

Berthoud Fire Protection  
Boulder Fire Rescue  
Boulder Rural Fire Rescue  
Front Range Fire Rescue  
Greeley Fire Department  
Lafayette Fire Department



Longmont Fire Department  
Louisville Fire Protection  
Loveland Fire Rescue Authority  
Mountain View Fire Protection  
Platte Valley Fire Protection  
Windsor Severance Fire Rescue

**FRFC Board of Directors  
Notice of Regular Board Meeting and Agenda  
May 21, 2024, 2:00pm  
Virtual Meeting – Via Teams  
(Video and Phone Conference Attendance Options Below)**

*The 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](mailto:Chief@frontrangefireconsortium.org) or call 970-962-2869 to assist with any specific need(s) as soon as possible.*

**AGENDA ITEMS**

1. **Call to Order:**
2. **Roll Call:**
3. **Approval or Changes to the Agenda:**
4. **Approval or Changes to Previous Board Meeting Minutes:** Previous Board Meeting Minutes from April 16, 2024 – Regular Meeting
5. **Call to the Public:**
6. **Discussion/Possible Action:** Financial and Organizational Consulting Services: Eidy Bailly
7. **Financials:**
  - a. **Discussion/Possible Action:** Monthly Financial Report
  - b. **Discussion/Possible Action:** FRFC Audit
8. **Old Business:**
  - a. **Discussion:** FRFC Academy 2024-1 Update

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- b. **Discussion/Possible Action:** Update on All American Leadership Training Proposal & Class Dates/Timeline
  - c. **Discussion/Possible Action:** Possible Hosting of FRFC Open Seminars/Training Events & Outside Instructors
  - d. **Discussion/Possible Action:** AIMS Bridge Model
9. **Next Regular Meeting:** 2:00pm June 18, 2024, Windsor Severance Fire Rescue Station-1, 100 N 7<sup>th</sup> St. Windsor, CO 80550

10. **Adjournment:**

## Microsoft Teams meeting

Join on your computer, mobile app or room device

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Meeting ID: 225 021 704 177

Passcode: a2YxeZ

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**FRFC Board of Directors  
Regular Board Meeting – Meeting Minutes  
April 16, 2024, 2:00pm  
Boulder Rural Fire Rescue – 6230 Lookout Rd. Boulder, CO 80301**

**AGENDA ITEMS**

1. **Call to Order:** The meeting was called to order at 2:00pm by FRFC Board President, Chief Tim Sendelbach.
2. **Roll Call:** Chief Stephen Charles (Berthoud), Chief Michael Calderazzo (Boulder), Chief Greg Schwab (Boulder Rural), Chief Mike West (Front Range), Chief Brian Kuznik (Greeley), Chief Pete Bradshaw (Lafayette), Chief Dan Higgins (Longmont), Chief John Willson (Louisville), Chief Tim Sendelbach (Loveland), Chief Dave Beebe (Mountain View), Chief Chris Angermuller (Windsor)

**Also Present:** Chief Eric Klaas (Loveland), Lieutenant Stew Visser (Longmont), Captain Justin Boehler (Boulder), Lieutenant Alex Klinger (Loveland), Cherie Kozak (FRFC & LFRA Admin)

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

*Motion to approve the agenda as presented - Chief Brian Kuznik (Greeley Fire Department)  
seconded – Chief Stephen Charles (Berthoud Fire Protection District)  
All Approved – Motion Carried*

4. **Approval or Changes to Previous Board Meeting Minutes:** Previous Board Meeting Minutes from March 19, 2024 – Regular Meeting

*Motion to approve the previous Board meeting minutes as written - Chief Dan Higgins (Longmont Fire Department)  
seconded – Chief Brian Kuznik (Greeley Fire Department)  
All Approved – Motion Carried*

5. **Call to the Public:** No members of the public provided comment either in person or online.

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## 6. **Academy 2024-1:**

### a. **Discussion:** FRFC Academy 2024-1 Update

Chief Klaas shared the following Academy topics:

- **Academy** - Starting week 9 of 15 and recruit numbers stand at 43, since they lost one due to academic performance.
- **Budget** - Academy has spent roughly \$30,000 in material costs, which is similar to the last two battalion academy and in total they have spent \$196,000.00 of the \$616,000.00
- **Leased Resources** – Chief Klaas shared that Lieutenant Visser is doing a great job managing Leased Resources for the Academy.
- **Major Equipment** – The academy purchased all items on the purchase request list and spent \$21,365.00 of the \$23,000.00 that was authorized.
- **Academy Coordinator** - Chief Klaas added that this is the first Academy with an Academy Coordinator, and he expressed his appreciation to Lieutenant Visser for taking over so much of the administrative responsibilities and doing a fantastic job. He also thanked the Board for letting them try this new addition to the Academy model.
- **Graduation** – Will be held at LifeBridge Church in Longmont on May 30<sup>th</sup> at 5:30pm.

## 7. **Financials:**

### a. **Discussion/Possible Action:** Monthly Financial Report

No one from JVG was available to report in person, but the financials were mailed out to the Board members for their review.

*Motion to approve the monthly financial report as presented – Chief Greg Schwab (Boulder Rural Fire Rescue)*

*seconded – Chief John Willson (Louisville Fire Protection District)*

*All Approved – Motion Carried*

### b. **Discussion/Possible Action:** FRFC Audit

Sara Simonton From JVG was not present to report on audit status.

### c. **Discussion/Possible Action:** Financial and Organizational Consulting Services

Chief Sendelbach shared that the Subcommittee met and there were three submissions, Raftelis (Colorado), Eide Bailly (California), Crimson Effect (Colorado).

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He also said that the subcommittee reviewed the proposals, and their recommendation is to move forward with Eide Bailly as the selected consultant group for the FRFC. Chief Sendelbach said he would send out the winning proposal to all Board members. He also shared that Eide Bailly would be able to help with the strategic plan for the FRFC if the Board decides to pursue that.

Chief Kuznik said the subcommittee was charged to select a vendor with a \$30,000 budget and they were able to do that with the Eide Bailly's proposal of \$30,000. He said two individuals stood out. The first, who is responsible for all of the financial analysis that will take place, served in several municipalities as a finance director. The other, whose first name is Bryn, brings an organizational development and leadership perspective. Chief Kuznik said they discussed the possibility of carrying their services into strategic planning which he said would be a deeper conversation for the board as a whole, but he feels Bryn checks all of the boxes in terms of capability and credentials. He also said that although they don't have any fire experience, the subcommittee collectively agreed that having an outside perspective without the fire service background may actually prove to be beneficial in finding new ways of doing business.

