



SOUTH METRO FIRE RESCUE
Regular Board of Directors' Meeting
April 1, 2024
9195 East Mineral Avenue, Centennial, CO

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

A. MEETING CALL TO ORDER

B. PLEDGE OF ALLEGIANCE

C. ROLL CALL

D. APPROVAL OF THE AGENDA

E. CONFLICT OF INTEREST DISCLOSURE

F. 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).

G. 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. March 4, 2024 South Metro Fire Rescue Fire Protection District Regular Board Meeting Minutes
2. March 18, 2024 South Metro Fire Rescue Fire Protection District Special Board Meeting Minutes

H. ACTION ITEMS

1. SMFR Proclamation No. 2024-01 A Proclamation by South Metro Fire Rescue Board of Directors Recognizing April 14-20, 2024 as National Public Safety Telecommunicators Week – Richardson
2. Agreement Regarding Lone Tree Urban Renewal Authority Tax Increment Financing – Dell'Orfano

I. DISCUSSION/POTENTIAL ACTION ITEMS

With a two-thirds (2/3) vote of the board members in attendance, the board has the discretion to amend the Agenda to move any Discussion/Potential Action Item to an Action Item.

1. Engine (3 units)/Tower (2 units) Replacements 2027/2028 – Richardson/Frank
2. Fire Chief Selection Process – Albee
 - a. Fire Chief Job Description

J. INFORMATION ITEMS

1. Legislative Update – Camille Driver
2. Excise Tax Summary – Dell’Orfano
3. IGA Update – Dell’Orfano
 - a. Nothing new to report.

K. EXECUTIVE SESSION (upon motion)

1. Pursuant to §24-6-402(4)(b), C.R.S., §24-6-402(4)(e), C.R.S., to convene to Executive Session for the purpose of consulting with legal counsel to receive legal advice on specific legal questions & determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and instructing negotiators regarding the Lone Tree Urban Renewal Authority Tax Increment Financing Agreement.

L. NEXT MEETING(S)

Special Board of Directors’ Meeting to be held on April 15, 2024, 6:00 p.m. at 9195 East Mineral Avenue, Centennial, CO

Regular Board of Directors’ Meeting to be held on May 6, 2024, 6:00 p.m. at 9195 East Mineral Avenue, Centennial, CO.

Regular South Metro Fire Rescue Volunteer Pension Board of Trustees Meeting to be held on May 6, 2024, 6:00 p.m. at 9195 East Mineral Avenue, Centennial, CO.

M. ADJOURNMENT

South Metro Fire Rescue Fire Protection District
Regular Board of Directors' Meeting Minutes
March 4, 2024

Present:

Jim Albee, Chair	Bob Baker, Fire Chief
Renee Anderson, Vice Chair	Mike Dell'Orfano, Chief Govt. Affairs Officer
Rich Sokol, Treasurer	John Curtis, Deputy Chief– Emergency Services
Sue Roche, Secretary	Kristin Eckmann, Deputy Chief – Community Services
Kevin Leung (via Teams)	Matt Weller, Deputy Chief – Employee Services
William Shriver	Dillon Miskimins, CFO Business Services
Bruce Stahlman	Camie Chapman, CHRO Employee Services
	Allison Ulmer, Legal Counsel

Others Present: Diversified Construction Service President John Sattler (via Teams), SMFR Staff Members and Citizens

MEETING CALL TO ORDER

Chair Albee called the Regular Meeting of the South Metro Fire Rescue Fire Protection District to order at 6:08 p.m. and welcomed everyone to the meeting.

PLEDGE OF ALLEGIANCE

Chair Albee led the Pledge of Allegiance to the flag of the United States of America.

ROLL CALL

Director Leung participated via Teams. All of the other Board members were present in person.

APPROVAL OF THE AGENDA

Director Anderson motioned to approve the agenda as presented. Director Shriver seconded the motion. All were in favor and the motion carried.

CONFLICT OF INTEREST DISCLOSURE

Chair Albee asked if there were any changes to conflict of interest affirmation:

- Director Stahlman – no changes
- Director Roche – no changes
- Director Anderson – no changes
- Chair Albee- no changes
- Director Shriver – no changes
- Director Sokol – no changes
- Director Leung – no changes

PUBLIC COMMENT

Amy Turell, 5890 Aspen Leaf Drive, Littleton, CO, expressed on behalf of the neighborhood concern regarding safety issues on Ron King Trail at Highway 85 (Santa Fe) caused by unauthorized planned school and special use by the Highlands Ranch Community Association.

Sarah Kilgore, 8916 Avalanche Street, Littleton, CO, reiterated the comments made by Ms. Turell, and noted an increase in traffic on Ron King Trail due to the single ingress/egress to and from the Cherokee Ridge Subdivision & they just want to make sure SMFR's Board is aware and to keep an eye on potential increased safety issues.

Chair Albee expressed appreciation for their attendance and comments.

CONSENT AGENDA

February 5, 2024 South Metro Fire Rescue Fire Protection District Regular Board Meeting Minutes
February 26, 2024 South Metro Fire Rescue Fire Protection District Special Board Meeting Minutes

Director Anderson motioned to approve the consent agenda as presented. Director Roche seconded the motion. All were favor and the motion carried.

ACTION ITEMS

1. **December 2023 Financial Statements** – CFO Miskimins presented the financial statements executive summary.

CFO Miskimins added that as the District audit continues, some of the figures may change.

At Chair Albee's request, CFO Miskimins stated that the \$1.6M revenue in the Wildland Budget is over budget, but that is not a windfall as there is an overtime reimbursable that ended the year at \$1.6M.

Director Anderson stated that she knows that Douglas County is cracking down on people who have not registered their vehicles.

Chair Albee stated that some board members were not present when the Parker URA lawsuit was settled and excise tax implemented and requested Staff provide a summary of what the tax is and what it can be used for.

At Director Sokol's request, CFO Miskimins reminded that there was \$785K in the general fund budget for self-insurance. Self-insured medical costs closed with a surplus of \$513K, and if those funds would have been in a separate self-insured medical fund, we would have been underbudget.

Director Sokol stated that savings in overtime attributed to successful implementation of a plan to optimize staffing levels, asked if there are any other line items that we could have the opportunity for a positive influence. CFO Miskimins stated that the move toward optimal staffing levels definitely saved the district, coming in at \$3.5M of the \$7.87M budget. The 2024 overtime budget was increased by roughly 3% over the 2023 total expenditure. Adding that Staff has made improvements in budgeting processes and has been adjusted to reflect what is actually expected to be spent. At Director Leung's request, CFO Miskimins will follow up on the 2024 overtime increased percentage as compared to 2023.

Chair Albee reminded that we have an Investment Policy, and we delegate various responsibilities to make our investments. Out of the 100+ pages that were included in the packet, the most important is the compliance report card, the only indication as to whether or not we are in compliance with our policy. CFO Miskimins added that at the last investment meeting, it was decided to consolidate to have just Chandler Management handle the investment portfolio moving forward & PFM will continue to manage the investment pool. As required by policy, the Investment Policy is to be presented to the Board for annual review, so once the move is made to Chander Management the updated Investment Policy will be presented to the Board.

