SOUTH METRO FIRE RESCUE FIRE PROTECTION DISTRICT

RESOLUTION NO. 2026-04

A RESOLUTION ADOPTING THE SOUTH METRO FIRE RESCUE 2026 COMMUNITY RISK ASSESSMENT/STANDARD OF COVER

WHEREAS, South Metro Fire Rescue Fire Protection District ("District") is a quasi-municipal corporation and political subdivision of the State of Colorado and a duly organized and existing special district pursuant to Title 32, Article 1, Colorado Revised Statutes; and

WHEREAS, Section 32-1-1001(1)(m), C.R.S. authorizes the District to adopt, amend, and enforce bylaws and rules and regulations not in conflict with the constitution and the laws of the state for carrying on the business, objects, and affairs of the District and its Board of Directors; and

WHEREAS, the District has been granted accreditation through the Center for Public Safety Excellence ("CPSE"); and

WHEREAS, maintaining an up-to-date Community Risk Assessment/Standard of Cover ("CRA/SOC") is a critical element of retaining accreditation; and

WHEREAS, the District has conducted an extensive process to update the CRA/SOC through participation in the Arapahoe, Douglas, and Jefferson County Hazard Mitigation Plan development, guidance from internal focus groups composed of Community Risk Reduction, Fire Marshal's Office, Emergency Management, Strategic Services, emergency operations (Fire, EMS, Special Operations), and input from the Board of Directors; and

WHEREAS, the District has determined that the adoption of an updated CRA/SOC is necessary to define community risk and how the District is positioned to respond to those risks.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE SOUTH METRO FIRE RESCUE FIRE PROTECTION DISTRICT AS FOLLOWS:

1. **Adoption of CRA/SOC**. The Board hereby adopts the 2026 Community Risk Assessment/Standard of Cover attached hereto as Exhibit A.

2. **Guidance Policy; No Third party Liability**. The CRA/SOC constitutes a guidance policy regarding future service recommendations, for use by the Board in its sole discretion regarding planning, development and operation of the District's resources,

and does not establish absolute requirements. The CRA/SOC does not create any duty by the District to meet such goals or objectives. The CRA/SOC shall not be deemed to give rise to any claim or cause of action by any officer, employee, volunteer or other personnel or official of the District, or any other person or entity. Nothing herein shall be deemed to create any third-party beneficiary or give rise to any claim or cause of action. Nothing herein shall be deemed to be a waiver of the requirements, protections, procedures and limitations on liability contained in the Colorado Governmental Immunity Act, Article 10, Title 24, C.R.S.

3. **Severability.** If any part, section, subsection, sentence, clause or phrase of this Resolution is for any reason held to be invalid, such invalidity shall not affect the validity of the remaining provisions.

4. **Effective Date.** This Resolution shall take effect and be enforced immediately upon its approval by the District Board.

ADOPTED this 23rd day of March, 2026.

SOUTH METRO FIRE RESCUE FIRE PROTECTION DISTRICT

By _____
Jim Albee, Chair

Attest:

_____
Sue Roche, Secretary

Community Risk Assessment
Standards Of Cover
2026

Executive Summary

Fire Chief John Curtis

For more than a century, South Metro Fire Rescue (SFMR) and its predecessor departments have provided world-class fire protection, emergency medical response, and community risk reduction services across the southern metro area of Denver. Today, South Metro serves a diverse and growing community spanning 287.5 square miles across Arapahoe, Douglas, and Jefferson counties in Colorado. The District includes 30 strategically located fire stations within its service area, providing emergency and prevention services to nearly 580,000 residents and countless others who visit our communities for work and recreation.

South Metro's workforce comprises approximately 780 dedicated personnel, including firefighters, paramedics, emergency medical professionals, and staff at fire stations, administration buildings, and training facilities.

While South Metro's main goal is to support and serve the residents of the fire district, SMFR also prioritizes the care of its personnel. To achieve this, South Metro has established numerous internal training and wellness initiatives focused on physical and mental well-being, professional development, and a supportive organizational culture that values resilience and continuous improvement.

South Metro holds the highest designation, Public Protection Classification (ISO Class 1), reflecting the district's exceptional fire suppression capabilities and community risk reduction strategies. The district is also internationally accredited by the Commission on Fire Accreditation International (CFAI), a mark of excellence recognized throughout the fire service.

This Community Risk Assessment and Standard of Cover (CRA-SOC) adheres to several vital accreditation requirements, including identifying community risks, setting service levels to address them, and performance assessment. It also reflects South Metro's ongoing commitment to align our capabilities with community needs, measure outcomes meaningfully, and identify opportunities for improvement.

The development of this CRA-SOC was a collaborative process that included input from across all departmental divisions, including operations personnel and staff. South Metro determined that the critical factors in the department's delivery of emergency services are as follows:

- Timely and effective emergency response to fire, medical, rescue, and all-hazard incidents.
- Highly trained, resilient, and mission-driven personnel who prioritize public safety with compassion and professionalism.
- Comprehensive community risk reduction and fire protection strategies that preserve life and property throughout the district.

The creation of South Metro Fire Rescue has resulted in cost-saving efficiencies and strengthened resources, enabling the department to meet its expectations and the needs of its community. This document reflects ongoing opportunities to redefine staffing levels, evaluate appropriate and innovative resource deployment, and provide a strengthened response force that South Metro can reliably deliver.

The CRA-SOC reflects that South Metro fire stations provide continuous, professional firefighting and emergency medical care. A high priority is placed on providing advanced life support (ALS) care for every response South

Metro is called to, with highly trained Firefighter/Paramedics. SMFR also provides all-hazard response capabilities to its communities and the surrounding region. The department maintains specialty teams, including wildland firefighting, aircraft firefighting and rescue, dive rescue, hazardous materials, and technical rescue. The strategic placement, staffing, and training of SMFR's special teams enhance the department's ability to respond to specific emergencies.

This SOC addresses not only emergency response performance but also the services we provide to our community that extend beyond the 911 call. We continually strive to make our residents and their communities safer by dedicating resources to preventing and mitigating the effects of fires, medical emergencies, and natural and man-made disasters. South Metro has many programs dedicated to ensuring the district's safety, including evaluating the construction and operation of businesses, adopting current fire codes and new technologies that save lives and property, providing children and at-risk populations with education and tools to prevent fires and injuries, and helping our citizens prepare for disasters.

This CRA-SOC is one element of South Metro Fire Rescue's plan to reduce risks in our communities and protect the lives and property of our citizens and visitors. South Metro is committed to collaborating with stakeholders and continually evaluating the department's performance to provide our communities with the most effective and financially responsible services.

Mission

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

Vision

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

Core Values Statement

Excellence through professionalism, accountability, compassion, and engagement.

Introduction

The following report serves as the South Metro Fire Rescue Standards Of Cover and Community Risk Assessment (CRA-SOC) document submitted to the Commission on Fire Accreditation International (CFAI). The purpose of completing this document is to assist the agency in ensuring a safe and effective response force for fire suppression, emergency medical services, and specialty response operations. Creating an integrated Standards of Cover requires that several areas be researched, studied, and evaluated. The following report begins with an overview of the Agency and the community. Following this overview, subjects including the community risk assessment, critical task analysis, service level objectives, and distribution and concentration measures will be discussed using charts and graphs.

South Metro Fire Rescue is an "All Hazards" fire department providing fire suppression, emergency medical response (including SWAT medics), technical rescue, hazardous materials response, aircraft rescue firefighting, dive rescue, wildland fire services, fire investigations, fire inspections, public education, community relations, and community risk reduction.

Acknowledgments

Board of Directors

Sue Roche
Secretary (District 1)

Rich Sokol
Director (District 2)

Jim Albee
Chair (District 3)

Phil McCart
Director (District 4)

Renee Andersen
Vice Chair (District 5)

Kevin Leung
Director (District 6)

Bill Shriver
Treasurer (District 7)

Executive/Administrative Leadership

John Curtis
Fire Chief

Mike Dell'Orfano
Government Affairs

Kristin Eckmann
DC Community Services

Stephanie Corbo
CFO Business Services

Matt Weller
DC Internal Services

Alex Sund
IT Director

TBD
Construction Management

Camie Chapman
CHRO Human Resources

Jake Mayhew
Deputy Chief of Operations

Andy Powell
DC HPO

Jens Pietrzyk
DC EMS

Scott Richardson
DC Line Support

Nick Grosch
Ops Admin BC

Mike Burke
Division Chief of Operations

District Chiefs

Aaron Goedeker
(A-Shift)

Mike Gilbert
(B-Shift)

Dave Mueller
(C-Shift)

Battalion Chiefs

A-Shift

Lindsey Miller (Batt 1)

Jason Schierkolk (Batt 2)

Brian Bowker (Batt 3)

Brad Lingle (Batt 4)

Jeff Patton (Batt 5)

B-Shift

Ted Christopoulos (Batt 1)

Dave Petau (Batt 2)

Maury Segura (Batt 3)

Mike O'Connor (Batt 4)

Shane Druckenmiller (Batt 5)

C-Shift

Bryan DeWolfe (Batt 1)

Dustin Searle (Batt 2)

Jason Richardson (Batt 3)

Brett Pickford (Batt 4)

Jeff Lanigan (Batt 5)

Special Operations

Chris Wells
Hazmat Coordinator

Pierce Jacoway
ARFF Coordinator

JP Piche
EMS/SWAT Coordinator

Charlie Grandberg
Dive Coordinator

Matt Fisher
Tech Rescue Coordinator

Mike Burke
Wildland Coordinator

Direct Contributors

Kim McAndrews
Strategic Services Manager

Tyler Everitt
Fire Marshal

Chelsea Molitor
CRR Manager

Scot Swindall
Accreditation Manager

Mike Nath | Grant Copple
IT Analytics

Jen Lillis | Ben Aldridge
GIS Specialists

Table of Contents

Revision Table

Action	Date
Formal adoption by the SMFR Board of Directors	03-23-2026

Community Risk Assessment

"The identification or potential and likely risks within a particular community, and the process of prioritizing those risks."

Section 1: Agency/Organizational Overview

1A: History of South Metro Fire Rescue

South Metro Fire Rescue is the result of strong leadership, careful management, and the merging of many fire departments over several decades. Its legal and operational roots trace back to the Parker Fire Protection District (established in 1967), which was renamed South Metro Fire Rescue after merging with the Castlewood Fire Protection District (established in 1951) in 2008, forming the South Metro Fire Rescue Authority. On January 1, 2016, this fire authority was dissolved and reestablished as a single fire protection district under South Metro Fire Rescue.

In November 2017, South Metro Fire Rescue and the Cunningham Fire Protection District, established in 1950, formed a Fire Authority under the Constitution of Colorado and Part 2, Article 1, Title 29, C.R.S. These two departments shared borders to the northeast and similar governance structures, and created an interim Fire Authority. On January 1, 2018, the South Metro Fire Rescue Fire Protection District and Cunningham Fire Protection District officially merged to form the South Metro/Cunningham Fire Rescue Authority. This Fire Authority Agreement remained in effect until the Cunningham Fire Protection District's Board of Directors aligned its mill levy with South Metro's rate of 9.25. At that point, CFPD fully integrated into South Metro, ceasing to exist as a separate legal entity.

On January 1, 2019, South Metro Fire Rescue officially merged with Littleton Fire Rescue, which was established in 1948. Although there was a history of collaborative agreements, Littleton Fire Rescue was unique because of its three-agency structure: the City of Littleton, the Littleton Fire Protection District, and the Highlands Ranch Metropolitan District. This arrangement required extensive discussions, analyses, and special elections to achieve unification. In May 2018, voters in the Littleton Fire Protection District and the Highlands Ranch Metropolitan District approved incorporation into South Metro. In November 2018, residents of the City of Littleton also supported this change. By January 2019, all agencies had merged under South Metro Fire Rescue, making it the second-largest fire department in Colorado.

By 2020, the governing bodies of the South Metro/Cunningham Fire Rescue Authority determined that the conditions outlined in 2017 had been met, leading to the Authority's dissolution and the formation of a single district, the South Metro Fire Rescue Fire Protection District.

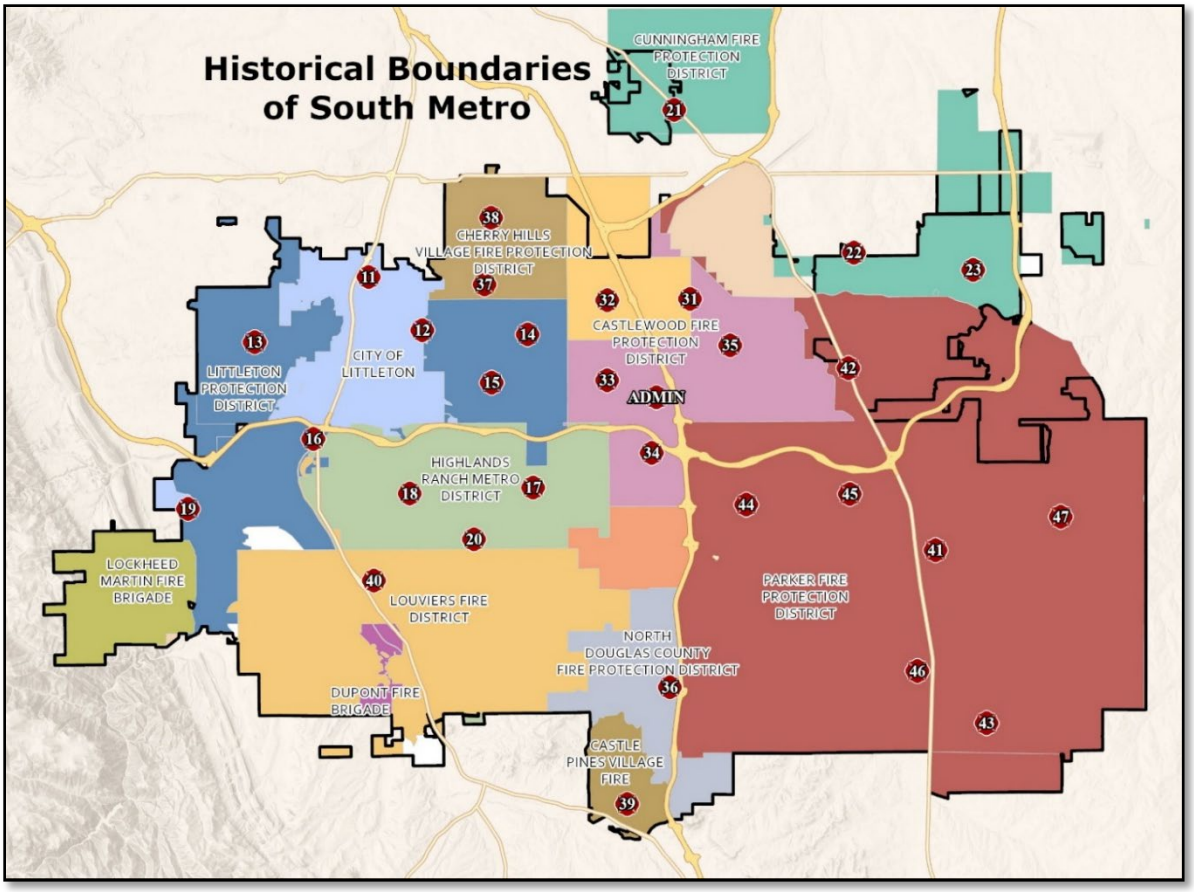
The merger with Littleton Fire Rescue expanded South Metro Fire Rescue's service area to 287.5 square miles and 30 fire stations. Each station is staffed by professional firefighters and paramedics, ready to respond to a variety of emergencies and hazards. Serving nearly 580,000 residents, South Metro Fire Rescue operates across 12 municipalities: Bow Mar, Castle Pines, Centennial, Cherry Hills Village, Columbine Valley, Foxfield, Greenwood Village, Lakewood, Littleton, Lone Tree, Parker, and parts of Aurora. The district also covers Centennial Airport, Lockheed Martin, the Denver Tech Center, Cherry Creek, Chatfield State Park, and various unincorporated areas of Arapahoe, Douglas, and Jefferson counties. The organization remains dynamic and committed to providing excellent fire and emergency services to the community.

Between 2021 and 2025, South Metro Fire Rescue experienced steady growth, improved operations, and increased community involvement. The ongoing effects of the COVID-19 pandemic shaped the early years of this period. SMFR adapted its operations to maintain high service standards despite operational and public health restrictions. Improved personal protective equipment protocols were adopted, enhanced field decontamination procedures were implemented, and ongoing community service was maintained.

Major capital investments were also made during this period, including the acquisition of new equipment, the construction of new fire stations, and the renovation and upgrading of existing fire stations and technological systems. Community risk reduction efforts grew, with SMFR conducting more detailed risk assessments and deploying targeted outreach and education programs to address both fire and non-fire hazards. The district's specialized operations—such as Hazardous Materials, Technical Rescue, Dive Rescue, and Wildland Fire—were improved through updated staffing strategies, advanced training, and revised deployment standards to address emerging hazards and modern incidents.

Operational performance was continually monitored, with response time benchmarks and Effective Response Force (ERF) standards updated to reflect realistic performance goals and evolving community expectations. Regional partnerships were further enhanced, increasing the reliability of automatic aid and large-scale incident coordination with neighboring agencies.

SMFR has upheld its role as a regional leader in fire and emergency services, consistently balancing operational readiness with fiscal responsibility while gaining a reputation for innovation, professionalism, and public trust.



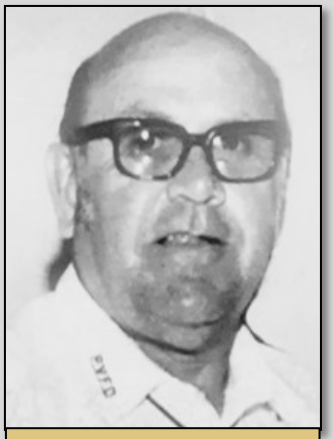
1B: Agency Milestones

Year	Event	Details
1890	Littleton Fire Department Formed	The town incorporated and organized its first volunteer fire department as the John G. Lilley Hook and Ladder Company.
1951	Castlewood Fire Protection District Formed	Originally a volunteer district, it played a crucial role in early fire protection for unincorporated areas of Arapahoe County.
1958	Parker Volunteer Fire Department Formed	Initiated as a volunteer-based organization to serve the Parker area.
1967	Parker Fire Protection District Legally Established	Formal legal incorporation, transitioning from volunteer roots to a structured district.
1968	Louviers Fire Protection District Formed	Created to address fire safety needs in Douglas County, it was later integrated into larger entities.
1969	**Line of Duty Death: John Cernich Sr. (Littleton Fire)**	Cardiac event during physical activity.
1979	Castlewood Volunteer Department Transition	Shifted to a professional model, marking the end of volunteer-only operations.
1981	**Line of Duty Death: John Wood (Parker Fire)**	Cardiac event during a vegetation fire.
1983	**Line of Duty Death: George Burton (Parker Fire)**	Cardiac event on duty.
1987	Castlewood Hires First Female Firefighters	A progressive step toward diversity, reflecting broader societal changes in the fire service.
1989	Cherry Hills Joins Castlewood	The merger enhanced service coverage and resource sharing in Arapahoe County.
1989	**Line of Duty Death: John Hager (Castlewood Fire)**	Roof collapse during a structure fire.
1993	Joint Services Facility Constructed and Occupied (17801 E. Plaza Drive)	Served as a collaborative hub for operations and administration.
1999	Castlewood Renamed to South Metro Fire Rescue	Rebranding to better represent the expanded service area.

Year	Event	Details
2000	Louviers Fire Protection District Joins South Metro	Consolidation improved efficiency and coverage in Douglas County.
2002	South Metro Purchases and Occupies Mineral HQ Building (9195 E. Mineral Avenue)	Established as the primary administrative headquarters, supporting growth in operations.
2008	South Metro Fire Rescue and Parker Fire Districts Consolidate	Major merger forming a larger entity serving over 200 square miles, enhancing response capabilities.
2009	**Line of Duty Death: Jeffrey Christ (Littleton Fire)**	Occupational Cancer
2014	Bob Baker Appointed Fire Chief	Began leadership tenure, overseeing significant expansions and modernizations
2015	**Line of Duty Death: Eric Sondeen (Littleton Fire)**	Occupational Cancer
2017	**Line of Duty Death: Mike Freeman (South Metro Fire)**	Occupational Cancer
2018	South Metro Achieves ISO-1 Rating	Highest possible rating for fire protection, indicating superior preparedness and resources; first in Colorado for a district of its size.
2018	South Metro Fire Rescue and Cunningham Fire Protection District Merge	Created the South Metro/Cunningham Fire Rescue Authority, expanding to cover additional areas in Arapahoe County.
2019	**Line of Duty Death: Troy Jackson (South Metro Fire)**	Occupational Cancer
2019	South Metro Fire Rescue and Littleton Fire Rescue Unify	Formed a unified authority, integrating Littleton's historic department (dating back to 1890) and expanding South Metro's service to Jefferson County areas.
2019	ISO-1 Rating Achieved Under Unification	Maintained top rating post-merger
2020	Authority Governance Model Ends (May 1)	Transitioned to a single fire protection district entity, streamlining governance as the South Metro Fire Rescue Fire Protection District.

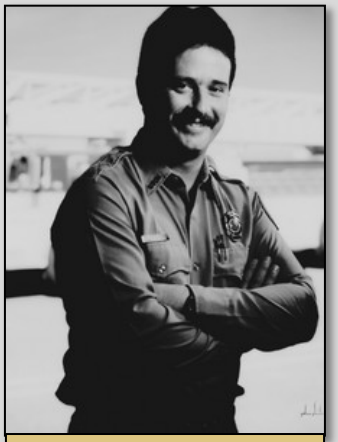
Year	Event	Details
2020	First Election of the Board of Directors for the New Fire District (May 5)	Established democratic oversight for the consolidated district.
2020	COVID-19 Pandemic Response	SMFR adapted operations, including enhanced EMS protocols and community support, amid global health challenges.
2021	**Line of Duty Death: Anthony Palato (South Metro Fire)**	Occupational Cancer
2021	Marshall Fire	SMFR mutual aid- Red Flag/High Wind Warning Day, two killed, numerous injured, 1,084 structures destroyed, 6,026 acres burned
2021	South Metro Fire Station 20 Opens (March)	1801 East Wildcat Reserve Parkway, Highlands Ranch, CO 80126, improved response times in western service areas.
2022	Implementation of Wage and Benefit Enhancements	Part of a multi-year agreement with Local 2086, including 2% base wage increase to support retention and recruitment.
2023	Board of Directors Election (May 2)	Re-election of incumbents Sue Roche (District 1), Jim Albee (District 3), and Renee Anderson (District 5) in uncontested races; no new members elected, but earlier appointment of Bruce Stahlman to District 4 filled a vacancy.
2024	9/11 Memorial Dedication (September 11)	Unveiling of a donated memorial at headquarters, honoring victims and first responders.
2024	Fire Chief Bob Baker Announces Retirement	Planned retirement after 40+ years in fire service, effective in 2025, setting the stage for leadership transition.
2025	Fire Chief Bob Baker Retires	Culmination of a distinguished career, with last shift on June 2; recognized for guiding mergers and again achieving ISO-1PPC rating.
2025	John Curtis Appointed Fire Chief	Assumed role on April 24, bringing experience from prior positions within SMFR, including Deputy Chief of Emergency Services, represents a new era of leadership.
2025	Funding Challenges and Budget Adjustments	SMFR faced a funding crisis amid rising call volume and declining property tax revenue. This influenced the 2025 budget priorities for sustainability. Voters approved Ballot Issue 7A to fund the budget shortfall. The issue increased the current mill from 9.25 to 12.25 mills.

Captain
John Cernich Sr.

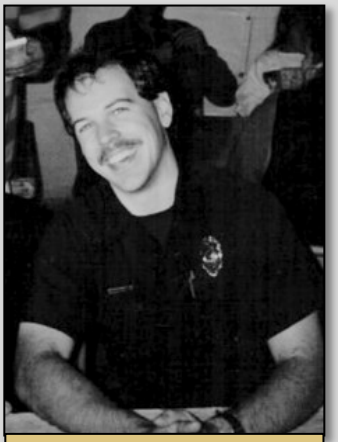


Engineer
John Wood Sr.

Firefighter
George Burton



Captain
John Hager



Engineer
John Elling

Battalion Chief
Jeffrey Christ

Lieutenant
Eric Sondeen

Engineer
Mike Freeman

Assistant Chief
Troy Jackson

Firefighter Paramedic
Tony Palato

1C: Legal Establishment/Governance Model

South Metro Fire Rescue is legally established and recognized under Colorado Revised Statutes (CRS) §§ 32-1-103, 32-1-205, and 32-1-206, which govern the creation, election, and service plans of Fire Protection Districts (boards, governance, and administration). In fulfilling its purposes, it observes and complies with the statutes and laws applicable to a fire protection district, including but not limited to Parts 1, 5, and 6 of Article 1, Title 29, C.R.S., concerning budget preparation, accounting, and auditing; Part 4 of Article 6 and Part 2 of Article 72, and Article 10 Title 24, C.R.S., concerning open meetings, open records, and governmental immunity; and Article X, Section 20 of the Colorado Constitution.

The Board of Directors (BOD) is the authority having jurisdiction (AHJ) in all matters. Seven members represent the district's citizens, businesses, and visitors. Each director is a resident or property owner within one of the seven director districts and is elected by eligible voters in the community. The BOD holds all legal, financial, and governance responsibilities and appoints the Fire Chief, who manages all administrative matters. The Fire Chief, in turn, designates the Deputy Chief, Assistant Chiefs, and Directors, who are responsible for management and policy development. This structure ensures a clear separation of powers between the board and the organization's executive and administrative leadership.

1D: Financial Resources

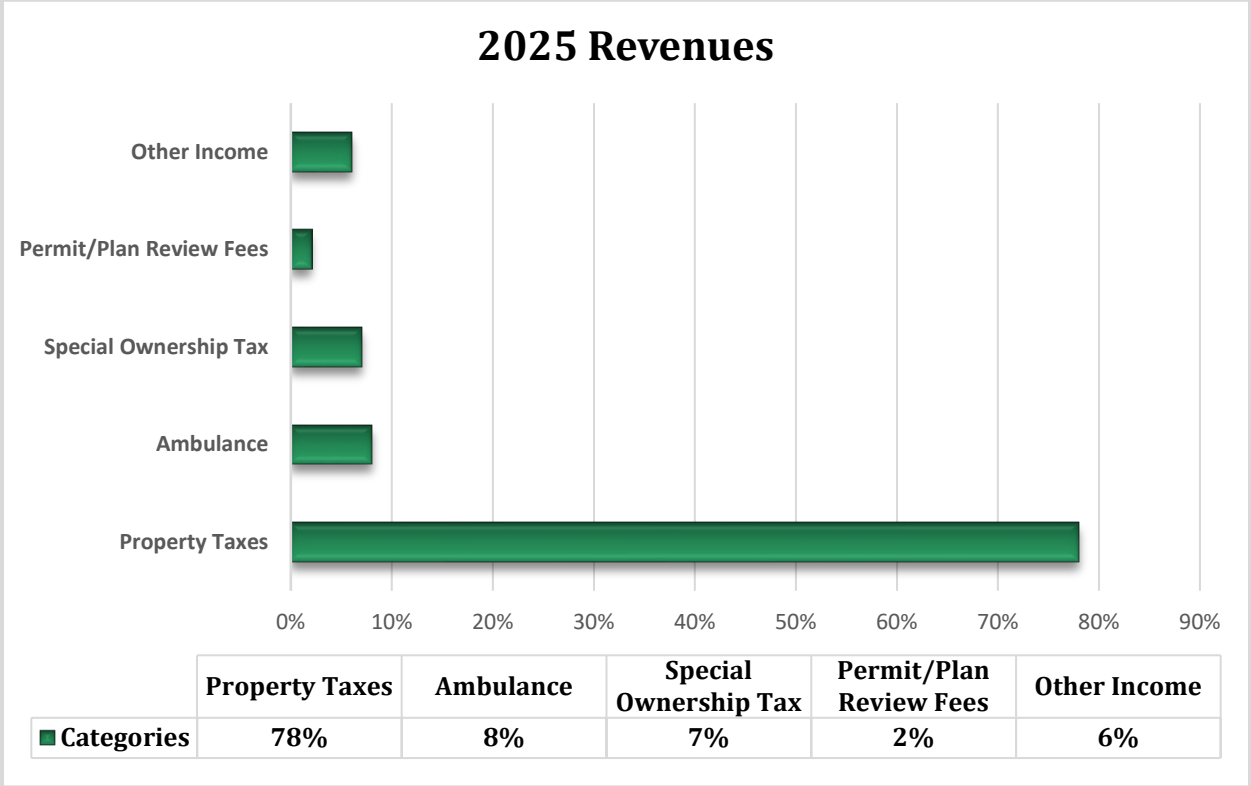
South Metro Fire Rescue maintains a budgetary control system to ensure compliance with the adopted budget, as outlined in the State of Colorado Budget Law, specifically Parts 1, 5, and 6 of Article 1, Title 29, C.R.S., regarding budget preparation, accounting, and auditing. The agency prepares regular reports comparing actual revenues and expenditures to budgeted amounts. The Board, the Fire Chief, Assistant Chiefs, Bureau/Division managers, and program coordinators receive financial reports as needed. As a special District, South Metro obtains general fund revenue primarily from a property tax mill levy collected by the counties in which the District is located.

The Board of Directors of the Authority passes resolutions to set the mill levies for the District and to adopt the budget, appropriating funds accordingly. This must be done so the mill levies can be certified to the county commissioners before December 15th, per Colorado Law. The Authority's Board of Directors must adopt a budget and appropriate funds before December 31st for the following budget year. The budget documents are sent to the Colorado Division of Local Government by January 31st of the budget year. This document includes a budget message and three years of revenue and expenditure information: one year of actual data, one year of estimated data, and the current fiscal year's budget, as required by Colorado law.

The annual budget document encompasses various fund types, including governmental, enterprise, special revenue, fiduciary trust, and agency funds. SMFR receives the majority of its revenue ($155.2 million out of $198.0 million) from property taxes. The next largest revenue generator is ambulance transports, which generate approximately $18.8 million. A minimum of 23 percent of the following year's General Fund budgeted expenditures is maintained as a reserve in the General Fund. This ensures continuity of service when property tax receipts are received in the second quarter of the year. If the fund balance falls below this level, expenditures will be reduced to restore it to compliance with the established level. SMFR has the powers and authorities authorized to a fire

protection District operating pursuant to Article 1, Title 32, C.R.S., including but not limited to all powers and authorities authorized by §§ 32-1-1001 and 32-1-1002, C.R.S. Only a vote of the people can increase the mill levy of the District. These are in accordance with the TABOR amendment to the Colorado Constitution, which limits annual revenue growth. The District has received voter approval to be exempt from the revenue increase limitation.

Revenues for 2025 Total $198.0 Million
22.2% Increase over the 2024 Budget



	Property Taxes	Ambulance	Special Ownership Tax	Permit/Plan Review Fees	Other Income
Categories	78%	8%	7%	2%	6%

Components of Other Revenue Categories

Ambulance Transports | $18.8 M

- Based on 24,177 Transports
- Net Revenue per Transport $778 (41.4% of Gross)
- $410K in Collections

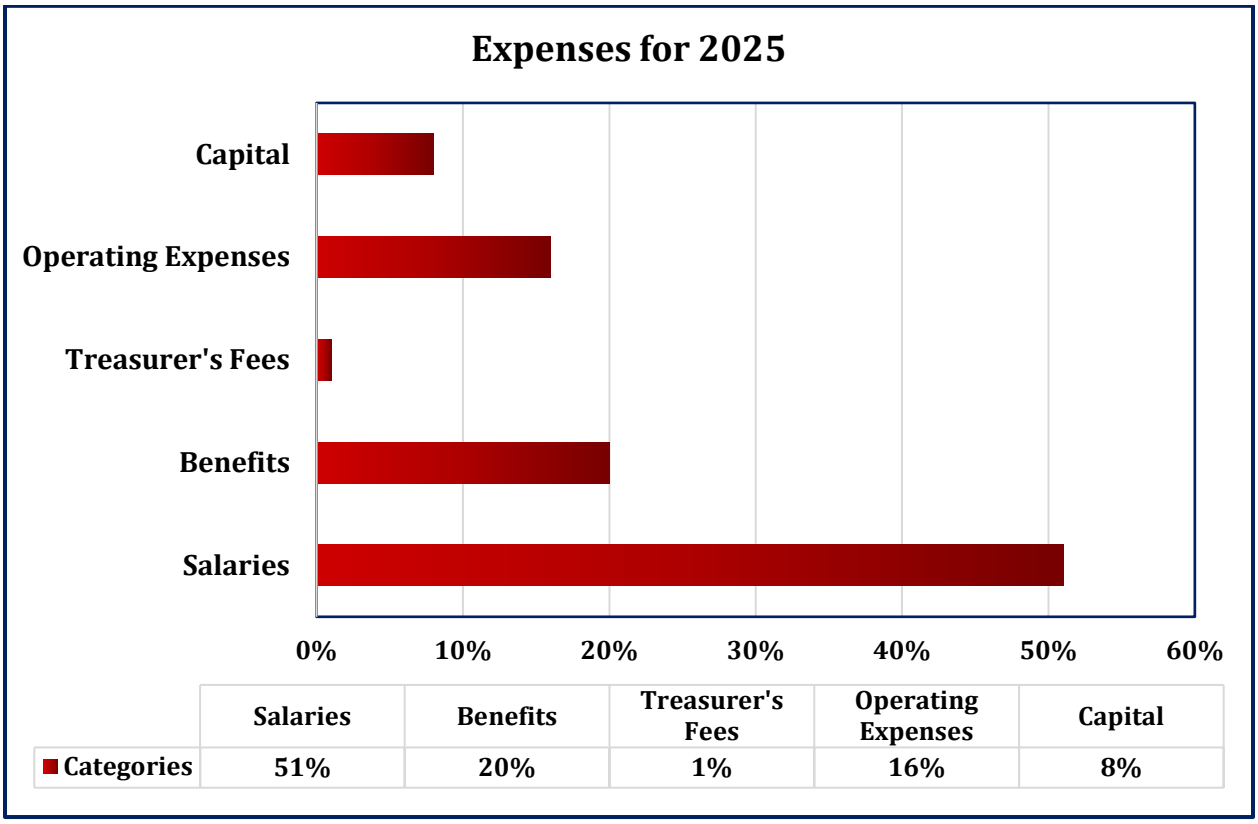
Specific Ownership Tax | $10.1 M

- Based on historical collections associated with the annual tax imposed on motor vehicles
- Based on anticipated annual volume and cost recovery fee schedule

Other Income | $11.7 M

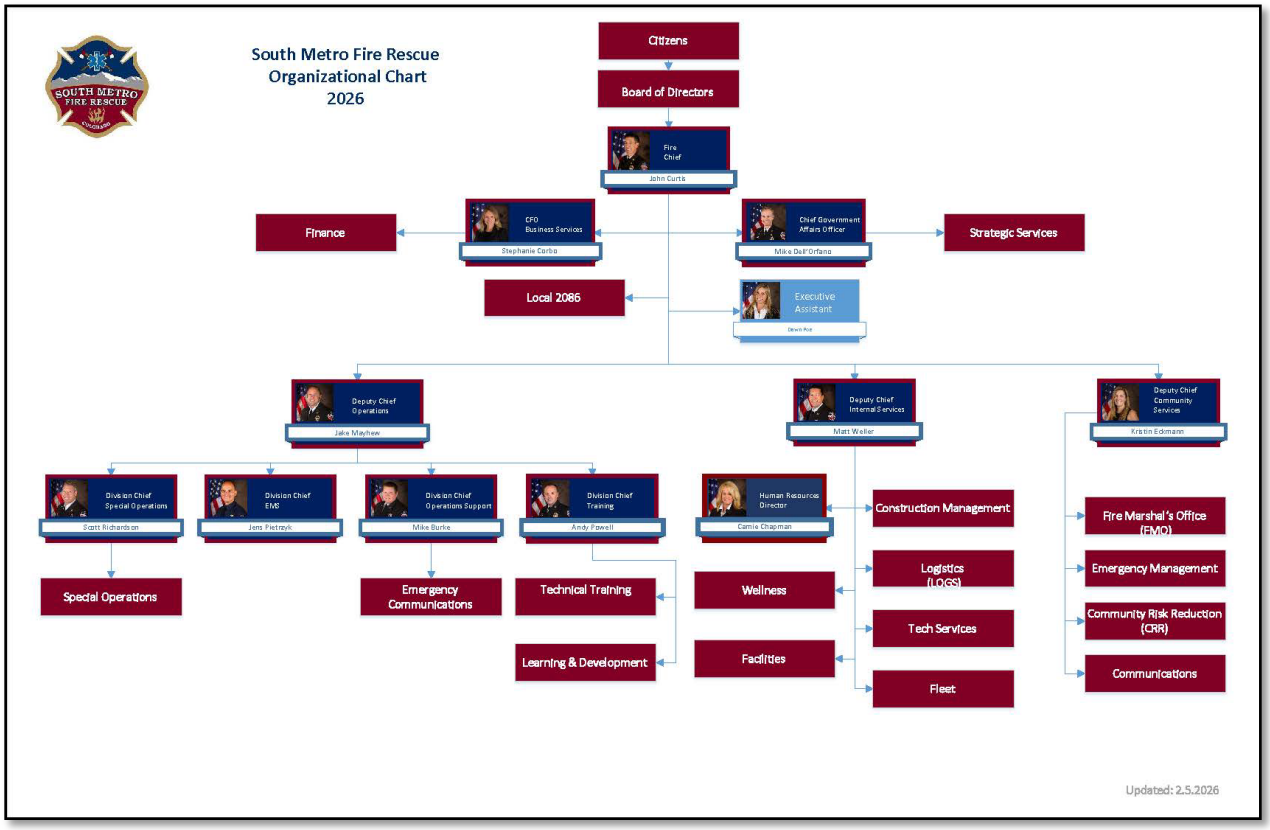
- $7.2M Medicaid Reimbursement
- $1.9M Reimbursements: USAR, Wildland, grants
- $1.9M Interest Income
- $0.2M Rental Income
- $0.1M Dispatch Fees
- $0.1M Other Miscellaneous Income

Expenses for 2025 Total $225.4 Million
7.4% Decrease over the 2024 Budget



Fund	2024 Expenditure Budget	2025 Expenditure Budget	YoY % Δ
General Fund	$203,154,104	$201,164,392	(1.0%)
Capital Projects Fund	$21,531,932	$7,605,759	(64.7%)
Cherry Hills Pension Fund	$222,250	$245,000	10.2%
Building Rental Fund	$730,000	$752,500	3.1%
Self-Insured Medical Fund	$17,873,746	$15,681,971	(12.3%)
Total	**$243,512,032**	**$225,449,622**	**(7.4%)**

1E: Organization and Structure



FIRE CHIEF

John Curtis

Leads the organization and ensures it meets the service levels established by citizens and the Board of Directors.

GOVERNMENT AFFAIRS

Chief Mike Dell'Orfano

Strategic Services:

- Accreditation
- Project management
- Research and analysis
- Risk Management
- Short and long-term planning
- Strategic planning and initiatives

BUSINESS SERVICES

CFO Stephanie Corbo

- Acquisition and allocation of resources
- Budget preparation and development
- Employee payroll
- Expenditures and reserve requirements
- Funding operational priorities

LOCAL 2086

President Mark Dzengelewski

OPERATIONS

Deputy Chief Jake Mayhew

- Advisor to the Fire Chief
- Fire suppression
- Fleet Services
- Line support
- Special Operations

Emergency Medical Services

Division Chief Jens Pietrzyk

- Response Quality Management
- Patient Billing
- EMS Training
- Emergency Patient Care
- Public Health Program)

Line Support

Division Chief Scott Richardson

Emergency Communications Center

- CAD management and maintenance
- Emergency and non-emergency calltaking
- Incident Dispatch Team (IDT)
- System Status Management
- UAV Incident Team

Special Operations

- ARFF
- Dive Rescue
- Hazmat
- Tech Rescue
- Wildland
- USAR

Fleet Services

- Apparatus and vehicle repairs
- Vehicle Specifications and Purchasing
- Incident Response Vehicle Support (Fuel, Minor Repairs at Incidents)

INTERNAL SERVICES

Deputy Chief Matt Weller

Construction Management

TBD

Logistics

- EMS supplies
- Personal Protective Equipment
- Station supplies
- Uniforms and accessories

Information Technology (IT) and Geographic Information Systems (GIS)

- Communication Technology
- Database administration
- GIS-related services
- Hardware Support
- Software Support

Facilities

- Facilities cleaning
- Facilities maintenance and repair
- Ground maintenance

Human Resources

Director Camie Chapman

- Benefits management
- Job descriptions
- New hire processes
- Personnel policies
- Recruiting

Human Performance and Optimization

Division Chief Andy Powell

Wellness

- Chaplaincy
- Fitness evaluations
- Medical evaluations
- Peer Support
- Rehabilitation

Professional Development

- Certifications: Standards (New and Renewals)
- eLearning Module Creation
- Leadership Training
- Learning Management Systems (LMS)
- Promotional assessments
- Remote Learning Management
- Secondary Education Advisors

Technical Training

- Firefighting
- Engine/ Truck Company Operations
- Highrise/ Rapid Intervention Team (RIT) Operations
- Ladder Placement/Hose Deployment
- Search Operations
- Command/ Engineer Academy
- Company Officer Leadership
- Blue Card/Communication
- Tactics/Strategy
- Equipment
- Driver/Pump/Aerial Operator
- Drafting Operations
- Promotional Assessment Development
- Cycle Trainings
- Task Book Development/Implementation
- Support Line/BC Training
- Recruit Academy Development/ Implementation

COMMUNITY SERVICES

Deputy Chief Kristin Eckmann

Fire Marshal's Office

- Building inspections
- Building plan review
- Code compliance
- Construction compliance

- Fire investigations
- Hazardous materials storage and use compliance
- Permits
- Planned development reviews
- Preplans
- Youth Firesetter Intervention

Emergency Management

- Development and implementation of an Incident Support Team (IST)
- Enhance communication before, during, and after large-scale incidents
- Improve regional operations for large-scale incident management
- Mass casualty incident pre-plans

Community Risk Reduction

- Collaboration and engagement with community stakeholders
- Community risk assessments
- Identify at-risk populations within the community
- Public education and outreach
- Risk mitigation and strategies

Communications

- Emergency and crisis communication management
- Internal communication and information dissemination
- Media relations and liaison
- Public information and education
- Social media platform management

1F: Human and Fixed Resources

Personnel/Staffing

- Total Employees: 784
- Civilian Staff: 181 (23%)
- Line Personnel: 603 (77%)
  - Men: 564 (94%)
  - Women: 39 (6%)

Educational breakdown: AAS, BA/BS, MS/MA, PhD

- AAS: 153 (20%)
- BA/BS: 355 (45%)
- MS/MA: 75 (10%)
- Ph.D.: 3 (.3%)

Coverage Area

- 287.5 square miles
- 12 municipalities / three counties
- 578,000 residents

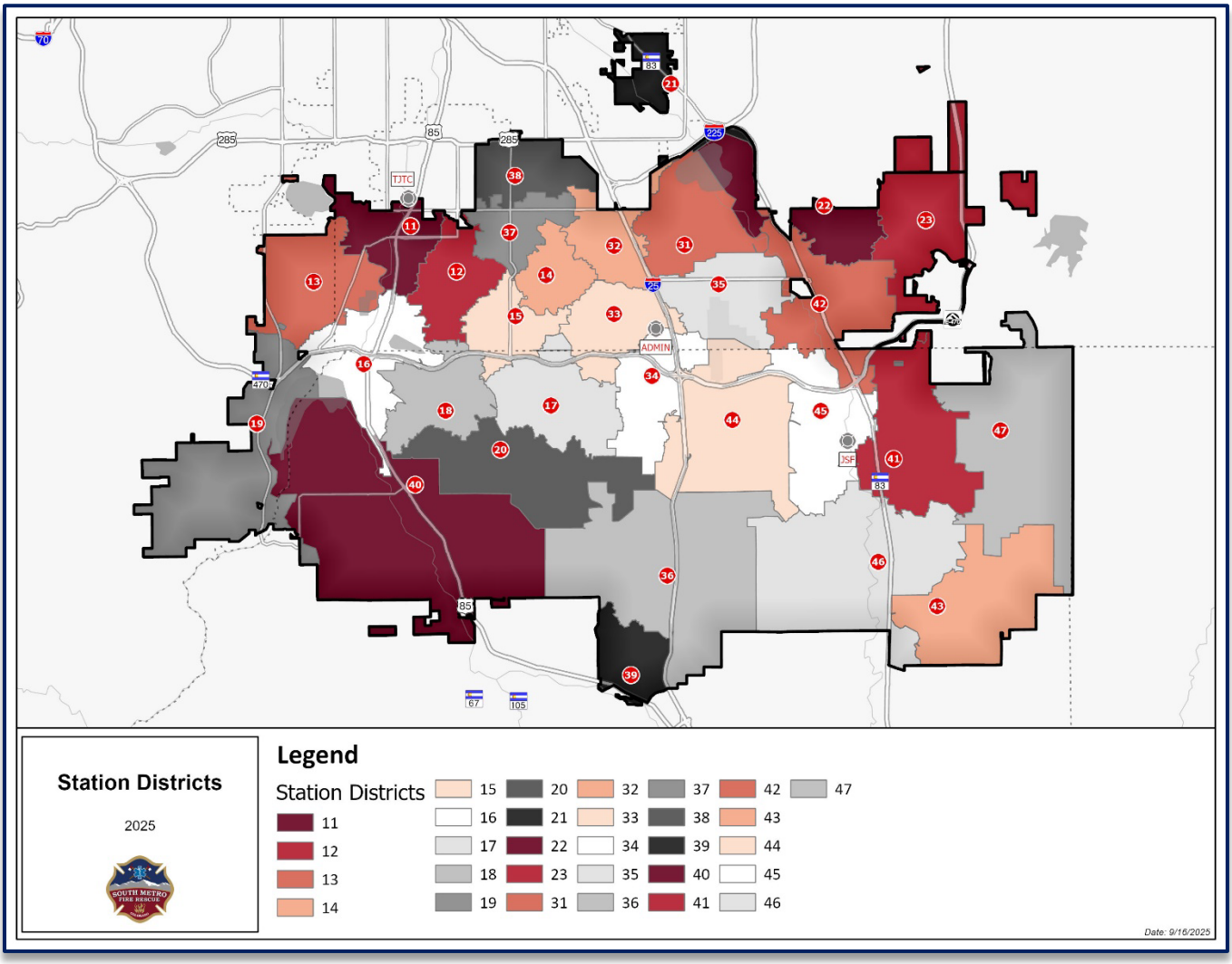
Offices and Facilities

- Mineral Administrative Building- 9195 East Mineral Avenue, Centennial, CO 80112
- Joint Services Facility (JSF)- 17801 East Plaza Drive, Parker, CO 80134
- Troy Jackson Training Center (TJTC)- 2301 W Chenango Ave, Littleton, CO 80120

Fire Stations

- 30 stations operate under five battalion chiefs; each one oversees six stations.
- Crews work 24 hours per day, seven days per week, across three shifts (A, B, C) on a rotational basis (48 hours on; 96 hours off)

SMFR Station Districts



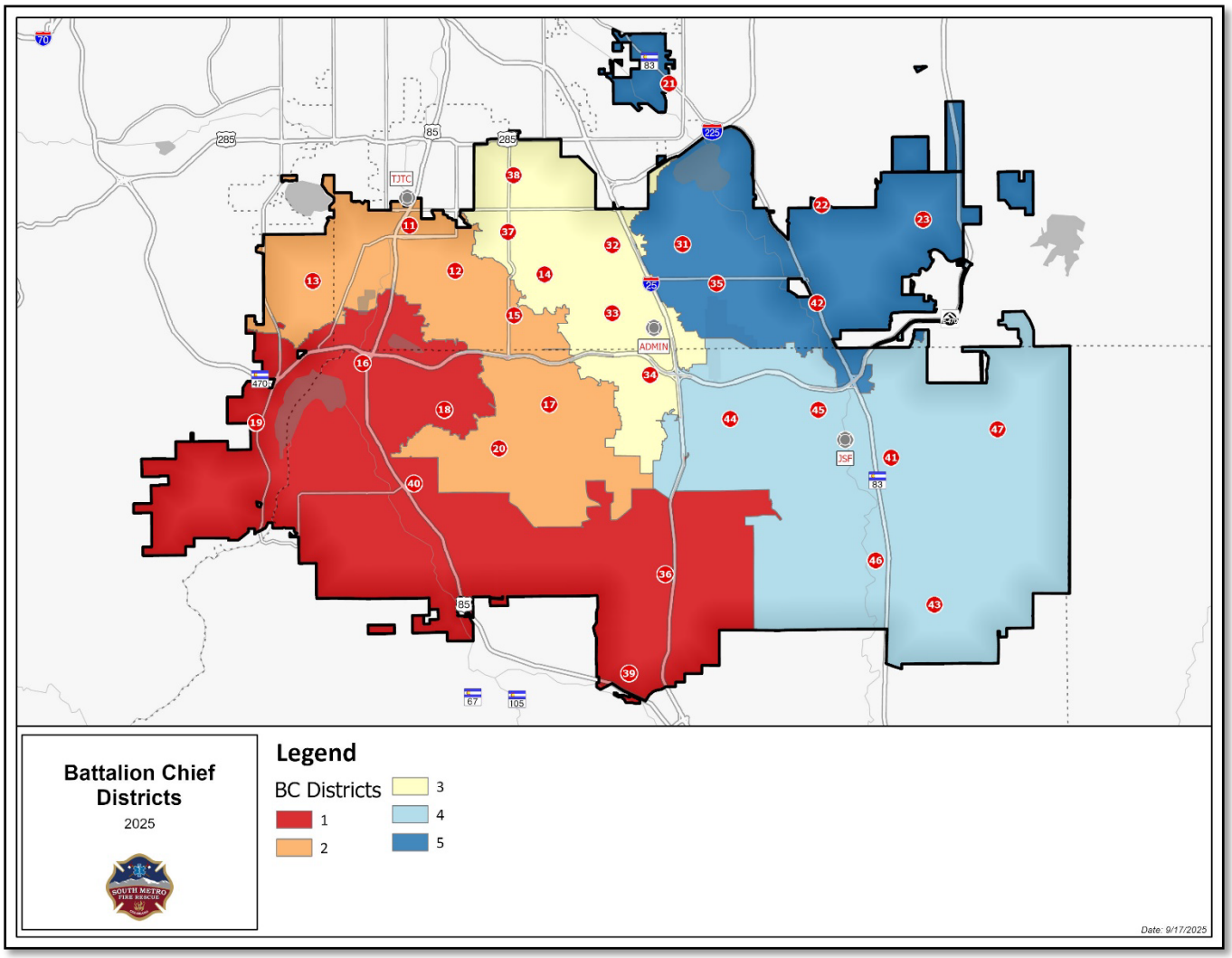
Staffing

The Staffing Unit manages daily personnel assignments for 164 rostered positions. The Department maintains its operational standards by staffing all engine and tower companies with at least four personnel and all medic units with at least two personnel. The team collaborates closely with Operations to analyze historical staffing data to predict future resource needs and ensure adequate coverage during periods of increased service demand. Additionally, complex staffing models account for both planned and unplanned absences, including vacation, sick leave, training commitments, and other leave types.

