



South Metro Fire Rescue

Board of Directors

2026 Proposed Budget

October 15, 2025

2026 Proposed Budget Requirements

October 15th: Deadline to submit proposed 2026 budget to the governing board of the local government (Emailed to the BOD 2025/10/15).

Section 29-2-103(3)(1)(e) and 29-1-113 reference a written budget message that includes “a description of the services to be delivered during the budget year.”

The South Metro Fire Rescue Fire Protection District is a career department with approximately 800 full-time employees, predominately firefighters staffing 30 fire stations and providing all-hazards capabilities including fire suppression, emergency medical services (EMS; including advanced life support and patient transport), hazardous materials, technical rescue, aircraft rescue and firefighting, and water rescue and recovery. The District also has staff and uniformed personnel that provide: a) oversight of operations; b) support functions including dispatch, finance, human resources, information technology, fleet, logistics, and facilities; and c) fire prevention, education, emergency management, and community relations services.



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 - Narrative Summary
 - Changes from 10/6 Budget Workshop
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Proposed Budget by Fund



2026 Proposed Budget: General Fund

Key Assumptions:

- Property Taxes include Lower Assessment Rate with Abatements
- Adopt Fire Marshall Office & Ambulance Fee Rates
- Compensation Increase based on Collective Bargaining Agreement (Line) & Korn Ferry (Staff)
 - No Academies
 - 30 FTE Line Attrition
- Total Benefits cost ratio = 38.9% of Salaries
- Permanent & Contingent Reductions



General Fund - Changes Compared to 10/6 Budget Workshop

	10/6/2025	10/15/2025
	Work Session	Proposed Budget
Beginning Fund Balance	51,292,078	51,292,078
Revenues		
Property Taxes	153,932,625	153,932,625
Abatements	1,431,157	1,431,157
Specific Ownership Tax	10,111,072	10,111,072
Ambulance Transport Fees	18,679,809	18,679,809
Medicaid Supplemental Fee	-	-
Permit/Plan Review Fees	2,499,250	2,536,003
Other Income	3,413,099	3,413,099
JACC Revenue	320,800	320,800
Leases (GASB 87)	346,685	346,685
SBITA (GASB 96)	240,000	240,000
Total Revenues	190,974,497	191,011,251
Expenses		
Salaries	(110,118,114)	(110,118,114)
Attrition - Freeze staff vacant positions 1/2 yr	518,629	518,629
Project Meeting OT - Contingent	450,169	450,169
Operating Exp - Permanent	1,262,037	1,262,037
Operating Exp - Contingent	2,181,373	1,681,373
Benefits	(42,636,941)	(42,636,941)
Overtime	(16,368,353)	(16,368,353)
Treasurers fees	(2,330,457)	(2,330,457)
Operating Expenses - Baseline budget	(22,343,884)	(22,343,884)
JACC Expenses	(320,800)	(320,800)
Leases (GASB 87)	(346,685)	(346,685)
SBITA (GASB 96)	(240,000)	(240,000)
Leases (Annual) :Equipment,	(550,602)	(550,602)
Total Expenses	(190,843,628)	(191,343,628)
Gain/Loss	130,869	(332,377)
CPF Transfer	(4,783,966)	(4,783,966)
Change to Fund Balance	(4,653,097)	(5,116,343)
Ending Fund Balance	46,638,981	46,175,735
Reserve Threshold (%)	24%	24%

10/15/2025	10/15/2025
Variance	Notes
-	
-	
-	
-	
-	
36,754	Increased rate growth from 2% to 3.5% (to be formally recommended)
-	
-	
-	
36,754	
-	
-	
-	
-	
-	
-	
-	
-	
-	
-	
-	
-	
-	
(500,000)	Added Contingent Election Expenses
-	
-	
-	
-	
-	
-	
(500,000)	
(463,246)	
-	
(463,246)	
(463,246)	
0%	



2026 Proposed Budget: General Fund

	Audit 2024	Budget 2025	YTD 2025	Forecast 2025	Budget 2026
Beginning Fund Balance	49,908,875	54,854,826	54,854,826	54,854,826	51,292,078
Revenues					
Property Taxes	163,300,275	154,553,966	152,452,020	153,197,255	153,932,625
Abatements	-	666,134	-	-	1,431,157
Specific Ownership Tax	10,189,828	10,080,409	7,604,995	10,149,636	10,111,072
Ambulance Transport Fees	14,951,172	18,816,657	10,374,049	17,722,009	18,679,809
Medicaid Supplemental Fee	7,234,628	7,234,628	-	7,020,710	-
Permit/Plan Review Fees	2,030,546	2,239,516	1,342,303	2,333,567	2,536,003
Other Income	6,985,784	3,972,371	4,303,581	5,653,315	3,413,099
JACC Revenue	597,515	270,500	270,500	270,500	320,800
Leases (GASB 87)	336,533	194,980	-	194,980	346,685
SBITA (GASB 96)	1,201,040	-	-	-	240,000
Total Revenues	206,827,321	198,029,161	176,347,447	196,541,972	191,011,251
Expenses					
Salaries	(95,280,939)	(108,837,957)	(76,907,398)	(105,802,318)	(110,118,114)
Attrition - Freeze staff vacant positions 1/2 yr	-	-	-	-	518,629
Project Meeting OT - Contingent	-	-	-	-	450,169
Operating Exp - Permanent	-	-	-	-	1,262,037
Operating Exp - Contingent	-	-	-	-	1,681,373
Benefits	(38,317,336)	(40,756,133)	(29,227,599)	(39,206,344)	(42,636,941)
Overtime	(12,612,654)	(10,842,059)	(10,783,684)	(14,281,696)	(16,368,353)
Treasurers fees	(2,451,545)	(2,318,277)	(2,285,624)	(2,297,959)	(2,330,457)
Operating Expenses - Baseline budget	(20,551,534)	(22,738,461)	(14,710,485)	(22,568,443)	(22,343,884)
JACC Expenses	(625,666)	(372,842)	(180,582)	(372,842)	(320,800)
Leases (GASB 87)	(336,533)	(194,980)	-	(194,980)	(346,685)
SBITA (GASB 96)	(1,201,040)	-	-	-	(240,000)
Leases (Annual) :Equipment,	(504,123)	(531,200)	(406,084)	(529,999)	(550,602)
Total Expenses	(171,881,370)	(186,591,908)	(134,501,455)	(185,254,581)	(191,343,628)
Gain/Loss	34,945,951	11,437,253	41,845,991	11,287,391	(332,377)
CPF Transfer	(30,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(4,783,966)
Net Change to Fund Balance	4,945,951	(3,562,747)	26,845,991	(3,712,609)	(5,116,343)
Ending Fund Balance	54,854,826	51,292,078	81,700,817	51,142,217	46,175,735
Reserve Threshold (%)	32%	27%	61%	28%	24%



2026 Proposed Budget: Capital Projects Fund

Key Assumptions:

- No Academy Recruits Requiring New Equipment
- Includes Capital Required to Maintain Current Assets
- No New Facilities; Deferred
- No Separate Provision for Tariffs



