

Divide Fire Protection District

Public Meeting of the Board of Directors
June 9th, 2026 6:00 P.M.

AGENDA

- 1) Call to Order – Roll Call
- 2) Pledge of Allegiance
- 3) Review and Approve Agenda
- 4) Review, Approve, and Sign Minutes of Prior Meetings
- 5) Chief Report
- 6) Financial & Administrative Matters
 - A) Financials
 - B) Purchase Orders
 - C) Administrative Report
- 7) Old Business
 - A) Handbook / Policy
 - i. Document Control Policy
 - B) Audit
 - C) Board Compliance Officer
 - D) Engagement Survey
- 8) New Business
 - A) District Administrator Job Description
- 9) Public Comment **
- 10) Executive Session – Executive Session to discuss personnel matters related to candidates submitted for Chief position, pursuant to §24-6-402(4)(f), C.R.S
- 11) Chief Final Candidates Selection
- 12) Adjournment

**** Please indicate on the sign-in sheet that you wish to comment.** Public comment is limited to no more than 5 minutes per person, 20 minutes maximum. Reminder: Public comment is to be addressed to the board and not to other members of the audience or community.

Link for Teams Meeting:

<https://teams.microsoft.com/meet/265751686492288?p=gk0RfRbZQegsEUPunk>



DIVIDE FIRE PROTECTION DISTRICT

Board of Directors Meeting

Shoemaker Fire Station, 103 Cedar Mountain Road (Mail: PO Box 941), Divide Colorado, 80814
June 9th, 2026 at 6:00 p.m.

MINUTES OF THE REGULAR MEETING

1. Call to Order / Roll Call

Board President Lopez called to order the regular meeting of the Board of Directors of the Divide Fire Protection District (DFPD) at 6:00 p.m.

Director Franke called roll with the following present:

Steed Lopez – President
Robert Reynolds – Vice-President
Peter Atwater – Treasurer
Dennis Luttrell – Director
Patricia Franke – Secretary

District Administrator Diana Perkins was also present. Chief Hinkle was not present due to call response but arrived during discussion of Financial and Administrative Matters.

2. Pledge of Allegiance

3. Review & Approve Agenda – Director Franke made a motion that the agenda be approved with the addition of item 7.F Update Conflict of Interest. Second by Director Luttrell. The motion passed unanimously. Motion by Director Luttrell to approve the agenda. Second by Director Reynolds. The motion passed unanimously.

4. Review, Approve, and Sign Minutes of Prior Meetings – Prior to approval of the minutes, Director Atwater questioned how abstention votes were counted. He noted that the district has no official policy about what constitutes a majority if there are abstentions, and that abstentions are discouraged. The board agreed a policy should be drafted. Motion by Director Luttrell to approve the minutes from the April 14th meeting. Second by Director Lopez. The motion passed unanimously. Motion by Director Luttrell to approve the minutes from the May 12th meeting. Second by Director Franke. The motion passed unanimously.

Motion by Director Lopez to switch Chief Report after Financial & Administrative Matters. Second by Director Luttrell. The motion passed unanimously.

5. Financial & Administrative Matters

A. Financials – attached. Diana Perkins noted the addition of an adjustment log of changes made to prior periods as well as a disclaimer that the reports were subject to change. Director Franke noted a difference in percentages between payroll taxes and payroll. Perkins will investigate this.

B. Purchase Orders – none.

Motion by Director Franke to approve the financials. Second by Director Luttrell. The motion passed unanimously.

C. Administrative Report – Attached. Discussion regarding the federal grant that was proposed but deemed not feasible due to the timeline. Director Lopez asked that Chief consider additional grants outside the typical rotation. Perkins noted discussion with Lisa Keenan who runs a grant writing/coordinating company. Keenan has been invited to come to the July board meeting to educate the district further on the process and timelines for successful federal grant opportunities.

6. Chief's Report – Attached. Chief introduced new Personnel Coordinator Kendra Hancock. He reported the estimate for Tender 22 to replace the valve and then pump test was \$1500. Director Lopez asked to see a written quote and purchase order for any additional repairs at the next meeting. He reported a \$50,000 donation from Mary Barrowman and that she will be attending the next meeting for a formal thank you. The pine needle program filled 6-7 bins. Director Lopez asked about how the chipper program would be advertised and to please send Apex a thank you. Chief said he would like the website and outside LED sign updated. Chief also reported currently approximately 25% of membership with red card status, hopes to be 60-80% after the next scheduled pack tests. Director Reynolds will attend the July 1st business meeting.

7. Old Business

A. Handbook/Policies–

i. Handbook Acknowledgement – The updated handbook has been posted on Fire Rescue 1 Training. Members will have until the end of the month to complete an acknowledgement.

ii. Document Control Policy – Director Franke submitted the draft to the board for discussion. The board agreed this would be a long-term project implemented in stages as recommended in the proposal. Director Lopez suggested approval of stage 1, establishing a document numbering system and beginning to number new documents. The draft is posted in Sharepoint and board members will have a chance to comment. Director Franke will incorporate comments and have a draft for approval at the July board meeting.

B. Audit – Director Atwater reported the audit went well and looked clean. The auditors also gave feedback regarding reserves, that the state considers the minimum recommended reserve to be two months of operating expenses. This might be increased reasonably to four to six months. Reserves should be identified for their purposes to assist in showing financial need for grants. Current reserves before capital spending are at 10 months.

C. Board Compliance Officer – Diana Perkins submitted an initial draft of a job description and categories of compliance. Director Lopez said he would get further input from legal counsel.

D. Engagement Survey – Director Franke submitted a summary of the survey results (attached). She had previously emailed the data to the board members. She noted 21 members responded, and that 64% of the responses leaned negative, indicating distinct polarization within the department. The

Perkins acknowledged this could be partially reassigned while noting that payroll-related reporting would still require her involvement. The website was also discussed, that the Administrator would manage board notices and public meeting information, while the Chief and Personnel Coordinator would manage operational content.

9. Public Comment –

Robin North, taxpayer – North expressed disappointment with board member conduct at this and a prior meeting. She expressed that she fully supports the paid firefighters and that she just thinks a Chief should live in the district. She specifically expressed concern about behavior by the Chief and Director Atwater directed toward Director Franke.

Tom O'Connor, volunteer and taxpayer – O'Connor recommended the board adopt a policy requiring a stated reason for abstention or recusal, discouraging abstentions without valid conflict-of-interest justification. He acknowledged the difficulty of grant-seeking and noted that federal grant deadlines (including SAFER staffing grants) had likely passed for the current cycle, recommending the board begin planning for next year's cycle. He noted upcoming large capital expenditures and recommended the board plan for self-funding given low grant likelihood for apparatus. He expressed concern about allegations made without proof regarding the survey data and stated that Microsoft Forms contains an audit trail that could verify whether data was altered. He thanked District Administrator Diana publicly for her service and institutional knowledge, and did not find the email sent by Diana Perkins regarding confidentiality to be inappropriate.

Debra Hendricks, taxpayer – Hendrix expressed that she believes Director Franke is on a mission to divide the department and that she did not vote to fund the department. She also expressed that the results of the survey matched every corporate or volunteer organization in the country.

Ryan Smedra, taxpayer – Smedra expressed that Director Franke opened a can of worms with the survey and asked how she planned to fix it. Franke responded that they discussed using the information to make an action plan, and that asking the questions resulted in valuable data not opening a can of worms. He commented that Director Franke wanted to be a chief rather than a board member and she did not have his confidence as a taxpayer.

Jennifer Rook, taxpayer, professional firefighter – Rook expressed concern that the district was so divided, and that she also thought that Director Franke seems biased. She said that professional versus volunteer are two very different things and that the district should figure out which direction it's going.

