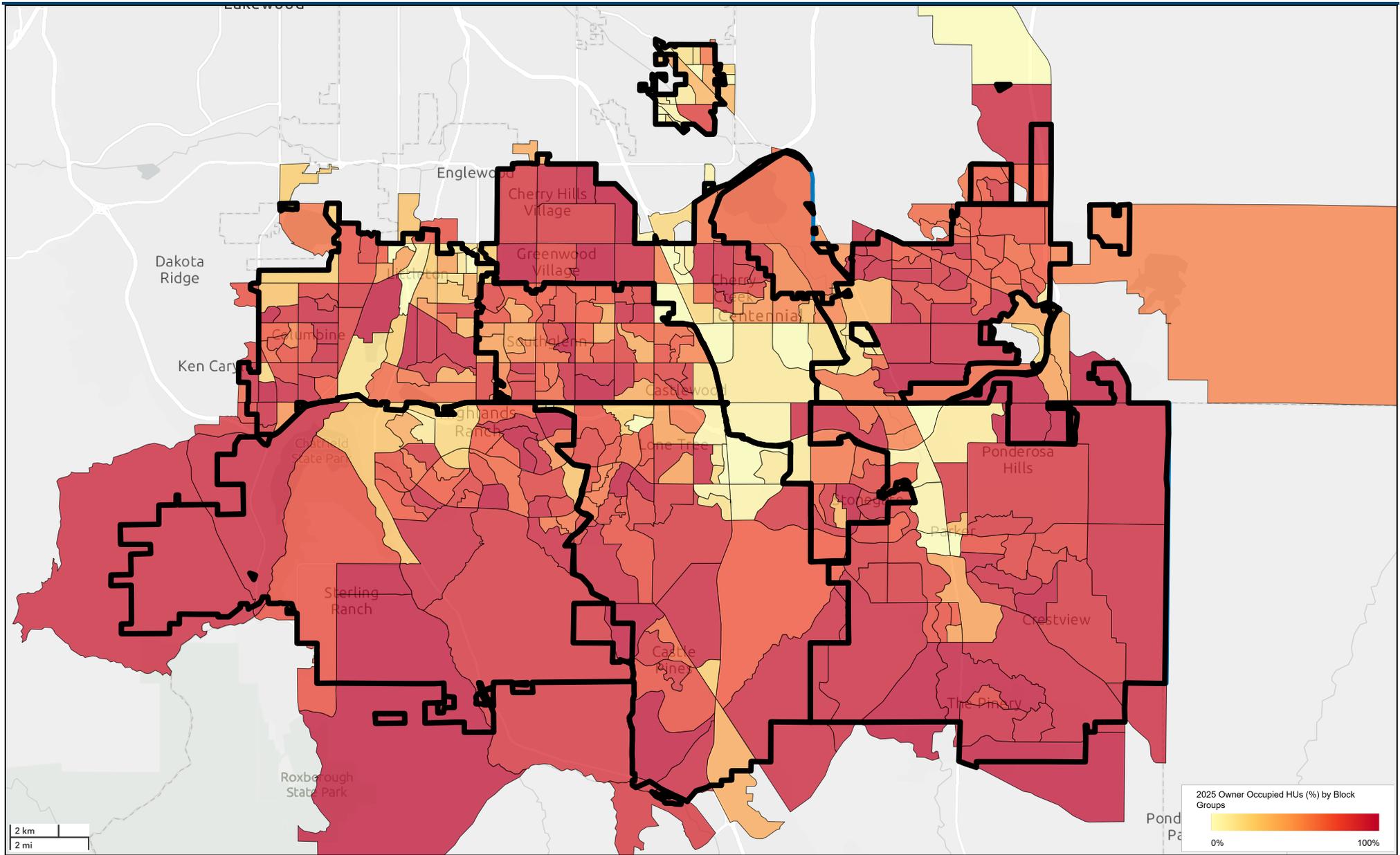




# Owner Occupied Housing Units (%)

2025 Data

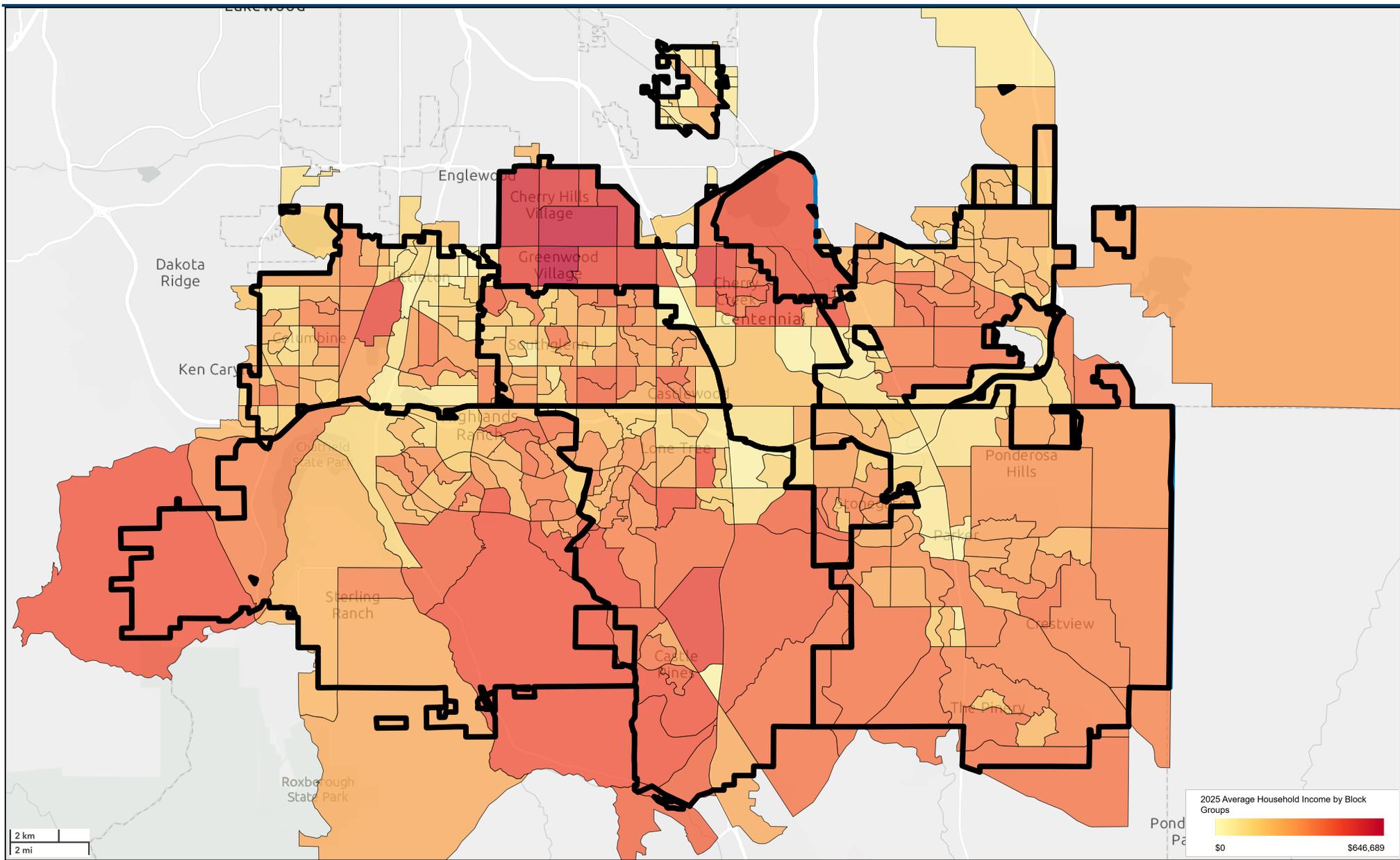


July 16, 2025



# Average Household Income

2025

