



The LFR Way

The Loveland Fire Rescue Authority
Cultural Framework





WELCOME TO LFRA!

At LFRA you are not just an employee, you are part of a family and a team. You become a member the day you join the organization in *any* capacity, whether it be full-time, part-time, volunteer, sworn, or non-sworn.

In this booklet are several documents that represent and support the LFRA Cultural Framework. This work was compiled over several years by LFRA members from all ranks and all divisions, including: Administration, Operations, Emergency Management, and the Community Safety Division (CSD).

Enclosed within are four primary **guiding lights** regarding the LFRA Cultural Framework, including:

- LFRA's Vision, Mission, and Values Statements
- The 4 R's
- The LFRA Non-Negotiables
- The LFRA Shift Readiness Philosophy (primarily geared to the Operations division, but certainly not exclusive to operations or other divisions.)

The LFRA Cultural Framework describes the philosophy of our family and our team. It is intended to communicate to *new and existing members* the Vision, Mission, Values, and Non-Negotiables of the organization. It includes expectations for individual behavior and performance, guidelines for leadership, and the general approach that we all use when interacting with each other and our customers. **Essentially, we call this The LFRA Way.**

The *LFRA Way* is based on the fundamental principle that our members are the foundation of this organization and our greatest asset; therefore, the organization can be no better or stronger than its membership.

It is an expectation that this cultural framework defines us, our creed, our cornerstone, and is the responsibility of each and every member to learn, understand, live, and practice the *LFRA Way*.

INTEGRAL ELEMENTS OF THE LFRA WAY

We desire to hire and maintain members that are **Hungry, Humble, and Smart**. These attributes are defined in this way:

- **Hungry** - *hungry people are always looking for more: more things to do, more to learn, and always willing to challenge the status quo.*
- **Humble** - *humility is the single greatest and most indispensable attribute of being a team player.*
- **Smart** – *smart simply refers to a person’s common sense about people. It’s not just about an intellectual capacity. LFRA values emotional intelligence.*

VISION, MISSION AND VALUES STATEMENTS

Loveland Fire Rescue Authority is committed to providing the highest quality services for the citizens and community we serve. The Vision, Mission, and Values are stated 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 Three C’s)*

The **Vision** for the organization 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. The vision expresses **where** we are going for the organization.

The **Mission** for LFRA is specifically carried out through “The Four R’s”: Response, Readiness, Resources, and Relationships. These four areas are the centerpieces of the organization’s efforts to convey our mission. In essence, the Four R’s express **what** LFRA is focusing on to accomplish the mission in the most consistent and effective manner possible. An important element of the Four R’s is **positional leadership**, which is defined as inspiring trust and respect, advocating for personnel and the organization, and acting with high ethical standards.

The three **Values** listed in the mission statement, Commitment, Compassion, and Courage, express **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.

NON-NEGOTIABLES

LFRA has identified our “non-negotiables” as:

- **The Three C’s** – Our values, with emphasis on compassion.
- **Customer Service** – How we treat “Mr. and Ms. Smith.”
- **Seeking Continual Improvement** – Progressive, ability to change, and fluidity
- **Others-Centered Organization** – Respect for others.

We strive to be an organization of “and then some” members who have a passion for serving and helping others. However, *more importantly*, we support our members in maintaining the all-important balance between work and family/personal lives. Moreover, in conjunction with the LFRA Vision statement, we will continue to work toward adequate staffing levels, as budget allows, to ensure firefighter safety and well-being.

Whether you are a new member of LFRA or a veteran of the organization, we applaud your desire and passion to be in one of the noblest professions in the world. It matters not if you are in the Administration, Emergency Management, Community Safety Division, or Operations Division, we value you, as our most important asset.

Thank you for embracing the LFRA Way.

