

South Metro Fire Rescue Fire Protection District
Regular Board of Directors' Meeting Minutes
June 2, 2025

Present:	Jim Albee, Chair	John Curtis, Fire Chief
	Renee Anderson, Vice Chair	Mike Dell'Orfano, Chief Govt. Affairs Officer
	Rich Sokol, Treasurer	Vacant, Deputy Chief– Emergency Services
	Sue Roche, Secretary	Kristin Eckmann, Deputy Chief – Community Services (absent)
	Kevin Leung	Matt Weller, Deputy Chief – Employee Services
	William Shriver	Stephanie Corbo, Chief Financial Officer
		Camie Chapman, CHRO Employee Services
		Allison Ulmer, Legal Counsel

Others Present: SMFR Staff Members & citizens

MEETING CALL TO ORDER

Chair Albee called the Regular Meeting of the South Metro Fire Rescue Fire Protection District to order at 7:03 p.m. and welcomed everyone to the meeting.

PLEDGE OF ALLEGIANCE

Chair Albee led the Pledge of Allegiance to the Flag of the United States of America.

ROLL CALL

All of the Board members were present in person.

APPROVAL OF THE AGENDA

Director Leung motioned to approve the agenda as presented. Director Shriver seconded the motion. 6 were in favor, 0 opposed. The motion carried.

CONFLICT OF INTEREST DISCLOSURE

Chair Albee asked if there were any changes to conflict of interest affirmation:

- Director Roche – no changes
- Director Anderson – no changes
- Chair Albee- no changes
- Director Shriver – no changes
- Director Sokol – no changes
- Director Leung – no changes

PUBLIC COMMENT

N/A

CONSENT AGENDA

05/05/25 South Metro Fire Rescue Fire Protection District Regular Board Meeting Minutes
05/19/25 South Metro Fire Rescue Fire Protection District Special Board Meeting Minutes
Modification to May 5, 2025 Approval of Apparatus Order and Purchase Placeholder

Director Shriver recommended the 05/19/25 Special Board Meeting Minutes reflect that he motioned to approved Resolution No. 2025-02, but minutes should reflect someone else seconding the motion.

Director Roche motioned to approve the Consent Agenda as amended. Director Anderson seconded the motion. 6 were in favor, 0 opposed. The motion carried.

ACTION ITEMS

N/A

DISCUSSION/POTENTIAL ACTION ITEMS

- 1. Mineral Condo** – Legal Counsel Ulmer informed that in 2004 the State of Colorado’s lease contained an option to purchase the space, and they plan to exercise that option by the end of the month, the end of their fiscal year. Staff and Legal Counsel have been working on this for a couple of years in the background. In order to sell part of a building, you have to condominiumize it, determining who owns what and specify the common areas. The State will receive a deed for their portion of the building, voting and finances will be divided up by square footage. Dissolution & other major changes would require the approval of both parties. There will be a non-profit HOA in charge of operating the building and a budget will need to be adopted. At the next meeting, it will be recommended that the CFO be SMFR’s representative on the HOA board. No action is needed tonight.

At Director Sokol’s request, Legal Counsel Ulmer stated that they prepaid their rent and this is wrapped up in that deal, so we are not going to pay anything. They want title to their portion, and they have a right to it. We could potentially find an alternative option if they were to give up the first right of refusal. Chief Dell’Orfano added that it is not clear from the State their approach to real estate, but there must be a reason that they put it in the contract. Legal Counsel Ulmer will find out if they have the right to sublease as an owner.

At Director Anderson’s request, Legal Counsel Ulmer reported that they have been working on the insurance portion as the State has a lot of restrictions on what they can do. Legal Counsel will check to see what happens if the State is unable to pay for the required insurance. Director Sokol added that the HOA would probably be responsible for insurance on the exterior and common areas.

Chief Dell’Orfano informed that at the June 16th meeting the resolution and various documents will be presented for the Board’s signature. It is a lot, so copies will be provided to the Board as soon as they are finalized, they are able to see how it all lays out. Chair Albee suggested it be a consent agenda item because there are no decisions to be made.

