
Loveland Fire Rescue Authority Board Meeting



Station 2
3070 W. 29th Street
Community Room
Loveland, Colorado 80537
Wednesday, October 25, 2017
1:30 PM



Loveland Fire Rescue Authority (LFRA) Board Meeting Agenda
Station 2, 3070 W 29th Street
Community Room
Loveland, Colorado 80537
Wednesday, October 25, 2017
1:30 PM

The Loveland Fire Rescue Authority (LFRA) is committed to providing an equal opportunity for services, programs and activities and does not discriminate on the basis of disability, race, age, color, national origin, religion, sexual orientation or gender. LFRA contracts with the City of Loveland for assistance with translation, discrimination concerns, and Americans with Disabilities Act accommodations. Please contact the City of Loveland Title VI Coordinator at TitleSix@cityofloveland.org or 970-962-2372 for translation services and discrimination concerns. LFRA will make reasonable accommodations for citizens in accordance with the Americans with Disabilities Act (ADA). For more information on ADA or accommodations, please contact the City of Loveland ADA Coordinator at Jason.smitherman@cityofloveland.org or 970-962-3319.

La Autoridad de Rescate de Incendios de Loveland (LFRA, por sus iniciales en inglés) se compromete a proveer oportunidades equitativas para servicios, programas, y actividades, y no discrimina basándose en discapacidades, raza, edad, color, origen nacional, religión, orientación sexual, o género. La LFRA tiene contratos con la Ciudad de Loveland para recibir asistencia para traducciones, en caso de preocupaciones de discriminación, y de acomodaciones de la Ley de Americanos con Discapacidades. Por favor comuníquese con el Coordinador del Título VI de la Ciudad de Loveland en TitleSix@cityofloveland.org o al 970-962-2372 si necesita servicios de traducción o tiene preocupaciones de discriminación. La LFRA organizará acomodaciones razonables para ciudadanos de acuerdo con la Ley de Americanos con Discapacidades (ADA, por sus iniciales en inglés). Si desea más información acerca de la ADA o acerca de las acomodaciones, por favor comuníquese con la Coordinadora de la Ciudad de Loveland en Jason.smitherman@cityofloveland.org o al 970-962-3319.

Wireless access: COLGuest, accesswifi

CALL TO ORDER
PLEDGE OF ALLEGIANCE
ROLL CALL
AWARDS AND PRESENTATIONS
PUBLIC COMMENT

CONSENT AGENDA

Anyone in the audience will be given time to speak to any item on the Consent Agenda. Please ask for that item to be removed from the Consent Agenda. Items pulled will be heard at the beginning of the Regular Agenda. You will be given an opportunity to speak to the item before the Board acts upon it.

Public hearings remaining on the Consent Agenda are considered to have been opened and closed, with the information furnished in connection with these items considered as the only evidence presented. Adoption of the items remaining on the Consent Agenda is considered as adoption of the staff recommendation for those items.

Anyone making a comment during any portion of today's meeting should come forward state your name and address for the record before being recognized by the Chair. Please do not interrupt other speakers. Side conversations should be moved outside the meeting room. Please limit your comments to no more than five minutes.



Loveland Fire Rescue Authority (LFRA) Board Meeting Agenda
 Station 2, 3070 W 29th Street
 Community Room
 Loveland, Colorado 80537
 Wednesday, October 25, 2017
 1:30 PM

1. Consider a Motion to Approve the Minutes from the Loveland Fire Rescue Authority Board for the September 27, 2017 Regular Board Meeting.
2. Review the 2017 Third Quarter Budget Report

End of Consent Agenda

REGULAR AGENDA

Anyone who wishes to address the Board on any item on this part of the agenda may do so when the Chair calls for public comment. All public hearings are conducted in accordance with Board By-Laws. When Board is considering approval, the Authority's By-laws only requires that a majority of the Board quorum be present to vote in favor of the item.

3. Update on the Fire Station 7 Land Acquisition
4. Review of the 2018 Strategic Plan
5. Review Briefing Papers and Correspondence.
 - a. Chief's Report
 - b. Letters
 - c. September Operations Statistics
 - d. September Community Safety Division Statistics
6. Other Business for Board Consideration
7. Executive session pursuant to CRS 24-6-402(4)(b), (e), and (f) to receive advice of legal counsel regarding the negotiation of intergovernmental agreements for the assessment of impact fees, and regarding a personnel matter

ADJOURN

Agenda Item Cover

Item No.: 1

Meeting Date: October 25, 2017

Prepared By: Kristen Cummings, Business Services Coordinator



TITLE

Consider a Motion to Approve the Minutes from the September 27, 2017 Loveland Fire Rescue Authority (LFRA) Regular Board Meeting

EXECUTIVE SUMMARY

The attached document, prepared by Kristen Cummings and edited by outside attorneys, is a record of the September 27, 2017 regular meeting of the LFRA Board. The document details the discussions at the meeting including: the approval of the consent agenda (Minutes), discussion about the Fire Chief evaluation process, distribution of the final draft of the 2018 Strategic Plan, adoption of the revised impact fee study, and the Chief's Report.

BACKGROUND

Standard meeting protocol

STAFF RECOMMENDATION

Approve as written

FINANCIAL/ECONOMIC IMPACTS

N/A

ASSOCIATED STRATEGIC GOALS

N/A

ATTACHMENTS

September 27, 2017 Minutes



Loveland Fire Rescue Authority Board Meeting Minutes
Wednesday, September 27, 2017
3070 W. 29th Street, Loveland
1:30 p.m.

Members Present:

Board Chairman Jeff Swanty, Director of the Loveland Rural Fire Protection District ("Rural District")
 Vice Chairman Cecil Gutierrez, City of Loveland Mayor
 Director Steve Adams, Loveland City Manager
 Director John Fogle, City of Loveland Council Member
 Director Dave Legits, Rural District President

Staff Present:

Mark Miller, Fire Chief
 Ned Sparks, Division Chief
 Greg Ward, Division Chief
 Kristen Cummings, Business Services Coordinator
 Emily Powell, Legal Counsel to the Authority
 Andrea Wright, Human Resources Manager
 Greg White, Secretary of Rural District
 Randy Mirowski, Special Projects Manager
 Michael Cerovski, Battalion Chief

Visitors:

Paul Pfeiffer, Loveland Fire Rescue Advisory Committee

Call to Order:

Chairman Swanty called the Loveland Fire Rescue Authority ("LFRA") Board meeting to order on the above date at 2:10 p.m.

Awards and Presentations:

Immediately prior to the Board meeting, a pinning ceremony was held to honor the following promotions: Eric Klaas to Battalion Chief, Kevin Hessler to Captain, Nick Bukowski to Lieutenant, and Brad Schiffelbein to Engineer. The pinning ceremony also honored new hires Cole Stephenson and Melissa Gillen as Firefighters, and Melissa Gillen was sworn in by Chairman Swanty.

Public Comment:

None

Consent Agenda:

1. Consider a Motion to Approve the Minutes from the LFRA August 30, 2017 Regular Board Meeting.

Vice Chairman Gutierrez moved to approve the consent agenda. Director Fogle seconded; motion carried unanimously.

Regular Agenda:

2. Discussion about the Fire Chief Evaluation Process for 2017-2018

Andrea Wright gave a presentation that compared the current evaluation process for Chief Miller, a possible modified version of that evaluation process that removes the “360 Survey”, and a new option that would involve quarterly meetings instead of a single, annual evaluation.

Director Fogle stated that he was not inclined to remove the 360 Survey, because that is how the Board gets feedback from employees about Chief Miller’s performance. Chief Miller said his preference would be the quarterly meetings, so that he has ongoing feedback. This option is also consistent with the process the City of Loveland uses for its managers. Chief Miller advised the Board that Andrea is performing confidential “Stay Interviews” with employees to learn more about their experience in working for the Authority. Director Fogle asked if the contents of the “Stay Interviews” could be aggregated and compiled in a way that would respect the privacy and anonymity of the employees, for the Board to review as a possible means of receiving employee feedback instead of the 360 Survey. Vice Chairman Gutierrez suggested that the 360 Survey be used as needed, but not necessarily on an annual basis. Chairman Swanty recommended that a written summary of the quarterly performance meetings be given to the Chief to provide him feedback and the status of goals.

The Board consensus was to use the quarterly meetings option, to provide Chief Miller with written summaries of the meetings, and to receive the aggregated and anonymized Stay Interview data. Andrea will create a schedule and agenda for the quarterly meetings.

3. Distribution of Final Draft of the 2018 Strategic Plan

Randy Mirowski distributed the final draft of the 2018 Strategic Plan for the Board to review for discussion at the next month's meeting. The Strategic Plan is currently 144 pages, plus a compendium. It has plans for continuing to develop the Authority in three phases, from 2018-2026, and includes 27 initiatives.

Director Fogle asked if Station 3 should be relocated instead of renovated in the third phase of the Strategic Plan. Randy stated that moving Station 3 is a possibility. Director Fogle asked that studies on the best location be completed far in advance due to possible limited land opportunities in the area.

Director Adams reminded the Board that Stations 3 and 5 are located in and owned by the City, so there will be different considerations for financing those stations than Stations 7 and 10, which are located in the Rural District.

Randy asked that the Board review the strategic plan over the next month, so that in October the Board can consider a vote of acceptance, or give staff direction to make further revisions. Greg White advised that the Rural District would not be able to consider a vote on acceptance of the Strategic Plan until November since its October meeting is in only one week.

In order to better facilitate consideration of acceptance of the Strategic Plan, Director Fogle moved to reschedule the November LFRA Board Meeting to November 13, 2017. Vice Chairman Gutierrez seconded; motion carried unanimously.

4. Consider a Motion to Approve and Adopt the Revised Impact Fee Study from BBC Research & Consulting

Emily Powell reported that she is currently negotiating Intergovernmental Agreements for the Assessment, Collection, and Remittance of Impact Fees (IGA's) with the Town of Johnstown and the City of Loveland, and understands that Chief Miller will be meeting with Larimer County Commissioners on October 18, 2017 regarding the implementation of an impact fee in the County. She advised that before the Board can consider a Resolution establishing a fee schedule to attach as an exhibit to the IGA's, the Board must formally approve the Impact Fee Study prepared by BBC Research & Consulting.

Vice Chairman Gutierrez requested that Emily seek to negotiate an inflation adjustment clause to the IGA's.

Vice Chairman Gutierrez moved to adopt the Impact Fee Study conducted by BBC Research & Consulting in May 2017. Director Fogle seconded; motion carried unanimously.

5. Chief's Report

Chief Miller reported that there was asbestos testing conducted on the structures located on the land proposed for Station 7, and the results should be provided to LFRA by September 28, 2017. The proposed contract for purchase and sale has been prepared by the Authority's realtor, and needs to be reviewed by legal counsel. The offer was for \$325,000. There will be a 1.5% fee paid

to the realtor. The land appraised for \$475,000 and the Authority understands that the landowner will consider the difference to be a donation to LFRA.

Chief Miller and Greg White will be meeting with the County Commissioners about establishing impact fees in the County on October 18. On November 21, 2017 they will meet with City Council.

Chief Miller stated that it is possible that the construction for Station 7 will be a deferred a few months to allow the funding for staffing Station 7 to be secured. City Finance will work with the Authority on determining the cost for staffing.

Director Adams asked that Worker's Comp and Safety statistics start going into the monthly statistics of the Board Meeting Packets.

Chairman Swanty signed Resolution 77, approving and adopting the Authority's 2018 budget, as the Resolution document was inadvertently omitted from the August Board packet even though the Board approved and adopted the 2018 budget at the August meeting.

Chief Miller stated that a firefighter had a smoke inhalation injury on September 1 that is currently under investigation by the Authority. This incident has prompted the establishment of a new process for investigations for serious injuries that may occur in the future.

Chairman Swanty adjourned the regular meeting at 4:17 p.m.

The foregoing minutes, having been approved by the LFRA Board of Directors, constitute the official minutes of the meeting held on the date stated above.

Jeff Swanty, Chairman

Kristen Cummings, Secretary

Agenda Item Cover

Item No.: 2

Meeting Date: October 25, 2017

Prepared By: Cheryl Cabaruvias, Administrative Analyst



TITLE

Review of the 2017 Third Quarter Budget Report

EXECUTIVE SUMMARY

The 2017 third quarter budget report is submitted for the Board's review of the LFRA budget performance. It is intended to report all resources committed to the Fire Authority operations and capital. There are three sections of the report the LFRA Budget Status, Other Budgeted Resources, and In the Works.

BACKGROUND

The *Budget Biz* report is intended to highlight budget performance and issues that influence the resources available to deliver the mission of the LFRA. The primary audience is the LFRA Board, but it is available to the public. It is currently on the LFRA Board page of the website. It is designed as a three section report. The *Budget Status* section of the report highlights the comparisons of the budget to actual revenues and expenditures in the Fire Authority Funds. The *Other Budgeted Resources* section highlights other resources within the City that are appropriated for Fire. The *In the Works* section highlights processes that are necessary to secure resources for the Fire Authority and features initiatives or major purchases that are not yet complete but impact the budgetary comparisons in future reports.

The budget to actual comparisons for revenues and expenditures in the Fire Authority Fund are presented at 75% of 2017. Revenues in the Fire Authority Fund are at 91% of the annual budget, compared to 89% last year. Expenditures in the Fire Authority Fund are at 73% of the annual budget, compared to 76% last year.

STAFF RECOMMENDATION

Information Only

FINANCIAL/ECONOMIC IMPACTS

N/A

ASSOCIATED STRATEGIC GOALS

Deliver cost effective services.

ATTACHMENTS

Quarter 3 Budget Report – *Budget Biz*

2017



Budget Biz

Quarter 3 (July-September), Issue 18

Welcome to the eighteenth issue of the quarterly budget report for the Loveland Fire Rescue Authority (LFRA). This report is designed to provide information related to fiscal accountability. It is available on the website and accessible to anyone that is interested. It is designed to assist the LFRA Board with monitoring the budget status for all resources that assist with delivering service to the citizens of the City of Loveland and the Loveland Rural Fire Protection District.

There are three sections of the report: LFRA Budget Status, Other Resources, and In the Works. The Budget Status section will highlight the budget status for revenues and expenditures for the Fire Authority Funds from year to date, through September, 2017. The expenditures will be presented by program and account category at the department level. Each of these financial presentations include variance explanations when the current percentage of the total budget is significantly different from the percentage of the year (i.e., third quarter is 75% of the year). There are resources outside of the Fire Authority Funds that are critical to our service delivery mission. The Other Resources section is devoted to highlighting the status of budgets that are outside of the Fire Authority Funds. The next section of the report provides status information on the various processes used to develop long term and short term operational and capital planning. It is also intended to highlight significant financial transactions or strategies that the department is working on to advance the strategic plan and deliver cost effective services.

Quarter 3 at 75% of 2017

91% of the revenue budget has been collected to date compared to 89% last year for the same timeframe.

73% of the expenditure budget has been spent compared to 76% last year for the same timeframe.

Several projects are in the works:

Update of the Strategic Plan is in the final approval stages.

Land purchase for Station 7 is in process.

2018 Budget was approved by the LFRA Board, financial contribution from the Rural District was approved, City Council will review in October.



Commercial fire Mutual Aid with Windsor-Severance Fire



Barn fire County Road 30



Chimney Hollow Fire west of Carter Lake

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Budget Status (Revenue)	2
Budget Status (Expenditures)	4
Other Resources	7
In the Works	8

Through commitment, compassion and courage, the mission of the Loveland Fire Rescue Authority (LFRA) is to protect life and property.

