

CRESTED BUTTE FIRE PROTECTION DISTRICT
BOARD OF DIRECTORS REGULAR MEETING
District Headquarters Conference Room
300 County Road 317 Crested Butte, CO 81224
Tuesday, July 14, 2026 - 5:15 PM

- 5:15 CALL REGULAR MEETING TO ORDER
1. Introduction of Guests
 - John Chmil – Lyons Gaddis PC
 - Todd Goulding – Goulding Development Advisors
 - Micki Giardano – HRx / Employer’s Council
 - Chris or Scott Stryker – Western Slope Towers
 2. Review / Changes to Agenda
- 5:18 BADGING CEREMONY
1. Aaron Peterson
 2. Olivia “Liv” Holowachuk
- 5:25 CONSENT AGENDA
1. Approval of minutes June 9, 2026 regular meeting & executive session
 2. Approval of June 23, 2026 work session minutes
 2. Approval of monthly financial reports
- 5:30 FIRE PREVENTION REPORT
- 5:40 EMS & FIRE CHIEF REPORT
- 5:50 CHIEF EXECUTIVE REPORT
1. Policy Updates – 301. Chain of Command
- 5:55 PUBLIC COMMENT
- 6:00 OLD / UNFINISHED BUSINESS
1. Crested Butte South Communications Tower Update – Scott Stryker
 2. Emergency Services Campus Update – Todd Goulding
 3. Larkspur Project Update – Sean Caffrey
- 6:20 NEW BUSINESS
1. Special District Pool Worker’s Compensation Agreement – Sean Caffrey
 2. Employee Survey Results – Micki Giardano
 3. Chief Job Description and Executive Search Plan – Caffrey / Chmil
 4. Board Bylaws Update – Caffrey / Chmil
 5. 11 Paradise Road Option to Purchase.
- 6:55 UNSCHEDULED BUSINESS AND BOARD MEMBER COMMENTS
- 7:00 ADJOURNMENT

Online Meeting Information
<https://zoom.us/j/9703495333?pwd=ZUINRFBCL253UzlXSGNhQ0laS29TQT09>
One Tap Mobile +16699009128,,9703495333# US (San Jose)
+1 312 626 6799 US (Chicago) - Meeting ID: 970 349 5333
Password: 5333

CRESTED BUTTE FIRE PROTECTION DISTRICT
Chief Executive's Report

July 14, 2026

1. Consent Agenda

- a) Approval of Minutes – June 9, 2026 Regular Meeting and Executive Session
- b) Approval of Minutes – June 23, 2026 Work Session
- c) Approval of Monthly Financial Reports

2. Chief Executive's Comments:

I am pleased to report that CBFPD had an opportunity to put our wildfire readiness to work with the surge deployment of Brush 1 to the Aspen Acres fire in early July. Captain Jakino, along with Firefighters Corey Tibljas and Abby Dee Thompson, represented the District with distinction performing structure protection and other important work during their assignment. Their response is a direct reflection of the preparation our team led by Lt. Reeves has invested in wildfire readiness. Wildfire danger in the region remains elevated and we anticipate additional activity this summer.

This month we are pleased to complete the badging ceremony for Abby Dee Thompson and Aaron Peterson who have completed their field training programs and are now full-fledged members of the CBFPD. They are both strong additions to the team.

Financial reports are provided as usual and we are tracking well against our budget as we reach the halfway point of the year. Tax collections are tracking slightly behind; however, plan review fees and interest income are above projections. On the expense side we expect to be at or above budget in a few categories, however, at this point our expenditures are expected to be well within our overall appropriation. We also expect to receive our final 2025 audit later this month.

In staff reports this month I am pleased to report that our fire prevention team completed a highly productive two-day strategic planning session in late June with the help of two outside facilitators. The effort put in by Fire Marshal Wonnacott, Deputy Fire Marshal Hoots, and Fire Inspector Carver will put our fire prevention and community risk reduction (CRR) efforts in a good position moving forward. Fire Marshal Wonnacott will also update us on some key local construction projects underway including Whetstone Village.

Chief Weisbaum will update us on current operational matters. In addition to wildfire readiness, we are preparing to receive the new quint apparatus, are completing the necessary modifications to the training building, and have planned a firefighter academy in conjunction with Gunnison this autumn. Work is also underway to firm up our leadership development training for the remainder of 2026.

In my report this month I am pleased to report we are working the leadership development angle from a number of fronts. Annie and Joe will be attending the University of Denver Public Safety Leadership program along with myself as a last minute substitute for Chief Duke who was planning to attend until a family obligation came up. A number of personnel are also signed up to attend the Fire Rescue International (FRI) and Colorado Fire Leadership Challenge (FLC) later this year. In that same vein, I would also encourage any board members to consider attending the Special District Association (SDA) conference in Keystone in September. Furthermore Policy 301, Chain of Command, is listed in my report as ready for adoption, however, it goes hand in hand with our changes to the Chief job description and Board bylaws which will be discussed together. Finally we

CRESTED BUTTE FIRE PROTECTION DISTRICT
Chief Executive's Report

are also expecting imminent delivery of the Starlink satellite communications units funded through our federal Cybersecurity and Infrastructure Security Agency (CISA) demonstration project grant, bringing that multi-year effort to a successful conclusion.

We have not received any written public comment.

In old business, Scott Stryker will provide an update on the Crested Butte South communications tower project. The generator and tower structure have been ordered and we anticipate construction on the tower foundation will begin shortly as the last few weeks have been consumed with easement and utility work.

Todd Goulding will update the board on remaining closeout items for the emergency services campus. As historic drought conditions continue we have made a deliberate decision to limit new plantings this season to trees with drip irrigation only. Installation of shrubs and turf will be deferred until conditions are more favorable. The Town of Crested Butte has also had to delay planned trail work on our site due to water restrictions. We have also made progress on necessary modifications to the training building including an updated entry door and mitigation of the waterflow issues above the electrical systems that control the propane burn props.

The Larkspur design review process has been completed and we will begin the bidding and pricing process shortly with construction anticipated to begin in 2027.

New business this evening includes several significant items as we move into the second half of the year. Following the notification in June that our prior workers' compensation carrier was exiting the market, we have completed the transition to the Special District Pool. The new agreement to officially join the special district insurance pool is presented for board approval.

Micki Giardino from Employer's Council will present the results of our annual member survey. The packet includes the full set of quantitative (scored) questions as well as the summary slides Micki will use. Employer's Council analyzed the free text questions to help us ascertain key themes and priorities moving forward. Overall we are pleased with the results and look forward to implementing changes based on member feedback.

Following the board's direction in June, we have developed the district chief job description which will be titled "EMS and Fire Chief" and will serve as the chief executive officer of the CBFPD. Also provided is the Lyons Gaddis memo describing the legal requirements for a Chief executive search. Furthermore, I have provided a memo outlining the options for the search process for board consideration. This month we will need to approve the job description, key requirements for the position, and the preferred search option. Once that is decided the staff can work either directly or with the selected search firm to develop a position profile to include staff, officer and partner input to be presented to the Board in August prior to posting the position. We expect to approve a position profile, post the position, and appoint a search committee in August.

Next up John Chmil and I will present proposed updates to the Board Bylaws for the board's consideration and adoption. The changes include the board relations item that is already in the chief executive employment contract and will be mirrored in Policy 301 – Chain of Command. Language is also added regarding access to legal counsel.

CRESTED BUTTE FIRE PROTECTION DISTRICT
Chief Executive's Report

Finally, the board will take up the District's option to purchase 11 Paradise Road. With the 60-day option window running from the June 9th meeting, I ask that the board take action or provide clear direction this evening and a resolution is enclosed in the packet for your consideration.

3. Action Items

- a) Approve Consent Agenda
- b) Approve Special District Pool Workers' Compensation Agreement
- c) Approve Chief Job Description and Key Requirements
- d) Provide Direction on Executive Search Process
- e) Review and Approve Board Bylaws Update
- f) Adopt Resolution to Purchase 11 Paradise Road

CRESTED BUTTE FIRE PROTECTION DISTRICT
MINUTES OF REGULAR MEETING
Fire Station 1
300 CR 317 Crested Butte, CO 81224
Tuesday, June 9, 2026 - 4:30 PM
Approved _____

Attendance

Board Members Present: Ken Lodovico, Matt Halvorson, Brittany Perkins, Jack Dietrich
Staff: Sean Caffrey

Meeting called to order at 4:30 pm by Chairman Lodovico

Chairman Lodovico tendered his resignation from the Board of Directors effective immediately and left the meeting.

Vice-Chairman Dietrich made a motion to enter executive session at 4:32pm per § 24-6-402(4)(f), C.R.S to discuss personnel matters related to Chief Executive Officer Sean Caffrey. Seconded by Halvorson, unanimous approval.

Motion by Dietrich to exit executive session at approximately 5:10 PM. Seconded by Halvorson. Unanimous approval.

CRESTED BUTTE FIRE PROTECTION DISTRICT
MINUTES OF REGULAR MEETING

Fire Station 1
300 CR 317 Crested Butte, CO 81224
Tuesday, June 9, 2026 - 5:15 PM
Approved _____

Attendance

Board Members Present: Matt Halvorson, Brittany Perkins, Jack Dietrich
Guests: Scott Stryker & Chris Stryker -Western Slope Towers LLC; Todd Goulding- Goulding
Development Advisors
Staff, Volunteers and Public: Sean Caffrey, Annie Tunkey, Robert Weisbaum, Jeff Duke, Joe Wonnacott,
Dale Hoots, Randy Felix, Beth Shaner, Jeff Isaac, Ryland Bradley, John and Aimee Bielak, Luke Danek

Meeting called to order at 5:15 pm by Vice Chairman Dietrich

Changes to the Agenda

No changes to the agenda

Board Member Vacancy Appointment

Ryland Bradley and Jeff Isaac introduced themselves to the Board.
Dietrich moved to appoint Ryland Bradley and Jeff Isaac to the vacant Board seats; Perkins seconded.
The motion passed unanimously.
Oaths of Office were administered to both new Board members.

Officer Elections

Motion to appoint Brittany Perkins as Secretary/Treasurer Matt Halvorson Chairman by Dietrich
seconded by Isaac. Motion passes unanimously.

Consent Agenda

The following items were presented for approval:

- Minutes of the May 12, 2026 regular meeting
- Minutes of the June 1, 2026 work session
- Monthly financial reports

Dietrich moved to approve the consent agenda; Perkins seconded. The motion passed 3–0, with Isaac and Bradley abstaining.

Fire Prevention Report

Fire Marshal Joe Wonnacott presented the written Fire Prevention Report to the Board. In addition to the written report he noted that the Community School's life safety systems are currently on test as construction has resumed. The water supply project at Whetstone has been delayed for two weeks, with completion now expected at the beginning of July. A pre-plan meeting was held for the North Village development.

EMS & Fire Chief Report

Chief Weisbaum presented his written report. Highlights included: the District will host the community health fair over three days, June 10-12. Call volume is down but training progresses. Two part-time members have completed the FTO and will receive their badges next month. Final inspection of the District's new Quint apparatus is scheduled for next month in Minnesota, with delivery to Fort Collins in August and arrival in Crested Butte expected in late August or early September.

Chief Executive Report

CEO Caffrey presented his written report. In addition to the report, he noted that the recent open house was successful and well received by the community. Regarding the budget, a Gunnison County Treasurer's fee error was caught and was credited back to the District this month. The District's workers' compensation carrier will change in July to either Pinnacol Assurance or the Special District Association (SDA) Pool. A family-friendly barbecue and fireworks event will be held at Station 1 on July 3rd.

Public Comment

No public comment.

Old Business

Crested Butte South Communications Tower- Scott Stryker provided the latest update: the Gunnison County building permit is ready. On the utility side, the project is awaiting water service and a Gunnison County Electric Association (GCEA) easement from the Property Owners Association (POA). Mobilization is planned for next week to begin the water line relocation, followed by electrical relocation by the end of June. Foundation work is expected to begin around July 14th, with a 3–4 month schedule to be provided at the next meeting. CEO Caffrey added that the radio equipment order is underway, and the State of Colorado's Office of Public Communications has offered to install the equipment at no charge.

Emergency Services Campus Update- Todd Goulding presented the update; the project is now in the closeout, turnover, and warranty phase. FCI is expected to demobilize by the end of June or in July. Commissioning is nearly complete, with HVAC commissioning the primary remaining item to ensure system efficiency. The lift station has been submitted to the State for approval but is currently backlogged. The Town of Crested Butte submitted two minor requests: to raise a pipe and to brace an electrical panel. FCI's stormwater management permit and plan will be turned over to CBFPD; however, due to drought conditions this year, minimal landscaping work will occur. The project remains under budget. The final draw package is expected in August, with approximately \$700,000 remaining in contingency, representing projected net savings of \$450,000 at project close. CEO Caffrey provided a budget update, noting that \$1.2 million will be held back from the bond issuance for the employee housing project, balanced against a bond arbitrage rebate; leaving an estimated \$1 million available for the housing project.

Larkspur Housing- The Larkspur Homeowners Association (HOA) has approved the proposal the 10 foot side setbacks on the lot and the design packet is now with the design review committee for further review, after which bidding will follow. The setback approval applies only to the duplex lot; it does not apply to EM-3, as there is no pending application for that lot.

New Business

The Board discussed how the Wildfire Resiliency Code will apply to the District. Dietrich moved to

approve Resolution 2026-6-1, adopting the 2025 Wildfire Resiliency Code (Version 1.0), excluding all appendices; Perkins seconded. Isaac and Bradley abstained. The motion passed.

Staff provided a high-level explanation of the CBFPD Fire Code, noting that Gunnison County does not adopt a fire code, while the Town of Mt. Crested Butte and the Town of Crested Butte have adopted the 2021 International Fire Code (IFC). Halvorson moved to approve Resolution 2026-6-2, adopting the 2021 International Fire Code, with local amendments, as the fire code of the Crested Butte Fire Protection District; Perkins seconded. Isaac and Bradley abstained. The motion passed.

The Board reviewed a memo regarding capital reallocation for vehicle lifts, included in the meeting packet, which will increase safety for mechanics. The lifts are mobile units, rather than being bolted to the floor, and can be stored out of the way when not in use. Halvorson moved to approve the capital reallocation, with no anticipated impact on the total capital expenditure budget; Dietrich seconded. Isaac and Bradley abstained. The motion passed.

CEO Caffrey, the District's only employee under an employment contract, announced that his contract expires December 31, 2026, and he will not seek renewal in 2027. He provided a letter expressing appreciation for the opportunity to have served and noted that he will notify staff tomorrow. The Board will need to discuss future leadership options. Caffrey also noted that the property at 11 Paradise Road will be sold, and the District has the right of first refusal; notice was given today. Dietrich thanked Caffrey for his service. Dietrich does not recommend filling the CEO position in its current form and suggested the District move toward a more traditional fire service structure.

A work session is scheduled for June 23rd at 5:15 p.m.

Unscheduled Business and Board Member Comments

No unscheduled business or board member comments.

Dietrich moved to adjourn the meeting at 6:34 p.m.; Perkins seconded. The motion passed unanimously.

CRESTED BUTTE FIRE PROTECTION DISTRICT
MINUTES OF REGULAR MEETING
Fire Station 1
300 CR 317 Crested Butte, CO 81224
Tuesday, June 23, 2026 5:15 PM
Approved:

Attendance

Board Members Present: Matt Halvorson, Brittany Perkins, Jack Dietrich, Jeff Isaac, Ryland Bradley
Staff, Volunteers and Public: Sean Caffrey, Annie Tunkey, Jeff Duke, Joe Wonnacott, Robert Weisbaum

The meeting was called to order at 5:23 p.m. by Chairman Halvorson.

Changes to the Agenda

No changes to the agenda were presented.

Update to the proposal from Strategic Government Resources SGR is in the packet and a debt summary was added under the executive session section of the meeting.

Work Session Business

Job Description / Exhibit A for Chief Position

The CEO job description exists as an attachment to the CEO's contract, and both were presented to the Board. Historically, administrative leadership has been separated from the operational side of the district. Staff recommendation is to create a single Chief position responsible for both administrative and operational leadership, reporting directly to the Board. The job description presented reflects minimal changes from the CEO's current duties. The Board discussed the opportunities for changing to a more traditional fire department structure and the likely development of a Deputy Chief position. Chairman Halvorson asked for input on the proposed restructure and stated the Chief position should be responsible for managing the organizational chart. Director Isaac noted the clause in the CEO job description creating a separation between the Board and staff and asked for clarification. The structure is consistent with SDA (Colorado Special District Association) recommendations regarding separation between staff and Board members. The job description will be finalized for consideration and approval at the July 14th regular meeting.

Selection and Hiring Options for Chief Position

The Board discussed hiring options, including the use of a professional recruiting firm or district managed search. The Board discussed what level of support it wants for the posting and selection process and compared the proposals from GMP Consultants and Strategic Government Resources. Additionally, the Board discussed the value of considering internal applicants versus conducting a broader outside search, noting that a wider search could add credibility. Chairman Halvorson stated it is in the district's best interest to open the search to outside candidates; Directors Dietrich, Perkins, Isaac, and Bradley expressed agreement. CEO Caffrey suggested further conversations with both recruiting firms and will develop an internally managed search option. The proposed timeline calls for a kickoff process in late August or early September, with a solid proposal to be brought back for the July 14th meeting.

District debt summary review was presented by CEO Caffrey prior to the executive session.

Executive Session

Motion to enter into executive session pursuant to §24-6-402(4)(a), C.R.S., concerning the purchase, acquisition, lease, transfer, or sale of any real, personal, or other property interest by Chairman Halvorson, seconded by Dietrich. Motion passes unanimously.

Motion to exit executive session by and adjourn by Dietrich, seconded by Perkins. Motion passes unanimously and board adjourned at 6:57pm.

Crested Butte Fire Protection District

BUDGET VS. ACTUALS: CBFPD 2026 ADOPTED - FY26 P&L

January - December 2026

	Actual	Budget	over Budget	Total % of Budget
REVENUE				
4000 Property Tax - General Fund	4,228,545.68	5,807,686.00	-1,579,140.32	72.81 %
4020 Specific Ownership Tax	124,995.45	150,000.00	-25,004.55	83.33 %
4040 Intergovernmental Revenue		25,000.00	-25,000.00	
4100 Ambulance/ EMS Service Fees	183,425.64	340,000.00	-156,574.36	53.95 %
4200 Plan Review Fees	187,565.00	150,000.00	37,565.00	125.04 %
4210 Training Fees	50.00		50.00	
4220 Special Event Fees	136,164.09		136,164.09	
4240 Rental Income	64,479.96	102,050.00	-37,570.04	63.18 %
4260 Vehicle Service Fees	1,000.00		1,000.00	
4300 Impact Fees	15,628.05	25,000.00	-9,371.95	62.51 %
4400 Interest Income	93,672.75	75,000.00	18,672.75	124.90 %
4500 Grant Proceeds	7,500.00	160,000.00	-152,500.00	4.69 %
4600 Contributions / Donations	7,409.00		7,409.00	
4710 Sale of Assets	4,600.00	2,000.00	2,600.00	230.00 %
Unapplied Cash Payment Income	-6,603.93		-6,603.93	
Total Revenue	5,048,431.69	6,836,736.00	-1,788,304.31	73.84 %
GROSS PROFIT	5,048,431.69	6,836,736.00	-1,788,304.31	73.84 %
EXPENDITURES				
5010 (A) Wages - Administration	124,184.04	278,180.00	-153,995.96	44.64 %
5020 (A) Wages - Fire Prevention	257,141.94	404,361.00	-147,219.06	63.59 %
5030 (A) Part-Time / Temp Salaries		5,000.00	-5,000.00	
5040 (A) Housing Stipend	11,800.00	29,900.00	-18,100.00	39.46 %
5060 (A) Payroll Processing Fees	4,156.19	8,000.00	-3,843.81	51.95 %
5130 (A) Medicare Tax	5,216.21	9,969.00	-4,752.79	52.32 %
5140 (A) Social Security Tax	1,701.85	3,863.00	-2,161.15	44.06 %
5150 (A) FPPA Pension - ER	30,792.63	73,175.00	-42,382.37	42.08 %
5160 (A) FAMLII Premium - ER	1,582.81	3,094.00	-1,511.19	51.16 %

			Total	
	Actual	Budget	over Budget	% of Budget
5200 (A) Health Benefits	56,254.03	112,509.00	-56,254.97	50.00 %
5210 (A) EAP Program Fees	470.25	3,500.00	-3,029.75	13.44 %
5260 (A) Workers Compensation Insurance		55,000.00	-55,000.00	
5270 (A) Ski Pass Benefit		6,000.00	-6,000.00	
5290 (A) Health Reimbursement	55,303.79	174,695.00	-119,391.21	31.66 %
5300 (A) Advertising	263.39	5,000.00	-4,736.61	5.27 %
5320 (A) Accounting and Audit Fees	6,756.83	22,500.00	-15,743.17	30.03 %
5330 (E) Ambulance Billing Fees	8,185.87	20,400.00	-12,214.13	40.13 %
5340 (A) Bank Charges	1,034.13	10,000.00	-8,965.87	10.34 %
5341 QB Credit Card/ACH Fees	2,681.80		2,681.80	
Total 5340 (A) Bank Charges	3,715.93	10,000.00	-6,284.07	37.16 %
5360 (A) Board Expenses	1,008.45	3,000.00	-1,991.55	33.62 %
5365 (A) Board Stipends	2,400.00	7,000.00	-4,600.00	34.29 %
5370 (A) Debt Service - Lease Purchase	41,068.38	80,433.00	-39,364.62	51.06 %
5380 (A) Down Payment Assistance		1,500.00	-1,500.00	
5400 (A) Dues & Subscriptions	6,088.49	9,000.00	-2,911.51	67.65 %
5420 (A) Education & Training	10,475.99	20,000.00	-9,524.01	52.38 %
5440 (A) Elections		0.00	0.00	
5460 (A) Fire Prevention & Life Safety	2,582.23	15,000.00	-12,417.77	17.21 %
5500 (A) Insurance - General	63,691.25	65,000.00	-1,308.75	97.99 %
5520 (A) IT Services & Subscriptions	38,559.85	70,000.00	-31,440.15	55.09 %
5540 (A) Legal & Professional	50,051.91	60,000.00	-9,948.09	83.42 %
5550 (A) Meals & Incentives	6,646.49	26,000.00	-19,353.51	25.56 %
5600 (A) Office Supplies & Equipment	3,767.25	22,000.00	-18,232.75	17.12 %
5620 (A) Postage & Shipping	831.16	3,000.00	-2,168.84	27.71 %
5640 (A) Rent	2,615.16	69,600.00	-66,984.84	3.76 %
5640.1 410 Cascadilla Unit A	15,500.00		15,500.00	
5640.4 737 Zeligman St.	25,200.00		25,200.00	
Total 5640 (A) Rent	43,315.16	69,600.00	-26,284.84	62.23 %
5660 (A) Repairs - Buildings	10,586.25	45,000.00	-34,413.75	23.53 %
5670 (A) - Repairs - Rental Units	5,256.13	15,000.00	-9,743.87	35.04 %
5700 (A) Snow Removal	1,422.00	15,000.00	-13,578.00	9.48 %
5720 (A) Telecom - Fixed	272.51	15,000.00	-14,727.49	1.82 %

				Total
	Actual	Budget	over Budget	% of Budget
5760 (A) Travel	13,305.09	22,500.00	-9,194.91	59.13 %
5780 (A) Treasurer's Fee - GF	126,748.14	178,731.00	-51,982.86	70.92 %
5810 (A) Utilities - Rental Units	3,283.79	6,000.00	-2,716.21	54.73 %
5820 (A) Utilities	48,361.48	65,000.00	-16,638.52	74.40 %
5850 (A) Volunteer Pension Contribution		75,000.00	-75,000.00	
5900 (A) Miscellaneous-1		2,000.00	-2,000.00	
6010 (O) Wages - Ops FT	983,159.28	2,259,358.00	-1,276,198.72	43.51 %
6020 (O) Wages - Ops PT	154,200.49	280,000.00	-125,799.51	55.07 %
6040 (O) Housing Stipend	33,100.00	84,500.00	-51,400.00	39.17 %
6060 (O) Unscheduled Overtime	38,602.15	110,061.00	-71,458.85	35.07 %
6070 (O) Training Pay	700.00	5,000.00	-4,300.00	14.00 %
6080 (O) Special Event Pay		1,500.00	-1,500.00	
6090 (O) Volunteer Stipends	6,900.00	30,000.00	-23,100.00	23.00 %
6130 (O) Medicare Tax	15,746.81	38,388.00	-22,641.19	41.02 %
6140 (O) Social Security Tax	10,036.77	19,840.00	-9,803.23	50.59 %
6150 (O) FPPA Pension - ER	126,352.25	308,097.00	-181,744.75	41.01 %
6160 (O) FAMI Premium - ER	4,756.75	11,913.00	-7,156.25	39.93 %
6200 (O) Health Benefits	276,023.04	535,303.00	-259,279.96	51.56 %
6270 (O) Ski Pass Benefit		44,000.00	-44,000.00	
6360 (O) Dispatch Fees	78,169.49	83,000.00	-4,830.51	94.18 %
6420 (O) Education & Training	23,844.43	45,000.00	-21,155.57	52.99 %
6440 (E) EMS Supplies	19,102.77	45,000.00	-25,897.23	42.45 %
6450 (F) Firefighting Supplies	83,830.90	250,000.00	-166,169.10	33.53 %
6460 (O) Fuel	17,685.12	45,000.00	-27,314.88	39.30 %
6480 (O) Hazardous Waste Disposal		2,000.00	-2,000.00	
6550 (O) Meals - Training	2,960.85	10,000.00	-7,039.15	29.61 %
6580 (E) Medical Direction	5,300.00	10,000.00	-4,700.00	53.00 %
6600 (O) Protective Equipment	22,609.87	40,000.00	-17,390.13	56.52 %
6620 (O) Radio & Computer Equipment	4,938.52	35,000.00	-30,061.48	14.11 %
6640 (O) Repairs - Equipment	9,241.60	20,000.00	-10,758.40	46.21 %
6660 (O) Repairs - Vehicles	30,557.70	55,000.00	-24,442.30	55.56 %
6675 (O) Station Supplies	8,153.41	12,000.00	-3,846.59	67.95 %
6680 (E) Service Contracts		30,000.00	-30,000.00	
6710 (O) Responder Incentives	1,409.20	10,000.00	-8,590.80	14.09 %

				Total
	Actual	Budget	over Budget	% of Budget
6720 (O) Telecom - Mobile	4,585.46	20,000.00	-15,414.54	22.93 %
6730 (O) Tools & Hardware	2,287.89	5,000.00	-2,712.11	45.76 %
6750 (O) Training Equipment & Supplies	174.62	8,000.00	-7,825.38	2.18 %
6760 (O) Travel	7,560.94	25,000.00	-17,439.06	30.24 %
6800 (O) Uniforms	15,499.80	30,000.00	-14,500.20	51.67 %
6810 (O) Vehicle Service Expenses	3,863.90		3,863.90	
6820 (O) Wellness & Physicals	485.25	20,000.00	-19,514.75	2.43 %
6900 (O) Miscellaneous	0.00	2,000.00	-2,000.00	0.00 %
Total Expenditures	3,039,087.02	6,645,870.00	-3,606,782.98	45.73 %
NET OPERATING REVENUE	2,009,344.67	190,866.00	1,818,478.67	1,052.75 %
OTHER EXPENDITURES				
8010 Capital Expenditures	590,346.91	1,890,247.50	-1,299,900.59	31.23 %
9010 Transfer to Capital Fund	287,137.50	1,087,137.50	-800,000.00	26.41 %
Total Other Expenditures	877,484.41	2,977,385.00	-2,099,900.59	29.47 %
NET OTHER REVENUE	-877,484.41	-2,977,385.00	2,099,900.59	29.47 %
NET REVENUE	\$1,131,860.26	\$ -2,786,519.00	\$3,918,379.26	-40.62 %

Crested Butte Fire Protection District

Statement of Financial Position

As of Jun 30, 2026

	Total
Assets	
Current Assets	
Bank Accounts	
1000 Operating Checking	410,081.95
1010 BOTW Money Market	304,828.86
1100 COLORTRUST - General Fund	6,506,591.99
1120 COLORTRUST - Debt Proceeds	0.00
1125 COLORTRUST - Housing Fund	1,001,337.82
1130 CSIP Operating	569,597.56
1200 Triplex Lease Purchase	0.00
1520	0.00
Total for Bank Accounts	\$8,792,438.18
Accounts Receivable	
1210 Accounts Receivable- Rent/Fees	167,046.71
1211 Mill Levy Property Tax Receivable	5,623,320.71
1215 Down Payment Assistance Receivable	47,597.88
1250 Property Tax Receivable	0.00
2220 Prepaid Rent Revenue	0.00
Total for Accounts Receivable	\$5,837,965.30
Other Current Assets	
1000.2 Payroll Posting	0.00
1000.3 Clearing Account	0.00
1150 Due from CBFPD Bond Fund	0.00
1255 Accounts Receivable - AUDIT	0.00
1260 Undeposited Funds	0.00
1300 Prepayments	0.00
1310 Security Deposits	5,800.00
Total for Other Current Assets	\$5,800.00
Total for Current Assets	\$14,636,203.48
Fixed Assets	
1520.1 Machinery & Equipment	0.00
1520 Capital Equipment	\$0.00
1520.2 Machinery & Equipment	0.00
Total for 1520 Capital Equipment	\$0.00
Total for Fixed Assets	\$0.00

Crested Butte Fire Protection District

Statement of Financial Position

As of Jun 30, 2026

	Total
Other Assets	
1600 Bond Fund Reimbursables	0.00
Total for Other Assets	\$0.00
Total for Assets	\$14,636,203.48
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 Accounts Payable	0.00
Total for Accounts Payable	\$0.00
Credit Cards	
1050.1 CBFPD Mastercard	19,690.69
Total for Credit Cards	\$19,690.69
Other Current Liabilities	
2005 Accounts Payable- Audit	0.00
2140 Payroll Wages Payable	39,584.77
2150 Payroll Taxes Payable	0.00
2151 Federal Withholding Liability	0.00
2155 FICA / Medicare Payable	0.00
2160 State Withholding Liability	0.00
2170 FPPA Pension Payable	27.33
2180 Garnishment Payable	0.00
2225 Prepaid Rent	8,050.00
2300 Cash Due Vol Pension Fund	0.00
Total for Other Current Liabilities	\$47,662.10
Total for Current Liabilities	\$67,352.79
Long-term Liabilities	
2210 Deferred Property Tax	5,623,320.71
2500.1 Triplex Lease - Purchase	-25,369.61
2500.2 Quint Lease Purchase	-59,463.22
2500 Rental Unit Security Deposits	2,300.00
Total for Long-term Liabilities	\$5,540,787.88
Total for Liabilities	\$5,608,140.67

Crested Butte Fire Protection District

Statement of Financial Position

As of Jun 30, 2026

	Total
Equity	
3000 Opening Balance Equity	0.00
3050 TABOR Reserve	280,000.00
3100 Operating Reserve	1,881,427.00
3150 Restricted for Spann Note Payable	287,137.50
3200 Major Incident Reserve	100,000.00
3250 Down Payment Assistance Fund	180,000.00
3300 Impact Fee {Capital} Reserve	687,308.68
3310 Mt. CB Impact Fee Reserve	0.00
3320 CB Impact Fee Reserve	0.00
3325 Additional Capital Reserve	500,000.00
3330 County Impact Fee Reserve	0.00
3350 Committed Subs Years Budget	0.00
3400 Unrestricted Reserve	2,886,564.73
Net Revenue	2,225,624.90
Total for Equity	\$9,028,062.81
Total for Liabilities and Equity	\$14,636,203.48

Crested Butte Fire Protection District

Expenses by Vendor Summary June 2026

	Total
5b's Bbq	2,683.67
Acid Remap LLC	750.00
ADP	369.75
Al's Backhoe Service	575.00
Alerus	1,400.24
All Data Automotive Intelligence	214.06
Amazon	915.67
Amazon Web Services	14.18
Ambulance Medical Billing	2,165.11
Apex Motorworks	1,050.00
AT&T	544.90
ATMOS Energy	887.10
AV-TECH Electronics	1,053.75
BMO	168.54
BND Batteries	154.95
Bound Tree Medical	2,262.39
Buckhorn Ranch Assoc.	452.49
Bud's Signs	230.00
Butte Burgers	152.89
Camp 4 Coffee	331.28
CEBT	97,874.05
CenturyLink	82.81
Chopwood Mercantile	1,848.53
Clark's Market	176.70
Clips and Fasteners	196.37
CoDFPC - Colorado Division of Fire Prevention and Control	161.33
Colorado Division of Oil and Public Safety	30.00
Colorado Firefighter Heart & Cancer Benefits Trust	14,962.00
Colorado Special Districts Property & Liability Pool	39,082.00
Colorado State Fire Chiefs	1,835.00
Contexture	1,125.00
Country Inn Salina	172.89
Crested Butte Ace Hardware	1,230.73
Crested Butte Auto Repair	1,151.23
Crested Butte News	194.40
Crested Butte South Metro District	338.75

Crested Butte Fire Protection District

Expenses by Vendor Summary June 2026

	Total
Crutchfield	539.89
Daniels College of Business	8,400.00
Dina Ferrante	300.00
E&M Equipment, LLC	27,320.00
Electrolux	65.10
Employers Council	5,392.99
ESO	591.06
Evite	68.99
Expedia	797.96
Exxon Mobil	3,095.31
Fastenal	196.35
Gas Cafe	647.54
GCEA	2,196.03
Gobin's, Inc.	86.27
GoDaddy	86.76
Goldman Sachs	0.00
Government Finance Officers Assoc.	250.00
Gunnison Muffler & Pipe	1,901.40
Guru Importer	10.00
Hartman Brothers, Inc.	293.60
Henry Schein	1,744.67
Home Depot	1,095.00
HVM Security	420.00
ID Zone	110.77
IKON Fire, LLC	2,013.29
Jayson Simons Jones	3,000.00
Land's End Business	113.51
Life Assist	2,025.00
Locality Media Inc	2,033.92
Lyons Gaddis	536.00
Mcgills	54.89
Microsoft	443.24
Mohawk Lifts LLC	56,230.28
Montrose Water Factory	187.35
Monty's Auto Parts	587.15
Mt. Crested Butte Water& Sanitation	140.14
Northwest Parkway LLC	9.75

Crested Butte Fire Protection District

Expenses by Vendor Summary June 2026

	Total
Paper Clip	298.49
Paradise Cafe	104.90
Parking (Generic)	50.00
Penguin Pest Control	118.00
Perkins Motor Company, Inc.	2,063.90
QuickBooks Payments	477.69
Respond First Aid Systems	149.85
Restaurant (Generic)	377.18
ROI	439.00
SatCom Global	114.42
Schaeffer's Specialized Lubricants	1,755.48
Secret Stash	195.00
Shay Krier MD	600.00
Smash Balloon	98.00
SMG Fire Consulting, LLC	3,250.00
Sonic Wall	486.56
Spectrum	265.98
Stanford Computer & Technical Services LLC	680.00
Starlink	55.00
State of Colorado	39.62
Stryker Medical	739.14
Thai Smile	121.68
The Copper Owl Design Co.	148.00
Thoroughbred Performance Products Inc.	155.13
Toad Property Management	106.99
Town of Crested Butte	152.16
ULINE	2,730.54
UMR	10,313.88
US Drone Supply	7,419.98
Valmont Larson	87,097.00
Verizon	80.26
Visionary Broadband	83.04
Waste Management	-230.92
Whiteout Snow Removal	2,117.18
Whiterock Realty, LLC	4,200.00
Witmer Public Safety Group, Inc.	-408.08
Wufoo	399.00

Crested Butte Fire Protection District

Expenses by Vendor Summary
June 2026

		Total
Not specified		260,949.84
TOTAL		\$687,615.86

Crested Butte Fire Protection District

Transaction Report
June 2026

Distribution account	Transaction date	Transaction type	Num	Name	Description	Full name	Item split account	Amount	Balance
5010 (A) Wages - Administration	06/02/2026	Journal Entry	858		Regular Earnings	5010 (A) Wages - Administration		10,348.67	10,348.67
5010 (A) Wages - Administration	06/03/2026	Journal Entry	859			5010 (A) Wages - Administration		0.00	10,348.67
5010 (A) Wages - Administration	06/17/2026	Journal Entry	863			5010 (A) Wages - Administration		0.00	10,348.67
5010 (A) Wages - Administration	06/17/2026	Journal Entry	864		Regular Earnings	5010 (A) Wages - Administration		10,348.67	20,697.34
5020 (A) Wages - Fire Prevention	06/02/2026	Journal Entry	858		Fire Prevention	5020 (A) Wages - Fire Prevention		10,254.43	30,951.77
5020 (A) Wages - Fire Prevention	06/17/2026	Journal Entry	864		Fire Prevention	5020 (A) Wages - Fire Prevention		10,541.56	41,493.33
5030 (A) Part-Time / Temp Salaries	06/03/2026	Journal Entry	859			5030 (A) Part-Time / Temp Salaries		0.00	41,493.33
5030 (A) Part-Time / Temp Salaries	06/17/2026	Journal Entry	863			5030 (A) Part-Time / Temp Salaries		0.00	41,493.33
5040 (A) Housing Stipend	06/02/2026	Journal Entry	858		Housing2	5040 (A) Housing Stipend		150.00	41,643.33
5040 (A) Housing Stipend	06/02/2026	Journal Entry	858		Housing3	5040 (A) Housing Stipend		800.00	42,443.33
5040 (A) Housing Stipend	06/17/2026	Journal Entry	864		Housing2	5040 (A) Housing Stipend		150.00	42,593.33
5040 (A) Housing Stipend	06/17/2026	Journal Entry	864		Housing3	5040 (A) Housing Stipend		800.00	43,393.33
5050 (A) Overtime	06/03/2026	Journal Entry	859			5050 (A) Overtime		0.00	43,393.33
5050 (A) Overtime	06/17/2026	Journal Entry	863			5050 (A) Overtime		0.00	43,393.33
5130 (A) Medicare Tax	06/02/2026	Journal Entry	858		Employer Medicare Tax	5130 (A) Medicare Tax		272.26	43,665.59
5130 (A) Medicare Tax	06/03/2026	Journal Entry	859			5130 (A) Medicare Tax		0.00	43,665.59
5130 (A) Medicare Tax	06/17/2026	Journal Entry	863			5130 (A) Medicare Tax		0.00	43,665.59
5130 (A) Medicare Tax	06/17/2026	Journal Entry	864		Employer Medicare Tax	5130 (A) Medicare Tax		276.25	43,941.84
5140 (A) Social Security Tax	06/02/2026	Journal Entry	858		Employer Social Security Tax	5140 (A) Social Security Tax		149.68	44,091.52
5140 (A) Social Security Tax	06/03/2026	Journal Entry	859			5140 (A) Social Security Tax		0.00	44,091.52
5140 (A) Social Security Tax	06/17/2026	Journal Entry	863			5140 (A) Social Security Tax		0.00	44,091.52
5150 (A) FPPA Pension - ER	06/02/2026	Journal Entry	858		ER AD&D CORRECT	5150 (A) FPPA Pension - ER		323.18	44,414.70
5150 (A) FPPA Pension - ER	06/02/2026	Journal Entry	858		ER PENSION CONT	5150 (A) FPPA Pension - ER		2,248.30	46,663.00
5150 (A) FPPA Pension - ER	06/03/2026	Journal Entry	859			5150 (A) FPPA Pension - ER		0.00	46,663.00
5150 (A) FPPA Pension - ER	06/17/2026	Journal Entry	863			5150 (A) FPPA Pension - ER		0.00	46,663.00
5150 (A) FPPA Pension - ER	06/17/2026	Journal Entry	864		ER AD&D CORRECT	5150 (A) FPPA Pension - ER		324.93	46,987.93
5150 (A) FPPA Pension - ER	06/17/2026	Journal Entry	864		ER PENSION CONT	5150 (A) FPPA Pension - ER		2,257.97	49,245.90
5160 (A) FAMLI Premium - ER	06/02/2026	Journal Entry	858		CO FAMLI - ER	5160 (A) FAMLI Premium - ER		82.61	49,328.51
5160 (A) FAMLI Premium - ER	06/17/2026	Journal Entry	864		CO FAMLI - ER	5160 (A) FAMLI Premium - ER		83.83	49,412.34
5200 (A) Health Benefits	06/02/2026	Journal Entry	858		Voluntary Life Contribution	5200 (A) Health Benefits		-75.11	49,337.23
5200 (A) Health Benefits	06/17/2026	Journal Entry	864		Voluntary Life Contribution	5200 (A) Health Benefits		-75.11	49,262.12
5290 (A) Health Reimbursement	06/10/2026	Check	614		Health Reimbursement	5290 (A) Health Reimbursement	Operating Checking	55.00	49,317.12
6010 (O) Wages - Ops FT	06/02/2026	Journal Entry	858		HOLIDAY	6010 (O) Wages - Ops FT		5,624.56	54,941.68
6010 (O) Wages - Ops FT	06/02/2026	Journal Entry	858		MISCELLANEOUS	6010 (O) Wages - Ops FT		514.96	55,456.64
6010 (O) Wages - Ops FT	06/02/2026	Journal Entry	858		Overtime Earnings	6010 (O) Wages - Ops FT		5,702.34	61,158.98
6010 (O) Wages - Ops FT	06/02/2026	Journal Entry	858		Regular Earnings	6010 (O) Wages - Ops FT		73,390.01	134,548.99
6010 (O) Wages - Ops FT	06/02/2026	Journal Entry	858		SICK	6010 (O) Wages - Ops FT		859.92	135,408.91

