



SOUTH METRO FIRE RESCUE
Regular Board of Directors' Meeting
October 19, 2026 at 6:00 p.m.
Troy Jackson Training Center
2301 W. Chenango Avenue, Littleton, CO 80120

AGENDA

- 1. MEETING CALL TO ORDER**
- 2. PLEDGE OF ALLEGIANCE**
- 3. ROLL CALL**
- 4. APPROVAL OF THE AGENDA**
- 5. CONFLICT OF INTEREST DISCLOSURE**
- 6. PUBLIC COMMENT**

Public Conduct at Meetings. Comments by members of the public shall be made only during the "Public Comment" portion of the meeting or a specified "Public Hearing," and shall be limited to three minutes per individual and five minutes per group spokesperson unless additional opportunity is given at the Board's discretion. Each member of the public wishing to speak shall identify themselves by name, address, and agenda item, if any, to be addressed. Disorderly conduct, harassment, or obstruction of or interference with meetings by physical action, verbal utterance, nuisance or any other means are prohibited. Such conduct may result in removal of person(s) responsible for such behavior from the meeting, a request for assistance from law enforcement, and criminal charges filed against such person(s).

7. CONSENT AGENDA

Consent Agenda items are provided for study in the Board packets and introduced in the General Session for the Board's review. They can be adopted by a single motion. All resolutions and proposed actions must be read by title prior to a vote on the motion. Any Consent Agenda items may be removed at the request of a Director and heard separately or tabled.

N/A

8. DISCUSSION/POTENTIAL ACTION ITEMS

With a two-thirds (2/3) vote of the board members in attendance, the board has the discretion to amend the Agenda to move any Discussion/Potential Action Item to an Action Item.

1. Troy Jackson Training Center Overview – Matt Weller, Deputy Chief Internal Services – South Metro Fire Rescue
2. 2027 Proposed Budget Presentation – Stephanie Corbo, CFO - South Metro Fire Rescue
3. Vehicle Overview and Lease Program – Matt Weller, Deputy Chief and Mike Smith, FP&A Manager – South Metro Fire Rescue



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AGENDA*(CONT.)*

9. INFORMATION ITEMS

10. EXECUTIVE SESSION (upon motion)

1. Executive Session pursuant to § 24-6-402(4)(a), C.R.S. to discuss the purchase, acquisition, lease, transfer, or sale of real, personal, or other property interests regarding the South Metro Fire Rescue Fleet Facility.

11. NEXT MEETING(S)

Regular Board of Directors' Meeting to be held on November 2, 2026 at 6:00 p.m. at 9195 E. Mineral Avenue, Centennial, CO 80112.

12. ADJOURNMENT

Vision

A fire service leader setting the highest standards in prevention and emergency response services, positively impacting lives with every encounter.

Mission

We save lives, protect property, and serve our community.

Core Values Statement

Excellence through professionalism, accountability, compassion, and engagement.

Key Focus Areas and Strategic Goals

PRIORITY 1



Service Delivery

- + Deliver the right resources to the right call at the right time
- + Commit to innovative approaches that improve services
- + Invest in infrastructure to enhance and support the delivery of services

PRIORITY 4



Community Health and Safety

- + Increase emergency preparedness across our communities
- + Improve the prevention of crises

PRIORITY 2



Financial Health

- + Responsible stewards of public funds
- + Comprehensive long range financial planning

PRIORITY 5



Partnerships

- + Be an active, engaged member of communities and organizations we serve
- + Pursue regional all hazards partnerships to reduce risk
- + Influence collaborative policymaking at the local, state, and national levels

PRIORITY 3



Organizational Health and Culture

- + Hire, retain, develop, and grow the right people for the long term
- + Expand on culture of caring for employees
- + Remain aware of employee challenges and opportunities

PRIORITY 6



Communication and Engagement

- + Enhance trust
- + Develop strategies to make our communication more targeted and engaging
- + Ensure we create and demonstrate value in our services



South Metro Fire Rescue

Board of Directors
2027 Proposed Budget
October 15, 2026

2027 Proposed Budget Requirements

October 15th: Deadline to submit proposed 2027 budget to the governing board of the local government (Emailed to the BOD 2026/10/15).

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

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



Contents



Present 2027 Proposed Budget by Fund:

Key Assumptions
Financial Summary



Timeline

Next Steps:

- Budget Review 10/19
- Public Hearing 11/2
- Anticipated Adoption 11/16



2027 Proposed Budget: General Fund

Key Assumptions:

- Property Taxes with Abatements are projected actual collection
- Adoption of Fire Marshall's Office & Ambulance Fee Rates
- Compensation increase based on Collective Bargaining Agreement (Line) & Korn Ferry (Staff)
 - 3 Academies = 64 FTEs
 - 42 FTE Line Attrition
- Total benefits cost ratio = 38.4% of salaries