2017

LFRA Budget Status - Revenue

Loveland Fire Rescue Authority

Budget Revenue Report

Quarter Ending 09/30/2017, 75% of the Year

Segments/Accounts	Total Budget	YTD Rev*	Total Uncollected	Total % Uncollected	Total % Collected
Community Safety					
Special Events (1)	\$28,900	\$53,109	-\$24,209	-83.77	183.77
Miscellaneous	0	809	-809	0.00	0.00
Building (2)	56,500	69,384	-12,884	-22.80	122.80
Contractor	5,400	3,875	1,525	28.24	71.76
Fire Permit & Inspection (2)	25,620	23,525	2,095	8.18	91.82
Firework Stand Review (3)	12,350	14,175	-1,825	-14.78	114.78
Rural Fire Inspection Fee (2)	46,570	78,735	-32,165	-69.07	169.07
SubTotal : Community Safety	\$175,340	\$243,611	-\$68,271	-38.94	138.94
Station Operations					
State Grant (4)	\$10,850	\$14,000	-\$3,150	-29.03	129.03
Miscellaneous (5)	0	683	-683	0.00	0.00
Academy Training (6)	30,000	7,050	22,950	76.50	23.50
SubTotal : Station Operations	\$40,850	\$21,733	\$19,118	46.80	53.20
Technical Response and Systems					
Other (ARFF) (7)	21,744	0	21,744	100.00	0.00
SubTotal : Technical Response and Systems	\$21,744	\$0	\$21,744	100.00	0.00
Administration					
Miscellaneous (8)	\$0	\$3,000	-\$3,000	0.00	0.00
Contribution - Rural Fire District	2,584,686	2,129,902	454,784	17.60	82.40
Other Agency Deployment	0	46,882	-46,882	0.00	0.00
Contribution - Loveland	11,463,184	10,439,067	1,024,117	8.93	91.07
Federal Grants	0	163,132	-163,132	0.00	0.00
Gifts/Donations	0	11,565	-11,565	0.00	0.00
SubTotal : Administration	\$14,047,870	\$12,781,983	\$1,265,887	9.01	90.99
Grand Total : (9)	\$14,285,804	\$13,047,327	\$1,238,477	8.67	91.33

*YTD = Year to Date

Revenue Variance Explanations →

LFRA Budget Status - Revenue

Variance Explanations - Revenue

- (1) Budweiser Event Center Standbys
- (2) Permit fees are a function of the building activity
- (3) Fireworks stand inspections were completed for Fourth of July fireworks sales
- (4) Grant to offset some of the cost for physical fitness evaluations conducted by Colorado State University
- (5) Reimbursement for attendance at the Thompson Valley EMS Heart Safe event and the Crazy Legs 10K Trail Run
- (6) The budget is for the use of the Training center by outside agencies, which were billed recently
- (7) The budget is for the City of Fort Collins 25% contribution of salaries and benefits for the ARFF Engineer, Not yet received
- (8) The budget is for payment of two radios that were sold to Kit Carson County
- (9) Total Revenue Budget includes fund balance of \$23,397. The City Budget Office included the beginning fund balance calculated on a working capital basis (current assets less current liabilities) as resources to cover 2017 expenditures

91% of the revenue budget has been collected to date compared to **89%** last year for the same timeframe



Barn fire on Glade Road

LFRA Budget Status - Expenditures

Loveland Fire Rescue Authority Authorized Spending Report by Division and Program Quarter Ending 9/30/2017, 75% of the Year

Segments	Total Budget	YTD Exp*	YTD Enc*	Total Available	Total % Available	Total % Spent
Community Safety						
Prevention (1)	\$179,744	\$155,462	\$0	\$24,282	13.51	86.49
Business Inspections	170,338	125,774	0	44,564	26.16	73.84
Permitting and Development Review	498,271	349,180	0	149,091	29.92	70.08
SubTotal : Community Safety	\$848,353	\$630,416	\$0	\$217,937	25.69	74.31
Station Operations						
General Station Operations	\$8,802,939	\$6,555,260	\$40	\$2,247,639	25.53	74.47
Training	76,851	49,880	1,191	25,780	33.55	66.45
Quartermaster	118,585	87,929	320	30,335	25.58	74.42
Station 1	8,557	4,576	1,532	2,449	28.62	71.38
Station 2	8,195	6,713	82	1,400	17.09	82.91
Station 3	5,733	2,619	519	2,596	45.28	54.72
Station 5	15,513	12,246	0	3,267	21.06	78.94
Station 6	10,000	6,895	167	2,938	29.38	70.62
Canyon Stations 8&9	53,069	21,073	0	31,996	60.29	39.71
Health and Safety (2)	75,297	51,194	10,481	13,623	18.09	81.91
Honor Guard	3,000	994	237	1,769	58.97	41.03
SubTotal : Station Operations	\$9,177,739	\$6,799,379	\$14,568	\$2,363,792	25.76	74.24
Technical Response and Systems						
Special Operations (3)	\$135,457	\$111,355	\$198	\$23,903	17.65	82.35
Wild Land (4)	15,653	2,729	21	12,903	82.43	17.57
Emergency Medical Service	17,411	12,925	0	4,486	25.77	74.23
Tac Fire	20,189	4,330	11,519	4,341	21.50	78.50
Aircraft Rescue and Firefighting (5)	11,418	113	0	11,305	99.01	0.99
SubTotal : Technical Response and Systems	\$200,128	\$131,451	\$11,738	\$56,939	28.45	71.55
Equipment Maint & Replacement						
Communications/Telephone (6)	\$243,573	\$84,285	\$23,986	\$135,301	55.55	44.45
Ladders (7)	5,981	285	0	5,696	95.23	4.77
Self Contained Breathing Apparatus (SCBA)	50,327	37,991	0	12,336	24.51	75.49
Thermal Imaging (8)	15,119	920	13,642	557	3.68	96.32
Computer Equipment	94,166	62,080	481	31,604	33.56	66.44
Vehicles and Apparatus	1,089,415	797,139	0	292,276	26.83	73.17
Small Engines	3,030	2,070	0	960	31.70	68.30
Warehouse Program (9)	33,370	30,284	156	2,930	8.78	91.22
SubTotal : Equipment Maint & Replacement	\$1,534,981	\$1,015,054	\$38,266	\$481,661	31.38	68.62
Administration						
Emergency Management (10)	\$181,225	\$109,961	-\$107	\$71,371	39.38	60.62
Administration	1,194,482	838,348	34,089	322,046	26.96	73.04
City Service Provisions	1,177,293	878,667	0	298,626	25.37	74.63
SubTotal : Administration	\$2,553,000	\$1,826,975	\$33,982	\$692,043	27.11	72.89
Grand Total (11)	\$14,314,201	\$10,403,275	\$98,553	\$3,812,372	26.63	73.37

*Exp = Expenditures; Enc = Encumbrance (ordered, not yet paid); YTD = Year to Date

Expenditure Variance Explanations →

LFRA Budget Status - Expenditures

Variance Explanations - Expenditure

- (1) Special Event Standby of Community Safety Fire Prevention staff totaled \$50,633 for the 3rd quarter
- (2) The annual contract for Peer Support Psychologist is encumbered
- (3) Special Operations equipment replacement has been completed
- (4) Replacement fire shelters have not been purchased
- (5) Airport training drills have not been scheduled
- (6) Renewal for software contracts is in process
- (7) Ladder testing is in process
- (8) Camera replacements have been purchased
- (9) Warehouse program is stockpiling supplies for station use; janitorial, truck wash, safety, small tools, etc.
- (10) Training has not been scheduled
- (11) The total expenditures are within the range expected at 75% of the year. Last year **76%** of the budget had been spent by this time in the year compared to this year's **73%**



Chief Miller speaking at the 9/11 event at the Foote Lagoon, hosted by the American Legion Post

Authorized Spending Report

Loveland Fire Rescue Authority

Authorized Spending Report by Account Class

Quarter Ending 9/30/17, 75% of the Year

Segments	Total Budget	*YTD Exp	*YTD Enc	Total Available	Total % Available	Total % Spent
Personal Services :	\$10,249,233	\$7,746,132	\$0	\$2,503,101	24.42	75.58
Supplies :	483,171	297,000	15,084	171,087	35.41	64.59
Purchased Services :	3,225,555	2,280,297	69,346	875,912	27.16	72.84
Capital Outlay :	356,242	79,846	14,123	262,273	73.62	26.38
Grand Total : (1)	\$14,314,201	\$10,403,275	\$98,553	\$3,812,372	26.63	73.37

*Exp = Expenditures; Enc = Encumbrance; YTD = Year to Date

(1) Grand Total

The total expenditures are within the range that would be expected at 75% of the year including encumbrances. The encumbrances are for the annual contract for 50% of the Peer Support Psychologist, the Motorola radio maintenance contract, planned purchase of Tactical vests, planned purchase of Thermal Imaging Cameras, and the annual legal services contract.

Loveland Fire Rescue Authority Fleet Replacement Fund

Quarter Ending 9/30/2017, 75% of the Year

	Budget	Actual	*Enc	Budget Remaining	% Budget Remaining	% Collected
Revenues						
City Fleet Contribution	\$1,665,379	\$1,665,379		\$0	0.00%	100.00%
LFRA Contribution	590,228	440,174		150,054	25.42	74.58
Rural District Payment on Internal Financing	152,500	152,500		0	0.00	100.00
Interest/Gains		14,121		-14,121		
Sale on Assets		8,000		-8,000		
Total Revenue	\$2,408,467	\$2,280,534		\$127,933	5.31	94.69
Expenditures						
Apparatus Replacements	1,702,900	554,224	945,656	203,020	11.92	88.08

*Enc = Encumbrance

(1) Fleet replacement schedule

Fleet replacement includes:

One Spartan Type 1 engine, One Rosenbauer Type 3 engine, Three Water Tenders, One Chevy Colorado for the Fire Marshall, One Ford F-250 for the Training division, One Ford F-250 for the FIT division, One Ford F-250 for a Battalion Chief, One Chevy Colorado for Administrative Battalion Chief.

Other Resources

City's Capital Replacement Fund:

Engine Replacement

Original Budget Appropriation	\$725,680
Less Actual Expenditures	84,553
Less Encumbrances (Purchase Order)	553,086
Remaining Budget	\$88,041

Scheduled engine replacement using the Houston Galveston Area Council cooperating purchasing agreement and SVI Trucks as the vendor.

Training Campus

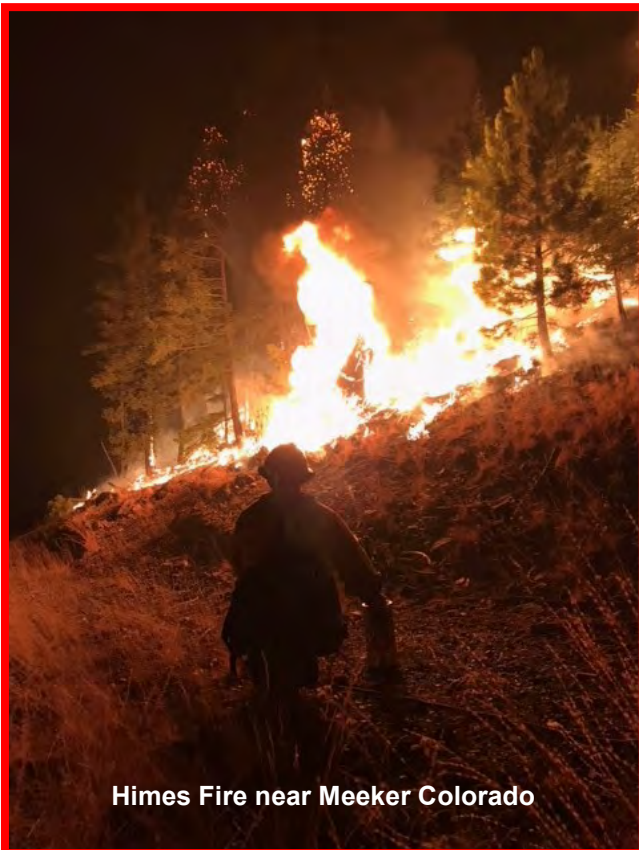
Original Budget Appropriation	\$1,391,220
Less Actual Expenditures	0
Less Encumbrances (Purchase Order-Refurb)	0
Remaining Budget	\$1,391,220

Construction of Training Campus may be deferred beyond 2018

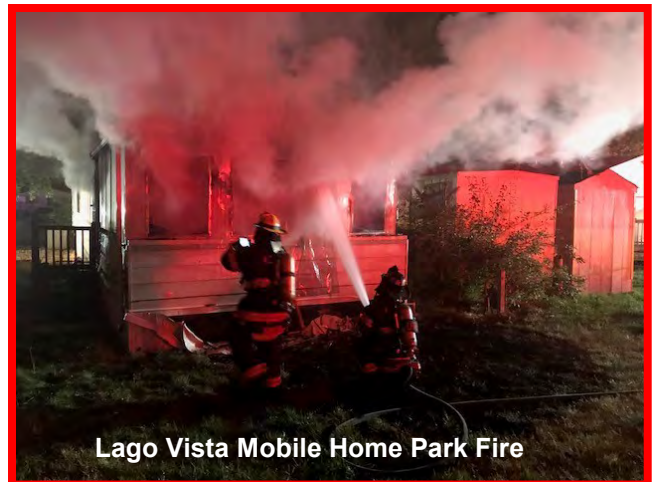
Training Center Campus project budget			
	2017	2018	TOTAL
TABOR	593,891	932,575	1,526,466
Fire CEF	842,284	703,521	1,545,805
TOTAL	\$1,436,175	\$1,636,096	\$3,072,271

City's Fire Capital Expansion Fee Fund:

Budget Transfer for carryover on the design work for the Training Campus	\$255,000
CEF share of the Training Campus construction	587,284
Total Transfer	\$842,284



Himes Fire near Meeker Colorado



Lago Vista Mobile Home Park Fire

In the Works



Employee News

Congratulations to Michael Cerovski, the new Administration Battalion Chief. Chief Cerovski's primary responsibility will be oversight of the Budget and Accreditation management.

LFRA is pleased to announce the promotion of Battalion Chief Eric Klaas, Captain Kevin Hessler, Lieutenant Nick Bukowski, and Engineer Brad Schiffelbein. Also congratulations and welcome to new firefighter Melissa Gillen.

Good Samaritan hosted *Red Bandanna Day*, September 11. Members of Police, Fire and EMS got together for breakfast burritos and good conversation.



Leadership

LFRA provided four instructors and worked alongside firefighters from most of the surrounding fire departments to provide a wide variety of activities during the Young Women's Xplore Fire Academy.



Strategic Plan Update

The 2018 Strategic Plan has been thoroughly reviewed by the LFRA Board, FRAC Board, and the Rural Board. The Strategic Plan will guide LFRA through the next 8-10 years.



Capital Assets

The land that has been proposed for Station 7 is being prepared for purchase.

The Type 3 Wildland Urban Interface Engine and three Water Tenders that are on order from Rosenbauer Trucks are in the final stages of design. Delivery is expected late in 2017.

The Type 1 Engine that is on order from Spartan is expected to be delivered early in 2018.

In the Works Continued...



Budget Updates

The 2018 proposed budget was approved by the LFRA Board, the Rural Board and will be presented to City Council in October. The proposed budget includes:

- A 3.5% increase in the base budget;
- A 1.8% increase for two decision packages:
 - * \$74,212 to provide full funding for the Communications program 800 Radio maintenance contract
 - * \$186,000 to fund a change to the Sworn Retirement plan contributions, employee and employer will contribute a mandatory 10% each, plus employees can contribute up to an additional 5% matched by LFRA.
- A third decision package to add a Public Education/Inspector position for Community Safety was not recommended for funding with the adoption of the new budget, but may be reviewed for consideration later in 2018.



Public Outreach and Relationships

Staff conducted an “in-service” training session for approximately 30 staff members at the House of Neighborly Service facility in Loveland. Training provided included emergency action plans, facility fire protection systems, fire extinguisher training, and general fire safety.

Community Safety staff worked with City of Loveland staff and community members to ensure safe and fun events such as various July 4th Fireworks shows, Loveland Loves BBQ, St Johns Feast Day, Arise Music Festival, Larimer County Fair, Corn Roast Festival, Thunder in the Rockies.

Emergency Management staff worked with multiple agencies to mitigate possible impacts that the August 21 solar eclipse may cause. Other than minor traffic congestion, there were no issues.



Accreditation

Congratulations to the LFRA Board, Chief Miller and all of the staff who helped LFRA achieve Accreditation from the Commission on Fire Accreditation International (CFAI) on July 28. This was the result of years of collaborative effort, focused work and dedication to continuous improvement.



In the Works Continued...

2017 LFRA Budget Process

Financial Plan Update/Policy Direction Budget Development/Priority Based Budgeting May/June

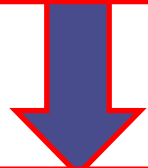


LFRA Staff Recommendation June/July



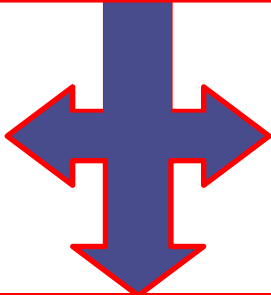
LFRA Board Subcommittee Consideration of Staff Recommendation July 11, 2017

Subcommittee: LFRA Board member representing the Rural District, the City Manager, and the Chair of FRAC



Fire Authority Board Public Hearing, Adoption and Appropriation of Budget and Fees August 30, 2017

Rural District Board Approves Budget and Fees September 6, 2017



City of Loveland Approves Budget and Fees October 3, 2017

The Budget is effective when the LFRA Board, City of Loveland and the Loveland Fire Protection District have approved it. Assuming all boards vote in support of it, October 4th the 2018 budget should be appropriated. We no longer appropriate the budget in a separate action.

Budget Biz

Quarter 3

2017

Through commitment, compassion and courage,
the mission of the Loveland Fire Rescue Authority
is to protect life and property.



For more information regarding this report, contact:

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Administrative Analyst

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970-962-2519

Agenda Item Cover

Item No.: 3

Meeting Date: October 25, 2017

Prepared By: Mark Miller, Fire Chief



TITLE

UPDATE ON THE FIRE STATION 7 LAND ACQUISITION

EXECUTIVE SUMMARY

As a matter of due diligence, staff wanted keep the Board apprised of the land acquisition process for station 7. We have given periodic updates, over the course of the last few months, but felt it was timely to provide the latest information, as we have encountered some challenging issues recently.

BACKGROUND

Special Projects Manager, Randy Mirowski has been at the forefront of the project in completing as much due diligence as possible, prior to actually purchasing the property. To date, we have completed, or researched the following: phase 1 environmental study; soils test; civil engineering (site) evaluation; asbestos testing; asbestos abatement; demolition costs; water tap/sprinkler fees; and electrical upgrade costs.

So far, all of the cost associated with developing the property have fallen within what we believe to be expected and reasonable. However, we recently received a rough estimate for the asbestos abatement of approximately \$62,000. This is substantially higher than expected, due to the large amount of asbestos in the structures on the property.

Staff will be procuring one to two additional quotes for this work, and we expect to have those back soon. While this cost was unexpected, we do not see it as a deal breaker, and will look for creative ways to cut costs in other areas in necessary.