Chief Sendelbach said that Eide Bailly indicated they could start within two weeks and are ready to move forward pending the Boards approval. After Board approval, Chief Sendelbach asked Cherie to reach out to Bradford to share that they had been awarded the contract and to start setting up the process. He shared that the first phase will be a discovery phase and said it will be virtual for Eide Bailly but asked if the Board might all be present as one voice in one room.

*Motion to approve and move forward with Eide Bailly as the Financial and Organizational consultant for the FRFC - Chief Pete Bradshaw (Lafayette Fire Department)  
seconded – Chief Dan Higgins (Longmont Fire Department)  
All Approved – Motion Carried*

## **8. Old Business:**

- a. **Discussion/Possible Action:** Update on All American Leadership Training Proposal  
Chief Sendelbach shared that he and Cherie have been working with Rick Rochelle from All American Leadership to plan a site visit on May 2<sup>nd</sup>. He said that the class will be divided amongst the member agencies, with each receiving 1 seat covered by the FRFC and then each agency would be responsible for the cost of the additional

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desired seats they have secured. Chief Sendelbach said the site visit is scheduled for the Rialto, AIMS Community College and LFRA Station 10. He included that he would try to connect Rick Rochelle and Ross Perkins, from AIMS to discuss college credit for the class. He included that the expectation is that the FRFC would host the working lunch for each of the 7 classes, which will be an additional cost for the FRFC.

Chief Kuznik shared that there were three departments that had committed to two seats (Windsor, Louisville, and Platte Valley). A discussion opened by Chief Kuznik addressed the three extra seats available to the member agencies. He shared that at the last meeting there was discussion on how to fill the remaining seats if agencies did not decide to take their 3 available seats. They collectively agreed that they would utilize the size of the organization based off the number of firefighters each organization had. The numbers for firefighters per agency were taken off the internal survey for the AFG Grant.

Chief Kuznik said they agreed to start with the largest department, which is Mountain View, so they would get first right of refusal to take Windsor's available 3<sup>rd</sup> seat.

- Chief Beebe from Mountain View said – yes, he would like to take the 4<sup>th</sup> seat from Windsor.
- Chief Calderazzo from Boulder was next largest, and he said – no, he was good with three and didn't elect to have the 4<sup>th</sup>.
- Chief Kuznik from Greeley said – yes, they would like a 4<sup>th</sup>, so they took Louisville's extra Seat.
- Chief Sendelbach from Loveland said – no, they were fine holding at 3.
- Chief Higgins from Longmont said – yes, they would take the 4<sup>th</sup> seat, so they took the extra from Platte Valley.

Chief Sendelbach brought attention to the start date and class dates for the program, and he said the projected start date is October 3<sup>rd</sup>, but may be moved to late September.

Chief Kuznik asked about attendance requirement. He asked Chief Sendelbach to connect with him to put together a communication the Chief's can send out to address all of the highlights. Chief Sendelbach said he and Chief Kuznik would work on the attendance aspect and then get that out to the group.

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**b. Discussion: AIMS Bridge Model**

Chief Sendelbach said he, Chief Bradshaw, Chief Charles and Chief Angermuller met with John McDougall and Ross Perkins. They discussed that AIMS is offering a firefighter II course but what they don't offer is a high contact course, as they are limited by their accreditation through higher education.

Chief Bradshaw said he had a sheet outlining their meeting and asked Cherie to send it to the Board for their review. He also said he feels they will be in a position to make a decision at the next meeting and shared the possible options with the Board.

**Points of Discussion and Agreement:**

- The Board elected to pursue Option 1.
- FRFC will likely make the Bridge program a summer academy and take recruits from the past two AIMS Classes.
- The Board would like a hiring process, possibly going to AIMS and having a hiring day. Candidates would interview with FRFC agencies who are hiring at that time.
- The Bridge model is basically a lateral hire. 5-week bridge (Firefighter II) with extensive sets and reps. Aims recruits would be coming to Academy with Firefighter I and HazMat Ops.
- Chief Sendelbach asked Chief Klaas and Lieutenant Visser to join the planning group to help determine the difference between the AIMS program and FRFC Academy so they can be sure the Bridge program would meet the member agency needs.

**c. Discussion: Possible Hosting of FRFC Open Seminars/Training Events & Outside Instructors**

Chief Bradshaw and Chief Higgins asked for an extension, as they had not yet finalized their research. The Board agreed to table the report until the next meeting.

**9. Next Regular Meeting: 2:00pm May 21, 2024, Virtual – Via Teams**

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#### **10. Adjournment:**

*Motion to adjourn – Chief Dave Beebe (Mountain View Fire Rescue)*  
*seconded – Chief Stephen Charles (Berthoud Fire Protection District)*  
*All Approved – Motion Carried*

#### **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.

\_\_\_\_\_, FRFC Board President  
Fire Chief Tim Sendelbach

\_\_\_\_\_, FRFC Board Secretary  
Fire Chief Brian Kuznik





EideBailly



**INSPIRED TO  
HELP YOU  
THRIVE**

February 22, 2024

**Proposal for Financial and Organizational Consulting Services**

# **FRONT RANGE FIRE CONSORTIUM**

**Submitted By:**

Eide Bailly LLP

**Bradford Rockabrand, CPA, CIA**

Partner

February 22, 2024

Fire Chief Tim Sendelbach, President  
410 East 5<sup>th</sup> Street  
Loveland, CO 80537

Dear Chief Sendelbach,


Thank you for giving Eide Bailly the opportunity to provide this proposal to provide the Front Range Fire Consortium (FRFC) with financial and organizational consulting services. Eide Bailly has the qualifications, experience, and passion to be your firm of choice for this engagement. Eide Bailly is pleased to express our interest in providing consulting services FRFC, as outlined in the Request for Proposals (RFP) for the restructuring of Member Agency financial contributions and succession planning for the fire training academies.


With a proven track record in organizational development and strategic planning, our team is confident in our ability to support FRFC in achieving its goals. Our experience includes guiding organizations through similar transitions, optimizing financial structures, and developing robust succession plans.

We understand the critical role that FRFC plays in providing training and services to support fire and emergency services in Member Agencies. As such, we are committed to delivering tailored solutions that meet the unique needs of FRFC and its stakeholders.

If selected, we will ensure open communication and collaboration with the FRFC Board, attending meetings as requested and providing thorough analysis and recommendations in a timely manner.


We are excited about the opportunity to contribute to the continued success of FRFC and its mission. Thank you for considering our proposal. We look forward to the possibility of working together.