To support daily operational readiness, the Staffing Team identifies all cross-trained personnel—such as qualified actors and special ops team members—on the daily roster. It strategically assigns them to roles that best meet

organizational needs. This approach ensures flexibility, maximizes available personnel, and maintains compliance with established staffing standards.

Battalion Districts



Battalion 1

- Station 16- 8119 Blakeland Drive, Littleton, CO 80125
  E16, M16, BR16, BC1
- Station 18- 401 Timbervale Trail, Highlands Ranch, CO 80129
  TW18, M18, SAFE18
- Station 19 (**Special Ops- Dive Rescue**) - 8490 W. Trailmark Parkway, Littleton, CO 80127
  E19, DIVE19
- Station 36- 421 E Castle Pines Parkway, Castle Rock, CO 80108
  E36, M36, BR36
- Station 39- 475 W Happy Canyon Road, Castle Rock, CO 80108
  E39, BRE39, TN39, WL39

- Station 40- 10297 N Chatfield Drive, Littleton, CO 80125
  E40, BRE40, TN40

Battalion 2

- Station 11- 2255 W. Berry Street in Littleton, CO 80120
  E11, M11
- Station 12- 6529 S Broadway, Littleton, CO 80121
  L12, M12, RH12, BC2
- Station 13- 6290 W Coal Mine Road, Littleton, CO 80123
  E13, M13
- Station 15- 2702 E Dry Creek Road, Centennial, CO 80122
  E15, M15
- Station 17 (**Special Ops- Hazmat**) - 9554 S University Blvd., Highlands Ranch, CO 80126
  E17, M17, BR17, H17
- Station 20- 1801 East Wildcat Reserve Parkway, Highlands Ranch, CO 80126
  E20, BRE20, TN20, WL20, CART1

Battalion 3

- Station 14- 6600 S Colorado Blvd., Centennial, CO 80121
  E14, BR14
- Station 32- 5945 S Quebec Street, Centennial, CO 80111
  TW32, M32, BC3
- Station 33- 7281 E Dry Creek Road, Centennial, CO 80112
  E33, M33, BR33
- Station 34 (**Special Ops- Tech Rescue**) - 8871 Maximus Drive, Lone Tree, CO 80124
  TW34, M34, R34, TN34, MED1, DC1
- Station 37- 5701 S University Blvd., Greenwood Village, CO 80121
  Not Occupied
- Station 38 (**Special Ops- Hazmat**) - 2460 E Quincy Ave., Cherry Hills Village, CO 80113
  E38, H38

Battalion 4

- Station 41 (**Special Ops- Wildland**) - 10795 N Pine Drive, Parker, CO 80138
  E41, M41, BRE41, TN41, BC4, WL41
- Station 43- 8165 N Pinery Parkway, Parker, CO 80134
  E43, BR43
- Station 44 (**Special Ops- ARFF**) - 12625 Lincoln Avenue, Parker, CO 80134
  E44, M44, RED2

- Station 45 (**Special Ops- Tech Rescue**) - 16801 Northgate Drive, Parker, CO 80134
  TW45, COLL45
- Station 46- 10310 Stroh Road, Parker, CO 80134
  E46, M46, BR46, TN46, FOAM46
- Station 47- 11685 Tomahawk Road, Parker, CO 80138
  E47, BR47

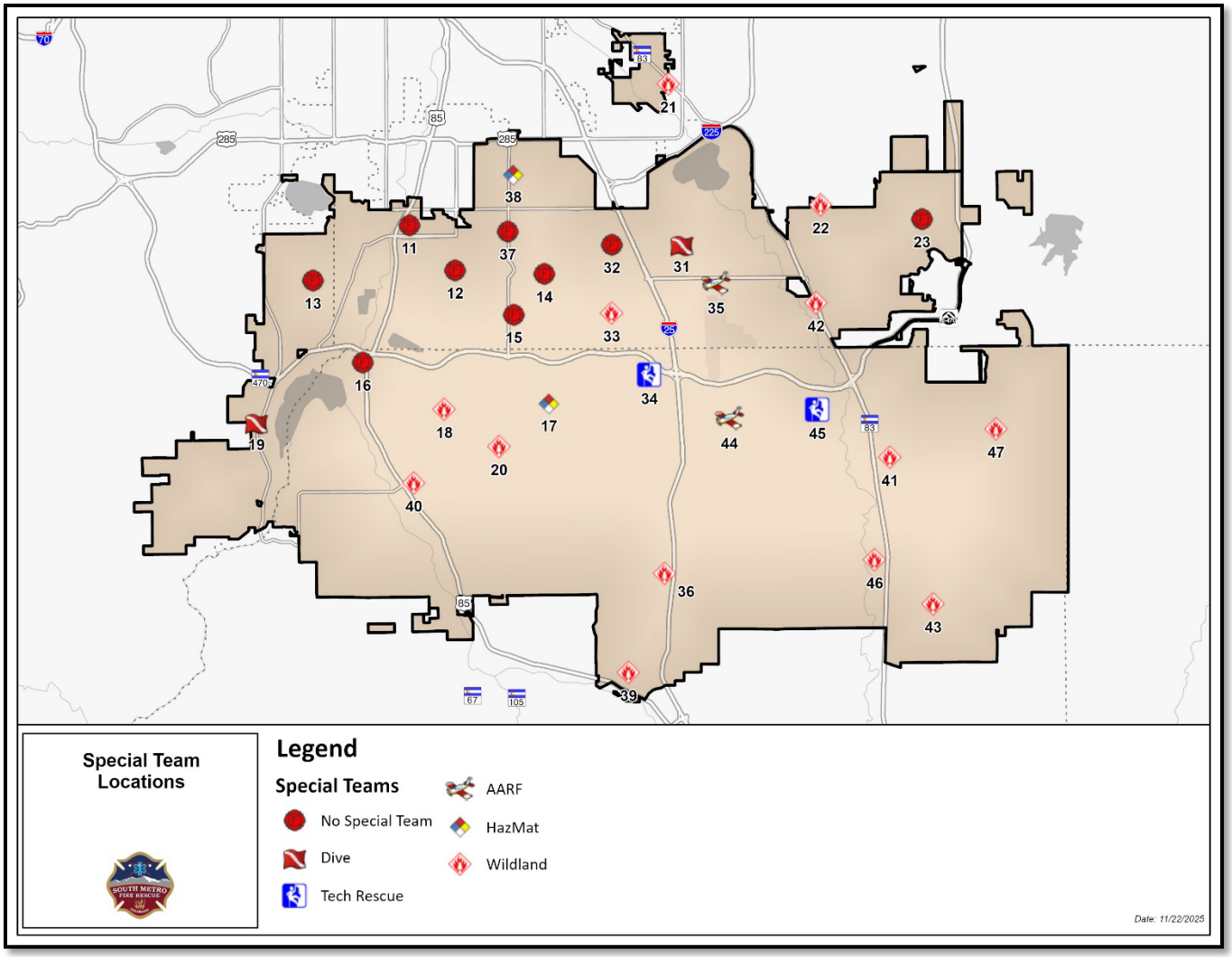
Battalion 5

- Station 21- 2250 S Emporia Street, Denver, CO 80231
  E21, M21, M211, BR21
- Station 22- 16758 Smoky Hill Road, Aurora, CO 80015
  E22, BR22, FAN22, BC5
- Station 23- 5405 S Riviera Way, Aurora, CO 80015
  E23, M23
- Station 31 (**Special Ops- Dive Rescue**) - 5901 S Havana Street, Greenwood Village, CO 80111
  E31, M31, DIVE31
- Station 35 (**Special Ops- ARFF**) - 12080 E Briarwood Ave., Englewood, CO 80112
  TW35, RED1, RED3, RED4, SAFE35
- Station 42- 7320 S Parker Road, Foxfield, CO 80016
  E42, M42, BR42

Apparatus

- Aerials: 6 front-line vehicles (1 Ladder/Tiller)
- Aircraft Firefighting [ARFF]: 3 front-line vehicles
- Battalion Chiefs: 5
- Brush Vehicles: 15 front-line vehicles (4 Type III and 11 Type VI)
- District Chief: 1
- Dive Rescue: 2 dive vehicles, 2 dive boats, and 1 jet ski
- Engines: 23 front-line engines (Type 1)
- Hazardous materials: 2 front-line vehicles
- Collapse rescue: 1 front-line vehicle
- Medics (ambulances): 19 front-line vehicles & 1 Public Health unit
- Water tenders: 6 front-line vehicles

Special Ops Stations



Special Operations Teams

- Aircraft Rescue Fire Fighting (ARFF)
- Dive Rescue
- Hazardous Materials (Hazmat)
- SWAT Medics
- Technical Rescue (TRT)
- Urban Search and Rescue (USAR)
- Wildland

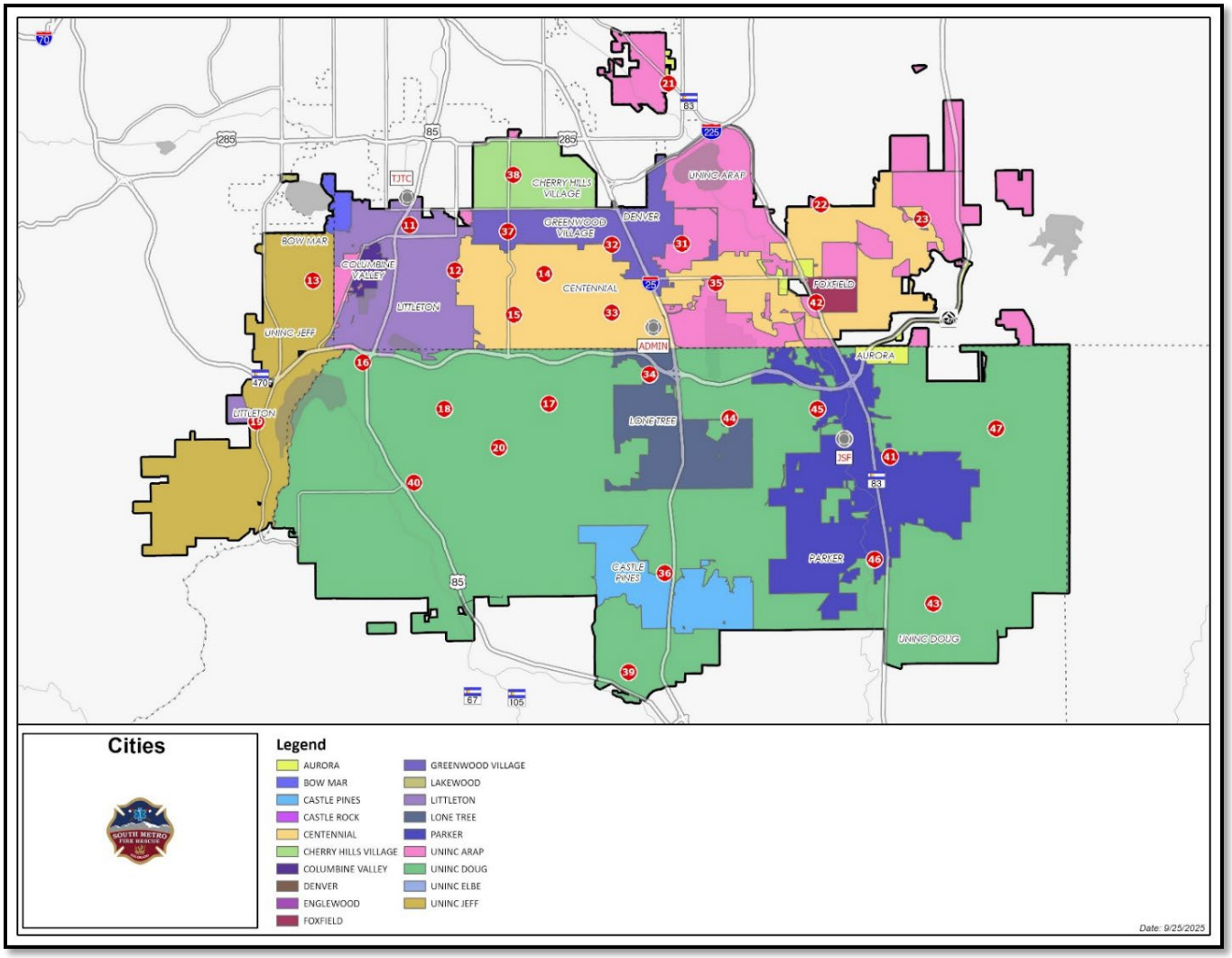
Section 2: Community Profile and Area Characteristics

2A: District Boundaries and Call Volume

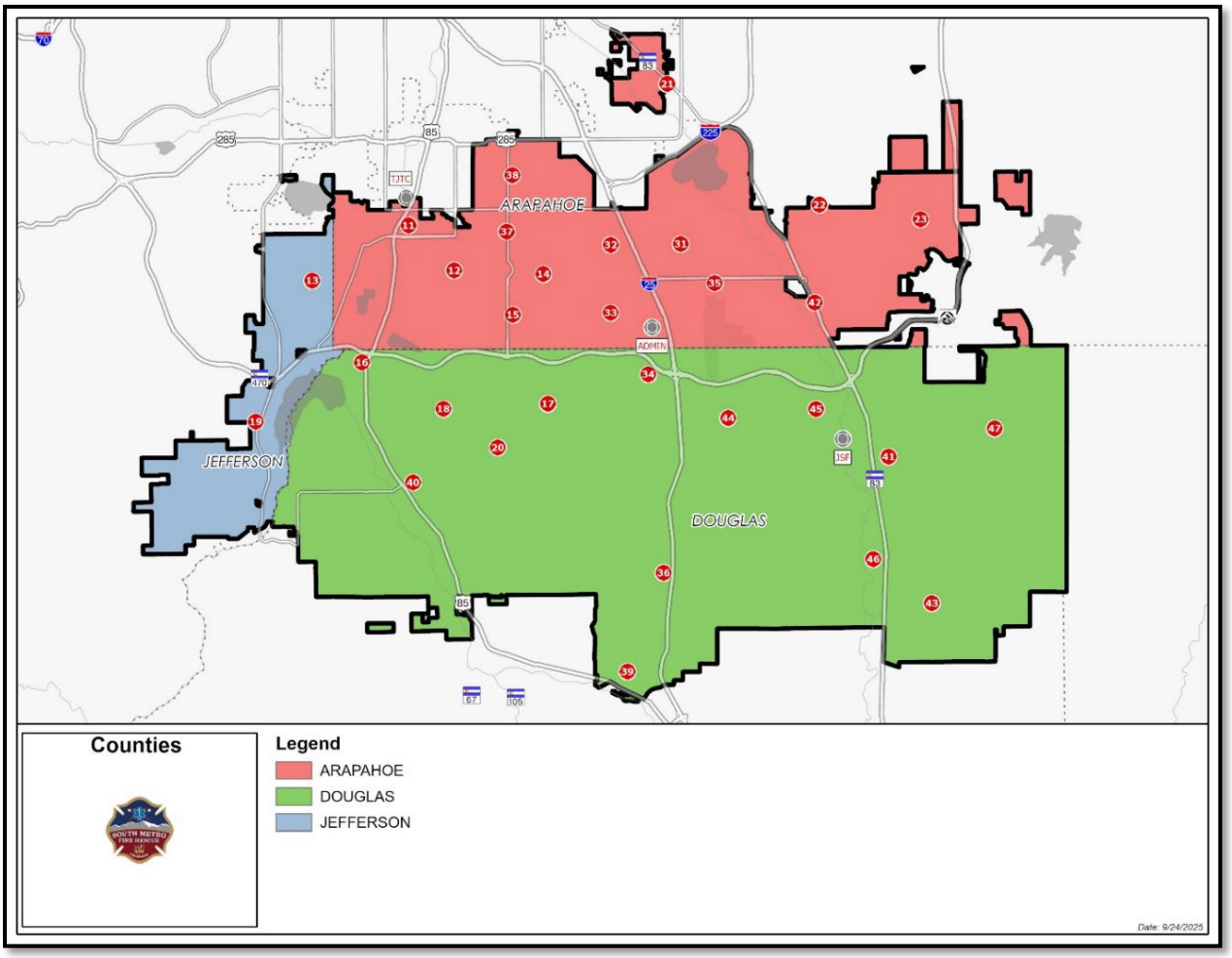
The SMFR district boundaries are legally established and governed under Colorado Revised Statutes (CRS) §§ 32-1-103, 32-1-205, and 32-1-206, which define the formation, organization, and operational powers of special districts in Colorado. These statutes create the framework for SMFR's jurisdiction, including its ability to expand through consolidations and intergovernmental agreements (IGAs). The boundaries are officially recorded with the Colorado Department of Local Affairs (DOLA) and are periodically verified by county assessors' offices.

South Metro Fire Rescue (SMFR) operates as a fire protection district serving a geographically diverse area along the southern, western, and eastern borders of the Denver Metropolitan Area in Colorado. The district encompasses 287.5 square miles within parts of Arapahoe, Douglas, and Jefferson counties. This service area supports a population of nearly 580,000 residents across 12 municipalities, unincorporated communities, and key economic centers.

Municipalities



Arapahoe, Douglas, and Jefferson Counties



Unincorporated Communities: Castle Pines Village, Highlands Ranch, The Pinery, Four Square Mile, Louviers, and other areas within Arapahoe, Douglas, and Jefferson counties.

SMFR shares borders with eight fire departments and maintains automatic aid agreements to ensure coordinated emergency response. These agencies include:

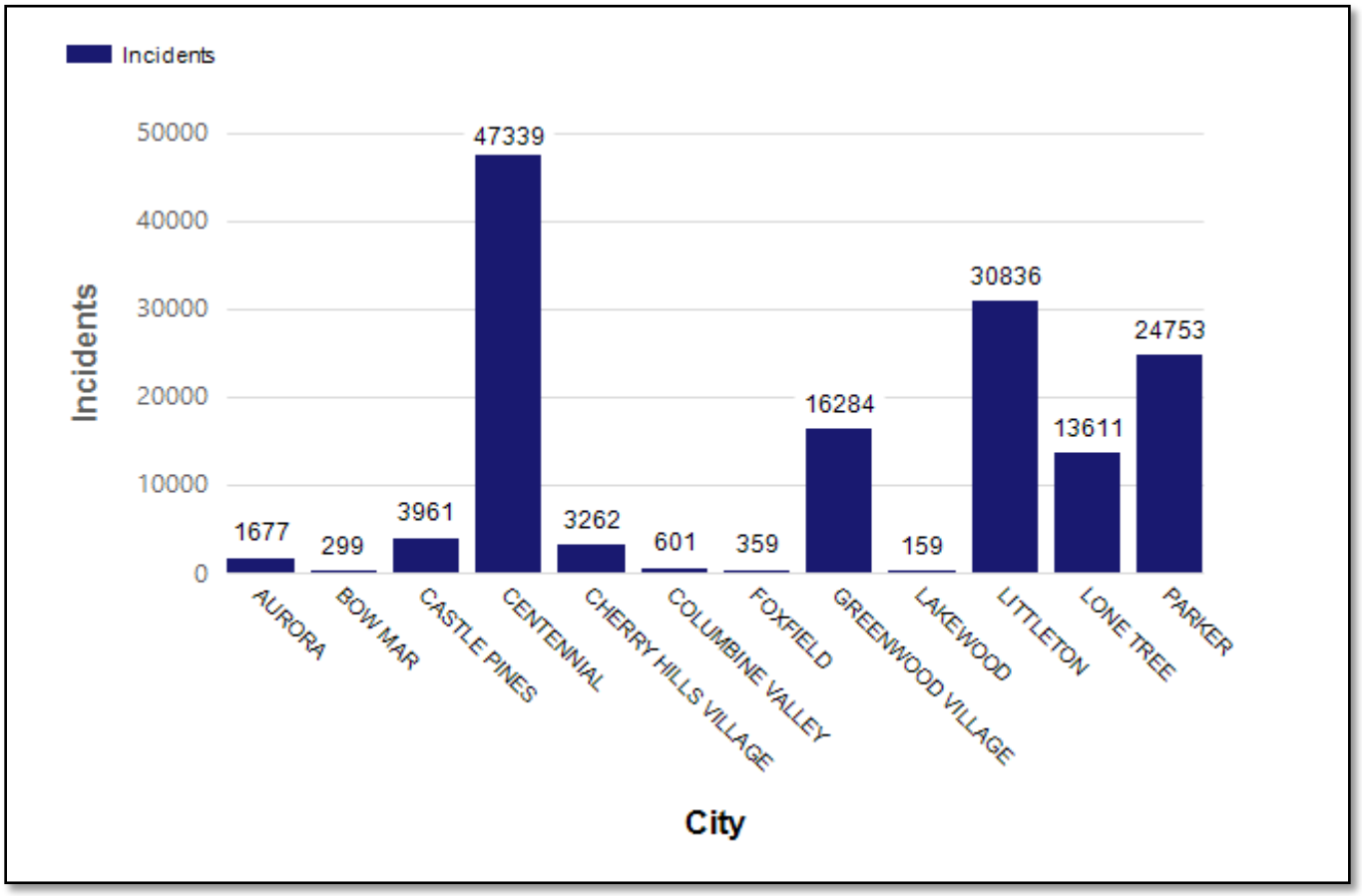
- Aurora Fire Rescue
- Bennett Fire Protection District
- Castle Rock Fire Department
- Elizabeth Fire Protection District
- Franktown Fire Protection District
- Sable Altura Fire Rescue
- West Douglas County Fire Protection District
- West Metro Fire Rescue

SMFR maintains a mutual aid agreement with the Denver Fire Department.

Total Responses 2021-2025

	Alarms	EMS	Fire		Other	Public Assist	Special Ops	TOTAL
2021	**4,381**	**30,301**	**793**		**3,209**	**7,393**	**270**	**46,347**
In District	4,339	29,423	740		2,742	7,305	263	**44,812**
Out of District	42	878	53		467	88	7	**1,535**
2022	**4,786**	**32,659**	845		3,574	8,430	322	**50,616**
In District	4,739	31,920	776		3,085	8,326	318	**49,164**
Out of District	47	739	69		489	104	4	**1,452**
2023	**4,832**	**33,672**	578		3,197	8,587	295	**51,161**
In District	4,792	33,017	542		2,809	8,501	287	**49,948**
Out of District	40	655	36		388	86	8	**1,213**
2024	**5,151**	**34,238**	578		3,422	9,158	279	**52,926**
In District	5,105	33,564	547		3,044	9,073	272	**,51,705**
Out of District	46	674	31		378	85	7	**1,221**
2025	**5,329**	**35,135**	**693**		**3,102**	**8,007**	**260**	**52,526**
In District	5,280	34,532	658		2,744	7,935	252	**51,407**
Out of District	49	603	35		358	72	8	**1,119**
Totals	**24,479**	**166,005**	**3,585**		**16,505**	**41,577**	**1,426**	**253,577**

Call Volume Within Municipalities (2021-2025)



2B: Population Growth and Demographics

South Metro's district has experienced steady population growth since the 2020 United States Census, which ranked the Denver-Aurora-Lakewood Metropolitan Statistical Area (MSA) as the 19th most populous in the country, with about 2.8 million residents. In SMFR's service area, population estimates have varied slightly across sources due to different methods and the inclusion of daily transient populations, such as workers and visitors. SMFR reports show a service population of:

- 46% in Arapahoe County, 48% in Douglas County, and 6% in Jefferson County, reflecting the district's geographic distribution.
- Average Household Size- 2.63
- Households- 218,800
- Median Age- 40
- Median Home Value- $693,832
- Median Household Income- $138,433
- Population- 579,000

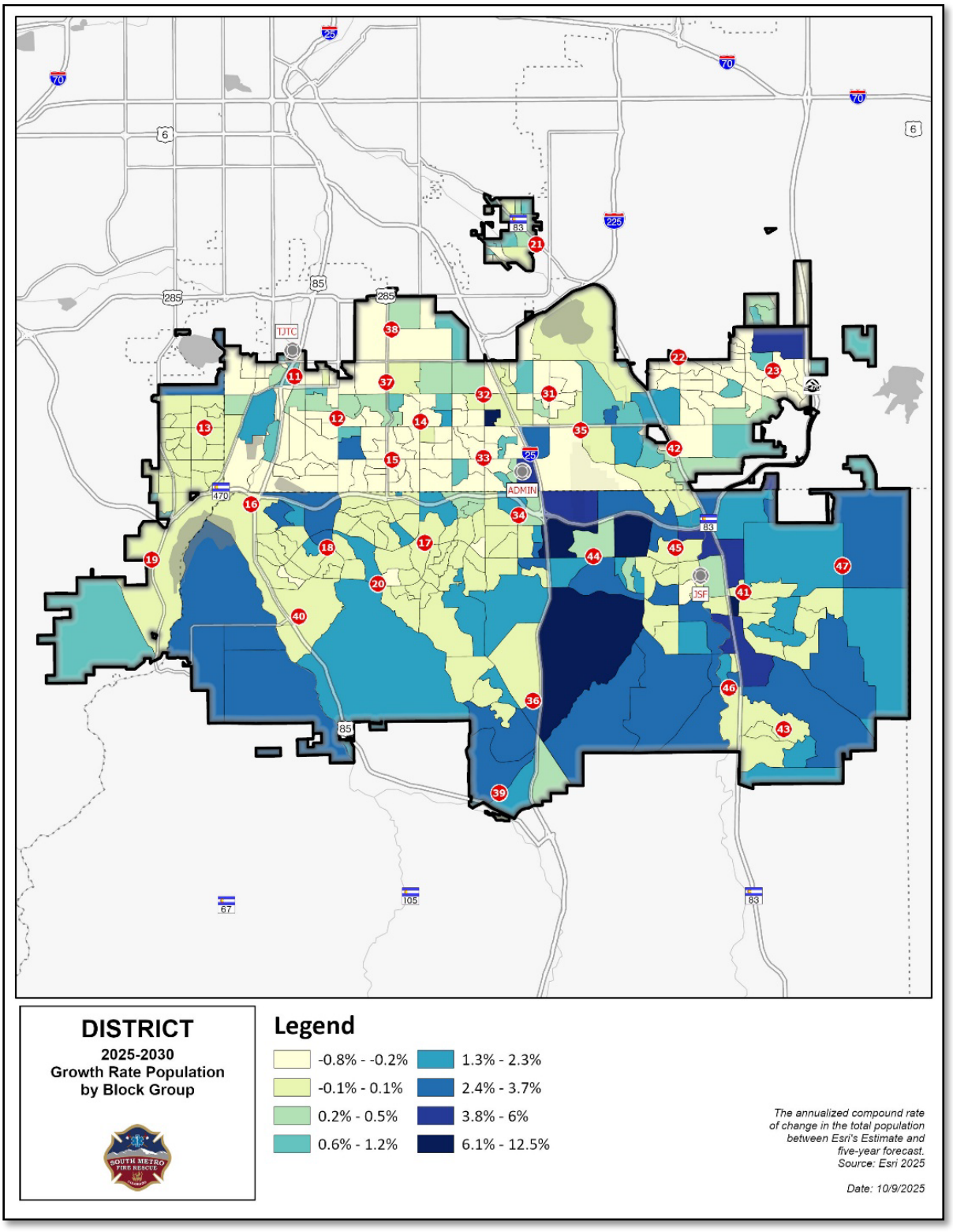
Growth By County Within South Metro's District

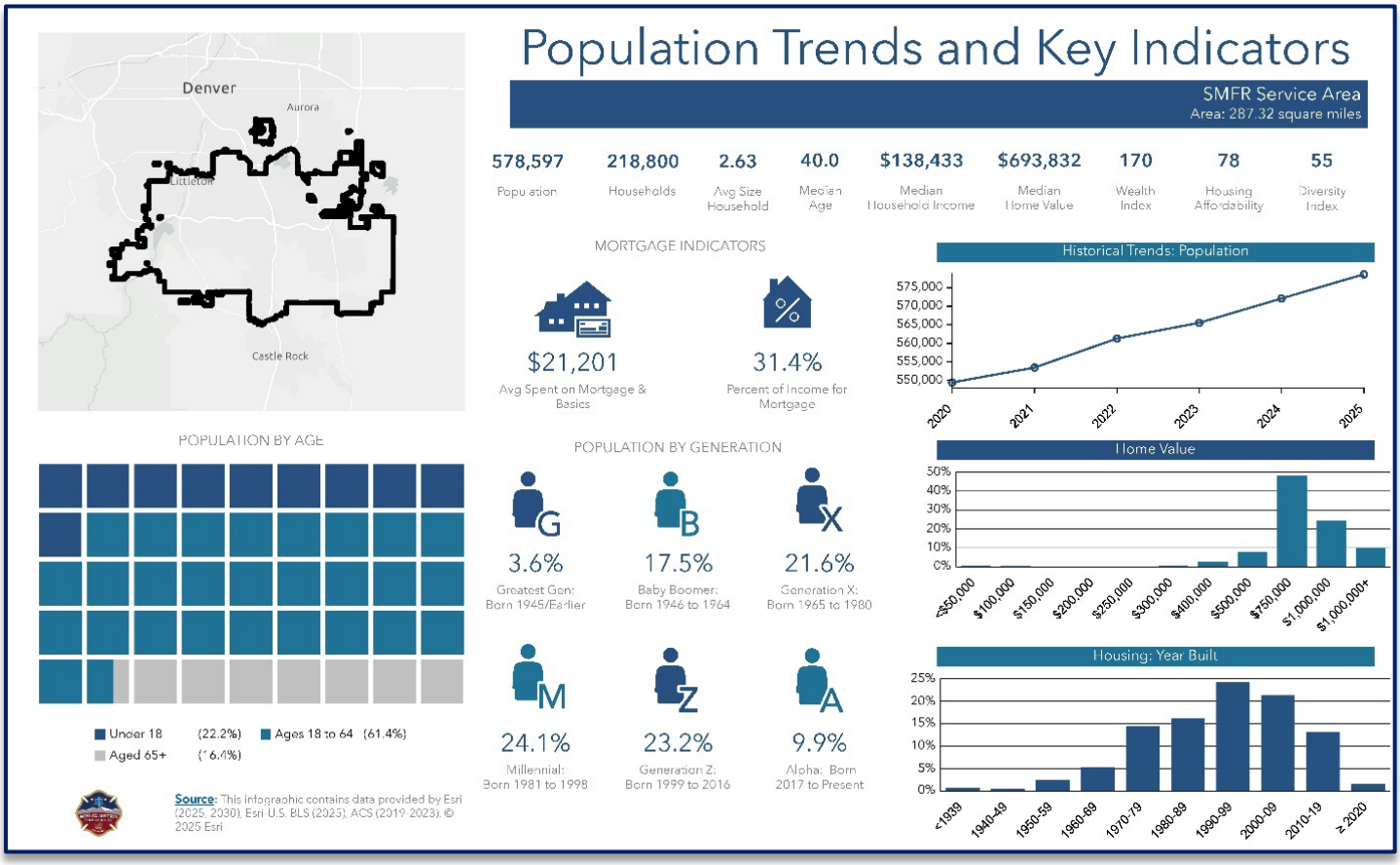
County/ Percentage Covered By South Metro Fire	2020 Population Served By South Metro Fire	2025 Population Served By South Metro Fire	Percent Increase
Arapahoe- 46%	261,883	266,155	1.63%
Douglas- 48%	250,537	277,727	10.9%
Jefferson- 6%	33,120	34,715	4.8%
	545,540	**578,597**	**6.06%**

Population Growth Within South Metro's District

Year	Population	Percent Increase
2020	545,682	N/A
2021	553,491	1.43%
2022	561,298	1.41%
2023	565,540	0.76%
2024	572,097	1.16%
2025	578,597	1.14%

Projected Population Growth

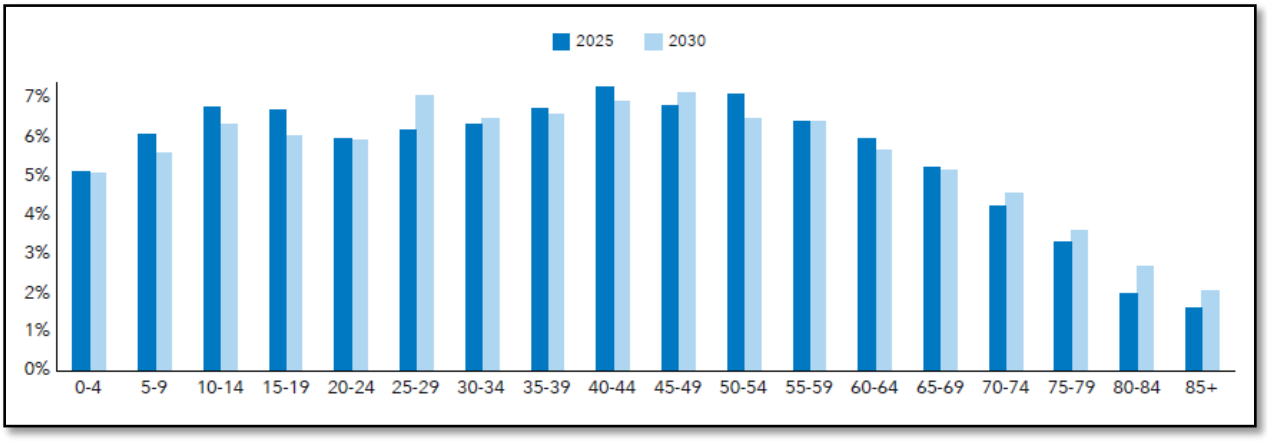




Gender/Age

	2014		2020		2024	
Male	100,969	49.6%	269,844	51%	289,391	49.2%
Female	102,531	50.4%	279,054	49%	298,989	50.8%
Median Age	40.6	-	39	-	39	-
Under age 5	12,449	6.1%	32,805	6.0%	35,416	6.0%
Age 18+	148,360	72.9%	413,870	75.1%	447,632	76.1%
Age 65+	20,128	9.9%	74,840	13.3%	92,007	15.6%

Population by Age



2025 Population by Age

Age	Number	Percent
0 - 4	29,696	5.1%
5 - 9	35,099	6.1%
10 - 14	39,221	6.8%
15 - 24	73,480	12.7%
25 - 34	72,605	12.6%
35 - 44	81,298	14.1%
45 - 54	78,902	13.6%
55 - 64	71,569	12.4%
65 - 74	54,706	9.4%
75 - 84	30,847	5.3%
85 +	9,351	1.6%

2030 Projected Population by Age

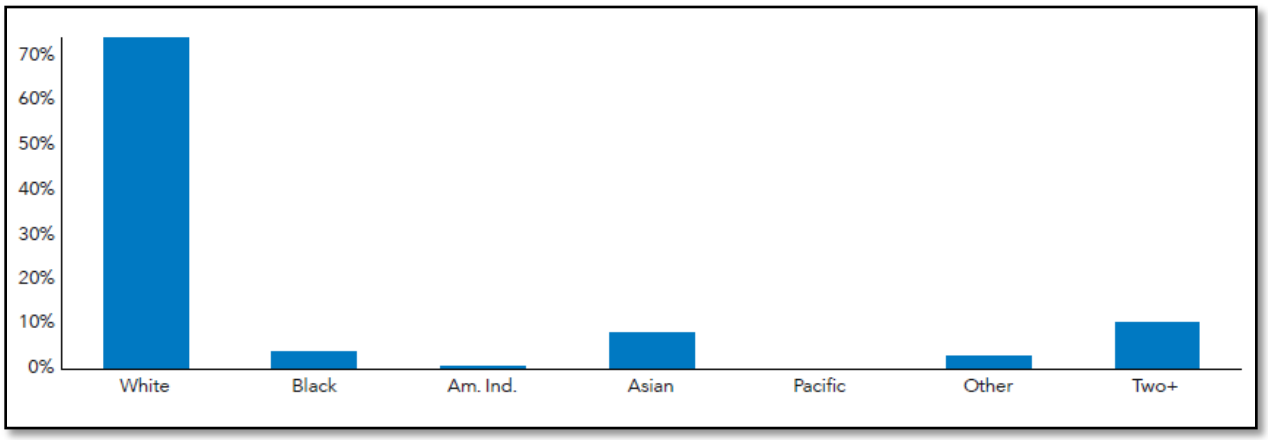
Age	Number	Percent
0 - 4	30,763	5.1%
5 - 9	33,889	5.6%
10 - 14	38,306	6.3%
15 - 24	73,480	12.7%
25 - 34	82,160	13.6%
35 - 44	81,850	13.5%
45 - 54	82,550	13.7%
55 - 64	73,145	12.1%
65 - 74	58,798	9.7%
75 - 84	38,247	6.3%
85 +	12,391	2.0%

Adults over the age of 60 represent a significant and growing risk profile within the district, accounting for over 50 percent of all in-district EMS responses, highlighting increased vulnerability to medical emergencies. As our community ages, the risk of falls and the demand for lift assists are increasing across both residential and commercial settings.

This elevated risk extends to fire incidents as well, as national data from the U.S. Fire Administration shows that older adults (ages 65 and over) experience disproportionately higher fire-related mortality. From 2014 to 2023, the fire death rate for this population increased by 26 percent. In 2023, the relative risk of dying in a fire for older

adults was 2.5 times higher than that of the general population. Together, these trends demonstrate that older adults face heightened risk in both EMS and fire incidents, reinforcing the need for targeted, integrated risk-reduction strategies focused on aging populations.

