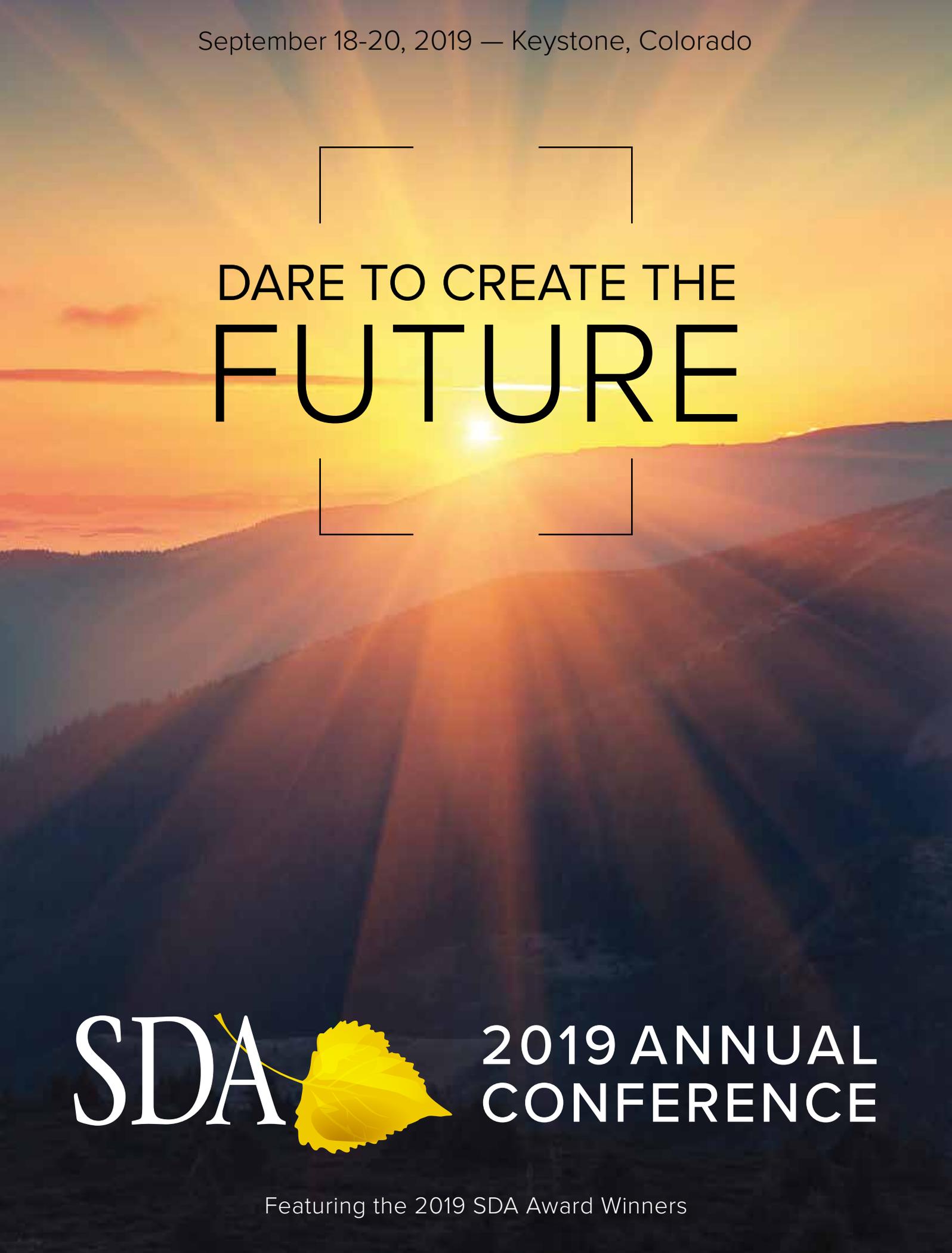


September 18-20, 2019 — Keystone, Colorado



DARE TO CREATE THE  
**FUTURE**



**2019 ANNUAL  
CONFERENCE**

Featuring the 2019 SDA Award Winners



**Welcome to the 2019 SDA Annual Conference!**

We are so excited for this year's Conference, and our universally applicable theme "Dare to Create the Future." We have assembled an outstanding lineup of experts and professionals who will provide valuable information on a wide variety of topics and issues. As always, we will also be featuring inspirational keynote speakers and plenty of chances to meet and visit with other professionals in your field. In addition, we would like to thank our 18 Platinum Sponsors as well as our generous Gold, Silver, and Bronze Sponsors and exhibitors who are rounding out this dynamic three days. The SDA Board and staff look forward to seeing you throughout the event!

*Ann A. Terry*

SDA Executive Director

Pt

**Platinum Potential**  
Innovative Solutions for Your District

Throughout the Conference, our Platinum Sponsors will each have a 30-minute timeslot to present information about their programs, how they work with districts, and any other important material they would like to share. Each of these presentations will be held in the third floor Boardroom of the Conference Center, and attendees will be able to attend any and all presentations that are of interest. What an easy and convenient way to connect!

Pt

**Colorado SIPA**  
9:00-9:30 am

Worried about HB 19-1087? Colorado SIPA has your back with no-cost websites and payment processing on the colorado.gov portal

SDA CONFERENCE **Wednesday** SEPTEMBER 18

7:00-7:45 am

Longs Peak Ballroom

**Welcome Breakfast**

*Sponsored by the Colorado Special Districts Property and Liability Pool*

Join us as we kick off the 2019 Annual Conference! The morning will begin with the Presentation of the Colors and the singing of the National Anthem. We will also highlight some of the exciting things that are in store for this year's event.



7:45-8:45 am

Longs Peak Ballroom

**Opening General Session featuring retired Colorado Supreme Court Justice Greg Hobbs**  
**"What Makes Us Coloradans?"** *Applied for 1 Hour CLE*

*Sponsored by Streamline*

In this fascinating discussion on Colorado history and vistas, retired Colorado Supreme Court Justice Greg Hobbs will review all the special things that make us Coloradans: the land, the air, the waters, the creatures, and each other! He'll also discuss how we make decisions in light of the unique factors that make our state great.



9:00-10:00 am  
*Cont. on page 3*

Session W-1 Torreys Peak I-II

**The Rule World: Key Terms for Your Water and Sanitation Rules and Regs**

*Carolyn Steffl and John Peckler from Moses, Wittemyer, Harrison and Woodruff, PC*  
*Applied for 1 Hour CLE*

For water and sanitation districts, rules and regs are essential. Yet, districts can go many years without an update. In this presentation, we will go over key provisions that should be in rules and regulations to help water and sanitation districts collect fees and charges; reduce the risk of liability; define and enforce violations; compel connections; meet statutory requirements; and keep the system running smoothly.

Session W-2 Torreys Peak III-IV

**Privacy and Freedom of Speech in the Workplace**

*Aaron Guin from Employers Council* *Applied for 1 Hour CLE*

Special districts must balance their employees' rights to privacy and free speech with the district's legitimate business interests in providing services to the public. This presentation will address the balancing tests applicable to free speech and privacy; the limits on privacy in the workplace; and considerations in creating policies that effectively communicate expectations regarding employee conduct in and outside the workplace.

**9:00-10:00 am**  
Continued

Session W-3 Crestone Peak I-II

**Leading Together: Collaborative Leadership Between the Board and District Managers**

Chief TJ Steck and Kara Gerczynski from Elizabeth Fire Protection District

It is a well-known fact that Boards and managers have different roles within their district, but what happens when priorities don't match up? This program addresses the issues that arise when elected and appointed officials are not on the same page. It then offers various solutions that the Board and executive leadership can use to collaborate and develop a highly productive organization.

Session W-4 Crestone Peak III-IV

**CORA: Preparing for, Managing, and Responding to Open Records Requests**



John Chmil from Lyons Gaddis *Applied for 1 Hour CLE*

*Sponsored by Colorado PERA*

It's no secret that special districts are subject to the requirements of the Colorado Open Records Act (CORA). Whether your district has never had to deal with a CORA request or if you happen to have one pending right now, being prepared and having a clear policy will allow your district to handle CORA requests efficiently and in compliance with the law. This talk will focus on what qualifies as a public record, what a district can do to prepare for a CORA request, and how to respond to a CORA request.

Session W-5 Castle Peak

**2020 Vision for Transitioning from the Regular Elections to Irregular Elections in 2023 and Other Super Important Stuff**

Micki Mills from Collins Cockrel & Cole *Applied for 1 Hour CLE*

This informative presentation will discuss how special districts will need to transition from even to odd-year elections, beginning in 2020. You will be reminded of important election procedures and deadlines. You will also hear about new procedures for all special districts, including the change in the form and filing requirements for Oaths of Office and posting of meeting notices. What you don't know could hurt you!

