

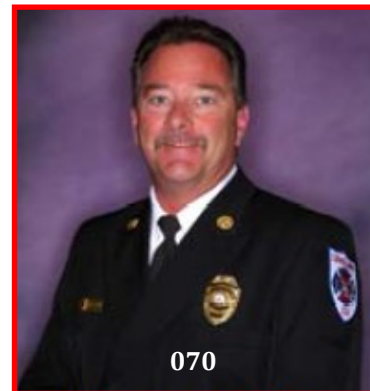


2016 ANNUAL REPORT

A word cloud featuring various terms associated with fire service values and mission. The most prominent words are "Courage", "Enduring Greatness", "Built to Last", "Response", "Commitment", "Readiness", "Relationships", "Compassion", "Resources", and "Good to Great". Other smaller words include "Enduring Greatness", "Built to Last", "Response", "Commitment", "Readiness", "Relationships", "Compassion", "Resources", and "Good to Great".

Loveland Fire
Rescue Authority





In memory of Chief Merlin Green, dedicated husband, father, firefighter, community member and friend. Chief Green was born and raised in Loveland, where he served with the Loveland Fire Rescue Authority from 1985 until his retirement in 2013. His contributions to the Loveland community will not soon be forgotten.

1958 - 2016



Chief's Message

I am pleased to present the fifth Annual Report for Loveland Fire Rescue Authority (LFRA). This document highlights the progress made in achieving our strategic plan initiatives, performance statistics, program achievements, and budgetary performance. This work, while being primarily focused on the year 2016, truly reflects many of the accomplishments that the men and women of our organization have made over the last several years.



There have been many significant achievements in 2016. LFRA took a tremendous, milestone step in developing a more autonomous organization. While our organization was officially established as a separate entity in 2012, the fire employees were still considered City of Loveland employees. As of January 1, 2016, all employees officially became LFRA employees. Further, of significant importance in 2016 was the monumental effort to amend the IGA to incorporate the transfer of all City and Rural District owned equipment (fire apparatus) to the Authority, and to develop lease agreements so all City and Rural District property (fire stations) will be leased by the Authority. This effort took 10 months to complete, with many complex-moving parts, and became official January 1, 2017. The number of additional accomplishments is astounding to say the least and I encourage you to browse through the report and read for yourself the incredible achievements the people of this organization have brought to fruition.

As always, we continue to focus on leadership development and continue moving forward with focus and determination. The members of LFRA are committed to taking leadership personally, being intentional about our values of commitment, compassion and courage with focus on response, readiness, resources and relationships. Additionally, we strengthened our resolve to maintain our vision of Good to Great, Built to last, and Enduring Greatness. These elements will ensure we stay on the path of advancing the strategic plan, and more importantly, to provide a service to this community that is second to none.

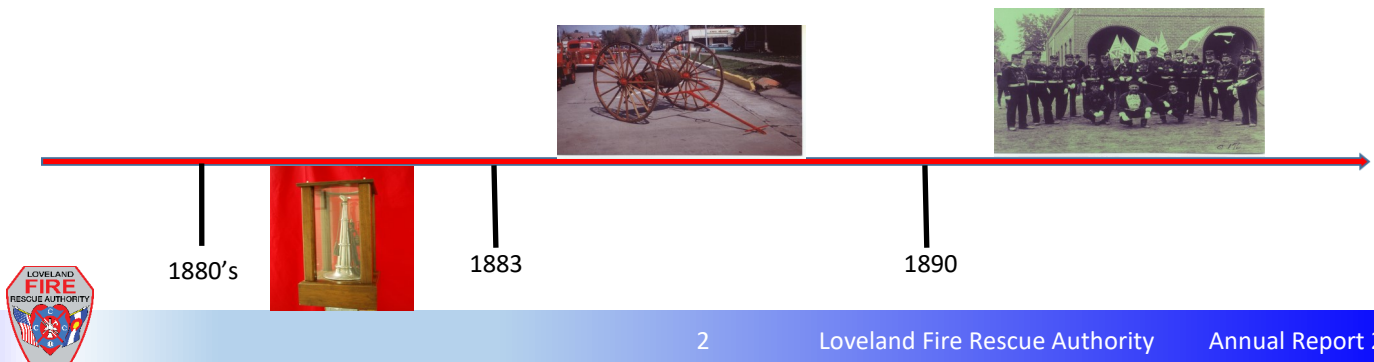
Results like this can only be accomplished with a talented and dedicated workforce, a unified organization with strong support from our LFRA Board of Directors who are passionate and engaged in this organization with a commitment, vision and courage that is exemplary. To that end, the credit for the success in our organization belongs to the men and women of Loveland Fire Rescue Authority and their heart and desire to serve the citizens of the Loveland community. I am proud of them and honored to be associated with them in this noble profession, in which we live and die as a company or team not as individuals.

It is an honor for us to serve you, thank you.

Mark Miller

Fire Chief

Loveland Fire Rescue Authority



Governing Boards and Partners

Loveland Fire Rescue Authority (LFRA) Board 2016

Jeff Swanty	Board Chair / Rural Board Member
Cecil Gutierrez	Board Vice-Chair / Mayor City of Loveland
John Fogle	Board Member / City Council Member
Dave Legits	Board Member / Rural Board President
Steve Adams	Board Member / City Manager of Loveland



Jeff Swanty

Loveland Rural Fire Protection District Board 2016

Dave Legits	Board President
Mike McKenna	Board Vice President
Barry Gustafson	Board Treasurer
Jeff Swanty	Board Director
Leroy "Andy" Anderson	Board Director
Greg White	Board Secretary / Assistant Treasurer



Cecil Gutierrez



John Fogle

Fire and Rescue Advisory Commission 2016

Jon Smela	Commission Chair
Paul Pfeiffer	Commission Member/City
Leo Wotan	Commission Member/ City
Elton Bingham	Commission Member/City
Vacant	Commission Member/City
Leroy "Andy" Anderson	Rural Board Liaison
Vacant	Commission Member/Rural District
Vacant	Commission Member/Rural District
John Fogle	City Council Liaison
Mark Miller	LFRA Staff Liaison



Dave Legits



Steve Adams

1890



1909



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Acknowledgements: THANK YOU

The only way that our organization keeps the forward momentum on a positive trajectory and continues to build an enduring organization is to nurture a collaborative partnership between elected/appointed officials who establish strategic guidance and the men and women of Loveland Fire Rescue Authority who live the mission and deliver extraordinary service to the community every day. We are so blessed to have a blend of talents that help us to deliver on our goals and objectives. We thank you all for your meaningful contributions in 2016. This document is intended to be a picture into the collective achievements in 2016 and could not have been possible without the creative talents that Ms. Cheryl Cabaruvias brought to the preparation and Kristen Cummings brought to the design of the report.



Mission, Vision, Values Statement

Loveland Fire Rescue Authority is committed to providing the highest quality services for the citizens that are served by the Department. The mission is:

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

Vision:

Good to great, built to last. Enduring Greatness.

Values:

Commitment, Compassion, Courage (3 C's)

Organizational Mission:

Protect life and property focusing on response, readiness, relationships and resources (4 R's)

Strategic Plan Goals:

Deploy an effective emergency response to minimize damage and loss by:

- ◇ Deploying the appropriate incident-specific resources; and
- ◇ Executing a skilled response.

Minimize and mitigate the risks of an emergency occurrence in the community by:

- ◇ Adopting and reinforcing fire codes that enhance safety in the built environment and assist with the effective response in case of an emergency.
- ◇ Building and reinforcing public awareness to reduce the probability of an incident; and
- ◇ Integrating a community-wide emergency preparedness program for natural or man made disasters.

Deliver cost effective services by:

- ◇ Using data-driven analysis to align the investment of LFRA resources and operational performance with mission and goals of the strategic plan;
- ◇ Maintaining a long term planning horizon to manage risk and ensure organizational adaptability; and
- ◇ Fostering an organizational culture that builds cohesive, high performance teams.

1925



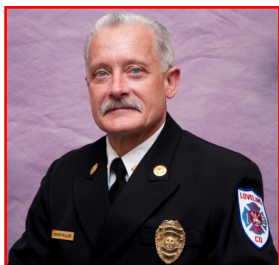
1929



Organization Profile



Organization Profile



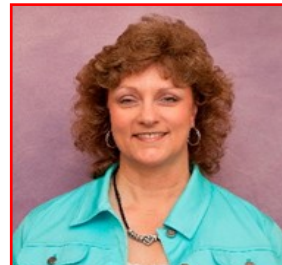
Fire Chief Mark Miller



Division Chief
Greg Ward



Division Chief
Fire Marshall Ned Sparks



Administrative Director
Renee Wheeler

Rick Davis	Battalion Chief-A Shift
Jason Starck	Battalion Chief-B Shift
Michael Cerovski	Battalion Chief-C Shift
Tim Smith	Battalion Chief-Training
Shawn Neal	Battalion Chief-Canyon
Greg Gilbert, Robert Carmosino,	
Dave Schuetz, Jason Goodale,	Captains
Mark Lyons & Eric Klaas	
Pat Mialy	Emergency Manager
Carie Dann	Deputy Fire Marshall



1935

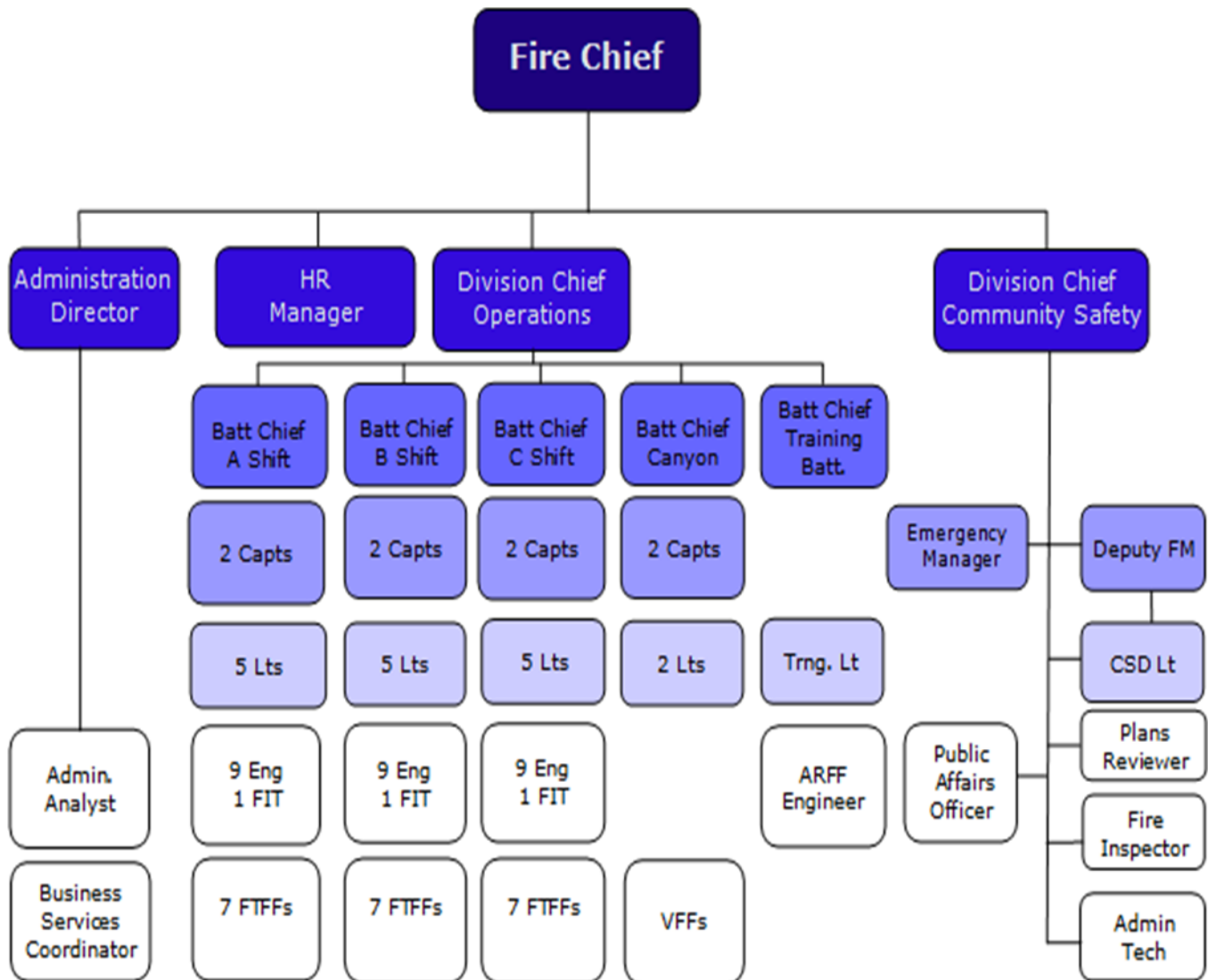


1939



Organization Profile

2016 Organization Chart



1950



Organization Profile



2016 Loveland Fire Rescue Authority Profile

	Loveland Fire Rescue Authority	City of Loveland	Rural District	Total
Total Resources	\$0.63M	\$10.40M	\$2.36M	\$13.50M
Total Population Served		74,427	22,500	96,927
Service Area in Square Miles		35	159	194
Assessed Valuation		\$946M	\$285M	\$ 1.23B

Stations :

Five stations staffed 24/7

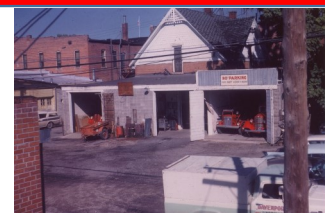
Three stations staffed as needed

Fire Station 1 410 East 5th Street, Loveland
 Fire Station 2 3070 W 29th St, Loveland
 Fire Station 3 900 South Wilson, Loveland
 Fire Station 4 Loveland-Fort Collins Airport
 Fire Station 5 251 Knobcone Drive, Loveland
 Fire Station 6 4325 McWhinney Blvd, Loveland
 Fire Station 8 1461 Big Thompson Canyon Rd, Drake
 Fire Station 9 100 Palisade Mountain Drive, Drake
 Training Grounds 100 Fire Engine Red Rd, Loveland

Apparatus:

Engines (Type 1) 9 ~ Ladders and Rescue 9 ~ Trucks & Tenders 9 ~ Support Vehicles 17

1950



Organization Profile



Station 1

2,193 Incidents (1366 Medical Related / 267 Fire Related)

Station 1 is located at 410 E 5th Street in the center of town. This station serves the downtown area which is the oldest area of town as well as the most densely populated areas of the city. Many of the older buildings along downtown's 4th street are non-sprinkled and feature interconnected basements from the early years of City development.

Engine 1 operates out of the station, covering a 1st due response area of approximately 13 square miles. The station also houses Battalion 1 as well as several secondary, reserve and support apparatus. The Battalion Chiefs offices are located at this station, as well as Community Safety and Fire Administration.



