South Metro Fire Rescue Fire Protection District
Regular Board of Directors' Meeting Minutes
October 5, 2026
Mineral Headquarters - 9195 E. Mineral Avenue
Centennial, CO 80112

ATENDEES:

Board Present:
Jim Albee, Chair
Renee Anderson, Vice Chair
William Shriver, Treasurer
Sue Roche, Secretary
Kevin Leung, Director
Rich Sokol, Director -
Phil McCart, Director

SMFR Executive Team Present:
John Curtis, Fire Chief
Mike Dell'Orfano, Chief Government Affairs Officer
Kristin Eckmann, Deputy Chief - Communications
Matt Weller, Deputy Chief – Internal Services
Stephanie Corbo – CFO Finance
Camie Chapman, Chief Human Resources Officer
Jake Mayhew, Deputy Chief - Operations
Allison Ullmer, Legal Counsel

Other Attendees
SMFR Staff

SMFR Executive Absent:

MEETING CALL TO ORDER
Chair Albee called the Regular Meeting of the South Metro Fire Rescue Fire Protection District to order at 4:03 p.m. and welcomed everyone to the meeting.

PLEDGE OF ALLEGIANCE
The Pledge of Allegiance to the Flag of the United States of America was recited.

ROLL CALL
All board members were in attendance and present.

APPROVAL OF THE AGENDA
Motion: Director Anderson motioned to approve the agenda as presented. Director Shriver seconded the motion to approve. 7 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 McCart – no changes
- Director Roche – no changes
- Director Anderson – no changes
- Chair Albee- no changes
- Director Shriver – no changes
- Director Sokol – no changes
- Director Leung – no changes

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PUBLIC COMMENT

There was no public comment

CONSENT AGENDA

1. September 14, 2026 South Metro Fire Rescue Fire Protection District Regular Board Meeting Minutes

2. September 28, 2026 South Metro Fire Rescue Fire Protection District Regular Board Meeting Minutes

Motion: Director Roche motioned to approve the Consent Agenda. Director Leung second, 7 were in favor and 0 were opposed. The motion carried.

PRESENTATIONS

1. City of Centennial Update – Steve Carmine, City Council Member District 2 – City of Centennial: Steve Carmine gave an overview of an educational safety initiative developed by the Arapahoe County Sheriff's Office and the City of Centennial to promote the safe and responsible operation of electric scooters, e-bikes, and electric motorcycles. The information highlighted the differences between these vehicles, including their classifications, speed and power limitations, and applicable City and Colorado laws. Emphasis was placed on where each type of vehicle may legally operate, licensing and registration requirements, and the importance of following traffic laws. The initiative aims to increase public awareness, encourage responsible riding, and improve safety for riders, pedestrians, and the community.

PROCLAMATIONS

A Proclamation by South Metro Fire Rescue Board of Directors in Recognition of Fire Prevention Week – October 6 – October 12, 2026 - The Board recognized October 4–10, 2026, as Fire Prevention Week with the signing of the Proclamation and presentation. Kristin Eckmann, Deputy Chief along with the Community Risk Reduction Team presented the Proclamation collectively, as well as presented the 2026 campaign emphasized on safe charging practices for lithium-ion battery-powered devices under the theme "Charging to Fire Safety: Safe Charging is a Superpower."

The presentation encouraged residents to use manufacturer-approved charging equipment, charge devices on hard and flat surfaces, watch for warning signs such as excessive heat or swelling, unplug devices when fully charged, and charge larger devices such as e-bikes outside and away from exits. The proclamation also reaffirmed South Metro's commitment to fire prevention, safety education, and community outreach.

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ACTION ITEMS

1. Fund Balance and Reserve Policy Amendment (Self Insurance Reserve) -Camie Chapman, CHRO – South Metro Fire Rescue: Camie Chapman, CHRO, presented a proposed amendment to the District's Fund Balance and Reserve Policy related to the self-funded medical insurance reserve. The existing policy maintained a relatively broad reserve range of approximately 10% to 30% to ensure adequate cash flow for medical claims. Staff presented a proposed amendment to the Fund Balance and Reserve Policy establishing a self-insurance reserve target of two months of budgeted expenditures, equivalent to 16.7% of the annual medical insurance budget, replacing the existing 10% to 30% reserve range.

