Boulder Fire Department
Central Valley Fire District
Cheyenne Fire and Rescue
Greeley Fire Department
Laramie Fire Department

Longmont Fire Department
Loveland Fire and Rescue
Mountain View Fire Protection District
Poudre Fire Authority
Windsor-Severance Fire Rescue

FRFC Board of Directors Meeting Agenda
June 14, 2019, 10:00 AM
Cheyenne Fire Department 415 W. 18th St. Cheyenne, WY

Conference Call Number: 970-416-4300 1002#

- **Director roll call**
- **Introduction Michael Patterson – FRFC Executive Chief**
- **Approval and additions to agenda**
- **Review and approval of previous meeting minutes**
- **Public input**
- **Budget (YTD)**
- **Academy updates**
- **ParTest module exam system – discussion/decision**
- **Future meeting administrative model**
- **Aims College/FRFC contract decision**
- **Professional development proposal**
- **Laramie FD resignation from FRFC**
- **Change August 9th FRFC BOD date to August 16th due to conflict with FRI**

MINUTES
BOARD OF DIRECTORS REGULAR MEETING
FRONT RANGE FIRE CONSORTIUM

Date: February 7, 2019 1000

LOCATION: Greeley Fire Department, Station 1, 1155 10th Avenue, Greeley, CO 80631

CALL TO ORDER:
Chairman Chief Tom DeMint called the meeting to order at 1010

ATTENDANCE:

Board Members Present: Tom DeMint (PFA), Mark Miller (Loveland), Greg Hoggatt (Cheyenne), Dan Johnson (Laramie), Kris Kazian (Windsor), Ron Lindroth (Central Valley), Dave Beebe (Mountain View), Brian Kuznik (Greeley), Mike Caldarazzo (Boulder)

Board Members Absent: Mike Butler (Longmont)

Others Present: Randy Mirowski (Loveland), Mike Gress, Susan Frame

APPROVAL OF THE AGENDA (ADDITIONS/DELETIONS):
Motion to accept agenda with addition of discussion about LXR changes if time allows
Seconded and passed

APPROVAL OF MINUTES:
Motion to approve November 9, 2018 minutes
Seconded and passed

PUBLIC INPUT:
Public input – Members of the public are allowed five minutes each to address the Board of Directors.
No members of the public attended.

OLD BUSINESS: None

NEW BUSINESS:

2018 Financial Report
1. Statement
   a. Profit & Loss Budget vs Actual through December 2018
   b. Great job by instructors to keep costs down
   c. Cost adjustments for 2 recruits from Greeley who did not graduate
2. All collections and disbursements have been made
   a. Final budget for 2019 following completion of 2018

FRFC 2018-2 Final Cost Distribution
1. All collections and disbursements have been made

2018 Colorado Audit Exemption Resolution

1. Authorizing the submittal of an audit exemption report for the 2018 FRFC budget to the office of the state auditor.
   a. Reviewed by all FRFC Board members

Approval of audit exemption resolution
Motion to approve
Seconded and passed

FRFC 2019-1 Update

1. Ready to go, schedules complete and instructors confirmed
   a. Very confident for this large academy now at 28 recruits
   b. Changes include "two box" model which means running 2 battalions
   c. Changes include adding 2 academy co-lead instructors, 2 co-lead aides and 2 Assistant Trainers
2. FRFC 2029-1 starts February 25th
   a. All Chiefs are welcome to attend the first day
   b. Weekly updates will continue from Randy Mirowski
3. Reserve may not happen this academy due to recruit numbers going from 32 to 28
   a. Goal in the strategic plan is to reduce the cost of academies by 10- 20%; we reduced the cost by 9% from 2018-01 to 2018-02 – future reductions will likely be in smaller increments

FRFC Website Design Progress Report

1. In progress, getting close to final
   a. Requesting input to complete
   b. Please visit the website at frontrangefireconsortium.org

AIMS College/FRFC Partnership Update

1. With Board of Directors approval in November the staff is moving ahead with next steps
2. Needs and Wants Request document from FRFC complete
   a. Request to submit additions and deletions to Randy Mirowski
   b. Work began in March 2018
3. Waiting for AIMS to submit Needs and Wants
   a. Next step, how to take these documents and create the IGA will need legal assistance for this

Administrative and Academy Leadership for 2019 – Replacements for Chief Gress & Chief Mirowski

1. Proposal for replacements for Administrative positions
   a. Training Academy Training Chief and Executive Administrator
2. Need to create a position description
   a. The candidate is not here to fix the academy or professional development
   b. The candidate needs to provide oversite and leadership to the academy
   c. Candidate will oversee the FRFC instructors and management off the academy
3. Ready to move forward with the potential of 4 candidates
   a. Verify the candidates are serious and understand the job
   b. Determine method for choosing candidates
   c. Determine and understand the required hours
   d. Investigate how the candidates will be supported by departments or not
   e. Determine legal and department issues
   f. Will the FRFC Chiefs need to make the decision?
   g. Consideration of leased resource model used to continue in the future
4. Administrative support is essential to the FRFC
   a. Needs a vision for growth and the future of FRFC
   b. Very fortunate how this concept has worked out

c. Loveland agrees to keep Chief Mirowski until the replacement is chosen and will continue to support as needed. Will continue with Chief Mirowski for the Leadership training (at least through 2019).

