revenues consistently from year to year, company leadership should evaluate closely and make adjustments. Incomplete budgets provided in Profit & Loss (Budget v. Actual) statements could affect factor calculations.

Expenditure overruns – Millville's expenditure overruns changed from 0.9283 to 1.0112 from 2020 to 2022. A result of 1 indicates actual expenditures and budgeted expenditures are equal. Millville is demonstrating by this unfavorable trend that it has not assessed how well the estimates for anticipated expenditures for the year were prepared and how closely the budgeted versus actual expenses were monitored throughout the year. This practice should not continue. Incomplete budgets provided in Profit & Loss (Budget v. Actual) statements could affect factor calculations.

EMS user fees – Millville's ambulance billing revenue when compared to the total cost of providing the service decreased from 53.97% to 9.54% from 2019 to 2023. A result of 100% means that the total cost of the service is being supported by the fees/charges. Millville is experiencing an extremely unfavorable trend. This means that the collection rate should be consistently monitored and the contract with the third party biller should

always be negotiated in the best interest of the company. Delinquent collections is an option to pursue along with numerous billings attempts (within statutory regulations) rather than simply writing off bad debt without evaluating collectability.

Capital Outlay - Millville's capital outlay increased from 1.15% to 15.04% from 2019 to 2022 . This is a favorable trend - needs are not being deferred. Fire companies need to keep up with capital replacements or they can fall behind very quickly. A benchmark range to use is 11-20% and therefore Millville could consider increasing their annual outlay slightly. Millville ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as well as financing these types of purchases. The company may want to ask itself: Are decisions to defer replacement of capital items being made to avoid having to generate additional revenues? If the company is unable to fund the replacement or acquisition of equipment, vehicles, equipment or facilities, would it be beneficial to institute a more aggressive maintenance and repair program to extend the life and utility of existing assets? Would the development of a capital reserve fund where funds could be accumulated to finance such items be a feasible alternative? This factor is related to the debt factors above. It should be noted that the 111.56% outlier in 2022 was excluded from the average that is used to calculate the points for this factor in Millville's overall grade.

Fund balance – Millville's fund balances have fluctuated dramatically over the 5-year period. In 2019, Millville had a fund balance of about $969,189; this jumped in 2020, dipped in 2021 and then rose to $1,852,768 in 2023. Millville is not using cash balances from prior years to fund operating expenditures for subsequent budgets. This is a best practice that Millville should continue to employ but also monitor for a surplus in excess. When surplus cash exists, it should be allocated as emergency operating reserve funds. Millville's fund balances are relative unless examined as a percentage of total expenditures - this ranged from 54.78% to 94.40% from 2019-2022. Millville's operating revenue is consistently equal to or above operating expenditures. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements.

Solvency - Millville's solvency remained essentially stable from 2019 at 1.03% to 0.76% in 2023 - with a small favorable decrease overall. Millville's assets are therefore made up of roughly 1% liabilities, which is an extremely low ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. Therefore, as of 2023, Millville is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future.

Milton

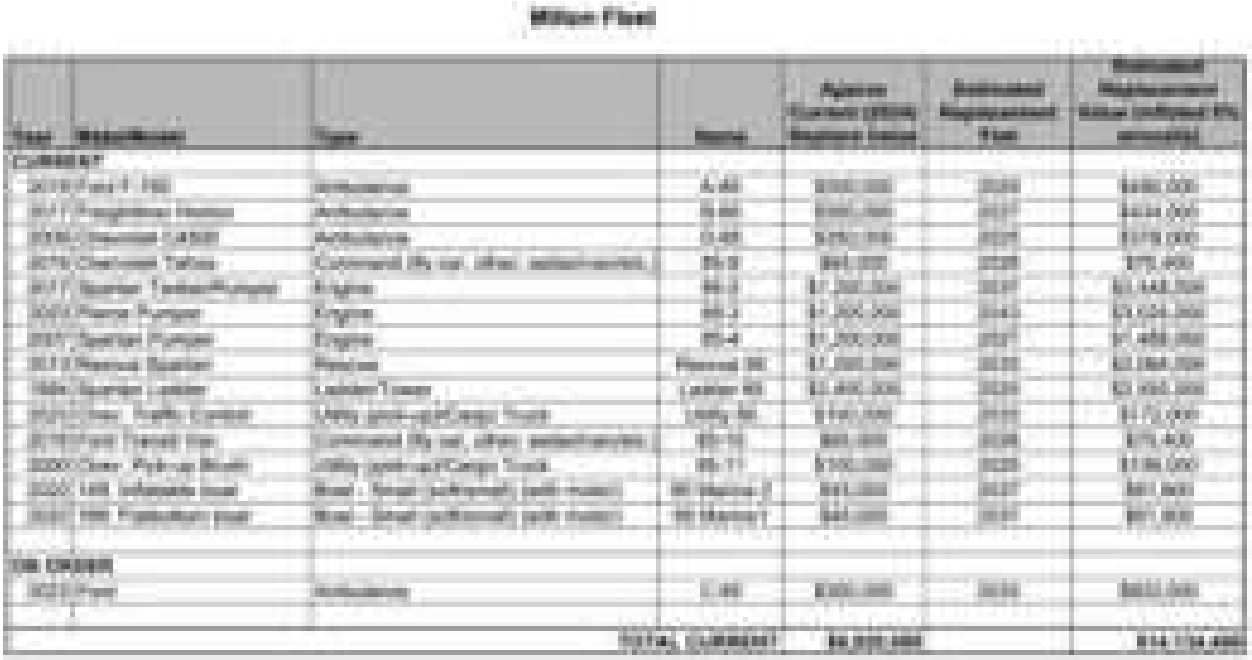
Summary of Organization and Services

Milton (#85) operates 2 stations with a fleet of 14 vehicles (excluding antiques and trailers) and covers a 100 square mile district inhabited by 12,320 people. Milton provides fire suppression, EMS-B, and marine services. On average, Milton responded to a total of 2,062 calls from 2019-2023. Milton's district encompasses three miles of railroad, schools, bridges, medical facilities, multiple state highways, sewer utilities, and the town's water system. Milton has about 56 total volunteer members across all categories but only 15 of those are active. In 2023, volunteers contributed approximately 28,289 hours across all types of activities (calls, training, meetings, events, etc.). Milton does not currently own property other than the 2 stations but plans to buy a house in the near future.

Financial Evaluation

Assets

Milton has a combination of both current and property/equipment assets. Current assets averaged $3,965,952 from 2019 to 2023 and were cash, CDs, investments (portfolios at M&T), interest receivable, other receivable, and accounts receivable. Property and equipment, less accumulated depreciation, averaged $6,557,967. Total average assets were $10,523,919. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Milton's fleet has an average age of 11 years (2014), excluding antiques, and is displayed below:



Liabilities

Milton has a combination of both current and non-current liabilities. Current liabilities averaged $871,167 from 2019 to 2023 and were accounts payable, other liabilities, and the current portions of long-term debt. Non-current liabilities include mortgage payable. Non-current liabilities, less net of issuance costs, averaged $2,012,420. Total average liabilities were $2,883,587.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Milton has received $1,940,715 on average in revenue and other support from 2019 to 2023 and is made up of:

- Ambulance billing
- Ambulance fundraising
- Appropriation - State of Delaware
- Donations burnings
- Golf fundraiser
- General fundraising
- Investment Income
- Auxiliary contributions
- Miscellaneous incomes
- Building fund contributions
- Other grants
- Rental income
- State of Delaware Fire Insurance Tax
- Sussex County Grant
- Town of Milton

Operational Costs

Milton spent $1,453,857 on average from 2019 to 2023 in the following categories:

- Oxygen and Supplies
- Billing expense and travel
- Interest Expense
- Retention
- Building Maintenance and Supplies
- Computer expenses
- Conventions and dues
- Depreciation
- Equipment maintenance and supplies
- Fire school training and supplies
- Fire police expenses
- Fire prevention
- Fire fighting supplies
- Flowers
- Fundraising expenses
- Gasoline, oil and grease
- Demolition of 112 Chesnut
- Gibbs - Brownfield project
- Insurance
- Auxiliary expense
- Ladies night
- Legal and professional fees
- Miscellaneous
- Office Supplies
- Pension
- Personnel Equipment
- Radio repairs
- Refreshments
- Salaries
- Taxes and licenses
- Utilities

Employee & Volunteer Costs

Milton currently has approximately 25 employees, which consists of 9 full-time firefighter/EMTs and 16 part-time firefighter/EMTs. There are two staff (minimum) per shift and overall, the company is staffed 24x7. On average, Milton paid $386,786 in salaries from 2019 to 2023.

There are 56 volunteers. Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): training, PPE, insurance, and mentorship.

Basis of Accounting & Fiscal Year

Milton is on a cash basis of accounting and a calendar fiscal year.

Agreed Upon Procedures (AUPs) & Review Report ("Audit")

Milton had 1 finding in regard to 2023 AUPs: Minor variances were found in all 3 months of ambulance billings that were selected. In Milton's 2023 audit, there were no unique notes or material modifications listed.

Policies and Procedures

Of the 11 topics listed in the bid, Milton currently has 9 written policies for financial operations across two types of documents: Constitution/Bylaws and Standard Operating Procedures. The only topics that Milton is currently missing a policy for are Bank Accounts and Asset Recording/Tracking. Milton is currently drafting language for these two remaining topics and should have them completed soon.

Unique Circumstances

None.

Financial Health, Trends and Sustainability

In the following section, Milton's Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Milton

# FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$1,113.79	$963.77	$1,166.99	$736.03	$780.36	Unfavorable	$967.41
2. Expenditures per call	$961.69	$963.85	$942.21	$736.73	$791.36	Unfavorable	$898.80
3. Employee benefits	36.77%	18.18%	34.35%	27.87%	18.89%	Favorable	33.21%
4. Cash position	0.3379	1.2606	28.0941	39.2117	16.3313	Favorable	14.69
5. Debt service	0.00%	0.00%	1.56%	6.19%	4.82%	Unfavorable	2.38%
6. Debt per capita	$0.00	$0.00	$266.47	$371.89	$363.97	Unfavorable	$160.86
7. Operating position	0.0946	0.6687	0.0188	0.0953	1.0142	Unfavorable	0.77
8. Revenue shortfalls*	1.2987	0.9900	2.2589	Not Available	0.2931	Unfavorable	1.20
9. Expenditure overruns*	1.4197	1.3334	3.4897	Not Available	0.3601	Favorable	1.70
10. EMS user fees	83.69%	71.80%	82.40%	28.84%	71.62%	Unfavorable	66%
11. Capital outlay	82.25%	380.64%	119.19%	32.17%	32.19%	Unfavorable	84%
12. Fund balance	-4.69%	-20.94%	-6.82%	32.14%	Not Available	Favorable	1.41%
13. Solvency	6.68%	88.73%	80.69%	36.50%	29.87%	Unfavorable	26.03%

*Worst 3 Loss statements had to be or variations when comparing to financial statements, could affect future calculations.

FINANCIAL HEALTH GRADE KEY *(Grade is calculated using the average)*

STATUS	Description	Numeric	Est. Sustainability
GREEN	Fire company is in excellent financial health and likely to survive	100-80	16+ Years
YELLOW	Fire company is in good financial health and might survive	80-60	11-15 Years
ORANGE	Fire company is in fair financial health and might survive	79-50	4-10 Years
RED	Fire company is in poor financial health and unlikely to survive	59 or below	1-3 Years

GRADE
68.25
4-10 years

Milton Factors and Indicators

Milton received a weighted grade of 68.25, which corresponds to 800 points (out of 1,300) and an Orange rating based on average actuals over the five-year period. This means that the fire company is in fair financial health and might survive 4-10 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by low scores in the following higher weighted factors: Operating Position, Expenditure Overruns, and Fund Balance. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Milton's revenue per call from 2019 to 2023 decreased from $1,112.79 to $780.28 This is an unfavorable trend, but no problem is apparent unless the expenditure trend is rising at a faster rate. Decreasing operating revenue per call over time will make it difficult for Milton to maintain service levels. Milton membership should ask itself how it can generate additional revenue.

Expenditures per call – From 2019 to 2023, the cost to operate Milton on a per call basis increased from $661.68 to $791.36. This could be the result of EMS call volume rising, inflation, and/or other factors. The rate of change (19.60%) is slower than the rate at which revenue is decreasing (-29.88%). Millsboro is net positive per call on average over the 5-year period but should monitor this rate relationship closely and consider options to reduce expenditures.

Employee benefits – Milton's ratio of total employee benefits to total salary and wages decreased from 26.77% to 18.89% from 2019 to 2023. This favorable trend is uncommon - benefits have increased annually nationwide. As of 2023, Milton is within the reasonable range of 16-50%. Milton could consider increasing benefits for recruitment and retention purposes, or it may decide to evaluate what (if any) cost control measures it can take in regard to benefits within the limitations of employment agreements.

Cash position – Milton's cash position increased from 5.5379 in 2019 to 18.3313 in 2023. This favorable trend indicates that Milton's current liabilities are decreasing relative to cash and when all cash resources are being expended, a trend like this represents a potential for surplus in the future. Milton should ask itself: Does the company have an aggressive policy for the investment of fund balances?

Debt service – Milton's debt service increased from 0% to 4.82% from 2019 to 2023. This unfavorable trend indicates the proportion of Milton's general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) increased over the 5-year period. Debt analysts believe that debt service in excess of 15-20% of operating revenues is considered a problem. Milton

could consider taking out a new debt issue for needed capital items without being concerned about financial stability, pending the debt service factor below.

Debt per capita – Milton's debt per capita increased from $0 to $263.97 from 2019 to 2023. Typically this factor correlates to the debt service factor above, however, this was not the case for Milton. This could mean that Milton took out a new debt issue, but the principal or interest payment did not become due until 2024. It should be reiterated that a static 12,320 population is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This debt burden is moderate, and therefore Milton might want to consider pausing new debt issues to allow for smoothing.

Operating position – Milton's operating position changed from 0.59 to 1.01 from 2019 to 2023. This is a really large change and is considered an unfavorable trend. It means that the company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills is diminishing. It also indicates the company is spending down fund balances from previous years to fund current operations.

Revenue shortfalls – Milton's revenue shortfalls changed from 1.2087 to 0.2931 from 2019 to 2023. A value of 1 is a break-even situation. Milton's unfavorable trend above 1 indicates that company procedures used to estimate revenues are not accurate and should be reviewed. It is both tempting and common to overestimate revenues as a way to make budgets balance but if actual revenues are exceeding budgeted revenues consistently from year to year, company leadership should evaluate closely and make adjustments.

Expenditure overruns – Milton's expenditure overruns changed from 1.4107 to 0.5651 from 2019 to 2023. A result of 1 indicates actual expenditures and budgeted expenditures are equal. Milton is demonstrating by this unfavorable trend that it has not assessed how well the estimates for anticipated expenditures for the year were prepared and how closely the budgeted versus actual expenses were monitored throughout the year. This practice should not continue.

EMS user fees – Milton's ambulance billing revenue when compared to the total cost of providing the service decreased slightly from 83.65% to 71.62% from 2019 to 2023. A result of 100% means that the total cost of the service is being supported by the fees/charges. Milton is therefore experiencing a slightly unfavorable trend, but overall on average, Milton's ambulance billing revenue is covering a large portion of its EMS services.. This means that collection rate should be consistently monitored and the contract with the third party biller should always be negotiated in the best interest of the company. Delinquent collections is an option to pursue along with numerous billings attempts (within statutory regulations) rather than simply writing off bad debt without evaluating collectability.

Capital Outlay - Milton's capital outlay decreased significantly from 2019 to 2022 from 82.25% to 32.19%. This decrease in percentage of vehicle, equipment, and building expenses financed from current operating revenues is technically an unfavorable trend, however, Milton's average is high when compared to other companies. A benchmark range to use is 11-20% and therefore MiltonMilton might want to consider reducing their capital outlay a little. Milton ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as well as financing these types of purchases. The company may want to ask itself: insteadWould the development of a capital reserve fund where funds could be accumulated to finance such items be a feasible alternative? This factor is related to the debt factors above. It should be noted that the 300.64% outlier in 2020 was excluded from the average that is used to calculate the points for this factor in Milton's overall grade.

Fund balance – Milton's fund balances have fluctuated dramatically over the 5-year period. In 2019, Milton had a fund balance of about -$100,396 and it stayed negative from 2020-2021; it then rose to $478,633 in 2022. Milton used cash balances from prior years to fund operating expenditures for subsequent budgets from 2019-2021. This is not a best practice. Milton corrected this in 2022. Milton's fund balances are relative unless examined as a percentage of total expenditures - they ranged from -4.95% to 32.14% from 2019-2022. The 2023 P&Ls supplied did not appear to contain all revenues and expenditures and so a calculation was not performed for this year. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements.

Solvency - Milton's solvency changed from 2019 at 8.50% to 29.87% in 2023 - with an unfavorable increase overall. Milton's assets are therefore made up of roughly 30% liabilities, which is a moderate ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. An upward trend may be cause for concern. Therefore, as of 2023, Milton is able to meet its long-term debts and other financial obligations, however, it should monitor this factor.

Rehoboth Beach

Summary of Organization and Services

Rehoboth Beach (#86) operates 3 stations with a fleet of 22 vehicles (excluding antiques and trailers) and covers a 31 square mile district inhabited by 18,222 people. Rehoboth Beach provides fire suppression, EMS-B, and marine services. On average, Rehoboth Beach responded to a total of 4,102 calls from 2019-2023. It should be noted that Rehoboth Beach is the only fire/EMS company that is not dispatched by the Sussex County Public Safety Department, but rather the Rehoboth Beach 9-1-1 Communications Center. Rehoboth Beach's district encompasses Indian River Bridge and inlet, Main North/South Highway, Beebe Hospital Surgery Center & Emergency Clinic, Sewer and Water Treatment Plant, electrical transfer stations, and a past US president's summer home. Rehoboth Beach has about 120 total volunteer members across all categories but only 40 of those are active. Career staffing is occasionally supplemented by 6am-6pm volunteer duty crews. In 2023, volunteers contributed approximately 29,850 hours across all types of activities (calls, training, meetings, events, etc.). Aside from the three stations, Rehoboth Beach does not own any other property.

Financial Evaluation

Assets

Rehoboth Beach has current, property and equipment, and other assets. Current assets averaged $1,680,197 from 2019 to 2023 and were cash and cash equivalents, and CDs. Property and equipment assets (land, buildings, vehicles, and equipment) less accumulated depreciation, averaged $7,997,586. Other assets include cash restricted to purchase a new aerial apparatus, CDs, and investments (regular, restricted for equipment, and scholarship); averaging $1,474,341 over the 5-year period. Total average assets were $11,152,124. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Rehoboth Beach's fleet has an average age of 8 years (2017), excluding antiques, and is displayed below:

Rehoboth Beach Fleet

Rehoboth Beach lists its boats and jet skis with their corresponding trailers. These are not valued separately from a replacement cycle standpoint nor are they projected in debt separately below.

Liabilities

Rehoboth Beach has a combination of both current and non-current liabilities. Current liabilities averaged $138,161 from 2019 to 2023 and were the current portions of a long term loan and mortgage. Non-current liabilities include the long-term mortgage. Non-current liabilities, less net of issuance costs, averaged $1,622,542. Total average liabilities were $1,760,703.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Rehoboth Beach has received $3,352,205 on average in revenue and other support from 2019 to 2023 and is made up of:

- Ambulance Service
- State of Delaware
- Sussex County
- FEMA Grant
- Fund Drive
- CARES Act Grant
- PPP Loan Forgiveness
- Contributions
- Town and city grants
- Public support - other
- Disposal of property and equipment
- Other grant
- Investment Income
- Hall rental fees

Operational Costs

Rehoboth Beach spent $2,664,496 on average from 2019 to 2023 in the following categories:

- Ambulance billing
- Bank and merchant fees
- Building supplies
- Company banquet
- Computer equipment
- Depreciation
- Dues and subscriptions
- Employee expenses
- Employer payroll taxes
- Employee wages
- Equipment rental and maintenance
- Fire police expenses
- Fire prevention and equipment
- Fund drive
- Insurance
- Interest
- Miscellaneous
- Office expenses
- Parade and convention
- Pension
- Professional service fees
- Refreshments
- Scholarships
- Supplies
- T-Shirts
- Training
- Utilities
- Vehicle fuel
- Pension
- Professional
- Radios & Repairs
- Recruitment
- Replacement Project
- Salaries
- Social Committee
- Station Supplies
- Telephone
- Training
- Utilities

Employee & Volunteer Costs

Rehoboth Beach currently has approximately 23 employees, which consists of 15 full-time firefighter/EMTs and 8 part-time firefighter/EMTs. There are four staff per shift and overall, the company is staffed 24x7 on a 24/48 schedule (with a Kelly Day). On average, Rehoboth Beach paid $893,234 in salaries from 2019 to 2023.

There are 120 volunteers, of which 40 are active responders. Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): PPE, company apparel, training, state pension, and a gym membership.

Basis of Accounting & Fiscal Year

Rehoboth Beach is on a cash basis of accounting and a calendar fiscal year.

Agreed Upon Procedures (AUPs) & Review Report ("Audit")

Rehoboth Beach had 2 findings in regard to 2023 AUPs: 1) No evidence was provided for 3 out of 10 tested payment transactions; 2) No evidence was provided for 4 out of 10 tested credit card transactions. In Rehoboth Beach's 2023 audit, there were no unique notes or material modifications listed.

Policies and Procedures

Of the 11 topics listed in the bid, Rehoboth Beach currently has written policies in place for all.

Rehoboth Beach has a written Strategic Plan (dated November 2023) that includes the following topics: Facilities, Vehicles, Staffing, and Budget/Financial.

Unique Circumstances

Rehoboth Beach established the Community OutReach and Engagement (CORE) group in 2023. There are 6 members. One of their tasks is to meet with the HOAs and educate them about services provided and how they are funded.

Financial Health, Trends and Sustainability

In the following section, Rehoboth Beach's Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Rehoboth Beach

# FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$813.34	$792.80	$862.13	$814.31	$841.42	Favorable	$816.73
2. Expenditures per call	$601.55	$720.86	$569.46	$671.91	$696.38	Unfavorable	$652.10
3. Employee benefits	37.88%	39.09%	39.26%	38.73%	38.49%	Favorable	37%
4. Cash position	14.6629	16.8193	17.2162	6.8294	9.6019	Unfavorable	12.29
5. Debt service	4.92%	5.03%	4.13%	3.38%	3.35%	Unfavorable	4.73%
6. Debt per capita	$104.19	$87.19	$98.33	$83.11	$78.40	Favorable	$89.84
7. Operating position	0.7411	0.8993	0.8691	0.7684	0.7292	Favorable	0.83
8. Revenue shortfalls	1.1235	0.8798	1.0577	1.2117	1.0867	Favorable	1.25
9. Expenditure overruns	0.8694	0.8282	0.8888	0.8523	1.4160	Unfavorable	0.99
10. EMS user fees	79.18%	79.50%	80.71%	80.28%	80.97%	Favorable	82%
11. Capital outlay	28.71%	32.23%	19.21%	19.38%	9.88%	Unfavorable	21%
12. Fund balance	38.83%	8.59%	14.23%	32.38%	8.38%	Unfavorable	17.44%
13. Solvency	19.71%	20.80%	16.41%	16.28%	11.47%	Favorable	15.88%

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the averages)

STATUS	Description	Numeric	Est. Sustainability
GREEN	Fire company is in excellent financial health and likely to survive	100-90	16+ Years
YELLOW	Fire company is in good financial health and might survive	89-80	11-15 Years
ORANGE	Fire company is in fair financial health and might survive	79-60	4-10 Years
RED	Fire company is in poor financial health and unlikely to survive	59 or below	1-3 Years

GRADE
87.75
11-15 years

Rehoboth Beach Factors and Indicators

Rehoboth Beach received a weighted grade of 87.75, which corresponds to 1,050 points (out of 1,300) and a Yellow rating based on average actuals over the five-year period. This means that the fire company is in good financial health and might survive 11-15 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by low scores in the following higher weighted factors: EMS User Fees and Fund Balance. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Rehoboth Beach's revenue per call from 2019 to 2023 increased from $812.24 to $941.92. This is a favorable trend and no problem is apparent except the expenditure trend is rising at a faster rate. Increasing operating revenue per call over time should allow Rehoboth Beach to maintain service levels without difficulty so long as costs do not rise faster. Rehoboth Beach membership should ask itself if this increase in revenues should stop at some point, how will it pay for increased costs in the future?

Expenditures per call – From 2019 to 2023, the cost to operate Rehoboth Beach on a per call basis increased from $601.93 to $696.28. This could be the result of EMS call volume rising, inflation, and/or other factors. This rate of increase (15.67%) is almost identical to the rate revenue is rising (15.97%). Rehoboth Beach should consider options to keep overall expenditures stable. Rehoboth Beach is net positive per call on average over the 5-year period, but should continue to monitor for changes.

Employee benefits – Rehoboth Beach's ratio of total employee benefits to total salary and wages decreased slightly from 27.98% to 26.49% from 2019 to 2023. This favorable trend is uncommon, since benefits have increased annually nationwide. As of 2023, Rehoboth Beach is within the reasonable range of 16-50%.

Cash position – Rehoboth Beach's cash position decreased from 13.5529 in 2019 to 9.6019 in 2023. While this is an unfavorable trend, Rehoboth Beach is still well above 1, which is a perfect match between cash and short-term liabilities. Still, this unfavorable trend indicates that Rehoboth Beach's current liabilities are increasing relative to cash and when all cash resources are being expended, a trend like this represents a potential for deficit in the future. Rehoboth Beach should ask itself if its revenue collection systems are efficient and effective. Is there an aggressive delinquent revenue collection system in place? Is the company collecting and recording all revenues received during the budget year for which they were anticipated? Are all revenues deposited in a timely manner? Does the company have large amounts of revenue due shortly after the close of the current fiscal year that should actually be attributed to the current year? Is the actual cash flow compared to the projected cash flow on a routine basis? Are major expenditures timed to occur when cash will be available to pay bills? Does the company have an aggressive policy for the investment of fund balances?

Debt service – Rehoboth Beach's debt service increased from 4.92% to 5.25% from 2019 to 2023. This unfavorable trend indicates the proportion of Rehoboth Beach's general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) increased over the 5-year period. Debt analysts believe debt service in excess of 15-20% of operating revenues is considered a problem.

Debt per capita – Rehoboth Beach's debt per capita decreased from $104.19 to $70.40 from 2019 to 2023. This factor normally correlates with Debt Service but this is not the case for Rehoboth Beach. It could be that with an increase in principal and interest payments, the company paid down on long-term notes. It should be reiterated that a static 18,222 population is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This debt burden is extremely low and Rehoboth could take on more debt if it does not increase payments too high.

Operating position – Rehoboth Beach's operating position changed from 0.7411 to 0.7392 from 2019 to 2023. This is a favorable trend. It means that the company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills is improving. It also indicates the company is not spending down fund balances from previous years to fund current operations.

Revenue shortfalls – Rehoboth Beach's revenue shortfalls changed from 1.1235 to 1.8867 from 2019 to 2023. A value of 1 is a break-even situation. Rehoboth Beach's favorable trend above 1 indicates that company procedures used to estimate revenues are accurate and should be reviewed. It is both tempting and common to overestimate revenues as a way to make budgets balance but if actual revenues are exceeding budgeted revenues consistently from year to year, company leadership should evaluate closely and make adjustments.

Expenditure overruns – Rehoboth Beach's expenditure overruns changed from 0.8694 to 1.4160 from 2019 to 2023. A result of 1 indicates actual expenditures and budgeted expenditures are equal. Rehoboth Beach is demonstrating by this unfavorable trend that it has not assessed how well the estimates for anticipated expenditures for the year were prepared and how closely the budgeted versus actual expenses were monitored throughout the year. This practice should not continue.

EMS user fees – Rehoboth Beach's ambulance billing revenue when compared to the total cost of providing the service increased from 79.18% to 80.97% from 2019 to 2023. A result of 100% means the total cost of the service is being supported by the fees/charges. Rehoboth Beach is experiencing an extremely favorable trend and a high percentage overall.

Capital Outlay - Rehoboth Beach's capital outlay decreased from 2019 to 2023 from 25.71% to 9.08%. This decrease in percentage of vehicle, equipment, and building expenses financed from current operating revenues is an unfavorable trend. A decrease in this factor typically means that needs are being deferred. Fire companies need to keep up with capital replacements or they can fall behind very quickly. A benchmark range to use is 11-20% and therefore Rehoboth Beach could consider increasing their annual outlay slightly. Rehoboth Beach ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as well as financing these types of purchases. The company may want to ask itself: Are decisions to defer replacement of capital items being made to avoid having to generate additional revenues? If the company is unable to fund the replacement capital items, would it be beneficial to institute a more aggressive maintenance and repair program to extend the life and utility of existing assets? Would the development of a capital reserve fund where funds could be accumulated to finance such items be a feasible alternative? This factor is related to the debt factors above.

Fund balance – Rehoboth Beach's fund balances have fluctuated dramatically over the 5-year period. In 2019, Rehoboth Beach had a fund balance of about $628,993; this dipped in 2020, jumped up in 2022, and ended at $426,856 in 2023. Rehoboth Beach is not using cash balances from prior years to fund operating expenditures for subsequent budgets. This is a best practice that Rehoboth Beach should continue to employ but also monitor for a surplus in excess. When surplus cash exists, it should be allocated as emergency operating reserve funds. Rehoboth Beach's fund balances are relative unless examined as a percentage of total expenditures - this ranged from 26.03% to 8.30% from 2019-2023. Rehoboth Beach's operating revenue is consistently equal to or above operating expenditures. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements.

Solvency - Rehoboth Beach's solvency changed from 2019 at 19.71% to 11.47% in 2023 - with a small favorable decrease overall. Rehoboth Beach's assets are therefore made up of roughly 11% liabilities, which is a low ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. Therefore, as of 2023, Rehoboth Beach is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future.

Roxana

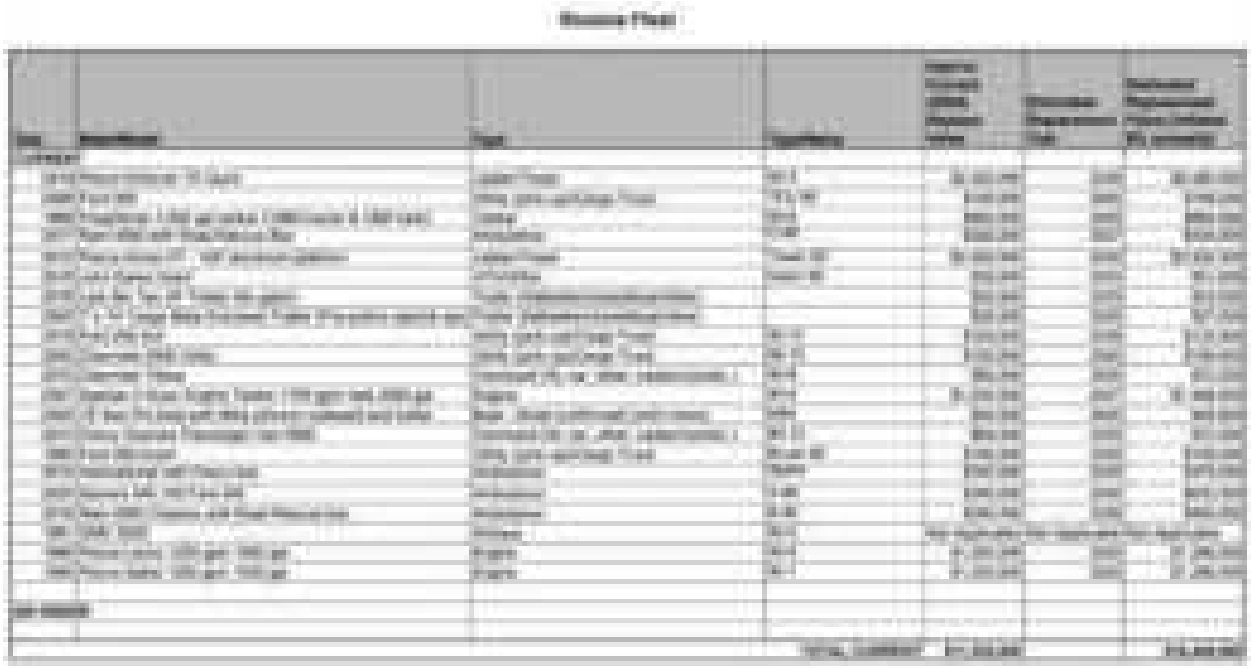
Summary of Organization and Services

Roxana (#90) operates 2 stations with a fleet of 18 vehicles (excluding antiques and trailers) and covers a district inhabited by 8,617 people. Roxana provides fire suppression, EMS-B, and marine services. On average, Roxana responded to a total of 1,731 calls from 2019-2023. Roxana's district has one senior living home. Roxana has about 70 total volunteer members across all categories but only 15 of those are active. In 2023, volunteers contributed approximately 7,712 hours across all types of activities (calls, training, meetings, events, etc.). In addition to the fire station, Roxana owns the two lots on either side of the substation.

Financial Evaluation

Assets

Roxana has current, non-current, and property/equipment assets. Current assets averaged $2,148,744 from 2019 to 2023 and were cash and cash equivalents, CDs, deposits on equipment, due from Carter Fire District, prepaid insurance, due from auxiliary, and accounts receivable. Non-current assets include CDs in excess of 1 year and averaged $429,800 over the 5-year period. Property and equipment, less accumulated depreciation, averaged $2,878,564. Total average assets were $5,457,108. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Roxana's fleet has an average age of 16 years (2009), excluding antiques, and is displayed below:



Liabilities

Roxana has only current liabilities and they averaged $17,188 from 2019 to 2023 and were accounts payable and “other” portions of long-term debt.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).

Reserve - Existing and Projected Debt Schedule

Rosara - Existing and Projected Debt Schedule (Continued)

Year	2010 Chevy Tahoe Command (2010-2030)	2007 Spartan Engine (2007-2027)	2004 19' Sea Pro Boat (w/Trailer) (2005-2015)	2013 Chevy Express Van (2023-2033)	1988 Ford 350 Utility (2010-2018)	2019 International Ambulance (2020-2039)	2024 Dodeare Ambulance (2034-2044)	2018 Ram Ambulance (2028-2038)	1996 Pierce Lance Engine (2026-2043)	1995 Pierce Saber Engine (2025-2045)	Total
2025											$0.00
2026	$5,091		$6,294	$5,091	$13,999	$49,953			$167,838	$167,838	$555,674
2027	$5,091		$6,294	$5,091	$13,999	$48,953			$167,838	$167,838	$2,556,419
2028	$5,091	$160,703	$6,294	$5,091	$13,999	$48,953			$167,838	$167,838	$1,717,268
2029	$5,091	$160,703	$6,294	$5,091	$13,999	$48,953		$58,831	$167,838	$167,838	$1,514,219
2030	$5,091	$160,703	$6,294	$5,091	$13,999	$48,953		$58,831	$167,838	$167,838	$894,219
2031	$5,091	$160,703	$6,294	$5,091	$13,999	$48,953		$58,831	$167,838	$167,838	$1,554,317
2032	$5,091	$160,703	$6,294	$5,091	$13,999	$48,953		$58,831	$167,838	$167,838	$1,554,319
2033	$5,091	$160,703	$6,294	$5,091	$13,999	$48,953		$58,831	$167,838	$167,838	$1,554,319
2034	$5,091	$160,703	$6,294	$5,091	$13,999	$48,953		$58,831	$167,838	$167,838	$1,554,321
2035	$5,091	$160,703	$6,294	$5,091	$13,999	$48,953	$81,589	$58,831	$167,838	$167,838	$1,448,180
2036		$160,703					$81,589	$58,831			$581,729
2037		$160,703					$81,589	$58,831			$581,729
2038							$81,589	$58,831			$140,420
2039							$81,589				$81,589
2040							$81,589				$1,239,953
2041							$81,589				$779,953
2042							$81,589				$779,954
2043							$81,589				$779,954
2044							$81,589				$781,413
2045											$560,629
TOTAL	$66,812	$1,927,359	$62,939	$66,812	$139,994	$469,327	$815,870	$588,311	$1,678,379	$1,678,379	$27,726,877

Notes:

*Green = existing debt, Red = projected debt

*Projected is based on existing Fleet replacement schedule and any notes provided during interviews or via email

*Fixed interest rate of 5% assumed for all existing notes (in the absence of an interest rate provided by the organization) and all future notes

*Principal and interest payments begin in year note is established (no in the loans schedules or delayed payments considered)

*10-year note assumed for all vehicle types regardless of useful life

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Roxana has received $1,998,323 on average in revenue and other support from 2019 to 2023 and is made up of:

- Ambulance income
- Appropriation - State of DE
- Solar credits
- Donations
- Fundraiser Income
- Rental income
- Interest Income
- Pension reimbursement
- Sussex County Grants
- Sale of equipment
- Auxiliary income
- Covid 19 Income

Operational Costs

Roxana spent $1,720,094 on average from 2019 to 2023 in the following categories:

- FIRE PROTECTION AND AMBULANCE
  - Ambulance billing
  - Ambulance supplies
  - Education - ambulance
  - Education - fire
  - Repairs and maintenance
  - Fire police expenses
  - Fire prevention
  - Fuel
  - Insurance
  - Payroll
  - Uniforms
  - Utilities
- GENERAL and ADMINISTRATIVE
  - Awards and gifts
  - Bank fees
  - Conventions/meetings/banquets
  - Depreciation
  - Donations
  - Bookkeeping expense
  - Dues and Subscriptions
  - Internet
  - Legal and accounting
  - Members expense
  - Pension
  - Postage
  - Recruitment and retention
  - Repairs and maintenance
  - Supplies
  - Taxes
  - Telephone and cell phones
  - Waste Removal
  - Auxiliary expenses
  - Computer upgrades
  - Miscellaneous expenses
  - 401K company match
- FUNDRAISING
  - Dinner expense
  - Fund drive expense
  - Ladies night
  - Raffle purchase (gun)
  - Supplies

Employee & Volunteer Costs

Roxana currently has approximately 24 employees, which consists of 8 full-time firefighter/EMTs and 16 part-time firefighter/EMTs. There are 2 per 24-hour shift and 1 on a 12-hour shift (7am-7pm); overall, the company is staffed 24x7. There is a supervisor who works 40 hours per week. On average, Roxana paid $558,606 in salaries from 2019 to 2023.

Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): the DVFA LOSAP, annual dinner, company apparel, life insurance ($10k), free beach tag, retention outings (gokart riding, shorebird games, annual picnic), and PPE.

Basis of Accounting & Fiscal Year

Roxana is on a cash basis of accounting and a calendar fiscal year.

Agreed Upon Procedures (AUPs) & Review Report (“Audit”)

Roxana had 0 findings in regard to 2023 AUPs. In Roxana’s 2023 audit, there were no unique notes or material modifications.

Policies and Procedures

Of the 11 topics listed in the bid, Roxana has written policies in place for all in a Financial Management Policy document. Roxana provided a “Tax Asset Detail” software generated report to FACETS, which goes beyond traditional asset tracking and recording because it also calculates depreciation.

Unique Circumstances

None.

Financial Health, Trends and Sustainability

In the following section, Roxana’s Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Roxana

FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$1,191.77	$1,148.69	$1,024.81	$1,245.20	$1,231.00	Favorable	$1,169.57
2. Expenditures per call	$1,047.27	$1,082.56	$976.84	$940.82	$1,026.40	Favorable	$997.98
3. Employee benefits	14.68%	17.07%	11.98%	12.26%	14.29%	Favorable	13%
4. Cash position	70.1678	137.7527	119.1184	97.8793	289.9650	Favorable	142.19
5. Debt service	0.00%	0.00%	0.00%	0.00%	0.00%	Stable	0.00%
6. Debt per capita	$0.00	$0.00	$0.00	$0.00	$0.00	Stable	$0.00
7. Operating position	0.9687	0.9439	0.8498	0.7935	0.8348	Favorable	0.87
8. Revenue shortfalls	1.2950	1.0153	1.1961	1.3467	1.2332	Unfavorable	1.18
9. Expenditure overruns	1.0659	1.0738	0.8589	0.7391	0.8185	Favorable	0.91
10. EMS user fees	74.91%	69.28%	74.36%	69.66%	78.72%	Unfavorable	74%
11. Capital outlay	63.49%	3.26%	22.13%	1.84%	3.89%	Unfavorable	19%
12. Fund balance	3.25%	13.68%	6.86%	8.71%	17.68%	Favorable	8.41%
13. Solvency	0.33%	0.26%	0.38%	0.51%	0.17%	Favorable	0.33%

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the averages)

STATUS	Description	Numeric	Est. Sustainability
GREEN	The company is in excellent financial health and likely to survive	100-90	Over 15 years
YELLOW	The company is in good financial health and might survive	89-80	11-15 Years
ORANGE	The company is in fair financial health and might survive	79-60	6-10 Years
RED	The company is in poor financial health and unlikely to survive	59 or below	1-5 Years

GRADE
88.5
11-15 years

Roxana Factors and Indicators

Roxana received a weighted grade of 88.5, which corresponds to 1,150 points (out of 1,300) and a Yellow rating based on average actuals over the five-year period. This means that the fire company is in excellent financial health and is likely to survive 11-15 years based on revenue remaining consistent and expenditures inflating slightly each year. With this high overall score, Roxana received mostly good scores in each factor, but might want to watch EMS user fees and Capital outlay. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Roxana's revenue per call from 2019 to 2023 increased from $1,101.77 to $1,231.95. This is a favorable trend; increasing operating revenue per call over time should allow Roxana to maintain service levels without difficulty. Roxana membership should ask itself if this increase in revenues should stop at some point, how will it pay for increased costs in the future?

Expenditures per call – From 2019 to 2023, the cost to operate Roxana on a per call basis decreased slightly from $1,067.27 to $1,028.45. This is uncommon. The rate of change (-3.64%) is slower than the rate at which revenue is increasing (11.82%), which is a good indicator. Roxana is net positive per call on average over the 5-year period.

Employee benefits – Roxana's ratio of total employee benefits to total salary and wages decreased from 14.68% to 10.29% from 2019 to 2023. This favorable trend is uncommon - benefits have increased annually nationwide. As of 2023, Roxana is below the reasonable range of 16-50%. Roxana could therefore consider increasing the level of benefits offered for recruitment and retention purposes after it evaluates all other operational demands.

Cash position – Roxana's cash position increased from 70.1678 in 2019 to 285.9850 in 2023. This favorable trend indicates that Roxana's current liabilities are decreasing relative to cash and when all cash resources are being expended, a trend like this represents a clear potential for surplus in the future. Roxana should ask itself: Does the company have an aggressive policy for the investment of fund balances?

Debt service – Roxana's debt service maintained at 0% from 2019 to 2023. This stable trend indicates the proportion of Roxana's general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) has stayed the same over the 5-year period. Debt analysts believe debt service in excess of 15-20% of operating revenues is considered a problem. Therefore, Roxana could consider adding a principal and/or interest payment without being concerned about overextending itself.

Debt per capita – Corresponding to the debt service factor above, Roxana's debt per capita maintained at $0 from 2019 to 2023. It should be reiterated that a static 8,617 population is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This debt burden is extremely low and Roxana could therefore consider taking on a reasonable amount of new debt for some of its apparatus purchases and/or capital improvements in the near future.

Operating position – Roxana's operating position changed from 0.9687 to 0.8348 from 2019 to 2023. This favorable trend means that the company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills is improving. It also indicates the company is not spending down fund balances from previous years to fund current operations.

Revenue shortfalls – Roxana's revenue shortfalls changed from 1.2955 to 1.2233 from 2019 to 2023. A value of 1 is a break-even situation. Roxana's unfavorable trend above 1 indicates that company procedures used to estimate revenues are not accurate and should be reviewed. It is both tempting and common to overestimate revenues as a way to make budgets balance but if actual revenues are exceeding budgeted revenues consistently from year to year, company leadership should evaluate closely and make adjustments.

Expenditure overruns – Roxana's expenditure overruns changed from 1.0695 to 0.8181 from 2019 to 2023. A result of 1 indicates actual expenditures and budgeted expenditures are equal. Roxana is demonstrating by this favorable trend that it has assessed how well the estimates for anticipated expenditures for the year were prepared and how closely the budgeted versus actual expenses were monitored throughout the year. This practice should continue.

EMS user fees – Roxana's ambulance billing revenue when compared to the total cost of providing the service remained essentially stable from 74.91% to 73.72% from 2019 to 2023. A result of 100% means that the total cost of the service is being supported by the fees/charges. Roxana is experiencing a very slight unfavorable trend. This means that the collection rate should be consistently monitored and the contract with the third party biller should always be negotiated in the best interest of the company. Delinquent collections is an option to pursue along with numerous billings attempts (within statutory regulations) rather than simply writing off bad debt without evaluating collectability.

Capital Outlay - Roxana's capital outlay changed significantly from 62.49% to 2.89% from 2019 to 2023. This significant decrease in capital purchase is technically unfavorable and could mean that needs are being deferred. However, Roxana's 2019 percentage was extremely high. Fire companies need to keep up with capital replacements or they can fall behind very quickly. A benchmark range to use is 11-20% and therefore Roxana could consider increasing its annual outlay slightly. Roxana ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as well as financing these types of

purchases. The company may want to ask itself: Are decisions to defer replacement of capital items being made to avoid having to generate additional revenues? If the company is unable to fund the replacement of capital items, would it be beneficial to institute a more aggressive maintenance and repair program to extend the life and utility of existing assets? Would the development of a capital reserve fund where funds could be accumulated to finance such items be a feasible alternative? This factor is related to the debt factors above.

Fund balance – Roxana's fund balances have fluctuated dramatically over the 5-year period. In 2019, Roxana had a fund balance of about $55,156; this jumped in 2022 to $574,581 and then dipped to $391,325 in 2023. Roxana is not using cash balances from prior years to fund operating expenditures for subsequent budgets. This is a best practice that Roxana should continue to employ but also monitor for a surplus in excess. When surplus cash exists, it should be allocated as emergency operating reserve funds. Roxana's fund balances are relative unless examined as a percentage of total expenditures - this ranged from 3.23% to 17.68% from 2019-2023. Roxana's operating revenue is consistently equal to or above operating expenditures. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements.

Solvency - Roxana's solvency remained essentially stable from 2019 at 0.33% to 0.17% in 2023 - with a small favorable decrease overall. Roxana's assets are therefore made up of roughly 1% liabilities, which is a low ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. Therefore, as of 2023, Roxana is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future.

Seaford

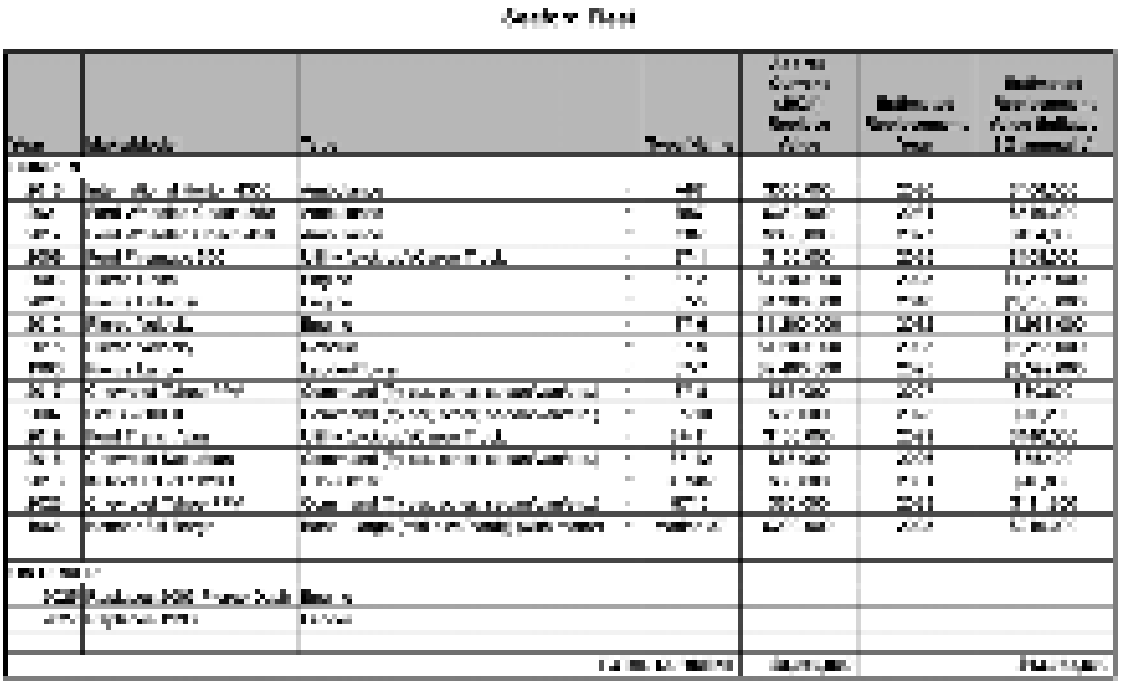
Summary of Organization and Services

Seaford operates 1 station (#87) with a fleet of 15 vehicles (excluding antiques and trailers) and covers a 67 square mile district inhabited by 18,771 people. Seaford provides fire suppression, EMS-B, and marine services. On average, Seaford responded to a total of 4,467 calls from 2019-2023. It should be noted that 2019 Call Data from Sussex County Public Safety Department could contain slight differences as the use of First Watch in Seaford did not begin until 2020. Seaford's district encompasses medical facilities, schools, Route 20, and Route 13. Seaford has about 106 total volunteer members across all categories but only 23 of those are active. In 2023, volunteers contributed approximately 21,789 hours across all types of activities (calls, training, meetings, events, etc.). Seaford does not own its station but it does own three acres on Atlanta Road.

Financial Evaluation

Assets

Seaford has a combination of both current and property/equipment assets. Current assets averaged $4,288,496 from 2019 to 2023 and were cash, investments, and a note payable from East New Market VFD. Property/equipment assets include land, building and improvements, apparatus/vehicles, and equipment. Property/equipment assets, less accumulated depreciation, averaged $4,520,426. Total average assets were $8,808,921. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Seaford's fleet has an average age of 14 years (2011), excluding antiques, and is displayed below:



Liabilities

Seaford has only current liabilities. Current liabilities were $0 in 2019 and 2021-2023. Seaford only had one PPP loan in 2020 in the amount of $147,402.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).

Seaford - Existing and Projected Debt Schedule									
Year	SCBAs (est.)	SCBA Air Compressor (est.)	2016 International Ambulance (2026-2036)	2021 Ford 550 Ambulance (2031-2041)	2017 Ford Ambulance (2027-2037)	2009 Ford Brush Truck (2025-2035)	2003 Pierce Dash Engine (2025-2035)	2020 Pierce Enforcer Engine (2040-2050)	2012 Pierce Velocity Engine (2032-2042)
2024									
2025						$13,986	$167,839		
2026			$52,579			$13,986	$167,839		
2027		$75,000	$52,579		$66,209	$13,986	$167,839		
2028			$52,579		$66,209	$13,986	$167,839		
2029			$52,579		$66,209	$13,986	$167,839		
2030			$52,579		$66,209	$13,986	$167,839		
2031			$52,579	$70,709	$66,209	$13,986	$167,839		
2032			$52,579	$70,709	$66,209	$13,986	$167,839		$254,865
2033	$88,000		$52,579	$70,709	$66,209	$13,986	$167,839		$254,865
2034			$52,579	$70,709	$66,209	$13,986	$167,839		$254,865
2035			$52,579	$70,709	$66,209				$254,865
2036				$70,709	$66,209				$254,865
2037				$70,709					$254,865
2038				$70,709					$254,865
2039				$70,709					$254,865
2040				$70,709				$354,325	$254,865
2041								$354,325	$254,865
2042								$354,325	
2043								$354,325	
2044					$66,209			$354,325	
TOTAL	$88,000	$75,000	$525,789	$707,090	$618,358	$139,865	$1,678,379	$1,771,623	$2,548,650

Seaford - Existing and Projected Debt Schedule (Continued)

Year	2015 Pierce Velocity Rescue (2015-2045)	1996 Pierce Lance Ladder (2025-2035)	2017 Chevrolet Tahoe PPV Command (2017-2047)	2007 GMC 3500HD Utility (2025-2035)	2019 Ford Transit Van (2029-2039)	2016 Chevrolet Suburban Command (2026-2036)	2018 Kubota RTVX1120D UTV (2031-2041)	2022 Chevrolet Tahoe Command (2025-2062)	1988 Renner BAI Boat (2025-2035)	Total
2024										$2,024
2025		$335,619		$9,091					$27,073	$396,389
2026		$335,619		$9,091		$6,793			$27,073	$618,034
2027		$335,619		$9,091		$6,793			$27,073	$760,140
2028		$335,619		$9,091		$6,793			$27,073	$875,141
2029		$335,619		$9,091	$18,131	$6,793			$27,073	$983,273
2030		$335,619		$9,091	$18,131	$6,793			$27,073	$992,274
2031		$335,619		$9,091	$18,131	$6,793	$6,081		$27,073	$773,048
2032		$335,619		$9,091	$18,131	$6,793	$6,081		$27,073	$1,324,917
2033		$335,619		$9,091	$18,131	$6,793	$6,081	$14,479	$27,073	$1,127,391
2034		$335,619		$9,091	$18,131	$6,793	$6,081	$14,479	$27,073	$1,039,982
2035	$292,162				$18,131	$6,793	$6,081	$14,479		$779,896
2036	$292,162				$18,131		$6,081	$14,479		$714,648
2037	$292,162		$10,438		$18,131		$6,081	$14,479		$868,882
2038	$292,162		$10,438		$18,131		$6,081	$14,479		$868,893
2039	$292,162		$10,438				$6,081	$14,479		$850,753
2040	$292,162		$10,438				$6,081	$14,479		$1,005,079
2041	$292,162		$10,438					$14,479		$826,319
2042	$292,162		$10,438					$14,479		$673,446
2043	$292,162		$10,438							$658,368
2044	$292,162		$10,438							$715,174
TOTAL	$2,921,623	$3,356,788	$83,505	$86,912	$181,306	$97,648	$60,809	$144,788	$270,730	$15,412,348

Notes:

*Green = existing debt; Red = projected debt

*Projected is based on existing Fleet replacement schedule and any notes provided during interviews or via email

*Fixed interest rate of 5% assumed for all existing notes (in the absence of an interest rate provided by the organization) and all future notes

*Principal and interest payments begin in year note is established (no in the years schedules or delayed payments considered)

*10-year note assumed for all vehicle types regardless of useful life

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Seaford has received $2,239,457 on average in revenue and other support from 2019 to 2023 and is made up of:

- Sussex County
- State of DE
- City of Seaford
- Federal Grant
- Fire Insurance Tax Receipts
- Public Donations
- Special Events
- Ambulance Services
- Auxiliary
- Interest Income
- Vending Machines
- Rental Income
- Gain (Loss) on Investments
- Gain (Loss) on Sales and Disposals of Fixed Assets

Operational Costs

Seaford spent $2,005,212 on average from 2019 to 2023 in the following categories:

- Ambulance Services
- Building Expenses
- Communications
- Conventions, Meetings and Meals
- Depreciation
- Dues and Subscriptions
- Equipment
- Fire Prevention
- Fire School and Training
- Fuel and Gasoline
- Fund Drive Expenses
- Insurance
- Auxiliary
- Member Recognition
- Payroll Taxes
- Pension Plan
- Professional Fees
- Repairs and Maintenance
- Supplies
- Telephone
- Wages

Employee & Volunteer Costs

Seaford currently has approximately 40 employees; 17 full-time and 23 part-time (combination of EMTs, firefighter/EMTs, and officers). There are 4 per (24/72) shift and overall, the company is staffed 24x7. On average, Seaford paid $774,190 in salaries from 2019 to 2023.

Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): the DVFA LOSAP, company apparel, and PPE. Fire Police receive a fuel reimbursement. The Fire Hall “manager” receives a $75 stipend per event.

Basis of Accounting & Fiscal Year

Seaford is on a modified cash basis of accounting and a July-June fiscal year.

Agreed Upon Procedures (AUPs) & Review Report ("Audit")

Seaford had 0 findings in regard to 2023 AUPs. In Seaford's 2023 audit, there were no unique notes or material modifications listed.

Policies and Procedures

Of the 11 topics listed in the bid, Seaford currently has 10 written policies in place for financial operations in a Financial Management Policy document. The only policy missing is Asset Recording and Tracking.

Unique Circumstances

Seaford's station is owned by the City and they operate a 99-year lease for $1 per year.

Financial Health, Trends and Sustainability

In the following section, Seaford's Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Seaford

# FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$874.28	$913.66	$416.68	$423.68	$483.04	Unfavorable	$342.31
2. Expenditures per call	$747.47	$430.23	$389.16	$291.67	$443.72	Favorable	$460.45
3. Employee benefits	33.83%	36.41%	38.30%	31.38%	15.53%	Favorable	27%
4. Cash position	0.0000	26.7901	0.0000	0.0000	0.0000	Stable	5.36
5. Debt service	0.00%	0.00%	0.00%	0.00%	0.00%	Stable	0%
6. Debt per capita	$0.00	$0.00	$0.00	$0.00	$0.00	Stable	$0.00
7. Operating position	0.0000	0.0377	0.0340	0.0248	0.0186	Unfavorable	0.05
8. Revenue shortfalls	1.3837	1.3464	1.2998	1.2645	1.2084	Favorable	1.28
9. Expenditure overruns	1.1900	0.8903	0.8324	1.0000	1.0000	Favorable	1.01
10. EMS user fees	76.74%	71.66%	67.76%	67.42%	66.49%	Unfavorable	64%
11. Capital outlay	30.08%	41.89%	9.98%	16.79%	5.01%	Unfavorable	20%
12. Fund balance	17.00%	19.37%	8.66%	9.15%	8.86%	Unfavorable	12.01%
13. Solvency	0.00%	1.97%	0.00%	0.00%	0.00%	Stable	0.33%

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the averages)

STATUS	Description	Numeric	Est. Sustainability
GREEN	Fire company is in excellent financial health and likely to survive	100-80	15+ Years
YELLOW	Fire company is in good financial health and might survive	79-60	11-15 Years
ORANGE	Fire company is in fair financial health and might survive	59-40	4-10 Years
RED	Fire company is in poor financial health and unlikely to survive	39 or Below	1-3 Years

GRADE
77.75
4-10 years

Seaford Factors and Indicators

Seaford received a weighted grade of 77.75, which corresponds to 1,000 points (out of 1,300) and an Orange rating based on average actuals over the five-year period. This means that the fire company is in fair financial health and might survive 4-10 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by low scores in the following higher weighted factors: EMS User Fees and Expenditure Overruns. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Seaford's revenue per call from 2019 to 2023 decreased from $874.20 to $483.04. This is an unfavorable trend, but no problem is apparent unless the expenditure trend is rising at a faster rate. Decreasing operating revenue per call over time will make it difficult for Seaford to maintain service levels. Seaford membership should ask itself what it can do to generate additional revenue.

Expenditures per call – From 2019 to 2023, the cost to operate Seaford on a per call basis decreased from $747.47 to $443.73. This is uncommon. The rate of change (-40.64%) is slightly slower than the rate at which revenue is decreasing (-44.74%). Seaford is just above net positive per call on average over the 5-year period and this, along with the rate relationship, should be closely monitored.

Employee benefits – Seaford's ratio of total employee benefits to total salary and wages decreased from 33.83% to 15.55% from 2019 to 2023. This favorable trend is uncommon - benefits have increased annually nationwide. As of 2023, Seaford is below the reasonable range of 16-50%. Seaford could consider increasing the level of benefits offered to employees to assist with recruitment and retention so long as it evaluates all other operational demands first.

Cash position – Seaford's cash position maintained at 0 in 2019 and 2021-2023. In 2020, the cash position jumped to 26.79. While this is a relatively stable trend, it is below 1, which is a perfect match between cash and short-term liabilities. Seaford's current liabilities are not changing relative to cash and when all cash resources are expended.

Debt service – Seaford's debt service maintained at 0% from 2019 to 2023. This stable trend indicates that the proportion of Seaford's general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) did not change over the 5-year period. Debt analysts believe debt service in excess of 15-20% of operating revenues is considered a problem.Therefore, Seaford could consider adding a principal and/or interest payment without being concerned about overextending itself.

Debt per capita – corresponding to the debt service factor above, Seaford's debt per capita maintained at $0 from 2019 to 2023. It should be reiterated that a static 18,771 population is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This debt burden is extremely low and Seaford could therefore consider taking on a reasonable amount of new debt for some of its apparatus purchases and/or capital improvements in the near future.

Operating position – Seaford's operating position changed from 0.8550 to 0.9186 from 2019 to 2023. While this trend is considered an unfavorable trend, the average grade is still below 1, which means revenues exceeded expenditures. It means the company's ability to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills is still good. It also indicates the company is not spending down fund balances from previous years to fund current operations. Seaford should monitor this as they are getting closer to 1 (break-even).

Revenue shortfalls – Seaford's revenue shortfalls changed from 1.2837 to 1.3984 from 2019 to 2023. A value of 1 is a break-even situation. While Seaford's trend is favorable, it is still well above 1, which indicates that company procedures used to estimate revenues are not always accurate and should be reviewed regularly. It is both tempting and common to overestimate revenues as a way to make budgets balance, but if actual revenues are exceeding budgeted revenues consistently from year to year, then company leadership should evaluate closely and make adjustments.

Expenditure overruns – Seaford's expenditure overruns changed from 1.1900 to 1.0585 from 2019 to 2023. A result of 1 indicates actual expenditures and budgeted expenditures are equal. While Seaford moved in the correct direction over the 5 year period and this is therefore a favorable trend, the company should keep in mind it is still above 1, which means actual expenditures exceeded budgeted. Seaford is demonstrating by this trend that it has not fully assessed how well the estimates for anticipated expenditures for the year were prepared and how closely the budgeted versus actual expenses were monitored throughout the year. This practice should not continue.

EMS user fees – Seaford's ambulance billing revenue when compared to the total cost of providing the service decreased from 75.74% to 55.49% from 2019 to 2023. A result of 100% means that the total cost of the service is being supported by the fees/charges. Seaford is experiencing an unfavorable trend. This means that collection rate should be consistently monitored and the contract with the third party biller should always be negotiated in the best interest of the company. Delinquent collections is an option to pursue along with numerous billings attempts (within statutory regulations) rather than simply writing off bad debt without evaluating collectability.

Capital Outlay - Seaford's capital outlay decreased from 2019 to 2023 from 28.58% to 5.25%. This decrease in percentage of vehicle, equipment, and building expenses

financed from current operating revenues is an unfavorable trend. A decrease in this factor typically means needs diminished or needs are being deferred. Fire companies need to keep up with capital replacements or they can fall behind very quickly. A benchmark range to use is 11-20% and therefore Seaford can consider increasing their annual outlay slightly. Seaford ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as well as financing these types of purchases. The company may want to ask itself: Are decisions to defer replacement of capital items being made simply to avoid having to generate additional revenues? If the company is unable to fund the replacement of capital items, would it be beneficial to institute a more aggressive maintenance and repair program to extend the life and utility of existing assets? Would the development of a capital reserve fund where funds could be accumulated to finance such items be a feasible alternative? This factor is related to the debt factors above.

Fund balance – Seaford's fund balances have fluctuated slightly over the 5-year period. In 2019, Seaford had a fund balance of about $303,518; this dipped in 2021 to $133,394 and then rose to $211,515 in 2023. Seaford is not using cash balances from prior years to fund operating expenditures for subsequent budgets. This is a best practice that Seaford should continue to employ but also monitor for a surplus. When surplus cash exists, it should be allocated as emergency operating reserve funds. Seaford's fund balances are relative unless examined as a percentage of total expenditures - this ranged from 17% to 8.86% from 2019-2023. Seaford's operating revenue is consistently equal to or above operating expenditures. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements. Seaford has an optimal fund balance.

Solvency - Seaford's solvency remained stable at 0%. Seaford's assets are therefore made up of 0% liabilities, which is an extremely low ratio and indicates good financial health. Under 50% is ideal. Therefore, as of 2023, Seaford is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future.

Selbyville

Summary of Organization and Services

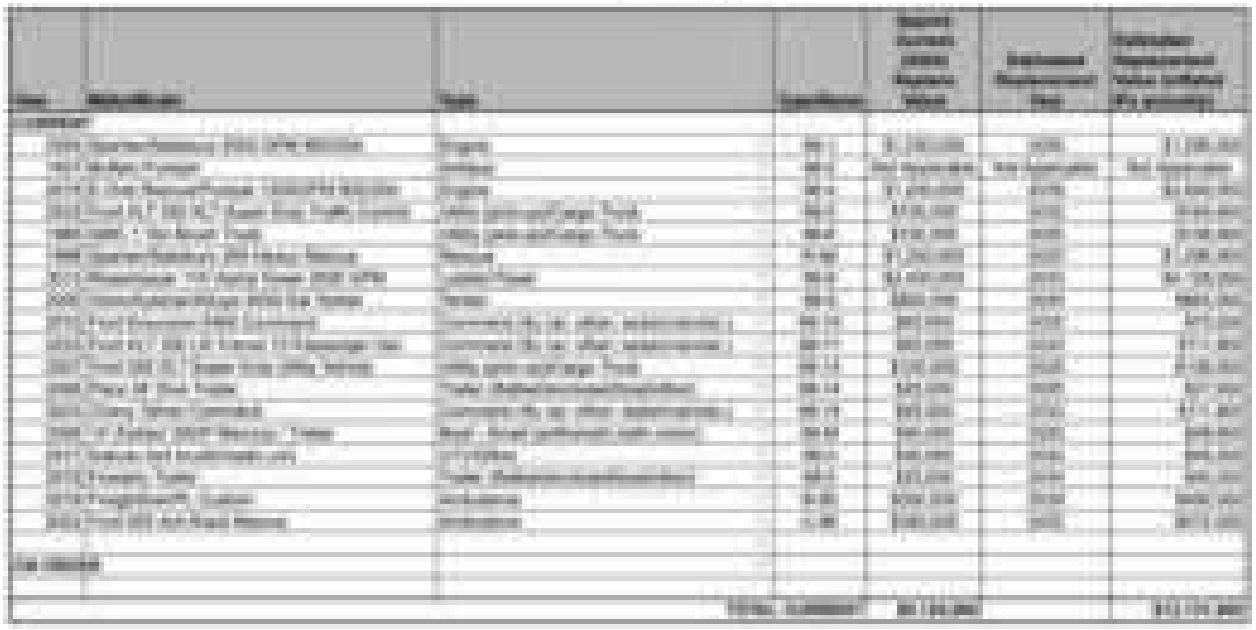
Selbyville operates 1 station (#88) with a fleet of 15 vehicles (excluding antiques and trailers) and covers a district inhabited by 3,292 people. Selbyville provides fire suppression and EMS-B services. On average, Selbyville responded to a total of 780 calls from 2019-2023. In 2023, Selbyville's responses were 18.55% out of district. Selbyville's district encompasses 19 square miles and contains a chicken plant, grain elevator, propane company, and an active railroad line. Selbyville has about 75 total volunteer members across all categories but only 37 of those are active. In 2023, volunteers contributed approximately 2,613 hours across all types of activities (calls, training, meetings, events, etc.). In addition to the fire station, Selbyville owns the home behind the station as well as 2.5 acres on Route 54. The home behind the station is for potential future expansion and the land on Route 54 was purchased with the idea of constructing a substation.

Financial Evaluation

Assets

Selbyville has a combination of both current and non-current (property/equipment) assets. Current assets averaged $1,247,561 from 2019 to 2023 and were cash and cash equivalents and investments. Non-current assets include land, land improvements, building, equipment, and furniture and fixtures. Non-current assets, less accumulated depreciation, averaged $3,790,259. Total average assets were $5,037,820. Aside from personnel, buildings, and property, the fleet is the largest asset (and liability) that any fire company has. Selbyville's fleet has an average age of 14 years (2013), excluding antiques, and is displayed below:

Selbyville Fleet



Liabilities

Selbyville has a combination of current and non-current liabilities. Current liabilities averaged $68,181 from 2019 to 2023 and were payroll liabilities and the current portions of long-term debt. Non-current assets, less net of issuance costs, averaged $178,949. Total average liabilities were $247,130.

Based on documentation received and information provided, FACETS assembled a 20-year estimated debt schedule assuming that all future needs would use financing, rather than cash (unless otherwise noted).

Selbyville - Existing and Projected Debt Schedule												
Year	Truck Loan (State Revolving)	Parking Lot - Cash	House behind Station - $180k (est.) - Paid off in 2024	2005 Spartan Engine (2025-2035)	2019 E-One Engine (2019-2049)	2022 Ford Utility (2022-2042)	1985 GMC Utility (2025-2035)	1998 Spartan Rescue (2025-2035)	2011 Rosenbauer Ladder (2024-2043)	2006 Volvo Tanker (2025-2035)	2016 Ford Excursion Command (2025-2035)
2024	$90,544		$100,000								
2025		$300,000		$167,638			$13,986	$167,638		$111,092	$9,091
2026				$167,638			$13,986	$167,638		$111,092	$9,091
2027				$167,638			$13,986	$167,638		$111,092	$9,091
2028				$167,638			$13,986	$167,638		$111,092	$9,091
2029				$167,638			$13,986	$167,638		$111,092	$9,091
2030				$167,638			$13,986	$167,638		$111,092	$9,091
2031				$167,638			$13,986	$167,638		$111,092	$9,091
2032				$167,638		$21,239	$13,986	$167,638		$111,092	$9,091
2033				$167,638		$21,239	$13,986	$167,638	$534,595	$111,092	$9,091
2034				$167,638		$21,239	$13,986	$167,638	$534,595	$111,092	$9,091
2035						$21,239			$534,595		
2036						$21,239			$534,595		
2037						$21,239			$534,595		
2038						$21,239			$534,595		
2039					$341,892	$21,239			$534,595		
2040					$341,892	$21,239			$534,595		
2041					$341,892	$21,239			$534,595		
2042					$341,892				$534,595		
2043					$341,892						
2044					$341,892						
TOTAL	$90,544	$300,000	$100,000	$1,676,378	$2,051,352	$212,388	$139,860	$1,676,379	$5,345,949	$1,110,920	$90,913

Selbyville - Existing and Projected Debt Schedule (Continued)

Year	2023 Ford 350 Command (2023-2042)	2007 Ford 350 Utility (2025-2032)	2006 Pace 24' Dive Trailer (2025-2031)	2021 Chevy Tahoe Command (2019-2041)	2006 14' Zodiac Boat w/ Trailer (2025-2031)	2017 Kubota 4x4 Gas/Diesel UTV (2023-2042)	2018 Forestry Trailer (2034-2044)	2019 Freightliner Ambulance (2025-2038)	2022 Ford 550 Ambulance (2032-2042)	Total
2024										$142,094
2025		$13,999	$3,497		$6,294					$699,449
2026		$13,999	$3,497		$6,294					$698,449
2027		$13,999	$3,497		$6,294					$698,450
2028		$13,999	$3,497		$6,294					$698,451
2029		$13,999	$3,497		$6,294			$63,457		$559,999
2030		$13,999	$3,497		$6,294			$63,457		$559,910
2031		$13,999	$3,497		$6,294			$63,457		$559,911
2032		$13,999	$3,497		$6,294	$6,372		$63,457	$74,336	$661,859
2033	$14,479	$13,999	$3,497	$14,479	$6,294	$6,372		$63,457	$74,336	$1,225,411
2034	$14,479	$13,999	$3,497	$14,479	$6,294	$6,372	$5,829	$63,457	$74,336	$1,221,240
2035	$14,479			$14,479		$6,372	$5,829	$63,457	$74,336	$736,819
2036	$14,479			$14,479		$6,372	$5,829	$63,457	$74,336	$736,819
2037	$14,479			$14,479		$6,372	$5,829	$63,457	$74,336	$736,820
2038	$14,479			$14,479		$6,372	$5,829	$63,457	$74,336	$736,821
2039	$14,479			$14,479		$6,372	$5,829		$74,336	$1,015,257
2040	$14,479			$14,479		$6,372	$5,829		$74,336	$1,015,258
2041	$14,479			$14,479		$6,372	$5,829		$74,336	$1,015,259
2042	$14,479			$14,479			$5,829			$813,314
2043							$5,829			$340,793
2044										$340,936
TOTAL	$144,786	$139,985	$34,966	$144,786	$62,939	$63,716	$58,277	$634,572	$743,359	$14,778,667

Notes

*Green = existing debt; Red = projected debt

*Projected is based on existing Fleet replacement schedule and any notes provided during interviews or via email

*Fixed interest rate of 5% assumed for all existing notes (in the absence of an interest rate provided by the organization) and all future notes

*Principal and interest payments begin in year note is established (no in the loans schedules or delayed payments considered)

*10 year note assumed for all vehicle types regardless of useful life

Estimated replacements may be removed, moved, or modified. This will depend on competing needs and economic climate. Please keep in mind this schedule only displays the first replacement - in reality, the organization may have to contemplate a second replacement within the 20-year period for shorter life cycles.