Vision, Mission & Values



WHERE

Our Vision

To go from good to great and build the organization to last with enduring greatness

WHAT

Our Mission

Through Commitment, Compassion and Courage, the mission of LFRA is to protect life and property - the 4R's

HOW

Our Values

Commitment, Compassion & Courage

LFRA's 4Rs – The Mission



RESPONSE

- Serve Mr. & Ms. Smith as if they were our own family
- We control our turnout time
- Provide the appropriate response for each incident type
- Structural firefighting based on life safety & science
- Basic life support – EMS
- Wildland firefighting initial attack & transition to extended operations
- SOT, ARFF & tactical response – initial lifesaving actions
- Operate with a high degree of situational awareness within the Blue Card Hazard Command System
- Position resources for the best possible response
- The small things we do generally have the biggest impact

READINESS

- We are a training fire department
- Positional skill mastery – the basics
- Firefighter survival skills
- Maintain a progressive / adaptive mindset (intelligent firefighting)
- Community education, safety visits & preplans
- Maintain and build on the operational guidelines & training manual
- Wildland fire forecasting, preplanning & outreach
- Follow operational readiness concepts
- Prepare our people for the next level
- Safety of buildings for our citizens & firefighters
- Prepare the community and responders for disaster response & recovery

RESOURCES

- Recruit & hire individuals that are hungry, humble & smart
- Develop leaders at all levels
- Firefighter health & wellness
- Cancer prevention measures
- Apparatus & equipment – used but not abused
- Pride in our facilities
- Teach the LFRA culture to new personnel
- Welcome new people into the organization
- Maintain a Canyon Battalion volunteer force
- Innovative recruiting practices
- Maintain accreditation status
- Financial forecasting & strategic planning

RELATIONSHIPS

- Foster & strengthen internal relationships & unity – LFRA Family
- Our community
- We lead by example with relationship building
- LFRA Board, Rural Board, Loveland City Council, Johnstown Town Council & Fire Rescue Advisory Commission
- Loveland Police, Loveland Emergency Communications Center, Thompson Valley EMS
- Fleet Services – Corey & Warren
- Automatic & mutual aid partners
- Wildland firefighting cooperators
- Colorado State Patrol, Larimer County Sheriff, Johnstown Police, NOCO Bomb Squad & Park Rangers
- Northern Colorado Regional Airport Staff
- City of Loveland, Town of Johnstown & Larimer County - Departments & Divisions
- Laramie County Fire District 2 & Kill the Flashover
- Front Range Fire Consortium
- Colorado USAR Task Force I
- Colorado Division of Fire Prevention & Control
- Aims Community College Fire Program

