



# Loveland Fire Rescue Authority



## 2013 Annual Report

# Chief's Message

I am delighted to present the second Annual Report for Loveland Fire Rescue Authority (LFRA). This document highlights key points about our community, the fire authority as an organization, and the progress that we have made in achieving our overall goals of improved citizen services and enhanced firefighter safety. This work, while being primarily focused on the year 2013, truly reflects many of the accomplishments that the people of our organization have made over the last several years.

In 2009, our department was faced with many serious challenges including low staffing levels for fire companies, outdated and failing emergency apparatus and equipment, an obsolete master plan, an ineffective governance model and relationships inside and outside of the organization that were suffering.

As we fast-forward to 2014 and reflect back on 2013, it is clear we have made great progress. Our staffing levels have improved, with all fire companies now operating at a minimum staffing level of three firefighters; our apparatus fleet is now in very good condition with four new engines and a heavy rescue squad purchased in the last five years, and a new aerial tower on order; we have been able to replace all radios, self-contained breathing apparatus and AEDs; training has improved with a particularly high level of proficiency now being demonstrated in command and control, particularly with our Blue Card Hazard Zone Management program; our Community Safety Division is expanding and we are on track to improve nearly every area within that division; our financial and administrative state has improved dramatically and we now have an excellent governance model; finally, an excellent strategic plan is in place, acting as our guide for the future. LFRA has now become a relied upon leader in Northern Colorado and in other areas throughout the state. The organization and many of its members are gaining true recognition at the state and national level for excellence. We are truly in a great place organizationally, realizing our vision of *"Going from Good to Great, and Building LFRA to Last."*

In 2013, we faced one of the greatest challenges in this organization's history, the 2013 Loveland Flood. Our personnel acted with heroism during many rescues, our personnel acted with proficiency in assuming numerous mission-critical positions with the overall command structure, our personnel worked tirelessly for more than two weeks managing and operating the rescue and recovery phases of the event. Our personnel performed "above and beyond the call" and the results were lives saved and property protected; successful results that were an outcome of planning, hard work and dedication.

Results like this can only be accomplished with a talented and dedicated workforce, a unified organization, strong support from elected officials, and trusted and courageous leadership. The credit for the success in our organization belongs to the men and women of Loveland Fire Rescue Authority and their dedication to serve the citizens of the Loveland community with excellence. I am proud of them and their efforts in helping us improve our organization and our community.

Randy Mirowski

Fire Chief  
Loveland Fire Rescue Authority



**Governing and Partner Boards**

**Loveland Fire Rescue Authority (LFRA) Board 2013**

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



**Jeff Swanty**

**Loveland Rural Fire Protection District Board 2013**

Dave Legits	Rural Board President
Jeff Swanty	Board Member
Barry Gustafson	Board Member
Leroy (“Andy”) Anderson	Board Member
Mike McKenna	Board Member
<i>Greg White—District Administrator</i>	



**Cecil Gutierrez**

**Fire and Rescue Advisory Commission 2013**

Jon Smela	Chairperson/City
Paul Pfeiffer	Commission Member/City
David Adams	Commission Member/City
Gene Culbertson	Commission Member/City
Vacancy	Commission Member/City
Vacancy	Commission Member/City
Vacancy	Commission Member/City
Bob Boggio	Commission Member/Rural District
William Tillman	Commission Member/Rural District



**John Fogle**



**Dave Legits**

**LFRA Leadership Team**

Randy Mirowski	Fire Chief
Greg Ward	Division Chief-Operations
Ned Sparks	Division Chief-Community Safety
Renee Wheeler	Administrative Director
Rick Davis	Battalion Chief-Training
Tim Smith	Battalion Chief-A Shift
Jason Starck	Battalion Chief-B Shift
Michael Cerovski	Battalion Chief-C Shift
Robert Carmosino, Greg Gilbert & Craig Willard	Captains (A, B, & C Shift respectively)



**Bill Cahill**



# Table of Contents

## Contents

<b>Chief's Message.....</b>	<b>1</b>
<i>Governing and Partner Boards.....</i>	<i>2</i>
<b>Contents.....</b>	<b>3</b>
<b>Executive Summary.....</b>	<b>4</b>
<b>Community and Organizational Overview.....</b>	<b>9</b>
<i>Introduction.....</i>	<i>9</i>
<i>Community Profile.....</i>	<i>10</i>
<i>Urban Response Area.....</i>	<i>11</i>
<i>Funding for the Fire Authority.....</i>	<i>12</i>
<i>Mission, Vision, and Value Statements.....</i>	<i>13</i>
<i>Organizational Chart.....</i>	<i>15</i>
<i>Specialized Services in Operations.....</i>	<i>15</i>
<i>Community Safety.....</i>	<i>17</i>
<i>Administration.....</i>	<i>18</i>
<b>2013 LFRA Response by the Numbers.....</b>	<b>19</b>
<i>Strategic Plan Comparison Updates.....</i>	<i>20</i>
<i>Other Activity Related Statistics.....</i>	<i>21</i>
<b>Achievement Beyond the Numbers.....</b>	<b>27</b>
<b>2013 Budget.....</b>	<b>41</b>

## Acknowledgements: THANK YOU

The only way that our organization progresses from good to great and continues to build an organization to last is nurture a collaborative partnership between elected/appointed officials who establish strategic guidance and the men and women of Loveland Fire Rescue Authority who live the mission and deliver extraordinary service to the community every day. We are so blessed to have a blend of talents that help us to deliver on our goals and objectives. We thank you all for your meaningful contributions in 2013. This document is intended to be a picture into the collective achievements in 2013 and could not have been possible without the creative talents that Mrs. Chloe Romero brought to the preparation of the report.



# Executive Summary

## Executive Summary

This report is focused on achievements for the department as it relates to the strategic plan and the mission statement, as opposed to the traditional service division approach to reporting. This is consistent with the LFRA organizational philosophy that all divisions must work in unison focused on our strategic goals to deliver excellent service to our community.

The first several pages of the report provide an overview of our community and our organization to provide the reader an orientation to the community that Loveland Fire Rescue Authority serves and the organizational structure that has proven the most effective for delivering that service. This information represents the coverage and investments (inputs) for service delivery. They are summarized in the table to the right.

The community and organizational orientation information is followed by outcome based performance

measures that have been coined the “significant seven”: customer satisfaction (93%), average response times (5 minutes 62 seconds), fire confined to the room of origin (60%), fire loss per capita (\$23.38), property values saved versus lost (\$2.66 saved per \$1 lost), business safety inspections (companies trained in 2013 for 2014 implementation), and costs per capita (\$103.19). These are the performance measures that have been deemed the most important in summarizing LFRA effectiveness. 2012 was the first year of this measurement approach. Refinement of the measures and the data collection efforts are still in progress. It is anticipated that Business Safety Inspections will change from an activity measure (“numbers of”) to an outcome measure in future years as information on voluntary compliance with recommendations can be documented at the second round of visits. The historical comparison

LFRA 2013 Community and Assets (Inputs)	Total	City	Rural District & Big Thompson Canyon
Total Population Served	97,458	74,958	22,500
Service Area in Square Miles	194	35	159
Assessed Valuation <i>(2012 collected in 2013)</i>	\$1,038M	\$800M	\$238M
Staffing for a 24/7 Operation:			
Full Time Uniformed	71	71	0
Part Time Uniformed	12	12	0
Volunteer Firefighters	25	10	15
Volunteer Support	7	7	0
Full Time Support Staff	4	4	0
Stations <i>(only five staffed City stations)</i>	8	6	2
Apparatus:			
Engines (Type 1)	9	6	3
Trucks & Tenders	11	6	5
Support Vehicles <i>(note this includes Rural Type 6 Engines are F-550's)</i>	23	13	10
2013 Operations Expenditures:			
LFRA <i>(\$.6M other revenue in addition to City and Rural contributions)</i>	\$10.1M	\$7.7M	\$1.8M
Rural & Big Thompson Additional Expenditures	\$.02M		\$0.2M



## Executive Summary

over time will be valuable and the intent is to build a rolling ten years of reporting for these measures.

There are two primary measures that were selected as benchmarks for comparisons with other departments in our region for the strategic plan approved and adopted during 2013: cost per capita and number of firefighters per 1,000 population. The comparison has been updated and included directly after the significant seven measures. This is a forward looking table and it is important to highlight that 2014 figures were used for all organizations in the table. When the comparisons were developed for the strategic plan, LFRA was nearly 30% below the other selected organizations in funding and staffing using a weighted average approach. The resources allocated in 2014 improved that comparative standing; however, LFRA in 2013 is 22% below the other organizations in funding and 27% below in staffing. It has always been the intent of the strategic plan to consistently improve our relative standing over a long term planning horizon in a fiscally constrained environment. LFRA activity in 2013 is summarized in the next section of the report using a variety of graphs and charts. The following listing summarizes the key information displayed in this section.

- 🔥 93% of the City of Loveland's quality of life survey respondents believe LFRA delivers quality fire/rescue services.
- 🔥 6,439 calls were responded to in 2013, basically the same as the previous year.
- 🔥 There was a significant reduction in the airport standbys due to the loss of the commercial carrier at the airport. Since the total calls were very similar to the previous year that indicates that other calls increased 6%.
- 🔥 49% of the calls were emergency medical calls, a consistent trend.
- 🔥 78% of the calls were in the City and 22% of the calls were in the Rural District.
- 🔥 The trend for the number of calls per month was similar to the previous year.
- 🔥 There has been a 19% increase in the total number of calls over ten years.
- 🔥 Over the ten year period, the percentage of the total calls in the Rural District ranged between 20-24%, averaging 22.2%.
- 🔥 Station 1 (downtown) and Station 6 (east, close to I-25) have the higher call volume of the 6 stations (Station 4 at the airport is not staffed, Station 6 firefighters respond as necessary).
- 🔥 The total number of mutual and auto aid calls (given and received) increased from 388 in 2012 to 416 in 2013 or 7%.



## Executive Summary



- 🏆 2013 mutual/auto aid calls given exceeded calls received by 114 calls and 55.5 hours; whereas in 2012 the calls given exceeded calls received 164 and 126.5 hours.
- 🏆 LFRA responded to 52 aircraft standbys compared to 243 in 2012 and 1 aircraft emergencies at the Fort Collins/Loveland Airport in both 2013 and 2012.
- 🏆 131 car seats were installed to assist new parents and grandparents with transporting children safely, down from 140 in 2012.
- 🏆 11 juveniles and their families were counseled about fire safety down from 27 in 2012. There is no known recidivism.
- 🏆 Development plan reviews were completed by the assigned deadline 94.5% of the time, consistent with 2012.
- 🏆 Workers Compensation claims cost were \$13,068, a decrease of 79%.

The Division and Battalion Chiefs submitted achievements in alignment with the mission statement four R's and the Strategic Plan goals that are reported in a separate section of the report. There are themes that emerge related to:

### 🏆 Response

- The September flood consumed resources for the better part of a three weeks, with continued support for another three weeks and cost the department over a half a million dollars (operations cost to respond and losses at the Training Center).
- Innovative flood rescue operations and fire suppression activities (ladder truck and rope relay bringing trapped flood victims across the river to safety, Type 6 engine used to contain a structure fire)
- The Blue Card Command training resulted in an effective, coordinated three alarm commercial fire response by seven departments that saved a good portion of the structure.

### 🏆 Readiness

- Effective Training
- Successful Recruitment & Promotional Advancements
- Community Wildfire Protection Plan drafted and more Red Zone surveys completed in the Wildland Urban Interface to identify risks



## Executive Summary



- New policies and procedures were approved by governing boards that allowed a streamlined process for implementing fire bans.
- Good to Great Feedback meetings set the path for focusing on Human Resources (4<sup>th</sup> Pillar of Success at LFRA) in 2013 and 2014
- Effective leadership development focus on training, including Blue Card Incident Command and The Leadership Journey that influenced current and emerging leaders along their path to excellence.
- City Council approved moving forward with a plan for evaluating residential sprinklers (currently amended out of the IFC) based on a multiple year approach for education, incentives and code adoption. A Residential Sprinkler Steering Committee established with representatives from the building trades and real estate in the community to develop that plan.
- LFRA firefighters improved the average rating in five of the seven fitness measures tested, comparing 2012 scores to 2013 scores.