Sources of Income

Selbyville has received $1,422,230 on average in revenue and other support from 2019 to 2023 and is made up of:

- Donations
- Government support
- State of Delaware
- Sussex County
- Town of Selbyville
- Employee Retention Credit
- USDA Grant
- Ambulance- Third party billings
- Fundraising
- Gifts in Kind
- Hall Rental
- Investment Return
- Disposal of Property and Equipment
- PPP Forgiveness
- Insurance Proceeds

Operational Costs

Selbyville spent $1,114,256 on average from 2019 to 2023 in the following categories:

- Auxiliary expenses
- Casual Labor
- Depreciation
- Dues and Subscriptions
- Fuel
- Fund Drive expenses
- Hall rental expense
- Installation of Officers
- Insurance
- Interest Expense
- Miscellaneous
- Payroll Administration
- Pension
- Physicals
- Postage and delivery
- Professional fees
- Recruitment and retention/County dinner
- Repairs and maintenance
- Scholarships
- Service awards and plaques
- Supplies
- Taxes and Licenses
- Taxes - payroll
- Telephone and interest
- Third-party billing
- Training
- Travel
- Uniforms
- Utilities
- Volunteer Appreciation
- Wages

Employee & Volunteer Costs

Selbyville currently has approximately 27 employees, which consists of 9 full-time (EMTs, EMS drivers and an EMS Supervisor) plus 18 part-time (EMTs and EMS

drivers). There are 2 per shift (24/72) and one Supervisor Monday-Friday 9am-5pm. The company is therefore staffed 24x7. On average, Selbyville paid $358,955 in salaries from 2019 to 2023.

Volunteers do not receive a stipend or pay per call. They receive nominal benefits including (but not limited to): the DVFA LOSAP, company apparel, and PPE. The Treasurer and Secretary receive annual stipends (between $2,000 and $5,000). The Chief gets his cellphone cost covered by the company. Fire Police receive $5 per alarm.

Basis of Accounting & Fiscal Year

Selbyville is on a modified cash basis of accounting and a calendar fiscal year (January-December).

Agreed Upon Procedures (AUPs) & Review Report ("Audit")

Selbyville had 1 finding in regard to AUPs: Insufficient evidence was provided by management to support the approved gross pay amount for the payroll testing on 3 of 5 tested employees. In Selbyville's 2023 audit, there were no material modifications listed and the only unique note was in regard to the basis of accounting not being in accordance with GAAP.

Policies and Procedures

Of the 11 topics listed in the bid, Selbyville has written policies in place for all.

Unique Circumstances

None.

Financial Health, Trends and Sustainability

In the following section, Selbyville's Report Card will be displayed and discussed.

Financial Health Report Card 2019-2023

Selbyville

#FACTOR	2019	2020	2021	2022	2023	TREND	AVERAGE
1. Revenue per call	$1,686.78	$1,820.86	$1,941.74	$1,797.86	$2,066.76	Favorable	$1,818.38
2. Expenditures per call	$1,770.83	$1,436.16	$1,891.73	$1,438.19	$1,477.84	Unfavorable	$1,423.57
3. Employee benefits	27.84%	28.19%	28.36%	24.67%	26.14%	Favorable	25%
4. Cash position	0.2799	0.7758	19.2934	85.7465	64.9304	Favorable	32.66
5. Debt service	12.79%	11.14%	7.27%	3.88%	1.27%	Favorable	7%
6. Debt per capita	$76.77	$69.75	$42.38	$25.82	$57.48	Favorable	$54.36
7. Operating position	0.1998	0.0743	0.7734	0.8421	0.7136	Favorable	0.75
8. Revenue shortfalls	0.0115	1.0239	0.9527	1.2910	1.0004	Favorable	1.10
9. Expenditure overruns	0.9838	0.8439	0.9561	0.8332	1.0052	Unfavorable	0.93
10. EMS user fees	27.84%	22.69%	19.39%	22.56%	23.05%	Unfavorable	24%
11. Capital outlay	111.72%	37.42%	41.71%	19.33%	41.69%	Unfavorable	34%
12. Fund balance	4.44%	16.24%	8.83%	18.71%	18.76%	Favorable	11.58%
13. Solvency	8.16%	6.48%	3.97%	3.73%	3.76%	Favorable	5.21%

FINANCIAL HEALTH GRADE KEY (Grade is calculated using the average)

STATUS	Description	Numeric	Est. Sustainability
GREEN	The company is in excellent financial health and likely to survive	100-80	10+ Years
YELLOW	The company is in good financial health and might survive	80-60	11-15 Years
ORANGE	The company is in fair financial health and might survive	79-60	4-10 Years
RED	The company is in poor financial health and unlikely to survive	60 or below	1-3 Years

GRADE
79.75
4-10 years

Selbyville Factors and Indicators

Selbyville received a weighted grade of 79.75, which corresponds to 975 points (out of 1,300) and an Orange rating based on average actuals over the five-year period. This means that the fire company is in fair financial health and might survive 4-10 years based on revenue remaining consistent and expenditures inflating slightly each year. This grade is affected by unfavorable scores in the following higher weighted factors: EMS User Fees. The company's health grade is calculated off the five-year averages for all 13 factors whereas the trend is a comparison of 2019 to 2023. A favorable trend, therefore, does not necessarily translate to a favorable average overall. Please see a more detailed discussion on each factor below.

Revenue per call – Selbyville's revenue per call from 2019 to 2023 increased from $1,696.70 to $2,069.76. This is a favorable trend - no problem is apparent unless the expenditure trend is rising at a faster rate. Increasing operating revenue per call over time should allow Selbyville to maintain service levels without difficulty. Selbyville membership should ask itself if this increase in revenues should stop at some point, how will it pay for increased costs in the future?

Expenditures per call – From 2019 to 2023, the cost to operate Selbyville on a per call basis increased from $1,270.82 to $1,477.04. The rate of change (16.23%) is slower than the rate at which revenue is increasing (21.99%), which is a good indicator. Selbyville is solidly net positive per call on average over the 5-year period but should consistently monitor.

Employee benefits – Selbyville's ratio of total employee benefits to total salary and wages decreased from 27.64% to 26.14% from 2019 to 2023. This favorable trend is uncommon - benefits have increased annually nationwide. As of 2023, Selbyville is within the reasonable range of 16-50%.

Cash position – Selbyville's cash position increased from 8.2789 in 2019 to 66.9304 in 2023. Selbyville is consistently well above 1, which is a perfect match between cash and short-term liabilities. This favorable trend indicates that Selbyville's current liabilities are decreasing relative to cash and when all cash resources are expended on needs, Selbyville has a surplus. Selbyville should ask itself: does the company have an aggressive enough policy for the investment of fund balances?

Debt service – Selbyville's debt service decreased from 13.79% to 1.27% from 2019 to 2023. This favorable trend indicates the proportion of Selbyville's general operating revenue devoted to paying off outstanding debt (loans, bonds, vendor leases, and lease rental payments to authorities) decreased over the 5-year period. Debt analysts believe debt service in excess of 15-20% of operating revenues is considered a problem. Every effort should be made to sustain this level while meeting the capital requirements.

Debt per capita – Corresponding to the debt service factor above, Selbyville's debt per capita decreased from $76.77 to $57.88 from 2019 to 2023. It should be reiterated that

a static 3,292 population is being used across all five years because that is the only data available through the County GIS and therefore affected this calculation. This debt burden is extremely low and Selbyville could therefore consider taking on a reasonable amount of new debt for some of its apparatus purchases and/or capital improvements in the near future.

Operating position – Selbyville's operating position changed from 0.7490 to 0.7136 from 2019 to 2023. This is a favorable trend and means the company has been able to balance its budget annually, maintain reserves to cover emergency situations, and have sufficient cash available for timely payment of bills. It also indicates the company is not spending down fund balances from previous years to fund current operations.

Revenue shortfalls – Selbyville's revenue shortfalls changed from 0.9115 to 1.3004 from 2019 to 2023. A value of 1 is a break-even situation, value less than 1 means actual revenue was less than budgeted, value greater than 1 means actual revenue was more than budgeted. Selbyville's favorable trend indicates that the company has received more revenue than it budgeted. While this is positive, it is both tempting and common to overestimate revenues as a way to make budgets balance; if actual revenues are exceeding budgeted revenues consistently from year to year, then company leadership should evaluate closely and make adjustments.

Expenditure overruns – Selbyville's expenditure overruns changed from 0.9530 to 1.0652 from 2019 to 2023. A result of 1 indicates actual expenditures and budgeted expenditures are equal, greater than 1 means actuals exceeded budgeted amounts, and less than 1 actuals were less than budgeted. Selbyville moved in the correct direction over the 5 year period. This is a favorable trend and Selbyville is demonstrating that it has assessed how well the estimates for anticipated expenditures for the year were prepared, and how closely the budgeted versus actual expenses were monitored throughout the year. This practice should continue.

EMS user fees – Selbyville's ambulance billing revenue when compared to the total cost of providing the service decreased from 37.68% to 23.05% from 2019 to 2023. A result of 100% means that the total cost of the service is being supported by the fees/charges. Selbyville is experiencing an unfavorable trend. This means that collection rate should be consistently monitored and the contract with the third party biller should always be negotiated in the best interest of the company. Delinquent collections is an option to pursue along with numerous billings attempts (within statutory regulations) rather than simply writing off bad debt without evaluating collectability.

Capital Outlay - Selbyville's capital outlay decreased significantly from 2019 to 2023 from 111.72% to 41.69%. This decrease in percentage of vehicle, equipment, and building expenses funded from current operating revenues is technically an unfavorable trend because it typically means needs are being deferred. However, in Selbyville's case, their overall percentage is high across the board when compared to the benchmark range (11-20%) and therefore Selbyville might want to consider decreasing their annual outlay slightly if possible, without detrimentally affecting their capital plan

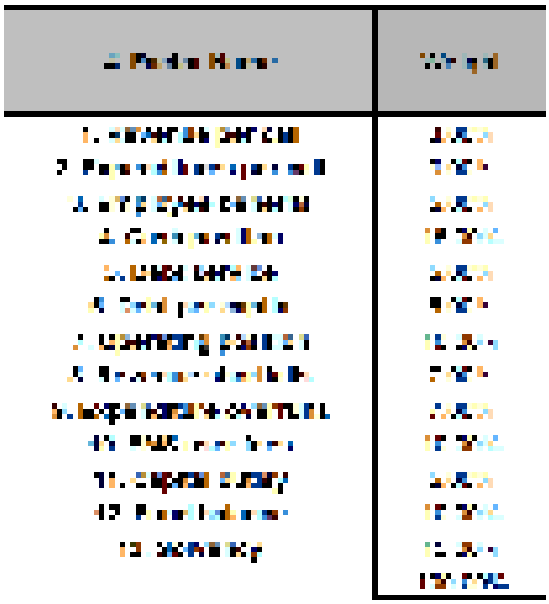
timeline. Fire companies ought to commit the same proportion of its current revenue to fund the acquisition or replacement of its infrastructure and apparatus as it does financing these types of purchases. This factor is related to the debt factors above. Selbyville may want to ask itself: is the company taking too much from cash to fund capital and could some of it be shifted to debt? It should be noted that the 111.72% outlier in 2019 was excluded from the average that is used to calculate the points for this factor in Selbyville's overall grade.

Fund balance – Selbyville's fund balances have fluctuated dramatically over the 5-year period. In 2019, Selbyville had a fund balance of about -$76,853; this jumped in 2020 to $288,596, dipped again in 2021, and then rose to $294,401 in 2023. As of 2023, Selbyville is not using cash balances from prior years to fund operating expenditures for subsequent budgets. This is a best practice that Selbyville should continue to employ but also monitor for a surplus in excess. When surplus cash exists, it should be allocated as emergency operating reserve funds. Selbyville's fund balances are relative unless examined as a percentage of total expenditures - this ranged from -4.44% to 18.76% from 2019-2023. Selbyville's operating revenue was below expenditures at the beginning of the period but by the end has risen above. Financial analysts advocate maintaining an unreserved fund balance equivalent to at least 5% of the general operating budget. Surpluses in excess of 25% should be utilized for one-time expenses or be used to fund capital improvements.

Solvency - Selbyville's solvency changed from 2019 at 8.16% to 3.76% in 2023. Selbyville's assets are therefore made up of roughly 4% liabilities, which is an extremely low ratio and indicates good financial health. Under 50% is ideal. Over 100% indicates that liabilities exceed assets, which is not desirable. An upward trend may be cause for concern. Therefore, as of 2023, Selbyville is able to meet its long-term debts and other financial obligations and manage operations into the foreseeable future with no concerns.

Summary

The 23 Sussex fire companies' financial health scores are as follows: 9 Yellow, 13 Orange, and 1 Red; the average of these 23 scores is 76.65 (Orange), as reflected in the summary chart below.



It is important to reiterate that these financial health grades are not a reflection of the independent fire companies' longstanding and continued dedication to providing lifesaving services in their communities. To the contrary, FACETS' meetings with every fire company reinforced the fact that these largely volunteer-managed organizations are doing their absolute best to stretch their limited financial and human resources to meet the burgeoning fire-EMS demands of a County where the resident population has grown significantly (approximately 34% according to the U.S. Census Bureau) over the past decade.

(https://www.census.gov/quickfacts/fact/table/sussexcountydelaware/PST045224)

2019-2023 Sussex County Averages

FACTORS / FIRE DEPARTMENT	1. Revenue per call	2. Expenditures per call	3. Employee benefits	4. Cash position	5. Debt service	6. Debt per capita	7. Operating position	8. Reserve shortfalls	9. Expenditure overruns	10. ISO class/ Rate	11. Capital outlay	12. Fund balance	13. Solvency
American Legion													
Bethany Beach													
Blades													
Bridgeville													
Delmar													
Dagsboro													
Delmar													
Ellendale													
Frankford													
Georgetown													
Greenwood													
Gumboro													
Indian River													
Laurel													
Lewes													
Memorial													
Millsboro													
Millsboro													
Millville													
Milton													
Nanticoke Beach													
Nassau													
Seaford													
Selbyville													
COUNTY AVERAGE	$1,277.16	$983.61	17%	$1,139	0.0022	$111.00	0.0004	1.2100	1.1996	3.72	22%	22%	1.01

Sustainability of Volunteerism

Twenty years ago, the International Association of Fire Chiefs (IAFC) Volunteer and Combination Officers Section (VCOS) released, “A Call For Action: The Blue Ribbon Report–Preserving and Improving the Future of the Volunteer Fire Service.” (IAFC, March 2004) This report described a national picture that is very similar to what Delaware has experienced over the past twenty years, as volunteerism has declined and the number of full-/part-time career firefighters has increased to handle escalating service demand and meet growing communities’ expectations for timely response to emergencies of all types.

Sussex County is an exemplar of this continuing national trend, with most Sussex County fire companies now employing full- and/or part-time firefighters and EMS personnel to handle daily service demand.

Opportunities and Threats

From the meetings FACETS conducted with 23 out of 24 Sussex fire companies, and the subsequent in-depth financial analyses presented in this report, it appears the existing model of funding fire and BLS service across Sussex County is largely unsustainable to meet current/future demands on the County’s overall fire-EMS system.

Funding Scenarios in Other Jurisdictions

Viewed in the aggregate, Sussex County's independent non-profit fire companies deploy fire-EMS response resources that are roughly equivalent to other U.S. localities with similarly-sized populations. Given the increasingly urban character of Sussex's built environment, along with the tourist influx in coastal communities during the summer months, this seems to be a reasonable comparison.

The preceding chart is provided for comparison purposes only, and is not intended as a suggestion to adopt a different organizational structure for delivering fire and EMS across the County.

Fire companies are not stand-alone governmental entities with their own taxing authority and ability to set fees. A fire district tax is typically collected to fund a fire company and is collected within each district. The municipality or the county typically collects the tax and charges the fire company a very small percentage for the collection, which can be netted out of the proceeds. The remaining money is then used for fire protection in the area it was collected. The governing body, which can be the municipality or the county, is required to approve each fire company's tax rate, usually expressed as "cents per hundred." For example, if a fire district tax is $0.10 / $100.00, this means that for each $100 of property value, the property owner pays 10 cents per year.

Therefore, property with a tax value of $300,000, would cost $300 per year in fire tax. This tax can either appear separately or can be lumped in with the municipality's mill rate calculation. Many fire companies and municipalities around the country have elected to institute this tax. Advocates for this type of tax say it is a more clear-cut and fair method of fire company funding.

With the nationwide volunteer crisis, greater call volumes, rising expenses, and dwindling donations/funding, it may be an option many fire companies across the county will ultimately be forced to consider. Many fire companies in Delaware's neighboring state, Pennsylvania, have fire district taxes. For reference, at least 15 municipalities in Dauphin County, PA have a fire tax. It is a concept that is not only used in Pennsylvania, but also in other states around the country.

Observations and Recommendations

Observations

Independent non-profit fire companies, rescue squads, and EMS companies across the State of Delaware have a long and proud history of dedicated service to their communities. Over the years, the presence and operation of volunteer-based fire and emergency medical services (EMS) organizations has relieved Delaware's local governments from the need to raise and expend funding for the *full* cost of providing these basic public services.

The fire and emergency medical services in the United States, including the fire-EMS service in Delaware, is facing fundamental challenges to recruitment of new members and retention of existing members. This is especially salient in the volunteer fire and emergency medical services. Many volunteer fire-EMS departments nationwide are struggling to maintain a sufficient number of trained and capable members to provide the level of service expected by their residents, businesses, and visitors.

The demand for all-hazards fire and emergency services from Sussex County (Sussex) companies, especially the demand for EMS Basic Life Support (BLS), has increased beyond the capacity of purely volunteer staffing. Consequently, the vast majority of ambulance transports in Sussex County are now provided by full-time or part-time fire/EMS personnel employed by the County's 24 independent fire/EMS companies.

Two of these companies–Georgetown and Indian River–remain fully volunteer-staffed and neither organization provides primary response to EMS incidents or provides ambulance transportation.

In March of 2025, Lewes Fire Department leadership wrote to the Sussex County Council. The letter described the increasing demands on the fire and emergency medical services in Lewes and stated that, without significantly increased funding assistance, the department would be forced to "initiate the process of dissolving our EMS service".

The current fire and BLS system in Sussex County is becoming increasingly difficult to sustain. A system that worked very well for decades has been overtaken by a number of factors including population growth, higher demands for emergency services, urban development, increased costs, societal shifts in volunteerism, and financial pressure on families.

Fire-EMS stations in Sussex County are not located according to any comprehensive plan, they were located organically as fire companies formed over many decades.

The primary sources of revenue for fire/EMS companies in Sussex County are the State of Delaware, Sussex County, and payment for emergency medical services (with the exception of the two fire companies that do not provide BLS ambulance service). Fund raising, long a source of significant funding for fire companies, has – with many Sussex fire companies – dropped significantly.

The financial condition of Sussex fire companies varies widely, with some companies living hand to mouth and others with significant cash reserves.

While we were not conducting an audit, we did not find examples of inappropriate or excessive spending. The rules for spending money in each fire company do generally have controls in place as required by Sussex County to implement a separation of duties and responsibilities that discourage fraud with a few exceptions. The rules for purchasing vehicles, supplies, and equipment do not generally provide for multiple bids that may reduce costs.

The people who volunteer to manage Sussex County's fire/EMS companies are aging and many are concerned that there is little interest in the next generations to assume their roles. The culture of each fire/EMS company differed - it was observed that those with welcoming environments tended to not have a problem (or have fewer concerns) with retention.

The services provided by each fire/EMS company and the apparatus and facilities operated by each company are essentially at the sole discretion of the fire/EMS company itself. There is no central control of these resources to decide what capabilities are in the best interest of the emergency service delivery system as a whole.

Each fire company is compelled to secure and pay for support services such as audits, legal advice, human resources advice, and other services needed to operate their organizations.

In the near term, the enhancements suggested below will extend the life of the current fire and emergency medical services system in Sussex County but a longer-term solution that transitions to a fully career staffed and managed system that supplements (and possibly replaces) the current system is inevitable.

Recommendations

The current fire and BLS model in Sussex County is becoming less sustainable. A system that worked very well for decades is being challenged by a number of factors including population growth, higher demands for emergency services, urban development, increased costs, societal shifts in volunteerism, and financial pressure on families.

The current fire and BLS system in Sussex County is essentially a “patchwork quilt” of 24 non-profit independent corporations that are almost entirely dependent on the State of Delaware and Sussex County for the funds needed to operate.

Sussex County should consider a more coordinated and integrated approach to providing fire and EMS countywide, moving toward an eventual transition to a sustainable service model that is essentially staffed by career firefighters and emergency medical providers, supported by the fire companies, and supplemented by volunteer firefighters and emergency medical workers. This model has been the landing place for a number of similarly situated counties in Maryland and Virginia.

The first step in this process is to provide Sussex County’s fire companies with the financial resources needed to continue operations in the near term. To facilitate movement to a more coordinated system, financial support should be accompanied by financial and operational requirements that move the County and the fire companies toward a planned future.

Develop a Strategic Plan for the Future of the Fire and BLS Service in Sussex County

The County and the leadership of its independent fire/EMS companies should work together on a planning process that envisions and details a strategic plan to bring the fire and BLS system into the future. This comprehensive plan should contain provisions for system design, system capacity, system capabilities, the ownership of system resources, funding requirements, and a timetable for change.

This plan can explore and make recommendations for all or some of the following:

- The role of Sussex County EMS. Options include the eventual assumption of ambulance transportation services in the County by the ALS system.

- The number and type of emergency resources needed to adequately serve the current and future needs of the county and its residents and visitors. This should be informed by a comprehensive deployment analysis to determine which existing fire stations should continue to be operated, where additional fire stations may be needed, and which emergency response units should continue to be provided and/or staffed. The plan should support the number and location of fire stations, engines, and ambulances that are needed for operations as well

as specialized response units such as heavy rescues, ladders, boats, and other specialty units that it needs on a system-wide basis.

- The ownership of existing and future fire and BLS resources such as ambulances, fire apparatus, equipment, and facilities.

Provide or Facilitate Support Services

The County might consider facilitating or providing shared services to fire companies that may save costs, increase revenues, or increase efficiency.

The County should consider offering support to fire companies that may include the following:

- A centralized ambulance and emergency medical service billing provider. The purchasing power of the 24 companies combined into one agreement may yield reduced costs and additional revenue.

- Group agreements for consultation with professional support services such as accounting and human resources, and other services that are needed by every company.

- Group agreements or contracts for support services such as vehicle maintenance, equipment maintenance, and facility maintenance.

- The availability of County-owned reserve engine and ambulance apparatus that can be used as needed by fire companies for short-term replacement of company vehicles that are out of service for maintenance or repair. The County could assess a daily fee for the use of these vehicles. The availability of these shared reserve resources can relieve the need for each company to be self-sufficient in terms of vehicles.

- Seek a change to law or regulation that allows fire companies to merge without negative consequences to the amount of funding received from the State of Delaware. Currently, some funds are divided equally among the county's fire companies and two or more companies that merge or consolidate would likely see a net loss in revenue from this source.

- A group agreement to make a fire service grant writer available for consultation with fire companies. There are a number of grants and alternative funding sources available to the fire service including the Assistance to Firefighters (AFG) program.

Implement the Service Fee Authorized by House Bill 127

In the near term, the County should implement the service fee authorized by Delaware General Assembly (2023-2024) House Bill 127 (https://legis.delaware.gov/BillDetail/130231). The revenue generated by this fee should be distributed to fire/EMS companies based on the location of the property where the fee is assessed. This new revenue source should not supplant or replace the current sources of revenue from the State of Delaware or Sussex County.

In areas where the local fire company is not the primary provider of BLS ambulance service, the revenue generated should be split 50-50 between the fire company and the EMS provider. This revenue should be accompanied with additional controls to support the strategic plan recommended above.

The provision of these additional funds to fire/EMS companies should be made in support of the strategic plan suggested above. These funds and existing financial resources should provide movement toward the shared future envisioned in the plan.

The amount of this fee should be reflective of the cost of providing emergency response services to county residents, businesses, and visitors. We heard concerns from at least one fire/EMS company that the imposition of this fee may have an impact on the ability of fire companies to generate revenue through voluntary donations or other existing service fee agreements.

To support the system-wide goals that will be detailed in the strategic plan, these funds should be accompanied with controls on their use and the use of existing funding resources. These controls may include:

- More rigorous standardized annual financial reporting by fire companies more fully described later in this report. The timely submission of these reports will provide a full characterization of the community investment in these services.

- A requirement that fire companies comply with County standards on the use of these funds. The County may require the submission of an annual or periodic budget request detailing each company's planned use of the funds for review and approval by the County.

- A requirement for approval of major capital expenses, regardless of funding source, by the County. This will assure that major expenses such as fire station improvement projects and apparatus purchases comport with and support the strategic plan.

- A requirement that future equipment purchases support a standardized approach. For example, fire companies in Sussex County currently utilize more than one brand/type of Self -Contained Breathing Apparatus (SCBA). These

units are not fully compatible. Future SCBA purchases should move toward a standardized brand/type.

Contemplate Actions in the Event of a Fire/EMS Company Failure or Elective Withdrawal from Service Provision

Contemplate the response of the County and the County's fire/EMS service to the insolvency or bankruptcy of a fire/EMS provider or the decision by a provider to eliminate service. Possible responses include assumption of all or part of the services provided by the failed entity by the County, assumption of these duties by surrounding fire/EMS entities, or other methods.

The American Legion Georgetown EMS company is at peril of no longer being able to provide service. In fact, the leadership of the organization stated that the company would be open to having another service provider stand in their place.

The Lewes Fire Department has notified the County of the possibility of the Department's dissolution of its EMS services, possibly including ambulance and BLS services.

Accounting Systems and Practices

We make a number of suggestions on specific accounting procedures and audit procedures in Appendix A.

These suggestions, if adopted in full or in part, will improve the transparency and standardization of fire company fiscal practices and records.

The County should consider publishing a standard or template for fire company financial reporting. The County should consider making this standard a contractual requirement in agreements between the County and fire companies. A phase-in and training period may be desirable.

The County should continue to require annual financial reviews and the Agreed Upon Procedures (AUPs) testing performed by third party independent accountants.

Grants

A number of fire companies have a successful history of applying for and executing grants for fire equipment, vehicles, and other items. We detail possible grant funding resources in Appendix B.

Earlier in this report, we suggested grant writing services as a possible shared service that may be provided or enabled by the County to support fire companies.

Revenue Enhancements, Cost Avoidance, Cost Savings

Fire companies may enhance revenue generation from non-governmental sources as well as institute programs or practices to avoid costs or reduce costs. Suggestions for some possibilities include:

- Post more budget/fiscal information on the company's website (charts, graphical displays) to remind the community of the organization's services and corresponding needs.
- Hold open-houses with activities, fire demonstrations, raffles, informational sessions, etc. to maintain visibility in the community and garner donations.
- Newsletters can be a way to get information out to the public. Fire companies could publish their own newsletter and/or submit information to their municipality's or county's respective newsletter for inclusion. This is a way to get the word out about what fire companies do and the resources they need without incurring their own mailing costs.
- Pursue negotiating a set of criteria with the ambulance billing vendor that requires 5 notifications after the original bill if the account is still delinquent, for example. Payment plans should also be pursued. Due to the prohibitive nature of Medicare and Medicaid reimbursement structures and how that significantly increases bad debt, fire companies should ensure that their ambulance billing vendor is being as aggressive as possible for at least 365 days to collect payments on any given account before it writes it off as uncollectible. It is also suggested that fire companies require that ambulance billing vendors present a bad debt list for approval to be written off.
- Reconsider investment strategies to create a higher yield. While CDs typically pay higher interest than savings accounts, they have been struggling to keep pace with money market accounts. Sweep accounts are something that many banks offer their bigger clients; they are used frequently by governmental entities that consistently maintain million-dollar balances. Sweep accounts are bank accounts that automatically transfer amounts that exceed/fall short of a certain level into a higher interest earning investment option at the close of each business day. Commonly, these are money market funds and the intention is to minimize idle cash drag. Oftentimes, there are fees associated with sweep accounts that may detract from the benefit, however, with powerful negotiation skills, strong relationships and the 501c3 status, fire companies may be able to get most of these fees waived with its bank(s).
- Pursue initiating or expanding a live-in volunteer/student program.
- Evaluate activity/event hall operations (if the fire company has one) to ensure they are breaking even or making a profit.
- Pursue sweep accounts with bank(s) and/or other interest generating activities with its bank accounts/financial institutions.

- Pursue additional contributions from the city or town government that the fire company is located in and ensure that fire company leadership maintains relationships with its government budget and executive staff.

Appendices

Appendix A - Accounting Systems and Practices

Sussex County fire companies may want to consider the suggestions below:

- Utilize the “Budget” function in the accounting software (if available). This entails entering in the budget by line item on a monthly basis after reviewing historical actuals coupled with known seasonal patterns and outliers. This will give fire companies a better real-time projection of over/under spending in any given line so that it can make adjustments mid-stream as-needed before the end of the year. The budget function can also provide early “red flags” or warning signs for revenue streams that might not be meeting expectations.
- Consider establishing a budget transfer policy requirement for any potential overspending within the company/department. This would require a budget transfer from another line or contingency/reserve funds in order to spend beyond a budget in any given line. Certain states across the country statutorily require this and it is designed to help control spending and encourage transparency and feedback/input.
- Create a multi-year operating budget to assist with forecasting further out, similar to how this is done for capital improvements.
- Reconcile bank accounts and credit card statements monthly.
- Continuously evaluate financial operations to ensure separation of duties, checks and balances, and other internal controls.
- Send the fire company’s financial officer to periodic financial accounting software and other fiscal training (either online or in-person).

- Amounts should not be entered in headers (for actuals and budgeted figures).
- Budget at the line item level; avoid entering budgets by sections. For example, do not budget $30,000 in “Utilities - Other” when there are more detailed line items above such as “Sewer”, “Electric”, “Water”, and “Cable”. Review prior year invoices and create a budget figure for each line.
- Review “Other” line items for duplication.
- Be consistent in naming and numbering accounts.
- Consider a numbering system for deposits and transfers for easy look-up.

- Be consistent about writing a detailed description for every transaction, especially check payments. While invoice and account numbers are helpful, the description of service/product purchased is going to be more useful when evaluating general ledgers. Being able to quickly understand what each transaction is for, will make financial analysis and future year budgeting less cumbersome.
- Classify revenues and expenditures correctly. The majority of audit adjustments in municipal/non-profit organizations tend to be related to misclassifications.
- Consider depositing the insurance refunds to the lines where the expenditure occurred to net the line down (for auto, property, etc.) if permissible/allowed by the fire company's accounting firm. If not permissible, consider whether the fire company wants to create an insurance revenue budget line. It is not a guaranteed revenue source and often does not fully reimburse an expense because of deductibles. If creating a line, fire companies should examine prior year claims and determine an average volume for the budget. Eliminating an insurance revenue line is also an option to reduce the artificial inflation of revenues.
- Strongly consider a minimum annual budget for line item creation. Depending upon the company's total budget, this could be anywhere from $5,000 or higher. A line item does not have to be created for every type of income, project, product, service, or requirement. This creates a lengthy chart of accounts that is difficult to manage. Evaluate your chart of accounts from a top-down approach and consider line consolidation to simplify your budget and make accounting efficient.
- Create a transition plan for fiscal staff with a training manual so that historical knowledge is not lost when someone vacates the position.
- Release the annual budget for public review early (i.e. before the year begins) via posting on the website (and social media) plus any other traditional mechanisms. Public visibility will help residents understand how much services cost and the funding sources, which may encourage them to donate.
- Create a rate and benefits chart/template for all current positions for ease of budgeting and costing out projects/scenarios.
- Create and maintain an exhaustive 10-year Capital Improvement Plan (CIP) for property, buildings, fleet, equipment, etc.
- Create and maintain an exhaustive debt schedule for all types of capital items.
- Request that the accountant format the Statement of Functional Expenses with separate columns for fire and EMS, where possible. This uniform format will assist the fire companies and counties in clearly identifying what each type of service is costing and will allow for a more refined formula in the financial monitoring system going forward.

- Require that the accountant provide digital (OCR) financial statements for ease of access and searching.
- When netting expenses against revenues, reflect this as a negative figure in the budget. If it is positive, it is inaccurately being reflected as additional income.
- Discuss the company's financial policies with the accountant during the Agreed Upon Procedure (AUP) review and determine if all the topics listed in this study are covered. If not, draft language to add into the existing policies where appropriate.

Appendix B - Grant Funding

Fire companies in Sussex County are eligible for grants from various Federal, State, and private grant programs. The application process for a grant can vary from a simple straightforward process to more complicated processes.

The United States Fire Administration published a grant guide entitled “Funding Alternatives for Emergency Medical and Fire Services” in October of 2023. The guide contains information on effective grant writing and information on a large number of available grant programs.

Potential fire service grants are summarized below:

Longwood Foundation Grant Opportunity: So long as a volunteer fire company has not applied to the Longwood Foundation in the last two years, it is eligible to apply as a 501(c)(3) located in and/or benefiting the residents, environment, or culture of the State of Delaware. Information sessions are offered twice per year ahead of each application deadline (Jan/Feb for the March 1 deadline & June/July for the September 1 deadline). Typically, it takes two months from the submission deadline to hear of a grant decision. The progress report is due 15 months after the decision and the outcome review is due 18-20 months afterward. Applications should show the greatest potential for impact on philanthropic leadership (the foundation’s mission) and address the following four values: 1) Empower individuals 2) Be responsible and accountable 3) Act with integrity and work hard 4) Take the long-term view (or stick to a job through thick and thin).

Assistance to Firefighter Grant Opportunity: There is typically over $300 million available to award and over 2,000 awards are given. The required match and maximum award amounts are jurisdiction population based. Delaware volunteer fire companies would fall between a 5% and 10% match requirement. Delaware volunteer fire companies should be utilizing this funding opportunity for any eligible items or services. Joining forces to submit a regional AFG application with multiple fire companies involved in a MOU would make an application even more competitive than a singular application.

Fire Prevention and Safety (FP&S) Grant: For operational funding needs, another DHS FEMA grant program that could assist Delaware volunteer fire companies is the Fire Prevention and Safety (FP&S) grant. The grant program ranges from one to two years in length and only requires a 5% match. Many of the companies’ fire prevention programs are not robust and have not been level funded or supplied additional funding over the years. Enhanced fire prevention activities could not only assist Delaware fire companies in reducing its fire call volume but also increase its presence in the community; this visibility could produce additional donations.

Staffing for Adequate Fire & Emergency Response (SAFER) Grant: The DHS FEMA Staffing for Adequate Fire & Emergency Response (SAFER) grant is a three-year grant option that may be used for staffing costs or volunteer recruitment and retention.

Firehouse Subs Foundation Grant: Another grant opportunity that many Delaware fire companies would be eligible to apply for is the Firehouse Subs Foundation first responders grant program. This program is for fire, EMS, public safety, law enforcement, non-profits and schools. Previously, there was a mile-radius requirement for eligibility but that has since been removed. This is a quarterly rolling grant (typically due February/May/August/November) and there is no match requirement. Grants for $15,000 to $25,000 is a guideline for submission. Applications exceeding $50,000 will not be accepted. Firehouse Subs Foundation makes awards within six weeks of the close of the grant deadline. To be competitive, Delaware fire companies' applications should be for lifesaving equipment, prevention education, scholarships and continued education. The most common applications lately have been for PPE, AEDs, all terrain vehicles, boats, thermal imaging cameras, and extrication tools. The foundation requests that recipients wait a minimum of 2 years before reapplying. A maximum of 600 grant applications are accepted on a quarterly basis.

Firefighters Charitable Foundation Grant: This grant provides assistance to those in need. Grants are given to assist local fire/disaster victims, fire prevention education, volunteer fire department equipment purchase and community safety programs. Grants are available for the following programs: AEDs, community smoke detector programs, fire department equipment and juvenile firesetter programs.

Liberty Mutual Foundation Grant Program: A Boston, Massachusetts, public charity that funds health and human services and/or civic and community services. Eligible activities include general operating, special project or capital expenses. Organizations cannot be a previous recipient of a grant from this foundation within the last 12 months. The grant cycle is rolling. Grants are typically awarded on a monthly basis and within 6 to 8 weeks of submission.

FM Global Fire Prevention Grant: FM Global provides financial support to organizations working to combat fire. Through the Fire Prevention Grant Program, fire departments and fire brigades as well as national, state, regional, local and community organizations can apply for funding to support a wide array of fire prevention, preparedness and control efforts. The average grant award is $2,500. Eligible activities include pre-incident planning for commercial, industrial and institutional facilities; fire and arson prevention and investigations programs; and fire prevention education and training programs. Grant applications are typically reviewed 4 times per year, and decisions are usually made within 3 to 4 months of the deadline. Previous recipients must wait 3 years to reapply.

Gary Sinise Foundation Grant: This foundation serves its nation by honoring its defenders, veterans, first responders, their families and those in need. They do this by creating and supporting programs that entertain, educate, inspire, strengthen and build the communities they reside in. The First Responders program funding is specifically for emergency relief, training and essential equipment to ensure first responders can perform their job optimally. Grant requests are limited to equipment, training and building costs. Volunteer, low and underfunded departments are prioritized.

Helen Close Charitable Foundation Grant: This foundation's giving is primarily for scholarships, a ranch experience for inner-city children, police/public safety and animal interests. Eligible activities include disasters, fire prevention and control, and equipment.

Jeremiah Lucey Foundation Grant: The Leary Firefighters Foundation administers this program, which is named in honor of actor Denis Leary's cousin who perished in a catastrophic fire in Worcester, Massachusetts, provides financial support for the training and equipment needs of uniformed firefighters. Grants vary from $5,000 to $25,000. Eligible activities include training, equipment and technology purchases. Career and volunteer fire departments are encouraged to apply but only union-affiliated, uniformed fire departments in board-designated geographic areas are eligible. To be considered for funding, interested organizations must complete an LOI form and then approved organizations will then be invited to apply.

Nationwide Insurance Grant Program: The Nationwide Insurance Foundation is dedicated to making strategic philanthropic investments to meet the most critical needs in communities. The foundation makes funding decisions based on a Community Impact Model. In order of priority: Tier 1: emergency and basic needs; Tier 2: crisis stabilization; Tier 3: personal and family empowerment; and Tier 4: community enrichment. Grant types include general operating support, project and/or program support, and capital support. The Nationwide Insurance Foundation considers funding organizations in a limited number of cities.

State Farm Good Neighbor Citizenship Company Grant: State Farm Insurance provides company grants in 3 focus areas: safety, community development and education. In addition to these 3 focus areas, there is very limited funding to meet community-based needs including, but not limited to, environment, health and wellness, and other safety issues. State Farm Safety Grants are directed toward automobile and roadway safety, home safety and fire prevention, disaster preparedness, disaster recovery, and personal financial safety and security.

The Provident Bank Foundation Community Grant Program and Major Grant Programs: This foundation supports organizations involved with arts and culture, education, health, recreation, and human services. The Community Grant Program focuses on organizations that need strategic operating support. These typically range from $1,000 to $5,000. The Major Grant Program focuses on funding programs, projects or initiatives that address immediate needs, create meaningful impact and lead to sustainable community enhancement. These typically range from $5,001 to $25,000. Both the Community Grant Program and the Major Grant Program focus on the following 3 priority areas: community enrichment, education and health/youth/families. The foundation has provided funding for building construction and renovation, capital campaigns, equipment purchases, general operating support, management development, program development, scholarship funds, and project seed money.

Community Transportation Funds (CTF) - The CTF was established in the mid-'80s by the state's Bond Bill Committee to speed the process of making relatively small local improvements and also to put decision-making about priorities into the hands of each community through their representatives. CTF funding provides a fixed amount of funds

annually to each State Senator and House Representative to be used as they and their constituents believe is best for transportation improvements within their district. Legislators may also fund their own project ideas and they have the option of banking a portion of their yearly CTF budget for up to three years. Delaware's CTF program is run through DelDOT and fire companies/departments have been using the program and should continue to do so as long as the program is offered.

Appendix C - Consolidated Financial Statements and Profit and Loss Statements (Budget v. Actuals) by Company

Appendix C1 - American Legion

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]					
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]				$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]			$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
Total [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

AMERICAN LEGION - SUMMARY OF FINANCIAL STATEMENTS

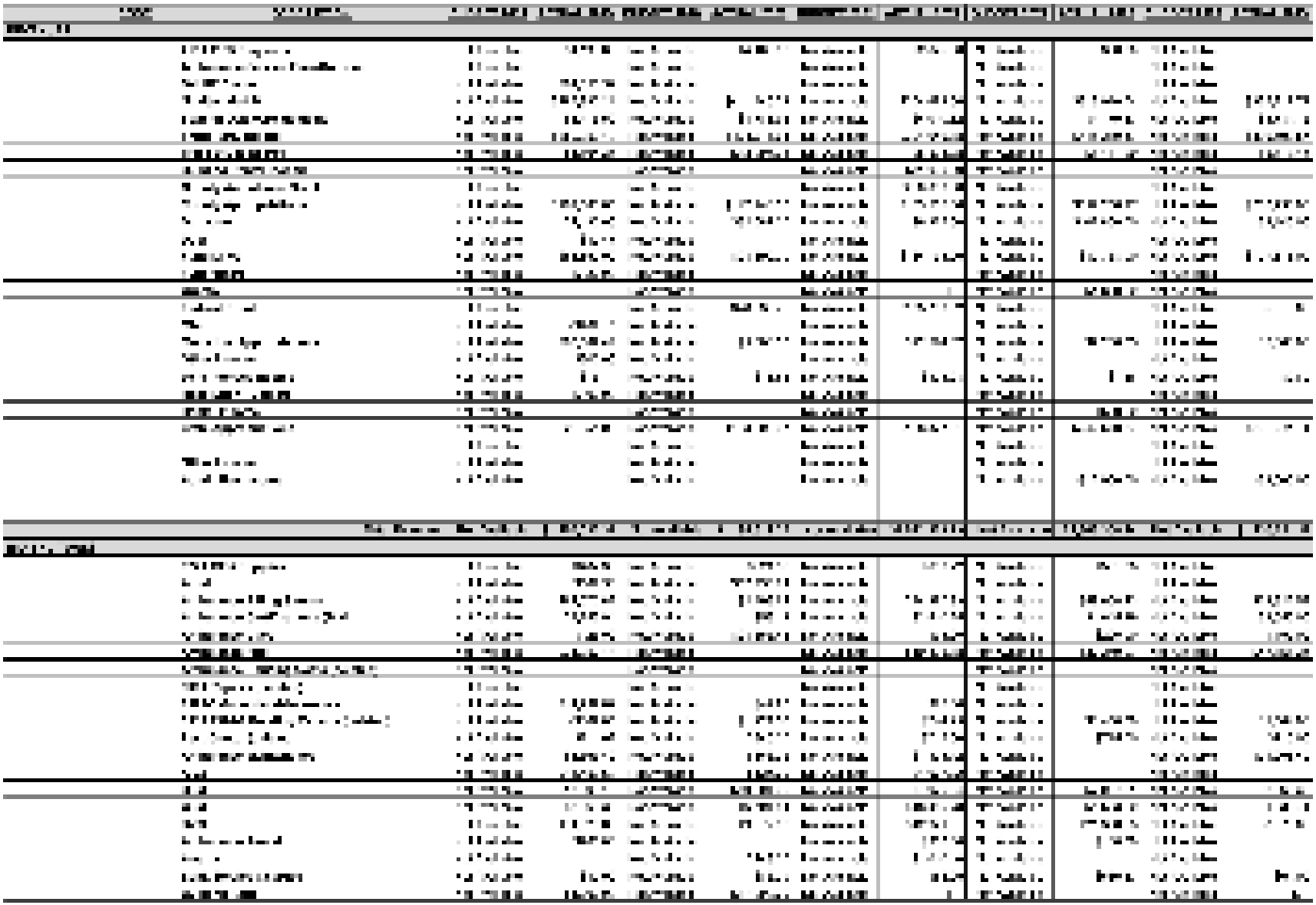
Statement of Activities & Changes	2018	2019	2020	2021	2022
Support and Revenues	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Program Services	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Fundraising	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Assets (Deficit) Beginning of Year	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Revenues					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Picnic Dinner	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Country Classic	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Grants/In Aid			$ [illegible]	$ [illegible]	$ [illegible]
Interest Income	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Dividend and Interest Income	$ [illegible]	$ [illegible]	$ [illegible]		
Member Dues	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]			$ [illegible]	$ [illegible]	
Fundraising Income	$ [illegible]	$ [illegible]	$ [illegible]		
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	
Total Revenues	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

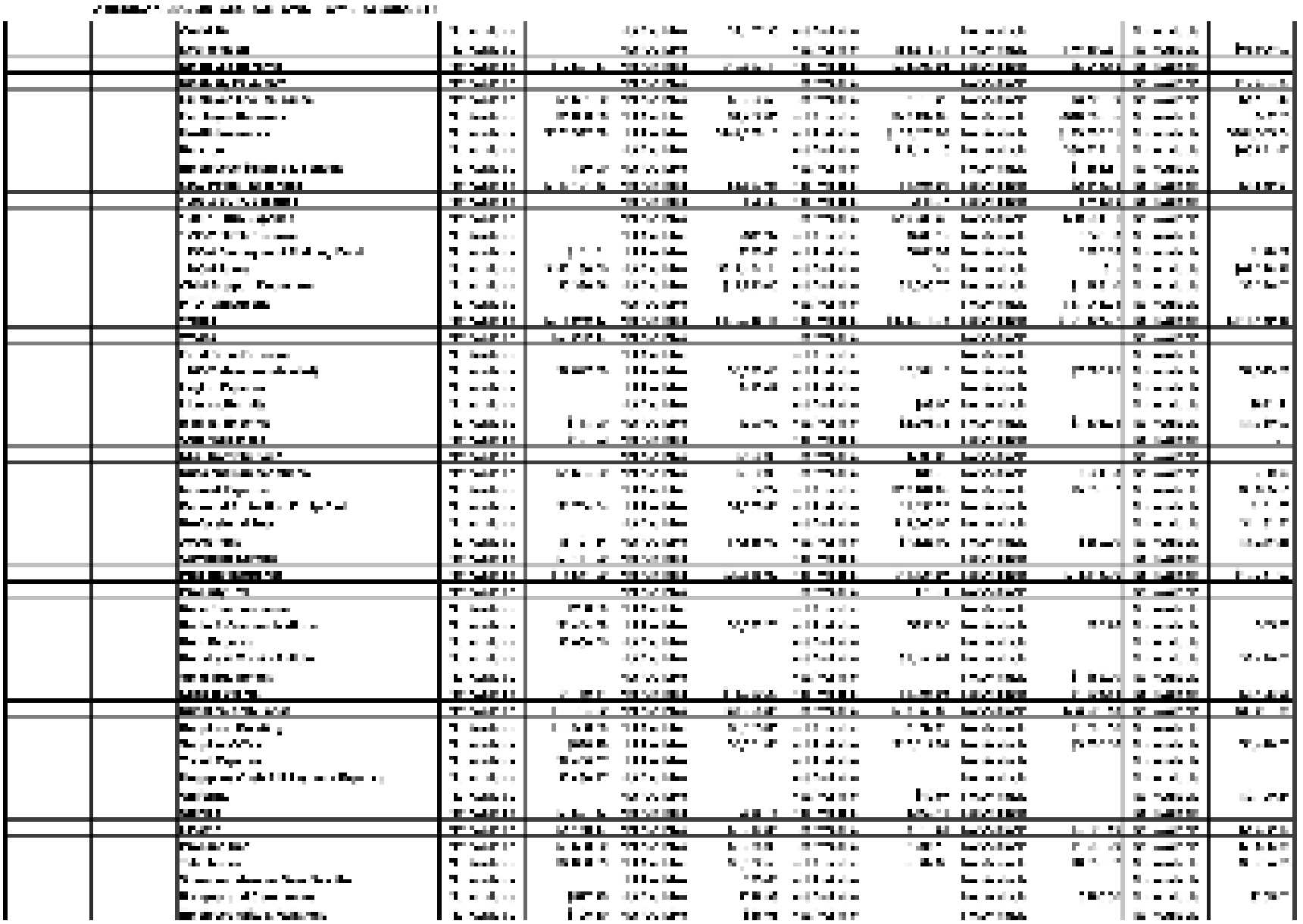
AUDITED (PRIOR) SUMMARY OF FINANCIAL STATEMENTS

Statement of Functional Expenses	2021	2022	2023	2024	2025
Statement of Functional Expenses - Tax Basis					
Administrative	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Ambulance Billing	$ 61,071	$ 32,734	$ 44,089	$ 32,328	$ 36,822
Ambulance Fund	$ 38,597	$ 29,898	$ 19,478	$ 37,378	$ 47,398
Ambulance Maintenance	$ 69,971	$ [illegible]	$ 69,121	$ [illegible]	$ [illegible]
Ambulance Capital	$ 17,252	$ 13,276	$ 33,747	$ 34,561	$ 32,226
Bank Fees	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Complaints and Commendations	$ 600	$ 328	$ -	$ 392	$ 332
Communications	$ 9,402	$ 11,236	$ 6,000	$ 9,779	$ 8,892
Contributions	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Depreciation	$ 62,232	$ 56,854	$ 53,534	$ 77,315	$ 70,462
Dues and Subscriptions	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Fund Raising Expenses	$ 11,536	$ 7,196	$ [illegible]	$ [illegible]	$ [illegible]
Chaplain Assistance	$ 479	$ 218	$ 1,010	$ -	$ -
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Insurance - Other	$ 5,822	$ 22,232	$ 11,133	$ [illegible]	$ [illegible]
Interest Expense	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Medical Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Member Pension Fees	$ 21,570	$ 20,237	$ 23,532	$ 32,548	$ 68,504
Office Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Professional Fees	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Repairs and Maintenance	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Taxes	$ 46,832	$ 32,832	$ 53,434	$ 64,358	$ 66,491
Training	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Travel	$ [illegible]	$ [illegible]	$ -	$ -	$ -
Uniforms	$ 3,424	$ 6,234	$ 22,[illegible]	$ [illegible]	$ 2,832
Utilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

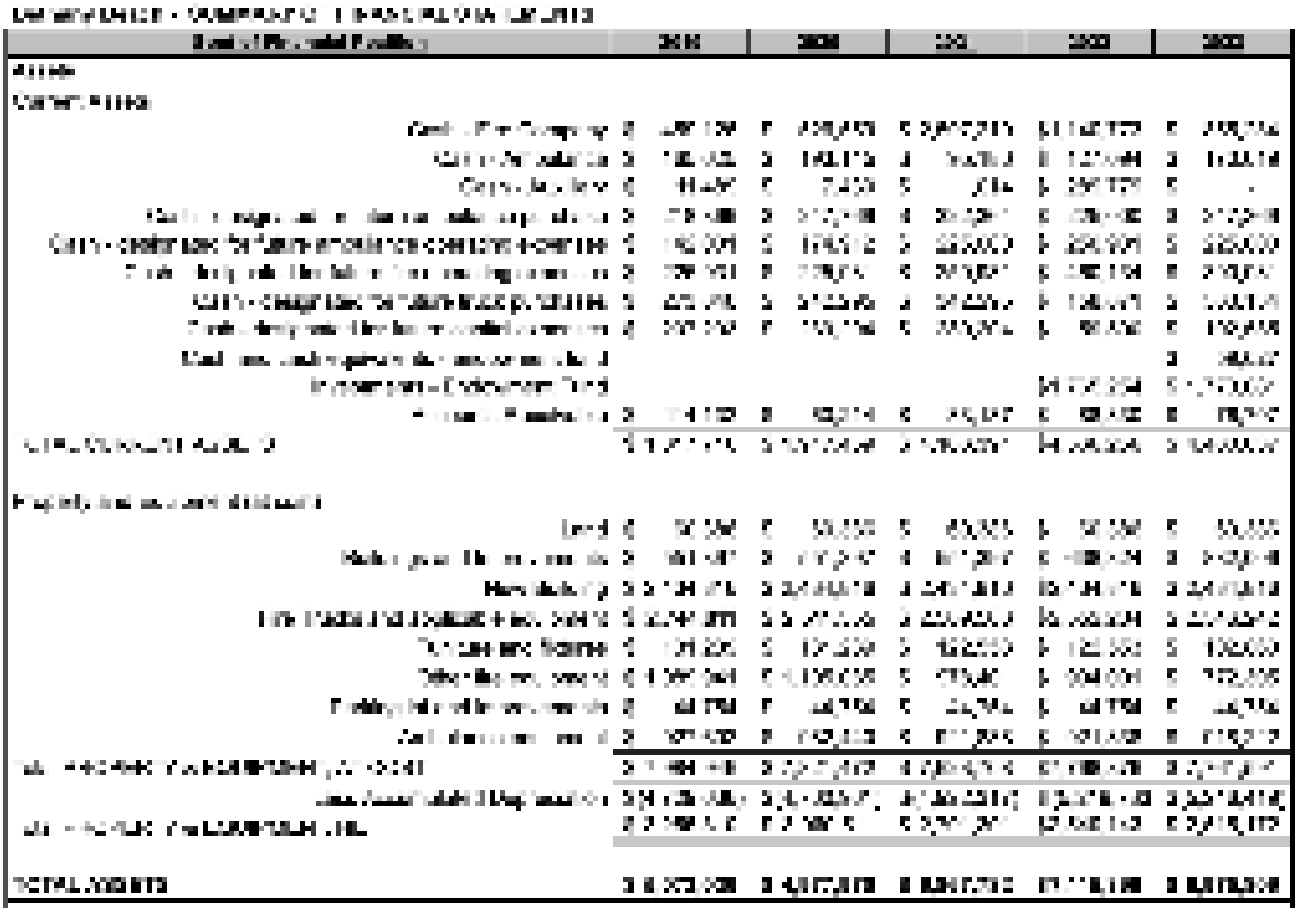
APPENDIX D: PROFIT AND LOSS SUMMARY OF FINANCIAL STATEMENTS

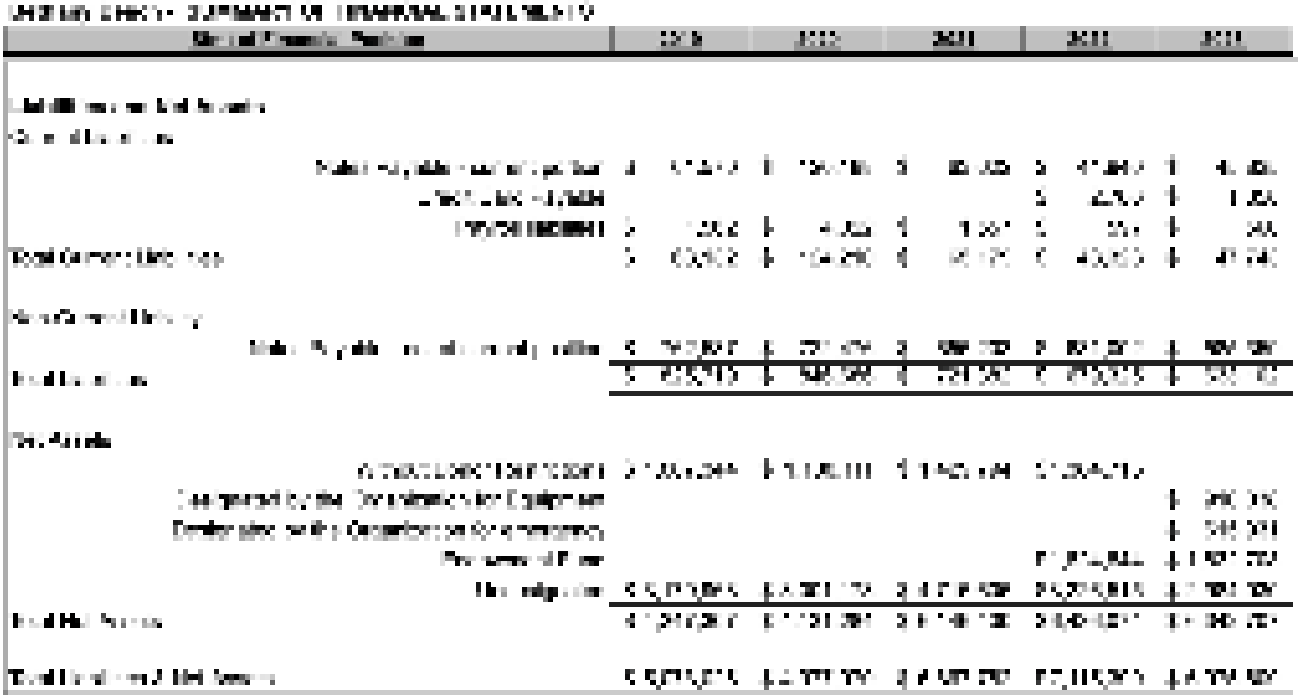
Statement of Cash Flows	2019	2020	2021	2022	2023
Cash Flows from Operating Activities					
Excess revenue over expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
(Gain) Loss on sale of assets	$ [illegible]	$ -	$ [illegible]	$ [illegible]	$ -
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Payroll liability	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Compensation reserves	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (Used) by Operating Activities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows from Investing Activities					
Proceeds from Sale of property and equipment	$ [illegible]	$ [illegible]	$ -	$ [illegible]	$ -
Purchase of property and equipment	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (Used) by Investing	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows from Financing Activities					
Proceeds from Debt					$ [illegible]
[illegible]	$	$	$	$ [illegible]	$
Principal Payments on Debt	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (used) by Financing Activities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash & Cash Equivalents (Beginning of Year)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash & Cash Equivalents (End of Year)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Increase (Decrease) in Cash & Cash Equivalents	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Interest Expense Paid	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

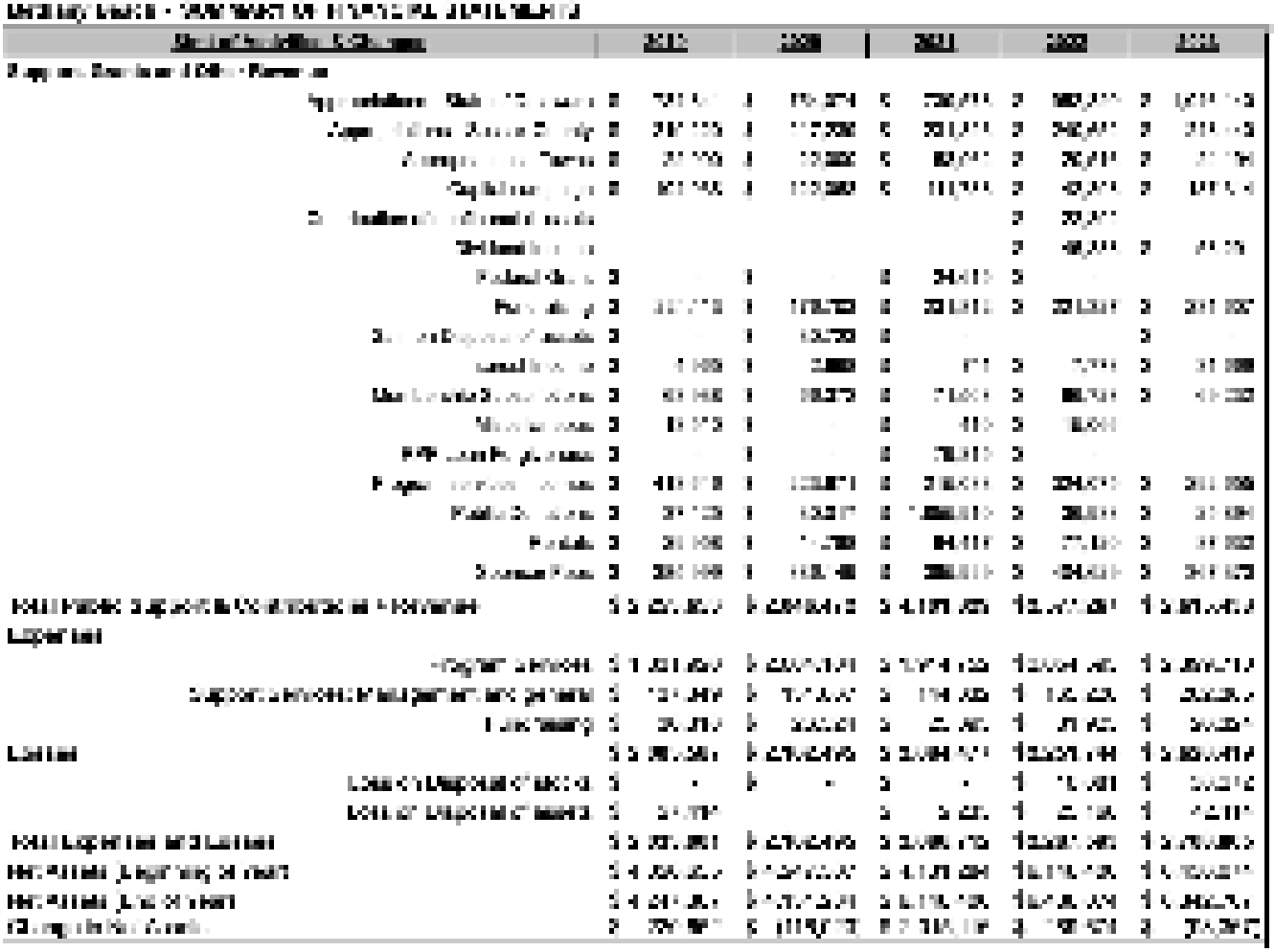




Appendix C2 - Bethany Beach

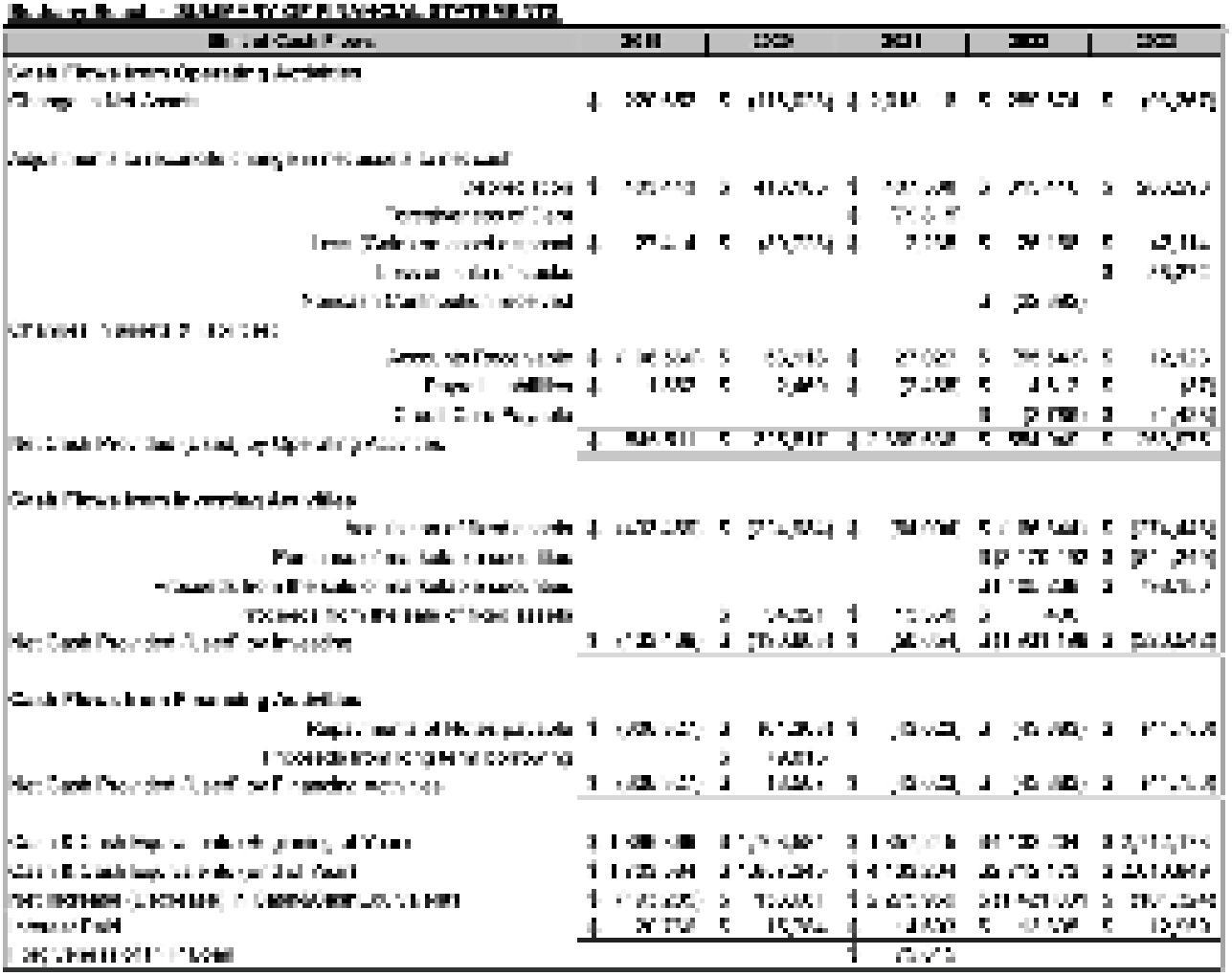


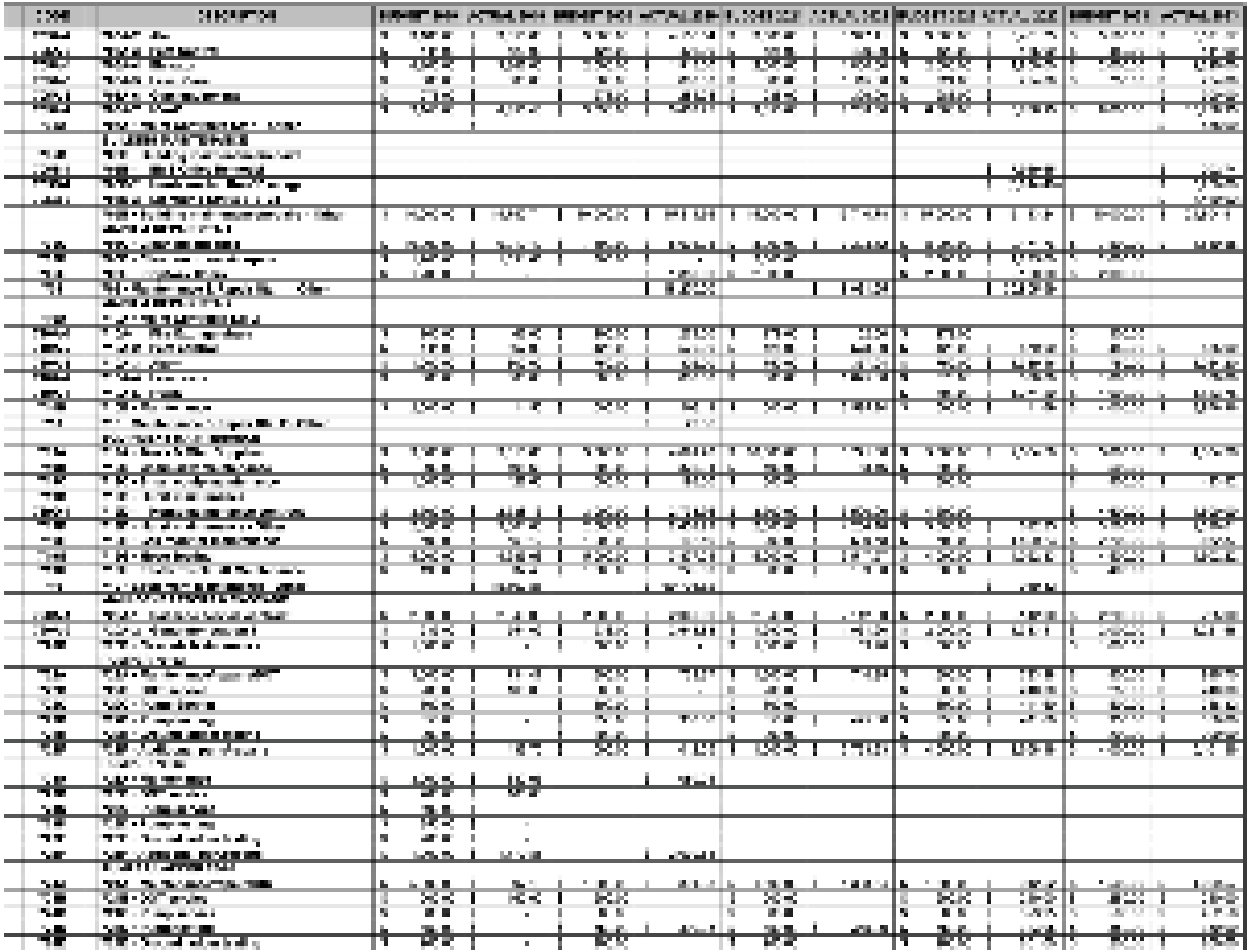


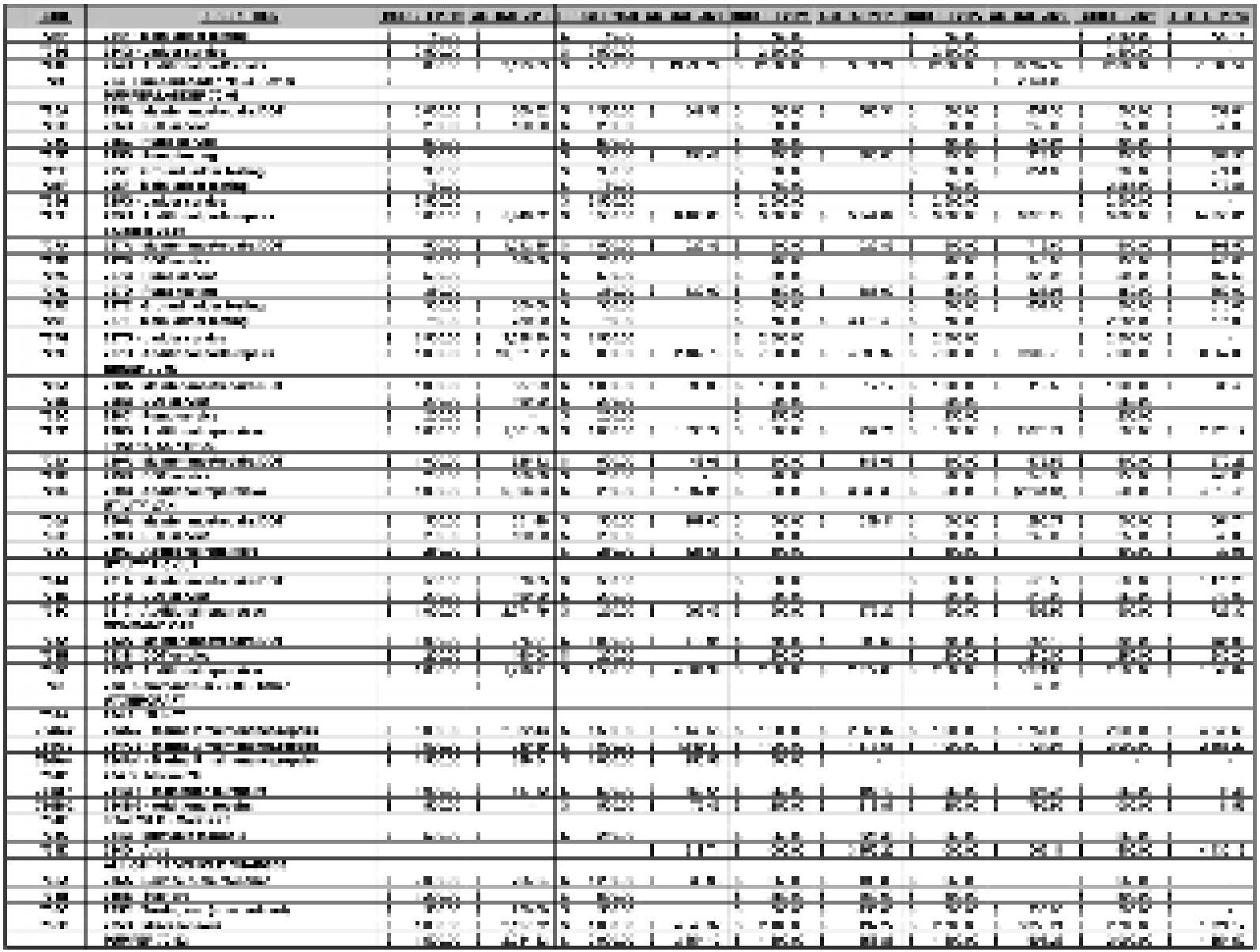


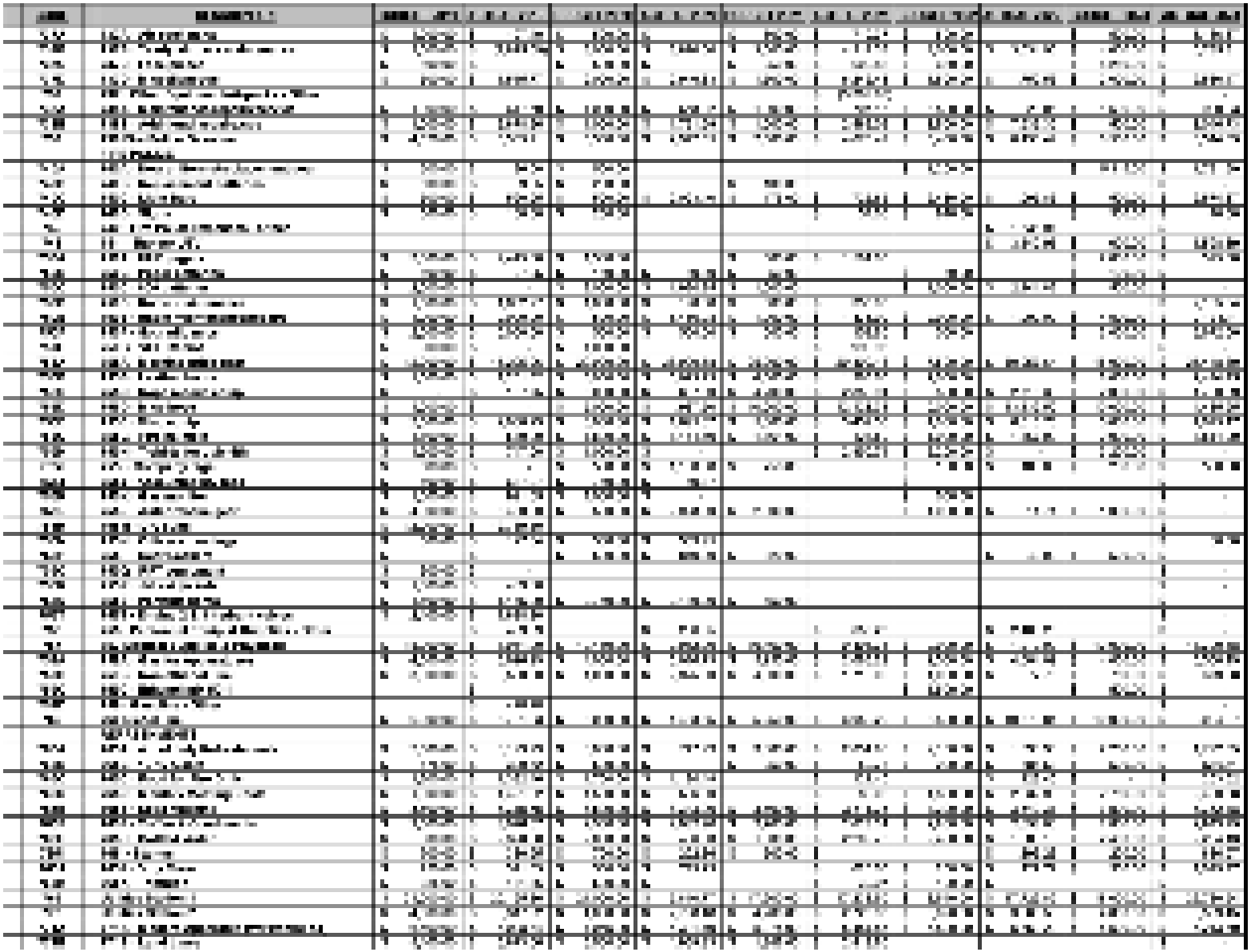
[illegible]