- 2. Strategic Planning Process** – Chief Dell’Orfano informed that we are about to be reaccredited next year, and we need to develop a new strategic plan. No matter what is going on in our environment, we still need goals and vision looking forward. Staff would like to make some improvements to past processes. One of the big drawbacks was that the Board was not involved in the process and there was some discomfort in approving it without that involvement. Staff would also like to establish a structure that stays in place. Over the past six months, we have brought in various leaders to provide feedback under the umbrella of future revenues, so we have far exceeded any past attempts. The next step will be to bring in some professional help to create the strategic plan this fall & conduct some type of retreat to do some visioning and get a structure in place while the internal stakeholders are working on the details at the functional and service-driven level. The estimate for professional assistance is \$50K - \$60K. We need to develop an RFP and bring back those proposals.

At Director Anderson’s request, Chief Dell’Orfano recommended a retreat of one or two days to discuss the big initiatives.

At Director Sokol’s request, Chief Dell’Orfano stated that all of the documents need to be uploaded by March so that they have time for review and a site visit in June. And, that it would still be a lot of potential work even if we were able to request an extension.

At Director Leung’s request, Chief Dell’Orfano believes that if we come to a point where we can’t provide documents, the worst case would be that they bump out the deadline to give us more time to finish everything. Usually it is

considered a punishment to the organization when they are not ready. He has never heard of an agency asking for an extension, but he will find out the ramifications. If we are not accredited, we have already held this as one of our ultimate measures in the fire service and would hope that we would continue to be an awesome organization, and it would keep us accountable, provide outside approval, and helps us maintain our high standards.

Director Sokol stated that if our strategic plan is dependent upon our future revenue streams then he thinks that it would be a very valid reason to ask for an extension. It does not sit well with him to spend the money to hire someone to draft our strategic plan at this time. Chair Albee noted that Chief Dell'Orfano outlined in the beginning that the strategic plan is not dependent upon funding. CFO Corbo added that a lot of times the strategic plan protects and preserves the plans even when you don't have the funding & confirmed Chair Albee's statement that when we don't have the funding, we choose the objectives to pursue.

Director Anderson stated that she is not comfortable not doing business because we don't know about our future funding.

Chief Curtis informed that the ETeam is also working on objectives and uses it as a guide to make sure that we are tying the additional funding to the strategic plan.

Chair Albee believes that a well-done strategic plan is more valuable than the process of whether to do it or not do it. It seems premature to pump the brakes on this one.

Director Sokol believes that the strategic plan is valuable, but accreditation is a byproduct. He believes it will be very helpful, and money well spent, just not right now.

Director Leung looked at the last time the strategic plan was done, it involved a lot of people and a lot of outside individuals, timeframes for each task, and without knowing the financial situation until November, it is very difficult to define the tasks and deadlines. He does not see it happening in the timeframe we have while we are pursuing the most critical revenue initiatives.

Director Anderson stated that is why we need to get started. If we don't get it done by mid-January, then we don't. This is something that we asked all of the Fire Chief candidates.

Director Shriver recommended pulling off the shelf and identifying the core of what we have and modifying it as needed. Chair Albee admitted that he does not know the main substance of the plan and if we are trying to address it here, we need to get the process updated and then the plan becomes more useful.

Chief Curtis looks at it as a guiding principle. Either direction, this helps set the fundamental foundation and definition that helps us keep it on the rails with each iteration. He believes Staff is willing to do the work because we understand the importance.

The Board agreed with Staff moving forward with putting out the RFP & also directed Staff to obtain more insight into the accreditation point of view regarding any flexibility or options. Chair Albee confirmed that Chief Dell'Orfano will let the Board know if help is needed from them.

3. Revenue Initiative

- a. **2026 Budget** – CFO Corbo reminded that we have a high level of positive responses to the surveys and presentations & we don't want to lose that momentum. She reviewed the numbers if additional revenue is not successful and outlined how about \$26M will be needed. Medicaid has suggested we not expect the rebate in 2026. We would have to cut all new stations, updated station projects and reduce by the equivalent of about 100 median salary FTEs.
 - Options:
 - Freeze salaries and benefits

- Just do absolute bare minimum in the Capital Plan for critical equipment
- Conduct a process to reduce budgets

Chair Albee recommended not discussing changes to the union contract.

At Director Sokol's request, CFO Corbo stated that we could create savings and efficiencies, cut back on capital expenditures and use some reserve fund balance, if the Board agrees.

At Chair Albee's request, CHRO Chapman will provide the actual number of Staff, not including Dispatch, FMO and Emergency Services uniformed personnel.

