Loveland Fire Rescue Authority Board Meeting

Station 2
3070 W. 29th Street
Community Room
Loveland, Colorado  80537
Wednesday, August 30, 2017

1:30 PM
On The Loveland Fire Rescue Authority (LFRA) is committed to providing an equal opportunity for services, programs and activities and does not discriminate on the basis of disability, race, age, color, national origin, religion, sexual orientation or gender. LFRA contracts with the City of Loveland for assistance with translation, discrimination concerns, and Americans with Disabilities Act accommodations. Please contact the City of Loveland Title VI Coordinator at TitleSix@cityofloveland.org or 970-962-2372 for translation services and discrimination concerns. LFRA will make reasonable accommodations for citizens in accordance with the Americans with Disabilities Act (ADA). For more information on ADA or accommodations, please contact the City of Loveland ADA Coordinator at Jason.smitherman@cityofloveland.org or 970-962-3319.

Wireless access: COLGuest, accesswifi

CALL TO ORDER
PLEDGE OF ALLEGIANCE
ROLL CALL
AWARDS AND PRESENTATIONS

CONSENT AGENDA

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

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

Anyone making a comment during any portion of today’s meeting should come forward state your name and address for the record before being recognized by the Chair. Please do not interrupt other speakers. Side conversations should be moved outside the meeting room. Please limit your comments to no more than five minutes.
1. Consider a Motion to Approve the Minutes from the Loveland Fire Rescue Authority Board for the July 26, 2017 Regular Board Meeting.

2. Information About Donation of Rescue 8 to the Rist Canyon Volunteer Fire Department

3. Consider a Motion to Approve a Volunteer Firefighter Pension Fund Board of Trustees Guideline for Recommending an Increase in Volunteer Pension Retirement Benefits

4. Consider Reappointment of one Volunteer Firefighter Pension Board Member

End of Consent Agenda

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

5. Presentation from Good Samaritan’s Village for First Responders Red Bandanna Day

6. Consider a Motion to Adopt a Resolution Establishing a Separate Fund for Employer Contributions to the Loveland Fire Rescue Authority Sworn Retirement Plan

7. Conduct a Public Hearing and Consider a Resolution Adopting the LFRA 2018 Budget

8. Update on 2018 Strategic Plan

9. Review Briefing Papers and Correspondence.
   a. Chief’s Report
   b. Letters
   c. July Operations Statistics
   d. July Community Safety Division Statistics

10. Other Business for Board Consideration

ADJOURN
Consider a Motion to Approve the Minutes from the July 26, 2017 Loveland Fire Rescue Authority (LFRA) Regular Board Meeting

EXECUTIVE SUMMARY

The attached document, prepared by Kristen Cummings and edited by outside attorneys, is a record of the July 26, 2017 regular meeting of the LFRA Board. The document details the discussions at the meeting including: the approval of the consent agenda (Minutes, 2nd Quarter Budget Report), a presentation from Habitat for Humanity regarding fee waivers, appointment of a new member to FRAC, a presentation about the Quick Response Company concept, a discussion on the impact fee study, and the Chief's Report.

BACKGROUND

Standard meeting protocol

STAFF RECOMMENDATION

Approve as written

FINANCIAL/ECONOMIC IMPACTS

N/A

ASSOCIATED STRATEGIC GOALS

N/A

ATTACHMENTS

July 26, 2017 Minutes
Members Present:

Board Chairman Jeff Swanty, Loveland Rural Fire Protection District (“Rural District”)
Vice Chairman Cecil Gutierrez, City of Loveland Mayor
Director Steve Adams, Loveland City Manager
Director John Fogle, City of Loveland Council Member
Director Dave Legits, President of the Rural District (arrived at 2:54 pm)

Staff Present:

Mark Miller, Fire Chief
Greg Ward, Division Chief
Kristen Cummings, Business Services Coordinator
Emily Powell, Legal Counsel to the Authority
Andrea Wright, Human Resources Manager
Greg White, Secretary of Rural District

Visitors:

Paul Pfeiffer, Loveland Fire Rescue Advisory Committee
Cindi Werner, Habitat for Humanity

Call to Order:

Chairman Swanty called the Loveland Fire Rescue Authority ("LFRA") Board meeting to order on the above date at 1:41 p.m.

Swearing In:

None

Awards and Presentations:
A badge pinning ceremony was conducted for the promotion of Matthew DeDecker to Lieutenant, Rory O’Farrell to Engineer, and Colton Wright to Firefighter.

**Public Comment:**

None

**Consent Agenda:**

1. **Consider a Motion to Approve the Minutes from the LFRA June 28, 2017 Regular Board Meeting.**

2. **Review the 2017 Second Quarter Budget Report**

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

**Regular Agenda:**

3. **Consider a Motion to Waive Fire Capital Expansion Fees for Habitat for Humanity**

Cindi Werner, Executive Director for Loveland Habitat for Humanity, expressed appreciation that the City of Loveland has shown support of affordable housing in Loveland in the past by waiving capital expansion fees (CEFs). She asked the Board to consider a fire CEF waiver. Vice Chairman Gutierrez voiced concern that by waiving fees for Habitat for Humanity, it would set a precedent that could have many other non-profit organizations also asking for fee waivers. He stated that LFRA does not have the budget that the City does, and that there are not as many opportunities to for LFRA to fund capital projects with other revenue.

Chairman Gutierrez moved that LFRA no longer consider fire CEF waivers for non-governmental entities. Director Fogle seconded; motion passed unanimously.

4. **Consider a Motion to Appoint a New Member to the Fire Rescue Advisory Committee**

Chief Miller stated that Shane Castro has attended the last three Fire Rescue Advisory Committee (FRAC) meetings. He is an employee of Blackhawk Fire Department and lives in Loveland. Chief Miller would like to recommend Mr. Castro to an ad hoc position on FRAC during the development of the strategic plan.

Vice Chairman Gutierrez moved to appoint Shane Castro to the Fire Rescue Advisory Committee. Director Fogle seconded; motion passed unanimously.

5. **Presentation Introducing the Quick Response Company Concept**
Division Chief Greg Ward gave a presentation about the possibility of adding a Quick Response Vehicle (QRV) to the Authority’s fleet, which would respond from Station 1. This would be an engine slightly larger than a Type 6 brush engine. It would respond to all hazard incidents, but primarily would respond to medical incidents and non-emergent service calls. This would replace larger apparatus on these select responses, allowing larger companies to return to service quicker. It would allow for station coverage during training. It would also save LFRA money for fuel and maintenance costs for Engine 1, extend the life of Engine 1, and reduce the amount of overtime money paid for firefighter Recalls.

This vehicle would be staffed 8:00am – 8:00pm, seven days per week. The cost for implementing a Quick Response Company, including the engine and hiring four personnel, would be $743,494. This would be split up by purchasing the engine in 2018 for $257,000, and hiring the personnel in 2019 at a total cost of $486,494.

Greg White raised concern about the Rural District being able to contribute toward funding of the QRV without a mill levy increase. Director Fogle asked to see a report detailing when Engine 1 would be in need of a second crew to cover incident load, and what percentage of that volume the Authority is currently at. Director Adams stated that the concept has merit, but that the finances do not work for the Authority right now. Chief Miller advised he would remove the QRV from the 2018 budget requests.

6. Discussion on the Impact Fee Revised Study

Chief Miller presented the revised Impact Fee Study from BBC. The revised study evaluates the Authority’s future capital expansion over a 10-15 year time period instead of a 25 year time period. The results of the revised study show that the impact of new development on the Authority’s capital resources is much higher than in the original study. Director Fogle advised that CEFs have been artificially deflated for years to attract business, which is why the increase looks significant. Emily Powell advised the Board regarding the provision of the impact fee statute that allows the Authority to accept in-kind donations in place of impact fees. Vice Chairman Gutierrez stated that if LFRA is going to begin assessing its own impact fees, then it needs to be consistent across all parts of LFRA’s jurisdiction. Director Fogle agreed that he does not support LFRA assessing impact fees unless the Town of Johnstown also agrees to enter into an impact fee IGA with LFRA.

Vice Chairman Gutierrez moved to direct Staff to continue discussing the implementation of an impact fee IGA with Johnstown. John Fogle seconded; motion passed unanimously.

7. Chief’s Report

Chief Miller advised that the Administrative Director position as formerly structured will not be filled. Instead, Staff proposes to create a new Battalion Chief of Support Services position that will oversee accreditation, budget, IT, special projects, and supervise administrative staff, and to
add a part-time clerical position to assist in administration. It was the consensus of the Board to proceed with the Battalion Chief and part-time clerical positions.

Chief Miller updated the Board on the status of the Station 7 land purchase. There are a couple loose ends to be tied up, and then negotiations for a purchase and sale contract can begin. Director Fogle moved to authorize Staff to proceed with negotiations with the Station 7 landowner for a purchase and sale contract, with the purchase price not to exceed $350,000. Vice Chairman Gutierrez seconded; motion carried unanimously.

Chief Miller updated the Board regarding the City's recent discovery of an error in its accounting of excess TABOR funds. The situation is going to cause projects to be re-prioritized, so this could affect the future of the Training Center's new burn building. Director Adams advised that the prioritization meeting for the City is set for August.

Chief Miller advised that he, Chairman Jeff Swanty, Former Fire Chief Randy Mirowski, Lieutenant Dan Engelhardt, and Front Range Fire Rescue Battalion Chief Ty Drage will be going to Charlotte, NC on July 27, 2017 to meet in front of the panel that will decide if LFRA will become accredited.

Chairman Swanty adjourned the regular meeting at 4:13 p.m.

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

________________________________________  _________________________________________
Jeff Swanty, Chairman                     Kristen Cummings, Secretary
TITLE
Information About Donation of Rescue 8 to the Rist Canyon Volunteer Fire Department

EXECUTIVE SUMMARY
Informational only – Chevrolet K2500 Rescue Truck to be donated to the Rist Canyon Volunteer Fire Department. The vehicle was originally donated to the Big Thompson Canyon Volunteer Fire Department by the Larimer County Sheriff’s Office.

BACKGROUND
In late 2007, the Big Thompson Canyon Volunteer Fire Department (BTCVFD) / Loveland Rural Fire District (LRFD) received a donation of a 2001 Chevrolet K2500 truck with a utility box from the Larimer County Sheriff’s Office. BTCVFD and LRFD upgraded the truck with new paint, emergency lighting and graphics before placing it into service as Rescue 8 at the Drake Station. The ownership of the truck was transferred to LFRA with the balance of the apparatus during the fire authority maturation process.

LFRA will be replacing this vehicle with a 2007 Chevrolet K3500 that is being replaced as the on-duty Fire Inspection Technician vehicle in the fall of 2017. The 2007 Chevrolet is in better condition than the 2001 and has an automatic transmission verses the 2001 that has a manual transmission, making it easier to drive. The current Rescue 8 (2001) has been removed from service to allow for the radio to be removed and installed in the new Fire Inspection Technician vehicle. The vehicle has been prepared for removal from the LFRA fleet.

Because the vehicle was originally donated to the BTCVFD by a local agency, staff feels that it is appropriate to pass this donation on to a needy agency in Larimer County. Staff contacted four small volunteer fire departments in the county, Glen Haven, Big Elk, Glacier View and Rist Canyon advising them of this vehicle being available for donation. Letters were requested from these departments if they had interest in the vehicle. One letter was received from the Rist Canyon Volunteer Fire Department (RCVFD). RCVFD plans to use the vehicle as a medical first response truck in the Buckhorn Canyon area, which will ultimately have a positive impact on the area that LFRA shares a boarder with RCVFD.

STAFF RECOMMENDATION
The 2001 Chevrolet K2500 Rescue Truck to be donated to the Rist Canyon Volunteer Fire Department. The truck has served the citizens of BTCVFD and LFRA well for the past ten years and will continue to serve for several more years the citizens of Rist Canyon’s response area.

FINANCIAL/ECONOMIC IMPACTS

ASSOCIATED STRATEGIC GOALS

ATTACHMENTS
Letter from Chief Dollard, Rist Canyon Volunteer Fire Department
Rist Canyon Volunteer Fire Department  
P.O. Box 2  
Bellvue, CO 80512

Chief Greg Ward  
Division Chief - Operations  
Loveland Fire Rescue Authority

Chief Ward:

Rist Canyon Volunteer Fire Department is writing to request that you consider donating the 2001 Chevrolet K2500 rescue truck to the RCVFD. As you likely know, RCVFD is an all-volunteer, donations based department. While we have had very consistent financial support from our community in our 40 years of operation, those donations are usually just sufficient to cover operating expenses, not capital expenses like new trucks or other equipment. This truck would help us fill a need in an area that is currently not served well.

RCVFD is responsible for both fire and medical responses in approximately 110 square miles. Some of those areas are relatively remote from our stations. The biggest gap in effective responses - that we have been trying to fill for years - is better service for the Buckhorn Canyon. Responses in the upper Buckhorn Canyon from our current stations can approach an hour. We have wanted a station in the Buckhorn Canyon for several years, but do not have the resources for that. However, this truck could serve the need of being a first response truck for the Buckhorn Canyon – even without a station to house it.

If you selected RCVFD to be the recipient of this rescue truck, we plan to station it at the home of our Medical Officer who lives in the Buckhorn Canyon. This would allow us to have an equipped vehicle with lights, gear and better radios at a scene in the Buckhorn much quicker – improving response time significantly in this area. The more powerful truck radios are critical in this area due to the limited effectiveness of hand held radios in the Buckhorn Canyon. Because this truck does not contain water tanks and pumps, we could station this truck in the Buckhorn Canyon year round without worry about freezing damage.

