MONUMENT
FIRE DISTRICT



2027 ANNUAL BUDGET

Serving with Character, Connection, & Commitment

MONUMENT FIRE DISTRICT
19775 Mitchell Avenue
Monument, CO 80132
(719) 484-0911
www.monumentfire.org
Proudly serving the Tri-Lakes Region

Mark Gunderman, President
Dr. John Hildebrandt, Vice President — Duane Garrett, Secretary
Steve Phillips, Treasurer — Randall Estes, Director
Andre Mouton, Director — Michael Smaldino, Director

BUDGET MESSAGE
(Pursuant to 29-1-103(1)(e), C.R.S.)

The attached 2027 Budget for the Tri-Lakes Monument Fire Protection District (D.B.A. Monument Fire District) includes these important features*:

- Continue to attract and retain the highest quality employees through a competitive salary and benefits package:
  - Cost of living adjustment: 3%
  - Implementation of a new 115 Trust retirement healthcare savings plan with a 1% matching contribution by the District.
  - Transition to the Colorado Employer Benefit Trust (CEBT) for medical, dental, vision, and life insurance coverage at more competitive rates. Allows for a choice between two different health insurance providers. Provides employees and family members with access to an employee assistance program (EAP). Also provides an opportunity for retirees to continue their current coverage after separation.
- Continue the district's capital improvement plan, including new Fire Station 3, the administrative offices, and the training center property as determined by the 10-year capital facilities plan.
- Continue to purchase apparatus as determined by the 10-year capital fleet plan.
- Continue to upgrade tools, equipment, and personal protective equipment to provide our firefighters with state-of-the-art technology as determined by the 10-year equipment replacement plan.

(* "important features" are not defined in statute; however, essential features of the budget would include starting/ending a service; increases or decreases in levels of services, increases/decreases to revenues (taxes/rates) and/or expenditures; acquisition of new equipment; start or end of a capital project, etc.).

The budgetary basis of accounting timing measurement method used is:

[ ] Cash basis
[X] Modified accrual basis
[ ] Encumbrance basis
[ ] Accrual

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The services to be provided/delivered during the budget year are the following:

- Delivery of structural and wildland fire protection services
- Delivery of emergency medical services, including patient transport
- Search and rescue services
- Hazardous materials response
- Provision of fire prevention services, including:
  - Public education in fire prevention, first aid, and CPR
  - Property mitigation
  - Development review and assistance
  - Mutual aid assistance to surrounding communities

Debt Service	Balance (1/1/2027)	Payment	Pay Off Date
Engines (3)	$1,897,906	$390,207	09/29/2033
Tower	$1,062,904	$152,009	02/25/2035
Fire Station 3	$17,165,225	$1,383,936	06/01/2035*

* Note – Station 3 final payment of $12,334,632.62 due in 2035 (refinance or early payoff planned)

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Colin Fitzgerald, Fire Chief

2027 BUDGET SCHEDULE

Budget forms provided	May 12, 2026
Budget Manager/Coordinator Meetings	June 1 – August 1, 2026
All budget requests completed	August 8, 2026
Revenue numbers received	By August 25, 2026
Budget Manager/Coordinator Meetings	TBD
Executive Team budget review	September 1, 2026
Revisions (as needed) completed	September 2026
Proposed budget to the Board of Directors	September 2026
1st Budget presentation to the Board of Directors	September 23, 2026
2nd Budget presentation to the Board of Directors	October 28, 2026
Budget adoption by the Board of Directors	November 18, 2026
Budget due to the state of Colorado	December 15, 2026

MONUMENT FIRE DISTRICT

2027 BUDGET SUMMARY

		Actual 2025	Projected 2026	Proposed 2027
REVENUE				
	Total 410000 - REVENUE - TAX RECIEPTS	19,822,385	20,416,530	20,381,646
	Total 420000 -REVENUE - OPERATING	2,966,796	1,940,435	1,802,500
	Total 440000 - REVENUE INTEREST	641,151	259,000	300,000
	Total 460000 -REVENUE - SALE OF ASSETS	13,120	1,242,000	0
	Total 490000 - REVENUE - MISCELLANEOUS	18,290,048	1,229,085	512,000
TOTAL REVENUE		**41,733,500**	**25,087,050**	**22,996,146**
EXPENSES				
	Expenses - Operations			
	Total 510000 - ADMINISTRATION	1,100,812	1,468,226	1,545,907
	Total 520000 - BUILDING	375,155	479,780	416,000
	Total 530000 - COMMUNICATION	404,590	429,000	495,000
	Total 540000 - FIRE PREVENTION	6,807	21,900	32,125
	Total 550000 - VEHICLES	389,006	456,500	441,500
	Total 560000 - OPERATIONS EQUIPMENT	538,738	726,476	782,146
	Total 570000 - WAGES	11,422,962	12,773,403	13,334,061
	Total 580000 - BENEFITS	3,381,295	4,315,248	4,602,243
	Total 610000 - TRAINING & EDUCATION	134,460	225,291	271,484
	Total 620000 - UTILITIES	100,846	122,700	110,000
	Total 630000 - FINANCE - DEBT SERVICE	200,160	1,005,259	958,322
	Total Expenses - Operations	**18,054,831**	**22,023,783**	**22,988,788**
	Expenses - Capital			
	Total 900100 - BUILDING CAPITAL OUTLAY	4,340,007	14,715,177	7,203,272
	Total 900300 - VEHICLE CAPITAL OUTLAY	510,667	2,633,596	604,169
	Total 900600 - EQUIPMENT CAPITAL OUTLAY	264,686	560,600	107,000
	Total Expenses - Capital	**5,115,361**	**17,909,373**	**7,914,440**
TOTAL EXPENSES		**23,170,192**	**39,933,156**	**30,903,229**
	Fund Transfer			
	CAPITAL RESERVE	3,769,893	3,007,505	2,083,993
	FLEET CAPITAL	1,000,000	1,600,000	250,000
	BOK LOAN PROCEEDS	0	10,893,491	4,667,610
	Total Fund Transfer	**4,769,893**	**15,500,996**	**7,001,603**
NET FUND BALANCE USE				
	CAPITAL RESERVE		1,374,781	558,669
	FLEET CAPITAL		1,033,596	354,169
NET FUND BALANCE USE			**2,408,377**	**912,838**
EXPENSES/REVENUE DIFFERENCE		**23,333,201**	**3,063,267**	**7,358**