 **Understanding of Work:** We understand your needs and have provided similar services within the government industry for more than 70 years. Proper financial analysis is critical to your success and growth, as is alignment with your Intergovernmental Agency (IGA). Our professionals can assist with the unique needs of the FRFC and, because of our experience with similar organizations, assist you with identifying other areas of need. We will create a final report and present it to the Board, providing strategic business and financial modeling solutions and succession planning that will help the Consortium have an even greater impact in the communities it serves.

 **Extensive Government Industry Experience:** Through serving more than 1,300 government clients, our professionals have gained focused expertise in the government industry. Our experience includes guiding organizations through similar transitions, optimizing financial structures, and developing viable and actionable succession and continuous improvement plans. With a proven track record in financial advising and organizational development, our team is confident in our ability to support FRFC in achieving its goals, establishing a path forward for the Consortium that will ensure success now and into the future. As a valued client, you will also experience:

**Regional Presence and Experience:** Eide Bailly's Government Advisory Services team operates in a virtual environment with expert team members located strategically throughout the United States. We also recognize the need to be served by a firm located in and with experience in your region. Eide Bailly is headquartered in North Dakota, with offices in 15 states including Colorado. We currently provide similar services to other government clients and are familiar with the operating environment for local governments in Colorado.

**Proactive Communication and Timeliness:** Your proposed engagement team's experience will allow us to address your needs in a timely fashion. We will ensure open communication and collaboration with the FRFC Board, attending meetings as requested, and provide thorough analysis and recommendations in a timely manner.

 **We Want to Work with You:** We deliver honest and insightful advice beyond what is normally experienced in the public accounting industry. Our tagline, **what inspires you, inspires us**, is more than a promotion. We honor the work you do and are passionately committed to your success. Please contact me if you would like to discuss any aspect of this proposal.

Sincerely,



**Bradford Rockabrand, CPA, CIA Partner**  
909.755.2712 | [brockabrand@eidebailly.com](mailto:brockabrand@eidebailly.com)



## FIRM PROFILE AND EXPERIENCE OF PERSONNEL

# WE UNDERSTAND GOVERNMENTS

Our firm's Government Industry Group has 275+ full-time professionals who share information, learn from others, and stay up to date on industry developments. To gain the greatest benefit, the knowledge is shared with professionals across the firm.

The government industry represents one of Eide Bailly's largest niche areas — with more than 1,300 government clients firmwide. We provide audit and advisory services for a variety of cities, counties, colleges and universities, fire districts, school districts, state agencies, water districts, and tribal entities. Through serving these clients, our professionals have gained focused expertise in the government industry and will provide you with comprehensive and effective financial and organizational consulting services.

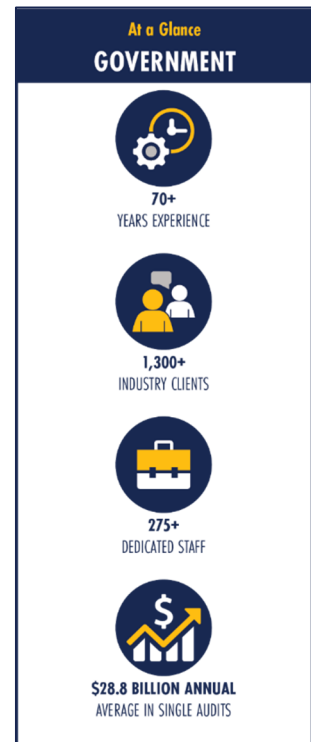
### Advisory Team Experience

Our Government Advisory Services Department specializes exclusively in providing advisory services for state and local government agencies like yours. Our team is located throughout the United States with team members based in Colorado, California, and other states as well.

The Government Advisory Services Department staff have a thorough understanding of state and local government finance and organizational development, which provides them with diverse perspectives and experience that is grounded in best practices and the latest standards, information, and trends. Our team also brings the unique perspectives of individuals who have previously served as senior level leaders in local governments in multiple states. Services provided by our department include, but are not limited to:

- Budget Development / Assistance
- Organizational Assessments
- Financial Policy Development
- Complex Financial Analysis
- Long-Term Financial Planning
- Succession Planning
- Continuous Improvement

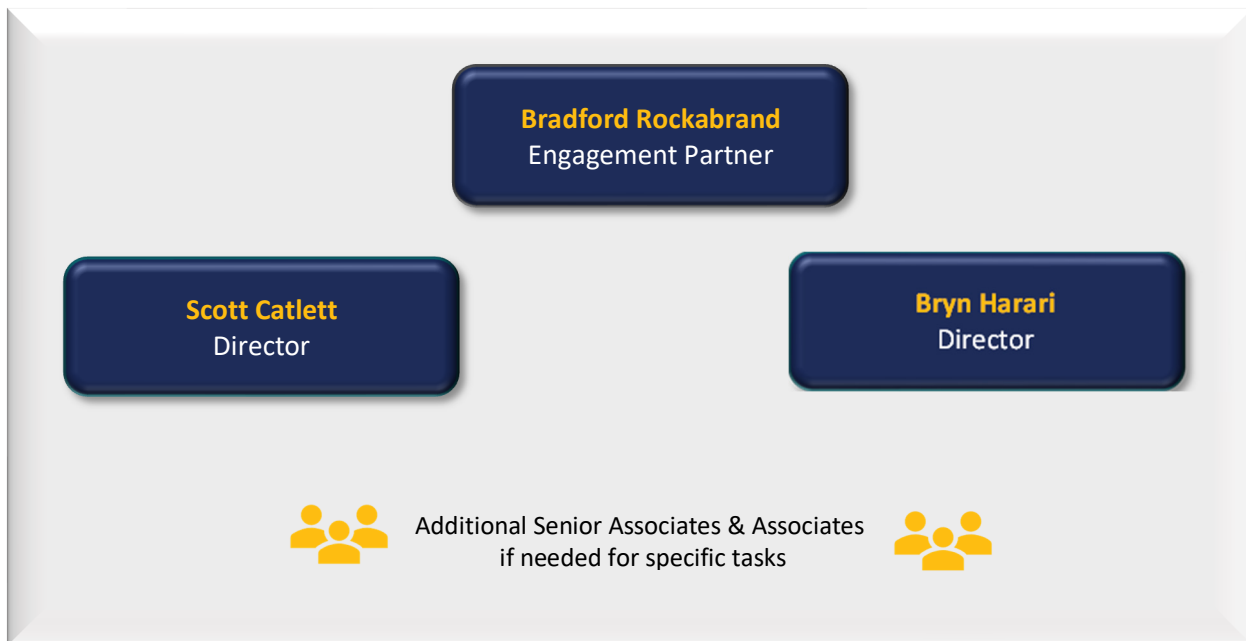
Our team members, who have served in senior leadership positions, understand the effective management of a high-performing Finance Department that operates consistent with best practices. They can propose solutions to your financial management challenges or deficiencies, whether you know what they are or need assistance identifying them. Similarly, our Organizational Development consulting experience can support your process for succession planning and modeling. Our advisors will add value by highlighting how we can deliver our services to you more efficiently and at a lower cost.