I understand that other departments have similar needs for this truck and your decision will be difficult. However, this truck is a good fit a significantly underserved area in the RCVFD response territory and we appreciate your time considering us for this donation.

Sincerely,

Carol Dollard       Dale Snyder  
RCVF Chief     RCVFD Board Chairman  
chief@rcvfd.org     rcfvdboard@rcvfd.org
TITLE
Consider a Motion to Approve a Volunteer Firefighter Pension Fund Board of Trustees

EXECUTIVE SUMMARY

The Volunteer Firefighter Pension Board voted to have a guideline created that would set consistent standards for when an increase in benefits would be recommended to the LFRA Board of Directors to consider.

BACKGROUND

Every two years, state statute requires an actuarial study for the Volunteer Firefighters Pension Fund. This study gives the Volunteer Pension Board an opportunity to evaluate if increasing retirement benefits to its members is actuarial sound. The most current actuarial study was delivered this past month, and a decision was needed about whether to recommend to the LFRA Board a vote to increase benefits.

In September 2016, the State published a third-party study with data about the Volunteer Firefighter Pension Funds statewide. This study gave recommendations that the funds be 75-80% funded, with no more than nine years amortization on the unfunded liability. The Volunteer Firefighter Pension Fund voted to adopt these recommendations from the State as their standard for making recommendations on increases to benefits.

STAFF RECOMMENDATION

FINANCIAL/ECONOMIC IMPACTS

ASSOCIATED STRATEGIC GOALS

ATTACHMENTS

Volunteer Firefighter Pension Fund Board of Trustees Guideline for Recommending an Increase in Volunteer Pension Retirement Benefits
Objective:
- To establish a procedure for the Pension Board to recommend an increase in volunteer firefighter retirement benefits from the Pension Fund.
- To set standards for recommending retirement benefits increases that maintain the actuarial soundness of the Pension Fund.

Definitions
- "Act" means the Colorado Volunteer Firefighter Pension Act, C.R.S. § 31-30-1101, et seq.
- "Authority" means the Loveland Fire Rescue Authority.
- "Authority Board" means the Board of Directors of the Loveland Fire Rescue Authority.
- "Establishing Members" means the establishing members of the Authority, which are the City of Loveland and the Loveland Rural Fire Protection District.
- "FPPA" means the Colorado Fire and Police Pension Association.
- "Pension Board" means the Board of Trustees of the Pension Fund.
- "Pension Fund" means the Loveland & Rural Consolidated Volunteer Firefighter Pension Fund sponsored by the Authority Board pursuant to the Act, which is administered by FPPA.

Background:
- The Authority Board sponsors the Pension Fund for the purpose of providing retirement and other pension benefits to eligible retired volunteer firefighters of the Authority and its Establishing Members. Pursuant to the Act, the Pension Board is established to (C.R.S. § 31-30-1103):
  - Manage, use, and disburse moneys in the Pension Fund according to the Act and any rules of the Pension Board not inconsistent with the Act;
  - Supervise and control the Pension Fund; and
  - Take all necessary steps and pursue all necessary remedies to preserve the Pension Fund.
- The Pension Board has those powers and duties with respect to the Pension Fund that are conferred on it by the Act (C.R.S. § 31-30-1108) and the statutes governing affiliation with FPPA (C.R.S. § 31-31-705), which include the power and duty to:
  - Make all necessary rules not inconsistent with the Act for managing and discharging its duties, for its own government and procedures, and for the preservation and protection of the Pension Fund;
Hear and decide all applications for relief, pensions, annuities, retirement, and other benefits pursuant to the Act and the Pension Board's rules;

Keep and preserve a record of any action of the Pension Board and all other matters coming properly before the Pension Board;

Make agreements with FPPA to administer and manage the Pension Fund, or make arrangements with a broker to administer and manage the Pension Fund upon appropriate contract and compliance with the requirements of the Uniform Prudent Investor Act, C.R.S. § 15-1.1-101, et seq.;

Consolidate the Pension Fund with the fund of another municipality or fire protection district and administer the consolidated funds as a single fund;

Elect options for the allocation of assets, if such options are provided by FPPA;

Maintain records of the terms and provisions of the Pension Fund as they may be adopted and amended; and

Periodically certify information required by FPPA to administer the Pension Fund benefits.

The statutes governing affiliation with FPPA (C.R.S. § 31-31-705) also state that the following powers and duties are conferred on either the "governing body of a volunteer pension plan or its local pension board":

Establishing eligibility for and the amount of benefits to be received by members and beneficiaries of the Pension Fund, including the determination of base benefits, years of service, marital status, and continuing eligibility of retirees and survivors; and

Making determinations regarding benefit improvements.

However, exercise of these powers and duties affects the Authority's financial position and the appropriation and expenditure of funds by the Authority Board, because they affect the actuarial soundness of, and the contributions required to be made to, the Pension Fund. Accordingly, such powers and duties may only be properly exercised by the Authority Board consistent with its fiduciary duty to manage the Authority's funds in the best interests of the Authority and the Establishing Members, and pursuant to all budgeting and appropriation procedures required by the Colorado Local Government Budget Law, C.R.S. § 29-1-101, et seq., and the Intergovernmental Agreement establishing the Authority.

The Pension Board may, in its discretion, make recommendations to the Authority Board regarding the Authority Board's exercise of the powers and duties reserved to the Authority Board with respect to the Pension Fund, including making recommendations regarding increasing retirement benefits.

Procedure:

In accordance with C.R.S. § 31-31-705(3)(d), FPPA conducts, directly or indirectly through a qualified firm, an actuarial valuation study of the Pension Fund every two years. The actuarial valuation report typically is received in late summer of each odd numbered year, and reports the Pension Fund's actuarial position as of December 31 of the immediately preceding calendar year.

As part of the actuarial valuation study, and for an added charge, the Authority Board and/or the Pension Board may request that FPPA evaluate the effect that an increase in retirement benefits would have on the actuarial soundness of the Pension Fund.
• If a benefit increase evaluation is requested as part of the actuarial valuation study, and the benefit increase evaluation shows that the Pension Fund would maintain a funded ratio of at least 75% with no more than a 9-year funding period at the assumed contribution rate with the increased retirement benefits, then the Pension Board may, in its discretion, recommend to the Authority Board an increase in retirement benefits consistent with the benefit increase evaluation.

• If the benefit increase evaluation shows that the Pension Fund would not have a funded ratio of at least 75% with no more than a 9-year funding period at the assumed contribution rate with the increased retirement benefits, then the Pension Board may, in its discretion, recommend to the Authority Board an increase in the Authority’s annual contribution to the Pension Fund in order to improve its actuarial soundness, but will not recommend an increase in retirement benefits unless the Pension Board makes a formal determination that good cause exists to recommend an increase in retirement benefits despite the Pension Fund's low funded ratio.

• Any recommendation of the Pension Board to increase retirement benefits and/or to increase the Authority's annual contribution to the Pension Fund will be presented to the Authority Board for consideration at a regular or special meeting.

Revision History
• N/A

References:
• Colorado Volunteer Firefighter Pension Act, C.R.S. § 31-30-1101, et seq.
• Affiliation of volunteer pension plans with the Fire and Police Pension Association, C.R.S. § 31-31-705
TITLE
Consider the Reappointment of One Volunteer Pension Board Member

EXECUTIVE SUMMARY

August 16, 2017, the Volunteer Firefighter Pension Board of Trustees voted to recommend that the LFRA Board reappoint Mike Alexander, whose term is now expired, to another four-year term on the Volunteer Pension Board. Mike Alexander is a citizen who is currently serving as Secretary, and who has been board-appointed since June 1, 1993.

BACKGROUND

STAFF RECOMMENDATION

Approve appointment as recommended by the Pension Board.

FINANCIAL/ECONOMIC IMPACTS

None

ASSOCIATED STRATEGIC GOALS

Deliver cost effective services.

ATTACHMENTS

None.
TITLE
Presentation from Good Samaritan’s for First Responders Red Bandanna Day

EXECUTIVE SUMMARY

Executive Director Lisa Melby and Pastor Doug Overall from Good Samaritan Society – Loveland Village will be presenting LFRA with a Proclamation that proclaims September 11th to be First Responders Red Bandanna Day at Good Samaritan Village. Framed Proclamations will be displayed at the fire, police and ambulance stations, and breakfast burritos are being distributed to first responders on the morning of September 11th. Fire, police and ambulance apparatus will be visiting with the residents of Good Samaritan Village on that morning, as well.

BACKGROUND

The Tom Rinaldi book, The Red Bandanna, documents the life of Welles Crowther, a civilian hero who saved up to 18 lives in the World Trade Center on September 11, 2001 before falling victim to the attack. Survivors shared stories of being rescued by a “man in a red bandana”. His heroic actions had him posthumously named as an honorary New York City firefighter. One of his red bandannas is currently on display at the National 9/11 Memorial museum. There is a red bandana movement of support toward heroes on September 11th each year now.

Residents of Good Samaritan wanted to find a way to honor the emergency responders who are frequently at Good Samaritan providing patient care. They decided to do this by officially declaring September 11th First Responders Red Bandanna Day. They will be handing out breakfast burritos and red bandanas at LFRA Station 1 for all fire, police and EMS personnel the morning of September 11th. Fire, police and ambulance will also send apparatus to the Good Samaritan Village for the residents, who will also be wearing red bandanas, to extend their thanks.

STAFF RECOMMENDATION

FINANCIAL/ECONOMIC IMPACTS

None

ASSOCIATED STRATEGIC GOALS

ATTACHMENTS

Red Bandanna Day Proclamation
Red Bandanna Day Invitation
PROCLAMATION

WHEREAS first responders risk their own safety in the execution of their duties to protect the public on a daily basis; and

WHEREAS first responders are the first line of defense for the public against threats, both domestic and foreign; and

WHEREAS first responders stand at the ready to come to the aid of the citizens of the United States of America 24 hours a day; and

WHEREAS first responders are a vital part of our communities, not only standing ready to deal with emergencies, but also volunteering in our schools and with community organizations; and

WHEREAS individuals, both volunteer and career, from police, fire or emergency medical services, professionally and compassionately render 24/7 services to Good Samaritan Society - Loveland Village.

NOW, THEREFORE, we, the City Council of Loveland, do hereby proclaim September 11, 2017 as

FIRST RESPONDERS RED BANDANNA DAY
at Good Samaritan Society-Loveland Village.

Signed this 5th Day of September, 2017.
Cecil A. Gutierrez, Mayor
Good Samaritan-Loveland Village

FIRST RESPONDER
RED BANDANNA DAY

Monday, September 11, 2017
7 AM - 9 AM

Dispatch
Emergency Medical Services
Loveland Fire Department
Loveland Police Department

LOCATION
Loveland Fire Rescue Authority
410 E. 5th Street
Loveland, Colorado

Breakfast Burritos Served
WE HONOR YOU!
WE THANK YOU!
TITLE

Consider a Motion to Approve a Resolution Establishing a Separate Fund for Employer Contributions to the LFRA Sworn Retirement Plan

EXECUTIVE SUMMARY

This item is intended to establish the LFRA Sworn Employee Retirement contribution fund for the purpose of accounting for all employer contributions toward the cost of LFRA Sworn Employee Retirement plan voluntary contribution match.

BACKGROUND

This item will establish a separate fund for the Sworn Employee Retirement plan voluntary contribution match to ensure that if there is a budget balance it is segregated from LFRA operating budget balance and can be appropriated the following year. A supplemental appropriation will be presented to the LFRA Board for approval in January, it will be an administrative item to move the approved budget from LFRA operating fund to the newly established fund. This item does not require further approval by City Council or the Rural District in compliance with the current intergovernmental agreement.

STAFF RECOMMENDATION

Approve as written

FINANCIAL/ECONOMIC IMPACTS

None

ASSOCIATED STRATEGIC GOALS

Deliver cost effective services

ATTACHMENTS

Resolution No. 76
RESOLUTION
BOARD OF DIRECTORS
LOVELAND FIRE RESCUE AUTHORITY

RESOLUTION ESTABLISHING A SEPARATE FUND FOR EMPLOYER CONTRIBUTIONS TO THE LOVELAND FIRE RESCUE AUTHORITY SWORN RETIREMENT PLAN

WHEREAS, the Loveland Fire Rescue Authority ("Authority") is a public entity of the State of Colorado, established in August 2011 pursuant to an Intergovernmental Agreement ("IGA") between the City of Loveland ("City") and the Loveland Rural Fire Protection District ("District"), to provide fire suppression, fire prevention, rescue, hazardous materials, and emergency medical services on behalf of the City and District;

WHEREAS, the City and District entered into a Fourth Amendment to the IGA on December 14, 2016, which, in part, established a budget-based contribution structure for the Authority, pursuant to which the City and District pay to the Authority each year their respective allocated shares of the Authority's total estimated costs and expenses for such year, as set forth in the Authority's approved annual budget ("Allocated Shares"). Any amount of the Allocated Shares remaining at the end of the fiscal year may be added to the Authority's reserve fund, or budgeted and appropriated for Authority expenses as part of the next fiscal year's annual budget;

WHEREAS, the Authority is the plan sponsor of the Loveland Fire Rescue Authority Sworn Retirement Plan ("Sworn Plan"), a governmental money purchase plan and trust maintained by the Authority for the benefit of the Authority's paid fire personnel;

WHEREAS, the Authority Board of Directors ("Board") has determined that it is necessary and appropriate to restructure the rates of employer and employee contributions to the Sworn Plan, including the rates of mandatory and matching employer contributions, in order to enhance opportunities for retirement security among the Authority's paid fire personnel;

WHEREAS, the Board desires that any portion of the City's and District's Allocated Shares attributable to the Authority's Sworn Plan contribution expenses that remains at the end of each fiscal year be budgeted and appropriated for the Authority's Sworn Plan contribution expenses for the next fiscal year, and not added to the Authority's reserves or budgeted for other expenses; and

WHEREAS, the Board has determined that establishing a new Sworn Plan Employer Contribution Fund within the Authority's annual budget as provided herein will facilitate the contribution, budgeting, and appropriation of the Authority's Sworn Plan employer contributions.

