

**MINUTES  
BOARD OF DIRECTORS REGULAR MEETING  
FRONT RANGE FIRE CONSORTIUM**

**Date: June 8, 2022**

**LOCATION:** In-person attendance at LFRA includes optional virtual attendance via Microsoft Teams for members unable to make the meeting in-person.

1. **Call to Order:** President Kris Kazian call the meeting to order at 1002.
2. **Roll Call and Attendance: Board Members Present,** Brian Kuznik (Greeley), Kris Kazian (Windsor), Mike Patterson (Wellington), Michael West (Front Range Fire Rescue), Tim Sendelbach (Loveland Fire), Jim Klug (Platte Valley), Mike Calderazzo (Boulder), Tyson Barela (PFA), Dan Higgins (Longmont)

**Also Present:** Chief Warren Jones, Cindy Heesemann, Sarah Simonton, Ben Archer-Clowes with James Vincent Group.

Introduction of Deputy Chief Steve Dawald with WSFR, Dominic with James Vincent Group, Battalion Chief of Training Eric Klaas with LFRA, Division Chief Greg Ward with LFRA, Deputy Chief of Support Services Jared Ginsberg (Boulder) filling in for Chief Calderazzo.

Chief Rob Spendlow no longer works for Longmont, Chief Dan Higgins will represent Longmont.

**Board Members Absent:** Dave Beebe (Mountain View)

3. **Approval or Changes to the Agenda:** Item 17 has a change in the location from WSFR to GFD for the BOD meeting on August 10, 2022. Add the MOU to the meeting as it is addressed within the meeting. AV item will be addressed in item 11 of the agenda.

*Motion to approve the agenda with the amendments (Brian Kuznik) seconded (Tim Sendelbach)  
All approved*

4. **Discussion / Possible Action: Approval of previous meeting minutes**

Correction- Chief Rob Spendlow no longer works for Longmont Fire, Chief Dan Higgins will represent Longmont Fire going forward.

*Motion to approve the previous meetings minutes from regular BOD meeting on February 9, 2022 and the April 21, 2022 strategic planning meeting (Mike Patterson)  
Seconded and approved (Tim Sendelbach)  
All Approved*

5. **Public Input: none**

6. **Discussion / Possible Action: Financial Report**

- a. Ben presented the financial report January through May 2022 (See attached detailed FRFC *Financial Reports*)
- b. Ben would like to discuss how to improve the report and would like input from the Board on what they would like to see. The goal is to make it easy for the Board to be able to manage the financial piece of FRFC.
- c. The balance sheet is reconciled to the bank account and shows an accurate number. The challenge of the report is that it does not reflect the costs that have been incurred or the revenue of 2022-1 Academy. The reports could be improved by attaining information at the beginning of each

- academy. To do this we would create an invoice to accrue the revenue we expect to see from the academy. The current financial report shows \$144K in revenue, leased resources currently show zero, and expenses are not reported. Currently at the end of the academy invoices are issued and payment is received. Ideally having this information ahead of time would allow a better idea of the income and expenses at a given moment.
- d. Chief Kazian discussed that in the past FRFC would determine the net at the end of the academy. The recent invoice showed \$25k due. Ideally the invoice would show the charge for each recruit then a credit for the leased resources, the difference is what the agency would pay.
  - e. Chief added that James Vincent Group would not monitor the spending other than to identify if there are expenses that are obviously out of the normal. They will help FRFC to help see the true income and expense not the day-to-day operation.
  - f. Ben asked the Chief's what is the bare minimum cost to run an academy? This is a helpful number.
  - g. The current academy cost \$278k and income is expected to be \$184k. This is a \$90k loss and we need to reduce this number from the financial report. The cash position looks like it will be around \$300k when everything settles.
  - h. Ben adds that having a reserve is important when an academy loses money. If FRFC decides to move forward, leased resource expense numbers will be provided by FRFC but James Vincent would be unable to verify against a payroll report. These numbers will not be exact but should be close.
  - i. Chief Kazian mentioned that Karissa has stepped down and the A/R, A/P will move more towards James Vincent Group in the future.
  - j. Chief Patterson adds that historically the June meeting has presented a challenge in closing the spring academy and presenting the financials to the Board. Similar challenge for the fall academy in December.
  - k. Chief Sendelbach asks if the Envision Leadership expenses have been accounted for? Chief Kazian reported that the expenses have been accounted.

