Annual Compliance Report
9th Edition

Loveland Fire Rescue Authority
410 East 5th Street
Loveland, CO 80537
USA

This Report Prepared on August 15, 2021
By

Dan Engelhardt, Lieutenant / Accreditation Manager

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

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619ACCFRM02122020Rev12082020

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, CEO 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, ISO 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 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 her https://www.hightail.com/dropbox?dropbox=CpseAdmin
e 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.

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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: Ned Sparks, Interim Fire Chief

Agency Head E-Mail: ned.sparks@lfra.org

Agency Head Phone: 970-962-2488

Accreditation Mgr: Dan Engelhardt, Lieutenant, Interim Accreditation Manager

Accred. Mgr. E-Mail: dan.engelhardt@lfra.org

Accred. Mgr. Phone: 970-962-2873

Date of most recent
Award of Accreditation: July 2017

Annual Compliance
Report due date: August 15, 2021

Annual Compliance
Report Number (1-4):   4

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 staffed fire station and within 1000' of a fire hydrant. LFRA possesses an ISO rating of 3 within 5 miles of any fire station and beyond 1,000' of a fire hydrant. ISO 3 areas are areas where LFRA provides hauled water supply through the use of water tender apparatus.

The ISO visit in September of 2020 yielded an increase in rating from 4 to 3 within 5 road miles of Fire Station #8 and #9. LFRA still possesses a rating of 10 beyond 5 road miles from an LFRA Fire Station.

Current Population: (Estimated)   107,758

Population estimates are identified through resources at the City of Loveland Planning Department and Larimer County Assessor's Office. A current population from City of Loveland Planning Department estimated the population of the City of Loveland to be 80,540.

The Larimer County assessors estimate has not changed in 2020. There are 11,341 residential properties with an estimated average of 2.4 residents per property making the estimated population in the Loveland Rural District 26,419.

In 2021 and into 2022 LFRA will provide an estimate using both 2020 Census data as well as a demographic breakdown from American Community Survey.

Annual Budget: 20,843,303
The 2020 budget for LFRA, as published in the 2020 Annual report, is 20,843,303.

Department Type: Combination

Number of Fire Stations: Nine
Total Uniformed Personnel (Career, Volunteer, Paid on Call)   119
Total Civilian Personnel: 10
A current Organizational Chart is provided as an exhibit #1 to illustrate the breakdown of employees.
ACR Reporting Period: 11/1/2020 to 8/15/2021

Agency/Jurisdiction Changes

1. **Has there been a change in key positions of the agency during the past reporting period? Yes**
   a. If yes, please explain and provide an updated organizational chart.

The LFRA saw the retirement of both its Fire Chief and the Division Chief of Administration/Accreditation Manager in July, 2021. This caused some internal movement as the Division Chief of Community Safety was moved to Interim Fire Chief. The Deputy Fire Marshal was temporarily promoted to Interim Fire Marshal, and an Operations Lieutenant was moved into the position of Interim Accreditation Manager to fill part of the responsibility of the Division Chief of Administration. LFRA hired four new firefighters in 2021, two to fill vacancies and two as over hires in anticipation of future vacancies.

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

3. **Has there been a change in the area/population the agency protects? Yes**
   a. If yes, provide description and exhibits such as census data, maps, etc.

As mentioned above, the City of Loveland population grew by less than 1% since the last reporting period.

4. **Have there been any changes in resources (i.e. equipment, stations, apparatus, etc)? Yes**
   a. If yes, describe the change and its impact to the community. Provide any exhibits to support your discussion.

The LFRA Authority Board has approved the location and funding for a new fire station (Station 10) to be built east of Interstate 25 in the City of Johnstown. This area is in our Rural District. The completion date and staffing are set for late 2022. The LFRA Authority Board is awaiting the approval of the 2022 budget which includes proposals for increasing staffing and additional equipment.
Mid-2021 concluded a yearlong analysis of Self-Contained Breathing Apparatus (SCBA). The results of that analysis prompted LFRA to switch 100% of SCBA's to MSA (Mine Safety Appliance). LFRA is currently transitioning to MSA and expect to have them in service Fall of 2021. Funding for this change was achieved through a lease agreement for $1.2m to be repaid annually for 7 years. LFRA is currently in the process of transitioning to the MSA SCBA's.
   - Exhibit #2 – LFRA 5 min Response including St #10

5. **Have there been any changes in programs/services? Yes**
   a. If yes, describe the changes and the impact to the community. Provide any exhibits to support your discussion.

