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**CATEGORY I: GOVERNANCE AND ADMINISTRATION**

For purposes of this Category, Governance is defined as the recognition of the authority that allows an organization or agency to legally form and operate. In fulfilling this responsibility, the legal entity that oversees this formation process reflects the public interest, protects the agency from undesirable external interference, determines basic policies for providing services, and interprets the agency’s activities to its constituency. Administration is defined as the activities that carry out the implementation of the policies established by the authority having jurisdiction. In fulfilling this responsibility, the agency or organization carries out the day-to-day operations.

The legal entity and governing authority define the duties and responsibilities of the agency in an official policy statement. An organization’s charter or local or state/province general statutes likely contain an agency’s official policy statement.

The chief executive or chief fire officer should provide staff leadership in developing policy proposals for the legal civil authority having jurisdiction so those officials can take action to implement public policy based upon knowledgeable input from public safety leadership. Keeping an elected governing board and/or high ranking individual informed on all matters affecting the agency and delivery of emergency services is the primary responsibility of agency leadership.

It must be recognized that other organizations participate in the governance of the agency, such as the state/provincial and federal governments through legislation, regulations, and funding procedures, and other organizations through associations and bargaining units. The governing board coordinates all of these diverse interests to set the direction of the agency.

The agency administration exercises responsibility for the quality of the agency through an organized system of planning, staffing, directing, coordinating, and evaluating. The agency administration is entrusted with the assets and is charged to uphold its mission and programs, to ensure compliance with laws and regulations, and to provide stability and continuity.

For many volunteer fire service organizations, the governing board is within the municipal or county government and is the executive/legislative body for municipal or county governance, some elected directly by the public, such as special districts. In the absence of a municipally appointed fire chief or chief executive officer, for purposes of accreditation, the duly elected or appointed volunteer fire chief shall be the individual responsible for the criteria and performance indicators.

In many city or county municipal organizations a separation of powers exists that give the governing body legislative responsibility while giving administrative responsibility to a strong mayor or city manager. The chief fire officer/chief executive officer in such organizations generally reports directly to the mayor, manager, or designee. It is vital that the leadership of every agency understand who actually sets policy for the government structure they are working in and their role in implementing that policy.
**Criterion 1A: Governing Body**

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources.

**Summary:**

Loveland Fire Rescue Authority (LFRA) was formed in January 2012 with the consolidation of the City of Loveland Fire Department and the Loveland Rural Fire Protection District. The City and the Rural District adopted an Intergovernmental Agreement (IGA) establishing LFRA as an independent government agency. The IGA is the basis of LFRA’s existence and outlines the governance, management, funding formulas, and operations of the agency.

A five-person Board of Directors governs the agency. The members of the Board are appointed by the Loveland City Council and the Rural District Board. The Board includes two City Council members, two Rural District members, and the Loveland City Manager. LFRA’s Fire Chief answers directly the Board of Directors. As such, the Fire Chief acts as the agency head and is responsible for the overall operations, management, budgetary, and enforcement functions of the agency. The agency has enacted Administrative Guidelines as well as Incident and General Guidelines to manage the agency and its members in administrative, operations, and fire prevention functions.
### 1A.1 The agency is legally established.

**Description**

Loveland Fire Rescue Authority (LFRA) was formed in January 2012 with the consolidation of the City of Loveland Fire Department and the Loveland Rural Fire Protection District. The City and the Rural District adopted an Intergovernmental Agreement (IGA) establishing LFRA as an independent government agency. The IGA is the basis of LFRA’s existence and outlines the governance, management, funding formulas, and operations of the agency. To date, there have been four (4) amendments to the IGA. The IGA and all amendments have been approved and adopted by both governing partners.

**Appraisal**

The IGA that establishes LFRA was developed pursuant to Colorado Revised Statutes (C.R.S. § 29-1-203(1) and 29-1-203(4)) and was reviewed and approved by legal counsel for both governing partners.

**Plan**

The agency will continue to monitor Colorado state statutes to ensure that issues relevant to fire districts and fire authorities are promptly reviewed and addressed.

**References**

- IGA Establishes LFRA as Entity
- LFRA IGA Amendment 1
- LFRA IGA Amendment 2
- LFRA IGA Amendment 3
- LFRA IGA Amendment 4
- Colorado Revised Statutes: 29-1-203(1) and 29-1-203(4), § C.R.S.
1A.2 The agency complies with legal requirements of local, state/provincial, and federal governments (i.e. inspection reports, regulatory references, meeting minutes, and legal opinions).

Description
As a special district, the agency complies with Title 32 of Colorado Revised Statutes (C.R.S.). Quarterly budget reports are submitted to the LFRA Board of Directors, as well as to the City of Loveland and Loveland Rural Fire Protection District, for review. Auditors from both governing partners review all budgetary documents for compliance.

The agency also implements additional controls that exceed requirements of State law. The LFRA budget process contains approximately 32 different programs that are reviewed annually by an LFRA Board sub-committee, the Board of Directors, the Fire Rescue Advisory Commission (FRAC) and the Rural District Board of Directors. Detailed budget requests are submitted by program managers early in the budget process. The annual program appraisal and budget submittal process requires a program history as well as a prioritized list of anticipated expenses/revenues that will apply to each specific program. The LFRA budget process is directed to be in compliance with the 10-year strategic plan. This helps to prioritize programs within LFRA and to make sure the programs are in line with the LFRA Board’s directions as well as local, state and federal requirements.

Additionally, the agency publishes the dates, times, locations and agendas of all Board meetings on the agency’s website, as required by Title 32. The website also contains minutes from previous Board meetings. The agency maintains a relationship with legal counsel to ensure that all requirements of Title 32 are met.

Appraisal
Through the cooperative relationship with City of Loveland and Loveland Rural Fire Protection District, as well as the contract with legal counsel, LFRA has established processes that ensure the agency has complied with, and will continue to comply with, all local, state and federal requirements.

Plan
The agency will continue to work with City of Loveland and Loveland Rural Fire Protection District to ensure that the agency complies with all local, state and federal requirements of a special district.

References
First Amendment to the IGA for the Establishment and Operation of the LFRA as a Separate Governmental Entity
LFRA Board Resolution R-054
2015 Annual Report
2016 Annual Report
2016 Approved Budget
2017 Proposed Budget
Legal Counsel to LFRA
1A.3 The agency has a methodology to monitor and track applicable local, state/provincial, and federal requirement changes.

Description

The agency’s legal counsel, Ireland Stapleton, is the primary source of information for monitoring and tracking applicable local, state and federal requirements. The agency also receives regular information from the City of Loveland and Loveland Rural Fire Protection District regarding these requirements. As a minimum, the agency is notified monthly during the Colorado Legislative Session of pending and/or proposed bills. The agency also participates in the Colorado Municipal League, Colorado Special Districts Pool, the Colorado State Fire Chiefs Association, the Fire Marshals Association of Colorado and other associations to ensure that the agency remains current in all local, state and federal requirements.

Appraisal

Through the relationships with legal counsel, City, and Rural District, as well as participation in applicable professional associations, the agency’s Fire Chief, Administrative Director, and Fire Marshal have been kept informed of all pending changes to local, state and federal requirements. The Board of Directors has been provided updates by agency Executive Staff as necessary.

Plan

The agency will continue to participate in professional associations. The agency will continue to receive monthly notifications of pertinent legislative issues per the contractual relationship with Ireland Stapleton.

References

2016 Legislative Tracker – monthly report from Ireland Stapleton
Colorado Municipal League
Colorado Special Districts League
Colorado State Fire Chiefs Association
Fire Marshals Association of Colorado
The LFRA Board of Directors (Board) meets monthly to review programs, services, and budgets to ensure that the correlate with the agency’s direction, as established in the Strategic Plan. Additionally, the agency’s legal counsel is present during monthly Board meetings to ensure that the agency continues to comply with all local, state and federal requirements. When specifically requested, the Fire Chief meets with Board members to provide additional information that supports monthly Board meeting agendas. The agency also develops and publishes an annual report each year that provides further information to the Board on each program and service area.