Crested Butte Fire Protection District

Transaction Report
June 2026

Distribution account	Transaction date	Transaction type	Num	Name	Description	Full name	Item split account	Amount	Balance
6010 (O) Wages - Ops FT	06/02/2026	Journal Entry	858		VACATION	6010 (O) Wages - Ops FT		1,642.32	137,051.23
6010 (O) Wages - Ops FT	06/03/2026	Journal Entry	859			6010 (O) Wages - Ops FT		0.00	137,051.23
6010 (O) Wages - Ops FT	06/17/2026	Journal Entry	863			6010 (O) Wages - Ops FT		0.00	137,051.23
6010 (O) Wages - Ops FT	06/17/2026	Journal Entry	864		Overtime Earnings	6010 (O) Wages - Ops FT		5,882.10	142,933.33
6010 (O) Wages - Ops FT	06/17/2026	Journal Entry	864		Regular Earnings	6010 (O) Wages - Ops FT		72,195.61	215,128.94
6010 (O) Wages - Ops FT	06/17/2026	Journal Entry	864		SICK	6010 (O) Wages - Ops FT		1,894.52	217,023.46
6010 (O) Wages - Ops FT	06/17/2026	Journal Entry	864		VACATION	6010 (O) Wages - Ops FT		3,977.56	221,001.02
6020 (O) Wages - Ops PT	06/02/2026	Journal Entry	858		HOLIDAY	6020 (O) Wages - Ops PT		544.00	221,545.02
6020 (O) Wages - Ops PT	06/02/2026	Journal Entry	858		Regular Earnings	6020 (O) Wages - Ops PT		9,704.00	231,249.02
6020 (O) Wages - Ops PT	06/03/2026	Journal Entry	859			6020 (O) Wages - Ops PT		0.00	231,249.02
6020 (O) Wages - Ops PT	06/09/2026	Check	37403	Abby D. Thompson	Lost Check from ADP reimbursement Payroll 10/19-11/1/2025	6020 (O) Wages - Ops PT	Operating Checking	157.15	231,406.17
6020 (O) Wages - Ops PT	06/17/2026	Journal Entry	863			6020 (O) Wages - Ops PT		0.00	231,406.17
6020 (O) Wages - Ops PT	06/17/2026	Journal Entry	864		Regular Earnings	6020 (O) Wages - Ops PT		5,891.75	237,297.92
6030 (O) On-Call Pay	06/03/2026	Journal Entry	859			6030 (O) On-Call Pay		0.00	237,297.92
6030 (O) On-Call Pay	06/17/2026	Journal Entry	863			6030 (O) On-Call Pay		0.00	237,297.92
6040 (O) Housing Stipend	06/02/2026	Journal Entry	858		Housing1	6040 (O) Housing Stipend		500.00	237,797.92
6040 (O) Housing Stipend	06/02/2026	Journal Entry	858		Housing2	6040 (O) Housing Stipend		1,050.00	238,847.92
6040 (O) Housing Stipend	06/02/2026	Journal Entry	858		Housing3	6040 (O) Housing Stipend		1,400.00	240,247.92
6040 (O) Housing Stipend	06/17/2026	Journal Entry	864		Housing1	6040 (O) Housing Stipend		500.00	240,747.92
6040 (O) Housing Stipend	06/17/2026	Journal Entry	864		Housing2	6040 (O) Housing Stipend		1,050.00	241,797.92
6040 (O) Housing Stipend	06/17/2026	Journal Entry	864		Housing3	6040 (O) Housing Stipend		1,400.00	243,197.92
6060 (O) Unscheduled Overtime	06/03/2026	Journal Entry	859			6060 (O) Unscheduled Overtime		0.00	243,197.92
6060 (O) Unscheduled Overtime	06/17/2026	Journal Entry	863			6060 (O) Unscheduled Overtime		0.00	243,197.92
6060 (O) Unscheduled Overtime	06/17/2026	Journal Entry	864		OVERTIME UNSCH	6060 (O) Unscheduled Overtime		707.52	243,905.44
6070 (O) Training Pay	06/03/2026	Journal Entry	859			6070 (O) Training Pay		0.00	243,905.44
6070 (O) Training Pay	06/17/2026	Journal Entry	863			6070 (O) Training Pay		0.00	243,905.44
6080 (O) Special Event Pay	06/03/2026	Journal Entry	859			6080 (O) Special Event Pay		0.00	243,905.44
6080 (O) Special Event Pay	06/17/2026	Journal Entry	863			6080 (O) Special Event Pay		0.00	243,905.44
6090 (O) Volunteer Stipends	06/03/2026	Journal Entry	861		Regular Earnings	6090 (O) Volunteer Stipends		2,400.00	246,305.44
6130 (O) Medicare Tax	06/02/2026	Journal Entry	858		Employer Medicare Tax	6130 (O) Medicare Tax		1,287.17	247,592.61
6130 (O) Medicare Tax	06/03/2026	Journal Entry	859			6130 (O) Medicare Tax		0.00	247,592.61
6130 (O) Medicare Tax	06/03/2026	Journal Entry	861		CO FAMILI - ER	6130 (O) Medicare Tax		34.80	247,627.41
6130 (O) Medicare Tax	06/17/2026	Journal Entry	863			6130 (O) Medicare Tax		0.00	247,627.41
6130 (O) Medicare Tax	06/17/2026	Journal Entry	864		Employer Medicare Tax	6130 (O) Medicare Tax		1,186.05	248,813.46
6140 (O) Social Security Tax	06/02/2026	Journal Entry	858		Employer Social Security Tax	6140 (O) Social Security Tax		635.38	249,448.84
6140 (O) Social Security Tax	06/03/2026	Journal Entry	859			6140 (O) Social Security Tax		0.00	249,448.84

Crested Butte Fire Protection District

Transaction Report
June 2026

Distribution account	Transaction date	Transaction type	Num	Name	Description	Full name	Item split account	Amount	Balance
6140 (O) Social Security Tax	06/03/2026	Journal Entry	861		CO FAMLI - ER	6140 (O) Social Security Tax		148.80	249,597.64
6140 (O) Social Security Tax	06/17/2026	Journal Entry	863			6140 (O) Social Security Tax		0.00	249,597.64
6140 (O) Social Security Tax	06/17/2026	Journal Entry	864		Employer Social Security Tax	6140 (O) Social Security Tax		365.29	249,962.93
6150 (O) FPPA Pension - ER	06/02/2026	Journal Entry	858		ER AD&D CORRECT	6150 (O) FPPA Pension - ER		1,695.68	251,658.61
6150 (O) FPPA Pension - ER	06/02/2026	Journal Entry	858		ER PENSION CONT	6150 (O) FPPA Pension - ER		9,594.11	261,252.72
6150 (O) FPPA Pension - ER	06/03/2026	Journal Entry	859			6150 (O) FPPA Pension - ER		0.00	261,252.72
6150 (O) FPPA Pension - ER	06/17/2026	Journal Entry	863			6150 (O) FPPA Pension - ER		0.00	261,252.72
6150 (O) FPPA Pension - ER	06/17/2026	Journal Entry	864		ER AD&D CORRECT	6150 (O) FPPA Pension - ER		1,628.64	262,881.36
6150 (O) FPPA Pension - ER	06/17/2026	Journal Entry	864		ER PENSION CONT	6150 (O) FPPA Pension - ER		9,234.48	272,115.84
6160 (O) FAMLI Premium - ER	06/02/2026	Journal Entry	858		CO FAMLI - ER	6160 (O) FAMLI Premium - ER		390.59	272,506.43
6160 (O) FAMLI Premium - ER	06/03/2026	Journal Entry	861		CO FAMLI - ER	6160 (O) FAMLI Premium - ER		10.56	272,516.99
6160 (O) FAMLI Premium - ER	06/17/2026	Journal Entry	864		CO FAMLI - ER	6160 (O) FAMLI Premium - ER		359.88	272,876.87
6440 (E) EMS Supplies	06/26/2026	Deposit		RMBL	RMBL payment for Epi-pens	6440 (E) EMS Supplies	BOTW Money Market	-2,025.00	270,851.87
6675 (O) Station Supplies	06/12/2026	Deposit			Transfer from CBFPD Bond Checking to CBFPD Operating account to reimburse station supplies Goulding Draw -June 2026	6675 (O) Station Supplies	Operating Checking	-10,000.00	260,851.87
6800 (O) Uniforms	06/16/2026	Check	37409	Clare Charsley-Groffman	Uniform Reimbursment	6800 (O) Uniforms	Operating Checking	97.97	260,949.84
Total for --								\$260,949.84	
TOTAL								\$260,949.84	

Crested Butte Fire Protection District

Profit and Loss

January 1-June 30, 2026

	TOTAL
Income	
4010 Property Tax - Capital Fund	1,224,520.05
4020 Specific Ownership Tax	35,700.64
4100.2 Interest Income (Capital)	96,725.68
4100.3 Interest Income (Bond)	8,246.92
Total for Income	\$1,365,193.29
Gross Profit	\$1,365,193.29
Expenses	
5200 Hard Costs	\$71,570.51
5201 Fire Station	1,485,367.64
5202 SAR Building	180,906.36
5204 Sitework	79,309.63
5205 Training Building	9,183.17
Total for 5200 Hard Costs	\$1,826,337.31
5300 Land	287,137.50
5400 Soft Costs	76,245.79
5780 Treasure's Fee - CF	36,539.57
5790.2 Bank Charges (Capital)	62.89
5790.3 Bank Charges (Bond)	30.00
5795 Bond Int	488,350.00
Total for Expenses	\$2,714,703.06
Net Operating Income	-\$1,349,509.77
Other Income	
8000 Transfer from CBFPD	587,137.50
Total for Other Income	\$587,137.50
Other Expenses	
9000 Interfund Transfer	297,137.50
9001 Transfer to CBFPD	1,300,000.00
Total for Other Expenses	\$1,597,137.50
Net Other Income	-\$1,010,000.00
Net Income	-\$2,359,509.77

Crested Butte Fire Protection District

Balance Sheet

As of Jun 30, 2026

	TOTAL
Assets	
Current Assets	
Bank Accounts	
1000.3 Clearing Account	0.00
1000 Checking	303,312.34
1010 Money Market	21,137.87
1020 COLOTrust Arbitrage Rebate	1,697,864.97
1050 CSIP Investment Account - Bond Payment	1,130,957.04
1051 Colotrust Account- Multi-Year Land Purchase	1,242,037.14
1100 CSIP Investment Account - Proceeds	368,822.67
Total for Bank Accounts	\$4,764,132.03
Accounts Receivable	
1211 Mill Levy Property Tax Receivable	1,628,307.00
Total for Accounts Receivable	\$1,628,307.00
Other Current Assets	
1260 Capital Accrued Interest- CSIP	0.00
1520 Bond Cash with County Treasurer	0.00
2010 Due to CBFPD Operating Account	20,000.00
Total for Other Current Assets	\$20,000.00
Total for Current Assets	\$6,412,439.03
Total for Assets	\$6,412,439.03
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 Accounts Payable (A/P)	0.00
2005 Accounts Payable- AUDIT	0.00
2006 Retainage Payable	440,512.02
Total for Accounts Payable	\$440,512.02
Total for Current Liabilities	\$440,512.02
Long-term Liabilities	
2210 Deferred Property Tax	1,628,307.00
Total for Long-term Liabilities	\$1,628,307.00
Total for Liabilities	\$2,068,819.02
Equity	
1900 Interfund Balance	
1900.2 Capital Interfund Balance	0.00
1900.3 Bond Interfund Balance	0.00
Total for 1900 Interfund Balance	\$0.00
3000.3 Bond Opening balance equity	0.00
3100 Restricted for Capital Projects	27,267,001.55
3103 Bond Restricted for Debt Service	256,422.73
3150.3 Bond Restricted Spann Note Payable	0.00

Crested Butte Fire Protection District

Balance Sheet

As of Jun 30, 2026

	TOTAL
3150 Restricted Spann Note Payable	1,820,937.50
Retained Earnings	-22,641,232.00
Net Income	-2,359,509.77
Total for Equity	\$4,343,620.01
Total for Liabilities and Equity	\$6,412,439.03

Crested Butte Fire Protection District

Expenses by Vendor Summary

January 1-June 30, 2026

	TOTAL
Airpro	2,285.00
All Seasons	2,839.84
Audio Video Experts	6,560.95
Blackjack Garage Door	5,280.00
Blythe Group + co	9,615.23
BOK Financial	488,350.00
Bowman Consulting Group, Ltd	12,256.50
Clean Designs	2,103.00
CMT Technical Services	128.50
Complete Wireless Technologies	2,848.50
Crested Butte Search and Rescue	10,000.00
Crutchfield Business	2,618.44
Deer Creek Blinds, Shades and Shutters	12,250.71
Derksen Portable Building	7,276.50
FCI Constructors, Inc.	2,156,333.34
Goulding Development Advisors	40,530.84
Gunnison County	-5,186.30
JVA, Inc	0.00
Lumen	50,280.90
ProSpace	6,153.19
Resource Engineering Group	24,651.97
Rocky Mountain Steel, Inc.	2,385.00
Stanford Computer & Technical Services LCC	9,225.00
Town of Crested Butte	25,166.27
Virgil & Lee Spann Ranches, Inc	287,137.50
Not specified	1,150,749.68
TOTAL	\$4,311,840.56

Crested Butte Fire Protection District

Transaction Report
January 1-June 30, 2026

DISTRIBUTION ACCOUNT	TRANSACTION DATE	TRANSACTION TYPE	NUM	NAME	DESCRIPTION	FULL NAME	ITEM SPLIT ACCOUNT	AMOUNT	BALANCE
5201 Fire Station	01/01/2026	Journal Entry	123125-3R		RECORD PAYABLES DRAW #55-FCI	5200 Hard Costs:5201 Fire Station		-376,769.92	-376,769.92
5202 SAR Building	01/01/2026	Journal Entry	123125-3R		RECORD PAYABLES DRAW #55-FCI	5200 Hard Costs:5202 SAR Building		-64,680.57	-441,450.49
5204 Sitework	01/01/2026	Journal Entry	123125-3R		RECORD PAYABLES DRAW #55-FCI	5200 Hard Costs:5204 Sitework		-18,394.31	-459,844.80
5400 Soft Costs	01/01/2026	Journal Entry	123125-3R		RECORD PAYABLES DRAW #55-Goulding	5400 Soft Costs		-10,638.08	-470,482.88
5400 Soft Costs	01/01/2026	Journal Entry	123125-3R		RECORD PAYABLES DRAW #55-Bowman	5400 Soft Costs		-12,256.50	-482,739.38
5400 Soft Costs	01/01/2026	Journal Entry	123125-3R		RECORD PAYABLES DRAW #55-Lumen	5400 Soft Costs		-280.90	-483,020.28
5780 Treasure's Fee - CF	01/31/2026	Journal Entry	213			5780 Treasure's Fee - CF		3,281.80	-479,738.48
5780 Treasure's Fee - CF	02/28/2026	Journal Entry	219			5780 Treasure's Fee - CF		30,739.37	-448,999.11
5780 Treasure's Fee - CF	03/31/2026	Journal Entry	225			5780 Treasure's Fee - CF		8,633.57	-440,365.54
5780 Treasure's Fee - CF	04/30/2026	Journal Entry	228			5780 Treasure's Fee - CF		27,321.95	-413,043.59
5780 Treasure's Fee - CF	05/31/2026	Journal Entry	231			5780 Treasure's Fee - CF		-33,437.12	-446,480.71
5790.2 Bank Charges (Capital)	01/22/2026	Expense		BMO	ACCOUNT ANALYSIS FEE ACCT ANALYSIS SERV CHG	5790.2 Bank Charges (Capital)	Checking	39.40	-446,441.31
5790.2 Bank Charges (Capital)	02/23/2026	Expense		BMO	ACCOUNT ANALYSIS FEE ACCT ANALYSIS SERV CHG	5790.2 Bank Charges (Capital)	Checking	23.49	-446,417.82
5790.3 Bank Charges (Bond)	05/29/2026	Expense		BMO	Wire Transfer Fee	5790.3 Bank Charges (Bond)	Money Market	30.00	-446,387.82
9000 Interfund Transfer	01/05/2026	Journal Entry	210		TRANSFER TO CBFPD MONEY MARKET ACCOUNT SPANN PAYMENT 2026	9000 Interfund Transfer		287,137.50	-159,250.32
9000 Interfund Transfer	06/12/2026	Journal Entry	232		Transfer from CBFPPD Bond Account to reimburse station supplies	9000 Interfund Transfer		10,000.00	-149,250.32
9001 Transfer to CBFPD	03/02/2026	Journal Entry	221		Transfer to Operating Money Market Account	9001 Transfer to CBFPD		300,000.00	150,749.68
9001 Transfer to CBFPD	06/17/2026	Journal Entry	063026-1		TRANSFER TO HOUSING FUND CBFPD	9001 Transfer to CBFPD		1,000,000.00	1,150,749.68
Total for --								\$1,150,749.68	
TOTAL								\$1,150,749.68	



Customer Service
PO Box 11813
Harrisburg, PA 17108-1813

ACCOUNT STATEMENT

Crested Butte Fire Protection District

For the Month Ending
June 30, 2026

Client Management Team

Stefani VonHoltum-Niesent

Director
950 17th Street
Denver, CO 80202
720-990-3408

Contents

Cover/Disclosures
Summary Statement
Individual Accounts

Accounts included in Statement

2210106001	Crested Butte Fire Protection District
2210106002	Operating Account Fund
2210106003	Bond Payment Fund

Important Messages

CSIP will be closed on 07/03/2026 for Independence Day (observed).

CRESTED BUTTE FIRE PROTECTION DISTRICT
SEAN CAFFREY
P.O. BOX 1009
CRESTED BUTTE, CO 81224

Online Access www.csipinvest.com

Customer Service 1-855-274-7468



Account Statement

For the Month Ending **June 30, 2026**

Important Disclosures

This statement is for general information purposes only and is not intended to provide specific advice or recommendations. PFM Asset Management ("PFMAM") is a division of U.S. Bancorp Asset Management, Inc. ("USBAM"), a SEC-registered investment adviser. USBAM is direct subsidiary of U.S. Bank National Association ("U.S. Bank") and an indirect subsidiary of U.S. Bancorp. U.S. Bank is not responsible for and does not guarantee the products, services or performance of PFMAM. PFMAM maintains a written disclosure statement of our background and business experience. If you would like to receive a copy of our current disclosure statement, please contact Service Operations at the address below.

Proxy Voting PFMAM does not normally receive proxies to vote on behalf of its clients. However, it does on occasion receive consent requests. In the event a consent request is received the portfolio manager contacts the client and then proceeds according to their instructions. PFMAM's Proxy Voting Policy is available upon request by contacting Service Operations at the address below.

Questions About an Account PFMAM's monthly statement is intended to detail our investment advisory activity as well as the activity of any accounts held by clients in pools that are managed by PFMAM. The custodian bank maintains the control of assets and executes (i.e., settles) all investment transactions. The custodian statement is the official record of security and cash holdings and transactions. PFMAM recognizes that clients may use these reports to facilitate record keeping and that the custodian bank statement and the PFMAM statement should be reconciled and differences resolved. Many custodians use a settlement date basis which may result in the need to reconcile due to a timing difference.

Account Control PFMAM does not have the authority to withdraw funds from or deposit funds to the custodian outside the scope of services provided by PFMAM. Our clients retain responsibility for their internal accounting policies; implementing and enforcing internal controls and generating ledger entries or otherwise recording transactions.

Market Value Generally, PFMAM's market prices are derived from closing bid prices as of the last business day of the month as supplied by ICE Data Services. There may be differences in the values shown for investments due to accrued but uncollected income and the use of differing valuation sources and methods. Non-negotiable FDIC-insured bank certificates of deposit are priced at par. Although PFMAM believes the prices to be reliable, the values of the securities may not represent the prices at which the securities could have been bought or sold. Explanation of the valuation methods for a registered investment company or local government investment program is contained in the appropriate fund offering documentation or information statement.

Amortized Cost The original cost of the principal of the security is adjusted for the amount of the periodic reduction of any discount or premium from the purchase date until the date of the report. Discount or premium with respect to short term securities (those with less than one year to maturity at time of issuance) is amortized on a straightline basis. Such discount or premium with respect to longer term securities is amortized using the constant yield basis.

Important Disclosures

Tax Reporting Cost data and realized gains / losses are provided for informational purposes only. Please review for accuracy and consult your tax advisor to determine the tax consequences of your security transactions. PFMAM does not report such information to the IRS or other taxing authorities and is not responsible for the accuracy of such information that may be required to be reported to federal, state or other taxing authorities.

Financial Situation In order to better serve you, PFMAM should be promptly notified of any material change in your investment objective or financial situation.

Callable Securities Securities subject to redemption prior to maturity may be redeemed in whole or in part before maturity, which could affect the yield represented.

Portfolio The securities in this portfolio, including shares of mutual funds, are not guaranteed or otherwise protected by PFMAM, the FDIC (except for certain non-negotiable certificates of deposit) or any government agency. Investment in securities involves risks, including the possible loss of the amount invested. Actual settlement values, accrued interest, and amortized cost amounts may vary for securities subject to an adjustable interest rate or subject to principal paydowns. Any changes to the values shown may be reflected within the next monthly statement's beginning values.

Rating Information provided for ratings is based upon a good faith inquiry of selected sources, but its accuracy and completeness cannot be guaranteed.

Shares of some local government investment programs and TERM funds are distributed by representatives of USBAM's affiliate, U.S. Bancorp Investments, Inc. which is registered with the SEC as a broker/dealer and is a member of the Financial Industry Regulatory Authority ("FINRA") and the Municipal Securities Rulemaking Board ("MSRB"). You may reach the FINRA by calling the FINRA Hotline at 1-800-289-9999 or at the FINRA website address <https://www.finra.org/investors/investor-contacts>. A brochure describing the FINRA Regulation Public Disclosure Program is also available from FINRA upon request.

Key Terms and Definitions

Dividends on local government investment program funds consist of interest earned, plus any discount ratably amortized to the date of maturity, plus all realized gains and losses on the sale of securities prior to maturity, less ratably amortization of any premium and all accrued expenses to the fund. Dividends are accrued daily and may be paid either monthly or quarterly. The monthly earnings on this statement represent the estimated dividend accrued for the month for any program that distributes earnings on a quarterly basis. There is no guarantee that the estimated amount will be paid on the actual distribution date.

Current Yield is the net change, exclusive of capital changes and income other than investment income, in the value of a hypothetical fund account with a balance of one share over the seven-day base period including the statement date, expressed as a percentage of the value of one share (normally \$1.00 per share) at the beginning of the seven-day period. This resulting net change in account value is then annualized by multiplying it by

365 and dividing the result by 7. The yields quoted should not be considered a representation of the yield of the fund in the future, since the yield is not fixed. **Average maturity** represents the average maturity of all securities and investments of a portfolio, determined by multiplying the par or principal value of each security or investment by its maturity (days or years), summing the products, and dividing the sum by the total principal value of the portfolio. The stated maturity date of mortgage backed or callable securities are used in this statement. However the actual maturity of these securities could vary depending on the level or prepayments on the underlying mortgages or whether a callable security has or is still able to be called.

Monthly distribution yield represents the net change in the value of one share (normally \$1.00 per share) resulting from all dividends declared during the month by a fund expressed as a percentage of the value of one share at the beginning of the month. This resulting net change is then annualized by multiplying it by 365 and dividing it by the number of calendar days in the month.

YTM at Cost The yield to maturity at cost is the expected rate of return, based on the original cost, the annual interest receipts, maturity value and the time period from purchase date to maturity, stated as a percentage, on an annualized basis.

YTM at Market The yield to maturity at market is the rate of return, based on the current market value, the annual interest receipts, maturity value and the time period remaining until maturity, stated as a percentage, on an annualized basis.

Managed Account A portfolio of investments managed discretely by PFMAM according to the client's specific investment policy and requirements. The investments are directly owned by the client and held by the client's custodian.

Unsettled Trade A trade which has been executed however the final consummation of the security transaction and payment has not yet taken place.

Please review the detail pages of this statement carefully. If you think your statement is wrong, missing account information, or if you need more information about a transaction, please contact PFMAM within 60 days of receipt. If you have other concerns or questions regarding your account, or to request an updated copy of PFMAM's current disclosure statement, please contact a member of your client management team at PFMAM Service Operations at the address below.

PFM Asset Management
Attn: Service Operations
213 Market Street
Harrisburg, PA 17101

NOT FDIC INSURED

NO BANK GUARANTEE

MAY LOSE VALUE



Consolidated Summary Statement

Account Statement

For the Month Ending **June 30, 2026**

Crested Butte Fire Protection District

Portfolio Summary

Portfolio Holdings	Cash Dividends and Income	Closing Market Value	Current Yield
CSIP LGIP	7,427.09	2,069,377.27	3.74 %
Total	\$7,427.09	\$2,069,377.27	

Investment Allocation

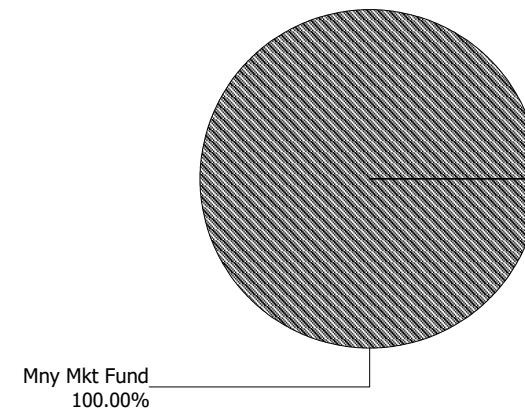
Investment Type	Closing Market Value	Percent
Money Market Mutual Fund	2,069,377.27	100.00
Total	\$2,069,377.27	100.00%

Maturity Distribution (Fixed Income Holdings)

Portfolio Holdings	Closing Market Value	Percent
Under 30 days	2,069,377.27	100.00
31 to 60 days	0.00	0.00
61 to 90 days	0.00	0.00
91 to 180 days	0.00	0.00
181 days to 1 year	0.00	0.00
1 to 2 years	0.00	0.00
2 to 3 years	0.00	0.00
3 to 4 years	0.00	0.00
4 to 5 years	0.00	0.00
Over 5 years	0.00	0.00
Total	\$2,069,377.27	100.00%

Weighted Average Days to Maturity **1**

Sector Allocation





Consolidated Summary Statement

Account Statement

For the Month Ending **June 30, 2026**

Crested Butte Fire Protection District

Account Number	Account Name	Opening Market Value	Purchases / Deposits	Redemptions / Sales/ Maturities	Unsettled Trades	Change in Value	Closing Market Value	Cash Dividends and Income
2210106001	Crested Butte Fire Protection District	1,665,516.72	3,305.95	(1,300,000.00)	0.00	0.00	368,822.67	3,305.95
2210106002	Operating Account Fund	567,860.59	1,736.97	0.00	0.00	0.00	569,597.56	1,736.97
2210106003	Bond Payment Fund	378,572.87	752,384.17	0.00	0.00	0.00	1,130,957.04	2,384.17
Total		\$2,611,950.18	\$757,427.09	(\$1,300,000.00)	\$0.00	\$0.00	\$2,069,377.27	\$7,427.09



Account Statement - Transaction Summary

For the Month Ending **June 30, 2026**

Crested Butte Fire Protection District - Crested Butte Fire Protection District - 2210106001

CSIP LGIP

Opening Market Value	1,665,516.72
Purchases	3,305.95
Redemptions	(1,300,000.00)
Unsettled Trades	0.00
Change in Value	0.00

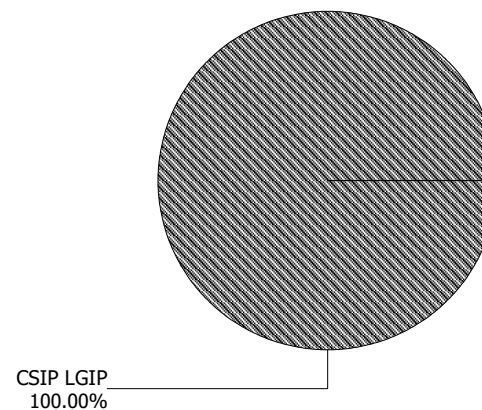
Closing Market Value **\$368,822.67**

Cash Dividends and Income 3,305.95

Asset Summary

	June 30, 2026	May 31, 2026
CSIP LGIP	368,822.67	1,665,516.72
Total	\$368,822.67	\$1,665,516.72

Asset Allocation





Account Statement

For the Month Ending **June 30, 2026**

Crested Butte Fire Protection District - Crested Butte Fire Protection District - 2210106001

Trade Date	Settlement Date	Transaction Description	Share or Unit Price	Dollar Amount of Transaction	Total Shares Owned
CSIP LGIP					
Opening Balance					1,665,516.72
06/15/26	06/15/26	Redemption - ACH Redemption	1.00	(1,000,000.00)	665,516.72
06/26/26	06/26/26	Redemption - ACH Redemption	1.00	(300,000.00)	365,516.72
06/30/26	07/01/26	Accrual Income Div Reinvestment - Distributions	1.00	3,305.95	368,822.67

Closing Balance **368,822.67**

	Month of June	Fiscal YTD January-June		
Opening Balance	1,665,516.72	4,423,437.61	Closing Balance	368,822.67
Purchases	3,305.95	45,385.06	Average Monthly Balance	1,082,293.59
Redemptions (Excl. Checks)	(1,300,000.00)	(4,100,000.00)	Monthly Distribution Yield	3.72%
Check Disbursements	0.00	0.00		
Closing Balance	368,822.67	368,822.67		
Cash Dividends and Income	3,305.95	45,385.06		



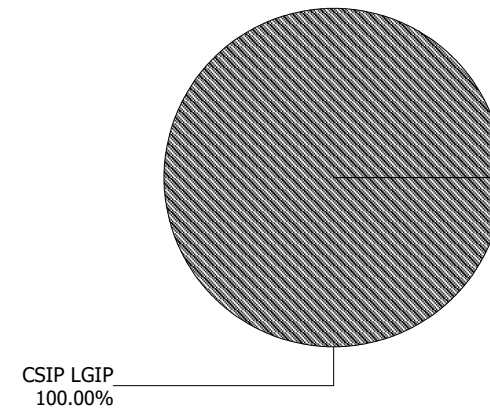
Account Statement - Transaction Summary

For the Month Ending **June 30, 2026**

Crested Butte Fire Protection District - Operating Account Fund - 2210106002

CSIP LGIP	
Opening Market Value	567,860.59
Purchases	1,736.97
Redemptions	0.00
Unsettled Trades	0.00
Change in Value	0.00
Closing Market Value	\$569,597.56
Cash Dividends and Income	1,736.97

Asset Summary		
	June 30, 2026	May 31, 2026
CSIP LGIP	569,597.56	567,860.59
Total	\$569,597.56	\$567,860.59
Asset Allocation		





Account Statement

For the Month Ending **June 30, 2026**

Crested Butte Fire Protection District - Operating Account Fund - 2210106002

Trade Date	Settlement Date	Transaction Description	Share or Unit Price	Dollar Amount of Transaction	Total Shares Owned
CSIP LGIP					
Opening Balance					567,860.59
06/30/26	07/01/26	Accrual Income Div Reinvestment - Distributions	1.00	1,736.97	569,597.56
Closing Balance					569,597.56

	Month of June	Fiscal YTD January-June		
Opening Balance	567,860.59	803,197.03	Closing Balance	569,597.56
Purchases	1,736.97	14,074.23	Average Monthly Balance	567,918.49
Redemptions (Excl. Checks)	0.00	(247,673.70)	Monthly Distribution Yield	3.72%
Check Disbursements	0.00	0.00		
Closing Balance	569,597.56	569,597.56		
Cash Dividends and Income	1,736.97	14,074.23		



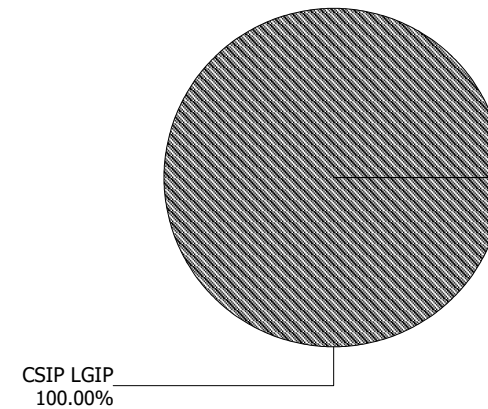
Account Statement - Transaction Summary

For the Month Ending **June 30, 2026**

Crested Butte Fire Protection District - Bond Payment Fund - 2210106003

CSIP LGIP	
Opening Market Value	378,572.87
Purchases	752,384.17
Redemptions	0.00
Unsettled Trades	0.00
Change in Value	0.00
Closing Market Value	\$1,130,957.04
Cash Dividends and Income	2,384.17

Asset Summary		
	June 30, 2026	May 31, 2026
CSIP LGIP	1,130,957.04	378,572.87
Total	\$1,130,957.04	\$378,572.87
Asset Allocation		





Account Statement

For the Month Ending **June 30, 2026**

Crested Butte Fire Protection District - Bond Payment Fund - 2210106003

Trade Date	Settlement Date	Transaction Description	Share or Unit Price	Dollar Amount of Transaction	Total Shares Owned
CSIP LGIP					
Opening Balance					378,572.87
06/15/26	06/15/26	Purchase - ACH Purchase	1.00	750,000.00	1,128,572.87
06/30/26	07/01/26	Accrual Income Div Reinvestment - Distributions	1.00	2,384.17	1,130,957.04
Closing Balance					1,130,957.04

	Month of June	Fiscal YTD January-June
Opening Balance	378,572.87	372,730.72
Purchases	752,384.17	758,226.32
Redemptions (Excl. Checks)	0.00	0.00
Check Disbursements	0.00	0.00
Closing Balance	1,130,957.04	1,130,957.04
Cash Dividends and Income	2,384.17	8,226.32

Closing Balance	1,130,957.04
Average Monthly Balance	778,652.34
Monthly Distribution Yield	3.72%



CRESTED BUTTE FIRE PROTECTION DISTRICT

300 COUNTY ROAD 317
P.O. BOX 1009
CRESTED BUTTE, CO 81224
(970) 349-5333 FAX: (970) 349-3420
WEBSITE: WWW.CBFPD.ORG

June 30, 2026

CBFPD Board of Directors (BOD)

RE: Fire Prevention Division work summary for June 2026

Dear Board of Directors,

The list below is some of the larger projects in the development and review stages:

Major Projects: (planning, fire requirements & pre application meetings) ON GOING

Mount Crested Butte

-Prospect II-on going
-North Village-on going
-17 Marcellina (Oros)
- Beckwith (Elevation)
-Nevada Ridge
-Bear Crossing
-Maroon Haus

Crested Butte

- CBCS-renovations
- Forest Queen
- Princess

County

-County Whetstone Housing
-Lacy Ranch 400 acres-on going

Approved Plan Reviews/Letters: completed in May - 14

Mount Crested Butte:

8

Crested Butte:

0

County:

6

Inspections & Meetings: competed in May- 51

Mount Crested Butte:

5

Crested Butte:

18

County:

27

Out of District

1

Company Level (OP's) Annual Life Safety Inspections: to be updated at the BOD meeting

- Total Re-assigned in May – 0
- Fully Completed- (passed) - 3
- Inspected/Completed with failures- (due for re-inspection)-2
- Currently scheduled- 6

Fire Prevention Division summary:

- The Fire Prevention Division held a 2-day strategic planning meeting with senior staff as well as outside resources to provide a plan for the continued success for the division.
- Fire Prevention staff continue to attend the monthly Captains meetings to give construction updates on major projects.
- The Fire Prevention Team is continuing with annual restaurant inspections. Most have completed their 2026 annual inspection. The team is in the final push to complete the few that have not been inspected as well as the establishments in need of reinspection.

- The address sign program continues with 5 more signs requested. Lt. Reeves and Chris Carver have installed 8 as of today. Lt. Reeves and Chris have also performed the annual testing of the dry hydrants in the district.
- The Fire Prevention Team attended a fire behavior class presented by Captain Sean Gray with Cobb County Fire and Emergency Services. Thanks to Captain Bettencourt for bringing this outstanding training to our facility.
- Crested Butte Community School (CBCS), remodel project on area D continues. Fire Prevention is meeting with the construction company bi-weekly to remain updated about the progress of the project as well as the status of any life safety issues.
- Operations and the Fire Prevention team continue to perform inspections on the lodging facilities in the district. TOAD properties continue to assist in getting their multi-unit and lodging buildings compliant. Two more of their multi-unit properties have been inspected and brought into compliance.
- The Elevation Hotel project continues to move forward. The project representative met with Crested Butte Fire Protection District (CBFPD) to discuss possible plan revisions. No permit has been issued at this time.
- A Fire extinguisher class was presented to the Vail Resort personnel. 75 people were in attendance for the training. Additional requests have been made for more fire extinguisher classes. Lt. Reeves and Deputy Fire Marshal Hoots also attended the Red Mountain HOA meeting to discuss and explain the Colorado Wildfire Resiliency Code
- Whetstone is nearing completion of the installation of the fire hydrant system in the complex. We are scheduled for July 8th to test the permanent hydrant system.
- The North Village Associates met with the fire prevention team for a pre-planning meeting to restart the planning process.

Updates & Enforcement issues:

- Whetstone Workforce Housing – update at Board of Directors meeting.
- Strategic Meeting - update at Board of Directors meeting

Action request to the Board of Directors:

-none at this time



June 2026 EMS & Fire Chief Board Report

The summer season has been both busy and challenging as our region continues to experience persistent drought conditions, fire restrictions, and significant wildfire activity across Colorado. Despite these operational demands, staffing continues to improve, however, we will not be at full capacity for some time due to various reasons. Throughout the month, our personnel remained actively engaged in emergency response, training, and several strategic projects that will enhance our long-term operational capabilities.

One significant project involves our communications demonstration initiative through the Cybersecurity and Infrastructure Security Agency (CISA). Following an evaluation of the current equipment provided through the grant, we determined that the existing solution is not sustainable as a long-term communications platform. Fortunately, remaining grant funds will allow us to transition to a more reliable and cost-effective system.

As part of this project, the District will deploy ten Starlink satellite systems in strategically selected emergency response vehicles. This investment will significantly improve communications throughout our response area, particularly in remote locations where radio and cellular coverage is limited or nonexistent. We have experienced an increase in incidents occurring in these areas, making reliable communications increasingly critical for responder safety, incident coordination, and patient care. While equipment delivery and installation timelines are still being finalized, we are optimistic the systems will be operational within the next one to two months.

Providing exceptional emergency service and compassionate customer care remains at the core of our mission. While our members consistently perform at a high level, there are occasions when they make a lasting impact on the lives of those we serve.

One such example occurred this month during a response to a single-vehicle rollover on Kebler Pass. Our crews responded quickly, provided patient care, and safely transported the occupants. The incident involved a couple visiting Crested Butte for their wedding weekend after traveling from Denver to celebrate with family and friends.

Following the incident, the bride shared a heartfelt message on social media expressing her gratitude to the many individuals who helped during and after the crash. She specifically recognized our personnel for their professionalism, compassion, and genuine care during one of the most frightening moments of their lives. She wrote that our team "cared for us so compassionately" and even noted that one of our EMTs went above and beyond to ensure she was still able to carry her wedding bouquet on her wedding day.

Her message concluded with, "Crested Butte, y'all are incredible. Thank you forever. We love you."

While emergency response is our responsibility, it is the compassion, empathy, and dedication demonstrated by our members that truly defines this organization. Stories like this are a reminder that the service we provide extends far beyond medical care and it reflects our commitment to treating every patient and visitor with dignity, kindness, and professionalism. I am incredibly proud of our team and grateful for the positive difference they continue to make in our community every day.

Thank you Tara and Sean and team for outstanding service. This was clearly above and beyond.

I would like to share a note of appreciation from Sergeant James Beda of the Gunnison Police Department, who reached out to thank and praise Sean Slattery and Randy Felix. While out fishing and floating on the Gunnison River, Sean and Randy came across an individual in distress. As the situation unfolded, they stepped in to assist law enforcement by ferrying officers across the river so they could safely reach and help the person. Sergeant Beda expressed gratitude for their assistance.