1. Fund Balance and Reserve Policy Amendment (Self Insurance Reserve) -Camie Chapman, CHRO – South Metro Fire Rescue (cont.): The recommendation was developed following a review of industry best practices and consultation with Gallagher Benefit Services. Staff reviewed the history of the self-insurance fund, noting that the fund required a $1 million transfer from the General Fund in 2021 and has since grown to approximately $4.6 million. Based on current annual expenditures of approximately $20 million, the proposed reserve target would be approximately $3.3 million.

   The Board discussed the calculation and annual adjustment of the reserve requirement, fluctuations in medical claims, the financial risks associated with reducing reserves, and the District's ability to address unexpected claims through existing financial safeguards. Board members also questioned whether approval of the amendment would authorize the use of approximately $1.3 million in excess reserves. CHRO Chapman clarified that the proposed action was limited to establishing the reserve target and that decisions regarding the use of excess funds to offset medical insurance premiums would be addressed separately during the budget process. Additional discussion addressed historical claims experience, the adequacy of the proposed reserve, and the flexibility provided by maintaining funds in the General Fund.

   Director Sokol requested an average salary range for the district, as well as historical information regarding the lowest reserve percentage maintained over the previous five years, which staff indicated could be provided.

   Motion: Director Sokol motioned to approve the Fund Balance and Reserve Policy Amendment (Self Insurance Reserve). Director Shriver second, 7 were in favor, 0 were opposed. The motion carried.

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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. Strategic Plan Third Quarter Report – Mike Dell'Orfano, Chief Government Affairs Officer – South Metro Fire Rescue: Chief Dell'Orfano reviewed the strategic plan's key focus areas, including service delivery, financial health, community health and safety, organizational health and culture, partnerships, and communications and engagement. Responsible staff members have been assigned to each focus area to coordinate goals, objectives, initiatives, and reporting.

   Chief Dell'Orfano explained that significant work had occurred since the previous update to refine the plan, eliminate duplication, determine whether objectives were appropriately categorized, and establish a more consistent process for monitoring progress. Each leader associated with each key focus area gave a formal update, evaluating whether individual initiatives were completed, in progress, on hold, or scheduled for later in the five-year plan.

   Board members expressed appreciation for the amount of work involved in converting the strategic priorities into an actionable plan. Board Members noted that the process helps communicate priorities throughout the organization and provides a stronger connection between organizational goals and the Board's direction.

   John Curtis, Fire Chief, emphasized that the intent is for the strategic plan to remain a living document, rather than a plan that is developed and then set aside. He reflected on the evolution of the process over approximately the previous 18 months, noting that initial priorities identified by leadership were further developed through collaboration with the Board, Executive Team, and organization which will continue to provide the Board with a clearer understanding of what the organization is working toward, what progress is being made, and how District activities connect to the priorities established jointly with the Board.

2. 2027 Budget Update – Stephanie Corbo, Chief Financial Officer - South Metro Fire Rescue: Fire Chief, John Curtis; Stephanie Corbo, CFO; and Mike Smith, Financial Planning & Analysis Manager, presented an overview of the budget development process and key revenue and expenditure assumptions supporting the working 2027 budget model and long-term financial plan, in advance of the proposed budget. Property tax revenue for 2027 is projected to be 2% lower than the 2026 budget due to legislative changes in assessment rates and recent collection trends. Other revenue assumptions include an 18% increase in Specific Ownership Tax allocations, a proposed 7% increase in ambulance transport fees, and a proposed 6% increase in permit and plan review fees. Finance also reported receiving $7.5 million in Medicaid Supplemental Fee revenue for 2026, while continuing to recognize the uncertainty of future payments.

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.)

