

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 After Action Review Meeting
Minutes for Action Items
December 1, 2022 at 1:30pm
4301 Ronald Reagan Blvd. (LFRA Station 10)**

Purpose of the Meeting:

To present FRFC Academy 2022-2 information to the Board Chiefs as a debriefing. He is requesting an FRFC Board consensus and direction related to the topics of note. Chief Klaas has a PowerPoint presentation that he will send to the Chiefs for their reference.

Attendance:

Kris Kazian (FRFC President & Fire Chief - Windsor), Jeramie Greer (Division Chief - Windsor), Jordan Spight (Lieutenant - Windsor), James Cohen (FRFC Cadre & Firefighter - Windsor), Tim Sendelbach (Fire Chief - Loveland), Greg Ward (Division Chief - Loveland), Eric Klaas (Academy Chief & Battalion Chief - Loveland), Rick Summer (FRFC Lead Instructor & Lieutenant - Loveland), Brian Kuznik (Fire Chief - Greeley), Ben Ojinaga (Assistant Chief - Greeley), Chris Mirowski (Training & Battalion Chief - Greeley), Dan Higgins (Fire Chief - Longmont), Mike Burelson (Training Captain - Longmont), Stew Visser (FRFC Cadre - Lieutenant & Hazmat - Longmont), Jim Klug (Fire Chief - Platte Valley), Ryan Rieser (Training Captain - Platte Valley), Michael West (Fire Chief - Front Range), Cody Hinkle (Battalion Chief - Front Range), Sara Simonton (JVG), Cherie Kozak (FRFC/LFRA)

4 Questions the Board Was Looking for from Chief Klaas and the Cadre: (Chief Kazian)

- What was expected to happen in this academy
- What actually occurred
- What went well and why
- What can be improved and how

Definitive Expectations from the Board for Academy 2022-2 and Objectives: (Chief Klaas)

- Facilitate FRFC Academy move and create solid digital inventory of all equipment:
 - Salamander Inventory Tracking – **Update:** Waiting on printer, but Larimer County Emergency Management will let FRFC use their printer. FRFC will provide their ink and labels. Chief Klaas will look for light duty people to get inventory underway.
- Operate within budget and recover some of 2022-1 deficit if possible:
 - Original Budget - \$312,000, and 2022-2 Academy came in just under budget. Recuperated close to \$90,000 which was the deficit from last Academy.
 - Captured the materials and leased resource expenses, to help establish the cost of each Academy module in the future.
- Develop FRFC fire academy curriculum:
 - The Academy Chief and Cadre developed 30 lesson plans and 29 PowerPoints. Close to having the FRFC Curriculum on a thumb drive that can be given to future academies. (Contains: Skills Stations, Materials Needed, Staffing Plans)
- Create equity with leased resources
 - This Academy was close to giving back the same percentage that each agency put in. Can now project the number of instructors needed from each agency to keep the percentages balanced.

What Went Well: (Chief Klaas)

Operations:

- **Cadre** – Eric feels the Cadre is the foundation and core of the academy. They set the standard of the information being delivered. This Academy had a great variety of exceptional Cadre and instructors and it helped rounded out the experience for the Recruits.
- **Instructors** – SME's and instructional delivery (crawl, walk, run). High performing and energetic instructors sent by their agencies.
- **Physical Fitness Plan** – Emily and her background allowed for a very dynamic and functional plan, and it matched what was happening in the academy.
- **Cancer Decon preventative measures** – Eric feels it's important to make good impressions on the recruits now and set the example. He believes in giving recruits good habits moving forward and is interested in having the Decon bags for both instructors and recruits.
- **Recruits** - All 26 recruits met the minimum standards of Colorado state test.

Administratively:

- **Reporting** – Good reporting to JVG and a timely response back with a good working relationship. Weekly reporting to FRFC Board
- **Software** - Google classroom, Questionmark testing platform
- **Cost Tracking** – Put into 3 categories (Moving Costs, Academy Costs, Major Equipment Purchase = A purchase that can last more than one academy)

Academy Duration:

Chief Klaas is requesting that the Board consider one of the other options for the academy schedule. The four-day, 10-hour schedule would allow for more study time and recovery time for the recruits. If there is a change to the 4 days per week, Academy would stay at the 13-week model.

- 12 weeks (March 6th – May 26th)
- 13 weeks - 4 days a week (Running 4 10's on Mon. Tue. Thur. Fri) (Feb. 20 – May 26) Would start on the traditional third Monday.

Recruits and Cadre Schedule – Asking for a general consensus amongst the agencies, so everyone is on the same schedule. Chief would like to see all of the instructors and Cadre on the same 40 or 56 hour schedule.

Fitness Plan (PFT?) – Requesting a consensus on what the long-term physical fitness plan will look like. In the ROG there's an initial fitness evaluation, a midyear, and a final one. Chief feels that fitness bench marks are important, but would like to know, from the Board, what that looks like. He would like to see the fitness expectations more well defined and consistent throughout the agencies to help with continuity in the academies and instruction.

Live Fire Standards (NFPA 1403 or CO State) – Asking for consensus if Academy is following the CO State or NFPA.

Firefighter "Standard" – Chief Klaas feels that the "Academy Standard" is the most important topic that he would like the Board to come to a consensus on. He would like their direction on what they would like the standard of the Academy to look like. What is the expected level of firefighter that the FRFC is producing? Chief said that there is a wide range of experience that the Recruits come in with. (The state JPR vs. NFPA 1001 Standard referenced on the PowerPoint slide), Chief Klaas believes the 1001 standard is the direction to go. He also feels it's important for the instructors to have the JPR's upfront, so they know what they are testing to.