2026 Proposed Budget: Capital Projects Fund

	Audit 2024	Budget 2025	YTD 2025	Forecast 2025	Proposed Budget 2026*
Beginning Fund Balance	11,475,611	25,465,773	25,465,773	25,465,773	29,534,230
Revenues					
Interest Revenue	1,454,377	585,000	604,345	1,267,052	1,166,587
Reimbursements	-	-	55,686	55,686	500,000
Parker Excise Tax	413,856	150,000	557,347	655,702	662,259
Total Revenues	1,868,233	735,000	1,217,378	1,978,440	2,328,847
Expenses					
Equipment	(4,475,402)	(1,773,189)	(1,524,273)	(1,773,189)	(1,853,825)
Facilities	(8,598,787)	(4,280,070)	(1,986,678)	(2,980,070)	(1,199,390)
Vehicles	(4,803,882)	(5,613,284)	(4,765,106)	(5,613,284)	(1,730,750)
Parker Dedicated Projects	-	-	-	-	-
Total Expenses	(17,878,071)	(11,666,543)	(8,276,057)	(10,366,543)	(4,783,966)
Total Interfund Transfers	30,000,000	15,000,000	15,000,000	15,000,000	4,783,966
Gain/Loss	13,990,162	4,068,457	7,941,320	6,611,897	2,328,847
Ending Fund Balance	25,465,773	29,534,230	33,407,093	32,077,670	31,863,076
Parker Restricted Fund Balance	2,565,650	2,715,650	3,122,997	3,371,352	3,377,909
Unrestricted Fund Balance	22,900,123	26,818,580	30,284,096	28,706,317	27,989,044

*2026 Proposed Budget Beginning Fund Balance is based on 2025 Budgeted Ending Fund Balance



2026 Capital Expense Requests

Per 10/15/25 Proposed Budget Presentation	2026
Equipment	
Vmware Servers Dispatch Replacement	500,000
Bunker Gear Lifecycle Replacement	543,250
SCBA Equipment: Equivalent to: <i>Compressor/(2) Fill Stations/(12) ASME Cylinders/(3) Racks/Purification/Ship/Set Up</i>	172,000
Replacement/Reserve Hose.	68,695
Other Equipment Replacement	154,950
Generator	155,000
Blackline Atmospheric Meter Replacement	259,931
Total Equipment	1,853,826
Facilities	
Existing facilities maintenance / remodels 33 Infrastructure @ \$9M 1%	1,199,390
Facilities Total	1,199,390
Vehicles	
Vehicles	1,505,000
Upfitting	225,750
Vehicles Total	1,730,750
Total Capital Projects	4,783,966

* Tariffs Not Included



2026 Proposed Budget: Cherry Hills Pension Fund

Key Assumptions:

- Property Tax Revenues based on Full Collection of 0.5 Cherry Hills Mill Levy per Current Trend
- Expenses based on Required Contribution Provided in most recent Actuarial Study from Gabriel, Roeder, Smith & Company (GRS) dated 2024/01/01
- Estimated Expenses to remain flat through 2028 per above study



2026 Proposed Budget: Cherry Hills Pension Fund

	Audit 2024	Budget 2025	YTD 2025	Forecast 2025	Proposed Budget 2026
Beginning Fund Balance	988,343	1,222,105	1,222,105	1,222,105	1,431,821
Revenues					
Property Taxes	366,556	371,836	369,497	373,032	373,032
Specific Ownership Taxes	21,658	22,880	15,086	20,262	20,428
Net Investment Earnings	67,793	60,000	47,908	60,572	50,658
Total Revenues	456,006	454,716	432,491	453,865	444,117
Expenditures					
Contribution to Pension Plan	(216,735)	(239,422)	-	(216,735)	(216,735)
Treasurer's Fees	(5,509)	(5,578)	(5,549)	(5,595)	(5,928)
Total Expenditures	(222,244)	(245,000)	(5,549)	(222,330)	(222,663)
Gain/Loss	233,762	209,716	426,942	231,535	221,454
Ending Fund Balance	1,222,105	1,431,821	1,649,046	1,453,640	1,653,275



2026 Proposed Budget: Building Rental Fund

Key Assumptions:

- Rental Revenue remains flat based on current lease agreement
- CAM Revenue driven by Proposed Expenditure Budget
- Expenditures Increase based on Rising Utility, Repair & Maintenance Costs
- Closing Date for HQ Condo Project not set



2026 Proposed Budget: Building Rental Fund

	Audit 2024	Budget 2025	YTD 2025	Forecast 2025	Proposed Budget 2026
Beginning Fund Balance	464,540	463,836	463,836	463,836	413,836
Revenues					
Net Investment Earnings	5,798	-	-	-	-
Rental Income	644,566	702,500	505,761	674,776	683,524
Total Revenues	650,364	702,500	505,761	674,776	683,524
Expenditures					
Operating	(9,730)	(12,500)	(8,054)	(12,500)	(12,500)
Utilities	(262,517)	(312,250)	(205,954)	(304,980)	(325,000)
Outside Services	(11,271)	(9,000)	(336)	(9,000)	(9,000)
Outside Repairs and Services	(154,379)	(207,750)	(164,025)	(182,965)	(204,000)
Capital Outlay	(79,150)	(75,000)	(12,219)	(75,000)	(130,000)
Routine Maintenance	(134,021)	(136,000)	(100,883)	(135,610)	(139,500)
Total Expenditures	(651,068)	(752,500)	(491,471)	(720,055)	(820,000)
Gain/Loss	(704)	(50,000)	14,290	(45,279)	(136,476)
Ending Fund Balance	463,836	413,836	478,126	418,557	277,360



2026 Proposed Budget: Self-Insurance Fund

Key Assumptions:

- Medical Premiums Revenue is Based on:
 - Budgeted General Fund Premium Expenditures
 - Current Employee Enrollment
 - Medical Premiums increase 13.3% vs. 2025 Forecast
 - Employee & SMFR Premiums
 - Cigna rates increase 12.7%
 - Assumes full workforce plan and vacant positions elect Kaiser
- Medical Payments Expenditures are based on Benefits Consultant Estimates (Gallagher)
- Combined with other benefits, Total Benefit Expenditures are equivalent to 38.9% of Salaries Expenditures (GF)



2026 Proposed Budget: Self-Insurance Fund

	Audit 2024	Budget 2025	YTD 2025	Forecast 2025	Proposed Budget 2026
Beginning Fund Balance	3,163,907	4,036,870	4,036,870	4,036,870	4,463,281
Revenues					
Medical Premiums	17,781,838	14,983,382	12,505,254	16,648,946	18,859,015
Stop Loss Refunds & Reimbursements	382,090	-	70,658	70,658	-
Net Investment Earnings	295,458	125,000	210,991	278,592	260,000
Miscellaneous	1,680,786	1,000,000	613,897	1,292,228	710,000
Total Revenues	20,140,171	16,108,382	13,400,800	18,290,425	19,829,015
Expenditures					
Medical Payments	(18,006,501)	(14,528,830)	(8,462,589)	(16,792,237)	(17,757,129)
Stop Loss Insurance & Admin Fees	(1,260,707)	(1,153,141)	(971,387)	(1,293,766)	(1,341,745)
Total Expenditures	(19,267,208)	(15,681,971)	(9,433,976)	(18,086,003)	(19,098,875)
Gain/Loss	872,963	426,411	3,966,824	204,422	730,140
Ending Fund Balance	4,036,870	4,463,281	8,003,694	4,241,293	5,193,421