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The Station Captain philosophy has been in place since January 2020. As a result, we are now identifying that by moving the program workload to individual stations, there are several programs that found it very difficult to complete while on shift, specifically the Communications and Warehouse group which is based out of our busiest station (Station 1) and CSD (investigations and safety assessments) based out of Station 3. This will be discussed further in this report.
- Exhibit #3 – LFRA Program Matrix and Assignments per station

6. **Describe any significant changes to your annual budget?**
The All Fund (total operating expense) for 2020 was $20,843,303. Total operating revenue was $21,425,370. Impact fees received was $899,133 demonstrating that new construction and growth was not slowed down by COVID. The total operating expense for 2019 was $18,177,088.
The City of Loveland is recovering from their structural fund imbalance, as sales tax revenue increases. This was seen most predominantly in the 2022 budget planning, where the City is intending to fund long awaited capital projects such as Fire Station 3. The COVID Pandemic necessitated the need to more closely monitor operational spending, even though LFRA was able to take advantage of the Federal CARES grant to provide health and safety essentials including Personal Protective Equipment and UV lights to decontaminate apparatus and stations.
The 2020 sales tax initiative was not successful for the City, although the Loveland Rural Fire Protection Districts ballot measure did pass and the sunset provision was eliminated. The current mill in the rural district was due to sunset in 2022.
In anticipation of potential long-term financial constraints due to the Pandemic, the Authority implemented a zero-based budget strategy beginning in the 3rd quarter of 2021.
 In early 2021 a lease was secured by the Authority which satisfied the previous lease amount for station 7, and will provide funding to design and build Station 10.
- Exhibit #4 – The LFRA 2020 Annual Report

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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:

2D.6 – Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually.

Identify and explain:

LFRA continues to use the Program Matrix to identify and evaluate the division of labor for program management across the organization. Program appraisals are completed annually.

The station captain concept has had a full year to be evaluated and is working well in most program areas. The EMS station, the Tech Rescue/Hazmat station, the SCBA/Quartermaster station and the Wildland station are all performing well in regards to their program appraisals. Some challenges for the Warehouse/Communication station and the Technology/Community Safety stations have arisen, mostly in the workload and time management area of working on shift.

Work continues towards getting all LFRA policies migrated into Lexipol. The SME for this migration was the Division Chief of Administration, and as he is no longer here, this process will be delayed.

The Insurance Services Organization (ISO) 5 year site visit report yielded a slight increase around our volunteer stations (Station 8 and Station 9). The rating for LFRA went from a 4 to a 3 in those areas. The rest of the ratings remained intact with the overall rating in the City of Loveland at a 2.

Plan for improvement:
- Review program appraisals and ensure SMART goals are in place for the upcoming year
-
- Review the Station Captain system and make necessary changes to improve outputs and reduce workload of shift personnel if possible
- Complete the Lexipol migration and continue to update policies as needed annually

Inclusions:

- Exhibit # 5 - ISO PPC Announcement

<u>3D.1 – The agency's goals and objectives are examined and modified at least annually for quality and to ensure they remain current and consistent with the agency's mission, vision and long-range plan(s).</u>

Identify and explain:

Program appraisals are completed annually. In 2020 program mangers incorporated relevant accreditation criterion, core competencies and performance indicators into their annual reports.

The LFRA Program Matrix is reviewed based on time within a program as well as organizational needs. Program management is rotated to ensure program analysis against LFRA Strategic Plans, Accreditation, policy and procedure as well as fiscal effectiveness. LFRA has a Station Captain concept to manage the station as well as programs within that station.

In 2018, the Strategic Plan was accepted and adopted for the organization. Within the 2018 LFRA Strategic Plan, goals and key performance indicators are identified on pages 19-22 and specifically highlight the SIGNIFICANT SEVEN performance measurements LFRA will use to measure improvement.

