



Commission on
Fire Accreditation
International

Annual Compliance Report 9th Edition

**Loveland Fire Rescue Authority
410 East 5th Street
Loveland, Colorado
USA - 80537**



**This Report Prepared on July 15, 2019
By
Michael Cerovski, Division Chief of Administration**

**For The
Commission on Fire Accreditation International**

**This Report Represents the Agency's Status
As It Relates To Its Accreditation Report
Dated June 21, 2017**

Table of Contents

Preface.....	3
Agency Information.....	4
Agency/Jurisdiction Changes	5
Accreditation Model Annual Compliance	7
Performance Monitoring.....	13
Agency Performance Tracking	15
Strategic Recommendations	27
Other Information	30
Exhibit List.....	31
Verification	32

Preface

The accreditation report submitted to the Commission on Fire Accreditation International (CFAI) enabled the commission to award accreditation status to your agency. Part of the requirements to retain accredited agency status is your commitment to quality improvement by keeping CFAI informed of any significant changes or developments in activities, direction, or programming. This is accomplished by the preparation and submission of an annual compliance report.

The accreditation report is the internal control document of the commission to record your agencies commitment to the quality improvement process. The annual compliance report is the document used by the commission to monitor your status as it relates to your standards, procedures and practices as well as the progress made toward addressing strategic and specific recommendations.

Each section must be completed and documentation provided for all changes identified. Examples of appropriate documentation are: certified copy of the governing body minutes, chief executive officer written directives, copies of federal or state statutes, copies of local ordinances or resolutions, copies of purchase orders, copies of signed contracts, copies of federal or state administrative rules, copies of federal or state regulatory agency ordered action or settlement agreement, copies of court ordered action or settlement agreement, copies of local government charters, or copies of voter approved referendum. Copies of any supporting documentation that was used by the agency to effectuate a change should also accompany the compliance report. Examples of supporting documentation are: feasibility studies, Insurance Services Office grading reports, position papers, legal opinions, recommendation memos, or consultant's reports.

Updating Agency Information: CPSE is tracking much of your agency information and demographics in our database. In order to keep this information current, we request that you update your agency profile before submitting your Annual Compliance Report (ACR).

The agency head, accreditation manager and department assistant will have multiple identities (personal and agency) and can switch between the two. Login to the portal using your email address.

Click [here](#) to login to the portal.

The annual compliance report is due 45 days before the anniversary date of your agency's most recent award of accreditation.

Any questions regarding the report, its content or length should be directed to the [CFAI Program Director](#).

Agency Information

Enter the [CPSE portal](#) and update your agency information

Agency Name: Loveland Fire Rescue Authority
Agency Address: 410 East 5th Street, Loveland, Colorado 80537
Agency Website: www.lfra.org

Agency Head: Mark Miller, Fire Chief
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Date of most recent Award of Accreditation: July 2018
Annual Compliance Report due date: July 15, 2019
Annual Compliance Report Number (1-4): 2

Current ISO Rating: 2
If your agency has a split ISO rating please document below:

LFRA possesses an ISO rating of 2 within 5 road miles of any fire station and within 1000' of any fire hydrant. LFRA possesses an ISO rating of 3 within 5 miles of any fire station and beyond 1,000' of any fire hydrant. ISO 3 areas are areas that LFRA brings its own water supply through the use of water tender apparatus. LFRA possesses an ISO rating of 4 within 5 road miles of LFRA Fire Station # 8 or LFRA Fire Station #9. LFRA possess an ISO rating of 10 beyond 5 road miles from Fire Station #8 or Fire Station #9.

Current Population: Population estimates are identified through resources at the City of Loveland. Additional data is retrieved from US Census Quick Facts and Larimer County property assessment records. City of Loveland population is estimated as of July 2018 to be 77,449. There are approximately 10,871 residential properties with the Loveland Rural Fire Protection District (LRFPD). Larimer County Household size is estimated at 2.4. Loveland Rural Fire Protection District population is estimated to be 26,094. The combined estimated population served by the LFRA is 103,543.

Department Type: Combination
Number of Fire Stations: Eight
Number of Full Time Personnel: 95
Number of Part Time (Volunteer/Paid on call) Personnel: 22

ACR Reporting Period: 7/15/2018 to 7/15/2019

Agency/Jurisdiction Changes

1. Has there been a change in key positions of the agency during the past reporting period? Yes

- a. LFRA replaced the Administrative Battalion Chief position with Division Chief of Administration. Over the course of late 2017 and 2018, the Executive Leadership Team of the organization evaluated the roles and responsibilities assigned to the Administrative Battalion Chief and determined that the position should be changed to the rank of Division Chief. This organizational change provided a rank that more efficiently matches the roles and responsibilities assigned to the position. The Division Chief of Administration is responsible for strategic design for the LFRA, accreditation management, financial management, policy design, and information technology management.

2. Has there been a change in the governance of the agency? No

- a. Since the July 2018 Accreditation Compliance Report, there have been no changes to governance for the LFRA.

3. Has there been a change in the area/population the agency protects?

Yes

- a. Front Range Fire Rescue (FRFR) is a neighboring fire/rescue agency who provides fire protection to Johnstown, Colorado. In May of 2019, the Town of Johnstown and the FRFR entered into an intergovernmental agreement (IGA) allowing the FRFR to be the designated fire/rescue response agency for an area of about 4.4 square miles. This IGA may result in portions of this 4.4 square miles being excluded from the Loveland Rural Fire Protection District (LRFPD). As of this report date, no exclusion processes have been initiated by FRFR. Although there is not any loss of real property from the LRFPD, this land represents 2.3% of the LFRA response jurisdiction. The LFRA Executive Board and the LFRA Fire Authority Board continue to monitor this matter.

4. Have there been any changes in resources (i.e. equipment, stations, apparatus, etc.)? Yes

- a. The LFRA Executive Team began the design process for Fire Station #7 in the fall of 2017. In 2018, the LFRA Executive Team completed the design of the station and coordinated the staffing for personnel for a 6th engine company as a part of the minimum staffing for the LFRA. In May of 2019, construction of Fire Station #7 began with a target of completion for February 2020. Staffing for Fire Station #7, 6 roving firefighters, and three firefighters to replace retirement of staff begins academy training in the end of July 2019.
- b. LFRA applied for a Federal Assistance to Firefighters Grant (AFG) in 2018 and were awarded funding to purchase a type 1 engine for Fire Station

#7. Engine 7 is in production with Super Vacuum Manufacturing and will be complete in August of 2019.

5. Have there been any changes in programs/services? Yes

- a. LFRA has entered into contract for professional services with Lexipol for the development of policies and procedures for the LFRA. LFRA has also completed the final draft of a revised Financial Procurement Policy Manual for the LFRA. Implementation of both Lexipol and the LFRA Financial Policies Manual are expected in late 2019.

6. Describe any significant changes to your annual budget?

- a. The changes to the 2018 annual budget are related to projects took place within the 2017 and 2018 budget cycles, noted as rollover projects. In addition, funds were appropriated during the 2018 annual budget cycle for funds to purchase a type IV engine and type I engine for Fire Station #7. A portion of funds for the type 1 engine will be reimbursed by the 2018 AFG Grant award we received in 2018. Last, in 2018, the LFRA engaged
- b. The changes to the 2019 annual budget are related to projects that took place within the 2018 and 2019 budget cycles, noted as rollover projects. In addition, \$150,000 was appropriated in early 2019 for the purposes of wage adjustments for personnel with the organization, identified as a result of a pay and benefits study conducted in 2018 and 2019. Funds appropriated for fire station #7 staffing are set to take place in late July 2019. The additional positions for fire station #7 include nine personnel. Secondary to fire station #7 staffing, was an identified need to add rover firefighters to address leave vacancies associated with new personnel. Six rover firefighters (two per shift) were added to the nine firefighters for Fire Station #7. Funds for these personnel were appropriated in April of 2019.

Accreditation Model Annual Compliance

A. Is your agency in compliance with all core competencies? Yes

If you are not in compliance, identify and explain all core competencies and then provide your plan for improvement during the next year (see example below). Ensure you provide exhibits as necessary. Note that during the phone interview regarding your ACR, the reviewer may have questions regarding these competencies and request additional exhibits.

B. Agencies will provide exhibits for the following core competencies each year:

a. 2D.6

Identify and Explain:

The LFRA Program Matrix is used as a tool to identify the division of labor for program management across the organization. Program appraisals are completed annually. In 2018, program managers for the LFRA were asked to incorporate relevant accreditation criteria, core competencies and performance indicators into their annual program reports.

In the first quarter of 2019, the LFRA drafted an after-action review process for the organization. This work was the result of an applied research project from the National Fire Academies Executive Fire Officer Program (EFOP). The after-action review process has been presented and accepted by the leadership of the organization. Work is being done to train staff on the draft AAR process and full implementation of this process is expected in late 2019.

Plan for Improvement:

Complete the training program for after-action review processes for the LFRA in 2019.

Inclusions:

LFRA 2019 Program Matrix
Annual Program Appraisal template

b. 3D.1

Identify and Explain:

The LFRA Program Matrix is used as a tool to identify the division of labor for program management across the organization. Program appraisals are completed annually. In 2018, program managers for the LFRA were asked to incorporate relevant accreditation criteria, core competencies and performance indicators into their annual program reports.

The LFRA Program Matrix is reviewed based on time within a program as well as organizational need. Program management is rotated to ensure complex program analysis against LFRA Strategic Plans, Accreditation, policy and procedure as well as fiscal effectiveness.

In 2018, the 2018 LFRA Strategic Plan was accepted and adopted for the organization. Within the 2018 LFRA Strategic Plan, goals are identified to guide the direction of the organization.

Inclusions:

LFRA 2018 Program Matrix
LFRA 2018 Strategic Plan – Goals Document

c. 5A.5

Identify and Explain:

The LFRA is reviewing data analytics and monthly / annual reporting strategies in 2018. Previous monthly and annual reports were related to data provided by the computer aided dispatch software (CAD); the LFRA utilizes TRITECH Inform CAD and TRITECH Visinet for data collection and analysis prior to 2018.

The accreditation process has improved the data analysis and use process for the LFRA utilizing Omega Dashboard, Omega Advanced Reporting Module (ARM) and Omega Desktop software tools that collect and analyze data extracted from the LFRA records management system (RMS). The LFRA utilizes Emergency Technologies Incorporated (ETI) RMS software. In 2018, the Accreditation Program is reviewing and validating data, addressing data inconsistencies, addressing errors in report authoring, and addressing data analysis consistencies from previous years and the accreditation data analysis process. The last step is the development of response performance distribution process. This process will provide current call processing time, turnout time, travel time and total response time data for LFRA personnel.

In the 3rd quarter of 2018, the LFRA identified the replacement of the current RMS system as essential for records management processes and data management processes. In the 4th quarter of 2018, the LFRA selected Emergency Reporting as our new vendor for RMS. In addition, the LFRA determined that the Omega Dashboard, Omega Advanced Reporting ARM and the Omega Desktop Software tools were not economically efficient tools, or appropriately accurate for our data analysis needs. 2018 and a portion of 2019 data analysis will be derived from Omega products. The LFRA is actively seeking out a more efficient and cost effective solution to data analytics for the organization.

Plan for Improvement:

The ERS records management solution has been implemented as of June 2019. The data analysis solution is being researched in 2019.

Inclusions:

LFRA Monthly report

d. 5B.3

Identify and Explain:

The transition from the ETI records management system to the Emergency Reporting records management system is a substantial improvement to the LFRA Community Safety Division. This includes the use of technology in the field with tablets for fire inspections, preplans, fire investigations and other code enforcement matters. In 2019, the LFRA introduced an improved process to standardize loss / save data from fire incidents. The LFRA loss/save system is being implemented in the 3rd quarter of 2019.

Plan for Improvement:

By the end of 2019, complete the implementation of Emergency Reporting and fully integrate field based reporting using tablets and connections to the RMS for reporting purposes in the field.

Inclusions:

LFRA 2018 ERS Agreement

e. 5C.5

Identify and Explain:

In 2019, the LFRA experienced a reduction in an employee for the Community Safety Division (CSD). A CSD lieutenant was reassigned to the LFRA Operations Division to address a retirement. This reduction in CSD through attrition was associated with the need to increase roving firefighters for operations personnel to address employee leave associated with medical, vacation, military and other unplanned leaves. The CSD lieutenant was responsible for fire investigations and inspections, among other responsibilities. This reduction in workforce for the CSD has unintended consequences associated with fire investigations. Current CSD personnel are fulfilling investigation needs for the LFRA.

In the 4th quarter of 2019, the LFRA will restructure a position assigned to the Operations Division, which functions as a single resource attached to one of two support (truck) companies. Fire Inspection Technicians (FIT's) were assigned to Rescue 2 as the third member of the support company, and also responsible for inspections, investigations, citizen assists and public education for each shift. Incident response demands and growing deficiencies in readiness training for support company functions were identified as threats to the effectiveness of Rescue 2. The restructure will reassign the FIT as a firefighter assigned to Rescue 2, eliminating a single resource capability. This restructure will change the inspection, fire investigation and other capabilities.

Plan for Improvement:

Complete data input for fire investigations in RMS system by year end 2018. Implement processes for loss / save data and associated operational guideline by year end 2019.

Inclusions:

LFRA 2019 Loss Save Template

f. 5E.3

Identify and Explain:

Section V of the 2018 LFRA Strategic Plan outlines the empirical criteria for the LFRA operational staffing and deployment plans. This comprehensive analysis identifies critical factors and needs for the LFRA fire suppression program. This information is challenged and verified through task, tactical and strategic training as well as after action review of fire suppression incidents.

In reference to 5C.5, this restructuring of staffing for Rescue 2 is related to the comprehensive analysis of operational staffing and deployment. The Rescue 2 FIT, a paired single resource is being restructured to a 3rd member of the Rescue 2 Company.

Inclusions:

LFRA 2018 Strategic Plan
LFRA 2019 Organizational Chart

g. 5F.7

Identify and Explain:

The LFRA EMS Program provides oversight to the delivery of EMS basic life support response to the LFRA jurisdiction. The LFRA collaborates through delegation an intergovernmental agreement the ALS response and transport of EMS response to the Thompson Valley Emergency Medical Services District (TVEMS). The EMS Program continues to evaluate the effectiveness of the IGA and working relationship between the LFRA and TVEMS as well as the management of EMS service delivery with the LFRA jurisdiction.

Inclusions:

LFRA EMS Program annual program report

h. 5G.3

Identify and Explain:

The LFRA Special Operations Team (SOT) provides oversight, training, program management and emergency response delivery for LFRA Technical Rescue. In 2018, the LFRA completed full scale technical rescue training for the SOT.

Inclusions:

Special Operations Team annual program report

i. 5H.3

Identify and Explain:

Hazardous Materials response is managed as part of the LFRA Special Operations Team. See item 5G.3.

j. 5I.2

Identify and Explain:

The LFRA ARFF Program is managed by the LFRA ARFF Program. The LFRA ARFF Program collaborated with the Northern Colorado Regional Airport in early

2019 to conduct a site visit from the FAA. That site visit received continued certification with no exceptions from the FAA.

The LFRA will collaborate with the Northern Colorado Regional Airport in October of 2019 to complete the 2019 Triennial exercise, testing the response capabilities of airport staff and emergency responders.

Inclusions:

FAA site inspection 2019

k. 5K.2

Identify and Explain:

The LFRA Wildland Program provides oversight, training and management for wildland response within the LFRA. In 2018, the program is collaborating with the LFRA Community Safety Division to review/revise the LFRA Community Wildfire Protection Plan, and to collaborate with the Larimer County Community Wildfire Protection Plan in the development of a shared CWPP that can be adopted by the Larimer County Commissioners. The CSD is also working with LFRA emergency managers to establish FIREWISE processes for target communities with the LFRA jurisdiction. Research in 2017 indicates that 7 communities with the LFRA jurisdiction are extreme or high risk communities for wildfire threat.

Plan for Improvement:

Complete the process to collaborate CWPP's between the LFRA and Larimer County.

Develop processes to create FireWise communities with the LFRA jurisdiction.

Inclusions:

LFRA Wildland Program annual program report

l. 9B.10

Identify and Explain:

The LFRA Communications Team continues to monitor the success of the program with an annual program report and continued review of critical issues that arise annually.

In 2017, gaps in inventory management were identified as a result of a stolen portable radio. The radio was recovered and the LFRA Communications Program has collaborated with the Quartermaster Program to review/revise the inventory controls identified for issued LFRA equipment.

Plan for Improvement:

Develop policies, procedures and guidelines for inventory management of issued equipment to LFRA employees. Evaluate and improve processes to check in and check out issued equipment when personnel enter and depart the LFRA organization. This process should be completed in 2018.

Inclusions:

LFRA Communications Program annual program report

C. Have there been any changes in compliance to non-core competencies? No

Please identify and explain all changes in non-core competencies and provide your plan for improvement (if needed) during the next year (see example below). Ensure you provide exhibits as necessary. Note that during the phone interview regarding your ACR the reviewer may have questions regarding these competencies and request additional exhibits.

Performance Monitoring

Are you currently meeting the following performance indicators? Yes

If yes, please provide the exhibit. If no, describe your plan for doing so in the future.

2D.8 On at least an annual basis, the agency formally notifies the authority having jurisdiction (AHJ) of any gaps in the operational capabilities and capacity of its current delivery system to mitigate the identified risks within its service area, as identified in its standards of cover.

Identify and explain:

The LFRA completes operational response data on a monthly basis, as well as operational division monthly summary reports. In the course of 2018, LFRA made improvements to the data analytics software to ensure effective data collection for analysis. LFRA utilizes the Omega suites; *Fire View Dashboard, Advanced Reporting ARM and Fire View Desktop*. LFRA added the ability to track response data for our partner response agency for EMS care and transport. Thompson Valley EMS (TVEMS) unit data was added to our Omega suites to compile that response data. In 2019, the LFRA transitioned from ETI to ERS for records management. The LFRA has also recognized gaps in the capabilities of Omega to provide the necessary data analytics for the organization.

Plan for improvement:

The LFRA is finalizing the 2018 Annual report. Finished form is expected in July 2019. The LFRA is currently researching alternative data analytics solutions for reporting in future years.

Inclusions:

2018 Annual report summary information

2D.9 On at least an annual basis, the agency formally notifies the AHJ of any gaps between current capabilities, capacity, and the level of service approved by the AHJ.

Identify and explain:

LFRA completes monthly reports regarding operational response to the LFRA Fire Authority Board as well as the organization. Reference 2D.8 regarding summary performance information (Exhibits 13, 14, and 22).

Plan for improvement:

LFRA is finalizing a transition from CAD based data analysis to our Data Analysis utilizing the Omega suites for data collection and analysis.

Inclusions:

2018 Annual report summary information
2018 Month End reports
2018 Performance Review

2D.10 The agency interacts with external stakeholders and the AHJ at least once every three years, to determine the stakeholders' and AHJ's expectations for types and levels of services provided by the agency.

Identify and explain:

LFRA continues to review / revise intergovernmental agreements as needed. LFRA completed the 2018 Strategic plan in late 2017 for adoption in 2018. The 2018 Strategic Plan is an enhancement to the LFRA in challenging and verifying the agencies expectations and performance into the future. The LFRA has relied on the Fire Rescue Advisory Commission in the development and validation of the 2018 Strategic Plan for both our agency and external as well as internal stakeholders.

Plan for improvement:

LFRA will be plan for a meeting with stakeholders and the AHJ on the third year of the accreditation cycle.

Agency Performance Tracking

Fire Suppression

Benchmark Performance:

For 90 percent of all moderate risk structure fires, the total response time for the arrival of the first due apparatus, staffed with at least one (1) officer, one (1) engineer and one (1) firefighter, shall be: 6 minutes and 59 seconds in the urban response area, and 15 minutes and 59 seconds in the rural response area. The first due apparatus for all risk levels shall be capable of: delivering a minimum of 400 gallons of tank water with a minimum of 1,500 gallons per minute rated pump capacity, establishing incident command, performing a 360 degree scene size-up, developing an appropriate incident action plan, requesting additional resources, deploying an appropriate fire attack hose line, providing sufficient water flow via the on-board tank and pump, and applying water to the fire. The balance of the effective response force (ERF), staffed with at least 15 firefighters, engineers and officers, shall be: 10 minutes and 59 seconds in the urban response area and 19 minutes and 59 seconds in the rural response zone. The ERF shall be capable of: upgrading incident command, establishing imbedded safety officers, providing an uninterrupted water supply, advancing a primary and secondary attack line for fire control, completing forcible entry, completing a primary search of the structure, providing a rapid intervention crew, controlling utilities, establishing operational groups and/or divisions as appropriate, providing ladders and other necessary equipment to support fireground operations, and performing salvage and overhaul.

For 90 percent of all high risk structure fires, the total response time for the arrival of the first due apparatus, staffed with at least one (1) officer, one (1) engineer and one (1) firefighter, shall be: 6 minutes and 59 seconds in the urban response area, and 15 minutes and 59 seconds in the rural response area. The first due apparatus for all risk levels shall be capable of: delivering a minimum of 400 gallons of tank water with a minimum of 1,500 gallons per minute rated pump capacity, establishing incident command, performing a 360 degree scene size-up, developing an appropriate incident action plan, requesting additional resources, deploying an appropriate fire attack hose line, providing sufficient water flow via the on-board tank and pump, and applying water to the fire. The balance of the effective response force (ERF), staffed with at least 15 firefighters, engineers and officers, shall be: 10 minutes and 59 seconds in the urban response area and 19 minutes and 59 seconds in the rural response zone. The ERF shall be capable of: upgrading incident command, establishing imbedded safety officers, providing an uninterrupted water supply, advancing a primary and secondary attack line for fire control, completing forcible entry, completing a primary search of the structure, providing a rapid intervention crew, controlling utilities, establishing operational groups and/or divisions as appropriate, providing ladders and other necessary equipment to support fire ground operations, and performing salvage and overhaul.

Baseline Performance:

For moderate risk incidents, the first-due apparatus, staffed with one (1) officer, one (1) engineer, and one (1) firefighter arrived within a total response time of 7 minutes and 56 seconds in the urban response area and 20 minutes and 42 seconds in the rural response area. The balance of the effective response force (ERF), staffed with at least

12 additional fire suppression personnel, arrived on scene in 12 minutes and 46 seconds in the urban response area and 22 minutes and 48 seconds in the rural response area.

For high risk incidents, the first-due apparatus, staffed with one (1) officer, one (1) engineer, and one (1) firefighter arrived within a total response time of 7 minutes and 3 seconds in the urban response area and 18 minutes and 41 seconds in the rural response area. The balance of the effective response force (ERF), staffed with at least 12 additional fire suppression personnel, arrived on scene in 10 minutes and 6 seconds in the urban response area and 35 minutes and 37 seconds in the rural response area.

(Moderate Risk) Fire Suppression - 90th Percentile Times - Baseline Performance			ART 2014-2018	2018	2017	2016	2015	2014
Alarm Handling	Pick-up to Dispatch	Urban	1:15	1:10	1:11	1:11	1:44	1:16
		Rural	1:48	1:37	0:34	3:17	1:16	4:14
Turnout Time	Turnout Time 1st Unit	Urban	2:20	2:42	2:16	2:25	1:52	2:20
		Rural	3:13	2:22	1:44	2:20	2:34	2:20
Travel Time	Travel Time 1st Unit Distribution	Urban	6:16	6:42	6:29	3:25	4:23	5:10
		Rural	14:46	10:32	5:16	20:54	18:01	18:58
	Travel Time ERF Concentration	Urban	12:14	13:01	10:38	7:59	8:15	10:02
		Rural	23:59	19:22	13:17	21:17	19:15	31:22
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	8:46	8:47	8:26	6:20	6:30	8:01
			n=104	n=21	n=30	n=12	n=19	n=22
		Rural	18:05	12:16	9:43	23:07	20:19	18:50
			n=23	n=5	n=1	n=9	n=5	n=3
	Total Response Time ERF Concentration	Urban	17:40	14:29	6:16	11:06	12:15	12:50
			n=60	n=7	n=19	n=7	n=14	n=13
Rural	25:38	17:10	17:52	23:30	21:22	34:45		
	n=10	n=1	n=1	n=4	n=3	n=1		

* Indicates sample size (n) of 1 incident

EMS Response

Benchmark Performance:

For 90 percent of all EMS incidents, the total response time for the arrival of the first due apparatus, staffed with at least two (2) firefighters, shall be: 6 minutes and 59 seconds in the urban response area, and 15 minutes and 59 seconds in the rural response area. The first due apparatus for all EMS incidents shall be capable of: performing a 360-degree scene survey; sizing up the situation; requesting additional resources; initiating patient care to include conducting a patient assessment, obtaining vital signs and patient medical history, managing a victim’s airway, providing supplemental oxygen, providing CPR and/or administering early defibrillation.

Baseline Performance:

For 90 percent of all EMS incidents, the total response time for the arrival of the first due apparatus, staffed with at least one (1) officer, one (1) engineer and one (1) firefighter, was: 9 minutes and 12 seconds in the urban response area, and 19 minutes and 54 seconds in the rural response zone. The first due apparatus for all risk levels was capable of: performing a 360 degree scene survey; sizing up the situation; requesting additional resources; initiating patient care to include conducting a patient assessment, obtaining vital signs and patient medical history, managing a victim’s airway, providing supplemental oxygen, providing CPR and administering early defibrillation; and preparing the patient for ambulance transport.

(Emergent) EMS - 90th Percentile Times - Baseline Performance			ART 2014-2018	2018	2017	2016	2015	2014
Alarm Handling	Pick-up to Dispatch	Urban	2:43	2:40	2:44	2:47	2:46	2:53
		Rural	2:32	2:41	2:40	3:06	2:41	2:34
Turnout Time	Turnout Time 1st Unit	Urban	1:46	1:46	1:47	1:34	1:37	1:39
		Rural	2:08	2:23	2:06	1:32	1:39	1:40
Travel Time	Travel Time 1st Unit Distribution	Urban	6:08	6:16	6:11	6:05	5:59	6:13
		Rural	16:57	16:46	18:26	18:33	16:47	15:46
	Travel Time ERF Concentration	Urban	6:08	6:16	6:16	6:05	5:59	6:13
		Rural	16:57	16:46	16:46	18:33	16:47	15:46
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:43 n=18747	7:50 n=4495	9:13 n=2982	8:59 N=3922	8:59 n=3782	9:23 n=3566
		Rural	20:49 n=751	21:37 n=135	21:50 n=75	21:22 n=176	19:20 n=158	18:41 n=207
	Urban	7:43	7:50	9:13	8:59	8:59	9:23	
	Rural							

Total Response Time ERF Concentration		n=18747	n=4495	n=2982	n=3922	n=3782	n=3566
	Rural	20:49	21:37	21:50	21:22	19:20	18:41
		n=751	n=135	n=75	n=176	n=158	n=207

** Indicates sample size (n) of 1 incident*

Technical Rescue Response

Benchmark Performance:

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first due apparatus, staffed with at least one (1) officer, one (1) engineer, and one (1) firefighter, shall be: 6 minutes and 59 seconds in the urban response area, and 12 minutes and 59 seconds in the rural response area. The first due apparatus to a technical rescue incident shall be capable of: establishing incident command, conducting a scene size-up, establishing scene security, requesting additional resources as necessary, and providing and operating the tools and equipment necessary to implement a rapid rescue. All first due apparatus shall carry basic low-angle rope rescue equipment, cribbing, mechanical advantage tools, personal floatation devices, water rescue rope throw bags, surface ice rescue equipment and swift water rescue boards.

For 90 percent of all technical rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 15 firefighters, engineers and officers, shall be: 9 minutes and 59 seconds in the urban response area and 15 minutes and 59 seconds in the rural response area. The ERF shall be capable of: upgrading incident command, establishing imbedded safety officers, establishing patient contact, staging responding apparatus, and implementing appropriate rescue techniques.

Baseline Performance:

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first due apparatus, staffed with at least one (1) officer, one (1) engineer, and one (1) firefighter, is: 10 minutes and 30 seconds in the urban response area and 22 minutes and 30 seconds in the rural response area. Every first due apparatus carries basic low-angle rope rescue equipment, cribbing, mechanical advantage tools, personal floatation devices, water rescue rope throw bags, surface ice rescue equipment and swift water rescue boards, and is capable of: establishing incident command, conducting a scene size-up, establishing scene security, requesting additional resources as necessary, and providing and operating the tools and equipment necessary to implement a rapid rescue.

For 90 percent of all technical rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 15 firefighters, engineers and officers, is: 19 minutes and 27 seconds in the urban response area and 48 minutes and 13 seconds in the rural response area. The ERF is capable of: upgrading incident command, establishing imbedded safety officers, establishing patient contact, staging responding apparatus, and implementing appropriate rescue techniques.

(Emergent) Technical Rescue - 90th Percentile Times - Baseline Performance			ART 2014-2018	2018	2017	2016	2015	2014
Alarm Handling	Pick-up to Dispatch	Urban	2:46	2:38	2:14	2:06	2:20	2:34
		Rural	2:42	2:37	2:23	2:50	2:08	3:56

Turnout Time	Turnout Time 1st Unit	Urban	1:50	1:46	1:52	1:38	2:02	2:02
		Rural	2:25	2:28	2:55	2:08	1:48	2:08
Travel Time	Travel Time 1st Unit Distribution	Urban	5:40	5:37	8:15	7:14	6:54	8:12
		Rural	16:22	15:33	18:11	23:20	16:58	15:38
	Travel Time ERF Concentration	Urban	7:44	8:39	12:04	12:29	14:41	13:07
		Rural	20:20	21:56	19:41	NA	NA	41:44*
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	6:45	6:41	11:04	9:08	10:04	11:20
			n=288	n=51	n=61	n=56	n=66	n=54
		Rural	20:51	17:17	20:51	25:02	17:58	21:20
			n=82	n=6	n=14	n=20	n=22	n=20
	Total Response Time ERF Concentration	Urban	8:48	9:37	19:44	19:27	18:04	16:59
			n=38	n=5	n=19	n=6	n=5	n=3
Rural	21:54	NA	22:19*	NA	NA	48:13*		
n=2	NA	n=1	NA	NA	n=1			

* Indicates sample size (n) of 1 incident

Hazardous Materials Response

Benchmark Performance:

For 90 percent of all Level 2 hazmat incidents, the total response time for the arrival of the first due apparatus, staffed with at least one (1) officer, one (1) engineer, and one (1) firefighter, shall be: 6 minutes and 59 seconds in the urban response area, and 12 minutes and 59 seconds in the rural response area. All personnel on the first arriving apparatus shall all, at a minimum, be certified to the Hazardous Materials Operations level and shall be capable of: establishing incident command, performing a scene size-up, developing an appropriate incident action plan, establishing initial containment zones, deploying air monitoring equipment, determining the need for additional resources, initiating emergency decontamination, and implementing incident-specific defensive actions.

For 90 percent of all Level 2 hazmat incidents, the total response time for the arrival of the effective response force (ERF), staffed with 15 firefighters, engineers and officers, shall be: 9 minutes and 59 seconds in the urban response area and 15 minutes and 59 seconds in the rural response area. The ERF shall be capable of: upgrading incident commander; establishing technical decontamination; and providing at least two (2) personnel certified to the Hazardous Materials Technician level capable of entering a potentially contaminated atmosphere while wearing appropriate personal protective equipment to establish air monitoring, perform product transfer, collect material for analysis, and/or rescue victims.

Baseline Performance:

For 90 percent of all Level 2 hazmat incidents, the total response time for the arrival of the first due apparatus, staffed with at least one (1) officer, one (1) engineer and one (1) firefighter, is: 7 minutes and 40 seconds in the urban response area and 28 minutes and 04 seconds in the rural response area. The first due apparatus is capable of: establishing incident command, performing a scene size-up, developing an appropriate incident action plan, establishing initial containment zones, deploying air monitoring equipment, determining the need for additional resources, initiating emergency decontamination, and implementing incident-specific defensive actions.

For 90 percent of all Level 2 hazmat incidents, the total response time for the arrival of the effective response force (ERF), staffed with 15 firefighters, engineers and officers, is: 17 minutes and 12 seconds in the urban response area and 27 minutes and 38 seconds is the rural response area. The ERF is capable of: establishing incident command, performing a scene size-up, developing an appropriate incident action plan, establishing initial containment zones, deploying air monitoring equipment, determining the need for additional resources, initiating emergency decontamination, and implementing incident-specific defensive actions.

(Emergent) Hazmat - 90th Percentile Times - Baseline Performance			ART 2014-2018	2018	2017	2016	2015	2014
Alarm Handling	Pick-up to Dispatch	Urban	1:43	1:49	1:40	1:26	1:34	NA

		Rural	6:07	1:16	2:21	NA	6:08	8:50
Turnout Time	Turnout Time 1st Unit	Urban	2:01	1:58	1:55	1:58	1:46	NA
		Rural	2:55	1:36	1:24	NA	4:34	1:16
Travel Time	Travel Time 1st Unit Distribution	Urban	8:30	2:26	8:07	2:26	4:36	NA
		Rural	25:51	NA	21:43	NA	NA	16:50*
	Travel Time ERF Concentration	Urban	8:30	8:36	8:07	8:36	9:36	NA
		Rural	25:51	n=2	21:43	NA	NA	19:52*
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	9:44	10:12	9:29	5:50	6:44	NA
			n=18	n=3	n=9	n=2	n=3	NA
		Rural	20:38	14:48	NA	NA	NA	26:56*
			n=2	n=1	NA	NA	NA	n=1
	Total Response Time ERF Concentration	Urban	12:04	11:58	9:29	18:42	11:16	NA
			n=18	n=1	n=9	n=3	n=2	NA
Rural	24:20	14:52	NA	NA	NA	28:12*		
	n=2	n=1	NA	NA	NA	n=1		

* Indicates sample size (n) of 1 incident

Aircraft Rescue Firefighting

Benchmark Performance:

Performance benchmarks are established based on Federal Aviation Administration (FAA) requirements to include analysis of staffing, response time, station(s), apparatus, and equipment deployment objectives. The FAA requires that the agency be capable of meeting deployment objectives for ARFF incidents, as documented in the Airport Emergency Plan and standards established in FAA Part 139, Section 319. This capability is tested through a "3-minute" drill, whereby an LFRA ARFF apparatus is dispatched to a simulated aviation emergency and must arrive on scene within three (3) minutes of notification.

Baseline Performance:

Analysis of ARFF incidents and FAA evaluations/reports between January 1, 2011, and December 31, 2015, has indicated that the agency has met the FAA's baseline response performance objectives for ARFF incidents. During the time period evaluated, there had not been any aircraft crashes or incidents where an effective response force (ERF) was assembled.

Marine/Shipboard Rescue and Firefighting

Benchmark Performance:

Loveland Fire Rescue Authority (LFRA) does not have any commercial shipping ports within its jurisdiction. Therefore, LFRA has no marine and shipboard rescue and firefighting program. Recreational boating does occur within the jurisdiction, but not at a scale that would justify existence of a stand-alone marine and shipboard firefighting program.

Baseline Performance:

Not Applicable

Wildland Fire Response

Benchmark Performance:

For 90 percent of all 1st alarm wildland fires, the total response time for the arrival of the first due apparatus, staffed with at least one (1) officer, one (1) engineer and one (1) firefighter, shall be: 6 minutes and 59 seconds in the urban response area, and 12 minutes and 59 seconds in the rural response area. The first due apparatus for all risk levels shall be capable of: delivering a minimum of 400 gallons of tank water with a minimum of 1,500 gallons per minute rated pump capacity, establishing incident command, performing a scene size-up, developing an appropriate incident action plan, requesting additional resources, establishing an anchor point, and initiating fire attack.

For 90 percent of all 1st alarm wildland fires, the total response time for the arrival of the effective response force (ERF), staffed with seven (7) firefighters, engineers and officers, shall be: 9 minutes and 59 seconds in the urban response area and 15 minutes and 59 seconds in the rural response zone. The ERF shall be capable of: upgrading incident command; establishing imbedded safety officers; establishing lookouts, communications, escape routes, and safety zones (LCES); establishing an uninterrupted water supply; reinforcing the anchor point; and establishing operational groups and/or divisions as appropriate.

Baseline Performance:

For 90 percent of all 1st alarm wildland fire incidents, the total response time for the arrival of the first due apparatus, staffed with at least one (1) officer, one (1) engineer and one (1) firefighter, is: 9 minutes and 30 seconds in the urban response area, and 20 minutes and 52 seconds in the rural response zone. The first due apparatus for all risk levels is capable of: delivering a minimum of 400 gallons of tank water with a minimum of 1,500 gallons per minute rated pump capacity, establishing incident command, performing a scene size-up, developing an appropriate incident action plan, requesting additional resources, establishing an anchor point, and initiating fire attack.

For 90 percent of all 1st alarm wildland fires, the total response time for the arrival of the effective response force (ERF), staffed with seven (7) firefighters, engineers and officers, is: 19 minutes and 14 seconds in the urban response area and 22 minutes and 25 seconds in the rural response zone. The ERF is capable of: upgrading incident command; establishing imbedded safety officers; establishing lookouts, communications, escape routes, and safety zones (LCES); establishing an uninterrupted water supply; reinforcing the anchor point; and establishing operational groups and/or divisions as appropriate.