Commitment, Compassion & Courage

Cultural Non-Negotiables*



Three C's -

Our values *(with an emphasis on compassion)*

x

Four R's -

Our mission

x

Customer Service -

How we treat Mr. and Ms. Smith

x

Seeking Continual

Improvement -

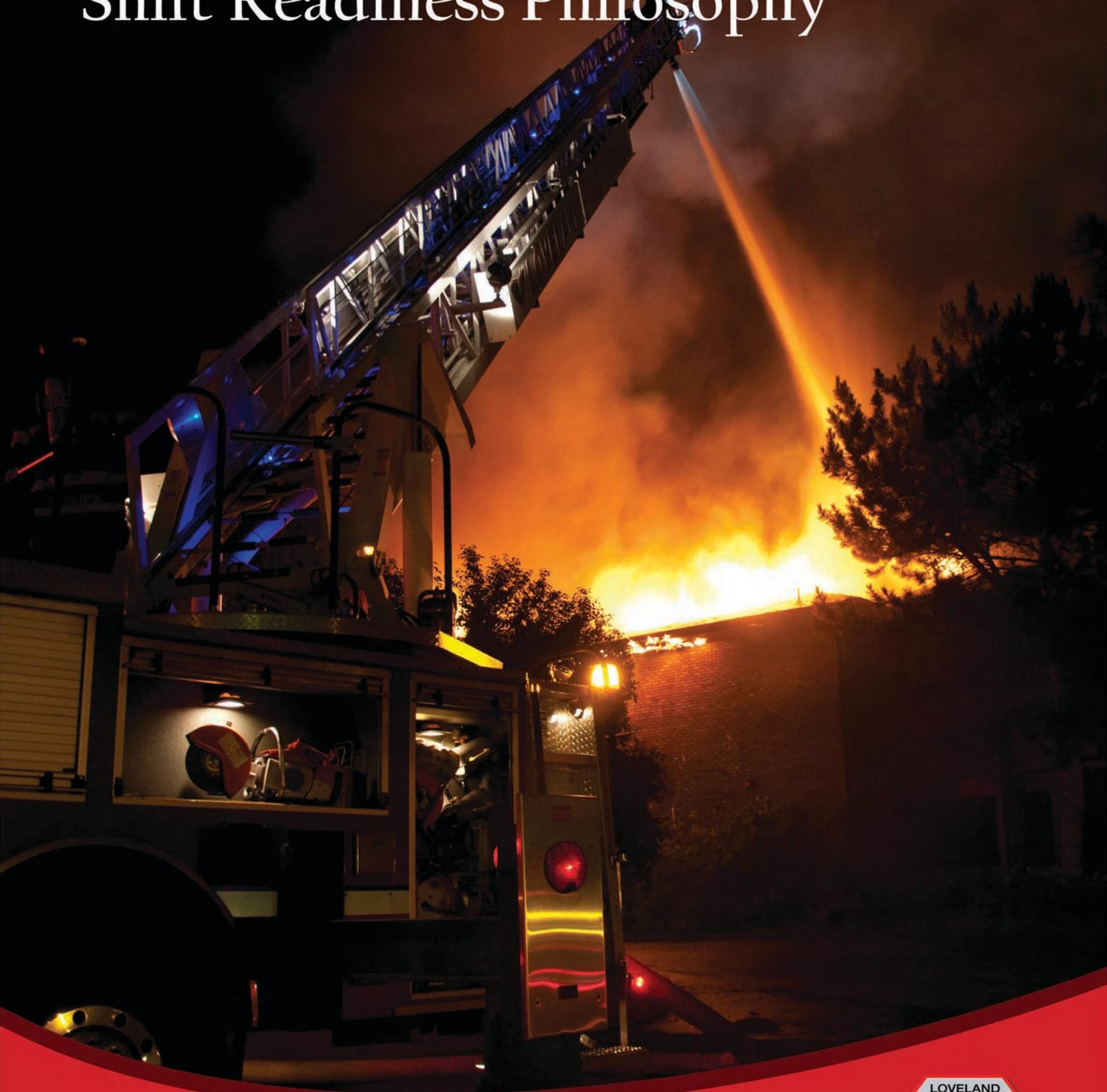
Progressive, ability to change, fluidity

x

Others-Centered -

Respect for others

Loveland Fire Rescue Authority's
Shift Readiness Philosophy



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INTRODUCTION

In 2013, Division Chief Ward provided operational direction to the organization based on a concept called the Four R's representing Readiness, Response, Resources, and Relationships. The intent was to build unity and provide greater operational clarity. These ideas encompass a multitude of expectations that ensure Loveland Fire Rescue Authority is providing the best possible fire and rescue services to the community we protect and serve.

The officers on each shift conducted a series of Company Combat Readiness exercises in order to determine the best way to meet the intent of the Four R's. The basis of the discussion revolved around the U.S. Marine Corps *MCDP-1 Warfighting* (1997) manual. The *Warfighting* text speaks directly to the essential skills of leadership and preparedness. The intent was to extract applicable information from the manual and apply it to the LFRA vision of "going from good to great and built to last," along with our values of commitment, compassion, and courage. After the initial meetings, the officers took the information back to their respective companies for further explanation and discussion. This provided the engineers and firefighters an opportunity for input. Likewise, the Community Safety Division conducted the same process. The outcome was the individual *Shift Readiness Philosophy* completed in 2014.