### Relationships

- LFRA Sponsored training to regional departments
- Collaborative technology solutions with other City departments
- Auto Aid, Mutual Aid and intergovernmental agreements executed for effective response with Johnstown Fire Protection District, Estes Valley Fire Protection District, Laramie County Fire District #2, and Larimer County.
- Leadership in the Front Range Fire Consortium long range strategic direction

### Resources

- Apparatus purchases (Heavy Rescue/Squad 2, Battalion Chief Command Vehicle, Type 6 Engine)
- New Station 2 design
- Design of the Aerial Tower Truck for purchase in 2014
- Special rescue gear replacements and additions
- Uniform and personal protective gear replacements
- Technology assessment and plan developed for improvements necessary
- Training Center Flood Recovery and Clean-Up



## Executive Summary

- New relationship with the National Testing Network for recruitment and candidate screening
- Chief Mirowski named Fire Chief of the Year at the International Fire Chief's Association conference
- \$1.4 million in grants submitted to advance strategic plan initiatives for reserves recruitment and the purchase of a Type 3 engine
- All operations were conducted within the budgeted resources.
- Pay Plan Revision adding a Firefighter II pay grade and increasing all pay levels an average of 9%.
- Performance Evaluation process improvements
- A new Lieutenant position added to the Community Safety Division, who designed a program and trained station companies to perform Business Safety visits.
- A new Plans Reviewer position to the Community Safety Division hired to assist with the increasing building and development activity

This document is intended to share with all readers the extraordinary achievements of LFRA in 2013, conducted with innovation, tenacity, and fiscal integrity exhibited by political leaders and LFRA staff.



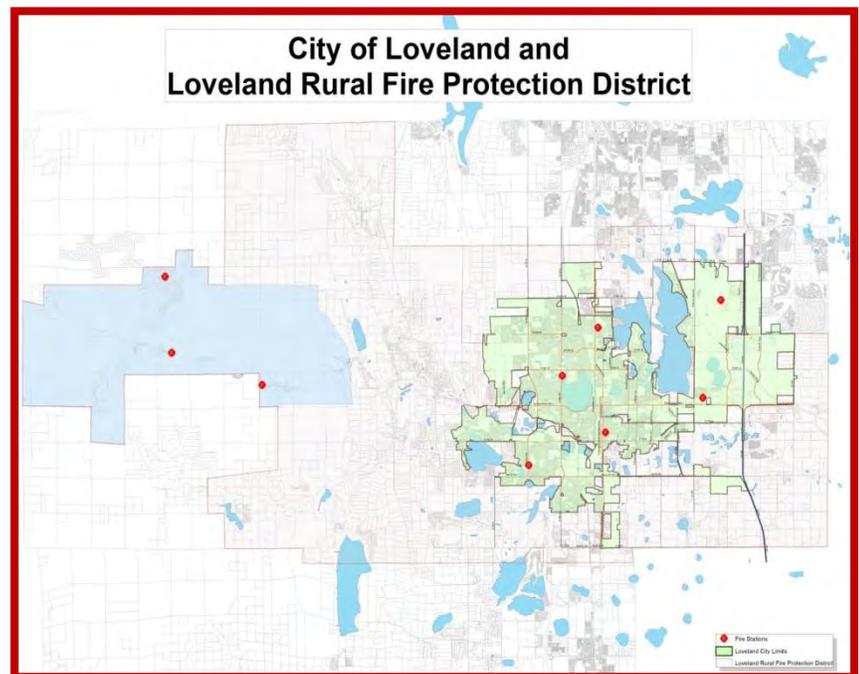
# Community & Organizational Overview

## Introduction

Loveland Fire Rescue Authority (LFRA) is a consolidated fire protection and emergency service agency specializing in fire and rescue-related services. LFRA serves the City of Loveland and the Loveland Rural Fire Protection District covering approximately 194 square miles of area. The organization's 71 full-time uniformed members, its three civilian support staff members, 12 part-time firefighters, approximately 9 firefighter reserves, and seven non-combat reserves provide the workforce for the agency. LFRA operates five fire stations staffed 24 hours, seven days per week, plus three reserve stations. The station at the Fort Collin-Loveland Airport is staffed on an as-needed basis for aircraft flight stand-by services. The Department operates six paid fire companies, including one aerial truck company and a heavy engine/squad currently doing dual duty as an engine and heavy rescue company. Within the fire district are the portions of the neighboring communities of Johnstown (I-25 & Hwy 34), Masonville and the Pinewood Reservoir area. In 2013 approximately 97,458 people live within the area served by LFRA.



LFRA was formed in January, 2012 with the consolidation of the City of Loveland Fire Department (Loveland Fire and Rescue) and the Loveland Rural Fire Protection District. The City and Rural District adopted an intergovernmental agreement (IGA) establishing the Fire Authority. The IGA is the basis of LFRA's existence and outlines the governance, management, funding formulas, and operation of the Fire Authority. A five-person board of directors, appointed by the City Council and Rural District Board, governs LFRA. The Board includes two City Council members, two Rural Board members, and the City Manager of Loveland. LFRA's Fire Chief is a City employee and serves the Fire Authority Board and the City Manager. All firefighters for LFRA are City employees assigned to the Fire Authority.



# Community & Org Overview

## Community Profile

The City of Loveland and the Loveland Rural Fire Protection District area are located 50 miles directly north of Denver, Colorado, along the eastern foothills of the Rocky Mountains and the Arapaho and Roosevelt National Forest. The planning area includes the City of Loveland, Big Thompson Canyon, Masonville, Pinewood Reservoir, and a portion of the City of Johnstown at I-25 and Highway (Hwy) 34.

The planning area encompasses 194 square miles. Within this area land uses vary from high-rise hotels and apartment buildings to agriculture and farm acreage. The present population is approximately 97,458 people, with 74,958 living within the City of Loveland and an additional 22,500 living in the Rural Fire Protection District. The population in the planning area is expected to grow to over 100,000 by the year 2020. The additional people are expected to live in higher densities and work in a variety of new industries and high tech businesses with an emphasis on clean and new or alternative energy sources. This expected growth could be dramatically influenced with the addition and expansion of new industries such as the proposed Rocky Mountain Center for Innovation and Technology (RMCIT) project, or one like it, which is expected to start operations in 2012-2013. Upward of 5,000-7,000 jobs could be gleaned from a project like this; however, none of this is certain. This strategic plan's focus is on predictable business expansion and residential growth, not for high impact and growth ventures like the RMCIT project.

Loveland Fire Rescue Authority (LFRA) provides fire protection to a total area of 194 square miles, and Thompson Valley EMS responds to an even larger area beyond the scope of LFRA's responsibility. This strategic plan will take into account the entire urban and rural area in its scope; however, specific focus is placed on the urban response level-of-service area, which covers roughly 100 square miles. The wildland urban interface area (WUI) is addressed as a separate theater for operations; information about this can be found in Section VII, Specialized Areas. The topography of the WUI planning area is predominantly low, rolling hills, directly adjacent to the eastern range of the Rocky Mountains at an average elevation of over 5,000 feet above sea level. There are also steep mountainous areas within the wildland urban interface zone that have elevations over 7,000 feet above sea level. The Big Thompson River runs diagonally from the west through the planning region. The planning area also contains numerous streams, lakes, and ponds.

The Loveland area enjoys a moderate climate with an annual average of more than 300 days of sunshine. The relatively low humidity tends to make winters feel warmer and summers cooler than might be experienced in the mid-western part of the country. The average high and low temperatures range from 86 degrees Fahrenheit in July to a low average of 14 degrees Fahrenheit in January. The area receives approximately 13.9 inches of annual precipitation. While the area typically receives moderate amounts of snowfall, snow can and often does become extreme, particularly in the months of March and April.

Housing within the planning area ranges from high-density apartments to widely separated farm and ranch acreages. Housing surveys conducted by the census and updated by the City revealed approximately 28,527 units within the city.



## Community & Org Overview

The Loveland community is rapidly becoming a major retail and financial center serving Northern Colorado. Retail centers such as Centerra, other regional and neighborhood shopping malls, and the downtown centers make up the majority of the shopping in the planning region. Other areas of commerce include the growing Crossroads Boulevard Center, which includes The Ranch and Embassy Suites and other retail and hotel complexes. The proposed technology project housed within the old Agilent/HP site is expected to become one of the largest employers in the region. Agriculture also plays a significant role in the local economy and commerce in the planning area, although with the closure of the Great Western Sugar factory, there is no longer a major agricultural product processing facility within the planning area.

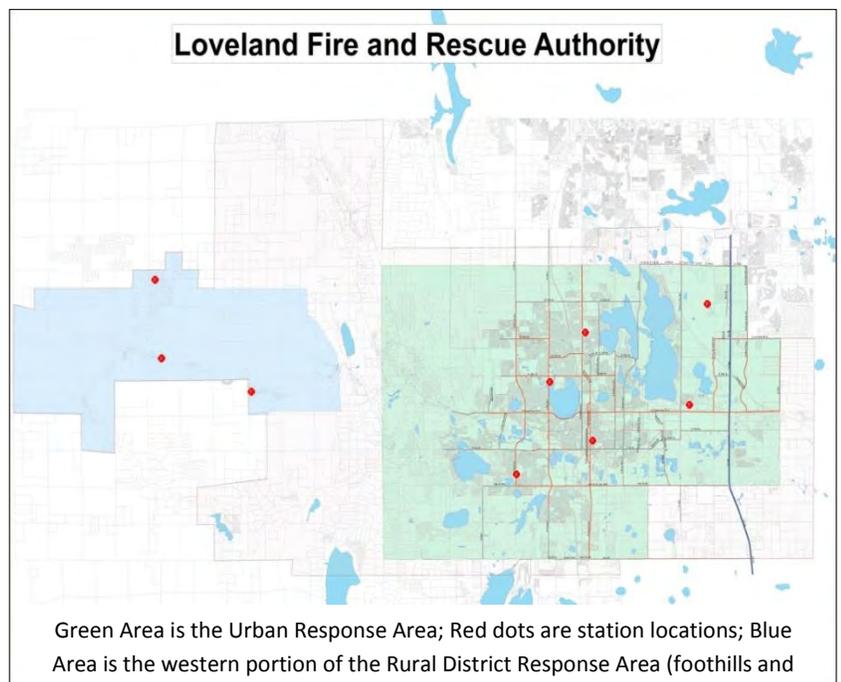
The planning area is bordered by an interstate highway to the east plus a major state highway running through the middle of the fire-rescue response boundaries. Major railroad lines used for freight transport run through the City and Rural District. In the northeast portion of the planning region resides the Fort Collins-Loveland Airport. The industrial and commercial park adjacent to the airport continues to show growth and could be a major economic factor in the expansion of the planning area's population and development.

### Urban Response Area

As stated earlier, LFRA provides fire protection and rescue and emergency medical services for basic life support to a large area encompassing both urban and rural environments. In the strategic plan, reference is often made to urban and rural response, including the wildland urban interface areas, related data, and the associated risks in all of these theaters of operation. Even though LFRA is a single agency and strives to maintain as much uniformity as possible in service provision, it does recognize that these theaters are distinctly different environments. It is unrealistic for citizens living in the more remote areas of the district to receive

the same level of service relative to response times and deployment as those living in the City of Loveland. There are differences in fire risk, resident expectations, and different environments where fire-rescue personnel are expected to operate. With these two distinctly different environments it is also increasingly difficult, by comparison, to have effective performance measurements that can be applied universally.

In general, the Urban Response Area is defined as the City of Loveland and the adjacent surrounding urban areas of the Loveland Rural Fire Protection District. The more specific definition of this area would be described roughly as the area bordered on the north by County



## Community & Org Overview

Road 30, to the east by County Road 3 (intersecting with Hwy 402 then to County Road 11), to the south by 42<sup>nd</sup> Street, and to the west by County Road 29. This entire area, known as the Urban Response Area, encompasses approximately 100 square miles. This area would also be very similar to what Larimer County has identified as its Growth Management Area. It is within this Urban Response Area that the performance measurements for the organization will be utilized. Data collected for such critical dimensions and benchmarks for the first unit on scene and total response times will be used. A map of these boundaries and the defined Urban Response Area follows.

### Funding for the Fire Authority

LFRA is funded by the City of Loveland and the Loveland Rural Fire Protection District through a combination of property taxes in the Rural District plus property and sales taxes in the City's General Fund. LFRA also generates a small amount of revenue from fire permits and reimbursements for wildland and specialized deployments fire-rescue services. For 2013 LFRA has a budget of approximately \$9.62 million for operations and \$.88 million for ancillary administrative services (Human Resources, Information Technology, Fleet Management, Facilities Management, Legal, Finance, Risk) provided by the City of Loveland for a total full-cost budget of \$10.5 million dollars.

The Fire Authority uses an allocation formula for determining the contribution ratio for both the City of Loveland and the Loveland Rural Fire Protection District to the operations cost. The IGA for the Fire Authority breaks out the ratio as follows:

City of Loveland Contribution	82%
Loveland Rural District Contribution	<u>18%</u>
Total Contribution	100%

The formula is based primarily on call load, or more specifically the percentage of calls that firefighters respond to in the City and Rural District. These percentages are not intended to be exact, but rather a target representing the call volume and workload over a longer period of time. Trending to achieve these percentages for the formula spanned more than 20 years from 1990-2010. The current ten year trend indicates that Rural District calls are around 22% of the total calls. If calls cancelled enroute are subtracted out of both City and Rural call totals, the Rural District calls are on the average 18.9% over the last three years.

