

Boulder Fire Department
Boulder Rural Fire Rescue
Front Range Fire Rescue
Greeley Fire Department
Longmont Fire Department



Loveland Fire Rescue Authority
Mountain View Fire Protection
Platte Valley Fire Protection
Poudre Fire Authority
Windsor-Severance Fire Rescue

**FRFC Board of Directors Meeting Minutes
June 7, 2023, 10:00AM
At Loveland Fire Rescue Authority – Training Center
1040 Emergency Drive, Loveland, CO 80537**

1. **Call To Order:** Meeting called to order at 10:02am by FRFC Secretary Chief Brian Kuznik (Greeley Fire Department)
2. **Roll Call:** Chief Brian Kuznik (Greeley), Chief Tim Sendelbach (Loveland), Chief Jim Klug (Platte Valley), Chief Greg Schwab (Boulder Rural), Chief Darren Jaques (Windsor), Chief Mike Calderazzo (Boulder), Chief Derek Bergsten (Poudre), Chief Dan Higgins (Longmont), Chief Dave Beebe (Mountain View)

Board Members Absent: Chief Michael West (Front Range)

Also Present: Chief Greg Ward (Loveland), Chief Eric Klaas (Loveland), Sara Simonton (JVG – James Vincent Group), Cherie Kozak (LFRA & FRFC Business Support)

3. **Approval or Changes to the Agenda:**

Chief Brian Kuznik wished to add one item to the agenda under the Finance Report. Requesting the addition of item 6c – Specific to the 2024 Budget Adoption for Discussion/Possible Action.

*Motion to add the 2024 Budget Adoption for Discussion/Possible Action – Chief Tim Sendelbach (Loveland Fire Rescue Authority)
seconded – Chief Dave Beebe (Mountain View Fire Rescue)
All Approved – Motion Carried*

4. **Call to the Public:** None present in person, and none present via Teams.

5. **Consent Agenda: Discussion/Possible Action:**

- a. **Review and Consider Approval of April 12, 2023, Regular Meeting**
- b. **Review and Consider Approval of May 4, 2023, Special Meeting**

*Motion to approve the consent agenda as presented – Chief Jim Klug (Platte Valley Fire Protection)
seconded – Chief Dave Bebee (Mountain View Fire Rescue)
All Approved – Motion Carried*

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6. Finance Report:

a. Discussion/Possible Action: Monthly Financial Report – JVG

Sara Simonton with James Vincent Group (JVG) shared that revenue to date is \$582,600.00 which includes membership dues of \$100,000.00 and accrued Academy revenue for Spring Academy of \$475,000.00 along with Professional Development which is \$7,600.00.

Sara stated that the Professional Development revenue decreased, due to a reconciliation for payments to Envision Leadership. Sara shared that Evans Fire District paid twice for Leadership Journey, so they will be reimbursed for their double payment.

Sara also shared that Academy revenue is at 66.7% of the total year budget and acknowledged that 2/3 of the Academy revenue was used for the Spring Academy, leaving 1/3 for the second academy in the fall.

She said Major Equipment purchases, such as iPads and Gear Dryers, have taken Academy roughly \$22,000.00 over budget, and Leased Resources for Envision Leadership were over budget as well. She also shared with the Board that historically, costs for Envision Leadership classes haven't been tracked like they have with academy. She said the budget was set at 63% of the class revenue. However, the Envision Leadership spring session for leased resources came in at 99% of the revenue.

*Motion to approve the financial report as presented by JVG – Chief Derek Bergsten (Poudre Fire Authority)
seconded – Dan Higgins (Longmont Fire Department)
All Approved – Motion Carried*

b. Update Request for all FRFC Vendor Accounts:

Update request by JVG for all Vendor Accounts to be updated to Windsor Station 1 address to capture payments quickly and not incur late fees.

c. 2024 Budget Adoption for Discussion/Possible Action:

Chief Kuznik said the way the IGA is written, it calls for the Draft Budget to be approved by the FRFC Board by July 1st. He said this fell off the radar last year, so it didn't get approved until October or November of 2022. Chief Kuznik spoke to Sara (JVG) and Emily Powell (Legal Counsel) about postponing the Draft Budget and waiting until August. He said he and the Board have not been presented with anything to indicate there will be a rise in the membership dues, so the Budget should be relatively straight forward as the Board prepares for 2024.