Station 2

1,532 Incidents (789 Medical Related / 240 Fire Related)

Station 2 is located at 3070 W 29th St on the west end of town. Station 2 runs as a double company station, housing both Engine 2 and Rescue 2. The station's 1st due response area covers approximately 66 square miles, including the wildland-urban interface areas north of US Highway 34. The station contains the majority of LFRA's special operations apparatus and equipment.

The response area protected by Station 2 is extremely diverse and include not only the wildland-urban interface, but also US Highway 34, the Big Thompson River, Lake Loveland, and several remote wilderness areas. The northwest portion of LFRA's coverage area is experiencing rapid population growth and corresponding residential construction.



1955

1956



1960



Organization Profile



Station 3 1,075 Incidents (535 Medical Related / 211 Fire Related)

Station 3 was constructed in 1979. Engine 3 operates out of the station, covering a 1st due response area of roughly 65 square miles. Much of this planning area is rural and mountainous, encompassing the agency's wildland-urban interface zone south of US Highway 34. The station houses much of the agency's extra wildland firefighting supplies as well as a reserve fire engine.

The response area protected by Station 3 is similar to that of Station 2, including the wildland-urban interface, US Highway 34, the Big Thompson River, and several remote wilderness areas, including Carter Lake, which is a busy outdoor recreation area operated by Larimer County Parks that consists of 1,000 acres of land and an 1,100 surface acre lake. The Rocky Mountain Center for Innovation and Technology (RMCIT), located on the former Agilent Technology campus, is a developing industrial facility of more than 800,000 square feet.



Station 4

109 Incidents (2 Medical Related / 2 Fire Related)

Station 4 is located at the Loveland – Fort Collins Airport. This station contains LFRA's Aviation Rescue and Fire Fighting (ARFF) apparatus as well as airport operations personnel and their associated apparatus. This station is manned only during scheduled flights by an ARFF Engineer funded by LFRA and City of Fort Collins.



Station 5

1,165 Incidents (601 Medical Related / 179 Fire Related)

Fire Station #5 houses Engine 5 and Water Tender 5 and covers a 1st due response area of roughly 14 square miles in the northern portion of the LFRA response area.

The response area protected by Station 5 consists primarily of suburban residential neighborhoods and smaller mercantile occupancies; however, there are also several moderate sized industrial operations. Residential growth has been steadily increasing in this region. The greatest risk within this response area is US Highway 287 that connects Loveland with Fort Collins. Another significant risk is Boyd Lake State Park, which is the fifth busiest state park in Colorado, hosting more than 500,000 visitors annually.

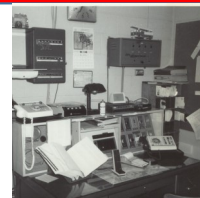
1962



1964



1966



Organization Profile



Station 6

1,841 Incidents (642 Medical Related / 274 Fire Related)

Station 6 was originally constructed in 2004 and remodeled in 2012 to add a second company to provide service to the rapidly growing eastern end of the response area. Station 6 runs as a double company station, housing both Engine 6 and Tower 6. The station contains reserve, secondary and support apparatus. The station's 1st due response area encompasses approximately 38 square miles.

The response area protected by Station 6 is fastest growing of all LFRA response areas. The Fort Collins-Loveland Municipal Airport (FNL) is within this response area, as are both US Highway 34 and Interstate 25 (I-25). Mixed use residential and commercial development is operating at a very fast pace along the I-25 corridor. Several new suburban residential neighborhoods are being developed throughout the area. In addition to the highways, one of the greatest risks in this station response area is Praxair, a large industrial facility that produces and stores a variety of cryogenic liquids.



Station 8

146 Incidents (31 Medical Related / 57 Fire Related)

The Loveland Rural Fire Protection District built Station 8 in 2005 to provide an operational base for the Canyon Battalion. It is staffed by volunteers and houses Engine 8, Water Tender 8 and Rescue 8.

Station 9



The Canyon Battalion provides coverage to a rugged and mountainous area centered on US Highway 34 in the Big Thompson Canyon, which is the primary route of travel between Loveland and Estes Park. Due to the unique geography of the canyon area, Stations 8 and 9 are viewed as one 1st due response area of approximately 31 square miles. The staffed fire stations provide supplemental response into the canyon response area to assist the volunteer staff as needed.

Members of the Canyon Battalion contributed a significant amount of time and effort in the construction of the new Fire Station #9 in the Cedar Park community on top of Storm Mountain. The original station was built in 1979 and finally received electricity in 1987. The new station was placed in service in February 2016. The station is staffed by Canyon Battalion volunteers. It houses several wildland fire engines as well as a US Forest Service 6x6 fire engine.

1968



1970



ISO Rating Improvement

New fire risk assessment could lead to premium cuts

Ratings improve throughout LFRA coverage area

LOVELAND, April 19, 2016 – Most home and business owners within the fire protection coverage area of the Loveland Fire Rescue Authority likely will spend less for property insurance based on new risk ratings.

A new analysis from the Insurance Services Office (ISO), the private risk assessment agency serving the insurance industry, shows that improvements in LFRA operations, emergency communications and the region's water supply network combine to lower the risk profile for most properties within the LFRA service boundary.

The ISO cut its assessment of risk by half in most of LFRA's coverage area. The ratings are likely to translate to insurance premium reductions for property owners, depending on the coverage provider.

The ISO ratings are on a scale of one to 10, with lower numbers assigned to lower risks. The agency's new assessment assigns a "public protection classification" (PPC) number to areas within LFRA's coverage area, and to properties within the Big Thompson Canyon Volunteer Fire Department's range. The ISO assigned:

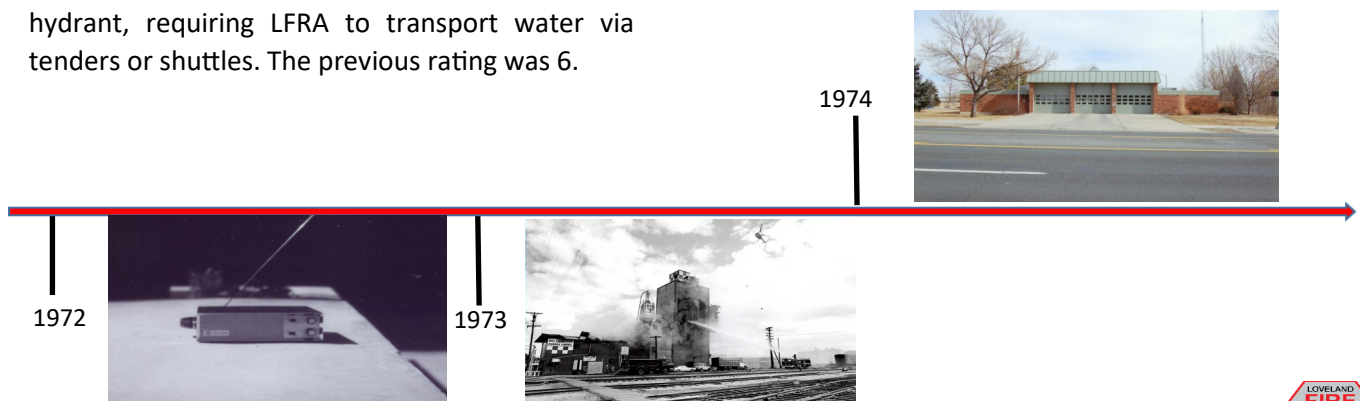
- A rating of 2 for properties within five road miles of an LFRA station and 1,000 feet of a hydrant. The prior rating was 4.
- A 3 rating for properties within five miles of a station, but greater than 1,000 feet from a hydrant, requiring LFRA to transport water via tenders or shuttles. The previous rating was 6.

An improved rating of 4, up from 10, for areas of the Big Thompson Canyon coverage district within five road miles of Drake's Fire Station 8. Properties more distant were assigned a rating of 10.

The Loveland Fire Rescue Authority, formed in 2012, includes the City of Loveland and the Loveland Rural Fire Protection District. The ISO ratings were based on a site visit by the agency's evaluators in January 2015, who also separately assessed the Big Thompson Canyon coverage area.

"In large part, this improved ratings are due to the outstanding services of the Loveland Emergency Communications Center, the local and regional water distribution systems (Loveland Water and Power Department), and significant improvements in LFRA operations, equipment, resources, and station locations," LFRA Chief Mark Miller said. "These ratings would not have been possible if not for the extraordinary services of our City departments and neighboring partners."

Because insurance companies vary in the ways they apply ISO ratings, property owners should contact their providers to learn if premium reductions are available.



Executive Summary



Executive Summary

This report is focused on reporting departmental achievements. It demonstrates strategic plan accountability. The layout is consistent with the LFRA organizational philosophy that all divisions must work in unison, focused on our strategic goals to deliver excellent service to our community.

LFRA uses the measures below to determine our alignment with the strategic plan. These and other indicators are summarized in the pages that follow:

- ⌘ Customer satisfaction has been above **90%** for the five years as a Fire Authority.
- ⌘ 90th percentile response times were at **8 minutes 36 seconds (8:36)**, this measure changed in 2015, in part due to the Accreditation process, from average to a more precise 90th percentile which means our response time 90 out of 100 times.
- ⌘ **71%** of fires were confined to the room of origin, which is consistent with the average of the last five years.
- ⌘ Fire loss per capita was **\$23.88** compared to \$21.66 in 2015.
- ⌘ Property value saved was **\$8.67** per \$1 of property value lost which is higher than in the past five years, consistent with fire loss per capita being higher.
- ⌘ Fire protection permits spent an average of **8.87** days in the review cycle, an increasing average indicating the continued escalation of permit requests.
- ⌘ **89%** of planning projects were completed by the target completion date which is consistent with the last five years.
- ⌘ Engine Crews performed **405** Business Safety inspections as compared to 515 in 2015. Business Safety inspections are performed annually or bi-annually depending on the type of business and level of safety risk.
- ⌘ Cost per capita in 2016 was **\$137.82** which has been steadily increasing since 2012, primarily associated with staffing additions.



These measures have been used as performance benchmarks since 2012 when the Strategic Plan was created. Customer satisfaction speaks to LFRA's commitment to hire firefighters with a warrior spirit, servant heart, emotional intelligence and fun-loving attitude, qualities which help to provide compassion during an emergency. Equally important is the level of satisfaction of our business customers who interact with the Community Safety Division for permits, plan review and inspection. Maintaining a positive relationship with the business community, while ensuring that buildings are safe, is a priority of the Community Safety Division.

The ongoing commitment to improve response performance is the primary goal of the Operations Division. Data collection assists with making decisions about station location, apparatus assigned to response type, and staff. These are some of the factors that influence our ability to get to an emergency quicker.

1975



1977



1979



Executive Summary

The pages of this report are evidence of the commitment, compassion and courage of every member of LFRA. The charts and graphs tell the story of incident counts, response times, investment in the staff, and quality of service that each staff member provides. The accomplishments confirm LFRA's commitment to protecting life and property. Following is a summary of those accomplishments.

Training

Kill the Flashover "KTF"

- LFRA had the privilege of hosting the first 'Kill the Flashover West' event in June. The three-day training and simulation event brought together emergency personnel from nine states and three countries to discuss scientific based research for making fire attack in structures safer and more effective. A large part of the event focused on firefighter cancer awareness, with instruction led by the Firefighter Cancer Foundation. The Foundation brought Wyatt, the cancer sniffing dog. This amazing dog is able to detect disease in people by sniffing different areas of their body.



Modern Fire Behavior

- The Intelligent Firefighter, a program developed by an LFRA committee, formed in 2016. the committee was introduced to Lars Angerstrand of Valarimo, Sweden through partnerships formed during Kill the Flashover events. Chief Angerstrand conducted a three-day course in Loveland focusing on modern fire behavior. The concept of this training, spending hours focusing on fire behavior, is revolutionary in the United States and puts Loveland at the forefront of modern firefighting. Traditionally firefighter training spends only two hours on fire behavior.



Active Assailant

- The Department of Homeland Security offered LFRA the opportunity to host a three day federally funded active shooter class. This class focused on medical care during a hostile Mass Casualty Incident (MCI), establishing command and control and deploying Rescue Task Forces during a hostile MCI. The class consisted of 50 students from 15 agencies and consisted of two days of classroom lecture and one day of full-scale exercise. The class was so well received that it was repeated, on a local level, in June.



1981

1980



Executive Summary

Paul Callen

- LFRA invested in the leadership growth of nine Lieutenants in 2015 and nine in 2016 because Paul Callen's leadership program offered a curriculum that encompasses LFRA's values of commitment, compassion and courage.



Aerial attack at one of
102 wildland fires in 2016

Insurance Services Office (ISO)

- In April the Insurance Services Office (ISO) made the determination that the area served by LFRA was to receive a lower risk profile due to improvements in operations, emergency communications and the region's water supply network. ISO cut the risk assessment in half in most areas. This equates to lower insurance premiums for residents and business owners. This achievement is made possible due to the relationships with several city departments that provide extraordinary services.

Radio Tower replacement

- The communications tower at Station 1 was replaced with a new communications monopole, fully upgraded with six (6) channels, owned by NCRCN. In June 2016 the City of Loveland, LFRA, and TVEMS worked together to upgrade a critical piece of communications infrastructure that was grossly overloaded and in need of replacement to improve inter-agency communication.

Apparatus

- A new Type 1 engine was constructed and delivered in 2016 as part of the Capital Replacement Plan, and approval was received to purchase another Type 1 engine, a new Type 3 engine and three Water Tenders in 2017. This \$2m plan will bring all of LFRA's apparatus in compliance with the replacement plan.



1994

1998



1985



Executive Summary

Training Center Design/Engineering

- ☞ The annexation of the Fire Training Center was completed and the environmental concern with the detention pond is in the process of being mitigated. The Training Center Design and Master plan is underway and includes the new burn building with a three story multi-family design similar to those found in the Loveland community. This allows for reality based firefighter training.

Investment in Firefighters

- ☞ Firefighters are LFRA's number one investment. A healthy, well trained staff that can respond to emergencies is vital to LFRA's success. In 2016, 73% of the budget was spent on salaries, benefits, workers compensation insurance, bunker gear, and training. Over half of the budget is dedicated to salaries, with an additional 15% for benefits such as medical insurance and pension contributions. Although training accounts for less than 1% of the overall budget, it funds over 16,000 hours of training. Personal protective equipment accounts for another 1%, all part of LFRA's dedication to keeping the firefighters safe, healthy and prepared.

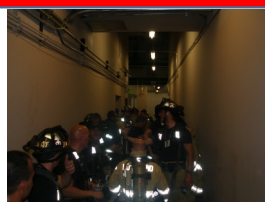
	2015		2016	
Category	\$ Spent	% of Budget	\$ Spent	% of Budget
Salaries	6,722,775	53.14%	7,405,300	55.02
Benefits	1,836,656	14.52%	2,063,885	15.34%
Workers Compensation Insurance	182,890	1.45%	181,070	1.35%
Personal Protective Equipment	83,908	0.66%	146,381	1.09%
Training	69,050	0.55%	88,593	0.66%
TOTAL	\$8,895,278	70.31%	\$9,885,229	73.45%

New Stations

- ☞ The LFRA Board approved the purchase land for Station 7. The strategic placement of this new station will help crews reach their goals of arriving on scene in less than 6 minutes.
- ☞ Locations for a new Fire Station 10 are being analyzed to provide maximum coverage on the east side of Loveland near I-25.