Thank you, Sean and Randy, for stepping up

Operational Highlights:

1. 78 calls for service
 - a. No monthly call in review information this month due to technical backend issues with data from our reporting software.
2. No major incidents resulting in displacement or loss
3. Fire Marshall Wonnacott confirmed acceptable flow rates from Whetstone hydrants. As such, we are pleased that the project site now has reliable water via hydrants.
4. Thank you to Tony, Corey, and Abby Dee who went out on a surge request with Brush 1. They deployed to the Aspen Acres fire in Pueblo County where they were assigned to a taskforce. They conducted numerous different tasks while on assignment and received excellent reviews on their work. Thanks for the great representation.
5. Company level inspections are ongoing. Continued collaboration with fire prevention improves awareness and capability.
6. We are making progress on implementation of a drone program. Identifying pilots and FAA certification courses

Personnel/Volunteer Update and Recognitions:

1. Eric Roberts (Paramedic) – completed FTEP
2. Sean Slattery – new AEMT certification
3. Oath of Office and badging of Liv Holowachuk and Aaron Peterson – successful completion of probationary period.
4. Thank you Capt. Mark Voegeli for professionalism on a call. Dave Carbonetti provided a nice phone call and was thankful for the level of professionalism you provided to him on a service call.

Training, professional development

1. Fire training topics included
 - a. Extrication training
 - b. FSRI (Fire Safety Research Institute) Fire behavior – Sean Gray Instructor
 - c. Heavy lifting operations
 - d. Air consumption drills

2. EMS training focus for June
 - a. Task book progression and completion for trainees
 - b. Trauma scenarios
 - c. Airway management
 - d. Online continuing education
 - e. Ventilator training
3. Cumulative training hours for June is approximately **565** hours.
4. Thank you to Sarah Caffrey who facilitated our strategic planning session with fire prevention on community risk reduction and the wildland urban interface. Additional thanks to DFPC - Kim McDonald who assisted in the process of created actionable items for this strategic plan.
5. I'm pleased to announce that we will be hosting a collaborative fall fire academy with Gunnison Fire.
6. We have confirmed dates for a customized leadership training in September taught by Chief Burnett and Chief Tippet.

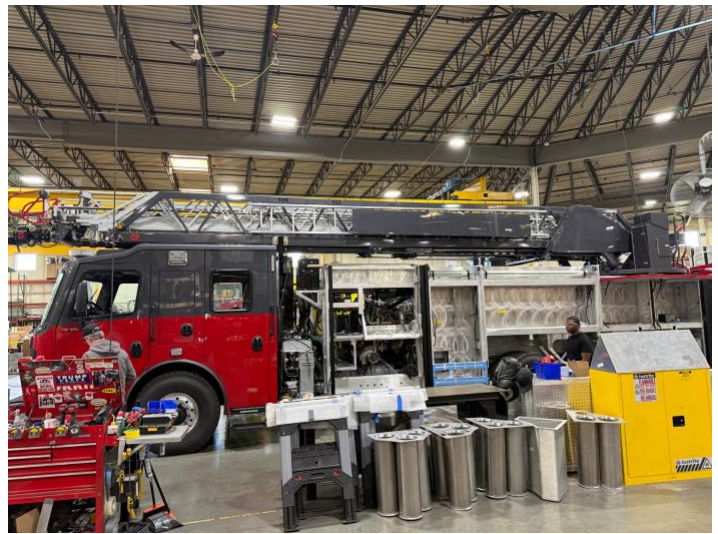
Community Involvement:

1. Thanks to everyone to helped with the health fair. The event was a success, and the organizers were pleased with the location. The community members also indicated they were pleased with the location and ability to see the firehouse. It is likely we will partner with It Starts with Me to continue this important event every year at our location.
2. We continue to plan with the Town of Mt. Crested Butte and CDPHE to host and support a large community wide "Learn CPR" event in the fall.
3. Thank you to Chief Duke, Chief Reily, FF/EMT Katie O'Neill for driving apparatus in the July 4th parade. Despite not having a water fight, pancake breakfast, or fireworks show, the energy was high and the community seemed grateful. We were pleased to showcase our ambulance, engine, and brush truck.

Vehicle, equipment, and maintenance update:

1. General maintenance items performed.
2. New tire replacement on fire apparatus taking place

3. Quint 1 update. Still on schedule – final inspection July 28/29 (pics below)
4. Medic 41 repair work has been completed
5. MSA Altair 4 gas meters – aging out and will require replacement soon
6. SCBA ongoing issues. We have 3 additional air packs that are having hardware malfunctions. They are being addressed.
7. Todd Goulding will likely give an update on the training building amongst other things. I believe we are getting closer to a solution for the water drainage issues.





CHAIN OF COMMAND

Chapter Title: General Policies
Chapter Number: 3
Policy Number: 301

Purpose: To establish a clear, consistent structure of authority, responsibility and communication within the Fire Protection District.

Scope: All District Members

Policy:

301.1 Chain of Command Overview

The Fire District operates under a structured chain of command to maintain operational effectiveness, ensure accountability, and facilitate communication. All personnel are expected to follow the chain of command in both routine and emergency operations unless immediate action is required for safety or operational necessity. Within this structure, authority and direction flow downward through Chief Officers to Company Officers and to all members. Each member is accountable to their immediate supervisor.

301.2 Authority

The District is led by the EMS and Fire Chief (Chief), a position that consolidates executive management, administration, and the statutory authority of fire chief and ambulance owner/operator under § 32-1-1002(3) and § 25-3.5-315(1)(h), C.R.S. Authority flows from the Chief through the designated chain of command, with the Chief accountable directly to the Board of Directors.

The Chief has authority to organize the District's command structure and to delegate operational, code enforcement, administrative, and functional authority to direct reports and subordinate officers as the Chief determines necessary to meet the District's operational and organizational needs. Positions and reporting relationships below the Chief may be established, combined, or adjusted by the Chief consistent with this policy and the District's Organizational Chart. Delegated authority does not diminish the Chief's ultimate responsibility for District management.

301.3 Organizational Chart

The District's current Organizational Chart is attached to this policy and shall be updated as staffing or structure changes occur.

301.4 Supervisory Groups

Supervisory personnel are grouped within the organization as follows:

- **Company Officers** are front-line supervisors responsible for the leadership, performance, and safety of operational crews. They ensure compliance with operational standards, provide training, and lead crews in both emergency and non-emergency settings. Captains, Lieutenants, and qualified acting officers are included in this group.
- **Chief Officers** are uniformed members with senior leadership, functional, and incident command responsibilities, including the Chief as the senior Chief Officer by statutory authority, the Deputy Chief, and Assistant Chiefs. Chief Officers have authority over personnel and responsibility for major operational, logistical, or support functions.
- **Senior Staff** includes the Chief and other executive-level personnel, both uniformed and non-uniformed, including the Deputy Chief, Fire Marshal, Director of Administration, and Assistant Chiefs. Senior Staff is an administrative grouping and does not alter formal supervisory relationships or reporting structure. In the absence of the Chief, a member of the Senior Staff may be designated as the acting Chief.

All District members are expected to treat one another with courtesy and professionalism, extending appropriate deference to those in positions of greater rank or responsibility regardless of role or classification. Conduct that undermines, misrepresents, or disparages the work or authority of other District members is inconsistent with this policy and subject to disciplinary action.

301.5 Use of the Chain of Command

To maintain accountability and respect the chain of command, employees should address routine questions, operational concerns, or workplace issues through their immediate supervisor.

If a matter cannot be resolved at that level or requires higher-level input, it should be elevated progressively up the chain of command. Skipping supervisory levels without valid cause is discouraged, as it may weaken accountability and undermine the effectiveness of leadership.

Members are expected to follow the lawful directives of their supervisors. Supervisors are expected to be accessible, responsive, and to address concerns raised through the chain of command in a timely and professional manner. If a concern is not appropriately addressed at one level, it may be elevated through the chain of command.

301.6 Internal Communications

Members are expected to keep their immediate supervisor informed of relevant activities, significant developments, and any issues that may affect their area of responsibility or the work of others across the organization. Supervisors are responsible for ensuring their teams receive, understand, and implement organizational directives, policies, and initiatives in a timely manner.

The District expects supervisors at all levels to actively carry out and support the lawful decisions of organizational leadership. Raising concerns through the chain of command is appropriate and encouraged. Allowing disagreement to manifest as inaction, delay, or passive non-compliance is not.

Broad information sharing across units and levels is encouraged where it strengthens collaboration and operational readiness. Such communication complements but does not replace the chain of command.

301.7 Incident Command

The procedures for incident command at emergency operations shall be established separately and may involve any level of supervisory personnel in accordance with the principles of the Incident Command System (ICS).

301.8 Board Communications

Members who have concerns, information, or input regarding a work matter, operational concern, or any issue intended to inform or influence Board decision-making shall route those communications through the chain of command to the Chief. The Chief is responsible for ensuring the Board receives accurate and complete information through appropriate channels. Members may also address the Board directly through the public comment process at a properly noticed meeting.

Bypassing this process by engaging individual Board members outside of properly noticed meetings is a violation of this policy.

If approached by a Board member regarding a work matter, operational concern, or any issue intended to inform or influence Board decision-making outside of a properly noticed meeting, a member shall direct the Board member to the Chief and shall promptly inform the Chief of the contact. Nothing in this policy prohibits members from exercising rights protected by law, including the right to report concerns to appropriate governmental authorities.

301.9 Exceptions

While all personnel are expected to follow the chain of command, exceptions may be necessary under specific circumstances. Personnel are authorized to bypass levels of supervision when immediate action or direct reporting is required due to:

- Safety concerns or emergency conditions
- Allegations of harassment, discrimination, or retaliation
- Concerns involving a supervisor that cannot be reasonably addressed at that level
- Concerns directly involving the conduct or decisions of a member of the Senior Staff
- Situations where confidentiality is reasonably necessary

In such cases, concerns should be directed to the next appropriate level in the chain of command, the Chief, or the District's contracted Human Resources Consultant, as appropriate.

Use of these exceptions must be made in good faith and not for the purpose of circumventing supervision, avoiding accountability, or undermining established organizational processes.

Members who bypass the chain of command shall to return to normal channels for follow-up and resolution when it is safe and appropriate to do so. The District strictly prohibits retaliation against any employee who appropriately and in good faith bypasses the chain of command to report a legitimate concern.

Violations of this policy include but are not limited to: circumventing the chain of command without a valid basis for doing so, engaging individual Board members outside of properly noticed meetings to influence decisions or advance personal interests, and passive non-compliance with lawful directives. Members found to be in violation of this policy are subject to disciplinary action up to and including termination. Nothing in this policy prohibits members from exercising rights protected by applicable law.



Pool Administration
McGriff
1800 SW First Avenue, Suite 400
Portland, OR 97201
Phone: (800) 318-8870
Fax: (503) 943-6622

**INSTRUCTIONS AND CHECKLIST TO JOIN THE POOL BY PROPERLY EXECUTING
THE RESOLUTION AND INTERGOVERNMENTAL AGREEMENT (IGA)**

- ___ Please use the provided copies of the Resolution and IGA without alteration. When changes are warranted, please submit the modified draft Resolution (prior to Board action and signature) for review by the Pool Counsel for acceptance by the Pool Board of Directors.
- ___ The Board Chair must sign both the Resolution and IGA.
- ___ The Board's Secretary or other Board Director must attest to the Chair's signature on both the Resolution and IGA. If this attestation is not made by the Secretary, please indicate the name and position on the Board (if applicable) of the Director making the attestation.
- ___ Enter the current date on both the Resolution and IGA signature pages.
- ___ Enter the coverages and the effective dates on the second page of the Resolution. Subsequent renewal coverages or additions will be automatically recognized in the agreement.
- ___ Each District must designate on the Resolution specific individuals (not necessarily Board Directors) to be the Primary and Alternative Pool Representatives. These individuals may not be a company, and a single person may not serve as both the Primary and Alternative Representative.
- ___ Please enter a current email and mailing address for the Primary and Alternative Representatives. You may specify the individual's mailing address as being in care of a company.
- ___ Groups of related Districts must each provide separate signed documents if each is a separate legal entity. Each legal entity will have their own separate policy in the Pool.
- ___ Please indicate adoption of the Resolution by two Directors on Page 2 of the Resolution.
- ___ A copy of the Resolution and one original IGA document must be returned to McGriff Insurance Services, Inc., the Pool Administrator. If the District wishes to retain an original copy, please have duplicate originals signed at the same time.

**PLEASE NOTE IT IS IMPORTANT THAT CURRENT REPRESENTATIVE AND/OR
ALTERNATE INFORMATION BE MAINTAINED WITH THE POOL ADMINISTRATOR.
WE REQUEST ANY CHANGES BE SUBMITTED IN WRITING AS SOON AS POSSIBLE.**

RESOLUTION NO. _____, SERIES 20____

WHEREAS, the Board of Directors of _____
(hereafter referred to as “the District”) has authority under Article XIV, Section 18(2)(a) of the Colorado Constitution, and §§ 24-10-115.5, 29-13-102, 29-1-201, et seq., and 8-44-204 of the Colorado Revised Statutes, as amended, to participate in a self-insurance pool for property and liability and/or workers’ compensation coverages;

WHEREAS, the Board of Directors has reviewed a contract to cooperate with other Colorado Special Districts by participating in a self-insurance pool for property and liability and/or workers’ compensation coverages entitled “Intergovernmental Agreement for the Colorado Special Districts Property and Liability Pool”, a copy of which is attached hereto as Exhibit A and incorporated into this Resolution; and,

WHEREAS, the Board of Directors finds that participation in such a pool would be in the best interest of the District, its employees, and its taxpayers.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the District hereby:

1. Approves the contract entitled Intergovernmental Agreement for the Colorado Special Districts Property and Liability Pool, a copy of which is attached hereto as Exhibit A and incorporated into this Resolution by this reference.
2. Authorizes and directs the Chair of the Board of Directors to execute Exhibit A on behalf of the District.
3. Directs the Secretary of the Board of Directors to transmit to the Colorado Special Districts Property and Liability Pool (hereafter referred to as “Pool”), McGriff Insurance Services, Inc., PO Box 1539, Portland, OR 97207-1539, an executed and attested copy of this Resolution and one original of Exhibit A.
4. Designates _____ as District’s initial Representative to the Pool and designates _____ as the District’s Alternative Representative.
5. Provides the following contact information for the Representative and Alternate Representative:
Representative Email Address: _____
Representative Mailing Address: _____
Representative Phone Number: _____

Alternate Representative Email Address: _____
Alternate Representative Mailing Address: _____

Alternate Representative Phone Number: _____

6. Understands that, with the adoption of this Resolution, the District becomes a member of the Pool, with coverage to be provided by or through the Pool on such date as determined by the District and Pool.

Director _____ moved the adoption of the above Resolution.

Director _____ seconded the adoption of the above Resolution.

This Resolution was adopted by a majority vote of the Board of Directors of the District
on the _____ day of _____, 20 ____.

Chair of the Board

ATTEST:

Secretary of the Board

**INTERGOVERNMENTAL AGREEMENT FOR THE
COLORADO SPECIAL DISTRICTS
PROPERTY AND LIABILITY POOL**

As Amended
SEPTEMBER 14, 2022

TABLE OF CONTENTS

ARTICLE	1	Definitions	1
ARTICLE	2	Creation of Pool	1
ARTICLE	3	Purposes	2
ARTICLE	4	Non-Waiver of Governmental or Other Immunity	2
ARTICLE	5	Participation	2
ARTICLE	6	Board of Directors and Officers	3
ARTICLE	7	Meetings of the Board of Directors	4
ARTICLE	8	Powers and Duties of the Board of Directors	4
ARTICLE	9	Members' Powers and Meetings	6
ARTICLE	10	Obligations of Members	7
ARTICLE	11	Contributions	8
ARTICLE	12	Liability of Directors, Officers and Employees	10
ARTICLE	13	Withdrawal of Members	11
ARTICLE	14	Expulsion of Members	11
ARTICLE	15	Effect of Withdrawal or Expulsion	12
ARTICLE	16	Miscellaneous	13

INTERGOVERNMENTAL AGREEMENT FOR THE COLORADO SPECIAL DISTRICTS PROPERTY AND LIABILITY POOL

ARTICLE 1. Definitions

As used in this Pool Agreement, the following terms shall have the meaning hereinafter set out:

- 1.1 BOARD: Board of Directors of the Pool.
- 1.2 CLAIM YEAR: Any twelve consecutive month period established by the Board. The "initial" claim year is the first claim year established for the Pool.
- 1.3 DIRECTOR: A person serving on the Board.
- 1.4 MEMBER: A Special District which enters into this Pool Agreement. An "initial" member of the Pool is a member which obtains coverage through the Pool during the initial claim year.
- 1.5 MEMBER REPRESENTATIVE: That person who is an elected official, employee, or other person designated in writing by a Member as its representative or alternate to the Pool.
- 1.6 POOL: The Colorado Special Districts Property and Liability Pool established pursuant to the Constitution and the statutes of this state by this Pool Agreement.
- 1.7 POOL AGREEMENT: This Intergovernmental Agreement for the Colorado Special Districts Property and Liability Pool.
- 1.8 PUBLIC ENTITY: A public entity pursuant to Section 24-10-103(5), C.R.S., as amended, and that is formed by this Pool Agreement by Member Special Districts as a separate and independent governmental and legal entity pursuant to the provisions of Article XIV, Section 18(2) of the Colorado Constitution and Sections 29-1-201 et. seq., 8-44-101(1)(C) and (3), 8-44-204, 24-10-115.5, and 29-13-102, C.R.S., as amended.
- 1.9 SPECIAL DISTRICT: A political subdivision of the State of Colorado that is a unit of local government pursuant to Article 13, Title 29, C.R.S., as amended, or an authority organized pursuant to Part 8, Article 25, Title 31, C.R.S., as amended, that is a public entity pursuant to Section 24-10-103(5), C.R.S., as amended, and that is eligible for membership in the Special District Association of Colorado according to the Association's bylaws as amended and in effect from time to time. "Special District" also includes any separate entity created by intergovernmental agreement authorized by Part 2, Article 1, Title 29, C.R.S., as amended, if at least one of the contracting entities is a special district and if all of the contracting entities are units of a local government pursuant to Article 13, Title 29,

C.R.S., as amended, and are public entities pursuant to Section 24-10-103(5), C.R.S., as amended.

- 1.10 SDA BOARD: The Board of Directors of the Special District Association of Colorado.

ARTICLE 2. Creation of Pool

- 2.1 The Colorado Special Districts Property and Liability Pool is hereby formed by this Pool Agreement by Member Special Districts as a separate and independent governmental and legal entity pursuant to the provisions of Article XIV, Section 18(2) of the Colorado Constitution and Sections 29-1-201 et. seq., 8-44-101(1)(C) and (3), 8-44-204, 24-10-115.5, and 29-13-102, C.R.S., as amended.
- 2.2 Each Special District entering into this Pool Agreement has the power under Colorado law to make provision for the property and liability coverages, workers' compensation benefits, and risk management, claims handling, and other functions and services which constitute the specific functions and services jointly provided by means of the Pool.

ARTICLE 3. Purposes

- 3.1 The purposes of the Pool are to provide defined property, liability, workers' compensation and associated coverages, and claims and risk management services related thereto, for Member Special Districts through a self-insurance pool.
- 3.2 It is the intent of the Members to use Member contributions to defend and indemnify, in accordance with this Pool Agreement, any Member against stated liability or loss to the extent of the coverage provided by or through the Pool.
- 3.3 All income and assets of the Pool shall be at all times dedicated to the exclusive benefit of its Members.

ARTICLE 4. Non-Waiver of Governmental or Other Immunity

- 4.1 All Pool money, plus earned interest, is money derived from its Members which consist solely of Special Districts and a Public Entity within the State of Colorado. It is the intent of the Members and the Public Entity that, by entering into this Pool Agreement, they do not waive and are not waiving any immunity provided by any law to the Public Entity, Members or their public employees, as defined in Section 24-10-103(4), C.R.S., as amended.

ARTICLE 5. Participation

- 5.1 The Board shall have the authority to limit the Members of the Pool to those Colorado Special Districts which are members of the Special District Association of Colorado and

which properly enter into and adopt this Pool Agreement.

- 5.2 New Members, including special districts which have previously withdrawn or been expelled from the Pool, shall be admitted only upon approval by the Board, subject to the payment of such sums and under such conditions as the Board in each case or from time-to-time establishes.
- 5.3 A Member may participate in the Pool for either or both of the following purposes:
 - 1. The property and liability coverages authorized by Sections 24-10-115.5 and 29-13-102, C.R.S., as amended, and risk management, claims handling and other functions and services related to such coverages;
 - 2. The workers' compensation coverages authorized by Sections 8-44-101(1)(C) and (3) and 8-44-204, C.R.S., as amended, and risk management, claims handling, and other functions and services related to such coverages.
- 5.4 A Member who is participating in the Pool for one of the purposes set forth in Paragraph 5.3 may be authorized to participate in the Pool for the other of those purposes upon further compliance, as necessary, with Paragraph 5.1 and approval of the Board, subject to the payment of such sums and under such conditions as the Board in each case or from time-to-time establishes.
- 5.5 Upon a vote of the Directors, the Board shall have the authority to approve a Public Entity to participate in the Pool for one of the purposes set forth in Paragraph 5.3. If a Public Entity is allowed to participate in the Pool, the Board must adopt rules, pursuant to Subparagraph 14 of Paragraph 8.2, to ensure that participation by the Public Entity will not interfere or conflict with the Board's obligations to its Members or impair the financial condition of the Pool. The Board shall also have the authority, upon a vote of the Directors, to remove the Public Entity from participation in the Pool. A Public Entity approved by the Board to participate in the Pool is not a Member, does not have powers of a Member under Article 9, and may not request binding arbitration under Paragraph 16.11.

ARTICLE 6. Board of Directors and Officers

- 6.1 The Pool Board of Directors shall be composed of nine persons to be appointed by the SDA Board. Directors shall be appointed from among the Member Representatives, each from a different Member. At least one (1) Pool Director shall be appointed by the SDA Board from among the SDA directors. Pool Directors who are not SDA directors shall be appointed by the SDA Board from nominations received from Members. In no event may more than three Pool Directors be appointed from any one of the following types of special districts: Ambulance, Fire, Metropolitan, Park and Recreation, Sanitation, Water, Water and Sanitation, Hospital, or Library Districts. Nominations from the Members shall be submitted to the SDA Board at such time as the SDA Board may provide, and any

nomination must be approved by the Board of Directors of the Member submitting the nomination.

- 6.2 The Executive Director of the SDA shall serve as an ex-officio, non-voting Director on the Board. Additionally, an employee of the SDA, as designated by the Executive Director of the SDA, shall serve as a non-voting Director on the Board in the role of Pool Liaison, to act as an intermediary between the Pool Board and its vendors for the purpose of coordinating services.
- 6.3 Terms of the Directors shall be two-year, overlapping terms or until their successors have been appointed, except as provided herein. The term of office shall begin on a January 1, and end at midnight on a December 31, except that the Directors appointed to the first Board following the formation of the Pool shall begin their term prior to a January 1 if the SDA Board so directs. Directors may serve successive terms. The SDA Board shall appoint to the first Board following formation of the Pool, three Directors to serve one-year terms and four Directors to serve two year terms, with the successors of each appointed for two-year terms. Of the two additional persons to be appointed to the Board upon expansion of the Board from seven to nine persons, one shall be appointed to serve a one-year term and one shall be appointed to serve a two-year term, with the successors of each appointed for two-year terms; the terms of office of the two additional persons initially appointed may begin prior to a January 1 if the SDA Board so directs.
- 6.4 The officers of the Pool shall be: president, one or more vice presidents, secretary, one or more assistant secretaries, and comptroller. The officers shall be elected annually by and from among the Directors at the first meeting of the Board following each December 31.
- 6.5 A vacancy shall occur on the Board when a Director:
 1. Submits a written resignation to the Board;
 2. Dies;
 3. Ceases to be a Member Representative;
 4. Fails to attend three consecutive regular meetings of the Board without the Board having entered upon its minutes an approval for an additional absence or absences, except that such additional absence or absences shall be excused for temporary mental or physical disability or illness; or
 5. Is convicted of a felony.
- 6.6 A change in which Member has designated a Director as its Member Representative, including alternates, does not cause a vacancy on the Board unless the change causes there to be more than three Directors appointed from the types of special districts listed in

Paragraph 6.1.

- 6.7 Any vacancy on the Board shall be filled by appointment by the SDA Board for the unexpired portion of the term.

ARTICLE 7. Meetings of the Board of Directors

- 7.1 The Board may set a time and place for regular meetings which may be held without further notice. The Members shall be notified of the time and place set for regular meetings.
- 7.2 Special meetings may be called by the President or by a majority of the Directors by mailing written notice at least ten (10) days in advance to all Directors or by unanimously executed waiver of notice.
- 7.3 Five Directors shall constitute a quorum to do business. All acts of the Board shall require approval of a majority of the Directors present, except as otherwise specifically provided in this Pool Agreement.
- 7.4 One or more or all Directors may participate in any meeting of the Board by means of a conference telephone or similar communications equipment by which all persons participating in the meeting can hear each other at the same time. Participation by such means shall constitute presence at the meeting.
- 7.5 Any action of the Board may be taken without a meeting if a consent in writing setting forth the action so taken is signed by all Directors appointed to the Board. Such consent shall have the same effect as a unanimous vote. The consent may be executed in counterparts.

ARTICLE 8. Powers and Duties of the Board of Directors

- 8.1 The business and affairs of the Pool shall be managed by the Board which shall exercise all the authority and powers and discharge all the duties of the Pool, except as is otherwise provided in this Pool Agreement.
- 8.2 In addition to all other powers of the Board set out in this Pool Agreement, the Board shall have the power to:
1. Exercise all powers necessary to carry out the purposes of the Pool.
 2. Retain agents, independent contractors and employees necessary to administer and achieve the purposes of the Pool, including, but not limited to, attorneys, accountants, investigators, experts, consultants, and others.
 3. Purchase, sell, encumber, and lease real property, and purchase, sell, encumber or

lease equipment, machinery, and personal property.

4. Invest money as allowed for the Pool by Colorado statutes or by lawful regulations adopted pursuant to Colorado statutes, as from time-to-time amended.
 5. Purchase excess insurance, stop-loss insurance, and reinsurance as the Board deems prudent.
 6. Adopt and adjust the coverages provided through the Pool.
 7. Adopt and adjust contributions to the Pool.
 8. Enter into contracts including, but not limited to, contracts for risk management, claim adjustment, and brokerage services.
 9. Reimburse Directors for reasonable and approved expenses, including expenses incurred in attending Board meetings, and pay compensation to each Director for his or her services in a sum not to exceed the maximum sum which may by statute be paid as compensation for services of directors on Colorado special district boards of directors.
 10. Purchase fidelity bonds from an insurance company approved by the Insurance Commissioner of the State of Colorado to do business in Colorado.
 11. Establish reasonable and necessary loss reduction, prevention and risk management policies and procedures to be followed by the Members.
 12. Appoint committees from time to time as the Board considers desirable.
 13. Provide for claims and loss control procedures, and establish conditions to be met prior to the payment or defense of claims.
 14. Establish rules governing its own conduct and procedure, and the authority of its officers, not inconsistent with this Pool Agreement.
 15. Approve attorneys or firms of attorneys to represent Members in claims covered through the Pool.
 16. Delegate in writing fiduciary responsibilities or ministerial powers and duties to individual Directors or committees of the Board or to such agents, employees, and independent contractors as the Board considers desirable.
- 8.3 In addition to all other duties of the Board set out in this Pool Agreement, the Board shall have the duty to:

1. Have an audit of the financial affairs of the Pool be made annually by a certified public accountant in accordance with applicable laws and regulations, and provide a copy thereof to each Member.
2. Select a qualified actuary to conduct periodic reviews of the Pool's funds and any reviews required by the Insurance Commissioner of Colorado, and make recommendations to the Board based on such reviews.
3. Designate one or more persons or entities to administer the Pool.
4. Adopt a budget annually and report the budget to the Members.
5. Three persons shall be appointed annually to an expulsion committee to serve until January 1 of the year following the appointment. One person, to be appointed by the Board, shall be a director on the board, one person, to be appointed by the Board, shall be a representative of the person(s) or entity(ies) providing general administrative services to the Pool, and one person, to be appointed by the SDA Board, shall be a member of the SDA Board.

ARTICLE 9. Members' Powers and Meetings

9.1 The Members shall have the power to:

- a. Amend the Pool Agreement by a two thirds (2/3) vote of the Members present at a meeting. Written notice of any proposed amendment shall be provided to each Member at least forty-five (45) days in advance of any vote on the amendment.
- b. Dissolve the Pool and disburse its assets by a two thirds (2/3) vote of the Members present at a meeting, pursuant to such notice and in keeping with such procedure as shall be established by the Board, and upon which question proxy voting shall not be allowed. Notice of the dissolution and plan for disbursement of assets and payment of the remaining obligations of the Pool shall be mailed to the Insurance Commissioner of Colorado at least ninety (90) days prior to the effective date of the dissolution. The plan for disbursement of assets and payment of the remaining obligations of the Pool shall not take effect until approved by the Insurance Commissioner of Colorado. Upon dissolution of the Pool, the assets of the Pool not used or needed for the purposes of the Pool, as determined by the Board and subject to approval by the Insurance Commissioner of Colorado, shall be distributed exclusively to Special Districts which are members of the Pool prior to dissolution to be used for one or more public purposes.

9.2 Meetings of the Members shall be held as follows:

- a. Members shall meet at least once annually at a time and place to be set by the Board, with notice mailed to each Member at least thirty (30) days in advance.
- b. Special meetings may be called by the Board upon its own motion and shall be called by the Board upon written request of thirty (30) percent of the Members, with notice mailed to each Member at least thirty (30) days in advance.
- c. The president of the Pool shall preside at the meetings; a vice president of the Pool shall preside in the absence of the president.
- d. Twenty (20) percent of the Members shall constitute a quorum to do business.
- e. Except for action to dissolve the Pool, proxy voting shall be allowed, pursuant to such procedures as the Board may determine.
- f. Each Member shall be entitled to one vote on each issue, to be cast by its Member Representative. No Director may cast a vote for a Member under Article 9.
- g. Notwithstanding any other provision of the Pool Agreement, any amendment to the Pool Agreement, except an amendment relating to dissolution of the Pool, may be adopted without a meeting if an approval in writing, setting forth the amendment approved, is signed by the Member Representatives of at least two thirds (2/3) of the Members. The approval may be executed in counterparts.

ARTICLE 10. Obligations of Members

10.1 Each Member and any Public Entity participating in the Pool shall have the obligation to:

- a. Pay all contributions or other payments to the Pool at such times and in such amounts as shall be established by the Board. Any delinquent payments shall be paid with interest pursuant to a policy established by the Board and uniformly applied.
- b. Designate in writing, a Member Representative and one or more alternates for the Members' meetings. The Representative and any alternate shall be an elected official, employee, or other designee of the Member, and may be changed from time-to-time. Any alternate may exercise all the powers of the Representative during a Member meeting in the absence of the Member Representative. No Public Entity Member may have a Member Representative or any alternates.
- c. Allow the Pool and its agents, contractors, employees and officers reasonable access to all facilities and records of the Member as required for the administration of the Pool.

- d. Cooperate fully with the Pool and all agents, contractors, employees and officers thereof in matters relating to the Pool.
- e. Provide information requested by the Pool, and all agents, contractors, employees, and officers thereof, as reasonably required for the administration of the Pool.
- f. Allow the Pool to make decisions regarding, and to designate attorneys to represent the Member in, the investigation, settlement and litigation of any claim within the scope of coverage furnished through the Pool.
- g. Comply with the claims, loss reduction, prevention and risk management policies and procedures established by the Board.
- h. Promptly report to the Pool all incidents or occurrences which could reasonably be expected to result in the Pool being required to consider a claim, in any form required by the Board and in compliance with any applicable excess insurance or reinsurance.
- i. Promptly report to the Pool the addition of new programs and facilities or the significant reduction or expansion of existing programs and facilities or other acts, as directed by the Board and in compliance with any applicable excess insurance or reinsurance.

ARTICLE 11. Contributions

- 11.1 The Board shall establish Member and Public Entity contributions pursuant to guidelines established by the Board from time-to-time. The contributions may include an annual contribution and any additional contributions at such times and in such amounts as the Board deems necessary to insure the solvency and avoid impairment of the Pool or which the Board otherwise deems beneficial to protect the financial condition of the Pool. The Board may provide for disbursement of non-surplus credit balances which are, pursuant to guidelines adopted by the Board from time to time, due a Member, and such disbursements shall not be subject to the provisions of Paragraphs 11.2 or 15.1.
- 11.2 Any excess funds which the Board determines are not needed for the purposes of the Pool, may be distributed among the Members and former Members, subject to Paragraph 15.1, pursuant to the following:
 - 1. Any such distribution may be in the form of credits against future contributions or in the form of payments, or a combination thereof, as the Board may determine.
 - 2. Money distributed for any claim year shall be distributed only to those Members and former Members which were Members during that claim year and shall be distributed in order of claim year contribution, with Members and former Members

of the initial claim year to receive the initial credits.

3. The amount which may be distributed for any claim year shall be established by the Board which shall have discretion as to the amount and timing of any distribution. That amount may not exceed the net sum of (i) the net income of the Pool for that claim year less (ii) the portion of the Pool's net income which equals the amount of the excess loss reserve of the claim year prior to the claim year (which is subject to the distribution) which was taken into income in that claim year plus (iii) the excess loss reserve for the claim year which is subject to the distribution.
 4. For the purpose of this Paragraph 11.2, the term "excess loss reserves" means the amount by which the amounts credited to loss reserves and charged to operating expenses in any claim year exceed the actual losses (including loss adjustment expenses) for that claim year.
 5. The amount established by the Board for a claim year pursuant to Subparagraph 3 of this Paragraph 11.2, shall be distributed among each Member and former Member which was a Member during that claim year based on the ratio which each Member's and former Member's contribution (excluding any surplus contribution) for the claim year bears to the total contributions (excluding surplus contributions) for the claim year and less the contributions of former Members which are not eligible for a distribution pursuant to Paragraph 15.1.
 6. Excess surplus funds contributed by Members and former Members may be distributed only among such contributing Members or former Members, subject to the five year membership requirement of Paragraph 15.1. The Board has discretion to determine, from time to time, the amount and timing of any distribution of such funds. The amount established by the Board shall be distributed among each Member and eligible former Member based on the ratio which each Member's and former Member's surplus contribution bears to the total amount of surplus funds contributed to the Pool by Members and former Members.
 7. No distribution of excess funds, including excess surplus funds contributed by Members, shall be made to any Member or former Member which owes any amount to the Pool until the amount so owed is paid, and any amount so owed may be deducted from the distribution to the Member or former Member.
 8. No distribution of excess funds, including excess surplus funds contributed by Members, shall cause the Pool to become impaired or insolvent.
- 11.3 The total amount of surplus shall be determined by the Board from time-to-time, but in no event shall be less than that required by the Insurance Commissioner of Colorado, and the Board may require all Members to make additional contributions to surplus as the Board deem necessary, or the Insurance Commissioner of Colorado may require.

- 11.4 The Pool shall account separately for contributions made for the property and liability coverages authorized by Sections 24-10-115.5 and 29-13-102, C.R.S., as amended, and for contributions made for the workers' compensation coverage authorized by Sections 8-44-101(1)(C) and (3) and 8-44-204, C.R.S., as amended.
- 11.5 Notwithstanding any provision of this Agreement to the contrary, the Pool Board may establish from any contributions or other assets of the Pool the initial minimum surplus for workers' compensation coverage required by the Insurance Commissioner of Colorado; provided that contributions or other assets derived from coverages other than workers' compensation shall not be used to establish such minimum surplus unless and until the Board first determines that workers' compensation contributions are or will be insufficient to fund such surplus in the amounts and within the time required by the Insurance Commissioner of Colorado; and provided further, that such minimum surplus shall be established from contributions for workers' compensation coverage as soon as the Board determines practicable consistent with ensuring the solvency and avoiding the impairment of the Pool. The Board may issue subordinated debt to establish such minimum surplus consistent with applicable requirements of the Insurance Commissioner of Colorado.
- 11.6 The Pool shall repay the Special District Association of Colorado for its ongoing services to the Pool, provided subsequent to the creation of the Pool, within such time and in such amount as the SDA Board and Pool Board may agree.

ARTICLE 12. Liability of Directors, Officers and Employees

- 12.1 No Director, officer, committee member, Pool Liaison, or employee of the Pool shall be personally liable for any acts performed or omitted in good faith. The Pool shall indemnify each Director, officer, committee member, Pool Liaison, and employee of the Pool against any and all expense including attorney fees and liability expenses sustained by them, or any of them in connection with any suit or suits which may be brought against them involving or pertaining to any of their acts or duties performed for this Pool or omitted in good faith. This provision shall not be deemed to prevent compromises of any such litigation where the compromise is deemed advisable in order to prevent greater expense or cost in the defense or prosecution of such litigation.
- 12.2 The Pool shall obtain a fidelity bond or other bond to guarantee the faithful performance of each Director's, officer's Pool Liaison's, and employee's duties hereunder, and shall make reasonable effort to obtain errors and omissions coverage for each Director, officer, committee member, Pool Liaison, and employee of the Pool. The Pool shall obtain bonds for all Directors, officers, committee members, Pool Liaison, and employees who handle or have access to Pool funds, in an amount which the Board deems appropriate but no less than the minimum amount deemed necessary by the Insurance Commissioner of Colorado.

ARTICLE 13. Withdrawal of Members

- 13.1 Any Member may withdraw from the Pool by giving written notice to the Board of its intent to withdraw at least sixty (60) days prior to the Member's coverage renewal date. A Member which has different renewal dates for different coverages must give such written notice at least sixty (60) days prior to the first renewal date following any January 1. Unless a different date is agreed to by the Board and the Member, the withdrawal shall be effective on the Member's coverage renewal date but, if the Member has different renewal dates for different coverages, the withdrawal shall be effective the latest renewal date following the written notice of withdrawal. After the notice of withdrawal is given, no coverage will be renewed but all coverages will remain in effect only until their respective expiration dates.
- 13.2 Except as otherwise provided in this Paragraph, any Member which dissolves or which is consolidated with another Special District shall be considered a withdrawn Member with the same rights and obligations under this agreement as any other withdrawn Member, such withdrawal to be effective on the date of dissolution or consolidation, as the case may be. Notwithstanding Paragraph 15.1 and under the following circumstances only, a Special District shall receive the credits against its future contributions to the Pool otherwise allocable to a dissolved or consolidated Member pursuant to Paragraph 11.2:
1. If the Special District was formed by a consolidation which included such a Member, the Special District assumed all rights of that Member under this agreement, and the Special District is a Member no later than one year after the effective date of the consolidation; or,
 2. If the Special District assumed all rights of a dissolved Member under this agreement, and the Special District is a Member no later than one year after the effective date of the dissolution.

A Special District entitled to receive such credits of a dissolved or consolidated Member shall not be obligated for any liabilities to the Pool of the dissolved or consolidated Member in excess of the amount of such credits.

ARTICLE 14. Expulsion of Members

- 14.1 A Member which fails to make a contribution or other payment due to the Pool shall be automatically expelled from the Pool on the sixtieth (60) day following the due date, unless time for payment is extended by the Board and payment is made within any extended period. A notice of failure to make a contribution or other payment due to the Pool shall be mailed to the Member at least thirty (30) days prior to the date of automatic expulsion. If payment is not made within any extended period, the automatic expulsion shall occur on a date, no later than twenty (20) days after the last day of the extended period, set by the Board. An expulsion under this Paragraph 14.1 shall not be subject to the provisions of Paragraph 14.2.

- 14.2 A Member may be expelled by the Board for failure to carry out any other obligation of the Member, or for failure to maintain its membership in the Special District Association of Colorado if such membership was required by the Board at the time the Member was admitted to the Pool, subject to the following:
1. The Member shall receive notice from the Board of the alleged failure and not less than thirty (30) days in which to cure the alleged failure, along with notice that expulsion may result if the failure is not so cured.
 2. The Member shall receive at least thirty (30) days prior notice from the Board, of the date, place and time when the Board will consider expelling the Member from the Pool, and the Member shall be entitled to be present at that meeting and to present evidence and reasons why it should not be expelled. The decision of the Board shall be effective as of the date and upon the terms and conditions set forth in the Pool Agreement and applicable excess or reinsurance policies and otherwise specified by the Board, except as provided in Subparagraph 3 of this Paragraph 14.2.
 3. The Member may appeal the Board's decision to the expulsion committee, which shall schedule a hearing thereon. The Member and the Board shall be provided at least ten (10) days prior written notice of the date, time and place of the hearing. The appealing Member shall be entitled to be present at that hearing and to present evidence and reasons why it should not be expelled and the Board may present evidence and reasons why expulsion is proper. The decision of the expulsion committee shall be final and any expulsion effective as of the date and upon the terms and conditions set forth in the Pool Agreement and applicable excess or reinsurance policies, and otherwise specified by the Board.