Chief Kuznik shared that although it is a technical violation of the IGA, Emily Powell said she is comfortable with the FRFC Board approving a one-time waiver and extending the approval of the Draft Budget until the next FRFC Board Meeting. He said Chief Tim Sendelbach and Chief

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Michael West will work with Sara to get the budget out to the Board prior to the August 9th Board meeting, and it can be voted on then.

Motion to allow for a one-time waiver of the 2024 Budget to be presented to the FRFC Board on August 9th, 2023 – Chief Tim Sendelbach (Loveland Fire Rescue Authority)

Seconded - Chief Dave Bebee (Mountain View Fire Rescue)

All Approved – Motion Carried

7. Old Business:

a. FRFC 2023-1: 2023-1 Academy Update and Needs

Chief Eric Klaas shared that Academy started with 34 Recruits and 31 graduated.

He said the early dismissal of three recruits, shifted the Academy budget because of the staggered dismissals. He shared that Leased Resources, equipment and perishable items brought Academy to \$400,000.00.

He requested an After-Action Review with the Board to discuss possible changes and to share what worked. He would like to refine the program given the new information such as the 4-day Academy.

Chief Klaas also shared that the radios are all programmed, but the academy is about 3 months out from receiving mics and batteries.

He said Academy Graduation was held at Rez Church, which was more expensive than last academy at Foundations Church, but not more expensive than historical costs. Foundations Church was not selected for the spring graduation due to the size of the stage and its capacity to hold all the graduates. Chief Klass recommended that the recruits sit in the audience so the smaller stage would not pose a problem. This slight adjustment would

save the FRFC about \$2,000.00 per event. Additionally, live streaming was \$500.00 extra which inhibited the ability to live stream the event for those who could not attend. He also shared that Foundations Church did not charge anything additional for their live streaming and Foundations was a total of \$250.00 for the venue rental.

Chief Kuznik thanked Chief Klaas for his time and organization of the last two academies and asked him what he would need for the After-Action Review (AAR). Chief Klaas said he would like to make a formal presentation to the board in about two weeks and feels that 2 hours for a presentation and discussion with the board would be adequate. He asked the Board to decide on the hours of academy and whether they would like to stick with the 4 day per week academy or 5 days. Chief Dan Higgins asked if recruit feedback would be included in the AAR

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and Chief Klaas said it would. Chief Kuznik said he would send out a doodle poll to get the availability of the FRFC Board members to set up a date for the AAR.

b. **Discussion/Possible Action: Update on Texas Tech University Study.**

Chief Klaas said there were no results available yet and added that they only had 11 recruits participating out of the 34 recruits. Chief Klaas feels that the low participation was due to ambiguity of the purpose of the study, more so than a confidentiality concern.

c. **Executive Director - Discussion/Possible Action: Partnership with AIMS and Hiring of an FRFC Academy Director & Possible Financial Models and Considerations for Future Academies.**

Chief Sendelbach shared his concerns regarding the financial model for the FRFC Academy and he prepared a presentation for the Boards consideration. He said he worked with Sara Simonton (JVG) to establish rough numbers to present and added that the numbers were hypothetical just to establish a framework.

Chief Sendelbach shared his [PowerPoint Presentation](#) which was subsequently sent out to all FRFC Board members for their reference.

Overview of North Area Academy reference points from the presentation.

1. Made up of 6 departments.
2. No membership fees.
3. 15-week customized IFSTA curriculum FF1, FF2 and HazMat Ops and Driver Operator Utility.
4. No lease back program.
5. Academy Chief position is rotated amongst the 6 agencies and there is no executive director. Administrative services are equivalent to Cherie's position, and they carry it within the North Area Budget.
6. Instructor Cadre is based on recruits. If an agency puts in 1-4 recruits, that agency provides an instructor. 5-9 Recruits that agency provides 2 instructors and 10 – 14, three instructors are provided.
7. Each participating agency contributes 1 apparatus.
8. There is no financial exchange. If the agency provides instructors, the agency covers the cost of the instructors and their apparatus.
9. Average academy class for North Area is 32 and their per recruit expense is \$2,682.30.
10. Facility use fees are paid to the host agency for maintenance.
11. Capital expenses are shared by the 6 departments.