5. Suggestions
   a. Provide resumes to the Board of Director members to review and make recommendations
   b. Interviews need to be determined to accommodate the locations and distance of FRFC departments
   c. Form interview panel
6. Job descriptions need to be completed
   a. Goal to complete in 2 weeks to distribute along with resumes to all members for review
7. Recommendations
   a. Mirowski and Gress will recommend the top 4 candidates after personal communication
      i. Do the candidates have a clear understanding of the commitment and do they know that they will be interviewed?
      ii. Identify the candidates true interest
   b. Mirowski and Gress will not leave before the transition is completed
   c. Learning curve will be high and they will assist as needed
8. Identify sub-committee
   a. Committee to be identified to make recommendation to BOD
   b. Determine size of sub-committee. Is 5 members large enough?
   c. Goal to make selection(s) by spring 2019 (March-April) with final decision by June 2019
9. Issues
      a. Question of benefits, limit of hours and all other legal issues
      i. If internal to an organization what contribution can be made and agreed on
10. Sub-Committee Volunteers
   a. Chief Dave Beebe, Chief Mike Calderazzo, Chief Kris Kazian, Division Chief Brian Kuznik
      i. Also consider selecting from academy leads, co-leads and academy chief
      ii. Captain Kevin Contreras (PFA) has accepted offer to serve on the interview committee
   b. Application process should include written vision for the FRFC
   c. Understanding of partners, looking for alignment with goals
   d. Additional skill for candidates is working with AIMS CC
11. Next Step
      a. Mirowski and Gress will contact candidates for interest and commitment
      b. No names released at this time
      c. Will clarify all legal issues and follow up

Chief Mirowski 2019 Contract Renewal

1. Proposed contract extension until June meeting as academy administration
   a. Continue professional development courses

Motion to approve 2019 Contract Extension for Chief Randy Mirowski through the June BOD meeting Seconded and passed

Chief Gress 2019 Contract Renewal

1. Proposed contract extension until June meeting as academy administration

Motion to approve 2019 Contract Extension for Chief Mike Gress through the June BOD meeting Seconded and passed

Professional Development Expansion/Enhancement in 2019

1. This is the best course done to date per Randy Mirowski
   a. Great success, great rewards
   b. Great for company officers replacing PDCO, PDFO
   c. Leadership summit team created, from all different backgrounds
      i. Cost approximately $500.00
2. Leadership Encounter starting next week
   a. The how to's of Character, Competence, and Vision more in depth learning

FRFC Strategic Plan – Final Draft Copy

1. Draft #7 of the document
   a. Asking for recommendations and changes
   b. Executive summary on page 4-5, page 6 helpful for understanding
2. Business plan in place
   a. Will center around next academy
3. Document changes to FRFC and partnerships
   a. AIMS CC critical partner
4. Capital plan
5. Future priorities with 6-year plan
6. Key performance indicators
7. Charts for performance with strategies, expectations and goals. Also chart for cost effectiveness.
8. Article 6 for IGA
9. Requesting approval for adoption for the strategic plan then will take to technical writer to complete.

Motion to adopt the Front Range Fire Consortium Strategic Plan and follow up with technical writer Seconded and passed

Chief Involvement:

1. Identify model for improving leadership
   a. Maybe more of a team concept
   b. Identify the level of involvement and ability to be involved
   c. Chief Tom DeMint: *"Thank you very much for Chief Mirowski and Chief Gress for all their work and successes with the FRFC."* All agree. The FRFC is set up for success.
   d. Have conversations with division chiefs. Bring back to BOD to appoint committee.

Other:

   a. Address cost issues across state lines and how long can they maintain their membership

Next Meeting: June 2019, Cheyenne

EXECUTIVE SESSION (If NECESSARY):

Not needed

ADJOURNMENT:
There being no further business to come before the Board, Chairman Chief Tom DeMint adjourned the meeting at 1215