The relationships and meeting frequencies established by the Board of Directors have provided the Board with ample opportunities to review and approve agency services and programs, as documented in the minutes of Board meetings.

The Board of Directors will continue to meet monthly to review and approve programs, services, plans and budgets. This will include annual review and adoption of annual budgets, strategic plan progress reports, and monthly and annual reports. The Fire Chief, and other members of the agency, will continue to meet with the Board per specific request.

LFRA Board of Directors annual meeting schedule
LFRA Board of Directors meeting minutes from Board review/approval of annual report
1A.5 The method used to select the agency’s chief fire officer/chief executive officer includes evaluation of candidate qualifications and credentials.

Description
The agency’s Fire Chief reports directly to the Board of Directors. The current Fire Chief was hired in November 2014, after being selected from a pool of external candidates. The Board of Directors establishes the qualifications for the Fire Chief, as documented on the position’s job description. The Board also governs the hiring process for filling the position and performs semi-annual reviews of the Fire Chief’s performance.

Appraisal
The job description of the agency’s Fire Chief has been developed by the Board of Directors to include minimum and recommended qualifications and credentials. Periodic review of the job description has allowed for the job description to remain current and appropriate for the position. The agency has reviewed and updated the Fire Chief job description prior to each announcement for a recruiting/hiring process.

Plan
The agency will continue to maintain a current job description for the Fire Chief. The Board of Directors will continue to establish the methods for selecting the agency’s Fire Chief.

References
Job Description – Fire Chief
1A.6 The role and composition of various policy making, planning, and special purpose bodies are defined by the governing body in an organization chart.

Description
The agency’s organizational chart demonstrates and reflects the governance and management positions within the agency. This organizational chart is reviewed and updated annually. The Program Matrix is used to establish oversight and direction for the wide variety of program and project areas within the agency. This Matrix is reviewed and updated as program/project reassignments are made. The Operations Division organization chart is maintained to document the organizational structure assigned to each company within the Operations Division. This organizational chart is updated each time personnel are permanently moved/reassigned within the Division.

Appraisal
The general agency organizational chart has been reviewed and approved by the Board of Directors and has provided a clear governmental structure for the agency. The Program Matrix has been established to clarify roles and responsibilities within the various program/project areas. The Operations Division organization chart has been updated and revised as needed to remain current and provide a clear chain of command within each Operations Division company and shift. Agency administrators have not received any negative feedback about any of these documents.

Plan
The agency will continue to maintain, publish and update the Program Matrix and Operations Division organization chart as needed to keep all documents current. The general agency organizational chart will be reviewed and updated at least annually, as part of the annual report process.

References
LFRA Organizational Chart
LFRA Program Matrix
Operations Division Organization Chart (2017)
LFRA Annual Report (2016)
1A.7 The governing body or designated authority approves the organizational structure that carries out the agency’s mission.

**Description**
The LFRA Board of Directors reviews and approves the agency’s organizational structure, as documented in the organization chart that is published in the agency’s strategic plan. The organizational chart is reviewed and updated annually during the preparation and publishing of the annual report, which is approved by the Board of Directors.

**Appraisal**
The use of the strategic plan and annual reports to review and update the agency’s organizational structure has allowed the agency to maintain a current and effective organization chart.

**Plan**
The agency will continue to use the strategic plan and subsequent annual reports to review, update and publish the agency’s organizational structure.

**References**
LFRA Strategic Plan
LFRA Annual Report (2016)
LFRA Org Chart (2017)
**1A.8 The governing body has policies to preclude individual participation of governing board members and staff in actions involving possible conflict of interest.**

**Description**

LFRA Bylaws Section 8 addresses possible conflict of interest for Board members and LFRA staff. The Disclosure of Conflict of Interest requirement indicates that a Board member must disqualify him or herself from considering, discussing, or voting on a matter where they have a conflict of interest. The LFRA Code of Conduct, Administrative Regulation AR-00001 Procurement Regulation (Section B: Procurement Responsibility and Ethics) addresses conflicts of interest. Loveland Municipal Code Section 2.73 addresses Prohibited Gifts to City Officials. These rules were developed to mirror applicable Colorado State Statutes and have been distributed to all LFRA employees and Board members. They are also available for employee review via the agency’s intranet. Additionally, all LFRA positions in a “position of public trust,” including Board members, take an oath of office.

**Appraisal**

All LFRA personnel in a position of public trust have taken an oath of office. This has included positions from Reserve Firefighter through to the Fire Chief and LFRA Board members. Administrative staff have not participated in any oath of office. All policies have been introduced during new employee orientation, where each employee has signed a form indicating that they have received and reviewed policy information. Current versions of all policies have been placed on the agency’s intranet. The agency has begun working to develop a document that explains and clarifies the culture and values (e.g., ethos) of the agency.

**Plan**

LFRA’s Board of Directors will examine and discuss the need to administer an oath of office to all administrative staff, in addition to sworn staff. The agency will continue to educate and inform all staff members about how to current policies, including providing periodic clarification on conflict of interest. The agency will continue working to develop and publish a document that clarifies and explains the agency’s ethos.

**References**

- LFRA Bylaws
- Code of Conduct
- Oath of Office
- Administrative Regulations
**1A.9** A communication process is in place between the governing body and the administrative structure of the agency.

**Description**
LFRA Board of Directors (Board) and senior administrative staff maintain ongoing communications through LFRA Board meetings, Loveland Rural Fire Protection District Board meetings, City Council meetings, and the Fire Advisory Commission meetings. The Fire Chief attends City of Loveland Management Team meetings weekly to discuss any agency issues that will be included at the upcoming City Council meeting. The Fire Chief meets with the Chairman of the LFRA Board of Directors before each monthly meeting to discuss the agenda and any issues that need to be addressed at the Board meeting. Minutes and agendas are posted and scanned in accordance with the Fire Authority Bylaws and state law. The budget proposal process that is coordinated between LFRA administration, the LFRA Board of Directors, and the Rural Fire Protection District Board allows for exchange of information as well as feedback. Correspondence between agencies is on-going through e-mail.

**Appraisal**
The agency has established and maintained an effective communications process between the administrative structure of the agency and the Board of Directors, as well as all other external partners that are involved in agency administration. The agency has established bylaws to govern Board meetings and the communications process has been established based on intergovernmental agreement.

**Plan**
LFRA staff and the Board of Directors plan to continue to maintain open lines of communication through regular Board and City Council meetings, e-mails and any special meetings that may be needed. The Fire Chief will continue to meet with Board leadership at least monthly, or more frequently if necessary.

**References**
- LFRA Bylaws
- LFRA Board Meetings Resolution R-040
1A.10 The governing body publishes a mission statement.

Description
The agency’s mission statement is published in the agency’s strategic plan. It is also published within the annual report. Both of these documents are reviewed and approved by the Board of Directors prior to being published. The mission statement is also published on the agency’s website. The agency’s core values are printed on the side of every Operations Division apparatus.

Appraisal
The agency has been successful in publishing the mission statement in a variety of print and electronic media. Discussions with various members of the agency have indicated that all members have been made aware of the mission statement.

Plan
The agency will continue to publish the mission statement in each annual report as well as within the strategic plan. The agency will continue to evaluate options for using various electronic media outlets as additional opportunities for publishing the mission statement.

References
LFRA Strategic Plan
LFRA website
**CRITERION 1B: AGENCY ADMINISTRATION**

The organizational structure aligns with or supports the agency’s mission, purposes, goals, strategies, and objectives.

**Summary:**

The agency’s mission statement commits to protecting life and property through commitment, compassion, and courage, (the 3C’s). The agency supports the mission through “the 4R’s” of response, readiness, resources and relationships. These two elements of the organization provide the guiding framework that directs and prioritizes all agency resources.

LFRA’s organizational chart and administrative structure support the 3C’s, 4R’s and provides an environment for achieving the agency’s mission, goals, strategies, and objectives as outlined in the LFRA Strategic Plan.
1B.1 The administrative structure reflects the agency’s mission, goals, objectives, size, and complexity.