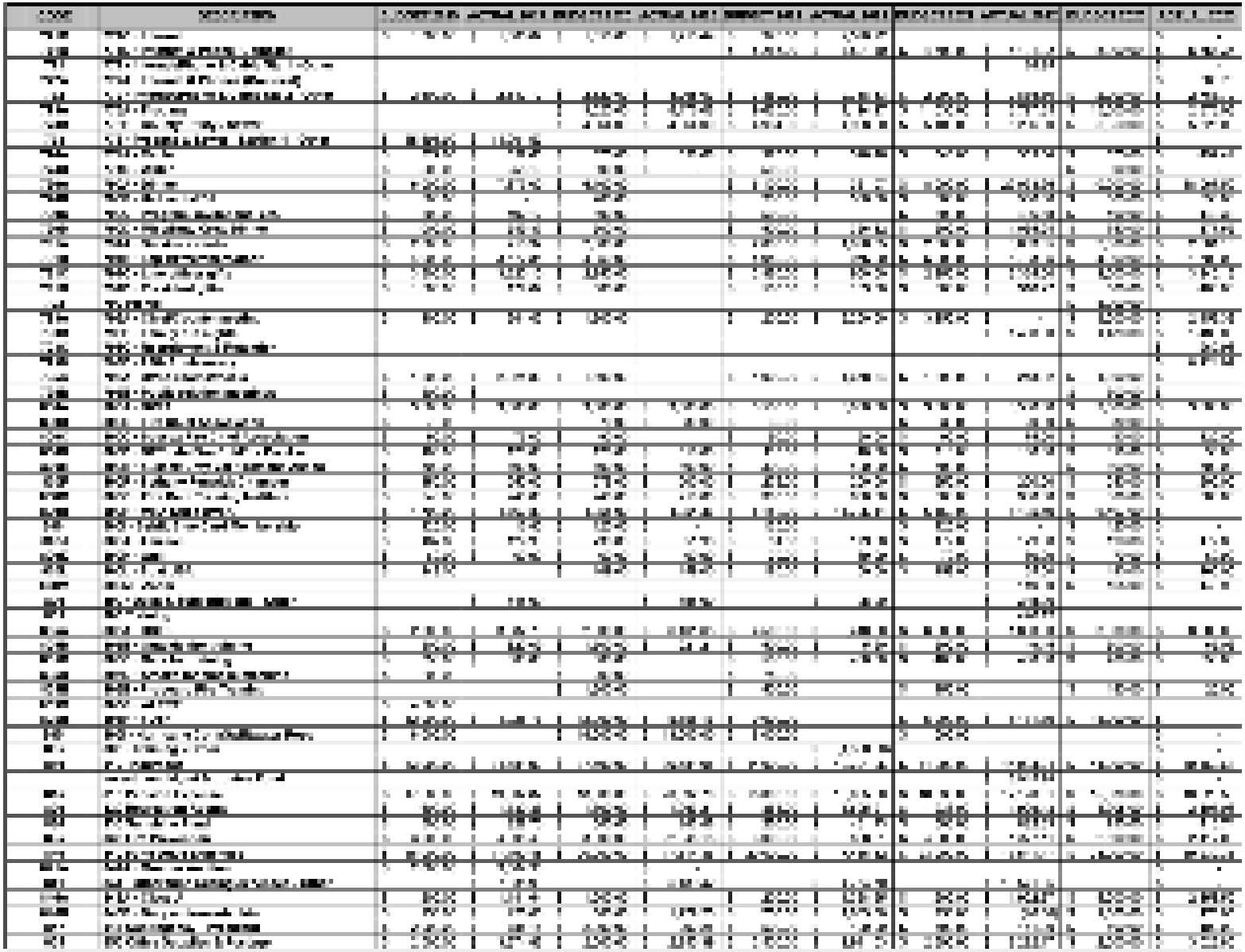
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	$ [illegible]		$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]		$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]		
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

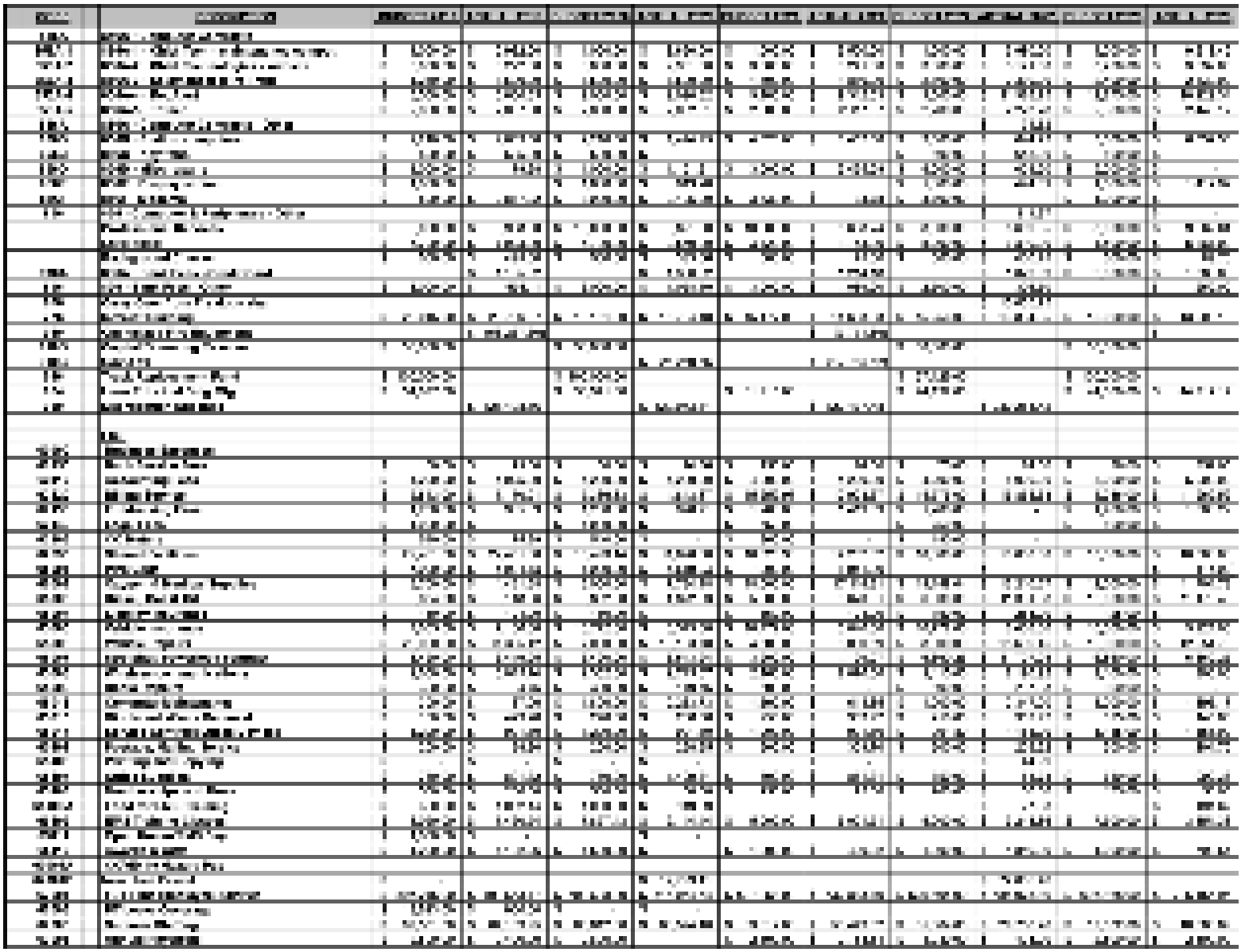












Appendix C3 - Blades

SELECTED SUMMARY OF FINANCIAL STATEMENTS

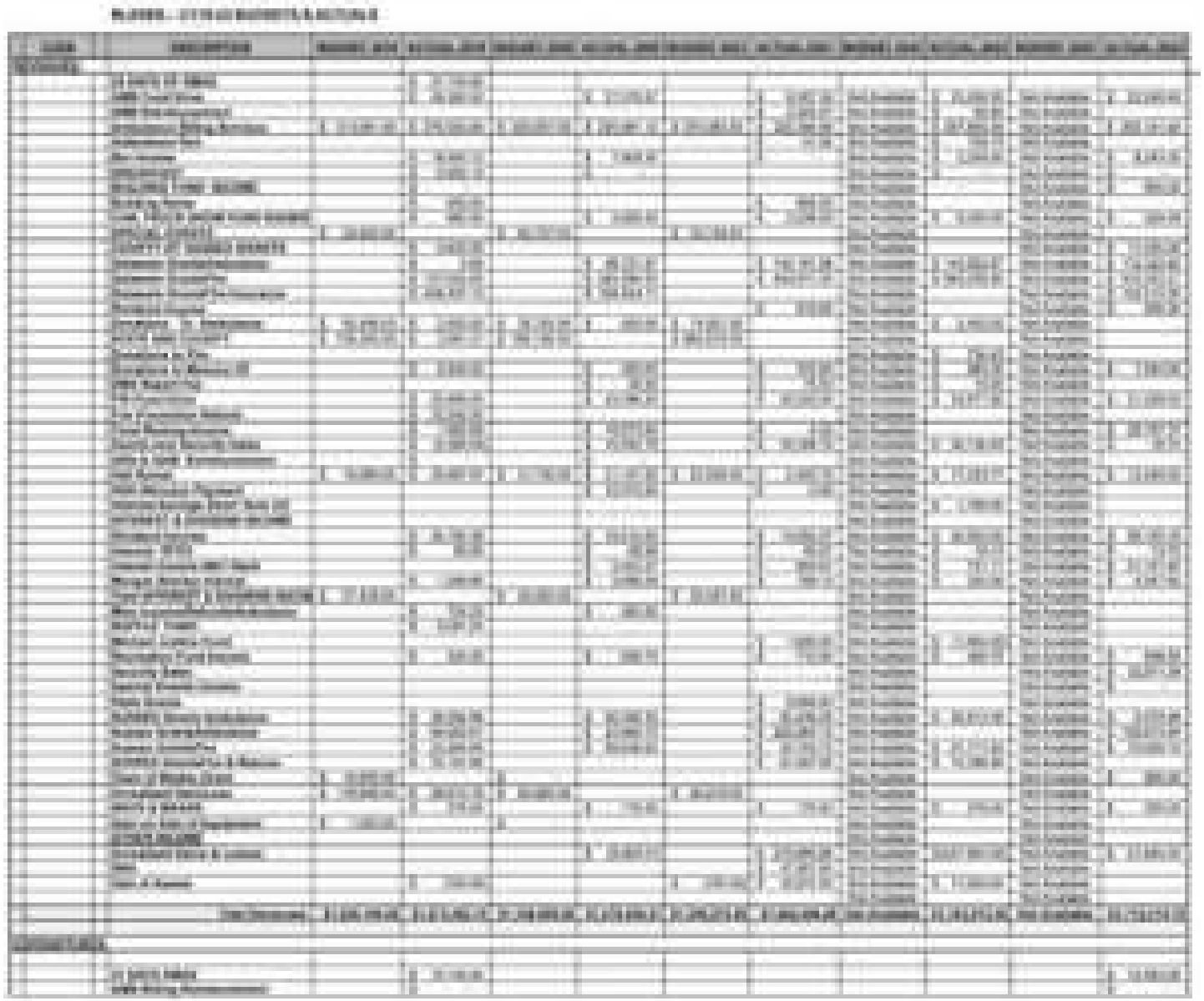
Statement of Financial Position	2019	2020	2021	2022	2023
Assets					
Current Assets					
Cash and Cash Equivalents	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Taxes Receivable	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Accounts Receivable, Net	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Current Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Property and Equipment (at cost)					
Land	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Building	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Construction in Progress				$ [illegible]	$ [illegible]
Fire Apparatus	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Equipment	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Ambulances and Emergency Vehicles	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Less: Accumulated Depreciation	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Property and Equipment	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Liabilities and Net Assets					
Current Liabilities					
Credit Card Payable	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Payroll Liabilities					
Accrued Liabilities					
Current Portion of Long-Term Debt	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Current Liabilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Long-Term Debt					
LT Debt, Net Current Portion	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Long-Term Debt	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Liabilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Assets					
Without Donor Restrictions	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
With Donor Restrictions	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
With Donor Restrictions					
Total Net Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Liabilities and Net Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

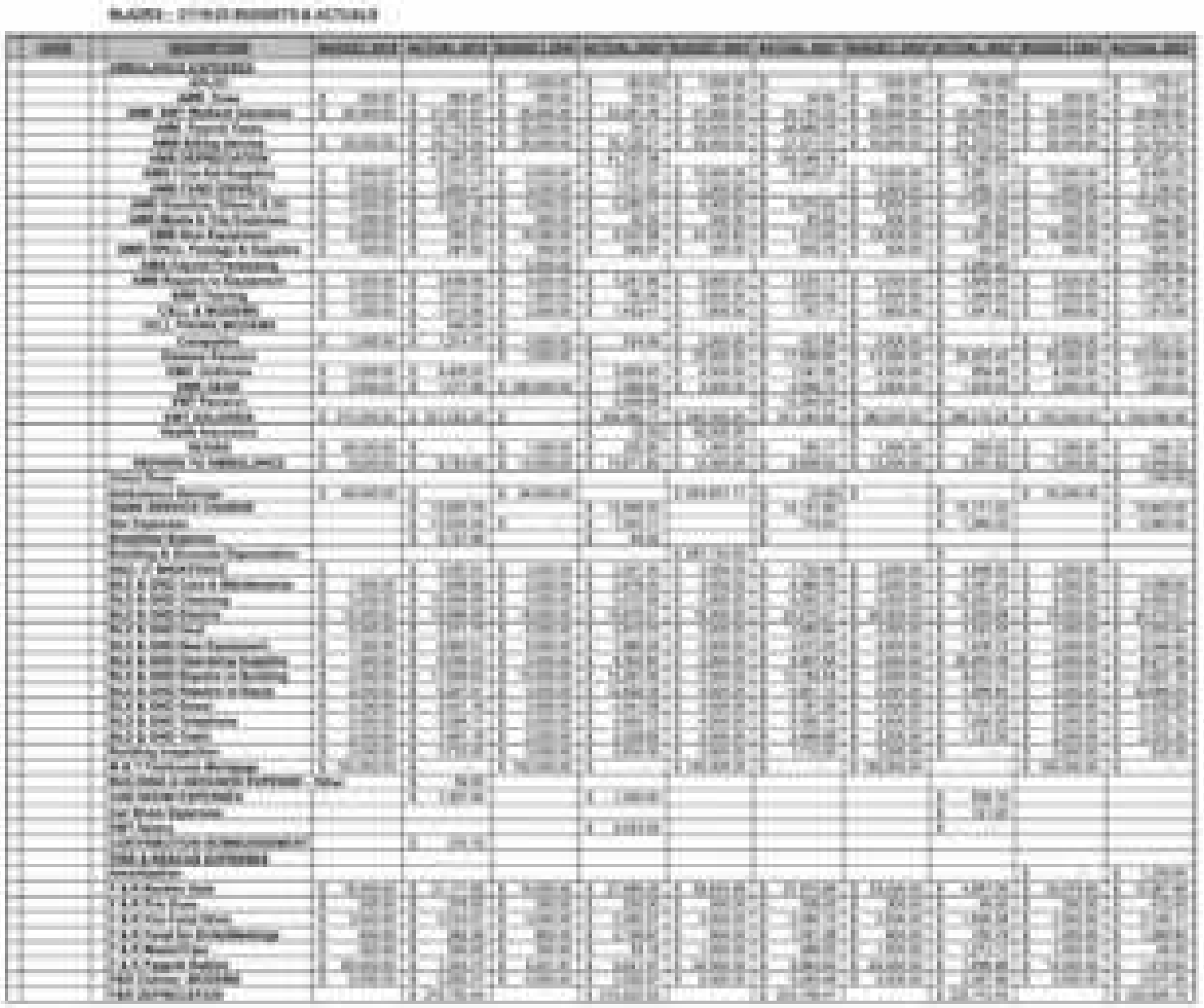
[illegible]

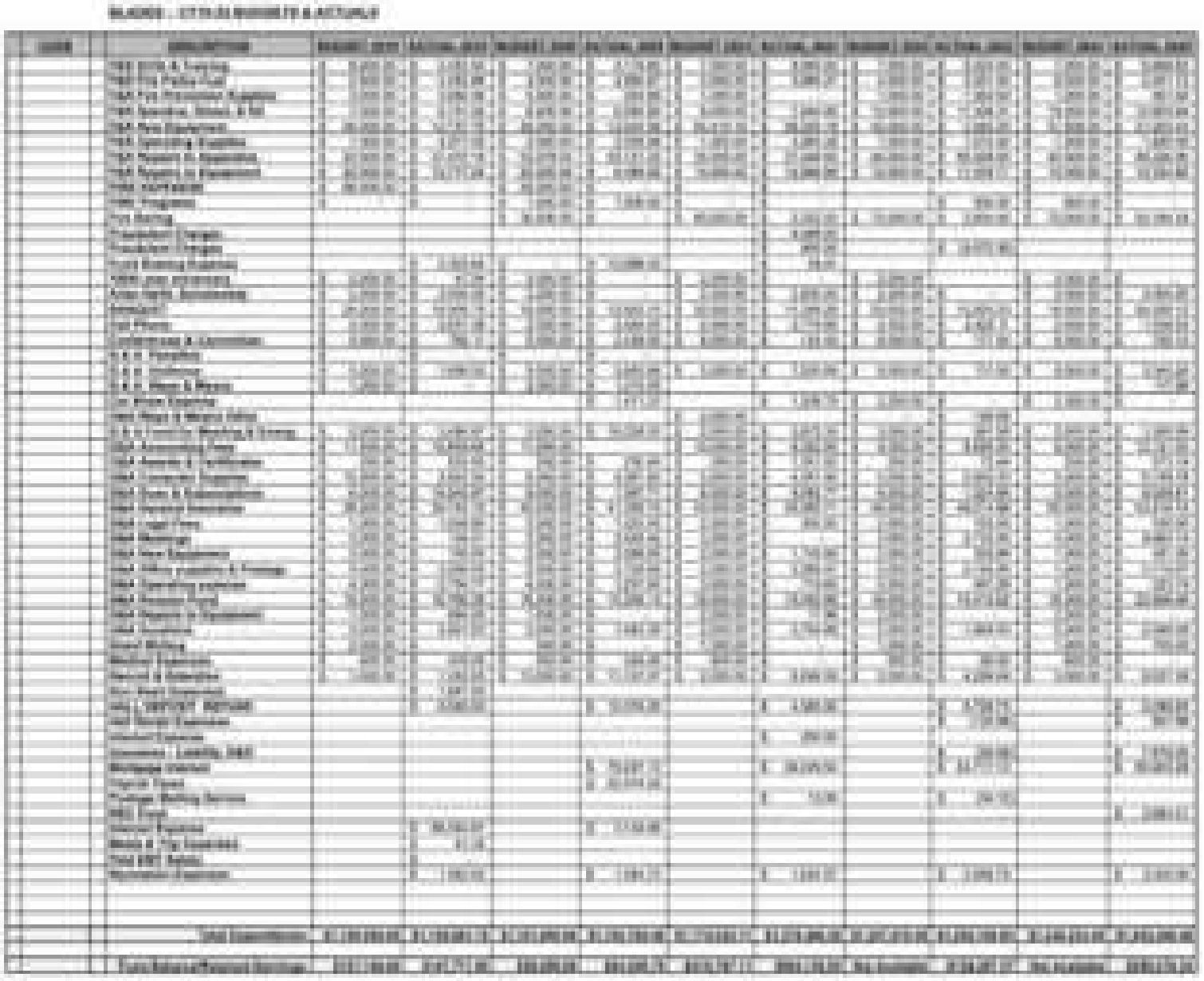
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Public Support:					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]		
Public Contributions	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Public Support	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Revenue:					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cable Commission Grant Development	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Revenue	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Expenses:					
Administrative Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Depreciation	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Fire Prevention	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Fund Raising Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Member Recognition	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Professional Fees	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Telephone	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

BLADES SUMMARY OF FINANCIAL STATEMENTS

Statement of Cash Flows	2021	2020	2019	2018	2017
Cash Flows from Operating Activities					
Cash received for:					
Operating Revenues	$ 1,208,268	$ (1,203,680)	$ 1,210,879	$ 1,208,267	$ 1,178,961
Interest Income	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
Other Receipts	$ 10,000	$ 10,731	$ 11,177	$ 6,000	$ 1,443
Cash paid for:					
Payments to Employees	$ (477,340)	$ (483,640)	$ (501,132)	$ (520,474)	$ (539,405)
Administrative Expenses	$ (1,000,000)	$ (1,000,000)	$ (1,000,000)	$ (1,000,000)	$ (1,000,000)
Interest	$ (30,000)	$ (31,000)	$ (40,000)	$ (54,000)	$ (68,000)
Net Cash Provided by Operating Activities	$ 401,183	$ 344,870	$ 690,924	$ 670,000	$ 479,000
Cash Flows from Investing Activities					
Proceeds from Sale of property and equipment	$ 2,000	$ -	$ 25,000	$ 7,000	$ -
Purchase of property and equipment	$ (1,000,000)	$ (1,000,000)	$ (1,000,000)	$ (1,000,000)	$ (1,000,000)
Investments	$ 4,000	$ 40,000	$ (50,000)	$ (21,000)	$ (28,000)
Net Cash Provided by Investing	$ (994,000)	$ (960,000)	$ (1,025,000)	$ (1,014,000)	$ (1,028,000)
Cash Flows from Financing Activities					
Loan Proceeds Tax-Free					
Principal Payments on Debt	$ (1,000,000)	$ (1,000,000)	$ (1,000,000)	$ (1,000,000)	$ (1,000,000)
Net Cash Provided (Used) by Financing Activities	$ (1,000,000)	$ (1,000,000)	$ (1,000,000)	$ (1,000,000)	$ (1,000,000)
Cash & Cash Equivalents (Beginning of Year)	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
Cash & Cash Equivalents (End of Year)	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
Net Increase (Decrease) in Cash & Cash Equivalents	$ -	$ -	$ -	$ -	$ -







Appendix C4 - Bridgeville

[illegible] - SUMMARY OF FINANCIAL STATEMENTS

Statement of Financial Position	2021	2020	2021	2022	2023
Assets					
Current Assets					
Ambulance Checking - Citizens Bank	$ 34,323.30	$ 34,151.00	$ 34,456.00	$ 33,266.00	$ 34,000.00
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cash - Ambulance Auxiliary	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Current Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
OTHER ASSETS					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Ambulance Building & Land - Roll Front Drive	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total other assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Liabilities And Net Assets	$ -	$ -	$ -	$ -	$ -
Current Liabilities	$ -	$ -	$ -	$ -	$ -
Total Liabilities & Net Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

[illegible]

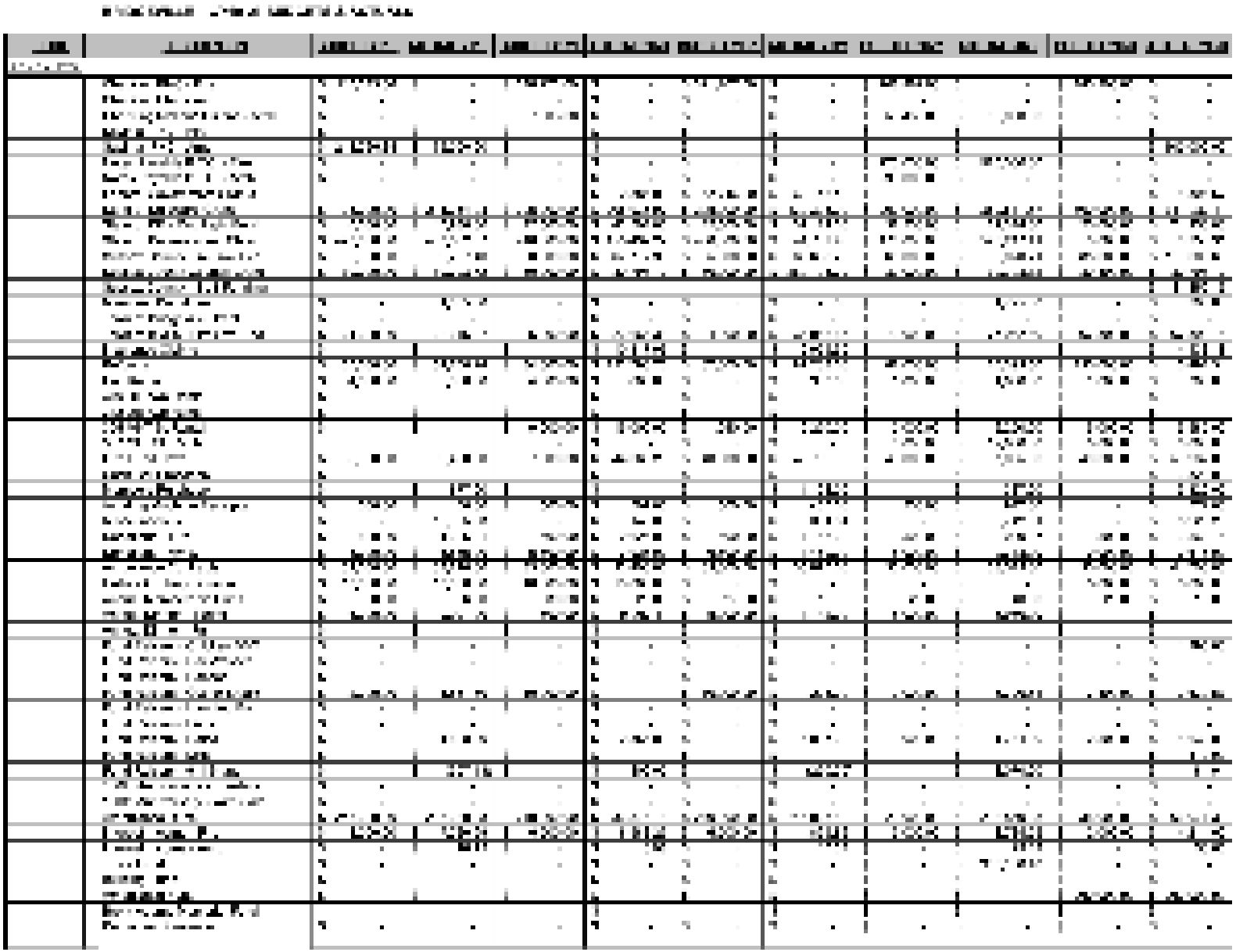
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]					
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]		$ [illegible]			
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Public Support & Contributions + Rents	$ 1,845,989	$ 1,334,238	$ 1,960,077	$ 1,975,001	$ 1,787,295
[illegible]					
[illegible]	$ -	$ 2,372	$ 62,745	$ -	
[illegible]	$ -	$ [illegible]	$ [illegible]	$ -	
[illegible]	$ -	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Other Revenue	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Operating & Other Revenue	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Expenses					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Other Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Operating and Other Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Assets (Beginning of Year)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Assets (End of Year)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Change in Net Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

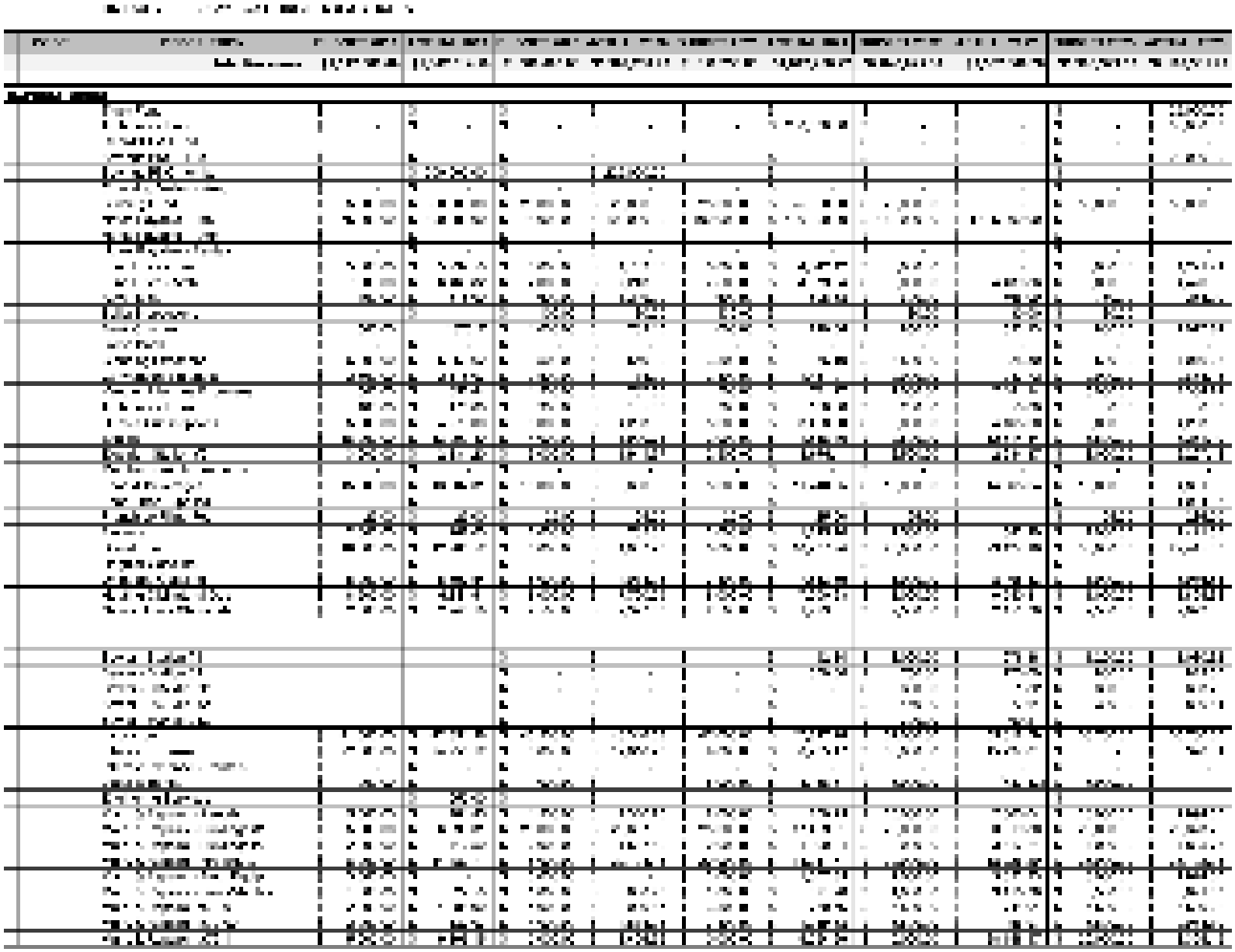
Bridgeville - SUMMARY OF FINANCIAL STATEMENTS

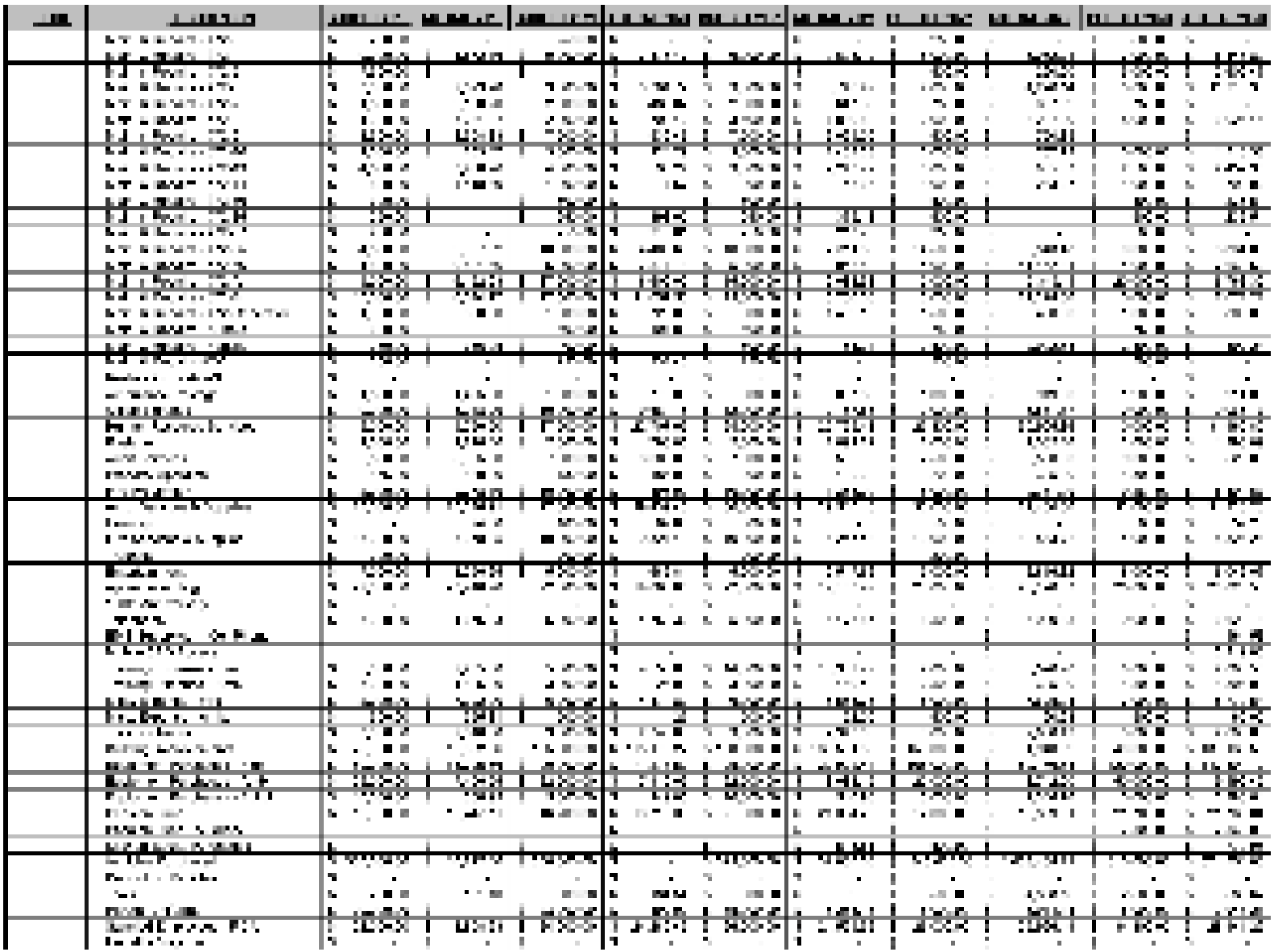
General Fund Revenues	2017	2018	2019	2020	2021
Contributions					
Fundraising	$ [illegible]	$ 1,743	$ [illegible]	$ [illegible]	$ [illegible]
Ambulance billing	$ 26,533	$ 30,253	$ 33,322	$ 21,032	$ 32,537
Donations	$ 36,532	$ 44,723	$ 42,362	$ 51,559	$ 57,231
Rental Property and Miscellaneous	$ 49,572	$ 32,284	$ [illegible]	$ 26,232	$ 41,556
[illegible]	$ 3,221	$ [illegible]	$ [illegible]	$ 1,491	$ 3,141
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Equipment Replacement Maintenance	$ 34,637	$ 70,963	$ 85,347	$ 136,120	$ 132,111
Fundraising and Other Expense	$ 26,521	$ 33,585	$ 28,792	$ 32,285	$ 36,110
Insurance	$ 43,881	$ 45,047	$ 47,525	$ 55,319	$ 58,730
Interest Expense	$ 5,356	$ [illegible]	$ [illegible]	$ [illegible]	$ 3,96
[illegible]	$ 321	$ 324	$ [illegible]	$	$ 341
Medical and Meeting	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Office Supplies	$ 5,473	$ [illegible]	$ 13,353	$ 6,033	$ 5,232
Payroll Taxes and Penalties	$ 21,150	$ 24,287	$ 24,305	$ 25,551	$ 26,541
Penalties	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Postage and Delivery	$ 3,221	$ [illegible]	$ [illegible]	$ [illegible]	$ 3,317
Professional Fees	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Salaries	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Scholarship		$ 750			
Supplies	$ 20,773	$ 25,274	$ [illegible]	$ [illegible]	$ 28,836
Telephone	$ 4,836	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Training	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Truck Financial	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Truck Fuel and Gasoline	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Uniforms	$ -	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Utilities	$ 26,197	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Vehicle Property Expense	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
TOTAL	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Capital Expenditures					
Capital Improvements	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Equipment Purchases	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$
[illegible]		$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Other Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

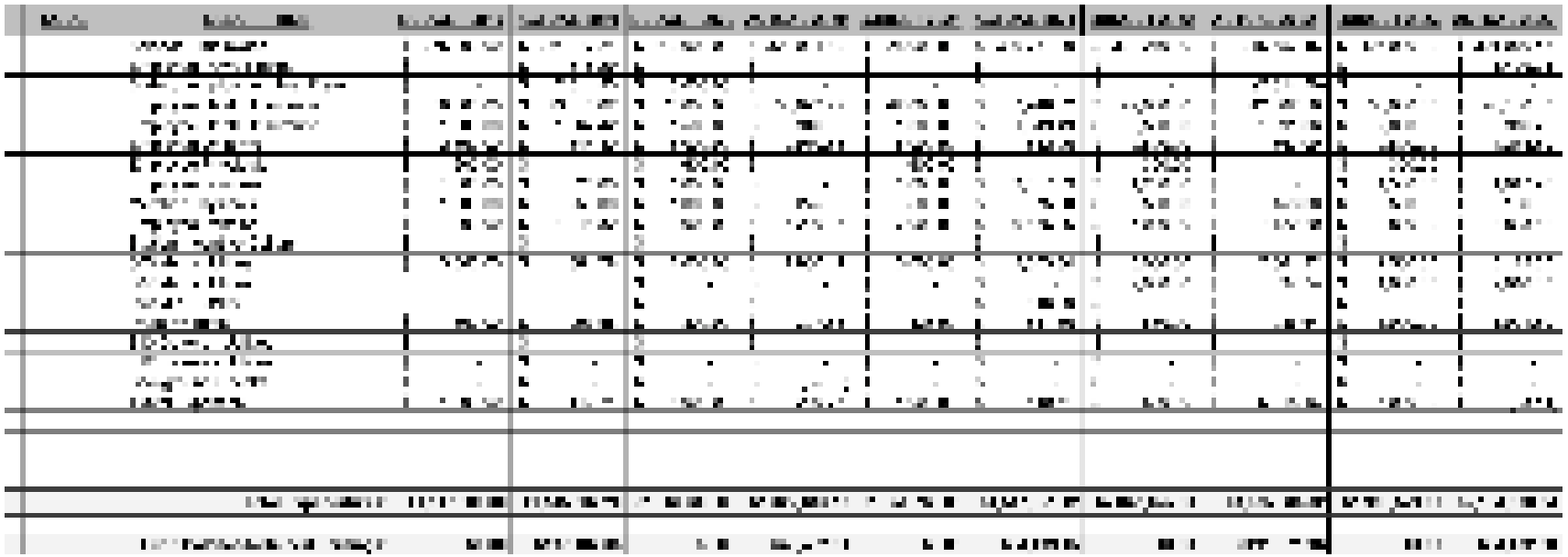
[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cash Flows from Operating Activities					
Cash Received					
Support and Revenue	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Other Receipts	$ -	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Paid					
Payments to Vendors	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Interest Payments	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (Used) by Operating Activities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows from Investing Activities					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (Used) by Investing	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows from Financing Activities	$ -	$ -	$ -	$ -	$ -
Cash & Cash Equivalents (Beginning of Year)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

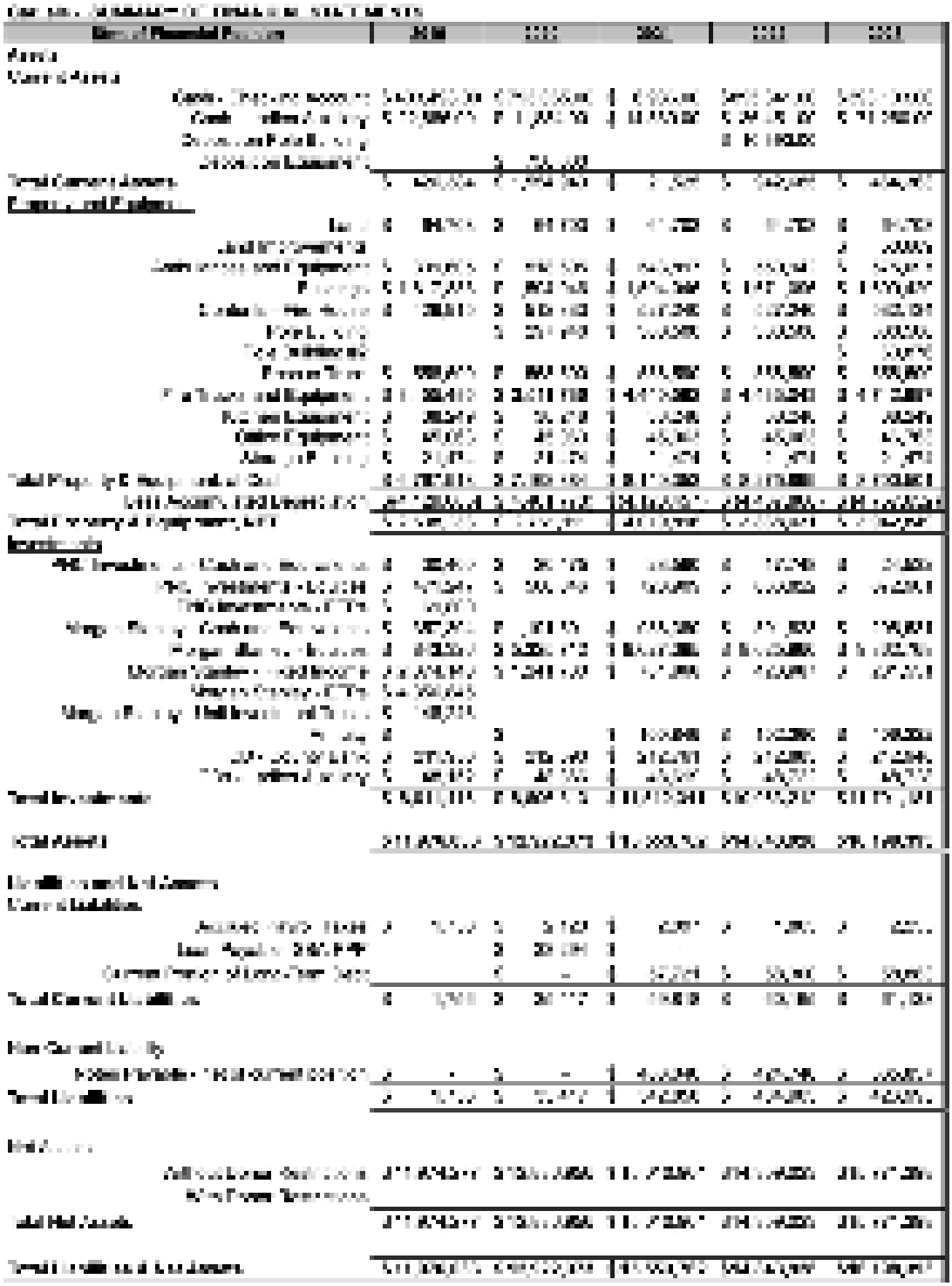








Appendix C5 - Carlisle



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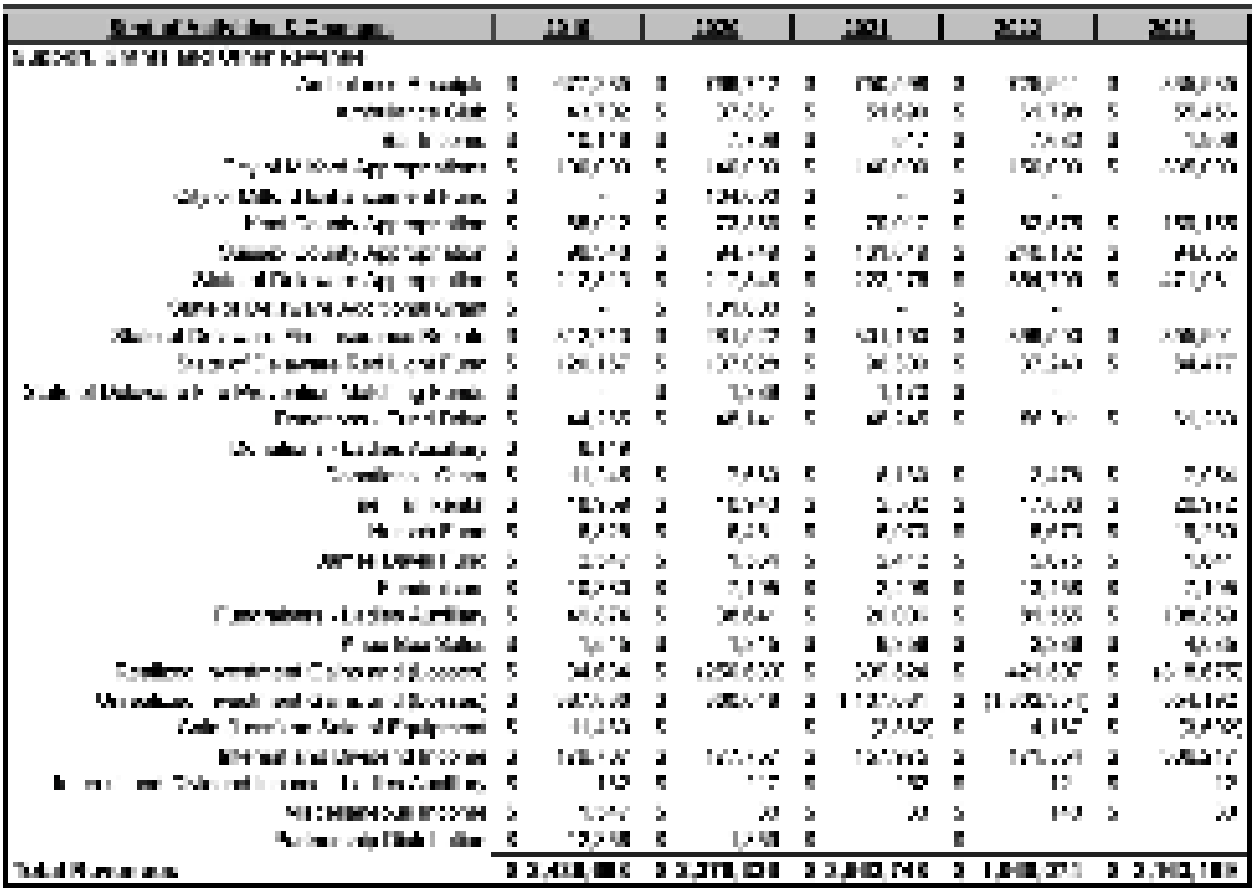


[illegible] - SUMMARY OF [illegible] DATA

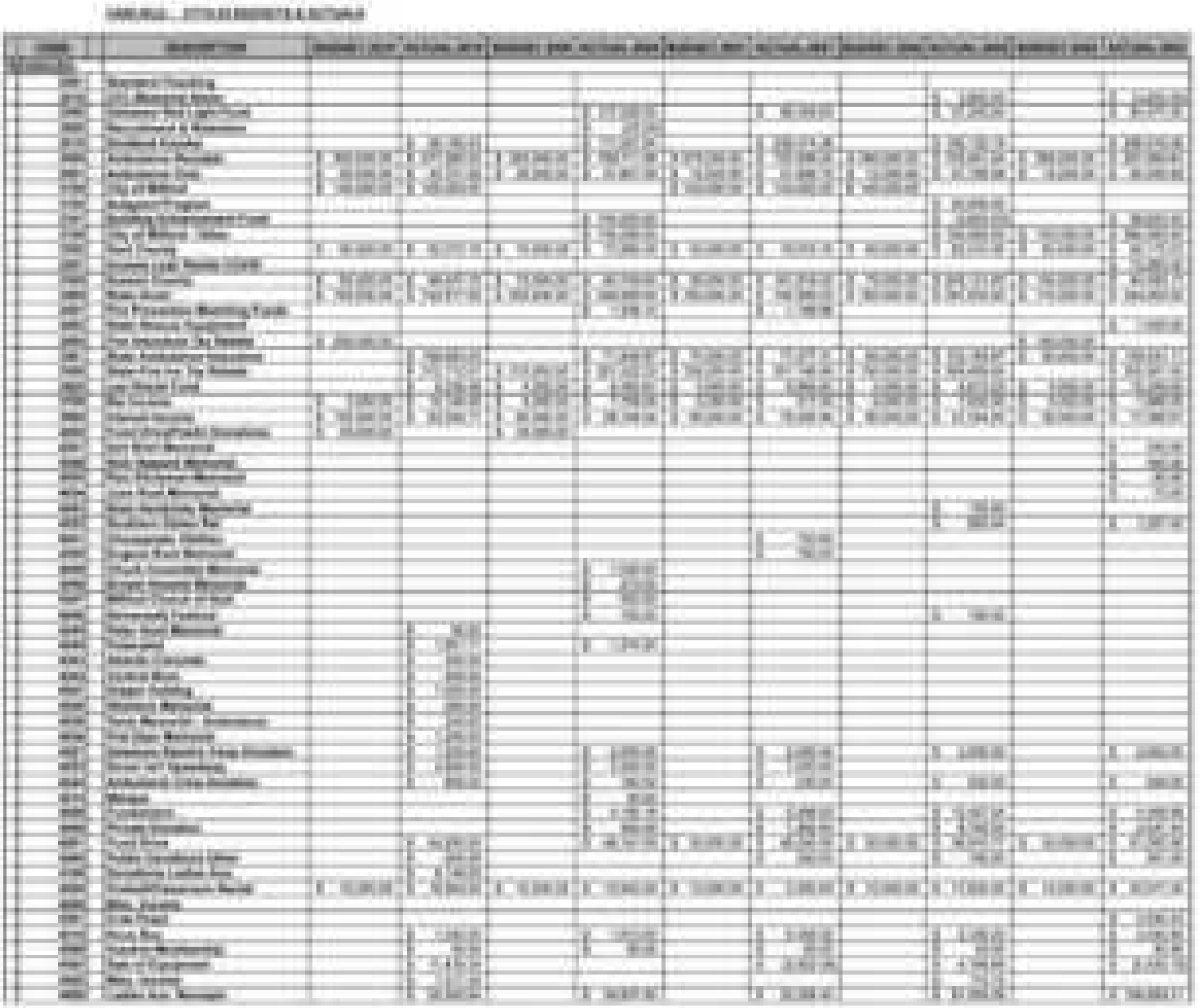
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	$ 11,131	$ 1,48[illegible]	$ 24,[illegible]	$ 26,[illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ 17,[illegible]	$ 22,[illegible]	$ 15,[illegible]	$ 16,[illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ 5,[illegible]	$ 5,[illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$	$ [illegible]	$ [illegible]	$	$ [illegible]
[illegible]	$ 2,[illegible]	$ 2,[illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [

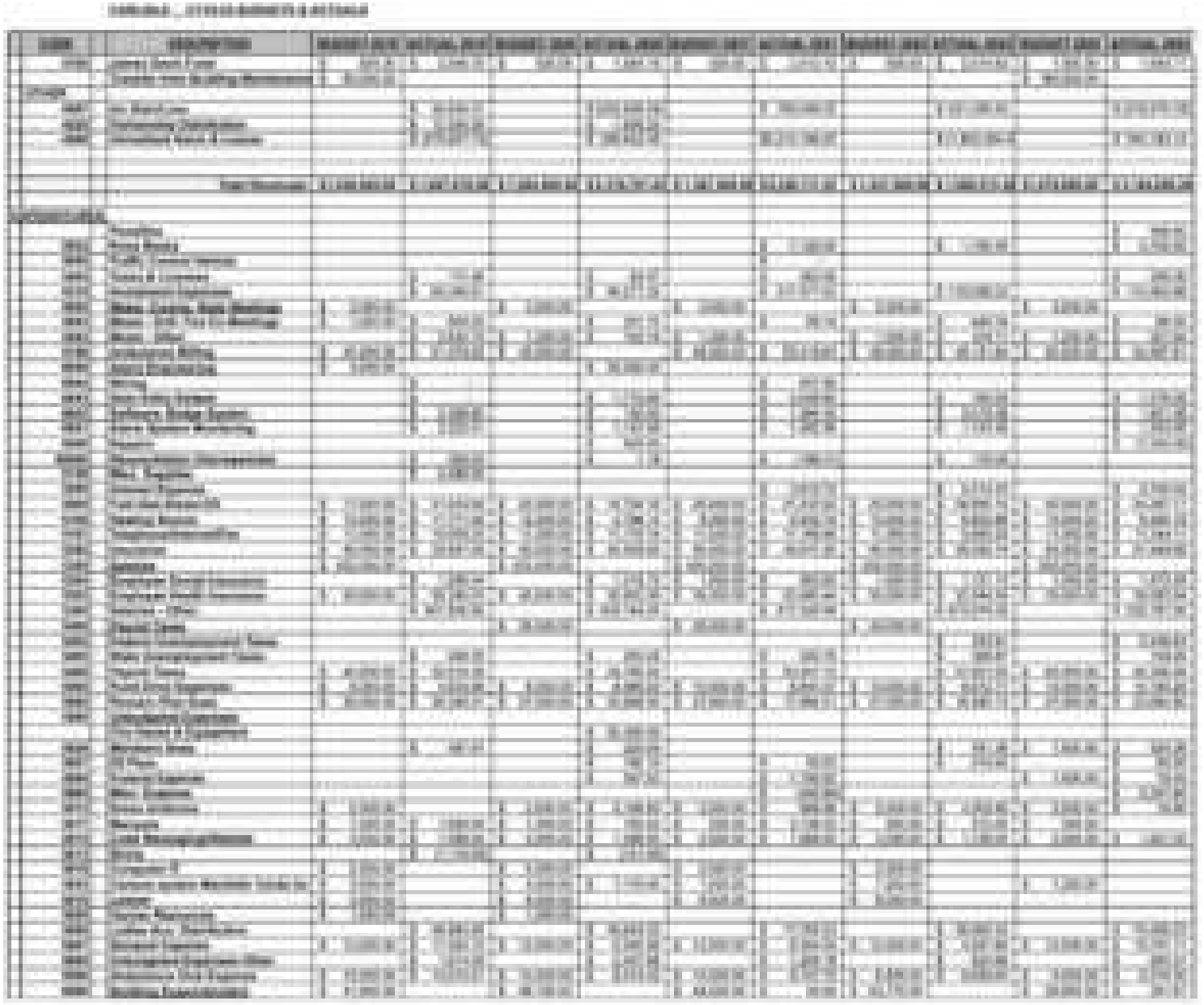
Section II - SUMMARY OF FINANCIAL STATEMENTS

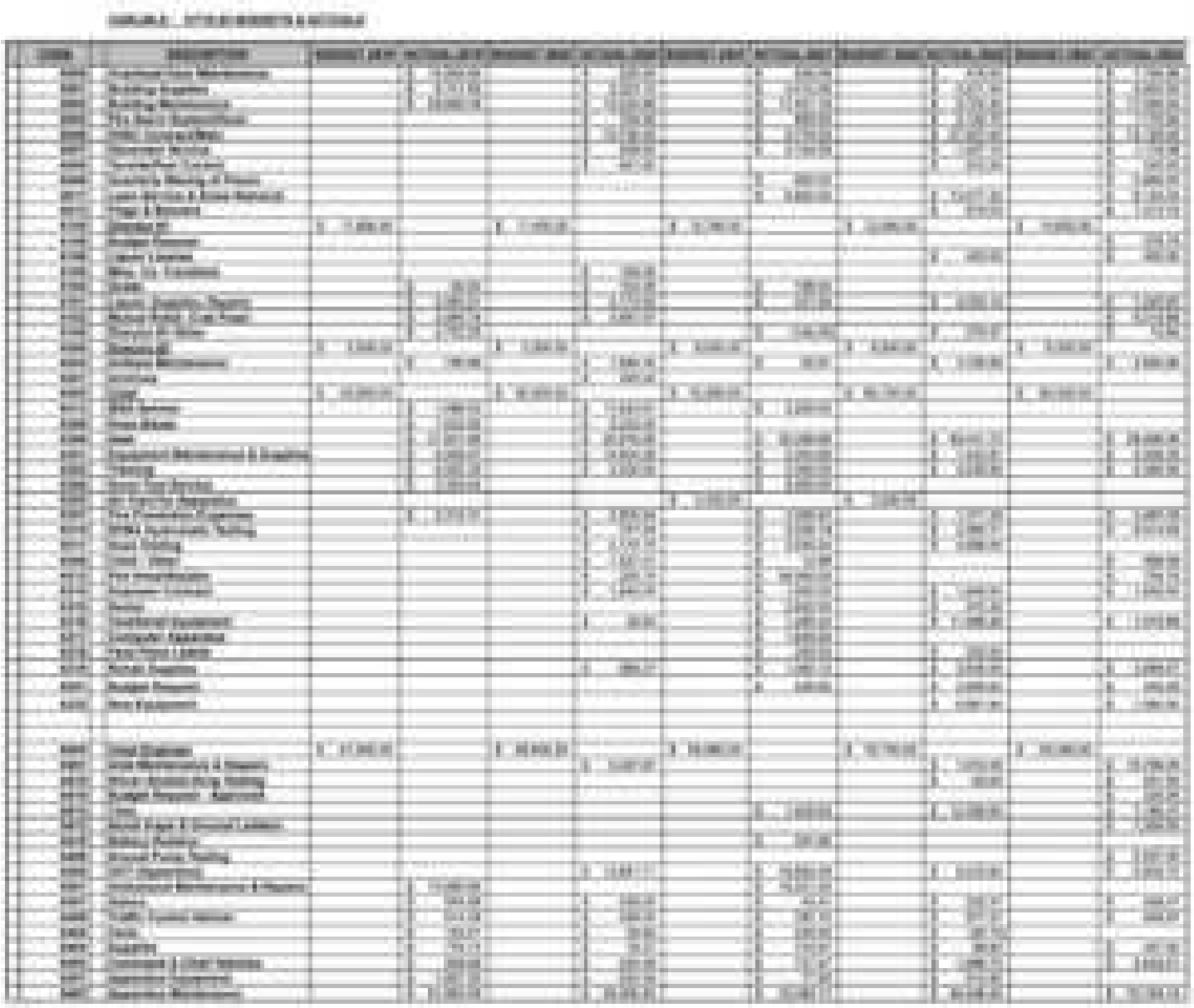
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ -	$ [illegible]	$ -	$ -	$ -
Depreciation	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Employee Health Insurance	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ -	$ [illegible]	$ -	$ -	$ -
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Fire Control Room	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ -	$ -	$ -
Grant Application	$ [illegible]				
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Interest Expense	$ -	$ -	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Meals	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Payroll Taxes	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Pension Plan	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Salaries - Office	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ -	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Uniforms	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
TOTAL	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Assets (Beginning of Year)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Change in Net Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

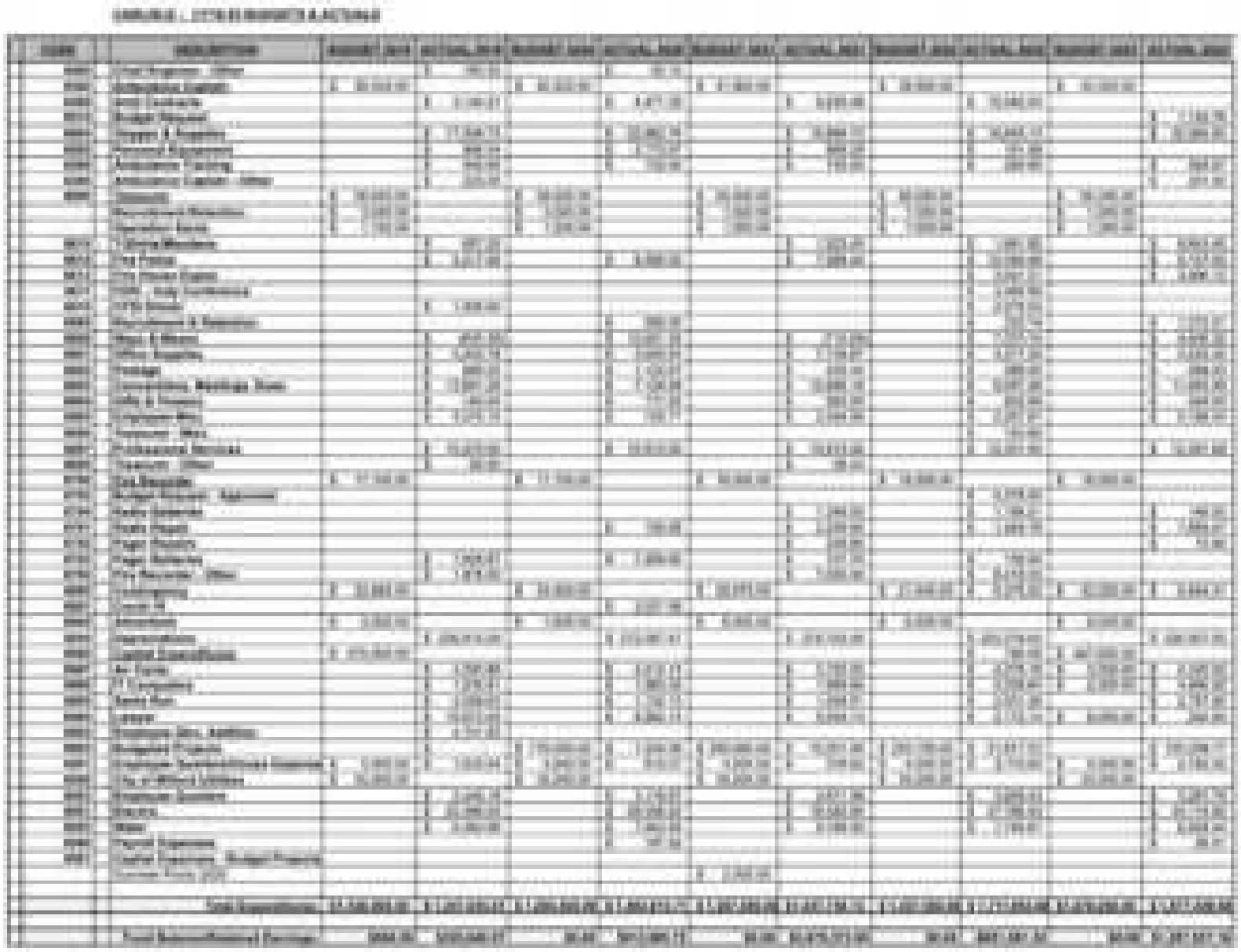
[illegible] - [illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cash Flows from Operating Activities					
Cash Receipts					
Supportive Revenue	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Other Receipts	$ [illegible]	$ [illegible]	$ -	$ -	
Cash Paid to					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Salaries and Benefits	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided from Operating Activities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Excess of Revenue over Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Adjustments to Reconcile Excess of Revenue over Expenses to Net Cash Provided from Operating					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
(Gain) Loss on Sale of Equipment	$ [illegible]	$ -	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Depreciation	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided from Operating Activities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows from Investing Activities					
Investments	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Capital Equipment	$ -	$ [illegible]	$ [illegible]	$ [illegible]	$ -
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (used) by Investing	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows from Financing Activities					
[illegible]	$ -	$ [illegible]	$ -	$ -	
Repayment of [illegible]	$ -	$ -	$ [illegible]	$ -	
[illegible]	$	$	$ [illegible]	$	
Repayment of Long-Term Debt	$ -	$ -	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (used) by Financing Activities	$	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash & Cash Equivalents - Beginning of Year	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash & Cash Equivalents - End of Year	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Increase (Decrease) in Cash & Cash Equivalents	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