**10:15-11:15 am**  
Cont. on page 4

Session W-6 Torreys Peak I-II

**From Performance Management to a Culture of Connection: How One Special District Overhauled Performance Management and Found a Culture of Connection, Engagement, and Transformation in the Process**



Melissa Mills McLoota and Karen Shanley from Eagle River Water and Sanitation District

*Sponsored by Pinnacle Consulting Group, Inc.*

In 2016, the Eagle River Water and Sanitation District's (ERWSD) performance management system was a cumbersome annual chore that had little impact on individual and organizational performance. After a comprehensive stakeholder process, ERWSD's HR team created a new approach to performance management that helped bring alignment, enthusiasm, and quality conversation to the forefront of the district's culture. Join Melissa and Karen as they outline ERWSD's process, share lessons learned along the way, and provide a set of guideposts to transform performance management in your organization.

Session W-7 Torreys Peak III-IV

**Demystifying Workers' Compensation: The Employer's Role**

David Dworkin from Dworkin, Chambers, Williams, York, Benson & Evans, PC; and Norma Stimmler from T. Charles Wilson Insurance Service *Applied for 1 Hour CLE*

Come and learn what you need to know to prepare your district and better understand what you need to do before, during, and after Workers' Compensation injuries. In this educational presentation, the multifaceted issue of Workers' Compensation will be examined from the employer's perspective. Important topics such as the employer's role in anticipation of a work injury, at the time of a work injury, and following a work injury will all be discussed.

Session W-8 Crestone Peak I-II

**The Ins and Outs of Extraterritorial Service**

Rick Kron from Spencer Fane LLP *Applied for 1 Hour CLE*

To serve or not to serve, that is the question: whether it is nobler for the pocketbook to suffer the slings and arrows of less revenue from outsiders or to encourage them, and by embracing them, make more revenue for the budget. We will explore the how to, why, rates, and authority to provide service outside the district boundaries.

Pt

**Community Resource Services of Colorado (CRS)**

9:45-10:15 am

CRS—Creative Resourceful Solutions for Your District

Pt

**COLOTRUST**

10:30-11:00 am

Using COLOTRUST to Manage Your District's Cash

**10:15-11:15 am**  
*Continued*

*Session W-9 Crestone Peak III-IV*

**Simple and Affordable Ways to Use Today's Technology for Tangible Asset Management**

*Tony Shriner from iamGIS*

Asset management is no longer an elective option for organizations if they wish to be sustainable and viable, now and for the coming decades. In this session, we will review the key components of asset management and why it is imperative to utilize today's technologies (GIS, GPS, email, and text notifications) to expedite and facilitate an asset management program. We'll also address the importance of the daily use of a digital work order system for maintenance tracking. Finally, we will outline the necessary steps to implement a successful asset management program and how updates can be done in real-time out in the field.

*Session W-10 Castle Peak*

**The Citizens Academy Handbook: Building Local Civic Engagement**

*Laura Savage from Pueblo West Metropolitan District*

Citizens Academies are popping up in municipalities across the country. But guess what? Their session topics correspond to what special districts do, too! Learn how Pueblo West Metro's implementation of a Citizens Academy improved public trust, increased transparency, encouraged community engagement, and even inspired academy graduates to run for an elected seat on the Board of Directors.



**11:15 am-1:00 pm**

Longs Peak Ballroom



**James T. Walker Leadership Lunch featuring Dr. Brynn Winegard  
"Boost My Brain! Brain Science Secrets for Motivation, Productivity, and Peak Performance"**

*Sponsored by T. Charles Wilson Insurance Service*

Everyone knows the feeling of having more items on our "to-do" lists than time in our day. Some will assure you that better "time management," "self-management," or "managing through others" is the key to lower stress, higher productivity, and motivation – though brain sciences tell us that this isn't necessarily true. By busting myths, banishing misconceptions, and unpacking conventional wisdom, this keynote highlights the tips, tricks, and tools for moving from a "surviving" to "thriving" mindset through everyday stress and constant change using secrets from brain science. Discover how you can feel more motivated, less stressed, and become more productive through your day and even as you sit in your seat!

**1:15-2:15 pm**  
*Cont. on page 5*

*Session W-11 Torreys Peak I-II*

**Boards and Managers Influence 50% of the Cost of Risk Coverage**

*Joe DePaepe and Adam Johnsen from the Colorado Special Districts Property and Liability Pool*  
Boards and managers of special districts have the fiduciary responsibility to make decisions to either assume, transfer, or avoid risk in their district. However, managing the risk financing of an organization can be a daunting task. Far too often Boards and managers simply transfer the risk to the Pool or insurance company without fully understanding the benefit of managing the financing of the transfer to achieve the lowest total cost of risk available. Join us to find out what you can do to influence these costs at your district.

*Session W-12 Torreys Peak III-IV*

**Senate Bill 18-167 Regarding Underground Utilities and Its Effect on Districts**

*Dave DiFulvio and JC Cundall, PE from Farnsworth Group; and Bob Blodgett from CliftonLarsonAllen Applied for 1 Hour CLE*  
*Sponsored by CliftonLarsonAllen*



Senate Bill 18-167, which was signed into law and took effect in 2018, affects all public entities, including districts, generally on any project involving excavation beyond two feet in depth for an area greater than 1000 square feet. The law mandates a much greater effort and responsibility for the location of underground utilities on such projects, now required to meet American Society of Civil Engineers' (ASCE) standards. The result is a substantial cost increase for project design surveys for most projects. This session will discuss the major elements and requirements of this new law; the specific ASCE standards required by the law; the extent of additional professional engineering involved in meeting the requirements of the law; and the overall effect on district projects and budgets.

**Pt Streamline**  
**1:15-1:45 pm**

Website Solutions Created Just for Special Districts

**1:15-2:15 pm**  
Continued

Session W-13 Crestone Peak I-II

**Don't Forget to Turn Off the Stove: How Boilerplate Provisions in Your Contracts Can Burn You**

Ron Fano and Jamie Cotter from Spencer Fane LLP; Elisabeth Cortese from McGeedy Becher; and Russ Watterson, Jr. from Buffalo Ridge Metropolitan District *Applied for 1 Hour CLE*

If you have ever heard “oh, that’s just boilerplate” and wonder what the lawyer meant by it, this session is for you. We will review the concept, decode specific clauses, and amaze you with what all that stuff at the end of the contract is supposed to mean, including the astonishing “actual authority” clause.

Session W-14 Crestone Peak III-IV

**Rural Recruiting Tips and Tricks**



Melissa Asher from CPS HR Consulting  
*Sponsored by CPS HR Consulting*

Recruiting for the public sector today is not easy. Low unemployment rates and tough compensation competition means it is harder to find the perfect candidate. More active, aggressive, and creative outreach strategies are needed, especially in rural areas where the benefits of living and working may not be well known. Join us for this session to learn tips and tricks for attracting candidates to your unique job opportunities.

Session W-15 Castle Peak

**When a Board (Member) is Out of Control**

Evan Goulding from the Special District Association of Colorado *Applied for 1 Hour CLE*

From many years of working with different kinds of Boards, Evan has unique wisdom in these difficult situations. Whether your Board is purring like a Maserati or barking like a Studebaker, you will profit greatly from Evan’s perspectives on boardmanship. Think a lot, laugh a lot, see yourself in his examples (or see that other bozo on your Board), and learn how others have dealt with your not-so-unique situations.

**2:30-3:30 pm**  
Cont. on page 6

Session W-16 Torreys Peak I-II

**Best Practices to Avoid Being Sued in Construction Projects—and What to Do if Your District is Sued**

David Mayhan and Sarah O'Brien from Butler Snow LLP *Applied for 1 Hour CLE*

This session will suggest best practices for districts to avoid lawsuits, from contractual provisions to managing disputes to avoid the costs and risks of litigation. But since litigation is sometimes inevitable, we will also address how to manage your risk once a district finds itself in a lawsuit.

Session W-17 Torreys Peak III-IV

**Writing for the Web: Tips for Getting the Attention Your District Deserves**

Sloane Dell'Orto and Mac Clemmens from Streamline

As online attention spans get shorter, your ability to present information online in a way people will pay attention to becomes more important than ever. In this talk we'll go over various mediums and why different styles work for each, and talk about some of the best practices for writing in a way your readers will be willing to...well...read!

