I. REGULAR BOARD MEETING – 6:00 P.M. – Board Room

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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. PRESENTATIONS

1. Emergency Management & COVID Overview – Jackie Erwin

F. 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. February 1, 2021 South Metro Fire Rescue Fire Protection District Regular Board Meeting Minutes
2. February 22, 2021 South Metro Fire Rescue Fire Protection District Special Board Meeting Minutes
3. SMFR Resolution No. 2020-06 Continuation of Declaration of Local Disaster Emergency

G. ACTION ITEMS
1. Public Hearing: Order by Board of Directors of the South Metro Fire Rescue Fire Protection District for Exclusion of Real Property (Louella Sandoval) – Dell’Orfano
2. January 2021 Financial Statements – Miskimins
3. Revised Investment Policy - Miskimins

H. DISCUSSION ITEMS
   1. Board Committee Updates & Charters

I. INFORMATION ITEMS

J. EXECUTIVE SESSION (upon motion)

K. NEXT MEETING(S)
   Special Board of Directors’ Meeting to be held on March 15, 2021, 6:00 p.m. at 9195 East Mineral Avenue, Centennial, CO.

   Regular Board of Directors’ Meeting to be held on April 5, 2021, 6:00 p.m. at 9195 E. Mineral Avenue, Centennial, CO.

L. ADJOURNMENT
South Metro Fire Rescue Fire Protection District
Regular Board of Directors’ Meeting Minutes
February 1, 2021

Present: Jim Albee, Chair
Renee Anderson, Vice Chair
William Shriver, Treasurer
Hank Eng, Secretary
Sue Roche
Cindy Hathaway
Alison Rausch

Bob Baker, Fire Chief
Mike Dell’Orfano, Assistant Chief
Vince Turner, Assistant Chief (via Teams)
Dillon Miskimins, Chief Financial Officer
Tobias Kirschke, Assistant Chief
Kevin Milan, Assistant Chief
Jon Adams, Assistant Chief
Isela Nejbauer, Human Resources Chief Officer
Kristin Eckmann, Chief Communications Officer
Breann Aragon, Controller
Bob Cole, Legal Counsel (via Teams)

Others Present: Tim Hough & Brian Reidy from Korn Ferry; Joe Rice from Lockheed Martin Corporation; and, SMFR Staff

MEETING CALL TO ORDER
Chair Albee called the Regular Meeting of the South Metro Fire Rescue Fire Protection District to order at 6:00 p.m. and
welcomed everyone to the meeting.

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

ROLL CALL
All members of the Board were present.

PUBLIC COMMENT
N/A

PRESENTATION(S)
Paul Smith – Arapahoe County E911 Award – Chief Milan stated that members of SMFR are aware of Paul’s contributions
and his vital role in the creation of the premier dispatch center in the nation with the creation of MetCom in 2006. With
the reorganization at SMFR, Paul is now embarking on continuing his exceptional service to the agency leading the
Technical Services Bureau. Chief Milan added that at their January, 2021 meeting, the Arapahoe County E-911 Authority
Board recognized Paul for the exceptional contributions he made to improve the collective Public Answering Points
(PSAPS) in the County.

Chief Milan introduced AC E-911 Executive Director Bruce Romero, who took a moment to thank Paul for his invaluable
contributions to Arapahoe County and expressed appreciation for everything that he has done for the AC E-911
Authority and wished him well as he transitions to his new role within SMFR.

Chair Albee noted that the agenda was adjusted to allow Korn Ferry, the company contracted to conduct the staff salary
analysis, to provide an update on their project and the time for further discussion will be allowed later in the meeting.

Chief Dell’Orfano introduced Tim Hough and Brian Reidy from Korn Ferry. Mr. Hough stated that they wanted to share
an update on their work over the past couple of weeks. Mr. Reidy provided a project update, reviewing the items that
have been completed:
• Job Structure
  o Job structure for all 83 unique job titles applying the Korn Ferry Hay Method of Job Evaluation
    ▪ Know-How, Problem Solving, Accountability
    ▪ Inputs included job descriptions, org charts, interviews with organizational leaders
    ▪ Results were validated and approved by the SMFR project team
  o SMFR has adopted this method as a means of maintaining appropriate work measurement/alignment
    ▪ Scalable
    ▪ Repeatable
    ▪ Allows for consistent comparison of job accountabilities
    ▪ Measures the work, not the person
    ▪ Links directly to market compensation data
    ▪ Foundation for other HR initiatives, if desired
  o SMFR team members received training in the Hay Method & Korn Ferry consultants remain available for support

• Pay Practices/Philosophy
  o Presented marketing compensation analysis using multiple datasets and modeled multiple scenarios for setting pay policy
    ▪ PEC (Mountain States)
    ▪ Korn Ferry collected national data
  o SMFR decided to use Korn Ferry national data (adjusted for local cost of labor as appropriate) for market comparison
    ▪ Dataset is more robust and offers greater reliability/less fluctuations year over year than PEC
    ▪ Data captures/reflects more of the full talent pool for SMFR
    ▪ Data links directly to the job leveling
    ▪ PEC can be used to supplement the Korn Ferry data for specific jobs and as further validation of the salary structure annually
  o Target Compensation practice at P75 of the market
    ▪ Aligns with “Employer of Choice” philosophy
    ▪ Approximates PEC P90

Mr. Reidy concluded that the next step is a formal report presentation and discussion on what to do with the project moving forward, with everything wrapping up within the next week or two.

The Board thanked Mr. Hough and Mr. Reidy for the presentation.

CONSENT AGENDA
January 4, 2021 South Metro Fire Rescue Fire Protection District Regular Board Meeting Minutes
SMFR Resolution No. 2020-06 Continuation of Declaration of Local Disaster Emergency

A motion was made by Hank Eng and seconded by Alison Rausch to approve the consent agenda as presented. All were in favor and the motion carried.

ACTION ITEMS
Public Hearing: Order by Board of Directors of the South Metro Fire Rescue Fire Protection District for Inclusion of Real Property (Holter Landscape and Construction, LLC)

Chair Albee opened the public hearing at 6:22 p.m.

Chief Dell’Orfano informed that this parcel is near Highway 85 that was not originally within the Littleton Fire Protection District boundaries and therefore not currently within SMFR’s district as a part of unification. The Holter Landscape and Construction, LLC property is located at 8173 Carder Court and is currently vacant (with miscellaneous storage) but in the process of applying to Douglas County for outdoor storage of RV’s and landscape equipment. The property owner has
submitted and a Petition for Inclusion and has agreed to pay for the costs associated with inclusion. The anticipated revenue based on a 2020 assessed value of $141,480 is approximately $1,309. This facility has received emergency services for several years and there are no concerns with SMFR’s ability to continue serving and staff recommends approval of the order.

At Director Eng’s request, Chief Dell’Orfano informed that there are many storage facilities along the 85 corridor, which are very similar to a mini-storage and not protected by a particular fire protection system, luckily this one is in a commercial area and is outside, reducing hazards. Chief Tasker confirmed that this storage facility is in a pretty good location and we should be able to quickly if there is an incident.

At Director Anderson’s request, Chief Adams informed that although this location is gated and locked, most of these facilities have Knox Box padlocks or MetCom has their access codes.

There was no public comment and Chair Albee closed the hearing at 6:33 p.m.

A motion was made by Sue Roche and seconded by Hank Eng to approve the Order by Board of Directors of the South Metro Fire Rescue Fire Protection District for Inclusion of Real Property (Holter Landscape and Construction, LLC) as presented. All were in favor and the motion carried.

Public Hearing: Order by Board of Directors of the South Metro Fire Rescue Fire Protection District for Inclusion of Real Property (Lockheed Martin Corporation)

Chair Albee opened the public hearing at 6:33 p.m.

Chief Dell’Orfano informed that as a part of the unification of Littleton Fire Rescue (LFR) and South Metro Fire Rescue (SMFR), a service agreement was created on October 16, 2018 that transferred fire protection services for Lockheed Martin to SMFR. The agreement established SMFR as the service provider for a 3-year period with the ultimate intention of full inclusion. A petition for inclusion was also included as a sign of commitment to the inclusion process, with the intent of processing that petition and completing the inclusion process prior to May 1, 2021 in order to be fully effective by 1/1/2022. This public hearing begins that process.

Lockheed Martin is a 5,600-acre, high-security facility with wildland fire interface, recreation facilities, and about 325 structures including offices, research and development, rocket and satellite assembly/testing, utilities and hazardous materials storage and use. Additional research facilities are planned over the next few years. SMFR responded to 217 incidents at the facility from 2018 through 2020 and satisfied the contractual travel time of 7:00 on average. Potential revenues based on 2020 assessed values are about $580,000. Staff recommends approval of the order.

Joe Rice, Director of Government Affairs for the Lockheed Martin Corporation, provided a perspective on behalf of Lockheed, expressing support of the Corporation’s endorsement of the inclusion and thanked everyone for the work they have done over the past several years to make this possible. Mr. Rice also thanked Chief Dell’Orfano for such a great presentation and provided a brief history of Lockheed from 1956 to the present.

There was no public comment and Chair Albee closed the hearing at 6:46 p.m.

A motion was made by Hank Eng and seconded by Renee Anderson to approve the Order by Board of Directors of the South Metro Fire Rescue Fire Protection District for Inclusion of Real Property (Lockheed Martin Corporation) as presented. All were in favor and the motion carried.

Public Hearing: Order by Board of Directors of the South Metro Fire Rescue Fire Protection District for Exclusion of Real Property (Swenson Family Trust)

Chair Albee opened the public hearing at 6:47 p.m.
Chief Dell’Orfano informed that this parcel is one of 13 homes in the City of Aurora that may be requesting to exclude from the District. The general area, east of E470 and south of Smoky Hill Road, used to be in the Parker Fire Protection District boundaries and much of it has since been annexed into the City of Aurora. SMFR has been excluding parcels from our District over the past several years, as we discover parcels that were missed during annexation. The Swenson Family Trust property is located at 7863 S. Elk Street and includes a single-family home. The property owner has submitted a Petition for Exclusion and the associated costs are being waived in accordance with policy. The anticipated revenue loss, based on a 2020 assessed value of $40,577, is approximately $375. This property is capable of being served by the Aurora Fire Department, although SMFR would continue assisting through auto aid agreements. Staff recommends approval of the order.

There was no public comment and Chair Albee closed the hearing at 6:51 p.m.

A motion was made by William Shriver and seconded by Hank Eng to approve the Order by Board of Directors of the South Metro Fire Rescue Fire Protection District for Exclusion of Real Property (Swenson Family Trust) as presented. All were in favor and the motion carried.

December 20 Financial Statements – Chief Financial Officer Miskimins reviewed the financial statements, highlighting:

- Fund balance decreased by approximately $10.6 million compared to prior month, bringing fund balance to a total of $57 million.
- Through December, the District has collected $120.5 million in property and specific ownership tax revenue, which reflects 99.32% collection vs. 99.67% at this time last year for property taxes, and 91.87% vs. 104.56% for specific ownership taxes. Adding that there was $487,000 in abatements for Arapahoe County in 2020. A total of $599,491 of property taxes have been diverted to TIF in 2020. Specific ownership tax revenue is trending under year-to-date budget by $788,028.
- As of December 31, the District has expended $133.7 million in the General Fund related to operations, which is $1.6 million under the YTD budget, not including Capital Projects transfers.
- Through December, the District has expended $7.6 million or 63.08% of our total budgeted expenditures in the Capital Fund.
- Ambulance transport revenue is under the YTD budget by $1.5 million due to the following factors:
  a. Number of year-to-date transports have decreased 4.15% from 19,216 in December 2019 to 18,419 in December 2020.
  b. A change in payor mix:
     i. Medicaid transports increased by 3.6% from 2019
     ii. Private insurance and self-pay transports decreased by 9.3%
     iii. Medicaid reimburses at the lowest rate of $196/transport on average, while private insurance and self-pay payors reimburse the highest of $1,170/transport and $1,135/transport on average, respectively
  c. Statistics related to the updated fee schedule:
     i. Average gross revenue per call has increased from a year-to-date average of $1,049/transport in June 2020 to $1,178/transport in December 2020.
     ii. Average net revenue per call has increased from a year-to-date average of $471/call in June 2020 to $523/call in December 2020.
- Salaries expense ended the year $4.1M over budget due to the following factors:
  a. Annual budgeted salary increases were less than actual annual increases.
  b. Buyout expense was $1.3M over budget.
  c. Step increases were inadvertently omitted from the 2020 budget.
- In December, the District collected $275,156 from the sale of assets, which included $54K from the sale of EMS equipment, $190K from the return of SMFR leased vehicles, and $31K from the sale of SMFR owned vehicles and apparatus.
- As of January 25th, $1,211,193 has been expended on COVID-19 related resources.
- In December, the District received two additional stimulus grant payments from the CARES act grant application totaling $319,773.
At Chair Albee’s request, CFO Miskimins reported that the transport numbers for the second half of 2020 were less than expected and he will bring back to the Board demographic trends for Medicaid and Medicare anticipated over the next 5–10 years.

At Director Anderson’s request, CFO Miskimins stated that although Medicare does not normally change their pricing, they do occasionally do a cost study, which SMFR was invited to participate in but has now been delayed, so it is anticipated there would not be any changes for at least the next five years.

At Director Shriver’s request, CFO Miskimins stated that he believes the reason the 2020 budget was back on track by the end of the year was because the department heads were asked to conduct a “right sizing” of their budgets, which meant not spending all of their budget unless needed and keeping the 2021 budgeting in line with the traditional 2% increase.

A motion was made by William Shriver and seconded by Hank Eng to accept the December 2020 Financial Statements as presented. All were in favor and the motion carried.

SMFR Resolution No. 2021-02 Approve Resolution Designating Location to Post Meeting Notice – Chief Dell’Orfano apologized for the oversight that this was no included in last month’s packet with the other resolutions and reminded that intergovernmental authorities are required to designate annually at the Board’s first meeting each calendar year, the place at which notice will be posted at least 24 hours prior to each meeting. Staff recommends continuation of the designated posting location as South Metro Fire Rescue Fire Protection District website and headquarters.

A motion was made by Sue Roche and seconded by Hank Eng to approve SMFR Resolution No. 2021-02 Approve Resolution Designating Location to Post Meeting Notice as presented. All were in favor and the motion carried.

Station 20 – Public Service Company of Colorado Easement – Chief Turner informed that the Public Service Company of Colorado requires a non-exclusive easement across SMFR Station 20 lot for the purposes of constructing, operating, maintaining, repairing or replacing the electrical utility service line that feeds the station. Bob Cole’s office has reviewed and approved the document. Chief Turner added that he will have another Station 20 item for the board to approve next month to correct the undersized gas line.

A motion was made by Sue Roche and seconded by William Shriver to approve the Station 20 – Public Service Company of Colorado Easement as presented. All were in favor and the motion carried.

Authorization to Purchase Four (4) Budgeted Fire Apparatus – Fleet Manager Frank reminded that the 2022 Fleet Capital Replacement Schedule includes three Type I Engines and a 30,000 Gallon Water Tender. Due to an 11-month production timeline, SMFR needs to purchase the apparatus now in order to have them in service in 2022. Per the SMFR purchasing policy, the Fleet Services Bureau is requesting Board approval to purchase the budgeted apparatus. The amount originally budgeted ($2,977,000) included $809,000 for each Type I Engine and $550,000 for the Tender. The contracted price with Pierce Manufacturing for each Type I Engine is $789,000, and $452,000 for the Tender. These amounts will be included in the 2022 capital projects budget. A 3% price increase is avoided by ordering now. We will also realize an aggregate pre-payment discount of $77,665 on these vehicles.

Our cost of $2,741,000 is $236K below the budget. We will, however, incur some additional costs once we receive the apparatus, such as upfitting and purchase of related equipment. These purchases will replace front line apparatus and move four pieces of front-line apparatus to reserve status immediately. The replaced Tender and the three legacy reserve Type I Engines will be liquidated. The proceeds of these liquidations will be returned to the General Fund.

We are utilizing a sole source for the manufacturing per SMFR policy. This sole sourcing ensures our maintenance, training, and operations are efficient & effective. Fleet Services competitively bids primary apparatus types of Engines, Aerials, and Medic Units on a three-year cycle. In alignment with this cycle, we are issuing a request for proposal for Medic Units in 2021, Engines in 2022, and Aerials in 2023. Staff recommends approval of this purchase request.

At Director Eng’s request, FM Frank stated that the Engines are slated for Stations 44, 47 and possibly 22.
At Director Shriver’s request, FM Frank informed that the upfitting is done in house to maintain standardization of all new apparatus. Chief Milan added that when the apparatus is moved to reserve it is sent fully stocked.

At Director Anderson’s request, FM Frank reported that a Type III Brush Truck has been delivered and an Engine ordered for Station 20, which has been delayed due to COVID-19; however, hope to have it in place by the time the station opens. If it is not delivered, a reserve unit is ready for use until the engine arrives.

At Chair Albee’s request, CFO Miskimins reported that the budget item is the “all in” price and FM Frank added that also includes a cushion of 3-5% for unforeseen expenses. Chief Milan clarified that the $236K is actually the budgeted amount for upfitting and unforeseen expenses.

A motion was made by Sue Roche and seconded by Renee Anderson to Authorize the Purchase of Four (4) Budgeted Fire Apparatus, not to exceed $2,977,000. All were in favor and the motion carried.