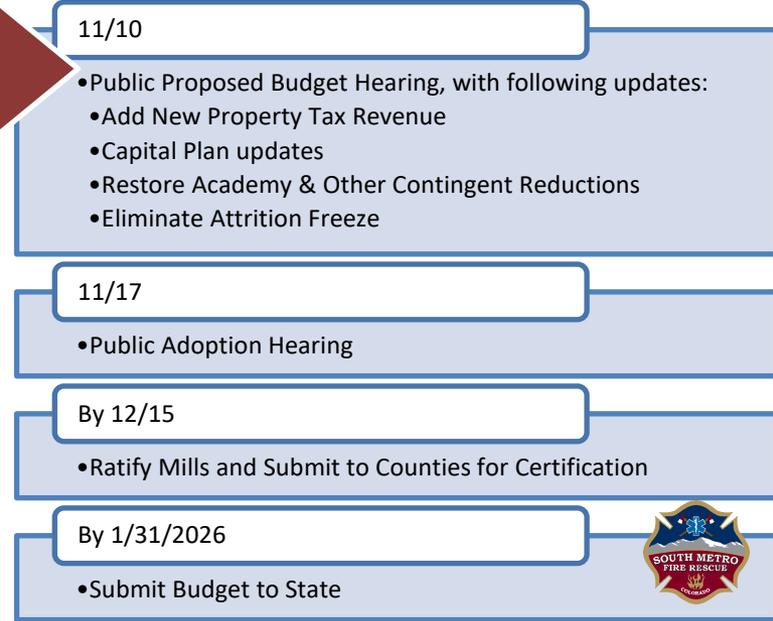
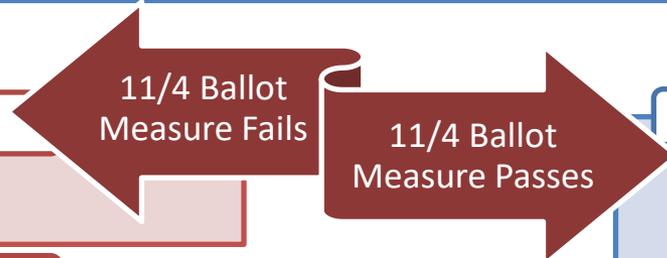
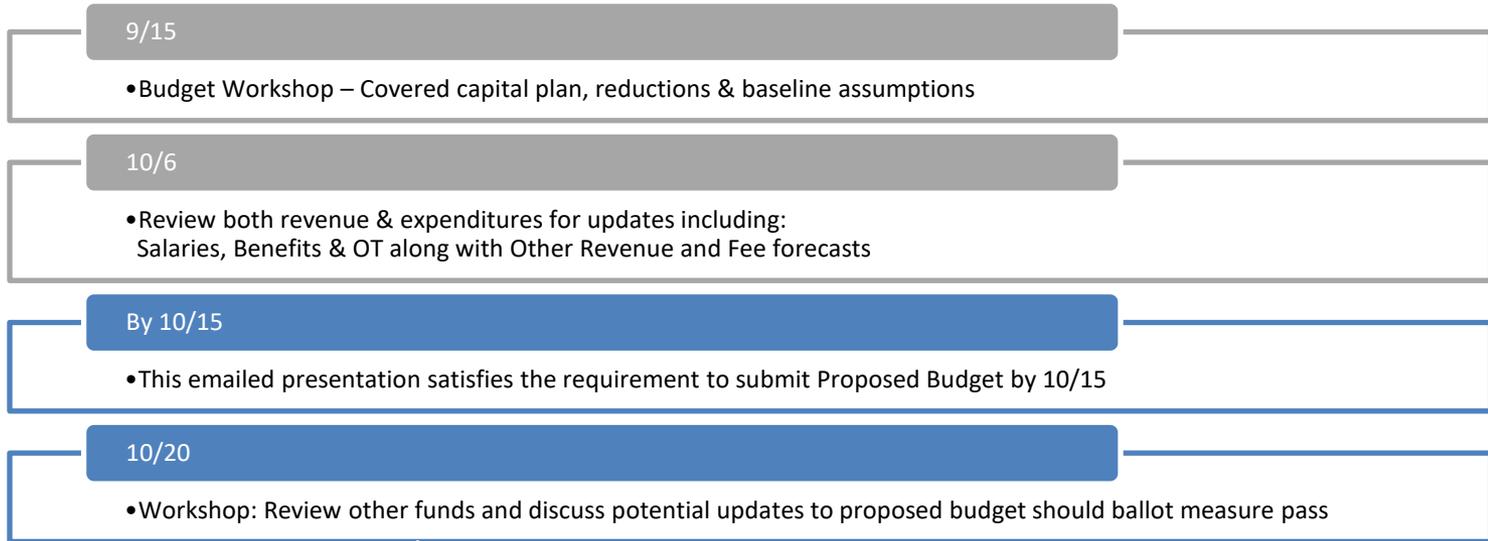


2026 Proposed Budget: South Metro Fire Rescue – All Funds

	General Fund	Capital Projects Fund	Cherry Hills Pension Fund	Building Rental Fund	Self-Insurance Fund	South Metro Fire Rescue Total
Beginning Fund Balance	51,292,078	29,534,230	1,431,821	413,836	4,463,281	87,135,246
Total Revenues	191,011,251	2,328,847	444,117	683,524	19,829,015	214,296,753
Total Expenditures	(191,343,628)	(4,783,966)	(222,663)	(820,000)	(19,098,875)	(216,269,131)
Total Interfund Transfers	(4,783,966)	4,783,966	-	-	-	-
Gain/Loss	(5,116,343)	2,328,847	221,454	(136,476)	730,140	(1,972,378)
Ending Fund Balance	46,175,735	31,863,076	1,653,275	277,360	5,193,421	85,162,868