Session W-18 Crestone Peak I-II

**A Guide to Conservation Oriented Water Development (Impact) Fees**

Andrew Rheem from Raftelis and Amelia Nuding from Western Resource Advocates

A growing number of Colorado communities have crafted ways to reduce the water demands of new development by redesigning their water system development charges (SDCs) to incentivize highly water efficient homes and developments. Conservation-oriented or individualized SDCs can improve equity among customers, better capture the true cost of development, and significantly reduce water demands in new development. This presentation will highlight Colorado utilities that are actively using conservation-based or individualized SDCs. It will also cover the calculation methodologies used and address the administrative challenges and lessons learned.

Pt

**Colorado Retirement Association**

(formerly CCOERA)

**2:00-2:30 pm**

Financial Wellness Program for Your Employees: the Why and the How

Pt

**Colorado Employer Benefit Trust (CEBT)**

**2:45-3:15 pm**

CEBT provides affordable employee health plans available to all SDA members through the SDA Health Benefits Pool

**2:30-3:30 pm**

*Continued*

Session W-19 Crestone Peak III-IV

**New Recreation and Conservation Impacts**

*Chris Castilian from Great Outdoors Colorado (GOCO)*

*Sponsored by Emerald Isle Landscaping*



Join Chris Castilian, Executive Director of Great Outdoors Colorado (GOCO), for an update on inspiring projects from GOCO's partners in Colorado's conservation and outdoor recreation worlds, including projects by cities, towns, counties, park and recreation districts, nonprofit land trusts, and other partnering entities. Chris will share project snapshots from its current, five-year strategic plan (Protect. Connect. Inspire.) launched in 2015, and will also offer a look into the process as the GOCO Board sets priorities for the next five years.

Session W-20 Castle Peak

**Thinking Outside the Box to Fill Your Empty Fire Truck Seats with Volunteers**

*Chief Brita Horn from Rock Creek Volunteer Fire Department*

This thought provoking presentation will expose the shortage of firefighter volunteers across our state and the effects it has on delayed emergency response to our communities. The discussion will then focus on the advantages of incorporating volunteers into the public safety sectors, and we will explore successful ideas on how to engage neighbors to become volunteers with the local fire department. Additionally, we will discuss the benefits of adding the 36-hour firefighter taskbook, which was recently created by the Colorado State Fire Chiefs Volunteer Section and available at no cost to the emergency response departments across Colorado, to your training toolbox.

**COMCAST BUSINESS**

Shuttle buses to and from the Conference Center sponsored by Comcast Business



**3:30-5:00 pm**

Conference Center Patio

**Recharge Break featuring Randall McKinnon**

*Sponsored by Tetra Tech*

Enjoy snacks and a drink with live entertainment by Randall McKinnon on the beautiful Conference Center patio. Or have some time to check in at the hotel and get ready for the Opening Night Extravaganza. Either way, the Recharge Break will provide you just that: time to recharge!



**5:00 - 8:00 pm**

Longs Peak Ballroom

**Opening Night Extravaganza featuring The Wash Park Band and Extreme Bingo**

*Sponsored by Community Resource Services of Colorado (CRS) and Colorado SIPA*

The Wash Park Band covers it all, with three vocalists, a full four-piece horn section, and a five-piece rhythm section. They are sure to provide the perfect music to dance the night away! And extreme bingo is back! Grab your thinking caps and get ready to shout out "BINGO!" as we test your knowledge in this exciting game.





**7:00-8:45 am**

Longs Peak Ballroom



**General Breakfast Session featuring Kevin Brown**

**“The Hero Effect® — Being Your Best When It Matters the Most!”**

*Sponsored by CSAFE*

In a fresh and entertaining style, Kevin Brown shares ideas, strategies, and principles that will inspire and equip participants to show up every day and make a positive difference. At the heart of Kevin’s message is a simple, yet powerful philosophy for life that drives every thought, every action, and ultimately every result we achieve both personally and professionally. You will be motivated to reach beyond what is required and do something remarkable!

**9:00-10:00 am**

*Session T-1 Torrey's Peak I-II*

**Layman’s Roadmap to Real Estate Transactions: Getting from Contract to Closing**

*Allison Ulmer from Collins Cockrel & Cole Applied for 1 Hour CLE*

Buying and selling real property is something almost every special district will do at some point. This presentation will walk you through the fundamentals of a real estate transaction, including the roles of the various players in a typical transaction; standard contract provisions; due diligence (title, survey, inspection, environmental); and the closing (types of deeds, settlement statements). This presentation will be beneficial for special district employees and Board members alike.

*Session T-2 Torrey's Peak III-IV*

**Access to Affordable Financing for Special Districts in Rural Areas**

*Allison Trujillo from USDA Rural Development*

Affordable financing is available for special districts through numerous USDA programs. For example, the Community Facilities Program can assist special districts (public bodies), non-profits, and federally recognized tribes in developing essential community facilities in rural areas. In addition, the Water and Waste Disposal Loan/Grant Program can assist entities in securing funding for reliable drinking water, sanitary sewage, solid waste disposal, and storm water projects in rural Colorado. Come learn how your district may be able to benefit from these and other programs.

*Session T-3 Crestone Peak I-II*

**Be a Culture Catalyst!**

*Diane Zile from JERA Partnerships, LLC*

Over 70% of today’s workforce is not engaged, and this number continues to climb year over year. The “Future of Work” is now – and it’s all about people and culture. Today’s leaders need to get really, really good at three things: 1) matching opportunity to talent; 2) sparking cultural change; and 3) unleashing the power of teams. Understanding and embracing this changing landscape is critical to achieving meaningful outcomes. In this dynamic and engaging session, we’ll explore how you can be a catalyst for positive change!

*Session T-4 Crestone Peak III-IV*

**Sanitary Sewer Maintenance Programs (SSMP) to Manage Your System**

*Jennifer Chipman, PE from Kennedy/Jenks Consultants*

*Sponsored by High Country Workplace Technologies*



Kennedy Jenks has been helping sanitary sewer districts and municipalities develop and track Sanitary Sewer Maintenance Programs (SSMP) for over 40 years. With a bottom line purpose of providing reliable and uninterrupted service to customers, SSMPs can be extremely beneficial for many districts. Join us as we talk about the purpose of an SSMP, describe the common components of an SSMP, review industry standards, and offer important lessons learned.

*Session T-5 Castle Peak*

**The Residential Assessment Rate: What’s Happening Now?**

*JoAnn Groff from the Colorado Department of Local Affairs; and Evan Goulding from the Special District Association of Colorado Applied for 1 Hour CLE*

This informative session will touch base on how the statewide Residential Assessment Rate (RAR) is established; if there is any anticipated action to change how the rate is calculated going into the future; and what is happening with districts that have “de-Gallagerized” or frozen their RAR.

Pt

**Colorado Special Districts Property and Liability Pool**

**9:00-9:30 am**

Adam Johnsen discusses SKIDTRUCK and TargetSolutions’ Check It, the CSD Pool’s latest offerings in automotive technology, providing training for difficult driving situations and streamlining routine maintenance inspection of trucks, tools, and supplies to make operations management easier than ever.

Pt

**Comcast Business**

**9:45-10:15 am**

How Software Defined Networks (SDN and SD-WAN) are Redefining Network Costing Structures, Management, and Security for Districts of All Sizes

10:00-10:15 am

Exhibitor Hall

**Break**

Take a few minutes to visit with fellow attendees and enjoy a mid-morning treat.

*Sponsored by Spencer Fane LLP*



SpencerFane

10:15-11:15 am

Session T-6 Torreys Peak I-II

**Board Member's Guide to Accounting and Board Reports**

*Christina Griggs from Gemsbok Consulting, Inc.*

*Sponsored by Ehlers*

In this session participants will gain a stronger understanding of governmental accounting and what it means for reporting. The discussion will review typical Board reports and how to effectively use them to make decisions. In addition, forecasting and non-standard reports will be weaved into the discussion to provide Board members a comprehensive understanding of all the angles of special district accounting, budgeting, and reporting to most effectively lead the district forward.



Session T-7 Torreys Peak III-IV

**A Practical Guide for Liability Waiver and Claims Releases**

*Dianne Criswell from Kelly PC Applied for 1 Hour CLE*

This educational presentation will examine the legal issues special districts may need to consider when creating waiver forms. Dianne will also provide practical tips for drafting or revising forms. Don't miss this important information to make sure your district is covered.

