

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

Date: August 13, 2021

LOCATION: Limited in-person attendance at Windsor Severance Fire Rescue Station 1, 100 N. 7th St. Windsor 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 1006.

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), Barry Schaefer (Platte Valley)

Also Present: Mike Patterson, Chief Randy Mirowski, Cindy Heesemann, James Vincent Accounting representative Sara Simonton and Ben Archer-Clowes

Board Members Absent:

Rob Spendlow (Longmont), Dave Beebe (Mountain View), Ron Lindroth (Central Valley)

APPROVAL OF THE AGENDA (ADDITIONS/DELETIONS):

Motion to accept agenda (Mike West)

Seconded and approved (Brian Kuznik)

Approved

APPROVAL OF MINUTES:

Motion to Approve Minutes (June 11,2021) (Mike West)

Motion Seconded (Derek Bergsten)

Approved

PUBLIC INPUT:

No public input

OLD BUSINESS:

None

NEW BUSINESS:

6. **Financial Report** – July 2021 YTD Financials, Presented by Ben and Sarah with James Vincent Accounting (See attached FRFC Financial Reports)
 - a. The balance sheet was reviewed and presented.
 - b. Reviewed the P&L, a YTD adjustment was made in July based on discussion at the last meeting regarding the academy. In the past the revenue expenses were netted with the leased resources. Going forward the revenue will be calculated by multiplying the recruits x the rate and the leased resources will be reported within the expenses.
 - c. Total revenue YTD is \$399,703 and expenses YTD is \$341,967
 - d. Chief Kazian asked if the budget as reported is the total budget or YTD. Sarah explains that this is the total budget and not YTD.

- e. Chief Patterson adds that calculating revenue vs. cost per recruit, currently at 33 recruits would be an additional \$470,000 to add into the revenue for 2021. This will put us in the range of \$800,000 for 2021. This includes 6 months of the Leadership Encounter Course for 2021.
- f. James Vincent brought to the Boards attention that there was a credit memo that was due to Cheyenne from 2017, this is approximately \$7,000 and is related to leased resources that was a credit for future use. Cheyenne has not participated in an academy and this credit will be issued back to them.
- g. Chief Patterson has discussed accounts receivable/payable with James Vincent, we are currently issuing paper checks, Chief suggests bill.com. This is an electronic method to pay invoices and receivables. Chief Patterson will get more information and bring back to the Board in November.
- h. Chief Patterson has been asked about using issued P-Cards as a payment option, currently we are not set up to take credit cards. Is this something we want to look into? May have usage fees or surcharges? Chief Patterson will look into this further and have a discussion with James Vincent on the options available.

Motion to accept financial report (Greg Ward)

Motion seconded (Barry Schaefer)

Passed by vote

2022 Budget Planning Process

- a. Chief Patterson put together a draft budget for 2022, based off of revenue and leased resources and a recruit number of 55.
- b. The goal and the IGA states that the budget should be in place by July of the current fiscal year for the following year.
- c. This draft budget is the first proposal followed by approval in November.
- d. This budget is based on a swag of the number of recruits and does not account for a change in membership dues.
- e. Work has been done to clean up some of the line items and work with James Vincent to break out some of the expenses.
- f. In the spring of 2022, Chief Patterson will begin the 2023 budget so it is available for the Board in June 2022.
- g. Chief Kazian comments that radios are in two places on the budget. Chief Patterson explains that there are academy purchases that would be used over several academies and expenses that are associated with a specific academy. Radios were moved from the academy expense category to the major academy expense category.
- h. Chief Kazian also comments that there is a profit of \$50k, should we think about funding major equipment for the academy? Ben with James Vincent agrees that we should have the profit go toward funding capital.
- i. Chief Patterson explained that leased resources are difficult to swag, he needs to determine how much of the income is returned due to leased resources and keep a close eye on instructors.
- j. At the November meeting Chief Patterson will have the 2022 proposed annual fees, contributions and reimbursement schedule. A copy of the 2021 fees is in the packet for reference. Chief asks about anticipated salaries for 2022. Years past a 3% increase was factored into the increase and salary surveys were conducted. Is there an anticipated spike for 2022? What should we consider for fixed rates? Between now and November be thinking about what these numbers should look like for instructors and the Board will consider Chief Patterson's hourly rate for 2022.

7. Discussion: 2021-2 Academy Planning Report- see planning report attached

- a. 2021-2 FRFC Recruit Academy will begin Monday, August 23 with 33 recruits. One Central Valley recruit dropped.
- b. All supplies, equipment and books are ready for distribution.
- c. Support staff and instructors are all set.
- d. What COVID precautions should be followed? Begin wearing masks until we can determine the total number of recruits that are vaccinated. Plenty of supplies are available. PFA explained their process for mask wearing and the current mandate of vaccines from the union. Consider each

- location deciding on a mask or no mask. Training instructors are in favor of masks in the classroom, avoids contact tracing, risk of getting sick or the possibility of a quarantine.
- e. Continue to monitor the cost of building supplies and look for options to repurpose previously used materials.
 - f. Beginning to look for a location and a keynote speaker for graduation on December 4th.