Timeline





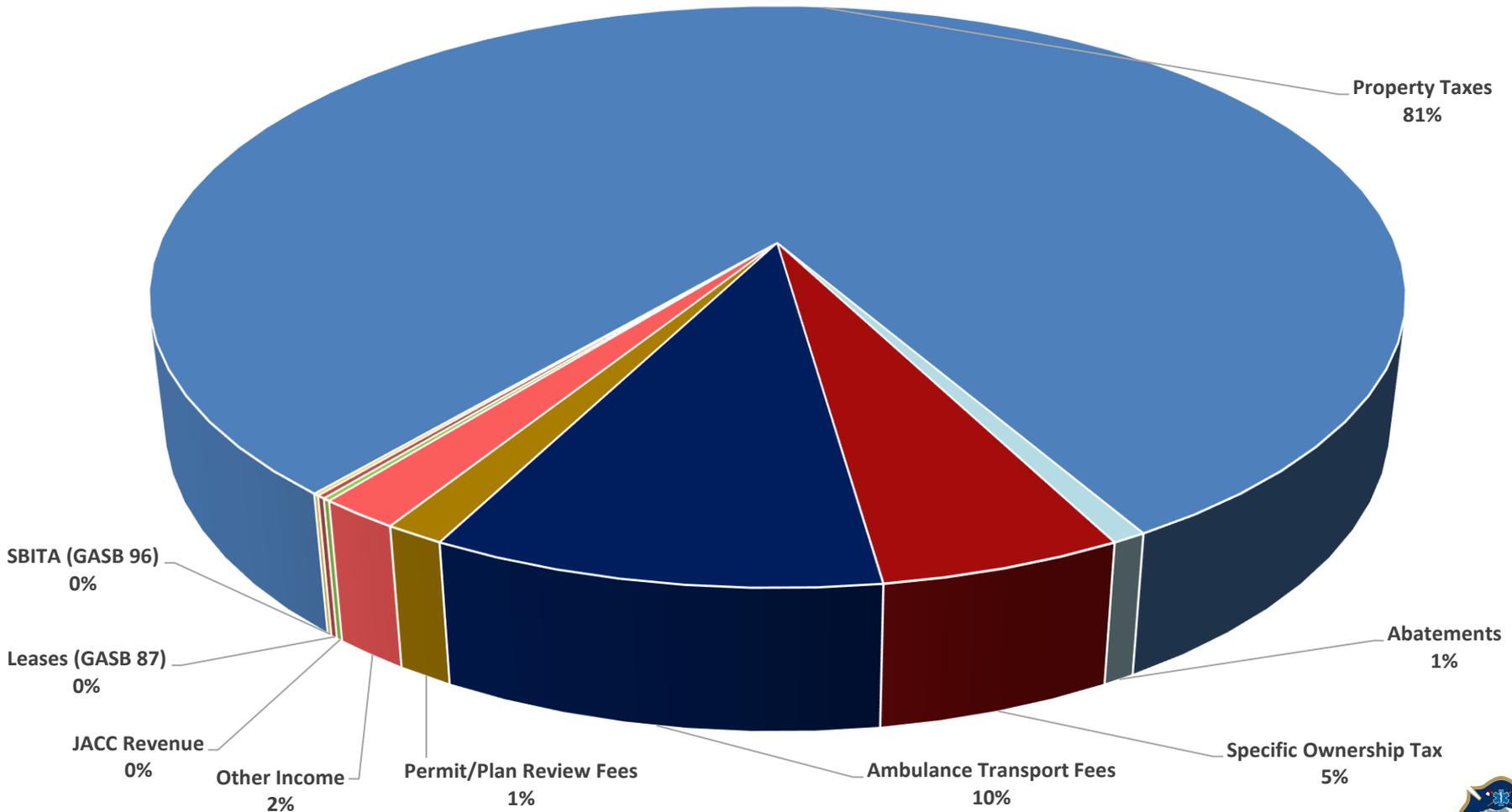
Appendix

Deeper Dive into Budget Components: General Fund



General Fund Revenues

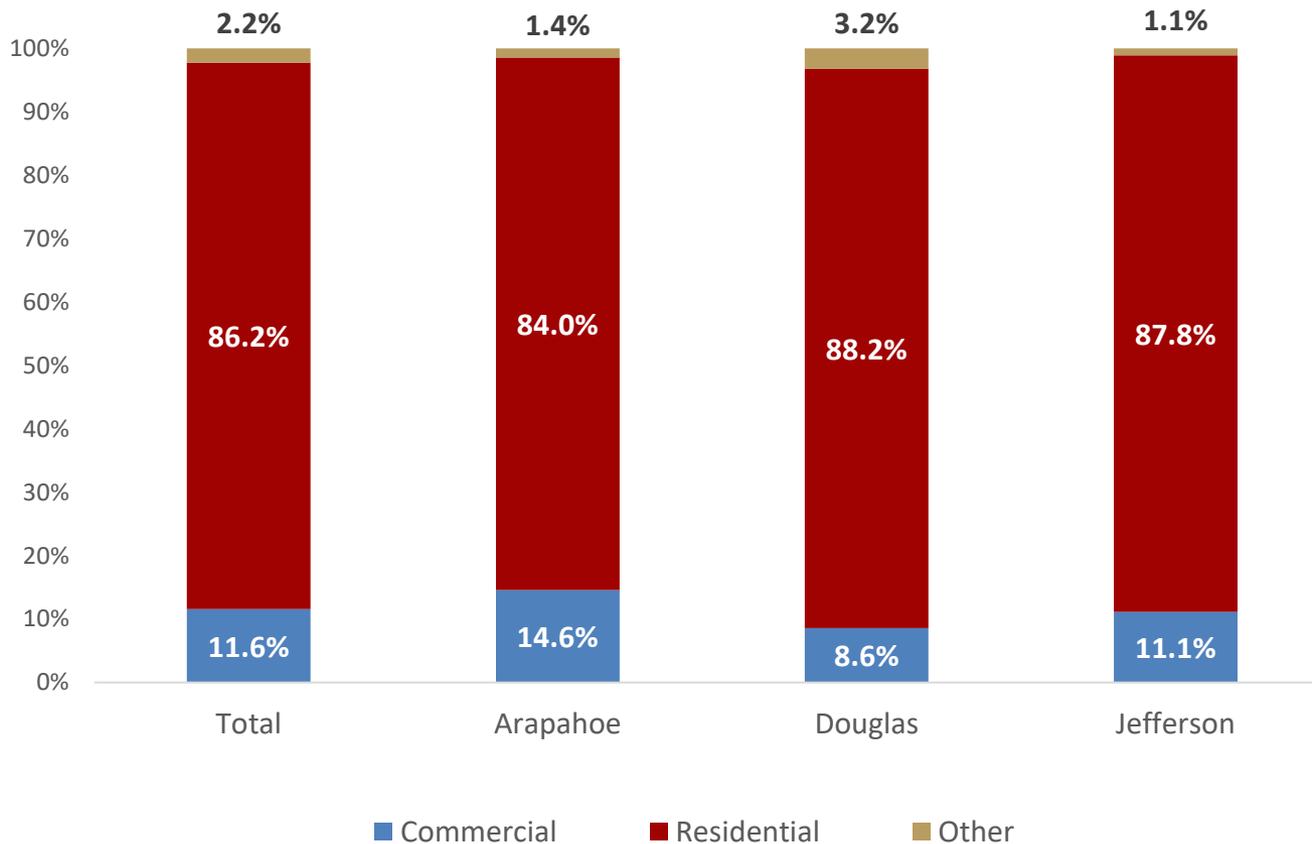
General Fund Revenues for 2026 Total \$191.0 Million
2.8% decrease from 2025 Forecast