MONUMENT FIRE DISTRICT

2027 BUDGET DETAIL

		Actual 2025	Projected 2026	Proposed 2027
REVENUE				
	OPERATING REVENUE			
	410000 - REVENUE - TAX RECEIPTS			
	410100 - REVENUE - PROPERTY TAXES			
	410102 - Property Taxes	18,083,766	19,167,730	19,132,846
	410109 - Tax Refund - FS2 Septic	(1,096)	(1,200)	(1,200)
	Total 410100 - REVENUE - PROPERTY TAXES	18,082,670	19,166,530	19,131,646
	410200 - Revenue - Specific Ownership Tax	1,732,884	1,250,000	1,250,000
	410300 - Revenue - Other Tax Revenue	6,831	0	0
	410400 - EMS Assessment Fees (Palmer Lake)	0	0	0
	TOTAL 410000 - REVENUE - TAX RECEIPTS	19,822,385	20,416,530	20,381,646
	420000 · REVENUE - GENERAL REVENUES			
	420100 - Ambulance Revenue	1,611,383	1,200,000	1,200,000
	420105 - EMS Supplement	393,387	562,935	400,000
	420300 - Ambulance Revenue Refunds	(16,750)	(24,000)	(24,000)
	420700 - Inspection/PlanReview/Fire Prevention	0	50,000	75,000
	420900 - Community Services CPR	1,180	1,500	1,500
	421500 - Reimbursement - Wildland Deployment	977,596	150,000	150,000
	TOTAL 420000 - REVENUE - GENERAL REVENUES	2,966,796	1,940,435	1,802,500
	TOTAL 440000 - REVENUE - INTEREST	641,151	259,000	300,000
	Total 460000 · REVENUE - SALE OF ASSETS	13,120	1,242,000	0
	TOTAL OPERATION REVENUE	23,443,452	23,857,965	22,484,146
	490000 - MISCELLANEOUS INCOME			
	490100 - Donations	8,520	0	0
	490200 - Loan/Lease Proceeds	18,000,000	0	0
	490300 - Grants	65,988	22,585	10,000
	490700 - Impact Fees	181,720	310,000	250,000
	490800 - Investment Revenue	0	707,000	252,000
	490900 - Insurance Recoveries	0	185,500	0
	499900 - Miscellaneous	33,820	4,000	0
	TOTAL 490000 - MISCELLANEOUS INCOME	18,290,048	1,229,085	512,000
TOTAL REVENUE		**41,733,500**	**25,087,050**	**22,996,146**
OPERATING EXPENSES				
	510000 - ADMINISTRATION EXPENSES			
	510300 - Auditing	27,775	20,570	20,570
	510500 - Ambulance Collection Fees	82,247	72,000	58,000
	510700 - Bank Charges & Credit Card Fees	23,453	40,000	30,000
	510900 - Penalties Fees	0	500	500
	511100 - Cty Treasurer's Fees @ 1.5%	272,250	287,516	286,993
	511300 - Books, Subscriptions & Dues	7,945	12,000	12,000

MONUMENT FIRE DISTRICT

2027 BUDGET DETAIL

		Actual 2025	Projected 2026	Proposed 2027
	511500 - Consultants	34,372	100,800	60,000
	511700 - Postage & Shipping	1,549	3,000	3,000
	511900 - Cobra	973	1,100	100
	512100 - Legal	18,708	64,000	64,000
	512300 - General Liability Insurance	199,125	230,000	275,000
	512500 - Worker's Compensation	253,227	350,000	323,733
	512700 - Admin Maintenance Contracts	464	1,000	1,000
	512900 - Office Supplies	5,214	6,000	6,000
	513100 - Office Equipment/Furniture	0	8,000	8,000
	513300 - Medical Exams / Services	46,505	74,550	81,840
	513700 - Promotional Processes	612	3,200	3,200
	513900 - Recruiting/Hiring	22,236	26,910	36,915
	514100 - Morale & Welfare	17,911	10,000	14,500
	514150 - Awards Banquet	0	8,500	8,500
	514200 - Honor Guard	10,757	9,580	14,930
	514300 - Public Relations	29,478	35,000	38,500
	514400 - Youth Camp	0	1,500	1,500
	514500 - Election	126	42,000	110,976
	514600 - Election Materials	0	5,000	60,650
	514700 - Bad Credit	0	0	0
	514800 - Chaplain Program	0	500	500
	514900 - Accreditation	34,871	35,000	5,000
	519100 - Special Incident	680	5,000	5,000
	519900 - General Expense	10,334	15,000	15,000
	519999 - Unassigned Credit Card Charge	0	0	0
	TOTAL 510000 - ADMINISTRATION EXPENSES	1,100,812	1,468,226	1,545,907
	520000 - BUILDINGS EXPENSE			
	520100 - Repairs & Maintenance	119,266	200,000	140,000
	520300 - Supplies Expense	32,765	35,000	35,000
	520400 - Admin Bldg Lease	190,183	233,562	241,000
	520500 - Admin Lease CAMS	29,214	0	0
	520600 - Admin Bldg Utilities	3,727	11,218	0
	TOTAL 520000 -BUILDINGS EXPENSE	375,155	479,780	416,000
	530000 - COMMUNICATIONS EXPENSE			
	530100 - Telephone	14,414	16,000	16,000
	530300 - Cable	8,505	10,000	11,000
	530500 - Cellular	35,184	38,000	40,000
	530900 - Internet	15,251	18,000	16,000
	531100 - Information Technology	55,944	85,000	85,000
	531300 - IT Subscriptions (Contracts)	241,486	175,000	175,000
	531500 - Maintenance Contract 800/Radio	0	50,000	50,000
	531700 - Radio License 800/Radio Sub	28,291	32,000	32,000
	531900 - Communication Repair & Maint	5,515	5,000	20,000
	532100 - Dispatch Services	0	0	50,000