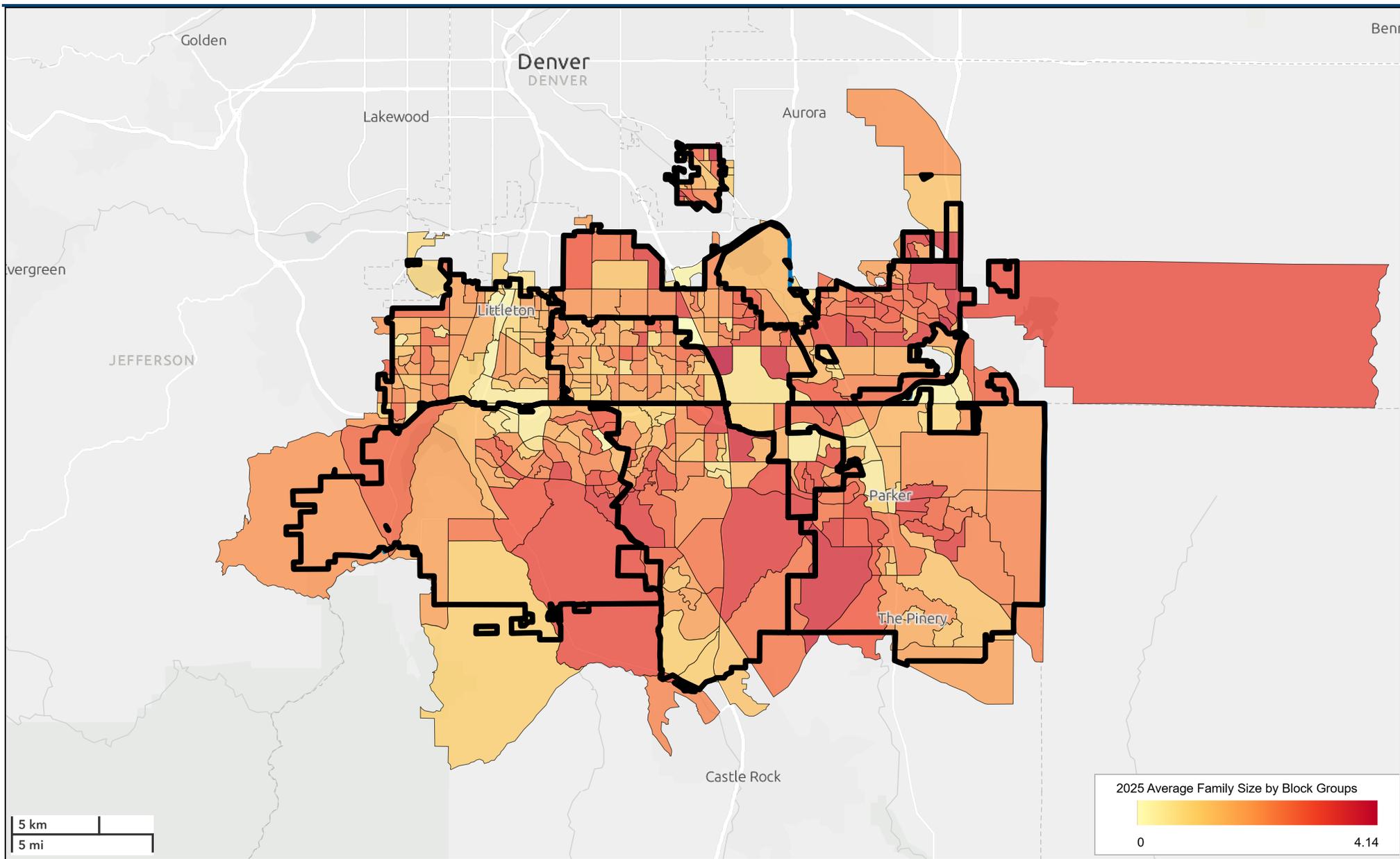


July 16, 2025



# Average Family Size

2025

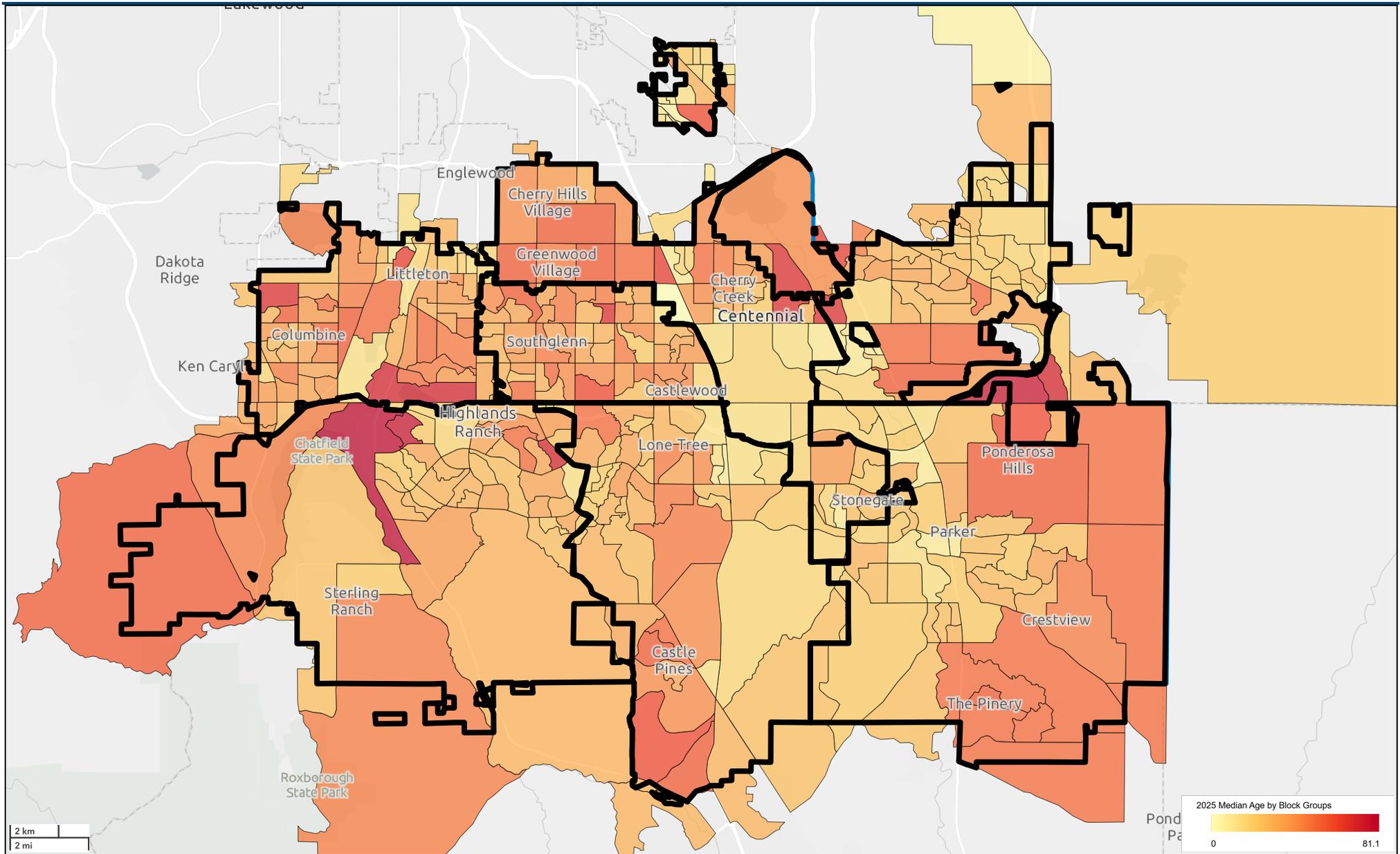


July 17, 2025



# Median Age

2025 Data

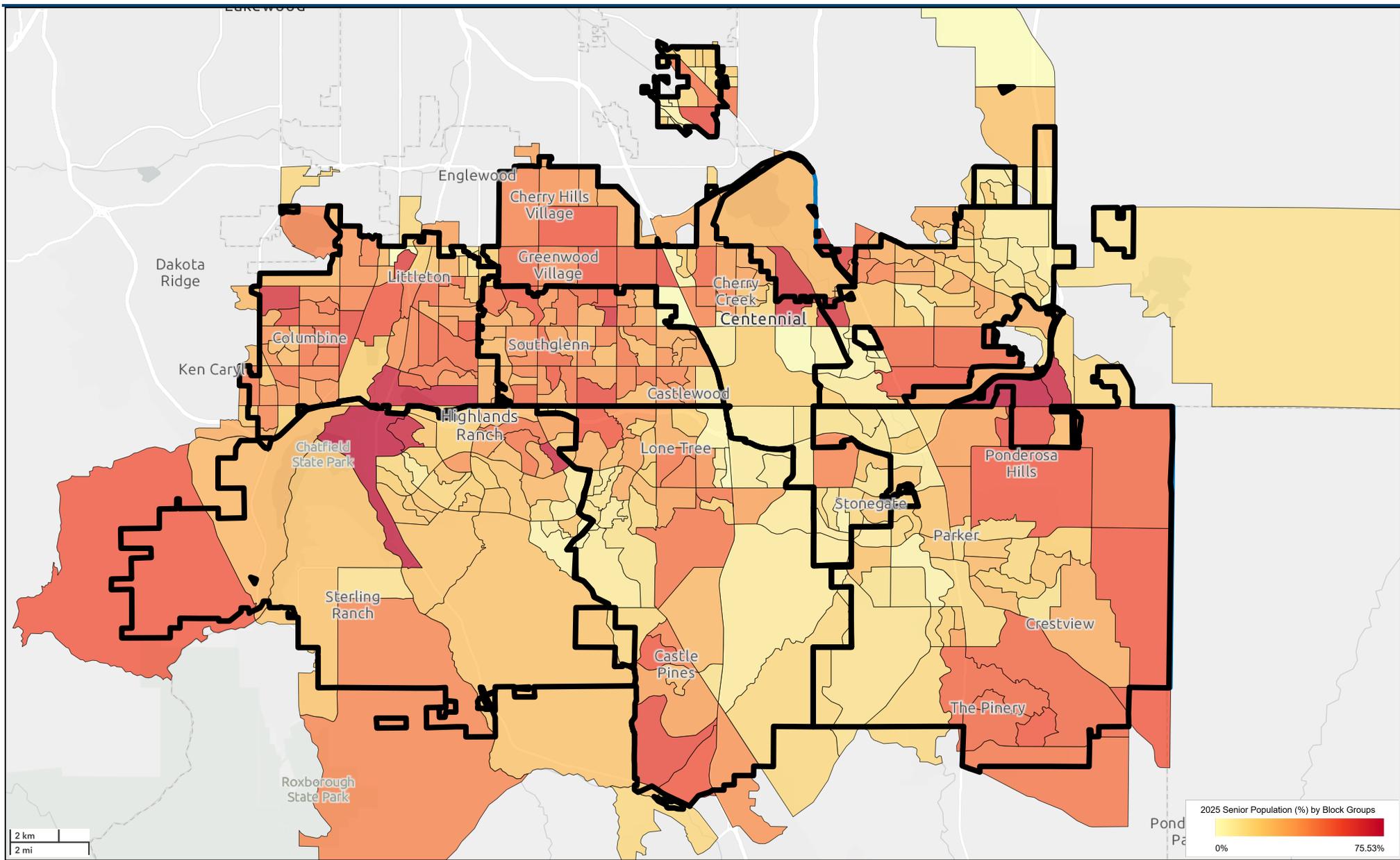