Components of General Fund Property Taxes

Actual Property Value by County

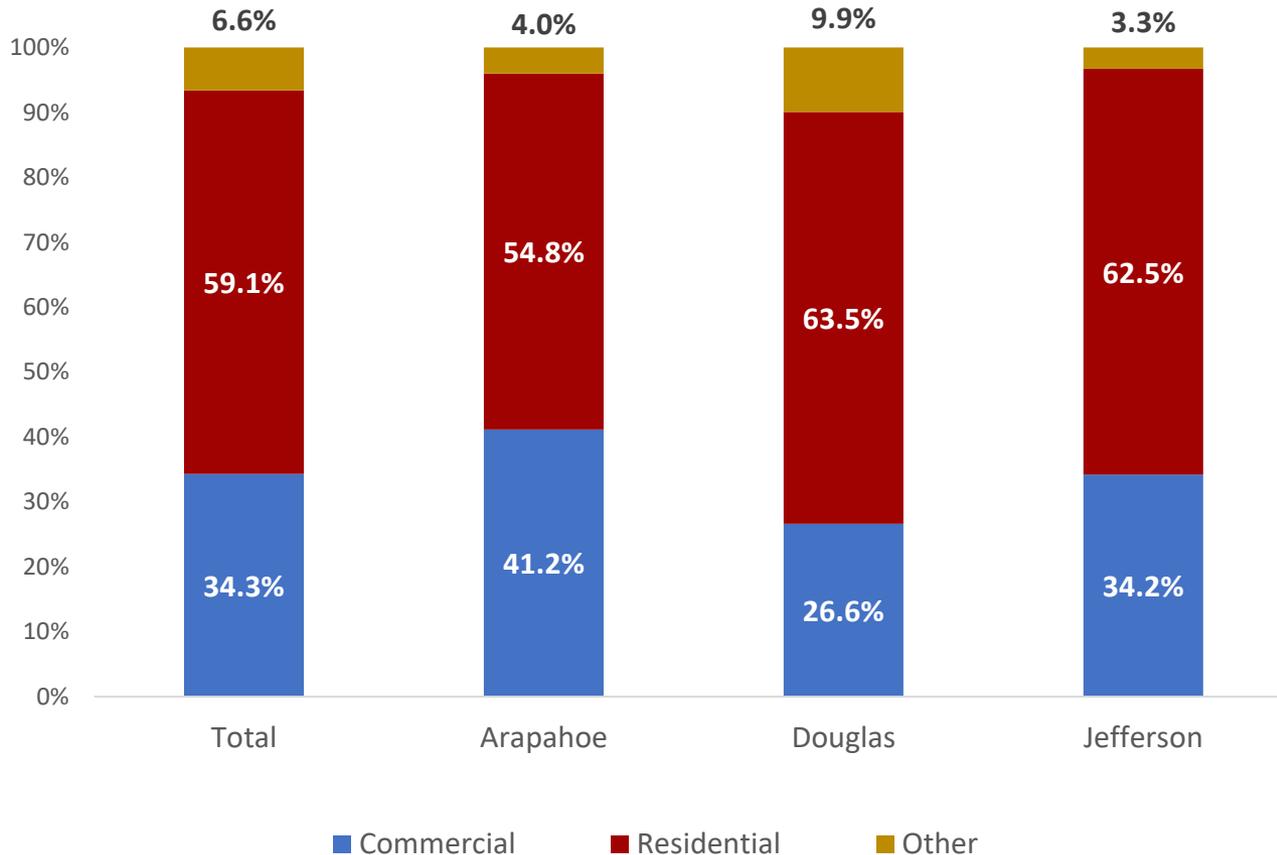
Distribution of 2025 Actual Value by County



Components of General Fund Property Taxes

Assessed Property Value by County

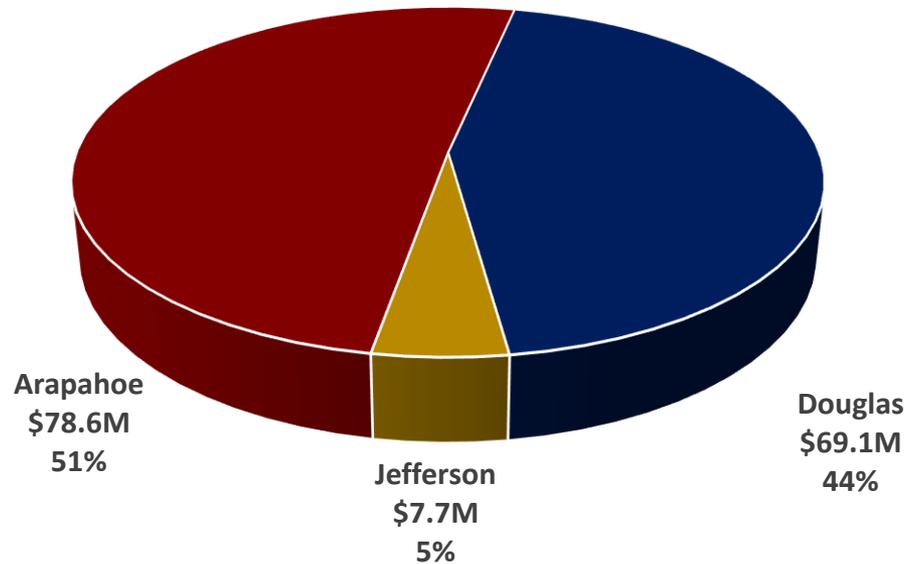
Distribution of 2025 Assessed Value by County



General Fund Property Taxes

	Audit 2024	Budget 2025	Forecast 2025	Budget 2026	% Change vs 2025 Budget	% Change vs 2025 Forecast
Revenues						
Property Taxes	163,300,275	154,553,966	153,197,255	153,932,625	-0.4%	0.5%
Abatements	-	666,134	-	1,431,157	114.8%	

- Preliminary Certification of Valuations show 2025 assessed values increase 0.2% from 2024 assessed values. 2026 assumes historical collection rate of 99.4%
- Arapahoe County **increased** 0.6% from 2024
- Douglas County **decreased** 0.8% from 2024
- Jefferson County **increased** 6.0% from 2024

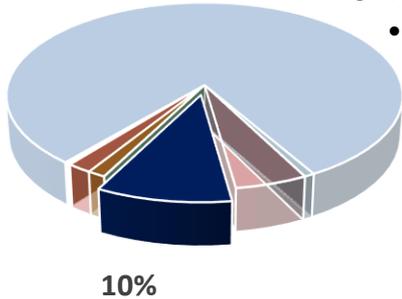


Additional General Fund Revenue Categories (1 of 2)

	Audit 2024	Budget 2025	Forecast 2025	Budget 2026	% Change vs 2025 Budget	% Change vs 2025 Forecast
Revenues						
Specific Ownership Tax	10,189,828	10,080,409	10,149,636	10,111,072	0.3%	-0.4%
Ambulance Transport Fees	14,951,172	18,816,657	17,722,009	18,679,809	-0.7%	5.4%
Medicaid Supplemental Fee	7,234,628	7,234,628	7,020,710	-	-100.0%	-100.0%
Permit/Plan Review Fees	2,030,546	2,239,516	2,333,567	2,536,003	13.2%	8.7%

Ambulance Transport | \$18.7M

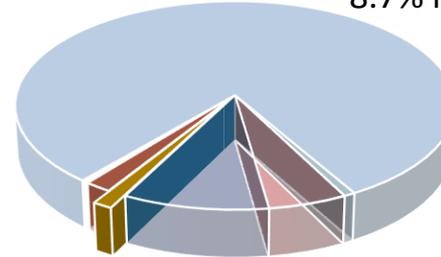
- 5.4% increase from 2025 forecast
- 2026 Rates:
 - \$1,900 per trip
 - \$31 per mile