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2027 BUDGET DETAIL

		Actual 2025	Projected 2026	Proposed 2027
	TOTAL 530000 - COMMUNICATIONS EXPENSE	404,590	429,000	495,000
	540000 - COMMUNITY RISK REDUCTION			
	540101 - Code Services Equipment	0	0	3,650
	540102 - Code Services Supplies	0	0	500
	540201 - Fire Investigation Equipment	0	0	11,305
	540202 - Fire Investigation Supplies	0	0	1,270
	540300 - Community Risk Reduction Supplies	5,725	8,000	0
	540301 - Wildfire Mitigation Equipment	0	0	6,000
	540302 - Wildfire Mitigation Supplies	0	0	2,000
	540401 - Public Education Equipment	0	0	1,400
	540402 - Public Education Supplies	0	0	6,000
	540500 - Community Risk Reduction Equip	1,032	8,500	0
	549900 - Community Risk Reduction - Other	50	5,400	0
	TOTAL 540000 - FIRE PREVENTION	6,807	21,900	32,125
	550000 - VEHICLES EXPENSE			
	550200 - FIREFIGHTING VEHICLES			
	550201 - Firefighting Fuel	47,261	65,000	65,000
	550203 - Firefighting Repairs & Maintenance	195,304	200,000	200,000
	550205 - Ladder Testing	3,950	4,000	4,000
	550207 - Pump Testing	0	6,000	6,000
	550299 - Firefighting Vehicles - Other	0	0	0
	TOTAL 550200 - FIREFIGHTING VEHICLES	246,515	275,000	275,000
	550500 - MEDICAL VEHICLES			
	550501 - Medical Fuel	22,908	36,000	36,000
	550503 - Medical Repairs & Maintenance	26,951	40,000	40,000
	550599 - Medical Vehicles - Other	0	0	0
	TOTAL 550500 - MEDICAL VEHICLES	49,859	76,000	76,000
	550700 - ADMIN VEHICLES			
	550701 - Admin Fuel	29,189	32,000	32,000
	550703 - Admin Repairs & Maintenance	39,226	30,000	25,000
	550799 - Admin Vehicles - Other	6,508	10,000	0
	TOTAL 550700 - ADMIN VEHICLES	74,923	72,000	57,000
	550900 - SPECIALITY VEHICLES			
	550901 - Speciality Fuel	962	7,000	7,000
	550903 - Speciality Repairs & Maintenance	14,792	6,500	6,500
	550999 - Speciality Vehicles - Other	0	12,000	12,000
	TOTAL 550900 - SPECIALITY VEHICLES	15,754	25,500	25,500
	551100 - Bench Stock	1,955	8,000	8,000
	TOTAL 550000 - VEHICLES EXPENSE	389,006	456,500	441,500
	560000 - OPERATIONAL EQUIPMENT			
	560100 - FIREFIGHTING EQUIPMENT/SUPP			
	560103 - Equipment Repairs & Maintenance	535	4,000	5,000
	560104 - Small Engine Repairs	484	3,000	3,000

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2027 BUDGET DETAIL

		Actual 2025	Projected 2026	Proposed 2027
	560105 - SCBA Equipment	8,091	65,650	26,000
	560106 - SCBA Repairs & Maintenance	10,256	27,000	34,000
	560207 - PPE Equipment	86,359	109,613	169,452
	560108 - PPE - New Hire	46,011	35,958	15,534
	560109 - PPE Repairs & Maintenance	1,164	24,220	30,400
	560116 - PPE Haz-Mat	0	10,000	12,200
	560110 - Wildland PPE	13,898	10,830	25,165
	560112 - Wildland Deployment	86,028	50,000	50,000
	560113 - Wildland Equipment	2,662	37,050	23,000
	560115 - Wildland Repairs & Maintenance	0	1,000	2,000
	560117 - Firefighting Supplies	739	1,000	1,000
	560121 - Technical Rescue Equipment	15,050	7,884	26,450
	560123 - Technical Rescue Supplies	556	500	3,300
	560125 - Drone	5,610	11,300	1,400
	560164 - Hazmat Equipment	950	20,900	38,140
	560165 - Hazmat Supplies	153	7,656	9,405
	560198 - Hose, Nozzles, & Appliances	13,275	22,000	19,500
	560199 - Firefighting Equipment	10,924	9,298	5,000
	TOTAL 560100 - FIREFIGHTING EQUIPMENT/SUPP	302,745	458,859	499,946
	560300 - MEDICAL EQUIPMENT			
	560302 - EMS Equipment	19,830	40,500	41,475
	560303 - EMS Equipment Repairs & Maintenance	886	6,529	16,500
	560307 - EMS Maintenance Contracts	47,734	50,278	54,450
	560309 - EMS Supplies	98,406	120,000	123,000
	TOTAL 560300 - MEDICAL EQUIPMENT	166,856	217,307	235,425
	560600 - UNIFORMS			
	560603 - Uniforms - New Hire/Promotions	6,499	18,055	5,996
	560605 - Uniforms - Staff	55,283	25,000	35,924
	560607 - Uniforms - Tailoring	515	2,000	2,000
	560699 - Uniforms - Other	6,840	5,255	2,855
	TOTAL 560600 - UNIFORMS	69,137	50,310	46,775
	TOTAL 560000 - OPERATIONAL EQUIPMENT	538,738	726,476	782,146
	570000 - WAGES			
	570200 - Banked Vacation/Sick	22,967	30,000	30,000
	570300 - Administration Personnel	1,989,716	2,149,681	2,242,346
	570400 - Operations Personnel	7,660,859	7,942,290	8,250,481
	570500 - Longevity	0	97,268	113,612
	570700 - OVERTIME			
	570703 - Overtime (Shift)	764,874	1,453,100	1,600,000
	570704 - Overtime (Admin)	4,052	30,000	2,308
	570705 - Overtime (Other)	97,486	139,557	243,909
	570707 - Overtime (Training/EMS)	82,862	127,512	180,217
	570708 - Overtime (Educational Leave)	29,775	378,969	246,117
	570709 - Overtime (Wildland Backfill)	213,076	100,000	100,000
	TOTAL 570700 - OVERTIME	1,192,125	2,229,138	2,372,551

