

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

**Date: June 11, 2021**

**LOCATION:** Limited in-person attendance at Loveland Fire Rescue Authority Training Center includes optional virtual attendance via Microsoft Teams for members unable to make the meeting in-person.

**CALL TO ORDER:**

Chairman Kris Kazian called the meeting to order at 1005.

**ATTENDANCE:**

**Board Members Present:** Brian Kuznik (Greeley), Kris Kazian (Windsor), Derek Bergsten (PFA), Gary Green (Wellington), Greg Ward (Loveland), Michael West (Front Range Fire Rescue), Mike Calderazzo (Boulder), Ron Lindroth (Central Valley)

**Also Present:** Mike Patterson, Tyson Barela (PFA), Taylor Montey (PFA), Cindy Heesemann, James Vincent  
Accounting representatives

**Board Members Absent:**

Barry Schaefer (Platte Valley), Rob Spendlow (Longmont), Dave Beebe (Mountain View)

**APPROVAL OF THE AGENDA (ADDITIONS/DELETIONS):**

*Motion to accept agenda (Mike West)*

*Seconded and approved (Greg Ward)*

*Approved*

**APPROVAL OF MINUTES:**

*Motion to Approve Minutes (February 12, 2021) (Ron Lindroth)*

*Motion Seconded (Mike West)*

*Approved*

**PUBLIC INPUT:**

No public input

**OLD BUSINESS:**

None

## NEW BUSINESS:

### 1. **Financial Report** – January 1 – May 31, 2021

- a. Brief review of the history of financial responsibility, when Mike Patterson began with FRFC the financials were provided by WSFR, transitioned to Carissa and Chief Patterson at PFA, recently partnered with James Vincent to assist with the financial aspects of FRFC.
- b. Quarterly report presented to the BOD from Ben Archer-Clowes & Gabe Buldra with James Vincent Group. Reviewed the monthly financial report (attached).
- c. Discussed the goals of the organization to provide accurate, transparent, and easy to understand information.
- d. Recommended that all members review the cover page. This page gives a snapshot and summary of the financial information.
- e. Budget vs. Actuals were reviewed, and reports provided (attached) as well as a prior year analysis. Going forward recommend looking at the historical performance and build the budget into QuickBooks based on historical data.
- f. Chief Kazian feels that there is value to look at this current year expenses vs. prior year expenses in addition to YTD expenses.
- g. Chief Green gave positive feedback to James Vincent Group & Chief Patterson on the financial reporting.

*Motion to accept financial report (Gary Green)*

*Motion seconded (Brian Kuznik)*

*Passed by vote*

### 2. **2022 Budget Planning Process**

- a. Ben and Gabe with James Vincent discussed thoughts and ideas for reporting financial data.
- b. When presenting financials, the goal is for them to be true and represent what is done from a revenue and expense standpoint. Using the accrual basis of accounting, allows FRFC to see the true costs/expenses regardless of what happens with cash.
- c. Currently the net of the activities is recorded, therefore, may not present a full picture of revenue and expense related to operating costs. Moving forward James Vincent recommends looking at the true user fees per organization and look at the true cost expenditures. Looking at the financials in this manner will allow for a more accurate picture going forward.
- d. Chief Kazian explained the current process for academy billing. Gabe explained options for billing and how this would affect departments. Chief Barela (PFA) explained that they have budgeted for the full tuition for the number of recruits attending and are ready for the cost. Greeley has also budgeted for their recruits. Chief Kazian feels it is cleaner to enroll recruits then be issued an invoice for those recruits. If recruits drop out, then a reimbursement would be issued back in addition to any reimbursement for leased resources.
- e. Chief Kazian expressed that using this method may push FRFC over the threshold for an audit. Not that an audit is a bad thing, an audit would allow for a close examination of the process. We would need to budget accordingly annually for this audit. The payments and reimbursements occur twice a year and is not a huge workload. Feels this a cleaner way to go.
- f. Gabe emphasizes that audits are a good thing and ensures accuracy and protection of the assets and resources in addition to protecting the members of the organization. Chief Kazian states that the cost of audit is part of the cost of doing business.
- g. Chief Patterson would like to talk about the 2022 budget planning process. July is when the budget begins to develop. A big part of that is the projection of the number of recruits that will go through the Academy. Chief would like to have a budget drafted for James Vincent to look, and to present to the board for approval at the November meeting. Question to the group is: How far ahead can you estimate on what the recruit numbers will look for 2022?
- h. Chief Kazian mentioned that the dues are important in budgeting. Costs are adjusting accordingly depending on the number of recruits. Based on the actual numbers the budget can be amended and adjusted accordingly.

- i. Gabe advises looking at previous years to track trends. This process helps give a projection on the budget.
- j. Chief Patterson discussed the expenses and expense sheets and how the line items are organized. Asks if the Board has a preference on the line items of expenses. Chief Kazian suggests working with the accountant to work on this going forward.
- k. Gabe brought forward a question regarding a credit to Cheyenne Fire for \$7300 from 2018. Chief Kazian asks that Gabe research this payout and pay them any money that may be due to them. Chief Patterson thanks Gabe and Ben for helping to get the books cleaned up.

