

2016



# Budget Biz

Quarter 3 (July—September), Issue 15

Welcome to the fifteenth 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 Fund from year to date, through September, 2016. 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 Fund 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 Fund. 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 2016

- **89%** of the revenue budget has been collected to date compared to **74%** last year for the same timeframe.
- **76%** of the expenditure budget has been spent compared to **72%** last year for the same timeframe.
- LFRA Maturation continues with the transfer of all equipment and lease of all real property from the City and Rural to LFRA.
- Grant projects related to community preparedness (mitigation study and master plan and disaster recovery plan) are expected to be complete in October and accepted by City Council in 2017.
- Division Chief Ned Sparks was chosen as the recipient of the 2016 Larry Kettlehut Instructor of the Year by the Colorado Fire Training Officers Association. Congratulations to Chief Sparks.
- Training Center Drainage System and Main Entrance is moving forward with an appropriation from City Council.
- Training continue to be a primary emphasis.

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

2016



# LFRA Budget Status - Revenue

## Loveland Fire Rescue Authority

### Budget Revenue Report

Quarter Ending 9/30/2016, 75% of the Year

Segments/Accounts	Total Budget	*YTD Rev	Total Variance	Total % Uncollected	Total % Collected
<b>Investment Activity as a % of the Total City Investment Pool</b>					
Interest On Investments	\$ 1,500	\$ 10,636	-\$9,136	-609.07	709.07
Gain/Loss On Investments	1,500	428	1,072	71.44	28.56
<b>SubTotal : Investment Activity</b>	<b>\$ 3,000</b>	<b>\$ 11,064</b>	<b>-\$8,064</b>	<b>-268.65</b>	<b>368.65</b>
<b>223 : Community Safety</b>					
Special Events (1)	28,900	22,890	6,010	20.80	79.20
Miscellaneous	-	853	-853	0.00	100.00
Building (2)	58,400	33,673	24,727	42.34	57.66
Contractor (2)	5,400	5,753	-353	-6.53	106.53
Fire Permit & Inspection (2)	55,930	27,273	28,657	51.24	48.76
Firework Stand Review	12,350	12,400	-50	-0.40	100.40
Rural Fire Inspection Fee (2)	27,000	89,169	-62,169	-230.25	330.25
Planning Filing Fees	-	109	-109	0.00	100.00
<b>SubTotal Community Safety</b>	<b>\$ 187,980</b>	<b>\$ 192,119</b>	<b>-\$4,139</b>	<b>-2.20</b>	<b>102.20</b>
<b>224 : Station Operations</b>					
State Grant (3)	9,975	13,000	-3,025	-30.33	130.33
Standby Reimbursements (Misc)	-	420	-420	0.00	100.00
Refunds /Rebates (4)	-	12,057	-12,057	0.00	100.00
Academy Training (5)	8,000	41,182	-33,182	-414.78	514.78
Gifts/Donations	-	800	-800	0.00	100.00
State Grant (6)	23,111	-	23,111	100.00	0.00
<b>SubTotal: Station Operations</b>	<b>\$ 41,086</b>	<b>\$ 67,459</b>	<b>-\$26,373</b>	<b>-64.19</b>	<b>164.19</b>
<b>225 : Technical Response and Systems</b>					
Hazmat Mitigation	-	21,865	-21,865	0.00	100.00
Other (ARFF) (7)	22,000	14,542	7,458	33.90	66.10
<b>SubTotal : Technical Response and Systems</b>	<b>\$ 22,000</b>	<b>\$ 36,406</b>	<b>-\$14,406</b>	<b>-65.48</b>	<b>165.48</b>
<b>227 : Administration</b>					
Federal Grants (8)	165,000	17,464	147,536	89.42	10.58
State Grant (9)	20,000	-	20,000	100.00	0.00
Other	-	-	-	0.00	100.00
Contribution - Rural Fire District	2,386,798	1,993,675	393,123	16.47	83.53
Other Agency Deployment	-	2,387	-2,387	0.00	100.00
Workers Compensation	-	1,628	-1,628	0.00	100.00
Insurance Recoveries	-	3,445	-3,445	0.00	100.00
Contribution - Loveland (10)	10,585,929	9,652,388	933,541	8.82	91.18
Refunds /Rebates (11)	45,000	17,713	27,288	60.64	39.36
Transfer from Employee Benefits Fund (12)	1,700	1,700	-	0.00	100.00
<b>SubTotal : Administration</b>	<b>\$ 13,204,427</b>	<b>\$ 11,690,400</b>	<b>\$ 1,514,027</b>	<b>11.47</b>	<b>88.53</b>
<b>Grand Total (13)</b>	<b>\$ 13,458,493</b>	<b>\$ 11,997,448</b>	<b>\$ 1,461,045</b>	<b>10.86</b>	<b>89.14</b>