MONUMENT FIRE DISTRICT

2027 BUDGET DETAIL

		Actual 2025	Projected 2026	Proposed 2027
	571700 - Wildland Deployment Pay	371,325	100,000	100,000
	573100 - Social Security Tax (PT only)	5,229	17,978	8,773
	573200 - Medicare Tax	159,300	181,951	190,080
	573300 - Unemployment Expense	21,441	25,097	26,218
	TOTAL 570000 - WAGES	11,422,962	12,773,403	13,334,061
	580000 - BENEFITS			
	580200 - Health Insurance	1,789,044	2,200,000	2,250,000
	580300 - Dental Insurance	42,461	50,000	45,000
	580400 - Vision Insurance	36	0	0
	580500 - FPPA Death & Disability Insurance	342,417	407,570	424,258
	580600 - Supplemental Insurance	12	0	3,500
	580700 - Accident & Health Insurance	7,771	10,000	10,000
	580800 - Peer Support	8,020	12,311	9,840
	580900 - 457 Plan	196,641	472,551	490,270
	581100 - Pension	981,422	1,120,816	1,219,740
	581200 - 115 Trust	0	0	107,135
	582200 - Cardiac and Cancer Trust	11,368	39,500	40,000
	584300 - Flex Spending & Health Savings	2,103	2,500	2,500
	TOTAL 580000 - BENEFITS	3,381,295	4,315,248	4,602,243
	610000 - TRAINING & EDUCATION			
	610100 - Firefighting Training	23,023	16,600	47,500
	610200 - Medical Training	18,546	26,800	10,500
	610300 - Admin/Other Training	28,381	76,848	111,050
	610305 - Academy Training	30,323	32,181	3,833
	610400 - Director's Training	59	1,000	1,000
	610500 - Health and Wellness	17,553	16,050	24,779
	610600 - EMS Community Outreach	360	3,000	3,520
	610700 - Community Risk Training	4,678	15,100	13,850
	610800 - Travel/Lodging	11,537	37,712	55,452
	TOTAL 610000 - TRAINING & EDUCATION	134,460	225,291	271,484
	620000 · UTILITIES			
	620100 - Electricity	47,351	46,000	48,000
	620200 - Heating/Gas	28,063	50,000	35,000
	620300 - Water & Sewer	13,574	16,000	14,000
	620700 - Trash Collection	11,858	10,700	13,000
	TOTAL 620000 - UTILITIES	100,846	122,700	110,000
	630000 - FINANCE - DEBT SERVICE			
	634100 - Interest Expense	200,160	1,005,259	958,322
	TOTAL 630000 - FINANCE - DEBT SERVICE	200,160	1,005,259	958,322
TOTAL OPERATING EXPENSES		18,054,831	22,023,783	22,988,788
EXPENSES DIFFERENCE		23,678,668	3,063,267	7,358

MONUMENT FIRE DISTRICT

2027 BUDGET DETAIL

	Actual 2025	Projected 2026	Proposed 2027
CAPITAL EXPENSES			
900000 - CAPITAL IMPROVEMENT FUND			
900100 - BUILDINGS CAPITAL OUTLAY			
900110 - Fire Station 1	0	210,000	0
900120 - Fire Station 2	1,950,034	0	0
900130 - Fire Station 3	663,671	11,465,177	5,267,272
900140 - Fire Station 4	160,725	0	0
900150 - Fire Station 5	0	50,000	0
900160 - Fire Station 6	20,318	1,040,000	0
900170 - Training Center	839,836	1,400,000	1,936,000
900199 - Administrative Offices	705,424	550,000	0
TOTAL 900100 - BUILDINGS CAPITAL OUTLAY	4,340,007	14,715,177	7,203,272
900300 - VEHICLES CAPITAL OUTLAY			
900303 - Fire Vehicles	5,075	1,332,189	0
900305 - Medical Vehicles	321,927	330,000	0
900307 - Admin Vehicles	0	200,000	0
900309 - Speciality Vehicles	8,896	422,200	236,000
900312 - Lease Princ 2022 Engine	73,914	77,173	80,576
900313 - Lease Princ 2023 Tower	100,855	104,688	108,666
900314 - Lease Princ 2026 Engines	0	167,346	178,927
TOTAL 900300 - VEHICLES CAPITAL OUTLAY	510,667	2,633,596	604,169
900600 - EQUIPMENT CAPITAL OUTLAY			
900602 - Fire Communications	0	15,000	0
900605 - Medical Equipment	235,045	340,600	0
900609 - Fire Supression Equipment	29,641	205,000	107,000
TOTAL 900600 - EQUIPMENT CAPITAL OUTLAY	264,686	560,600	107,000
TOTAL 900000 - CAPITAL IMPROVEMENT FUND	5,115,361	17,909,373	7,914,440
TOTAL CAPITAL EXPENSES	**5,115,361**	**17,909,373**	**7,914,440**
TOTAL EXPENSES	**23,170,192**	**39,933,156**	**30,903,229**
FUND TRANSFER			
Capital Reserve	3,769,893	3,007,505	2,083,993
Fleet Capital	1,000,000	1,600,000	250,000
BOK Loan Proceeds	0	10,893,491	4,667,610
TOTAL FUND TRANSFER	**4,769,893**	**15,500,996**	**7,001,603**
NET FUND BALANCE USE			
Capital Reserve		1,374,781	558,669
Fleet Capital		1,033,596	354,169
NET FUND BALANCE USE		**2,408,377**	**912,838**
REVENUE/EXPENSES DIFFERENCE	**23,333,201**	**3,063,267**	**7,358**

