



SOUTH METRO FIRE RESCUE
Special Board of Directors' Meeting
April 19, 2021
Joint Services Facility, 17801 East Plaza Drive, Parker, CO

I. SPECIAL BOARD MEETING – 6:00 P.M. – Classroom

A. MEETING CALL TO ORDER

B. PLEDGE OF ALLEGIANCE

C. ROLL CALL

D. ACTION ITEMS

E. DISCUSSION ITEMS

1. Financial Planning – Miskimins
 - i. Facility & Capital Needs
 - a. Fleet – John Frank
 - b. LOGs – Spencer Luft & Brian Clausen
 - c. Training – Jake Mayhew

F. INFORMATION ITEMS

1. May Meeting Preview – Dell'Orfano

G. EXECUTIVE SESSION (by motion)

H. NEXT MEETING

Regular Board of Directors' Meeting to be held on May 3, 2021, 6:00 p.m. at 9195 E. Mineral Avenue, Centennial, CO.

I. ADJOURNMENT

SOUTH METRO FIRE RESCUE FIRE PROTECTION DISTRICT

BOARD AGENDA

MEETING DATE: 4/19/2021

AGENDA ITEM TYPE: INFORMATION ITEM

SUBJECT: Board Committees

BACKGROUND: Attached are updated versions of the board committee charters that include the names of the board members participating in those committees. The table below summarizes participation:

	<i>Chair</i> Albee	<i>Vice Chair</i> Anderson	<i>Secretary</i> Eng	<i>Director</i> Hathaway	<i>Director</i> Rausch	<i>Director</i> Roche	<i>Treasurer</i> Shriver		
Audit & Finance	x						x		2
Board Bylaws & Policy			o		o				2
Board Conflicted Matters	x					x			2
Community Outreach		x		x					2
Fire Chief Performance	x					o	o		3
<i>Wage & Benefit</i>		x		o					2
	3	2	1	2	1	2	2		

RECOMMENDATION: N/A

SUBMITTED BY: Mike Dell'Orfano

APPROVED BY: Bob Baker

Chartering Group	Sponsor	Chair	Committee Inception Date
Board of Directors	Board Chair	Chief Financial Officer	03/01/2021

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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 (Jim Albee); Board Treasurer (Bill Shriver), 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.

Chartering Group	Sponsor	Chair	Committee Inception Date
Board of Directors	Bob Cole, Attorney	N/A	01/06/2020

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	<ul style="list-style-type: none"> N/A
Success Indicators	<ul style="list-style-type: none"> N/A
Communication Plan	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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) (Jim Albee) One board member appointed

	by the Chair (or Vice Chair) (Sue Roche) Bob Cole
Team Review Schedule	Annual review by Board of Directors or as needed following elections or other changes in board members/personnel.

Chartering Group	Sponsor	Chair	Committee Inception Date
Board of Directors	Mike Dell'Orfano	N/A	10/07/2019

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	<ul style="list-style-type: none"> • 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 boardsmanship (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	<ul style="list-style-type: none"> • 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	Hank Eng Allison Rausch 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.

Chartering Group	Sponsor	Chair	Committee Inception Date
Board of Directors	Mike Dell'Orfano	N/A	10/07/2019

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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 Cindy Hathaway Mike Dell'Orfano Kristin Eckmann
Team Review Schedule	Annual review by Board of Directors or as needed following elections or other changes in board members/personnel.

Chartering Group	Sponsor	Chair	Committee Inception Date
Board of Directors	Board of Directors	Board Chair	10/07/2019

Mission Statement	The mission of the committee is 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 Chiefs Sabbatical Request in 2020.
Scope	<ul style="list-style-type: none"> To provide an annual Performance Evaluation to the Chief, which is relevant to the context of that year, in compliance with his/her 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 Leave as needed.
Goals & Objectives	<ul style="list-style-type: none"> Define and continuously Improve a framework for obtaining input from the three sources. Conduct inquiries in a way that promotes feedback both complimentary and constructive. Sensitively accumulate and summarize feedback and then discuss with the Chief. Develop Performance Objectives for the following year.
Success Indicators	<ul style="list-style-type: none"> 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/she desires for both reassurance and improvement.
Feedback Plan within Committee	<ul style="list-style-type: none"> E-mail marked confidential (when appropriate) and by bcc. In-person meetings, call-in acceptable.
Meeting Frequency & Schedule Posting	<p>Jun Board meeting: Board appoints 3 members to the Committee</p> <p>Mid-Sept: Review process and format of inquiries and agree to changes</p> <p>End-Oct: Meet with Chief to discuss 3-4 significant incidents from the year</p> <p>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</p> <p>1st 3 weeks of Nov: Committee members interview community organizations; E-Team survey sent and received (10-day turnaround)</p> <p>3rd week Nov: Chief submits self-assessment</p> <p>End-Nov: Committee meets to discuss Community and E-Team feedback and summarize/anonymize</p> <p>End-Nov: Committee meets with Chief to review his self-assessment and discuss Performance Objectives for following year</p> <p>End-Nov: Committee drafts full Evaluation (including Community interviews, E-Team surveys, Chief self-assessment) and Performance Objectives for following year</p> <p>Dec Board meeting: Present full Evaluation and Objectives to Board for input and approval; Chief available for questions/discussion</p> <p>2nd week Dec: Committee meets with Chief to present Evaluation & final Objectives</p>
Decision Making Process	Performance Evaluation created by consensus of the Committee then conveyed to the Board of Directors for input/approval.
Team Members	Board Chair (Jim Albee); Sue Roche; Bill Shriver

Team Review Schedule	Annual review by Board of Directors or as needed following elections or other changes in board members/personnel.