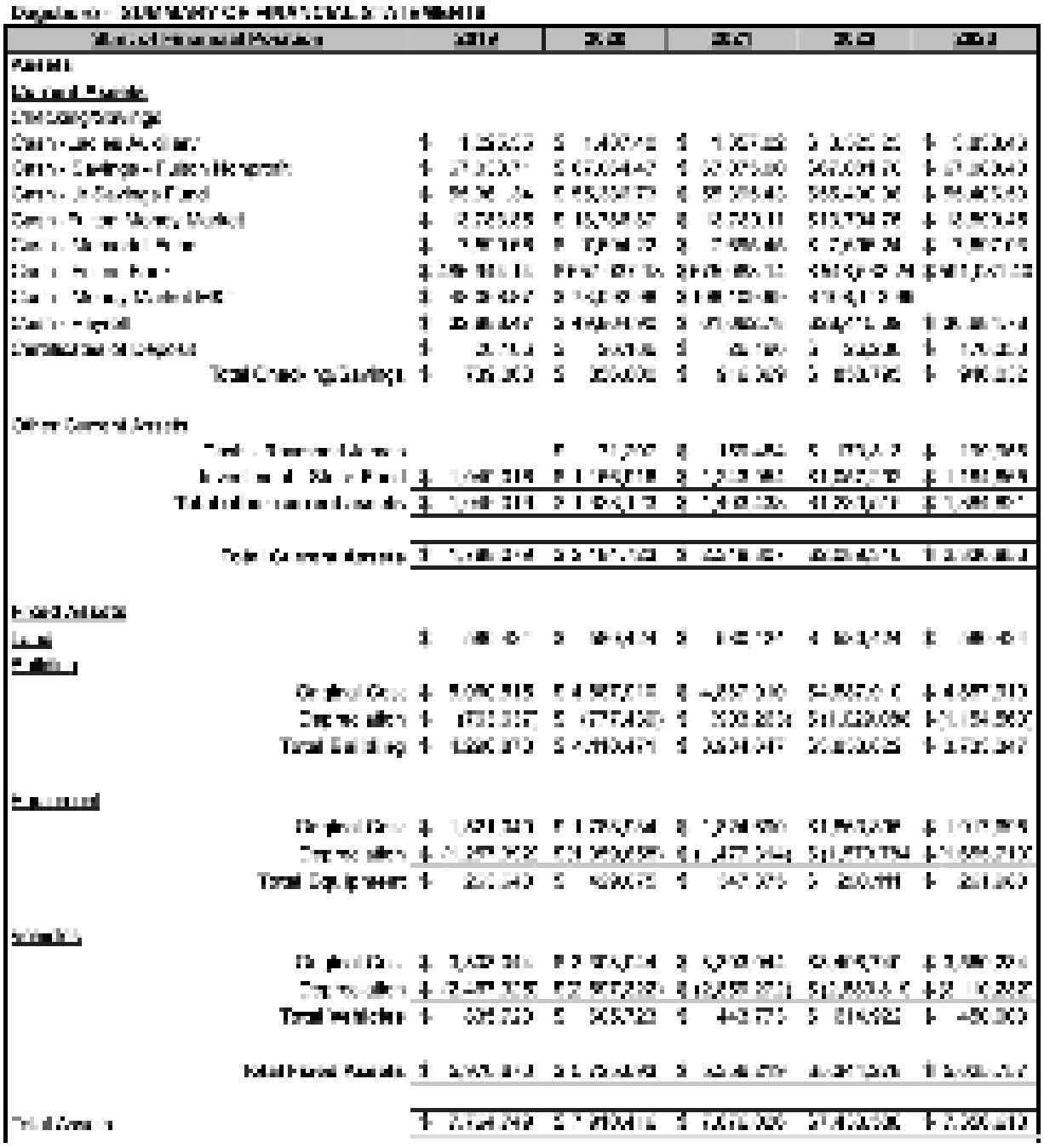


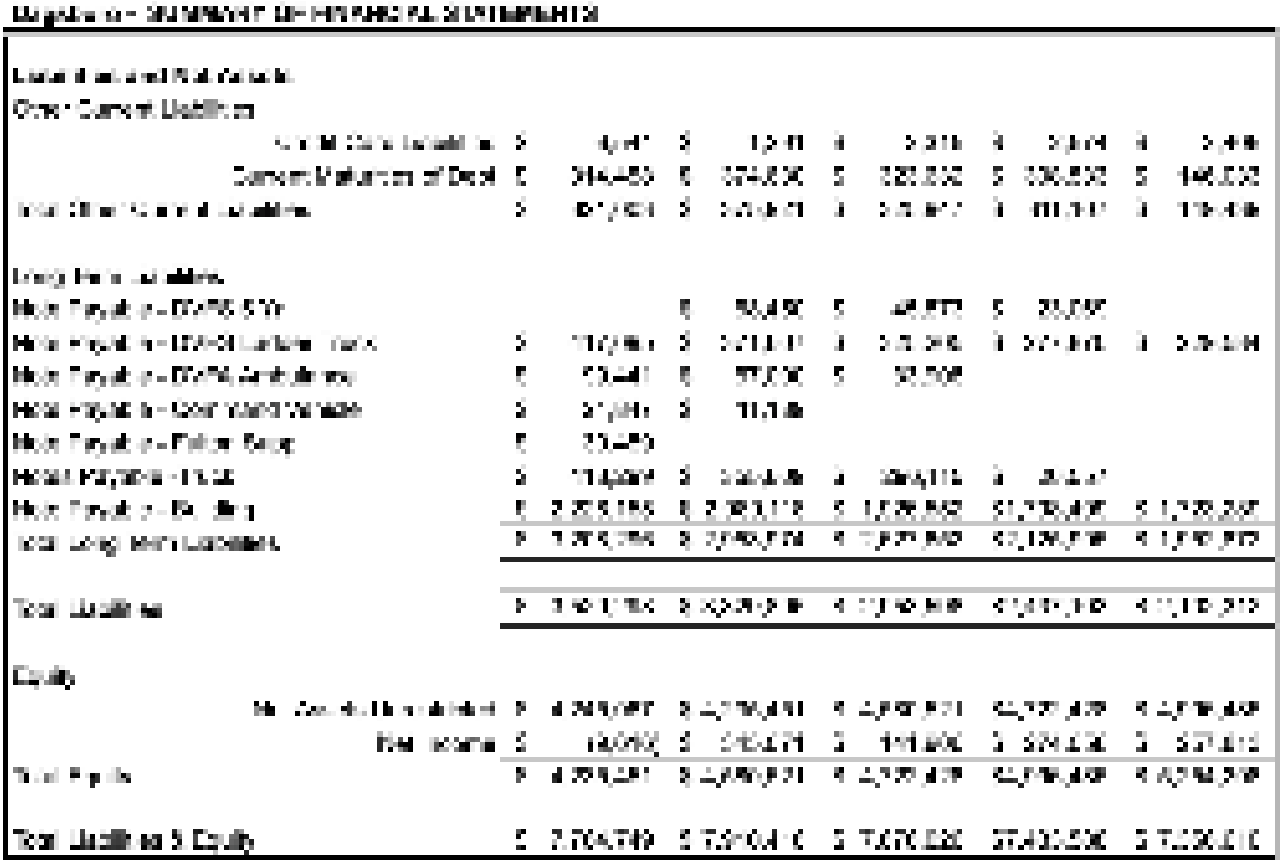






Appendix C6 - Dagsboro





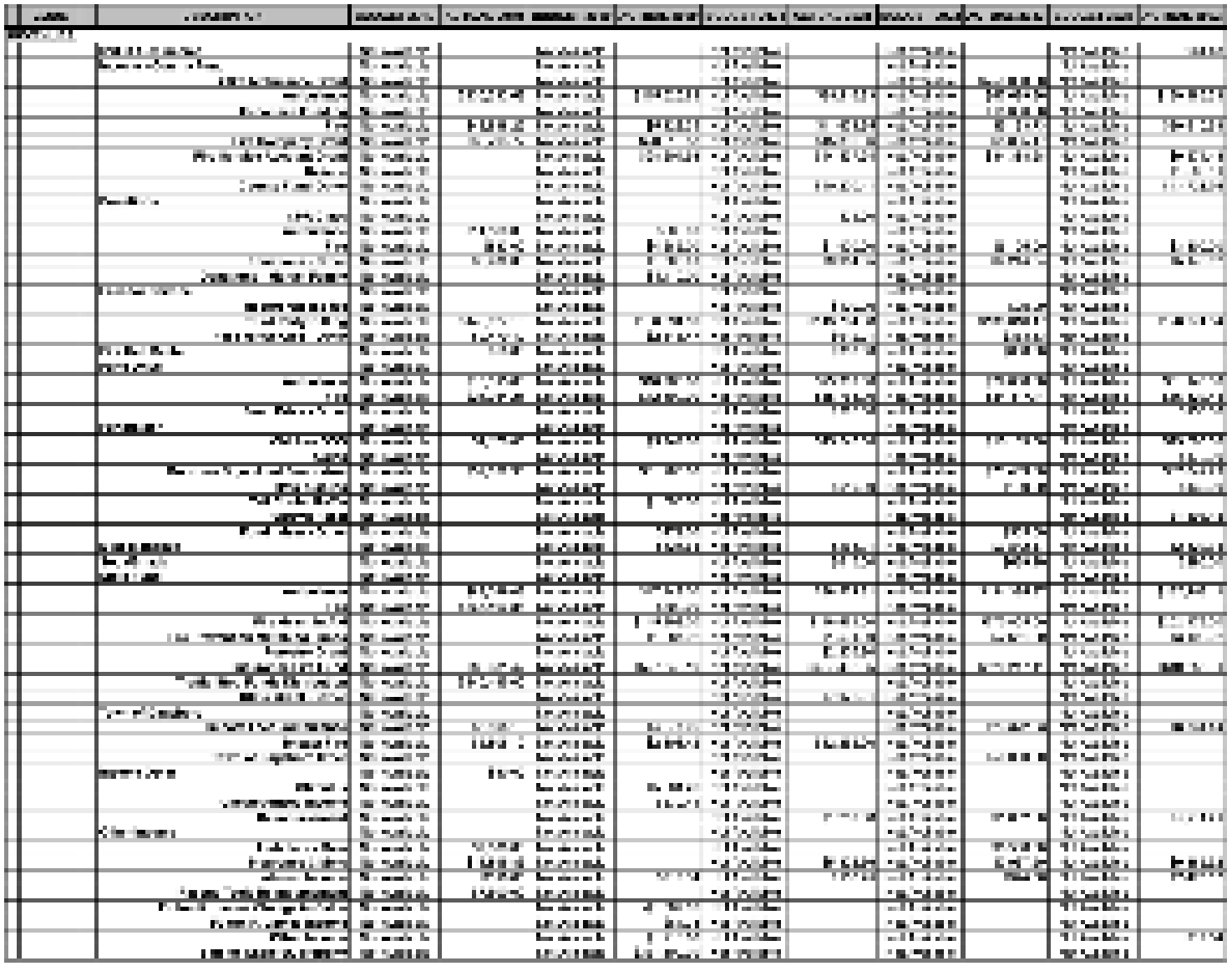
[illegible]

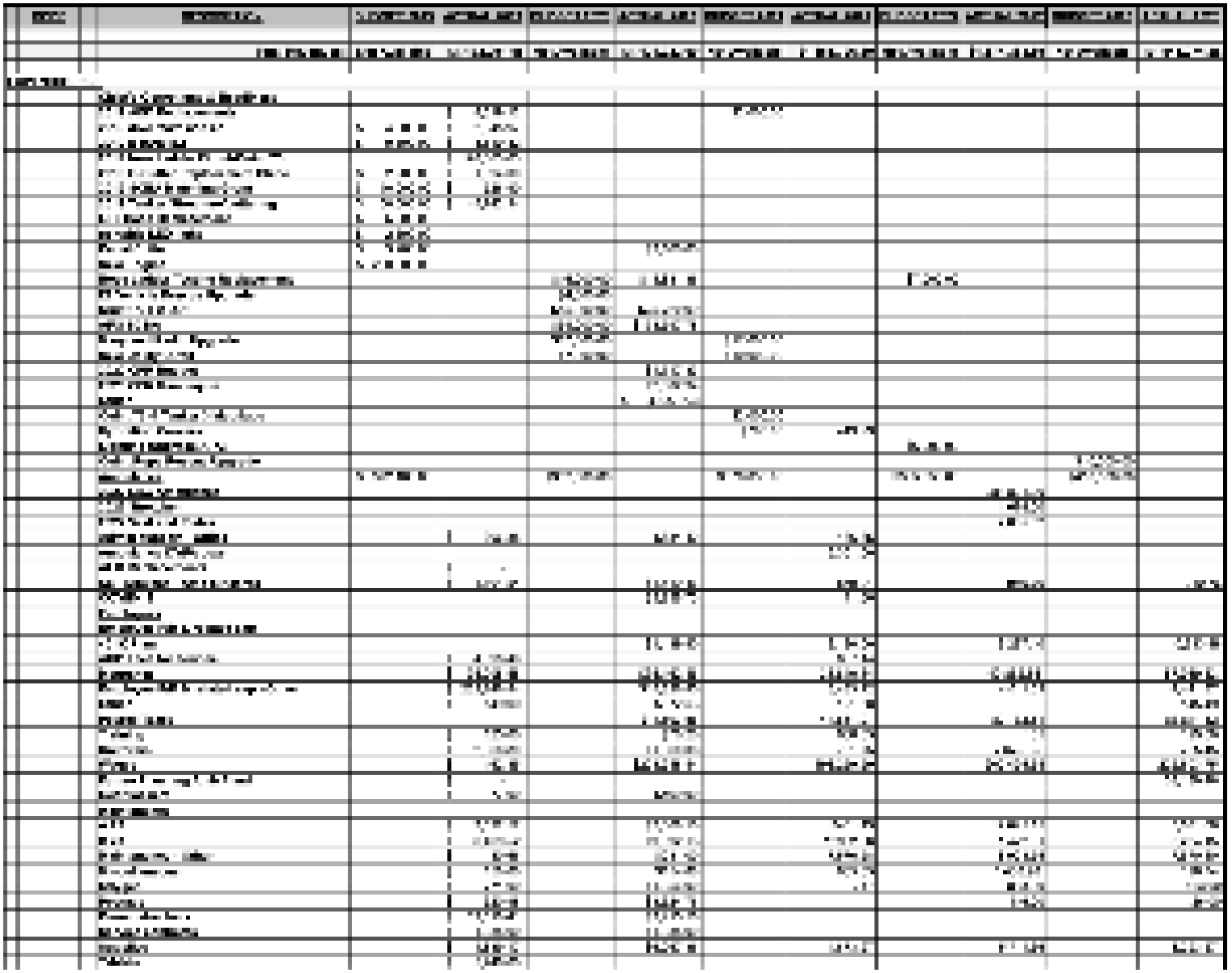
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]					
[illegible]					
[illegible]		$ [illegible]			
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]		$ [illegible]	$ [illegible]	
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]		$ [illegible]	
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

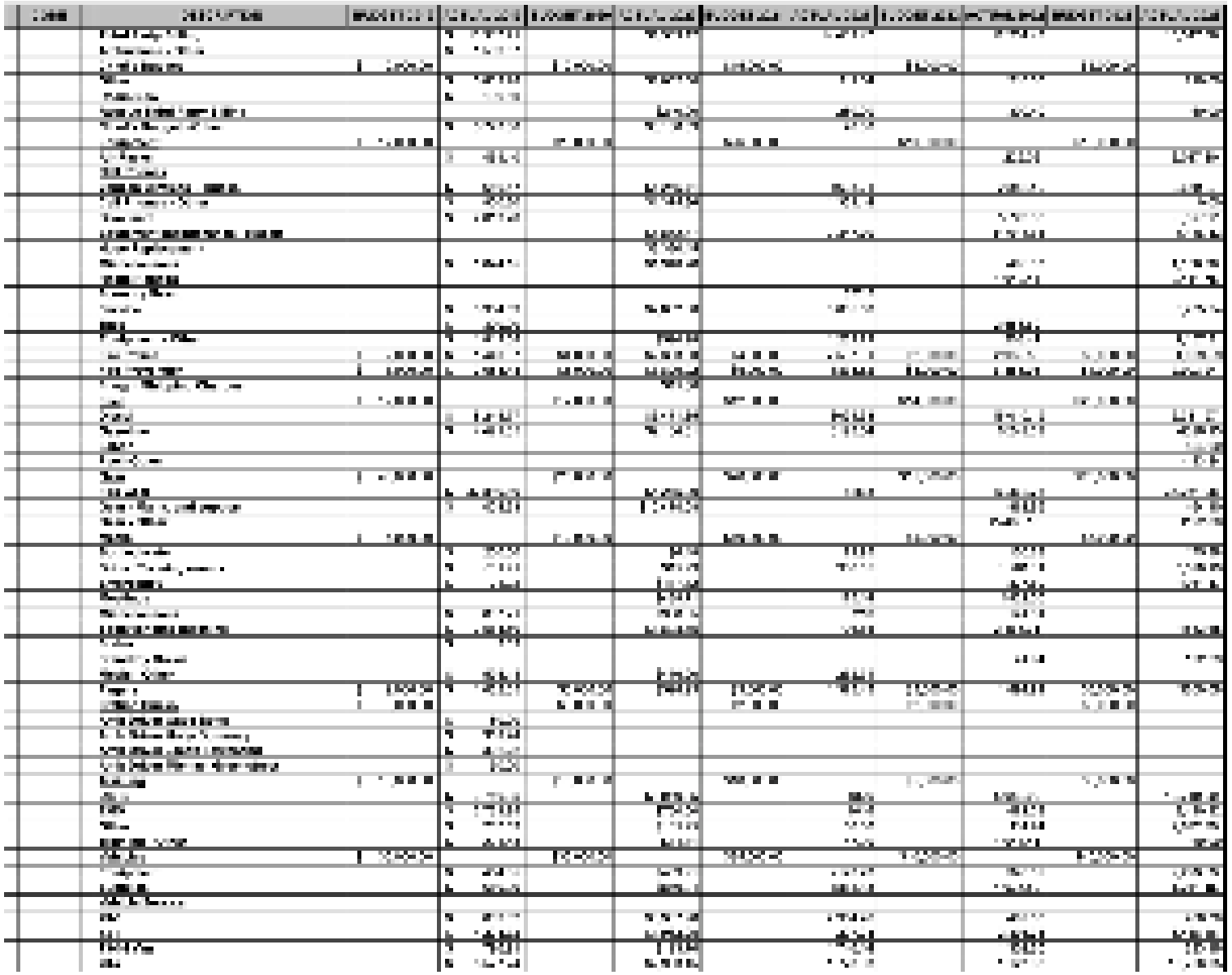
Statement of Functional Expenses	2018	2020	2021	2022	2023
[illegible]					
[illegible]					$ 11,459
[illegible]		$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]		$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]		$ [illegible]	$ [illegible]		$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]				
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]				
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

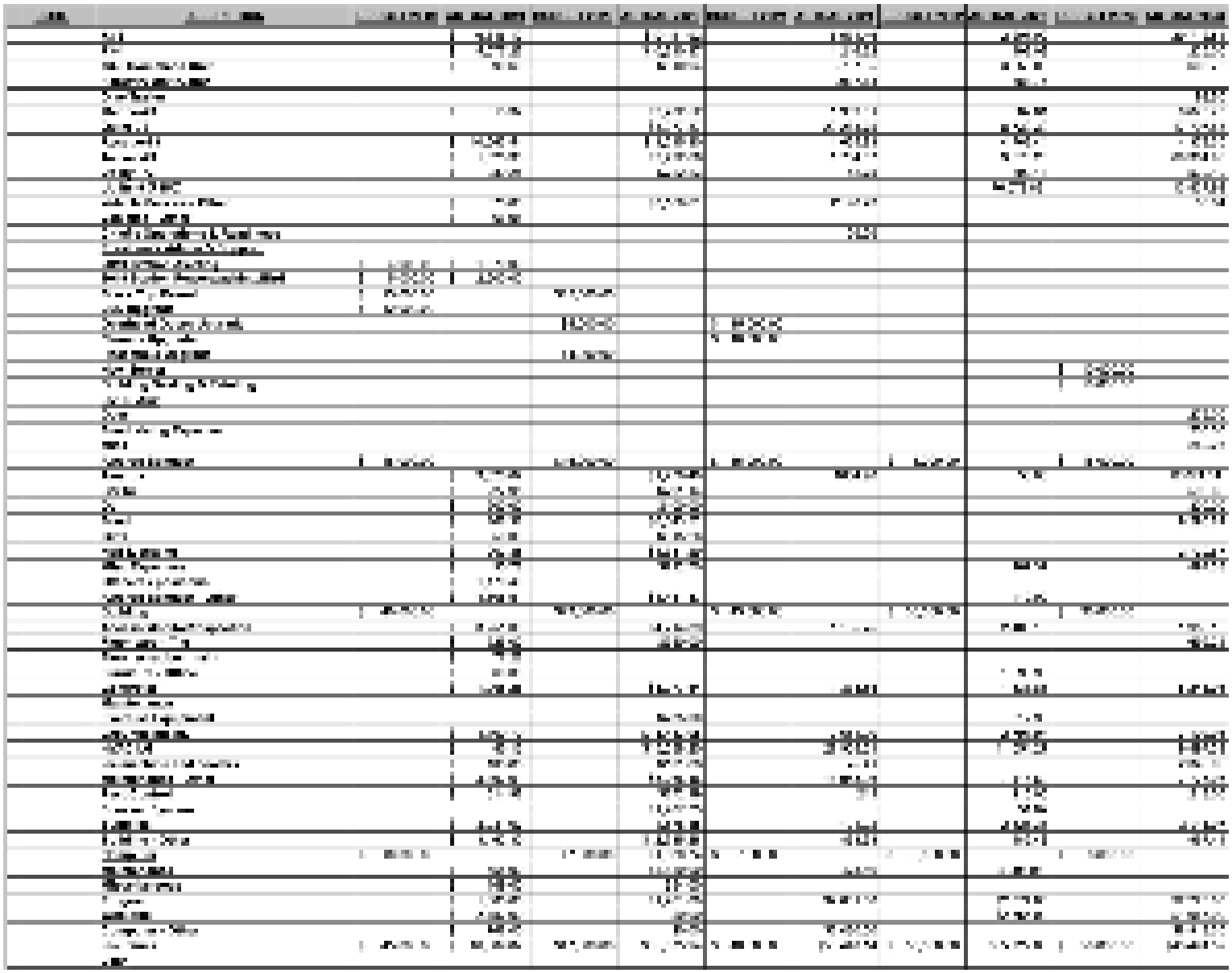
Exhibit C - SUMMARY OF FINANCIAL STATEMENTS

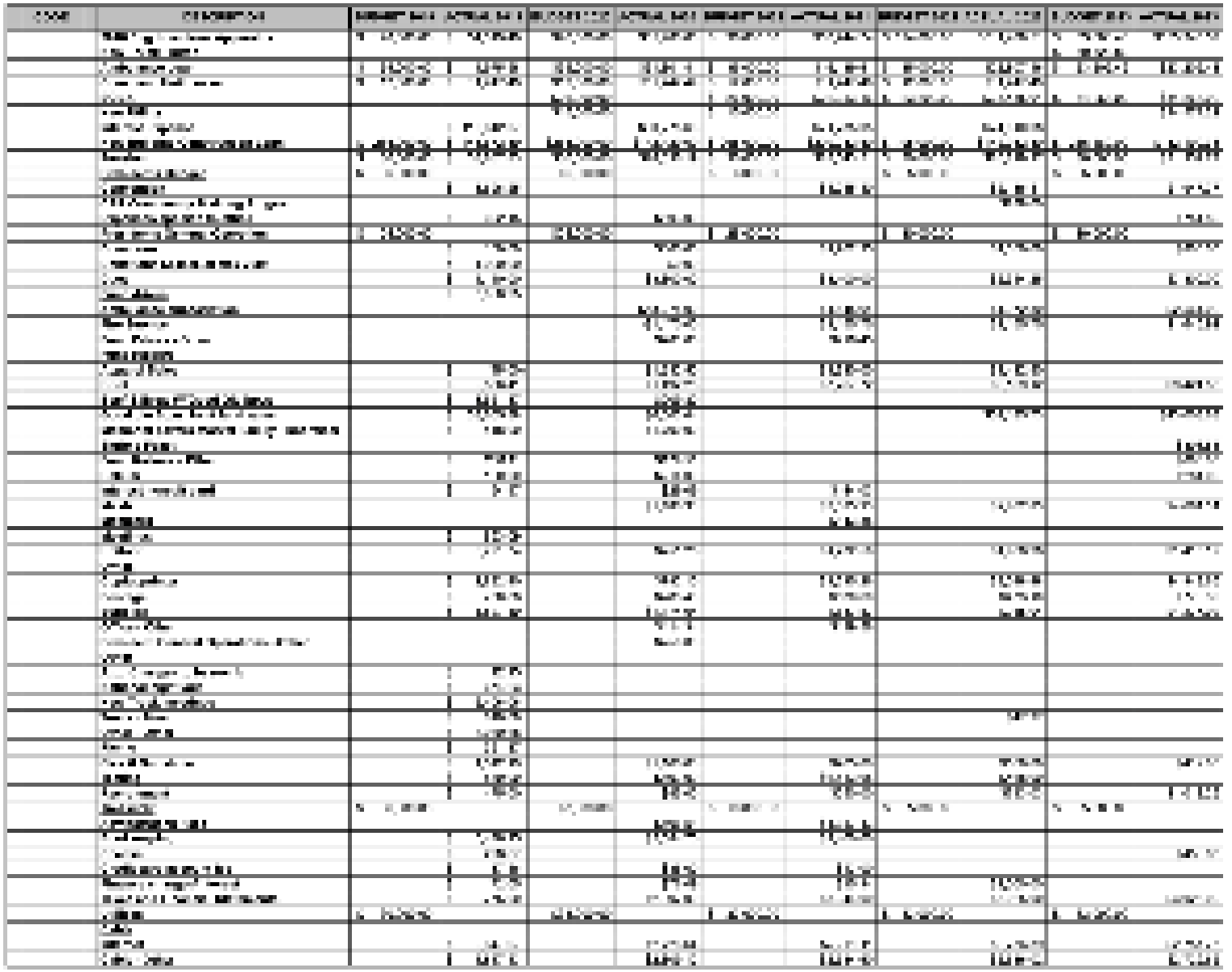
Statement of Cash Flows	2019	2020	2021	2022	2023
Cash Flows from Operating Activities					
Change in Net Assets					
Net income (loss) from operations (reconciliation adjustments)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Depreciation	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net change in [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Increase in Deferred Income Tax Asset	$ [illegible]		$ [illegible]	$ [illegible]	$ [illegible]
Total Adjustments	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (Used) in Operating Activities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows from Investing Activities					
Investment in [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Increase in Accounts Receivable	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (Used) by Investing	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows from Financing Activities					
Proceeds from Debt	$ [illegible]	$ [illegible]			
Repayment of Debt	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (Used) by Financing Activities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash & Cash Equivalents at Beginning of Year	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash & Cash Equivalents at End of Year	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Increase (Decrease) in Cash & Cash Equivalents	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]







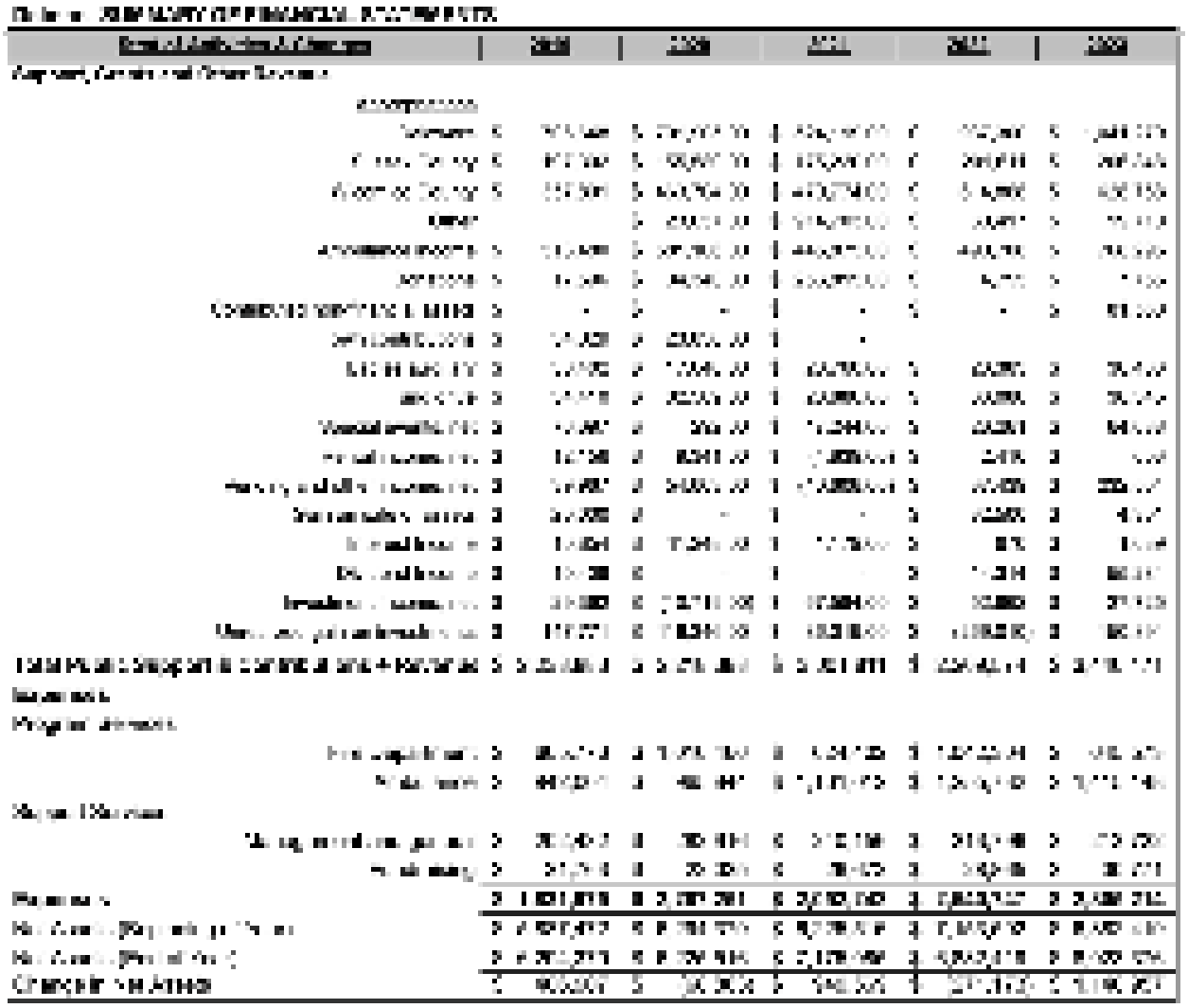




Appendix C7 - Delmar

Table 10: SUMMARY OF FINANCIAL STATEMENTS

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]					
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]				$ [illegible]	$ [illegible]
[illegible]				$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]				$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]



[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]					
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[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

[illegible] (CONTINUED)

Statement of Cash Flows	2021	2022	2023	2024	2025
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
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[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]				
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]		$ [illegible]	$ [illegible]	$ [illegible]
[illegible]				$	$ [illegible]
[illegible]					
[illegible]	$		$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$		$	$	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
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[illegible]	$ [illegible]	$ [illegible]	$ [illegible]		
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
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[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]				$ [illegible]	$ [illegible]
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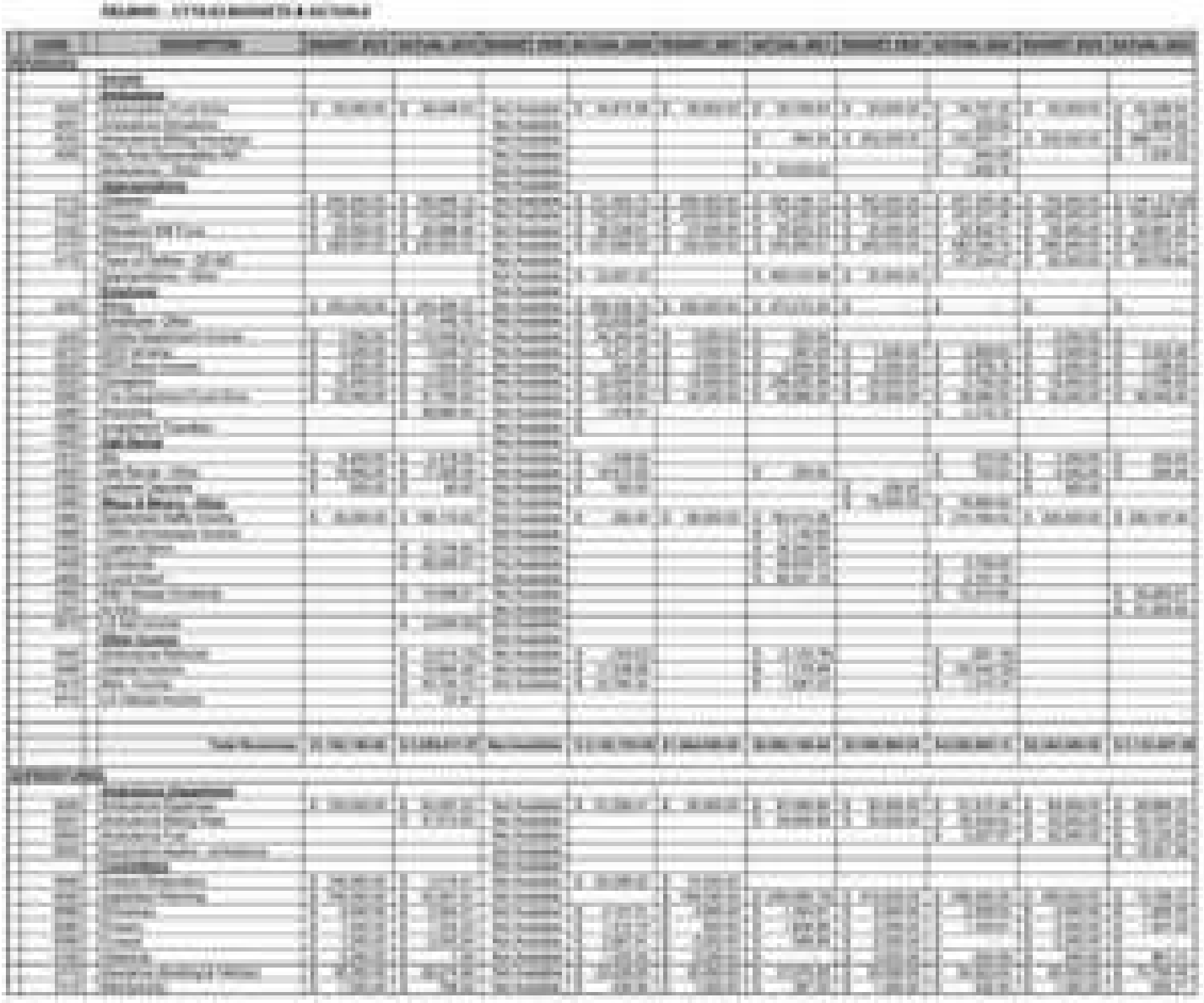
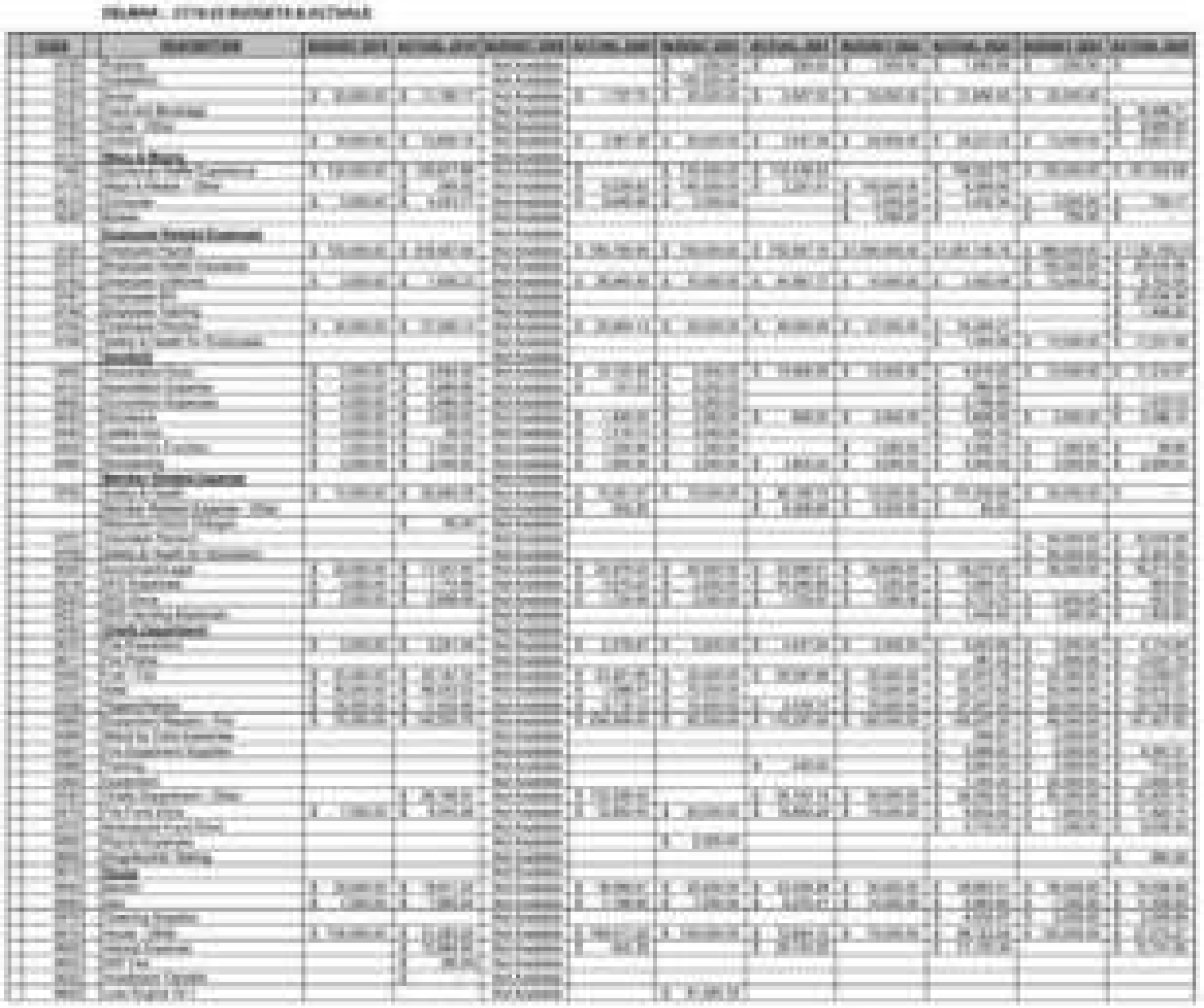
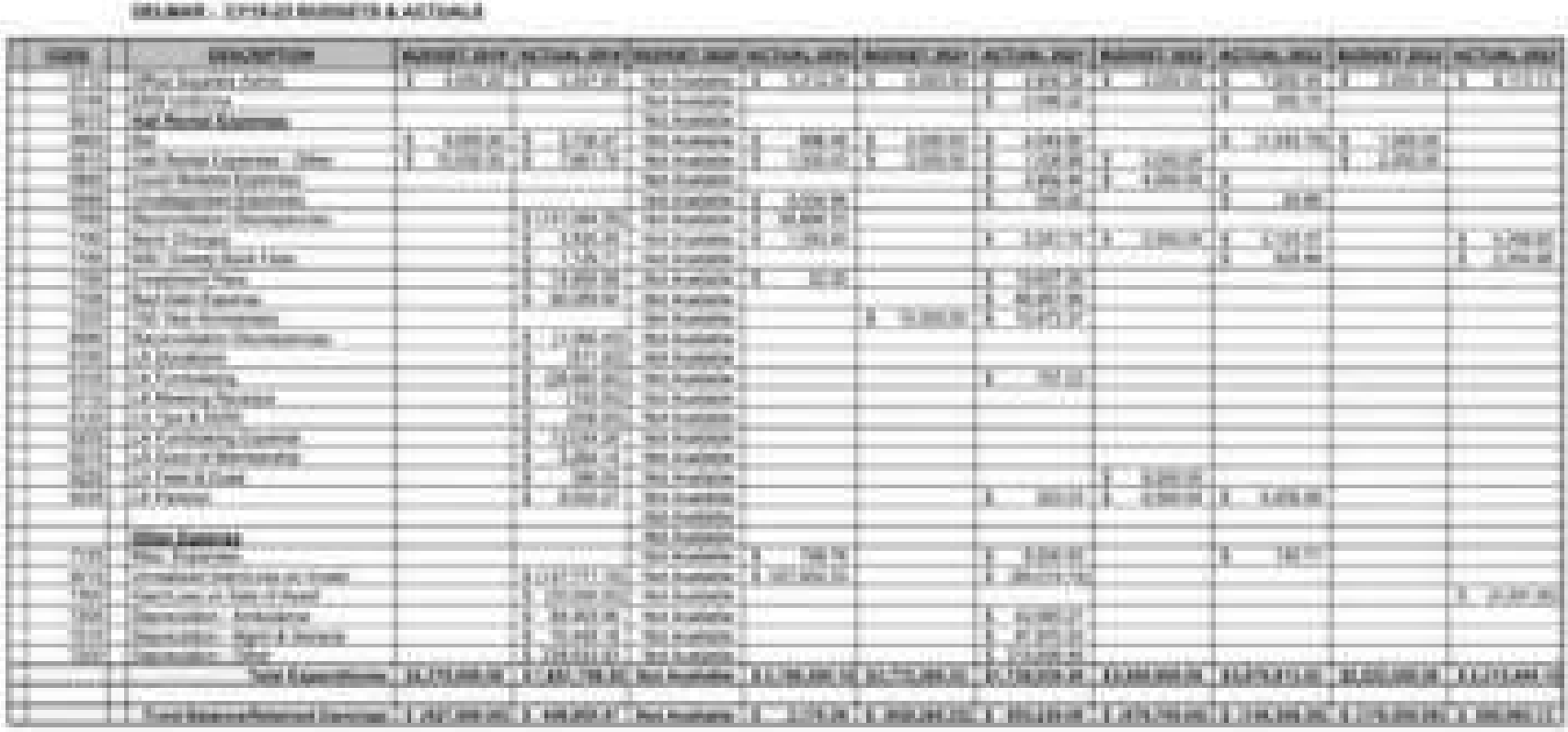
[illegible]				$ [illegible]	$ [illegible]







Appendix C8 - Ellendale

Schedule 2: SUMMARY OF FINANCIAL STATEMENTS

Statement of Financial Position	2023	2024	2025	2025 Projected	2026
Assets					
Current Assets					
Cash and Cash Equivalents	$ 387,239	$ 229,135	$ 761,251	$ 432,213	$ 497,705
Total Current Assets	$ 387,239	$ 229,135	$ 761,251	$ 432,213	$ 497,705
Property, Plant & Equipment					
Land and Improvements	$ 1,349,000	$ 1,349,000	$ 1,349,000	$ 1,349,000	$ 1,349,000
Accumulated Depreciation	$ (11,250)	$ (11,250)	$ (11,250)	$ (11,250)	$ (11,250)
Buildings and Improvements	$ 2,115,000	$ 2,115,000	$ 2,115,000	$ 2,115,000	$ 2,115,000
Buildings Addition TBD	$ -	$ -	$ 1,200,000	$ 1,200,000	$ 1,200,000
Accumulated Depreciation	$ (70,500)	$ (141,000)	$ (211,500)	$ (211,500)	$ (282,000)
Fire Apparatus	$ 1,400,000	$ 1,400,000	$ 1,400,000	$ 1,400,000	$ 1,400,000
Accumulated Depreciation	$ (140,000)	$ (280,000)	$ (420,000)	$ (420,000)	$ (560,000)
Ambulances	$ 1,400,000	$ 1,400,000	$ 1,400,000	$ 1,400,000	$ 1,400,000
Accumulated Depreciation	$ (140,000)	$ (280,000)	$ (420,000)	$ (420,000)	$ (560,000)
Utility Trailer	$ 21,000	$ 21,000	$ 21,000	$ 21,000	$ 21,000
Accumulated Depreciation	$ (2,100)	$ (4,200)	$ (6,300)	$ (6,300)	$ (8,400)
Portable Equipment	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000
Accumulated Depreciation	$ (35,000)	$ (70,000)	$ (105,000)	$ (105,000)	$ (140,000)
Radio and Mobile Equipment	$ 1,400,000	$ 1,400,000	$ 1,400,000	$ 1,400,000	$ 1,400,000
Accumulated Depreciation	$ (140,000)	$ (280,000)	$ (420,000)	$ (420,000)	$ (560,000)
	$ 10,897,650	$ 10,661,550	$ 10,425,450	$ 10,425,450	$ 10,189,350
Accumulated Amortization	$ (8,775)	$ (17,550)	$ (26,325)	$ (17,550)	$ (35,100)
Construction in Progress	$ 2,413,250	$ 2,413,250	$ 2,413,250	$ 2,413,250	$ 2,413,250
	$ 13,302,125	$ 13,057,250	$ 12,812,375	$ 12,821,150	$ 12,567,500
Land	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000
Net Property and Equipment	$ 13,602,125	$ 13,357,250	$ 13,112,375	$ 13,121,150	$ 12,867,500
Other Assets					
Investments	$ 1,300,000	$ 1,300,000	$ 1,300,000	$ 1,300,000	$ 1,300,000
Investment in Pension Plan	$ 18,000	$ 18,000	$ 18,000	$ (18,000)	$ 18,000
Deferred Outflows					
Total Other Assets	$ 1,318,000	$ 1,318,000	$ 1,318,000	$ 1,282,000	$ 1,318,000
Total Assets	$ 15,307,364	$ 14,604,385	$ 14,191,626	$ 14,835,363	$ 14,383,205
Liabilities and Net Assets					
Current Liabilities					
Accounts Payable	$ -	$ 4,000	$ 12,000	$ 12,000	$ -
Current Portion of Long-Term Debt	$ 65,000	$ 130,000	$ 130,000	$ 65,000	$ 65,000
Payroll Liabilities	$ 600	$ 1,200	$ 1,800	$ 240	$ 1,800
Total Current Liabilities	$ 65,600	$ 135,200	$ 143,800	$ 77,240	$ 66,800
Non-Current Liability					
Bonds Payable - net of current portion	$ 1,300,000	$ 1,300,000	$ 1,300,000	$ 1,300,000	$ 1,300,000
Total Liabilities	$ 1,365,600	$ 1,435,200	$ 1,443,800	$ 1,377,240	$ 1,366,800
Net Assets					
Municipal Capital Contributions	$ 13,900,000	$ 13,900,000	$ 13,900,000	$ 13,900,000	$ 13,900,000
Unrestricted Net Assets					
Total Net Assets	$ 13,941,764	$ 13,169,185	$ 12,747,826	$ 13,458,123	$ 13,016,405
Total Liabilities & Net Assets	$ 15,307,364	$ 14,604,385	$ 14,191,626	$ 14,835,363	$ 14,383,205

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Program, Service and Other Revenues:					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Public Charges for Services, Intergovernmental Revenues	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Expenses:					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Other Income (Expense)					
[illegible]			$ [illegible]	$ [illegible]	
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]		$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

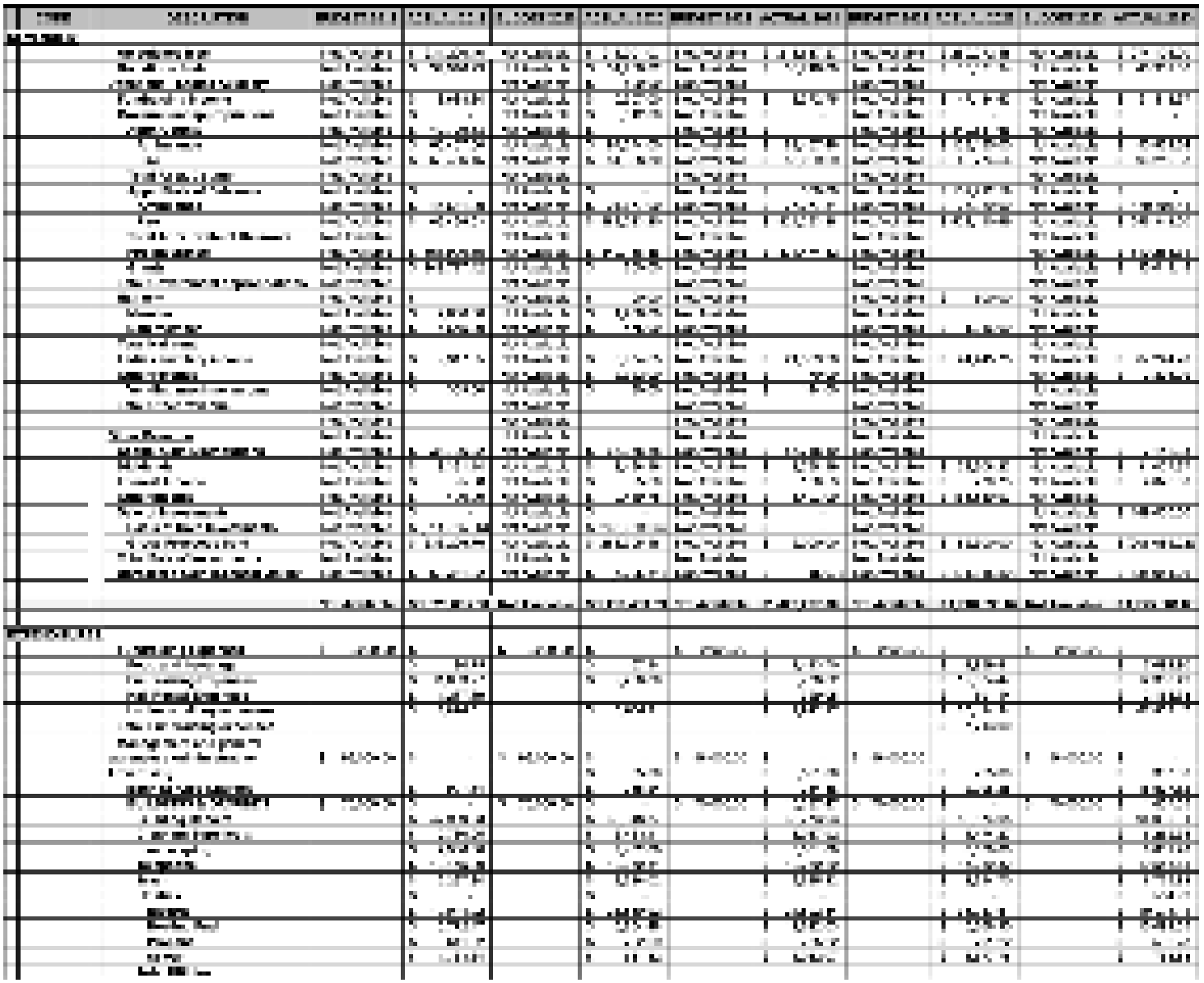
Service/Functional Expenses	2019	2020	2021	2021 Budget	2021
Ambulance Subscriber	$ 3,101	$ 21,359	$ 13,000	$ 7,362	$ 15,077
[illegible]					$ 1,750
[illegible]	$ 12,218	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ -	
Depreciation	$ 65,695	$ 121,214	$ 73,670	$ 71,249	$ 62,905
[illegible]	$ -	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Insurance	$ 245,236	$ 284,219	$ [illegible]	$ 332,233	$ 415,513
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Miscellaneous Expenses	$ 12,131	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Training	$ 450	$ -	$ [illegible]	$ -	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]		
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Non-Public Employee				$ [illegible]	$ [illegible]
Total - Employee Benefits	$ 27,053	$ 29,803	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					$ [illegible]
Total - Benefits & Miscellaneous	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total - Trustee Fees	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ -	$ -	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total - Payroll Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total - Fire Police				$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total - Insurance	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total - Medical Treatment	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ -	$ -	$ -		
[illegible]		$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total - Miscellaneous	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Mental - Dentistry & Orthodontics					$ [illegible]
[illegible]	$ -	$ -	$ -	$ -	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

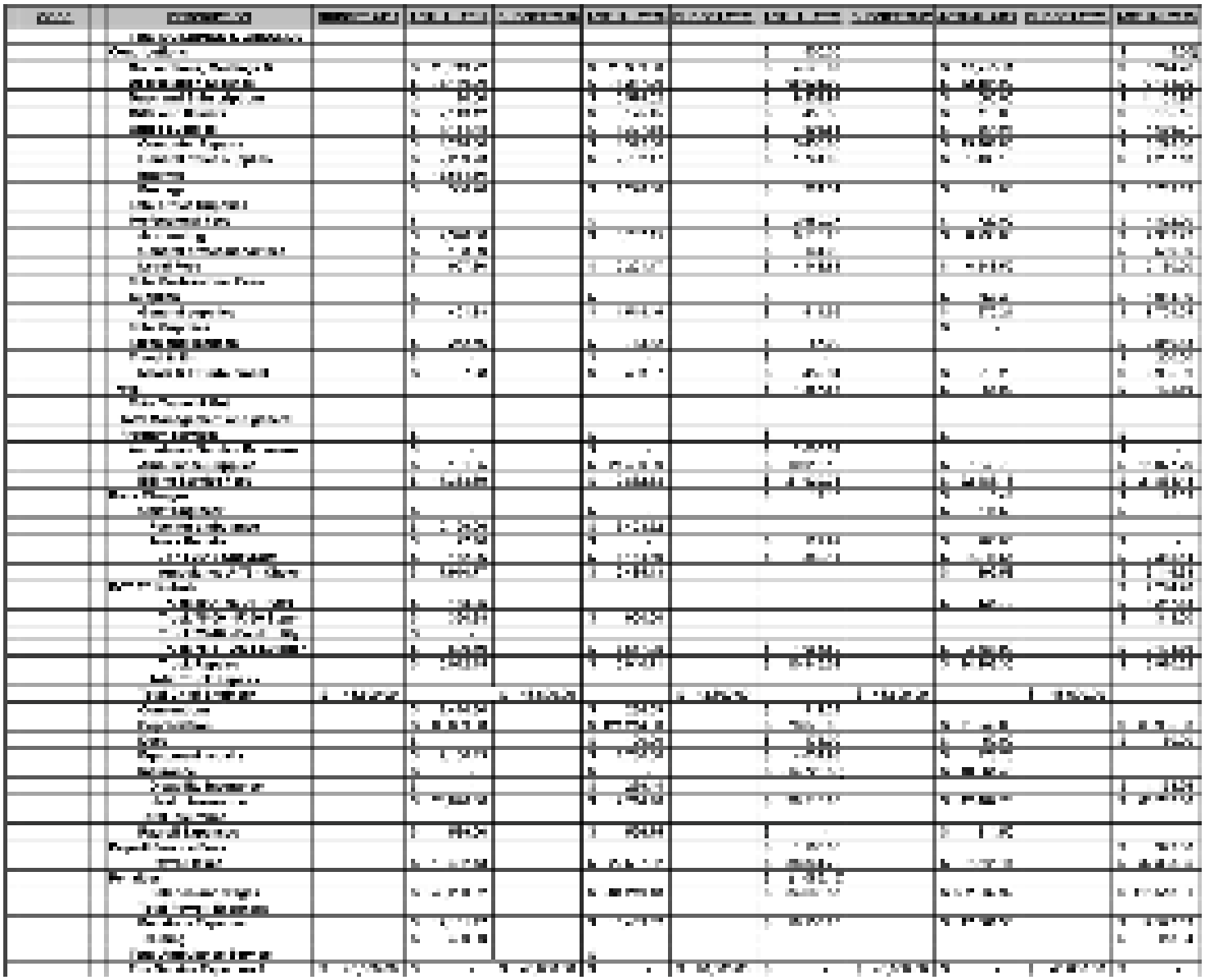
[illegible]

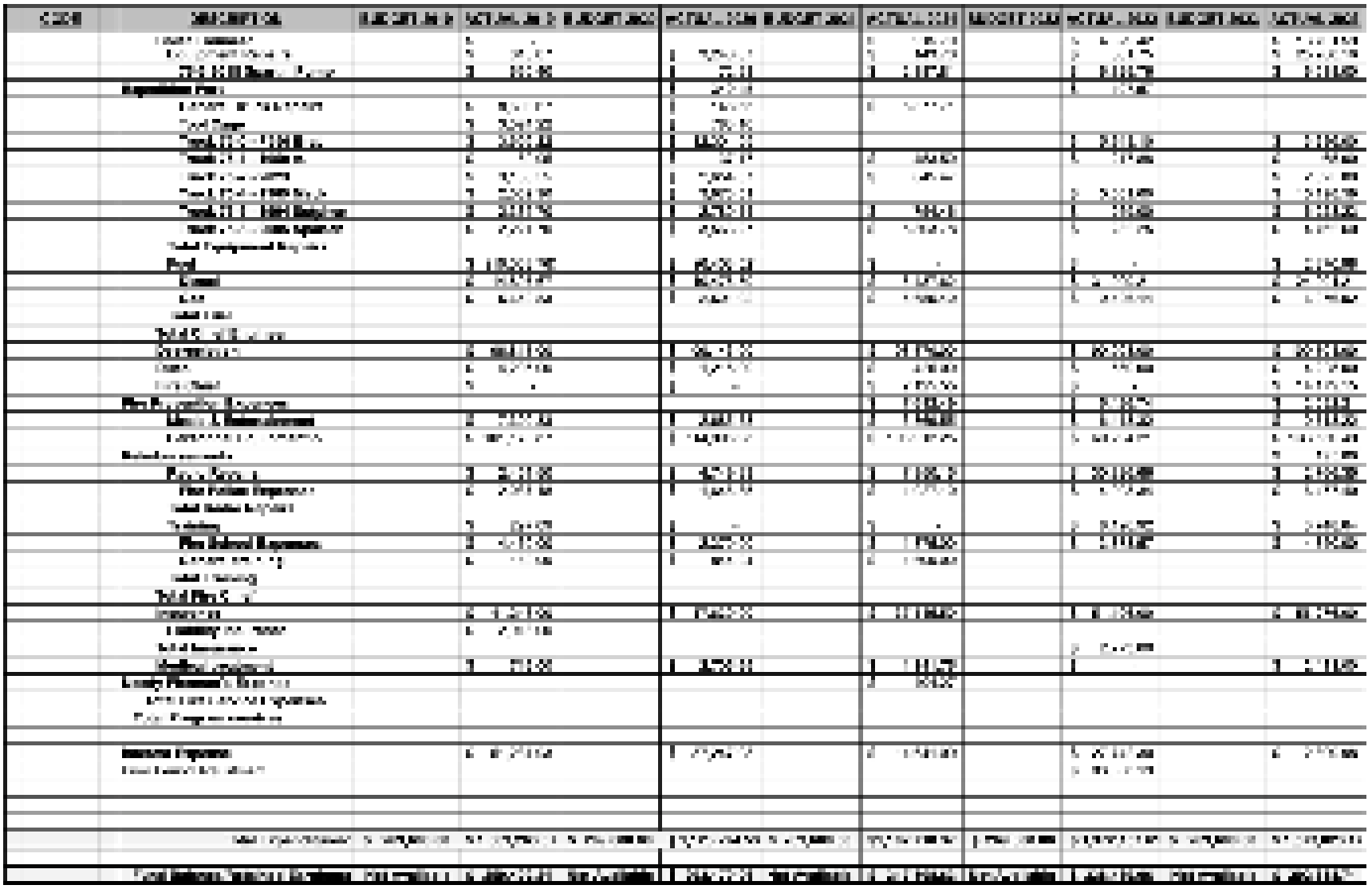
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

Exhibit I: SUMMARY OF CASH FLOW STATEMENTS

Sussex County Fire Service	2019	2020	2021	2022 Estimate	2023
Cash Flows from Operating Activities					
Net Income (Loss)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Adjustments to reconcile net income (loss) to net cash provided by operating activities:					
Depreciation & Amortization	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Loss (gain) on sale of fixed assets	$ [illegible]	$ [illegible]	$ -	$ -	$ [illegible]
Net (increase) decrease in assets:	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Increase (decrease) in liabilities:					
Accounts Payable	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Payroll Liabilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Accrued Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (Used) by Operating Activities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows from Investing Activities					
Capital Expenditures (Net of Disposals)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Purchase of Investments	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Proceeds from Sale of Investments	$ [illegible]	$ [illegible]			$ [illegible]
Net Cash Provided (Used) by Investing	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows from Financing Activities					
Proceeds from Borrowing	$ [illegible]	$ [illegible]	$ -	$ -	
Principal Payments on Debt	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (Used) by Financing Activities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Increase (Decrease) in Cash	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash & Cash Equivalents, Beginning of Year	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash & Cash Equivalents, End of Year	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Increase (Decrease) in Cash & Cash Equivalents	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]







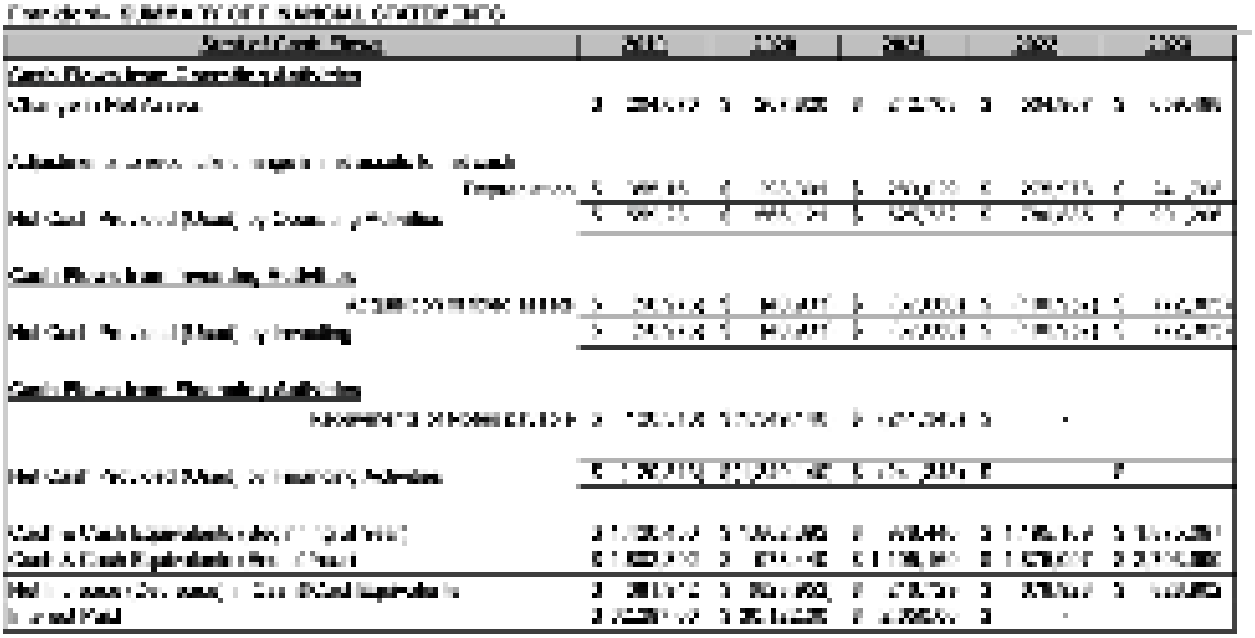
Appendix C9 - Frankford

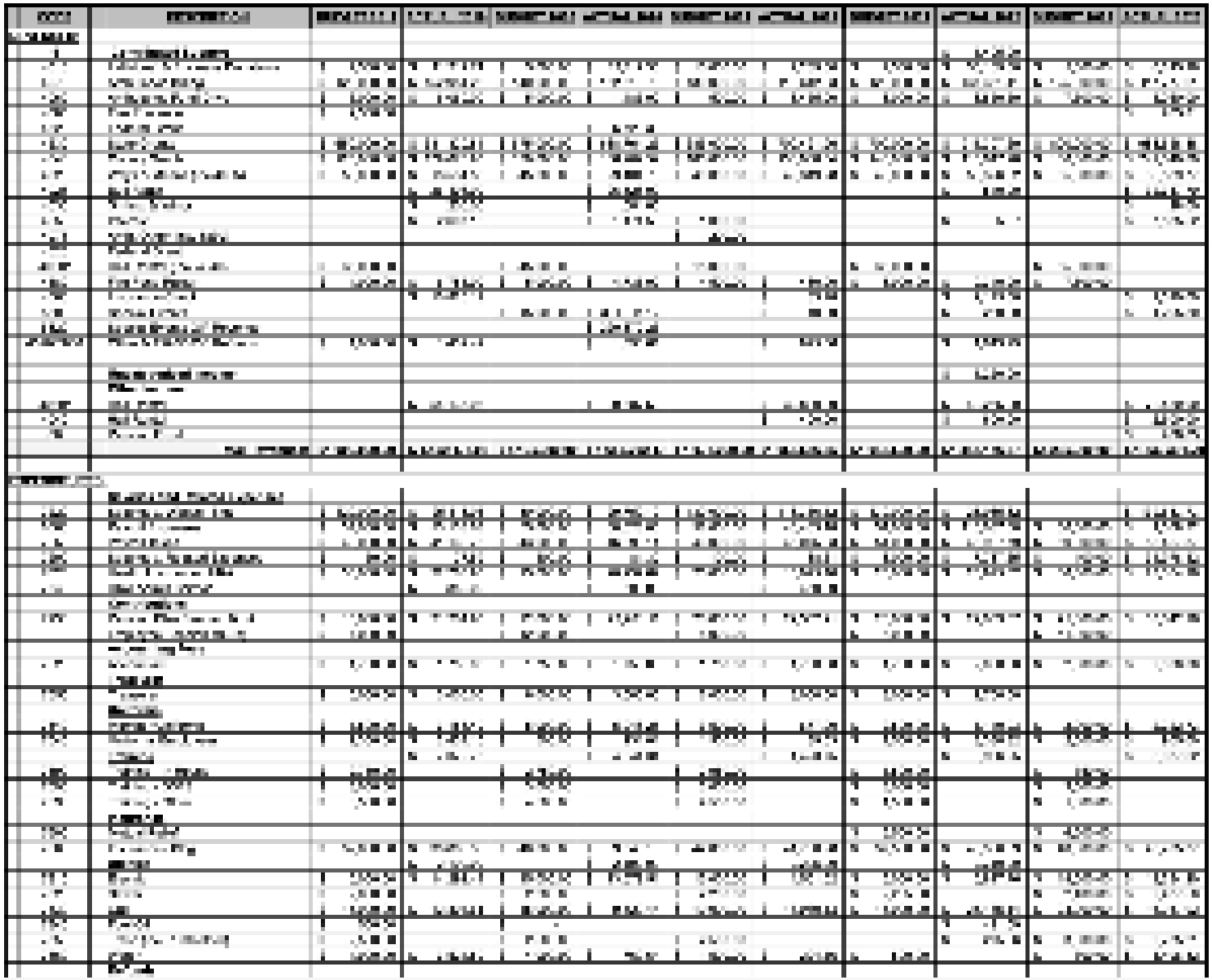
[illegible]

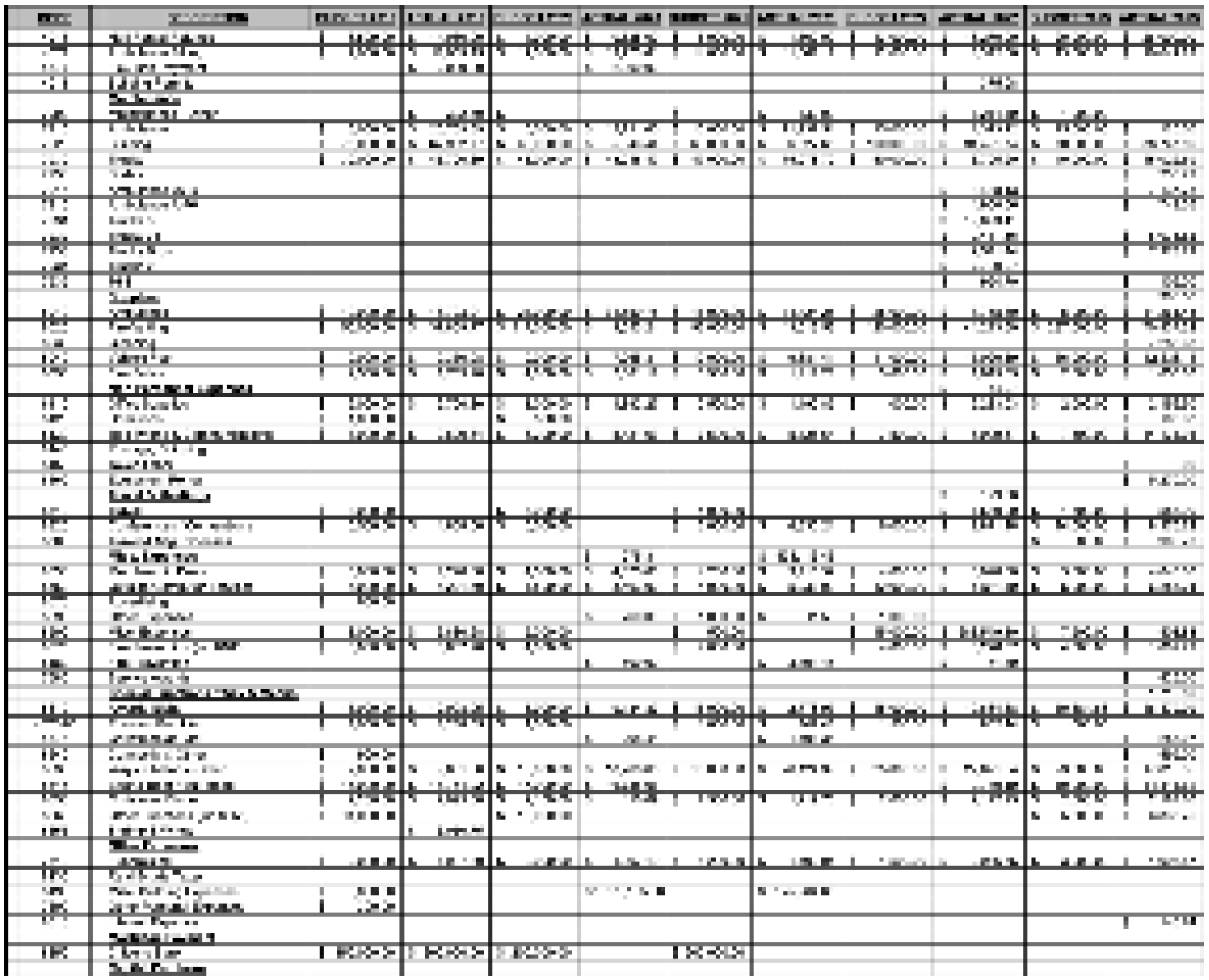
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]					
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

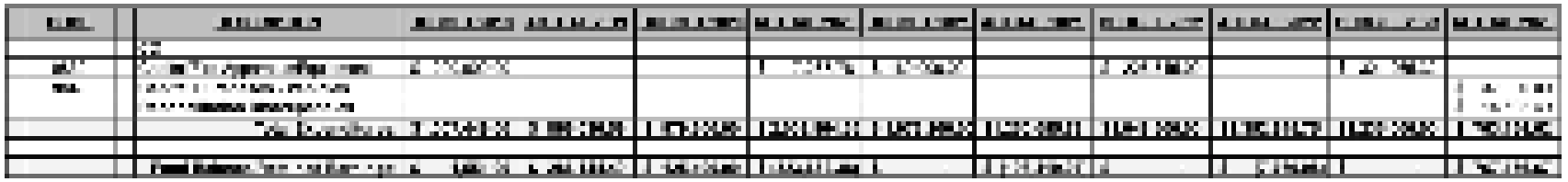
[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ -	$ [illegible]	$ -	$ -	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ -	$ [illegible]	$ -	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ -	$ -	$ -	$ [illegible]	
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]				$ [illegible]	
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]









Appendix C10 - Georgetown

Consolidated SUMMARY OF FINANCIAL STATEMENTS

General Financial Position	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Assets					
Current Assets					
Cash and Cash Equivalents					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]		
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]		
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]		
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]				$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Cash and Cash Equivalents	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Restricted Deposits					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ -
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$		
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ -
[illegible]				$ [illegible]	$ -
[illegible]				$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]		
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Investments					
[illegible]				$ [illegible]	$ [illegible]
[illegible]				$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Investments	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
TOTAL CURRENT ASSETS	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Property, Plant and Equipment, At Cost					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Buildings	$ 721,341	$ 721,341	$ 721,341	$ 721,341	$ 721,341
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
General Equipment	$ 311,726	$ 311,726	$ 311,726	$ 311,726	$ 311,726
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Furniture and Fixtures	$ 50,630	$ 50,630	$ 50,630	$ 50,630	$ 50,630
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Property, Plant and Equipment, At Cost	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Intangible Assets					
Computer Software	$ 9,497	$ 9,497	$ 9,497	$ 9,497	$ 9,497
Less: Accumulated Amortization	$ (9,497)	$ (9,497)	$ (9,497)	$ (9,497)	$ (9,497)
Net Intangible Assets	$ -	$ -	$ -	$ -	$ -
Other Assets					
Southern Sussex Cooperative, Inc. Advance	$ 50	$ 50	$ 50	$ 50	$ 50
Total Other Assets	$ 50	$ 50	$ 50	$ 50	$ 50
Total Assets	$ 3,700,050	$ 4,440,428	$ 4,360,220	$ 4,772,868	$ 5,302,085
Liabilities and Net Assets					
Current Liabilities					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Current Liabilities	$ 5,637	$ 5,637	$ 5,637	$ 5,637	$ 5,637
Non-Current Liability					
[illegible]	$ -	$ -	$ -	$ -	$ -
Total Liabilities	$ 5,637	$ 5,637	$ 5,637	$ 5,637	$ 5,637
Net Assets					
Municipal Owner Restrictions	$ 3,702,050	$ 4,434,791	$ 4,354,583	$ 4,767,231	$ 5,296,448
[illegible]					
Total Net Assets	$ 3,702,050	$ 4,434,791	$ 4,354,583	$ 4,767,231	$ 5,296,448
Total Liabilities and Net Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Property, Construction Taxes Revenue					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ -		
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$		
[illegible]				$ [illegible]	$ [illegible]
[illegible]				$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
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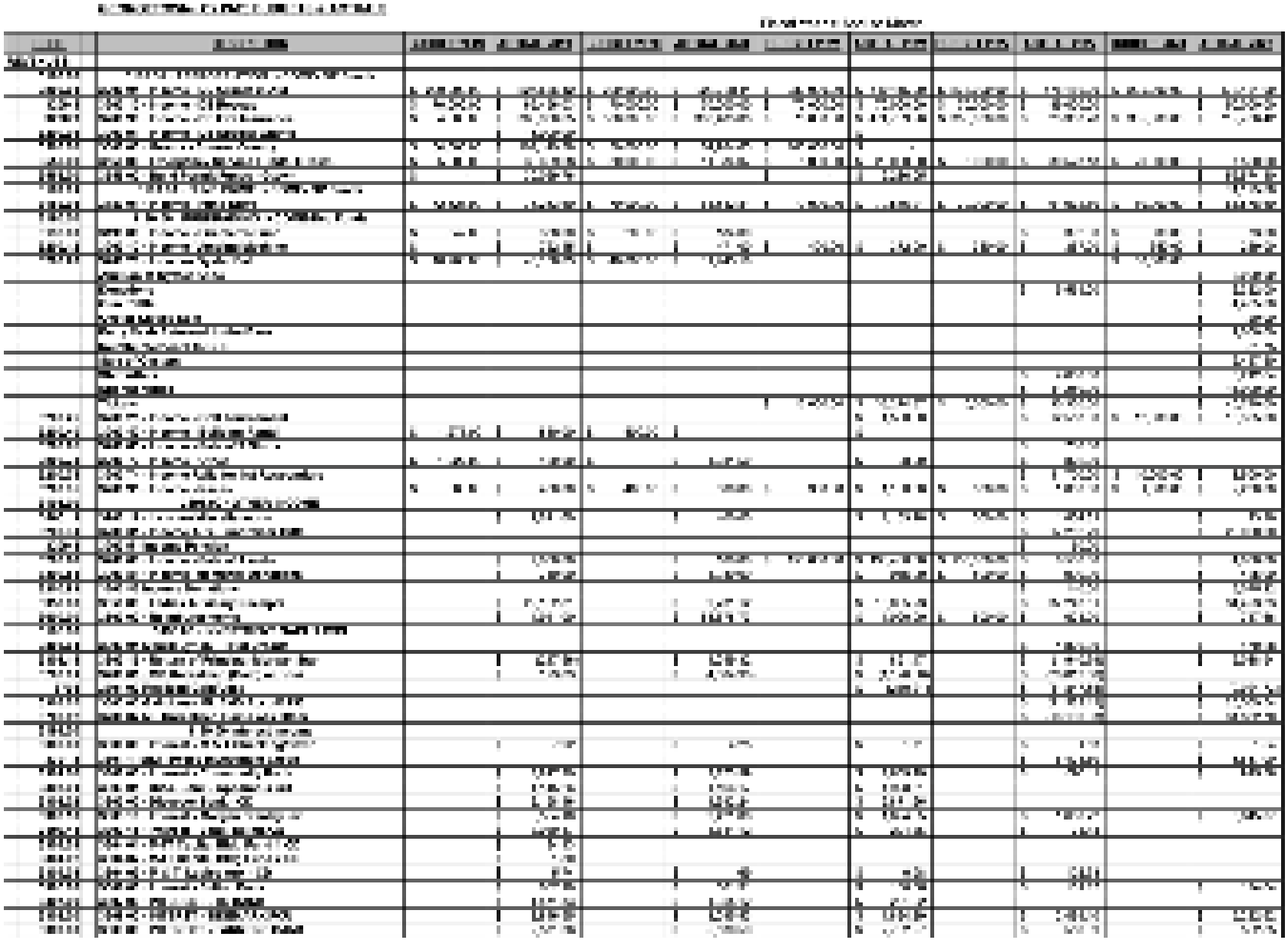
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Property, Support & Contributions Revenue	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Expenses					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]			$ [illegible]		
[illegible]			$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ -	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]