Plan for improvement:
- Monitor the effectiveness of the Station Captain Concept
- Annually ensure program appraisals include specific data to measure the "Significant Seven" and key performance indicators as documented in the 2018 Strategic Plan

Inclusions:
- Exhibit #6 – The 2018 Strategic Plan Compendium

<u>5A.5 – The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standard of cover, and measures performance against adopted loss reduction goals.</u>

Identify and explain:

LFRA continues to use Emergency Reporting System (ERS) for its weekly and monthly reporting. In September 2020 LFRA and surrounding agencies went live with a county-based closest unit dispatch system called CRISP (Combined Regional Information System Project). Using CRISP along with a more robust reporting system, LFRA will be able to more closely monitor performance regarding emergency response and loss reduction goals.

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With the move to ERS, LFRA will be able to directly respond to a recommendation from the CPSE Commission regarding methodology for determining target Hazards. ERS has the ability to determine Occupancy Vulnerability Assessment Profile (OVAP) for commercial structures in our district. LFRA is still updating information from the migration from ETI (our previous records management system) and plan to assess Target Hazards for each planning zone for the 2021 reporting year.

Plan for improvement:
- Monitor response time data and address gaps in performance
- Continue to enter Target Hazard information in planning zones

Inclusions:
- N/A

5B.3 - <u>The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the public education program and its efforts in risk reduction based on community assessment, standards of cover, and measures performance.</u>

Identify and explain:
LFRA's Community Safety Division's current focus to reduce risk for the community is risk reduction at its core: to ensure new and existing buildings are built and maintained to meet minimum life-safety codes and standards. The division tracks monthly statistics on plan reviews, permits and inspections, to see trends in project numbers and measure staff performance in meeting goals. One fire inspector annually inspects all high-hazard occupancies and businesses selling liquor, which is approximately 600 of the highest-risk structures in the LFRA district. However, due to a shortage of staff, some assembly occupancies, nursing homes and medical centers are not inspected. Engine companies are responsible for about 1,900 business inspection per year, but none have been completed since 2019 because of firefighters' call volume and training demands.

Plan for improvement:
- By the end of first quarter 2022, fill the open fire protection system plan-review position
- For the 2023 budget, attain funding for and hire a new inspector who will perform the 1,900 inspections currently assigned to firefighting personnel, to ensure all existing businesses have a life safety inspection at the designated intervals (every one, two or three years), in alignment with the LFRA Strategic Plan and accreditation measurements. This will also allow fire crews to focus on the pre-plan program.

- By the end of second quarter 2022, complete OVAP scores for the previously identified highest-risk businesses. CSD personnel will be assigned businesses to complete scores as time allows.

Inclusions:
- Exhibit #7 – LFRA CSD Program Appraisal 2021

<u>5C.5 - The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the fire investigation, origin, and cause program and its efforts to reduce fires based on community assessment, standards of cover, and measures performance.</u>

Identify and explain:

In 2020, LFRA embraced the Station Specialty concept as well as the Station Captain philosophy for program assignments. LFRA Station 3 was assigned to Information Technology and Community Safety (CSD). A Lieutenant that had been dedicated the Community Safety Division (CSD) worked with the Fire Marshal to coordinate the Fire Investigation Program. The 2020 program appraisal addresses a gap in significant investigation reports and the difficulty in completing in depth reports to address specific trends in structure fires. Using our new records management system, LFRA was able to calculate a Loss/Save ratio of 84.5 % with a total Pre-Incident value of $10,523,497.

Plan for improvement:
- LFRA will continue to track Loss/Save data and track trends in performance per our Strategic Plan
- LFRA will Evaluate the Fire Investigation Program and the effectiveness of shift investigators for significant incidents

Inclusions:
- Exhibit #8 - Property Values vs Loss and Save data for reporting period

<u>5E.3 - The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the fire suppression program and its impact on meeting the agency's goals and objectives.</u>

Identify and explain:

In early 2021 LFRA filled the vacancy that was created by the retirement of a Battalion Chief. This promotion and subsequent promotions allowed LFRA to address its priority of staffing a Battalion Chief in Training to better assess strategic, tactical and task performance and analysis of LFRA Operational resources responding to multi-company incidents.

With the return of a Training Battalion Chief, LFRA was able to focus on a goal of inter-agency training with surrounding Fire Departments. Live Fire evolutions were

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completed with mixed companies from LFRA, Berthoud Fire and Front Range Fire (Johnstown/Milliken).

