

**TRI-LAKES MONUMENT FIRE PROTECTION DISTRICT  
D/B/A MONUMENT FIRE DISTRICT**

**RESOLUTION 2024-13**

**A RESOLUTION ADOPTING A 2025 BUDGET FOR THE TRI-LAKES MONUMENT FIRE PROTECTION DISTRICT D/B/A MONUMENT FIRE DISTRICT, SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND, AND APPROPRIATING SUMS OF MONEY TO THE VARIOUS FUNDS IN THE AMOUNTS AND FOR THE PURPOSES SET FORTH IN THE ADOPTED 2025 BUDGET.**

**WHEREAS**, the Board of Directors of the Tri-Lakes Monument Fire Protection District d/b/a Monument Fire District ("District") has appointed Andy Kovacs, Fire Chief, to prepare and submit a proposed budget for fiscal year 2025 to said governing body at the proper time in accordance with the Local Government Budget Law; and

**WHEREAS**, Andy Kovacs, Fire Chief, has submitted a proposed 2025 fiscal year budget ("2025 Budget") for the District to this governing body before October 15 for its consideration, a copy of which is attached hereto as Exhibit A; and

**WHEREAS**, upon due and proper notice, published or posted in accordance with the law, said proposed 2025 Budget was open for inspection by the public at a designated place, a public hearing was held on November 13, 2024, and interested taxpayers were given the opportunity to file or register any objections to said proposed 2025 Budget; and

**WHEREAS**, the Board of Directors has made provision in the 2025 Budget for revenues in the amount equal to or greater than the proposed expenditures as set forth in said budget so that the budget remains in balance, as required by law; and

**WHEREAS**, it is not only required by law but also necessary to appropriate the revenues and expenditures provided in the 2025 Budget to and for the purpose described below so as not to impair the operations of the District.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE TRI-LAKES MONUMENT FIRE PROTECTION DISTRICT dba MONUMENT FIRE DISTRICT, COLORADO:**

Section 1. Approval of 2025 Budget. The 2025 Budget as submitted and summarized by fund and as set forth as Exhibit A, is hereby approved and adopted as the 2025 Budget of the District. The approved 2025 Budget shall be signed by the Board Treasurer and made a part of the public record of the District.

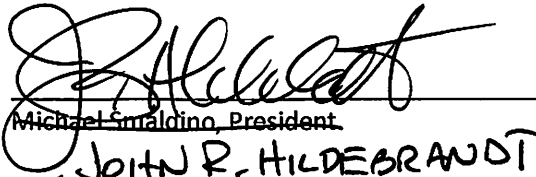
Section 2. Appropriation of 2025 Budget Revenues. The estimated revenues for each fund as more specifically identified in the attached 2025 Budget are approved and appropriated.

Section 3. Appropriation of Reserves. The reserve funds as more specifically identified in the attached 2025 Budget are also appropriated to cover operations of the District in the event of revenue shortfalls.

Section 4. Approval of 2025 Budget Expenditures. The estimated expenditures for each fund as more specifically identified in the attached 2025 Budget are accepted and approved.

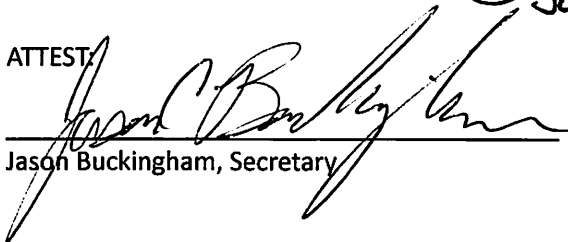
Section 5. Adoption and Certification of Mill Levy. For the purpose of generating the revenues needed to meet all general operating and capital expenses of the District during the 2025 budget year, there is hereby levied a tax of **18.40 mills** upon each dollar of the total valuation for assessment of all taxable property within the District, which mill levy was previously approved by the voters within the District's jurisdiction, and the Fire Chief is hereby authorized and directed to certify to the County Commissioners of El Paso County the mill levy for the District as herein set, but as may be recalculated by the Fire Chief as necessary and in accordance with law upon receipt of the final certification of valuation from the county assessor in order to comply with any applicable revenue and other budgetary limits.

This Resolution was APPROVED by the Board of Directors by a vote of 6 in favor and 0 opposed at its meeting held November 13, 2024.

  
Michael Smaldino, President

JOHN R. HILDEBRANDT V.P.

ATTEST:

  
Jason Buckingham, Secretary

## EXHIBIT A

# MONUMENT FIRE DISTRICT

---



---

## 2025 ANNUAL BUDGET

*Serving with Character, Connection, & Commitment*



**MONUMENT FIRE DISTRICT**  
16055 Old Forest Point, Suite #102  
Monument, CO 80132  
(719) 484-0911  
www.monumentfire.org  
*Proudly serving the Tri-Lakes Region*



Michael Smaldino, President  
Dr. John Hildebrandt, Vice President      Jason Buckingham, Secretary  
Thomas Kelly, Treasurer                      Mark Gunderman, Director  
Duane Garrett, Director                      Randall Estes, Director

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

The attached 2025 Budget for the Tri-Lakes Monument Fire Protection District (DBA Monument Fire District) includes these important highlights:

- Continue to attract and retain the highest quality employees through a competitive salary and benefits package:
  - Cost of living increase
  - Increase tuition reimbursement from \$1,500 to \$3,000
- Continue the district's capital improvement plan, including Fire Station 2, 3, 6, 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  
☒ Modified accrual basis  
☐ Encumbrance basis  
☐ Accrual

**MONUMENT FIRE DISTRICT**

16055 Old Forest Point, Suite #102

Monument, CO 80132

(719) 484-0911

[www.monumentfire.org](http://www.monumentfire.org)*Proudly serving the Tri-Lakes Region*

Michael Smaldino, President

Dr. John Hildebrandt, Vice President

Thomas Kelly, Treasurer

Duane Garrett, Director

Jason Buckingham, Secretary

Mark Gunderman, Director

Randall Estes, Director

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 (1/1/2025)	Payment	Pay Off Date
Engine	\$740,078	\$104,390	07/28/2032
Tower	\$1,434,667	\$152,000	02/25/2035
Administrative Offices	\$564,654	\$96,430	09/14/2030

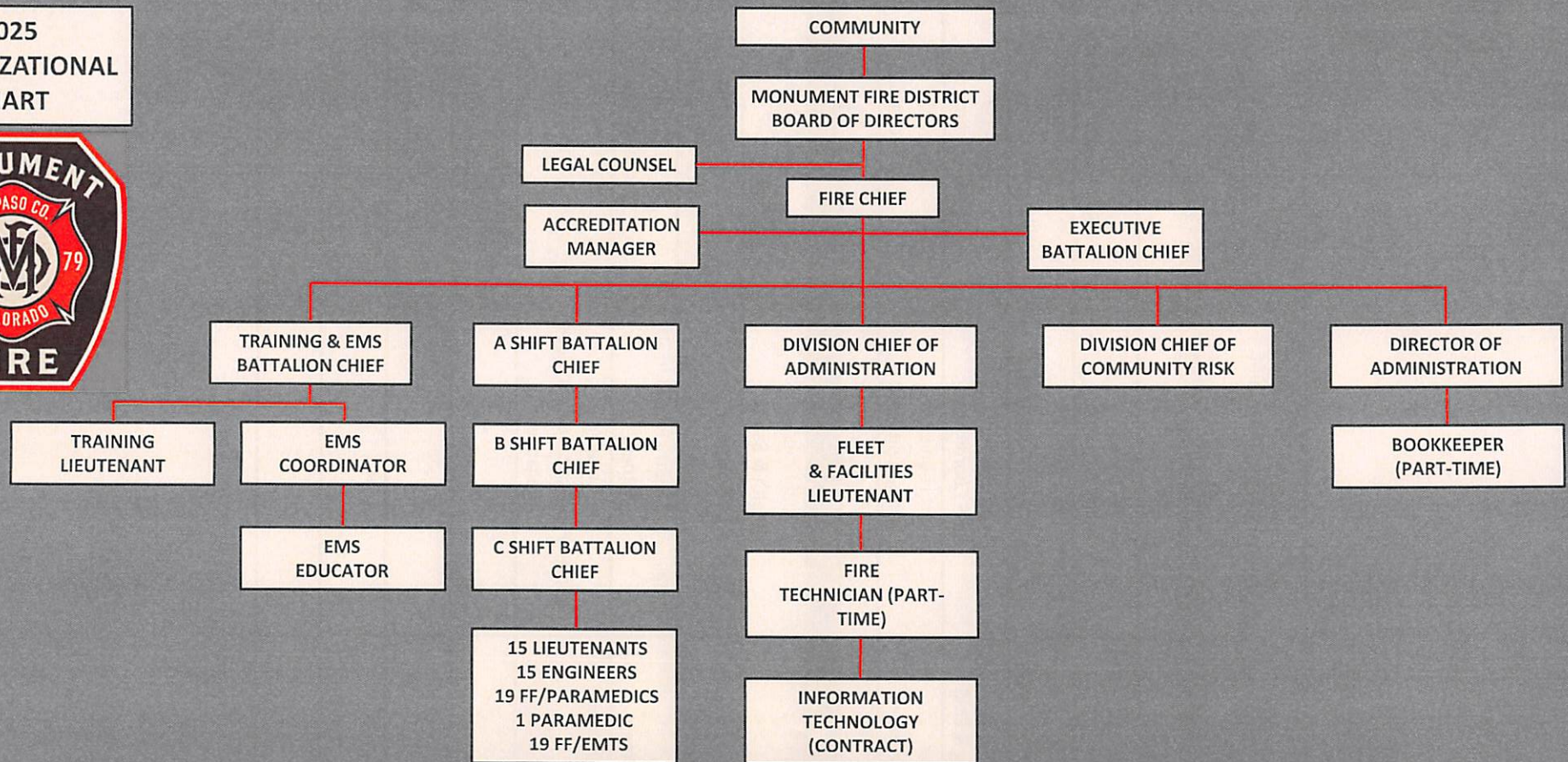


MONUMENT FIRE DISTRICT  
2022-2026 STRATEGIC PLAN OBJECTIVES

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



**2025  
ORGANIZATIONAL  
CHART**



*Serving with Character, Connection, & Commitment*



**MONUMENT FIRE DISTRICT**  
 16055 Old Forest Point, Suite #102  
 Monument, CO 80132  
 (719) 484-0911  
[www.monumentfire.org](http://www.monumentfire.org)  
*Proudly serving the Tri-Lakes Region*



Andy Kovacs, Fire Chief

**AREAS OF RESPONSIBILITIES/BUDGET COORDINATORS - 2025**

Chief Bradley <b>Fire Prevention</b>	Chief Bumgarner <b>Administration</b>	Jennifer Martin <b>HR &amp; Employee Benefits</b>
Chief Coyle <b>Recruitment, Promotions &amp; Awards</b>	Chief Ridings <b>Agency Accreditation</b>	Chief Ridings <b>Wildland &amp; Drone Program</b>
Chief Balvanz <b>Operations Training &amp; EMS</b>	FFPM R Peters <b>EMS Coordinator</b>	Carrie Fuller <b>EMS Educator</b>
Steve Buckner <b>Training Lieutenant</b>	Curt Leonhardt <b>Logistics Lieutenant</b>	Joe Valdez <b>Fire Technician</b>

<b>A SHIFT</b>	<b>B SHIFT</b>	<b>C SHIFT</b>
Chief Pearson	Chief Branden <b>Health &amp; Safety</b>	Chief Mola
LT Smith <b>Engineer Development</b>	LT Richmond <b>SCBA</b>	LT Hankins <b>Drone Program</b>
LT Bodinsky <b>Tools and Equipment</b>	Engineer Kirkpatrick/FF Metcalf <b>Fitness</b>	LT Barker <b>Technical Rescue</b>
LT Ayala/Engineer Meyers <b>PPE</b>	LT Urban <b>Wildland Tools, Equipment, Hose, Appliances</b>	FFPM Bruchis <b>Honor Guard</b>
		Engineer Rauenzahn/Owens <b>Quartermaster</b>
		Engineer Rains <b>Ladders</b>
		LT Ragland/FFPM Thorne <b>Hose and Appliances</b>
		PM Soll <b>Peer Support</b>