Chief Sendelbach said he is proposing that they use the existing FRFC funds as seed money to run a pilot test in the next FRFC Academy. He said the 2023-2 would be a zero-cost academy to the existing member agencies.

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He also proposed that the Instructor/Cadre is provided by the agencies who are participating in each specific Academy and the agency would then provide a Cadre member for the entirety of that academy. If a participating agency can't provide an instructor they will pay a fee, and then the other agencies will fill the gap for instructor coverage.

He also suggested that the FRFC Academy institutes a facility use fee and that this fee would be designated for preventative maintenance and upkeep of the facilities. He included that he recommends the capital expenses be presented to the FRFC Board as Chief Eric Klaas has been doing with the FRFC Major Academy expenses.

Chief Sendelbach's recommendation is to reduce the fund balance to \$100,000.00 leaving the reserve to be equally divided to the member agencies, by each agency's percentage of historical contribution. This would give the participating agencies a training account fund, minus the \$10,000.00 for their membership. The FRFC membership fee will allow the fund balance to always have a reserve of \$100,000.00. If an agency wants to leave the FRFC and come back, the \$10,000.00 Membership Fee must be paid again.

Chief Sendelbach suggested that the FRFC Training Fund could be used as each agency's bank account (available funds) minus the \$10,000.00. Chief Sendelbach then referenced the example slide for how the structure would look for an academy.

Chief Higgins shared that Longmont spent \$80,000.00 on personnel for the last academy, and he questioned why he wouldn't be better off paying the fee instead of sending an instructor. Chief Beebe shared that the cost of the Cadre appeared to be the biggest driver of the Academy's cost. Chief Sendelbach said he is still looking at Aims and North Area financial models as well as a possible partnership with Aims to see if costs could be lowered with a different financial structure.

Chief Higgins asked about the ongoing expenses, like insurance. Chief Sendelbach said the fund may be increased a bit to cover Cherie's salary and ongoing expenses, but that Cherie's salary is charged to the project she is working on. Sara Simonton from JVG confirmed that to be true.

Chief Bergsten wanted to see if someone from the North Area Academy group could speak about their program regarding what works and what doesn't work and give more perspective to the program plan. Chief Sendelbach said he could set up a Zoom call with Robert Morris from North Area to discuss some of the challenges and how they made the transition.

Chief Bebee asked what the next steps would be, and Chief Kuznik said he felt it was ambitious to have a new financial structure by the start of the fall academy. He also said Sara with JVG would be asked to help with the numbers to see what the fund balance would be. He included

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that it would help the Board anticipate how long the fund would sustain academy expenses. Chief Kuznik also shared that he felt the benefit of adjusting the financial model, would be to draw down the reserve account and allow the Members to designate training dollars where they felt it would benefit their Agency within the FRFC.

Chief Kuznik said there was a consensus to move forward with continuing to research the change and to have a presentation at the next board meeting. Chief Sendelbach said he could work to expedite the conversation with Chief Morris before the After-Action Review, so they have a better understanding on the conversation.

- d. **Envision Leadership - Discussion/Possible Action:** Update on Leadership Encounter
Chief Ward shared that he and Chief Mirowski tried to schedule meetings with Dave Anderson the author of “Becoming a Leader of Character.” They were not able to gain a commitment from him to participate in the Envision Leadership class, so they decided to move forward on their own with the 8-week program. He said they will use Chief Randy Mirowski’s instructional direction from when he taught the class.

Chief Ward said they are trying to set the tuition for the course, and they are hoping to capture the students who went through the first semester of Envision Leadership but have not participated in the second semester “Leadership Encounter”.

Chief Ward and Chief Mirowski have decided to return to the two day per week option to help accommodate the shift schedule firefighters. Chief Ward said he and Chief Mirowski feel this will increase enrollment. He also said they are basing the tuition off 28 – 30 people, and that Sara Simonton and Cherie Kozak have been helping with numbers to figure out the Envision Leadership budget. The tuition will be raised for the second semester to cover Leased Resource costs for the two days per week.

Chief Ward requested participation from the Board Chiefs for one of them to be present the morning of each class from 8:30am to 9:30am for “Coffee with the Chief”.