Plan for improvement
- Continue multi agency training with documented benchmarks that are specific to the Strategic Plan (Fires contained to the room of Origin)
- Staff Fire Station 10 to improve response in the area on our eastern border

Inclusions:
- Exhibit #9 – LFRA Training Program Appraisal 2021

5F.7 - The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the EMS program and its impact on meeting the agency's goals and objectives. This should include an evaluation of the agency's standard operating procedures, protocols, and equipment.

Identify and explain:
LFRA continues a very good working relationship with its ALS partner, Thompson Valley EMS (TVEMS). COVID response was coordinated with TVEMS with an emphasis on reducing the usage of Personal Protective Equipment (PPE) as there were nation wide shortages.

The EMS program continues to evaluate the Intergovernmental Agreement (IGA) with TVEMS and will continue to ensure goals and objectives of the EMS program are being met.

In 2021, LFRA implemented Pulse Point, making Loveland a Heart Safe Community. LFRA will begin to monitor data points for the program to help evaluate the impacts.

Plan for improvement:
- Annually revisit the relationship with TVEMS focusing on the IGA with TVEMS as well as SOP's, Protocols, and equipment
- Set SMART goals for the program in regards to Community Risk Reduction

Inclusions:
- Exhibit #10 – LFRA EMS Program Appraisal 2021

5G.3 - The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the technical rescue program and its impact on meeting the agency's goals and objectives. This appraisal must include a full-scale evaluation of the response components, including mutual aid, when part of the deployment model.

Identify and explain:

Technical Rescue is a specialized team for LFRA that includes; dive rescue, ice rescue, swift water rescue, confined space, collapse rescue, rope rescue, large animal rescue; trench rescue, confined space rescue, and hazardous materials response. Within each discipline, the Loveland Fire Rescue Authority (LFRA) Special Operations Team (SOT) has technicians that have gone through additional trainings to ensure a high level of expertise respond to these types of incidents. Station 2 personnel specialize in technical rescue, which attempts to provide LFRA with six members each day to respond to technical rescue incidents.

It is still undetermined if LFRA will be able to conduct a full-scale evaluation in 2021.

Plan for improvement:
- LFRA will determine the possibility of backfilling specific technicians to ensure the goal of six members are available each shift
- Plan for a full-scale evaluation in late 2021 or early 2022

Inclusions:
- Exhibit #11 – LFRA Tech Rescue Program Appraisal 2021

5H.3 - The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the hazardous materials program and its impact on meeting the agency's goals and objectives. This appraisal must include a comprehensive evaluation of the response components, including mutual aid, when part of the deployment model.

Identify and explain:
Hazardous Materials Response is managed as part of the LFRA Special Operation Team. See item 5G.3.
There is a separate program appraisal for Hazardous Materials Response with specific goals and objectives.

Plan for improvement:
- Set SMART goals in order to remain progressive in looking for ways to improve skills and abilities
- Provide opportunities for more outside schooling

Inclusions:
- Exhibit #12 – LFRA Hazardous Materials Program Appraisal 2021

5I.2 – The agency conducts a formal and documented appraisal, at least annually, that includes an analysis of response procedures, equipment, training, and after-action reports to determine the effectiveness of the aviation rescue and firefighting services program and meeting the agency's goals and objectives.

Identify and explain:

> The annual program appraisal for LFRA's Aviation Rescue and Firefighting Services (ARFF) highlights both the responses and training for 2020. Although all commercial air services were not operational due to COVID, LFRA ARFF program responded to 31 aircraft incidents.
>
> All LFRA ARFF certified personnel must follow all training requirements as outlined per Federal Aviation Regulations Part 139 - Certification of Airports, 139.319, sections (h-i). The FAR Part 139 outlines specific minimum training requirements by the FAA for the certified ARFF engineers.

Plan for improvement:

- Maintain the current rigorous training standards for all responding units to an aircraft incident.
- Stay ahead of all news and information on growth at Northern Colorado Regional Airport, and keep LFRA informed.
- Stay informed of all FAA and ARFF Working Group changes in guidelines and requirements for ARFF response.
- Seek all educational opportunities in ARFF response and pass along to all appropriate responding crews.

Inclusions:

- Exhibit #13 – LFRA ARFF Program Appraisal 2021

5K.2 – The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the wildland fire services program, to include suppression, mitigation, educational activities, and its impact on meeting the agency's goals and objectives.

