



PARKER

C O L O R A D O

General Operations Manual

Issued by the Town Administrator's Office

Effective May 24, 2016

The Town of Parker General Operations Manual is promulgated under the general powers set forth for the Town Administrator by the Town Charter and Town Council. The intent of the Operations Manual is to provide the Town's employees with an understanding of the Town's administrative regulations. This Manual replaces and rescinds all previously issued management bulletins and policies. All Town employees are expected to read and follow these policies.

The Town Administrator has approved all updates and documents referenced within this Operations Manual document.

G. Randolph Young
Town Administrator

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1. Introduction

1.1 Operations Manual

The Town Council of the Town of Parker has adopted a Personnel Manual. Article 1.5 of the Personnel Manual provides in relevant part as follows:

The Town Council has determined by Ordinance that the Town Administrator is responsible for the issuance of general administrative procedures applicable to the different departments and offices that make up the Town, which are offices and departments of the Town, except the Municipal Court Judge and Town Attorney. The general administrative procedures issued by the Town Administrator are contained in the Town of Parker General Operations Manual. As an employee of the Town, it is your responsibility to review and become familiar with the General Operations Manual and the regulations contained within the General Operations Manual.

1.2 Disciplinary Action

Failure of employees to follow the General Operations Manual may result in disciplinary measures up to and including termination. Employees are expected to be familiar with the information in this manual and will be held accountable for the regulations contained within it.

1.3 Updates

Updates to the General Operations Manual must be issued by the Town Administrator and will be updated periodically. The Town Administrator's Office welcomes suggestions for changes to these policies. Employees will be notified of updates to the General Operations Manual via Town email or by their supervisor or Department Director.

1.4 Exceptions

Exceptions to these policies are not encouraged. If there is an issue with a particular directive, the Town Administrator's Office prefers to update the policy rather than issue an exception. We welcome employee suggestions to do so. However, in those instances where it is in the best interest of the Town, the Town Administrator may issue an exception to these policies. Requests for exceptions must be submitted to the Town Administrator by the Department Director in writing and must be granted in writing and signed by the Town Administrator.

1.5 Town of Parker Vision and Mission Statements

The Parker Town Council adopted Vision and Mission Statements for the Town.

Vision

Parker's vision is to be a full-service community with a hometown feel.

Mission

The mission of the Town is to serve our citizens, businesses and visitors by enhancing the health, safety and welfare of our community. We promote a strong, diverse economy and provide a wide range of services, while maintaining our hometown feel.

1.6 Parker Principles

The Parker Town Council adopted the Town of Parker Principles and asked all employees to incorporate them into the management philosophy and operational protocols of the organization.

The principles were developed jointly between Town Council and executive staff. They represent the basic philosophies and guidelines for how the Town Council and Town staff will conduct their business and activities.

To assist Town Council in performing its mission, the following "Parker Principles" have been adopted:

- We carry out our duties to enhance the health, safety and welfare of our community through responsible policy, fiscal decision-making and effective implementation of decisions.
- We strive to achieve a hometown feeling by creating a friendly environment that welcomes diverse groups and interests in our community.
- We acknowledge that the roles and expertise of the Town Council and Town staff are mutually dependent on each other for achieving our goals.
- We abide by the Town goals and core values to guide our decisions and activities.
- We strive to treat people equally and fairly, and to acknowledge the importance of every person's skills and contributions to our organization.
- We conduct the Town's business with honesty, integrity, transparency and consistency.
- We hold ourselves accountable for making well-informed decisions, based on relevant information and the consideration of short-term and long-term effects.
- We communicate openly and honestly by sharing information, ideas and knowledge in order to do our work effectively.
- We recognize the value of all members of our organization and community by treating them with empathy, respect, professional courtesy, and by considering diverse opinions.

1.7 Core Values

We strive to provide the services and information our customers need and expect from a full-service municipality while maintaining a personal, friendly approach one would expect in a small town. We place a premium on teamwork and participation while encouraging creativity and individual initiative. We believe that through collaboration, leadership can occur at all levels. We take our commitments seriously and strive to reach positive solutions.

Teamwork

- Communicate openly, honestly and frequently with all members of our team
- Demonstrate fairness, compassion and consistency in our interactions with others
- Recognize the value of all members of our organization
- Form partnerships with the community
- Listen to and respect the ideas and concerns of others
- Enable team members to strike a healthy work and life balance

Commitment to Quality Service

- Treat each customer with professional courtesy, warmth and friendliness
- Create a hometown feeling in our facilities and our community

- Focus on problem solving by listening empathetically while responding promptly and fairly
- Serve our customers efficiently and knowledgeably
- Strive to meet or exceed the expectations of our customers
- Treat all coworkers as customers

Integrity

- Embrace a culture of honor and trustworthiness
- Exhibit conduct that inspires public confidence
- Manage the Town's business honestly and directly
- Honor commitments and promises
- Be reliable, dependable and accountable for our actions
- Learn from our mistakes

Innovation

- Create a proactive, empowering environment
- Embrace the challenge of change
- Encourage and develop creative ideas in all areas of the Town
- Transform innovative ideas into reality

2. Administrative/Legal

2.1 Council Contacts and Direction

The Town Administrator is the primary staff contact for the Mayor and Town Council. The Deputy Town Administrator handles all functions of the Town Administrator in his/her absence.

The Mayor and Town Council cannot direct the actions of Town employees. Any employee receiving such direction should refer the Mayor or Councilmember to the Town Administrator.

Council may make informational inquires to determine project, program or issue status directly to the Department Directors. If such an inquiry results in the need for action or resource expenditures, the Department Director shall advise the Town Administrator to receive direction on how to proceed or refer the Town Councilmember or Mayor to the Town Administrator.

Any Council request that requires staff action or the expenditure of Town resources (other than strictly informational inquires) must be directed to the Town Administrator before action is taken.

2.2 Contract Authority

This policy establishes the authority for Town employees to sign contracts for the Town and the level of that authority.

- The Town Administrator is authorized by Town ordinance to sign contracts on behalf of the Town for an amount up to \$100,000.
- Such contracts must be for activities contained in the annual budget allocation approved by Town Council.
- All contracts in excess of \$100,000, or those representing a new budget allocation, will be taken to Town Council for approval. Upon approval by Town Council, these contracts shall be signed by the Mayor.
- Department Directors are authorized to execute contracts, for which funds are included in the department's annual budget allocation, up to \$50,000. Contracts above \$50,000, but less than \$100,000, will be presented to the Town Administrator for signature.
- Department Directors may delegate authorization to department staff to execute contracts, for which funds are included in the department's annual budget allocation, up to the authority limit set by the Director for an amount up to \$5,000 aggregately per vendor.
- Department Directors will prepare a monthly summary for the Town Administrator for all contracts executed between \$50,000 and \$100,000, indicating the type of contract, vendor, dollar amount and date of execution.

2.3 Americans with Disabilities Act

This policy establishes a standard procedure for the Town to address issues and complaints relating to the Americans with Disabilities Act (ADA).

- All ADA complaints will be forwarded to the Town's ADA Compliance Officer. (Currently the Town's Risk Manager serves in this capacity.) In addition, departments will advise the ADA Compliance Officer of any ADA issues that may arise during the course of the Town's various programs.

- The ADA Compliance Officer shall work with the individual departments to respond to ADA complaints. All responses shall be in writing and will be reviewed by the ADA Compliance Officer. If deemed necessary by the ADA Compliance Officer, such responses shall also be reviewed by the Town Attorney before release.
- If the ADA complaint concerns employment issues, the ADA Compliance Officer will work with the Human Resources Department to address the issues.
- If the ADA complaint concerns facility access issues, the ADA Compliance Officer will work with the Public Works Department and/or facility manager to address the issue.
- A copy of all ADA complaints and responses to complaints shall be forwarded to the ADA Compliance Officer to be kept in the Town's permanent files. Additionally, any action taken by a department to address an ADA complaint or issue shall be documented in writing and forwarded to the ADA Compliance Officer.
- The ADA Compliance Officer is responsible for maintaining all Town records relating to ADA compliance issues and projects. Additionally, the ADA Compliance Officer will act as a resource to the departments to provide information, research and assistance on ADA issues.
- The Town Administrator shall have final authority in ADA decisions. The Town Council shall have final authority in ADA funding decisions.

2.4 Grant Applications

The purpose of this regulation is to set criteria to ensure that any grant application by the Town has received an evaluation: 1) to determine its impacts on staffing and operations; 2) that it will have appropriate staff support for implementation and administration; 3) that appropriate financial accounting is done; and 4) that it meets the scope or mission of the Town.

All grant proposals are subject to the following criteria, evaluation process and procedures.

2.4.1 Grant Authorization

For the following grant scenarios, a department must receive approval from the Town Administrator before applying for the grant:

- All federal grants.
- All grants that have a matching funds requirement and those matching funds are not already included in the Town budget.
- All grants that will pay for new positions.
- All grants that will cause a need for future Town expenditures; for example, a grant that will pay for construction of a trail that will require future Town funds for maintenance of the trail.
- All other types of grants that are \$25,000 or more.

A grant that continues from year to year does not require Town Administrator approval before reapplying for the grant, unless it significantly changes from the prior year's grants; for example, the grant requires additional matching funds, adds new positions or creates additional future expenditures.

Donations do not need pre-approval.

Staff members who are unsure whether or not a grant meets an exception should contact the Finance Director for guidance.

For grants that require approval from the Town Administrator, the department must submit an outline of the basic terms of the grant and how the grant meets the scope or mission of the Town to the Finance Director, along with a copy of the grant application and/or other grant documentation that clearly explains the purpose of the grant, the grant period, the grant's financial terms and reporting requirements, grantee's responsibilities during and after the grant period and any other grant requirements or information that is relevant to the decision to apply for the grant. The Finance Director will review and then make one of the following recommendations to the Town Administrator.

- **Denial.** The grant does not meet the scope or mission of the Town and/or presents itself to be too burdensome administratively.
- **Approval without the need for Town Council approval.** This would occur if the grant does not require matching funds or if the grant requires matching funds but those funds are already part of the existing budget.
- **Approval with the need for Town Council approval.** This would occur if the grant does require matching funds and those funds are not budgeted. Also, this would occur if the grant requires the Town to fund future needs created by the grant. For example, this could include maintenance of trails, retention of new positions created, etc.

The Town Administrator will then either approve or deny the request of the department, commission or committee to apply for the grant.

If Council approval is required, the grant contract must be approved by Town Council prior to acceptance by the Town. This approval will be granted during a regular Town Council meeting.

The Town Clerk will retain all original signed grant contracts. A copy of all signed grant contracts must also be submitted to the Finance Department. The department involved should also have a copy of the contract for their files.

2.4.2 Administering Grants

Department Responsibilities:

- Submit any required management reports to the granting agency.
- Meet any deadlines set in the grant or, if deadlines cannot be met, apply for extensions.
- Notify the Finance Department when the project is complete, or when any submissions need to be made for distribution of grant funds.
- Provide any other data required by the grant.
- Notify the Finance Department of any changes in the grant status.

Finance Department Responsibilities:

- Track the financial requirements of the grant and include amounts in the next budget cycle after the grant is approved.
- Fulfill the financial record keeping requirements of the grant.
- Submit requests for distribution of grant funds, after notification by the department.

2.5 Capital Projects and Programs

The purpose of this administrative regulation is to establish protocols and define departmental responsibilities for the development, planning, design and construction and/or implementation of capital projects and programs.

Each department will develop the long-range capital projects and programs necessary to fulfill the goals and mission set by Town Council. All capital projects and programs will be planned, proposed and approved through the Town's Master Financial Plan (MFP) process.

As designated by the Town Administrator, each department will submit to the Town Administrator a list of capital projects and programs (in accordance with the MFP or budget) to be designed and constructed over the next two (2) years. This list will include any planned facility modifications, remodels, demolition along with all new construction and the associated budget.

The Town Administrator will establish a Capital Improvement Program Committee to meet on a periodic basis throughout the year to develop the annual Capital Improvement Program and multi-year Capital Improvement Plan. The Town Administrator will present the capital projects list to Town Council for their final direction and prioritization as part of the normal budget process.

Upon approval from Town Council, the Engineering Department will begin assembling a project team, consisting of an Engineering Project Manager (EPM), members from the requesting department and any other staff necessary to provide input and direction related to the project.

Each department involved shall be responsible for providing a project liaison to represent the department on the project team to assist the EPM on specific departmental issues, standards, needs and issues and to assist in bringing the project to conclusion.

The departments shall work with the Engineering and Community Development Departments to develop site plans. Each department is responsible for carrying their site plan through the land-use process. The Community Development Department is responsible for reviewing the site plan according to the Parker Municipal Code.

The Engineering Department is responsible for:

- Coordinating and assembling the project team.
- Managing and coordinating the selection of consultants.
- Facilitating the gathering of information, input, details and feedback on the project or program, including coordination with the Finance Department on budgets.
- Organizing and coordinating ongoing project team meetings.
- Obtaining design comments and feedback.
- Organizing, coordinating and leading neighborhood, homeowners' associations and other citizen meetings, open houses or workshops as required, in close cooperation with the Communications Department.
- Developing all associated contracts for consultants, architects, engineers, designers, contractors and inspectors, etc. (with recommendations from the departments).
- Development of all design and contract documents necessary for proposals, bids and construction (with departmental input).
- Conducting Requests for Proposals, bids and bid reviews.

- Managing and facilitating the resolution of any conflicts that arise during the project planning, design bidding and construction and implementation.
- Coordination with the Town Attorney and the Risk Manager on contracts, insurance, potential liability and legal issues, to secure required approvals.
- Notifying the Finance Department on all project budget issues, such as change orders.
- Keeping the departments apprised of schedules, issues and other circumstances that may affect the project.
- Maintaining the project budget and completion schedule.
- Managing site work and inspection.
- Coordinating and managing the final inspection and project closeout.
- Providing bi-weekly briefings to the Town Administrator.

Examples of responsibilities of the department include, but are not limited to: long-range capital planning, master plans, site plans, design input, implementation planning, amenity planning and design, and project coordination in concert with the EPM. The long-range capital plan, master plans and site plans shall be developed in coordination with the Community Development Department and other affected departments.

2.6 Town Construction Projects

This policy addresses applicable building rules and regulations on Town construction projects.

- The Town will follow all building and development rules, regulations and codes adopted by the Town in the planning and construction of all Town projects. Exceptions to this requirement shall be made on a case-by-case basis after consultation with the Town Administrator.
- The Town shall submit the necessary plans and specifications to comply with existing regulations and codes.
- This policy will be supported and evidenced by having the proper permits and inspections.
- Town projects shall be exempt from the fees associated with the review and inspection process, unless otherwise determined by the Town Administrator or Town Council.
- Any disputes regarding this policy shall be presented to the Town Administrator who shall have final jurisdiction for settlement.

2.7 Legal Representation

The purpose of this policy is to establish procedures implementing the provisions of the Colorado Governmental Immunity Act ("Immunity Act") which pertain to legal representation for Town employees and to extend such representation to certain federal actions. The Immunity Act provides that the Town, under certain circumstances, must assume the cost of defending its employees and paying judgments and settlements against its employees. The Town will meet any responsibility for the employees as assigned by insurance, but nothing shall prohibit an employee from retaining the services of his/her own attorney. The fees and costs of those services shall be paid by the employee.

2.7.1 Cost of Defense

The Town shall be liable for the reasonable costs, including reasonable attorney fees, of the defense of an employee against a claim if:

- The Town Attorney determines that the claim arose out of injuries sustained from an act or omission of the employee occurring or alleged in the complaint to have occurred during the performance of the employee's duties and within the scope of the employee's employment with the Town;
- The Town Attorney determines that the employee's act or omission was not willful or wanton;
- The employee does not compromise or settle the claim without the written consent of the Town;
- The employee provided written notice to the Town Attorney of the incident or occurrence which led to the claim within a reasonable time after the incident or occurrence, if the incident or occurrence could reasonably have been expected to lead to a claim; and
- In the case of an action to which the Town is not a party defendant, the employee provided written notice to the Town Attorney of existence of the action against the employee within fifteen (15) days after the commencement of the action.

2.7.2 Payments of Judgments and Settlements

The Town shall be liable for the payment of all judgments and settlements of claims against a Town employee under the circumstances specified under the Cost of Defense. However, even if such immunity would otherwise bar the action against the Town, the Town shall still remain responsible, pursuant to this paragraph, to pay any judgment or settlement of a claim against an employee where the action arose out of the employee's operation of an emergency vehicle and the employee was operating the vehicle within the provisions of C.R.S. § 42-4-106(2) and (3).

2.7.3 Employee Responsibilities

Any employee involved in an incident or occurrence in which any person may have been injured or any physical damage to property may have occurred as a result of an act or omission of the employee occurring during the performance of the employee's duties, shall, as soon as practicable but in any event within seventy-two (72) hours following the incident or occurrence, notify or have a supervisor notify the Town Attorney's Office of the incident or occurrence.

If a civil action is filed against a Town employee and the action contains any claim of injury to a person or to property from an act or omission of the employee occurring during the performance of the employee's duties or within the scope of the employee's employment with the Town, the employee or the employee's supervisor shall provide written notice to the Town Attorney of the existence of the civil action within fifteen (15) days after the commencement of the action. The employee or the employee's supervisor shall promptly transmit to the Town Attorney a copy of the complaint served on the employee.

The employee shall not compromise or settle any claim unless the Town Attorney has notified the employee in writing that the Town will not bear the cost of the legal defense of a civil action against the employee. If an employee violates this provision, the Town will not be responsible for payment of the employee's costs, attorney fees, judgments or settled claims.

2.7.4 Employee Notification

The Town Attorney will notify the employee where the Town will assume the defense of the employee within fifteen (15) days. If the Town is made co-defendant with an employee in a civil action, the Town Attorney will notify the employee in writing within fifteen (15) days after the commencement of the action where the Town will assume the defense of the employee.

2.7.5 Reimbursement of Expenses and Punitive Damages

If it is determined that the employee involved was willful and wanton, the employee will have to reimburse the Town for reasonable costs and fees incurred. The Town is not liable for punitive damages which are awarded against an employee nor is the Town required to defend an employee against a claim from punitive damages, unless the Town Council determines otherwise.

3. Financial and Budget

3.1 Purchasing Card

This policy applies to all purchases made with the purchasing card. Also see the Travel Policy and the Purchasing and Cash Disbursements Policy.

3.1.1 Card Issuance

In order to streamline the purchasing and accounts payable processes by reducing the paperwork generated by small-dollar, high-volume transactions, employees who are authorized by their Department Directors to make job-related purchases will be issued purchasing cards.

To become a cardholder, employees must complete a Purchasing Card Application Form which will then be signed by the Department Director and the Purchasing Card Administrator.

A Town purchasing card may be issued to any Councilmember upon request and approval of Town Council and completion of a Purchasing Card Application Form which will then be signed by the Mayor and the Purchasing Card Administrator.

At the time the card is issued, the employee or Councilmember must have completed Purchasing Card Training and must sign a Purchasing Card User Agreement. By signing that agreement, the employee or Councilmember agrees to adhere to the terms of that agreement and the policies and procedures established in this manual.

Most importantly, the employee or Councilmember listed on the card is the only person entitled to use the card and the card is not to be used for personal use.

Upon receipt of the Town purchasing card, the cardholder will need to activate the account by calling the toll-free number printed on the card. For verification purposes, the cardholder will be asked to provide a piece of information, such as the last four (4) digits of his/her social security number. Although the card will be issued in the cardholder's name, their personal credit history will not affect his/her ability to obtain a card. The Town is responsible for payment of all purchases.

3.1.2 Card Usage

Cardholders shall use purchasing cards for the acquisition of all products and services within their authorized transaction limits from vendors who accept the Town purchasing card. Cardholders shall not purchase from those vendors using open accounts and submitting invoices to the Finance Department for payment.

The Town purchasing card can be used at any merchant, except as the Town otherwise directs. It may be used for in-store purchases as well as phone, fax, mail orders or internet purchases. There is no special terminal or equipment needed by the merchant to process a purchasing card transaction.

When using the Town purchasing card with merchants, emphasize that the Town is tax exempt and that an invoice must not be sent as this may result in a duplicate payment. For phone, fax and mail orders, instruct the merchant to send a receipt only.

Vendors Not Accepting the Town Purchasing Card

Not all suppliers will accept the Town purchasing card. If a cardholder works with a vendor who does not accept purchasing cards, the cardholder should contact the Purchasing Card Administrator. The Administrator will work with the issuing bank to communicate to vendors

our desire, and the benefits of, accepting purchasing cards. Alternatively, cardholders may advise vendors to contact their local banks for details on becoming a purchasing card member. It will be to the Town's benefit, and the success of the program, if as many suppliers as possible are merchants who accept purchasing cards.

3.1.3 Card Limitations and Restrictions

The Town Administrator shall have the authority to assign credit limits to Councilmembers. Department Directors have the authority to assign credit limits to their employees. There will also be a single transaction limit placed on the purchasing card, which means the card will be declined if an attempt is made to purchase more than this set amount at one time. **Splitting a purchase to avoid the single transaction limit is specifically prohibited.** If the single transaction limit set for an employee's card will inhibit optimum usage of the Program, this should be discussed with the Department Director.

In addition to the single transaction limit, every cardholder has a total monthly dollar limit assigned to his/her account. Limitations vary by cardholder and employees should discuss the limit with their Department Director, if the monthly limit is insufficient for their job requirement and can be adjusted by the Purchasing Card Administrator if necessary.

The Town's purchasing card program also allows for merchant category blocking. If a particular merchant category is blocked (*e.g.*, jewelry stores), and a cardholder attempts to use the card at such a merchant, the purchase will be declined. Management has made an effort to ensure that the vendors/suppliers used during the normal course of business are not restricted. If a card is refused at a merchant where an employee believes it should have been accepted, the cardholder may call the issuing bank's customer service number to determine the reason for refusal. Depending on the result of the inquiry, the cardholder may want to discuss the issue further with the Purchasing Card Administrator or his/her Department Director.

Important: All requests for changes in card limits and restrictions must be made through the employee's Department Director who will contact the Purchasing Card Administrator. Councilmember's changes must be made through the Town Administrator who will contact the Purchasing Card Administrator. The Town's issuing bank will not change existing cardholder restrictions or limits.

3.1.4 Lost or Stolen Cards

Employees and Councilmembers are responsible for the security of their purchasing cards and any purchases made on their accounts. **If a purchasing card is lost or stolen, immediately report this information to the issuing bank's customer service number and to the Purchasing Card Administrator.** It is extremely important to act promptly in the event of a lost or stolen card to avoid Town liability for fraudulent transactions. As with a personal charge card, once the bank has been notified a card is lost or stolen it is no longer usable. A new card should be issued within forty-eight (48) hours of notice to the Town's issuing bank.

3.1.5 Authorized Purchases

The Purchasing Card Program is intended for maintenance, repair, operating and other purchases needed during the course of business. These purchases may include:

- Office supplies and forms;
- Books and subscriptions;

- Computer supplies (*i.e.*, software);
- Daytimers and calendars;
- Professional membership dues;
- Hardware and tools;
- Hotel registrations; and
- Conference/seminar registrations.

3.1.6 Unauthorized Purchases

Personal use of the purchasing card is not authorized under any circumstances. This restriction is true regardless of intent to reimburse the Town with personal funds. As with any Town purchase, the card is not to be used for any product, service or with any merchant considered to be inappropriate for Town funds.

Failure to comply with the above guidelines for authorized purchases under the Purchasing Card Program may result in disciplinary action up to and including termination of employment and/or cancellation of card privileges.

3.1.7 General Card Information

Unlike personal credit cards, the Town Purchasing Card Program is handled as a corporate liability. A cardholder's personal credit history is not taken into account when a card has been issued in his/her name.

The Accounts Payable Division is responsible for paying the invoice(s). Employees and Councilmembers are not responsible for payment under their accounts. Employees and Councilmembers will receive a biweekly statement that will reflect the transaction date, supplier/merchant name and the total amount of the purchase. Employees and Councilmembers are responsible for retaining all receipts for items purchased under the program and ensuring all transactions posted are legitimate purchases made on behalf of the Town.

3.1.8 Receipts

Employees and Councilmembers are required to obtain receipts for all goods and services purchased. For all orders, including orders placed via phone, fax or mail, employees and Councilmembers must request that a receipt, detailing the merchandise, price, freight, etc., be included with the goods mailed/shipped. (Note: a merchant should not reject this request). It is extremely important to request and retain purchase receipts, as this is the only original documentation. Receipts showing only the total of the purchase are not adequate. The receipt must detail the purchase by item, quantity and price. Purchases made with an AFE or Purchase Order should reference the appropriate number on the invoice.

Business meal receipts shall be itemized to reflect food and beverages that were purchased. The persons in attendance and the purpose of the meeting shall be documented on the receipt as well as verification that no sales tax was paid and no alcohol was purchased.

3.1.9 Reconciliation and Coding of Purchases

Upon receipt of the monthly purchasing card statement, it is the employee's or Councilmember's responsibility to check the statement, using the banking portal, to ensure all the transactions posted are legitimate transactions made by the employee or Councilmember. Councilmembers

may contact the Town Administrator's Office to request assistance with utilization of the banking portal.

Using the bank reporting system, the employee or Councilmember must properly code each transaction, approve the statement, attach the receipts and forward the statement to the Department Director for review and final approval. Councilmembers may contact the Town Administrator's Office to request assistance with transaction coding and statement reconciliation.

Department Director approval on purchases under \$5,000 may be delegated to a direct report (written documentation must be on file with the Finance Department). The Department Deputy Director may delegate their approval on invoices or other cash disbursements under \$1000 to direct reports.

3.1.10 Disputed or Fraudulent Charges

If there is a discrepancy between an employee's or Councilmember's receipts and statement, it is imperative that the issue be addressed immediately. Depending on the type of discrepancy, the employee or Councilmember will need to contact either the merchant or the Program Administrator to resolve the disputed transaction.

If an employee or Councilmember believes the merchant has charged the card incorrectly or there is an outstanding quality or service issue, he/she must first contact the merchant and try to resolve the error or problem. If the employee or Councilmember is able to resolve the matter directly with the merchant and the error involved an overcharge, a credit adjustment should be requested and will appear on the next statement. Please note on the statement any credits due as a reminder to verify that correct credit has been received.

If the merchant disagrees that an adjustment is necessary, contact the Program Administrator immediately who will work with the issuing bank to resolve the dispute. The issuing bank will request complete details of the dispute in writing in order to research the item in question. The details of the disputed transaction should be reported on Town letterhead.

Any charge dispute must be received by the issuing bank within sixty (60) days of the transaction date. While pending resolution, the issuing bank will credit the Town's account for the amount of the disputed transaction. Although the issuing bank acts as the arbitrator in any dispute, never assume that a dispute will be resolved in the Town's favor.

Any fraudulent charge, *i.e.*, a charge appearing which was not authorized by the cardholder, must be reported immediately to the Purchasing Card Administrator. Prompt reporting of any such charge will help to prevent the Town from being held responsible. A Declaration of Forgery or Unauthorized Use Form should be completed to facilitate notification of any such transaction.

3.1.11 Acceptance of Rebates or Extra Compensation

No person holding an office or position within the Town of Parker shall accept rebates or extra compensation for personal gain or use while using their Town issued Purchasing Card nor will they use a personal credit card and request reimbursement to gain points. This includes, but is not limited to, the use of rewards cards, vendor memberships, etc. where reward points, rebates, etc. would be beneficial to the employee or Councilmember. If it is in the best interest of the Town to open such accounts, submit the paperwork or information to Finance for approval and processing.

The Town appreciates staff's willingness to travel and be away from their families for the benefit of the Town; therefore employees and Councilmembers may use personal frequent flyer accounts when traveling.

3.2 Purchasing and Cash Disbursements

This policy shall apply to the procurement of and subsequent payment for all goods and services required or used by the Town, regardless of the source of funds. Expenditures related to public utility services, litigation, city and state licensing fees, postage and ongoing principal and interest payments for Town Council approved debt are not subject to this procurement policy. When any procurement involves the expenditure of federal or state funds, the procurement shall be conducted in accordance with any mandatory applicable federal or state laws or regulations. The Travel Policy and the Purchasing Card Policy must be followed in conjunction with this policy.

3.2.1 Objectives of Program

The purpose of this policy is to provide for the fair and equitable treatment of all persons involved in purchasing by the Town, to maximize the purchase value of Town funds and to foster effective, broad-based competition.