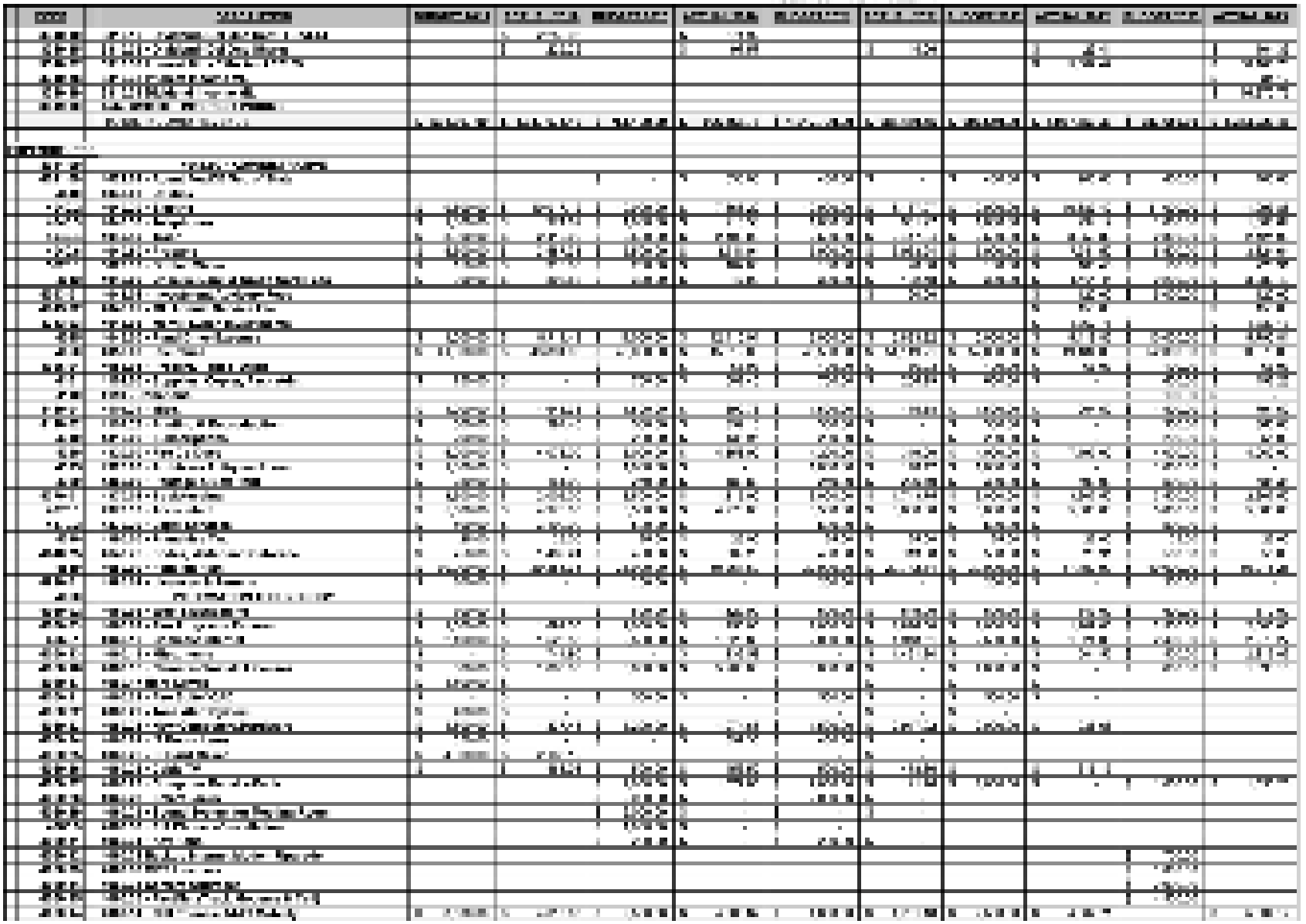
Exhibit 4 - SUMMARY OF FINANCIAL STATEMENTS

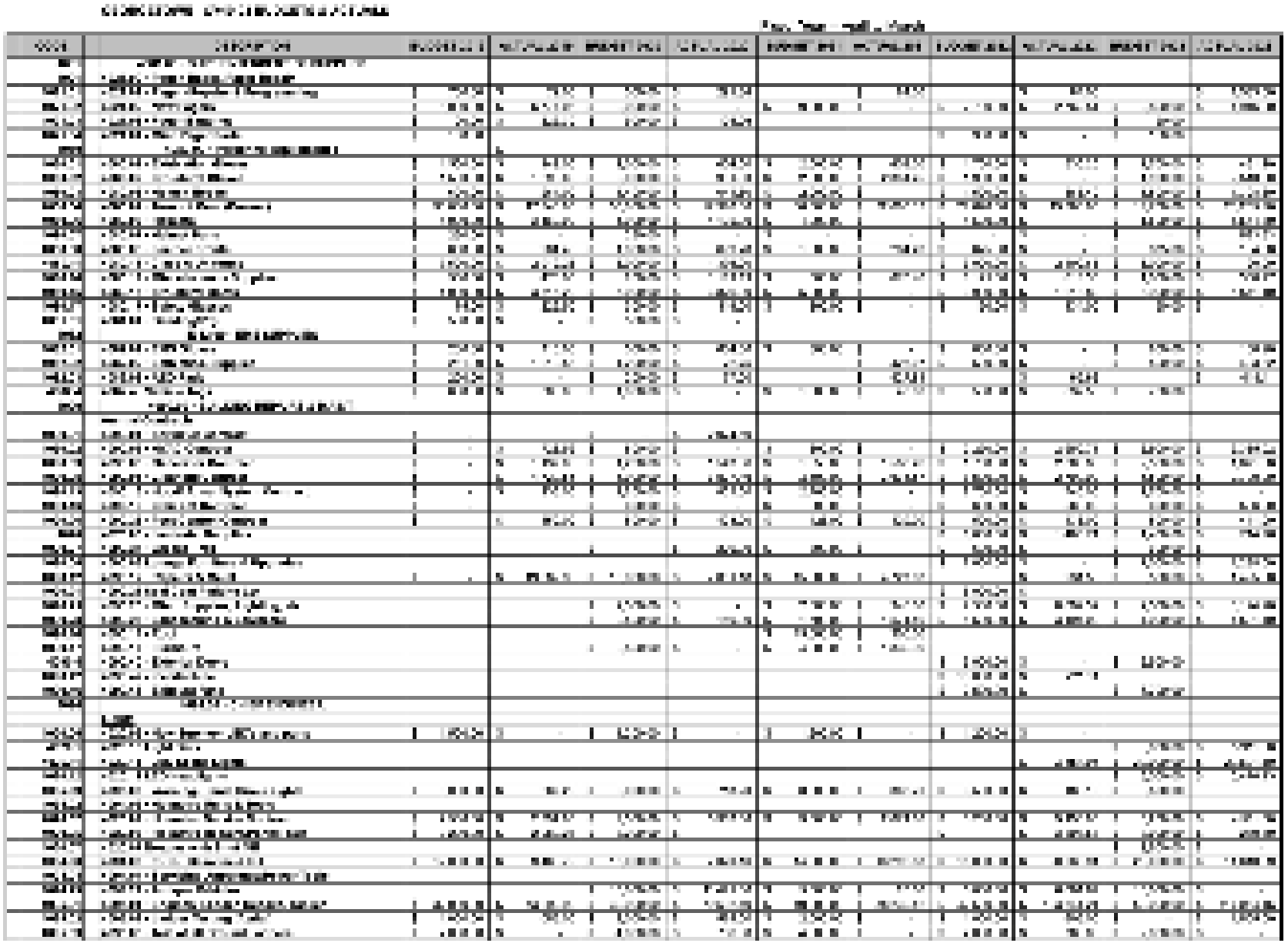
Utilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Miscellaneous Operating	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Operating Capital Outlay	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Miscellaneous Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Depreciation	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Interest Expense - Capital Lease	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Printing & Reproduction	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ -	$ [illegible]
Professional Services	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Repairs & Property	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Rentals - Leases	$ [illegible]	$ [illegible]	$ [illegible]	$ -	$ -	$ -
Sports and Recreation	$ [illegible]	$ [illegible]	$ -	$ [illegible]	$ [illegible]	$ -
Subscriptions	$ [illegible]	$ -	$ [illegible]			$ -
Supplies	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Travel - Conventions	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Telephone and Cellular Service	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Taxes	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Training				$ [illegible]	$ -	$ -
Trash Collection	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Utilities - Station Maintenance	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Utilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Vehicles	$ -	$ [illegible]	$ -			
Total Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Other Income and Expenses						
Depreciation	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Gain on Disposal of Capital Assets					$ [illegible]	$ [illegible]
Penalties Collected on Delinquent Taxes	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Investment Earnings on Delinquent Taxes	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Other Income and Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Assets Beginning of Years	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Assets for the Year	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Ending Net Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

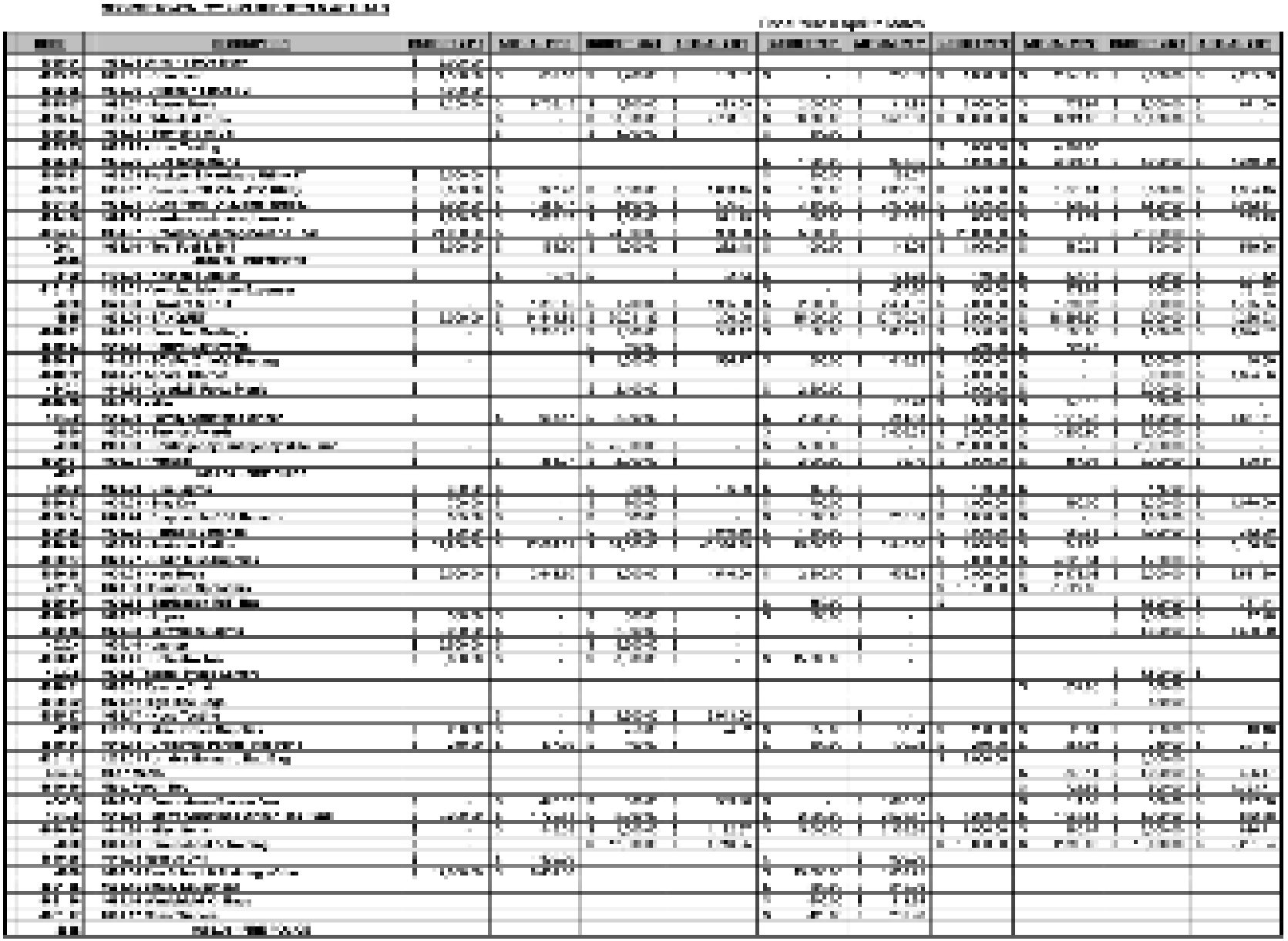
[illegible]

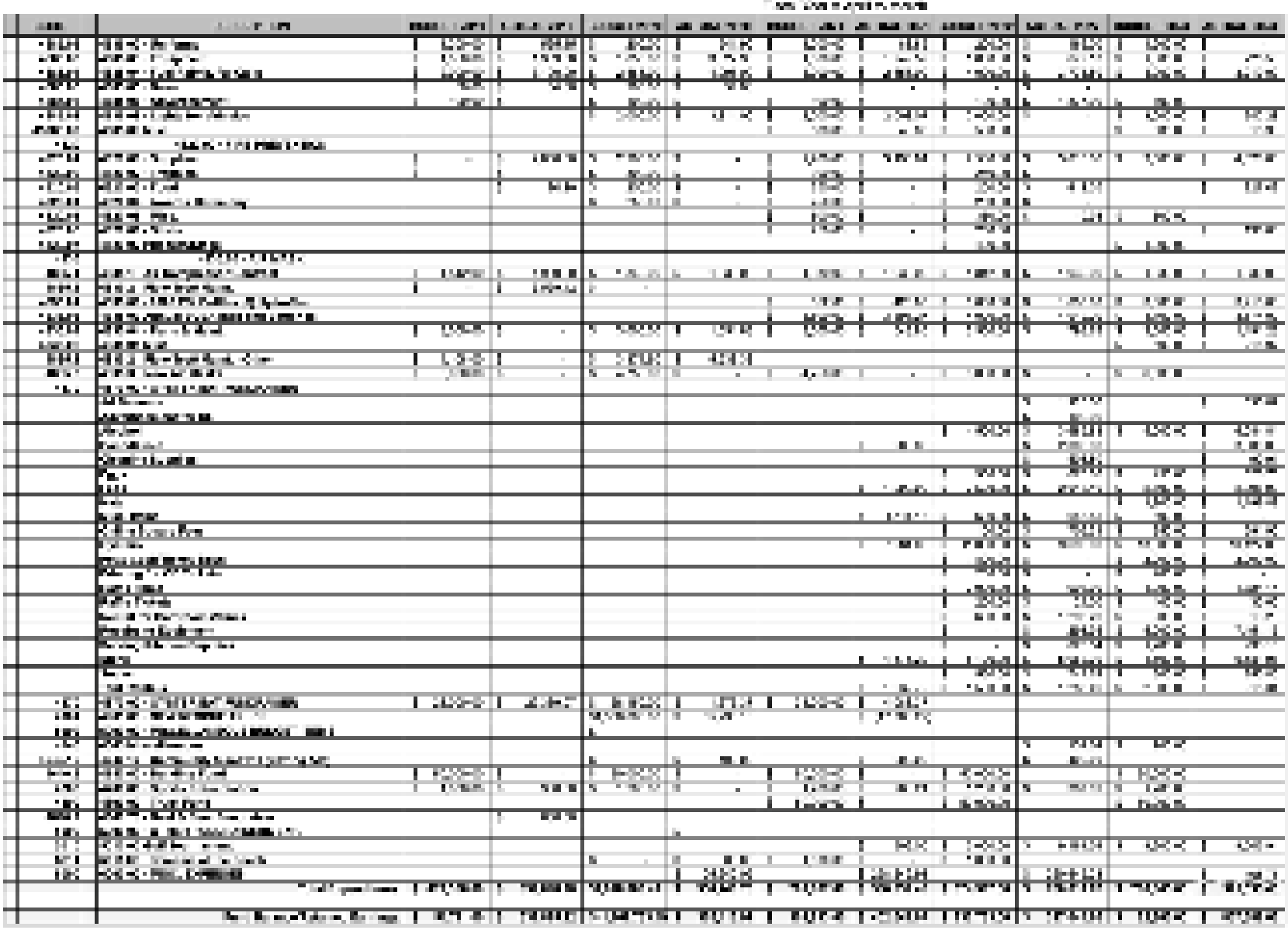
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cash Flows From Operating Activities					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows From Investing Activities					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows From Financing Activities					
[illegible]					
[illegible]	$ -	$ -	$ -	$ -	$ -
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]











Appendix C11 - Greenwood

Greenwood - SUMMARY OF FINANCIAL STATEMENTS

Statement of Financial Position	2019	2020	2021	2022	2023
Assets					
Current Assets					
Cash and Cash Equivalents	$ 1,574,343	$ 2,206,322	$ 2,270,226	$ 1,756,044	$ 2,510,031
Property and Equipment					
Land	$ 214,484	$ 214,484	$ 214,484	$ 214,484	$ 214,484
Buildings and Improvements	$ 2,758,365	$ 2,758,365	$ 2,831,877	$ 2,907,731	$ 2,907,731
Fire Trucks, Ambulances, and Equipment	$ 4,322,773	$ 4,728,282	$ 4,728,284	$ 5,135,420	$ 5,525,532
Total Cost	$ 7,295,622	$ 7,701,131	$ 7,774,645	$ 8,257,635	$ 8,647,747
Less Accumulated Depreciation	$ (4,118,264)	$ (4,468,264)	$ (4,818,264)	$ (5,168,264)	$ (5,518,264)
Net Land, Property and Equipment	$ 3,177,358	$ 3,232,867	$ 2,956,381	$ 3,089,371	$ 3,129,483
Total Assets	$ 4,751,701	$ 5,439,189	$ 5,226,607	$ 4,845,415	$ 5,639,514
Liabilities and Net Assets					
Current Liabilities					
Accounts Payable and Accrued Expenses	$ 2,414	$ 12,241	$ 2,414	$ -	
Current Portion of Long-Term Debt	$ 362,364	$ 182,364	$ 184,182	$ 186,000	$ 187,836
Total Current Liabilities	$ 364,778	$ 194,605	$ 186,596	$ 186,000	$ 187,836
Non-Current Liabilities					
Mortgage Notes Payable - net of current portion	$ 315,313	$ 497,301	$ 306,454	$ 159,679	$ 452,810
Total Liabilities	$ 680,091	$ 691,906	$ 493,050	$ 345,679	$ 640,646
Net Assets					
Without Donor Restrictions	$ 4,312,487	$ 4,482,393	$ 4,538,341	$ 5,003,836	$ 5,212,744
With Donor Restrictions					
Total Net Assets	$ 4,312,487	$ 4,482,393	$ 4,538,341	$ 5,003,836	$ 5,212,744
Total Liabilities and Net Assets	$ 4,992,578	$ 5,174,299	$ 5,031,391	$ 5,349,515	$ 5,853,390

[illegible] - SUMMARY OF FINANCIAL STATEMENTS

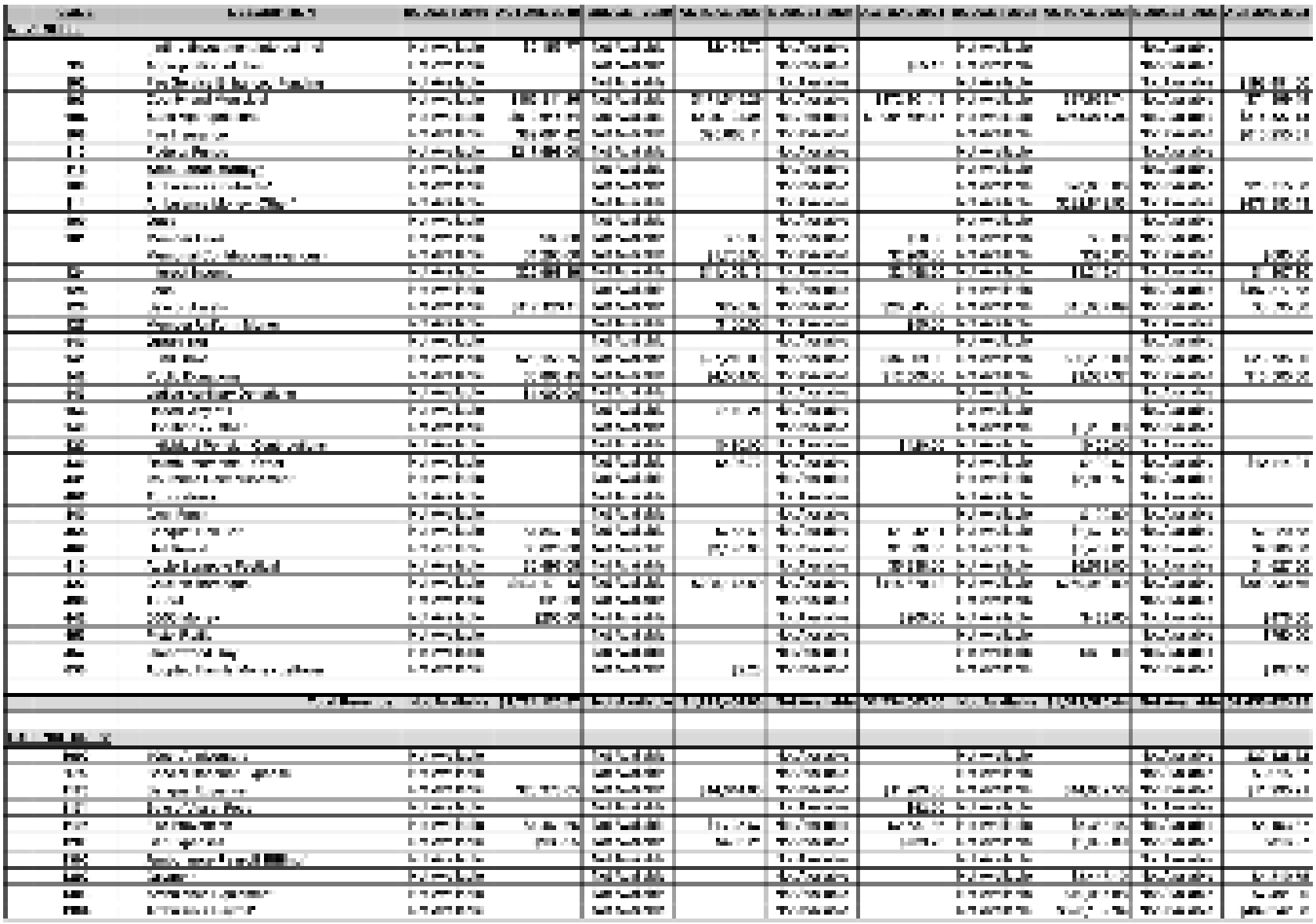
[illegible]	2018	2020	2021	2022	2023
Assets, Deferred Outflows of Resources and Other Revenues:					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

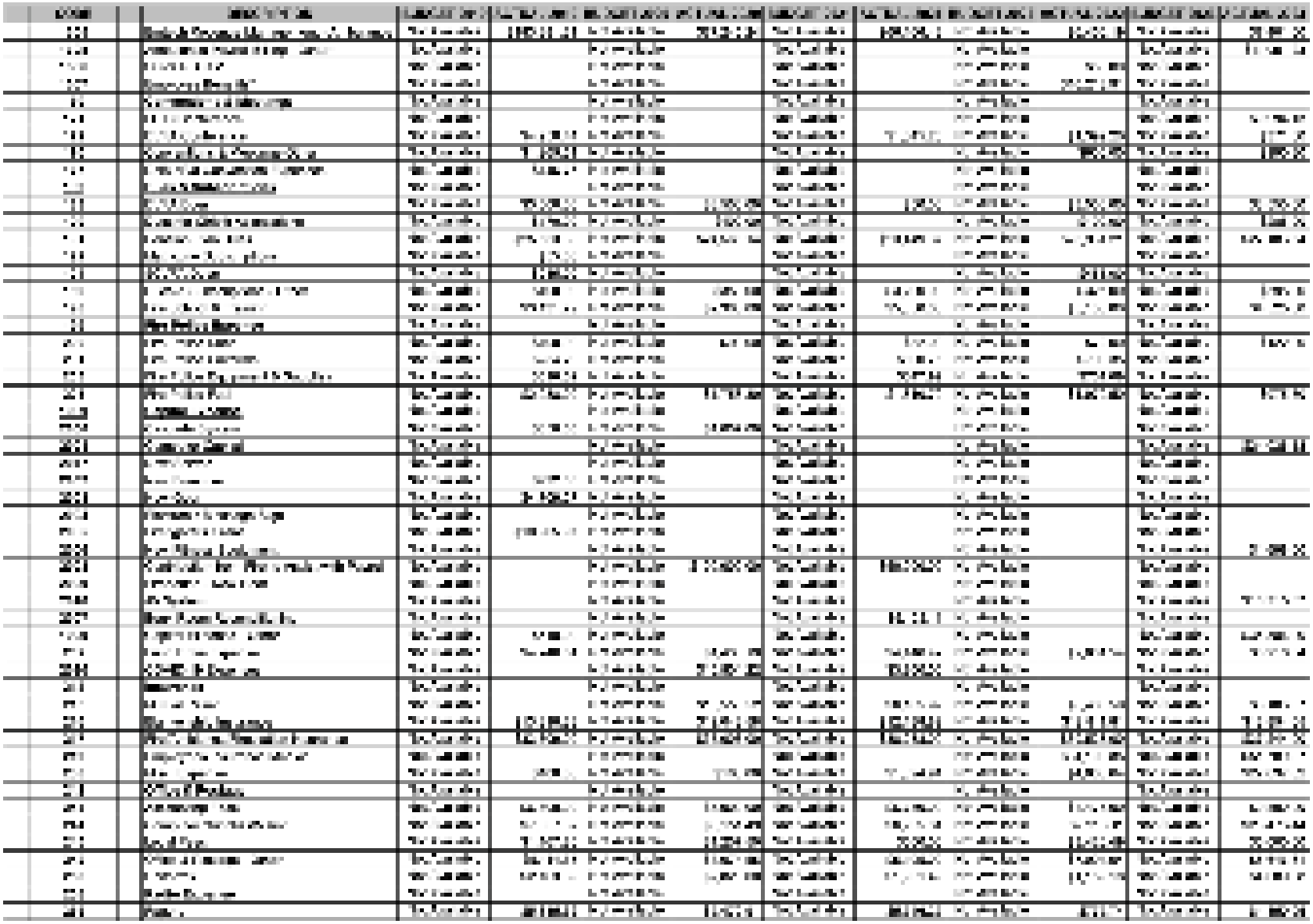
[illegible]

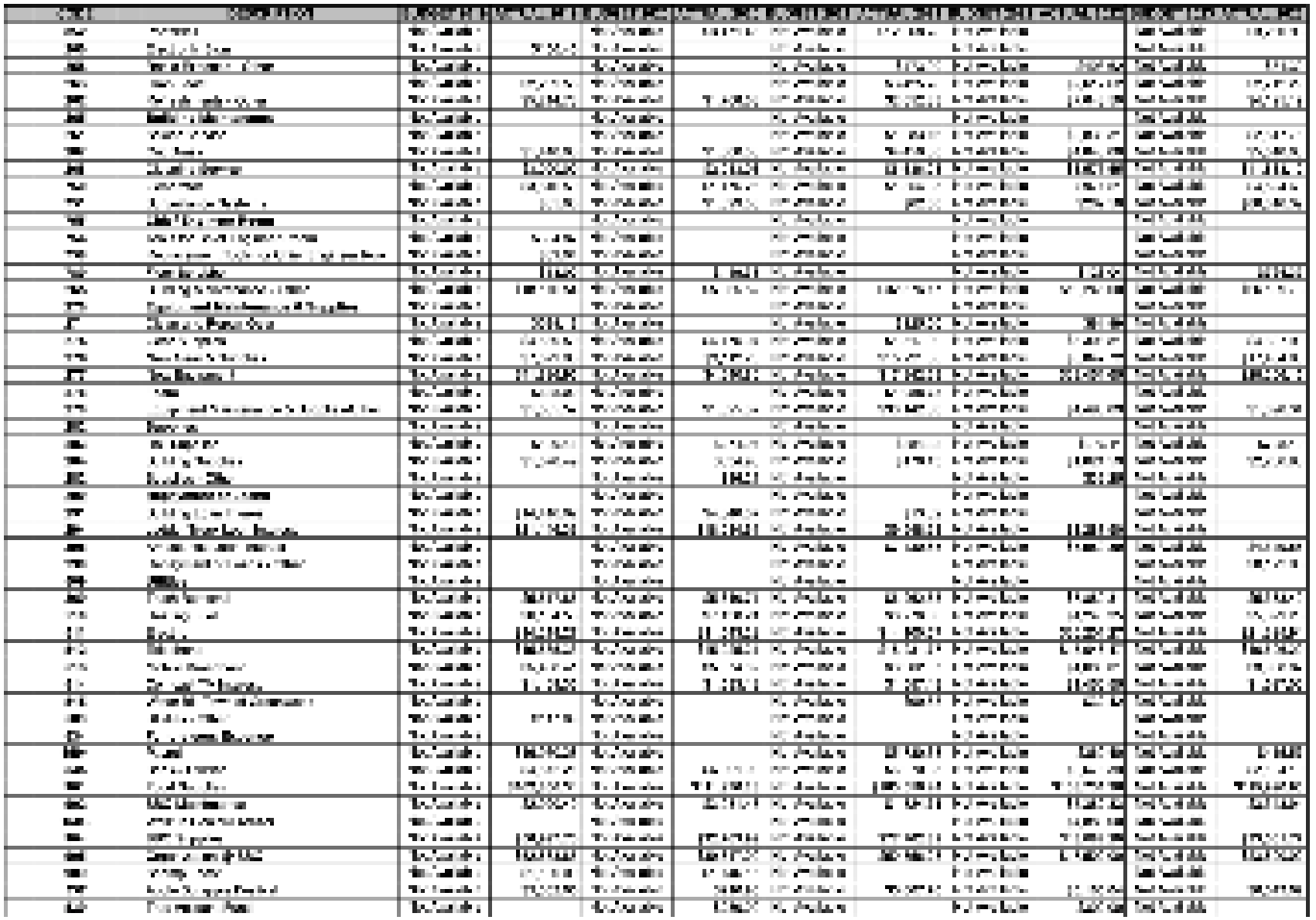
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

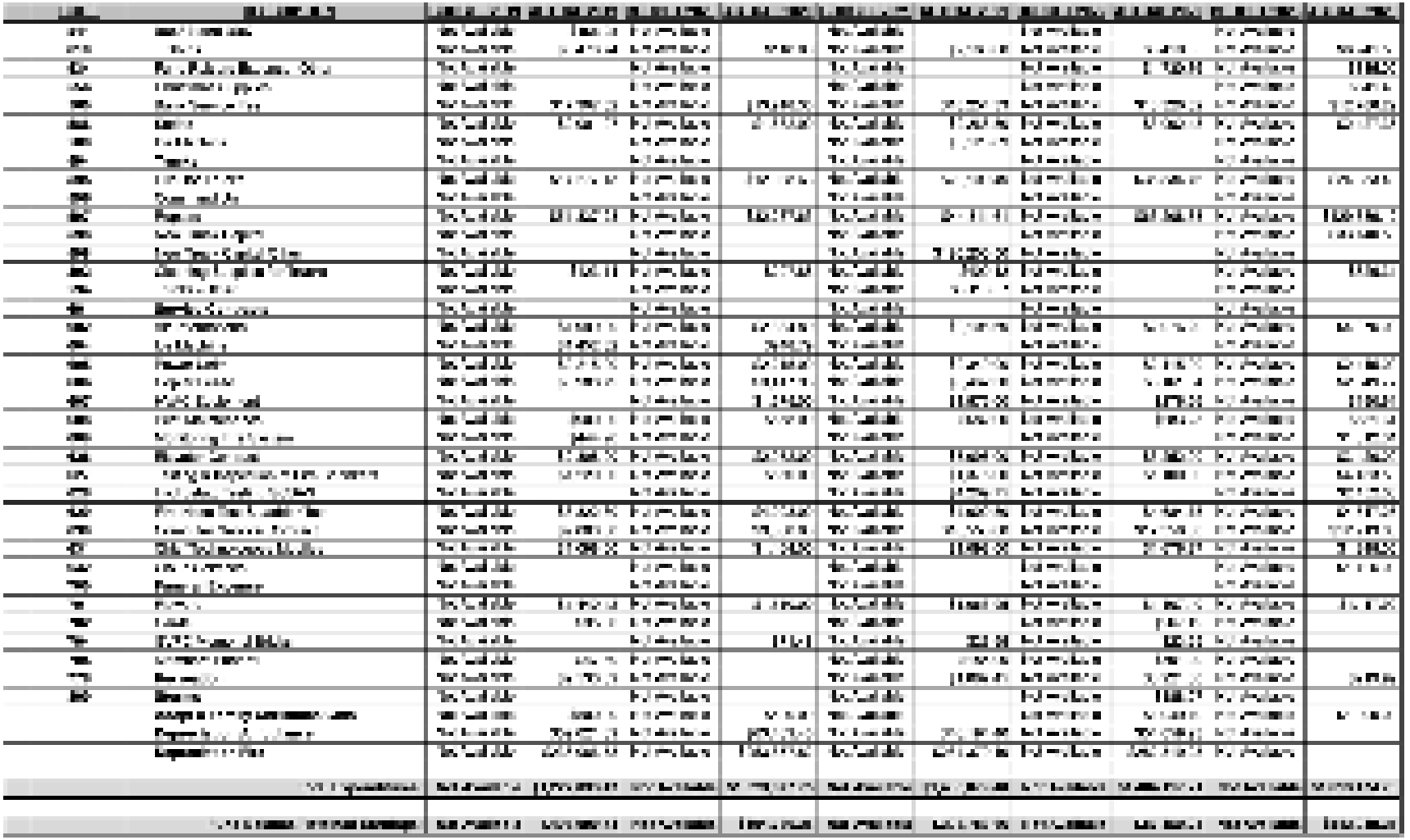
[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]					
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]					$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]









Appendix C12 - Gumboro

Candoco- SUMMARY OF FINANCIAL STATEMENTS

General Financial Position	2019	2020	2021	2022	2023
Assets					
Current Assets					
Cash and Cash Equivalents	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Receivables, Net	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Other Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Property and Equipment, Net of Accumulated Depreciation	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Liabilities and Net Assets					
Current Liabilities					
Accounts Payable	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Accrued Payroll and Payroll Taxes	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Current Portion of Long-Term Debt	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Current Liabilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Non-Current Liability					
Santander Bank N.A.			$ [illegible]	$ [illegible]	$ [illegible]
Net Pension Liability	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Long-Term Liabilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Liabilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Assets					
Net Assets Beginning of Year	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Prior Period Adjustments	$ -	$ -	$ -	$ -	$ -
Total Net Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Liabilities & Net Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Support Services and Other Revenue					
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
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[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
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[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Expenses					
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
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[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
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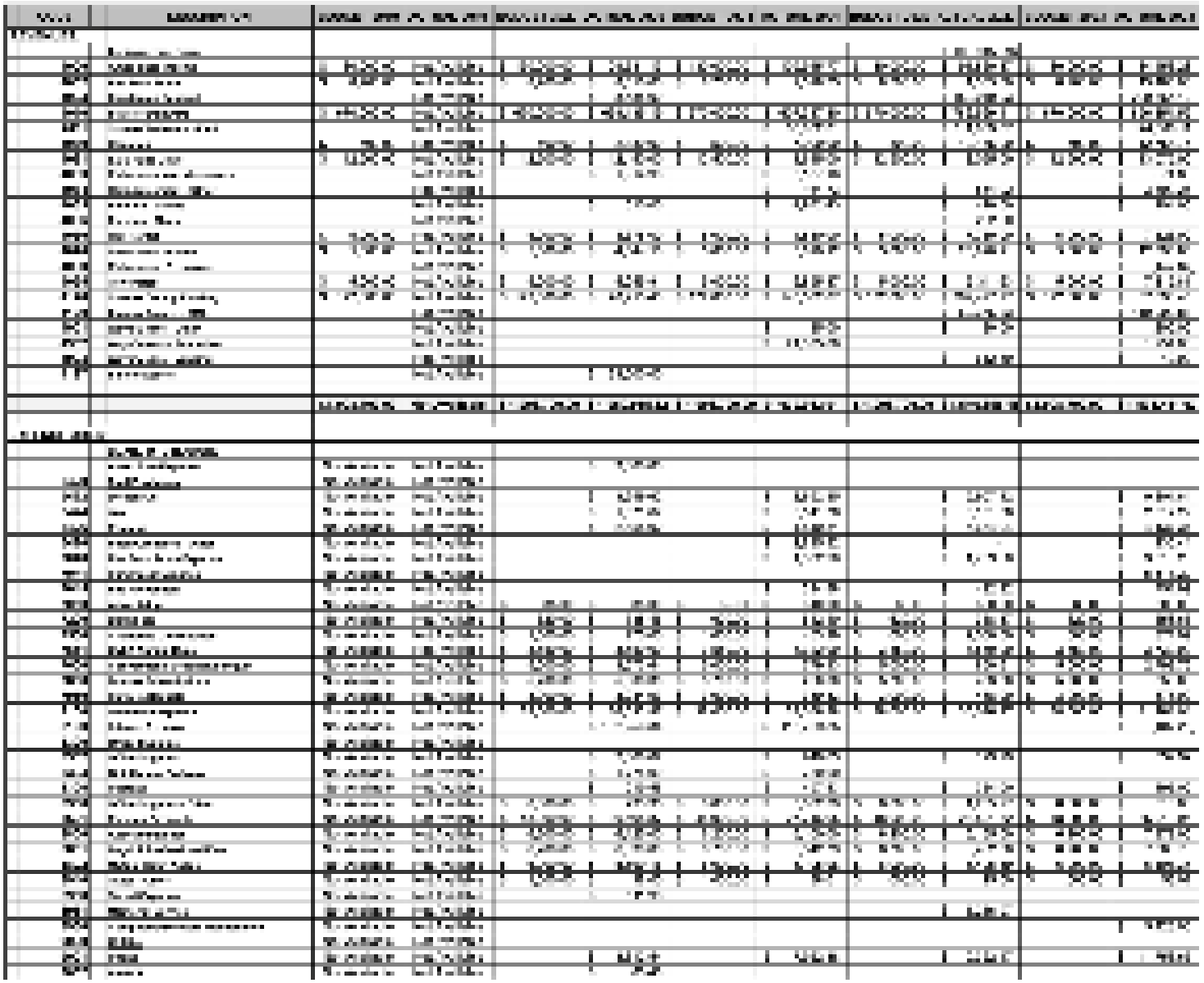
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

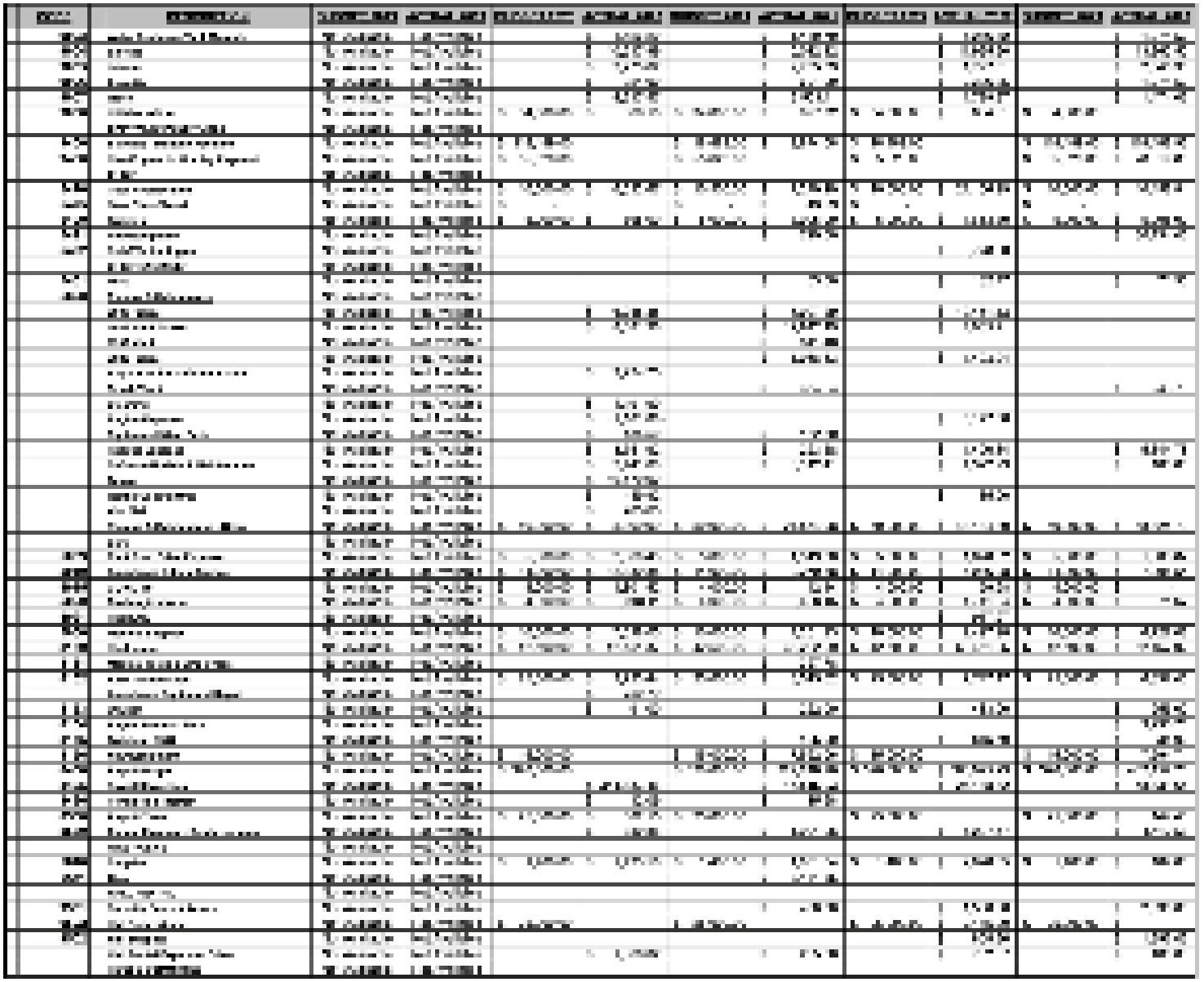
Schedule 4 - SUMMARY OF FINANCIAL STATEMENTS

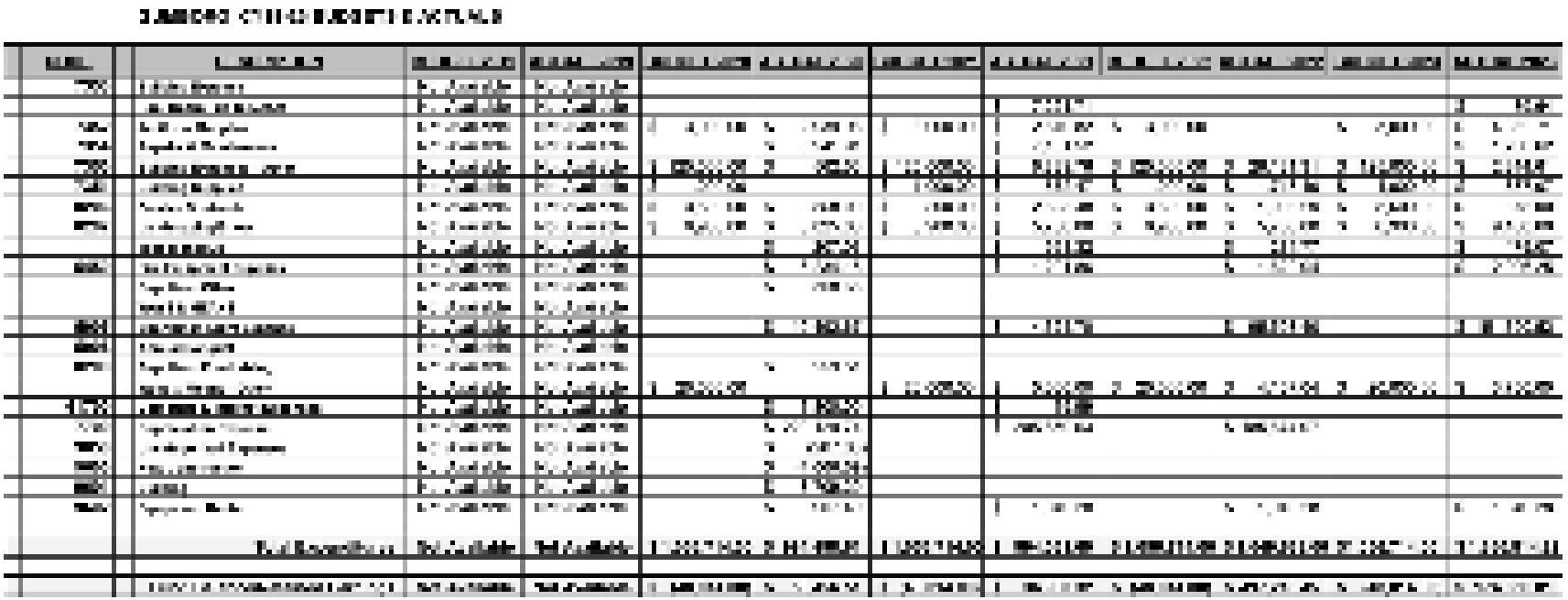
Class of Functional Expenses	2019	2020	2021	2022	2023
[illegible]					
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

[illegible] SUMMARY OF FINANCIAL STATEMENTS

Statement of Cash Flows	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cash Flows from Operating Activities:					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Adjustments to reconcile net income (loss) to net cash provided by operating activities:					
Depreciation	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Changes in assets and liabilities:					
Accounts receivable	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Accounts payable	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Accrued expenses and payroll liabilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Adjustments	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (Used) by Operating Activities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows from Investing Activities:					
Purchase of Investments	$ [illegible]	$ -			
Proceeds from Sales of Investments		$ [illegible]			
Purchase of Fixed Assets		$ [illegible]			
Net Cash Provided by Investing Activities	$ [illegible]	$ -			
Net cash provided by (used in) financing activities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net cash provided by (used in) capital and related financing activities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (Used) by Financing Activities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows from Financing Activities:					
Repayments of capital lease obligations	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (Used) by Financing Activities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Increase (Decrease) in Cash and Cash Equivalents	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash & Cash Equivalents, Beginning of Year	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash & Cash Equivalents, End of Year	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net increase (decrease) in cash and cash equivalents	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Supplemental Cash Flow Information:					
Interest Paid	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]







Appendix C12 - Indian River

Indian River - SUMMARY OF FINANCIAL STATEMENTS

Statement of Financial Position	2019	2020	2021	2022	2023
ASSETS					
Current Assets					
Cash and Cash Equivalents	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Other Current Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Current Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Capital Assets, Net of Depreciation					
Buildings and Improvements	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Building Equipment				$ [illegible]	$ [illegible]
Equipment				$ [illegible]	$ [illegible]
Vehicle Equipment				$ [illegible]	$ [illegible]
Trucks				$ [illegible]	$ [illegible]
Vehicles	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Equipment	$ [illegible]	$ [illegible]	$ [illegible]		
Land	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Cost	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Less Accumulated Depreciation	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Land, Property and Equipment	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Other Assets					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Other Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
LIABILITIES AND NET ASSETS					
Current Liabilities					
Accounts Payable		$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Credit Cards Payable	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Current Portion of Long-term Debt	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Current Liabilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Non-Current Liability					
Net Pension Liability	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Long-Term Liabilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Liabilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Assets					
Without Donor Restrictions	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
With Donor Restrictions					
Total Net Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Liabilities and Net Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

[illegible] - SUMMARY OF FINANCIAL STATEMENTS

[illegible]	2019	2020	2021	2022	2023	
[illegible]						
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	
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[illegible]			$ [illegible]	$ [illegible]	$ [illegible]	
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[illegible]						
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[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	

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[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Employee Expenses					
Fire Service					
[illegible]	$ [illegible]	$ [illegible]			
Other Operating Expenses:			$ [illegible]		
[illegible]	$ [illegible]	$ [illegible]			
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
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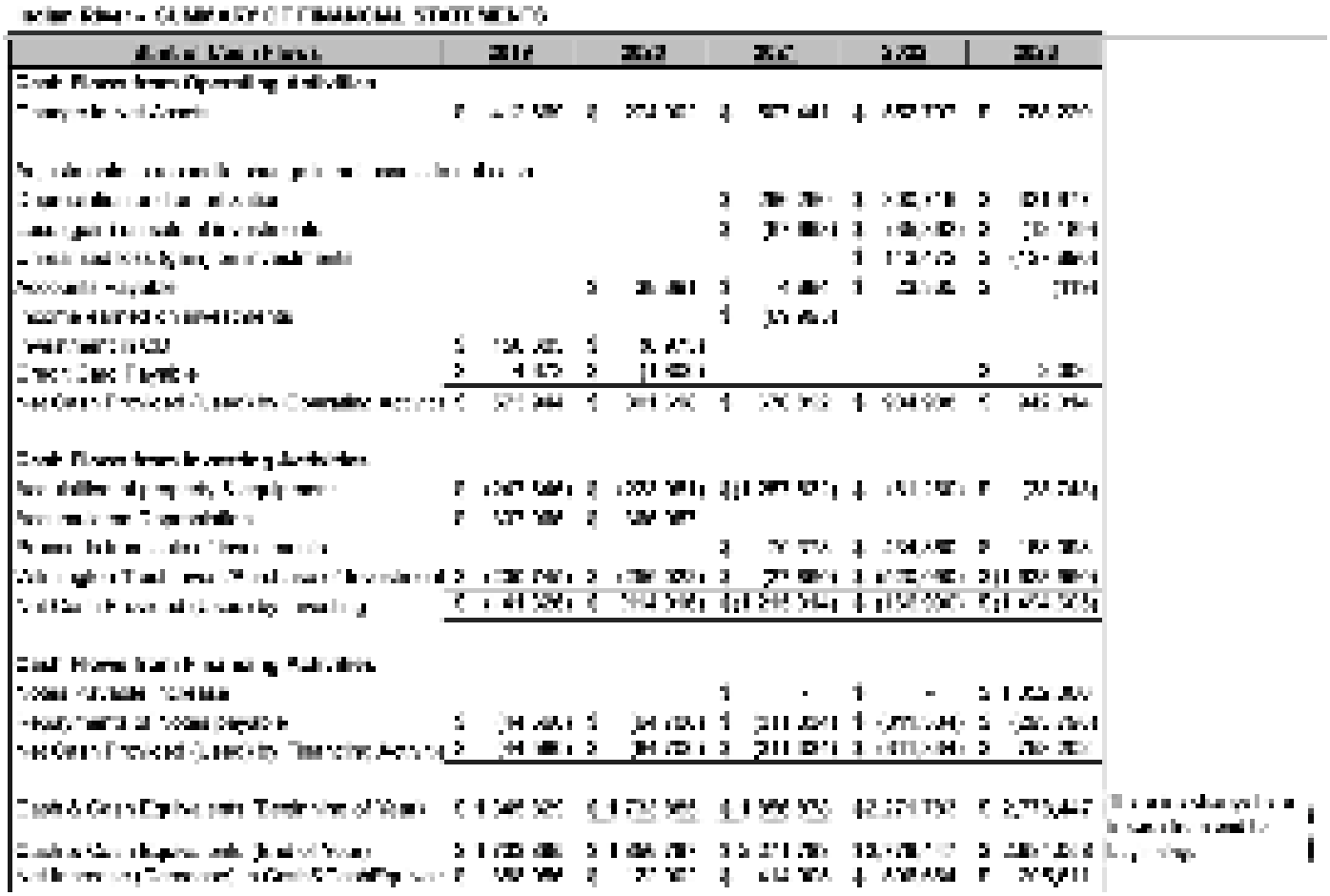
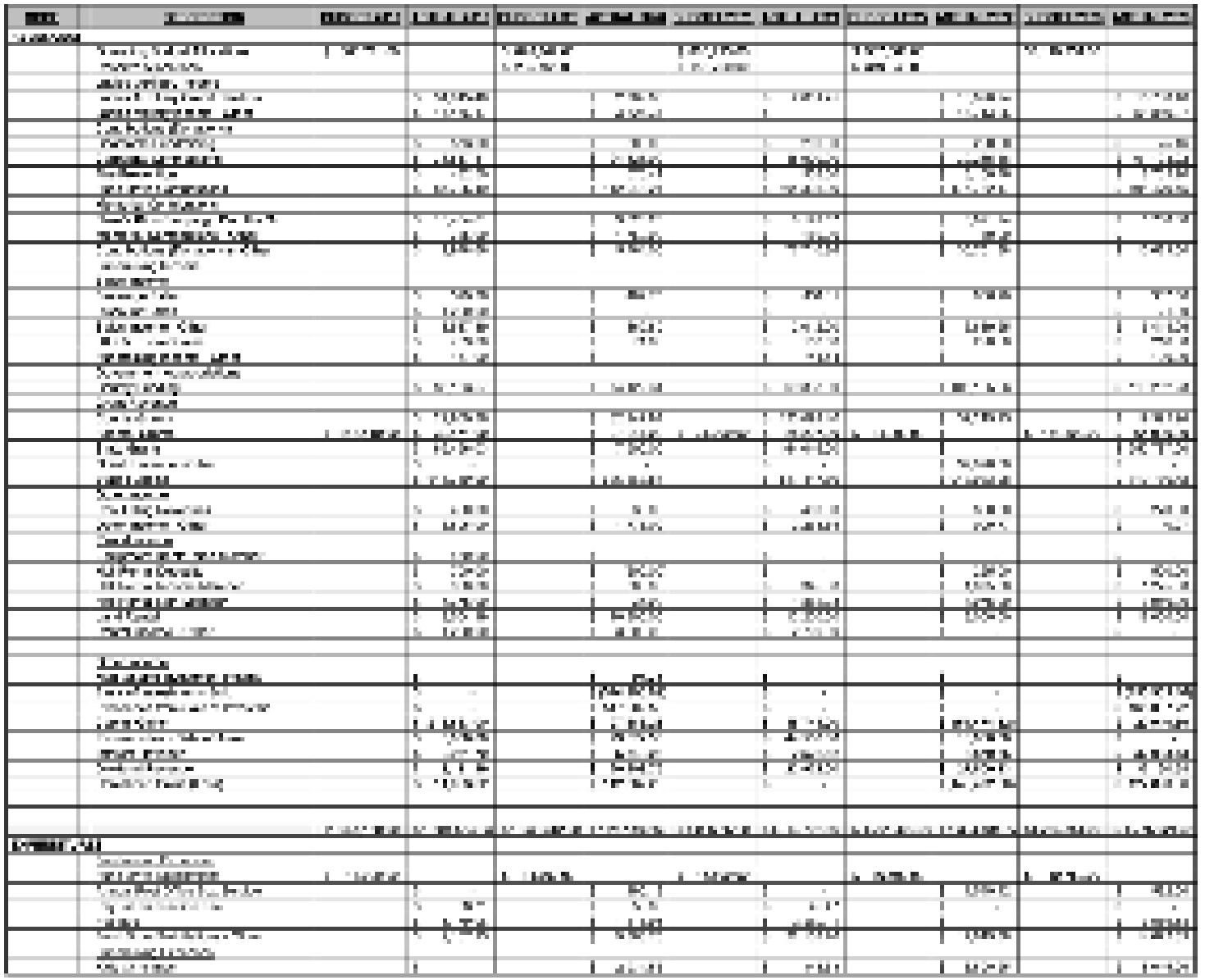
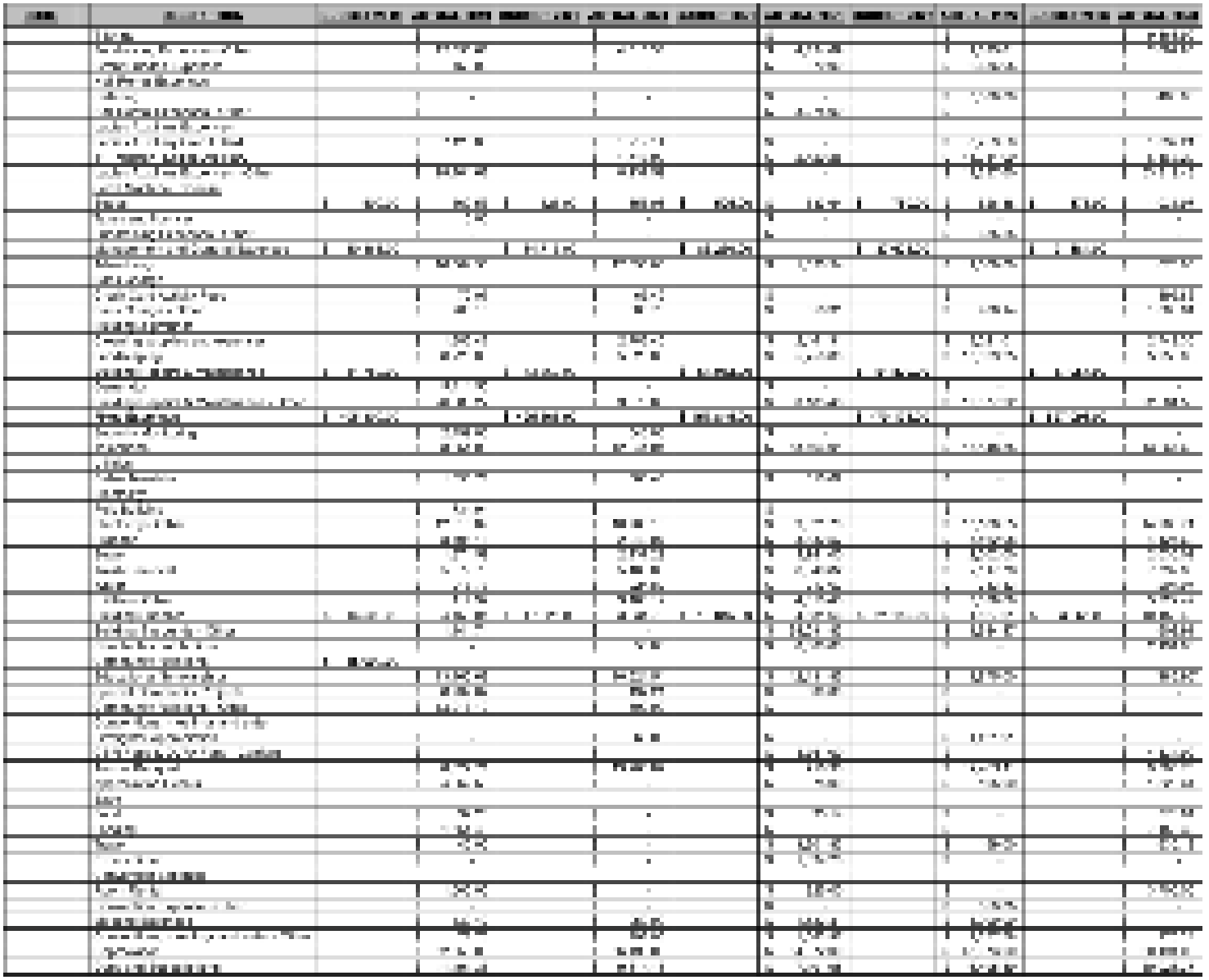
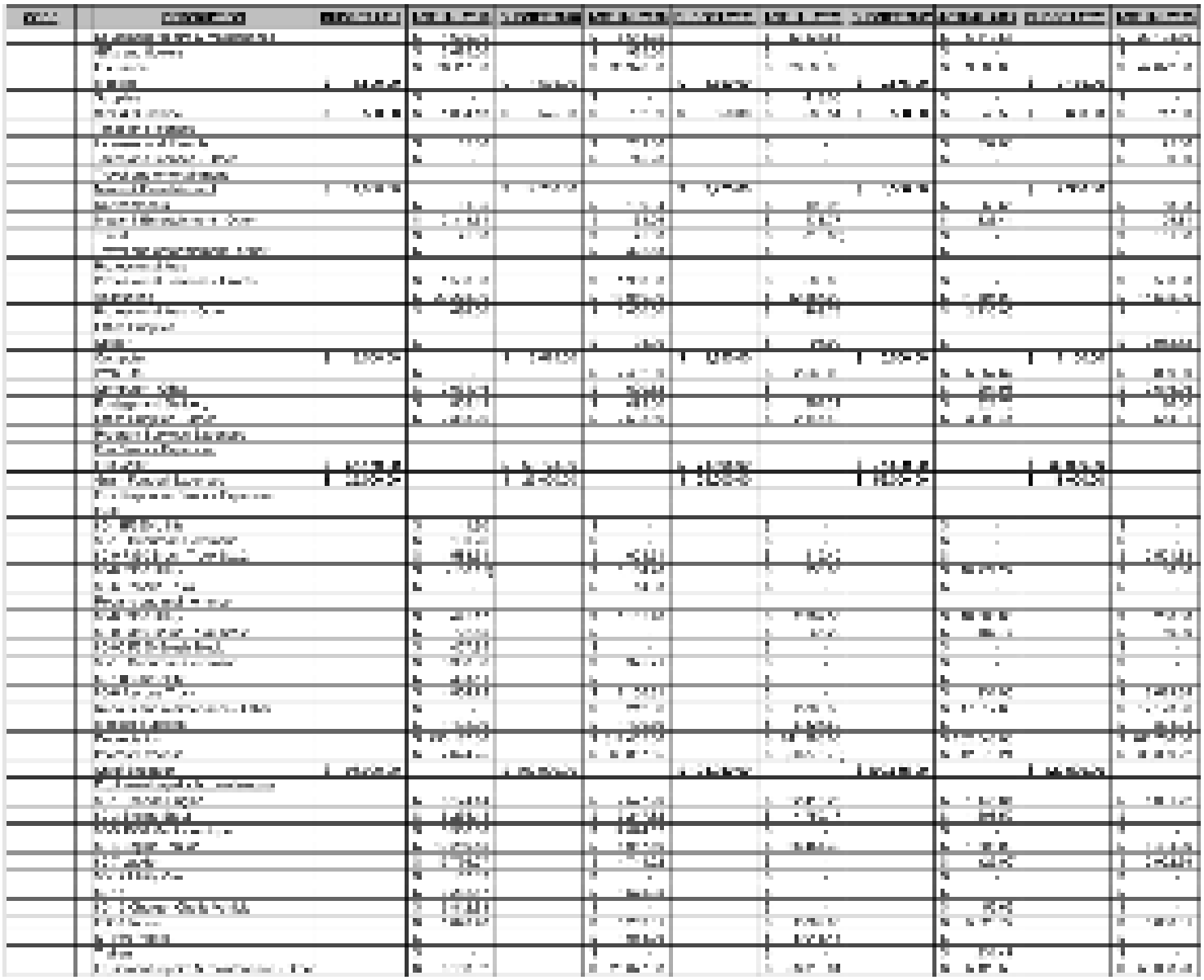
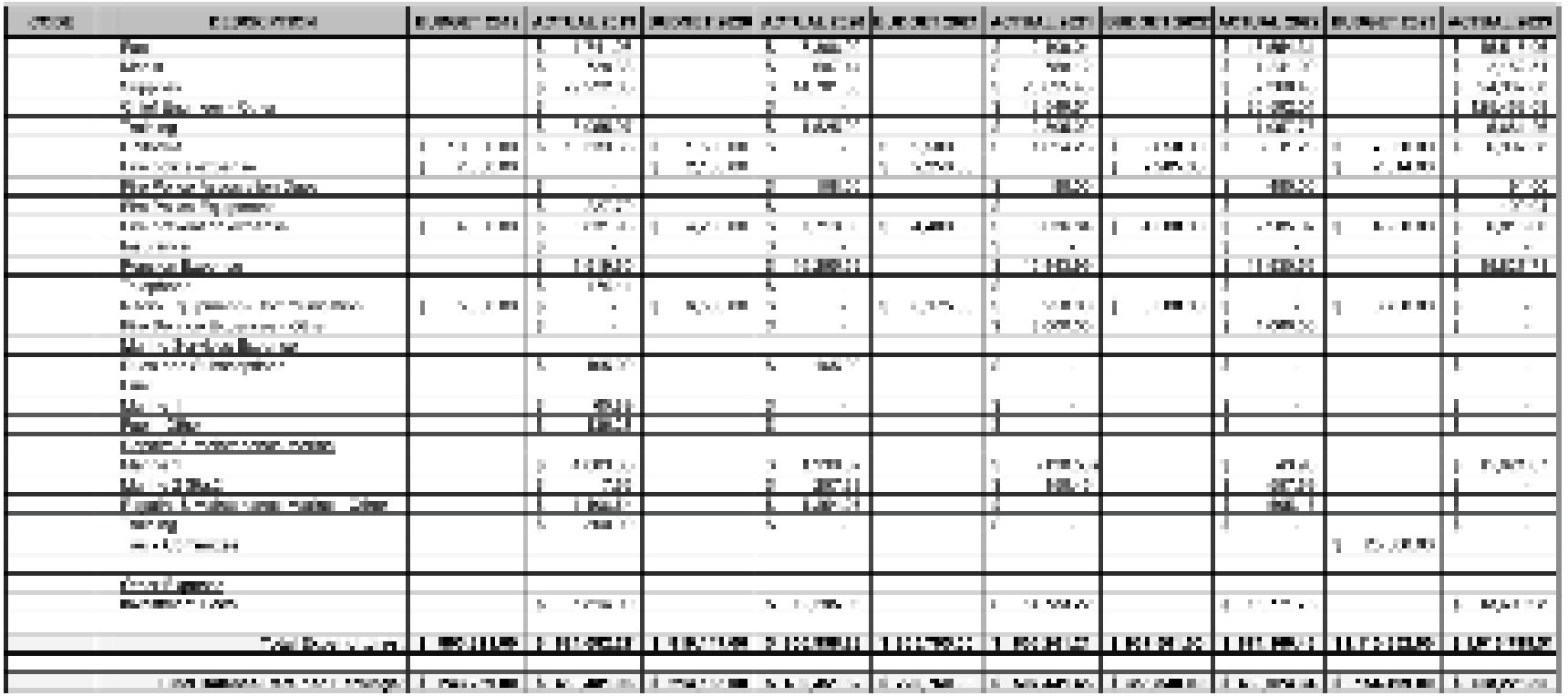
[illegible]	$ [illegible]	$ [illegible]			
[illegible]	$ [illegible]				
Total Fire and Marine Services	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
TOTAL EXPENSES	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]











Appendix C13 - Laurel

[illegible] SUMMARY OF FINANCIAL POSITION

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[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
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[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
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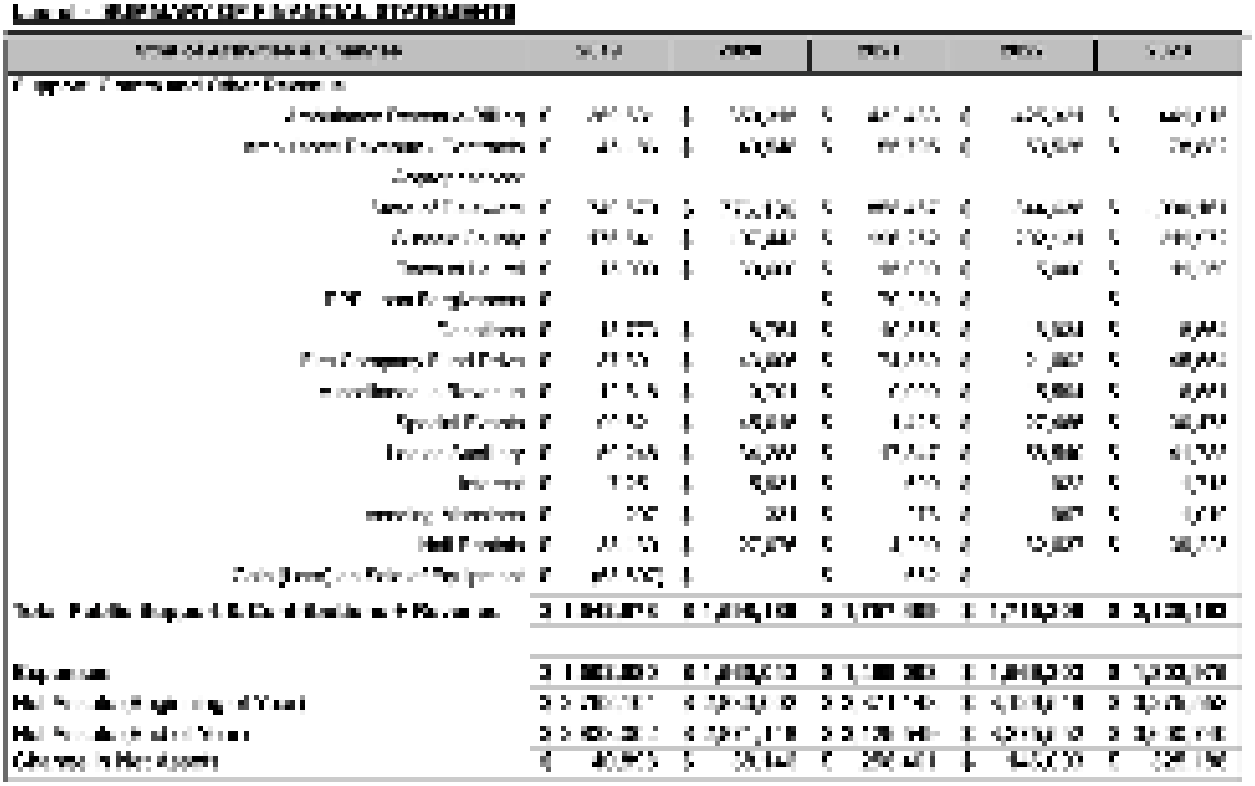