STAFF RECOMMENDATION

Staff would like to proceed forward with the project, but wanted to inform the board of the unexpected costs. At the Board meeting, we will provide additional detail as necessary.

FINANCIAL/ECONOMIC IMPACTS

Increase of the overall loan amount of the station construction costs.

ASSOCIATED STRATEGIC GOALS

Provide cost effective services

ATTACHMENTS

Spread sheet of actual and anticipated costs to date.

COST ESTIMATES FOR NEW FIRE STATION SEVEN

The design and construction (hard costs) below were submitted as an estimate by the Belford Watkins Group (architects). Other (soft) costs for land buying and development are listed below in red. Where noted with an asterisk, the amount is an approximate cost estimate, based on past experience (i.e., costs from fire station two). All other numbers have been provided by a third party as their best estimate.

Design Costs- **\$ 281,950**

Construction Costs- **\$3,120,000**

CONSTRUCTION HARD COST INITIAL ESTIMATE **\$3,401,950**

▶ Costs for Land **(\$325,000)**

▶ Other Past/Current or Expected Costs:

- **Phase 1 Environmental Study (Paragon)** **\$ 2,600**
- **Soils Test (Earth Engineering)** **\$ 2,250**
- **Realtor Fees (Loveland Commercial)** **\$ 3,250**
- **Civil Engineering (United Civil)** **\$ 4,100**
- **Asbestos Testing (Silver Key Services)** **\$ 4,380**
- **Asbestos Abatement (All-Phase)** **\$ 62,100**
- **Alta/Topo Survey (King Surveying)** **\$ 2,500**
- **Demolition Fees** **\$ 25,000**
- **Water Tap/Fire Sprinkler Fees** **\$ 80,000**
- **Electrical Upgrade Costs*** **\$ 25,000**
- **Natural Gas Upgrade*** **\$ 10,000**
- **Fiber Optic*** **\$ 12,000**
- **Storm Water Upgrade*** **\$ 15,000**
- **Final Soils Test** **\$ 1,700**

LAND DEVELOPMENT AND SITE SOFT COST ESTIMATE **\$ 574,880**

TOTAL FOR INITIAL HARD AND SOFT COST ESTIMATES	\$3,976,830
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Agenda Item Cover

Item No.: 4

Meeting Date: October 25, 2017

Prepared By: Mark Miller, Fire Chief



TITLE

REVIEW OF THE 2018 STRATEGIC PLAN

EXECUTIVE SUMMARY

Review/discuss/ provide feedback/ answers question or concerns, etc. regarding the 2018 LFRA Strategic Plan that was distributed at the last meeting. Distribute the Strategic Plan Compendium.

BACKGROUND

At the August LFRA Board meeting, staff provided the Board with the final DRAFT of the 2018 Strategic Plan. As such, the Board agreed to take the next 30 days to read the Plan and come to the October meeting ready to provide feedback, etc.

STAFF RECOMMENDATION

Review and discuss the Plan in depth and provide feedback as necessary

FINANCIAL/ECONOMIC IMPACTS

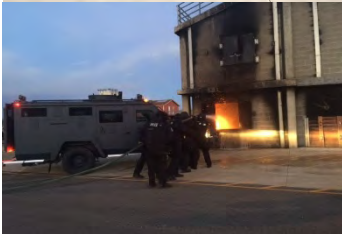
N/A

ASSOCIATED STRATEGIC GOALS

Deploy an effective emergency response to minimize damage and loss; Minimize and mitigate the risks of an emergency occurrence in the community; Deliver cost effective services

ATTACHMENTS

2018 Strategic Plan Compendium



**LOVELAND FIRE RESCUE
AUTHORITY
2018 STRATEGIC PLAN**

Compendium Edition



***PROUDLY SERVING THE CITY OF LOVELAND, CO
AND
THE LOVELAND RURAL FIRE PROTECTION DISTRICT***

***Taking our Organization from Good to
Great, and Building it to Last with
Enduring Greatness***

Loveland Fire Rescue Authority



Fire Protection/ Emergency Services

Strategic Plan

2018 Compendium Edition

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FORWARD

This *compendium* edition of the 2018 LFRA Strategic Plan is intended to be the “working document” for the complete (unabridged) version of LFRA’s newest strategic plan. By definition, a “compendium” is “a brief summary of a larger work or field of knowledge.” The complete version of the 2018 LFRA Strategic Plan covers ten sections and over 140 pages of text, charts and various graphs. The complete version may be found at www.lfra.org.

The compendium, as a shortened version, contains five parts that represent the most essential sections from the complete document. “Essential” in this case, refers to those sections that directly relate to the business model or application of the strategic plan. The five parts, or sections, that are included in the compendium are critical to the understanding of the key initiatives outlined within the document. The five sections within the compendium include:

Part 1: Executive Summary- This is a brief, single page, overview of the plan. It outlines what the plan covers and how it will be done; goals and objectives are the focus of this part.

Part 2: LFR & The Fire Authority- Basic Planning Assumptions- This part briefly speaks to the formation of the fire authority, how it is funded and critical organizational factors such as the mission, vision and values of Loveland Fire Rescue Authority (LFRA). Part 2 also lists the basic planning assumptions that make up the most important foundation for driving the business model or plan for LFRA.

Part 3: The Essential Services Expansion Plan (ESEP) - Part 3 contains an expanded explanation and reflection of the organization’s future capital and operations and maintenance (O&M) growth and development. This separate document, known as the ESEP, is in reality, the organization’s “*Plan on a Page*” and represents the larger capital and O&M expansion that is planned for the years 2018-2026. The ESEP document is found in three places within the compendium. This is due to the importance of the ESEP for this strategic plan.

Part 4: Organizational Goals, Strategies, Tactics and Key Performance Indicators- This part contains the key elements of organizational management for the 2018 LFRA Strategic Plan. Strategies, tactics, goals and objectives are outlined in both narrative form and detailed charts.

Part 5: Recommendations/Implementations- Part 5 contains the narratives of all of the expansion initiatives within the ESEP and for the other organizational needs. There are twenty-seven initiatives listed in this section; five of which are carry-overs from the 2012 Strategic Plan (important initiatives that were not completed from that plan). Part 5 has more details listed for each expansion initiative and in most cases lists the priority level, costs and funding streams.

The purpose of the Compendium Edition of the 2018 LFRA Strategic Plan is to have an identified working document for the organization. It is intended that this compendium will be the printed document that will be provided to all essential stakeholders for LFRA; including elected officials, governmental leaders, staff and personnel. It should be understood by all that strategic planning, by its nature, is not an exact science. During the years of 2018-2026, there could be other organizational initiatives that develop that are not identified within this strategic plan.

PART 1: EXECUTIVE SUMMARY

If a community desires to provide a fire-safe environment for its citizens and visitors, the fire protection and emergency service needs must be identified, planned for, and properly addressed in the most cost effective manner. In 2012, the City of Loveland and the Loveland Rural Fire Protection District formed a true partnership with the creation of the Loveland Fire Rescue Authority (LFRA). Both agencies (City and Rural) have recognized the importance of planning for the future around a shared vision that provides the best protection for the community. LFRA has developed the 2018 Strategic Plan to provide the department a roadmap for the future. The strategic plan for LFRA will be based on a nine-year timeframe: 2018-2026. Annual evaluations and progress reports will be completed and reported to the various governing bodies to ensure the stated goals and objectives within this plan are being met.

It is anticipated that the 2018 Strategic Plan will:

- Provide an accurate description of the Loveland area's past, present, and future fire protection and emergency services situation
- Provide an accurate description of the current fire protection and emergency services systems, its capabilities, and its limitations
- Establish an agreed upon model of operation that can address the future fire and rescue needs of the Loveland community
- Establish a set of goals and objectives that will determine the desired performance levels (often referred to as service levels) and establish service level indicators that provide a standardized way of measuring the effectiveness of the fire protection and emergency services system of the future
- Establish a plan for the initiatives that will help prevent harm from emergencies or limit the potential destruction
- Provide a safe, proactive, and cost effective fire protection and emergency services system strategy for the years outlined within this strategic plan and beyond

The *2018 LFRA Strategic Plan* will be a dynamic document that will continue to evolve, adapting to the changes that unfold over the next eight to ten years. Periodic evaluations and progress reports to the fire authority board of directors will be an essential part of this planning process. Updates and progress reports will also be included in an annual report made by the fire chief and the organization to communicate to the fire authority board members, and the public, the progress made on the stated organizational goals and objectives contained within this plan.

The recommendations in this plan include two segments: (1) strategic plan priorities for LFRA and (2) other organizational needs. The plan's strategic priorities are reflected in a document that outlines the most important initiatives for capital expansion and larger operation and maintenance initiatives. This document is known as the “*Essential Services Expansion Plan*” (ESEP). The ESEP is organized into three phases of implementation and two categories defining levels of priority for implementation: high priority, intermediate priority. The “other organizational needs” category focuses on future priorities and can be found in Part 5 Recommendations/Implementation. The ESEP offers a minimum staffing of each fire company with three firefighters and utilizes a model of staffing of full-time paid firefighters in Urban Response Area stations and volunteer firefighters in the Big Thompson Canyon stations. The ESEP is expressed on the following page with implementation phases in years, costs and the source of funding for most of the listed initiatives (see page 6).

Essential Services Expansion Plan
Plan on a Page

PHASE 1: 2018 – 2020 (High Priority)	YEAR	COST	SOURCE
Training Center- Burn Building	2018	2,641,228	City TABOR/Fire Capital Exp. Fees
Build New Station 7 & Apparatus	2018	4,649,914	LFRA Financing
Replace Fire Engine E-3/ #0156	2020	598,005	LFRA Fleet Replace Fund
Total Capital \$ Increase Phase 1		\$7,889,147	
Inspector for Community Safety Division (CSD)	2018	74,500	City/Rural Annual Contributions
Station 7 (staffing, facilities, and vehicle maintenance and annual replacement savings)	2019	1,418,520	City/Rural Annual Contributions
Total Operational \$ for Phase 1		\$1,493,020	
PHASE 2: 2021 – 2023 (High Priority)	YEAR	COST	SOURCE
Station 10 Design	2021	409,236	LFRA Financing
Replace Fire Engine E-7/#0109	2021	599,881	LFRA Fleet Replace Fund
Station 10 Construction	2022	4,895,830	LFRA Financing
Replace Fire Engine E-2/#0110	2023	603,567	LFRA Fleet Replace Fund
Replace Rescue 6/#0352	2023	723,071	LFRA Fleet Replace Fund
Total Capital \$ Increase Phase 2		\$7,231,585	
Add 3 FF positions for Heavy Rescue 2	2021	230,000	City/Rural Annual Contribution
Station 10 (staffing, facilities, and vehicle maintenance and annual replacement savings)	2023	1,398,725	City/Rural Annual Contributions
Total Operational \$ for Phase 2		\$1,628,725	
PHASE 3: 2024-2026 (Intermediate Priority)	YEAR	COST	SOURCE
Remodel Station 5	2024	1,976,850	City Bond-Sales Tax
Replace Ladder 6/#0202	2024	1,406,282	LFRA Fleet Replace Fund
Add Quick Response Vehicle (QRV) Company	2025	381,598	LFRA Fleet Fund
Remodel/Replace Station 3	2025	3,612,413	City Bond-Sales Tax
Replace Fire Engine 5/#0111	2025	736,854	LFRA Fleet Replace Fund
Total Capital \$ Increase Phase 3		\$8,113,997	
Add 3 Shift Battalion Positions (East Battalion)	2024	518,400	City/Rural Annual Contributions
QRV Company Staffing	2025	828,423	City/Rural Annual Contributions
Total Operational \$ for Phase 3		\$1,346,823	

PART 2: LOVELAND FIRE RESCUE & THE FIRE AUTHORITY - BASIC PLANNING ASSUMPTIONS

ORGANIZATIONAL BRIEF

Loveland Fire Rescue Authority (LFRA) is a consolidated fire protection and emergency service agency specializing in fire and rescue-related services. LFRA serves the City of Loveland (City) and the Loveland Rural Fire Protection District (Rural District) covering approximately 190 square miles of area. The organization's 86 full-time career uniformed members, its six civilian support staff members and approximately 20 volunteer firefighters provide the workforce for the agency. LFRA operates a total of eight fire stations. Five stations are staffed 24 hours, seven days per week; two volunteer stations are located in the Big Thompson Canyon. One station at the Northern Colorado Regional Airport is staffed on an as-needed basis for aircraft flight stand-by services. Fire and emergency operations at the airport station is managed by one full-time paid LFRA Engineer. Within the Rural District are portions of the communities of Johnstown (I-25 & Hwy 34), Drake, Masonville, Storm Mountain, and the Pinewood Reservoir area. In 2017 nearly 100,000 people live within the area served by LFRA.

LFRA was formed in January of 2012 with the consolidation of the City of Loveland fire department (Loveland Fire and Rescue) and the Loveland Rural Fire Protection District. The City and Rural District adopted an intergovernmental agreement (IGA) contract establishing the Fire Authority. The IGA is the basis of LFRA's existence and outlines the governance, management, funding formulas, and operation of the Fire Authority. A five-person board of directors, appointed by the City Council and Rural District Board, governs LFRA. The board includes two city council members, two rural board members, and the City Manager of Loveland. The fire chief is an LFRA employee and serves the Fire Authority Board, works as part of the City's Management Team and acts as a fire chief/liaison to the Rural District Board. All firefighters and civilians that work for LFRA are authority employees. LFRA is organized into three divisions and five battalions. The three divisions include: Operations, Community Safety, and Administrative Services. There are three shift battalions, a training battalion and the Big Thompson Canyon battalion.

FUNDING FOR THE FIRE AUTHORITY

LFRA is funded by the City of Loveland and the Loveland Rural Fire Protection District through a combination of property taxes in the rural district plus property and sales taxes in the city via the general fund. LFRA also generates revenue from building impact fees within the district and fire prevention-related permits. There are also reimbursements for fire-rescue services for wildland and specialized deployments. For 2017 LFRA had a base budget of approximately 13.9 million dollars; additional LFRA generated revenue totaled nearly \$300,000. Combined, the total budget for LFRA for 2017 was approximately \$14.2 million dollars. Capital expenditures vary from year to year depending on equipment purchases and facility construction or improvement. Funds are received from the City's capital replacement fund, capital expansion fees (CEFs) or impact fees, and capital dollars from the Rural District. Starting in 2017 the Fire Authority's funding for apparatus is financed through annual contributions from the city and rural district at an 82% (City) and 18% (Rural) ratio. Part 3 contains the expanded financial plan and various capital and O&M models for the Fire Authority for the 2018 LFRA Strategic Plan.

FUNDING AND THE REVENUE ALLOCATION FORMULA

The Fire Authority uses a Revenue Allocation Formula (RAF) for determining the contribution ratio for both the City of Loveland and the Loveland Rural Fire Protection District. The IGA for the Fire Authority breaks out the ratio as follows:

* City of Loveland Contribution	82%
* Loveland Rural District Contribution	<u>18%</u>
Total Contribution for Full Cost Budgeting	100%

The RAF is based primarily on call load, or more specifically the percentage of calls that firefighters respond to in the City and Rural District. These percentages are not intended to be exact, but rather a target representing the call volume and workload over a longer period of time. Trending to achieve these percentages for the RAF spanned more than 20 years from 1990-2010. In 2016 the authority began to look at other dimensions, including assessed property valuation and actual time spent on calls in the city and rural district. For the *2018 LFRA Strategic Plan* the RAF will remain at the original 82%-18% ratio. However, these percentages, and the entire RAF, should be reviewed periodically for accuracy and equality for both the City and Rural District.

VISION, MISSION AND VALUES STATEMENTS

Loveland Fire Rescue Authority is committed to providing the highest quality services for the citizens that are served by the department. The Vision, Mission and Values are expressed as:

- **Vision-** *“To go from Good to Great and Build the Organization to Last with Enduring Greatness.”*
- **Mission-** *“Through commitment, compassion, and courage, the mission of the Loveland Fire & Rescue Authority is to protect life and property.”*
- **Values-** *Commitment, Compassion and Courage*

The Mission for LFRA is specifically carried out through “The Four R’s”: Response, Readiness, Resources and Relationships. These four areas are the centerpiece of the organization’s efforts to carry out the mission. The Four R’s (in essence) expresses the “*what*” LFRA is doing and focusing on how to accomplish the mission in the most consistent and effective manner possible.

The three values listed in the mission statement, Commitment, Compassion, and Courage, express the “*how*” LFRA carries out its mission. These three values are the hallmark and heritage of the American fire service. LFRA has adopted these timeless values as a benchmark for measuring the department's members and the services that are provided to ensure that the desired quality is continually and consistently being provided. The vision for the organization also embraces the concept of continuous improvement with each and every member doing all that he or she can do to help ensure that LFRA stays on a pathway of enduring greatness. LFRA is committed to delivering the best possible citizen service to the community with promptness and professionalism. The vision includes continually seeking ways to enhance citizen services, and citizen and firefighter safety and survival within the framework of the organization's service delivery model. One of the Authority’s most desired outcomes is to be recognized by the community of Loveland and those in the fire service community as a model of excellence in providing fire protection and emergency services in the most cost-effective manner.