10%

Permit/Plan Review Fees | \$2.5M

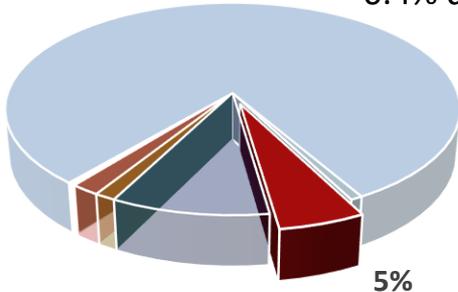
- 8.7% increase from 2025 forecast
- Rate increased by 3.5% (matching salary growth)
- 5% growth attributed to Parker transition



1%

Specific Ownership Tax | \$10.1M

- 0.4% decrease from 2025 forecast



5%

Medicaid Payment | \$0.0M

- 100% decrease from 2025 forecast
- Federal government not guaranteeing this will be provided in 2026

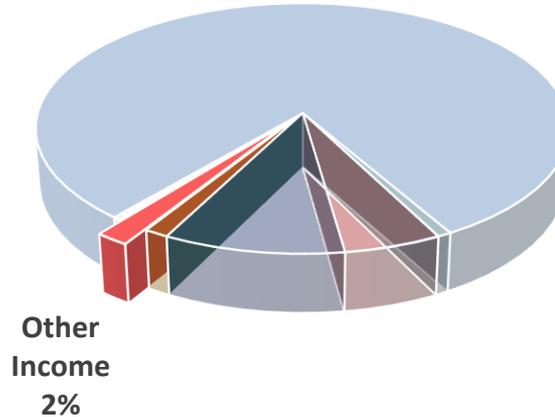


Additional Revenue Categories (2 of 2)

	Audit 2024	Budget 2025	Forecast 2025	Budget 2026	% Change vs 2025 Budget	% Change vs 2025 Forecast
Revenues						
Other Income	6,985,784	3,972,371	5,653,315	3,413,099	-14.1%	-39.6%
JACC Revenue	597,515	270,500	270,500	320,800	18.6%	18.6%
Leases (GASB 87)	336,533	194,980	194,980	346,685	77.8%	77.8%
SBITA (GASB 96)	1,201,040	-	-	240,000		

Other Income | \$3.4M

- Net Investment Income: \$1,200,000
- Reimbursements: \$1,545,000
- Rental Income: \$162,034
- Dispatch Fees: \$167,865
- Miscellaneous Income: \$152,000
- Grant Proceeds: \$156,000
- Sale of Assets: \$30,000

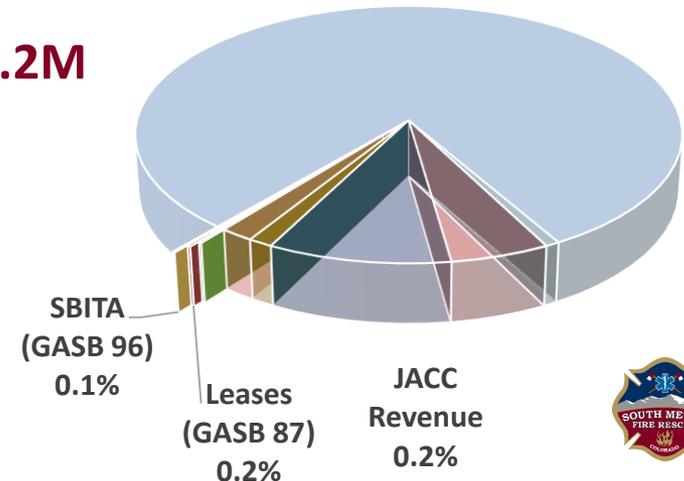


Leases (GASB 87) | \$0.3M / SBITA (GASB 96) | \$0.2M

- These revenues offset paired expense accounts
- Estimated based on expected leases & SBITA for 2026

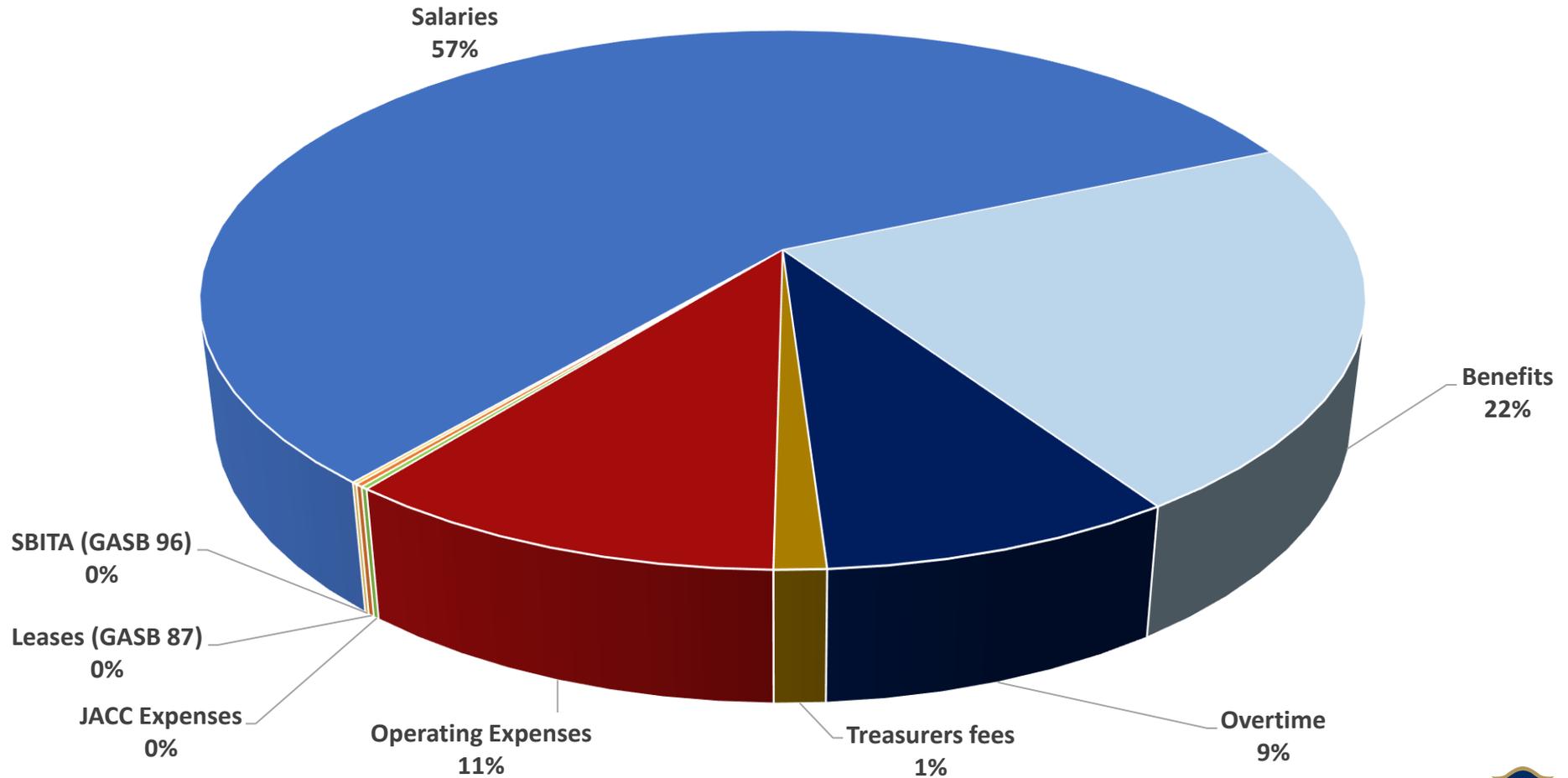
JACC | \$0.3M

- Program is 100% reimbursable.
- Expected expenses and revenue to increase as dispatch equipment is replaced in coming years