2025 Population by Race



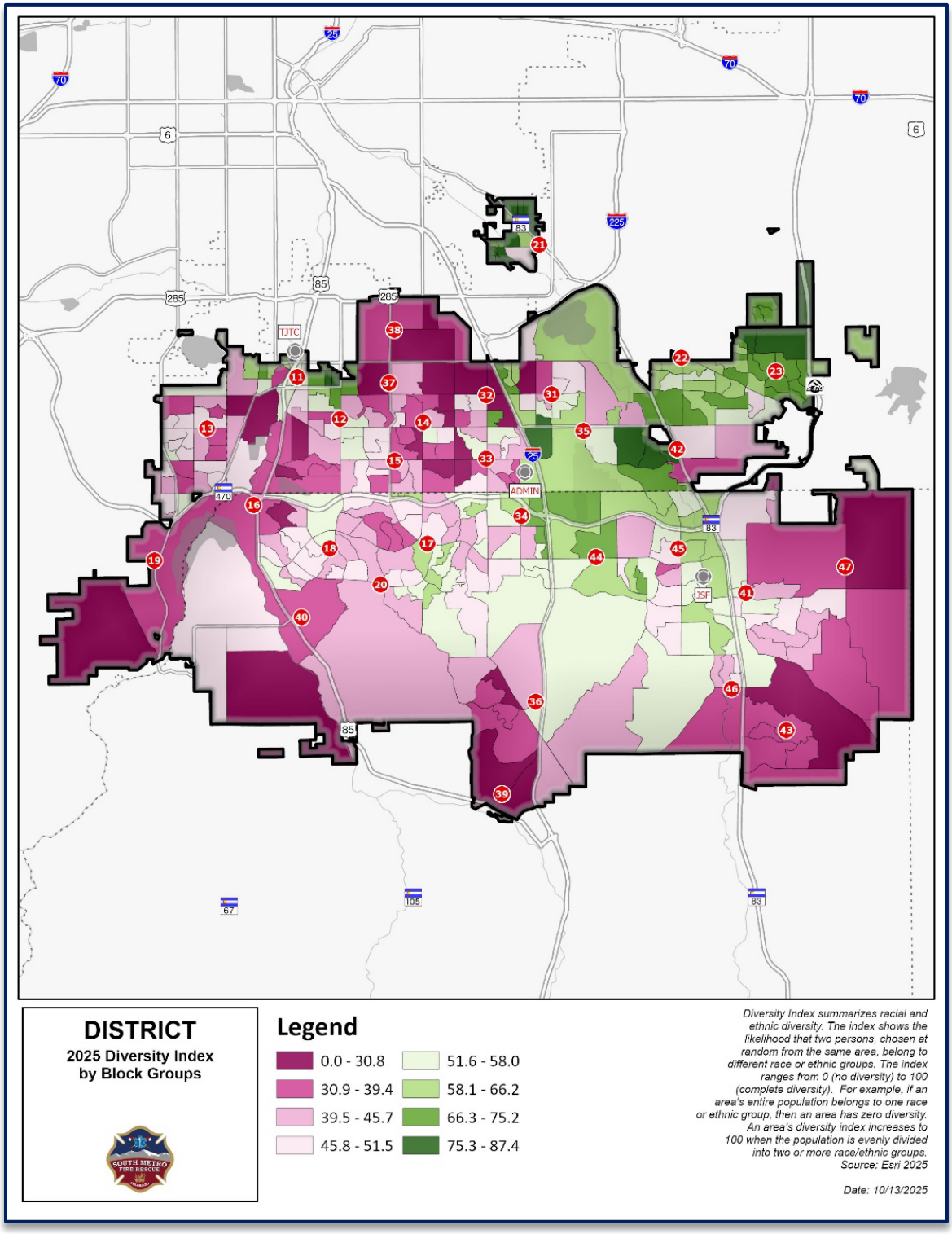
2025 Race/Ethnicity

2025 Race and Ethnicity	Number	Percent
White Alone	428,054	74.0%
Black Alone	21,930	3.8%
American Indian Alone	3,341	0.6%
Asian Alone	46,626	8.1%
Pacific Islander Alone	598	0.1%
Some Other Race Alone	17,554	3.0%
Two or More Races	60,494	10.5%
Hispanic Origin (Any Race)	66,070	11.4%

Projected 2030 Race/Ethnicity

2030 Race and Ethnicity	Number	Percent
White Alone	435,490	72.0%
Black Alone	23,471	3.9%
American Indian Alone	3,562	0.6%
Asian Alone	54,083	8.9%
Pacific Islander Alone	649	0.1%
Some Other Race Alone	19,507	3.2%
Two or More Races	67,685	11.2%
Hispanic Origin (Any Race)	74,084	12.3%

Diversity Index

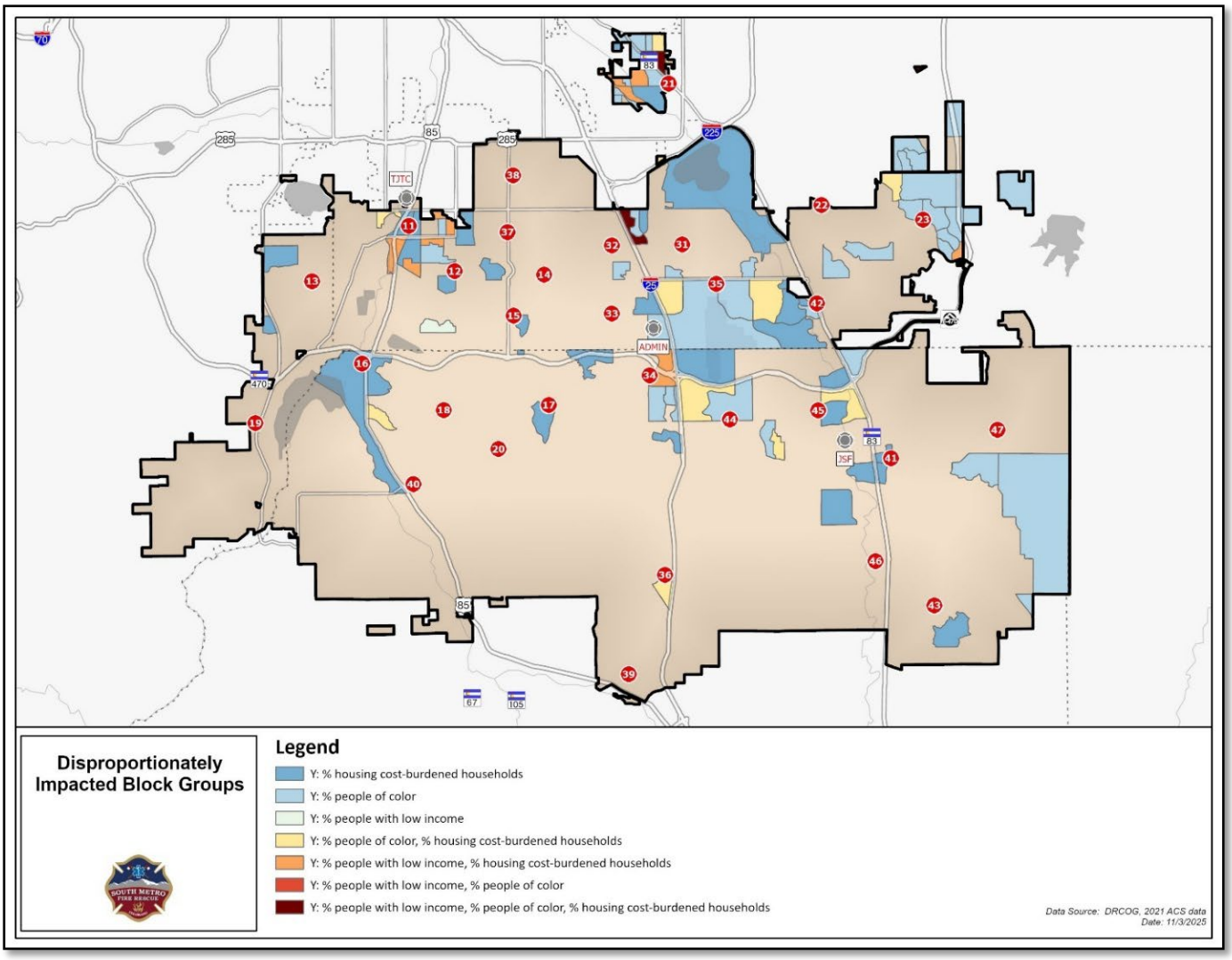


South Metro strives to identify and assist underrepresented and at-risk populations in its service area. These include census block groups that meet specific criteria such as high poverty levels, minority populations, housing cost burdens, or high cumulative environmental burdens. Disproportionately impacted communities include:

- Low-income communities: Census block groups where more than 40% of households are at or below 200% of the federal poverty line.

- Communities of color: Census block groups where over 40% of the population identify as any group other than non-Hispanic white.
- Housing cost-burdened communities: Census block groups where more than 50% of households spend over 30% of their income on housing costs like rent or mortgage payments.
- Linguistically isolated communities: Census block groups where more than 20% of residents live in households with all adults speaking a language other than English or not speaking English well.

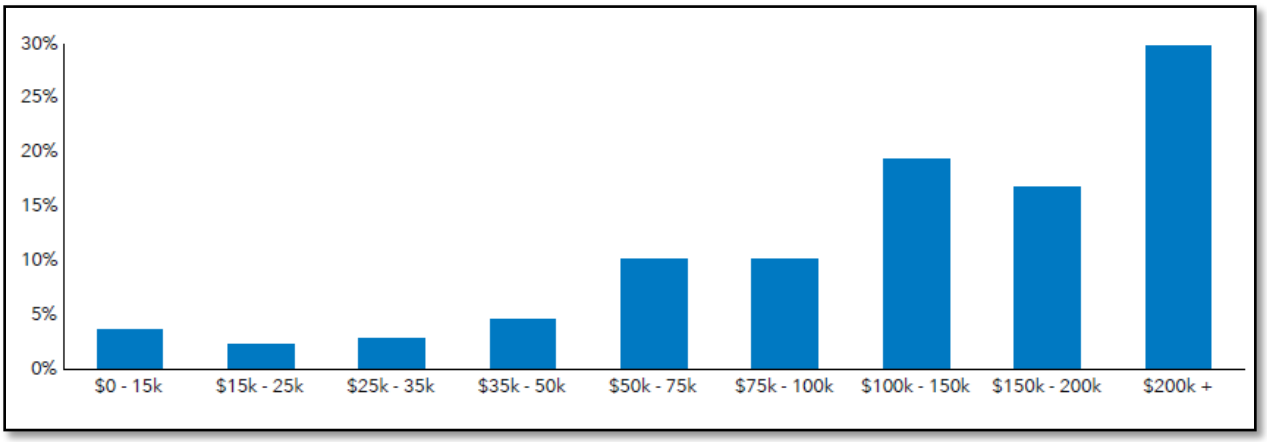
Disproportionately Impacted Communities



Y: % of people with low income	The block group qualifies as a Disproportionately Impacted Community because the proportion of residents with low incomes exceeds 40%.
Y: % of people with low income, % people of color	The block group qualifies as a Disproportionately Impacted Community because the proportion of residents with low income is greater than 40% AND the proportion of residents of color is greater than 40%
Y: % of people with low income, % housing cost-burdened households	The block group qualifies as a Disproportionately Impacted Community because the proportion of residents with low income is greater than 40% AND the proportion of households that are housing cost-burdened is greater than 40%

Y: % of people with low income, % people of color, % housing cost-burdened households	The block group qualifies as a Disproportionately Impacted Community because the proportion of residents with low income is greater than 40% AND, the proportion of residents of color is greater than 40% AND the proportion of households that are housing cost-burdened is greater than 40%
Y: % of people of color	The block group qualifies as a Disproportionately Impacted Community because the proportion of residents of color is greater than 40%
Y: % of people of color, % housing cost-burdened households	The block group qualifies as a Disproportionately Impacted Community because the proportion of residents of color is greater than 40% AND the proportion of households that are housing cost-burdened is greater than 40%
Y: % of housing cost-burdened households	The block group qualifies as a Disproportionately Impacted Community because the proportion of households that are housing cost-burdened is greater than 40%

2025 Households by Income



Census 2020 Summary	
Population	545,682
Households	204,681
Average Household Size	2.65

2025 Population Summary	
Population	578,597
Households	218,800
Families	151,950
Average Household Size	2.63
Owner-Occupied Housing Units	154,437
Renter Occupied Housing Units	64,363
Median Age	40.0
Median Household Income	$138,433

Projected 2030 Summary	
Population	604,447
Households	230,046
Families	158,546
Average Household Size	2.61
Owner-Occupied Housing Units	162,219
Renter Occupied Housing Units	67,827
Median Age	40.6
Median Household Income	$159,670

Population 25+ by Educational Attainment

No schooling	2,886	0.8%	446
Nursery School	22	0.0%	19
Kindergarten	26	0.0%	36
1st to 4th Grade	214	0.1%	152
5th to 8th Grade	1,506	0.4%	431
Some High School	5,997	1.6%	724
High School Diploma	39,753	10.4%	1,740
GED	7,077	1.9%	677
Some College	64,464	16.9%	2,000
Associates degree	26,734	7.0%	1,239
Bachelor's degree	142,912	37.4%	2,991
Master's degree	68,046	17.8%	2,015
Professional school degree	13,839	3.6%	818
Doctorate	8,291	2.2%	647
Total	**381,768**	**100.0%**	**5,065**

2C: Business and Economics

Employment

The SMFR district's economy is characterized by a diverse range of industries, with key sectors including:

- Financial Services: Major financial institutions and investment firms operate in DTC and Greenwood Village
- Real Estate and Construction: Rapid suburban growth in Highlands Ranch, Sterling Ranch, Parker, and Centennial drives residential and commercial development.
- Manufacturing and Aerospace: Lockheed Martin's Waterton Canyon facility in Littleton is a major employer, specializing in aerospace and defense technologies.
- Technology and Innovation: The DTC and Meridian business parks host tech companies, including Arrow Electronics and Oracle
- Healthcare: Sky Ridge Medical Center (Lone Tree) and Advent Health Parker support a growing healthcare sector
- Retail and Hospitality: Large retail centers, such as Park Meadows Mall, and hospitality businesses in Centennial and Lone Tree

Lockheed Martin* (Waterton Facility)

Located in the southwest corner of the District, the Lockheed Martin Waterton facility is a key aerospace and defense site. The campus supports advanced research, design, manufacturing, and testing of space and defense systems. Its programs include NASA's Artemis Orion spacecraft, Mars landers and rovers, GOES weather satellites, and next-generation GPS satellites for national security. The property features high-security buildings, specialized laboratories, and large-scale manufacturing and testing facilities, many of which have unique construction and operational requirements. On-site activities also involve the use and storage of hazardous materials, such as fuels, pressurized gases, and other chemicals essential to aerospace manufacturing and testing. These factors make the site one of the most complex, secure, and specialized properties in South Metro's service area, necessitating coordinated emergency response and preparedness.

Business Concentration by Major Sector

Sector	Businesses	% of Total	Employees	% of Total
Health Care & Social Assistance (62)	3,233	14.1%	39,075	13.6%
Professional, Scientific & Tech Services (54)	3,111	13.6%	26,035	9.1%
Other Services (81)	2,485	10.8%	17,817	6.2%
Retail Trade (44–45)	2,247	9.8%	30,818	10.8%
Finance & Insurance (52)	1,891	8.3%	24,448	8.5%
Construction (23)	1,756	7.7%	15,600	5.4%
Accommodation & Food Services (72)	1,328	5.8%	24,193	8.4%
Real Estate & Leasing (53)	1,289	5.6%	9,880	3.5%
Administrative & Waste Services (56)	936	4.1%	10,770	3.8%
Manufacturing (31–33)	620	2.7%	19,987	7.0%
Educational Services (61)	674	2.9%	19,402	6.8%
Public Administration (92)	258	1.1%	8,877	3.1%

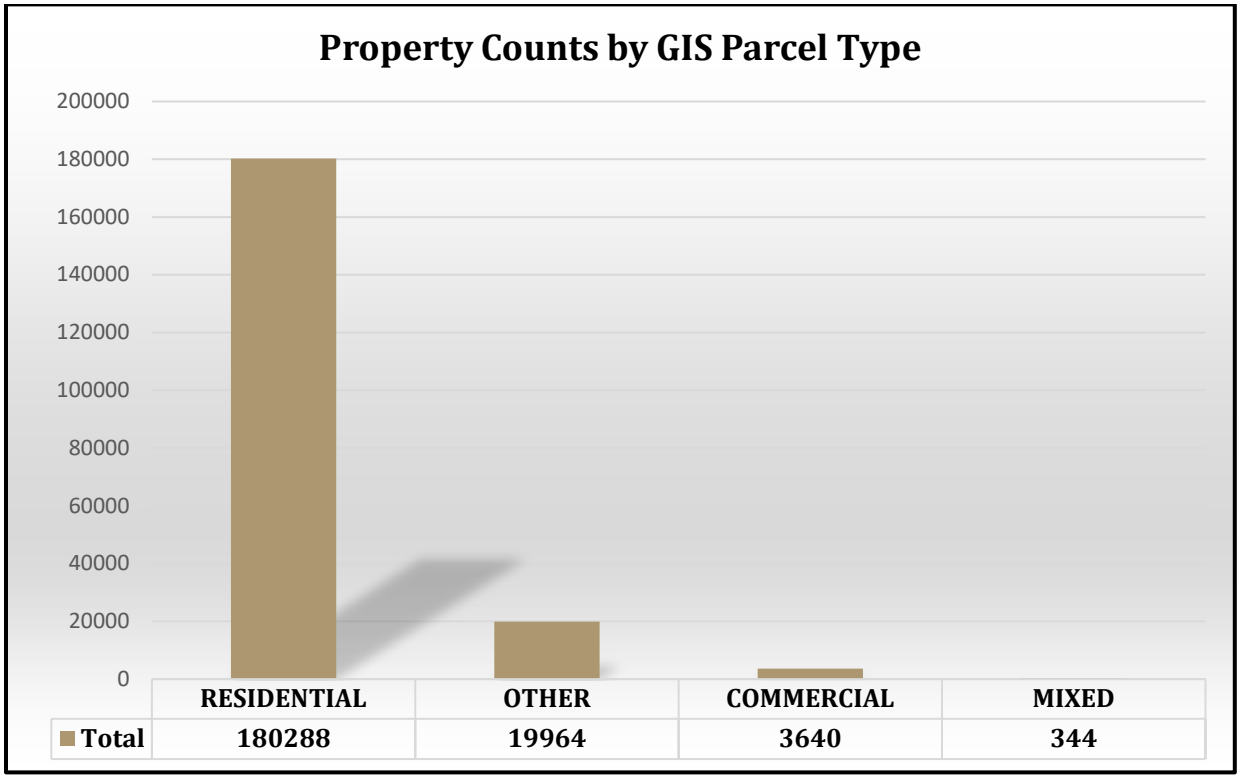
Top Employers in the District

Employer	Description	Employees
Lockheed Martin Space Systems*	Satellite Equipment & Systems-Mfrs, Missile & Rocket Components-Mfrs, Space Components & Systems (Mfrs)	10,000
Centennial Airport	Aviation operations, hotels, and restaurants	9,200
Comcast	Telecommunications	5,230
Charles Schwab	Financial Services	4,500
Charter Communications	Telecommunications	3,500
Empower Annuity Insurance Company of America	Insurance-Holding Companies, Financial Advisory Services	3,000
Kaiser Permanente	Healthcare	3,000
HealthONE Sky Ridge Medical Center	Hospitals, Medical Centers, Emergency Medical & Surgical Services (hospital-based)	3,000
DISH Network Corporation	Television-Cable & Internet Service, Satellite Equip & Systems	2,750
CenturyLink	Telecommunications	2,560
Raytheon Company	Aerospace Systems and Software	2,500
Arrow Electronics, Inc	Electronic Equipment & Supplies-Whls, Retail, Marketing Programs & Services, Computers-	2,170
United Healthcare	Insurance and Retirement Savings Services	2,170
Park Meadows	Retail Services	2,000
Travelport	Computer Software-Manufacturers, Travel Agencies & Bureaus, Travel Consultants,	2,000
Jacobs Engineering Group Inc	Engineers-Consulting, Automobile Wrecking (Whls), Engineering Equipment & Supplies Construction Companies, Water Pollution Control, Electric Contractors, Waste Water Treatment	1,500
Kiewit	Construction & Engineering	1,500

SMFR protects approximately 219,000 residential households, an estimated 3,600 commercial parcels, and 20,000 mixed-use/other properties. Commercial properties account for about 2% of property use in the SMFR district, based on county assessor data. This includes office buildings, retail centers, and industrial facilities. 88% of property use is residential, with mixed use and other (open space, undeveloped) at 10%. Douglas and Arapahoe

Counties together account for the largest share of residential parcels, indicating sustained service demand and reinforcing the need for reliable first-due coverage and unit availability in these regions.

Commercial parcels, while representing a smaller percentage of total parcels, pose a disproportionate risk because of higher life hazard, economic impact, and incident complexity.



2D: Residential Development and Growth

Housing Profile - Residential housing continues to account for approximately 88% of property use within the District. Arapahoe County, which encompasses a significant portion of the District, had approximately 272,175 housing units as of 2023. Of these, 261,161 were occupied, with 65.0% owner-occupied and 35.0% renter-occupied in Arapahoe County.

Homeownership Rate:

The district's homeowner percentage is similar to county figures—about 70.5 percent ownership as of 2025. The median price of owner-occupied homes in Arapahoe County was about $693,832 according to estimates, exceeding both the Colorado and national averages.

A wide variety of housing options are offered, including single-family homes, townhomes, condominiums, and apartment complexes, as well as senior living communities and rural properties with larger land parcels. Neighborhoods range from mixed-use urban areas to well-established suburban neighborhoods and dispersed rural homesteads.

Recent development trends show growth in multi-family housing, especially in transit-oriented developments and commercial corridors, which can affect population density, call volume, and response strategies. Additionally, the presence of older housing stock in certain areas introduces unique fire risks, including outdated electrical systems, the absence of fire sprinklers, and combustible building materials. Residential construction and development in the District remain steady and ongoing. Several master-planned communities and multifamily developments are at various stages of planning and construction.

Anthology North

- A large residential subdivision covering about 1,144 acres, located southwest of Hess Road and Motsenbocker Road. It is planned to include up to 3,305 homes, featuring a mix of single-family houses, townhomes, and multi-family apartments.
- The proposal includes designated lands for a high school and middle school, approximately 750 housing units, and mixed-use development consisting of commercial and higher-density residential areas near key intersections.

The Canyons

- The Canyons covers about 3,343 acres east of Interstate 25 in Castle Pines.
- When fully developed, the community is projected to have 13,000–15,000 residents, based on typical household sizes in Douglas County.

Hess Ranch (also known as Looking Glass)

- A standalone master-planned community covering 1,536 acres south of Stroh Road, divided by Crowfoot Valley Road. It is estimated to include up to 3,379 homes, including single-family homes, condominiums, and townhomes.

Lone Tree City Center (Transit-Oriented Development)

- Area: ~400 acres surrounding the RTD light rail station.
- Projected at build-out: ~10,000 homes, office space, and parks.

RidgeGate (Including Lyric, City Center, East Side)

- Current population: Approximately 5,000 to 6,000 residents live in RidgeGate.
- At full build-out: Expected to support up to 30,000 residents and 50,000 jobs across the entire 3,500-acre development. Projected residential units: about 10,000 homes by 2030.
- Lyric at RidgeGate: covers around 700 acres, with roughly 1,900 homes planned.

Sterling Ranch

- Total area: approximately 5.5 square miles (3,500 acres) spanning nine villages and a town center. Population count: 6,989 as of July 2025

- At full build-out: approximately 33,000 residents expected over 20 years.

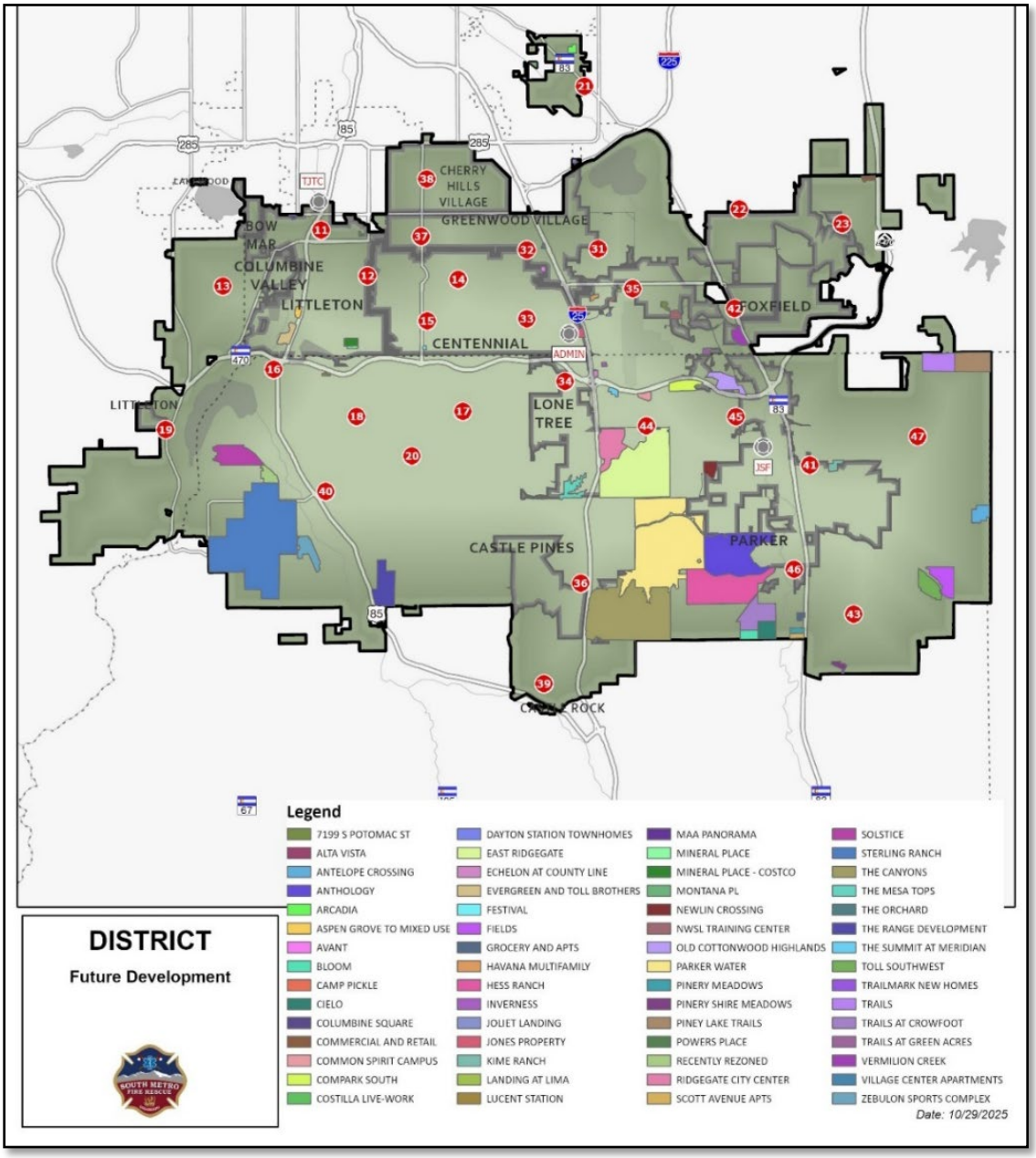
Solstice

- Projected: approximately 1,100 homes and 143 acres of open space, parks, trails, and a school.

Trails at Crowfoot

- A smaller residential development east of Crowfoot Valley Road includes approximately 890 dwelling units, featuring a mix of 68 duplexes and 136 single-family homes.
- Community amenities such as parks, sports courts, pools, and trail access.

Residential Development and Communities



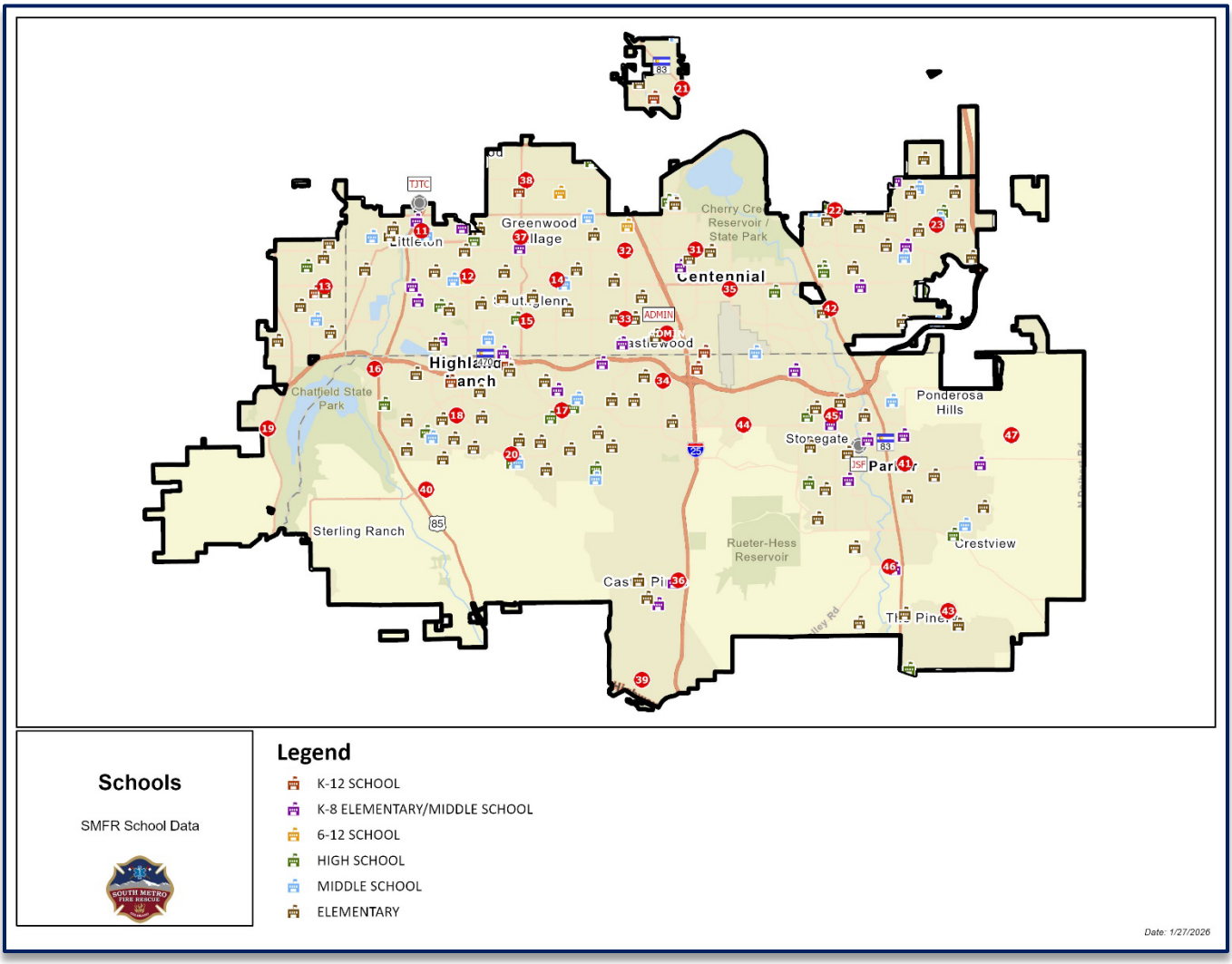
2E: Critical Facilities

Education

The SMFR district supports a vibrant educational system across Arapahoe, Douglas, and Jefferson counties. SMFR's continuous partnership with these schools highlights its dedication to community safety and education.

- Elementary Schools- 76
- Elementary/Middle Combination-29
- Middle Schools- 49
- High Schools-34
- Middle/High Combination- 2
- Post-Secondary Schools- 7

District Schools (K-12)



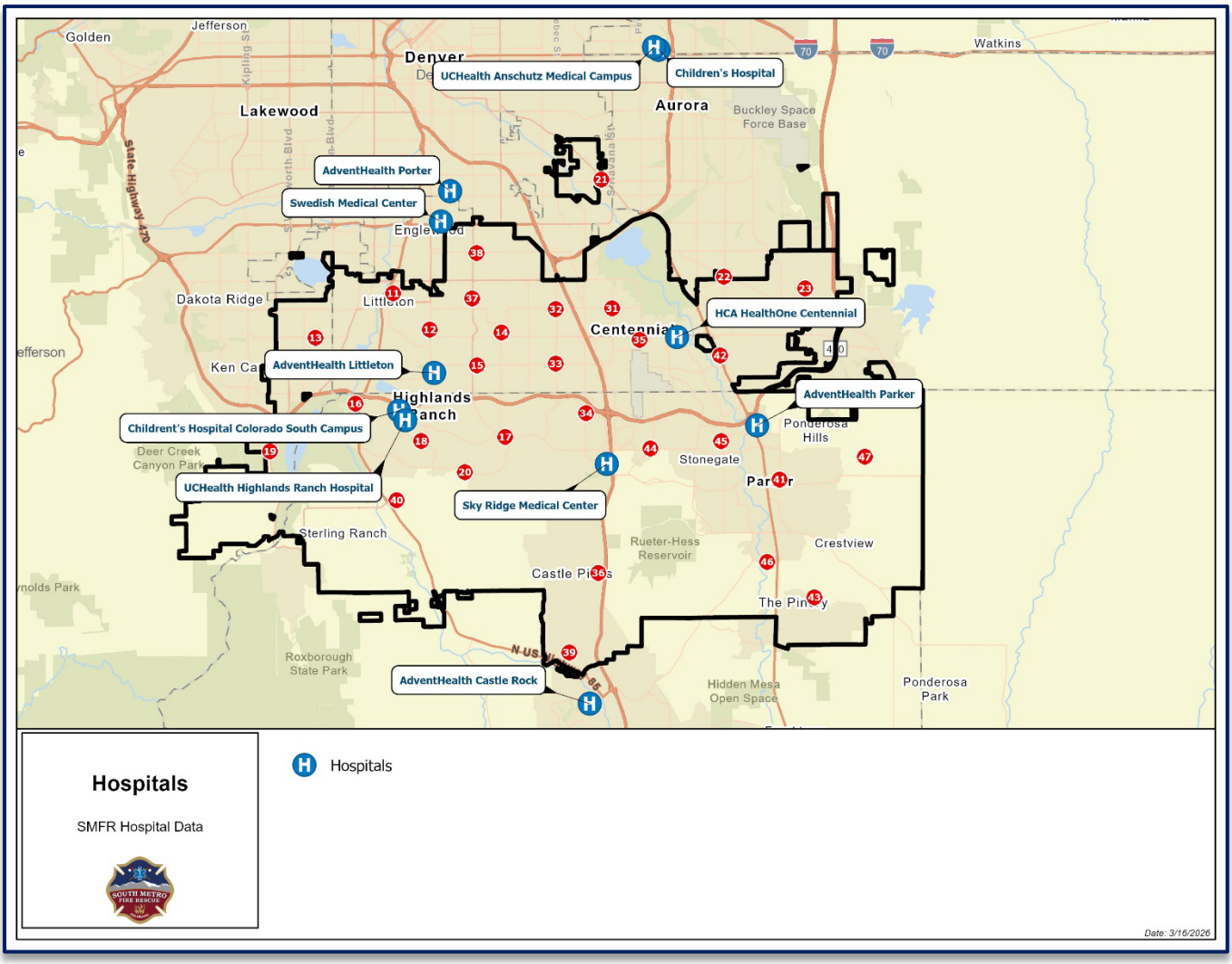
Hospitals

Citizens within South Metro's borders have access to excellent medical care facilities. The district contains seven major hospitals and four standalone emergency rooms. This ensures that patients receive the necessary care, contributing to an average transport time of 12 minutes and 3 seconds (18:56 - 90th percentile) on emergency medical incidents.

In-District Hospitals

Facility Name	Location	Trauma Designation	Capabilities/Specialties
AdventHealth Littleton	Littleton (Jefferson County)	Level II	ER, stroke center, and surgical services.
AdventHealth Parker	Parker (Douglas County)	Level II	ER, cardiac care, orthopedics, and maternity.
Children's Hospital Colorado South Campus	Highlands Ranch (Douglas County)	No Trauma (Pediatric)	ER, pediatric specialty care, including urgent care and outpatient services.
HCA HealthONE Centennial Hospital	Centennial (Arapahoe County)	Level IV	ER, orthopedics, surgical services
Sky Ridge Medical Center	Lone Tree (Douglas County)	Level II	ER, oncology, robotic surgery
UCHealth Highlands Ranch Hospital	Highlands Ranch (Douglas County)	Level III	ER, surgical services, and cancer care.

Hospitals In and Around the District



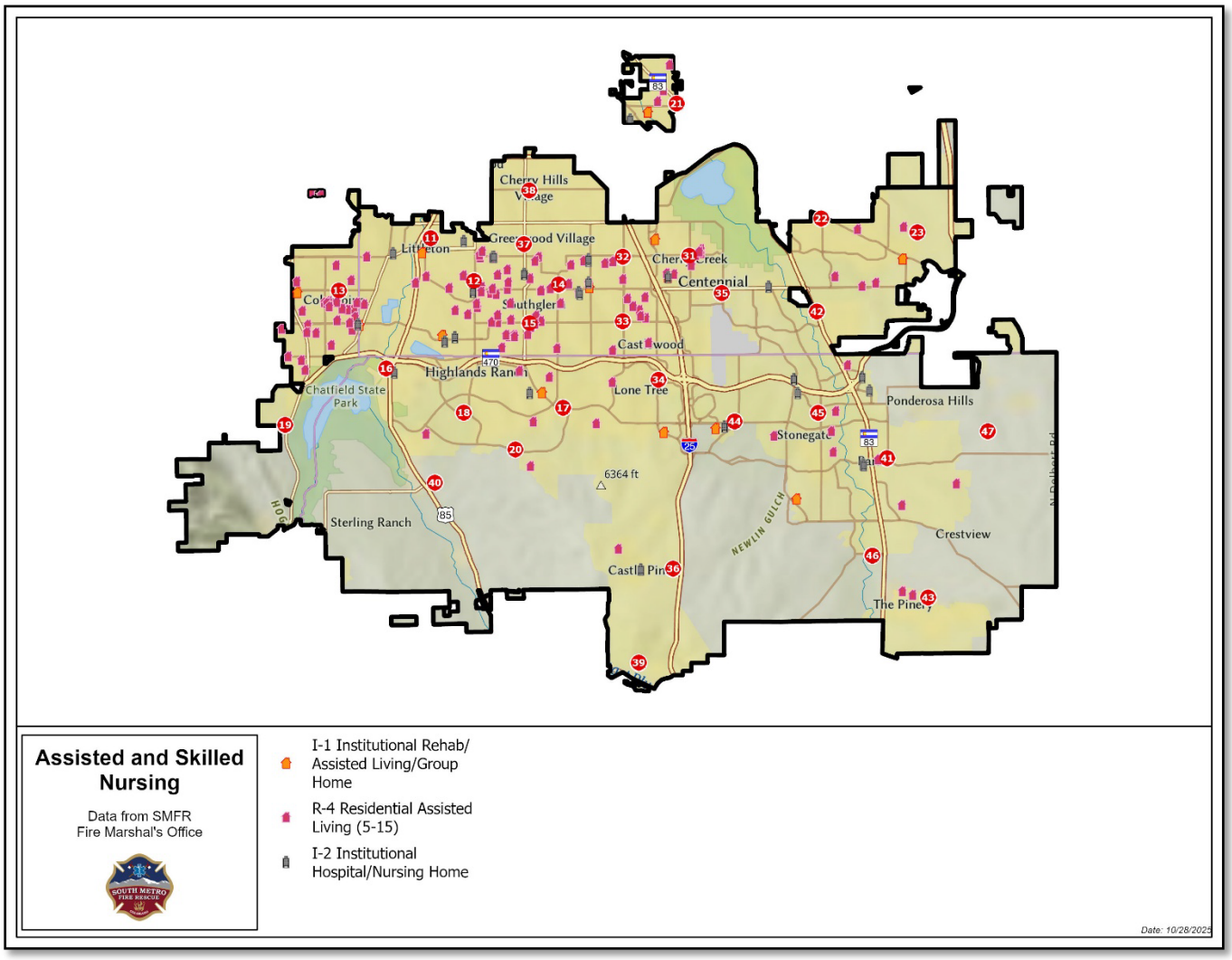
Assisted Living Communities and Nursing Homes

Seniors in South Metro's response area have access to independent living communities, assisted living facilities, and skilled nursing homes. Residents in independent living communities generally live independently and do not require personal care services. Residents in assisted living facilities typically need assistance with activities of daily living such as bathing, dressing, medication management, or mobility, and some facilities also provide memory care for individuals with dementia. In contrast, residents in skilled nursing facilities require a higher level of medical care and supervision, with 24/7 nursing support for individuals with complex medical conditions, rehabilitation needs, or significant functional limitations. In 2025, SMFR responded to over 6,500 calls in assisted living and skilled nursing facilities.

Senior living facilities experience higher call volumes, primarily emergency medical calls, patient transports, and lift-assist requests. The number of older adults—many with underlying health issues, cognitive impairments, or limited mobility—means that emergencies can escalate rapidly, necessitating tailored response plans, specialized training, and close collaboration with facility staff.

The District also contains over 20 low-income apartments for older adults. From a CRR perspective, low-income older adult apartment communities present unique fire and life safety challenges due to greater vulnerability from mobility limitations, fixed incomes that limit safety upgrades, and a greater reliance on multi-unit housing, where a single incident can impact many residents.

Assisted Living/Skilled Nursing Facilities



Venues and Retail

South Metro adopts a proactive approach to managing risks at locations and events with large crowds. The Fire Marshal's Office, Operations, and the Emergency Manager collaborate to develop event action plans that address potential threats. These plans incorporate historical data, weather information, personnel assignments and divisions, key contacts, a communication plan, and event duration. Law enforcement also plays an essential role in managing events. Major venues and retail centers within the District include:

Arapahoe County Fairgrounds Park

The event facility features a 50,000-square-foot Event Center, a 36,000-square-foot Covered Arena, a 45,000-square-foot Rodeo Arena, and an 110-acre open-space park with soft-surface trails. The fairgrounds host the

annual Arapahoe County Fair, which attracts approximately 23,565 attendees, and an average of 68,455 people for non-fair events.

Chatfield Botanic Gardens

Managed in partnership with the U.S. Army Corps of Engineers, the Botanic Gardens is a 700-acre native plant sanctuary and working farm situated along the banks of Deer Creek in southern Jefferson County. The gardens host many popular events, including the October corn maze and the December Christmas Trail of Lights.

Denver Tech Center

A major business district, also known as the DTC, is situated in the northern part of the District, within Greenwood Village and the Cities of Centennial and Lone Tree. The area serves as a business and economic hub, housing numerous companies and corporations, with mid-rise and high-rise buildings filling its core. Other notable business districts include Inverness Business Park and Meridian Business Park.

Dove Valley Training Facility

Home to the Denver Broncos football team, the facility includes the Broncos' Conditioning Center, which features the team's 9,000-square-foot weight room, an 18,000-square-foot indoor conditioning area, and a UC Health training center. The Broncos' complex covers 13.5 acres and includes an administrative building and three full-size outdoor fields. Dove Valley typically hosts 10-20 training camps in late July or early August, which are open to the public.

Fiddler's Green

An 18,000-seat amphitheater in Greenwood Village, Colorado. It is the largest outdoor amphitheater in the Denver metropolitan area and is open from May to September.

Hudson Gardens Event Center

A botanical garden and event venue located in Littleton, Colorado, 12 miles southwest of Denver. The property covers thirty acres of gardens, trails, natural terrain, and event spaces. An annual summer concert series takes place at the 3,250-seat concert amphitheater, along with a holiday lights display. The facility also hosts corporate meetings, annual races, and more.

Littleton Main Street

A historic district on West Main Street in downtown Littleton dates from the 1890s through the first half of the 20th century. It is tied to the development of politics, government, commerce, and transportation within the city's central business district. Built mainly of brick, the one- and two-story buildings are a mix of architectural styles and pose fire protection challenges because of their age and construction.

Parker Main Street

Parker Main Street's history is closely tied to the town's founding, evolving from a significant stagecoach stop in the 1860s into a lively downtown district that preserves its historic charm while embracing modern development. Fire protection and risk analysis involve a unique blend of considerations given the area's historic buildings and modern mixed-use developments.

Park Meadows Mall

The 1.58-million-square-foot shopping center is among Colorado's largest malls. Park Meadows has 185 stores, including five anchor stores, as well as outdoor dining and retail options.

Zebulon Sports Complex

The proposed development includes 46.5 acres designated for the Zebulon Regional Sports Complex, space for a new County emergency operations and training center, and roughly 185 acres of open space for elk migration in the area. The proposed sports complex features include ice rinks, basketball courts, pickleball courts, and dome-covered baseball and soccer fields.

National Women's Soccer League Training Complex (Potomac Park)

In partnership with the City of Centennial and the Cherry Creek School District (CCSD), the facility will serve as the Denver NWSL official training center. The 43-acre site will feature a proposed 12,000-seat stadium and an approximately 20,000-square-foot training facility purpose-built for professional women's sports. The interim 12,000-seat stadium will host the Denver NWSL's inaugural 2026 and 2027 seasons. After that, it will be downsized to 4,000 seats and become a permanent home for CCSD athletics.

2F: Transportation Infrastructure

Road Network

South Metro Fire Rescue serves a diverse and expansive road network totaling nearly 2,900 miles, including 123 miles of major highways, 544 miles of arterial roadways, and 2,225 miles of residential streets. This wide-ranging infrastructure presents a unique operational landscape in which crews must be prepared to respond to everything from high-speed highway incidents to complex emergencies in densely populated neighborhoods. The variation in road types, traffic patterns, and access provides varying challenges throughout the District. In 2025, SMFR responded to over 3,300 MVA-related incidents.

Major Highways (Expressways)

- Interstate 25: A major north-south corridor, I-25, divides the District east to west for 16 miles from Belleview Avenue to 1.5 miles south of Happy Canyon Road. It experiences heavy traffic, ranging from 130,000 to 282,000 vehicles, with an Average Annual Daily Traffic (AADT) of 195,560.
- C-470/E-470: The east/west C-470/E-470 corridor divides the District north to south for 28 miles, from the west at Wadsworth Blvd and east to Quincy Ave (½ mile north). Traffic counts range from 30,000 to 121,000 vehicles, with an Average Annual Daily Traffic (AADT) of 71,826.
- Interstate 225: The east-west I-225 corridor lies within its northern jurisdictional boundary, bordering the Denver Fire Department (DFD) and the Aurora Fire Department (AFD). The portion runs approximately three miles east of I-25, parallel to the Cherry Creek Dam. Traffic counts range from 163,000 to 173,000 vehicles, with an Average Annual Daily Traffic (AADT) of 167,826. +

Arterials

- Santa Fe Drive (Highway 85): A north-south highway runs through the western part of the district for 15 miles, from Belleview Avenue to Happy Canyon Road. Traffic varies from 16,000 to 63,000, with an Average Annual Daily Traffic (AADT) of 37,000.
- Parker Road (Highway 83): A north-south highway route in the eastern part of the District stretches 18 miles. Traffic ranges from 28,000-67,000, with an Average Annual Daily Traffic (AADT) of 46,660.