BASIC PLANNING ASSUMPTIONS

The Basic Planning Assumptions for LFRA are broken out into two distinct areas: **Stage One** and **Stage Two**. Stage One covers eight basic assumptions that serve as the foundation of this plan for the years 2018-2026. The planning assumptions listed in Stage One have identified goals and objectives; some have cost estimates for the areas of expansion or improvement. Stage Two is based on long-term expectations of what may occur beyond 2026. It is more general and contains no set goals or objectives or costs, but rather initiatives that are likely to be needed. The Basic Planning Assumptions are the forecasting tools for staffing and large capital expenses.

Planning Assumptions for Loveland Fire Rescue Authority for Stage One and Stage Two *Stage 1 assumptions are more specific and listed for years 2018-2026 (see ESEP in Part 3)*

Stage One Planning Assumptions

1. **Service Levels Provided** - The Fire Authority expects to maintain or improve current City and Rural District response service levels and those projected for future expansion.
2. **Population Expansion** - Projections for expansion will assume a continuing growth of 2% to 2.5% per year from 2018-2026. This would calculate into a population of approximately 122,000 in 2026 for the Fire Authority service area or response area.
3. **Station/Fire Company Expansion** - Projections for replacement or addition of new fire stations and staffing would include:
 - Adding 2 fully staffed fire stations-18 new positions to staff these new stations
 - Adding 3 full-time positions for coverage or shift fill-in.
 - Adding 3 full-time positions for Heavy Rescue 2
 - Adding 3 full-time positions for the addition of three new shift battalion chiefs
 - Adding 2 Quick Response Vehicles (first QRV will be placed in area of need)
4. **Workforce Staffing Methods** - Projections for Stage One include the use of both full-time paid and volunteer firefighters. Stations within the Urban Response Areas (URA) would be staffed with full-time paid firefighters and with minimum staffing at three firefighters per company. Volunteer firefighters will staff Big Thompson Canyon stations.
5. **Airport Expansion** - Northern Colorado Regional Airport is expected to expand its services in the near future. The numbers of larger passenger flights will likely increase in the next two to three years. More personnel and other firefighting resources will be needed if this expansion occurs. One QRV may be utilized to address the initial expansion of services.
6. **Additional Non-Uniformed FTEs** - Projections for workforce expansion in this area should include an IT specialist and an additional administrative assistant, and additional part-time inspectors and plan reviewers in the Community Safety Division.
7. **Completion of the Accreditation Process** - The Fire Authority expects to become a fully accredited agency through the Commission on Fire Accreditation International (CFAI) and will have in place plans for ongoing reaccreditation after the initial certification.
8. **Selection of the Essential Services Expansion Plan (ESEP)** – The Essential Services Expansion Plan is to be the strategy of choice for the 2018 LFRA Strategic Plan.

Stage Two Planning Assumptions

Stage Two (2027-2035) will include planning expectations without identified funding streams. These planning assumptions are expected to be very general and based on a historical and projected forecast of what the department's needs will be during this timeframe.

1. **Organizational Planning Goals/Expectations** - Projections for this next phase (2027-2035) include consideration for:
 - Expansion of the training center and completion of its master plan.
 - Relocation of Fire Station 1 and/or LFRA's Headquarters and Administration and the Community Safety Division.
 - Full staffing of the airport station (Station 4) for area coverage and addressing more expanded airport operations, and/or expansion in the commercial business park or commercial area around the airport. This will be reviewed on an "as needed basis" within the City of Loveland and the Rural District's planning process, and periodically with the Airport Director and the City Manager to ensure proper service level needs are maintained.
 - Addition of one fire station to the south/southeast corridor, projected for the area of South Boise and Highway 402, depending on growth and service level needs.
 - Expansion of an additional truck/heavy rescue company.
 - Expansion for a paid staff position for Big Thompson Canyon station (40-hour training and response position)
 - Expansion of resources for the wildland urban interface area, including prevention, mitigation and enforcement functions
 - Expansion of the staff within the training division
 - Increase of minimum staffing from three firefighters per company to four firefighters for specific companies (ex. truck, heavy rescue and some specific engine companies)
 - Evaluation of the fire authority for LFRA as the best governance model and to evaluate future growth opportunities and expansion possibilities for the area/district

2. **Workforce Staffing Analysis** - Projections in Stage Two should include a comprehensive analysis of the three-person staffing system for each fire company. The authority should conduct this analysis utilizing the latest available research and data to best meet the community's fire/rescue needs. This analysis would include:
 - Workforce staffing model for both 3-person and 4-person engine companies.
 - Use of the Quick Response Vehicle as part of the overall workforce staffing model.
 - 24 hour shift staffing models including the traditional models (Berkley System currently in use at LFRA), the 48-96 system (currently in use in other regional departments) and other shift staffing models.
 - A workforce staffing and needs analysis of the Big Thompson Canyon area.
 - Impacts of staffing and workload within the criteria established for the Authority's accreditation.
 - Any other workload/staffing issues and impacts.

PART 3: ESSENTIAL SERVICES EXPANSION PLAN (ESEP)

Loveland Fire Rescue Authority (LFRA) is committed to excellence in both financial planning and management. The results of the *2012 LFRA Strategic Plan* and the subsequent LFRA Annual Reports have provided evidence of this commitment to excellence and a long-term strategy of sound financial stewardship and financial reporting. A significant document or “tool” from the 2012 Plan was the inclusion of the *Model One Basic Services Expansion Plan*. This tool provided LFRA and its leadership with a document that clearly explained the plan for expansion, provided a prioritization schedule, included phases and a time schedule for the expansion initiatives, and provided cost estimates for these initiatives. In the 2018 plan, this new tool is called the *Essential Services Expansion Plan* (ESEP).

The ESEP is similar to Model 1, yet there are differences. The new ESEP version will:

- Include the years 2018- 2026
- Have three phases, all having three years per phase
- Include new large capital initiatives as well as operation and maintenance costs
- Include large capital replacement and remodeling initiatives
- Include staffing increases to meet the overall minimum staffing goals
- Identify a funding source for nearly all of the initiatives listed in the plan

It is expected that the ESEP will be utilized, and frequently reviewed (similar to Model One) and assist LFRA’s leadership and elected officials in the improvement and expansion strategy for the *2018 LFRA Strategic Plan*. The ESEP will be used as both a planning tool and a benchmark for how the organization is progressing and meeting its stated financial goals and expansion plans. The ESEP contains several important large capital and operational expansion initiatives that will follow a phased-in strategy.

PHASES FOR THE ESSENTIAL SERVICES EXPANSION PLAN (2018-2026)

The ESEP consists of three phases. The first two phases (both “High Priority”) include two major construction projects (two new fire stations), significant hiring initiatives (for both stations and other), a major upgrade to the training center and the replacement of several key pieces of fire apparatus. The third phase is mostly dedicated to the remodel of two existing fire stations and replacement of two pieces of fire apparatus. The charts on the following pages express the details and logistics for this expansion. Some of the *new* major capital and O&M items are:

PHASE ONE (2018-2020)

- Training Center Burn Building
- Building and Staffing Fire Station 7

PHASE TWO (2021-2023)

- Building and staffing Fire Station 10
- Add 3 firefighter positions for Heavy Rescue 2


PHASE THREE (2004-2026)

- Remodel Station 5
- Remodel Station 3
- Add 3 shift BC positions for the East Battalion and add a QRV (6 positions)

MODELS AND CHARTS FOR THE ESEP (2018-2026)

The remaining pages in this section provide individual details for the ESEP, including staffing and costs for implementation, large capital options for station construction, primary fire apparatus purchase and replacement and fire station remodel and/or expansion.

These models and charts are included to summarize, as much as possible, the large capital purchasing plans, and the operation and maintenance plans expressed within the ESEP. It should be noted that while the ESEP makes up the majority (or the core) of the essential expansion plans for LFRA within the 2018 LFRA Strategic Plan, other needs and plans for expansion do exist. The complete listing and explanations are recorded in Part 5 Recommendations/Implementation. The headings/areas for these expansion needs/initiatives are:

 **High Priority** - Elements in Phase 1 or Phase 2 of the plan (2018-2023) that relate to the addition of needed personnel or high priority capital items.

 **Intermediate Priority** - Elements in Phase 3 of the plan (2024-2026) that relate to the addition of needed personnel or intermediate priority capital items.

Future Priority/Needs - These are additional capital and personnel priorities that have no timeline set, other than being addressed or met within 2018-2026: the years of the 2018 LFRA Strategic Plan.

In many of the models and charts that are included in this section, the high and intermediate “priority scale” utilized will be color coded for clarity.

Once again, the models or charts in this section are provided for an easier illustration, or graphic, of the overall expansion initiatives within the ESEP. Many of the areas are listed separately within these models for clarity and simplicity. The following specific models or charts for the ESEP are included in the subsequent pages of this section:

- Essential Services Expansion Plan - major items in one chart, costs per phase totaled
- Abbreviated Phased-In Plan - major capital and O&M items
- The Strategic Plan by Phases - major capital and O&M with phases, years and costs
- ESEP Major Staffing and Timelines - listing for major hiring initiatives/timelines
- Apparatus/ Large Capital Replacement - detailed listing of large capital/apparatus purchases and the timelines associated with them
- Fire Station Construction/Station Remodels for the ESEP - details for large capital projects for new station construction and remodeling of existing LFRA stations

Essential Services Expansion Plan
Plan on a Page

PHASE 1: 2018 – 2020 (High Priority)	YEAR	COST	SOURCE
Training Center- Burn Building	2018	2,641,228	City TABOR/Fire Capital Exp. Fees
Build New Station 7 & Apparatus	2018	4,649,914	LFRA Financing
Replace Fire Engine E-3/ #0156	2020	598,005	LFRA Fleet Replace Fund
Total Capital \$ Increase Phase 1		\$7,889,147	
Inspector for Community Safety Division (CSD)	2018	74,500	City/Rural Annual Contributions
Station 7 (staffing, facilities, and vehicle maintenance and annual replacement savings)	2019	1,418,520	City/Rural Annual Contributions
Total Operational \$ for Phase 1		\$1,493,020	
PHASE 2: 2021 – 2023 (High Priority)	YEAR	COST	SOURCE
Station 10 Design	2021	409,236	LFRA Financing
Replace Fire Engine E-7/#0109	2021	599,881	LFRA Fleet Replace Fund
Station 10 Construction	2022	4,895,830	LFRA Financing
Replace Fire Engine E-2/#0110	2023	603,567	LFRA Fleet Replace Fund
Replace Rescue 6/#0352	2023	723,071	LFRA Fleet Replace Fund
Total Capital \$ Increase Phase 2		\$7,231,585	
Add 3 FF positions for Heavy Rescue 2	2021	230,000	City/Rural Annual Contribution
Station 10 (staffing, facilities, and vehicle maintenance and annual replacement savings)	2023	1,398,725	City/Rural Annual Contributions
Total Operational \$ for Phase 2		\$1,628,725	
PHASE 3: 2024-2026 (Intermediate Priority)	YEAR	COST	SOURCE
Remodel Station 5	2024	1,976,850	City Bond-Sales Tax
Replace Ladder 6/#0202	2024	1,406,282	LFRA Fleet Replace Fund
Add Quick Response Vehicle (QRV) Company	2025	381,598	LFRA Fleet Fund
Remodel/Replace Station 3	2025	3,612,413	City Bond-Sales Tax
Replace Fire Engine 5/#0111	2025	736,854	LFRA Fleet Replace Fund
Total Capital \$ Increase Phase 3		\$8,113,997	
Add 3 Shift Battalion Positions (East Battalion)	2024	518,400	City/Rural Annual Contributions
QRV Company Staffing	2025	828,423	City/Rural Annual Contributions
Total Operational \$ for Phase 3		\$1,346,823	

Abbreviated Phased-In Plan
Major Capital and O&M

PHASE	TIME	CONSTRUCTION	HIRING FOCUS	APPARATUS
One	2018-2020	<ul style="list-style-type: none"> - Build New Station 7 - Upgrade Training Center (New Burn Building) 	<ul style="list-style-type: none"> - Staffing for Station 7 	<ul style="list-style-type: none"> - Apparatus for Station 7 (Type 1 & Type 3 Eng.) - Replace Engine: (E-3- #0156)
Two	2021-2023	<ul style="list-style-type: none"> - Build New Station 10 	<ul style="list-style-type: none"> - Staffing for Station 10 - Three positions (F/F) For Heavy Rescue 2 	<ul style="list-style-type: none"> - Replace Two Engines: (E-7- #0109) (E-2- #0110) - Replace Rescue 6 (R-6- #0352)
Three	2024-2026	<ul style="list-style-type: none"> - Remodel Station 5 - Remodel Station 3 	<ul style="list-style-type: none"> - Three BC positions For East Battalion - Staffing for QRV Company 	<ul style="list-style-type: none"> - Replace Engine: E-5 (E-5- #0111) - Replace Ladder 6 (L-6- #0202)

2018 Strategic Plan Expansion: Phased-In Large Capital/O&M 2018-2026		
<u>Phase 1: 2018-2020</u>		
• <u>2018</u>	<i>Build New Station 7</i>	\$4,649,914
	<i>Upgrade Training Center</i>	\$2,641,228
• <u>2019</u>	<i>Staffing for Station 7</i>	\$1,418,520
• <u>2020</u>	<i>Replace Engine Reserve (E-3- #0156)</i>	\$ 598,005
<u>Phase 2: 2021-2023</u>		
• <u>2021</u>	<i>Design Station 10 and Land Purchase</i>	\$ 409,236
	<i>Add 3 FF positions for Rescue 2</i>	230,000
	<i>Replace Engine Reserve (E-7- #0109)</i>	\$ 599,881
• <u>2022</u>	<i>Build Station 10</i>	\$4,895,830
• <u>2023</u>	<i>Staffing for Station 10</i>	\$1,398,725
	<i>Replace Engine Reserve (E-2- #0110)</i>	\$ 603,567
	<i>Replace Rescue 6- #0352</i>	\$ 723,071
<u>Phase 3: 2024-2026</u>		
• <u>2024</u>	<i>Remodel Station 5</i>	\$1,976,850
	<i>Add 3Shift BC Positions (East Bat.)</i>	518,400
	<i>Replace Ladder 6- #0202</i>	\$1,406,282
• <u>2025</u>	<i>Add-in QRV Company & Vehicle</i>	\$1,210,021
	<i>Remodel/Replace Station 3</i>	\$3,612,413
	<i>Replace Engine Reserve (E-5- #0111)</i>	\$ 736,854

ESEP MAJOR STAFFING ADDITIONS AND TIMELINES

The ESEP confirms the use of the full-time paid staffing model for fire stations located within the Urban Response Area (URA). Volunteer firefighters staff stations in the Big Thompson Canyon area. The total build out of this plan would result in achieving the goal of having .9 firefighters per 1000 population for full-time, paid, uniformed staff for LFRA.

ADDITIONS TO BUILD THE PLAN:	PRIORITY	YEAR
* Add 9 full-time uniformed positions for new Station 7/Engine 7: Includes 3 lieutenants, 3 engineers, and 3 firefighter positions to meet minimum staffing	High Priority	2019
* Add 3 full-time uniformed positions for system coverage/rovers: Includes 3 firefighter/engineer positions.	High Priority	2019
* Add 3 full-time firefighter positions for Heavy Rescue 2 (brings staffing for Heavy Rescue 2 to three personnel, full-time)	High Priority	2021
* Add 9 full-time uniformed positions for new Station 10/Engine 10: Includes 3 lieutenants, 3 engineers and 3 firefighter positions to meet minimum staffing	High Priority	2023
* Add 3 full-time uniformed positions for new East Battalion: Includes 3 battalion chief positions for shift coverage and management (one battalion chief for each of the three shifts)	Intermediate Priority	2024
* Add 6 full-time uniformed positions for the establishment of the new Quick Response Vehicle (QRV): Includes 3 lieutenants and 3 firefighter positions	Intermediate Priority	2025

ESEP NEW APPARATUS/LARGE CAPITAL REPLACEMENT

■ Front-Line Apparatus Purchase/Replacement Schedule - Status of Fleet

Vehicle Name	Primary Vehicle	Vehicle Number	Year of Vehicle	Goes to Reserve @ 12*	Remove/Retire (5**)
E-1	SVI/Spartan	#0112	2010	2022	2027
E-2	Crimson/Spartan	#0110	2005	2017	2023
Rescue 2	Spartan/Gladiator	#0850	2013	2023	2033
E-3	SVI/Spartan	#0300	2016	2028	2033
E-5	Pierce Quantum	#0111	2008	2020	2026
E-6	SVI/Spartan	#0313	2012	2024	2029
Tower 6	Pierce Aerial Tower	#0700	2014	2024	2034
Rescue 6	SVI/Spartan	#0352	2003	_____	2023
E-8	Crimson/International	#0160	2009	2027	2034
Front-Line Reserve Apparatus					
Reserve	Smeal/Spartan	#0156	2003	2015	2020
Reserve	SVI/Spartan Gladiator	#0109	2004	2016	2021
Ladder 6	Smeal/HME 1871	#0202	2001	_____	2024

■ Replacement Plan and Costs for New Primary Apparatus 2018-2026

1.	2020	Reserve	#0156	Smeal/Spartan	\$ 598,005
2.	2021	Reserve	#0109	SVI/ Spartan Gladiator	\$ 599,881
	2023	Engine 2	#0110	Crimson/ Spartan	\$ 603,567
3.	2026	Engine 5	#0111	Pierce Quantum	\$ 736,854

4.	2023	Rescue 6	#0352	SVI/Spartan	\$ 723,071
5.	2024	Ladder 6	#0202	Smeal/ HME 1871	\$1,406,282

TOTAL COSTS – FRONT-LINE APPARATUS REPLACEMENT \$4,666,857

*12 = Target for years of front-line primary service before going into reserve status
**5 = Anticipated years of service as a reserve before replacement

ESEP FIRE STATION CONSTRUCTION/ REMODEL STATIONS

New Construction-

The following are cost estimates for building two new fire stations associated with the growth planned for LFRA and the *Essential Services Expansion Plan*.