A break was taken at 7:23 p.m.

The meeting reconvened at 7:33 p.m.

**DISCUSSION ITEMS**

**Staff Salary Study** – Chair Albee stated this is a continuation of the presentation earlier this evening. Chair Albee provided some background on how we got where we are, where we think we are and where we really need to be and when we need to be there. Adding that about one year ago, the staff salary methodology raised concern with the previous board and they crafted an RFP that reflected their concerns. Chair Albee stated that there is no question that the methodology could be improved upon and although neither methodology is right or wrong, Korn Ferry is a broadly used methodology that has advantages over the current process. The current board just needs to take the time to determine which methodology to use, reminding that there is a placeholder in the budget for Staff salary increases.

The Board Salary and Benefits Committee members provided additional information regarding the process and evaluation of Korn Ferry’s data and methodology.

After extensive discussion, Korn Ferry’s data validates that Staff has been doing a very good job of conducting the salary surveys and all agreed to direct Staff to go forward with the Korn Ferry methodology.

Renee Anderson moved that the board formally acknowledge that the results of Korn Ferry’s study have shown that the current methods used to determine staff base wages are valid and that their recommended changes enhance our ability to provide a robust, predictable, and stable methodology that continues to align with our goal of being an employer of choice. The board directs staff to utilize the job-leveling process recommended by Korn Ferry, the Korn Ferry public sector market dataset, and use the 75th percentile as the maximum target for staff base wages within that dataset. The cost to begin implementing this methodology shall not exceed $500,000 above the 2021 budgeted staff base wages. The motion was seconded by Sue Roche. All were in favor and the motion carried.

On behalf of the Board, Chair Albee thanked everyone for taking the time to have this important discussion.

**Board Committee Updates and Charters** – Chair Albee tabled this item for discussion at a future meeting.

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

- Chief Baker informed that closing on the sale of the Estancia property is tomorrow afternoon.
- Chief Dell’Orfano informed that the Board will be receiving an email invitation to complete their annual HIPPA, Infectious Disease, and Sexual Harassment Awareness and Prevention trainings.
- Chief Dell’Orfano noted that there was discussion about holding the February Special Board Meeting at the TJTC; however, it is not quite ready to accommodate a meeting, so Staff will reach out to the Board to find out their availability for a future tour.
- Legal Counsel Cole reported that the District has not been officially served yet on the McKnight case, so no timeline yet.
- Director Anderson thanked Chief Turner for the big district map on the wall.
- A thank you note was received from a future firefighter to PIOs Hurst and Christian for the PIO vlogs & Fleet Fridays.
- A thank you letter was received for Engineer Dave Freyta, who assisted with the recovery of a snowboard that had fallen out of the car rack.
- A thank you note and pictures were received for Station 23 thanking them for a 3rd birthday parade.

**EXECUTIVE SESSION (UPON MOTION)**

N/A

**NEXT MEETING**
The next Special South Metro Fire Rescue District Board of Directors’ meeting will take place on February 22, 2021 at 6:00 p.m. at 9195 East Mineral Avenue, Centennial, CO.

The next Regular South Metro Fire Rescue District Board of Directors’ meeting will take place on March 1, 2021 at 6:00 p.m. at 9195 East Mineral Avenue, Centennial, CO.

**ADJOURNMENT**
The meeting was adjourned by Chair Albee at 10:33 pm.

Attested by: ________________________________ Date: ________________________________
MEETING CALLED TO ORDER
Chair Albee called the special meeting of the South Metro Fire Rescue Fire Protection District to order at 6:01 p.m. and welcomed everyone to the meeting.

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

ROLL CALL
All of the Board Members were present in person or via teams.

PRESENTATION
Investment Portfolio Update – CFO Miskimins introduced Julie Hughes, Senior Portfolio Strategist with Chandler Asset Management and one of SMFR’s investment advisors, who provided an overview of the asset performance for those that they manage along with those managed by PFM, highlighting:

- Economic Update:
  - Effects of the COVID-19 Pandemic on Investments
  - $3.6 Trillion Stimulus and Counting
  - Employment
  - Inflation
  - Gross Domestic Product
  - Federal Reserve
  - Bond Yields

- Account Profile:
  - Compliance
  - Portfolio Summary

At Director Shriver’s request, Ms. Hughes indicated that the largest change has been on the longer investments managed by PFM; Chandler invests more in the 2-3 year range and repositions as the rates move up and down.

At Chair Albee request, Ms. Hughes stated that PFM manages the municipal bond investments, but does know that they are getting better at rating them more often, although still slower than a corporate fund.

CFO Miskimins informed that PFM will be scheduled to make a presentation to the Board in the near future.
EMS Program Overview – EMS Division Chief Curtis provided a synopsis of his background and interests and an EMS program update, highlighting:

- 2020: A Year Like No Other
  - COVID
  - Re-shaping our processes
  - A New EMS Chief
- EMS Call Statistics
- ARM37
- Quality Management Program
  - Evidence and Outcome-Based Practices
- Pre-hospital Ultrasound
- Research and Publication
- What We Do Matters
- The Big 4: Leading to Better Outcomes
- What Have We Done Thus Far?
- Looking Ahead for EMS

At Director Shriver’s request, Chief Curtis stated that crews responded to approximately 400-500 airway management calls & reviewed how the dispatch statistics are calculated.

At Director Eng’s request, Chief Curtis reported that EMS is partnering with local hospitals for training and ensuring that all of the ultrasound images (Butterfly is the ultrasound manufacturer) are sent to the cloud to be read by physicians who are able to confirm the PM clinical diagnosis is correct.

At Director Eng and Albee’s request, Chief Curtis reported that the District budgets about $350,000 to fund the ARM Car program. Although the medical cost savings are much improved, Staff continues to research potential opportunities to partner with insurance agencies. With the Treatment in Place program implemented this year, it is easier for insurance agencies to pay and reimburse for these services rather than the various service charges assessed by the hospitals. Staff is also looking at opportunities to start triage earlier (shortening the time it takes for the call to be processed through the 911 system) and coordinating with local Sheriff’s Offices for the use of mental health resources to make sure we are sending the correct people to the mental health calls and reserve our resources for more acute emergencies.

At the Board’s request, Chief Curtis provide a short summary of his professional history and interests.

**ACTION ITEMS**

N/A

**DISCUSSION ITEMS**

Investment Policy – CFO Miskimins presented the SMFR Investment Policy (which was adopted in 2013 and is revised annually) for input and consideration for approval at a later date, highlighting:

- Purpose of the policy
- Objectives
- Operations and Procedures
- Permitted Investments and Risk Management

At Director Shriver’s request, CFO Miskimins reviewed how the policy outlines how we invest and drawdown, putting all liquid funds in ColoTrust and longer-term portfolios (Chandler manages the 1-3 year investments & PFM manages the 1-5 year investments) with PFM managing the bulk of the operating funds.

At Chair Albee’s request, managing cash flow ramps up in November and continues through mid-March, with weekly consults with both Chandler and PFM.
Chair Albee polled the Board who seems to be satisfied that the policy guidelines are clear and they are comfortable with how the investment firms are handling the funds. CFO Miskimins added that if there are any investment firms that are interested in managing the portfolios an RFP process would be the route to determine the best options.

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

- The Title Board will consider ballot initiative proposing $1.2 billion property tax decrease, siphoning from local governments. Initiative #14, Reduction in Property Tax Assessment Rates, would lower the tax rate for nonresidential property by three percentage points, to 26% of assessed value, and drop the residential rate to 6.5% from 7.15% beginning in 2023. The $1.2 billion drop would depend on local circumstances, and that the state would have to backfill $280 million per year for school districts and “the measure will also decrease revenue to cities, counties, special districts, and school districts, resulting in fewer local government services, including police and fire protection, hospitals, transportation, education and libraries, among other services, Legislative Council Staff noted.
- A thank you letter was received from PETA to the Dive Team, Engine and Medic 11, Medic 16, Battalion 3 and Safety 18 for coming to the aid of a puppy who was trapped in the icy water of a pond on January 16th.
- A thank you email was received from a member of the Federal Protection Agency for SMFR’s presence during the Dignified Honors procession for Sgt. 1st Class (Retired) Matthew Nyman.
- Chief Dell’Orfano explained that an updated Liaison with External Agencies list was included in the packet that includes the ones that are probably of the most interest to the Board.
- Chief Dell’Orfano outlined the March meetings:
  - Regular Board Meeting:
    - Presentation from Emergency Manager Jackie Erwin
    - COVID19 Updates
    - Board Committee Charter discussion which includes updated Finance/Audit Committee
  - Special Board Meeting:
    - Hopefully to be held at Station 20
    - Introduction of Highlands Ranch Metro District General Manager Mark Renshaw
    - Shift Schedule Financial Planning
    - Continuing the journey to modify/recreate our service plan.
- Chief Baker received a call from the Centennial City Manager providing a head’s up on some of the concerns related to Ketamine calls and SMFR may receive a request to make a presentation on why we do what we do.
- Chief Baker informed that CHRO Nejbauer has tendered her resignation. She is going to work for a large company working in a regional human resources capacity.
  - Chief Baker thanked her for exceptional performance in her almost three years here and the department would not have progressed with diversity in the hiring pool, professional development, striking a balance between HR and our people/processes. He stated he is thankful for her time here but she is on to bigger and better things.
  - Chief Kirschke thanked her for helping him transition into his new position.
  - Chief Adams thanked her for helping with the hiring process over the past few years, especially in diversity and bringing great candidates into the system, ones that we would have never looked at before.
  - Legal Counsel Cole echoed that he really enjoyed working with her and will miss not having her around.
- Chief Baker reported that Staff is implementing the direction received from the Board regarding the staff salary study conducted by Korn Ferry and will likely not be utilizing all of the funds authorized by the Board.
- Chief Tasker reported that there were 5 fires and 200 water flow alarms over the weekend. He and Chief Adams responded another fire right before the meeting started and a couple of dogs were rescued.
- Chief Tasker reported that the Recruit Class of 2020-01 just graduated; only one more set of recruits in the process.
- Director Rausch stated that it was fun to get to distribute the challenge coins to the stations.
• Director Eng reported that he spent last week caring for passengers on two planes that were stuck in Nashville because the airport had run out of deicing. The last of the passengers flew out yesterday.

• Director Hathaway attended a presentation to the South Metro Professional Firefighter’s Association from the Littleton Elk’s, who have renamed their annual award the Troy Jackson Firefighter of the Year Award. Lori Jackson will be presenting the award next month.

• At Chair Albee’s request, Chief Dell’Orfano clarified that calls for service in 2020 were down with the exception of fires, which include wildfires which have tripled.

• At Chair Albee’s request, Chief Dell’Orfano stated that the original model for the Auto Aid Agreement with West Metro Fire Rescue indicated that they would arrive first on more calls than we were able; however, the first year’s performance report showed otherwise and the reimbursement has been adjusted accordingly, and will continue to be adjusted in appraisal years. Discussions continue regarding a CAD to CAD system to improve responses.

• Chair Albee reported that he ran into Pete Cernich, who had nothing but positive things to say about the merge with SMFR and is very appreciative of them putting his Dad’s name on the wall.

EXECUTIVE SESSION
A motion was made by Jim Albee and seconded by Hank Eng to convene to Executive Session at 7:59 p.m. to Consult with Legal Counsel Pursuant to §24-6-402(b), C.R.S., for the purpose of receiving advice from legal counsel on specific legal questions related to pending litigation McKnight v. South Metro Fire Rescue, et. al. and Thomas v. South Metro Fire Rescue. All were in favor and the motion carried.

A break was taken at 7:59 p.m.

The executive session reconvened at 8:10 p.m.

The regular meeting reconvened at 8:48 p.m. with no action taken.

NEXT MEETING
The next Regular Board of Directors’ meeting to be held on March 1, 2021, 6:00 p.m. at 9195 East Mineral Avenue, Centennial, CO

ADJOURNMENT
Chair Albee adjourned the meeting at 8:48 p.m.

Attested by: _________________________________ Date: ___________________________
SOUTH METRO FIRE RESCUE FIRE PROTECTION DISTRICT

RESOLUTION NO. 2020 - 06

CONTINUATION OF DECLARATION OF LOCAL DISASTER EMERGENCY

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

WHEREAS, pursuant to § 32-1-1001, C.R.S. and § 32-1-1002, C.R.S., the District has all rights and powers necessary or incidental to or implied from the specific powers granted to special districts pursuant to Title 32, Article 1; and

WHEREAS, pursuant to § 24-33.5-709(1), C.R.S. and District Policy and Procedure 5.3.2.2, the Fire Chief declared a local disaster on March 19, 2020 (the "Disaster Declaration") with respect to the national public health emergency and worldwide pandemic caused by a virus known as coronavirus disease 2019 ("COVID-19"); and

WHEREAS, pursuant to § 24-33.5-709(2), C.R.S. and District Policy and Procedure 5.3.2.2, the effect of a declaration of a local disaster emergency is to activate the response and recovery aspects of any and all applicable local and interjurisdictional disaster emergency plans, emergency funding and Board meeting procedures, and to authorize the furnishing of aid and assistance under such plans; and

WHEREAS, pursuant to § 24-33.5-709(1), C.R.S., the Disaster Declaration shall remain in effect for a period of seven (7) days unless continued or renewed in excess of such period by or with the consent of the Board of Directors of the District (the "Board"); and

WHEREAS, it is anticipated that the number of COVID-19 cases will continue to increase locally in the near-term, as it is highly contagious; and

WHEREAS, the Board desires to continue or renew, as applicable, the Disaster Declaration; and

WHEREAS, the Board hereby finds and determines that continuation or renewal of the Disaster Declaration, as applicable, is appropriate and necessary for the function and operation of the District and for protection of the public health, safety and welfare of the citizens and visitors to the District.

NOW, THEREFORE, BE IT RESOLVED AND DECLARED by the Board of Directors of the South Metro Fire Rescue Fire Protection District that, due to the occurrence or imminent threat of widespread or severe damage, injury, or loss of life or
property, resulting from the presence of COVID-19 within the District, the Board does hereby declare a local disaster within the District, and continues the Disaster Declaration, as modified herein. Further, pursuant to this Resolution, the Board continues to activate the response and recovery aspects of the District’s, and any and all applicable local and interjurisdictional, disaster emergency response and recovery plans, emergency funding and Board meeting procedures, and authorizes the furnishing of aid and assistance under such plans. The Board further resolves that:

1. Until the Disaster Declaration is terminated by the Board, the Fire Chief is authorized and directed to take the following actions, as deemed reasonably necessary:

(a) Prioritize the District’s resources and efforts to protect the health, safety and welfare of the residents and visitors of the District, while ensuring the safety of District personnel;

(b) Pursuant to Policy & Procedure 5.3.2.2., Procedure 1.a., the District’s Emergency Response Plan, SMFR Action Plan COVID-19, is hereby activated.

(c) Discontinue or suspend any or all non-essential services;

(d) Implement policies and practices to minimize person-to-person contact in an effort to decrease the risk of transmission of COVID-19;

(e) Suspend or modify the provisions of any previously adopted District Resolution, Rule, Regulation, Policy or Procedure if strict compliance with the same would in any way prevent, hinder or delay necessary action to provide essential emergency services and/or ensure the safety of District personnel;

(f) Pursuant to Policy & Procedure 5.3.2.2., C., suspend purchasing and fiscal policies to save lives and/or protect property. All emergency purchases outside of standard authorizations but within the authority of members of the Executive Team may be approved by the appropriate member of the Executive Team. All emergency purchases outside of standard authorizations of an Executive Team member but within the standard authorization of the Fire Chief shall be approved by the Chief Financial Officer (“CFO”) and reported to the Fire Chief. The Fire Chief may approve unbudgeted expenditures without prior Board approval in a cumulative amount not to exceed $500,000.00. Emergency purchases outside of the Fire Chief’s standard authorization shall be reported to the Board at its next regular meeting. Where possible, competitive pricing shall be sought by means as determined in the reasonable discretion of the Fire Chief.

(g) With the approval of the CFO and the Fire Chief, expend money from the District’s emergency reserve account maintained pursuant to TABOR, Article X, Section 20 of the Colorado Constitution.
(f) Take such personnel actions as necessary to carry out the District’s priority emergency services, including but not limited to assigning personnel to work from home; temporarily reassigning District personnel; denying or revoking previously approved leave requests; requiring reasonable documentation for extended sick leave requests, including COVID-19 testing results, if appropriate; and placing on leave or in quarantine any employee reasonably believed to have been exposed to or exhibiting symptoms consistent with COVID-19 and requiring testing prior to returning to work.

(i) Pursuant to Policy & Procedure 5.3.2.2., Procedure 1., a., to the extent the disaster exceeds the District’s capabilities and exhausts its mutual/automatic aid assistance, request aid from the State of Colorado and other state, local and federal sources, including applying for and accepting any available local, state or federal assistance, although no repayment obligation may be entered into without approval of the CFO and Fire Chief and no multiple fiscal year obligation may be entered into without Board approval;

(j) Comply with any procedures or requirements established by the CFO to facilitate the intent of Policy & Procedure 5.3.2.2., Procedure 2., with regard to Disaster Expenditure Record Keeping.