All purchases must be:

- for Town business,
- properly authorized and approved,
- within Town Council's approved budget,
- supported with sufficient documentation that includes the payee, goods or services purchased and the amount, and
- upon expenditure, accurately recorded as to amount and allocated to the correct time period, fund and account.

3.2.2 Purchasing Authority

The Purchasing Agent is the public purchasing official for the Town, responsible for providing direction and assistance in the acquisition of goods and services necessary for its operations.

The Purchasing Agent will procure all goods and services in excess of \$5,000, except as provided below:

- The Engineering Department will procure capital improvement project(s) in accordance with Chapter 11.13 of the Parker Municipal Code.
- The Human Resources Department will procure employee-related benefits, including insurances.
- Risk Management will procure liability and workers' compensation insurance.
- Employees authorized to do so by their Department Directors may procure goods and services under \$20,000 as defined in Section 3.2.3.

No purchase shall be artificially divided to avoid the thresholds defined in this section.

3.2.3 Purchasing Contract Requirements

Purchases of \$20,000 or more

Procurements of \$20,000 or more will be awarded as defined below. In any case where two (2) or more bids are eligible for award, are for products of the same quality, and are for the same total amount of unit price, preference shall be given to locally owned or controlled businesses. Procurements will be made using the following guidelines:

- **Competitive sealed bids**

Award is made to the lowest responsible (possessing the capability, experience, integrity, perseverance, reliability, capacity, facilities, equipment and credit to perform the contract requirements) and responsive (submitting an offer which conforms in all material respects to requirements and criteria) bidder whose bid meets the specifications set forth in an invitation to bid.

- **Competitive sealed proposals**

Award is made to the responsible offeror whose proposal is determined to be the most advantageous to the Town, taking into consideration price and other evaluation factors set forth in a request for proposal.

- **Negotiations**

Competitive or noncompetitive negotiations may be used as part of any proposal process when it is determined by the Finance Director and the appropriate Town Director, Town Administrator, and/or Town Council (per thresholds established in Section 3.2.6) that it is in the best interest of the Town.

Purchases under \$20,000

Within the parameters of purchasing authority defined in Section 3.2.2, procurements under \$20,000 may be made without formal competition. Three quotes are required and shall be obtained from at least three (3) suppliers (at least one of which shall be local, whenever possible) for purchases of \$5,000 or more, with the contract being awarded to the vendor supplying the lowest responsible and responsive quote meeting specifications. In any case where two (2) or more quotes are eligible for award, are for products of the same quality, and are for the same total amount of unit price, preference shall be given to the locally owned or controlled business. Prior to purchase, an AFE shall be completed and a Purchase Order processed for any purchase where the original purchase price is \$5,000 or more.

3.2.4 Contract Exceptions

Emergency purchases

Emergencies are those instances when there exists a threat to public health, welfare or safety, or when delay would cause other irreparable harm to the Town. The Purchasing Agent or any designee authorized to do so by the Town Administrator may make emergency procurements without competitive solicitations.

Piggyback or Cooperative purchases

The Purchasing Agent shall have the authority to join with other units of government in cooperative procurement when the best interests of the Town would be served thereby. Competitive solicitations received by any other governmental agency that include language that allows other agencies to “piggyback” off their competitive solicitation process or their willingness to extend the pricing and terms of a contract to other agencies, shall be the equivalent of solicitations received by the Town and may be the basis for purchasing by the Town.

Independent contractor services

Independent contractor services are defined as the provision of labor, time, effort and expertise by a contractor who is free from the control and direction by Town staff in the performance of their service, such as, but not limited to, performers, translators, interpreters and instructors. The Purchasing Agent may execute agreements, subject to the approvals required in Section 3.2.6 of this policy, for independent contractor services without competitive solicitations.

Professional services

Professional services are the provision of labor, time, effort or expertise by a contractor with specialized knowledge in a field, including, but not limited to, architecture, engineering, medicine, finance, accounting, appraisal, legal and land surveying. The Purchasing Agent, upon request of a Department Director, may assist in the selection and negotiation of professional services. Fees and services \$100,000 and over must be solicited through a formal solicitation.

Leases and Legal Services

Contracts for leases of real property and long-term capital leases or for services provided or received by the Town Attorney's Office, unless provided otherwise by ordinance, are not subject to this policy.

Public Works Projects

The Engineering Department and Public Works Department will procure public works projects in accordance with Chapter 11.13 of the Parker Municipal Code.

Waivers

The Purchasing Agent shall have the authority, subject to the approvals required in Section 3.2.6 of this policy, to contract for goods and services without competition if one or more of the following conditions exist:

- There exists only one responsible source;
- A particular product or service is proprietary or patented;
- Although there exists more than one responsible source, a competitive process cannot reasonably be used or, if used, will result in a substantially higher cost to the Town, will otherwise injure the Town's financial interests, or will substantially impede the Town's administrative functions or the delivery of services;
- A particular product or service is required to maintain interchangeability or compatibility as a part of an existing integrated system;
- A particular product or service is required in order to standardize or maintain standardization for the purpose of reducing financial investment or simplifying administration;
- The product or service is part of a test or pilot program;
- The product is perishable;
- A particular product qualifies as an object of fine art;
- A particular product is required to match materials in use, so as to produce visual harmony;

- A particular product is required to enable use by a specific individual;
- A particular product is prescribed by a professional advisor; and
- The product or service is the subject of a change order.

IMPORTANT: The Purchasing Agent is responsible for maintaining records documenting that the requirements set forth in this section were followed.

3.2.5 Purchasing Authorizations

Authorization of all purchases is required as specified below under "Authorization Thresholds."

- Approval must be evidenced properly by signature, initials or electronically. When authorization is required "prior to purchase," it must be provided electronically using an Authorization for Expenditure (AFE).
- All transactions must be approved by the Department Director as indicated elsewhere in this policy.
- Town Administrator, Budget, Information Technology (IT) and Purchasing approval may also be required as described below.
- Town Council's approval may be required as stated herein and/or in separate policies.

3.2.6 Authorization Thresholds

Purchases requiring a purchase order or contract

When a purchase order or written agreement is necessary to secure products and/or services, an AFE must be entered regardless of the amount of the transaction.

Purchases under \$5,000

When the total of all items or services of a single purchase is less than \$5,000, approval from all of the following (unless otherwise specified) is required:

- Department Director (prior approval not required; however, approval prior to payment for purchase is required);
- Information Technology (prior to purchase, AFE must be entered when purchasing IT related goods or services).

Purchases over \$5,000 and under \$100,000

When the total of all items or services of a single purchase is over \$5,000 and under \$100,000, all of the following approvals are required prior to purchase:

- Department Director;
- Budget;
- Information Technology (when purchasing IT related goods or services);
- Purchasing; and
- The Town Administrator (unless the item is less than \$50,000 and on the budget-approved capital outlay list).

Purchases of \$100,000 or more

When the total of all items or services of a single purchase, contract or contract change order/quantity overrun is \$100,000 or more, approval of all of the following is required prior to purchase:

- Department Director;
- Budget;
- Information Technology (when purchasing IT related goods or services);
- Purchasing;
- The Town Administrator;
- Town Council.

3.2.7 Vendor Relations

The Town is committed to doing business locally whenever possible. Whenever products and services subject to competition are available from local sources, it is the policy of the Town to ensure that those sources are provided with notice of the Town's requirements; that they are given every opportunity to compete on a fair and level playing field; and that they are awarded the contract if all factors, including price, quality, terms and delivery, are determined to be equal.

Whenever products and services not subject to competition are available from local sources and factors such as price, quality, terms and delivery are comparable to outside suppliers, purchases shall be made from the local sources.

To maximize value for all taxpayers, no provision is made in these policies for dollar percentage or other types of preferential considerations for local vendors or contractors.

3.2.8 Vendor Application to Receive Solicitations

Any person or firm desiring to do business with the Town may register to receive competitive solicitations in accordance with procedures posted on the Town's website. An active vendor application does not legally entitle a vendor to any particular solicitation.

Vendors are responsible for ensuring that any changes to the information provided on their initial registration is kept up to date.

The Town reserves the right to exclude any supplier from bidding if that supplier has failed to perform or provide in a responsive and responsible manner in prior contracts with the Town.

3.2.9 Vendor Access to Town Personnel

Sales representatives are not permitted in Town offices for the purpose of making sales unless authorized to do so by the Purchasing Agent or by the Department Director or his/her designee.

3.2.10 Vendor Ethics

No firm owned by a person officially connected with or employed by the Town or an immediate family member (spouse, children and their spouses, step-children and their spouses, brothers and brothers-in-law, sisters and sisters-in-law; parents and parents-in-law, grandparents and grandparents-in-law, grandchildren and their spouses and members of the immediate household) will be allowed to sell to the Town goods or services of any kind without express prior written consent of the Town Council, as required by law.

Gifts or gratuities of other than nominal value or which might obligate a person officially connected with or employed by the Town in any manner shall be politely and firmly refused. Any vendor or bidder who offers items may be disqualified indefinitely.

Officials and employees of the Town who are offered anything in excess or in violation of the spirit of this policy (gifts, gratuities, prizes, bribes, etc.) by any vendor conducting or seeking to conduct business with the Town shall submit a written report regarding the offer to the Finance Director and, if applicable, to their Department Director.

3.2.11 Conflict of Interest

Officials and employees of the Town must exercise sound judgment in avoiding conflicts of interest or the appearance of impropriety in dealing with vendors. It is unethical for any person officially connected with or employed by the Town to:

- Participate directly or indirectly in a procurement in which he/she or any member of his/her immediate family/household has a financial interest;
- Participate directly or indirectly in a procurement in which he/she or any member of his/her immediate family/household is negotiating or has an arrangement concerning prospective employment;
- Accept or receive any gift, gratuity, compensation, reward or anything other than the nominal value from any supplier or contractor for the sale of goods or services to the Town;
- Use the Purchasing Agent or Town purchasing tools to obtain goods or services for his/her own private use;
- Extend favoritism to any vendor or take any action that will give one supplier an unfair advantage over another;
- Indicate Town preference to suppliers or contractors for any product, service or source of supply unless authorized to negotiate purchases on behalf of the Town;
- Knowingly use confidential information regarding any potential procurement for actual or anticipated personal gain or for the actual or anticipated personal gain of any other person.

3.2.12 Procurement Contrary to this Policy

Except as may be otherwise provided by law, it shall be a violation of policy for any Town officer or employee to order a procurement contrary to the provisions of this policy. Any procurement or contract so made shall not be binding upon the Town, and the employee may be held personally responsible for such procurement.

3.2.13 Payment for Goods and Services and other Cash Disbursements

- All expenses, refunds and other cash disbursements for a department must be authorized by the Department Director.
- Department Directors must approve all disbursements by signing or initialing the source document to be paid.

- Department Director approval may be temporarily delegated to their direct report(s) when the Department Director will be away from the office for a period longer than one (1) week (written documentation must be on file with the Finance Department).
- Department Director approval on invoices or other cash disbursements under \$5,000 may be delegated to a direct report (written documentation must be on file with the Finance Department).
- The Department Deputy Director may delegate their approval on invoices or other cash disbursements up to \$1000 to direct reports.
- Department Directors may delegate their approval to another Department Director for purchases that are routinely made by the other department (*e.g.*, facilities maintenance, job advertising) or if an invoice contains multiple departments (*e.g.*, legal bills) (written documentation must be on file with the Finance Department).
- The Department Director retains the ultimate responsibility for all departmental expenditures and should continue to monitor their budget and the transactions posted to their department on a regular basis.
- An invoice will be considered approved by the Department Director if accompanied by a director-approved AFE for that purchase, as long as the amount of the invoice for each item is the same or less than the AFE.
- Statements are not source documents to be used for payment of expenses unless the statement is the vendor's only method of billing.
- The Finance Department pays on a weekly cycle. Payments are made every Friday. In order for payment to be made on a particular Friday, appropriately approved invoices or other requests for payment must be submitted to the Finance Department by the Friday prior to the payment date. Important: Regardless of the scheduled payment date, do not promise a payment date to a vendor or payee.

3.3 Travel

This policy provides guidance to all employees and Councilmembers and applies to all travel expenses for which Town funds are disbursed, including lodging, transportation, mileage, meals and other travel-related expenses. For purposes of this policy, travel is defined as a trip in-state or out-of-state, made for Town business that requires air transportation and/or requires or could require an overnight stay. Travel that "could require an overnight stay" means a two-day or longer conference held in a location that is close enough to the Town that the employee or Councilmember could choose either to stay overnight or to drive to and from the conference each day.

Generally, overnight stays in the Denver Metro area (including Boulder and Golden) or for destinations that are near but outside the Denver metro area (for example, Colorado Springs, Greeley, Brighton, Loveland) are not considered required; however, a Department Director or Town Council, as appropriate, may approve the overnight stay given the circumstances (for example, conferences that have activities well into the evening).

Town Council may contact the Town Administrator's office to request assistance with travel and training plans, including registration, lodging and travel arrangements. If a Councilmember wishes to make his or her own travel arrangements, he or she may do so with the understanding that payment may only be for the lowest airfare rate available where travel out of state is concerned.

It is important to remember that the Town is accountable to the taxpaying public. Abuse or perceived abuse of travel and meal privileges does not provide the prudent and frugal management of public funds that the public has the right to expect. Therefore, employees must always use good judgment and common sense when incurring expenses to the Town. All such expenses must be thoroughly documented.

All travel and similar expenses must be reasonable, necessary and for Town business.

3.3.1 Authorization for Travel

All out-of-town travel for Councilmembers will be approved in advance by the Town Council. Documentation of expenses will follow employee procedures, which requires itemized receipts for all expenditures, except per diem.

All employees must have Department Director approval prior to their travel. Department Directors must have the Town Administrator's and/or Deputy Town Administrator's approval prior to their travel. A Travel Authorization and Advance Form must be completed and signed by the employee and the Department Director (or Town Administrator). The approved Travel Authorization and Advance form must be completed (even if you are not requesting an advance) and forwarded with all backup documentation to the Finance Department before travel. Backup documentation includes, but is not limited to:

- Conference registration
- Transportation reservations (Airline, bus, etc)
- Lodging reservation
- Conference/Training agenda showing meals that may or may not be included
- Proof of mileage driven for reimbursement (Google maps or similar)
- Any other documentation that will support travel expenses

Travel outside of the Continental United States (including Alaska, Hawaii and Canada) must be approved by the Town Administrator.

3.3.2 Unauthorized Expenses

The following expenses are specifically unauthorized and will not be permitted:

- All expenses of family members or other persons not on business for the Town
- Alcoholic beverages and tobacco products
- Laundry or cleaning
- In-room movies, room service or other personal services
- Sporting and entertainment activities
- Personal clothing
- Prescriptions and over-the-counter medication
- Personal telephone calls except as stated in Section 3.3.6
- First class airfare
- Rental of luxury or sports vehicles or insurance for rental vehicles
- Expenses stated in this policy as unauthorized, ineligible or prohibited

- All other personal expenses not for the benefit of the Town

3.3.3 Authorized Expenses: Transportation

Air, Bus and Rail

- Air travel should be purchased at the lowest coach airfare available at the time the reservation is made. First Class airfare is specifically prohibited.
- Travel by bus or rail should be purchased at the lowest coach fare available. Extended travel time costs, such as extra meals and travel time, should be considered when authorization for this type of travel is requested.
- Fares are normally purchased using the employee's Town purchasing card or Town check. The employee may receive reimbursement provided detailed receipts are submitted.
- When the employee is accompanied by a nonemployee, the nonemployee ticket(s) must be purchased using personal funds.

Personal Vehicle

During travel, mileage incurred by employees using a personal vehicle can be reimbursed at the standard Internal Revenue Service (IRS) mileage rate **subject to a maximum amount as discussed below**.

- Mileage shall be calculated based on actual road distances.
- Mileage incurred by Councilmembers using a personal vehicle for assigned meetings outside of the Town, such as DRCOG, E-470 or CML, can be reimbursed at the standard (IRS) mileage rate.
- Mileage incurred for out-of-state travel, for which commercial airline would normally be used, will be reimbursed for actual road mileage up to the lowest available commercial airfare. A written airfare quote (internet printout acceptable) must be submitted with the Expense Report for reimbursement. Lodging, meals and other travel expenses are only allowed to the extent they would have been incurred had the employee traveled by air. Extra lodging, meals and other travel expenses incurred as a result of traveling by personal vehicle are not authorized expenses.
- Gasoline purchases are NOT allowed for personal vehicles.
- When an employee originates travel from home or a location other than the designated work base, mileage shall be the lesser of the actual road distance between 1) the destination and the point of origin; or 2) the destination and the employee's designated work base.

Town Vehicles

- Use of Town vehicles for travel is permitted.
- Other Town policies regarding use of Town vehicles must be followed.
- Gasoline may be purchased using a Town purchasing card. The employee or Councilmember may receive reimbursement provided detailed receipts are submitted.

Vehicle Rental

- Vehicle rentals generally are not an allowed travel expense. Public ground transportation should be used instead, if available.
- Circumstances warranting vehicle rentals must be documented by the individual requesting permission and approved by the Department Director for employees, or Town Council for Councilmembers.
- Only mid-sized vehicles or smaller are allowed. Large vehicles, such as mini vans, are allowed if five (5) or more employees are traveling together. Luxury and sports vehicles are specifically prohibited.
- Employees or Councilmembers renting vehicles must meet standards set forth in other Town policies.
- Insurance should not be purchased from the car rental company. The Town's insurance covers rented vehicles. Employees or Councilmembers must obtain a copy of the Town's insurance card from the Risk Manager before departure. Any additional insurance coverage purchased will be at the employee's or Councilmember's own expense.
- The Risk Management division must be notified of accidents immediately.
- Vehicles may be rented using a Town purchasing card or Town check. The employee or Councilmember may receive reimbursement provided detailed receipts are submitted.
- Gasoline may be purchased using a Town purchasing card. The employee or Councilmember may receive reimbursement provided detailed receipts are submitted. Also, please reference the Gas Card Policy.

Public Ground Transportation

A reasonable and economical method of public ground transportation to/from the hotel and the airport, conference facility or restaurant is allowed only when necessary and appropriate to the trip. Ground transportation may be paid using a Town purchasing card. Alternatively, the individual may receive reimbursement; provided a detailed receipt is submitted.

Parking

- Reasonable and economical parking expense is allowed for airport parking. The closest parking to the terminal will usually not be the most reasonable or economical parking and should not be used.
- Hotel or other public parking expense is allowed.
- Valet parking is not allowed unless required.
- Parking may be paid using a Town purchasing card. Alternatively, the individual may receive reimbursement provided a detailed receipt is submitted; however, it may be difficult to obtain a receipt for parking and provision of a detailed receipt may be waived by the Finance Department.

Toll

Toll expenses are allowed and may be paid using a Town purchasing card. Alternatively, the individual may receive reimbursement provided detailed receipts are submitted.

3.3.4 Authorized Expenses: Lodging

When lodging is necessary, intermediate and moderately priced hotels and single occupancy hotel rooms are the standard.

- When attending a conference, employees and Councilmembers will be expected to stay in the conference hotel at the available specified conference room rates. When a conference offers multiple lodging choices, employees and Councilmembers should select the low to moderately priced hotels.
- Lodging is allowed only for the number of nights necessary to attend the conference or event. Extra nights must be at the employee's or Councilmember's expense.
- If the employee or Councilmember chooses to stay extra nights, the Town will only pay for lodging through the end time of the conference or event.
- Extra costs in lodging due to employee's or Councilmember's guests must be at the employee's or Councilmember's expense. These and other personal expenses (personal phone calls, room service, in-room movies, etc.) must be paid for separately using personal funds.
- Lodging that is connected to a sporting or recreation type activity (such as golf), regardless of whether it is related to Town business, is not permitted and must be at the employee's or Councilmember's expense.
- Lodging is normally purchased using a Town purchasing card or Town check. The employee or Councilmember may receive reimbursement provided detailed receipts are submitted.
- Sharing of rooms by employees or Councilmembers is not required.

3.3.5 Authorized Expenses: Meals While On Travel

(Note: For nontravel business meals, see Section 3.4)

- Meals while on travel are an allowed expense.
- Town purchasing cards may not be used for meals while on travel.
- Employees and Councilmembers must pay for meals using personal funds and then seek reimbursement under the per diem rate method described below. Alternatively, a travel advance may be requested.
- Oftentimes, the conference or travel-related event will provide some or all of the meals. When this occurs, the employee or Councilmember must not seek reimbursement for the portion of the per diem rate related to the provided meal. The choice to eat on your own when a meal is provided by the conference or event is not an allowable expense.

Per Diem Rate Method

- The Town will utilize the federal per diem rate method as published by the U.S. General Services Administration. For rates and additional information, view the Finance intranet page, the GSA website, www.gsa.gov/perdiem, or contact the Finance Department.
- **Detailed receipts are not required.**

- The Town allows the use of per diem for meals and incidental expenses only, not lodging.
 - Incidental expenses include fees and tips for porters, baggage handlers and other personal service employees. These expenses are part of the "meals and incidental expenses reimbursement" rates provided by the IRS.
- Partial day per diem is distributed as follows: breakfast – 20%, lunch – 30%, dinner – 50%.
- If the employee or Councilmember chooses to stay extra nights, the Town will only pay for per diem through the end time of the conference or event.
- The amount of partial day per diem should be determined using the following departure and arrival times.

Trip Departure	
Leave Town	Per diem allowed
before 8 a.m.	breakfast, lunch and dinner
between 8 a.m. and 1 p.m.	lunch and dinner
between 1 p.m. and 7 p.m.	dinner
after 7 p.m.	no per diem

Trip Return	
Arrive in Town	Per diem allowed
before 7 a.m.	no per diem
between 7 a.m. and 11 a.m.	breakfast
between 11 a.m. and 5 p.m.	breakfast and lunch
after 5 p.m.	breakfast, lunch and dinner

3.3.6 Telephone Calls While Traveling

Calls for Town Business

Because hotel telephone rates may be extremely expensive, care should be taken to avoid using the hotel's long-distance carrier.

The Town prefers that cell phones be used when making Town business calls. Employees or Councilmembers who receive a cell phone allowance or have a Town-provided cell phone must use their cell phone. If an employee or Councilmember does not have either of these, or does not

have a cell phone or if cell phone service is unavailable, then care should be taken when using hotel phone service so as to limit the cost to the Town.

Other alternatives to using the hotel phone service include placing a brief call to make contact with the called party and then have that party return the phone call, use of a personal calling card or the Town's purchasing card.

Personal Phone Calls

Personal phone calls charged to the hotel bill must be paid by the employee or Councilmember at time of check-out and are not to be charged to the Town purchasing card. Employees may request reimbursement for personal phone calls for up to an average of five dollars (\$5) per day of travel.

Employees or Councilmembers who receive a cell phone allowance or use a Town-provided cell phone are not eligible for this reimbursement.

3.3.7 Travel Advances

Before Travel

- An employee or Councilmember may receive a travel advance for mileage, parking, meal per diem or other out-of-pocket travel-related expenses.
- Lodging and transportation are to be paid for by the employee's or Councilmember's purchasing card or Town check.
- Travel advances are optional and may be requested using the space provided for on the Travel Authorization and Advance Form. The destination, departure and return date and time must be indicated on the Travel Authorization and Advance Form. Note on the form the quantity of meals that will be provided by the conference or event. The Finance Department will calculate the amount to be advanced for the meal per diem based on the information given. Other advance items must be indicated on the Travel Authorization and Advance Form in the spaces provided.
- To ensure that the travel advance is ready, the Finance Department must receive the request at least two (2) weeks before the date of travel. Requests received by the Finance Department later than two (2) weeks before the date of travel may result in the advance not being ready and available prior to the employee's departure.
- Travel advances will be sent via direct deposit to employees and Councilmembers on the last business day of the week prior to the date of departure.

After Travel

- An Expense Report must be submitted to the Finance Department if the travel advance included any unsubstantiated expenses. Advances for parking, toll, cab fare, etc., are examples of unsubstantiated expenses. A receipt for these types of expenses must be obtained and submitted with the Expense Report.
- An Expense Report is not required if the travel advance was only for mileage and/or meal per diem and there was not an excess advance.
- Any amount of the advance that was in excess of the actual allowed travel expenses ("excess advance") must be returned to the Town. Excess advances include when an employee or Councilmember cancels or shortens the trip or when an employee or

Councilmember receives an advance for a full day per diem and it turns out that the lunch portion was provided by the conference (*i.e.*, included in the registration fee).

- Expense Report forms and excess advances must be received by the Finance Department by the end of the following month.

3.3.8 Substantiation and Documentation

- All expenses must have detailed and itemized documentation (receipts, invoices, brochures, etc.) that substantiates the business purpose of the expense. *RECEIPTS ARE NOT REQUIRED FOR PER DIEM.*
- Expense Report forms must be submitted to the Finance Department by the end of the following month.

3.3.9 Approvals

- The employee or Councilmember must obtain all appropriate approvals before any travel expense occurs.
- The employee or Councilmember must sign the Expense Report and Travel Authorization and Advance Form.
- Town Council is responsible for verifying and approving all travel expenses for Councilmembers to ensure they are appropriate for Town business, and that they are reasonable and in accordance with this and other Town policies.
- The Department Director is responsible for verifying and approving all travel expenses, that they are appropriate for Town business, that they are reasonable and in accordance with this and other Town policies.
- The Finance Department will review all expenses for compliance with this policy and will seek resolution to real or perceived discrepancies by notifying the appropriate person or persons.

3.4 Other Business Expenses: Meals (non-travel-related), Mileage and Communication Devices

3.4.1 Meals

This policy refers to business meals. The policy for travel-related meals is in Section 3.3.5.

Generally, it is the responsibility of the employee to provide meals for him/herself. It is important to remember that the Town is accountable to the taxpaying public. Abuse or perceived abuse of this policy does not provide the prudent and frugal management of public funds that the public has the right to expect. Therefore, employees must always use good judgment and common sense when incurring expenses to the Town. All such expenses must be thoroughly documented. **All meals must be reasonable, necessary and for Town business.**

- Business meals are allowed on Town purchasing cards.
- The business purpose and persons for whom meals are paid must be explained on the reimbursement request or Purchasing Card Statement for all meals.
- Detailed itemized receipts should accompany all Purchasing Card Statements or requests for reimbursement.

- In the event an itemized receipt is not available, the signed credit card slip must be obtained and a Business Meal / Town Function Documentation Form must be completed indicating that no alcoholic beverages were purchased whether the employee or Councilmember used the Town purchasing card or was using a personal credit card and requesting a reimbursement.
- Only actual costs are allowed, including a tip up to twenty percent (20%).
- The cost allowed per employee or other persons involved in the meeting must be reasonable based on circumstances and location.
- Meals paid for by an employee with their own funds may be reimbursed upon submission of an Expense Report Form following the guidelines stated in this policy.
- Tipping is discretionary and the amount of a tip varies depending on the situation. The customary tip for dine-in meals should be 20% of the total check, while delivery orders are 10% of the food order. If a fee for delivery is charged, the tip amount should be the difference between 10% of the order and the delivery charge. For example, if the tip on a delivery order would be \$30 and the delivery charge is \$20, then the tip for the order should be \$10. In the event the delivery charge is greater than the calculated tip amount, then no tip would be given. Tips should not be given for take-out orders. Gratuity for other services should be reasonable based on the type of service rendered. Employees and Councilmembers must exercise the same care and regard for incurring expenses to be paid by the Town as would a prudent person traveling at personal expense.

3.4.2 Mileage for Use of Personal Vehicle

- An employee may seek reimbursement via an Expense Report Form, based on the established IRS mileage rate, for the use of their personal vehicle while conducting Town business.
- Commuting is not considered Town business.
- Mileage shall be calculated based on actual road distances.
- Gasoline purchases are NOT allowed for personal vehicles.

3.4.3 Long Distance Telephone Calls

- Long distance telephone calls are only allowed for Town business.
- Long distance telephone calls for personal business are not allowed.
- The Finance Department is responsible for setting up services that require a PIN for long distance calls so that long distance calls can be associated with the employee who made them. The Finance Department is also responsible for assigning a PIN to employees who need one.

3.4.4 Mobile Phones

Subject to Department Director discretion and approval, employees may be provided with a Town-owned mobile phone for the purpose of conducting Town business or the employee may choose to use their personal mobile phone and receive an allowance from the Town.