Motion by Director Franke to close regular session and break before the executive session. Director Luttrell abstained and requested to be excused from the rest of the meeting due to a hand injury and medication. The motion passed with four in favor and one abstaining. Director Luttrell noted on a piece of paper, witnessed by Director Lopez and Diana Perkins, his choice for two chief finalist candidates.

10. Executive Session – Motion by Director Lopez to enter into executive session to discuss personnel matters related to candidates for Chief's position pursuant to C.R.S. 24-6-402(4)(f). Second by Director Reynolds the motion passed and executive session was entered at 8:35 p.m.

The executive session ended and regular session resumed at 9:39 p.m.

Director Lopez called for a vote on who would be the two final candidates for the Chief position. Vote was as follows:

survey reflected confidence in Chief's training and wildland abilities, and a strong commitment among most of the responses to continue serving the community. There were concerns expressed about declining moral, fear of retaliation, and a desire for better communication. There were common themes about building relationships and valuing individuals. Some also expressed that they did not think board/chief boundaries were clearly defined or adhered to.

Director Atwater made several complaints about the survey, stating that he believed it to be biased and not professionally worded. Director Franke responded that questions were drawn from Gartner employee engagement frameworks and that the draft had been provided to the full board in advance with no feedback received. Director Atwater also expressed that the full set of survey responses had not been distributed to the board and that 30 or more comments were missing. He believes only a small subset of comments were presented to the board. Director Franke stated that she provided the Microsoft Forms link and had not filtered any results. Director Franke offered to reformat the data, as Director Reynolds noted it was hard to read. Director Atwater also expressed concern with an email sent by Diana Perkins to a department member vouching for the confidentiality of the survey without copying the Chief. Perkins stated this was in response to several concerns expressed about confidentiality.

Director Atwater noted that he had sent an email to Director Lopez and Director Atwater after the previous meeting with requests about the survey and had not received a response. Director Franke responded that she did not want to participate in a conversation with a quorum of directors outside of the meeting.

Director Lopez raised concerns that the survey was conducted hastily and without sufficient board collaboration, while Director Luttrell expressed appreciation for the effort and acknowledged the data's value.

The board agreed that the survey data, once reformatted, should be revisited with the incoming permanent chief to develop an improvement plan. The board resolved to revisit the engagement survey and its results in August.

E. Conflict of Interest - Director Franke announced her resignation from her volunteer firefighter role within the district, effective prior to this meeting, citing the difficulty of eliminating subconscious bias and perceived conflict of interest when serving simultaneously as an elected board member and as a volunteer who would report to the chief the board is in the process of selecting. Director Franke stated she would continue in her elected board position and would update her conflict of interest filing with the District Administrator. Director Luttrell thanked Director Reynolds for her years of volunteer service.

8. New Business

A. District Administrator Job Description – Diana Perkins requested to update her job description to refocus her responsibilities to the financial and special district administration areas. She also added verbiage to identify this position as Custodian of Records for CORA purposes. Director Lopez and Director Reynolds raised whether the update should wait given that changes may be upcoming in the next several months. Perkins acknowledged the likelihood of change but requested the description be approved to provide clarity and protection to this position. Director Lopez drew attention to the wording used of "handles" rather than "assists" which would identify compliance as a responsibility ultimately resting with the board, and Perkins agreed. She will update some language and resend to the board. It was discussed whether workers comp should be delegated to the Personnel Coordinator, and

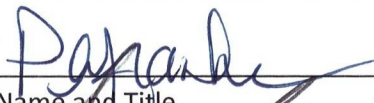
Director Luttrell – Chris Hinkle and Steve Thime (voted by paper signed prior to being excused)
Director Lopez – Chris Hinkle and Chad Saeler
Director Franke - Chris Hinkle and Chad Saeler
Director Reynolds - Chris Hinkle and Chad Saeler
Director Atwater - Chris Hinkle and Chad Saeler
Director Lopez will advise the two candidates.

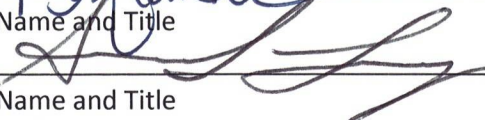
11. Adjournment

Motion by Director Lopez to adjourn the meeting. Second by Director Reynolds. The motion passed unanimously. The meeting was adjourned at 9:41 p.m. The next meeting will take place on Tuesday, June 23rd, 2026, at 5 p.m.

APPROVAL

We attest that the foregoing minutes, which have been approved by the affirmative majority vote of the Board of Directors of the Divide Fire Protection District, are a true and accurate record of the meeting held on the date stated above.



Name and Title


Name and Title

08/17/2026 AS approved
Date 08/14/26
8/20/2026
Date

Chiefs Report June 9th, 2026

- Year to date calls – 293
- May Responses – 46
- Response times – Per time of day
- Significant Calls
 - Victor Commercial Structure fire
- Firefighter I academy
- Captain Forbis – deployment
- DFPC Records Management class
- Life Saving Award/Citations
- \$50,000 donation.
- Personnel Coordinator – Kendra Hancock
- Pierce Engine repair
- Tender Repair \$1500
- SB26-184 bill
- AFG grants

Table 1

2026 Response Data												
Day: 06:00-20:00 Night: 20:01-05:59	January		February		March		April		May			
Paid/Volunteer	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night		
0/0	0	0	0	1	0	2	1	0	1	1		
0/1	1	0	0	3	3	2	0	3	3	0		
0/2	3	4	2	1	2	5	3	1	2	3		
0/3	1	4	0	1	1	3	2	0	2	2		
0/4	0	1	1	1	0	0	0	1	0	1		
0/5	1	1	2	1	0	0	0	0	0	0		
0/6	0	1	0	0	0	0	0	0	0	0		
1/0	9	0	0	0	5	0	0	0	0	0		
1/1	0	0	1	0	4	2	3	2	4	0		
1/2	1	1	1	0	5	1	0	0	3	0		
1/3	3	0	0	0	3	1	3	3	2	4		
1/4	2	1	0	0	0	0	1	0	0	1		
1/5	2	0	1	0	0	0	0	0	0	0		
1/7	1	0	0	0	0	0	0	0	0	0		
2/0	4	0	1	0	7	0	3	0	5	0		
2/1	1	0	7	0	3	0	3	0	2	1		
2/2	6	1	3	0	5	0	4	1	2	0		
2/3	1	1	1	1	1	0	0	0	4	0		
2/4	0	0	3	0	1	0	0	0	0	0		
2/5	0	0	1	0	1	0	0	0	0	0		
2/6	0	0	1	0	2	0	0	0	0	0		
2/8	0	0	0	0	0	0	1	0	0	0		
2/9	0	1	0	0	0	0	0	0	0	0		
2/11	0	0	0	0	1	0	0	0	0	0		
2/20	0	1	0	0	0	0	0	0	0	0		
3/0	1	0	2	0	3	0	3	0	1	0		
3/1	2	0	1	0	3	0	2	0	1	0		
3/2	4	0	1	0	2	0	2	0	0	0		
3/3	0	0	0	0	0	0	1	0	0	0		
3/4	1	0	2	0	2	0	2	0	0	0		
3/5	0	0	0	0	1	0	0	0	1	0		
3/12	0	0	0	0	0	2	1	0	0	0		
4/0	2	0	1	0	2	0	0	0	0	0		
4/1	2	0	1	0	0	0	1	0	0	0		
4/2	0	0	1	0	0	0	1	0	0	0		
4/3	1	0	0	0	1	0	0	0	0	0		
4/15	0	0	0	0	0	0	0	1	0	0		
5/1	1	0	0	0	0	0	0	0	0	0		
Total Calls	49	17	34	9	58	18	37	12	33	13	280	
% of volunteer calls	67%	100%	88%	89%	71%	89%	81%	100%	79%	92%		
0/0 Details	February: incident 109, dispatch error call was CCFD jurisdiction. March: incident 153 residential fire alarm; incident 154, medical. April: incident 187 campfire in VFD jurisdiction. May: incident 265 dispatch error call was Netco jurisdiction, incident 272 MC jurisdiction no DFPD response requested											

