

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  
Regular Board Meeting Minutes  
May 21, 2024, 2:00pm  
Virtual – Via Teams**

**AGENDA ITEMS**

1. **Call to Order:** The meeting was called to order at 2:00pm by FRFC Board President Tim Sendelbach.
2. **Roll Call:** 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 Jim Klug (Platte Valley), Chief Chris Angermuller (Windsor)

**Also Present:** Bryn Harari (Eide Bailly), Scott Catlett (Eide Bailly), Chief Eric Klaas (Loveland), Lieutenant Stew Visser (Longmont), Sara Simonton (JVG), Cherie Kozak (FRFC & LFRA Admin)

3. **Approval or Changes to the Agenda:**  
Chief Tim Sendelbach requested a change to move the JVG financial report with Sara Simonton to be first on the agenda.

*All approved the change to move JVG to the first item on the agenda.*

4. **Approval or Changes to Previous Board Meeting Minutes:** Previous Board Meeting Minutes from April 16, 2024 – Regular Meeting

*Motion to approve the previous Board meeting minutes as written - Chief Greg Schwab (Boulder Rural Fire Rescue)*

*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.

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

**6. Financials:**

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

Sara Simonton with James Vincent Group (JVG) shared the April numbers, with revenue of \$20,000 which was driven by the two new members at the start of 2024. She also said the total expenses for the FRFC fiscal year are \$419,000 which is over budget by \$200,000. She did follow up by explaining that the additional iPads, fire equipment and batteries, came to a total of \$32,000. She included that Leased Resources are up by \$144,000, which is due to the number of recruits going through the Spring academy.

Chief Sendelbach asked Sara if she could address the additional finance charge from JVG on their last billing. She said the monthly cost is \$1,500 and that there was an additional charge back in March, which is due to the fiscal management of the FRFC which has changed. The original quote was for quarterly board meetings, and not having the academy reporting out on a weekly basis, and those two elements have increased the cost in time dedicated to the FRFC. Sara said she believes that would cover the extra expenses for this academy and that she would then have to talk with Ben if they would anticipate seeing that again for the next academy.

*Motion to approve the monthly financial report as presented – Chief Dan Higgins  
(Longmont Fire Department)  
seconded – Chief Michael Calderazzo (Boulder Fire Rescue)  
All Approved – Motion Carried*

**b. Discussion/Possible Action: FRFC Audit (Returned to the audit agenda item after the Eide Bailly discussion)**

Sara said JVG received two audit quotes for fiscal year 2023, with Haynie & Company and Walker & Armstrong. She included that they advised her of their minimum fee for audits which did account for the projected cost. She included that this is a first-year audit, so the FRFC will be audited for a year and a half to capture the needed financials.

Sara requested a vote by the Board so they could move forward. She included that they would likely need to file an extension as audits are due July 1<sup>st</sup>.

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

Chief Michael West and Chief Greg Schwab both said they have worked with Haynie and company for their agency audits and are very happy with their level of service.

*Motion to award the Audit to Haynie & Company for 2024 – Chief Mike West (Front Range Fire Rescue)*  
*seconded – Chief Brian Kuznik (Greeley Fire Department)*  
*All approved – Motion carried*

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

Chief Sendelbach said the FRFC did an RFP for a consultant to help with a financial and management review of the FRFC. He said the subcommittee to identify the consultant was made up by Chief Michael Calderazzo, Chief Dave Beebe, Chief Brian Kuznik and himself. He introduced Bryn Harari and Scott Catlett from Eide Bailly which is the consulting firm the subcommittee and the FRFC Board selected.

Scott Catlett introduced himself as the Director in the Government Advisory Services at Eide Bailly. He said he has 24 years in government financial management, and that his role in the FRFC engagement is to evaluate how the consortium is funded and how they reimburse their members for their costs.

Bryn Harari introduced herself as an Organizational Development Consultant. She shared that she has thirty years in government education and the non-profit industries. She said her experience encompasses organizational development, organizational assessment, strategic planning, leadership training and development, performance management and succession planning. The FRFC Board then provided introductions to themselves and their agencies, as well as their perspective on the current academy structure and financial model.

Bryn shared an overview of their process, which starts with an organizational assessment to evaluate the structure and performance of the FRFC and its effectiveness and efficiency. She included that the goal is to identify the strengths, weaknesses and risks of moving forward with the current structure and to identify alternatives to how the FRFC might look with some alternate organizational models.

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

Bryn continued by sharing that they have already received and evaluated all of the historical documentation and the next step is to schedule individual interviews with each of the Board members. She said the intended outcome is to prepare the FRFC for future growth and strategic planning, as well as providing options for the financial management of the consortium and ways to diversify and expand the FRFC's training programs.

Scott shared that in his review of the FRFC documents, including meeting minutes, that he has a high-level understanding of where they have been from a financial perspective. He also said he can see that the FRFC has identified some financial model changes that have not yet been deployed. Scott added that he is going to be working with the Board members' information on some other models they have identified and will conduct an analysis on those models to share with the Board to include some pros and cons.

