

Boulder Fire Department
Front Range Fire Rescue
Greeley Fire Department
Longmont Fire Department
Loveland Fire Rescue Authority



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

**FRFC Board of Directors
Notice of Board Meeting and Agenda
June 8, 2022, 10:00 AM**

**Loveland Fire Rescue Authority Administration
410 E. 5th St, Loveland, CO**

See video-conference sign on information at end of agenda.

Agenda is preliminary and subject to change by majority vote of the Board at the meeting.

Individuals requiring special accommodation to attend and/or participate in this meeting please advise the ADA Compliance Officer at chief@frontrangefireconsortium.org or (408) 461-0336 of their specific need(s) as soon as possible.

- 1. Call to order**
- 2. Director roll call**
- 3. Approval or changes to agenda**
- 4. Discussion / Possible Action: Approval of previous meeting minutes**
- 5. Public input**
- 6. Discussion / Possible Action: Financial Report**
- 7. Discussion / Possible Action: Extension of services agreement for Executive Chief for remainder of 2022**
- 8. Discussion / Possible Action: 2023 budget discussion and input from directors**
- 9. Discussion: 2022-1 Academy Review**
- 10. Discussion / Possible Action: Revisions to Recruit Fire Academy Policy**
- 11. Discussion / Possible Action: 2022-2 Academy**
- 12. Discussion / Possible Action: Future Fire Academy issues**
- 13. Discussion: 2022-2023 Envision Leadership**

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Windsor-Severance Fire Rescue

14. Discussion: Strategic Planning Follow-up

15. Other business

16. Tour of fall academy site

17. Next meeting / Adjournment

- **August 10th, 2022 @ Windsor Severance Fire Rescue, 10:00 AM**

Join Zoom Meeting

<https://fra.zoom.us/j/8952019715>

Meeting ID: 895 201 9715

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

Date: February 9, 2022

LOCATION: Limited in-person attendance at WSFR 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 1006.
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), Dave Beebe (Mountain View), Chief Warren Jones

Also Present: Chief Randy Mirowski, Cindy Heesemann, Sarah Simonton with James Vincent Accounting representatives

Board Members Absent: Derek Bergsten (PFA), Rob Spendlow (Longmont),

3. **Approval or Changes to the Agenda:** No changes to the agenda
4. **Central Valley withdrawal as associate member:**

Item for information, no action taken. Review letter in the Board packet

5. **Review & Approval of Previous Meeting Minutes:**

Motion to approve the previous meetings minutes from November 11, 2021 regular meeting and the December 14, 2021 special meeting (Brian Kuznik)

Seconded and approved (Mike West)

All Approved

6. **Public Input: None**

7. **Financial Report:** *Review and consider approval of summary of 2021 financial report*

- i. January 1- December 31, 2021 Financial Report
Presented by Sarah with James Vincent Accounting (*See attached detailed FRFC Financial Reports*)
 - a. Continue to work through the reconciliation for January, once received Sarah will send a preliminary report to the Board.
 - b. The balance sheet was reviewed and presented and Sarah summarized the finances and the budget vs. actuals for FY 2021.
 - c. Sarah reminded the Board of the accounting changes that occurred in 2021.
 - d. The cash balance for 2021 ended at \$174,380. This is down from last year but there was a large amount sitting in AR at the end of the year.
 - e. There was current ARs for 2021 that have been received since the end of the year, the cash balance as of the meeting is \$250,000 in the bank.
 - f. FRFC transitioned to bill.com for all payables the end of 2021 and will continue going forward. An added benefit is the ability to process 1099's through bill.com.
 - g. Karissa with PFA and Sarah have done a great job working through the recent changes

Motion to accept financial report (Mike Patterson)

Motion seconded (Dave Beebe)

Passed by vote

8. Banking Changes

- a. Chief Kazian met with Sarah, Karissa and Chief Kuznik to discuss access to FRFC's bank account.
- b. Sarah explained the need for the segregation of duties and proper controls from an accounting perspective. Karissa handles invoicing, collecting payments, and bank reconciliations. It is important to have another person do the banking deposits, this can be Chief Jones or anyone from PFA. Chief Jones will make deposits and return the banking receipt to Karissa.
- c. Chief Patterson will be removed from the bank account due to his new role.

*Motion to amend authorized users (Mike Patterson) with access to FRFC bank accounts (Brian Kuznik)
Motion seconded (Jim Klug)
Passed by vote*

9. Resolution 2022-1: 2021 Audit exemption application review and approval for submission

- a. Currently, FRFC is under the \$750,000 threshold and are eligible for an audit exemption
- b. The application for exemption is included by Sarah in the Board packet for review. Sarah needs the required signature for the application and for the resolution and then she can get the exemption submitted.

*Motion to approve Resolution 2022-, 2021 Audit exemption with one correction, the resolution should specify the 2021 Budget vs. the current statement for 2020- (Mike Patterson)
Seconded – (Brian Kuznik)
Passed by vote*

10. 2022-1 Academy Update- Item for information, no action necessary

- a. Welcome Warren Jones and thank you for jumping in!
- b. There are 13 recruits that will begin February 22 at the PFA Training Center.
- c. Cadre, Leads, and Co-Leads are in place to get started.
- d. Chiefs are welcome to join in welcoming the recruits.
- e. Graduation is scheduled for Friday June 3rd with the Family Night held Thursday, June 2nd. Location TBD.
- f. Adjustments in reps, materials, and instructors will be modified due to the lower number of recruits in this academy.
- g. Chief Jones has reviewed the code of ethics with instructors and will manage the processes and procedures related to COVID.

11. 2022-2 Academy – Tentative recruit numbers

- a. PFA currently has 30 recruits and will be conducting their own academy due to the large numbers.
- b. Concerns were discussed around location, equipment, and instructors. How can FRFC hold an academy while PFA holds an academy at the same time?
- c. Chief Sendelbach has committed LFRA as a home base location for 2022-2 academy. Chief Klug has also offered his facility as needed.
- d. Logistics will be figured out over the next several weeks and months. Chief Jones feels his time commitment will be about the same and no adjustment is needed at this time.
- e. Chief West added his experience with agency growth with relation to academies and the Consortium. FRFC membership may look different as growth continues. Now is a good time to go through this process to get a feel for the future. All agencies get along well, challenges arise with physical space with large numbers of recruits.
- f. Chief Calderado expressed reviewing the challenges with the geographical, variable cost, and poaching recruits. Would like to see the FRFC stay together while addressing the concerns.
- g. Chief Kazian adds the option of adding a third academy? There is a lot to think about as facility space is limited.
- h. Chief Beebe adds that at times specific agencies may have a spike in recruits and during those times may need to have their own academy.

- i. Chief Mirowski thinks this is a great discussion and adds that an ongoing challenge is the travel between sites. A solution would be to have a dedicated FRFC home. Advises to keep the travel in mind as FRFC begins to troubleshoot this issue.
- j. PFA will conduct their own academy and Chief Jones will begin planning an academy for the remaining agencies.

12. Envision Leadership Update

- a. Attached is a detailed first semester financial budget report. The first semester was a success and the second semester just started. Received great feedback on the first semester. Succession planning is in progress for instructors, Chief Mirowski will be retiring this year.
- b. Chief Mirowski and Chief Kazian reviewed the program that is currently used in Envision Leadership. The title is, Becoming a Leader of Character by Dave Anderson. There have been discussions with the Anderson family to develop a new leadership program specific to firefighters called Becoming a Firefighter of Character. Details of the proposal with options are included in the Board packet.
- c. The Board feels like this is a positive step and a great opportunity for FRFC. A financial commitment of \$6,500 and representation from agencies is needed to participate.
- d. Chief Sendelbach is in favor of the project and feels like the course should be available for college credit. This leads in to Chief Kazian’s recent meeting with Aims, they are opening up a 300 and 400 level course and suggests this program could fill those courses.
- e. Financial details, location, and seat availability TBD, Initial meeting is set for May 10, 11, 12, and 13.

Motion to approve spending \$6,500 toward working with the Anderson’s on Becoming a Firefighter of Character- (Dave Beebe)

Seconded- (Mike Calderazzo)

Passed by vote

13. Future Strategic Plan, IGA, and Policy Manual review

- a. Chief Jones will send out a survey to set a date to schedule a work session sometime in April. Date and time TBD.
- b. Chief Kuznik and Chief Kazian met with Aims and they have started construction on 4 buildings: police, EMS, industrial, and a confidence maze. Continued partnership with Aims going forward.