Capital expenditures vary from year to year depending on equipment purchases and facility construction or improvement. Funds are received from the City's Capital Replacement Fund, Fire Capital Expansion Fees (CEFs) Fund, and capital dollars from the Rural District. The current plan, "Basic Services Model/Model One", calls for the involvement of both the City and Rural District's capital replacement funds to continue independently until the year 2017 when the Fire Authority's will establish a Capital Replacement Fund for apparatus funded by annual contributions from the City and Rural District at an 82% (City) and 18% (Rural) ratio.



## Mission, Vision, and Values Statements

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

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

These three values; **commitment, compassion, and courage**; are the hallmark and heritage of the American fire service. LFRA has adopted these timeless values as a benchmark for measuring the Department's members and the services that are provided to ensure that the desired quality is continually and consistently being provided. The vision for the organization is to embrace the concept of continuous improvement with each and every member doing all that he or she can do to help move the organization from good to great and building it to last. LFRA is committed to delivering the best possible citizen service to our community; service that is prompt and professional. The vision is to continually seek ways to enhance citizen services and firefighter safety within the framework of the organization's service delivery model. It is the Department's primary goal to be recognized by the community of Loveland and those in the fire service community as a model of excellence in providing fire protection and emergency services in the most cost-effective manner.

During 2013, the mission for protecting lives and property was more specifically crafted around the four R's: response, resources, readiness, and relationships. There is a topic list associated with each of the four R's to identify focus areas.

The 2013 achievements are listed based on the four R's.

### **Vision:**

Good to great, built to last

### **Values:**

Commitment, Compassion, Courage (3 C's)

### **Organizational Mission:**

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

### **Strategic Plan Goals:**

1. Deploy an effective emergency response to minimize damage and loss by:
  - Deploying the appropriate incident-specific resources; and
  - Executing a skilled response.
2. Minimize and mitigate the risks of an emergency occurrence in the community by:
  - Adopting and reinforcing fire codes that enhance safety in the built environment and assist with the effective response in the case of an emergency;
  - Building and reinforcing public awareness to reduce the probability of an incident; and
  - Integrating a community-wide emergency preparedness program for natural or man-made disasters.
3. Deliver cost effective services by:
  - Using data-driven analysis to align the investment of LFRA resources and operational performance with mission and goals of the strategic plan;
  - Maintaining a long term planning horizon to manage risk and ensure organizational adaptability; and
  - Fostering an organizational culture that builds cohesive, high performance teams.

# Community & Org Overview

## Resources:

- Our People
- Staff Development
- Officers Leading their Troops
- Apparatus & Equipment
- Community Safety Division Develop Unity Amongst Officer Ranks
- The LFRA Way (Culture Defined)
- Good to Great
- Competency in Job Duties
- Stations & Training Center
- Chain of Command & Communications
- Peer Support

## Response:

- Basic Life Support
- Structure Fire Response
- Wildland Fire Initial Attack & Transition to Extended Oprs.
- Rescue Incidents-Initial Life Saving Actions
- Hazardous Materials Initial Oprs.
- Command & Control
- Care of Mr. & Mrs. Smith as a family member



## Relationships:

- Unity Amongst LFRA Divisions
- Community
- Governing Boards
- Public Safety Organizations
- Auto-Aid Partners
- Big Thompson Canyon Vol. Dept.
- Front Range Consortium
- Wildland Cooperators
- Mutual Aid Technical Rescue & Hazardous Materials Teams
- City Department Partner

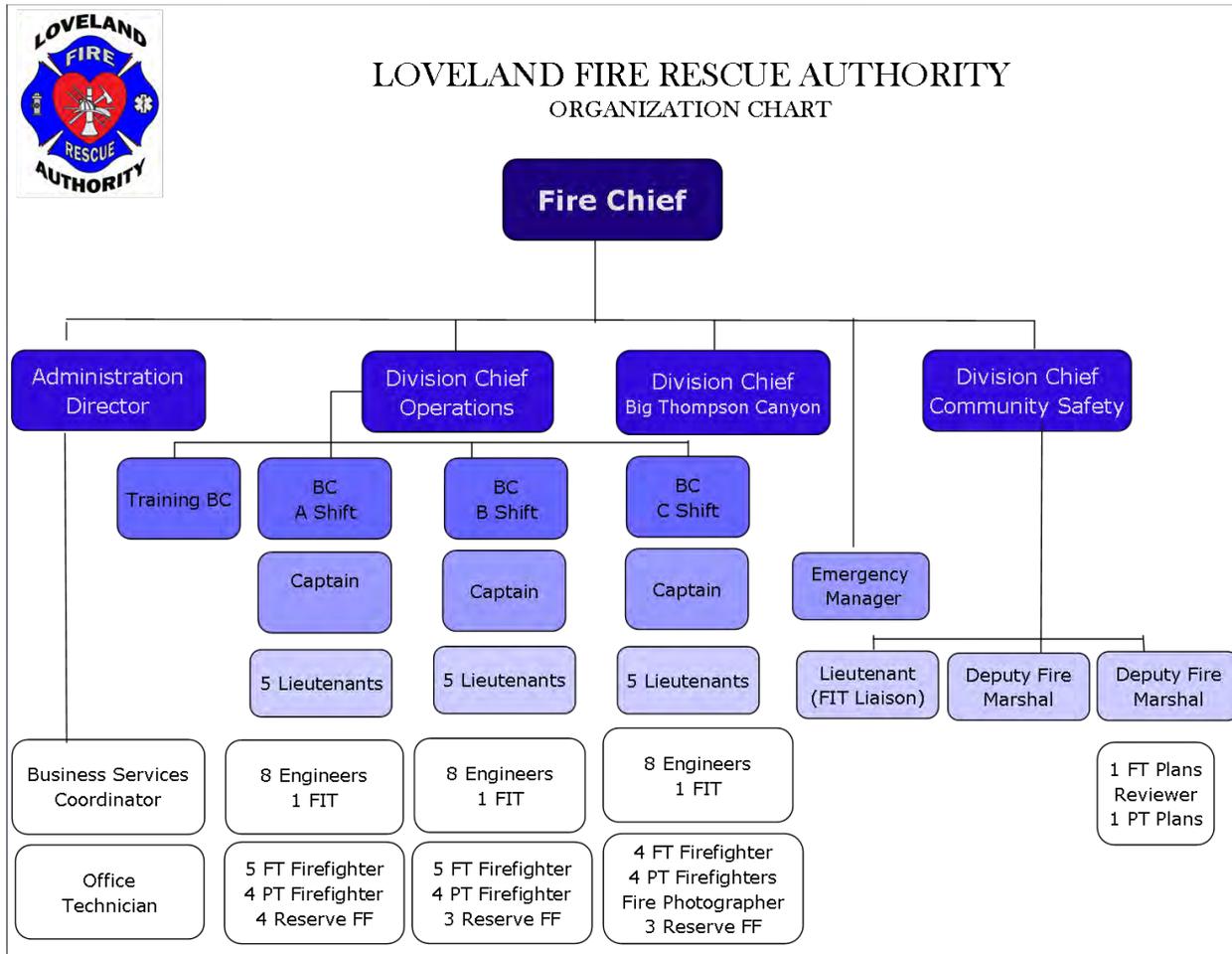
## Readiness:

- Basic Skills Training
- Apparatus & Equipment
- Strategic & Tactical
- Company Inspections
- Physical Preparedness
- Mental Preparedness
- Response Area Knowledge
- Multi-Company Drills
- Mutual Aid Training
- Develop Operational Guides
- Firefighter Survival Skills
- Leadership & the Team

# Community & Org Overview

LFRA is organized in three divisions: Operations, Community Safety and Administration, each led by a Division Chief level position. The Big Thompson Canyon Volunteer Fire Department is a separate, independent organization that assists with the service delivery in the Big Thompson Canyon. The Volunteer Chief is considered the equivalent of a Division Chief within the incident command structure.

## Organizational Chart



Several programs are managed by the Battalion Chiefs, Captains, and Lieutenants.

## Specialized Services in Operations

### *Emergency Medical Services*

The Emergency Medical Services (EMS) delivery model is normally represented by two different levels of service: Basic Life Support (BLS) and Advanced Life Support (ALS). BLS focuses mostly on delivering the primary services of airway, breathing, and circulation to support life. ALS focuses on the more complex, advanced life support services that include more definitive airway management and intubation, and the administration of life-saving intravenous drugs for pre-hospital care and treatment. Transportation of patients is most often the responsibility of the ALS provider. Two other integral components to a successful EMS system include



## Community & Org Overview

dispatching for EMS and public medical awareness and training. The emergency medical system in the Loveland Fire Rescue Authority response area is very much like the typical model listed above.

LFRA supports the EMS model by providing basic life support services and working collaboratively with the paramedics of Thompson Valley EMS (TVEMS) during on scene assessment, treatment, and when needed during transportation to a local hospital or health care facility. LFRA's personnel are trained to the level of Emergency Medical Technicians (EMTs) and in the use of Automatic External Defibrillators (AEDs).

### *Wildland and Urban Interface Operations*

Wildland fires are those that involve natural vegetation, sometimes covering large areas and threatening dwellings, agricultural facilities, livestock, and even humans. The wildland urban interface problem has grown in recent decades as higher levels of the population migrated away from cities or urban areas to more of the rural or wildland setting. A large portion of LFRA's response district incorporates areas that are comprised of grass, brush, and timber. As a consequence of growth and development, people have moved further into the areas that are known as the wildland urban interface (WUI). Although the Larimer County Fire Plan identifies the WUI as being west of Range 69 (or west of County Road 23 for LFRA), it is important to understand that there are also WUI locations within and just outside the city limits of Loveland.

LFRA's first incident priority is the protection of life (Life Safety) followed by the preservation of property; these are the same in the urban structural theater. LFRA's primary strategy is a rapid attack on the fire when it is still small enough to contain. In cases where fires grow too quickly to control with initial attack resources, or escape initial firefighting efforts, the priority shifts to one of evacuation and protection of significant structures or resources. Large wildland fires of this magnitude are infrequent; however, LFRA has experienced several in the last ten years that have involved multiple structures, hundreds to thousands of acres, and millions of dollars in property loss or containment costs.

### *Special Operations*

SOT is divided into four main operational areas: Dive Rescue, Hazardous Materials Response, Urban Search and Rescue (USAR), and Tactical Fire (forcible entry and victim care during a Police SWOT response). Several sub-rescue areas are derived from these overall categories including swift water and open water rescue, low angle and high angle rescue, trench and confined space rescue, and more.

SOT is made up of 34 LFRA members (currently down 8 people), three Windsor Severance Fire Protection District personnel, and nine Thompson Valley EMS (TVEMS) SOT paramedics. All personnel are trained to the operations level (or higher) in each discipline. Each operational area has several technician level-trained staff. SOT personnel are spread out among all three shifts providing an on-duty response to any SOT incident. Off-duty SOT Members are paged for

## Community & Org Overview

response as needed. Fire Station 2 houses all of the SOT apparatus and equipment. This station is staffed with a minimum of three SOT personnel at all times.

### Community Safety

The Loveland Fire Rescue Authority Community Safety Division (CSD) has responsibilities over Public Education, Code Enforcement, Plan Reviews and Permits, Emergency Management, Community Outreach, and Public Information. All of these programs work in concert with each other and work in tandem with fire suppression activities to build, educate, and sustain a safe and vibrant community for the Loveland area.

LFRA has developed a very robust **Public Education** program that not only targets fire related educational messages, but also includes an emergency preparedness element that provides a more in-depth understanding of manmade or natural emergencies that could impact the citizens in our community. Our Public Education program works in unison with the Loveland Police Department, Larimer County Safe Kids Coalition, area hospitals, and other affiliated organizations to maintain a collaborative and cooperative approach in the education of our community members. This team of Safety Educators stays abreast of national trends, local trends, and statistics that have a direct impact in the development of our educational material.

The inspection program and the **code enforcement** process are important parts of the Department's mission of ensuring a fire-safe community. A more proactive approach in inspections and code enforcement is warranted, with an emphasis on community fire safety education and collaborative partnerships to address the fire and life safety issues. By taking advantage of a "customer service" approach verses a "regulatory enforcement" approach, the desired impact for the community is greater fire safety in residential, business, and commercial occupancies.

The CSD has an essential role in the **plan review process**, particularly as it relates to fixed fire protection systems and response-related codes and ordinances in development and building.

The CSD has provided timely, quality plan reviews that meet the customers' expectations and follow the plan review process that has been adopted at most levels within the City. The division reviews building plans that are processed through the Building Department, but also processes plan reviews and permits for fire alarm and sprinkler systems in the CSD. This dual role does provide an avenue to ensure that public safety concerns have been addressed with regard to applicable building codes and also allows the CSD to ensure that fire codes are being met.