Session T-8 Crestone Peak I-II

**What the PEL is Going On?**

*Angela Kana-Veydovec, PE; Daniel Stewart, PE; and Travis Stevens from Martin/Martin, Inc.*

*Sponsored by Martin/Martin, Inc.*

When it comes to PELs (preliminary effluent limits), we may ask ourselves, "What is going on?" or more importantly, "What the PEL is going on?" Why are PELs so critical in wastewater treatment planning? This presentation describes the preparation of PELs and their critical relation to the planning endeavors by districts and municipalities for wastewater treatment. PELs define the path of required treatment in setting effluent limitations for wastewater treatment facilities, but how often do districts review their PELs? Unfortunate errors within PELs have led to unnecessary expenditures. Discussion will include an overview of the preparation of PELs and calculation of effluent limitations as well as guidance in navigating PEL modifications to assist districts in potentially avoiding costly changes in operations and treatment. So, want to know more about what the PEL is going on?



Session T-9 Crestone Peak III-IV

**At-Will Employment: The Myth, the Truth, and Everything in Between**

*Ashley Hernandez-Schlagel from Nathan Dumm & Mayer; and Kathryn Winn from Collins Cockrel & Cole Applied for 1 Hour CLE*

This presentation will discuss at-will employment in today's employment environment; how to best protect against costly lawsuits; and if a lawsuit cannot be avoided, how to set the stage for successful litigation. Special district Boards and managers often face tough employment decisions, particularly when they are at-will employers with associated disclaimers in their handbooks. In order to avoid litigation in situations where a special district wants to take an adverse employment action against an employee in a protected class or has requested protected leave, there are things that should be done and things that should be avoided.

Session T-10 Castle Peak

**Making the Pieces Fit through Merger, Consolidation, and Cooperative Efforts**

*Dan Qualman and Sheldon Gilbert from Emergency Services Consulting International*

As public funds diminish and competition for existing local tax dollars increases, many special districts are looking at alternatives. Often a viable option is to engage in cooperative service with neighboring agencies. This informative presentation will use examples and tools that have been successful in Colorado fire and EMS agencies, but are applicable to any form of special district collaborative efforts. The presentation will assist in answering important questions such as: Why cooperative service? What are the options? What are the short and long-term benefits as well as the risks? Where would savings most likely occur?

Pt

**Tetra Tech**

10:30-11:00 am

Strategies for Preparation and Response to the America's Water Infrastructure Act and...After the Assessment: A Practical Approach to Implementing Cybersecurity



Coffee stations throughout the Conference sponsored by Fromm & Company, LLC



**11:15 am-1:30 pm**

Longs Peak Ballroom

**General Lunch Session featuring Mark Sanborn**

**“You Don’t Need a Title to Be a Leader: How Anyone, Anywhere, Can Make a Positive Difference”**

*Sponsored by Colorado Employer Benefit Trust (CEBT)*

As a leading thinker in the field and after spending many years working with organizations across the country, Mark Sanborn has focused on the true heart of leadership: what he refers to as little ‘l’ leadership. This attribute—genuine leadership—is not conferred by title or location in the executive suite. It is leadership demonstrated through our everyday actions and the way we influence the lives of those around us. In Mark’s witty and informative presentation, you’ll gain valuable insights on how to develop your own leadership ability and the leadership potential of your employees. Mark will also show you how to identify and develop the characteristics that define genuine leadership.



**1:45-3:00 pm**

Castle Peak

**SDA Annual Business Meeting —“The Intersection and Collaboration of Local Government and the Business Community”**

Loren Furman from the Colorado Chamber of Commerce will discuss the important relationship between local government and the business community. This insightful presentation will shed light on how the interaction between special districts and local businesses can play a key role in the community and how collaboration between the two can lead to success.

**1:45-3:00 pm**

*Session T-11 Torrey Peak I-II*

**How Did We End Up With this Debt?: Public Financing from Initial Issuance to Refinancing**

*Megan Murphy from White Bear Ankele Tanaka & Waldron; Anne Bensard from Ballard Spahr LLP; and Michael Persichitte from RBC Capital Markets* *Applied for 1 Hour CLE*

This presentation will cover the formation and election authorization process for metropolitan districts; water and sanitation districts; park and recreation districts; and fire districts. We will further discuss initial debt issuance and subsequent refinancing by districts, including an explanation of the participants involved, the documents required, investment grade refinancing, and future capital authorization.

*Session T-12 Torrey Peak III-IV*

**Navigating the SD-WAN Landscape: How to Choose the Best Solution for Your Organization!**

*Chris Prekopa and Arjay Rhoads from Comcast Business*

Are all SD-WAN providers the same? What are the differences and how do we decide what’s best for our organization? As organizations look to take advantage of high availability technology solutions like SD-WAN, but they don’t have the IT staff to manage such solutions, how do they choose the correct one?

*Session T-13 Crestone Peak I-II*

**Workplace Investigations Part I: Someone Complained – Now What?**

*Michele Sturgell from Employers Council* *Applied for 1 Hour CLE*

Part one of this two-part session will focus on the appropriate way to respond to any kind of complaint and what complaints necessitate an investigation under the law. The discussion will also review precautionary measures, interview ordering, and how to obtain evidence. Whether you attend one or both parts of this session, you won’t want to miss the plethora of pertinent and relevant information provided.

*Session T-14 Crestone Peak III-IV*

**The Art of Critical Decision Making in High-Stress Environments**

*Chief Doug Cupp from Greater Eagle Fire Protection District*

*Sponsored by Colorado Water Resources and Power Development Authority*

Leaders are judged by the decisions they make. Those decisions are likely to come with many external pressures of saving life, property, ethics, social, and economic impacts. We will take a journey into how the brain functions during high-stress decision making and why I refer to humans as brilliantly stupid. The human brain is faster and more powerful than any computer during time-sensitive decision making. Learn to use its ability while understanding the dangers associated with it. Human factors and cognitive biases stand in the way of you and a great decision. Learn how managers can make high stake decisions within just minutes or seconds, and they are often right.



Pt

**CSAFE**

**1:30-2:00 pm**

How to get the most out of utilizing CSAFE’s two funds and objective review of your district’s cash and investment portfolio

Pt

**Ramey Environmental Compliance**

**2:15-2:45 pm**

Is Contract Operations Right for You?

SDA CONFERENCE **Thursday** SEPTEMBER 19

<p><b>3:00-3:30 pm</b></p>	<p><b>Break</b> Exhibitor Hall  <i>Whether you want something sweet or salty, you'll find the perfect snack.</i>  <i>Sponsored by Spencer Fane LLP</i></p>	
<p><b>3:15-4:45 pm</b></p>	<p>Longs Peak Ballroom  <b>Colorado Special Districts Property and Liability Pool Annual Membership Meeting and Keynote Address</b>  <b>"Protecting Your Organization from Cyber-Crime"</b>  <i>Michael Bazzell, Cyber-Crime Expert Applied for 1 Hour CLE</i>                  This session focuses on recent trends of online fraud, computer intrusion, and ways that suspects steal valuable data from your organization. The presentation includes the details of how hackers commit their crimes and what every employee must do to protect an organization's assets. The audience will learn immediately how password hacking, email phishing, telephone attacks, and social engineering are emerging threats against every entity. Live examples of "hacking" into information will surprise the audience, while detailed solutions will be displayed on how to stop the threats. Employees can easily modify a few key online habits that will help protect your organization from the next attack.</p>	
<p><b>3:30-4:45 pm</b></p>	<p>Session T-15 Torreys Peak I-II  <b>The Few, the Proud, the Districts that Can Levy a Sales Tax. PIFs, too.</b>  <i>Tom George and Lisa Mayers from Spencer Fane LLP; and Bob Blodgett from CliftonLarsonAllen Applied for 1 Hour CLE</i>                  The power of a district to levy a sales tax is rare. We will explore the favored few that are allowed to do it, for what purposes, and how it can be done. If sales taxes are not available, a "public improvement fee" can be an alternative so we'll discuss the creation, feeding, and operation of PIFs, too.</p>	
<p><b>3:30-4:45 pm</b></p>	<p>Session T-16 Torreys Peak III-IV  <b>Maximizing Time and Money Using Design-Build for a Growing Workforce</b>  <i>John Sattler from Diversified Consulting Solutions, Inc.; Abel Moreno from South Adams County Water and Sanitation District; and Lance Swanson from Golden Triangle Construction (GTC)</i>                  South Adams County Water and Sanitation District recently renovated an existing industrial/shop space to provide new office space to support a growing workforce. The new office space included a combination of private offices, workstations, and hoteling stations to support a mobile workforce. Join us to learn more about this innovative project which could provide a case study approach for other districts looking to accommodate their own growing workforce.</p>	
<p><b>3:30-4:45 pm</b></p>	<p>Session T-17 Crestone Peak I-II  <b>Workplace Investigations Part II: Questioning and Conclusions</b>  <i>Michele Sturgell from Employers Council Applied for 1 Hour CLE</i>  <i>Sponsored by TST Infrastructure, LLC</i>                  Together or separately, these information-packed presentations will provide you valuable tools and knowledge to help you prepare for your next workplace investigation. Following the first session, this presentation will continue reviewing the workplace investigation process with an in-depth look at questioning strategies and documentation. Finally, there will be discussion on how to draw conclusions and credibility assessments.</p>	
<p><b>3:30-4:45 pm</b></p>	<p>Session T-18 Crestone Peak III-IV  <b>Attracting and Retaining Quality Employees</b>  <i>Melissa Asher from CPS HR Consulting</i>                  With unemployment at a statewide low, attracting and retaining employees can be a difficult task. Enhancing your benefits offering can help you do that. This presentation will cover trends in HR benefits and how you can utilize them for your employees.</p>	
<p><b>4:45-6:15 pm</b></p>	<p>Exhibitor Hall  <b>Thursday Evening Reception</b>  <i>Sponsored by Ramey Environmental Compliance and Gregory and Associates</i>                  After the busy day of informative and educational sessions, it's time to relax while enjoying hors d'oeuvres and cocktails. And thanks to our Platinum Sponsors, the cash grab booth is back!</p>	 