NOW THEREFORE, be it resolved by the Board of Directors of the Loveland Fire Rescue Authority, Larimer County, Colorado:

1. The Board hereby establishes the Sworn Plan Employer Contribution Fund as a separate fund within the Authority's annual budget.
2. Any portion of the City's and District's Allocated Shares attributable to the Authority's Sworn Plan contribution expenses in any year shall be held as part of the Sworn Plan Employer Contribution Fund.

3. In the event that any amount remains in the Sworn Plan Employer Contribution Fund at the end of a fiscal year, such amount shall be budgeted toward, and appropriated for the purpose of, meeting the Authority's anticipated Sworn Plan contribution expenses for the next fiscal year, unless otherwise determined by majority vote of the Board. The budgeting and appropriation of such remaining amounts toward the Authority's anticipated Sworn Plan contribution expenses for the next fiscal year is anticipated to result in a commensurate reduction in such year of the amount of the City's and District's Allocated Shares attributable to the Authority's Sworn Plan contribution expenses that otherwise would be paid.

4. This Resolution shall be effective commencing with the Authority's 2018 annual budget.

ADOPTED this 30th day of August, 2017.

BY THE BOARD OF DIRECTORS
LOVELAND FIRE RESCUE AUTHORITY

_________________________________________
Board Chairman

ATTEST:

_________________________________________
Secretary
Title
Conduct a Public Hearing and Consider a Resolution Adopting the LFRA 2017 Budget

Executive Summary
Staff will present the LFRA 2018 Budget and associated decision packages.

Background
Staff presented the DRAFT 2018 budget to the LFRA sub-committee on July 11th. There were several questions/concerns regarding significant increases in the budget. The base budget increased approximately 4.2%, primarily due to merit increases, insurance increases, and cost allocation increases.

The sub-committee had concerns about two items in the budget. One item concerned the QRV decision packages (formerly supplemental requests). The second item of concern was the 21% increase in the City cost allocation assessment. The sub-committee asked that staff bring the QRV decision package concept to the next Board meeting for further discussion. As a matter of note, after the July LFRA Board meeting, the QRV proposal was eliminated for the 2018 budget process and will be deferred to a future budget year.

Additionally, the committee wanted additional information as to the methodology for the increased cost allocation. On August 4th, Chairman Swanty, City Manager Adams, and Chief Miller met to discuss the increase in cost allocation. As such, we were able to reduce the allocation by approximately $60,000.

Staff Recommendation
Listen to budget presentation and provide feedback. Approve budget with revisions (if necessary).

Financial/Economic Impacts
Impacts associated with increase in 2018 budget and approved decision packages.

Associated Strategic Goals
Deliver cost effective services.

Attachments
2018 Budget presentation Powerpoint
INTRODUCTION TO THE 2018 PROPOSED BUDGET

2018 Budget Compared to 2017

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
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<tr>
<td>2017 Adopted Budget</td>
<td>$14,231,901</td>
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<tr>
<td>2018 Proposed Base Budget</td>
<td>$14,728,564</td>
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<td>Budget Increase</td>
<td>496,663</td>
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<td>(amount included in Proposed Base Budget)</td>
<td></td>
</tr>
<tr>
<td>Percentage Increase</td>
<td>3.49%</td>
</tr>
</tbody>
</table>
2017 Expenditures as of August 22, 2017

<table>
<thead>
<tr>
<th>Division</th>
<th>Original Budget</th>
<th>Revised Budget</th>
<th>Expenditure to Date</th>
<th>Encumbrance</th>
<th>Total Available</th>
<th>Total % Available</th>
<th>Total % Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Safety</td>
<td>833,253</td>
<td>840,353</td>
<td>547,663</td>
<td>25</td>
<td>300,665</td>
<td>35.44</td>
<td>64.56</td>
</tr>
<tr>
<td>Operations (Station)</td>
<td>9,444,459</td>
<td>9,199,739</td>
<td>5,813,446</td>
<td>18,445</td>
<td>3,367,848</td>
<td>36.61</td>
<td>63.39</td>
</tr>
<tr>
<td>Technical Response &amp; Systems</td>
<td>282,888</td>
<td>192,628</td>
<td>102,805</td>
<td>32,795</td>
<td>57,028</td>
<td>29.61</td>
<td>70.40</td>
</tr>
<tr>
<td>Equipment Maint &amp; Replacement</td>
<td>1,433,516</td>
<td>1,535,481</td>
<td>866,142</td>
<td>18,445</td>
<td>617,586</td>
<td>36.61</td>
<td>63.39</td>
</tr>
<tr>
<td>Administration</td>
<td>2,317,785</td>
<td>2,538,000</td>
<td>1,555,557</td>
<td>31,752</td>
<td>855,557</td>
<td>33.71</td>
<td>66.29</td>
</tr>
<tr>
<td><strong>Grand Total (Division)</strong></td>
<td><strong>14,231,901</strong></td>
<td><strong>14,314,201</strong></td>
<td><strong>8,965,429</strong></td>
<td><strong>150,088</strong></td>
<td><strong>5,198,684</strong></td>
<td><strong>36.32</strong></td>
<td><strong>63.68</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Account Class</th>
<th>Original Budget</th>
<th>Revised Budget</th>
<th>Expenditure to Date</th>
<th>Encumbrance</th>
<th>Total Available</th>
<th>Total % Available</th>
<th>Total % Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>10,575,600</td>
<td>10,249,233</td>
<td>6,829,064</td>
<td>-</td>
<td>3,620,169</td>
<td>35.32</td>
<td>64.68</td>
</tr>
<tr>
<td>Supplies</td>
<td>425,451</td>
<td>461,671</td>
<td>228,052</td>
<td>40,471</td>
<td>193,148</td>
<td>41.84</td>
<td>58.16</td>
</tr>
<tr>
<td>Purchased Services</td>
<td>3,051,703</td>
<td>3,230,555</td>
<td>2,007,585</td>
<td>95,493</td>
<td>1,127,477</td>
<td>34.90</td>
<td>65.10</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>179,147</td>
<td>457,742</td>
<td>85,728</td>
<td>14,123</td>
<td>257,891</td>
<td>72.09</td>
<td>27.91</td>
</tr>
<tr>
<td><strong>Grand Total (Account)</strong></td>
<td><strong>14,231,901</strong></td>
<td><strong>14,314,201</strong></td>
<td><strong>8,965,429</strong></td>
<td><strong>150,088</strong></td>
<td><strong>5,198,684</strong></td>
<td><strong>36.32</strong></td>
<td><strong>63.68</strong></td>
</tr>
</tbody>
</table>

Expenditures through August 22 (64% of the year) are at 64% of 2017 budget

List of Significant Changes

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>% of Program Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services – Merit increase is offset by Health Insurance savings from 2017</td>
<td>(120,681)</td>
<td>-1.39%</td>
</tr>
<tr>
<td>Clothing - Purchasing less sets of bunker gear and light duty Tactical Vests</td>
<td>(21,819)</td>
<td>-14.42%</td>
</tr>
<tr>
<td>Fitness program - Cancer Prevention supplies and CSU evaluation cost increase</td>
<td>4,481</td>
<td>5.81%</td>
</tr>
<tr>
<td>Technical Response programs equipment replacement and Rescue School (every other year)</td>
<td>34,608</td>
<td>13.30%</td>
</tr>
<tr>
<td>NCRCN–LFRA contribution of tower replacements for 5 years</td>
<td>23,000</td>
<td>10.69%</td>
</tr>
<tr>
<td>Amortization of new apparatus</td>
<td>247,740</td>
<td>29.90%</td>
</tr>
<tr>
<td>Vehicle maintenance and repair</td>
<td>100,214</td>
<td>16.76%</td>
</tr>
<tr>
<td>Cost Allocation for City Services</td>
<td>141,214</td>
<td>11.99%</td>
</tr>
<tr>
<td>General liability</td>
<td>87,906</td>
<td>22.30%</td>
</tr>
</tbody>
</table>

Amounts listed above are included in the proposed base budget of $14,728,564
### Salary and Insurance comparison

<table>
<thead>
<tr>
<th></th>
<th>2018 Proposed</th>
<th>2017 Revised</th>
<th>2017 Adopted</th>
<th>2016 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Insurance *</td>
<td>1,437,395</td>
<td>1,336,538</td>
<td>1,790,737</td>
<td>1,134,078</td>
</tr>
<tr>
<td><strong>Difference</strong></td>
<td><strong>100,857</strong></td>
<td><strong>-454,199</strong></td>
<td><strong>656,659</strong></td>
<td><strong>172,668</strong></td>
</tr>
<tr>
<td><strong>% Difference</strong></td>
<td>6.9%</td>
<td>-25.4%</td>
<td>57.9%</td>
<td>18.0%</td>
</tr>
<tr>
<td>Salary - only</td>
<td>7,262,691</td>
<td>7,060,423</td>
<td>7,866,423</td>
<td>6,372,731</td>
</tr>
<tr>
<td><strong>Difference</strong></td>
<td><strong>253,220</strong></td>
<td><strong>-56,950</strong></td>
<td><strong>693,690</strong></td>
<td><strong>733,882</strong></td>
</tr>
<tr>
<td><strong>% Difference</strong></td>
<td>3.6%</td>
<td>-0.8%</td>
<td>10.9%</td>
<td>11.0%</td>
</tr>
</tbody>
</table>

Net insurance increase for 2017 was 17.8%.

### 2018 Health Insurance Funding Options

<table>
<thead>
<tr>
<th>LFRA FUNDING</th>
<th>Total LFRA cost</th>
<th>Total Medical premiums</th>
<th>Medical premium increase</th>
<th>Total Dental premiums</th>
<th>Dental premium increase</th>
<th>Total Vision premium</th>
<th>Vision premium increase</th>
<th>Total LFRA premiums</th>
<th>Total LFRA increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017 LFRA cost</td>
<td>1,222,833</td>
<td>$1,106,244</td>
<td>$79,622</td>
<td>$19,452</td>
<td>$17,515</td>
<td>$17,515</td>
<td>$17,515</td>
<td>$17,515</td>
<td>$1,222,833</td>
</tr>
<tr>
<td>LFRA assumes 100% of 6% increase</td>
<td>1,431,074</td>
<td>1,173,149</td>
<td>66,905</td>
<td>86,667</td>
<td>7,045</td>
<td>20,001</td>
<td>5836</td>
<td>20,619</td>
<td>1,431,074</td>
</tr>
<tr>
<td>LFRA and Employee share 6% increase</td>
<td>1,299,001</td>
<td>1,139,549</td>
<td>33,305</td>
<td>85,458</td>
<td>1,167</td>
<td>5,836</td>
<td>20,619</td>
<td>39,689</td>
<td>1,299,001</td>
</tr>
<tr>
<td>LFRA assumes 6% increase for EPO4, share increase for PPO2 PPO4</td>
<td>1,263,573</td>
<td>1,172,619</td>
<td>66,375</td>
<td>86,667</td>
<td>7,045</td>
<td>20,001</td>
<td>5936</td>
<td>20,619</td>
<td>1,263,573</td>
</tr>
<tr>
<td>2018 Proposed budget</td>
<td>1,431,074</td>
<td>1,280,562</td>
<td>87,314</td>
<td>28,949</td>
<td>28,949</td>
<td>36,289</td>
<td>1,431,074</td>
<td>1,431,074</td>
<td>1,431,074</td>
</tr>
</tbody>
</table>

2018 and 2017 salary increases included equalization to mid point.
Personnel costs are 71% of total budget for 2018, consistent with previous years; 74% in 2017; 70% in 2016.

### Cost Allocation History

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017 Adopted</th>
<th>2018 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs Allocated by City Manager</td>
<td>17,744</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Costs Allocated by City Clerk</td>
<td>$7,934</td>
<td>$16,004</td>
<td>$38,405</td>
</tr>
<tr>
<td>Costs Allocated by City Attorney</td>
<td>37,567</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Costs Allocated by Finance</td>
<td>$44,640</td>
<td>$43,578</td>
<td>$65,621</td>
</tr>
<tr>
<td>Costs Allocated by Human Resources</td>
<td>113,513</td>
<td>10,000</td>
<td>13,100</td>
</tr>
<tr>
<td>Costs Allocated by Facilities Management</td>
<td>$433,563</td>
<td>$455,186</td>
<td>$513,353</td>
</tr>
<tr>
<td>Costs Allocated by Information Technology</td>
<td>354,208</td>
<td>$475,564</td>
<td>$477,407</td>
</tr>
<tr>
<td>Costs Allocated by Dispatch</td>
<td>$168,982</td>
<td>$176,961</td>
<td>$210,621</td>
</tr>
<tr>
<td>Costs Allocated by Fleet</td>
<td>413,282</td>
<td>481,185</td>
<td>580,540</td>
</tr>
<tr>
<td>Total Cost Allocation</td>
<td>$1,573,689</td>
<td>$1,658,478</td>
<td>$1,899,047</td>
</tr>
</tbody>
</table>
Strategic Plan Progress

Three Decision Packages for the Board to consider

1. Radio maintenance for 225 800mhz radios
   (Funding for Decision Package #1 was recommended by City Manager)

2. Sworn Retirement Plan Contribution Change
   (Funding for Decision Package #2 at 75% participation was recommended by City Manager)

3. Community Safety Public Education / Inspector position

Funding for Decision Packages #1 & #2 (75% participation) were recommended by the City Manager as part of the city-wide funding determination for Decision Packages
Decision Package #1:
800mhz Radio maintenance

- Full Year of maintenance for 225 - 800 mhz radios
- This is not a new program – the maintenance program has been in existence for many years
- This is being presented as a decision package due to an oversight in the 2017 budget (it was not included and was funded with 2017 Health Insurance savings). We are now obligated to address the issue in the 2018 budget.