90th percentile turnout time - all	17:07	14:47	17:39	20:00	23:00		
90th percentile turnout time - day	21:00	11:00	13:06	17:00	23:08		
90th percentile turnout time - night	16:27	15:44	18:00	22:07	23:00		

Divide Fire Protection District
Budget Performance
May 2026

			May 26	Jan - May 26	Difference	YTD Budget	% of Budget
Income							
	2 - Fund Accounts						
	100 · Unreserved General Fund		0.00	0.00	0.00	670,200.00	0.0%
	115 · TABOR Reserves		0.00	0.00	0.00	23,800.00	0.0%
	Total 2 - Fund Accounts		0.00	0.00	694,000.00	694,000.00	0.0%
	4000 · Revenues						
	4310 · Net General Property Tax		147,482.36	587,558.34	440,075.98	971,000.00	60.51%
	4312 · Interest County Treasurer		16.88	29.49	12.61	350.00	8.43%
	4315 · Specific Ownership Tax		6,191.88	31,715.48	25,523.60	65,000.00	48.79%
	4325 · Teller County EMS/VFA Grants		0.00	0.00	0.00	2,500.00	0.0%
	4330 · State Gaming Grant		0.00	0.00	0.00	18,000.00	0.0%
	4340 · Special Incident Revenue				0.00		
	4341 · Special Incident DFPD Vehicles		0.00	0.00	0.00	10,000.00	0.0%
	4342 · Special Incident - Personnel		0.00	0.00	0.00	30,000.00	0.0%
	Total 4340 · Special Incident Revenue		0.00	0.00	0.00	40,000.00	0.0%
	4345 · Interest Income		2,750.28	11,707.65	8,957.37	22,000.00	53.22%
	4360 · Donations		50,045.00	51,410.00	1,365.00	20,000.00	257.05%
	4399 · Miscellaneous Revenue		60.00	65.10	5.10	2,500.00	2.6%
	Total 4000 · Revenues		206,546.40	682,486.06	475,939.66	1,141,350.00	59.8%
	Total Income		206,546.40	682,486.06	475,939.66	1,835,350.00	37.19%
			206,546.40	682,486.06	475,939.66	1,835,350.00	37.19%
Expense							
	5400 · Admin Exp						
	5401 · Payroll Tax Expenses		1,592.37	8,322.79	6,730.42	16,573.76	50.22%
	5405 · Payroll - District Employees		29,465.09	147,281.77	117,816.68	393,019.44	37.47%
	5407 · Payroll - Incident Response		0.00	0.00	0.00	30,000.00	0.0%
	5408 · Volunteer Stipends		3,900.00	3,900.00	0.00	10,000.00	39.0%
	5409 · Employee Benefits		5,801.57	25,292.27	19,490.70	133,556.42	18.94%
	5415 · County Treasurer Fee		4,405.03	17,624.40	13,219.37	27,500.00	64.09%
	5420 · Director's Fees		900.00	3,900.00	3,000.00	8,000.00	48.75%
	5427 · Volunteer Recruitment Retention		0.00	0.00	0.00	4,000.00	0.0%
	5430 · Employee/Volunteer Screening		0.00	949.00	949.00	1,000.00	94.9%
	5435 · Employee Recruitment Retention		537.10	2,434.82	1,897.72	12,000.00	20.29%
	5440 · Subscriptions, Data, Membership		1,076.53	10,740.79	9,664.26	27,130.00	39.59%
	5445 · Office Supplies/Expenses		673.47	2,241.76	1,568.29	5,000.00	44.84%
	5450 · Annual Audit		0.00	0.00	0.00	10,000.00	0.0%
	5457 · Trash Removal		5.65	5.65	0.00		
	5460 · Legal Fees		0.00	2,739.00	2,739.00	10,000.00	27.39%
	5465 · Public Relations		0.00	288.84	288.84	8,500.00	3.4%
	5475 · Notice Publication , etc.		0.00	0.00	0.00	400.00	0.0%
	5480 · Insurance		0.00	45,623.00	45,623.00	48,584.56	93.9%
	5490 · Pension Plan		0.00	0.00	0.00	12,000.00	0.0%

Divide Fire Protection District
Budget Performance
May 2026

		May 26	Jan - May 26	Difference	YTD Budget	% of Budget
	5495 · Volunteer Expenses	290.30	4,618.71	4,328.41	20,000.00	23.09%
	5499 · Administrative Contingency	0.00	0.00	0.00	20,000.00	0.0%
	Total 5400 · Admin Exp	48,647.11	275,962.80	227,315.69	797,264.18	34.61%
	5500 · Operating					
	5505 · Training	-790.02	7,842.79	8,632.81	35,000.00	22.41%
	5510 · Building/Ground Supplies	1,518.29	11,721.26	10,202.97	20,000.00	58.61%
	5520 · Propane-Natural Gas	219.90	2,125.27	1,905.37	5,000.00	42.51%
	5525 · Electric	398.67	2,230.44	1,831.77	4,300.00	51.87%
	5535 · Medical Supplies & Fees	773.91	4,541.40	3,767.49	12,000.00	37.85%
	5540 · Fire Fighting Supplies	18,132.95	40,043.78	21,910.83	20,000.00	200.22%
	5541 · Fire Fighting R/M	0.00	3,148.78	3,148.78	8,000.00	39.36%
	5543 · Rescue Supplies & Expense	0.00	0.00	0.00	3,000.00	0.0%
	5545 · Vehicle Supplies & Fuel	2,702.62	8,057.92	5,355.30	16,000.00	50.36%
	5546 · Vehicle R/M	776.35	13,910.14	13,133.79	50,000.00	27.82%
	5560 · Comm. Supplies & Repairs	0.00	10,947.88	10,947.88	23,000.00	47.6%
	5570 · Safety-Uniforms & Equipment	452.00	3,230.70	2,778.70	8,000.00	40.38%
	5581 · Incident Expenses - Non-Reimb	0.00	0.00	0.00	4,000.00	0.0%
	5582 · Incident Expenses - Reimb	58.61	58.61	0.00	3,000.00	1.95%
	5599 · Operational Contingency	0.00	0.00	0.00	20,000.00	0.0%
	Total 5500 · Operating	24,243.28	107,858.97	83,615.69	231,300.00	46.63%
	5600 · Capital Ex					
	5606 · Capital Reserve-Bldg & Veh	0.00	4,676.99	4,676.99	670,000.00	0.7%
	5610 · Building & Grounds	0.00	0.00	0.00	35,000.00	0.0%
	5655 · Vehicle Lease Payments	0.00	51,342.82	51,342.82	55,535.00	92.45%
	5657 · Vehicle/Apparatus Purchase	0.00	56,586.03	56,586.03		
	5699 · Capital Contingency	0.00	0.00	0.00	10,000.00	0.0%
	Total 5600 · Capital Ex	0.00	112,605.84	112,605.84	770,535.00	14.61%
	Total Expense	72,890.39	496,427.61	423,537.22	1,799,099.18	27.59%
		133,656.01	186,058.45		36,250.82	

Banking Accounts	5/1/2026	Deposits	Withdrawals	5/31/2026
Vectra Main	29,285.37	116,095.00	54,642.00	90,738.37
ColoTrust	786,851.21	152,036.37	65,000.00	873,887.58
Balances after current bill payments				
Vectra Main	69,670.63			
ColoTrust	843,887.58			

Please note this is a management report and not a closed financial report.

