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Boulder Rural Fire Rescue  
Front Range Fire Rescue  
Greeley Fire Department  
Lafayette Fire Department  
Longmont Fire Department



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

**FRFC Board of Directors Meeting Minutes**  
**August 9, 2023, 10:00AM**  
**Greeley Fire Department Station-1 Greeley, CO 80631**

1. **Call To Order:** Meeting called to order at 10:02am by FRFC President, Chief Tim Sendelbach (Loveland Fire Rescue Authority)
2. **Roll Call:** Chief Tim Sendelbach (Loveland), Chief Michael Calderazzo (Boulder), Chief Derek Bergsten (Poudre), Chief Greg Schwab (Boulder Rural), Chief Michael West (Front Range), Chief Chris Ellmer (Greeley), Chief Pete Bradshaw (Lafayette), Chief Dan Higgins (Longmont), Chief Dave Beebe (Mountain View), Chief Jim Klug (Platte Valley), Chief Darren Jaques (Windsor)

**Also Present:** Chief Greg Ward (Loveland), Chief Eric Klaas (Loveland), Sara Simonton (James Vincent Group – JVG), Cherie Kozak (FRFC & Loveland)

3. **Approval or Changes to the Agenda:** No changes to the agenda were voiced.
4. **Call to the Public:** No members of the public were present in person or online.
5. **Consent Agenda: Discussion/Possible Action:**
  - a. Review and Consider Approval of June 7, 2023, Regular Meeting
  - b. Review and Consider Approval of June 15, 2023, Special Meeting
  - c. Review and Consider Approval of June 28, 2023, Special Meeting - AAR

*Motion to approve the consent agenda as presented – Chief Dave Beebe (Mountain View Fire Department)  
seconded – Chief Michael West (Front Range Fire Rescue)  
All Approved – Motion Carried*

6. **Financial Report:**

- a. **Discussion/Possible Action:** Monthly Financial Report – JVG
  - i. **Training Balance/Budget Sheet:**

Sara Simonton shared that the cash balance is currently \$236,895.00 which is down from last year. She said the decrease is likely due to the leased resources being paid out to the agencies for Academy 2023-1 and Academy 2023-2 has not yet received the \$12,000 for each of the new recruits.

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**ii. Historical Contributions:**

Sara said that JVG was able to track FRFC contributions back to 2017, and the numbers in her budget report reflect both the money received by the agencies as well as money paid out to the agencies.

*Motion to approve the monthly financial report as presented – Chief Greg Schwab (Boulder Rural Fire Department)*

*seconded - Chief Derek Bergsten (Poudre Fire Authority)*

*All Approved – Motion Carried*

**b. Discussion/Possible Action: 2024 Budget Resolution – Resolution 2023-03**

Requesting FRFC Board approval of the Omnibus Resolution for the fiscal year 2024

Sara shared that the budget roll up represents class codes for expense allocation and the budget is built off the anticipation of 50 recruits for fiscal year 2024. She said that \$12,000 per recruit is how they get to the revenue of \$600,000 which Chief Klaas uses to budget for academy needs.

Sara shared that the administration line is now for membership revenue and is down to \$20,000 which represents the new FRFC members Boulder Rural and Lafayette. Additionally, she said expenses for legal, JVG, and audits, will be absorbed into the Academy and Professional Development budgets.

Sara said the FRFC can anticipate revenue of \$15,000 for Professional Development and that there is no leased resource for the Professional Development programs, as instructor reimbursement comes directly from the program tuition.

**Discussion:**

Chief Dan Higgins questioned what happens if the academy is smaller than 50 recruits per year causing the anticipated revenue to run short. He asked Sara and the Board how a smaller spring academy might change the \$12,000 per recruit fee. He also said he does not feel the costs of the previous academy should be carried over to the next academy as agency participation may differ from academy to academy.

Sara said they would keep the academy expense to \$12,000 per recruit and cut costs during a smaller academy, if there is one, and not carry it over to the next academy group.