(Emergent) Wildland Firefighting - 90th Percentile Times - Baseline Performance			ART 2014-2018	2018	2017	2016	2015	2014
Alarm Handling	Pick-up to Dispatch	Urban	1:44	1:20	1:19	2:14	2:06	1:44
		Rural	2:17	3:23	1:30	3:22	2:54	2:40
Turnout Time	Turnout Time 1st Unit	Urban	2:10	2:08	4:13	2:16	2:22	2:06

		Rural	2:58	2:08	4:27	2:22	3:08	2:42
Travel Time	Travel Time 1st Unit Distribution	Urban	8:25	7:36	7:53	9:52	9:10	9:12
		Rural	21:23	22:52	26:49	20:20	17:16	16:12
	Travel Time ERF Concentration	Urban	13:49	11:11	14:11	13:33	12:36	10:26
		Rural	24:20	26:00	25:31	21:48	17:19	15:39
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	9:58	9:08	11:05	12:34	13:14	12:04
			n=180	n=38	n=34	n=54	n=32	n=22
		Rural	22:08	24:49	19:49	23:34	20:02	18:17
			n=119	n=10	n=19	n=41	n=31	n=18
	Total Response Time ERF Concentration	Urban	15:12	12:48	17:20	17:22	18:31	14:58
			n=48	n=2	n=1	n=18	n=18	n=9
Rural	25:14	26:50	25:26	27:34	20:55	18:44		
n=23	n=2	n=0	n=11	n=8	n=2			

** Indicates sample size (n) of 1 incident*

Strategic Recommendations

RECOMMENDATIONS	ACCEPTED	IMPLEMENTED	REJECTED
<p>Strategic Recommendations</p> <p>2B.1 - It is recommended the authority research various methodologies and develop a strong core methodology for classifying risk.</p>	<p>In 2019, the LFRA transitioned its Records Management System (RMS) to Emergency Reporting. The VISION program within this RMS system will capitalize on the OVPAP scoring methodology to enhance our capability of classifying risk within our community. The Community Safety Division is building inspection, permitting and preplanning processes for the LFRA within this RMS system. Full implementation is targeted for 2020.</p>		
<p>2D.7 - It is recommended the authority secure funding to complete the full installation of the station alerting system.</p>	<p>The LFRA is collaborating with the Loveland Emergency Communications Center (200), and the Larimer Combined Regional Information Sharing Project (CRISP) to enhance dispatching services and automated station alerting throughout Larimer County. The Local Emergency Telephone Authority (LETA) is a financial partner in this venture and is providing the financial support for automated station alerting from all five dispatch centers in Larimer County. Requests for Proposal are in a bidding process and the project completion is expected in the 2nd quarter of 2020.</p>		
<p>5A.1 - It is recommended that the authority continue cooperative communication efforts to work with the City of Loveland, Town of Johnstown and Loveland Rural Fire Protection District to adopt the same code.</p>	<p>The LFRA is collaborating with the City of Loveland, Town of Johnstown, the Loveland Rural Fire Protection District, and Front Range Fire Rescue in the collaborative and consistent adoption of the 2018 International Fire Code. This process involves council and board approval after public hearings within respective jurisdictional areas. Project completion is forecast for 4th quarter 2019.</p>		
<p>5B.1 - It is recommended that the Community Safety Division work with the wildland program team to evaluate current educational programs, and collaborate on a campaign to deliver wildland fire safety education and enhanced defensible space awareness.</p>	<p>The LFRA Community Safety Division is collaborating with the Wildland Program, Larimer County Emergency Services, Larimer County Commissioners and Larimer County Emergency Management for a consistent and effective educational campaign across Larimer County involving wildland fire safety education and FireWise community initiatives. This includes a revised and collaborative Community Wildfire</p>		

		Protection Plan (CWPP) between a majority of fire agencies within Larimer County. This is an ongoing project that will complete and continuously set goals and benchmarks on an annual basis.	
5E.1 - It is recommended the Loveland Fire Rescue Authority work with Thompson Valley EMS and Loveland Emergency Communications Center (LECC) to reduce EMS alarm handling times for CHARLIE, DELTA AND ECHO medical incidents.		The LFRA is collaborating with TVEMS, the Larimer Emergency Telephone Authority and the LECC to identify improved call processing time strategies along with continued emergency medical dispatch procedures. This in conjunction with station IP alerting process and both are targets for 2018 completion.	
9A.2 - It is recommended the authority annually evaluate the operational readiness of tender response and deployment through practical exercises in rural response areas.			The LFRA has placed into service three new water tenders and revised response plans for the LFRA jurisdiction as well as automatic and mutual aid agreements for neighboring jurisdictions. LFRA workforce members participate in annual refresher training to ensure driver/operators understand and can employ rural water supply practices for fire related incidents that require rural water supply practices in rural response areas.
9C.5 - It is recommended that the authority develop a comprehensive and single document management system, with an accompanying policy, guiding the organization to review all documents on a scheduled basis		The LFRA utilizes a program called HUMMINGBIRD for document retention. The LFRA has not yet identified an improved document retention process and system. The LFRA is targeting 2020 for an improved document retention system.	The LFRA has established an effective process to address requests for information as stipulated by the Colorado Open Records Act (CORA). This system includes the legal oversight of all records requests to ensure compliance to this statute.
9C.5 - It is further recommended the authority ensure policies relating to revised responses are updated to match the implementation date of the change.		The LFRA is reviewing and revising the internal process to establish, review and adopted policies, procedures and guidelines. This process is targeted for completion in 2018.	The LFRA has contracted professional services in the development of policies and procedures from LEXIPOL. The LFRA targets the full implementation of LEXIPOL by 4 th quarter 2019.
10B.1 - It is recommended the authority develop a process and companion guideline to document that all external agreements are reviewed on an annual basis.			The LFRA reviews intergovernmental agreements including automatic and mutual aid annually. The LFRA revises intergovernmental agreements upon their targeted term. The LFRA utilizes HUMMINGBIRD to retend and update as needed agreements. LFRA Legal counsel provides assistance to LFRA for new and revised agreements and intergovernmental agreements.
Specific Recommendations			
6E.2 - It is recommended that the TECHGEN personal protective equipment be evaluated to ensure it is meeting the anticipated goals for which it is being purchased.		Data analysis of turnout times has not yet revealed definitively any qualitative data that can illustrate the benefits of TECHGEN gear usage in lieu of other gear. TECHGEN gear has not yet definitively identified cost savings as a result of using structural firefighting gear "Less". The LFRA hopes that data analysis from the new RMS system will reveal greater data analysis to provide evidence	TECHGEN gear issued to personnel is accomplishing some of the originally intended objectives. Purchasing structural and TECHGEN gear for personnel results in a 3% cost discount in purchasing. TECHGEN gear is faster to don for response to a given set of emergency responses. TECHGEN gear provides personal protective gear for personnel and provides less physiological stress on the human body (heat stress).

	<p>that may or may not support turnout time improvements to certain types of emergencies where TECHGEN gear is used. Automated station alerting will also support improved data analysis for this recommendation. The LFRA is targeting 2020 with improved data regarding this recommendation.</p>	
<p>8A.4 - It is recommended that the community safety division establish minimum annual training requirements for maintaining certifications and continuing education for all positions within the division.</p>	<p>The LFRA is working with TARGET SOLUTIONS staff to identify solutions for training reporting for the LFRA. The LFRA is also researching the collaboration of TARGET SOLUTIONS with EMERGENCY REPORTING for training data reporting. The LFRA Targets 2019 for the completion of this portion of the project.</p>	<p>The LFRA contracted with TARGET SOLUTIONS for training management processes including training planning, certification management and training consistency. TARGET Solutions was implemented in the 4th quarter of 2018. This software also collaborates with neighboring fire service agencies that utilize the same software to share curriculum development and design efforts. See 8A.4</p>
<p>8B.5 - It is recommended that the training battalion include the recording of training classes, certifications and hours for all divisions of the authority.</p>		
<p>9B.9 - It is recommended the Loveland Fire Rescue Authority and the Loveland Emergency Communications Center research capabilities for computer aided dispatch (CAD) to CAD notification to speed the dispatching of automatic aid agencies.</p>	<p>See 2D.7. The Larimer CRISP project will allow seamless interaction between dispatch centers within Larimer County and neighboring counties, specifically Boulder County. Weld County is the other neighboring county that is currently under RFP for a new CAD system. In the event that Weld County selects Central Square (TRITECH) as their county CAD system for fire and rescue response, Northern Colorado will see dramatic improvements to mutual and auto aid response in the region.</p>	
<p>9C.3 - It is recommended the records management system; Fire View analysis software; and CAD system interfaces be reviewed to ensure that automatic aid unit times are properly captured as well as emergency versus non-emergency responses status.</p>	<p>Reference 2B.1. Omega products for the LFRA are currently under review. This is due to the concerns of data analytics from OMEGA, and the identified gaps in interface between OMEGA and EMERGENCY REPORTING. The Target completion date for this analysis is 4th quarter 2019. The LFRA has done raw CAD data analysis using EXCEL and provided benchmark data to the Loveland Emergency Communications Center (LECC).</p>	

Other Information

In 2018 and 2019, the focus of continuous improvement has been to develop unity in purpose and action between the 2018 LFRA Strategic Plan, the LFRA Standards of Cover, Core Competencies and Performance indicators of the Fire and Emergency Services Self-Assessment Manual (FESSAM) along with the LFRA Program Matrix. This has moved the organization towards greater alignment with all of these guiding tools listed above.

The change in records management will realize improved data management and as a result greater data analytics. The Omega products purchased for the LFRA to provide quality data analytics have not realized the greatest cost/benefit analysis for the organization. Data analytics research has been a focus of the LFRA to identify less-expensive data analysis tools and greater reliability and understanding of performance benchmarks for the LFRA. This effort coupled with the progress, albeit slow, of the automated station alerting project for the LFRA will bring about greater performance efficiency with call processing, and total response times for the LFRA to all manner of emergent incident responses, while maintaining quality emergency medical dispatching capabilities for the Loveland community.

Exhibit List

- Exhibit #1: 2018 Property Census data for the LFRA
- Exhibit #2: 2018 Organizational Chart
- Exhibit #3: Front Range Fire Rescue / Town of Johnstown Intergovernmental Agreement
- Exhibit #4: Essential Services Plan from the 2018 LFRA Strategic Plan
- Exhibit #5: 2018 Engine #7 Assistance to Firefighters Grant award letter
- Exhibit #6: 2019 Lexipol agreement between LFRA and Lexipol
- Exhibit #7: 2019 Financial Policies *Draft*
- Exhibit #8: Budget Attachments
- Exhibit #9: LFRA 2019 Program Matrix
- Exhibit #10: 2018 Crossover Program Matrix / Accreditation Matrix
- Exhibit #11: 2018 Annual Program Management Template
- Exhibit #12: 2018 Strategic Plan Goals Document
- Exhibit #13: 2018 LFRA Annual Report Summary Information
- Exhibit #14: December 2018 Monthly report
- Exhibit #15: 2018 Emergency Reporting / LFRA agreement
- Exhibit #16: 2019 Loss/Save Template
- Exhibit #17: 2018 Strategic Plan - Compendium
- Exhibit #18: 2018 EMS Program Annual Report
- Exhibit #19: 2018 Special Operations Annual Report
- Exhibit #20: 2019 Federal Aviation Administration Site Inspection Letter
- Exhibit #21: 2018 Wildland Program Annual Report
- Exhibit #22: 2018 Accreditation Performance review

Verification

I verify that the information contained in this report is complete and true to the best of my knowledge.



Signature of Agency Head

Fire Chief _____

Title

July 15, 2019 _____

Date

**Exhibit #1 - LFRA ACR 2019
City of Loveland Property Census Data 2018**

Property Classification	Actual Value		Assessed Value	
	Taxable	Exempt	Taxable	Exempt
Agriculture	\$ 1,522,320	\$ -	\$ 442,348	\$ -
Commercial	\$ 1,729,414,950	\$ -	\$ 501,530,395	\$ -
Exempt	\$ -	\$ 936,711,280	\$ -	\$ 260,549,644
Industrial	\$ 221,654,900	\$ -	\$ 64,279,924	\$ -
Natural Resources	\$ 27,080	\$ -	\$ 7,860	\$ -
Oil & Gas	\$ 229,159	\$ -	\$ 79,639	\$ -
Residential	\$ 8,458,139,600	\$ -	\$ 608,986,209	\$ -
State Assessed	\$ 52,773,300	\$ -	\$ 15,312,022	\$ -
vacant	\$ 113,338,790	\$ -	\$ 32,868,342	\$ -
Totals	\$ 10,577,100,099	\$ 936,711,280	\$ 1,223,506,739	\$ 260,549,644
Population Served	77,000			
Fire MIL	8.708			
Current MIL	9.564			
Residential Assessed	\$ 608,986,209	50%		
Non-Residential Assessed	\$ 614,520,530	50%		
Total Assessed	\$ 1,223,506,739			
Certification of Valuation	\$ 1,087,308,162			

Exhibit #1 - LFRA ACR 2019
Loveland Rural Fire Protection District Property Census Data 2018

Property Classification	Actual Value			Assessed Value		
	Taxable	Exempt		Taxable	Exempt	
Agriculture	\$ 192,508,000	\$ -	\$	\$ 5,583,012	\$ -	
Commercial	\$ 305,202,080	\$ -	\$	\$ 88,508,612	\$ -	
Exempt	\$ -	\$ 108,218,690	\$	\$ -	\$ 303,383,087	
Industrial	\$ 37,862,170	\$ -	\$	\$ 10,980,033	\$ -	
Natural Resources	\$ 3,342,060	\$ -	\$	\$ 969,194	\$ -	
Oil & Gas	\$ 37,534,993	\$ -	\$	\$ 29,036,342	\$ -	
Residential	\$ 2,866,415,200	\$ -	\$	\$ 207,822,185	\$ -	
State Assessed	\$ 52,352,700	\$ -	\$	\$ 15,182,089	\$ -	
vacant	\$ 57,533,210	\$ -	\$	\$ 16,684,668	\$ -	
Totals	\$ 3,552,750,413	\$ 108,218,690	\$	\$ 374,766,135	\$ 303,383,087	

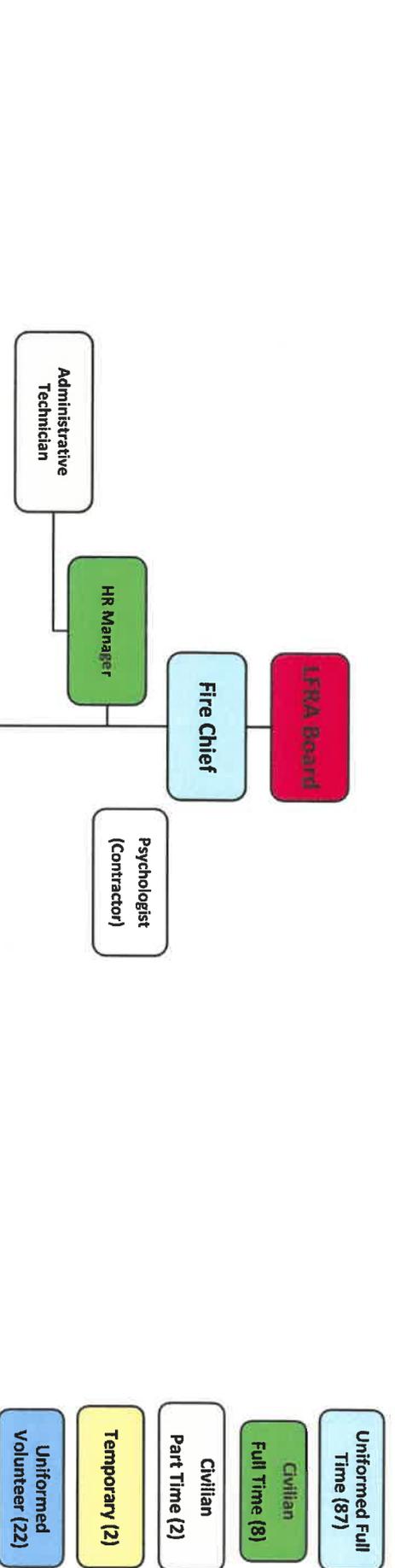
Population Served	26,053	
Current Fire MIL	8.708	
Residential Assessed	\$ 207,822,185	55%
Non-Residential Assessed	\$ 166,943,950	45%
Total Assessed	\$ 374,766,135	
Certification of Valuation	\$ 374,679,729	

Johnstown Jurisdiction?

LRFDP TOTAL?



EXHIBIT #2 - LFRA 2019 ACR 2019 LFRA ORGANIZATIONAL CHART 2018-19



LFRA All Full Time Staff – 95 Personnel

LFRA All Staff – 121 Personnel

**EXHIBIT #3 - LFRA 2019 ACR 2019
TOWN OF JOHNSTOWN / FRFR IGA**

**INTERGOVERNMENTAL AGREEMENT
BETWEEN THE FRONT RANGE FIRE RESCUE FIRE PROTECTION DISTRICT
AND THE TOWN OF JOHNSTOWN REGARDING FIRE SERVICES**

THIS AGREEMENT is made and entered into this ____ day of _____, 2019, by and between the Front Range Fire Rescue Fire Protection District (the "Fire District"), a special district organized and existing pursuant to § 32-1-101, CRS, et seq. (the "Special District Act"), and the Town of Johnstown (the "Town"), a Colorado municipal corporation, collectively referred to as the "Parties."

RECITALS

WHEREAS, the Fire District and the Town have a common and compelling public safety interest to provide and plan for Fire Services, as defined below in Section 2(B) of this Agreement, for the existing and future property owners and residents within their respective jurisdictions; and

WHEREAS, the Fire District and the Town also have a common and compelling interest in the investigation and prosecution of arson; and

WHEREAS, pursuant to the Special District Act, the Fire District provides Fire Services to all areas within its boundaries; and

WHEREAS, pursuant to § 31-30-101, CRS and § 31-15-601, CRS, the Town is authorized to provide Fire Services within its municipal boundaries; and

WHEREAS, pursuant to § 29-1-203, CRS, the Fire District and the Town may contract with one another to provide any function, service, or facility lawfully authorized to be provided by the Fire District and the Town; and

WHEREAS, a substantial portion of the area presently located within the boundaries of the Town is also located within the boundaries of the Fire District; and

WHEREAS, both the Town and the Fire District have adopted the International Fire Code, and the Fire District enforces the International Fire Code as adopted by the Town in those areas located within the boundaries of both the Town and the Fire District, even when and if the International Fire Code adopted by the Town varies from the International Fire Code adopted by the Fire District; and

WHEREAS, the Fire District has the authority to administer and enforce the International Fire Code adopted by the Fire District and/or the County in which it is located with respect to areas located within the boundaries of the Fire District but outside the boundaries of the Town; and

WHEREAS, the Fire District is willing to commit to provide high quality professional Fire Services to all areas located within the boundaries of the Town and the Fire District, as such boundaries may be altered from time to time by annexation or otherwise; and

WHEREAS, the Parties agree that coordinated emergency services will promote efficient delivery of services during a disaster or emergency; and

WHEREAS the Parties agree that establishing mutual boundaries between the Fire District and the Town wherever feasible is in the best interest of both Parties and will promote the efficient provision of Fire Services and the public safety and welfare; and

WHEREAS, the Parties agree that it is in their best interests to create an atmosphere conducive to a healthy economy, and that cooperation between the Parties will enhance opportunities for economic development; and

WHEREAS, the Parties recognize and agree that, in addition to the Fire District, Fire Services are provided to portions of the Town by other fire districts or fire authorities, , based on the boundaries of each such entity; and

WHEREAS, on or about November 7, 2011, the Town and the Fire District entered into an Intergovernmental Agreement for Fire Protection and Related Services (“2011 IGA”); and

WHEREAS, to clearly delineate the property within the corporate boundaries of the Town that the Town desires to be served by the Fire District, the Parties desire to execute this Agreement to replace and supersede the 2011 IGA; and

WHEREAS, the Fire District and the Town agree that it is in the best interests of the Parties, and will promote the public safety and welfare of their current and future residents and property owners, to provide for cooperative efforts by both the Town and the Fire District for the provision of uniform Fire Services, and efficient and effective arson investigation and prosecution throughout the shared boundaries of the Fire District and the Town.

AGREEMENT

NOW, THEREFORE, the Town and the Fire District covenant and agree as follows:

1. **RECITALS.** The Recitals are incorporated as if fully set forth herein.
2. **DEFINITIONS.** For the purposes of this Agreement, the following definitions shall apply:
 - A. “Chief” means the Fire Chief when referring to the Fire District and to the Police Chief when referring to the Town.
 - B. “Fire Services” refers to all proper and mandated services, functions, and activities of a fire protection district as authorized in the Colorado Revised Statutes and as described in the Fire District’s Statement of Purpose including, without limitation, fire suppression and related investigatory activities, fire prevention, basic and technical rescue, hazardous materials services, emergency medical services, and enforcement and administration of the Fire Code adopted by the Town. The Fire District and the Town may, as necessary and appropriate, use mutually agreed upon standards to enforce within the Town the Fire Code adopted by the Town.
 - C. “Fire Code” refers to the current version of the International Fire Code adopted by the Town, together with any modifications or amendments thereof, and successor fire codes adopted by the Town.
 - D. “Governing Body” means the Town Council when referring to the Town and the Board of Directors when referring to the Fire District.
 - E. “Johnstown Service Area” means the portion of the Town’s corporate boundaries that is generally located east of Interstate 25 and south of State Highway 402 (Larimer County Road 18) to Larimer County Road 3 and then north along Larimer County Road 3 to U.S.

Highway 34 and then east along U.S. Highway 34, as set forth on Exhibit A, attached hereto and incorporated herein by reference. Upon written agreement of the Parties in the form of an amendment to this Agreement, the boundaries of the Johnstown Service Area may be amended from time to time.

F. "Manager" means the Town Manager when referring to the Town.

2. EXCLUSIVE PROVIDER OF FIRE SERVICES TO JOHNSTOWN SERVICE AREA; FIRE DISTRICT OBLIGATIONS. By and subject to the terms of this Agreement, the Town hereby designates the Fire District as the exclusive provider of Fire Services within the Johnstown Service Area. The Fire District understands and agrees that it is legally obligated to provide Fire Services to all property currently within the Fire District's jurisdictional boundaries and to all property that may in the future be included into those boundaries, subject to the terms and conditions of this Agreement. The Fire District agrees that the Fire Services it provides to all property within its jurisdictional boundaries, now and in the future, shall be comparable to, or better than, the Fire Services it currently provides to all other property within its jurisdiction. The Fire District and the Town agree and understand that the District may provide advanced life support emergency medical services and patient transport within the Fire District's jurisdictional boundaries if those same services are not provided by another appropriate governmental entity with concurrent jurisdiction.

3. ANNEXATION; INCLUSION AND EXCLUSION OF LAND.

- A. Annexation: land not within any fire district. The Town agrees to request landowners that are not within any fire district and who seek annexation of their lands into the Town to petition for inclusion of such lands into the Fire District.
- B. Annexation: land within another fire district. The Town agrees to request landowners within the Johnstown Service Area and within another fire district's boundaries who seek annexation of their lands into the Town to petition for inclusion of such lands into the Fire District and petition for exclusion of such lands from their existing fire district. The Fire District shall diligently process all such petitions for inclusion. In the event that: (1) the property owner files a petition for inclusion with the Fire District and a petition for exclusion with their existing fire district and the existing fire district denies the petition for exclusion; or (2) the property owner files a petition for inclusion, but does not file a petition for exclusion from their existing fire district, then, in either instance, the Town agrees, upon the Fire District's written request, to file a petition for exclusion of such property with the Weld County District Court, or other applicable court of competent jurisdiction, pursuant to Section § 32-1-502, C.R.S. ("502 Proceeding"). The Town's filing of a 502 Proceeding shall be contingent upon the Fire District's payment of all costs, including attorneys' fees, associated with the 502 Proceeding, which shall be paid in the form of a cost deposit (to be replenished, as needed) with the Town prior to the commencement of a 502 Proceeding. In addition, the Fire District shall, if requested, provide legal and technical assistance to the Town's attorney regarding such court proceeding.
- C. Inclusion: land within Johnstown Service Area and within another fire district. The Fire District may request landowners currently within the corporate boundaries of the Town and the Johnstown Service Area, but within another fire district's boundaries, to petition for

inclusion of such lands into the Fire District and petition for exclusion of such lands from their existing fire district. The Fire District shall diligently process all such petitions for inclusion. In the event that: (1) the property owner files a petition for inclusion with the Fire District and a petition for exclusion with their existing fire district and the existing fire district denies the petition for exclusion; or (2) the property owner files a petition for inclusion, but does not file a petition for exclusion from their existing fire district, then, in either instance, the Town agrees, upon the Fire District's written request, to file a 502 Proceeding with the Weld County District Court, or other applicable court of competent jurisdiction. The Town's filing of a 502 Proceeding shall be contingent upon the Fire District's payment of all costs, including attorneys' fees, associated with the 502 Proceeding, which shall be paid in the form of a cost deposit (to be replenished, as needed) with the Town prior to the commencement of a 502 Proceeding. In addition, the Fire District shall, if requested, provide legal and technical assistance to the Town's attorney regarding such court proceeding. Notwithstanding the foregoing, if a fire station is constructed at or near the Interstate 25 and State Highway 402 interchange, the Fire District may request that the Town provide written approval of a procedure whereby, in lieu of the voluntary filing of a petition to include by a property owner, the District, through its sole expenditure, refer a ballot question to the registered electors within the Johnstown Service Area regarding inclusion of property into the Fire District. If the property owners vote in favor of the ballot question, then the Town agrees, upon the Fire District's written request, to file a 502 Proceeding in the manner described above.

4. FIRE DISTRICT FACILITIES. The Town understands that the Fire District's current operational status, including its present facilities, equipment, and personnel, is designed primarily to provide Fire Services within the Fire District's boundaries as they exist as of the date of this Agreement. The Town further understands and agrees that the Fire District's ability to provide Fire Services to property annexed into the Town in the future may require the Fire District to expand or otherwise change the nature of the Fire District's facilities, equipment, and personnel. The Fire District shall use its best efforts to meet all future Fire Services needs, and, when properties annex into the Town and seek inclusion into the Fire District, shall endeavor to ensure that the Fire District is able to provide the level of Fire Services described in this Agreement.

5. COOPERATION AND ALLOCATION OF COSTS.

- A. Based on the understanding that the Fire District will provide the level of Fire Services set forth in this Agreement to the property, the Town agrees to support, and not to object to, petitions for inclusion filed hereinafter by property owners with the Fire District and/or petitions for exclusion filed by property owners with their existing fire districts.
- B. The Fire District shall pay and indemnify the Town for and against the cost of any Fire Services and related facilities or improvements (e.g., fire stations) for which the Town is required to pay, if any, incident to the exclusion of property from another fire district or ambulance district, or both, pursuant to this Agreement.
- C. The Fire District shall pay all costs incurred by the Fire District incidental to inclusion of property into the Fire District's boundaries. The Fire District shall also indemnify, defend and pay the Town with respect to all other costs and expenses, including but not limited to

the Town's attorney fees, consultants' fees, costs and expenses related to the exclusion of property from another fire district or ambulance district, or both, and the corresponding inclusion into the Fire District, whether incidental to initial implementation of this Agreement or any future annexation of property by the Town.

- 6. FIRE SERVICES AND TRAINING STANDARDS.** The Fire District shall be responsible for establishing Fire Services response and training policies, standards, and guidelines within its jurisdiction, including any areas within its jurisdiction that are located within the Town's boundaries, as described in the Fire District's Statement of Purpose. The Town shall, subject to the provisions hereof and to the extent allowed by law, cooperate with the Fire District in providing consistent levels of Fire Services to all land served by the Fire District that is also within the Town. The Town shall retain all rights pursuant to § 29-22-102, CRS.
- A. The training standards adopted by the Fire District shall at all times meet or exceed the national training standards for firefighters promulgated by the National Fire Protection Association ("NFPA"), and the State training requirements for firefighters set forth in § 31-30-1122, CRS, each as may be amended from time to time.
- B. The Fire District shall provide 24 hours per day, 365 days per year at Fire Station No. 1 at least one (1) engine, staffed with at least three (3) professional firefighters certified to the level of EMT-Basic and at least one (1) advanced life support (ALS) ambulance, staffed with at least one (1) paramedic and one (1) Emergency Medical Technician (EMT). As new fire stations are constructed, the Fire District shall diligently staff those new fire stations to provide the best practicable Fire Services to the Town, which Fire Services shall be equal to or better than the Fire Services provided by other fire stations in the Town.
- C. The Fire District may, in the exercise of its best judgment, provide the Emergency Medical Services (EMS) within the Town's boundaries through a contract or intergovernmental agreement with a separate ambulance district or a private medical service provider, or the Fire District may provide the Emergency Medical Services directly, through its own personnel and equipment; provided, however, that the Fire District shall take all steps necessary to ensure that at all times there is sufficient medical equipment and trained, qualified medical personnel to meet the Emergency Medical Services standards established herein and otherwise to meet the needs of the citizens and visitors within the Parties' shared boundaries. All personnel providing Emergency Medical Services for the Fire District, whether as employees of the Fire District or through contract with the Fire District, shall at all times meet or exceed all State certification and/or licensure requirements.
- D. The Fire District's emergency response time within the Johnstown Service Area shall meet or be less than a nine (9) minute response time for the Initial Response Unit on at least 90% of the emergency responses. The Fire District agrees to use reasonable best efforts to, within three (3) years of the date of this Agreement, reduce its response time to eight (8) minutes and, within six (6) years of the date of this Agreement, reduce its response time to six(6) minutes. Improvements on response times are contingent upon available infrastructure, future development, and continued collaboration between the Town and Fire District. For the purposes of this Agreement, the term "Initial Response Unit" shall mean the Fire District apparatus or emergency response vehicle that is designated by the Fire District to respond to the incident. Response time shall be calculated from the Fire

District's receipt of the initial dispatch tone from the Weld County Regional Communications Center to when the first Fire District apparatus or vehicle arrives at the scene of the incident. Response time shall include the components of turnout time and travel time.

- E. On or before April 15 and October 15 of each year, the Fire District shall produce and deliver to the Town a written report detailing the Fire District's emergency response times within the Johnstown Service Area during the preceding six (6) month period, including but not limited to: 1. Compliance with the 90% standard as set forth in paragraph 6(D); 2. Every incident where the Fire District's response time was longer than the established standards, and the reason(s) why it failed to meet the established standards for each incident; and 3. A comparative table showing response/call volumes over the past 3 years on regular intervals as determined best by the Fire District. The April 15 report also shall include a summary of the training conducted by the Fire District during the preceding 12 months, and explain how the training meets or exceeds national and State training requirements for firefighters. Response times for specific incidents shall be provided upon written request from the Town.
- 7. NOTIFICATION OF LONG-RANGE PLANNING.** In order to better perform their obligations under this Agreement and to continue to improve the delivery of Fire Services to the Town, the Town and the Fire District shall endeavor to develop long-range strategic planning for the Fire District's provision of Fire Services within the Town, including the identification of additional fire station locations. The Town agrees to support the Fire District's efforts to secure property that has been mutually identified for a fire station location. The Parties shall endeavor to include each other in any long-range planning sessions on topics of shared concern to the Parties.
- 8. FIRE SERVICE FEES.** The Fire District agrees the Town is not required to compensate the Fire District for Fire Services the Fire District is required by this Agreement to provide to property within the Town but not within the Fire District's jurisdiction nor is the Town required to compensate the Fire District for Fire Services provided to any location. Similarly, the Town is not required to compensate the Fire District for Fire Services rendered pursuant to any mutual aid agreement the Fire District may have with any other governmental entity. The Town understands and agrees that the Fire District may charge fees for Fire Services provided to property and citizens within the Town but outside the Fire District's jurisdiction pursuant to § 32-1-1001(1)(k), CRS.
- 9. CODE DEVELOPMENT.** To assure uniformity in code interpretation and enforcement, the Town and the Fire District may work together to review, develop and amend the Building, Mechanical, Electrical, Residential, Existing Building, and Fire Codes to be adopted by, and enforced within, the Town. Nothing herein shall be construed to affect or limit the authority of the Town to determine the final form and substance of the Fire Code or other uniform or life safety codes to be adopted and enforced within the Town.
- 10. PLAN REVIEWS, PERMITS, AND INSPECTIONS.** In order to assure that all existing and new buildings, facilities and property within the Town are planned, developed, constructed and maintained in accordance with the Fire Code and such other applicable regulations as may be developed by the Town and the Fire District, the Town, with the assistance of the Fire District,

may develop, implement and maintain a plan review and inspection process that assures all proposals for modification to or renovation of existing non-residential properties, facilities or buildings, and any new construction or development of non-residential properties, shall be reviewed by, and subject to the approval of, the Fire District before issuance of a building permit and Certificate of Occupancy, as appropriate. The Town, with the assistance of the Fire District, may develop, implement and maintain a plan review and inspection process that assures that all proposals for modification to or renovation of existing residential properties, facilities or buildings, and any new construction or development of residential properties that involve fire prevention-related issues (i.e., access roads, water supplies, fire protection systems, etc.), or other Fire Code issues, shall be reviewed by and subject to the approval of the Fire District before issuance of a Town-issued permit or Certificate of Occupancy, as applicable. It is acknowledged that the issuance and withholding of permits shall be in accordance with the Fire Code and other applicable uniform or life safety codes, ordinances, rules and regulations of and adopted by the Town.

- 11. CODE ENFORCEMENT.** Upon request of the Fire District or as the Town otherwise deems appropriate, the Town agrees to assist the Fire District in enforcing the Town's Fire Code within the Town's jurisdiction. As appropriate, the Fire District may assist the Town in enforcing the Town's Building, Mechanical, Electrical, Residential, and Existing Building Codes, as adopted and from time to time amended by the Town, within the Town's jurisdiction. As provided in the Special District Act, the Fire District shall refer a code violation or a suspected arson to the Town Attorney for prosecution in the Town's Municipal Court, or to the District Attorney for prosecution in the County or District Court. The Town may also request that the Fire District prosecute an enforcement action in District Court, utilizing the Fire District's legal counsel.
- 12. COOPERATIVE ARSON INVESTIGATIONS.** The Parties agree to cooperate in the investigation of all fires of suspicious origin and/or cause. The Fire District shall investigate all fires to determine the origin and cause. Immediately upon determining that a fire is suspicious in nature, the Fire District shall preserve the scene and shall present the facts of the investigation to the Town's Police Department, which shall have primary responsibility for investigation and prosecution of the case. The Fire District may support the Town's Police Department in the continued investigation of the circumstances of the incident, if such request is received.
- 13. DISASTER EMERGENCY ASSISTANCE.** The Fire District shall collaborate and work cooperatively in providing for disaster preparedness. The Parties may by separate written agreement provide for cooperation in disaster prevention, preparedness, response, and/or recovery.
- 14. IMPACT FEES.** The Fire District shall have the right to collect an impact fee on new construction in those areas located within the shared boundaries of both the Town and the Fire District in the manner and form adopted by ordinance of the Town Council and as set forth in a separate intergovernmental agreement between the Town and the Fire District, as both may be amended from time to time.
- 15. RESERVATION OF RIGHTS.** Nothing in this Agreement shall prevent the Fire District from including within its jurisdiction property not within the Town's jurisdiction. Similarly, nothing in this Agreement shall prevent the Town from annexing land that lies outside the Fire District's jurisdiction.

- 16. DISPUTE RESOLUTION.** In the event of any dispute or claim arising under or related to this Agreement, the parties shall use their best efforts to settle such dispute or claim through good faith negotiations with each other. If such dispute or claim is not settled through negotiations within thirty (30) days after the earliest date on which one party notifies the other party in writing of its desire to attempt to resolve such dispute or claim through negotiations, then the parties agree to attempt in good faith to settle such dispute or claim by mediation conducted by a mutually agreed upon mediator or, if the parties are not able to agree upon a mediator, then under the auspices of the Judicial Arbitrator Group (JAG) of Denver, Colorado or, if JAG is no longer in existence, then under the auspices of a recognized, established mediation service within the State of Colorado. Such mediation shall be conducted within sixty (60) days following either party's written request therefore. If such dispute or claim is not settled through mediation, then either party may initiate a civil action in the local District Court of Weld County.
- 17. ADDITIONAL DOCUMENTS OR ACTION.** The Parties agree to execute any additional documents and to take any additional actions necessary to carry out this Agreement.
- 18. INTEGRATION AND AMENDMENT.** This Agreement represents the entire agreement between the Parties and there are no other oral or collateral agreements or understandings. This Agreement may be amended only by an instrument in writing signed by both Parties.
- 19. INTERPRETATION.** It is the intent of the Parties that no provision, sentence, word, or effect of this Agreement should be interpreted to be in conflict with state law.
- 20. TERM OF AGREEMENT.** This Agreement shall continue until terminated by either the mutual agreement of both Parties, or by one (1) year advance written notice given by either Party informing the other Party of its intention to terminate this Agreement with or without cause.
- 21. IMMUNITY PRESERVED.** Nothing in this Agreement shall be construed as a waiver by either party of any privilege, defense, or immunity provided by the Colorado Governmental Immunity Act, as it may be amended from time to time or any other applicable law.
- 22. SEVERABILITY.** If any portion of this Agreement shall be determined by a court of competent jurisdiction to be invalid, illegal, or unconstitutional, such determination shall not affect the validity of the remainder of the Agreement. If the validity, legality or constitutionality or performance of any portion of this Agreement shall be impeded or otherwise affected by any change in pertinent law or order of the court, it is the desire and intent of the Parties to perform and comply with this Agreement as nearly as possible according to its spirit and expressed intent until the Parties agree to changes consistent with and in accordance with the change in law or Court Order, as applicable.
- 23. PLANNING FOR PERFORMANCE.** The Fire District and the Town each acknowledge and understand that the other will henceforth engage in financial and other necessary planning and will otherwise act in expectation of and reliance upon complete good faith, cooperation and reasonable performance of the terms of this Agreement by the other.
- 24. AMENDMENT.** This Agreement may only be modified or amended by written agreement duly signed by both Parties.

25. BINDING EFFECTS. This Agreement shall be binding upon and shall inure to the benefit of the Parties, their successors and assigns.

26. NOTICES. Any noticed required hereunder shall be in writing and shall be sufficient if deposited in the United States mail, as certified mail, postage prepaid, to:

Fire District: Fire Chief
Front Range Fire Rescue Fire Protection District
101 South Irene Avenue, P.O. Box 130
Milliken, CO 80543

Town: Town Manager
Town of Johnstown
450 South Parish Avenue
P.O. Box 609
Johnstown, CO 80534

Such notice shall be deemed to have been given when deposited in the United States mail.

27. ASSIGNMENT. Neither party shall assign any of the rights nor delegate any of the duties created by this Agreement without the written consent of the other party.

28. GOVERNING LAW AND VENUE. The laws of the State of Colorado shall govern this Agreement. Venue for any action rising under this Agreement or for the enforcement of this Agreement shall be in the appropriate court for Weld County, Colorado.

29. FUND AVAILABILITY. Financial obligations of the Parties after the current fiscal year are contingent upon funds for that purpose being annually appropriated, budgeted, and otherwise made available in accordance with applicable laws of the State.

30. PAYMENTS TO CONSTITUTE CURRENT EXPENDITURES. The Parties acknowledge and agree that all payment obligations under this Agreement are current expenditures of the Parties, payable in the fiscal year for which funds are appropriated for the payment thereof. All financial obligations under this Agreement shall be from year to year only and shall not constitute a multiple-fiscal year direct or indirect debt or other financial obligation of the Parties within the meaning of Article X, Section 20 of the Colorado Constitution.

31. NO THIRD PARTY BENEFICIARIES. It is expressly understood and agreed that enforcement of the terms and conditions of this Agreement, all rights of action relating to such enforcement, shall be strictly reserved to Parties and nothing contained in this Agreement shall give or allow any such claim or right of action by any other third party on such Agreement. It is the express intention of Parties that any person other than Parties receiving Fire Services or benefits under this Agreement shall be deemed to be an incidental beneficiary only.

32. HEADINGS. The headings used herein are for convenience purposes only and shall not limit the meaning of the language contained herein.

33. VALIDITY OF AGREEMENT. This Agreement shall supersede and replace the 2011 IGA.

IN WITNESS WHEREOF, the undersigned have set their hands effective the day and year first above written.

