

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 Board Work Session and Agenda
April 21, 2022, 13:00
Loveland Fire Rescue Authority Training Center
1040 Emergency Drive, Loveland**

Video-conference sign-on information

Join Zoom Meeting
<https://fra.zoom.us/j/8952019715>

Agenda is preliminary and subject to change by majority vote of the Board at the meeting.

Individuals requiring special accommodation to attend and/or participate in this meeting please advise the ADA Compliance Officer at fesconsulting15@gmail.com or (970) 397-3114 of their specific need(s) as soon as possible.

- 1. Call to order**
- 2. Director roll call**
- 3. Approval or changes to agenda**
- 4. Review of Strategic Plan**
- 5. Discussion of strategic issues and future direction**
- 6. Other business**
- 7. Next meeting / Adjournment**

Regular meeting, June 8, 2022

Front Range Fire Consortium

Administration

The administration program was established with the adoption of the authority in 2016. It includes all expenses related to the maintenance of the overhead administrative of the consortium. It currently includes the costs related to the Envision Leadership program. However, this program will be separated out as a separate program in the 2023 budget. For the purpose of this report the Envision Leadership program isn't shown in administration.

Administrative functions

- Board of Directors support, preparing agendas, and posting meetings.
- Preparing reports and analysis.
- Maintaining the FRFC website.
- Coordinating with the member agencies providing leased resources for finance and note taking.
- Coordinating with the Jim Vincent Group.
- Maintaining the FRFC Training Officers group.
- Developing and administering the budget.
- Project work related to the fire academy and Envision Leadership not related to the current programs (preparation for fall 2022 academy).

Staffing

The administration program is staffed by a contractual Executive Chief at approximately .25 FTE, leased resources from Poudre for general finance and meeting note taking by Front Range. Accounting and financial advice is provided by the Jim Vincent Group under contract.

Administration budget

Below is the budget for administration since 2018. The 5-year average for administrative expenses is \$51,282. In 2019 personnel costs appear to be high but have stabilized in the last two years. The policies adopted by the Board in 2017 require a \$50,000 operational reserve. This is fully funded.

Administration revenue

Administration is funded by the \$10,000 per year annual membership fee.

	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget
Administration					
Executive Administrator/Director	5400	10165	24988	23814	35000
Legal	1733	1022	1729	620	2500
Insurance	68	29	21	0	100
Audit/Finance				2500	15000
Banking			1000		
Leased Resources	486	38776	2171	56	1000
Office Supplies/Equip	918	456	75		1200
Board Support	200	1381	207	62	
Miscellaneous	1088	1566	183		100
Web Service	1005	528	1888	1575	1000
Seminar Expense	750	750	4000		1000
Strategic Planning		1144			
Admin/Logistics Coordinator	20806	41488		4765	0
Other					100
Total Administrative	32454	97305	36262	33392	57000

Key issue: Is the amount of operational reserve adequate.

Key issue: Are other reserves needed?

Key issue: Are future expenses beyond the current academy and Envision Leadership anticipated?

Key issue: Is the current amount of the annual membership fee correct?

Front Range Fire Consortium

Professional Development

The Front Range Fire Consortium (FRFC) began as an organization with a sole purpose of professional development/leadership training. The first outreach in 1997 for the FRFC (Northern Colorado Fire Consortium at the time) was to offer a training program known as Professional Development for Career Officers (PDCO). The program was a one-year training effort where students would meet once per month for the eight-hour day training. The classes were mostly non-fire related and instead focused more on contemporary and traditional leadership/management subjects. This program lasted for several years, but was changed in the mid-2000's to be more specific in the student audience; the Professional Development for Fire Officers (PDFO) was developed, adding a greater focus to the classes and training needed for today's fire company officers and battalion chiefs. This second iteration of professional development and training lasted until 2013. For approximately five years, the professional development program for the FRFC was inactive.