PURPOSE

The purpose of the *Readiness Philosophy* is to outline the expectations necessary to achieve a constructive and positive performance level required to meet the intent of the LFRA vision, mission, and values. Each employee shall understand how our individual performance and conduct affects the overall effectiveness of LFRA in either a positive or a negative manner. We will value open, honest, transparent, and respectful relationships within LFRA. By doing so, we will foster strong and trusting relationships with one another. However, the exception to this level of transparency occurs when there are matters involving personnel and/or legal issues.

We are committed to developing and fostering unity at all ranks within LFRA. To that end, we must focus our motivations and actions towards the greater good of the organization and the community. This means we will respect individual differences and viewpoints. However, there are times we will not agree with one another. Addressing disagreements in a respectful and courteous manner is a hallmark of a professional organization. It is important to understand unity can coexist with conflict and friction. However, our maturity, wisdom, and

respect for one another will determine whether we are successful in dealing with interpersonal conflict.

In order to maintain harmony at LFRA, it will be necessary to have difficult conversations from time to time. This requires personal courage, humility, sacrifice, and flexibility on our part in order to achieve operational effectiveness. If we genuinely value our personnel, then we will attach the same value to their input. As members of the organization, we are resolute in assuring that our effectiveness is not to be jeopardized by petty, interpersonal conflicts that distract from our mission. Furthermore, we will support one another during times of success and failure.

There may be times when individual self-discipline has broken down, and a member of the team is failing. Under these circumstances, we will abide by all LFRA Administrative Regulations and guidelines to correct poor performance or behavioral issues. We must understand people make choices, but there are also consequences attached to the choices made by individuals or a group. It is necessary to understand that the consequences of poor choices and decisions not only have a negative impact for the individual, but the entire organization as well. When an employee is struggling or failing, we have an ethical, and at times legal, obligation to confront that person within the boundaries established by the organization. When we have the intestinal fortitude to confront someone else about a problem, we may be saving their career and preventing them from self-destruction. This places a tremendous amount of responsibility on our shoulders and requires a great amount of courage, kindness, and tact. Taking this type of action is a demonstration of courage, commitment, and compassion, and it exhibits the true camaraderie that is often spoken of in the American fire service. It also demands that we place the best interests of the public first, the organization second, the shift third, company fourth, and our personal interests/goals must be last. Personal respect and individual integrity are essential ingredients of a positive, unified, and highly functioning culture.

We should expect LFRA to constantly change and develop. Therefore, we must be open to new concepts for improvement. When presenting ideas and suggestions, individuals must do so with integrity, respect, and confidence. Furthermore, the person expressing their thoughts and ideas need to remain open for respectful and critical feedback. Additionally, we must all guard against the concept of groupthink and adhere to the words of General George S. Patton, Jr. when he said, "If everyone is thinking alike then no one is thinking." We should also heed the words of President Dwight D. Eisenhower: "Let us never confuse honest dissent with dishonest subversion." In order for a team to function at a high level, we must trust in the decision-making process and the leadership of the organization.

CULTURAL OVERVIEW

Esprit de corps, sacrifice, and service are three essential elements comprising the culture of LFRA. As a family, we not only take care of our own, but we stand ready to place our lives on the line for other people. The members of LFRA elevate this belief to a higher level. What makes LFRA unique is our departmental philosophy and attitude held by each member. At times, it may be difficult to describe the organizational spirit, but there are certain, undeniable attributes associated with the culture of LFRA.

As colleagues of LFRA, we are committed to the organization and each other. We therefore pledge to make the right decisions and take action positively affecting the organization as a whole. With this in mind, we need to ask two questions: How can I personally affect our culture in a positive manner and what actions can I take to nurture and promote the LFRA philosophy? When we work towards improving the team, there may be times when someone is not in complete agreement with a decision. However, if we believe and trust in the leadership, each other, and the direction the department has chosen, then we will have confidence in the process used to make decisions. At times, the needs of the organization may outweigh the wants and desires of the individual.