TOWN OF JOHNSTOWN

By _____
Gary Lebsack, Town Mayor

ATTEST:

Diana Seele, Town Clerk

FRONT RANGE FIRE RESCUE FIRE PROTECTION DISTRICT

By _____
Board President

By _____
Fire Chief

ATTEST:

Board Secretary

APPROVED AS TO FORM

By _____
Town Attorney

By _____
Fire District Attorney

EXHIBIT A
JOHNSTOWN SERVICE AREA

Area calculator - Find the area of a shape you draw on a google map

Address

Area

Border

Only Show Border

AAAAAA

000000

Zoom to Address

Draw New Area

Edit Active Area

Remove Active Area

Enlarge Map

Area 11434611 meters², 123081129 feet² 2825.55 acres 4.415 miles² 11.435 km²

Perimeter 15619 meters , 51242 feet 9.705 miles 15.619 km

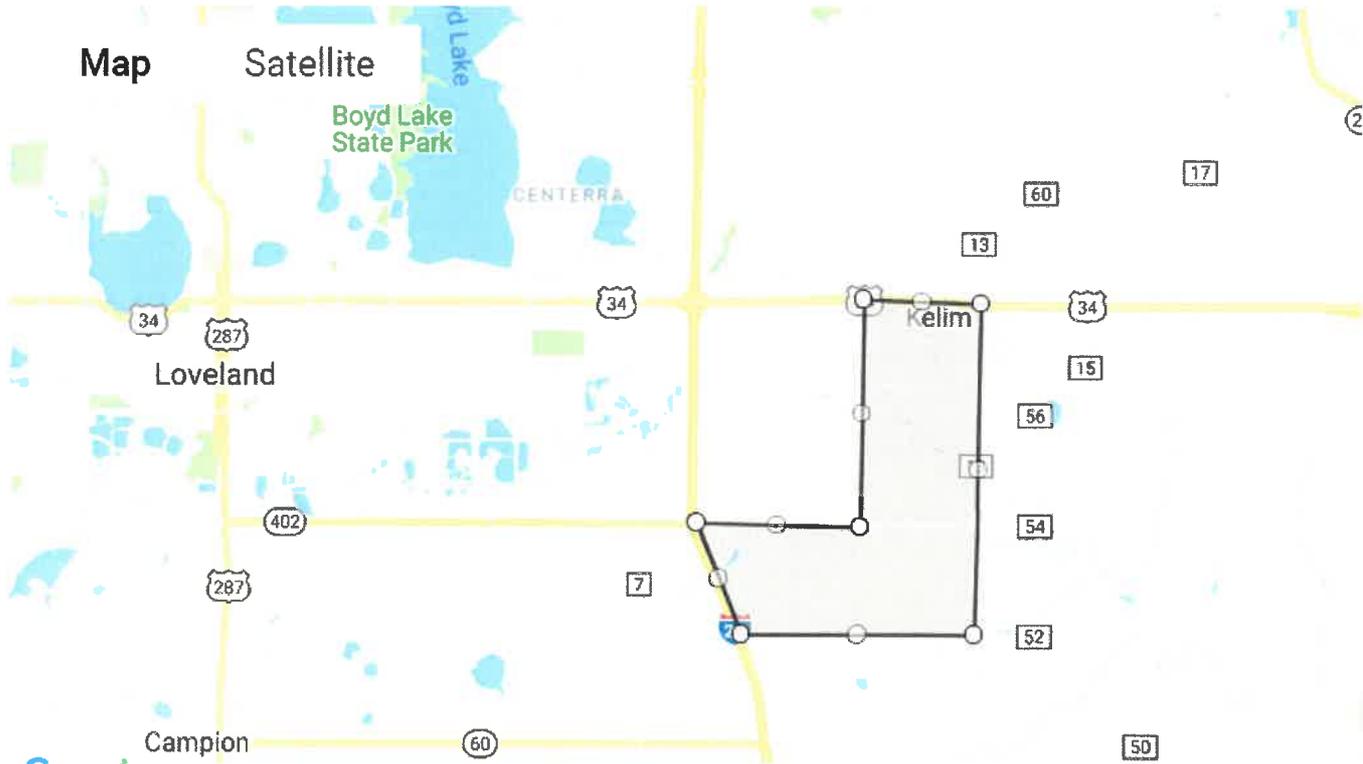


EXHIBIT #4 - LFRA 2019 ACR 2019
LFRA ESSENTIAL SERVICES PAGES FROM LFRA STRATEGIC PLAN

MODELS AND CHARTS FOR THE ESEP (2018-2026)

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

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

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

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

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

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

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

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

Essential Services Expansion Plan-
Plan on a Page

PHASE 1: 2018 – 2020 (High Priority)	YEAR	COST	SOURCE
Station 7 Construction & Apparatus	2018	4,649,914	LFRA Financing
Replace Fire Engine E-3/ #0156	2020	598,005	LFRA Fleet Replace Fund
Training Center- Burn Building	2020	2,641,228	City TABOR/Fire Capital Exp. Fees
Total Capital \$ Increase Phase 1		\$7,889,147	
Inspector for Community Safety Division (CSD)	2018	74,500	City/Rural Annual Contributions
Station 7 (staffing, facilities, and vehicle maintenance and annual replacement savings)	2019	1,418,520	City/Rural Annual Contributions
Total Operational \$ for Phase 1		\$1,493,020	
PHASE 2: 2021 – 2023 (High Priority)	YEAR	COST	SOURCE
Station 10 Design	2021	409,236	LFRA Financing
Replace Fire Engine E-7/#0109	2021	599,881	LFRA Fleet Replace Fund
Station 10 Construction & Apparatus	2022	4,895,830	LFRA Financing
Replace Fire Engine E-2/#0110	2023	603,567	LFRA Fleet Replace Fund
Replace Rescue 6/#0352	2023	723,071	LFRA Fleet Replace Fund
Total Capital \$ Increase Phase 2		\$7,231,585	
Add 3 FF positions for Heavy Rescue 2	2021	230,000	City/Rural Annual Contribution
Station 10 (staffing, facilities, and vehicle maintenance and annual replacement savings)	2023	1,398,725	City/Rural Annual Contributions
Total Operational \$ for Phase 2		\$1,628,725	
PHASE 3: 2024-2026 (Intermediate Priority)	YEAR	COST	SOURCE
Remodel/Expand Station 5	2024	2,935,688	City Funding
Replace Ladder 6/#0202	2024	1,406,282	LFRA Fleet Replace Fund
Add Quick Response Vehicle (QRV) Company	2025	381,598	LFRA Fleet Fund
Replace/Expand Station 3	2025	5,468,492	City Funding
Replace Fire Engine 5/#0111	2025	736,854	LFRA Fleet Replace Fund
Total Capital \$ Increase Phase 3		\$10,928,914	(add QRV Capital)
Add 3 Shift Battalion Positions (East Battalion)	2024	518,400	City/Rural Annual Contributions
QRV Company Staffing	2025	828,423	City/Rural Annual Contributions
Total Operational \$ for Phase 3		\$1,346,823	

Abbreviated Phased-In Plan

Major Capital and O&M

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

2018 Strategic Plan Expansion: Phased-In Large Capital/O&M 2018-2026		
Phase 1: 2018-2020		
• <u>2018</u>	<i>Build New Station 7</i>	\$4,649,914
• <u>2019</u>	<i>Staffing for Station 7</i>	\$1,418,520
• <u>2020</u>	<i>Replace Engine Reserve (E-3- #0156)</i>	\$ 598,005
• <u>2020</u>	<i>Upgrade Training Center: New Burn Building</i>	\$2,641,228
Phase 2: 2021-2023		
• <u>2021</u>	<i>Design Station 10 and Land Purchase</i>	\$ 409,236
	<i>Add 3 FF positions for Rescue 2</i>	230,000
	<i>Replace Engine Reserve (E-7- #0109)</i>	\$ 599,881
• <u>2022</u>	<i>Build Station 10</i>	\$4,895,830
• <u>2023</u>	<i>Staffing for Station 10</i>	\$1,398,725
	<i>Replace Engine Reserve (E-2- #0110)</i>	\$ 603,567
	<i>Replace Rescue 6- #0352</i>	\$ 723,071
Phase 3: 2024-2026		
• <u>2024</u>	<i>Remodel/Expand Station 5</i>	\$2,935,688
	<i>Add 3 Shift BC Positions (East Bat.)</i>	518,400
	<i>Replace Ladder 6- #0202</i>	\$1,406,282
• <u>2025</u>	<i>Add-in QRV Company & Vehicle</i>	\$1,210,021
	<i>Replace/Expand Station 3</i>	\$5,468,492
	<i>Replace Engine Reserve (E-5- #0111)</i>	\$ 736,854

ESEP MAJOR STAFFING ADDITIONS AND TIMELINES

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

ADDITIONS TO BUILD THE PLAN:	PRIORITY	YEAR
* Add 12 full-time uniformed positions for new Station 7/Engine 7: Includes 3 lieutenants, 3 engineers, and 3 firefighter positions to meet minimum staffing; also includes 3 coverage positions (“rovers”) to address shift-wide coverage needs for vacations, sick leave, injury leave etc.	High Priority	2019
* Add 3 full-time firefighter positions for Heavy Rescue 2 (brings staffing for Heavy Rescue 2 to three personnel, full-time)	High Priority	2021
* Add 9 full-time uniformed positions for new Station 10/Engine 10: Includes 3 lieutenants, 3 engineers and 3 firefighter positions to meet minimum staffing	High Priority	2023
* Add 3 full-time uniformed positions for new East Battalion: Includes 3 battalion chief positions for shift leadership and management (one battalion chief for each of the three shifts)	Intermediate Priority	2024
* Add 6 full-time uniformed positions for the establishment of the new Quick Response Vehicle (QRV): Includes 3 lieutenants and 3 firefighter positions	Intermediate Priority	2025

ESEP NEW APPARATUS/LARGE CAPITAL REPLACEMENT

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

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

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

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

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

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

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

ESEP FIRE STATION CONSTRUCTION/ REMODEL STATIONS

New Construction

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

CONSTRUCTION OF NEW FIRE STATION 7 - 2018

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

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

CONSTRUCTION OF NEW FIRE STATION 10 - 2022

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

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

Remodel/Expansion Construction

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

REMODEL/EXPANSION OF FIRE STATION 5 - 2024

- Includes: Design, Construction, Arts

TOTAL CAPITAL COSTS for FIRE STATION 5 **\$2,935,688**

REPLACE/EXPANSION OF FIRE STATION 3 - 2025

- Includes: Design, Construction, Arts

TOTAL CAPITAL COSTS for FIRE STATION 3 **\$5,468,492**

**EXHIBIT #5 - LFRA 2019 ACR 2019
AFG ENGINE 7 GRANT AWARD LETTER**

Ms. Pascale Mialy
Loveland Fire Rescue Authority
410 E 5th Street
Loveland, Colorado 80537-5641

Re: Award No.EMW-2017-FV-01601

Dear Ms. Mialy:

Congratulations, on behalf of the Department of Homeland Security, your application for financial assistance submitted under the Fiscal Year (FY) 2017 Assistance to Firefighters Grant has been approved in the amount of \$486,365.00. As a condition of this award, you are required to contribute a cost match in the amount of \$48,636.00 of non-Federal funds, or 10 percent of the Federal contribution of \$486,365.00.

Before you request and receive any of the Federal funds awarded to you, you must establish acceptance of the award through the Assistance to Firefighters Grant Programs' e-grant system. By accepting this award, you acknowledge that the terms of the following documents are incorporated into the terms of your award:

- Summary Award Memo
- Agreement Articles (attached to this Award Letter)
- Obligating Document (attached to this Award Letter)
- FY 2017 Assistance to Firefighters Grant Notice of Funding Opportunity.

Please make sure you read, understand, and maintain a copy of these documents in your official file for this award.

Prior to requesting Federal funds, all recipients are required to register in the System for Award Management (SAM.gov). As the recipient, you must register and maintain current information in SAM.gov until you submit the final financial report required under this award or receive the final payment, whichever is later. This requires that the recipient review and update the information annually after the initial registration, and more frequently for changes in your information. There is no charge to register in SAM.gov. Your registration must be completed on-line at <https://www.sam.gov/portal/public/SAM/>. It is your entity's responsibility to have a valid DUNS number at the time of registration.

In order to establish acceptance of the award and its terms, please follow these instructions:

Step 1: Please go to <https://portal.fema.gov> to accept or decline your award. This will take you to the Assistance to Firefighters eGrants system. Enter your User Name and Password as requested on the login screen. Your User Name and Password are the same as those used to complete the application on-line.

Once you are in the system, the Status page will be the first screen you see. On the right side of the Status screen, you will see a column entitled Action. In this column, please select the View Award Package from the drop down menu. Click Go to view your award package and indicate your acceptance or declination of award. PLEASE NOTE: your period of performance has begun. If you wish to accept your grant, you should do so immediately. When you have finished, we recommend printing your award package for your records.

Step 2: If you accept your award, you will see a link on the left side of the screen that says Update 1199A in the Action column. Click this link. This link will take you to the SF-1199A, Sign-up Form. Please complete the SF-1199A on-line if you have not done so already. When you have finished, you must submit the form electronically. Then, using the Print 1199A Button, print a copy and keep the original form in your grant files. Once approved you will be able to request payments online.

If you have any questions or concerns regarding your 1199A, or the process to request your funds, please call (866) 274-0960.

Sincerely,



Thomas George DiNanno
GPD Assistant Administrator

Summary Award Memo

INSTRUMENT: GRANT
AGREEMENT NUMBER: EMW-2017-FV-01601
GRANTEE: Loveland Fire Rescue Authority
DUNS NUMBER: 079689590
AMOUNT: \$535,001.00, Vehicle Acquisition

Project Description

The purpose of the Assistance to Firefighters Program is to protect the health and safety of the public and firefighting personnel against fire and fire-related hazards.

After careful consideration, FEMA has determined that the recipient's project or projects submitted as part of the recipient's application, and detailed in the project narrative as well as the request details section of the application - including budget information - was consistent with the Assistance to Firefighters Grant program's purpose and worthy of award. The projects approved for funding are indicated by the budget or negotiation comments below. The recipient shall perform the work described in the grant application for the recipient's approved project or projects as itemized in the request details section of the application and further described in the grant application narrative. The content of the approved portions of the application - along with any documents submitted with the recipient's application - are incorporated by reference into the terms of the recipient's award. The recipient may not change or make any material deviations from the approved scope of work outlined in the above referenced sections of the application without prior written approval, via amendment request, from FEMA.

Period of Performance

26-JUL-18 to 25-JUL-19

Amount Awarded

The amount of the award is detailed in the attached Obligating Document for Award. The following are the budgeted estimates for object classes for this grant (including Federal share plus recipient match):

Personnel:	\$0.00
Fringe Benefits	\$0.00
Travel	\$0.00
Equipment	\$535,001.00
Supplies	\$0.00
Contractual	\$0.00
Construction	\$0.00
Other	\$0.00
Indirect Charges	\$0.00
State Taxes	\$0.00
Total	\$535,001.00

NEGOTIATION COMMENTS IF APPLICABLE (max 8000 characters)

The Program Office has made the following reductions to your grant:
Funding is not approved for the Brush Truck.

The approved cost for the Type I Engine Urban Interface Vehicle is \$500,000.
The approved cost for the Vehicle Additional Funding for fire and rescue equipment is \$35,000.
Therefore, they have recommended the award at this level:
Total budget \$535,001
Federal share \$486,365
Applicant share \$48,636

Any questions pertaining to your award package, please contact your GPD Grants Management Specialist: Armena Springs at Armena.Springs@fema.dhs.gov.

FEMA Officials

Program Officer: The Program Specialist is responsible for the technical monitoring of the stages of work and technical performance of the activities described in the approved grant application. If you have any programmatic questions regarding your grant, please call the AFG Help Desk at 866-274-0960 to be directed to a program specialist.

Grants Assistance Officer: The Assistance Officer is the Federal official responsible for negotiating, administering, and executing all grant business matters. The Officer conducts the final business review of all grant awards and permits the obligation of federal funds. If you have any questions regarding your grant please call ASK-GMD at 866-927-5646 to be directed to a Grants Management Specialist.

Grants Operations POC: The Grants Management Specialist shall be contacted to address all financial and administrative grant business matters for this grant award. If you have any questions regarding your grant please call ASK-GMD at 866-927-5646 to be directed to a specialist.

ADDITIONAL REQUIREMENTS (IF APPLICABLE) (max 8000 characters)

The Program Office has made the following reductions to your grant:

Funding is not approved for the Brush Truck.

The approved cost for the Type I Engine Urban Interface Vehicle is \$500,000.

The approved cost for the Vehicle Additional Funding for fire and rescue equipment is \$35,000.

Therefore, they have recommended the award at this level:

Total budget \$535,001
Federal share \$486,365
Applicant share \$48,636

Any questions pertaining to your award package, please contact your GPD Grants Management Specialist: Armena Springs at Armena.Springs@fema.dhs.gov.

Agreement Articles



FEMA

U.S. Department of Homeland Security
Washington, D.C. 20472

AGREEMENT ARTICLES

ASSISTANCE TO FIREFIGHTERS GRANT PROGRAM - Vehicle Acquisition

GRANTEE: Loveland Fire Rescue Authority

PROGRAM: Vehicle Acquisition

AGREEMENT NUMBER: EMW-2017-FV-01601

AMENDMENT NUMBER:

TABLE OF CONTENTS

The FY 2017 DHS Standard Terms and Conditions apply to all new federal financial assistance awards funded in FY 2017. The DHS financial assistance awards terms and conditions flow down to subrecipients, unless a particular award term or condition specifically indicates otherwise.

Article I. **Assurances, Administrative Requirements, Cost Principles, and Audit Requirements**

DHS financial assistance recipients must complete either the OMB Standard Form [424B Assurances - Non-Construction Programs](#), or OMB Standard Form [424D Assurances - Construction Programs as applicable](#). Certain assurances in these documents may not be applicable to your program, and the DHS financial assistance office (DHS FAO) may require applicants to certify additional assurances. Applicants are required to fill out the assurances applicable to their program as instructed by the awarding agency. Please contact the DHS FAO if you have any questions.

DHS financial assistance recipients are required to follow the applicable provisions of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards located at [2 C.F.R. Part 200](#), and adopted by DHS at [2 C.F.R. Part 3002](#).

Article II. **DHS Specific Acknowledgements and Assurances**

All recipients, subrecipients, successors, transferees, and assignees must acknowledge and agree to comply with applicable provisions governing DHS access to records, accounts, documents, information, facilities, and staff.

1. Recipients must cooperate with any compliance reviews or compliance investigations conducted by DHS.
2. Recipients must give DHS access to, and the right to examine and copy, records, accounts, and other documents and sources of information related to the federal financial assistance award and permit access to facilities, personnel, and other individuals and information as may be necessary, as required by DHS regulations and other applicable law or program guidance.
3. Recipients must submit timely, complete, and accurate reports to the appropriate DHS officials and maintain appropriate backup documentation to support the reports.
4. Recipients must comply with all other special reporting, data collection, and evaluation requirements, as prescribed by law or detailed in program guidance.
5. If, during the past three years, recipients have been accused of discrimination on the grounds of race, color, national origin (including limited English proficiency (LEP)), sex, age, disability, religion, or familial status, recipients must provide a list of all such proceedings, pending or completed, including outcome and copies of settlement agreements to the DHS FAO and the [DHS Office of Civil Rights and Civil Liberties \(CRCL\)](#) by e-mail at crcl@hq.dhs.gov or by mail at U.S. Department of Homeland Security Office for Civil Rights and Civil Liberties Building 410, Mail Stop #0190 Washington, D.C. 20528.
6. In the event courts or administrative agencies make a finding of discrimination on grounds of race, color, national origin (including LEP), sex, age, disability, religion, or familial status against the recipient, or recipients settle a case or matter alleging such discrimination, recipients must forward a copy of

the complaint and findings to the DHS FAO and the CRCL office by e-mail or mail at the addresses listed above.

The United States has the right to seek judicial enforcement of these obligations.

Article III. **Acceptance of Post Award Changes**

In the event FEMA determines that changes are necessary to the award document after an award has been made, including changes to period of performance or terms and conditions, recipients will be notified of the changes in writing. Once notification has been made, any subsequent request for funds will indicate recipient acceptance of the changes to the award. If you have questions about these procedures, please contact the AFG Help Desk at 1-866-274-0960, or send an email to firegrants@dhs.gov.

Article IV. **Acknowledgment of Federal Funding from DHS**

All recipients must acknowledge their use of federal funding when issuing statements, press releases, requests for proposals, bid invitations, and other documents describing projects or programs funded in whole or in part with federal funds.

Article V. **Activities Conducted Abroad**

All recipients must ensure that project activities carried on outside the United States are coordinated as necessary with appropriate government authorities and that appropriate licenses, permits, or approvals are obtained.

Article VI. **Age Discrimination Act of 1975**

All recipients must comply with the requirements of the *Age Discrimination Act of 1975* ([Title 42 U.S. Code, § 6101 et seq.](#)), which prohibits discrimination on the basis of age in any program or activity receiving federal financial assistance.

Article VII. **Americans with Disabilities Act of 1990**

All recipients must comply with the requirements of Titles I, II, and III of the *Americans with Disabilities Act*, which prohibits recipients from discriminating on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities. ([42 U.S.C. §§ 12101- 12213](#)).

Article VIII. **Animal Welfare Act of 1966**

Where applicable, recipients of financial assistance will comply with the requirements of the Animal Welfare Act, as amended (7 U.S.C. §2131 et seq.), which requires that minimum standards of care and treatment be provided for vertebrate animals bred for commercial sale, used in research, transported commercially, or exhibited to the public. Recipients must establish appropriate policies and procedures for the humane care and use of animals based on the Guide for the Care and Use of Laboratory Animals and comply with the Public Health Service Policy and Government Principles Regarding the Care and Use of Animals.

Article IX. **Best Practices for Collection and Use of Personally Identifiable Information (PII)**

DHS defines personally identifiable information (PII) as any information that permits the identity of an individual to be directly or indirectly inferred, including any information that is linked or linkable to that individual. All recipients who collect PII are required to have a publically-available privacy policy that describes standards on the usage and maintenance of PII they collect. Recipients may also find the DHS Privacy Impact Assessments: [Privacy Guidance](#) and [Privacy template](#) as useful resources respectively.

Article X. **Civil Rights Act of 1964 - Title VI**

All recipients must comply with the requirements of Title VI of the *Civil Rights Act of 1964* ([42 U.S.C. § 2000d et seq.](#)), which provides that no person in the United States will, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance. DHS implementing regulations for the Act are found at [6 C.F.R. Part 21](#) and [44 C.F.R. Part 7](#).

Article XI. **Civil Rights Act of 1968**

All recipients must comply with [Title VIII of the Civil Rights Act of 1968](#), which prohibits recipients from discriminating in the sale, rental, financing, and advertising of dwellings, or in the provision of services in connection therewith, on the basis of race, color, national origin, religion, disability, familial status, and sex (See [42 U.S.C. § 3601 et seq.](#)), as implemented by the Department of Housing and Urban Development at [24 C.F.R. Part 100](#). The prohibition on disability discrimination includes the requirement that new multifamily housing with four or more dwelling units- i.e., the public and common use areas and individual apartment units (all units in buildings with elevators and ground-

floor units in buildings without elevators)-
be designed and constructed with certain accessible features. (See [24 C.F.R. § 100.201](#).)

Article XII. **Contract Provisions for Non-federal Entity Contracts under Federal Awards**

In addition to other provisions required by the Federal agency or non-Federal entity, all contracts made by the recipient under the Federal award must contain provisions as required by Appendix II of 2 C.F.R. Part 200, *Contract Provisions for Non-Federal Entity Contracts Under Federal Awards*, including but not limited to the following:

- a. Contracts for more than the simplified acquisition threshold set at \$150,000.

All recipients who have contracts exceeding the acquisition threshold currently set at \$150,000, which is the inflation adjusted amount determined by Civilian Agency Acquisition Council and the Defense Acquisition Regulation Council as authorized by [41 U.S.C. §1908](#), must address administrative, contractual, or legal remedies in instance where contractors violate or breach contract terms and provide for such sanctions and penalties as appropriate.

- b. Contracts in excess of \$10,000.

All recipients that have contracts exceeding \$10,000 must address termination for cause and for convenience by the non-Federal entity including the manner by which it will be effected and the basis for settlement.

Article XIII. **Copyright**

All recipients must affix the applicable copyright notices of [17 U.S.C. §§ 401 or 402](#) and an acknowledgement of U.S. Government sponsorship (including the award number) to any work first produced under federal financial assistance awards.

Article XIV. **Debarment and Suspension**

All recipients are subject to the non-procurement debarment and suspension regulations implementing Executive Orders (E.O.) [12549](#) and [12689](#), and [2 C.F.R. Part 180](#). These regulations restrict federal financial assistance awards, subawards, and contracts with certain parties that are debarred, suspended, or otherwise excluded from or ineligible for participation in federal assistance programs or activities.

Article XV. **Disposition of Equipment Acquired Under the Federal Award**

When original or replacement equipment acquired under this award by the recipient or its sub-recipients is no longer needed for the original project or program or for other activities currently or previously supported by DHS/FEMA, you must request instructions from DHS/FEMA to make proper disposition of the equipment pursuant to 2 C.F.R. § 200.313.

Article XVI. **Drug-Free Workplace Regulations**

All recipients must comply with the *Drug-Free Workplace Act of 1988* ([41 U.S.C. § 8101 et seq.](#)), which requires all organizations receiving grants from any federal agency agree to maintain a drug-free workplace. You as the recipient must comply with drug-free workplace requirements in Subpart B (or Subpart C, if the recipient is an individual) of 2 CFR part 3001, which adopts the Government-wide implementation (2 CFR part 182) of sec. 5152-5158 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 8101-8107).

Article XVII. **Duplication of Benefits**

Any cost allocable to a particular federal financial assistance award provided for in [2 C.F.R. Part 200, Subpart E](#) may not be charged to other federal financial assistance awards to overcome fund deficiencies, to avoid restrictions imposed by federal statutes, regulations, or federal financial assistance award terms and conditions, or for other reasons. However, these prohibitions would not preclude recipients from shifting costs that are allowable under two or more awards in accordance with existing federal statutes, regulations, or the federal financial assistance award terms and conditions.

Article XVIII. **Education Amendments of 1972 (Equal Opportunity in Education Act) - Title IX**

All recipients must comply with the requirements of Title IX of the Education Amendments of 1972 ([20 U.S.C. § 1681 et seq.](#)), which provide that no person in the United States will, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any educational program or activity receiving federal financial assistance. DHS implementing regulations are codified at [6 C.F.R. Part 17](#) and [44 C.F.R. Part 19](#)

Article XIX. **Energy Policy and Conservation Act**

All recipients must comply with the requirements of [42 U.S.C. § 6201](#) which contain policies relating to energy efficiency that are defined in the state energy conservation plan issued in compliance with this Act.

Article XX. Environmental Planning and Historic Preservation Screening

AFG funded activities that may require an EHP review, involving the installation or requiring renovations to facilities, including but not limited to air compressor/fill station/cascade system (Fixed) for filling SCBA, air improvement systems, alarm systems, antennas, gear dryer, generators (fixed), permanently mounted signs, renovations to facilities, sprinklers, vehicle exhaust systems (fixed) or washer/extractors are subject to FEMA's Environmental Planning and Historic Preservation (EHP) review process. FEMA is required to consider the potential impacts to natural and cultural resources of all projects funded by FEMA grant funds, through its EHP Review process, as mandated by the National Environmental Policy Act; National Historic Preservation Act of 1966, as amended; National Flood Insurance Program regulations; and, any other applicable laws and Executive Orders. To access the FEMA's Environmental and Historic Preservation (EHP) screening form and instructions go to our Department of Homeland Security/Federal Emergency Management Agency website at: <https://www.fema.gov/library/viewRecord.do?id=6906>. In order to initiate EHP review of your project(s), you must complete all relevant sections of this form and submit it to the Grant Programs Directorate (GPD) along with all other pertinent project information. Failure to provide requisite information could result in delays in the release of grant funds.

Article XXI. False Claims Act and Program Fraud Civil Remedies

All recipients must comply with the requirements of [31 U.S.C. § 3729- 3733](#) which prohibits the submission of false or fraudulent claims for payment to the federal government. (See [31 U.S.C. § 3801-3812](#) which details the administrative remedies for false claims and statements made.)

Article XXII. Federal Debt Status

All recipients are required to be non-delinquent in their repayment of any federal debt. Examples of relevant debt include delinquent payroll and other taxes, audit disallowances, and benefit overpayments. (See [OMB Circular A- 129.](#))

Article XXIII. Federal Leadership on Reducing Text Messaging while Driving

All recipients are encouraged to adopt and enforce policies that ban text messaging while driving as described in [E.O. 13513](#), including conducting initiatives described in Section 3(a) of the Order when on official government business or when performing any work for or on behalf of the federal government.

Article XXIV. Fly America Act of 1974

All recipients must comply with Preference for U.S. Flag Air Carriers (air carriers holding certificates under [49 U.S.C. § 41102](#)) for international air transportation of people and property to the extent that such service is available, in accordance with the *International Air Transport on Fair Competitive Practices Act of 1974* ([49 U.S.C. § 40118](#)) and the interpretative guidelines issued by the Comptroller General of the United States in the March 31, 1981 [amendment](#) to Comptroller General Decision B-138942.

Article XXV. Hotel and Motel Fire Safety Act of 1990

In accordance with Section 6 of the *Hotel and Motel Fire Safety Act of 1990*, [15 U.S.C. § 2225a](#), all recipients must ensure that all conference, meeting, convention, or training space funded in whole or in part with federal funds complies with the fire prevention and control guidelines of the *Federal Fire Prevention and Control Act of 1974*, as amended, [15 U.S.C. § 2225](#).

Article XXVI. Limited English Proficiency (Civil Rights Act of 1964, Title VI)

All recipients must comply with the *Title VI of the Civil Rights Act of 1964* (Title VI) prohibition against discrimination on the basis of national origin, which requires that recipients of federal financial assistance take reasonable steps to provide meaningful access to persons with limited English proficiency (LEP) to their programs and services. For additional assistance and information regarding language access obligations, please refer to the DHS Recipient Guidance <https://www.dhs.gov/guidance-published-help-department-supported-organizations-provide-meaningful-access-people-limited> and additional resources on <http://www.lep.gov>.

Article XXVII. Lobbying Prohibitions

All recipients must comply with [31 U.S.C. § 1352](#), which provides that none of the funds provided under an federal financial assistance award may be expended by the recipient to pay any person to influence, or attempt to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any federal action concerning the award or renewal.

Article XXVIII. National Environmental Policy Act

All recipients must comply with the requirements of the [National Environmental Policy Act](#) (NEPA) and the Council on Environmental Quality (CEQ) Regulations for Implementing the Procedural Provisions of NEPA, which requires recipients to use all practicable means within their authority, and consistent with other essential considerations of national policy, to create and maintain conditions under which people and nature can exist in productive harmony and fulfill the social, economic, and other needs of present and future generations of Americans.

Article XXIX. Nondiscrimination in Matters Pertaining to Faith-Based Organizations

It is DHS policy to ensure the equal treatment of faith-based organizations in social service programs administered or supported by DHS or its component agencies, enabling those organizations to participate in providing important social services to beneficiaries. All recipients must comply with the equal treatment policies and requirements contained in 6 C.F.R. Part 19 and other applicable statutes, regulations, and guidance governing the participations of faith-based organizations in individual DHS programs.

Article XXX. Non-supplanting Requirement

All recipients receiving federal financial assistance awards made under programs that prohibit supplanting by law must ensure that federal funds do not replace (supplant) funds that have been budgeted for the same purpose through non-federal sources.

Article XXXI. Notice of Funding Opportunity Requirements

All of the instructions, guidance, limitations, and other conditions set forth in the Notice of Funding Opportunity (NOFO) for this program are incorporated here by reference in the award terms and conditions. All recipients must comply with any such requirements set forth in the program NOFO.

Article XXXII. Patents and Intellectual Property Rights

Unless otherwise provided by law, recipients are subject to the [Bayh-Dole Act, Pub. L. No. 96-517](#), as amended, and codified in [35 U.S.C. § 200](#) et seq. All recipients are subject to the specific requirements governing the development, reporting, and disposition of rights to inventions and patents resulting from federal financial assistance awards located at [37 C.F.R. Part 401](#) and the standard patent rights clause located at 37 C.F.R. § 401.14.

Article XXXIII. Prior Approval for Modification of Approved Budget

Before making any change to the DHS/FEMA approved budget for this award, you must request prior written approval from DHS/FEMA where required by 2 C.F.R. § 200.308. For awards with an approved budget greater than \$150,000, you may not transfer funds among direct cost categories, programs, functions, or activities without prior written approval from DHS/FEMA where the cumulative amount of such transfers exceeds or is expected to exceed ten percent (10%) of the total budget DHS/FEMA last approved. You must report any deviations from your DHS/FEMA approved budget in the first Federal Financial Report (SF-425) you submit following any budget deviation, regardless of whether the budget deviation requires prior written approval.

Article XXXIV. Procurement of Recovered Materials

All recipients must comply with Section 6002 of the [Solid Waste Disposal Act](#), as amended by the [Resource Conservation and Recovery Act](#). The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at [40 C.F.R. Part 247](#) that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition.

Article XXXV. Protection of Human Subjects

Where applicable, recipients of financial assistance will comply with the requirements of the Federal regulations at 45 CFR Part 46, which requires that recipients comply with applicable provisions/law for the protection of human subjects for purposes of research. Recipients must also comply with the requirements in DHS Management Directive 026-04, Protection of Human Subjects, prior to implementing any work with human subjects. For purposes of 45 CFR Part 46, research means a systematic investigation, including research, development, testing, and evaluation, designed to develop or contribute to general knowledge. Activities that meet this definition constitute research for purposes of this policy, whether or not they are conducted or supported under a program that is considered research for other purposes. The regulations specify additional protections for research involving human fetuses, pregnant women, and neonates (Subpart B); prisoners (Subpart C); and children (Subpart D). The use of autopsy materials is governed by applicable State and local law and is not directly regulated by 45 CFR Part 46.

Article XXXVI. Rehabilitation Act of 1973

All recipients must comply with the requirements of Section 504 of the [Rehabilitation Act of 1973](#), [29 U.S.C. § 794](#), as amended, which provides that no otherwise qualified handicapped individuals in the United States

will, solely by reason of the handicap, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance.

Article XXXVII. Reporting of Matters Related to Recipient Integrity and Performance

If the total value of the recipient's currently active grants, cooperative agreements, and procurement contracts from all federal assistance offices exceeds \$10,000,000 for any period of time during the period of performance of this federal financial assistance award, you must comply with the requirements set forth in the government-wide Award Term and Condition for Recipient Integrity and Performance Matters located at [2 C.F.R. Part 200, Appendix XII](#), the full text of which is incorporated here by reference in the award terms and conditions.

Article XXXVIII. Reporting Subawards and Executive Compensation

All recipients are required to comply with the requirements set forth in the government-wide Award Term on Reporting Subawards and Executive Compensation located at [2 C.F.R. Part 170, Appendix A](#), the full text of which is incorporated here by reference in the award terms and conditions.

Article XXXIX. SAFECOM

All recipients receiving federal financial assistance awards made under programs that provide emergency communication equipment and its related activities must comply with the [SAFECOM](#) Guidance for Emergency Communication Grants, including provisions on technical standards that ensure and enhance interoperable communications.

Article XL. Terrorist Financing

All recipients must comply with [E.O. 13224](#) and U.S. law that prohibit transactions with, and the provisions of resources and support to, individuals and organizations associated with terrorism. Recipients are legally responsible to ensure compliance with the Order and laws.

Article XLI. Trafficking Victims Protection Act of 2000

All recipients must comply with the requirements of the government-wide award term which implements Section 106(g) of the *Trafficking Victims Protection Act of 2000*, (TVPA) as amended by [22 U.S.C. § 7104](#). The award term is located at [2 C.F.R. § 175.15](#), the full text of which is incorporated here by reference in the award terms and conditions.

Article XLII. Universal Identifier and System of Award Management (SAM)

All recipients are required to comply with the requirements set forth in the government-wide financial assistance award term regarding the System for Award Management and Universal Identifier Requirements located at [2 C.F.R. Part 25, Appendix A](#), the full text of which is incorporated here by reference in the terms and conditions.

Article XLIII. USA Patriot Act of 2001

All recipients must comply with requirements of the [Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act \(USA PATRIOT Act\)](#), which amends [18 U.S.C. §§ 175-175c](#).

Article XLIV. Use of DHS Seal, Logo and Flags

All recipients must obtain permission from their DHS FAO, prior to using the DHS seal(s), logos, crests or reproductions of flags or likenesses of DHS agency officials, including use of the United States Coast Guard seal, logo, crests or reproductions of flags or likenesses of Coast Guard officials.

Article XLV. Whistleblower Protection Act

All recipients must comply with the statutory requirements for whistleblower protections (if applicable) at [10 U.S.C. § 2409](#), [41 U.S.C. 4712](#), and [10 U.S.C. § 2324](#), [41 U.S.C. §§ 4304](#) and [4310](#).

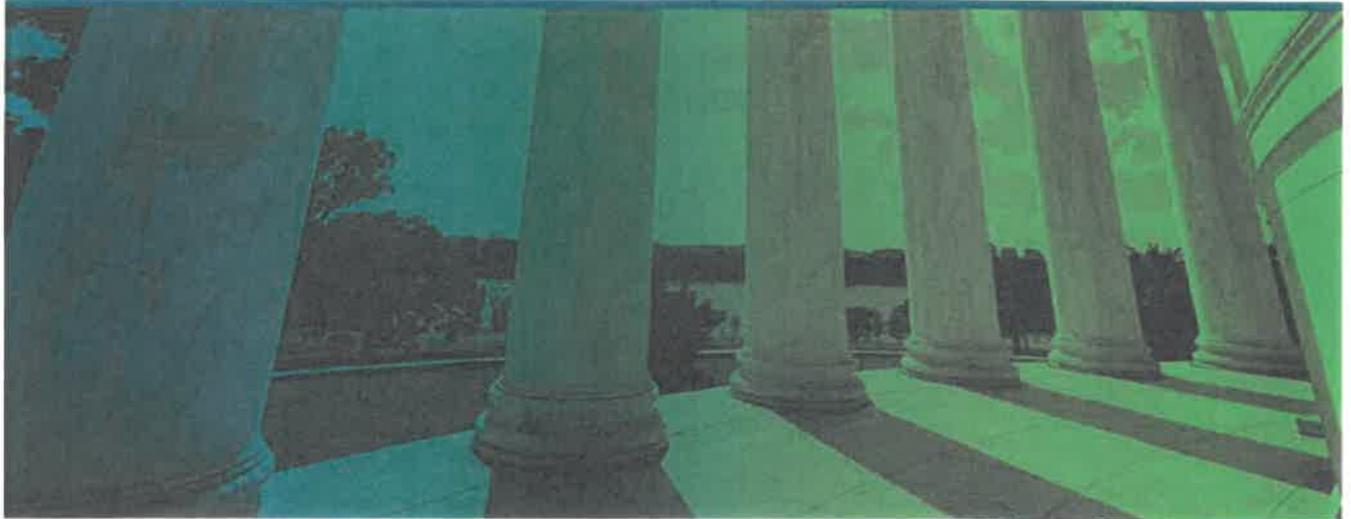
**FEDERAL EMERGENCY MANAGEMENT AGENCY
OBLIGATING DOCUMENT FOR AWARD/AMENDMENT**

1a. AGREEMENT NO. EMW-2017-FV-01601	2. AMENDMENT NO. 0	3. RECIPIENT NO. 45-4127084	4. TYPE OF ACTION AWARD	5. CONTROL NO. WX02682N2018T
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6. RECIPIENT NAME AND ADDRESS Loveland Fire Rescue Authority 410 E 5th Street Loveland Colorado, 80537-5641		7. ISSUING OFFICE AND ADDRESS Grant Programs Directorate 500 C Street, S.W. Washington DC, 20528-7000 POC: Andrea Day		8. PAYMENT OFFICE AND ADDRESS FEMA, Financial Services Branch 500 C Street, S.W., Room 723 Washington DC, 20472			
9. NAME OF RECIPIENT PROJECT OFFICER Pascale Mialy		PHONE NO. 9709622534	10. NAME OF PROJECT COORDINATOR Catherine Patterson			PHONE NO. 1-866-274-0960	
11. EFFECTIVE DATE OF THIS ACTION 26-JUL-18		12. METHOD OF PAYMENT SF-270		13. ASSISTANCE ARRANGEMENT Cost Sharing		14. PERFORMANCE PERIOD From:26-JUL-18 To:25-JUL-19 Budget Period From:30-APR-18 To:30-SEP-18	
15. DESCRIPTION OF ACTION a. (Indicate funding data for awards or financial changes)							
PROGRAM NAME ACRONYM	CFDA NO.	ACCOUNTING DATA (ACCS CODE) XXXX-XXX-XXXXXX-XXXXX-XXXX-XXXX-X	PRIOR TOTAL AWARD	AMOUNT AWARDED THIS ACTION + OR (-)	CURRENT TOTAL AWARD	CUMULATIVE NON-FEDERAL COMMITMENT	
AFG	97.044	2018-F7-C111-P4310000-4101-D	\$0.00	\$486,365.00	\$486,365.00	\$48,636.00	
TOTALS			\$0.00	\$486,365.00	\$486,365.00	\$48,636.00	
b. To describe changes other than funding data or financial changes, attach schedule and check here. N/A							
16a. FOR NON-DISASTER PROGRAMS: RECIPIENT IS REQUIRED TO SIGN AND RETURN THREE (3) COPIES OF THIS DOCUMENT TO FEMA (See Block 7 for address) Assistance to Firefighters Grant recipients are not required to sign and return copies of this document. However, recipients should print and keep a copy of this document for their records.							
16b. FOR DISASTER PROGRAMS: RECIPIENT IS NOT REQUIRED TO SIGN This assistance is subject to terms and conditions attached to this award notice or by incorporated reference in program legislation cited above.							
17. RECIPIENT SIGNATORY OFFICIAL (Name and Title) N/A						DATE N/A	
18. FEMA SIGNATORY OFFICIAL (Name and Title) Andrea Day						DATE 23-JUL-18	



SOLUTIONS PROPOSAL



PREPARED FOR:
Loveland Fire & Rescue Department
Division Chief Greg Ward
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(970) 962-2806

PREPARED BY:
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Executive Summary

Public safety agencies today face challenges of keeping personnel safe, reducing liability and maintaining a positive reputation. Add to that the dynamically changing legislative landscape and evolving best practices, and even the most progressive, forward-thinking agencies can struggle to keep up.