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

_____
_____, FRFC Executive Chief

FRFC
Profit & Loss
January 1 through June 11, 2019

	Jan 1 - Jun 11, 19
Income	
10.5000 · Revenue	
0300.00 · Professional Development	7,200.00
10.5000 · Revenue - Other	90,000.00
Total 10.5000 · Revenue	97,200.00
Total Income	97,200.00
Gross Profit	97,200.00
Expense	
10.6000 · Expenses	
0400.00 · Admin	
0400.01 · Executive Administrator	1,225.00
0400.02 · Legal	248.00
0400.03 · Insurance	-41.32
0400.04 · Banking	-25.00
0400.07 · Office Supplies/Equpment	263.46
0400.08 · Miscellaneous	1,511.96
0400.10 · Web Sevice	194.98
0400.11 · Seminar Expenses	750.00
0400.12 · Strategic Planning	1,144.80
0400.14 · Professinal Development Expense	2,548.28
0400.15 · Admin/Logistics Coordinator	12,729.60
Total 0400.00 · Admin	20,549.76
0500.00 · Academy Expenses	
0500.01 · Printing	969.97
0500.02 · Books	5,152.35
0500.05 · Building Materials	12,290.28
0500.06 · Exercise Equipment	8,719.13
0500.07 · Recruit Clothing	5,600.29
0500.08 · Instructor Clothing	1,596.23
0500.09 · Fuel	597.67
0500.10 · Radio	500.00
0500.11 · Food/Water	3,055.90
0500.12 · Propane	1,953.09
0500.13 · Awards	110.00
0500.14 · Equipment Repair	968.00
0500.16 · Hand Tools	3,191.88
0500.18 · Admin/Logistics Coordinator	29,702.40
0500.19 · Insurance	8,964.13
0500.21 · Office Supplies	531.64
0500.22 · Miscellaneous	3,953.02
0500.24 · Leased Resources	692.28
Total 0500.00 · Academy Expenses	88,548.26
Total 10.6000 · Expenses	109,098.02
Total Expense	109,098.02
Net Income	**-11,898.02**

FRFC Board of Directors Agenda Items

Item # 6/14/19-1 Update for FRFC Academies 2019-01 & 2019-02:

Summary

The 2019-01 FRFC Recruit Academy has been completed and preparations ae well underway for the 2019-02 Academy. This report will provide an update for the Chiefs/BODs for a postscript of the 19-01 Academy, 19-01 Academy Financial Report, and a preliminary report on the status and progress made for the 19-02 Academy.

ACADEMY 2019-01

This academy was completed with graduation on June 8, 2019. The academy started with 27 recruits and graduated 26; one Greeley recruit was injured in pre-academy training and was not physically able to complete the required major training modules in in the first six weeks.

This academy had one of the highest grade point averages, and one of the highest graduating classes with distinction (over 92% GPA for the academy). In addition, this academy class continued to receive some of the highest positive feedback evaluations from our major module instructors. This group of recruits had some of the most positive attitudes and strong work ethics that we have seen in this academies history. This was truly an outstanding academy class. Nevertheless, the Class of 2019-01 had much to overcome: the loss of a classmate, significant weather impacts and cancellations, and of course, the death of Firefighter Steve Kuzik; one of this academies module instructors.

The Leadership Team also experimented with a new training model, based on the size of the academy (one of our largest in the history). We broke the class into two battalions with an overall lead instructor and two co-leads (one for each battalion). This leadership model worked incredibly well and should be utilized as our standard for larger size academies (over 22 recruits).

Overall, this was one of the best FRFC Recruit academies that any of the instructors and leadership team can remember. Costs were higher (as expected - we calculated in an approx. 32% increase in costs based on the size of academy) but the outcome of the academy and recruit performance was excellent.

ACADEMY 2019-01 FINANCIAL REPORT

We are fairly close on finalizing the numbers from the 2019-01 Academy. However, we still have some pending bills to come in (Mostly from Family Night and Graduation) and at least one personnel schedule that we do not have to complete the reimbursement spread sheet.

We anticipate having all of the numbers put together and a full report sent to the Chiefs/BODs bi June 21st.

ACADEMY 2019-02

Much has been done to prepare for the 2019-02 FRFC Recruit Academy:

- The schedule has been completed and the first mass-mailing sent out to all module instructors
- The majority of our leadership team is in place
- We are prepared to send out the second mailings to the individual instructors (Chief Patterson and Chief Mirowski will work on this together in mid-June)
- We are standing by with our staff ready to do the academy ordering (books, uniforms, etc.) once we get the final numbers from the Chiefs/BODs (June)
- We have our final after action review (AAR) of the 2019-01 Academy next week (week of June 17th) we will make whatever adjustments are needed for the 2019-02 Academy once we complete the AAR
- We have the estimates from the May Training Officers meeting (see attachment) that we will need to confirm at the June Chiefs/BODs meeting – Currently we are at a range of 25-34 making this another large academy

We are actually ahead of our normal schedule for the 2019-02 Academy; however, we do have one major issue to address: selection of the second Academy Co-Lead. We will be working with one or two of the departments that have larger numbers to address this need. Currently, we have our Lead Instructor; LT Jason Oster (GFD), one of our Co-Leads; Capt. Patrick Love (PFA) and our Training Chief: Michael Patterson, FRFC.

We are confident that we will be fully ready to go, with all of the needed personnel and materials in place for the start date on August 26, 2019.