ARTICLE 15. Effect of Withdrawal or Expulsion

- 15.1 No withdrawn or expelled Member shall be entitled to any reimbursement of contributions or distribution or excess funds, including excess surplus funds contributed by Members, unless the Member was a Member for at least five consecutive years.
- 15.2 A withdrawn or expelled Member shall remain obligated for all amounts owing at the time of withdrawal or expulsion for the years during which the member was an active member of the Pool and for all amounts which thereafter become owing for such years pursuant to the Pool Agreement and any other Pool documents which are in effect at the time of withdrawal.
- 15.3 A withdrawn or expelled Member shall be considered a Member of the Pool for the purpose of payment of the Member's claims and expenses related thereto which remain covered under the terms of coverage existing at the time of withdrawal. A withdrawn or expelled

Member shall remain subject to all conditions of coverage and obligations of a Member which are in effect at the time of withdrawal. A withdrawn or expelled Member shall have no right to vote on any matter pending before the Pool membership.

- 15.4 No withdrawn or expelled Member may be adversely affected by any change in the Pool Agreement or other Pool documents adopted subsequent to the effective date of the Member's withdrawal or expulsion.
- 15.5 Unless disapproved by an affected excess carrier or reinsurer, the Pool shall offer a withdrawing or expelled Member, no later than forty-five (45) days after the expulsion or Board's receipt of the written notice of withdrawal, at least twenty-four (24) months extended reporting period on any claims-made coverage provided through the Pool, at a cost reasonably calculated by the Board and subject to any contracts existing at the time of withdrawal or expulsion.

ARTICLE 16. Miscellaneous

- 16.1 This document constitutes an intergovernmental agreement among those Special Districts which become Members of the Pool. The terms of this agreement may be enforced in court by the Pool or by any of its Members. The consideration for the duties herewith imposed on the Members to take certain actions and to refrain from certain other actions shall be based upon the mutual promises and agreements of the Members set forth herein.
- 16.2 A certified or attested copy of the resolution of approval for each Member shall be attached to the Member's Pool Agreement on file with the Pool.
- 16.3 Except to the extent of the limited financial contributions to the Pool agreed to herein or such additional obligations as may come about through amendments to this Pool Agreement, the contracting parties intend in the creation of the Pool to establish an organization to operate only within the scope herein set out and have not otherwise created as between Member and Member any relationship of surety, indemnification or responsibility for the debts of or claims against any other Member.
- 16.4 The provisions of this Pool Agreement and of the other documents referred to herein, and the assets of the Pool, are for the benefit of the Members of the Pool only, and no other persons or entities shall have any rights or interest in this Pool Agreement or in any of the other documents referred to herein, or in any such assets, as a third party beneficiary or otherwise. The assets of the Pool shall not be subject to attachment, garnishment, or any equitable proceeding.
- 16.5 It is the intention of the Members that the Pool and any income of the Pool not be subject to taxation, and the Members shall cooperate in such respects, including amending this Pool Agreement, as reasonably necessary to establish and maintain the non-taxable status of the Pool.

- 16.6 The Insurance Commissioner of Colorado shall have such authority with respect to the formation and operation of the Pool as is provided by applicable Colorado law.
- 16.7 Except as permitted in this Pool Agreement, and amendments hereto, neither the Board nor any other person or entity is authorized to incur liabilities or obligations or enter into contracts on behalf of the Members.
- 16.8 "Insolvency" as applied to the Pool shall have the meaning as defined in Section 10-3-212, C.R.S., as amended, or as the Insurance Commissioner of Colorado may otherwise provide.
- 16.9 The statutory reporting period for the Pool shall be the calendar year or such other period as the Insurance Commissioner of Colorado may provide.
- 16.10 If any provision of this Pool Agreement is held invalid or unenforceable by a court of competent jurisdiction, such invalidity or unenforceability shall not affect the other provisions, and this Pool Agreement is expressly declared to be severable.
- 16.11 If the Board or its authorized representative and a Member disagree on whether a loss is covered through the Pool or on the amount of a covered loss, the Board or its authorized representative or the Member may request that the disagreement be submitted to binding arbitration as follows:
1. Unless otherwise agreed by the Board or its authorized representative and the Member, three persons shall be selected for the arbitration panel, one by the Board or its authorized representative, one by the Member, and one by the two so selected to act as umpire to decide the items upon which the other two disagree. If the two so selected fail for fifteen days to agree upon the umpire, the umpire shall be selected by a judge of a court of record agreed to by the Board or its authorized representative and the Member.
 2. The decision of the panel shall be binding on the Board or its authorized representative and the Member.
 3. The Pool shall pay the fees and expenses of the panelist selected by the Board or its authorized representative, the Member shall pay the fees and expenses of the panelist selected by it, and the fees and expenses of the umpire shall be shared equally by the Pool and the Member.

Dated: _____

By: _____

Title: Chairman, Board of Directors and President

Special District [name]: _____

By: _____

Title: Chairman, Board of Directors and President

Date: _____

Attest:

By: _____

Title: District Secretary

2026 CBFPD Employee Survey Results: Executive Overview

Presented by HRx



Survey Overview

- ❖ **Survey instrument** – 51 questions covering mission, leadership, communication, compensation, promotions, training, facilities, wellness, housing, and organizational climate.
- ❖ **Format** – Mix of agreement-scale items, ratings questions, and open-ended comments.
- ❖ **Administration** – Conducted via SurveyMonkey, anonymous, open for two weeks.
- ❖ **Respondents** – 27 out of 51 employees 53% participation

Analysis approach:

- ❖ Results organized into 3 engagement themes
- ❖ Open-ended comments reviewed for recurring patterns
- ❖ Reviewed by independent third-party HR consultant



Executive Summary

Strengths:

- Strong mission delivery and pride.
- Strong operational readiness and teamwork.

Opportunities:

- Directional clarity
- Communication transparency
 - Pay and advancement
- Communication Feedback Loop and Transparency

Drivers

- Direction clarity
- Leadership communication and trust
- Growth and capability pathways



Priority Actions

Action 1: Clarify operational authority and decision rights, then communicate the “why”.

- Publish decision-rights map; use short decision briefs for high-impact change.

Action 2: Build a closed-loop communication, feedback, and transparency.

- Single source of truth for key updates/policies; quarterly check-ins; visible follow-up on concerns.

Action 3: Strengthen growth and capability pathways, with immediate focus on EMS training support.

- Clarify promotion/career pathways; implement structured EMS training leadership and hands-on practice.



Solutions

New HRIS Coming

Employee performance feedback.

EMS Training Officer

Plans to hire in 2027/2028.

**Leadership
development**

**Preparing outsourced materials &
facilitators.**

Ongoing HRx Support

Decision Map – who and why.

Culture Shift

**Closed loop communication.
Transparency**

**Improved
Communication**

Compensation & Advancements.

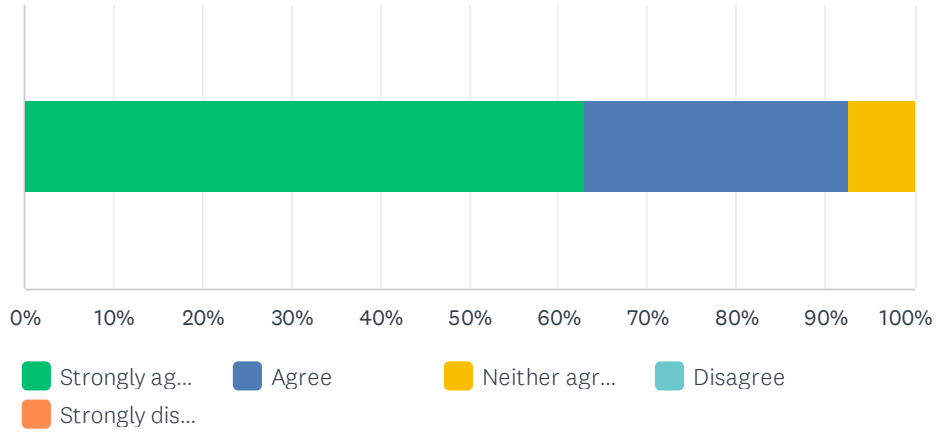




Q&A

Q1 The CBFPD provides high quality emergency services to the community

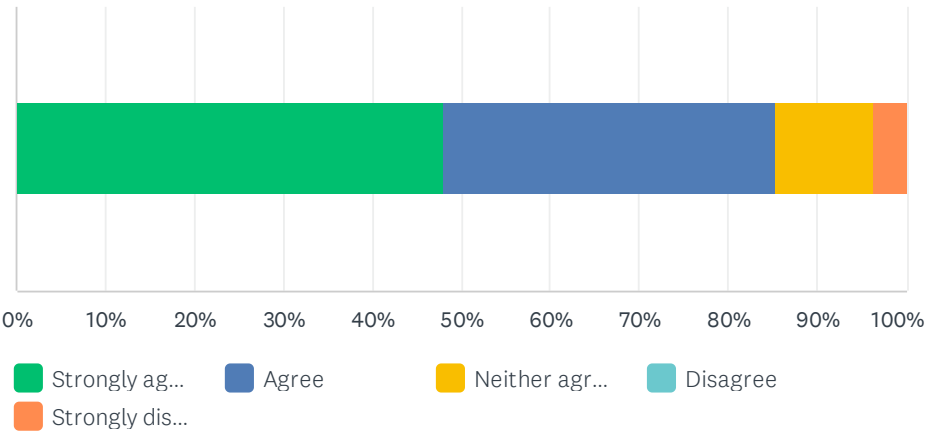
Answered: 27 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	62.96%	17
Agree	29.63%	8
Neither agree nor disagree	7.41%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		27

Q2 I am proud to be part of the Crested Butte Fire Protection District

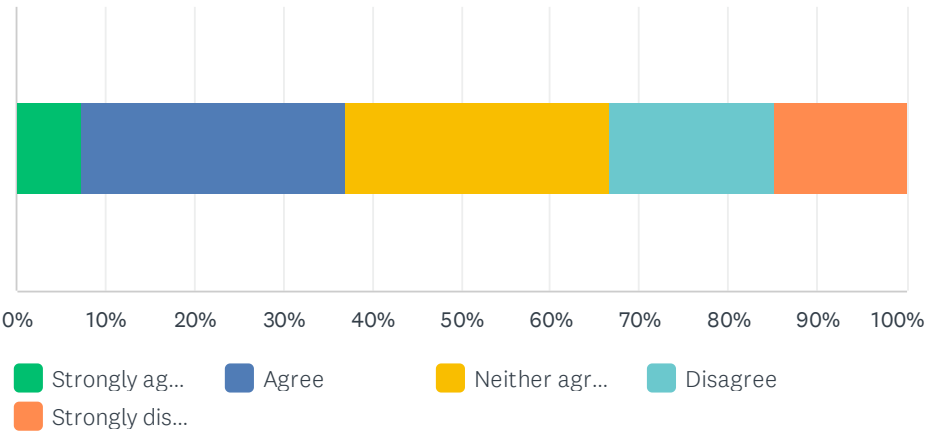
Answered: 27 Skipped: 0



ANSWER CHOICES		RESPONSES	
Strongly agree		48.15%	13
Agree		37.04%	10
Neither agree nor disagree		11.11%	3
Disagree		0.00%	0
Strongly disagree		3.70%	1
TOTAL			27

Q3 I understand the District's priorities for the next 1-2 years

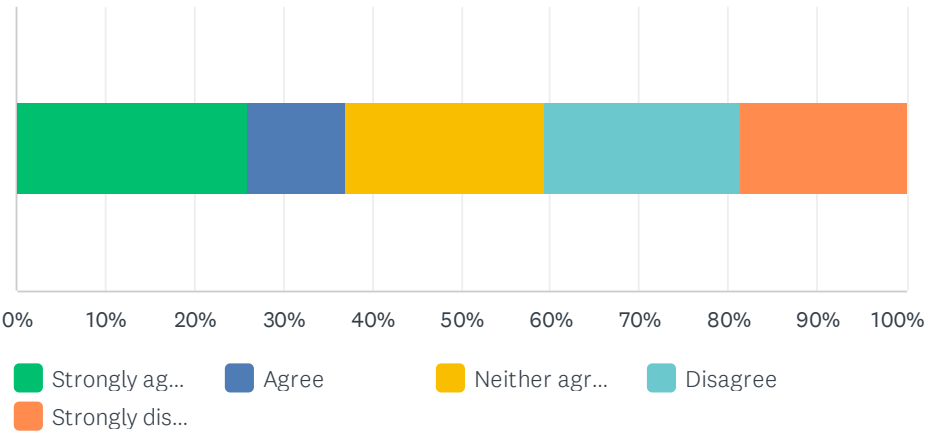
Answered: 27 Skipped: 0



ANSWER CHOICES		RESPONSES	
Strongly agree		7.41%	2
Agree		29.63%	8
Neither agree nor disagree		29.63%	8
Disagree		18.52%	5
Strongly disagree		14.81%	4
TOTAL			27

Q4 My supervisor provides at least quarterly feedback to me about the status of my performance.

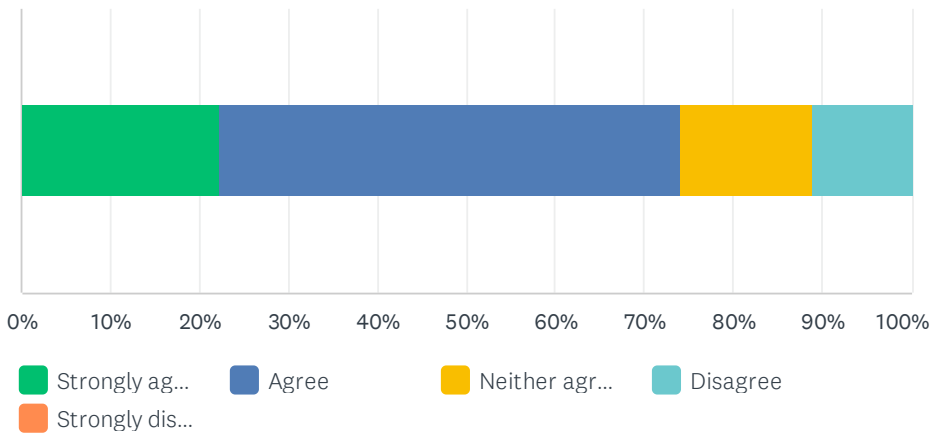
Answered: 27 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	25.93%	7
Agree	11.11%	3
Neither agree nor disagree	22.22%	6
Disagree	22.22%	6
Strongly disagree	18.52%	5
TOTAL		27

Q5 My position with the District is secure

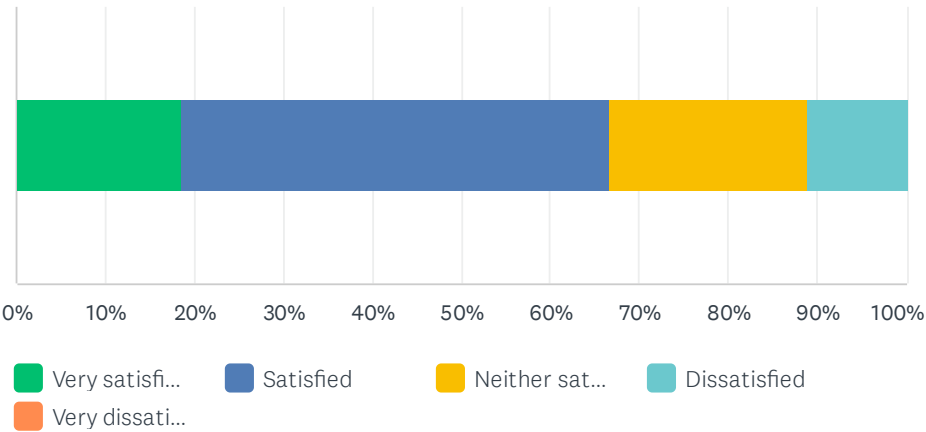
Answered: 27 Skipped: 0



ANSWER CHOICES		RESPONSES	
Strongly agree		22.22%	6
Agree		51.85%	14
Neither agree nor disagree		14.81%	4
Disagree		11.11%	3
Strongly disagree		0.00%	0
TOTAL			27

Q6 How would you rate your overall job satisfaction?

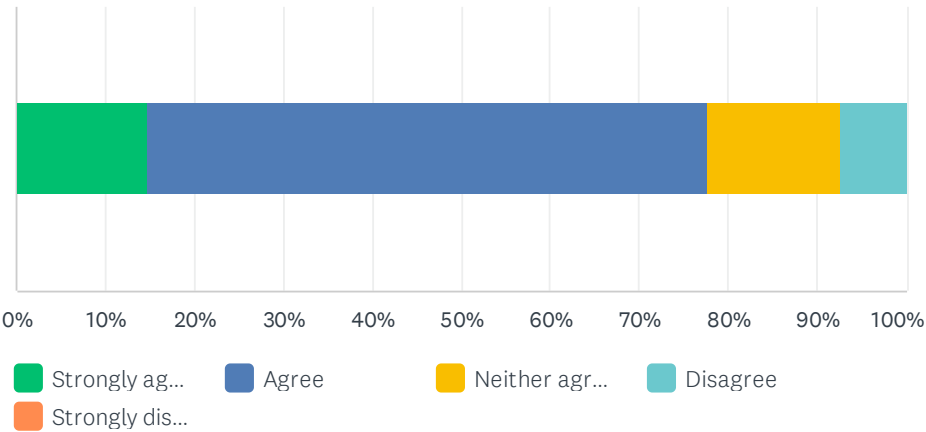
Answered: 27 Skipped: 0



ANSWER CHOICES		RESPONSES	
Very satisfied		18.52%	5
Satisfied		48.15%	13
Neither satisfied nor dissatisfied		22.22%	6
Dissatisfied		11.11%	3
Very dissatisfied		0.00%	0
TOTAL			27

Q9 I have a clear understanding of how my compensation is determined.

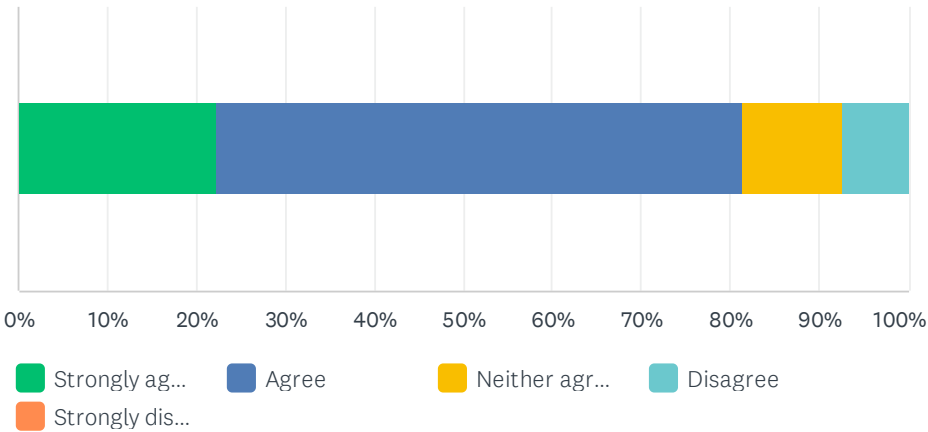
Answered: 27 Skipped: 0



ANSWER CHOICES		RESPONSES	
Strongly agree		14.81%	4
Agree		62.96%	17
Neither agree nor disagree		14.81%	4
Disagree		7.41%	2
Strongly disagree		0.00%	0
TOTAL			27

Q10 I have a clear understanding of the benefits available to me.

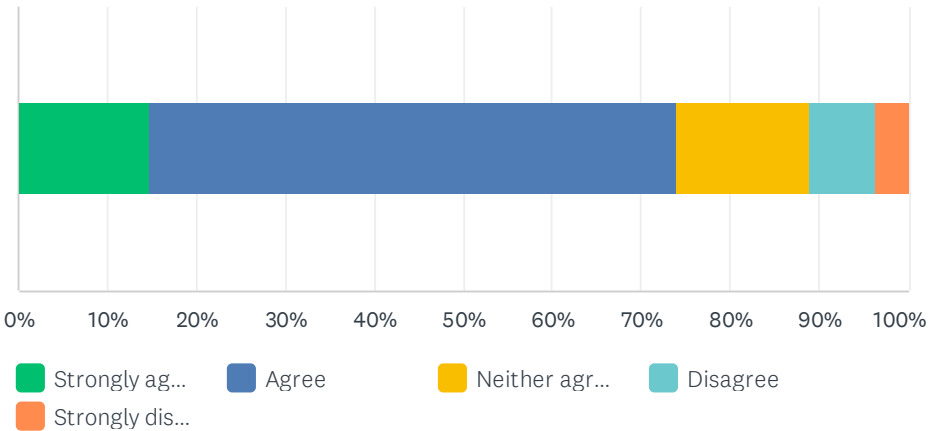
Answered: 27 Skipped: 0



ANSWER CHOICES		RESPONSES	
Strongly agree		22.22%	6
Agree		59.26%	16
Neither agree nor disagree		11.11%	3
Disagree		7.41%	2
Strongly disagree		0.00%	0
TOTAL			27

Q11 I have a clear understanding of how to access the benefits available to me.

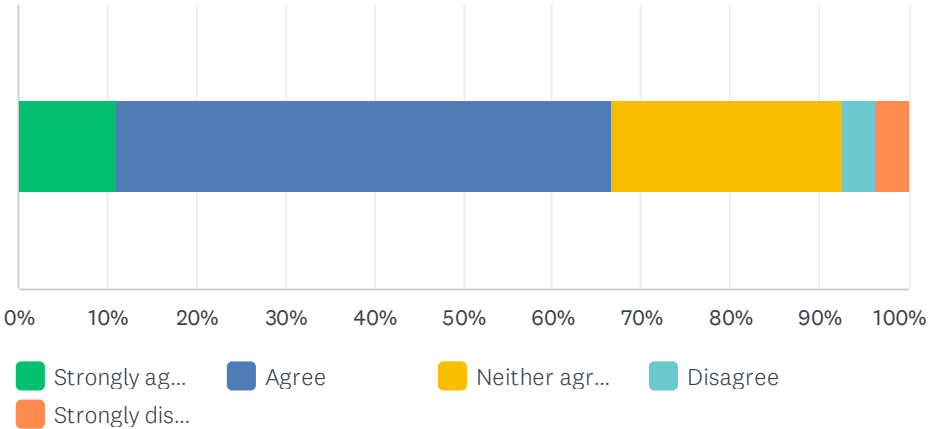
Answered: 27 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	14.81%	4
Agree	59.26%	16
Neither agree nor disagree	14.81%	4
Disagree	7.41%	2
Strongly disagree	3.70%	1
TOTAL		27

Q12 Current qualifications required for promotions are relevant to the job responsibilities?

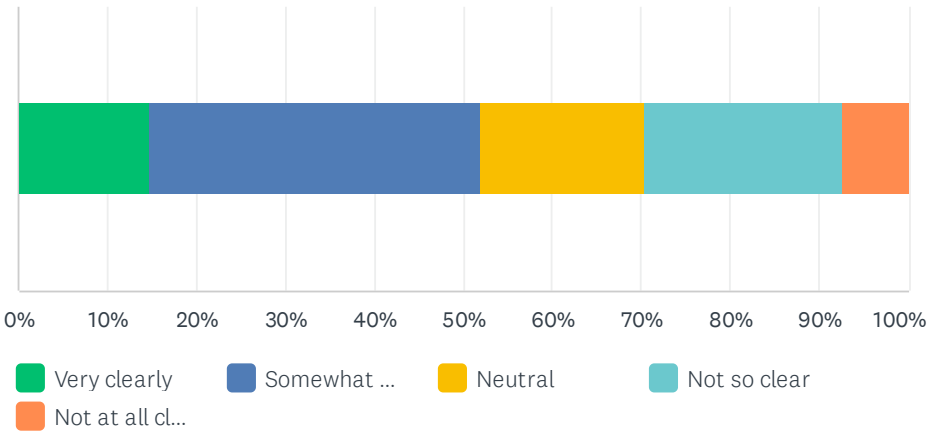
Answered: 27 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	11.11%	3
Agree	55.56%	15
Neither agree nor disagree	25.93%	7
Disagree	3.70%	1
Strongly disagree	3.70%	1
TOTAL		27

Q13 How clearly is the promotional process (matrix) communicated to all personnel?

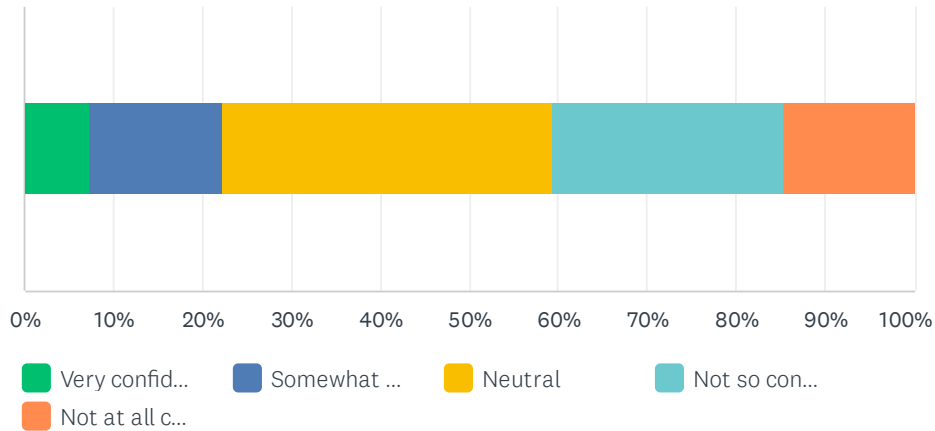
Answered: 27 Skipped: 0



ANSWER CHOICES		RESPONSES	
Very clearly		14.81%	4
Somewhat clearly		37.04%	10
Neutral		18.52%	5
Not so clear		22.22%	6
Not at all clear		7.41%	2
TOTAL			27

Q14 How confident are you that the criteria used to evaluate candidates for promotion are consistently applied?

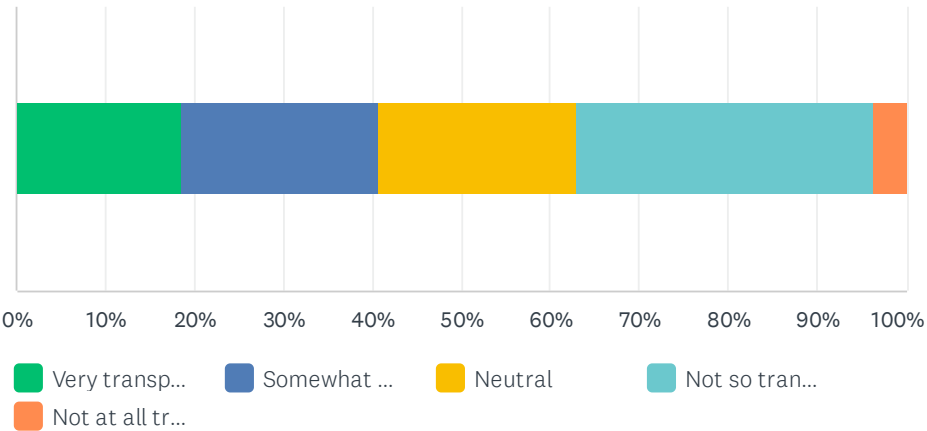
Answered: 27 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very confident	7.41%	2
Somewhat confident	14.81%	4
Neutral	37.04%	10
Not so confident	25.93%	7
Not at all confident	14.81%	4
TOTAL		27

Q15 How transparent is the district regarding how pay grades are determined and adjusted?

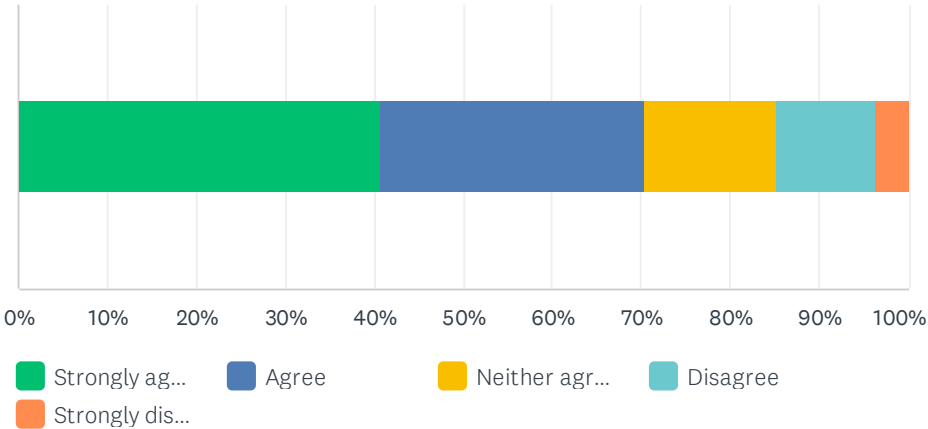
Answered: 27 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very transparent	18.52%	5
Somewhat transparent	22.22%	6
Neutral	22.22%	6
Not so transparent	33.33%	9
Not at all transparent	3.70%	1
TOTAL		27

Q16 The District is supportive of my training and professional development goals

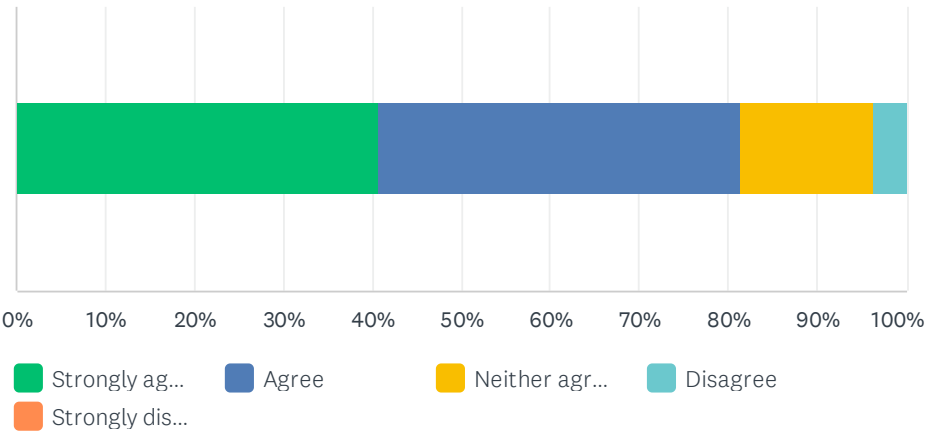
Answered: 27 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	40.74%	11
Agree	29.63%	8
Neither agree nor disagree	14.81%	4
Disagree	11.11%	3
Strongly disagree	3.70%	1
TOTAL		27

Q17 The District provides relevant and effective in-house training

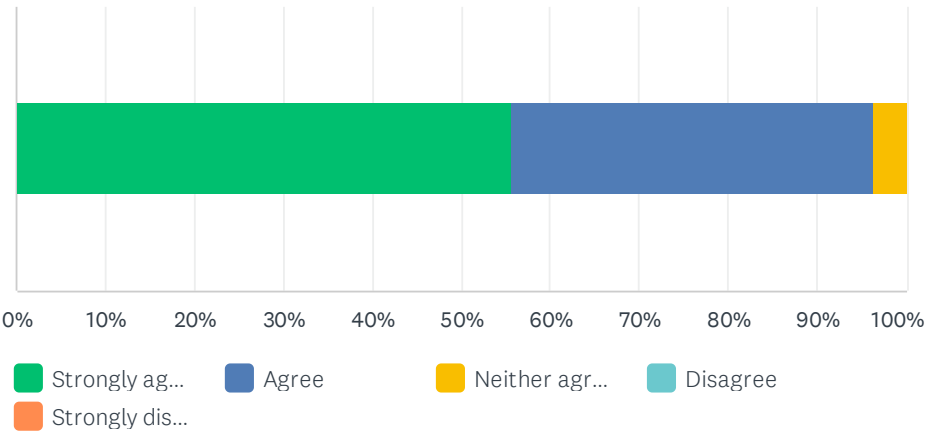
Answered: 27 Skipped: 0



ANSWER CHOICES		RESPONSES	
Strongly agree		40.74%	11
Agree		40.74%	11
Neither agree nor disagree		14.81%	4
Disagree		3.70%	1
Strongly disagree		0.00%	0
TOTAL			27

Q18 The District has adequate facilities

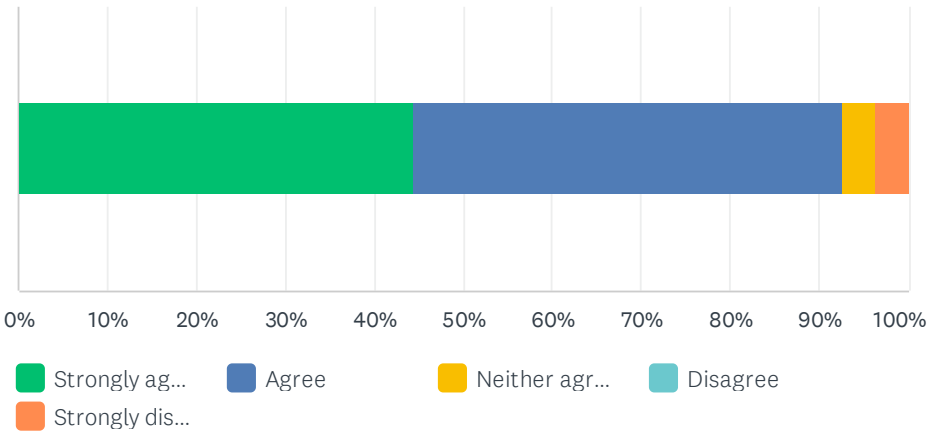
Answered: 27 Skipped: 0



ANSWER CHOICES		RESPONSES	
Strongly agree		55.56%	15
Agree		40.74%	11
Neither agree nor disagree		3.70%	1
Disagree		0.00%	0
Strongly disagree		0.00%	0
TOTAL			27

Q19 The District provides well maintained vehicles and equipment that I need to do my job

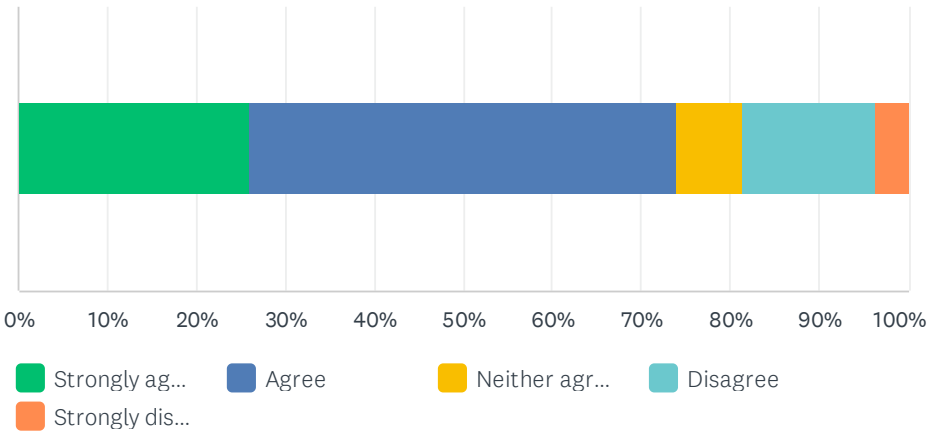
Answered: 27 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	44.44%	12
Agree	48.15%	13
Neither agree nor disagree	3.70%	1
Disagree	0.00%	0
Strongly disagree	3.70%	1
TOTAL		27

Q20 I feel comfortable raising a safety concern without fear of negative consequences.

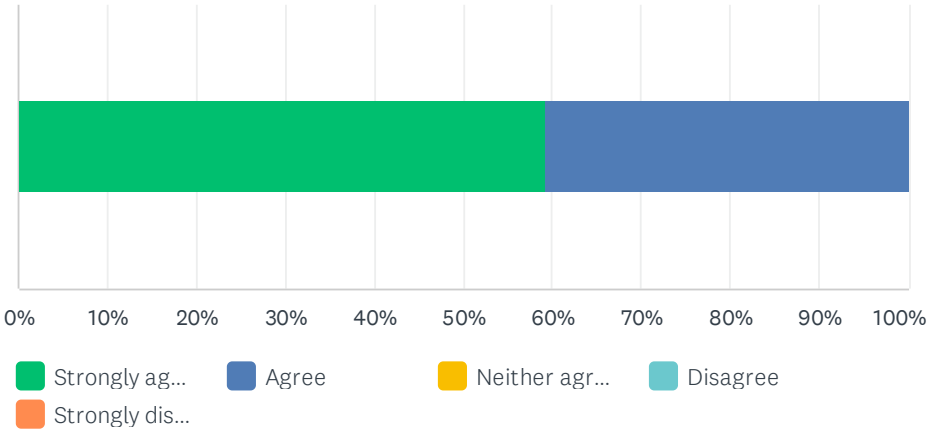
Answered: 27 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	25.93%	7
Agree	48.15%	13
Neither agree nor disagree	7.41%	2
Disagree	14.81%	4
Strongly disagree	3.70%	1
TOTAL		27

Q22 I consistently come to work prepared and ready to perform at a high level.

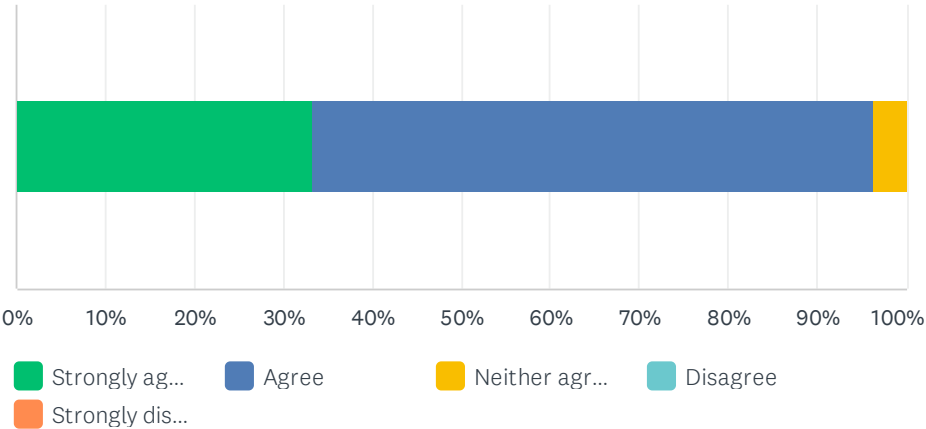
Answered: 27 Skipped: 0



ANSWER CHOICES		RESPONSES	
Strongly agree		59.26%	16
Agree		40.74%	11
Neither agree nor disagree		0.00%	0
Disagree		0.00%	0
Strongly disagree		0.00%	0
TOTAL			27

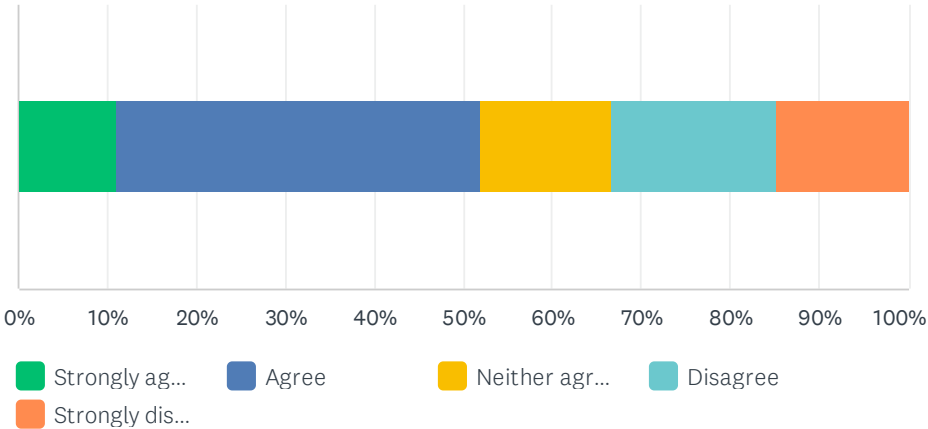
Q23 My teammates consistently come to work prepared and ready to perform at a high level.