That is why Lexipol is pleased to present Loveland Fire & Rescue Department with a proposal for a customized policy management, update and training solution.

Our program is designed to save you time and money while protecting your personnel. Our team of public safety lawyers and policy experts continually monitor national and Colorado-specific policy changes. We then use these updates to help provide the content and training your department needs to minimize risk and effectively serve your community.

AGENCY GOALS

Loveland Fire & Rescue Department is looking for a way to access comprehensive policies to limit agency risk and enhance personnel safety. By using Lexipol, you will achieve peace of mind knowing your policies are up-to-date and legally defensible. The incorporated policy training component reinforces your staff's understanding of policies and provides individual training acknowledgement.

Once you have high-quality policies in place, you want to be sure your personnel use them. The Lexipol program offers online access to your agency's policies through a web-based platform and mobile app. This flexibility allows your personnel to easily reference policies and complete training in the field. Using Lexipol's program will provide Loveland Fire & Rescue Department with:

- Policies that reflect up-to-date industry standards and best practices
- Content specific to the laws and practices of Colorado
- Daily scenario-based training that reinforces your agency's policies
- Timely updates in response to new legislation and case law

THE LEXIPOL ADVANTAGE

Lexipol was founded by public safety experts who saw a need for legally defensible policy content that was continually monitored and updated based on legislative changes. Since the company launch in 2003, Lexipol has grown to represent more than 3,000 public safety agencies across the United States.

Lexipol is the only company with public safety professionals, attorneys and subject matter experts working together to provide essential policies and policy management tools, from continuous updates to mobile access to daily training. Our legal and content development teams follow a rigorous multi-step process to evaluate content for new policies and policy updates, reviewing thousands of pieces of legislation each year.

Agencies that use our policy service have clear, effective policy manuals that reflect the true values and philosophy of their agency. Proven benefits of using the Lexipol system include reduced risk and cost associated with litigation, reduced time spent developing and maintaining policy, and an

increased ability to focus resources on other agency priorities. We look forward to working with Loveland Fire & Rescue Department to realize these same benefits.

Scope of Services

Policy Manual

Legally defensible, up-to-date policies are the foundation for consistent, safe public safety operations and are key to lowering liability and risk. Lexipol's comprehensive policy manual covers all aspects of your agency's operations.

- More than 155 policies researched and written by public safety attorneys and subject matter experts
- Policies based on State and federal laws and regulations as well as nationwide best practices
- Content customized to reflect your agency's terminology and structure

Daily Training Bulletins (DTBs)

Even the best policy manual lacks effectiveness if it's not backed by training. Lexipol's Daily Training Bulletins are designed to help your personnel learn and apply your agency's policy content through 2-minute training exercises.

- Scenario-based training ties policy to real-world applications
- Understanding and retention of policy content is improved via a singular focus on one distinct aspect of the policy
- Each Daily Training Bulletin concludes with a question that confirms the user understood the training objective
- Daily Training Bulletins can be completed via computers or from smartphones, tablets or other mobile devices
- Reports show completion of Daily Training Bulletins by agency member and topic

Policy Updates

Lexipol's legal and content development teams continuously review state and federal laws and regulations, court decisions and evolving best practices. When needed, we create new and updated policies and provide them to your agency, making it simple and efficient to keep your policy content up to date.

- Updates delivered to you through Lexipol's web-based content delivery platform
- Changes presented in side-by-side comparison against existing policy so you can easily identify modifications/improvements
- Your agency can accept, reject or customize each update

Web-Based Delivery Platform and Mobile App (Knowledge Management System)

Lexipol's online content delivery platform, called KMS, provides secure storage and easy access to all your policy and training content, and our KMS mobile app facilitates staff use of policies and training completion.

- Ability to edit and customize content to reflect your agency's mission and philosophy
- Efficient distribution of policies, updates and training to staff
- Archival and easy retrieval of all versions of your agency's policy manual
- Mobile app provides in-the-field access to policy and training materials

Reports

Lexipol's Knowledge Management System provides intuitive reporting capabilities and easy-to-read reports that enhance command staff meetings and strategic planning.

- Track and report when your personnel have acknowledged policies and policy updates
- Produce reports showing completion of Daily Training Bulletins
- Sort reports by agency member, topic and other subgroups (e.g., shift, assignment)
- Reduce the time your supervisors spend verifying policy acknowledgement and training completion

Supplemental Publication Service

Lexipol's Supplemental Publication Service (SPS) streamlines the storage of your agency's content, giving you one place to access procedures, guidelines, general orders, training guides or secondary policy manuals.

- Electronically links department-specific procedural or supplemental content to your policy manual
- Provides electronic issuance and tracking for your agency's procedural or supplemental content
- Allows you to create Daily Training Bulletins against your procedural content
- Designed for standard operating guidelines, procedures, general orders or field guides

Fire Operations Procedures

- More than 20 best practice procedures designed to support safe operations
- Procedures address the operations most often cited as contributing to firefighter injury or death as well as the most common call types
- Scenario-based training reinforces live training
- Mobile-friendly decision trees make it easy to review a procedure on the way to a call

Comprehensive Policy Cross-Reference

Making the transition to Lexipol starts with understanding how your agency's current policy content compares with our master policy content. Our Comprehensive Policy Cross-Reference service provides a logical method to distinguishing between the two.

- Analysis of your existing policies and procedures to identify content similar to Lexipol's state specific master content, as well as content unique to your jurisdiction and not covered within the Lexipol manual
- Your existing policies returned with annotations and tips to integrate into the Lexipol master content
- Information provided on where to find content similar to your policies in the Lexipol master manual, providing your project manager the ability to quickly compare the Lexipol version against your related current policy language
- One-on-one review with your agency to discuss the cross-reference report

Support+ Package

Lexipol's Support+ Package provides a discounted, customizable solution for agencies looking for one-on-one policy implementation support. Packages are offered in 50-hour increments with a flexible scope of work and are offered at a discount off Lexipol's standard hourly rate for professional services.



Prepared By: Jeffrey Hopper
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Quote #: Q-01320-1
Date: 1/23/2019
Valid Through: 4/23/2019

Overview

Lexipol is America's leading source of state-specific policy and training solutions that reduce risk, lower litigation costs and improve personnel safety in public safety agencies. The services proposed below are designed to guide your agency in providing up-to-date, legally defensible policy and training content to your personnel.

QTY	DESCRIPTION	UNIT PRICE	DISC	DISC AMT	EXTENDED
1	Annual Fire Policy Manual & Daily Training Bulletins w/Supplemental Publication Service w/Fire Operations Procedures (12 Months)	USD 11,601.00	10%	USD 1,161.00	USD 10,440.00
	Subscription Line Items Total			USD 1,161.00	USD 10,440.00
1	Fire Support+ Package (50 Hours)	USD 6,950.00		USD 0.00	USD 6,950.00
1	Fire Comprehensive Policy Cross-Reference	USD 1,800.00		USD 0.00	USD 1,800.00
	One-Time Line Items Total			USD 0.00	USD 8,750.00
				USD 1,161.00	USD 19,190.00
				Discount:	USD 1,161.00
				TOTAL:	USD 19,190.00

*Fire pricing is based on 86 Fire Authorized Staff. Cross Reference Professional Services pricing is based on 100 pages.

Discount Notes

5% Discount Colorado Special Districts Property and Liability Pool. 5% Colorado State Fire Chief's Association.

**EXHIBIT #7 - LFRA 2019 ACR
LFRA FINANCIAL POLICIES DRAFT 2019**

ISPP COMMENTS 1-21-19

**LOVELAND FIRE RESCUE AUTHORITY
FINANCIAL POLICIES MANUAL**

Effective _____, 2019

Commented [V31]: In general, the City firmly believes that the Financial Policies Manual requires additional consideration prior to adoption in order to achieve a set of guidelines that will protect the public interest and lend public trust to LFRA that smart, effective, and responsible financial practices will occur.

TABLE OF CONTENTS

Section 1 – Definitions

- 4.....1.1 Applicable Law
- 4.....1.2 Authority
- 4.....1.3 City
- 4.....1.4 Board
- 4.....1.5 Establishing IGA
- 4.....1.6 Financial Administrator
- 4.....1.7 Rural District

Section 2 – Financial Operations

- 5.....2.1 Overview
- 5.....2.2 Fiscal Year
- 5.....2.3 Financial Planning and Assumptions
- 6.....2.4 General Ledger
- 6.....2.5 Chart of Accounts
- 6.....2.6 Journal Entries

Section 3 – Revenue, Banking, and Cash Management

- 8.....3.1 Sources of Revenue
- 9.....3.2 Authority Banking Accounts
- 9.....3.3 Authorized Signers
- 9.....3.4 Cash Flow
- 9.....3.5 Bank Reconciliation
- 10.....3.6 Investments

Section 4 – Procurement, Purchasing, and Accounts Payable

- 11.....4.1 Overview
- 11.....4.2 General Provisions and Restrictions
- 12.....4.3 Purchasing Authority
- 12.....4.4 Informal Quotes
- 12.....4.5 Competitive Bidding
- 13.....4.6 Exceptions to Competitive Bidding
- 14.....4.7 Vendors
- 15.....4.8 Receipt and Processing of Invoices and Account Statements
- 15.....4.9 Payments by Check
- 16.....4.10 Credit Cards

Section 5 – Work Related Travel and Reimbursements

- 19.....5.1 Work Related Travel
- 19.....5.2 Locally Purchased Meals
- 19.....5.3 Accountable Plan Policy

ISPP COMMENTS 1-21-19

Section 6 – Budgeting and Auditing

- 21.....6.1 Annual Budget
- 22.....6.2 Budget Modification/Amendment
- 22.....6.3 Annual Audit

Section 7 – Financial Statements and Accounting

- 23.....7.1 Standard Financial Statements of the Authority
- 24.....7.2 Review and Distribution of Financial Statements
- 24.....7.3 Financial Statements Close Process
- 24.....7.4 Accrued Liabilities
- 25.....7.5 Schedule of Financing Instruments
- 25.....7.6 Accounting and Classification of Financing Instruments
- 25.....7.7 Long Term Financing

Section 8 – Capital Planning

- 26.....8.1 Capital Assets
- 26.....8.2 Capital Improvement Plans
- 27.....8.3 Asset Management Plans
- 27.....8.4 Surplus Property

Section 9 – Grant Managements

- 29.....9.1 [To be completed]

SECTION 1 Definitions

- 1.1 **Applicable Law** – The Colorado Local Government Budget Law, C.R.S. § 29-1-101, *et seq.*; the Colorado Local Government Audit Law, C.R.S. § 29-1-601, *et seq.*; the Public Deposit Protection Act, C.R.S. § 11-10.5-101, *et seq.*; the Colorado Taxpayers' Bill of Rights, Colo. Const. art. X, § 20; the Amended and Restated Intergovernmental Agreement for the Establishment and Operation of the Loveland Fire Rescue Authority as a Separate Governmental Entity; and all other laws, rules, and regulations governing the Authority's financial management.
- 1.2 **Authority** – The Loveland Fire Rescue Authority.
- 1.3 **City** – The City of Loveland.
- 1.4 **Board** – The Board of Directors of the Authority.
- 1.5 **Establishing IGA** – That certain Amended and Restated Intergovernmental Agreement for the Establishment and Operation of the Loveland Fire Rescue Authority as a Separate Governmental Entity entered into by and between the City of Loveland and the Loveland Rural Fire Protection District effective November 29, 2017, as the same may be amended from time to time.
- 1.6 **Financial Administrator** – [Does the Authority intend to contract this position, or employ someone directly?]
- 1.7 **Rural District** – The Loveland Rural Fire Protection District.

SECTION 2 Financial Operations

2.1 Overview

This Financial Policies Manual governs the internal financial management policies and procedures of the Authority. Its purpose is to ensure that the Authority's financial assets are safeguarded and managed with responsible stewardship, that financial statements are in conformity with generally accepted accounting principles, and the Authority maintains appropriate financial reporting and auditing oversight. The financial policies stated herein are in compliance with Applicable Law. To the extent any Applicable Law may be amended after the date of this Financial Policies Manual, any affected policy stated herein shall be deemed to be revised to the extent necessary to comply with such amended Applicable Law. Additionally, this Financial Policies Manual shall be read in conformance with the Establishing IGA, as it may be amended from time to time. In the event any term of this Financial Policies Manual conflicts, directly or indirectly, with any term of the Establishing IGA, the terms of the Establishing IGA shall control. However, in the event any specific conflict with the Establishing IGA is identified, the City, and the Rural District, and with recommendation and input from the Authority, will seek to amend the Establishing IGA to reduce/eliminate such conflicts between the Financial Policies Manual and the Establishing IGA.

The Board may amend these Financial Policies at any time in its sole discretion upon the affirmative majority vote of the Board members, subject only to the requirements of Applicable Law and the Establishing IGA. The City and the Rural District will be provided an opportunity to review and provide input on any proposed amendment to the Financial Policies Manual.

2.2 Fiscal Year

The Authority's fiscal year begins on January 1 and ends on December 31.

2.3 Financial Planning and Assumptions

To the extent reasonably practicable, the Authority will strive to base its financial planning and assumptions on:

- a. Long-Range Plans – The Authority will strive to prepare annually a ten-year financial long-range plan for each fund. Each long-range plan will include anticipated revenues, expenditures, and other sources and uses of funds. Long-range plans may be updated throughout or during any year in order to account for significant changes or unexpected events.
- b. Capital Improvement Plans and Asset Management Plans – The Authority will prepare ten-year capital improvement plans and asset management plans for the preservation and acquisition of Authority capital assets. Details regarding the Authority's capital improvement plans and asset management plans are provided in Section 8 below.

ISPP COMMENTS 1-21-19

c. Conservative Revenue Estimates – Revenue estimates shall be prepared on a conservative basis to minimize the probability that economic fluctuations will imperil anticipated or ongoing Authority administration, operations, or capital projects.

d. Conservative Expenditure Estimates – Expenditure estimates shall be prepared on a conservative basis, with consideration toward known or anticipated inflation, cost escalations, and contingencies.

d.e. Fiscal Sustainability Plan – The Authority shall produce a Fiscal Sustainability Plan to assist in the conservative financial planning desired by the Authority, which shall include, at a minimum, the following information: to be completed

Commented [EIP2]: I take no position on whether the Board wishes to produce a Fiscal Sustainability Plan, which is a matter of policy. However, to the extent the Board wishes to accept this provision, I recommend conferring with the City to make sure that both parties are on the same page as to the information that should be included in such a plan.

2.4 **General Ledger**

The general ledger is defined as a group of accounts that supports the information shown in the major financial statements. The general ledger is used to accumulate all financial transactions of the Authority, and is supported by subsidiary ledgers that provide details for certain accounts in the general ledger. The general ledger is the foundation for the accumulation of data and reports. The Authority's Financial Administrator shall maintain accounting software that records all transactions and provides for separate, self-balancing sets of accounts in accordance with generally accepted accounting principles and procedures for governmental entities.

2.5 **Chart of Accounts**

The chart of accounts is the framework for the general ledger system, and the basis of the Authority's accounting system. The chart of accounts consists of fund/account codes for general ledger activity and account codes for subsidiary ledger entries, including account titles and account numbers assigned to the titles. General ledger accounts are used to accumulate transactions and the impact of these transactions on each asset, liability, net asset, revenue, expense and gain and loss.

The Authority's chart of accounts is monitored and controlled by its Financial Administrator. Responsibilities include the handling of all account maintenance. Any additions or deletions of accounts shall be approved by the Fire Chief, who is responsible to ensure that the chart of accounts is consistent with the Authority's budgetary structure, or by the Fire Chief's designee with periodic review by the Fire Chief.

2.6 **Journal Entries**

All general ledgers entries that do not originate from a subsidiary ledger shall be supported by journal vouchers or other documentation, which shall include a reasonable explanation of each such entry. Examples of such journal entries include:

- a. Recording of non-cash transactions
- b. Corrections of posting errors
- c. Non-recurring accruals of income and expenses
- d. Reconciling items

ISPP COMMENTS 1-21-19

Certain journal entries, called recurring journal entries, may occur in every accounting period, quarterly, or annually. These entries may include, but are not limited to:

- a. Depreciation of fixed assets
- b. Amortization of prepaid expenses
- c. Accruals of recurring revenues and expenses
- d. Amortization of deferred revenue
- e. Payroll Register Audit Adjustment at fiscal year end
- f. Accrued Compensated Absences at fiscal year end

Support for recurring journal entries shall be in the form of a schedule associated with the underlying asset or liability account or, in the case of short term recurring journal entries or immaterial items, in the form of a journal voucher.

It is the policy of the Authority that journal entries between different funds and not originating from subsidiary ledgers shall be approved in writing by the Fire Chief by initialing or signing and dating the entries; provided, however, that all journal entries between different funds also must be approved by the Board as part of a supplemental budget pursuant to Section 6.2(b) below. A report detailing any such journal entries shall be run monthly and submitted to the Fire Chief for review, along with a copy of the approved prior month's journal entry report.

Supporting documents for all journal entries must accompany each entry prior to posting in the general ledger. Under no circumstances shall the individual who creates the journal entry be the same individual who approves, and then posts, the journal entry.

Commented [VJ3]: Does the Authority believe that the Fire Chief may move money, between funds, without LFRA Board approval consistent with state law?

Commented [EJP4R3]: No, any transfers between funds would have to be approved by the Board as part of a supplemental budget. This is stated in Section 6.2(b), but I cross-referenced here for clarity.

SECTION 3 Revenue, Banking, and Cash Management

3.1 Sources of Revenue

The Authority receives revenue from a variety of sources, including:

- a. Parties' Allocated Shares – Pursuant to the formula and procedures set forth in the Establishing IGA, the City and Rural District each pays to the Authority, in monthly installments, its respective allocated share of all of the total estimated costs and expenses of the Authority as set forth in the Authority's approved annual budget.
- b. Pension Plan Allocated Shares – Pursuant to the formula and procedures set forth in the Establishing IGA, the City and Rural District each pays annually to the Authority its respective allocated share of the Authority's total annual contribution to the Consolidated Volunteer Pension Plan.
- c. Service Fees and Charges – The Authority may assess and collect payments for fees, rates, and charges for functions, services, or facilities provided by the Authority as permitted by law. The schedule of all such fees, rates, and charges shall be approved by the City and Rural District as set forth in the Establishing IGA.
- d. Impact Fees – The Authority may assess and collect impact fees on new development as permitted by law and set forth pursuant to intergovernmental agreement(s) with the City, Town of Johnstown, and/or Larimer County.
- e. Grants – The Authority may, from time to time, apply for federal, state, nonprofit, corporate, or other organizational grants, scholarships, or other similar funding opportunities for the purpose of enhancing the Authority's operations, administration, facilities, apparatus, equipment, staffing, training, or other Authority needs. The Authority will consult with the City and the Rural District prior-seeking grant assistance to applying for any grant requiring matching funds in excess of such amounts as are then currently available under the Authority's approved budget. Any grant requiring Authority matching funds in excess of \$100,000 shall be approved by the Board prior to submitting the application. If the total sum of grants received by the Authority in a year exceed \$750,000, a single audit and a Schedule of Expenditures of Federal Awards (SEFA) must be prepared by the Authority. The Authority shall comply with all audit requirements imposed by terms and conditions of the grant, including, for federal grants, such audit requirements as are imposed pursuant to 2 CFR part 200.501.
- f. Gifts and Donations – Pursuant to Section 170(c) of the Internal Revenue Code, the Authority may receive tax-deductible gifts and donations of money, property, or services made to the Authority for exclusively public purposes. Any gifts or donations made to the Authority must be freely and voluntarily given, without promise, expectation, or receipt of consideration or other benefit from the District.

Commented [VJ5]: The City should have a role for a grant match fund that is not budgeted by LFRA and requires contribution by the City and the Rural Board.

Commented [EJP6R5]: I agree and have clarified this here.

Commented [EJP7]: Most large grants include their own specific auditing requirements. Additionally, a single audit and SEFA would not apply to non-federal grants. Accordingly, I would prefer to see the Authority commit to complying with such audit requirements as are required by the grant, but have also referenced the CFR requirements for federal grants in excess of \$750,000.

ISPP COMMENTS 1-21-19

- g. Interest and Dividends – Interest and dividends may be paid on Authority accounts and authorized investments.
- h. Contracts and Agreements – The Authority may, from time to time, receive income from other local governments or private entities pursuant to a contract or agreement with the Authority for services, facility access, training programs, provision of equipment, or other lawful purposes.
- i. Miscellaneous Revenue – All other income not categorized above.

3.2 Authority Banking Accounts

The Board shall establish one or more Authority financial accounts at such banking or other financial institutions as are authorized to accept deposits of public funds pursuant to the Colorado Public Deposit Protection Act. Once a financial account has been opened, the Fire Chief, or his/her designee with periodic review by the Fire Chief, and with assistance from the Financial Administrator, shall manage the accounts' daily administration and maintenance.

All Authority revenues shall be promptly deposited directly into the Authority's operating account, savings account, or such other segregated account as may be established by the Board or required by Applicable Law and accounted for as provided pursuant to Section 2 above.

3.3 Authorized Signers

In order to facilitate the preparation of checks pursuant to Section 4.9 below and transfer of Authority funds pursuant to Section 3.4 below, the Fire Chief and ~~all Board members~~ the Board Chairperson shall be authorized signers on the Authority's accounts. The Financial Administrator shall facilitate the execution and delivery of signature cards to the appropriate financial institution(s), unless any financial institution requires the in-person execution or delivery of signature cards, or the facilitation of signature cards by the Financial Administrator is otherwise impracticable.

The Fire Chief and Board Chairman shall be authorized to transact wire transfers from Authority bank accounts. All wire transfers require dual custody verification.

3.4 Cash Flow

The Authority seeks to maximize its return on surplus operating funds. To meet this objective, the Authority shall maintain in its operating account only those funds sufficient to cover present needs. Excess operating funds shall be held in one or more savings accounts for short term or long term liquid investment in accordance with the Colorado Public Investments Act, and periodically transferred to the Authority's operating account as needed.

3.5 Bank Reconciliation

The Financial Administrator and Fire Chief, or his/her designee with periodic review by the Fire Chief, will receive bank statements directly from the Authority's financial

Commented [VJ8]: A lack of internal control may occur should all Board members have the authority to sign.

Commented [EJP9R8]: The Board may wish to consult with auditor as to best practices for internal control. However, the Board will likely want to identify at least one other Board member as an authorized signer, so that the Authority does not become unable to conduct business in the event the Chairperson is unavailable for an reason.

Commented [VJ10]: LFRA is required to follow the Colorado Public Investment Act

ISPP COMMENTS 1-21-19

institutions and shall review them for unusual or unexplained transactions, such as unusual endorsements on checks, indications of check alteration, etc. Unusual or unexplained transactions shall be reported immediately to the Board Chairman, or if there is concern that the unusual or unexplained transaction may have originated with or involved the Board Chairman, or if the Board Chairman is unavailable, then such transaction shall be reported immediately to the Board Vice Chairman.

The Financial Administrator is assigned to reconciling bank account statements and does not have check signing or wire transfer authority. All reconciliations shall be reviewed and approved by the Fire Chief, or by the Fire Chief's designee with periodic review by the Fire Chief. Any adjusting journal entries resulting from preparing bank reconciliations are approved by the Fire Chief.

3.6 Investments

All Authority investments shall comply with C.R.S. § 24-75-601, *et seq.* ("Investment Statute"), which sets forth detailed rules governing the investment of public funds by the Authority, and shall be made in accordance with the "prudent person standard" set forth in C.R.S. § 15-1-304 and the Uniform Prudent Investor Act, C.R.S. § 15-1.1-101, *et seq.*

a. Investment Portfolio – The Authority's primary investment objectives are:

- i. Preserve Authority funds by avoiding investments that could involve the loss of principal, whether through default of securities or erosion of market value;
- ii. Diversification of investments to avoid incurring unreasonable market risks;
- iii. Maintain sufficient liquidity to enable the Authority to meet all reasonably anticipated requirements, projected cash flows, and anticipated liabilities; and
- iv. Invest all Authority funds not needed for immediate cash flow purposes to attain a market-rate of return throughout budgetary and economic cycles, taking into account the Authority's investment risk constraints and the cash flow requirements.

The Authority is authorized to invest in any security, asset, investment pool, or other instrument authorized pursuant to the Investment Statute; however, the Authority shall generally limit its concentration of investments to local government investment pools, which are believed to have minimal credit risk, minimal interest rate risk, and no foreign currency risk. Public funds shall be deposited only in eligible public depositories or other financial institutions as permitted by Applicable Law.

b. Investment Maturity Scheduling – Investment maturities for operating funds shall be scheduled to coincide with projected cash flow needs, considering large routine expenditures (*e.g.*, payroll, debt payments, pension payments, etc.) as well as considering sizable blocks of anticipated revenue.

Short term investments should generally have a maturity of three months to one year from their purchase date; however, the Authority may have investments classified as short term with maturities beyond one year due to their highly liquid nature. Long term

ISPP COMMENTS 1-21-19

investments have a maturity date beyond one year from their purchase date, except as provided for short term liquid investments. Pursuant to the Investment Statute, in no event shall the period from an investment's purchase date to its maturity date be longer than five years.

3.7 Cash Handling

The Authority may, from time to time, receive payments or other receipts by check or cash. All check payments and all cash payments in bills of \$20 or greater must be reviewed for indicia of fraud or counterfeiting. Checks must be endorsed immediately with an LFRA restrictive endorsement stamp, and the Authority shall not accept post-dated, two-party checks, or temporary checks. Bills of \$20 or greater must be marked with a counterfeit pen and felt around the edges and numbers for irregularities in thickness or seams. If a check or bill appears to be fraudulent or counterfeit, the employee must contact the Administrative Battalion Chief, a Division Chief, or the Fire Chief immediately, who shall contact the Loveland Police Department.

Cash receipts must be counted in a secure area away from public view and transactions properly entered into the Authority's cash register or accounting system as "cash" or "check" in order to be properly reconciled. At the end of each shift, cash-on-hand should be reconciled with the general ledger activity to ensure each deposit was applied to the desired account, and any discrepancies must be reported immediately to the Financial Administrator, or to the Fire Chief if the Financial Administrator conducted the reconciliation.

Cash must be secured in a safe or cash box held in a locked drawer out of sight from the public and unauthorized employees, and the combinations changed annually or upon a change in the personnel with access to the safe, cash box, or locked drawer. Cash must be fully reconciled and deposited at least weekly in an Authority bank account. All funds received shall be deposited. Checks may not be held for future processing, or cash used to cash checks or refund overpayments. Refunds for any overpayments made to the Authority must be made by means of a check request made by the Administrative Battalion Chief or a Division Chief, approved by the Fire Chief, and forwarded to the Financial Administrator for processing.

Cash may be deposited by the Administrative Battalion Chief, the Fire Chief, the Financial Administrator, the Board Secretary, or a courier, except that the employee who conducted the full reconciliation of a given deposit cannot also make the deposit. Cash must be taken directly to the bank without any additional errands or breaks. The employee who deposited the cash shall return the cash deposit slip and deposit receipt, which, if staffing levels permit, shall be reviewed by one of the above employees who was not involved in the reconciliation of the deposit.

Any discrepancies of greater than \$50 identified by any employee during the cash handling process shall be reported immediately to the Financial Administrator and the Fire Chief. If the employee has any reason to believe that the Financial Administrator and/or the Fire Chief has engaged in inappropriate or unethical conduct that resulted in the discrepancy,

Commented [EJP11]: Because the Administrative Battalion Chief position has been converted to a Division Chief, all reference to the Administrative Battalion Chief will need to be removed.

ISPP COMMENTS 1-21-19

such employee may make the report directly any member of the Authority Board. Discrepancies shall be promptly investigated by internal or external investigation or audit, as determined appropriate by the Fire Chief or the Board of Directors based upon the nature and scope of the discrepancy.

3.8 Petty Cash Handling

The Authority may establish a petty cash fund of up to \$500 for minor reimbursements, making change, or similar uses. The Financial Administrator shall appoint a custodian for the petty cash fund, whose name shall be provided to the Authority's auditor. When the petty cash custodian changes, the petty cash fund must be internally audited by Authority personnel and all cash drawer locks or safe combinations changed.

~~Under no circumstances shall cash receipts be utilized for petty cash.~~ Petty cash shall be stored in a safe, locked location. Petty cash may never be used for personal cash advances, even if secured by a personal check or IOU, and may never be commingled with other funds. Proper tracking documentation must be maintained for all transaction disbursements, reconciliations, and replenishments. The petty cash drawer must be balanced at least monthly and at the time of any replenishment of the petty cash. ~~The petty cash drawer and shall be subject audited yearly to an internal audit without prior notice to the petty cash custodian.~~ At the time of replenishment, the petty cash custodian should ensure that the balance remaining in the fund, together with the amount of the replenishment request, equals the limit of the petty cash fund. The petty cash fund must be replenished at the end of each fiscal year so that all expenses are reflected in the proper accounting period.

Employees requesting a reimbursement from the petty cash fund shall submit a Petty Cash Voucher attaching all applicable receipts and stating: (i) date of the expense; (ii) business purpose of the expense; (iii) amount of the expense and description of items purchased; and (iv) employee signature and printed name. Prior to disbursing funds, the petty cash custodian shall review the Petty Cash Voucher and attached receipts to ensure that the expenses was for a proper purpose and appropriately accounted for, and then shall sign the Petty Cash Voucher.

Any discrepancy of greater than \$50 in the petty cash fund identified by any employee shall be reported immediately to the Financial Administrator and the Fire Chief. If the employee has any reason to believe that the Financial Administrator and/or the Fire Chief has engaged in inappropriate or unethical conduct that resulted in the discrepancy, such employee may make the report directly any member of the Authority Board. Discrepancies shall be promptly investigated by internal or external investigation or audit, as determined appropriate by the Fire Chief or the Board of Directors based upon the nature and scope of the discrepancy.

Commented [VJ12]: LFRA should consider adopting the City well developed rules for cash, petty cash, and other internal control issues.

Commented [EJP13R12]: The City's petty cash handling AR was referenced when drafting this policy. To the extent the Board would like to incorporate additional provisions from the petty cash handling AR, I certainly can do so.

Commented [VJ14]: Consider a more frequent time frame for the reconciliation of this account/

Commented [EJP15R14]: This is a matter of policy for the Board.

SECTION 4 Procurement, Purchasing, and Accounts Payable

4.1 Overview

The Board is responsible to ensure that the Authority's funds are expended wisely and in accordance with Applicable Law and the Board's fiduciary duties to the taxpayer. This Section 4 is intended to promote lawful and uniform control of the Authority's procurement, purchasing, and payment activities. The purchasing and accounts payable policies apply to all purchasing activities conducted by the Authority. Any questions regarding procurements, purchasing, or accounts payable should be directed to the Fire Chief or Financial Administrator.

4.2 General Provisions and Restrictions

- a. Personal purchases may never be made using Authority funds.
- b. Purchases must be charge to the proper account, regardless of budget availability in that particular line item.
- c. Alcohol and any drug or substance illegal under federal or state law, including marijuana, may not be purchased with Authority funds.
- d. The Authority's sales tax exemption number should be provided to every vendor prior to completion of a sale so that sales tax is not paid on any purchase. The Authority's tax exemption certificate is on file with the Fire Chief and Financial Administrator.
- e. No multiple fiscal year financial obligations, regardless of price, may be entered into without the review and approval of the Fire Chief and the Financial Administrator, and must be expressly made subject to the annual appropriation of the Board, unless the Authority has received prior voter approval for the obligation, or the Board has appropriated funds for future fiscal years sufficient to meet the financial obligations set forth in the contract. A "multiple fiscal year financial obligation" is any financial obligation entered into in one fiscal year, with one or more payments due in a future fiscal year.

4.3 Purchasing Authority

- a. Up to \$ 200,000 – The Administrative Battalion Chief may approve purchases of up to \$200,000 that have been budgeted and appropriated for the year of purchase.
- b. Up to \$200,000 – A Division Chief or acting Division Chief may approve purchases of up to \$200,000 that have been budgeted and appropriated for the year of purchase.

Commented [VJ16]: Add prohibited items:

1. Cash advances through bank tellers, automated teller machine or as an addition to a merchant purchase.
2. Bank issued prepaid cards for the purchases of goods and services.
3. Items from adult-natured retail stores.
4. Gambling services or any funds spent towards gambling
5. Personal purchases and purchases not appropriate for LFRA use. An inadvertent personal purchase must be immediately reported to the Purchasing Card Administrator and cardholder supervisor. If possible the employee should request that the vendor move the transaction to the employees personal account
6. Medical and health care services, physicals, hearing tests, massage therapists and chiropractors
7. Rental or lease of land or buildings
8. Attorney services
9. Vehicle fuel or personal vehicles
10. Meals for travel.

Commented [EJP17R16]: I have no concerns with adding these additional restrictions, except that number 3 is already included in Section 4.10(b).

Commented [VJ18]: The Board would still be required to take action in the event a voter approved measure was adopted correct?

Commented [EJP19R18]: Yes, the only difference is that an obligation approved by the voters does not have to incorporate a non-appropriations clause

Commented [VJ20]: If LFRA is attempting to create a non-lapsing appropriation, then LFRA should spell that out here and all the non-lapsing appropriation should only be for capital and grant funds

Commented [EJP21R20]: This language is intended to comp with TABOR's prohibition on multiple fiscal year financial obligations, which prohibits the Authority from entering into any contract or other financial obligation that will become due in any year other than the year in which the contract is signed or the obligation incurred, without meeting one of the two exceptions (voter approval or prior irrevocable pledge of funds). Colo. Const. art. 10, § 20(4).

Commented [VJ22]: Strongly consider lowering the maximum approval amounts given LFRA's mostly derivative budget.

Commented [EJP23R22]: This is a matter of policy for the Board. The understanding of Chief Staff is that these are the current thresholds already approved by the Board.

ISPP COMMENTS 1-21-19

- c. Up to \$650,000 – The Fire Chief or acting Fire Chief may approve purchases of up to \$650,000,000 that have been budgeted and appropriated for the year of purchase.
- d. Excess of \$650,000 – Board approval must be obtained for all purchases in excess of \$650,000,000 regardless whether such purchases have been budgeted and appropriated for the year of purchase.

Board approval is required for the purchase of any amount that has not been budgeted and appropriated for the year of purchase and that will require a transfer from Authority fund balance, unless, in the determination of the Fire Chief, such purchase is required on an emergency basis as defined in Section 4.6(a) of this Financial Policies Manual. In such event, the Fire Chief shall request Board ratification of the emergency purchase at the Board's next regular meeting.

4.4 Informal Quotes

All purchases of between \$5,000 and \$59,999 require the solicitation of at least three informal quotes to obtain prices for the purchase of goods or services. Quotes for purchases between \$5,000 and \$24,999 may be made verbally in person or by telephone; however, quotes for purchases between \$25,000 and \$59,999 must be made in writing, which may include a formal quote, letter, email, or fax.

Selection of vendors may be made based upon past experience with the Authority, City, or Rural District, knowledge of the Authority and region, philosophy of nature of the work, availability of time, quality of product, quality of service, and material, maintenance, warranties, price, and such other criteria as may be deemed appropriate in the best interest of the Authority and its constituents.

4.5 Competitive Bidding

Competitive bidding is required for the purchase of goods, construction projects, and other services of \$60,000 or more, and for indefinite delivery/indefinite quantity procurements with a stated maximum of \$60,000 or more, as set forth in Sections 4.5(a) and (b) below. A notice of bid opportunity shall be published in a local newspaper no less than 14 calendar days from the submission response deadline, and may also be provided to directly to prospective bidders/respondents.

Upon receipt, each submission shall be time-stamped and stored in a secure place until the submission opening time. Submissions shall be opened at the time and place designated in the Invitation to Bid or RFP/RFQ. The amount of each bid together with the name of each bidder/respondent shall be entered on a record and open to public inspection. After the time of the award, all bids and RFP/RFQ response documents shall be open to public inspection, except for any portion designated a confidential and proprietary in accordance with the Colorado Public (Open) Records Act.

Submissions shall be evaluated based upon the requirements set forth in the Invitation to Bid or RFP/RFQ. The Authority shall not be obligated to select the lowest bidder/respondent, but shall select the bidder/respondent based on the established criteria

ISPP COMMENTS 1-21-19

in the Invitation to Bid or RFP/RFQ and such other criteria as may be deemed appropriate in the best interest of the Authority and its constituents. The Authority may choose not to select any bid/response and to terminate or reopen the Invitation to Bid or RFP/RFQ process.

- a. Invitation to Bid – An Invitation to Bid is required for the purchase of goods, construction projects, or non-professional services between \$60,000 and \$99,999. An Invitation to Bid shall include, at a minimum:
- i. Cost type of contract;
 - ii. Submission deadline and method of submission;
 - iii. Information regarding any mandatory or optional pre-bid meeting or site inspection;
 - iv. A description of the goods or scope of work, and availability of any specifications, plans, drawings, or other relevant materials;
 - v. Requirements for contracting;
 - vi. Requirements for content and presentation of bids;
 - vii. Permitted or prohibited exceptions to the terms of the Invitation to Bid;
 - viii. Applicability of the Colorado Open Records Act to any bid;
 - ix. Basis for award of bid; and
 - x. Process for bid opening.
- b. Request for Proposal or Qualifications (RFP/RFQ) – A Request for Proposal is required for goods, construction projects, or non-professional services of \$100,000 or more. A Request for Qualifications also may be used for professional services of any amount, if determined necessary or appropriate in the discretion of the Board or the Fire Chief. A Request for Proposal or Qualifications shall include, at a minimum, all content elements required for Invitations to Bid pursuant to Section 4.5(a) above, and:
- i. Requirement to supply bidder qualifications;
 - ii. Requirement to supply references;
 - iii. Required warranties and bonds; and
 - iv. Identification of other third parties involved with the work and with whom the selected bidder may be required to coordinate, such as an architect, project manager, or general contractor.