Recruits for FRFC Academy 2019-02 Class

MAY 16, 2019

The following is a listing of the number of recruits we have, by department, for the FALL fire academy this year (2019).

DEPARTMENT	# OF RECRUITS POSSIBLE
• BOULDER	1-2
• CHEYENNE	0-2
• CENTRAL VALLEY	0-1
• GREELEY	12
• LARAMIE	0
• LONGMONT	1
• LOVELAND	0
• MOUNTAINVIEW	0-1
• PFA	6-10
• WINDSOR	5
TOTALS	**25-34**

These numbers are VERY early predictions and will likely change many times as we move forward into the SUMMER. However, we have used this model for the last several years with great success in planning our academies. BY the time we get into the later part of the summer, we will have these numbers more dialed in. The 2019-02 Recruit Class/training will begin on ***August 26, 2019*** and end with graduation on ***December 7, 2019***.

We will keep you posted on the changes or updates for the 2019-02 academy on a monthly basis. If you have any questions about the academy training, the weekly reports, or anything to do with the FRFC academy training, please contact me at your earliest convenience.

Randy Mirowski, FRFC Training Chief/ Academy Manager

- **Create a new FRFC leadership/management group made up of Division or Battalion Chief level officers**
  - This group would meet every other month, or as needed, to address ongoing FRFC related business
  - This group would operate as more of an Operations Team for the FRFC, working closely with the FRFC Executive/Training Chief to carry out the strategic, tactical, and task level operations for the FRFC
  - The overall goal for this group would be to accomplish the goals, objectives, expectations, and Key Performance Indicators (KPIs) as outlined in the *2018 FRFC Strategic Plan*

As directed by the Chiefs/BODs in February, discussions were held with four of the FRFC Division Chiefs to evaluate the efficacy of this concept. The overall feedback from these division chiefs were positive; questions related to exactly how this could work were raised, but the concept was met with positivity.

This proposal is requesting permission from the Chiefs/BODs to take the next steps in this process in order to develop a new and more effective leadership/ management model for the FRFC.

- ***Direct the Executive/Training Chief to form a committee of Division/ Battalion Chiefs to evaluate a new leadership/management model and address the "how-to" issues of this new model***
- ***Return to the Chiefs/BODs in August with a report and a full model for approval in August or November***
- ***The new model is to be put in place and ready for launch in January of 2020***

Poudre Fire Authority
Training Center
3400 W. Vine Drive
Fort Collins, Colorado 80521
(970) 221-6244 Fax (970) 224-6138

Memorandum

To: Front Range Fire Consortium Chiefs

From: Battalion Chief Brandon Garcia, Poudre Fire Authority

Date: May 30, 2019

Subject: ParTest/Scantron Exams for Future Academy Classes

As you are aware, Poudre Fire Authority (PFA) has provided the module testing necessities for the Front Range Fire Consortium (FRFC) academy classes since FRFC's inception. This includes exam preparation and materials in addition to the workforce for exam creation and grading.

For these exams, PFA has utilized a testing database called LXR. Through business changes, the LXR database system was purchased by Scantron Corporation who enhanced the database and changed the name to ParTest. With this business change, it is necessary for PFA to utilize ParTest to create and grade the FRFC module exams as the LXR system will no longer be current with NFPA Standards.

The ParTest database requires a yearly subscription and a one-time purchase of a Scantron answer sheet scanner. In addition, there will be costs associated with the transition of test banks from LXR to ParTest with the possibility of new test bank purchases based on updated fire standards in the subjects of Firefighter I, Firefighter II and Hazmat Operations. Future costs will also include Scantron answer sheets for recruits to record exam answers.

I am requesting your assistance in covering these costs, split evenly among the consortium. In kind, PFA will provide the workforce to ensure module exams are created, prepared, distributed and graded and ensure hardware and software maintenance.

I intend to purchase the necessities for full implementation with Academy Class 19-2.

Attached you will find:

1. A formal quote outlining the Scantron Corporation cost for online ParTest and ParScore database training for one employee, LXR test bank conversion to ParTest and Scantron scanner hardware. At this time, we will need to convert Firefighter I and Firefighter II test banks to ParTest.

2. General pricing for the purchase of a new test bank from Performance Training Systems, Inc. NFPA Standard 472 is being retired from the State of Colorado and Colorado Metropolitan Board of Certification (CMCB) testing.

3. We have adopted NFPA Standard 1072 – Standard for Hazardous Materials/Weapons of Mass Destruction as its replacement. Due to this updated fire standard, we will need to purchase a new Hazmat Operations test bank.

4. The last ParTest/ParScore yearly subscription invoice paid by Poudre Fire Authority.

All associated costs are outlined below:

Online Training*, Test Conversion, Scanner	$ 9,612.00
Hazmat Test Bank	$ 1,895.00
Yearly Subscription (renews in November 2019)	$ 695.00
Scantron Answer Sheets (pack of 500)	$ 59.00
TOTAL	$ 12,261.00

**Additional employees can be database trained. Cost is $1,350.00 per employee.*

I appreciate your attention to this matter and willingness to provide our FRFC recruits with the most up-to-date programs and materials.