For many years, the responsibility for **Emergency Management** for the City of Loveland has belonged to the Fire Department although this program has operated as an independent division or area. When the Fire Prevention Bureau reorganized in 2010, Emergency Management became an integral part of the CSD. This relationship makes a great deal of sense

## Community & Org Overview

in the perspective of overall community safety and emergency management. The CSD's Emergency Management program has made positive strides within our organization at the local, regional, and state level. Response and recovery efforts through training and planning at all levels of the organization continue to improve. As part of the planning efforts, the Office of Emergency Management (OEM) will continue to perform community risk analysis profiles that will help to identify those areas of our community that are "at risk" for natural or man-made disasters. These risk profiles will also assist with the ability to request federal assistance to support mitigation efforts for those "at risk" areas. The other area of highlighted importance is training. Through recent events and through discussion, the Office of Emergency Management has identified the need to increase our training program to include City staff members that have a direct influence on the community and on our ability to recover from disasters. An enhanced training effort began in 2011 and continued throughout 2013 for improvement in the area of emergency management response, Emergency Operations Center activation, roles and responsibilities for department heads and direct reports, and disaster planning scenarios.

**Community outreach** programs are not a new concept in the fire service, although they do have varying degrees of success based on community needs and involvement. Most, if not all, outreach programs have a direct impact on those community members that do not have the resources or the knowledge to recognize their vulnerability. Two programs that are highly successful in Loveland are the Juvenile Fire Setter (JFS) program and the child car seat installation program. Both programs have a positive impact on the community by educating the parents and reducing the potential of severe injuries to children and young adults.

### Administration

The Administration Division serves the organization is responsible for strategic leadership, financial planning, budgeting, reporting, payroll, accounts payable, accounts receivable, customer service for permit issuance, support for governance boards and citizen advisory commissions, and all other business related functions of the organization.



# 2013 LFRA by the Numbers

## 2013 LFRA by the Numbers

### Significant Seven Measures

Loveland Fire Rescue Authority has established seven significant performance measures to report in the overall City of Loveland quality of service reporting program. These measures will be tracked over time for a historical comparison to identify trends and explain variances related to performance.

<p><b>Customer Satisfaction:</b> 2013: 93% 2012: 90%</p>	<ul style="list-style-type: none"> <li>• Strongly Agree/Agree Quality Fire Rescue Services</li> <li>• City - 93%</li> <li>• Rural - No Survey Available</li> </ul>
<p><b>Avg Response Times (Dispatch to 1st Arrival):</b> 2013: 5:62 2012: 5:18</p>	<ul style="list-style-type: none"> <li>• Entire Service Area - Target 5:59 Dispatch to 1st Arrival</li> <li>• Call to Tone Out 2:35 minutes</li> <li>• Dispatch to Enroute 1:02 minutes</li> <li>• Enroute to 1st Arrival 4:60 minutes</li> </ul>
<p><b>Fires Confined to the Room of Origin:</b> 2013: 60% 2012: 70%</p>	<ul style="list-style-type: none"> <li>• Entire Service Area</li> <li>• 60%</li> </ul>
<p><b>Fire Loss Per Capita:</b> 2013: \$23.38 2012: \$5.67</p>	<ul style="list-style-type: none"> <li>• City: \$29.73 (\$2,228,365 prop. loss/74,958 population)</li> <li>• Rural: \$2.26 (\$50,835 prop. loss/22,500 population)</li> </ul>
<p><b>Property Value Saved v.s. Lost:</b> 2013: \$2.66/\$1 2012: \$5.29/\$1</p>	<ul style="list-style-type: none"> <li>• City: \$2.56 Saved for every \$1 Lost (\$5,698,875 saved/\$2,228,365 lost)</li> <li>• Rural: \$7.09 Saved for every \$1 Lost (\$360,587/\$50,835)</li> </ul>
<p><b>Business Safety Inspections</b></p>	<ul style="list-style-type: none"> <li>• Staffing Added Mid-Year to Implement the Program</li> <li>• City</li> <li>• Rural</li> </ul>
<p><b>Costs Per Capita:</b> 2013: \$103.19 2012: \$106.12</p>	<ul style="list-style-type: none"> <li>• City: \$110.02 (((\$10,056,849 X 82%)/74,958)</li> <li>• Rural: \$80.45 (((\$10,056,849 X 18%)/22,500)</li> </ul>



## Strategic Plan Comparison Updates

The comparisons used in the Strategic Plan have been updated. Since 2013 is the first budget year where LFRA has three person companies on an apparatus, the 2013 budget is more comparable to the other organizations. LFRA has the lowest cost per capita and the lowest number of firefighters per 1,000 population of the organizations in the survey pool. If a weighted average is calculated by dropping the highest and lowest numbers and calculating the average of the remaining departments, LFRA is 22% below the weighted average for cost per capita and 27% below the weighted average for the number of firefighters per 1,000 population. Progress is being made. At the time the Strategic Plan was issued, LFRA was 29% below the weighted average for cost per capita and 29% below the weighted average for firefighters per 1,000 population.

## Strategic Plan Comparative Information Update

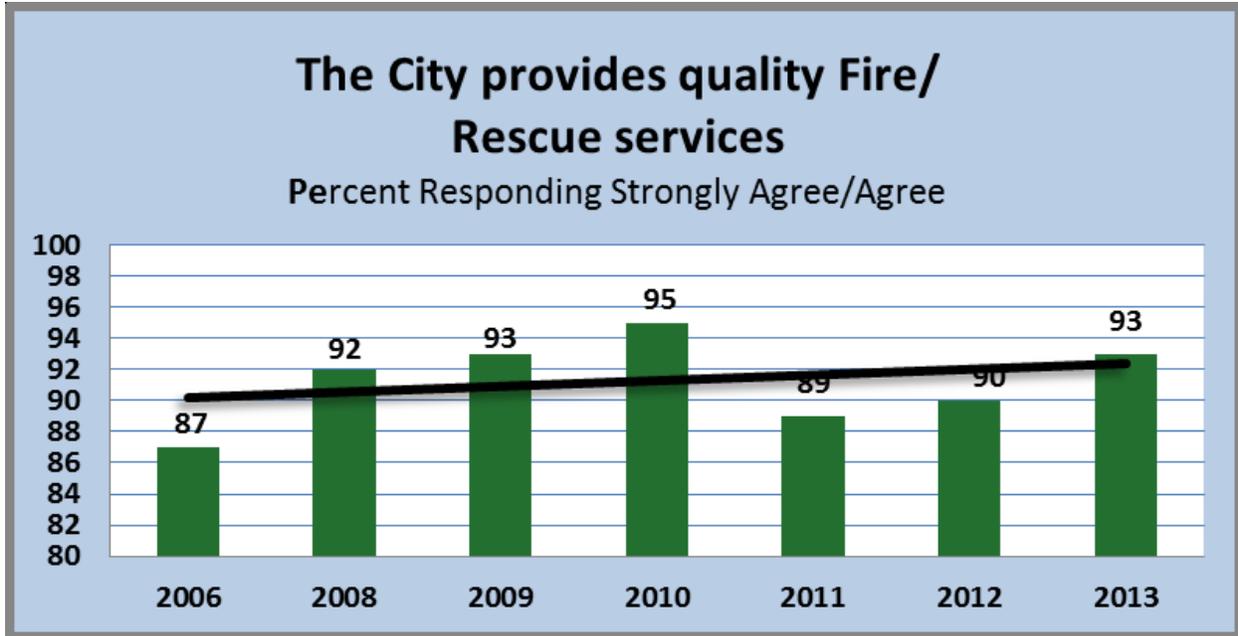
City or Department	2014 Operating Budget	Number of Uniformed Personnel	Population Served	Cost Per Capita	Size of Area by Square Miles	Number of Fire Stations	Number of Firefighters per 1000 Population
Mountain View	\$13,370,318	76	48,000	\$278.55	184.0	7	1.58
Boulder	\$17,564,646	113	99,070	\$177.30	25.8	7	1.14
Cheyenne	\$9,199,934	92	59,466	\$154.71	26.9	5	1.55
Poudre Fire Authority	\$24,768,498	168	187,788	\$131.90	230.0	10	0.89
Greeley	\$12,806,881	101	98,527	\$129.98	47.4	6	1.03
Longmont	\$9,347,425	75	87,850	\$106.40	22.0	6	0.85
LFRA	\$10,732,450	78	97,458	\$110.12	190.0	5	0.80
<b>Mean/Average</b>	<b>\$13,970,022</b>	<b>100</b>	<b>96,880</b>	<b>\$155.57</b>	<b>103.7</b>	<b>7</b>	<b>1.12</b>
<b>Weighted Average*</b>	<b>\$12,764,344</b>	<b>92</b>	<b>88,474</b>	<b>\$140.80</b>	<b>95</b>	<b>6</b>	<b>1.09</b>

\*as defined by taking out the highest and lowest values to average the remaining departments.

Other Activity Related Statistics

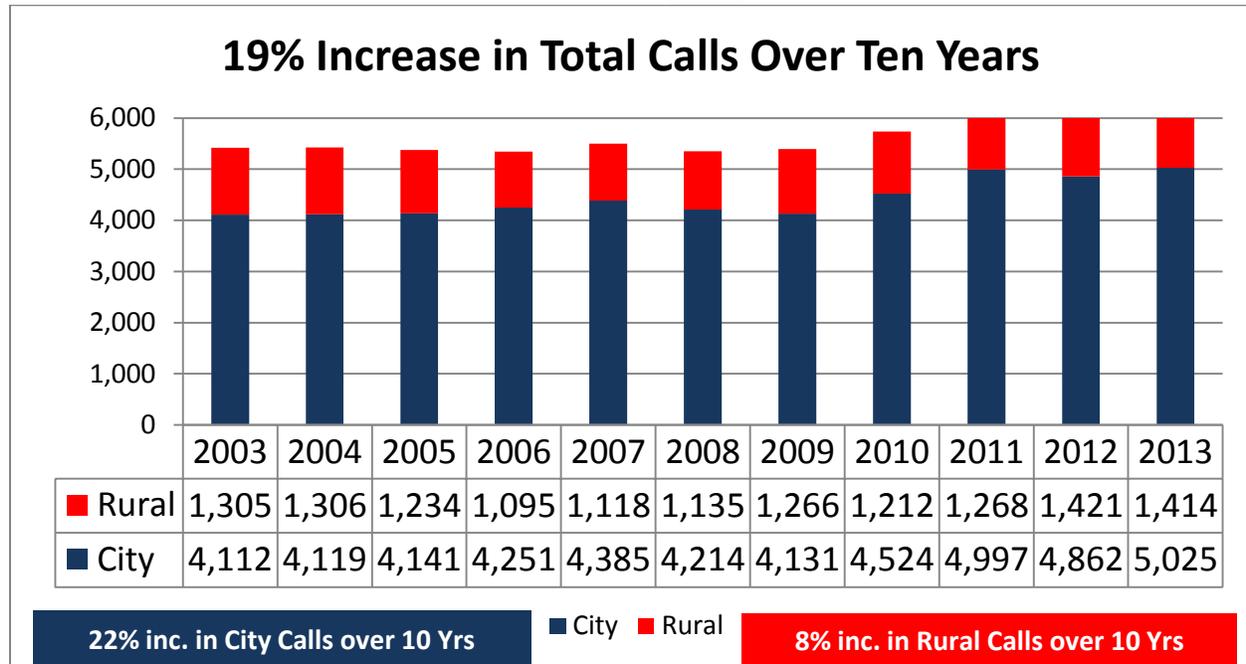
*2013 City of Loveland Quality of Life Survey*

The citizens of Loveland have traditionally rated Fire Rescue Services highly.



## Call Volume

When 2003 is compared to 2013, total calls have increased 19%. When the City and the Rural District are calculated separately, the City calls increased 22% and the Rural District calls increased 8%. The average percentage of Rural District calls to the total calls in this ten year timeframe is 22%.