14. Other Business- None

15. Next Meeting/Adjournment:

- a. *Motion to adjourn at 12:07- (Tim Sendelbach) Seconded- (Brian Kuznik) Passed by vote*
- b. The next meeting is June 8th, 2022 at 1000 at LFRA

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/Chairman

, Secretary/Treasurer

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

Date: April 21, 2022 at 1300

LOCATION: In-person attendance at Loveland Fire Rescue Authority Training Center 1040 Emergency Dr. Loveland. 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 1305.
2. **Roll Call and Attendance: Board Members Present,** Brian Kuznik (Greeley), Kris Kazian (Windsor), Derek Bergsten (PFA), Mike Patterson (Wellington), Michael West (Front Range Fire Rescue), Tim Sendelbach (Loveland Fire), Dave Beebe (Mountain View), Dan Higgins (Longmont), Mike Calderazzo (Boulder), Warren Jones (Executive Director)

Also Present: Randy Mirowski (LFRA) Cindy Heesemann (Front Range Fire Rescue), Sara Simonton and Ben Archer Clowes with James Vincent Accounting (JVG), John Kopper (Cheyenne), Lt. (Cheyenne)

Board Members Absent: Jim Klug (Platte Valley)

3. **Approval or Changes to the Agenda:**
 - a. Executive Director Status- Mike Patterson is officially the Fire Chief in Wellington and his position as Executive Director of FRFC will need to be replaced.
 - b. Changes in administrative support- Karissa is unavailable to support FRFC after April.

Motion to approve the agenda additions and the agenda (Mike Patterson)

Seconded and approved (Brian Kuznik)

All Approved

4. **Executive Director Status-** Mike Patterson is officially the Fire Chief in Wellington and his position as Executive Director of FRFC will need to be replaced. Chief Kazian recommends extending Warren Jones contract through the end of the year. Discussion and decision will be made in June.
5. **Changes in administrative support-** Karissa is unavailable to support FRFC after April. FRFC will need to consider replacing her position after that time. Chief Kazian has talked with JVG and Ben and they are willing to take on those responsibilities. FRFC will need to look over the contractual arrangement and realign as necessary. FRFC will continue the oversight and given the short time Chris Kazian will move forward with JVG.
6. **Review of Strategic Plan**
 - a. Warren Jones and Randy Mirowski have contributed to the FRFC for many years and have valuable insight into the strategic plan.
 - b. The intent is to have dialogue about where do we see FRFC going forward and begin the revision of the strategic plan.
 - c. Randy Mirowski began by detailing the history of FRFC and the current strategic plan dated 2018 (attached). Sub-committees were utilized to gain information and report back to the Board of Directors. This resulted in defining 8 priority items broken into 2 areas, high priorities and future priorities. Including performance requirements, fire academies, professional development, partnerships and financial /budgets. Future priorities included expansion of FRFC, regionalization and leveraging FRFC purchasing.
 - d. Challenges in the past 5 years:
 - i. COVID- Lost about a year to year and a half
 - ii. Leadership changes
 - iii. Department changes
 - iv. Other misc. changes

- v. Loss of the option to collaborate with Aims and have a home for the FRFC due to COVID
- e. Accomplishments in the past 5 years
 - i. Fire Academies
 - ii. Built up a healthy financial reserve
 - 1. Ben with JVG gave an update on the current financial standing (report attached) As of the end of March the cash balance is \$350,000 in reserves. Is this enough? This depends on what is decided going forward with the strategic planning. It is projected that at the end of 2022 the cash balance will be \$300,000 to \$350,000. This also depends on the Fall academy numbers and overall expenses. Emphasized the importance of having a reserve.
 - 2. JVG has been a big help in the financial area
 - iii. Professional development- Envision leadership, Summit Team, Teaching Cadre and National instructors
 - iv. Solid partnership with Aims- Room to grow and development this area
 - v. Relationship building with smaller agencies
 - vi. Overall, in a good spot and at the point to reset and use the success as a spring board going forward.
- f. Is it time to develop a new strategic plan? Should we take on a new plan beginning in 2023?
- g. Should we revise the current strategic plan? What time frame should the plan cover?
- h. What should the process entail to create a new plan? Committee's and sub committees?

7. Discussion of Strategic Issues and Future Direction

Where Does the FRFC Go from Here?

- a. Develop a sustainable model for the academy, consider:
 - i. Fee structure
 - ii. Leased resources
 - iii. Professional development
- b. Define what agencies get for their \$10k membership fee. Add value to the agencies by being a member of FRFC
- c. Allow college credits for completion of the academy and/or professional development and continue to build this area.
- d. Consistent training across member agencies, maintain training standards.
- e. Future of certification and varying agencies (CMCB/State)
 - i. Written tests
- f. Make it feasible for small departments to join FRFC
 - i. Varying member cost scale
- g. Emphasis/Maintenance on regionalization
- h. Should FRFC consider a smaller strategic plan or add an addendum to the existing plan
- i. Give consideration to non-traditional (fire side) partners- create a foundation and positive interaction across partners
 - i. Law enforcement
 - ii. EMS, etc.
- j. FRFC becoming a satellite for AIMS potentially offer 300 or 400 level courses to members
- k. Address some of the problem/issues currently with FRFC
 - i. Differences in culture
 - ii. What is the benefit to membership in the FRFC?
 - iii. Challenges for Southern agencies/departments
 - iv. What other issues are there? Important to understand the challenges in order to move forward.
- l. Look at inclusivity going forward, between organizations
- m. Anticipate growth and be proactive to address the issues and needs for FRFC
- n. Look at equity and inclusiveness from and for all FRFC departments
 - i. i.e., Fall academy to include south agencies?
- o. Create curriculum for the academy

- p. Address the travel issues for the academy
- q. Look at the balance of training responsibilities and travel issues
- r. Issues and concerns from the south agencies
 - i. Working north/south- geography and response- same connections get built
 - ii. Some isolation between north and south
 - iii. Academies are longer and offer fewer repetitions
 - iv. Want basic skills emphasized and focused on
 - v. Have a defined curriculum available for all to see and use
 - vi. Feel that the academy has drifted from the basics
 - vii. Need a solid commitment to basics- FFI, FFII skills
 - viii. Have an agreed upon curriculum and review after every academy
 - ix. Define the number and length of academies- 2-3 per year?
 - x. Hire a director to run the FRFC for the Board
 - xi. Standard Curriculum
 - xii. Variable cost
 - xiii. How do we address the issues of regional/geographic relationships? Seem to do well in the northern group and maybe not as well in the south.
 - xiv. Conduct academies with a south and north centric approach?
 - xv. Solve the issues with differences without destroying what we have within the FRFC
- s. Work on a basic academy with an advanced option?
- t. Look at bringing in someone to help build the curriculum and have a minimum lesson plan that are approved by the Board and owned by FRFC
- u. Issues and concerns from the north/central agencies
 - i. How do we manage who teaches and how many instructors/cadre members are needed
 - ii. Having more say in what FRFC does
 - iii. Establish a limit of academy size. (North or south)
 - iv. What is the requirement to be a member of FRFC?
 - v. Require participants to be in the FRFC (add to the policy)
 - vi. Everyone has “skin in it”
 - vii. Need to hit a “reset” on this
 - viii. Establish expectations on day one of recruits
 - ix. Have a basic academy with the option of a more advanced academy
 - x. Do not think this year is an anomaly- generationally this is changing, due to increased attrition rate and growth, 50 will become typical
 - xi. Departments should get some benefits for their \$10k, look to make sure that when an agency pays their dues that they get the same number of seats at the table. An option is to look at the percentage based on size while considering proxy votes for larger agencies
 - xii. Look at teaming up with experts to create curriculum
 - xiii. Grant opportunities for FRFC i.e., FF wellness, safety and response
 - xiv. Need to make changes/solutions in the board room
 - xv. Use the money we have to make our programs more effective
 - xvi. Stress the reset point of the now
 - xvii. Look at hiring and empowering a director for FRFC. What is the role of the Executive Director?
 - xviii. Need to utilize the money available and put this into enhancing FRFC.
 - xix. Who is attending this Fall? Chief Jones needs numbers soon.
 - xx. Legitimize FRFC with email, facilities etc.
 - xxi. Poaching recruits- how do we deal with in a fair manner. How do we protect our investment?
 - xxii. Home for FRFC- look at options and what is needed. 3 options...
 - i. North- PFA
 - ii. Central- LFRA
 - iii. South- Boulder
- v. Feasibility study that looks at a permanent home for FRFC.