Our mission and service to the community is above everything else, including the individual. Consequently, in order to complete the mission we must train with a willing attitude and the goal of performing the basics flawlessly. When the rudimentary skills of our profession are mastered, we will be better prepared to address the ambiguous incidents that fall into the “what if” category of emergencies. In order to maintain knowledge, skills, and abilities (KSA) it is necessary to train often. Otherwise, there is a risk of losing what we have worked so hard to gain. Although we endeavor to perform at a higher level and standard, this does not equate to the achievement of perfection. However, LFRA does expect that each individual will put forth the effort to reach higher levels of KSA for their respective positions.

It is our individual responsibility to strive for skill mastery within our rank and roles. The dictionary defines mastery as “knowledge and skill that allows you to do, use, or understand something very well” (Merriam-Webster, Inc. 2014). LFRA defines skill mastery as the unending pursuit to perform tasks at an exceptional level. It is through enthusiasm, hard work, and a winning attitude that we achieve the goal of faultless basics and skill mastery. In other words, an impeccable effort produces accurate results. Consequently, skill mastery is indisputably an important part of our job. In other words, we are working towards becoming subject matter experts in our respective roles. Each member of LFRA must remember that skill mastery is not a plateau of achievement that allows a person to rest on laurels, thereby leading to atrophy both mentally and professionally.

Mistakes will occur and when they happen, it is incumbent upon us to learn from them, grow, and not repeat the same ones over. John Wooden, coach of the UCLA men's basketball team from 1948-1975 said, "If you're not making mistakes then you're not doing anything. I'm positive that a doer makes mistakes." Consequently, we will not allow the fear of making mistakes or the fear of failure stifle boldness or initiative.

Skill mastery does not eliminate mistakes or failures made on the part of the individual or organization. Understand that if an individual falls short of achieving skill mastery, it does not automatically imply that discipline is applied. LFRA leadership will address any shortcomings through training, mentoring, coaching, and counseling. In a similar vein, individuals are accountable for reckless and irresponsible behavior and actions (Warfighting, 1997).

As previously stated, the vision of LFRA is "to go from good to great and build the organization to last with enduring greatness" If we adhere to this belief, the organization will pursue greatness based on research, proven techniques, and the application of critical thinking. At LFRA, we also believe in striving for positional mastery. This means members go beyond the basic levels and tirelessly work towards understanding their individual role, responsibility, and authority within the organization. Therefore, we must possess a desire to learn, be open and listen to constructive criticism, demonstrate humility, and exhibit behavior that is professional in nature and in line with LFRA standards. By accepting this concept, personnel are better able to operate under leaders at all levels of the department.

LFRA hires employees for their character and trains them for skill. If the individual has a willing attitude coupled with an earnest work ethic, then we will make that member a great employee. LFRA values integrity, and expects responsibility and accountability from each other. Leadership, education, training, and career advancement are also valued. Therefore, LFRA will provide the necessary support and resources for professional development. However, the responsibility for motivation and desire rests with each individual. In other words, the pursuit of greatness begins with ourselves and benefits those we serve.

Every employee of LFRA is empowered to make a difference in our community through acts of compassion and kindness. This becomes part of the professional delivery of service to citizens. To this end, it is important to realize every interaction with the public is an opportunity to make a positive impression. Empowerment also exists within our ranks. We are empowered to hold each other accountable and ensure each member remains true to the intent of this document. Furthermore, LFRA wants thinking employees and not mere robots. Remember that the LFRA organizational and rank structure exists to provide authority, direction, and order for our members. At the same time, we recognize and embrace the idea that each person brings a unique perspective to the team and this is encouraged in our personnel. Consequently, we will

not stifle initiative or honest dissent when the intent and motivation is to improve LFRA. We must recognize that growth comes from the creativity and resourcefulness of all members.