Director Sokol motioned to accept the December 2023 Financials as presented. Director Shriver seconded. All were in favor and the motion carried.

Chief Baker noted that since the Board accepted the financials, he wanted to address the Board's comments regarding the change in OT. Chief Baker provided a history that the OT program included additional vacation days to be used as Kelly type days, to reduce the 56-hour workweek closer to a 40-hour workweek. Comments in the employee survey stated that although there are now more vacation days, there is not much flexibility in using them and some conjecture that Staff was leveraging to look good in front of the Board. Chief Baker reminded that he communicated to the Board that at that time we leveraged the system so that it would become more efficient. The agreement was with the full intent to become 100% efficient in our OT schedule.

- 2. SMFR Resolution 2024-05: A Resolution Authorizing Integrated Project Delivery (Station 18 Kitchen Remodel)** – Chief Milan stated that in preparation for a kitchen remodel at Station 18, Staff is requesting to utilize the Integrated Project Delivery method of awarding the construction contract, which requires a board resolution, a process that allows the District to award a contract that represents the best value to the District opposed to only the lowest cost proposal. Staff estimates the project cost will be less than \$225,000, including contingency funds, and the project will be funded through the \$1.2M existing facility/remodels budget line item in the capital projects fund.

At Director Anderson's request, Chief Milan confirmed that the project will stay within the footprint of the current station, much like Station 16.

At Director Stahlman's request, Chief Milan confirmed that the integrated project plan will be funded out of the \$1.2M existing facility/remodel budget.

At Director Sokol's request, Chief Milan stated that Staff went with Keiding Architects who created a schematic design that will be sent out for bid. Legal Counsel Ulmer added that the main difference with Integrated Project Delivery is that the contract is awarded for best value rather than just best price.

Director Roche motioned to approve SMFR Resolution No. 2024-05 A Resolution Authorizing Integrated Project Delivery (Station 18 Kitchen Remodel) as presented. Director Stahlman seconded the motion. All were in favor and the motion carried.

Appointing a Special District Representative to the URA Board of Commissioners – Chief Dell'Orfano reminded that on September 19, 2023, the City Council adopted a resolution creating the Lone Tree URA, which requires that one commissioner on the URA Board of Commissioners is required to be an elected representative of the special districts levying a mill levy within the boundaries of the URA. Based on an agreement from a majority of the other special districts, SMFR will be the representative. Staff is requesting the Board formally appoint a board member to serve on the URA Board of Commissioners as the special district representative.

Chair Albee recommended that if the Board appoints someone, we want to be able to provide a reason that we chose that person & that they will be representing all of the special districts as well.

The Board members recommended the representative be a Douglas County resident. Director Leung stated that it is his preference that someone else be appointed as he is already on the Castle Pines URA Board & feels it would be a good experience for another board member. Directors Anderson and Shriver both stated that they would be willing to serve. Director Shriver committed to serve as the special district representative.

Director Leung motioned to approve Director Shriver as the Special District Representative to the Lone Tree URA Board of Commissioners. Director Sokol seconded. All were in favor and the motion carried.

DISCUSSION/POTENTIAL ACTION ITEMS

- 1. Fire Chief Selection Process** – Director Anderson stated they chose comparable organizations and, with CHRO Chapman's assistance they put into a matrix comparing degree requirements, experience requirements, preferred qualifications/experience, certifications/designs and created a draft job description. Chief Baker, CHRO Chapman, Chair Albee and she have all reviewed it and provided recommendations. The board members are also welcome to read the other job descriptions if they so desire. Chair Albee pointed out that they have also talked about other major processes and once the competencies are determined, they will be added. Director Anderson informed that the job description has numbers, which are just for reference and will be removed once it is finalized. The other board members are requested to review it and provided feedback to CHRO Chapman by next Monday in preparation for additional discussion and potential finalization at the March 18th meeting.

Chair Albee reviewed the Fire Chief Selection Process Board Update and Discussion Item spreadsheet, noting that the yellow “X” indicates a change or addition. Facilitator Dan Peterson will be introduced at the March 18th meeting and anticipates at least a review of the current Fire Chief compensation package. Director Anderson reiterated that the Board is going to work together for one outcome with the For Your Improvement (FYI) process. Staff will have their individual assignments (Local 2086, ETeam, Command Staff, etc.) that will be put into an anonymous document.

INFORMATION ITEMS

- 1. Station 15 Update** – Chief Milan provided an update for the Board on the progress of the station construction; specifically on the schedule, budget, and change orders. Two major change orders have modified the cost and time of construction. These change orders are redesign and associated delays due to AHJ changes to the original stormwater management plan (\$243,229) and additional costs associated with the site retaining wall at the western property line (\$168,851). The aggregate time changes to the construction are approximately 90 days. This places the current date of substantial completion at September 29, 2024. While the overall project budget remains \$10.2M, the bulk of contingency funds included in the construction budget are to be allocated to these change orders. Staff will closely monitor and periodically update the Board on the project.

At Director Stahlman’s request, Chief Milan and Diversified Construction Service President John Sattler provided details as to how they and OZ Architecture, who worked on the last five fire station projects for SMFR and frequently consults with the South East Metro Stormwater Authority (SEMSWA), worked through numerous approval processes moving away from the two current rain gardens to an underground drainage pipe.

Mr. Sattler reviewed the risk position in respect to the budget, noting that most if not all of the contingency dollars have been committed to the project and means of funding additional overages will come from other area allocations. Although he believes there are still very good odds that the project will finish within the Board allocated \$10.2M. CFO Miskimins added that they have decided that rather than come to the Board to increase funds, they would rather come to the Board as unexpected contingency issues come up.

At Director Anderson’s request, Chief Milan stated there is a maintenance manual for the underground pipe.

Director Anderson stated that she would prefer to hear about the issues ahead of time rather than removing something to avoid coming to the Board.

- 2. IGA Update** – Chief Dell’Orfano provided an update on the following IGA changes:

- **Douglas County Station 46 Polling Place 2024 General Election IGA** – In February the DC Elections Office requested use of the station in November for a few days before and after the general election. The IGA allows them exclusive, secure use of the room and we have agreed to follow all election laws.

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

- Chief Baker:
 - Presented at the Center for Public Safety Excellence Conference last week with Health and Wellness Officer Chris Macklin regarding SMFR’s Human Performance & Optimization program. It was a big conference that was well attend and they received a lot of positive feedback.
- Chief Dell’Orfano:
 - On Saturday, Littleton’s Elk Lodge is holding their annual awards banquet. They will be recognizing FF of the Year is BC Mike Mullane and Staff of the Year Lead Facilities Engineer Mike Thompson. The banquet will go into more detail of the awards and the Board is invited to attend. Director Stahlman stated he would like to attend.
- Chief Eckmann:
 - The all personnel meeting this taking place on Thursday at Union Hall and will also be streamed live. It will be recorded for later viewing as needed.
- Chief Curtis:

- Just deployed a Type 3 engine to Wilmington, IL. They will be deployed for two weeks, same type of deployment as last year.
- Local 2086 E-Board Member Ligrani:
 - Four E-Board Members are in Washington, DC attending the IAFF Conference, where tomorrow they will have face-to-face meetings with Ken Buck and Jason Crow to discuss legislation. CPFF will also be collaborating more with the Local's policies and legislative recommendations. CPFF is excited to have the second largest union to collaborate with.
 - The Foundation fundraiser at 105 West Brewing Company last week was quite successful. The Foundation has another fundraising opportunity on Saturday, March 23rd by hosting a Poker Night at the Union Hall.
- Emergency Communications Director Tyler March:
 - Four Dispatch members just returned from Washington, DC where they talked about HB 24-1016 at the federal level to encourage recognizing dispatchers as first responders. Good information was provided & good connections made with follow up meetings planned with the legislators' local offices.
- Director Anderson:
 - Received a draft brochure showing how much fire apparatus costs. Chief Dell'Orfano stated that was from another fire agency and is for informational purposes and future legislation. Staff will provide it to the whole board during an upcoming legislative update.
- Chair Albee:
 - Attended the fundraiser last Thursday where he heard that the SAFER Grants and AFG are going away. Chief Powell informed that they weren't sure if they were going to fund it for next year, but nothing official has been stated. Chief Dell'Orfano added that each year there is a call out to the agencies to reach out to elected representatives to continue funding the SAFER and AFG grants and U.S. Fire Administration programs because every year there is a threat to them or a threat to funding. Staff will be looking into the current status for this year's funding renewals.
 - Circling back to the public comment, asked how the Board wanted to respond. Chief Eckmann stated that it appears members of the CRRS Team have had dialog with them. Chief Valdez stated that several members of the FMO have been in contact with Douglas County regarding the issues and that the county did take some enforcement action. In December, FMO received a request regarding what fire and building codes would be needed to move forward with the plans, but no additional contact received. His Staff is working with Douglas County to ensure fire codes are met. Ingress and egress are preexisting conditions. Chief Valdez believes the concerns changed based on how to get a larger voice. Director Stahlman recommended getting them a contact at CDOT and make the introduction. The Board directed Staff to follow up with the citizens with a short summary of what was described tonight and mention contacting CDOT.
- Thank you notes:
 - Thank you note to Station 33 C Shift Medics for their rapid response and positive outcome.

EXECUTIVE SESSION (UPON MOTION)

1. Chair Albee motioned to convene to Executive Session Pursuant to §24-6-402(4)(e), C.R.S. at 7:58 p.m. for the purpose of determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and instructing negotiators regarding the renewal of a Working Agreement with Local 2086. Director Sokol seconded the motion. All were in favor and the motion carried.

The regular meeting reconvened at 9:41 p.m. with no action taken.

NEXT MEETING

Special Board of Directors' Meeting to be held on March 18, 2024, 6:00 p.m. at 9195 East Mineral Avenue, Centennial, CO.

Regular Board of Directors' Meeting to be held on April 1, 2024, 6:00 p.m. at 9195 East Mineral Avenue, Centennial, CO.

ADJOURNMENT

Chair Albee adjourned the meeting at 9:41 p.m.

Attested by: _____

Date: _____

DRAFT

South Metro Fire Rescue Fire Protection District
Special Board of Directors' Meeting Minutes
March 18, 2024

Present:	Jim Albee, Chair	Bob Baker, Fire Chief
	Renee Anderson, Vice Chair	Mike Dell'Orfano, Chief Govt. Affairs Officer
	Rich Sokol, Treasurer (via Teams)	John Curtis, Deputy Chief – Emergency Services
	Sue Roche, Secretary	Kristin Eckmann, Deputy Chief – Community Services
	Kevin Leung	Matt Weller, Deputy Chief – Internal Services
	William Shriver	Dillon Miskimins, CFO Business Services (absent)
	Bruce Stahlman	Camie Chapman, CHRO Employee Services
		Legal Counsel (absent)

Others Present: SMFR Staff Members & Guests

MEETING CALL TO ORDER

Chair Albee called the Special 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

Director Sokol participated via Teams. All of the other Board members were present in person.

APPROVAL OF THE AGENDA

Director Roche motioned to approve the agenda as presented. The motion was seconded by Director Shriver. All were in favor and the motion carried.

CONFLICT OF INTEREST DISCLOSURE

Chair Albee asked if there were any changes to conflict of interest affirmation:

- Director Stahlman – no changes
- Director Roche – no changes
- Director Anderson – no changes
- Chair Albee- no changes
- Director Shriver – no changes
- Director Sokol – no changes
- Director Leung – no changes

PUBLIC COMMENT

N/A

ACTION ITEM

1. **Public Hearing: Order by the Board of Directors of the South Metro Fire Rescue Fire Protection District for Exclusion of Real Property (Trig and Jacqueline Vanderhoef)**

Chair Albee opened the Public Hearing at 6:03 p.m.

Chief Dell'Orfano stated 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 Vanderhoef property is located at 24306 East Canyon Drive and includes a single-family home. The property owners have submitted a Petition for Exclusion, and the public hearing has been properly noticed. This property is capable of being served by Aurora Fire Rescue. The anticipated revenue loss, based on a 2023 assessed value of \$51,523, is approximately \$477. Exclusion fees have been waived in accordance with policy.

At Director Stahlman's request, Chief Dell'Orfano informed that the exclusion will also be filed in Douglas County District Court because it is the District's home county.

At Director Shriver's request, Chief Dell'Orfano reported that Aurora Fire does not have a fire district tax, the property owners are paying taxes to the City of Aurora.

At Director Anderson's request, Chief Dell'Orfano stated that if this petition is approved the property owners will not receive ballots from SMFR. Of the two people who own this property, one is not registered and the other appears to not have been registered at the time of our last election. The owners of the other two remaining properties are not registered voters. In theory, this property would have been included in SMFR's election but by the next election they will not receive a SMFR ballot because they are in District 1, which is not up for election.

Chair Albee invited public comment.

There was no public comment and Chair Albee closed the Public Hearing at 6:11 p.m.

Director Roche motioned to approve the Order by Board of Directors of the South Metro Fire Rescue Fire Protection District for Exclusion of Real Property (Trig and Jacqueline Vanderhoef) as presented. Director Stahlman seconded the motion. All were in favor and the motion carried.

Chair Albee closed the Public Hearing at 6:11 p.m.

DISCUSSION/POTENTIAL ACTION ITEMS

1. **Fire Chief Selection Process** – Chair Albee opened the discussion as a continuation of discussions over the last few meetings, stating that there are two things to accomplish: decide if the FYI tool will be utilized and if there is a need for a facilitator to help them through the selection process.
 - a. **Facilitator Introduction – Dan Petersen** – Chief Baker introduced United Fire Authority Retired Fire Chief Dan Petersen, who took over as their Fire Chief at a very tumultuous time and worked with their 17-member board to identify the essential leadership competencies necessary for effective performance and helping Chief Fire Officers to excel. Chief Baker stated that there is no other fire chief he holds in a higher regard & believes he will be a great advocate for the Board and a great source of information.

Chief Petersen stated that he learned about the FYI program about 15-16 years ago. The concept is to build a job description, which outlines the essential functions of the job, and use the FYI program's compilation of 38 competencies which are narrowed down to allow the team to evaluate candidates effectively. The process takes a group of different perspectives to determine what is important. When this program is integrated into all job descriptions, it engages the entire organization's leadership.