# MONUMENT FIRE DISTRICT 2025 BUDGET SUMMARY

	Actual 2023	Budget 2024	Proposed 2025
<b>REVENUE</b>			
Total 410000 - REVENUE - TAX RECIEPTS	12,382,109	16,113,973	19,262,655
Total 420000 -REVENUE - OPERATING	4,984,147	5,705,482	1,831,500
Total 440000 - REVENUE INTEREST	20,000	20,000	127,220
Total 490000 - REVENUE - MISCELLANEOUS	273,399	210,000	3,014,272
<b>TOTAL REVENUE</b>	<b>17,659,656</b>	<b>22,049,455</b>	<b>24,235,647</b>
<b>EXPENSES</b>			
<b>Expenses - Operations</b>			
Total 510000 - ADMINISTRATION	802,812	1,092,890	1,312,756
Total 520000 - BUILDING	131,658	205,000	202,000
Total 530000 - COMMUNICATION	286,220	434,000	363,000
Total 540000 - FIRE PREVENTION	3,663	12,500	13,500
Total 550000 - VEHICLES	211,731	338,700	390,700
Total 560000 - OPERATIONS EQUIPMENT	336,253	630,395	674,769
Total 570000 - WAGES	8,604,972	10,052,459	11,725,596
Total 580000 - BENEFITS	2,556,782	2,932,734	3,541,603
Total 610000 - TRAINING & EDUCATION	105,929	228,770	230,579
Total 620000 - UTILITIES	86,431	102,500	102,500
Total 630000 - FINANCE - DEBT SERVICE	160,029	206,915	206,915
<b>Total Expenses - Operations</b>	<b>13,286,480</b>	<b>16,236,864</b>	<b>18,763,918</b>
<b>Expenses - Capital</b>			
Total 900100 - BUILDING CAPITAL OUTLAY	1,131,225	8,146,430	8,632,246
Total 900300 - VEHICLE CAPITAL OUTLAY	1,880,694	1,074,956	1,214,769
Total 900600 - EQUIPMENT CAPITAL OUTLAY	54,903	154,900	318,945
<b>Total Expenses - Capital</b>	<b>3,066,822</b>	<b>9,376,286</b>	<b>10,165,960</b>
<b>TOTAL EXPENSES</b>	<b>16,353,302</b>	<b>25,613,150</b>	<b>28,929,878</b>
<b>Fund Transfer</b>			
CAPITAL RESERVE	1,240,000	1,200,000	6,584,165
FLEET CAPITAL	1,240,000	1,000,000	1,000,000
CONTINGENCY	0	0	0
IMPACT FEE	0	1,500,000	0
<b>Total Fund Transfer</b>	<b>2,480,000</b>	<b>3,700,000</b>	<b>7,584,165</b>
<b>EXPENSES/REVENUE DIFFERENCE</b>	<b>3,786,354</b>	<b>136,305</b>	<b>2,889,934</b>

**MONUMENT  
FIRE DISTRICT  
2025 BUDGET DETAIL**

	Actual 2023	Budget 2024	Budget 2025
<b>REVENUE</b>			
OPERATING REVENUE			
410000 - REVENUE - TAX RECEIPTS			
410100 - REVENUE - PROPERTY TAXES			
410102 - Property Taxes	11,203,807	15,114,973	18,013,655
410109 - Tax Refund - FS2 Septic	(642)	(1,000)	(1,000)
Total 410100 - REVENUE - PROPERTY TAXES	11,203,165	15,113,973	18,012,655
410200 - Revenue - Specific Ownership Tax	1,171,790	1,000,000	1,250,000
410300 - Revenue - Other Tax Revenue	6,067	0	0
410400 - Assessment Fees (Palmer Lake)	1,088	0	0
TOTAL 410000 - REVENUE - TAX RECEIPTS	12,382,109	16,113,973	19,262,655
420000 - REVENUE - GENERAL REVENUES			
420100 - Ambulance Revenue	1,427,029	1,200,000	1,200,000
420105 - EMS Supplement	338,479	330,000	400,000
420300 - Ambulance Revenue Refunds	(8,846)	(20,000)	(20,000)
420700 - Inspection/PlanReview/Fire Prevention	0	4,000	0
420900 - Community Services CPR	850	1,500	1,500
421100 - Contractual Services - Wescott	3,206,848	4,139,982	200,000
421500 - Revenue - Wildland Deployment	19,787	50,000	50,000
TOTAL 420000 - REVENUE - GENERAL REVENUES	4,984,147	5,705,482	1,831,500
TOTAL 440000 - REVENUE - INTEREST	20,000	20,000	127,220
TOTAL OPERATION REVENUE	17,386,256	21,839,455	21,221,375
490000 - MISCELLANEOUS INCOME			
490100 - Donations	2,562	0	0
490300 - Grants	3,008	0	0
490700 - Impact Fees	227,354	200,000	200,000
490900 - Insurance Recoveries	7,043	0	0
499900 - Miscellaneous	33,432	10,000	2,814,272
TOTAL 490000 - MISCELLANEOUS INCOME	273,399	210,000	3,014,272
<b>TOTAL REVENUE</b>	<b>17,659,656</b>	<b>22,049,455</b>	<b>24,235,647</b>



**MONUMENT  
FIRE DISTRICT  
2025 BUDGET DETAIL**

	Actual 2023	Budget 2024	Budget 2025
<b>OPERATING EXPENSES</b>			
<b>510000 - ADMINISTRATION EXPENSES</b>			
510100 - Accounting	49,925	50,000	0
510300 - Auditing	17,790	17,800	27,200
510500 - Ambulance Collection Fees	67,512	60,000	60,000
510700 - Bank Charges & Credit Card Fees	151	200	500
510900 - Penalties Fees	0	200	500
511100 - Cty Treasurer's Fees @ 1.5%	168,058	226,725	277,500
511300 - Books, Subscriptions & Dues	7,418	9,000	9,000
511500 - Consultants	46,346	12,000	34,000
511700 - Postage & Shipping	1,594	3,000	4,500
511900 - Cobra	959	1,100	1,000
512100 - Legal	16,662	64,000	64,000
512300 - General Liability Insurance	116,237	155,000	225,000
512500 - Worker's Compensation	188,403	261,000	325,000
512700 - Admin Maintenance Contracts	1,511	1,000	1,000
512900 - Office Supplies	5,632	6,000	6,000
513100 - Office Equipment/Furniture	1,205	7,000	5,000
513300 - Medical Exams / Services	33,108	48,000	48,000
513500 - New Hire Exams	0	0	0
513700 - Promotional Processes	114	4,000	2,600
513900 - Recruiting/Hiring	22,893	23,000	23,855
514100 - Morale & Welfare	20,947	22,000	22,000
514200 - Honor Guard	8,221	12,865	14,601
514300 - Public Relations	10,422	28,000	30,000
514500 - Election	0	0	42,000
514600 - Election Materials	0	0	5,000
514700 - Accreditation	11,645	65,000	71,000
514800 - Chaplain Program	3,000	3,000	500
519100 - Special Incident	0	5,000	5,000
519900 - General Expense	3,059	8,000	8,000
519999 - Unassigned Credit Card Charge	0	0	0
<b>TOTAL 510000 - ADMINISTRATION EXPENSES</b>	<b>802,812</b>	<b>1,092,890</b>	<b>1,312,756</b>
<b>520000 - BUILDINGS EXPENSE</b>			
520100 - Repairs & Maintenance	68,906	140,000	140,000
520300 - Supplies Expense	25,836	35,000	35,000
520400 - Admin Bldg Lease	0	0	0
520500 - Admin Lease CAMS	32,576	25,000	15,000
520600 - Admin Bldg Utilities	4,340	5,000	12,000
<b>TOTAL 520000 -BUILDINGS EXPENSE</b>	<b>131,658</b>	<b>205,000</b>	<b>202,000</b>

**MONUMENT  
FIRE DISTRICT  
2025 BUDGET DETAIL**

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>
<b>530000 - COMMUNICATIONS EXPENSE</b>			
530100 - Telephone	15,210	13,000	16,000
530300 - Cable	5,009	4,500	4,500
530500 - Cellular	23,786	22,000	28,000
530700 - Pagers	1,788	0	0
530900 - Internet	17,135	17,000	17,000
531100 - Information Technology	50,360	85,000	85,000
531300 - IT Subscriptions (Contracts)	137,646	175,000	175,000
531500 - Maintenance Contract 800/Radio	2,500	2,500	2,500
531700 - Radio License 800/Radio Sub	29,250	30,000	30,000
531900 - Communication Repair & Maint	3,537	5,000	5,000
532100 - Dispatch Services	0	80,000	0
<b>TOTAL 530000 - COMMUNICATIONS EXPENSE</b>	<b>286,220</b>	<b>434,000</b>	<b>363,000</b>
<b>540000 - FIRE PREVENTION</b>			
540300 - Fire Prevention Supplies/FPB	2,150	7,000	7,000
540500 - Fire Prevention Equip/FPB Equip	1,513	5,500	5,500
549900 - Fire Prevention-Other/FPB	0	0	1,000
<b>TOTAL 540000 - FIRE PREVENTION</b>	<b>3,663</b>	<b>12,500</b>	<b>13,500</b>
<b>550000 - VEHICLES EXPENSE</b>			
<b>550200 - FIREFIGHTING VEHICLES</b>			
550201 - Firefighting Fuel	55,512	65,000	65,000
550203 - Firefighting Repairs & Maintenance	54,565	120,000	150,000
550205 - Ladder Testing	2,318	3,000	4,000
550207 - Pump Testing	0	5,200	5,200
550299 - Firefighting Vehicles - Other	0	0	0
<b>TOTAL 550200 - FIREFIGHTING VEHICLES</b>	<b>112,395</b>	<b>193,200</b>	<b>224,200</b>
<b>550500 - MEDICAL VEHICLES</b>			
550501 - Medical Fuel	34,069	36,000	36,000
550503 - Medical Repairs & Maintenance	19,470	40,000	40,000
550599 - Medical Vehicles - Other			0
<b>TOTAL 550500 - MEDICAL VEHICLES</b>	<b>53,539</b>	<b>76,000</b>	<b>76,000</b>
<b>550700 - ADMIN VEHICLES</b>			
550701 - Admin Fuel	25,685	30,000	32,000
550703 - Admin Repairs & Maintenance	11,869	23,000	23,000
550799 - Admin Vehicles - Other			7,000
<b>TOTAL 550700 - ADMIN VEHICLES</b>	<b>37,554</b>	<b>53,000</b>	<b>62,000</b>
<b>550900 - SPECIALITY VEHICLES</b>			
550901 - Speciality Fuel	225	500	500
550903 - Speciality Repairs & Maintenance	4,661	8,000	8,000
550999 - Speciality Vehicles - Other	0	0	12,000
<b>TOTAL 550900 - SPECIALITY VEHICLES</b>	<b>4,886</b>	<b>8,500</b>	<b>20,500</b>
551100 - Bench Stock	3,357	8,000	8,000
<b>TOTAL 550000 - VEHICLES EXPENSE</b>	<b>211,731</b>	<b>338,700</b>	<b>390,700</b>