As an organization, we are dedicated to establishing strong and lasting relationships internally and externally. We value the bonds that exist between each other, including those with appointed and elected officials serving on the Fire Authority Board, Rural Board, and City Council. There is also a need to build and maintain lasting relationships with the City of Loveland and the agencies with whom we interact. This includes fire service, EMS, and law enforcement at the local, county, state, and federal level. Establishing positive working relationships with our stakeholders not only fosters unity, but also strengthens our ability to provide high levels of quality service to the community.

When a person becomes an employee of the LFRA, they have started on a new and challenging journey. As individuals, when we commit to being a part of LFRA, we are endeavoring to thrive in all that we do. The LFRA culture is the continuous, persistent, and relentless pursuit of greatness. LFRA is an organization dedicated the values of commitment, compassion, and courage, unified by our mission, and driven by our vision. When everyone commits to an unrelenting quest toward lasting greatness, the LFRA culture will become more than words in a document. The LFRA culture will become a force of its own.

LEADERSHIP

Although there are many scientific principles related to the management of people, it is imperative to understand that leadership is a dynamic, human endeavor. Leadership involves interpersonal relationships influencing people in a positive and productive manner to achieve desired goals, both personally and organizationally. Consequently, the application of leadership is an art form and not merely a mechanical or technical process that induces subordinates to accomplish a task.

There are three generally accepted styles of leadership: autocratic, democratic, and laissez-faire. The autocratic style is effective at the scene of an emergency where there is not room for debate and orders are used. However, in non-emergency settings this style often does not work. Otherwise, the leader may be viewed as heavy-handed and oppressive to their subordinates. When attempting to gain consensus through input, many times the democratic approach is successful. Even though this method can be effective, everyone should be aware that at some point, the discussion phase ends and decisions are final. The last style is laissez-faire, a French term that means “hands off.” This approach to leadership is most effective for individuals or small groups that do not require much supervision. If not used in the appropriate

situations, subordinates may overstep their boundaries and the authority figure may fail to exercise any leadership whatsoever.

There are two other approaches to leadership: transactional and transformational. The transactional style revolves around the premise the employer, supervisor, leader, or authority figure holds power and incentives that the employee or follower does not have. If the subordinate does what the supervisor wants, then an incentive or reward will follow. If the employee does not do what the leader wants or requires, then some form of directive, punishment, or discipline will ensue. A basic example of the transactional style is the paycheck. Employees work a minimum of 40 or 56-hours per week and receive a paycheck in exchange for the work provided. The second type and most desirable is transformational leadership. The goal of this leadership approach is to transform the follower into a better person and employee by inspiring them to be more self-aware, apply self-discipline, understand the greater picture, strive for personal and professional improvement, etc. Even though transformational leadership is the desirable form, it requires a tremendous amount of work, time, and patience on the part of the leader.

When discussing the topic of readiness, it is important to understand that it does not, nor will it ever, exist in the absence of leadership. Leadership is the cornerstone of everything we do, and it must be present from the fire chief down to the newest member of the organization. It is essential to understand our roles and responsibilities within the chain of command. This realization provides the basis for our individual role with leadership, when and under what circumstances to apply leadership, and when to follow.

ORGANIZATIONAL TENETS

The following paragraphs define numerous values and they supplement the LFRA vision, mission, and values.

COMMANDER'S OR LEADER'S INTENT

Commander's or Leader's intent is "a device designed to help subordinates understand the larger context of their actions" (*Warfighting*, 1997). There are two parts found in any mission: the task and the reason or intent behind it (*Warfighting*, 1997). In other words, *intent* is the purpose of the mission, and it carries more weight than the task. When group/division supervisors, companies, and individuals understand commander's intent, they will be able to function more effectively in a dynamic and chaotic environment. They will also be able to take action in the absence of suitable orders while still operating within the confines of the plan. This

cannot be confused with freelancing when companies or individuals decide to do whatever they desire, thereby creating more chaos, friction, and fog of war.