8. Envision Leadership Update

- a. Chief Mirowski briefly reviewed the history of the Envision Leadership course. Currently there are 26 students registered and confirmed for this year's course. 35 students are the break-even number. Chief feels that we will be at or above that number once outside organizations are solicited to attend.
- b. Consideration on non-fire organizations or reach out to i.e., law/EMS departments and possibly have them pay 10% more as a surcharge.
- c. This year Chief will be implementing succession planning, 5 instructors will be sharing the teaching and Chief Mirowski will be retiring after this session. The class is scheduled to begin September 8th.
- d. The class will be split into two groups, Tuesday or Friday and cover the same material. Splitting between 2 day allows for students to attend and accommodate schedules.
- e. Instructors will be leased resource just as instructors are for the academy.
- f. If necessary, this can be moved to a hybrid model or a virtual learning and are working on the logistics.
- g. Virtual learning is also an option for Central Valley, Chief is open to doing this.
- h. Upon graduation of the program each student will receive a set of videos, the course is set up as a train the trainer course and designed for the student to go back and teach to their area of influence.
- i. The fee is \$1000 per student, \$500 per semester, FRFC is flexible with payment options, let Chief Patterson know if you have a preference on when you pay the tuition.

Motion to move forward with Envision Leadership (Mike West)

Motion seconded (Greg Ward)

Passed by vote

9. FRFC Member Agency Hiring and Planning Process

- a. Chief Kazian has asked that this topic be discussed at the meeting and to take a look at the health of the organization as a whole. Smaller neighboring agencies are at a risk of losing members to larger agencies that may have more to offer. If an agency has sent a recruit through FRFC and covers the cost, then is it reasonable to ask that some of the cost be recouped by the agency that paid for the academy? There is a burden on the smaller agencies that feed into the larger agencies. What is a reasonable window that a smaller agency can recoup some of the cost?
- b. Currently there is a two-year agreement where if a recruit leaves, then WSFR can recoup some of the education cost from the firefighter.
- c. Chief Kazian feels that as more and more agencies begin to hire this situation could strain budgets/relationships and could also lead to agencies questioning their membership within FRFC. He wants to see all agencies be successful but also firefighters be where they want to be.
- d. Chief Kuznik acknowledges that recently he hired an FF from another member. He is interested in coming to an agreement for the future.
- e. Are there other agencies that have a similar experience? Chief West explains that his experience has been hard, particularly when a recruit has been hired while in the academy. An agreement was made that agencies would not steal during the academy, and they would payback academy costs after 12 months. Chief West feels that it is his responsibility to do what he can to make sure that his department is attractive to new hires and to current members. Considers what he can affect like salary, but there are other considerations when members leave that a department has no control over such as call volume or tech rescues. Chief agrees that a gentlemen's agreement could be in place.
- f. Chief Kazian feels that Cadre instructors should not actively pursue recruits during the academy. Creating a reimbursement model would help, and feels like one year is too short and more like two years would be ideal. Chief Kazian feels like if a firefighter wants to advance, he is happy for that

and wants them to be where they want to be but doesn't want agencies to leave FRFC because of that.

- g. Also discussed giving a heads up to the agency if a candidate is sitting in a position to be hired by another agency. This helps with back filling the position and allows time to hire and register for the upcoming academy.
- h. Chief asks that everyone think about it and continue the discussion at the next meeting.
- i. The next part of the agenda item is, Mountain View would like to conduct a FRFC Academy South. That would include Boulder and Longmont. They are looking at a large number of recruits in the spring. This would not be an FRFC ran academy but would be able to provide guidance for the academy. Looking ahead 2-5 years are these large numbers what we could be expecting or is this a one-time thing? Something to think about in the future. Chief Calderazzo mentions that this would be a trial run, they prefer to stay in FRFC but create an Academy South.
- j. Chief Kazian suggests having a calendar with assigned agencies that fill the roles and a rotation schedule. Chief Patterson has been working on this with the Training Officers group.

10. FRFC Fitness Program Update

- a. PFA and FRFC met with Tiffany Lipsey to review and discuss the new programming.
- b. The PFT's training session was held in July
- c. Planning for another session to boost pool of PFT's

11. Aims Partnership Proposal Update

- a. No new updates since the last board meeting

12. Other Business

- a. Meet the Chief coming up for Loveland
- b. Chief Bergsten mentioned an option that surrounding departments can use the same bid price and can pass on the savings to each other by bulk purchasing. Chief will list FRFC during RFP/RFQ processes and a specific department can order if desired.
- c. Chief Green announced his retirement before the end of the year! Chief Patterson will look at getting a replacement for Chief Green's Board position for 2022.
- d. Chief Patterson asks for feedback for the day of the week that would be best to hold the board meeting in 2022. Chief will set the dates and add to the packet at the November meeting.

EXECUTIVE SESSION (If NECESSARY):

None

NEXT MEETING

November 12, 2021, Scheduled in Poudre Fire Authority at 10:00 a.m. in person as well as virtual.

ADJOURNMENT:

There being no further business to come before the Board, motion to adjourn the meeting by Mike West, second by Brian Kuznik at 1206.

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