Chief Eckmann related her experience with the program through an exercise at the FESDI conference along with 24 other chiefs & how interesting it was to work through the process to come together to determine the final competencies.

At Director Stahlman's request, Chief Petersen stated that he feels the SMFR process is pretty much on track right now, but the job description will need to be adopted before starting the program and then time is needed

to work through the process with the Board, Local, Command Staff groups and then have the Board come back together as a team to create the final list.

At Chair Albee's request, Chief Petersen provided an overview of SMFR's process.

At Director Shriver's request, Chief Petersen reiterated that the expectations for the job description need to be complete first, noting that the essential functions should be kept to a small list that will drive the competencies.

At Chief Baker's request, Chief Petersen explained how the competencies will be a part of the job announcement and candidates must be able to work in these areas. Not everyone will be good at all of them but the candidates' explanation of how they work in these areas will help with the selection process.

At Director Sokol's request, Chief Petersen recommended the Board work through the process first and then, if wanted, he can talk about his thoughts going forward. Reiterating that the best decision will be made by a well-informed Board, which is very dependent upon the climate of the organization.

At Director Leung's request, Chief Petersen stated that a July/August deadline to determine internal and external recruitment will work as long as the job description and compensation package are approved.

Chair Albee polled the Board on the use of the FYI tool or do they want to find another method. The Board agreed to use this tool.

Chair Albee polled the Board on the use of Chief Petersen as the facilitator, the Board agreed they are very comfortable with Chair Albee and Director Anderson's recommendation to use the service of Chief Petersen.

1. Chief Selection Process Continued

Chair Albee opened a review of the draft job description that was included in the Board packet, which included input from the Board.

- Leadership Competencies & job description review:
 - Agreed Bachelor's degree required; Master's degree preferred.
 - Agreed to keep experience at 10 YOS in the fire service and a minimum of 5 YOS in a chief position or equivalent.
 - Agreed Colorado Driver's License requirement be in the position announcement, not in the job description.
 - Agreed to keep the Red Cross CPR requirement, as it is a requirement in all SMFR job descriptions.
 - Agreed EFO, CFO and/or completing of the FESDI program desired.
 - Chair Albee will insert a rendition of what was discussed regarding residency requirements.
 - Chair Albee will review the 22 competencies and narrow them down to get to the meat of the matter for the next review. Next draft will be emailed to the Board by CHRO Chapman.
 - Expectation to approve/adopt the job description at the April 1st or 15th meeting.
 - Suggested Groups: ETeam, BC/DC Chiefs, Local 2086, potentially staff leadership, & agreed CHRO Chapman will facilitate those groups.
- Timeline Reviewed
- Compensation Package Reviewed
 - Chair Albee reminded that the Board should be intentional about whether want to pay differentials. Chief Baker informed that the current differentials will likely change for 2025.

2. **Culture Survey** – Chair Albee stated in general, he believes it is fair to state that the Board has a blind spot when it comes to the culture of the organization, it is healthy for organizations to do surveys, as it helps shine light on that blind spot. Appreciates that the information is being provided quickly.

Director Sokol stated that he thought it was very helpful and that the organization should do this on a regular basis since we are now such a large organization it helps the Board to get a better pulse for what's going on.

Director Stahlman agreed with Chair Albee and Director Sokol's comments and that issues should get out into the light so they can be addressed.

Director Anderson also agreed adding that she watched the livestream and read the summary provided by Chief Baker. Chief Baker and Local President Dzengelewski talked about working together to address issues and wondered if there was a timeline. She was most surprised with the frequency of the word retribution.

Chief Baker informed that they started working through the issues before the livestream. They met with the DCs and BCs and interested members of the Local, and in those conversations got feedback that the fear of retribution is not from the Fire Chief and they are very comfortable within their station environment, so somewhere between the station culture and the Fire Chief there's a breakdown. The ETeam is working to figure out what that looks like and fix the "disease", but it is going to take some time.

Chief Curtis stated the survey highlighted what people have been saying for a long-standing period of time. Discussions with the Command Staff have been very beneficial. He tasked that group with doing their own SWOT analysis and dig into two of the four recommended areas to work together to determine how to address and confirm that middle management is not contributing to the issue.

Local President Dzengelewski agreed that it's a good start and there is positive response toward working to fix things. He came into the office to work with Chief Baker on some of the systemic issues by getting some work groups created. He will also be working with Chief Baker on the new contract.

Director Shriver stated that he was also surprised by the retribution comments. The information helps the Board and ETeam improve the organization across the board.

Director Anderson asked if there are people that have the skillset to get to the best outcome.

Referring to the February 5th meeting, Chair Albee re-asked Chief Baker's question as to what the Board wants back from the survey.

- Chair Albee would like to see all of the comments, with the exception of comments regarding the Local.
- Director Shriver would like to review the information as well as a list of action items.
- Director Leng would like to know what kind of measurements will be used to see if we are doing better or what work is needed on particular items. Asked if it would be helpful to inform the employees about the Fire Chief selection process. He would also like to see all of the comments, except those pertaining to the Local.
- Director Sokol suggested monthly updates from Chief Curtis. He would also like to see the vehicle policy that outlines who gets department vehicles and the rationale.
- Director Roche requested more information on the disparate feeling that their job is to serve the citizens but that does not seem to be a priority of management, find out what is behind it and find a solution.

At Director Anderson's request, Chief Baker asked the Board for direction if they find a great candidate before next year, what his compressed timeline looks like and it was agreed that this will need to be addressed in the future.

Chief Curtis committed on behalf of the ETeam that no one is in the room trying to subvert the issues and they will continue to work toward a positive resolution.

Local President Dzengelewski informed that anonymity was a huge component of the survey so the comments are not going to be released to anyone but specific chosen individuals that can help make change. That is why only the executive summary and comment trends were distributed. Chair Albee rescinded the request for written comments.

INFORMATION ITEMS

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

- Local President Dzengelewski:
 - Feels that the Members and E-Board have already started making some good changes, it has been well-received so far, and they will continue to keep a foot on the gas because they want it to work.
 - He is assigned to the office on a month-to-month basis to be available to assist the Board and Chief on issues and the new contract.
 - 3 E-Board Members were in Washington, DC earlier this month for the IAFF Legislative Conference where FEMA, AFG and SAFER Grants were discussed, as well as extending the public safety officer benefit to include certain cancer-related deaths, funding for national research on bunker gear, and Social Security benefits for firefighters. Colorado was well-represented by about 50 local unions.
 - At Director Anderson's request, discussion regarding dispatchers being recognized as first responders was not on the agenda but it might have come up in conversations with the senators.
 - The Foundation was the recipient of money raised at the Fire Chief Ale event in Highlands Ranch and there is a Poker Night planned for this coming Saturday at the Union Hall.
- Chief Curtis:
 - Last week's snowstorm created for some challenging days, but the crews did a great job. Chief Richardson worked with the counties to coordinate logistics, snowplows, delivering oxygen bottles, and dispatch. Director Anderson thanked PIO Hurst for the information he provided to the media regarding the snowplows and stated the little hydrant plow out idea was genius!
- Chief Richardson:
 - Arapahoe Rescue Patrol went out with the plows in teams of four to help shovel the snow to keep the apparatus moving. Fleet Services was also instrumental in assisting with snow removal during responses.
 - State legislation designating dispatchers as first responders was signed last week.
 - At Director Anderson's request, they are not aware of any snowblower accidents being reported.
- Chief Valdez:
 - As a follow up to the Public Comment from the two citizens at the last meeting regarding traffic and safety concerns near the intersection of Ron King Trail and Hwy 85 along with nearby open space, Deputy Fire Marshal Conroy made contact with one of them to provide the status of working with the county and upcoming permit reviews. CDOT will also need to be involved in intersection concerns.
 - In partnership with Greenwood Village PD, Arapahoe County and the 18th Judicial District, our fire investigators were able to press charges, several of which were felonies, in the commercial structure fire at the sushi restaurant and bar on Arapahoe Road a few months ago.
 - The fire at Quebec and Arapahoe Road recently was also determined to be an incendiary fire, so Deputy Fire Marshal Everitt has been working with the ATF and they have some really good leads in the investigation and charges are likely to be filed.
- Director Stahlman:
 - Attended the Littleton Elks Awards Ceremony, which was very well done and well attended.