Commander's or Leader's intent is built upon the establishment of successful relationships prior to any incident taking place. It is also a byproduct of valid training, shared experiences, mutual trust, common understanding, and respect. These aspects, coupled with face-to-face communication using clear, concise, and well-understood phrases, will help develop the ability to anticipate the next move.

FRICION

The scene of an emergency and daily operations occur within an environment that is constantly fluid and changing. Consequently, this creates friction, which Von Clausewitz described as the seemingly easy becoming difficult. In order to function as successful leaders we must recognize that friction exists and respond appropriately rather than merely reacting to it.

PROFESSIONALISM

Being a professional comes with a cost: dedication, commitment, hard work, time, and personal sacrifice. Additionally, professionalism does not have an on/off switch. In order for us to lay claim to this title then we must understand that the switch is on all the time, both on and off duty. As employees and public servants, we adhere to a higher standard than the citizens we serve.

We are committed to cultivating a professional ethos that allows openness and honesty amongst the members regardless of rank. It is the responsibility of all officers and supervisors to encourage candor among subordinates, but the officers will not hide behind their rank. Discussions will remain respectful of each other regardless of our emotional state. In regards to non-emergency decision making, subordinates must consider it their duty to provide honest, forthright opinions even though they may be in disagreement. When a decision is made, then we as a unified body must provide support as if it were our own.

Furthermore, as firefighters it may be necessary to place ourselves in harm's way. Therefore, we must be prepared to face the challenge and execute the mission in a professional, proficient, and efficient manner.

RELATIONSHIPS

Unity will not occur in the absence of good relationships. Therefore, reliable, healthy, and professional bonds are essential to maintaining unity and operational readiness. As such, each officer and supervisor will diligently work on building relationships within the entire

department. In order to assist LFRA with the success of our mission, each employee will take a proactive approach to building and maintaining rapport with individuals in other organizations.

RESPECT AND TRUST

Respect and trust go hand-in-hand and it is impossible to respect a person we do not trust. Nor will we trust someone that we do not respect. Trust takes time to build and does not come automatically when an employee receives a badge or other form of LFRA identification. When respect and trust exists with subordinates, peers, and superiors, then operational readiness rises to the top. Individuals are more willing to go the extra mile when their bodies are sore, fatigued, and hungry because they are doing it for the person next to them and for the overall good of the team. Demonstrated skill, shared experiences, and modeled good behavior build trust and respect.

SKILL MASTERY

Highly performing teams require a solid foundation in which to develop their abilities. The response and readiness components of the Four R's require mental and physical preparation in order to confront any mission LFRA faces. Additionally, LFRA expects employees to achieve, maintain, and improve upon the abilities and talents they possess. As personnel promote through the chain-of-command, their specific area of skill mastery will change based on the position that they held (See Exhibit A).

SITUATIONAL AWARENESS (SA) AND THE OODA (OBSERVE, ORIENT, DECIDE, ACT) LOOP

SA and the OODA Loop are mental processes that occur based on an individual's experience levels, training, education, and mental acuity. The three levels of SA are:

- Level I – Perception
- Level II – Comprehension
- Level III – Prediction

Given the fact these are neurological functions, it is impossible to relegate skill mastery based on where a person falls in the rank structure. However, individuals are responsible for the continuous improvement and development of their SA and decision-making capability while operating under stress.

TRAINING

In order to function at peak levels of performance, it is necessary to master and have command of our basic skill sets and equipment. However, it is not the same thing as perfection,

but as stated earlier in this document, we *will* strive for excellence, including our basic skill levels. Coupled with this concept is a commitment to continuing training, education, and self-improvement that challenges both the mind and body. Training prepares our members to function in the chaotic and ambiguous world of emergency response.