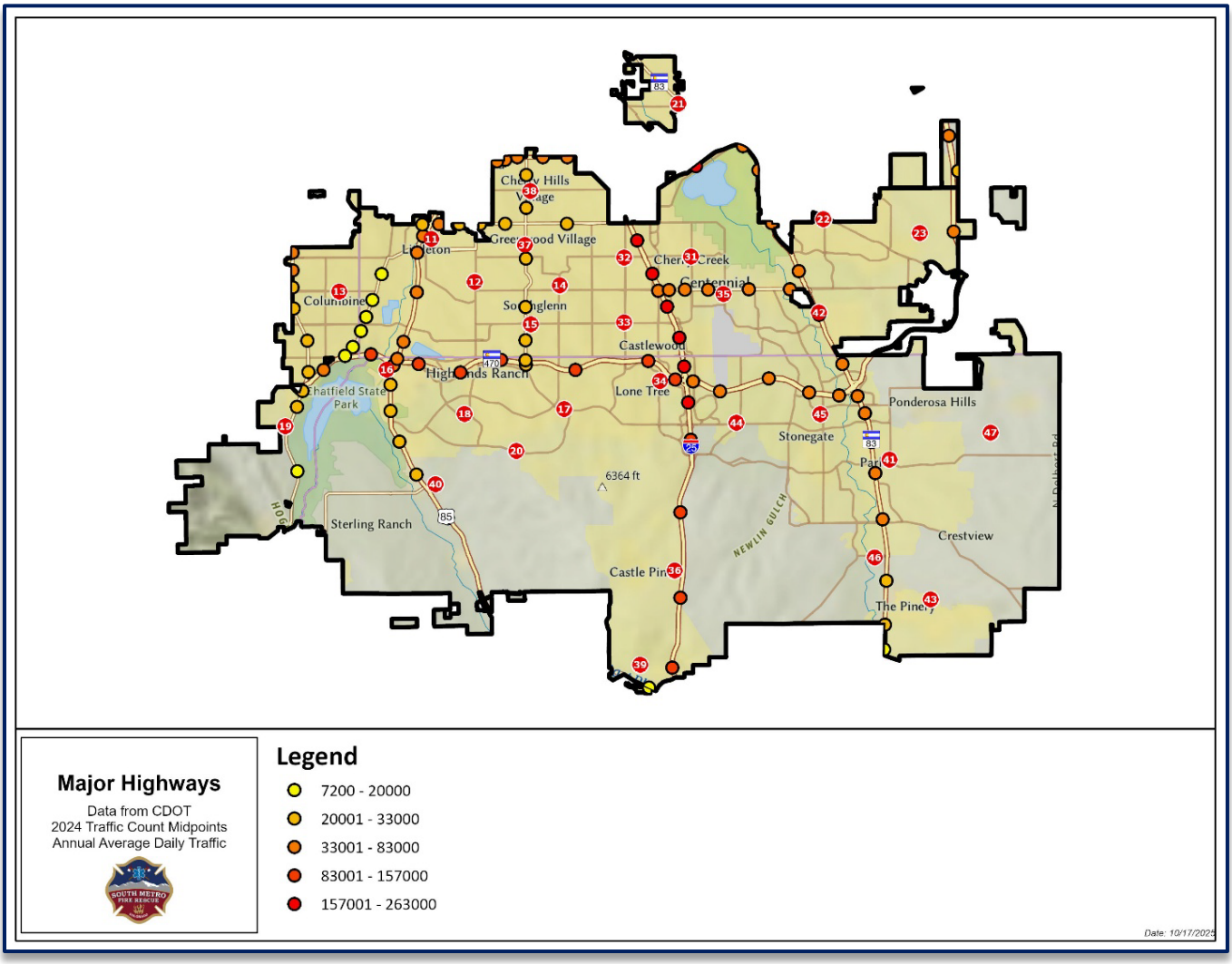
Residential Streets and Neighborhood Corridors

Beyond the risks associated with high-speed traffic on highways and major roadways, transportation hazards are also present within residential areas. The growing popularity of micro-mobility devices, particularly e-bikes and e-scooters, across all age groups has increased their presence on neighborhood streets, bike lanes, and shared-use pathways. Analysis of incident data from 2020–2024 (0–18 deaths) and 2021–2025 (mobility device trauma alerts) identified motor vehicle and micro-mobility device crashes as a notable contributor to youth fatalities. Of 50 deaths in this age group, 10 involved motor vehicle or micro-mobility, and there were 42 micro-mobility device-related trauma alerts—highlighting the ongoing risk of serious injury within the district.

Location	Count of Incident Number
CROSSWALK	23
HOME	3
INTERSECTION	18
PARK	1
PARKINGLOT	14
SIDEWALK	44
SKATE PARK	1
STREET	60
TRAIL	39
UNK	25
Grand Total	**228**

Interestingly, these studies demonstrated that 10 percent of micro-mobility accidents occur in the crosswalk. Of all the incidents analyzed, 47 percent had no helmet or no helmet was suspected.

Major Highways and Traffic Counts



Railroads

The Southwest Light Rail Line

Southwest Line (C/D Routes)

The Southwest Light Rail Line, originally opened in July 2000 as an 8.7-mile extension from I-25 & Broadway to Mineral Avenue, continues to serve the southern Denver metro area. RTD's Southwest Rail Extension project, which proposes an additional 2.5 miles of track and a new park-n-ride facility to extend service into Highlands Ranch, remains in long-term planning. As of 2025, the project is unfunded and awaiting future capital programming.

The Southeast Light Rail Line

The Southeast Light Rail Line opened in 2006, offering a 19-mile route from I-25 & Broadway—15 miles along I-25 to Lincoln and 4 miles along I-225 to Parker Road. The Southeast Rail Extension, finished in 2019, added 2.3 miles of track into Lone Tree, including three stations: Sky Ridge, Lone Tree City Center, and Ridgegate Parkway.

Calls related to light rail are mostly medical and occur on trains, on platforms, or near train stations. Technical rescues and collisions with pedestrians or vehicles happen infrequently.

Freight Lines

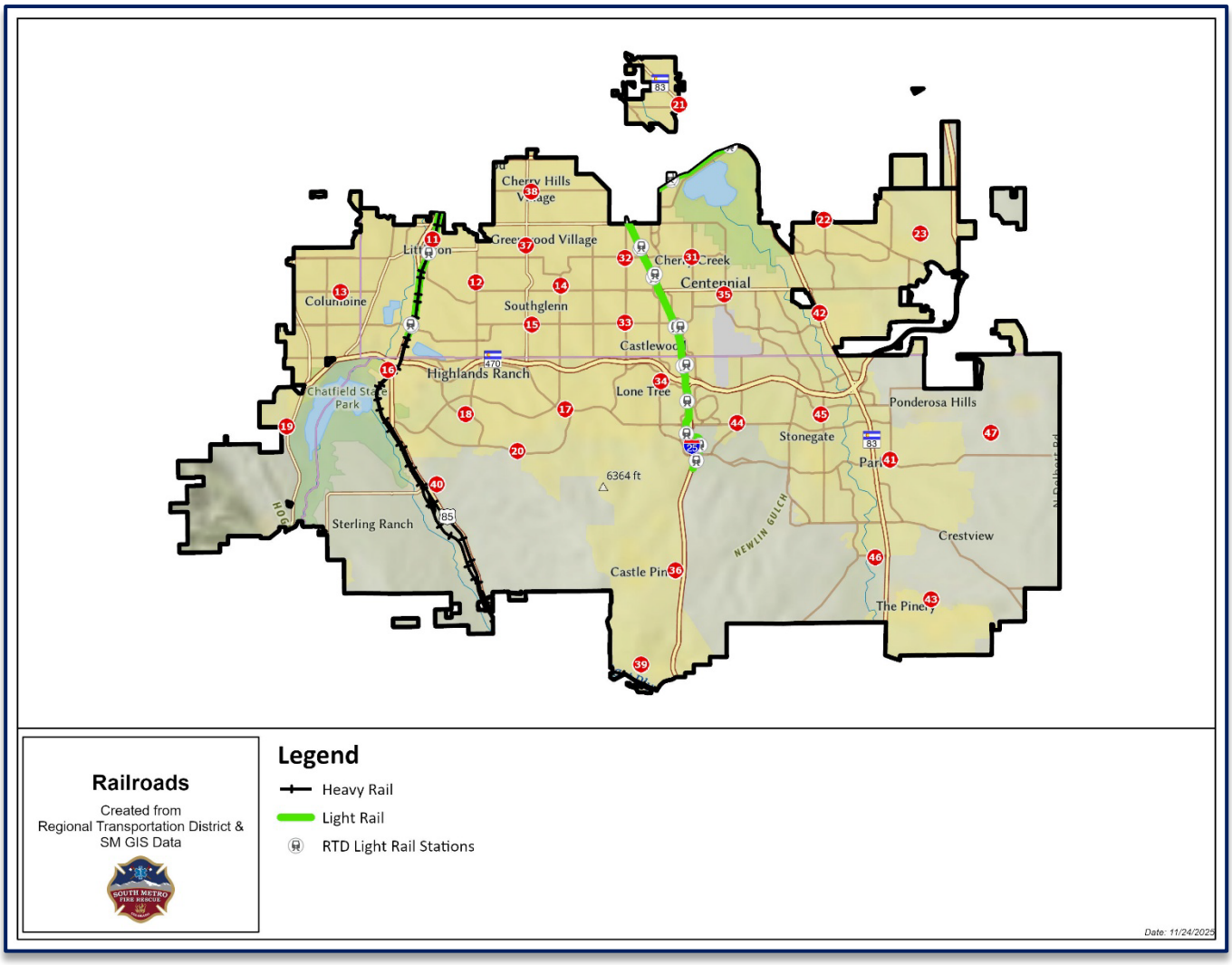
Freight rail lines extend from Belleview Avenue at the District's northern border, running parallel to Highway 85 for about 13 miles to the southern boundary beyond Louviers. The corridor is jointly operated by the Burlington Northern Santa Fe (BNSF) and Union Pacific (UP) railroads.

Both rail operations run around the clock without a fixed public schedule. Train frequency fluctuates with market demand, but the corridor remains active year-round. The number of incidents involving trains or railroad right-of-way property is very low.

Primary commodities transported include:

- Industrial Goods (automotive, intermodal, manufacturing-related freight): 36%
- Energy & Specialized Markets: 11%
- Industrial Chemicals & Plastics: 10%
- Metals & Minerals: 9%
- Forest Products: 6%
- Coal & Renewables: 5%
- Grain & Grain Products: 16%
- Food & Refrigerated Goods: 4%
- Fertilizer: 3%

District Rail Lines



Airports

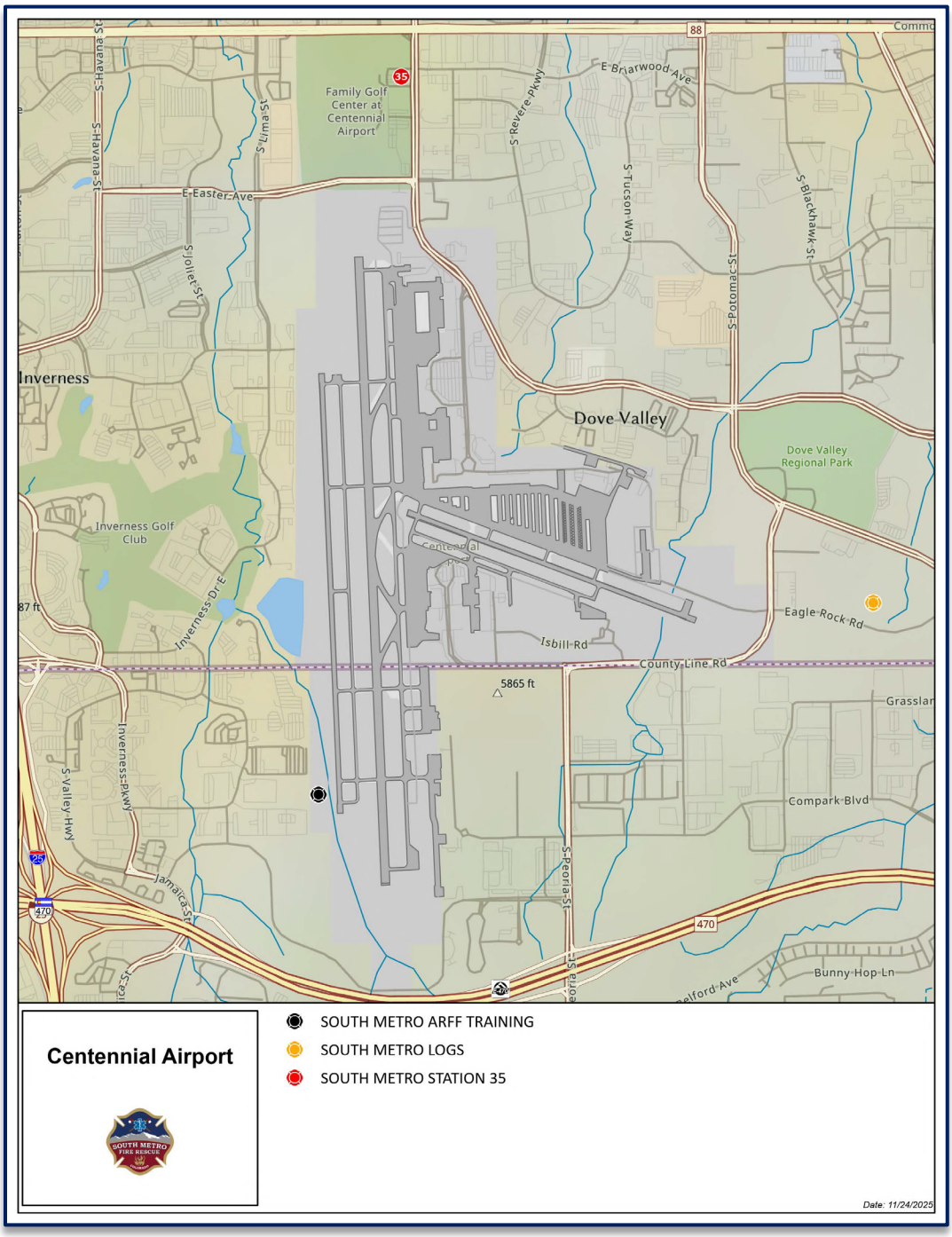
Centennial Airport is in the heart of South Metro's district and handled approximately 362,407 aircraft operations in 2023, making it the busiest general aviation airport in the U.S. by number of operations. It spans about 1,400 acres and features three asphalt runways: Runway 17L/35R (10,000 × 100 ft), Runway 17R/35L (7,001 × 77 ft), and Runway 10/28 (4,800 × 75 ft). The airport operates 24/7 with full FAA air traffic control services, including international customs. It serves corporate, business, and private pilots and is home to over 900 aircraft. The airport supports a variety of operations, including business and private jets, five flight schools, recreational pilots, and medevac services. On-site, there is one hotel and three restaurants. Centennial Airport sustains over 9,200 jobs, generates $769.5 million in payroll, and adds $1.3 billion to the regional economy, totaling an estimated $2.4 billion in economic impact. The airport generates all its revenue from self-generated sources, with no reliance on local taxpayer funding.

Operational Implications for SMFR

Centennial Airport is a key component of SMFR's protective responsibilities:

- Airport Operations and Risk Variety: With over 300,000 annual aviation operations, SMFR may respond to incidents ranging from aircraft-related fires to medical emergencies and hazmat exposures.
- Station Proximity: Stations 35 and 44 are located near the airport grounds, ensuring a shorter distance to respond to aviation-specific emergencies.
- Complex Infrastructure: Closely spaced parallel runways, intersecting taxiways, and intense ramp activity demand specialized pre-incident planning and familiarity.

Centennial Airport



Trails/Paths

High Line Canal Trail

The High Line Canal stretches between 66 and 71 miles, originally running from Waterton Canyon to northeastern Denver. The trail is no longer entirely under Denver Water's jurisdiction: as of 2024, 45 miles have been transferred to Arapahoe County, with stewardship overseen by the High Line Canal Conservancy. Importantly, this corridor is regularly at risk of wildland-urban interface fires.

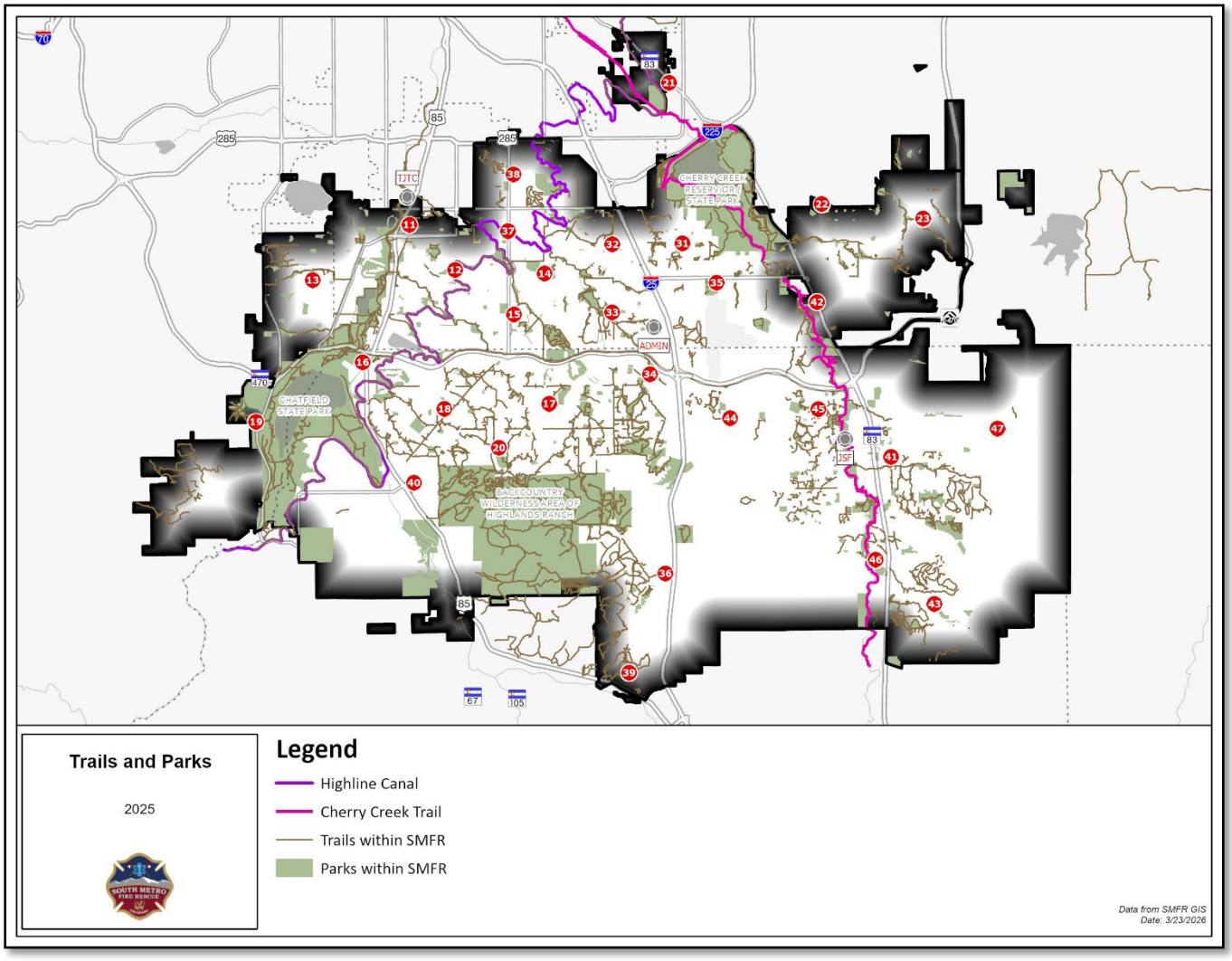
Cherry Creek Regional Trail

The Cherry Creek Regional Trail extends about 13 miles through suburban and rural regions of Arapahoe and Douglas Counties, including Centennial and Parker. The trail is heavily used and connects Cherry Creek State Park with Castlewood Canyon State Park.

Bike Paths

A conservative estimate of bike and multi-use path mileage within South Metro Fire Rescue's service area is approximately 300-400 miles. This includes both dedicated surface street bike lanes and multi-use paved trails across the various cities, towns, and counties within SMFR's jurisdiction.

Trails and Parks



Topography/Elevation

The topography within the jurisdiction is diverse, ranging from dense forests to rolling hills, prairies, mesas, canyons, streams, lakes, and urban corridors. The District exhibits significant elevation variation, from 5300ft where the South Platte River exits the district, to the highest elevation of Warren Peak at 7960ft in Lockheed Martin.

Some areas of high-density urbanization stand in contrast to large open spaces and expansive prairies. The northern parts of the District are relatively flat, urbanized, and interspersed with open space and parks, while the southern areas feature broken terrain with mesas and foothills. Forested regions, consisting of scrub oak and pine, form densely wooded zones of the wildland-urban interface, where trees and vegetation often surround homes.

2G: Utility and Service Infrastructure

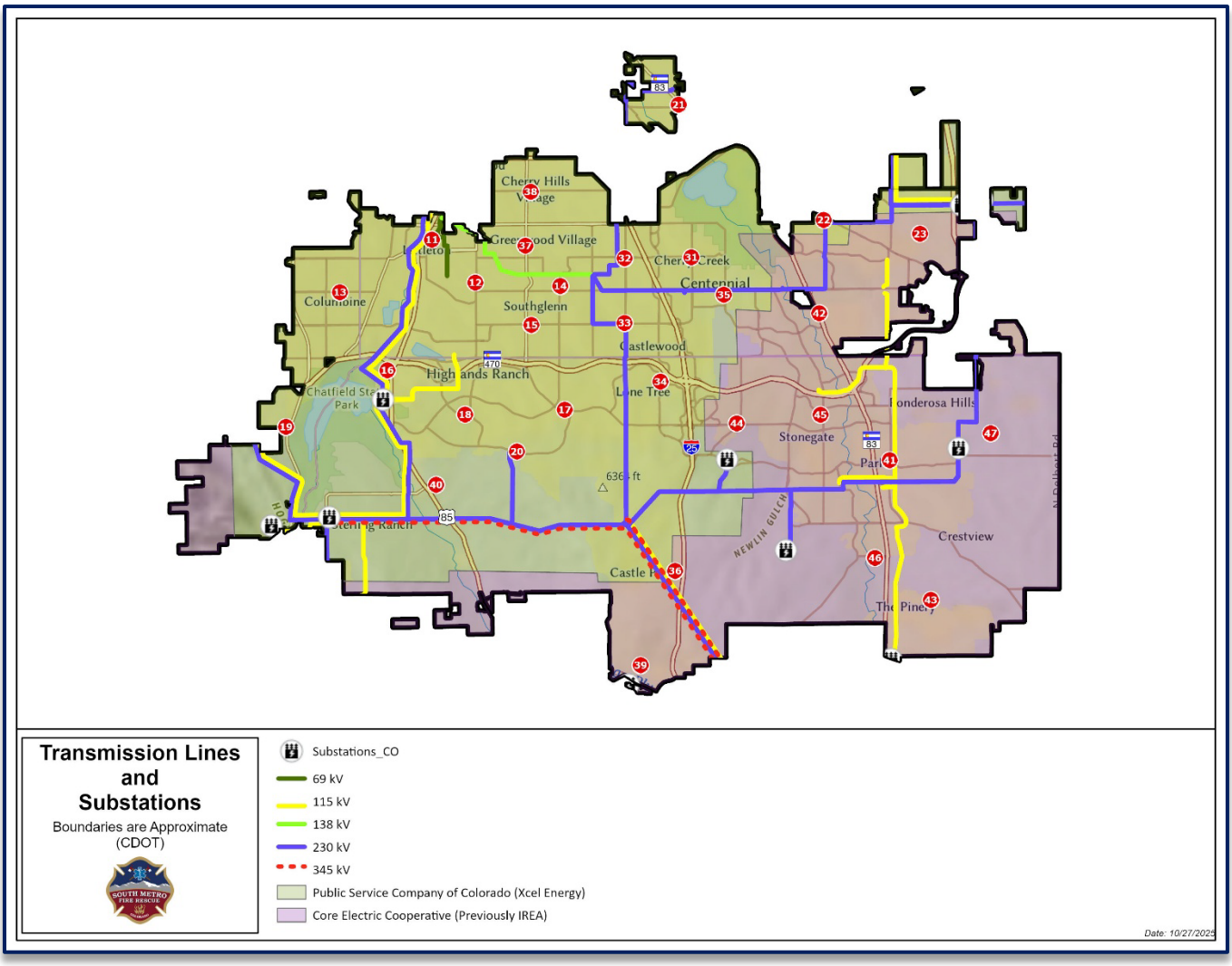
South Metro Fire Rescue's jurisdiction contains extensive critical service infrastructure, including electrical power systems, natural gas transmission, and robust radio and cellular networks.

Electrical Services

The district's electrical power is mainly supplied by Xcel Energy and CORE Electric Cooperative (formerly Intermountain Rural Electric Association – IREA). Infrastructure includes several substations, related switchgear, overhead distribution lines, and underground transmission corridors.

- Xcel Energy operates extensive transmission and distribution assets within SMFR's service area, supported by regional grid interconnections intended to maintain reliability.
- CORE Electric Cooperative serves outlying suburban and rural portions of the district and maintains over 5,000 miles of distribution lines in its broader territory.
- Undergrounding Projects: Both utilities have active programs to relocate overhead lines underground in high-risk areas to improve wildfire resilience and service reliability.

Electrical Transmission Lines and Substations



Natural Gas Services

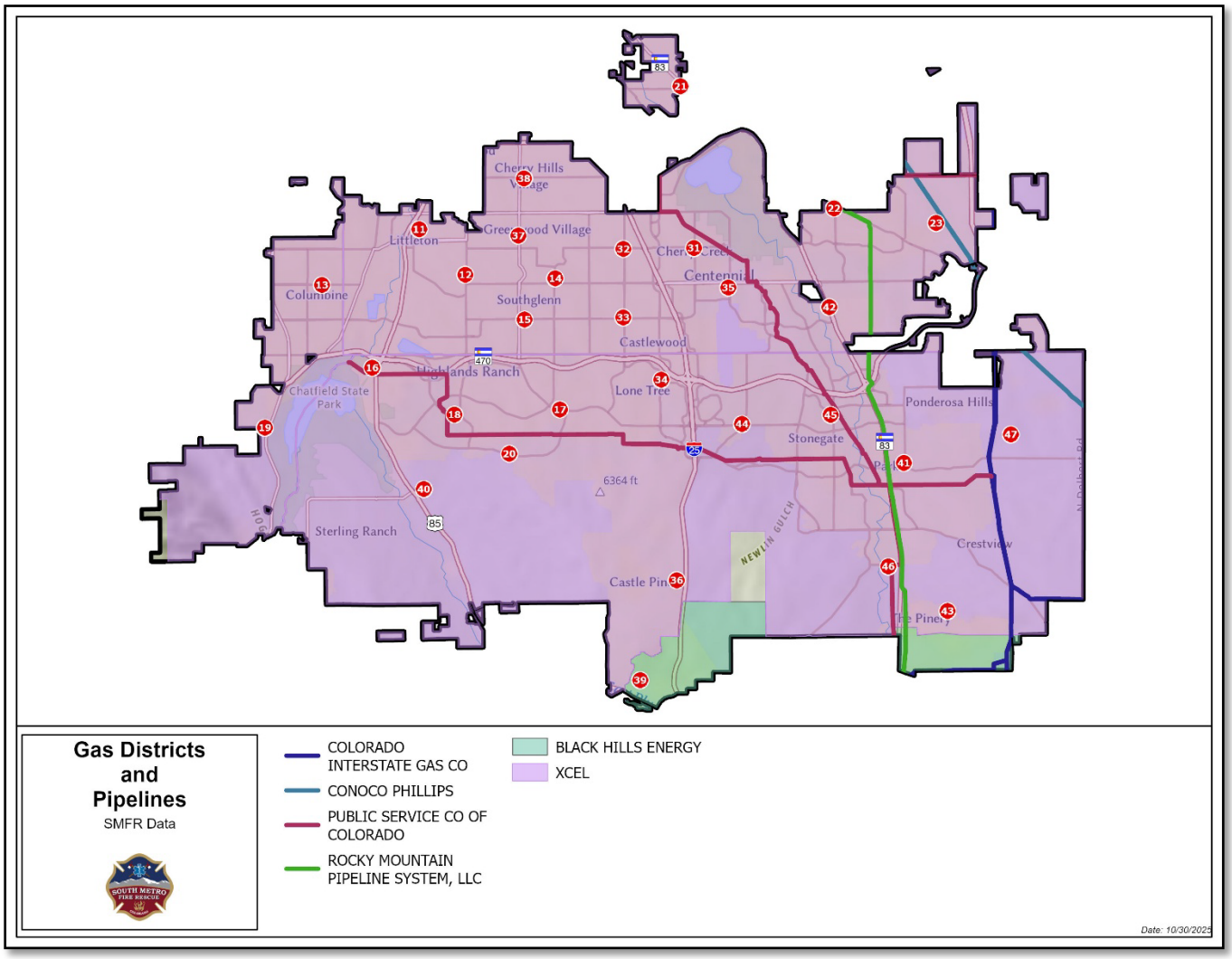
Xcel Energy and Black Hills Energy are the primary natural gas suppliers in the district.

Two major pipelines run through the district:

- A north–south corridor along the eastern edge of the service area
- An east–west corridor crossing the southern half of the district

These high-pressure pipelines interconnect with local distribution systems and require ongoing coordination with utility operators for safety, excavation monitoring, and incident response.

Gas Service Territories and Main Gas Lines



Telecommunications & Cellular Services

Cellular phone service is provided by multiple national carriers and supported by numerous towers and cell sites throughout the district. This multi-carrier setup generally provides reliable coverage and redundancy for critical public safety operations.

South Metro has lease agreements with major cellular service providers to place cell towers at four stations. Previously, two other stations (33 and 43) had cell towers on their property, but those agreements were terminated, and the towers were relocated as part of the agency's ongoing health initiative. The remaining sites' contracts will not be renewed upon expiration.

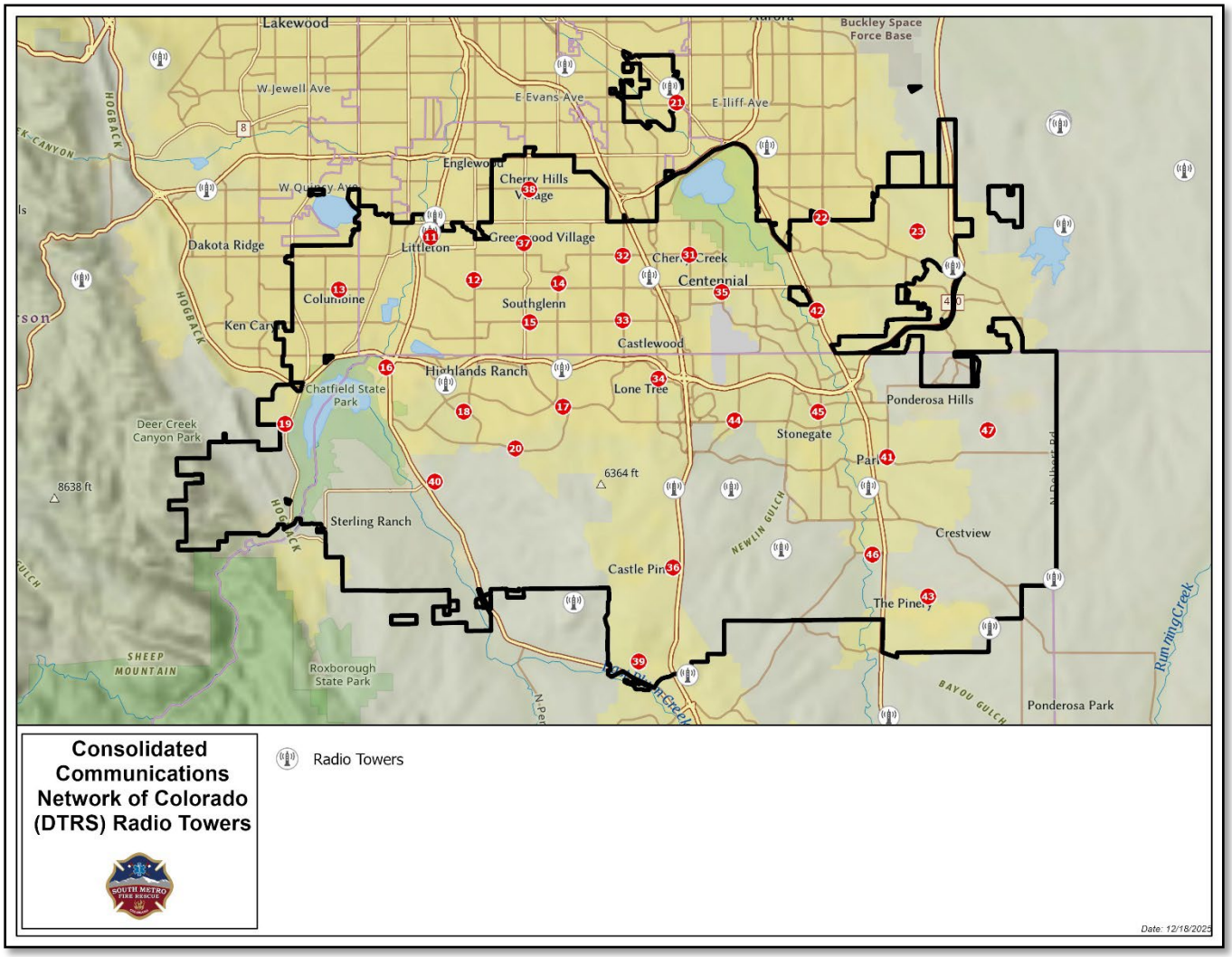
Radio Communications

South Metro Fire Rescue participates in the Consolidated Communications Network of Colorado (CCNC), a statewide public safety radio network that supports both 700 MHz and 800 MHz trunked systems. The coverage area includes the Denver Front Range and the most populated regions.

- Coverage Area: Includes the Denver Front Range, eastern plains, and most populated regions of the state.

- Interoperability: The CCNC system enables seamless radio communication with local, regional, and state agencies, enhancing coordination during multi-agency incidents.
- Resilience: Sites are strategically placed with backup power to maintain communications during extended outages.

Radio and Cellular Towers



Operational Implications for SMFR

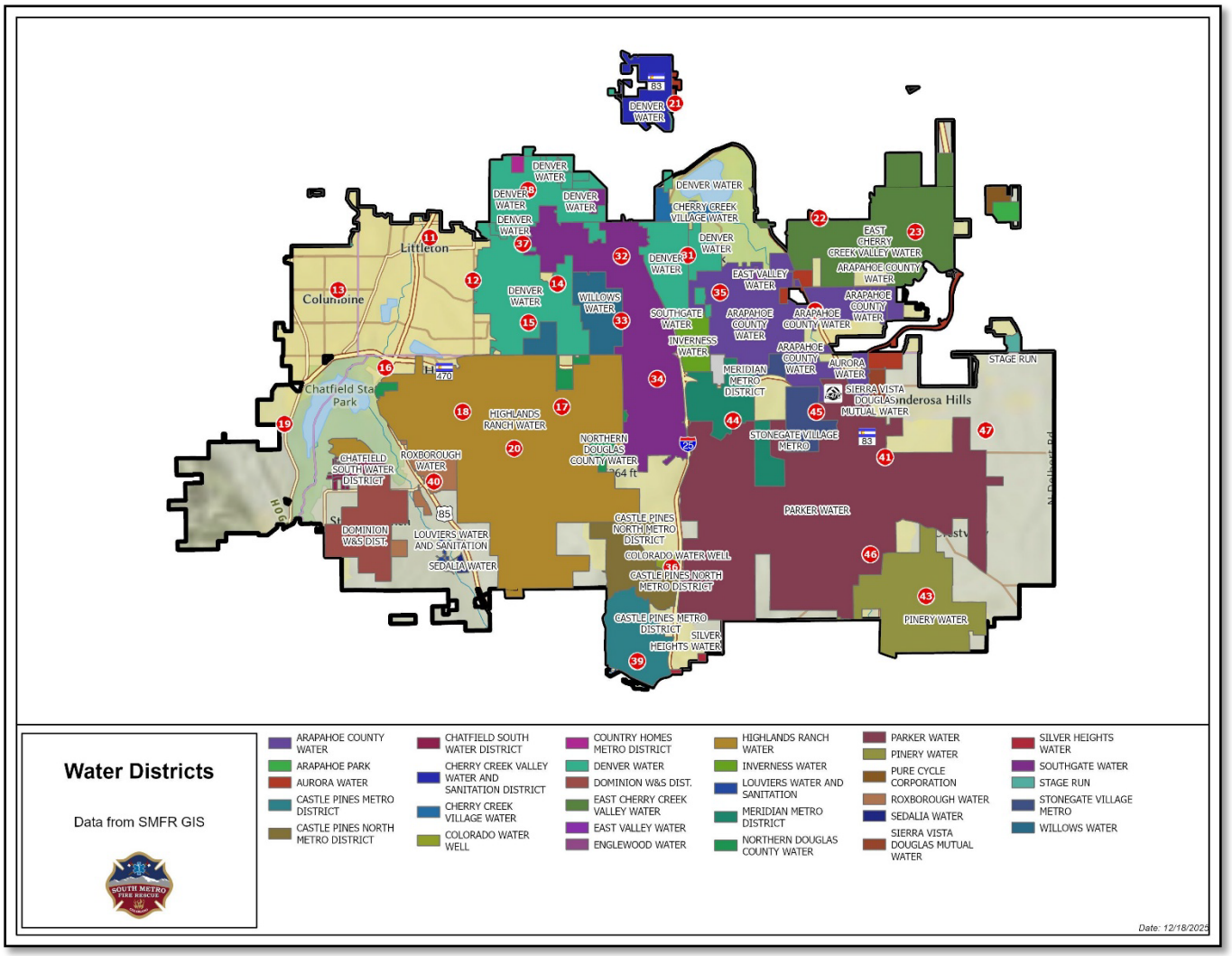
- Critical Infrastructure Protection: SMFR's pre-incident planning incorporates mapping of substations and high-voltage lines to facilitate hazard identification.
- Wildland–Urban Interface Risk: Overhead electrical infrastructure in high fire-risk zones is subject to targeted vegetation management and inspection programs.
- Interagency Coordination: Established protocols with utilities for emergency response, mutual notification, and post-incident restoration.

2H: Water Supply, Infrastructure, and Resources

South Metro Fire Rescue (SMFR) operates within a jurisdiction served by 65 different water providers, ranging from large municipal utilities to small special districts. The Fire Marshal's Office (FMO) acts as SMFR's liaison with these agencies to ensure fire protection systems are properly installed, tested, and maintained. The FMO also conducts plan reviews and field inspections for new developments, confirming that hydrant spacing, water main capacity, and fire flow meet or surpass required standards.

In rural or unhydranted areas, tender relay operations are used to ensure adequate fire flow. Water resources within SMFR's boundaries include lakes, ponds, rivers, streams, creeks, canals, cisterns, and numerous dams of varying sizes. These resources serve various purposes, from flood control to municipal water supply and irrigation.

Water Districts within SMFR District Boundaries



Major Dams

Chatfield Lake / Dam

Location: Confluence of the South Platte River and Plum Creek, western SMFR boundary in Chatfield State Park.

Ownership/Operation: US Army Corps of Engineers (usace/army.mil)

Size: 1,479 acres, ~2 miles long, avg. depth 47 ft.

Drainage Basin: 3,018 sq. mi.

Capacity: 27,046 acre-feet

Primary Purpose: Flood control, recreation, and municipal water supply (post-2017 reallocation project increasing storage for metro water providers)

Cherry Creek Lake / Dam

Location: Confluence of Cherry Creek and Cottonwood Creek, northern SMFR boundary in Cherry Creek State Park

Ownership/Operation: U.S. Army Corps of Engineers

Size: 850 acres, ~3.25 miles long, avg. depth 46 ft

Drainage Basin: ~390 sq. mi.

Capacity: 13,960 acre-feet

Primary Purpose: Flood control, water quality management, and recreation (sailing, fishing, swimming, trails)

Rueter-Hess Reservoir

Location: Eastern Douglas County, owned by Parker Water & Sanitation District

Size: 1,170 surface acres, max. depth ~98 ft

Capacity: Current operational storage ~16,200 acre-feet; future build-out up to 75,000 acre-feet

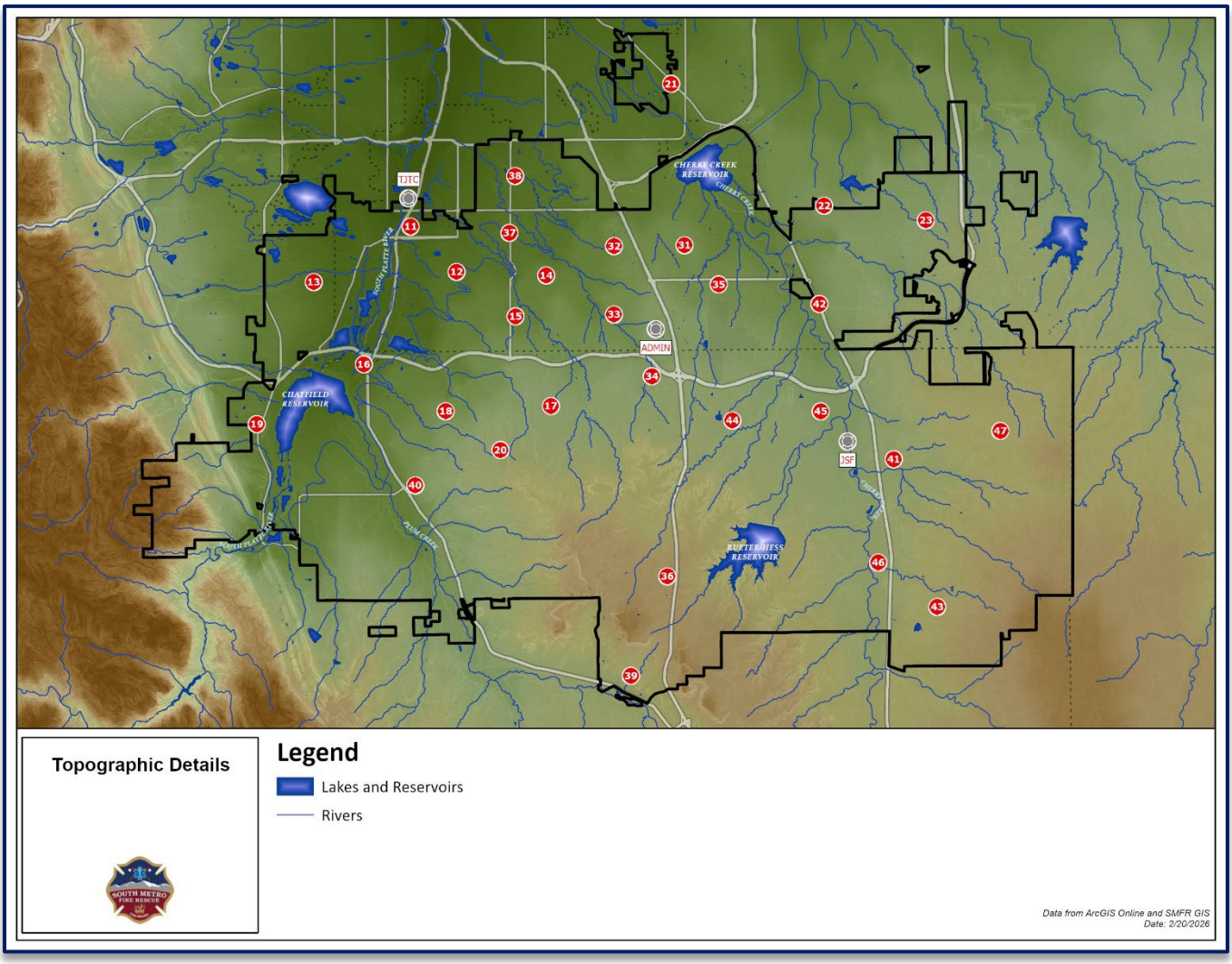
Primary Purpose: Municipal water supply for Parker, Castle Rock, Castle Pines, and other regional partners; also offers limited recreation under a phased public access program.

Englewood/McLellan Reservoir

This reservoir, with a capacity of 8,570 acre-feet, serves as a water storage facility, primarily supporting the City of Englewood and leasing space to the Centennial Water and Sanitation District (which services Highlands Ranch). It also acts as an emergency water source.

In 2024, the Board of Directors approved the inclusion of this Foundation-owned property, located in Douglas County near the northeast corner of Lucent Boulevard and Town Center Drive. A part of this parcel was not originally within the Highland Ranch Municipal District (HRMD) boundaries and, therefore, was not included in SMFR's district during the unification.