Changes may still be made annually by the district's auditor or as needed to make corrections or adjustments.

Changes will be disclosed as timely as possible to the best of the district's ability.

06/08/26

Divide Fire Protection District
Bank Activity
As of June 12, 2026

Date	Num	Name	Memo	Amount	Balance
1010 - Vectra Bank Main Account (Primary Checking)					65,409.38
05/14/2026			Deposit	50,000.00	115,409.38
05/14/2026	eft	Microsoft	email/sharepo...	-208.00	115,201.38
05/14/2026	eft	Microsoft	email/sharepo...	-120.00	115,081.38
05/14/2026	eft	Microsoft	email/sharepo...	-100.33	114,981.05
05/14/2026	eft	Core Electric Coope...	electric	-459.65	114,521.40
05/14/2026	eft	Microsoft	email/sharepo...	-45.00	114,476.40
05/20/2026	eft	Black Hills Energy	Acct# 0423 1...	-194.59	114,281.81
05/20/2026	eft	Public Sector Health...	insurance	-4,319.31	109,962.50
05/22/2026	664	Paychex	Payroll Funds...	-12,030.97	97,931.53
05/22/2026	664	Paychex	Payroll Taxes ...	-3,181.05	94,750.48
05/22/2026	664	Paychex	Payroll Fees	-45.84	94,704.64
05/22/2026	eft	FPPA Contributions	FPPA Contrib...	-1,334.04	93,370.60
05/26/2026			Deposit	1,095.00	94,465.60
05/26/2026	eft	Vectra Bank	Diana CC pay...	-572.56	93,893.04
05/26/2026	eft	Vectra Bank	Dustin CC Pa...	-1,162.00	92,731.04
05/26/2026	eft	Vectra Bank	Chris CC	-1,992.67	90,738.37
06/05/2026	665	Paychex	Payroll Funds...	-13,598.16	77,140.21
06/05/2026	665	Paychex	Payroll Taxes ...	-3,880.13	73,260.08
06/05/2026	665	Paychex	Payroll Fees	-55.92	73,204.16
06/05/2026	eft	FPPA Contributions	FPPA Contrib...	-1,334.04	71,870.12
06/08/2026	eft	Wex	fuel	-1,797.36	70,072.76
06/08/2026	eft	Cintas	23398034	-87.99	69,984.77
06/09/2026		Lopez, Aristede	director fees	-184.70	69,800.07
06/09/2026		Apex	waste surchar...	-5.65	69,794.42
06/09/2026		AT&T Mobility (First ...	287352514682	-125.76	69,668.66
06/09/2026		Bound Tree Medical		-773.91	68,894.75
06/09/2026		Colorado Building S...	supplies	-33.98	68,860.77
06/09/2026		Colorado Division of ...	11915	-105.00	68,755.77
06/09/2026		Hancock Froese & ...	audit	-9,500.00	59,255.77
06/09/2026		Ireland Stapleton	Legal Services	-162.00	59,093.77
06/09/2026		MES	Acct# C43137	-17,224.60	41,869.17
06/09/2026		Northeast Teller Cou...	E22	-619.26	41,249.91
06/09/2026		Perkins, Diana {ven...	stamps	-156.00	41,093.91
06/09/2026		Pikes Peak Polaris	harness	-80.30	41,013.61
06/09/2026		Sherwin Williams	painting suppl...	-32.95	40,980.66
06/09/2026		Southwest Saddlery	locker tags	-200.00	40,780.66
06/09/2026		Upworx LLC	monthly service	-160.00	40,620.66
06/09/2026		Walker, Zach	training food	-90.30	40,530.36
06/09/2026		Western Skies Design		-452.00	40,078.36
06/09/2026		Woodland Hardware...	supplies	-9.06	40,069.30
06/09/2026	666		Transfer Colo...	30,000.00	70,069.30
06/10/2026	eft	Core Electric Coope...	electric	-398.67	69,670.63
Total 1010 - Vectra Bank Main Account (Primary Checking)				4,261.25	69,670.63
TOTAL				4,261.25	69,670.63

The following adjustments were made after reports were presented to the board for the prior financial month:

Date	Name	Account Affected	Amount Effect	Notes
After April Reports				
4/30/2026	Ireland Stapleton	5460-legal fees	162.00	bill received late
4/22/2026	Amazon	5510-bldg grounds	113.67	corrected charge
4/20/2026	Core	5525-electric	459.65	bill received late
1/1/26 moved back to December 31, 2025 per auditor recommendation				
		5405	-10079.39	
		5409	-706.54	
		5401	-688.64	
		5440	-43.37	

2026 Payroll & Firefighter Hours

Total Payroll Through 5/31/26		Budget	
Chief	47351.25	45560.00	103.93% (for 6 months)
FT Firefighter	57391.12	201149.44	28.53%
PT Firefighter	30592.00	41600.00	73.54%
Office	11947.40	35960.00	33.22%

Date	Chief	Dustin	Brandon	Zach	Joe	Dannielle	Colin
1/2/2026	83.50	92	93	0			
1/13/2026	106.50	85.25	82.25	0	65.5		
1/30/2026	121.00	113.75	104.5	10.25	76.5		34.75
2/10/2026	108.50	103.25	111	45.75	81.25		60.75
2/27/2026	91.50	96.5	100.75	24	74.5	11	69.5
3/13/2026	83.00	96	84	48.5	72	67.25	62
3/27/2026	95.00	84.25	94.75	49.75	43	54	53.25
4/7/2026	116.50	98.5	85.25	34.75	76.5	24.25	54.75
4/24/2026	105.00	93	93.25	65.75	51.5	52.25	56.25
5/8/2026	92.50	88.00	84.25	13.75	65.75	32.50	53.75
5/22/2026	114.50	126.25	102.25	0.00	54.00	50.25	46.75

FT Schedule 42 hrs per week / 84 per pay period

Budget

3 FT Firefighters 88 hrs per pay period

PT - 80 hrs per pay period

Brandon & Joe are in FF Academy (extra hours)

[illegible]

**Administrative Report
by Diana Perkins
June 9th, 2026**

Grants

- VFA grant opened – submitted - \$20470 – 50% = \$10235 decision end of April, checked with Chief, no answer
- District Pool Safety Grant – \$1942.88 available
- Gaming Grant – 5/29 – 7/3

Additional Admin Activities

- Final audit review – meeting with Pete & Chief regarding audit and grant questions
- Worked on info for AFG grant, now on hold
- Personnel Coordinator tasks below

Weekly – process mail, bills, receipts, check and respond to emails

Monthly – balance bank statements, checked all receipts

Monthly - Paid CC bills and compiled, checked receipts

Board Meetings – prepare agenda, post on website and Facebook, prepare financial and admin reports, prepare copies of necessary materials, scan and upload approved minutes from previous meeting, prepare minutes

Bi-weekly Payrolls – check time sheets, enter in Paychex, print reports, enter journal in QB, scan and file, make FPPA deposits online

Personnel Coordinator Activities

5/15 Picked up new badges, checked certs and other info, notified members and started issuing. Processed several insurance renewals. Checked Samba after receiving notification about driving record.

5/22 Checked email, talked to chief about position. Contacted previous candidate to see if interested.

5/29 Arranged candidate interview. Sent out HR class reminders. Entered trainings into First Due that were not already entered. Printed call stats and training hours for next business meeting. Assisted member with finding previous training records.