**Description**

The mission of LFRA, as defined on page 17 of the Strategic Plan, is “Through commitment, compassion and courage, the mission of LFRA is to protect life and property.” The LFRA organizational chart is an accurate depiction of the agency’s administrative structure. A Division Chief manages and oversees the activities within each division to ensure that programs and projects support established objectives, goals and agency mission. The organizational chart is published in the agency’s annual report. The administrative structure for 2017 has been updated to reflect the hiring of a new position to manage the agency’s human resources functions. The Operations Division is the largest branch of agency personnel. The Operations Division maintains an organization chart that depicts individual assignments for each company within the Division.

**Appraisal**

The use of an agency organization chart has allowed all employees to maintain a clear understanding of the administrative structure of the agency. The addition of the Operations Division organization chart has provided a clear organizational structure within the largest and most complex division of the agency.

**Plan**

The agency will continue to maintain an administrative structure that supports the accomplishment of goals and objectives established within the strategic plan. All organizational charts will be reviewed and updated at least annually, or when needed to reflect updated processes.

**References**

LFRA Strategic Plan (page 17)
LFRA Organizational Chart
Operations Organization Chart (2017)
LFRA Annual Report (2016)
1B.2 **Financial, equipment, and personnel resource allocation reflects the agency’s mission, goals, and objectives.**

**Description**

Allocation of financial, equipment and personnel resources are reflective of the agency’s mission, goals and objectives, as established in the agency’s strategic plan. The agency allocates personnel and resources to the Community Safety Division to support the agency’s mission of community risk reduction and emergency management. Resources in the Operations Division are provided for the delivery of a variety of fire and rescue services.

Personnel comprise approximately 73% of the agency’s annual budget, with the remainder being used for capital (2%), purchase of City services (9%), supplies (3%), and purchased services (13%). The annual budget is prepared by the agency’s Administrative Director and includes input from all program managers. The proposed annual budget is reviewed by the agency’s Executive Staff before being submitted to the Loveland City Council, Loveland Rural Fire Protection District, and LFRA Board of Directors for final approvals.

**Appraisal**

The development of the agency’s annual budget has provided all program managers with opportunities for input. The approved annual budget has been designed to support the mission, goals and objectives established within the agency’s strategic plan.

**Plan**

The agency will continue to use the existing processes for establishing a prioritized annual budget that supports the mission, goals and objectives established within the strategic plan. The agency will evaluate opportunities to use the Community Risk and Emergency Services Assessment – Standards of Cover (CRESA-SOC) document as another supporting document to address identified and/or anticipated deficiencies in distribution, concentration and/or reliability of resources within the annual budget process.

**References**

2016 Budget Presentation (PowerPoint)
Community Risk and Emergency Services Assessment – Standards of Cover document
**1B.3** Personnel functions, roles, and responsibilities are defined in **writing and a current organization chart exists that includes the agency’s relationship to the governing body.**

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<tr>
<td>Personnel functions, roles and responsibilities are defined in writing through the job description that is created for every position within LFRA. Job descriptions are reviewed and updated annually by LFRA administration, with cooperation and assistance from the City of Loveland Human Resources Department. Personnel assignments are defined in the agency’s organizational charts. The LFRA Organizational Chart displays the current organizational structure, including the agency’s relationship with the LFRA Board of Directors. The LFRA Operations Organization Chart provides a more detailed description of every position within that Division. During the end of 2014, all members of the Operations Division met to develop operational readiness philosophies for each shift. This process began at the individual company level and established clear and specific expectations for each company. Each shift’s company officers then shared information and developed an Operational Readiness document for their shift. These documents were then shared with the Operations Division Chief to ensure that there was consistency across the board for all operational shifts and companies within LFRA. The agency is currently using these documents to establish an overall document that establishes the agency’s guiding vision, values, or ethos. Once finished, this document will serve as a unified voice that establishes common expectations, roles and responsibilities for all levels of the agency.</td>
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<td>The combination of updated job descriptions, agency organization chart and Operations Division organization chart have provided all agency personnel with clear definitions of functions, roles and responsibilities. The Operational Readiness company and shift meetings served as an effective tool for establishing unified vision and clarity of mission for every position within the Operations Division.</td>
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<td>The agency will continue to review and update job descriptions annually. The agency’s organizational charts will be updated and reviewed as needed, based on changes within the agency’s structure. The agency will continue to have operational readiness meetings at the company and shift level at least annually to ensure that expectations, roles and responsibilities are clearly established. The agency will continue to work towards completion of the final ethos document by the end of 2017, with annual review and revision after document completion.</td>
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<tr>
<td>Job Descriptions for all positions</td>
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<td>LFRA Organizational Chart</td>
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<td>LFRA Operations Organization Chart (2017)</td>
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<td>A Shift Operational Readiness document</td>
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<td>C Shift Operational Readiness document</td>
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CATEGORY II: ASSESSMENT AND PLANNING

Assessment and planning are defined as the processes used to identify the community’s fire protection and other emergency service needs to identify potential goals and objectives. All agencies should have a basic source of data and information to logically and rationally define the organization’s mission. Assessment and planning is critical to the establishment of service level objectives, standards of cover, and ultimately, the quality of program outcomes. The overall purpose of using these processes is to establish a long-range general strategy for the operation of the system.
**Criterion 2A: Documentation of Area Characteristics**

The agency collects and analyzes data specific to the distinct characteristics of its legally defined service area(s) and applies the findings to organizational services and services development.

**Summary:**
Loveland Fire Rescue Authority (LFRA) collects and analyzes demographic and geo-spatial information for its entire response area. Data is compiled in geographic information system (GIS) mapping programs as well as the agency’s data analysis software programs. Area characteristics that are collected and analyzed include population density, water distribution systems, economic indicators, and legal boundaries. Characteristics are combined with incident response and fire loss data and used in the agency’s strategic planning processes. This information is also conveyed in the agency’s Community Risk and Emergency Services Assessment: Standards of Cover document.
2A.1 Service area boundaries for the agency are identified, documented, and legally adopted by the authority having jurisdiction.

**Description**

Article II of the intergovernmental agreement (IGA) that established Loveland Fire Rescue Authority (LFRA) as an independent entity established the agency’s service area as being all lands and properties within the jurisdictional boundaries of the City of Loveland and the Loveland Rural Fire Protection District. These boundaries are geolocated by the City of Loveland GIS and are indicated on a map of the agency’s service area.

**Appraisal**

With the establishment of the Loveland Fire Rescue Authority through an intergovernmental agreement (IGA), the service area boundaries were clearly identified, documented and legally adopted by both parties to the IGA.

**Plan**

LFRA will continue to use the service area boundary as described in the IGA that establishes the agency. The agency will continue to use the City of Loveland GIS department to monitor and maintain all legal descriptions of service area boundaries.

**References**

IGA Establishes LFRA as Entity
LFRA Response Area Map
Description
The service area for Loveland Fire Rescue Authority (LFRA) is identified within the intergovernmental agreement (IGA) that establishes LFRA as an independent agency as encompassing the City of Loveland and the Loveland Rural Fire Protection District. The agency’s service areas are also addressed within the Community Risk and Emergency Services Assessment – Standards of Cover (CRESA-SOC) document. LFRA works with the City of Loveland geographic information system (GIS) department to ensure that all boundaries and transportation system components are clearly identified and updated. LFRA maintains mutual aid and automatic aid agreements with all agencies that share borders with LFRA, including, but not limited to Poudre Fire Authority, Windsor Severance Fire Rescue, Front Range Fire Rescue Authority, Berthoud Fire Protection District, Estes Valley Fire Protection District, Glen Haven Fire Protection District, and Larimer County Sheriff’s Office.

Appraisal
The process used to identify and document LFRA’s geographic service area boundaries has allowed the agency to maintain up-to-date and GIS-verified information on all boundaries and service areas.

Plan
LFRA will continue to maintain records of all service area boundaries through the established processes.