**MONUMENT  
FIRE DISTRICT  
2025 BUDGET DETAIL**

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>
<b>560000 - OPERATIONAL EQUIPMENT</b>			
<b>560100 - FIREFIGHTING EQUIPMENT/SUPP</b>			
560103 - Equipment Repairs & Maintenance	5,327	12,000	12,000
560104 - Small Engine Repairs	71	3,000	3,000
560105 - SCBA Equipment	6,082	19,800	10,500
560106 - SCBA Repairs & Maintenance	6,032	14,000	11,400
560207 - PPE Equipment	991	27,710	124,080
560108 - PPE - New Hire	42,263	59,375	49,815
560109 - PPE Repairs & Maintenance	9,356	21,000	23,975
560110 - Wildland PPE	600	18,000	14,135
560112 - Wildland Deployment	15,770	10,000	10,000
560113 - Wildland Supplies	145	2,500	12,025
560115 - Wildland Repairs & Maintenance	0	0	0
560117 - Firefighting Supplies	154	5,000	5,000
560121 - Technical Rescue Equipment	0	16,000	14,800
560123 - Technical Rescue Supplies	0	500	500
560125 - Drone	706	7,000	11,080
560164 - Hazmat Equipment	1,995	500	500
560165 - Hazmat Supplies	0	5,000	5,000
560198 - Hose, Nozzles, & Appliances	5,498	31,890	26,768
560199 - Firefighting Equipment	14,508	13,500	17,289
<b>TOTAL 560100 - FIREFIGHTING EQUIPMENT/SUPP</b>	<b>109,497</b>	<b>266,775</b>	<b>351,867</b>
<b>560300 - MEDICAL EQUIPMENT</b>			
560302 - EMS Equipment	13,373	66,500	83,272
560303 - EMS Equipment Repairs & Maintenance	74	2,100	14,400
560307 - EMS Maintenance Contracts	43,175	39,160	44,060
560309 - EMS Supplies	87,435	140,000	120,000
<b>TOTAL 560300 - MEDICAL EQUIPMENT</b>	<b>144,057</b>	<b>247,760</b>	<b>261,732</b>
<b>560600 - UNIFORMS</b>			
560603 - Uniforms - New Hire/Promotions	12,820	12,560	1,500
560605 - Uniforms - Staff	56,616	92,800	49,670
560607 - Uniforms - Tailoring	3,592	2,000	2,000
560699 - Uniforms - Other	9,670	8,500	8,000
<b>TOTAL 560600 - UNIFORMS</b>	<b>82,699</b>	<b>115,860</b>	<b>61,170</b>
<b>TOTAL 560000 - OPERATIONAL EQUIPMENT</b>	<b>336,253</b>	<b>630,395</b>	<b>674,769</b>



**MONUMENT  
FIRE DISTRICT  
2025 BUDGET DETAIL**

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>
<b>570000 - WAGES</b>			
570100 - Payroll Expenses	2,863	3,822	4,500
570200 - Banked Vacation/Sick	1,968	12,453	16,000
570300 - Administration Personnel	820,555	1,509,929	1,663,624
570400 - Operations Personnel	6,658,678	7,156,920	7,751,519
570500 - Longevity	0	98,808	104,288
<b>570700 - OVERTIME</b>			
570703 - Overtime (Shift)	673,809	710,000	1,401,371
570704 - Overtime (Admin)	3,899	50,000	17,105
570705 - Overtime (Other)	73,819	60,000	109,144
570707 - Overtime (Training/EMS)	109,284	160,000	306,121
570708 - Overtime (Educational Leave)	9,889	10,000	56,693
570709 - Overtime (Wildland Backfill)	25,718	50,000	50,000
<b>TOTAL 570700 - OVERTIME</b>	<b>896,417</b>	<b>1,040,000</b>	<b>1,940,434</b>
571700 - Wildland Deployment Pay	84,533	50,000	50,000
573100 - FICA Tax (PT only)	1,388	0	5,025
573200 - Medicare Tax	121,184	141,700	166,900
573300 - Unemployment Expense	17,386	38,827	23,306
<b>TOTAL 570000 - WAGES</b>	<b>8,604,972</b>	<b>10,052,459</b>	<b>11,725,596</b>
<b>580000 - BENEFITS</b>			
580200 - Health Insurance	1,500,865	1,800,000	2,000,000
580300 - Dental Insurance	36,429	45,500	46,000
580400 - Vision Insurance	0	0	0
580500 - FPPA Death & Disability Insurance	258,117	258,032	331,385
580600 - Supplemental Insurance	0	0	0
580700 - Accident & Health Insurance	6,528	7,000	9,400
580800 - Peer Support	9,560	5,760	5,760
580900 - 457 Plan	0	220,000	220,000
581100 - Pension	743,441	593,942	926,558
581200 - DW Volunteer Pension Fund	0	0	0
582200 - Heart/Cardiac Benefit	0	0	0
583100 - Employee Assistance Program	0	0	0
584300 - Flex Spending & Health Savings	1,842	2,500	2,500
<b>TOTAL 580000 - BENEFITS</b>	<b>2,556,782</b>	<b>2,932,734</b>	<b>3,541,603</b>

**MONUMENT  
FIRE DISTRICT  
2025 BUDGET DETAIL**

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>
<b>610000 - TRAINING &amp; EDUCATION</b>			
610100 - Firefighting Training	45,484	16,350	47,550
610200 - Medical Training	6,627	42,500	21,744
610300 - Admin/Other Training	14,136	58,829	59,460
610305 - Academy Training	14,680	51,800	31,800
610400 - Director's Training	125	1,000	300
610500 - Health and Wellness	18,345	29,411	27,875
610600 - EMS Community Outreach	840	9,880	1,000
610700 - Community Risk Training	605	3,000	18,600
610800 - Travel/Lodging	5,087	16,000	22,250
<b>TOTAL 610000 - TRAINING &amp; EDUCATION</b>	<b>105,929</b>	<b>228,770</b>	<b>230,579</b>
<b>620000 - UTILITIES</b>			
620100 - Electricity	36,324	37,000	37,000
620200 - Heating/Gas	33,097	45,000	45,000
620300 - Water & Sewer	10,750	12,000	12,000
620700 - Trash Collection	6,260	8,500	8,500
<b>TOTAL 620000 - UTILITIES</b>	<b>86,431</b>	<b>102,500</b>	<b>102,500</b>
<b>630000 - FINANCE - DEBT SERVICE</b>			
630600 - Lease Princ 2018 Engine	0	0	0
630700 - Lease Princ 2019 Engine	0	0	0
630800 - Lease Princ Admin HQ	0	0	0
630900 - Lease Princ Sta 3 & HQ	0	0	0
634100 - Interest Expense	160,029	206,915	206,915
<b>TOTAL 630000 - FINANCE - DEBT SERVICE</b>	<b>160,029</b>	<b>206,915</b>	<b>206,915</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>13,286,480</b>	<b>16,236,864</b>	<b>18,763,918</b>
<b>EXPENSES DIFFERENCE</b>	<b>4,373,176</b>	<b>5,812,591</b>	<b>5,471,729</b>

**MONUMENT  
FIRE DISTRICT  
2025 BUDGET DETAIL**

	Actual 2023	Budget 2024	Budget 2025
<b>CAPITAL EXPENSES</b>			
900000 - CAPITAL IMPROVEMENT FUND			
900100 - BUILDINGS CAPITAL OUTLAY			
900110 - Fire Station 1	205,991	0	0
900120 - Fire Station 2	127,227	2,300,000	2,000,000
900130 - Fire Station 3	115,068	2,400,000	3,004,621
900140 - Fire Station 4	152,793	450,000	50,000
900150 - Fire Station 5	422,195	0	0
900160 - Fire Station 6	0	500,000	1,300,000
900170 - Training Center	11,522	2,400,000	1,512,625
900199 - Administrative Offices	96,429	96,430	765,000
<b>TOTAL 900100 - BUILDINGS CAPITAL OUTLAY</b>	<b>1,131,225</b>	<b>8,146,430</b>	<b>8,632,246</b>
900300 - VEHICLES CAPITAL OUTLAY			
900303 - Fire Vehicles	449,093	200,000	400,000
900305 - Medical Vehicles	291,594	310,000	640,000
900307 - Admin Vehicles	97,400	240,000	0
900309 - Speciality Vehicles	0	40,000	0
900310 - Lease Princ 2018 Engine	398,035	0	0
900311 - Lease Princ 2019 Engine	483,165	0	0
900312 - Lease Princ 2022 Engine	67,802	70,792	73,914
900313 - Lease Princ 2023 Tower	93,606	97,164	100,855
900314 - Lease Princ 2026 Engines		117,000	0
<b>TOTAL 900300 - VEHICLES CAPITAL OUTLAY</b>	<b>1,880,694</b>	<b>1,074,956</b>	<b>1,214,769</b>
900600 - EQUIPMENT CAPITAL OUTLAY			
900602 - Fire Communications	0	38,500	0
900605 - Medical Equipment	5,215	91,400	218,000
900609 - Fire Supression Equipment	49,688	25,000	100,945
<b>TOTAL 900600 - EQUIPMENT CAPITAL OUTLAY</b>	<b>54,903</b>	<b>154,900</b>	<b>318,945</b>
<b>TOTAL 900000 - CAPITAL IMPROVEMENT FUND</b>	<b>3,066,822</b>	<b>9,376,286</b>	<b>10,165,960</b>
<b>TOTAL CAPITAL EXPENSES</b>	<b>3,066,822</b>	<b>9,376,286</b>	<b>10,165,960</b>
<b>TOTAL EXPENSES</b>	<b>16,353,302</b>	<b>25,613,150</b>	<b>28,929,878</b>
<b>FUND TRANSFER</b>			
Capital Reserve	1,240,000	1,200,000	6,584,165
Fleet Capital	1,240,000	1,000,000	1,000,000
Contingency			0
Impact Fee		1,500,000	0
<b>TOTAL FUND TRANSFER</b>	<b>2,480,000</b>	<b>3,700,000</b>	<b>7,584,165</b>
<b>REVENUE/EXPENSES DIFFERENCE</b>	<b>3,786,354</b>	<b>136,305</b>	<b>2,889,934</b>



**MONUMENT  
FIRE DISTRICT  
2025 FUND BALANCES**

	Actual 2023	Budget 2024	Projected 2024	Proposed 2025
<b>GENERAL FUND BALANCE</b>				
Beginning Balance	4,949,658	5,432,991	5,432,991	7,132,573
Revenues	17,336,878	21,744,145	21,744,145	23,928,427
Expenses	(13,286,480)	(16,236,864)	(16,236,864)	(18,763,918)
Transfer In	0	0	0	0
Transfer Out	(2,512,412)	(3,807,700)	(3,807,700)	(7,659,988)
Adjust to Actual	(1,054,653)			
Ending Balance	5,432,991	7,132,573	7,132,573	4,637,094

<b>CAPITAL RESERVES FUND BALANCE (COMMITTED)</b>				
Beginning Balance	2,438,809	2,703,076	2,703,076	3,089,226
Revenues (Interest)	5,716	7,480	7,480	7,000
Expenses	(1,186,127)	(8,301,330)	(2,321,330)	(8,951,191)
Transfer In	1,240,000	2,700,000	2,700,000	6,584,165
Transfer Out	0	0	0	0
Adjust to Actual	204,679			
Ending Balance	2,703,076	(2,890,774)	3,089,226	729,200

<b>FLEET CAPITAL FUND BALANCE (COMMITTED)</b>				
Beginning Balance	1,666,288	1,376,974	1,376,974	1,841,167
Revenues (Interest)	727	592	592	600
Expenses	(1,880,694)	(1,074,956)	(536,399)	(1,214,769)
Transfer In	1,240,000	1,000,000	1,000,000	1,000,000
Transfer Out	0	0	0	0
Adjust to Actual	350,653			
Ending Balance	1,376,974	1,302,610	1,841,167	1,626,998

<b>EMERGENCY RESERVE FUND BALANCE-TABOR (RESTRICTED)</b>				
Beginning Balance	341,875	376,819	376,819	487,227
Revenues (Interest)	2,532	2,708	2,708	2,800
Expenses	0	0	0	0
Transfer In	32,412	107,700	107,700	75,823
Transfer Out	0	0	0	0
Adjust to Actual	0			0
Ending Balance	376,819	487,227	487,227	565,850

<b>CONTINGENCY FUND BALANCE (RESTRICTED)</b>				
Beginning Balance	1,527,958	1,609,611	1,609,611	1,698,911
Revenues (Interest)	81,653	89,300	89,300	91,000
Expenses	0	0	0	0
Transfer In	0	0	0	0
Transfer Out	0	0	0	0
Adjust to Actual				0
Ending Balance	1,609,611	1,698,911	1,698,911	1,789,911

<b>IMPACT FEE FUND BALANCE (RESTRICTED)</b>				
Beginning Balance	1,502,084	1,733,016	1,733,016	438,246
Revenues	232,149	205,230	205,230	205,820
Expenses	0	0	0	0
Transfer In	0	0	0	0
Transfer Out	0	(1,500,000)	(1,500,000)	0
Adjust to Actual	(1,218)			0
Ending Balance	1,733,016	438,246	438,246	644,066

[illegible]



purchase amount = no debt  
 50% debt financing  
 Overdue for replacement

Overdue for replacement

[illegible]