4.6 Exceptions to Competitive Bidding

- a. Emergency Procurement – Emergency procurements may be made without following the competitive bidding process set forth in Section 4.5 above when an emergency situation has created an immediate and serious need for goods or services which could not be timely met using the Authority's ordinary procurement process. An emergency situation is one that creates a threat to the public health, welfare, or safety; the health or safety of the Authority's personnel; or risks major damage to or destruction of Authority assets. Potential sources of such emergency situations may include, but are not limited to, floods, wildfire, blizzard, tornado, equipment failure, epidemics, riots,

Commented [VJ24]: LFRA should define this term as it is susceptible to ambiguity if not defined (even then it might be).

Commented [EJP25R24]: Does the City have a definition of professional services that the Authority could consider?

Commented [VJ26]: There is no need to limit the ability of the Authority to utilize either of these competitive purchasing practice based upon a dollar amount. Each tool has advantages based upon *what* is being acquired. For example, ITBs tend to involve instances where the buyer is quite certain of what is desired. On the contrary an RFP would be utilized under circumstances where the buyer may not know, with any certainty, what is desired. See the City's AR for more detail on this issue.

Commented [EJP27R26]: As previously discussed with the Board, there are no specific procurement laws dictating the Authority's procurement process. However, the Authority is required, under general legal principles and laws, to conduct its procurements in a manner that is fair and transparent, and that satisfies the Board's fiduciary duties and maximizes the value received by the taxpayer.

There are no statutes or other laws regarding when an ITB or RFP should be used. The statute most closely aligned with fire authority procurements is C.R.S. § 32-1-1001(1)(d)(i), which requires all special districts, including fire protection districts, to publish a notice for bids on construction contracts for work or material of \$60,000 or more. This section was built around that statute as general guidance, as well as common practices for medium and large fire protection districts. However, the procurement process ultimately established is a policy decision, and I can make any changes directed by the Board.

Commented [VJ28]: Consider clarifying whether the Chief has the authority to declare an emergency and also dealing with county, state, and federal declared emergencies.

Commented [EJP29R28]: I added this language.

ISPP COMMENTS 1-21-19

or acts of terrorism. An emergency situation may be declared by federal, state, county, or city officials, or declared by the Fire Chief based upon local conditions within the Authority. Written documentation of the basis of the emergency situation and for the selection of the particular vendor shall be included with the purchase documentation, and all emergency purchases shall be requested for Board ratification at its next regular meeting.

- b. Sole Source – Sole source purchasing may be used for professional services; when goods or services are available from only a single vendor, supplier, or manufacturer; or if a particular vendor, supplier, or manufacturer is required in order to maintain uniformity or compatibility of aesthetics, equipment, accessories, or replacement parts, or to reduce financial investment for simplicity administration. Where appropriate, the Authority should make a good faith attempt to negotiate the price, terms, and delivery of any sole source procurement. The justification for all sole source procurements must be documented in writing and approved by the Fire Chief in advance.
- c. Cooperative Purchasing – The Authority may participate in cooperative purchasing programs, such as, but not limited to, the Houston-Galveston Area Council. Provided that such cooperative purchasing program utilizes competitively bid contracts for goods and services, the Authority may purchase goods or services through the cooperative purchasing program without conducting a separate Invitation to Bid or RFP/RFQ process.

4.7 Vendors

- a. New Vendors – Appropriate documentation must be obtained to establish a new vendor, including:
- Complete IRS Form W9;
 - Vendor's legal name and trade name, if different;
 - Vendor's contact information street address, telephone number, and fax number; and
 - A primary contact with the vendor.

The Authority shall maintain a vendor master file, which shall be regularly updated and maintained. On an annual basis, vendors that have not been utilized over the preceding 12-month period will be made inactive in the Authority's accounting system. All vendor information must be verified with the vendor by phone.

- b. Ineligibility or Suspension of Vendors – Vendors may be deemed ineligible or disqualified for Authority contracts if the vendor has:
- Committed fraud or a criminal offense incident to obtaining or attempting to obtain a public contract or subcontract, or in the performance of such contract or subcontract;

Commented [VJ30]: Sole source is not representative of professional services. Sole source is a preferred source. Professional services are defined in the City's AR

Commented [EJP31R30]: I can add a separate section on preferred sources vs. sole sources at the Board's direction.

Commented [VJ32]: An entire section for professional service is desirable as they are not sole source but a preferred source based on specific qualifications of the firm/company.

Commented [EJP33R32]: Please see above.

Commented [VJ34]: Consider delegating certain dollar amount to different levels in the organization specifically for sole source.

Commented [EJP35R34]: This is a matter of policy for the Board.

Commented [VJ36]: Appears unnecessarily broad.

Commented [EJP37R36]: I do not have concerns with removing this provision. I look forward to the Board's direction.

Commented [VJ38]: Suspension of vendors needs a process to suspend or make ineligible. LFRA should consider mimicking the City. Basic principles of due process are at play in this section and the vendor would require at least some meaningful opportunity to be heard or that the vendor may seek review of an administrative decision to suspend or find ineligible.

Commented [EJP39R38]: I am happy to review the City's process for incorporation as appropriate.

ISPP COMMENTS 1-21-19

- ii. Been convicted of embezzlement, theft, forgery, bribery, falsification or destruction of records, antitrust violations; or receiving stolen property; or
- iii. Defaulted or failed to perform in accordance with the terms of any prior contract with the Authority.

4.8 Receipt and Processing of Invoices and Account Statements

Invoices and account statements shall be received by, or provided to, the Financial Administrator and date stamped with the date of receipt. Recurring charges on Authority account statements, such as for internet, telephone/cellular service, and utilities, may be set up for automatic payments, to be reviewed monthly by the Fire Chief or his/her designee and Financial Administrator. All other invoices and account statements must be approved and marked "okay to pay" by the Fire Chief or, for purchases of up to \$200,000 that have been budgeted and appropriated for the year of purchase, by the Administrative Battalion Chief or a Division Chief. All accounts payable transactions must be supported by adequate documentation that explains the nature and purpose of the expense. When not made by automatic payment, accounts payable transactions are processed for payment on the next check run, unless a future date is specified by the vendor, Fire Chief, or Division Chief on the invoice or account statement. Information is entered into the accounts payable system from approved invoices or account statements with appropriate documentation attached.

Original invoices and account statements shall be provided whenever possible. In the event an original invoice or account statement is not available, a duplicate copy must be submitted and signed or initialed by the Fire Chief in order to process the payment, regardless of the payment amount. The Financial Administrator must verify that the invoice or account statement has not been paid previously. Vendor statements shall not be used to verify payments. Upon the payment of an invoice or account statement by cash or check, such invoice or account statement shall immediately be marked as paid in order to prevent subsequent reuse, by marking each such invoice or account statement with the word "PAID" and the check number or date of credit card payment.

Invoices or account statements that are received, approved, and supported with proper documentation by the last business day of each month will be recorded as an accounts payable liability at the end of that month, providing the invoice or account statement pertains to goods and services delivered by month's-end.

4.9 Payments by Check

- a. Check Preparation – Checks shall be prepared by the Financial Administrator and signed by either the Fire Chief and ~~one Board member, or by two Board members~~ the Board Chairperson. All checks, including, without limitation, vendor and expense reimbursement checks, shall be prepared in accordance with the following guidelines:
 - i. Expenditures must be documented and supported in accordance with the requirements set forth in these Financial Policies;

Commented [VJ40]: This sentence appears to conflict with Section 4.3. If the intent is to have the Fire Chief "review" all purchases over 200K, that's good. However, consider revising Section 4.3 if the aforementioned is true.

Commented [EJP41R40]: This was intended to allow the Administrative Battalion Chief or Division Chief to approve invoice and account statements for purchases of up to \$200,000 that have been budgeted and appropriated for the year of purchase, with the Fire Chief approving all other invoices and account statements. However, this section will have to be revised to the extent the purchasing limits in Section 4.3 are revised.

Commented [EJP42]: Again, I think the Board will want to authorize at least two Board members to sign checks in addition to the Fire Chief; otherwise, the Authority is at risk of being unable to issue check payments if the Chairperson or the Fire Chief is unavailable for any reason.

ISPP COMMENTS 1-21-19

- ii. The Financial Administrator shall monitor each check run to ensure an available cash balance in the Authority financial account from which such checks are drawn prior to the release of any checks;
 - iii. Checks shall be utilized in numerical order, and all unused checks shall be stored in a locked safe in the office of the Financial Administrator or Fire Chief;
 - iv. Checks shall never be made payable to "bearer" or "cash"; and
 - v. Checks shall never be signed prior to being prepared.
- b. Processing Checks – Checks shall be processed on a twice monthly basis. After preparing each check as provided pursuant to subsection (a) above, the Financial Administrator shall arrange for the checks to be signed by the Fire Chief and/or Board member(s). At the time of signing, the check, invoice or account statement, and all supporting documentation to ensure that each check has been appropriately prepared. If there are any questions regarding the disbursement, checks should not be signed until such questions are adequately researched and addressed. At each regular meeting, the Board will be presented with the listing of all checks paid for review and ratification.
- c. Voided Checks, Stop Payments, and Outdated Checks – Checks may be voided due to processing errors by making proper notation in the check register and defacing the check by clearly marking as "VOID". The signature box of each voided check shall be removed from the check form. All voided checks shall be retained to aid in the preparation of bank reconciliations.

Stop payment orders may be made for checks lost in the mail or for other valid reasons. Stop payments shall be communicated to the bank by the Financial Administrator.

Outdated checks are checks that are not negotiated by a vendor or individual within six full months. Checks that remain on the outstanding check list for a minimum of six full months with no activity shall be cancelled. It is the responsibility of the vendor or individual to request a replacement of any check cancelled as outdated. arc checks that are not negotiated by a vendor or individual within five full years and must be submitted reported to the sState of Colorado pursuant to C.R.S. § 38-13-1010, et seq.

4.10 Credit Cards

The Authority encourages the use of Authority-issued credit cards for the purchase of supplies or services at the point of sale in order to facilitate transparent purchasing, timely payment of invoices and account statements, administrative efficiency, and to improve cost effectiveness through credit card benefits programs, such as rebates or cash back rewards, where available and appropriate. All credit cards shall be used in accordance with the rules set forth in Section 4 of this Financial Policies Manual.

ISPP COMMENTS 1-21-19

- a. Credit Card Limits – No individual credit card shall have a credit limit greater than \$ [REDACTED]. The combined overall limit for all credit cards shall not be greater than \$ [REDACTED].
- b. Issuance of Credit Cards – Upon approval of the Authority and the credit card issuer, credit cards may be issued to any personnel, including volunteer personnel, who has a need to make purchases on behalf of the Authority in the course and scope of his/her job duties. All cardholders shall be required to sign a Credit Card Use Agreement, which shall include, at a minimum, the following terms:
 - i. The cardholder understands that he/she is being entrusted with a valuable purchasing tool, will be making financial commitments on behalf of the Authority, and will strive to obtain the best value for the Authority;
 - ii. The cardholder accepts full personal responsibility for the safekeeping of the credit card and will not permit anyone else to use the card;
 - iii. The cardholder expressly agrees not to share the card or card number with anyone other than a vendor he/she is doing business with;
 - iv. The cardholder understands that the Authority is liable to the card issuer for all charges made on the credit card, and agrees to use the card for approved Authority business purchases only;
 - v. The cardholder shall not charge personal purchases on the credit card and understands that charging any personal purchase to the card could be treated as embezzlement. In the event personal charges are accidentally made on the credit card, the cardholder shall immediately notify the Financial Administrator and the Fire Chief, or the Board Chairman if the Financial Administrator is the Fire Chief, and shall reimburse the Authority for such accidental charge within 24 business hours;
 - vi. The cardholder understands that he/she will be subject to post-transaction auditing to ensure compliance with the Credit Card Use Agreement and the Authority's rules and procedures;
 - vii. The cardholder agrees to return the credit card immediately upon request or upon separation of employment;
 - viii. If the credit card is lost or stolen, the cardholder agrees to notify the Financial Administrator and the Fire Chief, or the Board Chairman if the Financial Administrator is the Fire Chief, and the credit card issuer immediately; and
 - ix. The cardholder will not use the credit card as a financial reference to obtain personal credit cards or loans.

ISPP COMMENTS 1-21-19

- c. Use of Credit Cards – Cardholders are responsible to know the overall credit limit on their card, the amount of credit available for use, and any applicable dollar limit per transaction. Orders placed over the internet may be placed only on secure websites. If an attempt to make a credit card purchase is denied, the cardholder must contact the Fire Chief and Financial Administrator as soon as possible to notify them of the problem.

Cardholders shall not make purchases in excess of their purchasing authority limit, and shall not divide purchases into multiple smaller purchases in order to bring transactions under such limits. Authority credit cards may not be used to obtain cash advances, traveler's checks, or to use ATM machines, or to purchase fuel for non-Authority issued vehicles. Cardholders must obtain a receipt for all charges made by credit card.

At the end of each month, each cardholder will receive a statement detailing the previous month's expenditures. The cardholder must review the statement within the designated review period, describe the purpose of each charge, identify the general ledger section and division codes for each charge, and attach all receipts. The signed statement and receipts shall be delivered to the Financial Administrator for review. Any fraudulent or unauthorized charges identified by the cardholder shall be reported immediately to the Fire Chief and Financial Administrator for reporting to the credit card issuer.

- d. Revocation of Credit Cards and Other Discipline – Failure of a cardholder to comply with this Section 4.10 or the Credit Card Use Agreement, or to otherwise misuse an Authority-issued credit card in any manner, may result in revocation of the privilege to use the credit card; corrective or disciplinary action up to and including termination; and/or criminal charges being filed with the appropriate law enforcement authority(ies).

Commented [VJ43]: Is LFRA considering the use of a debit card? If so, a new section may be desirable.

Commented [EJP44R43]: To my knowledge, debit cards are not anticipated. However, this is a question for the Board and Chief Staff.

SECTION 5 Work-Related Travel and Reimbursements

5.1 Work-Related Travel

Employees may be authorized or directed to participate in work-related travel from time to time. Employees traveling outside of Larimer County are required to use an Authority vehicle, if available and practical. If no Authority vehicles are available or practical, and with the approval of the employee's Battalion Chief or Division Chief, employees may use their personal vehicles and the Authority will reimburse for mileage at the approved IRS rate. Per diem allowances will be paid at the approved GSA reimbursement rate only for meals and incidentals outside the Authority's jurisdiction. Lodging shall be prepaid by Authority check or credit card to the extent practical. All work-related expense reimbursements and allowances, including any such reimbursements and allowances paid for work-related travel, are subject to the Authority's accountable plan policy set forth in Section 5.3 below.

5.2 Locally Purchased Meals

Locally purchased meals shall be restricted only to the following events and occasions, unless specifically approved by the Administrative Battalion Chief, a Division Chief, the Fire Chief, or the Board:

- a. Work-related meetings with third-party officials unrelated to the Authority, City, or District;
- b. During preparations for off-site community special events, such as the 4th of July celebration, where packing or storing employee-brought meals is difficult or impractical;
- c. Occasional all-hands Authority or Board meetings, which are scheduled to last longer than four hours and will occur over the customary breakfast, lunch, or dinner hour; or
- d. During or after major response or training events, or during periods of significantly high work volume, which impose unique demands on staff time and attention. In addition to the personnel identified above, Captains, Battalion Chiefs, and Acting Battalion Chiefs also may approve locally purchased meals during or after significant response or training events pursuant to this Section 5.2(d).

5.3 Accountable Plan Policy

All work-related expense reimbursements and allowances of the Authority must comply with the IRS "accountable plan" requirements.

- a. Employees will be reimbursed for ordinary and necessary business expenses paid or incurred by the employee in the performance of his/her job duties, but only if the expenses are adequately substantiated as described below. The Authority will not reimburse employees for business expenses that are not properly substantiated, in order to prevent the Authority's expense reimbursement plan from being classified as "nonaccountable" by the IRS.

Commented [VJ45]: Consider adding conference travel and differentiate between in state and out-of-state travel

Commented [EJP46R45]: I can add separate sections on conference vs. non-conference work-related travel and in-state vs. out-of-state travel at the Board's direction. I will need information the differences the Board would like to see with respect to conference/non-conference and in-state/out-of-state work-related travel.

ISPP COMMENTS 1-21-19

b. All business expenses including work-related travel events expenses must be substantiated within a reasonable period of time, which is defined as sixty-three days or less after the expense is paid or incurred. All work related travel expenditures must be reconciled and resolved within ten days of the work related travel event concluding.

In general, to substantiate an expense, employees must provide to the Authority adequate records of:

- i. The amount of the expense;
- ii. The date and time of the expense;
- iii. Where applicable, the place of any travel; and
- iv. The business purpose of the expense.

c. When appropriate in the Authority's sole discretion, the Authority may advance funds to an employee to defray future business expenses. No advance will be made more than 30 days prior to when the employee is expended to pay or incur the expense. The employee must return any amount of the advance that is in excess of the employee's substantiated expenses. Such return of the excess amount must be made within 120 days after the expense is paid or incurred.

~~In lieu of reimbursing an employee for actual expenses paid or incurred for meals and incidentals only, the Authority may choose will to~~ pay the employee a per diem allowance. An employee receiving a per diem for meals and incidentals must substantiate the time, place, and business purpose of business travel to which the per diem relates. Any per diem allowance will be paid at the then-applicable GSA rate.

Commented [EJP47]: The IRS establishes sixty days as a "reasonable period of time" for reimbursement of expenses paid or incurred. See IRS Publication 463. However, the Board may establish a more stringent timeframe if it would like.

Commented [EJP48]: Does the City have a citation for this requirement? I do not believe it is required by the IRS for accountable plan policies. However, the Board may establish more stringent requirements if it would like.

Commented [EJP49]: Whether the Authority will mandate vs permit *per diem* for meals and incidentals is a policy decision for the Board.

SECTION 6 Budgeting and Auditing

6.1 Annual Budget

The Board shall adopt an annual budget for maintenance and operation costs, capital costs, costs of services, and personnel costs in compliance with the Establishing IGA and the Local Government Budget Law, C.R.S. § 29-1-101, *et seq.* ("Budget Law"). Unless the Board appoints another individual, the Fire Chief shall serve as the Budget Officer in accordance with the Budget Law. The annual budget shall pay for all current expenditures with current revenues and, if necessary, fund balance, and shall utilize fund accounting, in which financial resources are segregated by use and utilized only for their intended purpose. The draft annual budget shall be prepared and submitted to the Board within the time required by the Establishing IGA, but in no event later than ~~October~~ August 15 of each year. The Board shall provide public notice and conduct a public hearing prior to adoption of the annual budget, as required by the Budget Law.

- a. Budgeting Philosophy – The Authority shall strive to prepare its budget so as to direct the most efficient and prudent use of the Authority's financial and human resources. Authority staff should annually seek to identify programs that increase cost-effectiveness and provide long term savings to the Authority; for example, through the use of new technology, revised organizational structures, elimination of outdated practices, or collaboration with other local governments. Proposals for new services or increases in service levels should be presented to the Board along with recommendations for the source of funding, which should first consider sources of funding that do not increase overall expenditures, such as other cost savings, elimination or reduction of obsolete or underutilized services, or cost efficiencies obtained through economies of scale, mutual collaboration, etc.

Reserve Funds – ~~The Authority shall adopt a Reserve Policy to Reserve funds~~ provide stability for operations, allow for the efficient management of cash flow, and act as a buffer against sudden economic downturn. Accordingly, the Authority seeks to accumulate and maintain ~~two~~ two months of operating reserves based upon estimated personnel, supplies and services, and asset management plan expenditures. The Authority shall strive to deposit \$ annually into operating reserves until such time as target operating reserves are reached, and to thereafter continue such annual deposits as are necessary to maintain target operating reserves.

Capital reserves are accumulated for the purpose of fully or partially funding the periodic purchase, upgrade, or construction of major capital assets, such as vehicles, apparatus, and fire stations. Capital reserves are funded each year as part of the Authority's annual budget based upon the Authority's need for capital funding and the availability of funds.

Disaster response reserves are accumulated for the purpose of funding an unanticipated and large-scale emergency response due to a natural or manmade disaster, such as

ISPP COMMENTS 1-21-19

wildfire, flood, tornado, blizzard, airplane crash, or act of terrorism. Disaster response reserves are funded each year as part of the Authority's annual budget based upon the Authority's need for disaster response funding and the availability of funds.

- b. TABOR Reserve Funds – As required by the Colorado Taxpayers' Bill of Rights, Colo. Const. art X, sec. 20, the Authority shall maintain 3% of its fiscal year spending to use for declared emergencies only, not including economic conditions, revenue shortfalls, or Authority salary or benefit increases.

6.2 **Budget Modification/Amendment**

The Board may modify or amend the annual budget as needed following its adoption to provide for revenue shortfalls, unanticipated expenditures, grant opportunities, or other reasons in the best interests of the Authority. All budget modifications/amendments shall comply with the Establishing IGA and the Budget Law.

- a. Line Item Transfers – The Fire Chief may approve transfers of monies from one line item to another line item within the general operating fund as necessary to manage the annual budget and provide for the most productive use of Authority's funds. Any such transfers shall be reported to the Board as part of its monthly financial statements.
- b. Supplemental Budget – A supplemental budget shall be required in the event the Authority receives revenues or makes appropriations or expenditures that were unanticipated at the time the annual budget was approved, and that either (i) transfers funds from one fund to another fund; or (ii) will increase the total amount of any fund's revenues, appropriations, and/or expenditures. Supplemental budgets must be approved by the Board following public notice and a public hearing as required by the Budget Law.

6.3 **Annual Audit**

The Authority shall arrange for a financial and compliance audit of the Authority's financial statements to be conducted annually by an independent accounting firm, as required by the Establishing IGA and the Colorado Local Government Audit Law, C.R.S. § 29-1-601, *et seq.* So long as may be required by the Establishing IGA or as otherwise determined appropriate in the best interests of the Authority, the Authority also shall annually produce a Comprehensive Annual Financial Report ("CAFR"). The CAFR shall be produced by the Authority in such a manner as to satisfy generally accepted accounting principles and applicable local, state, and federal legal requirements.

Commented [VJ50]: Should a dollar figure be attached here?

Commented [EJP51R50]: This is a matter of policy for the Board.

SECTION 7 Financial Statements and Accounting

7.1 **Standard Financial Statements of the Authority**

The Authority shall prepare accurate financial statements in accordance with Applicable Law, generally accepted accounting principles, and the Establishing IGA and distribute them to the Board for its information and convenience in making decisions, monitoring the achievement of financial objectives, and making year-to-year historical comparisons or comparisons of current-to-budgeted revenues and expenditures. The standard financial statements will be produced on a monthly and annual basis and shall be prepared using the accrual method of accounting. The basic financial Statements of the District maintained on an organization-wide basis are:

- a. **Statement of Financial Position** – Reflects the assets, liabilities, and net assets of the Authority and classifies assets and liabilities as current or long term.
 - i. *Assets* are probable future economic benefits obtained or controlled by the Authority as the result of past transactions or events. Assets of the Authority are classified as current assets, fixed assets, contra assets, and other assets.
 - ii. *Current assets* are assets that are available or can be made readily available to meet the cost of operations or to pay current liabilities. Examples are cash, temporary investments, and receivables that will be collected within one year of the statement of financial position date.
 - iii. *Fixed assets* are tangible assets of property and equipment with a useful life of more than one year that are acquired for use in the operation of the Authority and are not held for resale.
 - iv. *Contra assets* are accounts that reduce asset accounts, such as accumulated depreciation and reserves for uncollectible accounts receivable.
 - v. *Other assets* include long term assets that are acquired without intent to appropriate them in the near future. Examples include security deposits and longer term investments.
 - vi. *Liabilities* are probable losses of economic benefit arising from present obligations of the Authority to make payment or transfer assets to other entities in the future as a result of past transactions or events. Liabilities of the Authority are classified as current or long term.
 - vii. *Current liabilities* are probable losses of economic benefit that will likely occur within one year of the date of the financial statements, or that have a due date of one year or less. Examples include accounts payable, accrued liabilities, and deferred revenue.

ISPP COMMENTS 1-21-19

- viii. *Long term liabilities* are probable losses of economic benefit that will likely occur more than one year from the date of the financial statements. An example includes the non-current portion of payments due on a lease-purchase financing loan.
- ix. *Net assets* are the difference between total assets and total liabilities.
- b. Statement of Activities – Presents revenues, gains, and other support; expenses; and changes in net assets of the Authority by category of net assets, including reclassifications between categories of net assets.
- c. Statement of Cash Position – Reports the cash inflows and outflows of the Authority and identifies the Authority's level of cash relative to its expenses and liabilities.

7.2 **Review and Distribution of Financial Statements**

The Financial Administrator shall prepare monthly and annual financial statements and supporting schedules to be reviewed by the Fire Chief and distributed to the Board for its review during regular Authority Board meetings. Actual year-to-date revenues and expenses shall be compared with budgeted year-to-date amounts in order to assist the Fire Chief and Board in monitoring the Authority's financial position throughout the fiscal year.

7.3 **Financial Statement Close Process**

The following procedures apply to the financial statements close process:

- a. All bank accounts are reconciled through year end;
- b. All invoices are entered for goods and services received by year end;
- c. All journal entries are entered;
- d. Preliminary financial statements are prepared and reviewed by the Fire Chief and Financial Administrator for completeness and accuracy; and
- e. Audit work papers are prepared.

7.4 **Accrued Liabilities**

The Financial Administrator shall establish a list of commonly incurred expenses that may need to be accrued at the end of an accounting period. Such expenses include salaries and wages; payroll taxes; Authority Federal Insurance Contributions Act (FICA) expenses and interest on notes. Such expenses also include accruals of any paid leaves granted pursuant to the Authority's personnel policies which permit employees to carry forward all or a portion of their unused paid leave into the next fiscal year. The Authority will record a liability for each type of accrued paid leave to which employees are entitled. The total liability for each type of accrued paid leave at the end of the fiscal year shall equal the total accrued but unused hours of leave multiplied by each employee's current hourly rate of pay.

ISPP COMMENTS 1-21-19

7.5 **Schedule of Financing Instruments**

The Authority shall maintain a schedule of all notes payable, lease-purchase obligations, revenue bonds, lines of credit, and other financing instruments. The schedule shall be based on the underlying financing documents and shall include, at a minimum, the following:

- i. Name, address, and contact information of lender;
- ii. Date of agreement or any renewal or extension thereof;
- iii. Total amount of financing or available credit;
- iv. Amounts and dates borrowed;
- v. Description of collateral, if any;
- vi. Interest rate;
- vii. Repayment terms and schedule;
- viii. Maturity date; and
- ix. Address to which payments are sent.

7.6 **Accounting and Classification of Financing Instruments**

An amortization schedule shall be maintained for each financing instrument. Based upon the amortization schedule, the principal portion of payments due within the next year shall be classified as a current liability in the statement of financial position of the Authority. The principal portion of payments due beyond one year shall be classified as long term liabilities in the statement of financial position. Demand notes and any other notes without established repayment dates shall always be classified as current liabilities. Unpaid interest expense shall be accrued as a liability quarterly and at fiscal year-end. A detailed record of all principal and interest payments made over the life of the term shall be maintained with respect to each financing instrument.

7.7 **Long Term Financing**

Long term financing shall not be used to fund current or ongoing operations. Use of long term financing shall be restricted to capital improvements or other capital projects that cannot be funded from current revenues.

SECTION 8 Capital Planning

8.1 Capital Assets

The Authority strives to preserve its current physical assets and plan in an orderly manner for future capital investments, including operating costs associated with such projects, in order to ensure that current and future services are maintained at a high-quality level and that capital project needs do not restrict the Authority's ability to provide other essential services.

For budgeting purposes, capital expenditures include buildings, land, major equipment, and other items having a value of \$100,000 or more and a useful life greater than one year. For accounting purposes, capital ~~expenditures~~ assets include buildings, land, major equipment, and other items having a value of \$5,000 or more and a useful life greater than one year. All capital assets must undergo an inventory at least once every three years.

In general, the following guidelines will be used to identify capital priorities:

- a. Firefighter and community safety;
- b. Completing existing projects;
- c. Maintaining existing capital facilities;
- d. Expanding existing systems; and
- e. New projects.

Projects arising from unique or temporary opportunities may be considered a priority over other capital projects, particularly when such project includes non-taxpayer funding support, such as through federal, state, or local grants; partnership with other local governments; or gifts or donations.

8.2 Capital Improvement Plans

The Authority will seek to develop and annually update ten-year capital improvement plans ("CIPs") that identify needs for capital replacement and additions, and that includes all anticipated capital expenditures, including initial staffing, supplies and services, and equipment; the total estimated cost; the year in which such capital project will occur or commence; the amount anticipated to be expended during each year of the project; the proposed method of financing; and anticipated ongoing staffing, equipment, and maintenance costs and a source of funding for the same.

The Authority's annual budget should, to the extent practicable, include funding for capital expenditures for the current year of the CIP; provided that, the annual budget shall not include such funding if not in the best interests of the Authority or the community, considering the Authority's financial position, economic conditions, other needs of the Authority, significant future impacts in terms of staffing and equipment needs, community benefit, or such other matters as may be determined by the Board. Anticipated CIP expenditures shall be included in the Authority's long-range plans.

Commented [VJ52]: Are these figures consistent with a standard practice related to equipment value?

Commented [EJP53R52]: These values are commonly used the industry. However, the Board may wish to consult with an auditor to confirm these values.

ISPP COMMENTS 1-21-19

8.3 Asset Management Plans

The Authority will seek to develop and annually update ten-year asset management plans ("AMPs") that identify needs for maintenance, improvement, and replacement of vehicles, apparatus, tools, and equipment that extend the life of such asset and minimize major repair and premature replacement costs. The Authority will maintain accurate information on the condition, useful life, and replacement cost of each capital asset, and will seek to identify the point at which maintenance of such asset is no longer more cost effective than replacement in order to assist in long term planning.

The Authority's annual budget should, to the extent practicable, include funding for asset maintenance, improvement, and replacement for the current year of the AMP; provided that, the annual budget shall not include such funding if not in the best interests of the Authority or the community, considering the Authority's financial position, economic conditions, other needs of the Authority, significant future impacts in terms of staffing and equipment needs, community benefit, or such other matters as may be determined by the Board. Anticipated AMP expenditures shall be included in the Authority's long-range plans.

8.4 Surplus Property

The Operations Division Chief, with the assistance of the Battalion Chiefs, shall periodically identify vehicles, apparatus, tools, equipment, or other personal property that, due to age, condition, obsolescence, changed operations, or otherwise, no longer further the Authority's efficient and effective administration and operations ("Surplus Property") for sale, donation, or other disposal; except that, the Fire Chief must approve the declaration of any vehicle or apparatus as Surplus Property. Any sale or donation of Surplus Property shall be accompanied by a Bill of Sale or Donation Bill of Sale, as applicable.

- a. Sale of Surplus Property – The Operations Division Chief may approve the sale of any Surplus Property that, at the time of its purchase, constituted a capital expenditure, or that, at the time of its disposition, has an appreciable fair market value and for which the costs of selling the Surplus Property are likely to be less than the proceeds of such sale. The Board may, from time to time, request a report of items of Surplus Property sold pursuant to this Section 8.4(a).
- b. Donation or Sale of Surplus Property to Agencies in Need – The Operations Division Chief is authorized to donate or sell Surplus Property at below its fair market value to other fire departments, fire districts/authorities, fire training agencies, or other local governmental agencies in need, and for which the Surplus Property will enhance their provision of fire and emergency services or training ~~of otherwise satisfy a public purpose finding~~. The Board may, from time to time, request a report of items of Surplus Property donated or sold pursuant to this Section 8.4(b)
- c. Other Donation or Disposal of Surplus Property – The Operations Division Chief is authorized to otherwise donate or dispose of Surplus Property that he/she, through appropriate due diligence, has determined has no appreciable fair market value, or for

ISPP COMMENTS 1-21-19

which the costs of selling the Surplus Property would likely equal or exceed the proceeds of such sale. Donations of Surplus Property shall be made to other local governments or other nonprofit organizations. The Board may, from time to time, request a report of Surplus Property donated or disposed of pursuant to this Section 8.4(c).

SECTION 9 Grant Management

9.1 Applying for Grants

The Authority may, from time to time, apply for federal, state, nonprofit, corporate, or other organizational grants for the purpose of enhancing the Authority's operations, administration, facilities, equipment, training, or services offered by the Authority to the community. The Authority will consult with the City and the Rural District prior seeking grant assistance as provided pursuant to Section 3.1(e) above.

Any staff member proposing to apply for a grant must first obtain the approval of the Administrative Battalion Chief or a Division Chief to ensure that the benefits to be received under the grant are needed by the Authority and that it is in the best interest of the Authority and the community to apply for the grant. Additionally, any proposal to apply for a grant requiring the Authority to commit "matching" or other funds or in-kind contributions must receive prior approval of the Fire Chief, if the Authority's contribution would be sourced from currently appropriated funds, or by the Board, if the Authority's contribution would require a new appropriation of funds. Chief Staff [The Fire Chief, with input from the Division Chief(s), Financial Administrator, and other Authority staff, as determined appropriate by the Fire Chief, also must make the prior determination that the Authority has the capability to appropriately manage the grant, if awarded.

Commented [VJ54]: Unclear what is intended here.

9.2 Grant Compliance

Specific compliance requirements depend on the type and nature of the grant. Upon receipt of a grant award notification, the Authority will designate a Grant Project Coordinator, who is responsible to monitor the Authority's compliance with the grant requirements, including:

- Working with the Financial Administrator to determine the revenue and expenditure account numbers;
- Reviewing the grant award and supporting documents to identify all applicable grant requirements. If the grant is a federal grant, the Grant Project Coordinator may request a Compliance Supplement based on the CFDA number to assist in identifying such grant requirements;
- Identifying and scheduling all required grant reports; and
- Delivering a fully signed copy of the grant award and acceptance to the Finance Administrator for proper retention.

All grant assets must undergo an inventory as required by the grant terms and conditions at least once every two years and a single audit must be produced by the Authority whenever awarded grant monies exceed \$750,000 in any one year, on an annual basis. The Authority shall comply with all provisions contained in 2 CFR part 200, et al. for all federal grants in addition to any unique requirements in the grant agreement terms and conditions, but in all cases the most restrictive provisions shall apply.

Commented [EJP55]: The single audit requirement for federal grants is provided in 2 CFR part 200.501, so this requirement is incorporated into the provision below.

ISPP COMMENTS 1-21-19

9.3 **Grant Management**

The Grant Project Coordinator will manage the grant in accordance with its requirements. No contract committing grant funds may be entered into before the authorization date of the grant or after the grant period ends. Most grants include periodic and final reporting requirements, and may include periodic and/or final audit requirements. Grant reporting is performed by the Grant Project Coordinator. Grant auditing may be performed internally or externally, depending on the Authority's capabilities and the grant's requirements.

The Grant Project Coordinator, with assistance from the Financial Administrator to the extent necessary, shall complete all requests for grant reimbursements. A copy of each completed reimbursement request shall be provided to the Financial Administrator so that the reimbursement check or direct deposit received can be matched with the request.

9.4 **Procuring and Disposing of Grant-Funded Assets**

All procurements made using grant funds must comply with the grant requirements and the Authority's policies, including those policies set forth in Section 4 above. To the extent any grant requirement conflicts, directly or indirectly, with any Authority policy, the grant requirement shall control. The Authority shall maintain, inventory, and secure grant-funded assets as required by the grant, to the extent the grant includes specific requirements with respect to maintenance, inventory, and/or security.

The Authority may not sell, donate, allow third-party use of, or otherwise dispose of, share, or lease grant-funded assets if restricted from doing so under the terms of the grant. Once the grant funded assets are no longer needed for the grant purpose or otherwise by the Authority, the Authority shall dispose of the assets as required under the terms of the grant. If the grant does not specify the manner of disposal, then the Authority shall dispose of the assets in accordance with its policies.