**Pt Granicus**  
**3:15-3:45 pm**  
 State of Government Tech Today: Where Do Colorado Special Districts Sit Now and Where Can They Go Tomorrow?



Water stations throughout the Conference sponsored by Colorado Retirement Association (formerly CCOERA)



**7:00-7:45 am**  
Longs Peak Ballroom



**General Breakfast Session featuring Carol Hedges**

**“The Law Matters: How TABOR and Gallagher Impact the Funding of Your Community Priorities”**

*Sponsored by Special District Management Services, Inc. (SDMS)*

In this insightful and witty discussion, Carol Hedges, Executive Director of the Colorado Fiscal Institute, will examine the role state constitutional policy plays in the funding of community priorities. With a wealth of knowledge, over 20 years of experience, and a good dose of humor, Carol will share beneficial insights into these constitutional provisions which impact special districts across the state.

**8:00-9:00 am**

*Cont. on page 12*

*Session F-1 Torreys Peak I-II*

**How to Deliver \$100 Million in Capital Improvements for \$7 a Month per Residential Customer**



*Tricia Williams, Kipp Scott, and Jim Jones from South Adams County Water and Sanitation District*

*Sponsored by PFM Asset Management*

This presentation will show how creativity, innovation, common vision, and continuity of planning, which includes customer participation, have resulted in: 1) the construction of a separate irrigation system to reduce costs and stretch potable water available for growth and development; 2) drilling a horizontal collector well and infrastructure that integrates the irrigation system into the district's water supply; and 3) a customer driven, central water softening project that is sustainable with no harmful residuals and is using proven cutting edge technology.

*Session F-2 Torreys Peak III-IV*

**Writing for Results**

*Janet Arrowood from The Write Source, Inc.*

This session will present proven approaches to write compelling technical documents, proposals, and emails that get the results and responses you need. You will learn how to identify and write to the “right” audience(s) (hint: the audience is rarely you and your manager!). Topics will include creating effective, “on point” sentences and paragraphs; using bullets to make points; understanding and applying readability; and much more!

*Session F-3 Crestone Peak I-II*

**Minutes Matter: Make Your Minutes Work for You**

*Colin Mielke and Jeffrey Erb from Seter & Vander Wall, PC Applied for 1 Hour CLE*

Your Board works hard to hold deliberative and open public meetings; make sure your meeting minutes reflect that level of care. This presentation describes why it is important to draft proper meeting minutes and includes specific examples to increase the clarity of your Board's minutes and reduce the risk of legal liabilities for your special district and its Board members.

*Session F-4 Crestone Peak III-IV*

**Differing Dynamics Between Civilian and Firefighter Boards...And How to Work with Both**

*Linda Glesne from Collins Cockrel & Cole; Assistant Chief Schelly Olson from Grand Fire Protection District No.1; and Chief Kristy Olme from North-West Fire Protection District Applied for 1 Hour CLE*

Having a civilian Board of Directors for your fire district can present a unique set of challenges, especially when it comes to things like public information and technical knowledge deficits between civilians and the command staff they supervise. On the other hand, from a legal perspective, there are a host of interesting issues that arise when firefighters serve on Boards. This enlightening presentation will offer a first-hand look at both types of Boards and how to successfully navigate either. We'll also discuss the shared challenges and opportunities that speak to the actual similarities of these two types of Boards.

Pt

**Special District Management Services, Inc. (SDMS)**

**8:15-8:45 am**

Landscaping, dog poop and weeds, oh my! Come hear how the Community Management Division at SDMS can help you address all of these, as well as all other community management needs.

Pt

**T. Charles Wilson Insurance Service**

**9:00-9:30 am**

TCW Risk Concierge—Workers' Compensation Program

# SDA CONFERENCE **Friday** SEPTEMBER 20

**8:00-9:00 am**  
Continued

*Session F-5 Castle Peak*

## **Securing Your Family's Digital Life**

*Michael Bazzell, Colorado Special Districts Property and Liability Pool Annual Membership Meeting keynote speaker*

Thursday's session by Michael Bazzell focused on ways to protect an organization from cyber-attacks. This session is all about you and your family. It explains the numerous ways that suspects steal your personal information and how they benefit from the data obtained. The presentation includes live demonstrations of how you and your family are likely to be attacked and the easy steps that anyone can take to prevent becoming a victim. The audience will learn immediately how to properly create and store passwords, completely freeze the entire family's credit accounts (for free), secure your home computers from online threats, and apply better overall defensive behavior in regards to technology in the home. Attendees will learn how most hackers can access personal online accounts with only one attempt. More importantly, they will learn how to stop the intrusion.

**9:15-10:15 am**

*Session F-6 Torreys Peak I-II*

## **New Colorado Employment Laws: What Every Special District Needs to Know**

*Michelle Ferguson from Ireland Stapleton Pryor & Pascoe, PC Applied for 1 Hour CLE*

The Colorado Legislature passed a number of new employment laws this Session. Come learn which laws apply to your special district and which do not as well as best practices for compliance with and practical application of those that do apply. Discussion includes Equal Pay for Equal Work; Local Government Minimum Wage; Ban the Box legislation; new posting requirements from the Colorado Department of Labor; anti-human trafficking law; and change in commercial motor vehicle driver age requirements.

*Session F-7 Torreys Peak III-IV*

## **How Social Should Districts Be? The Potential and Potential Pitfalls of Social Media**

*Sloane Dell'Orto and Mac Clemmens from Streamline*

If you're bewildered by social media options and their potential impact on your district (or if you're already challenged with trying to keep up your district's social media content), this talk is for you. We'll go over options, considerations for each, and potential pitfalls to watch for. We'll discuss the legal issues around managing a social media account as a public agency and share stories of "fails" and how to recover. Lastly, we'll talk about the importance of having a social media use policy for your staff and Board members and provide example content to get you started.

*Session F-8 Crestone Peak I-II*

## **The Best Asset Management Incorporates Energy Management**

*Eric Dole, PE, PSAP from Garver*

For years, traditional asset management has involved an engineer walking a treatment facility or pump station to perform a visual assessment of critical process components, such as pumps, filters, and tanks. Results of these visual assessments and record reviews are prioritized in a risk register in an attempt to quantify remaining useful life. However, a better way to evaluate the "true" remaining useful life of critical electro-mechanical equipment is to integrate energy management strategies into the asset management protocol. Aspects of an energy management master plan, such as energy intensity ranking of facilities, can help prioritize the sites that should be evaluated first, which efficiency testing protocols can be deployed, and what measures can be implemented to help reduce energy intensity. Join us to learn how to incorporate these helpful strategies into your district's program.

*Session F-9 Crestone Peak III-IV*

## **Trauma and How Trauma Impacts Us**

*Nancy Lewis from the Colorado Organization for Victim Assistance (COVA)*

*Sponsored by Haynie & Company*



Trauma is experience of an inescapable stressful event that overwhelms one's existing coping mechanisms. Often in our careers of serving the public, we suffer trauma. Recognizing the signs of trauma can be helpful in dealing with the impact trauma has on our lives. In this interactive session, participants will leave with an understanding of trauma reaction and ideas to mitigate the effects of trauma.

