

BOARD OF DIRECTORS AGENDA ITEM

STAFF REPORT



Meeting Date: 10/5/2026

Agenda Item Type: Discussion Item

Agenda Item: Strategic Plan – 3rd Quarter Report

Submitted By: Mike Dell’Orfano, Chief Government Affairs Officer

Approved: John Curtis, Fire Chief

SUMMARY:

Staff will provide a strategic plan update that highlights significant initiatives that support the plan’s Key Focus Areas, goals, and objectives.

BACKGROUND:

SMFR’s website includes a copy of the strategic plan and real-time reports for each Key Focus Area. Each quarter, staff will provide a formal update to the Board on major initiatives that have progressed or are completed. That update will be in the form of a full report showing all goals, objectives, and action items, and a 2-page summary that includes highlights and will be in a distributable format.

FINANCIAL IMPACT:

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STRATEGIC INITIATIVE:

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RECOMMENDED ACTION/MOTION:

Click or tap here to enter text.

ALTERNATIVE OPTIONS:

Click or tap here to enter text.

ATTACHMENTS:

Strategic Quarterly Report Overview

2026 Strategic Plan Update



South Metro Fire Rescue

Strategic Plan Quarterly Report

3rd Quarter 2026

Purpose

In 2025, South Metro Fire Rescue embarked on a comprehensive, long-range strategic planning process to assess current efforts and status, build upon successes and partnerships, continue momentum in positive growth and services, and solidify a united path to further accomplishments and a vision for the future. The deliverables included a full Strategic Plan document with a Vision, Mission, Values, Key Focus Areas, Outcomes and Strategic Goals. A separate Implementation Plan with SMART Objectives, Action Steps and Metrics was built on that foundation; and a quarterly reporting structure is part of the overall process.

The purpose of a quarterly report is to update the Board of Directors on the most significant and strategic progress being made in the Key Focus Areas of the strategic plan, to share information about the important work moving forward, and to continue to integrate the budget and long range planning work into the overall strategic plan of the organization.

Summary of Strategic Planning

A strategic plan is your guide and a roadmap to help the organization plan for future success. It describes a clear vision, with community-focused priorities that serve as a resource for the Board and staff to make decisions, allocate resources, and consider new and innovative approaches to service delivery. The plan sets high level policy direction about what is most important based on information we have available today and the trends, challenges, obstacles, and opportunities that may happen in the future. The Strategic Plan also provides a longer-term view of major projects and issues facing the community as it informs critical budget conversations.



Strategic Plan Framework



The above graphic is an easy-to-understand overview of the Strategic Plan framework. The **Vision Statement** is the aspirational future for SMFR and is the achievement of all the challenging work in the strategic planning process. The **Mission Statement** is the purpose of the organization and provides guidance for each of the components. The **Key Focus Areas** are listed in priority order and are the most critical areas (the “big buckets”) for the organization to spend time and resources to achieve success and realize the Vision for the future, and the **Key Goals** are the major areas that integrate across those Strategic Priorities to provide direction.

Implementation and Action Plan

The Implementation Plan is the tactical, operational, and administrative document that will guide the accomplishment of Strategic Goals through establishing and tracking SMART Objectives and Action Steps. In short, it takes the overall policy direction from the plan and puts actions to those words. Always following the Mission to gauge the right approach, an Implementation Plan adds context and detail to the big picture. It is an internal document which is consistently being added to, updated, and improved each time a team meets, so it is a separate document and not a part of the Strategic Plan.

Over the course of the last 6 months, the leadership team and staff at SMFR have been working on the creation of the Implementation Plan that has actionable SMART Objectives, Action Steps and Metrics. There is a focus on both current strategic projects as well as projects for future budget conversations. The implementation is built on the policy direction in the strategic plan, and together the strategy and implementation serve as a communication tool for the Board, staff,



and community, directing operational decisions about projects, funding services, budgets, staffing and more. The name of the software used to input and track the implementation is called Ellio.

The Report

This is not the first update or report on the strategic plan, but it is the first quarterly report where a full document will be created that shows all of the updates for each Key Focus Area. Since that report is extensive and detailed, a separate report highlighting the most important accomplishments and updates has also been created.

A few notes of interest for the Board:

Monitoring and Measuring Progress

An important part of the implementation of the Strategic Plan is the monitoring and measuring of progress. Over the course of several years, as the plan continues to improve and become a part of the culture of SMFR, the Outcomes will be further refined, and relevant Metrics will continue to be refined to provide analytical insight into the measurement of achieving those Outcomes.

Metrics will not be the focus of this specific report, as we continue to craft, refine and determine what the most relevant and important metrics are for each of the Key Focus Areas. In some cases, the team will need to create metrics and begin to measure the data over the course of time.

Integration of the Strategic Plan

The budget is directly related to and informs the Strategic Plan – it is the Strategic Plan with resources attached. As such, during each budget cycle the strategic plan should be considered, discussed, amended, and improved to make sure the budget reflects the priorities of the organization.

Fully integrating a budget into the strategic plan might take years, but is one of the most significant decision-making points that will allow the staff and Board to focus on those priorities and policy level directions that the Board sets as part of the plan.