\*YTD = Year to Date, Rev = Revenue

Revenue Variance Explanations



# LFRA Budget Status - Revenue

## Variance Explanations - Revenue

### (1) Special Events

Budweiser Event Center Standby.

### (2) Contractor and Permitting fees

Contractor fees and Permit/Inspection fees are a function of building activity.

### (3) State Grant

Grant received to offset some of the cost for physical fitness evaluations conducted by Colorado State University. A second grant is for the Department of Local Affairs reimbursement of the Health and Circulatory Trust Premium for Full Time Firefighters.

### (4) Refunds /Rebates

The majority of the amount received is for insurance reimbursement of salaries paid on an employee out on workers compensation.

### (5) Academy Training

Academy usage comprises more than half of the revenue received.

### (6) State Grant

State Grant for Bunker Gear is expected to be received later in the year.

### (7) Other (ARFF)

This represents the City of Fort Collins contribution for the ARFF Engineer for 2017.

### (8) Federal Grants

The budget is the re-appropriation of the Community Development Block Grant - Disaster Recovery Plan and Mitigation Study and Master Plan.

### (9) State Grant

State Grant from Department of Homeland Security for Emergency Management. Reimbursement is expected later this year.

### (10) Contribution - Loveland

Contribution from City of Loveland includes advance in January per Intergovernmental Agreement.

### (11) Refunds / Rebates - Admin

The budget is related to Pension Fund revenue that is the expected remaining balance from fees ICMA charges the plan and the cost to deliver services. It is appropriated to cover the cost of Pension Committee training, legal services and the Innovest contract to monitor investments.

### (12) Transfer from Employee Benefits Fund

Pension Administration revenue from ICMA in the City Employee Benefits Fund after year end that needed to be transferred to the new LFRA Pension Administration Fund.

### (13) Grand Total

89% of the revenue budget has been collected to date compared to 74% last year for the same timeframe.



# LFRA Budget Status - Expenditures

## Loveland Fire Rescue Authority Authorized Spending Report by Division and Program Quarter Ending 9/30/2016, 75% of the Year