- Mobile phones provided by the Town:

The Town provides mobile phones to an employee only when there is a Town business need established by the Department Director. Personal use of Town-provided mobile phones should be kept to a minimum. If an employee intends to use only one mobile phone for business and personal use, a phone allowance should be utilized in place of a Town-provided phone. Failure to comply with this policy may result in discipline.

Billing statements for Town-paid cell phones are subject to open records requests.

- Use of personal mobile phone for Town business:

In lieu of the Town providing a mobile phone to conduct Town business, a Department Director may approve a mobile phone allowance for employees who use their personal cell phone for Town business.

The amount of the allowance will be set by the Finance Department and will be adjusted periodically based on the prevailing rates that the Town is paying for Town-provided mobile phones. The monthly allowance will be paid to the employee in their biweekly paycheck.

A Personnel Action Notice must be completed and approved by the Department Director or the Town Administrator (for Department Directors) to generate the payment of the allowance to the employee.

Employees who receive an allowance must use the cell phone for Town business and must be available via the cell phone at all times. The employee's cell phone number must be on file with their department and other departments as necessary. When an employee is no longer using their personal cell phone for Town business, they must notify the Finance Department so that the allowance can be removed from their paycheck.

Billing statements for personal cell phones are not required and will not be made available for inspection pursuant to open records requests.

3.5 Replacement of Lost or Damaged Checks

To replace any lost or damaged check, the Town will charge an administrative fee of fifteen dollars (\$15), plus the cost of any stop payment fee charged to the Town by the bank.

3.6 Petty Cash Funds

Petty Cash funds may be established for making small purchases. The Department Director must authorize establishment, increases and decreases of petty cash funds. The Department Director also must approve all purchases made with petty cash funds. No unauthorized petty cash funds will be kept by any Town employee. (Petty cash funds cannot be created from cash receipts. **ALL** cash receipts must be turned in for deposit into Town accounts.)

3.6.1 Petty Cash Security of Assets and Records

- The employee designated as petty cash custodian is responsible for the petty cash.
- The petty cash custodian, and if necessary, a designated assistant are the only ones authorized to access and disburse petty cash funds.
- These funds must be stored in a locked cabinet, secured in a locked box, and accounted for by the petty cash custodian.

- The key(s) to the lock box must be kept in a secure place, known only to, and accessible by the petty cash custodian and assistant.
- The Finance Department must be notified when there is a change in the petty cash custodian.
- Funds no longer in use must be returned to the Finance Department in a timely manner.
- Petty Cash **is not to be used** for the following:
 - Personal loans or IOUs;
 - Travel advances or reimbursement of travel expenses;
 - Personal expenditures; and/or
 - Cashing of personal, Town and third-party checks.

3.6.2 Financial Reporting of Petty Cash Funds

- Receipts must be obtained for all purchases made with petty cash.
- To replenish the petty cash, Petty Cash Replenishment Reports must be submitted to the Finance Department.
- Use of petty cash funds must be properly recorded in the general ledger by the Finance Department.

3.6.3 Establishing Petty Cash Funds

- Using a Check Request Form, request a check payable to Petty Cash for the amount desired.
- Explain the purpose and use of the petty cash on the Check Request Form.
- The Department Director then approves the Check Request Form.
- The Finance Department reviews the request for reasonableness and may reject or adjust the form.
- Upon approval, a check will be issued to the appropriate personnel.
- Receipt of funds and understanding of policies and procedures must be acknowledged by the designated petty cash custodian (and the assistant if used).
- An assistant may be used to issue petty cash when the petty cash custodian is unavailable.
- The recipient must store petty cash in a locked box and in a locked cabinet and securely store the related keys.

3.6.4 Using Petty Cash Funds

- Requestor requests petty cash from the petty cash custodian.
- Petty cash custodian completes the petty cash transaction log with the date, amount disbursed, purpose, requestor, requestor's initials and custodian's initials.
- Petty cash custodian gives requestor amount of petty cash requested.
- Requestor obtains receipt for purchase and returns change and receipt to petty cash custodian.

- Requestor obtains Department Director approval on the receipt for the purchase.
- Requestor completes a Petty Cash Replenishment Report to reimburse the fund when needed and submit to the Finance Department with receipts attached and a copy of the transaction log.
- To replenish the petty cash, the petty cash custodian completes a Petty Cash Replenishment Report and submits it to the Finance Department.
- The Finance Department will process the Petty Cash Replenishment Report to return cash to the Petty Cash fund.

3.7 Disposal of Surplus Property

Surplus property is an asset purchased with Town funds that is either no longer in use or for which there is no further plan for use. It includes all tangible assets such as equipment, materials, supplies and furniture.

Disposition of real property is governed by Section 15.2 of the Town Home Rule Charter, which states that "The Council by ordinance may purchase, sell, exchange or dispose of any interest in real property, except that any sale of public parks shall be approved by a vote of the registered electors."

3.7.1 Disposal Authority

Disposal of assets with an estimated value greater than \$1,000 must be approved by the Department Director and the Finance Director.

Departments wishing to dispose of surplus property with a value greater than \$1,000 must complete a Surplus Property Disposal Form and submit it to the Finance Director. The disposal form shall list the asset(s) being disposed of, along with the estimated value, reason for disposal and the recommended method of disposal. The form should also include a description of the asset that includes the make/model, serial number, Town asset tag number and other information that will provide a useful description of the asset.

Prior to disposing of the asset, the Finance Director will attempt to determine if another department within the Town has need of the asset and arrange for its transfer.

If the asset cannot be disposed of by internal departmental transfer and the asset has an estimated value of less than \$5,000, the asset may be disposed of by the Finance Director or designee in accordance with one of the methods of disposal contained in this policy.

The sale of assets with an estimated value of \$5,000 or more must be approved by Town Council, by resolution, prior to their sale (pursuant to Parker Municipal Code Section 2.03.020).

Any funds received from the disposition of surplus property shall be deposited into the Town's General Fund unless required by law or contract to be deposited into a different fund.

3.7.2 Method of Disposal

Sale. Subject to Council approval, if necessary, the Finance Director can determine the best means of sale that ensures that the best value will be received for the asset being disposed of, which can include auctions or other for sale solicitations.

Trade-In. The Town may seek bids on a new item with bidders allowing/offering trade allowances for the item being replaced.

Donation. Items may be donated to charitable and civic organizations.

Cannibalization. An item may be disassembled and used for repair or maintenance of similar items when doing so has more value and benefit than disposal or trade-in.

Waste. Items that cannot be sold or donated may be discarded through the Town's normal waste removal process.

3.7.3 Sale to Employees

To avoid any appearance of impropriety, surplus items will not be available for sale to employees of the Town, with the exception of mobile electronic devices. With approval of the Finance Director and IT Director, mobile electronic devices (*i.e.*, tablets, laptops, and cell phones) may be made available for purchase by the employee that was the custodian of the device unless the device can be utilized elsewhere within the organization. The device may be purchased by the employee for the greater of \$50.00 or current book value as determined by the Finance Department. If the employee does not wish to purchase the device, it shall be disposed of in accordance with disposal methods listed in this section.

3.8 Fleet Replacement Policy

It is the policy of the Town to equip staff with the tools needed to provide services to our citizens in a professional, competent and safe manner. Among the biggest “tools” in accomplishing this task are vehicles and other fleet equipment (“Fleet Unit”). In addition, these items represent a substantial financial investment and must be handled in the most economic manner, both in their operation and in maximizing their disposal value.

3.8.1 Purpose

The purpose of this policy is to establish procedures to ensure that the decision to replace fleet is in the best interest of the Town, financially and economically. This policy recognizes that extending the life of the fleet beyond the proper time for replacement only shifts the funding of fleet from being capital to operational in nature, and may actually increase expenses overall if repair costs surpass the cost to replace.

This policy recognizes that each Fleet Unit has a number of “lives”.

- Service life – amount of time a unit is capable of rendering service
- Economic life – amount of time the unit’s average total cost is at a minimum
- Technological life – amount of time the relative productivity of the unit is comparable to newer models

The following costs and other factors should be considered in determining Fleet Unit replacement recommendations.

- Operation/maintenance costs
- Repair costs
- Parts availability
- Downtime
- Technological obsolescence
- Condition

- Safety

The policy provides an outline to evaluate Fleet Units. Using the fleet replacement evaluation and criteria described below, the Fleet Manager in conjunction and consultation with the Department Director and Public Works Director may recommend replacing a Fleet Unit to the Town Administrator. No Fleet Unit will be replaced without the Town Administrator’s approval. All other purchasing policies apply.

A total amount for annual fleet replacement is appropriated in the Fleet Services Internal Service Fund and detailed individual item replacement requests are not required for specific approval during the budget process. Units to be replaced will be determined through evaluation during the year and recommendations will be subject to Town Administrator, budget and purchasing approval. Additionally, pursuant to Town purchasing policy, items over \$100,000 require Town Council approval before the purchase can be made.

3.8.2 Rating Criteria and Evaluation

Fleet Units will be evaluated using the following criteria: age, mileage and/or hours, maintenance and repair costs, reliability and condition. A baseline is set for each criterion and points are assigned for each of the criteria as follows:

- 1 – lower than base standard
- 2 – at or near base standard
- 3 – significantly higher than base standard
- 4 – extremely higher than base standard

The following is a brief explanation of the rating criteria standards.

- Age and mileage/hours – standards are based on the experience in the class of equipment and industry standards as recommended by the American Public Works Association (APWA), national averages and other cities, and intended to reflect the least cost and highest resale value to the Town.
- Maintenance and repair costs – the standard will be based on the total of maintenance and repair costs as a percentage of the original purchase price. Accident and warranty repairs are not to be included in this calculation.
- Reliability – the standard will be based on an acceptable level of downtime for the class of equipment.
- Condition – a physical evaluation made for each vehicle that meets or exceeds the base standards for age, mileage and/or maintenance costs. The standard will be based on the cost of necessary repairs as a percentage of book value of the Fleet Unit.

Rating Criteria Standards

<u>Item</u>	<u>Age (years)</u>	<u>Mileage/hours</u>
Sedans	10	120,000 miles
Police vehicles	7	100,000 miles
Trucks up to ¾ ton	10	120,000 miles
Medium/heavy trucks	12	120,000 miles

Backhoe/loader	12	4,000 hours
Vacuum Sweeper	7	80,000 miles
Conveyor Sweeper	10	80,000 miles
Trailers	20	n/a
Plows	10	n/a
Spreaders	10	n/a
Mowers	5	5,000 hours

Other fleet equipment not listed above will be evaluated using only maintenance and repair costs, reliability and condition criteria.

3.8.3 Scoring Methodology

Point Assignment Parameters

<u>Condition</u>	<u>Points</u>	
<i>Age is equal to or less than...</i>	<i>for example - Sedan</i>	
standard minus 4+ years	0	less than 7
standard minus 3 years	1	between 7 and 8
standard minus 2 years	2	between 8 and 9
standard minus 1 year	3	between 9 and 10
standard or older	4	10 or older
 <i>Miles/hours are equal to or less than...</i>	 <i>for example -</i>	
standard minus 30,000 miles/1,200 hours	0	<i>Sedan (miles)</i> 89,999 or less <i>Backhoe/Loader (hours)</i> 2,799 or less
standard minus 20,000/1,200	1	90,000 to 99,999 2,800 to 3,399
standard minus 10,000/600	2	100,000 to 109,999 3,400 to 3,999
at or above standard	3	110,000 or more 4,000 or more

Point Assignment Parameters (cont.)

<u>Condition</u>	<u>Points</u>
<i>Maintenance and repair cost total is...</i>	
...less than 5% of the purchase cost	0
...between 5% and 12%	1
...between 13% and 25%	2
...greater than 25%	3
 <i>Reliability – number of times on average in shop for repair is...</i>	
...not in shop	0
...once every 3 or more months	1
...once every 2 months	2
...once a month	3
...two or more times per month	4
 <i>Condition – cost to repair is...</i>	
...zero	0
...less than 6% of the book value	1

...between 6% and 18%	2
...greater than 18%	3

The points from all of the criteria are then totaled and the total points will be used to determine whether a Fleet Unit should be recommended for replacement. The total number of points possible in an evaluation is 17 and in general, the following point total ranges determine the need for a replacement recommendation.

- Under 11 points – does not need replacement
- Between 11 and 14 points – begin considering replacement
- 15 points and above – immediate consideration for replacement

The point total is intended to serve as a guide for making replacement recommendations but other conditions that have no way of being reflected in a point-based system can and should be considered by the Fleet Manager in an evaluation. In other words, the Fleet Manager may recommend replacing a Fleet Unit even though the point total is below the point total needed for consideration of replacement, or vice versa taking into account vehicle history, technological advancements, safety issues, available budget and replacement priorities.

3.9 General Financial Policies

The Town prepares the operating and capital budgets simultaneously on an annual basis. All funds are included in the operating budget.

3.9.1 Budget

Balancing the Budget

- Proposed expenditures must be equal to or less than forecasted revenues and fund balance for any budgeted year in all funds contained in the budget.
- The budget must be balanced when it is formally presented to the Town Council by the Town Administrator and when it is passed by the Town Council.
- Sales and excise taxes are the primary revenues used by the Town to offset expenditures and balance the budget. Property taxes, charges for services and other revenues are also used to balance the budget.
- Alternative forms of revenue may be used to balance the budget, such as bonds, grants, and lease and purchase agreements.
- Revenues remaining from the previous year will be placed in the fund balance and can be used for the purpose of balancing the budget, as long as the Council-mandated contingency amount is maintained.

Budget Reserves

- Nonappropriated General Fund balance will be maintained at levels sufficient to provide necessary working capital and contingency reserves at the level of at least two (2) months (16.7%) of expenditures for the budget year. In addition, reserves for future major capital expenditures may be accrued in the fund balance.
- Nonappropriated emergency reserves will be maintained at three percent (3%) of budgeted expenditures, in accordance with Colo. Const., Article X, Section 20 ("TABOR").

- Use of the budget reserves must be recommended by the Town Administrator and be approved by a majority vote of the Town Council.

Budget Reallocation

Budget reallocations may be made between line items by completing a budget reallocation form and obtaining the approval of the Town Administrator and Finance Director. Reallocations must be approved before goods or services are ordered. Budget reallocations to or from personal services line items will not be approved.

Budget Amendments

The Town Council may make additional appropriations by ordinance during the fiscal year for unanticipated expenditures of the Town. Such appropriations shall not exceed the amount by which actual and anticipated revenues of the year exceed the revenues estimated in the budget, unless the appropriations are necessary to relieve an emergency endangering public peace, health, safety or property.

Budget Carryover and Lapsed Appropriations Policy

All appropriations not spent or unencumbered at the end of the fiscal year will lapse into the fund balance applicable to the specific fund, except for instances when a budget carryover is allowed. Generally, budget carryovers are allowed for specific purchases or projects that were not completed by year end. Specifically, this includes the following:

Budget carryover – Reappropriation of an unspent appropriation from a given year to the next following year.

- Capital improvement projects – Appropriations for capital improvement projects will not lapse until the purpose for which the appropriation was made shall have been accomplished or abandoned.
- Capital outlay – Appropriations for capital outlay items that remain uncommitted at the end of the fiscal year may be carried forward at the discretion of the Town Administrator.
- Purchases outstanding at year end – Appropriations for purchases that were made prior to the end of the fiscal year for goods or services that were not received before the end of the year will be carried over to the ensuing fiscal year.
- Other expenditures – Appropriations for expenditures, other than those covered above, that were not purchased or started prior to the end of the fiscal year, may be carried forward at the discretion of the Town Administrator. These items must have been specifically accounted for and presented to the Town Administrator during the budget process and included in the annual budget. Examples of such expenditures may include specific studies, analysis, document/manual updates, surveys and small tools and equipment (items under the \$5,000 capital outlay threshold).

Budget carryovers are not allowed for unspent appropriations that were not for a specific expenditure. All budget carryover items must be approved by Town Council via a budget revision as soon as reasonably possible in the ensuing fiscal year. Prior to the budget revision, the budget carryover items requested will be presented to Council for review. Town Council may elect to deny any or all budget carryover items and may terminate a capital or special project; however, this should only be considered under certain circumstances; for example, when revenue is well short of projections and/or when substantial savings have not

been realized. In any case, the Town Administrator should not bring forward carryover budget revisions whenever doing so might impair the Town's financial health.

3.9.2 Revenues

Revenue Limitation

In 1992, voters approved TABOR, which is an amendment to the Colorado Constitution that places limits on revenue and expenditures of the state and local governments. Even though the limit is placed on both revenue and expenditures, the constitutional amendment in reality applies to a limit on revenue collections. Growth in revenue is limited to the increase in the Denver-Boulder Consumer Price Index plus local growth (new construction and annexation). This percentage is added to the preceding year's revenue base, giving the dollar limit allowed for revenue collection in the ensuing year. Any revenue collected over the limit must be refunded to the citizens. Federal grants or gifts to the Town are not included in the revenue limit.

In April 1996, the Town's voters approved a ballot measure that allows the Town to retain revenues that exceed the growth limit imposed by TABOR. The measure was effective for 1996 and ensuing years.

One-time Revenues

One-time revenues are federal, state or private grants and tax windfalls that may occur in any given year.

- Grants must be shown as revenue in the appropriate fund and approved for expenditure by the Town Council. Also, the funds may only be used for the intended purpose as outlined by the contributing party.
- One-time revenues, such as tax windfalls, will be placed into the fund balance of the appropriate fund. The funds can be utilized only after the Town Council has approved the expenditure.

Service Charges and Fees

Service charges and fees should be reviewed annually. This review process should coincide with the annual budget process.

Temporary Loans between Funds

The transfer of revenues between funds to cover temporary short-falls in cash revenue is at the discretion of the Finance Director, but is only permissible under the following circumstances:

- A temporary loan can be made to funds that may experience a revenue lag due to collections.
- A temporary loan can be used to satisfy a shortfall in a transfer to a subsidized fund until the budget can be revised to the required transfer amount.

No loans are allowed from the Parks and Recreation Fund.

3.9.3 Expenditures

Expenditure Types

The expenditure types that are used throughout all the Town's funds include personal services, supplies, purchased services, capital outlay, debt service, contributions, interfund transfers and other.

Personal Services

Only positions approved by Town Council may be filled. New positions may not be created during the year without Town Council approval.

Capital Outlay

Capital outlay funds are to be appropriated for specific capital assets. Purchasing, acquiring or constructing a capital asset must be verified by the Finance Department prior to the purchase or contract to ensure that the expenditure of capital outlay funds has been specifically approved by Town Council during the budget process. Expenditure of capital outlay funds that are not on the approved list must be approved by the Town Administrator before making the purchase.

Definitions:

Capital asset or fixed asset – An asset that is acquired, purchased or constructed with a cost or fair market value (at the time of acquisition) greater than or equal to \$5,000 and a useful life of more than one year. Equipment, furniture, fixtures, artwork, buildings, land and infrastructure that have a useful life of more than one year and cost greater than \$5,000 are all examples of capital assets. The cost of a capital asset includes all amounts incurred to acquire the asset and any amounts that can be directly attributable to bringing the asset into working condition. Directly attributable costs include costs for delivery, site preparation, installation and professional services such as legal, architectural, engineering and project management.

Capital improvement project, capital project or public improvement project – A permanent addition to the Town's assets, which includes design, construction and purchase of land, buildings and facilities.

Capital outlay or capital expenditure – Expenditure for the acquisition or addition of a capital asset.

3.9.3.1 Enterprise Funds

Enterprise funds act like a private sector enterprise and revenues must cover one hundred percent (100%) of the expenditures.

3.9.3.2 Authority over Expenditures

All expenditures for a department must be authorized by the Department Director. The ultimate responsibility of a departmental budget lies with that Department's Director. Directors must approve all disbursements by signing the source document to be paid in a manner that signifies their approval.

There are certain instances in which an additional signature or delegated approval signature may be desirable for the Department Director.

- The Department Director may delegate their approval to a direct report when the Department Director will be away from the office for a period longer than one (1) week.
- The Department Director may delegate their approval on invoices or other cash disbursements under \$5,000 to a direct report.
- **The Department Deputy Director may delegate their approval on invoices or other cash disbursements up to \$1000 to direct reports.**
- The Department Director may delegate their approval to another director for purchases that are routinely made by the other department on behalf of their department.
- In all of these instances, written authorization delegating the Department Director's approval must be submitted to the Finance Department.

Executive Termination of Approved Spending

The Town Administrator may stop a department from spending appropriated funds in the event there is evidence that funds are being misused. The Town Administrator must present the reasons for the action to the Town Council within thirty (30) days of the expenditure stoppage.

3.9.4 Debt Management

Short-Term Debt/Lease-Purchase Agreements

Short-term borrowing or lease-purchase agreements should be considered for financing major operating capital equipment when the Finance Director, along with the Town Administrator, determine that this is in the Town's best financial interest and the Town Council concurs. Lease-purchase decisions should have the approval of the appropriate operating manager.

Long-Term Debt

Long-term debt will not be used to finance current operating expenses. When long-term debt is warranted for a project, the payback period for bonds used for the project must not exceed the useful life of the project.

Bond Rating

The Town will attempt to obtain the best possible bond rating and to maintain a favorable rating through prudent financial management and adherence to a policy of full disclosure on financial reports.

Voter Approval of Debt

As required by the Town Charter and state statute, appropriate elections will be held to obtain voter approval for debt issuance.

3.10 Cash Controls and Handling Policy

3.10.1 Statement of Policy

- The Town's central cashing function is performed by the Town's Finance Department. Other departments receive cash, checks and credit card charges for services, and authorized employees share the stewardship of financial assets for the Town across departments.

- In recognition of the need to safeguard public funds, a series of cash controls and handling policies have been established for uniform application in all departments. These policies recognize the decentralized nature of the receiving process while providing for standardized training and review of the revenue structure.
- *Cash*, as referenced herein, includes coin, currency, checks, cashier's checks, travelers checks, money orders, debit/credit card receipts, direct bank deposit remittance receipts, electronic funds transfers (ACH), and wire transfer receipts.

3.10.2 General Cash Controls

- The number of employees with access to cash funds shall be limited to ensure internal control.
- The physical separation of duties from the function of custodian of cash balances and the accounting and record keeping of the same shall be maintained.
- Physical protection of funds through the use of bank facilities and locked cash boxes, drawers, or safes shall be practiced at all times.
- Deposits and cash drawers shall be properly secured in the safe or locked drawer at all times.
- Cash on the premises will be held to an absolute minimum to ensure safety and maximize return on investments.

3.10.3 Cash Receipting

- Each department shall have separate cash drawers and computer logins for each employee handling cash. Employees should process transactions out of their respective drawers and shall not have access to another employee's drawer or computer logins. The department supervisor may access employee's drawer for auditing purposes or to close out a drawer during an employee's absence. If this requirement cannot be met, the department must request exceptions in writing to the Finance Department. Finance must approve exceptions to this requirement.
- All supporting documentation of cash receipts and related transactions, including, but not limited to, cash register tapes, receipt copies, deposit slips, desktop deposits reports, credit card receipts or reports and department revenue summaries, as well as void and refund documentation shall be forwarded to the Finance Department.
- All revenues collected in cash shall have a receipt issued at the point of sale or collection, whether handwritten or electronically generated, with a copy for Town records. For performance events where issuing a receipt is not feasible or practical, the ticket itself may serve as the receipt.

3.10.3.1 Cash

- *Foreign currency* –Employees shall not accept foreign coin or currency.
- *Damaged currency* – In order for a bill to be considered “good money,” there must be 51% of the bill intact. If a bill is less than 51% intact, Staff shall not accept it.
- *Counterfeit bills* – Each department is responsible for the establishment of procedures to deal with counterfeit payments. Procedures should, at a minimum, include training on how to identify counterfeit bills.

Upon presentation, if an employee suspects a bill is counterfeit they should follow the procedures of the department. It is acceptable for employees to request that the customer submit another form of payment. Employees are advised to use reasonable judgment when dealing with customers in this situation, keeping personal safety as the primary concern.

- See Section 4.10.4 for timeliness of cash deposits

3.10.3.2 Credit Cards

Finance administers the contracts between the Town and the credit card processor. Each department that accepts credit cards as a form of payment to the Town is responsible for including credit card processing fees in their annual budget. Finance will estimate these fees on behalf of the facilities based on an expected number of credit card transactions for budget years.

As part of the daily closing process for each department, the credit card transactions shall be batched and transmitted electronically to the credit card processor each day. This is completed automatically on many point-of-sale systems. The batch summary, along with all original credit card sales drafts, shall be sent to the Finance Department. The Town is required to retain a copy of each signed sales draft in case a dispute arises. **All credit card transactions made in person require the cardholder to sign the sales draft.**

- When an employee accepts a credit card as payment, they shall match the name imprinted on the front of the card and the signature on the back of the card with the signature on the sales draft.
- If there is not a signature on the back of the card, the employee shall ask the customer for identification to verify that the individual signing the sales draft is the cardholder.
- If the credit card payment is being made over the telephone, the employee must write “Per Phone” on the signature line of the sales draft.
- If a credit card is rejected during the approval process, employees are advised to return the card to the customer, tell them that you could not process the transaction and ask for another form of payment.
- Employees should take care to not retain full credit card information (*i.e.*, complete credit card numbers) in any facility due to the risk of identity theft and possible Town liability.

3.10.3.3 Checks

- Departments receiving checks as payments should ensure that checks are made payable to *Town of Parker*; however, *Parker Municipal Court*, *Parker Recreation Center*, *Parker Police Department*, *PACE* and other similar Town entities are acceptable. Under no circumstances shall a check for the Town be made payable to an individual or left blank.
- All checks shall be restrictively endorsed (stamped) immediately upon receipt.
- No checks shall be cashed from cash receipts.
- All check payments that are mailed in must be mailed directly to the Finance Department. There may be a few exceptions to this rule, but the exceptions must be approved by the Finance Department.
- See section 3.10.5 for timeliness of check deposits

3.10.4 Overages and Shortages

- It is the responsibility of the cash custodian to ensure cash on hand and cash deposited equal actual receipts at all times.
- Significant shortages and overages shall be reported to the Department Director and Finance Department immediately.
 - If the overage or shortage is **less than \$25.00**, the employee should recount the deposit. If the overage or shortage is not found, the department supervisor shall review and recount the deposit. If the overage or shortage is not found, the overage or shortage shall be noted on the cash report, along with the name of the employee responsible for the drawer.
 - If the overage or shortage is **greater than \$25.00**, the department supervisor shall review and recount the deposit. If the overage or shortage is not found, the overage or shortage shall be noted on the cash report. In addition, within five (5) business days, the employee shall write a memo/email to the accounting manager, detailing the amount of the overage or shortage, what steps were taken to find the overage or shortage, and what future steps will be taken to prevent further occurrences.
 - If there is a pattern of overages or shortages the accounting manager or designee shall notify the Human Resources Department of this event and may initiate an administrative investigation.
- Any overage should be deposited with the cash receipts for the day that the overage occurred. Any shortage should cause the deposit to be short. The established cash on hand balance should not be used to cover the shortage.

3.10.5 Deposits

- Transmittal of credit card batches must be completed at the close of business each day.
- Departments that do their own deposits are to complete the desktop deposit for checks and prepare the cash deposit for the armored car service to pickup no later than the following business day of the receipt of those funds. Supporting documentation of cash receipts shall be forwarded to the Finance Department as soon as possible, but no less than twice per week, to assure timely and proper credit in the receipting process.
- Departments that bring their cash receipts to the Finance Department are to prepare their daily closeout reports and bring the cash receipts and supporting documentation to the Finance Department no later than the following business day of the receipt of those funds. The cash will be counted and verified by the Finance Department with the department employee present.
- Cash and checks received by the Finance Department will be deposited no later than the following business day via armored car or desktop deposit.
- Departments shall weigh reasonableness and practicality versus security in determining the timing for the deposit of less than \$100. All deposits not made daily shall be held in a secured location such as a safe. Deposits under \$100 should be made by the end of the week in which funds are received but no later than the following Monday. Supporting documentation must be brought to the Finance Department no less than twice per week.
- Departmental receipts shall never be used to replenish petty cash or other funds.

- Exception: Checks received by the Town Clerk department for liquor license applications may be held and stored in a secure location while the department is waiting for the application to be properly completed.

3.10.6 Voids/Corrections/Cancellations/Returns

- All transactions that are voided, cancelled, or returned need to be reflected in the department’s point-of-sale system. All of these types of transactions must be approved by a department supervisor or manager on duty.
- All returns or cancellations where the Town owes a refund to the customer must be refunded in the same form of tender as the original transaction. If a customer paid cash, then they can be refunded by check if the cashier does not have enough cash on hand to refund the customer. If a customer paid by check, then the Town will issue a refund check to the customer who is on the original receipt. If the original transaction was made with a credit card, the refund must be credited back to the same card, as long as the point-of-sale system permits the refund. A refund of cash or check is not permissible.