Identify and explain:

> The wildland program, based out of LFRA Station 7, continues to be effective and meet the agency's goals, especially on the heels of the Cameron Peak Fire of 2020. Station 7 and the Community Safety Division continue to determine the best way to reduce risk in regards to wildland fire. The LFRA implemented a social media campaign during Wildfire Preparedness week. Larimer County and Community Wildfire Protection Plans (CWPP) remain as good resources to tap into.
>
> The wildland program manager facilitated pre-planning areas in the Cameron Peak burn scar area that would be susceptible to flooding this past spring and beginning of summer 2021.
>
> Mutual aid training with neighboring departments revealed an equipment change necessary for better interoperability. LFRA wildland hose packs are not compatible with response partners.

Plan for improvement:

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- Update progressive hose packs for consistency with neighboring departments for better response capabilities
- Look to add staffing dedicated to fire prevention education specific to the Ready-Set-Go program

Inclusions:
- Exhibit #14 – LFRA Wildland Program Appraisal 2021

9B.10 - A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the emergency communications system and its impact of meeting the agency's goals and objectives.

Identify and explain:
The LFRA Communication group continues to appraise its program annually in order to keep up with changes in communication technology and constantly improve safe and effective communications both in the stations and on emergency scenes. The Communications group is based out of LFRA station 1, and is challenged by its workload along with busy call volume.

The new MSA SCBA's have built in voice amplification and are expected to improve communication in IDLH environments.

Plan for improvement:
- Set SMART goals to ensure constant improvement annually
- Evaluate the workload of the programs for station 1

Inclusions:
- Exhibit #15 – LFRA Communications Program Appraisal 2021

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

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:

      In 2021, the Authority Board (AHJ) for LFRA was presented with the 2020 annual report, which summarized all facets of the operations of the organization.

Plan for improvement:

- Continually ensure an annual report is submitted the LFRA Authority Board in a timely manner

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:

      The LFRA Authority Board (AHJ) meets monthly and was made aware of all capabilities and all levels of service provided by the organization.

Plan for improvement:

- The Authority Board will continue to meet monthly and be made aware of the organization's capabilities. Fall of 2021 LFRA will hire a new Fire Chief which will provide an opportunity to examine the organization's current capabilities and level of service.

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:

      In 2020 the predominant external stakeholders for LFRA, The Fire Rescue Advisory Commission (FRAC) did not meet.

Plan for improvement:

- Since restrictions have lightened, LFRA will resume meetings with FRAC
- Survey monkeys and other external stakeholder meetings will be planned in order to assist with the creation of the new Community Risk Assessment (CRA)

Agency Performance Tracking

Please fill out the spreadsheets below to track and identify your performance in the programs identified below.

Structure Fire Response

Benchmark Performance:

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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 fire ground 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.

(Risk Level) Fire Suppression - 90th Percentile Times - Baseline Performance			2016-2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	01:26	01:44	01:52	01:10	01:11	01:11

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		Rural	01:30	00:52*	01:07*	01:37*	00:34*	03:17
Turnout Time	Turnout Time 1st Unit	Urban	02:19	02:06	02:04	02:42	02:16	02:25
		Rural	01:03	00:35*	01:34*	02:22*	01:44*	02:20
Travel Time	Travel Time 1st Unit **Distribution**	Urban	05:43	06:52	05:09	06:42	06:29	03:25
		Rural	11:13	10:23*	09:03*	10:32*	05:16*	20:54
	Travel Time ERF **Concentration**	Urban	10:51	11:13	11:26	13:01	10:38	07:59
		Rural	10:47	N/A	NA	19:22*	13:17 *	21:17*
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	08:07	08:45	08:19	08:47	08:26	06:20
		Urban	N=27	n=44	n=29	n=21	n=30	n=12
		Rural	12:30	11:50*	05:34*	12:16*	09:43*	23:07
		Rural	n=4	n=1*	n=1*	n=5*	n=1*	n=9
	Total Response Time ERF **Concentration**	Urban	11:34	14:36	11:26	14:29*	06:16	11:06*
		Urban	n=12	n=15	n=14	n=7 *	n=19	n=7*
		Rural	12:51	N/A	05:45*	17:10*	17:52*	23:30 *
		Rural	n=1	n=0*	n=1 *	n=1 *	n=1*	n=4*

Emergency Medical 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.