2004



2005



Executive Summary

Staffing

- ☞ In response to an anticipated major increase in health insurance premiums for 2017, LFRA contracted with Colorado Employer Benefit Trust (CEBT), a broker who is able to offer an insurance plan that will save the Authority \$416,000 annually. The plan offers three plan options, one of them being a zero premium that could save the employees up to \$394,000 in annual premiums.
- ☞ In 2016, a proposal was presented to the LFRA Board which would eliminate the part time firefighter program and convert the 12 part time positions to six full time firefighter positions. One full time firefighter was added in 2016, and at the end of 2016 recruitment was underway to hire the five remaining full time firefighters. This change in staffing strategy will reduce the high part time firefighter turnover rate; improve company cohesiveness; and allow for more advanced training for the full time firefighters.



Rank Compression

- ☞ 2016 was the second year of a two year strategy to improve internal equity amongst ranks of sworn personnel, improve the relative position of salaries within the pay ranges and to improve market comparability of LFRA salaries.

Grants

- ☞ LFRA was awarded \$51,000 in grants for Bunker gear and personal protection equipment; \$23,000 was used to purchase gloves, helmets and hoods and \$28,000 was allocated for bunker gear to outfit the Canyon Battalion.
- ☞ Through the efforts of the Emergency Manager the City of Loveland was awarded \$20,000 by the North East All-Hazards Region from the State Homeland Security Grant for Emergency Operations Center technology upgrades, emergency exercises, and planning.

IGA 4th Amendment

- ☞ The 4th Amendment to the IGA was complete in December. It provides for the ownership transfer of all equipment to LFRA with the exception of airport apparatus, the mobile command unit and a state owned engine in the Canyon. The IGA also allows for the lease of real property from the City of Loveland and the Loveland Rural Fire Protection District.

2006



2007



Executive Summary

Accreditation Journey

- LFRA has invested valuable resources into the process of Accreditation. The improvements that are evident as a result of the Accreditation process include: better quality, consistent reporting, process improvements and commitment to annual continuous improvement. It assisted with cultivating partnerships with neighboring jurisdictions to improve service quality. Process evaluation played a significant role in the ISO risk assessment change which effectively lowers insurance premiums for most areas that are served by LFRA. LFRA hopes to achieve Accreditation status in mid 2017.

Cancer Awareness

- There has been an increasing awareness associated with firefighter cancer in the United States in recent years. LFRA has partnered with the Firefighter Cancer Foundation, the originators of Kill the Flashover, and Chief Angerstrand from Sweden to be one of the leaders in protecting firefighters from exposure to cancer causing elements. The practice of wearing a protective mask and gloves while washing and removing bunker gear to limit skin and lung exposure is a process that was recently implemented for all firefighters after a structural fire. Decon buckets placed on all engines contain masks, gloves and wipes to clean all exposed skin as soon as possible.



2013

2008



Strategic Plan Comparative Information

- ✧ Maintaining cost effective quality service is an integral part of all aspects of LFRA's operations. The cost per capita and number of firefighters per 1,000 population are two indicators that are monitored and compared to other departments in our region. It is important to note that the table is a look forward and includes data for 2017, while the other measures are calculated using 2016 data.
- ✧ LFRA's cost per capita is expected to rise to \$145.06 based on the 2017 budget and projected population, which is 2.36% below the weighted average. Comparatively, in 2016 cost per capita was 10.25% lower than the weighted average and 29% below the weighted average in 2012 when the Strategic Plan was issued. This steady increase in cost per capita has been a result of planning for the growth of the Loveland community and planning appropriate resource allocation.
- ✧ LFRA is 20.87% below the weighted average for the number of firefighters per 1,000 population, which is 4.82% less than in 2015 and 8.13% less than in 2012. This indicates that staffing levels are slowly moving in the right direction. However, the number of firefighters per 1,000 population has remained around .80 since 2012, indicating that staffing has kept pace with population growth in the community. A goal of the 2012 Strategic Plan was to increase the number of firefighters per 1,000 population, which means that staffing will need to increase at a faster pace than community growth. Staffing of firefighters per 1,000 population still remains the lowest of the organizations in the survey pool shown above.



Weighted average is calculated by dropping the highest and lowest numbers and calculating the average of the remaining departments.

City or Department	2017 Operating Budget	Number of Uniformed Personnel	Population Served	Cost Per Capita	Size of Area by Square Miles	Number of Fire Stations	Number of Firefighters per 1000 Population
Mountain View	\$17,189,400	85	50,000	\$ 343.79	184.00	9	1.70
Boulder	\$19,092,293	105	107,349	\$ 177.85	25.80	8	0.98
Cheyenne	\$ 9,903,271	91	63,466	\$ 156.04	25.15	5	1.43
Thornton	\$18,189,872	112	131,149	\$ 138.70	37.00	5	0.85
Poudre Fire Authority	\$26,633,033	174	198,955	\$ 133.86	235.00	11	0.87
LFRA	\$14,231,901	80	98,112	\$ 145.06	194.00	5	0.82
Longmont	\$13,033,996	85	93,933	\$ 138.76	29.41	6	0.90
Greeley	\$14,793,959	102	110,000	\$ 134.49	64.00	6	0.93
Mean/Average	\$16,633,466	104.25	106,621	\$ 171.07	99.30	7	1.06
Weighted Average*	\$14,874,215	\$ 95.83	\$ 100,668	\$ 148.48			0.99



Strategic Plan Comparative Information

Loveland Fire Rescue Authority has established significant performance measures to report. These measures are being tracked over time for a historical comparison to identify trends and explain variances related to performance.

Measure	Historical Comparison				
	2012	2013	2014	2015	2016
(1) Customer Satisfaction	90%	93%	94%	92%	91%
(2) 90th Percentile Response Times	7:25 URA 18:51 RRA	7:01 URA 8:11 RRA	7:32 URA 16:30 RRA	7:42 URA 16:17 RRA	8:36 URA 20:28 RRA
(3) Fires Confined to the Room of Origin	70%	60%	79%	77%	71%
(4) Fire Loss Per Capita	\$5.67	\$23.38	\$13.61	\$21.66	\$23.88
(5) Property Value Saved for each \$1 Loss	\$5.29	\$2.66	\$4.58	\$3.87	\$8.67
(6) Fire Protection Permit Processing Efficiency	N/A	4.2	5.7	6.82	8.87
(7) Planning Project Review Efficiency	N/A	90%	82%	89%	89%
(8) Business Safety Inspections	N/A	25	458	515	405
(9) Costs per Capita	\$106.12	\$103.19	\$116.69	\$126.04	\$141.30

(1) The City of Loveland conducts an annual survey related to resident satisfaction of services provided. Over the last 5 years, 90% or more of Loveland residents surveyed responded that the Fire and Rescue services provided are above average.

(2) Dispatch to 1st Arrival; Target 5:59; Changed reporting from Average to 90th Percentile in 2015, recalculated to show history; URA= Urban Response Area and RRA=Rural Response Area.

	2012		2013		2014		2015		2016	
	URA	RRA	URA	RRA	URA	RRA	URA	RRA	URA	RRA
Call to Tone Out	1:26	2:29	1:20	3:46	1:37	3:18	1:51	2:11	1:48	1:52
Dispatch to Enroute	1:56	2:39	2:05	2:55	2:16	3:36	2:01	2:16	2:16	2:40
Enroute to Arrival	5:56	16:56	5:26	6:52	6:26	16:05	7:05	16:53	7:26	19:46

(3) An average of 71% of fires have been contained to the room of origin over the last five years.

(4) Fire loss per capita is calculated by dividing property loss by population.

(5) Property value saved per \$1 lost is calculated by dividing the value saved by the value lost

2016: City: \$7.60 (\$6,910,660/\$908,724) Rural: \$9.36 (\$13,156,826/\$1,405,627)

(6) In 2013 LFRA began tracking the average number of days in review cycle to determine the efficiency of the review process given the increase in plan reviews.

(7) Plan reviews completed by the target deadline is calculated is based on an average of the entire year, whereas the Monthly report is based on current month percentage only. Changed methodology from previous years.

(8) Implemented mid-year 2013, Business safety inspections are completed annually to ensure that business owners are abiding by the required fire codes.

City: 320 Rural: 85

(9) Cost per capita is calculated from 2016 Actual Expenditures Times the Governing Partner Share Divided by the Population in that Portion of the Service Area.

City: \$147.18 (\$13,358,679 * 82%) / 74,427 Rural: \$121.87 (\$13,358,679 * 18%) + 337,441 / 22,500

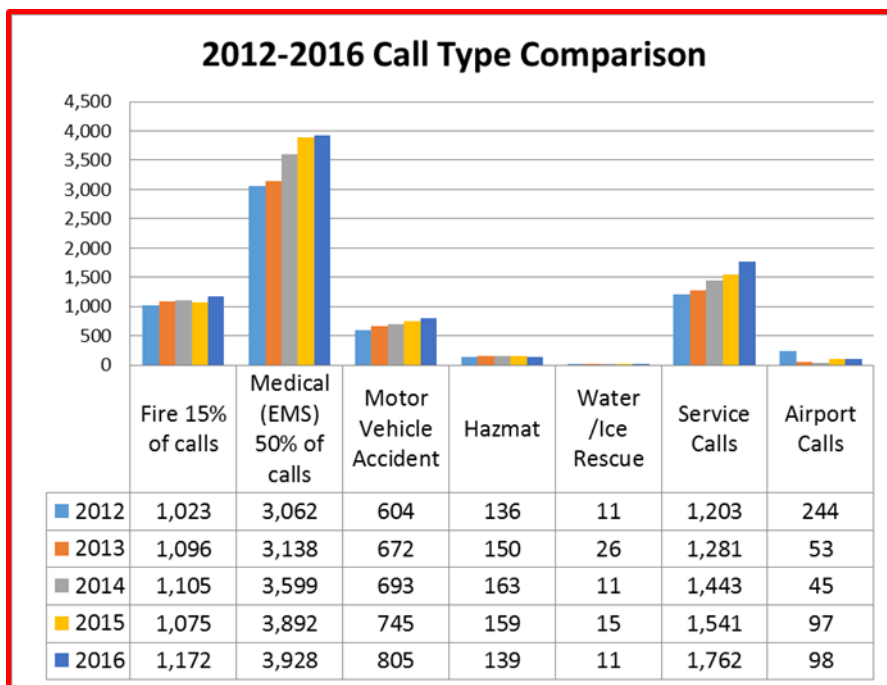
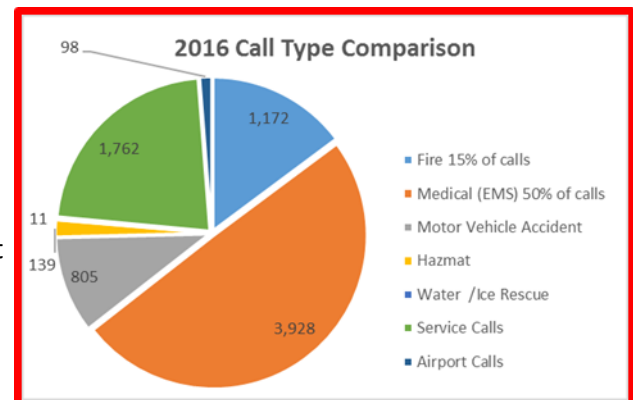


2016 Achievements



2016 Achievements - Response

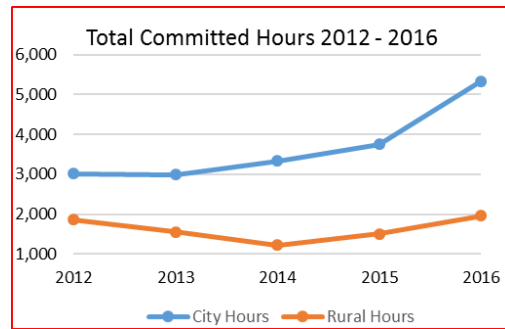
- Installed Dual Tone Multi Frequency tones in all stations to reduce reflex and response times, allowing emergency personnel to arrive on scene faster.
- The communications tower at Station 1 was replaced with a new communications monopole, fully upgraded with six (6) channels. In June 2016 the City of Loveland, LFRA, and TVEMS worked together to upgrade a critical piece of communications infrastructure that was grossly over loaded and in need of replacement. This will greatly improve inter agency communication.
- Of the 7,915 calls in 2016, 50% were emergency medical services, a consistent trend over five years. Fire calls have also shown a steady pattern. These include structural, vehicle, grass/wildland, and fire alarm investigations. Service calls include carbon monoxide, public assistance, and calls cancelled enroute. These calls have steadily risen, indicating an increased reliance on Fire service personnel for public assistance type needs. Airport calls include both standby and emergency calls. Elite Airlines had planned to increase scheduled flights in 2016, but that schedule will be reevaluated in a future year.



2016 Achievements - Response

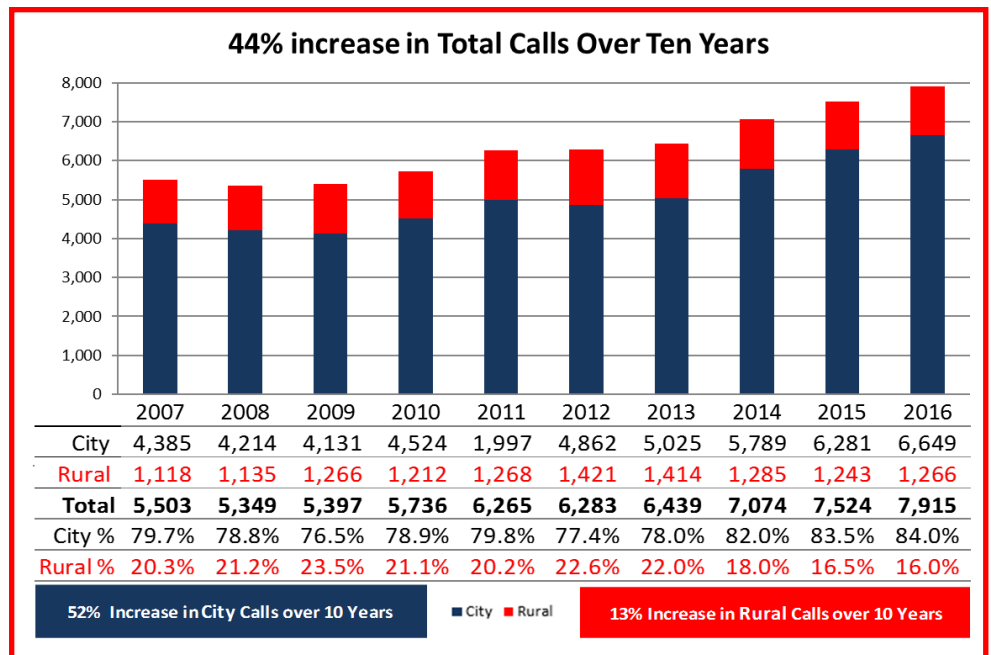
☞ Loveland has seen steady growth over the last ten years, resulting in a consistent increase in calls for service in both the City and Rural District. Rural District calls account for 16% of all calls in 2016, a decrease of 3.7% compared to calls ten years ago.