Chief Higgins also posed the question about the recruits who don't make it through the entire academy. He asked if the cost structure might pose a problem with the academy's bottom line with the 1/3, 1/3, 1/3 academy refund model.

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Chief Tim Sendelbach said that each Academy is considered a single project in and of itself, and what happens in one should not affect the other. He continued by saying that Chief Klaas would be adjusting his uniforms and other expenses to stay within the \$12,000 per recruit budget for each Academy.

Chief Higgins also shared that one of the things he feels may be a good discussion for the Board, is if a spring academy's enrollment is projected to be low, is it better to consolidate the academy to one per year to decrease expenses such as leased resources.

Chief Sendelbach said he feels there needs to be a deeper Board discussion to help forecast the future academy plans and policies. He included that there are several options to consider such as a lateral format or a partnership with Aims as a bridge format. He feels that there needs to be a bigger discussion and he would like the Board to consider getting a meeting on the calendar to discuss options.

Chief Greg Schwab said he thinks it's hard for the Training Chief to reduce costs if he has already bought the books, uniforms and scheduled the instructors. He said he feels that restructuring the finances when a recruit leaves academy early, would be very hard for the Academy Chief to do. He suggested that the Board may need to reconsider the refund model for an early recruit dismissal and have the recruit fee stay in the academy instead of receiving a refund. Chief Klaas agreed and said he had difficulty last academy as everything was already paid for and cutbacks are hard after everything is purchased.

Chief Jim Klug asked if the length of the academy can be adjusted to reduce costs if the academy is smaller and there aren't as many overall reps needed (time wise) as in bigger classes. Chief Klaas said that the reduction in time would be minimal as there are still skills stations not just repetitions. He suggested considering laterals with recruits who are certified, as putting them in the basic academy commits them to the 15-week curriculum. He said he feels this delays getting them online which would benefit the home agencies more.

*Motion to approve the 2024 Budget Resolution as presented – Chief Dave Beebe (Mountain View Fire Department)*

*seconded – Chief Dan Higgins (Longmont Fire Department)*

*All Approved – Motion Carried*

## **7. Old Business:**

### **a. Discussion/Possible Action: Funding Models for the FRFC for 2024 and Beyond**

Chief Michael Calderazzo said he was following up on the example provided to the FRFC of the North Metro Model and wanted to know where things stand for this Academy and for the FRFC model moving forward.

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**Discussion:**

Chief Sendelbach said the recent discussion was to set a budget of \$12,000 per recruit with the option to rebate participating agencies if Chief Klaas was able to hold the expenses to less than \$12,000 per candidate. He said that if there was an overage beyond the \$12,000 per recruit, the agencies that did not participate in that academy would not be charged for anything except capital expenses.

Chief Calderazzo asked where they stand with an updated policy. Chief Sendelbach said he was working with FRFC's attorney Emily Powell, but she recently transferred her duties to Dino Ross, due to an extended medical leave. He said they were working on an updated draft for the Board to consider, with an adjustment to the IGA regarding the May Budget approval. He said the May deadline is hard for several of the agencies to meet, as many are still working on their agency's upcoming annual budget beyond that time.

Chief Higgins addressed the funding model in relation to the Leased Resource model, and said he believes the leased resource model is favorable over the Fixed Cadre of the North Area model. He said he feels the FRFC has developed a good model for instruction and brings up quality recruits within the existing FRFC Academy structure. He gave an example of the HazMat module, and said that although instructors can teach it, it's a challenging module and he believes it benefits the recruits to have subject experts teaching modules. He also said he feels that the lease back structure allows agencies that do not have current recruits in an academy to still provide their subject matter experts to benefit the FRFC recruits.

Chief Sendelbach said that for this academy the lease back model is still in place and agencies will get a credit to their Training Account for their leased resources. He included that the funding model is one of the topics he feels needs a deeper Board discussion to help determine the best model for the FRFC moving forward.