In 2017 an effort within FRFC began with a goal to create a new professional development program. This new training program would replace PDCO/PDFO with a different focus and teaching methodology. The difference in this new program was the result of several evaluations of important dimensions: this new program would require a leadership training model with a proven track record in northern Colorado/southern Wyoming, and would have credible and proven fire instructors doing the delivery. In mid-2018, the FRFC Chiefs/BODs approved the new Envision Leadership program as the new outreach for leadership/officer training for the FRFC. This new program met all of the FRFC Chiefs/BODs requirements and had several other value-added benefits. The new course had built within it an expandable model that could be delivered in a two-semester program and included the needed grading metrics so the course could be easily adopted by a local college or university; the transition into an accredited program was envisioned. This program began with the 2018-2019 school year, and has been in existence up to and including this current 2021-2022 school year.

The financial model for Envision Leadership was planned and targeted to be "revenue neutral." The purpose was to make the training as affordable as possible for each FRFC member department. The goal was to keep the operation and management costs as low as possible, while maintaining a high quality education for the participants. Each of the first two, two-semester courses, have been completed under budget; the third course (the one currently in operation) will very likely finish under budget as well. Thus, the financial model has worked and this "new" professional development program has been self-sustaining for the three courses that have been offered.

Over the last five years, three, two semester courses have been offered to the personnel within the FRFC, and several other regional, non-FRFC departments. There have been a total of 115 students that have enrolled in the courses from twelve FRFC departments and five non-FRFC departments. An attached diagram (next page) has the number of students attending from each of the seventeen departments listed (both FRFC and non-FRFC departments). Graduation levels are at 100% for the first semester (*The Leadership Journey*) and at 92% for the second semester (*The Leadership Encounter*).

Students Attending Envision Leadership Courses from 2018-2021

FRFC Member Agency	Number of Students Attending
Poudre	45
Greeley	17
Windsor	9
Loveland	8
Cheyenne	5
Laramie	4
Boulder	3
Mountainview	3
Platte Valley	2
Front Range	1
Longmont	1
Wellington	1
Galeton*	6
Laramie County Fire District #2*	4
Berthoud*	3
Evans*	2
Rocky Mountain Fire Department*	1
Total	115

* Non FRFC Member Departments are listed in Red

Finally, evaluations done with the first two courses have indicated that Envision Leadership has met its teaching objectives for the students. The program has also met nearly every Goal, Expectation, Strategy and Tactics as outlined in the 2018 Front Range Fire Consortium Strategic Plan (page 46). Nevertheless, there are a few “Key Issues” that should be discussed by the FRFC Board of Directors.

Envision Leadership – Course Curriculum and Instruction

By nearly all metrics the “new” Envision Leadership program has been a success. Yet, an evaluation of the course, after the third year, is warranted. The first semester *The Leadership Journey* is solid and should be continued as is. However, the second semester, *The Leadership Encounter* may need more evaluation. The 2nd semester course focuses on all three of the Leadership Essentials (Character, Competence and Vision) – perhaps the focus should be narrowed to just Character. Another consideration is program instruction and management. Currently one person does the lion’s share of the instructing and all of the logistics and management for the program.

Key issue: **Should a change be made in the 2nd semester to have a primary focus on Character?**

Key issue: **What part, if any, should the new course from Dave Anderson (*Becoming a Firefighter of Character*) have on our current 2nd semester?**

Key Issue: **Should a teaching cadre be used in the future for instruction, with a specified instructional manager dealing with the necessary course logistics?**