References
IGA Establishes LFRA as Entity
LFRA CRESA-SOC document
LFRA Response Area Map
Map of Automatic Aid Areas
List of IGAs for LFRA
2A.3 The agency has a documented and adopted methodology for organizing the response area(s) into geographical planning zones.

Description
Within this service area, LFRA operates eight (8) fire stations that are organized within six (6) fire station planning zones, as shown on the LFRA District Divisions map. Each fire station planning zone serves as a geographic planning zone that is used to analyze incident frequency and response performance. These planning zones are also used for the assignment of engine company safety assessment visits. Within the Strategic Plan (page 21) LFRA has also established an Urban Response Area of approximately 100 square miles within which the agency applies a higher standard of response performance as compared to the surrounding Rural Response Area the encompasses the remainder of the agency’s service area.

Appraisal
The development of the fire station planning zones has allowed the agency to improve response performance analysis capabilities, as demonstrated through the agency’s monthly reporting procedures and annual reports. The development of the Urban Response Area (URA) was intended to allow the agency to effectively report on response capabilities within the “urban core” of the service area; however, application of the URA to response performance analysis has indicated that the URA encompasses population densities of urban, suburban, rural and wilderness. As such, the URA has been to present an inaccurate representation of the agency’s true “urban” response capabilities.

In late 2016, the agency began the process of updating the Strategic Plan. In conjunction with this process, the agency analyzed the service area by population density and distance to a staffed fire station in an effort to clarify the boundary of the Urban Response Area as well as to establish boundaries for other Suburban, Rural and/or Wilderness Response Areas, as appropriate.

Plan
LFRA will continue to use fire station planning zones and service area boundaries as described above to analyze incident frequency and response performance. During 2017, the agency will develop a revised Urban Response Area, as well as Suburban, Rural and Wilderness/Remote response areas in conjunction with the process of updating the Strategic Plan.

References
LFRA District Divisions
LFRA 2012 Strategic Plan (page 21)
Month-end Report (provide samples)
2012 LFRA Annual Report
2013 LFRA Annual Report
2014 LFRA Annual Report
2015 LFRA Annual Report
2016 LFRA Annual Report
Updated Response Areas (in process 2017)
2A.4 The agency assesses the community by planning zone and considers the population density within planning zones and population areas, as applicable, for the purpose of developing total response time standards.

Description
Loveland Fire Rescue Authority (LFRA) analyzes incident frequency and response performance by fire station planning zone as well as by Urban Response Area, as defined in the agency’s 2012 Strategic Plan (page 21). The agency has the additional capability of performing detailed incident frequency and response performance analysis by population density organized by map book grid. The availability of the FireView Dashboard software program also allows the agency to establish unique areas for analysis of incidents and/or response time based on identified need. Examples of the use of this analysis can be demonstrated in the analysis performed for Johnstown Call Volume (2015), Backbone and Bobcat Calls (2012-2014), Incidents near Berthoud, Dive Rescue Incident History (2011-2014), Engine 5 Auto Aid Incident History (2011-2014), HazMat and CO Incident History (2011-2014), and Rope Rescue Incident History (2011-2014).

Appraisal
The development of planning zones and the Urban Response Area has improved the agency’s abilities to analyze and report incident frequency and response performance, as demonstrated in the agency’s monthly and annual reports. The agency’s current Urban Response Area (URA) has been found to be too large and not exclusively encompassing an area of higher population densities. In late 2016, the agency began the process of updating the Strategic Plan. In conjunction with this process, the agency analyzed the service area by population density and distance to a staffed fire station in an effort to clarify the boundary of the Urban Response Area as well as to establish boundaries for other Suburban, Rural and/or Wilderness Response Areas, as appropriate.

Plan
In conjunction with the process of updating the agency’s Strategic Plan during 2017, the agency will evaluation options for incorporating the revised response areas that were proposed during late 2016. The revised response areas will include a new Urban Response Area as well as Suburban, Rural, and Wilderness/Remote response areas.

References
LFRA 2012 Strategic Plan (page 21)
Population Density vs Map Book Pages
Month-end Report (provide samples)
2012 LFRA Annual Report
2013 LFRA Annual Report
2014 LFRA Annual Report
2015 LFRA Annual Report
2016 LFRA Annual Report
Johnstown Call Volume (2015)
Backbone and Bobcat Calls (2012-2014)
Incidents near Berthoud
Dive Rescue Incident History (2011-2014)
Engine 5 Auto Aid Incident History (2011-2014)
HazMat and CO Incident History (2011-2014)
Rope Rescue Incident History (2011-2014)
Updated Response Areas (in process 2017)
2A.5 Data that includes **property, life, injury, environmental, and other associated losses**, as well as the **human and physical assets preserved and/or saved**, are recorded for a minimum of three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

**Description**
LFRA maintains information on fire loss, injury, environmental and other associate losses, including human and physical assets preserved and/or saved through the agency’s records management system. The agency uses the Emergency Technologies, Inc (ETI) records management software and has data available to January 1, 2009. The agency has been publishing annual reports to the Board of Directors since the 2012 calendar year. Prior data is available through the agency’s annual reports. Data can also be retrieved and analyzed using the Fireview Dashboard and Advanced Reporting Module software packages.

**Appraisal**
The agency’s records management system allows the agency to accurately record data that includes property, life, injury, environmental and other associated losses, including the human and physical assets preserved and/or saved. The combination of ETI and the Fireview software packages has allowed LFRA to analyze this information for five (5) immediately previous years.

**Plan**
LFRA will continue to use the ETI records management system to record data that includes property, life, injury, environmental and other associated losses, including the human and physical assets preserved and/or saved.

**References**
- Emergency Technologies, Inc – Fire Loss/Save Report
- Omega Fireview Dashboard – Fire Loss Report
- Omega Fireview Advanced Reporting Module – Fire Loss Report
- 2012 LFRA Annual Report
- 2013 LFRA Annual Report
- 2014 LFRA Annual Report
- 2015 LFRA Annual Report
- 2016 LFRA Annual Report
2A.6 The agency utilizes its adopted planning zone methodology to identify response area characteristics such as population, transportation systems, area land use, topography, geography, geology, physiography, climate, hazards and risks, and service provision capability demands.

Description
The Community Risk and Emergency Response Assessment: Standards of Cover (CRESA-SOC) document demonstrates how the agency uses fire station planning zones and the Urban Response Area to provide improved understanding of population density, transportation systems, land use areas, topography, geography, climate, and hazards and risks. This methodology allows LFRA to analyze incident frequency as well as response performance. The agency has the additional capability of performing detailed incident frequency and response performance analysis by population density organized by map book grid.

Appraisal
The development of fire station planning zones, as well as the Urban Response Area, has improved the agency’s ability to monitor and report on incident trends and response performance, as well as other response area characteristics, as demonstrated in the CRESA-SOC document. The inclusion of map book pages in incident analysis capabilities has allowed the agency to perform additional detailed analyses based on population density and/or specific geographic areas.

Plan
The agency will continue to use the fire station planning zones as the primary methodology for incident response analysis. In conjunction with the process of updating the agency’s Strategic Plan during 2017, the agency will evaluate opportunities to establish additional planning zones to improve analysis capabilities.

References
Community Risk and Emergency Response Assessment: Standards of Cover (CRESA-SOC) document
Population Density vs Map Book Pages
2A.7 **Significant socio-economic and demographic characteristics** for the response area are identified, such as key employment types and centers, assessed values, blighted areas, and population earning characteristics.

**Description**
Loveland Fire Rescue Authority (LFRA) evaluates several socio-economic and demographic characteristics to anticipate service demands within the response area. The primary source of demographic information is the US Census Bureau, as discussed in pages 34-36 of the CRESA-SOC document. The agency’s risk assessment process, combined with data supporting the agency’s Insurance Services Office (ISO) Public Protection Classification (PPC) rating, provides a wide variety of additional socio-economic and demographic characteristics of the LFRA response area. The agency also works closely with the City of Loveland and Loveland Rural Fire Protection District to monitor economic indicators, such as sales and use tax revenues, and property tax revenues to develop and maintain the agency’s rolling 10-year financial planning horizon.