Petty Cash – See section 3.7.

Check Cashing Policy

No personal checks shall be cashed.

Returned Checks

Occasionally a deposited check may not clear the bank for one or several reasons including insufficient funds, stop payment, funds held and account closed. The Town uses the services of a check recovery service to assist in the collections of these checks (except for the Municipal Court and Sales Tax divisions, which use other methods).

Foreign Currency

- Foreign coin and currency, including Canadian coin, shall not be accepted. Only coins and currency issued by the United States Federal Reserve Board are acceptable.
- Traveler’s checks must state “U.S. Dollars.”

Banking Services and Account Opening Policy

- Approval for establishing new bank accounts or for closing bank accounts shall be limited to the Finance Department.
- The Finance Department is responsible for maintaining Town banking relationships and services.

Written Procedures

- Written procedures shall be developed and maintained by each department associated with the Town that manages cash.
- Written procedures shall conform to this policy and, at a minimum, include authorization of person(s) to collect cash; offsite cash collection procedures; maintenance of cash receipt logs; security and reconciliation of cash; preparation, approval, and transmittal of cash to the Finance Department; over/short procedures; and a procedure to notify the Department Director and Finance Department in the event of loss.

Training

- All staff that handles cash shall be familiar with these cash control and cash handling policies.
- All staff that handles cash shall be trained on cash handling procedures by the department.

Review

- The Finance Department shall periodically (at least every other year) perform a review of all Town cash handling policies, procedures, functions and processes. The Finance Department will make recommendations, as needed.
- The Town's independent auditors shall review the Town's cash management controls as needed.

4. Information Technology

4.1 Computer Equipment and Technology

All computer equipment and technology which is provided to employees by the Town is and shall remain the property of the Town. This includes hardware and software, as well as electronic mail (email) and access to the Internet. Computer equipment and technology are provided to Town employees to aid them in performing job-related tasks. The use of text messaging and instant messaging (IM) will be restricted, unless it has a valid business purpose and a supervisor approves its use. All computer equipment and technology provided by the Town must be used appropriately. Questions regarding appropriate use may be directed to Information Technology staff.

4.1.1 Appropriate Use

Appropriate use of Town-provided computer equipment and technology includes, but is not limited to:

- Use for official Town business
- Use for purposes that benefit the Town as determined by the appropriate supervisor
- Use for purposes that benefit the employee, and thereby the Town, as determined by the appropriate supervisor. For example, Town-provided computer equipment and technology may be used to aid an employee in pursuit of relevant training, education or certification.

4.1.2 Inappropriate Use

Inappropriate use of Town-provided computer equipment and technology includes, but is not limited to:

- Using such technology and/or equipment for personal monetary profit
- Unauthorized disclosure of privileged or confidential information
- Transmitting or storing any information that is threatening, harassing, sexually explicit or derogatory toward any minority, ethnicity or gender
- Circumventing security measures or intentionally impairing the operation of Town resources
- Intentionally impairing the operation of systems or networks accessible through the Internet
- Intentionally using the Town's network and/or Internet bandwidth for streaming audio or video content that is not directly related to business purposes
- Inaccurately representing the Town, its officials or any of its employees
- Using any software not provided by the Town on a Town-provided workstation without the approval of the Information Technology Director and appropriate supervisor
- Removing or disposing of technology or equipment without the approval of the Information Technology Department
- Moving computer hardware or software from the building in which it resides without the approval of the Information Technology Department

- Performing or attempting to perform maintenance on Town-provided machines without the approval of the Information Technology Department
- Removing, adding or modifying peripherals (including mice, keyboards, monitors, tape drives and equipment installed inside systems) without the approval of the Information Technology Department
- Storing confidential, proprietary or copyrighted data on storage devices (including floppy disks), in violation of any law or license agreement
- Using software or websites in violation of the licensing agreement
- Violating federal, state or local laws in any manner
- Failing to place important or critical computer files on a server that is regularly backed up
- Placing equipment in such a way that it is susceptible to excess wear or damage
- Disclosing a password used to access a Town system to any other person, unless the password is specifically intended for group use
- Allowing unauthorized individuals to access Town-provided equipment and/or technology, except when such use benefits the Town and is approved by the Information Technology Department and the appropriate supervisor
- Accessing pornography via the Internet or storing pornography, except for legitimate use by law enforcement in the course of official business, as determined by the Police Chief or Police Department designee

4.1.3 Security and Privacy

Employees should have no expectation of privacy when using Town-provided computer equipment and/or technology, even though some features may seem to indicate privacy. The Town may conduct an inspection of its technology and equipment at any time for any reason. The Information Technology Director and authorized designees have access to all data on Town-provided computer equipment and technology for the purpose of maintaining and managing the data.

All use of the Town-provided computer equipment and technology, including the Internet, may be centrally audited at any time.

Email stored on Town-provided computer equipment is subject to the Colorado Open Records Act, C.R.S. § 24-72-201, *et seq.*, as amended, and the Town's Open Records Policy.

4.1.4 Personal Use

While occasional personal use of Town-provided computer equipment and technology is permitted, all personal use shall be subject to this policy. Personal use that hinders or impairs official Town business, as determined by the Information Technology Director or authorized designees, is not permitted. The Information Technology Director or authorized designees may take action to curtail personal use, up to and including the notification of supervisors and revocation of system access. Supervisors may track personal use, and take disciplinary action when such personal use is excessive. The Information Technology Director or authorized designees may assist a supervisor in obtaining information on an employee's use of technology, including the Internet.

Town employees are encouraged to use Town-provided computer equipment and resources in accordance with this policy to obtain job-related education or certification.

4.1.5 Use of Electronic Commerce

Employees may use the Internet as an aid for purchasing resources for the Town. All transmission of credit, purchasing or debit card numbers to websites or any other Internet resource must use a secure connection. Information technology staff will answer questions regarding secure connections. All purchasing done over the Internet shall comply with all other applicable Town Purchasing Policies.

4.1.6 Separation

All use of Town-provided computer equipment and technology shall immediately cease upon or prior to separation of employment and equipment shall be returned on or prior to separation of employment.

4.1.7 Location of Computer Equipment

All Town-provided computer equipment will be located in a place where it can be effectively managed. Equipment may not be stored where staff technicians and auditors do not have access to the equipment.

4.1.8 Use of Personally Owned Devices

Any Town employee who accesses any Town computer system, data, or email with a personally owned computer (*e.g.*, a home computer or laptop with remote access) must take reasonable precautions against the loss or interception of such data. This includes the installation and maintenance of a current anti-virus and anti-malware protection system on all personally owned computers. Use of personally owned computers to access Town data and network must have the Department Director's or their designee's approval.

Any Town employee who accesses any Town computer system, data, or email with a personally owned mobile device (smartphones, tablets, etc.) must take reasonable precautions against the loss or interception of such data or email. This includes using the password lock feature on all smartphones to prevent unauthorized access. This also includes the prompt notification of wireless carriers when the phone is lost or stolen. **All employees must contact the Information Technology Department to be granted access, and must complete and sign the Personal Mobile Device User Agreement.** Use of personally owned mobile devices to access Town data and email must have the Department Director's or their designee's approval.

4.1.9 Personal Use of Social Media Sites

Employees who engage in personal use of social media outside of work may not use the trademark, logo, or name of the Town or that of any Town department or program, nor may they use their affiliation with the Town in association with that personal use. Employees may not speak as a representative of the Town in the course of their personal use of social media. In cases where an employee's personal use of social media may be perceived as being on behalf of the Town, such as if an employee identifies himself/herself as a Town employee or is widely known to be a Town employee, that employee's communications will not negatively affect the Town operations or the performance of the employee's job duties.

An employee's personal use of social media that is business-related may subject that employee and his/her personal account to this Policy and the Town's Social Media Policy, including, but

not limited to, disclosure of records subject to the Colorado Open Records Act and all other Town policies, including the Personnel Manual. Employees are advised that their conduct on social media may also reflect on their fitness to perform the duties of their job in the Town.

4.1.10 Password Policy

The following are the password-complexity requirements for passwords on the Town domain:

- Employees will be required to change their password every ninety (90) days and will not be able to change it again for two (2) days after that.
- The system will remember the last ten (10) passwords set by the employee and employees will not be able to reuse any of those.
- The minimum password length must be eight (8) characters.
- A password must contain characters from at least three (3) of the following four (4) categories:
 - Uppercase letters (A-Z)
 - Lowercase letters (a-z)
 - Numeric (0-9)
 - Nonalphanumeric (examples:!, \$, #, %, etc.)
- A password must NOT contain three (3) or more characters in a row from the employee's username.

When an employee changes his/her network login password, ensure that passwords in any other devices (tablets, phones, home computers, etc.) are changed as well to be able to continue to access Town resources with that device.

4.2 Town Email Policy

When engaging in work email correspondence, you are representing the Town. To ensure the utmost professionalism, the following standards must be adhered to when responding to and/or sending email on behalf of the Town.

4.2.1 Initial Response

- When you receive an email, make an initial contact by the end of the following business day. If you don't yet have an answer to the customer's question/issue, acknowledge receipt of the email and provide an estimated time of resolution.
- When responding to emails, always thank the citizen for taking the time to report the issue/problem/topic; provide the answer or solution; and then provide your complete contact information in case they need further assistance.
- If you are delegating the email response to another staff member, provide the customer with the name and title of the staff member who will be handling the issue, their contact information and a timeframe within which they can expect to be contacted.
- If you work nontraditional hours or are out of the office on a regular business day, utilize the "Out of Office" feature to alert customers to your absence and/or regular work schedule and provide contact information for an alternative staff member who can assist them in your absence.

4.2.2 Email Body and Content

- All Town emails are public record. Never put anything in an email that you would not want your colleagues, Town Council or the public to read.
- To keep emails professional and legible, do not use background colors, background images, email "stationary," photos, icons or clip art in your emails.
- Use simple and legible fonts such as Times New Roman or Calibri when composing emails. Do not use script fonts as they can be hard to read.

Examples of Acceptable Fonts:

Times New Roman

Calibri

Arial

Examples of Unacceptable Fonts:

Bernard Condensed

ALGERIAN

Freestyle Script

flarrington

- If you are responding to a citizen on an issue that generated a string of internal emails, always remove the previous emails from the response. If possible, generate a new email to avoid mistakenly sending on internal or background information that may not be intended for the customer.
- If the subject of the email is of a sensitive nature or involves the Mayor and Town Council, always have your supervisor or other designated staff person review the email before it is distributed.
- Always include a subject in the subject line of the email.
- Avoid the use of acronyms that are not well-known by the general public.
- Be sure to use proper spelling, grammar and punctuation.

4.2.3 When to Utilize the "cc" Feature

In general, limit the number of people you cc in an email, with the exception of the following scenarios:

- If a customer emails multiple staff members or members of Town Council, always "reply to all" when responding to the initial email. This lets the other email recipients know that it has been handled and ensures that the email is answered only one time.
- If the item you are responding to is one of a sensitive nature, involves the Mayor or Town Council or could potentially escalate to the attention of the Town Council or Town Administrator, always cc your Department Director and the "Town Administrator" email address, which includes the TA, DTA and Administrative Manager, so they are aware of the issue.

4.2.4 Email Signatures

- Standard email signatures will be generated by the IT Department and will include employee name, title, organization, street address, phone number, the Town's website address and the Town logo or applicable Department logo. The Town's Facebook and Twitter links may be included in the email signature as requested. The Town's approved legal disclaimer will also be included in the email signature.

- Verses, taglines or daily messages in email signatures are not permitted. This is to prevent quotations that are personal, political, religious, racist, jokes, or other viewpoints that might be considered offensive by other individuals.
- Email signatures should also be used on any mobile device used for Town business. It is the employee's responsibility to create the signature on his/her mobile device. It does not have to include the Town logo.

4.2.5 Out of the Office Protocol

- Always utilize the "Out of Office" feature, if you will be out of the office for a full business day or longer. Include the date that you will return to the office, as well as the contact name, phone number and email address for an alternative staff member who is available to assist them in your absence.
- Change your out of office message text for both internal and external emails and select the "send out of office auto replies" option. Select start and end dates and times for the out of office reply.
- If your work hours fall outside of the traditional business day and/or week (defined as Monday through Friday, 8 a.m.-5 p.m.), it is suggested that you utilize the "out of office" feature to alert customers to your regular work schedule and/or absence and provide contact information for an alternative staff member who can assist them in your absence.

4.2.6 Mobile Device/Smartphones

- If you are sending mail from a mobile device, you may set up an auto signature to ensure the customer has your correct contact information.
- To avoid typos and misspellings, program your mobile device to always use spell check before sending messages.
- Do not use a mobile device disclaimer on emails sent from your mobile device (*i.e.*, "Sent from my iPhone" signature). This is a default setting on the mobile devices that can be turned off and should be for Town business.
- Keep your message professional. Do not use slang terms or abbreviate your words and sentences.

5. Safety/Risk Management

5.1 Implementing the Safety/Risk Management Program

These policies are intended to be used by Town management and employees as a working guide in the implementation and maintenance of the Town's safety program.

The program requirements are based on the potential safety hazards and operating losses to which the Town had a foreseeable exposure on the date of publication of these policies. However, it is impossible to effectively deal with all safety concerns or procedures in a single set of policies. Many safety-related matters involve situation-specific factors which are difficult to anticipate. Accordingly, these policies are not the definitive statement, or the only statement, on Town safety concerns or procedures. These policies are a good faith attempt to create a viable, Town-wide safety program and philosophy.

The Safety/Risk Management section of the Operations Manual addresses safety, health, environment and loss control issues and serves to document policies and procedures to enable the Town to implement an effective safety program. These policies also extend outside the Town to the extent the program involves communication and/or interaction with other companies, outside contractors, government agencies, customers and the public.

The program contained in these policies has been established to accomplish the following:

- Protect and promote the health and safety of employees, customers and others who may be affected by the Town's business activities;
- Comply with all pertinent regulatory obligations;
- Ensure that safety, health, environmental and loss control programs are given the proper priority and attention and are achieving the required results;
- Coordinate safety, health, environmental and loss control activities, while maintaining consistency in procedures at the required level of performance; and
- Assist all departments in developing and/or revising safety, health, environmental and loss control programs by interacting with each department and providing external resources to ensure consistency with this purpose.

Principles and Goals

An effective occupational health and safety program will be maintained by the Town. In keeping with these principles and goals, the Town will provide qualified personnel and adequate facilities and equipment. The following principles are fundamental to a successful operation:

Fundamental Principles

- Appropriate programs are implemented to protect employee health and safety and to minimize human suffering;
- Occupational injuries and illnesses are preventable;
- Management seeks to define, initiate and maintain programs and procedures to prevent injuries and illnesses; and
- Continuing scrutiny of programs and ongoing employee training and education in occupational health and safety are essential program elements.

Goals

- Minimize health and safety risks by providing safe and healthy work environments, preventing unsafe acts and controlling exposures to health and safety hazards in the workplace;
- Provide and ensure appropriate health and safety programs exist and are in place;
- Create an attitude of safety consciousness in management, supervisory personnel and workers;
- Control health hazards in the workplace and ensure that employees are informed of hazards and how to protect themselves from overexposure;
- Maintain medical records in a confidential manner;
- Ensure all managers and employees have received orientation, instruction and training in health, safety and environmental protection matters; and
- Require that all health, safety, environmental protection and loss control practices, standards, laws and regulations be observed relating to people, facilities, materials, processes, wastes and the environment.

5.2 Motor Vehicle Use Policy

Driving a Town vehicle is a privilege. Remember that when you are driving a Town vehicle, you are representing the Town. Your actions will reflect not only on you, but also on the entire Town organization. It is expected that you drive safely and courteously at all times.

Along with that privilege befalls certain obligations by the driver. The driver assumes the duty of obeying all motor vehicle laws, maintaining the vehicle properly at all times and otherwise following the policies and procedures outlined in this Motor Vehicle Use Policy.

- Drivers must possess a valid driver's license before operating a Town vehicle. If the driver has recently moved to Colorado from another state, the driver must obtain a Colorado driver's license within thirty (30) days of moving to Colorado to continue driving Town vehicles. All Town drivers must provide a current copy of their motor vehicle record, as well as sign a Disclosure and Release Document, provided by Risk Management, prior to driving a Town vehicle. Risk Management will check the Motor Vehicle Record (MVR) of all drivers who drive a Town vehicle to ensure that the grading requirements listed below are met. The driver must comply with all of the Town's driving standards. The driver must have his/her license in possession at all times while driving the vehicle.
- Drivers shall, at all times, drive the vehicle with reasonable prudence to maintain it at the highest degree of operating efficiency. The individual driving the Town vehicle is responsible for any parking and traffic violations, including any fines.
- Damage to the vehicle caused by the driver's negligence may be cause for disciplinary action.
- Driving a Town vehicle while impaired or under the influence of alcohol, drugs or controlled substances is strictly prohibited and may be cause for disciplinary action. If the driver is using a prescription drug or over-the-counter drug that may impair driving ability, the Town vehicle is not to be driven. The driver's supervisor must be notified if the driver is taking a prescription drug or over-the-counter drug that may impair driving ability or operation of machinery.

5.2.1 Motor Vehicle Record Requirements

It is a Town policy that anyone whose position requires driving duties must have a motor vehicle record (MVR) meeting the grading requirements stated below. This policy applies strictly to drivers of Town-owned vehicles in the course of Town business.

MVRs will be examined prior to the start of employment/volunteer activity and at least annually thereafter. Any job offer made to a candidate for a position with driving duties shall be contingent upon an MVR meeting the standards outlined below; continued employment in a position with driving duties also requires an MVR meeting the standards outlined below.

The standards for MVRs are as follows:

- All operators must have a valid driver's license for at least two (2) years.
- All operators must have a current Colorado driver's license or, if moving to Colorado from out of state, obtain a Colorado driver's license within thirty (30) days.
- All operators must be at least eighteen (18) years of age.
- All operators must be licensed in the class of vehicle operated.
- No new driver will be hired with a "Reviewable" MVR unless an exception is granted by the Department Director as stated below. MVRs will be graded based on the table below, as minimum requirements.
- Driving records must remain "acceptable" as graded on the table below, for continued employment in positions with driving duties as a major requirement (*i.e.*, police officers and Public Works' drivers) unless an exception is granted as stated below.

Any exceptions to the Motor Vehicle Grading Criteria must be reviewed by the Department Director, Risk Manager and Human Resources Director for approval by the Department Director.

Minor Violation: Any motor vehicle violation conviction other than a major violation conviction (excluding parking violations)

Major Violation:

- Driving under the influence of alcohol/drugs/controlled substances
- Leaving the scene of an accident
- Reckless Driving
- Speeding Contest
- Making a false accident report
- Homicide, manslaughter or assault arising out of the use of a vehicle
- Driving while license is suspended or revoked
- Fleeing or eluding a police officer

Motor Vehicle Grading Criteria (last three (3) years)

NUMBER OF MINOR VIOLATIONS	NUMBER OF AT-FAULT ACCIDENTS		
	0	1	2
0	Acceptable	Acceptable	Reviewable
1	Acceptable	Acceptable	Reviewable
2	Acceptable	Reviewable	Reviewable
3	Acceptable	Reviewable	Reviewable
4	Reviewable	Reviewable	Reviewable
Any major violation - last 5 years	Reviewable	Reviewable	Reviewable

5.2.2 Wireless Communication Device (WCD) Use

For the purposes of this policy, WCDs include, but are not limited to, cell phones, computers, online email, navigation devices, and any other information or entertainment services or equipment, whether or not such devices are provided by or paid for by the Town.

- Cell phones should not be used while driving. For your own safety and the safety of others, please find a safe place to park off the road, preferably in a parking lot, when using a cell phone. **Texting while driving is not allowed for any reason.**
- Exercise extreme caution while using WCDs to prevent distraction from driving.
- WCDs are not recommended for use in vehicles by the driver while driving except for specific circumstances (*i.e.*, snowplowing, street cleaning, police driving).

5.2.3 Police Vehicle Operations

Police vehicle use guidelines are outlined in the Parker Police Department Policy and Procedure Manual.

5.2.4 Commercial Driver's License Drivers (CDL)

CDL drivers must meet the guidelines set forth in the Federal Motor Carrier Safety Regulations.

5.2.5 Personal Vehicle Use

If an employee must use their personal vehicle for Town business, the Town will pay mileage, except for those employees who receive an auto allowance which covers all use of personal vehicles for Town business. Refer to Operations Manual, Section 3.3.3. Authorized Expenses: Transportation (Personal Vehicle).

Any employee using their personal vehicle for Town business must possess a valid driver's license. Any motor vehicle accidents or violations are the sole responsibility of the driver. The employee must carry the state minimum automobile liability insurance on their personal vehicle as required by law. The driver's personal automobile insurance will be the primary carrier if the driver is involved in an automobile accident. The driver's automobile insurance should provide coverage for the driver's vehicle and any other damage the driver causes. However, the

employee will be covered under workers' compensation if injured during the course and scope of their duties.

An employee using a personal vehicle for Town business, who is involved in a traffic accident, will be reimbursed by the Town for his/her automobile insurance deductible up to \$500, if the following occurs:

- The employee was NOT at fault.
- The other driver has no insurance or is underinsured.
- The employee can provide documentation that the deductible has been paid.

5.2.6 Take-Home Vehicles

The Town recognizes the need for some employees to have the privilege of a take-home vehicle. The following are guidelines for the use of a take-home vehicle.

- Take-home vehicles may be assigned to an employee when the Department Director pre-approves the action in writing. This authorization must occur in advance. On occasion, there are circumstances when it is appropriate and in the best interest of the Town to permit an employee to take a Town vehicle to the employee's home without written approval, provided the employee receives prior verbal approval from the Department Director or authorized designee and it is for a short duration of time, not to exceed twenty-four (24) hours.
- Take-home vehicles should only be used for Town business.
- "Take-Home Use of Town Vehicle by Police Personnel" guidelines are outlined in the Parker Police Department Policy and Procedure Manual.

5.2.7 Maintenance

Drivers are required to properly maintain Town vehicles at all times. Vehicles may not be operated with any defect that would inhibit safe operation during current and foreseeable weather and lighting conditions.

A documented inspection of all vehicles is required daily (before use of vehicles that are not used daily). Vehicles with any safety discrepancies will not be driven until the safety discrepancy has been corrected. Examples of safety discrepancies are: inoperative headlight, inoperative turn signal, inoperative brake lights, defective windshield wiper, defective brakes and rear-view mirror broken or missing.

Preventative maintenance, such as regular oil changes, lubrication, fluid checks and tire pressure determine to a large extent whether the vehicle is reliable and safe. Preventative maintenance should be completed by fleet maintenance as required in the owner's manual.

Low oil or transmission fluids are not considered safety issues unless a line is broken and the leak is excessive. Adding fluids is a normal part of preventive maintenance and should be performed as needed.

Fleet maintenance is required to maintain records of all service performed on the vehicles for the entire time the Town owns the vehicle and for one (1) year after the vehicle is sold. Documentation of daily vehicle inspections must be maintained for a minimum of three (3) months. A legible copy of the last vehicle inspection report is to be carried on the vehicle at all times.

5.2.8 Traffic Violations

Fines for parking or moving violations and any associated costs are the personal responsibility of the driver.

Employees who drive Town vehicles or personal vehicles on Town business must notify his/her supervisor and the Risk Manager immediately about all moving violations that occur during working hours or in a Town vehicle, and the suspension or revocation of the license, including those in his/her personal vehicle for personal use, within twenty-four (24) hours of the violation or next business day if the violation occurred on a weekend or holiday. Failure to notify the supervisor and the Risk Manager shall result in disciplinary action up to and including termination of employment. Immediately upon receiving a suspension or revocation, the employee is prohibited from driving and operating any Town vehicle or equipment, or driving on Town business. Upon notification of suspension or revocation, the Department Director will examine the alternatives, if any, available for the reassignment of an employee whose license has been suspended or revoked. If no alternatives are available, disciplinary action will be taken, up to and including termination of employment.

Be aware that traffic violations incurred during nonbusiness (personal use) hours will also affect driving privileges in Town vehicles and are subject to review.

5.2.9 Accidents Involving Town Vehicles

In the event of an accident:

- Do not admit negligence or liability.
- Do not attempt settlement, regardless of how minor.
- Get name, address and phone number of injured person and witnesses, if possible.
- Exchange vehicle identification, insurance company name and policy numbers with the other driver.
- Take a photograph of the scene of accident, if possible.
- Call the Parker Police for all accidents in the Town. Outside of the Town, call the local law enforcement unless the city or county is on accident alert and there are no injuries. If injuries are involved, call the local law enforcement regardless of conditions.
- Complete the accident form in your vehicle.
- Provide all information to your Department Director and Risk Manager within twenty-four (24) hours of the accident or the next business day if the accident occurred on a weekend or holiday.

A Town employee is required to be tested for drugs, controlled substances and alcohol if the accident meets any of the following criteria:

- A fatality
- Damage to either vehicle is severe enough to require towing
- Reasonable suspicion
- An injury to any person involved in the accident requiring medical attention at a medical facility

5.2.10 Theft of a Town Vehicle

In the event of theft of a Town vehicle, notify local law enforcement immediately, then notify your Department Director and Risk Manager within twenty-four (24) hours or the next business day if the theft occurred on a weekend or holiday.

5.2.11 Driver Responsibilities

Each driver is responsible for the actual possession, care and use of the Town vehicle in their possession. Therefore, driver's responsibilities include, but are not limited to, the following:

- The vehicle must be operated in a manner consistent with reasonable practices that avoid abuse, theft, neglect or disrespect of the equipment.
- All traffic laws must be obeyed.
- The use of seat belts and shoulder harness is mandatory for driver and passengers.
- Manufacturer's recommendations regarding service, maintenance and inspection must be adhered to. Vehicles may not be operated with any defect that would prevent safe operation.
- Vehicles may be driven only by authorized Town employees or volunteers who have completed an MVR check by Risk Management.
- All moving violations must be reported immediately to your supervisor. The Department Director and Risk Manager must be notified within twenty-four (24) hours of the violation or the next business day if the violation occurred on a weekend or holiday.
- All accidents and thefts of a Town vehicle must be reported to your supervisor, Department Director and Risk Manager within twenty-four (24) hours or the next business day if the accident or theft occurred on a weekend or holiday.

5.2.12 Driver Guidelines

Regardless of any other considerations, do not take chances. To arrive safely is more important than to arrive on time.

- You must operate your vehicle according to the laws, ordinances and regulations of the city, county and state you are driving in.
- Speed should never be faster than the posted speed limits, road, traffic, weather, and light conditions. At night and when rain, fog, snow or other conditions limit visibility, speed will be reduced to enable the driver to stop within the distance that can be seen ahead. Posted speeds are for passenger cars in good driving conditions. Reduce speed for heavier vehicles and adverse conditions.
- Keep your cruising speed steady and make traffic changes in speed or direction gradually. Keep pace with the flow of traffic.
- Wear your seat belt properly and require other occupants of the vehicle to buckle up as well.
- Let the other driver go first. Never use the size of your vehicle to assert your right-of-way.

- Keep to the right on divided highways and one-way streets, except when overtaking slow-moving vehicles or when getting into a position to make a left turn.
- Approach intersections, driveways and similar points of access with caution. Signal lane changes clearly.
- Change lanes for turns well in advance of intersections.
- Avoid swinging wide or short when turning.
- Keep a safe and reasonable distance from the vehicle in front of you. Do not tailgate.
- Get completely off of the traveled way for an emergency stop. Avoid curves, hills or where the view may be obstructed.
- If your vehicle is stopped and/or unattended on the traveled portion or shoulder of the highway:
 - Set the parking brake to prevent movement.
 - Use four-way flashers to warn approaching traffic.

5.3 Drug and Alcohol Testing

5.3.1 Policy

Town employees may not purchase, possess, use, sell, manufacture, or be under the influence of drugs, controlled substances or alcohol during any work hours for which an employee is paid by the Town, or while on Town property. Alcohol or controlled substances may not be transported in a Town-owned vehicle at any time, except in the case of Police Department employees who must transport alcohol or drugs for evidence purposes. This policy is also in effect during the time employees are on breaks and while using a Town vehicle, either on or off duty.