TEMPO

The United States Marine Corps *Warfighting* manual states that speed over time is tempo and speed over distance is rapidity (1997). It is imperative the members of LFRA firmly grasp the notion that the appropriate tempo is necessary to overcome the challenges that face us on a day-to-day basis. If the developing speed of the incident or situation outpaces our tempo, then we are operating behind the curve and it will be extremely difficult to catch up and overcome the circumstances at hand.

A term closely associated with tempo is rhythm, defined as “any sequence of regularly recurring functions or events” (Dictionary.com, 2014). When both of these concepts join in a deliberate fashion, the result will be an extremely efficient and proficient operation. This is quite the opposite of an action where personnel are moving slowly or at break-neck speeds, neither of which accomplish anything.

UNCERTAINTY

Uncertainty exists in many of the decisions we make, especially during an emergency where incomplete and inaccurate information is often the norm rather than the exception. To be successful in an atmosphere of danger, chaos, and ambiguity, we must be mentally agile. This requires us to have a foreknowledge of the barriers to SA, and how that affects each of us individually and as a team. When SA becomes impaired, it will have a negative impact on our ability to make sound and timely decisions. This can contribute to a person mentally freezing, engaging in analysis paralysis, or delaying a decision, all of which can have devastating consequences at the scene of an emergency. Under these circumstances, it is best to remember the words of General George S. Patton, Jr. when he said, “A good decision now is better than a perfect decision ten minutes later.”

UNITY

The leadership of LFRA embraces the idea and value of unity, which is necessary to function in a high stress and high performing environment. As such, unity amongst the organization is a primary focus of the officers. We recognize unity is vitally important to operational readiness and without it, we will fail to function as a cohesive, professional team.

CONCLUSION

The *Readiness Philosophy* supplements the LFRA Strategic Plan; Mission, Vision, Values statements; and other official LFRA documents.

- 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

As members of the Loveland Fire Rescue Authority, we commit to the development of our people up and down the chain of command in order to maintain readiness to meet whatever situation we may face.

EXHIBIT A – SKILL MASTERY

The following describes areas of skill mastery. Due to the dynamic and fluid nature of our jobs, this list is not all encompassing.

BATTALION CHIEF

- Leadership
- Communications
- Shift, incident, and system management
- Group/Division level supervision
- Decision making at the strategic and tactical level
- Coaching, counseling, mentoring, instructing, etc.
- Administrative functions and project management

CAPTAIN

- Leadership
- Communications
- Company and Group/Division level supervision
- Decision making at the strategic and tactical level
- Coaching, counseling, mentoring, instructing, etc.
- Administrative functions and project management, including assisting with training (administrative, certifications, scheduling, multi-company training, etc.)

LIEUTENANT

- Leadership
- Communications

- Company and Group/Division level supervision
- Establishing the correct strategy as the initial IC
- Decision making at the tactical level
- Coaching, counseling, mentoring, instructing, etc.
- Company and task level training

ENGINEER

- Leadership
- Apparatus operations including pump theory, hydraulics, water supply, tactical use, etc.
- Basic firefighting and EMS skills
- Decision making at the tactical level
- Communications
- Geographic knowledge of City and Rural areas
- Equipment use, maintenance, troubleshooting, and basic repair
- Crew level supervision when company officer functions as a Group/Division supervisor
- Coaching, mentoring, and instructing

FIREFIGHTER

- Leadership
- Basic firefighting and EMS skills
- Decision making at the task level
- Basic use of equipment and support apparatus (tenders, Type 6, etc.)
- Communications
- Coaching, mentoring, and instructing

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Loveland Fire Rescue Authority's
Firefighter Oath

I do solemnly swear to faithfully execute the duties as a firefighter for the Loveland Fire Rescue Authority and to selflessly serve with commitment, compassion and courage. I will uphold the mission that incorporates response, readiness, resources and relationships, the Constitution of the United States of America, the laws of the State of Colorado and the rules, policies and procedures of the Loveland Fire Rescue Authority.