EXECUTIVE SESSION (UPON MOTION)

N/A

NEXT MEETING

The next Regular South Metro Fire Rescue District Board of Directors' meeting will take place on April 1, 2024, at 6:00 p.m. at 9195 East Mineral Avenue, Centennial, CO.

The next Special South Metro Fire Rescue District Board of Directors' meeting will take place on April 15, 2024, at 6:00 p.m. at 9195 East Mineral Avenue, Centennial, CO.

ADJOURNMENT

Chair Albee adjourned the meeting at 8:56 p.m.

Attested by: _____

Date: _____

DRAFT

SOUTH METRO FIRE RESCUE

BOARD AGENDA

MEETING DATE: 4/1/2024

AGENDA ITEM TYPE: ACTION ITEM

SUBJECT: A RESOLUTION PROCLAIMING THE WEEK OF APRIL 14-20, 2024 AS NATIONAL PUBLIC SAFETY TELECOMMUNICATORS WEEK

BACKGROUND: In 1991, House Joint Resolution 284 was approved by congress in order to designate the week beginning April 12, 1992, as `National Public Safety Telecommunicators Week'. Similar resolutions were passed the following two years until it was permanent with no need for a yearly introduction. These resolutions were intended to designate a time when citizens can thank public safety men and women who dispatch emergency professionals and equipment during times of crisis. Today, there are more than 5,700 emergency call centers in the U.S., handing more than 240 million 911 calls every year according to the National Emergency Number Association. Currently, there are about 100,000 professionals working throughout the country, with about 10,000 dispatchers being hired every year to perform this critical role for the nation's emergency services.

RECOMMENDATION: Staff recommends approval of the resolution.

SUBMITTED BY: Scott Richardson

APPROVED BY: Bob Baker



COLORADO

Office of Governor Jared Polis



A Proclamation by South Metro Fire Rescue Board of Directors Recognizing April 14-20, 2024 as National Public Safety Telecommunicators Week

Proclamation No. 2024-01

WHEREAS, South Metro Fire Rescue’s Emergency Services Dispatchers are the first and most critical contact that our citizens have with emergency services; and

WHEREAS, these Dispatchers are the vital link to those calling for help and to firefighters and emergency medical personnel; and

WHEREAS, Dispatchers monitor the activities of emergency personnel by radio and telephone and provide them with life-saving information to ensure their safety; and

WHEREAS, the safety of our firefighters and emergency medical personnel is dependent upon the quality and accuracy of information obtained by Dispatchers from the citizens who telephone the Dispatch Center; and

WHEREAS, these Dispatchers have contributed significantly to the suppression of fire and the treatment of patients in life-threatening situations; and

WHEREAS, each Dispatcher, the unseen individual providing a calm voice when emergencies arise, has exhibited compassion, care, empathy, integrity and professionalism, keeping our citizens safe.

NOW THEREFORE, BE IT PROCLAIMED that the South Metro Fire Rescue Board of Directors recognizes April 14-20, 2024 as National Public Safety Telecommunicators Week.

ADOPTED this 1st day of April, 2024.

By: _____
SMFR Board Chair

BOARD OF DIRECTORS AGENDA ITEM STAFF REPORT



Meeting Date: 4/1/2024

Agenda Item Type: Discussion Item

Agenda Item: Engine(3 units)/Tower(2 units) Replacement 2027/2028

Submitted By: John Frank

Approved: Scott Richardson

SUMMARY:

Currently, Pierce Fire apparatus is quoting 45-48 months ETA of Engine and Tower units. Line Support, Fleet Services and Operations have been working diligently to ensure we continue to replace apparatus during this challenge. Within the current Fleet Capital Replacement Schedule (FCRS), we are anticipating replacing two (2) Engines and one (1) Tower in 2027, one (1) Engine & one (1) Tower in 2028. With extended lead times placing delivery time of units in January of 2028, we are proposing to order 2027 & 2028 Engine/Tower replacement units together in 2024. If the board agrees with this approach, staff intends to present the action item during the May 6th board meeting.

BACKGROUND:

Continued delays in the procurement of fire apparatus have posed significant challenges for South Metro Fire Rescue, emphasizing the need for proactive measures to keep pace with Vendor back log issues and ensure timely delivery of critical equipment. This approach allows us to uphold operational efficiency and safety standards while keeping pace with technological advancements and industry best practices. Keeping up with our fleet replacement schedule is crucial to ensuring that our fire apparatus is replaced on time, addressing the challenges posed by an aging reserve fleet, and standardizing units across our district. By adhering to a consistent replacement schedule, we can mitigate the risks associated with operating aging equipment, such as increased maintenance costs and decreased reliability. Additionally, standardizing our units across the district allows for greater efficiency in terms of maintenance, training, and operations. It ensures that our firefighters are familiar with the equipment they use, regardless of their location within the district, and enables us to optimize our resources effectively.

FINANCIAL IMPACT:

Finalized pricing is still TBD and is not anticipated until approximately 14 months prior to delivery, with no prepayment option. Currently, we are requesting \$1.5M/Engine X 3 units (\$4.5M total Engine cost) & \$2.3M/Tower X 2 units (\$4.6M total Tower cost). All in cost- \$9.1M, this total does not include upfit or equipment costs. An additional 10-15% can be expected for the upfit and equipment cost. FCRS reflects roughly \$5.343M/per year for capital apparatus replacement. Combined funding for 2027/2028- \$10.686M, which appears to be sufficient for these purchases (although apparatus pricing has rapidly increased in recent years).

STRATEGIC INITIATIVE:

Replacement of the South Metro Fire Rescue Engine & Tower apparatus is a strategic decision that enhances safety and preparedness for the community, aligning with the district's strategic goal (3B) which addresses impacts of growth, and optimizes resource allocation. By investing in modern equipment tailored to the operational needs, South Metro is taking a proactive step toward securing the well-being of the community and ensuring that it can effectively respond to the needs of a busier and growing region.

RECOMMENDED ACTION/MOTION:

Unit replacement discussion.