*Motion to accept financial report (Mike Patterson)*

*Motion seconded (Mike West)*

*Passed by vote*

#### **7. Discussion / Possible Action: Extension of services agreement for Executive Chief for remainder of 2022**

- a. The contract for Chief Jones as Executive Chief will be ending June 25<sup>th</sup>.
- b. Chief Kazian thanked Chief Jones for all his effort and work he has put in to the spring academy!

*No action needed*

#### **8. Discussion / Possible Action: 2023 budget discussion and input from directors**

- a. Chief Kazian explained that the by-laws state that in June the FRFC should present a budget for the next year. This is difficult when the number of recruits (revenue) is unknown.
- b. Instead, at this June meeting it is important to decide if the \$10k membership fee, envision leadership fee, and the recruit fee should increase? Decrease? Stay the same?
- c. FRFC can build the budget around the number of recruits once those numbers are known.
- d. Due to the increase in overall academy cost is it necessary to modify those fees.
- e. Chief Sendelbach thinks that as cost go up FRFC should increase or maintain our numbers. As an example, Berthoud is an LFRA partner and Chief would like to establish a financial model that would allow them to be part of FRFC without the financial burden. Operationally how can we make it most efficient for all the partners and account for large organizations and smaller agencies? Chief Kazian adds that maybe there is a way to prorate for the larger and smaller agencies to make it equitable and include the smaller neighboring agencies. It is likely that there will be an increase to the academy, and he would like to have a meeting in July to decide the fees so that agencies can begin to build their budgets for 2023.

- f. Chief Patterson added that historically there was a salary survey in 2017 and in 2018-2021 did a 3% COLA. That may not be enough. Last time the cost of the academy was divided by the number of recruits to determine the recruit fee. Chief Higgins asks how to make the academy more efficient so that the cost doesn't increase as much. Chief Kazian would like to look at 2022-1 and try to see opportunities to improve efficiency going forward.
- g. The 2022-1 academy looks like it was run like a 33 recruit academy rather than a 13 recruit academy, plans, modules, instructors need to be modified to account for the number of recruits so that the FRFC doesn't lose money.
- h. Chief Kazian explained that the BOD is trying to manage the academy. Looking ahead at August, it will be difficult to make drastic changes on the financial side but can work to manage cost and instructors. FRFC will stick to the current model and look at next year for fee increases.
- i. Ben adds that the challenge is to determine how much to budget. It is difficult until FRFC knows the number of recruits and a challenge to determine what the breakeven is. Ben would like to know what the lowest amount of resources FRFC is willing to spend on an academy?

*No action on the budget at this time.*

#### **9. Discussion: 2022-1 Academy Review**

- a. 13 recruits graduated, there were some injuries, \$93K loss
- b. Weekly updates went to the agency training officers
- c. Chief Jones has a few receipts/invoices and will get those to James Vincent Group
- d. Graduation went well, suggestion to choose a different venue due to parking and space
- e. Graduation was on a Friday and Chief West suggests asking the recruits for feedback on family attending on a Friday

#### **10. Discussion / Possible Action: Review to recruit fire academy policy**

- a. The current policy puts the Training Chiefs in charge of the curriculum, content and running the academy. The BOD would like to change the policy to have more oversight at the Chief level to avoid a large financial loss. The BOD sets the model and if the model needs to change the Training Officers bring it to the board for review.
- b. Chief Ward thinks that there may be a missing layer and feels like the Ops Chief should have some influence in what is being taught at the academy. This depends on the agency and the positions at the smaller agencies. Chief Patterson suggests that adding meetings at that level would help define and influence what is taught.
- c. Chief Klug asks about the section that talks about agency expectations vs requirements. Smaller organizations have challenges providing dedicated support. Chief Patterson reviewed the 3-5 year rotation. 2023 rotation is set. More discussion on this topic at a later time.

*Motion to approve the change in policy as discussed (Tim Sendelbach)*

*Motion seconded (Dan Higgins)*

*All approved*

#### **11. Discussion / Possible Action: 2022-2 Academy**

- a. Chief Jones explained that now is an opportunity to reset and make some changes.
- b. 23-29 recruits this fall
- c. PFA is hosting their own academy due to their large number of recruits
- d. LFRF has helped to secure a new location in Loveland for FRFC to use at no charge. This location has plenty of parking, restrooms, showers and classrooms. Currently working with the Attorney to work out a use agreement.
- e. FRFC equipment will be moved from PFA to Loveland for the academy and are currently making a list of the equipment that is needed.
- f. After looking at the curriculum there will be a change in the schedule to 13 weeks.
- g. There will be new module instructor teams and try to include instructors from different departments. Will need 4 academy staff, lead, co-lead, instructor, and FF. Currently have 3 of these filled.