SOUTH METRO FIRE RESCUE

2026 Strategic Plan Update

September 22, 2026

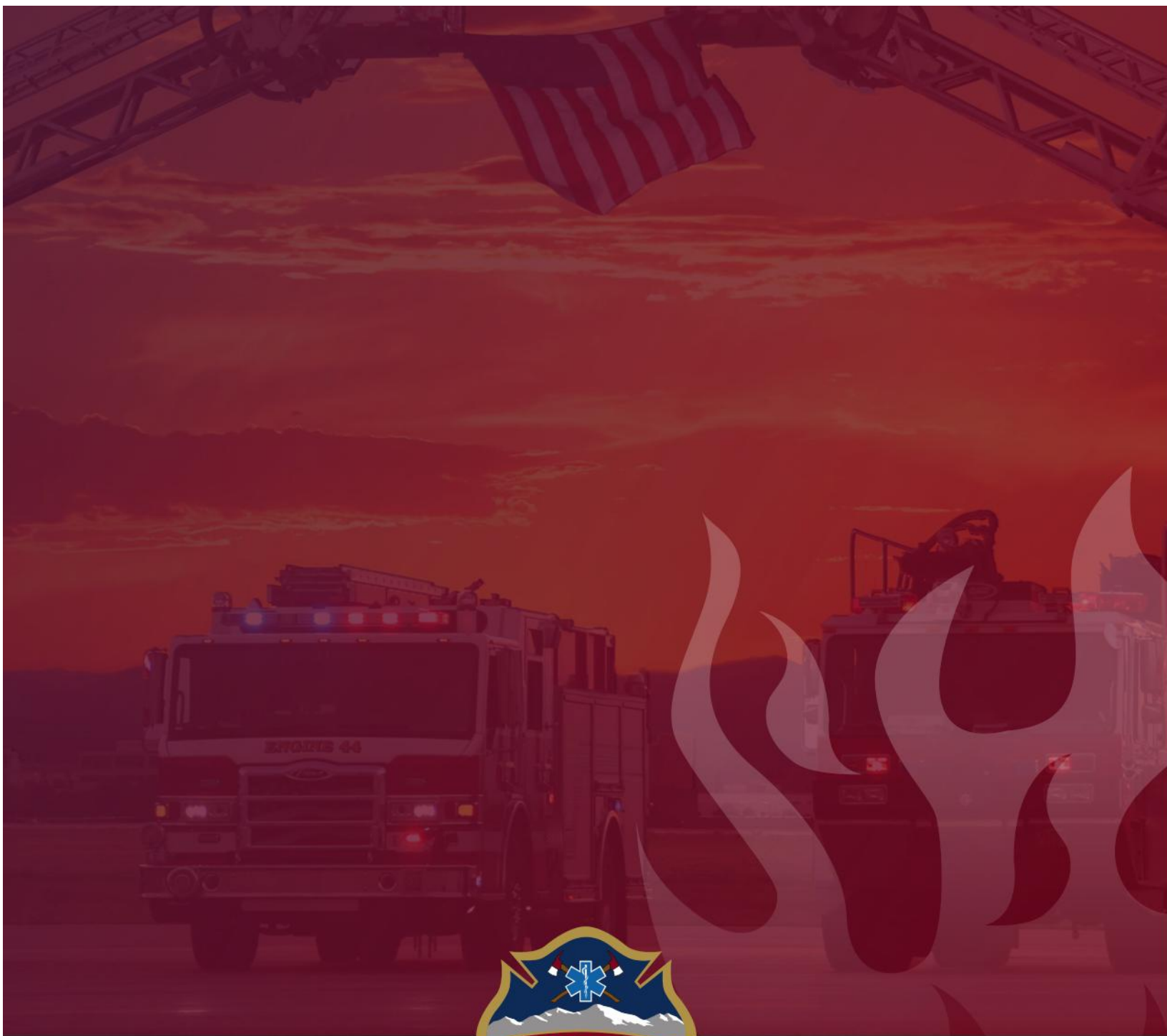


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Plan Overview

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.

Values

Excellence through professionalism, accountability, compassion, and engagement

Key Focus Areas and Strategic Goals

Service Delivery



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

Financial Health



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

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

Community Health and Safety



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

Partnerships



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

Communication and Engagement



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





Key Focus Area: Service Delivery

Lead: Jake Mayhew

Service delivery at South Metro is a forward-thinking process that leverages industry-wide innovation and data to optimize every response. We are a customer-centered organization that remains open to new ideas and is not anchored by tradition, allowing us to adapt our resources to meet changing community needs, risks, regulations, and environmental factors. Through efficient growth and a willingness to embrace novel technologies, we ensure that our services remain the benchmark for excellence and intentional, outcome-based service.

Latest Comment: Sarah Lentz, 9/16: Note to team - brainstorm metrics; max 25

Strategic Goal:

Deliver the Right Resources to the Right Call at the Right Time **39% progress**

Lead: Mike Burke

SMART OBJECTIVE:

Evaluate alternative response models **50% progress**

Lead: Jake Mayhew

Latest Comment: Maddie Shea, 8/27/2026: Decided to table single-cert

Action Step	Deadline	Status
Create a Response Committee	4/1/2026	Complete
Update operational standards and deployment plan	12/31/2026	In Progress
Research and evaluate ALS deployment model	12/31/2026	In Progress
Evaluate an EMS single certification program	1/1/2027	Complete



Action Step	Deadline	Status
Explore alternative response vehicles, apparatus, and crews to minimize suppression response	12/31/2028	Not Yet Started
Explore best practices used by other agencies	12/31/2028	Not Yet Started

SMART OBJECTIVE:

Explore deployment of blood products **63% progress**

Lead: Jens Pietrzyk

Latest Comment: Jens Pietrzyk 9/16/26 -Grant of \$50K secured and awaiting final contract signature. - Met with dispatch on drone delivery options - update to follow - collaborate with West Metro Fire for shared blood product delivery based on the go live date with closest unit.

Action Step	Deadline	Status
Explore drone delivery	9/30/2026	In Progress
Pursue grant funding	12/31/2026	In Progress
Investigate viability of expanded blood locations	12/31/2026	In Progress
EMS 14 for additional blood resource West Side	12/31/2026	Complete

SMART OBJECTIVE:

Develop the Incident Support Team (IST) & Department Operations Center **38% progress**

Leads: Mike Burke, Daniel Stutz

Action Step	Deadline	Status
Establish the Incident Support Team	12/31/2026	In Progress



Action Step	Deadline	Status
Start providing baseline training for Incident Support Team	6/1/2027	Not Yet Started
Evaluate the facilities to support the Department Operations Center	6/30/2027	In Progress
Establish the Department Operations Center	12/31/2027	In Progress

SMART OBJECTIVE:

Update Agency Performance Benchmarks 21% progress

Lead: Scot Swindall

Action Step	Deadline	Weight	Status
Identify and engage key stakeholders	12/1/2026	Medium	Not Yet Started
Review current benchmarks and standards	1/15/2027	Medium	In Progress
Analyze historical performance data	1/15/2027	Medium	In Progress
Integrate NERIS Incident Categories and Types	1/15/2027	High	In Progress
Develop updated performance measures	3/15/2027	Medium	Not Yet Started
Present recommendations to Executive Team	4/15/2027	Medium	Not Yet Started
Present recommendations to the Board	5/15/2027	Medium	Not Yet Started
Publish in Annual Compliance Report in 2027	7/15/2027	Medium	Not Yet Started

Strategic Goal:

Commit to Innovative Approaches That Improve Service 22% progress

Lead: Scot Swindall



SMART OBJECTIVE:Develop appropriate training strategies to support innovation **0% progress**

Lead: Andy Powell

Latest Comment: Sarah Lentz, 9/16/26: Team will build out action items over next few days

Action Step	Deadline	Status
Define training needs based on direction	12/31/2027	Not Yet Started

SMART OBJECTIVE:Research the scalability of public health and community paramedicine **40% progress**

Lead: Jens Pietrzyk

Latest Comment: Jens Pietrzyk, 9/16/26 - Met with PH MGR and created a 1,3,5-year strategic plan. - explore the locations for a site visit.