If you have any questions regarding this request or associated costs, please contact me via phone or e-mail: 970-217-1939, bgarcia@poudre-fire.org

Enclosures

FRFC Board of Directors Agenda Items

Item # 6/14/19-2 Future FRFC Leadership Model – future meetings and administrative model:

Summary

During the February 2019 meeting for the FRFC Chiefs/BODs, an item was discussed related to the development of a new and improved model for leadership and operational management for the FRFC. This effort would be consistent with the overall goal of the FRFC for a commitment to continuous improvement as outlined in the *2018 FRFC Strategic Plan*. It would also provide the FRFC with a more effective and appropriate operational model to manage and complete the goals, objectives and expectations as outlined in the current strategic plan.

The following notes were gleaned from the February discussion on this topic:

Chief Involvement:

1. Identify model for improving leadership and management
    a. Maybe more of a team concept
    b. Identify the level of involvement and ability to be involved
    c. Chief Tom DeMint: *"Thank you very much for Chief Mirowski and Chief Gress for all their work and successes with the FRFC."* All agree. The FRFC is set up for success.
    d. Have conversations with division chiefs. Bring back to BOD to appoint committee.

The discussions from this meeting concerning the appropriate model for improving leadership included the following changes in current operations:

- **Change the role of the FRFC Fire Chiefs to more of a true Board of Directors position**
  - Meeting as a group annually in January *(once per year or as needed)*
  - The Fire Chiefs would operate at a higher (strategic or policy) level for leadership and direction, and making financial decisions on larger capital or operational and maintenance items
  - Oversight and higher level management of the overall operations for the FRFC would be assigned to a group of Division or Battalion Chiefs within the FRFC departments

- **Create a new FRFC leadership/management group made up of Division or Battalion Chief level officers**
  - This group would meet every other month, or as needed, to address ongoing FRFC related business
  - This group would operate as more of an Operations Team for the FRFC, working closely with the FRFC Executive/Training Chief to carry out the strategic, tactical, and task level operations for the FRFC
  - The overall goal for this group would be to accomplish the goals, objectives, expectations, and Key Performance Indicators (KPIs) as outlined in the *2018 FRFC Strategic Plan*

As directed by the Chiefs/BODs in February, discussions were held with four of the FRFC Division Chiefs to evaluate the efficacy of this concept. The overall feedback from these division chiefs were positive; questions related to exactly how this could work were raised, but the concept was met with positivity.

This proposal is requesting permission from the Chiefs/BODs to take the next steps in this process in order to develop a new and more effective leadership/ management model for the FRFC.

- ***Direct the Executive/Training Chief to form a committee of Division/ Battalion Chiefs to evaluate a new leadership/management model and address the "how-to" issues of this new model***
- ***Return to the Chiefs/BODs in August with a report and a full model for approval in August or November***
- ***The new model is to be put in place and ready for launch in January of 2020***

FRFC Board of Directors Agenda Items

Item # 6/14/19-3 Decision for Aims College and FRFC Partnership:

Summary

The *2018 FRFC Strategic Plan* calls for the development of a partnership between Aims Community College (Aims) and the Front Range Fire Consortium (FRFC). Over the last fifteen months, several interagency meetings, three position papers, numerous presentations, and a bevy of phone calls and emails have culminated in a clear "next step" for this partnership initiative. We are ready to move from the conceptual stage for "what" this partnership could be, to a more empirical phase for determining "how" this partnership will work.

The next step in this process will require the formation of a joint work group from Aims and the FRFC to begin the process of working through the details for how this proposed partnership will work. The work group will include four members from Aims and four members from the FRFC. Staff is recommending the following positions and personnel be chosen as the representatives from the FRFC to serve on a newly established ***"Advisory Board/Steering Committee for Aims and the FRFC Partnership:***

• FRFC Chief Representative:	Kris Kazian	Windsor-Severance
• FRFC Div. Chief/TO Rep:	Brian Kuznik	Greeley Fire
• FRFC Academy Rep:	Kevin Contreras	Poudre Fire
• FRFC Staff Rep:	Michael Patterson	FRFC

This proposal is requesting support from the FRFC Chiefs/BODs to continue the work on the Aims/FRFC Partnership initiative by:

- ***Approval of the next step by establishing a joint Advisory Board/Steering Committee to work specifically on the details for forming the partnership***
- ***Approving the four representatives suggested by staff to fill the positions allocated for the FRFC in this new work group***

NOTE: Attached to this agenda item proposal is the latest position paper, requested by Aims, as their "Needs and Wants" phase of this partnership initiative.

