

Elk Creek Fire Protection District
11993 Blackfoot Road
Conifer, Colorado 80433

August 15, 2025

To: Fire Chief Jacob Ware.

Cc: Dominique Devaney, Al Leo, Kathleen Noonan, and Sharon Woods, Directors.

From: Chuck Newby, Director.

Re: Elk Creek Fire Protection District Strategic Organizational and Operational Fiscal Information.

As we move into the budget planning cycle for fiscal year 2026, sound fiduciary practice requires that Elk Creek FPD Directors assess the current and future needs of the District. In order to carry out these assessments, this Director requires the following information as soon as staff can possibly provide it:

- 1) Elk Creek FPD Organization Chart including personnel position information to include job title and rank, division/unit designation, duty roster/shift assignment, and paid/volunteer status;
- 2) Enumerated by job description, education, years of service, and training certificates, details of the compensation package for Elk Creek FPD personnel to include office, paid and volunteer firefighters/medics benefits packages, including but not limited to, paid holidays, PTO, medical insurance, contribution to retirement plan, education benefit, stipend, etc;
- 3) Anonymized headcount data for Elk Creek FPD 48/96 line-personnel enumerated by A, B, and C shift beginning January 1, 2021 to the present [raw data by week, month, or quarter is acceptable];
- 4) Anonymized headcount data for Elk Creek FPD Wildland Division personnel enumerated by task/incident/location description beginning January 1, 2021 to the present [raw data by week, month, or quarter is acceptable];
- 5) For all personnel, anonymized employee turnover history with personnel separations enumerated by job title, separation date, whether separation was voluntary or involuntary, and/or whether the separation was the result of a formally filed grievance beginning January 1, 2021 to the present;
- 6) For all personnel, anonymized employee training hours enumerated by formally/informally assigned training task including but not limited to the fire/medic academy, on-site basic life-saving technique instruction, etc beginning

Chuck Newby,
Elk Creek FPD
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January 1, 2021 to the present [raw data by week, month, or quarter is acceptable];

- 7) Call volume history enumerated by incident type/criticality, personnel deployed, time involved, apparatus used including mileage, notable outcomes, etc beginning January 1, 2021 to the present [raw data by week, month, or quarter is acceptable];
- 8) Apparatus list enumerated by vehicle type/description, manufacturer, year delivered, number designation, and plan for replacement with estimated cost/purchase method;
- 9) Details with respect to facility construction/remodel/replacement plans enumerated by facility, construction plan description, scheduled start-finish, and estimated cost; and
- 10) Details with respect to planned/ongoing process improvements for operational and financial accounting processes relating to the "material weaknesses" noted by our auditors, The Adams Group. For reference, see their Internal Control Letter dated June 9, 2025 as well as similar cautionary statements issued by auditors for audit years 2023, 2022, and 2021.

Thank you for your prompt attention to this matter.

Sincerely,

Chuck Newby
Director, Elk Creek FPD

