

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

**Date: April 21, 2022 at 1300**

**LOCATION:** In-person attendance at Loveland Fire Rescue Authority Training Center 1040 Emergency Dr. Loveland. Includes optional virtual attendance via Microsoft Teams for members unable to make the meeting in-person.

1. **Call to Order:** President Kris Kazian call the meeting to order at 1305.
2. **Roll Call and Attendance: Board Members Present,** Brian Kuznik (Greeley), Kris Kazian (Windsor), Derek Bergsten (PFA), Mike Patterson (Wellington), Michael West (Front Range Fire Rescue), Tim Sendelbach (Loveland Fire), Dave Beebe (Mountain View), Dan Higgins (Longmont), Mike Calderazzo (Boulder), Warren Jones (Executive Director)

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

**Board Members Absent:** Jim Klug (Platte Valley)

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

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

*Seconded and approved (Brian Kuznik)*

*All Approved*

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

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

## 7. Discussion of Strategic Issues and Future Direction

### Where Does the FRFC Go from Here?

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

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

**8. Other Business**

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

*No motions necessary*

**9. Next Meeting/Adjournment:**

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

**ATTESTATION OF MINUTES:**

We attest that the foregoing minutes, which have been approved by the affirmative majority vote of the Board of Directors of the Front Range Fire Consortium, are a true and accurate record of the meeting held on the date stated above.

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[Redacted], President/Chairman

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[Redacted], Secretary/Treasurer