**MONUMENT FIRE DISTRICT**  
 16055 Old Forest Point, Suite #102  
 Monument, CO 80132  
 (719) 484-0911  
[www.monumentfire.org](http://www.monumentfire.org)  
*Proudly serving the Tri-Lakes Region*



Andy Kovacs, Fire Chief

## **2025 WAGE SCHEDULE**

<b>Position</b>	<b>2025 Wage</b>	<b>Non-Primary Paramedic</b>
Fire Chief (FC)	\$180,055	
Division Chief (DC2)	\$169,863	
Division Chief (DC1)	\$160,227	
Battalion Chief (BC3)	\$151,178	
Battalion Chief (BC2)	\$142,621	
Battalion Chief (BC1)	\$134,548	
Lieutenant (LT4)	\$126,932	\$129,432
Lieutenant (LT3)	\$122,051	\$124,551
Lieutenant (LT2)	\$117,356	\$119,856
Lieutenant (LT1)	\$112,842	\$115,342
Engineer (ENG4)	\$108,502	\$111,002
Engineer (ENG3)	\$104,162	\$106,662
Engineer (ENG2)	\$99,996	\$102,496
Engineer (ENG1)	\$95,996	\$98,496
FF/Paramedic (FF/PM4)	\$108,502	
FF/Paramedic (FF/PM3)	\$104,162	
FF/Paramedic (FF/PM2)	\$99,996	
FF/Paramedic (FF/PM1)	\$95,996	
Firefighter (FF4)	\$92,155	
Firefighter (FF3)	\$88,470	
Firefighter (FF2)	\$84,931	
Firefighter (FF1)	\$81,533	
Firefighter Recruit	\$78,273	
Fleet and Facilities	Rank + 5%**	
EMS Coordinator	Rank + 5%**	
Training Officer	Rank + 5%**	
EMS Educator	Rank + 5%**	
Director of Administration	\$109,920	
Bookkeeper (PT)	\$45,000	
Fire Technician (PT)	\$38,208	

\*= Non-primary paramedic = \$2,500/annually

\*\* = 5% administrative assignment differential

**MONUMENT FIRE DISTRICT**  
16055 Old Forest Point, Suite #102  
Monument, CO 80132  
(719) 484-0911  
www.monumentfire.org  
*Proudly serving the Tri-Lakes Region*



**Monument Fire District**  
**2025 Fee and Rate Schedule**

**PLAN REVIEWS**

Subdivision Plan	<10 acres	\$500
	>10 acres	\$750
Single-family Residential	<b>No charge (one inspection)</b>	
Tenant Finish and Remodel (Non-Single-Family Residential)		
	<1,500 ft <sup>2</sup>	\$174
	1500 ft <sup>2</sup> – 5,000 ft <sup>2</sup>	\$312
	>5000 ft <sup>2</sup> (See New Bldg. and Bldg. Addition Fee Schedule)	
New Building and Building Addition (Non-Single-Family Residential)		
	-3,000 ft <sup>2</sup>	\$480
	3,001 – 5,000 ft <sup>2</sup>	\$754
	5,001 – 10,000 ft <sup>2</sup>	\$1,521
	10,001 – 50,000 ft <sup>2</sup>	\$1,782
	50,001 – 100,000 ft <sup>2</sup>	\$2,673
	100,001 ft <sup>2</sup> +	\$6,855
Fire Protection/Fire Alarm Systems (<=20 devices*) \$125 plus \$1.25/device		
	(>20 devices*) See CSFD fee schedule.	
Kitchen Hood/Duct Suppression Systems		\$125

**IMPACT FEES**

Single-family residential	\$777
Multi-family residential	\$563/Dwelling Unit
Commercial	\$0.24/ft <sup>2</sup>

**MONUMENT FIRE DISTRICT**  
16055 Old Forest Point, Suite #102  
Monument, CO 80132  
(719) 484-0911  
www.monumentfire.org  
*Proudly serving the Tri-Lakes Region*



---

### CORA REQUEST FEES

Research/Retrieval	\$30/hr. after 1 <sup>st</sup> hr. (15 min increments)
Docs Electronically Provided	Free (<=1 hour) \$30/hr. (>1 hour)
Copy (Letter, Legal, Ledger)	\$.25/page
Copy (Other)	\$2.00/page
Non-Standard Mediums (CDs, USBs, etc.)	Actual cost
Postal or Carrier Charges	Actual cost
3 <sup>rd</sup> Party Printing	Actual cost

### MISCELLANEOUS FEES

Re-inspection per incident (permitted projects)	\$106
Variance Request	\$500
Work at Risk Fee	\$137
Nuisance Fee	\$325 (after 5th call)
Fire Watch	\$138/person/hr. (min. 2 hrs.)
Site Safety Inspection	\$50
Permits	\$115
• Burn (1 inspection)	Free
• Burn (2+ inspections)	\$50
Returned Check	\$35

### EMS FEE

Ambulance request to the Town of Palmer Lake	\$588.25
--	----------

### COMMUNITY CPR CLASSES

CPR  
CPR and First Aid  
First Aid

# MONUMENT FIRE DISTRICT

---



---

## 2025 ANNUAL BUDGET

*Serving with Character, Connection, & Commitment*



## MONUMENT FIRE DISTRICT

16055 Old Forest Point, Suite #102

Monument, CO 80132

(719) 484-0911

[www.monumentfire.org](http://www.monumentfire.org)

*Proudly serving the Tri-Lakes Region*



Michael Smaldino, President

Dr. John Hildebrandt, Vice President

Jason Buckingham, Secretary

Thomas Kelly, Treasurer

Mark Gunderman, Director

Duane Garrett, Director

Randall Estes, Director

### BUDGET MESSAGE

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

The attached 2025 Budget for the Tri-Lakes Monument Fire Protection District (DBA Monument Fire District) includes these important highlights:

- Continue to attract and retain the highest quality employees through a competitive salary and benefits package:
  - Cost of living increase
  - Increase tuition reimbursement from \$1,500 to \$3,000
- Continue the district's capital improvement plan, including Fire Station 2, 3, 6, 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

☒ Modified accrual basis

☐ Encumbrance basis

☐ Accrual

**MONUMENT FIRE DISTRICT**

16055 Old Forest Point, Suite #102

Monument, CO 80132

(719) 484-0911

[www.monumentfire.org](http://www.monumentfire.org)*Proudly serving the Tri-Lakes Region*

Michael Smaldino, President

Dr. John Hildebrandt, Vice President

Jason Buckingham, Secretary

Thomas Kelly, Treasurer

Mark Gunderman, Director

Duane Garrett, Director

Randall Estes, Director

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

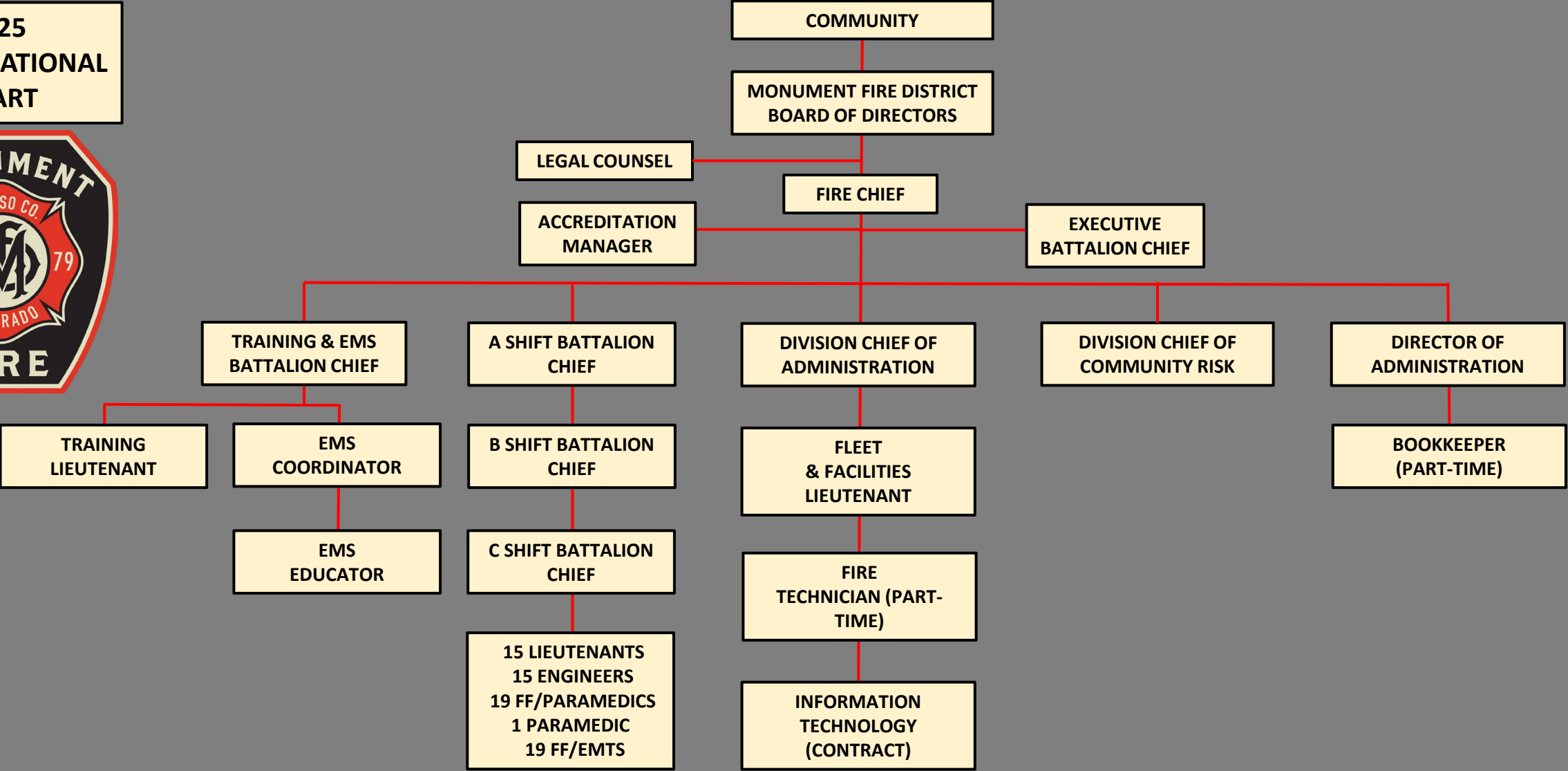
Debt Service	Balance (1/1/2025)	Payment	Pay Off Date
Engine	\$740,078	\$104,390	07/28/2032
Tower	\$1,434,667	\$152,000	02/25/2035
Administrative Offices	\$564,654	\$96,430	09/14/2030



MONUMENT FIRE DISTRICT  
2022-2026 STRATEGIC PLAN OBJECTIVES

2022-2026 OBJECTIVES	ASSIGNED TO	CALENDAR YEAR	2022	2023	2024	2025	2026
<b>GOVERNANCE AND ADMINISTRATION - 1.0</b>							
Objective 1.0 - Evaluate the Fire Chief's performance annually.	Board of Directors	Annually	✓	✓	✓		
Objective 1.1 - Review every district policy every three years.	Executive Team	Annually	✓	✓	✓		
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	✓				
<b>ASSESSMENT AND PLANNING - 2.0</b>							
Objective 2.0 - Track, monitor, report, and enhance service delivery through industry-standard defined benchmarks.	DC of Admin/Accreditation Manager	Annually	✓	✓	✓		
Objective 2.1 - Achieve accreditation through the Commission on Fire Accreditation International (CFAI).	DC of Admin/Accreditation Manager	2026					
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 Admin/Accreditation Manager	2022		✓			
Objective 2.4 - Develop a standards of cover profile.	BC Mola	2023		✓			
<b>FINANCIAL RESOURCES - 3.0</b>							
Objective 3.0 - Continue to educate the taxpayers on the combined effects of Gallagher, TABOR, and other financial legislation that might impact the district.	Fire Chief	Annually	✓	✓	✓		
<b>PROGRAMS - 4.0</b>							
<b>Community Risk Reduction/Fire Prevention</b>							
Objective 4.0 - Develop an annual engine company inspection program.	DC of Admin	2022		✓			
Objective 4.1 - Develop a pre-incident response plan for operations personnel.	DC of Admin/Accreditation Manager	2023		✓			
<b>All-Hazard Emergency Response</b>							
Objective 4.2 - Provide Level B suits and additional absorbent for hazardous materials response and mitigation.	LT Keough	2022	✓				
Objective 4.3 - Develop wildland-urban interface pre-plans.	Contract	2022	✓	✓			
<b>Emergency Medical Services</b>							
Objective 4.4 - Develop the philosophy, 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		✓			
<b>PHYSICAL RESOURCES - 5.0</b>							
Objective 5.0 - Develop a multi-year strategy for the purchase and replacement of capital equipment.	DC of Admin/LT Keough	2022	✓				
Objective 5.1 - Develop a multi-year strategy for the purchase and replacement of capital fleet/vehicles.	DC of Admin/LT Keough	2022	✓				
Objective 5.2 - Develop a facility repair and replacement plan.	DC of Admin/LT Keough	2022	✓				
Objective 5.3 - Develop a multi-phased plan for the construction of a regional fire training center.	DC of Admin/LT Keough	2022		✓			
<b>HUMAN RESOURCES - 6.0</b>							
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	✓	✓	✓		
<b>TRAINING AND COMPETENCY - 7.0</b>							
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	2022	✓	✓	✓		
<b>ESSENTIAL RESOURCES - 8.0</b>							
<b>EXTERNAL SYSTEMS RELATIONSHIPS - 9.0</b>							
Objective 9.0 - Foster the relationship with El Paso County Office of Emergency Management.	Fire Chief	Annually	✓	✓	✓		