MONUMENT FIRE DISTRICT

2027 FUND BALANCES

	Actual 2025	Projected 2026	Proposed 2027
GENERAL FUND BALANCE			
Beginning Balance	**10,568,664**	**10,742,406**	**8,628,963**
Revenues	23,040,507	24,005,650	21,902,846
Expenses	(18,031,533)	(22,023,783)	(22,988,788)
Transfer In	0	0	0
Transfer Out	(4,845,716)	(4,095,310)	(2,021,616)
Adjust to Actual	10,483		
Ending Balance	**10,742,406**	**8,628,963**	**5,521,405**
CAPITAL RESERVES FUND BALANCE (ASSIGNED)			
Beginning Balance	**3,136,475**	**2,093,035**	**1,836,788**
Revenues (Interest)	25,897	1,118,534	40,000
Expenses	(4,604,693)	(4,382,286)	(2,642,662)
Transfer In	3,769,893	3,007,505	2,083,993
Transfer Out	0	0	0
Adjust to Actual	(234,536)	0	0
Ending Balance	**2,093,035**	**1,836,788**	**1,318,119**
FLEET CAPITAL FUND BALANCE (ASSIGNED)			
Beginning Balance	**1,621,751**	**1,786,794**	**805,990**
Revenues (Interest)	14,776	52,792	35,000
Expenses	(510,667)	(2,633,596)	(604,169)
Transfer In	1,000,000	1,600,000	250,000
Transfer Out	0	0	0
Adjust to Actual	(339,066)	0	0
Ending Balance	**1,786,794**	**805,990**	**486,821**
EMERGENCY RESERVE FUND BALANCE-TABOR (RESTRICTED)			
Beginning Balance	**487,478**	**567,105**	**657,710**
Revenues (Interest)	3,804	2,800	4,300
Expenses	0	0	0
Transfer In	75,823	87,805	28,616
Transfer Out	0	0	0
Adjust to Actual	0	0	0
Ending Balance	**567,105**	**657,710**	**690,626**
CONTINGENCY FUND BALANCE (ASSIGNED)			
Beginning Balance	**1,696,985**	**1,771,891**	**1,838,891**
Revenues (Investment earnings)	74,906	67,000	67,000
Expenses	0	0	0
Transfer In	0	0	0
Transfer Out	0	0	0
Adjust to Actual	0	0	0
Ending Balance	**1,771,891**	**1,838,891**	**1,905,891**
BOK STATION 3 LOAN PROCEEDS FUND BALANCE (ASSIGNED)			
Beginning Balance	**0**	**18,326,654**	**8,073,163**
Revenues (Investment earnings)	386,203	640,000	185,000
Expenses	(59,549)	(10,893,491)	(4,667,610)
Transfer In	18,000,000	0	0
Transfer Out	0	0	0
Adjust to Actual	0	0	0
Ending Balance	**18,326,654**	**8,073,163**	**3,590,554**
IMPACT FEE FUND BALANCE (RESTRICTED)			
Beginning Balance	**450,238**	**630,993**	**340,993**
Revenues	187,407	310,000	250,000
Expenses	0	0	0
Transfer In	0	0	0
Transfer Out		(600,000)	(340,993)
Adjust to Actual	(6,652)	0	0
Ending Balance	**630,993**	**340,993**	**250,000**

MONUMENT FIRE DISTRICT

Fleet Replacement Schedule 2026-2036

Purchase amount = no debt
Annual debt payment
Overdue for replacement

Consider 4% annual growth for apparatus/3% for light vehicles

Engines (Type 1/Type 3 - 10 years frontline, 5 years reserve)

Truck (13 years frontline, 5 years reserve)