(Risk Level) EMS - 90th Percentile Times - Baseline Performance			2016-2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	02:59	03:10	03:36	02:40	02:44	02:47
		Rural	03:03	03:21	03:28	02:41	02:40	03:06
Turnout Time	Turnout Time 1st Unit	Urban	01:44	01:55	01:38	01:46	01:47	01:34
		Rural	01:56	01:58	01:43	02:23	02:06	01:32
Travel Time	Travel Time 1st Unit **Distribution**	Urban	06:12	06:52	05:38	06:16	06:11	06:05
		Rural	17:29	21:56	11:48	16:46	18:26	18:33
	Travel Time ERF **Concentration**	Urban	06:29	06:52	07:00	06:16	06:16	06:05
		Rural	17:37	21:56	14:05	16:46	16:46	18:33
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	09:08	10:48	08:54	07:50	09:13	08:59
			n=3458	n=2963	n=2932	n=4495	n=2982	N=3922
		Rural	21:38	28:11	15:10	21:37	21:50	21:22
			n=204	n=17	n=615	n=135	n=75	n=176
	Total Response Time ERF **Concentration**	Urban	09:26	10:48	10:24	07:50	09:13	08:59
			n=3458	n=2963	n=2932	n=4495	n=2982	n=3922
		Rural	21:59	28:11	16:58	21:37	21:50	21:22
			n=204	n=17	n=615	n=135	n=75	n=176

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.

(Risk Level) Technical Rescue - 90th Percentile Times - Baseline Performance			2016-2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	02:31	02:54	02:46	02:38	02:14	02:06
		Rural	02:25	00:55	03:22	02:37	02:23	02:50
Turnout Time	Turnout Time 1st Unit	Urban	01:48	01:38	02:06	01:46	01:52	01:38
		Rural	01:53	01:03	00:54	02:28	02:55	02:08
Travel Time	Travel Time 1st Unit **Distribution**	Urban	08:30	12:40	08:44	05:37	08:15	07:14
		Rural	14:14	05:18	08:52	15:33	18:11	23:20
	Travel Time ERF **Concentration**	Urban	13:14	22:58*	10:04	08:39*	12:04	12:29*
		Rural	17:34	11:57*	16:44	21:56*	19:41*	NA
		Urban	10:36	14:53	11:15	06:41	11:04	09:08

Total Response Time	Total Response Time 1st Unit on Scene Distribution		n=52	n=70	n=21	n=51	n=61	n=56
		Rural	16:47	07:16*	13:31*	17:17*	20:51	25:02
			n=9	n=1*	n=5*	n=6*	n=14	n=20
	Total Response Time ERF Concentration	Urban	17:12	23:53*	13:19	9:37*	19:44	19:27*
			n=10	n=2*	n=17	n=5*	n=19	n=6*
		Rural	18:31	12:44*	20:31*	NA	22:19*	NA
			n=2	n=1*	n=3*	NA	n=1*	NA

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.

(Risk Level) Hazmat - 90th Percentile Times - Baseline Performance			2016-2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	01:42	01:50	01:49	01:49	01:40	01:26
		Rural	02:17	NA	03:16	01:16	02:21	NA
Turnout Time	Turnout Time 1st Unit	Urban	02:00	01:59	02:10	01:58	01:55	01:58
		Rural	01:43	NA	02:10	01:36	01:24	NA
Travel Time	Travel Time 1st Unit **Distribution**	Urban	05:25	08:04	06:04	02:26	08:07	02:26
		Rural	14:51	NA	07:59	NA	21:43	NA
	Travel Time ERF **Concentration**	Urban	08:47	09:14*	09:22	08:36*	08:07	08:36*
		Rural	18:05	NA	14:27*	n=2*	21:43	NA
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	07:48	05:08*	08:25	10:12*	09:29	05:50*
			n=7	n=1*	N=20	n=3*	n=9	n=2*
		Rural	12:58	NA	11:08	14:48	NA	NA
			n=4	NA	n=7*	n=1*	NA	NA
	Total Response Time ERF **Concentration**	Urban	12:40	12:08*	11:07*	11:58*	09:29	18:42*
			n=10	n=1*	n=6 *	n=1 *	n=9	n=3 *
		Rural	15:47	NA	16:43*	14:52*	NA	NA
			n=4	n=NA	n=7*	n=1*	NA	NA

<u>Aircraft Rescue Firefighting Response</u>

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

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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 Response

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 Firefighting 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:

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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.