(k) In consultation with the Board Chair and District legal counsel, arrange for meetings of the Board to be held via telephone, video conference, or other electronic means in a manner which as fully as possible given the emergency situation complies with the Colorado Open Meetings Law; and

(l) Take such other actions as reasonably necessary to carry out this Resolution and the Disaster Declaration and ensure the reliability of the District’s emergency services, while also ensuring the safety of the District’s personnel and the public.

2. **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.

3. **Effective Date.** This Resolution shall take effect and be enforced immediately upon its approval by the Board and shall be valid until the next regular meeting of the Board, unless earlier terminated, modified, continued or renewed by the Board.

ADOPTED this 25 day of March, 2020.
South Metro Fire Rescue Fire Protection District

Ronda Scholtz, Chair

Attest:

Danny Cadd, Secretary

Filed with:

Clerk and Recorder for Arapahoe, Jefferson and Douglas Counties

Colorado Office of Emergency Management (Attn: Michael J. Willis, Director, 9195 East Mineral Ave., Suite 200, Centennial, CO 80112 Fax: 720.852.6750; mike.willis@state.co.us)
RESOLUTION NO. 2020 - 06 WAS CONTINUED by the Board of Directors this 6th day of April, 2020.

South Metro Fire Rescue Fire Protection District

By: Ronda Scholting, Chair

Attest:

(Handwritten signature)

Ronda Scholting, Chair

RESOLUTION NO. 2020 - 06 WAS CONTINUED by the Board of Directors this 1st day of May, 2020.

South Metro Fire Rescue Fire Protection District

By: Ronda Scholting, Chair

Attest:

(Handwritten signature)

Ronda Scholting, Chair

(Handwritten signature)

Danny Gaddy, Secretary

(Handwritten signature)
RESOLUTION NO. 2020 - 06 WAS CONTINUED by the Board of Directors this 6th day of April, 2020.

South Metro Fire Rescue Fire Protection District

By: Ronda Scholting, Chair

Attest:

Danny Gaddy, Secretary

RESOLUTION NO. 2020 - 06 WAS CONTINUED by the Board of Directors this 1st day of June, 2020.

South Metro Fire Rescue Fire Protection District

By: Ronda Scholting, Chair

Attest:

Danny Gaddy, Secretary

(0074974.DOCX/ )
RESOLUTION NO. 2020-06 WAS CONTINUED by the Board of Directors this 6th day of July, 2020.

South Metro Fire Rescue Fire Protection District

By: [Signature]
Jim Albee, Chair

Attest:

[Signature]
Hank Eng, Secretary
RESOLUTION NO. 2020-06 WAS CONTINUED by the Board of Directors this 3rd day of August, 2020.

South Metro Fire Rescue Fire Protection District

By: [Signature]

Jim Albee, Chair

Attest:

[Signature]

Hank Eng, Secretary
RESOLUTION NO. 2020-06 WAS CONTINUED by the Board of Directors this 14th day of September, 2020.

South Metro Fire Rescue Fire Protection District

By:  

Jim Albee, Chair

Attest:

Hank Eng, Secretary
RESOLUTION NO. 2020-06 WAS CONTINUED by the Board of Directors this 5th day of October, 2020.

South Metro Fire Rescue Fire Protection District

By: [Signature]
Jim Albee, Chair

Attest:
[Signature]
Hank Eng, Secretary
RESOLUTION NO. 2020-06 WAS CONTINUED by the Board of Directors this 2\textsuperscript{nd} day of November, 2020.

South Metro Fire Rescue Fire Protection District

By: \underline{James Albee}, Chair

Attest:

\underline{Hank Eng}, Secretary
RESOLUTION NO. 2020-06 WAS CONTINUED by the Board of Directors this 7th day of December, 2020.

South Metro Fire Rescue Fire Protection District

By: [Signature]

Jim Albee, Chair

Attest:

[Signature]

Hank Eng, Secretary
RESOLUTION NO. 2020-06 WAS CONTINUED by the Board of Directors this 4th day of January, 2021.

South Metro Fire Rescue Fire Protection District

By: [Signature]

Jim Albee, Chair

Attest:

[Signature]

Hank Eng, Secretary
RESOLUTION NO. 2020-06 WAS CONTINUED by the Board of Directors this 1st day of February, 2021.

South Metro Fire Rescue Fire Protection District

By: [Signature]

Jim Albee, Chair

Attest:

[Signature]

Hank Eng, Secretary
RESOLUTION NO. 2020-06 WAS CONTINUED by the Board of Directors this 1st day of March, 2021.

South Metro Fire Rescue Fire Protection District

By: _________________________________

Jim Albee, Chair

Attest:

___________________________________

Hank Eng, Secretary
SOUTH METRO FIRE RESCUE
BOARD AGENDA

MEETING DATE: 3/1/2021

AGENDA ITEM TYPE: ACTION ITEM

SUBJECT: PUBLIC HEARING: ORDER BY BOARD OF DIRECTORS OF THE SOUTH METRO FIRE RESCUE FIRE PROTECTION DISTRICT FOR EXCLUSION OF REAL PROPERTY (LOUELLA SANDOVAL)

BACKGROUND: This parcel is one of 13 homes in the City of Aurora that may be requesting to exclude from the District. The general area, east of E470 and south of Smoky Hill Rd., used to be in the Parker Fire Protection District boundaries and much of it has since been annexed into the City of Aurora. SMFR has been excluding parcels from our District over the past several years, as we discover parcels that were missed during annexation. The Louella Sandoval property is located at 24366 E. Canyon Dr. and includes a single-family home. The property owner has submitted the attached Petition for Exclusion and the associated costs are being waived in accordance with policy. The anticipated revenue loss, based on a 2020 assessed value of $36,458, is approximately $337. This property is capable of being served by the Aurora Fire Department, although SMFR will continue assisting through auto aid agreements.

RECOMMENDATION: Staff recommends approval of the order.

SUBMITTED BY: Mike Dell’Orfano
APPROVED BY: Bob Baker
ORDER BY BOARD OF DIRECTORS OF THE
SOUTH METRO FIRE RESCUE FIRE PROTECTION DISTRICT
FOR EXCLUSION OF REAL PROPERTY
(LOUELLA SANDOVAL)

WHEREAS, there was filed with the Board of Directors of the South Metro Fire Rescue Fire Protection District (the “District”) a duly acknowledged Petition, a copy of which is attached hereto as Exhibit A and incorporated herein by this reference, signed on behalf of Louella Sandoval, one hundred percent (100%) of the fee owners of the real property described in the Petition, requesting that the Board of Directors exclude such property from the District; and

WHEREAS, such Petition was heard at a public meeting of the Board of Directors of the District on March 1, 2021, at the hour of 6:00 p.m. at 9195 E. Mineral Avenue, Centennial, Colorado, after publication of notice of the filing of such Petition, the place, time and date of such meeting, the name and address of the Petitioner, and a general description of the property to be excluded, in the Douglas County News-Press, Littleton Independent and Golden Transcript on February 11, 2021, copies of which proofs of publication are attached hereto as Exhibit B and incorporated herein by this reference; and

WHEREAS, no written objection to the exclusion was filed by any person; and

WHEREAS, the Board of Directors, having reviewed such Petition and all relevant information related thereto, hereby determines that:

A. The exclusion of such property will be in the best interests of all of the following: (i) the property itself; (ii) the District; and (iii) the counties in which the District is located;

B. The relative costs and benefits to such property justify exclusion from the District’s services;

C. The ability of the District to provide economical and sufficient service to both the property to be excluded and all of the properties within the District’s boundaries will not be adversely affected;

D. The District will be able to provide services at a reasonable cost, but the costs that would be imposed by other entities in the surrounding area to provide similar services are also reasonable;

E. There will be no effect from either granting or denying the Petition on employment and other economic conditions in the District and surrounding area;
F. There will be no economic impact on the region, District, surrounding area, or State as a whole if the Petition is granted or denied;

G. There are economically feasible alternative services available from other entities in the surrounding area; and

H. The additional cost to be levied on other property within the District as a consequence of the exclusion is nominal.

WHEREAS, it is deemed to be in the best interest of the District and the Petitioner that such property be excluded from the District.

IT IS THEREFORE ORDERED that such Petition be granted as to the real property described herein, and that the boundaries of the District shall be altered by the exclusion of the real property described herein; and that the District Court of Douglas County, Colorado, in which Court an Order was entered establishing this District, be requested to enter an Order that such real property be excluded from the District.

I certify that the foregoing Order was unanimously passed at a meeting of the Board of Directors of the South Metro Fire Rescue Fire Protection District, duly called and held on March 1, 2021, at the hour of 6:00 p.m., and that the undersigned is the duly acting and authorized Chairman of the District.

SOUTH METRO FIRE RESCUE FIRE PROTECTION DISTRICT

By: __________________________
    James Albee, Chairman

ATTEST:

___________________________
Hank Eng, Secretary
EXHIBIT A TO BOARD ORDER OF EXCLUSION

(Petition for Exclusion)
PETITION FOR EXCLUSION OF LAND

IN THE MATTER OF SOUTH METRO FIRE RESCUE FIRE PROTECTION DISTRICT

TO THE BOARD OF DIRECTORS OF THE DISTRICT:

The undersigned Petitioner, being the fee owner of one hundred percent (100%) of the real property hereinafter described ("Property"), hereby prays that such Property be excluded from the South Metro Fire Rescue Fire Protection District, as provided by law, and for cause, states that:

1. Assent to the exclusion of such Property from the District is hereby given by the undersigned, who is the fee owner of such Property.

2. Petitioner understands that there shall be no withdrawal from this Petition after publication of notice by the Board, without the consent of the Board.

3. The exclusion of such Property from the District shall be subject to any statutory condition of exclusion, as well as all terms and conditions established by the Board and accepted by Petitioner.

4. This Petition is accompanied by a deposit of $N/A, to be applied toward all costs of the exclusion proceedings, as required by statute.

5. The Property is accurately described as follows:

See Exhibit A attached hereto and incorporated herein by this reference.

6. It is in the best interests of the Property that the Property be excluded from the District.

7. It is in the best interests of the District that the Property be excluded from the District.

8. It is in the best interests of the county or counties within which the District is located that the Property be excluded from the District.

9. The relative costs and benefits to the Property justify the exclusion.

10. The District will still be able to provide economical and sufficient service to all of the properties within the District's boundaries following exclusion of the Property.
11. The District is able to provide services at a reasonable cost, but that there are other special districts in the area of the Property which can provide similar services at a reasonable cost.

12. Neither granting nor denying the Petition will have any effect on employment and other economic conditions in the District and surrounding area.

13. Neither granting nor denying the Petition will have any economic impact on the region, the District, the surrounding area, or the state as a whole.

14. There is economically feasible alternative service available from another special district in the area of the Property.

15. The additional cost to be levied on other property within the District if exclusion is granted will be negligible.

WHEREFORE, Petitioner prays that the Board of Directors of the District:

A. Set a public meeting for hearing on this Petition and publish notice thereof in accordance with Section 32-1-501(2), C.R.S.

B. Order this Petition be granted in accordance with Section 32-1-501(4)(a)(I), C.R.S.

PETITIONER:

By: [Signature]
Name: [Name]
Title: Homeowner

STATE OF COLORADO
COUNTY OF Arapahoe

ss.

The foregoing instrument was acknowledged before me this 11 day of Jun, 2021 by [Name] as homeowner of 24731 E Canyon Dr, Aurora, CO.

Witness my hand and official seal.

My commission expires: 01-27-2024

[Notary Public]

DARLENE K. HALL
NOTARY PUBLIC
STATE OF COLORADO
NOTARY ID 20044002097
MY COMMISSION EXPIRES 01/27/2024
EXHIBIT A

(Legal Description of Property to be Excluded)

Lot 2, Block 1, Timber Ridge Subdivision Filing No. 1, County of Arapahoe, State of Colorado
SPECIAL WARRANTY DEED

THIS DEED, Made this ___ day of ___ , 2016, between KB Home Colorado, Inc. a Corporation duly organized and existing under and by virtue of the laws of the State of Colorado, grantor, and Louella Sandoval whose legal address is 24366 East Canyon Drive, Aurora, CO 80016 of the City of Aurora County of Arapahoe and State of Colorado, grantee:

WITNESSETH, That the grantor, for and in consideration of the sum of FOUR HUNDRED FIFTY THREE THOUSAND TWO HUNDRED TWENTY AND NO/100 DOLLARS ($453,220.00), the receipt and sufficiency of which is hereby acknowledged, has granted, bargained, sold and conveyed, and by these presents does grant, bargain, sell, convey and confirm, unto the grantee, his heirs, successors and assigns forever, all the real property, together with improvements, if any, situate, lying and being in the City of Aurora County of Arapahoe, State of Colorado, described as follows:

LOT 2, BLOCK 1, TIMBER RIDGE SUBDIVISION FILING NO. 1, COUNTY OF ARAPAHOE, STATE OF COLORADO.

also known by street and number as: 24366 East Canyon Drive, Aurora, CO 80016

TOGETHER with all and singular the hereditaments and appurtenances thereunto belonging, or in anywise appertaining, and the reversion and reversions, remainder and remainders, rents, issues, and profits thereof, and all the estate, right, title, interest, claim and demand whatsoever of the grantor, either in law or equity, of, in and to the above bargained premises, with the hereditaments and appurtenances.

TO HAVE AND TO HOLD the said premises above bargained and described with the appurtenances, unto the grantee his heirs, and assign forever. The grantor for his heirs and personal representatives or successors, does covenant and agree that this shall and will WARRANT AND FOREVER DEFEND the above-bargained premises in the quiet and peaceable possession of the grantee, his heirs and assigns, against all and every person or persons claiming the whole or any part thereof, by, through or under the grantor except general taxes for the current year and subsequent years, and except easements, covenants, reservations, restrictions, and right of way, if any, of record.

The singular number shall include the plural, the plural the singular, and the use of any gender shall be applicable to all genders.
IN WITNESS WHEREOF, The grantor has caused its corporate name to be hereunto subscribed by its Vice President, Finance and Senior Coordinator, Daily Units Processing, and its corporate seal to be hereunto affixed, attested by its Vice President, Finance and Senior Coordinator, Daily Units Processing, the day and year first above written.

KB Home Colorado Inc., a Colorado corporation

By: Michael E. Dee, Vice President, Finance

By: Melinda Fitzgerald, Senior Coordinator, Daily Units Processing

COURTAPALACE

The foregoing instrument was acknowledged to before me this 16th day of June, 2018, by Michael E. Dee, the Vice President, Finance and Melinda Fitzgerald, Senior CoordinatorDaily Units Processing of KB Home Colorado Inc., a Colorado corporation, on behalf of the corporation.

Witness my hand and official seal.
My commission expires: 06/20/2020

JEANETTE EDDY
NOTARY PUBLIC
STATE OF COLORADO
Notary ID #20004020424
My Commission Expires 06/20/2020

Page 2 of 2
EXHIBIT B TO BOARD ORDER OF EXCLUSION

(Proof of Publication)
NOTICE OF OPEN MEETING FOR HEARING ON PETITION FOR EXCLUSION OF REAL PROPERTY FROM THE SOUTH METRO FIRE RESCUE FIRE PROTECTION DISTRICT

NOTICE IS HEREBY GIVEN to all interested persons that a Petition for Exclusion of real property has been filed with the Board of Directors of the South Metro Fire Rescue Fire Protection District. The Board of Directors has fixed Monday, the 1st day of March, 2021, at the hour of 6:00 a.m., at 9195 E. Mineral Avenue, Centennial, Colorado, as the date, time and place of an open meeting at which such Petition shall be heard. Due to concerns regarding COVID-19 and the benefits to the control of the spread of COVID-19 by limiting in-person contact, this public hearing may be held virtually. Please visit our website for current information: https://www.southmetro.org/623/Board-Agendas-and-Minutes.

Description: No. 938651 EXCLUSION

AFFIDAVIT OF PUBLICATION

State of Colorado         )
County of Douglas         ) ss

This Affidavit of Publication for the Douglas County News Press, a weekly newspaper, printed and published for the County of Douglas, State of Colorado, hereby certifies that the attached legal notice was published in said newspaper once in each week, for 1 successive week(s), the last of which publication was made 2/11/2021, and that copies of each number of said paper in which said Public Notice was published were delivered by carriers or transmitted by mail to each of the subscribers of said paper, according to their accustomed mode of business in this office.

For the Douglas County News-Press

State of Colorado         )
County of Douglas         ) ss

The above Affidavit and Certificate of Publication was subscribed and sworn to before by the above named Gerard Healey, publisher of said newspaper, who is personally known to me to be the identical person in the above certificate on 2/11/2021. Gerard Healey has verified to me that he has adopted an electronic signature to function as his signature on this document.

Carla Bethke
Notary Public
My commission ends April 11, 2022
NOTICE OF OPEN MEETING FOR HEARING ON PETITION FOR EXCLUSION OF REAL PROPERTY FROM THE SOUTH METRO FIRE RESCUE FIRE PROTECTION DISTRICT

NOTICE IS HEREBY GIVEN to all interested persons that a Petition for Exclusion of real property has been filed with the Board of Directors of the South Metro Fire Rescue Fire Protection District. The Board of Directors has fixed Monday, the 1st day of March, 2021, at the hour of 6:00 a.m., at 9195 E. Mineral Avenue, Centennial, Colorado, as the date, time and place of an open meeting at which such Petition shall be heard. Due to concerns regarding COVID-19 and the benefits to the control of the spread of COVID-19 by limiting in-person contact, this public hearing may be held virtually. Please visit our website for current information: https://www.southmetro.org/225/Board-Agendas-and-Minutes.