☞ Comparatively, a chart showing the total committed hours for the last five years indicates that one third of LFRA's resources are utilized in the Rural District. The number of incidents has increased more rapidly in the City than in the Rural District, but the time spent on each incident has decreased for City incidents.



Year	2012	2013	2014	2015	2016	5 Year Average
Hours - City	3,021	2,991	3,339	3,753	5,334	
City % of Total	62%	66%	73%	71%	73%	69%
Hours - Rural	1,866	1,553	1,223	1,514	1,964	
Rural % of Total	38%	34%	27%	29%	27%	31%

☞ A comparison of assessed valuation versus actual value shows that since 2012, property values have remained at a consistent ratio of 77% City and 23% Rural District.



Assessed Valuation

	2011	2012	2013	2014	2015	2016 collection in 2017
City		797,090,487	799,772,846	812,842,285	933,245,800	945,912,909
Rural District	241,885,310	229,682,708	232,866,627	241,786,913	291,273,490	285,349,400
Total	241,885,310	1,026,773,195	1,032,639,473	1,054,629,198	1,224,519,290	1,231,262,309
% City	0.0%	77.6%	77.4%	77.1%	76.2%	76.8%
% Rural	100.0%	22.4%	22.6%	22.9%	23.8%	23.2%

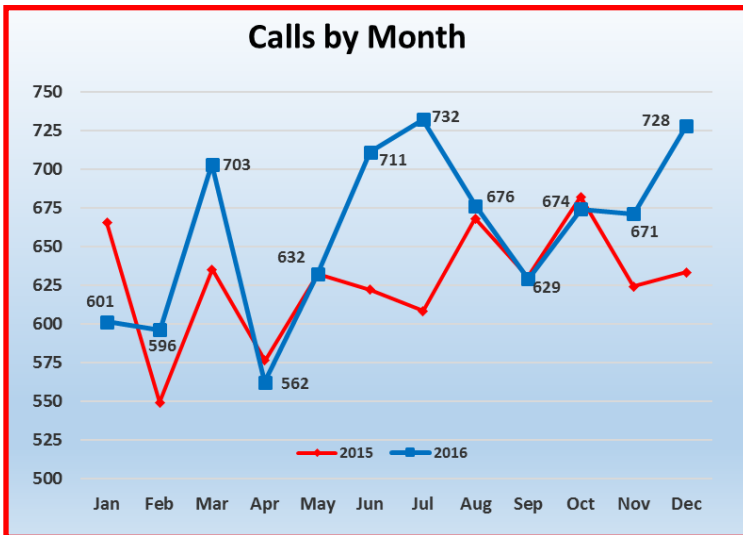
Actual Value

	2011	2012	2013	2014	2015	2016
City		6,910,792,957	6,910,792,957	7,167,555,615	8,411,524,489	8,428,539,069
Rural District	2,166,578,300	2,039,895,765	2,057,726,599	2,115,780,358	2,469,228,960	2,536,761,605
Total	2,166,578,300	8,950,688,722	8,968,519,556	9,283,335,973	10,880,753,449	10,965,300,674
% City	0.0%	77.2%	77.1%	77.2%	77.3%	76.9%
% Rural	100.0%	22.8%	22.9%	22.8%	22.7%	23.1%



2016 Achievements - Response

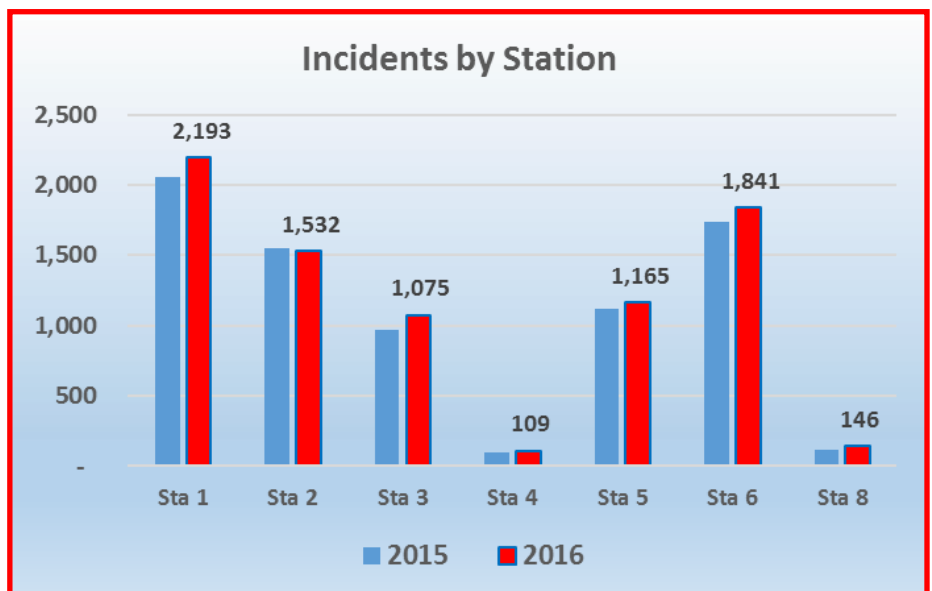
- ☞ Total calls for the year increased by 5.2% over 2015. The monthly trend is similar to prior years in that calls typically increase in the summer and winter months, mostly due to outdoor activities.



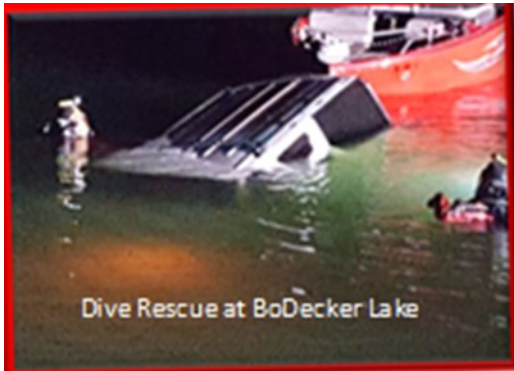
- ☞ The call distribution by station indicates that the downtown Station 1 is consistently the busiest station. Station 2 and Station 6 are two company stations with unique geographical challenges; Station 2 manages the wildland-urban interface and responds to a majority of Technical Rescue calls in the foothills and along the Big Thompson River. Station 6 is located on the east end of town and has the largest response area, including the heavily trafficked Centerra Center. Station 8 is the Big Thompson Canyon Station; call volume is now being reported as part of the integration of the volunteer department's response into LFRA's total response profile.



One of 60 structure fires in 2016



2016 Achievements - Response



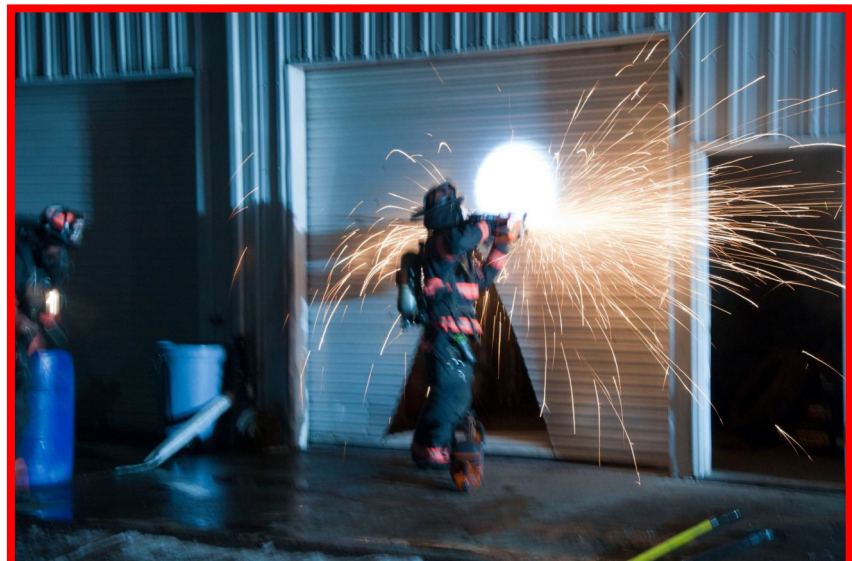
- Insurance Services Office (ISO) recently announced that improvements in LFRA operations, equipment, resources and station locations have resulted in successfully reducing the ISO rating, in most cases by 50%, in both the City of Loveland and Rural District. These new ratings will result in reduced insurance premiums for residents and business owners within the area served by LFRA.

- Engine Company Business Inspections began in 1993 after the adoption of the 1991 Uniform Fire Code, but the program wasn't fully staffed until 2014 and the Fire Inspection Technicians (FIT) were added. Engine Companies and FIT inspect all businesses as mandated by assessed risk level. A full perspective of the program will not be known until 2018 or 2019 due to 2 and 3 year inspections.



New Building and Fire Protection System Inspections

Year	Inspections
2013	256
2014	479
2015	704
2016	776



2016 Achievements - Readiness

- ☞ The communication system at the Command Training Center (CTC) was upgraded to improve the simulation of call response and help Command staff respond more efficiently in an actual emergency.
- ☞ The LFRA Emergency Manager oversaw the completion of a Mitigation Master Plan and a Disaster Recovery Plan, both of which will improve response during a disaster and enhance recovery after.

Training

- ☞ Training records have been uploaded and are now now stored online, improving information retrieval and security. Records are now readily available to help determine overall training deficiencies and define areas in need of improvement. Training manuals were also updated and standardized for more consistent learning.

- ☞ 16,000 hours of training was provided in 2016, including Ice Rescue, Hazmat, Auto Extrication, Airport Emergencies, Active Assailant, and much more. A detailed list of 2016 training is available in the appendix.



2016 Achievements - Readiness

Kill the Flashover 2016

☞ In the spring of 2014, LFRA was invited to attend a Kill the Flashover (KTF) test burn session in Shelby, NC. This session began a national relationship with progressive, like-minded fire service professionals from around the world. In 2015, LFRA was an active partner in the Honoring Traditions and Leading Change conference held in Cheyenne, WY. This training helped to establish the relationship with Laramie County District #2 Fire Department and KTF staff. LFRA proposed a KTF research event to be hosted at the



LFRA Training Facility in June of 2016. Through partnership with fire service professionals/ organizations from Germany, Sweden and Canada, a local effort that had originated with the Oak Grove, NC Fire Department had grown to an international event in Loveland Colorado.

June 6-10, 2016, LFRA along with Laramie County District #2 Fire Department, Poudre Fire Authority, Front Range Fire Rescue Authority, LaSalle Fire Protection District, Platte Valley Fire Protection District and the National Firefighter's Cancer Foundation sponsored the first west coast Kill the Flashover event. A team of 25 members from these organizations worked with local business to help fund the event with donations. Many local and international businesses assisted with donations of money, building supplies, rehabilitation supplies, and logistical needs.



The Kill the Flashover event was held primarily in Loveland, with one day of live burn conducted in LaSalle. Fire professionals from across the United States including the National Park Service and other countries such as Sweden, Toronto and Ontario Canada, and Germany shared their experience and research in the areas of fire behavior, tactics, and firefighter cancer prevention. This international event was the first of its kind held in the Western United States. Over 200 firefighters attended and learned the most cutting edge and progressive scientific approaches to structural firefighting. Research and demonstrations were conducted in the area of modern fire behavior/tactics and cancer



prevention. New tactics were tested and demonstrated. Nozzle application, fire suppression equipment and anti-ventilation tactics were among the highlights of the testing. Canada is considered the world leader in firefighter cancer issues, members of the Ottawa Fire Department led training and discussion on fire scene cancer prevention best practices, education and decontamination procedures.



2016 Achievements - Readiness

Research data was collected and used to help develop future educational programs. These programs will help shape the future of firefighting in the United States and around the world. All scientific based tactics and deployment models developed during KTF are intended to be used for future training. LFRA is proud to maintain a relationship with KTF and partners around the world to bring the latest and most effective firefighting techniques to Loveland and all of Northern Colorado.

All of the attendees were offered a cancer evaluation by Wyatt, the 'cancer sniffing' K9. Wyatt and his fellow K9's were trained by the Firefighter Cancer Foundation and are available nationwide to conduct breath tests which can detect different types of cancer. Cancer prevention materials were given to event attendees including bunker bags, decontamination kits, gloves, and breathing apparatus.



Lars Angerstrand Fire Behavior Training

- ☞ In 2015 the Intelligent Firefighter committee was formed, consisting of firefighters and officers. The goal of the committee was to discover Modern fire behavior and firefighting tactics that are being conducted by Kill the Flashover, Underwriters Laboratory and National Institute of Standards and Technology (NIST). Modern fire behavior includes learning about chemicals in the smoke and how to protect against them. The committee determined that resources available for this type of training are lacking in the United States. The current International Fire Service Training Association (IFSTA) Firefighter I training curriculum spends only 2 hours on fire behavior and the teachings are 15 years old.



Through a series of relationships, LFRA came in contact with Lars Angerstrand, a Battalion Chief and Fire Engineer / Protection Specialist with the Valarimo Fire Service in Sweden. Chief Angerstrand is a national instructor with an international view of the modern fire environment. LFRA contracted with Chief Angerstrand in May of 2016 to host a three-day training of modern fire behavior and helped to develop a curriculum which includes 40 hours of fire behavior education and fire behavior demonstrations. LFRA has adopted this cutting edge training and committed to re-training all firefighters to set the standard of LFRA firefighters being the best trained in Colorado with regards to fire science and behavior. Chief Angerstrand uses LFRA as an example of excellence and model of modern firefighting as he teaches around the world.