Answered: 27 Skipped: 0



Q24 We are living by the established values we defined as an organization (Teamwork, Integrity, Professionalism)

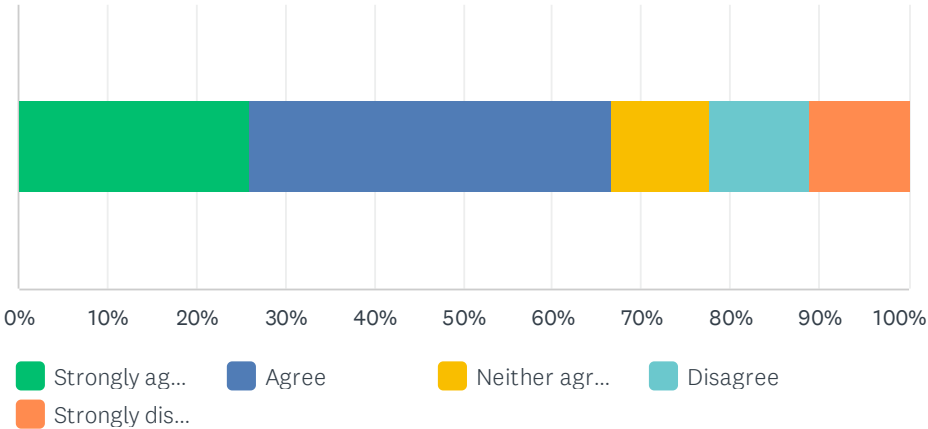
Answered: 27 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	11.11%	3
Agree	40.74%	11
Neither agree nor disagree	14.81%	4
Disagree	18.52%	5
Strongly disagree	14.81%	4
TOTAL		27

Q25 The District provides an environment that is free from offensive behavior or harassment

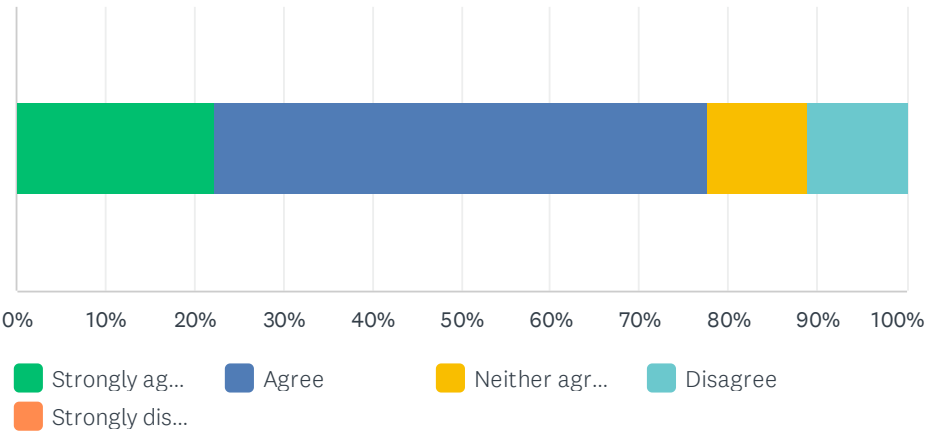
Answered: 27 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	25.93%	7
Agree	40.74%	11
Neither agree nor disagree	11.11%	3
Disagree	11.11%	3
Strongly disagree	11.11%	3
TOTAL		27

Q26 My colleagues treat each other with respect

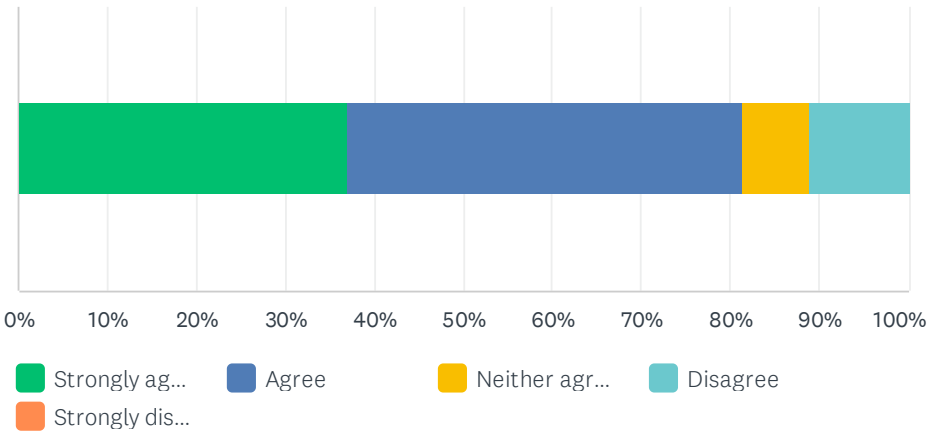
Answered: 27 Skipped: 0



ANSWER CHOICES		RESPONSES	
Strongly agree		22.22%	6
Agree		55.56%	15
Neither agree nor disagree		11.11%	3
Disagree		11.11%	3
Strongly disagree		0.00%	0
TOTAL			27

Q27 I trust the people with whom I serve

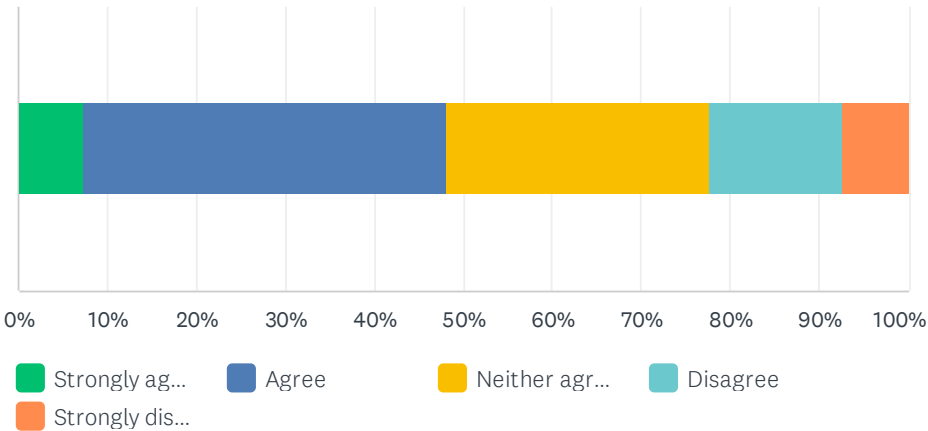
Answered: 27 Skipped: 0



ANSWER CHOICES		RESPONSES	
Strongly agree		37.04%	10
Agree		44.44%	12
Neither agree nor disagree		7.41%	2
Disagree		11.11%	3
Strongly disagree		0.00%	0
TOTAL			27

Q29 The District has a clear vision of the future and what we are working towards

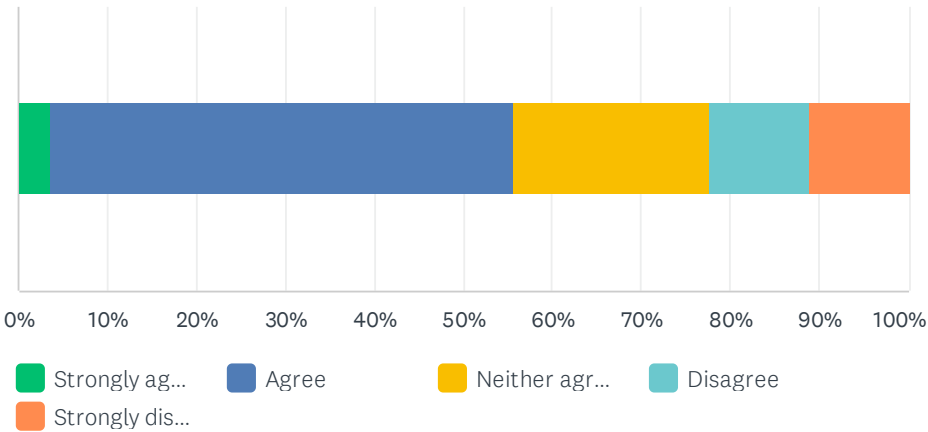
Answered: 27 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	7.41%	2
Agree	40.74%	11
Neither agree nor disagree	29.63%	8
Disagree	14.81%	4
Strongly disagree	7.41%	2
TOTAL		27

Q30 I am kept informed of important information

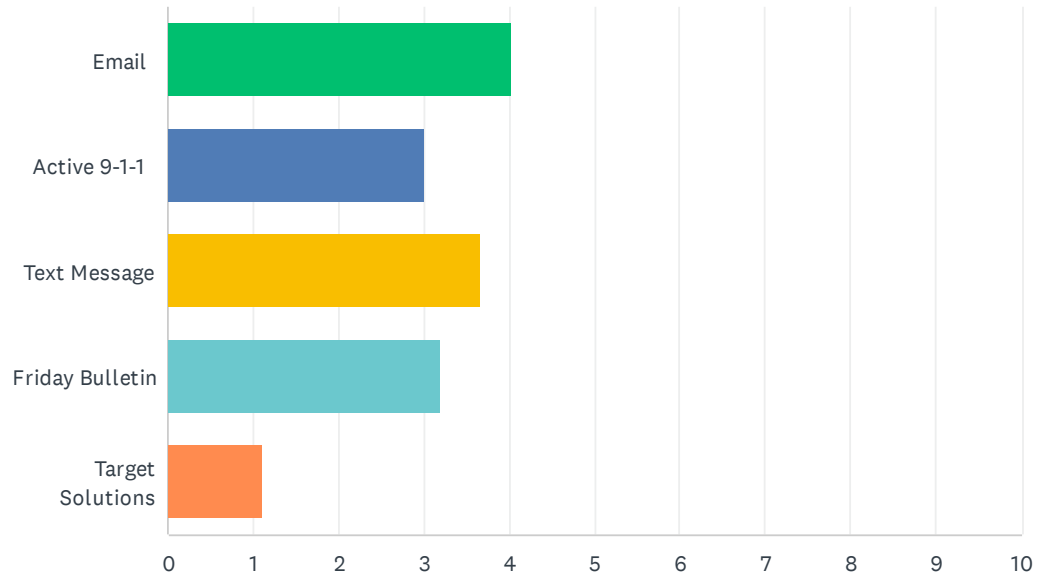
Answered: 27 Skipped: 0



ANSWER CHOICES		RESPONSES	
Strongly agree		3.70%	1
Agree		51.85%	14
Neither agree nor disagree		22.22%	6
Disagree		11.11%	3
Strongly disagree		11.11%	3
TOTAL			27

Q31 Please rank your preferred method of receiving communications from the District

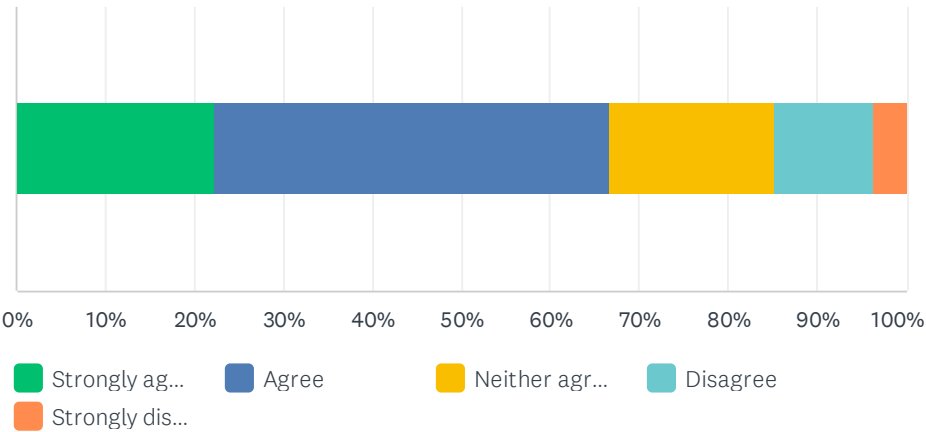
Answered: 27 Skipped: 0



	1	2	3	4	5	TOTAL	SCORE
Email	55.56% 15	11.11% 3	18.52% 5	11.11% 3	3.70% 1	27	4.04
Active 9-1-1	7.41% 2	25.93% 7	33.33% 9	25.93% 7	7.41% 2	27	3.00
Text Message	25.93% 7	33.33% 9	22.22% 6	18.52% 5	0.00% 0	27	3.67
Friday Bulletin	11.11% 3	29.63% 8	25.93% 7	33.33% 9	0.00% 0	27	3.19
Target Solutions	0.00% 0	0.00% 0	0.00% 0	11.11% 3	88.89% 24	27	1.11

Q32 My performance expectations are made clear

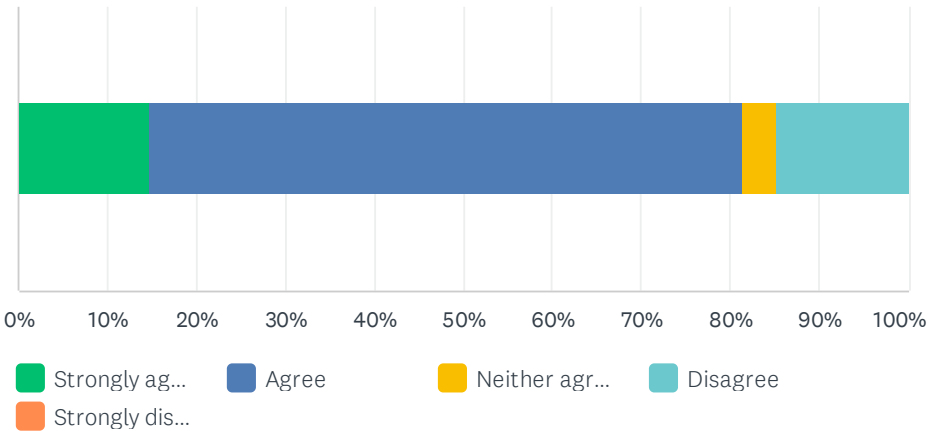
Answered: 27 Skipped: 0



ANSWER CHOICES		RESPONSES	
Strongly agree		22.22%	6
Agree		44.44%	12
Neither agree nor disagree		18.52%	5
Disagree		11.11%	3
Strongly disagree		3.70%	1
TOTAL			27

Q33 I have a good understanding of the District's policies and standard operating procedures

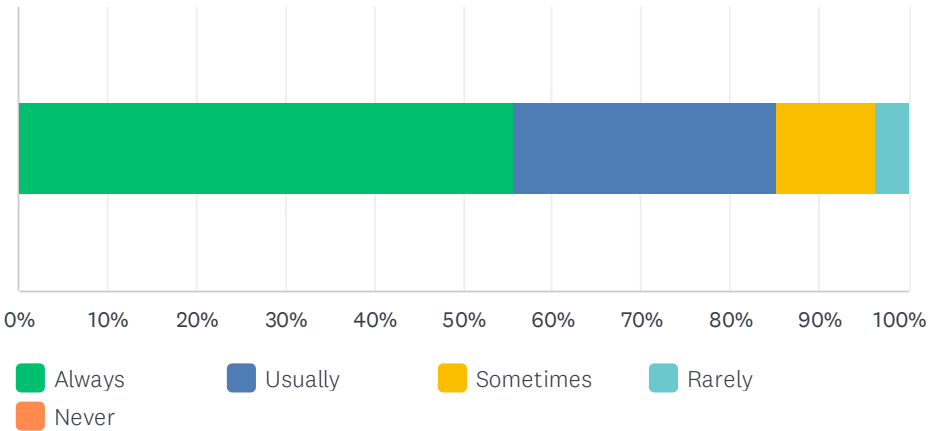
Answered: 27 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	14.81%	4
Agree	66.67%	18
Neither agree nor disagree	3.70%	1
Disagree	14.81%	4
Strongly disagree	0.00%	0
TOTAL		27

Q34 I make it a priority to stay current with District communications, updates, and policy changes.

Answered: 27 Skipped: 0



ANSWER CHOICES

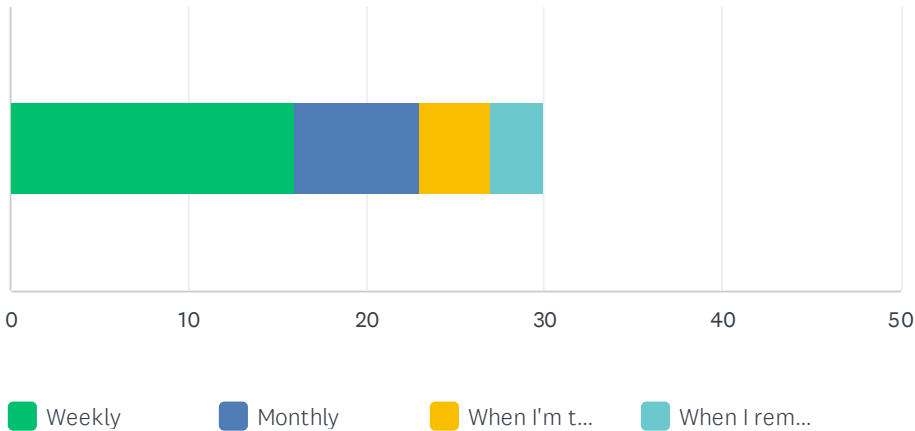
Always
Usually
Sometimes
Rarely
Never
TOTAL

RESPONSES

55.56%	15
29.63%	8
11.11%	3
3.70%	1
0.00%	0
	27

Q35 Approximately how many times have you logged into Target Solutions in the last month? (Select all that apply)

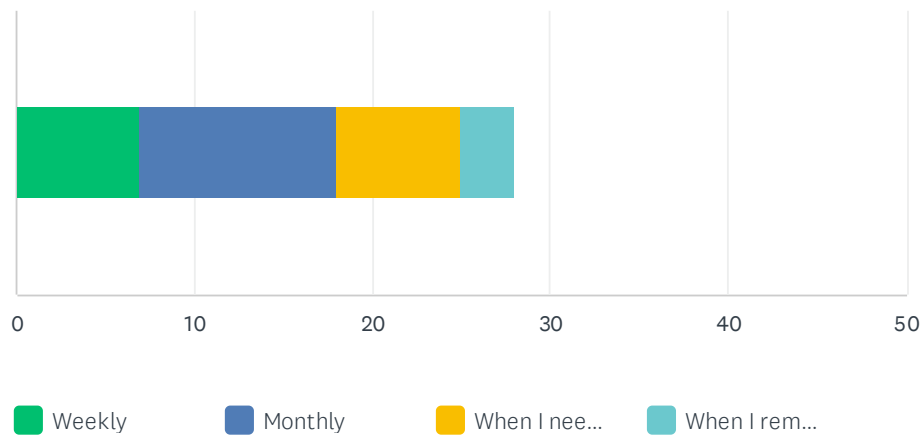
Answered: 27 Skipped: 0



ANSWER CHOICES		RESPONSES	
Weekly		59.26%	16
Monthly		25.93%	7
When I'm told to		14.81%	4
When I remember		11.11%	3
Total Respondents: 27			

Q36 Approximately how any times have you logged into FOAMfrat in the last month? (Select all that apply)

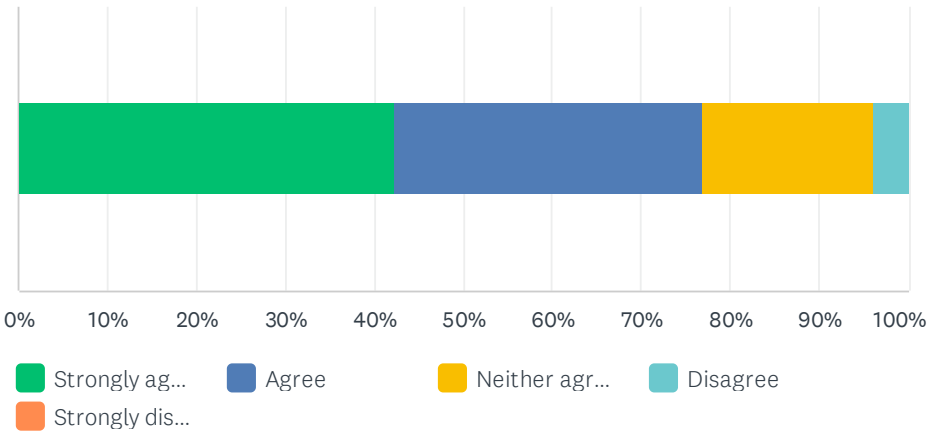
Answered: 27 Skipped: 0



ANSWER CHOICES		RESPONSES	
Weekly		25.93%	7
Monthly		40.74%	11
When I need to		25.93%	7
When I remember		11.11%	3
Total Respondents: 27			

Q37 I am comfortable contacting my immediate supervisor when I have questions

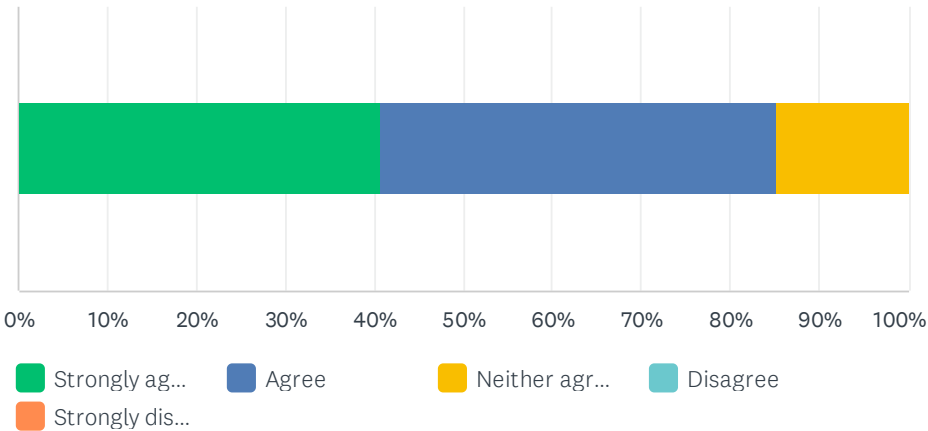
Answered: 26 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly agree	42.31%	11
Agree	34.62%	9
Neither agree nor disagree	19.23%	5
Disagree	3.85%	1
Strongly disagree	0.00%	0
TOTAL		26

Q39 Do you feel you have the necessary resources related to health and wellness?

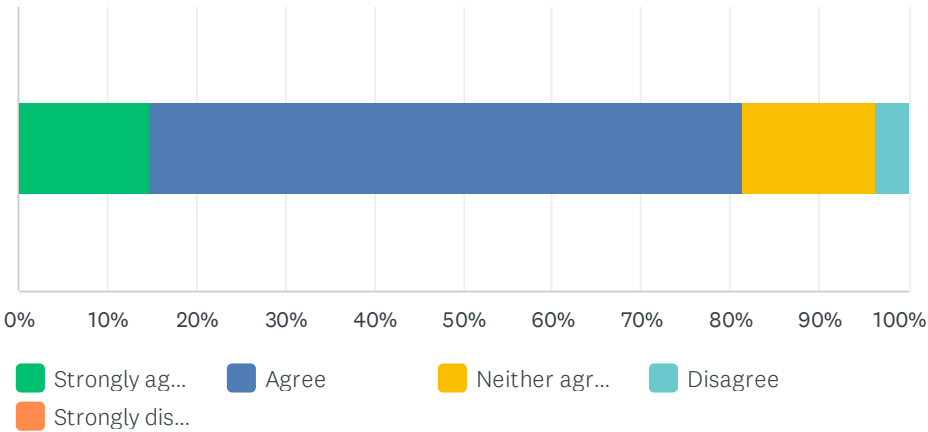
Answered: 27 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	40.74%	11
Agree	44.44%	12
Neither agree nor disagree	14.81%	4
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		27

Q40 Do you feel rested coming into work on day 1 of your shift?

Answered: 27 Skipped: 0



ANSWER CHOICES

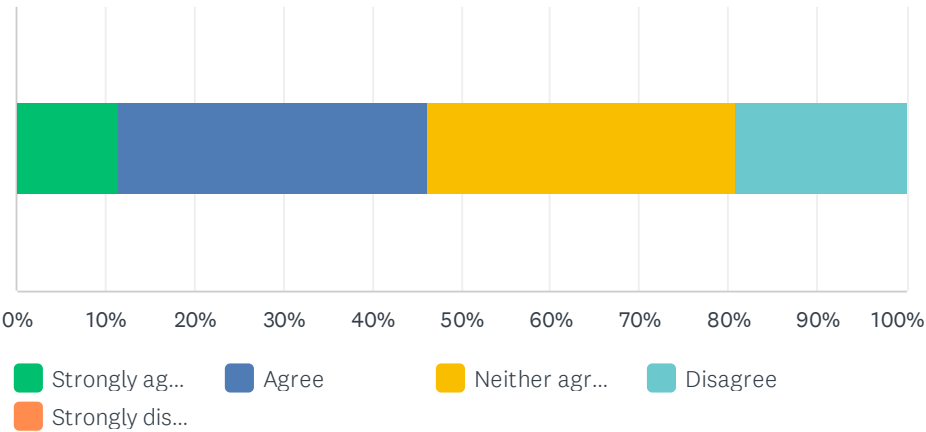
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- TOTAL

RESPONSES

14.81%	4
66.67%	18
14.81%	4
3.70%	1
0.00%	0
	27

Q41 Do you feel you get good sleep while you are at work and on shift?

Answered: 26 Skipped: 1



ANSWER CHOICES

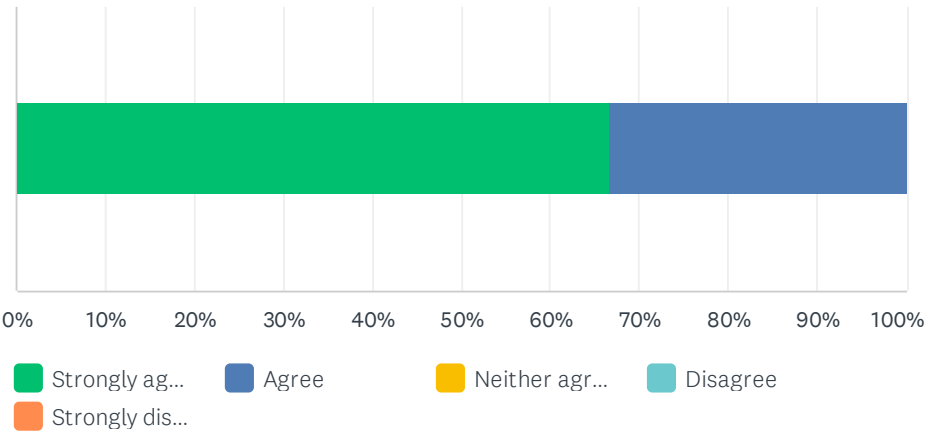
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- TOTAL

RESPONSES

11.54%	3
34.62%	9
34.62%	9
19.23%	5
0.00%	0
	26

Q42 Do you feel you have adequate equipment for the fitness program?

Answered: 27 Skipped: 0



ANSWER CHOICES

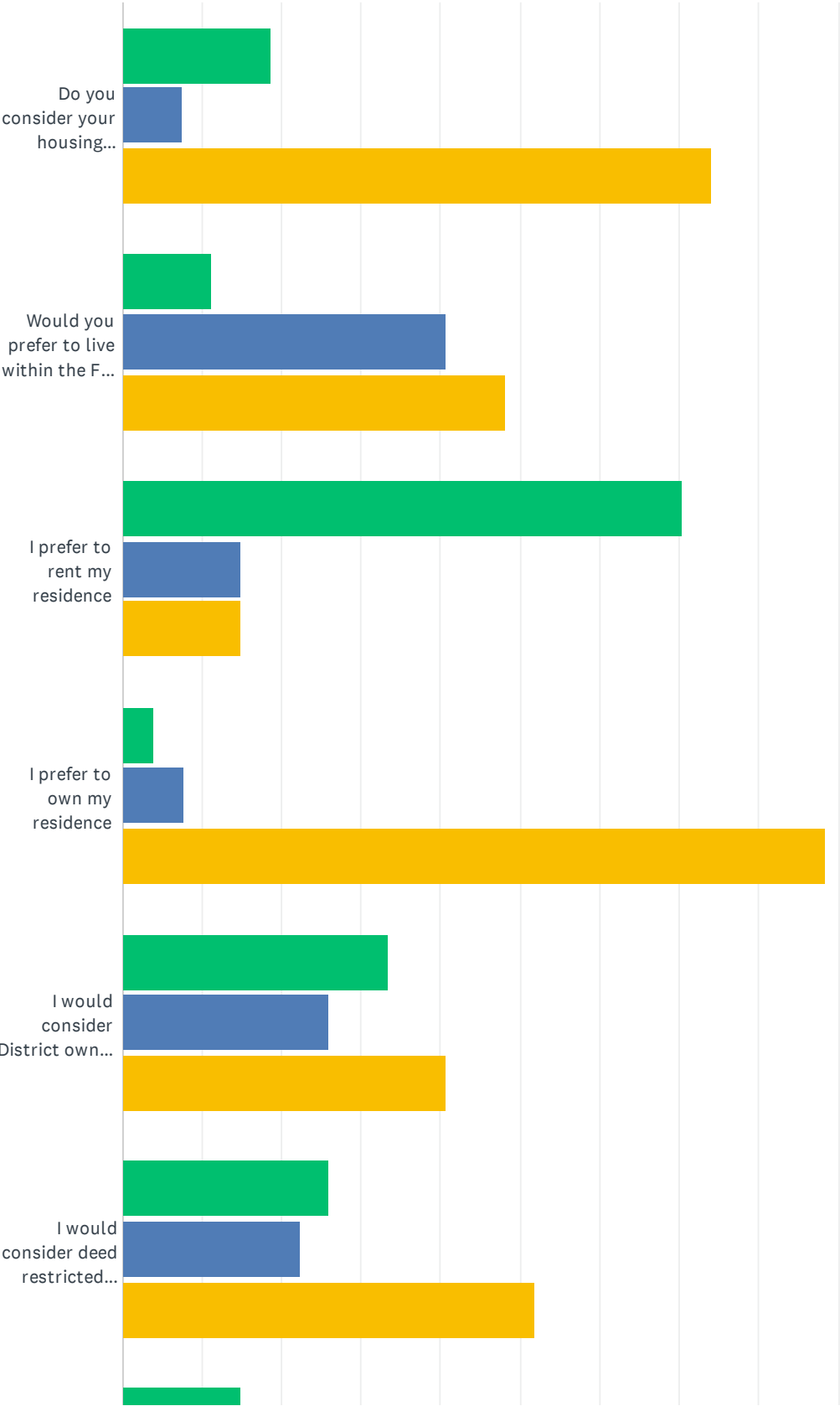
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- TOTAL

RESPONSES

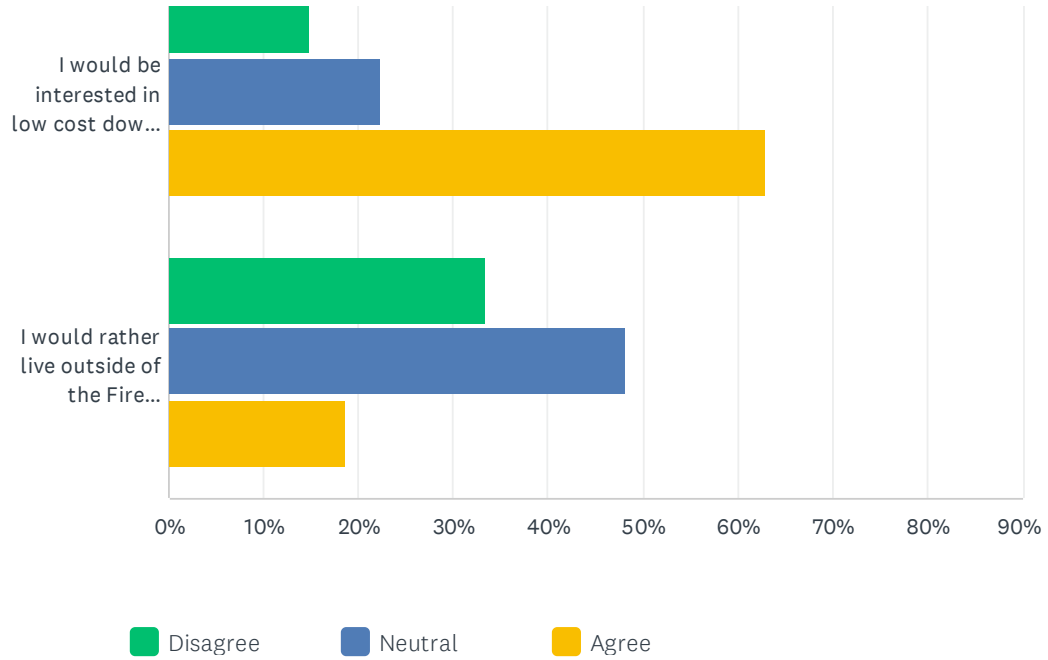
66.67%	18
33.33%	9
0.00%	0
0.00%	0
0.00%	0
27	

Q44 Housing Questions - General

Answered: 27 Skipped: 0



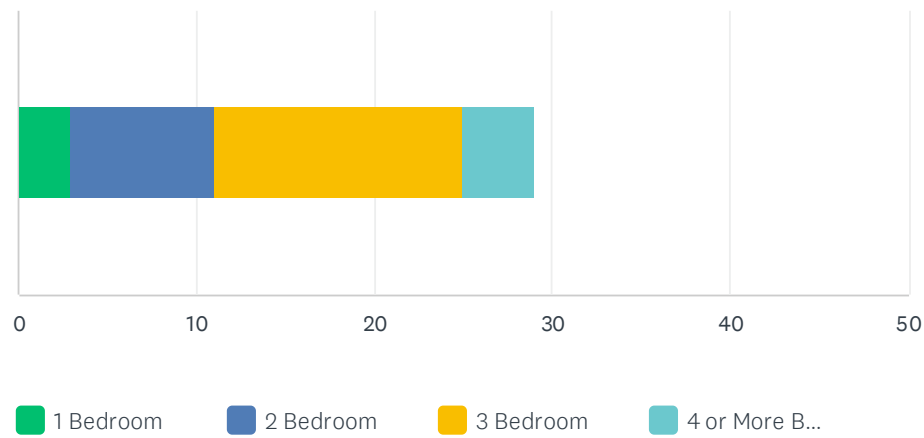
2026 Employee Survey



	DISAGREE	NEUTRAL	AGREE	TOTAL	WEIGHTED AVERAGE
Do you consider your housing situation stable	18.52% 5	7.41% 2	74.07% 20	27	3.56
Would you prefer to live within the Fire District	11.11% 3	40.74% 11	48.15% 13	27	3.37
I prefer to rent my residence	70.37% 19	14.81% 4	14.81% 4	27	2.44
I prefer to own my residence	3.85% 1	7.69% 2	88.46% 23	26	3.85
I would consider District owned rental housing	33.33% 9	25.93% 7	40.74% 11	27	3.07
I would consider deed restricted District housing available for sale	25.93% 7	22.22% 6	51.85% 14	27	3.26
I would be interested in low cost down payment assistance	14.81% 4	22.22% 6	62.96% 17	27	3.48
I would rather live outside of the Fire District	33.33% 9	48.15% 13	18.52% 5	27	2.85

Q45 If the District develops housing for rent or ownership please choose your preference for housing size

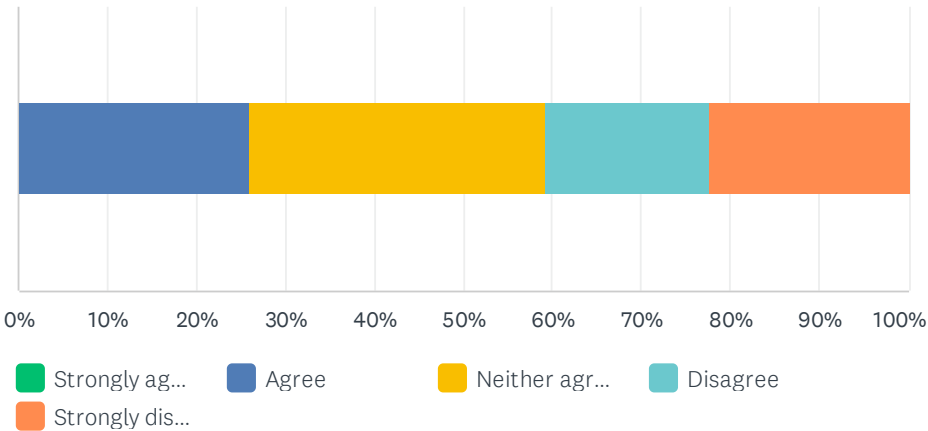
Answered: 25 Skipped: 2



ANSWER CHOICES	RESPONSES	
1 Bedroom	12.00%	3
2 Bedroom	32.00%	8
3 Bedroom	56.00%	14
4 or More Bedrooms	16.00%	4
Total Respondents: 25		

Q47 Chief Officers communicate decisions in a way that helps me understand the reasoning behind them.

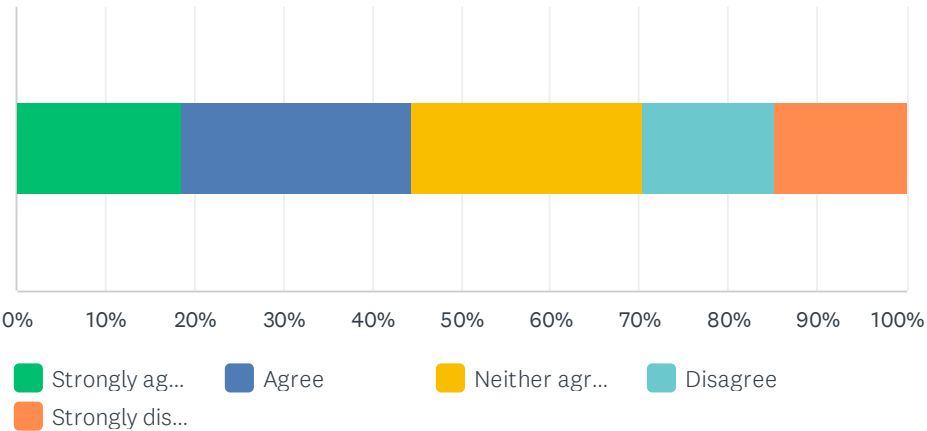
Answered: 27 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	25.93%	7
Neither agree nor disagree	33.33%	9
Disagree	18.52%	5
Strongly disagree	22.22%	6
TOTAL		27

Q48 I am confident that when I raise a concern or suggestion, it will be considered and I will receive follow-up.

Answered: 27 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	18.52%	5
Agree	25.93%	7
Neither agree nor disagree	25.93%	7
Disagree	14.81%	4
Strongly disagree	14.81%	4
TOTAL		27



CRESTED BUTTE FIRE PROTECTION DISTRICT

Emergency Medical Services | Fire | Community Risk Reduction
300 County Road 317 | P.O. Box 1009 Crested Butte, CO 81224
Phone: (970) 349-5333 | Fax: (970) 349-3420
Website: www.cbfpd.org

MEMORANDUM

TO: Board of Directors

FROM: Sean Caffrey, CEO and Commissioner

DATE: July 14, 2026

RE: Chief Recruitment — Options, Process, and Proposed Timeline

PURPOSE

This memorandum presents four recruitment options for the Board's consideration and requests the decisions needed to begin the Chief search. No staff recommendation is offered. The Board has access to the full vendor proposals, the Lyons Gaddis process guidance memorandum, and the draft Exhibit B job description as separate attachments.

BACKGROUND

The CEO and Commissioner position will be vacated by end of 2026. The Board must recruit and hire a Chief to serve as the District's sole executive, consolidating the current dual-role structure. The Board should plan on authorizing the search no later than this meeting to allow for a reasonable leadership overlap before year-end. Two executive search firms have submitted proposals:

- GMP Consultants (Snoqualmie, WA), June 2026, two service tiers.
- Strategic Government Resources / SGR (Keller, TX), June 23, 2026, single limited scope product.

OPTIONS 1, 2, AND 3: VENDOR-ASSISTED RECRUITMENT

All cost estimates include base fee plus anticipated reimbursable expenses.

	Option 1: GMP Full Service	Option 2: GMP Partial Service	Option 3: SGR Limited Scope
Base Fee	\$18,500	\$14,500	\$14,184
Est. All-In	~\$22,000–23,000	~\$17,000–18,000	~\$18,000–22,000*
Fire Lead	Gordie Olson, ret. Chief, Thornton CO	Gordie Olson, ret. Chief, Thornton CO	Rudy Jackson, ret. Chief, Fort Worth TX

	Option 1: GMP Full Service	Option 2: GMP Partial Service	Option 3: SGR Limited Scope
Scope	Full search through offer negotiation	Sourcing through finalist recommendations; Board conducts final interviews	Sourcing through semifinalist pool; Board manages all subsequent steps
Board Effort	Low	Moderate	Moderate-High
Timeline	90–100 days to hire	75–90 days to finalists	~6 weeks to semifinalists; balance on District timeline
Guarantee	18-month placement	6-month placement	Pool satisfaction only; no placement guarantee
Contract Note	Standard terms	Standard terms	Sec. 3.E IP clause warrants District counsel review

** SGR's all-in cost rises with a-la-carte additions (recorded interviews, media reports, background checks, reference checks); these services are included in GMP's full service fee.*

KEY DISTINCTIONS

Fire service subject matter expertise.

GMP's search team is led by former fire chiefs with direct Colorado combination district experience, including recently completed searches for Louisville FPD and Mountain View FPD. SGR's lead recruiter is a retired Fire Chief from Fort Worth, Texas, a major metropolitan career department. For a small all-hazards combination district in a resort community context, GMP's team alignment is more direct.

Board workload.

Option 1 (GMP Full) places the lowest burden on the Board, handling everything through offer negotiation. Option 2 (GMP Partial) requires the Board to design and conduct final interviews and manage offer negotiations independently. Option 3 (SGR) requires the Board to manage everything after the semifinalist briefing, including reference checks, candidate communications, interviews, and negotiations.

Guarantee structure.

GMP's full service option provides an 18-month placement guarantee, meaningful given that this is a newly consolidated role with elevated first-year transition risk. GMP Partial carries a 6-month guarantee. SGR's guarantee covers only pool satisfaction if the Board is dissatisfied with the applicant pool; it does not extend to whether the selected candidate remains in the role.