July 16, 2025



# Senior Population (%)

2025

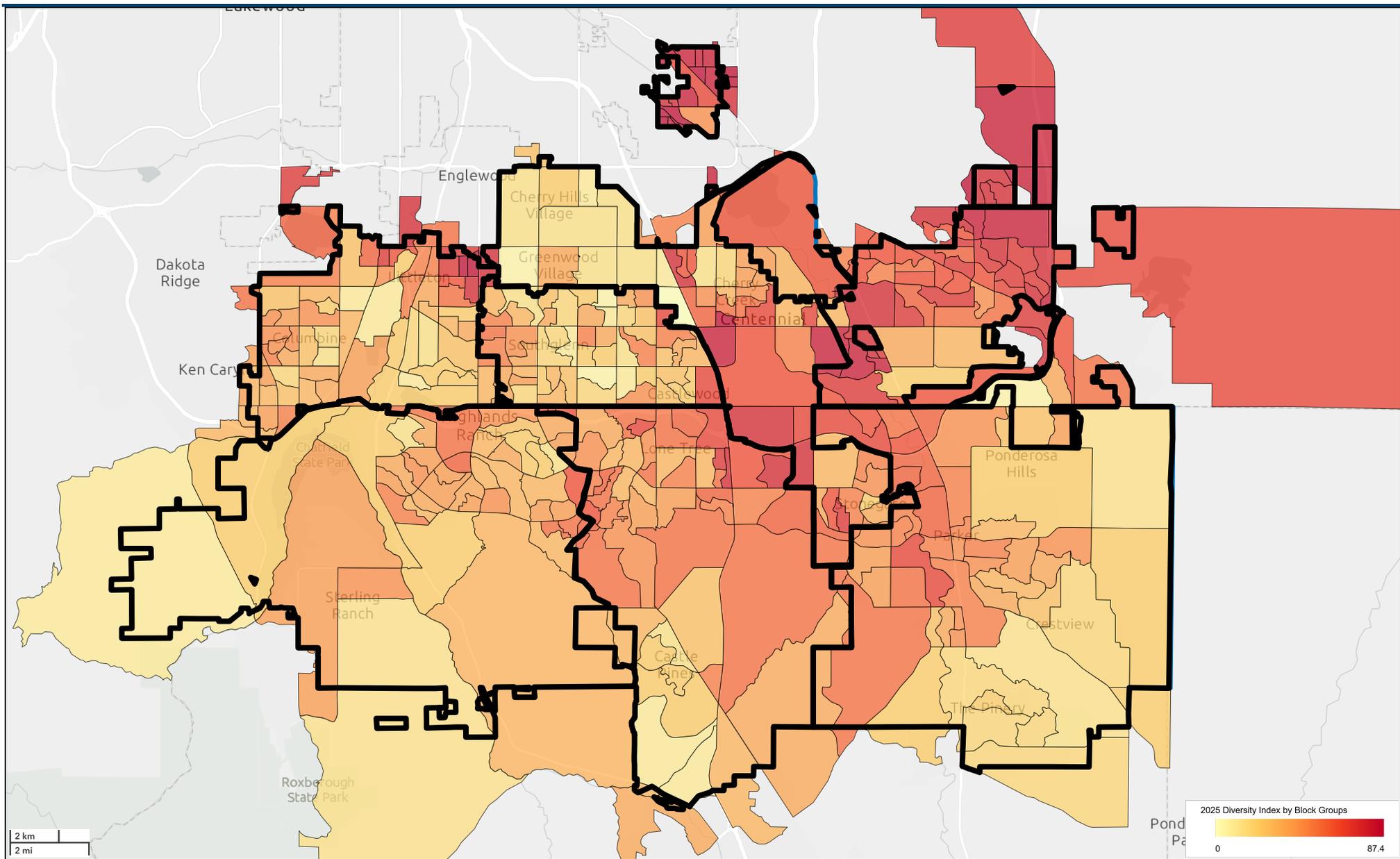


July 16, 2025



# Diversity Index

2025

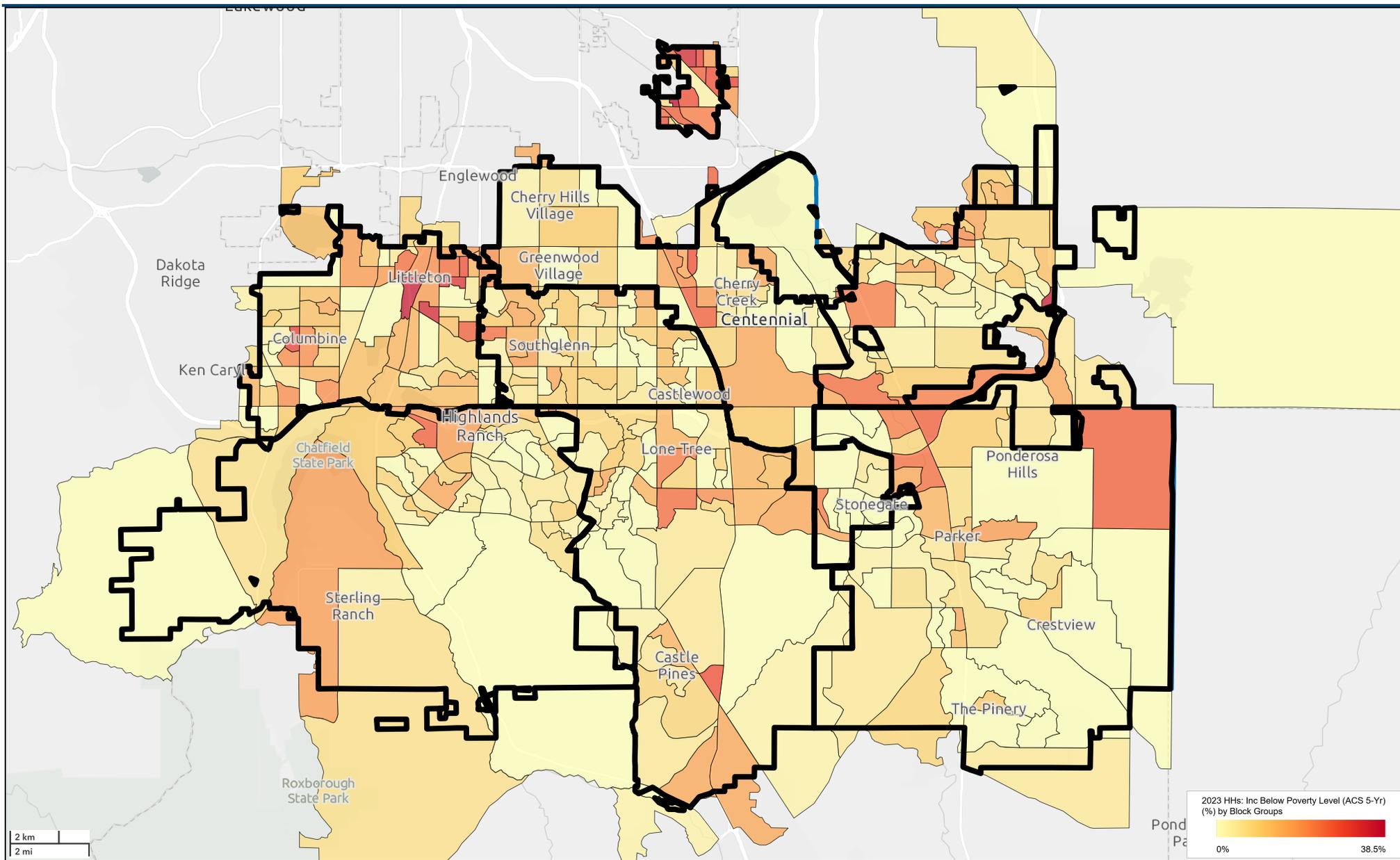