6/2 Processed new applicant paperwork. While in Samba Safety, deleted a few terminated names.

6/4 First meeting with Kendra, 3 hours set up access to accounts, passwords, very general overview of some information

Personnel Coordinator Activities Not Being Completed at this Time:

- Updating/Organizing any employee or volunteer folders. These folders are still in a state of disarray since Chief McLeod was here. Kris Babiarz resigned 8/5/25. Bethany Erich worked 9/8/25-12/19/25, total of 59 hours. Dawn Holden-Hale worked 1/26/26-4/12/26, total of 64 hours.
- Double-checking applicant status or reminding them of any missing paperwork
- Checking, updating, or reminding of any certs **except** DL/Vehicle Ins/HR classes

Notes for Compliance Officer Board Position

DRAFT – WORKING DOCUMENT

Job Description: The job of the Compliance Officer is to ensure the district complies with requirements to the best of our ability. This is a good faith effort made with the understanding that compliance requirements are subject to rapid and often unnotified change. The Compliance Officer should make an effort to become familiar with the compliance requirements relevant to the district. The Compliance Officer will make effort to utilize existing resources and references if possible, but will seek board agreement if legal counsel needs to be consulted. They will perform spot checks of requirements on a random basis (including all categories) to determine areas which may need increased attention. The results of those checks will be documented and reported to the board, as well as action plans to address any weaknesses. Any areas of weakness will include follow-up within a six-month time frame to gauge progress.

General Categories

Administrative

- DOLA requirements – annually, elections, notices posted
- Documents stored and accessible
- Board Policy followed

Financial

- Proper documentation for revenues and expenditures
 - Checks, auto payments, eft's, credit card payments
- Documents stored and accessible

Employment

- Payroll documents complete
- Payroll documents stored and accessible
- Labor law
- Employee & Volunteer Files maintained, stored and accessible
 - Initial paperwork
 - Pay changes and offers
 - Certifications
 - Evaluations completed, stored, accessible
 - Disciplinary actions documented, stored, accessible

Liability/Records Maintenance

- Training of new members documented, stored, accessible
- Driver Training documentation
- Vehicle Maintenance & Inspections
- Safety
- Liability insurance reviewed annually

	Document & Records Management Policy	POL-0001
		Version DRAFT 1.0
		Effective: mm/dd/yyyy
		Page 1 of y
Authorized By: Board of Directors		Authorized Date: mm/dd/yyyy Review Due: mm/dd/yyyy

Document and Records Management Policy

Divide Fire Protection District

Policy Number: POL-001

Effective Date: Month, day, 2026

Version: 1.0

	Document & Records Management Policy	POL-0001
		Version DRAFT 1.0
		Effective: mm/dd/yyyy
		Page 2 of y
Authorized By: Board of Directors		Authorized Date: mm/dd/yyyy Review Due: mm/dd/yyyy

Table of Contents

- [1. Purpose and Scope](#)
- [2. Document Architecture](#)
- [3. Document Numbering System](#)
- [4. Document Header Requirements](#)
- [5. Ownership and Approval Authority](#)
- [6. Document Control and Version Management](#)
- [7. Records Retention Schedule](#)
- [8. Access and Distribution](#)
- [9. Implementation and Compliance](#)
- [10. Review and Updates](#)

1. Purpose and Scope

1.1 Purpose

This Document and Records Management Policy establishes a comprehensive framework for the creation, organization, control, and retention of all official documents and records within the Divide Fire Protection District. The policy ensures consistency, accountability, and compliance with applicable laws and regulations while supporting effective governance and operational excellence.

1.2 Scope

This policy applies to all documents and records created, received, or maintained by the Divide Fire Protection District, including but not limited to:

- Board Documents (policies, plans, and directives)
- Operational Documents (procedures, guidelines, and memos)
- Board Records (meeting minutes and related materials)
- Operational Records (reports, forms, and administrative documents)
- Electronic and physical documents in all formats

	Document & Records Management Policy	POL-0001
		Version DRAFT 1.0
		Effective: mm/dd/yyyy
		Page 3 of y
Authorized By: Board of Directors	Authorized Date: mm/dd/yyyy Review Due: mm/dd/yyyy	

2. Document Architecture

The Divide Fire Protection District document architecture is organized into four primary categories, each with distinct ownership, approval authority, and management requirements:

2.1 Board Documents

Board Documents are strategic and governance-level documents owned by the Board of Directors. These documents establish the fundamental framework for district operations and require board approval.

Document Type	Description and Examples
Policies	Formal statements of principles and rules that guide decision-making and ensure consistent operations. Examples: Personnel Policy, Financial Management Policy, Emergency Response Policy.
Plans	Strategic and operational planning documents that establish long-term direction and resource allocation. Examples: Strategic Plan, Capital Improvement Plan, Emergency Operations Plan.
Board Directives	Formal instructions or mandates issued by the Board of Directors to guide specific actions or initiatives. Examples: Budget Directives, Operational Mandates, Special Project Authorizations.

2.2 Operational Documents

Operational Documents are tactical and procedural documents owned by the Fire Chief and Officers. These documents provide detailed guidance for day-to-day operations and service delivery.

	Document & Records Management Policy	POL-0001
		Version DRAFT 1.0
		Effective: mm/dd/yyyy
		Page 4 of y
Authorized By: Board of Directors		Authorized Date: mm/dd/yyyy Review Due: mm/dd/yyyy

Document Type	Description and Examples
Standard Operating Guidelines (SOGs)	Flexible operational guidance that provides recommended approaches while allowing for situational adaptation. Examples: Emergency Response Guidelines, Equipment Maintenance Guidelines, Training Guidelines.
Standard Operating Procedures (SOPs)	Mandatory step-by-step procedures that must be followed for critical operations and safety protocols. Examples: Apparatus Checkout Procedures, Hazardous Materials Response Procedures, Personnel Safety Procedures.
Memos	Internal communications that provide updates, clarifications, or temporary instructions. Examples: Operational Updates, Training Announcements, Administrative Notices.
Job Descriptions	Informational documents used to outline the roles and responsibilities associated with different jobs within the operation.

2.3 Board Records

Board Records document the official proceedings and decisions of the Board of Directors, serving as the permanent record of governance activities.

- Meeting Minutes (regular, special, and emergency meetings, may include resolutions)
- Meeting Agendas and Supporting Materials

2.4 Operational Records

Operational Records document the day-to-day activities, performance, and administrative functions of the district.

- Formal Reports (annual reports, investigation or incident reports, formal financial reports)*

	Document & Records Management Policy	POL-0001
		Version DRAFT 1.0
		Effective: mm/dd/yyyy
		Page 5 of y
Authorized By: Board of Directors	Authorized Date: mm/dd/yyyy	
	Review Due: mm/dd/yyyy	

- Completed Forms and Applications (personnel forms, permit applications, inspection forms)
 - Training Records and Certifications
 - Equipment and Maintenance Records
 - Financial and Administrative Records
- *not intended to include informal monthly reports provided to the Board which are included in Board Minute packets.

3. Document Numbering System

All official documents shall be assigned sequential identification numbers according to the following standardized format to ensure proper tracking, organization, and retrieval.

3.1 Numbering Format

Living documents which are intended for ongoing use and expected for up-versinoing over the course of their use shall follow the format: **[TYPE]-[SEQUENCE]**

- **TYPE:** Document type abbreviation (3 Letters)
- **SEQUENCE:** Sequential three-digit number (001, 002, 003, etc.)

Documents which are point in time issuance, and records will include a date reference, as outlined below.

Documents which cannot be clearly categorized by existing categories will be identified as MISC-###. Review of such documents will be part of the ongoing review of this policy to consider expansion or addition of categories, if appropriate.