**Appraisal**
The use of US Census Bureau demographic data by itself has been found to be inefficient due to the relative delay in updates to the information. However, the agency has found other sources of demographic information, including VillageProfile.com, the local Chamber of Commerce, Larimer County Planning Department, and City of Loveland Planning Department, among others.

**Plan**
The agency will continue to use a combination of US Census Bureau data, as well as other local government and public access sources to maintain up-to-date and accurate demographic information about the response area.

**References**
- Community Risk and Emergency Response Assessment: Standards of Cover (CRESA-SOC) document
- Insurance Services Office (ISO) Public Protection Classification (PPC) rating documents
- LFRA Rolling 10-Year Financial Planning document(s)
- Johnstown Planning and Zoning
- City of Loveland 2005 Comprehensive Plan
- Larimer County Planning and Zoning Information
- City of Loveland Planning and Zoning Information
2A.8 The agency identifies and documents all safety and remediation programs, such as fire prevention, public education, injury prevention, public health, and other similar programs, currently active within the response area.

Description
Loveland Fire Rescue Authority (LFRA) maintains information on a wide variety of safety and remediation programs that are currently active within the response area. The agency’s Community Risk and Emergency Response Assessment: Standards of Cover (CRESA-SOC) document identifies hazards and risks present within the response area. The agency’s Community Safety Division (CSD) staff manages the agency’s fire code inspection, new construction plan review, and hazardous materials permit programs and cooperates with the Larimer County Local Emergency Planning Commission (LEPC) to maintain a database of Tier II reporting companies. LFRA Operations Division personnel also regularly perform fire safety assessments of commercial occupancies throughout the response area. In 2016, the agency joined forces with the local school district, American Red Cross, Thompson Valley EMS, Larimer Emergency Telephone Authority, Loveland Police Department, Safe-Kids Larimer County, Berthoud Fire Protection District and City of Loveland Water and Power Division to establish the Thompson Safety Education Coalition (TSEC). The agencies participating in the TSEC are working collaboratively to build an improved understanding of the public education, injury prevention, public health and fire safety needs of the community, and to establish educational and outreach program to meet community needs.

Appraisal
Prior to 2016, LFRA provided a wide variety of public outreach and educational programs, but lacked a clear direction or understanding of community need. The development of the LFRA Public Education Program annual appraisal document helped the agency to understand the history of past programs offered, evaluate historical risks and incident frequencies, and develop a prioritized list of outreach program needs. The development of the TSEC, and the research that has accompanied its development, has provided tremendous insight into community needs and risks. It has also allowed all partner agencies the opportunity to develop outreach and educational programs based on agency specialization, with programs correlated to State educational standards.

Plan
LFRA will continue to foster positive relationships through the TSEC. Additionally, the agency will continue to monitor incident and risk information to ensure that educational and outreach programs are meeting community needs and are being provided by the most appropriate industry expert.

References
- Community Risk and Emergency Response Assessment: Standards of Cover (CRESA-SOC) document
- LFRA Engine Company Safety Assessment Program planning and appraisal document
- LFRA Hazardous Materials Permit Program planning and appraisal program
- Larimer LEPC Tier II report database
- Public Education Program research project
- LFRA Public Education Program annual appraisal document
- Thompson Safety Education Coalition – email from DC Sparks on 06-09-2016
- 2012 LFRA Annual Report
- 2013 LFRA Annual Report
- 2014 LFRA Annual Report
- 2015 LFRA Annual Report
- 2016 LFRA Annual Report
2A.9 The agency identifies critical infrastructure within the planning zones.

Description

Through participation in the Insurance Services Office (ISO) Public Protection Classification (PPC) rating process, the agency maintains accurate and detailed records on critical infrastructure and target hazards within the response area. Information includes details and maps of all water service providers. Information is maintained in both print as well as GIS-based maps. Through the agency’s fire safety inspection and Engine Company Safety Assessment programs, the agency maintains current records on location, community impact, pre-incident planning, and emergency contact information. This information is recorded in the agency’s records management system: Emergency Technologies, Inc (ETI).

The agency’s Community Risk and Emergency Service Assessment – Standards of Cover (CRESA-SOC) document includes and addresses detailed and specific information regarding transportation routes such as streets, roads, highways, bridges, and rail lines.

Appraisal

Participation in the ISO PPC process, as well as maintaining an active fire safety inspection program, has allowed the agency to maintain current records on critical infrastructure within the response area.

Plan

The agency will continue to perform fire safety inspections/assessments throughout the response area and to use that information to populate records for future ISO PPC evaluations.

References

Insurance Services Office (ISO) Public Protection Classification (PPC) rating documents
LFRA Target Hazard List
LFRA Target Hazard Map
Emergency Technologies Inc (ETI) – fire safety inspection and premise inventory information
**Criterion 2B: All-Hazard Risk Assessment and Response Strategies**

The agency identifies and assesses the nature and magnitude of all hazards and risks within its jurisdiction. Risk categorization and deployment impact considers such factors as cultural, economic, historical, and environmental values, and operational characteristics.

**Summary:**

The agency’s Community Risk and Emergency Services Assessment: Standards of Cover (CRESA-SOC) document provides detailed information about all hazards and risks within the response area. The CRESA-SOC also provides information on historical service demand as well as goals and objectives that have been established to meet current and predicted future service demands, as described in the agency’s strategic plan. The agency also works closely with Larimer County to maintain the County’s regional hazard mitigation plan. The agency’s critical task analysis has been evaluated through a combination of scenario-based training sequences in combination with real-world incident response information. The agency reviews and updates the strategic plan and CRESA-SOC annually.
2B.1 The agency has a documented and adopted methodology for identifying, assessing, categorizing, and classifying risks throughout the community or area of responsibility.

Description

The agency’s Community Risk and Emergency Response Assessment: Standards of Cover (CRESA-SOC) document provides a comprehensive description of the methodology used to identify, assess, and classify risks throughout the agency’s response area. Hazards and risks are identified within fire station planning zones (as displayed on the LFRA District Divisions map) and may also be evaluated by map book page to provide additional clarification. The Northern Colorado Regional Hazard Mitigation Plan serves as the agency’s primary sources for up-to-date information about the various hazards and risks that are present within Larimer County, including risk category for each hazard identified. The agency also maintains a Target Hazard List that includes properties that are deemed to be the highest risk buildings in the response area. The primary sources of information for developing the target hazard list are historical incident response, critical infrastructure and/or occupancy classification, and staff knowledge. The agency’s Fire Safety Assessment program establishes pre-fire planning and fire inspection frequency requirements for all occupancy types within the agency’s response area.

Appraisal

The methodology used to identify, assess, categorize and classify hazards and risks has allowed the agency to develop and maintain the CRESA-SOC document. The use of fire station planning zones has allowed agency personnel to maintain up-to-date information on the hazards and risks present within their primary response area. The agency’s Fire Safety Assessments guideline has established pre-fire planning and fire safety inspection schedules based on the risks presented by specific occupancy types. The use of the Northern Colorado Regional Hazard Mitigation Plan has allowed the agency to maintain accurate information about the categorization of each hazard and risk within the agency’s response area.

During 2016, the agency analyzed all fire-related incidents between 2009 and 2015 in an effort to improve understanding of the “fire problems” within the response area. This information was synthesized into the CRESA-SOC document, as well as the agency’s public outreach programs, to ensure that agency efforts were correlated to known issues.

Plan

The agency will continue to work with its regional partners to maintain the Northern Colorado Regional Hazard Mitigation Plan. The agency will review and update the CRESA-SOC document during the 2nd quarter of each year. Agency personnel will continue to participate in the Fire Safety Assessment program, which will be evaluated annually to identify program successes as well as opportunities for improvement.