July 16, 2025



# Households Below Poverty Level (%)

2023 ACS Data



2 km  
2 mi

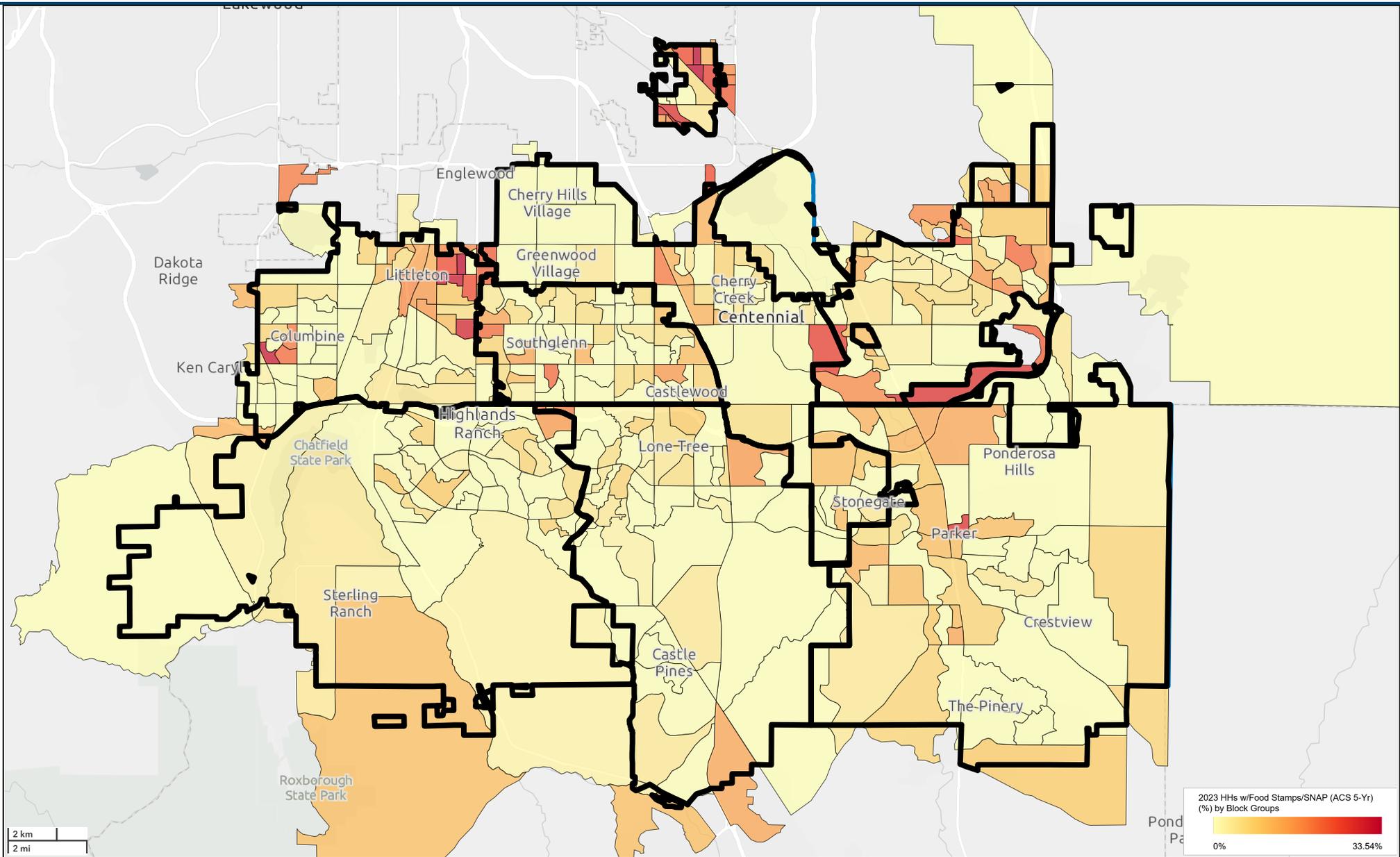
2023 HHs: Inc Below Poverty Level (ACS 5-Yr) (%) by Block Groups  
0% 38.5%