Front Range Fire Consortium

Recruit Fire Academy

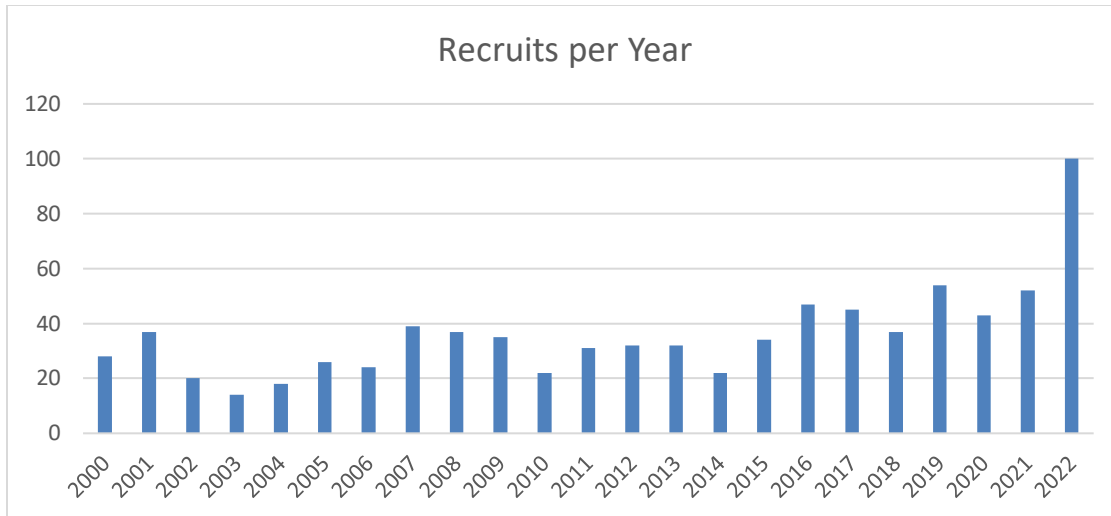
The Recruit Fire Academy has been the flagship of FRFC since the beginning. The academies began in 1998 with the original members of Poudre, Boulder, Longmont and Greeley. It has grown to include the current 10 members. It has included Cheyenne, Laramie and Central Valley in the past. Except for 2004, academies are offered twice a year, spring and fall. Since 2000 this academy has trained 729 recruit firefighters. This is approximately 80% of all the uniformed personnel of member agencies.

Member Agency	Number of Recruits
Poudre	182
Greeley	114
Longmont	83
Boulder	74
Mountain View	70
Cheyenne*	67
Loveland	41
Laramie*	32
Windsor	29
Central Valley*	28
Front Range	4
Platte Valley	3
Wellington	1
Total	729

*Past members, Cheyenne currently has recruits in the academy and pays a flat fee per recruit and does not participate in the leased resource reimbursement strategy.

Recruit numbers

Over the past 22 years the average number of recruits per year has been 33. The number of recruits per academy over this period as varied from four to 36. However, beginning in 2016 there has been a marked increase in recruits. During the last six years the average annual number has been 46. This year the number of recruits will be close to 100. For this reason, the Boulder County members are conducting their own academy in the spring, and Poudre will conduct its own in the fall. The fall FRFC 2022 academy has 13 recruits and 30-40 are expected in the fall. The fall academy will be hosted by LFRA at their training center.



Key issue: Difficulty in planning academies due to inability to predict number of recruits.

Key issue: Number of recruits per year into the future?

Key issue: Minimum and maximum size of effective academies.

Academy staffing

Academy staffing has been a lead and co-lead instructors and sometimes a firefighter logistics technician on a full-time basis during the 15 weeks of the academy assigned from a member agency. The large content modules are staffed by a lead module instructor and assistant instructors on a part-time basis. Prior to 2015 one of the member agencies provided a part-time academy chief. Since 2015 the consortium has employed a part-time academy chief who manages the business operations, logistics and administrative support for the academy.

Key issue: Difficulty in gaining organizational commitment to provide full-time staff.

Key issue: Module instructors are sometimes overstaffed.

Key issue: Should academy staffing ratios be adopted by policy?

Key issue: Should some academy staff be hired directly by FRFC?

Academy curriculum

The academy curriculum is 15 weeks based on NFPA Firefighter I and II, as well as the Division of Fire Prevention and Control and Colorado Metropolitan Certification Board certification systems. In addition to this basic curriculum there are several “added-value” modules that have been added at the request of members. The current curriculum also includes five days of live fire in burn structures.