2025  
ORGANIZATIONAL  
CHART





**MONUMENT FIRE DISTRICT**  
 16055 Old Forest Point, Suite #102  
 Monument, CO 80132  
 (719) 484-0911  
[www.monumentfire.org](http://www.monumentfire.org)  
*Proudly serving the Tri-Lakes Region*



Andy Kovacs, Fire Chief

**AREAS OF RESPONSIBILITIES/BUDGET COORDINATORS - 2025**

Chief Bradley <b>Fire Prevention</b>	Chief Bumgarner <b>Administration</b>	Jennifer Martin <b>HR &amp; Employee Benefits</b>
Chief Coyle <b>Recruitment, Promotions &amp; Awards</b>	Chief Ridings <b>Agency Accreditation</b>	Chief Ridings <b>Wildland &amp; Drone Program</b>
Chief Balvanz <b>Operations Training &amp; EMS</b>	FFPM R Peters <b>EMS Coordinator</b>	Carrie Fuller <b>EMS Educator</b>
Steve Buckner <b>Training Lieutenant</b>	Curt Leonhardt <b>Logistics Lieutenant</b>	Joe Valdez <b>Fire Technician</b>

<b>A SHIFT</b>	<b>B SHIFT</b>	<b>C SHIFT</b>
Chief Pearson	Chief Branden <b>Health &amp; Safety</b>	Chief Mola
LT Smith <b>Engineer Development</b>	LT Richmond <b>SCBA</b>	LT Hankins <b>Drone Program</b>
LT Bodinsky <b>Tools and Equipment</b>	Engineer Kirkpatrick/FF Metcalf <b>Fitness</b>	LT Barker <b>Technical Rescue</b>
LT Ayala/Engineer Meyers <b>PPE</b>	LT Urban <b>Wildland Tools, Equipment, Hose, Appliances</b>	FFPM Bruchis <b>Honor Guard</b>
		Engineer Rauenzahn/Owens <b>Quartermaster</b>
		Engineer Rains <b>Ladders</b>
		LT Ragland/FFPM Thorne <b>Hose and Appliances</b>
		PM Soll <b>Peer Support</b>

# MONUMENT FIRE DISTRICT 2025 BUDGET SUMMARY

	Actual 2023	Budget 2024	Proposed 2025
<b>REVENUE</b>			
Total 410000 - REVENUE - TAX RECIEPTS	12,382,109	16,113,973	19,262,655
Total 420000 -REVENUE - OPERATING	4,984,147	5,705,482	1,831,500
Total 440000 - REVENUE INTEREST	20,000	20,000	127,220
Total 490000 - REVENUE - MISCELLANEOUS	273,399	210,000	3,014,272
<b>TOTAL REVENUE</b>	<b>17,659,656</b>	<b>22,049,455</b>	<b>24,235,647</b>
<b>EXPENSES</b>			
<b>Expenses - Operations</b>			
Total 510000 - ADMINISTRATION	802,812	1,092,890	1,312,756
Total 520000 - BUILDING	131,658	205,000	202,000
Total 530000 - COMMUNICATION	286,220	434,000	363,000
Total 540000 - FIRE PREVENTION	3,663	12,500	13,500
Total 550000 - VEHICLES	211,731	338,700	390,700
Total 560000 - OPERATIONS EQUIPMENT	336,253	630,395	674,769
Total 570000 - WAGES	8,604,972	10,052,459	11,725,596
Total 580000 - BENEFITS	2,556,782	2,932,734	3,541,603
Total 610000 - TRAINING & EDUCATION	105,929	228,770	230,579
Total 620000 - UTILITIES	86,431	102,500	102,500
Total 630000 - FINANCE - DEBT SERVICE	160,029	206,915	206,915
<b>Total Expenses - Operations</b>	<b>13,286,480</b>	<b>16,236,864</b>	<b>18,763,918</b>
<b>Expenses - Capital</b>			
Total 900100 - BUILDING CAPITAL OUTLAY	1,131,225	8,146,430	8,632,246
Total 900300 - VEHICLE CAPITAL OUTLAY	1,880,694	1,074,956	1,214,769
Total 900600 - EQUIPMENT CAPITAL OUTLAY	54,903	154,900	318,945
<b>Total Expenses - Capital</b>	<b>3,066,822</b>	<b>9,376,286</b>	<b>10,165,960</b>
<b>TOTAL EXPENSES</b>	<b>16,353,302</b>	<b>25,613,150</b>	<b>28,929,878</b>
<b>Fund Transfer</b>			
CAPITAL RESERVE	1,240,000	1,200,000	6,584,165
FLEET CAPITAL	1,240,000	1,000,000	1,000,000
CONTINGENCY	0	0	0
IMPACT FEE	0	1,500,000	0
<b>Total Fund Transfer</b>	<b>2,480,000</b>	<b>3,700,000</b>	<b>7,584,165</b>
<b>EXPENSES/REVENUE DIFFERENCE</b>	<b>3,786,354</b>	<b>136,305</b>	<b>2,889,934</b>

# MONUMENT FIRE DISTRICT 2025 BUDGET DETAIL

	Actual 2023	Budget 2024	Budget 2025
<b>REVENUE</b>			
<b>OPERATING REVENUE</b>			
<b>410000 - REVENUE - TAX RECEIPTS</b>			
<b>410100 - REVENUE - PROPERTY TAXES</b>			
410102 - Property Taxes	11,203,807	15,114,973	18,013,655
410109 - Tax Refund - FS2 Septic	(642)	(1,000)	(1,000)
<b>Total 410100 - REVENUE - PROPERTY TAXES</b>	<b>11,203,165</b>	<b>15,113,973</b>	<b>18,012,655</b>
410200 - Revenue - Specific Ownership Tax	1,171,790	1,000,000	1,250,000
410300 - Revenue - Other Tax Revenue	6,067	0	0
410400 - Assessment Fees (Palmer Lake)	1,088	0	0
<b>TOTAL 410000 - REVENUE - TAX RECEIPTS</b>	<b>12,382,109</b>	<b>16,113,973</b>	<b>19,262,655</b>
<b>420000 - REVENUE - GENERAL REVENUES</b>			
420100 - Ambulance Revenue	1,427,029	1,200,000	1,200,000
420105 - EMS Supplement	338,479	330,000	400,000
420300 - Ambulance Revenue Refunds	(8,846)	(20,000)	(20,000)
420700 - Inspection/PlanReview/Fire Prevention	0	4,000	0
420900 - Community Services CPR	850	1,500	1,500
421100 - Contractual Services - Wescott	3,206,848	4,139,982	200,000
421500 - Revenue - Wildland Deployment	19,787	50,000	50,000
<b>TOTAL 420000 - REVENUE - GENERAL REVENUES</b>	<b>4,984,147</b>	<b>5,705,482</b>	<b>1,831,500</b>
<b>TOTAL 440000 - REVENUE - INTEREST</b>	<b>20,000</b>	<b>20,000</b>	<b>127,220</b>
<b>TOTAL OPERATION REVENUE</b>	<b>17,386,256</b>	<b>21,839,455</b>	<b>21,221,375</b>
<b>490000 - MISCELLANEOUS INCOME</b>			
490100 - Donations	2,562	0	0
490300 - Grants	3,008	0	0
490700 - Impact Fees	227,354	200,000	200,000
490900 - Insurance Recoveries	7,043	0	0
499900 - Miscellaneous	33,432	10,000	2,814,272
<b>TOTAL 490000 - MISCELLANEOUS INCOME</b>	<b>273,399</b>	<b>210,000</b>	<b>3,014,272</b>
<b>TOTAL REVENUE</b>	<b>17,659,656</b>	<b>22,049,455</b>	<b>24,235,647</b>

# MONUMENT FIRE DISTRICT 2025 BUDGET DETAIL

	Actual 2023	Budget 2024	Budget 2025
<b>OPERATING EXPENSES</b>			
<b>510000 - ADMINISTRATION EXPENSES</b>			
510100 - Accounting	49,925	50,000	0
510300 - Auditing	17,790	17,800	27,200
510500 - Ambulance Collection Fees	67,512	60,000	60,000
510700 - Bank Charges & Credit Card Fees	151	200	500
510900 - Penalties Fees	0	200	500
511100 - Cty Treasurer's Fees @ 1.5%	168,058	226,725	277,500
511300 - Books, Subscriptions & Dues	7,418	9,000	9,000
511500 - Consultants	46,346	12,000	34,000
511700 - Postage & Shipping	1,594	3,000	4,500
511900 - Cobra	959	1,100	1,000
512100 - Legal	16,662	64,000	64,000
512300 - General Liability Insurance	116,237	155,000	225,000
512500 - Worker's Compensation	188,403	261,000	325,000
512700 - Admin Maintenance Contracts	1,511	1,000	1,000
512900 - Office Supplies	5,632	6,000	6,000
513100 - Office Equipment/Furniture	1,205	7,000	5,000
513300 - Medical Exams / Services	33,108	48,000	48,000
513500 - New Hire Exams	0	0	0
513700 - Promotional Processes	114	4,000	2,600
513900 - Recruiting/Hiring	22,893	23,000	23,855
514100 - Morale & Welfare	20,947	22,000	22,000
514200 - Honor Guard	8,221	12,865	14,601
514300 - Public Relations	10,422	28,000	30,000
514500 - Election	0	0	42,000
514600 - Election Materials	0	0	5,000
514700 - Accreditation	11,645	65,000	71,000
514800 - Chaplain Program	3,000	3,000	500
519100 - Special Incident	0	5,000	5,000
519900 - General Expense	3,059	8,000	8,000
519999 - Unassigned Credit Card Charge	0	0	0
<b>TOTAL 510000 - ADMINISTRATION EXPENSES</b>	<b>802,812</b>	<b>1,092,890</b>	<b>1,312,756</b>
<b>520000 - BUILDINGS EXPENSE</b>			
520100 - Repairs & Maintenance	68,906	140,000	140,000
520300 - Supplies Expense	25,836	35,000	35,000
520400 - Admin Bldg Lease	0	0	0
520500 - Admin Lease CAMS	32,576	25,000	15,000
520600 - Admin Bldg Utilities	4,340	5,000	12,000
<b>TOTAL 520000 - BUILDINGS EXPENSE</b>	<b>131,658</b>	<b>205,000</b>	<b>202,000</b>