8. Other Business

- a. Look to create sub-committees to begin working on key items discussed today.

No motions necessary

9. Next Meeting/Adjournment:

- a. The next meeting is June 8, 2022
- b. *Motion to adjourn the meeting (Dave Beebe) Second by (Mike West)*

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.

[Redacted], President/Chairman

[Redacted], Secretary/Treasurer



Front Range Fire Consortium

Monthly Financial Report

Monthly Financial Report – May 2022

Attached are the following for your information and review:

1. Balance Sheet as of May 31, 2022.
2. Summary of reconciled cash balances on May 31, 2022.
3. Income Statement of Revenues and Expenditures for Fiscal Year 2022 to Date, including budget to actual and year-to-date balances.
4. Fiscal Year 2022 to Date Check Detail Report.
5. 12-Month Cash Flow.

Key points:

- Total Revenue Fiscal Year to Date is \$145,575, which is 18.64% of budget.
 - FY 2022 Membership Revenue of \$100,000.
 - Academy Revenue is \$28,500, driven by two recruits from Cheyenne Fire.
 - Professional Development is \$17,075, which is 38.81% of budgeted revenue.
- Total Expenses Fiscal Year to Date are \$76,176, which is 10.11% of budget.
 - Total Admin expenses are \$33,166, which is 32.84% of budget.
 - Total Academy expenses are \$41,010, which is 6.37% of budget.

Please contact the Finance Director for any questions or concerns regarding this report.

Front Range Fire Consortium

Balance Sheet As of May 31, 2022

	TOTAL		
	AS OF MAY 31, 2022	AS OF MAY 31, 2021 (PY)	CHANGE
ASSETS			
Current Assets			
Bank Accounts			
1000.01 Bank of Colorado	400,402.48	240,394.21	160,008.27
1072 Bill.com Money Out Clearing	0.00		0.00
Total Bank Accounts	\$400,402.48	\$240,394.21	\$160,008.27
Accounts Receivable			
11000 Accounts Receivable	31,500.00	-6,341.20	37,841.20
Total Accounts Receivable	\$31,500.00	\$ -6,341.20	\$37,841.20
Other Current Assets			
12000 Undeposited Funds	0.00	0.00	0.00
Total Other Current Assets	\$0.00	\$0.00	\$0.00
Total Current Assets	\$431,902.48	\$234,053.01	\$197,849.47
TOTAL ASSETS	\$431,902.48	\$234,053.01	\$197,849.47
LIABILITIES AND EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
20000 Accounts Payable	0.00	9,269.29	-9,269.29
Total Accounts Payable	\$0.00	\$9,269.29	\$ -9,269.29
Total Current Liabilities	\$0.00	\$9,269.29	\$ -9,269.29
Total Liabilities	\$0.00	\$9,269.29	\$ -9,269.29
Equity			
32000 Unrestricted Net Assets	362,503.34	176,508.63	185,994.71
Net Income	69,399.14	48,275.09	21,124.05
Total Equity	\$431,902.48	\$224,783.72	\$207,118.76
TOTAL LIABILITIES AND EQUITY	\$431,902.48	\$234,053.01	\$197,849.47

Front Range Fire Consortium
Summary of Reconciled Cash Balances
Period Ending 05/31/2022

	Bank of Colorado DS 5/31/2022
Beginning Balance	<u>409,541.77</u>
Cleared Transactions	
Checks and Payments	(11,839.29)
Deposits and Credits	2,700.00
Total Cleared Transactions	<u>(9,139.29)</u>
Cleared Balance	<u><u>400,402.48</u></u>
Uncleared Transactions	
Checks and Payments	
Deposits and Credits	
Total Uncleared Transactions	<u><u>-</u></u>
Register Balance as of 5/31/2022	<u><u>400,402.48</u></u>

Front Range Fire Consortium

Budget vs. Actuals: FY_2022 - FY22 P&L

January - May, 2022

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
10.5000 Revenue				
0100.00 Membership Dues	100,000.00	110,000.00	-10,000.00	90.91 %
0200.00 Academy Payments	28,500.00	627,000.00	-598,500.00	4.55 %
0300.00 Professional Development	17,075.00	44,000.00	-26,925.00	38.81 %
Total 10.5000 Revenue	145,575.00	781,000.00	-635,425.00	18.64 %
Total Income	\$145,575.00	\$781,000.00	\$ -635,425.00	18.64 %
GROSS PROFIT	\$145,575.00	\$781,000.00	\$ -635,425.00	18.64 %
Expenses				
10.6000 Expenses				
0400.00 Admin		100.00	-100.00	
0400.01 Executive Administrator	5,947.50	35,000.00	-29,052.50	16.99 %
0400.02 Legal		2,500.00	-2,500.00	
0400.03 Insurance	1,702.00	100.00	1,602.00	1,702.00 %
0400.04 Audit/Finance	2,553.39	15,000.00	-12,446.61	17.02 %
0400.05 Leased Resources	386.88	1,000.00	-613.12	38.69 %
0400.07 Office Supplies/Equipment		1,200.00	-1,200.00	
0400.08 Miscellaneous		100.00	-100.00	
0400.10 Web Service	729.46	1,000.00	-270.54	72.95 %
0400.11 Seminar Expenses	8,231.11	1,000.00	7,231.11	823.11 %
0400.14 Professional Development Expense	13,615.51	44,000.00	-30,384.49	30.94 %
Total 0400.00 Admin	33,165.85	101,000.00	-67,834.15	32.84 %
0500.00 Academy Expenses				
0500.01 Printing		500.00	-500.00	
0500.02 Books	2,495.62	9,000.00	-6,504.38	27.73 %
0500.03 Extinguishers		700.00	-700.00	
0500.04 Rental		2,000.00	-2,000.00	
0500.05 Building Materials	8,316.20	18,000.00	-9,683.80	46.20 %
0500.07 Recruit Clothing	2,504.19	10,000.00	-7,495.81	25.04 %
0500.08 Instructor Clothing	1,047.74	1,000.00	47.74	104.77 %
0500.09 Fuel	168.24	500.00	-331.76	33.65 %
0500.11 Food/Water	1,318.66	7,500.00	-6,181.34	17.58 %
0500.12 Propane	1,420.43	800.00	620.43	177.55 %
0500.13 Awards		600.00	-600.00	
0500.14 Equipment Repair	1,034.60	2,800.00	-1,765.40	36.95 %
0500.15 Webbing		350.00	-350.00	
0500.16 Hand Tools		900.00	-900.00	
0500.18 Admin/Logistics Coordinator	2,697.50	20,000.00	-17,302.50	13.49 %
0500.19 Insurance	18,209.72	12,000.00	6,209.72	151.75 %
0500.20 Instructor Lodging		800.00	-800.00	
0500.21 Office Supplies	51.53	500.00	-448.47	10.31 %
0500.22 Miscellaneous	1,745.58	5,000.00	-3,254.42	34.91 %

Front Range Fire Consortium

Budget vs. Actuals: FY_2022 - FY22 P&L

January - May, 2022

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
0500.23 Testing Equip/Software/Test Bnk		800.00	-800.00	
0500.24 Leased Resources		550,000.00	-550,000.00	
Total 0500.00 Academy Expenses	41,010.01	643,750.00	-602,739.99	6.37 %
0550.00 Major Academy Equipment				
0550.02 Exercise Equipment	2,000.00	2,000.00	0.00	100.00 %
0550.03 Radio		7,000.00	-7,000.00	
Total 0550.00 Major Academy Equipment	2,000.00	9,000.00	-7,000.00	22.22 %
Total 10.6000 Expenses	76,175.86	753,750.00	-677,574.14	10.11 %
Total Expenses	\$76,175.86	\$753,750.00	\$ -677,574.14	10.11 %
NET OPERATING INCOME	\$69,399.14	\$27,250.00	\$42,149.14	254.68 %
NET INCOME	\$69,399.14	\$27,250.00	\$42,149.14	254.68 %

