I. REGULAR BOARD MEETING – 6:00 P.M. – Meeting Rooms 1 & 2

A. MEETING CALL TO ORDER

B. PLEDGE OF ALLEGIANCE

C. ROLL CALL

D. PUBLIC COMMENT

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

E. CONSENT AGENDA

Consent Agenda items are provided for study in the Board packets and introduced in the General Session for the Board’s review. They can be adopted by a single motion. All resolutions and proposed actions must be read by title prior to a vote on the motion. Any Consent Agenda items may be removed at the request of a Director and heard separately or tabled.
1. January 6, 2020 South Metro Fire Rescue Board of Directors’ Regular Meeting Minutes

F. ACTION ITEMS

1. December 2019 Financial Statements – Miskimins
2. SMFR Resolution No. 2020-05 Adopting the February 3, 2020 Restated Bylaws of the Board of Directors - Cole

G. DISCUSSION ITEMS

H. INFORMATION ITEMS

1. Board Committee Updates
   • Fire Chief Performance
   • Salary & Benefits
   • Community Outreach

I. EXECUTIVE SESSION (upon motion)

J. NEXT MEETING
Special Board of Directors’ Meeting to be held on February 17, 2020, 6:00 p.m. at 9195 E. Mineral Avenue, Centennial, CO.

Regular Board of Directors’ Meeting to be held on March 2, 2020, 6:00 p.m. at 9195 E. Mineral Avenue, Centennial, CO.

K. ADJOURNMENT
South Metro Fire Rescue Fire Protection District  
Regular Board of Directors’ Meeting Minutes  
January 6, 2020

Present:  
Ronda Scholting, Chair (via phone)  
William Shriver, Vice Chair  
Rich Sokol, Treasurer  
Danny Gaddy, Secretary  
Hank Eng  
Laura Simon  
David Jackson  

Bob Baker, Fire Chief  
Mike Dell’Orfano, Assistant Chief  
Jon Adams, Assistant Chief  
Kevin Milan, Assistant Chief  
Jerry Rhodes, Assistant Chief  
Vince Turner, Assistant Chief  
Dillon Miskimins, Chief Financial Officer  
Isela Nejbauer, Chief Human Resources Officer  
Kristin Eckmann, Chief Communications Officer  
Bob Cole, Legal Counsel

Others Present:  
SMFR Personnel, Guests

MEETING CALL TO ORDER  
Vice Chair Shriver called the regular meeting of the South Metro Fire Rescue Fire Protection District to order at 6:14 p.m. and welcomed everyone to the South Metro Fire Rescue District Meeting.

PLEDGE OF ALLEGIANCE  
Vice Chair Shriver led the Pledge of Allegiance to the United States of America.

ROLL CALL  
All of the Board Members were present.

PUBLIC COMMENT  
Bob Kaser, 212 Durham Court, Castle Pines, requested Staff to constitute an ad-hoc forum to review and possibly increase SMFR’s “recommendations” on the mowing of flashy fuels in the wildland-urban interface areas.

Kelli Narde, Director of Communications with the City of Littleton, extended thanks to FM/Chief Valdez and Chief Dell’Orfano for going above and beyond to meet with the city, other jurisdictions and special event organizers to create the new proposed fee schedule that is scheduled to be presented later this evening. Thinks it will be very helpful to the non-profit organizations in particular.

CONSENT AGENDA  
December 2, 2019 South Metro Fire Rescue Board of Directors’ Regular Meeting Minutes  
SMFR Resolution No. 2020-01 Authorizing Online Notice of Public Meetings

A motion was made by Laura Simon and seconded by Danny Gaddy to approve the consent agenda as presented. All were in favor and the motion carried.

ACTION ITEMS  
SMFR Resolution No. 2020-02 Adopt the 2020 Meeting Schedule – Chief Dell’Orfano stated that this resolution was drafted based upon the 2019 schedule that the Regular Meeting be held on the first Monday of each month, and Special Meetings scheduled on the third Monday of each month February through October, at the Mineral Headquarters beginning at 6:00 p.m. A draft of the 2020 meeting schedule was provided in the board packet.

The Board advised the dates for the second February meeting and first July meeting need to be reflected as the 16th and 6th, respectively.
A motion was made by Hank Eng and seconded by David Jackson to approve SMFR Resolution No. 2020-02 Adopt the 2020 Meeting Schedule as amended. All were in favor and the motion carried.

November 2019 Financial Statements – CFO Miskimins reviewed the financial statements, highlighting that the fund balance decreased by $12.3 million over October activity to a total of $62.9 million; 99.34% of all budgeted Property and Specific Ownership taxes have been collected for 2019 as compared to 99.31% collected in November of 2018; the District received $1.2 million from taxes in November, with $1,546 of property taxes diverted to TIF; as of November 30th, the Authority has expended $110.8 million in the General Fund related to operations, which is 0.5% over the YTD budget not including Capital Projects transfers; through November, the Authority has expended 25.7% or $2.4 million of our total budgeting expenditures in the Capital Fund and the capital expenditures are well below budget due to the delayed start of Station 20; and in December, it is expected that the Authority’s General Fund will need to loan the Self-Insured Medical Fund another $500,000 to pay claims and operational costs, bringing the total amount loaned between the funds to $1 million.

At the Board’s direction, CFO Miskimins provided three potential funding options for payback of the loan.

A motion was made by Danny Gaddy and seconded by Hank Eng to accept the November 2019 Financial Statements as presented. All were in favor and the motion carried.

Station 20 Sanitary Sewer Easement Agreement with Douglas County Schools – Chief Turner reported that the sanitary sewer connection point for Station 20 is located south of Wildcat Reserve Parkway on property owned by the Douglas County School District. An easement for the construction and maintenance of this connection point is required for construction permitting. The Douglas County School Board will hear this request at their January meeting. The School District staff and council drafted the agreement and it has been approved by Legal Counsel’s office.

Chief Turner updated the status of the station noting that it is still in the permitting process with Douglas County, which was delayed due to the holidays, and Staff is looking at an early February ground breaking with an official ceremony planned when the area is more accessible.

A motion was made by Laura Simon and seconded by Hank Eng to approve Station 20 Sanitary Easement Agreement with Douglas County Schools as presented. All were in favor and the motion carried.

SMFR Resolution No. 2020-03 Amending a Fee Schedule – Fire Marshal Valdez requested an amendment to the existing fee schedule for plan reviews, permits and inspections related to special events, tents and mobile food trucks. The existing fee schedule applied a full cost-recovery model to these fees which often resulted in high costs to the event organizers and several complaints. The proposed fees are based on the salary and benefits of the staff providing the service without additional costs for overhead, software, vehicles, etc. This new approach should be more reasonable for event organizers, non-profits, and government entities, along with streamlined regulatory processes that are being implemented now. For those conducting fireworks displays, it is Staff’s recommendation staying with the full cost-recovery methodology. Fireworks fees and the remainder of the existing fee schedule are anticipated to be updated in February with more discussion with the Board.

At the Board’s direction, FM Valdez provided detail on the various fee changes and reiterated that this is an amendment to the original resolution to allow special event permit applicants the opportunity to take advantage of the reduced fees now instead of waiting for the whole fee schedule to be amended. The fee schedule presentation is scheduled for the February meeting.

Director Jackson requested discussion regarding the charging of special event fees for non-profit organizations, particularly those events with attendance less than 500 people.

After discussion, the Board directed the special event fee schedule be amended to apply the fee of $130 for events with 150 – 300 people in attendance; events with attendance anticipated to be less than 150, there would be no charge for non-profit organizations.
A motion was made by David Jackson and seconded by William Shriver to approve SMFR Resolution No. 2020-03 Amending a Fee Schedule with an amendment to the fee scheduled that the $130 fee range applies to 150 to 300; under 150 people the fee would be $0. All were in favor and the motion carried.

SMFR Resolution No. 2020-04 Appointing a Committee for Conflicted Matters – Legal Counsel Cole explained that in matters where the Fire Chief has a conflict of interest when carrying out the duties authorized by the Board of Directors, and it is not appropriate to delegate those duties, it is recommended that this standing committee be established in order to address those matters.

Cole proposed tabling this issue until able to discuss in executive session.

DISCUSSION ITEMS
2020 Restated Bylaws Draft – The Board Bylaws & Policy Committee has developed recommendations for amendments to the bylaws. A drafted was included in the Board’s packet for discussion to help prepare the final draft for approval at the February 3rd Board Meeting. Committee members and staff provided a brief overview of the changes and answered questions.

Director Albee noted three particular changes: conform to law, changes/updates to Authority by-laws, changes that introduced conduct guidelines for the BOD, adding that a lot of the information was taken from other organizations and prioritized to fit our organization.

Director Jackson presented three items for discussion, after thanking the group for taking this on and for the context and hopes that the board will function within these guidelines.

After discussion, the board provided direction to include guidelines for dress code, recording of meetings, super majority of 2/3 (5 out of 7) votes of directors in office required to modify bylaws and clarify 75% attendance requirement.

Vice Chair Shriver requested that any additional changes be submitted to Director Albee by mid-January.

INFORMATION ITEMS
Board Website – Chief Dell’Orfano reviewed the new web site, particularly access to the election page and board packets.

Board Committee Updates:
- Fire Chief Performance Committee: Vice Chair Shriver stated that there have been no additional meetings since last month. Committee members have meetings scheduled with area agencies. Goal is to finalize by spring. Written performance expectations anticipated to be ready for presentation at next meeting and implementation this Spring.
- Salary & Benefits Committee: CHRO Nejbauer reported no meetings since last month.
- Bylaws/Boardsmanship Committee: Reported earlier this evening.
- Community Outreach Committee: Director Anderson reported that various items have been posted on Sign Up Genius, which seems to be working well. Let Staff know if there are any issues with the notification process.

Inclusion/Exclusion: Legal Counsel Cole reported that right before the new year the District Court approved the Exclusion of CFPD and shortly after the new year approved the inclusion of CFPD into SMFRFPD and the director districts. Consolidation should be complete this week and the Authority goes away on May 1st and we go back to one district, however, it could take up to two years for all of the paperwork to be approved by the State.

Correspondence items in the Board’s packet are summarized below as well as other information items that were communicated:
- MetCom and OUCH December Newsletters were included in the Board’s packet.
• A thank you letter to FM Executive Officer Tim Stover and PrePlan Manager Tim Cox was received for providing real case processes to the Forensic Science Classes at Rock Canyon High School.
• A thank you note to Medic and Engine 41 was received from a citizen with a medical issue praising them for the expertise, kindness and professionalism.
• A thank you note to Zach Parker and Austin Winston was received expressing appreciation for their assistance with a citizen’s smoke alarms.

EXECUTIVE SESSION (UPON MOTION)
A motion was made by Laura Simon and seconded by Hank Eng at 8:15 p.m. to convene to Executive Session to consult with Legal Counsel Pursuant to §24-6-402(4)(b), C.R.S., for the purposes of receiving legal advice regarding appointing a Conflicted Matters Review Committee. All were in favor and the motion carried.

The Regular meeting reconvened at 9:03 p.m.

Legal Counsel Cole summarized the directed changes to the Resolution Appointing a Committee for Conflicted Matters:

1. Appointment of Conflicted Matters Committee: The Board Chair is appointed unless unavailable, then the Vice Chair is appointed, along with a second member of the Board.
2. Role of the Committee: The Board of Directors, upon notification, may take the authority away from the committee.
3. Fire Chief Responsibility to Report Conflicted Matters: It is the Fire Chief’s responsibility to report any Conflicted Matter to the Chair, unless unavailable then the Vice Chair, and Legal Counsel.

In addition, the Fire Chief is directed to adopt a policy consistent with the Board’s recommendations.

A motion was made by Danny Gaddy and seconded by Hank Eng to approve SMFR Resolution No. 2020-04 Appointing a Committee for Conflicted Matters as amended. All were in favor and the motion carried.

NEXT MEETING
The next regular South Metro Fire Rescue District Board of Directors’ Meeting is to be held on February 4, 2020 at 6:00 p.m. at 9195 East Mineral Avenue, Centennial, CO.

ADJOURNMENT
A motion was made by Hank Eng and seconded by Laura Simon to adjourn the meeting at 9:06 p.m. All were in favor and the motion carried.

Attested by: ___________________________________________ Date: ______________________________
South Metro Fire Rescue

Monthly Financial Reports

For the Twelve Months Ending
December 31, 2019
December 2019 Financial Update
Executive Summary

1. Fund balance decreased by $8.9 million over November activity to a total of $54 million.

2. 100.06% of all budgeted taxes in the amount of $104.2 million (Property and Specific Ownership) have been collected for 2019 as compared to 100% collected in December of 2018. In 2019, just over $568,000 of property taxes were diverted to TIF.

3. As of December 31\textsuperscript{th}, 2019, the Authority has expended $121.6 million in the General Fund related to operations, which is 4% under the annual budget not including Capital Projects transfers.

4. Through December, the Authority has expended $2.8 million or 30% of our total budgeted expenditures in the Capital Fund. The schedule of expenditures from the capital projects fund is included on page 11. The capital expenditures are well below budget due to the delayed start of Station 20.

5. The Authority’s General Fund loaned the Self-insured Medical Fund another $500,000 to pay claims and operational costs. This brought the total amount loaned between the funds to $1 million.

6. Prepaid expenses increased by $896,830 over the November activity mostly due to Workman’s Comp 2020 insurance.

7. In December, additional deferred revenue in the amount of $153,876 has been recorded for EMT class 2020 and McNeil & Co reimbursements for fleet and St 15 damages. These repairs will take place in 2020.

8. Included at the end of the financial reports:
   a. Schedule of taxes collected by month
   b. Schedule of capital outlay expenditures
   c. Definitions to the columns used in the financial reports
## South Metro Fire Rescue
### Balance Sheet
#### December 31, 2019

<table>
<thead>
<tr>
<th>Assets</th>
<th>General</th>
<th>Capital Projects</th>
<th>Building Rental</th>
<th>SRF - SMFR</th>
<th>SRF - CFPD</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Checking</td>
<td>$ 4,179,619</td>
<td>$ 312,650</td>
<td>$ 173,107</td>
<td>$</td>
<td>$</td>
<td>$ 4,665,376</td>
</tr>
<tr>
<td>Money market</td>
<td>28,537</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>28,537</td>
</tr>
<tr>
<td>Colotrust</td>
<td>13,888,642</td>
<td>3,129</td>
<td>2,301,159</td>
<td>-</td>
<td>-</td>
<td>16,192,930</td>
</tr>
<tr>
<td>Investments</td>
<td>30,465,957</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>30,465,957</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>4,970,081</td>
<td>3</td>
<td>244</td>
<td>-</td>
<td>-</td>
<td>4,970,328</td>
</tr>
<tr>
<td>Interest receivable</td>
<td>150,946</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>150,946</td>
</tr>
<tr>
<td>Due from other funds</td>
<td>1,000,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,000,000</td>
</tr>
<tr>
<td>Prepaids</td>
<td>1,965,483</td>
<td>53,027</td>
<td>5,051</td>
<td>-</td>
<td>-</td>
<td>2,023,561</td>
</tr>
<tr>
<td>Inventory</td>
<td>1,299,637</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,299,637</td>
</tr>
<tr>
<td>Total Assets</td>
<td>57,948,902</td>
<td>368,809</td>
<td>2,479,561</td>
<td>-</td>
<td>-</td>
<td>60,797,272</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable - general</td>
<td>1,044,634</td>
<td>368,809</td>
<td>36,236</td>
<td>-</td>
<td>-</td>
<td>1,449,679</td>
</tr>
<tr>
<td>Accounts payable - payroll and benefits</td>
<td>5,195,132</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>5,195,132</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>163,552</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>163,552</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>6,403,318</td>
<td>368,809</td>
<td>36,236</td>
<td>-</td>
<td>-</td>
<td>6,808,363</td>
</tr>
</tbody>
</table>

| Fund Balances   | $ 51,545,584      | $ -              | $ 2,443,325     | $ -        | $ -        | $ 53,988,909   |
### Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget to Actual