July 16, 2025



# Households with Food Stamps/SNAP (%)

2023 ACS Data



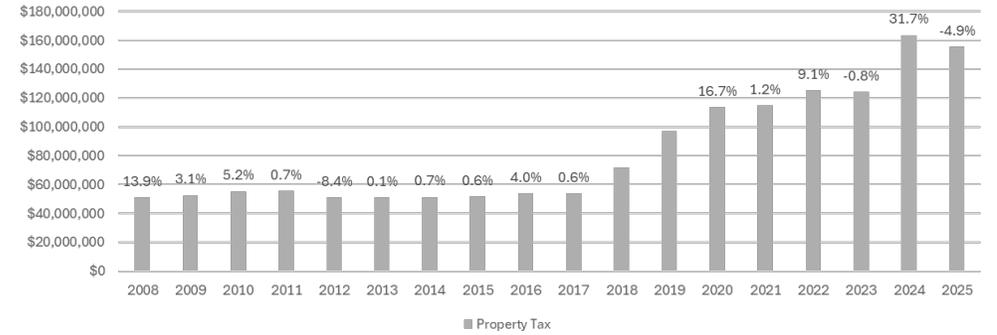
July 16, 2025



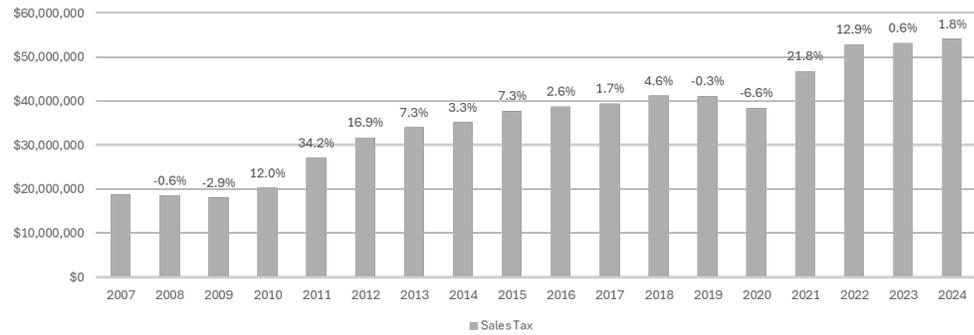
Douglas County Sales Tax History



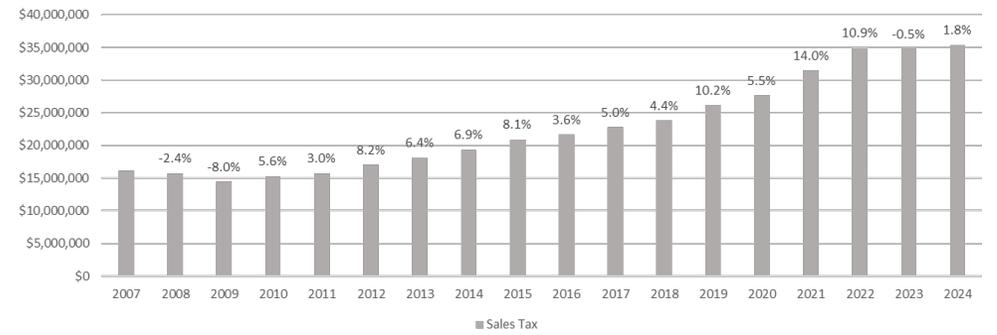
SMFR Property Tax History



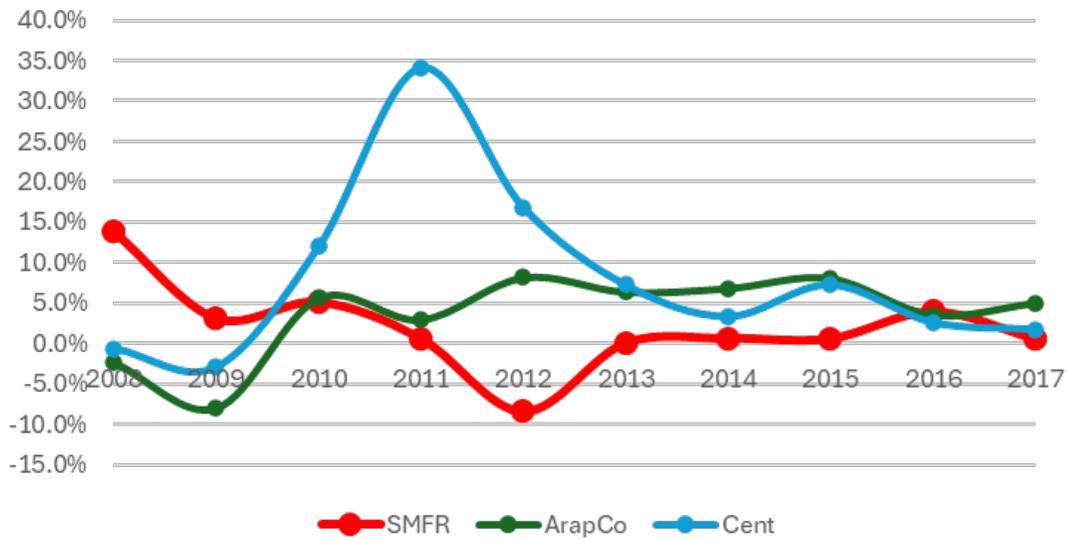
Centennial Sales Tax History



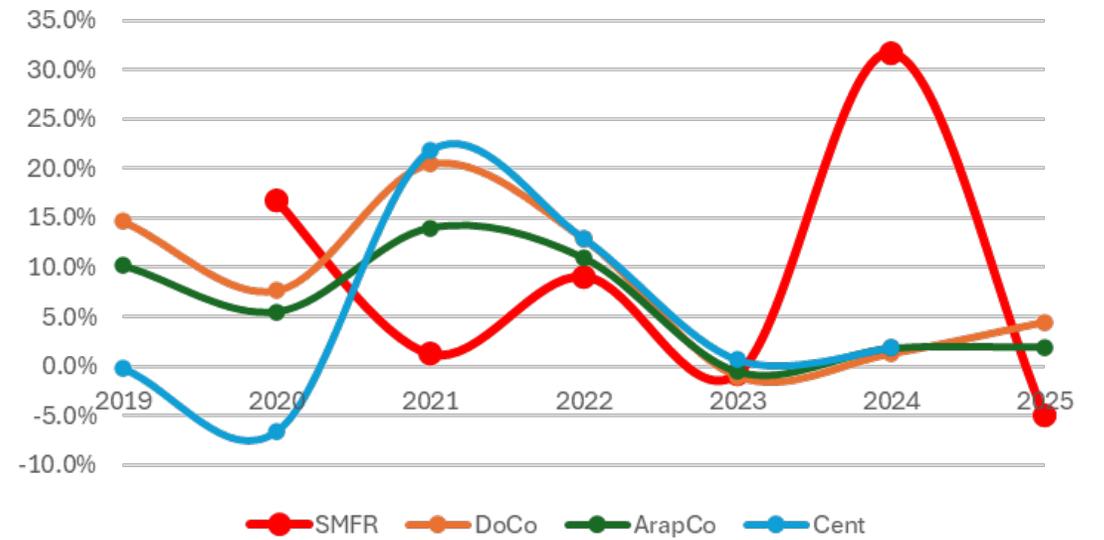
Arapahoe County Sales Tax History



### Sales & Property Tax Comparison



### Sales & Property Tax Comparison



## 2025 Staff Counts - Administration

### Fire Chief Executive

Executive	Assistant to the Chief	1		
Executive	Fire Chief	1		
Executive	Receptionist	1	3	3
Finance	Accountant	1		
Finance	Accounting Manager	1		
Finance	AP Specialist	2		
Finance	Budget Analyst	1		
Finance	Budget Manager	1		
Finance	Business Services Support Specialist	2		
Finance	Chief Financial Officer	1		
Finance	Payroll Supervisor	1		
Finance	Payroll Technician	1		
Finance	Procurement Specialist	1		
Finance	Sr Accountant	1	13	13

### Govt Affairs

Govt Affrs	Chief Govt Affairs Officer	1		
Govt Affrs	Accreditation Manager	1		
Govt Affrs	Strategic Services Manager	1	3	3

### Community Services

Comm Svc	Deputy Chief of Community Services	1		
Comm Svc	Community Services Support Specialist	1		
CRR	Risk Reduction Manager	1		
CRR	Risk Reduction Specialist	4	5	
PIO	Lead PIO	1		
PIO	PIO - Communications Bureau Manager	1		
PIO	PIO - Communications Specialist	1		
PIO	PIO - Communications Specialist (PT)	1	4	
EM	Emergency Manager	1	1	10