Front Range Fire Consortium

Profit and Loss January - May, 2022

	TOTAL		
	JAN - MAY, 2022	JAN - MAY, 2021 (PY)	CHANGE
Income			
10.5000 Revenue		0.00	0.00
0100.00 Membership Dues	100,000.00	110,000.00	-10,000.00
0200.00 Academy Payments	28,500.00		28,500.00
0300.00 Professional Development	17,075.00		17,075.00
Total 10.5000 Revenue	145,575.00	110,000.00	35,575.00
Total Income	\$145,575.00	\$110,000.00	\$35,575.00
GROSS PROFIT			
	\$145,575.00	\$110,000.00	\$35,575.00
Expenses			
10.6000 Expenses			
0400.00 Admin			
0400.01 Executive Administrator	5,947.50	12,528.00	-6,580.50
0400.02 Legal		527.00	-527.00
0400.03 Insurance	1,702.00	0.00	1,702.00
0400.04 Audit/Finance	2,553.39	1,000.00	1,553.39
0400.05 Leased Resources	386.88	2,819.73	-2,432.85
0400.10 Web Service	729.46	928.27	-198.81
0400.11 Seminar Expenses	8,231.11		8,231.11
0400.14 Professional Development Expense	13,615.51		13,615.51
0400.15 Admin/Logistics Coordinator		4,765.50	-4,765.50
Total 0400.00 Admin	33,165.85	22,568.50	10,597.35
0500.00 Academy Expenses			
0500.01 Printing		102.29	-102.29
0500.02 Books	2,495.62	3,804.63	-1,309.01
0500.05 Building Materials	8,316.20	9,111.97	-795.77
0500.07 Recruit Clothing	2,504.19	4,538.98	-2,034.79
0500.08 Instructor Clothing	1,047.74	53.82	993.92
0500.09 Fuel	168.24	41.25	126.99
0500.11 Food/Water	1,318.66	1,586.16	-267.50
0500.12 Propane	1,420.43		1,420.43
0500.13 Awards		110.00	-110.00
0500.14 Equipment Repair	1,034.60		1,034.60
0500.18 Admin/Logistics Coordinator	2,697.50	11,596.50	-8,899.00
0500.19 Insurance	18,209.72	6,273.16	11,936.56
0500.21 Office Supplies	51.53	65.43	-13.90
0500.22 Miscellaneous	1,745.58	1,572.22	173.36
Total 0500.00 Academy Expenses	41,010.01	38,856.41	2,153.60
0550.00 Major Academy Equipment			
0550.02 Exercise Equipment	2,000.00		2,000.00
0550.03 Radio		300.00	-300.00
Total 0550.00 Major Academy Equipment	2,000.00	300.00	1,700.00
Total 10.6000 Expenses	76,175.86	61,724.91	14,450.95
Total Expenses	\$76,175.86	\$61,724.91	\$14,450.95
NET OPERATING INCOME	\$69,399.14	\$48,275.09	\$21,124.05
NET INCOME	\$69,399.14	\$48,275.09	\$21,124.05

Front Range Fire Consortium

Year to Date Disbursements

January - May, 2022

DATE	TRANSACTION TYPE	NUM	NAME	MEMO/DESCRIPTION	DEBIT	CREDIT
Bank of Colorado						
	Beginning Balance					
01/12/2022	Journal Entry			Bill.com 01/12/22 Payables Funding		\$3,401.96
01/13/2022	Deposit				\$179,723.38	
01/14/2022	Journal Entry			Bill.com 01/14/22 Payables Funding		\$1,500.00
02/09/2022	Deposit		Platte Valley Fire Protection District		\$500.00	
02/11/2022	Journal Entry			Bill.com 02/11/22 Payables Funding		\$698.60
02/14/2022	Journal Entry			Bill.com 02/14/22 Payables Funding		\$2,737.50
02/17/2022	Journal Entry			Bill.com 02/17/22 Payables Funding		\$3,348.80
02/18/2022	Payment	34876	Loveland Fire Rescue		\$10,000.00	
02/25/2022	Journal Entry			Bill.com 02/25/22 Payables Funding		\$6,500.00
03/08/2022	Expense	22032687119	bill.com			\$108.95
03/10/2022	Deposit				\$50,000.00	
03/11/2022	Journal Entry			Bill.com 03/11/22 Payables Funding		\$723.75
03/14/2022	Journal Entry			Bill.com 03/14/22 Payables Funding		\$6,862.50
03/15/2022	Journal Entry			Bill.com 03/15/22 Payables Funding		\$23,719.16
04/06/2022	Check	EFT	bill.com			\$97.82
04/08/2022	Journal Entry	6		Bill.com 04/08/22 Payables Funding		\$5,917.50
04/08/2022	Journal Entry	5		Bill.com 04/08/22 Payables Funding		\$386.88
04/11/2022	Deposit				\$750.00	
04/13/2022	Deposit				\$20,000.00	
04/15/2022	Journal Entry	7		Bill.com 04/15/22 Payables Funding		\$1,433.30
04/25/2022	Deposit				\$31,625.00	
05/06/2022	Journal Entry	8		Bill.com 05/06/22 Payables Funding		\$3,477.50
05/06/2022	Check		bill.com			\$96.62
05/19/2022	Deposit				\$2,700.00	
05/23/2022	Journal Entry	9		Bill.com 05/23/22 Payables Funding		\$5,663.40
05/26/2022	Journal Entry	10		Bill.com 05/26/22 Payables Funding		\$1,851.54
05/26/2022	Bill Payment (Check)		Bank of Colorado	Voided	\$0.00	
05/27/2022	Journal Entry	11		Bill.com 05/27/22 Payables Funding		\$750.23
Total for Bank of Colorado					\$295,298.38	\$69,276.01
TOTAL					\$295,298.38	\$69,276.01

PROFESSIONAL SERVICES AGREEMENT

This Professional Services Agreement ("**Agreement**"), effective this 15th day of January, 2022 ("**Effective Date**"), is entered into by and between the Front Range Fire Consortium, a political subdivision of the State of Colorado ("**Consortium**") and Fire and Emergency Services Consulting, LLC, a Colorado Limited Liability Company ("**FESC**"). The Consortium and FESC are referred to collectively as the "**Parties**" and individually as a "**Party**".

1. FESC, through its employee Warren Jones, shall perform the services, duties, and obligations of the Executive Chief/Training Academy Manager of the Consortium as set forth in the Scope of Services attached as **Attachment A** ("**Services**").
2. FESC will be solely responsible for furnishing the labor, materials, and other services necessary to perform the Services, and for obtaining all professional liability insurance deemed necessary or appropriate by FESC in connection with performance of the Services. The Consortium shall provide to FESC the information, data, and assistance as reasonably requested by FESC to enable it to perform the Services.
3. The Consortium shall compensate FESC at a rate of \$65.00 per hour for the Services provided, billed in quarter-hour increments. Such fee shall include all costs and expenses incurred by FESC in providing the Services. On or before the 1st day of each month, FESC shall bill the Consortium for the Services performed during the preceding thirty (30) days, which invoice shall separately identify the hours worked in performing Training Academy Services and the hours worked in performing all other Services. The Consortium shall pay all undisputed amounts within thirty (30) calendar days of receipt of the invoice. Late fees, penalties, and interest will not be charged against any disputed amount the Consortium does not pay by the date owed.
4. This Agreement shall commence on the Effective Date and continue until June 25, 2022 ("**Termination Date**"). The Parties may, by a writing signed by both Parties prior to June 25, 2022, mutually agree to extend the Termination Date until December 31, 2022 or such other date as the Parties may agree. Either Party may terminate this Agreement at any time and for any or no reason upon thirty (30) calendar days' prior written notice to the other Party. FESC shall bill the Consortium for the Services performed up to and including the Termination Date, which final invoice shall separately identify the hours worked in performing Training Academy Services and the hours worked in performing all other Services. The Consortium shall pay all undisputed amounts within ten (10) business days of receipt of such final invoice. Late fees, penalties, and interest will not be charged against any disputed amount the Consortium does not pay by the date owed.
5. FESC shall comply with all federal, state, and local laws applicable to the Services performed under this Agreement.
6. Independent Contractor Status.
 - A. FESC's status shall at all times be that of an independent contractor. Under no circumstances shall FESC or its employee(s) be considered a Consortium employee. FESC and its employee(s) are solely responsible for possessing or obtaining all training necessary to perform the Services.