Action Step	Deadline	Status
Hire a community paramedic	9/1/2026	Complete
Create a workforce plan	12/31/2026	In Progress
Present strategic 1, 3, and 5-year plan to Executive Team	12/31/2026	Not Yet Started
Explore best practices used by other agencies	6/30/2027	In Progress
Determine alternative public health response vehicles, apparatus, and crews to minimize suppression response	12/31/2028	Not Yet Started



SMART OBJECTIVE:

Evaluate the opportunity for dispatch to establish better utilization of resources **50% progress**

Lead: Mike Burke

Latest Comment: Sarah Lentz, 9/16/26: New Emergency Comms director will build out more action steps over next few months

Action Step	Deadline	Status
Hire Emergency Communication Center Director	9/30/2026	Complete
Investigate industry standards and impacts on NENA/APCO accreditation	12/31/2026	Not Yet Started

SMART OBJECTIVE:

Maintain Accreditation with the Center For Public Safety Excellence - 2030 **22% progress**

Lead: Scot Swindall

Latest Comment: 09/16/2026 (Scot Swindall)- Discussed moving this SMART Objective to a different KFA. Per Chief Mayhew, wait to consult Chief Dell'Orfano.

Action Step	Deadline	Status
Annual Program Appraisals	12/31/2026	Operationalized
Annual Compliance Report	7/15/2027	Operationalized
Complete CPSE Peer Team Recommendations	7/18/2030	Not Yet Started
Self-Assessment Module	12/31/2030	Not Yet Started



Action Step	Deadline	Status
Community Risk Assessment / Standard Of Cover (CRA-SOC)	3/15/2031	Not Yet Started
Strategic Plan	3/15/2031	Not Yet Started
Accreditation Document Upload	3/20/2031	Not Yet Started
Site Visit	4/15/2031	Not Yet Started
Commission Hearing	7/18/2031	Not Yet Started

Strategic Goal:

Invest in Infrastructure to Enhance and Support the Delivery of Services **42% progress**

Lead: Matt Weller

SMART OBJECTIVE:

Ensure land assets meet current and future district needs **50% progress**

Lead: Mike Dell'Orfano

Action Step	Deadline	Status
Secure land for Tanterra fire station	1/1/2026	Complete
Secure land for Ridgeway East	1/1/2026	Complete
Secure land for Sterling Ranch fire station	12/31/2026	In Progress
Secure land for The Canyons (station 36 relocation)	12/31/2026	In Progress
Evaluate Quartermaster	12/31/2026	In Progress
Secure land for training (TJTC alternative)	12/31/2026	In Progress
Evaluate Titan Rd	12/31/2027	Not Yet Started



Action Step	Deadline	Status
Evaluate Buffaloberry	12/31/2027	Not Yet Started

SMART OBJECTIVE:

Ensure sufficient facilities and capacity for fleet maintenance **50% progress**

Lead: Matt Weller

Action Step	Deadline	Status
Evaluate current and future needs	1/1/2026	Complete
Explore partnership options	12/31/2026	Complete
Secure land and evaluate developer proposals	12/31/2026	In Progress
Design	6/1/2027	Not Yet Started
Construction	12/31/2028	Not Yet Started

SMART OBJECTIVE:

Ensure sufficient facilities for training **21% progress**

Leads: Jake Mayhew, Matt Weller

Action Step	Deadline	Status
Finalize plan for current fleet maintenance space	12/31/2026	In Progress
Explore options for TJTC	12/31/2026	In Progress
Explore alternative site locations or other government partners	12/31/2027	In Progress
Determine renovation versus liquidation of TJTC	12/31/2028	Not Yet Started



Action Step	Deadline	Status
Design future JSF	12/31/2028	Not Yet Started
TJTC construction	12/31/2030	Not Yet Started
JSF construction (phases)	12/31/2030	Not Yet Started

SMART OBJECTIVE:

Secure budget for new stations & apparatus to meet growth demands **25% progress**

Lead: Matt Weller

Ensure that the 10-year budget plan accounts for new stations and apparatus.

Latest Comment: Sarah Lentz, 9/16/26: Point to consider in December - How do we develop criteria for establishing new uses at both new and existing facilities to accommodate innovation; consider adding new objective under innovation goal

Action Step	Deadline	Status
Work with strategic services to identify priority response gaps	7/31/2027	Not Yet Started
Determine metrics to open new stations	7/31/2027	Not Yet Started
Determine metrics to add new apparatus	7/31/2027	Not Yet Started
Ensure 10-year plan accounts for station and apparatus needs	12/31/2030	Operationalized

SMART OBJECTIVE:

Maintain facilities to support district needs and operations **64% progress**

Lead: Matt Weller



Action Step	Deadline	Status
Conduct a needs assessment for the Mineral building	8/31/2026	Complete
Conduct emergency structural repairs at Station 41	9/30/2026	Complete
Renovate St. 23 bathrooms	10/31/2026	In Progress
Develop station replacement and major renovation schedule	8/31/2027	In Progress
Conduct a facilities condition assessment	12/31/2027	In Progress
Renovate Station 16 to meet operational needs	12/31/2027	In Progress
Renovate Mineral Building to meet current and future needs	12/31/2028	In Progress

SMART OBJECTIVE:

Complete construction of the new Station 33 **25% progress**

Lead: Matt Weller

Action Step	Deadline	Status
Contract with design consultants	12/31/2026	In Progress
Contract with General Contractor	10/30/2027	Not Yet Started





Key Focus Area: Financial Health

Lead: Stephanie Corbo

We maintain financial health through customer-focused, efficient, data-informed long-term planning that aligns with our strategies, major projects, and initiatives. We ensure a culture of fiscal responsibility and cost-efficiency by using best practices and constant evaluation to demonstrate our value as stewards of public funds. This disciplined approach ensures that our budget remains predictable and resilient, allowing us to meet community needs today while remaining adaptable for the future.

Latest Comment: Maddie Shea, 5/22/2026: We have achieved an unmodified opinion on ACFR and maintained designation of Low Risk Auditee since 2022.

Strategic Goal:

Responsible Stewards of Public Funds **59% progress**

Lead: Stephanie Corbo

SMART OBJECTIVE:

Plan and report out on how we spend our money **63% progress**

Lead: Stephanie Corbo

Latest Comment: Sheryl Trent, 5/15/2026: 7A reporting structure here is for Board reports and information, the public facing communication is addressed in SMART Objective #3.