References

Community Risk and Emergency Response Assessment: Standards of Cover (CRESA-SOC) document
LFRA District Divisions map
LFRA Map Book Pages map
Northern Colorado Regional Hazard Mitigation Plan
LFRA Target Hazard List
LFRA Officer Survey
Fire Safety Assessments guideline
Incident Data Research 2009-2015 (folder)
2B.2 The historical emergency and non-emergency service demands frequency for a minimum of three immediately previous years and the future probability of emergency and non-emergency service demands, by service type, have been identified and documented by planning zone.

Description
The agency analyzes service demands for all types of emergency and non-emergency calls for service, as documented in the Community Risk and Emergency Response Assessment: Standards of Cover (CRESA-SOC) document. Service demand is analyzed for all fire station planning zones for a five (5) year period of time, including the years 2011 through 2015. Prediction of the future probability of service demand is, in part, based upon the five (5) year data analysis contained within the CRESA-SOC document. The agency also evaluates service demand on a monthly basis to provide current information on progress towards accomplishment of response performance goals and objectives.

Appraisal
The agency has evaluated and analyzed emergency and non-emergency service demand by fire station planning zone for a period of five (5) years. This information has been used to evaluate progress towards accomplishing response performance goals and objectives that have been established in the agency’s strategic plan.

Plan
The agency will continue to analyze service demand monthly, with summarized and detailed information contained in the annual reports. Response performance information will be evaluated against goals and objectives established within the strategic plan. This information will also be used to update the agency’s response performance objectives that are documented within the Standards of Cover portion of the CRESA-SOC document.

References
Community Risk and Emergency Response Assessment: Standards of Cover (CRESA-SOC) document
LFRA Month-End Reports
BTCVFD Response Performance Evaluation
LFRA Strategic Plan
2B.3 Event consequence loss and save data that includes property, life, injury, environmental, and other losses and saved are assessed for three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

Description
The agency’s records management system allows the agency to collect incident loss/save information for every incident. Loss/Save information for each incident is entered by the officer in charge through the use of the National Fire Incident Reporting System (NFIRS) module of the records management system. This information is evaluated in the month end report and also within the agency’s annual report. The agency’s Community Risk and Emergency Response Assessment: Standards of Cover (CRESA-SOC) document presents and discusses event consequence information for five immediately previous years (from 2011 through 2015).

Appraisal
The agency’s records management system, Emergency Technologies Inc (ETI), has allowed the agency to accurately capture loss/save information by incident; however, reporting for more than fire-related loss/save information has been difficult to extract. The agency’s Business Services Coordinator has historically reviewed and updated all fire-related loss/save information reported within ETI by comparing information reported against information available within the County Assessor’s website. The agency has successfully worked with the City of Loveland Information Technology (IT) department to develop customized reports to extract additional loss/save type information from ETI.

Plan
The agency will continue to capture all incident-related loss/save information in the agency’s records management system. The agency will continue to work with City of Loveland IT to develop custom reports to extract loss/save type information from the records management system. The agency will also evaluate processes currently in place for capturing loss/save information to reduce or eliminate the need for follow-up by the Business Services Coordinator.

References
Emergency Technologies, Inc – Fire Loss/Save Report
LFRA Month-end Reports
LFRA Annual Report (2012)
LFRA Annual Report (2013)
LFRA Annual Report (2014)
LFRA Annual Report (2016)
Description
The Community Risk and Emergency Response Assessment: Standards of Cover (CRESA-SOC) document describes the agency’s processes for identifying, analyzing, categorizing and classifying hazards and risks within each of the fire station planning zones. Additional clarification of hazards and risks is provided through the agency’s Officer Survey that was conducted in 2015.

Appraisal
The methodology used to develop the CRESA-SOC document has provided the agency with an effective and efficient means for identifying, analyzing, categorizing and classifying the hazards and risks within each fire station planning zone. The 2015 Officer Survey was the first such survey ever performed by the agency.

Plan
The agency will continue to review and update the CRESA-SOC document annually. The agency should evaluate options for repeated the Officer Survey on a recurring basis to help capture and incorporate institutional knowledge into planning documents.

References
Community Risk and Emergency Response Assessment: Standards of Cover (CRESA-SOC) document
LFRA Officer Survey
2B.5 Fire protection and detection systems are incorporated into the risk analysis.

Description
Fire protection and detection systems such as automatic fire alarm systems and fire sprinkler systems are initially identified during the new construction plan review process. These systems are further identified during the Fire Safety Assessment process, which include Operations Division visits as well as visits by inspectors from the Community Safety Division. LFRA Operations Division employees review and update pre-fire planning documents with each site visit performed. Records are maintained for all occupancies with installed fire detection and fire protection systems, so that information is readily available during incident response, pre-incident planning, and fire safety inspection visits.

Appraisal
The process of documenting fire detection and fire protection systems during initial plan review, with updates provided during periodic fire safety assessment/inspection visits has allowed LFRA to maintain up-to-date records of all installed systems. This information has also been used to help develop appropriate pre-fire plans for effected occupancies. The agency has learned that its records management system is not capable of provided a calculated risk score based on individual building/occupancy characteristics.

Plan
The agency will continue to document fire protection and fire detection system information during initial plan review processes, with updates documented during periodic fire safety inspection/assessment visits. The agency should evaluate opportunities to improve the capabilities of the records management system to allow for calculation of a risk score for each occupancy.

References
Samples of information from new construction plan review processes
Fire Safety Assessment guideline and forms
Pre-Planning Program
2B.6 The agency **assesses critical infrastructure** within the planning zones for capabilities and capacities to meet the demands posed by the risks.

**Description**

Loveland Fire Rescue Authority (LFRA) maintains a target hazard list that identifies all critical infrastructure as well as other important and/or high risk structures. All buildings identified by the agency as “target hazards” are evaluated and pre-planned by Operations Division personnel. During the January 2015 evaluation by the Insurance Services Office (ISO), the agency also developed an updated list of all buildings in excess of 35 feet in height. Buildings on this list without fixed fire protection systems are identified, including the calculated fire flow if the building were to become involved in fire. Operations Division employees develop and maintain pre-fire plans for all target hazards and buildings deemed “high risk.” As of July 1, 2016, the agency has prepared pre-fire plans for 1,474 buildings. Pre-fire plans are reviewed and updated no less than once every three (3) years by Operations Division personnel.

**Appraisal**

The development of a target hazard list has allowed the agency to improve pre-incident planning efforts by identifying critical infrastructure and high risk occupancies. The target hazard list was finalized in December 2015, after review and approval by the Community Safety Division as well as all Battalion Chiefs and the Operations Division Chief. The tall building list that was developed for the 2015 ISO evaluation has not yet been incorporated into the agency’s pre-fire planning program.

**Plan**

The agency should evaluate the effectiveness of the current pre-fire planning program. The target hazard list should be evaluated and update at least annually.

**References**

LFRA Target Hazard List
List of Tall Buildings (from 2015 ISO evaluation)
**CRITERION 2C: CURRENT DEPLOYMENT AND PERFORMANCE**

The agency identifies and documents the nature and magnitude of the service and deployment demands within its jurisdiction. Based on risk categorization and service impact considerations, the agency’s deployment practices are consistent jurisdictional expectations and with industry research. Efficiency and effectiveness are documented through quality response measurements that consider overall response, consistency, reliability, resiliency, and outcomes throughout all service areas. The agency develops procedures, practices, and programs to appropriately guide its resource deployment.

**Summary:**

The Loveland Fire Rescue Authority (LFRA) strategic plan establishes overall goals and objectives for the agency’s response performance. The agency’s Community Risk and Emergency Services Assessment – Standards of Cover (CRESA-SOC) document provides additional clarification of incident frequency and magnitude, plus response performance goals and objectives, based on criteria established in the strategic plan. The CRESA-SOC provides benchmark and baseline response performance measurements to allow the agency to measure effectiveness and efficiency of operations.

The agency analyzes the nature and magnitude of service demands within its response area on a regular basis. The agency reports response performance, including the efficiency and effectiveness of the deployment model, to the Board of Directors on a monthly basis and also within the Annual Report. The agency works with the Loveland Emergency Communications Center (LECC) to maintain up to date alarm levels, which establish standardized response plans based on the incident type and general location.