<table>
<thead>
<tr>
<th>Budget</th>
<th>Ongoing Cost</th>
<th>City of Loveland 82%</th>
<th>Rural District 18%</th>
<th>% Increase in Base Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>800mhz Radio Repair &amp; Maintenance</td>
<td>74,212</td>
<td>860,854</td>
<td>813,358</td>
<td>0.52%</td>
</tr>
<tr>
<td>Total</td>
<td>74,212</td>
<td>60,454</td>
<td>13,358</td>
<td>0.52%</td>
</tr>
</tbody>
</table>

Funding for Decision Package #1 was recommended by the City Manager as part of the city-wide funding determination for Decision Packages.

Decision Package #2:
Sworn Retirement Plan Contributions

Proposed:
- Decrease mandatory contribution for LFRA from 11% to 10%
- Increase mandatory contribution for sworn firefighter from 9% to 10%
- Allow up to 5% voluntary firefighter contribution matched by LFRA

<table>
<thead>
<tr>
<th>Budget</th>
<th>Ongoing Cost</th>
<th>City of Loveland 82%</th>
<th>Rural District 18%</th>
<th>% Increase in Base Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sworn Retirement Plan contribution change</td>
<td>269,865</td>
<td>821,289</td>
<td>848,576</td>
<td>1.90%</td>
</tr>
<tr>
<td>Total</td>
<td>269,865</td>
<td>221,289</td>
<td>40,576</td>
<td>1.90%</td>
</tr>
</tbody>
</table>

Funding for Decision Package #2 was recommended based on 75% participation ($186,000) by the City Manager as part of the city-wide funding determination for Decision Packages.
Decision Package #2: Sworn Retirement Plan Contributions

A survey of sworn participants showed 60% interest in contributing 5% within the first 3 years.

Calculations are based on average 2018 salary of $6,750,000.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>City 82% Rural 18%</td>
<td>City 82% Rural 18%</td>
<td></td>
</tr>
<tr>
<td>Current Plan</td>
<td>$742,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposed Change:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0% participation</td>
<td>(67,000)</td>
<td>675,000</td>
<td>(54,940)</td>
<td>(12,060)</td>
</tr>
<tr>
<td>60% participation</td>
<td>135,000</td>
<td>877,000</td>
<td>110,700</td>
<td>24,300</td>
</tr>
<tr>
<td>75% participation</td>
<td>186,000</td>
<td>928,000</td>
<td>152,520</td>
<td>33,480</td>
</tr>
<tr>
<td>100% participation</td>
<td>270,000</td>
<td>1,012,000</td>
<td>221,400</td>
<td>46,000</td>
</tr>
</tbody>
</table>

Funding for Decision Package #2 was not recommended by the City Manager as part of the city-wide funding determination for Decision Packages.

Decision Package #3: Community Safety Inspector

- 1 FTE
- Public Education / Inspector position

<table>
<thead>
<tr>
<th>Budget</th>
<th>Ongoing Cost</th>
<th>City of Loveland 82%</th>
<th>Rural District 18%</th>
<th>% Increase in Base Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment for Public Education / Inspector</td>
<td>$8,124</td>
<td>$8,274</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total One Time Cost</td>
<td>$8,124</td>
<td>$8,274</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Safety Public Education / Inspector</td>
<td>$8,124</td>
<td>$8,274</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Ongoing Cost</td>
<td>$8,124</td>
<td>$8,274</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grand Total: One Time and Ongoing Cost</td>
<td>$8,124</td>
<td>$8,274</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Funding for Decision Package #3 was not recommended by the City Manager as part of the city-wide funding determination for Decision Packages.
2018 Proposed Budget with 3 Decision Packages

<table>
<thead>
<tr>
<th>Budget</th>
<th>Amount</th>
<th>% Increase in Base Budget</th>
<th>City of Loveland (2%)</th>
<th>Rural District (18%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018 Base / Core Budget</td>
<td>$14,728,564</td>
<td>3.49%</td>
<td>$81,836,443</td>
<td>$82,657,150</td>
</tr>
<tr>
<td>Decision Package #1: 800mhz Radio Repair &amp; Maintenance</td>
<td>74,212</td>
<td>0.52%</td>
<td>60,854</td>
<td>13,358</td>
</tr>
<tr>
<td>Decision Package #2: Sworn Retirement Plan contribution change</td>
<td>269,865</td>
<td>1.96%</td>
<td>221,389</td>
<td>48,576</td>
</tr>
<tr>
<td>Decision Package #3: Community Safety Public Education / Inspector position</td>
<td>74,976</td>
<td>0.53%</td>
<td>61,480</td>
<td>13,496</td>
</tr>
<tr>
<td>2018 Total Proposed Budget</td>
<td>$15,147,617</td>
<td>6.43%</td>
<td>$82,180,066</td>
<td>$82,732,580</td>
</tr>
</tbody>
</table>

Funding for Decision Package 1 approved by City Manager: $74,212 0.52%
Funding for Decision Package 2 approved by City Manager, assuming 75% participation: $186,000 1.31%
Total approved 2018 Decision Packages 1 & 2: $260,212 1.83%
Total Proposed 2018 Budget with approved Decision Packages: $14,988,776 5.32%

Budget Amount % Increase in Base Bud
g City of Loveland Rural District
2018 Base / Core Budget $14,728,564 3.49% $81,836,443 $82,657,150
Decision Package #1: 800mhz Radio Repair & Maintenance 74,212 0.52% 60,854 13,358
Decision Package #2: Sworn Retirement Plan contribution change 269,865 1.96% 221,389 48,576
Decision Package #3: Community Safety Public Education / Inspector position 74,976 0.53% 61,480 13,496
2018 Total Proposed Budget $15,147,617 6.43% $82,180,066 $82,732,580

Unfunded Needs

<table>
<thead>
<tr>
<th>Unfunded Need</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Thermal Imaging Camera replacement</td>
<td>$11,000</td>
</tr>
<tr>
<td>2 Hazmat suits</td>
<td>$12,000</td>
</tr>
<tr>
<td>3 Ladder pit at the training center</td>
<td>$10,000</td>
</tr>
<tr>
<td>4 Colorado books on engines (5 of them, E-4 &amp; E-5 already has one)</td>
<td>$1,100</td>
</tr>
<tr>
<td>5 Black Top in front of the Small Garage</td>
<td>$9,150</td>
</tr>
<tr>
<td>6 Haz Mat Simulation Laptop (2 needed)</td>
<td>$4,000</td>
</tr>
<tr>
<td>7 Pink Tahoe 4x4 for Station 1</td>
<td>$7,000</td>
</tr>
<tr>
<td>8 Colorado Task Force One OT</td>
<td>$12,000</td>
</tr>
<tr>
<td>9 Compression Station 1</td>
<td>$33,000</td>
</tr>
<tr>
<td>10 Dual FLIR infrared camera and our share of mapping software</td>
<td>$8,900</td>
</tr>
<tr>
<td>11 Engine 2 to bring it in line with standard design for a move to reserve status</td>
<td>$1,875</td>
</tr>
<tr>
<td>12 PFI surveyor</td>
<td>$25,350</td>
</tr>
<tr>
<td>13 Firebird camera for apparatus vehicles</td>
<td>$8,000</td>
</tr>
<tr>
<td>14 Grant Match for the Radio Tower (est. 10%) or the whole tower</td>
<td>$30,000</td>
</tr>
<tr>
<td>15 IP Alerting for CAD</td>
<td>$95,000</td>
</tr>
<tr>
<td>16 Helm mounted 25' &amp; 35' respectively used for hose and hose coupling, testing on engines</td>
<td>$3,000</td>
</tr>
<tr>
<td>17 Radiological meter calibrations $375 each for 12</td>
<td>$45</td>
</tr>
<tr>
<td>18 Rescue Ladder Truck Assortment</td>
<td>$110,000</td>
</tr>
<tr>
<td>19 Station Phase II of the Station Meeting Project</td>
<td>$152,000</td>
</tr>
<tr>
<td>20 Safety Lineman Activity Books</td>
<td>$8,300</td>
</tr>
<tr>
<td>21 Station 1 Conference Room Chairs</td>
<td>$1,000</td>
</tr>
<tr>
<td>22 Carbon Monoxide detector equipment for training</td>
<td>$4,000</td>
</tr>
<tr>
<td>23 Level Kit for Generator</td>
<td>$200</td>
</tr>
<tr>
<td>24 lights in front and rear of the small rescue—six lights would be additional</td>
<td>$2,525</td>
</tr>
<tr>
<td><strong>TOTAL UNFUNDED NEEDS</strong></td>
<td><strong>$643,395</strong></td>
</tr>
</tbody>
</table>

This list will be funded as budget becomes available.
Comparison to 2017 Originally Approved Budget

<table>
<thead>
<tr>
<th></th>
<th>Budgets</th>
<th>% Increase from 2017</th>
<th>City of Loveland 82% contribution *</th>
<th>Rural District 18% contribution *</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017 Adopted Budget</td>
<td>$14,231,901</td>
<td>$11,435,158</td>
<td>$2,561,772</td>
<td></td>
</tr>
<tr>
<td>Increase in Proposed Base Budget from 2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018 Proposed Base Budget</td>
<td>496,663</td>
<td>3.49%</td>
<td>401,285</td>
<td>95,378</td>
</tr>
<tr>
<td>2018 Proposed Decision Packages</td>
<td>419,053</td>
<td>2.94%</td>
<td>343,623</td>
<td>75,430</td>
</tr>
<tr>
<td>2018 Proposed Total Budget</td>
<td>$15,147,617</td>
<td>$12,180,066</td>
<td>$2,732,580</td>
<td></td>
</tr>
<tr>
<td>Increase in Proposed Total Budget from 2017</td>
<td>$915,716</td>
<td>6.43%</td>
<td>$744,908</td>
<td>$170,808</td>
</tr>
</tbody>
</table>

Base Budget increase 3.49%; Decision Packages 2.94%; Total proposed budget increase 6.43%

2018 Revenue Projections

- $234,120 (LFRA Generated Revenue: permits, training reimbursements, and special events)
- Partner Contribution on Net Budget (Total Expenditures less LFRA Generated Revenue)

<table>
<thead>
<tr>
<th>2018 Proposed Budget</th>
<th>Amount</th>
<th>City of Loveland 82% contribution</th>
<th>Rural District 18% contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Budget</td>
<td>14,728,564</td>
<td>11,836,443</td>
<td>2,657,150</td>
</tr>
<tr>
<td>Decision Packages</td>
<td>419,053</td>
<td>343,623</td>
<td>75,430</td>
</tr>
<tr>
<td>Total Proposed Budget</td>
<td>15,147,617</td>
<td>$12,180,066</td>
<td>$2,732,580</td>
</tr>
<tr>
<td>Less: LFRA Generated Revenue</td>
<td>(234,120)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Governing Partner Share</td>
<td>$14,913,497</td>
<td>$12,180,066</td>
<td>$2,732,580</td>
</tr>
</tbody>
</table>

Total Governing Partner Share assumes all 3 Decision Packages approved and funded
Historical View of Fire Resources with 2018 Proposed Resources

### Revenues

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural District Contributions</td>
<td>$1,823,626</td>
<td>$1,860,783</td>
<td>$2,135,326</td>
<td>$2,289,882</td>
<td>$2,561,772</td>
<td>$2,584,686</td>
<td>$2,637,156</td>
<td>$2,732,380</td>
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<tr>
<td>City Contribution</td>
<td>7,649,686</td>
<td>8,976,099</td>
<td>9,014,766</td>
<td>10,402,929</td>
<td>11,413,158</td>
<td>11,463,104</td>
<td>11,836,443</td>
<td>12,109,046</td>
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<tr>
<td>Permits/Inspections</td>
<td>90,810</td>
<td>132,053</td>
<td>123,682</td>
<td>218,060</td>
<td></td>
<td>163,370</td>
<td>163,370</td>
<td>163,370</td>
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<tr>
<td>Grants</td>
<td>43,006</td>
<td>212,993</td>
<td>44,209</td>
<td>146,440</td>
<td></td>
<td></td>
<td></td>
<td>30,000</td>
</tr>
<tr>
<td>Other Agency Deployments</td>
<td>85,015</td>
<td>2,996</td>
<td>119,266</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Special Events</td>
<td>92,186</td>
<td>92,600</td>
<td>75,044</td>
<td>25,900</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>DOLA Retirement Heart Trust</td>
<td>26,717</td>
<td>40,768</td>
<td></td>
<td>26,717</td>
<td></td>
<td></td>
<td></td>
<td>26,717</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td></td>
<td></td>
<td>13,690</td>
<td>46,228</td>
<td></td>
<td></td>
<td></td>
<td>46,228</td>
</tr>
<tr>
<td>Fort Collins: Share of AERF</td>
<td></td>
<td></td>
<td></td>
<td>14,542</td>
<td>21,744</td>
<td>21,744</td>
<td></td>
<td>21,744</td>
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<tr>
<td>LFRA Retirement Program</td>
<td></td>
<td></td>
<td></td>
<td>14,183</td>
<td>45,000</td>
<td></td>
<td></td>
<td>45,000</td>
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<tr>
<td>Total Revenue</td>
<td>$9,787,942</td>
<td>$10,773,680</td>
<td>$12,010,718</td>
<td>$13,350,338</td>
<td>$14,203,504</td>
<td>$14,285,804</td>
<td>$14,727,713</td>
<td>$15,146,766</td>
</tr>
</tbody>
</table>

### Outstanding Issues

**Accreditation:**
- Emphasis on Public Education
- Change in reporting requirements
- On-going management to stay abreast of all recommendations, etc.