CONSTRUCTION OF NEW FIRE STATION 7- 2018

• Design	\$ 347,950
• Construction	\$3,191,550
• Equipment	\$1,090,000
• Arts (1% added construction costs)	\$ 20,414

TOTAL CAPITAL COSTS for STATION 7 - \$ 4,649,914

CONSTRUCTION OF NEW FIRE STATION 10- 2022

• Design	\$ 409,236
• Construction	\$3,816,710
• Equipment	\$1,079,120
• Arts (1% added construction costs)	\$ -----

TOTAL CAPITAL COSTS for STATION 10 - \$ 5,305,066

Remodel/Expansion Construction-

The following are cost estimates for the remodeling and expansion of two existing fire stations associated with the growth planned for LFRA and the *Essential Services Expansion Plan*.

REMODEL/EXPANSION OF FIRE STATION 5- 2024

- Includes: Design, Construction, Arts

TOTAL CAPITAL COSTS for STATION 5 - \$ 1,976,850

REMODEL/EXPANSION OF FIRE STATION 3- 2025

- Includes: Design, Construction, Arts

TOTAL CAPITAL COSTS for STATION 3 - \$ 3,612,413

PART 4: ORGANIZATIONAL GOALS, STRATEGIES, TACTICS & KEY PERFORMANCE INDICATORS

This section focuses on establishing and setting organizational goals, strategies, tactics and identifying Key Performance Indicators (KPI) to measure and quantify success. These dimensions will establish the department's overall strategy for achieving success in delivering emergency services in a safe and cost effective manner. This section also includes a more comprehensive list of specific measureable metrics, KPI's that are formatted into easy to read charts for review and expression of the various performance measurements established for the organization. In addition, a pared down version of the service level indicators is listed as the "Significant Seven," which has been used as part of the City of Loveland's performance measurements as requested by past City Managers.

THE ORGANIZATIONAL PRIME DIRECTIVE

Most fire service organizations have at their core a mission or vision statement that establishes what the organization stands for and is committed to. Loveland Fire Rescue Authority is no exception. The organization's mission statement is:

Through commitment, compassion and courage, the mission of the Loveland Fire Rescue Authority (LFRA) is to protect life and property.

From the management side of the continuum of operations, the "prime directive" adapts this mission statement so it connects to the organization's goals, strategies, and service level indicators. That prime directive is:

To protect life and property in a safe and effective manner.

This prime directive will serve as the guiding principle for the organization from a planning and management perspective and serve as a touchstone or guidepost that will serve to maintain organizational focus and direction. In its most simplistic format, it speaks to the issue of “*Citizen Service and Firefighter and Citizen Safety and Survival.*”

GOALS

Goals, as defined in this section, are essentially a broad, primary outcome. They tend to be long on results, or outcomes, and short on specifics; in strategic planning, they are about moving forward. Goals change our mindset and direction by changing or redefining the destination. Within the framework of the 2018 LFRA Strategic Plan we have established our organizational goals around the “Four R’s”- *Response, Readiness, Resources and Relationships* (see Figure 4-1). We have also added a fifth goal in to this group; Cost Effectiveness. All five of these goals are expanded on in the later portion of this section - “Charts and the Key Performance Indicators.”



Figure 4-1 Four-R's

The specific goals in this portion of the plan clearly address the salient points established within the prime directive - that being, citizen service and firefighter and citizen safety and survival. The five goals are listed below:

1. **Response to Emergencies**
Deploy an effective emergency response to minimize loss/damage
2. **Readiness/Preparedness**
Prepare for and mitigate/minimize the risk and outcomes of an emergency incident
3. **Resources**
Preserve, develop and improve the resources entrusted to LFRA; including vehicles, equipment, facilities and most importantly the human resources
4. **Relationships**
Maintain and improve relationships with our staff, strategic partners and professional colleagues
5. **Cost Effectiveness**
Deliver cost effective services to the citizens

STRATEGY & TACTICS

Strategies are defined as an approach taken to achieve a specified goal. Another way of describing it is a plan of action designed to achieve a particular goal or set of goals or objectives. Strategy is management's game plan for strengthening the performance of the organization. It really is the “what” we are trying to accomplish.

Tactics are a tool or specific method used in pursuing an objective associated with a particular strategy. Tactics are the actual means used to gain or accomplish an objective; it is the “how” we accomplish things.

KEY PERFORMANCE INDICATORS

A performance indicator or key performance indicator (KPI) is a type of performance measurement. KPIs help evaluate the success of an organization or of a particular activity in which it engages. Within the framework of strategic planning, these KPIs are an empirical way of evaluating performance and the accomplishment of the various goals, strategies and tactics. Within this particular plan, the KPIs will be found within the strategies and tactics set forth in the charts below. There are fifteen KPIs within the *2018 LFRA Strategic Plan*. They are:

- Improve response times
- Achieve and maintain accreditation
- Maintain or improve ISO Public Protection Classification rating
- Increase staffing and number of fire stations for improved emergency response
- Develop leaders and promote leadership
- Prepare ourselves and the community for disasters
- Provide exceptional customer (citizen) service

- Maintain or improve our fire loss levels
- Improve community fire safety and risk reduction
- Utilize technology/innovation to improve response and service levels to the community
- Improve training facilities and training programs to enhance readiness and response
- Improve firefighter health, safety and survival
- Continue to develop our employees through training, education and experience
- Improve capital funding mechanisms and strategies
- Maintain and improve relationships with strategic partners

SIGNIFICANT SEVEN PERFORMANCE MEASUREMENTS

The “Significant Seven” performance measurements were utilized in the *2012 LFRA Strategic Plan*. They were established, in part, because the City of Loveland required the organization to select key performance measurements where overall performance could be measured using metrics associated with the International City/County Management Association (ICMA’s) performance measurements. They were also utilized because of their value; they are important dimensions that are recorded to measure and track organizational performance. The Significant Seven are included in the *2018 LFRA Strategic Plan* because of their continuing value and usability as metrics. These seven are:

1. **Response Times:** Times tracked for emergencies within the Urban Response Area
 - *First arriving unit or member with tactical capability*
 - *For structure fires, first arriving engine or truck, then the balance of the assignment*
2. **Costs Per Capita:** Operational cost comparisons
 - *Costs per capita in comparison with other FRFC departments and selected comparison departments within the Rocky Mountain region*
3. **Fire Loss Per Capita:** Total fire loss comparison
 - *Total fire loss per capita in comparison with other FRFC departments and selected comparison departments within the Rocky Mountain region*
4. **Property Value Saved vs. Loss:** Saved/loss comparison relationship
 - *Measured in both residential and commercial occupancies*
5. **Fires Confined to Room of Origin:** Measuring “flashover” ratio
 - *% of the time that fire was confined to room or area of origin, interceding before flashover occurs*
6. **Number of Businesses Inspected/Fire Company Safety Visits:** Efforts in fire prevention
 - *% and number of businesses inspected by the CSD and % and number of businesses receiving a safety visit by a fire company*
 - *Measurement of the number of times personnel are in a business for code enforcement and safety intervention*

7. Customer (Citizen) Satisfaction: Public perception measurement

- *Overall community performance survey as part of the City of Loveland Quality of Life Survey process*
- *Citizens and businesses actually receiving LFRA services*

Some of the dimensions within the “Significant Seven” are more objective (such as Response Times and Costs per Capita) while others are more subjective (Property Saved vs. Loss). However, all of these dimensions have value in measuring the organization’s performance, and in the comparison to other regional departments utilizing these same types of dimensions.

CHARTS AND KEY PERFORMANCE INDICATORS

A chart is a graphic representation of data or information. They are used as a diagrammatical of information; they also convey information in a more easy to understand and efficient manner. *The 2018 LFRA Strategic Plan* utilizes charts in Part 4 to relate and connect the various dimensions expressed as part of the overall goals and performance indicators. The information expressed in the following charts include:

- Area of Focus
- Goals
- Expectations
- Organizational Strategies
- Organizational Tactics

There are five major areas covered in the following charts that will serve as a primary source for management to monitor and measure the organization’s effectiveness. The five areas are built around LFRA’s “Four Rs.” One additional area has been added that relates to cost effectiveness. The five areas include:

1. Response
2. Readiness/Preparedness
3. Resources
4. Relationships
5. Cost Effectiveness

These five areas make up the categories where the Key Performance Indicators and Significant Seven Performance Measurements are included. They will be monitored, measured and managed through the establishment of the listed goals, organizational strategies and organizational tactics within these five major areas. They will be reflected in LFRA’s Annual Report and other reports.

1. RESPONSE		GOAL: DEPLOY AN EFFECTIVE EMERGENCY RESPONSE TO MINIMIZE LOSS/DAMAGE			
		EXPECTATIONS:			
		<ul style="list-style-type: none"> LFRA Companies will provide prompt and effective emergency service Fire Companies will be skilled and competent at the tactical & task levels Incident Commanders will demonstrate a high degree of excellence and proficiency at the strategic/tactical level All LFRA personnel will be committed to safe, sane & predictable operations 		<ul style="list-style-type: none"> Our organization will excel in the area of citizen/customer service We will stay committed to proven firefighting models that work well and be open to new and innovative methods that are scientifically better and that enhance safety and survival All LFRA personnel will be committed to continuous improvement 	
		STRATEGIES		ORGANIZATIONAL TACTICS	
1.1	Effectively deploy appropriate, incident specific resources	1.1.1	Respond with a minimum staffing of 3 firefighters per engine/truck	1.1.2	Execute a skilled response to meet organizational protocols and benchmarks in a timely manner
1.2	Improve our response times to emergency calls	1.2.1	Meet or exceed our stated total response time goals	1.2.2	Add staffing and fire stations to improve emergency response times and overall performance
1.3	Demonstrate effective deployment	1.3.1	Improve fire loss/property saved ratio and improve fire loss per capita	1.3.2	Execute task level operations within LFRA's performance standards
1.4	Improve response performance through traditional and alternate deployment methods	1.4.1	Maintain and improve basic skills (demonstration)	1.4.2	Remain current on knowledge, skills and abilities in modern fire behavior tactics and task level operations (fire dynamics)
1.5	Provide exceptional citizen (customer) service	1.5.1	Maintain a culture of "enhanced customer service" throughout LFRA	1.5.2	Create clear organizational expectations for what great citizen/customer service involves
		1.5.3	Review and respond quickly to all compliments and complaints	1.5.4	Maintain a level of 90% or higher in the City of Loveland's <i>Quality of Life Survey</i>

2. READINESS/PREPAREDNESS	GOAL: PREPARE FOR AND MITIGATE/MINIMIZE THE RISK AND OUTCOMES OF AN EMERGENCY INCIDENT			
	EXPECTATIONS:			
	<ul style="list-style-type: none"> • Provide high quality plan reviews and new building inspections • CSD and Operations will work cooperatively to improve fire/life safety risks, and reduce overall community risk • Target specific fire/life safety risks and develop suitable solutions 		<ul style="list-style-type: none"> • Improve fire safety education and community outreach • Be prepared to lead, manage and survive disasters in the Loveland community • Be prepared and trained to effectively manage a wide variety of emergency responses 	
	STRATEGIES		ORGANIZATIONAL TACTICS	
2.1	Improve community fire safety and risk reduction	2.1.1	Maintain/enhance the fire inspection & fire company safety visit programs	
		2.1.2	Ensure all applicable fire codes are reviewed/adopted	
		2.1.3	Improve CSD records management systems & data entry	
		2.1.4	Provide accurate, consistent and timely plan reviews and new construction Inspections	
		2.1.5	Sustain adequate staffing levels within CSD for the required workload	
2.2	Develop and implement a community risk reduction plan in 3 Specific areas: - Residential Apartments (multi-story) - Business fire sprinklers - Wildland urban-interface area	2.2.1	Create a community apartment safe living education program	
		2.2.2	Ensure that business fire sprinklers are inspected regularly	
		2.2.3	Improve fire safety conditions in the wildland urban-interface area in the Loveland community	
		2.2.4	Investigate the use and implementation of the “Ready-Set-Go” program	
2.3	Strengthen the efforts in public fire safety education and community outreach	2.3.1	Evaluate and improve fire safety education to elementary students	
		2.3.2	Continue to develop/improve the community smoke detector and carbon monoxide alarm program in the Loveland community	
		2.3.3	Evaluate and improve fire safety education for senior citizens	

Readiness/Preparedness (cont.)

2.4	Prepare the city organization and LFRA to effectively manage and survive community disasters	2.4.1 Cultivate an emergency resilient community through education, preparedness and practice 2.4.2 Be able to manage large scale emergency events with upward trending effectiveness 2.4.3 Conduct a large scale community training exercise at least annually 2.4.4 Work with city staff to complete the mitigation projects identified in the Loveland Mitigation Master Plan
2.5	Accomplish and retain successful 3 rd party evaluations of LFRA as an effective fire/rescue organization	2.5.1 Maintain or improve the current Insurance Services Office (ISO) Public Protection Classification (PPC) rating 2.5.2 Achieve and maintain accreditation through the Commission on Fire Accreditation International
2.6	Strengthen LFRA's training efforts in various programs to ensure firefighter and fire officer readiness and preparedness	2.6.1 Maintain and enhance firefighter basic skills for all uniformed personnel that are deployable for firefighting operations 2.6.2 Maintain and enhance the Blue Card Hazard Zone Management program for all line fire officers and acting officers 2.6.3 Utilize technology to enhance or improve various firefighting training programs
2.7	Provide exceptional citizen (customer) service	2.7.1 Maintain a culture of customer service throughout the organization 2.7.2 Create clear organizational expectations for what great citizen/customer service involves 2.7.3 Review and respond quickly to all compliments and complaints 2.7.4 Maintain a level of 90% or higher in the City of Loveland's <i>Quality of Life Survey</i>

3. RESOURCES	GOAL: PRESERVE, DEVELOP AND IMPROVE THE RESOURCES ENTRUSTED TO LFRA; INCLUDING VEHICLES, EQUIPMENT, FACILITIES AND MOST IMPORTANTLY THE HUMAN RESOURCES	
	<p>EXPECTATIONS:</p> <ul style="list-style-type: none"> • Value people as the reason for our past and future success • Be good stewards of the resources entrusted to LFRA • Continue the excellence in apparatus specifications • Maintain effective equipment and apparatus replacement programs <ul style="list-style-type: none"> • Personal and organizational health and wellness are maximized • Remain committed to proactively address the current and future concerns related to firefighter health and safety • Plan for expansion in administrative office and CSD expansion and for expansion for emergency management facilities (EOC) 	
	STRATEGIES	ORGANIZATIONAL TACTICS
3.1	Attract and maintain a highly trained and dedicated workforce reflective of the community we serve	3.1.1 Ensure wages and benefits remain competitive regionally 3.1.2 Promote LFRA as a “great” organization to work for 3.1.3 Offer a variety of training and promotional opportunities for personnel 3.1.4 Evaluate firefighter hiring process (ongoing)
3.2	Continue to develop employees through training, education and experience	3.2.1 Create an effective, sustainable leadership development program 3.2.2 Continue a vibrant training and education program for employees 3.2.3 Maintain regional relationships and participate in training and educational opportunities offered within region (example FRFC training)
3.3	Improve firefighter health and safety	3.3.1 Stay committed to meeting the intent of NFPA 1500 (standard-FF safety) 3.3.2 Reduce FF exposure to carcinogens- “Healthy In, Healthy Out” program 3.3.3 Continue to utilize and reinforce the LFRA FF Peer Support Team 3.3.4 Continue firefighter fitness program and physicals 3.3.5 Maintain adequate staffing levels
3.4	Maintain and improve fire stations, facilities, vehicles and equipment	3.4.1 Build new stations as needed and maintain and improve existing facilities 3.4.2 Maintain and continue the apparatus replacement schedule 3.4.3 Continue equipment maintenance and replacement schedule 3.4.4 Improve training facilities and develop training center master plan
3.5	Plan for future expansion in administrative offices, CSD and other accompanying types of emergency services facilities	3.5.1 Evaluate current and future administrative office needs and the office and workspace needs for CSD 3.5.2 Evaluate the need for a new and updated EOC and other support facilities for the City of Loveland Office of Emergency Management