Contract terms.

The SGR agreement (Section 3.E) asserts that all search information, including names of prospects with whom SGR is in contact, remains SGR's exclusive proprietary property regardless of whether shared with the District. Given CBFPD's obligations as a Colorado special district under CORA (C.R.S. Title 24), this provision warrants District counsel review before execution. GMP's standard terms do not contain a comparable clause.

POSITION QUALIFICATIONS SUMMARY

Key requirements the Board is formally establishing at this meeting. Preferred qualifications and full detail are in Exhibit B.

Requirement	Standard (Exhibit B)
Education	Bachelor's degree in Fire Service Administration, Emergency Services, Public Administration, Business, or related field
Experience	Minimum 10 years progressive fire/EMS experience; at least 5 years as chief officer or comparable executive role
Certifications	Valid Colorado driver's license; ICS 400 / NIMS 700; CPR; Colorado EMT or higher; Colorado Fire Officer II
Residency	Must respond from residence to District HQ within 30 minutes at all times, or establish such residency within 180 days of hire

OPTION 4: INTERNALLY MANAGED SEARCH

A staff-led search is a legitimate, lower-cost option estimated at \$3,000–5,000 in advertising and process support, with no placement guarantee. Staff would manage posting and initial screening; HRx, the District's Employers Council representative, would design the semifinalist and finalist stages and is available for that support under any option. The primary tradeoffs are network reach and transition posture. The District's professional relationships through NEMSMA, ACPE, IAFC, and the Colorado State Fire Chiefs Association are real but narrower than a search firm's systematic candidate database, particularly for candidates not actively job-seeking. The incumbent managing the search for their own successor creates some inherent tension, mitigated by a non-Board screening committee and HRx involvement.

Factor	Option 4: Internal/Staff-Led Search
Est. Cost	~\$3,000–5,000 (advertising + HRx process support)
Board Effort	High; Board conducts final interviews and selection
Staff Role	Staff manages posting, advertising, and initial screening against minimum qualifications

HRx Support	HRx (District’s Employers Council representative) designs semifinalist and finalist stages: interview structure, scoring, and reference check protocols. HRx available under any option for finalist stage support.
Network	CEO’s NEMSMA, ACPE, IAFC, and CSFA relationships supplement broad advertising; narrower than a search firm’s systematic database
Guarantee	None
Key Note	Incumbent managing own succession creates inherent tension; manageable with HRx support and a non-Board screening committee

MARKET CONTEXT

All options are funded from existing administrative reserves; no budget amendment is required. For context, private sector retained executive search is typically priced at 30–33% of first-year total cash compensation, which for a position in this salary range implies a fee of roughly \$39,000–\$53,000. The GMP and SGR proposals run \$14,184–\$18,500, well under that benchmark. Public sector search fees are structurally lower due to a more defined candidate pool and publicly known compensation ranges, so the figures presented here are at or near the floor for professionally managed fire executive searches nationally.

PROPOSED TIMELINE

July 14 — Board Action Requested

- Adopt Exhibit B (Chief Job Description) and formally establish applicant requirements as required by C.R.S. §24-6-402(3.5).
- Authorize staff to survey District members regarding desired traits and qualifications to inform development of the candidate profile prior to the August meeting.
- Establish September 18, 2026 as the application deadline.
- Select a recruitment approach. If a vendor is selected, authorize the CEO and Commissioner to execute the contract. If the internal option is selected, authorize engagement of HRx for process design support. Under either approach, HRx is available to assist with finalist stage design.

July–August — Staff Actions

- Survey staff, officers and internal partners regarding desired traits for position.
- Finalize and execute search firm contracts as needed.
- Draft position profile and identify advertising options across IAFC, Colorado State Fire Chiefs Association, FireRescue1, LinkedIn, and any vendor channels.

August Meeting — Anticipated Agenda

- Present personnel survey results and finalize the candidate profile.
- Appoint search committee and establish its charge. Additional screening and finalist process details will be finalized at this meeting.
- Receive application pool status report from staff.

EXHIBIT A
TO
EMPLOYMENT AGREEMENT

**POSITION DESCRIPTION
EMS & FIRE CHIEF**

NATURE AND SCOPE

The EMS & Fire Chief (Chief) is the District's Chief Executive Officer, Ambulance Service Administrator, and statutory Fire Chief. The Chief is responsible to the District Board of Directors for effective and efficient operation of the District, and for advancing the Board's strategic direction through sound executive management. The Chief is accountable for all aspects of day-to-day administration, operations, and finances of the District, and performs the management functions of planning, organizing, leading, and controlling to assure capable and effective fire suppression, fire prevention, code enforcement, wildland fire, advanced life support emergency medical services, ambulance transport, rescue, hazardous materials response, and related all-hazards services to the residents, visitors, and communities of the District.

The District serves an approximately 220-square-mile service area at high elevation in the Upper Gunnison Valley inclusive of two municipal jurisdictions and unincorporated Gunnison County, with a resident population of approximately 5,000 that expands with seasonal visitors. The District operates with full-time, part-time, and volunteer personnel. The geographic nature of the District and the complexity of its service mix require particular attention to facilities, staffing, mutual aid, and the integration of career and reserve personnel.

Work is performed with a wide latitude for independent judgment and action. The Board measures performance through the quality of work products, financial stewardship, workforce relations, community relationships, and the overall effectiveness of District programs and operations. The terms of the Employment Agreement to which this Exhibit is attached supersede any conflicting provision in this Position Description.

RESPONSIBILITIES AND AUTHORITIES

Colorado statutes vest in the District Board of Directors ultimate authority over and responsibility for effective delivery of ambulance service, fire protection, and related services. The Board carries out these responsibilities through effective delegation, reserving certain activities to itself and delegating operational authority to the Chief as set forth below.

BOARD OF DIRECTORS

The Chief recommends and provides staff support to the Board in matters related to the following activities reserved to the Board:

1. Adopting and amending the annual budget and mill levy.
2. Establishing policies governing the District.
3. Setting long-range objectives and strategic direction for the District.
4. Entering into contracts, agreements, and intergovernmental agreements.

5. Incurring indebtedness and making investments.
6. Acquiring, disposing of, and encumbering real and personal property.
7. Levying taxes.
8. Including and excluding property from the District.
9. Entering into or responding to litigation.
10. Establishing personnel compensation structures and benefit programs.
11. Conducting elections.

The Board recognizes the need for an established and cohesive chain of command and agrees to conduct its affairs in a manner consistent with that chain of command. The Board as a whole directs the Chief; individual Board members have no authority to direct District employees or volunteers. If a District employee or volunteer approaches an individual Board member regarding a work matter, operational concern, or any issue intended to inform or influence Board decision-making outside of a properly noticed meeting, the Board member shall direct that individual to address the matter through the chain of command and shall promptly notify the Chief. Nothing in this section limits the right of any person to address the Board through the public comment process at a properly noticed meeting, or to report concerns to appropriate governmental authorities as provided by law.

CHIEF

The Chief is delegated, and engages in, the following activities drawing on appropriate personnel and resources:

1. Serving as the highest-ranking officer of the District and exercising command authority over all District personnel, apparatus, equipment, and operations.
2. Supervising, directing, and maintaining accountability for all District activities, programs, and service lines, including but not limited to ambulance service, fire suppression and prevention, wildland fire, rescue, hazardous materials response, training, fire code enforcement and plan review, and any other emergency or non-emergency service the District provides directly or through agreement.
3. Managing and supervising all District administrative operations on a daily basis.
4. Exercising full personnel authority over all District employees, including the authority to hire, promote, demote, suspend, and terminate, subject to applicable law.
5. Developing and maintaining the policies, procedures, and guidelines necessary to advance Board direction and sustain effective District operations.
6. Maintaining effective communications with all District personnel and fostering a culture of transparency, accountability, and belonging.
7. Maintaining effective communications with the Board, including preparation of regular operational, financial, and program reports, and keeping the Board informed of significant developments, emerging issues, and matters requiring Board awareness or action.

8. Building and distributing Board meeting agendas in coordination with the Board Chair, ensuring agenda items are supported by complete staff reports and recommendations sufficient for informed Board deliberation.
9. Maintaining good working relationships with neighboring fire and EMS agencies, Gunnison County, the Town of Crested Butte, the Town of Mt. Crested Butte, and other partner organizations, and recommending agreements beneficial to the District.
10. Forecasting District service requirements and financial objectives, including budget preparation for Board adoption and implementation of the adopted budget.
11. Supervising and developing the leadership team, establishing position descriptions, and conducting performance evaluations, with attention to decision-making at the lowest effective level.
12. Maintaining familiarity with Title 32 (Special District Act), C.R.S., applicable fire codes, EMS statutes and regulations, and other applicable standards.
13. Maintaining effective programs to recruit and retain career and reserve personnel.
14. Commanding District emergency operations and incident scenes as necessary and ensuring the District maintains continuous operational readiness.
15. Advising the Board on technology needs and capital requirements to sustain District capabilities.

DELEGATED ACTIVITIES

The Chief may delegate the following activities while retaining accountability and providing guidance and support as appropriate. Activities include but are not limited to:

1. Apparatus, equipment, and personnel readiness.
2. Operating procedures, pre-incident planning, and mutual aid coordination.
3. Training program development and delivery.
4. Fire prevention, plan review, and code enforcement.
5. Financial management and reporting.
6. Equipment inventory and purchasing systems.
7. Public information and community education.



CRESTED BUTTE FIRE PROTECTION DISTRICT

300 COUNTY ROAD 317 / P.O. BOX 1009
CRESTED BUTTE, CO 81224
(970) 349-5333 FAX: (970) 349-3420
WEBSITE: WWW.CBFPD.ORG

Job Description EMS & Fire Chief

Employment Status: Full-Time
Reports to: Board of Directors
Typical Schedule: 40 hours per week
FLSA Status: Exempt
Salary Schedule: EMS & Fire Chief

Position Summary

The EMS & Fire Chief (Chief) is the District's Chief Executive Officer, Ambulance Service Administrator, and statutory Fire Chief. The Chief is responsible to the District Board of Directors for effective and efficient operation of the District, and for advancing the Board's strategic direction through sound executive management. The Chief is accountable for all aspects of day-to-day administration, operations, and finances of the District, and performs the management functions of planning, organizing, leading, and controlling to assure capable and effective fire suppression, fire prevention, code enforcement, wildland fire, advanced life support emergency medical services, ambulance transport, rescue, hazardous materials response, and related all-hazards services to the residents, visitors, and communities of the District.

The District serves an approximately 220-square-mile service area at high elevation in the Upper Gunnison Valley inclusive of two municipal jurisdictions and unincorporated Gunnison County, with a resident population of approximately 5,000 that expands with seasonal visitors. The District operates with full-time, part-time, and volunteer personnel. The geographic nature of the District and the complexity of its service mix require particular attention to facilities, staffing, mutual aid, and the integration of career and reserve personnel.

Supervision Received

Works under the direct supervision and authority of the District Board of Directors.

Supervision Exercised

All District personnel, directly and through the leadership team.

Essential Job Functions

The following competency areas describe the observable behaviors and outcomes by which the Board evaluates the Chief's performance. They are distinct from the authority and delegation framework in the Employment Agreement and are not intended to be all-inclusive.

Executive Leadership and Organizational Development

- Models the District's values in daily conduct and sets a consistent standard of professionalism, integrity, and accountability for all personnel.
- Develops subordinate leaders through deliberate coaching, structured professional development, and meaningful delegation, building depth in the organization over time.
- Demonstrates sound judgment in ambiguous or politically sensitive situations, balancing organizational interests with community expectations and legal obligations.
- Maintains current knowledge of fire service and EMS leadership practices through ongoing professional development, and applies that knowledge to improve District programs.
- Creates and sustains a work environment in which career, part-time, and volunteer personnel are treated equitably and feel invested in the District's mission.

All-Hazards Operations and Service Delivery

- Demonstrates working command-level competency across the District's full service portfolio, including emergency medical services, fire suppression, wildland fire, technical rescue, and HazMat.
- Evaluates training program effectiveness and takes corrective action when personnel or system performance does not meet established standards.
- Applies data and after-action review to identify trends in response performance, patient outcomes, and safety, and drives measurable improvement.
- Maintains the District's community risk reduction program as an integrated function, not a collateral duty, with measurable outcomes tied to identified hazard profiles.
- Manages EMS operations in compliance with applicable state and federal regulations, medical director protocols, and billing and transport requirements.

Board Relations, Governance, and External Affairs

- Keeps the Board accurately and completely informed on matters within its purview, including emerging operational, financial, legal, and personnel issues, with sufficient lead time for meaningful deliberation.
- Presents issues to the Board with a clear staff recommendation and the analysis supporting it, while remaining responsive to Board direction.
- Represents the District credibly and professionally with elected officials, partner agencies, the media, and the public, advancing the District's interests without creating avoidable controversy.
- Builds and sustains productive relationships with the Town of Crested Butte, the Town of Mt. Crested Butte, Gunnison County, and other jurisdictional partners in ways that benefit District constituents.
- Manages workforce relations with professionalism and in good faith, minimizing conflict and sustaining a functional working relationship with employee representatives.

Financial Management and Administrative Performance

- Produces a budget that accurately reflects operational requirements, is grounded in multi-year planning assumptions, and is presented with analysis sufficient for informed Board adoption.
- Executes the adopted budget with fiscal discipline, alerts the Board to material variances promptly, and identifies corrective action before variances become problems.
- Completes and presents an annual self-performance assessment to the Board covering accomplishments against goals, areas for improvement, and proposed goals for the coming year.

- Manages capital planning, procurement, and major projects with appropriate controls, competitive processes, and timely reporting to the Board.
- Maintains the District's policy and procedure library in a current, organized, and legally compliant state, and ensures personnel are trained on applicable policies.

Minimum Qualifications

Education and Experience

- Bachelor's degree in Fire Service Administration, Emergency Services Administration, Public Administration, Business Administration, Emergency Management, or related field from an accredited institution.
- At least ten years of progressively responsible experience in the fire and/or EMS service, with at least five years as a chief officer or in a comparable executive leadership role.

Required Licenses and Certifications

- Valid Colorado driver's license and safe driving record, or ability to obtain within 90 days of hire.
- ICS 400 and NIMS 700 certifications.
- CPR certification.
- Current Colorado Emergency Medical Technician (EMT) certification, or higher level of EMS licensure.
- Colorado Fire Officer II certification.

Residency

- Must be able to respond from residence to District Headquarters within 30 minutes at all times of day, or establish such residency within 180 days of hire.

Preferred Qualifications

- Master's degree in Fire Science, Public Administration, Business Administration, Emergency Management, or a closely related field.
- National Fire Academy Executive Fire Officer (EFO) designation, Center for Public Safety Excellence Chief Fire or EMS Officer (CFO/CEMSO) designation, or Colorado Executive Fire Administrator (CEFA) or equivalent fire officer credential.
- Demonstrated familiarity with Colorado Special District law (Title 32, C.R.S.) and special district governance.
- Experience managing EMS billing, transport operations, and compliance with state and federal EMS regulations.
- Residency within or proximate to the District boundaries.

Necessary Knowledge, Skills, and Abilities

- Comprehensive knowledge of fire suppression, emergency medical services, and all-hazards emergency operations at the command level.
- Working knowledge of applicable federal, state, and local laws governing fire protection districts, EMS, and employment, including Colorado Special District law.
- Proficiency in public sector budget development, financial analysis, and long-term fiscal planning.
- Strong personnel management skills, including performance evaluation, labor relations, and progressive discipline.

- Ability to communicate effectively, verbally and in writing, with diverse audiences including elected officials, staff, the media, and the public.
- Demonstrated ability to manage multiple priorities under time pressure and in high-stress environments.
- Organizational, planning, and project management skills.
- Proficiency in records management systems, Microsoft Office, and public safety technology platforms.
- Ability to make sound, timely decisions under conditions of stress, uncertainty, and incomplete information.
- Consistent and constructive leadership skills that build credibility with career, part-time, and volunteer personnel.

Special Requirements

- Must successfully complete applicable pre-offer and post-offer processes, which may include: oral board, written or verbal assessment, reference checks, criminal background check, driving record check, pre-employment physical examination and drug screen, and psychological evaluation.
- Must maintain all required certifications and licenses on a continuing basis.
- Must participate in the District's fitness for duty program as required by applicable policy.

Physical Demands

The physical demands described here are representative of those that must be met to successfully perform the essential functions of this position. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions. Physical demands include standing, walking, running, kneeling, stooping, lifting, pushing, pulling, crawling, climbing, and sustained administrative work at a computer. The position requires the ability to lift and carry objects up to 100 pounds occasionally and 25 pounds frequently. Good near and distance vision, peripheral vision, depth perception, and color vision are required.

Work Environment

This position requires the ability to work evenings, weekends, and holidays as needed. A portion of this position involves administrative work in an office environment; however, the Chief may be required to respond to and supervise emergency incident operations under adverse conditions. Conditions may include weakened structures, slippery or uneven surfaces, proximity to moving equipment, burning structures, electrical hazards, high places, confined spaces, hazardous materials, smoke, gases, extreme temperatures, and exposure to blood-borne pathogens or infectious disease. Personal protective equipment will be required in these settings.

The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position. This job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

The Crested Butte Fire Protection District maintains a drug-, alcohol-, and tobacco-free environment.



JUNE 2026

Fire Chief Recruitment Proposal

FOR CRESTED BUTTE FIRE PROTECTION DISTRICT, CO

PRESENTED BY

Greg M. Prothman

President, GMP Consultants

GMP CONSULTANTS

Greg@gmphr.com

(206) 714 9499

www.gmphr.com





Table of Contents

Cover Letter	03
About Us	04
Why Choose GMP	05
GMP Fire Services Division	06
Meet Your Recruitment Team	07
Recruitment Alternatives	08
Work Plan & Approach	09
Professional References	12
Recruitment Schedule	12
Professional Fees & Expenses	13
Guarantee and Warranty	13
Fire Chief Recruitments	14
Appendix	15
▪ Sample Position Profile	
▪ Sample Invitation to Apply	



May 20, 2026

Mr. Sean Caffrey
Chief Executive Officer & Commissioner
Crested Butte Fire Protection District
P.O. Box 1009
Crested Butte, CO 81224

Dear Mr. Caffrey,

Thank you for considering our proposal to assist Crested Butte Fire Protection District with the recruitment of its next Fire Chief. GMP Consultants is uniquely positioned to support this work through our dedicated Fire Services Division.

Why GMP for Your Fire Chief Recruitment?

Deep Fire Service Bench

- Access to a national team of former Fire Chiefs providing an extensive candidate network
- Collective expertise spanning career, combination, district, city, and regional fire authorities

Fire-Specific Evaluation

Assessment of candidates against fire executive competencies, including:

- Command and operational credibility
- Labor and collective bargaining experience
- EMS system leadership
- Executive readiness and long-term organizational fit

Active National Fire Recruitment Work

Currently or recently completed Fire Chief recruitments for:

- City of Cedar Rapids, Iowa (*in process*)
- Estes Valley Fire Protection District, Colorado (*in process*)
- Louisville Fire Protection District, Colorado (*recently completed*)
- Mountain View Fire Protection District, Colorado (*recently completed*)

Our approach combines a disciplined executive search process with practical fire service insight—ensuring candidates are evaluated not only for experience, but for leadership fit, credibility, and long-term success in your organization.

If you have any questions or would like to discuss your specific needs, please do not hesitate to contact me at (206)714-9499 or greg@gmphr.com. I look forward to the opportunity to work with Crested Butte Fire Protection District on this important recruitment.

Sincerely,

Greg M. Prothman
President



About Us

Our Foundation

GMP Consultants is a public sector executive search firm with a collective 630 years of local government leadership experience. We pride ourselves in strong regional and national relationships.

GMP Consultants value the importance of local government in our communities. We offer our clients experienced subject matter experts with a solid understanding of municipal government coupled with decades of experience.

We have served in a wide range of executive positions, from city and county management to public works, planning, human resources, management information systems, police, fire and finance.

Our Qualifications

Founded and led by Greg M. Prothman, GMP consultants have worked on over 800 executive searches and over 100 public sector consulting projects.

Our senior search consultants are seasoned local government leaders who are active in both national and state associations in their respective professional disciplines.

GMP's Fire Services Division

Our team is comprised of highly successful, tenured Fire Chiefs from across the nation. These seasoned fire service leaders bring unparalleled expertise in every facet of the fire service—from the unique dynamics of small combination departments to the complex demands of major metro fire departments.

How Can GMP's Fire Services Division Help?

Executive Recruitment

Targeted searches for Fire Chiefs, Deputy Chiefs, and Fire Marshals

Interim Leadership

Seasoned, retired Fire Chiefs to maintain stability during transitions

Organizational Analysis

Reviewing departmental structure, staffing models, and deployment strategies

Coaching

Executive Coaching for the Next Generation of Command Staff.

GMP Consultants has sufficient capacity and dedicated fire-specific resources to meet Crested Butte Fire Protection District's desired recruitment timeline, and current and anticipated project workloads will not impact our ability to deliver this search on schedule

GMP Consultant's Mission

To provide exceptional executive search, interim placements, and organizational consulting partnering with our clients to provide the highest quality services to their residents.



Why Choose GMP

What You Can Expect From a GMP Recruitment

SERVICE & RELATIONSHIP	Our consultants provide outstanding service and build lasting relationships with both clients and candidates
CUSTOMIZED SOLUTIONS	We take time to learn your needs, values, and vision, creating solutions tailored to your agency
PEOPLE FIRST	We prioritize quality communication, working closely with you and your candidates through every stage of the process
RECRUITMENT EXPERIENCE	GMP Consultants are accomplished municipal leaders who as a team have completed over 800 executive recruitments bringing access to quality applicant pools
18 MONTH GUARANTEE	We offer an 18-month guarantee on your selection. We don't just find qualified candidates, we focus on finding the right fit for your agency and community, ensuring a smooth leadership transition

Fire Service Specific Candidate Evaluation

Successful fire chief recruitments are the result of not only aggressive candidate sourcing but a thorough evaluation of the candidate's leadership and competence in all aspects of the fire service. In addition to traditional executive evaluation GMP's Fire Executive Competency Model evaluates candidates based on :

- Labor relations & collective bargaining experience
- Incident command credibility
- EMS system leadership (transport / non-transport)
- Accreditation & ISO understanding
- Succession planning & command staff development
- Political acuity with councils, boards, and Mayors
- Regional & mutual aid leadership

Our Fire Chief consultants independently review semifinalists for operational and leadership readiness before finalists are advanced

LED BY FORMER FIRE CHIEFS

Executive Search for Fire Service Leaders

GMP Fire Services Division connects communities with exceptional fire service executives. Our former chiefs bring real-world command experience, national insight, and a disciplined process for finding the right leader.



GMP FIRE SERVICES DIVISION

Former fire chiefs with leadership experience across major metro, regional, and combination departments



GORDIE OLSON
PRACTICE MANAGER

Retired Fire Chief
City of Thornton, CO



DON LOMBARDI
SENIOR CONSULTANT

Retired Fire Chief
West Metro Fire Rescue, CO



DAVID COATNEY
SENIOR CONSULTANT

Retired Fire Chief
Dallas, TX &
Round Rock, TX



DAVE HUTCHESON
SENIOR CONSULTANT

Retired Fire Chief
Virginia Beach, VA



JOHN O'NEIL
SENIOR CONSULTANT

Retired Fire Chief
Addison, TX & Fairfax VA



PROVEN SEARCH PROCESS

A time tested, community focused approach to identifying top leaders



NATIONAL FIRE SERVICE NETWORK

Access to a trusted network of fire service leaders across the country



FORMER CHIEF PERSPECTIVE

First-hand insights from a team of highly successful chiefs



COMMITTED PARTNERS

We are dedicated to finding the right leader to serve your community



TRUSTED BY COMMUNITIES NATIONWIDE
To recruit chiefs and executive leadership



Meet Your Recruitment Team

Gordie Olson – Practice Manager - Fire



Chief Olson brings over 40 years of professional fire service experience including 8 years as Fire Chief for the City of Thornton Fire Department in Colorado after a 32+ year fire department career in Washington State. Gordie holds a Bachelor's Degree in Public Administration and a Master's Degree in Executive Fire Service Leadership. He is a graduate of the National Fire Academy's Executive Fire Officer Program (EFO) and of the Harvard University Kennedy School: Senior Executives in Local and State Government program. He was active with the IAFC Executive Fire Officer Section, chaired the Washington Fire Chiefs Fire Officers Section, and taught visioning at the IAFC Fire Rescue International Conference. He has extensive experience in labor/management relations, fire and tiered based EMS systems, accreditation, succession planning, and strategic planning.

Don Lombardi – Senior Consultant - Fire



Chief Lombardi brings 34 years of professional fire service experience including 14 years as Fire Chief for West Metro Fire Rescue, CO. During his time as Fire Chief, Lombardi managed a budget of \$141 million, a workforce of over 500 personnel and seventeen fire stations and a regional training center. He is also the past president of the Metro Fire Chiefs Association and brings excellent fire leadership contacts across the nation. Don holds a Master's in Public Administration and a Bachelor's of Science in Physical Education. He is also a graduate of the National Fire Academy's Executive Fire Officer Program (EFO) as well as holding a Chief Fire Officer designation from the Center for Public Safety.

Jennifer Monsivais – Project Manager



Jen is a dedicated, customer service-oriented professional with ten years of experience working within a University Athletic program. Throughout her career, she has built a reputation for being approachable, reliable, and deeply committed to creating positive experiences for internal and external stakeholders alike. Jen thrives in collaborative environments and finds genuine fulfillment in helping others identify and pursue their full potential. Whether supporting clients, coordinating across departments, or assisting community members, she brings a thoughtful, people-first mindset to everything she does. Her passion for service and strong communication skills make her a trusted resource and valued team member in any setting.

Kate Hansen – Operations Manager



Kate brings 20 years of project management and administration experience spanning private business, nonprofit, and government. She is a certified Project Management Professional (PMP) and holds a B.A. in Theatre from Chapman University, with an emphasis in stage management. Kate brings a distinguishing blend of attention to detail, creativity, and critical thinking. Having served as a fire district administrator, political campaign manager and elected official, Kate possesses multi-faceted experience in local government.



Recruitment Alternatives

GMP offers two recruitment options with increasing levels of service. The full recruitment builds on the partial recruitment and offers expert support and guidance through the entire recruitment and selection process. The partial recruitment is ideal for agencies with the skill and resources to complete final interviews independently.

Full Recruitment \$18,500

GMP sources and screens candidates. The client conducts final interviews.

GMP HANDLES

- ✓ **Preparation**
Planning meeting, stakeholder engagement, invitation to apply flyer
- ✓ **Sourcing**
Targeted ads, invite letters, email & personal outreach
- ✓ **Assessment**
Candidate review, preliminary interviews, finalist recommendations

THE CLIENT HANDLES

Final interviews & selection

Includes a 6-month guarantee.

GMP manages the complete recruitment process from start to finish.

GMP HANDLES

- ✓ **Preparation**
Planning meeting, stakeholder engagement, candidate profile, invitation to apply flyer
- ✓ **Sourcing**
Targeted ads, invite letters, email & personal outreach
- ✓ **Assessment**
Candidate review, preliminary interviews, finalist recommendations
- ✓ **Selection**
Final interview design, background & reference checks, finalist interviews

THE CLIENT HANDLES

Client selects new hire!

Includes an 18-month guarantee.

Both options include background and reference checks on the selected candidate.



Work Plan & Approach

We understand that this is not just filling a position but is a leadership transition within your organization. Our goal is to not only find a highly qualified candidate but a candidate who is the perfect fit for your organization and the community.

We suggest a four-phase process:

PHASE 1: PREPARATION

- Create Search Schedule & Plan
- Engage Stakeholders
- Identify Ideal Candidate Traits
- Design Recruitment Profile



PHASE 2: SOURCING

- Place Targeted Advertisements
- Mail Invitation to Apply Flyers
- Send Emails to Potential Candidates
- Make Phone Calls to Potential Candidates

PHASE 3: ASSESSMENT

- Identify & Research Leading Candidates
- Conduct Preliminary Interviews
- Hold Work Session for Client to Select Finalists



PHASE 4: SELECTION

- Design Final Interviews
- Conduct Reference & Background Checks
- Finalist Interviews
- Select Chosen New Hire & Negotiate





1. Preparation

Information Gathering & Profile Development

Planning Meeting

We meet with you to:

- Review the Scope of Work
- Establish a project schedule
- Identify the geographic scope of the search
- Review the compensation package
- Identify Key Stakeholders

Stakeholder Engagement

Your Lead Consultant will meet Commissioners, command staff, line personnel, labor leadership and regional partners individually or collectively as appropriate to identify your agency's needs and the skills, talents & abilities necessary to help your agency thrive

Position Profile Development

Our design team will develop a custom Position Profile highlighting:

- Why Apply?
- Quality of Life
- Your Agency
- The Position
- Ideal Candidate Traits
- Challenges & Opportunities
- Compensation & Benefits
- Your social media

2. Sourcing

Strategic Outreach & Marketing

Advertising

Develop custom ads and post the position to extensive job boards and websites in regional and national professional associations along with postings on GMP's Job Board and LinkedIn page

Invitation to Apply

Our team creates a custom *Invitation to Apply* flyer mailed to our extensive database of Fire professionals in Colorado and the surrounding areas

E-mail Outreach

We will send 9600+ email announcements to our extensive collection of Fire professionals both locally and nationally

Personal Calls

Our consultant team will leverage their extensive knowledge of potential candidates to make personalized requests to potential candidates and their network



3. Assessment

Candidate Review & Screening

Receipt of Applications

Your lead consultant will review all application materials and send you regular updates on the candidate pool

Preliminary Interviews

Once the most promising candidates have been identified, GMP will complete a robust screening process of all semifinalists that includes:

- In-depth internet query
- An extensive preliminary interview with your lead consultant
- Candidate summary with consultant recommendations

Work Session

Your search team will meet with you to review candidate assessments. You will select candidates to move forward to final interviews. GMP will guide you through design of a customized final interview process

4. Selection

Final Interviews

Preparation

- Conduct reference checks
- Facilitate candidate communications & travel
- Develop final interview materials including master interview schedule, draft interview questions, and candidate packets

Interviews & Selection

Your lead consultant will be on-site to facilitate

- Final interviews
- Panel debrief
- Evaluation of the candidates and potential consensus

Employment Offer

Once a preferred candidate is identified your GMP will

- Conduct criminal history background check
- Assist in identifying potential contract elements
- Assist in the job offer and contract negotiations (if asked)
- Notify all unsuccessful finalists



Professional References

City of Brighton, CO

Brycen Garrison – Fire Chief/ADCOM 911 Board
bgarrison@brightonfire.org
303-667-2009
ADCOM 911 Executive Director

Mountain View Fire Rescue, CO

Colleen Whitlow – Board President
Cwhithlow@mvfvpd.org
303 772 0710
Fire Chief
Deputy Chief

Louisville Fire Protection District, CO

James Dubay – Board Chair
jdubay@louisvillefire.com
303 666 6595
Fire Chief

City of Kalispell, MT

Doug Russell – Former City Manager
drussell@cityoflakewood.us
253 983 7703
Fire Chief (2)
City Manager

Recruitment Schedule

Recruitments take approximately 90 to 100 days to complete

Kickoff Meeting		You & GMP: Meet to discuss timeline & search process
Profile Development	Week 1-2	GMP: Meet with key stakeholders & create position profile
Advertising	Week 3-7	GMP: Post ads; conduct candidate outreach
First Review	Week 8 -9	GMP: Conduct candidate screening & preliminary interviews
Work Session	Week 10	You & GMP: Review semifinalists and choose finalist candidates
Final Interview Prep.	Week 11-12	GMP: Conduct reference checks, create interview schedule, coordinate travel with candidates
Final Interviews	Week 12	GMP: Facilitate finalist interview process
Hiring Selection		You: Host interviews & make hiring selection



Professional Fee & Expenses

Professional fee options for conducting a Fire Chief recruitment:

Partial Recruitment

\$14,500

+ Expenses

Preparation, Sourcing & Assessment phases. City completes Selection phase.

Full Recruitment

\$18,500

+ Expenses

All phases of the recruitment. GMP manages the complete process from start to finish.

Fees cover all consultant and staff time.

Additional Expenses

Job Boards	\$1,200 – \$1,800
Direct Mail Announcements	\$800 – \$1,000
Consultant Travel	IRS mileage rate + \$87.50/hr
Background Checks	\$275 per candidate

Guarantee & Warranty

Guarantee

Full Recruitment: If the selected candidate leaves within **18 months**, GMP will conduct an additional recruitment for the cost of expenses and administrative fee only.

Partial Recruitment: If the selected candidate leaves within **6 months**, GMP will conduct an additional recruitment for the cost of expenses and administrative fee.

Warranty

If the major elements of the process are followed and a candidate is not chosen, GMP will repeat the recruitment for a \$950 administrative fee plus expenses.



Related Searches By GMP Consultants

Additional Related Searches

Central Valley Fire District, MT
Fire Chief (2)

ADCOM911, CO
Executive Director

Front Range Fire Rescue, CO
Fire Chief

Mountain View Fire Rescue, CO
Fire Chief

City of Lincoln, NE
Fire Chief

City of Gladstone, OR
Fire Chief

Lebanon Fire District, OR
Div. Chief

Redmond Fire & Rescue, OR
Fire Chief

Camano Island Fire, WA
Fire Chief

City of Arlington, WA
Fire Chief

City of Burlington, WA
Fire Chief

City of Lynnwood, WA
Assistant Fire Chief

City of Seattle, WA
Fire Chief

City of Vancouver, WA
Deputy Fire Chief

Cowlitz County Fire #5, WA
Deputy Fire Chief

East Pierce Fire & Rescue, WA
Fire Chief

Enumclaw Fire District, WA
Deputy Fire Chief

Key Peninsula Fire Dept, WA
Fire Chief

Lake Stevens Fire, WA
Fire Chief

Marysville Fire District, WA
Fire Chief

Central Valley Fire District, MT
Fire Marshal

Arvada Fire Protection Dist, CO
Fire Chief

Louisville Fire Protection Dist., CO
Fire Chief

Kootenai County Fire, ID
Fire Chief

Canby Fire District 62, OR
Fire Chief

City of Hood River, OR
Fire Chief

Lebanon Fire District, OR
Fire Chief

Woodburn Fire District, OR
Fire Chief

Central Whidbey Island Fire, WA
Fire Chief (2)

City of Bothell, WA
Fire Chief

City of Enumclaw, WA
Fire Chief

City of Moses Lake, WA
Fire Chief

City of Snoqualmie, WA
Fire Chief

City of Vancouver, WA
Fire Chief

Duvall-King Fire Dist. 45, WA
Deputy Chief (2)

East Yakima County Dist. #4, WA
Fire Chief (2)

Gig Harbor Fire & Medic 1, WA
Fire Chief

King County Fire District 27, WA
Fire Chief

Lopez Island Fire and EMS, WA
Fire Chief

Mountain View Fire, WA
Deputy Fire Chief (2)

City of Kalispell, MT
Fire Chief (2)

Brighton Fire Rescue District, CO
Fire Chief

Loveland Fire Authority, CO
Fire Chief

Wood River Fire & Rescue, ID
Fire Chief

City of Gearhart, OR
Deputy Fire Chief

Columbia River Fire, OR
Fire Chief

Marion County Fire Dist. 1, OR
EMS Chief

Benton County Fire #4, WA
Fire Chief

Chelan County Fire District 5, WA
Deputy Fire Chief

City of Bremerton, WA
Fire Chief

City of Kirkland, WA
Fire Chief

City of Olympia, WA
Fire Chief

City of Tukwila, WA
Fire Chief

City of Woodland, WA
Fire Chief

East Olympia Fire #6, WA
Fire Chief

Eastside Fire & Rescue, WA
Fire Chief

Grant County Fire Dist. 8, WA
Fire Chief

Lacey Fire District 3, WA
Fire Chief

Maple Valley Fire, WA
Fire Chief

Mountain View Fire Rescue, WA
Deputy Chief



Puget Sound Regional Fire Auth, WA

Fire Chief

Snohomish Regional Fire & Rescue, WA

Fire Chief

Vashon Island Fire, WA

Asst. Fire Chief

Whatcom County, WA

Fire Dist. 7

Campbell County Fire, WY

Fire Chief

San Juan Island Fire, WA

Fire Chief

Spokane Valley Fire, WA

Deputy Chief

Vashon Island Fire, WA

Fire Chief

Whatcom County Fire Dist. 7, WA

Fire Chief

City of Mills, WY

Assistant Fire Chief

Snohomish County Fire Dist. 1, WA

Fire Chief

Spokane Valley Fire, WA

Fire Chief

Whatcom County, WA

Fire Chief

Woodinville Fire & Rescue, WA

Fire Chief

Appendix – Work Samples

The following documents are examples of our **position profile** and **invitation to apply letter** materials.

Additional samples are available at <https://www.gmphr.com/>

Copyright © 2026 by GMP Consultants. All rights reserved.

FIRE CHIEF

LOUISVILLE FIRE PROTECTION DISTRICT

Louisville, Colorado



Why Apply?



This is an excellent opportunity to lead in a professional, family-oriented, and deeply supportive community. With a small-town feel and a population that values public safety, the Louisville Fire Protection District enjoys strong community trust, evident through consistent mill levy support and positive patient feedback. The city of Louisville offers a tight-knit environment where a Chief can build meaningful relationships, influence culture, and make a visible impact. Though growth is modest, future challenges—like increased density and wildfire mitigation—offer strategic opportunities. With excellent facilities, a young and passionate workforce, and a leadership team that listens, this is a place where a compassionate, engaged Chief can thrive and shape the department's next chapter.



WELCOME TO LOUISVILLE

Tucked between the rolling grasslands and the dramatic backdrop of the Front Range, the Louisville Fire Protection District serves a vibrant and historic community of 20,390 located 25 minutes northwest of Denver and 15 minutes east of Boulder. Located in southeast Boulder County, Louisville blends small-town warmth with a forward-thinking spirit, making it one of Colorado's most sought-after places to live.

Originally a coal mining town founded in the late 1800s, Louisville has transformed over the decades into a thriving community known for its award-winning quality of life, scenic beauty, and neighborly charm. Downtown Louisville offers a walkable, tree-lined Main Street filled with locally owned shops, galleries, coffeehouses, breweries, and farm-to-table restaurants. The city hosts a lively calendar of community events including the Friday night Street Faire, outdoor summer concerts, a bustling farmer's market, Fourth of July celebration, and an old-fashioned fiddle contest, and winter carriage rides through historic downtown.

Louisville residents enjoy over 355 acres of parkland and 32 miles of trails that weave through parks, prairies, and preserved land. With a mild, sunny climate and easy access to the Rocky Mountains, outdoor recreation is a way of life—whether it's hiking, cross-country skiing, or enjoying one of the many lakes and nature preserves nearby.

The city lies within the Boulder Valley School District—ranked among the best in the state—and is just minutes from the University of Colorado Boulder. Major employers include technology companies, medical campuses, research facilities, and a growing number of startups drawn to Louisville's business-friendly environment and exceptional quality of life. As such, Louisville is home to a highly educated workforce—over 72% of the adult population has a bachelor's degree, and of those, half have an advanced degree.

In December 2021, the District's service area was part of the Marshall Fire—Colorado's most destructive wildfire in history, resulting in two deaths and the loss of more than 1,000 structures in Louisville, Superior, and unincorporated Boulder County. This resilient community has rallied to move quickly to repair, rebuilding twice as fast as the national average following a natural disaster.



THE LOUISVILLE FIRE PROTECTION DISTRICT



The Louisville Fire Protection District (LFPD) is a full-service department protecting the lives and property of the residents, businesses, and visitors of the City of Louisville and a portion of unincorporated Boulder County, Colorado. LFPD has been rooted in the community since 1887, when fire companies provided protection to local mines. Today, the District delivers all-hazards public safety services and ambulance transport to a population of 20,390 across 25 square miles with a budget of \$12 million and 50 FTEs.

Staffing includes the Fire Chief, Assistant Chief, EMS Chief, Fire Marshal, Fire Inspector, Training Captain (part-time), 4 Admin (Human Resources, Finance, CARES program), 42 Firefighters, and 6 Volunteer Firefighters. The District is guided by an elected board of directors consisting of five members, each serving a four-year term.

The District responds to about 3,700 calls per year from three fully staffed stations and supports regional teams in Hazardous Materials (HazMat), Wildland Firefighting, and Technical Rescue. The District's service area includes the Colorado Tech Center area, Highway 36, Monarch High School, Avista Hospital, an active railroad, and several assisted living facilities.



Louisville Fire Department



View job
description at
gmpfr.com

THE FIRE CHIEF

The Fire Chief is the Chief Executive Officer of the District, responsible to the Board of Directors for the effective, efficient and legal conduct of the organization. The Fire Chief is responsible for all aspects of the day-to-day administration, operations, and finances in accordance with the applicable federal, state, or local laws rules, regulations, and codes of standards or ordinances including but not limited to the duties imposed by the Colorado Special District Act, C.R.S. 32-1-1002.