*Session F-10 Castle Peak*

## **Fiscal Reform: The Conversation Continues**

*Carol Hedges from the Colorado Fiscal Institute Applied for 1 Hour CLE*

The intersection of the Gallagher Amendment, TABOR, and Amendment 23 has dominated Colorado fiscal conversations for more years than we can count. In this session, the conversation pivots to a deeper dive into proposals that are being discussed and considered on Main Street, the State Capitol, and quite possibly your district. Learn the ins and outs of what will appear on the 2019 ballot and what voters may see in 2020.

Pt

**Gregory & Associates**

**9:45-10:15 am**

Getting Smart with Your District's Retirement Plan

Collins  
Cockrel  
& Cole  
Est. 1978

We would like to thank Collins Cockrel & Cole for sponsoring the 2019 Annual SDA Regional Workshops. We look forward to seeing you again next June in a town near you!

## SDA CONFERENCE **Friday** SEPTEMBER 20

**10:30-11:30 am**

*Cont. on page 14*

*Session F-11 Torreys Peak I-II*

### **It's Time for Colorado Special Districts to Shine**

*Mark Hynes, Sam Morton, and Eli Eaton from Granicus*

Citizens may not realize all the services that their local special districts provide or elect anyone to run them, but they do pay taxes and fees. That leaves people wondering, "Where is my money going?" It's time for special districts to step out into the light! Today, many special districts rely solely on traditional forms of interaction with residents, but by utilizing the power of digital communications, these organizations can increase awareness and impact more lives. Modern technology allows special districts to reach people within their jurisdiction with the right message at the right time-and then measure the outcome. Learn from the experts at Granicus about how email, SMS, interactive text, and more can help special districts shine.

*Session F-12 Torreys Peak III-IV*

### **The People We Serve**

*Curtis Graves from Employers Council Applied for 1 Hour CLE*

This session is for every district type. Whether it is a fire district treating patients or a park and recreation district working with their patrons, special districts are increasingly finding ways to best serve the LGBTQ population in their local communities. Join us for this informative discussion on etiquette, vocabulary, and other important factors to be aware of as you begin to look at how to prepare for these changes in your district. In addition, we'll look at the employment law side of this issue and how to support an employee who is transitioning.

*Session F-13 Crestone Peak I-II*

### **Safety Risk is Organizational Risk: How Your Employees Help You Manage Both**

*Adam Johnsen from the Colorado Special Districts Property and Liability Pool; and Tom Carson from Sospes, LLC*

In this presentation, we will lay out the connection between safety risk and organizational risk, and why employees who are engaged in worker safety are such powerful resources in contributing to management of organizational risk. You will leave with tactical actions to begin engaging your employees in managing their safety environment.

*Session F-14 Crestone Peak III-IV*

### **Water Management: Programs, Policies, and Partners for Efficiency and Performance**



*Frank Kinder from Northern Water; Kevin Reidy from the Colorado Water Conservation Board; Peter Mayer from Water Demand Management; and Amelia Nuding from Western Resource Advocates*

*Sponsored by F&W Insurance, A Gallagher Company*

Water is an important and increasingly scarce and expensive resource. Are you using the right amount? This informative session will focus on water management, including available tools to understand water use; decide a path forward; opportunities for improvement; how to communicate it; and partnerships and programs available. The information presented is geared towards anyone responsible for the management, fiduciary, operational, and contractual aspects of water use. Learn how to measure and manage this vital component to special district success.



We would like to thank COLOTRUST for sponsoring the 2019 Leadership Academy program. Please watch your email and the SDA website for information on the upcoming 2020 Leadership Academy.

Don't forget to complete our quick  
and easy Conference survey!  
Please go to [www.sdaco.org/m/](http://www.sdaco.org/m/) to get started.

## SDA CONFERENCE **Friday** SEPTEMBER 20

**10:30-11:30 am**  
*Continued*

*Session F-15 Castle Peak*

### **Handling a Successful De-Gallagher Election**

*Chief Don Lombardi from West Metro Fire Protection District; Cinamon Watson from BluePrint Strategies, LLC; and Adele Reester from Lyons Gaddis Applied for 1 Hour CLE*

This informative panel discussion will provide the details of West Metro's successful 2018 de-Gallagher ballot issue. The panel will discuss the impacts of Gallagher on the district; how the ballot language was tailored to the district; and efforts to educate and garner support in the community, ultimately resulting in a successful November election result.



**11:30 am-1:30 pm**

Longs Peak Ballroom



### **Awards Luncheon featuring Libby Gill and the Awards Presentation**

**“Leading Through Change, Challenge, and Chaos: Turning Fear into Fuel”**

*Sponsored by Granicus*

Embrace it or ignore it, but the evidence of change is all around us. Even the nature of change itself has changed. It's constant, complex, and continually accelerating. Your employees often feel that as soon as they've adapted to one change, another one hits them. And they're right. Resistance to change is rampant in the workplace. Our biological hardwiring prompts us to fight, flee, or freeze when we sense danger—or even perceived danger—causing us to back down from risks, even those that we know intellectually will benefit us. So how do you keep your workforce engaged and excited during times of transformation? This captivating presentation will provide you practical tools and tips to keep your district moving forward.

## SDA CONFERENCE **GUEST ACTIVITIES**

### Thursday, September 19

**2:00-4:00 pm**

**Craft Class** Quandary Foyer in Conference Center

Enjoy the company of others while you let your inner artist free. With step-by-step instruction, experts and beginners alike will leave this fun and interactive class with a beautiful creation. \$35 per person, includes supply kit and instructor time (30 person maximum)

### Friday, September 20

**9:00-10:30 am**  
**Meet at 8:45 am**  
**for a 9:00 am**  
**departure**

**Discovery Stroll** Walk begins at Lakeside Village Adventure Center

A discovery of Keystone's immediate surroundings. Learn about the area's history, wildlife, wildflowers, and mountain vistas. Please wear warm layered clothing as early to mid-mornings can be brisk

\$12 per person

# 2019 Award Winners

## 2019 J. Evan Goulding District of the Year

### Colorado River Water Conservation District



The J. Evan Goulding District of the Year Award was established by the SDA Board of Directors to single out a district that demonstrates exceptional leadership and community spirit. This award recognizes a district's major accomplishments, series of outstanding efforts, and a steady determination to serve its constituency. This year's winner, the Colorado River Water Conservation District, truly exemplifies these qualities.

The Dust Bowl of the 1930s made it clear that water in Colorado was an invaluable resource and necessary for the economic well-being of the state. In 1937, for the first time the U.S. Bureau of Reclamation was authorized to assist with water projects that would move water across basins to augment existing water supplies. The first major project to take Western Colorado water to the Front Range was the Colorado-Big Thompson project, which was developed to provide much-needed water for agriculture and municipalities in northeastern Colorado. In response, that same year far-sighted legislators passed legislation creating the Colorado River Water Conservation District, commonly known as the Colorado River District, to be "the appropriate agency for the conservation, use, and development of the water resources of the Colorado River and its principal tributaries in Colorado."

Covering approximately 29,000 square miles, or roughly 28% of the land area of the state, the River District is comprised of 15 Western Slope counties in which a majority of the Colorado River Basin exists. These counties are Moffat, Routt, Grand, Summit, Eagle, Pitkin, Gunnison, Delta, Mesa, Garfield, Rio Blanco, and portions of Montrose, Saguache, and Hinsdale. The District serves approximately 500,000 citizens and is governed by a Board of Directors made up of one appointed representative from each of the 15 counties. Charged with protecting and developing the water resources of the Colorado River mainstem and tributaries of the Yampa, White, and Gunnison Basins, the District works to protect 70% of the water resources of the state of Colorado.

One way the River District fulfills its mission is through water storage and operational solutions that ensure the economic, agricultural, and environmental health of Western Colorado. Wolford Mountain Reservoir is owned and operated by the District in conjunction with Denver Water, and it provides much needed water storage for the Colorado River Basin as well as a number of rec-

reational opportunities. The Elkhead Reservoir was originally built for industrial and recreational use and has since been enlarged for increased supply and additional storage for endangered fish flow management and future use in the Yampa River Basin. The River District controls water in various other reservoirs as well to support the Western Slope's environment and economy.

The River District also protects Colorado water interests through legislative and regulatory advocacy, both at the state and federal level. The River District continues to protect water rights and streamflows, balancing the need for development against the threat of overuse. The River District also represents the entire state in matters regarding the Colorado River Compact of 1922, which divides the Colorado River among seven states.