## AN EXPERIENCED SERVICE TEAM

We are passionate about our work—and your success. We have selected professionals for your service team who are the right fit for your engagement, based on their knowledge and experience in the government industry.

**Bradford Rockabrand** will serve as the Engagement Partner and **Scott Catlett** and **Bryn Harari** will lead the engagement. Bryn Harari will serve as your primary point of contact.



### Staff Continuity

To help ensure a strong business relationship and to minimize disruptions, we keep staffing changes to a minimum. Compared to the national average, Eide Bailly experiences a higher retention rate, which translates to providing our clients with consistent service teams. We will strive for continuity of staff for your engagement. With this continuity comes quality as team members' knowledge of your organization grows from year to year.

### Team Overview

The following pages provide an overview of your proposed service team. Their education, qualifications, and skillsets are diverse and comprehensive.

## DR. BRADFORD ROCKABRAND, CPA, CIA, MBA

Partner

**INSPIRATION:** I find great joy in creating empowering, cross sector partnerships with our government clients in order to support them in carrying out their mission of public service. By understanding the complex, evolutionary environment in which governments operate, I can offer sound advice and provide turn key solutions that meet their objectives.

909.755.2712 | [brockabrand@eidebailly.com](mailto:brockabrand@eidebailly.com)

Brad has more than 15 years of experience in various aspects of auditing, compliance, and financial and regulatory reporting via public accounting and government enterprises. He helps our clients identify organizational strategies that align their objectives with the complex and evolutionary regulatory environment.

Brad is a hands-on audit and accounting professional with considerable experience in financial accounting and reporting, internal control development, policy composition, budgeting, cash flow modeling and long-term debt use. His professional experience is primarily in municipal finance policy issues as they pertain to new GASB pronouncements and legislative changes. Brad prepares in depth financial analysis on the potential impacts of the changing political landscape in California and assists his clients with navigating the associated implementation complexities.

Outside of work, Brad is an adjunct professor of public administration and enjoys traveling, playing golf, experimenting in the kitchen, and spending time with friends and family.

### Client Work

Provides advisory services for government organizations navigating the evolutionary legislative and political landscape. Services include internal control review and design, policy implementation and monitoring, risk analysis and related policy design, general ledger maintenance, strategic management, financial analysis, debt issuance and use, cash/investment management, and internal and external reporting.

Secured \$17,500,000 in private placement debt for a water district in an adjudicated water basin where there was no established market for water rights in order for the district to purchase permanent water rights to serve the community.

Turned around a community services district with a going concern opinion and no reserves through meticulous budgeting and strict adherence to accounting practices which now has nine consecutive years of unmodified audit opinions, no findings, sufficient reserves and current administrative and financial policy.



### Memberships

American Institute of Certified Public Accountants

Government Finance Officers Association

California Society of Municipal Finance Officers

### Designation/Licensures

Certified Public Accountant

Certified Internal Auditor

### Education

Doctor of Public Administration - University of La Verne, CA

Master of Business Administration - Saint Louis University, MO

Bachelor of Arts, Business - Principia College, Elsah, IL

## SCOTT CATLETT, MPA

Director

**INSPIRATION:** I enjoy leveraging all that I've learned as a government finance officer and advisor to my clients to help them find targeted solutions to their problems. By taking the time to understand each client's unique situation and the challenges that they face, I am able to tailor my recommendations to achieve their goals. Seeing the end result achieved and the client's success is what brings me to work each day.

775.337.3941 | [scatlett@eidebailly.com](mailto:scatlett@eidebailly.com)

Scott provides expert insights regarding the problems facing governments today, including financial sustainability, establishing robust financial management practices, and delivering services efficiently in an environment of revenue challenges. Prior to joining Eide Bailly, Scott spent 17 years working directly for local governments, after serving as a consultant to state and local governments earlier in his career. As a chief financial officer and assistant chief financial officer for three medium- to large-sized cities, Scott managed budgets of as much as \$1.2 billion and investment portfolios of as much as \$500 million.

When you work with Scott, you can expect an approach that focuses on your specific needs and the unique attributes of your organization. While financial concepts and practices are often similar from agency to agency, no two clients are the same. Scott provides each client with recommendations and results that are specific to their situation and measurable against their desired outcomes.

Outside of work, Scott enjoys hiking the forested trails near his home and cheering for his boys at their football, baseball, and basketball games.

### Client Work

Scott's primary areas of expertise include long-term financial planning, budgeting, debt administration, organizational assessment, and fiscal policy development.



### Memberships

Government Finance Officers Association

Tennessee Government Finance Officers Association

California Society of Municipal Finance Officers

### Education

Master of Public Administration - California State University, San Bernardino, CA

Bachelor of Science in Management, Finance - Tulane University, New Orleans, LA

### Community

California State University- San Bernardino Master of Public Administration program adjunct faculty member

Government Finance Officers Association Budget Analyst Training Academy, Former instructor

California Society of Municipal Finance Officers, Past President

## Bryn Harari, Ph.D.

Director of Organizational Development Advisory Services

**INSPIRATION** I am a perpetual learner driven by boundless curiosity about people and how the systems they create work. I coach and consult with business leaders to identify solutions to their most pressing challenges. I seek to ignite motivation, innovation, and transformation.

949.791.7958 | [bharari@eidebailly.com](mailto:bharari@eidebailly.com)

Bryn brings 30 years of experience in Leadership and Organizational Development, with expertise in Continuous Improvement (CI) and Change Management. She promotes transformation by empowering business leaders to bridge the gap between strategy and action. As an executive coach, expert in adult learning, and certified change management specialist, she equips principals and managers with effective leadership skills and practices that unlock motivation and innovation.

Well versed in navigating the complexities of matrixed organizations, Bryn has managed successful change initiatives implementing the latest and best industry standard practices. She develops impactful training and meticulous program evaluation that drives ongoing improvement. She has contributed to state-funded initiatives ranging from \$10M-\$470M and spearheaded an award-winning alternative learning initiative for a top achieving school district.