Expenses

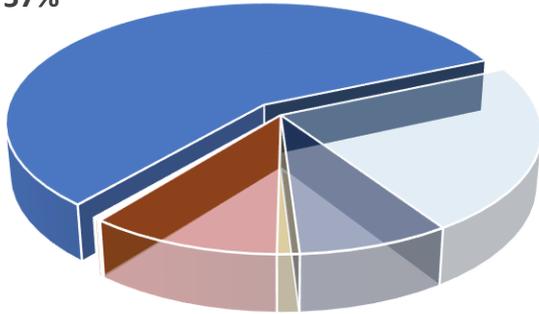
Expenses for 2026 Total \$191.3 Million
3.3% Increase from 2025 Forecast



Components of Total Salaries

	Audit 2024	Budget 2025	Forecast 2025	Budget 2026	% Change vs 2025 Budget	% Change vs 2025 Forecast
Expenses						
Salaries	(95,280,939)	(108,837,957)	(105,802,318)	(110,118,114)	1.2%	4.1%
Attrition - Freeze staff vacant positions 1/2 yr	-	-	-	518,629		

Salaries
57%



Total Salaries | \$109.6M

- 3.5% increase from 2025 forecast

Components of Salaries

Other Differentials	467,180
Education Differentials	1,645,000
Holiday Premium	2,197,295
Longevity	2,271,555
Buyouts	2,389,984
Salaries with Attrition	100,628,471

FTE Count	
Line	623
Staff	174
Total	797

*Count does not include 3 temporary staff positions

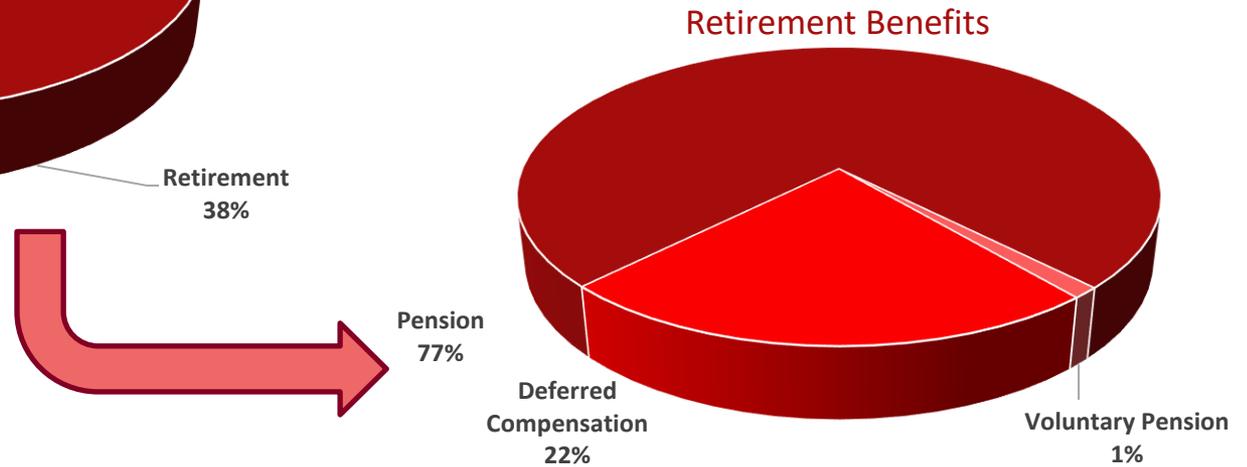
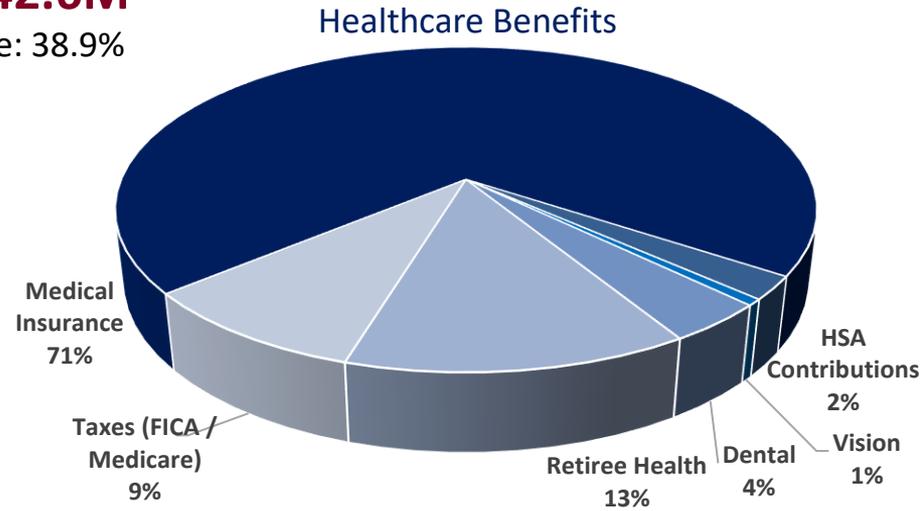
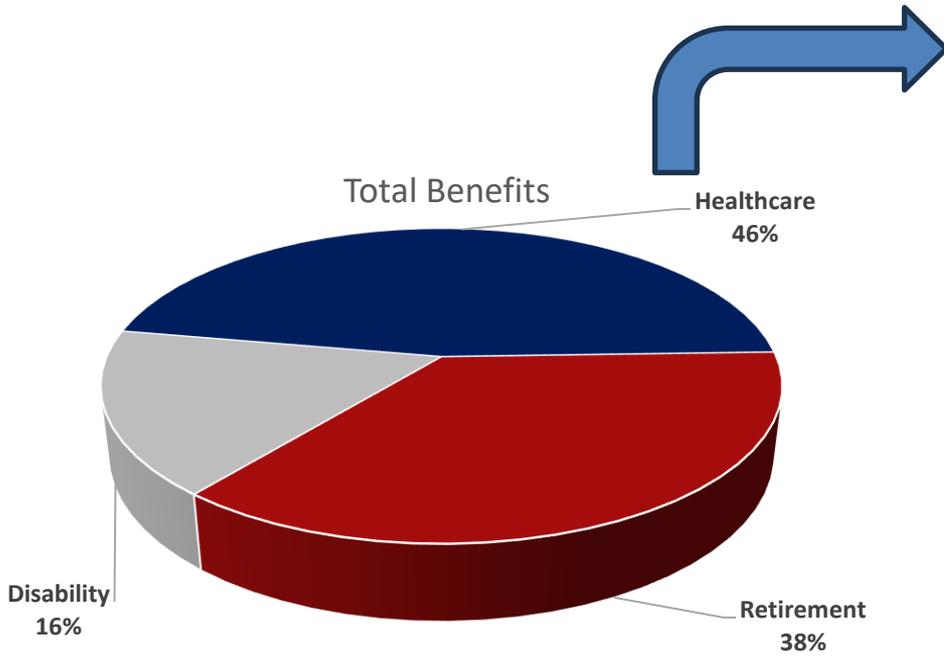
**Count is at the beginning of the year