Moving Forward: What the Academy needs from the Board

1. What academy calendar would the Board like to go with?

Would it be best:

- To keep the Academy calendar the same.
- Move Academy to 12 weeks.
- Try the 4 – 10's schedule

2. Continue with balanced Lease Resources?

If the Board would like to continue with Leased Resources, Chief Klaas would like to propose a "Train the Trainer" for the instructors. He feels they would then have a group of people from each agency to help keep things balanced.

3. What is the Firefighter Standard the Board would like?

Chief Klaas is looking for a consensus amongst the Board for what they want the Standard to be. Would the Board like to see?

- Everyone graduating to be at the Firefighter II Level
- Basic Firefighter Level
- To have the additional Tech Rescue and advanced skills

4. One vs. two FRFC academies?

Chief would like to know the number of recruits anticipated for 2023-1. Academy numbers around 25 or 26 are good, but over that, he recommends splitting the academy, due to:

- Resources to run the Academy. Chief Klaas based his academy size on the number of reps the recruits were getting. If the class gets too big, the training reps are lost.
- Chief recommends that if the class gets above 25-26 recruits, that the Academy be split into 2 Battalions, and that they would run simultaneously as two smaller academies.
- Who will be the Cadre? Chief feels it is important for the Cadre to understand the time commitment for being on the training team. He feels if a Cadre is trained up but they only stay for the one Academy, the academy has to start training the Cadre all over again. He emphasized, that more importantly, the Academy is losing experienced Cadre members. Chief is requesting that the agencies commit their personnel to a minimum of three academies, to help keep continuity in the instruction.

Comments regarding the Firefighter Standard:

- Chief Sendelbach – Asked Chief Klaas to confirm if the recruits are trained up to and graduate with the Firefighter II knowledge, but are just not Firefighter II certified and Chief Klaas confirmed that to be true. Chief Klaas said that some Recruits have previous certifications so they can get the FF-II certification. However, if a Recruit doesn't come in with Firefighter I certification, they cannot test for the Firefighter II until they complete the Firefighter I Academy.
- Chief Kuznik – Asked Chief Klaas and the Cadre to comment on:
 - He would like a recommendation on the Pre-academy and what knowledge the recruits should come in with.
 - He asked, from a fitness perspective, is there a concern being expressed with varied recruit fitness levels. Chief Klaas agreed that there is a viable concern with the different levels of fitness amongst incoming recruits.
 - He asked about familiarity with SCBA, and asked Chief Klaas if he recommends that recruits come in with a certain level of experience. Chief Klaas said the information recruits receive in Academy is the same from the beginning and from the ground up, as it's hard to teach many different skill levels. He said that former training and experience can distract from the way the FRFC is trying to teach them. The Cadre agreed.
 - Chief Kuznik asked if there was a Pre-academy letter from the FRFC regarding fitness expectations. Chief Klaas said he sent the letter to the Training Officers to share with their agency's recruits. Firefighter Cohen (from the Cadre perspective) shared that he feels there should be a minimum expected fitness level of incoming recruits. He said he feels it becomes a safety issue if they are not at the minimum standard fitness level

Financials:

Sara (JVG) – Developing structures to tie up modules and the costs for the next budget season. Sara said 3 academies will be good for having a clear picture of what modules will cost on a per recruit basis.

Physical Fitness:

- Firefighter Cohen (Cadre) – Said he feels the fitness standard should have very clear expectations. He feels it's a risk to keep recruits moving forward if they don't have the fitness capabilities.
- Chief Kazian – Expressed that he feels there should be a minimum expectation from a health perspective. He said Frontline is coming on with the Academy and they are doing the 1582. Chief Sendelbach agreed and said Frontline Medical is right on the FRFC property and he believes they will be able to help determine if recruits are fit to move forward.
- Chief Sendelbach feels the important touchpoint with the recruits, is 30 days out from academy. He had a suggestion that this was a good point with the potential recruits to have their evaluation, as there is not yet a substantial investment on either side.
- Chief Klaas said he is happy to go with whatever standard fitness expectations the Board decides on, he just wants to know what the level of accountability is for the recruits.

Conversation To Consider: A discussion among the Board Chiefs and the Cadre regarding the length of Academy days for both the Cadre and the Recruits. It was mentioned that the long days don't give the recruits time for study or to get settled with their relocation requirements. The Cadre are also working 12-14 hour days.

Conversation To Consider: Chief Kazian feels there has to be a discussion with the Board Chiefs, to come to a consensus on whether the basics are good enough for the Academy, or if it is expected that the new recruits learn advanced skills and techniques.

Conversation To Consider: Chief Kazian expressed that he believes the Cadre and instructors should all be modeling the same behavior to the recruits and referenced the Decon procedures.

Conversation To Consider: Chief Kazian said there will be a conversation amongst the Chiefs regarding Military Protocol Day. Chief West agreed and feels there is great importance in what the recruits learn that day. However, he would like to see adjustments to the delivery of the information, so it runs consistent with the culture of the Fire Service.

Closing:

President Kris Kazian closed with acknowledging the importance of the AAR and that he would like to continue with this after each Academy. He feels there is incredible value in hearing from the Academy Chief and the Cadre, with what worked, what didn't and what they may need to help keep the Academy moving forward.

Chief Kazian would like to have the Board follow up meeting the week of December 12th. This meeting's goal is to discuss and come to consensus on the AAR items requested by Academy Chief Klaas.