Waterways and Dams



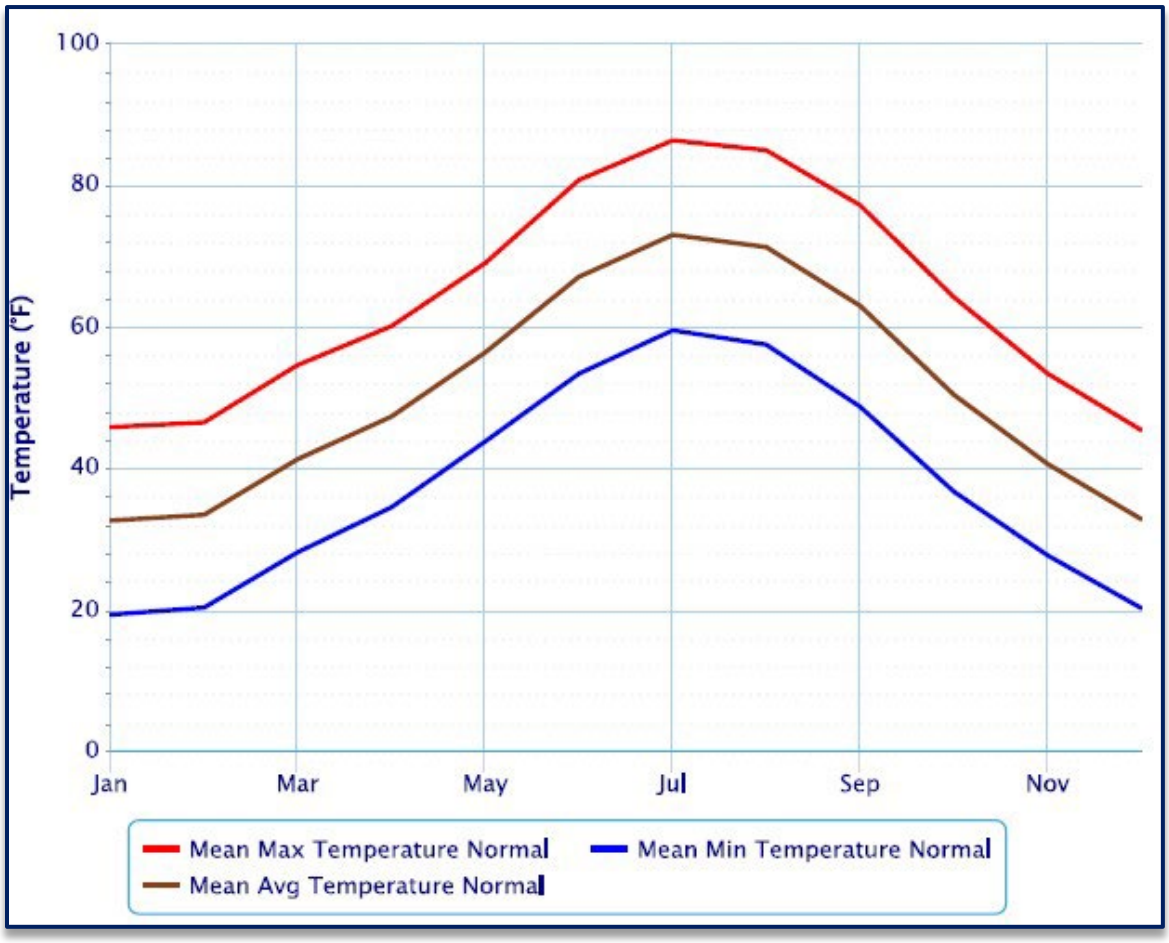
2I: Weather & Climate (Environmental Risk)

The district has a semi-arid climate with four distinct seasons and 245–300 days of sunshine each year. The average annual rainfall is about 17 inches, and snowfall typically ranges from 60 to 72 inches, though totals vary annually and by elevation.

Temperatures:

- January (coldest month): average lows around 17–20°F; highs around 44–46°F.
- July (warmest month): average highs around 88–92°F; occasional peaks above 100°F.
- Winter: Snowstorms are often short-lived, with snow melting in 1–2 days at lower elevations. Winter storms typically occur from October through May. Spring: Transitional weather can bring heavy, wet snow, frequent hailstorms, and intense lightning activity.
- Summer: Warm, dry conditions and limited rainfall increase wildfire risk, especially near wildland–urban interface zones. Severe thunderstorms are common in late spring and early summer, producing large hail and, occasionally, tornadoes.
- Autumn: Usually mild with fewer storms and gradual cooling.

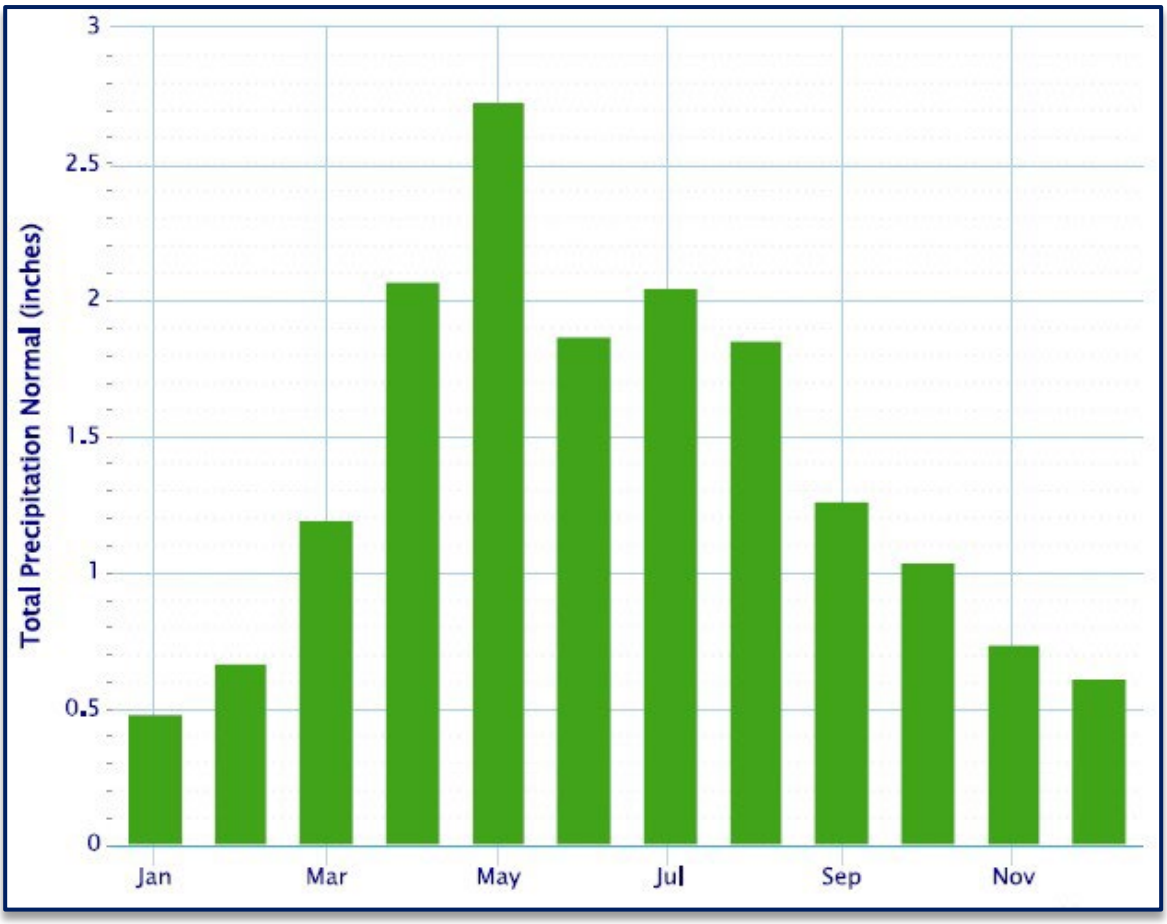
Average Monthly Temperatures



Month	Mean Max Temperature Normal {°F)	Mean Min Temperature Normal {°F)	Mean Avg Temperature Normal (OF)
January	45.8	19.3	**32.6**
February	46.5	20.3	**33.4**
March	54.6	28.1	**41.3**
April	60.1	34.5	**47.3**
May	69.0	43.8	**56.4**
June	80.8	53.4	**67.1**
July	86.4	59.5	**73.0**
August	85.0	57.5	**71.3**
September	77.2	48.7	**63.0**
October	64.2	36.7	**50.4**
November	53.4	27.7	**40.6**
December	45.4	20.2	**32.8**
Annual	**64.0**	**37.5**	**50.8**

https://www.weather.gov/wrh/Climate?wfo=bou

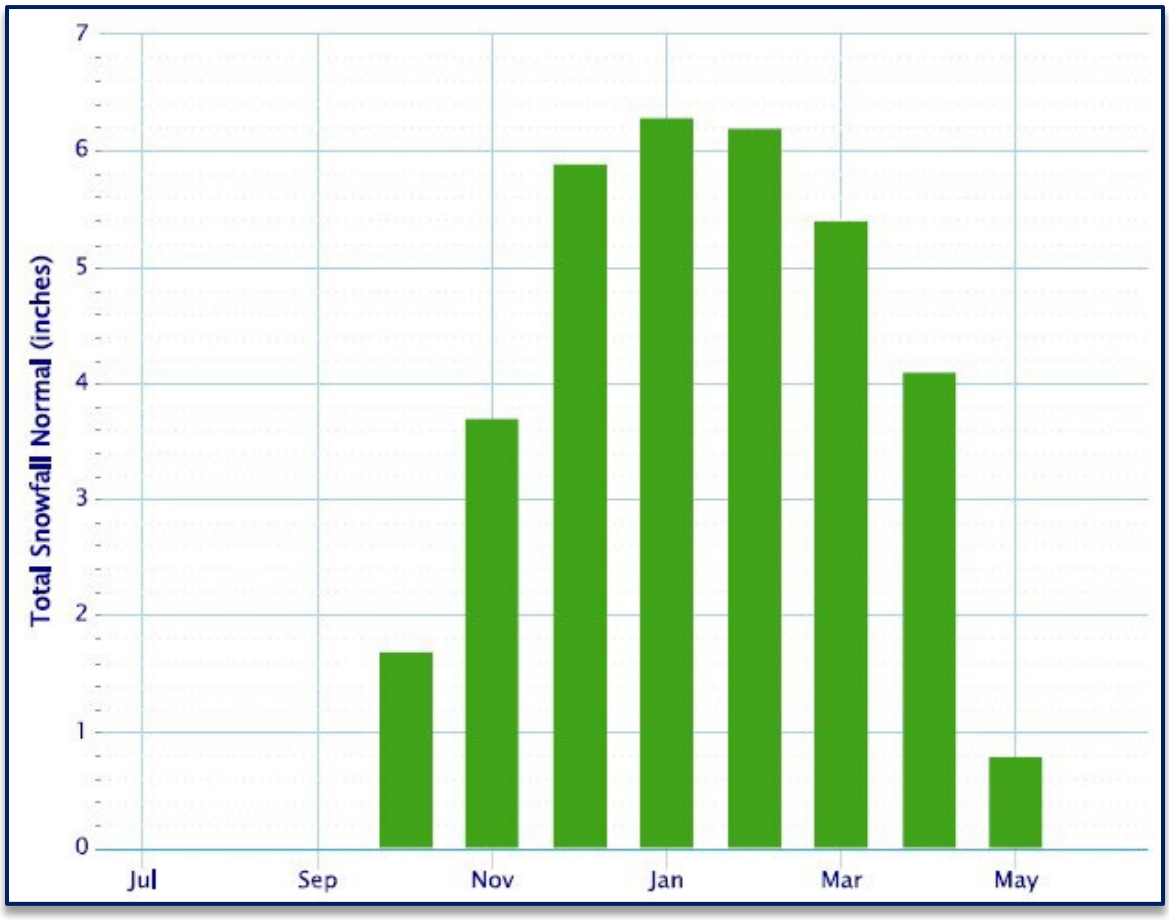
Average Monthly Rainfall



Month	Total Precipitation Normal (inches)
January	0.48
February	0.67
March	1.19
April	2.07
May	2.73
June	1.87
July	2.05
August	1.85
September	1.26
October	1.04
November	0.74
December	0.61
Annual	**16.56**

https://www.weather.gov/wrh/Climate?wfo=bou

Average Monthly Snowfall



Month	Total Snowfall Normal (inches)
January	6.3
February	3.2
March	5.4
April	4.1
May	0.8
June	0.0
July	0.0
August	0.0
September	0.0
October	1.7
November	3.7
December	5.9
Annual	34.1

https://www.weather.gov/wrh/Climate?wfo=bou

Projected Climatological Risks – SMFR District (to 2050)

Wildfire

- Drivers: Hotter, drier conditions and longer fire seasons.
- Impact: Development and growth increase WUI fire risk and complexity of evacuation needs.

Extreme Heat

- Temp Rise: +2.5–5.5°F statewide.
- Hot Days: Denver ~43 days/year above 94°F (vs. ~7 in 1990).
- Impact: EMS surge, firefighter heat stress, higher urban heat island effect.

Drought & Water Supply

- Streamflow Decline: -5% to -30%, earlier snowmelt.
- Impact: Lower hydrant capacity in some zones, more tender relay operations, and long-term supply pressure.

Heavy Rain & Flooding

- Change: Slight increase in heavy rain events, more variable precipitation.
- Risks: Flash floods, debris flows, burn scar runoff.
- Impact: Targeted flood planning, rapid deployment needs, and infrastructure monitoring.

https://climatechange.colostate.edu/chapters/exec_summ.html
https://www.climate.gov/news-features/featured-images/future-temperature-and-precipitation-change-colorado

Lightning

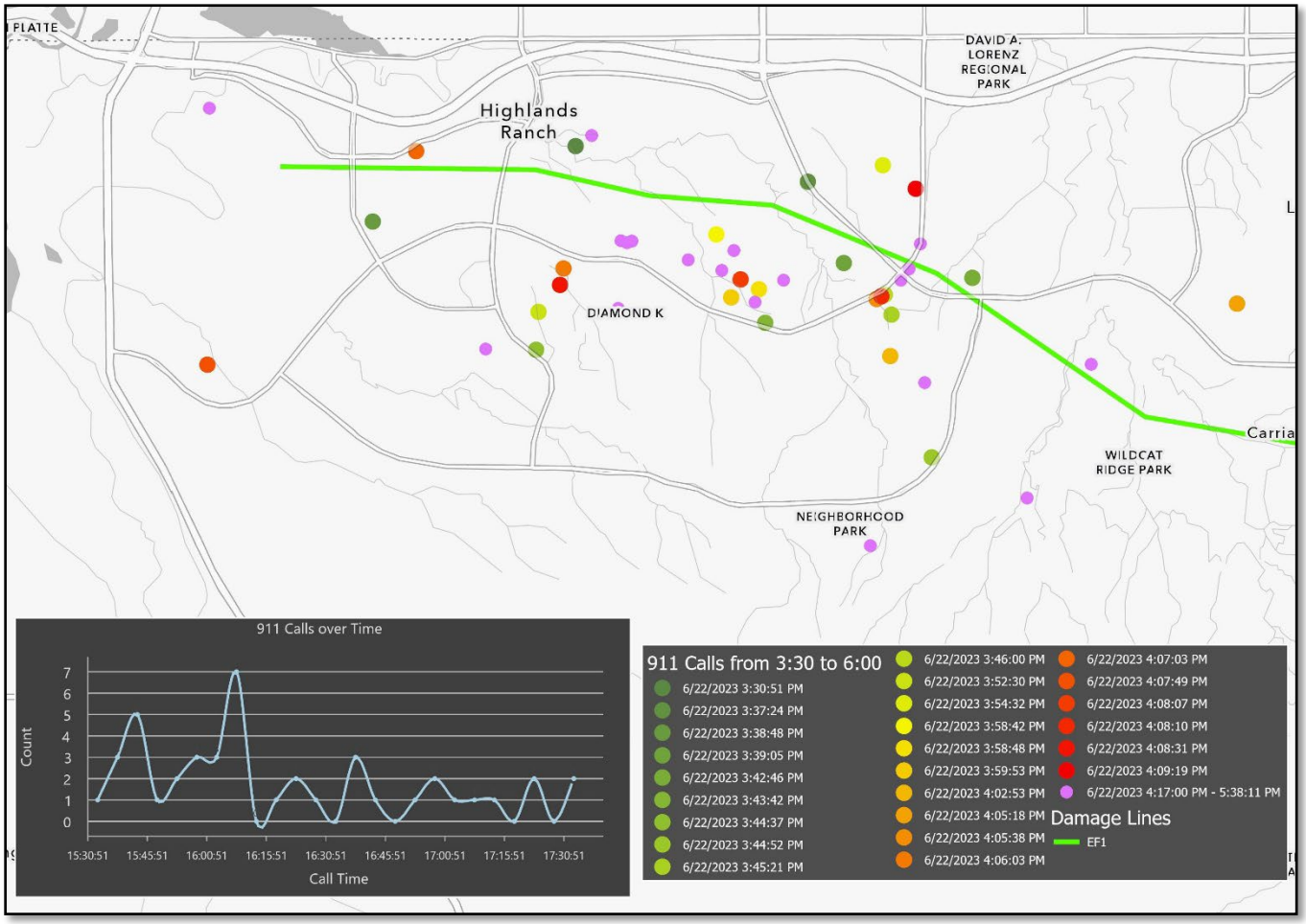
Colorado experiences about 500,000 cloud-to-ground lightning flashes each year. While the state ranks 19th nationally for total strikes, it is 32nd in flash density (strikes per square mile). Summer thunderstorms are common and pose ongoing hazards, but SMFR's district has seen no lightning-related deaths in the past five years. Damage and injuries are rare, partly thanks to public awareness and effective early-warning systems.

Tornadoes

Colorado averages 53 tornadoes each year, with over 75% occurring from May to July, peaking in June. Most are short-lived EF-0 to EF-1 tornadoes, which are much weaker than those in the central and southern Great Plains, but they can still cause property damage, injuries, or fatalities. The Palmer Divide—an elevated ridge between Denver and Colorado Springs—interacts with southeasterly surface winds to form a high-risk area known as the Denver Convergence-Vorticity Zone (DCVZ). About 60% of Colorado tornadoes originate in this corridor.

On June 22, 2023, an EF-1 tornado with peak winds near 105 mph struck Highlands Ranch. It tracked 8.4 miles from C-470 and Lucent Boulevard to west of I-25 in Lone Tree, staying on the ground for about 20 minutes. Damage included the destruction of roofs, trees, and fences, as well as minor structural damage to schools. SMFR responded to over 100 storm-related calls during the event. Douglas County declared a disaster to speed up debris removal and recovery. The tornado was part of a larger severe weather outbreak that affected the Denver metro area.

Highlands Ranch Tornado Path



Flooding

The risk of spring flooding mainly comes from melting mountain snow. In years with normal snowpack and gradual warming, rivers rise without causing major floods. However, above-average snow cover or rapid temperature increases—especially after late-season snowstorms—can lead to significant flooding. Localized flash floods may occur in burn-scar areas, urban drainage zones, and along smaller streams during heavy rainfall events. Studies of streamflow in Colorado basins show that annual flood peaks often result from

snowmelt and rainfall, with seasonal timing aligning with snowmelt in mountain tributaries that feed the South Platte River.

https://pubs.usgs.gov/publication/ofr82426

2J: Wildfire

Approximately 45% of land within South Metro's jurisdiction is classified as agricultural, wildland, or undeveloped. Wildfires occur most frequently during the warmer months but remain a year-round hazard due to the region's low annual precipitation, low relative humidity, and frequent wind events.

Fuel Conditions

Fine fuels such as dried grass, weeds, and brush pose serious ignition and spread risks, especially in late summer and fall. Structural components—wood shingle roofs, cedar siding, and combustible fencing—increase vulnerability in the wildland–urban interface (WUI).

Ignition Sources

- Natural: Lightning strikes, particularly during summer thunderstorms.
- Human-caused: Debris burning, equipment use, mechanical failures, negligent disposal of cigarettes, and intentional arson.
- Infrastructure-related: Faulty transformers, downed power lines, and sparks from railroad activity.

Geographic risk factors include trails, open-space corridors, and greenbelts that often border residential and commercial areas, increasing the likelihood that fire will spread from wildland to structures.

Preparedness & Mitigation

The Community Risk Reduction Team addresses wildfire risk through its Community Risk Assessment process with a strong focus on WUI zones. Key components include:

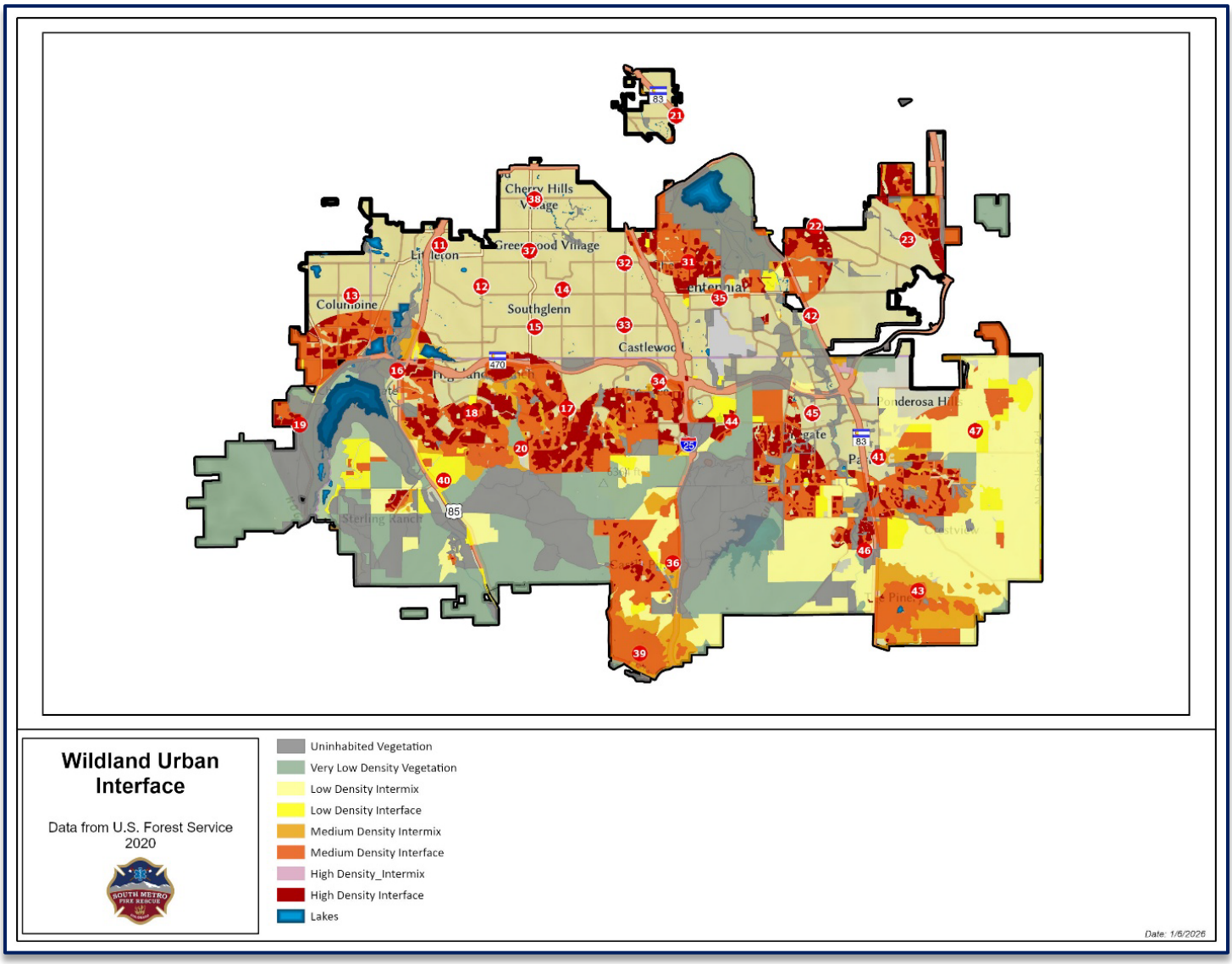
- Collaboration with community programs such as Fire Adapted Communities and Firewise USA®.
- Coordination with municipal wildfire resilience coordinators and the Colorado State Forest Service to connect communities with subject-matter experts who can support neighborhood mitigation planning and fuels-reduction projects.
- In partnership with neighboring fire departments and Douglas County, the CRR team delivers annual workshops that connect HOAs and community leaders to grant funding opportunities, defensible space and home hardening resources, and empower them to take community-level action to reduce wildfire risk.

Based on recent Colorado State Forest Service wildfire risk mapping, parts of SMFR's eastern and southern service areas, especially Parker, Castle Pines, Highlands Ranch, and unincorporated Douglas County, have been classified as high or very high WUI hazard zones due to growth patterns and vegetation density.

Operational Implications for SMFR

1. Incident Frequency & Seasonal Patterns
    - Peak wildfire season occurs from late spring through early fall, but ignition is possible year-round due to low precipitation, low humidity, and frequent dry, windy conditions.
2. Water Supply Limitations
    - Non-hydranted areas require tender shuttle or relay operations; refill sites must be pre-identified and maintained.
3. Evacuation & Public Safety
    - High-density subdivisions in WUI areas can cause congestion during evacuation, requiring coordinated traffic management and multiple staging areas.
    - Populations with limited mobility, such as seniors and residents in assisted living facilities, require specialized evacuation planning and pre-incident coordination.
4. Multi-Agency Coordination
    - Fires crossing jurisdictional boundaries require interoperable communication with neighboring fire districts, law enforcement, and state/federal resources.
5. Mitigation & Prevention
    - Ongoing Community Wildfire Protection Plans (CWPP) guide fuel reduction, creating defensible space, and home hardening efforts. Arapahoe, Jefferson, and Douglas Counties all updated their Hazard Mitigation Plans (HMP) in 2025, and the City of Lone Tree in 2024. SMFR was an active participant in these processes.

Wildland Urban Interface Areas



Insurance Service Office (ISO)

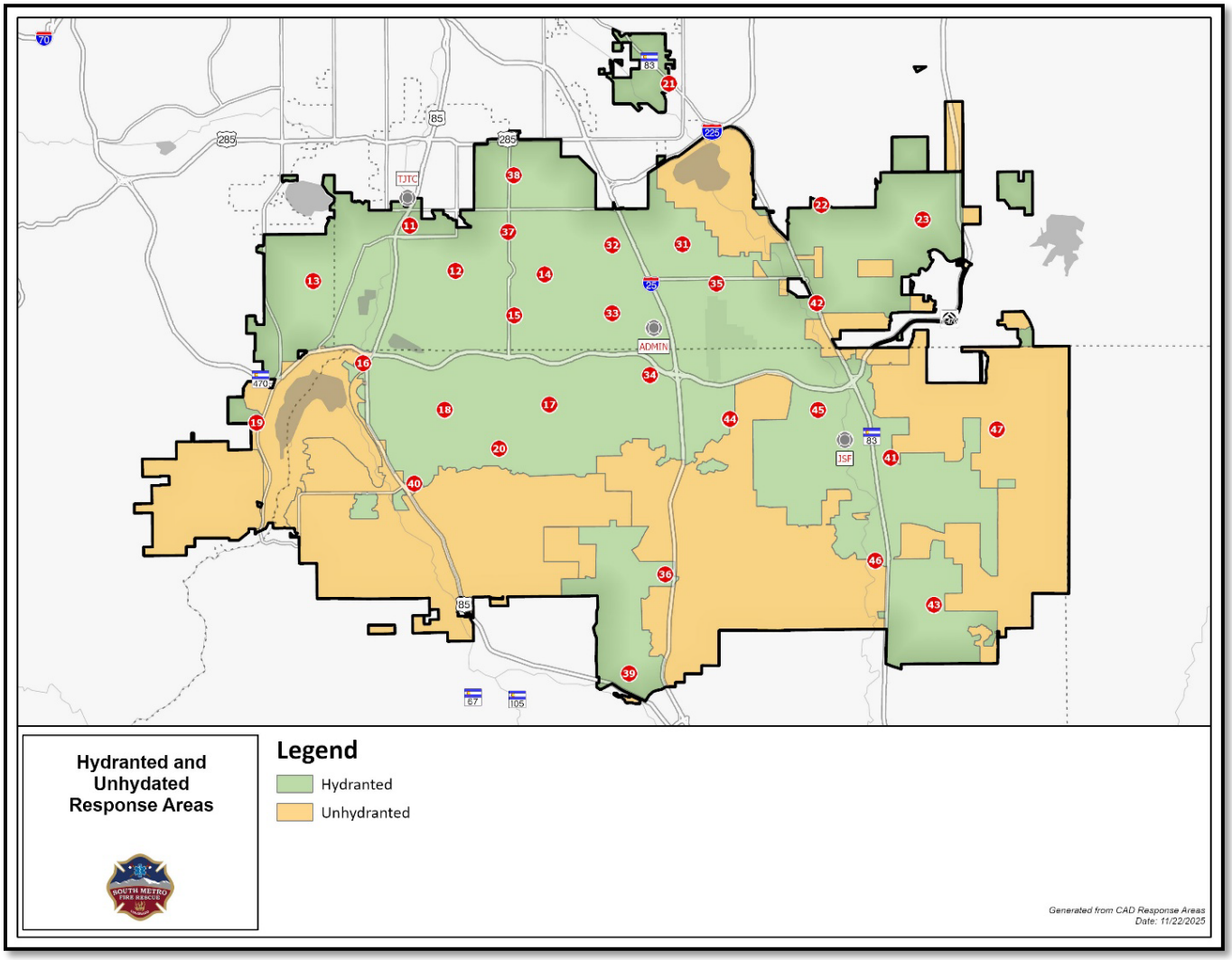
South Metro's current ISO PPC rating is 1, and a recent re-survey is still under comprehensive final review. It is anticipated that the final grade will remain at 1.

In 2016, South Metro became the first department in the country to achieve ISO 1 certification for hauled water in non-hydrated areas. The PPC survey evaluates communities using a uniform set of criteria that incorporates nationally recognized standards from the National Fire Protection Association and the American Water Works Association. The PPC grade depends on the following:

- Needed Fire Flows: Representative building locations are used to determine the theoretical amount of water necessary for fire suppression purposes.
- Emergency Communications: Emergency reporting, telecommunicators, and dispatching systems.

- Fire Department: Equipment, staffing, training, the geographic distribution of fire companies, operational considerations, and community risk reduction.
- Water Supply: Inspection and flow testing of hydrants, alternative water supply operations, and a careful evaluation of available water compared with the amount needed to suppress fires up to 3,500 GPM.

Hydranted/Unhydranted Areas



To address water supply limitations in unhydranted areas, a tender was relocated to Station 20 in the district's southwest portion. This greatly improved the availability of hauled water to the Highway 85/Santa Fe corridor. The most recent grading tables are presented on the following pages for reference.

Fire Protection Service Area (FPSA) -*Hydranted* Areas-	Earned Credit	Credit Available
Emergency Communications		
414. Emergency Reporting	3.00	3
422. Telecommunicators	4.00	4
432. Dispatch Circuits	3.00	3
440. Credit for EC	**10.00**	**10**
Fire Department (Credit For)		
513. Engine Companies	5.90	6
523. Reserve Pumpers	0.50	0.50
532. Pumper Capacity	3.00	3
549. Ladder Service	2.15	4
553. Reserve Ladder and Service Trucks	0.47	0.50
561. Deployment Analysis	4.50	10
571. Company Personnel	13.50	15
581. Training	8.90	9
730. Operational for Considerations	2.00	2
590. Credit for FD	**40.92**	**50**
Water Supply		
616. Supply System	29.00	30
621. Hydrants	3.00	3
631. Inspection and Flow Testing	6.50	7
640. Credit for Water Supply	**38.50**	**40**
Divergence	-3.00	-
1050. Community Risk Reduction	5.40	5.5
Total Credit	**91.82**	**105.5**

Fire Department Supply (FDS) *-Unhydranted/Hauled Water-*	Earned Credit	Credit Available
Emergency Communications		
414. Emergency Reporting	3.00	3
422. Telecommunicators	4.00	4
432. Dispatch Circuits	3.00	3
440. Credit for EC	**10.00**	**10**
Fire Department (Credit For)		
513. Engine Companies	5.90	6
523. Reserve Pumpers	0.50	0.50
532. Pumper Capacity	3.00	3
549. Ladder Service	2.15	4
553. Reserve Ladder and Service Trucks	0.47	0.50
561. Deployment Analysis	4.10	10
571. Company Personnel	13.30	15
581. Training	8.90	9
730. Operational for Considerations	2.00	2
590. Credit for FD	**40.32**	**50**
Water Supply		
616. Supply System	29.67	30
621. Hydrants	3.00	3
631. Inspection and Flow Testing	6.50	7
640. Credit for Water Supply	**39.17**	**40**
Divergence	-3.25	-
1050. Community Risk Reduction	5.40	5.5
Total Credit	**91.64**	**105.5**

2K: Emerging Hazard- Lithium-Ion Battery Hazards

The use of lithium-ion (Li-ion) batteries has expanded rapidly in recent years and now supports a wide range of technologies used throughout the community. These batteries power micro-mobility devices, electric vehicles, power tools, portable electronics, and other technologies, as well as commercial and residential energy storage systems (ESS). Lithium-ion batteries introduce unique hazards that can impact fire suppression, hazardous

materials response, emergency medical services, community risk reduction activities, training, and many other departments at SMFR.

Lithium-ion battery incidents represent a cross-cutting hazard because they may generate fires, hazardous materials exposures, technical rescue considerations, and public safety concerns, depending on the circumstances. As the adoption of battery-powered technologies continues to grow, fire departments across the country are experiencing an increase in incidents involving damaged, defective, or recalled (DDR) lithium-ion batteries/ESS. Lithium-ion batteries present risks that differ from those of traditional fuel-based systems. When damaged, improperly charged, manufactured with defects, or exposed to extreme temperatures, lithium-ion batteries may pose unique hazards, including thermal runaway, difficult-to-extinguish fires, toxic off-gassing, and potential re-ignition.

As the electrification of transportation and consumer devices continues, the number of lithium-ion batteries in circulation is expected to grow substantially. Fire service organizations and federal agencies, including the U.S. Fire Administration, have identified lithium-ion batteries as an emerging hazard that requires increased attention to prevention, response procedures, and responder safety. The new National Emergency Response Information System (NERIS) contains specialized reporting and data tracking on lithium-ion batteries and other electrical hazards.

SMFR recognizes that lithium-ion battery incidents are an emerging hazard. In response, a Lithium-Ion Program was created to provide a unified approach and process to lithium-ion challenges. This committee comprises several subcommittees, including logistics, medical, response, training, internal systems, community services, government, and special ops. The sub-committees identify gaps and provide innovative solutions for the preparedness and training, response, and recovery from lithium-ion incidents.

Section 3: Risk Assessment

A. Risk Assessment and Methodology

South Metro identifies, categorizes, and prioritizes risks within the community to enable optimal placement, response, and use of its resources. The community risk assessment is guided, facilitated, and maintained in accordance with the Agency's 2025-2030 Strategic Plan and the most current CPSE directives. Operational and prevention risk assessments are also used to ensure alignment with departmental objectives.

Development and maintenance include relevant bureaus and divisions that participate in the following processes:

1. Evaluation of current levels of service.
2. Evaluation of resource deployment
3. Structural and non-structural hazards assessment.
4. Response plans and critical task review
5. Gap identification and development of improvement plans
6. Verifying legal boundaries of automatic and mutual aid partners.
7. Verifying boundaries of the identified geographical planning zones

8. Verifying population density of the District and planning zones (urban and rural)
9. Obtaining historic loss of life and fire loss (location)
10. Analysis and data on injuries and calls for medical service

Target Hazard Identification

South Metro Fire Rescue (SMFR) employs an integrated risk assessment framework that combines qualitative and quantitative methods to identify and prioritize target hazards. This approach merges local operational knowledge with data analytics to protect lives, property, and critical community functions.

Key Components of the Assessment Process:

Geospatial Analysis

- GIS mapping of hazard sites, occupancy types, infrastructure networks, and environmental features.
- Overlay hazard density with population and building footprint data to pinpoint concentrations of critical facilities.

Data Integration & Analysis

- Internal Data: Records Management System (RMS) and Computer-Aided Dispatch (CAD) data, including incident history, response times, and fire loss data.
- External Data Sources:
  - Environmental Systems Research Institute (ESRI) risk layers,
  - U.S. Census Bureau demographic and socioeconomic datasets,
  - Local assessor and planning department data,
  - State and federal infrastructure inventories (pipelines, utilities, rail, aviation).

Risk Classification & Prioritization

- Hazards are scored based on probability, impact, and consequence.
- Critical facilities are grouped into functional categories, including:
  - Life Safety (hospitals, nursing facilities, schools, assembly occupancies)
  - Community Function (government buildings, utilities, transportation hubs)
  - Economic Impact (major employers, industrial facilities, high-value commercial centers)
  - Environmental Risk (hazardous materials sites, WUI areas, flood-prone zones)

Stakeholder Engagement

- Collaborate with municipalities, county emergency management agencies, utility providers, and private-sector stakeholders to validate hazard lists for integration into emergency planning.
- SMFR station officers and personnel contribute firsthand experience to the risks and hazards within their response areas.

Ongoing Review & Updates

- Target hazard data is regularly updated as new facilities are constructed, existing structures are repurposed, or community risk profiles change.
- The annual review ensures alignment with SMFR's Community Risk Assessment and Standards of Cover.

Three-Axis Method

The methodology identifies, analyzes, and classifies the probability, impact, and consequences of each incident. Historical incident data helps determine the retroactive risk of each incident and establish links between incident type codes, deployment standards, and losses. The Fire Accreditation Analysis for ArcGIS Pro was used to calculate a risk score for each axis based on historical incidents between 2021 and 2024, enabling SMFR to better identify, assess, categorize, and classify risks.

Impact

The method for assessing impact involves examining the drawdown effect on the department's deployment and coverage capacity. This is determined by calculating the total personnel assigned to an incident and categorizing the outcome.

- Determine the number of personnel that respond and reclassify the number of personnel into five classes
- Calculate the impact for each class

Probability

The methodology for determining probability examines the frequency of each NFIRS incident-type code to assess the likelihood of a similar event occurring.

- Identify the frequency of each incident type
- Reclassify the frequencies into five classes
- Join the frequency table with classes to the historical incident layer
- Calculate the probability for each incident type based on the incident type code frequency

Consequence

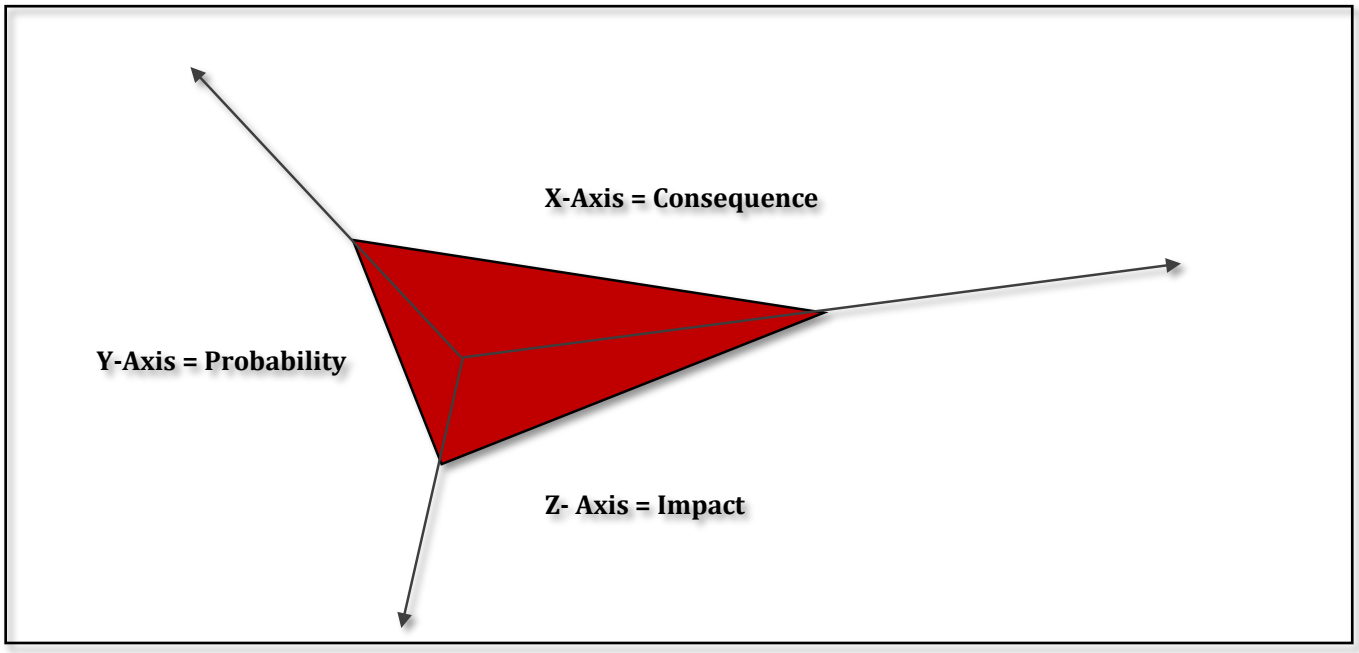
The method for evaluating consequences involves examining the loss of life, injuries, and property damage caused by an incident. If the incident results in one or more deaths, it is assigned the highest risk score.

- Assign a fatality score to each incident based on whether a death resulted from an incident
- Classify injuries and determine the injury score for each incident
- Classify property loss and determine the property loss score for each incident
- Combine the loss scores
- Classify the combined loss score and calculate the final consequence score scores for these three factors are then combined and classified to determine the final consequence score. The frequency of each incident type code is grouped using the Jenks natural breaks classification method. The Total Risk Score uses Heron's Formula modified for tetrahedra to combine the probability, impact, and consequence scores.

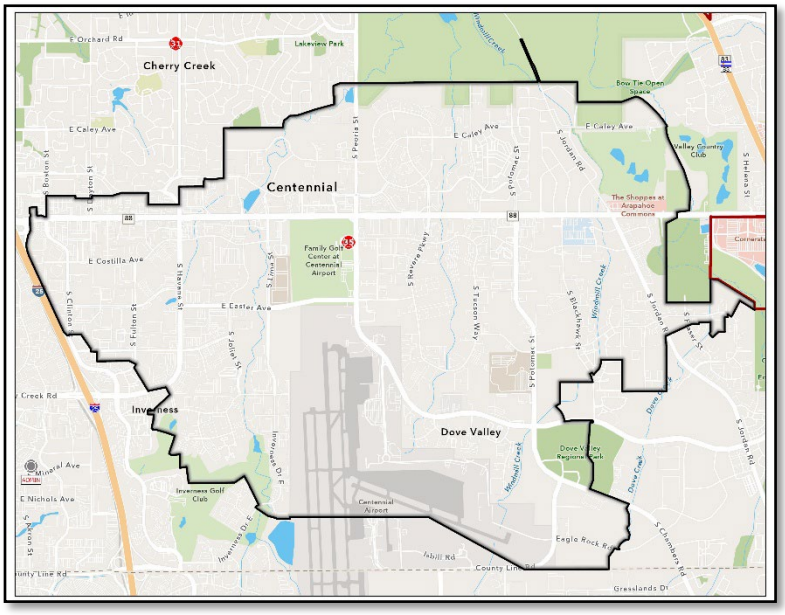
Heron's Formula

(Three Axis Method)

$$\text{Risk Score} = \sqrt{\frac{(PC)^2}{2} + \frac{(CI)^2}{2} + \frac{(IP)^2}{2}}$$



B. Geographic Planning Zones



The District is divided into 30 geographical planning zones (GPZ) or station zones. A single fire station serves each zone, called the first due. Stations are strategically positioned to ensure efficient resource allocation and minimize response times. These station zones help the Agency identify, analyze, categorize, and document various types of risks. Although the Agency employs automatic vehicle locators (AVL) to dispatch the closest available units, managing, analyzing, and understanding the District's large area is most effectively done through the first-due concept. Risks across the District are assessed in all planning zones, considering factors such as service level needs, resource deployment, area growth, population density, occupancy risk, fire and non-fire hazards, and special hazards.

Planning zones are identified and assessed during each accreditation cycle and may be revised in response to changes and the District's needs. Critical infrastructure identified by the risk assessment focus group includes:

- Government Facilities
- Transportation
- Services and Utilities
- Communications Systems
- Energy Production and Distribution
- Hospitals
- Emergency Services
- Service type risks/demands
- Special/contract areas
- High hazard/special risk

Station-Level Risk Analysis Methodology

The SWOT (Strengths, Weaknesses, Opportunities, Threats) risk analysis method assesses station-level operations to pinpoint strengths, weaknesses, and future challenges, guiding strategic planning.

This information is included in each Station Geographic Planning Zone (Appendix)

- Clear view of station area strengths and gaps.
- Scalable best practices and proactive strategies.
- Enhanced planning for resource optimization and preparedness.

Quantitative Risk Indicators

- Data-driven metrics:
  - 90th percentile response time performance by incident type
  - Incident density heat maps
  - Unit workload/utilization rates
  - Call type distribution and seasonal trends
  - WUI exposure percentage and hydrant coverage

Hazard and Demographic Overlays

- Target hazards, high-risk occupancies, and transportation corridors within each station zone.
- Demographic vulnerabilities (senior population density, language barriers, socioeconomic status) from U.S. Census, county, and local data.