EXHIBIT #8 - LFRA 2019 ACR
 LFRA FUND BALANCE CHANGES 2018-19

MAJOR CHANGES TO FUND BALANCE JULY 2018 - JUNE 2019

604 - General Fund	605 - Fleet Replacement	607 - Capital Projects Station 7	608 Impact Fees
Jul-18 Aug-18 \$ 160,500.00 Nov-18 \$ 110,355.00 Feb-19 \$ 235,979.00 Mar-19 \$ 229,750.00 Apr-19 \$ 928,733.00 TOTAL \$ 1,394,462.00	Transfer \$130k to City for Training Center Rd. Increase Special Event Standby budget Additional Wildland deployment revenue recognition and offsetting expenditure Reappropriation of unfinished projects from 2018 and new projects not funded during budget creation Priority purchases not originally budgeted 5th rover positions, payment of Station Alerting maint., 1st year of new Station 7 ff \$ 486,000.00 \$ 44,658.00 \$ 1,156,200.00 \$ 1,156,200.00	Appropriation of fund balance for E7 grant in advance of reimb Additional Wildland deployment revenue recognition and offsetting expenditure Reappropriation of funds to complete E7, E47, E66, Mobile Compressor Trailer \$ 4,539,200.00 \$ 3,992,105.00 \$ 3,992,105.00	original appropriation of Station 7 construction funds. Loan was not secured by budget finalize date Reappropriation of construction funds to complete Station 7 \$ 381,000.00 \$ 381,000.00

EXHIBIT #9 - LFRA 2019 ACR
LFRA PROGRAM MATRIX 2018

										Ward										Cеровski		A Wright		
Program Matrix	Training Battalion		Shift Leadership										Support Company Training, Special Operations Training Scheduling & Task Skills Manuals – Station 6 Captains					Engine Company Training, Wildland Training Scheduling & Pre-Planning – Station 2 Captains						
Strategic	Health & Safety	ARFF	Quartermaster & SCBA	EMS	Special Operations	Apparatus	Tactical Fire	Wildland	Warehouse	Communications	Information Technology	Recruiting												
Tactical	Ward	Starck	Klaas	T Smith	Davis	D Schuetz	Hessler	Goodale	Clark	Lyons	Carmosino	A Wright	Pollena Willard Engelhardt	Stuart Waldorf	Williams Bukowski	Vrem	Friedrichsen Hintzman Adent	Dedecker		Willson	Van Heel	Andersen		
Tactical / Task	Correa Heasty	Gonzales	Foncannon Nakata Hill Schiffelbein Valerio Burke	Popp C Smith	O'Farrell Tanner Fischer	Bell Cain Summer Varner	Klinger	Sanfilippo Curtis	Sandoli Schroeder Hernandez Sanchez	Twogood Houllihan	Wynkoop Baukol Chapin	Koib												
Task	Baker Vinzant	Guard	Steinbach Crane Gleditsch	Marker	Brown Hidy C Wright	Duran	Hackman Leighton	Clymer Zweigle Chesher	Krickelbein	Walsh	Laughlin Stephenson Gillen													
Canyon Battalion Contact	McGrath	Svoboda	White	Neal	Brady	Weber	Powers	Matas T Schuetz																

**EXHIBIT #10 - LFR A 2019 ACR
2018 PROGRAM MATRIX/ACCREDITATION MATRIX CROSSOVER DETAIL**

LFR A Divisions - Accreditation Compliance									
Division	Administration	Human Resources	Operations	Community Safety	Training	Emergency Management			
Division Manager	Gerovski	Wright, A.	Ward	Sparks	Stark	Marilyn			
Categories	I. Governance & Administration; II. Assessment & Planning; III. Strategic Planning; IV. Financial Resources; V. Physical Resources; X. External Systems Relationships	VII. Human Resources	II. Assessment & Planning; VII. Human Resources; X. External Systems Relationships	V. Programs; IX. Essential Resources; X. External Systems Relationships	V. Programs; VIII. Training & Competency	II. Assessment & Planning; V. Programs			
Accreditation Criteria	1A; 1B; 2A; 3A; 3B; 3C; 3D; 4A; 4B; 4C; 5A; 5B; 10A; 10B	7A; 7B; 7C; 7D; 7E	2C; 2D; 7F; 10A; 10B	5A; 5B; 5C; 9A; 9C; 10A; 10B	5E; 8A; 8B; 8C	2B; 5D			
Core Competencies	1A.1; 1A.2; 1B.1; 2A.3; 2A.4; 3A.1; 3B.1; 3C.1; 3C.2; 3D.1; 3D.2; 4A.2; 4B.5; 4C.1; 5A.2; 6B.3; 10A.1; 10B.1	7A.1; 7B.3; 7B.6; 7C.1; 7C.2; 7D.1; 7E.1	2C.1; 2C.2; 2C.4; 2C.5; 2C.7; 2D.1; 2D.3; 2D.6; 2D.7; 7F.5; 10A.1; 10B.1	5A.1; 5A.2; 5A.3; 5A.5; 5B.1; 5B.2; 5B.3; 5C.1; 5C.2; 5C.3; 5C.5; 9A.1; 9A.2; 9C.1; 9C.5; 10A.1; 10B.1	5E.1; 5E.2; 5E.3; 8A.1; 8B.3; 8C.1; 8C.2; 8C.8	2B.1; 2B.4; 5D.1			
Performance Indicators	1A.3; 1A.4; 1A.5; 1A.6; 1A.7; 1A.8; 1A.9; 1A.10; 1B.2; 1B.3; 2A.1; 2A.2; 2A.5; 2A.6; 2A.7; 2A.8; 2A.9; 3A.2; 3B.2; 3B.3; 3B.4; 3B.5; 3B.6; 3C.3; 3C.4; 3D.3; 4A.1; 4A.3; 4A.4; 4A.5; 4A.6; 4B.1; 4B.2; 4B.3; 4B.4; 4B.6; 4B.7; 4B.8; 4B.9; 4B.10; 4C.2; 4C.3; 4C.4; 4C.5; 4C.6; 4C.7; 4C.8; 6A.1; 6B.1; 6B.2; 10A.2; 10A.3; 10A.4; 10B.2	7A.2; 7A.3; 7B.1; 7B.2; 7B.4; 7B.5; 7B.7; 7B.8; 7B.9; 7B.10; 7C.3; 7C.4; 7C.5; 7D.2; 7D.3; 7D.4; 7D.5; 7D.6; 7E.2	2C.3; 2C.6; 2D.2; 2D.4; 2D.5; 2D.8; 2D.9; 2D.10; 7F.1; 7F.2; 7F.3; 7F.4; 7F.6; 7F.7; 7F.8; 10A.2; 10A.3; 10A.4; 10B.2	5A.4; 5A.6; 5A.7; 5A.8; 5B.4; 5B.5; 5C.4; 9A.3; 9A.4; 9A.5; 9A.6; 9A.7; 9A.8; 9A.9; 9C.2; 9C.3; 9C.4; 9C.6; 9C.7; 10A.2; 10A.3; 10A.4; 10B.2	8A.2; 8A.3; 8A.4; 8A.5; 8B.1; 8B.2; 8B.4; 8B.5; 8C.3; 8C.4; 8C.5; 8C.6; 8C.7	2B.2; 2B.3; 2B.5; 2B.6; 5D.2; 5D.3; 5D.4; 5D.5; 5D.6; 5D.7; 5D.8			
LFR A Program Matrix - Accreditation Compliance									
Program Matrix	Health / Safety	ARFF	Quartermaster	EMS	Special Operations	Apparatus			
Program Manager	Ward	Stark	Kaas	Smith, T.	Davis	Schuetz, D.			
Categories	VII. Human Resources	V. Programs	VI. Physical Resources	V. Programs	V. Programs	VI. Physical Resources			
Accreditation Criteria	7F; 7G	SI	6F	SF	5G; 5H; 5I	6C; 6D			
Core Competencies	7F.5; 7G.1	SI.1; SI.2	6F.1	SF.1; SF.2; SF.3; SF.4; SF.5; SF.7; 5H.1; 5H.3; 7F.5	5G.1; 5G.3; 5H.1; 5H.3; 5I	6C.1; 6D.1; 6D.6			
Performance Indicators	7F.1; 7F.2; 7F.3; 7F.4; 7F.6; 7F.7; 7F.8; 7G.2; 7G.3; 7G.4; 7G.5	NA	6F.2; 6F.3; 6F.4; 6F.5	SF.6; SF.8	5G.1; 5G.3; 5H.1; 5H.3; 5I.1; 5I.2; 5I.4; 5I.2; 5I.4; 5I.2; 5I.4; 5I.2	6C.2; 6C.3; 6D.2; 6D.3; 6D.4; 6D.5			
Program Matrix	Tactical Fire	Wildland	Warehouse	Communications	Information Technology				
Program Manager	Hessler	Goodale	Clark	Lyons	Carmosino				
Categories	V. Programs	V	VI	IX	IX				
Accreditation Criteria	SI	5K	6E	9B	9C				
Core Competencies	SI	5K.1; 5K.2; 5K.4	6E.3	9B.1; 9B.10;	9C.1; 9C.5				
Performance Indicators	UNKNOWN	SK.3	6E.1; 6E.2; 6E.4; 6E.5	9B.2; 9B.3; 9B.4; 9B.5; 9B.6; 9B.7; 9B.8; 9B.9; 9B.11; 9B.12	9C.2; 9C.3; 9C.4; 9C.6; 9C.7				

EXHIBIT #11 - LFRA 2019 ACR
2019 LFRA ANNUAL PROGRAM MANAGEMENT TEMPLATE



[INSERT PROGRAM NAME HERE]
[DATE OF REPORT]
[AUTHOR, TITLE]

I. ANNUAL PROGRAM SUMMARY - 2018

Program Description (year in review)

[Brief description of this program – what does it do for the LFRA]

Program Appraisal (year in review)

[Brief description of the program performance, consider accreditation, program description, objectives and accomplishments]

Program Plan (year in review)

[Plan into the next year for the program based on past years performance, future inputs and outputs]





[INSERT PROGRAM NAME HERE]
[DATE OF REPORT]
[AUTHOR, TITLE]

II. ANNUAL PROGRAM PERFORMANCE - 2018

Program Inputs and Outputs (year in review)

[Describe what the program received for its success; budget dollars, personnel workload, vendors etc.; and what the program delivers]

Program and Accreditation Outcomes/Deficiencies (year in review)

*[Describe the outcomes or deficiencies achieved or not realized because of program inputs and outputs]
[Provide any data that supports outcomes]*

Purchasing and Service Agreements / Contracts (year in review)

[Explain purchasing agreements and expiration dates for services or equipment purchases]

Vendor Relationships for equipment/supplies under \$5,000 (year in review)

[Detail all vendors you utilize for equipment and supplies under \$5,000]





[INSERT PROGRAM NAME HERE]
 [DATE OF REPORT]
 [AUTHOR, TITLE]

III. PROGRAM FINANCIAL INFORMATION - FUTURE

Grant Allocation and Compliance (1-2 years looking forward)

[Describe any grant award compliance requirements or grant opportunities that benefit the program]

Capital Assets Plan (1-2 years looking forward)

[Provide explanation of capital asset plans]

Operations and Maintenance Plan (1-2 years looking forward)

[Provide explanation of operations and maintenance plans; include certification, testing, and calibration needs of equipment]

Budgeted Account Numbers (1 year looking forward)

<u>Item(s)</u>	604	22		###	####	#####	Project Code
	604	22					
	604	22					
	604	22					

Equipment (non-capital) plans (1 year looking forward)

[Describe program expansion plans.]

Unfunded Program needs (1-3 year looking forward)

[Describe Program gaps; unfunded needs and identify their priority and impact if not funded]

Contraction (1-3year looking forward)

[Describe a 10% program contraction. Describe how would the contraction affects program outputs, outcomes and accreditation compliance]





[INSERT PROGRAM NAME HERE]
[DATE OF REPORT]
[AUTHOR, TITLE]

IV. PROGRAM INVENTORY MANAGEMENT - FUTURE

Equipment Additions and Disposals (1 year looking forward)

[Describe any equipment additions that need to be collected for inventory management; Describe any equipment that requires disposal]

Program Training Objectives

Compliance Training for LFRA (1 year looking forward)

[Detail LFRA training needs associated with this program]

Required Training Objectives (1 year looking forward)

[Detail training needs associated with this program]

Necessary Seminar / outside Schooling Objectives (1 year looking forward)

[Detail seminar and outside schooling needs associated with this program]

Program References

[References here from standards, regulations etc.]

[References here are used for Accreditation reports]



LOVELAND FIRE RESCUE AUTHORITY STRATEGIC GOALS

ABBREVIATED FROM THE 2018 STRATEGIC PLAN

DEPLOY AN EFFECTIVE EMERGENCY RESPONSE TO MINIMIZE LOSS/DAMAGE (RESPONSE)

Effectively deploy appropriate, incident specific resources.

Improve our response times to emergency incidents.

Improve response performance through traditional & innovative deployment methods.

Provide exceptional citizen (customer) service.

PREPARE FOR AND MITIGATE/MINIMIZE THE RISK AND OUTCOMES OF AN EMERGENCY INCIDENT (READINESS)

Improve community fire safety & risk reduction.

Develop & implement risk reduction plans for apartments, sprinklered businesses & wildland urban-interface areas.

Prepare the Loveland community to effectively manage & survive disasters.

PRESERVE, DEVELOP, AND IMPROVE THE RESOURCES ENTRUSTED TO LFRA; INCLUDING VEHICLES, EQUIPMENT, FACILITIES, AND MOST IMPORTANTLY, THE HUMAN RESOURCES (RESOURCES)

Attract & maintain a highly trained & dedicated workforce.

Continue to develop employees through training, education & experience.

Improve firefighter health and safety.

MAINTAIN AND IMPROVE RELATIONSHIPS WITH OUR STAFF, STRATEGIC PARTNERS, AND PROFESSIONAL COLLEAGUES (RELATIONSHIPS)

Operate with a "people-first" & "others-centered" focus.

Build & support improved employee involvement and relationships.

Ensure citizens have high regard for LFR.

Sustain & build on the existing relationships with regional partners & elected officials.

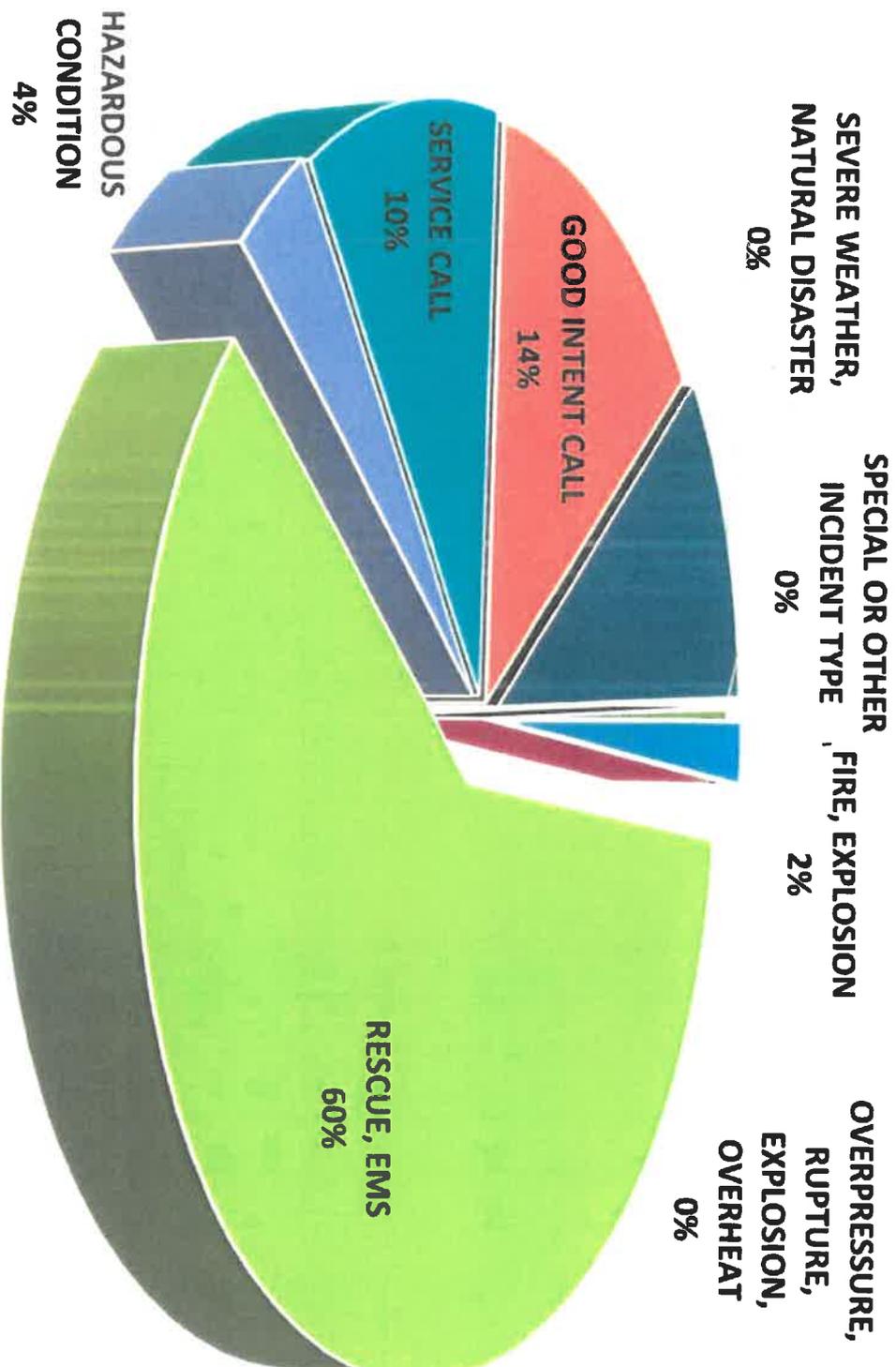
DELIVER COST-EFFECTIVE SERVICES TO THE CITIZENS (COST EFFECTIVENESS)

Ensure that citizens continue to receive high quality services for their tax dollars.

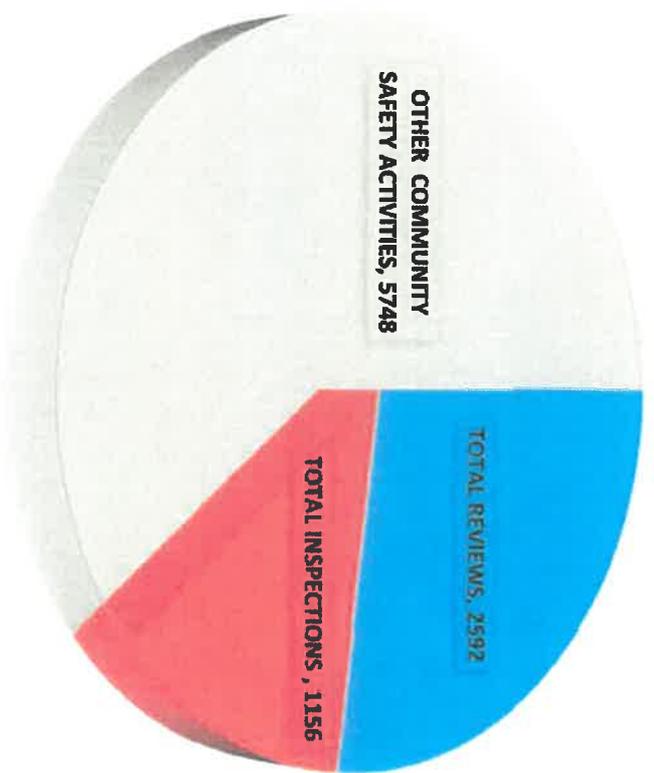
Identify processes that validate effective business & management practices for LFRA.

Improve the long-term capital funding mechanisms for the Fire Authority.

LFRA Incident Analysis 2018

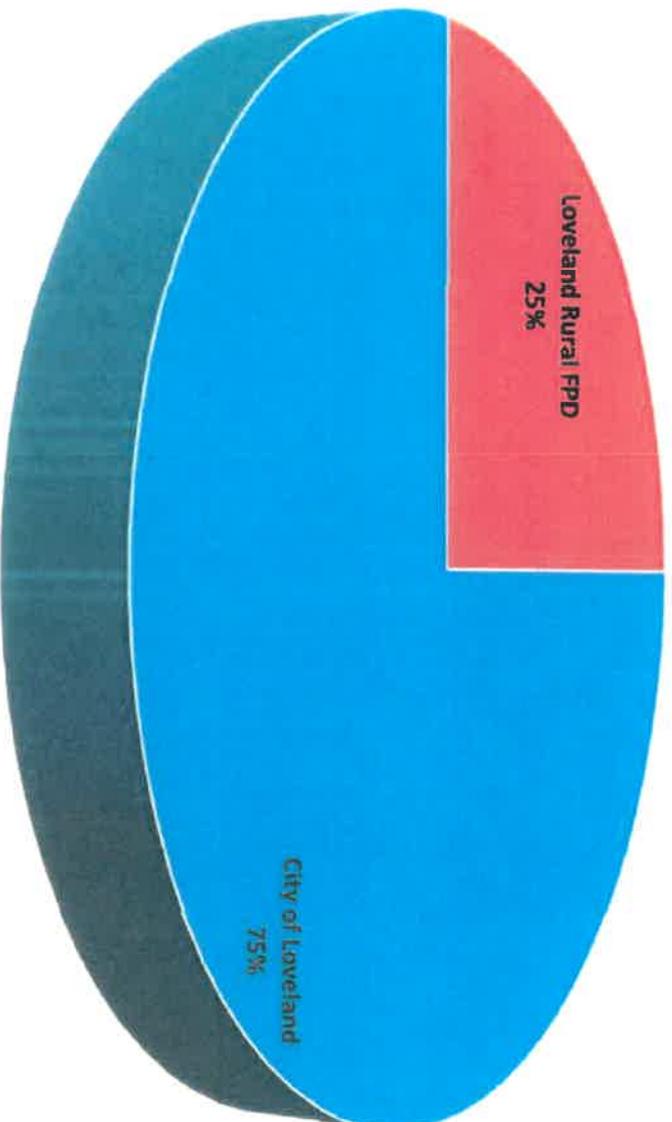


2018 COMMUNITY SAFETY ACTIVITY

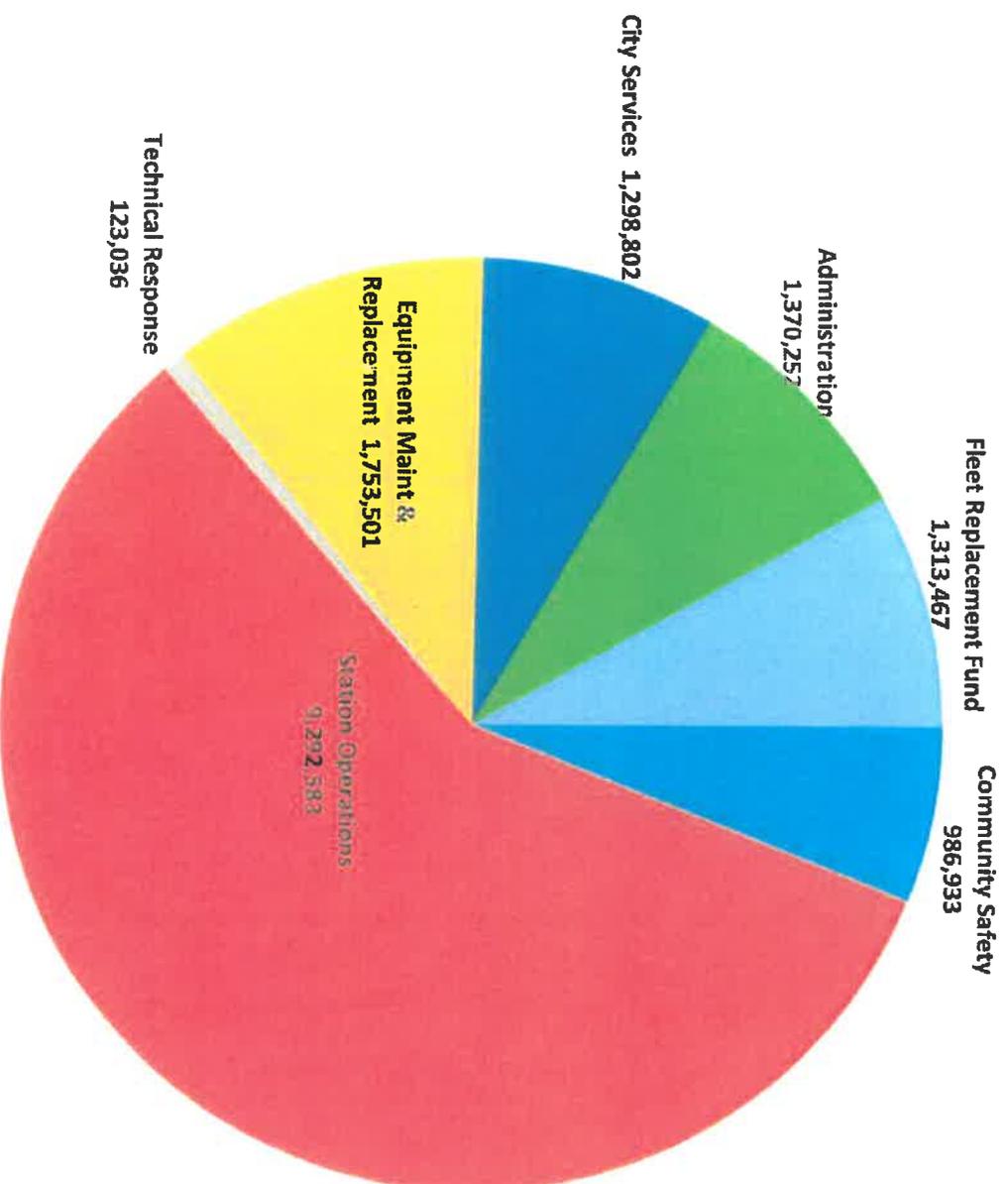


Hazmat Permits	163
Tents/Special Events	78
Burn Permits Issued	162
Investigations	50
Service Calls / Complaints	13
Car Seats Installed	3
Youth FireSetter Program	2
Public Education Events	86
Total Pub Ed Contacts	5191

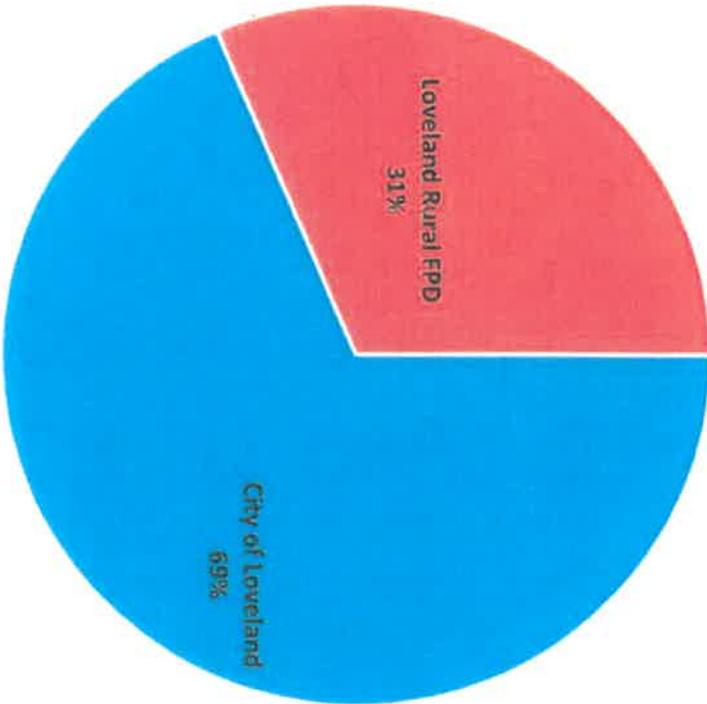
LFRA Population 2018



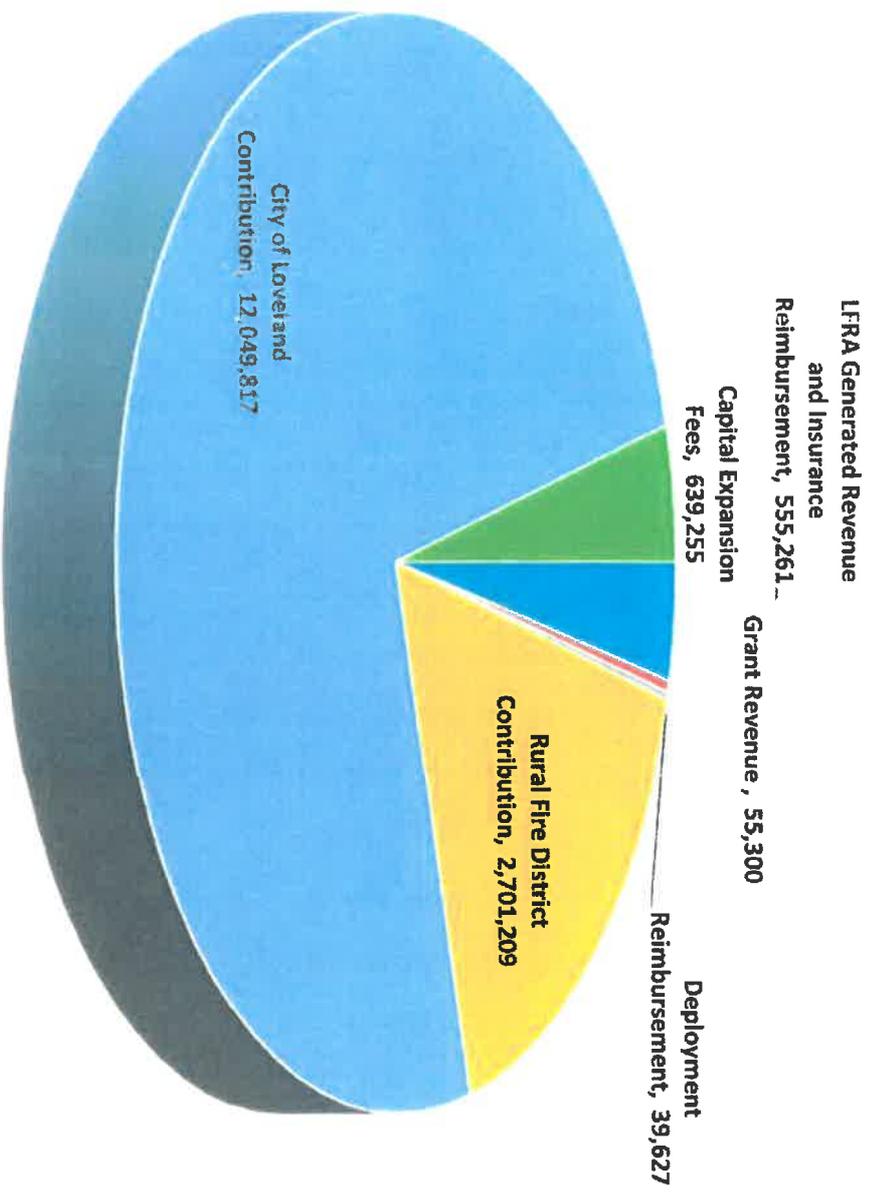
2018 Budget by Division



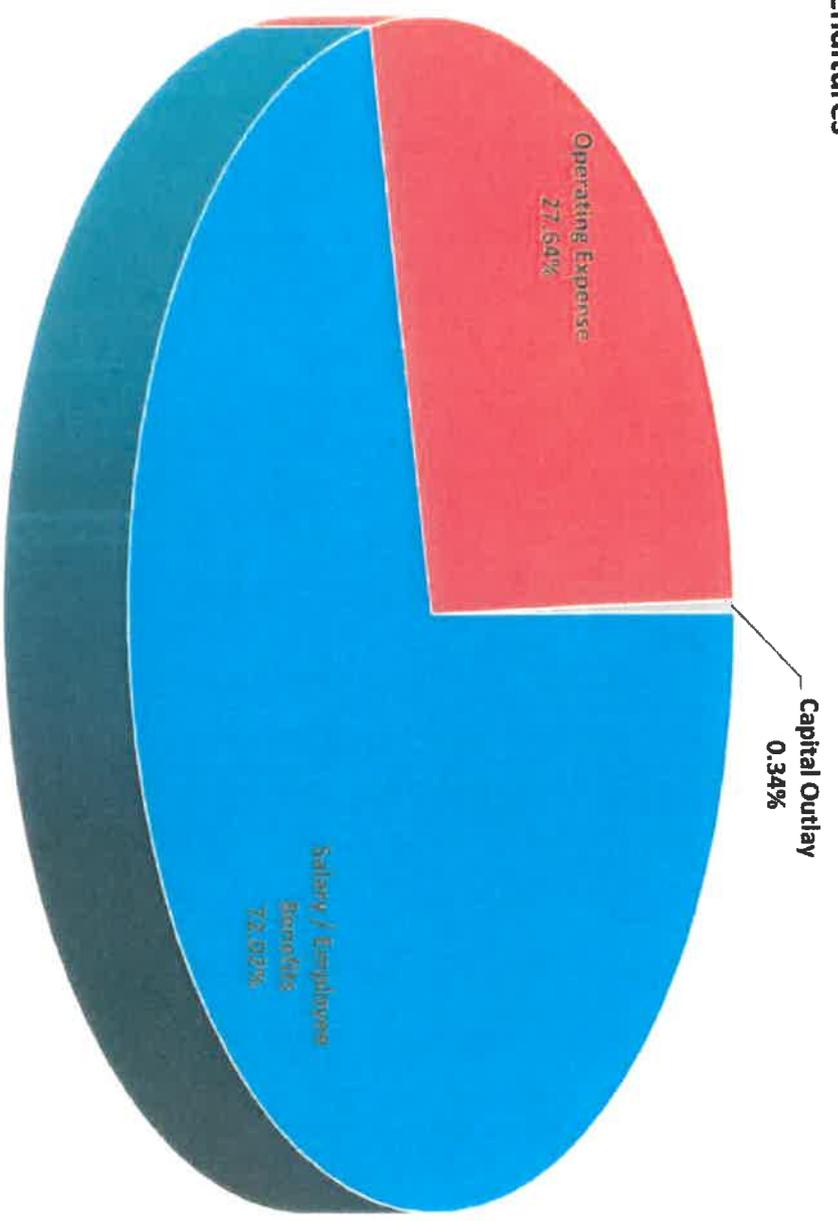
LFRA Assessed Property Values 2018



2018 Revenue



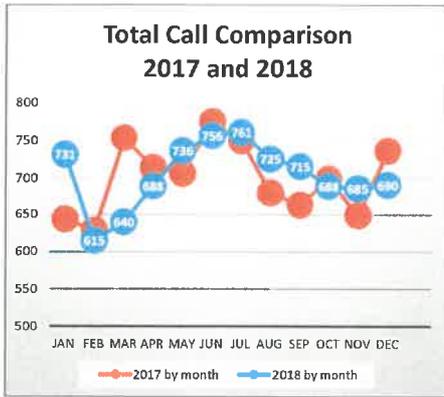
2018 Expenditures



**EXHIBIT #14 - LFRA 2019 ACR
LFRA December Month End 2018**



**LOVELAND FIRE RESCUE AUTHORITY
Operations Division - December 2018**



TOTAL CALLS FOR SERVICE - 2018 YEAR TO DATE

	Total Calls	City	Rural		Auto-Aid/ Mutual Aid
			Johnstown	Rural	
# Incidents	8,421	7,069	324	852	172
Percentage		83.94%	13.97%		2.04%

	Total Calls for Service (CFS)	# CFS City	Rural District		# CFS Mutual Aid	Undefined	% CFS City	% CFS Rural	% CFS Mutual Aid	City % (With Mutual Aid Split) *	Rural % (With Mutual Aid Split) *	
			# CFS Johnstown	# CFS Rural (Minus Johnstown)								# CFS Rural Total
December	690	583	32	65	97	10	0	84.49%	14.06%	1.45%	85.68%	14.32%
November	685	591	32	57	89	4	1	86.28%	12.99%	0.58%	86.76%	13.10%
October	688	571	30	79	109	7	1	82.99%	15.84%	1.02%	83.83%	16.03%
September	715	606	25	72	97	12	0	84.76%	13.57%	1.68%	86.13%	13.87%
August	725	619	17	73	90	12	4	85.38%	12.41%	1.66%	86.74%	12.71%
July	761	635	22	89	111	12	3	83.44%	14.59%	1.58%	84.74%	14.87%
June	756	613	38	80	118	24	1	81.08%	15.61%	3.17%	83.69%	16.18%
May	736	612	34	74	108	15	1	83.15%	14.67%	2.04%	84.82%	15.04%
April	688	580	25	68	93	15	0	84.30%	13.52%	2.18%	86.09%	13.91%
March	640	565	25	43	68	14	2	88.28%	10.63%	2.19%	90.08%	11.02%
February	608	506	19	72	91	11	0	83.22%	14.97%	1.81%	84.71%	15.29%
January	729	588	25	80	105	36	0	80.66%	14.40%	4.94%	84.71%	15.29%

* Mutual Aid calls split between City and Rural in an 82/18 split, though this is not an accurate portrayal of incident division.

TRAINING CATEGORIES	FULL-TIME STAFF TRAINING HOURS				CANYON TRAINING HOURS					
	CURRENT MONTH	PREVIOUS MONTH	CURRENT YEAR TO DATE	PREVIOUS YEAR TO DATE	CURRENT MONTH	PREVIOUS MONTH	CURRENT YEAR TO DATE	PREVIOUS YEAR TO DATE		
ARFF	Data Not Available	22.0	Data Not Available	416.0	Data Not Available	0.0	Data Not Available	4.5		
Community Safety		1.0		518.0		0.0		0.0		
Driver/Operator		179.5		2,582.9		0.0		30.0		
EM5		88.5		1,444.5		0.0		13.0		
Firefighter		196.3		4,613.8		18.0		102.3		
Fire Officer		103.3		2,656.4		0.0		2.0		
HazMat		37.0		809.2		0.0		11.0		
TacFire		0.0		90.0		0.0		0.0		
Tech Rescue		104.0		1,773.0		0.0		3.5		
Wildland Fire		9.5		2,010.7		0.0		151.5		
Other		37.0		1,613.3		0.0		4.0		
TOTAL		723.4		778.0		2,047.0		18,527.7	18.0	321.8

**EXHIBIT #15 - LFRA 2019 ACR
LFRA - ERS AGREEMENT 2019**

Order Form



Emergency Reporting
2200 Rimland Dr., Suite 305
Bellingham, WA 98226
www.emergencyreporting.com
Phone: 866.773.7678
Fax: 866.929.6157

ER Contact Details

Prepared by Mark Holleman Phone (360) 815-5794
Email mark@emergencyreporting.com Fax (866) 929-6157

Customer Contact Details

Account Name Loveland Fire Rescue Authority (CO) Quote Number 00017442
Contact Name Michael Cerovski Created Date 1/15/2019
Phone (970) 222-9119 Customer Type New
Email michael.cerovski@lfra.org Primary Interface TriTech
Ship To 410 East 5th Street (Historical)
Loveland, CO 80537 Medical Billing NULL
United States Company
County Larimer
Department Type Mostly Career

Order Summary

Product	Product Code	Quantity	Sales Price	Total Price	Line Item Description
Fire & EMS Package	CP-1	5.00	\$3,108.00	\$15,540.00	Annual subscription fee
Fire & EMS Package Setup Fee	CP-S2	5.00	\$599.00	\$2,995.00	One-time setup fee
Vision Plus with Google Maps	VP1	1.00	\$990.00	\$990.00	Annual subscription fee
Vision Setup Fee	SV-S1	1.00	\$500.00	\$500.00	One-time setup fee
Flat File Parser CAD Link Annual Fee	FFP-4	1.00	\$799.00	\$799.00	Annual maintenance fee
TSF-Scheduling Interface	API-4	1.00	\$999.00	\$999.00	Annual maintenance fee
non-NFIRS Data Import Fee	DI-1	1.00	\$500.00	\$500.00	non-NFIRS import fee
Onsite Training - 3 Days	48-6	1.00	\$5,500.00	\$5,500.00	3-day Onsite training

Summary

Bill To Name SHI
Bill To 290 Davidson Ave.
Somerset, NJ 08873
United States

Years 5
Payment Schedule Yearly

Initial invoice will be issued upon receipt of the order form. If this represents a problem for the accounting department please contact your sales rep.

Year 1 Total
Yearly Subscription \$15,540.00
Fees
Annual CAD Link \$799.00
Maintenance Fees
Annual Vision Fee \$990.00
Annual Safety \$0.00
Analytics Fee
One-Time Setup \$3,495.00
Fees
Annual Interface \$999.00

PLEASE FAX SIGNED ORDER TO 1-866-929-6157 OR SCAN / E-Mail to orders@emergencyreporting.com

Fee	
Data Import Fee	\$500.00
Training Fees	\$5,500.00
Custom Development	\$0.00
Year 1 Cost	\$27,823.00
Year 2 Cost	\$18,328.00
Year 3 Cost	\$18,328.00
Year 4 Cost	\$18,328.00
Year 5 Cost	\$18,328.00

Data Import & Contact Information - *Required to Process Order

FDID:

06945

EMS ID:

NULL

*Is the organization tax exempt? yes [] no []
If "Yes", please include a copy with your order form.

*Do you have NFIRS data to be imported? yes [] no []
- This is included in your setup fee.

There is a \$500 charge (as a group) to import any of the non-NFIRS data listed below. If you wish to import any non-NFIRS data and the "import fee" is not a line item on this order form, please contact your sales rep to have the order form updated. Your order cannot be processed until this fee is added to the above products "line item" list. ER doesn't import training records at this time.

Other Imports (Check all that apply - imported for a fee)

- Equipment
- Occupancy
- Hydrants
- Flow Test
- Personnel
- Apparatus

The ER Support team will configure your account to export NFIRS data to the state fire marshal's office, provided the office receives NFIRS data. As a courtesy, ER will also send a copy of the email to your department. Please enter the department email to receive these email in the space provided above.

***Dept. NFIRS Email Recipient:**

- Please check one. *(New Customer Accounts Only)*
For Occupancy Module configuration would you like your setup to be based on NFPA [] or ICC []?
*** This is for setting up Categories and Subcategories.**

*Account Setup Contact Name: _____

*Phone#: _____

*e-mail: _____

Terms & Conditions

Emergency Reporting, a trade name of Reporting Systems, Inc. ("RSI"), and the above named account ("AGENCY") are entering into an agreement as of the signature date.

Fire & EMS Solution Terms & Conditions

RSI shall perform the following services:

1. Collect emergency response data via a website accessible at <https://secure.emergencyreporting.com>.
2. Maintain collected data to standards set by FEMA's National Fire Incident Reporting System (NFIRS) and/or the National Emergency Medical Services Information System (NEMSIS), version 3.3.4 or 3.4.0 as supported by your state.
3. Provide EMS export services for states that are officially supported by RSI for EMS exports. Due to the number of states that have modified the NEMSIS standard, NEMSIS 3 is not a supported EMS Export type in many cases. State EMS reporting is not supported unless the state is specifically listed on our website.
4. Provide ongoing changes and bug fixes, at no additional charge, to remain in compliance with NFIRS & NEMSIS 3.
5. For supported states and exports (NFIRS, state specific EMS, or other export types) provide email or direct HTTPS download to the necessary recipients. If possible, RSI will configure direct submission to the state; if the state prohibits third party submissions, RSI will provide Agency with the applicable data for state reporting requirements.
6. Ensure appropriate security, privacy, and encryption of data transmitted to and from the website, in compliance with RSI's internal policies, federal HIPAA regulations and industry practices regarding security.