5.3.2 Position Statement

The use of drugs, controlled substances and alcohol increases the risk of accidents, jeopardize the safe work environment, and cause harm to an individual's health. On-the-job use of drugs, controlled substances or alcohol by Town employees poses a serious threat to co-workers and members of the public, as well as to the individual employee. The goal of the Town is to provide employees with a work place that promotes health and safety. The purpose of this policy is to:

- Establish procedures to support the Town's safety and health program;
- Minimize the Town's exposure to potential liability resulting from damage or injury caused by an impaired employee; and
- Reduce accidents that result from employee use of drugs, controlled substances and alcohol.

5.3.3 Procedures - General

All employees are subject to reasonable suspicion, post-vehicle accident, post-critical incident, return-to-duty and follow-up testing requirements under this policy. Safety-sensitive- and commercial-driver's-license (CDL)-required positions are also subject to pre-employment and random testing. Safety-sensitive positions are those whose duties involve safety and health, protection of the safety and health of others, or other responsibilities involving a high degree of trust and confidence. These are positions in which a drug, controlled substance or alcohol

impairment constitutes an immediate threat to public health or safety, and to the employee's health and safety. These are positions in which a momentary lapse in attention could result in injury or death to another person. Safety-sensitive positions are designated in the job description for the employee.

Any test for drug, controlled substance and alcohol use must conform to the standards contained in this policy.

- The Department Director or his/her authorized designee requesting a test for drugs, controlled substances or alcohol must comply with all record keeping requirements of this policy.
- The Department Director or his/her authorized designee may authorize tests for drug, controlled substance or alcohol use only by the specific procedures outlined below. Any authorized designee of the Department Director who misuses his authority by failing to follow these procedures or who inappropriately tests applicants or employees may be subject to disciplinary action.
- Except for the second or confirmation test of a split sample (where applicable), all costs for drug, controlled substance and alcohol testing are the responsibility of the Town. Employees or applicants who request a test of the split sample must pay for that test.
- The employee shall be solely responsible for the costs associated with any treatment, counseling or rehabilitation, except as otherwise provided by Town policy.

5.3.4 Prohibitions

All employees are subject to this policy. This policy prohibits the use of alcohol, drugs or controlled substances that result in work impairment. It also prohibits the illegal possession, manufacture, use, sale or transfer of alcohol, drugs and controlled substances during work hours by employees.

Alcohol Prohibitions: Any alcohol use that could affect performance of duties, including:

- Use while performing work functions.
- Use during the eight (8) hours before the commencement of a shift, where such use may impair the employee's ability to perform any work.
- Reporting for duty or remaining on duty to perform work functions with a blood alcohol concentration (BAC) of 0.020 or greater.
- Use during the eight (8) hours following an accident or until the employee undergoes a post-accident test.

Drug and Controlled Substance Prohibitions: Any drug or controlled substance use that could affect performance of work duties, including:

- Use of any drug or controlled substance, except by doctor's current prescription and then only if the doctor has advised the employee that the drug will not adversely affect the employee's ability to safely perform work-related duties.
- Employee must inform the Department Director or his/her authorized designee of any prescription drug or over-the-counter medication being taken which could interfere with the performance of work functions.

- The Human Resources Director or his/her authorized designee may require verification from a licensed practicing physician that the prescription will not adversely affect the employee's ability to safely perform his/her work duties.
- If the employee is using a drug prescribed by a physician that could interfere with the performance of work functions and adversely affect the employee's ability to safely perform his/her work duties, the employee shall be placed on leave until such time as he/she is able to return to work. Such leave shall be taken from the employee's available sick or vacation leave, with sick leave to be utilized first.
- It shall constitute a violation of this policy for an employee to take or use any lawfully prescribed drug where such prescription is stale, no longer valid, or which is being used in any manner other than the prescribed dosage or amount.
- Testing positive for controlled substances, other than a drug prescribed by a physician.
- Refusing to take a required test. Refusal shall mean the failure to submit to a test upon request by the Department Director or his/her authorized designee. Refusal will be considered insubordination and may subject the employee to discipline, up to and including termination of employment.

5.3.5 Consequences for Violation of Prohibitions

- The employee is subject to immediate corrective and/or disciplinary action up to and including termination of employment.
- The employee shall immediately be removed from all duties and, if permitted to continue employment with the Town, the employee may not return until all return-to-duty requirements are met. Before returning to duty, the employee must undergo a return-to-duty test for:
 - Alcohol (if the prohibited conduct involved alcohol) with a result of less than .020 BAC, or
 - Drugs and controlled substances (if the conduct involved drugs) with a verified negative result.
 - If return-to-duty tests have a positive result or BAC exceeding 0.020, the employee will not be allowed to return to work and such may result in additional disciplinary action up to and including termination of employment.
- Prior to being allowed to return to duty, the Town may require the employee to be evaluated by a substance abuse professional (SAP) who shall determine what assistance, if any, the employee needs to resolve problems associated with alcohol misuse, controlled substance and/or drug use. If the employee is identified as needing assistance in resolving the problem, the employee shall be solely responsible for the cost of any prescribed counseling and/or treatment, except as otherwise provided by Town policy. Furthermore, as a condition to returning to work, the employee may be subject to unannounced follow-up alcohol or drug tests administered by the Town following the employee's return to duty. The number and frequency of the tests are to be determined by the Department Director or his/her authorized designee. Follow-up testing may be done for up to twelve (12) months following an employee's return to duty.

- The Department Director or his/her authorized designee will not hire applicants to whom an offer of employment has been made who tests positive for controlled substances, other than drugs prescribed by a physician, or alcohol.

5.3.6 Rehabilitation

The Department Director or his/her authorized designee may provide the names of SAPs and counseling and treatment programs to an employee testing positive for drugs, controlled substances and/or alcohol. The employee bears the responsibility for all costs associated with counseling, rehabilitation and post return-to-work testing, except as otherwise provided by Town policy.

5.3.7 Tests Required for Employees

The methods for testing for alcohol shall be Evidential Breath Testing (EBT). For drug testing, a laboratory capable of analyzing samples and keeping such samples in a safe and secure manner shall conduct urine specimen collection and testing or RIAH (Radioimmunoassay of Hair) collection and testing. The drugs to be tested for include any controlled substance.

Pre-Employment Testing

Before performing duties, an employee in a safety sensitive or CDL-required position must submit to testing for alcohol, drugs and controlled substances. Prior to performing a pre-employment drug test, Human Resources must notify the applicant that testing is required under this policy.

Post-Vehicle-Accident Testing

A Town employee is required to be tested for drugs, controlled substances and alcohol if the accident meets any of the following criteria:

- A fatality
- Damage to either vehicle is severe enough to require towing
- Reasonable suspicion
- An injury to any person involved in the accident requiring medical attention at a medical facility

Alcohol tests should be conducted within two (2) hours of the accident. If a test was not administered within this time frame, the Department Director or his/her authorized designee shall set forth in writing why a test was not properly administered. If the employee is not tested within eight (8) hours, attempts to administer a test should cease and the Department Director or his/her authorized designee shall set forth in writing why the test could not be performed.

Drug and controlled substance tests should be completed within forty-eight (48) hours of the accident. Beyond this period, attempts to test should cease and the Department Director or his/her authorized designee shall set forth in writing why the test was not performed.

An employee who is subject to post-vehicle-accident testing must remain available for testing or the Department Director or his/her authorized designee may consider the employee to have refused to submit to testing. The employee subject to post-vehicle-accident testing must refrain from consuming alcohol for eight (8) hours following the accident, or until he/she submits to an alcohol test, whichever comes first.

NOTE: Nothing in this policy should be construed to require the delay of necessary medical attention for injured people following an accident. Also, the employee is not prohibited from leaving the scene of an accident for the period necessary to obtain assistance in responding to the accident, or to obtain necessary emergency care.

Post-Critical-Incident Testing

Any employee involved in a critical incident, an injury that requires transport to a medical facility by ambulance or fellow employee because the injured employee cannot self-transport, shall be tested for drugs, controlled substances and alcohol. Those procedures and time periods set forth under the requirements for post-vehicle-accident testing shall also apply to post-critical-incident testing.

Reasonable Suspicion Testing

The Department Director or his/her authorized designee may initiate a test for drugs, controlled substances and/or alcohol when he/she has reasonable suspicion to believe the employee has violated the prohibitions of this policy. Human Resources shall be contacted to ensure that proper protocols are being followed prior to taking any action. The Department Director or his/her authorized designee must base this decision to test on specific, contemporaneous, articulable observations of the appearance, behavior, speech, or body odors of the employee. The Department Director or his/her authorized designee must thoroughly document specific observations. The documentation for suspicion testing must be completed within twenty-four (24) hours of the observed behavior or before the results are released, whichever is earlier.

- If the reasonable suspicion of alcohol is observed but a test has not yet been administered, the employee shall not perform his/her duties until a test is completed and the employee is cleared, or twenty-four (24) hours have elapsed.
- If a drug/controlled substance test is not completed within forty-eight (48) hours of the observed behavior, the Department Director or his/her authorized designee should document the reason why. A drug/controlled substance test shall be administered and verified with a negative result before allowing the employee to return to his/her duties. A positive result will subject the employee to immediate corrective and/or disciplinary action up to and including termination of employment.
- The Reasonable Cause/Suspicion Observed Behavior Checklist may be used when determining reasonable cause/suspicion.

Random Testing - Safety Sensitive and CDL-required positions

The random drug/controlled substance testing program shall be administered by the Risk Manager. Twenty-five percent (25%) of all safety-sensitive employees shall be subject to random testing annually. CDL drivers are tested in accordance with Department of Transportation guidelines, which are codified in the Code of Federal Regulations, as amended from time to time.

The conditions for selection and notification of random testing are:

- Selection of employees shall be made by a scientifically valid method.
- The Risk Manager shall ensure that random tests are unannounced and spread reasonably throughout the year.

- The Department Director or his/her authorized designee shall ensure that the employees selected for random tests proceed within forty-eight (48) hours to the testing site upon notification of selection.
- In the event an employee who is selected for a random test is on military leave, vacation, layoff or an extended medical absence, the Risk Manager will notify the agency responsible for maintaining the random pools and making the random draws, that the employee is unavailable for testing, documenting the reason why. A copy of this documentation will be filed with the test results from the other random draws.

Return-to-Duty Testing

In the event an employee who has violated these alcohol, controlled substance or drug prohibitions is permitted to return to duty, he/she shall complete a return-to-duty drug, controlled substance and alcohol test which need not be confined to the substance involved in the violation.

Any employee who leaves the Town's employment and returns in a safety-sensitive position after a period of one (1) year must complete a pre-employment drug test before performing the new duties.

Follow-up Testing

If an employee who has violated these drug, controlled substance or alcohol prohibitions is returned to duty, the Department Director or his/her authorized designee may require the employee to undergo unannounced follow-up testing following the employee's return to duty. The number and frequency of the tests are to be determined by the Department Director or his/her authorized designee for a period of time up to twelve (12) months following an employee's return to duty.

Testing Safeguards

EBT (Evidential Breath Testing) shall be used for testing of the presence of alcohol. Urinalysis or RIAH (Radioimmunoassay of Hair) shall be used to collect specimens of drugs and controlled substances. The Collection and Testing Agency shall ensure the integrity of the collection system to maintain confidentiality and ensure that the test results are attributed to the correct employee.

Discipline

Nothing under this policy waives the Town's right to conduct disciplinary proceedings, up to and including termination, against an employee who violates this policy.

5.3.8 Employee Drug Test Notifications

For the following drug and controlled substance tests, the Risk Manager shall contact the employee to verify a positive test result within twenty-four (24) hours from the time the test results are reported to the Risk Manager, or as soon thereafter as is practical.

- Post-Vehicle-Accident Testing
- Post-Critical-Incident Testing
- Random Testing

For the following drug and controlled substance tests, Human Resources shall contact the employee to verify a positive test result within twenty-four (24) hours from the time the test results are reported to Human Resources, or as soon thereafter as is practical.

- Pre-Employment Testing
- Reasonable Suspicion Testing

The employee shall also be told which drugs and/or controlled substances were verified positive. An employee testing positive for any drug, controlled substance or alcohol shall have the option to have the sample re-tested at the Town's testing facility, at his/her expense.

An applicant to whom an offer of employment has been made shall be notified of the results of the test if the applicant requests the result within sixty (60) days of being notified of the disposition of the employment application.

For purposes of confidentiality, only those persons with a "need to know" will be informed of the results of the drug tests.

5.4 Medical and Injury Management

It is the responsibility of employees to perform their work in a safe manner. In the event of an injury, certain procedures need to be followed:

- The injured employee must report the injury to his or her supervisor immediately (within twelve (12) hours of feeling the symptoms);
- All employees must obtain treatment of work-related injuries and illnesses from one of our designated medical providers, listed at the end of this section;
- In the event of a life- or limb-threatening emergency, the injured employee will be sent to the nearest emergency facility. The designated medical provider must provide follow-up care;
- If an unauthorized medical provider treats an employee, the employee will be responsible for payment of said treatment;
- Within twenty-four (24) hours of receipt of a notice of injury, the supervisor must submit the 1st Report of Injury Form to the Risk Management Office for submission of the claim. If the notice of injury is received on a weekend or holiday, the 1st Report of Injury Form must be submitted by noon of the next business day;
- Within twenty-four (24) hours, the injured employee must submit an Employee Report of Accident, Injury or Illness Form to the Risk Management Office;
- Within five (5) days, the supervisor must submit the Supervisor's Accident Investigation Report to the Risk Management Office. The purpose of the investigation is to find cause, **not blame**, and to determine solutions to prevent the same type of accident from reoccurring. The supervisor will present the findings of the investigation to the safety committee at the next safety committee meeting;
- An injured employee may not return to work without the written release from the Town's designated medical provider stating that the employee may resume the duties and responsibilities of his/her position or may resume duties with restrictions;
- If the designated medical provider places restrictions on the return to duty, the Modified Duty program will be initiated;

- It is the responsibility of the employee to meet all scheduled appointments with the designated medical provider or specialists referred by the designated medical provider.
- Employees are encouraged to make all workers' compensation medical appointments during the hours that the employee normally works; however some employees work hours that the medical clinics are normally closed. These employees must schedule their appointments on their personal time. The Town has no obligation for overtime or mileage reimbursement to the employee to meet these scheduled appointments.

5.4.1 Workers' Compensation

Workers' Compensation Insurance pays for an employee's medical expenses for injuries incurred while on the job when the employee sees one of the designated medical providers.

Any employee unable to work due to one or more on-the-job injuries or job-related illnesses may be granted injury leave, including straight hourly rate of pay, by the Town Administrator for a period not to exceed ninety (90) cumulative calendar days for each on-the-job injury or job-related illness based on medical necessity and verified by one of the Town's designated medical providers. During such time, the Town receives reimbursement for any compensation received by an employee in accordance with C.R.S. § 8-42-124, as amended, the Colorado Workers' Compensation Act.

- Injury leave which also qualifies as a serious health condition under the Family and Medical Leave Act (FMLA) shall be subject to concurrent leave under the family and medical leave provisions.
- An employee absent from work as the result of a job-related injury will not be charged with the use of sick leave or vacation leave for any period for which the Town is receiving reimbursement from workers' compensation.
- The Risk Manager will administer workers' compensation claims. Accurate records will be kept for all workers' compensation claims. This file will be kept for all communications regarding the claim and all the records from the medical providers and our workers' compensation insurance carrier.
- After ninety (90) days, paid injury leave will be discontinued and the provisions of Workers' Compensation Act, as contained in the Colorado Revised Statutes, regarding payment directly to the injured worker will apply. The 90-day period may be extended at the sole discretion of the Town Administrator or authorized designee.
- Upon discontinuation of paid injury leave, the Risk Manager and the injured workers' Department Director will review the employee's status. Based upon this review and subsequent findings, subject to the approval of the Town Administrator, the employee may be placed on a leave of absence without pay for up to a maximum of ninety (90) days not including the first ninety (90) days of disability. If placed on a leave of absence without pay, all provisions of Article 4, Section 4.6 of the Personnel Manual will apply.
- All employees off from work as a result of a work-related injury shall meet with the Risk Manager on payday each pay period in order to ensure that the Town is updated on their injury, treatment and current status. The Risk Manager may waive this requirement if the employee is unable to travel as a result of the work-related injury.
- Any fraudulent claim for workers' compensation benefits or any claim filed against the Town for an injury or illness incurred while volunteering work for another employer or

engaging in self-employment, may result in disciplinary action, up to and including, termination.

5.4.2 Modified Duty Program

The Town has established a Modified Duty Program that will enable an employee, based upon medical opinion, to continue using their valuable knowledge, skills and abilities while they are temporarily limited by a work injury. This policy only applies to employees who have sustained an accidental injury or occupational illness while performing duties within the course and scope of their employment.

Objective

The objective of this program is to provide employees who have sustained an accidental injury or occupational illness, while performing duties within the course and scope of their employment, the opportunity to return to gainful employment on a limited, transitional basis when appropriate, until able to return to full duty.

Program Criteria

Employees can be approved for the Modified Duty Program if the following criteria are satisfied:

- The Town's designated medical provider has determined that the employee may be released to a modified duty assignment; and
- A suitable position, to the extent that such a position exists within the Town, is identified by the Town as consistent with the medical restrictions placed upon the employee by the Town's designated medical provider.

Program Duration

The Modified Duty Program to which an employee is assigned will be monitored weekly; and if advantageous for the worker and the Town, the program will continue for not more than ninety (90) cumulative calendar days per injury. The 90-day period may be extended for up to one hundred eighty (180) cumulative calendar days at the sole discretion of the Town Administrator or authorized designee based on medical opinion that the worker will be able to return to full duty status during this extension.

Responsibilities of the Supervisor

The supervisor is responsible for assisting the Risk Manager or his/her authorized designee in the placement of an employee who has sustained an accidental injury or occupational illness while performing duties within the course and scope of their employment. This placement may be either at their usual place of employment or another area within the Town. Supervisor cooperation and participation in the program is mandatory to the extent of identifying and placing employees in modified duty assignments whenever possible. Overtime is not authorized for modified duty.

Responsibilities of the Employee

- The employee must report all injuries and accidents to the supervisor immediately;
- The employee must follow the direction provided by the Risk Manager or his/her authorized designee;
- The employee must notify the Risk Manager or his/her authorized designee of all scheduled medical appointments;

- Immediately following each medical appointment, the employee shall report to the Risk Manager or his/her authorized designee and to the employee's supervisor in person to furnish medical documentation and discuss the case. The requirement to have the employee report in person to the Risk Management Office may be waived by the Risk Manager or his/her authorized designee;
- While on a modified duty assignment, the employee is expected to adhere to all existing personnel policies, follow the direction of their supervisor and maintain acceptable performance standards as a condition of employment;
- The employee should immediately report any problems with a modified duty assignment to the Risk Manager or his/her authorized designee;
- While on modified duty, the employee is not authorized to work overtime; and
- If an employee refuses to work a modified duty assignment that is approved by the designated medical provider, his/her refusal may be considered insubordination, including failure to comply with instructions from a supervisor, Department Director or the Town Administrator. This may result in disciplinary action, up to and including termination. Sick leave may not be used in lieu of modified duty, unless the new illness/injury is not related to the work-related illness/injury. Unscheduled vacation may be approved only by the Department Director or authorized designee.

5.4.3 Temporary Assignments for Non-Job-Related Medical Condition

Regular full-time employees who sustain a medical condition off the job may be eligible for temporary alternative duty. Temporary alternative duty is a temporary assignment during the period of recovery when the employee's medical provider must provide a written medical prognosis of recovery that the employee will return to unrestricted duties and functions within one hundred eighty (180) days of the date of the medical condition. The 180-day period may be extended for up to an additional ninety (90) days at the sole discretion of the Town Administrator or authorized designee. The employee's medical provider must provide a written medical prognosis of recovery that the employee will return to unrestricted duties and functions by the end of the 90-day extension. Other Leaves of Absence may apply at this time. Temporary alternative duty is discretionary with the Town and each case is evaluated on its own merits.

Definition

Temporary alternative duty is a temporary assignment, which fulfills a necessary job function appropriate to the employee's skills and level of experience that the employee can perform without violating any medical restrictions imposed as a result of a temporary medical condition, for which the employee is compensated at his or her normal rate of pay and benefits. Temporary alternative duty assignments are not a matter of right. Such assignments are limited by departmental needs as defined by the Department Director or designee. In summary, temporary alternative duty means working within medical restrictions, if the prognosis of recovery is sufficient to allow return to the unrestricted duties and essential functions, within one hundred eighty (180) days of the date of the medical condition.

A Temporary Alternative Duty Assignment is Based Upon:

- The availability of a temporary alternative duty assignment suitable for the employee's skills and medical condition;

- The employee's medical provider provides a written medical prognosis of recovery that the employee will return to unrestricted duties and functions within one hundred eighty (180) days of the date of the medical condition and authorization that the employee can perform the temporary alternative duty assignment without jeopardizing the medical condition;
- The Town may request a medical examination of the employee by one of the Town's designated medical providers;
- The employee provides a release of medical records so that one of the Town's designated medical providers may have access to the full medical history related to the current medical condition;
- The Town may require that the designated medical provider approve the temporary alternative duty assignment;
- Whether the medical prognosis of the employee's recovery indicates that the employee will be able to perform the essential functions of his or her job within one hundred eighty (180) days;
- Approval by the Department Director and the Human Resources Director or authorized designee;
- An understanding that there are no rights to remain in the temporary alternative duty status; and
- There is no expectation by the employee that their department will create a special position or vacate an existing position to create a slot for a temporary alternative duty assignment.

Priority of Assignment

Employees suffering from a job-related medical condition shall have priority in receiving temporary alternative duty assignments. Employees with a non-job-related medical condition in temporary alternative duty assignments may be replaced by an employee suffering from a job-related medical condition or disability at the discretion of the Department Director or designee.

Review of Assignment

An employee's temporary alternative duty status shall be monitored weekly by the employee's supervisor to determine whether the assignment is appropriate and whether it should be continued. In conjunction with such review, the employee may be required to submit to periodic physical examinations by one of the Town's designated medical providers as a condition of continued temporary alternative duty status. Overtime is not authorized for temporary alternative duty.

Duration of Temporary Assignment

No temporary alternative duty assignment shall last for a period exceeding one hundred eighty (180) days in a one-year period, unless extended for up to ninety (90) days at the sole discretion of the Town Administrator or authorized designee. A temporary alternative duty assignment does not in any way create a right for the employee to occupy that or any other position on a regular basis.

Responsibility of the Employee

- The employee must report all injuries and accidents to their supervisor immediately;
- The employee must follow the direction provided by the Human Resources Director or authorized designee;
- The employee may be required to notify the Human Resources Director or authorized designee of all scheduled medical appointments;
- Immediately following each medical appointment, the employee shall report to the Human Resources Director or authorized designee and to the employee's supervisor in person to furnish medical documentation and discuss the case (if applicable). The requirement to have the employee report in person to the Human Resources Office may be waived by the Human Resources Director or authorized designee;
- While on a temporary alternative duty assignment, the employee is expected to adhere to all existing personnel policies, follow the direction of their supervisor and maintain acceptable performance standards as a condition of employment;
- The employee should immediately report any problems with a temporary alternative duty to the Human Resources Director or authorized designee; and
- While on temporary alternative duty assignment, the employee is not authorized to work overtime.

Return to Regular Assignment

A medical examination and clearance by the employee's treating medical provider is required before an employee can return to his or her original position. The Town reserves the right to send the employee to one of the Town's designated medical providers for a fitness for duty medical examination.

5.4.4 Designated Medical Providers

The Town has selected the designated medical providers listed below:

Centennial Healthcare Plaza
 HealthOne Occupational Medical Center
 Dr. Robert Broghammer, MD, Thanh Chau, PA
 14000 E. Arapahoe Rd., Bldg. C, Rm. 160
 Englewood, CO 80112
 Phone: 303.218.4250

Arbor Occupational Medical Center
 8200 E. Belleview, Suite 428C
 Greenwood Village, CO 80111
 Phone: 303.741.1166

These locations have office hours of 8 a.m. to 5 p.m., Monday - Friday. After hours emergencies can be seen at any hospital emergency room.

An injured employee has the right to make a **one-time change between the Town's medical providers** by giving notice within ninety (90) days of the injury, but before he/she reaches maximum medical improvement (MMI)

The injured employee **must request the change of medical provider in writing** by submitting an approved Division of Workers' Compensation Form to the following parties

- The current treating physician;
- The requesting treating physician (this physician must be on the Town's designated provider list)
- The Risk Manager
- Pinnacol Assurance

5.5 Bloodborne Pathogens Exposure Control Plan

The Bloodborne Pathogens Exposure Control Plan, in accordance with OSHA Standard 29 CFR 1910.1030, has been developed to ensure the safety of Town employees by minimizing potential exposure to the Hepatitis B Virus (HBV), Hepatitis C Virus (HCV), Human Immuno Deficiency Virus (HIV) and other bloodborne pathogens.

5.5.1 Exposure Control

Exposure to human blood, human blood components, and products made from human blood or other potentially infectious materials, such as the following human body fluids: semen, vaginal secretions, cerebrospinal fluid, synovial fluid, pleural fluid, pericardial fluid, peritoneal fluid, amniotic fluid, saliva in dental procedures, any body fluid that is visibly contaminated with blood, and all body fluids in situations where it is difficult or impossible to differentiate between body fluids is determined by particular job classifications. These positions are as follows:

- All facilities maintenance/housekeeping employees have potential exposure to bloodborne pathogens pathogenic microorganisms that are present in human blood and can cause disease in humans, because of their particular work tasks. These tasks include:
 1. Cleaning and disinfecting showers, urinals, toilets, sinks, etc.
 2. Cleaning up, packaging and disposing of vomit, urine, feces, blood, or other potentially infectious bodily fluids. (Please note: vomit, urine and feces are not considered infectious unless blood is present).
 3. Emptying trash, picking up sharps, razor blades, glass, etc.
- All police officers have potential exposure to bloodborne pathogens because of their particular tasks. These tasks include:
 1. Handling altercations involving suspects where the officer may be bit, scratched, cut, etc.
 2. Responding to a vehicle accident in which the officer may be exposed to various types of bodily fluids.
 3. Responding to a domestic dispute in which the officer may be exposed to various types of bodily fluids.
 4. Transporting suspects who may try to expose the officer to various types of bodily fluids.
 5. Getting pricked by a needle during a “patdown” search of a suspect being detained.

- Recreation Center lifeguards have potential exposure to bloodborne pathogens because of their particular tasks. These tasks include Performing first aid and/or CPR to injured patrons or employees while awaiting medical personnel to arrive.

5.5.2 Universal Precautions/Methods of Compliance

Town employees shall follow the universal precautions standard, which considers all human blood and certain body fluids to be infectious for HBV, HCV, HIV and other bloodborne pathogens. Engineering and work practice controls are also used to eliminate or minimize exposure to employees. Such controls include:

- Sharps containers;
- Prick proof gloves;
- Bodily fluid spill kits;
- Handwashing (after using bathroom, cleaning, removing gloves, contact with bodily fluids, etc.);
- Minimizing splashing and splattering during cleanup.

5.5.3 Work Practice/Spill Response

Cleanup:

- Only housekeeping personnel or those trained in bloodborne pathogens should clean up spills involving infectious materials.
- Employees should wear latex disposable gloves when cleaning, packaging, or disposing of bloodborne pathogens or other potentially infectious waste.
- Employees should use a bodily fluid disposal kit for proper cleanup.
- All items and spills must be cleaned with a germicide or sodium hypochlorite (a 1:10 dilution of household bleach).
- Upon clean up, all items should be placed into the kit's biohazard bag and securely fastened to prevent leaking.
- Employees must wash their hands and skin with soap and water.
- Contaminated sharps should only be handled with a mechanical device such as tongs, a brush and pan, etc.
- Contaminated sharps shall be placed in the red biohazard sharps container (which is puncture resistant and leakproof).
- Employees should never eat, drink, smoke, apply make-up or handle contacts in areas where there is potential exposure to bloodborne pathogens.

Personal Protective Equipment:

At a minimum, all employees shall wear latex gloves and safety glasses with side protection before cleaning up any suspected infectious waste.

Housekeeping should use personal protective equipment from their "safety bag" for bloodborne pathogen cleanup. These items include disposable latex gloves, safety glasses with side protection and disposable apron.

Police officers shall carry with them in their vehicle, disposable latex gloves and safety glasses with side protection.