- b. **Discussion/Possible Action:** Best Policy for FRFC Equipment Maintenance and New Purchases as a Shared Expense by all Member Agencies.

Chief Sendelbach said capital expenses will still be evenly distributed amongst all member agencies, regardless of their current Recruit or Leased Resource participation. He used the Thermal Imagers as an example and said that the expense would be shared by the ten agencies and then moving forward, the expenses would be shared by all 11 agencies with the addition of Chief Bradshaw and Lafayette Fire Department.

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**Discussion:**

Chief Calderazzo asked for clarification on agency funding for future capital expenses. He said that most agencies have an equipment replacement fund and he asked if the FRFC has a fund set aside for that as well. He shared that he is in favor of that, as it allows agencies to plan for anticipated replacements and equipment needs. He suggested that proposals for equipment purchases include augmentation to the replacement fund to cover replacement cost down the line.

Chief Sendelbach asked Chief Klaas if there was a replacement plan developed with the FRFC Inventory that would help them put a plan in place.

Chief Klaas said he knows the Academy is currently in need of radios, ladders, and the thermal imaging cameras. He also said the rest of the equipment inventory has been donated to the FRFC when member agencies cycle equipment out with their replacement plans. He did suggest that the Cadre go through the digital inventory to see what might be good to have on a replacement plan, and recommend they include fitness equipment to that list. Chief Sendelbach asked if he would create a proposal for a replacement plan to submit to the Board as an amendment to the 2024 Budget, and Chief Klaas said that could be done.

Chief Sendelbach suggested that as an additional asset to being an FRFC member, the FRFC owned equipment could be lent to the member agencies as needed.

Chief Sendelbach and Chief Klaas discussed pursuing a license with IFSTA for digital access for Recruit Academy Books as an e-Library. They said they would conduct a joint call to IFSTA to enquire about a license so the books can be kept in house.

- c. **Discussion/Possible Action:** Formal Document for New Agency Requesting FRFC Membership – CMCB PPM Document.  
Chief Derek Bergsten shared that the CMCB document is a formal document for the addition of a new member agency. He said he is happy to have the document drafted up and he will send it out to the Board for possible inclusion into the FRFC policies and bylaws. Chief Sendelbach asked Cherie to send the existing IGA to Chief Bergsten so he can incorporate the policy into his draft for new FRFC membership.
- d. **Envision Leadership:** Leadership Journey Update  
Chief Greg Ward said the Cadre are getting ready to start the second semester Leadership Encounter on September 12<sup>th</sup>. He shared that they are currently at 10 students, and they decided to change the requirements to allow for students to take either semester first.
  - i. **Chief Chats:** Chief Ward said he still has two sessions where he needs a Chief Officer for the Chief Chats at the beginning of each class. He said the needed times are for session 4 and session 7.

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- ii. **Professional Development:** Chief Ward said they are running a Fire Officer 2 program with a DFPC in November and the registered students are primarily from FRFC member agencies. He said he feels that data shows that Professional Development could possibly host those programs down the road, either with the help of DFPC or within the FRFC independently.

## 8. **New Business:**

### a. **FRFC Academy 2023-2:**

#### i. **Discussion/Possible Action:** 2023-2 Academy Update and Needs

1. **Start of Academy 2023-2:** Chief Klaas said there are 20 Recruits in this academy with 10 from Boulder, 7 from Loveland, 2 from Lafayette and 1 from Windsor. The Academy is sticking with the 4 10's model, with Monday off. Graduation will be December 5<sup>th</sup> with location to be determined.
2. **ROG – Recruit Absences:** Requesting Board Direction for Minimum Attendance Requirements for Academy.  
Chief Klaas said he contacted Front Range and Aims Community College and they both have a 3-day absence policy. He said Academy has been following the individual agencies policies to dictate the bereavement allowance, but it is variable and that causes confusion. He added that the work comp absence is challenging as the doctors are hesitant to put someone back in academy. The recruit is then in an observational capacity and there comes a point where they have missed so much it's hard to catch up. He said the Academy gets further ahead and the Cadre are pressed to get the recruit through the benchmarks. He added that he would like a consensus on how the board would like to handle absences, regardless of the individual agency policies.