The name and address of the Petitioner is:
Louella Sandoval
24366 E. Canyon Drive
Aurora, Colorado

The property to be excluded from the District is generally described as follows:
Lot 2, Block 1, Timber Ridge Subdivision Filing No. 1, City of Aurora, County of Arapahoe, State of Colorado.

All interested parties may appear at such hearing to show cause in writing why such Petition should not be granted.

STATE OF COLORADO
COUNTY OF ARAPAHOE

This Affidavit of Publication for the Littleton Independent, a weekly newspaper, printed and published for the County of Arapahoe, State of Colorado, hereby certifies that the attached legal notice was published in said newspaper once in each week, for 1 successive week(s), the last of which publication was made 2/11/2021, and that copies of each number of said paper in which said Public Notice was published were delivered by carriers or transmitted by mail to each of the subscribers of said paper, according to their accustomed mode of business in this office.

For the Littleton Independent

State of Colorado
County of Arapahoe

The above Affidavit and Certificate of Publication was subscribed and sworn to before by the above named Gerard Healey, publisher of said newspaper, who is personally known to me to be the identical person in the above certificate on 2/11/2021. Gerard Healey has verified to me that he has adopted an electronic signature to function as his signature on this document.

Carla Bethke
Notary Public
My commission ends April 11, 2022
NOTICE OF OPEN MEETING FOR HEARING ON PETITION FOR EXCLUSION OF REAL PROPERTY FROM THE SOUTH METRO FIRE RESCUE FIRE PROTECTION DISTRICT

NOTICE IS HEREBY GIVEN to all interested persons that a Petition for Exclusion of real property has been filed with the Board of Directors of the South Metro Fire Rescue Fire Protection District. The Board of Directors has fixed Monday, the 1st day of March, 2021, at the hour of 8:00 a.m., at 9195 E. Mineral Avenue, Centennial, Colorado, as the date, time and place of an open meeting at which such Petition shall be heard. Due to concerns regarding COVID-19 and the benefits to the control of the spread of COVID-19 by limiting in-person contact, this public hearing may be held virtually. Please visit our website for current information: https://www.southmetro.org/623/Board-Agendas-and-Minutes.

South Metro FireRescue Fire Protection(CC) **

Description: No. 409984 exclusion

AFFIDAVIT OF PUBLICATION

State of Colorado } County of Jefferson } ss

This Affidavit of Publication for the Golden Transcript, a weekly newspaper, printed and published for the County of Jefferson, State of Colorado, hereby certifies that the attached legal notice was published in said newspaper once in each week, for 1 successive week(s), the last of which publication was made 2/11/2021, and that copies of each number of said paper in which said Public Notice was published were delivered by carriers or transmitted by mail to each of the subscribers of said paper, according to their accustomed mode of business in this office.

For the Golden Transcript

State of Colorado } County of Jefferson } ss

The above Affidavit and Certificate of Publication was subscribed and sworn to before by the above named Gerard Healey, publisher of said newspaper, who is personally known to me to be the identical person in the above certificate on 2/11/2021. Gerard Healey has verified to me that he has adopted an electronic signature to function as his signature on this document.

Carla Bethke
Notary Public
My commission ends April 11, 2022
PIN: 035085104
AIN: 2071-31-1-09-002
Situs Address: 24366 East Canyon Dr
Situs City: Aurora

Full Owner List: Sandoval Louella
Ownership Type: Sole Ownership
Owner Address: 24366 E Canyon Dr
City/State/Zip: Aurora, CO 80016-4413

Neighborhood: Timber Ridge/Whispering Pines
Neighborhood Code: 2297.00
Acreage: 0.1370
Land Use: Single Family
Legal Desc: Lot 2 Blk 1 Timber Ridge Sub Filing No 1 Ex M/R's

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<td>First Floor</td>
<td>2027</td>
</tr>
<tr>
<td>Attached Garage</td>
<td>441</td>
</tr>
<tr>
<td>Bldg Total Area:</td>
<td>2027</td>
</tr>
</tbody>
</table>

Land Line

<table>
<thead>
<tr>
<th>Units</th>
<th>Land Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0000 LT</td>
<td>Single Family Residential</td>
</tr>
</tbody>
</table>

Note: Land Line data above corresponds to the initial appraised value and does not reflect subsequent appeal related adjustments, if any.

Not all parcels have available photos / sketches.

In some cases a sketch may be difficult to read. Please contact the Assessors Office for assistance. Measurements taken from the exterior of the building.

The Arapahoe County Assessors Office does not warranty the accuracy of any sketch, nor assumes any responsibility or liability to any user.

Although some parcels may have multiple buildings and photos, at this time our system is limited to 1 sketch and 1 photo per parcel number. Sorry for any inconvenience.

New Search
## 2020 Tax Levies for Taxing Authority 0211

<table>
<thead>
<tr>
<th>Code</th>
<th>Taxing Authority</th>
<th>Levy</th>
</tr>
</thead>
<tbody>
<tr>
<td>0501</td>
<td>Cherry Crk School Dist 5</td>
<td>49.7240000000</td>
</tr>
<tr>
<td>2998</td>
<td>Arapahoe County</td>
<td>12.0130000000</td>
</tr>
<tr>
<td>2999</td>
<td>Developmental Disability</td>
<td>01.0000000000</td>
</tr>
<tr>
<td>3001</td>
<td>City Of Aurora</td>
<td>08.0760000000</td>
</tr>
<tr>
<td>4026</td>
<td>Arapahoe Library District</td>
<td>05.8100000000</td>
</tr>
<tr>
<td>4100</td>
<td>Smfr Fire Protection District</td>
<td>09.2500000000</td>
</tr>
<tr>
<td>4131</td>
<td>Cherry Creek Basin Auth</td>
<td>00.4780000000</td>
</tr>
<tr>
<td>4528</td>
<td>Regional Transportation</td>
<td>00.0000000000</td>
</tr>
<tr>
<td>4712</td>
<td>Urban Drainage &amp; Flood</td>
<td>00.9000000000</td>
</tr>
<tr>
<td>4713</td>
<td>Urbn Dmge&amp;Fld (S Platte)</td>
<td>00.1000000000</td>
</tr>
<tr>
<td>4744</td>
<td>W. Arap. Conservation Dis</td>
<td>00.0000000000</td>
</tr>
</tbody>
</table>

**Total:** 87.3510000000
ARAPAHOE COUNTY MAKES NO REPRESENTATION OR WARRANTY AS TO THE ACCURACY OF THIS MAP OR THE DATA THAT IT DISPLAYS. ARAPAHOE COUNTY ASSUMES NO RESPONSIBILITY OR LIABILITY TO ANY USER. THIS MAP IS NOT A LEGAL DOCUMENT. IT IS INTENDED TO SERVE AS AN AID IN GRAPHIC REPRESENTATION ONLY.
MEETING DATE: 3/1/2021

AGENDA ITEM TYPE: ACTION ITEM

SUBJECT: January 2021 Financial Update

BACKGROUND: Please see attached the January 2021 financial update.

RECOMMENDATION: Staff recommends the Board approve the January 2021 financial statements as presented.

SUBMITTED BY: Dillon Miskimins

APPROVED BY: Bob Baker
South Metro Fire Rescue

Monthly Financial Reports

For the Month Ending
January 31, 2021
January 2020 Financial Update

Executive Summary

1. Fund balance decreased by approximately $5 million compared to prior month bringing fund balance to a total of $52 million.

2. Through January, the District has collected $3.2 million in property and specific ownership tax revenue, which reflects 2.12% collection vs. 2.15% at this time last year for property taxes, and 9.16% vs. 8.3% for specific ownership taxes. A total of $12,188 of property taxes have been diverted to TIF in 2021.

3. As of January 31st, the District has expended $9.7 million in the General Fund related to operations or 7% of the annual budget not including Capital Projects transfers.

4. Through January, the District has expended $161 thousand or 2.5% of our total budgeted expenditures in the Capital Fund. The schedule of expenditures from the capital projects fund is included on page 11.

5. JACC fund and Self-Insured Medical fund have been added to the balance sheet with both statements being presented in the Board packet.

6. Benefit expenses in the General Fund are 11.45% of the annual budgeted amount due to HSA contribution payments in January.

7. To help alleviate the seasonal cash flow challenge, the District has stuck with a strict net 30 policy for invoice payments resulting in higher than normal accounts payables balances.

8. The large increase in prepaids is related to purchase of annual renewals and will lower over the course of the year.

9. The budgeted $2 million transfer from the Building Rental Fund to the General Fund has been recorded.

10. As of February 22nd, $1,239,281 has been expended on COVID-19 related resources. A report summarizing expenditure activity has been added to this report and found on page 12.

11. Included at the end of the financial reports:
   a. Schedule of taxes collected by month.
   b. Schedule of capital outlay expenditures.
   d. Definitions to the columns used in the financial reports.
## South Metro Fire Rescue
### Balance Sheet
#### January 31, 2021

<table>
<thead>
<tr>
<th></th>
<th>General</th>
<th>Capital Projects</th>
<th>Building Rental</th>
<th>Self Insured Medical</th>
<th>JACC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Checking</td>
<td>$ 2,254,369</td>
<td>$ 271,685</td>
<td>$ 179,578</td>
<td>$ 195,597</td>
<td>$ 111,878</td>
<td>$ 3,013,107</td>
</tr>
<tr>
<td>Money market</td>
<td>184,065</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>184,065</td>
</tr>
<tr>
<td>Colotrust</td>
<td>9,807,701</td>
<td>-</td>
<td>301,159</td>
<td>970,970</td>
<td>-</td>
<td>11,079,830</td>
</tr>
<tr>
<td>Investments</td>
<td>25,706,354</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>25,706,354</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>8,262,397</td>
<td>-</td>
<td>-</td>
<td>923</td>
<td>250,000</td>
<td>8,513,320</td>
</tr>
<tr>
<td>Interest receivable</td>
<td>96,630</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>96,630</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>4,215,274</td>
<td>110,456</td>
<td>4,564</td>
<td>-</td>
<td>-</td>
<td>4,330,294</td>
</tr>
<tr>
<td>Inventory</td>
<td>1,474,618</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,474,618</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>53,001,408</td>
<td>382,141</td>
<td>485,301</td>
<td>1,167,490</td>
<td>361,878</td>
<td>55,398,218</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable - general</td>
<td>1,669,426</td>
<td>382,141</td>
<td>37,045</td>
<td>-</td>
<td>928</td>
<td>2,089,540</td>
</tr>
<tr>
<td>Accounts payable - payroll and benefits</td>
<td>281,349</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>281,349</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>32,355</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>32,355</td>
</tr>
<tr>
<td>Due to other funds</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,000,000</td>
<td>-</td>
<td>1,000,000</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>1,983,130</td>
<td>382,141</td>
<td>37,045</td>
<td>1,000,000</td>
<td>928</td>
<td>3,403,244</td>
</tr>
<tr>
<td><strong>Fund Balances</strong></td>
<td>$ 51,018,278</td>
<td>$ -</td>
<td>$ 448,256</td>
<td>$ 167,490</td>
<td>$ 360,950</td>
<td>$ 51,994,974</td>
</tr>
</tbody>
</table>
## South Metro Fire Rescue FPD
### Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget to Actual
#### General Fund

**For the period ending January 31, 2021**

### Revenues

<table>
<thead>
<tr>
<th>Current Period Actuals</th>
<th>YTD Actuals</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>Property tax</strong></td>
<td>$2,446,626</td>
<td>$2,446,626</td>
<td>$115,179,091</td>
<td>(112,732,465)</td>
<td>$2,448,425</td>
<td>(1,799)</td>
</tr>
<tr>
<td><strong>Excise tax</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Specific ownership tax</strong></td>
<td>790,888</td>
<td>790,888</td>
<td>8,638,433</td>
<td>(7,847,545)</td>
<td>9.16%</td>
<td>804,626</td>
</tr>
<tr>
<td><strong>Ambulance transport services</strong></td>
<td>748,290</td>
<td>748,290</td>
<td>11,439,895</td>
<td>(10,671,596)</td>
<td>6.55%</td>
<td>869,154</td>
</tr>
<tr>
<td><strong>Medicare/medicaid supplemental payment</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Contracted services</strong></td>
<td>79,591</td>
<td>79,591</td>
<td>318,362</td>
<td>(238,771)</td>
<td>25.00%</td>
<td>78,030</td>
</tr>
<tr>
<td><strong>Net investment earnings</strong></td>
<td>250,000</td>
<td>(250,000)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Specific ownership tax</strong></td>
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</tr>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
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<td><strong>Net investment earnings</strong></td>
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<td>(250,000)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>(10,671,596)</td>
<td>6.55%</td>
<td>869,154</td>
</tr>
<tr>
<td><strong>Medicare/medicaid supplemental payment</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Contracted services</strong></td>
<td>79,591</td>
<td>79,591</td>
<td>318,362</td>
<td>(238,771)</td>
<td>25.00%</td>
<td>78,030</td>
</tr>
<tr>
<td><strong>Net investment earnings</strong></td>
<td>250,000</td>
<td>(250,000)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Specific ownership tax</strong></td>
<td>790,888</td>
<td>790,888</td>
<td>8,638,433</td>
<td>(7,847,545)</td>
<td>9.16%</td>
<td>804,626</td>
</tr>
<tr>
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<td>748,290</td>
<td>748,290</td>
<td>11,439,895</td>
<td>(10,671,596)</td>
<td>6.55%</td>
<td>869,154</td>
</tr>
<tr>
<td><strong>Medicare/medicaid supplemental payment</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Contracted services</strong></td>
<td>79,591</td>
<td>79,591</td>
<td>318,362</td>
<td>(238,771)</td>
<td>25.00%</td>
<td>78,030</td>
</tr>
<tr>
<td><strong>Net investment earnings</strong></td>
<td>250,000</td>
<td>(250,000)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Total Revenues**: $4,593,365

### Expenditures

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>% Used</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salaries</strong></td>
<td>6.09%</td>
</tr>
<tr>
<td><strong>Overtime - minimum staffing</strong></td>
<td>3.48%</td>
</tr>
<tr>
<td><strong>Overtime - other</strong></td>
<td>2.77%</td>
</tr>
<tr>
<td><strong>Benefits</strong></td>
<td>11.45%</td>
</tr>
<tr>
<td><strong>Supplies</strong></td>
<td>6.54%</td>
</tr>
<tr>
<td><strong>Equipment</strong></td>
<td>4.00%</td>
</tr>
<tr>
<td><strong>Memberships and certifications</strong></td>
<td>18.37%</td>
</tr>
<tr>
<td><strong>Awards and recognition</strong></td>
<td>18.80%</td>
</tr>
<tr>
<td><strong>Uniforms</strong></td>
<td>2.21%</td>
</tr>
<tr>
<td><strong>Software maintenance</strong></td>
<td>5.65%</td>
</tr>
<tr>
<td><strong>Hardware maintenance</strong></td>
<td>0.00%</td>
</tr>
<tr>
<td><strong>Utilities</strong></td>
<td>9.12%</td>
</tr>
<tr>
<td><strong>Fuel</strong></td>
<td>6.23%</td>
</tr>
<tr>
<td><strong>Fleet supplies</strong></td>
<td>7.34%</td>
</tr>
<tr>
<td><strong>Physicals and vaccinations</strong></td>
<td>0.00%</td>
</tr>
<tr>
<td><strong>Bank and credit card fees</strong></td>
<td>6.36%</td>
</tr>
<tr>
<td><strong>Equipment lease</strong></td>
<td>7.06%</td>
</tr>
<tr>
<td><strong>Vehicle lease</strong></td>
<td>9.42%</td>
</tr>
<tr>
<td><strong>Audit</strong></td>
<td>0.00%</td>
</tr>
<tr>
<td><strong>Legal</strong></td>
<td>8.18%</td>
</tr>
<tr>
<td><strong>Professional services</strong></td>
<td>6.74%</td>
</tr>
<tr>
<td><strong>Insurance</strong></td>
<td>6.75%</td>
</tr>
<tr>
<td><strong>Seminars, conferences and travel</strong></td>
<td>2.51%</td>
</tr>
<tr>
<td><strong>Meeting expense</strong></td>
<td>2.24%</td>
</tr>
<tr>
<td><strong>Repairs and maintenance</strong></td>
<td>6.75%</td>
</tr>
<tr>
<td><strong>Outside rental</strong></td>
<td>31.82%</td>
</tr>
<tr>
<td><strong>Tuition assistance, EAP, and other programs</strong></td>
<td>6.72%</td>
</tr>
<tr>
<td><strong>Treasurer's fees</strong></td>
<td>2.33%</td>
</tr>
<tr>
<td><strong>Buildings and grounds</strong></td>
<td>4.93%</td>
</tr>
<tr>
<td><strong>Contingency</strong></td>
<td>0.00%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>7.01%</td>
</tr>
</tbody>
</table>

**Total Expenditures**: $9,754,141
# Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget to Actual

**General Fund**

For the period ending January 31, 2021

<table>
<thead>
<tr>
<th>Current Period Actuals</th>
<th>YTD Actuals</th>
<th>Annual Budget</th>
<th>Annual Variance</th>
<th>PY Actual YTD</th>
<th>Variance CY to PY</th>
</tr>
</thead>
</table>