- h. Chief Klaas will be the Academy Chief responsible for overall academy management, including curriculum and oversight and will report to the FRFC BOD. James Vincent Group will handle the finances that includes tracking costs, invoices and budget management. The admin function will be led by Chief Greer from WSFA and will be responsible for inventory management, track hours/payroll attendance, testing (module/state level) and discipline documentation, WSFR is willing to help however needed. Academy lead is Ricky Sommers and will handle the daily academy operations. 2 co-leads. One is health and safety focused, PT, injuries, logistics co-lead that will handle equipment, supplies and facilities, and a co-lead liaison, FF that is an advisor, mentor or catch all and helps out where and when needed. Chief Sendelbach does not want to be in the weeds but would like to use this as a template and adjust as needed and give feedback. Chief Kazian would like to have clear expectations set, the how it gets done is up to the individual. Chief Sendelbach asks for the leads, co-leads to spell out what the responsibilities are to help build a model moving forward that would allow for changes needed based on an increase or decrease in academy recruits. Chief Klaas would like input from current leads and co-leads to help define duties and expectations.
- i. Chief West feels like consistent expectations and clear roles and responsibilities is key.
- j. Chief Higgins asked if there be a way to split the academy into thirds, an agency each taking a piece? This would allow the smaller agencies to get involved. Can smaller agencies help short term in another capacity? Chief West adds that agencies can add to the modules as an instructor or in some capacity. These are ideas to be discussed further.
- k. Chief Kuznik added that he likes the frame work and has always wanted GFD involved in academies. Chief reported that Lt..Waidler would like to step back, but does not want to leave FRFC short a lead. Chief is willing to add other members to support the academy. The Chiefs are thankful for all Lt. Waidler has contributed to FRFC.
- l. Longmont is able to add a Lead to the fall academy to fill in for Lt..Waidler.
- m. The goal is to rebuild the FRFC financial model to ensure that income is in alignment to costs and the structure works for all the agencies.
- n. Need to ensure that Chief Klaas is able to perform his duties with LFRA in addition to those at the FRFC.
- o. FRFC is in process of a MOU with Forge Facility with Attorney approval
- p. Discussion about the number for AV, what do we think we need? Need furniture and technology. Chief Kazian and Chief West offered training room furniture to FRFC as soon as theirs arrives.
- q. Authorized Chief Klaas to spend \$20k for furniture and technology.

*Motion to approve the changes for the fall academy (Tim Sendelbach)*

*Motion seconded (Mike West)*

*All approved*

*Motion to authorize/approve the MOU upon attorney approval (Mike West)*

*Motion seconded by (Mike Patterson)*

*All approved*

*Motion to authorize Chief Klaas to spend \$20k for furniture and technology. (Tyson Barela)*

*Seconded by (Dan Higgins)*

*Passed by vote*

## **12. Discussion / Possible Action: Future Fire Academy issues**

- a. Chief Kazian proposed a timeline of now and June 25 for Chief Patterson and Chief Jones o take inventory at PFA
- b. Chief Klaas and Lt. Sommer with work on the transition to LFRA by July 1
- c. Lt. Sommer and Chief Greer will work on getting the Forge set up by July 15
- d. Instructor prep and logistics will occur July 15 through Aug 22

## **13. Discussion: 2022-2023 Envision Leadership**

- a. Chief Mirowski has retired

- b. There is a cadre of instructor set to go for the first semester. The course will be set for one day per week vs two days per week. This will help reduce cost. Windsor will continue to host with a zoom option.

**14. Discussion: Strategic Planning Follow-up**

**15. Other business: none**

**16. Tour of fall academy site- Board members adjourned for the Forge site tour.**

**17. Next meeting / Adjournment**

- a. *Motion to adjourn to tour the Forge site- (Mike Patterson) Seconded- (Brian Kuznik) Passed by vote*
- b. A work session meeting is tentatively set for July 14<sup>th</sup> @ LFRA at 1100
- c. The next Board of Directors regular meeting is August 10th, 2022 at 1000 at GFD

**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.

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[Redacted], President/Chairman

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[Redacted], Secretary/Treasurer