**General Fund**

For the period ending December 31, 2019

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Actual</th>
<th>YTD Budget</th>
<th>YTD Variance</th>
<th>Annual Budget</th>
<th>Annual Variance</th>
<th>% Received</th>
<th>PY Actual YTD</th>
<th>Variance CY to PY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ambulance transport services</td>
<td>$9,980,440</td>
<td>$11,163,985</td>
<td>(1,183,545)</td>
<td>$11,163,985</td>
<td>(1,183,545)</td>
<td>89.40%</td>
<td>$6,089,477</td>
<td>3,890,963</td>
</tr>
<tr>
<td>Medicaid supplemental fee</td>
<td>2,345,340</td>
<td>-</td>
<td>2,345,340</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Contracted services</td>
<td>9,078,373</td>
<td>9,076,425</td>
<td>1,948</td>
<td>9,076,425</td>
<td>1,948</td>
<td>100.02%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net investment earnings</td>
<td>1,865,653</td>
<td>290,000</td>
<td>1,575,653</td>
<td>290,000</td>
<td>1,575,653</td>
<td>643.33%</td>
<td>860,526</td>
<td>1,055,127</td>
</tr>
<tr>
<td>Rental income</td>
<td>173,195</td>
<td>160,453</td>
<td>12,742</td>
<td>160,453</td>
<td>12,742</td>
<td>107.94%</td>
<td>151,091</td>
<td>22,104</td>
</tr>
<tr>
<td>Permit / Plan review</td>
<td>2,535,506</td>
<td>2,300,000</td>
<td>235,506</td>
<td>2,300,000</td>
<td>235,506</td>
<td>110.24%</td>
<td>1,637,111</td>
<td>898,395</td>
</tr>
<tr>
<td>Reimbursements</td>
<td>954,248</td>
<td>1,068,646</td>
<td>(114,398)</td>
<td>1,068,646</td>
<td>(114,398)</td>
<td>89.30%</td>
<td>1,544,371</td>
<td>(590,123)</td>
</tr>
<tr>
<td>Dispatch fees</td>
<td>106,494</td>
<td>106,494</td>
<td>-</td>
<td>106,494</td>
<td>-</td>
<td>100.00%</td>
<td>1,035,219</td>
<td>(928,725)</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>664,947</td>
<td>797,500</td>
<td>(132,553)</td>
<td>797,500</td>
<td>(132,553)</td>
<td>83.83%</td>
<td>623,710</td>
<td>41,237</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$27,704,196</td>
<td>$24,963,503</td>
<td>$2,740,693</td>
<td>$24,963,503</td>
<td>$2,740,693</td>
<td>110.98%</td>
<td>$11,941,505</td>
<td>15,762,691</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>% Used</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>69,730,825</td>
</tr>
<tr>
<td>Overtime - minimum staffing</td>
<td>6,450,009</td>
</tr>
<tr>
<td>Overtime - other</td>
<td>2,689,014</td>
</tr>
<tr>
<td>Benefits</td>
<td>26,435,846</td>
</tr>
<tr>
<td>Supplies</td>
<td>2,059,023</td>
</tr>
<tr>
<td>Equipment</td>
<td>2,570,401</td>
</tr>
<tr>
<td>Books and publications</td>
<td>28,456</td>
</tr>
<tr>
<td>Memberships and certifications</td>
<td>141,926</td>
</tr>
<tr>
<td>Advertising</td>
<td>4,034</td>
</tr>
<tr>
<td>Awards and recognition</td>
<td>168,458</td>
</tr>
<tr>
<td>Uniforms</td>
<td>1,449,244</td>
</tr>
<tr>
<td>Software maintenance</td>
<td>2,055,817</td>
</tr>
<tr>
<td>Hardware maintenance</td>
<td>265,089</td>
</tr>
<tr>
<td>Utilities</td>
<td>1,358,540</td>
</tr>
<tr>
<td>Fuel</td>
<td>557,273</td>
</tr>
<tr>
<td>Printing</td>
<td>602,251</td>
</tr>
<tr>
<td>Physicals and vaccinations</td>
<td>492,316</td>
</tr>
<tr>
<td>Bank and credit card fees</td>
<td>187,325</td>
</tr>
<tr>
<td>Equipment lease</td>
<td>88,385</td>
</tr>
<tr>
<td>Vehicle lease</td>
<td>199,793</td>
</tr>
<tr>
<td>Audit</td>
<td>43,000</td>
</tr>
<tr>
<td>Legal</td>
<td>489,685</td>
</tr>
<tr>
<td>Professional services</td>
<td>2,169,253</td>
</tr>
<tr>
<td>Insurance</td>
<td>571,932</td>
</tr>
<tr>
<td>Seminars, conferences and travel</td>
<td>749,910</td>
</tr>
<tr>
<td>Meeting expense</td>
<td>83,287</td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>1,196,706</td>
</tr>
<tr>
<td>Outside rental</td>
<td>13,011</td>
</tr>
<tr>
<td>Tuition assistance, EAP, and other programs</td>
<td>399,747</td>
</tr>
<tr>
<td>Buildings and grounds</td>
<td>116,032</td>
</tr>
<tr>
<td>Contingency</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$121,578,322</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Excess of Revenues Over (Under) Expenditures</th>
<th>(93,874,127)</th>
</tr>
</thead>
</table>

**South Metro Fire Rescue FPD**
### South Metro Fire Rescue FPD
#### Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget to Actual

**General Fund**

**For the period ending December 31, 2019**

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>YTD Budget</th>
<th>YTD Variance</th>
<th>Annual Budget</th>
<th>Annual Variance</th>
<th>PY Actual YTD</th>
<th>Variance CY to PY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Other Financing Sources (Uses)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of Assets</td>
<td>162,271</td>
<td>1,488,000</td>
<td>(1,325,729)</td>
<td>1,488,000</td>
<td>(1,325,729)</td>
<td>1,392,020</td>
<td>(1,229,749)</td>
</tr>
<tr>
<td>Transfers from other funds</td>
<td>104,050,530</td>
<td>103,987,085</td>
<td>63,445</td>
<td>103,987,085</td>
<td>63,445</td>
<td>75,891,640</td>
<td>28,158,890</td>
</tr>
<tr>
<td>Transfers to other funds</td>
<td>(2,345,345)</td>
<td>(8,911,685)</td>
<td>6,566,340</td>
<td>(8,911,685)</td>
<td>6,566,340</td>
<td>(12,445,689)</td>
<td>10,100,344</td>
</tr>
<tr>
<td><strong>Total Other Financing Sources (Uses)</strong></td>
<td>101,867,456</td>
<td>96,563,400</td>
<td>5,304,056</td>
<td>96,563,400</td>
<td>5,304,056</td>
<td>64,837,971</td>
<td>37,029,485</td>
</tr>
<tr>
<td><strong>Net Change in Fund Balances</strong></td>
<td>7,993,329</td>
<td>(5,062,829)</td>
<td>13,056,158</td>
<td>(5,062,829)</td>
<td>13,056,158</td>
<td>(8,942,900)</td>
<td>16,936,229</td>
</tr>
<tr>
<td>Fund Balances - Beginning of Year, Restated</td>
<td>43,552,255</td>
<td>35,257,052</td>
<td>8,295,203</td>
<td>35,257,052</td>
<td>8,295,203</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund Balances - End of Year</td>
<td>$51,545,584</td>
<td>$30,194,223</td>
<td>$21,351,361</td>
<td>$30,194,223</td>
<td>$21,351,361</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### South Metro Fire Rescue

**Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget to Actual**

**Capital Projects Fund**

For the period ending December 31, 2019

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Actual</th>
<th>YTD Budget</th>
<th>YTD Variance</th>
<th>Annual Budget</th>
<th>Annual Variance</th>
<th>% Received</th>
<th>PY Actual YTD</th>
<th>Variance CY to PY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net investment earnings</td>
<td>$9,920</td>
<td>$10,000</td>
<td>$(80)</td>
<td>$10,000</td>
<td>$(80)</td>
<td>99.20%</td>
<td>$21,747</td>
<td>$(11,827)</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$9,920</td>
<td>$10,000</td>
<td>$(80)</td>
<td>$10,000</td>
<td>$(80)</td>
<td>99.20%</td>
<td>$21,747</td>
<td>$(11,827)</td>
</tr>
</tbody>
</table>

| Expenditures | % Used | Buildings and grounds | 872,668 | 7,230,568 | 6,357,900 | 7,230,568 | 6,357,900 | 12.07% | 8,485,567 | 7,612,899 |
| Vehicles and apparatus | 89.65% | 1,872,088 | 2,088,281 | 216,193 | 2,088,281 | 216,193 | 3,705,054 | (824,729) |
| Equipment | 110.28% | 73,701 | 66,828 | (6,873) | 66,828 | (6,873) | 3,631,353 | 30.03% | 13,237,980 | 10,419,523 |
| Total Expenditures | 30.03% | $2,818,457 | $9,385,677 | $6,567,220 | $9,385,677 | $6,567,220 | 13,237,980 | 10,419,523 |
| Excess of Revenues Over (Under) Expenditures | $2,808,537 | $9,375,677 | $6,567,140 | $9,375,677 | $6,567,140 | $13,216,233 | 10,407,696 |
| Other Financing Sources (Uses) | | | | | | | | |
| Transfers from other funds | $2,808,537 | $9,375,677 | $(6,567,140) | $9,375,677 | $(6,567,140) | $12,903,112 | (10,094,575) |
| Total Other Financing Sources (Uses) | $2,808,537 | $9,375,677 | $(6,567,140) | $9,375,677 | $(6,567,140) | $12,903,112 | (10,094,575) |

| Net Change in Fund Balances | | | | | | | | |
| | - | - | - | - | - | - | | |

| Fund Balances - Beginning of Year | | | | | | | | |
| | - | - | - | - | - | - | | |

| Fund Balances - End of Year | | | | | | | | |
| $ | - | $ | - | - | $ | - | - | - |
## South Metro Fire Rescue
### Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget to Actual
#### Building Rental Fund
For the period ending December 31, 2019

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Actual</th>
<th>YTD Budget</th>
<th>YTD Variance</th>
<th>Annual Budget</th>
<th>Annual Variance</th>
<th>% Received</th>
<th>PY Actual YTD</th>
<th>Variance CY to PY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental income</td>
<td>$781,682</td>
<td>$688,488</td>
<td>$93,194</td>
<td>$688,488</td>
<td>$93,194</td>
<td>113.54%</td>
<td>$820,434</td>
<td>$38,752</td>
</tr>
<tr>
<td>Net investment earnings</td>
<td>51,045</td>
<td>50,000</td>
<td>1,045</td>
<td>50,000</td>
<td>1,045</td>
<td>102.09%</td>
<td>49,846</td>
<td>1,199</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>832,727</td>
<td>738,488</td>
<td>94,239</td>
<td>738,488</td>
<td>94,239</td>
<td>112.76%</td>
<td>870,280</td>
<td>(37,553)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>% Used</th>
<th>Supplies</th>
<th>(3,715)</th>
<th>Supplies</th>
<th>(3,715)</th>
<th>113.72%</th>
<th>23,019</th>
<th>(7,771)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplies</td>
<td>30,790</td>
<td>27,075</td>
<td>(3,715)</td>
<td>27,075</td>
<td>(3,715)</td>
<td>113.72%</td>
<td>23,019</td>
<td>(7,771)</td>
</tr>
<tr>
<td>Utilities</td>
<td>249,603</td>
<td>247,025</td>
<td>(2,578)</td>
<td>247,025</td>
<td>(2,578)</td>
<td>101.04%</td>
<td>249,024</td>
<td>(579)</td>
</tr>
<tr>
<td>Professional services</td>
<td>16,518</td>
<td>21,000</td>
<td>4,482</td>
<td>21,000</td>
<td>4,482</td>
<td>78.66%</td>
<td>21,000</td>
<td>4,482</td>
</tr>
<tr>
<td>Routine maintenance</td>
<td>153,152</td>
<td>163,901</td>
<td>10,749</td>
<td>163,901</td>
<td>10,749</td>
<td>93.44%</td>
<td>114,010</td>
<td>(39,142)</td>
</tr>
<tr>
<td>Outside services</td>
<td>90,518</td>
<td>85,536</td>
<td>(4,982)</td>
<td>85,536</td>
<td>(4,982)</td>
<td>105.82%</td>
<td>80,353</td>
<td>(10,165)</td>
</tr>
<tr>
<td>Outside repairs</td>
<td>114,474</td>
<td>160,850</td>
<td>46,376</td>
<td>160,850</td>
<td>46,376</td>
<td>71.17%</td>
<td>68,671</td>
<td>(45,803)</td>
</tr>
<tr>
<td>Equipment</td>
<td>-</td>
<td>5,635</td>
<td>5,635</td>
<td>5,635</td>
<td>5,635</td>
<td>0.00%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital outlay</td>
<td>7,972</td>
<td>35,105</td>
<td>27,133</td>
<td>35,105</td>
<td>27,133</td>
<td>22.71%</td>
<td>713,826</td>
<td>705,854</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>663,027</td>
<td>746,127</td>
<td>83,100</td>
<td>746,127</td>
<td>83,100</td>
<td>88.86%</td>
<td>1,269,903</td>
<td>606,876</td>
</tr>
</tbody>
</table>

| Net Change in Fund Balances | 169,700 | (7,639)    | 177,339      | (7,639)       | 177,339         | 88.86%     | (399,623)      | 569,323          |

| Fund Balances - Beginning of Year | 2,273,625 | 2,254,563 | 19,062       | 2,254,563     | 19,062          |
| Fund Balances - End of Year      | $2,443,325 | $2,246,924 | $196,401     | $2,246,924    | $196,401        |
### South Metro Fire Rescue
#### Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget to Actual
**SMFR - Special Revenue Fund**
**For the period ending December 31, 2019**

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>YTD Budget</th>
<th>YTD Variance</th>
<th>Annual Budget</th>
<th>Annual Variance</th>
<th>% Received</th>
<th>PY Actual YTD</th>
<th>Variance CY to PY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property tax</td>
<td>$85,699,861</td>
<td>$85,994,741</td>
<td>($294,880)</td>
<td>$85,994,741</td>
<td>($294,880)</td>
<td>99.66%</td>
<td>$60,341,183</td>
<td>25,358,678</td>
</tr>
<tr>
<td>Specific ownership tax</td>
<td>7,760,829</td>
<td>7,309,553</td>
<td>451,276</td>
<td>7,309,553</td>
<td>451,276</td>
<td>106.17%</td>
<td>5,378,253</td>
<td>2,382,576</td>
</tr>
<tr>
<td>Net investment earnings</td>
<td>55,000</td>
<td>50,000</td>
<td>5,000</td>
<td>50,000</td>
<td>5,000</td>
<td>110.00%</td>
<td>49,112</td>
<td>5,888</td>
</tr>
<tr>
<td>Miscellaneous income</td>
<td>-</td>
<td>298,403</td>
<td>(298,403)</td>
<td>298,403</td>
<td>(298,403)</td>
<td>0.00%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>93,515,690</td>
<td>93,652,697</td>
<td>(137,007)</td>
<td>93,652,697</td>
<td>(137,007)</td>
<td>99.66%</td>
<td>65,768,548</td>
<td>27,742,142</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treasurers fees</td>
<td>1,286,536</td>
<td>1,289,921</td>
<td>3,385</td>
<td>1,289,921</td>
<td>3,385</td>
<td>99.74%</td>
<td>905,936</td>
<td>(380,600)</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>-</td>
<td>150,000</td>
<td>150,000</td>
<td>150,000</td>
<td>150,000</td>
<td>0.00%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>1,286,536</td>
<td>1,439,921</td>
<td>153,385</td>
<td>1,439,921</td>
<td>153,385</td>
<td>89.35%</td>
<td>905,936</td>
<td>(380,600)</td>
</tr>
<tr>
<td><strong>Excess of Revenues Over (Under) Expenditures</strong></td>
<td>92,229,154</td>
<td>92,212,776</td>
<td>16,378</td>
<td>92,212,776</td>
<td>16,378</td>
<td>100.02%</td>
<td>64,862,612</td>
<td>(27,666,541)</td>
</tr>
<tr>
<td><strong>Other Financing Sources (Uses)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers to other funds</td>
<td>(92,379,154)</td>
<td>(92,362,776)</td>
<td>(16,378)</td>
<td>(92,362,776)</td>
<td>(16,378)</td>
<td>100.02%</td>
<td>(64,712,613)</td>
<td>(27,666,541)</td>
</tr>
<tr>
<td><strong>Total Other Financing Sources (Uses)</strong></td>
<td>(92,379,154)</td>
<td>(92,362,776)</td>
<td>(16,378)</td>
<td>(92,362,776)</td>
<td>(16,378)</td>
<td>100.02%</td>
<td>(64,712,613)</td>
<td>(27,666,541)</td>
</tr>
<tr>
<td><strong>Net Change in Fund Balances</strong></td>
<td>(150,000)</td>
<td>(150,000)</td>
<td>-</td>
<td>(150,000)</td>
<td>-</td>
<td>-</td>
<td>149,999</td>
<td>(299,999)</td>
</tr>
<tr>
<td><strong>Fund Balances - Beginning of Year</strong></td>
<td>150,000</td>
<td>150,000</td>
<td>-</td>
<td>150,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Fund Balances - End of Year</strong></td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td></td>
<td>Actual</td>
<td>YTD Budget</td>
<td>YTD Variance</td>
<td>Annual Budget</td>
<td>Annual Variance</td>
<td>% Received</td>
<td>PY Actual YTD</td>
<td>Variance CY to PY</td>
</tr>
<tr>
<td>------------------------</td>
<td>----------------</td>
<td>----------------</td>
<td>---------------</td>
<td>-----------------</td>
<td>-----------------</td>
<td>------------</td>
<td>---------------</td>
<td>-------------------</td>
</tr>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property tax</td>
<td>$ 10,796,857</td>
<td>$ 10,826,476</td>
<td>(29,619)</td>
<td>$ 10,826,476</td>
<td>(29,619)</td>
<td>99.73%</td>
<td>$ 10,673,482</td>
<td>123,375</td>
</tr>
<tr>
<td>Property tax - capital</td>
<td>463,193</td>
<td>463,992</td>
<td>(799)</td>
<td>463,992</td>
<td>(799)</td>
<td>99.83%</td>
<td>457,424</td>
<td>5,769</td>
</tr>
<tr>
<td>Specific ownership tax</td>
<td>885,150</td>
<td>959,690</td>
<td>(74,540)</td>
<td>959,690</td>
<td>(74,540)</td>
<td>92.23%</td>
<td>812,581</td>
<td>72,569</td>
</tr>
<tr>
<td>Net investment earnings</td>
<td>8,396</td>
<td>7,500</td>
<td>896</td>
<td>7,500</td>
<td>896</td>
<td>111.95%</td>
<td>10,079</td>
<td>(1,683)</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$ 12,153,596</td>
<td>$ 12,257,658</td>
<td>(104,062)</td>
<td>$ 12,257,658</td>
<td>(104,062)</td>
<td>99.73%</td>
<td>$ 11,953,566</td>
<td>200,030</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treasurers fees</td>
<td>169,027</td>
<td>169,357</td>
<td>330</td>
<td>169,357</td>
<td>330</td>
<td>99.81%</td>
<td>167,115</td>
<td>(1,912)</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>150,000</td>
<td>150,000</td>
<td>150,000</td>
<td>150,000</td>
<td>0.00%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>169,027</td>
<td>319,357</td>
<td>150,330</td>
<td>319,357</td>
<td>150,330</td>
<td>52.93%</td>
<td>167,115</td>
<td>(1,912)</td>
</tr>
<tr>
<td>Excess of Revenues Over (Under) Expenditures</td>
<td>$ 11,984,569</td>
<td>$ 11,938,301</td>
<td>46,268</td>
<td>$ 11,938,301</td>
<td>46,268</td>
<td></td>
<td>$ 11,786,451</td>
<td>198,118</td>
</tr>
<tr>
<td><strong>Other Financing Sources (Uses)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers to other funds</td>
<td>(12,134,569)</td>
<td>(12,088,301)</td>
<td>(46,268)</td>
<td>(12,088,301)</td>
<td>(46,268)</td>
<td>100.38%</td>
<td>(11,636,451)</td>
<td>(498,118)</td>
</tr>
<tr>
<td>Total Other Financing Sources (Uses)</td>
<td>(12,134,569)</td>
<td>(12,088,301)</td>
<td>(46,268)</td>
<td>(12,088,301)</td>
<td>(46,268)</td>
<td></td>
<td>(11,636,451)</td>
<td>(498,118)</td>
</tr>
<tr>
<td>Net Change in Fund Balances</td>
<td>(150,000)</td>
<td>(150,000)</td>
<td>-</td>
<td>(150,000)</td>
<td>-</td>
<td></td>
<td>150,000</td>
<td>(300,000)</td>
</tr>
<tr>
<td>Fund Balances - Beginning of Year</td>
<td>150,000</td>
<td>150,000</td>
<td>-</td>
<td>150,000</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund Balances - End of Year</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td></td>
<td>$ -</td>
<td>$ -</td>
</tr>
</tbody>
</table>

