

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



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

**FRFC Board of Directors  
Notice of Study Session and Agenda  
November 8, 2022, 12:30 PM**

**At Windsor Severance Fire Rescue  
100 N 7<sup>th</sup> Windsor Colorado  
Video and phone conference attendance options below**

**In Attendance:**

Chief Kris Kazian (Windsor), Chief Tim Sendelbach (Loveland), Chief Brian Kazian (Greeley), Chief Michael West (Front Range), Chief Dan Higgins (Longmont), Chief Tyson Barela (Poudre), Chief Michael Patterson (Wellington), Chief Michael Calderazzo (Boulder), Cherie Kozak (Business Support)

**1. Discussion: Alternate funding formulas for FRFC**

- Chief Sendelbach requested that meeting invites be sent out for all future meetings, and that the distribution list be broadened. Chief Kazian asked Cherie to get the meeting invites out for the year once the meeting dates and locations are set. Cherie will also be collecting the desired contacts for the distribution lists, and she will keep them updated and will distribute meeting notices and information to correct recipients.
- Chief Kazian said that at the last couple of meetings there has been discussion about how to do a membership and how do we create opportunities and right size FRFC fees. Southern smaller agencies (Lafayette, Bolder Rural, Louisville and Berthod) asked to be part of the conversation of how they may be a part of FRFC.
- In the budget, FRFC just added Cherie's position and an Administrative Chief position which created fixed costs for academy at ¼ million dollars for operations including ladder testing, insurance and other required expenses of Academy and does that cost get satisfied by the classes that are taught or the membership fees.
- 10 agencies at \$10,000 and Chief Kazian feels there needs to be a base fee. There was also consideration of how to do an ops FTE base rate or structure to create some funding. He also feels that the base rate per person should remain the same regardless of the size of the agency, but the bigger agencies have more of an impact on the system so he feels there should be a larger fee for the larger agencies. There is interest in keeping the dues at the current revenue rate, but restructuring how the dues are collected is important so everyone can be included.
- Chief Kuznik said the success of the academy relies on the number of recruits enrolled per year. Target of 50 students per year but if academy doesn't hit those 50

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students, is the FRFC Academy sustainable? He posed the question if there are other ways to bring money into the FRFC aside from the academy so operating costs for FRFC are covered.

- Chief Sendelbach feels that \$150,000 for an academy chief needs to be revisited as he doesn't see that there is enough work for that position. He feels the product base needs to be enhanced to justify that position. He is concerned that the FRFC may be pricing itself out of the market.
- Chief West said that he spoke to another agency, and they said \$14,250 is too much and double what they are paying in the metro area for firefighter training. He feels the FRFC is priced way out of the market. He posed the question, if there aren't enough students to justify the academy then how is it going to run?
- Chief Kazian is concerned that if the fee per student is lowered too much, there won't be enough revenue for operating costs.
- Chief Sendelbach said the FRFC has \$300,000 in revenue just sitting there and that the Chiefs could be using that money to be doing creative things within their organizations. He feels that the model needs to be much tighter. He posed the question, if the metro areas are doing recruit training at half the price, how are they doing it? Having reserves is important but it may be too much.
- Chief Kazian said the FRFC is unsustainable in its current configuration without someone in some capacity leading the organization. It can't operate the way it's currently running with the amount of time and energy it requires. If the academy chief isn't hired, the work will have to be delegated out.
- Chief Patterson said having an admin like Cherie in place would have helped a lot with administrative workload and JVG's financial tracking is very important to have parameters, and at the director level (finding the right skill set to make it work) and have a full-time admin and part time director.
- Chief Kazian said the Envision Leadership is a lot of work to get up and running and it's not sustainable without someone to have the time to create it. Additionally, that Cherie may not be 100% with FRFC once admin is set up and she may be in more of a half- and half-time position with LFRA and FRFC.
- Chief Higgins asked, if there was an academy chief/director, would the FRFC need an Eric Klaas, and there was agreement that there would not be a need, but there has to be someone there that has oversight of the programs. Chief Sendelbach shared that there are two people in the full-time position now (Chief Klaas and Lt. Summer)
- Kuznik – if he makes up x percent of the academy. (What does the 10k get me) – Higgins – if we had the chief, that's 10 per recruit. What's running the academy and what is being charged. Paying for no product.
- Chief Sendelbach posed the question, if everyone is in at \$7,500 but you don't have to pay extra for Envision Leadership, that could be the upside of paying the annual FRFC dues and there is enticement to join the FRFC. Then all of the other programs

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are available to them for \$7,500, and \$10,000 per recruit for Academy. Another question is, if the academy is split up into quarters and the agencies fulfill that position of the proposed Executive Chief, put it in the hands of the Training Officers and transition the command. Chief Barela said that model was tried, and it didn't work due to different personalities. Chief Sendelbach said that FRFC is in a better financial place by having the smaller agencies join then if they are kept out due to the expense. Instructor one and instructor two are certifications that would elevate the position of FRFC and its value.

- Chief Patterson said he will not have someone in the academy this spring but would like to be a part of the academy. He posed the idea of the smaller agencies having a shared membership with another smaller agency. The lease back isn't a good fit for the smaller organizations either, because they have to pay overtime. But the 5k of the half buy in, would leave his agency \$5,000 to put toward tuition or Envision Leadership.
- Chief Higgins talked about staggering academies or splitting them in half if there are too many. Can go all the way up to 30 recruits. Kazian – Who's working the solution? If everyone is at the table and someone is doing the work to coordinate, then it can work. But handing the baton at each academy could fail.
- Chief Kuznik said they talked to AIMS with the focus on the accreditation that would provide college credit. Is there an opportunity to partner with AIMS as the parent company. There are funding opportunities there. If AIMS and FRFC are affiliated together could help with some of the funding gaps and can be financial opportunities. Chief Sendelbach said there could be an MOU in place that AIMS would have to answer to the board, so FRFC doesn't lose control over the FRFC.
- Per Chief Kuznik, the 2023 Budget plan is probably to present it as staying the same until an alternative plan comes in place to vote on and Chief Kazian said the budget has to be approved by December 15<sup>th</sup>, 2022.
- Chief Sendelbach shared that Chief Klaas is committed to the next academy so it takes the part time Executive Chief out, so marketing it at \$7500 is marketable to everyone and bigger organizations should not pay more. Charge \$7500 in annual fees and 10k per recruit for academy and the FRFC has to operate withing its means.
- Chief Kazian said something has to be put in place to bring someone onboard to oversee the academy as it is too much work for one person.

## **2. Discussion: Alternate service offerings for FRFC More leadership academy**