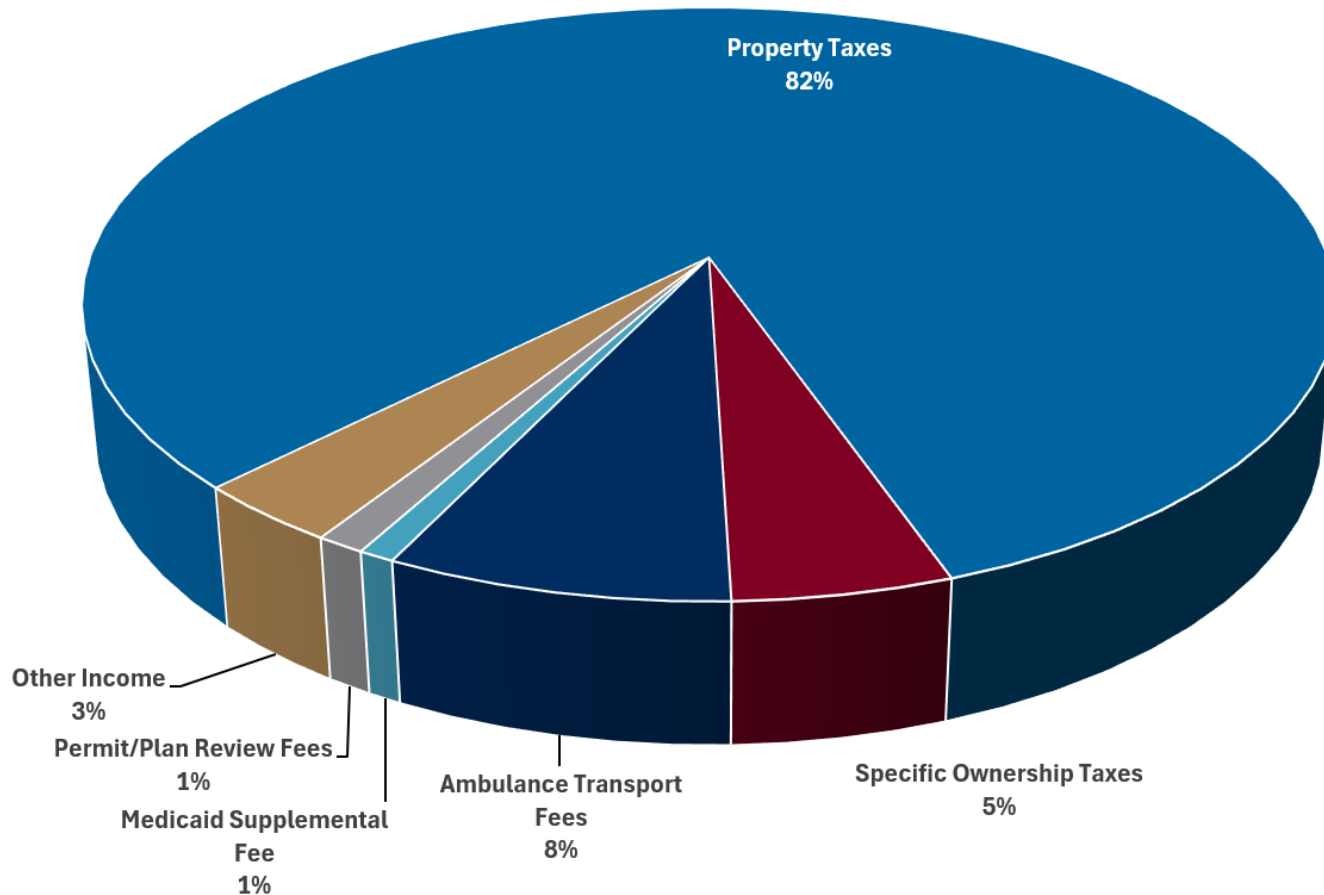
2027 Proposed Budget: General Fund

	Audit 2025	Budget 2026	YTD 2026	Forecast 2026	Budget 2027
Beginning Fund Balance	54,854,825	56,233,744	56,233,744	56,233,744	69,953,830
Revenues					
Property Taxes	154,077,725	203,856,720	199,173,255	201,558,132	199,417,318
Abatements	-	-	-	-	1,611,617
Specific Ownership Taxes	10,183,787	10,111,072	7,051,647	11,988,861	12,050,376
Ambulance Transport Fees	16,864,655	18,679,809	10,807,110	18,369,420	18,887,634
Medicaid Supplemental Fee	7,020,710	-	-	7,467,443	2,000,000
Permit/Plan Review Fees	2,557,747	2,536,003	1,610,255	2,647,772	2,688,163
Net Investment Income	3,087,945	1,200,000	848,138	1,200,000	1,748,846
Dispatch Fees	152,339	167,865	128,868	167,865	175,600
Rental Income	202,579	162,034	117,158	155,033	162,034
Sale of Assets	372,752	30,000	36,720	36,720	40,000
Miscellaneous Revenue	252,820	152,000	127,905	182,874	153,520
Grant Proceeds	281,339	156,200	170,048	170,048	451,200
Reimbursements	3,152,351	1,545,000	459,254	1,545,000	2,173,845
JACC Revenues	270,500	320,800	320,800	320,800	320,800
Leases (GASB 87)	-	346,685	-	346,685	1,500,000
SBITA (GASB 96)	417,817	1,240,000	-	1,240,000	1,500,000
Total Revenues	198,895,066	240,504,188	220,851,158	247,396,653	244,880,953
Expenses					
Salaries	(105,340,477)	(112,842,034)	(71,658,213)	(110,236,929)	(118,462,178)
Alternate Response	-	-	-	-	(390,000)
Seasonal Wildland Upstaffing Request	-	-	-	-	(357,245)
Benefits	(38,725,402)	(44,070,160)	(28,585,559)	(42,100,629)	(45,548,395)
Overtime: Minimum Staffing	(9,359,940)	(11,007,780)	(5,413,004)	(9,689,363)	(9,881,476)
Overtime: Project/Meeting	(2,785,128)	(3,316,534)	(2,123,510)	(3,344,517)	(3,881,744)
Overtime: Reimbursable Callout/Cover	(1,531,743)	(1,200,000)	(769,251)	(1,200,000)	(1,815,795)
Overtime: FLSA	(759,449)	(774,717)	(545,415)	(773,618)	(805,706)
Overtime: On Call Hours	(44,525)	(69,322)	(29,826)	(48,205)	(151,820)
Treasurer's Fees	(2,310,769)	(3,057,851)	(2,987,869)	(3,023,372)	(3,015,434)
Operating Expenses	(20,453,535)	(21,301,847)	(13,297,819)	(21,301,847)	(24,790,939)
Professional Development	-	(500,000)	-	(500,000)	(134,133)
JACC Expenses	(255,071)	(320,800)	(191,143)	(320,800)	(320,800)
Leases (GASB 87)	-	(346,685)	-	(346,685)	(1,500,000)
SBITA (GASB 96)	(417,817)	(1,240,000)	-	(1,240,000)	(1,500,000)
Leases (Annual) :Equipment,	(532,291)	(550,602)	(334,531)	(550,602)	(575,960)
Total Expenses	(182,516,147)	(200,598,332)	(125,936,140)	(194,676,567)	(213,131,625)
Capital Projects Fund Transfer	(15,000,000)	(39,000,000)	(39,000,000)	(39,000,000)	(22,200,000)
Gain/Loss	1,378,919	905,856	55,915,018	13,720,086	9,549,328
Ending Fund Balance	56,233,744	57,139,600	112,148,762	69,953,830	79,503,158
Reserve Threshold (%)	30.8%	28.5%	89.1%	35.9%	37.3%