<b>Total</b>	<b>58</b>
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### Internal Services

Internal Svcs	Deputy Chief of Internal Services	1	1	
HR	Employee Relations Manager	1		
HR	HR Analyst	3		
HR	HR Director	1		
HR	HR Generalist	1		
HR	HR Support Specialist	1	7	
Const	Chief Construction Officer	1	1	
IT	911 Systems Administrator	1		
IT	Applications Support Analyst	2		
IT	Business Intelligence Analyst	2		
IT	Dev Ops/GIS Manager	1		
IT	GIS Specialist	1		
IT	Jr Sys and Info Sec Admin	1		
IT	Network Systems Administrator	1		
IT	Software Integration Engineer	1		
IT	SR GIS Specialist	1		
IT	Sr Network-Comm Engineer	1		
IT	Sr Sys/Info Sec Analyst	1		
IT	Systems Admin Field Ops	1		
IT	Systems Administrator	1		
IT	Technical Services Director	1		
IT	Technology Manager	1	17	
PPD	Cognitive Performance Coach	1		
PPD	PPD Support Specialist	1		
PPD	E-Learning Specialist	1	3	29

## 2025 Staff Counts – Direct Field Support

<b>Community Services</b>				
FMO	Assistant Fire Marshal	5		
FMO	Deputy Fire Marshal	1		
FMO	Fire Inspector	15		
FMO	Fire Investigator	4		
FMO	Fire Marshal	1		
FMO	Fire Protection Engineer	1		
FMO	Permit Coordinator	2		
FMO	Plan Reviewer	5		
FMO	PrePlan Manager	1		
FMO	PrePlan Specialist	1	36	36

<b>Operations</b>				
Dispatch	Dispatch Supervisor	3		
Dispatch	Dispatch Training Supervisor	1		
Dispatch	Dispatcher	17		
Dispatch	Dispatcher Lead	3		
Dispatch	Emergency Communications Director	1		
Dispatch	Emergency Communications Manager	1		
			26	26

Fleet	Emergency Vehicle Technician	8		
Fleet	Fleet Installation Manager	1		
Fleet	Fleet Maintenance Supervisor	1		
Fleet	Lead Fleet Mechanic	1		
Fleet	Fleet Parts Manager	1		
Fleet	Fleet Parts Technician	1		
Fleet	Fleet Services Director	1		
Fleet	Fleet Support Specialist	1	15	15

<b>Internal Services</b>				
Facilities	Facilities Director	1		
Facilities	Facilities Engineer I	2		
Facilities	Facilities Supervisor	1		
Facilities	Lead Facilities Engineer	1	4	
Logs	Asset Management Specialist	1		
Logs	Logistics Director	1		
Logs	Logistics Inventory Tech	1		
Logs	Logistics Project Specialist	1		
Logs	Logistics Service Tech	1		
Logs	Logistics Supervisor	1		
Logs	Supply Technician	1	7	
Wellness	Athletic Trainer	2		
Wellness	Clinical Care Administrator	1		
Wellness	Health and Wellness Officer	1		
Wellness	Lead Strength-Cond Coach	1		
Wellness	Project Manager (Wellness)	1		
Wellness	Rehab Lead	1		
Wellness	Strength-Cond Coach	2		
Wellness	Well. And Occ Physician	1		
Wellness	Wellness/Physician Asst	1		
Wellness	Wellness/Fitness (PT)	1	12	23

<b>Total</b>	<b>100</b>
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## **Efficiencies in place and ongoing**

### **Areas of Financial Stewardship for Existing Services:**

- Reduced benefit costs by adjusting District/Employee shared cost structure from 85% to 80% savings of ~\$1M
- Reducing academy class size from 40 to 20 a year and increasing academy from 16 weeks to 20 weeks resulting in a savings of FTE, training and overtime costs of ~\$766K this amount does not include overtime
- Improved line vacation efficiency from 85% to 95%
- Extended vehicle lease terms from 5 years to 10 years for long-term cost savings ~\$600K per year
- Aligned staff pay ranges to the 50th percentile using Korn Ferry benchmarking – future savings to occur
- In the process of revamping the Purchasing Policy to include:
  - Standardization across construction, facilities, and station purchases
  - P-card standardization
  - RFP evaluations focused on both service and cost (e.g., EMS billing RFP estimated to save ~\$100K and dictation service for report writing for EMS Versio).
- Eliminated Paramedic meeting and Officer meeting overtime reductions saved ~\$500K
- RFP competitive bid process for purchasing medic unit that resulted in comparable product with savings of ~ \$570K
- Holding on all capital for infrastructure renovations, new builds and rebuilds
  - Station 23 Bathroom Renovation ~\$350K
  - Mineral Basement Wellness/IT Renovation ~\$1.5M
  - Station Rebuild design work/Station 16 renovation \$1.3M
- Alternative Response deferred from 2025 \$975K (\$675K FTE & \$300K vehicle)
- Continued freeze on all new FTE increases for 2025
- Joining regional training consortium reducing/eliminating certification costs ~\$200K

### **Total Cost Savings implemented prior to or by 2025 ~\$7.86M**

### **Ongoing Analyses in Progress:**

Please let me know if there's anything else you'd like to include:

- Ongoing analysis of all Employee benefits based on market comparable
- Ongoing coordinated effort for RFP's for all services for cost efficiency and meeting organizational needs
- Consistent quarterly budget meetings to review all spend by division
- Committee's to review efficiencies