Every program area within the Operations Division maintains an annual program planning and appraisal document that allows the program manager and executive leadership to monitor program effectiveness and to build plans for continual improvement. Resource deployment effectiveness is also monitored via the after action review (AAR) process.
2C.1 Given the levels of risks, area of responsibility, demographics, and socio-economic factors, the agency has determined, documented, and adopted a methodology for the consistent provision of service levels in all service program areas through response coverage strategies.

Description
The agency’s 2012 Strategic Plan establishes several service level and performance indicators that guide the agency’s methodology for monitoring incident frequency and response performance (pages 76-87). The Community Risk and Emergency Response Assessment: Standards of Cover (CRESA-SOC) document provides the basis for determining and documenting the risks, demographics, and other factors associated with service provision. The agency’s monthly and annual reporting processes, serve as the primary means for reporting and monitoring incident frequency and response performance to all stakeholders regarding response performance for all incident types.

Appraisal
The development of the 2012 Strategic Plan established appropriate and valid service level and performance indicators. Monthly and annual reporting on these indicators have allowed the agency to establish a goals and objectives to guide improvements to agency performance.

Plan
LFRA will continue to monitor the service level indicators established in the Strategic Plan and evaluate those indicators to ensure they remain appropriate and effective. The agency will continue to evaluate incident response information on a monthly basis, with reporting to the Board of Directors. The agency will develop and publish an annual report every year and will review and update the CRESA-SOC document annually.

References
LFRA Strategic Plan
Community Risk and Emergency Response Assessment: Standards of Cover (CRESA-SOC) document
LFRA Month-end Reports
LFRA Annual Report (2012)
LFRA Annual Report (2013)
LFRA Annual Report (2014)
LFRA Annual Report (2016)
2C.2 The agency has a documented and adopted methodology for monitoring its quality of emergency response performance for each service type within each planning zone and total response area.

Description
The agency’s monthly and annual reports provide the basis for monitoring response performance for all incident types within each of the fire station planning zones as well as the agency’s total response area. Monthly reports are distributed to all internal stakeholders, including the Board of Directors. Annual reports are published on the agency’s website and distributed to all internal and external stakeholders.

Appraisal
The implementation and use of monthly and annual reporting has provided the agency with a consistent platform upon which to monitor, evaluate and report response performance throughout the agency’s response area.

Plan
The agency will continue to complete monthly and annual reports based on service level indicators established within the Strategic Plan.

References
LFRA Month-end Reports
LFRA Annual Report (2012)
LFRA Annual Report (2013)
LFRA Annual Report (2014)
LFRA Annual Report (2016)
2C.3 Fire protection systems and detection systems are identified and considered in the development of appropriate response strategies.

Description
Fire protection and detection systems such as automatic fire alarm systems and fire sprinkler systems are initially identified during the new construction plan review process. These systems are further identified during the Fire Safety Assessment process, which include Operations Division visits as well as visits by inspectors from the Community Safety Division. LFRA Operations Division employees review and update pre-fire planning documents with each site visit performed. Records are maintained for all occupancies with installed fire detection and fire protection systems, so that information is readily available during incident response, pre-incident planning, and fire safety inspection visits.

Appraisal
The process of documenting fire detection and fire protection systems during initial plan review, with updates provided during periodic fire safety assessment/inspection visits has allowed LFRA to maintain up-to-date records of all installed systems. This information has also been used to help develop appropriate pre-fire plans for effected occupancies. The agency has learned that its records management system is not capable of provided a calculated risk score based on individual building/occupancy characteristics.

Plan
The agency will continue to document fire protection and fire detection system information during initial plan review processes, with updates documented during periodic fire safety inspection/assessment visits. The agency should evaluate opportunities to improve the capabilities of the records management system to allow for calculation of a risk score for each occupancy.

References
Samples of information from new construction plan review processes
Fire Safety Assessment guideline and forms
Pre-Planning Program
2C.4 A critical task analysis of each risk category and risk class has been conducted to determine the first-due and effective response force capabilities, and a process is in place to validate and document the results.

Description
The CTA Fall 2009 Structure Fire Evolutions report provides an explanation of the beginnings of Loveland Fire Rescue Authority (LFRA) monitoring company performance and assessing critical task capabilities for structure fire operations. Since the completion of the live fire prop in 2009, fire suppression companies participate in regular “two-box” live fire training evolutions and company qualifications training (CQTs), which are supervised by a Battalion Chief to evaluate effectiveness of each individual company as well as a planned effective response force. The agency also evaluates time to task completion for mutual aid/automatic aid response to structure fires, as demonstrated in the CTA Burns (August 2016) and Mutual Aid Burns (Sep 2016) documents.

The agency’s Community Risk and Emergency Response Assessment – Standards of Cover (CRESA-SOC) document provides additional critical task analysis for non-structure fire incidents. The Training Manual provides step-by-step instructions/descriptions for completing tasks at a wide variety of incident types. The Blue Card Command Sequence documents define and establish a variety of benchmarks that are used by the incident commander to monitor progress towards completion of incident goals and objectives. The agency uses its After Action Review (AAR) process to evaluate successes and opportunities for improvement from all significant incidents, thereby validating and documenting the effectiveness of emergency response operations.

Appraisal
The establishment of critical task analysis tracking processes for structure fire operations helped the agency to begin establishing and monitoring effectiveness of company operations. The implementation and use of Blue Card command sequence documents has allowed the agency to establish a variety of benchmarks that have been used to monitor progress towards completion of incident goals and objectives, allowing for the validation of critical tasking. The agency has not yet completed developing Blue Card command sequence cards for all incident types. The agency’s two-box drills and CQT processes have provided an opportunity to monitor company effectiveness for a wide variety of incident response scenarios. The agency recorded times to complete assignments during August and September 2016 live fire two box drills. The Training Manual has provided an efficient means for ensuring consistency of training across all shifts and to all personnel.

Plan
The agency will continue to develop, update and revise the Blue Card command sequence for all incident types. Operations Division companies will continue to participate in periodic two-box drills and CQTs. The agency should evaluate opportunities to track time to task completion during at least once annually during two-box drills and CQTs. The agency should ensure that all Training Manual components are evaluated and updated at least annually, or in conjunction with applicable AAR processes for related incidents.

References
CTA Fall 2009 Structure Fire Evolutions report
CTA Times for Fall 2009 Burn Evolutions
CQT Performance Tracking
CTA Burns (August 2016)
Mutual Aid Burns (Sep 2016)
CTA August 2016 Structure Fire Evolutions report
LFRA Company Qualifications Training forms
Community Risk and Emergency Response Assessment: Standards of Cover (CRESA-SOC) document
LFRA Training Manual
Blue Card command sequence documents
After Action Review process documents
2C.5 The agency has identified the total response time components for delivery of services in each service program area and found those services consistent and reliable within the entire response area.

Description
The agency’s Community Risk and Emergency Services Assessment: Standards of Cover (CRESA-SOC) document defines the components of total response time. Components of response time include Alarm Handling, Turnout, and Travel. LFRA Response Time is defined as Turnout plus Travel, while System Response Time also includes Alarm Handling. In addition to the agency’s annual reporting process, response performance is also analyzed monthly. Response performance is analyzed throughout the response area as well as by fire station planning zone, including the Big Thompson Canyon service area. The agency also analyzes emergency medical service capabilities based on both LFRA and Thompson Valley EMS (TVEMS) apparatus. This analysis indicates that the agency is providing a consistent and reliable emergency response system. Response performance information is published to all internal and external stakeholders via the month-end and annual reports.

Appraisal
The agency has been analyzing and reporting response performance since the 2012 Annual Report, revealing that service provision has been consistent and reliable since January 2012.

Plan
The agency will continue to monitor response performance monthly as well as annually.