- B. FESC will provide and have complete control over all materials, equipment, and labor FESC deems necessary to perform the Services. The Consortium will neither provide nor reimburse FESC for such materials, equipment, and labor.
 - C. While FESC may perform some Services in the Consortium's office(s), FESC must maintain its own office at a separate location, and FESC will be solely responsible for all costs and expenses related to that office.
 - D. The Consortium will have no control or supervision over the hours FESC or its employee(s) work or the manner in which FESC or its employee(s) perform the Services. The Consortium's only concern is with the results of FESC's Services.
 - E. The Consortium has the right to reject any work that does not meet the Consortium's standards. FESC will not be paid for any costs FESC incurs, or time FESC spends, correcting substandard work.
 - F. FESC is expected to perform work for individuals and entities other than the Consortium, provided that such work does not adversely affect FESC's ability to perform its contractual obligations to the Consortium set forth in this Agreement.
7. FESC UNDERSTANDS AND AGREES THAT: (A) FESC AND ITS EMPLOYEE(S) ARE NOT ENTITLED TO UNEMPLOYMENT OR WORKER'S COMPENSATION INSURANCE BENEFITS UNLESS UNEMPLOYMENT AND/OR WORKER'S COMPENSATION COVERAGE IS PROVIDED BY FESC OR SOME ENTITY OTHER THAN THE CONSORTIUM; AND (B) FESC IS OBLIGATED TO PAY FEDERAL, STATE, AND LOCAL INCOME TAX ON ANY MONEYS PAID PURSUANT TO THIS AGREEMENT. THE CONSORTIUM WILL NOT MAKE FEDERAL, STATE, AND LOCAL WITHHOLDINGS AND WILL NOT PROVIDE UNEMPLOYMENT AND WORKER'S COMPENSATION INSURANCE.

Under penalties of perjury, FESC certifies that 001-46-2790 is FESC's correct Federal Taxpayer Identification Number. FESC is doing business as a Colorado Limited Liability Company. By signing this Agreement, FESC certifies that FESC assumes full responsibility for the payment of all contributions, payroll taxes, income taxes, withholdings, and backup withholdings or assessments under federal, state, and local law. The Consortium will only provide FESC with, and will file, an IRS Form 1099 in compliance with federal, state, and local law.

8. FESC shall indemnify, defend, and hold harmless the Consortium, and its past and current directors, officers, employees, volunteers, agents, and representatives against any and all loss, damage, claim or suit (including reasonable attorneys' fees, costs and expenses) for or on account of any intentional or negligent act or omission by FESC or its employee(s) in the performance of this Agreement. The Consortium has the sole right to choose legal counsel to represent it in any claim arising under this paragraph 8, notwithstanding FESC's obligation to pay the reasonable attorneys' fees, costs, and expenses incurred by such legal counsel. This paragraph 8 shall survive termination of this Agreement.
9. FESC agrees that any Consortium-related information received by FESC in the performance of or in connection with its Services or obligations under this Agreement, and which concerns personal, medical, security, or other affairs of the Consortium, will be treated by FESC in full confidence and will not be revealed to any other persons, firms, or organizations. This provision does not apply to any document or record that constitutes a "public record" within the meaning of the Colorado Public (Open) Records Act, C.R.S. § 24-72-101, *et seq.*

10. Workers Without Authorization

- A. FESC shall not knowingly employ or contract with a worker without authorization in providing the Services; nor will it enter into a contract with a subcontractor who fails to certify that it will not knowingly employ or contract with a worker without authorization to perform work in connection with the Services provided to the Consortium.
 - B. FESC certifies it does not knowingly employ or contract with a worker without authorization who will perform work in connection with the Services, and FESC will participate in the E-Verify Program or the State Department of Labor and Employment Program ("**State Program**") in order to confirm the employment eligibility of all employees newly hired by FESC for the purpose of providing its Services to the Consortium. Under no circumstances will FESC use either the E-Verify Program or the State Program procedures to undertake pre-employment screening of job applicants during the course of FESC's providing Services to the Consortium.
 - C. If, while providing Services to the Consortium, FESC acquires actual knowledge that a subcontractor performing work in connection with such Services knowingly employs or contracts with a worker without authorization, FESC will (i) notify the subcontractor and the Consortium within three business days that FESC has actual knowledge the subcontractor is employing or contracting with a worker without authorization; and (ii) terminate the subcontractor's contract if within three business days of receiving the notice required in (i), above, the subcontractor does not stop employing or contracting with the worker without authorization; except, FESC will not terminate the subcontractor's contract if during the three business days the subcontractor provides information establishing the subcontractor has not knowingly employed or contracted with a worker without authorization.
 - D. FESC will comply with any reasonable request by the Colorado Dept. of Labor & Employment made during an investigation pursuant to C.R.S. § 8-17.5-102(5).
 - E. FESC agrees that, if it violates one of the foregoing provisions, the Consortium may terminate the Services, and may seek actual and consequential damages. FESC acknowledges the Consortium also will notify the Secretary of State, which may take further action against FESC.
11. All financial obligations of the Consortium under this Agreement are subject to its Board of Directors appropriating sufficient funds to meet such financial obligations for an ensuing fiscal year. Nothing in this Agreement shall constitute a direct or indirect multiple-fiscal year obligation of the Consortium. If the Consortium's Board of Directors fails to appropriate funds for an ensuing fiscal year, this Agreement shall immediately terminate with no liability to the Consortium beyond those undisputed financial obligations for which it previously appropriated funds.
12. Nothing in this Agreement is intended to be, and shall not be construed as, a waiver of the limitations on damages or any of the privileges, immunities, or defenses provided to, or enjoyed by, the Consortium, or its directors, officers, employees, volunteers, agents, and representatives, under common law or pursuant to statute, including but not limited to the Colorado Governmental Immunity Act, C.R.S. § 24-10-101, *et seq.*

13. Any notice permitted or required by this Agreement shall be in writing and shall be hand delivered or sent by certified or registered mail, postage prepaid, return receipt requested, to:

Front Range Fire Consortium
c/o Kris Kazian, Windsor Severance Fire Rescue
100 7th Street
Windsor, CO 80550

Fire & Emergency Services Consulting, LLC
Warren Jones
62 Turtle Rock Court
Livermore, Colorado, 80536

The notice shall be deemed to have been given when deposited in the United States mail and shall be deemed effective 72 hours after having been given.

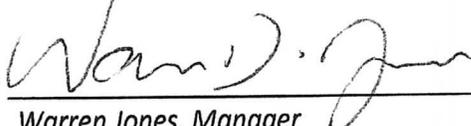
14. Colorado law governs this Agreement; jurisdiction and venue shall lie exclusively in the Weld County District Court. This Agreement is the entire agreement between the Parties and there are no oral or collateral agreements or understandings. This Agreement may only be amended by a document signed by the Parties. Course of conduct, no matter how long, shall not constitute an amendment to this Agreement. If any provision is held invalid or unenforceable, all other provisions shall continue in full force and effect. Waiver of a breach of this Agreement shall not operate or be construed as a waiver of any subsequent breach of this Agreement. This Agreement is not assignable; this Agreement shall, however, inure to the benefit of and be binding upon the Parties and their legal representatives and successors. This Agreement is not intended to, and shall not, confer rights or benefits on any person or entity other than the Parties. In any dispute arising from or relating to this Agreement, the prevailing Party shall be awarded its reasonable attorney's fees, costs, and expenses, including all reasonable attorneys' fees, costs, and expenses incurred in collecting upon any judgment, order, or award. This Agreement may be executed in several counterparts and by facsimile or pdf format, each of which shall be deemed an original and all of which shall constitute one and the same instrument.

IN WITNESS WHEREOF, the Parties have executed this Agreement.