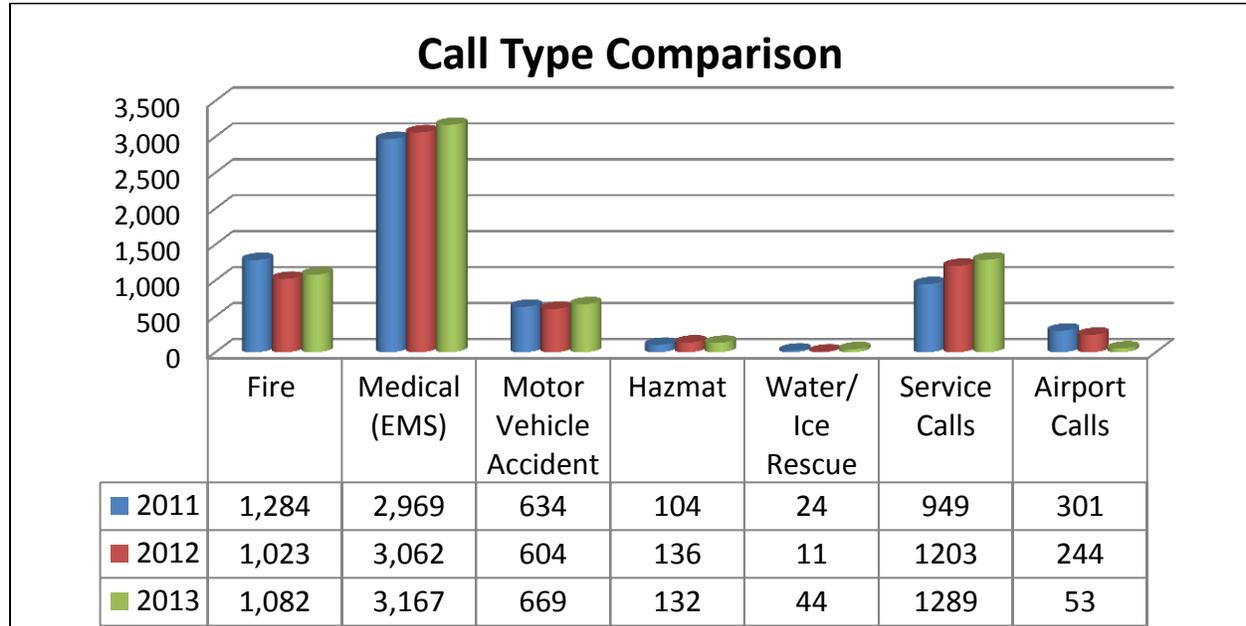


	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
<b>Total Calls</b>	5,277	5,417	5,425	5,375	5,346	5,503	5,349	5,397	5,736	6,265	6,283	6,439
<b>% City</b>	75.9%	75.9%	75.9%	77.0%	79.5%	79.7%	78.8%	76.5%	78.9%	79.8%	77.4%	78.0%
<b>% Rural</b>	24.1%	24.1%	24.1%	23.0%	20.5%	20.3%	21.2%	23.5%	21.1%	20.2%	22.6%	22.0%



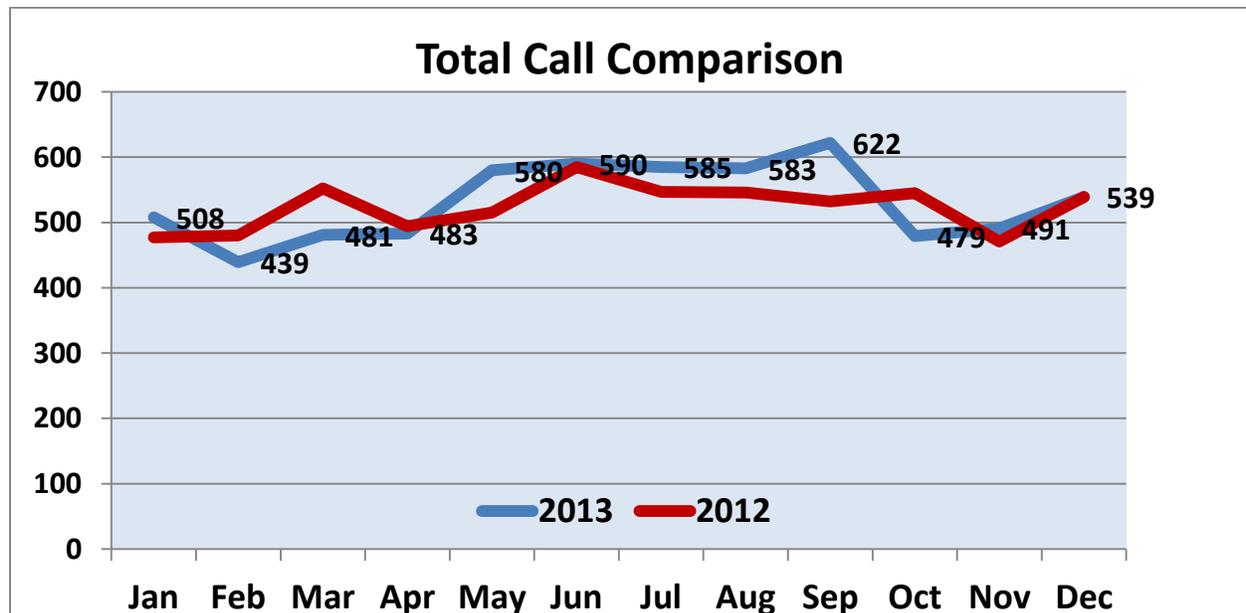
## Call Type

49% of the calls were emergency medical services, which is a consistent trend over the three years shown. Fire calls in the graph below include structural, vehicle, grass/wildland, and fire alarm investigations. Service calls include carbon monoxide, public assistance, and calls cancelled enroute. Airport calls include both standby and emergency calls. Since the airport lost its commercial carrier, there was a significant reduction in standbys.



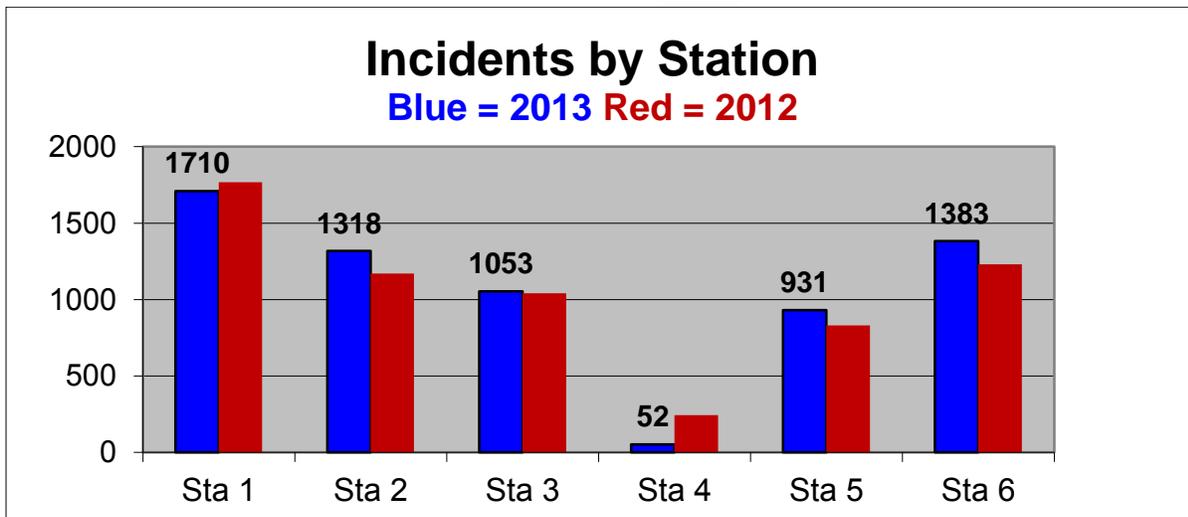
## Seasonal Trend

In 2013, the number of calls monthly during the summer months consistently exceeded the previous year. The total for the year was nearly the same. The average time on scene in 2013 was 17 minutes 17 seconds, down from 20 minutes 59 seconds in 2012.



*Distribution Trend*

The call distribution by station indicates that Station 1 is the busiest station; however Station 4 is unmanned and the Station 6 crews respond to Station 4 calls. The Station 4 calls were down because the commercial carrier no longer flies to the Fort Collins Loveland Airport. Station 1 and Station 6 are two company stations.



*Mutual \ Auto Aid*

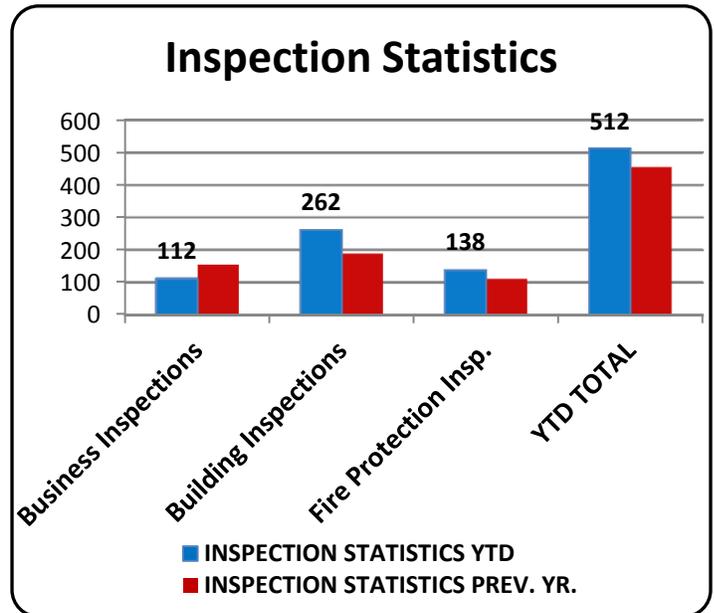
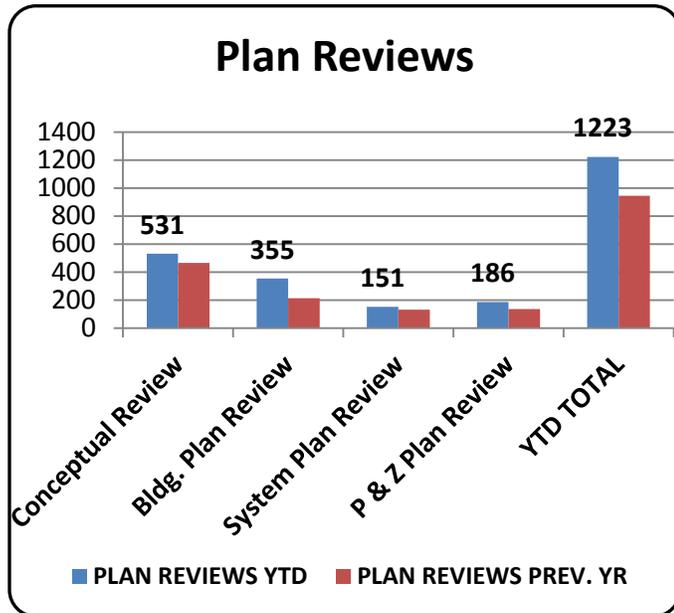
LFRA has several mutual and auto aid agreements to ensure that citizens receive an effective response. Parties to mutual aid agreements respond upon request if resources are available within their system. Parties in auto aid agreements are automatically dispatched based on location. The “Received” by LFRA from the listed organizations and “Given” by LFRA to the listed organization columns below represent the number of calls followed by columns that indicate the number of hours received and given. The significance of the September flood incident is the primary reason that there are more hours received and the increase in the calls to the Big Thompson Canyon.

MUTUAL/AUTO AID STATISTICS YTD				
	Received	Hours	Given	Hours
<b>Fort Collins</b>	50	48.5	110	58.5
<b>Previous Year</b>	44	18	150	72
<b>Berthoud</b>	28	36	60	44
<b>Previous Year</b>	20	14	45	30
<b>Big Thompson Canyon</b>	8	42.5	59	98
<b>Previous Year</b>	6	3	53	47
<b>Windsor</b>	65	38	36	20
<b>Previous Year</b>	42	16.5	28	29
<b>Total</b>	<b>151</b>	<b>165</b>	<b>265</b>	<b>220.5</b>
<b>Previous Year (Revised)</b>	<b>112</b>	<b>51.5</b>	<b>276</b>	<b>178</b>



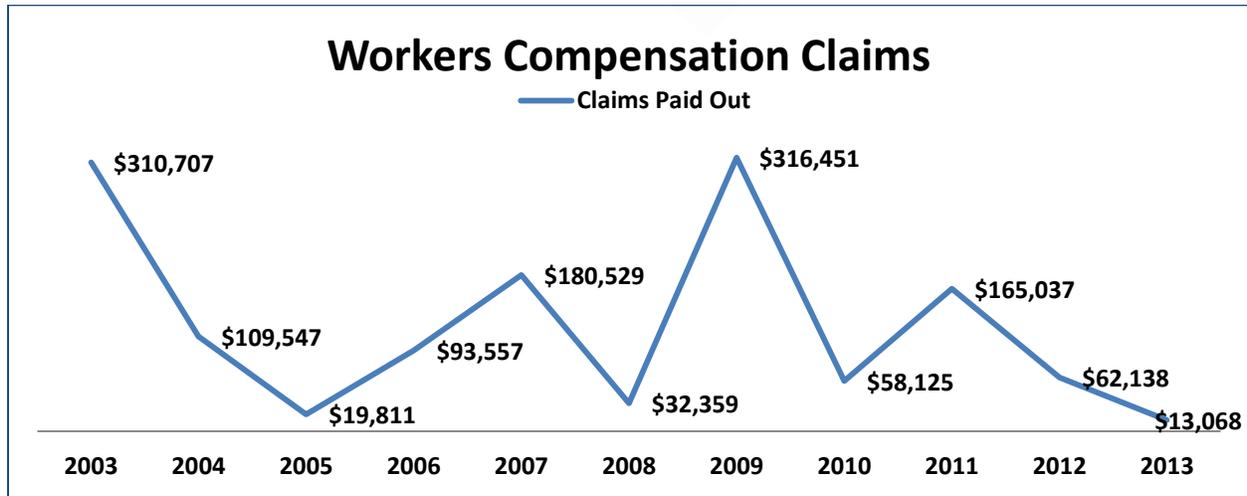
## Reviews / Inspections

Managing the fire codes and plan reviews for development activity in the community and a wide variety of other prevention activities are critical to the LFRA mission to protect and preserve life and property. Building activity in 2013 increased by 29% and is expected to continue growing in 2014. This demand prompted LFRA to add a plans review position in 2013.