Action Step	Deadline	Status
Quarterly report for 1st quarter	5/1/2026	Complete
Prepare annual comprehensive financial report (ACFR) and achieve unmodified opinion	6/30/2026	Complete



Action Step	Deadline	Status
Quarterly report for 2nd quarter	7/30/2026	Complete
Quarterly report for 3rd quarter	11/16/2026	Not Yet Started
Prepare annual budget	12/15/2026	In Progress
Quarterly report for 4th quarter	2/15/2027	Not Yet Started
Report on 7A revenue spending - for Board report	6/30/2027	In Progress
Enhance content of quarterly report (add cost savings, add projects, add disposal)	6/30/2027	Complete

SMART OBJECTIVE:

Improve procurement process: maximize value and realize savings through competition
 82% progress

Lead: Mike Smith

Action Step	Deadline	Weight	Status
Update Procurement Policy within Standardization Manual	7/3/2026	High	Complete
Create Schedule for Solicitation	12/31/2026	Medium	Complete
Solicit Highest Risk Expenditures	12/31/2026	Medium	Operationalized
Create and Maintain Centralized Document Management System	12/31/2026	Medium	In Progress
Train Budget Owners on Procurement Process	2/28/2027	Medium	In Progress



SMART OBJECTIVE:Create transparent reporting on all revenue **25% progress**

Lead: Marina Takacs

Latest Comment: Sheryl Trent, 5/15/2026: Internal report on 7A is included in SMART Objective #1

Action Step	Deadline	Status
Set up annual report that shows what 7A revenue funded or assigned - on our website	4/1/2027	In Progress
Partner with Communication to get community update polling every 1-2 years	11/1/2028	Not Yet Started

SMART OBJECTIVE:Incorporate Reporting and Tax Law for Employee Overtime **100% progress**

Lead: Stephanie Corbo

Big Beautiful Bill

Action Step	Deadline	Status
Research Implications of Big Beautiful Bill	12/31/2026	Complete
Incorporate Payroll System Updates for Big Beautiful Bill	12/31/2026	Complete

SMART OBJECTIVE:Discover opportunities to meet service delivery at lower costs **17% progress**

Lead: Mike Smith

Action Step	Deadline	Status
Evaluate right resource for job: example approvals and vehicle being used for the job	12/31/2026	In Progress



Action Step	Deadline	Status
Define cost of service deployment for all division bureau	12/31/2028	Not Yet Started
Utilize technology or AI to improve efficiency and effectiveness of our services	12/31/2028	Not Yet Started

SMART OBJECTIVE:Standardize financial policies **100% progress**

Lead: Mike Smith

Action Step	Deadline	Status
Conduct outreach with stakeholders	4/17/2026	Complete
Establish a cross functional review team	5/1/2026	Complete
Bind all financial policies in one comprehensive manual	8/3/2026	Complete

SMART OBJECTIVE:Improve the ERP Financial System and Processes **53% progress**

Lead: Marina Takacs

Action Step	Deadline	Weight	Status
Change ERP consultants	7/15/2026	High	Complete
D365 System Architect	11/2/2026	High	In Progress
System Diagnostics	11/30/2026	Medium	In Progress
Improve inventory management system	12/31/2026	Medium	In Progress
Financial Reporting Solution	2/1/2027	Medium	Not Yet Started
Training and guides for end users	2/22/2027	High	In Progress



Strategic Goal:

Comprehensive Long-Range Financial Planning **50% progress**

Lead: Mike Smith

SMART OBJECTIVE:

Funding requirements identified for all assets and services **67% progress**

Lead: Mike Smith

Action Step	Deadline	Status
Extend Long-Range Financial Planning to Full Replacement Cycle	6/30/2026	Complete
Define Fund Balance Targets	10/30/2026	In Progress
Balance expenditures with expected revenues	11/23/2026	In Progress

SMART OBJECTIVE:

Configure financial systems for efficiency and effective financial management and reporting **50% progress**

Lead: Marina Takacs

Action Step	Deadline	Status
Address Finance Team Capacity by hiring an Analyst	9/1/2026	Complete
Reestablish quarterly meeting cycle	10/30/2026	In Progress
Build Reporting Functionality for End Users and Finance	12/31/2026	Not Yet Started
Refine Data Components that Integrate into ERP System (i.e., UKG, TeleStaff, banks, purchasing cards, Logistics inventory, Invoices, etc.)	12/31/2026	In Progress



Action Step	Deadline	Status
Foster proactive ownership of divisional budgets	12/31/2027	In Progress

SMART OBJECTIVE:

Analyze Long-Range Capital and Asset Needs **80% progress**

Lead: Mike Smith

Action Step	Deadline	Status
Define how costs increase over time - inflation	6/30/2026	Complete
Identify full capital replacement schedule - new capital needs too	11/30/2026	Complete
Full inventory of all assets - deal life; maintenance; cost of replacement	11/30/2026	Complete
Define growth needs - population; demographic changes; linked growth factors	11/30/2027	In Progress
Capture links between service & support needs - triggers/drivers	11/30/2027	In Progress

SMART OBJECTIVE:

Seek additional opportunities for revenue **20% progress**

Lead: Stephanie Corbo

Action Step	Deadline	Status
Create System for Strategic Grant Acquisition and Tracking	6/30/2027	Not Yet Started
Pursue congressionally directed spending grants	7/1/2027	In Progress
Pursue grant opportunities through research	8/31/2027	Not Yet Started
Develop a philosophy of cash vs. borrowing (debt/bonds)	5/15/2028	Not Yet Started



Action Step	Deadline	Status
Pursue inclusion of properties within district boundaries	12/31/2028	In Progress

SMART OBJECTIVE:

Evaluate overtime trends and identify efficiencies **83% progress**

Lead: Matt Weller

Action Step	Deadline	Status
Create data model for UKG, Telestaff and D365 data	5/1/2026	Complete
Identify overtime reporting variables and categories	7/1/2026	Complete
Quarterly Board education	12/31/2026	In Progress

SMART OBJECTIVE:

Establish clear processes and expectations for the budget **75% progress**

Lead: Mike Smith

Action Step	Deadline	Status
Develop budget request templates	5/1/2026	Complete
Host Board workshop to establish expectations for budget guide parameters and use	6/15/2026	Complete
Publish budget instructions (OPEX, On Call, Project / Meeting OT)	6/15/2026	Complete
Update Budget Guide (Power DMS)	5/30/2027	Not Yet Started

SMART OBJECTIVE:

Identify industry standards and community expectations **0% progress**

Lead: Mike Smith



Action Step	Deadline	Status
Identify levers that can be used to adapt to changing financial picture	5/31/2027	Not Yet Started

SMART OBJECTIVE:

Establish Board philosophy on long-range planning 0% progress

Lead: Mike Smith

Action Step	Deadline	Status
Establish Board philosophy on revenue	12/31/2026	Not Yet Started
Establish Board philosophy on salaries	12/31/2026	Not Yet Started
Establish Board philosophy on benefits	12/31/2026	Not Yet Started
Establish Board philosophy on capital planning	12/31/2026	Not Yet Started





Key Focus Area: Organizational Health and Culture

Lead: Matt Weller

We take care of our people so that they can take care of our community. We are committed to being an employer of choice by cultivating a culture of trust, psychological safety, and holistic wellness encompassing the fiscal, mental, and physical health of our team. We foster an environment where accountability, shared values and mission-focus lead to long-term stability and employee loyalty.