Front Range Fire Consortium

By:  _____ Date: 1/10/22
Kris Kazian, President

Fire and Emergency Services Consulting, LLC

By:  _____ Date: 1-10-2021
Warren Jones, Manager

Attachment A

Fire and Emergency Services Consulting, LLC Scope of Services

Fire and Emergency Services Consulting, LLC ("FESC") shall provide one employee who shall serve as the Front Range Fire Consortium ("FRFC") Executive Chief and Training Academy Manager ("**Executive Chief/Manager**"). The Executive Chief/Manager shall perform the following Services during the period the Professional Services Agreement ("Agreement") is in effect:

1. Provide administrative and general direction to the FRFC Fire Academy Instructors, Professional Development Instructors, and relevant FRFC committee members.
2. Perform administrative, managerial and supervisory tasks necessary to plan and direct the activities of FRFC.
3. Provide exceptional leadership to direct reports by engendering a culture of accountability, candor, inclusion, and transparency.
4. Act as a bridge between various internal groups (*e.g.*, Board of Directors, instructors, FRFC members, administrative support line, etc.) by emphasizing camaraderie and teamwork.
5. Reinforce that credibility is built on candor, competence, and transparency.
6. Schedule, assign, and evaluates work, develop short and long-term plans for FRFC's logistical operations and the delivery of strong customer service.
7. Manage all assigned personnel and resources; maintain strong communications among the assigned FRFC members and with the Board of Directors.
8. Perform oversight, control and monitoring of the FRFC budget, including review and approval of purchases, monitoring resources, and ensuring budgetary compliance throughout the term of the Agreement.
9. Represents FRFC to outside agencies and other fire and rescue departments.
10. May represent the FRFC Board of Directors and make commitments on behalf of the Board, to the extent authorized by the Board.
11. Responsible for the management and oversight of the 2018 FRFC Strategic Plan.
12. Responsible for the oversight of FRFC Academy personnel, including scheduling and assigning work, allocating resources and evaluating performance.
13. Work closely with all members of the FRFC Academy Staff/Team.
14. Work closely with the Administrative Services and staff in budgetary matters.
15. Prepare written and verbal reports to the Board of Directors and others regarding operational and administrative issues.
16. Ensure that policies and procedures are enforced throughout FRFC.

Fall 2022 Recruit Fire Academy

The fall 2022 Recruit Fire Academy will undergo significant change due to the move from the PFA Training Center to the Loveland Training Center, and PFA running their own academy. The fall academy staff and the FRFC training officers are using this opportunity to “reset” several aspects of the academy that have been discussed in the past by staff and Board of Directors.

Recruit numbers: The number of recruits from six member agencies and Cheyenne is shown below.

	Min	Max
Front Range	2	3
Greeley	1	2
Longmont	2	2
Loveland	10	12
Platte Valley	1	3
Windsor	5	5
Cheyenne	2	2
Total	23	29

New host location: The host will be LFRA at their training center and thanks to LFRA, an acquired classroom facility on a nearby property, the Forge Campus (formally a Hewitt Packard facility). Other locations to be used are Greeley, Longmont, Cheyenne, Windsor, Front Range and possibly Aims and Platte Valley. The PFA training center will not be available due to their own academy and Boulder will not be available for the major content modules. All FRFC owned equipment will be relocated to LFRA.

The fall academy staff is working now on a list of equipment that will need to be purchased, rented or otherwise acquired for the fall academy. This includes AV equipment, furnishings, storage, and PPE cleaning equipment. In the next agenda item, the Board may discuss how long we keep the academy at the Loveland site. This may determine if we purchase this equipment, in which case it would be an investment in the future, or rent it as an expense for the fall academy. A special meeting may be needed to authorize costs not in the budget from reserves. Alternatively, the Board may wish to authorize staff to make purchases up to a designated amount. In any case this will probably require a budget amendment in the fall. There is \$9,000 in the current budget for major equipment purchases.

A use agreement is currently under development by LFRA, our attorney and the Forge Campus. There will be no rental cost for this facility. A special board meeting may be needed to approve this agreement when ready. Alternatively, the Board may wish to authorize the President to sign the use agreement when it has been approved by our attorney.

Shorter length: The current academy has been 15 weeks for many years, or 75 days. The proposed academy is 13 weeks, or 65 days. PFA will be making similar changes to their academy. It will start on Monday August 22 and graduation will be Friday, November 18. The 10 days dropped are modules that are agency specific or not directly tied to, or support IFSTA Firefighter I and II standards and State JPRs.

The current five days for live structure fire scenarios have been retained although one will be at night and also serve as the Hell Night activity. There are two open/flex days and one holiday. The attached module comparison shows the proposed fall modules compared to the current 15-week academy.

New module instructor teams: There will be several new module instructor teams. While there is an agency module lead as shown on the module comparisons, each team will be composed as much as possible of personnel from other consortium members, including PFA if they are available. The module teams will use a common written lesson plan format. Additionally, we'll be providing training to the module leads on academy expectations, staffing ratios, policies and ethics.

Academy staff: The academy staff is made up of fulltime staff for the duration of a given academy This group has been called the "cadre." This is the academy lead, one of more co-leads and instructors. **For the anticipated number of recruits this fall four cadre are needed.** There are currently two committed as shown below. We are currently recruiting two more cadre members from members.

The academy staff also includes a part-time academy chief who is currently an independent contractor. A member agency in the past has provided administrative support and this part-time position has not yet been filled. Except for the academy chief, all staff are leased resources from member agencies. For the fall academy if the PT administrative position is not filled the academy chief will provide these services.

Academy Chief (PT)	Warren Jones (FRFC)
Academy Lead	Ricky Summer (LFRA)
Academy Co-Lead	Rich Waidler (GFD)
Academy Co-Lead or Instructor	
Instructor	
Administrative support (PT)	

FRFC Module Comparison (Recommended changes for Fall 2022 in orange)

FRFC Module	Current FRFC Days	IFSTA Standard	IFSTA Standard Number	State JPR	Comments for fall academy	Fall 2022 Days	Location (Module Lead)
Academy intro	1					1	Loveland (Cadre)
Military protocols	1					1	Loveland (GFD)
Toxic Twins	.5					.5	Loveland (GFD)
Leadership/Fellowship	.5					.5	Loveland (LongFD)
Human Performance	2					2	Loveland (WSFR)
Communications	1				Reduce to half-day per team and TOs	.5	Loveland (GFD)
Building construction	1					1	Cheyenne (CFD)
Extinguishers	.5	Use portable extinguishers	4.3.16	FFI-30		.5	Loveland (Cadre)
Loss control	.5	Protect interior contents, use salvage covers, overhaul fire scene	4.3.14 4.3.13	FFI-3M FFI-3L		.5	Loveland (Cadre)
Ropes and Knots	.5	Knots & Hoisting	4.1.2, 4.3.20	FFI-1B		.5	Loveland (Cadre)
Peer support	1				Drop per team and TOs, all agencies have own protocols		
Chainsaws	.5					.5	Loveland (LFRA)
Ladders	3	Use ground ladders	4.3.6	FFI-3F		3	Longmont (GFD)

Water Delivery	5.5	Hydrant and draft connections, inspect and clean hose, Test hose	4.3.15 4.5.2 5.5.4	FFI-3N FFI-5B FFII-5E	Hose work for all other KSAs, multi-company drills, live fire, hell night	6.5	Greeley, Cheyenne, Loveland (GFD)
Reading smoke	1				Drop per team and TOs		
Fire behavior	1				Increase to include reading smoke	1.5	Loveland (GFD)
Ventilation	3	Horizontal ventilation, vertical ventilation	4.3.11 4.3.12	FFI-3J FFI-3K		3	??? (GFD)
Search	4	Interior search	4.3.9	FFI-3I		4	Loveland (LFRA)
Vehicle and propane fires	1	Attack vehicle fire, extinguish flammable gas fire	4.3.7 5.3.3	FFI-3G FFII-3C		1	Loveland (LFRA)
Water rescue	1				Drop per team and TOs		
Highrise	1				Reduce to .5 and add to water delivery		
Extrication	2	Extricate trapped vehicle victim	5.4.1	FFII-4A		2	Greeley (GFD)
Command & Control	.5	Implement ICS	5.1.2	FFII-1A		.5	Loveland (WFD)
Forcible entry	2	Force entry to structure	4.3.4	FFI-3D		2	Greeley (GFD)
Haz mat ops	5	Haz mat ops cert, Extinguish flammable liquid fire,	5.3.1	FFII-3A		5	Aims (WSFR)
Big water	.5				Add to water delivery		
Fireground EMS	.5				Drop per team and TOs		
Safety & Survival	5	Initiate call for assistance, Exit hazardous area, operate air	4.2.4 4.3.5 4.3.21	FFI-2D FFI-3E FFI-3S		5	Loveland (LFRA)