The work of the District includes a number of other innovative programs, all of which are undertaken as they balance the ongoing needs of the River and all those who rely on it. As an important element of drought contingency planning, the District has managed a cooperative, regional cloud-seeding program to help augment snow fall, which ultimately increases water flow in the River. They are also working with farmers to modernize irrigation practices to reduce salinity and selenium concentrations while sustaining agricultural productivity. Furthermore, the District operates a water marketing program to help water providers meet local demands.

The River District is spearheading creative outreach efforts as well, such as annual States of the River meetings in every subbasin of the District and a robust social media and electronic presence. They also host periodic webinars for the interested public and an annual water seminar where citizens and water leaders come together to learn about trends in water use and evolving agreements regarding the Colorado River.

Throughout their long history of serving Western Colorado, the Colorado River District has maintained a determined commitment to the best interest of its citizens. From its advocacy and legislative efforts to its water storage projects and creative community programs, the River District is truly living its mission to lead in the protection, conservation, use, and development of the water resources of the Colorado River Basin for the welfare of the District.

## 2019 Collaboration Award Winner

### Arvada Fire Protection District

With a common vision to improve connectivity in a cost-effective manner, the Arvada Fire Protection District has partnered with the City of Arvada and Jefferson County Public Schools to share fiber optic infrastructure. This collaborative effort has accomplished quicker installation of infrastructure and allows the organizations to leverage cost savings. These cost savings can in turn be used to accelerate the timeline of achieving the final connections and improved connectivity for each of the partners. The continued goal of this collaboration is to provide perpetual high-speed connectivity, which is vital to the missions of each organization. Achieving this success was a result of the diligent and sustained effort of all those involved, and it has demonstrated that a collaboration which spans across multiple local government partners can be a success.



## 2019 Manager of the Year Award Winner

### Jim Jones

### South Adams County Water and Sanitation District

Jim Jones has been with the South Adams County Water and Sanitation District for the last 28 years and has served as the District Manager since 2008. During his time with the District, Jim has been instrumental in a number of key projects. For example, he successfully negotiated permanent water supplies for treated potable water and augmentation water, assuring a solid water supply portfolio for the future growth of the District.



Jim Jones

In addition, as a result of Jim's vision and steadfast leadership, the District undertook the task of examining the water hardness issue that has affected the local community for over 65 years. After a multi-year effort of gathering public input, obtaining \$60 million in financing, and developing a rate strategy to minimize the impact to customers, construction is now underway on a plant that will turn this long running issue into a source of pride and achievement. Moreover, Jim has developed positive working relationships with a number of key stakeholders in the community, allowing the District to make significant accomplishments. He has also built an environment of trust and respect within the District staff team. Known for his good humor and "life philosophies" (such as "nothing is as good or as bad as you think it will be"), Jim's steady demeanor and unwavering dedication to the District is evident in all that he does.

## 2019 Collaboration Award Winner

### North Fork Pool, Park and Recreation District

In 2015, The Nature Connection (TNC) moved into a school-district owned building adjacent to the North Fork Pool, Park and Recreation District property. In addition to being neighbors, the



two organizations share similar missions: TNC's is to provide outdoor recreation for children while the District's is to provide recreation to all ages. When TNC was awarded a portion of a \$1 million GOCO grant to provide outdoor recreational activities for the local community, it was a natural fit for the two organizations to establish a partnership to achieve the goals of the grant for their residents. Working together on several aspects of their piece of the overall grant project, numerous miles of mountain bike trails, a bicycle pump-track, a climbing boulder, and a log challenge course have been built on property owned by the District. In addition, based on the effective partnership that the District and TNC have developed, they also applied for and were awarded a grant from the Colorado Health Foundation to complete the trails, pump track, and skills course. With the wide variety of available amenities, it is expected that this recreational area will be very popular and widely used by the public. This successful collaboration is built on a strong foundation of working together, respecting and supporting one another, and above all, an ongoing commitment to the community.



## 2019 Manager of the Year Award Winner

### Chief TJ Steck

#### Elizabeth Fire Protection District

Chief TJ Steck has been with the Elizabeth Fire Protection District for 30 years, serving as a firefighter, Fire Marshal, Division Chief, and now as Fire Chief. Coming into his current role at a challenging time for the District, the first thing Chief Steck did was to provide the organization a sense of direction and a vision of increasing service while working within a budget. From there, he and the staff developed



Chief TJ Steck

a mission statement and a set of core values. Not only did this provide the staff a sense of ownership and commitment to the District and the leadership, but these guiding principles are now also integrated into everything that the District accomplishes. Moreover, Chief Steck has implemented a strategic plan to maintain the District's financial health, and he has successfully led efforts to pass two mill levy initiatives, a de-Gallagherization ballot measure, and to establish impact fees. In addition, Chief Steck has built relationships in all facets of local and state government that benefit the District in many ways. For example, he was a driving force behind the legislation to allow fire districts to collect impact fees, and he worked tirelessly with a variety of local government groups to help pass this important new law. He was also vocal in the need for property valuations in the county to be reassessed after having not been reevaluated in over 10 years, resulting in an 18% increase in assessed value for the District. Through his progressive leadership, good-natured willingness to help anyone, and steadfast commitment, Chief Steck has set the District up for success now and for years to come.

## 2019 Manager of the Year Award Winner

### Chief Kevin Vincel

#### South Adams County Fire Department

Chief Kevin Vincel first joined the South Adams County Fire Department over 23 years ago, and he has now served as Fire Chief for the last four years. Among his many other accomplishments, Chief Vincel led the Department through the transition process to become a combination Department that consists of career and volunteer firefighters. He has also overseen the



Chief Kevin Vincel

successful passage of two mill levy initiatives, which has allowed the Department to fulfill staffing levels to meet the growing needs of the local area. The mill levy initiatives have also allowed the Department to continue to provide a wide variety of critical services to the community, including fire protection and property conservation; paramedic and emergency medical response; traffic accident response; and emergency management for large scale incidents, just to name a few. Under Chief Vincel's leadership, South Adams also improved its ISO rating from nearly a six to now being an ISO Class 2 Fire Department. In addition, Chief Vincel's transparency with the citizens of the District has instilled trust and reinforced the idea that the Department is truly a community-driven organization. He hosts Chief Chats, Breakfast with the Chief, and numerous round table discussions, all with the goal of further connecting with the public. With an unwavering vision for the future, Chief Vincel leads with passion, integrity, and an unparalleled commitment to his local community.

## 2019 Board Member of the Year Award Winner

### Pam Feely

#### West Metro Fire Protection District

Pam Feely has served on the Board of Directors of the West Metro Fire Protection District for 10 years. During her tenure, Pam has provided strong leadership for a number of significant changes for the District, including a transition in Fire Chiefs. When the District merged with the Wheat Ridge Fire Protection District in 2016, she served as the lead negotiator and was key to ensuring a smooth transition. Pam also identified the important step of including former Wheat Ridge Board members on the Board for West Metro, further solidifying the successful merger of the two districts for the benefit of the local community.

In addition, Pam has demonstrated a keen foresight into the impact of the Gallagher Amendment on the financial sustainability of the District. After recognizing the issues several years ago, Pam has been instrumental in identifying solutions, advising citizens of the impacts of the amendment, and ultimately leading the District's efforts in a successful de-Gallagherization election in 2018. From appreciating the hard work of the District's staff to understanding the importance of Board members having a presence within the community, Pam's ongoing dedication is exemplified in her remarkable service to the District.



Pam Feely

## 2019 Board Member of the Year Award Winner

George Gregory

*Eagle River Water & Sanitation District and Upper Eagle Regional Water Authority*

George Gregory serves on the Board of Directors of both the Eagle River Water & Sanitation District and the Upper Eagle Regional Water Authority, and he has made important contributions to both Boards. George skillfully assembled diverse stakeholders to settle years-long litigation involving a failed water tank, including agreement on financing the replacement tank.



George Gregory

The settlement benefitted District and Authority staff, customers, and ratepayers. This also ensures sufficient fire protection water and improves system efficiency and redundancy. George also helped the Boards navigate one of the worst droughts in the service area's history, providing guidance during difficult decisions about the best use of water during this time. Moreover, George keenly understands the importance of employee retention and participated in the vision and design of a District-owned employee housing development in the community. The development addressed a critical need for affordable housing, allowing the District to recruit and retain the highly skilled employees needed to run the District and Authority's complex system and meet ever-tightening regulatory requirements. George is also a true champion of the staff, always making sure decisions that affect District employees are fair and reasonable. He engages staff in meaningful discussions and asks questions about employees as people, not just as workers, making him a favorite among those who get to interact with him regularly. With a strong willingness to learn, a focus on the good of the whole, and a knack for finding common ground, George embodies the true character of a successful Board member.