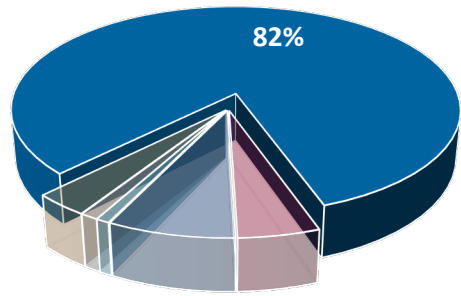
General Fund Revenues

**General Fund revenues for 2027 total \$244.9 million
1.8% increase from 2026 Budget**

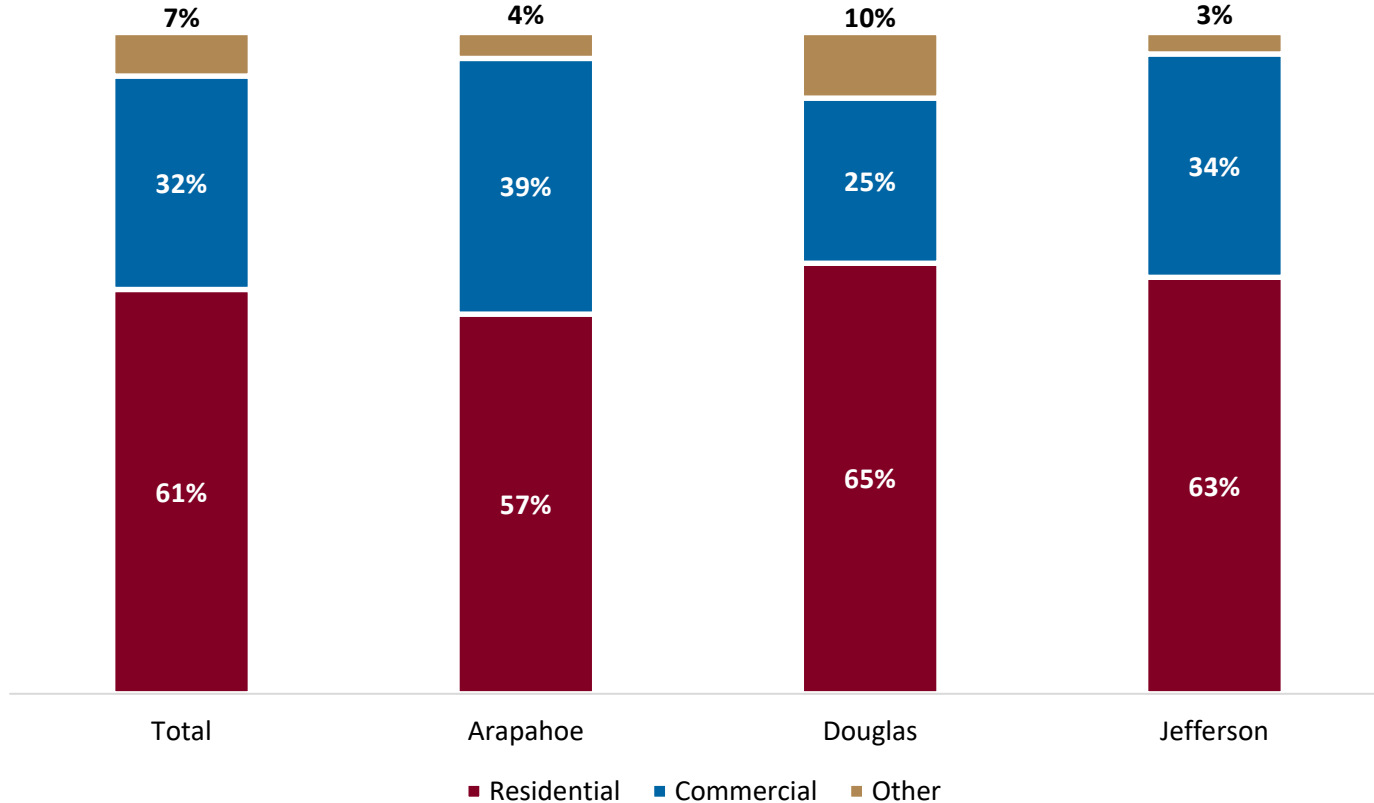


Components of General Fund Property Taxes

Assessed Property Value by County



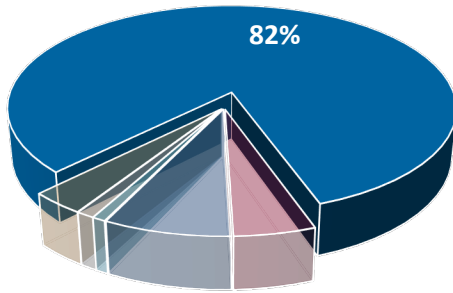
Distribution of 2026 Assessed Value by County



General Fund Property Taxes

	Audit 2025	Budget 2026	YTD 2026	Forecast 2026	Budget 2027
Revenues					
Property Taxes	154,077,725	203,856,720	199,173,255	201,558,132	199,417,318
Abatements	-	-	-	-	1,611,617
Total Property Taxes	154,077,725	203,856,720	199,173,255	201,558,132	201,028,935

% Change vs 2026 Budget	% Change vs 2026 Forecast
(2.2%)	(1.1%)
(1.4%)	(0.3%)

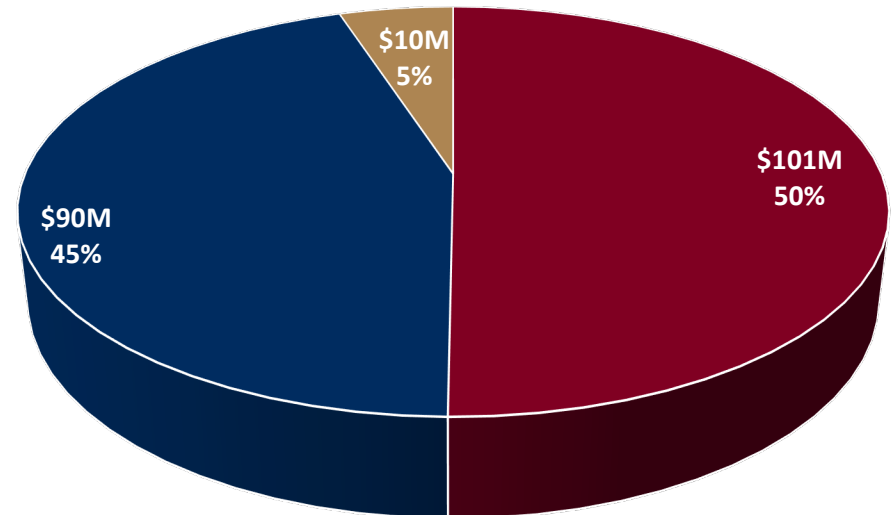


Preliminary **Certification of Valuations** show 2026 assessed values down 0.54% from 2025 assessed values. 2027 budget assumes final assessment values come in 0.48% lower than preliminary values, based on the prior year, as well as a collection rate of 98.75%, based on historical trends.

Arapahoe County preliminary valuations **decreased**
1.18% from 2025 final valuations

Douglas County preliminary valuations **increased**
0.23% from 2025 final valuations

Jefferson County preliminary valuations **decreased**
1.03% from 2025 final valuations



■ Arapahoe ■ Douglas ■ Jefferson



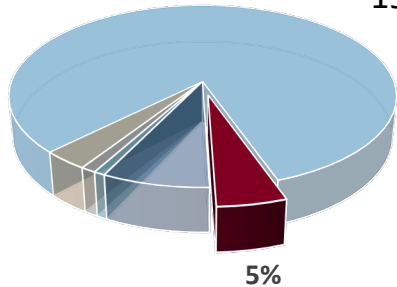
General Fund Additional Revenues (1 of 2)

	Audit 2025	Budget 2026	YTD 2026	Forecast 2026	Budget 2027
Revenues					
Specific Ownership Taxes	10,183,787	10,111,072	7,051,647	11,988,861	12,050,376
Ambulance Transport Fees	16,864,655	18,679,809	10,807,110	18,369,420	18,887,634
Medicaid Supplemental Fee	7,020,710	-	-	7,467,443	2,000,000
Permit/Plan Review Fees	2,557,747	2,536,003	1,610,255	2,647,772	2,688,163
Total Additional Revenues (1 of 2)	36,626,899	31,326,884	19,469,012	40,473,496	35,626,173

% Change vs 2026 Budget	% Change vs 2026 Forecast
19.2%	0.5%
1.1%	2.8%
	(73.2%)
6.0%	1.5%
13.7%	(12.0%)

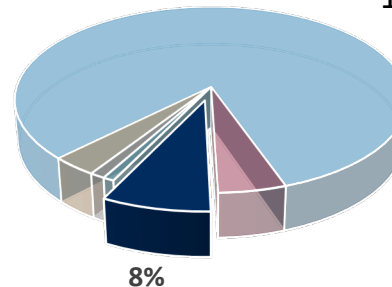
Specific Ownership Taxes | \$12.1M

- 19.2% increase from 2026 budget
- Driven by SMFR share of countywide certified property tax levies



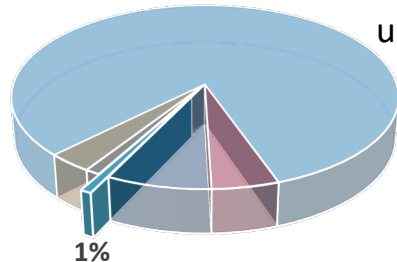
Ambulance Transport Fees | \$18.9M

- 1.1% increase from 2026 budget
- Rate increase of 7.0%
 - \$2,032.50/transport
 - \$33.16/mile



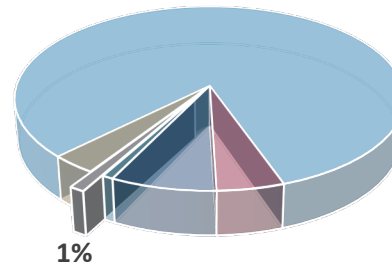
Medicaid Supplemental Fee | \$2.0M

- Not budgeted for in 2026 due to uncertainty around funding



Permit/Plan Review Fees | \$2.7M

- 6.0% increase from 2026 budget
- Rate increase of 6.0%
 - SMFR compensation
 - Increased cost recovery