ALTERNATIVE OPTIONS:

As we consider the replacement of Fire Apparatus within the South Metro Fire Rescue (SMFR) fleet, it is imperative to evaluate alternative options to address the challenges posed by the aging equipment. While the preferred course of action is replacement, an alternative option could include continued regular maintenance and upgrades of the existing apparatus: Continue a rigorous maintenance and repair schedule for current units to maximize their operational lifespan. This option involves investing in continued regular inspections, repairs, and technology upgrades to address safety and efficiency concerns. While this may temporarily extend the units' service life, it might not fully mitigate the risks associated with the current equipment, which were incorporated into the current FCRS strategy. Additionally, the reserve fleet will be close to 25 years old by the time new apparatus arrive presenting additional risks.

ATTACHMENTS:

Fire Chief Selection Process Board Update & Discussion 04/01/2024



What does the board want in the next Fire Chief

Job Description	Leadership Competencies
<p>April 1st board meeting:</p> <p>Draft version v4 reflects shorter list of duties & responsibilities plus any feedback received since draft v4 distributed 3/25</p> <p>Final</p>	<p>Job description is a prerequisite</p> <p>“FYI” tool/process</p> <ul style="list-style-type: none">• 38 competencies, Board determines N most important• Same tool used to get input from L2086, command staff, staff, etc.• Process starts 4/15 – facilitated individual card sorting by board members at board meeting

Fire Chief Selection Process

Board Update & Discussion 04/01/2024



“What” phase – Initial timeline of meetings and activities, target 6/30 finish

	Target	Mar 18	Apr 1	Apr 15	May 6	May 20
Job Description	4/1	X	X			
Compensation Package	6/30	X			X	
Draft Employment Agreement	6/30				X	
Leadership Competencies	6/30					
High level review						
Facilitator introduction, setup		X				
Board starts FYI process				X		
Board continues FYI process					X	X
Other groups do FYI process				X	X	X

JOB DESCRIPTION



TITLE:	Fire Chief
REPORTS TO:	Board of Directors
DIVISION:	Executive
FLSA CLASSIFICATION:	Exempt

GENERAL POSITION SUMMARY

The Fire Chief is responsible for providing administrative leadership to the department and performing executive level activities related to fire prevention, fire education, and emergency response. The Fire Chief oversees and directs through the Executive Team all services, activities, and operations of the District in a manner consistent with Board policy and legislative mandates. The Fire Chief performs long range, strategic planning efforts to ensure the safety, health, and wellbeing of individuals and protection of property within the community.

ESSENTIAL DUTIES AND RESPONSIBILITIES *(The following statements are illustrative of the duties and responsibilities of the position and do not list every duty that may be required of the employee for this position. The District retains the right to change the duties and responsibilities of the position at any time without notice.)*

The Fire Chief is responsible for all duties and responsibilities, as outlined for a Fire Chief in state statutes and other relevant laws, the South Metro Fire Rescue Fire Protection District Service Plan, and the South Metro Fire Rescue Board of Directors' Bylaws. This includes direct oversight of all fire suppression, emergency medical services, and other rescue and hazardous emergency response; adopting and enforcing laws and resolutions pertaining to fire prevention, inspection of buildings, and investigation of all fires to determine the cause; and oversight of all uniformed personnel and staff support functions necessary to meet the District's obligations.

Set & Execute Strategy

1. Works with the Board of Directors to develop the District's Strategic Plan to meet current and future community needs; leads the implementation of established District strategy consistent with the vision, mission, and overall direction of the Board of Directors.

2. Oversees the development, implementation, and administration of all District programs and services, including fire protection response, emergency medical services, business operations, training and professional development, prevention programs, safety, and emergency management programs, emphasizing safety of first responders.
3. Monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures; allocates resources; initiates, coordinates, and enforces systems, policies, and procedures.
4. Continuously develops and enhances effective working relationship with Local 2086; negotiates collective bargaining agreement on behalf of the Board; maintains connectivity with Local 2086 through the Meet and Confer process and disciplinary process.

Allocate Resources

5. Oversees the development and presentation of the operating and capital budgets for public review and Board approval; ensures the District meets all fiscal obligations and operates within available revenue and the District's long-term financial plan.

Build Senior Leadership Team & Set Culture

6. Hires and develops senior leadership team; plans and implements leadership development programs throughout the organization; identifies high potential leadership candidates.
7. Establishes and regularly measures positive organizational culture; models organizational values; creates a welcoming culture of belonging, inclusivity, accountability, candor, and transparency; builds and strengthens relationships with all members of the organization.
8. Ensures proper personnel administration is practiced by all levels of supervision throughout the District, including, but not limited to, the selection and training of employees; providing comprehensive training and professional development; evaluating employee performance; providing effective coaching and mentoring; identifying and resolving problems; and taking corrective measures, including appropriate disciplinary actions.

Communicate & Work Effectively with All Stakeholders

9. Serves as the primary point of communications to the Board of Directors; advises the Board on complex and significant organizational matters; provides Board with information, data, and reports on plans, proposals, alternatives, and recommendations.

10. Meets with citizen groups regarding the activities of the District; presents, explains, justifies, promotes, and defends various programs and priorities.
11. Actively coordinates with contiguous fire departments fostering positive relationships and collaboration; develops mutual assistance programs, where appropriate.
12. Participates in metro, state, and national professional fire organizations; represents the District to the legislature, special interest groups, and appropriate officers of local, state, and federal government; promotes District successes and needs; shares information and data, influences initiatives; participates in finding impactful solutions to challenging situations.

Emergency Response

13. Responds to major incidents as a senior advisor and as an interface with the community, community leaders, and other elected officials.

EDUCATION, EXPERIENCE, LICENSES & CERTIFICATIONS *(An equivalent combination of education, training, and experience that demonstrates the ability to perform the duties of the position is qualifying.)*

Minimum Requirements:

- Bachelor's Degree in Fire Science, Public Administration, or Business Administration
- Minimum of ten (10) years progressively responsible experience in the fire service with emergency medical response, with at least five (5) years of experience as a chief officer or executive role in a similarly situated, complex organization.
- Possess (or obtain within a reasonable time) a valid Colorado driver's license with an acceptable driving record in accordance with the SMFR Driving Records Policy.
- Maintain Red Cross CPR for the professional rescuer (or approved equivalent).
- Residency within Metro Denver area

Desired:

- Master's Degree in Fire Science, Public Administration, or Business Administration
- Possession of National Fire Academy Executive Fire Officer (EFO), Center for Public Safety Excellence Chief Fire Officer (CFO) designation, or completion of Fire Service Executive Development Institute (FSEDI)
- Residency within District boundaries

REQUIRED KNOWLEDGE

Demonstrated knowledge of:

- Leadership principles and practices applicable to a service-oriented organization.
- Management principles and practices necessary to plan, analyze, develop, direct, and evaluate programs, administrative policies, and organizational structures.

- Fire department administration theories, practices, and techniques including fiscal management, budget development and administration, financial controls; personnel management; and strategic planning and implementation.
- Applicable federal, state, and local laws and regulations as they apply to fire services, emergency medical services, building and fire codes, personnel law, safety regulations, National Fire Protection Association standards, local municipal codes and departmental rules, regulations, and standard operating procedures.
- Principles, practices, and techniques of modern fire suppression and prevention; fire and medical incident command; delivery of emergency services; emergency communications systems; management information services as they apply to a fire service; and records management and hazardous materials operations.
- Principles of personnel management, including labor relations, training and professional development, performance management, and modern information systems.
- Principles and processes necessary to maintain a high level of organizational effectiveness through continuous improvement in a highly traditional and unionized work environment.
- Communication principles and strategies.