Bryn looks for every opportunity to help individuals *and* organizations grow and reach their goals. She is dedicated to understanding the unique needs of each client, meticulously crafting practical, customized strategies that can be implemented with fidelity. No two clients are the same and every business requires a unique strategy to resolve challenges. Her work fosters enduring and systemic changes that help teams and individuals realize their greatest collective potential, cultivating mastery, collaborative learning, efficacy, and fulfillment.

Away from work Bryn enjoys spending time outdoors, walking on the beach and enjoying the beautiful hiking trails of Orange County, CA with her family. She travels internationally at every opportunity. Bryn has long been an advocate for children and adults with learning challenges, including ADHD and other types of neurodiversity. She is an Executive Functioning coach and volunteers for a national organization supporting and advocating for children and adults with ADHD.



### Memberships

Organization Development Network

Children and Adults with ADD (CHADD) National Chapter

International Coaching Foundation (ICF)

### Special Training

Executive Coaching

Executive Functioning Coaching  
Communication for Collaborative Problem Solving

### Education

Ph.D. Educational Psychology

M.A. Ed. Educational Leadership

B.A. Psychology

B.A. Political Science

### Community

Former Adjunct Faculty,  
Cambridge College in  
Massachusetts

Past Board Member for numerous  
educational and non-profit  
organizations

Current Coordinator of the  
Greater Orange County CHADD



## PROJECT APPROACH AND TIMELINE

Our team will conduct a discovery meeting at the beginning of the engagement to thoroughly understand your needs and develop an engagement plan that addresses those needs.

We anticipate that project activities will include:

Discovery Meeting
Virtual attendance at FRFC Board meetings, as requested
Virtual meetings with FRFC representatives, as requested
Interviews, review and analysis of documents to make recommendations for alternate financial contribution structure
Interviews and review of current program structure to identify potential models for succession planning
Written report with analysis and recommendations
Present final report to Board and Community Members, in person

## Client Responsibilities

- Provide continuous knowledge and information related to the Consortium's historical transactions and other information as necessary to allow us to be successful in our roles.
- Respond timely to requests for specific support and information needed.
- Designate a competent individual to oversee the services.
- Provide a point of contact for our team.
- Accept responsibility for the results of the services.
- Make all management decisions and perform all management functions.

## REFERENCES

We have worked with several agencies performing organizational audits and making business modeling recommendations. We encourage you to reach out to our references to learn more about the value that Eide Bailly has brought to their organizations over the years.

## Representative Clients

City of West Fargo, ND	Contact	Heide Delorme, Finance Director   701.515.5003   <a href="mailto:heide.delorme@westfargond.gov">heide.delorme@westfargond.gov</a>
	Scope of Work	Financial assessment of the City and organizational assessment of the Finance Department.
	Date	2023-2024
Rosamond Community Services District, CA	Contact	Sherri Timm, Director of Administration   661.256.3411   <a href="mailto:stimm@rosamondcsd.com">stimm@rosamondcsd.com</a>
	Scope of Work	Overall accounting and financial management services, including recommendations for strategic financial management decisions and long-term planning.
	Date	2018-present

## FRONT RANGE FIRE CONSORTIUM

<b>City of Yorba Linda, CA</b>	<b>Contact</b>	Dianna Honeywell, Finance Director   714.961.7141   <a href="mailto:dhoneywell@yorbalindaca.gov">dhoneywell@yorbalindaca.gov</a>
	<b>Scope of Work</b>	Revisions to the City's purchasing policy through facilitated discussions with key departments to address areas of concern while ensuring compliance with California Law including the California Public Construction Cost Accounting Act. Preparation of an updated facilities, vehicles, and equipment replacement program and funding analysis.
	<b>Date</b>	2023-present
<b>South Coast Water District, CA</b>	<b>Contact</b>	Sander Huang, Purchasing Agent   949.499.4555   <a href="mailto:shuang@scwd.org">shuang@scwd.org</a>
	<b>Scope of Work</b>	Consolidation of multiple policy documents into a new comprehensive procurement policy with facilitated feedback and review by key staff and elected stakeholders.
	<b>Date</b>	2023-Present
<b>The Hebrew Academy of Orange County</b>	<b>Contact</b>	Joseph Newman, Dean   714.898.0051   <a href="mailto:rnewman@hacds.org">rnewman@hacds.org</a>
	<b>Scope of Work</b>	Organizational assessment and succession planning
	<b>Date</b>	2022-2023
<b>Adivi EoL Consulting</b>	<b>Contact</b>	Carla Adivi, Founder   818.355.0460   <a href="mailto:carlaadivi@adiviconsulting.com">carlaadivi@adiviconsulting.com</a>
	<b>Scope of Work</b>	Organizational development consulting: Strategic Planning, business modeling and executive coaching.
	<b>Date</b>	2023 - present

## COST SUBMISSION

Our fees are based on the various levels of responsibility and specific skill sets required to perform the work. In this case, due to the specialized nature of the work, the resources assigned to the engagement are Directors, but may be supported, if required, by other staff. Based on the scope of work provided by the Consortium, the estimated total not-to-exceed cost would be as outlined in the table below. Actual costs will ultimately be dependent on the actual hours required to complete the assigned tasks. If the scope of work is determined to be significantly different than anticipated, we will communicate with the Consortium prior to undertaking additional tasks so that there are no surprises. In recognition of this, we have included an additional \$2,900 in the fee estimate to accommodate additional tasks that the Consortium may wish to include in the scope of services.

Activity	Estimated Hours	Projected Cost
Engagement Management	6	\$ 2,200
Financial Analysis and Report	27	9,500
Organizational Analysis and Report	21	7,400
Travel (Billed at 50% of Cost)	32	5,600
Reimbursable Expenses	N/A	2,400
Adjustment to Not To Exceed Fee	N/A <sup>1</sup>	2,900
<b>Total</b>	<b>70</b>	<b>\$ 30,000</b>

<sup>1</sup> Given the unique nature of the scope, we believe that some additional room for the scope to be modified at the Consortium's option is appropriate.

## Standard Rate Schedule

Our work will be billed at the rates shown in the table below.

Staff Level	Hourly Rates
Partner	\$371
Director	\$350
Senior Manager	\$318
Manager	\$265
Supervisor	\$235
Senior Associate	\$201
Associate	\$159

## **We Want to Work With You**

To us, work is not just work; we see it as a chance to help you solve problems, achieve goals, and pursue passions. We can connect you with the knowledge, resources, and solutions that help bring confidence to your financial operations and decisions. We want to work with you!

If you have questions or would like additional information, do not hesitate to contact us. We want to make sure you have everything you need to make your decision.