South Metro Fire Rescue
Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget to Actual
CFPD - Special Revenue Fund
For the period ending December 31, 2019

DRAFT
# South Metro Fire Rescue
## Schedule of Property Tax Collections
### Arapahoe, Douglas, and Jefferson Counties
#### 2019

<table>
<thead>
<tr>
<th>Month</th>
<th>Property Taxes</th>
<th>Interest</th>
<th>Specific Ownership</th>
<th>Treasurer’s Fee</th>
<th>2019 Total</th>
<th>Percent Collected</th>
<th>2018 Collections</th>
<th>Percent Collected</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>1,588,276</td>
<td>3,200</td>
<td>(20,228)</td>
<td>(24,720)</td>
<td>(4,299)</td>
<td>686,105</td>
<td>(23,156)</td>
<td>2,205,178</td>
</tr>
<tr>
<td>February</td>
<td>34,139,664</td>
<td>167,125</td>
<td>(28,343)</td>
<td>(226,641)</td>
<td>(3,209)</td>
<td>753,048</td>
<td>(510,775)</td>
<td>34,290,868</td>
</tr>
<tr>
<td>March</td>
<td>6,739,674</td>
<td>32,741</td>
<td>(50,787)</td>
<td>(15,720)</td>
<td>(12,151)</td>
<td>602,133</td>
<td>(100,425)</td>
<td>7,195,465</td>
</tr>
<tr>
<td>April</td>
<td>17,488,273</td>
<td>55,967</td>
<td>(4,809)</td>
<td>(194,042)</td>
<td>7,690</td>
<td>690,584</td>
<td>(128,199)</td>
<td>9,108,920</td>
</tr>
<tr>
<td>May</td>
<td>8,537,034</td>
<td>30,761</td>
<td>(1,546)</td>
<td>(24,142)</td>
<td>6,144</td>
<td>698,266</td>
<td>(402,101)</td>
<td>27,101,010</td>
</tr>
<tr>
<td>June</td>
<td>26,838,642</td>
<td>163,372</td>
<td>(9,235)</td>
<td>(194,047)</td>
<td>18,748</td>
<td>777,340</td>
<td>(13,996)</td>
<td>1,692,860</td>
</tr>
<tr>
<td>July</td>
<td>378,451</td>
<td>5,685</td>
<td>(4,485)</td>
<td>(5,835)</td>
<td>13,369</td>
<td>766,541</td>
<td>(5,749)</td>
<td>1,143,973</td>
</tr>
<tr>
<td>August</td>
<td>99,161</td>
<td>349</td>
<td>(779)</td>
<td>(1,707)</td>
<td>4,158</td>
<td>748,959</td>
<td>(1,518)</td>
<td>848,623</td>
</tr>
<tr>
<td>September</td>
<td>79,458</td>
<td>216</td>
<td>(3,559)</td>
<td>(541)</td>
<td>3,843</td>
<td>766,906</td>
<td>(1,192)</td>
<td>845,132</td>
</tr>
<tr>
<td>October</td>
<td>380,919</td>
<td>2,092</td>
<td>40,497</td>
<td>(1,546)</td>
<td>30,627</td>
<td>750,311</td>
<td>(6,802)</td>
<td>1,196,099</td>
</tr>
<tr>
<td>November</td>
<td>(4,589)</td>
<td>3</td>
<td>1,668</td>
<td>76</td>
<td>774,017</td>
<td>1,010</td>
<td>747,383</td>
<td>551,980</td>
</tr>
<tr>
<td>December</td>
<td>97,206,851</td>
<td>463,193</td>
<td>(138,888)</td>
<td>(568,177)</td>
<td>63,702</td>
<td>8,645,979</td>
<td>(1,455,604)</td>
<td>104,217,056</td>
</tr>
</tbody>
</table>

**Total**

|          | 97,206,851 | 463,193  | (138,888) | (568,177) | 63,702 | 8,645,979 | (1,455,604) | 104,217,056 | 99.99% | 79,536,574 |

Sum of all Property Tax sub categories = **96,962,979**
## Schedule of Revenues, Expenditures and Changes in Fund Balance – Budget to Actual (Page 4 – 9)

### Column Definitions:

<table>
<thead>
<tr>
<th>Column</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Year to Date (YTD) actuals amounts as of the date on the statement.</td>
</tr>
<tr>
<td>YTD Budget</td>
<td>Column which displays the budgeted amounts through the date on the statement.</td>
</tr>
<tr>
<td>YTD Variance</td>
<td>Actual column subtracted by the YTD Budget column. This compares actual expenditures with their budgeted amounts through the date on the statement rather than the entire fiscal year.</td>
</tr>
<tr>
<td>Annual Budget</td>
<td>Budgeted amounts for the entire fiscal year.</td>
</tr>
<tr>
<td>Annual Variance</td>
<td>Actual column subtracted by Annual Budget column. This shows how much budget remains to be received or used in the fiscal year.</td>
</tr>
<tr>
<td>% Received/Used</td>
<td>Actual column divided by Annual Budget column. This shows what percent of budgeted annual revenues or expenses have been received or used for the fiscal year.</td>
</tr>
<tr>
<td>Prior Year (PY) Actual YTD</td>
<td>This column displays the prior year (2018) year to date actual amounts for SMFR FPD only (Cunningham amounts are not included)</td>
</tr>
<tr>
<td>Variance Current Year (CY) to Prior Year (PY)</td>
<td>Actual column subtracted by the PY Actual YTD column. This compares the increase or decrease in current year values with those of the prior year.</td>
</tr>
</tbody>
</table>
### South Metro Fire Rescue

**Capital Details**

**12/31/2019**

#### Buildings and Grounds - General Fund

<table>
<thead>
<tr>
<th>Location</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Station 16</td>
<td>$23,970</td>
</tr>
<tr>
<td>Station 18</td>
<td>$10,275</td>
</tr>
<tr>
<td>Station 31</td>
<td>$2,080</td>
</tr>
<tr>
<td>Station 33</td>
<td>$6,075</td>
</tr>
<tr>
<td>Station 34</td>
<td>$18,724</td>
</tr>
<tr>
<td>Station 36</td>
<td>$2,913</td>
</tr>
<tr>
<td>Station 37</td>
<td>$2,855</td>
</tr>
<tr>
<td>Station 40</td>
<td>$7,235</td>
</tr>
<tr>
<td>Station 42</td>
<td>$11,000</td>
</tr>
<tr>
<td>Facilities</td>
<td>$14,813</td>
</tr>
<tr>
<td>JSF</td>
<td>$13,497</td>
</tr>
<tr>
<td>Reservoir</td>
<td>$2,595</td>
</tr>
</tbody>
</table>

**Total Equipment**

$116,032

#### Buildings and Grounds - Capital Projects Fund

<table>
<thead>
<tr>
<th>Location</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Station 12</td>
<td>$79,426</td>
</tr>
<tr>
<td>Station 13</td>
<td>$35,710</td>
</tr>
<tr>
<td>Station 20</td>
<td>$652,915</td>
</tr>
<tr>
<td>Station 32</td>
<td>$25,608</td>
</tr>
<tr>
<td>Station 33</td>
<td>$22,593</td>
</tr>
<tr>
<td>Station 36</td>
<td>$17,965</td>
</tr>
<tr>
<td>Station 42</td>
<td>$18,110</td>
</tr>
<tr>
<td>Mineral HQ</td>
<td>$18,146</td>
</tr>
<tr>
<td>MFTC</td>
<td>$1,445</td>
</tr>
<tr>
<td>JSF</td>
<td>$750</td>
</tr>
</tbody>
</table>

**Total Building and Grounds**

$872,667

#### Vehicle and Apparatus - Capital Projects Fund

<table>
<thead>
<tr>
<th>Equipment Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019 BC/DC truck mod</td>
<td>$62,240</td>
</tr>
<tr>
<td>2019 St. 19 fire truck</td>
<td>$746,734</td>
</tr>
<tr>
<td>2019 St. 44 fire truck</td>
<td>$766,429</td>
</tr>
<tr>
<td>2019 T-6 brush truck</td>
<td>$94,312</td>
</tr>
<tr>
<td>2018 Fleet service truck</td>
<td>$72,637</td>
</tr>
<tr>
<td>2018 T-6 brush truck</td>
<td>$129,736</td>
</tr>
</tbody>
</table>

**Total Vehicle and Apparatus**

$1,872,088

#### Building and Grounds - Building Rental Fund

<table>
<thead>
<tr>
<th>Location</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mineral HQ - parking garage repairs</td>
<td>$7,972</td>
</tr>
</tbody>
</table>

**Total Building and Grounds**

$7,972

**Total Capital Purchases**

$2,868,760
TO: Board of Directors  
South Metro Fire Rescue Fire Protection District  
FROM: Robert G. Cole  
RE: Board Bylaws  

Attached for your consideration is Resolution No. 2020-05 Adopting Restated Bylaws of the Board of Directors. I have also included a redlined copy of the Bylaws showing revisions since your last Board meeting.

The revisions include:

1. **Section 8.b.** regarding Use of District Technology Systems, to provide a more robust explanation of the concerns and requirements regarding digital communications.

2. **Section 17** regarding Modification of Bylaws, to require amendments to be approved by 2/3 of the Directors in office, instead of a simple majority.

The revisions do not address a dress code, as there was no consensus on the Bylaws Committee of whether there was a need, and if so, how to address a dress code. If a majority of the Board members believe it is appropriate to address a dress code one option would be to add to **Exhibit B: Guidelines for Board Member Conduct** a new subsection 1.a.i.3. to read: “Represent the citizens and organization with professional attire and conduct.”

The appropriate action to consider is whether to approve Resolution No. 2020-05 Adopting the February 3, 2020 Restated Bylaws of the Board of Directors as presented, or as presented with revisions.
The Bylaws Committee members and I will be available at your Board meeting to discuss any questions you may have.
SECTION 1. AUTHORITY. South Metro Fire Rescue Fire Protection District (the “District”) is a governmental subdivision of the State of Colorado and a body corporate with those powers of a public or quasi municipal corporation which are specifically authorized by, and in compliance with, Section 32-1-101 et seq., C.R.S. The District was created by court order and is located in Douglas, Arapahoe and Jefferson Counties.

SECTION 2. PURPOSE. It is hereby declared that the Bylaws hereinafter set forth will serve a public purpose.

SECTION 3. POLICIES OF THE BOARD. It shall be the policy of the Board of Directors (“Board”) of the District, consistent with the availability of revenues, personnel and equipment, to use its best efforts to provide the quality services as authorized under the District Service Plan or by law.

SECTION 4. BOARD OF DIRECTORS. Unless otherwise delegated by the Board, all powers, privileges and duties vested in, or imposed upon, the District by law shall be exercised and performed by and through the Board, whether set forth specifically or impliedly in these Bylaws. The Board may delegate to officers, employees, and agents of the District any or all administrative, ministerial, and operational powers.

Without restricting the general powers conferred by these Bylaws, it is hereby expressly declared that the Board shall have the following powers and duties:

a. To appoint, hire, supervise, terminate, remove or suspend the Fire Chief. The Board hereby confers upon the Fire Chief the power to appoint, hire, supervise, terminate, remove or suspend employees or agents upon such terms and conditions as may seem fair and just and in the best interests of the District.

b. To delegate by resolution to the Fire Chief and other management personnel who may make purchases of real and personal property, goods and services, and who may sign receipts, endorsements, checks, contracts, releases and other official documents on behalf of District.
c. To create standing or special committees and to delegate such power and authority thereto as the Board deems necessary and proper for the performance of such committee’s functions and obligations.

d. To prepare or cause to be prepared financial reports covering each year’s fiscal activities; and such reports shall be available for inspection by the public, as required by law.

SECTION 5. OFFICE.

a. Business Office. The principal business office of the District shall be at 9195 East Mineral Avenue, Centennial, Colorado 80112, until otherwise designated by the Board.

b. Establishing Other Offices and Relocation. The Board, by resolution, may from time to time, designate, locate and relocate its executive and business office and such other offices as, in its judgment, are necessary to conduct the business of the District.

SECTION 6. MEETINGS.

a. Regular Meetings. Regular meetings of the Board shall be conducted at the dates and times designated by Resolution of the Board at its first regular meeting of each year. When necessary and in its discretion, the Board may by motion change the time and date of regular Board meetings.

b. Special Meetings. Special meetings of the Board may be called by the Chair or any two (2) Directors.

c. Meeting Public. All meetings of the Board, other than executive sessions, shall be open to the public. Meetings include any and all sessions of the Board, at which a quorum of the Board (4 is a quorum if a full Board is in office) or three (3) or more Directors, whichever is less, are expected to be in attendance for discussion of District business, either in person, telephonically, or electronically. Social gatherings at which no business of the District will be discussed are not considered meetings of the Board that are open to the public or for which notice is required.

d. Board Member Notice. Section 6.a. and the annual Resolution designating regular meeting dates and times shall constitute formal notice of regular meetings to Directors, and no other notice shall be required to be given to the Board. Notice of special meetings shall be provided to Directors by email, telephone, or United States Postal Service (USPS) not less than twenty-four (24) hours in advance. Notice delivered by USPS shall be deemed delivered at 5:00 p.m. on the third (3rd) day following the
day on which it was deposited, postage prepaid. Attendance by a director at a regular or special meeting shall be deemed a waiver by the Director of the notice requirements of this subsection d.

e. **Public Notice.** Public notice and an agenda for all meetings shall be posted not less than twenty-four (24) hours in advance as set forth in the Colorado Open Meetings Law. The District’s webpage is designated for the posting of such notice pursuant to Section 24-6-401, C.R.S.

f. **No Informal Action by Directors/Executive Sessions.** All official business of the Board shall be conducted at regular or special meetings. Executive sessions may be called at regular or special meetings, and conducted according to the following guidelines:

1. **Calling the Executive Session.** The topic for discussion in the executive session shall be announced in a motion, and the specific statute that authorizes the executive session shall be cited. The matter to be discussed shall be described in as much detail as possible without compromising the purpose of being in executive session. An affirmative vote of two-thirds (2/3) of the quorum in attendance shall be required to go into executive session.

2. **Conducting the Executive Session.** No adoption of any proposed policy, position, resolution, rule, regulation, or formal action shall take place in an executive session. The discussion in executive session shall be limited to the reasons for which the executive session was called. An electronic recording of the actual contents of the discussion in the executive session shall be kept. No electronic recording or other record is necessary to be kept for any portions of the discussion which the District’s attorney reasonably believes constitute attorney-client privileged communication. The attorney shall state on the electronic record when any portion of the executive session is not recorded as an attorney-client privileged communication or sign a statement to the same effect.

3. **Records of Executive Sessions.** The electronic record of any executive session shall be retained by the District for ninety (90) days from the date of the executive session and then destroyed. Electronic recordings of the executive session, or transcripts or other reproduction of the same, shall not be released to the general public for review under any circumstances, except as required by law.

g. **Adjournment and Continuance of Meetings.** When a regular or special meeting is for any reason continued to another time and place, notice need
not be given of the continued meeting if the time and place of such meeting are announced at the meeting at which the continuance is taken. At the continued meeting, any business may be transacted which could have been transacted at the original meeting.

h. **Emergency Meetings.** Notwithstanding any other provisions in this Section 6, emergency meetings may be called, without notice if notice is not practicable, by the Chair, Vice Chair or any two (2) Directors in the event of a declared emergency that requires the immediate action of the Board in order to protect the public health, safety, welfare or property of the owners, residents and visitors of the District. If possible, notice of such emergency meeting shall be given to the Directors by telephone, email, or whatever other means are reasonable to meet the circumstances of the emergency. At such emergency meeting, any action within the power of the Board that is necessary for the immediate protection of the public health, safety, welfare or property of the owners, residents and visitors of the District may be taken; provided, however, that any action taken at an emergency meeting shall be effective only until the first to occur of (a) the next regular meeting, or (b) the next special meeting of the Board at which the emergency issue is on the public notice of the meeting. At such subsequent meeting, the Board may ratify any emergency action taken. If any emergency action taken is not ratified, it shall be deemed rescinded as of the date of such subsequent meeting, although the validity and effectiveness of the emergency action during its effective time shall not be invalidated. A declared emergency for purposes of this subsection h. is an emergency within the District that has been declared by county or municipal government, the State of Colorado, the United States government, of any department or agency thereof, or the Chair, Vice Chair, or any two (2) Directors of the Board.

i. **Email Meetings.** Section 24-6-402, C.R.S., requires that certain email correspondence between three (3) Directors (or, when two (2) Directors constitute a quorum, two (2) Directors), if said email correspondence discusses pending resolutions or other District business shall be considered a public meeting subject to the requirements of the Colorado Open Meetings Law.

j. **Attendance at Meetings.** It is the Board’s expectation that Directors will attend in person not less than seventy five percent (75%) of Board meetings. Section 24-6-402(1)(b), C.R.S. defines a meeting as “Any kind of gathering to discuss public business, in person, by telephone, electronically, or by other means of communication.” Although electronic participation in Board meetings as a frequent or regular course is not
acceptable, Directors may periodically attend meetings by telephone (or other electronic means), so long as they are able to reasonably receive the comments from the audience and any comments and discussion among other Directors and staff, and they are able to participate in the discussion.