## Workers Compensation Claims

In 2013, 22 worker's compensation claims were reported. All injuries are required to be reported. 13 of the 22 claims resulted in claims losses for an average claims cost in 2013 of \$1,005. The claims history is shown in the graph below. In 2003 there was an off duty heart related death and in 2009 there was a cancer related death.



## Liability Claims

The liability claims include employment claims and damage done to property. LFRA has had very few claims paid out over the last ten years and the larger claims have been for the most part recovered.

### Liability Claims

Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Claims Paid Out	\$5,261	\$687	\$0	\$14,000	\$87,358	\$0	\$0	\$11,413	\$7,714	\$1,422
Amount Recovered					\$80,000				\$7,714	
Number of Claims				1	1			1	1	1

All claims are closed



# Achievements Beyond the Numbers

## Response

### *September 2013 Flood*

- 🔥 September 12, 2013 Larimer County Flood caused nearly \$25 million damage to the community of Loveland. The Emergency Operations Center (EOC) was operational within one hour of notification by Emergency Management. City staff were operational and Incident Command planning process was active within one hour of EOC activation. The EOC was activated for 9 days with just over 55 people coordinating the response and recovery effort that involved nearly 841 employees in the City, community volunteers, and partner organizations (i.e., Thompson Valley Emergency Medical Service, Northwest Weathernet, Bureau of Reclamation, Touchstone Health Partners, American Red Cross, United Way 211, and Larimer County).
- 🔥 The Disaster Assistance Center was operational within four days from the event and servicing over 1000 registrants between September 18<sup>th</sup> and November 31<sup>st</sup>. There were 144,883 volunteer hours, valued at \$3,249,726 (based on \$22.43/hr.) Donations received through October 1, 2013 were \$8,527,539: goods valued at \$1,786,692 and financial contributions and pledges of \$6,740,847.



### *Public Education (Fire Prevention):*

- 🔥 1,812 Smoke alarms and 864 carbon monoxide alarms were distributed to Loveland residents, resulting in at least one documented “save” incident.
- 🔥 158 Business inspections and safety visits were conducted by LFRA inspectors
- 🔥 131 Car seats were checked by LFRA Child Passenger Safety Technicians, including 6 car seats/booster seats donated
- 🔥 40 Bike helmets donated, including 28 bike helmet fittings
- 🔥 11 Juvenile Fire-setter Family Intervention sessions



# Achievements Response

## Permitted Plan Review:

🔧 378 reviews with 94.5% completed on time; 4 past due

## Planning Project Fire Review:

🔧 199 reviews with 91.96% completed on time; 16 past due

## Fire Safety Visit Program Initiated:

🔧 Two phases of training for the duty crews; 6 per shift - total 12

🔧 International Code Council Fire Code conference – 3 days of training; 8 staff in attendance; 24 hours total per person.

Type of Review	City	Rural	Totals
<b>Conceptual Design</b>	503	28	531
Previous Year	444	21	465
<b>Building Plan Reviews</b>	328	27	355
Previous Year	206	6	212
<b>System Plan Reviews</b>	146	5	151
Previous Year	128	4	132
<b>P &amp; Z Plan Reviews</b>	171	15	186
Previous Year	112	24	136
<b>TOTAL REVIEWS</b>	<b>1,148</b>	<b>75</b>	<b>1,223</b>
Previous Year	<b>890</b>	<b>55</b>	<b>945</b>

CSD Other Activities		
	2012	2013
Building/Systems Permits	143	138
Hazmat Permits	99	104
Tents/Special Events	80	73
Burn Permits Issued	107	132
Investigations	37	48
Service Call/Complaints	108	78
Car Seats Installed	140	131
Juvenile Fire Starters Cases	27	11
Public Education Events	61	44

## Incident Command Training Outcome

Responded to a three alarm commercial office building fire that showcased the Blue Card system. Seven different fire departments responded, with Chief Officers of six of these departments functioning in tactical level supervisory roles on scene. LFRA had trained all seven of these departments in the Blue Card system, this training paid off by allowing seven departments to respond and operate as one.



# Achievements Readiness

## Readiness

- 🏆 90% Continuation of Operations Plan updated for City of Loveland Departments and provided training to 25% of City of Loveland Departments.
- 🏆 Completed Aircraft Rescue and Firefighting (ARFF) triennial drill by the Federal Aviation Administration deadline to maintain certification for Fort Collins Loveland Airport. This involved just over 50 exercise participants and 150 drill participants.
- 🏆 Two Rope Rescue Technicians sent to Rigging for Rescue (New Rope Curriculum – USAR Standard)
- 🏆 Hosted a State Hazardous Materials Technicians Course - Two new Hazardous Materials Technicians were added.



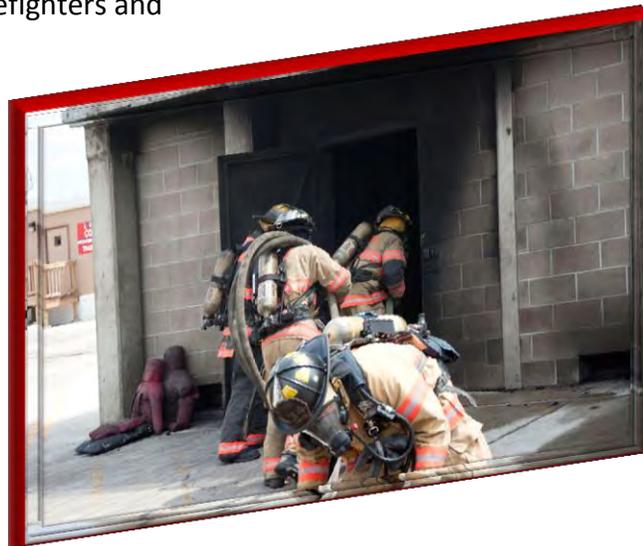
- 🏆 Two new HazMat Specialists were added: a Nuclear/Radiological Specialist and a Railcar Specialist
- 🏆 Accomplished two quarterly trainings in 2013 for the Special Operations Team
- 🏆 Attended Fort Carson with the Loveland Police Department and Thompson Valley Emergency Medical Services to complete 4 days of training related to forcible entry, above grade rope training, and fire suppression techniques associated with police action.

- 🏆 Evaluating the performance and needs for the Tac Fire Team moving into 2014 and beyond:
  - Identified a need to add 3 personnel (allowing for 3 personnel per shift). When the 7<sup>th</sup> company is added to the system in September, LFRA will work toward adding Tac Fire team members.
  - Identified a need to provide comprehensive operational training for active shooter scenarios; increasing the ability of LFRA to work with LPD and engage in an active shooter scenario
  - Provided a demonstration to Command, Executive staff personnel from all participating agencies and administrative city leaders. The team collectively demonstrated the cohesion and readiness for response to all types of police



## Achievements Readiness

- LFRA conducted researching for the implementation of silent dispatching. The Police Department is implementing silent dispatching. This change needs could be an opportunity to improve efficiency in non-life threatening or property threatening incidents. Silent Dispatching would apply to all Priority 4 incidents; roughly 600 calls in 2013 or 9% of our total call volume. Silent dispatching could save dispatchers time on 9% of their total workload in a year.
- On June 1-3, all three shifts had the opportunity to participate in hands-on training with the Poudre Fire Authority (PFA) at the Lory Student Center before a demolition of the building on the Colorado State University campus in Fort Collins, building better relationships with PFA, improving the skill level of LFRA personnel, and cultivating greater levels of confidence in our firefighters and officers.
- On June 10-12, all three shifts participated in live fire training evolutions at the Training Facility. Live fire training was also conducted for the Reserve Firefighter Academy in November and December to enhance firefighter and command skills while developing greater cohesion and teamwork amongst LFRA personnel.
- In June and July four new full-time Firefighters went through a firefighter skills proficiency course that included hose work, ladders, forcible entry, auto extrication, live fire, and other general skills.
- On July 6<sup>th</sup> and 7<sup>th</sup> newly promoted Engineer went through an 18-hour proficiency course to enhance and develop his pump operator skills.
- December 16<sup>th</sup> six new reserve firefighters graduated a 104 hour academy (originally planned to be 120-hour academy, cut short first by the flood and then by extreme snow conditions).
- From September 4<sup>th</sup> through December 16<sup>th</sup>, LFRA sponsored a Reserve Firefighter in the Front Range Fire Consortium Firefighter Recruit Academy. The *Top Gun* award was bestowed upon this reserve after being unanimously nominated by the other 15 students in the class. He brought that excellence back to his LFRA crew and was hired as a part time firefighter, shortly thereafter.
- A new John Deere Gator was purchased to replace the Mule at the Training Area making a more reliable vehicle available to handle the multitude of utility tasks required at the



## Achievements Readiness



Training Area, including plowing snow. This vehicle was used extensively during the September floods to gain access to areas in the Big Thompson Canyon and along other parts of the river.

Stan's Auto Service on South Lincoln donated the use of several scrap vehicles throughout the year. This includes delivery to the site and pick up when LFRA is through with them. Additionally, two private individuals donated cars for use in training. As a result, LFRA personnel gain hands-on experience using rescue tools and knowledge of vehicles in a training environment. This prepares our firefighters and officers to be more proficient on the scene of emergencies.

Several local businesses donated pallets for use in the burn building resulting in a tremendous financial savings to LFRA for live fire training exercises.

Code 3 Associates of Erie, Colorado donated a full size horse prop for large animal rescue training with allows members of the LFRA Special Operations Team to train on a life-like horse prop rather than one manufactured from iron and concrete. The ability to do this enhances the knowledge, skills, and abilities of LFRA personnel to respond to these types of incidents in a safe and efficient manner.

LFRA training library was enhanced with the purchase of several new textbooks allowing LFRA personnel access to updated professional information for personal and organizational development and training.

From June through October, meetings were held with each shift and station asking two questions: (1) what type of training would you like to see and (2), what expectations do you have of the Training battalion chief? These feedback sessions created a greater understanding of the training needs of LFRA and our personnel and assisted with creating the 2014 training calendar. It will also serve as a guide for future training sessions from basic firefighter skills up to and including leadership/management development.

On top of their daily duties and other project work, the three Captains were assigned to assist with the Training Battalion Chief in several administrative areas. The Captains addressed matters such as State certifications and renewals, oversight of the Training Manual, scheduling dates for training, coordinating instructors, ordering supplies and overseeing maintenance for the Training Area.



## Achievements Readiness

- In December each shift participated in cardiac arrest scenarios with the ambulance service to ensure that a high level of EMS skills are maintained, working relationships between LFRA and TVEMS are enhanced, greater confidence levels of everyone involved is created, and greater service to the citizens is delivered.
- Annual Wildland Safety refresher – LFRA adheres to the mandatory requirements as describe by the National Wildland Coordinating Group (NWCG). Certified cards were issued.
- LFRA planned, hosted and implemented mutual aid drills for our mutual aid partners. The drill was very successful in all areas from the Chief Officers down to the firefighter level.
- Annual Wildland Sawyer safety refresher – Traditionally LFRA has provided 8 hours of field training specific to Wildland saw operations.



- Compiled and completed the final rough draft of the Community Wildfire Protection Plan.
- Crews completed Red Zone surveys north of Hwy 34 to County Road (CR) 24H to CR 27, East to Wildland Urban Interface line.
- New policies and procedures were approved by governing boards that allowed a streamlined process for implementing fire bans.
- Based on the vision of moving from the LFRA organization good to great and building it to last, every member of the department was provided a variety of different opportunities to provide feedback on how to achieve “greatness”. That feedback was organized into strategies. In 2013, the human resource asset (the people of the department) was the focus in advancing the organization toward greatness (the fourth pillar of success). The pay plan was revised and the performance evaluation system

## Achievements Readiness

was revised. It was a significant effort in conjunction with the City of Loveland that took seven months to complete.

- 🔧 The Chief taught the last Leadership Journey class. Using a plethora of leadership theory resources and *The Band of Brothers* television series as a means to explore the personal advancement along the life journey to become a better leader and a stronger person. This was voluntary leadership development class and nearly 90% of the department participated. While it was initially developed by the Chief to build leaders in the Fire and Police departments at the City of Loveland, many other fire departments and city leaders also participated.
- 🔧 City Council approved moving forward with a plan for evaluating residential sprinklers (currently amended out of the IFC) based on a multiple year approach for education, incentives and code adoption. A Residential Sprinkler Steering Committee established with representatives from the building trades and real estate in the community to develop that plan.
- 🔧 A fitness program was launched in 2010 using this grant. The program is still in place today. Colorado State University (CSU) was contracted to perform for all full fitness evaluations for career and volunteer firefighters. Seven measures are tracked, each based on age and gender: aerobic capacity, flexibility, grip strength, leg strength, arm strength, push-ups and planks. LFRA firefighters improved the average rating in five of the seven measures tested, comparing 2012 scores to 2013 scores. The scores in the seven categories have increased an average of 7.7% from 2010 to 2013. However, the report indicated LFRA could improve on aerobic capacity and leg strength. It also suggested that strategies to improve blood pressure (both systolic and diastolic pressures were a concern). CSU provides annual departmental comparison reports to assist the department leadership with monitoring firefighter fitness, structuring workouts to enhance fitness in the areas noted for improvement, and to encourage fitness to prevent injury



# Achievements Relationships

## Relationships

LFRA hosted a national Blue Card Hazard Zone Management Conference at the Embassy Suites Hotel. The attendance was just over 200 people from Colorado and around United States. The Conference put Loveland Fire Rescue Authority in the spotlight as being on the leading edge in command and control and tactical decision making on the fireground.