# MONUMENT FIRE DISTRICT 2025 BUDGET DETAIL

	Actual 2023	Budget 2024	Budget 2025
<b>530000 - COMMUNICATIONS EXPENSE</b>			
530100 - Telephone	15,210	13,000	16,000
530300 - Cable	5,009	4,500	4,500
530500 - Cellular	23,786	22,000	28,000
530700 - Pagers	1,788	0	0
530900 - Internet	17,135	17,000	17,000
531100 - Information Technology	50,360	85,000	85,000
531300 - IT Subscriptions (Contracts)	137,646	175,000	175,000
531500 - Maintenance Contract 800/Radio	2,500	2,500	2,500
531700 - Radio License 800/Radio Sub	29,250	30,000	30,000
531900 - Communication Repair & Maint	3,537	5,000	5,000
532100 - Dispatch Services	0	80,000	0
<b>TOTAL 530000 - COMMUNICATIONS EXPENSE</b>	<b>286,220</b>	<b>434,000</b>	<b>363,000</b>
<b>540000 - FIRE PREVENTION</b>			
540300 - Fire Prevention Supplies/FPB	2,150	7,000	7,000
540500 - Fire Prevention Equip/FPB Equip	1,513	5,500	5,500
549900 - Fire Prevention-Other/FPB	0	0	1,000
<b>TOTAL 540000 - FIRE PREVENTION</b>	<b>3,663</b>	<b>12,500</b>	<b>13,500</b>
<b>550000 - VEHICLES EXPENSE</b>			
<b>550200 - FIREFIGHTING VEHICLES</b>			
550201 - Firefighting Fuel	55,512	65,000	65,000
550203 - Firefighting Repairs & Maintenance	54,565	120,000	150,000
550205 - Ladder Testing	2,318	3,000	4,000
550207 - Pump Testing	0	5,200	5,200
550299 - Firefighting Vehicles - Other	0	0	0
<b>TOTAL 550200 - FIREFIGHTING VEHICLES</b>	<b>112,395</b>	<b>193,200</b>	<b>224,200</b>
<b>550500 - MEDICAL VEHICLES</b>			
550501 - Medical Fuel	34,069	36,000	36,000
550503 - Medical Repairs & Maintenance	19,470	40,000	40,000
550599 - Medical Vehicles - Other			0
<b>TOTAL 550500 - MEDICAL VEHICLES</b>	<b>53,539</b>	<b>76,000</b>	<b>76,000</b>
<b>550700 - ADMIN VEHICLES</b>			
550701 - Admin Fuel	25,685	30,000	32,000
550703 - Admin Repairs & Maintenance	11,869	23,000	23,000
550799 - Admin Vehicles - Other			7,000
<b>TOTAL 550700 - ADMIN VEHICLES</b>	<b>37,554</b>	<b>53,000</b>	<b>62,000</b>
<b>550900 - SPECIALITY VEHICLES</b>			
550901 - Speciality Fuel	225	500	500
550903 - Speciality Repairs & Maintenance	4,661	8,000	8,000
550999 - Speciality Vehicles - Other	0	0	12,000
<b>TOTAL 550900 - SPECIALITY VEHICLES</b>	<b>4,886</b>	<b>8,500</b>	<b>20,500</b>
551100 - Bench Stock	3,357	8,000	8,000
<b>TOTAL 550000 - VEHICLES EXPENSE</b>	<b>211,731</b>	<b>338,700</b>	<b>390,700</b>

# MONUMENT FIRE DISTRICT 2025 BUDGET DETAIL

	Actual 2023	Budget 2024	Budget 2025
<b>560000 - OPERATIONAL EQUIPMENT</b>			
<b>560100 - FIREFIGHTING EQUIPMENT/SUPP</b>			
560103 - Equipment Repairs & Maintenance	5,327	12,000	12,000
560104 - Small Engine Repairs	71	3,000	3,000
560105 - SCBA Equipment	6,082	19,800	10,500
560106 - SCBA Repairs & Maintenance	6,032	14,000	11,400
560207 - PPE Equipment	991	27,710	124,080
560108 - PPE - New Hire	42,263	59,375	49,815
560109 - PPE Repairs & Maintenance	9,356	21,000	23,975
560110 - Wildland PPE	600	18,000	14,135
560112 - Wildland Deployment	15,770	10,000	10,000
560113 - Wildland Supplies	145	2,500	12,025
560115 - Wildland Repairs & Maintenance	0	0	0
560117 - Firefighting Supplies	154	5,000	5,000
560121 - Technical Rescue Equipment	0	16,000	14,800
560123 - Technical Rescue Supplies	0	500	500
560125 - Drone	706	7,000	11,080
560164 - Hazmat Equipment	1,995	500	500
560165 - Hazmat Supplies	0	5,000	5,000
560198 - Hose, Nozzles, & Appliances	5,498	31,890	26,768
560199 - Firefighting Equipment	14,508	13,500	17,289
<b>TOTAL 560100 - FIREFIGHTING EQUIPMENT/SUPP</b>	<b>109,497</b>	<b>266,775</b>	<b>351,867</b>
<b>560300 - MEDICAL EQUIPMENT</b>			
560302 - EMS Equipment	13,373	66,500	83,272
560303 - EMS Equipment Repairs & Maintenance	74	2,100	14,400
560307 - EMS Maintenance Contracts	43,175	39,160	44,060
560309 - EMS Supplies	87,435	140,000	120,000
<b>TOTAL 560300 - MEDICAL EQUIPMENT</b>	<b>144,057</b>	<b>247,760</b>	<b>261,732</b>
<b>560600 - UNIFORMS</b>			
560603 - Uniforms - New Hire/Promotions	12,820	12,560	1,500
560605 - Uniforms - Staff	56,616	92,800	49,670
560607 - Uniforms - Tailoring	3,592	2,000	2,000
560699 - Uniforms - Other	9,670	8,500	8,000
<b>TOTAL 560600 - UNIFORMS</b>	<b>82,699</b>	<b>115,860</b>	<b>61,170</b>
<b>TOTAL 560000 - OPERATIONAL EQUIPMENT</b>	<b>336,253</b>	<b>630,395</b>	<b>674,769</b>

# MONUMENT FIRE DISTRICT 2025 BUDGET DETAIL

	Actual 2023	Budget 2024	Budget 2025
<b>570000 - WAGES</b>			
570100 - Payroll Expenses	2,863	3,822	4,500
570200 - Banked Vacation/Sick	1,968	12,453	16,000
570300 - Administration Personnel	820,555	1,509,929	1,663,624
570400 - Operations Personnel	6,658,678	7,156,920	7,751,519
570500 - Longevity	0	98,808	104,288
<b>570700 - OVERTIME</b>			
570703 - Overtime (Shift)	673,809	710,000	1,401,371
570704 - Overtime (Admin)	3,899	50,000	17,105
570705 - Overtime (Other)	73,819	60,000	109,144
570707 - Overtime (Training/EMS)	109,284	160,000	306,121
570708 - Overtime (Educational Leave)	9,889	10,000	56,693
570709 - Overtime (Wildland Backfill)	25,718	50,000	50,000
<b>TOTAL 570700 - OVERTIME</b>	<b>896,417</b>	<b>1,040,000</b>	<b>1,940,434</b>
571700 - Wildland Deployment Pay	84,533	50,000	50,000
573100 - FICA Tax (PT only)	1,388	0	5,025
573200 - Medicare Tax	121,184	141,700	166,900
573300 - Unemployment Expense	17,386	38,827	23,306
<b>TOTAL 570000 - WAGES</b>	<b>8,604,972</b>	<b>10,052,459</b>	<b>11,725,596</b>
<b>580000 - BENEFITS</b>			
580200 - Health Insurance	1,500,865	1,800,000	2,000,000
580300 - Dental Insurance	36,429	45,500	46,000
580400 - Vision Insurance	0	0	0
580500 - FPPA Death & Disability Insurance	258,117	258,032	331,385
580600 - Supplemental Insurance	0	0	0
580700 - Accident & Health Insurance	6,528	7,000	9,400
580800 - Peer Support	9,560	5,760	5,760
580900 - 457 Plan	0	220,000	220,000
581100 - Pension	743,441	593,942	926,558
581200 - DW Volunteer Pension Fund	0	0	0
582200 - Heart/Cardiac Benefit	0	0	0
583100 - Employee Assistance Program	0	0	0
584300 - Flex Spending & Health Savings	1,842	2,500	2,500
<b>TOTAL 580000 - BENEFITS</b>	<b>2,556,782</b>	<b>2,932,734</b>	<b>3,541,603</b>

# MONUMENT FIRE DISTRICT 2025 BUDGET DETAIL

	Actual 2023	Budget 2024	Budget 2025
<b>610000 - TRAINING &amp; EDUCATION</b>			
610100 - Firefighting Training	45,484	16,350	47,550
610200 - Medical Training	6,627	42,500	21,744
610300 - Admin/Other Training	14,136	58,829	59,460
610305 - Academy Training	14,680	51,800	31,800
610400 - Director's Training	125	1,000	300
610500 - Health and Wellness	18,345	29,411	27,875
610600 - EMS Community Outreach	840	9,880	1,000
610700 - Community Risk Training	605	3,000	18,600
610800 - Travel/Lodging	5,087	16,000	22,250
<b>TOTAL 610000 - TRAINING &amp; EDUCATION</b>	<b>105,929</b>	<b>228,770</b>	<b>230,579</b>
<b>620000 - UTILITIES</b>			
620100 - Electricity	36,324	37,000	37,000
620200 - Heating/Gas	33,097	45,000	45,000
620300 - Water & Sewer	10,750	12,000	12,000
620700 - Trash Collection	6,260	8,500	8,500
<b>TOTAL 620000 - UTILITIES</b>	<b>86,431</b>	<b>102,500</b>	<b>102,500</b>
<b>630000 - FINANCE - DEBT SERVICE</b>			
630600 - Lease Princ 2018 Engine	0	0	0
630700 - Lease Princ 2019 Engine	0	0	0
630800 - Lease Princ Admin HQ	0	0	0
630900 - Lease Princ Sta 3 & HQ	0	0	0
634100 - Interest Expense	160,029	206,915	206,915
<b>TOTAL 630000 - FINANCE - DEBT SERVICE</b>	<b>160,029</b>	<b>206,915</b>	<b>206,915</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>13,286,480</b>	<b>16,236,864</b>	<b>18,763,918</b>
<b>EXPENSES DIFFERENCE</b>	<b>4,373,176</b>	<b>5,812,591</b>	<b>5,471,729</b>



# MONUMENT FIRE DISTRICT 2025 BUDGET DETAIL

	Actual 2023	Budget 2024	Budget 2025
<b>CAPITAL EXPENSES</b>			
<b>900000 - CAPITAL IMPROVEMENT FUND</b>			
<b>900100 - BUILDINGS CAPITAL OUTLAY</b>			
900110 - Fire Station 1	205,991	0	0
900120 - Fire Station 2	127,227	2,300,000	2,000,000
900130 - Fire Station 3	115,068	2,400,000	3,004,621
900140 - Fire Station 4	152,793	450,000	50,000
900150 - Fire Station 5	422,195	0	0
900160 - Fire Station 6	0	500,000	1,300,000
900170 - Training Center	11,522	2,400,000	1,512,625
900199 - Administrative Offices	96,429	96,430	765,000
<b>TOTAL 900100 - BUILDINGS CAPITAL OUTLAY</b>	<b>1,131,225</b>	<b>8,146,430</b>	<b>8,632,246</b>
<b>900300 - VEHICLES CAPITAL OUTLAY</b>			
900303 - Fire Vehicles	449,093	200,000	400,000
900305 - Medical Vehicles	291,594	310,000	640,000
900307 - Admin Vehicles	97,400	240,000	0
900309 - Speciality Vehicles	0	40,000	0
900310 - Lease Princ 2018 Engine	398,035	0	0
900311 - Lease Princ 2019 Engine	483,165	0	0
900312 - Lease Princ 2022 Engine	67,802	70,792	73,914
900313 - Lease Princ 2023 Tower	93,606	97,164	100,855
900314 - Lease Princ 2026 Engines		117,000	0
<b>TOTAL 900300 - VEHICLES CAPITAL OUTLAY</b>	<b>1,880,694</b>	<b>1,074,956</b>	<b>1,214,769</b>
<b>900600 - EQUIPMENT CAPITAL OUTLAY</b>			
900602 - Fire Communications	0	38,500	0
900605 - Medical Equipment	5,215	91,400	218,000
900609 - Fire Supression Equipment	49,688	25,000	100,945
<b>TOTAL 900600 - EQUIPMENT CAPITAL OUTLAY</b>	<b>54,903</b>	<b>154,900</b>	<b>318,945</b>
<b>TOTAL 900000 - CAPITAL IMPROVEMENT FUND</b>	<b>3,066,822</b>	<b>9,376,286</b>	<b>10,165,960</b>
<b>TOTAL CAPITAL EXPENSES</b>	<b>3,066,822</b>	<b>9,376,286</b>	<b>10,165,960</b>
<b>TOTAL EXPENSES</b>	<b>16,353,302</b>	<b>25,613,150</b>	<b>28,929,878</b>
<b>FUND TRANSFER</b>			
Capital Reserve	1,240,000	1,200,000	6,584,165
Fleet Capital	1,240,000	1,000,000	1,000,000
Contingency			0
Impact Fee		1,500,000	0
<b>TOTAL FUND TRANSFER</b>	<b>2,480,000</b>	<b>3,700,000</b>	<b>7,584,165</b>
<b>REVENUE/EXPENSES DIFFERENCE</b>	<b>3,786,354</b>	<b>136,305</b>	<b>2,889,934</b>