Aims Community College

and

Front Range Fire Consortium

A Partnership to Improve Fire Service Education and Training for the Diverse Communities of Northern Colorado

Aims/FRFC Mission and Purpose Document

June, 2019

Introduction

There is a real and demonstrated need to improve the fire service education and training in Northern Colorado. The region continues to grow at a rapid pace with cities, communities and fire protection districts becoming more compressed, with greater challenges developing as a result of a burgeoning population. Some of those challenges directly involve providing quality emergency services to a growing, diverse group of communities in the area served by Aims Community College (Aims) and the Front Range Fire Consortium (FRFC). The needed training and education to provide these quality services to our communities can be greatly enhanced through a mutually beneficial partnership between Aims and the FRFC.

This paper will address several of the basic and expanded issues concerning the development of a cogent partnership between Aims and the FRFC. Those areas addressed will include:

- A clear purpose statement for the partnership
- A vision statement for the partnership
- A progressive mission statement for the partnership

In addition to these basic guiding principles, the paper will also address the expectations from the creation of such a partnership between Aims and the FRFC and outline the benefits that could come from its creation. Finally, the paper will conclude with a "roadmap" for the next steps that will be needed to ensure that a partnership is created with the appropriate input from both organizations. The final partnership agreement must be developed with an outcome of being mutually beneficial for both Aims and the FRFC, but most importantly, this partnership must be beneficial to the diverse communities that both organizations serve. Both organizations, Aims and the FRFC, bring resources and talent to the creation of a mutually beneficial partnership.

The FRFC has some of the most qualified and highly respected instructors and facilitators to provide fire/rescue service training and education. Aims has the facilities, the infrastructure and the regional relationships and credibility with the area's smaller fire departments. Developing a long-term partnership between Aims and the FRFC to positively change Northern Colorado, may be just the answer to the challenges of providing high quality emergency services by improving fire/rescue education and training in the region.

A partnership of this type could bring together the best of the vocational and academic worlds in a synergistic way to advance the quality of life, enhance economic vitality, and improve the overall success of the diverse communities that we both serve. A partnership of this type could also help build lasting relationships that improve emergency service operations through familiarity and greater understanding of each other's needs and challenges.

The time seems to be right to take the next steps in forging a new partnership between these two great, existing organizations, to help prepare and train the current and future generation of firefighters and leaders for the challenges that they face.

Guiding Principles

PURPOSE-
The main purpose of this endeavor is to develop a partnership to improve fire service training and education to help serve and build stronger and healthier communities in Northern Colorado.

VISION-
The vision is to be recognized as the leaders in collaboration and success between community governments and the local education provider for the enhancement of vocational and educational training for fire/rescue emergency services.

MISSION-
To provide the knowledge, skills and abilities (KSAs) to advance both the educational goals and objectives of the community college, along with the goals and objectives of the fire/rescue service providers in the region.

GOAL-
To enhance the quality of fire/rescue services in the region, while at the same time advancing the quality of life, improving the economic vitality, and the overall success of the diverse communities served by Aims and the FRFC.

These guiding principles may seem to be fairly robust in their overall expectations. However, both Aims and the FRFC have well over twenty years of experience in the region addressing these critical guidelines; we have, for the most part, been doing them independently. By collaborating with our resources of personnel, facilities, financial assets, along with our drive and determination for continuous improvement, it is believed that this partnership will effectively address all of these principles and even more.

The benefits from a partnership of this type can certainly help address the fire/rescue needs and concerns of a growing and very diverse region. However, the most important benefit will come from improved fire service training and education that will ultimately result in improved citizen service and enhanced fire firefighter safety.

There are many ways this partnership can be worked out. It can start out with small steps, sharing space and training opportunities on the existing Aims campus, and work into something that could bring about major changes and improvements in how fire training in the region is conducted. The guiding principles listed above are what can keep the partnership going in the right direction, and ensure that the overall goals, objectives, and expectations for both Aims and the FRFC will continue for years to come.

As we set our sights on improving our communities and enabling our organizations to do more by collaboration and developing an even greater spirit of cooperation between us, our imaginations may be the only limiting factor.

Expectations

As we move forward with the "next steps" in the development of this partnership, it will be helpful to outline and articulate some specific expectations that each of our organizations (Aims and the FRFC) have for this partnership. The following list of expectations is intended to be an initial or incipient listing; these will need to be updated, added to, and improved upon as the partnership progresses from vision to reality.

- Aims and the FRFC will continue to work closely together in the development of a mutually beneficial partnership to improve fire/rescue training/education in the region
- The new partnership will build on and improve the established operational relationship between the two agencies
- Within this new partnership, Aims and the FRFC will realize both tangible and intangible benefits
- The new partnership will positively affect the recruit fire academies, professional development and leadership training, and ad hoc training seminars and regional training outreach
- An educational pathway from academic studies, to student recruit and career recruit academy training, to job-related employment will developed over time
- Capital expansion for the FRFC will be a major component and outcome of the this new partnership
- Greater regional impact and influence for Aims and the FRFC will also be an outcome of the partnership
- An increase in the knowledge, skills and abilities of all of the regional fire/rescue agencies will occur as a result of this partnership
- Communities in the Northern Colorado region will benefit from this partnership
- Quality of life and economic vitality will be improved as a result of this partnership
- Firefighter safety will improve as a result of this partnership

The listing of these eleven expectations for the partnership between Aims and the FRFC will be a dynamic framework for each organization. The list will need to be reviewed often to update, and upgrade, the expectations for both organizations. As the partnership moves from vision to reality, our understanding of our own organizations needs and wants will also develop, change, and come into greater focus. Likewise, our expectations are likely to transform and redevelop with more specificity as time goes on.