3.2 Document Type Abbreviations

Category	Type	Example Number
Board Documents	POL (Policies)	POL-001

	Document & Records Management Policy	POL-0001
		Version DRAFT 1.0
		Effective: mm/dd/yyyy
		Page 6 of y
Authorized By: Board of Directors		Authorized Date: mm/dd/yyyy Review Due: mm/dd/yyyy

Category	Type	Example Number
Operational Documents	PLN (Plans)	PLN-001
	DIR (Directives)	DIR-YYYY-001
	SOG (Guidelines)	SOG-001
	SOP (Procedures)	SOP-001
	TRN (Training Material)	TRN-001
	MEM (Memos)	MEM-YYYY-001
	MIN (Minutes)	MIN-YYYYMMDD
	AGD (Agendas)	AGD-YYYYMMDD
Operational Records	RPT (Reports)	RPT-YYYY-001
	FRM (Forms)	FRM-YYYY-001
Undefined	Undefined/Other	MISC-001

4. Document Header Requirements

All official documents must include a standardized header containing essential identification and control information. This header ensures proper document tracking, version control, and legal compliance.

4.1 Mandatory Header Elements

Every official document header must include the following minimum elements:

1. **Document Title:** Short Title Representing Document Content
2. **Document ID Number:** Complete document identifier following the established numbering format

	Document & Records Management Policy	POL-0001
		Version DRAFT 1.0
		Effective: mm/dd/yyyy
		Page 7 of y
Authorized By: Board of Directors		Authorized Date: mm/dd/yyyy Review Due: mm/dd/yyyy

3. **Version Number:** Current version using decimal notation (1.0, 1.1, 2.0, etc.)
4. **Effective Date:** Date the document becomes or became effective (MM/DD/YYYY format)
5. **Pagination:** Page numbering in "X of Y" format (e.g., "Page 1 of 5")

4.2 Additional Header Elements

Depending on document type and requirements, headers may also include:

- Current DFPD Seal or Logo
- Approval Authority (Board of Directors, Fire Chief, etc.)
- Review Date (for policies and procedures requiring periodic review)
- Expiration date (for documents which have a set applicable period)
- Distribution List (for memos and directives)

4.3 Header Format Example

	Document & Records Management Policy	POL-0001
		Version 1.0
		Effective: mm/dd/yyyy
		Page x of y
Authorized By: Board of Directors	Authorized Date: mm/dd/yyyy	
	Review Due: mm/dd/yyyy	

4.4 Footer elements

5. Ownership and Approval Authority

Clear ownership and approval authority ensures accountability and proper governance of all district documents and records.

5.1 Board Documents

Owner: Board of Directors

Approval Authority: Board of Directors (majority vote required)

	Document & Records Management Policy	POL-0001
		Version DRAFT 1.0
		Effective: mm/dd/yyyy
		Page 8 of y
Authorized By: Board of Directors		Authorized Date: mm/dd/yyyy Review Due: mm/dd/yyyy

Responsibilities:

- Establish and approve all policies, plans, and directives
- Ensure compliance with applicable laws and regulations
- Authorize periodic review and updates
- Delegate implementation authority to Fire Chief

5.2 Operational Documents

Owner: Fire Chief and Officers

Approval Authority: Fire Chief (or designated Officer for specific operational areas)

Responsibilities:

- Develop and maintain operational procedures and guidelines
- Ensure alignment with board-approved policies
- Implement and enforce operational standards
- Conduct regular reviews and updates based on operational needs

5.3 Records Management

Board Records: Maintained by Board Secretary or designated administrative staff

Operational Records: Maintained by responsible department or officer

Overall Coordination: Administrative Officer or designated records manager

6. Document Control and Version Management

Effective document control ensures that all personnel have access to current, accurate information while maintaining historical records for reference and compliance purposes.

6.1 Version Control System

All documents shall use a decimal version numbering system:

- **Major Revisions:** Whole number increments (1.0, 2.0, 3.0) for significant changes requiring re-approval. Major version updates should consider
 - Communication and Change Implementation/Management

	Document & Records Management Policy	POL-0001
		Version DRAFT 1.0
		Effective: mm/dd/yyyy
		Page 9 of y
Authorized By: Board of Directors		Authorized Date: mm/dd/yyyy Review Due: mm/dd/yyyy

- Impact to associated training materials

- **Minor Revisions:** Decimal increments (1.1, 1.2, 1.3) for corrections, clarifications, or minor updates
- **Draft Versions:** Use "DRAFT" designation with version number (e.g., "DRAFT 1.0")
- **Version History Table:** Version 1.0 of a document is assumed to be the starting version of the document and therefore no history table is necessary. As a document is up-versioned, a summary should be added to the end of the document with a high-level description of changes. Example of Version History Table

Version	Date	Overview of Change
1.1	01/01/2026	Correct spelling error and update job titles
2.0	02/01/2026	Full re-write to account for updated personnel requirements and updated equipment.

6.2 Document Lifecycle Management

1. **Creation:** Documents are created following established templates and standards
2. **Review:** Documents undergo appropriate review by subject matter experts and stakeholders
3. **Approval:** Documents are formally approved by designated authority
4. **Implementation:** Documents become effective on specified date with appropriate training and communication
5. **Maintenance:** Documents are regularly reviewed and updated as needed
6. **Retirement:** Obsolete documents are properly archived or disposed of according to retention schedules

6.3 Ongoing Document Review

To maintain accuracy, relevance, and compliance documents will be reviewed on a periodic basis. Individual plans may specify a review period which is more frequent than

- **Relevance /Applicability:** This is a high-level review intended for memos and directives. Every one (1) year these documents are reviewed for applicability

	Document & Records Management Policy	POL-0001
		Version DRAFT 1.0
		Effective: mm/dd/yyyy
		Page 10 of y
Authorized By: Board of Directors		Authorized Date: mm/dd/yyyy Review Due: mm/dd/yyyy

and immediate relevance in the existing operational and strategic landscape. Memos/Directives which include an expiration date of less than a year need not undergo a periodic annual review process. Unreviewed memos and directives will be considered expired 3 months after the annual review is due. The review should set a disposition of extended or retired. Memos and directives which are extended multiple times should be considered for potential inclusion into policies or procedures, as appropriate.

- **Comprehensive Review:** This review is intended for living documents to ensure they remain accurate, relevant and compliant to all rules and regulations which govern the district. This review is also intended to act as a secondary control to ensure alignment is maintained between internal policies, plans, procedures and district practices. This review shall occur at a minimum of every three (3) years. Note- Memos and Directives, which are set to expire need not undergo comprehensive reviews.
- **Interim Reviews:** As needed based on operational experience, legal changes, or technology updates

Emergency Updates: Immediate updates for critical compliance or operational 6.4 Change Control Process

All document changes must follow established change control procedures:

- Change requests must be submitted in writing with justification
- Impact assessment must be conducted for significant changes
- Appropriate stakeholder review and approval must be obtained
- Change history must be documented and maintained
- Superseded versions must be clearly marked and archived

7. Records Retention Schedule

The district shall maintain records in accordance with applicable state laws, regulations, and best practices for fire protection districts. The following retention schedule establishes minimum retention periods for various document types.