Historical and Predictive Trends

- Five-year incident history to highlight recurring patterns or trends.
- Apply predictive analytics (e.g., projected population growth, new development) to anticipate future demands.

Threat Identification

- Infrastructure vulnerabilities
- Utility dependencies and potential disruptions
- Environmental hazards (floodplains, wildfire corridors, severe weather risk zones)
- Tier II Facilities

C. Occupancy Risk Assessment

South Metro records and maintains data for buildings and occupancies within the district in the Accela program database. This multi-purpose software supports the development and construction phases, code compliance, and special-event permits. Current inspection scheduling classifies occupancies as High, Moderate, or Low risk. Occupancy classifications are based on the International Building Code (IBC). SMFR currently manages **11,752** active inspections and **6,187** preplans.

INSPECTION INTERVAL	OCCUPANCY COUNT
1 YEAR	3,327
2 YEAR	3,454
3 YEAR	4,762
TOTAL	**11,543**

FMO Occupancy Risk Analysis Methodology

Annual Inspections (High-Risk Occupancies)

- A (Assembly): High occupant loads (e.g., theaters, restaurants) increase mass casualty risks.
- E (Educational): Schools with vulnerable populations (children) need yearly checks.
- H (High-Hazard): Facilities with flammable/toxic materials (chemical storage).
- I (Institutional): Hospitals/nursing homes with limited-mobility occupants.
- R (Residential): Multi-family residences with high density and sleep risks.
- Specific Facilities: High-rise buildings, Park Meadows Mall, IKEA, Centennial Airport, Lockheed Martin, Arapahoe Community College, and commercial kitchens.

Biennial Inspections (Moderate-Risk Occupancies)

- F (Factory/Industrial): Moderate to high fire risks from machinery or chemicals; biennial inspections suit lower-hazard facilities.
- S (Storage): Varies from low (non-combustible goods) to high (flammable liquids) risk; biennial inspections suffice for low to moderate hazards.
- M (Mercantile): Retail with moderate occupant loads and combustibles; biennial inspections align with lower risk profiles.

Triannual Inspections (Low-Risk Occupancies)

- B (Business): Offices with low fire risks, minimal hazardous materials, and simple layouts; triannual inspections focus on basic fire safety systems.

Occupancy Distribution (District-Wide)

Risk Category	Approximate Share of Total	Examples
High Hazard	29%	Apartments, schools, healthcare, and infrastructure
Moderate Hazard	30%	Warehouses, light industrial
Low Hazard	41%	Offices, retail, small businesses

Preplan Process for Occupancy Risk Analysis

Preplans provide the First Due Officer/Incident Commander the tools to make tactical and strategic decisions in the early stages of an incident. Stations are assigned 12–14 preplans each month, completing a four-year update cycle. Preplans are scheduled using ArcGIS Workforce, a web-based preplan scheduling tool that tracks updates to site visits and drawing updates.

Preplan risk levels are evaluated from an operational perspective. Preplans are intended as pre-fire planning and reference tools for crews responding to specific buildings within the district. As a result, some buildings may be categorized differently from how a building inspector would categorize them.

Preplan Classifications

- Low-Risk Occupancy: Business, Industrial, Mercantile, Storage.
- High-Risk Occupancy: Institutional, Health Care, Assembly, Educational, Daycare, Detention, Multi-Family Residential, Large Venues, High Hazard, High-Rise.
- Basis: Life safety systems, evacuation difficulty, construction type.

Considerations:

- Life Safety: Evacuation, defend-in-place strategies, occupant accountability, accessibility, hours of operation.
- Occupant: Number, age, mobility, physical/mental condition, maximum occupancy.

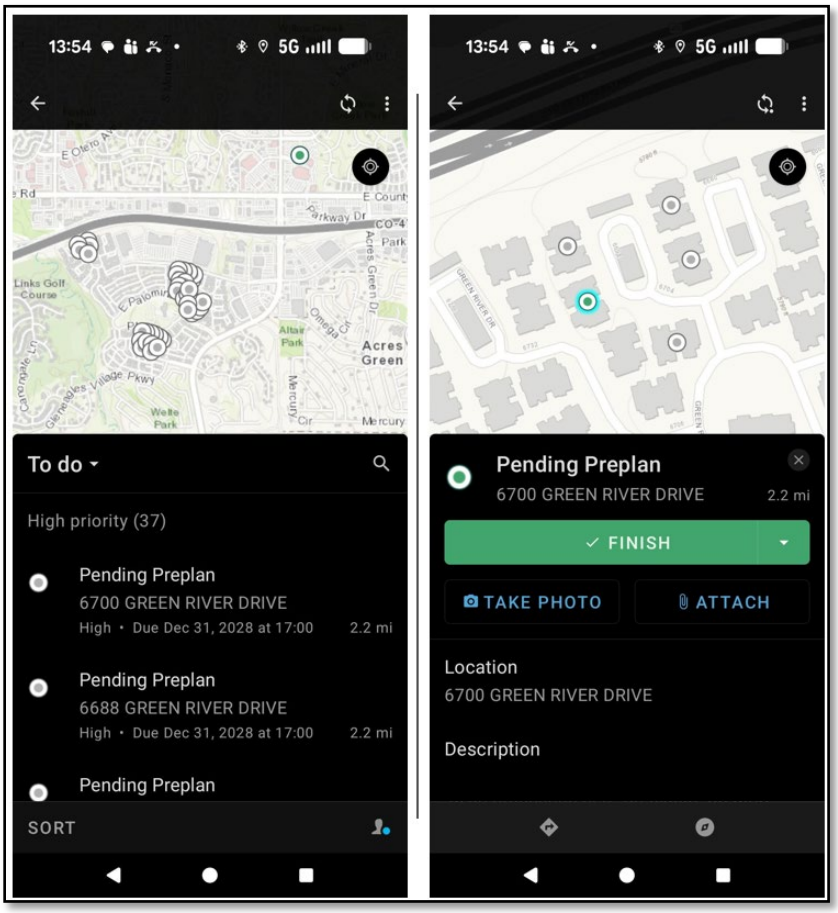
Preplan Information

- Fire Fighter Safety: Building Marking System based on occupancy and construction.
- Physical & Site: Construction type, utilities, access, hazards.
- Blue Card: Corresponds with familiar terms and nomenclature utilized in the IC program.

Process:

1. Captains assign preplans using Workforce
2. Crews and shifts conduct site visits and mark updates in the app
3. If there is no drawing change, the four-year update cycle is updated in Workforce
4. If there is a drawing change request, the Preplan Manager/Specialist standardizes and updates the drawing in AutoCAD
5. The updated preplans are uploaded to Mobile Data Computers (MDC) for crew access, and the cycle is reset in Workforce

Workforce Example from Android Phone



The quality and content of preplans are continuously being evaluated and improved. For example, the CRR team, operations, and the FMO partnered in 2023 to add a page to pre-plans for older adult communities with a mix of occupancy classifications on the same campus (I-1, I-2, R-2). The additional pages indicate the type of community (assisted, independent, or skilled nursing) and the accompanying evacuation requirements. This gives crews valuable information on what to expect when they arrive during an emergency: part of the building may be evacuated to the exterior (assisted living), while other parts may only be moving to the next compartment (skilled nursing).

D. Fire Station and Apparatus Planning

South Metro Fire Rescue plans and assesses fire station locations using a data-driven, risk-based approach to ensure optimal coverage, response times, and resource distribution. The process includes the following key steps:

Performance Benchmark Analysis

- Model first-due, second-due, and Effective Response Force (ERF) coverage within established response time benchmarks.
- Identify coverage gaps, overlaps, and underserved high-risk areas, including wildland-urban interface zones, industrial corridors, and high-density population centers.

Station Condition Assessment

- Evaluate the physical condition, capacity, and remaining lifespan of existing stations.
- Ensure compliance with health, safety, and space requirements for apparatus, personnel, and future expansion.

Cost and Budget Planning

- Consider land acquisition and construction costs, as well as long-term operational expenses.
- Integrate financial planning into the Capital Improvement Program.

Roadway and Traffic Considerations

- Analyze proximity to major transportation corridors and assess the impact of traffic patterns, congestion, and seasonal variations on travel times.

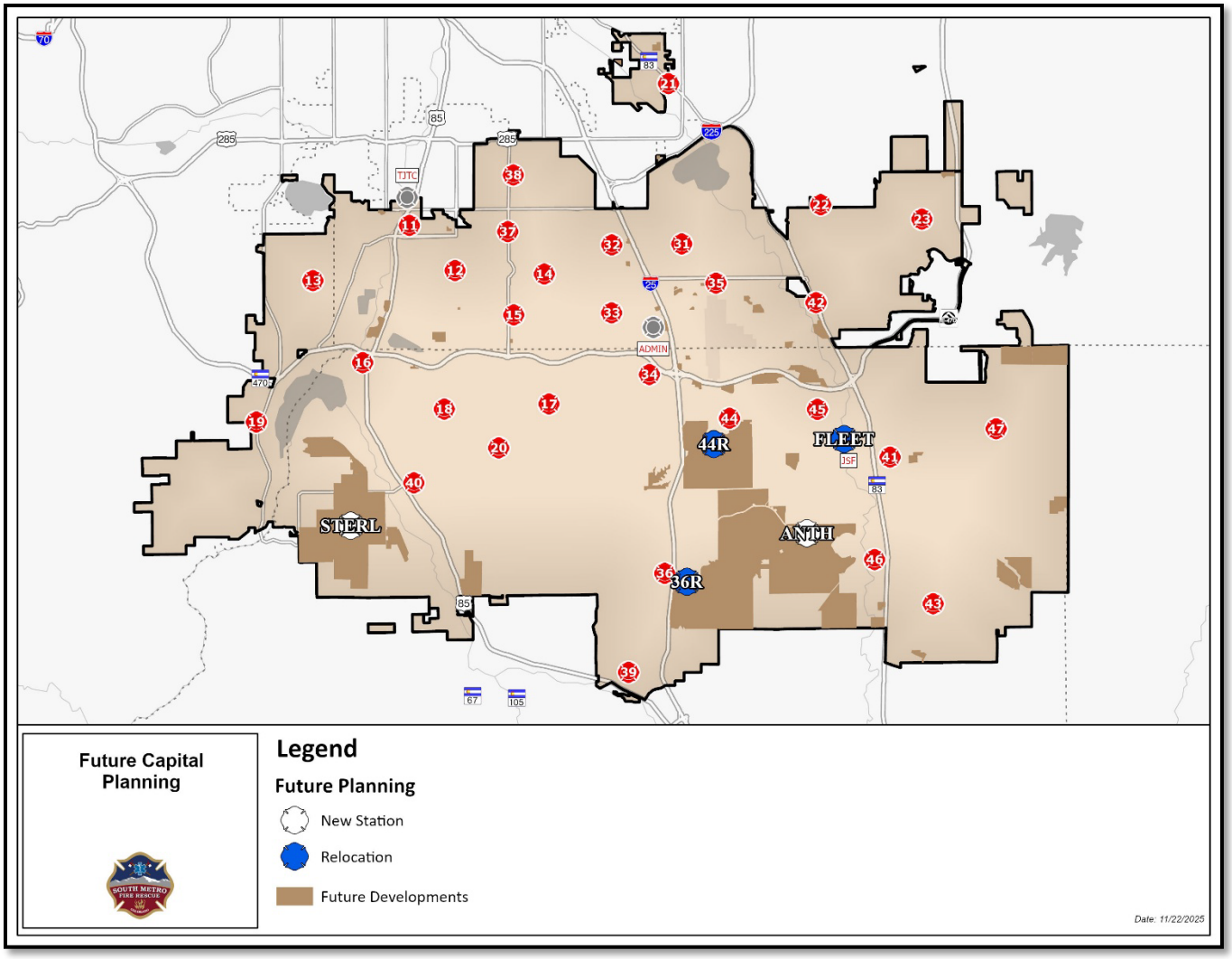
Incident and Response Data Analysis

- Review historical call volume, call types, and current station/unit performance.
- Use predictive modeling to anticipate service demand in new developments or areas of population growth.

Population and Development Trends

- Monitor demographic shifts, changes in housing density, and planned developments to anticipate future service needs.

Future Stations and Facilities



Fire Apparatus Planning Process

Effective fire apparatus planning ensures optimal allocation of resources for emergency response. It integrates geographical, analytical, regulatory, innovative, financial, collaborative, human, and risk-based factors to enhance fire department efficiency and community safety.

Geography

Geography plays a pivotal role in determining apparatus needs.

- Hydrants and Coverage: Unhydranted areas require tenders for water supply, while hydranted zones allow for standard engines.
- Population Density: Urban areas with high density require standard or aerial response apparatus; rural zones need vehicles suited for varied terrain.

Analysis

Data-driven analysis informs apparatus selection and deployment.

- Historical Call Volume: Specific areas show trends or shifts in incident types, guiding resource placement.

- Align Types and Locations: Appropriate apparatus matched to incident-prone zones reduces response inefficiencies.
- Assess Turnout and Travel Times: Benchmarks help identify gaps in coverage.
- Peak Incident Analysis: Over date, time, and seasons to predict high-demand periods.
- Unit Hour Utilization (UHU): Measures apparatus usage across all types.
- Heat Maps and Drive Time Modeling: Visualizes high-call volumes, gaps in coverage, and simulated apparatus drivetime.

E. Data Collection and Reporting Systems

SMFR successfully navigated several major transitions that enhanced its data collection, processing, and reporting capabilities. These improvements included implementing a new RMS provider, completing a significant CAD upgrade, and transitioning from an on-premise SQL-based database to a modern cloud-based data model.

National Fire Incident Reporting System (NFIRS) to National Emergency Reporting Incident System (NERIS)

All performance data in this document, including incident details such as alarms received, arrival times, actions taken, and unit time performance, were derived from the now-legacy National Fire Incident Reporting System **(**NFIRS) reporting format. Developed in the mid-1970s, NFIRS created a standardized nationwide system for collecting fire incident data. Almost 50 years later, the National Emergency Response Information System (NERIS) replaced NFIRS in January 2026 to better support modern fire service needs.

Development of NERIS began in May 2023. In September 2023, SMFR participated in the beta testing phase of the NERIS. This innovative system modernized and improved the nation's fire and emergency data management, and SMFR was fortunate to influence its development.

As a beta tester, SMFR played an important role in evaluating and developing NERIS before its official release, including testing functionality, identifying bugs, and providing essential feedback. Key advantages of our participation included:

- Influence on Development: Early adoption enabled SMFR to help shape the system according to specific reporting needs and operational requirements.
- First-hand Experience: Beta testing enabled many personnel to gain early familiarity.
- Training Opportunity: Early access allows sufficient time to train personnel on the system, minimizing the learning curve upon full deployment.
- Bug Identification: Participation enabled SMFR to identify and report bugs or issues, ensuring they were resolved before the system's final release.

Go-Live and Production

- SMFR successfully transitioned to NERIS Phase 1 on 01/06/2026
- Input in the RMS and the department's NERIS online Insights portal was closely monitored for accurate incident counts and data transfer.
- A feedback portal was created to enable input from the line personnel to point out functional or operational issues and offer suggestions to improve the program, which is reviewed by leadership daily.

Standards of Cover

"The standards of cover considers the identified fire and non-fire risks and how your agency is positioned to respond to those risks, in a formal, adopted manner."

Section 4- Operations Service Delivery Programs

A. Fire Risk

Fire Suppression

South Metro Fire Rescue provides comprehensive fire suppression services to minimize property damage and save lives. Fires account for 1.3% of all incidents responded to by SMFR annually, and structure fires account for 0.4%. The department operates from 30 stations and is equipped with 6 aerial towers, 23 engines, 15 brush trucks, and 6 tenders. One District Chief, along with five Battalion Chiefs, is on duty to oversee operations. Additionally, two Incident Safety Officers work to ensure the safety of responders and the public. SMFR employs the National Incident Management System (NIMS) as its incident management framework, in conjunction with the Blue Card® Incident Command Training and Certification Program.

Fire Experience (In-District)

In District Fire Activity	2021	2022	2023	2024	2025
Structure Fires (NFIRS 111-124)	225	186	195	208	204
Fires Contained to Room of Origin	182	155	160	167	160
% Fires Contained to Room of Origin	81%	83%	82%	80%	78%
Sprinkler Head Activations	10	4	8	18	11
Total Property & Contents Pre-Incident Value	$237,405,445	$135,450,704	$212,136,112	$285,426,083	$307,973,201
Total Property & Contents Loss	$6,021,118	$12,006,340	$19,816,555	$16,223,066	$17,461,076
Total Assessed Property & Contents Value Saved	$231,384,327	$123,444,364	$192,319,557	$269,203,017	$290,512,125

Top Fire Types (2021-2025)

Incident Type and NFIRS Code	Totals
Structure fire involving an enclosed building- 111	543
Special outside fire, not otherwise classified- 160	443
Passenger vehicle fire- 131	437
Cooking fire, confined to container-113	312
Dumpster or other outside trash receptacle fire- 154	237

Top Alarm Types (2021-2025)

Incident Type and NFIRS Code	Totals
Unintentional - alarm system activation (no fire)- 745	4593
Unintentional - smoke detector activation (no fire)- 743	4540
Malfunction - due to alarm system activation- 735	2585
False alarm - false alarm or false call, other- 700	2470
Malfunction - due to smoke detector activation- 733	2443

Suppression Incident Risk Analysis (2021-2024)

Incident Type	Average of Probability	Average of Impact	Average of Consequence
Camper or recreational vehicle (RV) fire	2.0	4.5	3.0
Chimney or flue fire, confined to chimney or flue	2.0	7.0	2.0
Commercial compactor fire, confined to rubbish	2.0	8.0	2.0
Cooking fire, confined to container	2.0	3.2	2.0
Dumpster or other outside trash receptacle fire	2.0	2.5	2.0
Fire in a Port-O-Potty	2.0	2.4	2.0
Fire in mobile home used as fixed residence	2.0	5.2	2.4
Fire in motor home, camper, recreational vehicle	2.0	4.5	2.0
Fire in portable building, fixed location	2.0	2.0	2.0
Fire, Other	2.0	4.0	2.0
Fuel burner/boiler malfunction, fire confined	2.0	3.1	2.0
Garbage dump or sanitary landfill fire	2.0	4.0	2.0
Off-road vehicle or heavy equipment fire	2.0	5.2	3.6
Outside equipment fire	2.0	3.2	2.0
Outside gas or vapor combustion explosion	2.0	2.0	2.0
Outside mailbox fire	2.0	2.0	2.0
Outside rubbish fire, not otherwise classified	2.0	2.7	2.0
Outside rubbish, trash or waste fire	2.0	2.9	2.0
Outside stationary compacted trash fire	2.0	8.0	3.0
Outside storage fire	2.0	5.3	4.0
Passenger vehicle fire	2.0	3.5	2.1
Road freight or transport vehicle fire	2.0	4.3	2.2
Special outside fire, not otherwise classified	2.0	2.5	2.0
Structure fire involving an enclosed building	2.0	6.5	3.0
Structure fire not involving an enclosed building	2.0	5.4	2.1

Incident Type	Average of Probability	Average of Impact	Average of Consequence
Trash or rubbish fire, contained	2.0	3.8	2.0
Vehicle fire, not otherwise classified	2.0	4.3	2.0
Water vehicle fire	2.0	5.5	3.0

From April 2023 to March 2025, the CRR team, FMO, and Strategic Services analyzed fire-cause data following the ImageTrend Elite Fire go-live and found that existing fire-cause categories were too broad to effectively target prevention efforts. In response, the team developed a new rubric to assess whether risk-reduction strategies could have made a difference, categorizing incidents as "yes," "no," or "unknown" and grouping them into actionable themes based on incident details. This approach informed SMFR's 2025 fire-prevention campaigns, identifying kitchen fires as the most common risk—particularly oven fires, unattended cooking, and bumped burners—which led to the launch of the "Tidy Kitchen" campaign. The analysis also highlighted smoking-related fires as highly destructive, prompting a planned 2026 campaign, and identified lithium-ion battery fires as an emerging risk aligned with NFPA priorities and firefighter observations.

CRR Fire Cause Analysis (Q2 2023 – Q1 2025)

Category/Subcategory	Q2-Q4 2023	2024	Q1 2025	Total
Appliance	15	23	3	41
Chicken Coop Fire	1	2		3
Construction		6	1	7
Electrical Failure or Malfunction	10	23	7	40
Fireplace			2	2
Garage	3	4	1	8
Intentional	13	19	5	37
Kitchen	45	71	12	128
Lithium-Ion Batteries	6	4	1	11
Other	7	13	2	22
Other Agency Assist	11	6	3	20
Outdoor Cooking and Recreation	1	8		9
Outdoor Home Maintenance and Improvement	1	2		3
Smoking	5	19	3	27
Trash	2	3	2	7
Unintentional or Misuse of Materials	17	13	3	33
Undetermined	7	11	5	23
Weather	4	1		5
Total	**148**	**228**	**50**	**426**

Wildland Firefighting

South Metro Fire Rescue maintains a comprehensive wildland firefighting program based on standards from the National Fire Protection Association (NFPA) and the National Wildfire Coordinating Group (NWCG). All line personnel receive operation-level wildland firefighter training at the recruit academy and participate in annual refresher courses aligned with NWCG standards. Firefighters are trained and equipped to manage wildland and WUI incidents. The Special Operations Bureau oversees the SMFR wildland firefighting team, whose members earn advanced certifications in accordance with the National Interagency Incident Management System Wildland Fire Qualification System Guide (PMS 310-1). These team members fill essential roles, such as serving as fire duty officers and staffing wildland-specific apparatus on high wildfire-risk days. SMFR maintains four Type III engines and eleven Type VI brush trucks to ensure proper coverage within district boundaries. Between 2021 and 2025, the District experienced 509 wildland fires. South Metro Fire Rescue supports several programs to reduce risk through a comprehensive Community Wildland Protection Plan (CWPP) in Arapahoe, Douglas, and Jefferson counties, as well as a Wildfire Mitigation Program for the District overall and specific communities. These protection plans include detailed risk assessment, a mitigation strategy, and public education.

- SMFR has education plans aimed at high-risk communities.
- SMFR has increased the number of wildfire attack and suppression apparatus (Type III and Type VI) and water supply apparatus (Tenders).
- Geographic pre-plans exist for wildfire operations, covering escape routes, staging areas, heli-spots, tactical zones, and water sources.

Wildland Fire Experience (In-District)

	2021	2022	2023	2024	2025
Wildland Fires (NFIRS 140-143) (170–173)	75	130	55	120	122

Top Wildland Fire Types (2021-2025)

Incident Type and NFIRS Code	Total
Brush, or brush and grass mixture fire- 142	413
Grass fire- 143	57
Natural vegetation fire, not otherwise classified- 140	30
Forest fire or large wildland fire- 141	1
Cultivated trees or nursery stock fire- 173	1

Wildland Fires ≥ 10 Acres (2021-2025)

Date of Fire	Battalion	Location	Acres	Homes Threatened	Property Use
2/7/2021	5	4201 S Parker Road	202	3	Open land or field
10/10/2021	1	12257 S Wadsworth Boulevard	10	-	Open land or field
12/14/2021	1	Chatridge Court / S Santa Fe Dr	24	2	Vacant lot
7/15/2025	1	5900 Main St	15	-	Open land or field

Wildland Incident Risk Analysis (2021-2024)

Incident Type	Average of Probability	Average of Impact	Average of Consequence
Brush, or brush and grass mixture fire	2.0	4.4	2.0
Cultivated trees or nursery stock fire	2.0	4.0	2.0
Forest fire or large wildland fire	2.0	2.0	2.0
Grass fire	2.0	3.6	2.0
Natural vegetation fire, not otherwise classified	2.0	3.2	2.0
Totals	**2.0**	**4.2**	**2.0**

Ignition Cause (Source: NFIRS)

Cause	2021	2022	2023	2024	2025	Total
Act of nature	-	2	-	-	1	**3**
Cause under investigation	-	5	-	-	-	**5**
Cause undetermined after investigation	1	15	1	-	2	**19**
Cause, other	-	1	-	-	-	**1**
Intentional	-	7	-	-	1	**8**
Undetermined	72	86	53	119	114	**444**
Unintentional	2	14	1	1	4	**22**
Total	**75**	**130**	**55**	**120**	**122**	**502**

Aircraft Rescue Fire Fighting (ARFF)

The ARFF program operates under the Operations Division and is overseen by the Line Support Chief. Equipment goals for aircraft-related incidents include all standard firefighting gear plus specialized equipment needed for ARFF, such as F3 foam, dry chemical extinguishing agents (purple K), piercing nozzles, truck-mounted thermal imaging cameras (FLIR), bumper and roof turrets, crash axes, emergency locators with GPS units, and specialized hand and hydraulic tools. The team conducts specialized training throughout the year, with monthly sessions. South Metro's ARFF Team has a 6-acre training facility on airport grounds that includes three fuselages, one of which is a full-burn prop.

From 2021 to 2025, there were **212** ARFF incidents within South Metro Fire Rescue's jurisdiction. These incidents included mechanical issues with aircraft, runway standbys, fuel spills, and post-crash fire suppression.

SMFR is the ACPAA's Designated Emergency Response Agency (DERA) for aircraft rescue firefighting (ARFF). Therefore, SMFR responds to all structural fires, medical emergencies, and aircraft-related incidents both on and off airport property. This includes hangars, maintenance buildings, the air traffic control tower, aircraft, and movement areas.

Top ARFF Incident Types (2021-2025)

Incident Type and NFIRS Code	Total
Aircraft standby- 462	201
Aircraft crash, non-injury- 464	10
Aircraft crash with injuries	4
Aircraft fire- 135	1

ARFF Incident Risk Analysis (2021-2024)

Incident Type	Average of Probability	Average of Impact	Average of Consequence
Aircraft crash with injuries	2.0	8.0	2.0
Aircraft crash non-injury	2.0	5.8	2.0
Aircraft fire	2.0	6.0	2.0
Aircraft standby	2.0	5.0	2.0

B. Non-Fire Risk

Emergency Medical Services (EMS)

Emergency medical incidents can strain resources, impacting SMFR and the entire district. EMS incidents made up 66 percent of all calls in South Metro from 2021-2025. Consequently, SMFR provides an integrated fire and emergency medical response to all medical calls, using cross-trained firefighter/emergency medical technicians. All engine and tower companies carry EMS inventories supporting full ALS capability. The department operates 19 Advanced Life Support (ALS) 24-hour medic units for patient transport. South Metro Fire Rescue (SMFR) offers coordinated fire and medical responses to all medical calls. A medical director on staff oversees the EMS operations. Under this leadership, SMFR follows the Denver Metropolitan Paramedic Protocols, which are used across the Denver Metro Area to ensure consistent standards of care. These protocols are aligned with the American Heart Association's Advanced Cardiac Life Support (ACLS) and HandTevy pediatric guidelines.

South Metro's emergency medical response meets the highest industry standards, as shown by nearly every recognized measure in prehospital care. SMFR has a 30% survival rate for cardiac arrest patients who reach hospital discharge—almost three times the national average of 10.6%, according to the Cardiac Arrest Registry to Enhance Survival. The American Heart Association has recognized SMFR for three consecutive years for excellence in identifying and treating ST-elevation myocardial infarction (STEMI). Additionally, SMFR has received the American Heart Association EMS Gold Award for implementing quality improvement measures in treating patients with severe heart attacks.

South Metro continues to develop innovative practices to provide the highest level of patient care to the community. SMFR was the first EMS agency in the Denver Metro area to introduce Rapid Sequence Intubation (RSI), with successful administrations improving patient outcomes. SMFR also now carries packed red blood cells to enhance survivability during hemorrhagic shock—one of only five agencies in Colorado to do so.

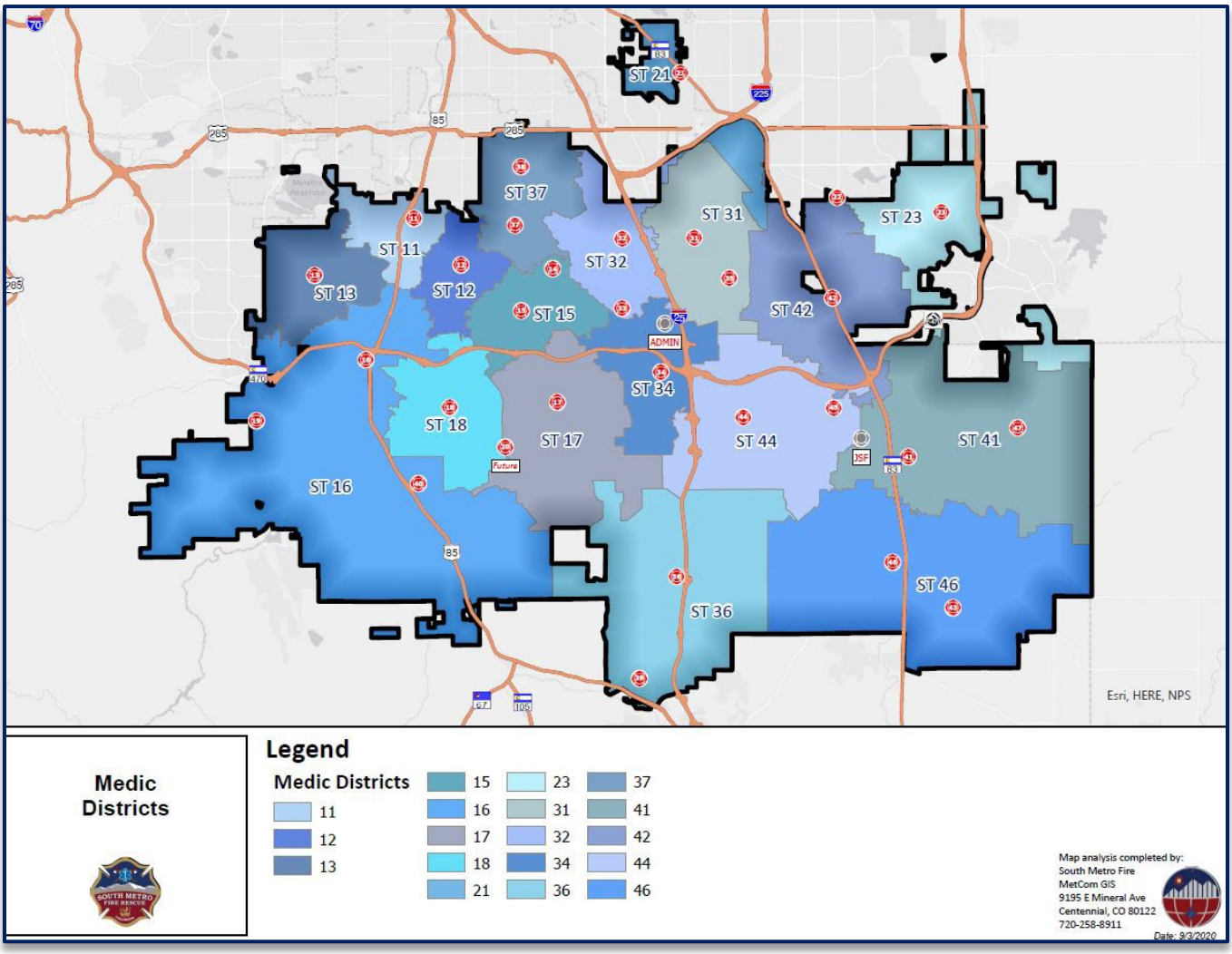
K9 program

Pets are a vital part of our community. The American Humane Society approximates that 40,000 pets die in home fires in the United States each year — primarily due to smoke inhalation during residential structure fires. According to the National Police Dog Foundation, approximately 75–87 police K-9s nationwide died in the line of duty, with two confirmed Line-of-Duty K-9 Fatalities in Colorado between 2021 and 2025.

SMFR now offers animal first aid during emergencies. The Basic K9 First Aid program by South Metro Fire Rescue (SMFR) is an essential service that provides on-site, life-saving care for K9 injuries. The program was created with support from Senate Bill 14-039, which permits care for domesticated dogs and cats under specific conditions. The

program became operational in June 2022 thanks to the dedication of SMFR EMS instructors, who trained 390 SMFR personnel, including law enforcement K9 handlers.

SMFR Medic Districts



EMS Experience (In-District)

	2021	2022	2023	2024	2025
Total Transports	20,460	22,262	23,176	23,835	24,682
Non-Emergent Transports	18,369	20,073	20,573	21,363	22,225
Emergent Transports	2,091	2,189	2,603	2,472	2,457
% Emergent Transport Trips	10%	10%	11%	10%	10%
Transports by Auto Aid Agency	249	326	385	379	431
Transports by Private Ambulance	59	35	42	36	40

Top EMS Incident Types (2021-2025)

Incident Type and NFIRS Code	Total
Emergency medical incident- 321	144,384
Vehicle accident with injuries- 322	6,848
Vehicle accident with no injuries- 324	4,353
Lock-In- 331	957
Motor vehicle vs. pedestrian or bicycle accident- 323	855
Emergency medical incident, other- 320	245

EMS Risk Analysis (2021-2024)

Incident Type	Average of Probability	Average of Impact	Average of Consequence
Emergency medical incident	10.0	2.2	2.0
Emergency medical incident, not otherwise classified	2.0	2.5	2.0
Emergency medical service incident, other	2.0	2.2	2.0
Medical Assist	2.0	2.2	2.0
Motor vehicle vs. pedestrian or bicycle accident	4.0	2.3	2.0
Vehicle accident with injuries	6.0	2.9	2.0
Vehicle accident with no injuries	6.0	2.8	2.0

Top Primary Impressions by Medic

	2021		2022		2023		2024		2025	
	Primary Impression		Primary Impression		Primary Impression		Primary Impression		Primary Impression	
1	Injury	5318	Injury	5695	Injury	4581	Injury	4267	Injury	3909
2	Generalized Weakness	1716	Generalized Weakness	1863	Generalized Weakness	1910	Generalized Weakness	2016	Injury Of Head	1906
3	Syncope / Fainting	1539	Syncope / Fainting	1785	Syncope / Fainting	1779	Syncope / Fainting	1795	Generalized Weakness	1900
4	Behavioral/Psychiatric Episode	1481	Behavioral/Psychiatric Episode	1539	Behavioral/Psychiatric Episode	1443	Injury Of Head	1693	Syncope / Fainting	1817
5	Acute Respiratory Distress (Dyspnea)	1321	Abdominal Pain	1449	Abdominal Pain	1429	Behavioral/Psychiatric Episode	1600	Behavioral/Psychiatric Episode	1627
6	Abdominal Pain	1307	Chest Pain / Discomfort	1357	Chest Pain / Discomfort	1307	Abdominal Pain	1364	Abdominal Pain	1474
7	Altered Mental Status	1239	Acute Respiratory Distress (Dyspnea)	1352	Injury Of Head	1258	Chest Pain / Discomfort	1291	Chest Pain / Discomfort	1324
8	Chest Pain / Discomfort	1230	Altered Mental Status	1185	Acute Respiratory Distress (Dyspnea)	1198	Sepsis/Septicemia	1269	Sepsis/Septicemia	1212
9	Seizures	1178	Sepsis/Septicemia	1092	Alcohol Use	1176	Seizure	1166	Seizure	1121
10	Alcohol Use	905	Alcohol Use	901	Sepsis/Septicemia	1152	Acute Respiratory Distress (Dyspnea)	940	Pain (Non-Traumatic)	903

Hazardous Materials

South Metro actively enforces proper storage and handling of hazardous materials. During inspections, South Metro inspectors verify the presence and quantity of chemicals. Business owners are encouraged to minimize on-site chemical storage and advised to store chemicals in NFPA-approved cabinets. South Metro Fire Rescue manages various hazardous materials incidents, and all SMFR personnel are trained at the operational level as part of training standards. Hazardous Materials Team members are trained to the Technician and Specialist levels, meeting Cal OES Type 1 staffing requirements. SMFR has 60 Technicians and 4 Specialists. Stations 17 and 38 are designated hazmat stations, with Station 17 maintaining 6 hazmat technicians per shift and Station 38 maintaining 4 technicians. The combined minimum daily staffing at these stations is five hazmat technicians. Additional hazmat technicians work at other stations and apparatus across the district and can be deployed at any time for hazmat responses. Goals for moderate incident response and mitigation include hazard classification and identification, ensuring personnel and civilian safety, protecting the environment, stabilizing the incident, and mitigating hazards. In collaboration with the Fire Marshal's Office and Community Risk Reduction, the HazMat team released a policy prohibiting the Acceptance of Hazardous Materials, including Lithium-Ion Batteries. Coordination with external hazmat agencies includes West Metro Fire Rescue, Colorado State Patrol Hazmat Teams, Castle Rock FD, and various clean-up contractors.

Top Hazmat Incident Types (2021-2025)

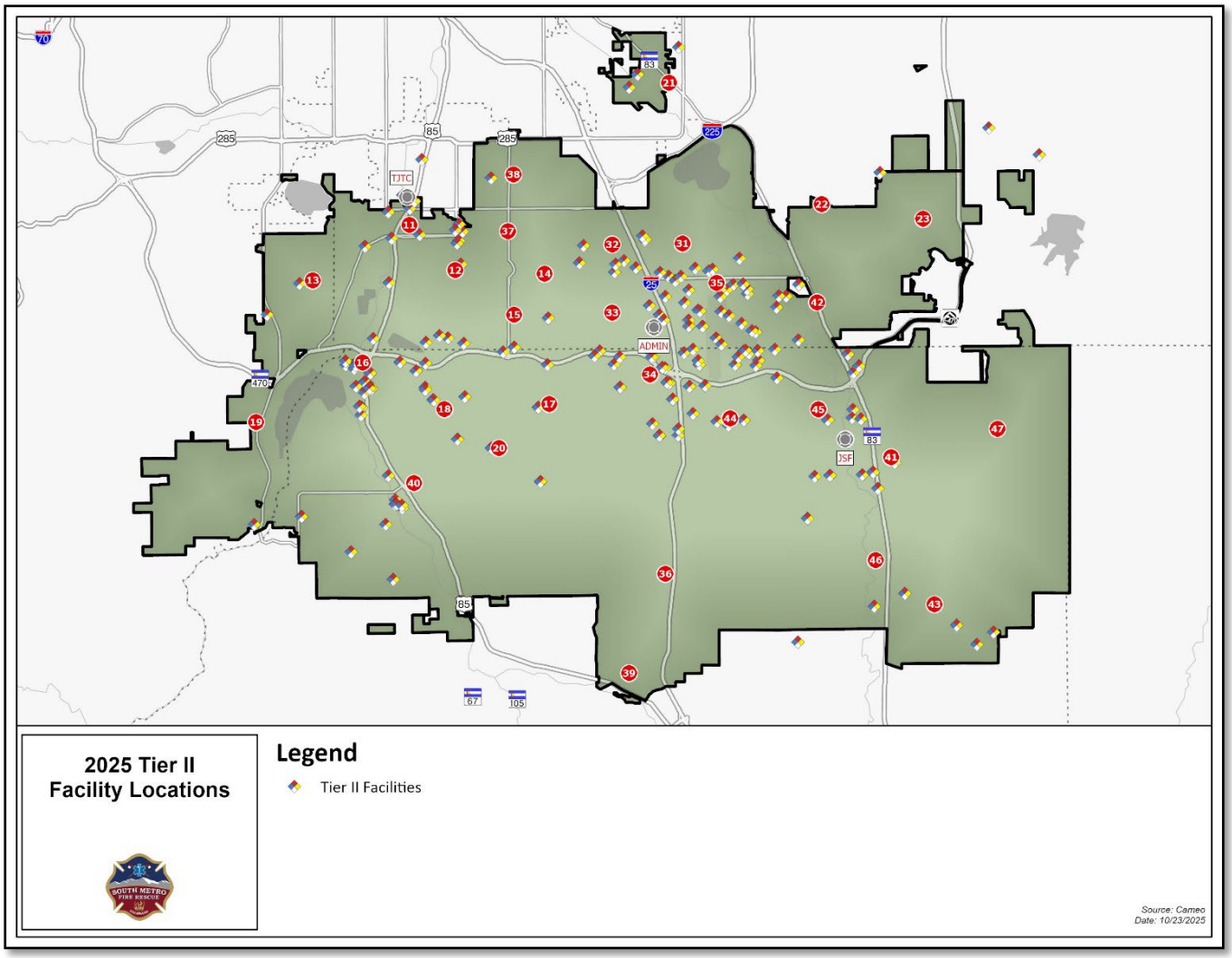
Incident Type and NFIRS Code	Total
Carbon monoxide incident- 424	506
Hazardous condition, other- 400	112
Gasoline or other flammable liquid spill- 411	109
Chemical spill or leak- 422	52
Oil or other combustible liquid spill- 413	16

Hazmat Risk Analysis (2021-2024)

Incident Type	Average of Probability	Average of Impact	Average of Consequence
Arcing, shorted electrical equipment	2.0	2.9	2.0
Biological hazard, confirmed or suspected	2.0	6.0	2.0
Carbon monoxide incident	2.0	2.1	2.0
Chemical hazard (no spill or leak)	2.0	4.2	2.0
Chemical spill or leak	2.0	5.7	2.0
Electrical wiring/equipment problem, other	2.0	2.3	2.0
Electrical wiring/equipment problem, other	2.0	2.3	2.0
Flammable gas or liquid condition, other	2.0	3.1	2.0

Gasoline or other flammable liquid spill	2.0	3.4	2.0
Hazardous condition, other	2.0	3.7	2.0
Hazmat release investigation w/ no hazmat	4.0	2.2	2.0
Heat from short circuit (wiring), defective/worn	2.0	3.8	2.0
Light ballast breakdown	2.0	4.0	2.0
Natural gas or LPG leak (inside)	4.0	2.1	2.0
Natural gas or LPG leak (outside)	4.0	2.8	2.0
Oil or other combustible liquid spill	2.0	2.7	2.0
Overheated motor	2.0	3.6	2.0
Power line down	2.0	2.1	2.0
Radioactive condition, other	2.0	6.0	2.0
Refrigeration leak	2.0	3.2	2.0
Toxic condition, other	2.0	2.0	2.0

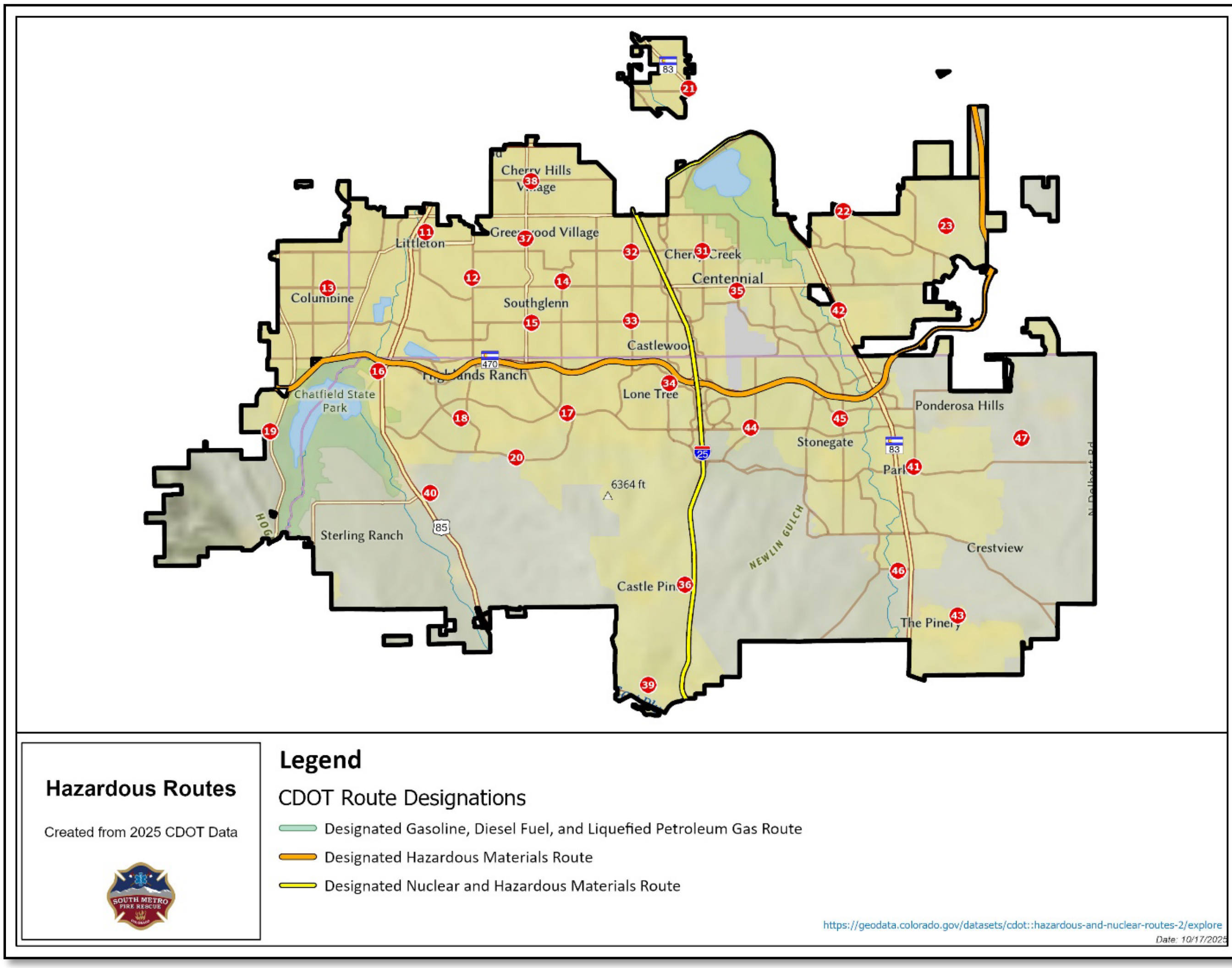
District Tier II Facilities



Tier II hazardous materials reporting is carried out through the Colorado Environmental Online System (CEOS). Information like chemical inventories and facility contact details is stored in CAMEO, a database that supports

emergency response and planning for various municipalities. Tier II facilities, parcels, and other high-risk locations are identified and thoroughly documented in each station zone.