CFO Corbo reviewed the numbers if additional revenue is successful, lowering property tax and Medicaid, we would still need roughly \$12M to make the budget balance.

- 4. Capital Projects Update** – Chief Weller provided a follow up from the past Board meeting to take a pause on some facilities projects planned for 2025, displaying the current project list & in progress projects other projects that would like to complete with whatever funds are remaining.

Chair Albee stated seems appropriate and thanked Chief Weller for the information. The Board supported the Training Burn Can, first at the JSF & TJTC if funds are still available out of the \$150K.

INFORMATION ITEMS

- 1. Board Vacancy Update** – Chief Dell'Orfano informed the deadline is June 9th and we have one applicant so far and we will put the letters of interest in the Board packet for June 16th. Board members were provided with a process outline and one of the questions that was used the last time we filled the vacancy.

Director Sokol recommended allowing the candidates 5 minutes to talk about themselves.

At Chair Albee's request, Chief Dell'Orfano will find out how we are pushing out the notice.

- 2. IGA Update** – Chief Dell'Orfano reported there were three IGAs signed.
 - 1. Arapahoe Community College EMT School Agreement** was signed, which allows our personnel to serve as instructors.
 - 2. Douglas County Hazard Mitigation Plan** was signed, which is the same as Arapahoe County put in place a couple of months ago and Jefferson County will be implementing one soon.
 - 3. Arapahoe County Voter Service and Polling Center (VSPC) Use Agreement** was signed, which allows Arapahoe county to use the Board Room as their polling center for the 2026 general election.

Correspondence items in the Board's packet are summarized below as well as other information items that were communicated:

- Chief Dell'Orfano:
 - Reminded that an updated spreadsheet was distributed for upcoming presentations. Next week there are a couple, so please take a look at it.
- Chief Curtis:
 - The All Personnel Meeting last week was well received and the connectivity piece will continue with some station visits for more conversation with Line and Staff. Director Anderson watched the meeting online and thought it was very informative. Chair Albee was present at the meeting and appreciated the spirit of engagement and was well received.
 - Chief Dell'Orfano was recognized for 20 years of service & it was noted that Chief Burke attained 20 years of service recently also.
 - Chief Curtis will be out of the country next week for his brother-in-law's wedding.
- Chair Albee:
 - Chief Everitt was congratulated on his promotion to Fire Marshal.

- Local 2086 Representative Joe Sims:
 - Appreciates the brevity in the room when CFO Corbo is presenting.
 - Meeting with the Chiefs and ETeam tomorrow for Meet and Confer.
- Chief Powell:
 - 3 weeks left until graduation. 17th family night; 20th graduation, announcement coming out tomorrow. 20 new recruits starting on July 6th.
- Director Leung:
 - Noted that a relative of his who is a Windcrest resident wanted him to tell the Chief about the wonderful people at SMFR who were very professional in their encouraging of another resident to go to the hospital. Windcrest's statistics show that SMFR responded to their facility a little over 1,100 times in 2024 and the facility internally handled over 300 medical incidents.
- Chair Albee:
 - There are 3 calendar items coming up soon: Wednesday, June 18th recognition ceremony, Saturday June 21st annual LODD Ceremony, June 28th Station 15 Open House.
 - The LA Times published an article about the Palisades Fire, and it had some interesting factors regarding the status and age of their fleet.
- Thank you letters/notes:
 - ECC BOD KPI Report – April 2025 was included in the Board packet.
 - Thank you note received for Assistant Fire Marshal Kerkhove & Receptionist Megan Mittelstadt for “the above and beyond the call of duty” helpfulness provided regarding an open records request.
 - Thank you note received for Fire Inspector Paul Russell for his helpfulness through the inspection process & supportive & communicative response to their processes many challenges.

EXECUTIVE SESSION

N/A

NEXT MEETING

Special Board of Directors' Meeting to be held on June 16, 2025, 6:00 p.m. at 9195 East Mineral Avenue, Centennial, CO.

Regular Board of Directors' Meeting to be held on July 14, 2025, 6:00 p.m. at 9195 East Mineral Avenue, Centennial, CO.

ADJOURNMENT

Chair Albee adjourned the meeting at 9:52 p.m.

Attested by: 

Date: July 14, 2025