Strategic Goal:

Hire, Retain, Develop and Grow the Right People for the Long Term **50% progress**

Lead: Camie Chapman

SMART OBJECTIVE:

Provide development opportunities for our employees **45% progress**

Lead: Andy Powell

Latest Comment: Sheryl Trent, 9/15/2026: Promotion planning starting with the line, then Captain.

Action Step	Deadline	Status
Identify incumbent supervisor continuing education annually	12/31/2026	In Progress
Identify executive training program to develop future leaders	12/31/2026	In Progress
Identify post promotion development strategies	12/31/2026	In Progress
Develop the framework for staff Task Book Program by outlining required competencies for each role, drafting task	3/31/2027	In Progress



Action Step	Deadline	Status
book content, and if possible piloting the program with select team members		
Develop executive training program to develop future leaders	12/31/2027	Not Yet Started
Develop post promotion development strategies	12/31/2027	Not Yet Started
Develop incumbent supervisor continuing education annually	12/31/2027	Not Yet Started
Develop South Metro University education program: Identify partners	12/31/2028	In Progress
Develop South Metro University education program: Create LMS in Canvas	12/31/2028	Complete
Provide annual promotional training and assessment centers to ensure adequate candidates for promotion	12/31/2028	Operationalized

SMART OBJECTIVE:

Design and execute an innovative paramedic recruitment and retention process that incorporates new strategies **60% progress**

Lead: Camie Chapman

Action Step	Deadline	Status
Develop incentive program for internal employees to promote to paramedic	12/31/2026	Complete
Develop outreach and engagement strategy to identify internal paramedic candidates during academy and probationary period	1/1/2027	In Progress
Develop lateral hiring process for experienced paramedics for 2027 recruit class	1/1/2028	Complete
Identify alternative paramedic onboarding process	1/1/2028	In Progress



Action Step	Deadline	Status
Evaluate effectiveness of lateral hiring process and identify alternative strategies for 2028 recruitment class	1/1/2028	Not Yet Started

SMART OBJECTIVE:

Ensure compensation is aligned department-wide with market and Board philosophy
50% progress

Lead: Camie Chapman

Action Step	Deadline	Status
Annual evaluation of total compensation for all employees	12/31/2026	Operationalized
Continue Development of Board Conversation	9/30/2027	Not Yet Started

Strategic Goal:

Expand Culture of Caring for Employees 50% progress

Lead: Camie Chapman

SMART OBJECTIVE:

Identify opportunities to allow employees to drive future culture initiatives 25% progress

Leads: Camie Chapman, Matt Weller

Latest Comment: Sarah Lentz, 9/15: Will add more action steps once committee is created

Action Step	Deadline	Status
Work with leadership to develop employee committee focus	12/31/2026	In Progress
Recruit employees to be a part of the employee culture committee	4/1/2027	Not Yet Started



SMART OBJECTIVE:

Evaluate and strengthen opportunities in employee behavioral health and well-being program **67% progress**

Leads: Camie Chapman, Matt Weller

Latest Comment: Sarah Lentz, 9/15: Add more action steps and metrics in December with new member

Action Step	Deadline	Status
Analyze current behavioral health program and identify future direction	6/1/2026	Complete
Recruit and hire behavioral health and wellness program manager	11/1/2026	Complete
Evaluate current behavioral health programming and identify opportunities for program enhancements	12/31/2027	Not Yet Started

Strategic Goal:

Remain Aware of Employee Challenges and Opportunities **50% progress**

Lead: Camie Chapman

SMART OBJECTIVE:

Identify and implement strategies to gather regular, constructive employee feedback **67% progress**

Leads: Camie Chapman, Matt Weller

Latest Comment: Maddie Shea, 8/31/2026: Monthly meetings with Executive Team and Union E Board Regular staff-manager engagement with policy development and changes



Action Step	Deadline	Status
Continual investment to ensure strength and positivity of Labor-Management relationship	12/31/2028	In Progress
Develop structured staff leadership-management relationship	12/31/2028	In Progress
Conduct monthly Labor-Management meetings	12/31/2028	Operationalized

SMART OBJECTIVE:

Expand the use of employees to assist with organizational decision-making **33% progress**

Leads: Jake Mayhew, Matt Weller

Action Step	Deadline	Status
Review and update all committee charters and active membership rosters	6/1/2027	In Progress
Implement a tracking and communication tool for all committees	6/1/2027	In Progress
Create working groups, as appropriate, for specific causes	6/1/2027	Not Yet Started





Key Focus Area: Community Health and Safety

Lead: Kristin Eckmann

We are dedicated to saving lives and protecting property with a flexible approach to meeting the needs of our community, understanding that safety is not only calling 911. Through a risk-based approach rooted in data, we prioritize prevention, mitigation, and alternative response models to address both physical and mental health needs. By fostering buy-in, communicating, and educating, we empower our community to take personal responsibility, creating a resilient environment to live, work, learn and play where resources are accessible and risks are identified before they become emergencies.

Latest Comment: Sarah Lentz, 9/16/26: recommending remove "alternative response models" from description; more appropriate in the Service Delivery (public health & community paramedicine)

Strategic Goal:

Increase Emergency Preparedness Across Our Communities **50% progress**

Lead: Chelsea Molitor

SMART OBJECTIVE:

Assess and deploy annual safety messaging plan **83% progress**

Lead: Chelsea Molitor

Action Step	Deadline	Status
Identify seasonal risks and determine appropriate communication channels for 2026	12/31/2026	Complete
Create content for each risk for 2026	12/31/2026	Complete



Action Step	Deadline	Status
Disseminate monthly safety messages	12/31/2026	In Progress

SMART OBJECTIVE:

Assess risks and develop mitigation strategies on a regional level **36% progress**

Lead: Daniel Stutz

Latest Comment: Sarah Lentz, 9/21/26: Relocated SMART Objective from Partnerships to Community Health and Safety

Action Step	Deadline	Status
Participate in the Arapahoe County Hazard Mitigation Plan development	4/30/2026	Complete
Participate in the Douglas County Hazard Mitigation Plan development	12/31/2026	In Progress
Participate in the Jefferson County Hazard Mitigation Plan development	12/31/2026	In Progress
Continue cross collaborate with county plans to evaluate risk assessment and mitigation strategies	12/31/2026	In Progress
Collaborate with counties and municipalities on other emergency plans	12/31/2026	Not Yet Started
Participate in development of county and municipality development of Community Wildfire Protection Plans	12/31/2028	Not Yet Started
Align emergency management efforts internally and externally	12/31/2028	Not Yet Started