### 3. FRFC Fitness Program Proposal

- a. A detailed proposal and history of the fitness program is attached. Specific qualifications of Train for the Win trainers along with details about the programming, coaching, pre-academy, and a question-and-answer section. Captain Montey gave a summary of the fitness program and report on the current areas of improvement. Discussed the programming based on the academy schedule and how this will benefit the Academy and the recruits.
- b. Chief Green asked a question about the Q & A section and the question of hiring or contracting with someone to be at every morning PT session to ensure consistency with training? The answer states that that is not a practical option for stated reasons. The paragraph below that states that PFA will have a firefighter assigned to the academy. These feel contradictory. Chief Green would also like to know who covers the cost of the firefighter?
- c. Chief Barela explains that due to the size of this group the current staffing is not sufficient. The PFA firefighter would be on site all day, travel with the recruits and support for Captain Dragan and provided by PFA at no cost to FRFC.
- d. Chief Patterson provided additional clarification that the intended language was to indicate that hiring or contacting with a single individual would not be practical, but that the academy cadre could fill that role of providing consistency with the training program by the PFT's.
- e. Chief Barela states that this will provide consistency and support for the PFT's. Having a firefighter will provide the continuity throughout the academy by being at every session.
- f. Chief Green also asked about consulting with Tiffany Lipsey from CSU and feels like consulting with her is critical since CSU performs the new hire testing. Chief Barela explained that he did not dismiss but understands CSU to do the testing and not programming. Chief Green feels like we should tie in the programming to the testing and consult with CSU. Allow for a review of the program and ask for feedback and suggestions.
- g. Chief Kazian supports this Fitness program as is but has concerns with PFA providing the firefighter over the next academy's but then what happens going forward? Is it fair for PFA to provide this support and absorb the "soft costs" going forward and is this a sustainable model?
- h. Chief Kuznik thanked Taylor and Tyson for the work put into this, Chief Green expressed his support for this idea and appreciates all the work that went into this.
- i. Captain Montey asked for clarification on the billing option and Chief Kazian states that they bill us for half now and the second half upon delivery and completion of the product.

*Motion to move forward with the new Academy fitness program at \$7200- (Gary Green)*

*Seconded – (Greg Ward)*

*Vote passed unanimous*

### 4. Discussion and Final Update of 2021-1 Academy

- a. Chief Patterson gave a quick recap of the Academy. Thank you to Chief West for playing the bagpipes.
- b. 20.333 recruits completed the Academy. The Academy came in \$2400 under budget. An Academy review/after action will be scheduled in the near future. The review will include injuries, costs, and Cadre feedback.
- c. Chief Lindroth asks for the invoice to be sent as soon as possible to meet his budget for Central Valley.
- d. Thank you to all that worked this Academy.

5. 2021-2 Academy-Estimate numbers and anticipated Cadre attendance.
  - a. Chief Patterson gave an update and planning is in progress. Starting Monday, August 23<sup>rd</sup> with graduation set for Saturday, December 4<sup>th</sup>.
  - b. The new calendar and major modules are sent out.
  - c. Looking to get names and hard numbers by July 9<sup>th</sup> to get sizes for uniforms. The latest numbers and names by July 20<sup>th</sup>.
  - d. Currently have Captain Dragon and one firefighter from PFA, Longmont will have one Cadre, Chief Patterson is looking for one additional Cadre for this Academy.
  - e. Chief West explained that his experience has been that to every five instructors they would allow one non-officer.
  - f. What should the process be for sharing and filling Cadre? The person filling the position needs to be a good fit. Chief West advised, as an example, that if a department has six recruits that they provide one Cadre or if a department has one or two recruits that we take turns every third or fourth academy.
  - g. Chief Kuznik recommends a sub-committee to look into the costs of reimbursement of each rank, department commitment, and overall process of filling Cadre within each Academy.
  - h. Chief Lindroth may have a Cadre that can fill the position and will let Chief Patterson know.
  - i. Chief Kuznik adds that the Training Lt. commits to the Academy especially when GFD has recruits but needs to be aware of the number of hours committed during the Academy.
  - j. Chief Calderazzo has four confirmed for this fall and may be able to commit a Cadre to this Academy.
  - k. Discussion about building materials and the high cost of providing them for the Academy. Consider Live Fire at different locations and modifying the material used.
  
6. Envision Leadership Update
  - a. On track for delivering the next session for Fall 2021 and Spring of 2022
  - b. This is Chief Mirowski's last class and will need instructors in the future.
  - c. 2 sessions/week on Tues/Friday with 24/44 spots filled.
  - d. Planning to have this class in person with the option for online for Chief Lindroth's team.
  - e. Flexible with invoicing and payment due date depending on budgets and the end of the year.
  
7. Aims Partnership Proposal Update
  - a. Chief Kazian met with them, Aims knows there is an interest but with Covid currently in a holding pattern with them.
  
8. Other Business
  - a. Chief Kazian adds that at the last meeting members brought up trying to get together to review the bylaws and that wasn't able to happen.
  - b. Chief Kazian feels that due to the Sunshine Rules it is counterproductive to not be able to have conversations outside of the FRFC Board meeting. Chief Patterson suggested having a general work session that would be open to all, use these to have discussions and explained that from 2017 going forward it was an Authority with an IGA.
  - c. Chief West restates that we have created an Authority, have an agreement and want to be above board, he doesn't want to go backwards. Feels this is different than a Fire Chiefs Association that has minimal dues and power. Here we make decisions that affect budgets. An option is to do more meetings, as an example, instead of quarterly, have one hour meetings every six weeks.
  
  - d. Chief Kazian would like to congratulate Chief DeMint and Chief Miller on their retirement!

**EXECUTIVE SESSION (If NECESSARY):**

None

**NEXT MEETING**

August 13th, 2021 Scheduled in Windsor in person as well as virtual. Chief Patterson asks all Board members to be

thinking about the 2022 Board of Directors meeting and a preferred day of the week to meet.

**ADJOURNMENT:**

There being no further business to come before the Board, motion to adjourn the meeting by Mike Calderazzo, second by Ron Lindroth at 1219.

**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.

\_\_\_\_\_  
[Redacted], President/Chairman

\_\_\_\_\_  
[Redacted], Secretary/Treasurer