Recreation Center shall have a bloodborne pathogens Kit located at the front desk. In addition, the staff office at O'Brien Park swimming pool shall have a bloodborne pathogens kit. This kit will contain safety glasses with side protection, disposable latex gloves, and disposable aprons.

5.5.4 HBV Vaccination

HBV vaccinations are made available to all "occupationally exposed" employees at a reasonable time and place at no cost to them. Vaccinations are not mandatory, and the decision to take them is the individual employee's. Licensed healthcare professionals, according to recommendations of the U.S. Public Health Service, perform vaccinations. The Town shall provide for post-exposure evaluation and follow-up to any employee who has had an occupational exposure incident.

Exceptions to vaccination - If the person has completed the HBV vaccination series, immunity is confirmed through antibody testing, or the vaccine is not advisable for medical reasons (*e.g.*, allergies to baker's yeast).

5.5.5 Post-Exposure Evaluation and Follow-up

Our designated medical provider shall provide post-exposure evaluation and follow-up to employees who report an exposure incident. This evaluation shall:

- Document the routes of entry and circumstances surrounding the exposure;
- Identify the source individual, if feasible;
- Test the source individual's blood, if consented to;
- Provide post-exposure medical treatment, if indicated;
- Offer HBV vaccination series to exposed employees;
- Provide counseling;
- Provide a written opinion in accordance with 29 CFR 1910.

The Risk Manager shall provide the designated medical provider who administers the HBV or post-exposure evaluation and follow-up, the following information:

- A copy of the accident report.
- All relevant medical records in the employer's possession.

5.5.6 Record Keeping

Medical Records - maintained by Human Resources:

- The name and social security number of the employee;

- All hepatitis B vaccination records and medical reports;
- Copies of medical exams, tests, and all follow-ups;
- A copy of the designated medical provider's opinion;
- A copy of information provided to the designated medical provider.

5.6 AED Policies and Procedures

AED Policies: An automated external defibrillator (AED) is used to treat victims who experience sudden cardiac arrest (SCA). It is only to be applied to victims who are unconscious, not breathing normally and showing no signs of circulation, such as normal breathing, coughing and movement. The AED will analyze the heart rhythm and advise the operator if a shockable rhythm is detected. If a shockable rhythm is detected, the AED will charge to the appropriate energy level and advise the operator to deliver the shock.

AED Authority Responsibilities:

- Medical Prescription
- Medical Oversight and Direction
- Local Registration & Fees
- Dispatch Notification
- Disposable (Batteries & Electrodes) Automated Tracking & Reporting
- Trained personnel Tracking & Reporting
- Post Event Supply Replenishment

Authorized AED Users: All employees of the Town who have successfully completed CPR/AED training. If no trained employee is present, any bystander acting in "good faith" is authorized to use the AED.

AED Owner Responsibilities:

- Activating the internal emergency response system (calling 911) and providing prompt basic life support including AED and first aid according to training and experience.
- Having personnel complete CPR/AED certification through a nationally recognized agency (AHA)
- Understanding and complying with the requirements of this policy.

Equipment: The AED and first aid emergency care kit will be brought to all medical emergencies. The AED should be used on any person who is at least one (1) year of age and displays ALL the symptoms of cardiac arrest. The AED will be placed only after the following symptoms are confirmed:

- Victim is unconscious
- Victim is not breathing
- Victim has no pulse and/or shows no signs of circulation such as normal breathing, coughing or movement.

Initial Training

Employees: Should complete training adequate to provide basic first aid, CPR and AED. Training will be provided on site. AED training course must be approved by the appropriate state in which the studio is located.

Volunteer Responders: Anyone can, at their discretion, provide voluntary assistance to victims of medical emergencies. The extent to which these individuals respond shall be appropriate to their training and experience and their training may be supplied by courses outside the Town. Volunteer responders can assist in emergencies, but must only participate to the extent allowed by their training and experience, and only to the extent that they are comfortable. Volunteer responders may have training adequate to administer first aid, CPR and use of the AEDs deployed throughout the facilities. Any volunteer wishing to potentially use one of the AEDs deployed by the Town should have successfully completed a state-approved AED course including CPR within the last two (2) years. The Town will not maintain training records for the volunteer responders.

Refresher Training:

- Employees will renew CPR/AED training every two (2) years.
- Volunteer responders should obtain documented renewal training at least once every two (2) years.

Medical Response Documentation: Internal Post Event Documentation: It is important to document each use of the medical emergency response system. An accident report form shall be completed by the responding employee member for each accident requiring the use of the AED. The accident report form shall be sent to AED Authority® within twenty-four (24) hours of a medical event:

Equipment Maintenance: All equipment and accessories necessary for support of medical emergency response shall be maintained in a state of readiness. Specific maintenance requirements include:

- The Town will be responsible for a monthly visual check of the AED and reporting this check to AED Authority® via web portal www.aedauthority.com.
- AED Authority® will be responsible for the tracking of AED disposables and notifying the Town when they expire.

AED Procedures:

Note: If the AED is not immediately available, perform CPR until the AED arrives on scene.

Use of the AED is authorized for emergency response personnel trained in CPR and use of the AED.

Medical Emergency Responding Employee:

- Assess scene for safety
- Determine unresponsiveness
- Activate system (dial 911)
- Open airway
- Check for breathing – if not breathing, give two (2) slow breaths.
- Check for signs of circulation, such as pulse and coughing or movement.

- If no signs of circulation, apply AED immediately.
- Turn ON AED – follow voice prompts. Do NOT touch the victim unless prompted to do so.
- Follow voice prompts to apply electrode cartridge. Shave chest hair (if it is so excessive it prevents a good seal between electrodes and skin). If the victim's chest is dirty or wet, wipe the chest clean and dry.
- Stand clear of victim while AED analyzes heart rhythm.

When shock Advised:

- Clear the area; make sure no one is touching the victim. Once the area is clear, the Philips OnSite will advise a rescue shock is needed. The AED will prompt the responder to deliver a shock by pressing the flashing button. The AED will then prompt the responder to check for breathing and if absent, start CPR. After two (2) minutes of CPR, AED will prompt responder to clear the area and re-analyze.

No Shock Advised:

- AED will prompt to check for breathing and if absent, start CPR. After two (2) minutes of CPR, AED will prompt responder to clear the area and re-analyze.
- Continue cycles of analysis, shocks (if advised) and CPR until professional help arrives. Victim must be transported to hospital. Leave AED attached to victim until EMS arrives and disconnects AED.

After Use:

- The AED will be wiped clean according to policy. Electrode cartridges must be replaced and reconnected to AED.

5.7 Life-Threatening Communicable Diseases

In order to ensure a safe and healthy working environment for all employees and the general public, the Town will handle situations in which an employee is known to have a life-threatening communicable disease (*i.e.*, HIV, AIDS, Hepatitis B, and other life-threatening communicable diseases as they are identified by reliable medical authorities) in the following manner:

- As a general rule, an employee with a life-threatening communicable disease may continue to attend work and perform the duties of the assigned position with the approval of the employee's private physician and the Town's designated medical provider, subject to considerations of public health, safety and welfare;
- Life-threatening communicable diseases will be treated like any other disabling condition and persons will be employed as long as they can remain qualified for and capable of performing their jobs as determined by the Town; and
- Cases involving life-threatening communicable diseases will be treated on a case-by-case basis.

5.7.1 Right to Privacy

The Town will respect an employee's right to privacy. Therefore, knowledge that an employee has a life-threatening communicable disease shall be confined to those persons with a direct need to know. The Human Resources Director or his/her designee will determine those persons who need to know of the life-threatening communicable disease and will those individuals with information regarding necessary precautions and confidentiality requirements.

5.7.2 Removal from Work Assignment

Under certain circumstances, an employee with a life-threatening communicable disease might pose a risk of transmission to others. Under these circumstances, the Risk Manager or his/her designee, in consultation with the Human Resources Director, the Town's medical provider and the employee's physician, must determine whether the employee should be removed from his/her work assignment. Additionally, an employee with a life-threatening communicable disease may be temporarily removed from his/her work assignment until appropriate worksite adjustments are completed when warranted.

5.7.3 When Employee Is Physically Unable To Work

Employees with life-threatening communicable diseases who are physically unable to perform the duties of their position may apply for short-term and/or long-term disability benefits to the extent provided by the Town.

An employee with a life-threatening communicable disease who must leave his/her work assignment for more than six (6) months shall be reviewed for possible separation from Town service. In addition, an employee who is unable to return to work for more than six (6) months due to physical debilitation caused by the disease shall also be reviewed for possible separation. In the event that the employee is separated from Town service, the Town will assist the employee in obtaining all benefits due to the employee.

5.7.4 Working with Employees Who Have Life-Threatening Communicable Diseases

The Town will take the necessary precautions to ensure the safety of all employees. Therefore, the Town will obtain information regarding the potential effects of working with individuals who have life-threatening communicable diseases. An employee who refuses to work with an individual who has a life-threatening communicable disease, when medical evidence indicates that a certain life-threatening disease is not spread through casual daily contact (such as in the case of AIDS), shall be subject to discipline for insubordination.

Safety Precautions

All employees shall adhere to the following safety procedures when handling body fluids of employees and/or the general public:

- Rubber or latex gloves shall be worn when cleaning up body fluids;
- Spills shall be disinfected with bleach or other disinfectant; and
- Employees shall follow good personal hygiene, including washing their hands after contact with persons suspected of having a communicable disease.

In addition, all employees shall follow special precautions as directed by the Town's designated medical provider or as related to their particular work group, work unit or work assignment.

Medical Examinations

If an employee's health appears, in the Town's opinion, to be adversely impacting the employee's job performance or the assigned duties could be detrimental to the employee's health, the Department Director in conjunction with the Human Resources Director, and where appropriate, the Town Administrator may schedule a medical examination for the employee with a Town designated medical provider. An employee may be suspended with pay pending the results of such examination. The Human Resources Director will be responsible for distributing the results of the examination to the appropriate parties. All employee medical examinations requested/required by the Town will be paid for by the Town.

5.8 Missing Assets, Property Loss and Theft

The purpose of this policy is to define the procedural process for reporting missing property or assets and/or reasonable suspicion of theft of equipment, supplies, Town credit card, personal effects or cash (from petty cash, change back or cash payments received). Town employees can help reduce the Town's losses by immediately reporting missing items or cash. The following procedures must be followed upon discovery of missing assets and/or property loss:

- Upon discovery of missing assets and/or property loss, employees must notify their supervisor immediately. If the immediate supervisor is not available, follow your chain of command and notify the next person in the chain. The supervisor must notify the Department Director and Risk Manager as soon as possible. These notifications should take place within one (1) hour of discovery of missing assets and/or property loss.
- The Missing Assets/Property Loss Form must be filled out immediately while the information is fresh. This form must be turned in to Risk Management within twenty-four (24) hours.
- The Risk Manager will notify the Town Administrator or Deputy Town Administrator, Human Resources, Finance, Town Attorney and Police Investigations for an emergency meeting within twenty-four (24) hours to determine how the investigation will proceed.

If a crime is in progress and you witness it, call 911 immediately and provide all information to the police. Do not put yourself in harm's way. Collect as much information about the suspect as possible (*i.e.*, height, weight, hair color, eyes, skin, clothes, etc.), vehicle description, license plate and the time of the event.

The more quickly missing items are reported, the better the chances are for recovery.

5.9 Damage and Liability Claims

The purpose of this policy is to define the process for handling any damage or liability claim against the Town. Following sound risk management and loss control practices when dealing with claims protects the Town, individual employees and can help reduce the Town's long-term losses. All claims, regardless of size or composition, are subject to the procedures outlined below:

- All claims for damages against the Town shall be immediately forwarded to Risk Management upon their receipt or upon knowledge of the claim, by all Town departments and operations.
- This procedure shall not apply to normal police investigations conducted in the course and scope of their duties. However, police officers shall immediately advise Risk Management if they have reason to believe that a damage or liability claim may be pending or has been threatened. In addition, police officers shall refrain from offering their opinions or

observations with regard to roadway design, fault or liability when investigating accidents and incidents.

- Employees outside of Risk Management are not permitted to make any contact with anyone presenting or making a claim against the Town for any reason, unless directed to by Risk Management. The only exceptions would be the Town Administrator and the Deputy Town Administrator.
- Upon notification of the claim, Risk Management will conduct the appropriate investigation and follow-up. All departments shall provide timely assistance to Risk Management in their management of the claim.
- When dealing with the initial claim, or in the course of conducting Town business, employees shall not admit to any responsibility or liability on the part of the Town. Employees shall not make comments in the initial receipt of the claim that could be subsequently used against the Town by the claimant if a lawsuit should be filed. Failure to comply with this policy may result in disciplinary action against the employee, and could subject the employee to personal liability from the claimant.
- Risk Management and the Town Attorney's Office shall be the sole Town agencies with responsibility to receive, investigate, manage and respond to damage and liability claims against the Town.

5.10 Safety and Health Rules

All employees and volunteers, including management, shall abide by safety, health and environmental rules. Management personnel shall fairly and consistently enforce and follow safety, health and environmental rules and any infractions shall be reported to management.

5.10.1 General Safety Rules

- Employees shall be in a physical and mental condition to conduct normal working activities. The use of medications that may affect work performance shall be reported to your supervisor.
- Personal protective equipment (PPE) shall be worn at all times when required by your supervisor or by safety regulations.
- Inappropriate footwear or shoes with thin or badly worn soles shall not be worn.
- Report any and all unsafe situations to your supervisor.

5.10.2 Tool and Equipment Safety

- All tools and equipment shall be maintained and in good condition.
- Damaged tools or equipment shall be removed from service and tagged "Defective."
- Only appropriate tools shall be used for the job.
- Tools and equipment shall be kept in proper working condition before use, including proper electrical grounding and guards in place.
- Portable electric tools shall not be lifted or lowered by means of the power cord.
- Electrical cords shall be inspected prior to use. Do not use frayed or damaged electrical cords. All electrical cords must have a ground prong.

- Electric cords shall not be exposed to damage from vehicles.
- Report missing or damaged equipment immediately to your supervisor.
- Do not distract or interfere with other employees while they are using power tools, motorized equipment or when they are working near electrical lines and equipment.
- Use equipment with safeguards that are adequately designed and intended for normal operations.
- Wrist watches, metal wristbands, rings, other jewelry or loose clothing shall not be worn while working near moving parts of machines or energized circuits.

5.10.3 Fire Protection and Emergency Evacuation

- In the event of an evacuation from a building, immediately contact your supervisor so that a personnel count can be conducted. Return to work areas after receiving proper approval from your supervisor.
- All employees should learn the location of the nearest fire extinguisher and first aid kit. Notify your supervisor immediately if any of this equipment is missing or has been used.
- Familiarize yourself with the proper use of fire extinguishers.

5.10.4 Hazardous Waste Disposal:

- Hazardous waste, such as waste oils, hydraulic fluids, cleaning fluids, etc., shall be disposed of in a proper manner.
- Contact your supervisor for proper disposal procedures.
- Consult with South Metro Fire Rescue Authority for disposal questions.

5.10.5 Vehicle Safety

- Report accidents immediately to your supervisor. Complete the necessary forms when reporting accidents.
- Never exceed posted speed limits when operating a Town vehicle.

5.10.6 Lifting Safety

- Approach the load and size it up (weight, size, and shape). Consider your physical ability to handle the load.
- Before lifting, check the path and make sure it is clear of any obstacles, such as material, equipment, tools or slippery surfaces.
- Place your feet close to the object and far enough apart to maintain balance.
- Bend your knees and get a good handhold. Do not bend at the waist.
- Lift the object into a carry position. Do not make any twisting or turning motion until the lift is completed.
- Turn your body with changes in foot position. Do not bend at the waist.
- Setting the load down is just as important as picking it up. Bend at the knees and lower the object carefully to the ground.

- Two (2) persons lifting must coordinate movements so they start and finish the lift action simultaneously and do turn movements together.
- Two (2) persons carrying a long object should try to keep the object level and carry on the same side to avoid any twisting motion.
- Whenever possible, try to use mechanical aids to reduce how much lifting you are required to do.

5.10.7 Hygiene

- Clothing saturated with flammable liquids, corrosive substances, toxic materials, irritants or oxidizing agents shall be removed and shall not be worn until properly cleaned.
- It is recommended that employees working in areas of high contamination keep an extra set of work clothes on the job.

5.10.8 Office Safety

- Walk, do not run and keep to the right in corridors, walkways, stairways and intersections.
- Approach, open and close doors cautiously.
- Passageways and work areas must be kept clear of tripping hazards.
- Do not store or leave items on stairways or steps.
- Load file drawers from the bottom up with the heaviest load in the lower drawer.
- Anchor or weight file cabinet to maintain stability.
- Inspect electrical cords for damage and remove from service if damaged.
- Ensure that office areas and buildings have appropriate fire protection.
- Train employees on all office equipment they are expected to use.
- Do not remove guards or safety devices from office equipment.
- Check office furniture regularly for sharp edges, splinters, loose casters or bolts.
- Do not adjust or clean power driven office machines when they are in operation.
- Smoking is not permitted in the office.
- The use of open flame is not permitted inside any Town facility.
- Do not stand on table or chairs.
- Use hand railing when using steps.
- Use elevators when transporting heavy objects between floors.
- Use carts, hand trucks, dollies, etc., when moving heavy objects.

5.11 Safety Committee Program

5.11.1 Membership

Members should be chosen in view of the duties and responsibilities of the committee. A chairperson and secretary should be appointed and committee members selected according to their position, knowledge, abilities and interest in promoting safety. It is recommended that each section within the department be represented and that representation will consist of managers, supervisors and line workers. Care must be taken to avoid creating too large of a committee. A smaller committee usually functions more effectively than a larger one. Large committees tend to produce more debate and less action. Committees should have an odd number of members to prevent tie votes.

5.11.2 Scope of Program

A well-run safety committee is an important part of the loss control program. It can help reduce the cost of the operation and produce many other effects, such as:

- Reducing the occurrence, frequency and/or severity of accidents
- Increase productive output (quality and quantity)
- Improve the use of equipment
- Reduce material waste
- Enhance employee satisfaction
- Facilitate employee loyalty, cooperation and contributions
- Provide analysis and evaluation of injury and incident data and program performance to management
- Develop countermeasures for identified problems

5.11.3 Goals of Program

A safety committee shall be responsible for establishing annual goals concerning hazard control and accident prevention. Once the goals are set and specific objectives formulated, they are to be provided to management and the Risk Manager. Some examples of goals are:

- Help the Town comply with governmental standards concerning loss control matters
- Integrate hazard control and safety into the day-to-day activity of all personnel
- Improve the new employee orientation and training programs
- Reduce injury incidence rates (*i.e.*, frequency and/or severity)
- Evaluate injury and incident occurrences for the purpose of providing management with recommended countermeasures concerning prevention

5.11.4 Activity and Duties

The safety committee shall meet on a regular basis to accomplish its goals and objectives. The safety committee shall also discuss accidents, near misses, new training requirements, employee suggestions, future educational needs as they relate to safety and health, and submit recommendations for improvement. Other actions may include:

- Review quality of supervisor's accident investigation reports
- Review actions taken to prevent accident reoccurrence
- Establishing a system for handling employee safety suggestions
- Developing new employee safety orientation programs and following up on all abatement action
- Establishing and/or conducting a safety inspection program
- Developing or revising safety rules and procedures
- Providing or arranging special safety training programs
- Developing and implementing specific accident prevention activities
- Reviewing, updating and preparing reports on the status of the loss control program
- Acting as a consultative body for the department on safety and loss control issues and problems

5.11.5 Effective Safety Committee Meetings

Good safety meetings require thorough planning and effort. Notices of meetings should be sent to each member of the committee. The meeting place should be comfortable and well lighted, with no distractions.

Minutes should be taken, prepared and circulated by the secretary after approval by the facilitator. The minutes should accurately record all decisions made and actions taken since they serve as a means of keeping management informed of the group's work and as a follow-up. Committee members and the Department Directors should receive copies and a copy should be posted on the employee bulletin board. Copies should be maintained for one (1) year.

5.12 Pets in the Workplace

This policy prohibits employees from bringing pets into the workplace, including, but not limited to, Town-owned facilities and vehicles.

Rationale

- With consideration of health and safety issues, pets can trigger allergic reaction among co-workers, customers and visitors, which can cause interruptions to their ability to work effectively.
- Work is disrupted because of the need to take pets outside.
- Some employees, customers and visitors have a genuine fear of dogs, cats, and other types of pets, which needs to be respected.
- Liability concerns for the Town should an employee, customer or visitor be bitten or injured by a pet brought to work.

Service Animal

The Town Administrator may approve the use of a service animal in the work place that performs a task or tasks for an employee with a disability to help overcome limitations resulting from the disability. Federal law defines service animal as “a dog that is individually trained to

do work or perform tasks for the benefit of an individual with a disability, including physical, sensory, psychiatric, intellectual, or other mental disability. Other species of animals, whether wild or domestic, trained or untrained, are not service animals for the purpose of this definition. The work or tasks performed by the service animal must be directly related to the individual's disability.”

Use of Animals during Performances

The use of animals of any kind during performances is strictly prohibited unless approved by the Cultural Department's Production Manager. If approved, the animal must be kept in mutually agreed upon areas only. All animals must be leashed, caged or otherwise restrained at all times when not performing and an approved handler must be within twenty feet and within sight of the animal at all times, particularly when the animal is on stage. A certificate of health, signed by a licensed veterinarian, must be provided for each animal before the animal will be allowed to enter the facility.

5.13 Service Animals

The Town does not permit animals in Town buildings or facilities, but recognizes that there are certain circumstances where a member of the public with a disability may require a service dog to access Town programs and services.

5.13.1 Definition

A service animal is a dog trained to provide assistance to an individual with a disability, including a physical, sensory, psychiatric, intellectual, or other mental disability. Under certain circumstances, a miniature horse may qualify as a service animal.

Examples of such work or tasks include but are not limited to: guiding people who are blind, alerting people who are deaf, alerting and protecting a person who has a seizure disorder, calming a person with Post Traumatic Stress Disorder (PTSD) during an anxiety attack, etc. Service dogs are working animals, not pets. The work or task the animal has been trained to provide must be directly related to the person's disability. Under certain circumstances, one individual may require more than one service animal. Emotional support, therapy, comfort, or companion animals are not considered service animals under the federal law and are not permitted in Town buildings or facilities.

Except as described in this Policy, an individual with a disability who is accompanied by a service animal or the trainer of a service animal has the right under Colorado and federal law to access any programs, services, or activities provided by the Town or enter any Town building or facility. It is a violation of Colorado law and federal law to interfere with this right or deprive or punish an individual or trainer in any way while he or she is exercising this right.

5.13.2 Exceptions

The Town prohibits service animals in its swimming pool. A service animal may remain on the pool deck while the person uses the pool so long as the service animal is under the control of the person with the disability.

A service animal that poses a direct threat, a fundamental alteration, is not housebroken or is not under the control of the person with the disability or trainer will not be permitted in Town

building or facilities. A service animal can be considered a direct threat to the health or safety of others if it is snapping, growling, biting, urinating, defecating, blocking egress, etc. A service animal creates a fundamental alteration if it interferes with a performance or event beyond what is tolerated of the general audience. The service animal must be harnessed, leashed or tethered while in Town buildings or facilities unless these devices interfere with the service animal's work or the person's disability prevents the use of such devices. Under these limited circumstances, the service animal must be under the control of the person by voice, signal or other means. Repeated barking, not a result of the tasks performed by the service animal related to the person's disability, will not be considered under control.

5.13.3 Procedures

If a person enters a Town building or facility with a dog, you may inform them that animals are not permitted in Town buildings or facilities. If the person states that the dog is a service animal, you may ask the following two questions only:

1. Is the dog a service animal required because of a disability?
2. What work or task has the dog been trained to perform?

You may NOT do any of the following:

1. Ask for documentation for the dog;
2. Require that the dog demonstrate a task;
3. Require registration of the dog as a service animal;
4. Ask about the nature of the person's disability; or
5. Require an additional charge for the service animal.

Federal and Colorado law do not require the dog to wear any items that would identify it as a service animal or to have any certification or license. Town staff is not responsible for caring for the service animal.

6. Human Resources

6.1 General Employment

6.1.1 Job Description Authorization

The Human Resources Department has the responsibility to review, revise, sign off and authorize all job descriptions for positions within the Town.

All new job descriptions and revisions to existing job descriptions must be submitted to the Human Resources Department for written approval before posting, advertising or distribution.

6.1.2 Hiring/Recruitment

The Human Resources Department should be notified and consulted on all Town recruitments, including job vacancies, new positions and volunteer or internship opportunities. All applicants are required to complete an application. Applicants eighteen (18) years of age or older must successfully complete a background check, in accordance with Section 6.4, Background Policy,

including, but not limited to, criminal history search, social security verification, reference checks, degree/certification verification and, if applicable to the position, a drug screen, polygraph and/or physical examination.

6.1.3 Definition

An applicant is a person who submits an application for any position, paid or unpaid, with the Town.

6.1.4 Application Process

All applicants will be required to fill out an application. The application should be completed online. A separate application is required for each position for which the applicant wishes to apply.

6.1.5 Waiver

All applicants selected for employment who are eighteen (18) years of age or older will be contacted by a Town representative and required to sign a Release Authorization to begin the background process.

6.2 Temporary Employees

A department facing critical staff shortages may acquire the services of a "temporary" employee to respond to work loads.

It is recognized that due to the service demands placed on departments, temporary staffing shortages will periodically arise. When these situations occur, the use of an outside personnel agency may enable the Town to lower its costs. Conversely, if a qualified applicant may be engaged through the standard hiring practices of the Town, it may be more cost efficient to use that process. When situations that require the use of "temporary" employee(s) arise, the Department Director will contact the Human Resources Department with a brief summary of the problem and a request for a temporary employee. The Town Administrator must approve any requests for temporary employees working more than ninety (90) days.

The Human Resources Department will be responsible for responding to the department's staffing needs by either using an outside personnel agency or hiring a qualified applicant through the regular hiring procedures.

Any production or behavior problems with a temporary employee should be immediately reported to the Human Resources Department.

The cost for the use of temporary employees will come from the budget of the department making the request. Department Directors are responsible for managing their resources, so every effort should be made to use other alternatives, such as scheduling and overtime, before requesting the use of temporary employees.

6.3 Volunteer Policy

The Town recognizes the importance of volunteers to the organization. The help of the Town's volunteers allows it to provide programs that would not otherwise be possible. This Policy is intended to help ensure the safety of volunteers and the Parker community. This policy applies to all Town volunteers.

6.3.1 Definition

A volunteer is a person who offers his/her services and who neither receives nor is implied or expressly promised financial remuneration or remuneration of any type for said services. Such a volunteer has no obligation to the Town, nor does the Town have an obligation to the volunteer.

6.3.2 Application Process

All volunteers will be required to fill out an application to be considered an official Town volunteer. All applications will be kept by the Human Resources Department. A background investigation shall be completed and cleared, in accordance with Section 6.4, Background Policy, for all safety sensitive volunteer positions.

6.3.3 Waiver

All volunteers will be required to sign the Volunteer Waiver of Liability and Release Form in order to be eligible for a volunteer position with the Town.

6.3.4 Training

Volunteer training shall be coordinated by the department in which they are volunteering. Training may include, but is not limited to: duties to be performed, prohibited acts, risks involved in volunteer duties, ways to minimize risk or injury, record keeping, confidentiality, Town policies and procedures, ethics and any required specialized skills. Each department will be responsible for conducting an orientation with their volunteers.

6.3.5 Safety

It is the policy of the Town to provide a safe working environment free from recognized hazards and injury. It is everyone's responsibility to follow all safety rules, report accidents, injuries and hazardous conditions. Volunteers must follow the same general safety rules and job-specific safety rules as the paid employees for the Town.

6.3.6 Accidents

All accidents need to be reported to the volunteer's supervisor or designated Town representative immediately. Volunteers are not covered by workers' compensation and must seek medical assistance through their own medical providers at no cost to the Town. The only exception to this rule is for Town police reserve officers who are volunteering in the capacity of a police officer for the Town. They shall be covered under the Town's workers' compensation for on-the-job injuries incurred while serving the Town. The volunteer's supervisor or designated Town representative must complete a First Report of Injury form for police reserve officers and inform Risk Management within twenty-four (24) hours of the accident. The volunteer's supervisor or designated Town representative must also submit a Supervisor's Accident Investigation Report on all injuries to the Risk Management Division within five (5) days of the accident.