SMART OBJECTIVE:

Maintain and improve relationships with partners that increase emergency preparedness **50% progress**

Lead: Daniel Stutz

Latest Comment: Sarah Lentz, 9/16/26: Could move "align emergency management efforts internally and externally" to Partnerships or to other SO within Community Health KFA

Action Step	Deadline	Status
Assist the Partnerships Team in defining and identifying community partners	12/31/2027	In Progress
Assist the Partnerships Team in defining and identifying partner agencies	12/31/2027	In Progress
Continue to build relationships established with community partners	12/31/2028	In Progress
Continue to build relationships established with partner agencies	12/31/2028	In Progress
Support Local Hospital Training and Exercises - Daniel Stutz	12/31/2028	In Progress
Establish a re-occurring Law Enforcement touch point with all agencies that operate in SMFR - Daniel Stutz	12/31/2028	In Progress

SMART OBJECTIVE:

Improve internal and external emergency preparedness **50% progress**

Lead: Daniel Stutz



Action Step	Deadline	Status
Operationalize the SMFR Incident Support Team	12/31/2026	In Progress
Complete Continuity of Operations Plan	12/31/2027	In Progress
Enhance collaboration with law enforcement for operations, special events, planning	12/31/2027	In Progress

Strategic Goal:

Improve the Prevention of Crises **64% progress**

Lead: Tyler Everitt

SMART OBJECTIVE:

Implement current codes within the District **100% progress**

Lead: Tyler Everitt

Latest Comment: Sarah Lentz, 9.16.26 In December meeting, consider adding action step about ongoing evaluation

Action Step	Deadline	Status
Evaluate the Colorado Wildfire Resiliency Code	1/1/2026	Complete
Prepare documents for adoption of the Colorado Wildfire Resiliency Code for SMFR, cities, counties	4/1/2026	Complete
2024 Fire Code adoptions within Cities where they are moving to the 2024 I-codes	7/1/2026	Complete

SMART OBJECTIVE:

Conduct and evaluate fire investigations to prevent future crises **60% progress**



Lead: Tyler Everitt

Action Step	Deadline	Status
Launched NERIS module	1/31/2026	Complete
Share cause data with risk reduction for ongoing educational efforts	12/31/2026	In Progress
Comply with all statutory requirements for fire investigations	12/31/2026	In Progress
Improve the tracking and capturing of fire cause data	12/31/2026	In Progress
Assess and continue to participate in NERIS committee to improve fire reporting data	12/31/2027	In Progress

SMART OBJECTIVE:

Align risk reduction programs with identified community risks **56% progress**

Lead: Chelsea Molitor

Action Step	Deadline	Status
Identify and align risk reduction strategies for older adults	12/30/2026	In Progress
Identify and align risk reduction strategies for home fires	12/30/2026	In Progress
Identify and align risk reduction strategies for wildfires	12/30/2026	In Progress
Identify and align risk reduction strategies for water hazards	12/30/2026	In Progress
Identify and align risk reduction strategies for motor vehicles	12/30/2026	In Progress



Action Step	Deadline	Status
Identify and align risk reduction strategies for school-age children	12/30/2026	In Progress
Identify and align risk reduction strategies for lithium ion batteries	12/30/2026	In Progress
Reduce risks for water hazards through messaging for 2026	12/30/2026	Complete
Assess and continue to participate in NERIS committee to improve data collection and reporting to drive community messaging	12/30/2027	In Progress

SMART OBJECTIVE:

Utilize fire codes to support safe structures **63% progress**

Lead: Tyler Everitt

Latest Comment: Sarah Lentz, 9/16/26: consider removing "Adopt current fire codes in all jurisdictions" in 2027; shift last 3 action items to operationalized in 2027

Action Step	Deadline	Status
Adopt current fire codes in all jurisdictions	7/4/2026	Complete
Complete code compliance inspections of 100% of all inspectable occupancies	12/31/2026	In Progress
Review all permit applications within 5 business day, 90% of the time	12/31/2026	In Progress
Fulfill all inspection requests within one business day	12/31/2026	In Progress





Key Focus Area: Partnerships

Lead: Mike Dell'Orfano

Partnerships at South Metro mean being a trusted resource and a proactive collaborator with a diverse network of partners from local neighborhoods to public, private and non profit organizations and service providers. By aligning with shared goals and our regional stakeholders, we serve as leaders to bridge gaps, solve complex problems and set shared standards for a safer community. Our commitment to these relationships allows us to leverage regional expertise and collective action to achieve outcomes that no single organization could reach alone.

Strategic Goal:

Be an Active, Engaged Member of the Communities and Organizations We Serve
53% progress

Lead: Mike Dell'Orfano

SMART OBJECTIVE:

Increase awareness of strategic plan through multiple channels 75% progress

Lead: Mike Dell'Orfano

Latest Comment: Sheryl Trent, 9/14/2026: Need to update "Brought to you by 7A" to be more clear about what 7A is

Action Step	Deadline	Weight	Status
Evaluate strategy with Board Community Outreach Committee & Communications Bureau	4/30/2026	Low	Complete
Modify website for access to strategic planning documents	7/10/2026	Low	Complete
Implement approach for integrating strategic plan into our communications	7/1/2027	Medium	In Progress



SMART OBJECTIVE:Enhance partnerships with government agencies **55% progress**

Lead: Mike Dell'Orfano

Latest Comment: Sheryl Trent, 9/14/2026: Operationalize attending all states of the cities and chamber annual events at the end of the year update for 2026

Action Step	Deadline	Status
Annually meet with at least three partner building departments to strengthen coordination on development and code issues	12/31/2026	Operationalized
Strategic memberships and participation in chambers of commerce and economic development organizations and government partnerships	12/31/2026	Operationalized
Strategic membership and participation in state industry representative organizations	12/31/2026	Operationalized
Attend all states-of-the-cities and chamber annual events	12/31/2026	In Progress
Enhance periodic data and service information provided to agencies	7/1/2027	In Progress
Enhanced liaison strategy	7/1/2027	Not Yet Started
Conduct judicial outreach meetings with municipal and county courts for alignment on legal and compliance processes	12/31/2027	In Progress
Communicate on shared high-level issues with law enforcement on a regular basis	12/31/2027	In Progress



Action Step	Deadline	Status
Collaboration with city and county emergency management partners on shared regional issues	12/31/2027	In Progress
Provide update to all cities at least once every 2 years using liaison list	12/31/2030	Not Yet Started

SMART OBJECTIVE:

Enhance partnerships with community organizations **38% progress**

Lead: Kristin Eckmann

Latest Comment: Sheryl Trent, 9/14/2026: A list exists of hospitals, law enforcement.