<<Review current scheduled and CRS and insert here>>

	Document & Records Management Policy	POL-0001
		Version DRAFT 1.0
		Effective: mm/dd/yyyy
		Page 11 of y
Authorized By: Board of Directors		Authorized Date: mm/dd/yyyy Review Due: mm/dd/yyyy

<i>Document Type</i>	<i>Retention Period</i>	<i>Disposition</i>
<i>Board Policies and Plans</i>	<i>Permanent</i>	<i>Archive</i>
<i>Board Meeting Minutes</i>	<i>Permanent</i>	<i>Archive</i>
<i>Standard Operating Procedures</i>	<i>3 years after superseded</i>	<i>Archive or Destroy</i>
<i>Financial Records</i>	<i>7 years</i>	<i>Destroy</i>
<i>Personnel Records</i>	<i>7 years after separation</i>	<i>Confidential Destruction</i>
<i>Training Records</i>	<i>Duration of employment + 3 years</i>	<i>Destroy</i>
<i>Incident Reports</i>	<i>10 years</i>	<i>Archive</i>
<i>Equipment Maintenance Records</i>	<i>Life of equipment + 3 years</i>	<i>Destroy</i>

8. Access and Distribution

Appropriate access controls and distribution procedures ensure that information is available to those who need it while protecting sensitive or confidential materials.

8.1 Public Access

The following documents are considered public records and shall be made available for public inspection in accordance with state open records laws:

- Board policies and approved plans

	Document & Records Management Policy	POL-0001
		Version DRAFT 1.0
		Effective: mm/dd/yyyy
		Page 12 of y
Authorized By: Board of Directors		Authorized Date: mm/dd/yyyy Review Due: mm/dd/yyyy

- Board meeting minutes and agendas
- Annual reports and financial statements
- Budget documents
- General operational procedures (non-sensitive)

8.2 Internal Distribution. *(too much at this point??)*

Internal documents shall be distributed based on operational need and security classification:

- *All Personnel: General policies, safety procedures, and operational guidelines affecting all staff*
- *Officers Only: Administrative procedures, personnel policies, and management directives*
- *Specific Roles: Specialized procedures and technical documents relevant to specific positions*

8.3 Confidential Materials

Certain documents require restricted access and special handling and should be stamped as **CONFIDENTIAL** in the footer:

- Personnel records and medical information
- Legal documents and attorney-client privileged materials
- Security procedures and emergency response plans
- Investigative reports and sensitive operational information

9. Implementation and Compliance

Successful implementation of this policy requires clear responsibilities, adequate training, and ongoing monitoring to ensure compliance with established standards.

This policy becomes effective on MMDDYYYY, and supersedes all previous document and records management policies and procedures. All existing documents shall be brought into compliance with this policy according to the implementation timeline specified in Section 9.1.

9.1 Implementation Timeline

	Document & Records Management Policy	POL-0001
		Version DRAFT 1.0
		Effective: mm/dd/yyyy
		Page 13 of y
Authorized By: Board of Directors		Authorized Date: mm/dd/yyyy Review Due: mm/dd/yyyy

This policy shall be implemented in phases to ensure smooth transition and minimal operational disruption: The Board Secretary, District Administrator and Fire Chief will work collaboratively to successfully complete implementation.

1. **Phase 1 (Months 1-2):** Establish document numbering system and begin numbering new documents
2. **Phase 2 (Months 3-4):** Create header templates for various document types and complete training with necessary personnel
3. **Phase 3 (Months 5-6):** Complete inventory and numbering of existing documents, with staggered review schedule for existing documents.
4. **Phase 4 (Months 6-12):** Full implementation of all policy requirements for documents and newly created records.
5. **Phase 5 (Months 12-24).** Legacy Records will be dispositioned and archived

9.2 Training Requirements

All personnel involved in document creation, management, or records keeping shall receive appropriate training on this policy.

9.3 Compliance Monitoring

Regular monitoring and auditing shall be conducted by the Secretary of the Board to ensure policy compliance:

- Annual reviews of new documents for proper numbering and formatting
- Annual audit of records retention compliance
- Periodic assessment of document control effectiveness
- Corrective actions for non-compliance issues

	Document & Records Management Policy	POL-0001
		Version DRAFT 1.0
		Effective: mm/dd/yyyy
		Page 14 of y
Authorized By: Board of Directors		Authorized Date: mm/dd/yyyy Review Due: mm/dd/yyyy

Approval and Authorization

This Document and Records Management Policy has been reviewed and approved by the Board of Directors of the Divide Fire Protection District.

_____ Date: _____
Board Chair

_____ Date: _____
Board Secretary

Volunteer and Employee Satisfaction Survey: Key Findings and Recommendations

High Level Overview, Context and Overall Sentiment

Survey Overview, Participation, and Overall Impressions

Participation

21 members (62%) responded to the survey. This is a 24% increase from the last department survey. Only one notice was sent and there was not widespread endorsement or encouragement by management, indicating individuals want their feedback to be known and trust that the board will work with leadership to act on it.

Diverse Feedback Spectrum

Survey responses show a wide range of opinions, from strong agreement to strong disagreement, indicating polarization. The responses overall trend negatively, suggesting discontent is more prevalent than satisfaction (65% of responses were negative)

Mixed Confidence and Concerns

Some respondents express confidence in leadership and readiness, while many report dissatisfaction and emotional fatigue. Lack of confidence is suggested to stem from issues related to transparency, communication, and overall relationships.

Commitment Despite Challenges

Despite issues, nearly all participants reaffirm strong dedication to community service and the department's mission.

Critical Inflection Point

The organization faces risks like attrition and morale decline but also opportunities to rebuild trust and unity.



Trust, Confidence, and Perceptions of Leadership

Polarized Leadership Perceptions

Survey reveals divided opinions on leadership, with some praising competence and others highlighting distrust.

Concerns About Trust and Fairness

Many respondents report distrust due to favoritism, inconsistent standards, and fear of retaliation and unprofessional conduct.

Leadership vs. Management Skills

Effective incident command does not always equate to strong people management or transparency.

Restoring Trust Requires Transparency

Rebuilding trust needs fair processes, clear accountability, valuing all members equally, and building and maintaining strong relationships.



Communication and Transparency Challenges

Communication Gaps

Many feel uninformed due to late notices and unanswered questions, causing rumors and mistrust. Some feel that specific people or groups receive more communication and it does not flow out or down.

Transparency Issues

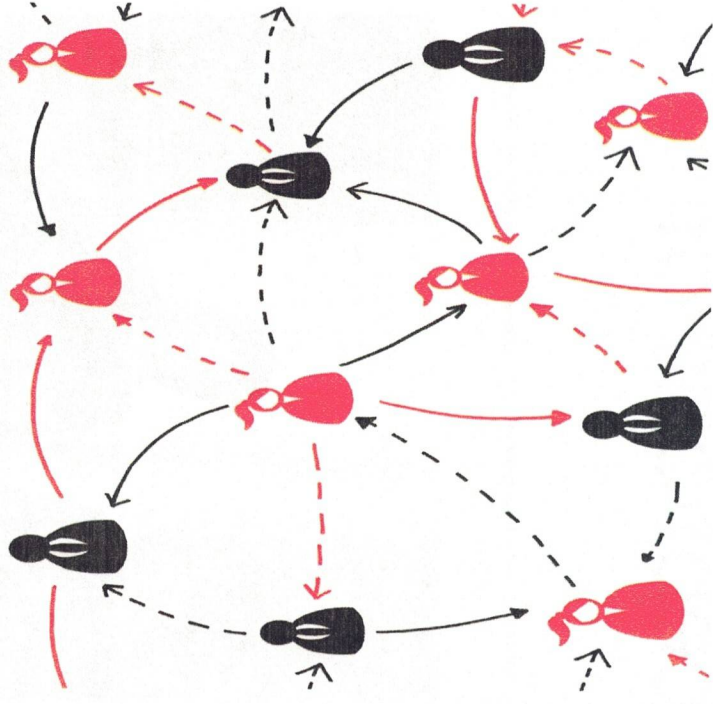
Lack of clear explanations fosters perceptions of secrecy and limits trust between volunteers and leadership.