ush (10 years frontline, 5 years reserv

ulance (5 years frontline, 2 years rese

Fleet #/VIN	Code	Vehicle	Position	Purchase Year	Replace Year	Lifespan	Replacement Cost	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
S99638	900307	Ford 150	Training BC	2018	2030	12Y	$80,000					-$108,800						
S99639	900307	Ford 150	Training Officer	2018	2030	12Y	$80,000					-$108,800						
S99640	900307	Ford 150	DC of Ops	2018	2030	12Y	$80,000					-$108,800						
S68730	900307	Ford F250	Shift BC	2020	2032	12Y	$88,000							-$119,680				
S68731	900307	Ford F250	Shift BC (Reserve)	2020	2032	12Y	$88,000							-$119,680				
S64336	900307	Ford Expedition	EMS Educator	2020	2032	12Y	$75,000							-$102,000				
S64335	900307	Ford Expedition	EMS Coordinator	2020	2032	12Y	$75,000							-$102,000				
S79579	900307	Chevy Tahoe	Admin Reserve	2019	2031	12Y	$80,000						-$108,800					
S96388	900307	Dodge 3500	Snow Plow/Tow	2012	2024*	12Y	$60,000											
S40545	900307	Ford Transit	Fire Technician	2023	2035	12Y	$60,000										-$85,546	
S38292	900307	Ford 150	Fire Chief	2026	2038	12Y	$80,000											
S38293	900307	Ford 150	DC of CRR	2024	2036	12Y	$80,000											-$114,061
S38294	900307	Ford 150	DC of SS	2024	2036	12Y	$80,000											-$114,061
S18394	900307	Ford F350	Snow Plow/Tow	2003	2015*	12Y	$60,000											
S26496	900307	Ford F250	Logistics LT	2023	2036	12Y	$80,000										-$110,976	
S8780	900307	Ford Maverick	Fire Prevention	2026	2038	12Y	$50,000	-$50,000										
S5367	900307	Ford Maverick	Fire Prevention	2026	2038	12Y	$50,000	-$50,000										
E48764	900300	Smeal T1 Engine	Reserve	2004	2019*	10Y/5Y	$960,000											
E20193	900303	Pierce T1 Engine	Reserve	2019	2034	10Y/5Y	$960,000									-$124,800	-$124,800	-$124,800
E20859	900303	Pierce T1 Engine	Reserve	2019	2034	10Y/5Y	$960,000									-$124,800	-$124,800	-$124,800
E24972	900303	Pierce T1 Engine	514	2023	2039	10Y/5Y	$900,000	-$104,390	-$104,390	-$104,390	-$104,390	-$104,390	-$104,390	-$104,390				
E26693	900303	Pierce T1 Engine	513	2026	2040	10Y/5Y	$950,000	-$142,908	-$142,908	-$142,908	-$142,908	-$142,908	-$142,908	-$142,908	-$142,908			
E29692	900303	Pierce T1 Engine	512	2026	2040	10Y/5Y	$950,000	-$142,908	-$142,908	-$142,000	-$142,000	-$142,000	-$142,000	-$142,000	-$142,000			
E4136	900303	BME T2 Engine	515	2026	2040	10Y/5Y	$674,000	-$782,189										
	900303	Type 1 Engine		2001	SELL													
E71642	900303	RB Ladder (100')	Reserve	2009	2033	13Y/5Y	$1,575,000								-$157,500	-$157,500	-$157,500	-$157,500
E27169	900303	Pierce Ladder	531	2024	2042	13Y/5Y	$1,575,000	-$152,009	-$152,009	-$152,009	-$152,009	-$152,009	-$152,009	-$152,009	-$152,009	-$152,009	-$152,009	
E70409	900303	RB Ladder (75')	Reserve	2010	2023	13Y/5Y	$1,575,000											
	900303	T6 Ford F450		2001	SELL													
B06335	900303	T6 Dodge 5500	Reserve	2015	2030	10Y/5Y	$330,000					-$462,000						
B86468	900303	T6 Dodge 4500	544	2018	2033	10Y/5Y	$330,000								-$462,000			
B18228	900303	T6 (Ford)	542	2024	2039	10Y/5Y	$330,000	-$250,000										
S52685	900307	Squad Ford F550	575	2022	2034	12Y	$330,000									-$488,400		
B38602	900303	T3 (BME)	541	2023	2033	10Y/5Y	$378,100											
	900303	ALF Tender		2001	SELL													
UG4186	900303	Midwest Tender	563	2024	2044	15Y/5Y	$400,000	-$270,000										
UN0421	900303	Midwest Tender	565	2020	2040	15Y/5Y	$250,000											
A58392	900305	Dodge 4500	Reserve	2016	2021	5Y/2Y	$232,000											
A77410	900305	Dodge 4500	Reserve	2016	2021	5Y/2Y	$232,000											
A47384	900305	Ford F550	Reserve	2019	2026	5Y/2Y	$232,000											
A34972	900305	AEV Ford	584	2024	2030	5Y/2Y	$265,000			-$332,450					-$382,318			
A15349	900305	AEV Ford	581	2024	2031	5Y/2Y	$300,000				-$341,600					-$392,940		
A70316	900305	Ford F450	583	2020	2025	5Y/2Y	$232,000	-$330,000				-$350,750					-$403,363	
U91164	900309	Side-by-side	Fire Staton 1	2024	2044	20Y	$40,000											
U28697	900309	Chipper	Fire Station 5	2019	2039	20Y	$40,000											
U00183	900309	Chipper	Fire Station 5	2011	2031	20Y	$40,000						-$60,000					
U0759	900309	Suzuki ATV	Fire Station 5	2006	2026	20Y	$8,500											
U46869	900309	Scott Air Trailer	Fire Station 5	2006	2026	20Y	$300,000											
NEW	900309	Boat Trailer	TBD	2027	2047	20Y	$6,000		-$6,000									
NEW	900309	Skid Steer	Admin	2027	2047	20Y	$230,000		-$230,000									
U11701	900309	Snowcat	Fire Station 1	2026	2046	20Y	$350,000	-$350,000										
							Beginning Balance	$1,786,794	$805,989	$486,820	$613,063	$730,156	$49,699	$339,592	$354,925	$116,190	$75,741	$116,747
							Transfers In	$1,600,000	$250,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,200,000	$1,400,000	$1,200,000	$1,200,000
							Expenses (Cash)	-$2,082,189	-$236,000	-$332,450	-$341,600	-$1,139,150	-$168,800	-$443,360	-$844,318	-$881,340	-$599,885	$0
							Expenses (Lease)	-$542,215	-$542,215	-$541,307	-$541,307	-$541,307	-$541,307	-$541,307	-$594,417	-$559,109	-$559,109	-$407,100
							Total Expenses	-$2,624,404	-$778,215	-$873,757	-$882,907	-$1,680,457	-$710,107	-$984,667	-$1,438,735	-$1,440,449	-$1,158,994	-$407,100
							Total Cap. Exp.(excluding interest)	-$2,431,395	-$604,167									
							Adjust to Actual	-$149,409	$34,998									
							Ending Balance	**$805,989**	**$486,820**	**$613,063**	**$730,156**	**$49,699**	**$339,592**	**$354,925**	**$116,190**	**$75,741**	**$116,747**	**$909,647**