Segments	Total Budget	YTD Exp	YTD Enc	Total Available	Total % Available	Total % Spent
<b>Community Safety</b>						
Prevention	\$173,483	\$114,925	\$696	\$57,862	33.35	66.65
Business Inspections	144,080	107,321	460	36,299	25.19	74.81
Permitting and Development Review	470,681	342,103	755	127,823	27.16	72.84
<b>SubTotal Community Safety</b>	<b>\$788,244</b>	<b>\$564,348</b>	<b>\$1,911</b>	<b>\$221,985</b>	<b>28.16</b>	<b>71.84</b>
<b>Station Operations</b>						
General Station Operations	8,018,329	6,120,853	3,925	1,893,551	23.62	76.39
Training	119,065	65,391	21,737	31,937	26.82	73.18
Quartermaster	189,912	154,313	86	35,513	18.70	81.30
Station 1	13,785	7,381	555	5,849	42.43	57.57
Station 2 (1)	8,270	7,353	87	830	10.04	89.96
Station 3	6,690	2,862	437	3,391	50.69	49.31
Station 5	6,680	2,822	145	3,713	55.58	44.42
Station 6 (2)	8,740	7,435	32	1,273	14.57	85.43
Health and Safety (3)	78,162	59,344	13,922	4,897	6.27	93.74
<b>SubTotal Station Operations</b>	<b>\$8,449,633</b>	<b>\$6,427,752</b>	<b>\$40,926</b>	<b>\$1,980,955</b>	<b>23.44</b>	<b>76.56</b>
<b>Technical Response and Systems</b>						
Special Operations	70,820	35,180	13,468	22,172	31.31	68.69
Wild Land	12,620	7,685	-	4,935	39.11	60.89
EMS	30,243	16,491	7,000	6,752	22.32	77.68
Tac Fire (4)	10,163	227	-	9,936	97.77	2.23
Aircraft Rescue and Firefighting	11,980	6,899	473	4,609	38.47	61.53
<b>SubTotal Technical Response and Systems</b>	<b>\$135,826</b>	<b>\$66,481</b>	<b>\$20,941</b>	<b>\$48,404</b>	<b>35.64</b>	<b>64.36</b>
<b>Equipment Maint &amp; Replacement</b>						
Communications/Telephone	244,964	177,793	13,809	53,362	21.78	78.22
Hoses (5)	29,366	15,052	10,880	3,434	11.69	88.31
Ladders (6)	9,512	3,981	5,074	457	4.80	95.20
Self Contained Breathing Apparatus	50,885	36,258	-	14,627	28.75	71.26
Thermal Imaging (7)	21,320	20,870	-	450	2.11	97.89
Computer Equipment	113,185	72,411	20,123	20,651	18.25	81.75
Vehicles and Apparatus	1,067,011	814,770	2,124	250,117	23.44	76.56
Small Engines	4,000	2,846	400	754	18.86	81.15
<b>SubTotal Equipment Maint &amp; Replacement</b>	<b>\$1,540,243</b>	<b>\$1,143,980</b>	<b>\$52,410</b>	<b>\$343,853</b>	<b>22.33</b>	<b>77.68</b>
<b>Administration</b>						
Emergency Management	413,175	271,691	31,427	110,057	26.64	73.36
Administration	2,084,672	1,575,296	27,042	482,334	23.14	76.86
Fire Retirement Admin (8)	45,000	26,152	6,483	12,365	27.48	72.52
<b>SubTotal Administration</b>	<b>\$2,542,847</b>	<b>\$1,873,139</b>	<b>\$64,952</b>	<b>\$604,756</b>	<b>23.78</b>	<b>76.22</b>
<b>Grand Total (9)</b>	<b>\$13,456,793</b>	<b>\$10,075,701</b>	<b>\$181,140</b>	<b>\$3,199,953</b>	<b>23.78</b>	<b>76.22</b>

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

**Expenditure Variance Explanations**



# LFRA Budget Status - Expenditures

## (1) Station 2

Station 2 stocked up on supplies for the year.

## (2) Station 6

Station 6 stocked up on supplies for the year.

## (3) Health/Safety

The annual contract for Peer Support Psychologist is encumbered.

## (4) Tac Fire

The Special Operations Teams haven't ordered any of their replacement equipment yet, which represents 54% of that budget.



## (5) Hoses

Many of the hose replacements have been purchased.

## (6) Ladders

Encumbrance is for Ladder Testing.

## (7) Thermal Imaging

Scheduled replacement Thermal Imaging Cameras have been purchased.

## (8) Fire Retirement Admin

The budget is related to Pension Fund revenue that is the expected remaining balance from fees ICMA charges the plan and the cost to deliver services. It is appropriated to cover the cost of Pension Committee training, legal services and the Innovest contract to monitor investments.

## (9) Grand Total

76% of the expenditure budget has been spent compared to 72% last year for the same timeframe.