**Bradford Rockabrand, CPA, CIA**

**Partner**

909.755.2712

[brockabrand@eidebailly.com](mailto:brockabrand@eidebailly.com)



## PROPOSED TIMELINE

July 2024	●	Registration Deadline
September 2024	●	Book Delivery
October 2024	●	Academy Session 1
November 2024	●	Academy Session 2
December 2024	●	Academy Session 3
January 2025	●	Academy Session 4
February 2025	●	Academy Session 5
March 2025	●	Academy Session 6
April 2025	●	Legacy Presentations

Monthly, Optional — Coaching, Book Club, Leadership Discussion



### ALL AMERICAN LEADERSHIP CLASS DATES

**Dates for AAL Fire Leadership Academy 008. Class is scheduled once per month on Thursdays.**

**FRIDAY: July 12, 2024 – Registration Deadline**

**THURSDAY: September 19, 2024 – Book Delivery**

**THURSDAY: October 3, 2024**

**THURSDAY: November 7, 2024**

**THURSDAY: December 5, 2024**

**THURSDAY: January 16, 2025**

**THURSDAY: February 20, 2025**

**THURSDAY: March 20, 2025**

**THURSDAY: April 17, 2025**



# LEADERSHIP ACADEMY PROPOSAL FOR **Front Range Fire Consortium** 2024-2025



Inspiring, Empowering, and Challenging Leaders  
to Build High Performance Cultures

REVISED MARCH 25, 2024



**LEADERSHIP**

## **WELCOME MESSAGE**



Rob Nielsen, CEO and Founder of **All American Leadership**

### **THANK YOU!**

On behalf of the entire All American Leadership team, I want to express our deep appreciation for this opportunity to develop a partnership with the **Front Range Fire Consortium** and by extension each of your departments, your families, and communities. It is an honor for us.





**LEADERSHIP**

# PROPOSAL OUTLINE

- Who We Are
- Proposal Request
- Recommended Program
- Proposed Timeline
- Program Investment

PROPOSAL FOR:

**FRONT RANGE FIRE CONSORTIUM**

2024-2025 Fire Leadership Academy



**LEADERSHIP**

# WHO WE ARE



PROPOSAL FOR:

**FRONT RANGE FIRE CONSORTIUM**  
2024-2025 Fire Leadership Academy



## WHO WE ARE

### Leader Development From Leaders Who Have Led

All American Leadership is a unique team of experienced leaders, committed to investing the focused energy and guidance needed to inspire every individual and team we work with, empower them with the tools they need, and challenge them to achieve extraordinary things.

We understand what it takes, whether to develop a leader of character, or to build and sustain a high performing culture, because we've done it before.



*“The challenges facing today’s leaders and organizations are bigger, more complex, and frequent than ever before. Unleashing a committed effort from each team member is not a nice to have. It’s mission critical.”*

- Rob Nielsen, CEO & Founder, AAL

Our AAL team brings decades of real-world leadership experience and success. Senior business leaders, service academy graduates (West Point, Annapolis, and Air Force), municipal leaders, Navy SEALs, PhDs, aviators, global leadership expedition leaders and others, AAL faculty members know what it takes to lead and to develop leaders in dynamic, complex environments. It is who we are. It is what we do.

PROPOSAL FOR:

**FRONT RANGE FIRE CONSORTIUM**  
2024-2025 Fire Leadership Academy



**LEADERSHIP**

## WHO WE ARE

Leader Development From Leaders Who Have Led

**Program Lead: Rick Rochelle, President, All American Leadership**



BS Civil Engineering—Princeton University

MS Ecology—Colorado State University

Executive Leadership Coaching Cert—Georgetown University

Non-profit Management Cert—University of Alaska

Adjunct Faculty, National Medal of Honor Institute

Senior Faculty, National Outdoor Leadership School

(Leader development expeditions on 6 continents,  
>350 field weeks, 18 expeditions for executives)

Former Director, NOLS Professional Training

Lead Instructor, National Wildfire Coordinating Group Leadership-380

W-EMT 26 yrs, SAR 15 yrs (resilience team, vertical, swiftwater)

Rescues from Denali, Himalayas, Mt. Kenya, Cascades, Wind Cave

Division I collegiate wrestler, ultra-runner (14 x100-mile races)

### Culture & Leadership Development work with:

NASA astronauts

Medal of Honor Griffin Institute

U.S. Naval Academy (faculty & midshipmen)

Google directors (Singapore, England, CA)

Wharton School of Business

Columbia Business School

Lucas Oil

ARMS Precision

Complete Companies

Confidential: medical, university, marketing, environmental sectors

Wildland firefighters (multiple agencies)

Los Angeles Area Fire Chiefs Association

U.S. Forest Service, South Ops GACC

South Snohomish Fire & Rescue (WA)

Orange County Fire Authority (CA)

Clackamas Fire (OR)

>25 other fire departments

Many firefighters, from fire chiefs to frontline

PROPOSAL FOR:

**FRONT RANGE FIRE CONSORTIUM**

**2024-2025 Fire Leadership Academy**





**LEADERSHIP**

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## **WHO WE ARE**

### **Leader Development From Leaders Who Have Led**

#### **AAL Facilitation Team Backgrounds Include**

- Deputy Commandant, U.S. Military Academy at West Point
- Former Commandant, The Citadel
- Chief Culture Officer, Southwest Airlines, co-founder, JetBlue
- Director of Character & Officer Development, U.S. Naval Academy
- Fire Chief, Cities of Coronado and Benicia, Assistant City Manager
- Chief , National Leadership Training for Air Force ROTC
- Director, Character & Leadership Development, U.S. Air Force Academy
- VP Operations, Blue Origin – New Shepard (Put Jeff Bezos in space July 2021)
- Former Commander all SEAL East Coast Teams
- City Council Member
- Chief, National Medal of Honor Institute Leadership Program
- Commodore, Naval Destroyer Squadron 9
- Global Leadership Expedition Leader (Incl. NASA; 9 of Top 20 U.S. Bus. Schools)
- Air Force Rep. to Secretary of Defense on Ethics and Professionalism
- Rear Admiral, Naval Intelligence
- Multiple Division 1 College Athletes
- Multiple Combat Commanders
- Multiple Recipients of the Purple Heart, Bronze Star for Valor, Legion of Merit
- Multiple PhDs in Organizational Development or Leadership

PROPOSAL FOR:

**FRONT RANGE FIRE CONSORTIUM**

**2024-2025 Fire Leadership Academy**



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## PROPOSAL REQUEST

### Front Range Fire Consortium

Berthoud Fire Protection District  
Boulder Fire Rescue  
Boulder Rural Fire Rescue  
Front Range Fire Rescue  
Greeley Fire Department  
Lafayette Fire Department

Longmont Fire Rescue  
Louisville Fire Protection District  
Loveland Fire Rescue Authority  
Mountainview Fire Protection  
Platte Valley Fire Protection District  
Windsor-Severance Fire Protection District

#### What we understand:

The Front Range Fire Consortium is comprised of 12 fire departments from north of Denver to the Wyoming border. Established in 1998, the Front Range Fire Consortium has two purposes:

- Recruit Fire Academy Training
- Professional Development/Leadership Training

There is interest in piloting a program that address not only "leading self" through character and competence, but also leading *in* relationships, *in* teams, and *in* organizations. There is a desire to develop both emerging leaders and senior leaders to address the complexity, hazards, and rapidly-changing challenges of the 21st century.