General Fund Additional Revenues (2 of 2)

	Audit 2025	Budget 2026	YTD 2026	Forecast 2026	Budget 2027	% Change vs 2026 Budget	% Change vs 2026 Forecast
Revenues							
Net Investment Income	3,087,945	1,200,000	848,138	1,200,000	1,748,846	45.7%	45.7%
Dispatch Fees	152,339	167,865	128,868	167,865	175,600	4.6%	4.6%
Rental Income	202,579	162,034	117,158	155,033	162,034	0.0%	4.5%
Sale of Assets	372,752	30,000	36,720	36,720	40,000	33.3%	8.9%
Miscellaneous Revenue	252,820	152,000	127,905	182,874	153,520	1.0%	(16.1%)
Grant Proceeds	281,339	156,200	170,048	170,048	451,200	188.9%	165.3%
Reimbursements	3,152,351	1,545,000	459,254	1,545,000	2,173,845	40.7%	40.7%
JACC Revenues	270,500	320,800	320,800	320,800	320,800	0.0%	0.0%
Leases (GASB 87)	-	346,685	-	346,685	1,500,000	332.7%	332.7%
SBITA (GASB 96)	417,817	1,240,000	-	1,240,000	1,500,000	21.0%	21.0%
Total Additional Revenues (2 of 2)	8,190,442	5,320,584	2,208,891	5,365,025	8,225,845	54.6%	53.3%

Other Income (All Items Listed Above) | \$8.2M

Net Investment Income: assumes 2.5% annual percentage rate (APR) on the forecasted 2026 ending fund balance

Dispatch Fees: annual cost-share model billed to partnering agencies allocated based on call volume

Rental Income: based on current annual space and tower rental agreements

Sale of Assets: based on anticipated sale of Fleet capital assets (4 vehicles @ \$10,000/each)

Miscellaneous Revenue: consists of EMT class fees, annual bank rewards and other miscellaneous revenue items

Grant Proceeds: based on anticipated grants (Cancer and Heart) and Dispatch contribution revenues

Reimbursements: consists of Wildland, USAR, and other intergovernmental reimbursable expenses

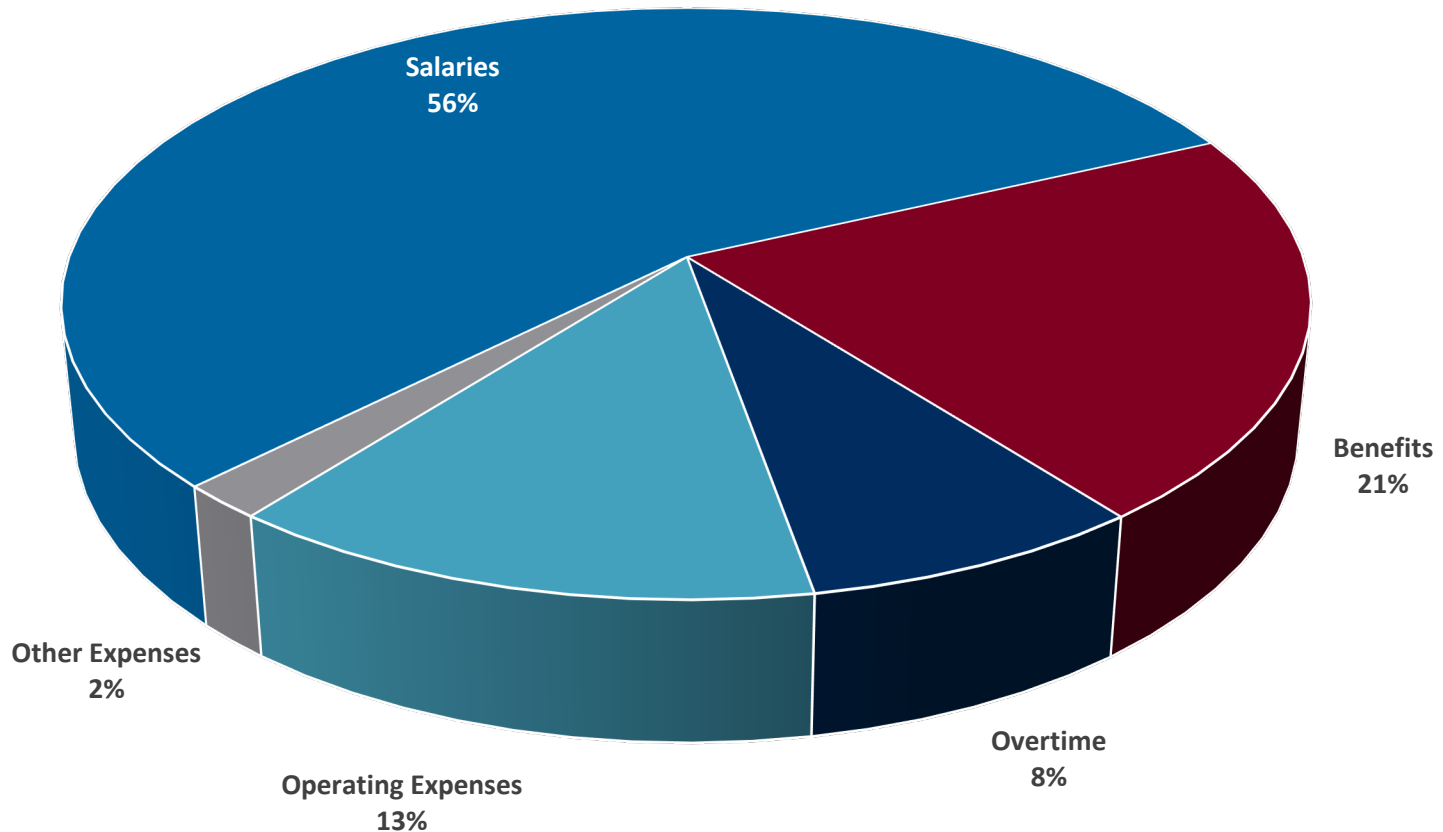
JACC Revenues: restricted annual contribution from Arapahoe 911 Authority for CAD support

Leases and SBITA (GASB 87 & GASB 96): annual expense appropriation for yearend accounting entries (net zero)



General Fund Expenditures

**General Fund expenditures for 2027 total \$213.1 million
6.2% increase from 2026 Budget**

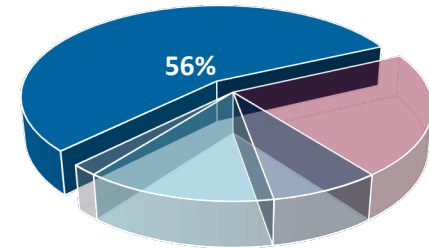


Components of Salaries

	Audit 2025	Budget 2026	YTD 2026	Forecast 2026	Budget 2027
Salaries					
Salaries with Attrition	(96,970,693)	(103,804,937)	(66,650,498)	(101,306,398)	(109,107,317)
Education Differentials	(1,610,471)	(1,711,082)	(1,088,613)	(1,664,017)	(1,830,966)
Other Differentials	(457,902)	(467,180)	(292,440)	(448,165)	(444,659)
Longevity	(2,128,986)	(2,271,555)	(1,443,851)	(2,207,361)	(2,300,741)
Holiday Pay	(2,092,020)	(2,197,295)	(1,390,434)	(2,221,004)	(2,292,912)
Vacation/Sick Buy Out	(2,080,404)	(2,389,984)	(792,377)	(2,389,984)	(2,485,583)
Total Salaries	(105,340,476)	(112,842,033)	(71,658,213)	(110,236,929)	(118,462,178)