PLEASE FAX SIGNED ORDER TO 1-866-929-6157 OR SCAN / E-Mail to orders@emergencyreporting.com

Property Saved Worksheet (Follow steps in Column A)

Structure Type	Per SQFT	Contents %
Mobile Home	\$ 125	25%
Residential	\$ 150	30%
Multi-Family Residential	\$ 200	30%
High Value Residential	\$ 300	40%
Commercial/Industrial	\$ 375	40%
High Value Commercial/Industrial	\$ 450	50%

Structure Type Selected

Step 1	Property Value	#N/A	PER SQFT
--------	----------------	------	----------

Step 2	Entire Structure SQFT Total (from Larimer County Assessors Office)	Total SQFT
--------	--	------------

Step 3	Square Footage of Damaged Area (Scene Measurements)	SQFT
--------	---	------

Property SQFT Saved Total	-	SQFT
Property SQFT Value Saved Total	#N/A	
Structure Value (Predicted)	#N/A	
Contents Value	#N/A	of Total SQFT \$
Contents Loss	#N/A	
Contents Saved Total	#N/A	

Summary Information

RMS Entry	Summary Contents Loss Value	#N/A
RMS Entry	Summary Contents Value Saved	#N/A

RMS Entry	Summary Property Loss	#N/A
RMS Entry	Summary Property Saved	#N/A
	Total Property Saved (Structure and Contents)	#N/A

Loveland Fire Rescue Authority



Fire Protection/
Emergency Services

Strategic Plan

2018 Compendium Edition

Table of Contents

► FORWARD	4
PART 1: EXECUTIVE SUMMARY	5
Essential Services Expansion Plan (<i>ESEP-Plan on a Page</i>).....	6
PART 2: LFR & THE FIRE AUTHORITY-BASIC PLANNING ASSUMPTION	7
Organizational Brief	7
Funding for the Fire Authority	7
Funding and the Revenue Allocation Formula	8
Vision, Mission, and Values Statements	8
Basic Planning Assumptions	9
PART 3: ESSENTIAL SERVICES EXPANSION PLAN (ESEP) 2018-2026	11
Phases for the ESEP.....	11
Models and Charts for the ESEP	12
Essential Services Expansion Plan (<i>ESEP-Plan on a Page</i>).....	13
Abbreviated Phased-In Plan	14
2018 Strategic Plan Expansion-Phased-In	15
ESEP Major Staffing Additions and Timelines	16
ESEP New Apparatus/Large Capital Replacement Apparatus	17
ESEP Fire Station Construction/Remodel of Stations	18
PART 4: ORGANIZATIONAL GOALS, STRATEGIES, TACTICS & KEY PERFORMANCE INDICATORS	19
Organizational Prime Directive	19
Goals	19
Strategy and Tactics	20
Key Performance Indicators	20
Significant Seven Performance Measurements	21
Charts and Key Performance Indicators	22
- RESPONSE	23
- READINESS/PREPAREDNESS	24
- RESOURCES	26
- RELATIONSHIPS	27
- COST-EFFECTIVENESS	28
PART 5: RECOMMENDATIONS/IMPLEMENTATIONS	29
High, Intermediate and Future Priorities	29
Essential Services Expansion Plan (<i>ESEP Plan on a Page</i>)	30
High Priorities-Phase 1	31
High Priorities-Phase 2	32
Intermediate Priorities-Phase 3	33
Future Priorities	34
Complete Strategic Plan Initiatives Chart	36
Uniformed Line Firefighter Hiring Chart	37

FORWARD

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

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

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

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

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

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

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

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

PART 1: EXECUTIVE SUMMARY

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

It is anticipated that the *2018 LFRA Strategic Plan* will:

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

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

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

Essential Services Expansion Plan
Plan on a Page

PHASE 1: 2018 – 2020 (High Priority)	YEAR	COST	SOURCE
Station 7 Construction & Apparatus	2018	4,649,914	LFRA Financing
Replace Fire Engine E-3/ #0156	2020	598,005	LFRA Fleet Replace Fund
Training Center- Burn Building	2020	2,641,228	City TABOR/Fire Capital Exp. Fees
Total Capital \$ Increase Phase 1		\$7,889,147	
Inspector for Community Safety Division (CSD)	2018	74,500	City/Rural Annual Contributions
Station 7 (staffing, facilities, and vehicle maintenance and annual replacement savings)	2019	1,418,520	City/Rural Annual Contributions
Total Operational \$ for Phase 1		\$1,493,020	
PHASE 2: 2021 – 2023 (High Priority)	YEAR	COST	SOURCE
Station 10 Design	2021	409,236	LFRA Financing
Replace Fire Engine E-7/#0109	2021	599,881	LFRA Fleet Replace Fund
Station 10 Construction & Apparatus	2022	4,895,830	LFRA Financing
Replace Fire Engine E-2/#0110	2023	603,567	LFRA Fleet Replace Fund
Replace Rescue 6/#0352	2023	723,071	LFRA Fleet Replace Fund
Total Capital \$ Increase Phase 2		\$7,231,585	
Add 3 FF positions for Heavy Rescue 2	2021	230,000	City/Rural Annual Contribution
Station 10 (staffing, facilities, and vehicle maintenance and annual replacement savings)	2023	1,398,725	City/Rural Annual Contributions
Total Operational \$ for Phase 2		\$1,628,725	
PHASE 3: 2024-2026 (Intermediate Priority)	YEAR	COST	SOURCE
Remodel/Expand Station 5	2024	2,935,688	City Funding
Replace Ladder 6/#0202	2024	1,406,282	LFRA Fleet Replace Fund
Add Quick Response Vehicle (QRV) Company	2025	381,598	LFRA Fleet Fund
Replace/Expand Station 3	2025	5,468,492	City Funding
Replace Fire Engine 5/#0111	2025	736,854	LFRA Fleet Replace Fund
Total Capital \$ Increase Phase 3		\$10,928,914	
Add 3 Shift Battalion Positions (East Battalion)	2024	518,400	City/Rural Annual Contributions
QRV Company Staffing	2025	828,423	City/Rural Annual Contributions
Total Operational \$ for Phase 3		\$1,346,823	

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

ORGANIZATIONAL BRIEF

Loveland Fire Rescue Authority (LFRA) is a consolidated fire protection and emergency service agency specializing in fire and rescue-related services. LFRA serves the City of Loveland (City) and the Loveland Rural Fire Protection District (Rural District) covering approximately 190 square miles of area. The organization's 85 full-time career uniformed members, its six civilian support staff members and approximately 20 volunteer firefighters provide the workforce for the agency. LFRA operates a total of eight fire stations. Five stations are staffed 24 hours, seven days per week; two volunteer stations are located in the Big Thompson Canyon. One station at the Northern Colorado Regional Airport is staffed on an as-needed basis for aircraft flight stand-by services. Fire and emergency operations at the airport station is managed by one full-time paid LFRA Engineer. Within the Rural District are portions of the communities of Johnstown (I-25 & Hwy 34), Drake, Masonville, Storm Mountain, and the Pinewood Reservoir area. In 2017, nearly 100,000 people live within the area served by LFRA.

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

FUNDING FOR THE FIRE AUTHORITY

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

FUNDING AND THE REVENUE ALLOCATION FORMULA

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

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

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

VISION, MISSION, AND VALUES STATEMENTS

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

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

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

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

BASIC PLANNING ASSUMPTIONS

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

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

Stage One Planning Assumptions

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

Stage Two Planning Assumptions

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

1. Organizational Planning Goals/Expectations - Projections for this next phase (2027-2035) include consideration for:

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

2. Workforce Staffing Analysis - Projections in Stage Two should include a comprehensive analysis of the three-person staffing system for each fire company. The authority should conduct this analysis utilizing the latest available research and data to best meet the community's fire/rescue needs. This analysis would include:

- Workforce staffing model for both 3-person and 4-person engine companies
- Use of the Quick Response Vehicle as part of the overall workforce staffing model
- 24 hour shift staffing models including the traditional models (Berkley System currently in use at LFRA), the 48-96 system (currently in use in other regional departments) and other shift staffing models
- A workforce staffing and needs analysis of the Big Thompson Canyon area
- Impacts of staffing and workload within the criteria established for the Authority's accreditation
- Any other workload/staffing issues and impacts

PART 3: ESSENTIAL SERVICES EXPANSION PLAN (ESEP)

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

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

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

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

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

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

PHASE ONE (2018-2020)

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

PHASE TWO (2021-2023)

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

PHASE THREE (2024-2026)

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

MODELS AND CHARTS FOR THE ESEP (2018-2026)

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

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

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

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

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

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

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

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

Essential Services Expansion Plan
Plan on a Page

PHASE 1: 2018 – 2020 (High Priority)	YEAR	COST	SOURCE
Station 7 Construction & Apparatus	2018	4,649,914	LFRA Financing
Replace Fire Engine E-3/ #0156	2020	598,005	LFRA Fleet Replace Fund
Training Center- Burn Building	2020	2,641,228	City TABOR/Fire Capital Exp. Fees
Total Capital \$ Increase Phase 1		\$7,889,147	
Inspector for Community Safety Division (CSD)	2018	74,500	City/Rural Annual Contributions
Station 7 (staffing, facilities, and vehicle maintenance and annual replacement savings)	2019	1,418,520	City/Rural Annual Contributions
Total Operational \$ for Phase 1		\$1,493,020	
PHASE 2: 2021 – 2023 (High Priority)	YEAR	COST	SOURCE
Station 10 Design	2021	409,236	LFRA Financing
Replace Fire Engine E-7/#0109	2021	599,881	LFRA Fleet Replace Fund
Station 10 Construction & Apparatus	2022	4,895,830	LFRA Financing
Replace Fire Engine E-2/#0110	2023	603,567	LFRA Fleet Replace Fund
Replace Rescue 6/#0352	2023	723,071	LFRA Fleet Replace Fund
Total Capital \$ Increase Phase 2		\$7,231,585	
Add 3 FF positions for Heavy Rescue 2	2021	230,000	City/Rural Annual Contribution
Station 10 (staffing, facilities, and vehicle maintenance and annual replacement savings)	2023	1,398,725	City/Rural Annual Contributions
Total Operational \$ for Phase 2		\$1,628,725	
PHASE 3: 2024-2026 (Intermediate Priority)	YEAR	COST	SOURCE
Remodel/Expand Station 5	2024	2,935,688	City Funding
Replace Ladder 6/#0202	2024	1,406,282	LFRA Fleet Replace Fund
Add Quick Response Vehicle (QRV) Company	2025	381,598	LFRA Fleet Fund
Replace/Expand Station 3	2025	5,468,492	City Funding
Replace Fire Engine 5/#0111	2025	736,854	LFRA Fleet Replace Fund
Total Capital \$ Increase Phase 3		\$10,928,914	
Add 3 Shift Battalion Positions (East Battalion)	2024	518,400	City/Rural Annual Contributions
QRV Company Staffing	2025	828,423	City/Rural Annual Contributions
Total Operational \$ for Phase 3		\$1,346,823	

Abbreviated Phased-In Plan

Major Capital and O&M

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

2018 Strategic Plan Expansion: Phased-In Large Capital/O&M 2018-2026		
Phase 1: 2018-2020		
• <u>2018</u>	<i>Build New Station 7</i>	\$4,649,914
• <u>2019</u>	<i>Staffing for Station 7</i>	\$1,418,520
• <u>2020</u>	<i>Replace Engine Reserve (E-3- #0156)</i>	\$ 598,005
• <u>2020</u>	<i>Upgrade Training Center: New Burn Building</i>	\$2,641,228
Phase 2: 2021-2023		
• <u>2021</u>	<i>Design Station 10 and Land Purchase</i>	\$ 409,236
	<i>Add 3 FF positions for Rescue 2</i>	\$ 230,000
	<i>Replace Engine Reserve (E-7- #0109)</i>	\$ 599,881
• <u>2022</u>	<i>Build Station 10</i>	\$4,895,830
• <u>2023</u>	<i>Staffing for Station 10</i>	\$1,398,725
	<i>Replace Engine Reserve (E-2- #0110)</i>	\$ 603,567
	<i>Replace Rescue 6- #0352</i>	\$ 723,071
Phase 3: 2024-2026		
• <u>2024</u>	<i>Remodel/Expand Station 5</i>	\$2,935,688
	<i>Add 3Shift BC Positions (East Bat.)</i>	\$ 518,400
	<i>Replace Ladder 6- #0202</i>	\$1,406,282
• <u>2025</u>	<i>Add-in QRV Company & Vehicle</i>	\$1,210,021
	<i>Replace/Expand Station 3</i>	\$5,468,492
	<i>Replace Engine Reserve (E-5- #0111)</i>	\$ 736,854

ESEP MAJOR STAFFING ADDITIONS AND TIMELINES

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

ADDITIONS TO BUILD THE PLAN:	PRIORITY	YEAR
* Add 12 full-time uniformed positions for new Station 7/Engine 7: Includes 3 lieutenants, 3 engineers, and 3 firefighter positions to meet minimum staffing; also includes 3 coverage positions (“rovers”) to address shift-wide coverage needs for vacations, sick leave, injury leave, etc.	High Priority	2019
* Add 3 full-time firefighter positions for Heavy Rescue 2 (brings staffing for Heavy Rescue 2 to three personnel, full-time)	High Priority	2021
* Add 9 full-time uniformed positions for new Station 10/Engine 10: Includes 3 lieutenants, 3 engineers and 3 firefighter positions to meet minimum staffing	High Priority	2023
* Add 3 full-time uniformed positions for new East Battalion: Includes 3 battalion chief positions for shift coverage and management (one battalion chief for each of the three shifts)	Intermediate Priority	2024
* Add 6 full-time uniformed positions for the establishment of the new Quick Response Vehicle (QRV): Includes 3 lieutenants and 3 firefighter positions	Intermediate Priority	2025

ESEP NEW APPARATUS/LARGE CAPITAL REPLACEMENT

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

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

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

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

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

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

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

ESEP FIRE STATION CONSTRUCTION/ REMODEL STATIONS

New Construction-

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

CONSTRUCTION OF NEW FIRE STATION 7- 2018

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

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

CONSTRUCTION OF NEW FIRE STATION 10- 2022

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

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

Remodel/Expansion Construction-

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

REMODEL/EXPANSION OF FIRE STATION 5- 2024

- Includes: Design, Construction, Arts

TOTAL CAPITAL COSTS for STATION 5 - \$ 2,935,688

REPLACE/EXPANSION OF FIRE STATION 3- 2025

- Includes: Design, Construction, Arts

TOTAL CAPITAL COSTS for STATION 3 - \$ 5,468,492

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

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

THE ORGANIZATIONAL PRIME DIRECTIVE

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

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

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

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

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

GOALS

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



Figure 4-1 Four-R's

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

1. **Response to Emergencies**

Deploy an effective emergency response to minimize loss/damage

2. **Readiness/Preparedness**

Prepare for and mitigate/minimize the risk and outcomes of an emergency incident

3. **Resources**

Preserve, develop, and improve the resources entrusted to LFRA including vehicles, equipment, facilities, and most importantly, human resources

4. **Relationships**

Maintain and improve relationships with our staff, strategic partners, and professional colleagues

5. **Cost Effectiveness**

Deliver cost effective services to the citizens

STRATEGY & TACTICS

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

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

KEY PERFORMANCE INDICATORS

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

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

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

These fifteen KPIs (along with the seven performance measurements below) are important to the performance management for LFRA. They are all embedded within the five goals described above (pages 19-20) and can be found in the performance management charts on pages 23-28.

“SIGNIFICANT SEVEN” PERFORMANCE MEASUREMENTS

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

1. **Response Times:** Times tracked for emergencies within the Urban Response Area
 - *First arriving unit or member with tactical capability*
 - *For structure fires, first arriving engine or truck, then the balance of the assignment*
2. **Costs Per Capita:** Operational cost comparisons
 - *Costs per capita in comparison with other FRFC departments and selected comparison departments within the Rocky Mountain region*
3. **Fire Loss Per Capita:** Total fire loss comparison
 - *Total fire loss per capita in comparison with other FRFC departments and selected comparison departments within the Rocky Mountain region*
4. **Property Value Saved vs. Loss:** Saved/loss comparison relationship
 - *Measured in both residential and commercial occupancies*
5. **Fires Confined to Room of Origin:** Measuring “flashover” ratio
 - *% of the time that fire was confined to room or area of origin, interceding before flashover occurs*

- 6. Number of Businesses Inspected/Fire Company Safety Visits:** Efforts in fire prevention
- *% and number of businesses inspected by the CSD and % and number of businesses receiving a safety visit by a fire company*
 - *Measurement of the number of times personnel are in a business for code enforcement and safety intervention*
- 7. Customer (Citizen) Satisfaction:** Public perception measurement
- *Overall community performance survey as part of the City of Loveland Quality of Life Survey process*
 - *Citizens and businesses actually receiving LFRA services*

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

CHARTS AND KEY PERFORMANCE INDICATORS

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

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

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

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

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

These fifteen KPIs and seven performance measurements are integral to the process of monitoring and measuring LFRA’s performance. LFRA has adopted these as integral to the process of measuring organizational progress and as significant factors in managing continuous organizational improvement.

GOAL: DEPLOY AN EFFECTIVE EMERGENCY RESPONSE TO MINIMIZE LOSS/DAMAGE

EXPECTATIONS:

- LFRA Companies will provide prompt and effective emergency service
- Fire Companies will be skilled and competent at the tactical and task levels
- Incident Commanders will demonstrate a high degree of excellence and proficiency at the strategic/tactical level
- All LFRA personnel will be committed to safe, sane, and predictable operations

- Our organization will excel in the area of citizen/customer service
- We will stay committed to proven firefighting models that work well and be open to new and innovative methods that are scientifically better and that enhance safety and survival
- All LFRA personnel will be committed to continuous improvement

STRATEGIES

ORGANIZATIONAL TACTICS

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

2. READINESS/PREPAREDNESS **GOAL: PREPARE FOR AND MITIGATE/MINIMIZE THE RISK AND OUTCOMES OF AN EMERGENCY INCIDENT**

EXPECTATIONS:

- Provide high quality plan reviews and new building inspections
- CSD and Operations will work cooperatively to improve fire/life safety risks, and reduce overall community risk
- Target specific fire/life safety risks and develop suitable solutions

- Improve fire safety education and community outreach
- Be prepared to lead, manage, and survive disasters in the Loveland community
- Be prepared and trained to effectively manage a wide variety of emergency responses

STRATEGIES		ORGANIZATIONAL TACTICS
2.1	Improve community fire safety and risk reduction	2.1.1 Maintain/enhance the fire inspection & fire company safety visit programs 2.1.2 Ensure all applicable fire codes are reviewed/adopted 2.1.3 Improve CSD records management systems & data entry 2.1.4 Provide accurate, consistent and timely plan reviews and new construction inspections 2.1.5 Sustain adequate staffing levels within CSD for the required workload
2.2	Develop and implement a community risk reduction plan in 3 Specific areas: - Residential Apartments (multi-story) - Business fire sprinklers - Wildland urban-interface area	2.2.1 Create a community apartment safe living education program 2.2.2 Ensure that business fire sprinklers are inspected regularly 2.2.3 Improve fire safety conditions in the wildland urban-interface area in the Loveland community 2.2.4 Investigate the use and implementation of the "Ready-Set-Go" program
2.3	Strengthen the efforts in public fire safety education and community outreach	2.3.1 Evaluate and improve fire safety education to elementary students 2.3.2 Continue to develop/improve the community smoke detector and carbon monoxide alarm program in the Loveland community 2.3.3 Evaluate and improve fire safety education for senior citizens

Readiness/Preparedness (cont.)

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

3. RESOURCES

GOAL: PRESERVE, DEVELOP, AND IMPROVE THE RESOURCES ENTRUSTED TO LFRA; INCLUDING VEHICLES, EQUIPMENT, FACILITIES, AND MOST IMPORTANTLY, THE HUMAN RESOURCES

EXPECTATIONS:

- Value people as the reason for our past and future success
- Be good stewards of the resources entrusted to LFRA
- Continue the excellence in apparatus specifications
- Maintain effective equipment and apparatus replacement programs
- Personal and organizational health and wellness are maximized
- Remain committed to proactively address the current and future concerns related to firefighter health and safety
- Plan for expansion in administrative office and CSD expansion and for expansion for emergency management facilities (EOC)

STRATEGIES

ORGANIZATIONAL TACTICS

3.1	Attract and maintain a highly trained and dedicated workforce reflective of the community we serve	<ul style="list-style-type: none"> 3.1.1 Ensure wages and benefits remain competitive regionally 3.1.2 Promote LFRA as a “great” organization to work for 3.1.3 Offer a variety of training and promotional opportunities for personnel 3.1.4 Evaluate firefighter hiring process (ongoing)
3.2	Continue to develop employees through training, education and experience	<ul style="list-style-type: none"> 3.2.1 Create an effective, sustainable leadership development program 3.2.2 Continue a vibrant training and education program for employees 3.2.3 Maintain regional relationships and participate in training and educational opportunities offered within region (example FRFC training)
3.3	Improve firefighter health and safety	<ul style="list-style-type: none"> 3.3.1 Stay committed to meeting the intent of NFPA 1500 (standard-FF safety) 3.3.2 Reduce FF exposure to carcinogens- “Healthy In, Healthy Out” program 3.3.3 Continue to utilize and reinforce the LFRA FF Peer Support Team 3.3.4 Continue firefighter fitness program and physicals 3.3.5 Maintain adequate staffing levels
3.4	Maintain and improve fire stations, facilities, vehicles, and equipment	<ul style="list-style-type: none"> 3.4.1 Build new stations as needed and maintain and improve existing facilities 3.4.2 Maintain and continue the apparatus replacement schedule 3.4.3 Continue equipment maintenance and replacement schedule 3.4.4 Improve training facilities and develop training center master plan
3.5	Plan for future expansion in administrative offices, CSD and other accompanying types of emergency services facilities	<ul style="list-style-type: none"> 3.5.1 Evaluate current and future administrative office needs and the office and workspace needs for CSD 3.5.2 Evaluate the need for a new and updated EOC and other support facilities for the City of Loveland Office of Emergency Management

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

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

PART 5: RECOMMENDATIONS/IMPLEMENTATION

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

- High Priority
- Intermediate Priority
- Future Priorities

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

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

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

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

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

There is an emphasis within this strategic plan for hiring of line firefighters; there is also a need for additional civilian positions, which are listed in several of the "Strategic Plan Priorities." The primary focus for hiring in the *2018 LFRA Strategic Plan* is for the needed line firefighter positions to help LFRA reach its minimum staffing goals (see Section V in the full document).

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

Essential Services Expansion Plan
Plan on a Page

PHASE 1: 2018 – 2020 (High Priority)	YEAR	COST	SOURCE
Station 7 Construction & Apparatus	2018	4,649,914	LFRA Financing
Replace Fire Engine E-3/ #0156	2020	598,005	LFRA Fleet Replace Fund
Training Center- Burn Building	2020	2,641,228	City TABOR/Fire Capital Exp. Fees
Total Capital \$ Increase Phase 1		\$7,889,147	
Inspector for Community Safety Division (CSD)	2018	74,500	City/Rural Annual Contributions
Station 7 (staffing, facilities, and vehicle maintenance and annual replacement savings)	2019	1,418,520	City/Rural Annual Contributions
Total Operational \$ for Phase 1		\$1,493,020	
PHASE 2: 2021 – 2023 (High Priority)	YEAR	COST	SOURCE
Station 10 Design	2021	409,236	LFRA Financing
Replace Fire Engine E-7/#0109	2021	599,881	LFRA Fleet Replace Fund
Station 10 Construction & Apparatus	2022	4,895,830	LFRA Financing
Replace Fire Engine E-2/#0110	2023	603,567	LFRA Fleet Replace Fund
Replace Rescue 6/#0352	2023	723,071	LFRA Fleet Replace Fund
Total Capital \$ Increase Phase 2		\$7,231,585	
Add 3 FF positions for Heavy Rescue 2	2021	230,000	City/Rural Annual Contribution
Station 10 (staffing, facilities, and vehicle maintenance and annual replacement savings)	2023	1,398,725	City/Rural Annual Contributions
Total Operational \$ for Phase 2		\$1,628,725	
PHASE 3: 2024-2026 (Intermediate Priority)	YEAR	COST	SOURCE
Remodel/Expand Station 5	2024	2,935,688	City Funding
Replace Ladder 6/#0202	2024	1,406,282	LFRA Fleet Replace Fund
Add Quick Response Vehicle (QRV) Company	2025	381,598	LFRA Fleet Fund
Replace/Expand Station 3	2025	5,468,492	City Funding
Replace Fire Engine 5/#0111	2025	736,854	LFRA Fleet Replace Fund
Total Capital \$ Increase Phase 3		\$10,928,914	
Add 3 Shift Battalion Positions (East Battalion)	2024	518,400	City/Rural Annual Contributions
QRV Company Staffing	2025	828,423	City/Rural Annual Contributions
Total Operational \$ for Phase 3		\$1,346,823	

STRATEGIC PLAN PRIORITIES

High Priorities Phase 1

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

Staffing for New Fire Station 7: This item addresses the full-time staffing needed to operate new Fire Station 7; a total of 12 firefighters are needed. Costs include staffing, facilities and vehicle maintenance, and annual replacement savings. Staffing needs include 3 Lieutenants, 3 Engineers, and 6 Firefighters (3 firefighters are also added for coverage and "rovers" in the system). "Rovers" cover vacancies for various leaves including vacation, sick leave, injury leave, and other assigned leave for shift firefighters. Total cost for this expansion is \$1,418,520 and is covered by the City/Rural annual contributions. Fire Station 7 is expected to be fully operational and staffed in 2019.

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

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

Training Center Burn Building: An initial architectural training campus master plan and burn building design were completed in 2017. Phase 1 of this expansion plan includes the new burn building. The burn building's costs are based on a design for a three story integral tower, garden apartment scenario training mock-up, center hallway applications, enclosed stairways, and a facility for master stream operations. Capital costs for construction are estimated to be at \$2.3 million with an additional \$340,000 added for needed site enhancements, bringing the total estimated capital costs for the project to \$2,640,000. Initial operating costs are expected to be absorbed into existing appropriation levels. Construction is targeted for year 2020.

High Priorities Phase 2

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

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

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

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

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

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

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

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

Intermediate Priorities Phase 3

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

Remodel/Expansion of Fire Station 5: Fire Station 5 at 251 Knobcone Drive has a number of significant deficiencies that have a negative impact on operations and quality of service. These include: undersized functional living areas, undersized area for apparatus and what needs to reside there, lack of space for adequate exercise facility, and lack of space for equipment maintenance. There are also noted deficiencies with mechanical, IT, and electrical systems. The station's remodeling costs are estimated at \$2,935,688, which is sourced as City of Loveland funding. The remodel is expected to take place in 2024.

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

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

Replacement/Expansion of Fire Station 3: Fire Station 3 at 900 S Wilson Ave. has a number of significant deficiencies that have a negative impact on operations and quality of service. The station was built in 1979 and sized for two on-duty career staff. The station has undersized functional living areas, including dorms, restrooms, and locker space. It also lacks sufficient dorm and restroom facilities for gender privacy and lacks space for adequate exercise facilities and lacks space for equipment maintenance. The station replacement/expansion costs are estimated at \$5,468,492, which is sourced as City of Loveland funding. The remodel is expected to take place in 2025.

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

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

OTHER ORGANIZATIONAL NEEDS

Future Priorities

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

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

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

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

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

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

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

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

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

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

Recommendations/Implementation: Strategic Plan Priorities, Other Organizational Needs

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

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

= Specific Line Firefighter Hiring Initiative/Request

Uniformed Line Firefighter Hiring Years 2012-2026

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

YEAR	POSITIONS PLANNED	ACTUAL # HIRED	PURPOSE FOR POSITIONS HIRED
2012/2013	6	6	Additions to help with increasing minimum staffing up to 3 person crews
2014	6	6	Additions for new Heavy Rescue 2 (with FIT position staffing was at 3)
2015	0	0	No additions for line staff in this year
2016	12	0	12 firefighters were planned for opening Station 7, including 3 coverage positions ("rovers"); hiring was moved out to 2019
2016	6	6	Part-time firefighters (12) were converted to 6 full-time firefighter positions in 2016
2017	1	1	1 new Admin BC was added - funds came from restructuring current admin staff - no new \$
2018 Marks the start of the new LFRA Strategic Plan			
2018	0	0	No additions for line staff in this year
2019	12	---	9 firefighters planned for opening of Station 7 along with 3 coverage positions ("rovers")- all 12 positions were a part of the <i>2012 Strategic Plan</i>
2020	0	0	No new line additions planned for this year
2021	3	---	3 firefighter positions planned for Heavy Rescue 2 for 3 rd full-time firefighter
2022	0	0	No new line additions planned for this year
2023	9	---	9 firefighters planned for opening of Station 10
2024	3	---	3 firefighters planned for 3 shift BC positions (this will be for the addition of 2 nd Battalion)
2025	6	---	6 positions planned for the first QRV
2026	0	0	No new line additions planned for this year

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

■ = Line Firefighter Positions Requested or Planned

■ = Line Firefighter Positions Filled

**EXHIBIT #18 - LFRA 2019 ACR
2019 LFRA EMS PROGRAM REPORT**



LFRA EMS PROGRAM
JANUARY 26, 2019
TIM SMITH, BATTALION CHIEF

I. ANNUAL PROGRAM SUMMARY - 2018

Program Description (year in review)

The Loveland Fire Rescue Authority (LFRA) EMS Program encompasses several different aspects of LFRA's Mission (4 R's), criterion 5F: Emergency Medical Services (EMS) and criterion 9B.7 of the LFRA Fire and Emergency Services Self-Assessment Manual (FESSAM). LFRA's EMS Program is based on a successful and collaborative relationship with Thompson Valley Emergency Medical Service (TVEMS).

1. The program evaluates if the LFRA & TVEMS response to medical emergencies is remaining effective and timely.
2. LFRA provides monthly continue medical education (CMEs) for all of its personnel requiring those hours needed for recertification. The CMEs are assigned based on an annual training calendar development by TVEMS. This training supports our readiness philosophy and ability to strive for skill mastery in our emergency medical technicians (EMT). LFRA holds a Certificate of Recognition with the State of Colorado Department of Public Health and Environmental as an EMT Education Group.
3. The program is very dependent upon internal & external resources and relationships, most particularly with TVEMS. LFRA holds an Intergovernmental Agreement (IGA) with TVEMS. LFRA also share the medical protocols with TVEMS and Berthoud Fire as well as the Physician Advisor.

Program Appraisal (year in review)

The LFRA EMS program is divided up into the following manner:

- Tim Smith – EMS Program manager
- Shelby Vrem – EMS Training Coordinator
- Robbie Popp – EMS Supplies
- Chris Smith – EMS CQI Coordinator and A Shift CQI evaluator
- Aaron Steinbach- Training assistant and C Shift CQI evaluator
- Linda Crane – Training assistant and B Shift CQI evaluator
- Brandon Gleditsch – Training assistant (currently not being used)
- Micaiah White – Canyon EMS Supplies

The LFRA EMS program continues to successfully deliver quality CMEs to its employees, and is continually being evaluated as compared to the needs of the organization. Target Solutions (fire department training software) has been a large contributor in the delivery of CMEs to LFRA personnel. In 2018 through a collaborative effort, LFRA and TVEMS determined that training on multi-patient incidents would be a priority in 2019.

The EMS program manager will continue to evaluate effective response times as agreed upon within the IGA between LFRA & TVEMS. TVEMS converted their 12-hour ambulance (P361) into a 24-hour ambulance in September of 2018, and they are housed out of the station next to LFRA Station 5.

The City of Loveland remains a Heart Safe Community. LFRA continues to support TVEMS in teaching CPR to high school students throughout the district.

In 2018 the EMS program was able to successfully CQI (continuous quality improvement) 100% of all EMS reports completed. An annual refresher on completing a quality EMS report was conducted.

Program Plan (year in review and a look ahead)

The EMS program will continue to evaluate the delivery methods of CMEs to the employees as well as the quarterly practical skills assessments. At least one quarterly training will be conducted between LFRA and TVEMS





crews. LFRA will also conduct the CMEs for the Canyon Battalion. Previously those trainings were conducted by TVEMS. There are three scheduled multi-patient trainings in 2019: LFRA & TVEMS training in April, a multi-patient motor vehicle accident (MVA); Countywide drill half of which will be conducted at The Ranch; and the Tri-Annual Airport Drill.

An annual review of 2018's EMS response times will be evaluated. A countywide computer aided dispatch (CAD) system is expected to be deployed in the third or fourth quarter of 2019. With that system is an added enhancement to support the Heart Safe Community here in Loveland. The enhancement is through an app called Pulse Point. Community members can download this app and receive notifications of sudden cardiac arrest emergencies that are near their locations. The communities of Fort Collins and Estes Park are already using it.

LFRA will continue to CQI 100% of all EMS reports. LFRA will also be moving to a new records management system.

LFRA will annually review the LFRA EMS Training Policy Manual as required by CDPHE.

II. ANNUAL PROGRAM PERFORMANCE - 2018

Program Inputs and Outputs (year in review)

All monthly CMEs were delivered; however, we noticed a gap in the hours assigned each month and we were short in few instances. A minimum of two hours each month is required.

The 2018 EMS Budget was appropriate; however, no training dollars had been assigned to the program in the past. We asked for this to be changed in 2019. We spent nearly \$1000 dollars in just medical gloves; however, a new agreement was made with TVEMS on the amount of gloves we would receive from them.

Additional members were added to the EMS group to allow for each shift to complete 100% CQI of EMS reports on their shift. Each member is spending about 3 hours each set with EMS program management.

Program and Accreditation Outcomes/Deficiencies (year in review)

With the new training software, (Target Solutions) special attention will be made going forward that each month a minimum of two hours of CMEs training will be conducted. The two hours ensures we will have 36 hours of CMEs to apply towards our three-year renewal with State.

Additional monies were added to the EMS program budget to cover training costs. Some costs will go towards annual CPR training as well as the ability to send someone to an EMS conference for professional development. TVEMS also agreed to increase the number of cases for large medical gloves from two each month to three every other month. This new agreement will significantly help LFRA to reduce the amount spent in medical glove replacement each year.

Engineer Popp had some difficulties with the Automated External Defibrillator (AED) Vendor and as a result, our AEDs did not receive their annual preventative maintenance in 2018. He will be working closely with them this year to ensure the PMs are completed.

At the request of the Training Battalion Chief, he wants to see a Fire Instructor I certified individual be the person that is putting our trainings together. That responsibility falls to Lt. Shelby Vrem and he is using a firefighter to assist him with that development. The EMS Program would like to add an Engineer with that certification to the program to assist in lesson/training plan development, still under the purview of Lt. Vrem.





Purchasing and Service Agreements / Contracts (year in review)

The only expected service agreement or contract for the EMS program would be the AED annual preventative maintenance.

Vendor Relationships for equipment/supplies under \$5,000 (year in review)

EMS items used on incidents are resupplied/restocked from the ambulance on scene. Other EMS supply purchases are still required for expired items, additional ems kits added to the system, or new items like the Rescue Task Force kit that has ems supplies in it.

- Medical Gloves

McKesson Supply Manager

<https://mms.mckesson.com>

User Name: robpop

PW: 'Contact Robbie Popp for PW'

Account #: 57094456

Daryl Musser

McKesson Medical Surgical

970-689-9725 cell

970-797-1928 fax

800-366-8990 Cust. Service

daryl.musser@mckesson.com

- Medical Supplies

Bound Tree Medical Supply

www.boundtree.com

User Name: rockies59

PW: Station2engineer

Account #: 213434

Sales Rep: Jared Sivinski (614)760-5392 jared.sivinski@boundtree.com

- AED Maintenance

Physio Controls

Service Representative

Seth Bryant, WEMM73

800.442.1142

LIFEPAKsupport@physio-control.com

PROGRAM FINANCIAL INFORMATION - FUTURE

Grant Allocation and Compliance (1-2 years looking forward)

In 2021 we have a few AEDs up for replacement. The Heart Safe Community has supplied some of those AEDs in the past, and similar grants will be sought after again when they are up for replacement.

Capital Assets Plan (1-2 years looking forward)

The EMS program does not have any capital items over the \$5000.00 threshold.





Operations and Maintenance Plan (1-2 years looking forward)

The EMS program needs to have an annual maintenance agreement in place for the AEDs. Narcan is one drug we carry that expires; however, the agreement with TVEMS is to exchange the Narcan within six months prior to its expiration date.

Budgeted Account Numbers (1 year looking forward)

<u>Item(s)</u>	<u>604</u>	<u>22</u>		<u>###</u>	<u>####</u>	<u>#####</u>	<u>Project Code</u>
<u>Other Supplies</u>	604	22		225	1607	42899	n/a
<u>Travel/Training</u>	604	22		225	1607	43270	n/a
<u>Professional Services</u>	604	22		225	1607	43450	n/a
<u>Repair & Maintenance</u>	604	22		225	1607	43569	n/a

Equipment (non-capital) plans (1 year looking forward)

The EMS program is looking into the feasibility and use of Pulse Oximeters. The cost of this technology has significantly dropped putting this technology within a reasonable range for use in our BLS patient management.

Unfunded Program needs (1-3 year looking forward)

The EMS program currently has no unfunded needs.

Contraction (1-3year looking forward)

The EMS Program 2019 budget is \$24,892.00. An evaluation of the professional services and repair & maintenance accounts is required. LFRA no longer pays for the physician advisor; those costs are covered by TVEMS. With the inclusion of the Canyon Battalion, there will be \$36.00 per firefighter fee to get them trained in CPR and those monies would need to remain to cover the training costs. It is currently unknown if TVEMS is charging LFRA the \$6 CPR card fee for our annual CPR training. With a review of the ems budget this year a 27% contraction is possible, the monies listed in the professional services line item will need to be reallocated to different line items within the ems budget that are required and the remainder can be returned to the main budget.

PROGRAM INVENTORY MANAGEMENT - FUTURE

Equipment Additions and Disposals (1 year looking forward)

The AEDs are the only equipment that has been tracked and will need to be disposed of come their expiration.

III. PROGRAM TRAINING OBJECTIVES - FUTURE

Compliance Training for LFRA (1 year looking forward)





All full time operations personnel are required to hold a State of Colorado Emergency Medical Technician license (EMT-B). This license must be renewed with the Colorado Department of Public Health and Environment (CDPHE) every three years. The CDPHE has specific renewal requirements (36 hours in 3 years):

- 1 hour – Preparatory content
- 2 hours – Obstetrics
- 2 hours – Pediatrics
- 6 hours – Trauma
- 5 hours – Patient Assessment
- 3 hours – Airway
- 6 hours – Medical / Behavioral
- 11 hours – Elective

TVEMS has developed an annual training program that covers the above-mentioned topics and will give you the 36 hours of topics required in a three-year window of training. The LFRA EMS Continue Education Training Group has adopted the TVEMS annual training plan. This philosophy comes from the fact that Berthoud Fire, LFRA, and TVEMS all share the same medical protocols and physician advisor, thus training each month on the same topic is appropriate.