SECTION 7. CONDUCT OF BUSINESS.

a. **Board Meeting Rules of Procedure.** Meeting of the Board of Directors shall comply with the South Metro Fire Rescue Fire Protection District Board Meeting Rules of Procedure attached hereto as Exhibit A.

b. **Quorum.** All official business of the Board shall be transacted at a regular or special meeting at which a quorum (majority) of the Directors are in attendance in person, telephonically, or electronically, except as provided in Section 6.h. above.

c. **Vote Requirements.** Any action of the Board shall require the affirmative vote of a majority of the Directors in attendance and voting at a meeting properly called and at which a quorum is in attendance, except that to convene an executive session of the Board, a two-thirds (2/3) affirmative vote is required.

d. **Electronic Signatures.** In the event the signature(s) of one (1) or more Directors or appointed signatories are required to execute a written document, contract, note, bond, deed, and/or other official papers of the District, and the appropriate individual(s) is unable to be physically present to sign said documentation, such individual or individuals are authorized to execute the documentation electronically via facsimile or email signature, unless said documentation provides otherwise. Any electronic signature so affixed to a document shall carry the full legal force and effect of any original, handwritten signature. Except as approved herein, this provision of these Bylaws shall not be interpreted as establishing District’s consent or authorization to bind District to any transaction by the use of electronic records or electronic means. This provision is made pursuant to Article 71.3 of Title 24, C.R.S., also known as the Uniform Electronic Transactions Act.

e. **Setting Meeting Agendas.** Agendas for Board meetings will be set by the Fire Chief or his/her designee in consultation with the Board Chair. The Board Chair or any two (2) Directors may require a matter be placed on a meeting agenda by written request provided to the Secretary and the Fire Chief. Agenda items added with little advanced notice to staff shall be tabled, if necessary, to allow a reasonable time to provide necessary support or briefing for the Board.
f. **Order of Business.** The business of all regular meetings of the Board shall be transacted generally in the following order, and as approved by the Board from time to time, and the agenda for such meetings shall describe in as much detail as is possible the topics within each category:

1. Meeting Call to Order;
2. Pledge of Allegiance;
3. Roll Call and Approval of any Excused Absences;
4. Approve the Agenda;
5. Public Comment;
6. Consent Agenda;
7. Action Items (Action Items are intended for matters for which Board action is proposed.);
8. Discussion Items (Discussion Items are intended for matters which need Board and staff discussion, obtain direction for future action or inaction, or to develop the Discussion Item for future consideration as an Action Item. No action can be taken on a Discussion Item, other than to schedule it again as a Discussion Item or as an Information Item or an Action Item for a future meeting. A properly posted Discussion Item could become an Action Item by approval of a Motion to Reconsider approval of the Agenda to add the matter as an Action Item and return to that portion of the Agenda, see Section 7.a. and Exhibit A.)
9. Information Items (Information Items are limited to short briefings by staff or Directors on matters with little or no discussion. No action can be taken on an Information Item, other than to schedule it again as an Information Item or as a Discussion Item or an Action Item for a future meeting.);
10. Executive Session (as needed);
11. Next Meeting; and

**g. Meeting Packets.** The Fire Chief shall be responsible for seeing that packets for regular Board meetings are generally provided or available to
Board members on Wednesday before a regular Monday meeting, and similarly in advance of other meetings held on other days.

h. **Public Conduct at Meetings.** Comments by members of the public shall be made only during the “Public Comment” portion of the meeting or a specified public hearing. Public comments shall be limited to three (3) minutes per individual and five (5) minutes per group spokesperson unless additional opportunity is given at the Board’s discretion. Each member of the public wishing to speak may be asked to fill out a form indicating name, address, topic or agenda item to be addressed. Disorderly conduct, harassment, or obstruction of or interference with meetings by physical action, verbal utterance, nuisance or any other means are hereby prohibited and constitute a violation of District rules. Such conduct may result in removal of person(s) responsible for such behavior from the meeting and/or criminal charges filed against such person(s). To the extent such occurrences arise and the person(s) responsible refuses to leave the premises, law enforcement authorities will be summoned. Prosecution will be pursued under all applicable laws, including without limitation Sections 18-9-108, C.R.S. (disrupting lawful assembly), 18-9-110, C.R.S. (public buildings - trespass, interference), and/or 18-9-117, C.R.S. (unlawful conduct on public property). Law enforcement may be requested to attend meetings at any time in which the Board believes their presence will assist in keeping peace and conducting public business. 9-1-1 will be called at any time that the Board or staff feels threatened or endangered.

i. **Minutes.** Within a reasonable time after approval, all resolutions, motions and minutes of Board meetings shall be recorded in a visual text format that may be transmitted electronically and kept for that purpose, and shall be attested by the Recording Secretary. Minutes of regular and special meetings shall be available for public review as soon as practicable following approval by the Board. Upon approval by the Board, such records shall be the official record of the Board meetings. Executive sessions shall be electronically recorded on audio tape or other electronic media, and such electronic recording or reproduction of the same shall be kept separate from minutes of regular sessions as described in Section 6.e of these Bylaws and shall not be open to the public except as required by law. Draft minutes are considered work product under the Colorado Open Records Act and are not available to the public until discussed by the Board in a public meeting or otherwise made public.

**SECTION 8. POLICIES OF THE BOARD.**

a. **Compliance with District Policies.** Directors shall comply with District Policies that are specifically applicable to the Board and its Directors, and
also those that apply to District personnel to the extent the subject matter also extends to matters applicable to District Directors. Such policies include, but are not limited to, policies associated with conflicts of interest, sexual harassment, and use of technology and computing devices. District Directors shall participate in training and educational sessions called for in any such policies. The Fire Chief or his or her designee shall be responsible for coordinating with the Board for the scheduling of any such training or educational sessions, though it is the responsibility of individual Directors to attend such sessions.

b. **Use of District Technology Systems.** To allow compliance efficiency in meeting public records requests and complying with requirements under the Colorado Open Records Act and the Open Meetings Law, Directors shall only use District technology systems for electronic communications that discuss District matters. Directors that do not use the District’s technology systems for communicating regarding the public business of the District or to retain public records are subject to the potential that their personal devices and document storage systems may be ordered by a Court to be seized and reviewed. Directors shall abide by the District’s policies on use of technology and electronic mail, including Policies and Procedures 3.3.3 regarding Acceptable Use Policy and 3.3.7 regarding Mobile Device Policy, and Board Resolutions No. 2009-07 Adopting an Electronic Mail Policy and No. 2009-10 Amending the Authority’s Electronic Mail Policy.

c. **Board Member Standards of Conduct.** In carrying out their responsibilities and representing the District Board members shall comply with the Standards and Guidelines for Board Member Conduct attached hereto as Exhibit B.

**SECTION 9. DIRECTORS, OFFICERS AND PERSONNEL.**

a. **Director Qualifications and Terms.** Directors shall be eligible electors of the Director district for which they are elected or appointed. The term of each Director shall be determined by relevant statutory provisions with regular elections held in even numbered years through 2022, and thereafter odd numbered years beginning in 2023, and conducted in the manner prescribed by Articles 1 through 13.5, Title 1, and Part 8, Article 1, Title 32, C.R.S.

b. **Faithful Performance Bonds.** Each Director shall furnish, at the expense of the District, an individual, schedule or blanket surety bond or crime insurance in the sum of not less than one thousand dollars ($1,000) each, conditioned on the faithful performance of the duties of his/her office. In addition, the Treasurer shall furnish, at the expense of the District, a
corporate fidelity bond or crime insurance in a sum of not less than five thousand dollars ($5,000), conditioned upon the faithful performance of the duties of his/her office.

c. **Director’s Performance of Duties.** A Director of the District shall perform all duties of a Director, including duties as a member of any committee of the Board upon which the Director may serve, in good faith, in a manner which the Director reasonably believes to be in the best interests of District, and with such care as an ordinarily prudent person in a like position would use under similar circumstances. In performing the Director’s duties, the Director shall be entitled to rely upon information, opinions, reports, or statements, including financial statements and other financial data, in each case prepared or presented by persons and groups listed in subparagraphs 1, 2 and 3 of this subsection c. The Director shall not be considered to be acting in good faith if he/she has knowledge concerning the matter in question that would cause such reliance to be unwarranted, and does not disclose such knowledge in a manner to call into question the information otherwise being relied upon. A person who in good faith performs the Director’s duties shall not have any liability by reason of being or having been a Director of the District. Those programs and groups upon whose information, opinions, reports, and statements a Director is entitled to rely upon are:

1. One (1) or more officers or employees of the District whom the Director reasonably believes to be reliable and competent in the matters presented;

2. Legal counsel, public accountants, or other persons as to matters which the Director reasonably believes to be within such persons’ professional knowledge or expertise; and

3. A committee of the Board upon which the Director does not serve, duly designated in accordance with the provisions of the Bylaws, as to matters within the committee’s designated authority, which committee the Director reasonably believes to merit confidence.

d. **Oath of Office.** Each Director, before assuming the responsibilities of his/her office, shall take and subscribe an oath of office in the form prescribed by law.

e. **Election of Officers.** The Board shall elect from its membership a Chair/President, Vice Chair/Vice President, Secretary, and Treasurer. The Board may, from time to time, appoint an acting officer in the absence of any individual officer. The election of the officers shall be conducted
annually at the first regular meeting of the Board following each regular special district election, and at such times as deemed appropriate by the Board. Each officer so elected shall serve for a term of office until the first regular meeting of the Board following the next regular special district election, or as otherwise directed by the Board. Any officer may be removed by the Board, with or without cause, whenever in its judgment the best interests of the District will be served thereby. Under any circumstance, the term of a Board Officer shall continue until the election of his/her successor.

f. **Vacancies.** Any vacancy occurring on the Board shall be filled by an affirmative vote of a majority of the remaining Directors, as prescribed by law, with the appointee to serve until the next regular special district election, as prescribed by statute. The appointed individual must meet the statutorily prescribed qualifications for Directors and shall serve until the next regular election. A Board member’s office is vacant upon:

1. Failure to meet qualifications;
2. Failure to satisfy oath and bond requirements;
3. Written resignation;
4. Failure to remain qualified for office;
5. Conviction of a felony;
6. Removal from office or voidance of election by court;
7. Failure to attend four (4) consecutive, regular Board meetings where the absences have been entered into the meeting minutes as unexcused. Absences shall be excused for temporary mental or physical disability or illness; or
8. Death.

g. **Resignation and Removal.** Directors may be removed from office only by recall as prescribed by statute. Any Director may resign at any time by giving written notice to the Board, and acceptance of such resignation shall not be necessary to make it effective, unless the notice so provides.

h. **Chair and President.** The Chair shall preside at all meetings. The Chair shall also be the President of the District. The President is authorized to sign all legal instruments on behalf of the District.
i. **Vice Chair and Vice President.** The Vice Chair shall be a member of the Board of Directors and, in the absence of the Chair or in the event of his or her inability or refusal to act, shall perform the duties of the Chair, and when so acting, shall have all the powers of and be subject to all restrictions upon the Chair.

j. **Secretary.** The Secretary need not be a member of the Board of Directors and shall maintain or cause to be maintained the official records of the District, including the by-laws, rules and regulations established by the Board of Directors, minutes of the meetings of the Board of Directors, and a register of the names and addresses of the Directors and officers, and shall issue notice of meetings, and attest and affix the corporate seal to all official documents of the District. A separate Recording Secretary and records custodian may be appointed by the Board under the supervision of the Secretary and the Fire Chief to assist with carrying out the duties of the office of Secretary.

k. **Treasurer.** The Treasurer shall be a member of the Board of Directors, and shall be chair of the Audit Committee. The Treasurer shall keep or cause to be kept, strict and accurate accounts of all money received by and disbursed for and on behalf of the District. The accounting function shall be provided by District personnel or independent contractor under the supervision of the Fire Chief and Treasurer, and shall be reviewed at least quarterly by the Board of Directors. The Treasurer shall have such other financial duties and authorities as specified by the Board.

l. **Recording Secretary.** The Board shall have the authority to appoint a Recording Secretary who need not be a member of the Board of Directors. The Recording Secretary shall be responsible for assisting with carrying out the duties of the office of Secretary, under the supervision of the Fire Chief and the secretary. The Board hereby appoints the Executive Assistant as the Recording Secretary.

m. **Designated Election Official.** Unless otherwise designated by resolution calling for an election, the Executive Assistant is hereby appointed the designated election official for all District elections.

n. **Additional Duties.** The officers of the Board shall perform such other duties and functions as may from time to time be required by the Board, these Bylaws or the rules and regulations of the District, by law, or by special exigencies, which shall later be ratified by the Board.

o. **Fire Chief.** The Fire Chief shall be an employee of the District. Subject to the appointment, employment, termination and supervision of the Board of
Directors, the Fire Chief shall have all powers and authorities provided for a fire chief under §32-1-1002, C.R.S., and any other applicable state or federal law, and shall oversee and manage all business and affairs of the District, including the operation, maintenance, management, administration, and provision of all facilities, improvements, equipment, services and personnel, in the manner typically associated with a fire and emergency rescue agency for which the fire chief has been delegated authority by the governing body to manage all aspects of the agency, including the authority associated with a chief executive, administrative, and operational officer.

**p. Personnel Selection.** The selection of employees, volunteers, engineers, accountants, agents, contractors, special consultants and attorneys of the District will be based upon the relative qualifications and capabilities of the applicants and shall not be based upon political services or affiliations.

**SECTION 10. FINANCIAL ADMINISTRATION.**

**a. Fiscal Year.** The fiscal year of the District shall commence on January 1 of each year and end on December 31.

**b. Budget.** On or before October 15th of each year, the Chief Financial Officer shall prepare and submit to the Board a proposed budget for the ensuing fiscal year. Such proposed budget shall be accompanied by a statement which shall describe the important features of the budget plan and by a general summary wherein shall be set forth the aggregate features of the budget in such manner as to show the balanced relations between the total proposed expenditures and the total anticipated income or other means of financing the proposed budget for the ensuing fiscal year, as contrasted with the corresponding figures for the last completed fiscal year and the current fiscal year. The proposed budget shall be supported by explanatory schedules or statements classifying the expenditures contained therein by services, subjects and funds. The anticipated income of the District shall be classified according to the nature of receipts.

**c. Notice of Budget.** Upon receipt of the proposed budget, the Board shall cause to be posted or published in substantial compliance with law, a notice that the proposed budget is open for inspection by the public at the District’s business office; that the Board will consider the adoption of the proposed budget at a public hearing on a certain date; and that any interested elector may inspect the proposed budget and file or register any objections thereto at any time prior to its final adoption.
d. **Adoption of Budget.** On the day set for consideration of the proposed budget, the Board shall review the proposed budget and revise, alter, increase or decrease expenditures and revenues as it deems necessary in view of the needs of the District and the probable income of the District. The Board shall adopt a budget by resolution, either immediately following the budget hearing or at a later date. The budget shall set forth the expenditures to be made in the ensuing fiscal year and shall provide for sufficient revenues.

e. **Levy and Collection of Taxes.** On or before December 15th of each year, the Board shall approve by resolution and cause to be certified to the Board of County Commissioners of Douglas, Arapahoe and Jefferson Counties the mill levy rate established for the ensuing fiscal year, in order that, at the time and in the manner required by law for the levying of taxes, such Commissioners shall levy such tax upon the assessed valuation of all taxable property within District. The mill levy rate shall not be increased above that for the prior year, except for Board approved levies for abatements and refunds, without prior voter approval, and as set forth in applicable constitutional and statutory provision.

f. **Filing of Budget.** On or before January 30th of each year, the Board shall cause a certified copy of such budget to be filed with the Division of Local Government in the Colorado Department of Local Affairs.

g. **Appropriating Resolution.**

1. At the time of adoption of the budget, the Board shall, within the same or separate resolution, appropriate funds for expenditure in the ensuing fiscal year. The amounts appropriated shall not exceed the expenditures fixed in the adopted budget.

2. The income of the District, as estimated in the budget and as provided for in the resolution setting the District’s property tax mill levy rate, shall be allocated in the amounts and according to the funds specified in the budget for the purpose of meeting the expenditures authorized by the appropriation resolution.

h. **No Contract to Exceed Appropriation.** The District shall have no authority to enter into any contract, or otherwise bind or obligate the District to any liability for payment of money for any purposes, for which provision is not made in an appropriation resolution, including any legally authorized amendment thereto, in excess of the amounts of such appropriation for that fiscal year. Any contract, verbal or written, contrary
to the terms of this Section shall be void ab initio, and no District funds shall be expended in payment of such contracts.

i. **Contingencies.**

1. In cases of emergency which could not reasonably have been foreseen at the time of the adoption of the budget, the Board may authorize the expenditure of funds in excess of appropriations, by resolution duly adopted by a majority vote of the Board. Such resolution shall set forth in full the facts concerning the emergency and shall be included in the minutes of such meeting.

2. A copy of the resolution authorizing additional expenditures shall be filed with the Division of Local Government in the Colorado Department of Local Affairs and shall be published in compliance with statutory requirements.

j. **Payment of Contingencies.**

1. If there is unexpended or uncommitted money in funds other than those to which the emergency relates, the Board shall transfer such available money to the fund from which the emergency expenditure is to be paid.

2. To the extent that transferable funds are insufficient to meet the emergency appropriation, the Board may borrow money as set forth in Section 29-1-112, C.R.S. or through any other lawful and approved method.

k. **Annual Audit.**

1. The Board shall cause an annual audit to be made at the end of each fiscal year of all financial affairs of the District through December 31st of such fiscal year. The audit report shall be submitted to the Board within six (6) months of the close of the fiscal year or as otherwise provided by law. The audit shall be conducted in accordance with generally accepted auditing standards by a registered or certified public accountant, who has not maintained the books, records and accounts of District during the fiscal year. The auditor shall prepare, and certify as to its accuracy, an audit report, including financial statements that are representations of the District for each fund and activity and a comparison of actual figures with budgeted figures upon which the
audit is based, an unqualified opinion or qualified opinion with explanations, and a full disclosure of any violation of Colorado law.

2. There shall be a permanent Audit Committee composed of the Treasurer and Board Chair or such other Director appointed by the Board Chair. The Audit Committee shall be responsible for the appointment, compensation, recommendation (to be approved by the Board), retention, and oversight of the work of an independent certified public accountant engaged to prepare the audit report or perform other audit, review or attest services for the District. The Audit Committee may, as necessary and to the extent of its ability, provide independent review and oversight of the District’s financial reporting processes, internal controls and independent auditors. All auditors thus engaged shall report directly to the Audit Committee.

3. A copy of the audit report shall be maintained by the District as a public record for public inspection at all reasonable times.

4. A copy of the audit report shall be forwarded to the State Auditor within thirty days after the Board receives it.

SECTION 11. CORPORATE SEAL. The seal of the District shall be a circle containing the name of the District and shall be used on all documents and in such manner as seals generally are used by public and private corporations. The Recording Secretary shall keep, or cause to be kept, the seal and shall be responsible for its safekeeping and care.

SECTION 12. DISCLOSURE OF CONFLICT OF INTEREST. A potential conflict of interest of any Director shall be disclosed in accordance with State law, particularly Article 18 of Title 24, C.R.S., and Sections 32-1-902(3)(b) and 18-8-308, C.R.S.

SECTION 13. COMPENSATION. Each Director shall receive the maximum compensation authorized by statute, unless otherwise determined by the Board. No Director shall receive compensation as an employee of the District. Directors shall also be reimbursed for their actual and reasonable expenses incurred on behalf of the District, as approved by the Board.