		monitoring equipment					
Wildland	1	Control ground cover fire	4.3.19	FFI-3R		1	??? (FRFR)
Technical rescue	2	Assist rescue teams	5.4.2	FFII-4B	Reduce to 1 day for awareness only	1	Windsor (WSFR)
Fire protection systems	1					1	Windsor (WSFR)
Public education	1	Present fire safety info	5.5.2	FFII-5B	Reduce to half-day per team and TOs	.5	Loveland (???)
Oil & Gas	1				Drop per team and TOs		
Electrical safety	.5					.5	Windsor (WSFR)
Multi-company drills	1					1	
Live fire/Hell night	5	Extinguish exterior Class A fires, Overhaul interior fires, Attack interior fires, Attack above grade interior fire, Attack below grade interior fire, coordinate interior attack, Communications during response, use telephone, Mount/dismount apparatus, operate on emergency scene, use lighting equipment, control utilities, clean and return equipment to	4.2.1 4.2.2 4.2.3 4.3.2 4.3.3 4.3.17 4.3.18 4.5.1 4.3.8 4.3.13 4.3.10 5.3.2 5.5.4	FFI-3H FFI-3L FFI-Live Fire A FFI-Live Fire B FFI-Live Fire C FFII-3B FFI-2A FFI-2B FFI-2C FFI-3B FFI-3C FFI-3P FFI-3Q FFI-5A FFII-5D		5	(Cadre) (Burn staff)

		service, Maintain equipment					
Live fire prep	1					1	Cadre
Skill practice	2.5	Donn PPE in 1 minute, Doff PPE, clean PPE, Donn & operate SCBA	4.1.2 4.3.1 4.3.9	FFI-1A FFI-1D FFI-3A	Reduction incorporated into other modules	1.5	Loveland (Cadre)
State testing and prep	3					3	Loveland (Cadre)
Hell night prep	1					1	Loveland (Cadre)
Open/flex days	2.5				.5 reduction	2	Cadre
Graduation	1					1	Loveland (Cadre)
Facility maintenance	2				.5 reduction	1.5	Loveland (Cadre)
Recruit evaluations	1.5					1	Loveland (Cadre)
Holidays	2				Not take Veterans Day off	1	
Total	75					65	

2022 Fall Academy Schedule (June 1)

Draft

Week					
1	Monday, Aug. 22 Loveland	Tuesday, Aug. 23 Loveland	Wednesday, Aug. 24 Loveland	Thursday, Aug. 25 Loveland	Friday, Aug. 26 Loveland
	Introductions, 8 Academy Expectations, 8:30-9:30 Military Protocols, 9:30-5, (GFD)	Toxic Twins, Mirowski (GFD) 8:30-11 Expectations, Cadre 11- 5	SCBA confidence, 8-12, Cadre Leadership/Followership, 12-5, Holmes (LongFD)	Human Performance, (WSFR)	Human Performance, (WSFR)
2	Monday, Aug. 29 Loveland	Tuesday, Aug. 30 Loveland	Wednesday, Aug. 31 Loveland	Thursday, Sept. 1 Loveland	Friday, Sept. 2 Cheyenne
	Fire Behavior, B. Montey (GFD)	Fire Behavior, B. Montey (GFD), 8-12 Chain Saws 1-5 (LFRA)	Obstacle Course/SCBA Confidence, Cadre	Extinguishers, Cadre 8-9 Loss Control, Cadre, 9- 12 SCBA, Extinguishers, Loss Control, Ropes & Knots, Cadre, 1-5	Building Construction, Gulbrandson (CFD)
3	Monday, Sept. 5	Tuesday, Sept. 6 Longmont	Wednesday, Sept. 7 Longmont	Thursday, Sept. 8 Longmont	Friday, Sept. 9 Loveland
	Off, Labor Day	Ladders, (GFD)	Ladders, (GFD)	Ladders, (GFD)	911 remembrance stair climb, 7-11 Communications, Waidler (GFD), 11-5

4	Monday, Sept. 12 ???	Tuesday, Sept. 13 ???	Wednesday, Sept. 14 LFRA Not Available ???	Thursday, Sept. 15 Greeley	Friday, Sept. 16 Greeley
	Ventilation, (GFD)	Ventilation, (GFD)	Ventilation, (GFD)	Water Delivery Lecture, Crocker (GFD)	Water Delivery, Crocker (GFD)
5	Monday, Sept. 19 Cheyenne	Tuesday, Sept. 20 Cheyenne	Wednesday, Sept. 21 Cheyenne	Thursday, Sept. 22 Cheyenne	Friday, Sept. 23 Loveland
	Water Delivery, Crocker (GFD)	Water Delivery, Crocker (GFD)	Water Delivery, Crocker (GFD)	Water Delivery, Crocker (GFD)	Water Delivery, Crocker (GFD)
6	Monday, Sept. 26 Loveland	Tuesday, Sept. 27 Loveland	Wednesday, Sept. 28 Loveland	Thursday, Sept. 29 Loveland	Friday, Sept. 30 Loveland
	Search, (LFRA)	Search, (LFRA)	Cadre check-in, 8:30- 10:30 Evaluations, Skills, Communications Drill, Cadre, 10:30-5	Search, (LFRA)	Search, (LFRA)
7	Monday, Oct. 3 Loveland	Tuesday, Oct. 4 Loveland	Wednesday, Oct. 5 Loveland	Thursday, Oct. 6 Greeley	Friday, Oct. 7 Greeley
	Propane & Vehicle Fire, Williams (LFRA)	Public Education, (???), 8-12 Command & control (WFD), 1-5	Wildland Field Day (FRFR)	Forcible Entry, Hawkins (GFD)	Forcible Entry, Hawkins (GFD)

8	Monday, Oct. 10 Greeley	Tuesday, Oct. 11 Greeley	Wednesday, Oct. 12 Greeley	Thursday, Oct. 13 Greeley	Friday, Oct. 14 Greeley
	Extrication, Hice (GFD)	Extrication, Hice (GFD)	Flex/Open 1	Multi-company drills	<i>Live Fire 1</i>
9	Monday, Oct. 17 Aims	Tuesday, Oct. 18 Aims	Wednesday, Oct. 19 Aims	Thursday, Oct. 20 Aims	Friday, Oct. 21 Aims
	Hazmat, Seaman (WSFR)	Hazmat, Seaman (WSFR)	Hazmat, Seaman (WSFR)	Hazmat, Seaman (WSFR)	Hazmat, Seaman (WSFR)
10	Monday, Oct. 24 Windsor	Tuesday, Oct. 25 ???	Wednesday, Oct. 26 Loveland	Thursday, Oct. 27 Loveland	Friday, Oct. 28 Greeley
	Fire Protection Systems, Friedrichsen (WSFR)	<i>Live Fire 2</i>	Safety & Survival lecture, (LFRA)	Safety & Survival, (LFRA)	<i>Live fire 3</i>
11	Monday, Oct. 31 Loveland	Tuesday, Nov. 1 Loveland	Wednesday, Nov. 2 Loveland	Thursday, Nov. 3 Loveland	Friday, Nov. 4 Loveland
	Safety & Survival, (LFRA)	Safety & Survival, (LFRA)	Safety & Survival, (LFRA)	State hazmat testing	<i>Live Fire 4, State JPRs</i>

12	Monday, Nov. 7 Windsor	Tuesday, Nov. 8 Windsor	Wednesday, Nov. 9 ???	Thursday, Nov. 10 Loveland	Friday, Nov. 11 Loveland
	Electrical safety, Streeb (WSFR), 8-12 Open/Flex 1-5	Tech Rescue, (WSFR)	Hell night prep	<i>Hell Night Live Fire 5 (Night)</i>	Open, Flex day 2
13	Monday, Nov. 14 Loveland	Tuesday, Nov. 15 Loveland	Wednesday, Nov. 16 Loveland	Thursday, Nov. 17 Loveland	Friday, Nov. 18 Loveland
	JPR Preparation Day	State JPR Tests	Recruit evals	Facility Maintenance, Family Afternoon	Graduation Walk Thru. Graduation

FRFC Envision Leadership 2021-2022

Second Semester Financial Budget Report/Update-MAY, 2022

The second semester course for the FRFC Envision Leadership was *The Leadership Encounter*. This report will provide FRFC leadership with a short, to the point, financial update. More information is available upon request. The course began on 02-08-22 with 37 students participating; it ended on 05-10-22 with 31 students completing and successfully graduating from semester two. Below are the specific budget details for semester two as of 05-28-22.