Action Step	Deadline	Status
Improve state highways through CDOT's Adopt-a-Highway program	12/31/2026	In Progress
Create a current status of partnerships and work in progress.	12/31/2026	In Progress
Enhanced liaison strategy.	7/1/2027	Not Yet Started
Re-evaluate our partnership parameters with the safety foundation annually	9/1/2027	In Progress

SMART OBJECTIVE:

Conduct a Community Survey Biannually

Lead: Kristin Eckmann

Statistically significant survey

This smart objective has no action steps.



Strategic Goal:

Pursue Regional All-Hazards Partnerships to Reduce Risk **43% progress**

Lead: Scott Richardson

SMART OBJECTIVE:

Enhance regional formal partnerships for collaborative service delivery **50% progress**

Lead: Scott Richardson

Latest Comment: Scott Richardson, 8/5/26: Auto aid responses adjusted with WMFR for HazMat and technical rescue incidents versus investigations to not pull resources out of their jurisdiction simply to run investigation. Chief D has been designated for IGA final approval and signature.

Action Step	Deadline	Status
Enhance Aurora auto aid agreement	12/31/2026	In Progress
Refine special teams response models with external departments	12/29/2027	In Progress
Improve the management of IGAs	12/31/2027	In Progress

SMART OBJECTIVE:

Identify emerging hazards and improve collaboration **38% progress**

Lead: Scott Richardson

Latest Comment: Sheryl Trent, 9/14/2026: This objective might move to Community Health and Safety, or maybe be deleted and the Action Steps are combined into a larger issues.

Action Step	Deadline	Status
Collaborate with CDOT on Lithium Ion (MOU and legislation)	12/31/2026	In Progress



Action Step	Deadline	Status
Review our emerging hazards on a national scale	12/31/2026	In Progress
Be a partner in the WICC development for our wildfire strategy	12/29/2027	In Progress
Review community risk assessments	12/31/2028	Not Yet Started

Strategic Goal:

Influence Collaborative Policymaking at the Local, State, and National Levels
35% progress

Lead: Mike Dell'Orfano

SMART OBJECTIVE:

Improve connectivity with state and national representatives 67% progress

Lead: Mike Dell'Orfano

Action Step	Deadline	Status
Outreach to Congressional representatives annually	12/31/2026	In Progress
Outreach to incoming State legislative and administrative representatives	12/31/2026	In Progress
Participate in FMAC, CSFC, SDA legislative activities	5/31/2027	Operationalized

SMART OBJECTIVE:

Influence policymaking during the Colorado legislative session 20% progress

Lead: Mike Dell'Orfano

Action Step	Deadline	Status
2026 Session	5/15/2026	Complete



Action Step	Deadline	Status
2027 Session	5/31/2027	Not Yet Started
2028 Session	5/31/2028	Not Yet Started
2029 Session	5/31/2029	Not Yet Started
2030 Session	5/31/2030	Not Yet Started

SMART OBJECTIVE:

Represent partner fire districts on strategic boards/commissions **43% progress**

Lead: Mike Dell'Orfano

Latest Comment: Mike Dell'Orfano, 6/26/26: 2026: SMFR was not chosen for a board seat on Arapahoe E911 Authority

Action Step	Deadline	Status
DCCF Board	12/31/2028	In Progress
Castle Pines URA Board	12/31/2028	In Progress
Centennial URA Board	12/31/2028	In Progress
Lone Tree URA Board	12/31/2028	In Progress
Arapahoe E911	12/31/2028	Not Yet Started
Douglas E911	12/31/2028	In Progress
Metro Denver Chiefs	12/31/2028	In Progress

SMART OBJECTIVE:

Influence policymaking during the Congressional legislative session **25% progress**

Lead: Mike Dell'Orfano



Action Step	Deadline	Status
119th Congress	12/31/2026	In Progress
Congressional Fire Services Institute	12/31/2030	Not Yet Started

SMART OBJECTIVE:

Increase involvement in evolving hazards policymaking **50% progress**

Lead: Scott Richardson

Latest Comment: Sheryl Trent, 9/14/2026: This SMART Objective will go away after [Participation action step] moved.

Action Step	Deadline	Status
Participation in NFPA/FSRI Committees	12/31/2026	In Progress
2026: Provide fire service and industry education on lithium ion battery hazards at CSFC	12/31/2026	In Progress

SMART OBJECTIVE:

Evolve legislative philosophies **21% progress**

Lead: Mike Dell'Orfano

Action Step	Deadline	Status
Review legislative philosophies document	10/1/2026	Not Yet Started
Improve communication with Local 2086	5/31/2027	In Progress
Improve internal stakeholder awareness	5/31/2027	Not Yet Started
Annually renew relationship with professional lobbyist 2027	5/31/2027	Complete
Annually renew relationship with professional lobbyist 2028	5/31/2028	Not Yet Started



Action Step	Deadline	Status
Annually renew relationship with professional lobbyist 2029	5/31/2029	Not Yet Started
Annually renew relationship with professional lobbyist 2030	5/31/2030	Not Yet Started





Key Focus Area: Communication and Engagement

Lead: Connor Christian

We practice proactive and intentional communication that builds trust through honesty, consistency, and two-way listening. By remaining approachable and receptive to both our internal team and our external community, we deliver prioritized, multifaceted messages that are clear, concise, and relevant to our diverse audiences. We ensure our communication is not only educational and timely but also innovative, interesting, and adds context for everyone we serve.

Latest Comment: Maddie Shea, 5/8/2026: Note only Strategic Goal 1 had a clear owner in original implementation plan, added Connor as default for the rest. Most of these also didn't have dates, put 12/31/28 as placeholder

Strategic Goal: Enhance Trust **50% progress**

Lead: Connor Christian

SMART OBJECTIVE:

Increase the consistency and transparency of internal and external communication through standardized messaging and regular updates. **25% progress**

Lead: Connor Christian

Action Step	Deadline	Status
Build a quarterly communication calendar for internal and external messaging.	12/31/2026	In Progress
Create standardized templates for internal updates, district news releases, and partner briefings.	12/31/2026	In Progress
Launch a quarterly "State of SMFR" internal message drafted collaboratively with leadership based on feedback themes.	12/31/2027	Not Yet Started



Action Step	Deadline	Status
Conduct regular communication audit reviews internally to assess clarity, consistency, and reach.	12/31/2028	Not Yet Started

SMART OBJECTIVE:

Establish a data-informed storytelling program that highlights SMFR's operational impact, prevention efforts, and financial stewardship. **50% progress**