SECTION 14. INDEMNIFICATION OF DIRECTORS AND EMPLOYEES. The District shall defend, hold harmless and indemnify any Director, officer, agent, or employee, whether elective or appointive, against any tort or liability, claim or demand, without limitation, arising out of any alleged act or omission occurring during the performance of official duty, as more fully defined by law or by an indemnification resolution, if any. The provisions of this Section shall be supplemental
and subject to and, to the extent of any inconsistency therewith, shall be modified by the provisions of the Colorado Governmental Immunity Act, 24-10-101, et seq., C.R.S.

SECTION 15. BIDDING AND CONTRACTING PROCEDURES. The District shall adopt, maintain and comply with policies as reasonable for the conduct of local government contracting and necessary for compliance with applicable laws regarding contracting and construction. Such policies shall address procurement of goods and services, construction and contract execution. Except in cases in which the District will receive aid from a government agency, a notice shall be published for bids on all construction contracts for work, materials, or both, involving an expense of sixty thousand dollars ($60,000) or more of District funds. The Board may reject any and all bids, and if it appears that the District can perform the work or secure material for less than the lowest bid, it may proceed to do so in accordance with law. Notwithstanding the foregoing, the District may award an integrated project delivery contract pursuant to § 32-1-1801, et seq., C.R.S. upon (i) the determination of the Board that integrated project delivery represents a timely or cost-effective alternative for a project; (ii) publication of a request for qualifications and/or request for proposals; and (iii) compliance with Part 18 of Article 1, Title 32, C.R.S. All other statutory requirements relating to performance bonds, retainage, and similar matters shall also be complied with.

SECTION 16. RECORDS MANAGEMENT. The District shall adopt, maintain and comply with policies as reasonable and necessary for compliance with, applicable records retention, destruction, and disclosure requirements, including the Colorado Open Records Act, State Archives and Public Records law, and various consumer privacy legislation. The Executive Assistant, is hereby designated as the Official Custodian of Records (“Custodian”) pursuant to the Colorado Open Records Act. The fees and charges imposed for responding to Colorado Open Records Act records requests shall be automatically increased to the maximum amounts allowed by law without additional Board action.

SECTION 17. MODIFICATION OF BYLAWS. These Bylaws may be altered, amended or repealed at any regular or special meeting of the Board by a two-thirds (2/3) majority of the Directors in office, to become effective immediately or at a subsequent date, as specified.

SECTION 18. SEVERABILITY. If any part or provision of these Bylaws is adjudged to be unenforceable or invalid, such judgment shall not affect, impair or invalidate the remaining provisions of these Bylaws, it being the Board’s intention that the various provisions hereof are severable.

SECTION 19. TERMINATION OF PRIOR BYLAWS. These Bylaws amend, supersede and replace in their entirety all prior Bylaws, and any amendments thereto, previously adopted by the Board of Directors.
ADOPTED this ___3rd___ day of ________, February, 2020, by the Board of Directors of the South Metro Fire Rescue Fire Protection District.

________________________
Ronda Scholting, Chair

__________________________
__________________________, Secretary
1. **Quorum to Conduct Business.** Simple majority of the District Directors.

2. **Motions.** All motions shall be distinctly worded.

(a) The following rules shall apply to motions:

(i) If a motion does not receive a second, it dies.

(ii) The Board will discuss a motion at length only after the motion has been moved and seconded. Nothing prevents general discussion or expression of opinions before a motion is made.

(iii) Any motion shall be reduced to writing if requested by a Director.

(iv) A motion to amend can be made to a motion that is on the floor and has been seconded.

(v) No motion shall be received when a question is under debate except for the following:

(1) To lay the matter on the table;

(2) To call for the previous question (close debate);

(3) To postpone;

(4) To refer; or

(5) To amend.

(vi) A motion may be withdrawn by the mover at any time without the consent of the Board.

(vii) Amendments are voted on first, then the main motion is voted on, as amended if amendments are approved.
(viii) A Director may have a motion which contains several elements divided, but the mover shall have the right to designate which element will be voted on first.

(ix) A call for the previous question is intended to close the debate on the main motion; does not require a second and is not debatable.

(1) Debate on the main motion resumes if the motion fails.

(x) A motion that receives a tie vote fails.

(xi) The chair shall repeat the motion prior to a vote.

(xii) A motion to adjourn cannot be amended.

(b) **Motion to Reconsider.** A motion to reconsider may only be made by a Director who voted on the prevailing side. Any Director may second the motion.

(i) No motion to reconsider shall be made more than once.

(ii) The motion to reconsider shall be made before the final adjournment of the meeting at which the Board approved the item to be reconsidered.

(c) **Non-debatable Motions.** The following motions are non-debatable:

(i) Call for the previous question;

(ii) Motion to adjourn (if less than a quorum is present, the meeting shall automatically be adjourned without action of the Board);

(iii) Motion to recess;

(iv) Motion for executive session.

3. **Debate.** The following rules shall govern the debate of any item being discussed by the Board:

(a) Every Director desiring to speak shall address the chair, and, upon recognition by the chair, shall confine him/herself to the question under debate, at all times acting and speaking in a respectful manner.
(b) A Director, once recognized, shall not be interrupted when speaking unless it is to be called to order, or as herein otherwise provided.

4. Appeal Ruling of Chair. If the Chair makes a ruling with which a Director disagrees, that Director may, by motion, appeal the ruling of the Chair. This motion requires a second and is debatable. If the motion passes, the ruling of the Chair is reversed.

5. Points of Privilege and Points of Order.

   (a) Points of Privilege. These are points that relate to anything that would interfere with the normal comfort of the meeting. For example, the room may be too hot or too cold, a Director may be unable to hear or not have the correct information on a matter before the Board. Points of privilege do not require a second, are not debatable, do not require a vote, and are ruled upon by the Chair.

   (b) Points of Order. These are points that relate to anything that would not be considered appropriate conduct of the meeting. For example, not following the agenda, voting on a debatable matter without calling for debate before the vote. Points of order do not require a second, are not debatable, do not require a vote, and are ruled upon by the Chair.

6. Voting. A majority of the Directors in attendance at a meeting at which a quorum is present voting in favor of a motion is required to approve any motion, unless a different requirement is set by these Rules of Procedure or by law. As provided by law, to convene an executive session requires the favorable vote of 2/3 of the quorum present.

   (a) Affirmative or Negative Vote Required. A vote of yes or no (or another form of affirmative or negative declaration) shall be taken upon motions. Each Director, when present, must vote yes or no unless:

   (i) The Director is excused by the Chair because of a conflict of interest at the introduction of the agenda item or immediately upon discovery of a legally recognized conflict of interest; or

   (ii) The Director is excused by the Chair as a result of the Director having insufficient information upon which to enable an informed vote as a result of an absence at a prior meeting, e.g., the Director did not attend the meeting for which meeting minutes are moved for approval.

   (b) No Abstention. An unexcused Director’s vote to "abstain" or other similar declaration other than "yes” or "no" shall be recorded as a "no" vote on the pending motion or matter.
(c) **No Explanation of Vote.** Directors shall not explain their vote except during discussion and deliberation prior to the calling of the vote on the question. Any attempt to explain a vote or to condition the vote immediately prior to casting the vote is out of order.
Exhibit B: Guidelines for Board Member Conduct

Our Role

The Board of Directors of the South Metro Fire Rescue Fire Protection District is committed to representing those who live, work and play in the District by supporting the mission, vision and values of the organization through excellence in leadership, policy-making, and financial stewardship.

Our Standards of Conduct

In order to succeed in our role in governance, we strive to hold ourselves as individuals and a governing body to the highest standards of ethics and conduct. The following are guidelines to help achieve that success:

1. BE AN ACTIVE BOARD MEMBER.
   a. Board Meetings are the most important events in which we participate – it’s where the Board’s business gets done.
      i. Be there.
         1. Being physically together is best.
         2. Electronic participation is allowed but not ideal.
      ii. Be productive.
         1. Prepare for the meetings and discussions.
            a. Read board packets, staff summary sheets, and seek helpful clarification prior to the meeting.
            b. Attend trainings, retreats, study sessions and special board meetings to learn more about the district and help shape the future.
            c. Stay on top of e-mails and other communications from staff and respond in a timely manner.
         2. Follow the process for proposing agenda items (action/discussion items).
      3. Participate and contribute in the proceedings.
      4. Make informed decisions, even if they’re tough.
   iii. Be constructive.
      1. Treat other board members, staff, and the public with respect.
      2. Conduct yourself with courtesy and professionalism.
      3. Listen.
      4. Be open to different viewpoints.
      5. Focus on issues, policies, and ideas and not personalities.
6. Avoid negative forms of interaction.
7. Avoid dominating a discussion and encourage the participation of others.
8. Honor the role of the Board Chair to focus discussions, encourage participation and maintain order.

iv. Be unified.
   1. Once the Board takes action all Directors should support the action and not create barriers to the implementation of such action.
   2. There are no minority reports in good boards.

b. Represent South Metro and the Board internally and externally.
   i. Seek out and participate in opportunities to support and represent the Board and SMFR.
      1. Attend SMFR and community events where possible to support the organization, build relationships with our community stakeholders, and enhance SMFR’s presence in the community.
      2. Help to enhance connectivity with the cities, counties, and service providers in and around the District.

2. LEAD & GUIDE / DON’T OPERATE.
   a. Our primary responsibility is the formulation and evaluation of policy.
   b. Keep discussions and decisions at the appropriate policy level; avoid the minutia where not helpful or appropriate.
   c. Maintain appropriate Board/staff interactions.
      i. Follow the chain of command.
         1. Work with the Fire Chief or designee to determine the best way to communicate with staff, visit facilities, observe operations, etc.
         2. Express any concerns with staff to the Fire Chief.
      ii. Avoid providing direction or requesting extensive information from staff when not authorized by the whole board or a committee of the board.
      iii. Avoid last-minute requests from staff.
      iv. Be professional and respectful to staff and expect the same in return.
      v. Non-election-related interactions with Union (Local 2086) representatives should follow the same coordination through the Fire Chief as any other staff interactions.
   d. Any media interactions should be coordinated with the Fire Chief whenever possible. Board members should refer to the Board reference documents for Communications and Social Media policies.
3. BE TRUSTWORTHY.
   a. We serve in a position of trust and have a responsibility to use public resources prudently.
   b. Avoid conflicts of interest.
      i. No self-dealing or business with SMFR by a Board member.
      ii. Provide at least annual disclosures of involvement with other organizations, vendors, or other associations that might be reasonably seen as representing a conflict of interest.
      iii. Withdraw from deliberation and voting on any matter where a conflict exists.
      iv. Do not use position to obtain employment, advantages or favors for yourself, family members, or close associates.
   c. Conduct personal affairs in such a manner that we cannot be improperly influenced in the performance of our duties.
   d. Comply with SMFR’s “Ethics and Standards of Conduct” and “Firefighter Code of Ethics” Policies.
   e. Be transparent and open with information-sharing and decision-making while respecting and maintaining confidentiality where required.

**Breach of Standards of Conduct**

While the Board as a body cannot exercise authority over individual Board members, the Board can take steps to attempt to align conduct with the principles and values stated in these bylaws. These include, but are not limited to:

1. Hold the Fire Chief accountable to ensure the Fire Chief and staff are providing the appropriate response to Board members’ individual comments, opinions, direction, or instructions.
2. The Board, either privately through the Board Chair or as a whole during a Board meeting, may re-iterate the expectations of Board members and attempt to provide guidance that will correct improper behaviors of individual members.
3. The Board may publicly reprimand or censure an individual or group of Board members or enact other forms of sanctions as deemed appropriate by the Board.
4. The Board may direct an investigation of individual or group behavior to ensure laws have not been violated.
SOUTH METRO FIRE RESCUE FIRE PROTECTION DISTRICT

RESOLUTION NO. 2020-05

A RESOLUTION ADOPTING THE FEBRUARY 3, 2020 RESTATED BYLAWS OF THE BOARD OF DIRECTORS

WHEREAS, the South Metro Fire Rescue Fire Protection District ("District") is a quasi-municipal corporation and political subdivisions of the State of Colorado, operating pursuant to Article 1, Title 32, C.R.S.; and

WHEREAS, §32-1-1001(1)(m), C.R.S., authorizes the District to adopt, amend, and enforce bylaws 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;

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the South Metro Fire Rescue Fire Protection District that:

1. **Repeal of all Prior Bylaws.** All bylaws previously adopted by the Board of Directors are hereby repealed, including but not limited to the South Metro Fire Rescue April 19, 2016 Restated Bylaws.

2. **Adoption of Bylaws.** The February 3, 2020 Restated Bylaws attached hereto as Exhibit “A” are hereby adopted.

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 Board.

Adopted this 3rd day of February, 2020.

SOUTH METRO FIRE RESCUE FIRE PROTECTION DISTRICT

By: ____________________________
Ronda Scholting, Chairman

Attest:

______________________________
Danny Gaddy, Secretary
EXHIBIT A
SOUTH METRO FIRE RESCUE
FIRE PROTECTION DISTRICT

FEBRUARY 3, 2020 RESTATED BYLAWS

SECTION 1.  AUTHORITY. South Metro Fire Rescue Fire Protection District (the “District”) is a governmental subdivision of the State of Colorado and a body corporate with those powers of a public or quasi municipal corporation which are specifically authorized by, and in compliance with, Section 32-1-101 et seq., C.R.S.  The District was created by court order and is located in Douglas, Arapahoe and Jefferson Counties.

SECTION 2.  PURPOSE. It is hereby declared that the Bylaws hereinafter set forth will serve a public purpose.

SECTION 3.  POLICIES OF THE BOARD. It shall be the policy of the Board of Directors (“Board”) of the District, consistent with the availability of revenues, personnel and equipment, to use its best efforts to provide the quality services as authorized under the District Service Plan or by law.

SECTION 4.  BOARD OF DIRECTORS. Unless otherwise delegated by the Board, all powers, privileges and duties vested in, or imposed upon, the District by law shall be exercised and performed by and through the Board, whether set forth specifically or impliedly in these Bylaws. The Board may delegate to officers, employees, and agents of the District any or all administrative, ministerial, and operational powers.

Without restricting the general powers conferred by these Bylaws, it is hereby expressly declared that the Board shall have the following powers and duties:

a.  To appoint, hire, supervise, terminate, remove or suspend the Fire Chief. The Board hereby confers upon the Fire Chief the power to appoint, hire, supervise, terminate, remove or suspend employees or agents upon such terms and conditions as may seem fair and just and in the best interests of the District.

b.  To delegate by resolution to the Fire Chief and other management personnel who may make purchases of real and personal property, goods and services, and who may sign receipts, endorsements, checks, contracts, releases and other official documents on behalf of District.
c. To create standing or special committees and to delegate such power and authority thereto as the Board deems necessary and proper for the performance of such committee’s functions and obligations.

d. To prepare or cause to be prepared financial reports covering each year’s fiscal activities; and such reports shall be available for inspection by the public, as required by law.

SECTION 5. OFFICE.

a. Business Office. The principal business office of the District shall be at 9195 East Mineral Avenue, Centennial, Colorado 80112, until otherwise designated by the Board.

b. Establishing Other Offices and Relocation. The Board, by resolution, may from time to time, designate, locate and relocate its executive and business office and such other offices as, in its judgment, are necessary to conduct the business of the District.

SECTION 6. MEETINGS.

a. Regular Meetings. Regular meetings of the Board shall be conducted at the dates and times designated by Resolution of the Board at its first regular meeting of each year. When necessary and in its discretion, the Board may by motion change the time and date of regular Board meetings.

b. Special Meetings. Special meetings of the Board may be called by the Chair or any two (2) Directors.

c. Meeting Public. All meetings of the Board, other than executive sessions, shall be open to the public. Meetings include any and all sessions of the Board, at which a quorum of the Board (4 is a quorum if a full Board is in office) or three (3) or more Directors, whichever is less, are expected to be in attendance for discussion of District business, either in person, telephonically, or electronically. Social gatherings at which no business of the District will be discussed are not considered meetings of the Board that are open to the public or for which notice is required.

d. Board Member Notice. Section 6.a. and the annual Resolution designating regular meeting dates and times shall constitute formal notice of regular meetings to Directors, and no other notice shall be required to be given to the Board. Notice of special meetings shall be provided to Directors by email, telephone, or United States Postal Service (USPS) not less than twenty-four (24) hours in advance. Notice delivered by USPS shall be deemed delivered at 5:00 p.m. on the third (3rd) day following the
day on which it was deposited, postage prepaid. Attendance by a director at a regular or special meeting shall be deemed a waiver by the Director of the notice requirements of this subsection d.

e. **Public Notice.** Public notice and an agenda for all meetings shall be posted not less than twenty-four (24) hours in advance as set forth in the Colorado Open Meetings Law. The District’s webpage is designated for the posting of such notice pursuant to Section 24-6-401, C.R.S.

f. **No Informal Action by Directors/Executive Sessions.** All official business of the Board shall be conducted at regular or special meetings. Executive sessions may be called at regular or special meetings, and conducted according to the following guidelines:

1. **Calling the Executive Session.** The topic for discussion in the executive session shall be announced in a motion, and the specific statute that authorizes the executive session shall be cited. The matter to be discussed shall be described in as much detail as possible without compromising the purpose of being in executive session. An affirmative vote of two-thirds (2/3) of the quorum in attendance shall be required to go into executive session.

2. **Conducting the Executive Session.** No adoption of any proposed policy, position, resolution, rule, regulation, or formal action shall take place in an executive session. The discussion in executive session shall be limited to the reasons for which the executive session was called. An electronic recording of the actual contents of the discussion in the executive session shall be kept. No electronic recording or other record is necessary to be kept for any portions of the discussion which the District’s attorney reasonably believes constitute attorney-client privileged communication. The attorney shall state on the electronic record when any portion of the executive session is not recorded as an attorney-client privileged communication or sign a statement to the same effect.