**Other Outstanding Issues:**
- Overtime
- Impact fees
- Rural Station funding
- Overtime Management and appropriate number of Rovers
- Amount of Acting Officer Time and Potential to Convert Roving Engineer Positions to Lt. Positions
- Building activity that could exceed CSD-Development Review and Permitting capacity
- Alerting System Upgrades for the City Communications Center
- NCRCN – timing of the additional cost is not known at this time
- Fiber maintenance, if this is established as an Enterprise Fund the cost is unknown
- Technology solutions - incident reporting in ETI (coding for Berthoud and Big Thompson Canyon Volunteer Department, Red Zone Mapping)
- Regional EOC location and funding
- Maintaining assessed valuation now that property within the district has potential for revenue production
Capital Improvements

Projects planned for future years:
- Station 3
- Station 5
- Station 10
- Apparatus replacement

<table>
<thead>
<tr>
<th>Project</th>
<th>Funding Source</th>
<th>2018 Funded amount needed</th>
<th>2017 Carryover funding</th>
<th>Total Project Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training Center</td>
<td>Tabor Excess Revenue</td>
<td>932,575</td>
<td>593,894</td>
<td>1,526,466</td>
</tr>
<tr>
<td></td>
<td>Fire CEF</td>
<td>703,521</td>
<td>842,284</td>
<td>1,545,805</td>
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<tr>
<td></td>
<td>Prior Year Carryover</td>
<td>795,610</td>
<td>795,610</td>
<td>1,591,220</td>
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<tr>
<td>Station 7</td>
<td>Outside Revenue (Financing)</td>
<td>4,649,914</td>
<td>4,649,914</td>
<td></td>
</tr>
<tr>
<td>Total Projects</td>
<td></td>
<td></td>
<td></td>
<td>8,317,795</td>
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</tbody>
</table>

LFRA Fleet Replacement Fund - 606

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning Balance - LFRA Fleet Fund</td>
<td>$849,471</td>
<td>$1,686,135</td>
<td>$2,410,071</td>
<td>$3,028,029</td>
<td>$3,497,147</td>
<td>$4,858,786</td>
<td>$4,660,128</td>
<td>$4,694,458</td>
<td>$5,907,635</td>
<td>$6,583,556</td>
</tr>
<tr>
<td>Ten Year Plan Amortization (2017 budget)</td>
<td>971,612</td>
<td>1,011,770</td>
<td>1,063,163</td>
<td>1,115,943</td>
<td>1,171,469</td>
<td>1,228,819</td>
<td>1,286,199</td>
<td>1,344,606</td>
<td>1,404,141</td>
<td>1,464,711</td>
</tr>
<tr>
<td>Replacement of Rural District Purchase (1.5% interest)</td>
<td>152,589</td>
<td>152,589</td>
<td>152,589</td>
<td>152,589</td>
<td>152,589</td>
<td>152,589</td>
<td>152,589</td>
<td>152,589</td>
<td>152,589</td>
<td>152,589</td>
</tr>
<tr>
<td>Total Resources</td>
<td>$1,128,152</td>
<td>$1,480,452</td>
<td>$1,568,483</td>
<td>$1,776,512</td>
<td>$1,944,018</td>
<td>$2,181,408</td>
<td>$2,412,788</td>
<td>$2,657,284</td>
<td>$3,046,490</td>
<td>$3,467,462</td>
</tr>
<tr>
<td>Total Scheduled Replacements</td>
<td>$871,467</td>
<td>$914,353</td>
<td>$970,805</td>
<td>$1,035,766</td>
<td>$1,102,449</td>
<td>$1,169,123</td>
<td>$1,236,435</td>
<td>$1,304,749</td>
<td>$1,373,211</td>
<td>$1,441,683</td>
</tr>
<tr>
<td>Resources less Replacements</td>
<td>$1,686,135</td>
<td>$2,410,071</td>
<td>$3,028,029</td>
<td>$3,497,147</td>
<td>$4,858,786</td>
<td>$4,660,128</td>
<td>$4,694,458</td>
<td>$5,907,635</td>
<td>$6,583,556</td>
<td>$7,147,878</td>
</tr>
</tbody>
</table>

Note: Apparatus and support vehicle replacement costs traditionally have not included equipment and upfitting costs. Further analysis will be done to determine the complete replacement cost.
Staff Recommendations

- Approve base budget as proposed (insurance and merit increase) - $496,663

Approve Decision Packages in order of priority:
- Radio maintenance - $74,212
- Sworn retirement contribution proposal - $269,865
- CSD Public Education / Inspector - $74,976

<table>
<thead>
<tr>
<th>Description</th>
<th>Ongoing Cost</th>
<th>City of Loveland</th>
<th>Rural District</th>
<th>% Increase in Base Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017 Base Budget</td>
<td>14,231,901</td>
<td>11,435,128</td>
<td>2,561,772</td>
<td></td>
</tr>
<tr>
<td>Base Budget increase</td>
<td>496,663</td>
<td>401,285</td>
<td>95,378</td>
<td>3.49%</td>
</tr>
<tr>
<td>Decision Packages</td>
<td>419,053</td>
<td>334,623</td>
<td>75,430</td>
<td>2.94%</td>
</tr>
<tr>
<td>Total Proposed 2018 Budget</td>
<td>$15,147,617</td>
<td>$12,180,066</td>
<td>$2,732,580</td>
<td>6.43%</td>
</tr>
<tr>
<td>Total 2018 Decision Packages recommended by City Manager</td>
<td>260,212</td>
<td>213,374</td>
<td>46,838</td>
<td>1.77%</td>
</tr>
</tbody>
</table>

City Manager recommended funding for Decision Package #1 at $74,212
City Manager recommended funding for Decision Package #2 assuming 75% participation at $186,000

Budget Process

<table>
<thead>
<tr>
<th>Activity</th>
<th>Organization</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Presentation: Proposed Budget</td>
<td>LFRA Board Sub-Committee</td>
<td>July 11, 2017</td>
</tr>
<tr>
<td>Public Hearing and Consider Adoption of the LFRA Budget and Fees</td>
<td>LFRA Board</td>
<td>August 30, 2017</td>
</tr>
<tr>
<td>Citizen Review of City’s Budget</td>
<td>Fire Rescue Authority Advisory Commission</td>
<td>Next Meeting</td>
</tr>
<tr>
<td>Presentation of the City’s Budget</td>
<td>City Council Study Session</td>
<td>September 12, 2017</td>
</tr>
<tr>
<td>Citizen Review of City’s Budget</td>
<td>Citizen Finance Advisory Commission</td>
<td>September 13, 2017</td>
</tr>
<tr>
<td>Rural Budget, Approval of the LFRA Budget and Fees</td>
<td>Regular Rural Board Meeting</td>
<td>September 6, 2017</td>
</tr>
<tr>
<td>Public Hearing and First Reading of the City Budget, Approval of LFRA Budget and Fees</td>
<td>Regular City Council Meeting</td>
<td>October 3, 2017</td>
</tr>
<tr>
<td>Second Reading of the City Budget</td>
<td>Regular City Council Meeting</td>
<td>October 17, 2017</td>
</tr>
</tbody>
</table>
Questions?
TITLE
UPDATE ON 2018 STRATEGIC PLAN

EXECUTIVE SUMMARY
Informational item only. Staff has provided DRAFT copies of sections IX and X of the Strategic Plan for your review. The plan in its entirety (first DRAFT) will be presented at the September LFRA Board meeting.

BACKGROUND
Attached are the final two sections in the new strategic plan; these are included to update the board on the progress made thus far in strategic planning for LFRA. This update will also give the LFRA Board some additional time to review Sections IX and X; perhaps two of the most important sections within the plan itself.

Section IX: Organizational Goals, Strategies, Tactics and Key Performance Indicators- is really the management tool piece of the strategic plan document itself; these are the active goals and objectives that we will hold ourselves accountable to during the years of this plan. There are five primary parts to this section, all based on our Four R’s, Plus 1:

1. Response,
2. Readiness
3. Resources
4. Relationships
5. Cost Effectiveness
Each of these are embedded in a chart that has a goal, expectations, strategies and organizational tactics.

Section X: Recommendations/Implementations- This section focusses on the recommendations and implementation plan for the improvements identified within the 2018 Strategic Plan. The High and Intermediate priority items are nearly all based on the Essential Services Expansion Plan (ESEP), with the Future Priorities listed as unfunded needs for the organization. The three key areas are:

- High Priority (listed in Phase 1 and Phase 2)
- Intermediate Priority
- Future Priority
There are 26 items listed in the expansion plan (there were 28 in the 2012 Plan). Also, eight out of the twenty-six items listed are carry-overs from the 2012 Plan. Thus, there are really only 18 new items listed in the 2018 Strategic Plan.

This information is provided as part of the ongoing updates for the LFRA Board. Our last formal update was in May when we handed out the draft for the first six sections of the document. We will have the final draft of all ten sections ready for the LFRA Board’s review next month (September).

STAFF RECOMMENDATION
Review at your discretion, and contact staff with questions or concerns.
FINANCIAL/ECONOMIC IMPACTS
N/A

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

ATTACHMENTS
Sections IX of the Strategic Plan
Section X of the Strategic Plan
IX. ORGANIZATIONAL GOALS, STRATEGIES, TACTICS & KEY PERFORMANCE INDICATORS

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

THE ORGANIZATIONAL PRIME DIRECTIVE

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

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

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

*To protect life and property in a safe and effective manner…*

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

**GOALS**

Goals, as defined in this section, are essentially a broad, primary outcome. They tend to be long on direction, or outcomes, and short on specifics; in strategic planning, they are about moving forward. Goals change our mindset and direction by changing or redefining the destination. Within the framework of the 2018 LFRA Strategic Plan we have established our organizational goals around the “Four R’s”- Response, Readiness, Resources and Relationships (see Figure 9-1). We have also added a fifth goal in to this group; Cost Effectiveness. All five of these goals are expanded on in the later portion of this section- “Charts and the Key Performance Indicators.”
The specific goals in this portion of the plan clearly address the salient points established within the prime directive- citizen service and firefighter and citizen safety and survival. The five goals are listed below:

1. **Response to Emergencies** - Deploy an effective emergency response to minimize loss and damage
2. **Readiness/Preparedness** - Anticipate and prepare for mitigation and minimizing risks and outcomes of an emergency occurrence
3. **Resources** - Maintain, develop and improve the resources entrusted to LFRA, which includes vehicles, equipment, facilities and most importantly the human resources
4. **Relationships** - Maintain and improve relationships with our strategic partners and professional colleagues
5. **Cost Effectiveness** - Deliver cost effective services to our citizens

**STRATEGY & TACTICS**

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

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

**KEY PERFORMANCE INDICATORS**

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

- Improve response times
- Achieve and maintain accreditation
- Maintain or improve ISO PPC rating
- Increase staffing and fire stations for improved emergency response
- Develop leaders and promote leadership
• Prepare ourselves and the community for disasters
• Provide exceptional customer (citizen) service
• Maintain or improve our fire loss levels
• Improve community fire safety and risk reduction
• Utilize technology and innovation to improve response and service levels to community
• Improve training facilities and training programs to enhance readiness and response
• Improve firefighter health, safety and survival
• Continue to develop our employees through training, education and experience
• Improve capital funding mechanisms and strategies
• Maintain and improve relationships with strategic partners

SIGNIFICANT SEVEN PERFORMANCE MEASUREMENTS

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

1. **Response Times**: Times tracked for emergencies within the Urban Response Area
   - First arriving unit or member with tactical capability
   - For structure fires, first arriving engine or truck, then the balance of the assignment

2. **Costs Per Capita**: Operational cost comparisons
   - Costs per capita in comparison with other FRFC departments and selected comparison departments within the Rocky Mountain region

3. **Fire Loss Per Capita**: Total fire loss comparison
   - Total fire loss per capita in comparison with other FRFC departments and selected comparison departments within the Rocky Mountain region

4. **Property Value Saved vs. Loss**: Saved/loss comparison relationship
   - Measured in both residential and commercial occupancies

5. **Fires Confined to Room of Origin**: Measuring “flashover” ratio
   - % of the time that fire was confined to room or area of origin, interceding before flashover
6. **Number of Businesses Inspected/Fire Company Safety Visits:** Efforts in fire prevention
- % and number of businesses inspected by the CSD and % and number of businesses receiving a safety visit by a fire company
- Measurement of the number of times personnel are in a business for code enforcement and safety intervention

7. **Customer (Citizen) Satisfaction:** Public perception measurement
- Overall community performance survey as part of the City of Loveland Quality of Life Survey process
- Citizens and businesses actually receiving LFRA services