Governance Frustrations

Unclear roles and opaque financial decisions cause ongoing frustration within operational leadership and staff. Board being overly involved in operations is suggested to cause additional discontent and blurred lines of responsibility.

Improvement Opportunities

Predictable communication and clear rationale can reduce anxiety, counter misinformation, and rebuild trust.



Morale, Engagement, and Volunteer Retention

Declining Volunteer Morale

Volunteers report low morale caused by loss of camaraderie and feeling undervalued and unrepresented in decision-making processes and leadership.

Impact of Organizational Culture

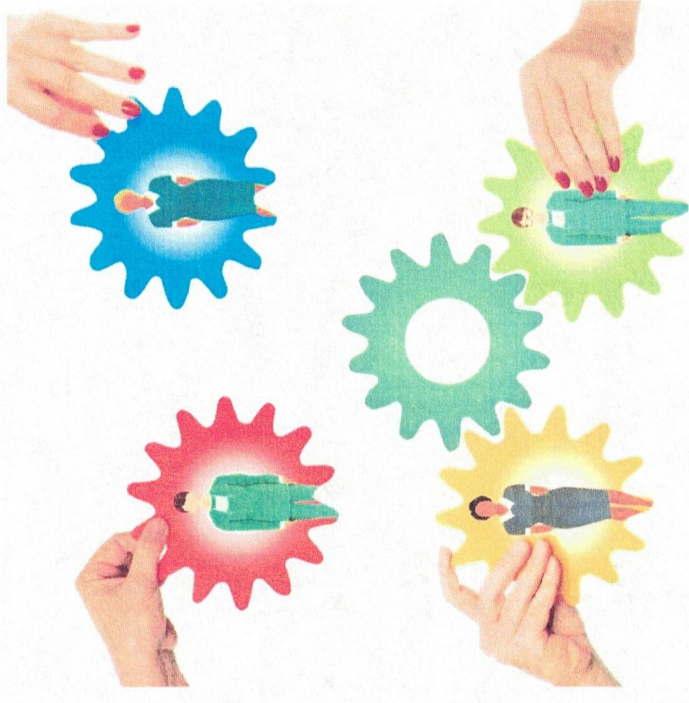
Discontinuation of meaningful traditions and lack of volunteer recognition contribute to reduced engagement and belonging.

Challenges in Recruitment and Integration

New volunteer applicants often fail to integrate, or do not live nearby causing strain on existing members and retention issues.

Pathways to Improved Engagement

Rebuilding relationships and recognizing contributions can restore volunteer leadership and shared identity.





Key Risks, Strengths, and Board-Level Recommendations

Identified Key Risks

Major risks include erosion of trust, volunteer attrition, polarization, and reputational damage from internal conflict.

Notable Organizational Strengths

Strengths include committed volunteers and staff, strong expertise, and shared sense of community service.

Board Communication and Governance

Recommend clarifying governance roles and enhancing communication with transparency and accountability through published goals and metrics.

Leadership Development and Morale

Focus on leadership training, volunteer engagement, conflict resolution, and morale rebuilding as strategic priorities.

DIVIDE FIRE PROTECTION DISTRICT JOB DESCRIPTION

TITLE: District Administrator

STATUS: Part-time, At-Will

OCCUPATION SUMMARY:

This position is responsible for district financial activities as supervised by the Board of Directors, as well as tasks to keep the District in compliance with applicable state and federal statutes related to financial and general special district requirements. Other tasks as requested by the Board of Directors or to assist department officers and members.

SUPERVISION RECEIVED:

Work is performed under the supervision of the Board of Directors

TASK STATEMENTS which may be considered Essential Functions:

The following duties are illustrative only and are not intended to be all-inclusive:

- Performs routine clerical, office, public, and telephone tasks.
- Receives and prioritizes incoming communications, including correspondence, notices, reports, instructions, emails and other written material, forwarding to the appropriate person.
- Handles/Assists with state and federal compliance matters related to financial and general special district requirements to include keeping the board apprised of upcoming deadlines, filing required paperwork in a timely manner, and researching/communicating the impact of new requirements which might affect the District. Compliance guidance is a good-faith effort within the job scope and constraints of part-time capacity.
- Prepares reports and documents as necessary to support monthly Board meetings, staff meetings and public hearings as well as other routine documents.
- Provides ~~Department~~ Chief and Officers with information requested regarding spending and budget status.
- Assists Chief and Board during budget preparation by providing information and context as requested.
- Assists Chief with updates of training room calendar and training room usage requests
- Responsible for allocating incoming bills and cutting bill payment checks.
- Responsible for keeping District financial records updated in QuickBooks Pro.
- Responsible for payroll and associated benefit tracking and payments
- Provides detailed financial reports, bank reconciliations and budget performance at the monthly Board meeting.
- Attends the monthly Board meeting to present information and answer questions.
- Compiles information for and coordinates the District's annual audit.

- Assists the District Treasurer in compiling and submitting pension reports as well as other tasks.
- Assists Chief with grant preparation, responsible for tracking of purchases made in relation to and reimbursement of grant monies.
- Custodian of Records – responds to Colorado Open Records (CORA) requests, requesting information from staff and board members as necessary to fulfill requests in accordance with state law and district guidelines. This includes assisting with general organization of District financial and board documents to ensure they are maintained, accessible, and destroyed as appropriate.
- Updates website pages for board and financial information
- Maintains records of inventory and fixed assets, ~~records, with assistance after compilation by Fire from~~ Chief and other staff
- Performs annual review of insurance policies and coverage, in coordination with Chief
- Completes workers comp and other insurance reporting requirements for claims, including filing the initial report and following up on payments as applicable
- Performs related work at the discretion of the Board of Directors.
- Maintains a high degree of confidentiality with regard to departmental operations and patient/victim information, in accordance with the Health Insurance Privacy and Portability Act (HIPPA) and other applicable statutes.
- May be involved in billing activities and reimbursement of members for deployments.
- May handle miscellaneous errands, which may require leaving the office.

MINIMUM QUALIFICATIONS:

- a. Must have high school diploma or equivalent.
- b. Must be at least 21 years of age.
- c. Must have legal authorization to work in the United States.
- d. Must have minimum of three (3) years prior secretarial/administrative experience, including basic bookkeeping knowledge such as payables, bank reconciliation and financial reports.
- e. Keyboarding skills of at least 50 wpm preferred.
- f. Good working knowledge of personal computers, Microsoft Office and Excel required.
- g. Knowledge and experience with QuickBooks Pro or other accounting software required.

- h. Possess excellent human relations skills with the ability to communicate effectively, orally and in writing, with the public, elected officials, department heads and other employees of the City on fire personnel issues.
- i. Possess physical and mental ability to work independently and maintain confidentially.
- j. Possess physical and mental ability to file and maintain files and records of the Department.
- k. Possess knowledge of or ability to learn departmental policies and procedures.
- l. Ability to report for work and perform job responsibilities in a timely manner in order to meet scheduled deadlines.
- m. Ability to concentrate and accomplish tasks despite interruptions.
- n. Ability to perform a variety of tasks simultaneously or in rapid succession.
- o. Ability to perform the duties of the position for an entire workday.

SPECIAL REQUIREMENTS:

Must possess a valid unrestricted Colorado driver's license and exhibit a safe driving record. Must comply with departmental and state driving or safety regulations. Successful candidates may be required to complete a pre-placement physical and a substance screen prior to employment. Background investigations may be done prior to employment.

Dennis Choice. For Chief
Candidate

Chris Hauke
Steve Thime.

JL