3. **Records of Executive Sessions.** The electronic record of any executive session shall be retained by the District for ninety (90) days from the date of the executive session and then destroyed. Electronic recordings of the executive session, or transcripts or other reproduction of the same, shall not be released to the general public for review under any circumstances, except as required by law.

g. **Adjournment and Continuance of Meetings.** When a regular or special meeting is for any reason continued to another time and place, notice need
not be given of the continued meeting if the time and place of such meeting are announced at the meeting at which the continuance is taken. At the continued meeting, any business may be transacted which could have been transacted at the original meeting.

h. **Emergency Meetings.** Notwithstanding any other provisions in this Section 6, emergency meetings may be called, without notice if notice is not practicable, by the Chair, Vice Chair or any two (2) Directors in the event of a declared emergency that requires the immediate action of the Board in order to protect the public health, safety, welfare or property of the owners, residents and visitors of the District. If possible, notice of such emergency meeting shall be given to the Directors by telephone, email, or whatever other means are reasonable to meet the circumstances of the emergency. At such emergency meeting, any action within the power of the Board that is necessary for the immediate protection of the public health, safety, welfare or property of the owners, residents and visitors of the District may be taken; provided, however, that any action taken at an emergency meeting shall be effective only until the first to occur of (a) the next regular meeting, or (b) the next special meeting of the Board at which the emergency issue is on the public notice of the meeting. At such subsequent meeting, the Board may ratify any emergency action taken. If any emergency action taken is not ratified, it shall be deemed rescinded as of the date of such subsequent meeting, although the validity and effectiveness of the emergency action during its effective time shall not be invalidated. A declared emergency for purposes of this subsection h. is an emergency within the District that has been declared by county or municipal government, the State of Colorado, the United States government, of any department or agency thereof, or the Chair, Vice Chair, or any two (2) Directors of the Board.

i. **Email Meetings.** Section 24-6-402, C.R.S., requires that certain email correspondence between three (3) Directors (or, when two (2) Directors constitute a quorum, two (2) Directors), if said email correspondence discusses pending resolutions or other District business shall be considered a public meeting subject to the requirements of the Colorado Open Meetings Law.

j. **Attendance at Meetings.** It is the Board’s expectation that Directors will attend in person not less than seventy five percent (75%) of Board meetings. Section 24-6-402(1)(b), C.R.S. defines a meeting as “Any kind of gathering to discuss public business, in person, by telephone, electronically, or by other means of communication.” Although electronic participation in Board meetings as a frequent or regular course is not
acceptable, Directors may periodically attend meetings by telephone (or other electronic means), so long as they are able to reasonably receive the comments from the audience and any comments and discussion among other Directors and staff, and they are able to participate in the discussion.

SECTION 7. CONDUCT OF BUSINESS.

a. **Board Meeting Rules of Procedure.** Meeting of the Board of Directors shall comply with the South Metro Fire Rescue Fire Protection District Board Meeting Rules of Procedure attached hereto as Exhibit A.

b. **Quorum.** All official business of the Board shall be transacted at a regular or special meeting at which a quorum (majority) of the Directors are in attendance in person, telephonically, or electronically, except as provided in Section 6.h. above.

c. **Vote Requirements.** Any action of the Board shall require the affirmative vote of a majority of the Directors in attendance and voting at a meeting properly called and at which a quorum is in attendance, except that to convene an executive session of the Board, a two-thirds (2/3) affirmative vote is required.

d. **Electronic Signatures.** In the event the signature(s) of one (1) or more Directors or appointed signatories are required to execute a written document, contract, note, bond, deed, and/or other official papers of the District, and the appropriate individual(s) is unable to be physically present to sign said documentation, such individual or individuals are authorized to execute the documentation electronically via facsimile or email signature, unless said documentation provides otherwise. Any electronic signature so affixed to a document shall carry the full legal force and effect of any original, handwritten signature. Except as approved herein, this provision of these Bylaws shall not be interpreted as establishing District’s consent or authorization to bind District to any transaction by the use of electronic records or electronic means. This provision is made pursuant to Article 71.3 of Title 24, C.R.S., also known as the Uniform Electronic Transactions Act.

e. **Setting Meeting Agendas.** Agendas for Board meetings will be set by the Fire Chief or his/her designee in consultation with the Board Chair. The Board Chair or any two (2) Directors may require a matter be placed on a meeting agenda by written request provided to the Secretary and the Fire Chief. Agenda items added with little advanced notice to staff shall be tabled, if necessary, to allow a reasonable time to provide necessary support or briefing for the Board.
f. **Order of Business.** The business of all regular meetings of the Board shall be transacted generally in the following order, and as approved by the Board from time to time, and the agenda for such meetings shall describe in as much detail as is possible the topics within each category:

1. Meeting Call to Order;
2. Pledge of Allegiance;
3. Roll Call and Approval of any Excused Absences;
4. Approve the Agenda;
5. Public Comment;
6. Consent Agenda;
7. Action Items (Action Items are intended for matters for which Board action is proposed.);
8. Discussion Items (Discussion Items are intended for matters which need Board and staff discussion, obtain direction for future action or inaction, or to develop the Discussion Item for future consideration as an Action Item. No action can be taken on a Discussion Item, other than to schedule it again as a Discussion Item or as an Information Item or an Action Item for a future meeting. A properly posted Discussion Item could become an Action Item by approval of a Motion to Reconsider approval of the Agenda to add the matter as an Action Item and return to that portion of the Agenda, see Section 7.a. and Exhibit A.)
9. Information Items (Information Items are limited to short briefings by staff or Directors on matters with little or no discussion. No action can be taken on an Information Item, other than to schedule it again as an Information Item or as a Discussion Item or an Action Item for a future meeting.);
10. Executive Session (as needed);
11. Next Meeting; and

**g. Meeting Packets.** The Fire Chief shall be responsible for seeing that packets for regular Board meetings are generally provided or available to
Board members on Wednesday before a regular Monday meeting, and similarly in advance of other meetings held on other days.

h. **Public Conduct at Meetings.** Comments by members of the public shall be made only during the “Public Comment” portion of the meeting or a specified public hearing. Public comments shall be limited to three (3) minutes per individual and five (5) minutes per group spokesperson unless additional opportunity is given at the Board’s discretion. Each member of the public wishing to speak may be asked to fill out a form indicating name, address, topic or agenda item to be addressed. Disorderly conduct, harassment, or obstruction of or interference with meetings by physical action, verbal utterance, nuisance or any other means are hereby prohibited and constitute a violation of District rules. Such conduct may result in removal of person(s) responsible for such behavior from the meeting and/or criminal charges filed against such person(s). To the extent such occurrences arise and the person(s) responsible refuses to leave the premises, law enforcement authorities will be summoned. Prosecution will be pursued under all applicable laws, including without limitation Sections 18-9-108, C.R.S. (disrupting lawful assembly), 18-9-110, C.R.S. (public buildings - trespass, interference), and/or 18-9-117, C.R.S. (unlawful conduct on public property). Law enforcement may be requested to attend meetings at any time in which the Board believes their presence will assist in keeping peace and conducting public business. 9-1-1 will be called at any time that the Board or staff feels threatened or endangered.

i. **Minutes.** Within a reasonable time after approval, all resolutions, motions and minutes of Board meetings shall be recorded in a visual text format that may be transmitted electronically and kept for that purpose, and shall be attested by the Recording Secretary. Minutes of regular and special meetings shall be available for public review as soon as practicable following approval by the Board. Upon approval by the Board, such records shall be the official record of the Board meetings. Executive sessions shall be electronically recorded on audio tape or other electronic media, and such electronic recording or reproduction of the same shall be kept separate from minutes of regular sessions as described in Section 6.e of these Bylaws and shall not be open to the public except as required by law. Draft minutes are considered work product under the Colorado Open Records Act and are not available to the public until discussed by the Board in a public meeting or otherwise made public.

**SECTION 8. POLICIES OF THE BOARD.**

a. **Compliance with District Policies.** Directors shall comply with District Policies that are specifically applicable to the Board and its Directors, and
also those that apply to District personnel to the extent the subject matter also extends to matters applicable to District Directors. Such policies include, but are not limited to, policies associated with conflicts of interest, sexual harassment, and use of technology and computing devices. District Directors shall participate in training and educational sessions called for in any such policies. The Fire Chief or his or her designee shall be responsible for coordinating with the Board for the scheduling of any such training or educational sessions, though it is the responsibility of individual Directors to attend such sessions.

b. **Use of District Technology Systems.** To allow efficiency in meeting public records requests and complying with requirements under the Colorado Open Records Act and the Open Meetings Law, Directors shall only use District technology systems for electronic communications that discuss District matters. Directors that do not use the District’s technology systems for communicating regarding the public business of the District or to retain public records are subject to the potential that their personal devices and document storage systems may be ordered by a Court to be seized and reviewed. Directors shall abide by the District’s policies on use of technology and electronic mail, including Policies and Procedures 3.3.3 regarding Acceptable Use Policy and 3.3.7 regarding Mobile Device Policy, and Board Resolutions No. 2009-07 Adopting an Electronic Mail Policy and No. 2009-10 Amending the Authority’s Electronic Mail Policy.

c. **Board Member Standards of Conduct.** In carrying out their responsibilities and representing the District Board members shall comply with the Standards and Guidelines for Board Member Conduct attached hereto as Exhibit B.

**SECTION 9. DIRECTORS, OFFICERS AND PERSONNEL.**

a. **Director Qualifications and Terms.** Directors shall be eligible electors of the Director district for which they are elected or appointed. The term of each Director shall be determined by relevant statutory provisions with regular elections held in even numbered years through 2022, and thereafter odd numbered years beginning in 2023, and conducted in the manner prescribed by Articles 1 through 13.5, Title 1, and Part 8, Article 1, Title 32, C.R.S.

b. **Faithful Performance Bonds.** Each Director shall furnish, at the expense of the District, an individual, schedule or blanket surety bond or crime insurance in the sum of not less than one thousand dollars ($1,000) each, conditioned on the faithful performance of the duties of his/her office. In addition, the Treasurer shall furnish, at the expense of the District, a
corporate fidelity bond or crime insurance in a sum of not less than five thousand dollars ($5,000), conditioned upon the faithful performance of the duties of his/her office.

c. **Director’s Performance of Duties.** A Director of the District shall perform all duties of a Director, including duties as a member of any committee of the Board upon which the Director may serve, in good faith, in a manner which the Director reasonably believes to be in the best interests of District, and with such care as an ordinarily prudent person in a like position would use under similar circumstances. In performing the Director’s duties, the Director shall be entitled to rely upon information, opinions, reports, or statements, including financial statements and other financial data, in each case prepared or presented by persons and groups listed in subparagraphs 1, 2 and 3 of this subsection c. The Director shall not be considered to be acting in good faith if he/she has knowledge concerning the matter in question that would cause such reliance to be unwarranted, and does not disclose such knowledge in a manner to call into question the information otherwise being relied upon. A person who in good faith performs the Director’s duties shall not have any liability by reason of being or having been a Director of the District. Those programs and groups upon whose information, opinions, reports, and statements a Director is entitled to rely upon are:

1. One (1) or more officers or employees of the District whom the Director reasonably believes to be reliable and competent in the matters presented;

2. Legal counsel, public accountants, or other persons as to matters which the Director reasonably believes to be within such persons’ professional knowledge or expertise; and

3. A committee of the Board upon which the Director does not serve, duly designated in accordance with the provisions of the Bylaws, as to matters within the committee’s designated authority, which committee the Director reasonably believes to merit confidence.

d. **Oath of Office.** Each Director, before assuming the responsibilities of his/her office, shall take and subscribe an oath of office in the form prescribed by law.

e. **Election of Officers.** The Board shall elect from its membership a Chair/President, Vice Chair/Vice President, Secretary, and Treasurer. The Board may, from time to time, appoint an acting officer in the absence of any individual officer. The election of the officers shall be conducted
annually at the first regular meeting of the Board following each regular special district election, and at such times as deemed appropriate by the Board. Each officer so elected shall serve for a term of office until the first regular meeting of the Board following the next regular special district election, or as otherwise directed by the Board. Any officer may be removed by the Board, with or without cause, whenever in its judgment the best interests of the District will be served thereby. Under any circumstance, the term of a Board Officer shall continue until the election of his/her successor.

f. **Vacancies.** Any vacancy occurring on the Board shall be filled by an affirmative vote of a majority of the remaining Directors, as prescribed by law, with the appointee to serve until the next regular special district election, as prescribed by statute. The appointed individual must meet the statutorily prescribed qualifications for Directors and shall serve until the next regular election. A Board member’s office is vacant upon:

1. Failure to meet qualifications;
2. Failure to satisfy oath and bond requirements;
3. Written resignation;
4. Failure to remain qualified for office;
5. Conviction of a felony;
6. Removal from office or voidance of election by court;
7. Failure to attend four (4) consecutive, regular Board meetings where the absences have been entered into the meeting minutes as unexcused. Absences shall be excused for temporary mental or physical disability or illness; or
8. Death.

**Resignation and Removal.** Directors may be removed from office only by recall as prescribed by statute. Any Director may resign at any time by giving written notice to the Board, and acceptance of such resignation shall not be necessary to make it effective, unless the notice so provides.

**Chair and President.** The Chair shall preside at all meetings. The Chair shall also be the President of the District. The President is authorized to sign all legal instruments on behalf of the District.
i. **Vice Chair and Vice President.** The Vice Chair shall be a member of the Board of Directors and, in the absence of the Chair or in the event of his or her inability or refusal to act, shall perform the duties of the Chair, and when so acting, shall have all the powers of and be subject to all restrictions upon the Chair.

j. **Secretary.** The Secretary need not be a member of the Board of Directors and shall maintain or cause to be maintained the official records of the District, including the by-laws, rules and regulations established by the Board of Directors, minutes of the meetings of the Board of Directors, and a register of the names and addresses of the Directors and officers, and shall issue notice of meetings, and attest and affix the corporate seal to all official documents of the District. A separate Recording Secretary and records custodian may be appointed by the Board under the supervision of the Secretary and the Fire Chief to assist with carrying out the duties of the office of Secretary.

k. **Treasurer.** The Treasurer shall be a member of the Board of Directors, and shall be chair of the Audit Committee. The Treasurer shall keep or cause to be kept, strict and accurate accounts of all money received by and disbursed for and on behalf of the District. The accounting function shall be provided by District personnel or independent contractor under the supervision of the Fire Chief and Treasurer, and shall be reviewed at least quarterly by the Board of Directors. The Treasurer shall have such other financial duties and authorities as specified by the Board.

l. **Recording Secretary.** The Board shall have the authority to appoint a Recording Secretary who need not be a member of the Board of Directors. The Recording Secretary shall be responsible for assisting with carrying out the duties of the office of Secretary, under the supervision of the Fire Chief and the secretary. The Board hereby appoints the Executive Assistant as the Recording Secretary.

m. **Designated Election Official.** Unless otherwise designated by resolution calling for an election, the Executive Assistant is hereby appointed the designated election official for all District elections.

n. **Additional Duties.** The officers of the Board shall perform such other duties and functions as may from time to time be required by the Board, these Bylaws or the rules and regulations of the District, by law, or by special exigencies, which shall later be ratified by the Board.

o. **Fire Chief.** The Fire Chief shall be an employee of the District. Subject to the appointment, employment, termination and supervision of the Board of
Directors, the Fire Chief shall have all powers and authorities provided for a fire chief under §32-1-1002, C.R.S., and any other applicable state or federal law, and shall oversee and manage all business and affairs of the District, including the operation, maintenance, management, administration, and provision of all facilities, improvements, equipment, services and personnel, in the manner typically associated with a fire and emergency rescue agency for which the fire chief has been delegated authority by the governing body to manage all aspects of the agency, including the authority associated with a chief executive, administrative, and operational officer.

p. **Personnel Selection.** The selection of employees, volunteers, engineers, accountants, agents, contractors, special consultants and attorneys of the District will be based upon the relative qualifications and capabilities of the applicants and shall not be based upon political services or affiliations.

**SECTION 10. FINANCIAL ADMINISTRATION.**

a. **Fiscal Year.** The fiscal year of the District shall commence on January 1 of each year and end on December 31.

b. **Budget.** On or before October 15th of each year, the Chief Financial Officer shall prepare and submit to the Board a proposed budget for the ensuing fiscal year. Such proposed budget shall be accompanied by a statement which shall describe the important features of the budget plan and by a general summary wherein shall be set forth the aggregate features of the budget in such manner as to show the balanced relations between the total proposed expenditures and the total anticipated income or other means of financing the proposed budget for the ensuing fiscal year, as contrasted with the corresponding figures for the last completed fiscal year and the current fiscal year. The proposed budget shall be supported by explanatory schedules or statements classifying the expenditures contained therein by services, subjects and funds. The anticipated income of the District shall be classified according to the nature of receipts.

c. **Notice of Budget.** Upon receipt of the proposed budget, the Board shall cause to be posted or published in substantial compliance with law, a notice that the proposed budget is open for inspection by the public at the District’s business office; that the Board will consider the adoption of the proposed budget at a public hearing on a certain date; and that any interested elector may inspect the proposed budget and file or register any objections thereto at any time prior to its final adoption.
d. **Adoption of Budget.** On the day set for consideration of the proposed budget, the Board shall review the proposed budget and revise, alter, increase or decrease expenditures and revenues as it deems necessary in view of the needs of the District and the probable income of the District. The Board shall adopt a budget by resolution, either immediately following the budget hearing or at a later date. The budget shall set forth the expenditures to be made in the ensuing fiscal year and shall provide for sufficient revenues.

e. **Levy and Collection of Taxes.** On or before December 15th of each year, the Board shall approve by resolution and cause to be certified to the Board of County Commissioners of Douglas, Arapahoe and Jefferson Counties the mill levy rate established for the ensuing fiscal year, in order that, at the time and in the manner required by law for the levying of taxes, such Commissioners shall levy such tax upon the assessed valuation of all taxable property within District. The mill levy rate shall not be increased above that for the prior year, except for Board approved levies for abatements and refunds, without prior voter approval, and as set forth in applicable constitutional and statutory provision.

f. **Filing of Budget.** On or before January 30th of each year, the Board shall cause a certified copy of such budget to be filed with the Division of Local Government in the Colorado Department of Local Affairs.

g. **Appropriating Resolution.**

1. At the time of adoption of the budget, the Board shall, within the same or separate resolution, appropriate funds for expenditure in the ensuing fiscal year. The amounts appropriated shall not exceed the expenditures fixed in the adopted budget.

2. The income of the District, as estimated in the budget and as provided for in the resolution setting the District’s property tax mill levy rate, shall be allocated in the amounts and according to the funds specified in the budget for the purpose of meeting the expenditures authorized by the appropriation resolution.

h. **No Contract to Exceed Appropriation.** The District shall have no authority to enter into any contract, or otherwise bind or obligate the District to any liability for payment of money for any purposes, for which provision is not made in an appropriation resolution, including any legally authorized amendment thereto, in excess of the amounts of such appropriation for that fiscal year. Any contract, verbal or written, contrary
to the terms of this Section shall be void ab initio, and no District funds shall be expended in payment of such contracts.

i. **Contingencies.**

1. In cases of emergency which could not reasonably have been foreseen at the time of the adoption of the budget, the Board may authorize the expenditure of funds in excess of appropriations, by resolution duly adopted by a majority vote of the Board. Such resolution shall set forth in full the facts concerning the emergency and shall be included in the minutes of such meeting.