MONUMENT FIRE DISTRICT

Facilities and Equipment Repair/Replacement Schedule 2026-2036

Purchase amount = no debt
Annual debt payment
Overdue for replacement

Facilities

Location	Code	Description	Replacement Cost	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
1	900110	Fire Station 1		-$210,000										
2	900110	Fire Station 2												
3	900130	Fire Station 3		-$12,277,427	-$6,051,546	-$1,383,936	-$1,383,936	-$1,383,936	-$1,383,936	-$1,383,936	-$1,383,936	-$1,383,936	-$12,334,633	
3	900130	Fire Station 3 (Savings)												
4	900140	Fire Station 4												
5	900150	Fire Station 5		-$50,000										
6	900160	Fire Station 6 (Future)		-$1,040,000										
TC	900110	Training Center		-$1,400,000	-$1,936,000									
Admin	900199	Admin		-$550,000										
Admin	900199	Admin (Savings)		-$1,000,000										

Equipment

Location	Code	Description	Replacement Cost	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Communications IT	900602			-$15,000			-$47,740				-$520,000	-$52,514		-$20,159
EMS	900605			-$340,600			-$139,050	-$130,540	-$52,662	-$90,634	-$81,880	-$114,596	-$224,900	-$453,081
Miscellaneous	Vaired						-$13,650		$30,747					
PPE	900609					$12,752			-$13,420		-$30,454		-$17,109	
SCBA	900609				-$22,000						-$477,630			
Tools & Equipment	900609			-$205,000	-$5,000		-$240,000						-$10,329	-$6,524
Health and Wellness	900609													
Training Center	900609				-$80,000					-$46,371				
			Beginning Balance	$2,093,035	$1,836,788	$1,318,120	$1,346,936	$922,560	$808,084	$788,813	$714,243	$50,797	$99,751	-$10,870,111
			Transfers In	$3,007,505	$2,083,993	$1,400,000	$1,400,000	$1,400,000	$1,400,000	$1,400,000	$1,800,000	$1,600,000	$1,600,000	$1,600,000
			BOK reimbursements/payments	$10,893,491	$4,667,610									
			Building Expenses (Cash)	-$4,250,000	-$1,936,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
			Equipment Expenses (Cash)	-$560,600	-$107,000	$12,752	-$440,440	-$130,540	-$35,335	-$90,634	-$1,079,510	-$167,110	-$235,229	-$459,605
			Expenses (Lease)	-$12,277,427	-$6,051,546	-$1,383,936	-$1,383,936	-$1,383,936	-$1,383,936	-$1,383,936	-$1,383,936	-$1,383,936	-$12,334,633	$0
			Total Expenses	-$17,088,027	-$8,094,546	-$1,371,184	-$1,824,376	-$1,514,476	-$1,419,271	-$1,474,570	-$2,463,446	-$1,551,046	-$12,569,862	-$459,605
			Total Exp.(excluding interest)	-$16,275,777	-$7,310,271									
			Adjust to Actual	$2,118,534	$40,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
			Ending Balance	**$1,836,788**	**$1,318,120**	**$1,346,936**	**$922,560**	**$808,084**	**$788,813**	**$714,243**	**$50,797**	**$99,751**	**-$10,870,111**	**-$9,729,716**

MONUMENT FIRE DISTRICT
2022-2026 STRATEGIC PLAN OBJECTIVES

2022-2026 OBJECTIVES	ASSIGNED TO	CALENDAR YEAR	2022	2023	2024	2025	2026
GOVERNANCE AND ADMINISTRATION - 1.0							
Objective 1.0 - Evaulate the Fire Chief's performance annually.	Board of Directors	Annually	✓	✓	✓	✓	✓
Objective 1.1 - Review every district policy every three years.	Executive Team	2025	✓			✓	
Objective 1.2 - Continue to evaluate opportunities for the unification of fire districts.	Executive Team	Annually	✓	✓	✓	✓	✓
Objective 1.3 - Design a program to communicate the organization's vision and status with all employees.	Executive Team	Annually	✓	✓	✓	✓	✓
Objective 1.4 - Develop a comprehensive program to espouse the mission, vision, and values of the fire district.	BC Mola	2022	✓				
ASSESSMENT AND PLANNING - 2.0							
Objective 2.0 - Track, monitor, report, and enhance service delivery through industry-standard defined benckmarks.	DC of Support Services/Accreditation Manager	Annually	✓	✓	✓	✓	✓
Objective 2.1 - Achieve accredidation through the Commision on Fire Accredidation International (CFAI).	DC of Support Services/Accreditation Manager	2025				✓	
Objective 2.2 - Maintain or improve the fire district's ISO rating of 3/3Y.	Executive Team	2022	✓				
Objective 2.3 - Develop a community risk assessment profile.	DC of Support Services/Accreditation Manager	2022		✓			
Objective 2.4 - Develop a standards of cover profile.	BC Mola	2023		✓			
FINANCIAL RESOURCES - 3.0							
Objective 3.0 - Continue to educate the taxpayers on the combined effects of Gallegher, TABOR, and other financical legislation that might impact the district.	Fire Chief	Annually	✓	✓	✓	✓	✓
PROGRAMS - 4.0							
Community Risk Reduction/Fire Prevention							
Objective 4.0 - Develop an annual engine company inspection program.	DC of Support Services	2022		✓			
Objective 4.1 - Develop a pre-incident response plan for operations personnel.	DC of Support Services/Accreditation Manager	2023		✓			
All-Hazard Emergency Response							
Objective 4.2 - Provide Level B suits and additional absorbent for hazardous materials response and mitigation.	LT Keough	2022	✓				
Objextive 4.3 - Develop wildland-urban interface pre-plans.	Contract	2022-2023	✓	✓			
Emergency Medical Services							
Objective 4.4 - Develop the philosphy, design, and implementation of a comprehensive EMS program.	EMS Battalion Chief/EMS Coordinator	2026					✓
Objective 4.5 - Develop a regional mass-casualty incident (MCI) response plan.	EMS Battalion Chief/EMS Coordinator	2022	✓				
Objective 4.6 - Develop an automated inventory control system for EMS supplies.	EMS Battalion Chief/EMS Coordinator	2022	✓				
Objective 4.7 - Develop an EMS continuous quality improvement program with a comprehensive EMS data collection process.	EMS Battalion Chief/EMS Coordinator	2023		✓			
PHYSICAL RESOURCES - 5.0							
Objective 5.0 - Develop a multi-year strategy for the purchase and replacement of capital equipment.	DC of Support Services/LT Keough	2022	✓				
Objective 5.1 - Develop a multi-year strategy for the purchase and replacement of capital fleet/vehicles.	DC of Support Services/LT Keough	2022	✓				
Objective 5.2 - Develop a facility repair and replacement plan.	DC of Support Services/LT Keough	2022	✓				
Objective 5.3 - Develop a multi-phased plan for the construction of a regional fire training center.	DC of Support Services/LT Keough	2023		✓			
HUMAN RESOURCES - 6.0							
Objective 6.0 - Create a dynamic recruitment plan.	Executive Team	Annually	✓	✓	✓	✓	✓
Objective 6.1 - Evaluate the organization to determine metrics and priorities for additional administrative and operations personnel.	Executive Team	Annually	✓	✓	✓	✓	✓
TRAINING AND COMPETENCY - 7.0							
Objective 7.0 - Implement the training component on policies through Target Solutions.	Battalion Chief of Training	2022	✓				
Objective 7.1 - Develop and implement annual training requirements.	Battalion Chief of Training	Annually	✓	✓	✓	✓	✓
Objective 7.2 - Create a balanced all-risk, annual training calendar to include EMS.	Battalion Chief of Training	Annually	✓	✓	✓	✓	✓
ESSENTIAL RESOURCES - 8.0							
EXTERNAL SYSTEMS RELATIONSHIPS - 9.0							
Objective 9.0 - Foster the relationship with El Paso County Office of Emergency Management.	Fire Chief	Annually	✓	✓	✓	✓	✓