Components of Benefits

Benefits | \$42.6M

Fringe Benefit Rate: 38.9%



Components of Benefits

	Audit 2024	Budget 2025	Forecast 2025	Budget 2026	% Change vs 2025 Budget	% Change vs 2025 Forecast
Expenses						
Benefits	(38,317,336)	(40,756,133)	(39,206,344)	(42,636,941)	4.6%	8.8%

Benefits | \$42.6M

Benefit increases from 2025 Budget: \$3.4M or 8.8% increase from 2025 forecast
Fringe Benefit Rate: 38.9%

Main Drivers:

- SMFR Medical Premiums: \$1.6M increase to \$13.8M, 13.0% vs. forecast
 - Assumes medical plan design with 3 plans in Cigna and 3 plans in Kaiser
 - Assumes less than 10% Kaiser enrollment
 - Assumes attrition
- Pension: \$0.6M increase to \$12.3M, 9.5% vs. forecast
- Workers Compensation: \$0.5M increase to \$2.8M, 22.1% vs. forecast
- FPPA Death and Disability: \$0.3M increase to \$3.3M, 11.1% vs. forecast
- Deferred Compensation: \$0.3M increase to \$3.6M, 9.5% vs. forecast



Overtime Breakdown

	Audit 2024	Budget 2025	Forecast 2025	Budget 2026	% Change vs 2025 Budget	% Change vs 2025 Forecast
Expenses						
Project Meeting OT - Contingent	-	-	-	450,169		
Overtime	(12,612,654)	(10,842,059)	(14,281,696)	(16,368,353)	51.0%	14.6%

- Reallocating from Salaries to better align with current trends
- 11.5% increase from 2025 forecast

Overtime Breakdown

Minimum Staffing	\$	11,127,414
Project Meeting/ OT	\$	2,746,732
FLSA	\$	774,717
Wildland Deployment	\$	785,000
USAR Deployment	\$	415,000
On Call hours	\$	69,322
Total	\$	15,918,184



Operating Expenses

	Audit 2024	Budget 2025	YTD 2025	Forecast 2025	Budget 2026	% Change vs 2025 Budget	% Change vs 2025 Forecast
Treasurers fees	(2,451,545)	(2,318,277)	(2,285,624)	(2,297,959)	(2,330,457)	0.5%	1.4%
Operating Expenses - Baseline budget	(20,551,534)	(22,738,461)	(14,710,485)	(22,568,443)	(22,343,884)	-14.7%	-1.0%
JACC Expenses	(625,666)	(372,842)	(180,582)	(372,842)	(320,800)	-14.0%	-14.0%
Leases (GASB 87)	(336,533)	(194,980)	-	(194,980)	(346,685)	77.8%	77.8%
SBITA (GASB 96)	(1,201,040)	-	-	-	(240,000)		
Leases (Annual) :Equipment,	(504,123)	(531,200)	(406,084)	(529,999)	(550,602)	3.7%	3.9%

- Treasurers Fees: Estimated at 1.5% of overall Property Tax, including potential abatement, 1.4% increase vs. 2025 forecast
- Operating Expenses: 14.0% decrease vs. 2025 forecast; including 7.5% contingent reductions
- JACC: 14.0% decrease vs. 2025 forecast
- Leases (Contract Obligations recorded per GASB 87): 34.6% decrease vs. forecast as we improve forecasting for this item, this expense directly offsets GASB 87 revenues
- SBITA (Agreement Obligations recorded per GASB 96): \$0.2M budgeted in 2026, not budgeted in 2025 because we were still learning how to project GASB 96, this expense directly offsets GASB 86 revenues
- Leases: 3.7% increase vs. budget, includes equipment and warehouse



Permanent Reductions

- The reductions below were identified during budget submission.
- These reductions are recommended regardless of the ballot outcome.

Permanent Reductions	Amount
Board Election (Government Affairs)	\$400,000
Uniforms (Line Support)	\$220,000
Cardiac Screenings (Wellness)	\$159,500
PFAS Foam & Mitigation Services (Aircraft Rescue Ops)	\$135,000
Seminars/Conferences (SMFR)	\$94,928
Professional Services (Technology)	\$93,500
Travel/Lodging (SFMR)	\$83,017
Miscellaneous Reductions & Offsets (SMFR)	\$76,092
Total Permanent Reductions	\$1,262,037



Contingent Reductions

- The reductions below were identified during budget submission.
- These reductions are recommended if the ballot does not pass.

Contingent Reductions	Amount
Academy Non-Personnel Expenses (SMFR)	\$472,134
Seminars/Conferences (SMFR)	\$332,583
Travel/Lodging (SFMR)	\$327,878
Tuition Assistance (Human Resources)	\$228,157
Professional Services (Technology)	\$176,500
Business/Meeting Expense (SMFR)	\$129,863
Zoll Monitors (EMS)	\$96,000
Supplies/Equipment/Services (Facilities)	\$65,000
Supplies/Equipment/Uniforms/PPE (Special Ops)	\$51,655
IT Equipment (Technology)	\$38,500
Professional Services (Finance)	\$30,238
SMFR Softwares (Technology)	\$30,000
Blue Card Certifications (Training)	\$26,000
Awards and Recognition (SMFR)	\$23,989
E-Learning Video Production (Professional Development)	\$21,630
Recruiting Efforts (Human Resources)	\$14,375
EMT Class Certifications (EMS Training)	\$13,200
Youth Initiatives (Training)	\$10,560
Handtevy Certifications (EMS Training)	\$9,250
Miscellaneous Reductions (SMFR)	\$83,861
Operating Expense Reductions Subtotal	\$2,181,373
Academy Personnel Expenses (SMFR)	\$1,431,753
Project/Meeting Overtime (SMFR)	\$450,169
Contingent Election Expenses (SMFR)	-\$500,000
Total Contingent Reductions	\$3,563,294



Budget Timeline and Next Steps

October 20: Budget Workshop regarding potential additional revenue

November 4: Election

November 10: Placeholder for Public Hearing: Budget Discussion

November 17: Placeholder for Public Hearing: Budget Adoption

December 15: Deadline to certify mill levy to the Board of County Commissioners (§39-5-128(1), C.R.S.). Local governments levying a property tax must adopt their budgets and make appropriations before certifying the mill levy to the Board of County Commissioners (§29-1-108(2), C.R.S.).

January 31: File certified copy of adopted budget with the state