2. A copy of the resolution authorizing additional expenditures shall be filed with the Division of Local Government in the Colorado Department of Local Affairs and shall be published in compliance with statutory requirements.

j. **Payment of Contingencies.**

1. If there is unexpended or uncommitted money in funds other than those to which the emergency relates, the Board shall transfer such available money to the fund from which the emergency expenditure is to be paid.

2. To the extent that transferable funds are insufficient to meet the emergency appropriation, the Board may borrow money as set forth in Section 29-1-112, C.R.S. or through any other lawful and approved method.

k. **Annual Audit.**

1. The Board shall cause an annual audit to be made at the end of each fiscal year of all financial affairs of the District through December 31st of such fiscal year. The audit report shall be submitted to the Board within six (6) months of the close of the fiscal year or as otherwise provided by law. The audit shall be conducted in accordance with generally accepted auditing standards by a registered or certified public accountant, who has not maintained the books, records and accounts of District during the fiscal year. The auditor shall prepare, and certify as to its accuracy, an audit report, including financial statements that are representations of the District for each fund and activity and a comparison of actual figures with budgeted figures upon which the
2. There shall be a permanent Audit Committee composed of the Treasurer and Board Chair or such other Director appointed by the Board Chair. The Audit Committee shall be responsible for the appointment, compensation, recommendation (to be approved by the Board), retention, and oversight of the work of an independent certified public accountant engaged to prepare the audit report or perform other audit, review or attest services for the District. The Audit Committee may, as necessary and to the extent of its ability, provide independent review and oversight of the District’s financial reporting processes, internal controls and independent auditors. All auditors thus engaged shall report directly to the Audit Committee.

3. A copy of the audit report shall be maintained by the District as a public record for public inspection at all reasonable times.

4. A copy of the audit report shall be forwarded to the State Auditor within thirty days after the Board receives it.

SECTION 11. CORPORATE SEAL. The seal of the District shall be a circle containing the name of the District and shall be used on all documents and in such manner as seals generally are used by public and private corporations. The Recording Secretary shall keep, or cause to be kept, the seal and shall be responsible for its safekeeping and care.

SECTION 12. DISCLOSURE OF CONFLICT OF INTEREST. A potential conflict of interest of any Director shall be disclosed in accordance with State law, particularly Article 18 of Title 24, C.R.S., and Sections 32-1-902(3)(b) and 18-8-308, C.R.S.

SECTION 13. COMPENSATION. Each Director shall receive the maximum compensation authorized by statute, unless otherwise determined by the Board. No Director shall receive compensation as an employee of the District. Directors shall also be reimbursed for their actual and reasonable expenses incurred on behalf of the District, as approved by the Board.

SECTION 14. INDEMNIFICATION OF DIRECTORS AND EMPLOYEES. The District shall defend, hold harmless and indemnify any Director, officer, agent, or employee, whether elective or appointive, against any tort or liability, claim or demand, without limitation, arising out of any alleged act or omission occurring during the performance of official duty, as more fully defined by law or by an indemnification resolution, if any. The provisions of this Section shall be supplemental
and subject to and, to the extent of any inconsistency therewith, shall be modified by the provisions of the Colorado Governmental Immunity Act, 24-10-101, et seq., C.R.S.

SECTION 15. BIDDING AND CONTRACTING PROCEDURES. The District shall adopt, maintain and comply with policies as reasonable for the conduct of local government contracting and necessary for compliance with applicable laws regarding contracting and construction. Such policies shall address procurement of goods and services, construction and contract execution. Except in cases in which the District will receive aid from a government agency, a notice shall be published for bids on all construction contracts for work, materials, or both, involving an expense of sixty thousand dollars ($60,000) or more of District funds. The Board may reject any and all bids, and if it appears that the District can perform the work or secure material for less than the lowest bid, it may proceed to do so in accordance with law. Notwithstanding the foregoing, the District may award an integrated project delivery contract pursuant to § 32-1-1801, et seq., C.R.S. upon (i) the determination of the Board that integrated project delivery represents a timely or cost-effective alternative for a project; (ii) publication of a request for qualifications and/or request for proposals; and (iii) compliance with Part 18 of Article 1, Title 32, C.R.S. All other statutory requirements relating to performance bonds, retainage, and similar matters shall also be complied with.

SECTION 16. RECORDS MANAGEMENT. The District shall adopt, maintain and comply with policies as reasonable and necessary for compliance with, applicable records retention, destruction, and disclosure requirements, including the Colorado Open Records Act, State Archives and Public Records law, and various consumer privacy legislation. The Executive Assistant, is hereby designated as the Official Custodian of Records (“Custodian”) pursuant to the Colorado Open Records Act. The fees and charges imposed for responding to Colorado Open Records Act records requests shall be automatically increased to the maximum amounts allowed by law without additional Board action.

SECTION 17. MODIFICATION OF BYLAWS. These Bylaws may be altered, amended or repealed at any regular or special meeting of the Board by a two-thirds (2/3) majority of the Directors in office, to become effective immediately or at a subsequent date, as specified.

SECTION 18. SEVERABILITY. If any part or provision of these Bylaws is adjudged to be unenforceable or invalid, such judgment shall not affect, impair or invalidate the remaining provisions of these Bylaws, it being the Board’s intention that the various provisions hereof are severable.

SECTION 19. TERMINATION OF PRIOR BYLAWS. These Bylaws amend, supersede and replace in their entirety all prior Bylaws, and any amendments thereto, previously adopted by the Board of Directors.
ADOPTED this 3rd day of February, 2020, by the Board of Directors of the South Metro Fire Rescue Fire Protection District.

__________________________
Ronda Scholting, Chair

__________________________
__________________________
__________________________, Secretary
EXHIBIT A
South Metro Fire Rescue Fire Protection District
Board Meeting
Rules of Procedure

1. **Quorum to Conduct Business.** Simple majority of the District Directors.

2. **Motions.** All motions shall be distinctly worded.

(a) The following rules shall apply to motions:

(i) If a motion does not receive a second, it dies.

(ii) The Board will discuss a motion at length only after the motion has been moved and seconded. Nothing prevents general discussion or expression of opinions before a motion is made.

(iii) Any motion shall be reduced to writing if requested by a Director.

(iv) A motion to amend can be made to a motion that is on the floor and has been seconded.

(v) No motion shall be received when a question is under debate except for the following:

(1) To lay the matter on the table;

(2) To call for the previous question (close debate);

(3) To postpone;

(4) To refer; or

(5) To amend.

(vi) A motion may be withdrawn by the mover at any time without the consent of the Board.

(vii) Amendments are voted on first, then the main motion is voted on, as amended if amendments are approved.
(viii) A Director may have a motion which contains several elements divided, but the mover shall have the right to designate which element will be voted on first.

(ix) A call for the previous question is intended to close the debate on the main motion; does not require a second and is not debatable.

(1) Debate on the main motion resumes if the motion fails.

(x) A motion that receives a tie vote fails.

(xi) The chair shall repeat the motion prior to a vote.

(xii) A motion to adjourn cannot be amended.

(b) **Motion to Reconsider.** A motion to reconsider may only be made by a Director who voted on the prevailing side. Any Director may second the motion.

(i) No motion to reconsider shall be made more than once.

(ii) The motion to reconsider shall be made before the final adjournment of the meeting at which the Board approved the item to be reconsidered.

(c) **Non-debatable Motions.** The following motions are non-debatable:

(i) Call for the previous question;

(ii) Motion to adjourn (if less than a quorum is present, the meeting shall automatically be adjourned without action of the Board);

(iii) Motion to recess;

(iv) Motion for executive session.

3. **Debate.** The following rules shall govern the debate of any item being discussed by the Board:

(a) Every Director desiring to speak shall address the chair, and, upon recognition by the chair, shall confine him/herself to the question under debate, at all times acting and speaking in a respectful manner.
(b) A Director, once recognized, shall not be interrupted when speaking unless it is to be called to order, or as herein otherwise provided.

4. **Appeal Ruling of Chair.** If the Chair makes a ruling with which a Director disagrees, that Director may, by motion, appeal the ruling of the Chair. This motion requires a second and is debatable. If the motion passes, the ruling of the Chair is reversed.

5. **Points of Privilege and Points of Order.**

   (a) **Points of Privilege.** These are points that relate to anything that would interfere with the normal comfort of the meeting. For example, the room may be too hot or too cold, a Director may be unable to hear or not have the correct information on a matter before the Board. Points of privilege do not require a second, are not debatable, do not require a vote, and are ruled upon by the Chair.

   (b) **Points of Order.** These are points that relate to anything that would not be considered appropriate conduct of the meeting. For example, not following the agenda, voting on a debatable matter without calling for debate before the vote. Points of order do not require a second, are not debatable, do not require a vote, and are ruled upon by the Chair.

6. **Voting.** A majority of the Directors in attendance at a meeting at which a quorum is present voting in favor of a motion is required to approve any motion, unless a different requirement is set by these Rules of Procedure or by law. As provided by law, to convene an executive session requires the favorable vote of 2/3 of the quorum present.

   (a) **Affirmative or Negative Vote Required.** A vote of yes or no (or another form of affirmative or negative declaration) shall be taken upon motions. Each Director, when present, must vote yes or no unless:

      (i) The Director is excused by the Chair because of a conflict of interest at the introduction of the agenda item or immediately upon discovery of a legally recognized conflict of interest; or

      (ii) The Director is excused by the Chair as a result of the Director having insufficient information upon which to enable an informed vote as a result of an absence at a prior meeting, e.g., the Director did not attend the meeting for which meeting minutes are moved for approval.

   (b) **No Abstention.** An unexcused Director’s vote to "abstain" or other similar declaration other than "yes” or "no" shall be recorded as a "no" vote on the pending motion or matter.
(c) **No Explanation of Vote.** Directors shall not explain their vote except during discussion and deliberation prior to the calling of the vote on the question. Any attempt to explain a vote or to condition the vote immediately prior to casting the vote is out of order.
Exhibit B: Guidelines for Board Member Conduct

Our Role

The Board of Directors of the South Metro Fire Rescue Fire Protection District is committed to representing those who live, work and play in the District by supporting the mission, vision and values of the organization through excellence in leadership, policy-making, and financial stewardship.

Our Standards of Conduct

In order to succeed in our role in governance, we strive to hold ourselves as individuals and a governing body to the highest standards of ethics and conduct. The following are guidelines to help achieve that success:

1. BE AN ACTIVE BOARD MEMBER.
   a. Board Meetings are the most important events in which we participate – it’s where the Board’s business gets done.
      i. Be there.
         1. Being physically together is best.
         2. Electronic participation is allowed but not ideal.
      ii. Be productive.
         1. Prepare for the meetings and discussions.
            a. Read board packets, staff summary sheets, and seek helpful clarification prior to the meeting.
            b. Attend trainings, retreats, study sessions and special board meetings to learn more about the district and help shape the future.
            c. Stay on top of e-mails and other communications from staff and respond in a timely manner.
         2. Follow the process for proposing agenda items (action/discussion items).
         3. Participate and contribute in the proceedings.
         4. Make informed decisions, even if they’re tough.
   iii. Be constructive.
        1. Treat other board members, staff, and the public with respect.
        2. Conduct yourself with courtesy and professionalism.
        3. Listen.
        4. Be open to different viewpoints.
        5. Focus on issues, policies, and ideas and not personalities.
6. Avoid negative forms of interaction.
7. Avoid dominating a discussion and encourage the participation of others.
8. Honor the role of the Board Chair to focus discussions, encourage participation and maintain order.

iv. Be unified.
1. Once the Board takes action all Directors should support the action and not create barriers to the implementation of such action.
2. There are no minority reports in good boards.

b. Represent South Metro and the Board internally and externally.
i. Seek out and participate in opportunities to support and represent the Board and SMFR.
1. Attend SMFR and community events where possible to support the organization, build relationships with our community stakeholders, and enhance SMFR’s presence in the community.
2. Help to enhance connectivity with the cities, counties, and service providers in and around the District.

2. LEAD & GUIDE / DON’T OPERATE.
a. Our primary responsibility is the formulation and evaluation of policy.
b. Keep discussions and decisions at the appropriate policy level; avoid the minutia where not helpful or appropriate.
c. Maintain appropriate Board/staff interactions.
i. Follow the chain of command.
1. Work with the Fire Chief or designee to determine the best way to communicate with staff, visit facilities, observe operations, etc.
2. Express any concerns with staff to the Fire Chief.
ii. Avoid providing direction or requesting extensive information from staff when not authorized by the whole board or a committee of the board.
iii. Avoid last-minute requests from staff.
iv. Be professional and respectful to staff and expect the same in return.
v. Non-election-related interactions with Union (Local 2086) representatives should follow the same coordination through the Fire Chief as any other staff interactions.
d. Any media interactions should be coordinated with the Fire Chief whenever possible. Board members should refer to the Board reference documents for Communications and Social Media policies.
3. **BE TRUSTWORTHY.**
   a. We serve in a position of trust and have a responsibility to use public resources prudently.
   b. Avoid conflicts of interest.
      i. No self-dealing or business with SMFR by a Board member.
      ii. Provide at least annual disclosures of involvement with other organizations, vendors, or other associations that might be reasonably seen as representing a conflict of interest.
      iii. Withdraw from deliberation and voting on any matter where a conflict exists.
      iv. Do not use position to obtain employment, advantages or favors for yourself, family members, or close associates.
   c. Conduct personal affairs in such a manner that we cannot be improperly influenced in the performance of our duties.
   d. Comply with SMFR’s “Ethics and Standards of Conduct” and “Firefighter Code of Ethics” Policies.
   e. Be transparent and open with information-sharing and decision-making while respecting and maintaining confidentiality where required.

**Breach of Standards of Conduct**

While the Board as a body cannot exercise authority over individual Board members, the Board can take steps to attempt to align conduct with the principles and values stated in these bylaws. These include, but are not limited to:

1. Hold the Fire Chief accountable to ensure the Fire Chief and staff are providing the appropriate response to Board members’ individual comments, opinions, direction, or instructions.
2. The Board, either privately through the Board Chair or as a whole during a Board meeting, may re-iterate the expectations of Board members and attempt to provide guidance that will correct improper behaviors of individual members.
3. The Board may publicly reprimand or censure an individual or group of Board members or enact other forms of sanctions as deemed appropriate by the Board.
4. The Board may direct an investigation of individual or group behavior to ensure laws have not been violated.
Microsoft Excel: Tips & Tricks—Heat Maps

Article by: Warren Wu

One of the best ways to process large amounts of data in Excel is to take advantage of the most sophisticated and powerful human sense – Vision. A great way to start making sense of your data is to format it using the available **heat map** visualization tool.

You may have seen the GIS department utilize **heat maps** before. Their application typically shows where high and low values are on a map, most often with regard to call density in a specified area. The Analytics department can use the **heat map** in Excel tool to analyze a large field of data. This is extremely helpful when you want to establish patterns where these values cluster (or don’t!).

![Heat Map Example](image)

**Try it yourself!!** Select a big chunk of numbers in Excel, then go to Home > Conditional Formatting > Color Scales > select one of the choices to view your heat map!

In the Analytics department, heat maps can be used to look at various criteria. For example, if we look at Motor Vehicle Accident responses for 2019 by day of week and hour of the day *(Figure 1)*, it’s hard to make heads or tails of the data at first… once we apply the heat mapping (color scales)…

(Figure 1) …we can quickly see that most motor vehicle accident responses occur during the week, and sharply spike around the afternoon and early evening, with a peak around 5pm.

(Figure 2)

<table>
<thead>
<tr>
<th>Hour</th>
<th>SUN</th>
<th>MON</th>
<th>TUE</th>
<th>WED</th>
<th>THU</th>
<th>FRI</th>
<th>SAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>00:00</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>02:00</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>04:00</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>06:00</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>08:00</td>
<td>1</td>
<td>10</td>
<td>14</td>
<td>14</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>10:00</td>
<td>1</td>
<td>10</td>
<td>14</td>
<td>14</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>12:00</td>
<td>1</td>
<td>10</td>
<td>14</td>
<td>14</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>14:00</td>
<td>1</td>
<td>10</td>
<td>14</td>
<td>14</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>16:00</td>
<td>1</td>
<td>10</td>
<td>14</td>
<td>14</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>18:00</td>
<td>1</td>
<td>10</td>
<td>14</td>
<td>14</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>20:00</td>
<td>1</td>
<td>10</td>
<td>14</td>
<td>14</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>22:00</td>
<td>1</td>
<td>10</td>
<td>14</td>
<td>14</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>24:00</td>
<td>1</td>
<td>10</td>
<td>14</td>
<td>14</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

**Words of Warning:**

◊ Be careful if your data contains blank values and/or text, those values will default to white.

◊ While many people find the red-yellow-green color scale to be very intuitive because of traffic lights, 7% of males and 0.4% of females in the US are affected by some form of red-green color blindness. This means about 1-in-14 males may have some difficulty interpreting visualizations using a red-green color scale. If you are uncertain about your audience, choose a Red-Blue color scale for your heat map.  For more information on color blindness: [https://en.wikipedia.org/wiki/Color_blindness#Epidemiology](https://en.wikipedia.org/wiki/Color_blindness#Epidemiology)
MetCom 2019 Highlights

**DISPATCH:**
- Radio Encryption completed on all 800 radios throughout the District
- Incorporated contour sand table to elevate dispatcher scenario trainings
- Introduced Virtual Reality (VR) to help dispatchers decompress and get better quality rest
- Completed CAD to CAD with Arapahoe County Sherriff
- Re-Accredited by the National Academy of Emergency Dispatch

**GIS & ANALYTICS:**
- Updated SMFR intersections to grid format to aid mobile direction issues
- Deployed ArcGIS Online public map and continued to expand ArcGIS Portal
- Created the new Board of Director’s boundary districts
- Completed Data Warehouse implementation and kick-off. Project now in Phase II—Utilization
- Launched first Power BI dashboard to replace First Watch. Project now in Phase II—KPI applications
- Created new reports, including Monthly Lockheed Martin and Bi-weekly NFIRS fatal error report

**IT:**
- Replaced and upgraded all frontline MDTs
- Partnered with DCSO Radio Shops to better service SMFR’s radios
- Completed LFR Station onboarding: Re-wiring, replacing network equipment, and upgrading Station Alerting Systems
- Implemented Mobile Device Management solution
- Replaced all Primary Dispatch Data Center Hardware

Call Volume in 2019

At MetCom, like many other PSAP centers, we continue to see an increase in call volume from year to year. For us, 2019 was no exception. Throughout the year MetCom answered a total of 103,023 phone calls. This averages to 282 phone calls answered per day; of those, 28,523 were calls through the 911 system. That is an increase of over 1000 calls from the previous year which totaled 27,181 calls.