**Other Financing Sources (Uses)**

| Sale of Assets | - | - | 2,590,000 | (2,590,000) | 0.00% | - | - |
| Transfer from other funds | 2,000,000 | 2,000,000 | 2,000,000 | - | 100.00% | - | 2,000,000 |
| Transfers to other funds | (160,992) | (160,992) | (6,434,630) | 6,273,638 | 2.50% | (39,442) | (121,550) |

Total Other Financing Sources (Uses) | 1,839,008 | 1,839,008 | (1,844,630) | 3,683,638 | (39,442) | 1,878,450 |

**Net Change in Fund Balances**

| (3,321,768) | (3,321,768) | 4,961,649 | (8,283,417) | (5,155,165) | 1,833,397 |

**Fund Balances - Beginning of Year**

| 54,340,046 | 54,340,046 | 54,350,778 | (10,732) |

**Fund Balances - End of Year**

| $ 51,018,278 | $ 51,018,278 | $ 59,312,427 | $ (8,294,149) |
South Metro Fire Rescue  
Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget to Actual  
Capital Projects Fund  
For the period ending January 31, 2021

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Current Period Actualls</th>
<th>YTD Actualls</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>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>0.00%</td>
<td>$</td>
<td>(466)</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.00%</td>
<td>466</td>
<td>(466)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>% Used</th>
<th>% Used</th>
<th>% Used</th>
<th>% Used</th>
<th>% Used</th>
<th>% Used</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings and grounds</td>
<td>5.85%</td>
<td>32,838</td>
<td>(121,068)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicles and apparatus</td>
<td>0.00%</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>4.73%</td>
<td>7,070</td>
<td>(16)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>2.50%</td>
<td>39,908</td>
<td>(121,084)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Excess of Revenues Over (Under) Expenditures | (160,992) | (160,992) | (6,434,630) | (6,273,638) | (39,442) | (121,550) |

| Other Financing Sources (Uses)       |         |         |         |         |         |         |
| Transfers from other funds          | 160,992 | 160,992 | 6,434,630| (6,273,638)| 39,442   | 121,550   |
| Total Other Financing Sources (Uses) | 160,992 | 160,992 | 6,434,630| (6,273,638)| 39,442   | 121,550   |

| 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 January 31, 2021

<table>
<thead>
<tr>
<th>Current Period</th>
<th>YTD Actuals</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>
</tr>
<tr>
<td>Rental income</td>
<td>$74,003 $</td>
<td>$74,003 $</td>
<td>$795,581 $</td>
<td>$721,578 $</td>
<td>$61,576 $</td>
<td>$12,427 $</td>
</tr>
<tr>
<td>% Received</td>
<td>9.30%</td>
<td>0.00%</td>
<td>9.55%</td>
<td>10.779</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net investment earnings</td>
<td>2,006 $</td>
<td>2,006 $</td>
<td>-</td>
<td>2,006</td>
<td>3,654</td>
<td>(1,648)</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$76,009 $</td>
<td>$76,009 $</td>
<td>$795,581 $</td>
<td>$719,572 $</td>
<td>$65,230 $</td>
<td>$10,779 $</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplies</td>
<td>- $</td>
<td>- $</td>
<td>29,021 $</td>
<td>29,021 $</td>
<td>0.00%</td>
<td>3,430 $</td>
</tr>
<tr>
<td>% Used</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>3,430</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>19,591 $</td>
<td>19,591 $</td>
<td>246,542 $</td>
<td>246,951 $</td>
<td>7.35%</td>
<td>21,720 $</td>
</tr>
<tr>
<td>Routine maintenance</td>
<td>7,786 $</td>
<td>7,786 $</td>
<td>149,652 $</td>
<td>141,866 $</td>
<td>5.20%</td>
<td>4,705 $</td>
</tr>
<tr>
<td>Outside services</td>
<td>8,635 $</td>
<td>8,635 $</td>
<td>100,760 $</td>
<td>92,125 $</td>
<td>8.57%</td>
<td>7,698 $</td>
</tr>
<tr>
<td>Outside repairs</td>
<td>720 $</td>
<td>720 $</td>
<td>114,650 $</td>
<td>113,930 $</td>
<td>0.63%</td>
<td>2,556 $</td>
</tr>
<tr>
<td>Equipment</td>
<td>5,608 $</td>
<td>5,608 $</td>
<td>10,100 $</td>
<td>4,492 $</td>
<td>55.52%</td>
<td>(5,608) $</td>
</tr>
<tr>
<td>Building and grounds</td>
<td>- $</td>
<td>- $</td>
<td>105,175 $</td>
<td>105,175 $</td>
<td>0.00%</td>
<td>-</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$42,340 $</td>
<td>$42,340 $</td>
<td>$780,900 $</td>
<td>$738,560 $</td>
<td>5.42%</td>
<td>$41,859 $</td>
</tr>
<tr>
<td><strong>Excess of Revenues Over (Under) Expenditures</strong></td>
<td>$33,669</td>
<td>$33,669</td>
<td>$14,681</td>
<td>$18,988</td>
<td>23,371</td>
<td>$10,298</td>
</tr>
<tr>
<td><strong>Other Financing Sources (Uses)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers to other funds</td>
<td>(2,000,000)</td>
<td>(2,000,000)</td>
<td>(2,000,000)</td>
<td>-</td>
<td>100.00%</td>
<td>-</td>
</tr>
<tr>
<td>Total Other Financing Sources (Uses)</td>
<td>(2,000,000)</td>
<td>(2,000,000)</td>
<td>(2,000,000)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Change in Fund Balances</td>
<td>(1,966,331)</td>
<td>(1,966,331)</td>
<td>(1,985,319)</td>
<td>18,988</td>
<td>23,371</td>
<td>2,010,298</td>
</tr>
<tr>
<td>Fund Balances - Beginning of Year</td>
<td>2,414,587</td>
<td>2,414,587</td>
<td>2,440,887</td>
<td>(26,300)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund Balances - End of Year</td>
<td>$448,256 $</td>
<td>$448,256 $</td>
<td>$455,568 $</td>
<td>$7,312 $</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## South Metro Fire Rescue FPD
Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget to Actual
Self Insured Medical Fund
For the period ending January 31, 2021

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Current Period Actuals</th>
<th>YTD Actuals</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>Premiums</td>
<td>$1,109,118</td>
<td>$1,109,118</td>
<td>$13,261,277</td>
<td>$(12,152,159)</td>
<td>8.36%</td>
<td>$487,692</td>
<td>$621,426</td>
</tr>
<tr>
<td>Stop loss refunds</td>
<td></td>
<td></td>
<td>78,327</td>
<td>(78,327)</td>
<td>0.00%</td>
<td>18,405</td>
<td>(18,405)</td>
</tr>
<tr>
<td>Net investment earnings</td>
<td>46</td>
<td>46</td>
<td>7,000</td>
<td>(6,953)</td>
<td>0.67%</td>
<td>613</td>
<td>(560)</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>1,109,164</td>
<td>1,109,164</td>
<td>13,346,604</td>
<td>(12,237,439)</td>
<td>8.31%</td>
<td>506,710</td>
<td>602,455</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>% Used</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical payments</td>
<td>864,357</td>
<td>864,357</td>
<td>11,989,277</td>
<td>11,124,920</td>
<td>7.21%</td>
<td>880,879</td>
<td>16,522</td>
</tr>
<tr>
<td>Stop loss insurance / admin fees</td>
<td>47,555</td>
<td>47,555</td>
<td>1,310,723</td>
<td>1,263,168</td>
<td>3.63%</td>
<td>180,881</td>
<td>133,326</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>911,912</td>
<td>911,912</td>
<td>13,300,000</td>
<td>12,388,088</td>
<td>6.86%</td>
<td>1,061,760</td>
<td>149,848</td>
</tr>
<tr>
<td>Net Change in Fund Balances</td>
<td>197,252</td>
<td>197,252</td>
<td>46,604</td>
<td>(24,625,527)</td>
<td>(555,050)</td>
<td>452,607</td>
<td></td>
</tr>
<tr>
<td>Fund Balances - Beginning of Year</td>
<td>(29,762)</td>
<td>(29,762)</td>
<td>(46,604)</td>
<td>16,842</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund Balances - End of Year</td>
<td>$167,490</td>
<td>$167,490</td>
<td>-</td>
<td>$(24,608,685)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## South Metro Fire Rescue FPD

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

**JACC Fund**

*For the period ending January 31, 2021*

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Current Period Actuals</th>
<th>YTD Actuals</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>Reimbursements</td>
<td>$250,000</td>
<td>$250,000</td>
<td>$250,000</td>
<td>$-</td>
<td>100%</td>
<td>$250,000</td>
<td>$-</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$250,000</td>
<td>$250,000</td>
<td>$250,000</td>
<td>$-</td>
<td>100%</td>
<td>$250,000</td>
<td>$-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>% Used</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional services</td>
<td>928</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>928</td>
</tr>
</tbody>
</table>

| Net Change in Fund Balances          |                        |             | (249,072)     | 249,072         | 0.37%      | 40,680        | (39,752)          |
|                                      |                        |             | (249,072)     | 249,072         | 0.37%      | 40,680        | (39,752)          |

| Fund Balances - Beginning of Year    |                        |             | (111,878)     | 111,878         |            |               |                   |
|                                      |                        |             | (111,878)     | 111,878         |            |               |                   |

| Fund Balances - End of Year          |                        |             | (111,878)     | 249,072         |            |               |                   |
|                                      |                        |             | (111,878)     | 249,072         |            |               |                   |
### South Metro Fire Rescue

#### Schedule of Property Tax Collections
Arapahoe, Douglas, and Jefferson Counties
2021

<table>
<thead>
<tr>
<th>Month</th>
<th>Property Taxes</th>
<th>Interest</th>
<th>Specific Ownership</th>
<th>Treasurer’s Fee</th>
<th>2020 Total</th>
<th>Percent Collected</th>
<th>2020 Collections</th>
<th>Percent Collected</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Current Year</td>
<td>PY Adj</td>
<td>TIF</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>January</td>
<td>2,409,681</td>
<td>49,133</td>
<td>(12,188)</td>
<td>(4,360)</td>
<td>790,888</td>
<td>(36,720)</td>
<td>3,196,435</td>
<td>2.62%</td>
</tr>
<tr>
<td>February</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>March</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>April</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>May</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>June</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>July</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>August</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>September</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>October</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>November</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>December</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>2,409,681</td>
<td>49,133</td>
<td>(12,188)</td>
<td>(4,360)</td>
<td>790,888</td>
<td>(36,720)</td>
<td>3,196,435</td>
<td>2.62%</td>
</tr>
</tbody>
</table>

**Sum of all Property Tax sub categories = 2,446,626**

**Budget**

|       | 115,981,770   | -       | (802,680)         | 30,000          | 8,638,433  | (1,727,687)       | 122,119,836 |

---

### South Metro Fire Rescue

#### Schedule of TIF Diverted By County
2021

<table>
<thead>
<tr>
<th>Month</th>
<th>Arapahoe County</th>
<th>Douglas County</th>
<th>2021 Total TIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>-</td>
<td>(12,188)</td>
<td>(12,188)</td>
</tr>
<tr>
<td>February</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>March</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>April</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>May</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>June</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>July</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>August</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>September</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>October</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>November</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>December</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>-</td>
<td>(12,188)</td>
<td>(12,188)</td>
</tr>
</tbody>
</table>

---

### South Metro Fire Rescue

#### Excise Tax Collections
2021

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td></td>
</tr>
<tr>
<td>Q2</td>
<td></td>
</tr>
<tr>
<td>Q3</td>
<td></td>
</tr>
<tr>
<td>Q4</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>-</td>
</tr>
</tbody>
</table>
South Metro Fire Rescue  
Capital Details  
1/31/2021

<table>
<thead>
<tr>
<th>Buildings and Grounds - General Fund</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Station 12 - Lockers</td>
<td>$1,247</td>
<td></td>
</tr>
<tr>
<td>Station 33 - Nederman hose</td>
<td>1,911</td>
<td></td>
</tr>
<tr>
<td>Station 36 - Lockers</td>
<td>1,247</td>
<td></td>
</tr>
<tr>
<td><strong>Total Building and Grounds</strong></td>
<td><strong>4,404</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Building and Grounds - Capital Projects Fund</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Station 20 - Architecture &amp; construction</td>
<td>100,882</td>
<td></td>
</tr>
<tr>
<td>JSF - Fabrication needs</td>
<td>10,434</td>
<td></td>
</tr>
<tr>
<td>JSF - Flooring</td>
<td>16,090</td>
<td></td>
</tr>
<tr>
<td>TJTC - Fence</td>
<td>26,500</td>
<td></td>
</tr>
<tr>
<td><strong>Total Building and Grounds</strong></td>
<td><strong>153,906</strong></td>
<td></td>
</tr>
</tbody>
</table>

| Total Capital Purchases                      | **$158,310** |   |
## South Metro Fire Rescue

### Budget Worksheet

**Department(s):** Operations  
**Fund(s):** General Fund  
**Program/Location:** COVID-19

<table>
<thead>
<tr>
<th>Account</th>
<th>Account Description</th>
<th>2020 YTD Actual</th>
<th>2021 YTD Actual</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>4700</td>
<td>Contributions/Donations</td>
<td>(501,731)</td>
<td>(69)</td>
<td>(501,800)</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>(501,731)</td>
<td>(69)</td>
<td>(501,800)</td>
</tr>
<tr>
<td>5200</td>
<td>Minimum Staffing</td>
<td>866,403</td>
<td>45,741</td>
<td>912,143</td>
</tr>
<tr>
<td>5400</td>
<td>Project/Meeting OT</td>
<td>13,299</td>
<td>1,701</td>
<td>14,999</td>
</tr>
<tr>
<td></td>
<td><strong>Salary and Benefit Sub-total</strong></td>
<td>879,701</td>
<td>47,442</td>
<td>927,143</td>
</tr>
<tr>
<td>7000</td>
<td>Supplies</td>
<td>248,486</td>
<td>16,571</td>
<td>265,057</td>
</tr>
<tr>
<td>7100</td>
<td>Equipment</td>
<td>17,346</td>
<td>904</td>
<td>18,250</td>
</tr>
<tr>
<td>8175</td>
<td>Professional Services</td>
<td>21,315</td>
<td>-</td>
<td>21,315</td>
</tr>
<tr>
<td>8250</td>
<td>Travel/Lodging</td>
<td>5,995</td>
<td>-</td>
<td>5,995</td>
</tr>
<tr>
<td>8300</td>
<td>Business/Meeting Expense</td>
<td>1,522</td>
<td>-</td>
<td>1,522</td>
</tr>
<tr>
<td></td>
<td><strong>Sub-total</strong></td>
<td>294,664</td>
<td>17,474</td>
<td>312,138</td>
</tr>
<tr>
<td></td>
<td><strong>Total expenditures</strong></td>
<td>1,174,365</td>
<td>64,916</td>
<td>1,239,281</td>
</tr>
</tbody>
</table>

---

*Expenditures*

**South Metro Fire Rescue**

Budget Worksheet

Department(s): Operations  
Fund(s): General Fund  
Program/Location: COVID-19

---

DRAFT
Column Definitions:

<table>
<thead>
<tr>
<th>Column</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Period Actuals</td>
<td>Actual amounts for the current month.</td>
</tr>
<tr>
<td>YTD Actuals</td>
<td>Year to Date (YTD) actual amounts as of the date of the statement.</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>
MEETING DATE: 3/1/2021

AGENDA ITEM TYPE: ACTION ITEM

SUBJECT: Revised Investment Policy

BACKGROUND: The District’s investment policy has been reviewed and updated to ensure its consistency with the overall objectives of preservation of principal, liquidity and return, and its relevance to current law and financial and economic trends. Input was given by current broker/dealers and then reviewed by counsel. Both a redline and a clean copy is provided for your review. Additionally, a matrix is provided to demonstrate how SMFR policy differs from state statutes.

RECOMMENDATION: Staff requests approval of the updated policy.

SUBMITTED BY: Dillon Miskimins, CFO

APPROVED BY: Bob Baker
South Metro Fire Rescue Fire Protection District (the “District”) was previously named Parker Fire Protection District. The District is the consolidation of the previous Parker Fire Protection District and the South Metro Fire Rescue District that was approved by the District Courts in Arapahoe and Douglas Counties in January 2016. For several years prior to the consolidation the two districts were operated jointly as the South Metro Fire Rescue Authority (“Authority”). In carrying out its purposes, the District observes and complies with the statutes and laws applicable to a fire protection district. The District has the powers and authorities authorized a fire protection district operating pursuant to Article 1, Title 32, Colorado Revised Statutes (CRS). The District is governed by a Board of Directors (the “Board”) which is made up of 7 members elected at large to represent the director districts. The Board of Directors has the responsibility to invest the funds of the District and may deposit funds of the District in such bank(s) or other financial institutions as selected by the Board. Subject to the supervision of the Board of Directors, the Fire Chief has all powers and authorities provided for a fire chief under §32-1-1002, C.R.S., and oversees and manages all business and affairs of the District, including the operation, maintenance, management, administration and provision of all facilities, improvements, equipment, services and personnel.

The following Investment Policy (the “Investment Policy” or the “Policy”) addresses the methods, procedures, and practices which must be exercised to ensure effective and judicious fiscal and investment management of the District’s funds. This Investment Policy replaces any previous Investment Policy or Investment Procedures of the District.