(Risk Level) Wildland Firefighting - 90th Percentile Times - Baseline Performance			2016-2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	01:42	01:27	02:13	01:20	01:19	02:14
		Rural	02:21	NA	01:12	03:23	01:30	03:22
Turnout Time	Turnout Time 1st Unit	Urban	02:46	02:43	02:31	02:08	04:13	02:16
		Rural	02:51	NA	02:30	02:08	04:27	02:22
Travel Time	Travel Time 1st Unit **Distribution**	Urban	08:13	08:18	07:29	07:36	07:53	09:52
		Rural	21:19	NA	15:15	22:52	26:49	20:20
	Travel Time ERF **Concentration**	Urban	12:25	13:23	09:49	11:11*	14:11*	13:33
		Rural	22:13	NA	15:35	26:00*	25:31*	21:48
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	12:46	12:51	09:18	09:08	11:05	12:34
			n=35	n=29	n=15	n=38	n=34	n=54
		Rural	21:38	NA	18:21	24:49	19:49	23:34
			n=16	n=0*	n=11	n=10	n=19	n=41
	Total Response Time ERF **Concentration**	Urban	15:20	16:19	12:54	12:48*	17:20*	17:22
			n=8	n=15	n=17	n=2*	n=1*	n=18
		Rural	24:33	NA	18:25	26:50*	25:26*	27:34
			n=5	n=0*	n=14	n=2*	n=0*	n=11

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Strategic Recommendations

Recommendation	ACCEPTED	IMPLEMENTED	REJECTED
Strategic Recommendations			
2B.1 - It is recommended the authority research various methodologies and develop a strong core methodology for classifying risk.	LFRA continues to migrate occupancies into Emergency Reporting System in order to take advantage of the OVAP methodology. The information transfer from ETI (our old records management system) had a significant obstacle as all occupancies were entered as an R-2. This data transfer along with minimal staffing in CSD has delayed implementation of the new methodology.		
2D.7 - It is recommended the authority secure funding to complete the full installation of the station alerting system.		The LFRA in coordination with US Digital Design and the Loveland Emergency Communications Center completed the installation of automated alerting servers for the Communications Center. On September 15, 2020 (six month delay due to COVID pandemic), the county wide integrated CAD, Closest Unit Dispatching, and Automated Alerting.	
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.		The LFRA has completed with the City of Loveland, Town of Johnstown and Larimer County to adopt the same 2018 IFC as well as IBC. This process is expected to continue in the future.	
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.	The LFRA Community Safety Division is collaborating with the Wildland Program, Larimer County Emergency Services, and Colorado Wildfire Protection Plans to address this recommendation. Staffing in CSD remains an obstacle to implementation.		
5F.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 continues to collaborate with TVEMS, the Larimer Emergency Telephone Authority and the LECC to identify improved call processing time strategies along with continued emergency medical dispatch procedures.	As LECC is an accredited agency as well, the EMD that is performed for CHARLIE, DELTA, and ECHO medicals is critical to initial patient care provided by the dispatchers. Alarm handling times are still above the national average, however LFRA continues to discuss areas of improvement with LECC.	
9A.2 - It is recommended the authority annually evaluate the operational readiness of tender response and		LFRA workforce members participate in annual refresher training to ensure driver/operators	

deployment through practical exercises in rural response areas.		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 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.	The City of Loveland Clerks office will be looking at a new document management system in 2022. LFRA will likely collaborate with that process.
9C.5 - It is further recommended the authority ensure polices 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 2021.	The LFRA has contracted professional services in the development of policies and procedures from LEXIPOL. The LFRA targets the full implementation of LEXIPOL by 4th quarter 2021.
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 maintain and update as needed agreements. LFRA Legal counsel provides assistance to LFRA for new and revised agreements and intergovernmental agreements.
6F.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.	LFRA continues to evaluate turn out times with TECHGEN vs wildland PPE.	An unintended benefit of the use of TECHGEN is that it provided a more easily cleaned layer of PPE during COVID. It allowed crews to remove an outside layer of PPE from medical calls and not contaminated the living quarters. The use of TECHGEN for MVA's during hot weather months is another benefit.
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.	Most of the CSD certification JPR's are able to be tracked through Target Solutions. The ICC certifications are not currently tracked through Target Solutions, as the ICC website already accomplishes that.	Target Solutions has proven to be a very valuable tool for the Training Division. CSD personnel are able to track Investigation Certifications, Youth Fire Setter, Fire and Life Safety Educator and other certifications specific to the operations of CSD.
8B.5 - It is recommended that the training battalion include the recording of training classes, certifications and hours for all divisions of the authority.		This has been completed except for the ICC codes.
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.		The Larimer CRISP project was fully operational on Sept 15, 2020. This enhancement as well as automated alerting for response notification will have a positive impact on assigning automatic and mutual aid partners for response. A component of this project included a revised 'Closest Unit' response strategy in Larimer County as well as neighboring