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]		$ [illegible]			
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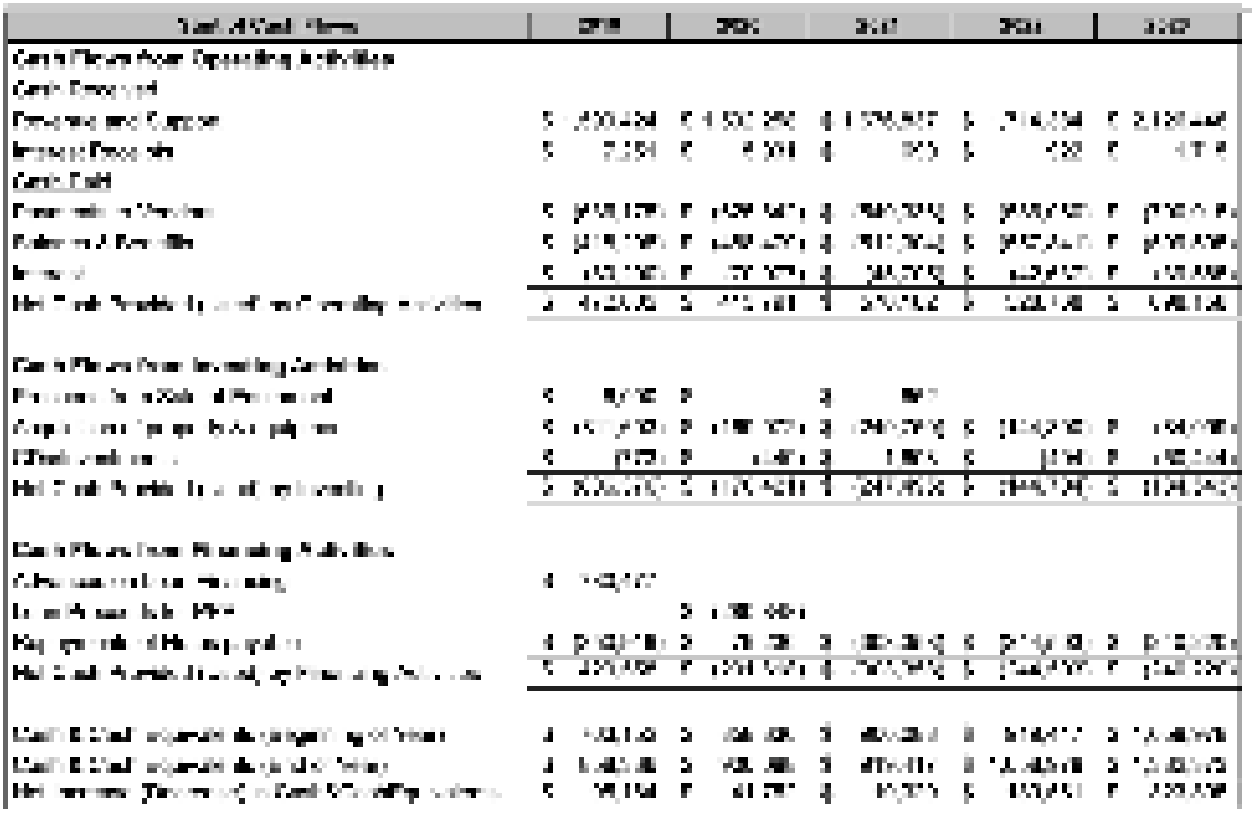
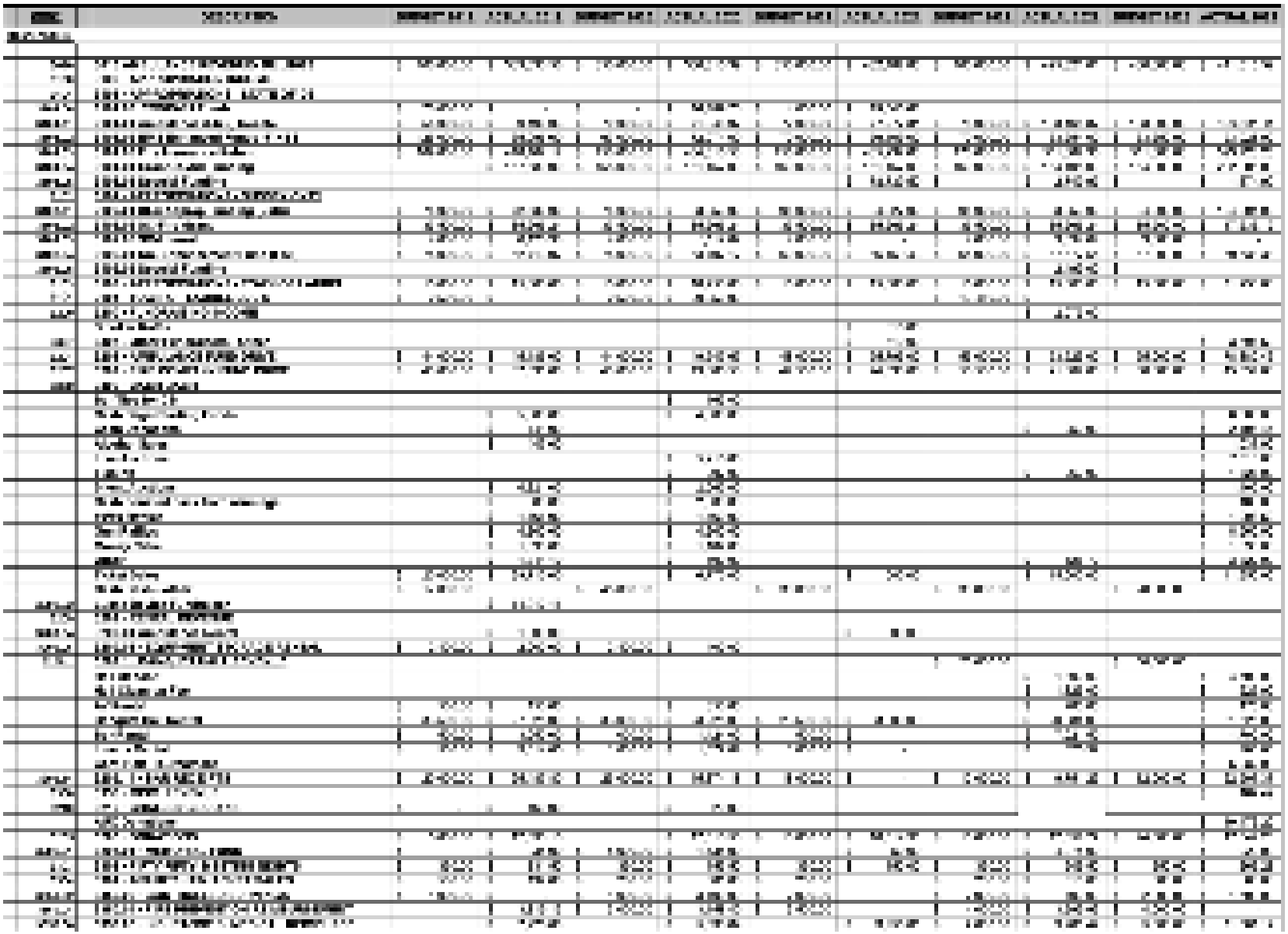
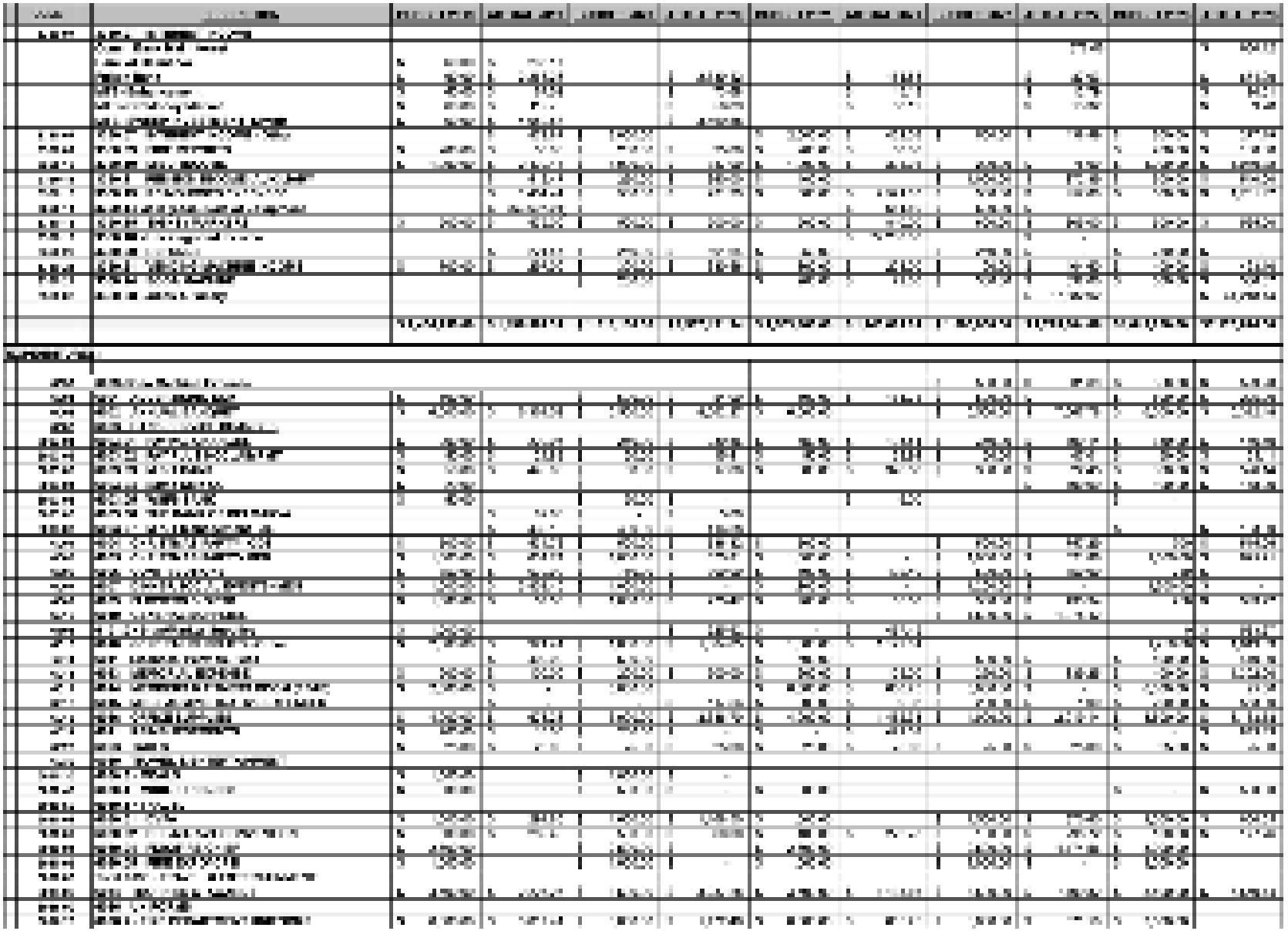
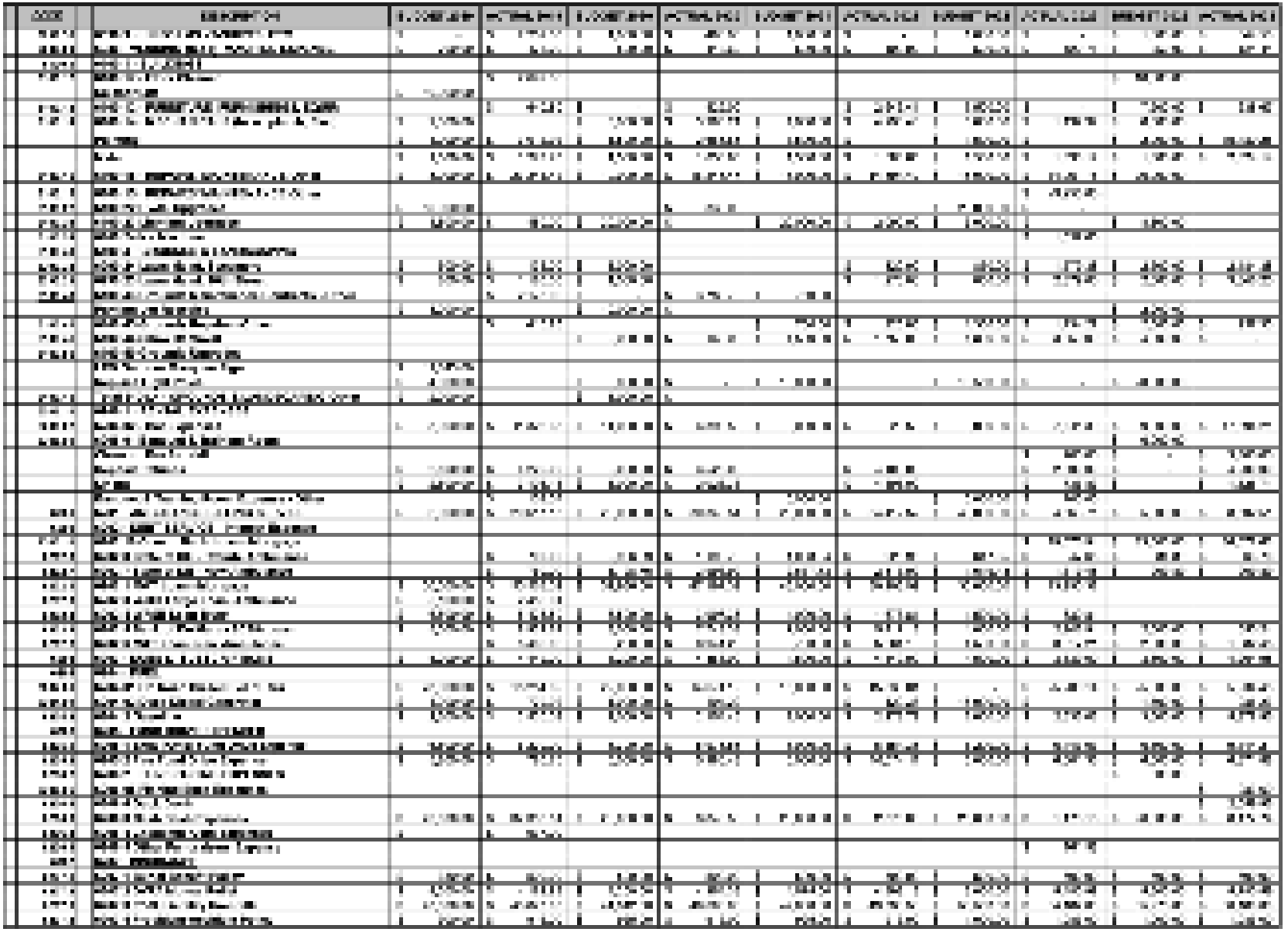
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ -
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

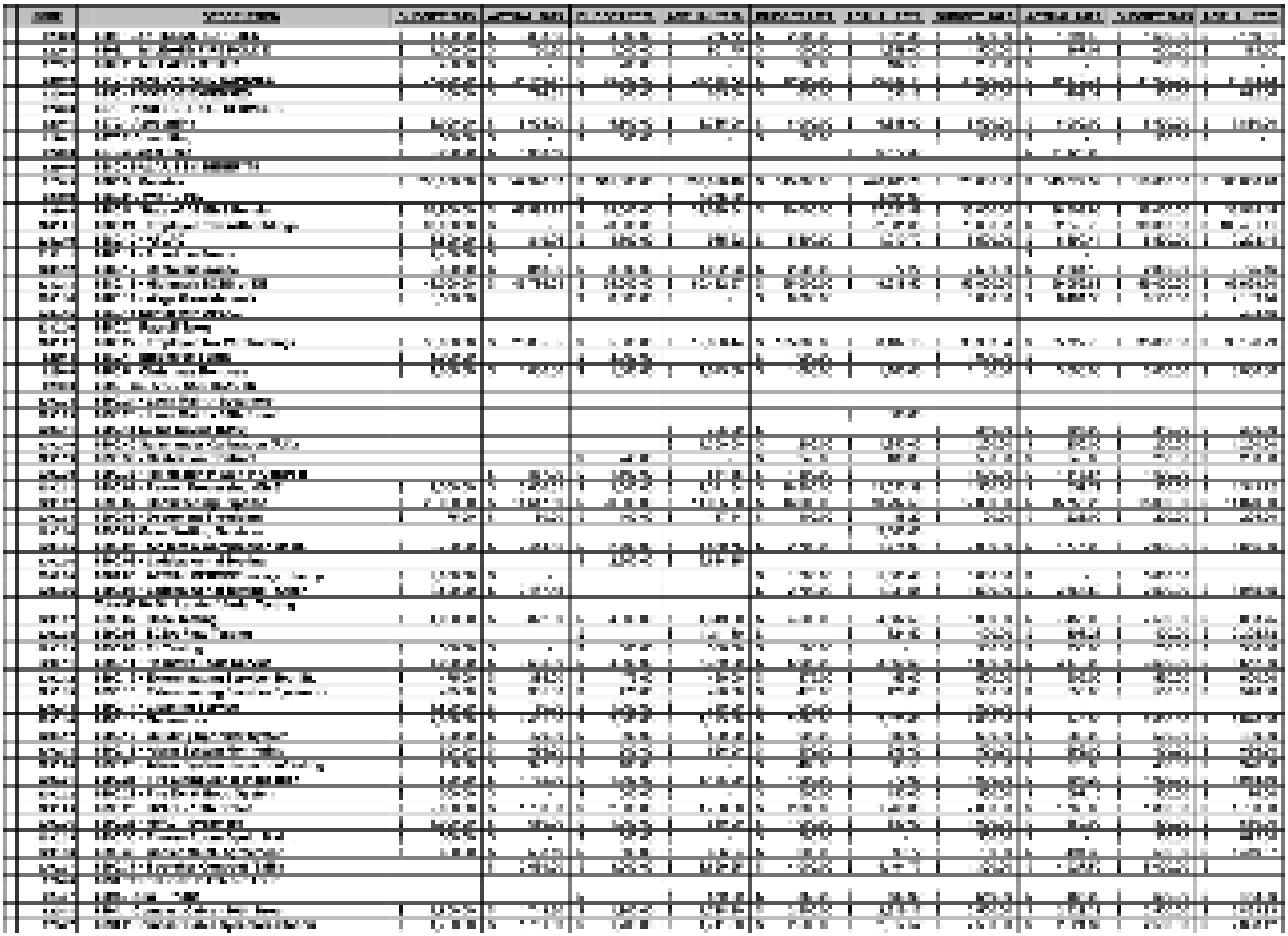
Exhibit - SUMMARY OF FINANCIAL STATEMENTS

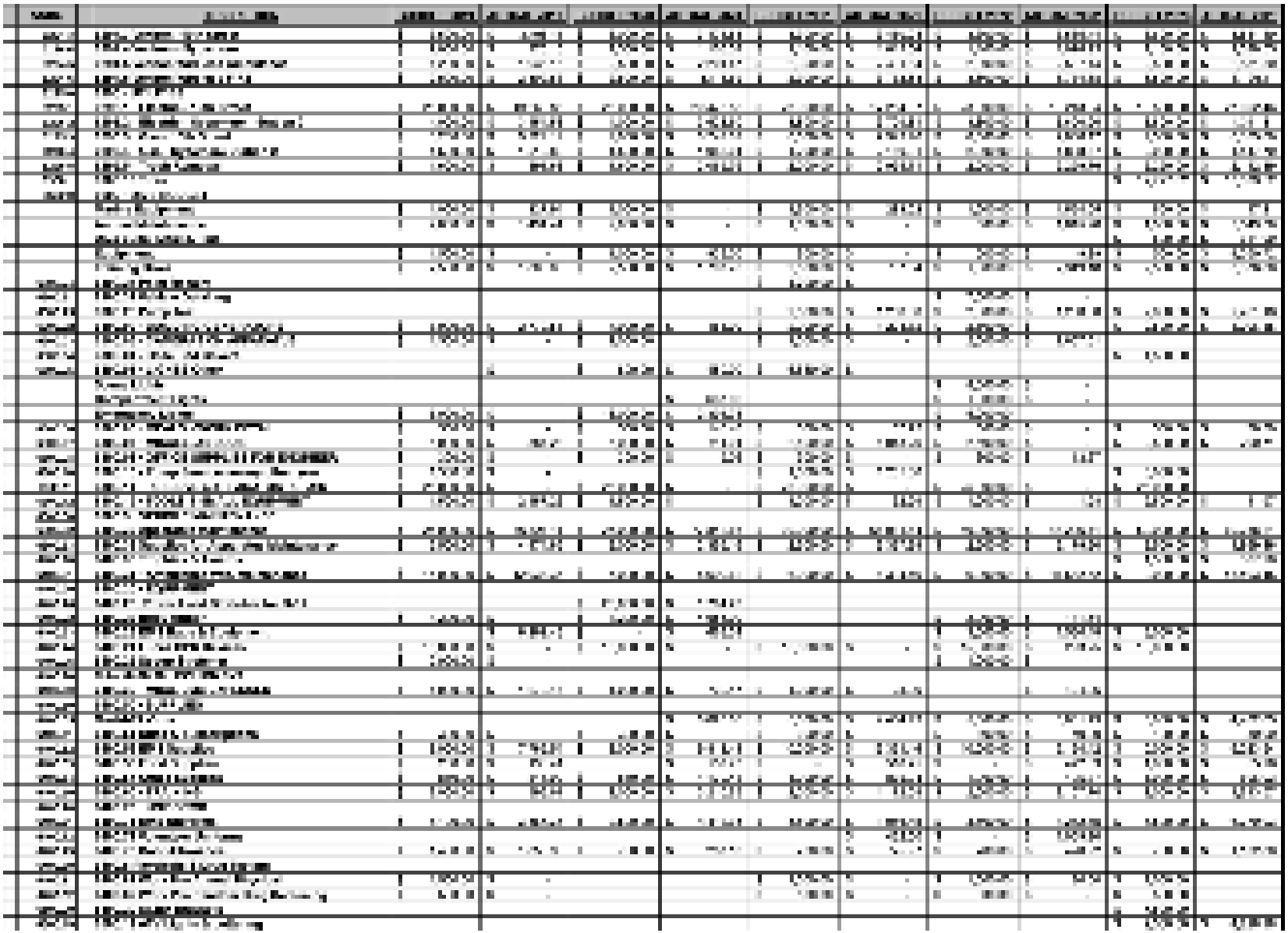


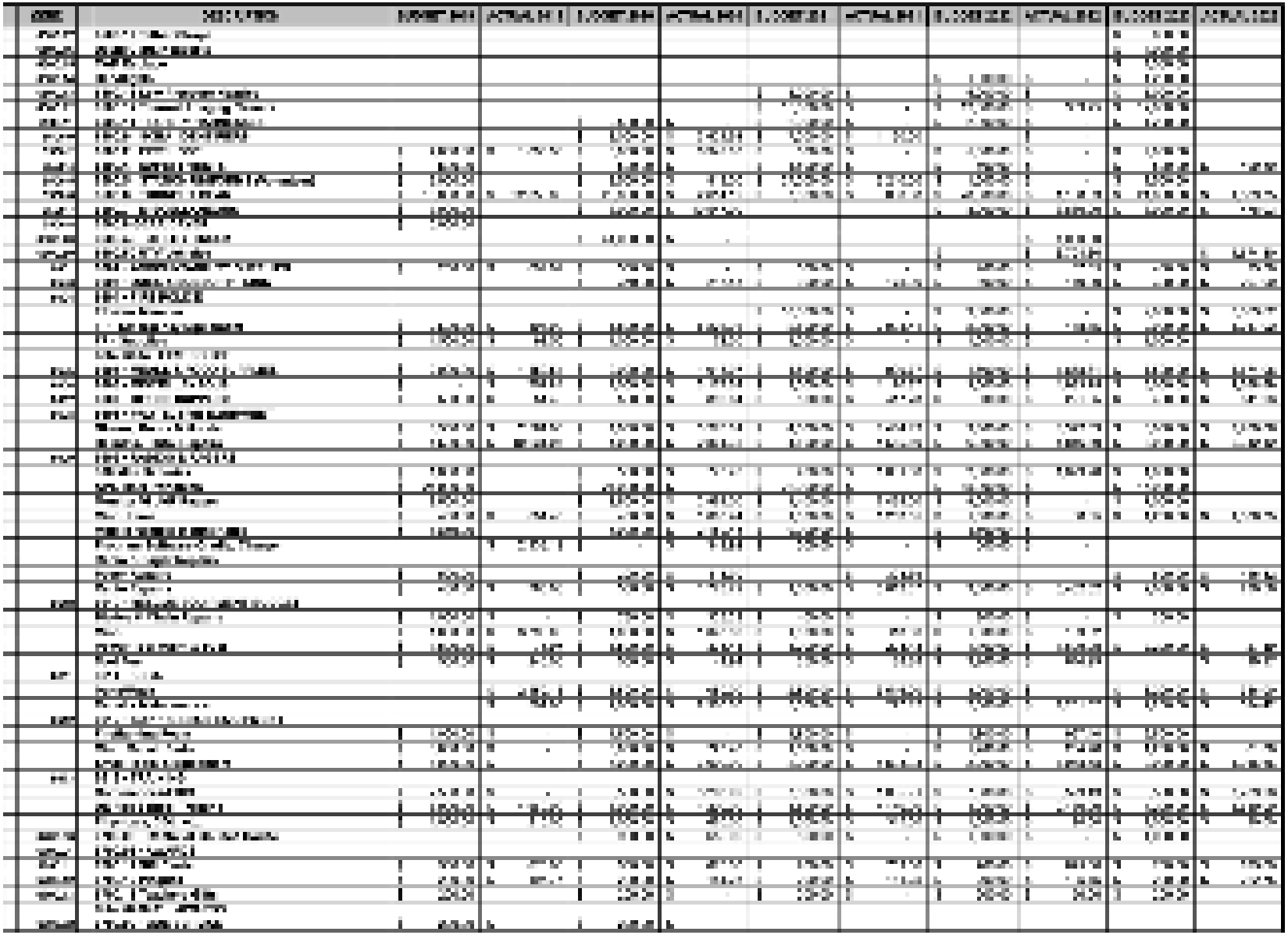


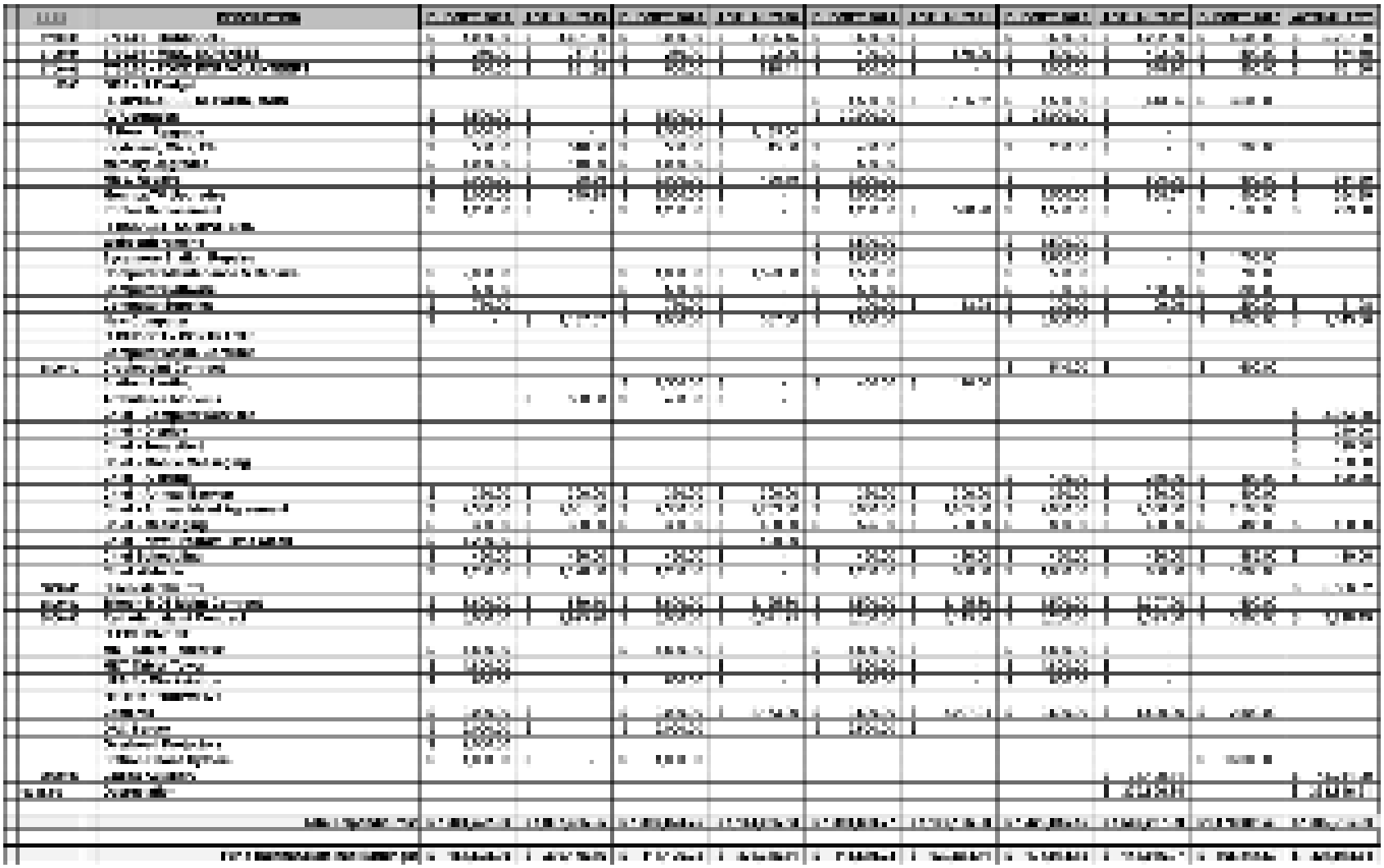












Appendix C14 - Lewes

Exhibit: Summary of Financial Statements

Statement of Financial Position	2021	2022	2023 (Estimate)	2024	2025
Assets					
Current Assets					
Cash and Cash Equivalents	$ 1,245,678	$ 1,389,234	$ 1,512,890	$ 1,678,345	$ 1,834,567
Certificates of Deposit	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
Total Current Assets	$ 1,745,678	$ 1,889,234	$ 2,012,890	$ 2,178,345	$ 2,334,567
Property and Equipment					
Land	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000
Buildings	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ 2,500,000
Furniture and Equipment	$ 450,000	$ 500,000	$ 550,000	$ 600,000	$ 650,000
Vehicles	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000
Accumulated Depreciation	$ (1,800,000)	$ (1,950,000)	$ (2,100,000)	$ (2,250,000)	$ (2,400,000)
Net Property and Equipment	$ 2,700,000	$ 2,600,000	$ 2,500,000	$ 2,400,000	$ 2,300,000
Total Assets	$ 4,445,678	$ 4,489,234	$ 4,512,890	$ 4,578,345	$ 4,634,567
Liabilities and Net Assets					
Current Liabilities					
Accounts Payable	$ 45,000	$ 48,000	$ 50,000	$ 52,000	$ 55,000
Accrued Expenses	$ 12,000	$ 13,000	$ 14,000	$ 15,000	$ 16,000
Total Current Liabilities	$ 57,000	$ 61,000	$ 64,000	$ 67,000	$ 71,000
Net Assets					
Unrestricted Net Assets	$ 4,388,678	$ 4,428,234	$ 4,448,890	$ 4,511,345	$ 4,563,567
Total Net Assets	$ 4,388,678	$ 4,428,234	$ 4,448,890	$ 4,511,345	$ 4,563,567
Total Liabilities and Net Assets	$ 4,445,678	$ 4,489,234	$ 4,512,890	$ 4,578,345	$ 4,634,567

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Lewes - SUMMARY OF FINANCIAL STATEMENTS

Statement of Activities & Changes	2019	2020	2021* (restated)	2022	2023	
Support, Grants and Other Revenue						
Donations	$ 439,919	$ 419,260	$ 417,373	$ 470,852	$ 557,868	
Ambulance Policy Drive	$ 344,823	$ 348,078	$ 398,259	$ 367,276	$ 522,639	
Ambulance Fees	$ 834,012	$ 867,548	$ 996,716	$ 1,291,362	$ 1,353,870	
Released from Restrictions	$ -		$ -	$ -		
State of Delaware	$ 852,852	$ 834,604	$ 813,308	$ 1,158,434	$ 1,673,936	
Sussex County	$ 454,635	$ 417,963	$ 632,639	$ 530,684	$ 646,317	
City of Lewes & Board of Public Works	$ 56,000	$ 149,500	$ 70,000	$ 135,000	$ 135,000	
COVID Grants		$ 334,367				
Insurance Income					$ 33,319	
Investment Income	$ 51,416	$ 36,331	$ 24,343	$ 25,601	$ 122,918	
Town Rent	$ 52,615	$ 66,170	$ 57,742	$ 49,304	$ 72,897	
Other Income	$ 7,858	$ 5,655	$ 7,263	$ 5,500	$ 6,583	
Disposal of Property and Equipment	$ 597,319	$ 6,567			$ (65,442)	
Realized and Unrealized (Loss) Gain on Marketable	$ 41,166	$ 16,337	$ 17,333	$ (74,267)	$ 30,432	
Total Public Support & Contributions + Revenue	$ 3,832,934	$ 3,310,399	$ 3,701,824	$ 3,959,942	$ 4,894,459	
Expenses						
Program Services	$ 2,753,449	$ 2,967,231	$ 2,960,452	$ 3,514,994	$ 4,033,211	
Management and General	$ 53,421	$ 53,602	$ 31,836	$ 43,770	$ 40,686	
Fundraising	$ 70,777	$ 48,613	$ 63,214	$ 45,082	$ 45,055	
Expenses	$ 2,877,647	$ 3,749,446	$ 3,055,102	$ 3,604,846	$ 4,119,972	This doesn't match below
Net Assets (Beginning of Year)	$ 7,364,020	$ 8,319,806	$ 8,882,744	$ 9,729,476	$ 10,020,292	
Net Assets (End of Year)	$ 8,319,806	$ 8,882,744	$ 9,729,476	$ 10,020,292	$ 10,729,814	
Change in Net Assets	$ 955,277	$ 962,938	$ 846,732	$ 290,816	$ 686,522	

[illegible]

[illegible]	[illegible]	[illegible]	[illegible] Annualized	[illegible]	[illegible]
[illegible]					
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]					
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]		[illegible]			[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]		[illegible]	[illegible]	[illegible]	
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]					
[illegible]	[illegible]	[illegible]			
[illegible]		[illegible]			
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]		[illegible]	[illegible]	[illegible]
[illegible]		[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]					
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
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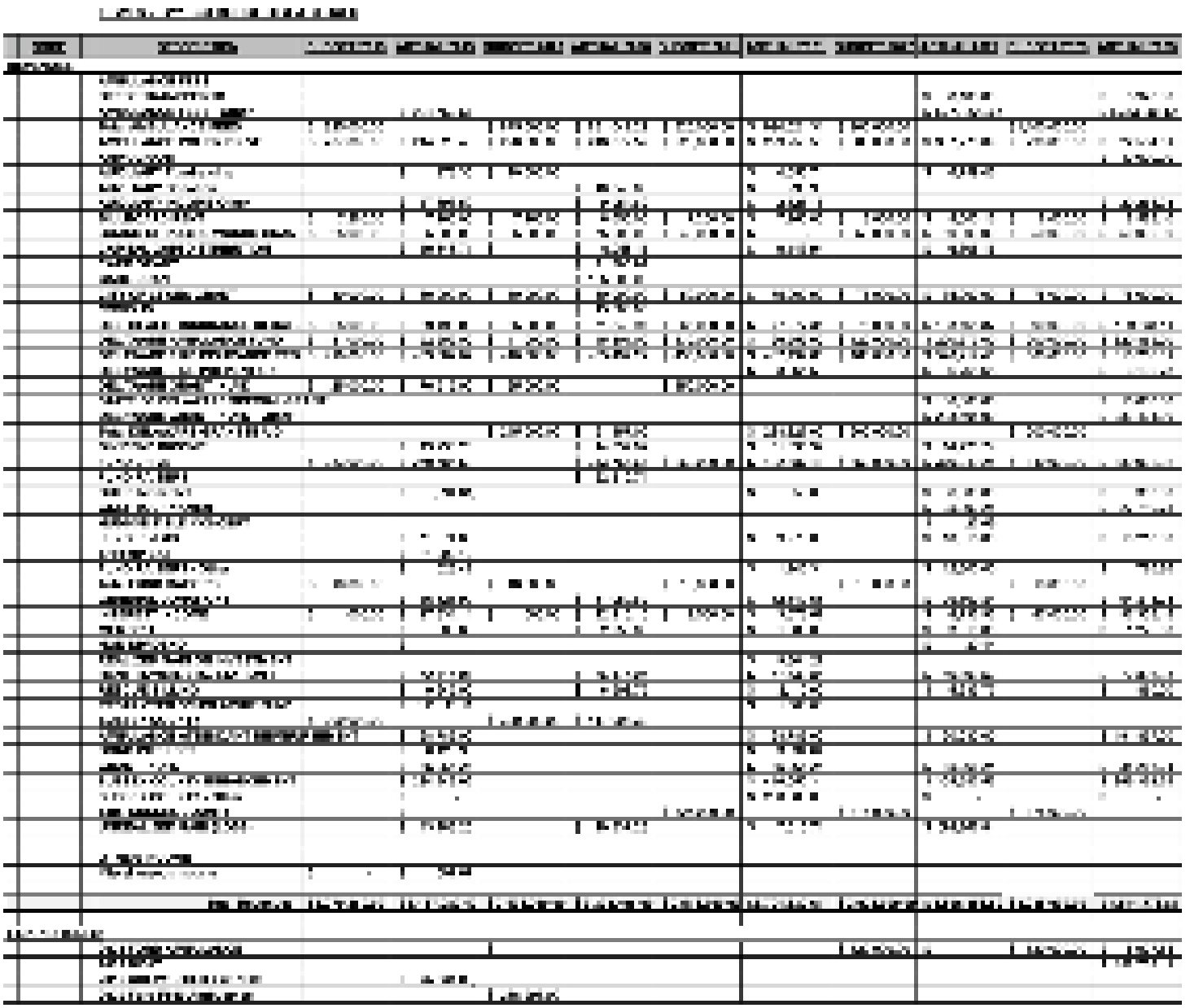
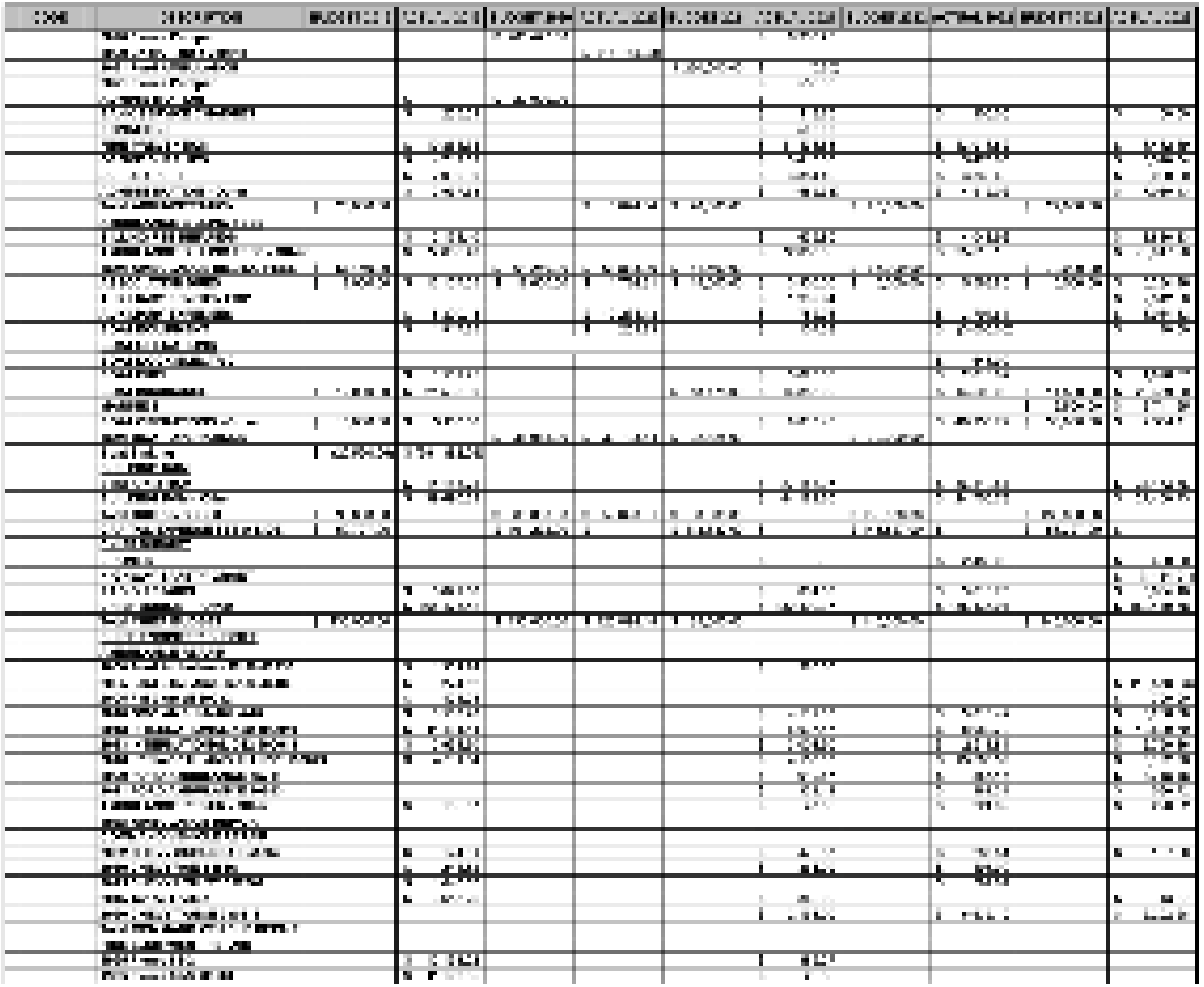
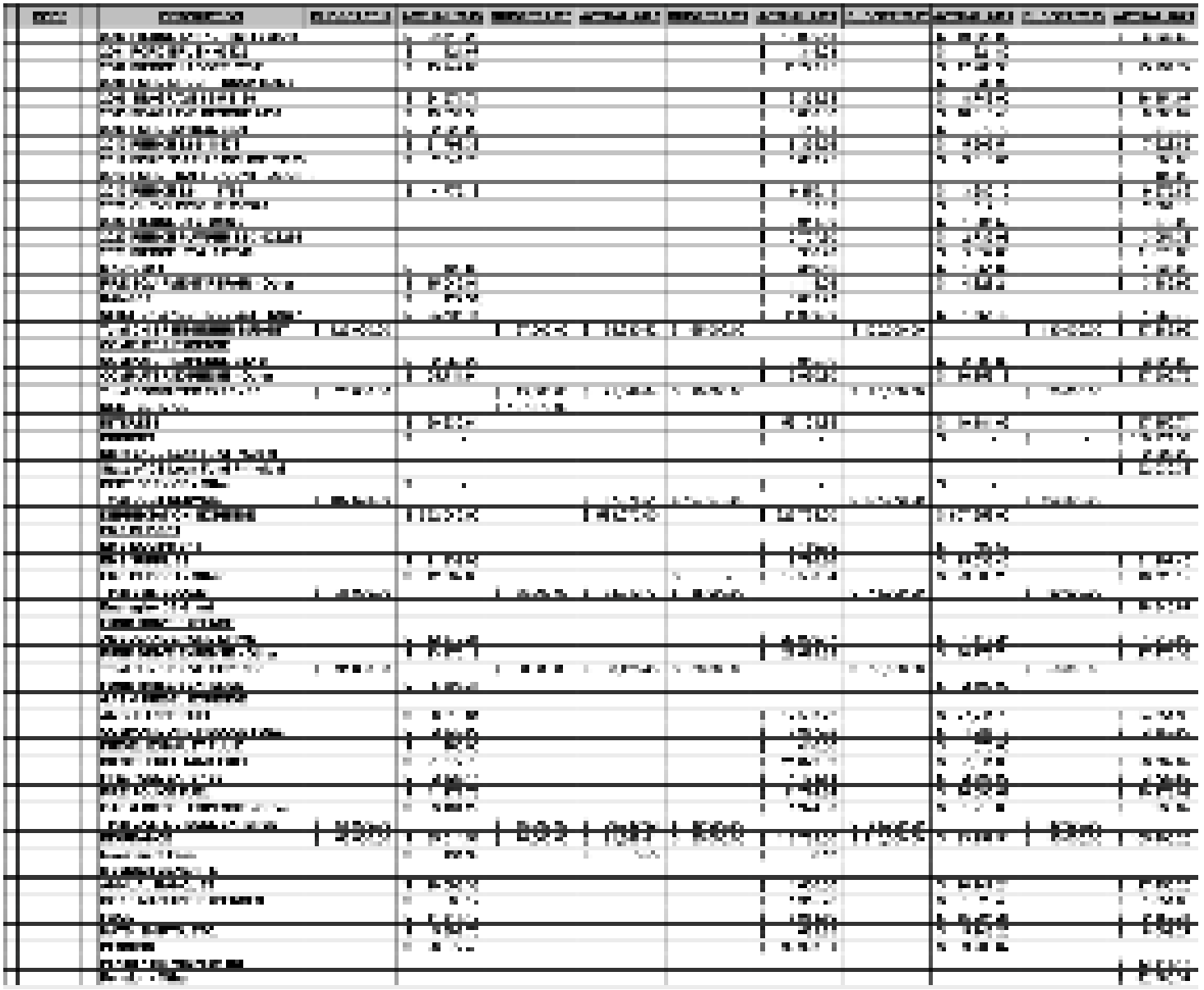
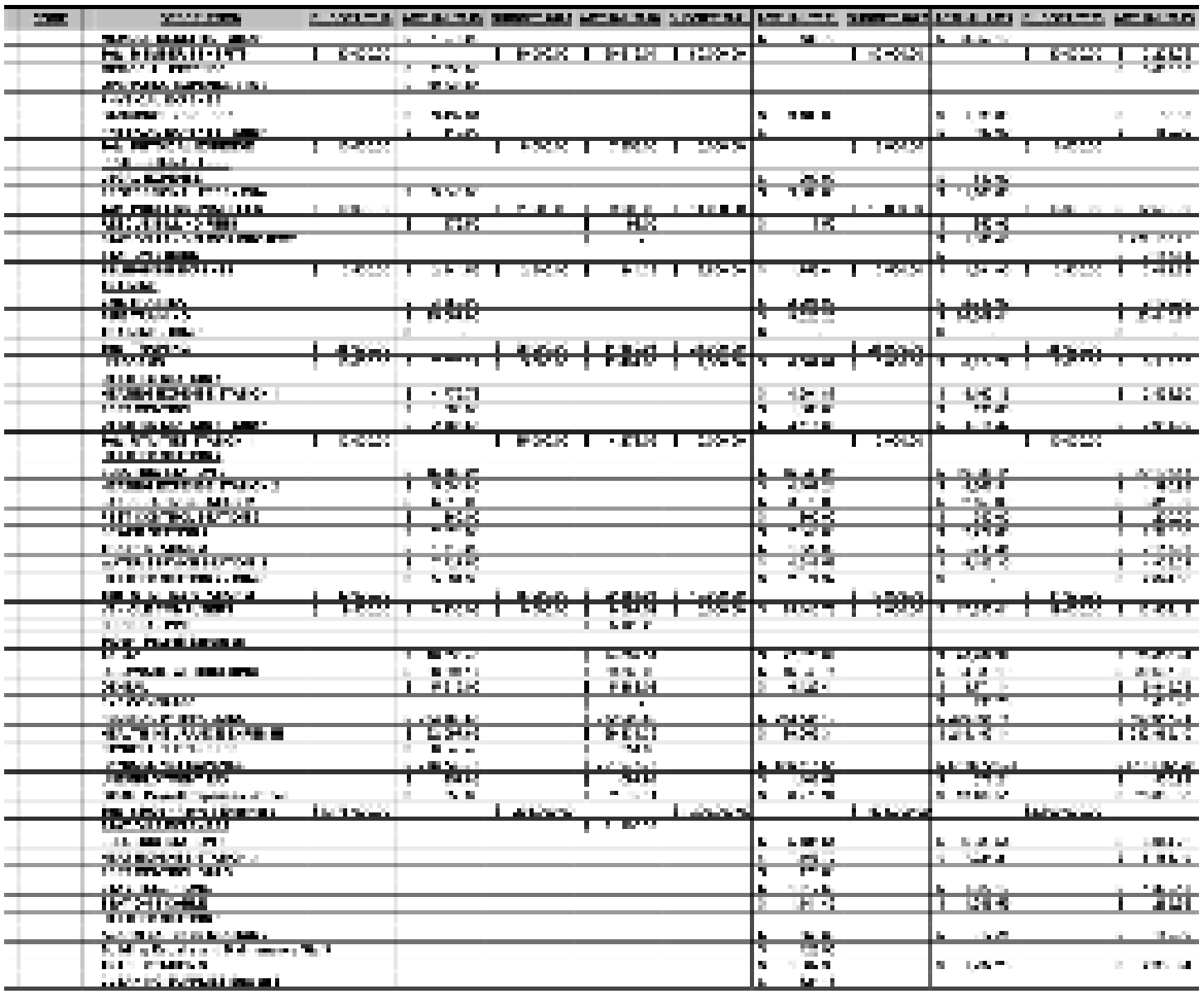
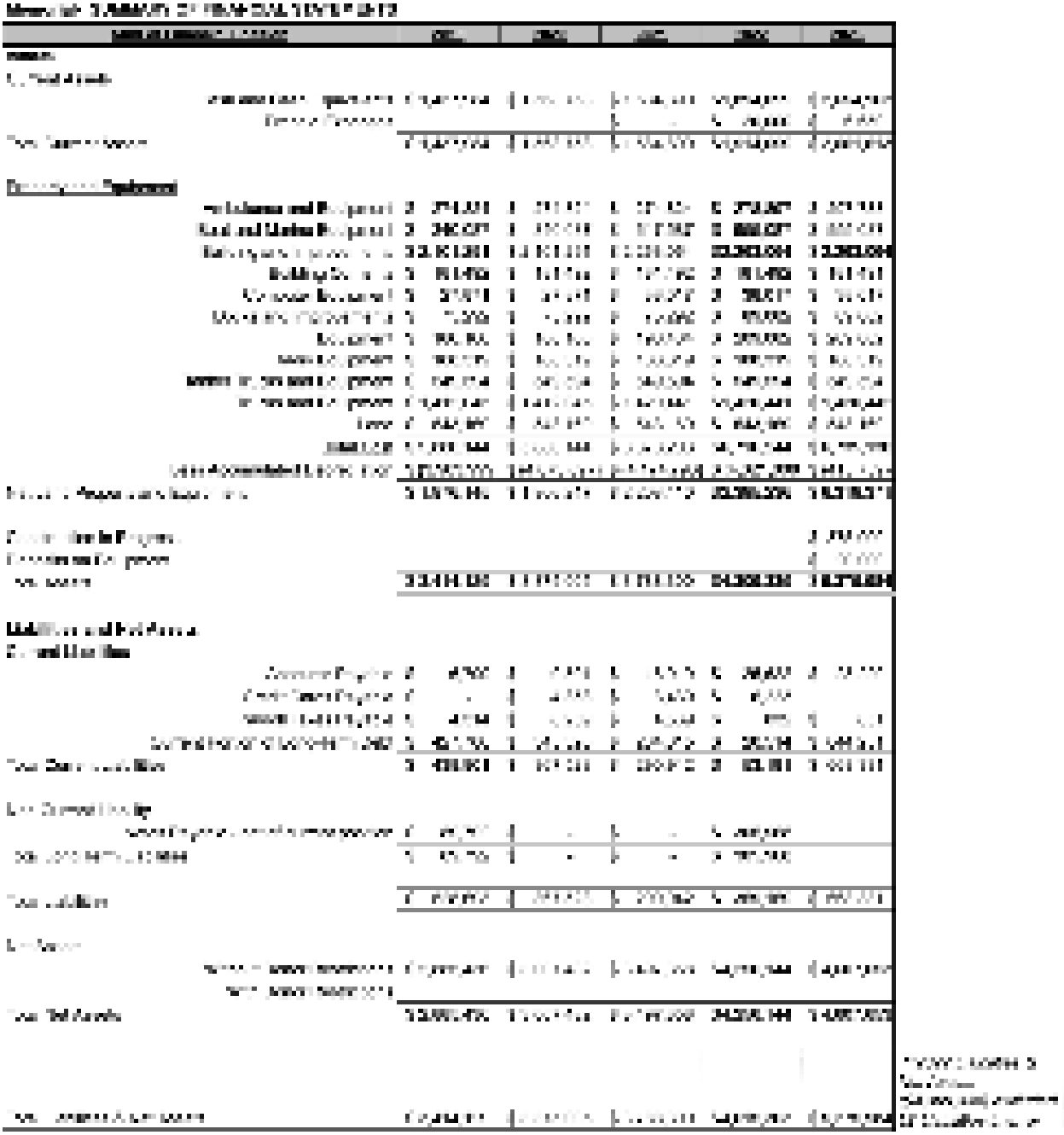


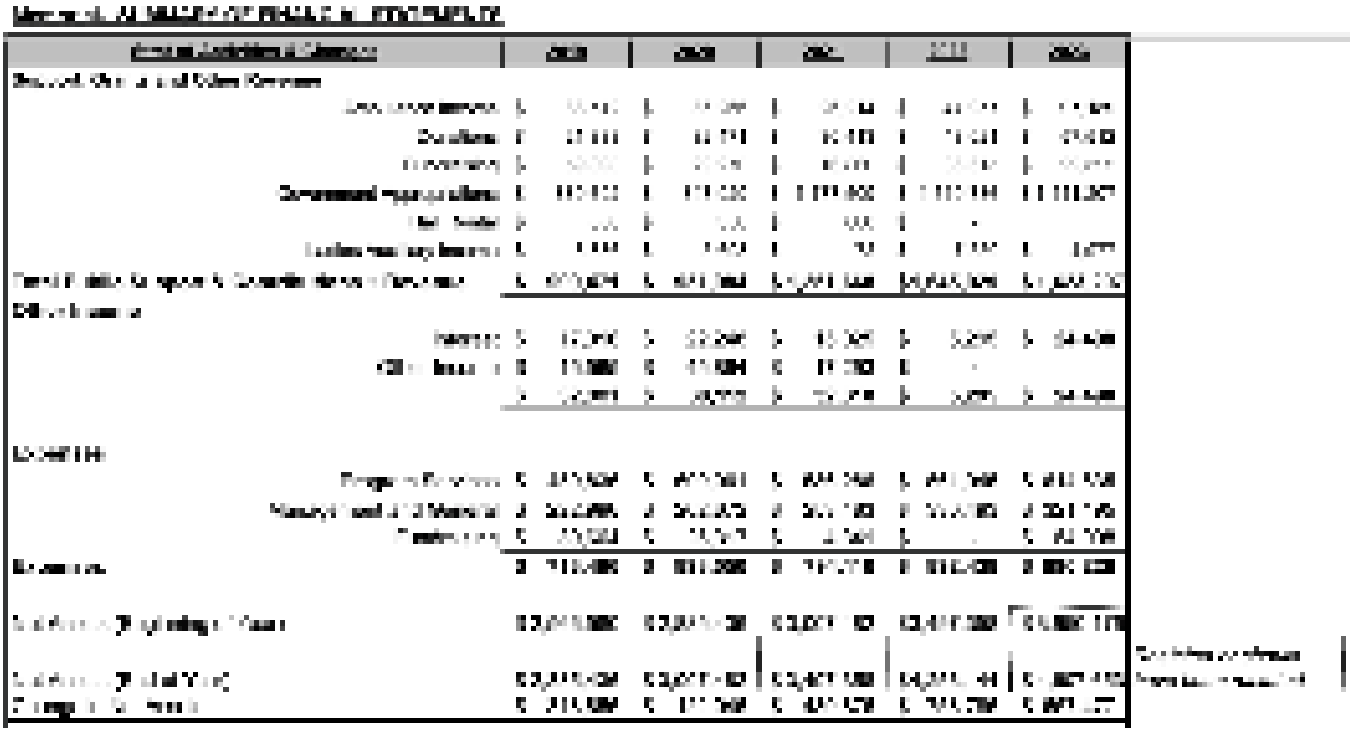






Appendix C15 - Memorial



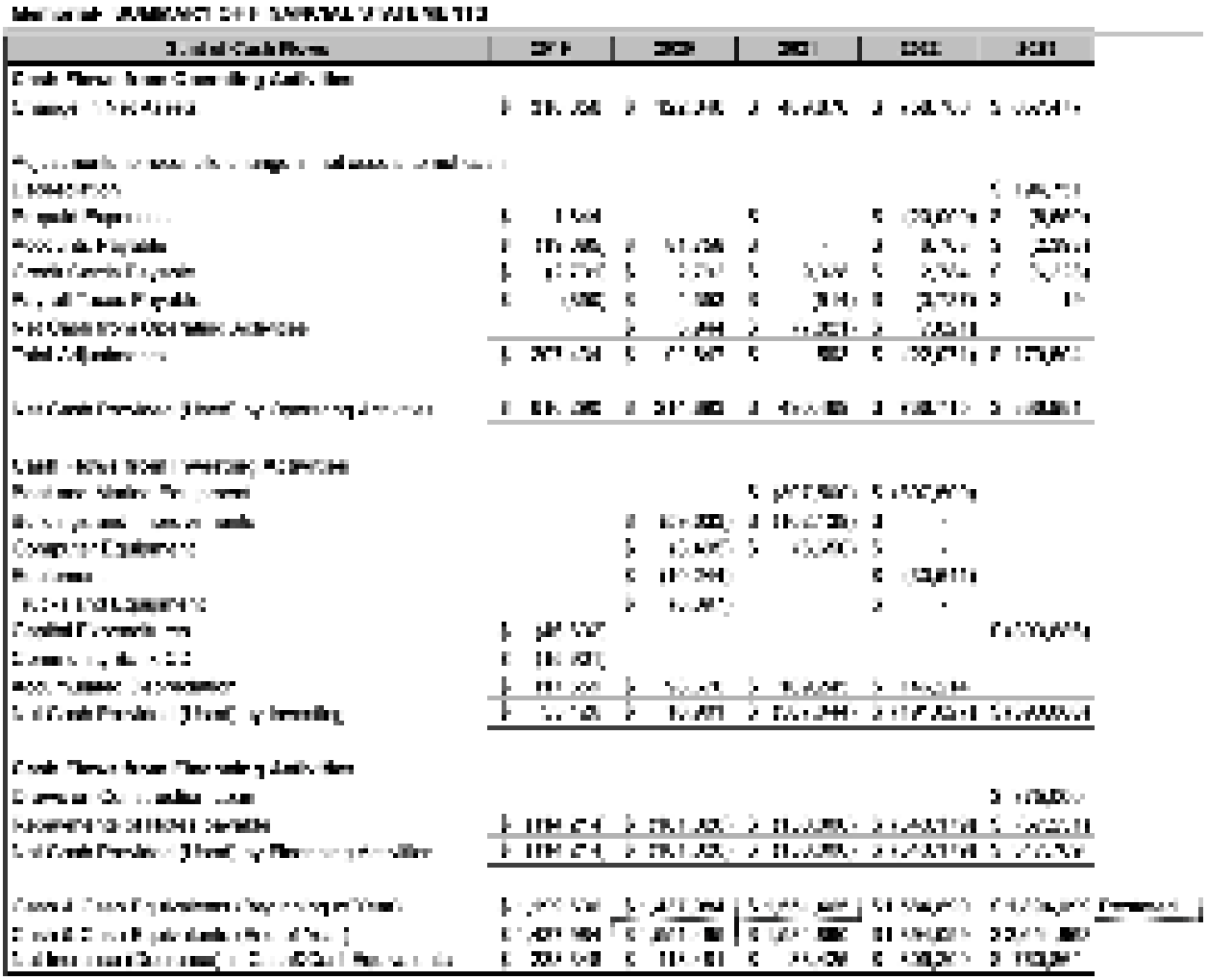


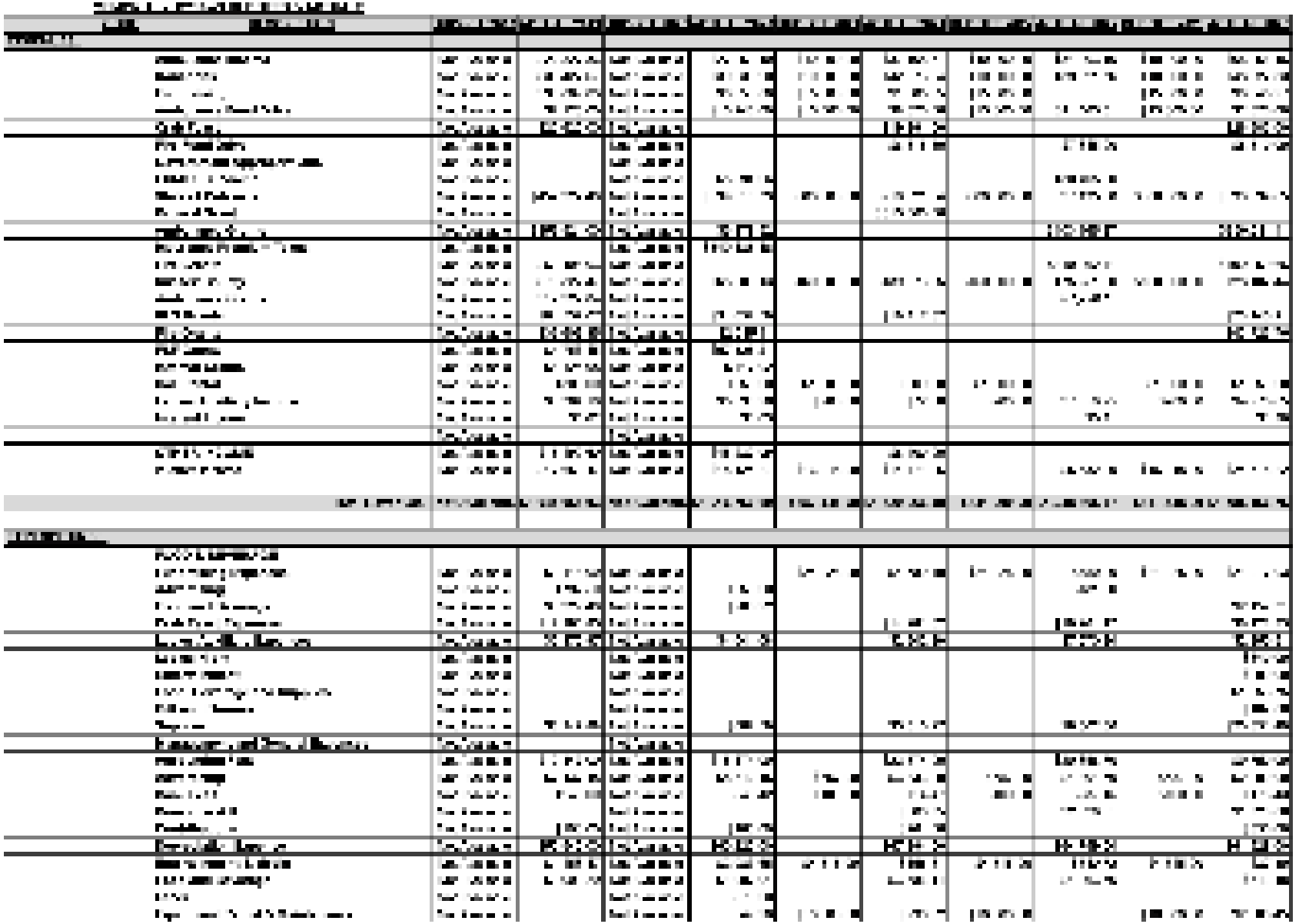
[illegible]

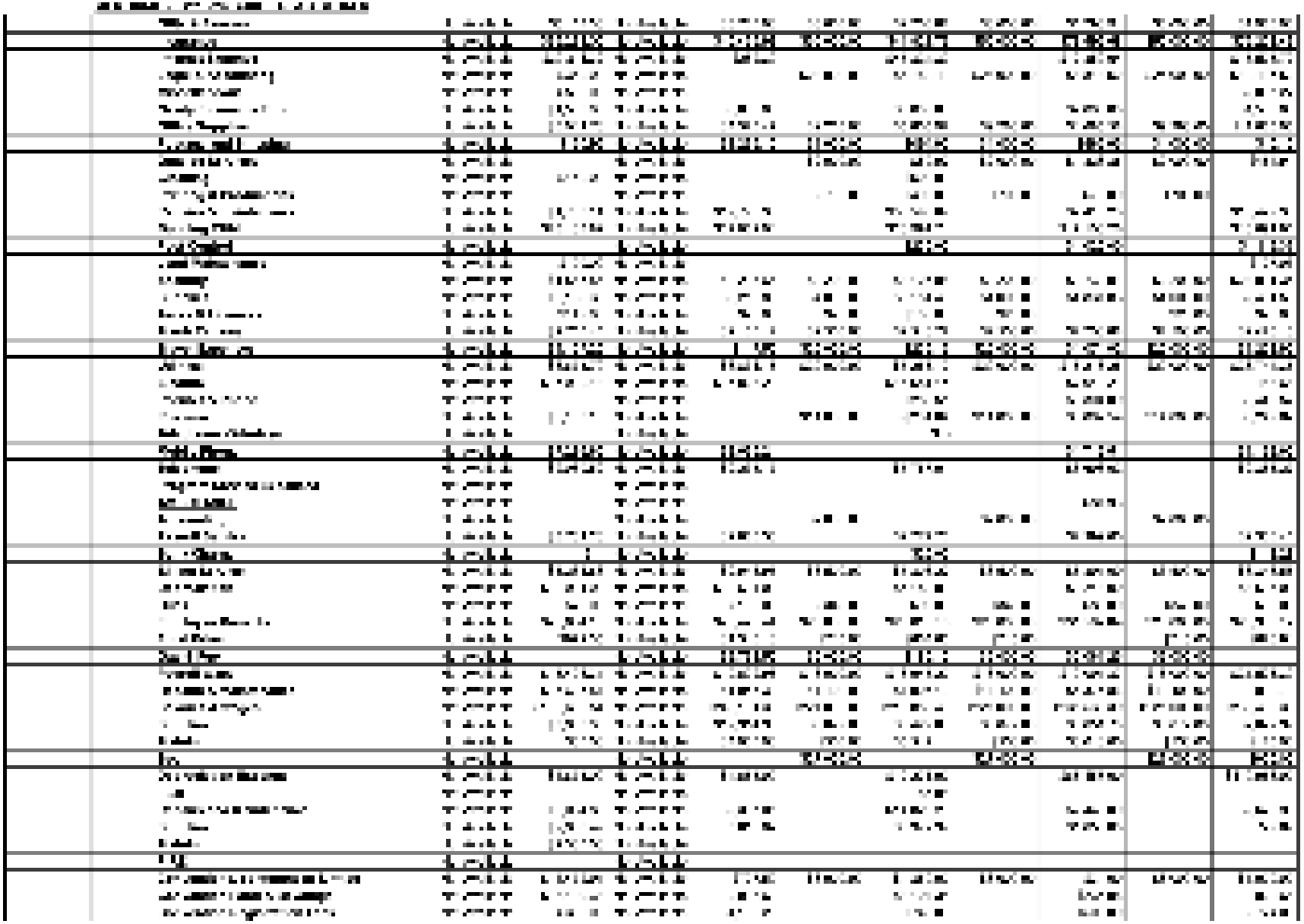
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]					
Supplies	$ [illegible]	$ [illegible]	$ [illegible]		
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]		
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]		
[illegible]	$ [illegible]	$ [illegible]			
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]		
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]		
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					$ [illegible]
[illegible]					$ [illegible]
[illegible]					$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

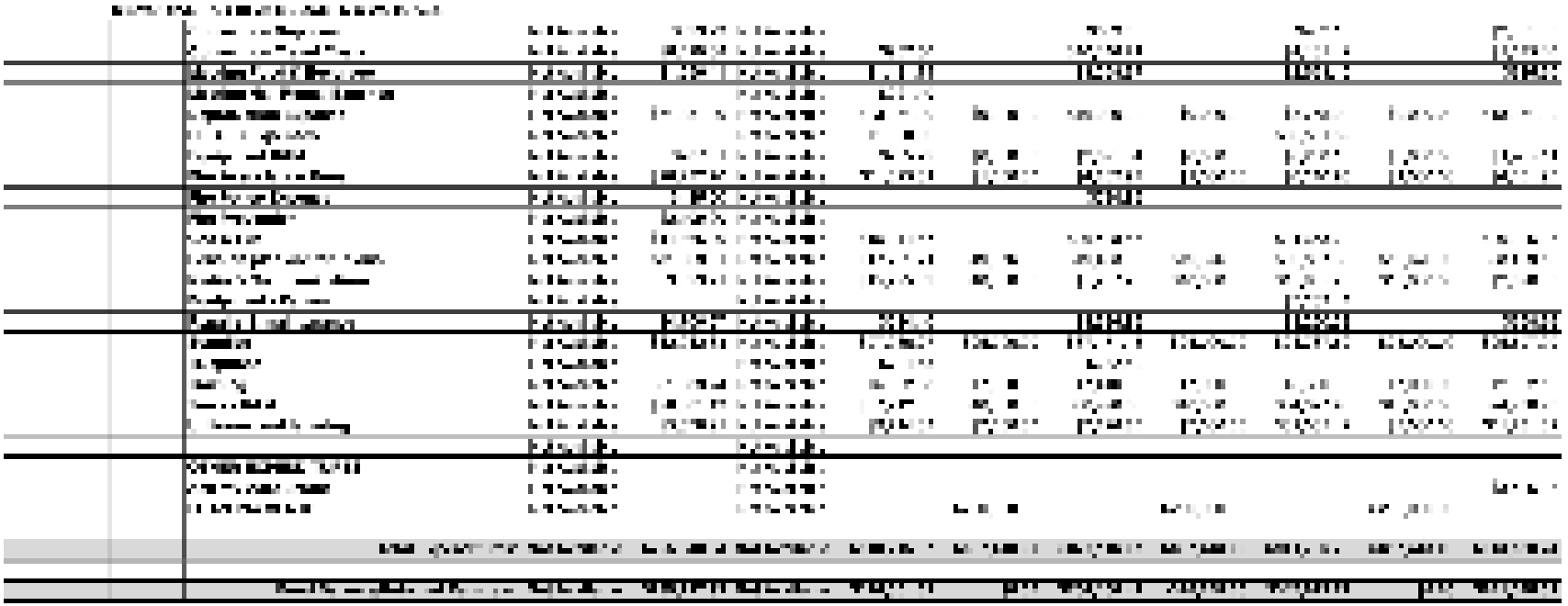
[illegible]

[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]









Appendix C16 - Millsboro

[illegible] - STATEMENT OF NET POSITION

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Assets					
Current Assets					
Cash and Cash Equivalents	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Certificates of Deposit	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Accounts Receivable	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Investments	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Current Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Property and Equipment net of Accumulated Depreciation	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Liabilities and Net Assets					
Current Liabilities					
Accounts Payable	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Accrued Payroll and Payroll Liabilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Current Portion of Notes Payable	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Current Liabilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Non-Current Liability					
Notes Payable, net of current portion	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Liabilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Assets					
Net Investment in Capital Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Assets Unrestricted					
Total Net Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Liabilities and Net Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

Milbrook - SUMMARY OF FINANCIAL STATEMENTS

Municipality of Milbrook & Surrounding	2018	2019	2020	2021	2022
Revenues: Tax Rates and Other					
Tax Collections (Milbrook)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Appropriations - Fire Service (Milbrook)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Grants (Milbrook & Surrounding)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Fire Prevention Fees	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Other			$ [illegible]	$ -	
Tax Penalties and Interest	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Investment Income	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Milbrook Fire Association Donations	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Public Safety Grant and Subsidies	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Rental Income	$ [illegible]	$ [illegible]	$ [illegible]	$ -	$ -
Milbrook Community Hall	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Miscellaneous Income	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Donations	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Fundraising and Miscellaneous	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Miscellaneous (Milbrook Fire Hall)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Other	$ [illegible]	$ [illegible]	$ -	$ -	$ [illegible]
Total Municipality and Surrounding Revenues	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Expenses					
Program Services - Fire protection and Ambulance	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Supporting Services					
Salaries and Administration	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Fundraising	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Assets (Deficiency) of Milbrook	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Assets (Liabilities)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Change in Net Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