Lead: Connor Christian

Action Step	Deadline	Status
Create a storytelling intake process for divisions to submit ideas, outcomes, and visuals.	8/31/2026	Complete
Produce at least one story per month demonstrating measurable impact or value delivered.	12/31/2026	In Progress
Evaluate engagement metrics (views, shares, partner feedback) and adjust story types every 90 days.	12/31/2026	In Progress
Develop 5–7 recurring content themes (Recruitment, SMFR Stories/Behind the Scenes, First Due/Ride Alongs, About SMFR - History/Culture/Throwbacks, Community Outreach/Engagement, Academy)	12/31/2027	In Progress
Build a PIO data driven dashboard in partnership with Strategic Services/GIS that provides regular metrics for story content (incidents, saves, risk reduction impact, etc.).	12/31/2027	In Progress
Implement a quarterly external community update that highlights service delivery, finances, and improvements.	12/31/2028	Not Yet Started

SMART OBJECTIVE:

Expand two-way listening efforts with SMFR personnel, partners, and the community. **63% progress**



Lead: Nicky Spinar

Action Step	Deadline	Status
Create digital forms for SMFR personnel and community members to provide feedback for communication follow-through	8/31/2026	Complete
Conduct regular opportunities to meet with external agency partners and municipalities to improve relationship building and working relationships.	12/31/2027	In Progress
Build a “You Said, We Did” internal communication strategy to close feedback loops.	12/31/2027	In Progress
Develop a strategy for two-way listening sessions open to SMFR personnel across divisions.	12/31/2028	In Progress

SMART OBJECTIVE:

Partner strategically to support change management **75% progress**

Lead: Nicky Spinar

Action Step	Deadline	Status
Send Communications Team members to Prosci training to learn more about how to be a strategic arm in the change management process.	12/31/2026	Complete
Alignment with leadership on upcoming changes (when, why, how, who, etc.)	12/31/2028	In Progress

Strategic Goal:

Develop Strategies to Make Communication More Targeted and Engaging **63% progress**

Lead: Connor Christian



SMART OBJECTIVE:

Assess and map SMFR's audience segments to redesign targeted communication strategies. **75% progress**

Lead: Matthew Assell

Action Step	Deadline	Status
Develop and implement a Crisis Communications Plan with emergency notification templates, RAVE alerts and holding statements.	12/31/2027	In Progress
Create and launch the AppArmor application for SMFR personnel and community members to increase engagement and communication.	12/31/2027	In Progress
Conduct a communication audit identifying current audiences, languages, and message gaps.	12/31/2028	Operationalized
Research various opportunities for community focused personalization for community members to feel more connected.	12/31/2028	Operationalized

SMART OBJECTIVE:

Modernize communication tools and processes to improve engagement, including analytics, technology, and content delivery methods. **83% progress**

Lead: Matthew Assell

Action Step	Deadline	Status
Evaluate and select an analytics platform that measures reach, engagement and trends.	8/31/2026	Complete
Continue utilizing various communication formats including short-form videos, infographics and podcasts	12/31/2026	Operationalized



Action Step	Deadline	Status
Evaluate potential new communication formats, such as StoryMaps and drone visuals, for furthering outreach and education opportunities.	12/31/2027	In Progress

SMART OBJECTIVE:

Strengthen PIO preparedness and resilience through full 24/7 coverage and redundancy plans. **63% progress**

Lead: Brian Willie

Latest Comment: Sarah Lentz, 9/15/2026: Consider adding action item: Work with emergency management to prepare communication readiness with internal and external communication; see if best within this KFA or Community Health & Safety

Action Step	Deadline	Status
Create standardized PIO response playbooks for major incident types.	8/31/2026	Complete
Conduct regular PIO readiness tabletop drills including scenario-based media responses.	12/31/2027	Operationalized
Establish a rapid-activation communication plan for high-risk events (weather, WUI, major incidents).	12/31/2027	Not Yet Started
Cross-train additional internal staff to support PIO on call depth through on call only position to provide district-wide PIO coverage rotation	12/31/2027	In Progress

SMART OBJECTIVE:

Partner with other SMFR divisions to improve overall communication strategy for the organization. **38% progress**

Leads: Brian Willie, Nicky Spinar



Action Step	Deadline	Status
Collaborate with special teams to create training videos	12/31/2026	Operationalized
Develop communication training with Learning & Development focusing on clear messaging and role-based communication expectations.	12/31/2028	Not Yet Started
Partner with HR to add communication components to onboarding for new hires.	12/31/2028	Not Yet Started
Develop internal guidance for the use of Communication tools (AI assistance, email best practices, organizational communications).	12/31/2028	In Progress

Strategic Goal:

Ensure Our Customer Service Creates and Demonstrates Value **50% progress**

Lead: Connor Christian

SMART OBJECTIVE:

Increase community understanding of SMFR governance, funding sources, and service delivery model. **13% progress**

Leads: Brian Willie, Matthew Assell

Action Step	Deadline	Status
Build online general SMFR Board governance information page	12/31/2026	Not Yet Started
Create simple, visually engaging materials explaining SMFR's governance as a special district.	12/31/2027	In Progress
Host community education sessions dedicated to explaining governance and service delivery.	12/31/2027	Not Yet Started



Action Step	Deadline	Status
Develop a “How SMFR Works” campaign distributed through city newsletters, boards, HOAs, and social media.	12/31/2027	Not Yet Started

SMART OBJECTIVE:

Transparently communicate outcomes associated with Ballot Measure 7A, including deployment of funds and improvements to service. **67% progress**

Leads: Brian Willie, Matthew Assell

Action Step	Deadline	Status
Build a location on the SMFR website to communicate 7A progress through capital projects, staffing, apparatus investments, facilities and operational impacts.	8/31/2026	Operationalized
Create short stories, videos, and graphics showing improvements made possible by 7A funding.	12/31/2027	Operationalized
Partner with Finance and other relevant departments to develop a communication strategy around sustainable revenues and level of service delivery	12/31/2028	Not Yet Started

SMART OBJECTIVE:

Launch proactive, creative public awareness campaigns focused on risk reduction, preparedness, and SMFR value. **100% progress**

Leads: Brian Willie, Matthew Assell

Latest Comment: Sarah Lentz, 9/15/26: moved action item "Partner with cities, school districts, and community organizations to amplify campaign reach" to Partnerships KFA

Action Step	Deadline	Status
Collaborate with Community Risk Reduction, Public Health, and EMS to identify high-risk groups and tailor messaging.	12/31/2027	Operationalized



Action Step	Deadline	Status
Design a rotating calendar of awareness campaigns tied to seasonal risks and community needs (wildfire season, winter preparedness, behavioral health, fall prevention, etc.).	12/31/2028	Operationalized