South Metro Fire Rescue  
Long Term Capital Improvement Plan  
Combined Funds

	5.96%	Budget	Projection											
			2023	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Mortenson Construction Index 2015-2024	5.96%													
10-yr inflation	3.30%													
<b>New items for full capital plan</b>														
<b>Equipment</b>														
Technology Refresh - Lifecycle Replacement	3.3%								500,000	516,500	533,545	551,151	569,339	588,128
HPE Server / Storage - SMFR Business Core system replacement			350,000											
Replace the DSX Door Security System			150,000	150,000										
Vmware servers Dispatch replacement				500,000										
Dispatch 2 backup centers computers refresh					105,000									
Centennial Air Communication Systems					70,000									
Palo Alto Firewall replacement (mineral, Station 45, 22)						250,000	250,000							
Dispatch Center computers replacements						130,000								
Getax Docking Stations replacement (size changes)						150,000								
MDC replacement (tablets)						300,000	300,000							
MCU station alerting upgrades							300,000							
ERP Enhancements (PowerApps)			50,000											
EMS equipment - Lifepaks Zoll Monitors												4,150,400		
Tech Gen							226,400	233,871	241,589					
Dispatch Console replacement (radios, software, etc.)							1,200,000							
Bunker Gear Lifecycle Replacement (See BunkerGearExpiring)	3.3%		537,500	555,238	573,560	592,488	612,040	632,237	653,101	674,653	696,917	719,915	743,672	
Bunker Gear Recruits X 2 sets	40		344,000	355,352	367,079	379,192	391,706	404,632	417,985	431,778	446,027	460,746	475,950	
Schedule change 63 FTE Bunker Gear X 2 sets	21					198,479	205,029	211,795						
New FTE Equipment Outfitting for Alt Resp & New Stations				62,629				381,956	68,631					416,332
New FTE Equipment Outfitting for MED 3				46,972										-
New Transport Medic FTE Equipment	7				113,102									
Radios: portable & mobile on vehicles		3,200,000			1,429,000	1,000,000		2,500,000	2,000,000					
Annual Station and Gym Equipment replacement	3.3%		23,000	23,759	24,543	25,353	26,190	27,054	27,947	28,869	29,822	30,806	31,822	
SCBAs Replacement							2,500,000	3,500,000						
SCBA Equipment 2025 Ask:39's Compressor/(2) Fill Stations/(12) ASME Cylinders/(3) Racl			167,000	172,000	177,160	50,000	50,000	100,000	103,000	106,090	109,273	112,551	115,927	
(1) PortaCount Model 8048-T @ \$17,300 + 5 Year Maint. Plan @ \$5,700			23,000					26,795						31,216
Thermal Imaging Cameras (TIC) and 3 Reserve Thermal Imaging Cameras - reserves are lc			18,000						575,040					
Reserve Extrication Tools (request was removed in 2024)			50,000						299,500	309,384	319,593			
Replacement/reserve hose.			66,500	68,695	70,961	73,303	75,722	78,221	80,802	83,469	86,223	89,069	92,008	
Year one of K-Saw (Cutoff Saw) phased 5 year replacement (11 per year @ \$3199 Each)			35,189	36,350	37,550	38,789	40,069							
Other Equipment Replacement		150,000		154,950	160,063	165,345	170,802	176,438	182,261	188,275	194,488	200,907	207,536	
Blackline Atmospheric Meter Replace \$75K annual maint with 75 meters					375,000									
<b>Total Equipment</b>		<b>3,350,000</b>	<b>1,814,189</b>	<b>2,500,944</b>	<b>3,128,018</b>	<b>7,052,950</b>	<b>6,529,914</b>	<b>4,959,675</b>	<b>5,097,724</b>	<b>2,356,063</b>	<b>2,433,494</b>	<b>6,333,732</b>	<b>2,702,593</b>	
<b>Facilities</b>														
Logistics warehouse lease OPEX - moved to G&A		433,000												
JSF Gym Floor (placeholder)			26,000											
JSF and TJ burn can enclosure (have received quote)			150,000											
HQ Remodel/ Mineral Basement Remodel (Clinic/IT)					1,125,000	1,125,000								
HQ Remodel/ Mineral Basement Remodel (Dispatch)														
Existing facilities maintenance / remodels 33 Infrastructure @ \$9M 1%		1,600,000	1,241,875	3,147,158	3,334,883	3,533,806	3,744,594	3,967,956	4,204,641	4,455,444	4,721,208	5,002,824	5,301,238	
MFTC Training Center														
Sleep Hygiene Project		1,150,000												
Remodel at JSF														
<b>Station Replacements</b>														
Land for station 16			1,500,000											
Station 16 Relocation				3,600,600	3,600,600	3,600,600								
Station 1 (15)		4,738,125	500,000											
Station 13 Rebuild												5,625,253	5,625,253	
Station 44 Relocate to Lone Tree									5,031,533	5,031,533	5,031,533			
<b>New Construction</b>														
Sterling Ranch (Engine Medic, 6 FTE/shift, OHD)						4,025,471	4,025,471	4,025,471						
Anthology (Engine Medic, 6 FTE/shift, OHD)								4,500,476	4,500,476	4,500,476				
Training Facility Center								5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	
Fleet Center New Build - Relocation Phase 1				10,000,000	10,000,000									
Phase 2: Logs/Facility Relocaiton						5,000,000	5,000,000							
Station Rebuilds														
<b>Facilities Total</b>		<b>7,921,125</b>	<b>3,417,875</b>	<b>17,872,758</b>	<b>18,060,483</b>	<b>16,159,877</b>	<b>12,770,065</b>	<b>17,493,903</b>	<b>13,705,117</b>	<b>18,987,453</b>	<b>14,752,741</b>	<b>20,659,610</b>	<b>15,926,491</b>	
Sterling Ranch Apparatus & upfitting						3,027,745								
Anthology Apparatus & upfitting								3,227,576						
Alternate Response Model add 1				300,000				339,600						
MED 3 apparatus and upfitting				300,000										
New Transport Medic with upfitting					380,000									
Vehicles		5,343,883	1,350,000	8,105,000	5,167,192	4,463,292	5,697,000	5,066,000	5,286,495	4,120,153	5,805,719	5,758,413	5,805,719	
Upfitting			202,500	1,215,750	775,079	669,494	854,550	759,900	792,974	618,023	870,858	863,762	870,858	
<b>Vehicles Total</b>		<b>5,343,883</b>	<b>1,552,500</b>	<b>9,920,750</b>	<b>6,322,270</b>	<b>8,160,531</b>	<b>6,551,550</b>	<b>9,393,076</b>	<b>6,079,469</b>	<b>4,738,176</b>	<b>6,676,577</b>	<b>6,622,175</b>	<b>6,676,577</b>	
Tariff	10%			3,029,445	2,751,077	3,137,336	2,585,153	3,184,665	2,488,231	2,608,169	2,386,281	3,361,552	2,530,566	
<b>Total Capital Projects</b>		<b>16,615,008</b>	<b>6,784,564</b>	<b>33,323,897</b>	<b>30,261,849</b>	<b>34,510,694</b>	<b>28,436,682</b>	<b>35,031,319</b>	<b>27,370,542</b>	<b>28,689,861</b>	<b>26,249,093</b>	<b>36,977,068</b>	<b>27,836,226</b>	
Revenues	1.8%		585,000	792,958	662,390	605,109	440,175	422,967	240,464	244,917	216,499	248,390	12,878	
GF Transfer			15,000,000	27,308,217	27,308,217	27,308,217	27,308,217	27,308,217	27,308,217	27,308,217	27,308,217	27,308,217	27,308,217	
<b>Total Expenses</b>			<b>6,784,564</b>	<b>33,323,897</b>	<b>30,261,849</b>	<b>34,510,694</b>	<b>28,436,682</b>	<b>35,031,319</b>	<b>27,370,542</b>	<b>28,689,861</b>	<b>26,249,093</b>	<b>36,977,068</b>	<b>27,836,226</b>	
<b>Anticipated Balance</b>			<b>31,718,319</b>	<b>26,495,597</b>	<b>24,204,354</b>	<b>17,606,986</b>	<b>16,918,695</b>	<b>9,618,559</b>	<b>9,796,698</b>	<b>8,659,971</b>	<b>9,935,594</b>	<b>515,132</b>	<b>-</b>	