# Authorized Spending Report

## Loveland Fire Rescue Authority Authorized Spending Report by Account Class Quarter Ending 9/30/16, 75% of the Year

Segments	Total Budget	*YTD Exp	*YTD Enc	Total Available	Total % Available	Total % Spent
Personal Services :	\$9,212,451	\$7,048,728	-	\$2,163,723	23.49	76.51
Supplies :	\$527,059	\$345,751	\$25,452	\$155,856	29.57	70.43
Purchased Services :	\$3,389,836	\$2,463,321	\$132,270	\$794,245	23.43	76.57
Capital Outlay :	\$327,447	\$217,901	\$23,418	\$86,128	26.30	73.70
<b>Grand Total : (1)</b>	<b>\$13,456,793</b>	<b>\$10,075,701</b>	<b>\$181,140</b>	<b>\$3,199,953</b>	<b>23.78</b>	<b>76.22</b>

\*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 the many encumbrances. The encumbrances are for the annual contract for 50% of the Peer Support Psychologist, the annual contract for the Emergency Medical Services Physician Advisor, the Motorola radio maintenance contract, the ladder testing contract, planned purchase of new hose, the annual legal services contract, the Innovest pension investments monitoring contract, leadership training, the mitigation study and master plan contract, the disaster recovery plan contract, the Fire Training Center design, the Kronos Telestaff upgrade, and payroll software system upgrade.

## Other Resources

### City's Capital Replacement Fund:

#### Engine Replacement

Original Budget Appropriation	\$652,300
Less Actual Expenditures	298,493
Less Encumbrances (Purchase Order-Refurb)	285,459
Remaining Budget	\$68,347

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

#### Radio Tower Replacement

Supplemental Appropriation (reappropriating the 2015 funds for this purpose)	\$195,650
Less Actual Expenditures	192,808
Less Encumbrances (Purchase Order)	-
Remaining Budget	\$2,841

### City's Fire Capital Expansion Fee Fund:

Budget	\$321,442
Less Actual Expenditures	59,634
Less Encumbrances (Purchase Orders)	263,280
Remaining Budget	-\$1,472

*New Training Center Property Design; the actual expenditure is related to finalizing the annexation process and the master plan design work.*



# In the Works

## Training Center Drainage System and Main Entrance

- On September 6, 2016, LFRA, Public Works, and Risk Management staff appeared before City Council to propose the first reading of a supplemental appropriation for the Fire Training Center *retention pond mitigation/new drainage system, construction of a new entrance, and construction of a new emergency entrance/exit*. This has been an on-going project involving many moving pieces and complex, sensitive issues. The City Council approved a supplemental appropriation of \$698,000 to complete the project.

## Employee News



- Roylene Sterkel's retirement was effective September 30<sup>th</sup>. Roylene has been with the fire department for 25 years, and will be missed.
- Welcome to Kristen Cummings, hired in September to replace Roylene Sterkel.
- In conjunction with the Larimer County Workforce, we have brought an intern to LFRA to assist her in pursuing her fire service education and career.
- Division Chief Ned Sparks was chosen as the recipient of the 2016 Larry Kettlehut Instructor of the Year by the Colorado Fire Training Officers Association. Congratulations to Chief Sparks.

## Leadership

LFRA is consistently and intentionally involved in pursuing enduring greatness and developing leaders at all levels:

- Chief Sparks received his certification as an NFPA Fire Inspector I.
- Chief Miller has been invited to speak at the 2016 Colorado State Fire Chiefs conference on the subject of "Getting Beyond Your Self-Imposed Limits". Additionally he was invited to speak at the Vail Centre Fire Officer Leadership class on "The Skilled Communicator".
- Captain Eric Klaas and members from TVEMS and LPD had a significant role in writing the Active Shooter/Hostile Event Guide, a tremendous effort and collaboration between Fire, Law and EMS.



## Accreditation

- LFRA has entered the Applicant Status of the accreditation process.
- The self-assessment process is nearing completion, with approximately 85% of the performance indicators finished.