4. RELATIONSHIPS	GOAL: MAINTAIN AND IMPROVE RELATIONSHIPS WITH OUR STAFF, STRATEGIC PARTNERS AND PROFESSIONAL COLLEAGUES			
	<p>EXPECTATIONS:</p> <ul style="list-style-type: none"> Foster a culture that builds and supports cohesive, high-performing teams LFRA will continue to foster and build relationships with a wide variety of external partners who assist in accomplishing the mission of protecting life and property Maintain strong and professional relationships with the community members we serve Ongoing efforts are made to ensure strong, effective relationships between labor and management Continue to foster a strong relationship/partnership between elected officials within the City of Loveland and Rural Fire Protection District 			
	STRATEGIES		ORGANIZATIONAL TACTICS	
4.1	Operate with a “people-first” and “others-centered” focus	4.1.1	Leadership maintains availability and support for our personnel	
		4.1.2	Emphasize servant-leadership in training and day-to-day operations	
4.2	Build/continue an environment that supports improved employee involvement and relationships	4.2.1	Ensure a high level of organizational responsiveness to personnel needs, and maintain an equal concern for organizational needs	
		4.2.2	Build collaborative, respectful and sustaining internal relationships at all levels of the organization	
4.3	Ensure citizens have high regard for LFRA and that citizen satisfaction remains at a high level	4.3.1	Maintain a level of 90% or higher in the City of Loveland Quality of Life survey	
4.4	Sustain and build on the existing relationships with regional strategic partners and elected officials	4.4.1	Continue or improve current automatic/mutual aid agreements	
		4.4.2	Carry on the training commitment to regional strategic partners and organizations	
		4.4.3	Perpetuate a regional leadership role in the enhancement of relationships between other area fire departments and emergency service providers	
		4.4.4	Safeguard a strong and mutually beneficial relationship between elected officials and partners within the City of Loveland and the Loveland Rural Fire Protection District	

5. COST-EFFECTIVENESS	GOAL: DELIVER COST-EFFECTIVE SERVICES TO THE CITIZENS	
	EXPECTATIONS: <ul style="list-style-type: none"> Financial performance management systems are in place and continually refined for better accounting and reporting Managers and program directors operate with sound financial stewardship Regular reports are made to elected officials that are concise, clear and accurate Organizational documents, forms and manuals are reviewed regularly and updated for accuracy and relevancy Maintain transparency in financial reporting and encourage public review of annual reports and other Fire Authority financial documents 	
	STRATEGIES	ORGANIZATIONAL TACTICS
	5.1 Ensure that citizens continue to receive high quality services for their tax dollars	5.1.1 Maintain positioning at or below the mean or average for costs per capita with LFRA's regional, comparison fire departments 5.1.2 Retain positioning at or below the mean or average for firefighters per 1000 population with LFRA's regional, comparison fire departments 5.1.3 Utilize the Key Performance Indicators (KPIs) and other performance measurements as benchmarks for financial performance 5.1.4 Safeguard equality in the Revenue Allocation Formula (RAF) for partner (City and Rural) contribution assessment (currently at 82%/18%)
5.2 Identify external organizational evaluation processes that can validate sound business and management practices for LFRA	5.2.1 Receive the Government Financial Officers Association's (GFOA) certificate of achievement for excellence in financial reporting 5.2.2 Have a accurate annual audit that is acceptable to the LFRA Board	
5.3 Improve the long-term capital funding mechanisms for the Fire Authority	5.3.1 Create a new impact fee model for the City of Loveland and the governing bodies within the Loveland Rural Fire Protection District	

PART 5: RECOMMENDATIONS/IMPLEMENTATION

This section of the strategic plan focuses on recommendations for implementation. The section is broken out into two distinct segments. The first segment is identified as "Strategic Plan Priorities" for LFRA; the second segment is identified as "Other Organizational Needs." Both of these segments focus on the operational period of the plan (2018-2026) with a few exceptions. The categorization for implementation of the plan priorities is based primarily on the elements listed in the *Essential Services Expansion Plan* (see Part 3) and the *Future Priorities*. Within the listed plan priorities, there are three subcategories:

- High Priority
- Intermediate Priority
- Future Priorities

High Priorities: Elements in either Phase 1 or Phase 2 of the plan (2018-2023) that relate to the addition of needed personnel or high priority capital items.

Intermediate Priorities: Elements in Phase 3 of the plan (2024-2026) that relate to the addition of needed personnel or intermediate priority capital items.

Future Priorities: These are additional capital and personnel priorities that have no specific timeline set for their completion of implementation and most have no funding stream identified. Cost estimates may be lacking for some of these items due to the uncertainty of an implementation date or other information that is lacking for an accurate cost assessment.

In the accompanying chart for the Essential Services Expansion Plan (ESEP on page 30) the two highest levels of priorities are color coded with each element listed in the appropriate phase of the plan. With just a few exceptions the levels of priorities are linked to the phases of implementation.

Beyond the first two levels of the Strategic Plan Priorities, several other system priorities are listed. The other elements in this next segment (Other Organizational Needs) are listed in the proposed order of priority, with no recommended timeline for any of these elements. Another distinction for this section and the needs listed is in their funding. The first two priority levels listed in the first segment of this section have identified funding streams (except for the proposed Quick Response Vehicle) and are a part of the future budget for LFRA; they will be funded by the source listed in the right column (Source) of the ESEP chart (see page 30). The future priority level and the other system needs elements could be described as "unfunded priorities" for the organization. These elements will have to be funded by alternate sources such as additional organizational contribution funding (RAF), grants or other ancillary funding sources.

As with each section of this strategic plan, the recommendations must always be evaluated and re-evaluated over the operational timelines for the plan. Changes could occur in the prioritization of some of the elements based on changes from the stated planning assumptions. In addition, funding streams could change over time and alternate funding such as grant money could become available favoring the funding of one departmental need over another.

Essential Services Expansion Plan
Plan on a Page

PHASE 1: 2018 – 2020 (High Priority)	YEAR	COST	SOURCE
Training Center- Burn Building	2018	2,641,228	City TABOR/Fire Capital Exp. Fees
Build New Station 7 & Apparatus	2018	4,649,914	LFRA Financing
Replace Fire Engine E-3/ #0156	2020	598,005	LFRA Fleet Replace Fund
Total Capital \$ Increase Phase 1		\$7,889,147	
Inspector for Community Safety Division (CSD)	2018	74,500	City/Rural Annual Contributions
Station 7 (staffing, facilities, and vehicle maintenance and annual replacement savings)	2019	1,418,520	City/Rural Annual Contributions
Total Operational \$ for Phase 1		\$1,493,020	
PHASE 2: 2021 – 2023 (High Priority)	YEAR	COST	SOURCE
Station 10 Design	2021	409,236	LFRA Financing
Replace Fire Engine E-7/#0109	2021	599,881	LFRA Fleet Replace Fund
Station 10 Construction	2022	4,895,830	LFRA Financing
Replace Fire Engine E-2/#0110	2023	603,567	LFRA Fleet Replace Fund
Replace Rescue 6/#0352	2023	723,071	LFRA Fleet Replace Fund
Total Capital \$ Increase Phase 2		\$7,231,585	
Add 3 FF positions for Heavy Rescue 2	2021	230,000	City/Rural Annual Contribution
Station 10 (staffing, facilities, and vehicle maintenance and annual replacement savings)	2023	1,398,725	City/Rural Annual Contributions
Total Operational \$ for Phase 2		\$1,628,725	
PHASE 3: 2024-2026 (Intermediate Priority)	YEAR	COST	SOURCE
Remodel Station 5	2024	1,976,850	City Bond-Sales Tax
Replace Ladder 6/#0202	2024	1,406,282	LFRA Fleet Replace Fund
Add Quick Response Vehicle (QRV) Company	2025	381,598	LFRA Fleet Fund
Remodel/Replace Station 3	2025	3,612,413	City Bond-Sales Tax
Replace Fire Engine 5/#0111	2025	736,854	LFRA Fleet Replace Fund
Total Capital \$ Increase Phase 3		\$8,113,997	
Add 3 Shift Battalion Positions (East Battalion)	2024	518,400	City/Rural Annual Contributions
QRV Company Staffing	2025	828,423	City/Rural Annual Contributions
Total Operational \$ for Phase 3		\$1,346,823	

STRATEGIC PLAN PRIORITIES

High Priorities Phase 1

Construction of New Fire Station 7 and Apparatus: The construction of a new Fire Station 7 will address the need for improved fire-rescue services in the west side of the Loveland Rural Fire Protection District. This station will also greatly improve response times into an area that is outside of our targeted emergency response goals; an important part of LFRA's efforts in continuous improvement cited by the 2017 accreditation assessment. The station is planned for a single engine company station with three vehicles housed; two vehicles will specialize in addressing the wildland urban interface area in the west side of the district. Capital costs for this expansion are estimated at \$4,649,914 and will be funded by a combination of City Capital Expansion Fees (CEFs) and LFRA financing. Construction is planned for 2018.

Staffing for New Fire Station 7: This item addresses the full-time staffing needed to operate new Fire Station 7. Costs include staffing, facilities and vehicle maintenance and annual replacement savings. Staffing needs include 3 Lieutenants, 3 Engineers, and 6 Firefighters (3 firefighters are added to this expansion for coverage and "rovers" in the system). These positions cover vacancies for various leaves including vacation, sick leave and other assigned leave for shift firefighters. Total costs for this expansion is \$1,418,520 and is covered by the City/Rural annual contributions. Fire Station 7 is expected to be fully operational and staffed in 2019.

Training Center Burn Building: An architectural training campus master plan and burn building design were completed in 2017. Phase 1 of this expansion plan includes the new burn building. The burn building's costs are based on a design for a three story integral tower, garden apartment scenario training mock-up, center hallway applications, enclosed stairways and a facility for master stream operations. Capital costs for construction are estimated to be at \$2.3 million with an additional \$340,000 added for needed site enhancements, bringing the total estimated capital costs for the project to \$2,640,000. Initial operating costs are expected to be absorbed into existing appropriation levels. Construction is scheduled to begin in 2018.

Add Inspector for Community Safety Division (CSD): In 2009 the Fire Prevention Bureau (now CSD) lost half of its staff due to a city-wide effort to reduce staff and spending. Several fire prevention-related services were reduced during these times of budget reduction and reorganization. From 2009 to 2017, the total permits submitted to CSD has risen over 200% annually; workload levels have increased commensurately with nearly the same staffing levels in 2009. This Inspector's position is intended to restore needed personnel to the CSD for prevention related functions, primarily providing the necessary staffing for improving inspection services. Estimated full-cost budgeting expenses are \$ 74,500 annually beginning in 2018.

Replace Fire Engine #0156-Smeal/Spartan: A new fire engine will be built and delivered as part of the City of Loveland's Capital Expansion Plan. In 2020 Engine #0156 would have reached the end of its life cycle as an active fire engine for LFRA. This engine is part of the long-term replacement plan and is scheduled to be assigned to Fire Station 2. Capital costs are estimated at \$598,005. Engine delivery is expected in 2020.

High Priorities Phase 2

Replace Fire Engine #0109- SVI Spartan Gladiator: A new fire engine will be built and delivered as part of the LFRA Capital Equipment Replacement fund. In 2021 Engine #0109 would have reached the end of its life cycle as an active fire engine for LFRA. This engine is part of the long-term replacement plan and is scheduled to be assigned as a new front line engine. Capital costs are estimated at \$599,881. Engine delivery is expected in 2021.

Architectural and Design for New Fire Station 10: This item is for architectural and design costs for a new fire station in the east part of the City of Loveland. The construction project will include a single engine company, a shift battalion chief, space for ancillary fire apparatus and design for a new fire museum. Total costs are estimated at \$409,236 with funding from LFRA financing. Design is scheduled to begin in 2021.

Construction of New Fire Station 10 and Apparatus: This new fire station will be located east of Centerra Parkway, near the area of Kendall Parkway and Sky Pond Drive. This is one of the fastest growing areas in the LFRA response district, with a burgeoning call load that is mostly outside of our targeted response time goals. Construction costs are planned for a single engine company, a shift battalion chief and additional space for specialized fire apparatus. Costs for the fire museum are not included in these estimates. Total costs are for construction, apparatus/equipment and 1% for the arts; for a total of \$4,895,830, which will be funded through LFRA financing. Construction is planned for 2022.

Staffing for New Fire Station 10: This item addresses the full-time staffing needed to operate new Fire Station 10. Costs include staffing, facilities and vehicle maintenance and annual replacement savings. Staffing needs include 3 Lieutenants, 3 Engineers, and 3 Firefighters. The total O&M costs for this expansion is \$1,398,725 and is covered by the City/Rural annual contributions. Fire Station 10 is expected to be fully operational and staffed in 2023.

Replace Fire Engine #0110- Crimson/Spartan: A new fire engine will be built and delivered as part of the LFRA Capital Equipment Replacement fund. In 2023 Engine #0110 would have reached the end of its life cycle as an active fire engine for LFRA. This engine is part of the long-term replacement plan and is scheduled to be assigned as a new front line engine. Capital costs are estimated at \$603,567. Engine delivery is expected in 2023.

Replace Rescue Squad 6 #0352- SVI/Spartan: A new rescue squad will be built and delivered as part of the LFRA Capital Equipment Replacement fund. In 2023 Rescue Squad #0362 would have reached the end of its life cycle after twenty years of service as a front line apparatus. This Squad is part of the long-term replacement plan and is scheduled to be assigned as a new front line Heavy Rescue. Capital costs are estimated at \$723,071. Delivery is expected in 2023.

Addition of 3rd Full-Time Firefighter to Heavy Rescue 2: Since its addition to LFRA's fleet in 2014, Heavy Rescue 2 has operated with two full-time firefighting personnel and the shift Fire Inspection Technician (FIT). While the shift staffing for this unit is listed at three, much of the time it operates as a two-person company; this is mostly due to the added inspection and prevention related duties of the FIT. Firefighter safety concerns and company efficiency are the primary reasons for this item as a Phase 2 High Priority item. Total full-cost budgeting for the

addition of three firefighters are estimated at \$230,000, with funding coming from City/Rural annual contributions. Plans for this expansion of staff for the Heavy Rescue 2 are in Phase 2 sometime in 2021-2023.

Intermediate Priorities Phase 3

Add Three Shift Battalion Chiefs for New East Battalion: This addition addresses the need for three additional battalion chiefs- establishing a second battalion for LFRA. These BCs will share the duties of shift management and are a part of the overall shift command team and incident commanders for larger emergency incidents. Span-of-control is a major factor in fire departments needing to add battalions; LFRA will need a second battalion in 2024. O&M costs are estimated at \$518,000; funding will come from City/Rural annual contributions.

Remodel of Fire Station 5: Fire Station 5 at 251 Knobcone Drive has a number of significant deficiencies that has a negative impact on operations and quality of service. These include: undersized functional living areas, undersized area for apparatus and what needs to reside there, lack of space for adequate exercise facility and lack of space for equipment maintenance. There are also noted deficiencies with mechanical, IT and electrical systems. The station's remodeling costs are estimated at \$1,976,850, which is planned to come from City-Bond Sales Tax funding. The remodel is expected to take place in 2024.

Replace Ladder 6 #0202-Smeal/HME: A new ladder truck will be built and delivered as part of the City of LFRA Capital Equipment Replacement fund. In 2024 Ladder Truck #0202 would have reached the end of its life cycle after twenty-three years of service as a front line apparatus. This ladder truck is part of the long-term replacement plan and is scheduled to be assigned as a new front line Ladder Truck. Capital costs are estimated at \$1,406,282. Delivery expected: 2024.

Add Quick Response Vehicle/ Company: The Quick Response Vehicle (QRV) concept is in use by many fire departments nationally and regionally. The QRV is a smaller fire response vehicle (similar to a Type 6 Engine in appearance) that can be equipped to handle most single engine response calls that a full-sized engine would respond to. The need for these smaller, more manageable vehicles is mostly driven by extensive call loads and alternate tactical and task level needs on the emergency scene. The full cost budgeting for the QRV, capital and staffing costs are listed at \$1,210,021; there is no identified funding stream. 2025 is the target for the QRV.

Remodel Fire Station 3: Fire Station 3 at 900 S Wilson Ave. has a number of significant deficiencies that has a negative impact on operations and quality of service. The station was built in 1979 and sized for two on-duty career staff. The station has undersized functional living areas, including dorms, restrooms and locker space. It also lacks sufficient dorm and restroom facilities for gender privacy and lacks space for adequate exercise facilities and lacks space for equipment maintenance. The station remodeling costs are estimated at \$3,612,413, which is to come from City-Bond Sales Tax funding. The remodel is expected to take place in 2025.

Replace Fire Engine #0111- Pierce/Quantum: A new fire engine will be built and delivered as part of the LFRA Capital Equipment Replacement fund. In 2025 Engine #0111 would have reached the end of its life cycle as an active fire engine for LFRA. This engine is part of the

long-term replacement plan and is scheduled to be assigned as a new front line engine. Capital costs are estimated at \$736,854. Engine delivery is expected in 2025.

OTHER ORGANIZATIONAL NEEDS

Future Priorities

Add Support Battalion Chief Position for Administration: LFRA's administration staffing is in need of reorganizing and shifting of funds to support one full-time forty-hour Battalion Chief's position. This new position will assist in areas that are of high importance levels, but underserved. These include: Accreditation Manager, Health and Safety, EMS Coordinator, Radio/Communications, IT/GIS, Budget, Special Projects and other ad hoc assignments. Personnel costs for funding can be reassigned from the vacating of the Public Safety Administrative Director's position. However, there will be funding increases for several of these programs.

Technology Improvements: Two primary areas have been identified within the accreditation process as areas needing improvement. The station alerting system completion is the highest of these priorities. This system is installed in all of the staffed, paid stations, but does not have all of the needed hardware to complete the project. It is estimated that it will take an additional \$100,000 to complete this project. The station alerting system will have a direct impact on improving response times for emergency calls. A new records management system was also recommended to help LFRA improve in its record keeping and data management. No funding estimates are available at the time of this writing.