The investment guidelines outlined below have been written to comply with various regulatory requirements under which the District operates. This Policy shall apply to the investment management of all financial assets and funds under control of the District except for retirement and deferred compensation funds.

This Investment Policy was originally endorsed and adopted by the Authority’s Board of Directors effective as of the 25th day of March 2013. It was subsequently revised and approved by the Authority Board on January 27, 2014, and February 23, 2015. Upon the consolidation of Parker Fire Protection District and the South Metro Fire Rescue District, the District adopted by reference the existing policies of the Authority, including its Investment Policy. This Investment Policy was revised and approved by the District Board on August 16, 2016.

II. INVESTMENT PHILOSOPHY

A. Policy

1. This Investment Policy is set forth by the District for the following purposes:
a. To establish a clear understanding for the Board of Directors, District management, responsible employees, citizens and third parties pertaining to the objectives, policies and guidelines for the investment of the District’s idle and surplus funds;  
b. To offer guidance to investment staff and any external investment advisors on the investment of the District’s funds; and  
c. To establish a basis for evaluating investment results.

2. The District establishes investment policies that meet its current investment goals. The District shall review this Policy annually, and may change its policies as its investment objectives change.

B. Objectives

All funds, which are held for future disbursement, shall be deposited and invested by the District in accordance with all Federal, State and local laws governing the investment of monies under the control of the District and in a manner to accomplish the following objectives in order of priority:

1. To ensure safety of invested funds;  
2. To maintain sufficient liquidity to meet cash flow needs;  
3. To attain a “market average rate of return” consistent with the primary objectives of safety and liquidity. The expected rate of return on the District’s portfolio is more specifically defined in Section IV and Section IX.

C. Prudence and Indemnification

The standard of prudence, as defined by the Colorado Revised Statutes, to be used for managing the District’s assets is the “prudent investor” rule applicable to a fiduciary, which states that a prudent investor “shall exercise the judgment and care, under circumstances then prevailing, which men of prudence, discretion, and intelligence exercise in the management of the property of another, not in regard to speculation but in regard to the permanent disposition of funds, considering the probable income as well as the probable safety of their capital”. (CRS 15-1-304, Standard for Investments.)

The Chief Financial Officer and other authorized personnel, acting in accordance with written procedures and exercising due diligence, shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided any exceptions are reported to the Fire Chief and Board of Directors in a timely fashion (at a minimum within 30 days) and appropriate action is taken to control adverse developments.

D. Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall adhere to the District’s Code of Ethics by not engaging in personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose to the Fire Chief any material
financial interest in financial institutions that conduct business with the District, and they shall
further disclose any personal financial/investment positions that could be related to the
performance of the District’s portfolio. Employees and officers involved in the investment
process shall subordinate their personal investment transactions to those of the District,
particularly with regard to the timing of purchases and sales. Employees involved in making
investments will be bonded in order to protect the public against possible malfeasance or
misappropriation.

III. OPERATIONAL AND PROCEDURAL MATTERS

A. Delegation of Authority

1. Authority to manage the District’s investment program is derived from CRS 32-1-1001. The
Board of Director’s is responsible for the District’s cash management, including the
administration of these Investment Policies. Management responsibility for the cash
management of District funds is hereby delegated to the Fire Chief and the Chief Financial
Officer.

   The Chief Financial Officer shall establish written procedures for the operation of the cash
management/investment program, consistent with the Investment Policy. Such procedures
shall include explicit delegation of authority to persons responsible for investment
transactions. No person may engage in an investment transaction except as provided under
the terms of this Policy and the procedures established by the Chief Financial Officer. The
Chief Financial Officer shall be responsible for all transactions undertaken and shall establish
a system of controls to regulate the activities of subordinate employees.

2. The District may engage the services of one or more external investment managers to assist
in the management of the District’s investment portfolio in a manner consistent with the
District’s objectives. Such external managers may be granted discretion to purchase and sell
investment securities in accordance with this Investment Policy. Such managers must be
registered under the Investment Advisers Act of 1940.

B. Authorized Broker/Dealers and Financial Institutions

The District’s Chief Financial Officer shall determine which broker/dealers and financial
institutions are authorized to provide investment services to the District.

1. Authorized Broker/Dealers

   It shall be the policy of the District to purchase securities only from authorized
broker/dealers. To be eligible, a firm must meet at least one of the following criteria:

   1. be recognized as a Primary Dealer by the Federal Reserve Bank of New York, or have a
      Primary Dealer within their holding company structure;
   2. report voluntarily to the Federal Reserve Bank of New York; or
   3. qualify under Securities and Exchange Commission (SEC) Rule 15c-3 (Uniform Net Capital
      Rule).
Broker/dealers and other financial institutions will be selected on the basis of their expertise in public cash management and their ability to provide service to the District’s account. Approved broker/dealers shall be licensed to do business in the State of Colorado and, as such, are subject to the provisions of the Colorado Revised Statutes, including but not limited to CRS 24-75-601. Each broker/dealer approved by the District shall submit an updated Broker/Dealer Information Request Form, including the firm's most recent financial statements, annually. The Chief Financial Officer shall maintain a file of the most recent Broker/Dealer Information Forms submitted by each firm for investment purposes. Broker/Dealers shall also attest in writing that they have received a copy of this Policy. A list of approved broker/dealers is included in Appendix IV to this Policy.

The District may purchase commercial paper from direct issuers even though they are not on the approved broker/dealer list as long as they meet the criteria outlined in item 3 in Section IV A, “Eligible Investments and Transactions”.

If the District engages the services of a professional investment advisory firm to assist in the management of its portfolio and to purchase and sell investment securities in accordance with this investment Policy, the firm shall be authorized to utilize its own approved list of broker/dealers. Such approved broker/dealers shall also comply with the Broker/Dealer criteria listed above.

2. Selection of Financial Institutions as Depositories and Custodians

The District shall only use authorized financial institutions which are approved to provide depository and other banking services for the District. To qualify as a depository for the District, the financial institution must be designated as an eligible public depository by the State Banking Board or State Commissioner of Financial Services and meet the following criteria:

a. The deposits of such institution are insured or guaranteed by the FDIC or its successor;
b. The institution is in compliance with the capital standards established by the State Banking Board or State Commissioner of Financial Services; and,
c. The institution agrees in writing to abide by all regulatory directives, reporting requirements, examination requirements, and other criteria established for the administration and enforcement of the provisions and purposes of CRS 11-10.5-101, et seq. and CRS 11-47-101, et seq.

C. Delivery Versus Payment

All investment transactions of the District shall be conducted using standard delivery vs. payment (DVP) procedures.

D. Safekeeping of Securities
To protect against potential losses by collapse of individual securities dealers, and to enhance access to securities, interest payments and maturity proceeds, all securities owned by the District shall be held in safekeeping by a third party bank custodian department, acting as agent for the District under the terms of a custody agreement executed by the bank and by the District.

E. Competitive Transactions

Each investment transaction shall be competitively transacted with broker/dealers who have been authorized by the District. At least three broker/dealers shall be contacted for each transaction and their bid and offering prices shall be recorded.

If the District is offered a security for which there is no other readily available competitive offering, quotations for comparable or alternative securities will be documented. When purchasing original issue instrumentality securities, no competitive offerings will be required as all dealers in the selling group offer those securities at the same original issue price.

IV. PERMITTED INVESTMENTS AND PORTFOLIO RISK MANAGEMENT

A. Eligible Investments and Transactions

All investments will be made in accordance with the Colorado Revised Statutes (CRS) as follows: CRS 11-10.5-101 et seq. Public Deposit Protection Act; CRS 11-47-101, et seq. Savings and Loan Association Public Deposit Protection Act; CRS 11-60-101, et seq. U.S. Agency Obligations; CRS 24-75-601, et seq. Funds-Legal Investments for Governmental Units; CRS 24-75-603, et seq. Depositories; and CRS 24-75-701 et seq. Local Governments-Local Government Pooling. Any revisions or extensions of these sections of the CRS will be assumed to be part of this Policy immediately upon being enacted.

Rating requirements listed in this section refer to the credit rating at the time the security is purchased. Rating categories defined by nationally recognized statistical rating organizations (“NRSROs”).

This Investment Policy further restricts the investment of District funds to the following types of securities and transactions:

1. U.S. Treasury Obligations: Any security issued by, fully guaranteed by, or for which the full credit of the United States Treasury is pledged for payment including, but not limited to, Treasury bills, Treasury notes, Treasury bonds and Treasury STRIPS with maturities not exceeding five years from the date of trade settlement. There is no limit on the amount of the portfolio that may be invested in U.S. Treasury Obligations.

2. Federal Agency and Instrumentality Securities: Any security issued by, fully guaranteed by, or for which the full credit of the following is pledged for payment: The federal farm credit bank, the federal land bank, a federal home loan bank, the federal home loan mortgage corporation, the federal national mortgage association, the export-import bank, the
Tennessee Valley Authority, the government national mortgage association, the world bank, or an entity or organization that is not listed in this paragraph but that is created by, or the creation of which is authorized by, legislation enacted by the United States congress and that is subject to control by the federal government that is at least as extensive as that which governs an entity or organization listed in this paragraph. The period from the date of settlement of this type of security to its maturity date shall be no more than five years unless the governing body of the public entity authorizes investment for a period in excess of five years. Such securities shall be rated at least “AA” or the equivalent at the time of purchase by at least two NRSROs and have maturities not exceeding five years from the date of trade settlement. 100% of the portfolio may be invested in Federal agency and instrumentality securities. Subordinated debt may not be purchased.

3. Corporate Securities (including Commercial Paper and Bankers Acceptances): Any corporate or bank security issued by any corporation or bank organized and operating within the United States that is denominated in United States dollars. Such securities shall have a maturity not exceeding three years from the date of trade settlement and at the time of purchase shall carry at least two of the following credit ratings from any of the NRSROs:

   a. “A1”, “P1”, “F1” or their equivalents by either rating used to fulfill the rating requirements if the security is a money market instrument such as commercial paper or bankers’ acceptance; or

   b. “AA-” or “Aa3” or their equivalents by either rating used to fulfill the rating requirements if the security is any other kind of security.

At no time shall the market value of investments in corporate and bank securities combined be more than 50% of the total market value of the District’s portfolio with no greater than 5% exposure to any single issuer. No subordinated security may be purchased.

4. Repurchase Agreements (Repos): Repos with a defined termination date of 365 days or less collateralized by the U.S. Treasury and agency securities listed in item 1 and 2 above with a maturity not exceeding 10 years. Title must transfer to South Metro Fire Rescue which must have a perfected security interest. For the purpose of this section, the term “collateral” shall mean “purchased securities” under the terms of the District’s approved Master Repurchase Agreement. The purchased securities shall have a fixed coupon rate and a minimum market rate value including accrued interest of 102% of the dollar value of the transaction. Collateral shall be held in the District’s custodial bank as safekeeping agent, and the market value of the collateral securities shall be marked-to-the-market no less than weekly based on that day’s bid price. 100% of the portfolio may be invested in Repurchased agreements.

Repurchase Agreements shall be entered into only with dealers who have executed a Master Repurchase Agreement with the District. A list of the dealers who have an executed Master Repurchase Agreements with the District are in Appendix III.

Approved counterparties to repurchase agreements shall have a short-term debt rating of at least “A-1” or the equivalent and a long-term debt rating of “A” or the equivalent from one or more NRSROs which regularly rate such obligations.
5. **Municipal Bonds:** General Obligations and Revenue Obligations of state or local governments. Such obligations of Colorado (or any political subdivision, institution, department, agency, instrumentality, or authority of the state) shall be rated at least “A-” or the equivalent at the time of purchase by at least two NRSROs. Such obligations of any other governmental entity shall be rated at least “AA-” or the equivalent at the time of purchase by at least two NRSROs.

In addition, Certificates of Participation or other security evidencing rights in payments to be made by a school district under a lease, lease-purchase agreement, or similar agreement if the security carries at least two ratings by NRSROs and each rating is at least “A-” or the equivalent at the time of purchase.

All Municipal Bonds shall have a final maturity not exceeding five years from the date of trade settlement. The combined allocation to municipal bonds shall not exceed 25% of the portfolio, and no more than 5% may be invested in any one issuer.

6. **Local Government Investment Pools (LGIPs):** LGIPs authorized under CRS 24-75-701, 702 which: 1) seek to maintain a constant daily net asset value per share (usually $1.00 per share); 2) limit assets of the fund to securities authorized by CRS 24-75-601 et. seqs.; and 3) have a rating in the highest category by Standard & Poor’s, Moody’s or Fitch. A maximum of 100% of the portfolio may be invested in LGIPs.

7. **Time Certificates of Deposit (CDs):** CDs or savings accounts in state or national banks or in state or federal chartered savings and loans which are state approved depositories per CRS 24-75-603, et seq. (as evidenced by a certificate issued by the State Banking Board) and are insured by the FDIC. Certificates of deposit, which exceed the FDIC insured amount, shall be collateralized in accordance with the Colorado Public Deposit Protection Act. No more than 20% of the portfolio may be invested in Time Certificates of Deposit, and no more than 5% may be invested in any one issuer.

8. **Negotiable Certificates of Deposit (“Negotiable CDs“):** Negotiable CDs with a maturity not exceeding three years from the date of trade settlement and issued by any corporation or bank organized and operating within the United States. Negotiable CDs must be dollar-denominated and must, at the time of purchase, have either a) a long-term rating of at least “AA-” or the equivalent by at least two NRSROs, or b) short-term ratings of at least “A1”, “P1”, or “F1” by two NRSROs. No more than 50% of the portfolio may be invested in Negotiable CDs, and no single issuer shall exceed 5% of the portfolio.

9. **Money Market Mutual Funds:** Funds registered under the Investment Company Act of 1940 which: 1) are “no-load” (i.e., no commission fee shall be charged on purchases or sales of shares); 2) have a policy to maintain a constant daily net asset value per share; 3) have a maximum stated maturity and weighted average maturity in accordance with Federal Securities Regulation 2A-7; and 4) are rated in the highest category by Standard & Poor’s, Moody’s or Fitch. A maximum of 100% of the portfolio may be invested in money market mutual funds with a single fund constituting no more that 50% of the portfolio.
The portfolio will be limited to an aggregate exposure of 50% for the following investment types: Corporate Securities (including Commercial Paper and Bankers Acceptances), Municipal Bonds, and Negotiable Certificates of Deposit.

It is the intent of the District that the foregoing list of authorized securities be strictly interpreted. Any deviation from this list must be pre-approved by the Chief Financial Officer in writing.

The District may elect to sell a security prior to its maturity and record a capital gain or loss in order to improve the quality, liquidity or yield of the portfolio in response to market conditions or the District’s risk preferences.

V. Prohibited Investment Vehicles and Practices

A. State law notwithstanding, any investments not specifically described herein are prohibited, including, but not limited to, mutual funds (other than money market funds as described in Section IV A-9), unregulated and/or unrated investment pools or trusts, collateralized mortgage obligations and futures and options.
B. Investment in reverse floaters, range notes, or mortgage derived interest-only strips is prohibited.
C. Investment in any security that could result in a zero interest accrual if held to maturity is prohibited.
D. Trading securities for the sole purpose of speculating on the future direction of interest rates is prohibited.
E. Purchasing or selling securities on margin is prohibited.
F. The use of reverse repurchase agreements, securities lending or any other form of borrowing or leveraging is prohibited.
G. Prohibited investments held in the portfolio at the time of adoption of this Policy may be held until maturity at the discretion of the Chief Financial Officer.

VI. Mitigating Credit Risk in the Portfolio

Credit risk is the risk that a security or a portfolio will lose some or all of its value due to a real or perceived change in the ability of the issuer to repay its debt. The District shall mitigate credit risk by adopting the following strategy:

If securities owned by the District are downgraded below the level required by this Investment Policy, the District will use discretion in determining whether to sell or hold the security based on its current maturity, the loss in value, the economic outlook for the issuer, and other relevant factors. If a decision is made to retain a downgraded security in the portfolio, its presence in the portfolio will be monitored and reported to the Board.

VII. Mitigating Diversification Risk in the Portfolio

A. It is the intent of the District to diversify the investments within the portfolio to avoid incurring unreasonable risks inherent in over-investing in specific instruments, individual financial institutions or maturities. The asset allocation in the portfolio should, however, be flexible depending upon the outlook for the economy, the securities market, and the
District’s anticipated cash flow needs. The District will use the following asset allocation parameters:

<table>
<thead>
<tr>
<th>Authorized Investments</th>
<th>Maximum Percent by Type</th>
<th>Maximum Percent by Issuer</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. Treasury Obligations</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Federal Agency and Instrumentality Securities</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Corporate Securities</td>
<td>50%</td>
<td>5%</td>
</tr>
<tr>
<td>Repurchase Agreements</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Municipal Bonds</td>
<td>25%</td>
<td>5%</td>
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<tr>
<td>Pre-Refunded Municipal Bonds</td>
<td>100%</td>
<td>5%</td>
</tr>
<tr>
<td>Local Government Investment Pools</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Time Certificates of Deposit</td>
<td>20%</td>
<td>5%</td>
</tr>
<tr>
<td>Negotiable Certificates of Deposit</td>
<td>50%</td>
<td>5%</td>
</tr>
<tr>
<td>Money Market Mutual Funds</td>
<td>100%</td>
<td>50%</td>
</tr>
</tbody>
</table>

B. No more than 5% of the total portfolio may be invested in securities of any single issuer, other than the US Government, its agencies and instrumentalities and money market mutual funds as specified in the above table.