OPPORTUNITIES & CHALLENGES:

Recruitment and Retention

The District must address underlying causes impacting recruitment and retention, particularly as workforce expectations evolve. The next Fire Chief has the opportunity to make the District more attractive by fostering a supportive and family-oriented culture, modernizing work-life balance expectations, and reinforcing leadership development and internal consistency in promotions and hiring practices.

Sustainable Funding and Resource Planning

While current funding is stable at 10 mills with strong reserves and a healthy commercial base, long-term potential needs—including a fourth station, an additional ambulance, and fleet replacements—require strategic financial planning. The Chief must be prepared to guide discussions on funding tools (e.g., creative revenue sources) and clearly communicate the value and service impact to both citizens and city leaders.

Strengthening City and Community Partnerships

There is a growing desire for stronger collaboration between the Fire District, City Council, and community—especially around strategic planning, emergency preparedness, and post-Marshall Fire recovery. The new Chief has the opportunity to improve trust, transparency, and alignment through proactive engagement, inclusion in risk assessment and Emergency Operations Planning efforts, and joint messaging with city emergency management functions.



IDEAL CANDIDATE TRAITS

- ***Approachable and Engaged*** – Accessible to personnel and the community; leads with empathy and presence.
- ***Visionary and Strategic*** – Can articulate a clear path forward, leveraging data, Community Risk Reduction, and long-term planning tools.
- ***Transparent and Consistent*** – Builds trust through openness in promotions, hiring, and organizational decisions.
- ***Decisive and Collaborative*** – Knows when to build consensus and when to lead with clarity and conviction.
- ***Supportive and Empowering*** – Delegates authority, trusts command officers, and avoids micromanagement.
- ***Accountable and Action-Oriented*** – Willing to address important performance or cultural issues effectively.
- ***Generationally Aware*** – Understands the values and needs of today's workforce; promotes work-life balance and retention.
- ***Communicative and Emotionally Intelligent*** – A skilled listener and communicator who explains the “why” and values feedback.
- ***Adaptive Change Agent*** – Manages transition and growth with finesse; leads through evolving organizational dynamics.
- ***Board- and Council-Savvy*** – Politically astute; can manage upward relationships and represent the District with professionalism.
- ***Inclusive and Family-Oriented*** – Embodies the “Our Family Serving Yours” motto and fosters a tight-knit culture.
- ***Operationally Grounded*** – A working chief who values both EMS and suppression, understands fiscal responsibility, and supports volunteer integration where appropriate.

EDUCATION & EXPERIENCE

Associate's degree in emergency management, public administration, fire science, or a related field from an accredited institution and a minimum of 8 years of command level experience (Battalion Chief/Assistant Chief/Fire Chief) in similar size organizations.

Certifications and/or License Requirements:

- Valid Driver's License
- CPR certification per Boulder County Protocols
- Blue Card Certification
- State of Colorado Haz-Mat Operations
- State of Colorado EMT-B
- Wildland Firefighter 2
- CPSE Chief Fire Officer (CFO) designation or equal within one year of appointment
- NIMS I-400

Or any satisfactory combination of experience and training which demonstrates the knowledge, skills, and abilities to successfully perform the job.

COMPENSATION & BENEFITS

Louisville Fire Protection District offers an annual salary range of \$190,000 to \$205,000 for this position, depending on qualifications and experience, along with a comprehensive [benefits](#) package.

TO APPLY

Apply Online: gmphr.com

First Review: **September 14, 2025**

More Info: Gordie Olson, GMP Consultants
golson@gmphr.com / (720) 518 7420



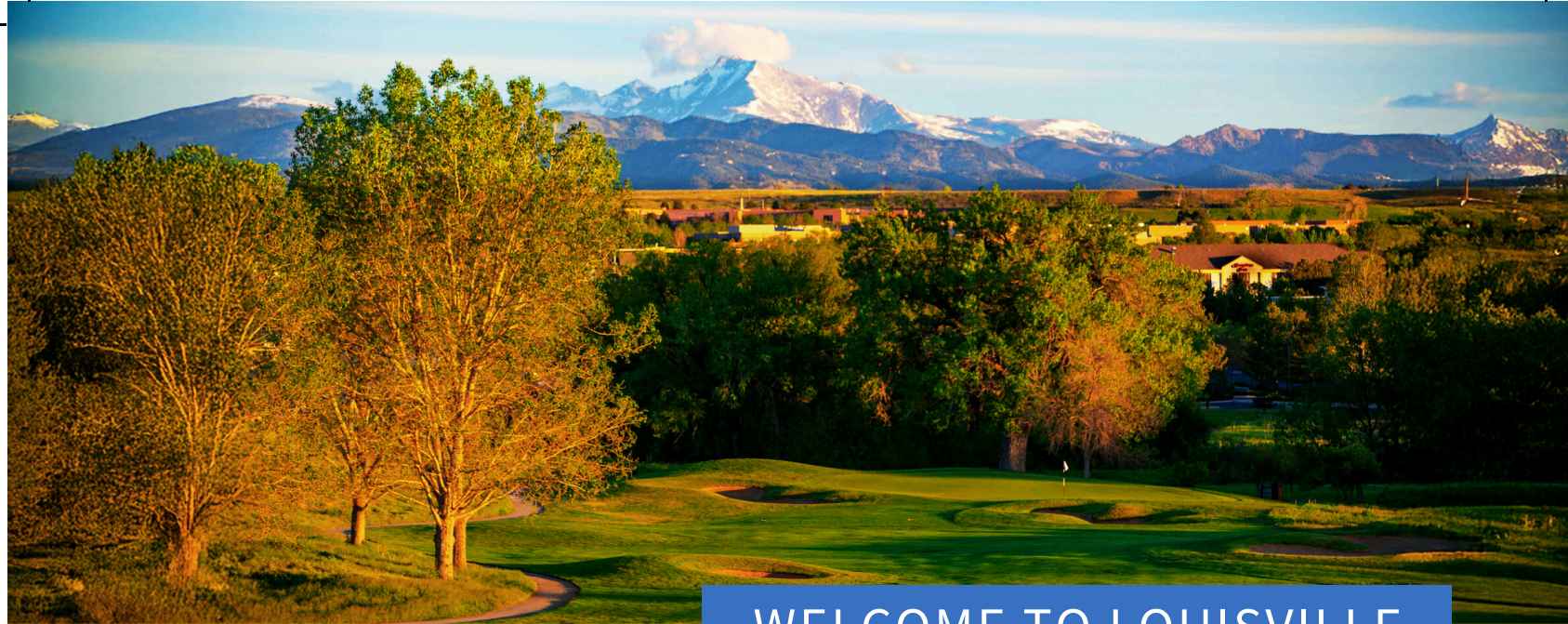
RESOURCES

[Budget](#)

[Strategic Plan 2021-2026](#)

[Louisville Chamber of Commerce](#)





WELCOME TO LOUISVILLE

WHY APPLY?

This is an excellent opportunity to lead in a professional, family-oriented, and deeply supportive community. With a small-town feel and a population that values public safety, the Louisville Fire Protection District enjoys strong community trust, evident through consistent mill levy support and positive patient feedback.

The city of Louisville offers a tight-knit environment where a Chief can build meaningful relationships, influence culture, and make a visible impact. Though growth is modest, future challenges—like increased density and wildfire mitigation—offer strategic opportunities. With excellent facilities, a young and passionate workforce, and a leadership team that listens, this is a place where a compassionate, engaged Chief can thrive and shape the department's next chapter.

Dear Colleague,

GMP Consultants is assisting the **Louisville Fire Protection District** in Louisville, Colorado in finding a **Fire Chief**. Perhaps this is the right time in your career to consider this exciting opportunity. If not, would you please pass this on to others who may be interested?

Thank you for your consideration and assistance.

Gordie Olson, GMP Consultants
golson@gmphr.com / (720) 518-7420



Greg M. Prothman, President
greg@gmphr.com / 206-714-9499



LOUISVILLE FIRE PROTECTION DISTRICT

The Louisville Fire Protection District (LFPD) is a full-service department protecting the City of Louisville and a portion of unincorporated Boulder County, Colorado. Located 25 minutes northwest of Denver and 15 minutes east of Boulder, the District delivers all-hazards public safety services and ambulance transport to a population of 20,390 across 25 square miles with a budget of \$12 million and 50 FTEs. The District responds to about 3,700 calls per year from three fully staffed stations and supports regional teams in Hazardous Materials (HazMat), Wildland Firefighting, and Technical Rescue. The District is guided by an elected board of directors consisting of five members, each serving a four-year term.

THE FIRE CHIEF

The Fire Chief is the Chief Executive Officer of the District, responsible to the Board of Directors for the effective, efficient and legal conduct of the organization. The Fire Chief is responsible for all aspects of the day-to-day administration, operations, and finances in accordance with the applicable federal, state, or local laws rules, regulations, and codes of standards or ordinances including but not limited to the duties imposed by the Colorado Special District Act, C.R.S. 32-1-1002.

EDUCATION & EXPERIENCE

Associate's degree in emergency management, public administration, fire science, or a related field from an accredited institution and a minimum of 8 years of command level experience (Battalion Chief/Assistant Chief/Fire Chief) in similar size organizations.

Certifications and/or License Requirements:

- Valid Driver's License
- CPR certification per Boulder County Protocols
- Blue Card Certification
- State of Colorado Haz-Mat Operations.
- State of Colorado EMT-B
- Wildland Firefighter 2
- CPSE Chief Fire Officer (CFO) designation or equal within 1 year of appointment
- NIMS I-400

Or any satisfactory combination of experience and training which demonstrates the knowledge, skills, and abilities to successfully perform the job.



LEARN MORE

Visit: gmphr.com

Salary Range: **\$190,000 to \$205,000 annually DOQ**

First Review: **September 14, 2025**

More Info: Gordie Olson, GMP Consultants
golson@gmphr.com / (720) 518 7420



PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

**Chief Executive Officer/Fire Chief
Crested Butte Fire Protection District
Crested Butte, Colorado**

June 23, 2026

This proposal is valid for 60 days



Strategic Government Resources
P.O. Box 1642, Keller, Texas 76244
Office: 817-337-8581

Rebecca L. Fleury, President of Executive Recruitment
RebeccaFleury@GovernmentResource.com

June 23, 2026

Chairman Matt Halvorson & Board of Directors
Crested Butte Fire Protection District
Crested Butte, Colorado



Dear Chairman Halvorson & Board Members,

Strategic Government Resources (SGR) is thankful for the opportunity to submit this proposal to assist the Crested Butte Fire Protection District in your recruitment for a Chief Executive Officer/Fire Chief. Our nationwide reach, deep municipal expertise, and servant leadership mindset help us deliver tailored recruitment services that will strengthen your culture and community.

As a longtime City Manager for the City of Fort Collins, I worked closely with many regional fire protection organizations. My service on the Poudre Fire Authority Board of Directors, alongside our Executive Recruiter's Fire Service experience, brings SGR a deep understanding of your operational environment and community expectations. Combined with our firm's extensive executive recruitment expertise, we are intimately qualified to successfully lead your search.

We would like to highlight some key aspects that set SGR apart from other firms:

- **Local government experience:** Our team brings decades of direct local government experience, giving us an insider's understanding of your unique challenges. We've conducted executive searches for over 450 local governments across 37 states, including an ongoing search with Loveland Fire Rescue Authority as well as recent experience with Evans, CO; Rangely, CO; & Aspen, CO. This experience provides us with valuable insight into the unique needs of recruiting a Chief Executive Officer/Fire Chief in Colorado.
- **National reach and candidate pipeline:** With over 21,000 LinkedIn followers, 35,000 subscribers to our Servant Leadership e-newsletter, and profession-specific Job Alert subscribers, your SGR recruitment will be seen by a vast audience engaged in the profession.
- **Active engagement in the profession:** As recognized thought leaders in local government management, we are directly involved in the latest operations, challenges, and best practices. This ongoing engagement ensures we are attuned to the evolving skills and leadership qualities needed in today's local government leaders.

Rudy Jackson, Senior Vice President, will serve as your Executive Recruiter and primary contact for this recruitment. Rudy has over 30 years of experience in leadership and service in local government. At SGR, he leverages his deep experience in leadership, organizational development, and public service to help cities and organizations identify and recruit top-tier executive talent

We are eager to partner with the Crested Butte Fire Protection District to identify your next leader. We look forward to the opportunity to discuss our proposed approach in more detail and are available for a meeting at your convenience.

Respectfully submitted,

Darin Atteberry, Chief Executive Officer
DarinAtteberry@GovernmentResource.com

Table of Contents

- 1. About SGR**
- 2. SGR's Unique Qualifications**
- 3. Project Personnel**
- 4. Approach and Methodology**
- 5. Typical Timeline**
- 6. Fee Proposal**
- 7. Terms and Conditions**
- 8. Service Guarantee**
- 9. SGR Similar Recruitments**
- 10. Sample Position Profile Brochure**
- 11. Agreement for Executive Recruitment Services**

About SGR

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by recruiting, assessing, and developing innovative, collaborative, and authentic leaders. SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a full-service firm, specializing in providing solutions for local governments in the areas of recruitment and retention, leadership development and training, innovation and future readiness, and everything in between.

With 21 full-time employees, 21 recruiters, 22 facilitators, and multiple consultants who function as subject matter experts on a variety of projects, SGR offers comprehensive expertise. View all SGR team members and their bios at: GovernmentResource.com/Meet-the-Team

The company operates as a fully remote organization, with team members located in Texas, Arizona, California, Colorado, Florida, Georgia, Maine, Michigan, Montana, Nevada, New York, North Carolina, North Dakota, Ohio, Oklahoma, and South Carolina.

SGR's Unique Qualifications

Colorado Familiarity

SGR's deep-rooted connection to Colorado is evidenced by a 93% retention rate for executive placements between 2023 and 2025. With more than 60 successful executive recruitments completed across the Front Range, the Continental Divide, the Western Slope, and other regions, we possess an intimate understanding of the state's diverse political and geographic landscapes.

Our leadership further strengthens this local tie; SGR is led by a former City Manager and current Fort Collins resident, ensuring your recruitment benefits from a neighbor's perspective and a practitioner's expertise. Our 50+ Colorado engagements across our suite of services over the last two years have supplemented a robust network that SGR leverages to identify and evaluate the best talent for Colorado communities.

Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment and firmly believes in the importance of proactively building a workforce that reflects the diversity of the communities we serve. We leverage an extensive and diverse network to reach potential applicants.

- Your position will be announced in SGR's Servant Leadership e-newsletter, which reaches over 35,000 subscribers across all 50 states.
- We will send targeted emails to opt-in subscribers of SGR's profession-specific Job Alerts.
- Your position will appear on SGR's Website which attracts approximately 20,000 visitors per month. [GovernmentResource.com/Open-Recruitments](https://www.governmentresource.com/open-recruitments)
- Your position will be posted on SGR's Job Board which typically has over 2,000 job listings at any given time and receives approximately 16,000 unique visitors per month. [SGRJobs.GovernmentResource.com](https://www.sgrjobs.governmentresource.com)
- SGR implements a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page.
- We frequently collaborate with various local government associations, including the League of Women in Government, Alliance for Innovation, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learn about open recruitments through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

Collective Local Government Experience

Our recruiters have decades of experience in local government, as well as regional and national networks of relationships. Our executive recruiters leverage the professional networks of all SGR recruiters when recruiting for a position, enabling outreach to a wide and diverse array of prospective applicants. SGR team members are active on a national basis in local government organizations and professional associations. Many SGR team members frequently speak and/or write on issues of interest to local government executives. SGR can navigate relevant networks

as both peers and insiders.

Equal Opportunity Commitment

SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR will not enter an engagement with an entity or organization that directs bias or expects bias to be demonstrated on any basis other than factors that affect the ability of the candidate to do the job. Although SGR cannot guarantee the makeup of the semifinalist or finalist groups, SGR has relationships and contacts nationwide to encourage the meaningful participation of underrepresented groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

Listening to Your Unique Needs

SGR devotes significant time to actively listening to your organization and helping you define and articulate your needs. We work diligently to conduct a comprehensive recruitment process tailored specifically to your organization. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure an alignment in terms of values, philosophy, and management style perspectives.

While we have established systems for achieving success, we are a “boutique” firm capable of adapting to meet a client's specific needs and providing insights on the pros and cons of their preferred approach.

Trust of Candidates

SGR has a track record of providing remarkable confidentiality and wise counsel to candidates and next-generation leaders, earning their trust. As a result, we can bring exceptional prospects to the applicant pool. Candidates trust SGR to assess the situation accurately, communicate honestly, and maintain their confidentiality to the greatest extent possible.

Accessibility and Communication

Your executive recruiter will keep you informed of the search status and will be readily accessible throughout the recruitment process. Candidates and clients can reach the recruiter at any time via cell phone or email. Additionally, the recruiter maintains communication with active applicants, ensuring they are well-informed about the community and the opportunity.

Comprehensive Evaluation and Vetting of Candidates

SGR offers a comprehensive screening process designed to ensure a thorough understanding of candidate backgrounds and to minimize surprises. Our vetting process for a full-service recruitment includes the following key components:

- Prescreening questions and technical review of resumes
- Cross-communication among our recruiters regarding candidates who have been involved in previous searches, providing greater insight into their background and skills.
- Written questionnaires to gain insights beyond what is available through a resume.

- Recorded semifinalist interviews.
- Media search reports incorporating both internet and social media results tailored to each candidate based on their previous places of residence and work.
- Thorough, automated, and anonymous reference checks that provide feedback on candidates from a well-rounded group of references.
- Background checks completed by a licensed private investigation firm.

Executive Recruitment Clients

SGR has partnered on executive recruitments with more than 450 local government clients in 37 states. We take great pride in the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.

Project Personnel

Rudy Jackson, Senior Vice President

Email: RudyJackson@governmentresource.com

Phone: 817-897-8080



Rudy Jackson joined SGR in 2021 and currently serves as a Senior Vice President in Executive Recruitment. He brings to the role more than three decades of distinguished leadership and service in local government.

Rudy began his career with the Fort Worth Fire Department in 1982 and steadily advanced through the ranks. He was promoted to Fire Captain in 1994 and then to Battalion Chief in 1997. Over the years, he held several key leadership positions, including Chief Training Officer (2002–2004), Fire Marshal (2004–2006), and Deputy Chief. In 2007, Rudy was appointed Fire Chief for the City of Fort Worth, where he led one of the largest fire departments in the country. During his tenure, he focused on enhancing public safety, modernizing operations, and developing future leaders within the department. He served in this role until his retirement in 2018, capping a 35-year career marked by dedication, integrity, and innovation.

At SGR, Rudy leverages his deep experience in leadership, organizational development, and public service to help cities and organizations identify and recruit top-tier executive talent. His background as a public servant and senior leader enables him to understand the unique challenges of local government and to connect with candidates and clients in meaningful ways.

In addition to his professional contributions, Rudy is active in his community. He is also an engaged member of First Greater New Hope Baptist Church, where he participates in ministries that uplift and serve the community.

Approach and Methodology

A limited scope recruitment typically entails the following steps:

Step 1. Organization/Position Insight and Analysis

- Project Kickoff Meeting and Develop Anticipated Timeline
- Stakeholder Interviews and Listening Sessions
- Develop Recruitment Brochure

Step 2. Recruitment Campaign and Communication with Candidates

- Advertising and Marketing
- Sourcing Prospective and Active Candidates
- Communication with Prospective Applicants
- Communication with Active Applicants

Step 3. Initial Screening and Review by Executive Recruiter

Step 4. Search Committee Briefing to Review Applicant Pool and Select Semifinalists

Step 5. Transition the Search to the Organization

Step 1: Organization/Position Insight and Analysis

Project Kickoff Meeting and Develop Anticipated Timeline

SGR will virtually meet with the organization at the outset of the project to discuss the recruitment strategy and timeline. At this time, SGR will also request that the organization provide us with photos and information on the community, organization, and position to assist us in drafting the recruitment brochure.

Stakeholder Interviews and Listening Sessions

Stakeholder interviews and listening sessions are integral to SGR's approach. SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your specific needs. Obtaining a deep understanding of your organizational needs is the crucial foundation for a successful executive recruitment. In collaboration with the organization, SGR will compile a list of internal and external stakeholders to meet with regarding the position. These interviews and listening sessions will identify potential issues that may affect the dynamics of the recruitment and contribute to a comprehensive understanding of the position, special considerations, and the political environment. This process fosters organizational buy-in and will assist us in creating the position profile.

Develop Recruitment Brochure

After the stakeholder meetings, SGR will develop a recruitment brochure, which will be reviewed and revised in partnership with your organization until we are in agreement that it accurately represents the sought-after leadership and management attributes.

View sample recruitment brochures here: GovernmentResource.com/Open-Recruitments

Step 2: Recruitment Campaign and Communication with Candidates

Advertising and Marketing

The Executive Recruiter and the client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, with a reach of over 35,000 subscribers in all 50 states, will announce your position. Additionally, we will send targeted emails to opt-in subscribers of SGR's Job Alerts, and your position will be posted on SGR's website and Job Board. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page. Furthermore, we will provide a recommended list of ad placements to be approved by the client, targeting the most effective venues for reaching qualified candidates for that particular position.

Sourcing Prospective and Active Candidates

SGR's innovative recruitment strategies are designed to give our clients a competitive edge in attracting and retaining top-tier talent. By employing a dual approach of passive and active candidate sourcing, we tap into a broader talent pool that includes high-caliber professionals who may not be actively job-seeking. Our advanced technology and deep industry connections enable us to identify candidates with the precise skills and cultural fit for your organization. We round out sourcing efforts through personalized candidate engagement and outreach with a constant focus on transparency and relationship building.

Communication with Prospective Applicants

SGR maintains regular communication with interested prospects throughout the recruitment process. Outstanding candidates often conduct thorough research on the available position before submitting their resumes. As a result, we receive a significant number of inquiries, and it is crucial for the executive search firm to be well-prepared to respond promptly, accurately, and comprehensively, while also offering a warm and personalized approach. This initial interaction is where prospective candidates form their first impression of the organization, and it is an area in which SGR excels.

Communication with Active Applicants

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personalized responses to any questions or inquiries. SGR maintains frequent communication with applicants to ensure they remain enthusiastic and well-informed about the opportunity. Additionally, SGR communicates with active applicants, keeping them informed about the organization and community.

Step 3: Initial Screening and Review by Executive Recruiter

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. This triage ranking is focused on overall assessment based on interaction with the

applicant, qualifications, any known issues concerning previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process mentioned above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are satisfied. This sifting process examines how well candidates' applications align with the recruitment criteria outlined in the position profile.

Step 4: Search Committee Briefing to Review Applicant Pool and Select Semifinalists

At this briefing, SGR will conduct a comprehensive presentation to the Search Committee and facilitate the selection of semifinalists. The presentation will include summary information on the process to date, outreach efforts, the candidate pool demographics, and any identified trends or issues. Additionally, a briefing on each candidate and their credentials will be provided.

Step 5: Transition the Search to the Organization

SGR will send emails to retain or release applicants after the briefing with the Search Committee, and provide application materials of retained applicants to the organization.

Post-Hire Services

We offer additional post-hire services such as executive coaching, team-building retreats, and performance review assistance at the six-month or one-year mark. For more information or to request a customized proposal, please email training@governmentresource.com or visit GovernmentResource.com/leadership-and-professional-development/leadership-development-services/.

Typical Timeline

The timeline below is an example only, and we will work with you to finalize and approve a timeline, with adjustments made if needed after the position is posted. *

Initial Steps Prior to Posting Position:	
• Contract Execution • Kickoff Meeting to Discuss Recruitment Strategy and Timeline • Organization/Position Insight and Analysis • Stakeholder Interviews and Listening Sessions • Deliverable: Draft Recruitment Brochure • Deliverable: Recommended Ad Placements • Organization Approves Ad Placements • Search Committee Reviews and Approves Brochure	<i>Timing varies. Estimated to take 2 weeks.</i>

Task	Week
• Post Position and Firm up Timeline • Recruitment Campaign and Outreach to Prospective Applicants • Initial Screening and Review by Executive Recruiter	Weeks 1-4
• Search Committee Briefing to Review Applicant Pool and Select Semifinalists	Week 5

* Timeline is dependent upon Search Committee availability and Holidays. Organization agrees to timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening; failure to do so, may in SGR's reasonable discretion, extend timeline and can negatively impact the outcome of the process.

Fee Proposal

Limited Scope Recruitment Fee: \$14,184

** Ad placement costs are not included in the price listed above. Ad placement costs are estimated to be between \$2,000 to \$3,000 and shall be added to the total cost of services upon approval from the organization.*

The Limited Scope Recruitment Fee includes:

- Virtual Stakeholder Interviews and Listening Sessions
- Production of a Professional Recruitment Brochure
- Recruitment Campaign and Outreach:
 - Outreach to Prospective Applicants
 - Custom Graphics for Email and Social Media Marketing
 - Announcement in SGR's Servant Leadership e-Newsletter
 - Post on SGR's Website
 - Ad on SGR's Job Board
 - Two (2) Targeted Job Blasts to SGR's Opt-In Subscriber Database
 - Promotion on SGR's LinkedIn
- Application Management and Screening
- Search Committee Briefing to Review Applicant Pool and Select Semifinalists
- Transition the Search to the Organization

A La Carte Services/Other Expenses not included in the Limited Scope Recruitment Fee:

- There may be additional charges for substantial and substantive changes made to the recruitment brochure after the brochure has been approved by the Organization and the position has been posted online. The Organization would be notified of any supplemental costs prior to changes being made.
- Ad placements are billed at actual cost. No ad placement costs will be incurred without prior approval of the Organization.
- **Stakeholder Survey / \$1,531**
 - SGR will provide recommended survey questions within three (3) business days of project initiation. SGR will set up an online survey within one (1) business day after the organization has reviewed and approved the survey questions. Stakeholders can be directed to a web page or invited to take the survey by email. SGR and the organization will agree to the open survey time period, typically ten (10) to thirty (30) days.
 - The organization shall be responsible for marketing and promoting the survey to stakeholders.
 - A written summary of results is provided to the organization within three (3) business days of survey close date. Survey is not validated statistically.
- **Questionnaire / \$230 per candidate**
 - SGR develops a written exercise customized to the position. SGR distributes

questionnaire to candidates, evaluates questionnaires, and holds a virtual briefing with Organization after questionnaires are received.

- SGR will provide a draft questionnaire to Organization within three (3) business days of request. SGR will send questionnaires to candidates within two (2) business days of Organization's approval of questionnaire. Candidates are typically given one (1) week to complete the questionnaire. SGR will be prepared to hold briefing with Organization within three (3) business days after receiving completed questionnaires from candidates.
- **Recorded Interviews / \$256 per candidate**
 - SGR offers recorded one-way or two-way interviews. SGR provides recommended position-specific questions for the organization's approval, coordinates candidate interviews, and emails a link to the organization to view the recorded interviews.
 - SGR will provide a link with the candidate interviews within two (2) business days after interviews are completed.
- **Media Reports / \$1,276 per candidate**
 - Our media search process involves web-based and social media research, enabling efficient and thorough vetting of candidates and minimizing the risk of overlooking critical information. These media reports have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates.
 - SGR will provide media report via email within two (2) weeks of receiving completed release form from candidate.
- **Management Style Assessments / \$179 per candidate**
 - SGR uses the DiSC Management psychometric assessment to provide detailed insights regarding how a candidate would lead and manage an organization. SGR will also provide a DiSC Management Comparison Report, which presents a side-by-side view of each candidate's preferred management style.
 - Candidates are typically given two (2) to three (3) business days to complete the assessments. The assessment reports will be provided to the organization within two (2) business days of assessment completion by candidates.
- **Background Investigation Report / \$511 per candidate**
 - Through SGR's partnership with a licensed private investigations firm, we are able to provide detailed comprehensive background reports.
 - Background check reports include: SSN trace and address verification; credit bureau report (if requested); personal information, address, and employment comparisons; county criminal and civil records search (for counties where the candidate has lived or worked in the last 10 years); state criminal records search (for states where the candidate has lived in the last 10 years); county warrants and warrants (for counties where the candidate has lived or worked in the last 10 years); Federal criminal records search; InstaCriminal national search; Global homeland security search; sex offender records search; driving/motor vehicle records; education verification for highest degree obtained; employment

verification (if requested); and military verification (if requested).

- **Reference Checks / \$256 per candidate**
 - SGR provides the organization a specific list of contacts to request from the candidate, based on the type of position. SGR provides a written (anonymous) summary of reference checks.
- **Supplemental Services / \$256 per hour**
 - If the organization desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval. Supplemental services will be billed at \$256 per hour.
- Should the Organization request printing of briefing materials, the reproduction and shipping of materials will be outsourced and be billed back at actual cost.
- Travel is not anticipated or taken into consideration in limited scope search pricing. If the Recruiter and the Organization agree that Recruiter travel is beneficial for the Limited Scope Recruitment, travel time for the recruiter will be paid at a rate of \$256 per hour, plus \$1,021 per day for each day the recruiter is working onsite, regardless of number of hours worked. Meals are billed back at a per diem rate of \$18 for breakfast, \$20 for lunch, and \$32 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.

Billing

SGR will bill the fee for the Limited Scope Recruitment in two (2) installments: 50% upon contract execution and 50% upon completion of services. Expenses, including reimbursable ad placement expenses, and supplemental services will be billed as incurred or provided. Payment terms are thirty (30) days from date of invoice. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

Terms and Conditions

- The organization agrees not to discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, state, or local law.
- The organization agrees to refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- The organization agrees to provide SGR with any candidates that were previously accepted as applicants for the given position before engaging SGR to conduct the recruitment for the subject position.
- The organization shall specify how long SGR will accept applications for the position, up to a maximum of 45 days.
- Within seven (7) business days of application close date, SGR will conduct a virtual briefing with CLIENT and present candidate evaluations.
- The organization agrees to provide SGR with a list of any candidates to be released within two (2) weeks following the briefing with SGR. At that time, SGR will release any candidates that will not continue in the process and email the remaining candidates that the organization will be the primary contact from that point forward. If the organization does not provide a list of candidates to be released, SGR will email all candidates and notify them that the organization will be the primary contact from that point forward. SGR will then consider services fulfilled.
- If the organization wishes to place ads in local, regional, or national newspapers, the organization shall be responsible for paying directly for the ads and for placing the ads using language provided by SGR.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.

Service Guarantee

SGR is committed to your satisfaction with the results of our Limited Scope Recruitment process. If, for any reason, you are not satisfied with the applicant pool, SGR must be notified within three (3) weeks of triage briefing date, and SGR will then coordinate with the organization to reopen the position, for a maximum of 45 days, at no additional charge to the organization (with the exception of reimbursable expenses). After the second posting of the position, each additional opening will be charged as a new position for the full fee amount. Additionally, we promise not to directly solicit any candidate selected under this engagement for another position while they are employed with your organization.

SGR Similar Recruitments

The recruitments listed below are full service executive recruitments, except for those with an asterisk (*) noting a custom or limited scope recruitment engagement.

Fire Recruitments, 2021-Present

In Progress

- Branson, MO (pop. 12,600) – Fire Chief
- North Blanco County Emergency Service District 1, TX (pop. 12,878) – District Administrator
- Temple, TX (pop. 85,000) – Fire Chief
- Rowlett, TX (pop. 68,000) – Fire Chief

2025

- Edmond, OK (pop. 98,000) - Fire Chief
- Harris County Emergency Services District No. 48 (Harris County, TX) (pop. 150,000) - Fire Chief
- Longview, TX (pop. 81,600) - Fire Chief
- Perryton, TX (pop. 8,200) – Fire Chief
- Waco, TX (pop. 140,000) - Fire Chief
- Williamson County, TX (pop. 713,000) - EMS Director

2024

- Alexandria, VA (pop. 158,000) - Fire and EMS Chief
- Fayetteville, NC (pop. 209,000) - Fire Chief
- Independence, MO (pop. 122,000) - Fire Chief
- Jackson, MN (pop. 3,000) - Ambulance Director
- Plant City, FL (pop. 40,000) - Fire Chief
- Sunnyvale, TX (pop. 8,500) - Fire Chief
- Marshall, TX (pop. 23,641) – Fire Chief
- Texas City, TX (pop. 56,000) – Fire Chief

2023

- Arlington, TX (pop. 392,000) - Fire Chief
- Boerne, TX (pop. 22,000) - Fire Chief
- Brownfield, TX (pop. 9,000) - Fire Chief
- Chester County, PA (pop. 540,000) - Director of Emergency Services
- Cy-Fair Fire Department, TX - Dispatch Chief
- Fort Bend County, TX (pop. 790,000) - Chief of Emergency Medical Services
- Horseshoe Bay, TX (pop. 4,500) - Fire Chief *

- Little Elm, TX (pop. 53,000) - Assistant Fire Chief *
- Victoria, TX (pop. 65,000) - Fire Chief
- Wilmer, TX (pop. 6,000) - Fire Chief

2022

- Alvarado, TX (pop. 5,000) - Fire Chief *
- Casper, WY (pop. 58,000) - Fire Chief *
- Columbia, MO (pop. 125,000) - Fire Chief
- Eagle County Paramedic Services, CO (pop. 56,000) – Chief Executive Officer
- Lansing, MI (pop. 118,000) - Fire Chief
- New Braunfels, TX (pop. 90,000) - Fire Chief
- Pearland, TX (pop. 130,000) - Assistant Fire Chief
- Pearland, TX (pop. 130,000) - Fire Chief
- Portland, TX (pop. 22,000) - Assistant Fire Chief/Fire Marshal *
- Sweetwater, TX (pop. 11,000) - Fire Chief

CEO and Executive Director Recruitments, 2021-Present

In Progress

- Bi-State Regional Commission (IL) - Executive Director
- Springfield Utility Board (OR) - CEO/General Manager

2026

- Gainesville Economic Development Corporation (TX) - Executive Director
- Puget Sound Emergency Radio Network Operator (WA) - Executive Director

2025

- North Central Texas Council of Governments (TX) - Executive Director

2024

- Downtown Development Authority (LA) - Executive Director
- Greater Brownsville Incentives Corporation (TX) - Executive Director
- Greeley Weld Housing Authority (CO) - Executive Director
- Housing Authority of Chester County (PA) - Executive Director
- Metropolitan Library System (OK) - Chief Executive Officer
- Santa Rosa Island Authority (FL) - Executive Director
- River Heritage Conservancy (IN) - Chief Executive Officer

2023

- Council for South Texas Economic Progress - Chief Executive Officer
- City Center Waco (TX) - Executive Director
- Fort Vancouver Regional Libraries (WA) - Executive Director
- Fort Worth Employees' Retirement Fund (TX) - Executive Director
- Harlingen Economic Development Corporation (TX) - Executive Director
- League of Kansas Municipalities (KS) - Executive Director
- Texas Association of City and County Health Officials (TX) - Executive Director

2022

- Eagle County Paramedic Services (CO) - Chief Executive Officer
- Emergency Communications of Southern Oregon (OR) - Executive Director
- Gun Barrel City Economic Development Corporation (TX) - Executive Director
- Jacksboro Economic Development Corporation (TX) - Executive Director
- League of Oregon Cities (OR) - Executive Director
- River to Sea Transportation Planning Organization (FL) - Executive Director
- Visit McKinney (TX) - Executive Director

Colorado Recruitments, 2022-Present

In Progress

- Loveland Fire Rescue Authority, CO - Fire Chief
- Thornton, CO (pop. 150,000) - Chief Information Officer
- Thornton, CO (pop. 150,000) - Transportation Director *
- Thornton, CO (pop. 150,000) - Planning and Economic Development Director *
- Thornton, CO (pop. 150,000) - Parks and Recreation Director
- Thornton, CO (pop. 150,000) - Engineering and Capital Projects Director
- Palmer Lake, CO (pop. 2,635) - Town Administrator
- Vail, CO (pop. 13,620) - Fire Chief
- Greenwood Village, CO (pop. 15,500) - City Attorney

2025

- Florence, CO (pop. 3,800) - City Manager
- Lamar, CO (pop. 7,700) - City Administrator
- Evans, CO (pop. 23,000) - Police Chief
- Timnath, CO (pop. 10,500) - Police Chief
- Aspen, CO (pop. 7,000) - Planning Director
- Lakeside, CO (pop. 20) - Chief of Police
- Trinidad, CO (pop. 8,100) - City Manager
- Greeley, CO (pop. 112,816) - Chief Building Official
- La Junta, CO (pop. 7,152) - City Manager

2024

- Greeley Weld Housing Authority, CO (pop. 113,000) - Executive Director
- Craig, CO (pop. 9,000) - Assistant City Manager *
- Pagosa Springs, CO (pop. 1,700) - Planning Manager *
- Greeley Weld Housing Authority, CO (pop. 113,000) - Executive Director
- Aspen, CO (pop. 7,000) - Planning Director
- Durango, CO (pop. 19,500) - Assistant Public Works Director/Utilities
- Greeley, CO - Deputy City Manager *
- Windsor, CO (pop. 44,632) - Chief of Police
- Estes Park, CO (pop. 5,862) - Police Chief *
- Eagle, CO (pop. 7,500) - Chief of Police
- Greeley, CO (pop. 112,816) - Director of Emergency Management
- Greeley, CO (pop. 135,000) - Director of Strategy
- Greeley, CO (pop. 112,816) - Deputy City Manager - Operations *
- Greeley, CO (pop. 112,816) - Deputy Director of Community Development
- Greeley, CO (pop. 112,816) - Deputy City Manager *
- Greeley, CO (pop. 112,816) - Housing Director
- Commerce City, CO (pop. 62,418) - City Attorney

2023

- Lafayette, CO (pop. 30,000) - City Administrator
- Commerce City, CO (pop. 62,418) - Director of Community Development
- Westminster, CO (pop. 119,000) - City Engineer
- Westminster, CO (pop. 119,000) - Public Works and Utilities Director
- Westminster, CO (pop. 119,000) - IT Director *
- Greeley, CO (pop. 112,816) - Director of Economic Development and Urban Revitalization
- Pueblo City-County Library District, CO (pop. 170,000) - Chief Financial Officer
- Greeley, CO (pop. 112,816) - Community Development Director
- Westminster, CO (pop. 119,000) - Police Chief
- Commerce City, CO (pop. 62,418) - Chief of Police
- Aspen, CO (pop. 77,000) - Police Chief

2022

- Westminster, CO (pop. 119,000) - Human Resources Director
- Eagle, CO - Chief of Police
- Frisco, CO (pop. 3,000) - Town Manager
- Greeley, CO - Deputy/Assistant City Manager
- Greeley, CO - Chief of Police
- Eagle County Paramedic Services, CO - CEO
- Wheat Ridge, CO (pop. 32,000) - IT Manager *
- Fort Collins, CO (pop. 174,800) - City Manager
- Aurora, CO (pop. 385,000) - Assistant Director of Water Operations



FIRE CHIEF/ EMERGENCY MANAGER

Harris County Emergency Services District No. 48

Annual Salary:

\$175,000 – \$200,000 DOE/DOQ



Are you a strategic, visionary fire service leader with a passion for EMS who can drive innovation, improve operations, and foster a positive organizational culture? If so, apply to be Harris County ESD 48's next Fire Chief / Emergency Manager!

We're looking for an exceptional, engaged, and collaborative leader who is:

- Experienced in both fire and EMS operations
- A skilled communicator and strategic planner
- Passionate about building strong teams and public trust

Serving the dynamic and growing Greater Katy area – read on to learn more about this opportunity!



ABOUT THE COMMUNITY

Harris County ESD 48 is a suburban district of approximately 150,000 residents located in western Harris County, Texas. Known for its upscale neighborhoods, top-rated schools, and strong community spirit, the area blends small-town friendliness with modern amenities.

Located 27 miles west of downtown Houston along the I-10 and Grand Parkway corridor, the District offers easy access to cultural, educational, and professional opportunities. Attractions include historical museums, parks, golf courses, and a host of local festivals. Families are drawn to the area for Katy ISD's stellar reputation and for the high quality of life found throughout the Greater Katy region.

Once a prairie and agricultural hub, the area now features a mix of historic neighborhoods and master-planned developments. Residents enjoy the benefits of suburban comfort with quick access to Houston's world-class amenities.



POPULATION
150,000



MEDIAN HOUSEHOLD INCOME
\$108,648



MEDIAN HOME VALUE
\$362,500

AVERAGE MONTHLY RENT:
\$1,825

[City History](#)



[Tourism](#)



[Katy Economic
Development Council](#)



[Living in Katy, TX](#)



[Katy Neighborhoods
Tour](#)



GOVERNANCE & ORGANIZATION

Harris County ESD 48 operates under an Emergency Services District governance model, led by a five-member Board of Commissioners elected to staggered four-year terms. The Board oversees the District's budget, strategic direction, and operational oversight of fire and EMS services.