% Change vs 2026 Budget	% Change vs 2026 Forecast
5.1%	7.7%
7.0%	10.0%
(4.8%)	(0.8%)
1.3%	4.2%
4.4%	3.2%
4.0%	4.0%
5.0%	7.5%

Total Salaries | \$118.5M



Salaries with Attrition: Based on 4.0% increase for Line (CBA) and average 3.6% increase for Staff (Korn Ferry) plus annual step increases for Line and Staff

Education/Other Differentials: Based on current workforce differential pay

Longevity: Based on current workforce plus increases for Line members reaching 4-, 10-, 15-, 20-, and 25-year seniority

Holiday Pay: Based on current forecast plus compensation increase for Line and Dispatch employees

Vacation/Sick Buy Out: Based on 2026 budget plus 4.0% for compensation increases

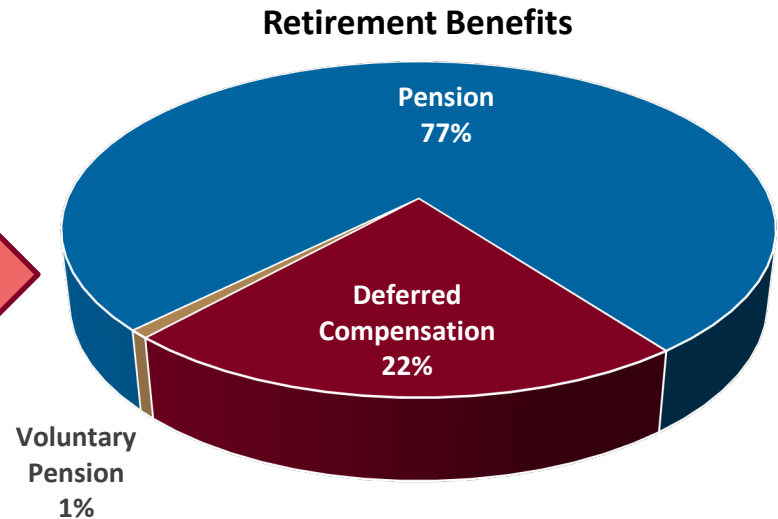
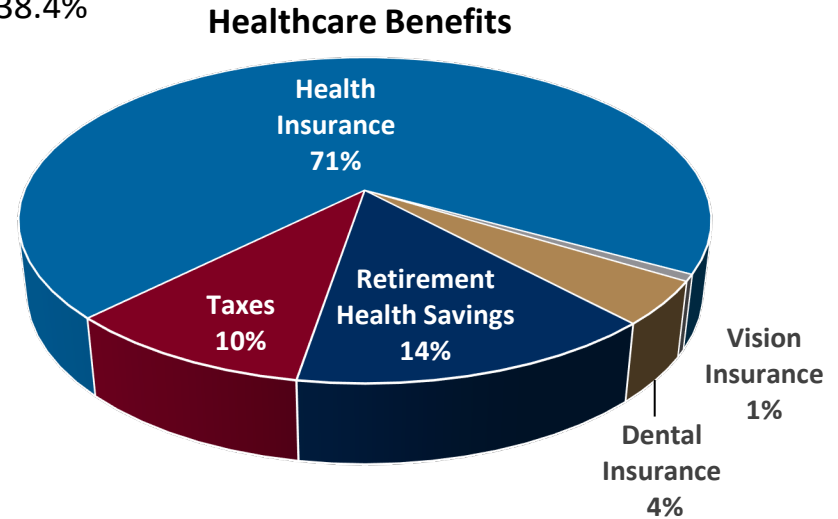
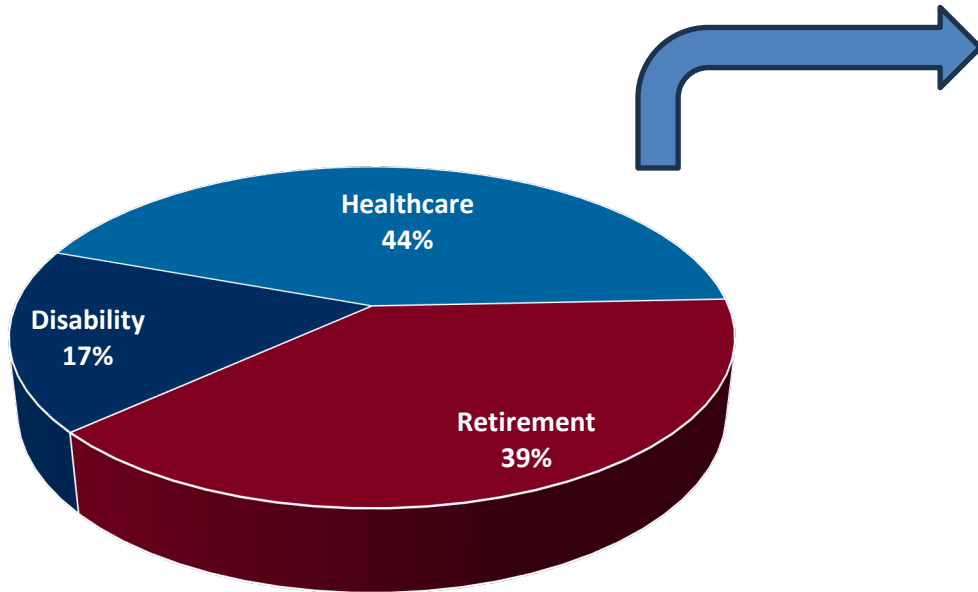
	2026	2027
Line Starting	627	613
Staff Authorized	180	181
Subtotal Personnel	807	794
Academy Authorized	40	64
Budget Attrition	36	42
Total Full Time Personnel	811	816
Temp Positions	3	2



Components of Benefits

Benefits | \$45.5M

Fringe Benefit Rate: 38.4%



Components of Benefits

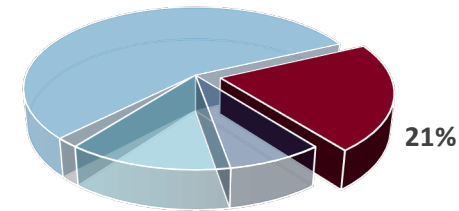
	Audit 2025	Budget 2026	YTD 2026	Forecast 2026	Budget 2027
Benefits					
Healthcare	(17,590,896)	(19,536,183)	(13,319,517)	(19,516,699)	(19,941,162)
Retirement	(14,991,871)	(17,261,393)	(10,369,187)	(15,908,052)	(17,728,246)
Disability	(6,142,634)	(7,272,583)	(4,896,855)	(6,675,878)	(7,878,987)
Total Benefits	(38,725,401)	(44,070,159)	(28,585,559)	(42,100,629)	(45,548,395)

% Change vs 2026 Budget	% Change vs 2026 Forecast
2.1%	2.2%
2.7%	11.4%
8.3%	18.0%
3.4%	8.2%

Benefits | \$45.5M

Fringe Benefit Rate: 38.4%

Decrease of 0.6% versus 2026 Budgeted Fringe Benefit Rate



Healthcare: 2.1% or \$0.4 million increase versus 2026 budget driven by:

- Medical, Dental, and Vision Insurance increased 2.3% or \$0.4 million based on current workforce benefit elections and increased medical premiums (Cigna and Kaiser) and dental premiums (Delta Dental)
 - Includes \$615,000 health insurance employee and employer premium buy down
- Retirement Health Savings increased 6.2% or \$0.2 million based on compensation increases
- Employer Taxes increased 6.3% or \$0.1 million driven by compensation increases
- 42 attrition versus 36 attrition equates to \$0.3 million in benefit attrition savings

Retirement: 2.7% or \$0.5 million increase versus 2026 budget driven by increased compensation and partially offset by correction of annual volunteer pension plan contribution

Disability: 8.3% or \$0.6 million increase versus 2026 budget driven by increased compensation and FPPA Death and Disability contribution increasing from 4.0% to 4.2%



Overtime Breakdown

	Audit 2025	Budget 2026	YTD 2026	Forecast 2026	Budget 2027
Expenses					
Overtime: Minimum Staffing	(9,359,940)	(11,007,780)	(5,413,004)	(9,689,363)	(9,881,476)
Overtime: Project/Meeting	(2,785,128)	(3,316,534)	(2,123,510)	(3,344,517)	(3,881,744)
Overtime: Reimbursable Callout/Cover	(1,531,743)	(1,200,000)	(769,251)	(1,200,000)	(1,815,795)
Overtime: FLSA	(759,449)	(774,717)	(545,415)	(773,618)	(805,706)
Overtime: On Call Hours	(44,525)	(69,322)	(29,826)	(48,205)	(151,820)
Total Overtime	(14,480,785)	(16,368,353)	(8,881,006)	(15,055,703)	(16,536,541)

% Change vs 2026 Budget	% Change vs 2026 Forecast
(10.2%)	2.0%
17.0%	16.1%
51.3%	51.3%
4.0%	4.1%
119.0%	214.9%
1.0%	9.8%

Overtime | \$16.5M

Minimum Staffing: Based on baseline of 157,744 hours (2025 actuals) and hourly rate based on the 2026 year-to-date average overtime rate plus 4.0% for the Collective Bargaining Agreement annual increase

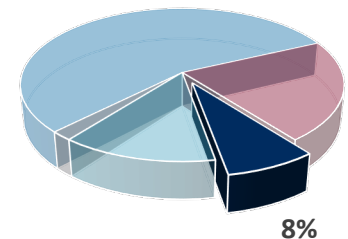
Project/Meeting: 17.0% or \$0.6 million increase versus 2026 budget driven by:

- **Academy** – \$0.2 million – 64 versus 40-person academy
- **Professional Development** – \$0.1 million – succession support and annual assessment centers
- **Special Operations** – \$0.1 million – Technical Rescue, Dive/Water Rescue, SWAT, USAR, etc.

Reimbursable Callout/Cover: Wildland and USAR deployments (offset under Reimbursements revenue)

FLSA: 4.0% increase or less than \$0.1 million versus 2026 budget driven by annual compensation increase

On Call Hours: 119.0% increase or \$0.1 million versus 2026 budget driven by increased on call compensation from \$1/hour to \$3/hour



8%



Operating Expenses

	Audit 2025	Budget 2026	YTD 2026	Forecast 2026	Budget 2027
Expenses					
Treasurer's Fees	(2,310,769)	(3,057,851)	(2,987,869)	(3,023,372)	(3,015,434)
Operating Expenses	(20,453,535)	(21,301,847)	(13,297,819)	(21,301,847)	(24,790,939)
Professional Development	-	(500,000)	-	(500,000)	(134,133)
Leases (Annual) :Equipment,	(532,291)	(550,602)	(334,531)	(550,602)	(575,960)
Total Operating Expenses	(23,296,595)	(25,410,300)	(16,620,219)	(25,375,821)	(28,516,466)

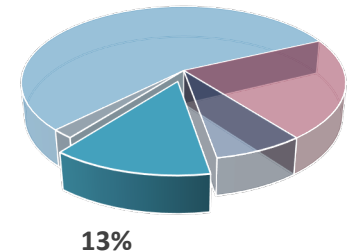
% Change vs 2026 Budget	% Change vs 2026 Forecast
(1.4%)	(0.3%)
16.4%	16.4%
(73.2%)	(73.2%)
4.6%	4.6%
12.2%	12.4%

Operating Expenses | \$28.5M

Treasurers Fees: 1.5% of budgeted Property Tax revenue, including abatements

Operating Expenses: 16.4% or \$3.5 million increase versus 2026 budget driven by:

- **Board of Directors Election** – \$0.6 million – based on historical election costs
- **Fuel** – \$0.5 million – based on current trend of fuel prices
- **Academy** – \$0.5 million – 64 versus 40-person academy
- **Reimbursable** – \$0.3 million – Dispatch equipment (offset under Grant Proceeds)
- **Software** – \$0.3 million – AppArmor (Comm), UltiPro (SMFR), Crowe (Finance), Asset Works (Fleet), etc.
- **Liability/Property Insurance** – \$0.2 million – insurance premium increases
- **Legal Counsel** – \$0.2 million – based on current trend of legal services
- **EAP & Other Programs** – \$0.2 million – based on increased utilization by SMFR employees



Professional Development: 73.2% or \$0.4 million decrease versus 2026 budget driven by reduced scope

Leases (Annual): 4.6% or less than \$0.1 million increase versus 2026 budget driven by annual warehouse lease agreement and anticipated annual operating expenses



Other Expenses

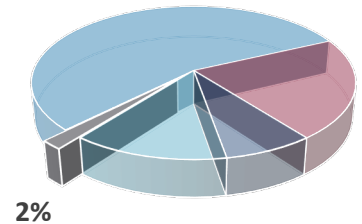
	Audit 2025	Budget 2026	YTD 2026	Forecast 2026	Budget 2027
Expenses					
Alternate Response	-	-	-	-	(390,000)
Seasonal Wildland Upstaffing Request	-	-	-	-	(357,245)
JACC Expenses	(255,071)	(320,800)	(191,143)	(320,800)	(320,800)
Leases (GASB 87)	-	(346,685)	-	(346,685)	(1,500,000)
SBITA (GASB 96)	(417,817)	(1,240,000)	-	(1,240,000)	(1,500,000)
Total Other Expenses	(672,888)	(1,907,485)	(191,143)	(1,907,485)	(4,068,045)

% Change vs 2026 Budget	% Change vs 2026 Forecast
0.0%	0.0%
332.7%	332.7%
21.0%	21.0%
113.3%	113.3%

Other Expenses | \$4.1M

Alternate Response | \$0.4M

- Alternate response models being explored by Leadership to deliver the right service at the right time



Seasonal Wildland Upstaffing | \$0.4M

- Seasonal staffing and rotational Battalion Chief position to assist with Wildland deployments

JACC | \$0.3M

- Restricted funds for maintaining Dispatch software and equipment
- Funded by annual contribution from Arapahoe County 911

Leases (GASB 87) | \$1.5M / SBITA (GASB 96) | \$1.5M

- These revenues offset paired expense accounts
- Estimated based on expected leases & SBITA for 2027



2027 Proposed Budget:

Capital Projects Fund

Key Assumptions:

- Academy equipment based on 64 recruits
- Includes capital required to maintain current assets (full replacement schedule over 80 years)
- Apparatus: 2 engines, 2 ladder trucks, 3 District Chief / Battalion Chief trucks
- Facilities capital allocation include Mineral Headquarters Dispatch remodel, Station 16 renovation, Station 33 rebuild, Fleet Center, and design of new Sterling Ranch Station