**CHARTS AND KEY PERFORMANCE INDICATORS**

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

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

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

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

These five areas make up the categories where the Key Performance Indicators and Significant Seven Performance Measurements are included. They will be monitored, measured and managed through the establishment of the listed goals, organizational strategies and organizational tactics within these five major areas.
<table>
<thead>
<tr>
<th>1. RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOAL: DEPLOY AN EFFECTIVE EMERGENCY RESPONSE TO MINIMIZE LOSS/DAMAGE</td>
</tr>
</tbody>
</table>

**EXPECTATIONS:**
- LFRA Companies will provide prompt and effective emergency service
- Fire Companies will be skilled and competent at the tactical & task levels
- Incident Commanders will demonstrate a high degree of excellence and proficiency at the strategic/tactical level
- All LFRA personnel will be committed to safe, sane & predictable operations
- Our organization will excel in the area of citizen/customer service
- We will stay committed to proven firefighting models that work well and be open to new and innovative methods that are scientifically better and that enhance safety and survival
- All LFRA personnel will be committed to continuous improvement

<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>ORGANIZATIONAL TACTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Effectively deploy appropriate, incident specific resources</td>
<td>1.1.1 Respond with a minimum staffing of 3 firefighters per engine/truck</td>
</tr>
<tr>
<td>1.1.1</td>
<td>1.1.2 Execute a skilled response to meet organizational protocols and benchmarks in a timely manner</td>
</tr>
<tr>
<td>1.2 Improve our response times to emergency calls</td>
<td>1.2.1 Meet or exceed our stated total response time goals</td>
</tr>
<tr>
<td>1.2.1</td>
<td>1.2.2 Add staffing and fire stations to improve emergency response times and overall performance</td>
</tr>
<tr>
<td>1.3 Demonstrate effective deployment</td>
<td>1.3.1 Improve fire loss/property saved ratio and improve fire loss per capita</td>
</tr>
<tr>
<td>1.3.1</td>
<td>1.3.2 Execute task level operations within LFRA’s performance standards</td>
</tr>
<tr>
<td>1.4 Improve response performance through traditional and alternate deployment methods</td>
<td>1.4.1 Maintain and improve basic skills (demonstration)</td>
</tr>
<tr>
<td>1.4.1</td>
<td>1.4.2 Remain current on knowledge, skills and abilities in modern fire behavior tactics and task level operations (fire dynamics)</td>
</tr>
<tr>
<td>1.5 Provide exceptional citizen (customer) service</td>
<td>1.5.1 Maintain a culture of “enhanced customer service” throughout LFRA</td>
</tr>
<tr>
<td>1.5.1</td>
<td>1.5.2 Create clear organizational expectations for what great citizen/customer service involves</td>
</tr>
<tr>
<td>1.5.2</td>
<td>1.5.3 Review and respond quickly to all compliments and complaints</td>
</tr>
<tr>
<td>1.5.3</td>
<td>1.5.4 Maintain a level of 90% or higher in the City of Loveland’s Quality of Life Survey</td>
</tr>
</tbody>
</table>
# GOAL: PREPARE FOR AND MITIGATE/MINIMIZE THE RISK AND OUTCOMES OF AN EMERGENCY INCIDENT

## EXPECTATIONS:
- Provide high quality plan reviews and new building inspections
- CSD and Operations will work cooperatively to improve fire/life safety risks, and reduce overall community risk
- Target specific fire/life safety risks and develop suitable solutions
- Improve fire safety education and community outreach
- Be prepared to lead, manage and survive disasters in the Loveland community
- Be prepared and trained to effectively manage a wide variety of emergency responses

## STRATEGIES

### 2.1 Improve community fire safety and risk reduction

<table>
<thead>
<tr>
<th>ORGANIZATIONAL TACTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.1 Maintain/enhance the fire inspection &amp; fire company safety visit programs</td>
</tr>
<tr>
<td>2.1.2 Ensure all applicable fire codes are reviewed/adopted</td>
</tr>
<tr>
<td>2.1.3 Improve CSD records management systems &amp; data entry</td>
</tr>
<tr>
<td>2.1.4 Provide accurate, consistent and timely plan reviews and new construction inspections</td>
</tr>
<tr>
<td>2.1.5 Sustain adequate staffing levels within CSD for the required workload</td>
</tr>
</tbody>
</table>

### 2.2 Develop and implement a community risk reduction plan in 3 Specific areas:
- Residential Apartments (multi-story)
- Business fire sprinklers
- Wildland urban-interface area

<table>
<thead>
<tr>
<th>ORGANIZATIONAL TACTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2.1 Create a community apartment safe living education program</td>
</tr>
<tr>
<td>2.2.2 Ensure that business fire sprinklers are inspected regularly/fully functional</td>
</tr>
<tr>
<td>2.2.3 Improve fire safety conditions in the wildland urban-interface area in the Loveland community</td>
</tr>
<tr>
<td>2.2.4 Investigate the use and implementation of the “Ready-Set-Go” program</td>
</tr>
</tbody>
</table>

### 2.3 Strengthen the efforts in public fire safety education and community outreach

<table>
<thead>
<tr>
<th>ORGANIZATIONAL TACTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3.1 Evaluate and improve fire safety education to elementary students</td>
</tr>
<tr>
<td>2.3.2 Continue to develop/improve the community smoke detector and carbon alarm program in the Loveland community</td>
</tr>
</tbody>
</table>

### 2.4 Prepare The city organization and LFRA to effectively manage and survive community disasters

<table>
<thead>
<tr>
<th>ORGANIZATIONAL TACTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.4.1 Cultivate an emergency resilient community through education, Preparedness and practice</td>
</tr>
<tr>
<td>2.4.2 Be able to manage large scale emergency events with upward trending effectiveness</td>
</tr>
<tr>
<td>2.4.3 Conduct large scale community training exercises annually</td>
</tr>
<tr>
<td>2.4.4 Accomplish at least 80% of the mitigation projects within the Loveland Mitigation Master Plan</td>
</tr>
<tr>
<td>2.5</td>
</tr>
<tr>
<td>-----</td>
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<tr>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>2.6</th>
<th>Strengthen LFRA’s training efforts in various programs to ensure firefighter and fire officer readiness and preparedness</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.6.1 Maintain and enhance firefighter basic skills for all uniformed personnel that are deployable for firefighting operations</td>
</tr>
<tr>
<td></td>
<td>2.6.2 Maintain and enhance the Blue Card Hazard Zone Management program for all line fire officers</td>
</tr>
<tr>
<td></td>
<td>2.6.3 Utilize technology to enhance or improve various firefighting training programs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2.7</th>
<th>Provide exceptional citizen (customer) service</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.7.1 Maintain a culture of customer service throughout the organization</td>
</tr>
<tr>
<td></td>
<td>2.7.2 Create clear organizational expectations for what great citizen/ customer service involves</td>
</tr>
<tr>
<td></td>
<td>2.7.3 Review and respond quickly to all compliments and complaints</td>
</tr>
<tr>
<td></td>
<td>2.7.4 Maintain a level of 90% or higher in the City of Loveland’s Quality of Life Survey</td>
</tr>
</tbody>
</table>
## Goal: Preserve, Develop and Improve the Resources Entrusted to LFRA; Including Vehicles, Equipment, Facilities and Most Importantly the Human Resources

### Expectations:
- Our actions demonstrate, at all levels, that people are the foundation and reason for our success
- Be good stewards of the resources entrusted to LFRA
- Continue the excellence in apparatus specifications
- Maintain effective equipment and apparatus replacement programs
- Personal and organizational health and wellness are maximized
- Remain committed to proactively address the current and future concerns related to firefighter health and safety
- Plan for expansion in administrative office and CSD expansion and for expansion for emergency management facilities (EOC)

### Strategies

<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>ORGANIZATIONAL TACTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Attract, assemble and maintain a highly trained and dedicated workforce reflective of the community we serve</td>
<td>1.1.1 Ensure wages and benefits remain competitive regionally</td>
</tr>
<tr>
<td></td>
<td>1.1.2 Promote LFRA as a “great” organization to work for</td>
</tr>
<tr>
<td></td>
<td>1.1.3 Offer a variety of training and promotional opportunities for personnel</td>
</tr>
<tr>
<td></td>
<td>1.1.4 Evaluate firefighter hiring process (ongoing)</td>
</tr>
<tr>
<td>1.2 Continue to develop employees through training, education and experience</td>
<td>1.2.1 Create an effective, sustainable leadership development program</td>
</tr>
<tr>
<td></td>
<td>1.2.2 Continue a vibrant training and education program for employee</td>
</tr>
<tr>
<td></td>
<td>1.2.3 Maintain regional relationships and participate in training and educational</td>
</tr>
<tr>
<td></td>
<td>opportunities offered within (example FRFC training)</td>
</tr>
<tr>
<td>1.3 Improve firefighter health and safety</td>
<td>1.3.1 Stay committed to meeting the intent of NFPA 1500 (standard-FF safety)</td>
</tr>
<tr>
<td></td>
<td>1.3.2 Reduce FF exposure to carcinogens- “Healthy In, Healthy Out” program</td>
</tr>
<tr>
<td></td>
<td>1.3.3 Continue to utilize and reinforce the LFRA FF Peer Support Team</td>
</tr>
<tr>
<td></td>
<td>1.3.4 Continue firefighter fitness program and physicals</td>
</tr>
<tr>
<td></td>
<td>1.3.5 Maintain adequate staffing levels</td>
</tr>
<tr>
<td>1.4 Maintain and improve fire stations, facilities, vehicles and equipment</td>
<td>1.4.1 Build new stations as needed and maintain and improve existing facilities</td>
</tr>
<tr>
<td></td>
<td>1.4.2 Maintain apparatus and continue the apparatus replacement schedule</td>
</tr>
<tr>
<td></td>
<td>1.4.3 Continue equipment maintenance and replacement schedule</td>
</tr>
<tr>
<td></td>
<td>1.4.4 Improve training facilities and develop training center master plan</td>
</tr>
<tr>
<td>1.5 Plan for future expansion in administrative offices, CSD and other accompanying types of emergency services facilities</td>
<td>1.5.1 Evaluate current and future administrative office needs and the office and</td>
</tr>
<tr>
<td></td>
<td>workspace needs for CSD</td>
</tr>
<tr>
<td></td>
<td>1.5.2 Evaluate the need for a new and updated EOC and other support facilities</td>
</tr>
<tr>
<td></td>
<td>for the City of Loveland Office of Emergency Management</td>
</tr>
</tbody>
</table>
## GOAL: MAINTAIN AND IMPROVE RELATIONSHIPS WITH OUR STRATEGIC PARTNERS AND PROFESSIONAL COLLEAGUES

### EXPECTATIONS:
- Foster a culture that builds and supports cohesive, high-performing teams
- LFRA will continue to foster and build relationships with a wide variety of external partners who assist in accomplishing the mission of protecting life and property
- Maintain strong and professional relationships with the community members we serve
- Ongoing efforts are made to ensure strong, effective relationships between labor and management

### STRATEGIES

| 4.1 | Operate with a “people-first” and “others-centered” focus |
| 4.2 | Build/continue an environment that supports improved employee involvement and relationships |
| 4.3 | Ensure citizens have high regard for LFRA and that citizen satisfaction remains at a high level |
| 4.4 | Sustain and build on the existing relationships with regional strategic partners |

### ORGANIZATIONAL TACTICS

| 4.1.1 | Leadership maintains availability and support for our personnel |
| 4.1.2 | Emphasize servant-leadership in training and day-to-day operations |
| 4.2.1 | Organizational responsiveness to personnel needs and personnel |
| 4.2.2 | Responsiveness to organizational needs |
| 4.2.3 | Build collaborative, respectful and sustaining internal relationships at all Levels of the organization |
| 4.3.1 | Maintain a level of 90% or higher in the City of Loveland Quality of Life survey |
| 4.4.1 | Continue or improve current automatic/mutual aid agreements |
| 4.4.2 | Carry on the training commitment to regional strategic partners and Organizations |
| 4.4.3 | Perpetuate a regional leadership role in the enhancement of relationships Between other area fire departments and emergency service providers |
## GOAL: DELIVER COST-EFFECTIVE SERVICES TO THE CITIZENS

### EXPECTATIONS:
- Financial performance management systems are in place and continually refined for better accounting and reporting
- Regular reports are made to elected officials that are concise, clear and accurate
- Managers and program directors operate with sound financial stewardship
- Organizational documents, forms and manuals are reviewed regularly and updated for accuracy and relevancy

### STRATEGIES

<table>
<thead>
<tr>
<th>5.1</th>
<th>Ensure that citizens continue to receive high quality services for their tax dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2</td>
<td>Identify external organizational evaluation processes that validate sound business and management practices for LFRA</td>
</tr>
<tr>
<td>5.3</td>
<td>Improve the long-term capital funding mechanisms for the Fire Authority</td>
</tr>
</tbody>
</table>

### ORGANIZATIONAL TACTICS

| 5.1.1 | Maintain positioning below the mean or average for costs per capita with LFRA’s regional, comparison fire departments |
| 5.1.2 | Retain positioning below the mean or average for firefighters per 1000 population with LFRA’s regional, comparison fire departments |
| 5.1.3 | Continue to utilize the “Significant Seven” as an overall benchmark for performance measurements |
| 5.1.4 | Safeguard equality in the Revenue Allocation Formula (RAF) for partner contribution assessment (currently at 82/18%) |
| 5.2.1 | Receive the Government Financial Officers Association’s (GFOA) certificate of achievement for excellence in financial reporting |
| 5.2.2 | Have an accurate annual audit that is acceptable to the LFRA Board |
| 5.3.1 | Create a new impact fee model for the City of Loveland and the governing bodies within the Loveland Rural Fire Protection District |
X. RECOMMENDATIONS/IMPLEMENTATION

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

- High Priority
- Intermediate Priority
- Future Priorities

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

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

**Future Priorities**: These are additional capital and personnel priorities that have no timeline set for their completion of implementation and no funding stream identified. Cost estimates may also be lacking for some of these items due to the uncertainty of an implementation date.