Conducted seven – three day Blue Card certification classes in 2013, for members of LFRA and twelve other Colorado/Wyoming fire agencies. The Blue Card curriculum allows for an enhanced level of interoperability with area fire agencies.



LFRA hosted a four day Blue Card Instructor Train the Trainer course at our Command Training Center. In attendance were personnel from seven different fire departments along the Front Range. This course allows LFRA to greatly influence the Blue Card training through the instructor certification throughout Colorado.

LFRA engaged in a cooperative agreement with Economic Development, Information Technology, and the Rocky Mountain Center for Innovation and Technology (RMCIT), to enhance fiber optic services to the RMCIT campus. LFRA provided \$12,000 for the \$15,000 project to get fiber to the RMCIT campus in exchange for access to a roofline tower on the RMCIT campus building to provide microwave radio signal service from that location to the LFRA Fire Training Center.

The Training Area was used by LFRA, Aims Community College (Firefighter I Academy), Front Range Fire Consortium (FRFC), Berthoud Fire Protection District, Frederick-Firestone Fire Protection District, Johnstown Fire Protection District, Milliken Fire Protection District, Wyoming Air National Guard Fire Department, Thompson Valley EMS, City of Loveland Public Works, Loveland Police Department, Larimer County Sheriff Office, SVI Trucks (pump testing), and Pioneer Forensics of Loveland. As a result:

- There is an increased level of cooperation between city departments, mutual/automatic aid partners, and neighboring jurisdictions (Fire/EMS/Law enforcement).
- Firefighters and officers in smaller jurisdictions that do not have a dedicated training facility can have access to the LFRA facility, enhancing on-scene

## Achievements Relationships

proficiency and safety when LFRA responds with these departments to emergencies.

- The involvement of LFRA personnel with the Aims Community College Firefighter I academy and the use of our facility enhances LFRA recruiting efforts to bring motivated and qualified individuals into the organization.
- Pioneer Forensics use of the facility allows LFRA investigators the opportunity to develop higher skills and abilities to investigate fires at no cost to the organization.
- 🔥 On August 3<sup>rd</sup>, LFRA in conjunction with the Marine Corps League performed a flag disposal ceremony at the Training Area. This involved members of the department, the Marine Corps League, and Company B of the 244<sup>th</sup> Engineer Battalion.
- 🔥 Auto aid agreements with the Johnstown Fire Protection District and the Estes Valley Protection District were approved and executed to address response needs in the southeastern and Canyon areas of the response area.
- 🔥 An intergovernmental agreement was approved and executed with Larimer County to address Wildland and Forest Fire Mitigation.
- 🔥 During the flood a mutual aid agreement was approved and executed with the Laramie County Fire District #2. They provided valuable assistance during the emergency response segment of the flood.
- 🔥 The Chief served as the Chair of the Front Range Fire Consortium focusing on strategic planning for the sustainability of the organization to deliver quality, cost effective professional development of all member organizations.



# Achievements Resourcess

## Resources

- Placed the new Squad 2 in service, this apparatus will provide fireground support (ventilation, search and rescue...etc.) functions on the west side of the district as well as heavy/technical rescue service to the entire response district. It was purchased for the second company that will be placed in service in 2014 in the new Station 2.



- Designed a new 100' aerial tower truck that will be built and placed in service in 2014. This aerial tower will replace a 2000 - 105' aerial truck that will be maintained as a reserve to replace a 1995 - 65' aerial. This purchase will allow LFRA to maintain a fully equipped ready reserve Truck Company.

- Purchased and placed in service a new Type 6 wildland engine at Fire Station 3. This adds a third Type 6 Engine to our system which maintains sufficient response apparatus to wildland incidents when one of the Type 6 engines is in the shop for service or deployed out of our district on a major wildland fire in the region. Generally if we are deploying an engine to a significant wildfire somewhere in the state, the fire danger here is also high.

- Completed the design of the new Fire Station 2, which will be located just west of Wilson Avenue on 29<sup>th</sup> Street. This Station will be large enough to house an Engine Company and a Squad Company (six to eight people) and various support apparatus. The Station will provide better response times to the North West portions of the response area and decrease the response overlap that currently exists between Stations 2 and 5.



- The purchase and installation of a new breathing air compressor at the Fire Training Facility, this is a new high capacity system that will meet the needs of training as well as incident cylinder replenishment. This purchase allowed us to refurbish the smaller compressor that had been in service at the Training Center and install it at Fire Station 1. The addition of the new compressor and the re-deployment of the smaller compressor allows for air resupply in three locations around the district as well as the mobile system on Rescue 6

# Achievements Resourcess

- 🏆 Addition of Class III harnesses for Rope Rescue Technicians (Enhancement for some members that did not have this harness type).
- 🏆 Confined Space Equipment enhancement: The equipment was upgraded and now allows for 2 simultaneous operations.
  - 300' umbilical communication lines put into service providing the capability of hardline communications without the use of supplied air
  - Second set of Supplied Air Breathing Apparatus (SABA) units
  - Second air manifold
- 🏆 New Special Operations team uniforms
- 🏆 Complete re-organization of dive rescue equipment and completion of the annual dive equipment service
- 🏆 Implementation of Rescue One flat bottom boat and a smaller flat bottom boat added during the flood
- 🏆 Addition of Swiftwater Dry suits
- 🏆 Estes Park Decontamination trailer converted for LFRA and put in service. It was damaged in the flood and taken out service.
- 🏆 Additional upgrades to the Confined Space Simulator at the Training Center
- 🏆 New set of Air Bags added to the system
- 🏆 Capital replacement of several air monitors
- 🏆 In house air monitor calibration. An Engineer on staff is a trained Air Monitor Technician and is saving LFRA at least a couple thousand dollars annually.
- 🏆 Inventoried and evaluated technology hardware for LFRA.
- 🏆 Evaluated technology Infrastructure performance and needs.
  - Infrastructure gaps for Fire Station 5 (no fiber)
  - Infrastructure gaps for Fire Training Center (no fiber)
  - Wireless service gaps at Fire Station 3, Fire Station 5, Training Center, and current Fire Station 2.
  - Fiber infrastructure and wireless capability will be in place at the new FS2 location



## Achievements Resourcess

- Identified need to provide system status screens at all LFRA locations.
- GPS equipment is a needed and important tool for the LFRA. To date, there was not a depreciation schedule for renewal / replacement GPS units. Over half of the current GPS units used in the LFRA are at end of life, and are no longer supported with repair or parts by the manufacturer. 6 GARMIN GPS units valued at \$600 each were purchased to start the critical replacements.



Members of Company B, 244<sup>th</sup> Engineer Battalion, U.S. Army Reserves, from Fort Collins completed several projects at the Training Area in August and November. This included repairing stairs, assisting with the removal of an old rail tank car and an abandoned airplane fuselage, and helping with erosion control along the west property line after the September flood. The only cost to LFRA

was the price of materials. Therefore all labor was provided free of charge as part of the reserve battalion's training weekend. LFRA received \$3,400 through the recovery of scrap metal, as a result of the removal of the railcar and airplane fuselage.

- Magnification safety glasses were added to each EMS kit for improved vision capability when performing EMS tasks in low light conditions.
- Mass Casualty Incident (MCI) bags were added to all of the apparatus to improve LFRA's capability to address MCI incidents.
- Addition of "Mega-Movers" to apparatus for a greater ability to move patients through confined areas including up/down stairs while reducing potential injury to LFRA/Thompson Valley EMS (TVEMS) personnel and the patient.
- During mid-summer LFRA began to explore using the National Testing Network (NTN) that is currently being used by both the Greeley Fire Department and Poudre Fire Authority. The testing process involves four parts: human resources video test, mechanical reasoning, math test, and a reading test. The video test employs scenarios to measure patterns that are relevant to the job. It also uses a dimensional scoring method that will allow the department to have a better grasp on the quality of candidates that desire to become a member of LFRA. There are a total of twelve areas in this portion of the test including integrity, managing conflict, managing change, and working with management. As LFRA continues on the path of good to great, the NTN will move the recruiting process from primarily a local activity to one that will span the entire nation. This will open the doors to recruit from a broader



## Achievements Resourcess

base of individuals, plus it will be a tool to assist in the interview and selection process of qualified people to carry LFRA into the future.

- 🏆 Site visits were made to both Aims Community College and Red Rocks College to speak with students of the Firefighter I academies about becoming members of LFRA. The students have the opportunity to hear first-hand about the department, ask questions, and enter the selection process for firefighter. Recruiting, selecting, and training high quality candidates will ensure that LFRA has personnel in place to take the department successfully into the future.
- 🏆 All helmets were changed out to meet guideline specifications: Black for all red-card qualified; Red helmets for squad boss, engine boss, crew boss, division group supervisor, and strike team / task force leader; White helmets for Battalion Chief and above. Yellow helmets for new reserves for their first year to identify them as new and less experienced.
- 🏆 All yellow fire line packs switched out with new packs from True North.
- 🏆 All wildfire Personal Protection Equipment pants switched from older yellow pants to new green Crew Boss Tecasafe 7oz pants or the brown or blue Crew Boss pants.
- 🏆 Approximately 30 new Crew Boss Tecasafe 7oz wildfire shirts issued to remove all old expired shirts. All new shirts were silk screened with 4 inch LFRA.
- 🏆 New helmet attachments for zip out ear plugs were issued to a majority of the department.
- 🏆 Inventory has initially been organized and arranged of the entire Wildland Personal Protective Equipment quartermaster cache.
- 🏆 Removed approximately 1,000 feet of wildland hose from service due to deterioration.
- 🏆 Purchased new GPS for S2/Comm1, Kestrel 4500NV & wind vane, 460 chainsaw, new strainers for Brush units, and 3 Bendix King Portable Radios (during the flood).
- 🏆 Annual calibration on half of the Kestrel's. All necessary apparatus are equipped with a Kestrel.



## Achievements Resources

- Chief Mirowski was named the National Fire Chief of the Year by the Fire Chief's magazine, highlighting a career of achievements that made him an incredible leadership resource.
- Two federal grants were submitted. An Assistance to Firefighters Grant application was submitted to purchase a Type 3 engine and all the related equipment to put that engine into service (\$436,740). A SAFER grant application was submitted to hire a Reserve Retention and Recruitment Officer and expand the number of reserve firefighters (\$956,255).



LFR A has upgraded the messaging component of the communication program from Monitor paging to Alpha - numeric paging and notification of personnel via personnel cellular phones. This has allowed for a more robust messaging system for LFR A personnel.

In 2013, the Communication Program became a three - tiered system of 800 MHz communications, VHF communications, and messaging. This system allows for improved oversight of each component and allows for a simplified delegation of responsibility.

LFR A owns a relatively new fleet of radios that meet the current technology available. A capital replacement plan has been developed and implemented with 2014 will be the first year of capital replacements. This will ensure that LFR A remains on track to responsibly replace and maintain a technologically current fleet of radios.

October 2013, messaging transitioned from a commercial carrier to a government contact company. This was necessitated by the need to have company who understands the needs of a public service department that operates 24 hours a day, seven days a week.

A new Lieutenant position added to the Community Safety Division, who designed a program and trained station companies to perform Business Safety visits.



A new Plans Reviewer position to the Community Safety Division hired to assist with the increasing building and development activity.

# 2013 Budget

## Loveland Fire Rescue Authority

### 2013 Budget Summary

Year Ending 12/31/13

Description	Total Budget	2013 Actual	Variance (Budget Less Actual)	Variance as a % of Budget
Beginning Fund Balance	-	\$290,399.00	-\$290,399.00	-
Revenue	174,380.00	290,675.30	-116,295.30	-66.69%
Partner Contributions	10,314,630.00	9,493,231.81	821,398.19	7.96%
Expenditures	10,489,010.00	10,056,848.83	432,161.17	4.12%
Revenue Less Expenditures	\$0.00	\$17,457.28	-\$17,457.28	

The Budget was managed well and budget savings will be requested in 2014 to complete projects and address new challenges that have come to light since 2013 year end.