PROJECT CHARTER

Title	Benefit Committee		Project Manager	TBD	
Start Date	01/30/2021	End Date	Annual	Project Sponsor	Tobias Kirschke

PURPOSE

The SMFR Benefits Committee is a sounding board / brainstorming mechanism focused on chasing the most competitive comprehensive benefits package for its members.

SCOPE

The group will produce a written recommendation annually to the executive team for consideration.

CONSTRAINTS

Annual budget allotment / Timing related to employee agreements/ Availability of information

OBJECTIVES (DELIVERABLES)

Deliver a value driven product in each benefit category.

ASSUMPTIONS / DEPENDENCIES

Budget / Product Availability

FINANCIALS

Line OT for off duty participation.

MILESTONES SCHEDULE

Milestone	Target Completion Date
HR Preliminary work completed with Broker	
Team Meetings	
Board Recommendation Package	

COMMUNICATION PLAN

Mode of Communication	Frequency
E-mail	Pre/Post Meetings
Teams / In Person	As Needed
Notes	Post Meetings

TEAM MEMBERS

Project Manager	TBD
Team Members	Board: Renee Anderson, Cindy Hathaway; Staff: tbd
Subject Matter Experts	Lockton



President

Stephen Redfearn,
Aurora Police Department

Vice President

Gene Enley,
Littleton Police Department

Secretary

Christine Brite
Douglas County Sheriff

Treasurer

Heidi Prentup
Boulder Co Sheriff's Office,
Retired

Executive Liaison

Nick Metz,
Code-4 Counseling LLC

Board Members

Chris Augustine,
Colorado State Patrol

Dan Brite
Douglas County Sheriff

Shannon Brukbacher
Parker Police Department

Jenny Fulton
Jefferson County Sheriff

Sonja Gist
Lakewood Police Department

John Horan,
Horan & McConaty

Sara Metz
Code-4 Counseling LLC

Bill Revelle,
Aurora Police Department

Jared Rowilson,
Arapahoe Co Sheriff's Office

Danny Veith,
Denver Police Department

John Vermilye,
Thornton Police Department

Pam Webster
Colorado State Patrol



Stephen Redfearn

Division Chief
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AuroraPolice.com



Colorado Fallen Hero Foundation

(c)3 Charitable Organization EIN 82-2417033

P.O. Box 470341

Aurora, CO 80047-0341

April 7, 2022

Chief Bob Baker
South Metro Fire Rescue
9195 E. Mineral Ave
Centennial, CO 80112

Dear Chief Baker,

I am writing to express the sincere gratitude of the Fallen Hero Foundation for the assistance provided to us by Jackie Erwin and Emily Madden this past week during the memorial planning for Officer Eric Talley of the Boulder Police Department

Chief Herold with Boulder PD stated that she doesn't know how her agency would've handled all the demands of the shooting response and the LODD planning without the foundation and the services provided by your employee(s).

The ongoing support from all our partner agencies, including yours allows us to continue to honor and support the agencies and families of fallen officers in Colorado. We never want to get good at what we do but with the help of all our members we know that our fallen brothers and sisters will be properly taken care of if god forbid, they are killed in the line of duty.

Thank you again for allowing your staff to step away from their normal duties and assist in the memorial planning. We are in your debt and are happy to assist your agency in any capacity should the need arise.

Feel free to reach out to myself or any board member should you have any questions or need any assistance.

The Board of Directors of Colorado Fallen Hero Foundation appreciates your department's continued dedication and support.

Sincerely,

Steve Redfearn
President
Colorado Fallen Hero Foundation.



A GOOD
PERSON IS A
GIFT TO THE
WHOLE WORLD.

Heidi Wills

DEAR SOUTH METRO
FIRE FIGHTERS + EMS,
I WANTED TO THANK YOU
ALL FOR YOUR QUICK
RESPONSE AND ASSISTANCE
AT OUR HOUSE FIRE AT
[REDACTED]
ON FEBRUARY 11TH.
YOUR QUICK ACTION SAVED
A LOT OF THE CONTENTS
+ YOU MOVED MY PHOTOS
QUILT FABRIC AND OTHER

MOMENTOS TO THE
BACK OF THE HOUSE TO
KEEP THEM SAFE.

YOU ALSO SAVED MY
CAT SARAH-BOB WHOM
I COULDN'T FIND WHEN
THE FIRE BROKE OUT.
PLEASE KNOW WHAT
A BLESSING ALL OF
YOU ARE, AND HOW MUCH
WE APPRECIATED YOUR
EFFORTS.

GINA, MIKE + HENRY WYDE