2016 Achievements - Readiness

Paul Callen course

- ☞ LFRA understands that the best leaders, at any level, are continually learning and improving their leadership skills. LFRA invested in the leadership growth of nine Lieutenants in 2015 and nine in 2016 because Paul Callen's leadership program offered a curriculum that encompasses LFRA's values of commitment, compassion and courage. The Lieutenants

Active Threat Integrated Response Course (ATIRC):

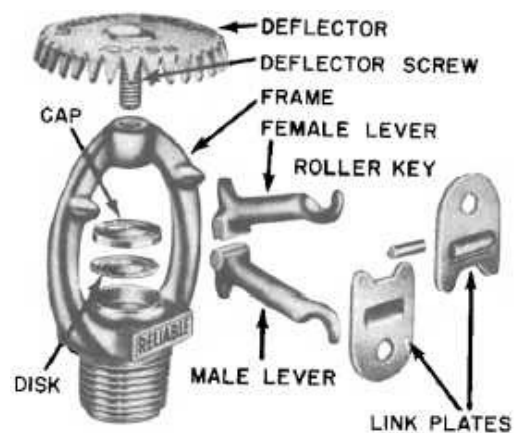
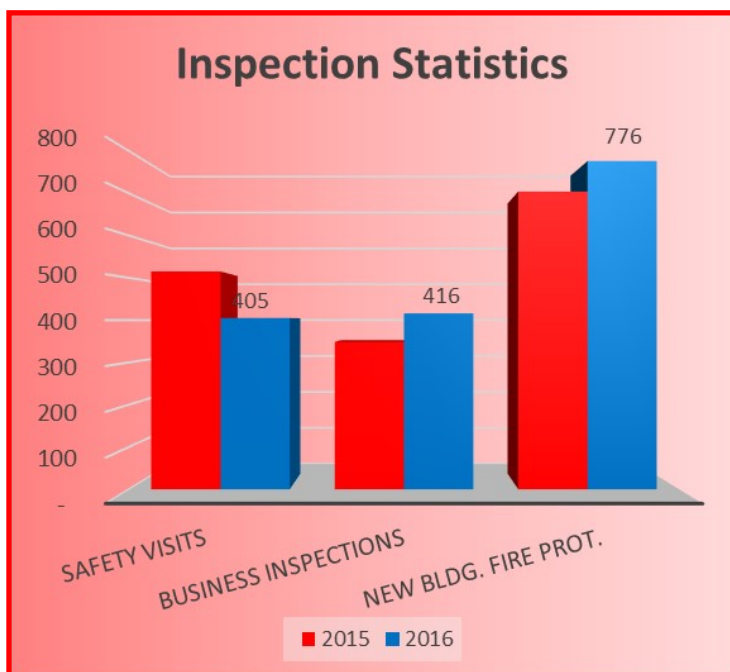
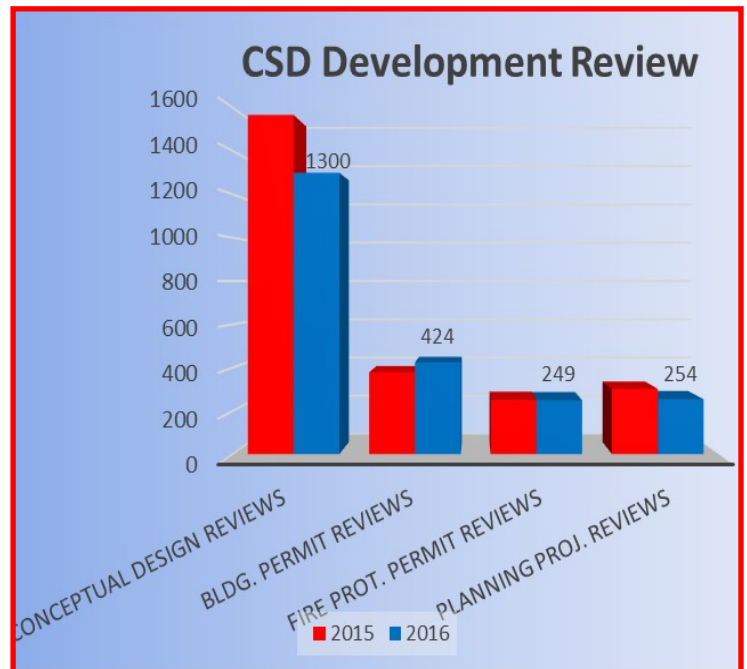
- ☞ In April, LFRA had the opportunity, in partnership with the Department of Homeland Security, to host a federally funded active shooter class. Loveland was the 2nd of 12 organizations in the nation to receive this opportunity. The 3-day integrated response course covered:
 - ☐ Point-of-injury medical care during a hostile Mass Casualty Incident (MCI);
 - ☐ Establishing command and control for rapidly evolving incident; and
 - ☐ Establishing/deploying Rescue Task Forces (RTFs) during a hostile MCI.
- ☞ The class hosted 50 students, 5 from LFRA, from 15 local Fire, Law Enforcement and EMS agencies with the goal of building response capabilities and relationships. Students participated in classroom lectures and discipline specific topics for each response agency. The 3-day class culminated in full-scale exercises, practical application of the intense learning. This curriculum was embraced by the Loveland emergency response community and in July was delivered on a local level to 150 students from LFRA, Loveland Police and Thompson Valley EMS.



2016 Achievements - Readiness

Reviews and Inspections

Planning projects are the first step in the development review process and correlate to future building permits and fire protection permits. During the planning review process, LFRA's Community Safety Division ensures that documents meet requirements for emergency vehicle roadway design, building location and design, hydrant location, water main size, hazardous materials and fire protection systems.



2016 Achievements - Readiness

Types of Fire Protection Systems



The number of planning project reviews in has increased from 157 in 2012 to 254 in 2016, a 62% increase.

Planning Project Review					
Year	2012	2013	2014	2015	2016
City	138	193	189	237	210
Rural	19	23	39	64	44
Total	157	216	228	301	254
% City	88%	89%	83%	79%	83%
% Rural	12%	11%	17%	21%	17%

The number of fire protection system permit reviews has increased by 67% since 2012, from 149 to 249.

Fire Protection System permits					
Year	2012	2013	2014	2015	2016
City	142	147	191	208	196
Rural	7	18	35	42	53
Total	149	165	226	250	249
% City	95%	89%	85%	83%	79%
% Rural	5%	11%	15%	17%	21%

- Public Education contacts in 2016 was almost half of that in 2015 as a result of reassignment of duties to meet the needs of Code Enforcement and Emergency Management. Community Safety is currently working on an assessment of Public Education for 2017.

Community Safety Division Other Activities					
Description	2012	2013	2014	2015	2016
Building/Systems Permits	344	506	706	807	847
Hazmat Permits	99	104	128	141	163
Tents/Special Events	80	73	48	80	55
Burn Permits Issued	107	132	133	160	156
Investigations	183	152	165	165	195
Service Call/Complaints	108	78	48	92	46
Car Seats Installed	140	131	170	174	133
JFS Program	27	11	14	14	16
Public Education Events	61	44	59	86	55
Total Pub. Ed. Contacts	8,385	2,706	4,399	5,278	2,970



2016 Achievements - Resources

Personnel

- LFRA firefighters participate in an annual physical fitness evaluation by Colorado State University to improve firefighter physical readiness and health. The majority of the parameters have improved over the 7 years that fitness has been tracked. LFRA's physical fitness program is continually evaluated for effectiveness. These results are an indication of the commitment to the well being of LFRA Firefighters and the success of the physical fitness program. The CSU evaluation provided recommendations which are incorporated into the program to ensure continued wellness.



Summary of Years for Loveland Fire Rescue

	Average Age	Estimated VO2 Max (ml/kg/min)	Flexibility (in)	Grip Strength (kg)	Leg Strength (kg)	Arm Strength (kg)	Push Ups	Plank
Standard for Average Age	38.80	42	<12	<105	Specific to Group	Specific to Group	<17	<2:00
2016	38.10	49.70	15.90	107.00	145.10	47.60	30	2:33
2015	38.30	49.10	17.80	111.00	143.40	47.50	33	2:25
2014	38.80	51.10	17.40	109.00	142.30	48.70	31	2:32
2013	38.30	44.80	18.00	120.80	132.30	46.70	33	2:41
2012	39.50	49.10	17.70	107.80	144.20	44.60	31	2:41
2011	38.40	48.99	18.11	106.61	140.50	45.00	31	2:35
2010	38.60	46.35	17.81	108.17	126.15	42.33	28	2:11

- The emotional well-being of LFRA firefighters is just as important as their physical well-being. The Peer Support Team continues to make a difference in supporting firefighters with many emotional challenges. The addition of three Peer Support members in 2016 resulted in 5% more members receiving service and reported team contacts increased by 60% in 2016.

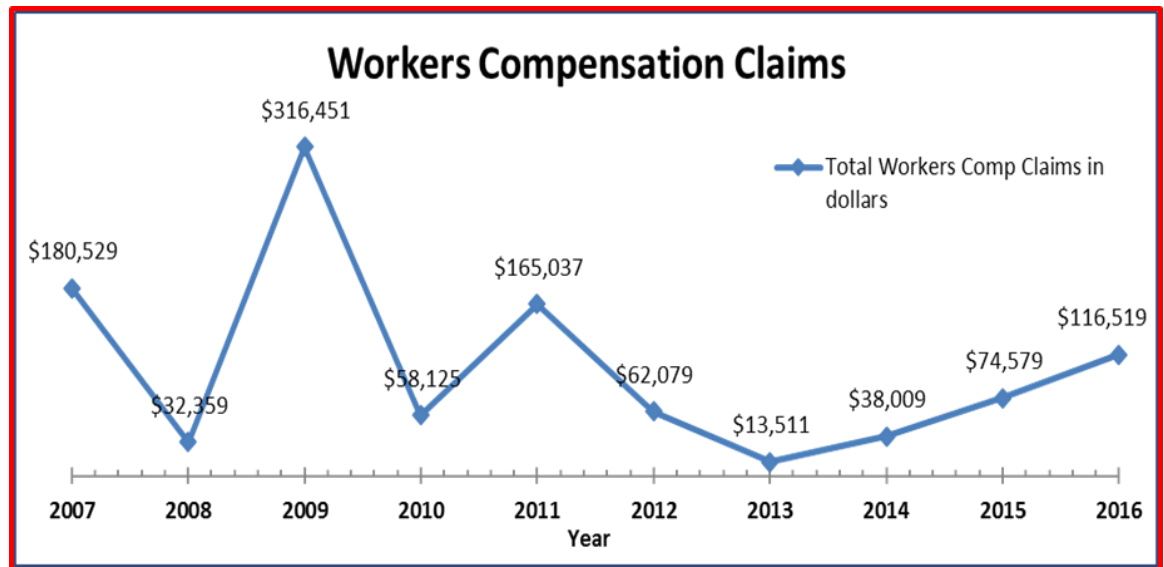
Dr. Teresa Richards, Psy.D.

	Direct Counseling Hours	Indirect Hours Worked	No. of Personnel Receiving Services	Peer Support Team Contacts
2015 Total	89	146	66	97
2016 Total	105	293	93	202
% Increase from 2015	18%	101%	41%	108%

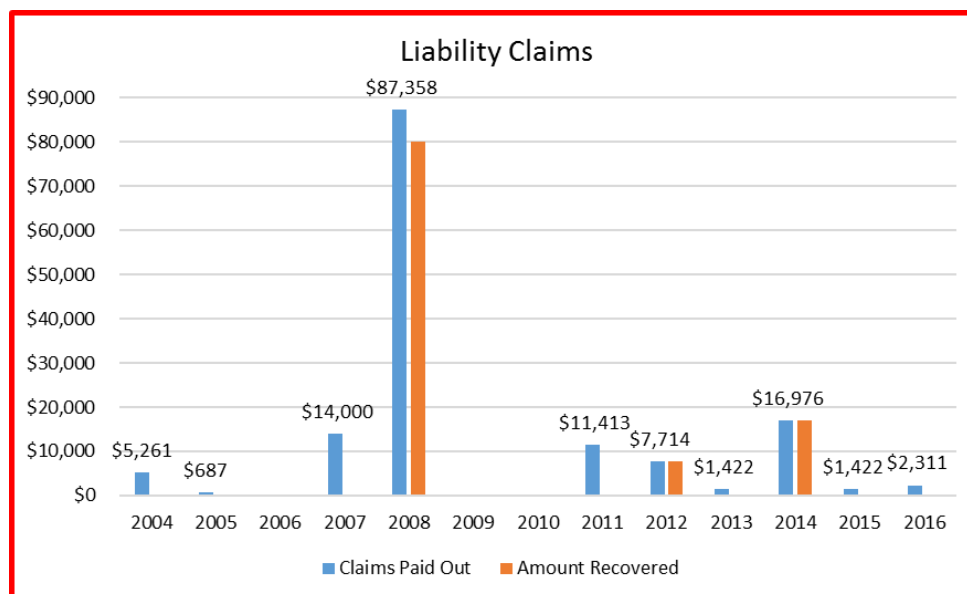


2016 Achievements - Resources

- ☞ In 2016, 21 worker's compensation claims were reported. The total claims resulted in claims losses for \$116,519. The claims history is shown in the graph below. The spike in 2009 was a cancer related death.



- ☞ The liability claims include employment claims and damage done to property. LFRA has had very few claims paid out over the last ten years and the larger claims have been for the most part recovered from the other party's insurance. The 2008 claim was for Hazmat that was reimbursed over a four year period.



2016 Achievements - Resources

- ☞ A new Human Resources Manager position was approved and recruitment has begun. This position will provide dedicated service to LFRA employees for workers comp, risk management, and benefits including the new health insurance contract with Colorado Employer Benefit Trust (CEBT).
- ☞ The transition to CEBT health insurance, effective in 2017, will reduce premiums by \$416,000 for LFRA. LFRA is offering three plans, one of which allows employees to pay \$0 monthly premium, employees are expected to save \$394,000.



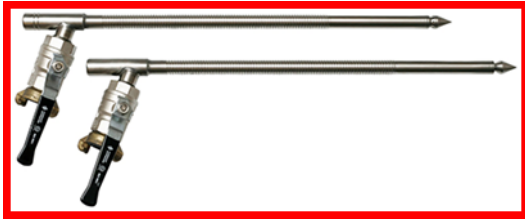
Equipment

- ☞ The addition of an ARFF Engineer for the Airport will provide more dedicated attention to the growing airport. The City of Fort Collins contributes 25% of the cost of salary and benefits.
- ☞ PSTrax is an online paperless truck check system that helps to automate and standardize the daily inspection of apparatus. The installation of this software in December is expected to save time on daily inspection, reduce paperwork and ensure that apparatus are prepared for an emergency.
- ☞ LFRA added AED units in 18 staff and support vehicles, contributing to Loveland's commitment of being a HeartSafe community.

- ☞ LFRA was fortunate to receive two grants, \$23,000 to purchase a second set of gloves, helmets and hoods for LFRA sworn personnel and \$28,000 for bunker gear to outfit Big Thompson Canyon reserves.
- ☞ LFRA placed significant trauma care kits on all front-line apparatus medical kits. These kits were primarily set up as Rescue Task Force (RTF) kits, but are more likely to be used for daily trauma calls. These new supplies have already proven to be effective. In May, Loveland Police quickly responded to a shooting near Fire Station 2. Police detained the suspect and requested medical service for a male victim with a gunshot wound, difficulty breathing, and heavy bleeding. LFRA Engine 2 and Thompson Valley EMS P321 arrived on scene, applied two packs of hemostatic gauze from the significant trauma care kit and rapidly transported the patient as a "full trauma" to a local hospital. The patient was immediately admitted to surgery and survived the event. The Trauma Surgeon reported that the quick application of hemostatic gauze had a direct impact in saving the patient's life.