## Emergency Management Plan and Grants

- The IGA for Emergency Management and Disaster Assistance was adopted by City Council.
- The revised all-hazard mitigation plan, Larimer County Multi-Jurisdictional Hazard Mitigation Plan - May 2016 (HMP), was adopted by City Council and the LFRA Board.
- The State Homeland Security Grant contract and budget allocation was approved by the LFRA Board, the Rural Board, and City Council. The grant funds were used to upgrade the Emergency Operations Center radios to consolettes and to purchase wireless headsets for those radios.
- The Community Development Block Grant—Disaster Recovery grant funded Mitigation Master Plan was completed in August and is expected to be adopted by City Council in 2017.



## Public Outreach and Relationships

- LFRA is working with partner organizations to create a program called the Thompson School Education Coalition – TSEC. LFRA is scheduled to begin with presentations in October for 1<sup>st</sup> graders.
- Staff is continuing to work with the Budweiser Events Center regarding fire watch standbys to ensure adequate trained staffing is in place during events. The proposal from the Events Center management is to have LFRA add a second firefighter to the events.



# In the Works Continued...

- Staff is continuing to work with the Budweiser Events Center regarding fire watch standbys to ensure adequate trained staffing is in place during events. The proposal from the Events Center management is to have LFRA add a second firefighter to the events.
- Finalized an amended auto-aid agreement with the Estes Valley Fire District for coverage during the upcoming Highway 34 closure.
- The annual Family Safety and Emergency Preparedness Expo was once again a successful opportunity to connect with our community. Attendance was estimated to be over 700 and was by far the best attended expo to date.
- LFRA attended the Highway 34 project community open house to answer emergency response questions.
- Crews are assisting the Greeley Fire Department with several prescribed fires in open space areas around the City of Greeley. Prescribed fire opportunities are a great wildland firefighting training opportunity for LFRA personnel.



## Training Emphasis

Training continues to be a priority:

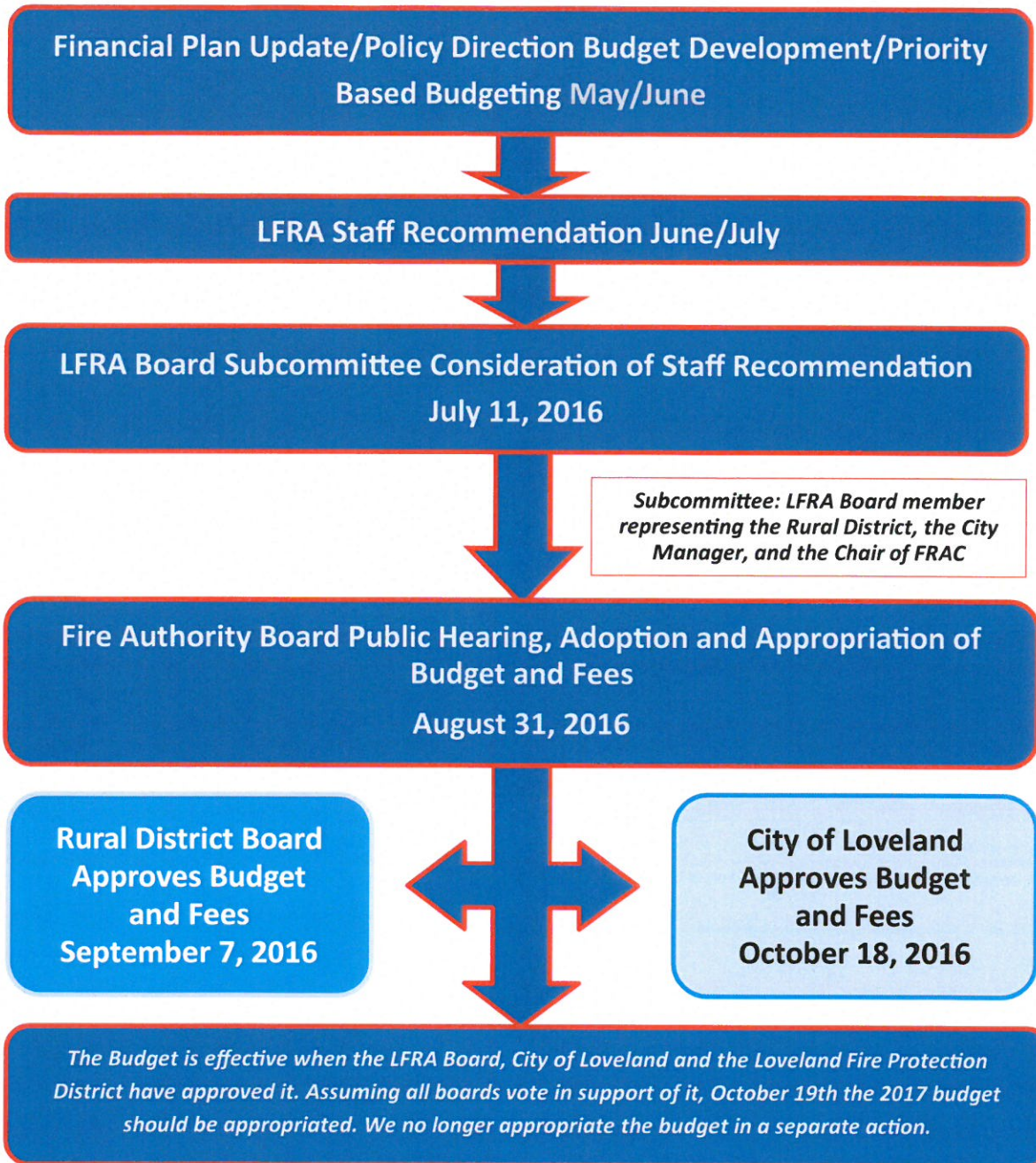
- Crews conducted flammable liquid / flammable gas fire training at the Fire Training Center.
- LFRA, Loveland Police and Thompson Valley EMS conducted joint active assailant training. The training focused on the initial fire, police and EMS response as well as incident command.
- The Larimer County Sheriff's Office hosted an active shooter response training, LFRA, Thompson Valley EMS, Poudre Fire Authority and Berthoud Fire District and several law enforcement agencies participated in this event held at Loveland High School.
- Three personnel attended a man vs. machine class hosted by Windsor-Severance Fire Rescue, the class covered techniques for extricating people from various machines and equipment.
- In July, the City Building Official and Facilities Management worked with the City to educate the Downtown Association on Building and Fire Codes.
- Emergency Management staff attended 2-day course on Disaster Management for Electric Power Systems.
- Emergency Management staff attended Everbridge users training and animal injuries class.
- Two Special Operations Team members completed an 80 hour structural collapse technician course at the West Metro Training Center.
- All LFRA Officers attended a training in August on Emotional Intelligence and the importance of a great leader.
- One Haz Mat Technician attended and successfully completed an 80 hour Haz Mat Chemistry class.
- LFRA hosted a three day Fire Instructor II & III certification course at the Training Center. This course was attended by twenty personnel from around the state including *five members of LFRA*.
- In a joint effort with the Laramie County Fire District 2, LFRA provided an Instructor / Safety Officer for live fire training for several fire departments in the Columbus Montana area.
- LFRA led a 3-day Fire Investigations 101 course for Berthoud Fire Department; Larimer County Sheriffs Office and Hygiene Fire Department also participated.
- The Training Battalion conducted seven days of mutual aid live fire training evolutions. The drills included crews from Berthoud, Estes Valley, Front Range, Poudre and Windsor-Severance.
- Several LFRA personnel attended an advanced vehicle extrication course.
- The TAC Fire Team participated in the Loveland Police SWAT Team's annual full team training week at the Fort Carson Army Post in Colorado Springs.
- LFRA hosted a three day Fire Instructor II & III certification course at the Training Center. This course was attended by twenty personnel from around the state including *five members of LFRA*.
- Live fire training was conducted for the Canyon Battalion Firefighters. The focus of the training was on modern fire attack tactics.





# In the Works Continued...

## 2017 LFRA Budget Process





# Budget Biz

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Quarter 3

2016

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



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