**South Metro Fire Resuce  
Long Term Plan**

Revenue Growth				2%	3.50%	1%	3.50%	1%	3.50%	1%	3.50%	1%	3.50%	1%
10-yr Inflation	3.30%	Budget	Actual	Proposed										
	Scenarios	2024	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>Revenues</b>														
Property Taxes		161,912,193	163,300,275	\$ 154,553,966	150,590,306	153,602,112	158,978,186	160,567,968	166,187,847	167,849,725	173,724,466	175,461,710	181,602,870	183,418,899
Abatements (9.25 to 9.29)				670,341										
Additional Revenue Needed to Balance				94.6%										
Specific Ownership Tax	1.0%	9,690,566	10,189,828	10,291,726	10,394,644	10,498,590	10,603,576	10,709,612	10,816,708	10,924,875	11,034,124	11,144,465	11,255,909	11,368,469
Ambulance Transport Fees	3.0%	14,357,722	14,951,172	18,816,657	19,381,157	19,962,591	20,561,469	21,178,313	21,813,663	22,468,073	23,142,115	23,836,378	24,551,469	25,288,014
Medicaid Supplemental Fee	1.0%	7,842,240	7,234,628	7,234,628										
Permit/Plan Review Fees	1.0%	2,243,109	2,030,546	2,304,670	2,327,716	2,350,994	2,374,504	2,398,249	2,422,231	2,446,453	2,470,918	2,495,627	2,520,583	2,545,789
Other Income	1.0%	4,633,010	6,985,784	3,972,371	4,012,095	4,052,216	4,092,738	4,133,666	4,175,002	4,216,752	4,258,920	4,301,509	4,344,524	4,387,969
JACC Revenue		675,000	597,515	270,500	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Transfer (to)/from Other Fund														
Leases (GASB 87)		194,980	336,533	194,980	194,980	194,980	194,980	194,980	194,980	194,980	194,980	194,980	454,335	454,335
SBITA (GASB 96)			1,201,040											
<b>Total Revenues</b>		<b>201,548,820</b>	<b>206,827,321</b>	<b>198,309,840</b>	<b>187,150,898</b>	<b>190,911,483</b>	<b>197,055,453</b>	<b>199,432,787</b>	<b>205,860,431</b>	<b>208,350,858</b>	<b>215,075,522</b>	<b>217,684,669</b>	<b>224,979,692</b>	<b>227,713,475</b>
<b>Expenses</b>														
Salaries	3.3%	(98,666,561)	(95,280,939)	(108,837,957)	(112,647,285)	(117,153,177)	(121,019,231)	(125,012,866)	(129,138,291)	(133,399,854)	(137,802,049)	(142,349,517)	(147,047,051)	(151,899,604)
Shift Change: 56hr to 48 hr/ with Benefits	3.3%						(942,911)	(2,628,533)	(4,369,780)					
Shift Change: Additional Academy's w/benefits							(1,821,887)	(1,882,009)	(1,944,115)					
New Station Sterling Ranch 6FTE/shift w/benefits	3.3%							(4,471,114)	(4,618,661)	(4,771,076)	(4,928,522)	(5,091,163)	(5,259,172)	(5,432,724)
New Station Anthology 6FTE/shift w/benefits	3.3%								(4,618,661)	(4,771,076)	(4,928,522)	(5,091,163)	(5,259,172)	(5,432,724)
New Staff FTE requested for 2025	3.3%				(920,700)	(951,083)	(982,469)	(1,014,890)	(1,048,382)	(1,082,978)	(1,118,717)	(1,155,634)	(1,193,770)	(1,233,165)
New Staff 1 per year; 4 in 2030	(110,000)					(113,630)	(231,010)	(348,633)	(800,138)	(936,543)	(1,077,448)	(1,223,004)	(1,593,363)	(1,755,944)
Alternate Response Staff	3.3%			(675,000)	(697,275)	(720,285)	(744,054)	(774,054)	(800,138)	(826,681)	(853,804)	(881,427)	(909,550)	(938,173)
MED 3 response	3.3%													
New Transport Medic	3.3%					(1,365,118)	(1,410,167)	(1,456,702)	(1,504,773)	(1,554,431)	(1,605,727)	(1,658,716)	(1,713,454)	(1,769,998)
Cost Savings	500,000					500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Benefits	39.5%	(39,313,569)	(38,317,336)	(40,756,133)	(44,495,678)	(46,275,505)	(47,802,596)	(49,380,082)	(51,009,625)	(52,692,942)	(54,431,810)	(56,228,059)	(58,083,585)	(60,000,344)
Overtime		(9,856,418)	(12,612,654)	(10,842,060)	(11,221,532)	(11,670,393)	(12,055,516)	(12,453,348)	(12,864,309)	(13,288,831)	(13,727,362)	(14,180,365)	(14,648,317)	(15,131,712)
Professional Development- Succession Support				(500,000)	(537,160)	(570,000)	(608,160)	(645,840)	(684,480)	(724,080)	(764,736)	(806,416)	(849,120)	(892,848)
Treasurers fees		(2,428,683)	(2,451,545)	(2,318,309)	(2,258,855)	(2,304,032)	(2,384,673)	(2,408,520)	(2,492,818)	(2,517,746)	(2,605,867)	(2,631,926)	(2,724,043)	(2,751,283)
Operating Expenses	3.3%	(21,434,594)	(21,011,402)	(22,413,286)	(22,997,974)	(23,756,907)	(24,540,885)	(25,350,735)	(26,187,309)	(27,051,490)	(27,944,189)	(28,866,347)	(29,818,937)	(30,802,962)
Operating Expenses - Sterling Ranch & Anthology	3.3%								(516,500)	(533,545)	(1,102,303)	(1,138,679)	(1,176,255)	(1,215,072)
Rollover Projects-Chief Selection and Mill Levy Marketing			(44,256)				(500,000)	(516,500)	(533,545)	(1,102,303)	(1,138,679)	(1,176,255)	(1,215,072)	(1,255,169)
JACC Expenses		(745,000)	(625,666)	(270,500)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Leases (Contract Obligation)		(194,980)		(194,980)	(194,980)	(194,980)	(194,980)	(194,980)	(194,980)	(194,980)	(194,980)	(194,980)	(454,335)	(454,335)
SBITA (GASB 96)			(336,533)											
Leases (Annual) :Equipment,	-55.8%	(514,300)	(1,201,040)	(531,200)	(548,700)	(566,900)	(585,800)	(605,400)	(625,700)	(646,800)	(668,700)	(688,761)	(709,424)	(709,424)
<b>Total Expenses</b>		<b>(173,154,104)</b>	<b>(171,881,371)</b>	<b>(186,164,424)</b>	<b>(196,710,704)</b>	<b>(205,319,000)</b>	<b>(215,479,570)</b>	<b>(228,755,526)</b>	<b>(244,291,962)</b>	<b>(246,419,700)</b>	<b>(255,202,382)</b>	<b>(263,656,209)</b>	<b>(272,933,506)</b>	<b>(281,939,778)</b>
<b>Gain/Loss</b>		<b>28,394,716</b>	<b>34,945,950</b>	<b>12,145,416</b>	<b>(9,559,806)</b>	<b>(14,407,517)</b>	<b>(18,424,117)</b>	<b>(29,322,739)</b>	<b>(38,431,531)</b>	<b>(38,068,842)</b>	<b>(40,126,861)</b>	<b>(45,971,540)</b>	<b>(47,953,814)</b>	<b>(54,226,303)</b>
CPF Transfer		(30,000,000)	(30,000,000)	(15,000,000)	(27,308,217)	(27,308,217)	(27,308,217)	(27,308,217)	(27,308,217)	(27,308,217)	(27,308,217)	(27,308,217)	(27,308,217)	(27,308,217)
Change to Fund Balance		(1,605,284)	4,945,950	(2,854,584)	(36,868,023)	(41,715,733)	(45,732,334)	(56,630,956)	(65,739,748)	(65,377,058)	(67,435,077)	(73,279,757)	(75,262,031)	(81,534,520)
Ending Fund Balance		48,303,591	54,854,825	52,000,241	15,132,218	(26,583,515)	(72,315,848)	(128,946,804)	(194,686,552)	(260,063,611)	(327,498,688)	(400,778,444)	(476,040,475)	(557,574,995)
<b>Reserve Threshold (%)</b>		<b>24%</b>	<b>32%</b>	<b>28%</b>	<b>8%</b>	<b>-13%</b>	<b>-34%</b>	<b>-56%</b>	<b>-80%</b>	<b>-106%</b>	<b>-128%</b>	<b>-152%</b>	<b>-174%</b>	<b>-198%</b>
<b>Mandatory 3% TABOR</b>	3.0%			\$ 5,584,933	\$ 5,901,321	\$ 6,159,570	\$ 6,464,387	\$ 6,862,666	\$ 7,328,759	\$ 7,392,591	\$ 7,656,071	\$ 7,909,686	\$ 8,188,005	\$ 8,458,193
Amount to/from 3% Mandatory Reserve	3.0%			46,415,308	9,230,897	(26,583,515)	(72,315,848)	(128,946,804)	(194,686,552)	(260,063,611)	(327,498,688)	(400,778,444)	(476,040,475)	(557,574,995)
Amount to/from 23% Reserve	23.0%			9,182,424	(30,111,244)	(73,806,885)	(121,876,150)	(181,560,576)	(250,873,703)	(316,740,142)	(386,195,236)	(461,419,372)	(538,815,181)	(622,421,144)
Cash Flow shortage					9,559,806.31	14,407,516.69	18,424,117.15	29,322,739.45	38,431,531.18	38,068,841.96	40,126,860.53	45,971,540.10	47,953,814.34	54,226,303.34

1% inc YoY  
3% inc YoY

Mill Levy 3.72  
Revenue Need Annually (10yr)  
(620,888,013) (62,088,801)  
One time Capital Annually (10yr)  
109,585,488 10,958,549  
Difference  
(511,302,526) (51,130,253)