In the accompanying chart for the Essential Services Expansion Plan (ESEP in Figure 10-1) the two highest levels of priorities are color coded with each element listed in the appropriate phase of the plan. With just a few exceptions the levels of priorities are linked to the phases of implementation.

Beyond the first two levels of priorities in the first segment, several other system priorities are listed. The elements continued in this next segment are listed in the proposed order of priority, with no recommended timeline for any of these elements. Another distinction for this section and the needs listed is in their funding. The first two priority levels listed in the first segment of this section have identified funding streams (except for the proposed Quick Response Vehicle) and are a part of the future budget for LFRA; they will be funded by the source listed in the right column (Source) of the ESEP chart (see figure 10-1). The future priority level and the other system needs elements could be described as "unfunded priorities" for the organization. These elements will have to be funded by alternate sources such as grants or additional funding sources.

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

### Plan on a Page

<table>
<thead>
<tr>
<th>PHASE 1: 2018 – 2020 (High Priority)</th>
<th>YEAR</th>
<th>COST</th>
<th>SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training Center- Burn Building</td>
<td>2018</td>
<td>2,641,228</td>
<td>City TABOR/Fire Capital Exp. Fees</td>
</tr>
<tr>
<td>Build New Station 7 &amp; Apparatus</td>
<td>2018</td>
<td>4,649,914</td>
<td>LFRA Financing</td>
</tr>
<tr>
<td>Add Quick Response Vehicle (QRV) Company</td>
<td>2020</td>
<td>330,790</td>
<td>Undetermined</td>
</tr>
<tr>
<td>Replace Fire Engine E-3/ #0156</td>
<td>2020</td>
<td>598,005</td>
<td>LFRA Fleet Replace Fund</td>
</tr>
</tbody>
</table>

Total Capital $ Increase Phase 1

$8,219,937

| Station 7 (staffing, facilities and vehicle maintenance and annual replacement savings) | 2019 | 1,418,520 | City/Rural Annual Contributions |
| QRV Staffing                                                                     | 2020 | 736,376   | City/Rural Annual Contributions |

Total Operational S’s for Phase 1

$2,154,896

<table>
<thead>
<tr>
<th>PHASE 2: 2021 – 2023 (High Priority)</th>
<th>YEAR</th>
<th>COST</th>
<th>SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Station 10 Design</td>
<td>2021</td>
<td>409,236</td>
<td>LFRA Financing</td>
</tr>
<tr>
<td>Replace Fire Engine E-7/#0109</td>
<td>2021</td>
<td>599,881</td>
<td>LFRA Fleet Replace Fund</td>
</tr>
<tr>
<td>Station 10 Construction &amp; Apparatus</td>
<td>2022</td>
<td>4,895,830</td>
<td>LFRA Financing</td>
</tr>
<tr>
<td>Replace Fire Engine E-2/#0110</td>
<td>2023</td>
<td>603,567</td>
<td>LFRA Fleet Replace Fund</td>
</tr>
<tr>
<td>Replace Rescue 6/#0352</td>
<td>2023</td>
<td>723,071</td>
<td>LFRA Fleet Replace Fund</td>
</tr>
</tbody>
</table>

Total Capital $ Increase Phase 2

$7,231,585

| Station 10 (staffing, facilities and vehicle maintenance and annual replacement savings) | 2023 | 1,904,125 | City/Rural Annual Contributions |

Total Operational S’s for Phase 2

$1,904,125

<table>
<thead>
<tr>
<th>PHASE 3: 2024-2026 (Intermediate Priority)</th>
<th>YEAR</th>
<th>COST</th>
<th>SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remodel Station 5</td>
<td>2024</td>
<td>1,976,850</td>
<td>City Bond-Sales Tax</td>
</tr>
<tr>
<td>Replace Ladder 6/#0202</td>
<td>2024</td>
<td>1,406,282</td>
<td>LFRA Fleet Replace Fund</td>
</tr>
<tr>
<td>Add in Quick Response Vehicle (QRV) Company</td>
<td>2024</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remodel/Replace Station 3</td>
<td>2025</td>
<td>3,612,413</td>
<td>City Bond-Sales Tax</td>
</tr>
<tr>
<td>Replace Fire Engine 5/#0111</td>
<td>2025</td>
<td>736,854</td>
<td>LFRA Fleet Replace Fund</td>
</tr>
</tbody>
</table>

Total Capital $ Increase Phase 3

$7,732,399

No New Operational S in Phase 3

$0

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*Figure 10-1 Essential Services Expansion Plan*
STRATEGIC PLAN PRIORITIES

High Priorities Phase 1

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

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

Training Center Burn Building: An architectural training campus master plan and burn building design were completed in 2017. Phase 1 of this expansion plan includes the new burn building. The burn building’s costs are based on a design for a three story integral tower, garden apartment scenario training mock-up, center hallway applications, enclosed stairways and a facility for master stream operations. Capital costs for construction are estimated to be at $2.3 million with an additional $340,000 added for needed site enhancements, bringing the total capital costs for the project to $2,641,228. Initial operating costs are expected to be absorbed into existing appropriation levels. Construction is scheduled to begin in 2018.

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

Replace Fire Engine #0156-Smeal/Spartan: A new fire engine will be built and delivered as part of the City of Loveland's Capital Expansion Plan. In 2020 Engine #0156 would have reached the end of its life cycle as an active fire engine for LFRA. This engine is part of the long-term replacement plan and is scheduled to be assigned to Fire Station 2. Capital costs are estimated at $598,005. Engine delivery is expected in 2020.
Add Quick Response Vehicle/ Company: The Quick Response Vehicle (QRV) concept is in use by many fire departments nationally and regionally. The QRV is a smaller fire response vehicle (similar to a Type 6 Engine in appearance) that can be equipped to handle most single engine response calls that a full-sized engine would respond to. The need for these smaller, more manageable vehicles is mostly driven by extensive call loads and alternate tactical and task level needs on the emergency scene. The full cost budgeting for the QRV, capital and staffing costs are listed at $736,376; there is no identified funding stream. The QRV is targeted for 2018-2020.

High Priorities Phase 2

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

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

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

Staffing for New Fire Station 10: This item addresses the full-time staffing needed to operate new fire station ten. Costs include staffing, facilities and vehicle maintenance and annual replacement savings. Staffing needs include 3 Lieutenants, 3 Engineers, and 3 Firefighters. The costs also include three shift battalion chiefs that will share the duties of shift management and are a part of the overall shift command team and incident commander for larger emergency incidents. Total costs for this expansion is $1,904,125 and is covered by the City/Rural annual contributions. New station ten is expected to be fully operational and staffed in 2023.

Replace Fire Engine #0110- Crimson/Spartan: A new fire engine will be built and delivered as part of the City of Loveland's Capital Expansion Plan. In 2023 Engine #0110 would have reached the end of its life cycle as an active fire engine for LFRA. This engine is part of the long-term replacement plan and is scheduled to be assigned as a new front line engine. Capital costs are estimated at $603,567. Engine delivery is expected in 2023.
Replace Rescue Squad 6 #0352- SVI/Spartan: A new rescue squad will be built and delivered as part of the City of Loveland's Capital Expansion Plan. In 2023 Rescue Squad #0362 would have reached the end of its life cycle after twenty years of service as a front line apparatus. This Squad is part of the long-term replacement plan and is scheduled to be assigned as a new front line Heavy Rescue. Capital costs are estimated at $723,071. Delivery is expected in 2023.

Addition of 3rd Full-Time Firefighter to Heavy Rescue 2: Since its addition to LFRA’s fleet in 2014, Heavy Rescue 2 has operated with two full-time firefighting personnel and the shift Fire Inspection Coordinator. While the shift staffing for this unit is listed at three, much of the time it operates as a two-person company. Firefighter safety concerns and company efficiency are the primary reasons for this item as a Phase 2 High Priority item. Total full-cost budgeting for the addition of three firefighters are estimated at $230,000, with funding coming from City/Rural annual contributions. Plans for this expansion of staff for the Heavy Rescue Squad are in Phase 2 sometime in 2021-2023.

Intermediate Priorities Phase 3

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

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

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

Replace Fire Engine #0111- Pierce/Quantum: A new fire engine will be built and delivered as part of the City of Loveland's Capital Expansion Plan. In 2025 Engine #0111 would have reached the end of its life cycle as an active fire engine for LFRA. This engine is part of the long-term replacement plan and is scheduled to be assigned as a new front line engine. Capital costs are estimated at $736,854. Engine delivery is expected in 2025.
Add Second Quick Response Vehicle/Company: The QRV concept is explained in the final “High Priority” item in Phase 1. The success of this new alternate response vehicle will drive the need for a second such company. The full cost budgeting for the QRV, capital and staffing costs are listed at $736,376 in 2018 dollars. Currently, there is no identified funding stream. The second QRV is targeted for active service in 2024-2026.

**Other Organizational Needs**

**Future Priorities**

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

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

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

Part-time/Seasonal Wildland Program Manager: LFRA’s wildland urban interface (WUI) area has numerous identified problem areas (see Section VII). This part-time/seasonal program manager could make a significant impact in wildland program management, wildland training, public education, training and emergency response in the area. This position could also manage a seasonal response team into the WUI for high danger wildland seasons. This resource could also be integral to help with the implementation of the Ready-Set-Go Program identified in Section VII and VIII. There is currently no cost estimates for this item.

Addition of One Information Technologies (IT) Position for LFRA: As LFRA has grown and the maturation of the fire authority has become a reality, the need for a specific, dedicated position for IT service and management has manifested. Currently, LFRA’s IT needs are being provided through the City of Loveland’s IT Department. While this has worked in the past, the
growth of LFRA has put a strain on the city’s ability to continue this service with a high level of customer satisfaction. In addition, LFRA compensates the city for these services. It is believed that hiring an IT specialist is one of the next needed steps for continuous improvement for the organization, and for the continued maturation of the fire authority. No identified cost estimate is available at the time of this writing. A study and cost estimation will need to take place in evaluating the current charges for service being paid to the city and what the full cost budgeting estimates would be for a dedicated full time IT specialist. Thus, the majority of the costs for this new position are expected to come from existing revenue paid for outside services by the city.

**Increased Staffing for Station 4/Airport Stand-By:** Fire station four has been operated for stand-bys with one Fire Engineer since Allegiant Airlines ceased their operations at the airport. With the implementation (soon) of the new “virtual tower” it is expected that the airport will, once again, be home to at least one major carrier; if not two or three others. This increase in fights and the need for stand-by services for fire-rescue will far surpass the current system’s capabilities. It is expected that at least two, perhaps more, firefighters will need to be hired to account for the needed crash-fire rescue services for the airlines. At the time of this writing, it is unclear what actual staffing model will be used to address this need, and the actual staffing levels will be. Thus, no cost estimates are provided at this point in time for said expansion. Ongoing evaluations of the airport operations and progress on the new virtual tower should continue. In addition, various staffing models/options should be reviewed and cost estimates developed in preparation for this expansion.

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

**Purchasing Land for New SE Fire Station:** As indicated in the overall planning assumptions for this 2018 LFRA Strategic Plan, there will be a need for a new fire station in the south/southeast area- targeted near the area of Hwy 402 and South Boise Ave. This item is a carryover from the 2012 LFRA Strategic Plan, and just as in that plan, is only advocating for the purchase of the land; the station is planned for some time in the years 2027-2035, depending on the growth of the area. Because the timeframe for purchasing this land is uncertain, it is difficult to call out specifics for costs. However, it is expected that the need will be for 2-3 acres of property with an estimated costs of $75,000-$85,000 per acre. Thus, a $250,000 cost estimate for land is being utilized. Funding is expected to come from capital expansion or impact fees.
TITLE
Review Briefing Papers and Correspondence

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

July Monthly Reports
- June Overview
- Administrative Matters
- HR Administrative Matters
- 2018 Strategic Plan
- Operations Division Overview
- Community Safety Division Overview

Additional Topics For Board Update
- Chief’s Report
- Update on Station 7 Land Purchase
- Impact Fee Update – September 6th
  Meeting with Johnstown City Council

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

AGREEMENTS SIGNED DURING THE MONTH

STAFF RECOMMENDATION
N/A

FINANCIAL/ECONOMIC IMPACTS
N/A

ASSOCIATED STRATEGIC GOALS
N/A

ATTACHMENTS
- Fire Chief’s Monthly Report
- June Operations Statistics
- June Community Safety Division Statistics
- Letters & Articles
OVERVIEW

July Leadership Truism

“Your Life Matters - Never Does It Not Matter.”

ADMINISTRATIVE & HR MATTERS

The LFRA Budget Sub-committee met with staff to review the first draft of the 2018 budget on July 11th. The core budget as well as decision packages (supplemental requests) were considered. Staff will revise as necessary and present the budget to the LFRA Board on August 30th, and then the Rural District Board on September 6th.

Other administrative matters include:

- Web design proposal – LFRA will be moving towards our own web site that is linked with the City of Loveland, but it will give us the ability to incorporate specific LFRA related issues and incident information to better communicate with our constituents.
- Policy/guideline updates
- On-boarding of new firefighter
- Preparing job description for new Admin Battalion Chief position
- Multiple admin projects, programs, and day-to-day duties that keep LFRA running smooth
- Badge Pinning and Swearing-In Ceremony for: Rory O’Farrell – Engineer; Matthew DeDecker – Lieutenant; Bryan Clark – Captain; New hire – Colton Wright. Congratulations!