Additional Training Staff: The LFRA training staff of one Battalion Chief and one Lieutenant has reached their maximum capacity. What is needed is an additional training firefighter to assist with training exercises (set-up and clean up) and general labor at the training center. This position was identified as a need in the *2012 LFRA Strategic Plan* but was never funded. A full time administrative position is also needed to relieve training officers of the task of data entry and record keeping for the battalion. Full-cost budgeting is estimated at \$100,000 for both positions.

Part-time/Seasonal Wildland Program Manager: LFRA's wildland urban interface (WUI) area has numerous identified problem areas. This part-time/seasonal program manager could make a significant impact in wildland program management, wildland training, public education/training and emergency response in the area. This position could also manage a seasonal response team into the WUI for high danger wildland seasons. This resource could also be integral to help with the implementation of the *Ready-Set-Go Program (RSG)*. RSG is a program that seeks to develop and improve the dialogue between fire departments and the residents they serve in the WUI. Through education, training and assistance the intent is to help save lives and property for those living in the wildland urban interface areas. There is currently no cost estimates for this item.

Addition of One Information Technologies (IT) Position for LFRA: As LFRA has grown and the maturation of the fire authority has become a reality, the need for a specific, dedicated position for IT service and management has manifested. Currently, LFRA's IT needs are being

provided through the City of Loveland's IT Department. While this has worked in the past, the growth of LFRA has put a strain on the City's ability to continue this service with a high level of customer satisfaction. In addition, LFRA compensates the City for these services. It is believed that hiring an IT specialist is one of the next needed steps for continuous improvement for the organization, and for the continued maturation of the Fire Authority. No identified cost estimate is available at the time of this writing. A study and cost estimation will need to take place in evaluating the current charges for services being paid to the City, and what the full cost budgeting estimates would be for a dedicated full time IT Specialist. Thus, the majority of the costs for this new position are expected to come from existing revenue paid for IT services.

Increased Staffing for Station 4/Airport Stand-By: Fire Station 4 has been operational for airport stand-by coverage with one Fire Engineer since Allegiant Airlines ceased their operations at the airport in 2012. With the future implementation of the new "virtual tower" it is expected that the airport will, once again, be home to at least one major carrier; maybe more. This increase in flights and the need for stand-by services for fire-rescue will surpass the current system's capabilities. It is expected that at least two, perhaps more, firefighters will need to be hired to account for the needed crash-fire rescue services for the airlines. At the time of this writing, it is unclear what actual staffing model will be used to address this need, and what the actual staffing levels will be. Thus, no cost estimates are provided at this point in time for said expansion. Ongoing evaluations of the airport operations and progress on the new virtual tower should continue. Also, various staffing models/options should be reviewed and cost estimates developed in preparation for this expansion.

Increased Staffing for CSD: Since 2009, the workload in the CSD has risen over 200% (based on numbers and indicators in 2017). The workforce for CSD is nearly at the same strength as it was in 2009, yet workloads have increased significantly. What is needed in CSD is the ability to hire more part-time fire inspectors and plan reviewers as the workload increases. There is also a need for a full-time public education specialist to replace the public education officer that was lost in the cutbacks in 2009. No cost estimates are available for this item at the time of this writing. A complete workforce analysis and costs projections will need to be completed before accurate costs estimates can be determined.

Add Second Quick Response Vehicle/Company: The QRV concept is explained above. The success of this new alternate response vehicle will drive the need for a second such company. The full cost budgeting for the QRV, capital and staffing costs are listed at \$1,210,021 in 2025 dollars. Currently, there is no identified funding stream for adding this second QRV.

Purchasing Land for New SE Fire Station: There will be a need, in the future for a new fire station in the south/southeast area- targeted near Hwy 402 and South Boise Ave. This item is a carryover from the *2012 LFRA Strategic Plan*, and just as in that plan, is only advocating for the purchase of the land. The station is planned for some time in the years 2027-2035, depending on the growth of the area. Because the timeframe for purchasing this land is uncertain, it is difficult to call out specifics for costs. However, it is expected that the need will be for 2-3 acres of property with an estimated cost of \$75,000-\$85,000 per acre. Thus, a \$250,000 cost estimate for land is being utilized. Funding is expected to come from capital expansion or impact fees.

Recommendations/Implementation: Strategic Plan Priorities, Other Organizational Needs

This chart lists the 27 Strategic Planning Initiatives under four important categories: those listed in the *10- Year Capital Plan*; those that were *Carry-Overs* from the *2012 LFRA Strategic Plan*, those listed as *New Initiatives*, yet having an identified funding source (*Fund Sourced*). A final and perhaps most important category are those *New Initiatives listed that have no identified funding source (No \$ Sourced)*.

Strategic Plan Initiative	10-Year Capital	2012 Plan Carry-Over	New Initiative Fund Sourced	New Initiative No \$ Sourced
<i>High Priorities-Phase 1</i>				
1. Construction- Station 7 & Apparatus	X	X	X	
2. Staffing for Station 7	X	X	X	
3. Training Center Burn Building	X		X	
4. Community Safety Division Inspector				X
5. Replace Fire Engine #0156	X	X	X	
<i>High Priorities-Phase 2</i>				
6. Replace Fire Engine #0109	X		X	
7. Architectural Design for Station 10	X		X	
8. Construction- Station 10 & Apparatus	X		X	
9. Staffing for Station 10	X		X	
10. Replace Fire Engine #0110	X		X	
11. Replace Rescue Squad 6 #0352	X		X	
12. Add 3 rd Full-Time FF for Rescue 2				X
<i>Intermediate Priorities-Phase 3</i>				
13. Add 3 Shift BCs (New East Battalion)	X			
14. Remodel Fire Station 5	X		X	
15. Replace Ladder Truck 6 #0202	X		X	
16. QRV- Capital and Staffing				X
17. Remodel Fire Station 3	X		X	
18. Replace Fire Engine #0111	X		X	
<i>Future Priorities</i>				
19. Add Support Battalion Chief			X	
20. Technology Improvements				X
21. Additional Training Staff		X		X
22. Part-time Seasonal Wildland Mgr.				X
23. Information Technology Position				X
24. Increase Staffing for Airport Sta. 4				X
25. Increase Staffing for CSD				X
26. QRV (2 nd) - Capital and Staffing				X
27. Purchase Land for S.E. Fire Station		X		X

= Specific Line Firefighter Hiring Initiative/Request

Uniformed Line Firefighter Hiring Years 2012-2026

The following information chart represents the hiring of uniformed, line firefighters over a fifteen year period from 2012-2026. This period also covers the current and future strategic plans for the organization. Three columns follow the years listed; they include the number of firefighters planned for within the strategic plan, the actual number hired and for what purpose they were hired. The numbers listed from 2018 on are projected numbers from the 2018 LFRA Strategic Plan.

YEAR	POSITIONS PLANNED	ACTUAL # HIRED	PURPOSE FOR POSITIONS HIRED
2012/2013	6	6	Additions to help with increasing minimum staffing up to 3 person crews
2014	6	6	Additions for new Heavy Rescue 2 (with FIT position staffing was at 3)
2015	0	0	No additions for line staff in this year
2016	9	0	9 firefighters were planned for opening Station 7: hiring was moved out to 2019
2017	1	1	1 new Admin BC was added - funds came from restructuring current admin staff - no new \$
2018 Marks the start of the new LFRA Strategic Plan			
2018	1	---	1 CSD Inspector planned for this year
2019	9	---	9 firefighters planned for opening of Station 7
2019	3	---	3 firefighters added for coverage (Rovers)- this addition was part of the <u>2012 Strategic Plan</u>
2020	0	0	No new line additions planned for this year
2021	3	---	3 firefighter positions planned for Heavy Rescue 2 for 3 rd FT firefighter
2022	0	0	No new line additions planned for this year
2023	9	---	9 firefighters planned for opening of Station 10
2024	3	---	3 firefighters planned for 3 shift BC positions (this will be for the addition of 2 nd Battalion)
2025	6	---	6 positions planned for the first QRV
2026	0	0	No new line additions planned for this year

NOTE: The positions for the second QRV are not listed in this matrix

■ = Line Firefighter Positions Requested or Planned

■ = Line Firefighter Positions Filled

Agenda Item Cover

Item No.: 5

Meeting Date: October 25, 2017

Prepared By: Kristen Cummings, Business Services Coordinator



TITLE

Review Briefing Papers and Correspondence

EXECUTIVE SUMMARY

The Chief's report includes a variety of general updates from the Monthly Report and more current topics of interest.

September Monthly Reports

- August Overview
- Administrative & HR Matters
- 2018 Strategic Plan
- Badge Pinning
- Red Bandanna
- Fire Operations Division Overview
- Community Safety Division Overview
- Worker's Compensation Statistics

Additional Topics For Board Update

- Chief's Report
- Leadership Conference Report
- Kidspak Food Pantry Assitance at LHS
- Impact Fee Update

BACKGROUND

This section of the agenda is intended to provide general information to keep board members apprised of various project status and department updates.

AGREEMENTS SIGNED DURING THE MONTH

STAFF RECOMMENDATION

N/A

FINANCIAL/ECONOMIC IMPACTS

N/A

ASSOCIATED STRATEGIC GOALS

N/A

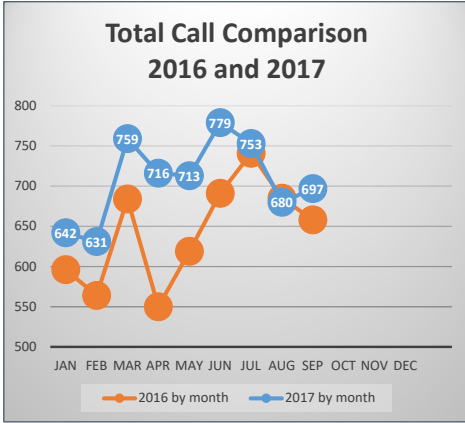
ATTACHMENTS

- Fire Chief's Monthly Report
- September Operations Statistics
- September Community Safety Division Statistics
- September Worker's Compensation Statistics
- Letters & Articles



LOVELAND FIRE RESCUE AUTHORITY

Operations Division - September 2017



TOTAL CALLS FOR SERVICE - 2017 YEAR TO DATE

	Total Calls	City	Rural		Auto-Aid/ Mutual Aid	City % (With Mutual Aid Split)	Rural % (With Mutual Aid Split)
			Johnstown	Rural			
# Incidents	6,370	5,141	202	818	206	83.36%	16.59%
Percentage		80.71%	16.01%				

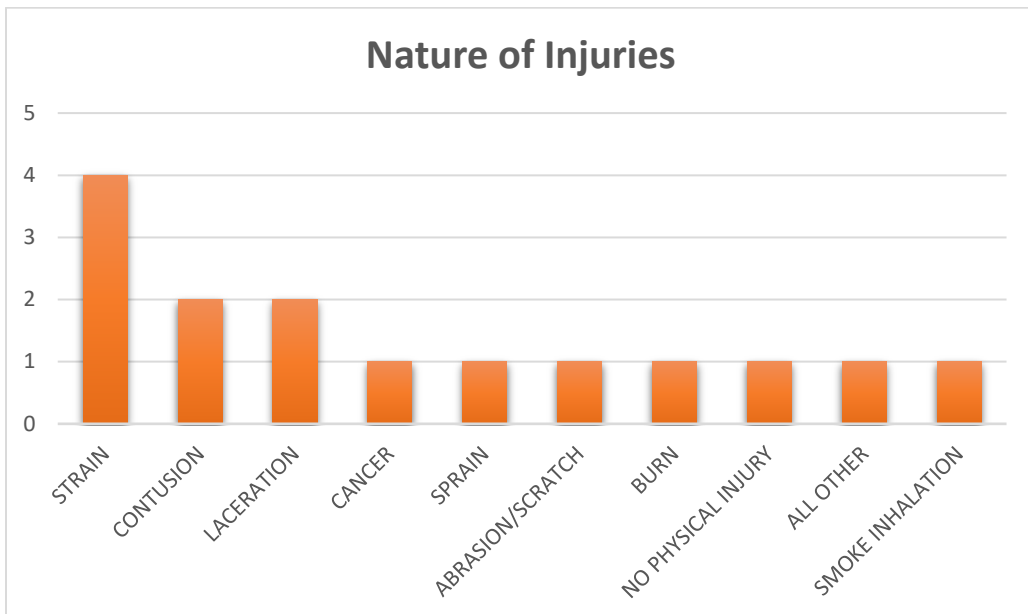
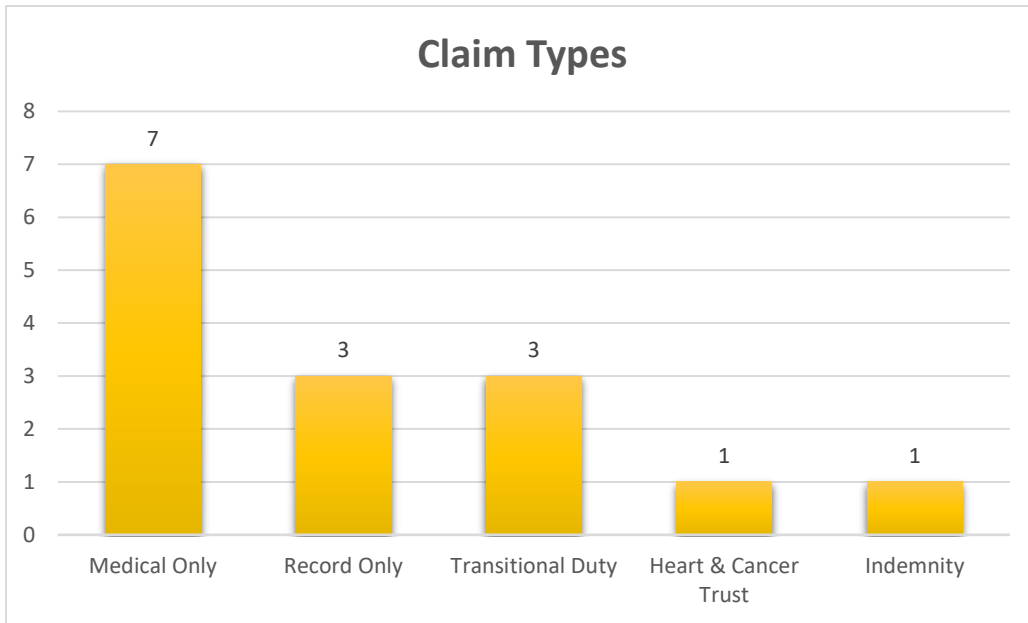
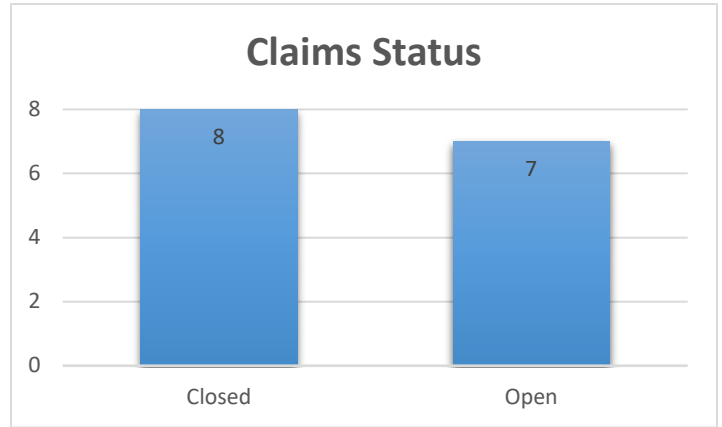
	Total Calls for Service (CFS)	# CFS City	Rural District			# CFS Mutual Aid	Undefined	% CFS City	% CFS Rural	% CFS Mutual Aid	City % (With Mutual Aid Split)	Rural % (With Mutual Aid Split)
			# CFS Johnstown	# CFS Rural (Minus Johnstown)	# CFS Rural Total							
September	697	572	20	96	116	9	0	82.07%	16.64%	1.29%	83.12%	16.88%
August	680	532	30	94	124	23	1	78.24%	18.24%	3.38%	81.01%	18.84%
July	753	594	24	105	129	30	0	78.88%	17.13%	3.98%	82.15%	17.85%
June	779	611	36	101	137	29	2	78.43%	17.59%	3.72%	81.49%	18.26%
May	713	583	12	94	106	24	0	81.77%	14.87%	3.37%	84.53%	15.47%
April	716	588	24	81	105	23	0	82.12%	14.66%	3.21%	84.76%	15.24%
March	759	613	21	99	120	24	2	80.76%	15.81%	3.16%	83.36%	16.38%
February	631	518	17	71	88	27	2	82.09%	13.95%	4.28%	85.60%	14.72%
January	642	530	18	77	95	17	0	82.55%	14.80%	2.65%	84.73%	15.27%