6.3.7 Town Employees

Town employees may volunteer within the Town, under certain conditions. For purposes of the Fair Labor Standards Act, a public sector employee can volunteer for the Town only if the employee receives no compensation for the volunteer assignment and the assignment does not involve the same type of service the employee is regularly paid to perform. All volunteer activity by an employee within the Town must be approved through the Human Resources Department before the employee participates in the volunteer activity.

All current employees that apply for a safety sensitive volunteer position should sign an acknowledgement that they understand that the Town will undertake a criminal background check. If a conviction is reported, the acknowledgement should provide that the employee maybe subject to discipline if (1) the conviction was prior to the employees hire date and the employee did not disclose the conviction to the Town or (2) the conviction was after the date of hire and the employee did not disclose the conviction to the Town. The FT employee should further acknowledge that if a conviction is reported and there was no disclosure to the Town that the employee (1) may not be qualified for the volunteer position, and (2) that the employee may be subject to discipline, up to and including termination, pursuant to Section 8.1 of the Personnel Manual, which provides in part as follows:

“Situations which may result in disciplinary actions, which may include but are not limited to, the following:

- Conviction of a felony or misdemeanor which, in the opinion of the Department Director, violates the common decency and morality of the community and/or which has a harmful effect on Town operations or the employee's ability to perform;
- Other acts or omissions which negatively affect Town operations or performance of job duties; ...” for failure to disclose the conviction to the Town.

6.4 Background Policy

This Policy is intended to help ensure the safety of employees and the Parker community. This policy applies to all individuals applying for employment, a safety sensitive volunteer position or a contract position identified as safety sensitive with the Town.

In order to ensure the safety of the public and reduce the risk for losses, different types of background screenings will be completed on applicants for employment and safety sensitive volunteer applicants, depending on the nature of the position for which the applicant or safety sensitive volunteer is applying. The determination for which screening method will be used will depend on the functions performed by each position. All positions are subject to a basic screening process and reference check. In addition to the basic screening process, depending upon the nature of the position, the screening process may include, but is not limited to:

- Verification of information provided on an application, resume and/or any additional documentation or information provided throughout the process.
- Social Security Verification – This verifies the applicant's name against the Social Security number provided. This helps to eliminate the possibility of false names and/or information.
- Address Trace – This verifies the applicant's current address and identifies previous addresses. This information is utilized to determine the jurisdiction(s) in which the background screening is conducted.
- Colorado Criminal Record Search – A statewide criminal record check is performed to reveal any misdemeanor or felony convictions and pending cases.
- Additional County Record Search – A countywide criminal record check is performed in any additional counties in which the applicant has resided. These counties are determined by information provided on the application and/or discovered during the address trace.

- Sex Offender Registry – Search of state and/or county repositories for known sex offenders.
- Motor Vehicle Record Checks – MVR checks will be run on all applicants who will be driving a Town vehicle for Town use. The standards for driving a Town vehicle can be found in the Operations Manual, Section 5.2. Motor Vehicle Use Policy.
- Polygraph – Successful completion of a polygraph examination is required of applicants and volunteers in certain areas of the Police Department.
- Credit Report/Business Credit Report – A credit report will be obtained for positions with high fiduciary responsibilities.
- Physical Examination (for employment) – A DOT or other physical examination is required for some positions with the Town.
- Psychological Evaluation – A psychological evaluation is required in certain areas of the Police Department.
- Reference Checks (for employment) – Professional reference checks will be completed for all positions prior to employment with the Town. References will include those provided by the applicant or any other individual who may have worked with the applicant at any time.
- Drug Screen – A drug screen is required prior to employment with the Town for all safety-sensitive positions. Employees who transfer from a non-safety-sensitive position to a safety-sensitive position, or add a safety-sensitive job code, must successfully pass a drug screening prior to beginning safety-sensitive duties.

Persons under the age of eighteen (18) years shall provide two (2) adult, nonrelative references for consideration by the Town. Appropriate references may include teachers, neighbors, previous or current employers. All applicants for employment must be at least sixteen (16) years of age.

Any employee who leaves the Town's employment and returns must complete a background check if they have not had one within the past year.

In special cases, a safety sensitive volunteer may be allowed to temporarily provide services with the Town while the background check is in process when monitored closely by a current Town employee.

6.4.1 Disqualifying Convictions

No individual shall be permitted to be employed or to volunteer for the Town if the results of the background check show that the person has ever been convicted of or has a charge pending against them and the Town determines that the conviction (or the charge if it would result in a conviction) would disqualify the applicant based upon the factors contained in C.R.S. § 24-5-101(4) as amended.

An applicant may also be disqualified and prohibited from employment or serving as a volunteer of the Town, if the person has:

- Had parental rights terminated.
- History with another organization (volunteer, employment, etc.) with complaints of sexual abuse of minors.

- Resigned, been terminated or been asked to resign from a position, whether paid or unpaid, due to complaint(s) of sexual abuse of minors.
- Has a history of other behaviors that indicate a possibility of a danger to children, elderly or disabled, or other vulnerable persons as specified in C.R.S. Section 27-90-111, as amended, in Town programs.
- Has a history of other behaviors that indicate a possibility of a danger to employees or citizens.

6.4.2 Other Disqualifying Factors (include, but are not limited to)

- Pending Charges – Should the background check indicate that an applicant has criminal charges of any nature pending, including a deferred judgment or deferred prosecution, the applicant will be considered on a case-by-case basis and may be rejected until there is a resolution of the charges or successful completion of the deferred period. If the criminal charges are dismissed against an applicant after successfully completing a deferred judgment or sentence, the Town will not use this information as a basis for not making an offer of employment or from withdrawing the conditional offer of employment, unless, after reviewing the factors contained in C.R.S. Section 24-5-101(4), as amended, the Town determines that the applicant should be disqualified for the position. Subsequent Charges – Should an approved applicant subsequently have any criminal charges brought against him/her during their term of service with the Town, they will be required to disclose the nature of the charges to their supervisor or program coordinator. Volunteers will voluntarily terminate their volunteer activities until determination is made by the Human Resources Department regarding the effect of the pending charges on the volunteer's functions within the program.
- Suspicion of Drug or Alcohol Use – Employees who use drugs, controlled substances or alcoholic beverages on Town property or report or return to work under the influence of drugs, controlled substances and/or alcohol will be subject to disciplinary or administrative action, up to and including termination. Volunteers or contractors who use controlled substances or alcoholic beverages on Town property or report or return to work under the influence of controlled substances or alcohol will be subject to termination of service. The Town reserves the right to suspend employment, volunteer or contracted duties to investigate allegations of controlled substance or alcohol abuse while representing any Town activity.

In addition to automatic disqualifiers, the Town reserves the right to question a pattern of behavior to make an employment decision when it is in the best interest of our citizens and organization.

6.4.3 Communications

The Human Resources Department will contact the supervisor of the position to let them know the status of the background check. If it is determined an applicant does not meet the required criteria, a Human Resources Department representative will notify the applicant that information has been obtained which may preclude them from employment or providing services with the Town.

In addition, the applicant will receive adverse action notice via U.S. mail in accordance with the Fair Credit Reporting Act.

Determinations to reject an applicant or discharge a volunteer or contractor as a result of the background investigation report are final.

6.4.4 Records; Accuracy and Confidentiality

To the extent permitted by law, information obtained in response to the background check or disclosed in the review process will be kept confidential and not disclosed or discussed outside the review process. The Town is not responsible for errors or omissions that may be reported on background checks. In the event the applicant feels a mistake has been reported in their background check, it is the applicant's responsibility to contact the reporting agency and resolve any issues and provide evidence to the contrary. Any applicant who is rejected or discharged as a result of background investigation will receive a copy of their screening results.

The Town will provide any volunteer who is rejected or discharged as a result of background investigation a copy of their screening results, information on how to obtain the report and contact information for the reporting agency. A volunteer's record shall be retained for three (3) years from the date of their last day volunteering for the Town. The records will be kept by the Human Resources Department. If a person fills out an application and never volunteers, the application shall be retained for three (3) years from the time the application is received.

6.5 Child Protection Policy

The Town is committed to the well-being of those who are served by this organization. Those persons that are served by the Town have the right to be free from physical or sexual abuse by employees or volunteers of the Town ("Town Staff"). The violation of this right by Town Staff will be a great source of pain for those involved and for the entire community.

The Town will respond to all allegations of physical or sexual abuse where there is a reasonable belief that such abuse has occurred. The Town will also provide education, training and guidance where it is appropriate, and endeavor to prevent physical or sexual abuse of minors ("Child Abuse").

No person who has been determined to have engaged in child abuse will be allowed to interact with minors. Child Abuse violates the principals of the Town and is outside the scope of duties and employment of all Town Staff. Care will always be taken by the Town to protect the rights of all parties involved, particularly those of the minor claiming to have been sexually abused and the person against whom the charge has been made.

6.5.1 Policy Statement

Child Abuse is an act or omission which seriously threatens the health or welfare of a minor. Specifically, this refers to evidence of skin bruising, bleeding, malnutrition, failure to thrive, burns, and fracture of any bone or subdural hematoma. Child Abuse is a violation of a child's human rights and an obstacle to personal development. Town Staff is directed to be alert for any evidence of Child Abuse.

The Town's reporting procedures for Child Abuse is outlined in the **Parker Fieldhouse Day Camp Counselor Training Manual / Guideline on Reporting Abuse**. The purpose is to identify and report as soon as possible to the proper authorities all evidence of Child Abuse.

6.5.2 Purpose

This policy is intended to establish requirements and procedures in an effort to prevent Child Abuse by Town Staff and the resulting harm to minors and to provide guidance on how to respond to allegations of Child Abuse.

6.5.3 Code of Conduct

Town Staff that work with minors will follow the protocols listed in the **Parker Fieldhouse Day Camp Counselor Training Manual / Child Safety / Keeping Myself and the Campers Safe**.

6.5.4 Reporting, Investigation and Disclosure

When a minor makes a complaint, immediately notify the Parks and Recreation Director and the applicable Facility Coordinators if the complaint is made at one of the Town's recreational facilities or the Human Resources Department if the complaint is not made at one of the Town's recreational facilities and call the police. Additional guidelines are located in the **Parker Fieldhouse Day Camp Counselor Training Manual / Guideline on Reporting Abuse**.

Town Staff is reminded of their legal obligation to report suspected Child Abuse and to make such reports. Town Staff is also reminded of their immunity from potential liability for doing so.

6.5.5 Confidentiality and Records Retention

An allegation of Child Abuse is a serious issue. In following the Town's Child Protection Policy, it is essential that all parties maintain confidentiality. Sharing information which could identify a victim or an alleged perpetrator should be shared on a "need to know" basis and with guidance from the Town Attorney's Office. Unless Child Abuse has actually been proven, it must always be referred to as "alleged Child Abuse."

6.6 Internal Employee Directory

Employees are required to have a current photograph posted on the internal employee directory that may only be accessed by other Town employees on the Town Intranet. The purpose of this policy is for identification of Town employees and security of Town facilities. Police officers who have, are currently, or may in the future work in an undercover capacity are not subject to this policy. Any other exceptions to this policy must have Department Director approval. Employee photographs are considered a part of the employee personnel files, and are not subject to inspection or copying under the Colorado Open Records Act. The photographs are not to be copied or manipulated in any way.

6.7 Retirement Party Expenditures

When employees retire from the Town, usually a retirement celebration of some sort is appropriate. The policy regarding retirement celebrations allots a limit of three hundred fifty dollars (\$350) to be set aside for retirement parties and/or gift(s). The Town will provide three hundred fifty dollars (\$350) and each department can spend this amount as it sees fit on the particular person's retirement.

If a department wants to spend more than three hundred fifty dollars (\$350), it would have to come up with additional personal funds to pay for it. This dollar amount limit will provide each department with flexibility, but still sets a standard amount that may be spent.

In order to qualify for the three hundred fifty dollars (\$350) retirement stipend, the person retiring must be either fifty-five (55) years or older or have worked for the Town for ten (10) or more years.

7. Council Meetings, Agendas and Records

7.1 Council Agenda and Packet Submittal Policies

This policy establishes the deadlines and policies for submitting items for the Council Agenda and Council Packets to assure compliance with the Town's Ordinances and Parker Municipal Code.

- Items will be placed on the agenda in the order they are received or at the discretion of the Town Administrator.
- To better accommodate public input and citizen participation, public hearings will be scheduled immediately following the Administrator's Reports item on the Agenda, unless otherwise directed by the Town Administrator. Public hearings will be advertised to start "as soon after 7:00 p.m. as can be heard."
- No land use item will be scheduled for Town Council unless it has been heard by the Planning Commission and forwarded to Council with its recommendation. This procedure will apply to all land use items, unless specific direction to the contrary has been received from Town Council.
- All items shall be formatted in Times New Roman 12 pt., and shall be one-sided copies on 8½" x 11" paper, with the exception of maps/plats which may be 11" x 17" paper.

7.1.1 Schedule

Days listed are based on the council meetings being held on the first and third Mondays of every month.

Tuesday: Full titles for all agenda items will be submitted to the Town Clerk's Office no later than 3:00 p.m. A copy of the tentative agenda will be emailed to Department Directors by 5:00 p.m. for changes, corrections, deletions, additions, etc. Items of "extreme emergency" may be accepted after the deadline at the discretion of the Town Administrator and Town Attorney. Such items will be defined as those having a specific legal or financial obligation on the Town incurred by delaying their consideration by Council.

Wednesday: Agenda preparation meetings are held at 10:00 a.m. following each regular Council meeting. The tentative agenda will be emailed to staff with any changes that were made at the Agenda Prep meeting. Additional changes, additions, etc., should be immediately sent to the Town Clerk.

Thursday: Agenda item documents (including originals and signatures, if applicable) are due in the Town Clerk's Office by 12:00 noon. If the documentation is incomplete, except as otherwise approved by the Town Administrator and the Town Attorney, the submitted item will be returned to the Department Director and the item will be pulled from the agenda. If additional time is needed (emergencies only), notify the Town Clerk immediately.

Friday: Packets process begins.

Exceptions: When a holiday falls at the end of the week, all deadlines will be moved up by one (1) day. If a holiday falls at the beginning of the week, some deadlines will overlap; Department Directors will be notified of these deadlines. On occasion, there may be extenuating circumstances when you will be unable to meet these deadlines and cannot move the item to a later date. When this occurs, please let the Town Clerk's Office know as soon as possible so they can try to accommodate your request.

7.1.2 Agenda Prep Flowchart

1. Department Tentative Agenda (Each Department Director delivers titles only to Town Clerk)	3 p.m. the Tuesday following each regular Council meeting
2. Town Clerk Tentative Agenda (Town Clerk delivers titles only to all departments)	5 p.m. the Tuesday following each regular Council meeting
3. Agenda Preparation Meeting (Attended by Town Attorney, Town Clerk and all departments with agenda items)	10 a.m. the Wednesday following each regular Council meeting (5 p.m. send agenda to Town Council)
4. Completed Agenda Items – photocopied onto 8-1/2" x 11", 20 lb., multipurpose paper (Each Department Director delivers to Town Clerk)	12 p.m. the Thursday following each regular Council meeting
5. Final Packet (Town Clerk delivers to all departments)	5 p.m. the Thursday before the next regular Council meeting
6. Deadline Extensions (see Section 8.1.1, Exceptions)	Joint review and approval of Town Administrator and Town Attorney required

7.2 Council Action Form for Council Agenda Items

This policy establishes a standard memorandum to be used on all items prepared by staff for the Council Agenda.

- Each Council agenda item prepared by Town staff will be completed on a Council Action Form. This will include items scheduled for the Consent Agenda.

Form of Motions

The purpose of this administrative regulation is to create uniformity in the Town Council Agenda by adopting a standard format for motions. This format, provided by the Town Attorney, will be used for all recommended motions on the consent and regular agenda items.

For the Consent Agenda:

- First reading of ordinances: "I move to approve Ordinance No. _____ on first reading and schedule second reading for _____ [date], as a part of the consent agenda."
- Resolutions on consent agenda: "I move to approve Resolution No. _____, as a part of the consent agenda."
- General Motions: "I move to approve the staff recommendation, as a part of the consent agenda."

For the Regular Agenda:

- Ordinances on second reading: "I move to approve Ordinance No. _____ on second reading."
- Resolutions on the regular agenda: "I move to approve Resolution No. _____."

- General Motions: "I move to approve, based upon staff findings, with the conditions (if any) contained in the staff report."

7.3 Dinner and Study Session Agenda Protocols

The goal of these protocols is to improve the management of Town Council and staff time and to allow the Town Council the ability to review agenda items and handouts prior to the sessions. Agenda items should be scheduled as far in advance as possible. All items are subject to rescheduling or removal at the discretion of the Town Administrator.

The days listed below are based on the Dinner Session being held on the first and third Mondays of every month (as part of the Town Council Meeting) and the Study Session being held on the second and fourth Mondays of every month.

Tuesday: Agenda item requests are due to the TA Administrative Manager by 5 p.m. the preceding Tuesday. Items may be accepted after the deadline at the discretion of the Town Administrator. The agenda item should include the topic, a brief explanation, approximate length of the presentation, and the name of presenter and of guest, if applicable.

Thursday: Agenda item documentation is due to the TA Administrative Manager by noon on the Thursday preceding the Dinner/Study Session. Documentation should include a memorandum in the approved format and shall be limited to one (1) double-sided page whenever possible with all documentation/ handouts attached. Templates for approved memorandums are available under Dept/Town Clerk/Dinner & Study Session Memorandum Template on the intranet.

Friday: The TA Administrative Manager will complete the packet process and post the Study Session Agenda on the Town website under *Agendas, Minutes and Packets* and provide an electronic copy to the Town Clerk's Office for posting on the external board. Study Session and Dinner Session Agendas will be electronically distributed to Mayor, Town Council, Town Administrator, Town Deputy Administrator and Department Directors or photocopied if requested by 5 p.m.

Items are listed as received, however guest speakers will be listed first on the agendas.

Requested item titles are to be delivered to the TA Administrative Manager by email with brief description and time required.	<u>5 p.m.</u> the Tuesday prior to Dinner or Study Session.
Agenda items with documentation/handouts delivered to the TA Administrative Manager by hard copy with routing initials for Town Administrator's approval and sign off.	<u>12 p.m.</u> the Thursday prior to Dinner or Study Session.
TA Administrative Manager will complete packets, post on intranet and email to Mayor, Council, Town Administrator and Department Directors. Electronic copy to the Town Clerk's Office for posting on external board. Hard copy distributed if requested. <i>Customer Service Staff will provide these actions when</i>	<u>5 p.m.</u> the Friday prior to Dinner or Study Session.

<i>the TA Administrative Manager is unavailable.</i>	
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*All Study Session and Dinner Session Agendas are subject to change prior to Monday night's meeting at the discretion of the Town Administrator.

Exceptions: When a holiday falls at the end of the week, all deadlines will be moved up by one (1) day. If a holiday falls at the beginning of the week, some deadlines will overlap; Department Directors will be notified of these deadlines. On occasion, there may be extenuating circumstances when you will be unable to meet these deadlines and cannot move the item to a later date. When this occurs, please let the Town Administrator's Office know as soon as possible so they can try to accommodate your request.

7.4 Document Control

The Town Clerk and Town Attorney have developed specific methodologies for the control and protection of official Town documents. The purpose of this administrative regulation is to establish protocols for the responsibility, management and control of all official Town documents.

The goal is to ensure that the official records and documents of the Town are adequately recorded, processed, protected, filed and maintained to minimize loss, risk and liability. These protocols will also enhance our effectiveness in utilizing official Town documents.

7.4.1 Guidelines

The Town Clerk is custodian of all Town records. All original documents shall be given to the Town Clerk's Office.

- Each department shall be responsible for providing a contact person to work directly with the Town Clerk and Town Attorney on issues of document control that may arise.
- The Town Administrator will make final decisions on document control issues.
- The Community Development Department will retain copies of mylars, annexation plat maps, PD maps and subdivision plats. At the present time, the actual recorded documents (mylars) are at the Douglas County Clerk and Recorder. The reception number of the recorded copy will be included on our copy.

7.4.2 Recorded Documents

The Town Clerk will be responsible for recording all documents. Items that must be recorded include:

- Annexation Ordinances
- Annexation Zoning Ordinances
- Annexation Maps
- Annexation Agreements
- PD Zoning Ordinances (Development Guidelines and Maps)
- Subdivision Final Plats (after receipt of Irrevocable Letter of Credit)
- Subdivision Agreements

- Easements
- Deeds
- License Agreements (to be determined by Town Attorney)

Recording fees are to be paid at time of application and checks made payable to the Town of Parker. A Town Clerk Routing Form, indicating the estimated number of document pages, checks, mylars, etc., is to be included with packet documents. These fees must be received before the corresponding Council meeting in order for the document(s) to be recorded following the Council meeting.

A Routing Form is required for all documents being submitted for recordation.

The Town Hall address, 20120 E. Mainstreet, will be used as a return address for all items sent for recordation.

If a document cannot be recorded immediately after it has been approved, it will be returned to the appropriate department. When the document(s) are ready to be recorded, the department is to send the documents to the Town Clerk's Office with written notification (routing form) that the documents are ready for recordation. Town signatures will be obtained at this time.

7.4.3 Agreements/Contracts

The following policies must be abided by when dealing with the Town Clerk's Office in regard to agreements and contracts:

- The appropriate signature block(s) must be included on all contracts, agreements, deeds, easements, rights-of-way, documents, etc.
- All contracts in excess of \$1,000 must be reviewed by the Town Attorney for legal sufficiency prior to their execution by any representative of the Town, except as provided by the Town's Purchasing Policy. All such contracts shall have an appropriate signature block on the last page noting that the attorney has approved it as to form. This signature block must be completed before an item can be scheduled for a Town Council agenda (except if otherwise approved by the Town Administrator and Town Attorney).
- For official Town contracts for engineering-related consultants and projects, a Town engineer must approve both the scope of work and cost of any professional services contract relative to engineering, architectural, or construction management consultants. The intent of this review is to ensure that the scope of the contract provides for the Town's financial interests and that the involved firms are qualified. Review and approval of a Town engineer is required prior to submittal to the Department Director, the Town Administrator or Town Council for signature.
- Any documents requiring the signature of a party other than the Town must be signed prior to the designated Town official signing the document (except if otherwise approved by the Town Administrator and Town Attorney). All documents with multiple parties shall have an original for *each* party.
- All departments will give at least one (1) signed original document *for each party to an agreement* to the Town Clerk, including annexation plats, PD maps and subdivision plats for recordation and/or filing, as well as all agreements, contracts, deeds, easements and other official documents. All documents shall be single-sided and all exhibits shall be marked and attached.

- Documents requiring the Mayor's or Town Administrator's signature must be submitted to the Town Clerk's Office. In the absence of the Town Clerk and the Deputy Town Clerk, documents requiring the Town Administrator's signature should be submitted to the Town Administrator's Administrative Manager.
- The Mayor or Town Administrator will sign the documents after the Town Council has approved them.
- The Town Clerk or Deputy Town Clerk will attest all ordinances, resolutions and documents requiring the seal of the Town Clerk, including, but not limited to, documents signed by the Mayor or to be recorded with the Clerk and Recorder's Office.
- Each department shall submit a routing form to the Town Clerk for all documents to be recorded or sent to other agencies for tracking. These Routing Forms will be supplied by the Town Clerk's Office or can be obtained on the Intranet.
- One original will be kept by the Town Clerk as the official Town record.
- All other originals, or copies if no other original is necessary, will be returned to the coordinating department for distribution to all parties involved.

7.4.4 Affidavits of Publication

- All original Affidavits are to be given to the Town Clerk's Office for filing and retention.
- Affidavits for the Planning Commission and Council meetings are to be given to the Town Clerk.

7.4.5 Annexations

The Community Development Department is responsible for publishing the Annexation Resolution, and providing the notice described in 8.4.6, setting the public hearing date five (5) consecutive weeks prior to the hearing date, including the legal description, as provided by State Statute for the Town Clerk.

7.4.6 Notice by Registered Mail of Annexations to all Districts and Others Required by Annexation Statute (Title 32 Districts, Non-taxing District, County Clerk, County Attorney and School District)

The names and addresses for these districts can be obtained from the Secretary of State and/or Division of Local Affairs. The list shall be maintained by the Community Development Department.

7.4.7 Rezoning

- The original PD guide and map must be given to the Town Clerk for recording and filing.
- The original map mylar will be retained by the Community Development Department.

7.4.8 Easements, Licenses, Contracts, Agreements and Professional Services Agreements

The Town Attorney will review all documents. Each department is responsible for getting signatures of parties outside of the Town. All originals are to be filed with the Town Clerk who will record them when appropriate.

An item **will not** be placed on the Council agenda unless it is fully executed (including exhibits) by all parties except the Town. The only exception is contracts, IGAs, etc., with state agencies who will not sign documents unless they are first approved by local agency. Any exception to this policy is subject to approval of the Town Administrator and the Town Attorney.

7.4.9 Town Council Meeting Items

Regular Items

It is the responsibility of all departments to advise the Town Clerk whether or not an item is a public hearing, otherwise it will be placed on the agenda as a regular item.

All agenda items must have a "packet memo" accompanied by the document.

Documents requiring signatures other than the Mayor, Town Attorney, Town Administrator or Town Clerk will not be placed on the agenda and will be returned to the individual submitting the packet documents to obtain the required signatures.

All exhibits must be submitted with the agenda item or the item will not be placed on the agenda and it will be returned to the individual submitting the packet documents.

The following items will be placed on the Consent Agenda:

- Most resolutions including resolutions to set a hearing date for annexations of commercial or Town-owned property;
- Ordinances for first reading;
- Contracts;
- Licenses;
- Easements;
- Deeds;
- Proclamations;
- Minutes; and
- Most general motions or Council-initiated resolutions.

The following items are Regular Agenda Items:

- Resolutions for annexations other than resolutions setting a public hearing or remand to the Planning Commission;
- Ordinances for second reading;
- All public hearings; and
- Items determined by the Town Administrator or Department Director as a regular agenda item.

7.5 Open Records Requests

All Open Records Requests must be referred to the Town Clerk's Office. When received, the Town Clerk will forward the request to the appropriate department. Responses to such requests shall always be considered a top priority. As a general rule, open records requests must be addressed within three (3) business days.

- Requests shall be made in writing on a form provided by the Town Clerk.
- The standard charge for copies of open public records and criminal justice records is provided in Parker's Policy for Access to Public Records (Resolution No. 14-027) and Parker's Policy for Access to Criminal Justice Records (Resolution No. 14-028).

8. Communications and Public Relations

8.1 Media Roles and Responsibilities

The Town of Parker will promote an atmosphere of open communication with the media and work with and engage the media to gain coverage on local items of interest. Information shall be released to the media in an impartial, accurate and timely fashion. Members of the media often work on tight deadlines, and therefore it is important that all departments respond as soon as practical when the Communications Department staff requests information for the media or a media interview with staff. Town employees are expected to represent the Town in a professional manner in all media interviews and responses.

8.1.1 Purpose

Developing and maintaining a positive and mutually-beneficial relationship with members of the news media (print, online and broadcast media) is essential to the Town's goal of keeping the public informed and promoting the Town. Achieving an effective relationship between Town officials, staff and the media requires honesty, trust and a dedication of Town staff and resources. The Town is committed to maintaining positive relationships with the media, allowing them easy access to the Town's decision makers and providing a clear and factual understanding of decision-making processes and relevant information.

8.1.2 Media Response Procedures

Media Interviews

The Communications Department has been designated by the Town Administrator as the primary point of contact for all media inquiries regarding the Town, with the exception of those departments that have their own professional public relations / marketing staff. All other media inquiries should originate with/be directed to the Communications Department to ensure they are aware of the inquiry and can notify the Town Administrator and Town Council as applicable. When media inquiries are made, the Communications Department may work with the appropriate Department Director to determine the best staff person to respond to the media inquiry.

If the Communications Department staff is not available, or other circumstances prevent the media inquiry from originating in the Communications Department, the Department should be notified of the media inquiry as soon as practical, especially if it is regarding a significant, sensitive or controversial issue that may generate further press coverage. When speaking to the media, staff should assume all conversations are "on the record" and subject to being quoted.

Unless a request for assistance is made to the Communications Department, departments with their own professional Public Relations/Marketing staff are responsible for responding to media inquiries regarding their department; sending departmental news releases to the media; posting media releases to the appropriate Town website following dissemination; and providing the Town Council, Town Administrator's Office and Communications Director with a notification of any correspondence with the media, as well as a link to any associated media coverage.