Required Training Objectives (1 year looking forward)

A minimum of 2 hours each month is required to ensure 36 hours of training is accomplished in the three-year window.

Necessary Seminar / outside Schooling Objectives (1 year looking forward)

There are several conferences and seminars that would benefit the LFRA EMS Training group. The LFRA training budget has traditionally been used to support firefighter and officer development training. This was a gap identified in early 2018 as a need for our personnel, and thus added into the 2019 budget. Here are a few 2019 conferences:

- National EMS Safety Summit (Denver, CO)
- 6th Annual UHealth EMS Conference (Aurora, CO)
- 46th Annual Colorado State EMS Conference (Breckenridge, CO)

IV. PROGRAM REFERENCES

LFRA 2018 Strategic Plan

LFRA 2018 Strategic Plan Compendium Edition

LFRA Program Matrix (Sept 2019)

2019 EMS Budget

LFRA EMS Training Policy Manual

Criterion 5F: Emergency Medical Services (EMS)

Criterion 9B.7: Time-based performance objectives for alarm handling

Intergovernmental Agreement Regarding Provision of Emergency Services (IGA with TVEMS)

Emergency Medical Services Medical Director Contract (Physician Advisor contract)

2018 LFRA EMS Program Future Planning Document

NPFA 1221 – Standard for Installation, Maintenance, and Use of Emergency Services Communications Systems





LFRA EMS PROGRAM
JANUARY 26, 2019
TIM SMITH, BATTALION CHIEF

NFPA 1710 – Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments



**EXHIBIT #19 - LFRA 2019 ACR 2019
LFRA SPECIAL OPERATIONS PROGRAM REPORT**

SPECIAL OPERATIONS TEAM WATER RESCUE
NOVEMBER 2018
MATTHEW HINTZMAN, LIEUTENANT



1. ANNUAL PROGRAM SUMMARY - 2018

Program Description (year in review)

- Provides water rescue capabilities pertaining to ice rescue, dive and swift water environments

Program Appraisal (year in review)

- Implemented Watermanship test for swiftwater personnel
- All water rescue personnel passed watermanship test
- Seven dive members recertified in PSD/DR1

Program Plan (year in review and a look ahead)

- More mental toughness for all water rescue personnel
- Loss of one swiftwater tech
- Loss of two divers
 - One due to medical
 - One due to lack of comfort in dive environment
- On duty dive training-insufficient number of dives
 - Dives had to be rescheduled due to lack of divers
- Begin off duty dive training in 2019
 - Pool day for all water rescue personnel
 - Off duty swiftwater day





2. ANNUAL PROGRAM PERFORMANCE - 2018

Program Inputs and Outputs (year in review)

- In house swiftwater instructor attained
- Conducted pool skills/obstacle course at Loveland High School
- Conducted annual watermanship test. Included swiftwater technicians for the first time.
- Began coordination meetings with Jerod Kilber, Greeley Fire Department Dive Team
- Coordinated training efforts with Don Patterson, Berthoud Fire Protection District
- Seven divers recertified through 31 October 2021

Program and Accreditation Outcomes/Deficiencies (year in review)

- Lack of funding for outside schooling and training
- Dependent on outside agencies for schooling/recertification
- Lost two divers in 2018
- Difficulties conducting on-duty dive training

Purchasing and Service Agreements / Contracts (year in review)

- Annual maintenance performed by High Plains SCUBA

Vendor Relationships for equipment/supplies under \$5,000 (year in review)

- Dive Rescue International
- Oceanid
- Rescue Response Gear
- NeoSport
- Leisure Pro
- Dive Right in SCUBA
- Factory Outlet Store
- Valley Fire
- Inflatable Technologies
- High Plains Scuba Center
- Ocean First





3. PROGRAM FINANCIAL INFORMATION - FUTURE

Grant Allocation and Compliance (1-2 years looking forward)

- Not Applicable

Capital Assets Plan (1-2 years looking forward)

- No capital assets are in the plan for purchasing in the next 2 years

Operations and Maintenance Plan (1-2 years looking forward)

- Annual SCUBA gear maintenance every year

Budgeted Account Numbers (1 year looking forward)

Item(s)	604	22		###	####	#####	Project Code
Safety Supplies	604	22		225	1603	42097	FRDIVE
Travel/Meetings/Schoolings	604	22		225	1603	43270	FRDIVE
Repair & Maintenance	604	22		225	1603	43569	FRDIVE

Equipment (non-capital) plans (1 year looking forward)

- First stage regulators are at the end of ten-year lifespan and must be replaced.
- SCUBA cylinders

Unfunded Program needs (1-3 year looking forward)

- Replacement of first stage regulators and associated hoses
- Replacement of swiftwater drysuits
- Need for in-house dive instructor
- Current divers need more training, but we lack funding to send more than two people to a training for the whole year.

Contraction (1-3year looking forward)

- A 10% contraction would negatively affect the water rescue program. We currently do not have the funds to send our personnel to needed trainings and our gear is in need of replacement and annual service that our current maintenance budget barely meets





4. PROGRAM INVENTORY MANAGEMENT - FUTURE

Equipment Additions and Disposals (1 year looking forward)

- High quality drysuits for swiftwater members (7 total needed for current team)
- First stage regulators and associated hoses
- SCUBA cylinders

5. PROGRAM TRAINING OBJECTIVES - FUTURE

Compliance Training for LFRA (1 year looking forward)

- Attain 1 DRI/PSD instructor
- Membership that need recertification in dive rescue capabilities
- Annual ice rescue refresher for department

Required Training Objectives (1 year looking forward)

- Diver safety and survival
- Light salvage
- Ice dive course

Necessary Seminar / outside Schooling Objectives (1 year looking forward)

- Public safety survival instructor (PSSI)
- Dive rescue instructor
- Drysuit instructor

6. PROGRAM REFERENCES

- Dive Rescue International standards for certifications
- NFPA 1006 – Standard for Technical Rescue Personnel Professional Qualifications
- NFPA 1670 – Standard on Operations and Training for Technical Search and Rescue Incidents



**EXHIBIT #19 - LFRA 2019 ACR 2019
LFRA SPECIAL OPERATIONS PROGRAM REPORT**



SPECIAL OPERATIONS TEAM – HAZ MAT PROGRAM
18 DECEMBER 2018
LT JEREMY ADENT

I. ANNUAL PROGRAM SUMMARY - 2018

Program Description (year in review)

Provides technician level response. Provides and maintains equipment, training and apparatus for LFRA's hazmat incidents.

Program Appraisal (year in review)

Added three new hazmat Technicians; replaced five air monitors through replacement plan. A large number of air monitors have reached their service life with no available funds to replace.

Program Plan (year in review and a look ahead)

Increase and improve technician level training. Replace and improve air monitors and calibration equipment.





II. ANNUAL PROGRAM PERFORMANCE - 2018

Program Inputs and Outputs (year in review)

Added three new haz mat technicians

Program and Accreditation Outcomes/Deficiencies (year in review)

Reduction in air monitors due to thirteen units that reached the end of their service life. No funding plan created as of today's date. Program budget requires modification in attempt to fund the replacement of these monitors.

Purchasing and Service Agreements / Contracts (year in review)

N/A

Vendor Relationships for equipment/supplies under \$5,000 (year in review)

Most equipment is ordered from the following vendors:

WEIS Safety: excellent turnaround times for air monitor equipment

AFC International: lower prices for new air monitors but a much slower turnaround time for air monitor equipment.

New Pig: oil absorbent pads and booms.





III. PROGRAM FINANCIAL INFORMATION - FUTURE

Grant Allocation and Compliance (1-2 years looking forward)

Larimer County does offer local grants. Need to work with LFRA OEM for funding and opportunities.

Capital Assets Plan (1-2 years looking forward)

Focus on replacing air monitors and updating calibration equipment.

Operations and Maintenance Plan (1-2 years looking forward)

Continued hazmat suit testing and CGI calibrations

Budgeted Account Numbers (1 year looking forward)

Item(s)	604	22		###	####	#####	Project Code
Books & Periodicals	604	22		225	1602	42014	FRSUHM
Safety Supplies	604	22		225	1603	42097	"
Travel/Meetings/Schools	604	22		225	1603	43270	"
Repair & Maintenance	604	22		225	1603	43569	"

Equipment (non-capital) plans (1 year looking forward)

Need air monitors; there are some earmarked for the 2019 replacement plan
 Need two spares (FIT and BC rigs); none on reserve engines

Unfunded Program needs (1-3 year looking forward)

Need additional funding to replace 13 air monitors and upgrade calibration equipment.

Contraction (1-3year looking forward)

Budget contraction would cause a reduction in equipment carried on LFRA apparatus. Most if not all hazmat equipment has service life restrictions we must adhere too.





IV. PROGRAM INVENTORY MANAGEMENT - FUTURE

Equipment Additions and Disposals (1 year looking forward)

Out of date air monitors will need to be disposed of

V. PROGRAM TRAINING OBJECTIVES - FUTURE

Compliance Training for LFRA (1 year looking forward)

Continue with adequate amounts of training for Tech and Ops. certification renewals.

Required Training Objectives (1 year looking forward)

Continue with adequate amounts of training for Tech and Ops. certification renewals.

Necessary Seminar / outside Schooling Objectives (1 year looking forward)

Hosting an air monitor class

VI. PROGRAM REFERENCES

NFPA 471 – Recommended Practice for Responding to Hazardous Materials Incidents

NFPA 472 – Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents

1983 Larimer County Resolution for Designated Emergency Response Authority



EXHIBIT #19 - LFRA 2019 ACR 2019
LFRA SPECIAL OPERATIONS PROGRAM REPORT



[SPECIAL OPERATIONS - USAR]
[11/11/18]
[DAVE FRIEDRICHSEN, LIEUTENANT]

I. ANNUAL PROGRAM SUMMARY - 2018

Program Description (year in review)

- Rope Rescue
 - Industrial/Urban
 - Backcountry
- Collapse Rescue
- Trench Rescue
- Confined Space Rescue
- Large Animal Rescue
- Heavy Vehicle Extrication

Program Appraisal (year in review)

- Training – In House Full SOT team
 - Rescue School – Large Area Search and Trench Rescue
 - Heavy Lifting and Moving
 - Rope Rescue – Pick Offs
 - Rope Rescue Highline
 - Confined Space Rescue
 - Breaching and Breaking (upcoming in December)
- Training – Outside
 - Rigging For Rescue – Rope Training – 3 Members
 - Trench Rescue – Two Members
- Equipment
 - Confined Space Equipment – aging communications and supplied air equipment
 - Rope Rescue – Back Country rope rescue kit created
 - Petrogen Metal Cutting Torch Replacement
 - Beam Saw, Worm Drive Saw, Demo Hammer – Small Tools Replacement
 - Paratech strut replacement
 - Paratech Raker equipment addition

Program Plan (year in review and a look ahead)

- LFRA 2019 Training Plan Recommendations
 - Rope Rescue Pick Offs
 - Rope Rescue Operations level
 - Large Animal Rescue
 - Confined Space Rescue
 - Breaching and Breaking
 - Heavy Lifting and Moving
- 1019 Planned Outside Training
 - West Metro Rescue 11 day – 2 people
 - Structural Collapse Specialist – 1 Person
 - PFA Trench Rescue – 2 people
 - Rigging for Rescue Fundamentals – 2 People
 - Rigging for Rescue Specialty Techniques – 2 People





[SPECIAL OPERATIONS - USAR]
[11/11/18]
[DAVE FRIEDRICHSEN, LIEUTENANT]

-
- 2019 planned purchases
 - Snake Eye Camera
 - Rope Rescue
 - Anchor Pack
 - Tripod
 - Litter Pack
 - Blitz Pack
 - 4 Ropes
 - Stokes Rescue Basket
 - Ajax Tool





II. ANNUAL PROGRAM PERFORMANCE - 2018

Program Inputs and Outputs (year in review)

- 2018 Budget – 38,629
- Rescue school and wide area search (WAS). Both classes had personnel from LFRA, Berthoud, Windsor, & TVEMS. Additional personnel from other agencies attended WAS (Denver Fire, Laramie County District 2, PFA, Greeley Fire, and Longmont Fire).
- In January met with PFA and Greeley regarding possibility of a regional tech rescue team (no progress made throughout the year).
- Added two trench technicians to SOT (Tanner & Gonzales)
- Three people attended Rigging for Rescue (Hintzman, Houlihan, and Fischer)
- Tanner and Fisher attended the structural collapse specialist course through CO-TF1
- Knicklebein attended the North Area Tech Rescue Team two week course
- Friedrichsen attended the heavy rigging class with CO-TF1
- 2019 Budget – 49,836

[Describe what the program received for its success; budget dollars, personnel workload, vendors etc.; and what the program delivers]

Program and Accreditation Outcomes/Deficiencies (year in review)

- 2018 Unfunded items – Search Camera
- 2018 Training Budget – Unfunded
- 2019 Search Camera is set to be funded
- 2019 Training Budget increased but still not fully funded

*[Describe the outcomes or deficiencies achieved or not realized because of program inputs and outputs]
[Provide any data that supports outcomes]*

Purchasing and Service Agreements / Contracts (year in review)

- No ongoing purchasing or service agreements established

[Explain purchasing agreements and expiration dates for services or equipment purchases]

Vendor Relationships for equipment/supplies under \$5,000 (year in review)

- Rescue Response Gear – Rope Rescue
- Rock n Rescue – Rope Rescue
- Fastenall – Small Tools
- Hilti – Concrete Breaker
- Savox – Confined Space Communications
- Paratech – Rescue Struts





III. PROGRAM FINANCIAL INFORMATION - FUTURE

Grant Allocation and Compliance (1-2 years looking forward)

- No Grants awarded
[Describe any grant award compliance requirements or grant opportunities that benefit the program]

Capital Assets Plan (1-2 years looking forward)

- Refer to USAR Budget Inventory sheet for details
[Provide explanation of capital asset plans]

Operations and Maintenance Plan (1-2 years looking forward)

- SOT equipment reaching designated life span. 10 year plan is in place for equipment replacement.
[Provide explanation of operations and maintenance plans; include certification, testing, and calibration needs of equipment]

Budgeted Account Numbers (1 year looking forward)

Items	604	22		###	####	#####	Project Code
Safety Supplies	604	22		225	1603	42097	FRUSAR
Training	604	22		225	1603	43270	FRUSAR
Capital	604	22		225	1603	49399	FRUSAR
Supplies	604	22		225	1603	42899	FRUSAR
Repair and Maintenance	604	22		225	1603	43569	FRUSAR

Equipment (non-capital) plans (1 year looking forward)

- Additional equipment to add to tool cache
 - Search Camera*[Describe program expansion plans.]*

Unfunded Program needs (1-3 year looking forward)

- Training budget not fully funded
[Describe Program gaps; unfunded needs and identify their priority and impact if not funded]

Contraction (1-3 year looking forward)

- Equipment replacement years would be extended to leave equipment in service past suggested life span
- Training budget reduced – negatively impacts proficiency of team members to provide safe and adequate emergency response to technical rescue incidents.





IV. PROGRAM INVENTORY MANAGEMENT - FUTURE

Equipment Additions and Disposals (1 year looking forward)

- All equipment purchases are for aging equipment replacement
[Describe any equipment additions that need to be collected for inventory management; describe any equipment that requires disposal]

V. PROGRAM TRAINING OBJECTIVES - FUTURE

Compliance Training for LFRA (1 year looking forward)

- No training required for compliance
[Detail LFRA training needs associated with this program]

Required Training Objectives (1 year looking forward)

- Ongoing Rope Rescue Training in the Rigging for Rescue Curriculum
- Trench rescue training deficiencies identified during 2018 Rescue School
- Collapse Rescue training needed
[Detail training needs associated with this program]

Necessary Seminar / outside Schooling Objectives (1 year looking forward)

- Rigging for Rescue
- Rescue School
- Collapse Specialist
- Trench Rescue
- USAR School – West Metro/North Area
[Detail seminar and outside schooling needs associated with this program]

VI. PROGRAM REFERENCES

- NFPA 1006, *Standard for Technical Rescue Personnel Professional Qualifications*
- NFPA 1670, *Standard on Operations and Training for Technical Search and Rescue Incidents*

[References here from standards, regulations etc.]

[References here are used for Accreditation reports]



EXHIBIT #20 - LFRA 2019 ACR
2019 FAA SITE INSPECTION LETTER



U.S. Department
of Transportation

**Federal Aviation
Administration**

Northwest Mountain Region

26805 E. 68th Ave, Suite 224
Denver, CO 80249-6361

May 19, 2019

Mr. Jason Licon
Northern Colorado Regional Airport
4900 Earhart Road
Loveland, CO 80538

Northern Colorado Regional Airport
Loveland, Colorado
Annual Certification Inspection Closeout

Dear Mr. Licon:

The periodic certification inspection of the Northern Colorado Regional Airport was conducted on May 14-15, 2019. The inspection revealed the airport is being operated in compliance with 14 CFR Part 139, the Airport Certification Manual, and the Airport Operating Certificate.

We commend you for the procedures you are using in the day-to-day operation of the airport. The appearance of the airport indicates they are effective.

Thank you for your cooperation during the inspection, and please do not hesitate to call if you have questions regarding the operational safety of the airport.

Sincerely,

A handwritten signature in blue ink, appearing to read "Charlotte Jones".

Charlotte Jones
Airport Certification Safety Inspector
FAA Northwest Mountain Region, Airports Division

cc: Michael Matz, ADO Project Manager
John Bauer, Denver ADO Manager
Marc Miller, Denver ADO Assistant Manager

RECOMMENDATIONS/COMMENTS

AIRPORT CERTIFICATION INSPECTION

Northern Colorado Regional Airport

May 19, 2019

The following recommendation/comment is provided as a result of the Airport Certification Inspection:

Recommendation –The Aircraft Rescue and Firefighting (ARFF) Lead normally changes out every two years. However, it takes approximately 8-10 months for the ARFF Lead to fully understand the rules governing ARFF as it pertains to the certification and operation of the airport. By the time the individual is comfortable in his/her role, change out is usually 14 months away. Nevertheless, over the past year, the current ARFF Lead has vastly improved the airport's ARFF Training Program while educating local and state firefighting leaders on ARFF operational requirements. She has also provided over 100 hours of training to mutual aid personnel in preparation for the October 2019 full-scale exercise. By developing these relationships, the requirement of §139.325(h) to conduct a full-scale airport emergency plan exercise at least once every 36 consecutive calendar months, contributes to the success of the drill and community first culture. To provide consistent continuity, recommend making the ARFF Lead position more permanent. With a more permanent ARFF Lead, the airport saves time in training and gains stability.

EXHIBIT #21 - LFRA 2019 ACR 2019
LFRA WILDLAND PROGRAM REPORT



WILDLAND
JANUARY 2019
JASON GOODALE, CAPTAIN

I. ANNUAL PROGRAM SUMMARY - 2018

Program Description (year in review)

In 2018, the wildland group was responsible setting up and administrating the annual RT130 for the department, as well as shift trainings. The organization participated in several local and national wildland deployments. New hose packs are currently being evaluated, with a training plan to be pushed out in 2019. All wildland equipment was purchased and maintained in 2018.

Program Appraisal (year in review)

In 2018, the wildland group completed the annual RT-130 refresher for all members of the organization. All LFRA firefighters were trained to the advanced firefighter S131 level. Additionally there were three department trainings, wildland pumps, urban interface and I/A that were completed in 2018. Several members continued to complete NWCG wildland position task books. This will be a continued goal as the organization grows in the future.

LFRA continued to be a local and national resource were dispatched to the following wildland fires- 416 fire, Bull Draw fire, Lake Christine fire, Red Canyon fire, Silver Creek fire, and the skunk creek fire. A IGA was signed with surrounding agencies to participate in a resource sharing for wildland dispatches.

The Community Safety Division started working on the Ready Set Go program in 2018. They also worked with Larimer County Emergency Services to update the CWPP for the district.

Update personnel & apparatus records in IQS and ROSS system

Program Plan (year in review and a look ahead)

2019 Training

- RT-130
- S-212 saws class
- Smokey Pack training & implementation
- NWCG position task books
- Look for S-290 class opportunities for remaining officers that don't have certification.

Additional program goals in 2019

- Equipment replacement and maintenance
- Coordinate with CSD with updating CWPP
- Start looking at updating CRFF agreement
- Evaluate equipment being purchased for new wildland apparatus, and make sure all is still relevant.
- IQS and ROSS system maintenance.
- Look at different mapping software for WUI preplanning.





II. ANNUAL PROGRAM PERFORMANCE - 2018

Program Inputs and Outputs (year in review)

In 2018 the wildland program had a total budget of 16,827.00

<u>Item:</u>	<u>Budgeted</u>	<u>Used</u>
Tools & Equipment	3,917.00	218.99
Other Supplies	2,500.00	2,197.58
Travel/Meetings/Schooling	2,000.00	1,184.19
Clothing	7,168.00	2,009.87
Computer Supplies & Equipment	1,242.00	

Total budget used was 41%

Program and Accreditation Outcomes/Deficiencies (year in review)

In 2018 the wildland program meet is accreditation outcomes as specified in category V criterion K.

Purchasing and Service Agreements / Contracts (year in review)

There are no service agreements in place for wildland equipment.

Vendor Relationships for equipment/supplies under \$5,000 (year in review)

- *Work with several different vendors for equipment purchases.*





III. PROGRAM FINANCIAL INFORMATION - FUTURE

Grant Allocation and Compliance (1-2 years looking forward)

No Grant awarded for wildland equipment

Capital Assets Plan (1-2 years looking forward)

No Capital purchases in future

Operations and Maintenance Plan (1-2 years looking forward)

Continued maintenance on Kestrels and GPS units

Budgeted Account Numbers (1 year looking forward)

Item(s)	604	22		###	####	#####	Project Code
Tools & Equipment	604	22		225	1604	42033	
Other Supplies	604	22		225	1604	42866	
Travel/Schooling	604	22		225	1604	43270	

Other Services

Equipment (non-capital) plans (1 year looking forward)

New progressive hoses packs for all LFRA apparatus

Unfunded Program needs (1-3 year looking forward)

- *New progressive packs are currently unfunded.*
- *Wildland Pre-planning is currently unfunded. However we are still working on a plan to replace old system. Unknown on cost for new system.*

Contraction (1-3year looking forward)

[A 10% budget decrease would eliminate the money to purchase the needed equipment to update the current wildland progressive hose packs. This decrease would also almost eliminate the training budget as we have now. The program members have looked at the equipment purchasing spreadsheet and have updated it to continue using most of the current equipment vs replacing good equipment with new equipment.]





IV. PROGRAM INVENTORY MANAGEMENT - FUTURE

Equipment Additions and Disposals (1 year looking forward)

We looked into and contacted manufactures of the Kestrels and GPS units. We have determined with their help we can push back the replacement dates to 15-20 years instead of the 10 year plan that was established.]

V. PROGRAM TRAINING OBJECTIVES - FUTURE

Compliance Training for LFRA (1 year looking forward)

- *NWCG Position Task books*
- *S-131 Advanced Firefighter*
- *S-290 Intermediate Fire Behavior*
- *S-215 Fire Operations in the Urban Interface*
- *L-280 Leadership for new hires*

Required Training Objectives (1 year looking forward)

- *Annual safety refresher*
- *S-290 for new officers- Working to be done in house*
- *S-215 for new officers- Working to be done in house*
- *S-131 & L-280 for new hired firefighters- Working to be done in house*
- *Smokey Pack training for all members of dept.*

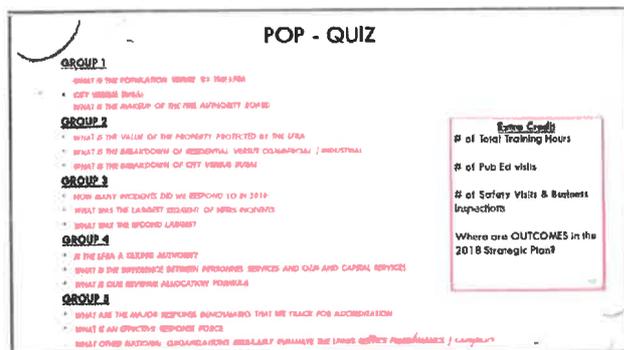
Necessary Seminar / outside Schooling Objectives (1 year looking forward)

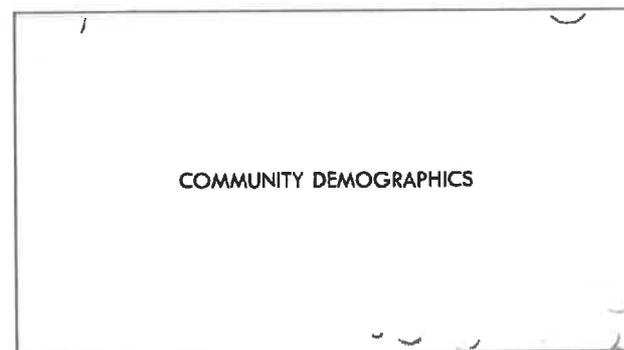
- *Wildfire Winter Academy for remaining members needing S-290*

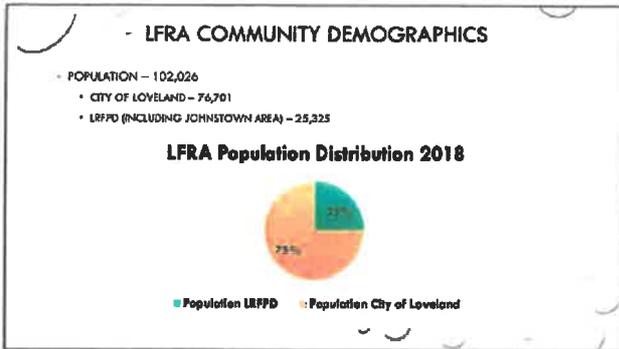
VI. PROGRAM REFERENCES

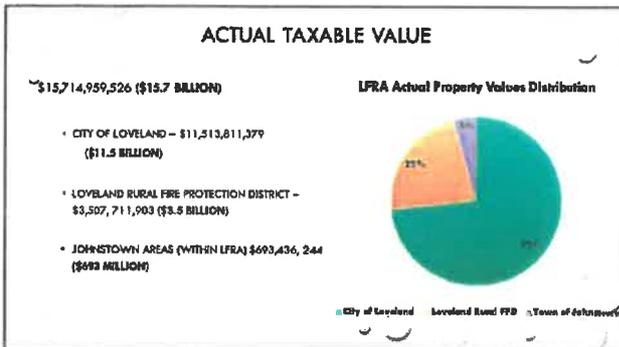
EXHIBIT #22 - LFRA 2019 ACR 2019 LFRA ACCREDITATION PERFORMANCE REVIEW

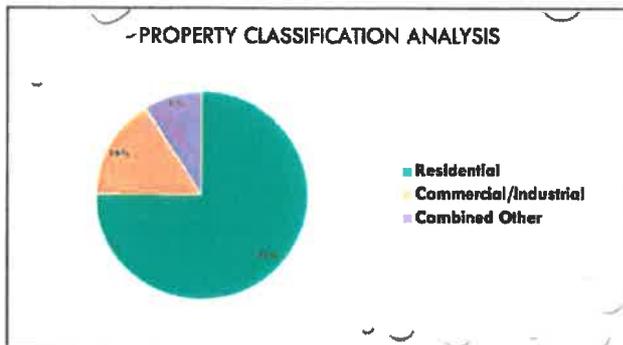




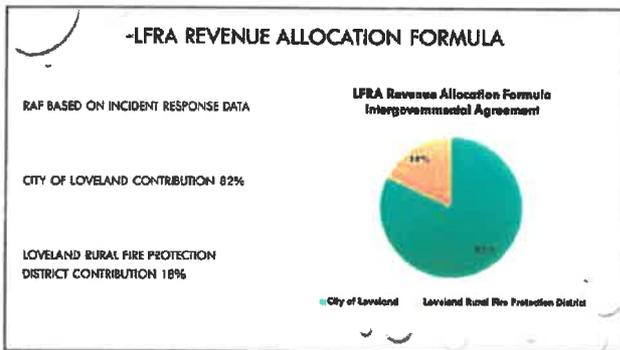


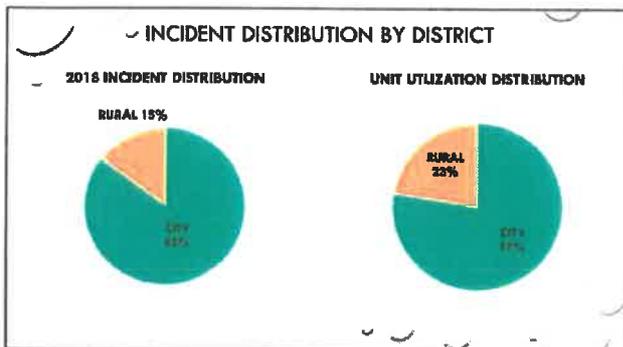




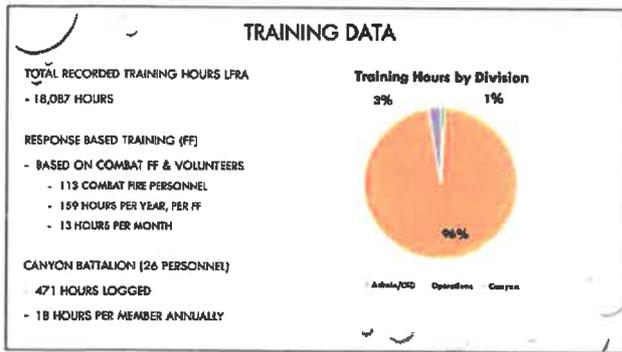


REVENUE ALLOCATION

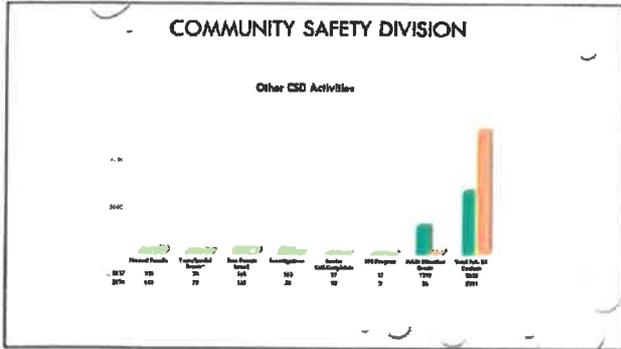




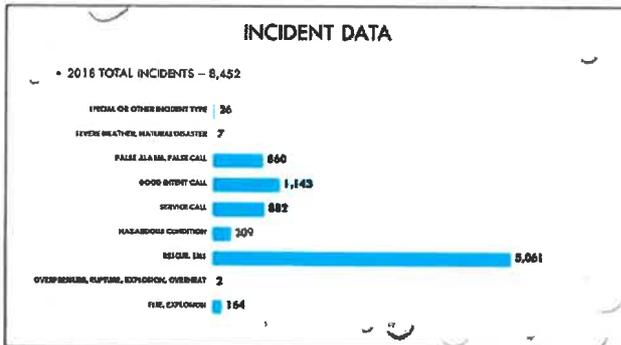
TRAINING DATA COMMUNITY SAFETY DATA

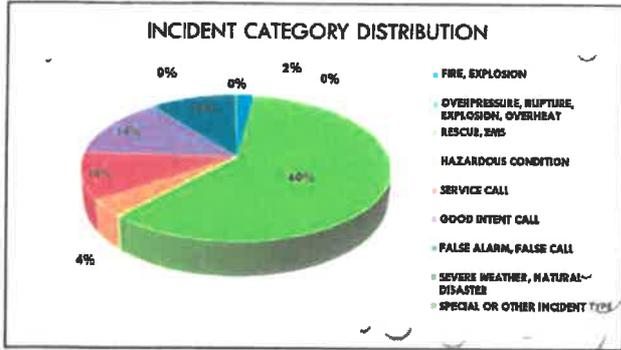


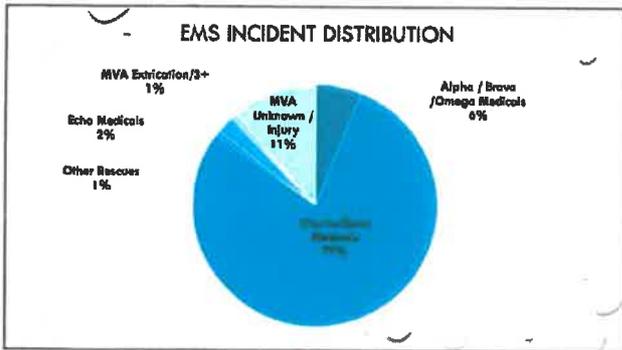


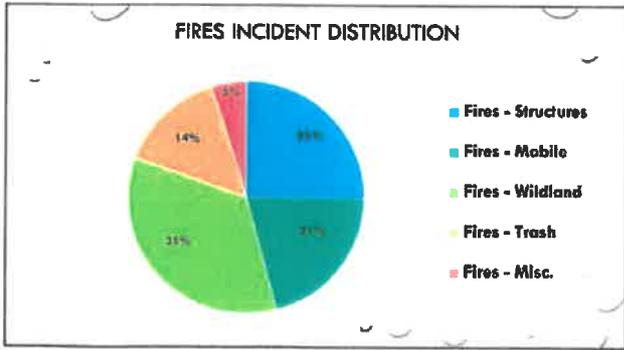


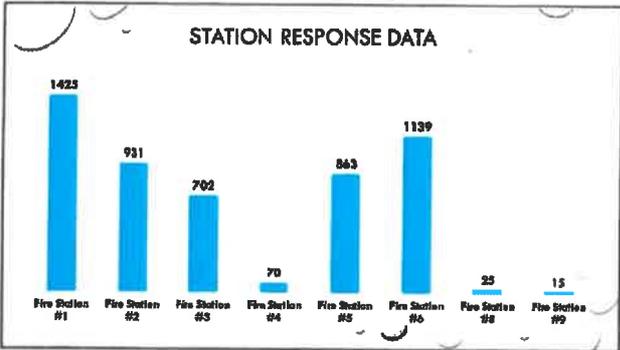


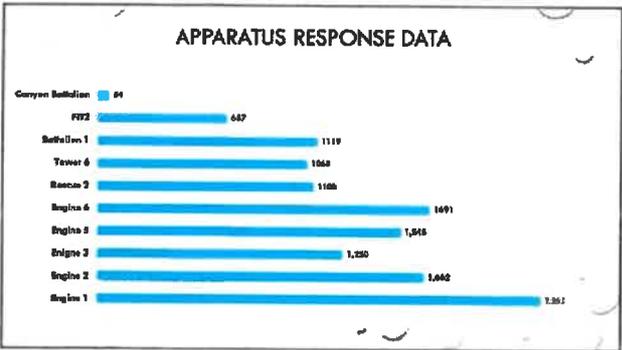






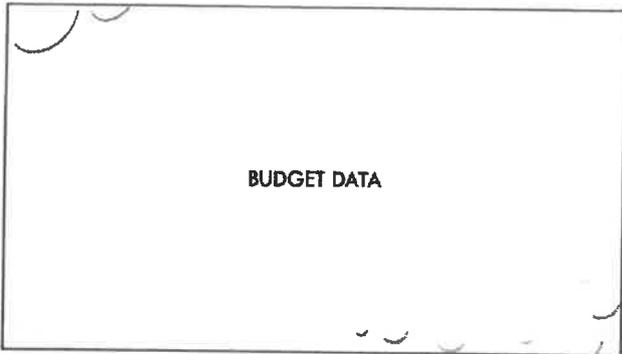


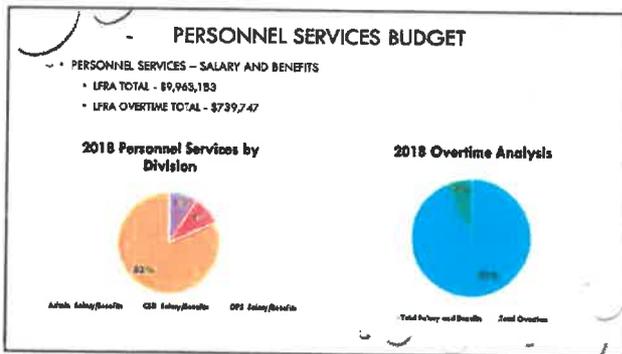


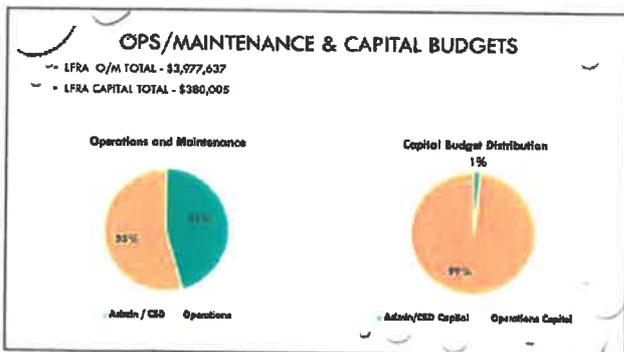


INCIDENT RESPONSE ANALYSIS

Incident Category	Process Time	Turnout Time	Travel Time	Response Time	Total Staff Time	Total Resource Time
FIRE, EXPLOSION	01:14	02:23	08:46	10:16	10:41	26:26
OVERPRESSURE, RUPTURE, EXPLOSION, OVERHEAT	00:32	00:00	04:21	04:21	04:37	07:26
RESCUE, EMS	02:46	01:44	06:07	07:11	09:13	27:01
HAZARDOUS CONDITION	01:07	01:45	07:11	07:04	07:43	25:23







ACCREDITATION

INPUTS / OUTPUTS / OUTCOMES

- WHAT IS AN INPUT?
 - PERSONNEL
 - EQUIPMENT
- WHAT IS AN OUTPUT?
 - ...
- WHAT IS AN OUTCOME?
 - ...

GOALS (OUTCOMES)
FROM THE 2018 LFRA STRATEGIC PLAN (PAGE 99-103)

DEPLOY AN EFFECTIVE EMERGENCY RESPONSE TO MINIMIZE LOSS / DAMAGE (RESPONSE)

PREPARE FOR AND MITIGATE/MINIMIZE THE RISK AND OUTCOMES OF AN EMERGENCY INCIDENT (READINESS)

PRESERVE, DEVELOP, AND IMPROVE THE RESOURCES ENTRUSTED TO LFRA (INCLUDING VEHICLES, EQUIPMENT, FACILITIES AND MOST IMPORTANTLY, THE HUMAN RESOURCES (RESOURCES))

MAINTAIN AND IMPROVE RELATIONSHIPS WITH OUR STAFF, STRATEGIC PARTNERS, AND PROFESSIONAL COLLEAGUES (RELATIONSHIPS)

DELIVER COST-EFFECTIVE SERVICES TO THE CITIZENS (COST-EFFECTIVENESS)

PROGRAM APPRAISALS 2019

- PROGRAM APPRAISALS IN 2019
 - ACCREDITATION DOCUMENTATION FOR PERFORMANCE ASSESSMENT (CONTINUOUS IMPROVEMENT)
 - BUDGET PERFORMANCE FOR PAST AND FUTURE BUDGET PLANNING
 - EMPHASIS OF PLANNING FOR 2019
 - INVENTORY MANAGEMENT FOR CAPITAL PLANNING AND FUTURE FORECASTED NEEDS
 - INTEGRATION OF CONTINUOUS IMPROVEMENT – OPERATIONALIZING / WEAPONIZING ACCREDITATION
- BUDGET DESIGN 2019
- ACCREDITATION COMPLIANCE REPORT 2019 (ACR 2019)

WRAP UP

- QUESTIONS / CONCERNS / COMMENTS