Chief Kuznik asked if they wanted to have the Chief’s come in on the front or back end, and Chief Ward said the Cadre preferred the front end. They feel that the Chief’s having an idea of what the weeks classes are about would help them start the class in the right direction by sharing something pertinent to that day’s class. Chief Kuznik asked Chief Ward to assign the topics to the weeks and then send out a list of the classes to the Fire Chiefs so they can sign up. Chief Ward reiterated that there is no lesson to prepare, just to share their time and experience.

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8. **New Business - Discussion/Possible Action:** Executive Board Member Vacancy

Chief Kuznik shared that the Board President vacancy was due to the resignation of Chief Kris Kazian (Windsor Severance Fire Rescue). That term was set to expire at the end of December 2024 and Chief Kuznik opened the subject for discussion and nomination for the president position.

Chief Bebee asked if there was a mechanism to elevate one of the current Executive Board members to presidency. He said he feels that it may be difficult to bring someone in and have them assume the responsibilities of the presidency position and Chief Kuznik agreed. Chief Kuznik suggested that they would not reset the terms that exist.

He said the current terms are:

Board President expires December 31, 2024

Vice President expires December 31, 2023

Secretary expires December 31, 2023

Treasurer expires December 31, 2024

Chief Bebee recommended that the FRFC Board elevate Chief Tim Sendelbach (Loveland Fire Rescue Authority) to the Presidency and Chief Sendelbach accepted the nomination.

Motion to nominate Chief Tim Sendelbach to move into the Board Presidency position effective immediately, with a term that will expire December 31, 2024 – Chief Dave Bebee (Mountain View Fire Rescue)

seconded – Chief Dan Higgins (Longmont Fire Department)

All Approved – Motion Carried

Chief Kuznik said the Treasurer position is now left vacant at the conclusion of the meeting with a term that is set to expire December 31, 2024, and he invited nominations for the Treasurer position. Chief Tim Sendelbach nominated Chief Jim Klug, and Chief Klug accepted the nomination.

Motion to nominate Chief Jim Klug (Platte Valley Fire Protection) to the Board Treasurer position effective immediately, with a term that would expire December 31, 2024 – Chief Tim Sendelbach (Loveland Fire Rescue Authority)

seconded – Chief Dave Bebee (Mountain View Fire Rescue)

All Approved – Motion Carried

9. **Next Regular Meeting:** 10:00 am August 9, 2023, Greeley Fire Department, Station 1, 1155 10th Ave. Greeley 80631

10. **Adjournment:** June 7, 2023, 11:29AM

Motion to adjourn – Chief Tim Sendelbach (Loveland Fire Rescue Authority)

seconded – Chief Dan Higgins (Longmont Fire Department)

All Approved – Motion Carried

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ATTESTATION OF MINUTES:

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

_____, President

_____, Secretary



FRONT RANGE FIRE CONSORTIUM

COMPARATIVE REVIEW
RECRUIT CLASS INSTRUCTION/PRICING
PROPOSED FINANCIAL MODEL



NORTH AREA ACADEMY - Overview

- **Made up of six (6) departments**
 - **Adams County, Arvada, Brighton, Federal Heights, North Metro, South Adams, Thornton, and Westminster (Per North Metro website)**
- **Not established as a formal authority**
- **No membership fee**
- **15-week Recruit Academy**
 - **Customized IFSTA Curriculum**
 - **Firefighter I, II, Haz-Ops, Driver Operator-Utility**
- **No Lease back program**
- **Academy Chief position is rotational**



NORTH AREA ACADEMY - Overview

- **No Executive Director**
 - Hosted by North Metro FD
 - Administrative Services are provided by NMFD
- **Instructor Cadre Format**
 - 1-4 Recruits **(1 Instructor)**
 - 5-9 Recruits **(2 Instructors)**
 - 10-14 Recruits **(3 Instructors)**
- **Each participating department provides one (1) apparatus**
- **High-hazard training days**
 - Each department adds 2 instructors
 - Add apparatus as needed



NORTH AREA ACADEMY - Overview

- **Average Academy Class**
 - 32 recruits
 - Average academy per student expense **\$2682.30**
- **Facility Use Fees**
 - No Burn < 4 hours - **\$150**
 - No Burn > 4 hours - **\$300**
 - Burn < 4 hours - **\$250**
 - Burn > 4 hours - **\$500**
 - Fees are paid to the host agency as a maintenance fee
- All capital expenses are divided by six agencies
- All academy expenses are divided amongst participating agencies
 - Percentage per student