2027 Proposed Budget:

Capital Projects Fund

	Audit 2025	Budget 2026	YTD 2026	Forecast 2026	Budget 2027
Beginning Fund Balance	25,465,771	33,537,527	33,537,527	33,537,527	52,654,104
Revenues					
Interest Revenue	1,283,286	1,166,587	1,541,514	1,851,935	1,306,625
Reimbursements	55,686	500,000	-	-	313,700
Parker Excise Tax	994,385	662,259	376,063	673,087	668,882
Total Revenues	2,333,357	2,328,846	1,917,577	2,525,022	2,289,207
Expenditures					
Equipment	(1,645,169)	(2,573,552)	(2,320,828)	(2,573,552)	(7,117,140)
Facilities	(2,832,191)	(17,747,758)	(443,848)	(17,747,758)	(20,865,320)
Vehicles	(4,784,241)	(2,087,135)	(956,184)	(2,087,135)	(8,354,250)
Total Expenditures	(9,261,601)	(22,408,445)	(3,720,860)	(22,408,445)	(36,336,710)
Total Interfund Transfers	15,000,000	39,000,000	39,000,000	39,000,000	22,200,000
Gain/Loss	8,071,756	18,920,401	37,196,717	19,116,577	(11,847,503)
Ending Fund Balance	33,537,527	52,457,928	70,734,244	52,654,104	40,806,601
Parker Restricted Fund Balance	3,560,035	4,222,295	4,598,358	4,895,382	4,891,177
Unrestricted Fund Balance	29,977,492	48,235,633	66,135,886	47,758,722	35,915,424



2027 Capital Expense Requests

Equipment	
Tech Equipment: Dispatch 2 backup centers computers refresh	105,000
Tech Equipment: Centennial Air Communication Systems	70,000
Tech Equipment: MCU station alerting upgrades	132,000
Tech Equipment: Overhead Speakers & White Noise	150,000
Tech Equipment: Audio-Visual Replacement	50,000
Tech Equipment: ERP Re-implementation	232,100
EMS equipment - Zoll Monitors	528,114
EMS Equipment - Zoll AED for apparatus	39,236
EMS Equipment - Zoll AED for facilities	32,312
EMS Equipment -Mechanical CPR	259,133
Stryker Cots, Powerloads & Stair Chair	380,790
Bunker Gear Lifecycle Replacement (See BunkerGearExpiring)	897,535
Bunker Gear Recruits X 2 sets	634,721
Radios: portable - create 5 year cycle	1,429,000
DVR (In-vehicle Radio Repeater)	51,827
Wellness Clinic Equipment	5,183
Annual Station and Gym Equipment replacement	24,627
SCBA Station Equipment & Maintenance	177,160
SCBA Academy Masks	131,328
SCBA Academy Regulators	240,000
POSI function test machine - overhaul and shipping (5)	34,025
Replacement/reserve hose.	78,750
Suppression Equipment: Holmatro Cutters	278,267
Suppression Equipment: Holmatro Spreaders	265,943
Suppression Equipment: Holmatro Rams	136,772
Suppression Equipment: Holmatro Power Units	72,826



2027 Capital Expense Requests (cont.)

Equipment	
Suppression Equipment: Rescue 42s	8,853
Suppression Equipment: Chainsaws Ventillation	24,425
Suppression Equipment: Chainsaws Wildland	19,375
Suppression Equipment: Pumps for Wildland	16,020
Suppression Equipment: Ladders	61,290
Other Equipment Replacement	77,740
Generator	160,662
HazMat Equipment: BioMeme Detection Monitor	63,800
Total Equipment	7,117,140
Facilities	
JSF and TJ burn can enclosure (have received quote)	200,000
HQ Remodel/ Mineral Basement Remodel (Dispatch)	1,500,000
Existing facilities maintenance: 1% of Asset Value	3,314,720
Station 16 Renovation - roll into 2027	1,750,000
Station 33 Rebuild - shift out one year	3,600,600
<i>Sterling Ranch (Engine Medic, 6 FTE/shift, OHD)</i>	500,000
<i>Fleet Center New Build - Relocation Phase 1 - roll back</i>	10,000,000
Facilities Total	20,865,320
Vehicles	
Vehicles	7,110,000
Upfitting (Fleet Purchases)	1,244,250
Vehicles Total	8,354,250
Total Capital Projects	36,336,710



2027 Proposed Budget: Cherry Hills Pension Fund

Key Assumptions:

- Property tax revenues based on 98.46% collection of 0.500 Cherry Hills mill levy per current trend
- Expenses based on required contribution provided in July 2026 actuarial study from Gabriel, Roeder, Smith & Company (GRS)
- Estimated expenses to remain flat through 2028 per above study



2027 Proposed Budget: Cherry Hills Pension Fund

	Audit 2025	Budget 2026	YTD 2026	Forecast 2026	Budget 2027
Beginning Fund Balance	1,222,106	1,455,373	1,455,373	1,455,373	1,693,287
Revenues					
Property Taxes	370,847	373,031	386,269	388,432	415,612
Specific Ownership Taxes	20,210	20,428	12,776	19,398	19,398
Net Investment Earnings	64,516	50,658	41,755	52,645	50,946
Total Revenues	455,573	444,117	440,800	460,475	485,956
Expenditures					
Contribution to Pension Plan	(216,735)	(216,735)	-	(216,735)	(216,735)
Treasurer's Fees	(5,571)	(5,928)	(5,800)	(5,826)	(6,234)
Total Expenditures	(222,306)	(222,663)	(5,800)	(222,561)	(222,969)
Gain/Loss	233,267	221,454	435,000	237,914	262,987
Ending Fund Balance	1,455,373	1,676,827	1,890,373	1,693,287	1,956,274



2027 Proposed Budget: Building Rental Fund

Key Assumptions:

- Rental revenue remains flat based on current lease agreement
- Common Area Maintenance (CAM) revenue driven by proposed expenditure budget
- Expenditures decreased based on capital outlay, outside repairs & services, and routine maintenance
- Closing date for MHQ Condo Project not set



2027 Proposed Budget:

Building Rental Fund

	Audit 2025	Budget 2026	YTD 2026	Forecast 2026	Budget 2027
Beginning Fund Balance	463,834	396,563	396,563	396,563	289,818
Revenues					
Rental Income	656,041	683,524	490,525	662,984	689,837
Net Investment Earnings	4,060	-	-	-	-
Total Revenues	660,101	683,524	490,525	662,984	689,837
Expenditures					
Operating	(5,686)	(12,500)	(3,754)	(10,309)	(13,000)
Utilities	(304,239)	(325,000)	(236,399)	(357,333)	(408,000)
Outside Services	(336)	(9,000)	(683)	(9,000)	(9,000)
Outside Repairs and Services	(165,892)	(204,000)	(137,683)	(126,390)	(130,000)
Capital Outlay	(109,938)	(130,000)	(20,100)	(130,000)	(75,000)
Routine Maintenance	(141,281)	(139,500)	(102,862)	(136,697)	(113,000)
Total Expenditures	(727,372)	(820,000)	(501,479)	(769,729)	(748,000)
Gain/Loss	(67,271)	(136,476)	(10,955)	(106,745)	(58,163)
Ending Fund Balance	396,563	260,087	385,608	289,818	231,655



2027 Proposed Budget: Employee Health Fund

Key Assumptions:

- Medical premiums revenue based on:
 - Budgeted General Fund premium expenditures
 - Assumes current employee enrollment and vacant positions elect Kaiser
 - Medical premiums increase ~2.7% vs. 2026 Budget
 - Employee & SMFR premiums
 - Cigna rates increase ~2.2% and Kaiser rates increase ~6.7%
 - Includes \$615,000 health insurance employee and employer premium buy down
- Medical payments expenditures are based on Benefits Consultant Estimates (Gallagher)



2027 Proposed Budget: Employee Health Fund

	Audit 2025	Budget 2026	YTD 2026	Forecast 2026	Budget 2027
Beginning Fund Balance	4,036,869	3,821,085	3,821,085	3,821,085	4,615,938
Revenues					
Medical & Dental Premiums	16,757,206	19,377,521	13,725,027	18,209,903	19,907,147
Stop Loss Refunds & Reimbursements	70,658	-	200	200	-
Net Investment Earnings	255,152	260,000	147,657	210,934	190,000
Miscellaneous	1,355,945	710,000	702,616	875,086	690,000
Total Revenues	18,438,961	20,347,521	14,575,500	19,296,123	20,787,147
Expenditures					
Medical & Dental Payments	(17,355,591)	(18,661,787)	(11,141,331)	(17,214,764)	(19,568,191)
Stop Loss Insurance & Admin Fees	(1,299,154)	(1,411,430)	(957,088)	(1,286,506)	(1,388,790)
Total Expenditures	(18,654,745)	(20,073,217)	(12,098,419)	(18,501,270)	(20,956,981)
Gain/Loss	(215,784)	274,304	2,477,081	794,853	(169,834)
Ending Fund Balance	3,821,085	4,095,389	6,298,166	4,615,938	4,446,104
Reserve Threshold (%)	20.5%	20.4%	52.1%	24.9%	21.2%



2027 Proposed Budget:

South Metro Fire Rescue – All Funds

	General Fund	Capital Projects Fund	Cherry Hills Pension Fund	Building Rental Fund	Employee Health Fund	South Metro Fire Rescue Total
Beginning Fund Balance	69,953,830	52,654,104	1,693,287	289,818	4,615,938	129,206,977
Total Revenues	244,880,953	2,289,207	485,956	689,837	20,787,147	269,133,100
Total Expenditures	(213,131,625)	(36,336,710)	(222,969)	(748,000)	(20,956,981)	(271,396,285)
Total Interfund Transfers	(22,200,000)	22,200,000	-	-	-	-
Gain/Loss	9,549,328	(11,847,503)	262,987	(58,163)	(169,834)	(2,263,185)
Ending Fund Balance	79,503,158	40,806,601	1,956,274	231,655	4,446,104	126,943,792



Timeline

5/4-5/5/2026	•Budget Kickoff with Chief Curtis and ETeam- Review Preliminary Long Term Plan Scenarios, Discuss Budget Calendar, Identify Messaging to Divisions
5/18/2026	•Present Long Term Plan and Budget Calendar to Finance & Audit Committee
6/15/2026	•Budget Kickoff Work Session: 10 Year Plan Draft
July 2026	•Divisions Submit Operating Requests and Project/Meeting OT •Divisions Submit Capital Requests: Including infrastructure, equipment, and vehicle requests
8/3/2026	•Budget Work Session •Non-Property Tax Revenue Discussions •Break Out Other Income
8/24/2026	•Q2 Reports
9/14/2026	•Budget Work Session: •Property Tax and Abatements •Operational Requests •Total Compensation Updates
10/5/2026	•Budget Work Session •Long Term Plan / Long Term Capital Plan – Balanced Target at least YE 2031 •Updated Revenue & Expenditure Estimates
10/15/2026	• Propose Budget by E-mail (meeting statutory deadline)
10/19/2026	•2027 Budget Review
11/2/2026	•2027 Budget Hearing
11/16/2026	•Anticipated 2027 Budget Adoption
12/15/2026	• Deadline to Ratify Mills and Submit to Counties for Certification
1/1/2027	•Budget Live in D365
1/31/2027	• Submit Budget to State



Budget Timeline and Next Steps

October 19: 2027 Budget Review

November 2: 2027 Budget Hearing

November 16: Anticipated 2027 Budget Adoption

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

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



BOARD OF DIRECTORS AGENDA ITEM STAFF REPORT



Meeting Date: 10/19/2026

Agenda Item Type: Discussion Item

Agenda Item: Vehicle Overview and Lease Program

Submitted By: Matt Weller, Deputy Chief; Mike Smith, FP&A Manager

Approved: John Curtis, Fire Chief

SUMMARY:

Fleet and Finance propose switching from a vehicle leasing model in which payments are made over time to a model in which those leases are paid down up front instead of incurring finance charges.

BACKGROUND:

Fleet currently leases commercially available vehicles (pickups, SUVs, vans) from Enterprise for approved purposes. Enterprise charges flat fees for maintenance and title management. The lease payment also includes a financing fee equal to ~5% of the total cost of the vehicle. When SMFR returns vehicles to Enterprise, they provide a credit greater than what we could achieve by selling the vehicle on the open market, while also reducing administrative burden. Vehicles in this program is leased on a 5- to 10-year basis.

Paying down the lease up front is similar to purchasing the vehicle but has the benefit of continuing the title management and maintenance through Enterprise.

FINANCIAL IMPACT:

Paying off each lease up front results in cost savings but does lead to more variability in cost year-to-year based on the number and type of vehicles replaced each year. To manage the variability, we propose moving this cost into the capital fund since these transactions function like capital assets. For 2027, we recommend shifting ~\$306k of expense from the General Fund to the Capital Fund to facilitate these up-front leases (with an equivalent increase of the Capital Transfer). For the vehicles procured in 2027, this leasing shift saves ~\$106k over 5 years by eliminating finance costs. Additional financial insight will be provided during the board meeting.

STRATEGIC INITIATIVE:

Priority 2: Financial Health: Responsible stewards of public funds.

RECOMMENDED ACTION/MOTION:

Click or tap here to enter text.

ALTERNATIVE OPTIONS:

Alternative leasing structures could keep these expenses in the General Fund at a steadier annual payment but would cost significantly more over time. Purchasing outright would result in equivalent costs but would require additional administrative change.

ATTACHMENTS:

None

31 JUL 26

DEAR FIRE Chief,
South Metro Medic 42

ON MONDAY, JULY 28th, YOUR
STATION WAS DISPATCHED TO MY HOME AT
22000, QUINCY AVENUE, UNIT # 325, AURORA,
CO. 80015, FOR I WAS IN NEED OF
ASSISTANCE. I WAS TRANSPORTED TO
UC HEALTH EMERGENCY ROOM, FOR ASSISTANCE.

I WAS TRANSPORTED AND TAKEN
CARE OF BY DYLAN BARDICK AND
TRENT BAERNEMAN. THEIR ATTENTION TO
DETAIL WAS OUTSTANDING. THESE MEN
STAYED WITH ME AND MADE SURE I
WAS TAKEN CARE OF. THESE TWO
OUTSTANDING MEN WENT ABOVE & BEYOND
THEIR DUTIES. I JUST WANT TO LET
YOU KNOW, HOW THANKFUL AND BLESSED
I WAS WITH ATTENTION TO DETAIL!!

GOD BLESS South
Metro Medic 42 !!

Thank you +
GOD BLESS ALL!!

HAROLD COWAN
22,000 E. QUINCY AVE
UNIT # 325,
AURORA, CO 80015



Kiewit

Thank you all for your
support and participation
during our 9/11 ceremony.
Your team exceeded all
of our expectations that we
had for this event.

We appreciate all that
you do to keep our
community safe.

Ashley Boulus Ricky Taylor