NEW ADMINISTRATIVE POSITION

Due to the vacancy of the Administrative Director Position last May, Executive staff has been evaluating the administrative needs of the organization to determine the best course of action. Many administrative duties were re-allocated, and we are operating very efficiently, giving huge credit to Kristen, Cheryl and Bonnie. Areas of deficiency identified were; Accreditation management (high-level oversight, including a number of items identified in our Accreditation, including a number of items identified in our Accreditation assessment), IT Program management (including response criteria), Budget oversight, Special Project management, and IGA document review.

Given these deficiencies, LFRA determined it was in the best interest of the organization to create a new Administrative/Support Services Battalion Chief position (in lieu of the Admin Director Position). This accomplished several goals in addressing the aforementioned items. In addition, it allows for better succession development for those interested in promoting to Division Chief and/or Fire Chief. We expect to have the new position in place by mid to late September.

ACCREDITED AGENCY AWARD!!

Perhaps the most celebrated/distinguished event in July was LFRA receiving Accreditation by the Commission on Fire Accreditation International on July 28th! Five members of LFRA traveled to Charlotte NC, to go before the Commission and answer questions regarding our organization and issues that were identified when the peer assessment team was here in May. It was an intimidating process, but I am exceptionally proud of the LFRA committee, and the Commission on Fire Accreditation voted unanimously to award LFRA Accredited status. This is the culmination of 3-4 years of much focused work and involvement by all members of LFRA, either directly or indirectly.

Although the goal to become accredited really started many years ago, it just took the right timing and right organizational culture to bring it to fruition. I was asked by the media, “what does this say about your organization?” Simply stated, it says, we are an organization that is intentional about continuous improvement, in every aspect, from fireground operations, to policies and procedures, to response times, to external and internal relationships.

That is an understatement in many ways...perhaps what it really says is that our members ROCK, including the
FIRE ADMINISTRATIVE DIVISION
by Fire Chief Mark Miller

ACCREDITED AGENCY AWARD!! (CONT.)

LFRA Board who has been remarkably supportive in their commitment to the Authority and making us better. Enduring Greatness...

Special recognition to Chief Ty Drage for sticking with this commitment to help us become Accredited despite him having a dozen other irons in the fire in his new position. Thank you Chief Drage and thank you Lt. Engelhardt for taking the ball and running with it!

COMMUNITY KUDOS

MEN:

I cant remember your names, but you came to our house at 1:00 AM because my smoke alarms kept going off. I cant tell you how impressed I was at how professional and kind the three of you were, in spite of having your sleep disrupted for such a petty cause.

There is a shortage of good men in this society; men who are selfless and service oriented. Men who look past discomfort and annoyance in order to protect and positively impact the lives of other people they have never met.

You are good men. I respect you and I am thankful that my children, especially my son got to see you in action- not carrying someone out of a burning house, but helping a family with their smoke alarms in the middle of the night. I can only hope and pray that my son grows up to be like you.

Keep up the good work - our society, community and our kids desperately need you.

With much respect,

Parent Shah

Thanks for the support... it’s an honor serving you all.

INCIDENT STATISTICS:

July Fire Incidents:

753

Year-to-Date Fire Incidents:

5,013
LFRA responded to a barn fire on East County Road 30, the fire destroyed a small barn that was used for storage. The fire was brought under control quickly, but crews were on scene for several hours completing overhaul. Fireworks was determined to be the cause of the fire.

Eight patients were transported from a serious traffic accident on East Highway 34. Four LFRA Companies, one Front Range Fire Rescue Engine Company, four chief officers and multiple ambulances responded to the scene to handle this mass casualty incident.

Engine 66 with a crew of three firefighters were deployed to the Keystone Fire near Albany Wyoming. The crew spent fourteen days on the fire-line assisting with containment efforts and protecting structures.

LFRA and Estes Valley Fire District swiftwater personnel rescued a llama that had become trapped on the south side of the Big Thompson River near Waltonia. Swiftwater personnel captured the llama and were able to walk it to a shallow spot in the river and with the assistance of the owner walk the animal across the river.
An early morning garage fire was extinguished by the initial arriving crews on Mossycup Court in Station 5’s response area. The damage was limited to the contents of the garage.

Lightning is believed to have started a wildland fire in the Chimney Hollow area west of Carter Lake. LFRA, Berthoud Fire Protection District, Larimer County Emergency Services and the Lyons Fire District responded to the scene. A single engine air tanker and a heavy helicopter attacked the fire from the air while ground resources worked to access the scene and contain the fire. The fire burned under five acres of mostly grass and downed trees.

LFRA was dispatched to a wind driven wildland fire on Spring Glade Road, the fire started in LFRA's response area and quickly burned into Poudre Fire Authority's (PFA) District. The incident was turned over to the Larimer County early on due to the need for multiple aircraft to fight the fire. The fire burned approximately 370 acres, no structures were lost. Multiple Northern Colorado agencies responded to assist with fighting the fire and protecting nearby structures. The fire cause was determined to be a mechanical failure from a mowing operation. LFRA and PFA crews remained on scene for three days.

A large barn was fully involved in fire when crews arrived on scene on Glade Road. Crews were able to protect a nearby structure and contain the fire quickly. Due to multiple incidents occurring at the same time, Berthoud Fire Protection District was automatically dispatched to assist with this fire. The fire cause is under investigation.
COMMUNITY SAFETY DIVISION
by Division Chief Ned Sparks

UPDATE / OVERVIEW

Fourth of July Fireworks Show – considerable time and funds spent to work with the Lake Loveland HOA to create a buoy line to prevent access into the fallout zone.

Special Event Site Inspections – Loveland Loves BBQ, Downtown Dist. Live, St Johns Feast Day, preparation for events in August.

Budget Request – Request to add a Fire Inspector / Pub Ed person to CSD for 2018. Continual building and request for pub ed events has significantly increased, as is the workload for the staff.

CODE ENFORCEMENT

Parkway Products - CSD has been working with this company, which uses magnesium pellets in a thixomolding process to produce magnesium alloy products for military and health-care uses. The building has large quantities of magnesium, which is a combustible metal; combustible metal fires can produce an exothermic reaction, causing large explosions. A fire protection engineering firm completed its Fire Code analysis in July. The analysis provides several steps the business must complete to make the building and process safer for its employees, neighbors and emergency responders. CSD is working with Parkway Products to determine a timeline to complete the measures.

Larimer Humane Society: The humane society is close to being ready to open its new 37,000 SF building. Recently, the general contractor and engineering contractor realized that much less pressure is available from the water distribution system, than the information they relied upon from FCLWD during the design phase. This lower pressure affects the performance of both the domestic water system and fire-sprinkler system. CSD is working with the humane society, Larimer County and Ditesco Engineering to allow the humane society to meet their Labor Day deadline for occupancy, while ensuring minimum life safety can be met.

Dollar Tree - has corrected both IFC deficiencies (means of egress needing to be clear and clearing out excessive amounts of combustible materials). The store has undergone a complete turnaround: The merchandise aisles are no longer obstructed by boxes of product, and the storage room is almost entirely clear of boxes and is ready for new merchandise to be delivered (photos below). There’s a mobile storage trailer located to the west of the tenant space that can be used for overflow, if needed.

EMERGENCY MANAGEMENT

August 21st Solar Eclipse - The planning is on-going with multiple planning partners. The expectation for local impact will include a significant increase in the north-bound vehicle traffic along all major corridors, but especially I-25. The County will activate their EOC for consequence management and for supporting the local emergency responders. CDOT and CSP are planning to increase staffing levels and are building traffic management contingency plans. LFRA will be attending the planning meetings where the need for additional coordination between response agencies will be determined.

Young Women’s Xplore Fire Academy - Aims Community College sponsored the inaugural event held between July 18 and 20th at the Windsor emergency services campus. There were 10 participating students representing high schools from Thornton to Wellington, as well as Greeley, Loveland, and Fort Collins. LFRA provided 4 instructors and worked alongside firefighters from most of the surrounding fire departments to provide a wide variety of activities during the academy.

Public Information - PAO Pringle performed PIO duties for a number of events and incidents, including the bus donation from the Thompson School District, the Spring Glade Fire, the Chimney Hollow Fire, and many others.

Community Safety/Education - PAO Pringle conducted an “in-service” training session for approximately 30 staff members at the House of Neighborly Service facility in Loveland. Training provided included emergency action plans, facility fire protection systems, fire extinguisher training, and general fire safety. In addition, he is beginning the in-depth process of creating an application for IAEM Certified Emergency Manager (CEM). This application process will likely take about 2 years to develop before it is ready for submittal.
LOVELAND FIRE RESCUE AUTHORITY
Operations Division - July 2017

### Total Calls for Service - Year to Date

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<td>4037</td>
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### DEVELOPMENT REVIEW STATISTICS

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#### Building Permit Reviews

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#### PREVIOUS YEAR YTD

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<th>Rural</th>
<th>Johnstown</th>
<th>Total</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous Month</td>
<td>13</td>
<td>2</td>
<td>N/A</td>
<td>15</td>
<td>13</td>
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<tr>
<td>YTD Total</td>
<td>129</td>
<td>17</td>
<td>N/A</td>
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<td>211</td>
<td>43</td>
<td>N/A</td>
<td>254</td>
<td>278.2</td>
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#### New Bldg./Fire Protection

<table>
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<tr>
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<th>City</th>
<th>Rural</th>
<th>Johnstown</th>
<th>Total</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous Month</td>
<td>47</td>
<td>3</td>
<td>6</td>
<td>56</td>
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<tr>
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<td>74</td>
<td>441</td>
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<tr>
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<td>448</td>
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#### TOTAL INSPECTIONS YTD

<table>
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<th>City</th>
<th>Rural</th>
<th>Johnstown</th>
<th>Total</th>
<th>Hours</th>
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<tbody>
<tr>
<td></td>
<td>431</td>
<td>82</td>
<td>74</td>
<td>587</td>
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<td>Previous Year</td>
<td>659</td>
<td>109</td>
<td>N/A</td>
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*New Measure. Prior year data not available for New Bldg/Fire Protection

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

### CSD OTHER ACTIVITIES

#### Hazmat Permits

<table>
<thead>
<tr>
<th></th>
<th>City</th>
<th>Rural</th>
<th>Hours</th>
<th>Mo. Total</th>
<th>Prev. Mo.</th>
<th>Prev. YTD</th>
<th>YTD Total</th>
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</thead>
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<tr>
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<td>6</td>
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<td>8</td>
<td>8</td>
<td>10</td>
<td>98</td>
<td>108</td>
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#### Tents/Special Events*

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<thead>
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<th>Rural</th>
<th>Hours</th>
<th>Mo. Total</th>
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<th>Prev. YTD</th>
<th>YTD Total</th>
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<td>12</td>
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#### Burn Permits Issued

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<th>Hours</th>
<th>Mo. Total</th>
<th>Prev. Mo.</th>
<th>Prev. YTD</th>
<th>YTD Total</th>
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#### Investigations

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<th>Prev. YTD</th>
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<td>23</td>
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#### Service Call/Complaints

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<th>Prev. YTD</th>
<th>YTD Total</th>
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#### Car Seats Installed

<table>
<thead>
<tr>
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<th>Rural</th>
<th>Hours</th>
<th>Mo. Total</th>
<th>Prev. Mo.</th>
<th>Prev. YTD</th>
<th>YTD Total</th>
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</thead>
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<td>7</td>
<td>14</td>
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#### YFS Program

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<th>Hours</th>
<th>Mo. Total</th>
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<th>Prev. YTD</th>
<th>YTD Total</th>
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<tbody>
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#### Public Education Events

<table>
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<th>Hours</th>
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<th>Prev. YTD</th>
<th>YTD Total</th>
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<tbody>
<tr>
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#### Total Pub. Ed. Contacts

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<tr>
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<th>Rural</th>
<th>Hours</th>
<th>Mo. Total</th>
<th>Prev. Mo.</th>
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<th>YTD Total</th>
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<tbody>
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<td>8</td>
<td>31</td>
<td>70</td>
<td>2468</td>
<td>565</td>
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*This also includes Pyrotechnics permits

#### CSD DEVELOPMENT REVIEW

- Conceptual Design Reviews: 1344
- Planning & Building Permit Reviews: 64
- Fire Protection Permit Reviews: 44
- Planning Project Reviews: 142

#### Fire Protection Permits Average days in review

- July: 9.6 days

#### Percent within goal time

- July: 86.0%

#### CSD OTHER ACTIVITIES

- Hazmat Permits: 6
- Tents/Special Events*: 4
- Burn Permits Issued: 0
- Investigations: 7
- Service Call/Complaints: 1
- Car Seats Installed: 14
- YFS Program: 0
- Public Education Events: 1
- Total Pub. Ed. Contacts: 31

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

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

---

### Fire Protection Permits

- Average days in review: 9.6 days
- Percent within goal time: 86.0%

### Planning & Building Check-Ins

- YTD Total: 1344
- Previous Year YTD: 1240

### Highlights/Projects

- Larimer Humane Society Final Inspections & Fire Flow Meetings w/County
- Dollar Tree storage inspections & resolution
- Quarterly meeting with Johnstown Planning
- 10 car seat installations
- 2 Knox key updates, 1 City, 1 Rural
- In-service training for approx. 30 House of Neighborly Service Staff
- Performed PIO duties for a number of events and incidents