2027 ORGANIZATIONAL CHART

- COMMUNITY
  - MONUMENT FIRE DISTRICT BOARD OF DIRECTORS
    - LEGAL COUNSEL
    - ACCREDITATION MANAGER
    - FIRE CHIEF
      - DIVISION CHIEF OF OPERATIONS
        - TRAINING & EMS BATTALION CHIEF
          - TRAINING LIEUTENANT
          - EMS COORDINATOR
          - EMS EDUCATOR
        - A SHIFT BATTALION CHIEF
          - B SHIFT BATTALION CHIEF
            - C SHIFT BATTALION CHIEF
              - 15 LIEUTENANTS
15 ENGINEERS
19 FF/PARAMEDICS
17 FF/EMTS
      - DIVISION CHIEF OF SUPPORT SERVICES
        - FLEET & FACILITIES LIEUTENANT
          - FIRE TECHNICAN
            - INFORMATION TECHNOLOGY (CONTRACT)
      - DIVISION CHIEF OF COMMUNITY RISK
        - DEPUTY FIRE MARSHAL
          - CRR COORDINATOR
            - CRR SPECIALIST (PART TIME)
              - MITIGATION CREW (PART-TIME)
      - DIRECTOR OF ADMINISTRATION
        - ADMINISTRATIVE ASSISTANT
          - BOOKKEEPER (PART-TIME)

Serving with Character, Connection, & Commitment

MONUMENT FIRE DISTRICT
19775 Mitchell Avenue
Monument, CO 80132
(719) 484-0911
www.monumentfire.org
Proudly serving the Tri-Lakes Region

Colin Fitzgerald, Fire Chief

2027 WAGE SCHEDULE

Position	2027 Wage	Non-Primary Paramedic**
Fire Chief (FC)	*	
Division Chief (DC2)	$179,333	
Division Chief (DC1)	$169,159	
Battalion Chief (BC3)	$159,606	
Battalion Chief (BC2)	$150,573	
Battalion Chief (BC1)	$142,049	
Lieutenant (LT4)	$134,008	$136,508
Lieutenant (LT3)	$128,856	$131,356
Lieutenant (LT2)	$123,898	$126,398
Lieutenant (LT1)	$119,133	$121,633
Engineer (ENG4)	$114,551	$117,051
Engineer (ENG3)	$109,970	$112,471
Engineer (ENG2)	$105,571	$108,071
Engineer (ENG1)	$101,348	$103,848
FF/Paramedic (FF/PM4)	$114,551	
FF/Paramedic (FF/PM3)	$109,970	
FF/Paramedic (FF/PM2)	$105,571	
FF/Paramedic (FF/PM1)	$101,348	
Firefighter (FF4)	$97,293	
Firefighter (FF3)	$93,402	
Firefighter (FF2)	$89,666	
Firefighter (FF1)	$86,078	
Firefighter Recruit	$82,637	
Fleet and Facilities	$119,133-$134,008	
EMS Coordinator	Rank + 5%***	
Training Officer	Rank + 5%***	
EMS Educator	$101,348-$114,551	
Deputy Fire Marshal	$115,663 - $130,105	
CRR Coordinator	$98,396 - $111,215	
CRR Specialist	$57,304	
Director of Administration	$134,008	
Accreditation Manager	$119,133	
Admin Assistant	$61,800	
Bookkeeper (PT)	$51,500	
Fire Technician	$60,000	

*= Fire Chief's salary determined by the BOD
**= Non-primary paramedic = $2,500/annually
***= 5% administrative assignment differential