Chief Darren Jaques said they have to clarify the expectations in the policy, otherwise the responsibility falls back on the Cadre to get them up to speed to pass the JPR's.

Chief Higgins suggested that the responsibility of instruction move to the recruit's home agency to bring them up to speed and not put it on the Cadre.

Chief Klaas also shared, that at the end of every JPR there is a benchmark and check off day the recruit is required to meet to move on to the next module. He said there are also phases, and recruits have to pass one phase to get to the next and the phases are important as they are leading up to Live Fire.

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He said he believes this is the difficult part for the Cadre as there isn't an opportunity for them to go back and train when they are moving the rest of Academy forward. He said he would request that remediation go back to the recruit's home agency, but he feels it's important to keep the skills check off with the Academy Cadre to maintain consistency. Chief Klaas also said he feels it would be beneficial to the FRFC organization if the home agencies help each other with recruit remediation. He said the smaller agencies may not have instructors in the module, and instructional consistency is crucial for successful skills development and check off.

Chief Sendelbach asked Chief Klaas to write a hybrid with 3 days of unexcused absence, which covers medical and bereavement and anything outside of an injury and then the recruit would have an administrative review. He added that if a recruit is injured, they can be out for 80 hours and then they will have an administrative review. Chief Klaas said he is in favor of the administrative review in both scenarios because it allows for a wholistic view of the recruit's individual circumstances. He also said that the recruits home agency training officer will be part of the review and they can then communicate back to their Division Chief or Fire Chief. Chief Klaas will present the addition to the ROG for the Board to review and approve.

- b. Discussion/Possible Action:** FRFC Ratification of Ladder Testing - Requesting Board Approval for Annual Maintenance Testing of FRFC Ladders.

Chief Sendelbach shared with the Board that he, Chief West and Chief Klug gave approval to Chief Klaas for the ladder testing. The estimate was for \$1,500 to \$2,000.

- c. Discussion/Possible Action:** Potential Monthly Board Meetings During Academy - Suggesting Monthly Virtual Meetings Between Regular Board Meetings to Cover Timely Discussions and Needs

Chief Sendelbach asked the Board for consideration of monthly meetings until they can get the FRFC structure more clearly defined for the future of the academy. The Board members agreed this would be helpful.

*Motion to proceed with monthly meetings until the Board can address some of the FRFC structure topics – Chief Derek Bergsten (Poudre Fire Authority)*

*seconded – Chief Michael West (Front Range Fire Rescue)*

*All Approved – Motion Carried*

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**d. FRFC Website and Social Media: FRFC Social Media Development**

Chief Sendelbach said Cherie has been working on updating the FRFC website. He said there has also been discussion regarding a stronger social media presence to highlight the Academy and Professional Development programs. He said it may be additionally beneficial for recruitment and retention to keep social media platforms updated with what the FRFC is doing. Chief Sendelbach asked if there is support to proceed with a social media presence, and the Board said they were in support of it.

**9. Interim Special Meeting: 10:00am September 13, 2023, Virtual Meeting Via Teams**


**10. Next Regular Meeting: 10:00am October 11, 2023, Windsor Severance Fire Rescue  
100 N. 7<sup>th</sup> St Windsor, CO 80550**

**11. Adjournment: August 9, 2023, 11:25AM**

*Motion to adjourn – Chief Jim Klug (Platte Valley Fire Department)  
Seconded – Chief Michael West (Front Range Fire Rescue)  
All Approved – Motion Carried*

**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.*

  
\_\_\_\_\_, FRFC Board President  
Fire Chief Tim Sendelbach

  
\_\_\_\_\_, FRFC Board Secretary  
Fire Chief Brian Kuznik