EXECUTIVE SUMMARY-

37 students began this second semester (27 FRFC students/10 Non-FRFC students). We quickly lost two students after our first class (one student was hired and moved out of the area, the other quit because of increased workload in his job). Our revenue totals for the semester were projected at \$17,850*. Our total costs for the second semester were estimated to be right at \$17,000. Based on these totals we were expecting to have a reserve amount just under \$1,000 - roughly a 5% reserve. The costs/revenue for each semester are different for this course, with the majority of the expenditures coming in the first semester (all books and videos are purchased in semester one). Thus, this report will look at the total amount budgeted for the second semester only (see the report for the 1st Semester 2021 for more information). In this report we compare actual costs in the three key areas (see below). The short version of this report is: **We ended the second semester \$28.00 under our budget.** While this number is acceptable, it is not what we were targeting for our final expenditures for this semester (we were hoping to be about \$1,500 under budget for this first semester and around \$1,000 for the second semester). There were reasons that we ended this close to our budget and did not meet our initial targets for the 2021-2022 budgets. There will be an explanation for the expenditures and our budgetary numbers in each of the three key areas in the remainder of this report (see pages 2-3) along with a "Conclusion" at the end of this report (pages 3-4).

- Total Amount for Revenue - Semester TWO:	\$17,075.00
- Total Amount for Expenditures - Semester TWO:	\$17,047.00

TOTAL EXPENDITURES/REVENUE BALANCE (at End of Semester Two) + \$ 28.00

Budget/Expenditures for Each of the Three Key Areas

- **Instructor Costs:** Budget/Revenue @ \$15,800 - Actual Expenditure @ \$15,882 = **-\$ 82**
 - **Syllabus/Printing:** Budget/Revenue @ \$ 755 - Actual Expenditure @ \$ 700 = **+\$ 55**
 - **Misc. Expenses:** Budget/Revenue @ \$ 520 - Actual Expenditure @ \$ 465 = **+\$ 55**
- TOTAL BUDGET/EXPENDITURES BY KEY AREA – (End of Semester TWO) +\$ 28**

*The rate approved by the FRFC Board for 2021-2022 year was \$1000 for FRFC students and \$1,100 for Non FRFC Students – This rate covers all costs, including tuition, videos, books and other teaching materials for the students for both semesters.

EXPLANATORY NARRATIVE AND SPECIFIC NUMBERS FOR EACH KEY AREA-

Instructor Costs:

The instructor costs for Semester TWO included a primary instructor and five adjunct instructors; same as in Semester ONE. The primary instructor was retained for services on a per hour basis with no benefits or other expenses added; that hourly rate was set a \$50.00 per hour (the same as it has been for the last three years). The other five adjunct instructors were part of a “Leased Resource Agreement” through the FRFC (very similar to what is being used in the FRFC Fire Academy). The standard rate for all five instructors was \$55.67 per hour. This area (Instructor Costs) had our only over budget costs for the semester; it was also the area we had *expected* to be well under budget. Our initial target was to be between \$850- \$1,000 under budget in this area. We ended up losing \$750 in revenue for three students that quit during the second semester prior to our fourth class (that class is the tipping point for full tuition vs. half tuition for those quitting the course). Another increase in our instructor costs was due to our concerns for and adaptation to COVID 19. This 2022 semester, due to the virus, we encouraged all of our students to stay home if they felt ill or had any signs or symptoms of COVID, or if they thought they had been exposed to the virus. This resulted in having to do four make-up classes, via ZOOM, for students that had missed the regular offering for class. The financial impact was an increase in instructor costs by approximately \$500. Thus, when you add these costs together, we ended up with slightly over \$1,250 more in instructor costs than we targeted. The specific numbers for Instructor Costs were:

• Primary Instructor/Facilitator Costs =	\$13,100	
• Leased Resources Costs for 5 Instructors =	\$ 2,782	

Total Instructor Costs - Semester TWO	\$15,882	- \$82 Over Budget
Budget/Revenue for Instructor Costs - Semester TWO	\$15,800	

Syllabus/Printing Costs:

This key area covers the costs for purchasing each student a notebook that includes a 70+ page syllabus with instructional notes. It also includes various copies for pertinent articles that are photocopied for each student for each class. Our estimates of printing and copying costs of \$755 for this semester were adjusted up, based on numbers that we used for the first semester of the course. With the printing and costs for notebooks increased from our estimates for the first semester, we were able to bring this area under budget for semester two with these changes made.. The specific numbers for Syllabus/ Printing Costs were:

• Total Costs for Copies- Syllabus Notes & Articles =	\$ 529	
• Total Costs for 37 Notebooks (3-Ring Binders) =	\$ 171	

Total Syllabus/Printing Costs - Semester TWO	\$ 700	+ \$ 55 Under-Budget
Budget/Revenue for Syl./Print Costs – Semester TWO	\$ 755	

Miscellaneous Costs (Expenses):

This key area covers the costs for purchasing the daily supplies needed for the students to carry out each class. This would include Water, Coffee, Paper Plates, Plastic wear, and napkins; it also includes some food costs for graduation (Note: food for each class during the semester was provided by the students). For the second semester, we increased our costs, based on the experiences we had in the first semester (we went over budget on these estimates in the first semester). The increases we adopted for this semester proved to be more accurate and we were under our budget for the second semester in this key area. The specific numbers for **Miscellaneous Costs** were:

- **Miscellaneous Costs - Semester TWO - Supplies = \$ 309**
- **Miscellaneous Costs - Semester TWO – Food/Grad. \$ 156**

TOTAL MISCELLANEOUS COSTS – Semester TWO \$ 465
Budget/Revenue for Misc. Costs – Semester TWO \$ 520

+ \$ 55 Under-Budget

Conclusion:

We had a very good second semester for the FRFC Envision Leadership program! The second course, *The Leadership Encounter* was well received by our students; 31 students passed the course with a grade of “B” or higher. Our utilization of the five adjunct instructors was also well received and turned out to be another success for the second semester. The adjunct instructor model should be very beneficial in the future as we look to move forward with a different teaching model and for a solid succession plan for 2022-2023. In the end, we also finished under budget by \$28 dollars for this second semester. Although this was a good thing financially (being under budget) we truly thought we would do better and be somewhere near \$1,000 under budget. There were also challenges in this second semester; losing six students and, of course, the ongoing impact of COVID 19.

Once again, we had to make some adjustments to our class offerings due to COVID. For the first half of the second semester, the virus protocols for Larimer County were still in effect and affected our teaching at Loveland’s Training Center. The students were required, while being in class at Loveland, to wear a mask for the first part of this semester. While this was a bit of an inconvenience (we did not have to wear the mask while at Windsor’s classroom) we were able to get through it with few issues. One issue related to COVID *did* affect us financially. We took an approach this year to encourage our students to stay home if they had any COVID-like symptoms, or if they just didn’t feel well, or if they were around anyone that had COVID. Our intent was to minimize any negative impact, grade-wise, for absenteeism by offering make-up classes via ZOOM. We ended up offering four of these ZOOM make-up classes. This, of course, increased our instructor costs by \$500. However, our plan did reap some real benefits. We only had two students the entire semester that contracted COVID and had to miss classes. Further,

no students were exposed to or contracted COVID in our classrooms. This was quite remarkable considering how often our firefighters had the opportunity to be exposed to COVID, and perhaps expose others, even if they were asymptomatic. Personally, I think this plan was a good one and well worth the extra money we invested.

Losing six students was difficult; it was also about twice what our normal loss has been for the second semester. Based on our assessment of these six students, "Increased Workload" (from their job) was the most common reason given for needing to quit during the second semester. Directly, or indirectly, this was the cause for three out of the six students that decided to quit the course. One student left the course because he was hired for a firefighter position out of the area. Two other students left the course for family-related issues; one of these resulted in an unacceptable level of absenteeism (missed five classes in the first eight weeks). No students left the course because of a dislike for the course material, instruction, or because they felt it wasn't worth their time. This can be viewed as a positive from what would otherwise be considered a very negative aspect of this second semester.

All told, this second semester of the FRFC Envision Leadership course was a success by nearly any of the metrics we use. The future, at this point, looks very bright for the next year of courses for the FRFC Envision Leadership program. If you have any questions about this financial report, or questions about anything related to Envision Leadership, please contact me at your earliest convenience.

Randy Mirowski

Randy Mirowski

Training Chief, FRFC Professional Development