REQUIRED COMPETENCIES

INSERT COMPETENCIES AFTER IDENTIFIED

SUPERVISION RECEIVED:

Works under the general direction of the Board of Directors.

SUPERVISION EXERCISED:

Provides direct or general supervision to the Deputy Chiefs, Chief Government Affairs Officer, and the Assistant to the Chief.

EQUIPMENT AND SYSTEMS

Requires frequent use of equipment, including personal computer (including various software packages, database, and spreadsheet programs), SMFR vehicles, portable radios, calculators, telephones, copy machines, printers, and other general office equipment.

PHYSICAL DEMANDS

While performing the duties of this job, the Chief is regularly required to perform climbing, balancing, stooping, kneeling, crouching, crawling, reaching, standing, walking, pushing, pulling, lifting, grasping, feeling, talking, hearing, seeing and repetitive motions, exerting up to 50 pounds of force occasionally, and/or up to 20 pounds of force frequently, and/or up to 10 pounds of force constantly to move objects.

Specific vision abilities required by this job include close and distance vision acuity and the ability to adjust his or her focus, allowing a broad field of vision.

WORK ENVIRONMENT AND GENERAL INFORMATION

- The primary duties of this job are performed in a climate-controlled office environment. The incumbent will occasionally work at emergency scenes and may be exposed to outside weather conditions, smoke, or hazardous materials.
- The noise level in the work environment is usually moderate, except during emergency calls when noise levels may be loud.

Revision Date:

Last Revision July 2022

Current Revision March 2024

DRAFT

JOB DESCRIPTION



TITLE: Fire Chief
REPORTS TO: Board of Directors
DIVISION: Executive
FLSA CLASSIFICATION: Exempt

GENERAL POSITION SUMMARY

The Fire Chief is responsible for providing administrative leadership to the department and performing executive level activities related to fire prevention, fire education, and emergency response. The Fire Chief oversees and directs through the Executive Team all services, activities, and operations of the District in a manner consistent with Board policy and legislative mandates. The Fire Chief performs long range, strategic planning efforts to ensure the safety, health, and wellbeing of individuals and protection of property within the community.

ESSENTIAL DUTIES AND RESPONSIBILITIES *(The following statements are illustrative of the duties and responsibilities of the position and do not list every duty that may be required of the employee for this position. The District retains the right to change the duties and responsibilities of the position at any time without notice.)*

The Fire Chief is responsible for all duties and responsibilities, as outlined for a Fire Chief in state statutes and other relevant laws, the South Metro Fire Rescue Fire Protection District Service Plan, and the South Metro Fire Rescue Board of Directors' Bylaws. This includes direct oversight of all fire suppression, emergency medical services, and other rescue and hazardous emergency response; adopting and enforcing laws and resolutions pertaining to fire prevention, inspection of buildings, and investigation of all fires to determine the cause; and oversight of all uniformed personnel and staff support functions necessary to meet the District's obligations.

Board Interface Set & Execute Strategy

1. Works with the Board of Directors to develop the District's Strategic Plan to meet current and future community needs; leads the implementation of established District strategy consistent with the vision, mission, and overall direction of the Board of Directors.

~~2. Serves as the primary point of communications to the Board of Directors; advises the Board on complex and significant organizational matters; attends regular and special Board meetings; provides Board with information, data, and reports on plans, proposals, alternatives, and recommendations; develops agenda items to provide the Board with information to make decisions or provide strategic direction, as appropriate.~~

Organizational Strategic Management

~~3. Plans, implements, and directs all operations of the District; formulates departmental operating policy in alignment with the Board of Directors' policy, legislative mandates, and community needs.~~

~~4. Oversees and directs, through the Executive Team, the development of short-term and long-term planning programs, including goals and objectives, budget funding levels, staffing and resource requirements, and priorities; delegates authority and responsibility to meet established goals and objectives.~~

Service Delivery to the Community

~~5.2. Oversees the development, implementation, and administration of all District programs and services, including fire protection response, emergency medical services, business operations, training and professional development, prevention programs, fire protection response, emergency medical services, safety, and emergency management programs, emphasizing safety of first responders.~~

~~6.1. Monitors dynamic external factors to assess District's opportunities and threats; plans for long-range district growth in developing communities; evaluates community needs; forecasts and identifies strategies for addressing future needs; recommends and implements modification of departmental operations to meet new or changing needs.~~

~~7.1. Meets with citizen groups regarding the activities of the District; presents, explains, justifies, promotes, and defends various programs and priorities.~~

~~8.3. Monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures; allocates resources; initiates, coordinates, and enforces systems, policies, and procedures.~~

Financials

~~4. Continuously develops and enhances effective working relationship with Local 2086; negotiates collective bargaining agreement on behalf of the Board; maintains connectivity with Local 2086 through the Meet and Confer process and disciplinary process.~~

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Allocate Resources

~~9.5. Oversees the development and presentation of the departmental budget; reviews recommendations operating and capital budgets for staff and equipment; recommends budget priorities; presents and justifies program and budget recommendations for Board of Directors; public review and Board approval; assures ensures the District meets all fiscal obligations and operates within available revenue and the District's long-term financial plan.~~

Policies and Procedures

~~10. Reviews and ensures all District policies, procedures, and standard operating guidelines comply with federal, state, and local laws and regulations.~~

Intergovernmental Cooperation

~~11.1. Actively coordinates with contiguous fire departments fostering positive relationships and collaboration; develops mutual assistance programs, where appropriate.~~

~~12.1. Participates in metro, state, and national professional fire organizations; represents the District to the legislature, special interest groups, and appropriate officers of local, state, and federal government; promotes District successes and needs; shares information and data, influences initiatives; participates in finding impactful solutions to challenging situations.~~

~~13. Works cooperatively with other Fire departments and Districts to evaluate future growth opportunities that best service the customers of the District; presents potential consolidation or unification of other Fire departments to the Board for consideration; manages any future consolidations and unifications with other departments.~~

Employee Leadership

~~14. Promotes harmonious and effective working relationships with and between the Board of Directors, employees, intergovernmental agencies, and members of the public/community groups.~~

~~15. Maintains connectivity with Local 2086 through the Meet and Confer process, employment contract negotiations, and disciplinary process; develops and enhances effective working relationships with the Local, providing opportunities to collaborate both internally and within the community.~~

Build Senior Leadership Team & Set Culture

6. Hires and develops senior leadership team; plans and implements leadership development programs throughout the organization; identifies high potential leadership candidates.

16.7. Establishes and regularly measures positive organizational culture; models organizational values; creates a welcoming culture of belonging, inclusivity, accountability, candor, and transparency; builds and strengthens relationships with all members of the organization.

17. Provides organizational leadership by inspiring, empowering, and motivating personnel; promotes open communication lines throughout the organization without fear of retribution; demonstrates humility and models a commitment to organizational values; upholds the highest level of integrity in actions of self and others.