Hazardous Material Routes



Dive Rescue

Three primary marine rescue hazard zones include all heavily utilized recreational reservoirs, including Cherry Creek State Park, Chatfield State Park, and Rueter-Hess. The South Platte Recreation Area is a swiftwater area along the South Platte River. Other water-related hazards include small neighborhood lakes, ponds, and streams. The South Metro Fire Rescue Dive Team is composed of dedicated, professionally trained members. SMFR adheres to the standards set by NFPA and Dive Rescue International for individual dive requirements. The team includes 51 members, with two coordinators and a Special Operations Chief overseeing the program.

All dive team members are certified in Public Safety Diver, Dive Rescue Specialist, and Swiftwater Rescue. The team also has three Public Safety Scuba Instructors, two Dive Rescue I Specialists, and four Swiftwater Rescue Trainers. The two dive stations (19 and 31) are located near two of the primary marine rescue target hazards. Station 19 supports Dive 19, a fully equipped dive and swiftwater rescue vehicle that tows a 16-foot, motorized inflatable boat. Station 31 supports Dive 31, a fully equipped dive and swiftwater rescue vehicle that pulls a 19-foot Boston Whaler dive boat.

Top Water Rescue Incident Types (2021-2025)

Incident Type and NFIRS Code	Total
Water or ice rescue, not otherwise classified- 360	30
Dive rescue or recovery-366	25
Ice rescue- 362- 362	19
Swimming or recreational water area rescue- 361	16
Watercraft rescue- 365	9
Search for person in water- 342	4
Swift water rescue- 363	4

Dive Rescue Risk Analysis (2021-2024)

Incident Type	Average of Probability	Average of Impact	Average of Consequence
Ice rescue	2.0	5.6	2.0
Swift water rescue	2.0	5.5	2.0
Swimming or recreational water area rescue	2.0	7.2	2.0
Water or ice rescue, not otherwise classified	2.0	3.7	2.0
Watercraft rescue	2.0	6.5	2.0
Totals	**2.0**	**5.2**	**2.0**

Dive Experience 2025 (Source: NFIRS)

Incident Type	Out of District	In District	Grand Total
Animal rescue	**-**	**1**	**1**
Assist police or other governmental agency	**-**	**3**	**3**
Dispatched & cancelled en route	**4**	**-**	**4**
Good intent call, other	**-**	**1**	**1**
Ice rescue	**-**	**1**	**1**
No incident found on arrival at dispatch address	**-**	**1**	**1**
Search for person in water	**1**	**1**	**2**
Swimming or recreational water area rescue	**-**	**4**	**4**
Water or ice rescue, not otherwise classified	**-**	**4**	**4**
Watercraft rescue	**-**	**1**	**1**
Grand Total	**6**	**27**	**33**

Similar to the CRR fire cause analysis project, dive and drowning responses from 2021-2025 were individually read and analyzed to develop a more complete understanding of the calls. This data analysis was triggered by observations from the Public Information Officers regarding dive responses in 2024. These narratives provided additional context, including the call location, patient age, and the circumstances surrounding the incident.

The data analysis led to the development of the Water Watcher Campaign and to the implementation of additional risk-reduction strategies at Chatfield Reservoir. Water Watchers encourages responsible adults to wear a lanyard as a visual reminder to remain vigilant whenever someone is in the water, as drowning can occur in seconds. Hands-only CPR instructions are printed on the back of the card, serving both as a quick reference for life-saving action and as a reminder of the seriousness of drowning incidents.

CRR also implemented multiple risk reduction strategies at Chatfield State Park through partnerships with park rangers and a local nonprofit. Efforts included life jacket loaner stations throughout the park; educational signage in bathrooms, laundry, and showers, and at park entrances; weather-awareness education; and targeted social media and geo-fenced marketing to reach visitors.

CRR Dive Data (2021-2025)

Location	Count
Reservoir	114
Pond	54
Pool	35
Swift water	12
Bath	6
Drainage	6
Unknown	5
Total	**232**

Reservoir Name	Call Count
Chatfield State Park	65
Cherry Creek State Park	38
Soda Lakes	4
Gallup	3
Aurora	2
South Platte	1
Bowles	1
Non-Reservoir	118
Total	**232**

Weather	Call Count
Ice	44
Wind	24
Rain	10
Unknown	11
Weather Not Suspected	143
Grand Total	**232**

Technical Rescue

South Metro Fire Rescue technical rescue incidents include structural collapse rescue, trench rescue, confined space rescue, rope rescue, vehicle extrication, and HAZMAT or technical rapid intervention teams (RIT) situations. Engine companies across the District are equipped with limited extrication tools and stabilization equipment; specified engine companies are also equipped with low-angle rope rescue equipment. Truck companies carry a broader range of extrication tools, stabilization equipment, and limited high-angle rope rescue equipment. All line personnel are trained to perform basic vehicle extrication and low-angle rope rigging; truck companies receive additional training aligned with their increased capabilities in extrication and rope rescue. South Metro Fire Rescue provides advanced technician-level responses for structural collapse rescue, trench rescue, confined space rescue, rope rescue, vehicle extrication, and HAZMAT or technical RIT situations. Members of the technical rescue team are certified as SMFR Tier I Technical Rescuers, meeting the NFPA 1006 and NFPA 1670 requirements for structural collapse, trench, confined space, and rope rescue technicians. Members also complete additional heavy extrication, stabilization, and rigging training that aligns with the expectations for heavy extrication. The policies and standard operating guidelines for technical rescue align with national standards and are sufficient for each technical rescue discipline the team manages.

Top Technical Rescue Incident Types (2021-2025)

Incident Type and NFIRS Code	Total
Building or structure weakened or collapsed- 461	18
Extrication of victim(s) not otherwise classified- 350	8
High-angle rescue- 356	8
Confined space rescue- 355	6
Extrication of victim(s) from machinery- 357	3
Extrication of victim(s) from building or structure- 351	1

Tech Rescue Risk Analysis (2021-2024)

Incident Type	Average of Probability	Average of Impact	Average of Consequence
Building or structure weakened or collapsed	2.0	6.7	2.0
Confined space rescue	2.0	5.7	2.0
Extrication of victim(s) from machinery	2.0	2.0	2.0
Extrication of victim(s) from vehicle	2.0	5.6	2.0
Extrication of victim(s) not otherwise classified	2.0	2.0	2.0
Extrication of victims(s) from elevator	4.0	2.1	2.0
High-angle rescue	2.0	5.5	2.0
Trench or below-grade rescue	2.0	8.0	2.0

Emergency Communications

The South Metro Emergency Communications Center (ECC), formerly known as MetCom, was established in 2006 and is Colorado's leading Fire/EMS communications hub. This modern, high-tech facility leverages cutting-edge systems to deliver fast, accurate, and reliable emergency communications.

At the core of ECC operations is an advanced computer-aided dispatch (CAD) platform that supports CAD-to-CAD connectivity, enabling seamless call transfers and coordinated dispatching between partner agencies. Radio communications are provided through the Consolidated Communications Network of Colorado (CCNC), a statewide 800 MHz digital trunked radio system. This shared infrastructure ensures that SMFR's dispatch center and the agencies it serves can communicate effectively across most of Colorado. Additional redundancy is maintained by using VHF frequencies from the dispatch center.

The ECC employs a full suite of modern tools, including VOIP telephony, alarm systems, advanced station alerting, digital playback technology, and ergonomic workstations to ensure the highest standards in emergency call handling.

All SMFR dispatchers are certified in both Emergency Medical Dispatch (EMD) and Emergency Fire Dispatch (EFD) under the Priority Dispatch System protocols established by the International Academy of Emergency Dispatch (IAED). The ProQA software platform supports structured caller interrogation, call triage, and the delivery of pre-arrival instructions.

For major or complex incidents, the Incident Dispatch Team (IDT) provides dedicated field support using a state-of-the-art communications vehicle. This unit is equipped with CAD access, internet, a weather station, high-capacity copier and printer, VHF and 800 MHz radios, satellite communications, radio cache, UAV (drone)

capabilities, portable repeaters (800/VHF), an ICRI radio gateway, radio programming tools, spare batteries, wildland maps and gear, rehab supplies, and First Aid/AED equipment.

SMFR dispatchers work a combination of 24-hour and 12-hour shifts. The center is typically staffed by 7 dispatchers and 1 supervisor, with a minimum of 6 dispatchers on duty at all times. The seventh dispatcher may be in training, on a ride-along, or on break, but remains available for immediate recall. Staffing can be quickly increased to 8 during complex or high-demand incidents. In addition to shift supervisors, a full-time training and quality-control supervisor is on duty during regular business hours, supported by a Communications Manager who oversees daily operations. The Communications Director leads the entire communications center, ensuring proper management, staffing, and accountability.

SWAT Medics

South Metro Fire Rescue's SWAT Medic Team actively participates as part of both the Arapahoe County SWAT team and the Douglas County Regional SWAT teams. They respond to dynamic incidents such as active threat calls, suicidal individuals, and barricaded subjects. Additionally, they respond to pre-planned incidents, such as warrant issuances and dignitary protection details. Team members are state-certified paramedics and trained peace officers (POST) certified. All members meet the county's SWAT training and certification requirements and are fully integrated into each team. The team was established in 2006 through a cooperative agreement between the Douglas County Sheriff's Office and the Parker Fire Protection District.

All team members are equipped with the proper PPE, including body armor, helmets, weapons, and medical gear as specified by each county and the team Physician Advisor. In addition to personally issued equipment, the team has one Med Cat (armored extraction vehicle) provided by SMFR.

Urban Search and Rescue (USAR)

South Metro Fire Rescue is a participating agency in the FEMA Urban Search and Rescue (USAR) program through an intergovernmental agreement with West Metro Fire, as part of Colorado Task Force One. South Metro Fire can have up to 30 members involved in various specialist and manager roles, including Task Force Leader, Safety, Rescue, Search, Hazmat, Plans, Communications, and Logistics. Each member is assigned to one of three monthly rosters for an on-call rotation. Members can be deployed for up to 14 days, with extensions to 28 days possible with approval from FEMA and the members. All members participate in the annual task force and position-specific training, totaling approximately 24 hours per person. The primary missions of the task force include responding to large-scale structural collapses; conducting comprehensive area searches; performing water-based search-and-rescue operations; working in contaminated environments; and responding to earthquakes, hurricanes, tornadoes, and floods. South Metro Fire is one of the founding agencies of Colorado Task Force One and has maintained its participation since the task force's inception.

Section 5: Support Programs

A. Operations

Public Health Program

The South Metro Public Health Program includes a Paramedic and a Community Clinician (Licensed Social Worker). The program aims to improve the well-being of community members by connecting residents with necessary, supportive resources and reducing the overuse of emergency responses for non-emergent, low-acuity calls. It primarily focuses on three populations that often lack resources and support within the district: seniors aging in place, individuals with mental health or substance use disorders, and people experiencing homelessness. The Public Health Program is dedicated to bridging the gap between emergency response and long-term community health. This reflects a shift toward longitudinal care, understanding the broader context of a patient's health, setting realistic goals, and reinforcing education over time for chronic and complex conditions. This work relies on strong assessment skills and clear communication with primary care providers and specialists to support continuity of care.

In 2025 alone, the Public Health Program received 1,700 referrals from field crews, automated systems, and workflows. These patients accounted for more than 9,800 emergency department visits and 10,900 911 calls.

Domestic Preparedness, Planning, and Response

South Metro Fire Rescue has a dedicated full-time emergency manager who oversees the department's all-hazards management program. SMFR's all-hazards management program enables the department to effectively handle all four phases of emergency management: mitigation, preparedness, response, and recovery. The SMFR Emergency Manager serves as the primary liaison between the supported municipalities and counties, the State of Colorado, and other regional agencies for all emergency management activities. This role helps SMFR seamlessly integrate into county emergency operations plans. Such an approach allows SMFR to align effectively with larger county, regional, and state emergency management systems, thereby enhancing compatibility and interoperability with other local, state, and federal plans.

Training

South Metro's training program aims to develop highly skilled personnel who operate safely, effectively, and efficiently. The Training Bureau ensures compliance with all relevant laws and standards of care for emergency response agencies. Training and education programs are designed to meet requirements through various professional certifications for operational and support staff. Most practical and academic training is conducted in-house to support the department's mission. The Training Bureau and the EMS Bureau coordinate efforts to offer courses that include both EMS and Fire components within an all-hazards training framework, regardless of position or level. This includes probationary firefighters, line firefighters, engineers, EMTs and paramedics, lieutenants, captains, and chiefs. SMFR provides in-house training at the Mineral Administrative Building, the Joint Services Facility (JSF), and the Troy Jackson Training Center.

B: Community Risk Reduction

Fire Investigation and Prevention

South Metro Fire Rescue (SMFR) takes a proactive, professional approach to fire investigations, ensuring thorough, accurate, and consistent processes. The department maintains strong collaborative relationships with local fire departments and law enforcement agencies, allowing access to additional investigative resources when needed. SMFR can also leverage expertise, personnel, and specialized tools from state and federal agencies.

Fire investigation staff actively participate in professional organizations, including:

- International Association of Arson Investigators, Inc. (IAAI)
- Colorado Chapter of IAAI (CIAAI)
- National Association of Fire and Explosion Investigators (NAFI)

Membership in these organizations supports ongoing training, certification, and knowledge sharing, ensuring proper scene processing, evidence collection, and information dissemination. This commitment promotes consistent, high-quality investigative practices across the department.

Fire Investigator Responses and Activities

Categories	2021	2022	2023	2024	2025
Fire Investigations	196	209	192	198	154
Code Enforcement	401	627	594	1,303	753

Complaints					
Phone Consults	521	510	454	484	409
Total	**1,118**	**1,346**	**1,240**	**1,985**	**1,316**

Youth Firesetter Intervention Program

SMFR recognizes the importance of early intervention and education for juveniles who display fire curiosity, fire play, or fire-setting behavior. The Youth Firesetter Intervention Program (YFIP) is guided by established policies and procedures, and by a comprehensive program handbook that incorporates external resources as needed. Youth fire setter incidents are identified through multiple channels, including:

- Fire incidents and investigations
- Law enforcement referrals
- Schools
- Self-referrals
- Court mandates

The program is overseen by Community Risk Reduction and managed by the Community Risk Reduction Manager, with assistance from the Community Risk Reduction team, trained and certified personnel from the Fire Marshal's Office, and Operations. Fire Investigators respond to all incidents involving youth fire-setting within SMFR's district, ensuring proper assessment, documentation, and coordination with the YFIP. The program manager receives referrals, coordinates evaluations, and provides consistent program delivery. This framework ensures a coordinated and professional response, focusing on education, prevention, and the promotion of positive behavioral change among participating youth.

Juvenile Firesetter Statistics (2021-2025)

Year	Males	Females	Little Risk	Definite Risk	Extreme Risk	Refusals	6-8	9-10	11-12	13-14	15-16	17-18	Totals
2021	17	10	10	5	0	3	1	4	2	5	6	0	**18**
2022	9	6	6	3	1	3	2	1	3	1	5	1	**13**
2023	7	2	2	5	0	2	0	4	3	1	1	0	**9**
2024	16	1	9	6	0	2	1	3	4	2	7	0	**17**
2025	10	0	4	2	0	4	1	0	0	7	2	0	**10**
Total	59	8	31	21	1	14	5	12	12	16	21	1	**67**

Community Risk Reduction Team

Community Risk Reduction (CRR) plays a vital role in allocating resources and programs across the district through a risk identification and prioritization process. This helps identify the areas with the greatest needs and ensures efforts are focused where they are most needed. Using data analysis and stakeholder insights to identify and prioritize community risks, the following core focus areas for risk reduction programming emerged.

Core Programs by Risk Type: Wildfire mitigation & preparedness, home fire safety, and injury prevention

Core Programs by Target Audience: Older adults, business safety, and school-aged children

Community Risk Reduction developed a dedicated website to proactively address identified risks across core programs, organized by risk type and target audience, including emerging hazards such as lithium-ion batteries and e-bikes. This resource serves as a central hub for safety information, education, and prevention strategies to better protect the community.

1. Wildfire Mitigation and Preparedness

Efforts focus on preventing civilian and firefighter deaths and injuries during wildfire incidents, particularly those involving extreme fire behavior, structure ignitions, and evacuations. Community Risk Reduction also aims to reduce human-caused ignitions, including unsafe outdoor burning, discarded smoking materials, equipment misuse, and poorly maintained tools. Preventing home ignitions remains a key priority, with outreach focused on educating homeowners about reducing wildfire risk through property, structural, and landscape improvements identified during home assessments. These efforts are reinforced through strong community collaboration, including educational sessions for homeowner associations, coordination with county and municipal partners, targeted outreach for Wildfire Preparedness Day and Red Flag Days, and consistent messaging through social media and website updates.

2. Residential Fires/ Home Fire Safety

Prevention activities are designed to reduce civilian and firefighter deaths and injuries. The CRR team collaborates with the Fire Marshal's Office, IT, and Strategic Services to regularly update trend data on fire causes and rooms of origin, ensuring that the most relevant district-specific risks inform programming. The team also uses national fire data to develop the annual content calendar for educational outreach, incorporating the latest guidance from the National Fire Protection Association to shape prevention messaging. In 2022, the district also prioritized larger-scale home fire safety campaigns, using billboards, radio advertisements, social media, and digital outreach. These efforts led to the following campaign focus areas:

- 2022: Cooking fires
- 2023: Home escape planning and the importance of smoke and carbon monoxide alarms
- 2024: Smoke alarms, lithium-ion batteries, and electric vehicle fires
- 2025: Lithium-ion batteries and kitchen fires

Community programs also emphasize early evacuation, encouraging residents to leave their homes within two minutes of detecting smoke or hearing an alarm. Annual smoke alarm blitzes are conducted in high-risk neighborhoods, and ongoing public education efforts focus on increasing residents' knowledge of other common causes of fires, such as smoking, overcharging, cooking, and other risks informed by local and national risk data.

3. Older Adult Injury and Fire Prevention

Older adult injury and fire prevention efforts focus on addressing the elevated risks faced by this population. Programs promote preventive actions to reduce the most common causes of injury-related hospitalizations and support lift-assist strategies to reduce reliance on emergency services. Education and readiness efforts empower older adults and caregivers to improve evacuation times and reduce risks in both private homes and group living

facilities. Training and resources are provided to assisted living communities to strengthen relationships and the services they offer to community members. Community Risk Reduction partners with Public Health to offer home safety assessments for older adults, helping identify hazards and refer to partners that can help with practical modifications – such as grab bars - to support safe, independent living. Partnerships and referral networks are expanded to strengthen resources available to older adults throughout the district.

4. Injury Prevention

Programs educate families of unlicensed drivers about state licensing requirements and provide aging adults with opportunities to improve driving skills, including up to eight annual winter driving courses. The district maintains four permanent car-seat inspection stations and conducts approximately 350 complimentary inspections each year. Driver performance is further supported by up to 24 teen defensive driving courses, including a practical module on skid control. Motor vehicle safety messages are distributed at community events and in schools, along with training on a driving simulator. Additionally, high-collision intersections are regularly identified and analyzed within each battalion to guide prevention strategies.

The Risk Reduction Unit also emphasizes specialized community outreach. Finally, the unit supports school-aged education programs to foster lifelong safety habits. These include 3rd-grade home escape planning and a scouting day with interactive stations on fire and injury.

Developed as a separate entity, the South Metro Safety Foundation (Foundation) partners with the department as a not-for-profit agency to leverage external funding sources and increase community involvement in community risk reduction. Programs include preschool through adult education courses (classroom and online), fire and vehicle safety, and hazard mitigation.

Motor Vehicle Safety

With support from SMFR, the Foundation provides driver safety education, including teen defensive driving courses, winter driving classes for older adults, car-seat inspections, and simulator-based training. High-collision intersections are analyzed to inform targeted prevention strategies using data provided by local law enforcement. In partnership with Arapahoe County Public Health, the License to Survive program expanded into Arapahoe County with bilingual instruction, translated materials, and a parent-focused session—reducing barriers and ensuring consistent teen driver safety education.

Bleeding Control and Drowning Prevention

Bleeding control was prioritized based on community demand, legislative changes, and firefighter input. Stop the Bleed classes are delivered by line personnel in partnership with local hospitals. Drowning prevention focuses on pools, young children, and open-water recreation, with education and engineering solutions, such as life-jacket loaner stations, implemented in collaboration with State Parks.

5. School-Aged Children

CRR offers risk-based education across more than 180 schools. Core programs include the Sound Off with the Home Fire Safety Patrol for third graders, a district-wide hands-only CPR program for high school students, and an annual Scouting Day Fire and First Aid event. Additional school-based programming is provided as capacity allows.

6. Business Safety

Business safety is prioritized due to the high volume of B occupancies in the district. CRR maintains an online business safety resource hub with training materials and offers in-person education annually based on identified needs.

B. Support Services

Fleet

South Metro is committed to inspecting, testing, performing preventative maintenance, and repairing all apparatus. The Fleet Services Bureau meets the department's need to maximize the safe and reliable performance of all emergency apparatus. Fleet Services mechanics, who perform repairs and maintenance at the Joint Services Facility (JSF), primarily maintain emergency response apparatus.

South Metro Fire Rescue has a comprehensive program for specifying and purchasing apparatus and associated equipment. This program ensures that apparatus types are appropriate for the necessary functions. Apparatus are deployed in accordance with the Staffing and Deployment Plan (OS&DP), developed by the Operations division, to strategically position assets to meet response standards. A current replacement schedule exists based on critical criteria, including a process for writing apparatus specifications that incorporates input from employees and end users.

Compliance is maintained with the Department of Transportation (DOT), National Highway Transportation Safety Administration (NHTSA), the Federal Motor Carrier Safety Administration (FMCSA) regulations, and applicable National Fire Protection Association (NFPA) standards (1901, 1906, 1911, 1917).

Logistics

The SMFR logistics bureau proactively monitors the supplies and materials used to provide fire suppression and EMS Services to the SMFR. They pick up and deliver assets, including uniforms, personal protective equipment, equipment, EMS supplies, and tools. Assets are transferred between vendors, warehouses, administrative offices, and fire stations.

Information Technology (IT)

Technical Services is responsible for maintaining, securing, and supporting all information technology systems, applications, and data services across South Metro Fire Rescue. The division ensures that personnel at all locations have reliable, mission-ready technology and critical information systems that support both daily operations and emergency response.

Technical Services provides comprehensive IT coverage for 30 fire stations, two training facilities, and multiple administrative sites. SMFR's technology environment includes desktops, laptops, mobile data computers (MDCs), tablets, printers, servers, network infrastructure, cloud platforms, physical security systems, and operational software solutions. Across the organization, the division supports nearly 1,300 Microsoft Windows, Apple iOS, and mobile devices essential to SMFR's mission.

Technology Operations

Led by the Technology Manager, Technology Operations oversees SMFR's on-premises infrastructure, core network systems, cybersecurity posture, and mission-critical platforms.

SMFR's server infrastructure supports business applications, databases, disaster recovery, station alerting, security systems, storage, and unified communications, providing a stable foundation for daily operations and emergency response.

DevOps, Applications, Cloud & Data Services

Led by the DevOps Manager, this team manages SMFR's cloud environments, enterprise applications, analytics platforms, system integrations, automation pipelines, and spatial data services (GIS). Through this group's efforts, SMFR advances its cloud strategy, strengthens automation, and increases data-driven capabilities across the Agency.

Geographic Information Systems (GIS)

Geographic Information Systems (GIS) enable SMFR to collect, analyze, and visualize location-based data. Recognizing its importance, the organization employs two full-time GIS professionals who maintain highly accurate mapping data used across all divisions and by numerous partner agencies. This accurate GIS data allows dispatchers in the Emergency Communications Center to focus on callers, ensure quality care, and determine the appropriate resources. At the same time, field personnel rely on precise street and address data for navigation and critical map details on apparatus displays. When requested, the GIS team also supports the Incident Dispatch Team (IDT) with custom maps and aerial imagery during incident management. To maintain high standards of accuracy, GIS personnel continuously gather updated data from cities and counties, along with supplemental information such as schools, parks, trails, hydrants, access points, and landing zones, integrating it into CAD systems, district map products, and online mapping platforms to enhance response efficiency, reduce risk, and improve firefighter safety. Other departments at SMFR use this data as a

foundational resource for planning and analysis, including incident trends, station location studies, demographic assessments, and executive decision-making.

Operational Software Support

Technical Services manages mission-critical software platforms across the Agency, ensuring operational continuity and system reliability. This broad software ecosystem ensures that every division at SMFR has the tools necessary to deliver high-quality, efficient service.

Facilities Management

The facilities maintenance program ensures that facilities are reliable, safe, and functional. Its paramount goal is to reduce the risk of system/component failures and improve asset reliability at the lowest overall cost. Compliance with relevant national, state, and local codes and regulations is maintained. Appropriate fire and life safety readiness and functionality are aligned to meet the overall goals and objectives of SMFR.

The Facilities Bureau is staffed with the Facilities Bureau Chief and five Facilities Maintenance Technicians. The Facilities Bureau Chief visits facilities regularly and conducts formal semiannual inspections. Facilities Bureau Technicians perform most preventative, corrective, and emergency maintenance internally. The Facilities Bureau conducts and coordinates the following preventive maintenance programs at all SMFR buildings. A Facilities Technician is on call every day for after-hours emergencies. The Facilities Bureau also manages facility remodels, appliance repairs, and equipment replacements.

Employee Wellness, Health, and Fitness

SMFR operates a comprehensive Wellness and Fitness program dedicated to promoting and supporting employees' overall health. Established in 2014, the program's primary goal is to promote, maintain, and improve employee wellness across several key domains:

- Physical Fitness: Cardiovascular fitness, muscular strength/endurance, body composition, and flexibility/mobility.
- Safety & Longevity: Injury/illness care, injury prevention, extended career longevity, and reduced frequency and duration of lost-time injuries.
- Job Performance: Encouraging physical training to enhance operational performance.

The program is supported by a robust, multi-disciplinary team of full-time health professionals, including:

- A Physician and a certified Physician's Assistant.
- Three NATA Certified Athletic Trainers.
- A Physical Therapist.
- Three Certified Strength and Conditioning Coaches.

The expertise of this team covers injury and illness evaluations, comprehensive rehabilitation for operative and non-operative conditions, annual physical examinations, and the development of individualized fitness programs. SMFR ensures compliance with policy by enforcing physical fitness requirements and setting minimum criteria for annual physical assessments of line members.

Employee mental health is supported through a comprehensive Employee Assistance Program (EAP), a Peer Support program, sponsored mental health lectures, and medical insurance coverage for addiction treatment.

Section 6: Deployment and Performance

SMFR is a data-informed agency that relies on both automated and ad hoc reporting—produced daily, monthly, quarterly, and annually—to evaluate response performance, analyze trends, and monitor call volume. All reports are reviewed before publication to ensure accuracy and consistency. The Operations Chief, District Chief, and Battalion Chiefs receive a daily report detailing turnout times by shift and unit. In contrast, additional reports used for performance monitoring include city reports, special district reports, and summaries of all dispatched units. South Metro evaluates response performance at the 90th percentile or higher, in accordance with accreditation and industry standards. The 90th percentile may be expressed in minutes: seconds (e.g., 06:00) or as fractional times (6.00), depending on the source report. These standards are defined as benchmarks and baselines: benchmarks are the targets SMFR aims to meet and measure against, whereas baselines are the actual performance times. The standard progresses toward the benchmark goals as baselines improve.

A. Time Measurement Methodology

Incident time measurement begins when the Emergency Communications Center (ECC) receives a call for service.

- Call processing time measures the period from receiving a call for service, processing the information, and notifying the appropriate response unit(s).
    1. Telephone call (cellular or landline),
    2. CAD-2-CAD transfer from a law enforcement primary PSAP or a neighboring fire agency
    3. Radio transmission (Neighboring agency or field unit)
    4. Alarm monitoring or notification device

The time is recorded (time-stamped) in the Computer-Aided Dispatch (CAD) system. Dispatch time ends when the station(s) or unit(s) are alerted or notified of an incident.

- Turnout time starts when the assigned units are notified of a call for service through one of four methods:
    1. Station alerting
    2. Incident information is aired (broadcast) on the primary dispatch channel
    3. Mobile Data Terminals (MDC)
    4. Pager alerts

Turnout time ends when a unit signals its response through MDC or radio broadcast.

- Travel time begins when units advise they are responding via MDC or radio broadcast.

Travel time ends when on-scene is announced, marked, and recorded by MDC or radio broadcast.

- Total Response Time measures the interval from the point at which SMFR Emergency Communications is notified of an emergency until the first unit arrives on the scene. The three segments of total response time and their respective performance metrics are:
    1. Dispatch Time (call received to units assigned): 60 seconds, 90% of the time.
    2. Turnout Time (Unit assigned to En-route): 90 seconds, 90% of the time.

3. Travel Time (En route to Unit on scene): varies by arrival order and population density (see below) 90% of the time.

South Metro Fire continually monitors and analyzes response performance through a comprehensive, data-informed process. Performance delivery on all call response types is evaluated in quarterly and annual reports. These enable operations chiefs and leadership to identify trends or problems that may require modification or improvement. This positions the Agency to adapt to ever-changing risks and service demands.

B. Performance Monitoring

Leadership, Operations, and Strategic Services monitor various factors that contribute to performance issues, including

- Non-standard street designs in urban population-density areas
- Technological (station alerting, MDC)
- Daytime vs. nighttime factors (separation time)
- Reporting accuracy (emergent vs. non-emergent)
- Population increase
- Response modes on incident types, i.e., service calls, good intent,
- Officer/Engineer (personnel experience levels)
- Culture and attitude

Measuring the gap between benchmark and baseline times, identifying contributing factors, and developing solutions and appropriate recommendations is a continuous process. Once the impacts of these factors are better understood, appropriate actions are taken, and their effectiveness is observed.

RESPONSE TIME COMPLIANCE (In District, Emergent)

1st Unit on Scene	2021		2022		2023		2024		2025	
	90th PCTL	% Met Goal	90th PCTL	% Met Goal	90th PCTL	% Met Goal	90th PCTL	% Met Goal	90th PCTL	% Met Goal
Dispatch (1:00 @ 90%)	0:47	98%	00:48	98%	00:49	98%	00:51	97%	00:52	96%
Turnout (1:30 @ 90%)	01:51	69%	001:50	69%	01:48	73%	01:54	69%	01:53	69%
Travel - **Urban** (5:12 @ 90%)	06:16	77%	06:17	77%	06:24	74%	06:34	74%	06:24	75%
Travel - **Rural** (13:00 @ 90%)	09:19	98%	09:19	98%	09:31	98%	09:32	98%	09:20	98%
Total Response Time (90%)	**08:29**	**87%**	**08:31**	**87%**	**08:30**	**85%**	**08:44**	**84%**	**08:38**	**84%**

2nd Unit on Scene	2021 90th PCTL	2021 % Met Goal	2022 90th PCTL	2022 % Met Goal	2023 90th PCTL	2023 % Met Goal	2024 90th PCTL	2024 Met Goal	2025 90th PCTL	2025 % Met Goal
Turnout (1:30 @ 90%)	01:52	71%	01:49	73%	01:47	76%	01:53	72%	01:52	73%
Travel - **Urban** (10:24 @ 90%)	08:23	95%	08:34	95%	08:27	95%	08:49	94%	08:44	95%
Travel - **Rural** (18:12 @ 90%)	11:53	99%	12:03	98%	12:12	99%	11:56	99%	12:15	99%
Total Response Time (90%)	**10:58**	**96%**	**11:02**	**95%**	**10:50**	**96%**	**11:16**	**95%**	**11:13**	**64%**

C. Emergency Communications Center (ECC) Transfer Times

The South Metro Emergency Communications Center functions as a secondary public safety answering point (PSAP). This designation signifies that 9-1-1 calls are initially received and processed by a local or regional law enforcement communications center, known as the primary PSAP. The interval between the receipt of the call at the primary communications center and its acceptance by SMFR is defined as the call transfer time. This measurement is critical because it represents the first component of the fire department's total response time outside SMFR's direct control. Yet it directly affects call processing, unit dispatch, and the timely delivery of emergency services.

Transfer time reports are generated quarterly and annually, reflecting the 90th percentile and average call transfer times. SMFR strives to reduce call transfer times through improved collaboration, interoperability, and CAD-2-CAD technology.

ECC Call Transfer Time Report (2024-2025)

Transferring Agency/ECC	Year	Number of Calls Trans-ferred	90th Percentile Transfer Time (secs)	Average Transfer Time (secs)
Adams Co Comm Center	2025	756	121	69
	2024	707	127	75
Arapahoe County Sheriff's Office	2025	12,215	89	56
	2024	11,549	88	57
Aurora Combined Communications	2025	102	186	145
	2024	267	183	140
Castle Rock Police Department	2025	16	174	130
	2024	19	128	92
Denver Combined Communications	2025	274	175	118
	2024	280	168	117
Douglas County Sheriff's Office	2025	9,292	89	56
	2024	10,476	89	55
Englewood Police Department	2025	56	174	110

	2024	52	157	114
Greenwood Police Department	2025	1,722	94	55
	2024	1,870	93	54
Jefferson County Communications*	2025	1,355	154	81
	2024	1,272	123	74
Littleton Police Department	2025	4,167	98	61
	2024	4,142	96	60
Parker Police Department	2025	4,416	90	59
	2024	3,790	89	58
Weld 911 Emergency	2025	6	152	124
	2024	5	177	136
TOTALS	**2025**	**34,377**		
	2024	**34,429**		

*The Jeffcom Communications Center provides Jefferson County data and includes calls received by Jeffcom that involve incidents within South Metro Fire Rescue's (SMFR) jurisdiction.

**All other PSAP data is sourced from ECaTS and includes calls for all agencies dispatched by SMFR

Section 7: Benchmarks and Baselines

SMFR's performance time standards (established separately for urban, suburban, and rural population densities) apply to first-on-scene, second-on-scene, and the Effective Response Force (ERF) for emergent (lights and sirens) responses only. The Effective Response Force is the minimum number of personnel and/or equipment that must arrive within a prescribed time to manage an incident effectively (also known as concentration or first-alarm arrival).

A. Distribution and Concentration

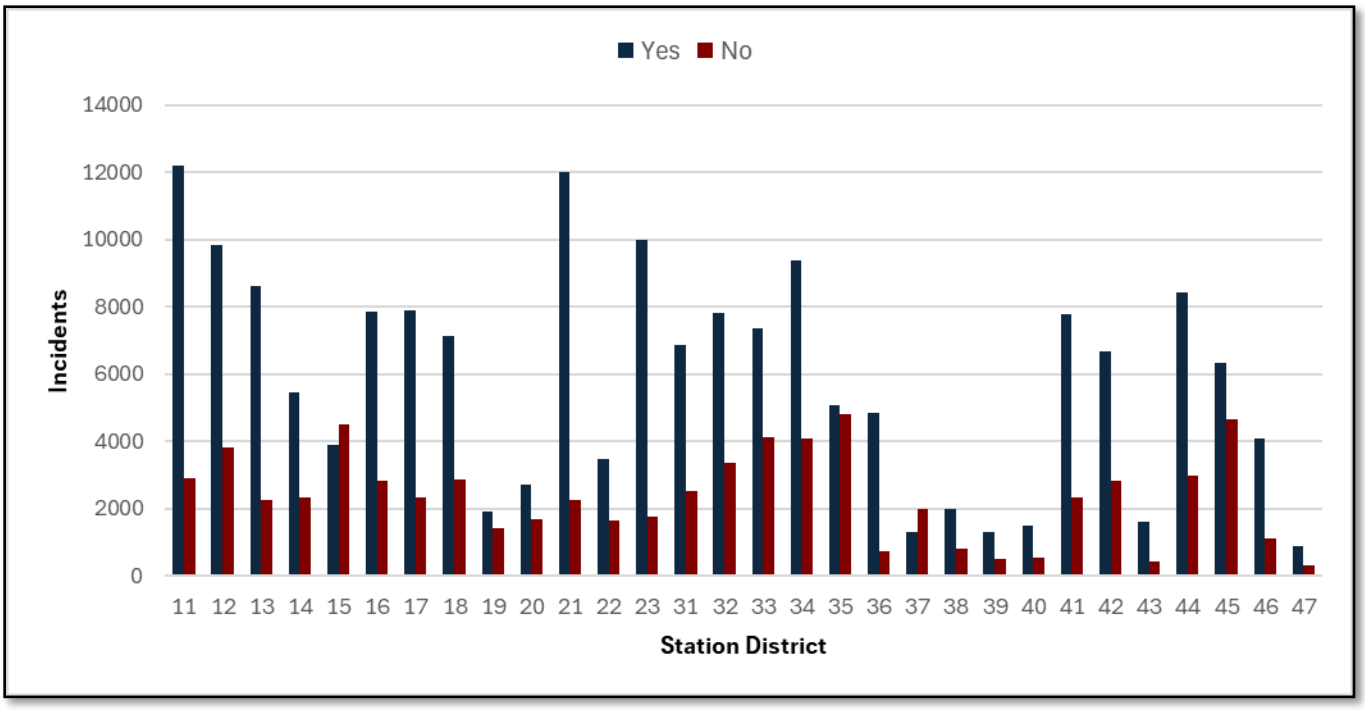
South Metro regularly evaluates the distribution, concentration, and reliability of all units and apparatus.

- Distribution is measured based on fixed station locations and first unit on-scene response times.
- Concentration measures the second due unit and ERF response times.

B. Unit Reliability

South Metro regularly analyzes the reliability of fire suppression apparatus and medic units, focusing on stations and units with lower reliability. SMFR defines first-due reliability as how often the assigned first-due unit arrives first on scene within its first-due area. Reasons for low reliability, such as units being busy or out of position, are evaluated to develop improvement strategies. For example, SMFR modified fire alarm responses to reduce the number of assigned towers. This change has increased the availability of aerial apparatus and improved their first-due reliability.

Number of Incidents where the First-Due Station Arrived First (2021-2025)



* Station 15 was closed for a full rebuild from June 2023 to April 2025.

C. Risk level modifications and ERF calculations

In 2024, South Metro refined its risk assessment and reporting methodology to better align with CPSE accreditation standards, supporting the Annual Compliance Report (ACR) and the Standards of Cover (SOC) document. The primary enhancement involved the standardized classification of risk into four categories—Low, Moderate, High, and Very High, where applicable—across all service delivery types: Fire Suppression, Emergency Medical Services (EMS), Aircraft Rescue and Firefighting (ARFF), Dive Rescue, Hazardous Materials Response (Hazmat), Technical Rescue, and Wildland Firefighting. Entrapment and MVA extrication are in the tech rescue category. SMFR maintained the three-axis risk assessment methodology, evaluating the probability, impact, and consequence of primary incident types. Concurrently with the risk categorization update, the Agency reviewed Critical Tasking and Effective Response Force (ERF) requirements for each service delivery area to validate that operational capabilities align with the newly identified risk levels. An ERF is the minimum number of personnel and/or equipment that must arrive within a prescribed time to effectively manage an incident (also known as concentration or first-alarm arrival).

Performance Objectives (2024-2025) – Benchmarks (90th Percentile)

Measured at the 90th Percentile		Population Density	Fire Suppression Low, Moderate, High, Very High	EMS Low, Very High	Tech Rescue Low, Moderate, High	HazMat Low, Moderate	AARF Moderate, High	Wildland Low, High, Very High	Dive Low, Moderate, High
			Time	Time	Time	Time	Time	Time	Time
Alarm Handling	Pick-up to Dispatch	Urban	0:01:00	0:01:00	0:01:00	0:01:00	0:01:00	0:01:00	0:01:00
		Rural							
Turnout Time	Turnout Time 1st Unit	Urban	0:01:30	0:01:30	0:01:30	0:01:30	0:01:30	0:01:30	0:01:30
		Rural							
Travel Time	Travel Time 1st Unit **Distribution**	Urban	0:05:12	0:05:12	0:05:12	0:05:12	0:05:12	0:05:12	0:05:12
		Rural	0:13:00	0:13:00	0:13:00	0:13:00	0:13:00	0:13:00	0:13:00
	Travel Time ERF **Concentration**	Urban	0:10:24	0:10:24	0:10:24	0:10:24	0:10:24	0:10:24	0:10:24
		Rural	0:18:12	0:18:12	0:18:12	0:18:12	0:18:12	0:18:12	0:18:12
Total Response Time	Total Response Time 1st Unit **Distribution**	Urban	0:07:42	0:07:42	0:07:42	0:07:42	0:07:42	0:07:42	0:07:42
		Rural	0:15:30	0:15:30	0:15:30	0:15:30	0:15:30	0:15:30	0:15:30
	Total Response Time ERF **Concentration**	Urban	0:12:54	0:12:54	0:12:54	0:20:00	0:12:54	0:12:54	0:12:54
		Rural	0:20:42	0:20:42	0:20:42	0:22:30	0:20:42	0:20:42	0:20:42

Under the new model, the historical data tables from 2021 through 2023 were *not* retroactively reanalyzed to preserve the integrity of previously reported information. For transparency, the methodology changes will be presented in multiple data tables for each service delivery type and risk level, covering incidents from 2024-2025. Incidents from 2021 through 2023 are presented using the legacy risk framework and methodology.

The updated ERF results are not directly comparable to the previous analysis due to changes in methodology. The new approach relies solely on the final CAD problem nature, which better reflects a rolling dispatch model, and expands the number of incident types included in each risk category. Additionally, revised risk definitions introduced new low, moderate, high, and very high categories, resulting in a redistribution of incident types—for example, residential structure fires moved from moderate to high risk, and commercial/multi-family structure fires shifted from high to very high risk. These changes particularly impact the fire suppression risk category and account for the differences observed between the old and new ERF outcomes.

Fire Suppression Effective Response Force (ERF)

Benchmark Performance

	LOW RISK Personnel and Time	MODERATE RISK Personnel and Time	HIGH RISK Personnel and Time	VERY HIGH RISK Personnel and Time
Urban	4 @ 12:54	16 @ 12:54	23 @ 12:54	29 @ 12:54
Rural	4 @ 20:42	16 @ 20:42	23 @ 20:42	29 @ 20:42

Low-Risk Incidents

In 90 percent of all low-risk fire suppression incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of **4** personnel, is 7 minutes and 42 seconds in urban areas and 15 minutes and 30 seconds in rural areas.

In 90 percent of all low-risk fire suppression incidents, the total response time for the arrival of the effective response force (ERF), comprised of **4** personnel, is 12 minutes and 54 seconds in urban areas, and 20 minutes and 42 seconds in rural areas.

2024-2025

(Low Risk) Fire Suppression – 90th Percentile Times – Baseline Performance			**Bench-mark**	**Total 2024-2025**	**2025**	**2024**
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	08:53	08:49	09:03
				n=792	n=385	n=407
		Rural	15:30	11	11:45	12:13
				n=11:48	n=72	n=52
	Total Response Time ERF **Concentration**	Urban	12:54	09:27	09:02	09:41
				n=777	n=384	n=393
		Rural	20:42	12:13	11:59	12:15
				n=78	n=72	n=51

No incident types are classified as Low Risk in the **2021-2023** Suppression service delivery. Therefore, no first-due or ERF benchmarks are established.

Moderate-Risk Incidents

In 90 percent of all moderate-risk fire suppression incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of **4** personnel, is 7 minutes and 42 seconds in urban areas and 15 minutes and 30 seconds in rural areas.

In 90 percent of all moderate-risk fire suppression incidents, the total response time for the arrival of the effective response force (ERF), comprised of **16** personnel, is 12 minutes and 54 seconds in urban areas, and 20 minutes and 42 seconds in rural areas.

2024-2025

(Moderate Risk) Fire Suppression - 90th Percentile Times - Baseline Performance			Bench-mark	Total 2024-2025	2025	2024
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	08:46	08:50	08:43
				n=155	n=72	n=83
		Rural	15:30	09:41	09:53	09:40
				n=13	n=8	n=5
	Total Response Time ERF **Concentration**	Urban	12:54	23:06	12:07	19:53
				n=42	n=21	n=21
		Rural	20:42	28:23	16:29	32:23
				n=6	n=3	n=3

2021-2023

(Moderate Risk) Fire Suppression - 90th Percentile Times - Baseline Performance			Bench-mark	Total 2021-2023	2023	2022	2021
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	07:30	07:10	07:25	08:10
				n=58	n=1	n=28	n=29
		Rural	15:30	10:04	-	07:36	09:15
				n=10	0	n=6	n=10
	Total Response Time ERF **Concentration**	Urban	12:54	14:05	13:58	17:59	18:22
				n=49	n=1	n=22	n=26
		Rural	20:42	20:04	-	23:26	21:50
				n=12	0	n=4	n=8

High-Risk Incidents

In 90 percent of all high-risk fire suppression incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of **4** personnel, is 7 minutes and 42 seconds in urban areas and 15 minutes and 30 seconds in rural areas.