2016 Achievements - Resources



LFRA purchased Fog Nail nozzles in 2016, designed to be used for fires in confined spaces, like an attic space or a basement. The fog nails produce very small water droplets that are very effective for fire suppression, and limit the amount of water damage to the structure involved. They are designed to be punched through the wall or roof of a structure using a special designed hammer, which limits the amount of oxygen allowed to fuel the fire. In the event of an explosion, the risk of personal injury will be much lower since there is a wall or roof between the firefighter and the fire. Fog Nails use a 1" fire hose, making them very portable once charged.

Cancer awareness has become a priority for Fire agencies world wide. LFRA had the privilege of hosting the West Coast Kill the Flashover, which included lecture and training by members of the Firefighter Cancer Foundation. Sample bunker bags were provided to attendees. These bags will be stored on the engines and used to seal bunker gear after an incident to reduce dangerous inhalation of carcinogens. Other processes for cancer protection were discussed during the conference including the proper way to wash and remove bunker gear, using a N95 mask and gloves until gear is safely sealed in the bunker bags and then hand wipes are used to remove particles from any exposed skin. The Decon buckets pictured below are provided on all engines and contain all of the cancer prevention materials needed. Ensuring firefighters' safety is and will continue to be LFRA's top priority.



Capital

The Apparatus replacement plan provided for the replacement of a Type 1 Engine that had reached its service life. The old engine will be placed in reserve status and be available when it is needed.

A \$1.5 million funding plan was created to replace four rural apparatus in 2017, including a Type 3 engine and three Water Tenders. Upgrading these apparatus will improve reliability and allow for reserve apparatus.

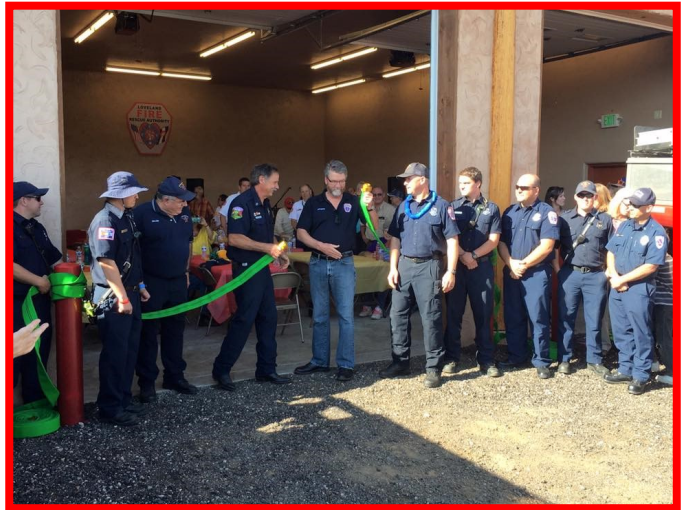


The conceptual Training Center design and master plan will include a new 3 story burn building with a garden apartment to provide a setting similar to that seen in the Loveland community most often. The annexation was completed in 2016 and the environmental concern at the detention pond is in the process of being mitigated. The new design will incorporate the newly annexed land, where the classroom building will be relocated to avoid the flood plain. The parking lot will be redesigned and the driving track expanded. The flashover containers and fire behavior box will be relocated for maximum use of land. Construction of the burn building is expected to begin in 2018.

The 4th Amendment to the IGA was complete in December. It allows for the ownership transfer of all equipment to LFRA and the lease of real property from the City of Loveland and the Loveland Rural Fire Protection District. It also changed the operating partner contributions from monthly net expenditures to budgeted net expenditures, allowing for LFRA to accumulate budgeted savings.

2016 Achievements - Resources

- ☞ The Rossum Drive property has been sold.
- ☞ The communication system in the Emergency Operations Center was upgraded to ensure seamless communication in the event of a disaster.
- ☞ LFRA officially opened the new Station 9 in June. It is a three bay station located near Storm Mountain Drive up the Canyon and north of Drake. The station was mostly built by Canyon Battalion Volunteer Firefighters Dave Legits and Jack Steele. A significant amount of sweat equity by these two volunteers made the construction of Station 9 possible. Mr Legits and Mr Steele have enhanced the safety of the Storm Mountain community and the community is forever grateful.



- ☞ LFRA ran its third-annual Fire Inspection Technician (FIT) Academy. Instructors from LFRA led six days of training about International Fire Code and fire protection systems as well as fire investigation. The class helps train current and aspiring FITs. A FIT is an Operations Engineer assigned to Rescue 2, assists Community Safety with business and hazardous materials inspections, and are utilized as fire investigators on shift. The FIT serves as a resource for their respective shift and a liaison for Community Safety. Each shift has one assigned FIT and approximately five "acting" FITs who can fill in when needed. The position is not a requirement for promotion but it gives the Engineers who have worked in the position an opportunity to enhance their skills in leadership, time management, conflict resolution, critical thinking and decision making.



2016 Achievements - Resources

Accreditation Journey

Accreditation from the Center for Public Service Excellence (CPSE) is more than just a certificate, it is a journey that the Loveland Fire Rescue Authority began in 2012. This arduous process involves a comprehensive assessment of: all fire-related and non-fire related risks within the LFRA response area, policies and procedures, and resources. An analysis of LFRA incident history from January 1, 2011, through December 31, 2016 has helped to determine the type and frequency of incident responses, as well as response performance. This information has been compiled into a report called Standards of Cover, which is the document that CPSE will refer to when assessing LFRA's accreditation qualifications. Creation of this document has helped LFRA to identify opportunities for improvement. Some of the analyses and subsequent improvements are listed below.

Analysis

- ⚓ Analyzed Thompson Valley Emergency Medical Services (TVEMS) monthly response performance, 2011—2016 for the purpose of evaluating their ability to meet the requirements of the Intergovernmental Agreement (IGA) with LFRA.
- ⚓ Analyzed the Big Thompson Canyon Volunteer Fire Department (BTCVFD) monthly response performance, including incidents from 2011 - 2016. Improved month-end reporting to include incident frequency and response time performance, allowing for more effective analysis of Alarm Processing, Turnout, Travel and Total Response Times.
- ⚓ Developed a spreadsheet of “target hazards” in the LFRA response area. Also, historical fire reports are being reviewed to gain understanding of the true “fire problem” in the LFRA response area.
- ⚓ Critical Task Analysis was performed for all incident response plans to assess adequacy of resources available for task completion.
- ⚓ Developed annual appraisal documents for fire investigation program, Hazmat permit program and public education programs. Correlated annual program appraisals with the annual budget process and self-assessment performance indicator updates.

Improvements

- ⚓ Established a framework for continuous improvement process in all aspects of the agency based on an LFRA member team that conducted program assessments and action plans for review annually.
- ⚓ The Training Division re-instituted tracking of time to task completion for Two Box Drills, mutual aid live fire, and Company Qualification Training.
- ⚓ LFRA contacted all water providers and developed accurate maps for all of their system features. The next step is to incorporate all hydrant locations into Computer-Aided Design (CAD) map layers and Emergency Technologies Incorporated (ETI) to be available to Engines via portable computer.
- ⚓ Determined that the current response area polygon is not data-driven. The current proposal for a new Urban, Suburban, Rural and Remote/ Wilderness response areas is based on US Census data (population density) overlay onto mapbook pages. Response performance time goals will be established for each area.



2016 Achievements - Resources

Accreditation journey cont'd.

- ⚙ Structure Fire Response Plan was changed for a commercial/high risk structure, adding one engine to the assignment.
- ⚙ The accuracy of reporting National Fire Incident Reporting System (NFIRS) has been improved through training and policies.
- ⚙ Audited Canyon Battalion NFIRS report writing trends for Canyon incidents. Developed an improved template for paper reports.
- ⚙ Worked with City of Loveland Information Technology Department to build/modify the FireView Dashboard and Advanced Reporting Module to allow comparisons between CAD Call Type and NFIRS code assigned to ensure accuracy in reporting.
- ⚙ Improved the incident records management software to allow for better continuous quality improvement for Emergency Medical Services reports as well as all other incident reporting.
- ⚙ Developed a Pre-Plan Program by region and district which will be used to assign business inspections to Engine company or Fire Inspection Technicians.
- ⚙ Community Safety Division (CSD) Permitting and Inspections – Added several permit types to ETI Permits module to allow for accurate tracking of all permits issued through CSD, and reporting on inspections completed pursuant to those permits.
- ⚙ New Construction Inspections in the Rural District and Johnstown. Established processes for tracking plan reviews and inspections for new construction projects outside of City limits using ETI.
- ⚙ Entered all new construction projects from 2009 to present into ETI Premise Inventory module to ensure availability for inspections.
- ⚙ Made a proposal to include applicable Guidelines in each After Action Review (AAR) to identify opportunities for review and improvement of those Guidelines based on field application.
- ⚙ Developed numerous Operating and Incident Guidelines to clarify agency requirements and expectations.
- ⚙ Migrated all reporting to ETI module to eliminate paper records and improve data mining capabilities.
- ⚙ Provided coaching and mentoring for all Fire Investigation Technicians to ensure effective investigation and reporting.
- ⚙ Developed a comprehensive list of all schools including size, construction type and fire protection systems. Identified a deficiency in mandatory evacuation drills by schools and developed revised template for reporting of drills by the schools.

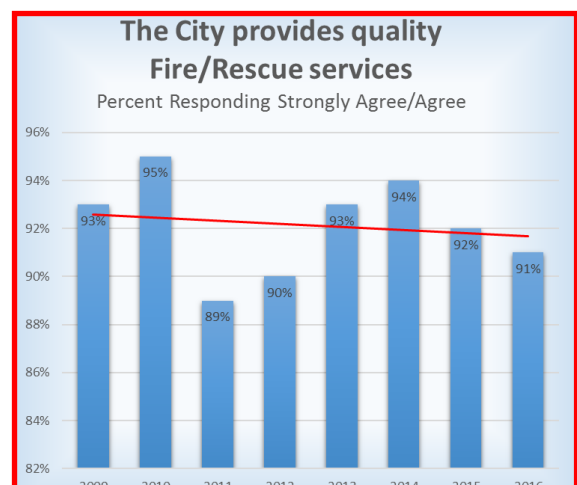
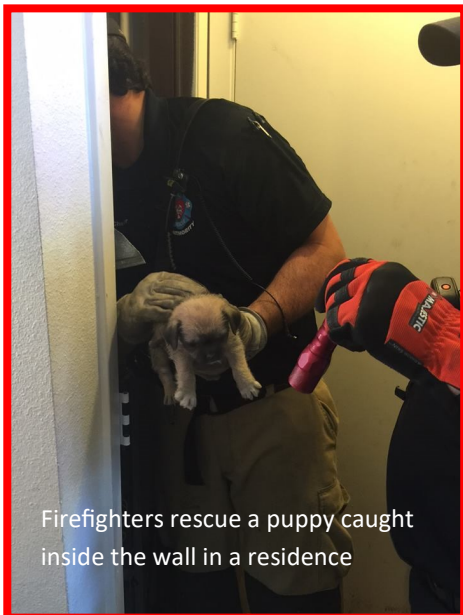


2016 Achievements - Relationships

- ☞ In October, LFRA was involved with Loveland Police, Larimer County Sheriff, Thompson Valley EMS, U.S. Secret Service, and several other entities in preparing and standing by for the visit of Presidential Nominee Donald Trump. The Community Safety Division staff did an outstanding job ensuring that the designated occupant load at the Budweiser Event Center was not exceeded and that exits remained passable and safe.



- ☞ LFRA and Thompson Valley EMS collaborated during four multiparty cardiac arrest trainings to standardize crew deployment for cardiac arrest and improve communication to arriving ALS care providers.
- ☞ Every year the City of Loveland conducts a survey related to the quality of Fire/Rescue services received. Since 2012, over 90% of the responses have either been to Strongly Agree or Agree.



2016 Achievements - Relationships

- ☞ The Community Safety division worked with City Departments and the Downtown Development Authority during large city events such as Fire and Ice and the Corn Roast Festival to ensure event safety.
- ☞ LFRA collaborated with Poudre Fire Authority, Windsor Severance Fire Rescue and Estes Valley Fire Protection District, the four largest fire departments in Larimer County, to develop similar Fire Code amendments for the next code adoption process. Adopting similar amendments helps clarify development and enforcement requirements in the urban areas of the county.
- ☞ LFRA's Office of Emergency Management (OEM) provided Emergency Operations Center (EOC) activation training to City employees in multiple sessions spanning several weeks. Through the company safety visit assessments, OEM is also reaching out to the community for emergency planning and continuity of operations (COOP), a federal government initiative to ensure that agencies are able to continue performance of essential functions under a broad range of circumstances.
- ☞ LFRA assisted Thompson Valley School District as they transitioned to a new inspection program for their fire sprinkler and fire alarm systems. The new program, which changed from in-house inspections to utilizing professional fire-protection contractors, will ensure that the schools' sprinkler and alarm systems are compliant with the nationally recognized safety standards.

- ☞ LFRA worked with Thompson Valley EMS to provide CPR education to 270 high school students, providing them with lifesaving skills and furthering Loveland as a HeartSafe community.



2016 Achievements - Relationships

- ☞ The LFRA Honor Guard continues to represent LFRA, in 2016 they attended nine community events including funerals, Eagles Hockey games, 9-11 commemorative events, and Veterans day celebrations.

Canyon Battalion

- ☞ LFRA is assisting Canyon Battalion Volunteers with upgrading equipment and attending essential training to maintain the highest level of service in the Big Thompson Canyon.
- ☞ In 2016, a portion of the firefighters participated in the annual CSU fitness evaluations to ensure that they are prepared for an emergency.



- ☞ LFRA maintains several mutual and auto aid agreements with neighboring fire departments to ensure the mutual safety of all of our communities. In 2016 LFRA responded to twice as many mutual aid calls than received, which equated to 26% more hours of aid given than received. This is significantly more equitable than in 2015, when hours of aid given exceeded hours of aid received by 75%.

		Received	Hours	Given	Hours
2016	Poudre Fire Authority (PFA)	21	26	51	23.5
	Berthoud Fire Department (BFD)	24	23.25	63	44.25
	Windsor Severance Fire Rescue (WSFR)	38	31.75	30	8.5
	Front Range Fire Rescue (FRFR)	14	15.5	44	24.5
	Estes Valley Fire Prot District (EVFPD)	0	0	5	21
	Total 2016	97	96.5	193	121.75
2015	Poudre Fire Authority (PFA)	22	21.5	80	33
	Berthoud Fire Department (BFD)	12	19.5	19	36.5
	Windsor Severance Fire Rescue (WSFR)	53	24	42	18.5
	Front Range Fire Rescue (FRFR)	9	5.5	45	28
	Estes Valley Fire Prot District (EVFPD)	0	0	5	7.5
	Total 2015	96	70.5	191	123.5



Recognition



Recognition

- ⌘ In February, LFRA conducted a badge pinning ceremony for all 28 members of the Canyon Battalion as they formally became members of LFRA.