2. 2027 Budget Update – Stephanie Corbo, Chief Financial Officer - South Metro Fire Rescue (cont.):

On the expenditure side, compensation increases are based on contracted line salary increases of 4.0%, Korn Ferry comparison-driven staff increases of 3.6%, three academies totaling 64 recruits, negotiated benefits rates, and updated overtime projections. Operating expenses are projected to increase 13.8% based on division requests after holding operational expenses flat from 2022-2025. Planned capital expenditures total approximately $36.3 million, including $7.1 million for equipment, $20.9 million for facilities, and $8.3 million for vehicles. Anticipated facilities investments include a station renovation, station rebuild, design for a new station, and Fleet Center.

The presentation also outlined the remaining budget development schedule, including the proposed 2027 budget review to be emailed by 10/15/26, public hearing on November 2, 2026, and anticipated adoption on November 16, 2026. Finance emphasized the importance of conservative revenue projections, managing expenditure growth, and maintaining a balanced long-term financial plan through at least 2031.

Stephanie Corbo, CFO concluded with a list of items that would be included in the budget presentation on October 15, 2026, all were in favor for the following items to be included in the budget:

- General Fund Reserve: The Board agreed to maintain the General Fund reserve requirement at 23% for 2027, maintaining compliance with the existing Fund Balance Policy and eliminating the need for a policy amendment.
- Capital Fund Transfer: The Board supported maintaining the proposed approximately $22.2 million annual transfer to the Capital Fund beginning in 2027. Concerns were expressed about further reductions to capital funding and the potential long-term impact on the District's financial sustainability.
- Property Tax Abatements: The Board agreed to include approximately $1.6 million in property tax abatements in the proposed budget.
- Medicaid Supplemental Revenue: The Board agreed to retain $2 million in projected Medicaid supplemental revenue in the budget. Although the District previously received approximately $7.5 million, the Board supported a conservative estimate due to uncertainty regarding future funding.
- Future Property Tax Projections: The Board acknowledged concerns that the projected 3.5% property tax revenue increase for 2028 may be overly optimistic. Staff will continue evaluating property valuations and revenue projections, with potential adjustments to be considered during future budget discussions.

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INFORMATION ITEMS

Remarks:
John Curtis, Fire Chief, shared that he and Matt Weller, Deputy Chief, attended a Struggle Well training session hosted by Jefferson County Sheriff's Office to explore additional educational resources and tools that could benefit the organization. Opportunities for incorporating these resources into SMFR's existing peer support program are being evaluated. Additionally, discussions were held with an outside consultant regarding the development of a structured leadership training program focused on executive and supervisory development, succession planning, and preparing future organizational leaders. Initial meetings have been positive, and efforts are underway to establish a framework for the program.

Chief Curtis also expressed his appreciation to the Board for its thoughtful consideration of challenging decisions and to the Executive Team for its continued leadership and support.

Mike Dell'Orfano, Government Affairs Chief Officer, reminded of several upcoming events and encouraged the board to review their registrations and confirm attendance promptly. Events include the Littleton State of the City on October 21, 2026, the Parker Economic Forecast Breakfast on November 20, 2026, and the Douglas County State of the County on December 17. Additionally, information regarding the Congressional Fire Services Institute (CFSI) event in Washington, D.C., scheduled for February 17–18, 2027, will be distributed later in the week. The event includes opportunities to meet with legislators, attend educational seminars, and participate in a fire service banquet.

EXECUTIVE SESSION

Motion: At 9:05 Chair Albee moved to convene in 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. Director Roche second the motion. The motion carried unanimously, with all Directors present voting in favor and none opposed.

The Board reconvened in open session at 10:31 p.m.

NEXT MEETINGS
Regular Board of Directors' Meeting to be held on October 19, 2026, at 6:00p.m. at 9195 E. Mineral Avenue, Centennial, CO 80112.

ADJOURNMENT
Chair Albee adjourned the meeting at 10:32 p.m.

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SIGNATURE PAGE ONLY

The foregoing minutes of the Board of Directors Meeting held on _____, were approved by the Board of Directors on _____

Attested by: Jan E Allen Date: Nov 2, 2026