The District provides a full range of services, including:

- Fire Protection
- Emergency Medical Services
- Public Education and Fire Prevention



THE JOB

Harris County ESD 48 provides all-hazards emergency response, EMS, fire prevention, public education, and training. The department is home to a highly regarded EMS system and a growing fire suppression force. As the first EMS agency in the United States to deploy Whole Blood in the field, ESD 48 continues to lead in innovative emergency medical care. The department maintains a strong academic relationship with UT Houston, enabling both EMS-trained physicians and EMS Fellows in training to interact and ride with EMS crews, enhancing both education and patient care. Additionally, ESD 48 operates a Community Paramedic Program in partnership with local hospitals to reduce readmissions and help keep patients safely at home. Reporting directly to the Board of Commissioners, the new Fire Chief will:

- Lead strategic operations and long-term planning
- Foster collaboration across fire, EMS, and administrative staff
- Oversee new station development and service expansion
- Represent the District externally and build strong community relationships
- Promote innovation, accountability, and operational efficiency

DEPARTMENT STRUCTURE

DIVISIONS WITHIN THE DEPARTMENT:

- FIRE OPERATIONS
- EMS
- FIRE PREVENTION / COMMUNITY OUTREACH



EMPLOYEES

250+



DEPT. BUDGET

\$ 30
MILLION

KEY PROJECTS FOR 2025

- COMPLETE STRATEGIC PLAN IMPLEMENTATION
- DESIGN AND BUILD NEW STATIONS #2 AND #6
- ADVANCE CULTURAL TRANSFORMATION AND UNIFIED OPERATIONS



IDEAL CANDIDATE

The ideal candidate will be a highly experienced leader with a background in combination fire departments and EMS systems. They will demonstrate strong leadership, exceptional communication, and relationship-building skills, inclusive leadership practices, and a commitment to excellence.

They should be an exceptional leader with a proven ability to manage complex operations, implement strategic goals, and foster a culture of teamwork and accountability. The new Fire Chief will be approachable, ethical, and capable of navigating board dynamics, internal politics, and public-facing responsibilities with professionalism.

A successful candidate will be deeply invested in staff development, long-term planning, and driving innovation to meet the needs of a growing and diverse population.

EXPERIENCE & QUALIFICATIONS

REQUIRED:

- Bachelor's degree in Management, Business, Fire Technology, or related field
- More than 20 years of experience in fire service with leadership responsibilities
- Texas or National Emergency Medical Technician (NREMT-EMT or State Certified) certification
- Master Structural Firefighter certification or equivalent
- Completion of NIMS 100/200/300/400/700/800
- TCFP Officer I, II, and III

PREFERRED:

- Master's degree, CFO, CMO, or EFO designation
- TEEX Fire Service Chief Executive Officer program
- Command experience in a combination department in a metropolitan area
- Advanced Cardiac Life Support (ACLS)
- Pediatric Advanced Life Support (PALS)
- Prehospital Trauma Life Support (PHTLS)



SALARY & BENEFITS

Compensation: \$175,000 – \$200,000 DOE/DOQ

Health Benefits: 100% employee and 80% dependent medical, dental, and life insurance

Paid Leave: Generous paid vacation and sick leave

Retirement: Texas County & District Retirement System (TCDRS), with 2:1 employer match

Additional Perks: District vehicle provided; strong support for ongoing training and professional development

The District also offers a positive, team-oriented culture with outstanding working conditions and a strong sense of mission and community service.

HOW TO APPLY

Apply Here



For more information, contact:

Rudy Jackson, Executive Recruiter

RudyJackson@GovernmentResource.com | 817-337-8581

Harris County Emergency Services District No. 48 is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.

**Agreement for Limited Scope Executive Recruitment Services
for Chief Executive Officer/Fire Chief ("PROJECT")
to Crested Butte Fire Protection District, Colorado ("CLIENT") between
CLIENT and Strategic Government Resources, Inc., DBA SGR ("SGR")**

SGR and CLIENT (together, "Parties") agree as follows, effective upon the date of the later signature below, in consideration of the mutual promises contained in this Agreement and other good and valuable consideration, the sufficiency of which each Party hereby acknowledges.

1. SGR promises and agrees:

- A. To perform the services described in SGR's Proposal for PROJECT dated June 23, 2026 ("PROPOSAL") substantially in the timeframe projected in the PROPOSAL.
- B. To honor the Service Guarantee stated in the PROPOSAL.
- C. To comply with all applicable open records, public information and similar laws, and consult with CLIENT if SGR is asked for information before disclosure, unless prevented by court order or law from doing so.

2. CLIENT promises and agrees:

- A. To pay SGR promptly as billed or invoiced for such services in accordance with the amounts stated in PROPOSAL, including Reimbursable Expenses and costs of any Supplemental Services or Other Expenses that CLIENT selects. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.
- B. To timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening and interviews; failure to do so may, in SGR's reasonable discretion, extend timeline and can negatively impact the outcome of the process.
- C. To respond to drafts of documents and reports in a timely manner; failure to do so may, in SGR's reasonable discretion, extend timelines and can negatively impact the outcome of the process.
- D. To refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- E. To provide legal opinions to SGR regarding when and if any information relating to the PROJECT must or should be released in accordance with public information laws or legal process.
- F. That if CLIENT receives an open records request related to this PROJECT, CLIENT shall notify and share the request with SGR in writing as soon as possible but within no more than three (3) business days of receipt and that CLIENT shall provide sufficient time for SGR to notify and provide advance notice to the impacted individuals prior to CLIENT releasing the required information with protected information redacted.
- G. To directly reimburse finalists for travel-related expenses relating to in-person interviews.
- H. That CLIENT is ultimately responsible for candidate selections and CLIENT will not discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, or applicable state, or local law.
- I. To comply with the Fair Credit Reporting Act.

- J. To cooperate with SGR and not impede SGR from performing its obligations to CLIENT.

3. Additional Terms and Conditions:

- A. The PROPOSAL is incorporated herein for all purposes including all terms defined therein, but if there is any conflict or inconsistency between the terms or conditions of this Agreement, this Agreement controls.
- B. SGR may substitute personnel other than those initially placed, who have substantially equivalent training and experience and subject to approval of CLIENT, due to factors such as SGR employee/consultant turnover, developing needs of the PROJECT, or CLIENT's request.
- C. CLIENT grants SGR permission to use any name, logo, or other identifying mark of CLIENT in SGR's social media content to refer to the relationship established by this agreement.
- D. Remedies
 - i. CLIENT can terminate this agreement at any time for no reason upon giving SGR seven (7) days advance written notice of the termination date. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
 - ii. SGR can terminate this agreement upon seven (7) days advance written notice of the termination date to CLIENT if CLIENT has failed to promptly pay in full any undisputed portion of any bill or invoice (if the dispute is in good faith) or has failed to perform its contractual promises in a manner that materially impedes SGR's ability to successfully perform its obligations, including identifying and attracting qualified candidates. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
- E. CLIENT acknowledges that the nature of executive recruitment is such that SGR engages in discussions with prospects through the process who may or may not ultimately become a candidate, and that SGR is utilizing its proprietary network of relationships to identify and engage prospective candidates, and that premature release of such proprietary information, including names of prospective candidates with whom SGR may be having conversations as part of the recruitment process, may be damaging to the prospects, CLIENT, and SGR. Accordingly, CLIENT acknowledges and, to the extent permitted by law, agrees that all information related to this search is proprietary, and remains the property of and under the exclusive control of SGR, regardless of whether such information has been shared with CLIENT.
- F. There are no third-party beneficiaries to this Agreement.
- G. If any term or condition of this Agreement is invalidated by final judgment of a court of competent jurisdiction or becomes impossible to perform, the Parties will confer about whether to continue performance without amending the Agreement, without prejudice to either Party's right to terminate the Agreement without cause.
- H. This Agreement embodies the complete and final understandings, contract, and agreement between the Parties, superseding any and all prior written or verbal representations, understandings, or agreements pertaining to this PROJECT. This Agreement can be modified only by signed written amendment. Electronic communications purporting to amend this Agreement will be effective only if the electronic communication includes specific reference to this Agreement or PROJECT.
- I. This Agreement will be governed by the substantive laws of the State of Colorado without regard to the jurisdiction's choice-of-law doctrines. Venue for any litigation relating to this

Agreement will be exclusively in Gunnison County of the State of Colorado.

- J. To the extent it may be permitted to do so by applicable law, CLIENT does hereby agree to defend, hold harmless, and indemnify SGR, and all officers, employees, and contractors of SGR, from any and all demands, claims, suits, actions, judgments, expenses, and attorneys' fees incurred in any legal proceedings brought against them as a result of action taken by SGR, its officers, employees, and contractors, providing the incident(s), which is (are) the basis of any such demand, claim, suit, actions, judgments, expenses, and attorneys' fees, arose or does arise in the future from an act or omission of SGR acting within the course and scope of SGR's engagement with CLIENT; excluding, however, any such demand, claim, suit, action, judgment, expense, and attorneys' fees for those claims or any causes of action where it is determined that SGR committed official misconduct, or committed a willful or wrongful act or omission, or an act or omission constituting gross negligence, or acted in bad faith. In the case of such indemnified demand, claim, suit, action, or judgment, the selection of SGR's legal counsel shall be with the mutual agreement of SGR and CLIENT if such legal counsel is not also CLIENT's legal counsel. A legal defense may be provided through insurance coverage, in which case SGR's right to agree to legal counsel provided will depend on the terms of the applicable insurance contract. The provisions of this paragraph shall survive the termination, expiration, or other end of this agreement and/or SGR's engagement with CLIENT.
- K. Notices related to this Agreement will go to the respective Parties as follows but either Party can change the addressee for notices to that Party by written notice to the other Party.
- i. For the purposes of this Agreement, legal notice shall be required for all matters involving potential termination actions, litigation, indemnification, and unresolved disputes. This does not preclude legal notice for any other actions having a material impact on the Agreement.
 - ii. Any notice required be given by this Agreement shall be deemed to have been given within three (3) days of emailing or depositing in the mail.

Legal Notices:

SGR

Attn: Melissa Valentine, Corporate Secretary
PO Box 1642
Keller, TX 76244

Melissa@GovernmentResource.com

CLIENT

Attn:
Address:

Email:

PROJECT Representative:

SGR

Rebecca L. Fleury
President of Executive Recruitment
RebeccaFleury@GovernmentResource.com
817-337-8581

CLIENT

Name:
Title:
Email:
Phone:

Billing and Invoicing:**SGR**

Attn: Finance

Finance@GovernmentResource.com

817-337-8581

CLIENT

Name:

Title:

Email:

Phone:

- L. Unless sooner terminated, this Agreement shall terminate at such time as the PROJECT is completed and the requirements of this Agreement are satisfied, except that duties of payment, information disclosure, service guarantee, and any representations and warranties survive this Agreement.
- M. The Parties and each individual who executes this Agreement on behalf of a Party represent and warrant to the other Party that as to each Party's respective signatory, that signatory is authorized by their Party to execute this Agreement and to bind their Party hereto.
- N. Time is of the essence to this Agreement.
- O. This Agreement may be executed in counterparts which together will comprise the Agreement.
- P. This Agreement is subject to appropriation of funds by CLIENT.

Summary of Pricing

Service	Fee*
Limited Scope Recruitment	\$14,184
Ad Placement Expenses	<i>Billed at-cost. Estimated between \$2,000-\$3,000.</i>

Please initial below to confirm anticipated services. Services will be billed as incurred or provided.

A La Carte Service (optional)	Fees*	Initial for Services
Stakeholder Survey	\$1,531	
Questionnaires	\$230 per candidate	
Recorded Interviews	\$256 per candidate	
Media Reports	\$1,276 per candidate	
Management Style Assessment	\$179 per candidate	
Background Checks	\$511 per candidate	
Reference Checks	\$256 per candidate	

* Fees exclude reimbursable expenses or add-ons.

Signature blocks on next page.

SGR

CLIENT

Signature

Printed Name:

Title:

Date:

Signature

Printed Name:

Title:

Date:

**BOARD OF DIRECTORS
OF THE
CRESTED BUTTE
FIRE PROTECTION DISTRICT**

BYLAWS



Adopted: February 9, 2026

CRESTED BUTTE FIRE PROTECTION DISTRICT BYLAWS

Section 1. **Authority.** The Crested Butte Fire Protection District ("District") is a quasi-municipal corporation and political subdivision of the State of Colorado and a body corporate with those powers authorized by, and in compliance with, Section 32-1-101 et seq., C.R.S. The District was created by court order of Gunnison County District Court on September 10, 1973 and is located in the County of Gunnison.

Section 2. **Purpose.** It is hereby declared that the Bylaws hereinafter set forth will serve a public purpose.

Section 3. **Policies of the Board.** It shall be the policy of the Board of Directors ("Board") of the District, consistent with the availability of revenues, personnel and equipment, to use its best efforts to provide high quality public services as authorized under the District Service Plan or by law.

Section 4. **Board of Directors.** All powers, privileges and duties vested in, or imposed upon, the District by law shall be exercised and performed by and through the Board, whether set for the specifically or impliedly in these Bylaws. The Board may delegate to officers, volunteers, employees, or personnel of the District any or all administrative and ministerial powers, as it so chooses.

Without restricting the general powers conferred by these Bylaws, it is hereby expressly declared that the Board shall have the following powers and duties:

- a. To confer upon any appointed officer or employee of the District the power to choose, remove or suspend employees, volunteers, personnel or agents upon such terms and conditions as may seem fair and just and in the best interests of the District.
- b. To determine and designate, except as otherwise provided by law or these Bylaws, who shall be authorized to make purchases, negotiate leases for office space, and sign receipts, endorsements, checks, releases and other documents. The Board may, on a limited basis and/or by resolution, give a chief executive or other appointed signatory the power to sign contracts and other official documents on behalf of District.
- c. To create standing or special committees and to delegate such power and authority thereto as the Board deems necessary and proper for the performance of such committee's functions and obligations.
- d. To prepare or cause to be prepared financial reports, other than the statutory audit, covering each year's fiscal activities; and such reports shall be available for inspection by the public, as requested.

Section 5. **Office.**

- a. **Business Office.** The principal business office of District shall be at 300 County Road 317, Crested Butte, Colorado, until otherwise designated by the Board.
- b. **Establishing Other Offices and Relocation.** The Board, by resolution, may from time to time, designate, locate, and relocate its executive and business

office and such other offices as, in its judgment, are necessary to conduct the business of the District.

Section 6. **Meetings.**

- a. **Regular Meetings.** Regular meetings of the Board shall be conducted on the Second Tuesday of each month at 5:15 p.m. and held at Fire Station #1 at 300 County Road 317, Crested Butte, unless otherwise noticed and posted. An Agenda shall be posted for each regular meeting at least twenty-four (24) hours prior to the meeting time, in accordance with the Colorado Open Meetings Law, Section 24-6-402, C.R.S.
- b. **Meeting Public.** All meetings of the Board, other than executive sessions, shall be open to the public.
- c. **Notice of Meetings.** Section 6(a) shall constitute formal notice of regular meetings to Board members, and no other notice shall be required to be given to the Board, other than the permanent posting. Written waivers of notice by Board members are not necessary.
- d. **Special Meetings.** Special meetings of the Board may be called by any one member of the Board upon twenty-four (24) hours written notice, which shall be posted in accordance with the Colorado Open Meetings Law, Section 24-6-402, C.R.S. The notice shall contain the Agenda of the special meeting.
- e. **No Informal Action by Directors.** All official business of the Board shall be conducted at regular or special meetings properly noticed and open to the public.
- f. **Executive Sessions.** By a two-thirds (2/3) majority vote, the Board may enter an executive session in strict compliance with the provisions of Section 24-6-402(4), C.R.S. All executive sessions must be electronically recorded, with the exception of executive sessions called for the purposes of receiving legal advice when the attorney provides a written certification in lieu of the electronic recording.
- g. **Adjournment and Continuance of Meetings.** When a regular or special meeting is for any reason continued to another time and place, notice need not be given of the continued meeting if the time and place of such meeting are announced at the meeting at which the continuance is taken, except as required by law. At the continued meeting, any business may be transacted which could have been transacted at the original meetings.
- h. **Emergency Meetings.** Notwithstanding any other provisions in this Section 6, emergency meetings may be called by the Chair or any two (2) Board members in the event of an emergency that requires the immediate action of the Board in order to protect the public health, safety and welfare of the property owners and electors of the District, without notice if notice is not practicable. If possible, notice of such emergency meetings may be given to the Board by telephone or whatever other means are reasonable to meet the circumstances of the emergency. At such emergency meeting, any action within the power of the Board that is necessary for the immediate protection of the public health, safety

and welfare may be taken; provided, however, that any action taken at an emergency meeting shall be effective only until the first to occur of (a) the next regular meeting, or (b) the next special meeting of the Board at which the emergency issue is on the public notice of the meeting. At such subsequent meeting, the Board may ratify any emergency action taken. If an emergency action taken is not ratified, then it shall be deemed rescinded as of the date of such subsequent meeting.

Section 7. **Conduct of Business.**

- a. **Quorum.** All official businesses of the Board shall be transacted at the regular or special meeting at which a majority of the Directors shall be present in person or remotely by electronic means (i.e. teleconference, video conference, etc.) provided that such members attending remotely must be able to hear all discussion and public comment, if any, on any issue as a condition of voting on such issue.
- b. **Vote Requirements.** Any action of the Board shall require the affirmative vote of a majority of the Directors present and voting. When special or emergency circumstances affecting the affairs of the District and the health and safety of District residents so dictate, then those Directors available at the time may undertake whatever action is considered necessary and may so instruct the District's employees, volunteers, or personnel. Such actions shall later be ratified by the Board.
- c. **Electronic Signatures.** In the event the signature(s) of one or more members of the Board or appointed signatories are required to execute a written document, contract, note, bond, deed, and/or other official papers of the District, and the appropriate individual(s) is unable to be physically present to sign said documentation, such individual or individuals are authorized to execute the documentation electronically via facsimile or e-mail signature, unless said documentation provides otherwise. Any electronic signature so affixed to a document shall carry the full legal force and effect of any original, handwritten signature. Except as approved herein, this provision of these Bylaws shall not be interpreted as establishing District's consent or authorization to bind District to any transaction by the use of electronic records or electronic means. This provision is made pursuant to Article 71.3 of Title 24, C.R.S., also known as the Uniform Electronic Transactions Act.
- d. **Order of Business.** The business of all regular meetings of the Board shall be transacted, as far as practicable, in the following order:
 1. Call to order / roll call
 2. Approval of the agenda and introduction of guests
 3. Approval of the minutes of the previous meeting(s)
 4. Financial reports and approvals;
 5. Hearings, as needed;
 6. Staff or consultant reports;

7. Correspondence and Public comment
 8. Unfinished business;
 9. New business;
 10. Unscheduled business and board member comments
 11. Executive session, as needed; and
 12. Action following executive session
 13. Adjournment
- e. **Motions and Resolutions.** Each and every action of the Board necessary for the governance and management of the affairs of District, for the execution of the powers vested in District, and for carrying into effect the provisions of Article 1 of Title 32, C.R.S., shall be taken by the passage of motions or resolutions.
- f. **Minutes.** Within a reasonable time after passage, all resolutions, motions and minutes of Board meetings shall be recorded in a visual text format that may be transmitted electronically. Minutes of regular sessions shall be available for public review as soon as practicable following acceptance of the minutes by adoption of a motion before by the Board. Executive sessions shall be electronically recorded via electronic media, and such electronically recording or reproduction of the same shall be kept separate from minutes of regular sessions as described in Section 6(e) of these Bylaws and shall not be open to the public, except as required by law.
- g. **Public Comment.** The board will accept public comment for up to 30 minutes at any regular meeting of the board. Requirements for comment will be as follows:
1. Speakers may be asked to sign in before the meeting to acknowledge these Rules and provide their name, the topic about which they seek to address the Board, and to confirm whether they are a resident of the District or not.
 2. The purpose of Public Comment is to provide input to the Board on issues relevant to the District and about which the Board has authority.
 3. Public comments shall be:
 - i) Limited to three (3) minutes.
 - ii) Directed to the Board as a whole and not to individual members.
 - iii) Presented in a courteous and professional demeanor and not in a threatening, profane, vulgar, insulting, or abusive manner.
 - iv) Limited to topics pertaining to the District and about which the Board has authority.
 4. Speakers, when recognized by the Board Chair, may be asked to provide their name and to confirm whether they are a resident of the

District or not prior to addressing the Board.

5. Individuals who engage in repetitive comments or questions or who otherwise violate the provisions of Rules 2 or 3 above will be asked to refrain and/or yield the floor.
6. Failure to abide by these requirements after a first warning may result in the Board requiring that the speaker, in lieu of speaking, submit his/her statements in writing.
7. Neither the Board nor the administration shall engage in a discussion or provide an immediate response to the input. Rather, the Board can benefit from hearing the input and determine what follow-up action is required, if any.
8. The Board Chair is responsible for the administration and enforcement of these rules.
9. If a member of the public continues to disrupt the meeting or engages in threatening or violent behavior, law enforcement may be called.

Section 8. **Directors, Officers and Personnel.**

- a. **Director Qualification and Terms.** Directors shall be electors of the District. The term of each Director and time of elections shall be determined by relevant statutory provisions, and all elections conducted in the manner prescribed by Articles 1 through 13.5, Title 1, C.R.S. and all laws supplemental and amendatory thereof.
- b. **Faithful Performance Bonds.** Each Director shall furnish, at the expense of the District, an individual, schedule, or blanket surety bond or adequate insurance policy in the sum of not less than \$1,000 each, conditioned on the faithful performance of the duties of his/her office. In addition, the Treasurer shall furnish, at the expense of the District, a corporate fidelity bond in a sum of not less than \$5,000, conditioned on the faithful performance of the duties of his/her office.
- c. **Director's Performance of Duties.** A Director of the District shall perform all duties of a Director, including duties as a member of any committee of the Board upon which the Director may serve, in good faith, in a manner which the Director reasonably believes to be in the best interest of District, and with such care as an ordinarily prudent person in a like position would use under similar circumstances. In performing the Director's duties, the Director shall be entitled to rely on information, opinions, reports, or statements, including financial statements and other financial data, in each case prepared or presented by persons and groups listed in subparagraphs 1, 2 and 3 of this subsection c. The director shall not be considered to be acting in good faith if he has knowledge concerning the matter in question that would cause such reliance to be unwarranted. A person who so performs the Director's duties shall not have any liability by reason of being or having been a Director of the District. These programs and groups upon whose information, opinions, reports, and statements a Director is entitled to rely are:

1. One or more officers, personnel, volunteers or employees of the District whom the Director reasonably believes to be reliable and competent in the matters presented;
 2. Counsel, public accountants, professional consultants, or other persons as to matters which the Director reasonably believes to be within such persons' professional knowledge or expertise; and
 3. A committee of the Board upon which the Director does not serve, duly designated in accordance with the provisions of the Bylaws, as to matters within its designated authority, which committee the Director reasonably believes to merit confidence.
- d. **Oath of Office.** Each member of the Board, before assuming the responsibilities of his office, shall take and subscribe an oath of office in the form prescribed by law within thirty (30) days of being elected or appointed.
- e. **Election of Officers.** The Board of Directors shall elect from its membership a Chair, Vice Chair, Secretary, and Treasurer who shall be the officers of the Board of Directors and of the District. A single Director may serve as both the Secretary and Treasurer at the discretion of the Board. The officers shall be elected by a majority of the Directors voting at such election. The Board may, from time to time appoint an acting officer in the absence of any individual officer. The election of the officers shall be conducted biennially at the first regular meeting of the Board following the regular biennial election of the Directors held in accordance with Article 13.5, Title 1, C.R.S. Each officer so elected shall serve for a term of two years, which term shall expire upon the election of his or her successor or upon his or her reelection to that office.
- f. **Vacancies.** Any vacancy occurring on the Board shall be filled by an affirmative vote of a majority of the remaining Directors, as prescribed by law. The appointed individual must meet the statutorily prescribed qualifications for Directors and shall only serve until the next regular election following the appointment.
- g. **Resignation and Removal.** Directors may be removed from office only by recall as prescribed by statute. Any Director may resign at any time by giving written notice to the Board, and acceptance of such resignation shall not be necessary to make it effective, unless the notice so provides.
- h. **Chair.** The Chair of the Board and shall preside at all meetings. The Chair is authorized to sign all contracts, deeds, notes, debentures, warrants and other instruments on behalf of the District. The Board may authorize additional signature authority on a case-by-case basis.
- i. **Vice Chair.** In the absence of the Chair the Vice Chair shall preside at all meetings. When acting as the Chair, the Vice Chair shall have all authority granted to the Chair.
- j. **Secretary.** The Secretary shall be responsible for the records of the District; may act as Secretary at meetings of the Board and record all votes; shall be responsible for composing a record of the proceedings of the Board in a visual

text format that may be transmitted electronically, which shall be an official record of the Board; and shall perform all duties incident to that office. The Secretary shall be the custodian of the seal of District. The Secretary shall have the authority to affix such seal to and attest all contracts and instruments authorized to be executed by the Board.

- k. **Treasurer.** The Treasurer shall be authorized to invest or cause to be invested all surplus funds or other available funds of the District in permitted investments authorized by law or as specified by the Board. The Treasurer shall keep or cause to be kept strict and accurate accounts of all money received by and disbursed for and on behalf of District in accordance with adopted record retention schedules and applicable law.
- l. **Recording Secretary.** The Board shall have the authority to appoint a recording secretary who need not be a member of the Board of Directors, and who shall be responsible for recording all votes and composing a record of the proceedings of the Board in a visual text format that may be transmitted electronically, which shall be the official record of the Board. The recording secretary shall not be required to take an oath of office, nor shall the recording secretary be required to post a performance bond.
- m. **Additional Duties.** The officers of the Board shall perform such other duties and functions as may from time to time be required by the Board, by the Bylaws or rules and regulations of District, by law, or by special exigencies, which shall later be ratified by the Board.
- n. **Chief Executive.** The Board shall appoint a chief executive to serve for such term and upon such conditions, including compensation (if any), as the Board may establish. Such chief executive shall have general supervision over the administration of the affairs, employees, and business of the District and shall be charged with the hiring and discharging of employees and the management of District properties.
 - 1. The chief executive may exercise or delegate the authority and responsibility vested in the position of fire chief by Section 32-1-1002(3), C.R.S.
 - 2. The chief executive shall report monthly to the Board on the administration and operations of the District.
- o. **Board-Staff Relations and Chain of Command.** The effective operation of the District depends on a clear and respected chain of command. The authority of the Board is exercised collectively; no individual Board member has authority to direct District employees or volunteers. If approached by a District employee or volunteer regarding a work matter, operational concern, or any issue intended to inform or influence Board decision-making outside of a properly noticed meeting, a Board member shall direct that individual to address the matter through the chain of command and shall promptly notify the Chief Executive. Nothing in this section limits the right of any person to address the Board through the public comment process at a properly noticed meeting, or to report concerns to appropriate governmental authorities as provided by law.
- p. **Consultant Selection.** The selection of consultants and independent

contractors of the District by the Board will be based upon the relative qualifications and capabilities of the applicants and shall not be based on political services or affiliations. Contracts for professional services may be entered into on such terms and conditions as may seem reasonable and proper to the Board.

- q. **Legal Counsel.** District legal counsel represents the District and the Board as a governing body, not individual Board members in their personal capacities. Direction to legal counsel on District matters shall be authorized by a majority vote of the Board or, between meetings, by the Board Chair in consultation with the Chief Executive. Individual Board members shall not independently retain, direct, or contact District legal counsel on District matters without such authorization. Nothing in this section limits a Board member's right to retain personal counsel at their own expense.

Section 9. **Financial Administration.**

- a. **Fiscal Year.** The fiscal year of the District shall commence on January 1 of each year and end on December 31.
- b. **Budget.** On or before October 15th of each year, a proposed budget for the ensuing fiscal year shall be submitted to the Board. Such proposed budget shall be accompanied by a statement which shall describe the important features of the budget plan and by a general summary wherein shall be set forth the aggregate features of the budget in such manner as to show the balanced relations between the total proposed expenditures and the total anticipated income or other means of financing the proposed budget for the ensuing fiscal year, as contrasted with the corresponding figures for the last completed fiscal year and the current fiscal year. It shall be supported by explanatory schedules or statements classifying the expenditures contained therein by services, subjects and funds. The anticipated income of the District shall be classified according to the nature of receipts.
- c. **Notice of Budget.** Upon receipt of the proposed budget, the Board shall cause to be published a notice that the proposed budget is open for inspection by the public at the business office; that the Board will consider the adoption of the proposed budget at a public hearing on a certain date; and that any interested elector may inspect the proposed budget and file or register any objections thereto at any time prior to its final adoption. Notice shall be published in substantial compliance with law.
- d. **Adoption of Budget.** On or before December 15th of each year, the Board shall review the proposed budget and revise, alter, increase or decrease the items as it deems necessary in view of the needs of the District and the probable income of the District. The Board shall then adopt a budget, either during the budget hearing or at a later date and time to be set by the Board (but in no event later than December 15th), setting forth the expenditures to be made in the ensuing fiscal year. The Board shall provide for sufficient revenues to finance budgeted expenditures with special consideration given to the proposed ad valorem property tax levy.

e. **Appropriating Resolution.**

1. At the time of adoption of the budget, the Board shall enact a resolution making appropriations for the ensuing fiscal year. The amounts appropriated thereunder shall not exceed the amounts fixed therefore in the adopted budget. The appropriated amount shall be the maximum amount of funds permitted to be expended in the applicable fiscal year, unless a budget amendment is authorized pursuant to the Local Government Budget Law, Section 29-1-101, *et seq.*, C.R.S.
2. The income of the District, as estimated in the budget and as provided for in the tax levy resolution and other revenue and borrowing resolutions, shall be allocated in the amounts and according to the funds specified in the budget for the purpose of meeting the expenditures authorized by the appropriation resolution.
3. The Board may make an appropriation to and for a contingent fund to be used in cases of emergency or other unforeseen circumstances.

f. **Levy and Collection of Taxes.** On or before December 15th of each year, the Board shall certify to the Board of County Commissioners of the County or Counties in which the District is located the mill levy established for the ensuing fiscal year, in order that, at the time and in the manner required by law for the levying of taxes, such Commissioners shall levy such tax upon the assessed valuation of all taxable property within District.

g. **Filing of Budget.** On or before January 30th of each year, the Board shall cause a certified copy of such budget to be filed with the Division of Local Government in the Colorado Department of Local Affairs.

h. **No Contract to Exceed Appropriation.** The Board shall have no authority to enter into any contract, or otherwise bind or obligate the District to any liability for payment of money for any purposes, for which provision is not made in the appropriation resolution, including any legally authorized amendment thereto, in excess of the amounts of such appropriation for that fiscal year. Any contract, verbal or written, contrary to the terms of this Section shall be void and no District funds shall be expended in payment of such contracts, except as permitted by Sections 9(i) and 9(j) below.

i. **Contingencies.**

1. In cases of emergency caused by a natural disaster, public enemy, or other contingency which could not reasonably have been foreseen at the time of the adoption of the budget, the Board may authorize the expenditure of funds in excess of the appropriation by resolution duly adopted by a two-thirds (2/3) vote of the Board. Such resolution shall set forth in full the facts concerning the emergency and shall be included in the minutes of such meeting.
2. If so enacted, a copy of the resolution authorizing additional expenditures shall be filed with the Division of Local Government in the Colorado Department of Local Affairs and shall be published in

compliance with statutory requirements.

j. **Payment of Contingencies.**

1. If there is unexpected or uncommitted money in funds other than those to which the emergency relates, the Board shall transfer such available money to the fund from which the emergency expenditure is to be paid.
2. To the extent that transferable funds are insufficient to meet the emergency appropriation, the Board may borrow money through (a) the issuance of tax anticipation warrants, to the extent that the mill levy authority of the District is available as provided by law, or (b) the issuance of bond anticipation notes payable from future bond proceeds or operating revenue, or (c) any other lawful and approved method.

k. **Annual Audit.**

1. The Board shall cause an annual audit to be made at the end of each fiscal year of all financial affairs of the District through December 31st of such fiscal year. In all events, the audit report must be submitted to the Board within six months of the close of such fiscal year unless an extension has been duly requested and approved. Such audit shall be conducted in accordance with generally accepted auditing standards by a registered or certified public accountant, who has not maintained the books, records and accounts of District during the fiscal year. The auditor shall prepare, and certify as to its accuracy, an audit report, including a financial statement and balance sheet based on such audit, an unqualified opinion or qualified opinion with explanations, and a full disclosure of any violation of Colorado law pursuant to statutory requirements.
2. A copy of the audit report shall be maintained by the District as a public record for public inspection at all reasonable times.
3. A copy of the audit report shall be forwarded to the State Auditor or other appropriate State official pursuant to statutory requirements.

- l. **Financial Controls.** The Board shall review and approve policies establishing appropriate financial controls concerning the receipt, deposit, tracking, transfer and disbursement of District funds.

Section 10. **Corporate Seal.** The seal of the District shall be a circle containing the name of the District and shall be used on all documents and in such manner as seals generally are used by public and private corporations. The Secretary shall keep, or cause to be kept, the seal and shall be responsible for its safe keeping and care.

Section 11. **Conflict of Interest.** A conflict of interest may exist when a Director has a direct, indirect, or perceived private pecuniary or property interest in a matter being discussed or decided by the Board of Directors.

- a. **Disclosure.** A potential conflict of interest of any Director shall be disclosed

to the Board of Directors in writing and to the Colorado Secretary of State at least 72 hours prior to the meeting where the matter in conflict will be discussed in accordance with State law, particularly Article 18 of Title 24, C.R.S., and Sections 32-1-902(3) and 18-8-308, C.R.S.

- b. **Recusal.** Board members shall refrain from attempting to influence other Directors on any issue a Director may have a conflict of interest. Directors shall recuse themselves and not preside, participate in discussions, or vote on matters where a conflict exists unless their vote is needed for the board to take action.
- c. **Compensation.** If the Board consents to and budgets for board compensation, each Director may receive up to \$100.00 per meeting attended up to the statutory maximum per year. Directors shall not receive any other compensation as an employee of the District except as may be provided by state statute.
- d. **Disclosure of Gifts, Property, Etc.** Any Director receiving any money or loan, or any gift or property, or any payment for a speech, appearance, or publication, or any tickets to a sporting, recreational, educational, or cultural event, or the payment or reimbursement for actual and necessary expenses for travel/lodging other than from the District, shall report such money, loan, gift, or reimbursement in accordance with the provisions of the Public Official Disclosure Act, Sec. 24-6-203, C.R.S.

Section 12. **Board Members as Employees.** No Board member shall be employed by, or currently serve as a volunteer member of, the fire district.

Section 13. **Compensation.** Each Director shall receive the maximum compensation authorized by statute, unless otherwise determined by the Board. No Director shall receive compensation as an employee of the District.

Section 14. **Indemnification of Directors and Employees.** The District shall defend, hold harmless and indemnify any Director, officer, agent, volunteer, or employee, whether elective or appointive, against any tort or liability, claim or demand, without limitation arising out of any alleged act or omission occurring during the performance of official duty, as more fully defined by law or by an indemnification resolution. The provisions of this Section shall be supplemental and subject to and, to the extent of any inconsistency therewith, shall be modified by the provisions of the Colorado Governmental Immunity Act, 24-10-101, et seq., C.R.S.

Section 15. **Bidding and Contracting Procedures.** Except in cases in which the District will receive aid from a government agency, a notice shall be published for bids on all construction contracts for work or material, or both, involving an expense of \$120,000 or more of District funds. The Board may reject any and all bids, and if it appears that the District can perform the work or secure material for less than the lowest bid, it may proceed to do so in accordance with law.

- a. A Notice or Invitation to Bid shall be prepared and published in accordance with statutory directive.
- b. The Board retains the right, at its sole discretion, to reject any or all proposals, to determine the proposal and subcontractors that will serve the best interests

of the District, and to determine the proposal and sub-contractor that are most responsible to perform the work.

1. Bids shall be accompanied by an acceptable bidder's bond, or a certified check payable to District, in an amount equal to 5% of the bid. If, within the time designated in the Notice of Award, the contract is not executed and, if required, a Payment and Performance Bond and Certificates of Insurance are not provided, District shall keep the bid bond as liquidated damages, and assess such other damages as District may determine.
 2. A Payment and Performance Bond shall be required for contracts over \$50,000, and are discretionary with the Board under that amount.
 3. For all contracts over \$150,000, five (5) percent of all pay estimates shall be withheld during the construction until the work has been fully performed.
- c. As an alternative to hiring an architect or engineer to design a project, if the Board makes a determination that an integrated projected delivery ("IDP") contract would represent a timely or cost-effective alternative for a public project, the Board may:
1. Pre-qualify contracting entities by publishing a notice of a "request for qualifications" (RFQ) that may include: a description of project; general budget considerations; specific criteria; evidence of competency/experience and capabilities, evidence of all required registrations/credentials to provide the services; and the criteria for prequalification. If an RFQ is published, then the Board must select and prepare a short list of entities that it considers to be most qualified.
 2. A request for proposals (RFP) shall then be sent to those on the short list, or, if no RFQ has been done, then the RFP shall be published/advertised. The RFP may contain: procedures to be followed for submitting proposals; criteria for evaluation of proposals; procedures for making the award; required performance standards; description of the drawings, specs, or other submittals to be provided; relevant budget considerations; proposed schedule; and the stipend, if any, that will be paid to those on the short list who are not selected if an RFQ is utilized.
 3. Prequalification is not required, but if an RFQ is published, then the Board must select and prepare a short list of entities that it considers to be most qualified. The Board may then select the proposal that is in the best interests of the District.
 4. Other than the public bid requirement (which the IDP replaces if utilized), all other construction laws are applicable to a district construction project (e.g., performance bonds, notice of final settlement, etc.).

Section 16. **Policies Applicable:** The District's sexual harassment, non-discrimination, violence or threats of violence, and any other policies the Board deems applicable, shall apply to all members of the District including Board members, employees and volunteers.

Section 17. **Modification of Bylaws.** These Bylaws may be altered, amended or repealed by a two-thirds (2/3) majority vote of the Board at any regular or special meeting of the Board to become effective immediately or at a subsequent date.

Section 18. **Severability.** If any part or provision of these Bylaws is adjudged to be unenforceable or invalid, such judgment shall not affect, impair or invalidate the remaining provisions of these Bylaws, it being the Board's intention that the various provisions hereof are severable.

ADOPTED this 14th day of July, 2026, by the Board of Directors of Crested Butte Fire Protection District.

Matthew L. Halvorson, Chairman

Attested By:

Brittany Perkins, Secretary

RESOLUTION NO. 2026 - ____

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE
CRESTED BUTTE FIRE PROTECTION DISTRICT AUTHORIZING THE PURCHASE OPTION OF 11
PARADISE ROAD AND NAMING THE BOARD PRESIDENT AS AUTHORIZED AGENT TO
COMPLETE THE TRANSACTION**

WHEREAS, the Crested Butte Fire Protection District (the “District”) is a quasi-municipal corporation and political subdivision of the State of Colorado, organized and existing pursuant to Title 32 of the Colorado Revised Statutes; and

WHEREAS, the Board of Directors (“Board”) of the District is statutorily authorized to “acquire, dispose of, and encumber real and personal property” pursuant to § 32-1-1001(1)(f), C.R.S.; and

WHEREAS, the Board has previously entered into a Development Agreement with Sean and Sarah Caffrey (“Agreement”) to sell the District’s property formerly known as 757 Gothic Road, Mt. Crested Butte, Colorado 81225, and now known as 11 Paradise Road, and described as Lot 34 Chalet Village, Addition No. 10 (“Property”); and

WHEREAS, the Agreement granted the District a purchase option in the Property if the Caffreys provide a notice of intent to sell, and the Caffreys issued a Notice of Intent to Sell the Property on June 9, 2026; and

WHEREAS, the Board now seeks to authorize the purchase of the Property pursuant to its statutory and corporate authority by exercising the purchase option set forth in the Agreement; and

WHEREAS, the Board further seeks to authorize the Board President, Matthew Halvorson, to execute all documents necessary for the completion of the purchase of the Property; and

WHEREAS, the purchase of the Property under the terms of the Agreement is in the best interests of the District.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE CRESTED BUTTE
FIRE PROTECTION DISTRICT, GUNNISON COUNTY, COLORADO:**

1. That the District authorizes the purchase of the Property, consistent with the terms of the repurchase option under the Agreement, and states that the Board has been duly authorized in the premises by the corporation. The District shall confirm the repurchase option price in accordance with the Agreement.
2. The Board President, Matthew Halvorson, is authorized to review and execute all documents necessary to complete the purchase of the Property, consistent with the terms previously approved by the Board and the Agreement.

ADOPTED, this 14th day of July, 2026.

CRESTED BUTTE FIRE PROTECTION DISTRICT

By: _____
President

The undersigned, Secretary of the Crested Butte Fire Protection District, hereby certifies that the foregoing Resolution is a true, complete, and correct copy of the Resolution of the Board of Directors of the Crested Butte Fire Protection District duly and regularly entered by the Board at its regular public meeting held on January 14, 2020.

Secretary