Millsboro - SUMMARY OF FINANCIAL STATEMENTS

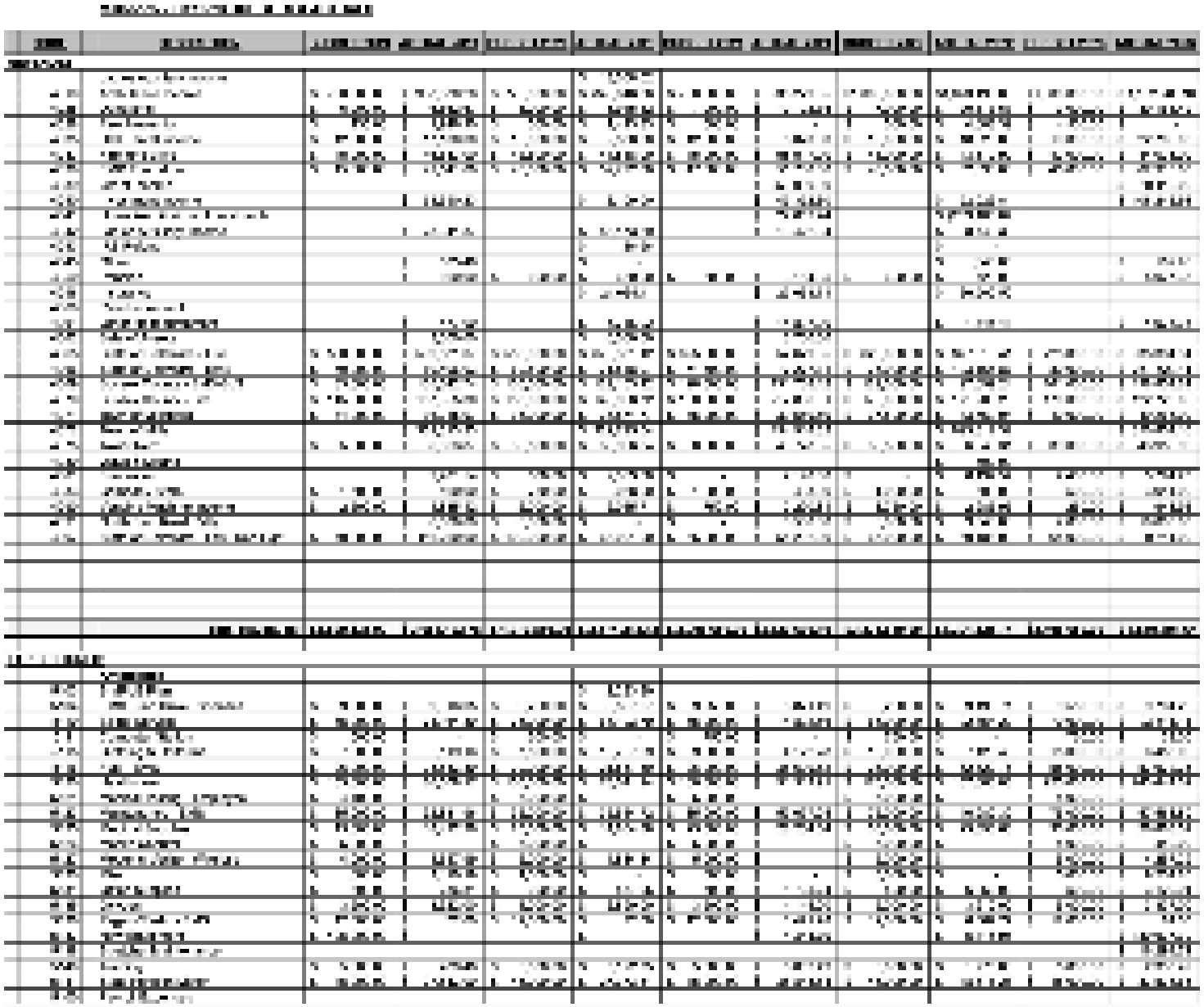
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

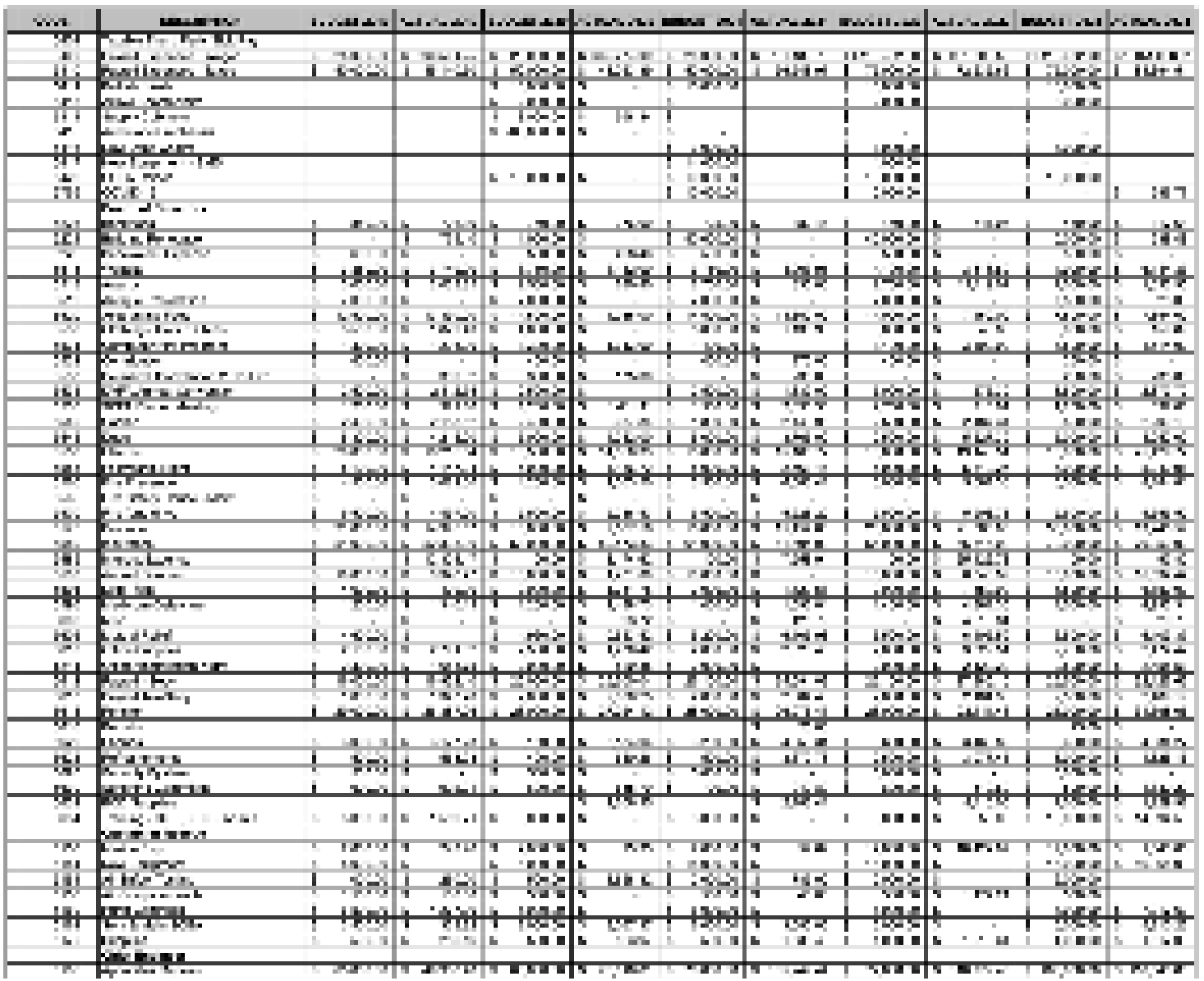
[illegible] - SUMMARY OF FINANCIAL STATEMENTS

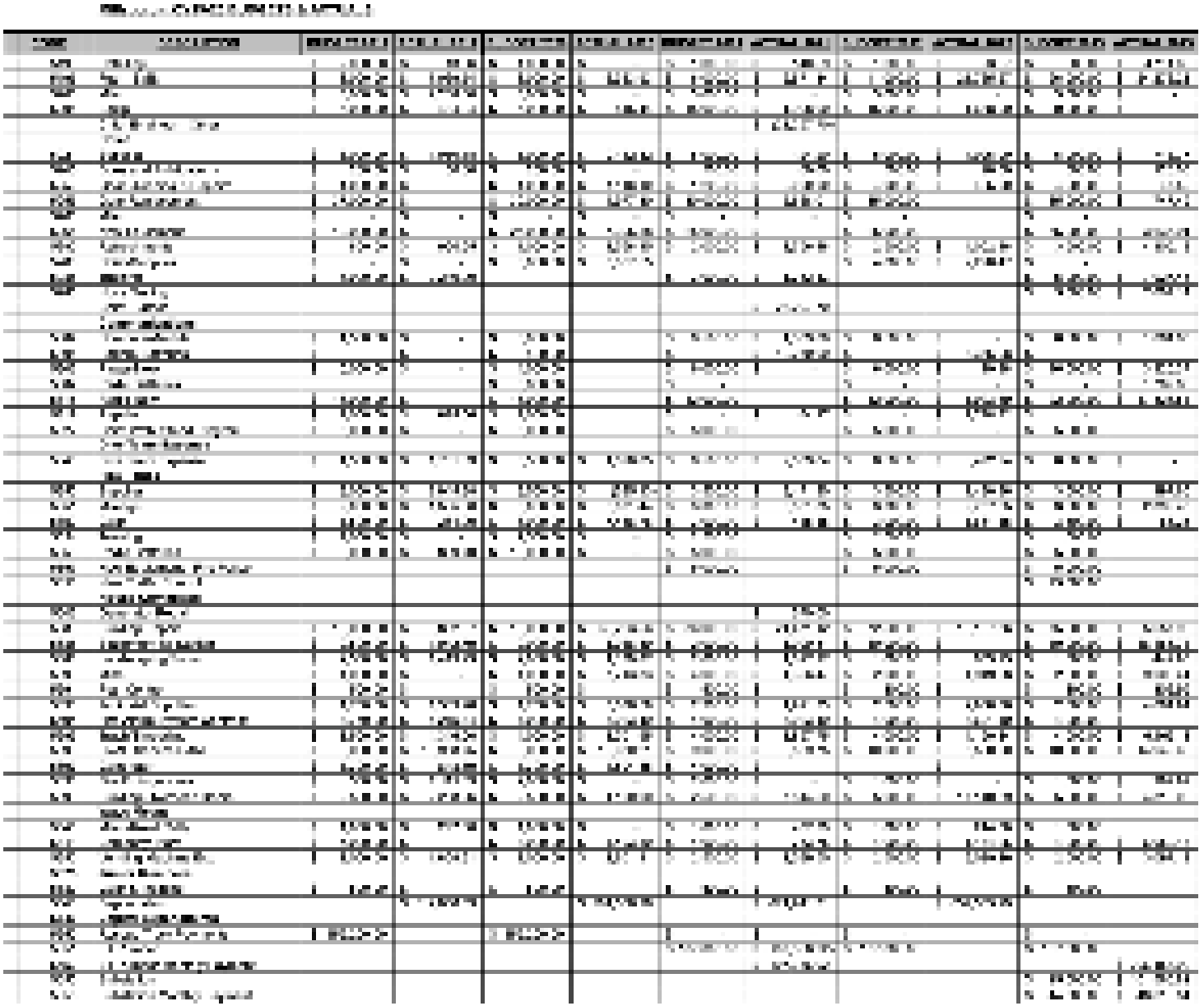
[illegible]	$	[illegible]	$	[illegible]	$	[illegible]	$	[illegible]	$	[illegible]	$	[illegible]

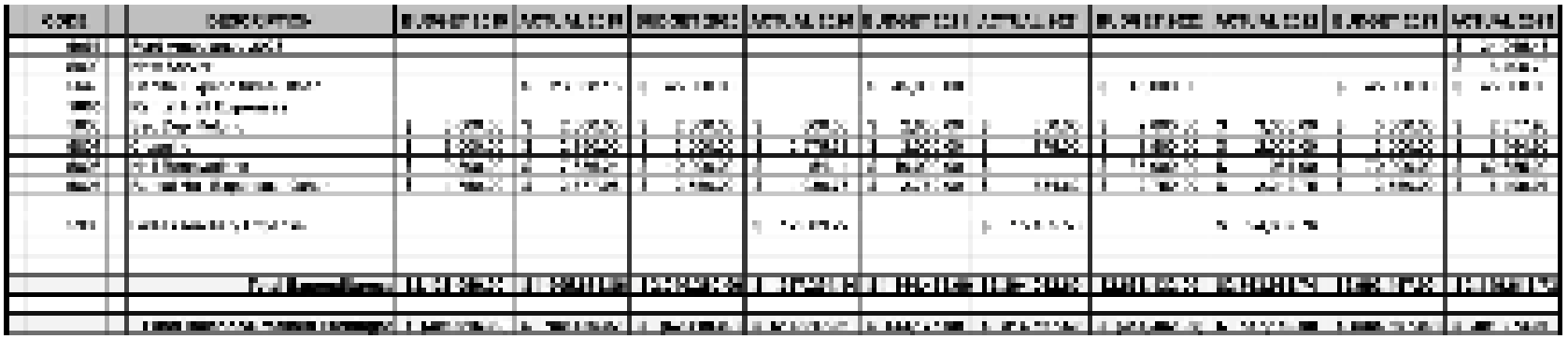
[illegible] SUMMARY OF FINANCIAL STATEMENTS

Statement of Cash Flows	2019	2020	2021	2022	2023
Cash Flows from Operating Activities:					
Change in net assets	$ 700,423	$ 610,949	$ 810,569	$ 697,500	$ 630,909
Adjustments to reconcile change in net assets to net cash					
Depreciation	$ 612,957	$ 551,965	$ 571,942	$ 637,505	$ 591,903
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]		
(Increase) decrease in operating assets:					
Accounts receivable	$ 165,464	$ 150,000	$ 117,405	$ 91,200	$ 174,804
Increase (decrease) in operating liabilities:					
Accounts payable	$ [illegible]	$ 7,987	$ [illegible]	$ [illegible]	$ 8,705
Accrued wages	$ 263	$ [illegible]	$ 3,710	$ [illegible]	$ 2,973
Accrued interest					
Total adjustments	$ 814,917	$ 634,952	$ 803,774	$ 809,227	$ 787,953
Net Cash Provided (Used) by Operating Activities	$ 1,515,340	$ 1,245,901	$ 1,614,344	$ 1,506,727	$ 1,418,862
Cash Flows from Investing Activities					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Proceeds from sale of property and equipment	$ 9,500	$ 9,500	$ 9,500	$ -	
Payments for property and equipment	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (Used) by Investing Activities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows from Financing Activities					
[illegible]			$ [illegible]	$	
Principal payments on notes payable and capital leases	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (Used) by Financing Activities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash & Cash Equivalents Beginning of Year	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash & Cash Equivalents End of Year	$ 3,626,363	$ 3,626,363	$ 3,714,009	$ [illegible]	$ 3,738,342
Net Increase (Decrease) in Cash & Cash Equivalents	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

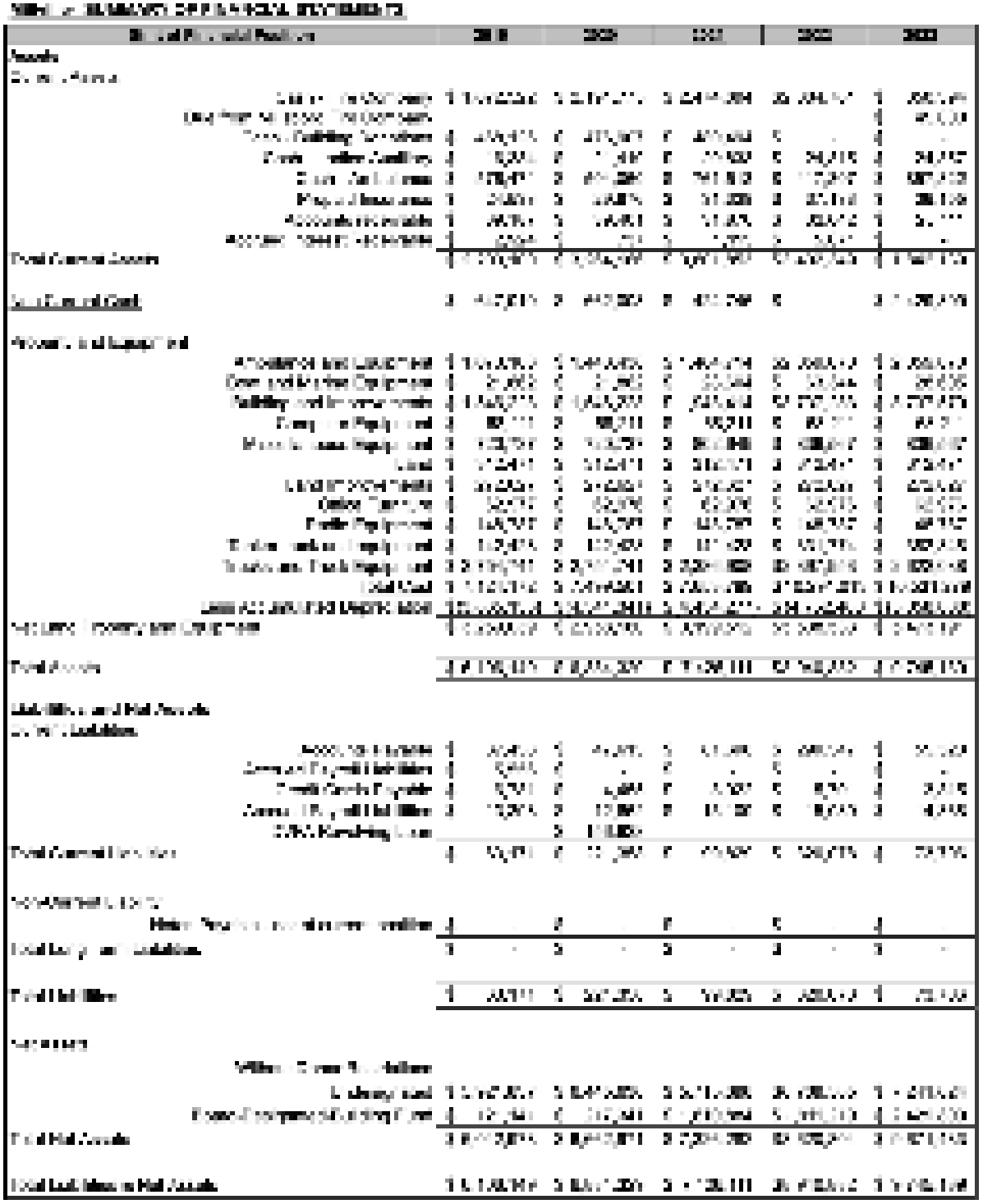


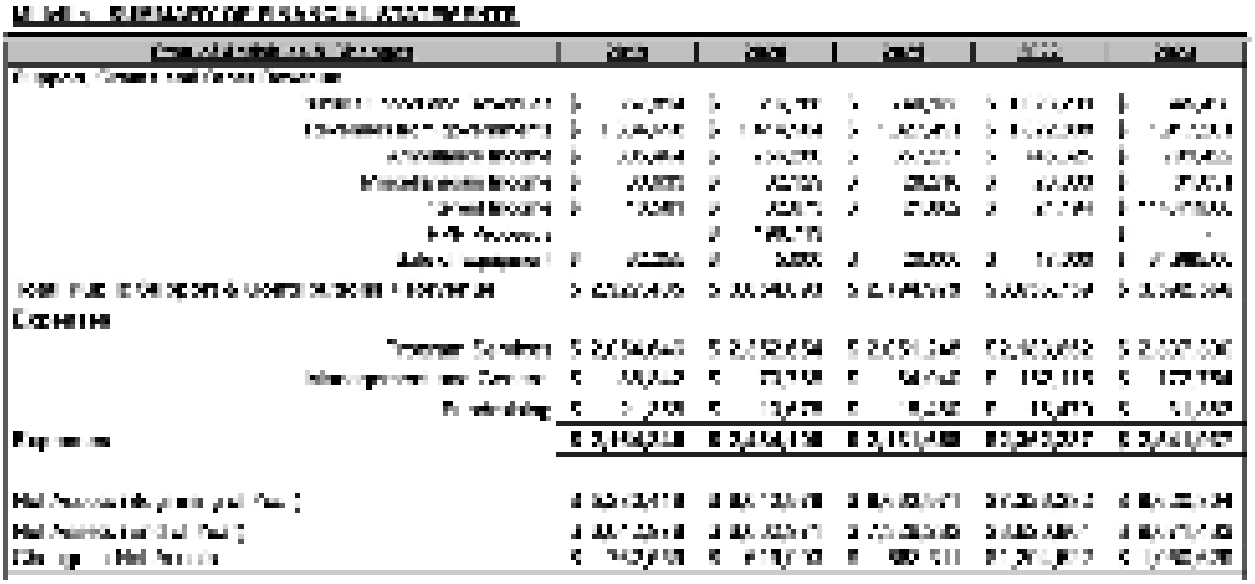






Appendix C17 - Millville



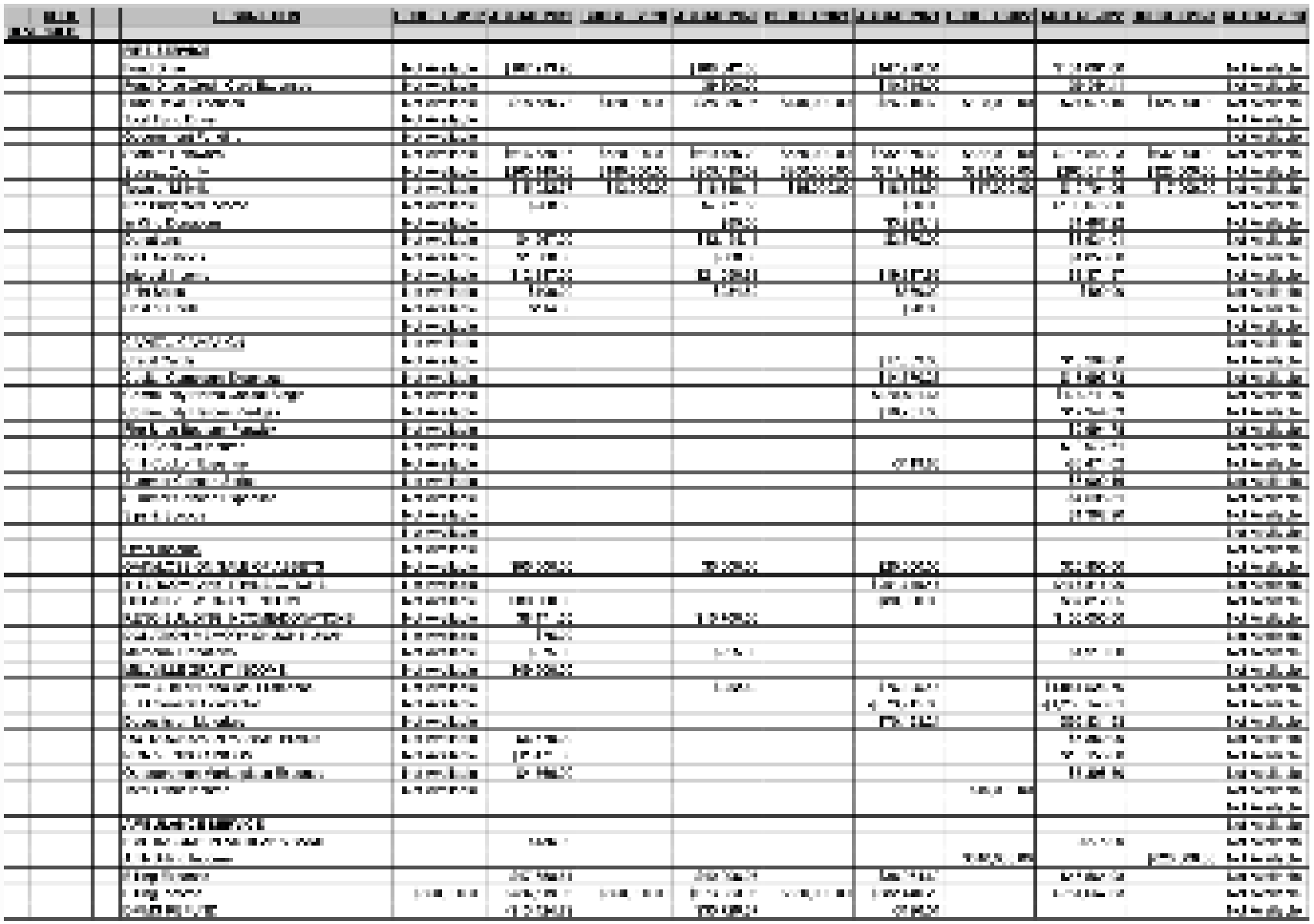


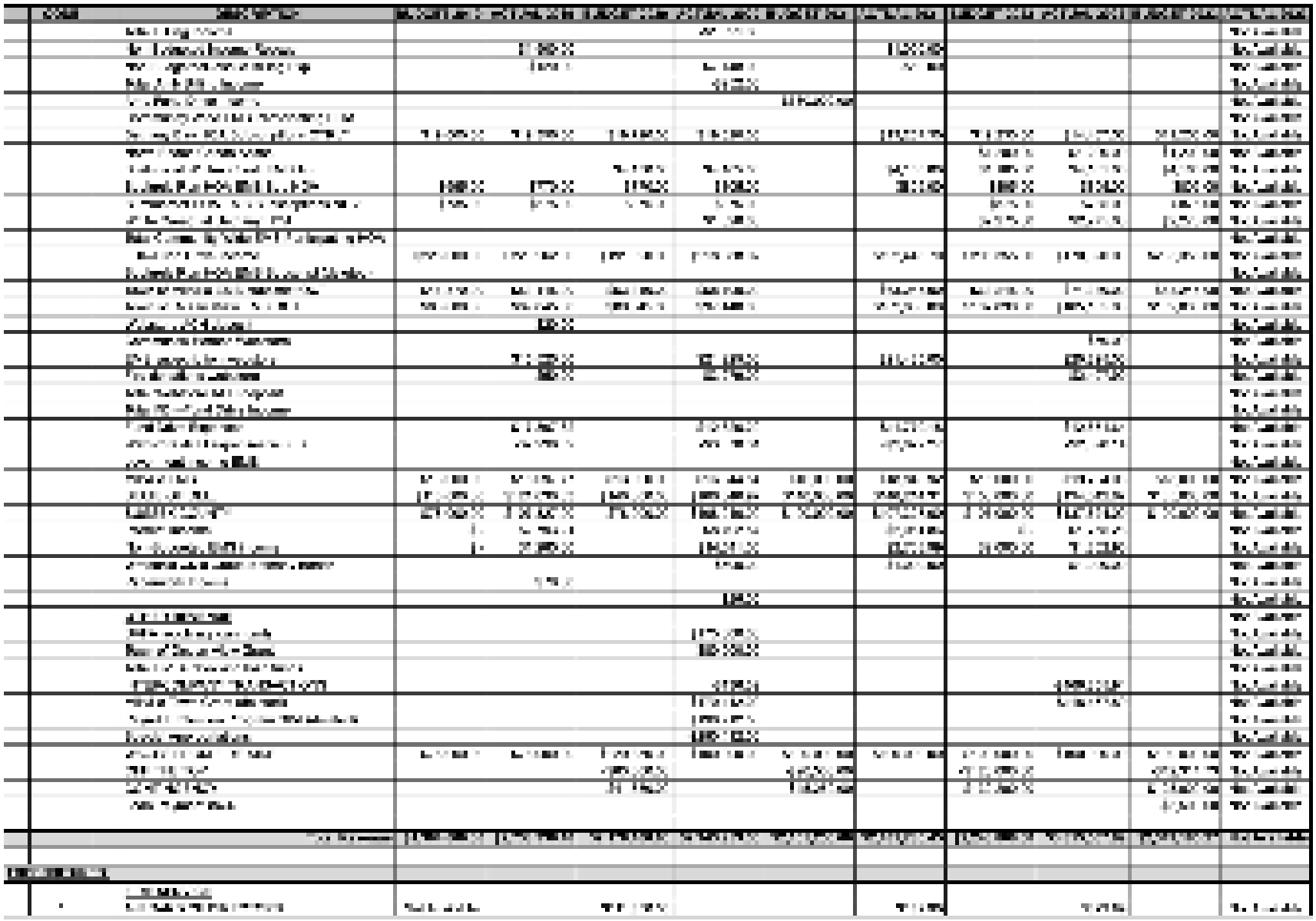
[illegible]

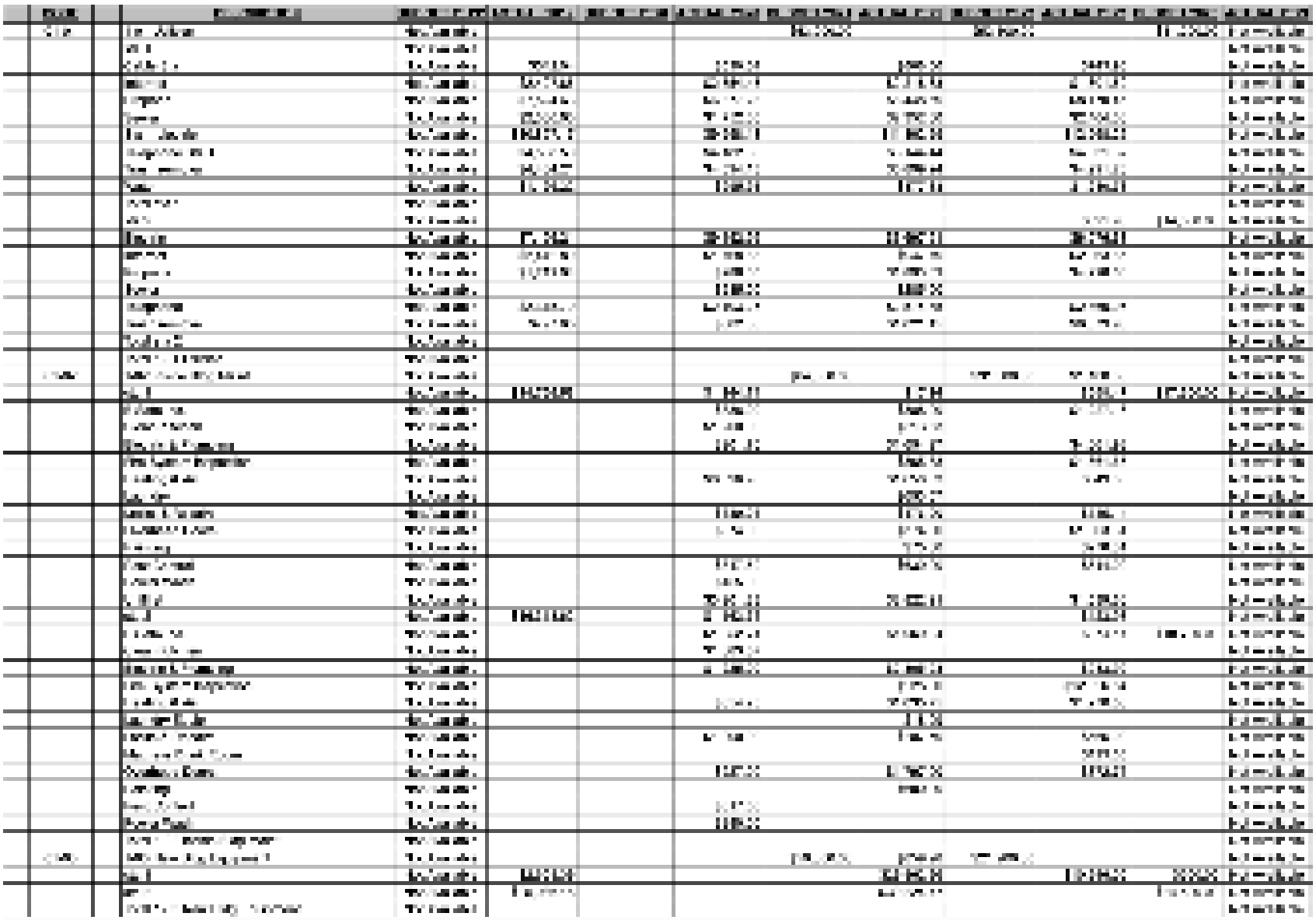
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

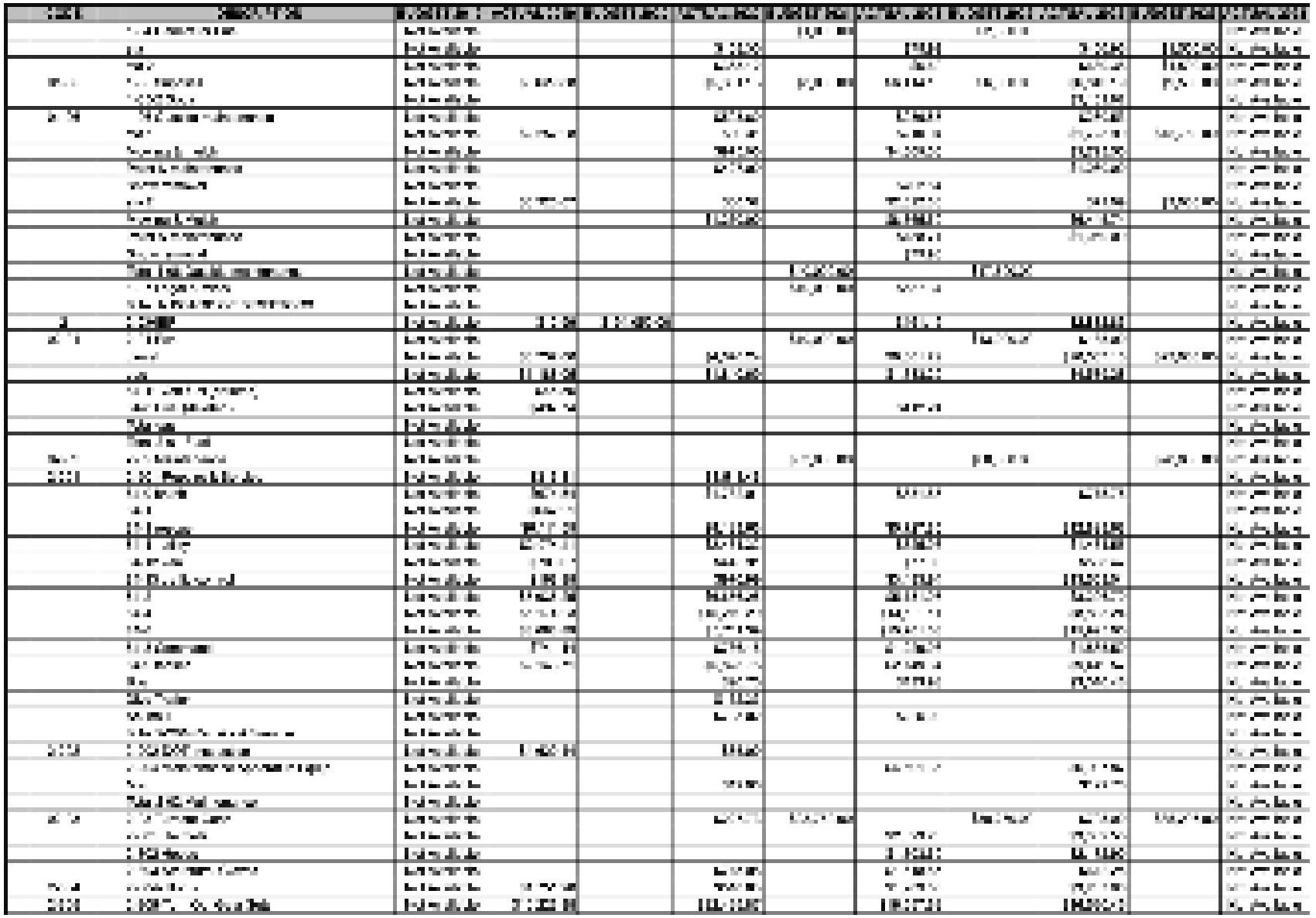
[illegible] SUMMARY OF [illegible] COMPONENTS

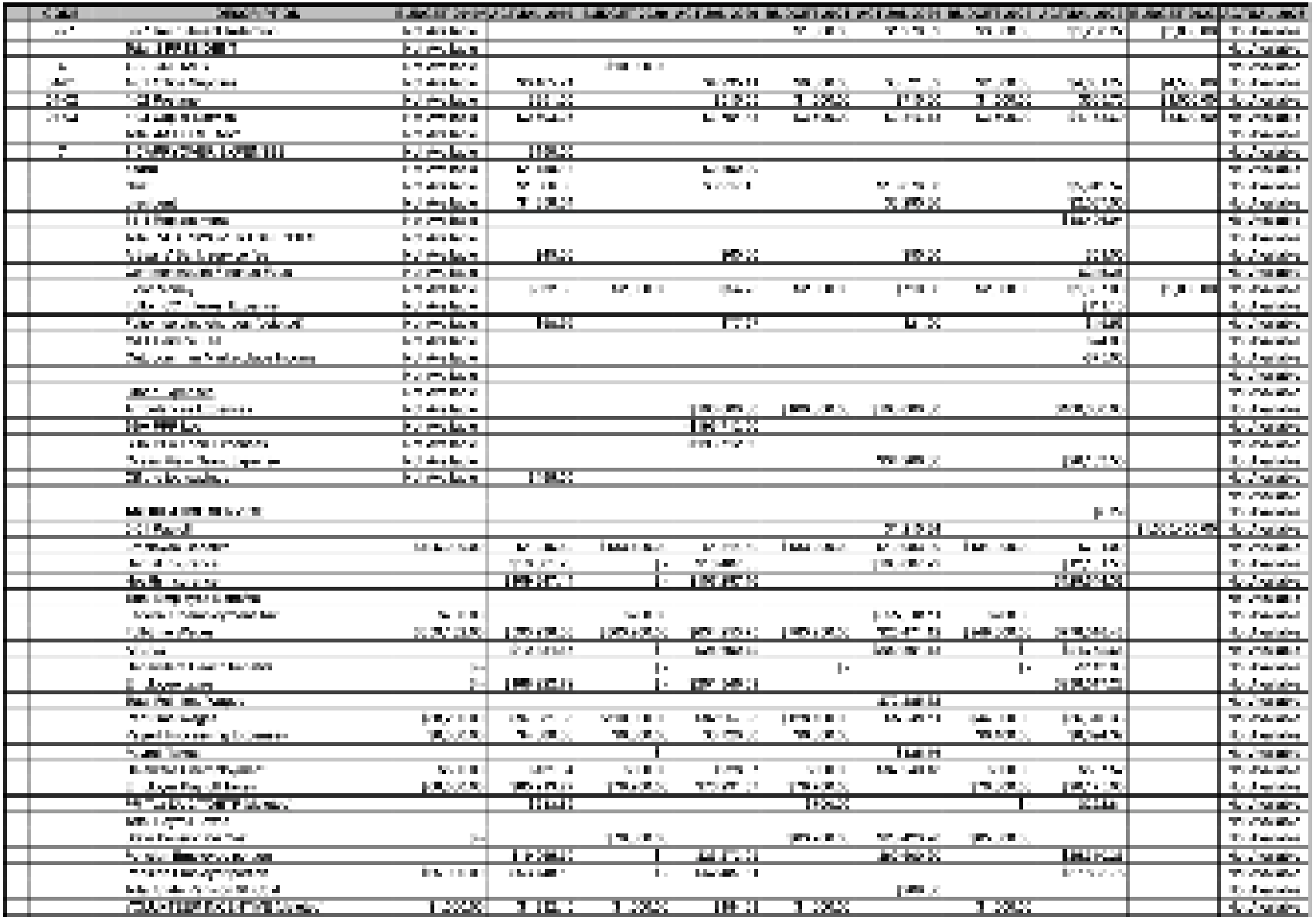
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]			$ [illegible]	
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

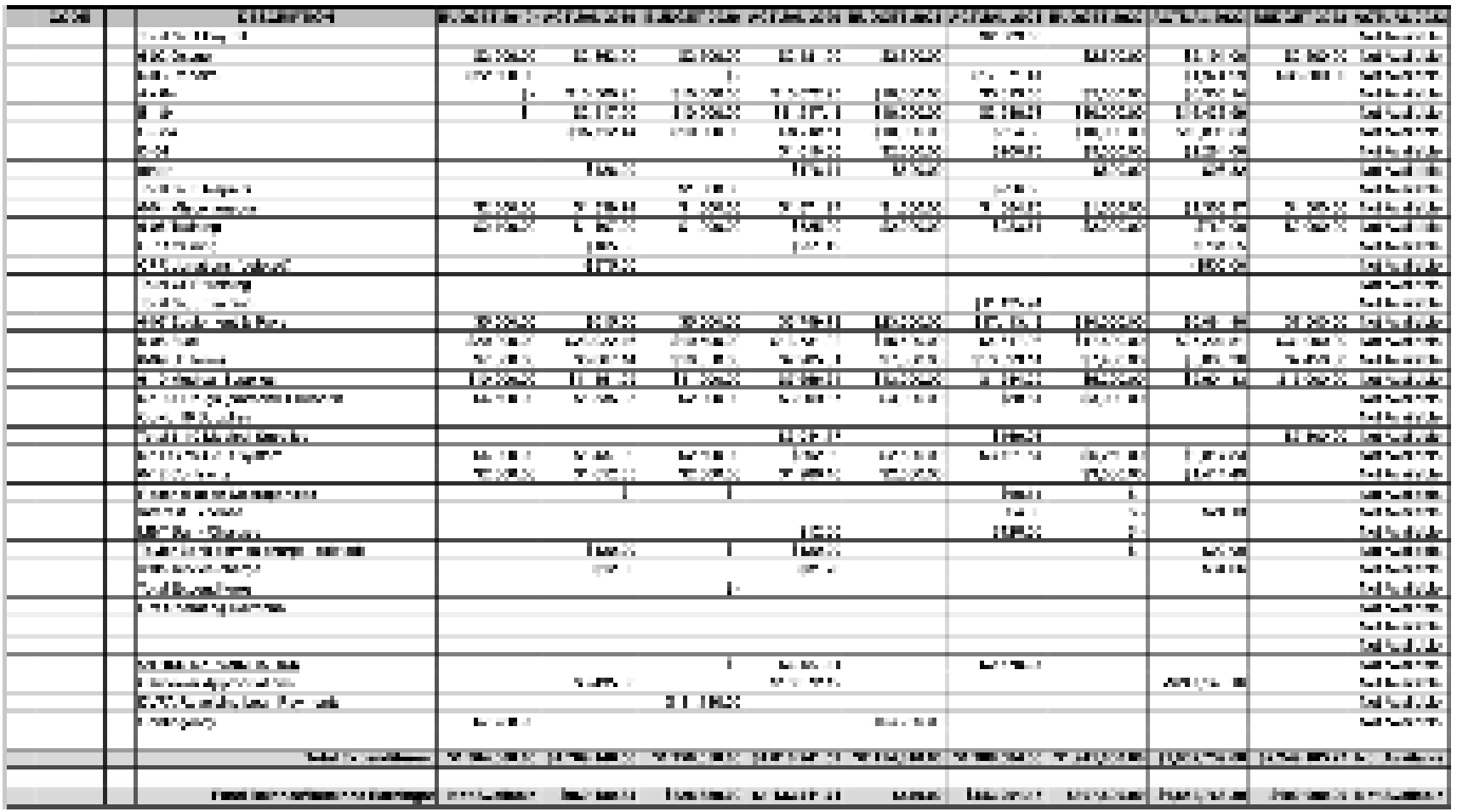












Appendix C18 - Milton

[illegible]

Statement of Financial Position	20XX Budget	2030	2031	2032	2033
Assets					
Current Assets					
Operating Account	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Capital Reserve Account	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]			
[illegible]	$ [illegible]				
[illegible]		$ [illegible]			
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Current Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Property and Equipment:					
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Liabilities and Net Assets					
Current Liabilities					
Accounts Payable	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Mortgage payable - Sussex Bank - current:	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Non-Current Liability					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Long Term Liabilities	$ -	$ -	$ [illegible]	$ [illegible]	$ [illegible]
Total Liability	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Assets					
Affiliated Donor Foundations	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Affiliated Donor Foundations	$ -	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

Major: SUMMARY OF FINANCIAL STATEMENTS

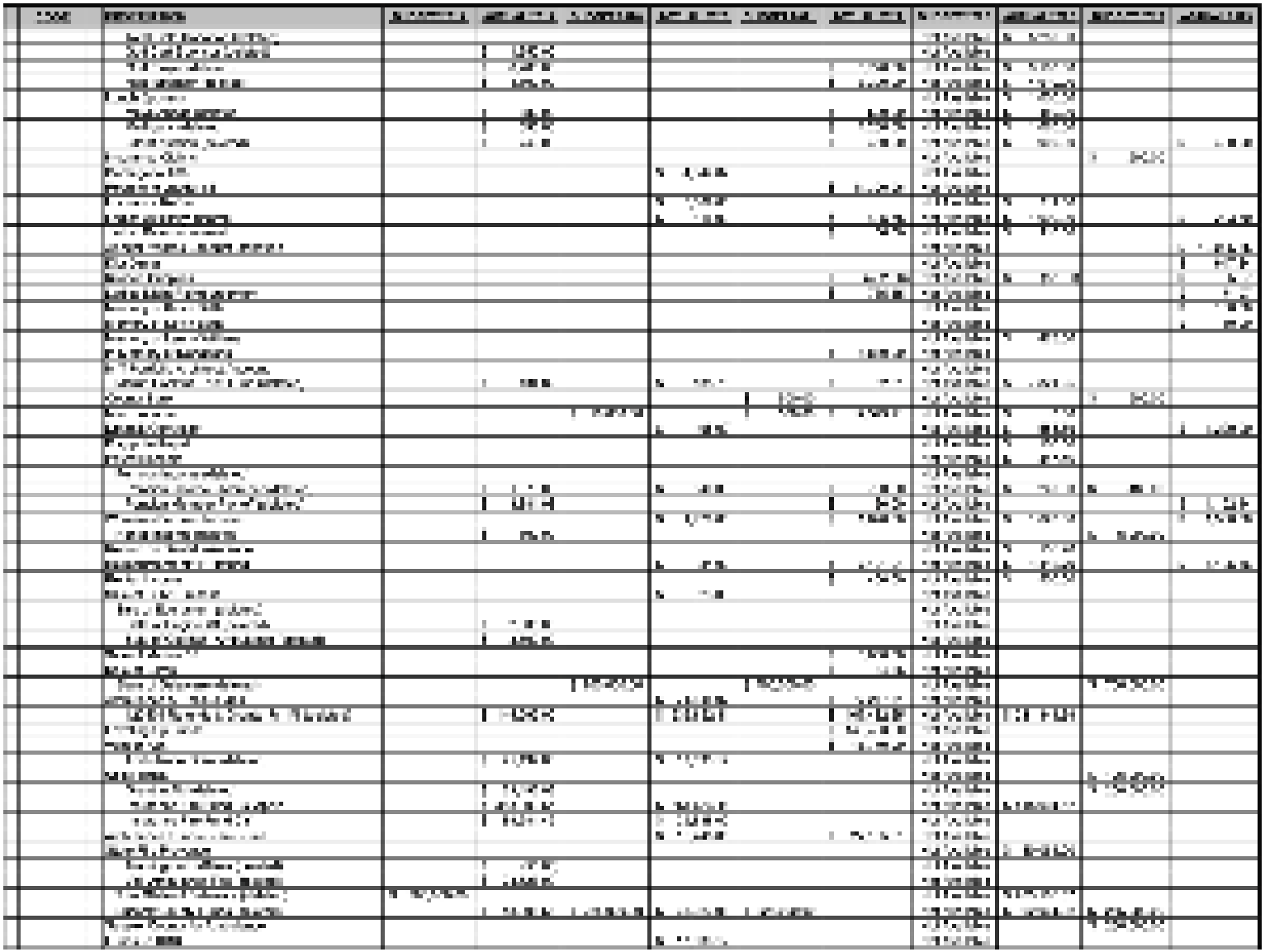
Statement of Activities & Changes	2019 Restated	2020	2021	2022	2023
Support, Grants and Other Revenue:					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Ambulance Membership	$ 34,471	$ 33,380	$ 44,203	$ 63,929	$ 21,342
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Contributions	$ 10,750	$ 1,570	$ 27,545	$ 19,677	$ -
[illegible]	$ [illegible]	$ -	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Investment Income	$ 49,230	$ 47,020	$ 15,267	$ 63,969	$ 42,477
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Miscellaneous Income	$ 6,248	$ 4,417	$ 20,485	$ 74,286	$ 2,303
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ -
[illegible]		$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Donation Income	$ 630				
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Sussex County Grant	$ 227,700	$ 65,424	$ 206,345	$ 273,052	$ 234,307
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Support, Grants and Other Revenue	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Expenses:					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Management and General	$ 57,179	$ 67,960	$ 95,279	$ 245,486	$ 245,139
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Other Income and Expenses:					
Insurance Reimbursements		$ [illegible]	$ [illegible]		
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]		
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Other Income and Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Assets, End of Year	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Change in Net Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

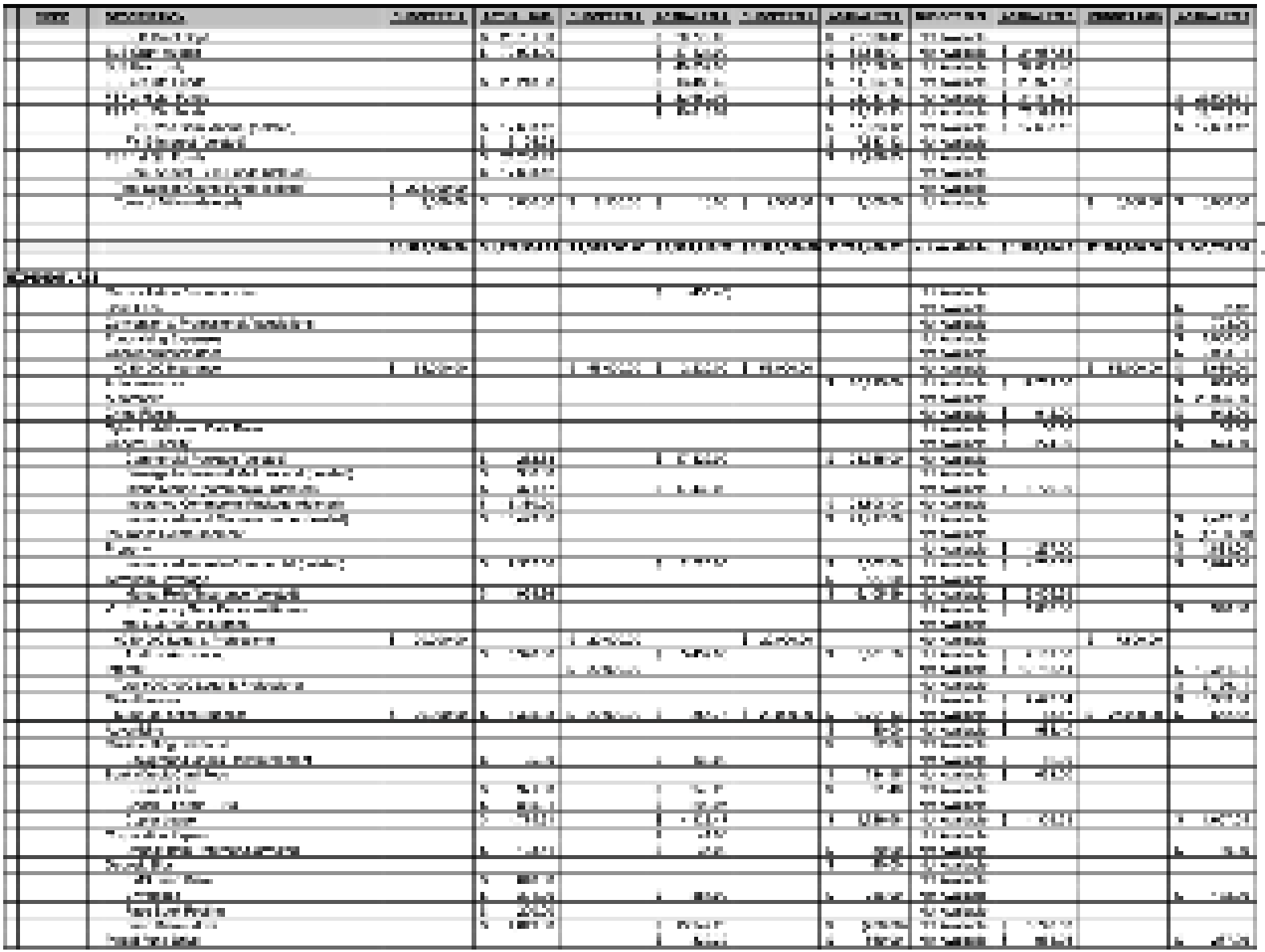
[illegible]

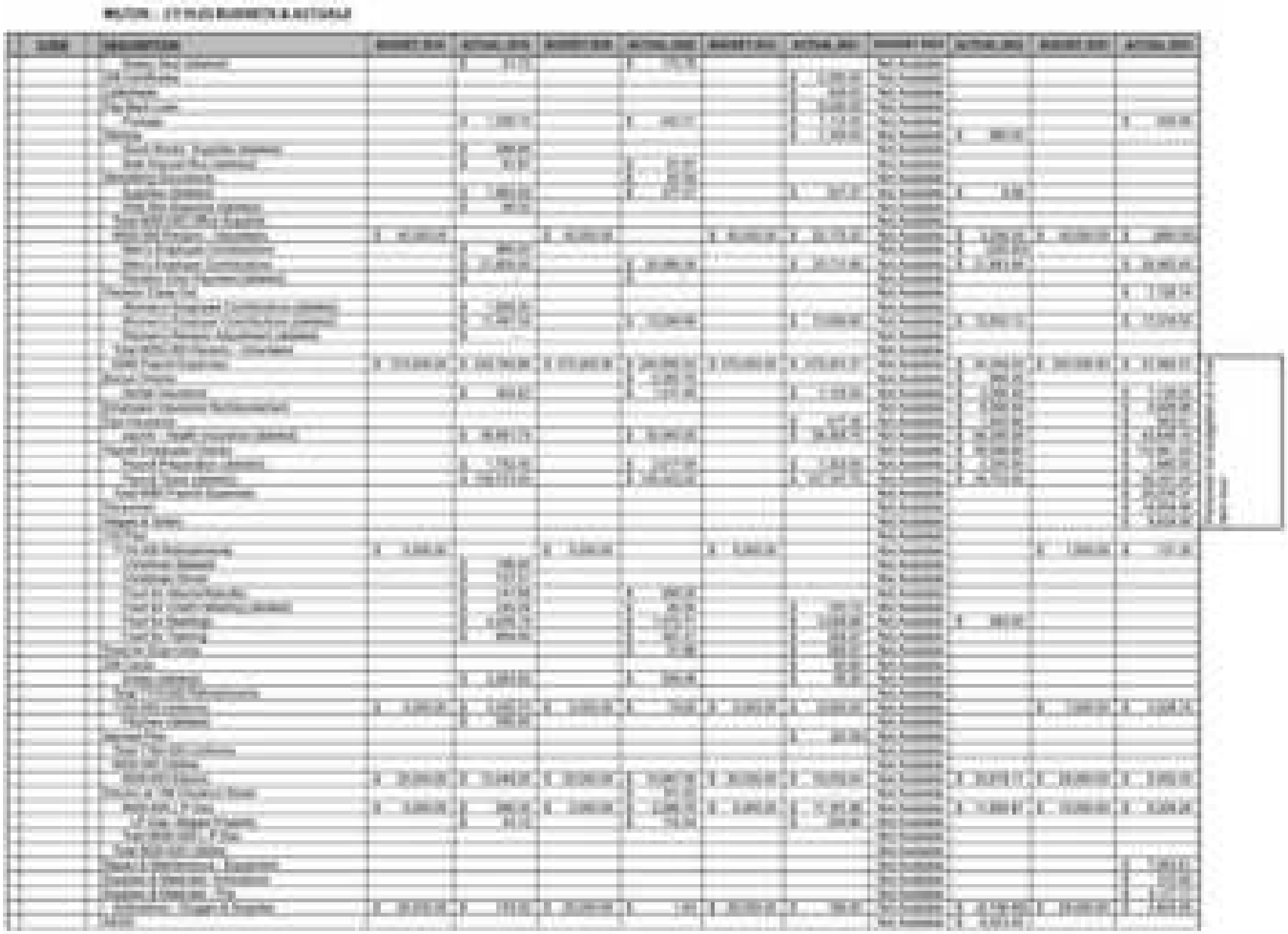
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]		[illegible]	[illegible]	[illegible]	[illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

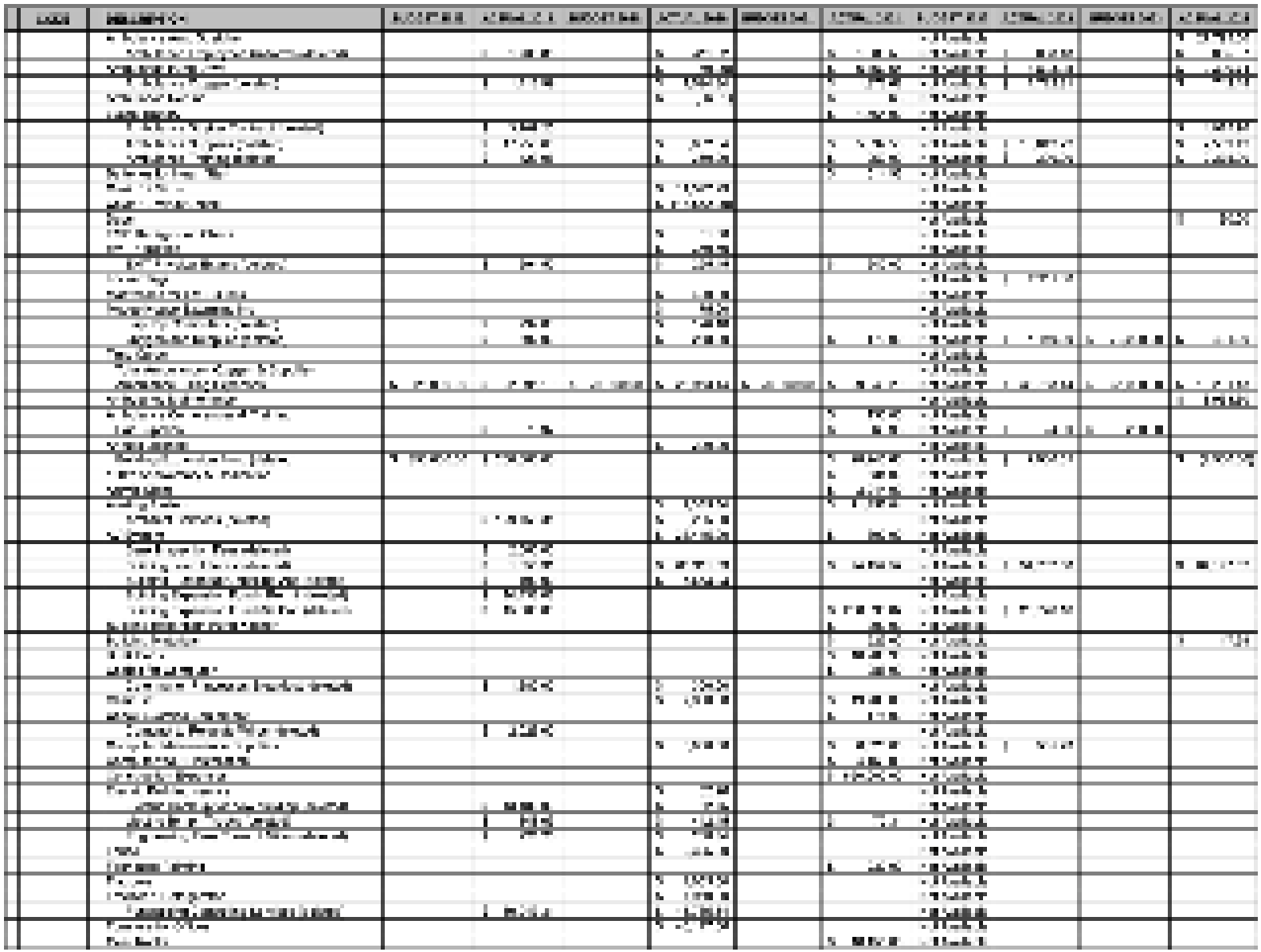
[illegible] SUMMARY OF FINANCIAL STATEMENTS

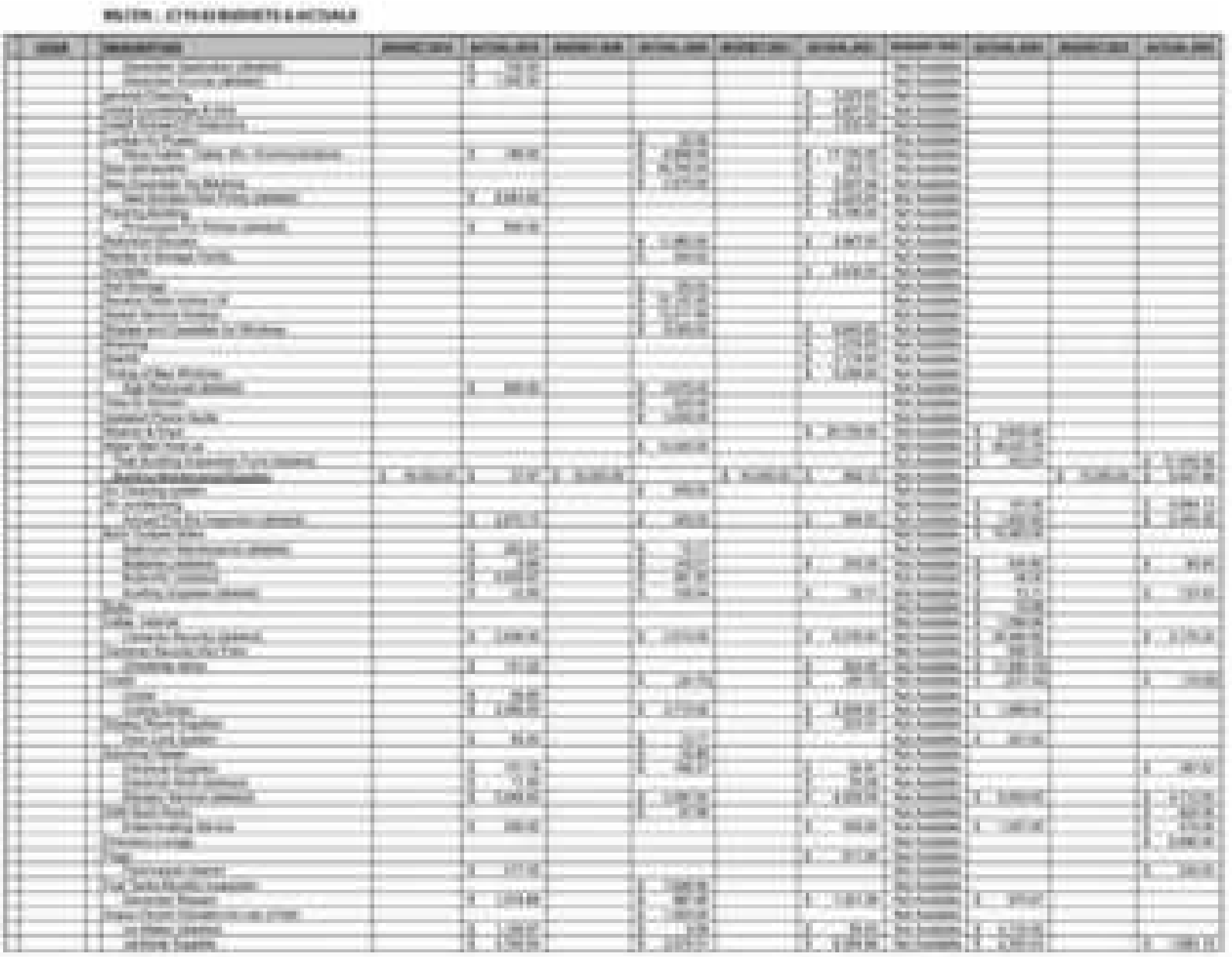
Statement of Cash Flows	2018 Restated	2019	2020	2021	2022
Cash Flows From Operating Activities					
Change in net assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Adjustments to reconcile change in net assets to net cash provided by operations:					
Depreciation	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
(Increase) Decrease in Operating Assets:					
Accounts Receivable	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Accrued Interest	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ -
Increase (Decrease) in Operating Liabilities:					
Accounts payable and accrued expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ -	$ [illegible]
Accounts Payable	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Adjustments	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (Used) by Operating Activities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows From Investing Activities					
Purchase of property, plant and equipment	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Collection of principal	$ [illegible]	$ -	$ [illegible]	$ [illegible]	$ -
Transfer from (to) general investments	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net change in investments	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (Used) by Investing	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows From Financing Activities					
Loan repayments	$ -	$ -	$ [illegible]	$ [illegible]	$ [illegible]
Proceeds from short-term financing	$ [illegible]	$	$ [illegible]	$	
Net Cash Provided (Used) by Financing Activities	$ [illegible]	$ -	$ [illegible]	$ [illegible]	$ [illegible]
Cash & Cash Equivalents (Beginning of Year)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash & Cash Equivalents (End of Year)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net increase (decrease) in cash & cash equivalents	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Interest Paid			$ [illegible]	$ [illegible]	