## 2019 Board Member of the Year Award Winner

John Musso

*Pueblo Rural Fire Protection District*

John Musso, Board Chairman for the Pueblo Rural Fire Protection District, has served on the Board for 31 years. During his time with the District, John has been very influential in moving the District forward in its ability to better serve the community. Identifying the manpower and equipment needs of the District, John played a large role in gaining voter approval to hire additional staff as well as the approval of a mill levy increase for equipment and station improvements. The result of both of these has been not only improved firefighter safety, but also better response time and increased availability of staff within the District. John has brought about a more focused leadership style based on the needs of the District while at the same time remaining financially responsible. He also possesses the insight to recognize the need for a more proactive approach in the fire service. John continually demonstrates the importance of listening to the needs of the District and making decisions that will benefit the community now and well into the future.



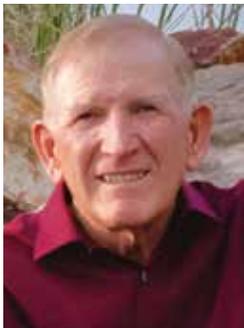
John Musso

## Years of Dedicated Service Award Winner

### Roger Camper

#### *Wet Mountain Fire Protection District*

Roger Camper has been on the Board of Directors of the Wet Mountain Fire Protection District for 39 years and is currently the Vice President. After serving on the Westcliffe Volunteer Fire Department for several years, Roger recognized the need for the formation of a special district to fund and equip a firefighter and emergency response organization in the remote mountain



*Roger Camper*

community. In 1978, Roger presented his idea to the Custer County Commissioners and received their support. Over the next two years, Roger worked diligently to bring his vision of a special district to reality by gaining community support of the proposed service plan and by requesting and receiving county approval of the funding plan for the District. Nearly 40 years later, Roger continues to serve in his capacity as a Board member. Over the years the community has seen many changes, both demographically and in population growth, and Roger has worked to ensure that the District continues to grow and expand its services, all without requesting mill levy increases from taxpayers up until 2018. In further addressing the needs of the citizens, the District was also a leader in forming the local E911 Board and developing a central dispatch system. In addition, Roger has proven to be proactive and capable of anticipating changes as technology and the regulation of emergency services continues to evolve. This foresight has allowed the District to remain viable to the state and federal agencies with which they work. Through his steadfast vision, leadership, and hard work, Roger has demonstrated an unwavering dedication to public service.

## Years of Dedicated Service Award Winner

### Ronald A. Duell

#### *Upper Thompson Sanitation District*

Ronald Duell began working at the Upper Thompson Sanitation District in 1979 as the Superintendent of the Collection Department. In 1989, he was promoted to District Manager and served in that role until his retirement in 2002. In 2010, Ronald was appointed to the Board of Directors, and he has served continuously on the Board since then. As District Manager, Ronald spearhead-



*Ronald Duell*

ed multiple infrastructure projects; eliminated debt; fostered strong relationships with customers and municipal partners; and developed an outstanding staff and business culture. In his role as a Board member, Ronald's continued contribution to the District's long-term strategic plan to provide exceptional wastewater service to the Estes Valley is invaluable due to his knowledge of wastewater collection and treatment as well as his institutional familiarity with the District's infrastructure. During his tenure as both District Manager and Board member, Ronald has helped lead the District through significant losses from two historical floods. In 1982, he was heavily involved with emergency sewer repair work resulting from the Lawn Lake flood. Years later, as a Board member for the District, Ronald's valuable experience, historical knowledge, and insight helped guide the District through emergency repairs when the devastating 2013 flood waters damaged miles of the District sewer system. Ronald has also played a key role in retiring multiple bonds and acquiring property on which to build a new wastewater treatment facility, a project that will allow the District to serve the community for the next 50 years and beyond. Ronald advises on critical issues, shares his knowledge, and never waives from what is ultimately best for the District and its customers.

## Years of Dedicated Service Award Winner

### Patrick Fitzgerald

*Platte Canyon Water and Sanitation District and Southwest Metropolitan Water and Sanitation District*

Pat Fitzgerald has been with the Platte Canyon Water and Sanitation District for 45 years and the Southwest Metropolitan Water and Sanitation District for 42 years. He currently serves as District Manager for both districts. In 1977, Southwest Metro was experiencing tremendous growth of residential housing within its boundaries. One of Pat's initial contributions to the Districts was the execution of an IGA between Platte Canyon and Southwest Metro, which established operational and management synergies with the two organizations to avoid duplicating services, staff, and equipment. Additionally, as neighboring smaller water and sanitation districts with no staff were experiencing management and operational challenges, Pat established IGAs with each of those districts to provide contract services to help them respond to the issues they were facing. Pat regularly examines how the Districts can operate more efficiently while continuing to provide high-quality service to their customers. He encourages staff to be innovative in their jobs and to look for ways to streamline and improve processes. This has resulted in beneficial changes across all aspects of district operations, incorporating a proactive and forward thinking approach in all aspects of district business. Moreover, in response to the tremendous growth both Platte Canyon and Southwest Metro have experienced, Pat has maintained strategic partnerships with nearby districts to allow for the maximum usage of existing infrastructure without unnecessary duplicative construction. With respect to the Front Range water community, Pat was instrumental in the creation of two committees that work in a collaborative manner on matters facing Denver Water distributors, thereby creating an open process by which all entities can actively participate. From encouraging positive relationships with stakeholders to striving to be at the forefront of technology to better understand the Districts' operations, Pat's long-standing commitment to the customers he serves is evident in his unwavering sense of duty to the Districts he manages.



*Patrick Fitzgerald*

## 2019 District Safety Award Winner

### Widefield Water and Sanitation District



The Colorado Special Districts Property and Liability Pool is honoring the Widefield Water and Sanitation District as the 2019 Safety District of the Year in recognition of their dedication to safety over the past several years. Widefield's safety program sets a high bar for other districts by having a safety committee that reviews their safety manual on a regular basis, organizes safety training based on the needs of the District, and takes advantage of all the tools offered by the CSD Pool. In 2018, Widefield started a new tradition by hosting their first safety fair. This event is now annual, and they have broadened it to include surrounding water and sanitation districts. This has helped bring in outside resources, build relationships, and promote a safety culture, not just at Widefield, but also in the wider community.

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## 2019 Risk Management Leadership Award Winner

### Health District of Northern Larimer County



The Colorado Special Districts Property and Liability Pool is awarding the inaugural Risk Management Leadership Award to the Health District of Northern Larimer County for the diligent stewardship of their risk and the active pursuit of solid risk management. For example, the District prioritizes cyber security by demonstrating a commitment to the information privacy of their patients, customers, and constituents. In pursuit of that responsibility, they have completed a first round of cyber assessments and are considering more extensive security scans and phishing training. In addition, the District's safety committee is very active and meets regularly to discuss safety and examine future risks. They also maximize the tools and services offered by the CSD Pool, including the Safety and Loss Prevention Grants, HR Helpline, eRisk Hub, and TargetSolutions training.

## 2019 James T. Walker Leadership Scholarship Winner

### Wendy Walp Elbert County Library District

Wendy Walp has been the Financial Administrative Assistant for the Elbert County Library District since 2002. In her role, Wendy not only provides assistance with finances and human resources, but she also helps support and implement district-wide library programs. Wendy also works to maintain good public relations by serving as a liaison with county officials, community agencies, local school administrators, and others served by the library. Wendy is very active in her local community, and she volunteers with a wide variety of organizations. Wendy is also a 2019 SDA Leadership Academy Fellow. The James T. Walker Leadership Scholarship is presented in honor of SDA Founding Board Member James T. Walker to an SDA member who demonstrates the Association's high standard of leadership.



Wendy Walp

# SDA

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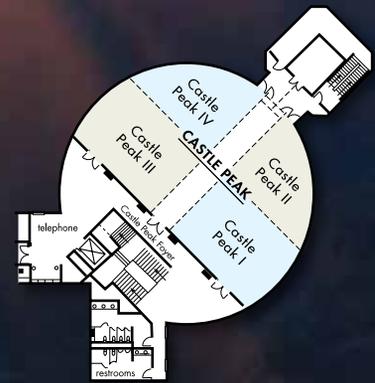


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