Bryn shared that they will draft a summary of findings in the final report, and she said she feels confident that they should have the report to the Board in the next two months.

## **8. Old Business:**

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

Chief Sendelbach requested a brief discussion on the recruit from Louisville and the recruit from Mountain View regarding their status with the Administrative Review Committee (ARC).

Chief Eric Klaas said the Academy asked for an amendment to the ROG last academy specific to attendance. He said the Board approved the change to the ROG which allows for an academy total of 30 hours missed for personal time, and that work comp is a different bank of hours which the Board approved at 80 hours total. He continued to share that the ROG states, that if a recruit violates the ROG, it brings them into the administrative review. The committee evaluates the recruit on the three areas they are always evaluating which is performance, academics and behavior. He included that the last line in the policy says they are given an ultimatum, which states that a repeat of the action they are in review for will result in a dismissal.

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

Chief Dave Beebe said he feels the policy may not be as clear, and he feels it states that once an administrative review is called, it doesn't automatically result in a dismissal, but it is a review of everything pertaining to the recruit and all points are evaluated on a case-by-case basis.

Chief Klaas said that Chief Peavey, as Mountain View's training officer, was aware of the recruit's evaluation and why the review was being formed. He said that everyone goes through a review committee and has not been dismissed outright. He said that each recruit is evaluated at the administrative review committee.

Chief Kuznik said he feels the FRFC's position should be to advise, and to inform the home agency of any performance concerns. He included that he feels, that unless a recruit is having a negative impact on the academy, he thinks that all the Academy leads should do is make a recommendation, but ultimately, the home agency has to make the decision if a recruit stays in academy or is dismissed. Chief Klaas said that the academy policy is still a bit gray on how it impacts the recruit.

Chief Beebe said there is a lot of trust and faith in the cadre to look at the whole picture and to evaluate if the graduate will be sent to the home agency as a sound capable firefighter. He said that Eric and the Cadre know the recruits better than anyone and that the Chief's rely on their judgement to help advise them on their recruits.

Chief Klaas shared with the Board that he, Stew Visser and the Cadre have identified that the maximum functional size of academy would be 50 recruits. They have determined that the resources are fully stretched with an academy of that size, both in equipment and personnel. He included that the larger academies also shift the balance of the leased resource reimbursement due to the member agencies internal staffing needs and the staffing of academy.

b. **Discussion/Possible Action:** AIMS Bridge Academy Model

Chief Klaas said he is assisting in the Aims academy review with Chief Bradshaw, and they are focusing on a curriculum review with both FRFC and Aims academy models. They have committee members who are instructors with both academies to help develop an accurate comparison of the two programs.

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

Chief Klaas also shared that the biggest gap in the two programs appears to be the contact hours. He did pose the question to the Board if they would consider moving back the start date of the main academy so they could fit the bridge academy on the front end of the regular academy. He suggested that if one of the Bridge Academy recruits could use some additional training, they could then shift that recruit to the regular academy. Chief Klaas said this is something South Adams is doing with their lateral academy.

Chief Klaas also said they will likely be holding a fall academy and are anticipating 13 recruits with a start date of the third Tuesday in August.

c. **Discussion/Possible Action:** Update on All American Leadership Training Proposal & Class Dates/Timeline

Chief Sendelbach said he, Rick Rochelle the AAL program organizer and Cherie conducted site visits to evaluate the classroom options at Aims, The Rialto, LFRA Station 10 and the Forge, and other than the Forge, the options came with some logistical issues and financial demands.

Chief Sendelbach asked if the board had any reservation with holding the All American Leadership class at the Forge and there was no opposition voiced. He said he would be sending out the information supplied by Chief Kuznik which has all of the specifics for the class structure and registration.

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

Chief Bradshaw said he and Chief Higgins are considering what financials might need to be set aside for the purpose of protecting the FRFC in the event something does not go according to plan, and they are developing a model to bring in outside classes, programs and training. He said his concern is that the FRFC will become the fiscal agent for the courses, and he feels there is risk if they pay for the instructor, but the seats aren't filled. Chief Bradshaw asked the Board if they feel the concept is good and if they would like to move forward.

Chief Sendelbach suggested creating the financial cushion from outside the FRFC, and he gave the example, if a class has 36 slots then perhaps they reduce the positions available to the FRFC, and those are external spaces available. He said he

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

felt it would also be good, because they would always be outward promoting. Chief Higgins asked if the consensus of the group is that they are interested, and the committee should move forward. Chief Sendelbach took a poll and the Chief's supported moving forward.

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:** 3:56pm

**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

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

**Signature:**

**Email:** tim.sendelbach@lfra.org

**Signature:** Brian Kuznik  
Brian Kuznik (Jun 21, 2024 12:05 MDT)

**Email:** brian.kuznik@greeleygov.com