Goals and Objectives of Partnership

The main goal of any partnership should be focused on overall improvement and efficiency; the proposed partnership between Aims and the FRFC is no different. The overall goal of this effort is found in part of the subtitle of this paper: *To improve fire service education and training within the region.* To develop this goal further, from a practical side, a corresponding improvement in strategic, tactical and task level operations for regional fire service providers would also be a desired outcome of this partnership. The point being that bringing together a regional academic institution and the largest career departments within that same region should only be done with an end goal of improving the services that are provided to the citizens of the region. That said, the true goal of this partnership would be: t*o improve fire service education and training within the region in order to improve the fire-rescue services provided to the region's citizens.*

Certainly from an impact perspective, this goal may appear to be difficult to measure and track. However, many of the region's fire departments are engaged in third-party accreditation evaluation and credentialing. These departments utilize empirical measurements for community risk analysis, risk reduction, and overall improvement of the services provided. Regionally, we are getting better at "speaking with facts" and using data to support initiatives that bring about changes and improvements in our services to the citizens. Thus, the key to measuring and tracking our progress and success will most likely be found within the following stated objectives for this partnership.

There are seven specific objectives that are a part of this partnership proposal; all are intended to help accomplish the true goal as stated above:

1. Collaborate to grow and improve the region's career and student recruit fire academies
2. Work together to create a world-class professional development program for fire service leaders
3. Cooperate in the development of a regional leadership academy for fire service officers
4. Develop together a plan to offer annual seminars and relevant, current training that will outreach to the region's firefighters to improve their knowledge, skills and abilities
5. Create a long-range plan to establish Aims College as a regional, national, and a world-wide hub for research and training on modern fire behavior and fire attack options
6. Work in partnership with the regional fire departments to create a plan for emergency response facilities and equipment from the Aims College Campus that will also serve as a means for student interns to gain real-world experience and training
7. Collaborate to create a campus master plan for additional buildings, facilities, classrooms, and other needed training buildings and equipment

Benefits of Partnership

Aims and the FRFC have both been successful in their independent missions to the region. Aims has become recognized as the hub for fire service related degrees and student recruit academy training. The FRFC has had more than twenty years of creating some of the most progressive and effective academy training, and a center for regional training for some of the most cutting edge fire service education in the country. Both agencies could benefit from a partnership, but perhaps the greatest benefit would be for the many non-FRFC fire departments in the region.

In a general sense, a partnership between Aims and the FRFC benefits everyone in the region. There are nine regional fire departments that are members in the FRFC. The training offered to those member departments is a great benefit to these larger metropolitan departments and fire protection districts and authorities. However, a partnership between Aims and the FRFC would open doors of opportunity for many of the smaller departments in the region to take advantage of the knowledge, skills, and experiences of these other larger area departments. Aims could be the hub that connects the region's departments together. Aims has the provincial relationships and credibility with the region's smaller departments; the FRFC has the knowledge and the expertise to "raise the bar" on the entire region's fire service training and experience. Aims would benefit in this manner by having more students engaged in training and education. The smaller regional departments would gain by having a higher level of fire/rescue training available to them. Lastly, the FRFC member departments would benefit from the surrounding departments improving, especially when these smaller departments engaged in automatic or mutual aid for the FRFC departments. The bottom line is that a partnership between Aims and the FRFC benefits everyone. However, the following are specific benefits for each agency if a partnership occurs:

Benefits for Aims College

- An increase in number of students and FTEs would be a reality
- A significant impact on regional fire departments and communities would occur
- The college's impact on these communities would increase
- The prestige for the college would increase regionally and nationally
- The college would have a significant increase in availability of world-class instructors
- An improved educational pathway from academic studies, to student recruit and career recruit academy training, to job-related employment will be developed

Benefits for FRFC

- The influence regionally would increase
- A "home" (physically) would be established for the FRFC that is centralized at Aims
- Capital expansion for the consortium could take place much sooner
- Academic oversight and accreditation for curriculum would take place
- Relationships with regional fire departments and other strategic partners will increase
- Travel issues for financial reasons and recruit safety would improve

A partnership between Aims and the FRFC would be a "win-win" for all "stakeholders." From a strategic prospective the goals and objectives can help facilitate growth, improve regional services, and ultimately improve our firefighter's knowledge, skills and safety.