In 90 percent of all high-risk structure fires, the total response time for the arrival of the effective response force (ERF), comprised of **23** personnel, is 12 minutes and 54 seconds in urban areas, and 20 minutes and 42 seconds in rural areas.

2024-2025

(High Risk) Fire Suppression - 90th Percentile Times - Baseline Performance			Bench-mark	Total 2024-2025	2025	2024
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	07:54	08:02	07:41
				n=88	n=48	n=39
		Rural	15:30	13:59	14:20	10:32
				n=12	n=5	n=7
	Total Response Time ERF **Concentration**	Urban	12:54	20:42	20:21	20:44
				n=65	n=34	n=31
		Rural	20:42	27:33	35:09	22:02
				n=9	n=4	n=5

2021-2023

(High Risk) Fire Suppression - 90th Percentile Times - Baseline Performance			Bench-mark	Total 2021-2023	2023	2022	2021
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	05:52	0	07:16	07:30
				n=30	-	n=16	n=14
		Rural	15:30	07:47	0	06:51	07:27
				n=2	-	n=1	n=1
	Total Response Time ERF **Concentration**	Urban	12:54	14:54	0	21:37	16:48
				n=24	-	n=13	n=11
		Rural	20:42	19:31	0	16:27	14:10
				n=2	0	n=1	n=1

Very High-Risk Incidents

In 90 percent of all very high-risk fire suppression incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of **4** personnel, is 7 minutes and 42 seconds in urban areas and 15 minutes and 30 seconds in rural areas.

In 90 percent of all high-risk structure fires, the total response time for the arrival of the effective response force (ERF), comprised of **29** personnel, is 12 minutes and 54 seconds in urban areas, and 20 minutes and 42 seconds in rural areas.

2024-2025

(Very High Risk) Fire Suppression - 90th Percentile Times - Baseline Performance			Bench-mark	Total 2024-2025	2025	2024
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	07:54	07:32	08:05
				n=67	n=34	n=33
		Rural	15:30	05:01	04:29	05:04
				n=2	n=1	n=1
	Total Response Time ERF **Concentration**	Urban	12:54	25:56	21:38	27:46
				n=39	n=20	n=19
		Rural	20:42	26:57	28:04	16:53
				n=2	n=1	n=1

No incident types are classified as Very High Risk in the **2021-2023** Suppression service delivery. Therefore, no first-due or ERF benchmarks are established.

Emergency Medical Services (EMS) Effective Response Force (ERF)

Benchmark Performance

	LOW RISK Personnel and Time	MODERATE RISK Personnel and Time	HIGH RISK Personnel and Time	VERY HIGH RISK Personnel and Time
Urban	2 @ 12:54	N/A	N/A	17 @ 12:54
Rural	2 @ 20:42	N/A	N/A	17 @ 20:42

EMS Benchmark Performance Statements

Low-Risk EMS Incidents

In 90 percent of all low-risk EMS incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of **2** personnel, is 7 minutes and 42 seconds in urban areas and 15 minutes and 30 seconds in rural areas.

In 90 percent of all low-risk EMS incidents, the total response time for the arrival of the effective response force (ERF), comprised of **2** personnel, is 12 minutes and 54 seconds in urban areas and 20 minutes and 42 seconds in rural areas.

2024-2025

(Low Risk) EMS 90th Percentile Times - Baseline Performance			Bench-mark	Total 2024-2025	2025	2024
Total Response Time	Total Response Time **1st Unit** on	Urban	7:42	08:04	08:01	08:09
				n=49,735	n=25,750	n=23,985

(Low Risk) EMS 90th Percentile Times - Baseline Performance			Bench-mark	Total 2024-2025	2025	2024
	Scene **Distribution**	Rural	15:30	10:07	10:07	10:07
				n=4,627	n=2,369	n=2,259
	Total Response Time ERF **Concentration**	Urban	12:54	08:10	08:06	08:14
				n=49,705	n=25,737	n=23,968
		Rural	20:42	10:16	10:18	10:15
				n=4,620	n=2,366	n=2,254

Moderate-Risk EMS Incidents

No incident types are classified as moderate risk in the **2024-2025** EMS service delivery. Therefore, no first-due or ERF benchmarks are established.

2021-2023

(Moderate/High Risk) EMS 90th Percentile Times - Baseline Performance			Bench-mark	Total 2021-2023	2023	2022	2021
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	06:30	08:12	07:46	07:50
				n=28,425	n=10,829	n=9,254	n=8,342
		Rural	15:30	07:33	10:10	09:08	09:09
				n=4,619	n=819	n=2,031	n=1,769
	Total Response Time ERF **Concentration**	Urban	12:54	08:05	10:05	10:17	10:09
				n=25,089	n=8,099	n=8,965	n=8,025
		Rural	20:42	09:40	12:58	11:58	12:22
				n=4,329	n=671	n=1,969	n=1,689

High-Risk EMS Incidents

No incident types are classified as high-risk during the **2024-2025** EMS service delivery. Therefore, no first-due or ERF benchmarks are established.

Very High-Risk EMS Incidents

In 90 percent of all very high-risk EMS incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of **4** personnel, is 7 minutes and 42 seconds in urban areas and 15 minutes and 30 seconds in rural areas.

In 90 percent of all very high-risk EMS responses, the total response time for the arrival of the effective response force (ERF), comprised of **17** personnel, is 12 minutes and 54 seconds in urban areas and 20 minutes and 42 seconds in rural areas.

2024-2025

(Very High Risk) EMS 90th Percentile Times - Baseline Performance			**Bench-mark**	**Total 2024-2025**	**2025**	**2024**
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	08:49	08:01	05:27
				n=3	n=2	n=1
		Rural	15:30	05:40	-	05:40
				n=1	n=0	n=1
	Total Response Time ERF **Concentration**	Urban	12:54	32:35	17:40	36:04
				n=3	n=2	n=1
		Rural	20:42	07:39	-	07:39
				n=1	n=0	n=1

No incident types were classified as Very High Risk during the **2021-2023** EMS service delivery period. Therefore, no first-due or ERF benchmarks were established.

Technical Rescue Effective Response Force (ERF)

Benchmark Performance

	LOW RISK Personnel and Time	**MODERATE RISK Personnel and Time**	**HIGH RISK Personnel and Time**	**VERY HIGH RISK Personnel and Time**
Urban	4 @ 12:54	12 @ 12:54	18 @ 12:54	N/A
Rural	4 @ 20:42	12 @ 20:42	18 @ 20:42	N/A

Technical Rescue Benchmark Performance Statements

Low-Risk Incidents

In 90 percent of all low-risk technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of **4** personnel, is 7 minutes and 42 seconds in urban areas and 15 minutes and 30 seconds in rural areas.

In 90 percent of all low-risk technical rescue incidents, the total response time for the arrival of the effective response force (ERF), comprised of **4** personnel, is 12 minutes and 54 seconds in urban areas, and 20 minutes and 42 seconds in rural areas.

(Low Risk) Technical Rescue 90th Percentile Times - Baseline Performance			**Bench-mark**	**Total 2024-2025**	**2025**	**2024**
		Urban	7:42	10:08	11:00	09:56

Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**			n=159	n=89	n=70
		Rural	15:30	10:18	11:02	8:40
				n=8	n=5	n=3
	Total Response Time ERF Concentration	Urban	12:54	10:22	12:26	09:54
				n=153	n=89	n=64
		Rural	20:42	10:18	11:02	8:40
				n=8	n=5	n=3

Moderate-Risk Incidents

In 90 percent of all moderate-risk technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of **4** personnel, is 7 minutes and 42 seconds in urban areas and 15 minutes and 30 seconds in rural areas.

In 90 percent of all moderate and high-risk technical rescue incidents, the total response time for the arrival of the effective response force (ERF), comprised of **12** personnel, is 12 minutes and 54 seconds in urban areas and 20 minutes and 42 seconds in rural areas.

2024-2025

(Moderate Risk) Technical Rescue 90th Percentile Times - Baseline Performance			**Bench-mark**	**Total 2024-2025**	**2025**	**2024**
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	7:29	7:53	06:53
				n=189	n=108	n=81
		Rural	15:30	9:48	08:52	10:01
				n=35	n=18	n=17
	Total Response Time ERF Concentration	Urban	12:54	18:33	17:46	18:41
				n=119	n=73	n=46
		Rural	20:42	19:37	21:43	17:04
				n=26	n=11	n=15

2021-2023

(Low, Moderate, High Risk) Technical Rescue 90th Percentile Times - Baseline Performance			**Bench-mark**	**Total 2021-2023**	**2023**	**2022**	**2021**
	Total Response Time 1st Unit on	Urban	7:42	04:36	-	-	04:36
				n=1	n=0	n=0	n=1

(Low, Moderate, High Risk) Technical Rescue 90th Percentile Times - Baseline Performance			Bench-mark	Total 2021-2023	2023	2022	2021
Total Response Time	Scene **Distribution**	Rural	15:30	-	-	-	-
				n=1	n=0	n=0	n=0
	Total Response Time ERF **Concentration**	Urban	12:54	-	-	-	-
				n=0	n=0	n=0	n=0
		Rural	20:42	-	-	-	-
				n=0	n=0	n=0	n=0

High-Risk Incidents

In 90 percent of all high-risk technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of **4** personnel, is 7 minutes and 42 seconds in urban areas and 15 minutes and 30 seconds in rural areas.

In 90 percent of all high-risk technical rescue incidents, the total response time for the arrival of the effective response force (ERF), comprised of **18** personnel, is 12 minutes and 54 seconds in urban areas; 15 minutes and 30 seconds in suburban areas; and 20 minutes and 42 seconds in rural areas.

2024-2025

(High Risk) Technical Rescue - 90th Percentile Times - Baseline Performance			Bench-mark	Total 2024-2025	2025	2024
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	07:25	07:19	07:34
				n=11	n=7	n=4
		Rural	15:30	10:46	07:48	10:46
				n=1	n=1	n=1
	Total Response Time ERF **Concentration**	Urban	12:54	17:44	13:26	18:21
				n=4	n=2	n=2
		Rural	20:42	20:28	18:06	20:28
				n=1	n=1	n=1

Very High-Risk Incidents

No incident types were classified as very high-risk during the **2024-2025** Tech Rescue service delivery period. Therefore, no first-due or ERF benchmarks are established.

HazMat Effective Response Force (ERF)

Benchmark Performance:

	LOW RISK PERSONNEL AND TIME	MODERATE RISK PERSONNEL AND TIME	HIGHRISK PERSONNEL AND TIME	VERY HIGH RISK PERSONNEL AND TIME
URBAN	4 @ 12:54	14 @ 20:00	N/A	N/A
RURAL	4 @ 20:42	14 @ 22:30	N/A	N/A

Hazmat Benchmark Performance Statements

Low-Risk Incidents

In 90 percent of all low-risk hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of **4** personnel, is 7 minutes and 42 seconds in urban areas and 15 minutes and 30 seconds in rural areas.

In 90 percent of all hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF), comprised of **4** personnel, is 12:54 minutes in urban areas, and 20 minutes and 42 seconds in rural areas.

2024-2025

(Low-Risk) Hazmat - 90th Percentile Times - Baseline Performance			**Bench-mark**	**Total 2024-2025**	**2025**	**2024**
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	09:48	09:32	09:57
				n=749	n=347	n=402
		Rural	15:30	11:01	10:17	11:15
				n=174	n=98	n=76
	Total Response Time ERF **Concentration**	Urban	20:00	10:03	09:38	10:23
				n=740	n=346	n=394
		Rural	22:30	11:13	10:53	11:35
				n=172	n=98	n=74

Moderate-Risk Incidents

In 90 percent of all hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of **4** personnel, is 7 minutes and 42 seconds in urban areas and 15 minutes and 30 seconds in rural areas.

In 90 percent of all hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF), comprised of **14** personnel, is 20 minutes in urban areas, and 22 minutes and 30 seconds in rural areas.

2024-2025

(Moderate-Risk) Hazmat - 90th Percentile Times - Baseline Performance			Bench-mark	Total 2024-2025	2025	2024
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	07:28	7:05	07:59
				n=21	n=4	n=17
		Rural	15:30	12:07	12:46	11:09
				n=7	n=3	n=4
	Total Response Time ERF **Concentration**	Urban	20:00	51:39	34:37	57:30
				n=15	n=3	n=12
		Rural	22:30	1:01:37	48:08	1:01:03
				n=7	n=3	n=4

2021-2023

(Moderate/High-Risk) Hazmat - 90th Percentile Times - Baseline Performance			Bench-mark	Total 2021-2023	2023	2022	2021
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	08:54	10:43	07:41	08:49
				n=41	n=23	n=12	n=6
		Rural	15:30	10:10	10:26	12:07	10:29
				n=7	n=1	n=3	n=3
	Total Response Time ERF **Concentration**	Urban	12:54	25:13	-	32:02	36:40
				n=6	n=0	n=5	n=1
		Rural	20:42	26:22	-	16:41	26:31
				n=3	n=0	n=1	n=2

High-Risk Incidents

No incident types were classified as high risk during the **2024-2025** Hazmat service delivery period. Therefore, no first-due or ERF benchmarks are established.

Very High-Risk Incidents

No incident types were classified as very high-risk during the **2024-2025** Hazmat service delivery. Therefore, no first-due or ERF benchmarks are established.

Aircraft Rescue Fire Fighting (ARFF) Effective Response Force (ERF)

Benchmark Performance

	LOW RISK PERSONNEL AND TIME	MODERATE RISK PERSONNEL AND TIME	HIGH RISK PERSONNEL AND TIME	VERY HIGH RISK PERSONNEL AND TIME
URBAN	N/A	4 @ 12:54	16 @ 12:54	N/A
RURAL	N/A	4 @ 20:42	16 @ 20:42	N/A

ARFF Baseline Performance Statements

Low-Risk Incidents

Low-risk ARFF incidents are classified as notifications only and require no response. Therefore, no **2024-2025** first-due or ERF benchmarks are established.

Moderate-Risk Incidents

In 90 percent of all moderate-risk ARFF incidents, the total response time for the arrival of the effective response force (ERF), comprised of **4** personnel, is 12 minutes and 54 seconds in urban areas and 20 minutes and 42 seconds in rural areas.

In this scenario, the first-due unit fulfills the ERF requirement upon arrival due to ARFF-specific staffing and response protocols; however, the ERF benchmark also accounts for additional units assigned per the incident response plan.

2024-2025

(Moderate Risk) ARFF - 90th Percentile Times - Baseline Performance			**Bench-mark**	**Total 2024-2025**	**2025**	**2024**
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	08:13	07:54	08:54
				n=73	n=44	n=29
		Rural	15:30	-	-	-
				n=0	n=0	n=0
	Total Response Time ERF **Concentration**	Urban	12:54	09:10	09:04	09:14
				n=71	n=44	n=27
		Rural	20:42	-	-	-
				n=0	n=0	n=0

2021-2023

(Moderate/High Risk) ARFF - 90th Percentile Times - Baseline Performance			**Bench-mark**	**Total 2021-2023**	**2023**	**2022**	**2021**
		Urban	7:42	07:19	07:33	08:42	08:12

Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**			n=199	n=49	n=39	n=38
		Rural	15:30	11:14	-	06:04	11:49
				n=2	n=0	n=1	n=1
	Total Response Time ERF **Concentration**	Urban	12:54	-	-	-	-
				n=0	n=0	n=0	n=0
		Rural	20:42	26:51	-	-	26:51
				n=1	n=0	n=0	n=1

High-Risk Incidents

In 90 percent of all high-risk ARFF incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of **4** personnel, is 7 minutes and 42 seconds in urban areas and 15 minutes and 30 seconds in rural areas.

In 90 percent of all high-risk ARFF incidents, the total response time for the arrival of the effective response force (ERF), comprised of **16** personnel, is 12 minutes and 54 seconds in urban areas and 20 minutes and 42 seconds in rural areas.

2024-2025

(High Risk) ARFF - 90th Percentile Times - Baseline Performance			**Bench-mark**	**Total 2024-2025**	**2025**	**2024**
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	08:56	09:38	07:21
				n=10	n=6	n=4
		Rural	15:30	-	-	-
				n=0	n=0	n=0
	Total Response Time ERF **Concentration**	Urban	12:54	14:21	14:18	13:13
				n=7	n=5	n=2
		Rural	20:42	-	-	-
				n=0	n=0	n=0

Wildland Effective Response Force (ERF)

Benchmark Performance:

	LOW RISK Personnel and Time	MODERATE RISK Personnel and Time	HIGH RISK Personnel and Time	VERY HIGH RISK Personnel and Time
Urban	4 @ 12:54	N/A	21 @ 12:54	37 @ 12:54
Rural	4 @ 20:42	N/A	21 @ 20:42	37 @ 20:42

Wildland Benchmark Performance Statements

Low-Risk Incidents

In 90 percent of all low-risk wildland fires, the total response time for the arrival of the first-due unit, staffed with **4** personnel, is 7 minutes and 42 seconds in urban areas and 15 minutes and 30 seconds in rural areas.

In 90 percent of all low-risk wildland fires, the total response time for the effective response force (ERF), comprised of **4** personnel, is 12 minutes and 54 seconds in urban areas and 20 minutes and 42 seconds in rural areas.

2024-2025

(Low Risk) Wildland - 90th Percentile Times - Baseline Performance			Bench-mark	Total 2024-2025	2025	2024
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	10:03	08:17	11:07
				n=81	n=39	n=42
		Rural	15:30	11:11	13:31	10:04
				n=63	n=31	n=32
	Total Response Time ERF **Concentration**	Urban	12:54	10:43	10:04	11:47
				n=80	n=38	n=42
		Rural	20:42	15:06	15:49	14:11
				n=62	n=30	n=32

No incident types were classified as low risk during the **2021-2023** Wildland service delivery period. Therefore, no first-due or ERF benchmarks are established.

Moderate-Risk Incidents

No incident types were classified as moderate risk during the **2024-2025** Wildland service delivery period. Therefore, no first-due or ERF benchmarks are established.

High-Risk Incidents

In 90 percent of all high-risk wildland fires, the total response time for the arrival of the first-due unit, staffed with **4** personnel, is 7 minutes and 42 seconds in urban areas and 15 minutes and 30 seconds in rural areas.

In 90 percent of all high-risk wildland fires, the total response time for the ERF, effective response force, comprised of **21** personnel, is 12 minutes and 54 seconds in urban areas and 20 minutes and 42 seconds in rural areas.

2024-2025

(High Risk) Wildland - 90th Percentile Times - Baseline Performance			Bench-mark	Total 2024-2025	2025	2024
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	07:11	07:11	07:11
				n=4	n=4	n=4
		Rural	15:30	10:22	10:22	10:22
				n=6	n=6	n=6
	Total Response Time ERF **Concentration**	Urban	12:54	15:51	15:51	15:51
				n=1	n=1	n=1
		Rural	20:42	20:51	20:51	20:51
				n=1	n=1	n=1

2021-2023

(Moderate/High Risk) Wildland - 90th Percentile Times - Baseline Performance			Bench-mark	Total 2021-2023	2023	2022	2021
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	08:23	08:07	10:25	12:36
				n=53	n=15	n=19	n=19
		Rural	15:30	10:15	12:02	10:22	12:27
				n=43	n=6	n=20	n=17
	Total Response Time ERF **Concentration**	Urban	12:54	21:49	21:49	-	-
				n=1	n=1	n=0	-
		Rural	20:42	43:39	-	-	43:39
				n=1	n=0	n=0	n=1

Very High-Risk Incidents

In 90 percent of all very high-risk wildland fires, the total response time for the arrival of the first-due unit, staffed with **4** personnel, is 7 minutes and 42 seconds in urban areas and 15 minutes and 30 seconds in rural areas.

In 90 percent of all very high-risk wildland fires, the total response time for the ERF, effective response force (ERF), comprised of **37** personnel, is 12 minutes and 54 seconds in urban areas and 20 minutes and 42 seconds in rural areas.

2024-2025

(Very High Risk) Wildland - 90th Percentile Times - Baseline Performance			Bench-mark	Total 2024-2025	2025	2024
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	09:27	028	07:57
				n=3	n=2	n=1
		Rural	15:30	08:23	08:23	-
				n=2	n=2	n=0
	Total Response Time ERF **Concentration**	Urban	12:54	23:31	22:55	23:35
				n=2	n=1	n=1
		Rural	20:42	32:16	32:16	-
				n=2	n=2	n=0

No incident types were classified as Very High risk during the **2021-2023** Wildland service delivery period. Therefore, no first-due or ERF benchmarks are established.

Dive Rescue Effective Response Force (ERF)

Benchmark Performance

	LOW RISK Personnel and Time	MODERATE RISK Personnel and Time	HIGH RISK Personnel and Time	VERY HIGH RISK Personnel and Time
Urban	4 @ 12:54	7 @ 12:54	13 @ 12:54	N/A
Rural	4 @ 20:42	7 @ 20:42	13 @ 20:42	N/A

Low-Risk Incidents

In 90 percent of all low-risk dive incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of **4** personnel, is 7 minutes and 42 seconds in urban areas and 15 minutes and 30 seconds in rural areas.

In 90 percent of all low-risk Dive Rescue incidents, the total response time for the arrival of the effective response force (ERF), comprised of **4** personnel is 12 minutes and 54 seconds in urban areas and 20 minutes and 42 seconds in rural areas.

2024-2025

(Low Risk) Dive Rescue - 90th Percentile Times - Baseline Performance			Bench-mark	Total 2024-2025	2025	2024
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	04:50	-	04:50
				n=1	n=0	n=1
		Rural	15:30	05:17	04:52	05:17

(Low Risk) Dive Rescue - 90th Percentile Times - Baseline Performance			Bench-mark	Total 2024-2025	2025	2024
				n=3	n=1	n=2
	Total Response Time ERF **Concentration**	Urban	12:54	06:58	-	06:58
				n=1	n=0	n=1
		Rural	20:42	09:10	08:10	09:10
				n=3	n=1	n=2

Moderate-Risk Incidents

In 90 percent of all low-risk dive incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of **4** personnel, is 7 minutes and 42 seconds in urban areas and 15 minutes and 30 seconds in rural areas.

In 90 percent of all low-risk Dive Rescue incidents, the total response time for the arrival of the effective response force (ERF), comprised of **7** personnel is 12 minutes and 54 seconds in urban areas and 20 minutes and 42 seconds in rural areas.

2024-2025

(Moderate Risk) Dive Rescue - 90th Percentile Times - Baseline Performance			Bench-mark	Total 2024-2025	2025	2024
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	-	-	-
				n=0	n=0	n=0
		Rural	15:30	12:01	12:01	-
				n=3	n=3	n=0
	Total Response Time ERF **Concentration**	Urban	12:54	-	-	-
				n=0	n=0	n=0
		Rural	20:42	1:09:24	1:09:24	-
				n=3	n=3	n=0

2021-2023

(Moderate/High Risk) Dive Rescue - 90th Percentile Times - Baseline Performance			Bench-mark	Total 2021-2023	2023	2022	2021
	Total Response Time **1st Unit** on	Urban	7:42	06:41	06:16	06:39	05:48
				n=10	n=4	n=4	n=2

Total Response Time	Scene **Distribution**	Rural	15:30	11:29	11:10	11:10	11:22
				n=27	n=9	n=10	n=8
	Total Response Time ERF **Concentration**	Urban	12:54	23:54	23:54	-	-
				n=1	n=1	n=0	n=0
		Rural	20:42	27:15	-	-	27:15
				n=1	n=0	n=0	n=1

High-Risk Incidents

In 90 percent of all high-risk dive incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of **4** personnel, is 7 minutes and 42 seconds in urban areas and 15 minutes and 30 seconds in rural areas.

In 90 percent of all moderate-risk Dive Rescue incidents, the total response time for the arrival of the effective response force (ERF), comprised of **13** personnel including a dive unit, is 12 minutes and 54 seconds in urban areas and 20 minutes and 42 seconds in rural areas.

2024-2025

(High Risk) Dive Rescue 90th Percentile Times - Baseline Performance			**Bench-mark**	**Total 2024-2025**	**2025**	**2024**
Total Response Time	Total Response Time **1st Unit** on Scene **Distribution**	Urban	7:42	06:19	-	06:19
				n=2	n=0	n=2
		Rural	15:30	09:36	10:35	09:19
				n=19	n=5	n=14
	Total Response Time ERF **Concentration**	Urban	12:54	-	-	-
				n=0	n=0	n=0
		Rural	20:42	19:31	14:39	21:29
				n=15	n=4	n=11

Very High-Risk Incidents

No incident types were classified as Very High-Risk during the **2024-2025** Dive Rescue service delivery period. Therefore, no first-due or ERF benchmarks are established.

Section 8: Critical Tasks

Critical tasks refer to the minimum number of personnel necessary to perform core functions required for the initial stabilization and mitigation of an emergency incident, including fire suppression, emergency medical care, rescue operations, and other related critical actions.

Suppression

Low-Risk Suppression

Response Plan	First Alarm Response	Personnel Count
1 SMFR Suppression (Engine or Aerial)	1 SM SUPPRESSION (Engine or Aerial)	4
	Total Personnel	**4**
VEHICLE FIRE	1 SM SUPPRESSION (Engine or Aerial) 1 SM MEDIC	4 2
	Total Personnel	**6**
1 AND 1 FIRE	1SM Aerial 1 SM SUPPRESSION (Engine or Aerial) 1 SM BC	4 4 1
	Apparatus Total- 1-3	**9**

Critical Tasks	Minimum Required Personnel
Arrive/Position, Initial Radio Report, Establish Command, Size-up, Fire Suppression (Extinguisher/Hand Line)	4
Total ERF	**4**

Moderate Risk Suppression

Response Plan	First Alarm Response	Personnel Count
2 AND 1 FIRE	1 LADDER 2 ENGINE 1 SM MEDIC 1 SM BC 1 SM SAFETY	4 8 2 1 1
	Apparatus Total- 6	**16**
EV VEHICLE FIRE	2 SM HAZMAT 1 SM SUPPRESSION 1 MEDIC 1 SM BC 1 SM SAFETY	8 4 2 1 1
	Apparatus Total- 6	**16**

Critical Tasks	Minimum Required Personnel
Arrive/Position, Initial Radio Report, Establish Command, Size-up, Advance Line/Suppression	4
Establish Water Supply, provide On-Deck crew	4
Utility control, ascertain fire extension	2
Fire attack or Search	4
Incident Command	1

Incident Safety	1
Total ERF	**16**

High-Risk Suppression

Response Plan	First Alarm Response	Personnel Count
4 AND 1 FIRE (RESIDENTIAL STRUCTURE FIRE)	1 LADDER 4 ENGINE 2 MEDIC 2 SM BC 1 SM SAFETY 1 SM MED 1 1 RIT	4 16 4 2 1 1 4
	Apparatus Total- 12	**32**

Critical Tasks	Minimum Required Personnel
Officer-Arrive/Position, Give Initial Radio Report, Establish Command, Perform Size-up, Initial Attack	4
Officer- Directs FF to connect to hydrant, prepares team for entry	4
On Deck Crew- 2nd Supply Source	4
Enter structure- direct crew for search, Control utilities, and roof operations.	4
Fire Attack or Search	4
Incident Command	2
Incident Safety	1
Total ERF	**23**

Very High-Risk Suppression

Response Plan	First Alarm Response	Personnel Count
4 AND 2 FIRE COMMERCIAL	1 SM RESCUE 2 LADDER 4 ENGINE 2 MEDIC 2 SM BC 1 SM SAFETY 1 SM MED 1	4 8 16 4 2 1 1
	Apparatus Total- 13	**36**
4 AND 2 FIRE MULTI-FAMILY	1 SM RESCUE 2 LADDER 4 ENGINE 2 MEDIC 2 SM BC 1 SM SAFETY 1 SM MED 1	4 8 16 4 2 1 1
	Apparatus Total- 13	**36**
HEAVY RAIL FIRE	1 SM HAZMAT 1 SM FOAM 1 ENGINE FOAM 1 SM LADDER 1 SM ENGINE 1 MEDIC HAZMAT 1 SM MEDIC 2 TENDER 2 SM BC 1 SM SAFETY 1 SM MED 1	4 4 4 4 4 2 2 8 2 1 1
	Apparatus Total- 13	**36**

Critical Task	Minimum Required Personnel
Officer-Arrive/Position, Give Initial Radio Report, Establish Command, Perform Size-up, Initial Attack	4
Officer- Directs FF to connect to hydrant, prepares team for entry	4
On Deck Crew- 2nd Supply Source	4
Water Supply and Systems	4
Search	4
Fire Attack	4
Incident Command	2
Incident Safety	1
Medical Group	2
Total ERF	**29**

Emergency Medical Services

Low-Risk EMS

Response Plan	First Alarm Response	Personnel Count
MEDICAL	1 SM SUPPRESSION 1 SM MEDIC	4 2
	Apparatus Total-2	**6**
MEDICAL_BC (CARDIAC OR RESPIRATORY ARREST) (GUNSHOT/STABBING) (LR- PEDESTRIAN ACCIDENT)	1 SM SUPPRESSION 1 SM MEDIC 1 SM MED	4 2 1
	Apparatus Total-3	**7**

Critical Tasks	Minimum Required Personnel
Arrive, establish command, and scene management, patient care, and transport	2
Total ERF	**2**

Moderate Risk Incidents - N/A
High-Risk Incidents- N/A

Very High-Risk EMS

Response Plan	First Alarm Response	Personnel Count
MCI (MCI-Mass Casualty) (ACTIVE THREAT)	5 SUPPRESSION 5 MEDIC 1 SM BC 1 SM SAFETY 1 SM MED1	20 10 1 1 1
	Apparatus Total- 13	**33**

Critical Tasks	Minimum Required Personnel
Arrive/position, initial radio report, establish Command, size-up.	2
Develop initial patient extraction strategy.	2
Assist with rescue operations	4
Patient care, transport	6
Incident Command	1
Assume Rescue Group Supervisor role and manage rescue operations	1
Assume Medical Group Supervisor role, triage, and transport operations	1
Total ERF	**17**

Aircraft Rescue Fire Fighting

Low-Risk Incidents - N/A

Moderate Risk ARFF Incidents

Response Plan	First Alarm Response		Personnel Count
AIR ALERT 2 (INFLIGHT EMERGENCY)	2 SM ARFF 1 SM ARFF UNIT 1 MEDIC CRASH 1 SM BC 1 SM SAFETY		8 4 2 1 1
	Apparatus Total- 6		**16**

Critical Tasks	Minimum Required Personnel
Position apparatus for tactical use/suppression	4
Total ERF	**4**

High-Risk ARFF Incidents

Response Plan	First Alarm Response	Personnel Count
AIR ALERT 3- OFF AIRPORT (AIRCRAFT CRASH - off airport)	1 SM ARFF UNIT 1 LADDER 2 SM ENGINE 2 SM MEDIC 2 SM BC 1 SM SAFETY 1 SM MED1	4 4 8 4 2 1 1
	Apparatus Total-10	**24**
AIR ALERT 3 – ON AIRPORT (AIRCRAFT CRASH)	2 SM ARFF UNIT 1 SM ARFF UNIT 1 ENGINE CRASH 1 SM ENGINE 1 MEDIC CRASH 1 SM MEDIC 2 SM BC 1 SM SAFETY 1 SM MED1	8 4 4 4 2 2 2 1 1
	Apparatus Total-11	**28**

Critical Tasks	Minimum Required Personnel
Position for tactical use/suppression, Give Initial Radio Report, Establish Command, Perform Size-up, Initial Attack	1
Assist in suppression	6
Provide FF or passenger care	6
Incident Command	2
Incident Safety	1
Total ERF	**16**

Very High-Risk Incidents- N/A

Dive Rescue

Low-Risk Incidents

Response Plan	First Alarm Response	Personnel Count
DIVE (INVEST - ICE)	1 SM SUPPRESSION	4
	Apparatus Total- 1	**4**

Critical Tasks	Minimum Required Personnel
Arrive/position, Initial Radio Report, Establish Command, Size-Up	4
Total ERF	**4**

Moderate-Risk Dive Incidents

Response Plan	First Alarm Response	Personnel Count
DIVE ALERT 1 (ICE RESCUE)	1 SM DIVE 1 SM SUPPRESSION 1 MEDIC 1 SM BC 1 SM SAFETY	4 4 2 1 1
	Apparatus Total- 5	**12**

Critical Tasks	Minimum Required Personnel
Arrive/position, Initial Radio Report, Establish Command, Size-Up	2
Develop operational plan, perform rescue/recovery	4
Incident Safety	1
Total ERF	**7**

High-Risk Dive Incidents

Response Plan	First Alarm Response	Personnel Count
DIVE ALERT 3 (WATER RESCUE) (SWIFT WATER RESCUE)	2 SM DIVE 2 SUPPRESSION 2 MEDIC DIVE 1 MEDIC 2 SM BC 1 SM SAFETY 1 SM MED1	8 8 4 2 2 1 1
	Apparatus Total- 11	**26**

Critical Tasks	Minimum Required Personnel
Arrive/position, Initial Radio Report, Establish Command, Size-Up	10
Develop operational plan, perform rescue/recovery	2
Incident Safety	1
Total ERF	**13**

Very High-Risk Incidents- N/A

Hazardous Materials

Low Risk Haz-Mat Incidents

Response Plan	First Alarm Response	Personnel Count
GAS - RESIDENTIAL LEAK GAS - COMMERCIAL LEAK ALARM - CO NO SICK PARTIES	1 SM SUPPRESSION (Engine or Aerial)	4
	Apparatus Total- 1	**4**

Critical Tasks	Minimum Required Personnel
Officer-Arrive/position, Initial Radio Report, Establish Command, Size-Up, and Investigation	4
Total ERF	**4**

Moderate Risk Haz-Mat

Response Plan	First Alarm Response	Personnel Count
HAZMAT LEVEL 1 (EXPLOSIVE DEVICE) (LIGHT RAIL HAZMAT)	1 SM HAZMAT 1 MEDIC HAZMAT 1 SM SUPPRESSION 1 SM BC	4 2 4 4
Upgraded to Moderate-Risk due to specialty apparatus requirement	**Apparatus Total- 4**	**14**
Response Plan	**First Alarm Response**	**Personnel Count**
HAZMAT LEVEL 2 (HAZMAT)	2 SM HAZMAT 1 MEDIC HAZMAT 1 MEDIC 1 SM SUPPRESSION 1 SM BC 1 SM SAFETY 1 SM MED 1	8 2 2 4 1 1 1
	Apparatus Total- 8	**19**
Response Plan	**First Alarm Response**	**Personnel Count**
FUEL SPILL >25 GAL (FUEL SPILL LARGE)	2 SM HAZMAT 1 FOAM 2 ENGINE 1 SM MEDIC 1 SM BC 1 SM SAFETY	8 4 8 2 1 1
	Apparatus Total- 7	**24**

Critical Tasks	Minimum Required Personnel
Officer-Arrive/position, Initial Radio Report, Establish Command, Size-Up.	1
Identify hazard, assume Haz-Mat Branch, develop mitigation plan.	9
Assist in mitigation or FF/patient medical care.	2
Incident Command	1
Incident Safety	1
Total ERF	**14**

High-Risk Incidents- N/A
Very High-Risk Incidents- N/A

Technical Rescue
Low-Risk Incidents

Response Plan	First Alarm Response	Personnel Count
TECH RESCUE (ELEV)	1 SM SUPPRESSION	4
	Apparatus Total- 1	**4**

Critical Tasks	Minimum Required Personnel
Arrive/position, Initial Radio Report, Establish Command, Size-Up, and Investigation	4
Total ERF	**4**

Moderate-Risk Technical Rescue

Response Plan	First Alarm Response	Personnel Count
(MVA LIGHT RAIL) (MVA EXTRICATION)	1 SM HEAVY EXTRICATION 1 ENGINE 2 MEDIC 1 SM BC 1 SM SAFETY 1 SM MED1	4 4 4 1 1 1
	Apparatus Total- 7	**15**
Response Plan	**First Alarm Response**	**Personnel Count**
(INACCESSIBLE INCIDENT/ENTRAPMENT) (LIGHT RAIL DERAILMENT) (MVA MEDIUM EXTRICATION) EXTRICATION VEH (MVA VEHICLE INTO BUILDING)	1 SM RESCUE 1 SM HEAVY EXTRICATION 1 ENGINE 2 MEDIC 1 SM BC 1 SM SAFETY 1 SM MED1	4 4 4 4 1 1 1
	Apparatus Total- 8	**19**

Critical Tasks	Minimum Required Personnel
Arrive/position, initial radio report, establish Command, size-up.	1
Develop initial patient extraction strategy.	1
Assume Rescue Group Supervisor role and manage rescue operations.	1
Assist with rescue operations. Provide FF treatment/transport	5
Provide FF/citizen treatment/transport	2
Incident Command	1
Incident Safety	1
Total ERF	**12**

High-Risk Technical Rescue Incidents

Response Plan	First Alarm Response	Personnel Count
TECH RESCUE LEVEL 1 (RESC - ROPE RESCUE)	1 SM RESCUE 1 SM LADDER 2 SM ENGINE 1 MEDIC TECH 1 SM MEDIC 2 SM BC 1 SM SAFETY 1 SM MED1	4 4 8 2 2 2 1 1
	Apparatus Total- 10	**24**
TECH RESCUE LEVEL 2 (TRAIN DERAILMENT HEAVY RAIL) (CONFINED SPACE RESCUE)	1 SM RESCUE 1 SM HAZMAT 1 MEDIC TECH 1 MEDIC HAZMAT 1 SM LADDER 2 SM ENGINE 1 SM MEDIC 2 SM BC 1 SM SAFETY 1 SM MED1	4 4 2 2 4 8 2 2 1 1
	Apparatus Total- 12	**30**
TECH RESCUE LEVEL 3 (RESC - BUILDING COLLAPSE) (RESC - TRENCH COLLAPSE)	1 SM RESCUE 1 SM HAZMAT 1 SM COLLAPSE 1 MEDIC TECH 1 MEDIC HAZMAT 1 SM LADDER 1 SM ENGINE 1 SM MEDIC 2 SM BC 1 SM SAFETY 1 SM MED1	4 4 4 2 2 4 4 2 2 1 1
	Apparatus Total- 12	**30**

Critical Tasks	Minimum Required Personnel
Arrive/position, initial radio report, establish Command, size-up.	1
Develop initial patient extraction strategy.	2
Assume Rescue Group Supervisor role and manage rescue operations.	1
Assist with rescue operations. Provide FF treatment/transport	10
Provide FF/citizen treatment/transport	2
Incident Command	1
Incident Safety	1
Total ERF	**18**

Wildland

Low-Risk Wildland Incidents

Response Plan	First Alarm Response	Personnel Count
WILDLAND LEVEL 1 (BRUSH FIRE SMALL)	1 SM BRUSH 1 ENGINE WL 1 SM BC	4 4 1
	Apparatus Total-3	**9**
Critical Tasks		**Minimum Required Personnel**
Arrive/Position, Size-up, Initial Radio Report, Establish Command, Determine Strategy, Identify/Establish Anchor Point, Confirm LCES, Establish Water Supply, Operate Pump, Advance Line/Suppression (Progressive Hose-Lay), Mop-Up		4
Total ERF		**4**

Moderate Risk Incidents- N/A

High-Risk Wildland Incidents

Response Plan	First Alarm Response	Personnel Count
WILDLAND LEVEL 2 (FIRE - BRUSH FIRE LARGE) (BRUSH FIRE RED FLAG)	2 BRUSH WL 2 ENGINE WL 2 SM BRUSH 1 SM MEDIC 1 TENDER 2 SM BC 1 SM SAFETY 1 SM MED 1	8 8 8 2 2 2 1 1
	Apparatus Total-12	**32**
Critical Tasks		**Minimum Required Personnel**
Arrive/Position, Size-up, Initial Radio Report, Establish Command, Determine Strategy, Identify/Establish Anchor Point, Establish LCES, Establish Water Supply, Operate Pump, Advance Line/Suppression (Progressive Hose-Lay), Establish Staging Area, Containment Line Construction, Mop-Up		4
Assist with Advancing Line/Suppression (Progressive Hose-Lay), Containment Line Construction, Mop-Up		8
Provide Off-Road Fire Suppression Capability (Mobile Attack), Advance Line/Suppression (Progressive Hose-Lay), Containment Line Construction, Mop-Up		4
Provide Off-Road Fire Suppression Capability (Mobile Attack), Advance Line/Suppression (Progressive Hose Lay), Containment Line Construction, Mop-Up		4
Assume Incident/Unified Command		1
Total ERF		**21**

Very High-Risk Wildland Incidents

Response Plan	First Alarm Response	Personnel Count
WILDLAND LEVEL 3 (WILDLAND URBAN INTERFACE FIRE)	2 BRUSH WL 2 ENGINE WL 2 MEDIC 2 SM BRUSH 2 TENDER 2 SM BC 1 SM SAFETY 1 SM MED 1	8 8 4 8 4 2 1 1
	Apparatus Total-14	**32**

Critical Task	Minimum Required Personnel
Arrive/Position, Size-up, Initial Radio Report, Establish Command, Determine Strategy, Identify/Establish Anchor Point, Establish LCES, Establish Water Supply, Operate Pump, Advance Line/Suppression (Progressive Hose-Lay), Establish Staging Area, Structure Protection, Containment Line Construction, Mop-Up	4
Assist with Line Advancement, Structure Protection, Operate Pump, Containment Line Construction, Mop-Up	4
Provide Off-Road Fire Suppression Capability (Mobile Attack), Manage Air Operations, Manage Firing Operations, Manage Heavy Equipment, Manage Saw Team, Division/Group Supervision or Task Force Leader, Confirm Strategy/Tactics/LCES	8
Provide Off-Road Fire Suppression Capability (Mobile Attack), Manage Air Operations, Manage Firing Operations, Manage Heavy Equipment, Manage Saw Team, Division/Group Supervision or Task Force Leader, Confirm Strategy/Tactics/LCES	4
Provide Off-Road Fire Suppression Capability (Mobile Attack), Operate Pump, Advance Line/Suppression (Progressive Hose-Lay), Containment Line Construction, Mop-Up	4
Provide Off-Road Fire Suppression Capability (Mobile Attack), Operate Pump, Advance Line/Suppression (Progressive Hose-Lay), Containment Line Construction, Mop-Up	4
Water Supply (Mobile and/or Static)	4
Medical/Transport- FF Personnel	2
Assume Incident/Unified Command	2
Incident Safety	1
Total ERF	**37**

Section 9: Performance Gaps and Improvement Plans

A. Performance Improvement Priorities

Current response time benchmarks were originally established using historical performance data and by industry best practices and guidance. While these benchmarks have provided a consistent framework for evaluating performance, evolving service demand, system utilization, and operational conditions warrant reassessing their continued applicability.

Analysis of response performance at the 90th percentile for emergent incidents indicates that benchmarks across response time components are not being fully achieved, with overall response time compliance ranging from 84% to 87% and total response times between 8:29 and 8:44 (2021–2025). These results reflect system-wide performance across turnout, travel, and total response time.

To address these gaps, the agency is implementing a Performance Benchmark Recalibration initiative to align performance targets with current operational capacity. This effort incorporates district geography, transportation network constraints, call distribution, and risk variability to establish benchmarks that are both motivating and operationally achievable.

B. Data and Analysis Enhancements (NERIS Integration)

The agency is also advancing its data and analytical capabilities through the implementation of NERIS:

- **Enhanced Analytics:** Implementation of NERIS improves data quality, consistency, and integration across systems, supporting more reliable and comprehensive analysis. Detailed performance evaluation, including unit-level timelines, critical task analysis, and response modeling, will continue to be conducted through internal analytical processes.
- **Service Delivery Optimization:** These improvements support ongoing efforts to “right-size” response models, aligning resource deployment more effectively with incident type, risk level, and service demand.

Section 10: Appendix

Exhibit 1- Call Density Mapping

a. All Call Types
b. Fire
c. Special Ops
d. EMS
e. Public Assist
f. Alarms
g. Other
h. 80/20 Analysis

Exhibit 2- District Response Analysis

a. First-Due Predicted Response Times
b. Travel Time Performance
c. Travel Time Noncompliance Points
d. Noncompliance Density Map

Exhibit 3- Battalion Zones (1-5) Analysis

a. First Due Predicted Response
b. All Call Types
c. Non-Compliant Incident Density

Exhibit 4- Effective Response Force (ERF)

a. ARFF Moderate
b. ARFF High
c. Dive Low
d. Dive High
e. Fire Low
f. Fire Moderate
g. Fire High
h. Fire Very High
i. Hazmat Low
j. Hazmat Moderate
k. EMS Low
l. EMS Very High
m. Tech Rescue Low
n. Tech Rescue Moderate
o. Tech Rescue High
p. Wildland Low
q. Wildland High
r. Wildland Very High

Exhibit 5- Accela/Preplan Occupancy Risk

Stations 11-23

Stations 31-47

Exhibit 6- Station Geographic Planning Zones

Stations 11-23

Stations 31-47