# MONUMENT FIRE DISTRICT 2025 FUND BALANCES

	Actual 2023	Budget 2024	Projected 2024	Proposed 2025
<b>GENERAL FUND BALANCE</b>				
<b>Beginning Balance</b>	<b>4,949,658</b>	<b>5,432,991</b>	<b>5,432,991</b>	<b>7,132,573</b>
Revenues	17,336,878	21,744,145	21,744,145	23,928,427
Expenses	(13,286,480)	(16,236,864)	(16,236,864)	(18,763,918)
Transfer In	0	0	0	0
Transfer Out	(2,512,412)	(3,807,700)	(3,807,700)	(7,659,988)
Adjust to Actual	(1,054,653)			
<b>Ending Balance</b>	<b>5,432,991</b>	<b>7,132,573</b>	<b>7,132,573</b>	<b>4,637,094</b>

<b>CAPITAL RESERVES FUND BALANCE (COMMITTED)</b>				
<b>Beginning Balance</b>	<b>2,438,809</b>	<b>2,703,076</b>	<b>2,703,076</b>	<b>3,089,226</b>
Revenues (Interest)	5,716	7,480	7,480	7,000
Expenses	(1,186,127)	(8,301,330)	(2,321,330)	(8,951,191)
Transfer In	1,240,000	2,700,000	2,700,000	6,584,165
Transfer Out	0	0	0	0
Adjust to Actual	204,679			
<b>Ending Balance</b>	<b>2,703,076</b>	<b>(2,890,774)</b>	<b>3,089,226</b>	<b>729,200</b>

<b>FLEET CAPITAL FUND BALANCE (COMMITTED)</b>				
<b>Beginning Balance</b>	<b>1,666,288</b>	<b>1,376,974</b>	<b>1,376,974</b>	<b>1,841,167</b>
Revenues (Interest)	727	592	592	600
Expenses	(1,880,694)	(1,074,956)	(536,399)	(1,214,769)
Transfer In	1,240,000	1,000,000	1,000,000	1,000,000
Transfer Out	0	0	0	0
Adjust to Actual	350,653			
<b>Ending Balance</b>	<b>1,376,974</b>	<b>1,302,610</b>	<b>1,841,167</b>	<b>1,626,998</b>

<b>EMERGENCY RESERVE FUND BALANCE-TABOR (RESTRICTED)</b>				
<b>Beginning Balance</b>	<b>341,875</b>	<b>376,819</b>	<b>376,819</b>	<b>487,227</b>
Revenues (Interest)	2,532	2,708	2,708	2,800
Expenses	0	0	0	0
Transfer In	32,412	107,700	107,700	75,823
Transfer Out	0	0	0	0
Adjust to Actual	0			0
<b>Ending Balance</b>	<b>376,819</b>	<b>487,227</b>	<b>487,227</b>	<b>565,850</b>

<b>CONTINGENCY FUND BALANCE (RESTRICTED)</b>				
<b>Beginning Balance</b>	<b>1,527,958</b>	<b>1,609,611</b>	<b>1,609,611</b>	<b>1,698,911</b>
Revenues (Interest)	81,653	89,300	89,300	91,000
Expenses	0	0	0	0
Transfer In	0	0	0	0
Transfer Out	0	0	0	0
Adjust to Actual				0
<b>Ending Balance</b>	<b>1,609,611</b>	<b>1,698,911</b>	<b>1,698,911</b>	<b>1,789,911</b>

<b>IMPACT FEE FUND BALANCE (RESTRICTED)</b>				
<b>Beginning Balance</b>	<b>1,502,084</b>	<b>1,733,016</b>	<b>1,733,016</b>	<b>438,246</b>
Revenues	232,149	205,230	205,230	205,820
Expenses	0	0	0	0
Transfer In	0	0	0	0
Transfer Out	0	(1,500,000)	(1,500,000)	0
Adjust to Actual	(1,218)			0
<b>Ending Balance</b>	<b>1,733,016</b>	<b>438,246</b>	<b>438,246</b>	<b>644,066</b>

Purchase amount = no debt				Consider 4% annual growth for apparatus/3% for light vehicles																			
Annual debt payment				Engines (Type 1/Type 3 - 10 years frontline, 5 years reserve)			Brush (10 years frontline, 5 years reserve)																
Overdue for replacement				Truck (13 years frontline, 5 years reserve)			Ambulance (5 years frontline, 2 years reserve)																
Fleet #/VIN	Code	Vehicle	Position	Purchase Year	Replace Year	Lifespan	Replacement Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
S01938	900307	Ford Explorer	Admin Reserve	2014	2026*	12Y	\$80,000							-\$82,400									
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	Executive BC	2018	2030	12Y	\$80,000											-\$108,800					
S68730	900307	Ford F250	Shift BC	2020	2032	12Y	\$88,000	-\$88,000												-\$119,680			
S68731	900307	Ford F250	Shift BC (Reserve)	2020	2032	12Y	\$88,000	-\$88,000												-\$119,680			
S64336	900307	Ford Expedition	EMS Educator	2020	2032	12Y	\$75,000	-\$75,000												-\$102,000			
S64335	900307	Ford Expedition	EMS Coordinator	2020	2032	12Y	\$75,000	-\$75,000												-\$102,000			
S79579	900307	Chevy Tahoe	Accred Manager	2019	2031	12Y	\$80,000												-\$108,800				
S96388	900307	Dodge 3500	Snow Plow/Tow	2012	2024*	12Y	\$60,000																
	900307	Ford F150		2008	SELL																		
S40545	900307	Ford Transit	Fire Technician	2023	2035	12Y	\$60,000				-\$60,000												-\$81,600
S38292	900307	Ford 150	Fire Chief	2024	2035	12Y	\$80,000					-\$80,000											
S38293	900307	Ford 150	DC of CRR	2024	2036	12Y	\$80,000					-\$80,000											
S38294	900307	Ford 150	DC of Admin	2024	2036	12Y	\$80,000					-\$80,000											
S18394	900307	Ford F350	Snow Plow/Tow	2003	2015*	12Y	\$60,000																
S26496	900307	Ford F250	Logistics LT	2023	2036	12Y	\$80,000				-\$81,600												-\$110,976
	900307	Ford F150			SELL																		
E48764	900300	Smeal T1 Engine	Reserve	2004	2019*	10Y/5Y	\$960,000	-\$23,945															
E20193	900303	Pierce T1 Engine	513	2019	2034	10Y/5Y	\$960,000	-\$71,300	-\$71,300	-\$71,300	-\$483,165											-\$124,800	-\$124,800
E20859	900303	Pierce T1 Engine	512	2019	2034	10Y/5Y	\$960,000	-\$77,767	-\$77,767	-\$77,767	-\$398,035											-\$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	-\$104,390	-\$104,390	-\$104,390	-\$104,390		
NEW	900303	Pierce T1 Engine	New	2025	2040	10Y/5Y	\$950,000						-\$59,235	-\$142,000	-\$142,000	-\$142,000	-\$142,000	-\$142,000	-\$142,000	-\$142,000	-\$142,000		
NEW	900303	Pierce T1 Engine	New	2025	2040	10Y/5Y	\$950,000						-\$59,235	-\$142,000	-\$142,000	-\$142,000	-\$142,000	-\$142,000	-\$142,000	-\$142,000	-\$142,000		
	900303	Type 1 Engine	Freightliner	2001	SELL																		
E71642	900303	RB Ladder (100')	Reserve	2009	2033	13Y/5Y	\$1,575,000	-\$71,387													-\$157,500	-\$157,500	-\$157,500
NEW	900303	Pierce Ladder	531	2023	2035	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	-\$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			
NEW	900303	T6 (Ford)	542	2024	2039	10Y/5Y	\$330,000				-\$70,000		-\$250,000										
S52685	900307	Squad Ford F550	575	2022	2034	12Y	\$330,000			-\$330,000												-\$488,400	
	900303	T3 (BME)	541	2023	2033	10Y/5Y	\$378,100				-\$378,100												
	900303	ALF Tender		2001	SELL																		
NEW	900303	Midwest Tender	New	2024	2044	15Y/5Y	\$400,000						-\$150,000	-\$300,000									
UN0421	900303	Midwest Tender	564	2020	2040	15Y/5Y	\$250,000																
A58392	900305	Dodge 4500	585	2016	2021	5Y/2Y	\$232,000			-\$232,000													
A77410	900305	Dodge 4500	Reserve	2016	2021	5Y/2Y	\$232,000			-\$232,000													
A47384	900305	Ford F550	581	2019	2026	5Y/2Y	\$232,000																
NEW	900305	AEV Ford	New	2023	2030	5Y/2Y	\$265,000				-\$243,600					-\$332,450				-\$382,318			
NEW	900305	AEV Ford	New	2024	2031	5Y/2Y	\$300,000						-\$330,000				-\$341,600				-\$392,940		
A70316	900305	Ford F450	584	2020	2025	5Y/2Y	\$232,000						-\$310,000					-\$350,750					-\$403,363
U130CD	900309	Thiokol Snowcat	Fire Station 2	1987	REPLACE	20Y	\$250,000																
	900309	Side-by-side	Fire Staton 1	2024	2044	20Y	\$40,000					-\$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							-\$8,500									
U46869	900309	Scott Air Trailer	Fire Station 5	2006	2026	20Y	\$300,000							-\$300,000									
Beginning Balance								\$899,153	\$680,241	\$1,298,739	\$1,666,288	\$1,376,974	\$1,841,167	\$1,426,298	\$1,277,399	\$1,737,000	\$1,864,151	\$1,982,152	\$1,302,603	\$1,593,404	\$1,609,645	\$1,171,818	\$981,369
Transfers In								\$676,000	\$632,884	\$1,000,000	\$1,240,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,250,000	\$1,250,000
Expenses (Cash)								-\$326,000	-\$464,000	-\$330,000	-\$833,300	-\$280,000	-\$1,040,000	-\$608,500	\$0	-\$332,450	-\$341,600	-\$1,139,150	-\$168,800	-\$443,360	-\$844,318	-\$881,340	-\$595,939
Expenses (Lease)								-\$244,399	-\$149,067	-\$149,067	-\$1,137,599	-\$256,399	-\$374,869	-\$540,399	-\$540,399	-\$540,399	-\$540,399	-\$540,399	-\$540,399	-\$540,399	-\$593,509	-\$559,109	-\$559,109
Total Expenses								-\$570,399	-\$613,067	-\$479,067	-\$1,970,899	-\$536,399	-\$1,414,869	-\$1,148,899	-\$540,399	-\$872,849	-\$881,999	-\$1,679,549	-\$709,199	-\$983,759	-\$1,437,827	-\$1,440,449	-\$1,155,048
Total Cap. Exp.(excluding interest)													-\$1,214,768										
Adjust to Actual								-\$324,513	\$598,681	-\$153,384	-\$441,585	\$592											
Ending Balance								\$680,241	\$1,298,739	\$1,666,288	\$1,376,974	\$1,841,167	\$1,426,298	\$1,277,399	\$1,737,000	\$1,864,151	\$1,982,152	\$1,302,603	\$1,593,404	\$1,609,645	\$1,171,818	\$981,369	\$1,076,321