MetCom dispatchers also answered more than 74,495 calls which range from administrative, ten-digit non-emergency line and alarm company calls in 2019. Despite this increase in call volume, MetCom was able to answer 911 calls within 10 seconds 98% of the time. The ability of MetCom dispatchers to maintain that percentage while managing such a large increase in calls is a testament to the fact that MetCom continually strives to provide the best possible service to the areas we serve.
Building Community

The West side of the Lower Level at Mineral HQ houses MetCom; Dispatch, GIS & Analytics, and IT. Behind various doors, you’ll find an eclectic group of 47 employees who make up MetCom and continually work to support SMFR and its partner agencies.

In 2019 MetCom made a concerted effort to continue building the relationships it shares with SMFR staff at Mineral, the JSF, and at the Stations, going beyond simple working relationships by creating opportunities to connect.

This year a host of events were conceived to bring people behind the scenes and take us to you:
- As always, staff, community partners, and groups were welcomed to schedule sit-alongs and tours in Dispatch
- 2 Chili Cookoffs
- Dispatch participated in the 9/11 Stair Climb at Red Rocks
- MetCom hosted a Support Services lunch at the JSF for MetCom, Fleet, and Logistics
- GIS Day was highlighted at Mineral to introduce new resources to personnel
- Holiday Decorations in MetCom - including the 1st annual Tree Decorating Contest!

We look forward to welcoming you all down in 2020!

To schedule a sit-along or tour send an email to: metcomsupervisors@southmetro.org

---

MC Call Volume and Performance by Jurisdiction

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Total Number of Calls</th>
<th>Out of District Calls</th>
<th>In District Calls</th>
<th>Dispatch Time 50th Pctl</th>
<th>Dispatch Time Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bennett Fire</td>
<td>1,046</td>
<td>144</td>
<td>902</td>
<td>00:00:48</td>
<td>00:00:29</td>
</tr>
<tr>
<td>Byers Fire</td>
<td>630</td>
<td>359</td>
<td>271</td>
<td>00:00:48</td>
<td>00:00:28</td>
</tr>
<tr>
<td>Deer Trail Fire</td>
<td>230</td>
<td>62</td>
<td>168</td>
<td>00:00:48</td>
<td>00:00:28</td>
</tr>
<tr>
<td>Sable Altura Fire</td>
<td>417</td>
<td>110</td>
<td>307</td>
<td>00:00:50</td>
<td>00:00:30</td>
</tr>
<tr>
<td>South Metro Fire</td>
<td>42,918</td>
<td>1,357</td>
<td>41,561</td>
<td>00:00:47</td>
<td>00:00:30</td>
</tr>
<tr>
<td>Strasburg Fire</td>
<td>771</td>
<td>270</td>
<td>501</td>
<td>00:00:47</td>
<td>00:00:28</td>
</tr>
<tr>
<td>West Douglas Fire</td>
<td>203</td>
<td>17</td>
<td>186</td>
<td>00:00:48</td>
<td>00:00:33</td>
</tr>
</tbody>
</table>

| Total/Overall        | 46,215                | 2,319                 | 43,896            | 00:00:47                | 00:00:30              |

*Includes all calls where a Case Number was generated. Performance times include all In-District calls. Exempted calls are included, except those over 8 minutes.
Overnight Coverage

Since MetCom dispatchers work 24 hours shifts, it is necessary for them to sleep during their shifts. Current staffing requires that 7 dispatchers be present on each shift, thus sleep times are staggered. The first rotation is from 1800-0000 at which time 3 dispatchers sleep and 4 work the dispatch floor. The second rotation of is 0000-0600 at which time 4 dispatchers are sleeping and 3 are working the floor.

In the event that a major incident occurs or call volume increases past the ability of the dispatchers on the floor, any or all dispatchers can be woken from the sleep quarters down the hall. Similar to the stations, MetCom sleep rooms have a first alert system. In the event a dispatcher needs to be woken up someone working on the dispatch floor will tone the room, the alerted dispatcher then has 2 min to get back into the center for coverage. MetCom is capable of going from 3 to 7 dispatchers within 2 minutes for any given situation that may arise. These operational standards ensure that MetCom is here to assist 24 hours a day, 7 days a week, 365 days a year.

MAP OF THE MONTH

South Metro’s website has our first public map! It is located on the SMFR Board of Director Election Information page

https://www.southmetro.org/625/SMFR-Board-of-Director-Election-Information

Click on the map to open the interactive map to explore more information specific to each district, how many electors, terms for board members, as well as what board seats are open for the May 2020 election.

MetCom — New Faces

My name is Charlie Koyle, and I am a proud Denver, Colorado native. I grew up in the Congress Park neighborhood and graduated from East High School in Denver, obtained my associate's degree in Paramedicine from Community College of Aurora, and in December graduated with my bachelor's degree in Fire and Emergency Administration from Colorado State University.

In addition to working as a Dispatcher with South Metro Fire Rescue, I work as a Firefighter/Paramedic with Adams County Fire Rescue and was formerly a full-time Lieutenant with Bennett-Watkins Fire Rescue.

In my time off, I enjoy spending time with my wife and pets. My wife and I welcomed our first child (daughter Olivia Genel) the 17th of January. I am an avid outdoorsman and enjoy skiing (my career as a first responder started as a ski patroller). My wife and I love camping and enjoying our beautiful outdoors and taking our dogs to enjoy them with us. We can’t wait to introduce Olivia to the great outdoors! I am excited to be part of the South Metro team and look forward to being an integral member here at MetCom!!
December 2019 IT Help Desk Ticket Stats
During December, a total of 164 Help Desk tickets were opened.

Having IT trouble? Call the Help Desk at 2440.

Technology: Good, Bad, and Ugly

Over time technology has continually evolved, from the wheel thousands of years ago to the modern PC, humans have continued to invent newer forms of technology to enhance our lives. With technological advancements, we must realize that each has a good, bad and ugly side.

Generally, when we think of technology we think of computers and the internet. These two relatively new innovations have allowed us to reach new heights and accomplish things that could not previously be imagined. Whether you’re watching a video on YouTube or banking from the palm of your hand, the ability to share information globally at the speed of light has rocketed our societies forward at blazing speeds.

Along with the good, technology can bring some bad. Modern computing and the internet have given unscrupulous people the ability to steal, mislead, and cause havoc in our lives. From malicious software to phishing attacks we must constantly be on our toes and vigilant in what we do on the internet. The best rule of thumb is if the content you are reading is too good to be true, be cautious. Use your gut instinct, if something smells “PHISHTY”, it probably is so do not click on the links. One click could have damaging affects throughout all of SMFR, if you’re uncertain of the validity of a link or attachment call the company or person who the email is said to be from before clicking on any links.

Technology also has an ugly side, IT CAN BREAK. In the not so distant past your average automobile did not have a computer in it so troubleshooting your car not starting was simple. Did it have gas? Did you get spark? Now compare it to a modern automobile which has several computers and dozens of sensors. A simple O2 sensor failure could make your car not start and it is not nearly as easy to troubleshoot. This same principle applies to computers and networks. Although it may appear that there are relatively few components, the reality is there are hundreds of different pieces involved. With all these parts, it is inevitable that something will eventually break.

At SMFR, we strive to make sure that we have a back-up solution to keep us moving forward if technology breaks. If a computer breaks, do you have a means to use old fashioned paper and pen until the systems are back online? Do you keep cash or manual checks on hand if the banking system goes down? If Google Maps doesn’t launch, do you have a map book? Be prepared and exercise caution!
Overview

Have you ever thought about the uncomfortable question, What happens to our digital presence when we die or become incapacitated? Many of us have or know we should have a will and checklists of what loved ones need to know in the event of our passing. But what about all of our digital data and online accounts? Should we consider some type of digital will? Should we create a “digital inheritance” plan?

Think about your digital presence. Bank and retirement accounts, home mortgages, family photos and videos, smart home accounts, email, and social media are just some of the many examples that make up our digital footprint. In the event of your death or the death of a close family member, family and loved ones may need prompt access to those accounts or data. In addition, legacy data and online accounts left behind could become vulnerable over time to hackers, thus placing family and friends at risk.

Creating a Plan

It is a good idea to discuss your desires with your trusted family or friends, like other end-of-life details. In addition to having these conversations, take inventory and document your digital assets and online accounts. If you do not provide access to your accounts after you die, it can be very difficult for family members to access or close them. For example, would you want your family members to be locked out of all those years of family photos and videos you have stored online?

One idea is to document your online presences in a password manager. This is a program that securely stores all your logins and passwords, credit cards, and other sensitive information. It’s designed to make creating, storing, and accessing passwords and security questions vastly simpler. In many ways, this is a powerful tool to catalog your digital presence. With many password managers you can even configure them to share all or certain passwords with other trusted family members. If you are uncomfortable with that, document access to your password manager and seal that in an envelope; then have that sealed envelope opened after your passing by an executor or trusted family member. This way, they will have access to your password manager and be able to access your accounts and information stored in there.
In addition, some sites provide the option to identify legacy or trusted contacts. Facebook, for example, allows participants to determine in advance if they would like their account deleted or memorialized after passing. Memorializing creates a space that’s only visible to existing friends, where memories can be shared. Finally, you may want to consider dealing with a lawyer or estate planner who specializes in digital inheritance.

**Inheriting Digital Assets**

You may find yourself in the situation where you have to recover or access the online accounts of a recently deceased friend or family member. We recommend you first coordinate with a lawyer and other family members before taking action. Other family members could quickly become upset if they see you taking action without consulting them first. Then start with identifying any passwords you can find. Did the family member write them down or store them anywhere? If that is not an option, can you access any computers or mobile devices they used and are still logged into? If not, you most likely will have to reach out to each site for access to the deceased member’s account. This often includes having to provide both a death certificate and proof you are directly related to the family member. In some cases, you will not be able to access the account or data stored in the account but only delete it. Every site handles these situations differently, which can be a time-consuming process.

In today’s digital world, we should not only consider physical assets but also digital assets in our future estate planning.

Subscribe to OUCH! and receive the latest security tips in your email every month - [sans.org/ouch](http://sans.org/ouch).

Do you think you’ve got what it takes to get into the cyber security industry? Or are you looking to improve your existing skillset? Training with SANS helps you achieve your goals. Level Up with SANS today! [sans.org/Level-Up-Ouch](http://sans.org/Level-Up-Ouch)

**Guest Editor**

*Cheryl Conley* is a subject matter expert in phishing and awareness whose experience includes having helped build and manage the phishing program at Lockheed Martin. She now supports the SANS Security Awareness team and holds the SSAP (SANS Security Awareness Professional) certification.

**Resources**

- **Password Managers:** [http://www.sans.org/u/Y5Y](http://www.sans.org/u/Y5Y)
- **Making Passwords Simple:** [http://www.sans.org/u/Y63](http://www.sans.org/u/Y63)

OUCH! is published by SANS Security Awareness and is distributed under the [Creative Commons BY-NC-ND 4.0 license](http://creativecommons.org/licenses/by-nc-nd/4.0/). You are free to share or distribute this newsletter as long as you do not sell or modify it. Editorial Board: Walt Scrivens, Phil Hoffman, Alan Waggoner, Cheryl Conley
January 16, 2020

South Metro Fire Rescue
Board of Directors
9195 E. Mineral Ave
Centennial, CO 80112

Dear Board of Directors,

On behalf of South Metro Fire Rescue, I want to sincerely thank all of you for your support of South Metro Fire’s Fallen Chief Troy Jackson.

We are so appreciative that you could celebrate Troy’s life with us during the memorial services and final procession on December 20th, 2019. It means a great deal to all of us here at South Metro Fire Rescue, as well as the entire family of fire personnel and first responders.

The outpouring of support we have received since Troy’s passing has been a very humbling experience and an inspiration to all of us. Thank you again for joining us in honoring Troy and his family. We will forever be grateful.

Sincerely,

Bob Baker, Fire Chief
South Metro Fire Rescue
Happy holidays SMFR,

We finally have our replacements here and its time to pack up and head home. Its been a long year and the entire team is ready to leave this place. Its been a very successful mission for us, we came over here to save lives and that is exactly what we did. We flew a total of 368 combat MEDEVAC mission, evacuated over 400 patients and flew over 2000 combat flight hours in 3 countries.
On behalf of the entire MEDEVAC family here, I want to thank you for all the support you have given us. It really boosted the motivation and morale around here getting care packages and emails of encouragement.

We should be back in the US mid January. See you all soon.

Tarissa and Jens

Sincerely,

Bjoern Jens Pietrzyk, MS
Captain, Rover B Shift
South Metro Fire Rescue
9195 E. Mineral Avenue
Englewood, CO 80112
Cell: 720.626.3380
E-mail: jens.pietrzyk@southmetro.org

SMFRA Small Logo Signature
All,

Today the Douglas County Regional SWAT Team assisted DEA and the 18th District Attorneys Office with the service of a search warrant at 3344 Shoveler Place (Crystal Valley) in Castle Rock. Douglas County Impact Unit served another warrant at 1399 Gore Circle in Larkspur. SMFR supported both operations with Medics and coordinated with CRFD and LFD for support. Both warrant services were successfully executed and the scenes were turned over to DEA “search teams.” There were seventeen warrants served today from Pueblo to Greenwood Village and the case is on-going.

Regards,
Dan

Daniel G. McMillan | OFFICE OF PROFESSIONAL STANDARDS LIEUTENANT
Douglas County Regional S.W.A.T. Team Commander
dmcmilla@dcsheriff.net | 303.814.7038
Douglas County Sheriff’s Office
4000 Justice Way | Castle Rock, CO 80109

The following email and attachments (if any) contain information that is CONFIDENTIAL and for LAW ENFORCEMENT USE ONLY and may constitute non-public information. It is intended to be conveyed only to the designated recipient(s). If you are not an intended recipient of this message, please notify the sender. Unauthorized use, dissemination, distribution or reproduction of this message and attachments (if any) is strictly prohibited and may be unlawful.
Words cannot adequately express our gratitude for your kindness, compassion and support in honoring Firefighter Ken Jones.
Thank you.
Summit Fire & EMS

Chief, I cannot thank you enough for everything you are all doing in my back!
- Steve
Dear Mark and the whole team:

We wanted to thank you for coming to our resource center for the community event on October 26th. The families and children enjoyed learning about the ambulance and fire truck and it is so special to get that hands on real experience. And to get to meet a firefighter!

Thank you again for making a difference for the families and children that we serve. I hope we can collaborate on future events for our community.

Warm regards,

Jamara Knight
Prevention Programs Supervisor at Shiloh House
303-745-0327 x1001 jknight@shilohhouse.net
Thank you Shauna Stephens!

Dear Shauna Stephens,
Thank you so much for helping us collect interviews for our school assembly. We really appreciate it!

Love,
Alexandra
THANK YOU
Thank you for organizing the interviews, Shauna Stephens! You helped us find the right people to interview for our school assembly.

from: Zach
THANK YOU!

For organizing!
THANK YOU!

For organizing interviews!
Dear Shauna Stephens,
Thank you for helping us get in touch with members of the South Metro Fire Rescue.

Thank You.
thank you for reaching out to other members of the South Metro Fire district and helping us reflect about 9.11 with our school community.

Sincerely,
Nicolas
The passing of an individual is not only sad but sometimes tragic. Such is the case of the South Metro Fire Rescue Assistant Chief Troy Jackson. I have been privileged to know him for thirty years. My wife Margaret, in her then capacity as a board member for Castlewood Fire Protection District, the predecessor organization of South Metro Fire Rescue, and I attended Troy’s swearing-in as a new firefighter. His dad Paul Jackson, then a Battalion Chief notwithstanding a call to an alarm, was able to swear in his son as a firefighter. Over the years I had many visits both official and unofficial with Troy.

Most people go through life without making a measurable addition to society. That was not the case with Troy. He truly left the organization in a better position than he found it. His strong advocacy changed the organization’s culture from wearing bunker gear (the heavy clothing that protects firefighters while fighting fires) that displayed smoke and soot, to promptly washing off the soot and other debris. That soot and debris were at one time were considered a badge of accomplishment, but Troy recognized that failing to promptly cleanup was most likely a catalyst for the many cancers suffered by firefighters. He is given credit for requiring bunker gear to be washed immediately after each fire.

Troy had exceptional leadership skills at the beginning of his career. He was recognized throughout his career by his many promotions. Promotion is not a reward for past service but a recognition by the organization of an individual’s value to the future needs of the organization.

Perhaps the most important position he occupied was Assistant Chief of Training. There is no higher accolade than to be tasked by your peers to teach the skills and values of your profession to the newest members, as well as ensuring the currency of skills of all members of the organization. Troy had that opportunity and surpassed the expectations of everyone in the organization except himself. He always strived to do better. His demeanor and accomplishments place him in my personal Pantheon of Heroes.

I encourage the community to support Troy’s wife Lori and their children. My deepest regret as to his passing is that he will not be with us as a role model for those whose goal is to join the firefighting profession.

Goodbye Troy, you will be missed more than most and leave a legacy that sets the highest bar for those who succeed you.

Respectfully,
Ron Rakowsky

(Editor’s note: Chief Troy S. Jackson was born Aug 28, 1968 and died Dec 16, 2019. He was Assistant Chief for Operations for South Metro Fire Rescue. His parents are Donna and Paul Jackson (Paul is retired Battalion Chief for SMFR). His wife is Lori and they have 2 children, son Covey (married to Courtney) and daughter Carley, a recently minted Douglas County Sheriff’s Deputy. Troy was at her recent graduation and pinned on her badge.

His cancer is considered job related. He was diagnosed in 2013 with adenoid cystic carcinoma caused by his exposure to soot and other fire debris. He was instrumental in making the cause known and providing education on ways to minimize exposure.)
Dear SMFR,

Matt and I just wanted to thank you all for your donations and gifts to our toy drive. It was truly amazing to see how many toys we collected in such a short amount of time. Talking to the Santa clause shop, we were one of the biggest donors this year!! It goes to show how much SMFR is “service before self!”

On our behalf we are going to be giving the station with the most toys a little gift for beating out the rest of the department. It was a close call but station 12 takes home the trophy for the most toys! We will be swinging by in the next week to deliver that gift.

Again, we can’t thank you enough for what you all did this holiday season! Its an honor to work along side each and everyone of you!

Jared Lombardi and Matt Talafuse
Firehouse 41 B-Shift