FRFC Proposal

- Current Fund Balance - \$347,162
- Use existing funds as seed money
 - FRFC Recruit Class 2023-02
 - **\$0.00 Cost Academy**
- All Academy expenses are shared amongst participating agencies
- **Fixed Cadre** – Instructor costs are on host agency
 - No instructor available
 - Agency assessed fee using modified Lease Back Fee Schedule
- Implement a **Facility Use Fee** payable to host agency
 - Covers long-term maintenance and repair
 - Classroom and other related facilities
- Capital Expenses are presented to FRFC Board – **Paid equally by all agencies**



FRFC FINANCIAL MODEL - Proposal

- **Current Fund Balance - \$347,162**
- **Recommendation:**
 - **Reduce Fund Balance to \$100,000**
 - **Establish Training Accounts for all FRFC Contributors**
 - **\$247,162 equally divided by percentage of contribution**
 - **FRFC Training Fund**
 - **Must maintain \$10k minimum to be a member in good standing**
 - **May use account balance to offset academy expenses, Envision Leadership, EO Academy, etc.**

FRFC AGENCY TRAINING ACCT - Proposal

TRAINING ACCOUNT

ACCT OVERVIEW	BFD	BRFD	FRFR	GFD	FRFR	LFD	LFRA	MVFR	PVFD	WSFR
Min Acct Balance	10k	10k	10k	10k	10k	10k	10k	10k	10k	10k
Starting Balance	\$22,500									
Recruit Class 2023-02	\$14,500									
Lateral Academy 2024	\$0.00									
Envision Leadership	\$1,000									
Fees Paid	\$0.00									
Fees Assessed	+\$900									
Current Ballance	\$7,900									

Must maintain 10k minimum balance to remain in good standing
Can get in or out at any time (10k nonrefundable)
Previous contributions credited into an Agency Training Account

FRFC INSTRUCTIONAL CADRE - Proposal

INSTRUCTOR CADRE

Agency	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 8	Week 9	Week 10	Total
Boulder – 9 Recruits	2	2	2	2+2	2	2	2	2+2	2	2	2	\$0.00
Wellington – 1 Recruit	Fee	Fee	Fee	Fee	Fee	Fee	Fee	Fee	Fee	Fee	Fee	\$5000
Loveland - 5 Recruits	2	2	2	2+2	2	2	2	2+2	2	2	2	\$000
Boulder Rural – 0 Recruits	0	0	0	2	0	0	0	0	0	0	0	\$000
Front Range – 2 Recruits	1	1	1	1	1	1	1	1	1	1	1	\$000
Platte Valley - 2 Recruits	Fee	Fee	Fee	1	Fee	Fee	Fee	1	Fee	Fee	Fee	\$4500

1-4 Recruits (1 Instructor), 5-9 Recruits (2 Instructors), 10-14 Recruits (3 Instructors)

High-hazard Instructional days – each participating agency adds 2 instructors

Substitute instructors may be provided within a respective agency to allow additional flexibility

Example:

\$500 Per week Instructor Fee

Fee is collected and applied as revenue to the academy class reducing overall per Recruit Fee.

FRFC APPARATUS USE - Proposal

APPARATUS USE SCHEDULE

Agency	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 8	Week 9	Week 10	Total
Boulder	X	O	X	O	X	X	O	X	O	X	O	\$000
Wellington	X	O	Fee	Fee	Fee	Fee	Fee	Fee	Fee	X	Fee	\$800
Loveland	O	X	X	O	X	O	X	X	Fee	X	O	\$100
Boulder Rural	O	X	O	X	O	X	X	O	X	O	X	\$000
Front Range	O	O	X	X	O	X	X	O	Fee	O	X	\$100
Platte Valley	O	O	X	O	X	Fee	X	O	X	O	X	\$100

**Apparatus are provided on an as needed basis – closest proximity versus standard rotation*

Example:

\$100 Per day Apparatus Fee

Fee is collected and applied as revenue to the academy class reducing overall per Recruit Fee.



FRONT RANGE FIRE CONSORTIUM

**COMPARATIVE REVIEW
RECRUIT CLASS INSTRUCTION/PRICING
PROPOSED FINANCIAL MODEL**