This requires a cutting-edge science-based curriculum drawing from the best of academia, corporate leadership, military, sports, and neuroscience. It requires developing a psychologically safe environment for each cohort, allowing vulnerability and candor. In addition to reflection, self-assessment, and crystallizing clarity of one's purpose and values, it also requires understanding, practicing, and internalizing leadership fundamentals. It requires cognitive and emotional empathy up and down the chain of command, including the non-sworn governance structure, so that firefighters can align with the purpose of each department.

PROPOSAL FOR:

**FRONT RANGE FIRE CONSORTIUM**  
2024-2025 Fire Leadership Academy



**LEADERSHIP**

## **RECOMMENDED PROGRAM**

Creating high trust, well-aligned, high-performance cultures led by empathetic leaders of character.



PROPOSAL FOR:

**FRONT RANGE FIRE CONSORTIUM**

2024-2025 Fire Leadership Academy



**LEADERSHIP**

## RECOMMENDED PROGRAM

Creating high trust, well-aligned, high-performance cultures led by empathetic leaders of character.

We believe that high performance requires trust and alignment.

We ONLY work with organizations that share this belief.

Building and sustaining trust requires continual effort in support of an environment of psychological safety, integrity, and respect.

This is not a check-box “training” with a destination, but rather a path of individual *development*, “a mountain with no top.” As such, it requires continual effort and focus to support the common purpose and live the shared values.

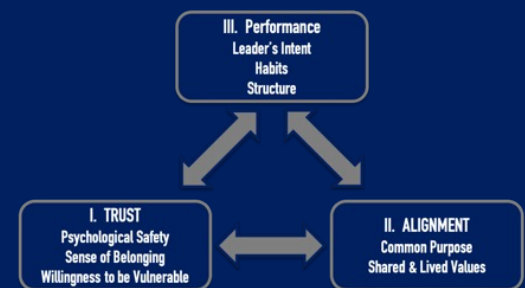
Included components:

In-person:

- AAL Leadership Academy

Online, Optional:

- Monthly Leadership Discussions with AAL community
- Monthly Book Club with AAL community
- Executive Coaching Program



All American Leadership comes prepared with a fully thought out and comprehensive format for this program. This model is designed to take the dialogue and development where it *needs* to go versus a checklist of curriculum that may or may not produce the highest value in the moment. This approach is paired with and works around a proven model, or trifecta of success:

**Trust – Alignment – Performance**

PROPOSAL FOR:

**FRONT RANGE FIRE CONSORTIUM**  
2024-2025 Fire Leadership Academy





**LEADERSHIP**

## RECOMMENDED PROGRAM

All American Leadership recommends the following components:

- **Front Range Fire Consortium Leadership Academy (7 full-day sessions)**

The crown jewel is a seven-month Leadership Academy, meeting one day per month, which is designed to inspire, empower, and challenge leaders to develop in a powerful cohesive cohort setting of 24-36 fellow leaders.

The AAL developmental framework consists of four tiers:

**Leading Self:** Purpose & Values, Mindset, Self-awareness/Self-management, and Integrity

**Leading in Relationships:** Empathy, Candor, Effective Communication and Trust

**Leading in Teams:** Leader's Intent, Caring/Challenging, Social Awareness, Coaching

**Leading in Organizations:** Organizational Purpose & Ethos, Strategy, Agility, and Efficiency

Participants will develop competency around core leadership fundamentals as well as a desire for continual leadership growth and learning long after the program has ended.

- **Optional Leadership Coaching (8 sessions, monthly)**

Partner with an experienced coach one-on-one to clarify one's personal purpose, values, goals, opportunities, and challenges. The International Coaching Federation defines coaching as: "partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential." This is not just problem solving, it is about changing one's capacity and can be life-changing!

PROPOSAL FOR:

**FRONT RANGE FIRE CONSORTIUM**  
2024-2025 Fire Leadership Academy



**LEADERSHIP**

## RECOMMENDED PROGRAM

All American Leadership recommends the following components:

### Front Range Fire Consortium

- **Optional Leadership Discussions (Monthly, during and after academy):**  
Focused monthly online experiences for all academy participants. Currently, these are configured to discuss “Leadership in a Word.” Sessions are led by experienced facilitators who engage participants to explore culture and leadership topics with corporate, civic, first responder, military, and sports leaders. This dynamic program includes engaging online polling and a blend of large group instruction and small-group breakout sessions.
- **Optional Book Club (Monthly, during and after academy):**  
We choose a cutting edge or classic book in the culture or leadership realm, then we all discuss it in digestible chunks of 4-6 chapters per month. Join the AAL community—staff and leaders from all realms to discuss, in large and small groups, lessons learned from the book. One goal is to develop as leaders through interaction and inspiration from other leaders, enhancing our application of leadership. Participants talk of how the book club and leadership discussions lead to a sense of community, lessening the loneliness of leadership.

#### NOTE!

The leadership discussions and book club are available to all departmental personnel for \$995/year/department.

PROPOSAL FOR:

**FRONT RANGE FIRE CONSORTIUM**  
2024-2025 Fire Leadership Academy



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## PROPOSED TIMELINE

“Be stubborn about your goals, not your methods.”

- David Marquet, CAPT USN (RET)  
Author, *Turn The Ship Around*



PROPOSAL FOR:

**FRONT RANGE FIRE CONSORTIUM**

2024-2025 Fire Leadership Academy



**LEADERSHIP**

## PROPOSED TIMELINE

July 2024	●	Registration Deadline
September 2024	●	Book Delivery
September/October 2024	●	Academy Session 1
November 2024	●	Academy Session 2
December 2024	●	Academy Session 3
January 2025	●	Academy Session 4
February 2025	●	Academy Session 5
March 2025	●	Academy Session 6
April 2025	●	Legacy Presentations

Monthly, Optional — Coaching, Book Club, Leadership Discussion

PROPOSAL FOR:

**FRONT RANGE FIRE CONSORTIUM**  
2024-2025 Fire Leadership Academy



**LEADERSHIP**

## **PROGRAM INVESTMENT**

“Plant trees you’ll never see.”