18.8. Directly supervises Deputy Chiefs, Chief Government Affairs Officer; and the Assistant to the Chief; takes necessary actions to ensureEnsures proper personnel administration is practiced by all levels of supervision throughout the District, including, but not limited to, the selection and training of employees; providing comprehensive training and professional development; evaluating employee performance; providing effective coaching and mentoring; identifying and resolving problems; and taking corrective measures, including appropriate disciplinary actions.

Communicate & Work Effectively with All Stakeholders

9. Serves as the primary point of communications to the Board of Directors; advises the Board on complex and significant organizational matters; provides Board with information, data, and reports on plans, proposals, alternatives, and recommendations.

10. Meets with citizen groups regarding the activities of the District; presents, explains, justifies, promotes, and defends various programs and priorities.

11. Actively coordinates with contiguous fire departments fostering positive relationships and collaboration; develops mutual assistance programs, where appropriate.

12. Participates in metro, state, and national professional fire organizations; represents the District to the legislature, special interest groups, and appropriate officers of local, state, and federal government; promotes District successes and needs; shares information and data, influences initiatives; participates in finding impactful solutions to challenging situations.

19. Maintains a safe and healthy working environment by establishing and enforcing safe work practices, adhering to legal requirements.

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~~20. Provides oversight of and direction to various employee board and committee meetings ensuring employee interests are considered.~~

~~21. Oversees the direct dissemination of information related to the District and may act as the primary spokesperson for the District, as needed, or delegates such authority as appropriate; ensures communication of special directives, instructions, notices, administrative memoranda, and other forms of communication are effectively disseminated to District members.~~

Emergency Response

~~22.13. Responds to significant emergencies, major incidents as part of command response or incident management team in a senior advisor role; may make emergency operational decisions under extreme conditions and must ensure District operations are conducted consistently as an interface with established standard operating guidelines, the community, community leaders, and other elected officials.~~

MINIMUM QUALIFICATIONS

EDUCATION, EXPERIENCE, LICENSES & CERTIFICATIONS *(An equivalent combination of education, training, and experience that demonstrates the ability to perform the duties of the position is qualifying.)*

Minimum Requirements:

Bachelor's Degree in Fire Science, Public Administration, or Business Administration, ~~or a~~
• ~~related field is required. Master's Degree is preferred.~~

Minimum of ten (10) years progressively responsible experience in the fire service with
• ~~emergency medical response, with at least five (5) years of experience as a chief officer~~
or executive role in a similarly situated, complex organization.

~~Maintain~~ Possess (or obtain within a reasonable time) a valid Colorado driver's license with
an acceptable driving record in accordance

- ~~with the SMFR Driving Records Policy.~~
- ~~Maintain Red Cross CPR for the professional rescuer (or approved equivalent).~~
- Residency within Metro Denver area

Desired:

• Master's Degree in Fire Science, Public Administration, or Business Administration
Possession of National Fire Academy Executive Fire Officer, ~~(EFO)~~, Center for Public Safety
• ~~Excellence (CPSE)~~ Chief Fire Officer Designation (CFO) designation, or
Completion/ completion of Fire Service Executive Development Institute (FSEDI) ~~is~~
desired.

• Must live/Residency within 5 miles of District boundaries ~~to comply with timely~~
responses to large-scale incidents, other emergencies, and critical events and
incidents,

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REQUIRED KNOWLEDGE

Demonstrated knowledge of:

- Leadership principles and practices applicable to a service-oriented organization.
- Management principles and practices necessary to plan, analyze, develop, direct, and evaluate programs, administrative policies, and organizational structures.
- Fire department administration theories, practices, and techniques including fiscal management, budget development and administration, financial controls; personnel management; and strategic planning and implementation.
- Applicable federal, state, and local laws and regulations as they apply to fire services, emergency medical services, building and fire codes, personnel law, safety regulations, National Fire Protection Association standards, local municipal codes and departmental rules, regulations, and standard operating procedures.
- Principles, practices, and techniques of modern fire suppression and prevention; fire and medical incident command; delivery of emergency services; emergency communications systems; management information services as they apply to a fire service; and records management and hazardous materials operations.
- Principles of personnel management, including labor relations, training and professional development, performance management, and modern information systems.
- Principles and processes necessary to maintain a high level of organizational effectiveness through continuous improvement in a highly traditional and unionized work environment.
- Communication principles and strategies.

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REQUIRED COMPETENCIES

INSERT COMPETENCIES AFTER IDENTIFIED

SUPERVISION RECEIVED:

Works under the general direction of the Board of Directors.

SUPERVISION EXERCISED:

Provides direct or general supervision to the Deputy Chiefs, Chief Government Affairs Officer, and the Assistant to the Chief.

EQUIPMENT AND SYSTEMS

Requires frequent use of equipment, including personal computer (including various software packages, database, and spreadsheet programs), SMFR vehicles, portable radios, calculators, telephones, copy machines, printers, and other general office equipment.

PHYSICAL DEMANDS

While performing the duties of this job, the Chief is regularly required to perform climbing, balancing, stooping, kneeling, crouching, crawling, reaching, standing, walking, pushing, pulling, lifting, grasping, feeling, talking, hearing, seeing and repetitive motions, exerting up to 50 pounds of force occasionally, and/or up to 20 pounds of force frequently, and/or up to 10 pounds of force constantly to move objects.

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Specific vision abilities required by this job include close and distance vision acuity and the ability to adjust his or her focus, allowing a broad field of vision.

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WORK ENVIRONMENT AND GENERAL INFORMATION

- The primary duties of this job are performed in a climate-controlled office environment. The incumbent will occasionally work at emergency scenes and may be exposed to outside weather conditions, smoke, or hazardous materials.
- The noise level in the work environment is usually moderate, except during emergency calls when noise levels may be loud.

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Revision Date:

Last Revision July 2022

Current Revision March 2024



West Metro Fire Protection District

433 S. Allison Parkway
Lakewood, CO 80226

Bus: (303) 989-4307
Fax: (303) 989-6725
www.westmetrofire.org

March 19, 2024

Bob Baker
Fire Chief
South Metro Fire Rescue
9195 E. Mineral Avenue
Centennial, Colorado 80112

THANKS SO MUCH BOB!
D

RE: CAPTAINS BRIAN DeWOLFE, ERIC HENDEE, BRAD LINGLE, DAVE PETAU,
RICK PETERSON, JOE SIMS, AND TIM URBAN

Dear Bob:

On behalf of the West Metro Fire Protection District's Civil Service Committee, Division Chief Doug Hutchinson, and the entire Training Division staff, I would like to take this opportunity to thank Captains Brian DeWolfe, Eric Hendee, Brad Lingle, Dave Petau, Rick Peterson, Joe Sims, and Tim Urban for participating as assessors in our recent captain promotional examination. Their professionalism contributed to one of our best testing processes ever, and we are extremely grateful to them for taking the time to assist us.

Sincerely,

Don Lombardi
Fire Chief

3-27-24

Dear Mary, Tyson,
& Deleva,

This note is a
little late but
wanted to thank
you for your
home visit -
really appreciated
it! Has been
very helpful -

We thought
Easter would be
a good occasion
to say "Thank You"

We wish you
all a very Happy
& Blessed Easter -

Al, Betty, Michael
& Amy Kroza