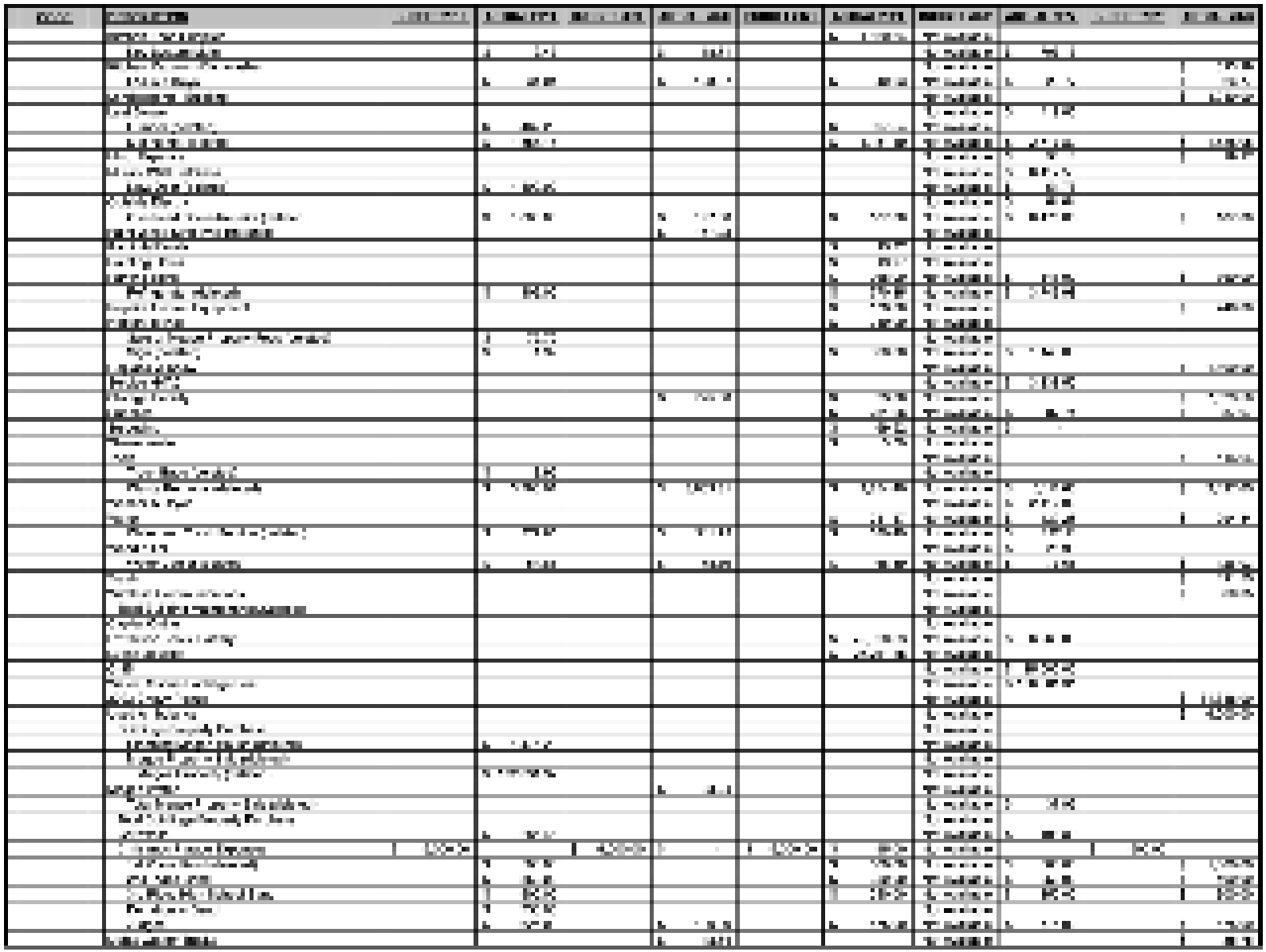


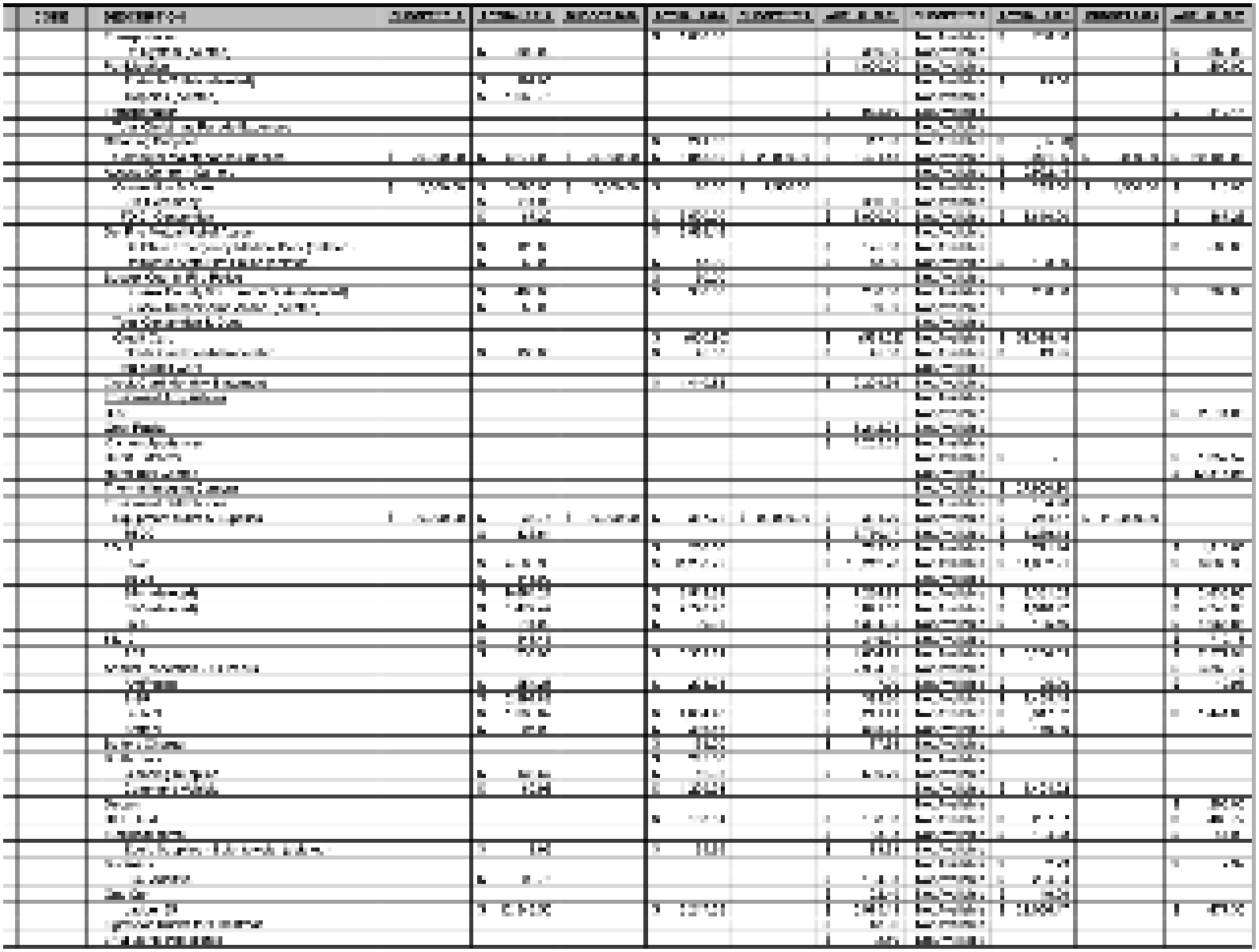


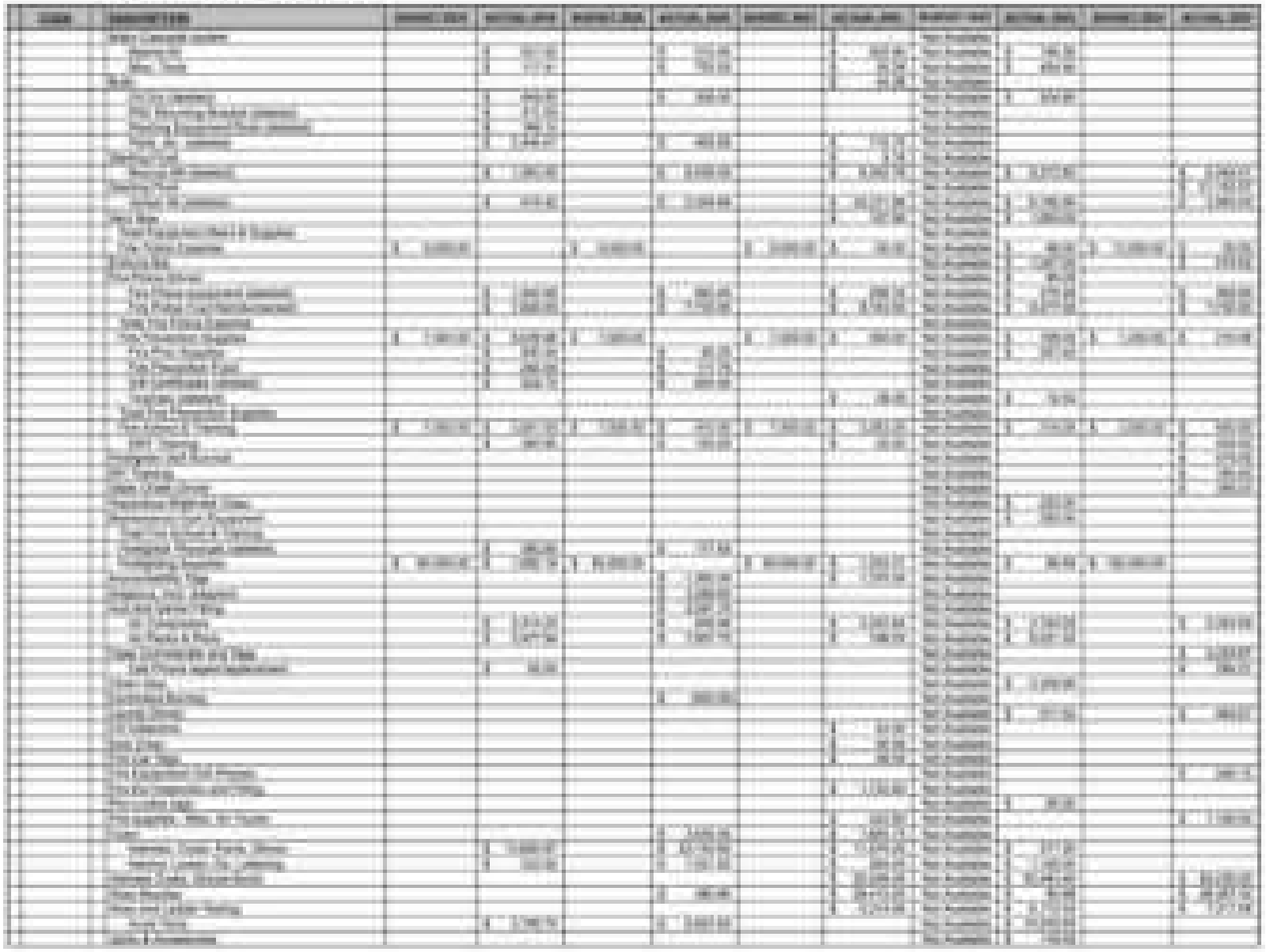


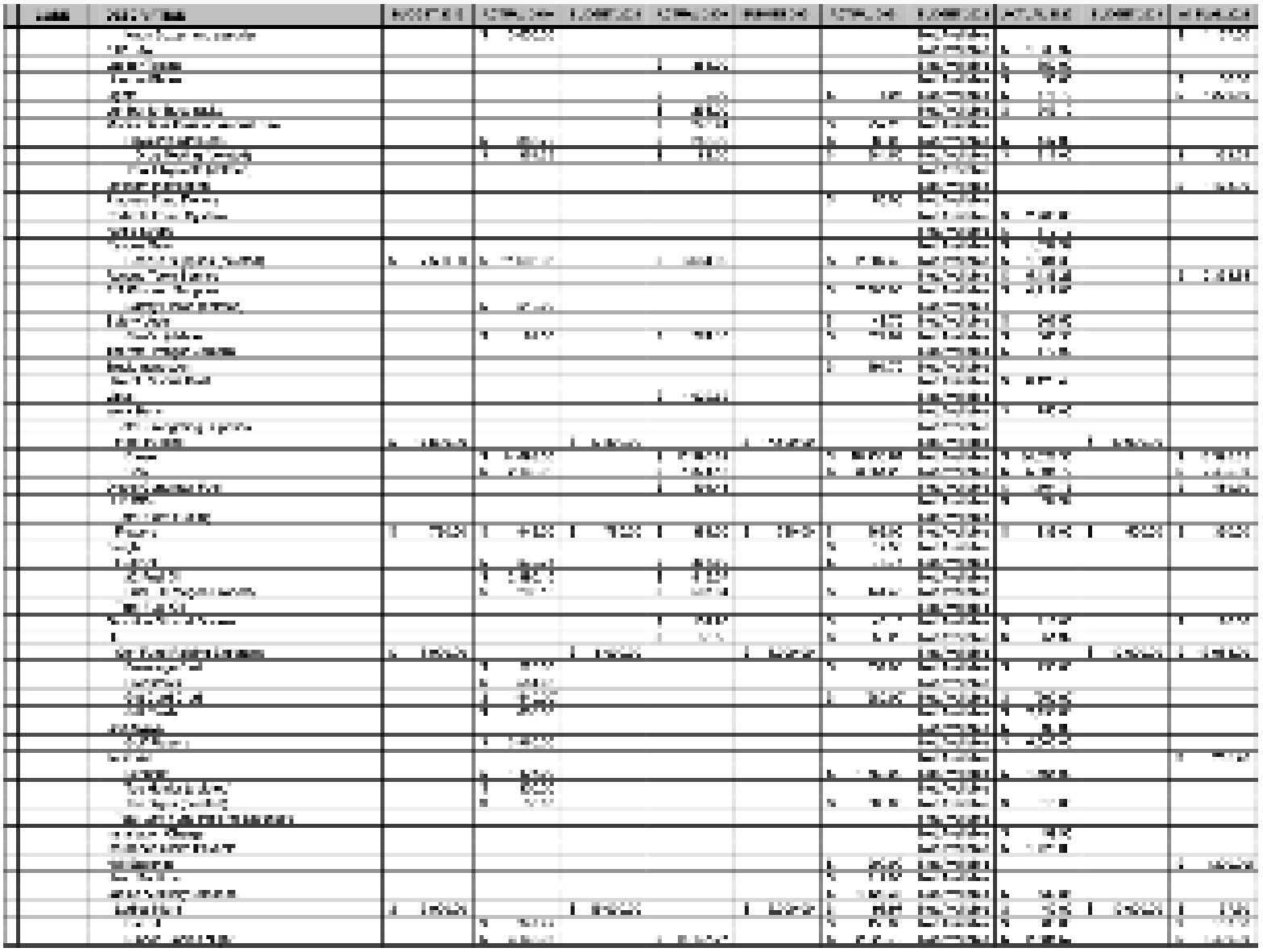


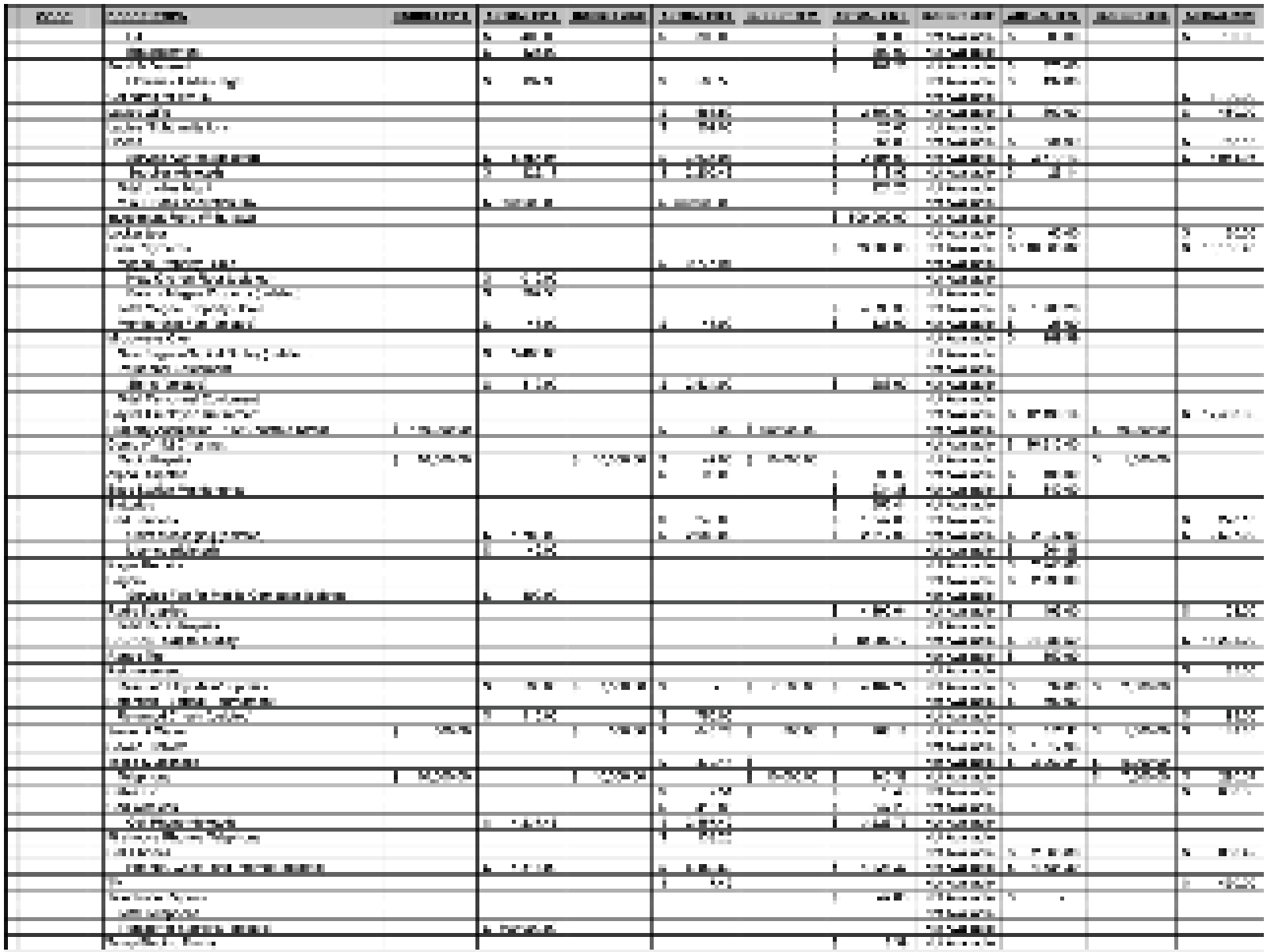












Appendix C19 - Rehoboth Beach

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Assets					
Current Assets					
Cash and Cash Equivalents	$ 2,197,000	$ 2,341,500	$ 2,298,347	$ 536,434	$ 1,762,911
[illegible]	$ 8,198	$ 8,198			
Total Current Assets	$ 2,214,114	$ 2,349,631	$ 2,298,347	$ 536,434	$ 1,762,911
Property and Equipment					
[illegible]	$ 488,125	$ 488,125	$ 488,125	$ 488,125	$ 488,125
[illegible]	$ (347,219)	$ (409,469)	$ (471,719)	$ (533,969)	$ (596,219)
Total Property and Equipment	$ 140,906	$ 78,656	$ 16,406	$ (45,844)	$ (108,094)
Total Property, Plant and Equipment	$ 3,354,906	$ 3,428,156	$ 3,501,406	$ 3,574,656	$ 3,647,906
Other Assets					
[illegible]	$ -	$ 25,000	$ 50,000	$ 75,000	$ 100,000
[illegible]		$ -	$ 2,500	$ 5,000	$ 7,500
[illegible]	$ 148,000	$ 296,000	$ 444,000	$ 592,000	$ 740,000
[illegible]					$ 1,400,000
[illegible]			$ 200,000	$ 400,000	$ 600,000
Total Other Assets	$ 148,000	$ 321,000	$ 696,500	$ 1,072,000	$ 2,847,500
Total Assets	$ 5,717,020	$ 6,177,787	$ 6,496,253	$ 5,137,090	$ 8,258,406
Liabilities and Net Assets					
Current Liabilities					
[illegible]	$ 30,000	$ -			
Current Portion Long-Term Debt Obligations Payable	$ 100,000	$ 97,500	$ 95,000	$ 92,500	$ 90,000
Total Current Liabilities	$ 130,000	$ 97,500	$ 95,000	$ 92,500	$ 90,000
Non-Current Liabilities					
Long-Term Debt Obligations Payable	$ 1,200,000	$ 1,102,500	$ 1,007,500	$ 915,000	$ 825,000
Total Liabilities	$ 1,330,000	$ 1,200,000	$ 1,102,500	$ 1,007,500	$ 915,000
Net Assets					
Without Donor Restrictions	$ 4,187,020	$ 4,977,787	$ 5,393,753	$ 4,129,590	$ 7,343,406
With Donor Restrictions	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Total Net Assets	$ 4,387,020	$ 5,177,787	$ 5,593,753	$ 4,329,590	$ 7,543,406
Total Liabilities & Net Assets	$ 5,717,020	$ 6,377,787	$ 6,696,253	$ 5,337,090	$ 8,458,406

[illegible]

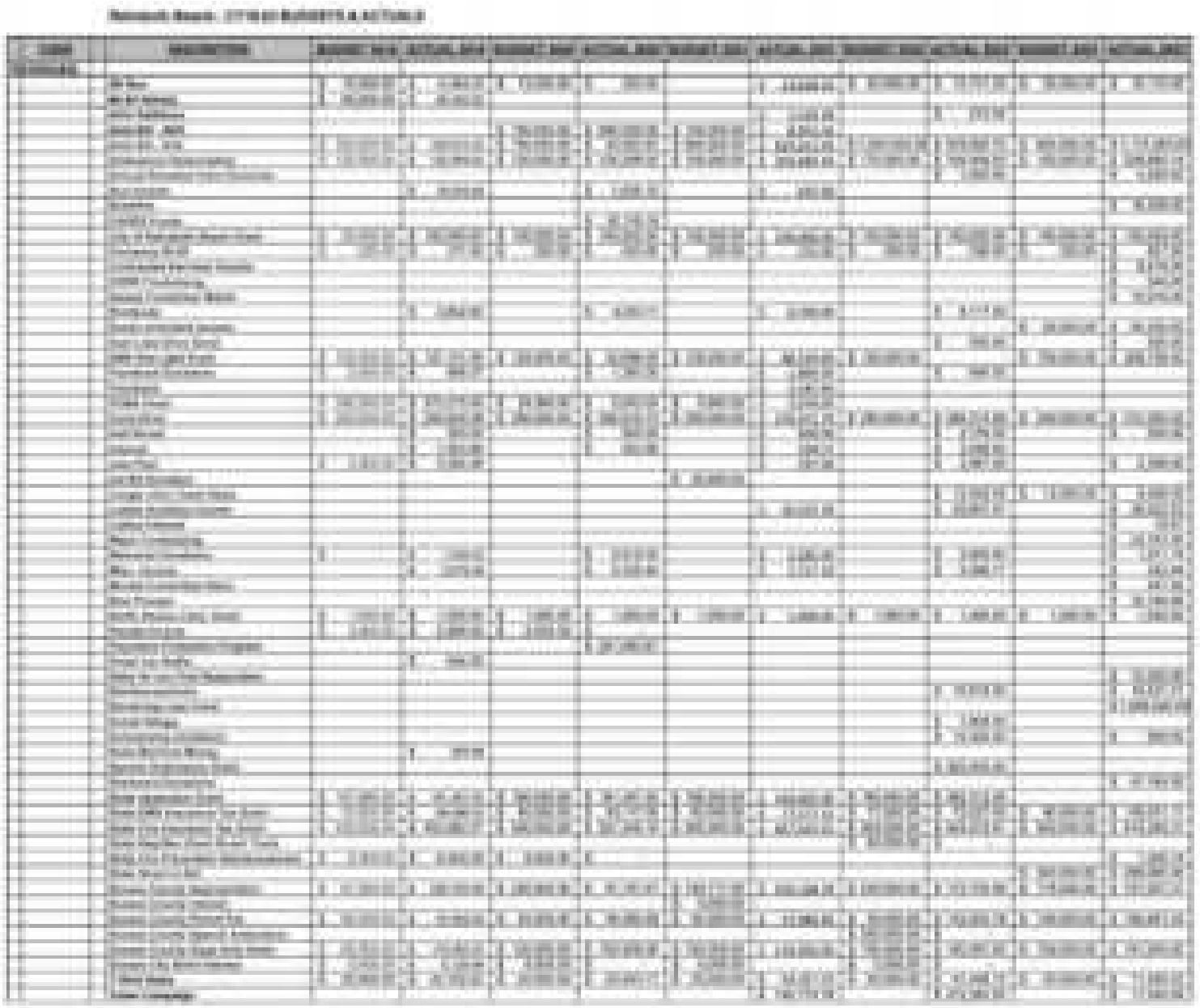
Sources of Activities & Changes	2024	2025	2026	2027	2028
Support, Miscellaneous and Other Revenues					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$	
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]		$ [illegible]			
[illegible]		$ [illegible]			
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

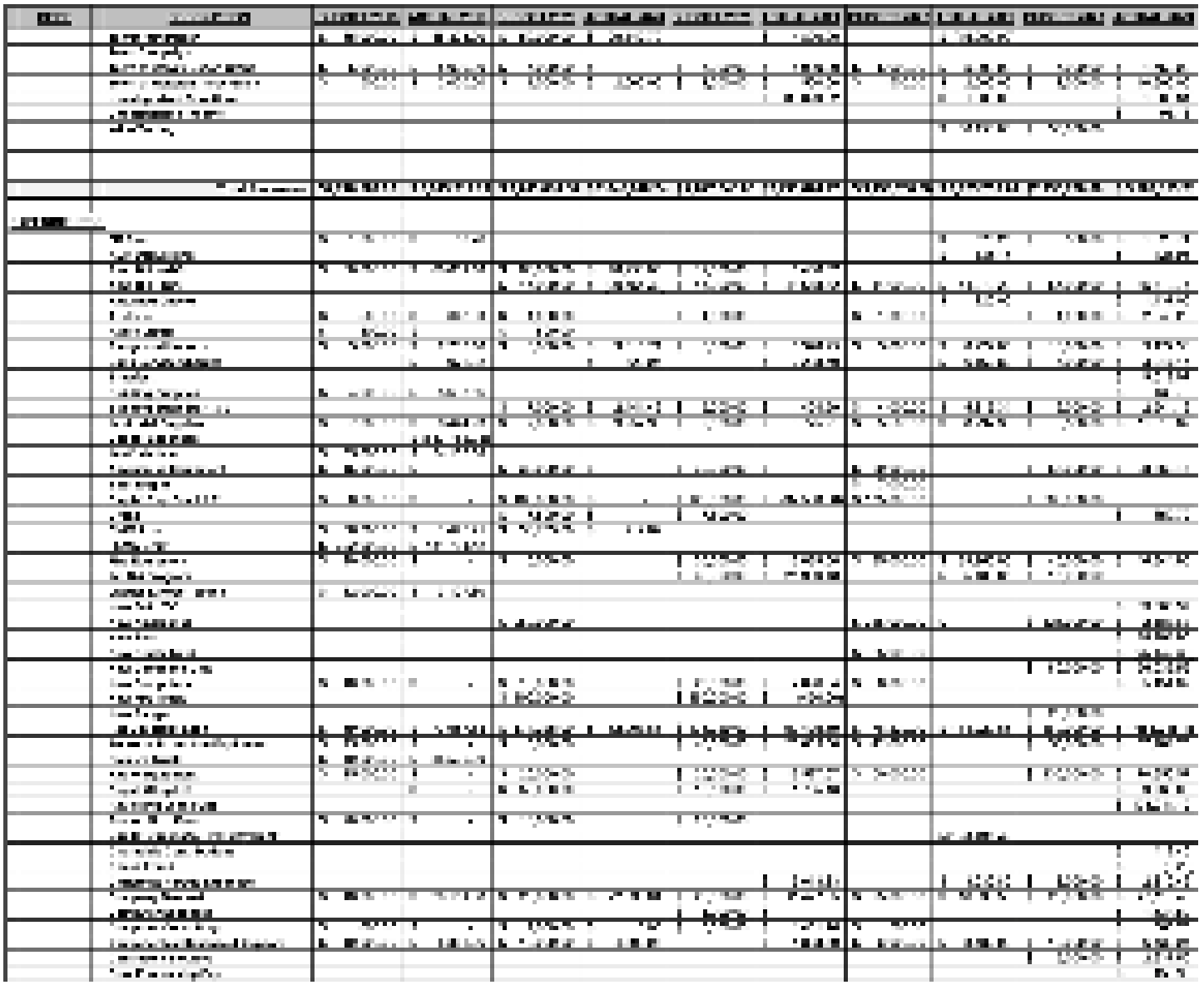
Appendix A - SUMMARY OF FINANCIAL STATEMENTS

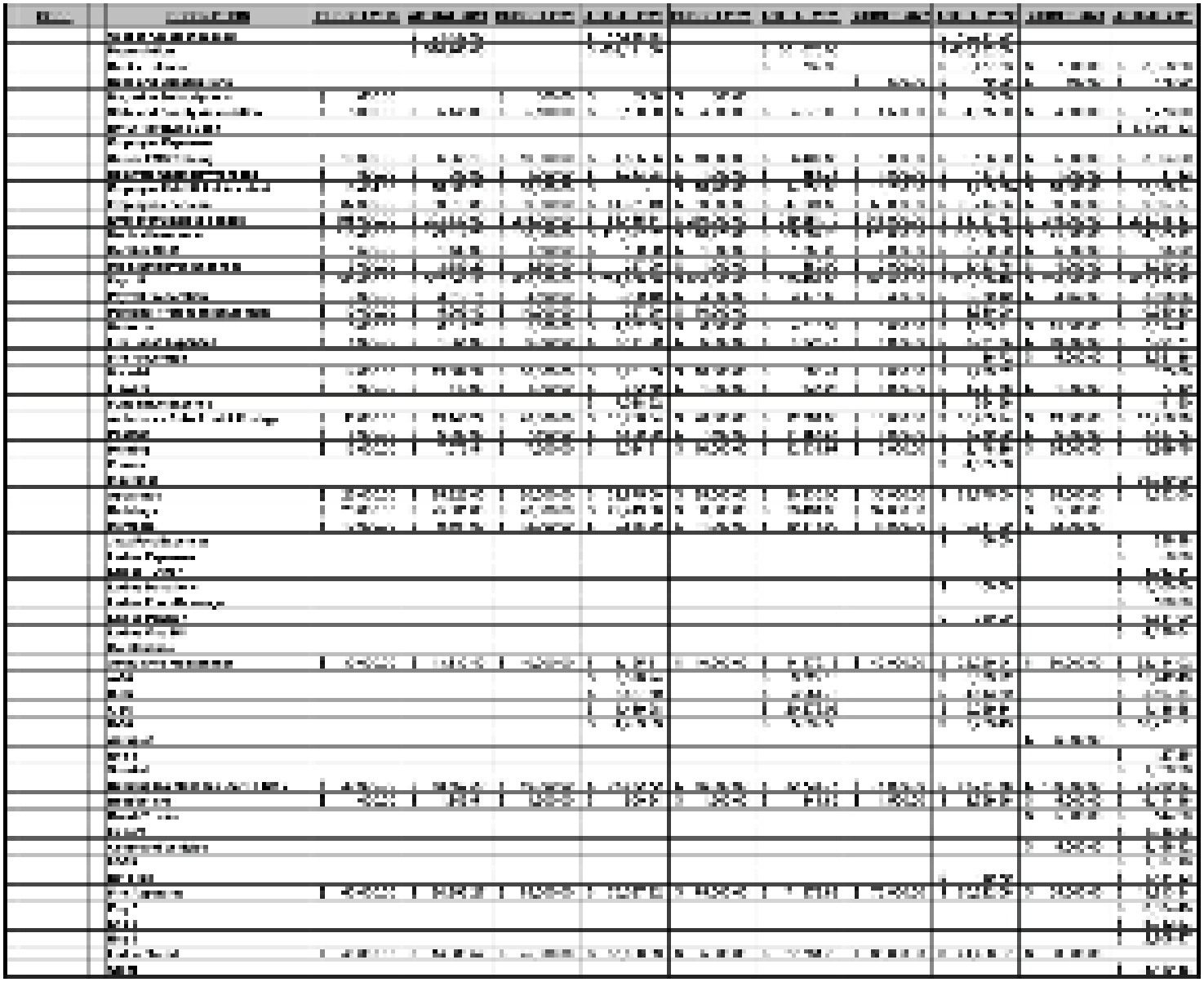
General Fund Statement of Revenues, Expenditures and Changes in Fund Balance	2019	2020	2021	2022	2023
Revenues:					
Property Taxes	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Intergovernmental Revenues	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Charges for Services	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Investment Income	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Miscellaneous Revenue	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Revenues	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Expenditures:					
Personnel Services	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Employee Benefits	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Operating Supplies	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Professional Services	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Repairs and Maintenance	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Insurance	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Rentals	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Utilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Capital Outlay	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Debt Service	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Expenditures	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Excess (Deficiency) of Revenues Over Expenditures	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Other Financing Sources (Uses):					
Transfers In	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Transfers Out	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Other Financing Sources (Uses)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Change in Fund Balance	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Fund Balance, Beginning of Year	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Fund Balance, End of Year	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

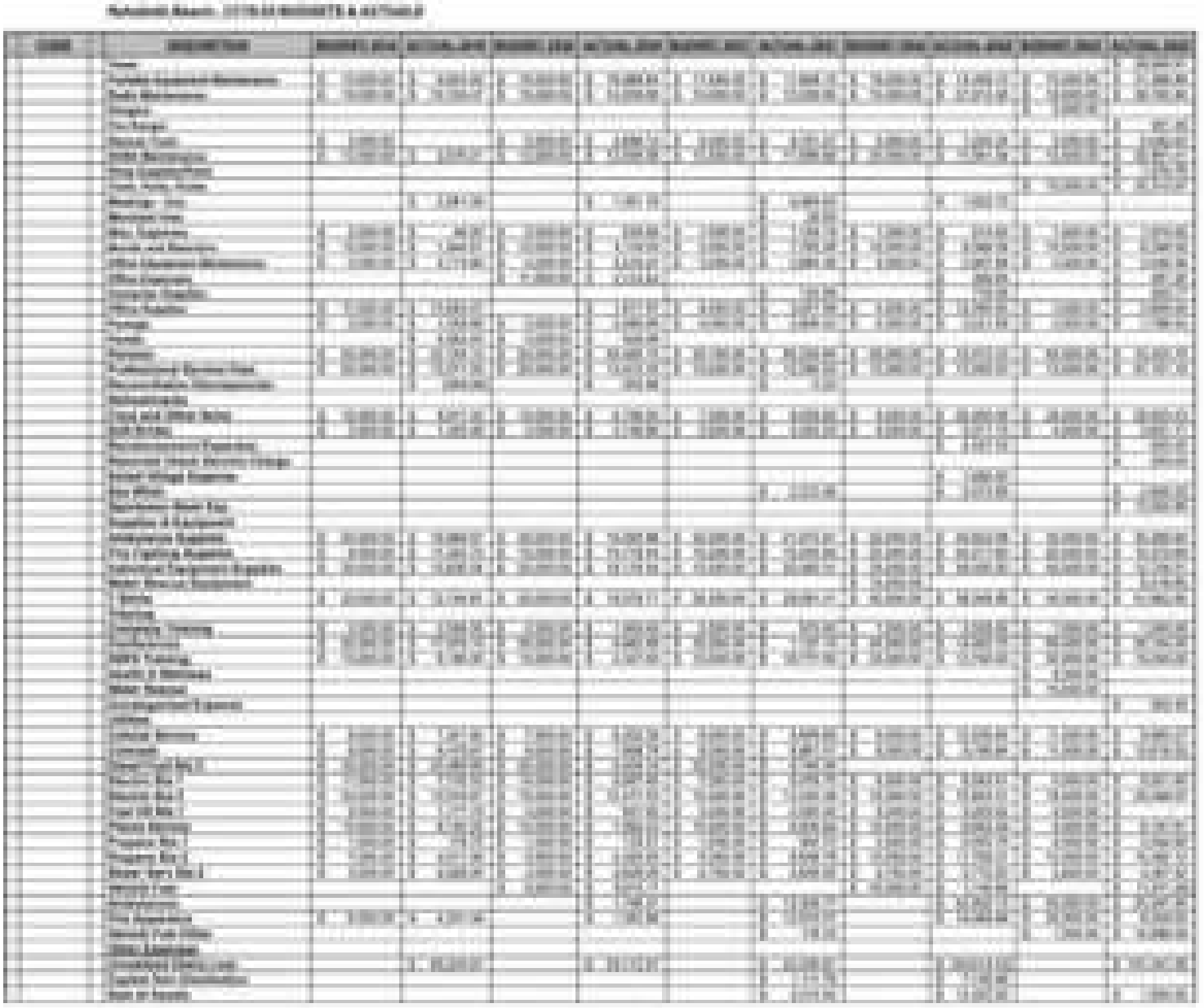
Schedule 1 - SUMMARY OF FINANCIAL STATEMENTS

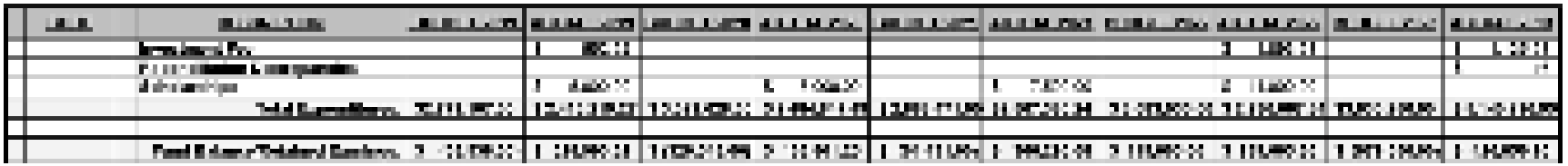
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cash Flows from Operating Activities					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Adjustments to reconcile change in net assets to net cash provided by operations:					
Depreciation	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Decrease (increase) in [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]			$ [illegible]	$ [illegible]	$ [illegible]
[illegible]		$ [illegible]	$ [illegible]		
Total Adjustments	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided by (Used in) Operating Activities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows from Investing Activities					
[illegible]			$ [illegible]	$ -	
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]				$ [illegible]	$ [illegible]
Purchase of Investments			$ -	$ (2,250,000)	$ (1,500,000)
[illegible]					$ [illegible]
[illegible]	$	$ [illegible]	$ [illegible]	$ [illegible]	
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (Used) by Investing	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows from Financing Activities					
[illegible]	$ [illegible]	$ [illegible]			
Mortgage Principal Payments	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Cash Provided (Used) by Financing Activities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash & Cash Equivalents Beginning of Year	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash & Cash Equivalents End of Year	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Increase (Decrease) in Cash & Cash Equivalents	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Investment Yield	[illegible]%	[illegible]%	[illegible]%	[illegible]%	[illegible]%











Appendix C20 - Roxana

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Assets					
Current Assets					
Cash and Cash Equivalents	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Certificates of deposit (restricted)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]			$ [illegible]	$ [illegible]	$ [illegible]
[illegible]			$ [illegible]	$ [illegible]	$ [illegible]
[illegible]			$ [illegible]	$ [illegible]	$ [illegible]
Accounts Receivable - [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Current Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Restricted Fund					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Property and Equipment (net of accumulated depreciation)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Liabilities and Net Assets					
Current Liabilities					
Accounts payable	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Liabilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Assets					
Without Donor Restrictions	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net investment in property	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Net Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Liabilities & Net Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

Exhibit I - SUMMARY OF FINANCIAL STATEMENTS

General Activities & Changes	2019	2020	2021	2022	2023
Program Revenue and Other Revenue:					
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Expenses					
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Expenses	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]					[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

[illegible]

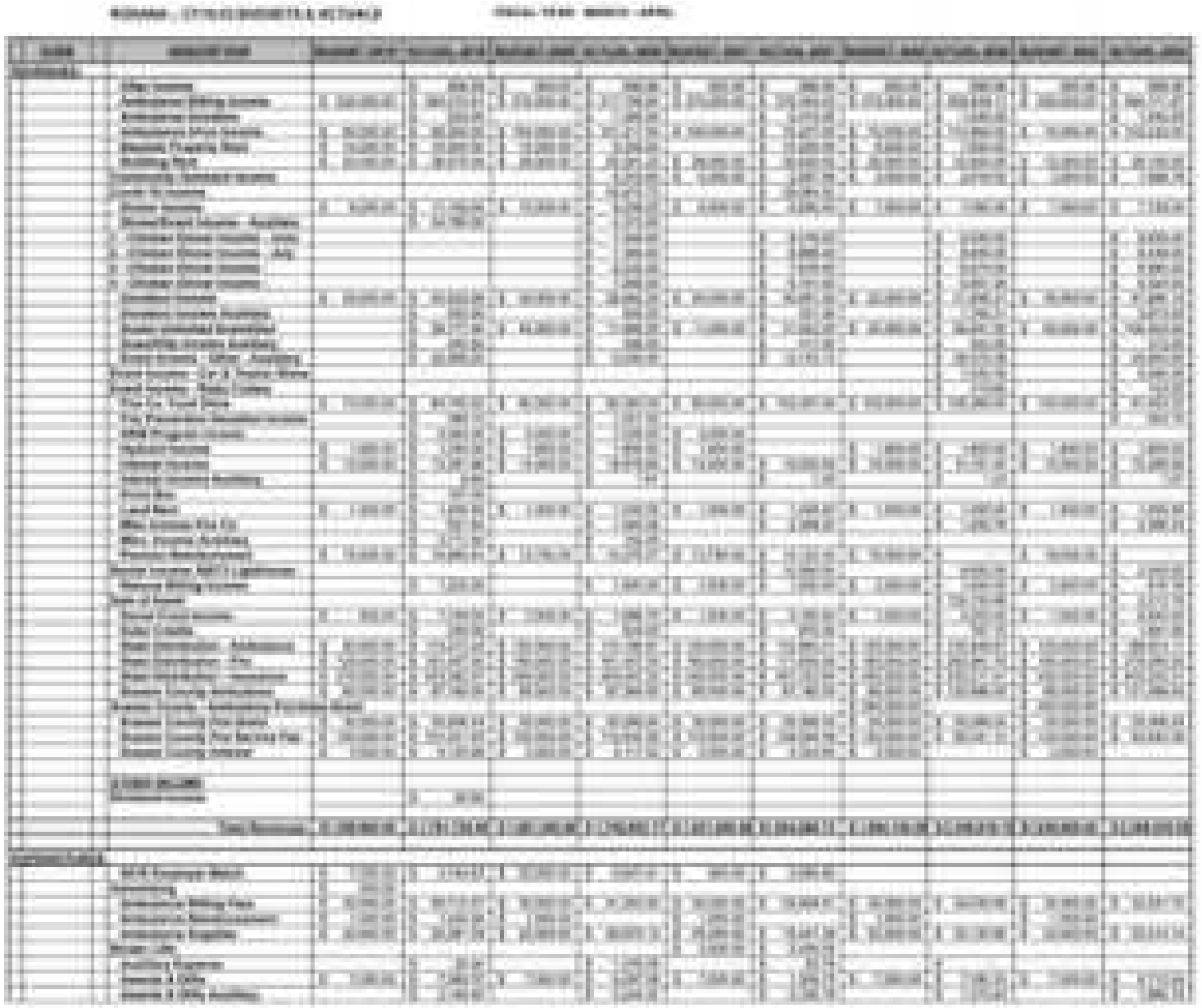
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]					
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

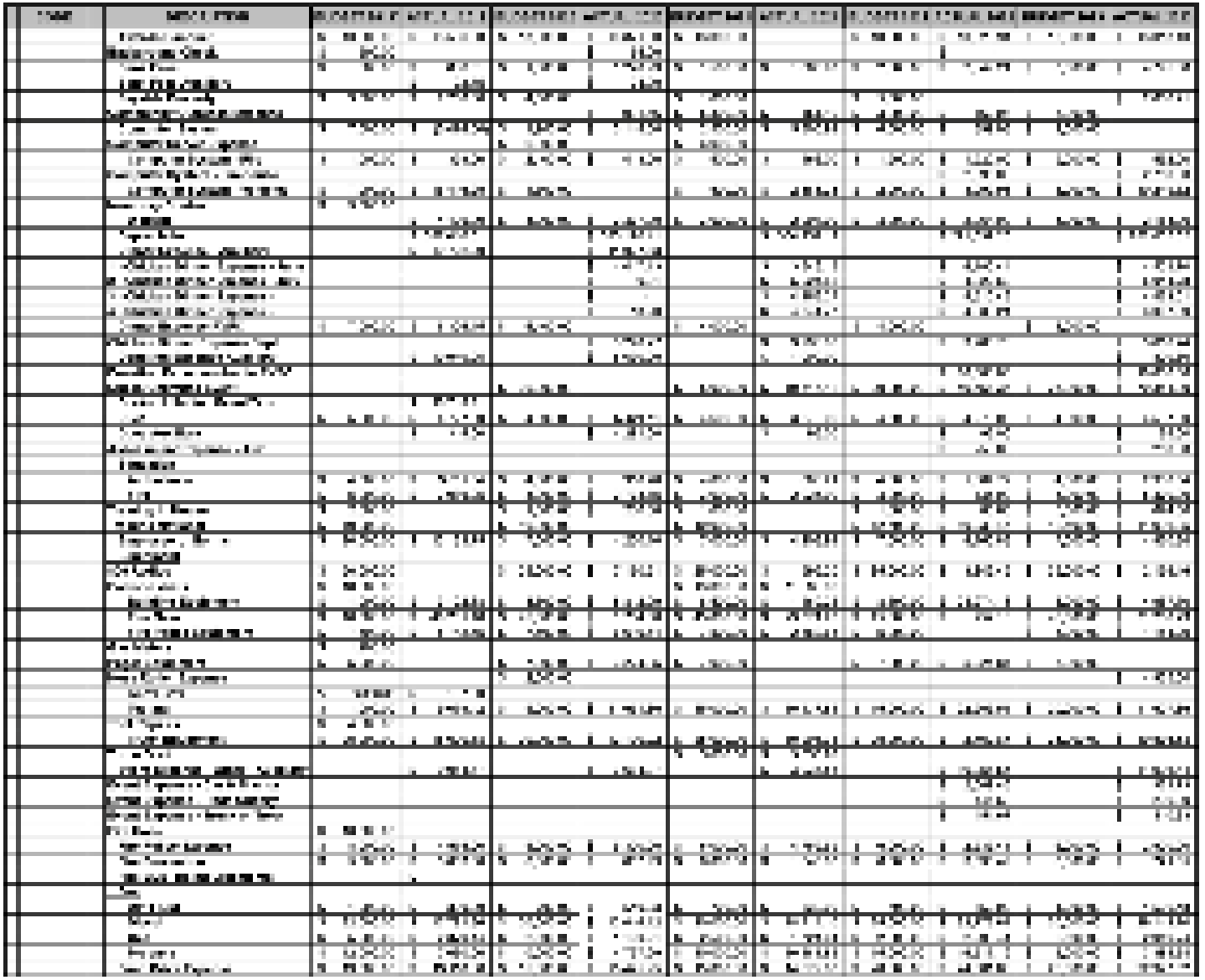
[illegible]

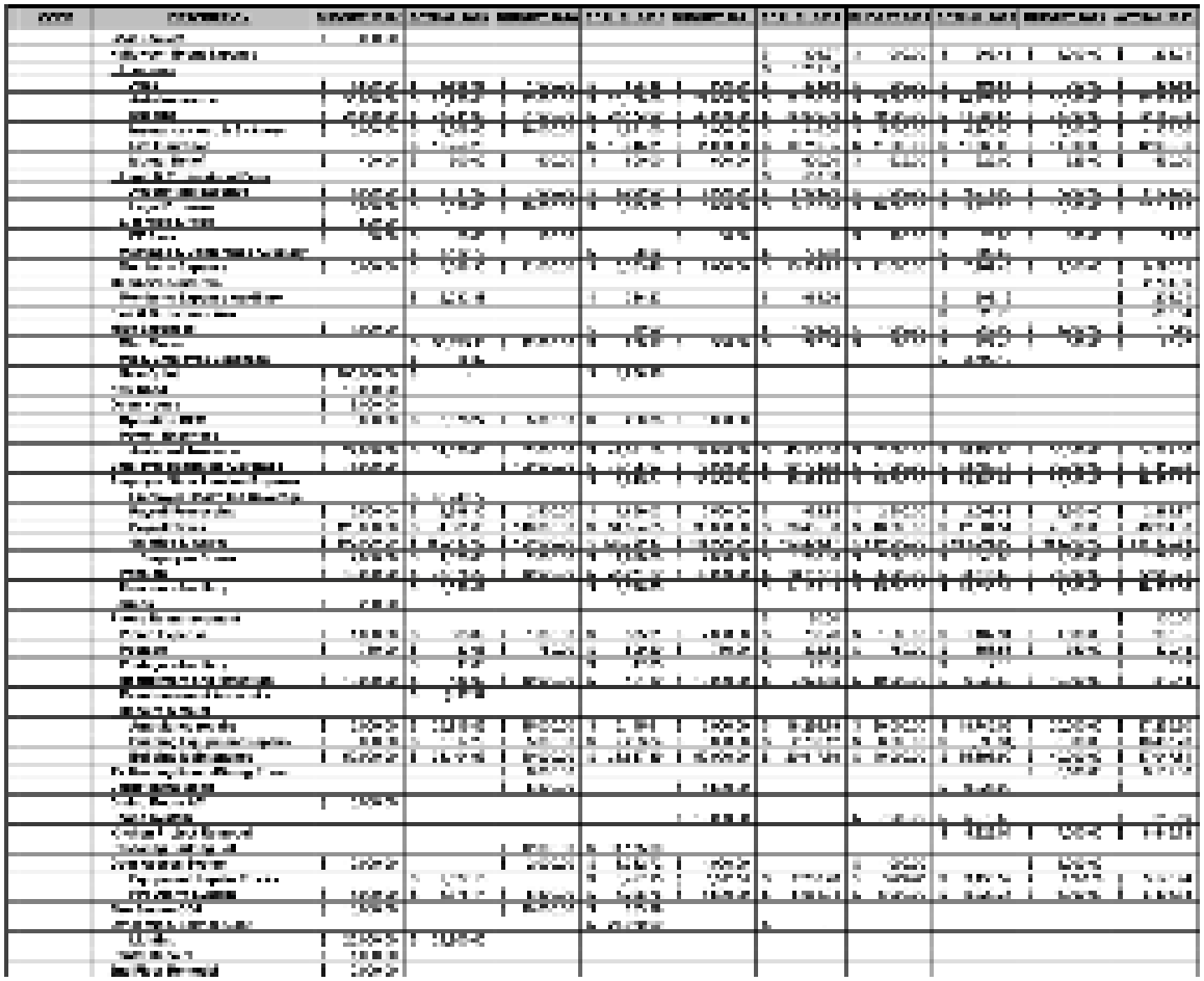
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]									
[illegible]	$	[illegible]	$	[illegible]	$	[illegible]	$	[illegible]	$	[illegible]	$	[illegible]	$	[illegible]

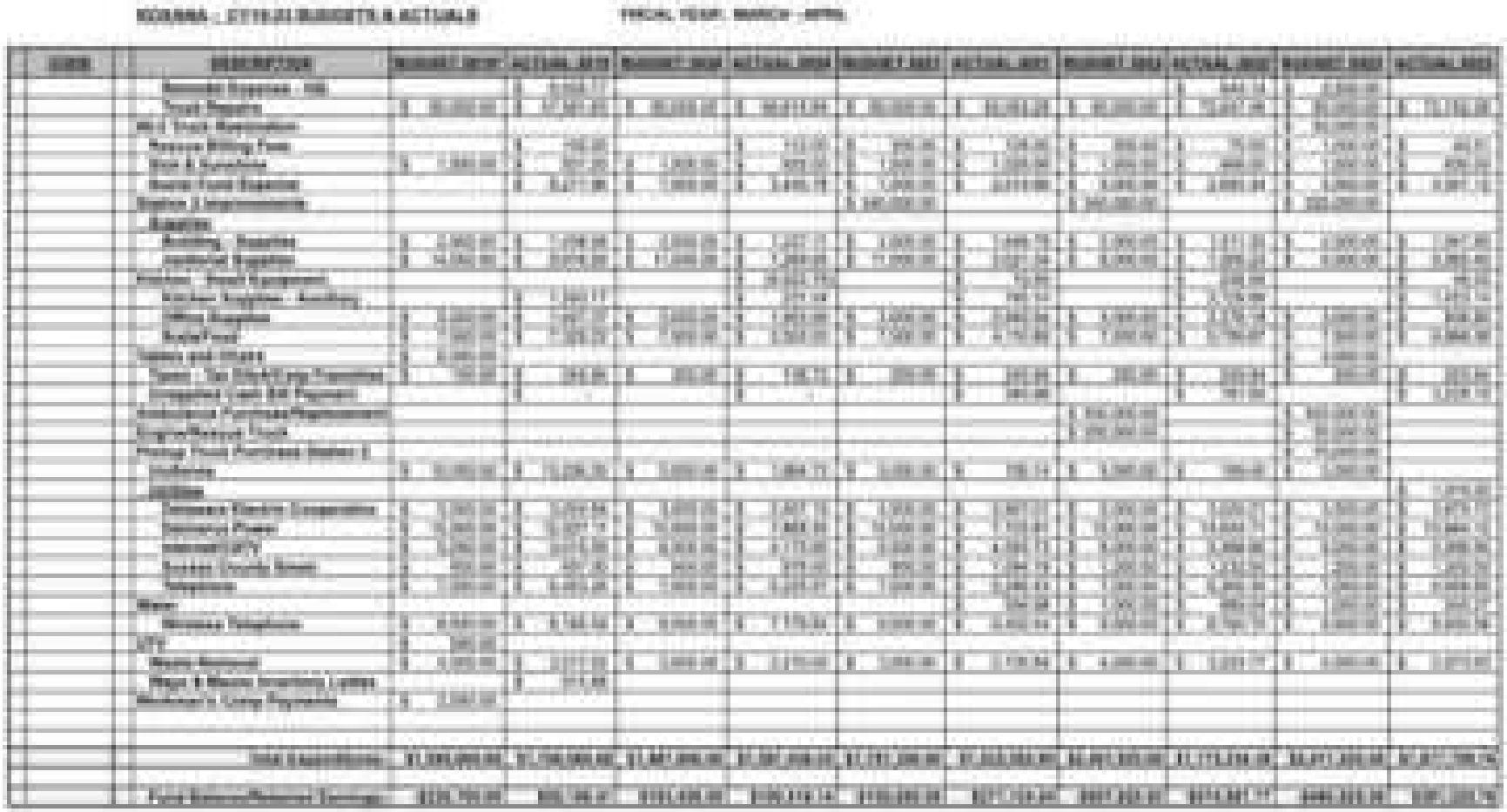
[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cash Flows from Operating Activities					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]			$ -	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]		$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					$ [illegible]
[illegible]			$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows from Investing Activities					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ -	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows from Financing Activities					
[illegible]	$	$	$	$	$
[illegible]	$ -	$ -	$ -	$ -	$ -
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]









Appendix C21 - Seaford

SEAFORD SUMMARY OF FINANCIAL STATEMENTS

Statement of Financial Position	2020	2019	2021 Reviewed	2018	2017
Assets					
Current Assets					
Cash - Fire Company	$ 1,215,503	$ 1,750,651	$ 2,208,372	$ 774,511	$ 2,457,308
Cash - Ambulance	$ 10	$ 10	$ -	$ 7	$ 1
Cash - Ladies Auxiliary	$ 8,549	$ 6,232	$ 2,304	$ 7,609	$ 11,822
Investments - Fire Company	$ 3,874,304	$ 4,140,270	$ 3,141,207	$ 3,640,918	$ 3,274,347
Investments - Ambulance	$ 17,481	$ 17,481	$ 17,481	$ 17,481	$ 17,481
Accounts receivable (net allowance for doubtful accounts $0)	$ 31,481	$ 19,210	$ 12,381	$ 9,281	$ 4,210
Total Current Assets	$ 5,347,412	$ 5,943,954	$ 5,381,754	$ 4,457,376	$ 5,765,154
Property and Equipment (at cost)					
Land	$ 341,481	$ 341,481	$ 341,481	$ 341,481	$ 341,481
Building and Improvements	$ 3,481,814	$ 3,481,814	$ 3,481,814	$ 3,481,814	$ 3,481,814
Fire trucks and equipment	$ 2,717,764	$ 2,717,764	$ 2,717,764	$ 2,717,764	$ 2,717,764
Equipment	$ 1,451,513	$ 1,325,636	$ 1,304,120	$ 1,240,731	$ 1,200,257
Ambulances and equipment	$ 313,267	$ 313,267	$ 313,267	$ 313,267	$ 313,267
Less: Accumulated Depreciation	$ (5,307,269)	$ (5,109,169)	$ (5,307,269)	$ (5,109,169)	$ (4,910,069)
Net Property and Equipment	$ 2,998,570	$ 3,070,793	$ 2,851,177	$ 2,985,888	$ 3,144,514
Total Assets	$ 8,345,982	$ 9,014,747	$ 8,232,931	$ 7,443,264	$ 8,909,668
Liabilities and Net Assets					
Current Liabilities					
PPP Loan Payable	$ -	$ 147,400	$ -	$ -	$ -
Total Current Liabilities	$ -	$ 147,400	$ -	$ -	$ -
Long Term Debt					
LT Debt, Net Current Portion	$ -	$ -	$ -	$ -	$ -
Total Long Term Debt	$ -	$ -	$ -	$ -	$ -
Total Liabilities	$ -	$ 147,400	$ -	$ -	$ -
Net Assets					
Without Donor Restrictions - Fire Company	$ 7,822,213	$ 8,720,081	$ 8,032,713	$ 7,269,130	$ 8,138,291
Without Donor Restrictions - Ambulance	$ 515,220	$ 140,137	$ 200,218	$ 167,126	$ 759,907
Without Donor Restrictions - Ladies Auxiliary	$ 8,549	$ 6,232	$ 2,304	$ 7,009	$ 11,822
Total Net Assets	$ 8,345,982	$ 8,867,347	$ 8,232,931	$ 7,443,264	$ 8,909,668
Total Liabilities & Net Assets	$ 8,345,982	$ 9,014,747	$ 8,232,931	$ 7,443,264	$ 8,909,668

[illegible]

[illegible]	[illegible]	[illegible]	[illegible] Estimated	[illegible]	[illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]		$ [illegible]	$ [illegible]		
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	
	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Income	$3,007,909	$3,130,478	$3,204,592	$3,275,859	$3,350,714
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]			$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]

[illegible]

Statement of Cash Flows	2019	2020	2021* Estimated	2022	2023
[illegible]					
[illegible]					
[illegible]					
[illegible]					
[illegible]					
[illegible]					
[illegible]					
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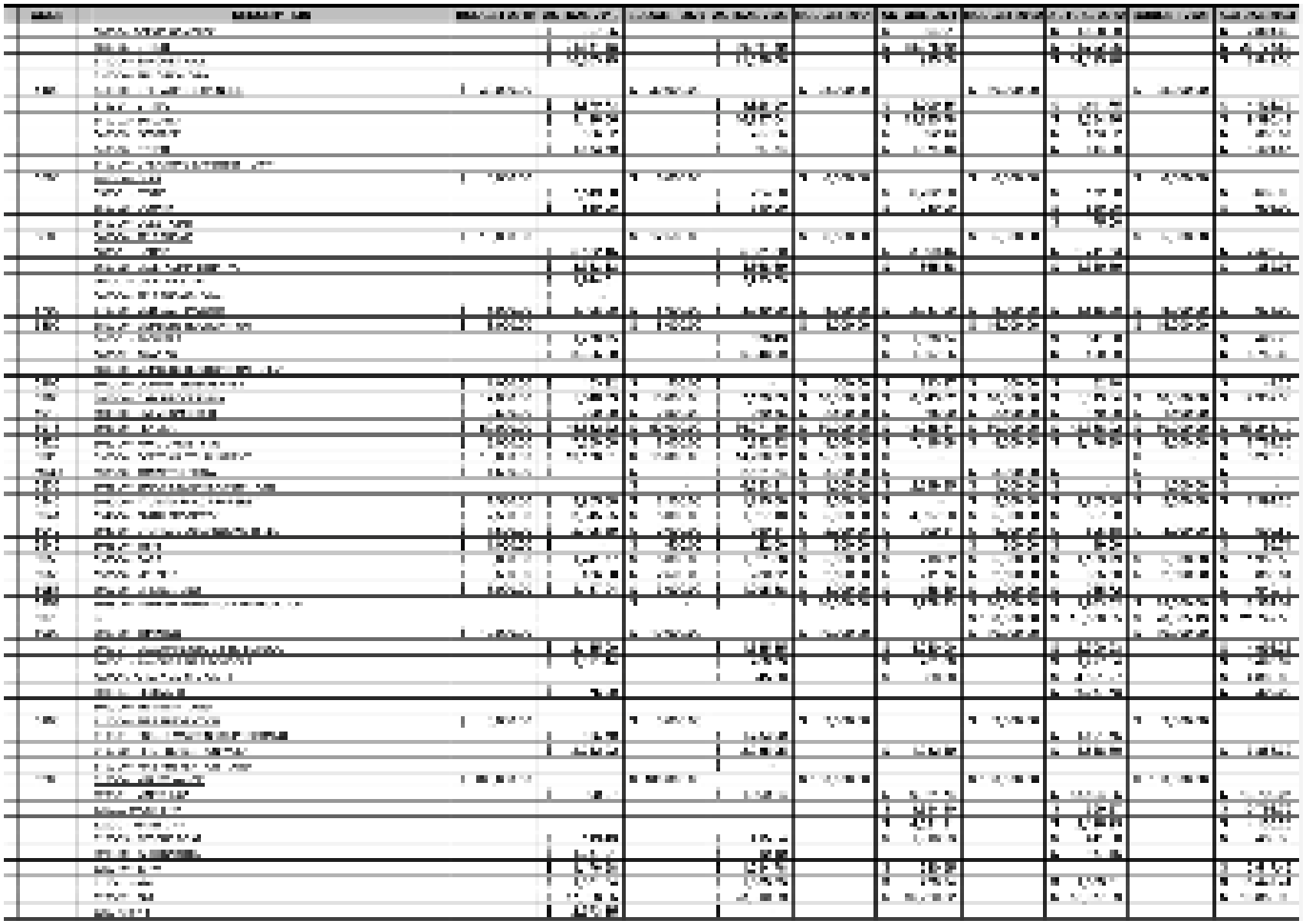
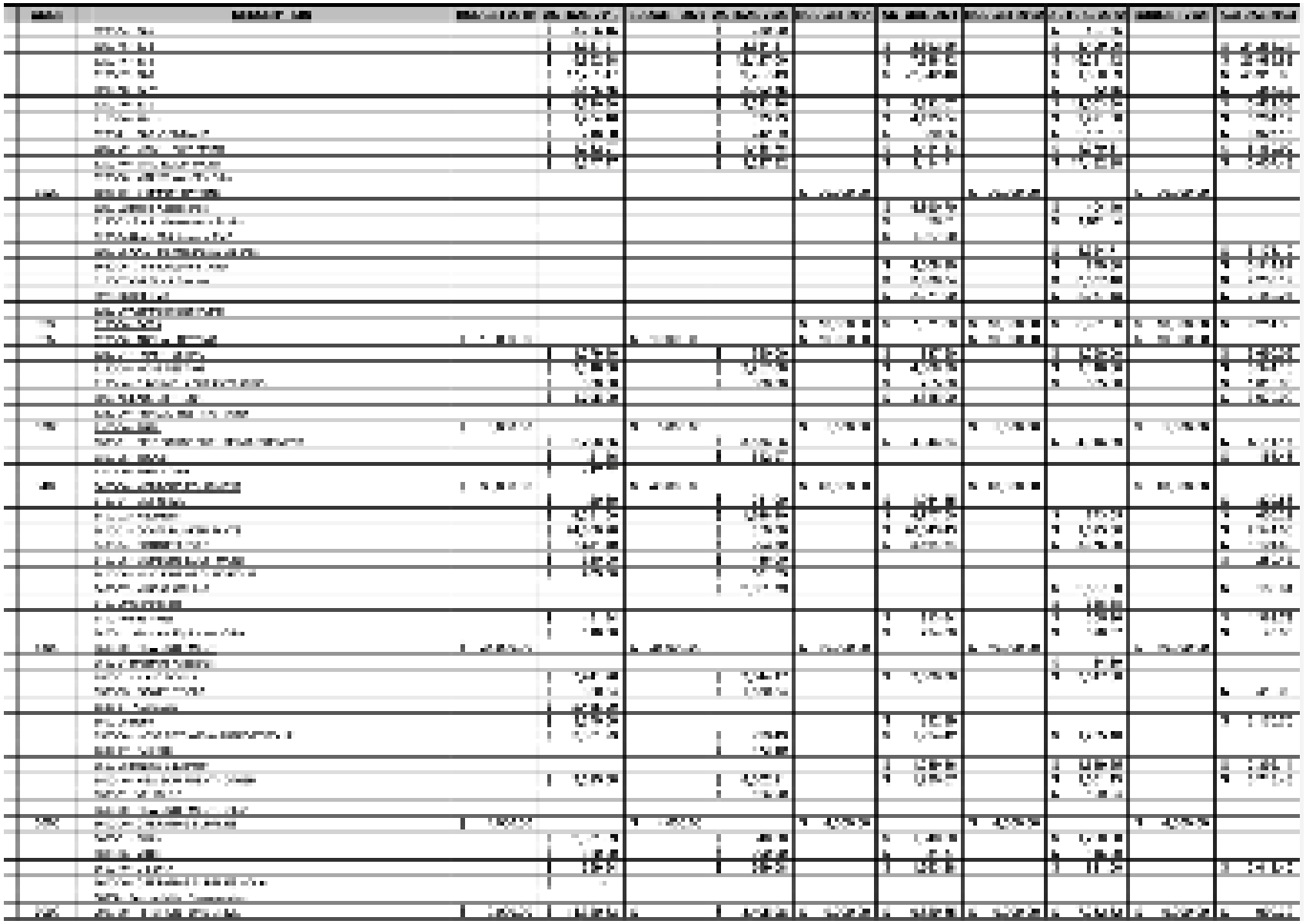




Appendix C22 - Selbyville

[illegible] - SUMMARY OF FINANCIAL STATEMENTS

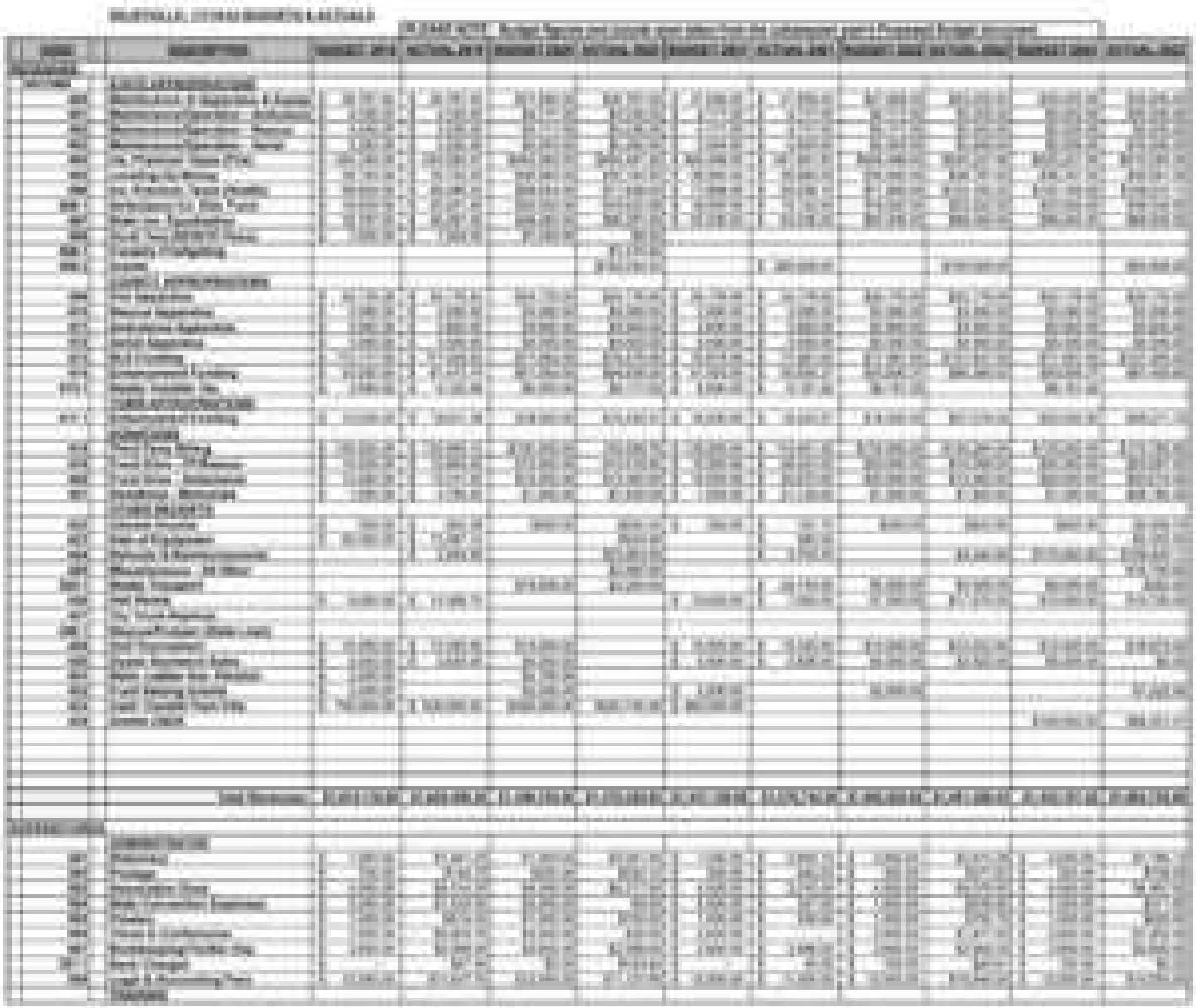
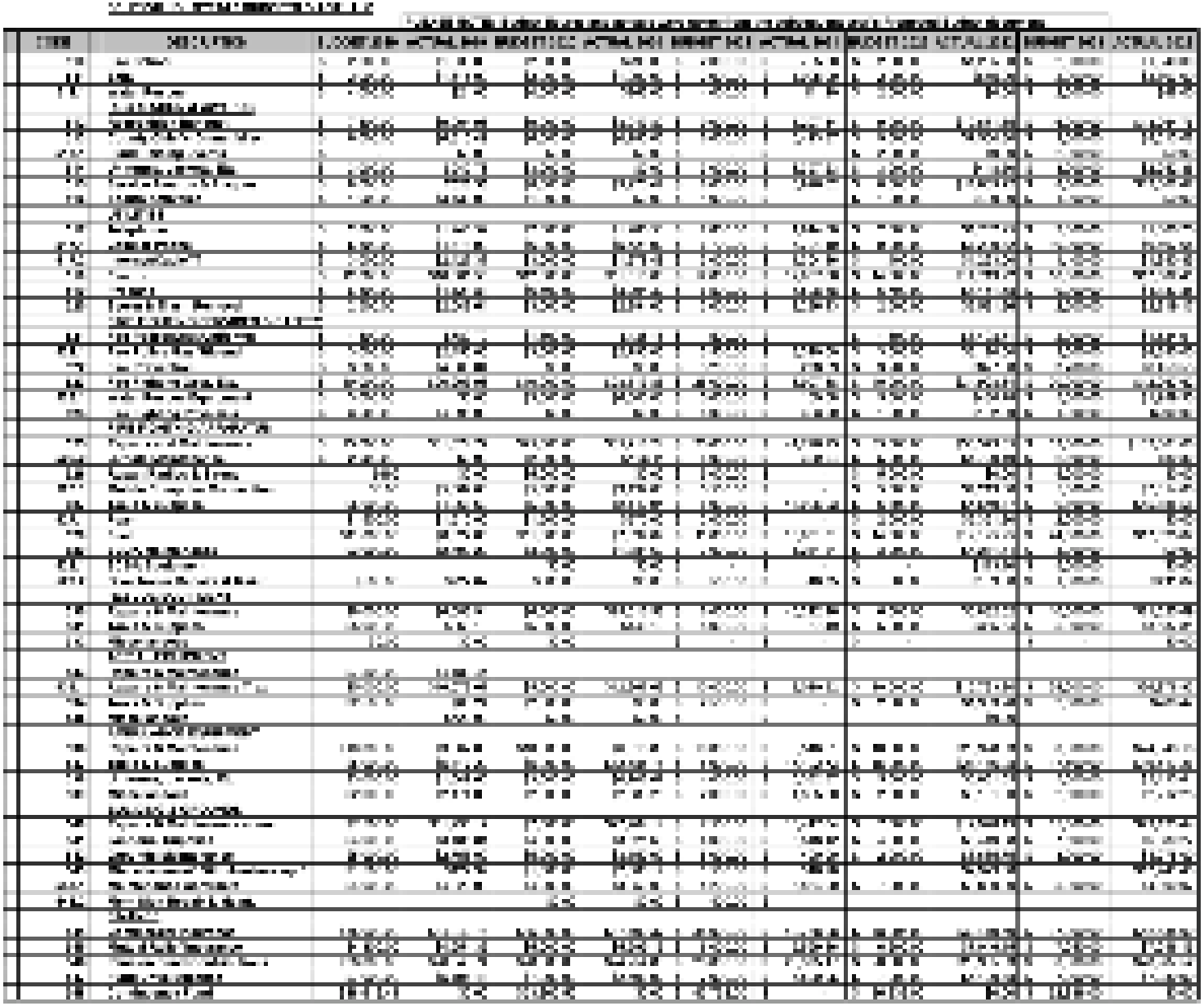
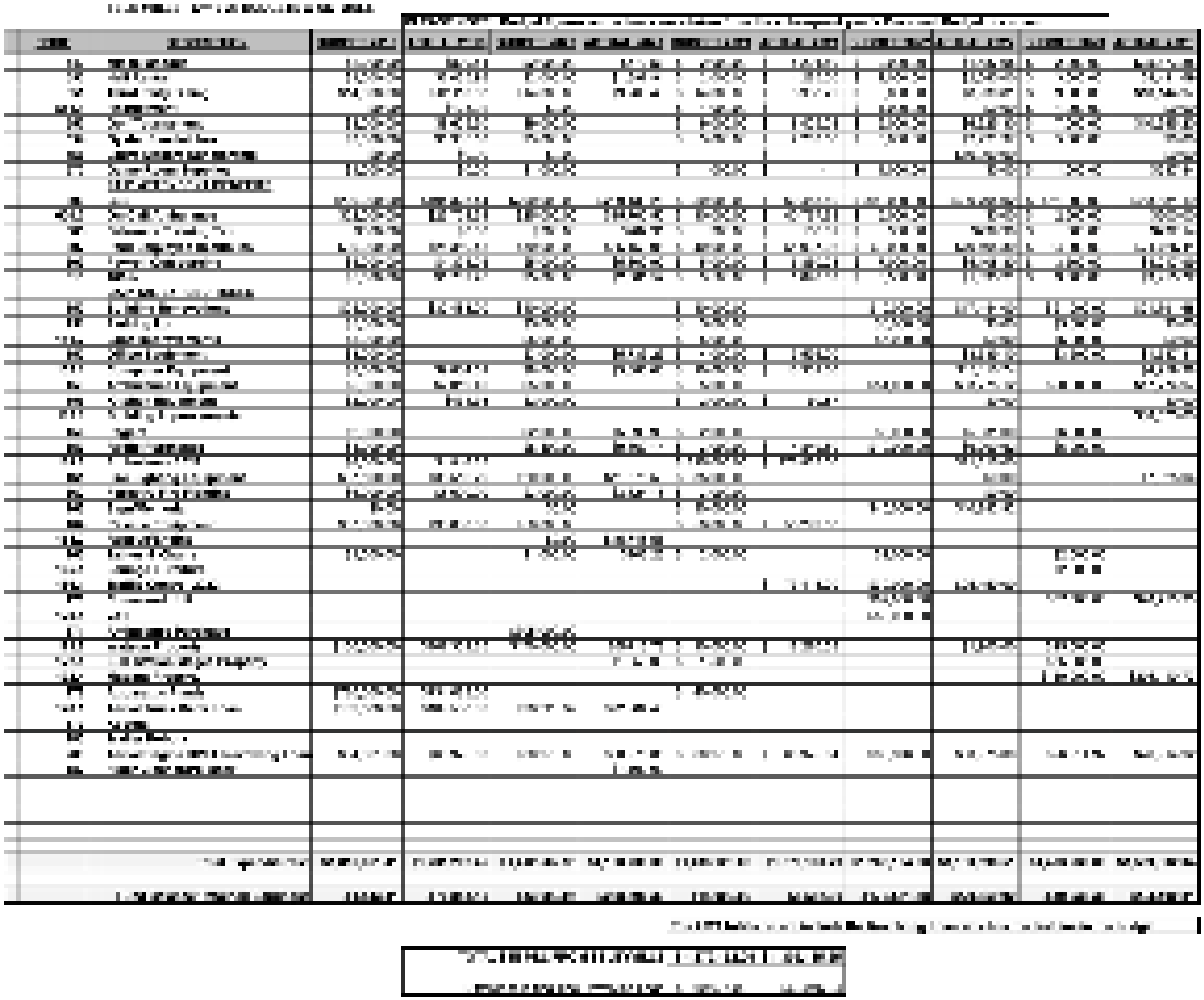
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Assets					
Current Assets					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Current Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Property and Equipment:					
Land	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Land Improvements	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Building	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Equipment	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Accumulated Depreciation	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Liabilities and Net Assets					
Payroll Liabilities					$ [illegible]
Current Portion of Long-Term Debt	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Assets					
Without Donor Restrictions	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
With Donor Restrictions					
Total Net Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

Exhibit IV - SUMMARY OF FINANCIAL STATEMENTS

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Revenues, Gains and Other Support:					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Investment income:					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Donated fixed assets					$ [illegible]
[illegible]					$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]		$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]		$ -
[illegible]					$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Expenses					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

[illegible] - SUMMARY OF [illegible] ANALYSIS

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ -	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cash Flows from Operating Activities					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]					$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows from Investing Activities					
[illegible]	$ [illegible]				
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Flows from Financing Activities					
[illegible]	$ -	$ [illegible]			$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]