In March, LFRA conducted a badge pinning/swearing-in ceremony for:

- ⌘ Engineers: Adam Baukol, Mark Hernandez, Chris Smith
- ⌘ Firefighters: Alex Chapin, Paul Duran, Samuel Leighton, Traver Heckman, Devon Laughlin.
- ⌘ Part-Time Firefighters: Nate Unruh, Andrew Sharpe, Jon Pointer, Shelby Baker, Cole Stephenson



In October, LFRA conducted a badge pinning ceremony for:

- ⌘ Tyler Drage who was promoted from Engineer to Lieutenant.
- ⌘ Vincent Knickelbein was promoted from part-time firefighter to full time firefighter.

Recognition

- ☞ In September, Chief Ned Sparks was named 2016 Larry Kettlehut Instructor of the Year by the Colorado Fire Training Officers Association. Chief Sparks' dedication to Fire Service education has helped to train firefighters for years.



- ☞ In March, Lieutenant Tyler Drage was named Elks Club Firefighter of the Year for his commitment, compassion and courage. Congratulations Tyler and thank you for your dedication to the community!

- ☞ In May, Canyon Battalion Chief Bill Lundquist retired, we wish him well in his retirement.



Recognition



- ☞ Canyon Battalion Chief Shawn Neal was sworn in as Chief Lundquist's replacement.

- ☞ In October, Roylene Sterkel retired from LFRA as Business Services Coordinator after 26 years of dedicated service. She will be missed!



Recognition

Life Saving Recognition

§ In May, LFRA responded to a boating accident on Bodecker Lake in west Loveland. Essentially, two men were fishing at night in a canoe on the lake when one of them stood up and caused the canoe to capsize. Unfortunately one man tragically drowned, while the other frantically held on to the capsized canoe. He was yelling for help and caught the attention of another boater on the lake, Michael Mullinix, who heard the screams for help as he was fishing nearby. Michael maneuvered his boat to the capsized canoe and was able to assist in getting the 2nd man to shore. In essence, Michael's actions saved the life of the man in the water. LFRA formally recognized Michael at the May LFRA Board meeting. It was an emotional ceremony, in which the man Michael rescued was in attendance as well as the girlfriend of the man who tragically drowned.

Additionally, LFRA recognized Dispatcher Julie Garcia, who took the 911 call from Michael and stayed on the phone with him for over 10 minutes, staying calm and providing direction and guidance – outstanding job, Julie!

§ In January the LFRA Board meeting recognized a young girl who was instrumental in notifying her neighbors that their house was on fire, ensuring they got out of the house. She is only 12 years old, but acted with focus and bravery. Due to her actions, the fire department was notified early, thus preventing the damage from being catastrophic. Thank you to Meara Cochran – well done!



Chief Miller, Michael Mullinix, Julie Garcia



Looking Forward – 2017

Looking at all that has been accomplished, 2016 was an exciting year for LFRA. But there is still so much more to do:

Station 7

- ☞ Approval was received to move forward with purchasing land in 2017 to build Station 7 on the west end of Loveland. Staff will be working with Larimer County to subdivide the property, getting it ready for construction. This station will allow for a better distribution of calls in the western portion of the response area and improve response times.

Station 10

- ☞ Plans are underway to determine the most strategic location for a new Station 10 in the east end of Loveland. Adding a station in that area will provide faster response to the residents and businesses east of I-25.

Accreditation

- ☞ LFRA will move to candidate status in early 2017. We will be inviting peer reviewers to assess the Standards of Cover that has been created over the last two years. When the peer review is complete, Accreditation status will be known in July.

Integration of the Canyon Battalion

- ☞ Over the past two years LFRA has been working toward the integration of the Canyon Battalion. This is helping to standardize training, equipment and procedures.

Strategic Plan Update

- ☞ The ten year strategic plan that was created in 2012 is 87% complete. Developing a new plan will be a priority for 2017 to ensure that LFRA is evaluating community needs and exploring the most effective way to meet those needs.

Retirement Preparedness / Pension considerations

- ☞ The LFRA Pension Plan Committee has determined that a retirement shortfall exists for firefighters, based on an analysis of a firefighter who retires with 30 years of service at age 55 with a life expectancy of 85. The committee is in the process of preparing a cost analysis to determine the extent of the shortfall and the cost that LFRA and the employee would incur in order to bring a retiree to a realistic income replacement level at retirement.

Impact Fees

- ☞ New legislation allows for districts and authorities to assess an impact fee on new development to help offset the cost of infrastructure needed to serve that development. LFRA will conduct an impact fee study to determine the appropriate fee for the service areas. If the LFRA Board adopts this fee, the City of Loveland will eliminate the Fire Capital Expansion fee. The objective is to allow for LFRA ownership of all future fire stations.

2016 ARFF Engineer Airport Inter-Governmental Agreement (IGA)

- ☞ The process had been to mobilize a crew on stand-by before, during and after a flight. An Aircraft Rescue Fire Fighting (ARFF) Engineer position was hired with the understanding that the Engineer would spend 50% of their time on Airport related duties. The City of Fort Collins agreed to fund half of that time, 25% of the position. Analysis is underway to determine if this is still an equitable arrangement. Staff has drafted an IGA to solidify the agreement as we move forward.



Looking Forward - 2017

Gallagher Amendment

- ☞ The Gallagher Amendment to the Colorado Statute Constitution will mandate a reduction in the residential assessment percentage in 2017. This will result in lower property taxes for property owners across Colorado, and reduce funding availability for the Rural District. Alternative funding sources will need to be explored to ensure that LFRA has the resources needed to maintain the level of service expected from its residents in the City and the Rural District.

Training Campus construction

- ☞ Design of a new burn building was completed in 2016, a three story building with a garden apartment. Construction will begin early 2018. Additional training campus enhancements in the master plan include a classroom and a reserve apparatus storage building. These are planned for 2027.

Contract Employee

- ☞ It is the intention of LFRA to complete several major projects in 2017, as described on this page, with the assistance of a contract employee. This person will assist with land acquisition and construction for the new Station 7 as may be necessary; update the Strategic Plan; and facilitate a Leadership plan.



Update ICC Codes

- ☞ International Code Council will be updating their codes in 2018. Staff will begin code review and amendments late 2017 to ensure that LFRA will be in compliance with the new codes.
- ☞ The Public Education Team implemented a reorganization aimed at utilizing Firefighters to teach elementary school students about the dangers of fire and how to respond to it. Thirty LFRA personnel currently volunteer to be on the Pub Ed Team. In 2016, they took the Safety Trailer to Thompson Valley schools to teach first graders about home fire safety, as well as show them a fire engine and Firefighter protective gear. About 600 students and 50 adults were taken through this program during the school year.
- ☞ Public Education will continue to undergo improvements in 2017 that allow for greater sustainability through long-range and community partnerships, such as updating the Community Risk Analysis, then identifying target areas and populations, and prioritizing issues.
- ☞ Community Safety will continue to improve its overall website and also launch a new online Development Review Guide to assist construction development.



2016 Budget



2016 Budget

LFRA Revenue Budget Report for the Year Ending 12/31/2016

Division/Account	Total Budget	Year To Date Revenue	Budget Less Revenue Collected	Total % Budget Collected
000: Investment Activity (as a share of the City of Loveland's investment pool)				
Interest On Investments	\$ 1,500.00	\$ 16,480.81	\$ (14,980.81)	1098.72
Gain/Loss On Investments	1,500.00	(6,465.24)	7,965.24	-431.02
Sub Total 000: Investment Activity	\$ 3,000.00	\$ 10,015.57	\$ (7,015.57)	333.85
223: Community Safety				
Special Events (1)	\$ 28,900.00	\$ 32,371.50	\$ (3,471.50)	112.01
Miscellaneous (2)	-	1,286.19	(1,286.19)	0.00
Building Permits for Fire Protection Systems (3)	58,400.00	43,340.44	15,059.56	74.21
Contractor License Fees (3)	5,400.00	7,002.86	(1,602.86)	129.68
Fire Permit & Inspection Fees (3)	55,930.00	54,702.48	1,227.52	97.81
Firework Stand Review Fees	12,350.00	12,400.00	(50.00)	100.40
Rural Fire Inspection Fee (3)	27,000.00	100,474.48	(73,474.48)	372.13
Sub Total 223: Community Safety	187,980.00	251,577.95	(63,597.95)	133.83
224: Station Operations				
State Grants (4)	9,975.00	10,150.00	-175.00	101.75
State DOLA Firefighter Trust Premium (5)	23,111.00	25,960.78	-2,849.78	112.33
Workers' Compensation (6)	0.00	18,972.29	-18,972.29	0.00
Academy Training (7)	8,000.00	41,182.20	-33,182.20	514.78
Standby Reimbursements (Misc) (8)	0.00	420.00	-420.00	0.00
Gifts/Donations (9)	0.00	800.00	-800.00	0.00
Sub Total 224: Station Operations	41,086.00	97,485.27	-56,399.27	237.27
225: Technical Response and Systems				
Hazmat Mitigation	0.00	21,864.51	-21,864.51	0.00
Other (10)	22,000.00	14,541.83	7,458.17	66.10
Sub Total 225: Technical Response and Systems	22,000.00	36,406.34	-14,406.34	165.48
227: Administration				
Federal Grants (11)	165,000.00	74,963.92	101,536.08	45.43
State Grants (12)	20,000.00	0.00	20,000.00	0.00
Other Agency Deployment (13)	0.00	119,265.65	-119,265.65	0.00
Contributions: Rural Fire District (14)	2,386,798.00	2,329,882.00	56,916.00	97.62
Contributions - Loveland (14)	10,585,929.00	10,402,929.00	183,000.00	98.27
Insurance Recoveries (15)	0.00	3,445.24	-3,445.24	0.00
Refunds /Rebates (16)	45,000.00	32,683.14	12,316.86	72.63
Transfer from Employee Benefits Fund (17)	1,700.00	1,700.00	0.00	100.00
Sub Total 227: Administration	13,204,427.00	12,964,868.95	239,558.05	98.19
Grand Total	\$13,458,493.00	\$13,360,354.08	\$98,138.92	99.27
Less Partner Contributions	12,972,727.00	12,732,811.00	239,916.00	98.15
LFRA Generated Revenue (18)	\$485,766.00	\$627,543.08	-\$141,777.08	129.19



Revenue Budget Report

LFRA Revenue Budget Footnotes

- (1) Budweiser Event Center Standby Activity (billed at \$42/hour per firefighter).
- (2) \$2,000 contribution for smoke detectors, fees for reports, and fee paid for filing emergency access easements.
- (3) Variances are a function of building activity in the community. There was significant activity in the Rural District 2534 Development.
- (4) State Grant for Office of State Controller FFB Fire Grant.
- (5) Reimbursements from the State of Colorado Division of Local Affairs for the cost of the Heart & Circulatory Trust premium.
- (6) Reimbursements from workers compensation insurance for salaries paid to employees out on a work related injury.
- (7) Training Center Fees for the Burn Building and Command Training Center.
- (8) Standby income for 10 hours of fire watch.
- (9) Donation for Kill the Flashover event.
- (10) Other - City of Fort Collins ARFF Share Agreement 2016.
- (11) Federal Grants: LFRA & the City of Loveland were awarded the Community Development Block Grant - Disaster Recover for a Mitigation Study and Master Plan. Work began in 2015 and was completed in 2016.
- (12) Emergency Management received two grants from the Department of Homeland Security for Emergency Operations Center upgrades.
- (13) Other Agency Deployments: Reimbursable costs for fighting fire in jurisdictions outside of mutual and automatic aid agreements. Incidents include: Indian Canyon South Dakota, Lava Mountain Wyoming, Hertha Ridge, Starwood, Nederland and Pueblo.
- (14) Governing partner contributions based on the intergovernmental agreement: City 82% and Rural District 18% of net expenditures. The amount is below the budget primarily due to incomplete projects at year end.
- (15) Insurance Recoveries - Insurance payment of two insurance claims
- (16) Refunds - LFRA Retirement plan administrative expenditure reimbursement
- (17) Transfer from Employee Benefits Fund: The transfer of LFRA Retirement plan Administrative Allowance balance to pay for Retirement plan expenses. These funds were previously held in the City's Employee Benefits fund.
- (18) This year LFRA has collected 99% of the revenue budget compared to 95% of the budget in the previous year. LFRA generated revenue exceeded the budget in 2016 by 129% compared to 63% in the previous year.



LFRA Expenditure Budget Report by Account Category for the Year Ending 12/31/2016

Account Category	Total Budget	Year To Date Expenditure	Total Available	Total % Available
Personnel Services	\$9,472,261	\$9,469,184	\$3,077	0.03
Supplies (1)	\$448,274	\$421,320	\$26,955	6.01
Purchased Services (2)	\$3,320,541	\$3,254,175	\$66,366	2.00
Capital Outlay (3)	\$215,717	\$214,000	\$1,717	0.80
Grand Total	\$13,456,793	\$13,358,679	\$98,114	0.73

- (1) Supplies: This category of is a collection of gear, equipment under \$5,000 per unit and supplies for the maintenance and operation of our facilities. Extraction tools that were ordered in 2016 will be received in 2017 and the separate instance of the Innoprise payroll module was not complete.
- (2) Purchased Services: This category of accounts includes training, property insurance, contracted services from the City, maintenance agreements for equipment and software, mitigation study and master plan, and outside legal services for the employee conversion project. The most substantive savings (\$38,844) was an Emergency Management document updates that were deferred. Savings are due to employment screenings and drug testing that did not occur until January 2017 and Pension Administration that did not occur..
- (3) Capital Outlay: This category of accounts includes all equipment that is greater than \$5,000 per unit. Purchases in 2016 include: Station Alerting System Phase 1; Voice Over IP phones system upgrades; Radio replacements; installation of Telestaff web and mobile access; new vehicle for ARFF Engineer; Upgrades to the Emergency Operations Center Communication system; and a large scale printer to allow Community Safety to print plans.