TRAINING CATEGORIES	FULL-TIME STAFF TRAINING HOURS				CANYON TRAINING HOURS			
	CURRENT MONTH	PREVIOUS MONTH	CURRENT YEAR TO DATE	PREVIOUS YEAR TO DATE	CURRENT MONTH	PREVIOUS MONTH	CURRENT YEAR TO DATE	PREVIOUS YEAR TO DATE
ARFF	25.5	58.5	379.5	357.1	0.0	0.0	4.5	
Community Safety	0.0	4.0	455.0	824.0	0.0	0.0	0.0	
Driver/Operator	343.5	112.5	1,951.7	1,738.1	13.0	0.0	32.0	
EMS	20.0	212.0	1,078.0	1,211.8	0.0	0.0	9.0	
Firefighter	198.0	258.0	3,489.0	4,360.3	0.0	15.0	90.8	
Fire Officer	115.8	171.0	1,833.8	2,562.3	0.0	0.0	2.0	
HazMat	135.0	2.0	615.2	443.1	3.0	0.0	11.0	
TacFire	0.0	0.0	90.0	48.0	0.0	0.0	0.0	
Tech Rescue	66.0	166.5	1,223.0	2,307.1	0.0	0.0	3.5	
Wildland Fire	9.5	5.0	1,889.7	1,506.0	0.0	0.0	139.5	
Other	59.0	29.0	1,344.4	1,198.8	0.0	0.0	4.0	
TOTAL	972.3	1,018.5	14,349.3	16,556.5	16.0	15.0	296.3	0.0

LFRA Workers' Compensation Claims

01/01/2017 - 09/30/2017

Total # Claims	15
Total Paid	\$18,092.49
Total Incurred	\$70,299.34





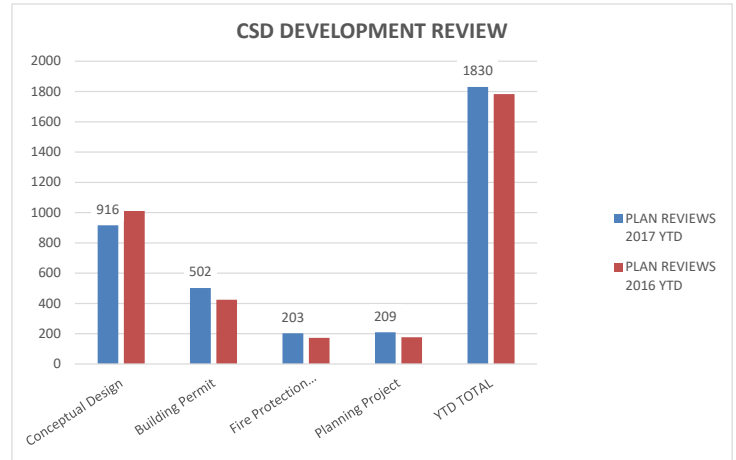
LOVELAND FIRE RESCUE AUTHORITY

Community Safety Division

September, 2017

DEVELOPMENT REVIEW STATISTICS

	City	County	Johnstown	Totals	Hours
Conceptual Design Reviews	113	2	0	115	58
Previous Month	88	2	0	90	45
YTD Total	898	18	0	916	451
Previous YTD	983	13	14	1010	514
Building Permit Reviews	33	4	6	43	62
Previous Month	59	2	1	62	68
YTD Total	458	18	26	502	683.5
Previous YTD	386	22	16	424	649
Fire Protection Permit Reviews	9	1	3	13	30
Previous Month	14	0	4	18	25
YTD Total	159	15	29	203	264
Previous YTD	143	16	14	173	228
Planning Project Reviews	12	2	1	15	15
Previous Month	18	4	0	22	22
YTD Total	175	30	4	209	209
Previous YTD	143	24	9	176	384.5
TOTAL REVIEWS YTD	1690	81	59	1830	
PREVIOUS YEAR YTD	1655	75	53	1783	

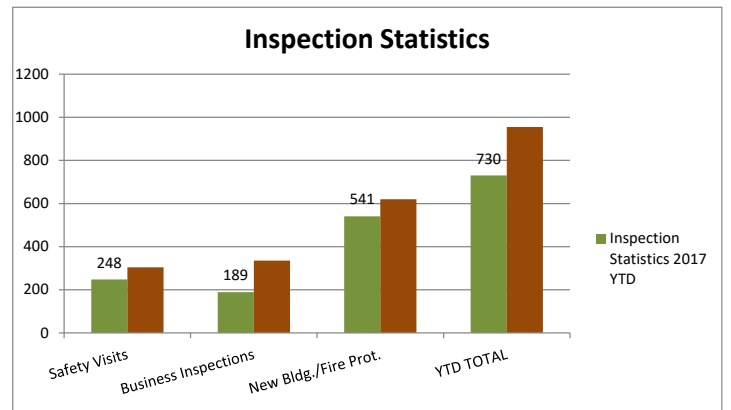


Planning & Building Check-Ins YTD
Fire Protection Permits Average days in review
Percent within goal time

660	113
10	
September	92.0%

INSPECTION STATISTICS

	City	Rural	Johnstown	Total	Hours
Eng. Co. Safety Visit 2 & 3 Yr.**	13	0	N/A	13	5.1
Safety Re-Visit	2	0	N/A	2	1.5
YTD Total	216	32	N/A	248	141.45
Previous YTD	245	59	N/A	304	198.5
Business Inspections	13	2	N/A	15	19
Previous Month	26	2	N/A	28	17.75
YTD Total	168	21	N/A	189	160
Previous YTD	280	55	N/A	335	371.95
New Bldg./Fire Protection	24	4	10	38	58
Previous Month	49	3	10	62	90.00
YTD Total	375	72	94	541	788.5
Previous YTD	535	85	N/A	620	928
TOTAL INSPECTIONS YTD	543	93	94	730	
Previous Year	815	140	N/A	955	



*New Measure. Prior year data not available for New Bldg./Fire Protection

**Engine Company Safety Visits are not included in YTD Totals

CSD OTHER ACTIVITIES

	City	Rural	Hours	Mo. Total	Prev. Mo.	Prev. YTD	YTD Total	Highlights/Projects
Hazmat Permits	8	1	8.25	9	15	130	79	*Chiller's Bar annual inspection, working with Bldg. Div. to resolve life safety
Tents/Special Events*	9	4	13	13	17	52	68	*Working w/water districts to revise process for sprinkler contractors to ob
Burn Permits Issued	0	10	2.5	10	9	105	112	*Determining private fire hydrant locations, to work w/owners on requiring
Investigations	9	5	14	14	11	153	125	*Working w/at least two businesses so they can legally occupy buildings, af
Service Call/Complaints	1	0	0.5	1	0	35	14	*
Car Seats Installed	13	0	6.5	13	7	92	84	*
YFS Program	1	0	3	1	1	15	8	*
Public Education Events	3	0	5	3	0	43	24	*
Total Pub. Ed. Contacts	137	0		137	0	2958	702	*

*This also includes Pyrotechnics permits



FIRE ADMINISTRATIVE DIVISION

by Fire Chief Mark Miller

OVERVIEW

September Leadership Truism

"Nothing changes if nothing changes, but changed people change the world.."

ADMINISTRATIVE & HR MATTERS

LFRA presented the 2018 Budget to the LFRA Board on August 30th. The budget was approved unanimously, and it went before the Rural District Board of Directors on September 6th, and then on the City Council on September for first reading on October 3rd, and second reading on October 17th, as part of the normal budget approval process. As always, the Board was supportive of the budget as a whole, with high priority on doing what is best for our members in regards to safety, benefits, and equipment. Many thanks to Cheryl Cabaruvias for her focus and commitment to the budget development.

Other administrative matters include:

- Design nearly complete for new LFRA Web site
- The Red Bandanna Day event/remembrance held on September 11, was a great success. A Red Bandanna Day Proclamation was read at the September 5th City Council meeting, as well as the LFRA Board meeting on August 30th along with the Rural District Board meeting on September 6th. Special thanks to Good Samaritan Executive Director Lisa Melby and Chaplain Doug Overall, for organizing the Proclamations and the actual event on September 11th by providing breakfast burritos for all first responders (Police, Fire and EMS). Thank you!
- Initiated online open enrollment process with CEBT
- Coordinated a demonstration of Ultimate Software (new HR Mgmt/Payroll system) with LFRA stakeholders
- Conducted six (6) stay interviews (vs. exit interviews)

2018 LFRA STRATEGIC PLAN

The 2018 Strategic Plan is nearing completion. The DRAFT plan was presented to the LFRA Board on August 30, and they will review over the course of the next 45 days. Similarly, the Rural District Board members will also have an opportunity to review the plan after the formal presentation during their October 6 Board meeting. On November 13, at the next scheduled LFRA Board meeting (date changed to accommodate the Thanksgiving Holiday), staff will seek direction from the Board and discuss revisions or edits accordingly. Special Projects Manager, Randy Mirowski has lead the revision of the Strategic Plan and we are exceptionally proud of the tremendous work he and LFRA staff have accomplished over the last eight to nine months. Strong work!

BADGE PINNING / SWEARING-IN CEREMONY

Six LFRA members were recently promoted and /or hired, and LFRA held a formal pinning/swearing-in ceremony on August 30, prior to the LFRA Board meeting. Those promoted include: Eric Klaas – Battalion Chief, Kevin Hessler – Captain, Nick Bukowski – Lieutenant, Brad Schiffelbein – Engineer, Cole Stephenson – Firefighter, and Melissa Gillen - Firefighter.



Promoted/hired LFRA members, and the family member that pinned their badges. L to R; Melissa Gillen, Cole Stephenson, Brad Schiffelbein, Nick Bukowski, Kevin Hessler, and Eric Klaas.

MONTHLY REPORT

September 2017



FIRE OPERATIONS DIVISION

by Division Chief Greg Ward

SIGNIFICANT INCIDENT RESPONSES

September 1, 2017



LFRA was dispatched to a multi-family structure fire on North Garfield Avenue. Engine 5 arrived on scene with smoke coming from a house that had been converted to a business along with a couple apartments. The fire was difficult to locate within the structure due to the renovation work that had taken place to alter the normal residential layout of the structure. The fire was controlled in just under one hour, one firefighter was transported to the hospital.

September 6, 2017



A second alarm was called for a well involved house fire that was the result of a vehicle vs house accident on Hopkins Court. LFRA, Berthoud and Poudre Firefighters worked for approximately 50 minutes to control the fire. The driver of the car was removed by by-standers prior to the arrival of emergency services responders, the driver was transported to the hospital by Thompson Valley Emergency Medical Services. No one in the house was injured by the accident or fire. The fire was fed by a ruptured natural gas line as a result of the vehicle accident. Approx. half of the home was destroyed by the fire.

September 7, 2017



Engine 66 with a crew of three LFRA personnel were deployed to the Himes Peak Fire just outside of Meeker Colorado. Upon completion of this assignment the crew was re-assigned to the Moose Peak Fire in Montana. The crew reported to the fire command base in Libby Montana and was deployed right away to the fire line. The crew spent fourteen days on the deployment, they gained valuable experience that will benefit LFRA's response to local wildland fires.

September 25, 2017



LFRA was dispatched at the request of the Larimer County Sheriff's Office to a structure fire in the Lago Vista Mobile Home Park. Deputies were on scene of a police incident when they observed a fire in the structure that they had responded to. The occupant of the trailer self-evacuated but was transported to the hospital by Thompson Valley Emergency Medical Services for non-fire related injuries. The structure was approximately half involved in fire on the arrival on Engine 5. Crews were able to contain the fire to the one structure. The fire was under control within 45 minutes.

MONTHLY REPORT

September 2017



COMMUNITY SAFETY DIVISION

by Division Chief Ned Sparks

UPDATE / OVERVIEW

HIP Street Discussion with Planning – Meetings to review the street width standards that are being proposed for the downtown area and in new developments. The take away continues to be ensuring the width will accommodate fire apparatus, easement access for utilities, storm-water, etc.

Larimer Humane Society Discussion – We participated in the discussion with Larimer County, FCLWD, Front Range Fire to determine options for the fire sprinkler deficiencies. Front Range and FCLWD are working to resolve the pressure problems.

Special Event Site Inspections – Thunder in the Rockies.

Haunted Houses – Harrington Art is setting up at 1605 N Lincoln. Issues with exiting into the alley are being evaluated by Public Works.

BUSINESS PLAN REVIEW

Ninja Gym – Review of the site and meet with the business owners regarding the need for a code assessment for fire and building.

Chillers – LFRA and City Building are going to work together to improve the life safety of the occupancy. A recent inspection (tied to liquor license renewal) confirmed several IFC/IBC violations that need to be resolved. The Building Division will contact the bar owner to work on a plan to resolve.

Colorado Heirloom – The business moved into the building without applying for permits. We are working with them to gain compliance.

Bristol Point – Issues with the Fire Sprinkler system and requirement for licensed professional contractors on the site.

J and T LLC - Met with owner, county planner, code officer, LCSO deputies on site - county code compliance problems for over a decade. Containers of fuel and other possibly hazardous materials on site - State Oil and Gas has been notified as well. There were also squatters living on the property and they're in the process of evicting them.

Hach Co – Inspections of the building and fire sprinkler system are underway. The ongoing concern for LFRA is the limitation of the private fire protection system, which includes the fire

hydrants on site.

CODE ENFORCEMENT

- CSD Safety Visits - The Cove, Lincoln Hotel, Lincoln Place, Gallery Flats, Brookdale at Marianna Butte
- Hazmat Permits: Hach Chemical, BW Containers (formerly Goldco), Tractor Supply CO (New)
- Attended the three day conference in Breckenridge – Helpful for TIER II and Hazmat Reporting
- Assist Ops - Live Burn Instructor for 4 days of Live Fire with Tender Shuttle operations (ISO and Accreditation requirements)
- Collaborated with Operations and CSD and Building to help with Hazmat Dumpster Fire at Remington Tech
- Worked with City Building Code Enforcement investigating illegal spray booth at 1905 W 8th St.
- FIT's: Conducted 3 General Inspections; no major violations. Conducted 6 Haz-Mat Inspections; no major violations. Conducted two Fire Investigations; both were determined to be accidental.

EMERGENCY MANAGEMENT

Planning & Documentation - The National Weather Service conducted a site visit for the purpose of renewing the City's certification as a Storm Ready Community. We successfully met the criteria for renewal by demonstrating that we have multiple and redundant means for making severe weather related emergency notifications to the community. Furthermore, this renewal will continue to provide our community members with an opportunity for insurance rate reductions.

Preparedness & Relationships - Three community events were held for the High Water Mark initiative. These events were an unveiling ceremony for flooding high water mark signs and educational boards located in The Big Thompson Canyon, at the old county fairgrounds, and in Fort Collins. These markers will serve as educational tools for the public to remain prepared and to act appropriately during flood warnings. These markers were paid for by grant funds awarded to Larimer County.

On-going emergency planning efforts with the City's Risk Management division focused on the municipal building this month. Mr. Adams is supporting a greater level of city-wide safety initiatives and we are working closely with Risk to deliver more exercises and practice drills.

MONTHLY REPORT

September 2017



COMMUNITY SAFETY DIVISION

by Division Chief Ned Sparks

EMERGENCY MANAGEMENT, continued

Scheels Grand Opening Celebration - planning with Scheels staff and LFRA representatives – over 30K people expected to attend first day.

Planning and marketing efforts for the upcoming, multi-agency 2017 Family Safety and Emergency Planning Expo event

Grants - After discussions with several city departments, it was decided that the submission of the 2017 Pre-Disaster Mitigation (PDM) and Flood Mitigation Assistance (FMA) grant applications for the Fleet maintenance Bldg. emergency generator and the

COMMUNITY KUDOS



*From Good Samaritan Loveland Village
First Responders Red Bandanna Day - 9/11/17*



Wildland fuels reduction program will be postponed until 2018. The main reason for this delay is due to the short turnaround time to collect significant amounts of historical data and supportive program information.

Training & Exercises - The 2017 airport tabletop exercise is being managed by the airport staff. The 2019 full-scale exercise will be expanded into a county level event in order to include additional planning partners.

Attended a 4-day Exercise Evaluation and Improvement Planning course (FEMA E-131) at the Emergency Management Institute. He also completed two online self-study FEMA courses: IS-320 Wildfire Mitigation Basics and IS-322 Flood Mitigation Basics.

Participated in a tabletop exercise at the Larimer County EOC on September 13th. This was a great opportunity to learn more about Emergency Operations Center practices, and to develop relationships with other EM agencies and personnel.



Battle of the Badges Softball Game - 9/10/17



Chief Miller speaking at the 9/11 event at the Foote Lagoon, hosted by the American Legion Post.

Agenda Item Cover

Item No.: 7

Meeting Date: October 25, 2017

Prepared By: Mark Miller, Fire Chief



TITLE

EXECUTIVE SESSION TO PURSUANT TO CRS 24-6-402(4)(B), (E), AND (F) TO RECEIVE ADVICE OF LEGAL COUNSEL REGARDING THE NEGOTIATION OF INTERGOVERNMENTAL AGREEMENTS FOR THE ASSESSMENT OF IMPACT FEES, AND REGARDING A PERSONNEL MATTER

EXECUTIVE SUMMARY

Staff would like to update, and legal counsel would like to provide legal advice regarding, the ongoing negotiation of intergovernmental agreements with the Town of Johnstown, City of Loveland, and Larimer County for the assessment of impact fees. Additionally, staff would like to update, and legal counsel would like to provide legal advice regarding, a confidential personnel matter.

BACKGROUND

Background related to the negotiation of intergovernmental agreements is provided in the confidential attorneys' report for October. Background related to the personnel matter to be discussed in executive session.

STAFF RECOMMENDATION

Information only

FINANCIAL/ECONOMIC IMPACTS

Potential assessment of Authority-wide impact fees
Unexpected legal costs

ASSOCIATED STRATEGIC GOALS

N/A

ATTACHMENTS