Monument FD  
Facilities and Equipment Repair/Replacement Schedule 2020-2035

Purchase amount = no debt			Consider 3% annual increase on equipment																			
Annual debt payment																						
Overdue for replacement																						
Facilities																						
Location	Code	Description	Purchase Year	Replace Year	Lifespan	Replacement Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
1	900110	Station 1 Remodel					-\$361,000	-\$1,620,000	-\$100,000													
1	900110	Station 1 Driveway							-\$103,000													
3	900130	Station 3 Remodel							-\$22,000													
TC	900110	TC Property					-\$389,000		-\$50,000	-\$121,743												
2	900120	Station 2 Driveway							-\$115,300													
Admin	900199	Admin Office					-\$250,000			-\$96,430	-\$96,430											
6	900160	Station 6									-\$500,000	-\$1,300,000										
4	900140	Station 4 Remodel								-\$558,000	-\$450,000	-\$50,000										
5	900150	Station 5 Dorm Remodel								-\$502,000												
2	900120	Station Alerting								-\$25,000												
5	900150	Station Alerting								-\$25,000												
1 and 4	900110/140	Station Alerting						-\$35,000	-\$70,000													
2	900120	Station 2 Remodel								-\$80,000	-\$2,300,000	-\$2,000,000										
1	900110	Station 1 Parking Lot								-\$175,000												
3	900130	Station 3 New								-\$700,000	-\$2,400,000	-\$3,004,621	-\$1,424,517	-\$1,424,517	-\$1,424,517	-\$1,424,517	-\$1,424,517	-\$1,424,517	-\$1,424,517	-\$1,424,517	-\$1,424,517	-\$1,424,517
TC		Training - Phase 1									-\$2,400,000	-\$1,512,625										
Admin	900199	Admin Office										-\$765,000										
Equipment																						
Location	Code	Description (Serial #)	Purchase Year	Replace Year	Lifespan	Replacement Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
All	900605	Power Cot (579)	2020	2027	7Y	\$25,500	\$25,500							-\$27,030								
All	900605	Power Cot (580)	2020	2027	7Y	\$25,500	-\$25,500							-\$27,030							-\$30,814	
all	900605	Power Cot (581)	2020	2027	7Y	\$25,500	-\$25,500							-\$27,030							-\$30,814	
All	900605	Power Cot (034)	2022	2029	7Y	\$25,500			-\$25,500							-\$28,050						
All	900605	Power Cot (XXX)	2023	2030	7Y	\$25,500				-\$25,500							-\$28,560					
All	900605	Autoload System (031)	2019	2026	7Y	\$26,400						-\$45,000								-\$31,152		
All	900605	Autoload System (437)	2019	2026	7Y	\$26,400							-\$46,350							-\$31,152		
All	900605	Autoload System (286)	2019	2026	7Y	\$26,400							-\$46,350							-\$31,152		
All	900605	Autoload System (075)	2021	2028	7Y	\$26,400		-\$26,400							-\$28,512							-\$32,208
All	900605	Autoload System (XXX)	2024	2031	7Y	\$26,400					-\$26,400							-\$30,096				
All	900605	Cardiac Monitor (444)	2012	2022	10Y	\$36,000			-\$40,000										-\$41,040			
All	900605	Cardiac Monitor (345)	2015	2025	10Y	\$36,000						-\$43,000										-\$55,900
All	900605	Cardiac Monitor (819)	2015	2025	10Y	\$36,000						-\$43,000										-\$55,900
All	900605	Cardiac Monitor (565)	2015	2025	10Y	\$36,000						-\$43,000										-\$55,900
All	900605	Cardiac Monitor (972)	2018	2028	10Y	\$36,000									-\$46,870							
All	900605	Cardiac Monitor (626)	2018	2028	10Y	\$36,000									-\$46,870							
All	900605	Cardiac Monitor (474)	2018	2028	10Y	\$36,000									-\$46,870							
All	900605	Cardiac Monitor (769)	2018	2028	10Y	\$36,000									-\$46,870							
All	900605	Cardiac Monitor (892)	2020	2030	10Y	\$36,000	-\$36,000										-\$49,450					
All	900605	Cardiac Monitor (XXX)	2023	2033	10Y	\$36,000				-\$40,000										-\$53,320		
All	900605	Lucas Device	2024	2034	10Y	\$19,000					-\$19,000										-\$24,700	
All	900605	Lucas Device	2025	2035	10Y	\$22,000						-\$22,000										-\$28,600
All	900605	Lucas Device	2026	2036	10Y	\$22,000						-\$22,000										
All	900605	Pxysis Machine	2024	2034	10Y	\$25,000					-\$25,000									-\$32,500		
All	900605	Sim Man	2024	2034	10Y	\$21,000					-\$21,000									-\$27,300		
1	900605	Gear Extractor	2022	2033	12Y	\$11,000			-\$11,000												-\$13,640	
2	900605	Gear Extractor	2022	2033	12Y	\$12,000			-\$11,000												-\$13,640	
3	900605	Gear Extractor	2018	2031	12Y	\$12,000												-\$13,420				
4	900605	Gear Extractor	2016	2028	12Y	\$12,000									-\$11,880							
5	900605	Gear Extractor	2023	2035	12Y	\$12,000				-\$12,000												
All	900609	Drone	2021	2026	5Y	\$10,000					-\$25,000							-\$22,000				
All	900309	Enclosed Trailer	2022	2042	20Y	\$20,000				-\$20,000												
All	900609	SCBA	2021	2033	12Y	\$335,000		-\$335,000		-\$100,000										-\$520,800		
All	900602	800Mhz Radios	2018	2033	15Y	\$520,000														-\$520,000		
All	900609	Vehicle Extrication Tools	2019	2029	10Y	\$240,000										-\$240,000						
All	900309	Snowplow	2023	2038	15Y	\$10,500				-\$10,500						-\$13,650						
All	900602	Vehicle Computers (MDC)	2019	2024	5Y	\$38,500					-\$38,500					-\$47,740					-\$52,514	
All	900609	Powered Hose Roller	2025	2035	10Y	\$7,945						-\$7,945										-\$10,329
All	900609	Tower, T6, Reserve T & E	2025	2035	N/A	\$50,000						-\$50,000										
All	900609	SCBA (4)	2025	2035	10Y	\$43,000						-\$43,000										
Beginning Balance							\$1,595,411	\$1,171,241	\$2,244,904	\$2,438,809	\$2,703,076	\$3,089,226	\$729,200	\$961,983	\$1,206,376	\$1,303,987	\$1,313,680	\$1,561,153	\$1,821,120	\$2,105,563	\$1,183,670	\$1,093,031
Transfers In							\$1,290,187	\$3,178,341	\$1,000,000	\$1,240,000	\$2,700,000	\$6,584,165	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000	\$1,500,000	\$1,500,000
Building Expenses (Cash)							-\$1,000,000	-\$1,655,000	-\$460,300	-\$2,186,743	-\$8,050,000	-\$8,632,246	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Expenses (Cash)							-\$61,500	-\$361,400	-\$87,500	-\$208,000	-\$154,900	-\$318,945	-\$92,700	-\$81,090	-\$227,872	-\$315,790	-\$78,010	-\$65,516	-\$41,040	-\$1,247,376	-\$166,122	-\$228,508
Expenses (Lease)							\$0	\$0	\$0	-\$96,430	-\$96,430	\$0	-\$1,424,517	-\$1,424,517	-\$1,424,517	-\$1,424,517	-\$1,424,517	-\$1,424,517	-\$1,424,517	-\$1,424,517	-\$1,424,517	-\$1,424,517
Total Expenses							-\$1,061,500	-\$2,016,400														



**MONUMENT FIRE DISTRICT**  
 16055 Old Forest Point, Suite #102  
 Monument, CO 80132  
 (719) 484-0911  
[www.monumentfire.org](http://www.monumentfire.org)  
*Proudly serving the Tri-Lakes Region*



Andy Kovacs, Fire Chief

## **2025 WAGE SCHEDULE**

<b>Position</b>	<b>2025 Wage</b>	<b>Non-Primary Paramedic</b>
Fire Chief (FC)	\$180,055	
Division Chief (DC2)	\$169,863	
Division Chief (DC1)	\$160,227	
Battalion Chief (BC3)	\$151,178	
Battalion Chief (BC2)	\$142,621	
Battalion Chief (BC1)	\$134,548	
Lieutenant (LT4)	\$126,932	\$129,432
Lieutenant (LT3)	\$122,051	\$124,551
Lieutenant (LT2)	\$117,356	\$119,856
Lieutenant (LT1)	\$112,842	\$115,342
Engineer (ENG4)	\$108,502	\$111,002
Engineer (ENG3)	\$104,162	\$106,662
Engineer (ENG2)	\$99,996	\$102,496
Engineer (ENG1)	\$95,996	\$98,496
FF/Paramedic (FF/PM4)	\$108,502	
FF/Paramedic (FF/PM3)	\$104,162	
FF/Paramedic (FF/PM2)	\$99,996	
FF/Paramedic (FF/PM1)	\$95,996	
Firefighter (FF4)	\$92,155	
Firefighter (FF3)	\$88,470	
Firefighter (FF2)	\$84,931	
Firefighter (FF1)	\$81,533	
Firefighter Recruit	\$78,273	
Fleet and Facilities	Rank + 5%**	
EMS Coordinator	Rank + 5%**	
Training Officer	Rank + 5%**	
EMS Educator	Rank + 5%**	
Director of Administration	\$109,920	
Bookkeeper (PT)	\$45,000	
Fire Technician (PT)	\$38,208	

\* = Non-primary paramedic = \$2,500/annually

\*\* = 5% administrative assignment differential



## **Monument Fire District**

### 2025 Fee and Rate Schedule

#### **PLAN REVIEWS**

Subdivision Plan	<div>&lt;10 acres</div> <div>&gt;10 acres</div>	<div>\$500</div> <div>\$750</div>
Single-family Residential	No charge (one inspection)	
Tenant Finish and Remodel (Non-Single-Family Residential)		
	<1,500 ft2	\$174
	1500 ft2 – 5,000 ft2	\$312
	>5000 ft2 (See New Bldg. and Bldg. Addition Fee Schedule)	
New Building and Building Addition (Non-Single-Family Residential)		
	-3,000 ft <sup>2</sup>	\$480
	3,001 – 5,000 ft <sup>2</sup>	\$754
	5,001 – 10,000 ft <sup>2</sup>	\$1,521
	10,001 – 50,000 ft <sup>2</sup>	\$1,782
	50,001 – 100,000 ft <sup>2</sup>	\$2,673
	100,001 ft <sup>2</sup> +	\$6,855
Fire Protection/Fire Alarm Systems (<=20 devices*)	\$125 plus \$1.25/device	
	(>20 devices*) See CSFD fee schedule.	
Kitchen Hood/Duct Suppression Systems	\$125	

#### **IMPACT FEES**

Single-family residential	<b>\$777</b>
Multi-family residential	<b>\$563/Dwelling Unit</b>
Commercial	<b>\$0.24/ft<sup>2</sup></b>

**MONUMENT FIRE DISTRICT**

16055 Old Forest Point, Suite #102

Monument, CO 80132

(719) 484-0911

[www.monumentfire.org](http://www.monumentfire.org)*Proudly serving the Tri-Lakes Region***CORA REQUEST FEES**

Research/Retrieval	\$30/hr. after 1 <sup>st</sup> hr. (15 min increments)
Docs Electronically Provided	Free (<=1 hour)
	\$30/hr. (>1 hour)
Copy (Letter, Legal, Ledger)	\$.25/page
Copy (Other)	\$2.00/page
Non-Standard Mediums (CDs, USBs, etc.)	Actual cost
Postal or Carrier Charges	Actual cost
3 <sup>rd</sup> Party Printing	Actual cost

**MISCELLANEOUS FEES**

Re-inspection per incident (permitted projects)	\$106
Variance Request	\$500
Work at Risk Fee	\$137
Nuisance Fee	\$325 (after 5th call)
Fire Watch	\$138/person/hr. (min. 2 hrs.)
Site Safety Inspection	\$50
Permits	\$115
• Burn (1 inspection)	Free
• Burn (2+ inspections)	\$50
Returned Check	\$35

**EMS FEE**

Ambulance request to the Town of Palmer Lake	\$588.25
--	----------

**COMMUNITY CPR CLASSES**

CPR

CPR and First Aid

First Aid