Response Time

Designated employees will respond to the media in a courteous, timely and factual manner. Media inquiries will be responded to as soon as practical, as reporters are often working on

deadline. Likewise, public records requests from the media will be fulfilled as soon as practical and, at a maximum, within the time frame required by Colorado (Open) Records Act.

News Releases

All news releases and news briefs should be provided to the Communications Department for final edits and release to the public/media, with exception of those originating from departments that have their own professional public relations/marketing staff.

News Conferences

News conferences shall be held only in connection with major events of concern to the community. The Communications Department shall be involved in or informed of all planned news conferences.

Content Restrictions

The Town does not attempt to restrict the dissemination of factual information. However, certain subject matter must not be commented upon by employees due to the inherent conflict that can arise from Town employees being participants in certain kinds of news gathering.

- Personnel matters, threatened or pending litigation, and matters that could lead to litigation are never to be discussed with the media by employees and officials, unless specifically authorized by the Town Administrator or his or her designee. All such inquiries must be referred to the Town Administrator, Deputy Town Administrator or the Communications Director.
- Town employees who are not policy makers shall not comment on Town policies or actions without prior approval from the policy maker to whom they report. Town Council ultimately decides public policy for the organization. Employees who are policy makers include the Town Administrator, Deputy Town Administrator and the Assistant Town Administrator.
- It is recognized that all employees have the right to their personal points of view regarding any issue. However, employees may not express their personal points of view on matters of Town business or Town policy using Town email accounts, Town letterhead or equipment; on Town social media, website or other online sites; or while on duty. If a Town employee is, on their own time, representing their personal point of view on a matter of Town business or policy, or if an employee is likely to be recognized by name as a Town employee, he or she must include language which states their views do not represent the views of the Town, but rather, are the employee's personally-held opinions.
- Employees shall not, during working hours or with Town equipment, comment on or about situations occurring in other jurisdictions. Any such media inquiries should be referred to the jurisdiction in question.

8.1.3 Media Training

Employees who are identified by their department directors as potential media interviewees will be provided with media relations training. The training, taught by a professional instructor, will be provided periodically by the Communications Department or outside training resources can be provided.

Ethics

It is Town's policy to respond to the media in a courteous, timely, factual and ethical manner. It is expected that the media will respond in a like manner and follow ethical guidelines established

by their profession. Members of the media and employees who believe they were treated unethically are encouraged to contact the Communications Department.

Media Credentials and Identification

The Town acknowledges representatives from recognized media organizations who carry and display photographic identification issued by their employer. Media representatives may be required to show such identification if requesting special access or interviews. Those without proper media credentials shall be considered a member of the general public.

Alternative Methods to Disseminate Information

The Town utilizes a variety of alternative methods to disseminate information directly to the public. These may include social media, email blasts, community newsletters, videos, websites, public appearances, public area bulletin boards and other means.

8.2 Town Logo Standards

The Communications Department is responsible for ensuring the logo is used in a consistent manner. Please contact the Communications Department before modifying the logo in any way other than size (note that the proportions must be maintained). Changing the color or removing the words is specifically prohibited, unless permission is granted by the Communications Director.

8.2.1 Using the Town Logo

The Town strives to maintain a clear and recognizable image of the Town government for our citizens, vendors and other stakeholders. The use of the Town's logo is varied and represents significant trust in the Town government and our operating departments. To maintain this integrity and continuity, the Town requires that all employees and outside organizations wishing to use any form of the Town's logo observe and hold to the standards detailed below. By maintaining a standard look and feel on all print and promotional items that leave our facilities, we offer continuity and stability and gain the public's trust in our government.

8.2.2 The Town's Logos

The Town's logo is one of the most visible and recognizable faces of our government. When used frequently and consistently, this logo will be associated with the excellence for which our Town strives. The logo is trademarked and may only be used with approval of the Town's Communications Department. The approved black and white and color versions of the Town logo are on the Town's shown below:





Additional versions of the logo may be used for marketing purposes.

Image and Design Management

The Town's Communications Department is available for assistance and direction on the use of the Town logo and for approval of designs incorporating the Town logo. Any use of the Town's logos by employees of the Town, contractors hired by the Town or authorized agents of the Town must be reviewed and approved by the Communications Department.

Trademark Designation

The Town's logo is a legal trademark owned exclusively by the Town and may only be used as authorized. Use by outside entities is not approved unless the logo is being used on a proposal being submitted to the Town or an entity working in partnership with the Town. These uses must have prior approval of the Communications Department.

Basic Rules for Use of Logos

In general, the Town's logo may only be printed in connection with Town-approved advertising and promotion and in support of Town programs and services.

- The Town logo must be used on all Town publicity, publications and promotional materials that are being distributed to the public. This includes posters, programs, advertising, tickets, newsletters, fliers, departmental publications and forms.
- The lamp post in the logo may only be separated from the words with the approval of the Communications Director.
- An outside entity or agency designated as an authorized Town partner may use the applicable logo that the Town provides, as long as they adhere to our logo standards and have prior approval of the Communications Department.
- The Town's logo must not be used in such a manner that it implies the Town's approval or endorsement of another entity's products, services or programs.
- The Town logo may not be used on the marketing materials of outside agencies unless the Town is a partner in the program.

Color

The approved color for the Town logo is PMS 2194C or CMYK 98, 64, 28, 9. Other colors in the Town's color palette may be approved for use by the Communications Department.

- The logo is also available in both black and white versions.
- The Town logo may also be reproduced in one color when budget is a consideration with prior approval of the Communications Department.

Logo Size

- If used in conjunction with a supplemental Town graphic, or the logo of an outside agency, the Town logo must be of equal or greater size.
- When resizing the Town logo, be sure to maintain the correct dimensions. Do not skew or distort the Town logo. To maintain the proportional sizing, hold down the control key as you resize the logo, or right click on the logo, click on the “format picture” option and resize the logo using the percentages under the “size” tab. If you need assistance, contact the Communications Department.

Reproducing the Logo

- Electronic artwork in a variety of file types is available from the Communications Department. If you do not fully understand the digital file, check with the Communications Department to see which logo is the best option for your use.
- Never reproduce the logos from a laser or color print or a facsimile copy, as the quality of reproduction will be diminished. Do not try to copy and paste the logo of off the website as it also reduces the quality.

The Registered Trademark and Trademark Symbols

The Town logo is trademarked. Always use the Town logo with the trademark symbol. To obtain a copy of the trademarked logo, please contact the Communications Department.

Co-Branding

- Co-branding is used to identify any cooperative partnership between the Town and another entity.
- Use of the Town's logo with the logos of other entities will be subject to a prepublication review and approval process on the part of the Town. The Town retains the sole right for authorization of any alterations or colorizations of the Town logo. When the Town logo is used in combination with the logo or mark of another entity, the Town must provide authorization for its use through the Communications Department and the logos or marks of other entities must be of equal or lesser unit size to that of the Town's logo.

Unapproved Usage

- Unless approved by the Communications Department, do not separate the components of the logo.
- Do not substitute an unapproved color for any element of the logo.
- Do not electronically skew the size or shape of the logo.
- Do not place any logo on a background that clouds its legibility.
- Do not modify the Town logo by placing any additional elements behind or next it.
- Do not substitute a low quality of artwork in place of an authorized version.
- Do not place any logo on a background too light for its legibility.

Apparel

Due to the difficulty of matching thread colors to apparel, there is more flexibility with the Town logo used on apparel. When possible, the Town prefers use the standard Town logo, or the black and white version for embroidered Town shirts and uniforms. However, it is acceptable for the logo on apparel to be printed or embroidered in colors other than the standard Town logo colors.

Supplemental Logos

While Town staff understands the need for and encourages the use of a primary brand identity, there are certain situations/circumstances where a more focused graphic identity could assist in gaining public support and participation in a Town program, event or process. The purpose of a supplemental logo, in this situation, is not to separate the program or activity in question from the overall Town identity, but rather to use a high profile activity to expand the public's understanding and knowledge of the variety of services provided by the Town.

With this understanding, the Town may consider the development and use of supplemental logos and fonts if the following guidelines are met:

- Town program/department is revenue-generating and offers process-oriented programs.
- Town program/department engages in or relies on direct marketing to raise money and/or increase program participation.
- Town program/department is required to be self-sufficient and/or meet revenue goals.
- Town program/department that requires an easily identifiable image to help establish credibility.
- Special circumstances as determined by the Communications Department.

In these special circumstances where supplemental logos/fonts are allowed to be utilized, the following rules apply:

- The Communications Department reserves the right to deny the development or use of any/all supplemental logos.
- Program/Department supplemental logo and/or fonts must be designed in conjunction with the Communications Department and be compatible with the Town-approved graphic standards.
- Supplemental logos must be approved in advance by the Communications Department before it may be used in any form or fashion.
- Whenever possible, the Town logo should be used in conjunction with the supplemental logo.
- Any program/department that does not adhere to these guidelines will forfeit their privilege of using supplemental logos/fonts.

8.3 Approved Town Fonts

In order to communicate a consistent message, the Town uses three standard typefaces. The approved Town fonts are Times New Roman (TMS) 12 pt, Baskerville MT and Scala Sans, except in those cases approved in writing by the Town Administrator.

Times New Roman 12 pt shall be used for all letters, memos and internal documents. Please refer to Sections 4.2 (Town Email Policy), 7.1 (for Town Council documents) and 7.4 (for legal documents) for specific requirements.

Baskerville MT (paragraph text) and Scala Sans (titles) shall be used as the standard fonts for all marketing materials. *Marketing materials* include, but are not limited to, postcards, brochures, fliers, newsletters, posters, annual reports, invitations, booklets and any other materials being distributed to the public to promote Town programs, events and activities.

8.4 Town-Specific Style Rules

The Town follows Associated Press (AP) style, an internationally recognized journalism standard. Please refer to the following Town-specific style rules when composing or editing all communications, including memos, letters, emails, etc.:

Town-Specific Rules

- For all **phone numbers**, please use dots instead of dashes (*i.e.*, 303.841.0353 *not* (303) 841-0353).
- Keep all marketing pieces **left-aligned**, not justified.
- Please refer to Section 8.3 of this Manual for the Town's standard font used for written communications.
- Spell out "and" and don't use the ampersand (&) symbol.
- **Councilmember** is all one word, not Council Member.
- Always capitalize **Town of Parker**: *The Town of Parker holds the annual Mayor's Tree Lighting in December.*
- Capitalize "**Town**" when you are referring to the governmental organization: *"The Town supports the open space program."*
- **Town Council**
 - Capitalize when part of a proper name: *the Parker Town Council*
 - Retain capitalization if the reference is to a specific council, but the context does not require a name: *PARKER – The Town Council...*
 - Lowercase in other uses: *the council, the Parker and Castle Rock town councils, a town council*
- **Town Hall**
 - Capitalize with the name of a town or city, or without the name of a town if the reference is specific: *Parker Town Hall, Town Hall*
 - Lower case plural uses: *The Parker and Castle Rock town halls*
 - Lowercase generic uses: *You can't fight town hall*

Addresses

- Use the abbreviations Ave., Blvd. and St. only with a numbered address: *17301 E. Lincoln Ave.*
- Spell them out and capitalize when part of a formal street name without a number: *Lincoln Avenue.*
- Lowercase and spell out when used alone or with more than one street name: *Massachusetts and Pennsylvania avenues.*
- All similar words (alley, drive, road, terrace, etc.) are always spelled out.
- Always spell out and capitalize First through Ninth when used as street names; use figures with two (2) letters for 10th and above.

Ages

- Always use figures, don't spell out the age. When the context does not require *years* or *years old*, the figure is presumed to be years.
- Ages expressed as adjectives before a noun or as substitutes for a noun use hyphens. Examples: *A 5-year-old boy*, but *the boy is 5 years old*. *The boy, 7, has a sister, 10*.

Dates

- Capitalize the names of months in all uses.
- When a month is used with a specific date, abbreviate only Jan., Feb., Aug., Sept., Oct., Nov. and Dec., spell out all other months: *Feb. 14, Sept. 11, May 23, April 1*
- Spell out the month when using alone, or with a year alone: *August, January 2004*
- Use figure alone, don't use "th" or "st" after the numeral: *Feb. 1 not Feb. 1st*

Days of the week

- Always capitalize the days of the week.
- Do not abbreviate, except when needed in a tabular format: Sun, Mon, Tue, Wed, Thu, Fri, Sat (three (3) letters without periods, to facilitate tabular composition).

Numbers

- Spell out whole numbers below 10: *one, two, three, etc.*
- For whole numbers 10 and above, use figures: *10, 11, 12*

Percentages

- Use figures: *1 percent, 10 percent*
- Use decimals, not fractions: *2.5 percent*

Seasons

- Lowercase spring, summer, fall and winter and derivatives such as springtime, unless it is part of a formal name: *Winter Olympics; that road project will start in the spring*

Times

- Use figures, except for *noon* and *midnight*.
- Use lower case letters with periods in between to indicate time of day: *6 a.m., 1 p.m.*
- Use a colon to separate hours from minutes: *3:30 p.m.*

Titles

- In general, confine capitalization to formal titles used directly before an individual's name
- Lowercase and spell out titles when they are not used with an individual's name: *The mayor issued a statement on the Reuter Hess Reservoir.*
- Lowercase and spell out titles in constructions that set them off from a name by commas: *The town administrator, John/Jane Doe, went on a business trip.*

Weights

- Use figures: *The baby weighed 9 pounds, 7 ounces. She had a 9-pound, 7-ounce baby boy.*

8.5 Graphic Standards

As employees of the Town, we all work hard to ensure that the Town and everything that leaves it looks professional and consistent. To assist with this effort, graphic standards were developed to be used by all Town employees. Please pay special attention to these standards and use them for all items that you produce.

Town-wide Fonts

Please refer to Section 8.4 of this Manual.

Graphic Standards Templates

Town staff shall work with the Communications Department for the design and/or approval of all marketing materials prior to materials being printed or distributed. *Marketing materials* include, but are not limited to, postcards, brochures, fliers, newsletters, posters, annual reports, invitations, booklets and any other materials being distributed to the public to promote Town programs, events and activities.

Design/Layout Capabilities

Employees should work through Communications to create a publication or document that will be distributed to the public. Communications can design brochures, fliers, postcards, budget summaries, invitations, booklets, newsletters, annual reports and many other items for Town departments. Communications also has a great deal of stock photography, as well as professional local photos, available for use.

8.6 Social Media – Town Policy

8.6.1 Purpose

The Town strives to maintain efficient and effective methods of distributing information to the general public. Social media and community websites provide readily accessible and inexpensive avenues for conveying information. The Town has established a social media presence as a means to disseminate information from the Town, about the Town, to its citizens through websites hosted by third parties. This enables citizens to easily engage in a dialogue with the Town about issues related to Town government.

The Town will determine, at its discretion, how its Web-based social media and online community presence will be designed, implemented and managed as part of its overall communications and information technology strategy. The Town may modify or remove its social media and other Web-based resources or revise this policy at any time and without notice as required to maintain the integrity of its communications and information technology functions.

The purpose of this policy is to establish procedures for creating and maintaining the Town's presence on these websites and to establish standards for the use of or participation in these websites. All Town policies, procedures, directives and guidelines also apply in the social media context, including the Town's Personnel Manual.

8.6.2 Scope

This policy applies to any pre-existing, existing or proposed social media websites and online community accounts created by Town employees on behalf of the Town and to the use of such sites by Town employees. This policy shall not apply to Town elected officials unless otherwise provided by Town Council policy or law.

8.6.3 General Standards

- The Town's website (<http://www.parkeronline.org>) shall remain the Town's primary and predominant Internet presence. Whenever possible, content posted to the Town social media pages will also be available on the Town's website. The Town's social media pages shall contain a link that directs users back to the Town's official website for information, policies, forms, documents or online services necessary to conduct business with the Town.
- The Town of Parker social media websites and online community accounts and their associated content should focus on areas of interest to citizens, including, but not limited to, special events, public meetings, notifications, emergency management and other civic matters. The accounts shall be organized in a manner that avoids ambiguities and/or conflicting information across the Town's various communication media, including other Town social media accounts or pages.
- All Town-sponsored social media accounts, pages and their content are the property of the Town, regardless of which department or staff member creates, manages or contributes to the content or what equipment is used to produce the content. As a result, the Town reserves the right to access, review, edit, remove and disclose any such information.
- All Town social media pages shall clearly indicate that they are maintained by the Town and shall prominently display Town contact information. All Town pages shall be consistent in their display of the Town's name, logo, colors and other identification associated with the Town. All page content should be specific to Parker and shall not contain individual employee names, except as otherwise approved in advance by the Communications Director.
- Each Town social media account and/or page shall prominently post or include a link to the following disclaimer:

"The Town of Parker's use of external social media website is provided as a public service. The Town of Parker disclaims all liability for ads, videos, promoted content or commentary accessible from any external website. The responsibility for external content or commentary rests with the individuals or organizations providing them. Any inclusion of external content or commentary on external social media websites does not imply endorsement by the Town of Parker."
- Use of Social Media by Town Departments
 - Separate Accounts. Departments may create separate social media accounts or pages, subject to approval by the Communications Director.
 - Procedure for Establishing Departmental Presence. If a department is interested in having a separate presence or outlet as part of a Town social media account, the Department Director shall submit to the Communications Department a request for such presence. The requesting department must also submit an overview of the reasons why such presence is necessary to achieving the department's mission and a plan on how the

- department plans to maintain their presence. If the Communications Department approves the department's request, it shall collaborate with the department to establish the department's social media presence in conformance with all Town policies and procedures.
- Maintenance of Departmental Presence. All departments with a separate presence on a Town social media account shall designate a site manager that will be responsible for ensuring that their content is current and accurate.
 - Assistance from the Site Manager. The site manager shall make every effort to make the access and changes to the Town's sites as convenient as possible to all departments and programs. To ensure that a reasonable amount of information is distributed daily, and not overwhelming the users, the site manager will monitor the amount and type of information added to the Town accounts and page.
- The Town will decide whether to accept comments on its social media accounts on a case-by-case basis. Questions should be responded to in a timely manner and in accordance with the Town's social media policy. The Town encourages comments, concerns and questions regarding any of the topics found on Town social media websites, but will remove the following types of content:
 - Content that incite illegal activity
 - Obscene or profane content
 - Content fostering, promoting or perpetuating illegal discrimination
 - Libelous or defamatory content
 - Content containing specific or imminent threats
 - Content infringing on copyrighted or trademarked material
 - Use and administration of the Town's social media accounts and pages shall comply with applicable federal, state, and local laws, regulations, and policies.
 - Town social media accounts accessed and utilized during the course and scope of an employee's performance of his/her job duties may not be used for private or personal purposes or for the purpose of expressing private or personal views on personal, political or policy issues.
 - A social media account shall not be used by the Town or any Town employee or representative to disclose sensitive and/or confidential information without the prior express written approval of the Town Administrator.
 - Data on or related to Town-sponsored social media accounts or pages related to Town business, including a list of subscribers and posted communications, may be a public record subject to public disclosure pursuant to the Colorado Open Records Act, C.R.S. § 24-72-201, *et seq.* Whenever possible, Town social media pages shall indicate that any and all content may be subject to public disclosure.

9. Alcohol Sales Policy – PACE Center and Schoolhouse

9.1 Purpose

The Town of Parker recognizes it is a privilege to buy and sell alcoholic beverages in the State of Colorado and, with that privilege, realizes that it is our legal and social responsibility to comply with all Colorado laws, rules and regulations, and to follow best practices as they pertain to the service of alcoholic beverages. We are committed to the safe and responsible sale of all alcoholic beverages to only those patrons who are 21 years of age or older and to refuse service of alcoholic beverages to those individuals that are visibly intoxicated or, in those cases where we deem it necessary, to prevent a person from becoming visibly intoxicated. In order to achieve these goals, we have adopted the following policies.

9.2 General Standards

General

- All new concession employees will be trained through Training for Intervention Procedures by Servers of Alcohol (TIPS). Once trained, all employees will be re-certified every three years.
- Employees shall comply with all Colorado Liquor Laws and Rules and Regulations governing the sale of alcoholic beverages.
- All employees will review the Alcohol Sales Policy – PACE Center and Schoolhouse.

Carding Practices

- Colorado law requires a licensee or licensee’s employee or agent may not sell, furnish, give or deliver liquor to a person less than 21 years of age.
- Wait staff employees must ask for a reliable identification from anyone under 40 years of age every time they enter the establishment to purchase liquor.
- Our policy is to card anyone that orders liquor and appears to be under the age of 40 in order to comply with Colorado law.
- The wait staff employees will ask for a current, reliable and verifiable pictured identification containing the patron’s date of birth (acceptable forms of ID are state driver’s license, state nondriver identification card or a passport issued by a state or federal government agency).
 - All out-of-state driver’s licenses or identification cards will be verified with the Driver’s License Guide.
 - If the patron appears to be under 21 years of age, the employee will ask for a secondary form of identification, such as a military ID or passport.
- The wait staff employees will request that the patron remove their ID from their wallet and take physical control of the identification, checking the back, then the front for signs of forgery such as:
 - Poor photo copy, blurred imagery or digitized lettering.
 - Disclaimers such as “nongovernment ID” or “nontransferable ID card”.

- Statements of authenticity such as “Genuine,” “Authentic” and “Secure” (if it needs to tell you it’s “Genuine, ” it’s not).
- Unusual thickness or unevenly cut edges or corners and bumpy surfaces indicate the card has been hand cut or the picture has been replaced.
- The wait staff employees will verify that the information and picture on the identification match the person presenting it, paying special attention to the date of birth in order to confirm that the individual is old enough to purchase and that the DOB has not been altered (are the numbers the same size, color, evenly spaced and level with one another?).
- No employee will accept an expired identification card.
- The safe and responsible service of alcohol is the responsibility of all wait staff employees. When receiving an order for liquor, all employees should re-card any patron that appears to be underage and not assume that security or another wait staff employee has carded the individual.
- In the event any patron fails to show proper identification or if there is doubt by the wait staff employee of the validity of an ID, the sale will be refused. All refusals for failure to meet the requirements of the identification policy are final. Please note that restaurants will refuse alcohol service and any on-premise licensees that do not serve food will require the patron to leave.
- When a patron displays an identification card that is obviously false, the wait staff employees will refuse sale of liquor and report it to a manager or police.

Visibly Intoxicated Individuals

- Under state law, no licensee shall permit or allow visibly intoxicated persons to be served alcohol or remain on the licensed premises.
- All incidents involving intoxicated patrons will be written down in a premise log, noting the date, the time, names of employees involved and a brief statement of facts regarding the incident. It will be the responsibility of the manager or supervising wait staff employee to log these incidents.
- All sales refusals due to a patron’s visible intoxication are final with the exception of a patron advising the wait staff employees that their appearance is due to a disability as defined under the Americans with Disability Act (ADA) (for compliance, refer to the Risk Manager/ADA Coordinator).

Miscellaneous

- Employees will always be professional, friendly and polite with all patrons when complying with Colorado law or policy, explaining that when service is declined, it is because of Colorado law and Town policy.
- Under state law, no licensee shall permit or allow visibly intoxicated persons to remain on the licensed premises.
- Under state law, no licensee shall show effects of, nor allow any of its employees or agents to consume or to show any effects of, liquor while on duty on the licensed premises.

- All employees will report to work sober and will not have consumed any alcoholic beverage prior to arriving or consume any alcohol while on duty. Violations may subject the employee to discipline, up to and including termination of employment.
- All questionable incidents involving patrons will be written down in a premise log, noting the date, time, names of employees involved and a brief statement of facts regarding the incident. It will be the responsibility of the manager or supervising wait staff employee to log these incidents.
- Any employee whose responsibilities include the sale, handling or marketing of alcoholic beverages will attend TIPS training as soon as possible after employment and before serving alcohol.
- Any employee responsible for the sale of alcohol must be 21 years of age or older.
- The service and consumption of liquor must be limited to areas that are clearly defined and approved for the consumption of liquor. Outside areas must be controlled by barriers and by signs prohibiting consumption beyond the barriers.
- All employees should use due diligence in watching for patrons or activities that are not consistent with this policy or Colorado law and should report a breach of either to management immediately.
- No contraband alcohol may be brought inside the premises. No alcohol may be taken off the premises onto the parking lots, public streets, or other unlicensed areas. All liquor for events on the licensed premises must be purchased through the PACE Center and Schoolhouse management.
- No more than two alcoholic drinks may be ordered per person per sale.
- No shots will be sold to patrons.
- All liquor sales must be final within twenty minutes of the end of the event.

Liquor Storage and Transport

- All requirements of the State-issued Liquor License and the requirements of the Town's Special Licensing Board as they pertain to the PACE Center and Schoolhouse must be adhered to by employees.
- Storage of all liquor will be in designated areas which are secured and locked.
- Only Town-authorized personnel will be allowed access to any on-site liquor storage area.
 - Transport of liquor through the PACE Center and Schoolhouse shall be by authorized personnel only.

9.3 Employee Tips (beverage and food sales)

Introduction

Tips received by eligible employees from the sale of beverage and food items are considered income and are subject to tax withholding. Employees shall report as income all tips received, including cash tips left by customers, tips customers add to debit or credit card charges, and tips employees receive from other employees under a tip-splitting or tip-pooling arrangement that is permitted by this policy. Under this policy, one hundred percent (100%) of all tips earned at PACE Center and Schoolhouse performances and events shall be split equally between all concessions staff and any

part-time TIPS-trained employees that actively worked the concessions area or portable bars during the PACE Center or Schoolhouse performance and/or event.

Purpose

This policy is established to require Employee compliance with the reporting requirements of the Internal Revenue Service (“IRS”).

Scope

This policy applies to employees of the Cultural Department who are eligible to receive tips from the sale of beverages and food items. Tips received under this policy are not considered an improper gift under Section 5.10 of the Personnel Manual for the reason that the patron purchasing a beverage and/or food item does not have the type of contractual, business, financial, or other relationship with the Town that would constitute a violation of Section 4.10 of the Manual.

Policy

- Employees shall keep a daily record of tips using the “Employee’s Daily Record of Tips” form that appears at the end of this policy (the “Record of Tips Form”), which form is based upon IRS Form 4070A (Rev. August 2005). Each employee eligible to earn tip income shall keep a daily record for each workday showing the amount of cash and credit card tips received directly from customers and/or other employees using the Record of Tips Form.
- Employees shall also report tips received for every pay period using the “Employee’s Report of Tips to Employer,” which is IRS Form 4070 (Rev. August 2005) and appears at the end of this policy. The Employee’s Report of Tips to Employer shall be submitted to the Town by the Monday, following the last day of the pay period, reporting the tips that the employee received during the previous pay period.
- The Town will withhold income, social security, and medicare taxes on tips reported. The withholding due on tips is withheld from the employee’s regular wages.

Procedure

- Employees shall report all tips to the Facility Rental Coordinator at the end of each event using the Record of Tips Form, which shall be filed in the Employee Daily Record of Tips folder located in the back office.
- Employees shall also report all tips for each pay period to the Facility Rental Coordinator by the Monday following the last day of the previous pay period using the “Employee’s Report of Tips to Employer” form, which shall be filed in the Employee’s Report of Tips to Employer folder located in the back office.



Town of Parker, Colorado

Employee's Daily Record of Tips

Pay Period End 10/25/2013

Employee Name (print) _____

Employee Signature _____

Employee Number _____

Day	Date	a. Tips received directly from Customers and other Employees (CASH Tips)	b. Credit and debit card tips received	Total Tips (a+b)
Sat	10/12/2013			
Sun	10/13/2013			
Mon	10/14/2013			
Tue	10/15/2013			
Wed	10/16/2013			
Thu	10/17/2013			
Fri	10/18/2013			
Sat	10/19/2013			
Sun	10/20/2013			
Mon	10/21/2013			
Tue	10/22/2013			
Wed	10/23/2013			
Thu	10/24/2013			
Fri	10/25/2013			
Total				\$ -

created 10/21/2013

Employee's Report of Tips to Employer

Employee's name and address	Social security number : : : :
Employer's name and address (include establishment name, if different)	1 Cash tips received
	2 Credit and debit card tips received
	3 Tips paid out
Month or shorter period in which tips were received from , , to ,	4 Net tips (lines 1 + 2 - 3)
Signature	Date

For Paperwork Reduction Act Notice, see the instructions on the back of this form.

Cat. No. 41320P

Form **4070** (Rev. 8-2005)