“Leave the jersey in a better place.”

- Leadership principles of the New Zealand All Blacks



PROPOSAL FOR:

**FRONT RANGE FIRE CONSORTIUM**

2024-2025 Fire Leadership Academy



**LEADERSHIP**

## PROGRAM INVESTMENT

### Included Components:

Fire Leadership Academy, seven x eight-hour sessions, up to 36 participants	\$99,900
Payable by Front Range Fire Consortium (FRFC)	
FRFC will develop member and non-member pricing	
Monthly Online Leadership Discussion for participants during & after academy	Included
Monthly Book Club for participants during & after academy	Included
<b>Optional:</b>	
Leadership Coaching--7 monthly sessions with an 8 <sup>th</sup> follow-up 3-6 months later	\$400/participant
Participants can be finalized in first month of academy	(\$4,000 value)
See addendum for coaching description	

### Accepted By:

**Tim Sendelbach**  
Front Range Fire Consortium

Timothy E. Sendelbach 05/06/24  
Signature Date

**Rick Rochelle, President**  
All American Leadership, LLC

Rick R. Rochelle 3/22/24  
Signature Date





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## **PROGRAM INVESTMENT (Assumptions)**

### **Assumptions:**

- Maximum 36 participants
- Printing, workbooks, textbooks, and content development are included
- Travel expenses are included in this proposal, except FRFC will create a transportation group to provide airport pick-ups for out of state faculty.
- FRFC Staff will help secure a host hotel once dates and room needs are determined
- FRFC will serve as host agency for each session.
- FRFC will provide coffee, lunch, and snacks
- AAL will work with Front Range Fire Consortium to finalize delivery dates,  
Proposed: Thursdays 10/3, 11/7, 12/5, 1/16, 2/20, 3/20, 4/17
- Venue to be finalized
- FRFC commits to two academies over two years
- \$10,000 setup fee required within 30 days of signature
- FRFC staff will work with AAL and AIMS to secure college credit for each course offering
- Optional coaching, payable on an individual basis by the FRFC, department, or individual.

PROPOSAL FOR:

**FRONT RANGE FIRE CONSORTIUM**  
2024-2025 Fire Leadership Academy



**LEADERSHIP**

## AAL References

AAL is proud to have provided Culture & Leader Development Programs for the following reference organizations, including:

- Organizational Culture Assessments
- Purpose & Values Development, Review, Internalization
- Leadership Development Academies
- Leadership Workshops
- Monthly book club meeting with corporate and fire service leaders
- Monthly leadership discussion with corporate and fire service leaders
- Executive Coaching

### **Roy Bromfield**

Former President & CEO, Toyo Tires USA

Phone: 714-699-0360

Email: Roy@RoyBromfield.com

### **Landon O'Banion**

President, ARMS Precision, Inc.

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Email: landon@armsprecision.com

### **Ken Matheis Jr.**

CEO, Complete Companies

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Email: kmatheis@completeco.com

### **Brian Fennessey**

Fire Chief, Orange County Fire Authority

Phone: 714-573-6010

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### **Thad Hovis**

Fire Chief, South County Fire

Phone: 425-551-1257

Email: thovis@southsnofire.org

PROPOSAL FOR:

**FRONT RANGE FIRE CONSORTIUM**

2024-2025 Fire Leadership Academy



**LEADERSHIP**

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**THANK YOU**



PROPOSAL FOR:

**FRONT RANGE FIRE CONSORTIUM**

2024-2025 Fire Leadership Academy

## Memo

To: FRFC Board of Directors  
From: Chief Bradshaw  
Chief Higgins  
Date: May 13, 2024  
Re: Hosting External Instructional Opportunities



At the March meeting of the FRFC discussion was held regarding the implementation of expanding the role of the FRFC to allow for the hosting of outside speakers, educational opportunities, and training events; herein referred to as trainings. This memo aims to explore the opportunities and challenges associated with implementing a program such as this.

### Executive Summary

A stated objective of the FRFC is professional development and leadership training. The FRFC has an opportunity to extend its' influence and impact by hosting regional training and staff development opportunities for member agencies, and for agencies outside of the FRFC umbrella. The risks to adding a capability like this comes with a limited financial exposure to the consortium and may require a new business practice. The benefits are leveraging a multi-agency cooperative to provide regional firefighters and leaders with top-notch instruction without added travel expenses.

### Proposal

#### Intent

The intent of adding an external training function to the FRFC is to facilitate expert level instruction locally. The costs of attending a national conference can be prohibitive and without a positive return on investment. Providing a means to bring valuable training to our firefighters, collectively, increases the return on investment, restates our collaborative purpose, and builds relationships that were forged in academy.

#### Financial

The FRFC maintains a robust account balance that can provide a safety net for this program. Allocating \$25,000 to an earmarked account to facilitate upfront payments and ensure a positive cashflow would be a manageable way to budget this new expense. Ideally this fund could pre-pay for programming and be reimbursed through participant fees.

#### Participant Fees

The FRFC possesses the business model to invoice member agencies for participation in FRFC training. When a training is presented, at a per attendee cost, the FRFC would be responsible for invoicing member agency for their respective participants.

Alternately, or additionally, the FRFC could explore a registration and credit card processing module for the existing webpage that could handle external registrants.

#### Training Approval Process:

1. A member agency determines a need to host training which involves an out of area presenter(s) and could benefit participants regionally.
2. The host agency has must have the training vetted and receives an endorsement from another FRFC agency before the proposal is scheduled for FRFC Board of Director approval.
3. The host agency would be responsible for preparing a proposal, which includes the following, to the FRFC for consideration:
  - a. Topic and presenter(s)

- b. Location, dates and times
  - c. Minimum and maximum attendance
  - d. Total cost of the training and cost per attendee
  - e. Role of the FRFC:
    - i. Marketing
    - ii. Upfront payment to vendor
    - iii. Invoicing
    - iv. Registration process
    - v. Allowance of non-FRFC member agencies
    - vi. Financial exposure to FRFC
4. The FRFC Board of Directors would take action to support or deny the request and set conditions as necessary.

This topic will be discussed for a future FRFC board meeting; in the meantime please direct questions or comments to Chief Bradshaw.