2016 Budget

LFRA Expenditure Budget Report by Program for the Year Ending 12/31/2016

Division/Program	Total Budget	Year To Date Expenditure	Total Available	Total % Available
223 : Community Safety				
1651 : Prevention (1)	\$ 160,673	\$ 153,810	\$ 6,863	4.27
1652 : Business Inspections	146,490	146,145	345	0.24
1654 : Permitting and Development Review	451,541	450,308	1,233	0.27
SubTotal 223: Community Safety	\$ 758,704	\$ 750,263	\$ 8,441	1.11
224 : Station Operations				
0000 : General Station Operations (2)	\$ 8,215,029	\$ 8,203,183	\$ 11,846	0.14
1605 : Training (3)	106,865	104,098	2,767	2.59
1630 : Quartermaster	177,412	177,369	43	0.02
1631 : Station 1	12,265	12,081	184	1.50
1632 : Station 2	8,910	8,712	198	2.23
1633 : Station 3 (4)	4,890	4,073	817	16.71
1635 : Station 5 (5)	4,280	3,680	600	14.02
1636 : Station 6	9,370	9,240	130	1.39
1639 : Health and Safety	70,382	69,525	857	1.22
SubTotal 224: Station Operations	\$ 8,609,403	\$ 8,591,961	\$ 17,442	0.20
225 : Technical Response and Systems				
1603 : Special Operations (6)	\$ 70,220	\$ 63,491	\$ 6,729	9.58
1604 : Wild Land	13,890	13,389	501	3.61
1607 : Emergency Medical Services	25,043	24,499	544	2.17
1608 : Tac Fire (7)	9,263	8,017	1,246	13.45
1620 : Aircraft Rescue Firefighting (8)	9,080	7,703	1,377	15.17
SubTotal 225: Technical Response and Systems	\$ 127,496	\$ 117,099	\$ 10,397	8.15
226 : Equipment Maint & Replacement				
1641 : Communications/Telephone (9)	\$ 205,664	\$ 201,783	\$ 3,881	1.89
1642 : Hoses	25,766	25,748	18	0.07
1643 : Ladders	6,112	5,601	511	8.36
1644 : Self Contained Breathing Apparatus	43,360	42,693	667	1.54
1645 : Thermal Imaging	21,320	21,271	49	0.23
1646 : Computer Equipment (10)	94,685	92,635	2,050	2.17
1647 : Vehicles and Apparatus	1,054,511	1,053,650	861	0.08
1648 : Small Engines	4,000	3,512	488	12.21
SubTotal 226: Equipment Maint & Replacement	\$ 1,455,418	\$ 1,446,892	\$ 8,526	0.59
227 : Administration				
1600 : Emergency Management (11)	\$ 380,290	\$ 334,781	\$ 45,509	11.97
1601 : Administration (12)	2,080,482	2,084,975	(4,493)	-0.22
1610 : Fire Retirement Admin (13)	45,000	32,707	12,293	27.32
SubTotal 227: Administration	\$ 2,505,772	\$ 2,452,463	\$ 53,309	2.13
Grand Total (14)	\$ 13,456,793	\$ 13,358,679	\$ 98,114	0.73



LFRA Expenditure Budget Report Footnotes

- (1) Prevention: The savings occurred from reduced purchase of program promotional materials for public outreach events.
- (2) General Station Operations: The savings was due to office furniture not being purchased, food not purchased, and postage not used. There was also savings due to employment screening and drug testing that was not completed until January 2017.
- (3) Training: Savings occurred in the travel/meetings account and other supplies account.
- (4) Station 3: The savings occurred in the janitorial supplies account and other supplies account.
- (5) Station 5: The savings occurred in the repair & maintenance account and janitorial supplies account.
- (6) Special Operations: There were extrication tools that were ordered but not received by year end.
- (7) Tac Fire: The savings occurred in the clothing account.
- (8) Aircraft Rescue Firefighting: The airport paid for a majority of the needs and there was a reallocation of foam purchases.
- (9) Communications/Telephone: Cell phone charges were less than anticipated.
- (10) Computers: There was a savings in the computer purchases anticipated to be necessary as well as a savings in the repair & maintenance account.
- (11) Emergency Management: The savings in this program is due in part to planning document work that was deferred.
- (12) Administration: a \$4,202 workers compensation invoice was received in February 2017 based on actual salaries paid in 2016 primarily for mid-year hires and salary changes.
- (13) Fire Retirement Admin: The savings in this program is related to anticipated trainings/meetings that were not attended.
- (14) In 2016, LFRA had spent 99.27% of the budget compared to 94.9% in 2015.



2016 Budget

LFRA Other Resources Expenditure Budget by Project For the Year Ending 12/31/2016

City's Capital Replacement Fund:

Budget	\$ 652,300.00
Actual Expenditures	611,539.12
Remaining Budget	<u>\$ 40,760.88</u>

Replacement Spartan Type 1 Engine #3

City's Capital Replacement Fund:

Budget	\$201,750.00
Actual Expenditures	198,908.69
Remaining Budget	<u>\$2,841.31</u>

Radio Monopole installation

City's Capital Replacement Fund:

Budget	\$32,000.00
Actual Expenditures	31,797.50
Remaining Budget	<u>\$202.50</u>

Station Alerting Project Phase II

City's Fire Capital Expansion Fee Fund:

Budget	\$321,442.00
Actual Expenditures	65,530.56
Remaining Budget	<u>\$255,911.44</u>

Design and Master Plan for Training Center Remodel



Appendix



1970's Walters ARFF

1975 first Airport Truck



Appendix 1 – Apparatus

Type 1 Engines

156	2003 Spartan / Smeal	Reserve Engine 4	Station 3
157	1992 International / General	Engine 8	Station 8
109	2004 Spartan / Rosenbauer	Reserve Engine 7	Station 3
110	2005 Spartan / Crimson	Engine 2	Station 2
111	2008 Pierce	Engine 5	Station 5
112	2010 Spartan / SVI	Engine 1	Station 1
313	2012 Spartan / SVI	Engine 6	Station 6
300	2016 Spartan / SVI	Engine 3	Ordered



Ladders

202	2000 HME / Smeal	Reserve Ladder 6	Station 1
700	2014 Pierce	Tower 6	Station 6



Wildland Trucks

159	2005 Ford F-550	Engine 69	Station 9
160	2009 International / Crimson	Engine 32	Station 2
201	2013 Ford / OJ Watson	Engine 63	Station 3
446	2001 Ford F-550	Engine 61	Station 1
448	2001 Ford F-550	Engine 68	Station 8
450	2000 Ford F-450	Engine 66	Station 6
553	1968 Jeep / CDFPC	Engine 49	Station 9



Rescue / Hazmat Trucks

306	2007 International/Hackney	Haz Mat 1	Station 1
312	2005 Freightliner / SVI	Dive Rescue 2	Station 2
352	2003 Spartan / SVI	Rescue 6	Station 6
610	2001 Chevrolet K2500	Rescue 8	Station 8
850	2013 Spartan / SVI	Rescue 2	Station 2



Appendix 1 – Apparatus

Water Tenders

554	1996 Freightliner / General	Tender 1	Station 8
555	1996 Freightliner / General	Tender 8	Station 1
556	1998 Freightliner / General	Tender 5	Station 5

Mobile Command (shared with Loveland Police)

3300	2005 Freightliner / LDV	Mobile Command
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Support Vehicles

709	2006 Chevrolet Trail Blazer	Staff 3	LFRA Pool Fleet
708	2006 Chevrolet Trail Blazer	Staff 4	LFRA Pool Fleet
710	2006 Chevrolet Trail Blazer	Staff 5	LFRA Pool Fleet
707	2006 Chevrolet Trail Blazer	Staff 2	Inspections
606	2006 GMC K2500	Utility 3	Training 1
614	2007 Chevrolet Colorado	Utility 8	Station 8
711	2007 Chevrolet Colorado	Utility 4	ARFF 6
612	2007 Chevrolet Express	Utility 1	LFRA Pool Fleet
607	2007 Chevrolet K3500	FIT 2	Station 2
103	2009 Chevrolet Tahoe	Command 2	Station 1
790	2009 Ford Escape (Hybrid)	Staff 6	Chief 2
101	2013 Chevrolet 2500	Command 1	Station 1
100	2013 Chevrolet Tahoe	Command 3	Chief 3
200	2014 Chevrolet 1500	Utility 5	Chief 7
102	2014 Ford Interceptor Utility	Staff 1	Chief 1
203	2015 Chevrolet 1500	Utility 6	Chief 4
204	2015 Chevrolet 1500	Utility 7	Chief 6
205	2016 Chevrolet 1500	Utility 2	Chief 5



Appendix 1 – Apparatus

Trailers / UTV's /

600	1993 Haulmark	SCBA Repair	Station 6
602	2001 Scotty	Safety House	Training Center
616	2004 Nor-E First Response	Decon Trailer	Training Center
603	2006 Forest River	Collapse Trailer	Training Center
611	2006 PJ	Canyon UTV Trailer	Station 7
907	2007 Yamaha Rhino	Canyon UTV	Station 9
601	2011 PJ Double Trailer	Training UTV Trailer	Training Center
615	2011 Shorelander	Small Boat Trailer	Station 6
617	2012 Midwest	Rescue Boat Trailer	Station 2
906	2013 John Deere Gator	Training UTV	Training Center
608	2014 Big Tex	SOT UTV Trailer	Station 3
905	2014 John Deere Gator	SOT UTV	Station 3



Airport

903	1993 E- One	Station 4
902	1996 Ford/Walter	Station 4
604	2008 Maxey Foam Trailer	Station 4
904	2015 E-One	Station 4



Appendix 2 - Training

FULL-TIME STAFF				
	COURSES		HOURS	
	2016	2015	2016	2015
Aircraft Rescue	341	309	357	324
Community Safety	607	437	657	581
Driver/Operator	1,670	1,916	1,723	1,683
Emergency Medical Service	1,004	1,300	1,145	1,387
Firefighter	2,605	2,236	4,302	3,389
Fire Officer	832	854	1,605	1,790
HazMat	424	418	427	353
Tactical Fire	31	202	48	771
Technical Rescue	1,353	1,381	2,305	2,051
Wildland Fire	703	737	1,397	1,692
Other	1,020	1,275	2,200	2,982
TOTAL	10,590	11,065	16,165	17,003

January

- Initial and refresher ice rescue training was conducted throughout the month, this year members of LFRA's Big Thompson Canyon Battalion participated in the training. Eleven Big Thompson Canyon Firefighters were certified in ice rescue.

February

- An all officer training was held, the subjects included business safety assessments and leadership.
- The annual wildland firefighting refresher training was initiated, each firefighter must achieve eight hours of safety refresher training per year to maintain their wildland firefighting qualifications. Typically LFRA personnel exceed this requirement completing more than twenty hours of wildland training per year.
- Companies completed non-live fire first due drills (fire attack, search and flow path assessment / control) on 2nd Street in an abandoned City of Loveland structure intended for redevelopment. The opportunity to train in real structures provides a highly valuable experience for the crews.

March

- The training focus was on rural water supply and wildland shelter deployments.
- A three-day Blue Card Command Certification class which included students from LFRA, Berthoud Fire District and Estes Valley Fire District was instructed by an LFRA Lieutenant.

April

- LFRA hosted a three-day modern fire behavior train the trainer class, the class was attended by personnel from LFRA, Berthoud Fire District, Front Range Fire Rescue, Laramie County Fire District 2, Platte Valley Fire District and the National Park Service. The Instructor, Lars Angerstrand, is a Battalion Chief in Sweden, he is recognized world-wide for his modern fire behavior knowledge and research.



Appendix 2 - Training

April

- LFRA had the honor of hosting a brand new Advanced Law Enforcement Rapid Response Training (active assailant response) for Fire, Police and Emergency Medical personnel. This three-day class included classroom instruction and hand on simulations.
- Two LFRA Engineers completed the Colorado Division of Fire Prevention and Control Fire Officer 1 Certification class at Frederick-Firestone Fire District. an LFRA Captain served as the class coordinator, several other LFRA personnel assisted with instruction and testing.
- Several LFRA personnel instructed portions of the Colorado Division of Fire Prevention and Control's Fire Officer 2 Certification class at the Berthoud Fire District. A Captain and two Lieutenants successfully completed this five-day course.
- All Crews completed live fire multi-company drills simulating an apartment fire with poor apparatus access, crews worked on long hose stretches and flow path recognition/control.



May

- LFRA's certified Aircraft Rescue Firefighters (ARFF) attended the FAA required live fire training at Denver International Airport. This training, along with twelve other training subjects per year, are required to maintain the ARFF certification.
- Colorado Division of Fire Prevention and Control's National Fire Academy training week was held in Loveland at the Group Publishing facility. LFRA personnel instructed the majority of the week long Fire Officer 1 and 2 courses. Approximately 40 Firefighters from around the state attended the classes.
- The Special Operations Team conducted a five-day Rescue School, subjects included rope rescue, trench rescue, confined space rescue and collapse rescue.
- Four LFRA members attended a three-day vehicle extrication class hosted by the Arvada Fire Protection District.



June

- LFRA hosted Kill the Flashover West, a 3-day event that was attended by firefighters from 11 states and 3 countries.
- Thompson Valley EMS trained LFRA personnel on ambulance operations, LFRA personnel frequently assist the paramedics with critical patients during patient transport to the hospital.



Appendix 2 - Training

- As the water in the Big Thompson River started to rise, crews completed the annual swift water rescue training in various river locations around the district.
- LFRA's Training Center includes a railroad spur which allows for the Burlington Northern – Santa Fe Railroad hazmat training cars to be brought in for on-site training. LFRA hosted a statewide HazMat training utilizing the training cars.



July

- 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.

August

- The Training Battalion conducted live fire training evolutions for all companies.
- Crews focused training on modern fire attack tactics, this training was led by the shift Captains.
- Two Special Operations Team members completed an 80-hour structural collapse technician course at the West Metro Training Center.
- One HazMat Technician attended and successfully completed an 80 hour HazMat Chemistry class hosted by Poudre Fire Authority.
- 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.
- Fort Collins, Loveland, and Johnstown Police Departments along with the Larimer County Sheriff's Office utilized the Training Center for driver training.

September

- 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.
- Crews focused training on modern fire attack tactics. This training was led by the shift Captains.
- Several LFRA personnel attended an advanced vehicle extrication course hosted by the Platte Valley Fire District.
- 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.



Appendix 2 - Training

September—cont.

- ☞ 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. All five members successfully passed the written and practical exams to become certified.
- ☞ Live fire training was conducted for the Big Thompson Canyon Battalion Firefighters. The focus of the training was on modern fire attack tactics.

October

- ☞ Crews focused training on modern fire attack tactics, this training was led by the Shift Captains. Training included live fire burns in a specially designed prop that helps illustrate fire behavior. Berthoud and Front Range Firefighters participated in this training with the LFRA crews.
- ☞ Special Operations personnel completed dive rescue training.
- ☞ The triannual large-scale drill at the Northern Colorado Airport was conducted by LFRA, airport staff and emergency management. Responders from LFRA, Thompson Valley EMS, Loveland Police, Poudre Fire and Windsor Fire participated in the drill. The drill included a simulated aircraft crash with live fire and numerous victims.
- ☞ A Battalion Chief and an Engineer attended the Kill the Flashover East training in North Carolina, this training is a continuation of the Kill the Flashover event that LFRA hosted in June.
- ☞ LFRA personnel taught portions of the Front Range Fire Consortium Academy, these classes were all live fire including car fires, flammable gas fires and flashover.
- ☞ Two Battalion Chiefs taught a Fire Instructor II/III certification course for the State of Colorado at the Colorado Fire Chiefs Leadership Conference.

November

- ☞ Crews completed hands on low angle (off the side of a road) rope rescue training.
- ☞ An updated firefighter mayday procedure was trained on using the Blue Card Command System fireground simulations.
- ☞ Eight Lieutenants completed a week long Paul Callan Leadership Program. This was the second year for this program, all LFRA Lieutenants have now completed the course.

December

- ☞ Crews completed hands on ice rescue refresher training in December.
- ☞ Thompson Valley EMS and LFRA Crews trained together on cardiac arrest emergencies.