#### *Beginning Fund Balance*

Normally this fund is expected to carry a zero fund balance, since the premise of the intergovernmental agreement is that the City and the Rural District split the net cost 82%, 18% respectively. However, the timing of the Assistance to Firefighters grant reimbursement for expenditures in 2012 created the need for the City to advance cash and net that advance out of its January 2014 contribution. As a result the fund balance available was positive and applies to the 2013 year as an available resource.

#### *Revenues*

Revenue that LFRA generates based on operations, excluding contributions from the City of Loveland and the Loveland Rural Fire Protection District, exceeded the budget by just over \$116 thousand. This was primarily the result of the Emergency Management Performance Grant of \$41 thousand received at the end of the year and \$65 thousand collections billed and received in excess of the budget for deployments outside of our service area. The partner contributions are lower than the budget due to expenditure savings and the cash advance credit for the City as mentioned earlier.

#### *Expenditures*

A budget savings of just over \$430 thousand generally due to projects that were incomplete at year end because need for LFRA and many partner City departments to dedicate time to the flood response and recovery.

The following tables highlight budget performance for revenue and expenditures in 2013. The Revenue Budget table is followed by a page of explanations for each revenue source. Expenditures are presented first by account category and then by program. Finally there is a summary of budget performance for other City funds dedicated to LFRA expenditures.



# Loveland Fire Rescue Authority

## Revenue Budget Report

For the Year Ending 12/31/13

## 2013 Budget



Segments/Accounts	Total Budget	YTD Rev	Budget less Revenue Collected	Total % Budget Collected
<b>000 : Investments Activity (as a part of City Pooled Cash)</b>				
Interest & Losses (1)	\$0.00	-\$3,528.12	\$3,528.12	100.00
<b>SubTotal 000 : Investment Activity</b>	<b>0.00</b>	<b>-3,528.12</b>	<b>3,528.12</b>	<b>0.00</b>
<b>223 : Community Safety</b>				
Building Permits (2)	44,880.00	40,925.92	3,954.08	91.19
Contractor Licenses	4,000.00	4,375.00	-375.00	109.38
Fire Permits & Inspections	20,000.00	23,250.00	-3,250.00	116.25
Firework Stand Review	15,000.00	12,350.00	2,650.00	82.33
Special Events (3)	30,000.00	32,400.00	-2,400.00	108.00
Emergency Mgmt Grant (4)	0.00	43,007.88	-43,007.88	100.00
Rural Fire Inspection Fee	5,000.00	9,909.24	-4,909.24	198.18
Miscellaneous (5)	0.00	6,449.06	-6,449.06	100.00
<b>SubTotal 223 : Community Safety</b>	<b>\$118,880.00</b>	<b>\$172,667.10</b>	<b>-\$53,787.10</b>	<b>145.24</b>
<b>224 : Station Operations</b>				
Academy Training (6)	20,000.00	16,759.71	3,240.29	83.80
<b>SubTotal 224 : Station Operations</b>	<b>\$20,000.00</b>	<b>\$16,759.71</b>	<b>\$3,240.29</b>	<b>83.80</b>
<b>225 : Technical Response and Systems</b>				
Hazmat Mitigation (7)	2,500.00	13,441.44	-10,941.44	537.66
<b>SubTotal 225 : Technical Response and Systems</b>	<b>\$2,500.00</b>	<b>\$13,441.44</b>	<b>-\$10,941.44</b>	<b>537.66</b>
<b>226 : Equipment Maint &amp; Replacement</b>				
Miscellaneous (8)	13,000.00	5,200.00	7,800.00	40.00
<b>SubTotal : 226 : Equipment Maint &amp; Replacement</b>	<b>\$13,000.00</b>	<b>\$2,600.00</b>	<b>\$10,400.00</b>	<b>20.00</b>
<b>227 : Administration</b>				
Other	0.00	1,119.80	-1,119.80	100.00
Other Agency Deployment (9)	20,000.00	85,015.37	-65,015.37	425.08
Contribution - Rural Fire District (10)	1,918,140.00	1,823,626.00	94,514.00	95.07
Contribution - Loveland (11)	8,396,490.00	7,669,605.81	726,884.19	91.34
<b>SubTotal 227 : Administration</b>	<b>\$10,334,630.00</b>	<b>\$9,579,366.98</b>	<b>\$755,263.02</b>	<b>92.69</b>
<b>Grand Total:</b>	<b>\$10,489,010.00</b>	<b>\$9,783,907.11</b>	<b>\$705,102.89</b>	<b>93.28</b>
<b>Less Partner Contributions</b>	<b>10,314,630.00</b>	<b>9,493,231.81</b>	<b>821,398.19</b>	
<b>LFRA Generated Revenue</b>	<b>\$174,380.00</b>	<b>\$290,675.30</b>	<b>-\$116,295.30</b>	<b>166.69</b>



*Revenue Budget Variance Explanations*

- (1) Investment Activity: The cash balance in the LFRA Operations Fund is invested in the City of Loveland's pooled cash. As a result LFRA receives an allocated share of the interest earnings, gains or losses on sales of investments, and adjustments at year end to mark the investment to market value at year end. Interest earned was \$1,345.55 and the change in value at year end created a loss of \$4,873.67.
- (2) Building Permits, Contractor Licenses, Fire Permits, Firework Stand Review and Rural Fire Inspection Fees: These revenues are simply a function of activity that occurred in the year.
- (3) Special Events: Budweiser Event Center standbys
- (4) Federal Grants: Emergency Management Performance Grant (State pass through grant). This grant is submitted quarterly but the State didn't distribute any of the money until December.
- (5) Miscellaneous in Community Safety: Fees for fire reports, \$4,650 for participant's fees on a training class that the Community Safety Division sponsored, and reimbursement on deductible for the apparatus damage on an Interstate 25 accident during a storm.
- (6) Academy Training: Fees for the use of the training center by other Fire Departments.
- (7) Hazmat Mitigation: This is the reimbursement of hazmat incident costs. KLLM Transport billing for \$5,530 and the fourth and final payment for the Englemen settlement \$7,911.44.
- (8) Miscellaneous in Equipment Maintenance and Replacement: The \$13,000 budget is for Thompson Valley EMS contribution (TVEMS, half of the cost) for the Quickest Route Software approved in the carryover supplemental appropriation. The actual cost was \$7,800 and it was split between LFRA, TVEMS and Berthoud Fire Protection District. Revenue collected was the \$2,600 collected from both TVEMS and the Berthoud Fire Protection District.
- (9) Other Agency Deployments: This revenue is the reimbursement of costs for LFRA crews that responded to wildland incidents outside of our service area. \$3,526.20 Fern Lake, \$13,225.99 Galena, and \$68,263.18 Black Forest/East Peak.
- (10) Contributions Rural District: The intergovernmental agreement contribution of 18% of the actual expenditures that were \$432,161 under budget, adjusted upward for 100% contribution on the Battalion Chief Command vehicle and additional contribution to the Volunteer Pension Fund to ensure contribution achieved the level necessary to receive the maximum State Matching Grant.
- (11) Contributions City of Loveland: The intergovernmental agreement contribution of 82% of the actual expenditures that were \$432,161 below the budget, adjusted downward for the 100% contribution from the Rural District on the Battalion Chief command vehicle, upward for the amount prepaid for a 12 year Rocky Mountain Innovation Center roof lease to mount equipment to allow for microwave radio signal service at the training center, and downward for the cash flow advance at the 2012 year end to address the grant accrual (earned but not received at 12/31/12).



**Loveland Fire Rescue Authority**

**Expenditure Report by Account Category**

For the Year Ending 12/31/13

Account Category	Total Budget	YTD Exp	Total Available	Total % Available
Personal Services	\$7,729,860.00	\$7,600,326.47	\$129,533.53	1.68
Supplies	503,340.00	422,046.95	81,293.05	16.15
Purchased Services	1,876,240.00	1,764,524.80	111,715.20	5.95
Capital Outlay	379,570.00	269,950.61	109,619.39	28.88
<b>Grand Total</b>	<b>\$10,489,010.00</b>	<b>\$10,056,848.83</b>	<b>\$432,161.17</b>	<b>4.12</b>

The LFRA expenditures were within the appropriated budget and tables provided report that the year ended with a 4.12% savings. Most of the savings occurred as a result of incomplete projects associated with technology (in Training for fiber to the training center and Computer Equipment related to equipment purchases). There are over 50 people responsible for program management or specific elements within the programs. This kind of decentralization is valuable for professional development. It requires a high degree of collaboration and communication. Based on the budget performance in 2013 and the alignment of resources with goals, there was a high degree of success related to managing budgeted resources.



# Loveland Fire Rescue Authority

2013 Budget



## Expenditure Budget Report by Program

For the Year Ending 12/31/13

Segments	Total Budget	YTD Exp	Total Available	Total % Available
<b>223 : Community Safety</b>				
0000 : Community Safety	\$879,840.00	\$865,320.73	\$14,519.27	1.65
<b>SubTotal 223 : Community Safety</b>	<b>\$879,840.00</b>	<b>\$865,320.73</b>	<b>\$14,519.27</b>	<b>1.65</b>
<b>224 : Station Operations</b>				
0000 : General Operations	6,857,870.00	6,719,112.09	138,757.91	2.02
1605 : Training	198,520.00	120,351.76	78,168.24	39.38
1631 : Station 1	47,470.00	42,349.40	5,120.60	10.79
1632 : Station 2	8,630.00	5,537.43	3,092.57	35.84
1633 : Station 3	9,340.00	7,901.67	1,438.33	15.40
1635 : Station 5	7,290.00	6,071.68	1,218.32	16.71
1636 : Station 6	10,350.00	10,146.27	203.73	1.97
<b>SubTotal 224 : Station Operations</b>	<b>\$7,139,470.00</b>	<b>\$6,911,470.30</b>	<b>\$227,999.70</b>	<b>3.19</b>
<b>225 : Technical Response and Systems</b>				
1603 : Special Operations	66,090.00	51,623.77	14,466.23	21.89
1604 : Wild Land	34,540.00	29,004.92	5,535.08	16.03
1607 : EMS	23,070.00	21,969.01	1,100.99	4.77
1608 : Fire SWAT	4,140.00	3,521.99	618.01	14.93
1620 : ARFF	630.00	0.00	630.00	100.00
<b>SubTotal 225 : Technical Response and Systems</b>	<b>\$128,470.00</b>	<b>\$106,119.69</b>	<b>\$22,350.31</b>	<b>17.40</b>
<b>226 : Equipment Maint &amp; Replacement</b>				
1641 : Communications/Telephone	150,130.00	124,299.58	25,830.42	17.21
1642 : Hoses	12,030.00	9,851.00	2,179.00	18.11
1643 : Ladders/Small Engine	7,450.00	7,559.38	-109.38	-1.47
1644 : SCBA	38,790.00	33,307.75	5,482.25	14.13
1645 : Thermal Imaging	12,590.00	10,275.25	2,314.75	18.39
1646 : Computer Equipment	74,370.00	20,963.92	53,406.08	71.81
1647 : Vehicles and Apparatus	838,290.00	780,029.44	58,260.56	6.95
<b>SubTotal 226 : Equipment Maint &amp; Replacement</b>	<b>\$1,133,650.00</b>	<b>\$986,286.32</b>	<b>\$147,363.68</b>	<b>13.00</b>
<b>227 : Administration</b>				
1601 : Administration	1,207,580.00	1,187,651.79	19,928.21	1.65
<b>SubTotal 227 : Administration</b>	<b>\$1,207,580.00</b>	<b>\$1,187,651.79</b>	<b>\$19,928.21</b>	<b>1.65</b>
<b>Grand Total:</b>	<b>\$10,489,010.00</b>	<b>\$10,056,848.83</b>	<b>\$432,161.17</b>	<b>4.12</b>



## 2013 Budget



### Fire Capital Expansion Fee Fund:

#### Station 6 Expansion:

2013 Budget	\$29,820.00
Expenditures (including Art in Public Places)	24,898.75
2013 Remaining Budget	\$4,921.25

#### Station 2 Construction and Heavy Rescue:

2013 Budget	\$3,566,480
Expenditures	898,258
2013 Remaining Budget	\$2,668,222

### City General Fund (2012 Carryover into 2013):

2013 Budget	\$21,200.00
Fitness Equipment	1,908.17
2 Ventilation Fans (flood damage replacement)	7,372.09
Refurbish Compressor	7,613.09
AED Maintenance Agreement	4,975.00
2013 Remaining Budget	-\$668.35

*\$103k remains in reserve in the General Fund for grant match on the Type 3 Engine. The grant was submitted December, 2013.*

### City Capital Replacement Fund (2012 Carryover into 2013):

2013 Budget	\$28,250.00
Logo Replacement Program	6,240.63
Installation of a Conventional 800 Mhz Channel (1)	18,531.17
2013 Remaining Budget	\$3,478.20

If there are any questions or comments, please contact:

Renee Wheeler: (970) 962-2704

[Renee.Wheeler@cityofloveland.org](mailto:Renee.Wheeler@cityofloveland.org)

Public Safety Administrative Director

410 E. 5th Street, Loveland, Colorado 80537