Next Steps

A partnership between Aims College and the FRFC has the potential to be a "game changer" for the fire service in Northern Colorado. As stated elsewhere, the real measurement for success will be found in our ability to improve the services that we provide the region's citizens and the ability to improve firefighter safety. Another tangible benefit of partnering together is to leverage resources and operate in a more cost-effective manner; impacting the economic vitality of our diverse communities. Working together, sharing resources, and leveraging our dollars in a more fiscally responsible manner are expectations and desired outcomes of this partnership. What is needed at this point is a clear "roadmap" outlining our next steps to take this partnership concept from vision to reality.

Each of our agencies has had the opportunity to review several document and position papers that address the creation of a partnership between Aims and the FRFC. To date, every meeting and review of the concept has been met with optimism and positivity by the governing bodies and support staff and personnel. We now find ourselves at a crossroads for decision making to move forward with our next steps to build the practical framework for this partnership. With this in mind, the following recommendations for next steps are offered:

1. An advisory/steering committee should be selected with equal representation from each agency; a committee of eight members is recommended

2. Timelines should be established by the governing bodies for the completion of the advisory/steering committee's work

3. The advisory/steering committee should begin regular meetings to create the needed framework for a legal agreement or intergovernmental agreement (IGA)

4. Once the framework is completed and agreed upon by the governing bodies for Aims and the FRFC, legal representation from each agency will begin the process of constructing a legal agreement (IGA) for the partnership

5. Both agencies governing bodies will be updated regularly on the progress made, with reports to leadership/management being made to both update and receive approval to move the initiative forward as appropriate

Conclusion

A partnership between Aims Community College and the Front Range Fire Consortium could bring together the best of the vocational and academic worlds in a synergistic way to tangibly influence and improve the region's fire/rescue service providers. The advancement of the quality of life, economic vitality, and the overall success of our diverse communities would be a result of this partnership. A partnership of this type could also build lasting relationships that improve operations through familiarity and greater understanding of each other's needs and challenges.

The time seems to be right to take the next steps in forging a new partnership between these two great, existing organizations to help prepare and train the current and future generation of firefighters and leaders for the challenges that they face. The creation of a partnership of this type will take effort, tenacity and a fierce resolve to complete. Yet, the completion of this partnership could transform the region's fire service training and education in a manner that will positively shape the future for generations to come.

FRFC Board of Directors Agenda Items

Item # 6/14/19-4 Decision for 2019/2020 Professional Development Plan:

Summary

The *2018 FRFC Strategic Plan* calls for the development of a new professional development program. An initial outreach began in the fall and spring (2018/2019) with the launch of the *Envision Leadership* course. This two-semester offering has started well with 35 students from eight of the FRFC departments participating. This course has received overwhelmingly positive feedback, and the clear feedback is that we are on the right track with this course as the new professional development base course for the FRFC. The course began with 35 students with 31 completing the entire course (3 dropped out at the semester break, one dropped out in the middle of the second semester) – all cited family/life changes as the reason.

The *Envision Leadership* course should be seen as the base leadership course for the FRFC for professional development; a subsequent offering, perhaps a more focused Leadership Academy, should be developed to compliment this course as the major outreach for Professional Development Training for the FRFC.

A brief presentation will be made concerning the future of professional development and the FRFC at the June Chiefs/BODs meeting. This presentation will focus on the type of leadership training for the future, the roles of the FRFC and the individual departments, and future ad hoc training.

The decision for the Chiefs/BODs focuses on the continuance of the *Envision Leadership* course for the 2019/2020 years as the model for professional development for the FRFC, and for both financial and promotional assistance support on the part of the FRFC Chiefs/BODs.

This proposal is requesting support from the FRFC Chiefs/BODs to continue the work of this leadership summit team for the FRFC to:

- ***Offer the Envision Leadership Course in 2019/2020 year (fall & spring)***

- ***Continue the work of the FRFC Leadership Summit Team to further develop a full professional development program for the FRFC***

Forecasted Costs for Envision Leadership *

2019/2020

- **INSTRUCTOR COSTS -** **$34,272**
  - 21 hours per week (average)
  - 32 weeks out of the year
  - X $51.00 per hour (same rate as 2018/2019)

- **SYLLABUS/PRINTING COSTS-** **$ 1500**
  - Two 70 page syllabi for each student
  - 2 X 40 three-ring binders
  - Miscellaneous printing costs

- **VIDEOS-** **$ 960**
  - Complete set of videos for Band of Brothers For each student

- **BOOKS-** **$ 2,700**
  - Three textbooks for 2nd semester course

- **MISCELLANEOUS COSTS-** **$ 500**

TOTAL COSTS FOR COURSE **$39,432**

* NOTE: Total costs for the course (two semesters) are based on a class of 40 students, which would equate to a cost per student of ***$1,000 for the entire course,*** *or* ***$500 per student per semester.***