		Weld County Agencies. In 2020, Weld County Regional Communications approved a project to transition to the Central Square CAD project in that County. Partner Fire Agencies in Weld County will be involved in this CAD design and are working towards a CAD-to-CAD functionality with Larimer County CRISP CAD Centers to further enhance response capability for automatic and Mutual aid partners in neighboring counties.	
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.		The Larimer CRISP Project, Automated Alerting and Emergency Reporting Systems (ERS) enhancements in 2019 and 2020 are integral to the improved data collection and analysis of response data. Omega software use was discontinued for the LFRA, and LFRA continues to see improved data analysis for response.	

Other Information

LFRA has faced, and is facing major obstacles, specifically the retirement of our Fire Chief and the departure of the Division Chief of Administration/Accreditation Manager. While friction is to be expected within an organization, LFRA is working towards continuous improvement while facing budget concerns and the loss of these two key positions within the organization. LFRA is proving itself to be a resilient organization. With friction and obstacles comes opportunity. An important opportunity that is presenting itself, is to have new leaders drive our processes for assessing risk, developing a Strategic Plan, and evaluation of our organization in order to continually improve our service to the LFRA community. The formation of an accreditation steering committee has decentralized this process and will assist in sharing the understanding and methodology for improvement.

Long term sustainable funding is a significant component for LFRA; one that really lies at the heart of our vision. Failed tax initiatives have been able to be overcome in the short term with the goal of following our strategic plan and adding Station 10, upgrading station 3 and 5, and adding staff to assist with safety assessments and pre plans of target hazard buildings. Moving forward it will be imperative to reach out to both internal and external stakeholders in order to align our vision with our customers in a way that demonstrates and justifies our funding requests. LFRA may look to a dedicated Public Safety Tax to address long term sustainable funding.

Our new Records Management System (RMS) and our new Dispatch capabilities with closest unit dispatch will need more time to evaluate improvement. With a few more years of data analysis, along with a defined methodology, we will truly be able to assess trends and identify gaps in performance.

Lastly, Chief Miller left this organization on July 1st, 2021. His vision for the organization was to have enduring greatness focusing on these six shields: Empathy, Self-Awareness, Self-Regulation, Personal Humility/Fierce Will, Motivation, and Teamwork. If we, as an organization embrace this philosophy as we embark on becoming re-accredited, we will undoubtedly build a framework for enduring greatness. With a new Fire Chief on our horizon, we will have opportunity for a new vision for continuous improvement.

Exhibit List

Exhibit #1: LFRA Organization Chart 2021

Exhibit #2: LFRA 5 Minute Response Including Station 10

Exhibit #3: LFRA Program Matrix and Assignments per Station

Exhibit #4: LFRA 2020 Annual Report

Exhibit #5: Loveland ISO PPC Announcement

Exhibit #6: 2018 Strategic Plan Compendium

Exhibit #7: LFRA CSD Program Appraisal 2021

Exhibit #8: Property Values versus Loss and Save 2021

Exhibit #9: LFRA Training Program Appraisal 2021

Exhibit #10: LFRA EMS Program Appraisal 2021

Exhibit #11: LFRA Tech Rescue Program Appraisal 2021

Exhibit #12: LFRA Hazmat Program Appraisal 2021

Exhibit #13: LFRA ARFF Program Appraisal 2021

Exhibit #14: LFRA Wildland Program Appraisal 2021

Exhibit #15: LFRA Communications Program Appraisal 2021

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Verification

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

Ned Sparks
_____
Signature of Agency Head

Interim Fire Chief
_____
Title

08/15/2021
_____
Date