The preliminary planning for the fall academy is ongoing and it appears now that it will be a 13-week schedule finishing before the Thanksgiving week. To get to 13 weeks several added-value modules have been eliminated and smaller modules combined. These changes will be presented to the FRFC training officers at their May meeting. Our schedule will similar to PFA’s although there will be some overlap in major modules that may require new instructors.

Key issue: Is 15-week schedule best?

Key issue: What “added value” modules should be continued.

Academy location

The academy has been hosted by PFA at their training center since the beginning. Of the 15 weeks, approximately eight have been at PFA. The remainder of the weeks are distributed among Boulder, Longmont, Greeley, Loveland and sometimes Cheyenne training centers, as well as classrooms in Greeley and Windsor. In the current academy 12 of the 15 weeks are at PFA.

Key issue: Should academy be hosted in same location permanently?

Key issue: Value of using multiple training venues?

Academy funding

The academy has been funded through three strategies over time. In the first from 1998 to 2016, all personnel, facilities, apparatus and equipment were “donated” by member agencies. Direct costs such as supplies, books and clothing were paid for from the annual membership fee. The second strategy was from 2016 to 2019. During this period personnel, facilities, and apparatus were “leased” to the consortium and the actual full cost of each academy was charged to each agency on a per-recruit basis. Under this funding strategy the actual cost per recruit varied depending on the value of the resources “leased” to the consortium by the member agencies. The current strategy, since 2019, is to charge a fixed cost of \$14,250 for each recruit. Members that “lease” resources to the academy are still reimbursed but the actual revenue from each recruit stays constant. This means that for larger academies revenue exceeds costs, and for smaller academies costs exceed revenue. In this case the reimbursement for “leased” resources is supplemented from overall reserves. As shown below the break-even number of recruits is in the low 20’s. Based on this strategy the present academy with 13 recruits will have a loss of about \$45,000 with a per recruit cost of approximately \$17,692.

Academy	Number of Recruits	Total Cost	Cost per Recruit	Special Comments
2021-2	33	\$322,866	\$9,783	Gain \$147,834
2017-1	28	\$299,916	\$10,711	
2016-2	24	\$259,238	\$10,801	
2015-2	24	\$309,489	\$12,895	
2016-1	25	\$319,323	\$12,895	
2019-2	28	\$364,464	\$13,016	

2019-1	26	\$356,366	\$13,706	
2021 Cost per Recruit			\$14,250	
2021-1	19	\$287,232	\$15,117	Loss \$16,482
2018-2	18	\$275,000	\$15,277	
2017-2	17	\$271,124	\$15,948	
2018-1	19	\$303,845	\$15,991	
2020-2	9	\$174,144	\$19,434	

Key issue: Constant recruit cost or actual per academy?

Key issue: Is dedicated academy reserve needed?

Academy equipment

The equipment used by the academy are a combination of equipment provided by member agencies and equipment owned by the consortium. The consortium does not own any major capital equipment such as apparatus or facilities. Consortium owed equipment includes small equipment such as hand tools and exercise equipment, and larger equipment such as ladders, smoke generators, rescue equipment and saws. Academy equipment is stored in a storage container at the Poudre training center and inside the Poudre training bay. The most recent inventory was earlier this year. In some cases, equipment is directly purchased by the consortium and in others equipment is purchased by member agencies and is reimbursed by the consortium.

The policies adopted by the Board in 2017 anticipated that a reserve fund for major equipment purchase, replacement and maintenance would be established. This reserve fund has not been established. However, \$48,323 has been spent within the academy budget for this type of equipment over the past four years and \$9,000 is projected for this year. This indicates that approximately \$12,000 per year is spent per year on major equipment.

Key issue: Is a major equipment reserve fund needed?

Key issue: Should the consortium purchase other major equipment?