VIII. Mitigating Market Risk in the Portfolio

Market risk is the risk that the portfolio will decline in value (or will not optimize its value) due to changes in the general level of interest rates. The District recognizes that, over time, longer-term portfolios achieve higher returns. On the other hand, longer-term portfolios have higher volatility of return. The District shall mitigate market risk by providing adequate liquidity for short-term cash needs, and by making some longer-term investments only with funds that are not needed for current cash flow purposes. The District further recognizes that certain kinds of securities, including variable rate securities, securities with principal pay downs prior to maturity, and securities with embedded options, will affect the market risk profile of the portfolio differently in different interest rate environments. The District, therefore, adopts the following strategies to control and mitigate its exposure to market risk:

1. The maximum stated final maturity of individual securities in the portfolio shall be five years, except as otherwise stated in this Policy;

2. The District shall maintain a minimum of three months of budgeted operating expenditures in short term investments; and

3. To effectively meet the objectives of the District’s cash and investment management program, the portfolio will be managed in two ways. A liquidity portfolio will target a short duration, have a low volatility structure to maintain sufficient funds for cash management needs, and have an agreed upon benchmark index. Several core portfolios will be invested in securities maturing no longer than five years. The duration of each core portfolio shall at all times be approximately equal to the duration of one of the following selected benchmarks: ICE BofA Merrill Lynch 1-3 Year US Treasury & Agency Index
ICE BofA Merrill Lynch 1-5 Year Treasury Index
IX. LOCAL GOVERNMENT INVESTMENT POOLS/MUTUAL FUNDS

The District shall conduct a thorough investigation of any pool or mutual fund prior to making an investment, and on a continual basis thereafter. The Chief Financial Officer shall develop a questionnaire which will answer the following general questions:

1. A description of eligible investment securities, and a written statement of investment policy and objectives.

2. A description of interest calculations and how it is distributed, and how gains and losses are treated.

3. A description of how the securities are safeguarded (including the settlement processes) and how often the securities are priced and the program audited.

4. A description of who may invest in the program, how often, what size deposit and withdrawal are allowed.

5. A schedule for receiving statements and portfolio listings.

6. Are reserves, retained earnings, etc. utilized by the pool/fund?

7. A fee schedule, and when and how it is assessed.

8. Is the pool/fund eligible for bond proceeds and/or will it accept such proceeds?

X. INVESTMENT RETURN OBJECTIVES AND EXPECTATIONS

1. **Overall objective.** The investment portfolio shall be designed with the overall objective of obtaining a total rate of return throughout economic cycles, commensurate with investment risk constraints and cash flow needs.

2. **Specific objective.** The objective for the investment performance of the portfolio shall be to earn a total rate of return over a market cycle which is approximately equal to the return on the Benchmark Index (see V III (3)).

XI. REPORTING, DISCLOSURE AND PROGRAM EVALUATION

A. Quarterly Reports

   The Chief Financial Officer shall submit quarterly investment reports to the District’s Board of Directors. Accounting and reporting on the District’s investment portfolio shall conform to
Generally Accepted Accounting Principles (GAAP) and the Governmental Accounting Standards Board (GASB) recommended practices.

Reports prepared by outside advisors shall be sent or made available quarterly to the District’s Chief Financial Officer.

These reports shall disclose, at a minimum, the following information about the risk characteristics of the District’s portfolio:

1. An asset listing showing par value, cost and market value of each security, type of investment, issuer, and interest rate;

2. A summary report, which shows;
   a. Average maturity of the portfolio and duration of the portfolio;
   b. Maturity distribution of the portfolio;
   c. Average portfolio credit quality; and
   d. Time-weighted total rate of return for the portfolio for the prior three months, twelve months, year to date, and since inception compared to the Benchmark Index returns for the same periods;

3. A statement of compliance with the Investment Policy, including a schedule of any transactions or holdings which do not comply with this Policy or with the Colorado Revised Statutes, including a justification for their presence in the portfolio and a timetable for resolution.

B. Annual Reports

1. The Investment Policy shall be reviewed at least annually to ensure its consistency with the overall objectives of preservation of principal, liquidity and return, and its relevance to current law and financial and economic trends. The Investment Policy shall be amended and adopted as conditions warrant.

2. The Chief Financial Officer shall prepare a comprehensive annual report and present it in conjunction with the Investment Policy review. This report shall include comparisons of the District’s return to the Benchmark Index return, shall suggest policies and improvements that might enhance the investment program, and shall include an investment plan for the coming year.

C. Internal Controls

The Chief Financial Officer is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the entity are protected from loss, theft or
misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. Internal controls shall be in writing and shall address the following points: control of collusion, separation of transaction authority from accounting and record keeping and wire transfers.

D. Special Audits

The Board may at any time order an audit of the investment portfolio and/or the Chief Financial Officer’s investment practices.
Prepared by:

_________________________________________________
Dillon Miskimins, Chief Financial Officer

Approved as to legal form:

_________________________________________________
Robert G. Cole, Attorney at Law
Collins, Cockrel & Cole
Attorney for District

Approved:

_________________________________________________
Jim Albee, Chair
Board of Directors

Date: ____________________________________________________________________
Appendix I

Authorized Personnel

The following positions are authorized to transact investment business and wire funds for investment purposes on behalf of the South Metro Fire Rescue Fire Protection District:

- Fire Chief
- Chief Financial Officer
- Controller
- Senior Financial Analyst
Appendix II

Applicable Statutes

The following Colorado Revised Statutes are applicable to the investment operations of the South Metro Fire Rescue Fire Protection District:

- CRS 11-10.5-101, et seq., Public Deposit Protection Act;
- CRS 11-47-101, et seq., Savings and Loan Association Public Deposit Protection Act;
- CRS 11-47-118, et seq., Public moneys to be deposited only in eligible public depositories;
- CRS 11-60-101, et seq., U.S. Agency Obligations;
- CRS 24-75-601, et seq., Funds-Legal Investments for Governmental Units;
- CRS 24-75-603, et seq., Depositories;
- CRS 24-75-701, et seq., Local Governments-Local Government Pooling;
There are currently no Master Repurchase Agreements executed with any counterparties. If the District enters into any agreements in the future, a copy of the Master Repurchase Agreement and a list of approved counterparties will be included as a part of this Appendix.
Appendix V

Approved Investment Advisors

The following investment advisors have been approved by the South Metro Fire Rescue Fire Protection District:

Chandler Asset Management LLC
PFM Asset Management LLC
Federal Agencies. Shorthand market terminology for any obligation issued by a government-sponsored entity (GSE), or a federally related institution. Most obligations of GSEs are not guaranteed by the full faith and credit of the US government. Examples are:

**FFCBC.** The Federal Farm Credit Bank System ("FFCB") provides credit and liquidity in the agricultural industry. FFCB issues discount notes and bonds.

**FHLBLB.** The Federal Home Loan Bank ("FHLB") provides credit and liquidity in the housing market. FHLB issues discount notes and bonds.

**FHLMC.** Like FHLB, the Federal Home Loan Mortgage Corporation ("FHLMC") provides credit and liquidity in the housing market. Also called “FreddieMac”, it issues discount notes, bonds and mortgage pass-through securities.

**FNMA.** Like FHLB and FreddieMac, the Federal National Mortgage Association ("FNMA") was established to provide credit and liquidity in the housing market. FNMA, also known as “FannieMae”, issues discount notes, bonds and mortgage pass-through securities.

**GNMA.** The Government National Mortgage Association ("GNMA"), known as “GinnieMae”, issues mortgage pass-through securities, which are guaranteed by the full faith and credit of the US Government.

**PEFCO.** The Private Export Funding Corporation ("PEFCO") assists exporters. Obligations of PEFCO are not guaranteed by the full faith and credit of the US Government.

**TVA.** The Tennessee Valley Authority ("TVA") provides flood control and power and promotes development in portions of the Tennessee, Ohio, and Mississippi River valleys. TVA currently issues discount notes and bonds.

**Asked.** The price at which a seller offers to sell a security.

**Asset Backed Securities.** Securities supported by pools of installment loans or leases or by pools of revolving lines of credit.

**Average Life.** In mortgage-related investments, including CMOs, the average time to expected receipt of principal payments, weighted by the amount of principal expected.

**Banker’s Acceptance.** A money market instrument created to facilitate international trade transactions. It is highly liquid and safe because the risk of the trade transaction is transferred to the bank which “accepts” the obligation to pay the investor.

**Benchmark.** A comparison security or portfolio. A performance benchmark is a partial market index, which reflects the mix of securities allowed under a specific investment policy.
**Bid.** The price at which a buyer offers to buy a security.

**Broker.** A broker brings buyers and sellers together for a transaction for which the broker receives a commission. A broker does not sell securities from his own position.

**Callable.** A callable security gives the issuer the option to call it from the investor prior to its maturity. The main cause of a call is a decline in interest rates. If interest rates decline since an issuer issues securities, it will likely call its current securities and reissue them at a lower rate of interest. Callable securities have reinvestment risk as the investor may receive its principal back when interest rates are lower than when the investment was initially made.

**Time Certificate of Deposit (CD).** A time deposit with a specific maturity evidenced by a certificate. Large denomination CDs may be marketable.

**Certificate of Deposit Account Registry System (CDARS).** A private placement service that allows local agencies to purchase more than $250,000 in CDs from a single financial institution (must be a participating institution of CDARS) while still maintaining FDIC insurance coverage. CDARS is currently the only entity providing the service. CDARS facilitates the trading of deposits between the California institution and other participating institutions in the amounts that are less than $250,000 each, so that FDIC coverage is maintained.

**Collateral.** Securities or cash pledged by a borrower to secure repayment of a loan or repurchase agreement. Also, securities pledged by a financial institution to secure deposits of public monies.

**Collateralized Mortgage Obligations (CMO).** Classes of bonds that redistribute the cash flows of mortgage securities (and whole loans) to create securities that have different levels of prepayment risk, as compared to the underlying mortgage securities.

**Commercial Paper.** The short-term unsecured debt of corporations.

**Cost Yield.** The annual income from an investment divided by the purchase cost. Because it does not give effect to premiums and discounts which may have been included in the purchase cost, it is an incomplete measure of return.

**Coupon.** The rate of return at which interest is paid on a bond.

**Credit Risk.** The risk that principal and/or interest on an investment will not be paid in a timely manner due to changes in the condition of the issuer.

**Current Yield.** The annual income from an investment dividend by the current market value. Since the mathematical calculation relies on the current market value rather than the investor’s cost, current yield is unrelated to the actual return the investor will earn if the security is held to maturity.

**Dealer.** A dealer acts as a principal in security transactions, selling securities from and buying securities for his own position.
Debenture. A bond secured only by the general credit of the issuer.

Delivery vs. Payment (DVP). A securities industry procedure whereby payment for a security must be made at the time the security is delivered to the purchaser’s agent.

Derivative. Any security that has principal and/or interest payments which are subject to uncertainty (but not for reasons of default or credit risk) as to timing and/or amount, or any security which represents a component of another security which has been separated from other components (“Stripped” coupons and principal). A derivative is also defined as a financial instrument the value of which is totally or partially derived from the value of another instrument, interest rate, or index.

Discount. The difference between the par value of a bond and the cost of the bond, when the cost is below par. Some short-term securities, such as T-bills and banker’s acceptance, are known as discount securities. They sell at a discount from par, and return the par value to the investor at maturity without additional interest. Other securities, which have fixed coupons, trade at a discount when the coupon rate is lower than the current market rate for securities of that maturity and/or quality.

Diversification. Dividing investment funds among a variety of investments to avoid excessive exposure to any one source of risk.

Duration. The weighted average time to maturity of a bond where the weights are the present values of the future cash flows. Duration measures the price sensitivity of a bond to changes in interest rates. (See modified duration.)

Federal Funds Rate. The rate of interest charged by banks for short-term loans to other banks. The Federal Reserve Bank through open-market operations establishes it.

Federal Open Market Committee. A committee of the Federal Reserve Board that establishes monetary policy and executes it through temporary and permanent changes to the supply of bank reserves.

Haircut. The margin or difference between the actual market value of a security and the value assessed by the lending side of a transaction (i.e., a repo).

Leverage. Borrowing funds in order to invest in securities that have the potential to pay earnings at a rate higher than the cost of borrowing.

Liquidity. The speed and ease with which an asset can be converted to cash.

Local Government Investment Pool. Investment pools as authorized under C.R.S. 24-75-701 and 24-75-702702. These funds are not subject to the same SEC rules applicable to money market mutual funds.
Make Whole Call. A type of call provision on a bond that allows the issuer to pay off the remaining debt early. Unlike the call option, with a make whole call provision, the issuer makes a lump sum payment that equals the net present value (NPV) of future coupon payments that will not be paid because of the call. With this type of call, an investor is compensated, or “made whole”.

Margin. The difference between the market value of a security and the loan a broker makes using that security as collateral.

Market Rise. The risk that the value of securities will fluctuate with changes in overall market conditions or interest rates.

Market Value. The price at which a security can be traded.

Marking to Market. The process of posting current market values for securities in a portfolio.

Maturity. The final date upon which the principal of a security becomes due and payable.

Corporate Securities. Unsecured, investment-grade senior debt securities of major corporations which are sold in relatively small amounts on either a continuous or an intermittent basis. They are highly flexible debt instruments that can be structured to respond to market opportunities or to investor preferences.

Modification Duration. The percent change in price for a 100 basis point change in yields. Modified duration is the best single measure of a portfolio’s or security’s exposure to market risk.

Money Market. The market in which short-term debt instruments (T-bills, discount notes, commercial paper, and banker’s acceptances) are issued and traded.

Mortgage Pass-Through Securities. A securitized participation in the interest and principal cash flows from a specified pool of mortgages. Principal and interest payments made on the mortgages are passed through to the holder of the security.

Municipal Bonds. Securities issued by state and local agencies to finance capital and operating expenses.

Mutual Fund. An entity which pools the funds of investors and invests those funds in a set of securities which is specifically defined in the fund’s prospectus. Mutual funds can be invested in various types of domestic and/or international stocks, bonds, and money market instruments, as set forth in the individual fund’s prospectus. For most large, institutional investors, the cost associated with investing in mutual funds are higher than the investor can obtain through an individually managed portfolio.

Negotiable CD. A short-term debt instrument that pays interest and is issued by a bank, savings or federal association, state or federal credit union, or state-licensed branch of a foreign bank. Negotiable CDs are traded in a secondary market and are payable upon order to the bearer or initial depositor (investor).
**Premium.** The difference between the par value of a bond and the cost of the bond, when the cost is above par.

**Prepayment Speed.** A measure of how quickly principal is repaid to investors in mortgage securities.

**Prepayment Window.** The time period over which principal repayments will be received on mortgage securities at a specified prepayment speed.

**Primary Dealer.** A financial institution (1) that is trading counterparty with the Federal Reserve in its execution of market operations to carry out U.S. monetary policy, and (2) that participates for statistical reporting purposes in compiling data on activity in the U.S. Government securities market.

**Prudent Person (Prudent Investor) Rule.** A standard of responsibility which applies to fiduciaries. In California, the rule is stated as “Investments shall be managed with the care, skill, prudence and diligence, under the circumstances then prevailing, that a prudent person, acting in a like capacity and familiar with such matters, would use in the conduct of an enterprise of like character and with like aims to accomplish similar purposes”.

**Realized Yield.** The change in value of the portfolio due to interest received and interest earned and realized gains and losses. It does not give effect to changes in market value on securities, which have not been sold from the portfolio.

**Regional Dealer.** A financial intermediary that buys and sells securities for the benefit of its customers without maintaining substantial inventories of securities and that is not a primary dealer.

**Repurchase Agreement (RP, Repo).** Short-term purchases of securities with a simultaneous agreement to sell the securities back at a higher price. From the seller’s point of view, the same transaction is a reverse repurchase agreement.

**Safekeeping.** A service to bank customers whereby securities are held by the bank in the customer’s name.

**Structured Note.** A complex, fixed income instrument, which pays interest based on a formula tied to other interest rates, commodities or indices. Examples include inverse floating rate notes which have coupons that increase when other interest rates are falling, and which fall when other interest rates are rising, and “dual index floaters”, which pay interest based on the relationship between two other interest rates – for example, the yield on the ten-year Treasury note minus the Libor rate. Issuers of such notes lock in a reduced cost of borrowing by purchasing interest rate swap agreements.

**Total Rate of Return.** A measure of a portfolio’s performance over time. It is the internal rate of return, which equates the beginning value of the portfolio with the ending value; it includes interest earnings, realized and unrealized gains, and losses in the portfolio.
**U.S. Treasury Obligations.** Securities issued by the U.S. Treasury and backed by the full faith and credit of the United States. Treasuries are considered to have no credit risk, and are the benchmark for interest rates on all other securities in the US and overseas. The Treasury issues both discounted securities and fixed coupon notes and bonds.

**Treasury Bills.** All securities issued with initial maturities of one year or less are issued as discounted instruments and are called Treasury bills. The Treasury currently issues three- and six-month T-bills at regular weekly auctions. It also issues “cash management” bills as needed to smooth out cash flows.

**Treasury Notes.** All securities issued with maturities of two to ten years are called Treasury notes, and pay interest semi-annually.

**Treasury Bonds.** All securities issued with initial maturities greater than ten years are called Treasury bonds. Like Treasury notes, they pay interest semi-annually.

**Volatility.** The rate at which security prices change in general economic conditions or the general level of interest rates.

**Yield to Maturity.** The annualized internal rate of return on an investment which equates the expected cash flows from the investment to its cost.
MEETING DATE: 3/1/2021

AGENDA ITEM TYPE: DISCUSSION ITEM

SUBJECT: Board Committees

BACKGROUND: Per our discussion at the January 1, 2021 board meeting, staff has attached the charters for each of the committees that are either exclusively board committees or include board involvement. The purpose of this discussion is to obtain feedback to update the charters as needed and obtain direction on how the board would like to have each committee provide updates. The Audit and Finance Committee Charter is new and reflects the audit committee established in the board bylaws and expands the scope to be a focus group for general financial matters. The Salary & Benefits Committee Charter was not included in this packet, as it involves several employee representatives and needs to be updated.

RECOMMENDATION: N/A

SUBMITTED BY: Mike Dell’Orfano

APPROVED BY: Bob Baker
<table>
<thead>
<tr>
<th>Chartering Group</th>
<th>Sponsor</th>
<th>Chair</th>
<th>Committee Inception Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Directors</td>
<td>Mike Dell’Orfano</td>
<td>N/A</td>
<td>10/07/2019</td>
</tr>
</tbody>
</table>

**Mission Statement**

The mission of the committee is to help craft a vision for the conduct and characteristics of board members in order to provide clear expectations to future board members and continue to build a strong team of elected officials that represent the community and help to lead the organization.

**Goals & Objectives**

- Prepare an updated draft of bylaws for the South Metro Fire Rescue Fire Protection District as we begin a single, unified fire district going into 2020.
- Prepare changes to the bylaws or other documents/policies that more clearly define the boardmanship (desired conduct, behaviors, and other traits) of board members for the future.
- Provide feedback for future changes to bylaws and related policies as needed.

**Success Indicators**

- Completed bylaws and related documents by February 2020 board meeting, aligned with the self-nomination period for the board election.
- On-going monitoring of bylaws and related documents that ensure relevance as laws and needs of the organization evolve into the future.

**Feedback Plan (How are we to be communicating)**

Provide updates as necessary at regular board meetings and help describe proposed changes that are presented for board review/approval.

**Scope**

Propose changes to bylaws and related documents and provide feedback to staff’s recommendations. Provide on-going monitoring, discussion, and updating of documents as needed.

**Meeting Frequency & Schedule Posting**

tbd

**Decision Making Process**

The Committee makes recommendations to the Board of Directors for approval & implementation.

**Team Members**

Jim Albee | Ronda Scholting | Muriel Williams-Thompson | Bob Cole | Bob Baker | Mike Dell’Orfano |

**Team Review Schedule**

Annual review by Board of Directors or as needed following elections or other changes in board members/personnel.
Name of Committee: Community Outreach Committee

Revision Date: 11/22/2019

<table>
<thead>
<tr>
<th>Chartering Group</th>
<th>Sponsor</th>
<th>Chair</th>
<th>Committee Inception Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Directors</td>
<td>Mike Dell’Orfano</td>
<td>N/A</td>
<td>10/07/2019</td>
</tr>
</tbody>
</table>

**Mission Statement**
The mission of the committee is to identify ways for board members to increase their connectivity with the organization and community through strategic attendance and participation in a wide variety of events.

**Goals & Objectives**
- Identify the types of events and other community/organizational outreach opportunities that are appropriate for board member attendance.
- Identify methods to improve the notification of board members regarding events.
- Ensure board members have the information and support needed when attending events (e.g., reason for attendance, scripts, dignitaries, level of importance, etc).
- Provide on-going input to staff on the effectiveness of methods that are implemented and on-going opportunities for outreach.

**Success Indicators**
- Increased awareness of organizational and community events.
- Increased strategic participation in events.
- Improved methods to manage board member participation in events (notification, responsiveness, tracking, supporting information, etc.).

**Feedback Plan (How are we to be communicating)**
Provide updates as necessary at regular board meetings (past/future events, attendance trends) and on-going feedback to staff to improve systems and processes.

**Scope**
Propose events that would be beneficial to have board representation, provide direction and feedback to staff on methods to notify board members of events, monitor on-going success, provide updates or event announcements at board meetings as needed.

**Meeting Frequency & Schedule Posting**
tbd

**Decision Making Process**
The Committee makes recommendations to the Board of Directors for approval & implementation when applicable.

**Team Members**
Renee Anderson | Kenneth Jensen | Mike Dell’Orfano | Kristin Eckmann | Jerry Rhodes |

**Team Review Schedule**
Annual review by Board of Directors or as needed following elections or other changes in board members/personnel.
## Name of Committee: Fire Chief Performance/Sabbatical Evaluation Committee

<table>
<thead>
<tr>
<th>Chartering Group</th>
<th>Sponsor</th>
<th>Chair</th>
<th>Committee Inception Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>JMFR Board of Directors</td>
<td></td>
<td></td>
<td>10/7/2019</td>
</tr>
</tbody>
</table>

### Mission Statement
To develop and implement the process for annually evaluating the Fire Chief’s performance in the areas defined by the Chief’s Performance Objectives and evaluating and approving the Chief’s Sabbatical Request.

### Goals & Objectives
- Define and continuously improve a framework for obtaining input from the three sources: Executive Team, Community Members, and the Chief.
- Conduct inquiries in a way that promotes feedback both complimentary and constructive.
- Sensitive accumulate and summarize feedback and then discuss with the Chief.
- Develop Performance Objectives for the following year.

### Success Indicators
- The timeline is defined and adhered to.
- Those providing input are given sufficient time and latitude for expressing their honest feedback.
- The process is continually improved year over year.
- The Chief feels the process provides the feedback he desires for both reassurance and improvement.

### Feedback Plan within Committee
- Email marked confidential (when appropriate) and by bcc
- In person meetings, call-in acceptable

### Scope
- To provide an annual Performance Evaluation to the Chief, which is relevant to the context of that year, in compliance with his employment contract and which queries three sources: the Executive Team, Community Members, and the Chief.
- To determine Performance Objectives for the following year.
- To approve Sabbatical for the following year.

### Meeting Frequency
**Jun Board meeting:** Board appoints 3 members to the Committee  
**Mid-Sept:** Review process and format of inquiries and agree to changes  
**End-Oct:** Meet with Chief to discuss 3-4 significant incidents from the year  
**End-Oct:** Determine key contact for each Community organization identified per significant incident and to agree to approach for interviews; Also, establish questions for E-Team survey  
**1st 3 weeks of Nov:** Committee members interview community organizations; E-Team survey sent and received (10 day turnaround)  
**3rd week Nov:** Chief submits self-assessment  
**End-Nov:** Committee meets to discuss Community and E-Team feedback and summarize/anonymize  
**End-Nov:** Committee meets with Chief to review his self-assessment and discuss Performance Objectives for following year  
**End-Nov:** Committee drafts full Evaluation (including Community interviews, E-Team surveys, Chief self-assessment) and Performance Objectives for following year  
**Dec Board meeting:** Present full Evaluation and Objectives to Board for input and approval; Chief available for questions/discussion  
**2nd week Dec:** Committee meets with Chief to present Evaluation & final Objectives

### Decision Making Process
Performance Evaluation created by consensus of the Committee then conveyed to the Board of Directors for input/approval

### 2019 Team Members
Director Hank Eng, Director Danny Gaddy, Director Bill Shriver, and Director Laura Simon
Name of Committee: Board Conflicted Matters Committee

<table>
<thead>
<tr>
<th>Chartering Group</th>
<th>Sponsor</th>
<th>Chair</th>
<th>Committee Inception Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Directors</td>
<td>Bob Cole, Attorney</td>
<td>N/A</td>
<td>01/06/2020</td>
</tr>
</tbody>
</table>

**Mission Statement**

The mission of the Committee is to act on behalf of the board to address matters that are a conflict of interest for the Fire Chief and cannot be delegated to a subordinate.

**Goals & Objectives**

- N/A

**Success Indicators**

- N/A

**Communication Plan**

- It is the Fire Chief’s responsibility to report any Conflicted Matter to the Chair, or in the event the Chair is unavailable, the Vice Chair, and the District’s legal counsel, as soon as he or she becomes aware of it so the involvement of the Committee and the Board can occur in a timely manner.
- Upon being notified of a Conflicted Matter, the Chair or Vice Chair, and the District’s legal counsel shall immediately notify the Board so that it can determine whether to consider, determine and address the Conflicted Matter in place of the Committee.

**Scope**

- The Committee shall consider, determine and address matters within the responsibility of the Fire Chief, but which involve a conflict of interest for the Fire Chief and which are not appropriate for the Fire Chief to delegate to subordinate personnel of the District, and matters regarding the Board’s supervision of the Fire Chief (“Conflicted Matters”).
- The Committee shall have all the authority of the Fire Chief, but for the conflict of interest, and all the authority of the Board, as the supervisor of the Fire Chief.
- The Committee may utilize and rely upon District personnel or independent fact finders to investigate and determine the facts related to the Conflicted Matter. Upon being initially notified of a Conflicted Matter, the Board may choose to consider, determine and address the Conflicted Matter in the place of the Committee, in which case the Board shall immediately notify the Committee and the Committee shall discontinue any consideration of the Conflicted Matter.
- The Committee may, in its discretion, bring any Conflicted Matter to the full Board for consideration, determination, or other action. If the Board acts in place of the Committee regarding a Conflicted Matter it shall have all of the authority and power of the Committee.
- The Committee may in its discretion, or shall at the direction of the Board, with the assistance of the District’s legal counsel, appoint an independent review officer to consider and determine any Conflicted Matter, or to make recommendations to the Committee or the Board. If so appointed, the independent review officer’s role shall be specifically identified and that individual shall have the necessary authority to carry out the appointment as afforded by the Committee.

**Meeting Frequency & Schedule Posting**

Tbd

**Decision Making Process**

The Committee shall have all the authority of the Fire Chief, but for the conflict of interest, and all the authority of the Board, as the supervisor of the Fire Chief.

**Team Members**

Board Chair (or Vice Chair when not available) | One board member appointed by the Chair
<table>
<thead>
<tr>
<th>(or Vice Chair)</th>
<th>Bob Cole</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Team Review Schedule</strong></td>
<td>Annual review by Board of Directors or as needed following elections or other changes in board members/personnel.</td>
</tr>
<tr>
<td>Chartering Group</td>
<td>Sponsor</td>
</tr>
<tr>
<td>------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Board of Directors</td>
<td>Board Chair</td>
</tr>
</tbody>
</table>

**Mission Statement**
The mission of the committee is to serve as the ‘Audit Committee’ in accordance with the SMFR Board Bylaws and act as a board liaison and focus group to the Chief Financial Officer on financial matters in order to help develop policies, strategies, and presentations for the consideration of the full Board of Directors.

**Scope**
Per the Bylaws, “The Audit [and Finance] 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 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.” Additionally, the Committee acts as an advisory group to the Chief Financial Officer to discuss various financial initiatives such as policies, budget, financial reporting, board presentations, and financial strategies that may be considered by the full Board of Directors.

**Goals & Objectives**
- Oversee the auditor and auditing process on an annual basis.
- Conduct, or cause to be conducted, independent reviews of the District’s financial reporting processes and internal controls as needed.
- Provide recommendations to the District concerning the organization’s annual financial audit.
- Provide feedback on policies that maintain and improve the financial health and integrity of the District.
- Provide feedback on long-range financial plans for the District.
- Provide feedback on annual budget strategies consistent with long-range financial plans and policies.

**Success Indicators**
- Obtain an unmodified opinion as a result of the external financial audit.
- Achieve 75% committee member meeting attendance and participation per year.
- Other measures deemed necessary in the financial success and health of the District; to be evaluated periodically and agreed upon by the committee.

**Feedback Plan (How are we to be communicating)**
Provide updates as necessary at regular board meetings and help describe recommendations that are presented for board review/approval.

**Meeting Frequency & Schedule Posting**
Quarterly meetings or as needed based on the needs of the auditing process or other discussions.

**Decision Making Process**
The Committee has the authority specified in the Bylaws and makes recommendations to the Board of Directors for approval & implementation. The Committee also acts as a focus group to the Chief Financial Officer during financial strategy discussions and provides feedback and recommendations but does not make decisions on behalf of the full Board of Directors.

**Team Members**
Board Chair; Board Treasurer, and/or other board members as determined by the Board Chair; Chief Financial Officer; finance staff as determined by the Chief Financial Officer; community members with financial expertise on a voluntary basis.
| Team Review Schedule | Annual review by Board of Directors or as needed following elections or other changes in board members/personnel. |
The data in these charts is updated at the end of the prior month. For best results, set date filter to last month (calendar) at minimum.
### Emergency Communications: Performance

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Total Calls</th>
<th>Disp Time 90th</th>
<th>Disp Avg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bennett Fire</td>
<td>82</td>
<td>00:00:48</td>
<td>00:00:32</td>
</tr>
<tr>
<td>Byers Fire</td>
<td>31</td>
<td>00:00:30</td>
<td>00:00:21</td>
</tr>
<tr>
<td>Deer Trail Fire</td>
<td>19</td>
<td>00:00:43</td>
<td>00:00:20</td>
</tr>
<tr>
<td>Fire Other</td>
<td>89</td>
<td>00:00:45</td>
<td>00:00:29</td>
</tr>
<tr>
<td>Sable Altura Fire</td>
<td>25</td>
<td>00:00:41</td>
<td>00:00:23</td>
</tr>
<tr>
<td>South Metro Fire</td>
<td>3,238</td>
<td>00:00:46</td>
<td>00:00:28</td>
</tr>
<tr>
<td>Strasburg Fire</td>
<td>45</td>
<td>00:00:46</td>
<td>00:00:27</td>
</tr>
<tr>
<td>West Douglas Fire</td>
<td>15</td>
<td>00:00:56</td>
<td>00:00:39</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,544</strong></td>
<td><strong>00:00:46</strong></td>
<td><strong>00:00:28</strong></td>
</tr>
</tbody>
</table>

The data in these charts is updated at various times. For best results, set date filter to last month (calendar) at minimum.

### Emergency Communication: Hours

- IDT Deployment: 12
- Pub Ed: 9
- Ride Time: 
- Training:

### Emergency Communications: Telecom Compliance

<table>
<thead>
<tr>
<th>911 Calls</th>
<th>911 Ans &lt; 10 sec</th>
<th>911 Abs</th>
<th>Alarm Calls</th>
<th>Alarm Ans &lt; 10 sec</th>
<th>Admin Calls</th>
<th>Admin Ans &lt; 10 sec</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,266</td>
<td>99.60%</td>
<td>1</td>
<td>617</td>
<td>99.19%</td>
<td>2,763</td>
<td>99.64%</td>
</tr>
</tbody>
</table>
# Emergency Services: Operations CAD Statistics

**Date:** 1/1/2021 - 1/31/2021

## In District

<table>
<thead>
<tr>
<th>In District</th>
<th>Num Calls</th>
<th>Turnout 90th PCTL</th>
<th>Turnout % Met Goal</th>
<th>Travel 90th PCTL</th>
<th>Travel % Met Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>101</td>
<td>00:01:54</td>
<td></td>
<td>00:11:31</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>3,238</td>
<td>00:01:48</td>
<td>75.08%</td>
<td>00:07:37</td>
<td>64.23%</td>
</tr>
<tr>
<td>Total</td>
<td>3,339</td>
<td>00:01:48</td>
<td>75.08%</td>
<td>00:07:42</td>
<td>64.23%</td>
</tr>
</tbody>
</table>

**Time Goals:**
- 00:01:30 for Turnout
- 00:05:12 for Travel

## Total Incidents by Call Type

- **EMS:** 2392
- **Public Assist:** 394
- **Alarms:** 382
- **Other:** 357
- **Fires:** 240
- **Special Ops:** 193

## SMFR Call Volume by Battalion

- Battalion 1: 646
- Battalion 2: 582
- Battalion 3: 338
- Battalion 4: 92
- Battalion 5: 82
- Battalion 6: 33
- Battalion 7: 59
- Battalion 8: 41
- Battalion 9: 10
- Battalion 10: 8

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*Source: South Metro Fire Rescue, www.southmetro.org*
This Chicago firefighter (Lincolnwood Fire Dept) came to Denver for a wedding last year and visited Stations 32 and 21. He recently called and asked for a patch and in our conversation, mentioned his admiration for our department. He said his firehouse follows SMFR on YouTube and watches all the videos on their downtime! He mentioned that we do everything right, have an amazing department and his interactions with the crew and staff have been outstanding and couldn’t believe how nice everyone was. He wishes his department was just like ours.

It almost was embarrassing how much he complimented our department, going on and on. Just thought you should know 😊

Shauna Stephens
Finance & Logistics Division Assistant
South Metro Fire Rescue
720-989-2209

From: Timothy Breslin <tbreslin726@gmail.com>
Sent: Friday, February 5, 2021 12:05 PM
To: Shauna Stephens <shauna.stephens@southmetro.org>
Subject: Pictures

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Shauna.... thanks again for everything! Here are the pics I took at 21’s house.... the old guy on the left is me, the big good looking kid is my godson Michael...... take care and be safe.
Tim Breslin