References
Community Risk and Emergency Services Assessment: Standards of Cover (CRESA-SOC) document
LFRA Strategic Plan
LFRA Month-end Reports
LFRA Annual Report (2012)
LFRA Annual Report (2013)
LFRA Annual Report (2014)
LFRA Annual Report (2016)
2C.6 The agency has identified the total response time components for delivery of services in each service program area and assessed those services in each planning zone.

**Description**

The agency’s Community Risk and Emergency Services Assessment: Standards of Cover (CRESA-SOC) document defines the components of total response time. Components of response time include Alarm Handling, Turnout, and Travel. LFRA Response Time is defined as Turnout plus Travel, while System Response Time also includes Alarm Handling. Response performance is analyzed within each of the fire station planning zones as well as within the Urban and Rural response areas, as established in the agency’s strategic plan.

**Appraisal**

The establishment of the Urban Response Area (URA), as defined in the agency’s strategic plan, has allowed the agency to improve response performance analysis. However, analysis has indicated that the URA may be not appropriately sized to indicate an “urban” population density or use area.

**Plan**

The agency will continue to evaluate response performance monthly and annually by fire station planning zone as well as by Urban and Rural response areas. In conjunction with the process of updating the agency’s Strategic Plan during 2016, the agency will analyze the service area by population density to clarify the boundary of the Urban Response Area as well as to establish boundaries for other Suburban, Rural and/or Wilderness Response Areas, as appropriate.

**References**

Community Risk and Emergency Services Assessment: Standards of Cover (CRESA-SOC) document
LFRA Strategic Plan
LFRA Month-end Reports
LFRA Annual Report (2012)
LFRA Annual Report (2013)
LFRA Annual Report (2014)
LFRA Annual Report (2016)
The agency has identified efforts to maintain and improve its performance in the delivery of its emergency services for the past three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

**Description**

The agency’s performance expectations are established in the strategic plan as well as the CRESA-SOC document. The agency has established several processes that help measure efficiency and effectiveness of its deployment model, as well as to identify opportunities for improvement. Upon the construction of the live fire prop in 2009, fire suppression companies completed live fire training evolutions that involved capture of times to complete various fireground tasks. This process was used again in August 2016 to identify current performance. Fire suppression companies regularly participate in “two-box” live fire training evolutions and company qualifications training (CQTs), which are supervised by a Battalion Chief. The Training Manual provides step-by-step instructions/descriptions for completing tasks at a wide variety of incident types. These documents are reviewed and updated annually. The Blue Card Command Sequence documents define and establish a variety of benchmarks that are used by the incident commander to monitor progress towards completion of incident goals and objectives. These documents are also reviewed and updated annually. The agency uses its After Action Review (AAR) process to evaluate successes and opportunities for improvement from all significant incidents, thereby validating and documenting the effectiveness of emergency response operations. Every program area within the Operations Division completes an annual program appraisal document that evaluates the effectiveness of the program area and establishes goals and objectives for the subsequent year. The agency’s annual report provides a summary of agency progress towards completion of goals and objectives, and also serves as a foundation for the agency’s improvement processes.

**Appraisal**

Since 2009, the agency has implemented numerous processes to help establish continuous improvement processes. The agency did not track time to completion of two box drills between 2009 and August 2016, but re-established that process in August 2016. The use of CQTs has allowed Battalion Chiefs to monitor and evaluate the effectiveness of each crew based on a standardized set of criteria. The agency’s monthly reporting, annual reporting and AAR processes have provided effective means for monitoring and reporting the effectiveness and efficiency of operations.

**Plan**

The agency will continue to monitor and report operational effectiveness using the existing tools. The agency should track time to task completion during two box drills and CQTs at least once per year.

**References**

- LFRA Strategic Plan
- Community Risk and Emergency Services Assessment: Standards of Cover (CRESA-SOC) document
- CTA Fall 2009 Structure Fire Evolutions report
- CTA Times for Fall 2009 Burn Evolutions
- CQT Performance Tracking
- CTA Burns (August 2016)
- Mutual Aid Burns (Sep 2016)
- LFRA Company Qualifications Training forms
### 2C.8 The agency’s resiliency has been assessed through its deployment policies, procedures, and practices.

**Description**
The agency’s CRESA-SOC document contains the agency’s benchmark and baseline times. LFRA reports on operational effectiveness, including incident frequency and response performance, on a monthly basis as well as in the agency’s annual report. The agency’s alarm levels document establishes response plans that are intended to front-load an incident to allow the agency to more promptly identify and address critical incident needs.

The agency maintains automatic aid agreements with all adjacent fire service agencies. The agency uses a shift recall process to bring off-duty personnel back to duty during times of high call volume or to meet additional staffing needs during high acuity incidents.

**Appraisal**
The agency’s alarm levels document has been reviewed and updated annually by the Operations Division to ensure that it has met agency and incident needs. The agency has begun working with the Loveland Emergency Communications Center (LECC) to establish specific response plans for identified target hazards.

**Plan**
The agency will continue to maintain and assess deployment policies, procedures and practices using the current processes that are already in place. The agency should continue to work the LECC to evaluate alarm levels and response plans for all incident types and risk levels.

**References**
- Community Risk and Emergency Services Assessment: Standards of Cover (CRESA-SOC) document
- LFRA Alarm Levels
- Automatic Aid agreements
- Staffing Levels guideline
- LFRA Month-end Reports
- LFRA Annual Report (2013)
- LFRA Annual Report (2014)
- LFRA Annual Report (2016)
The agency has assessed and provided evidence that its current deployment methods for emergency services appropriately address the risk in its service area. Its response strategy has evolved to ensure that its deployment practices have maintained and/or made continuous improvements in the effectiveness, efficiency, and safety of its operations, notwithstanding any outside influences beyond its control. The agency has identified the impacts of these outside influences to the authority having jurisdiction.

**Summary:**

The agency’s strategic plan and Community Risk and Emergency Services Assessment – Standards of Cover (CRESA-SOC) document serve as the two documents that clearly describe the risks within the LFRA response area and define the deployment model that is applied to maintain appropriate service levels to address those risks.

Beginning in 2009, Loveland Fire Rescue Authority (LFRA) embarked on a quest to “go from good to great, and build it to last.” With the development of the 2012 Strategic Plan, the agency established numerous planning assumptions, goals and objectives that are designed to guide the agency on a path of continuous improvement. Internal and external stakeholders were involved in the establishing the 2012 Strategic Plan, and the agency continues to maintain strong working relationships with those stakeholders in the evaluation of its service delivery model.
The agency has documented and adopted methodology for assessing performance adequacies, consistencies, reliabilities, resiliencies, and opportunities for improvement for the total response area.

**Description**
The agency’s total response area is analyzed by Urban Response Area, as defined on pages 21-22 of the strategic plan. The remainder of the agency’s response area is defined and analyzed as a rural response area. Loveland Fire Rescue Authority (LFRA) monitors incident frequency and response performance on a monthly basis as well as in the agency’s annual report. The agency also frequently conducts after action reviews (AARs) to analyze performance issues for the purpose of identifying opportunities for improvement. Additional performance analysis is presented in the annual program appraisal document that is produced annually for each program area.

**Appraisal**
The agency has evaluated the current appraisal processes in place and has determined that they provide a consistent and effective means for both qualitative and quantitative of agency programs. However, it has been noted that the majority of information provided in the analysis process has primarily consisted of outputs, with very few outcomes measured or reported.

**Plan**
The agency should evaluate opportunities to establish specific and measurable reporting options for both outputs as well as outcomes. The agency will continue to analyze incident frequency and response performance monthly and annually. The agency should evaluate opportunities to adjust response areas to further improve analysis capabilities. The agency’s AAR process should continue to be used for the purposes of identifying opportunities for improvement. Annual program appraisals should continue to be used to help guide future improvements to each program area.

**References**
Month-end Reports
LFRA Annual Report (2012)
LFRA Annual Report (2013)
LFRA Annual Report (2014)
LFRA Annual Report (2016)
LFRA Strategic Plan
After Action Review (provide samples)
Annual program appraisal documents
The agency continuously monitors, assesses, and internally reports, at least quarterly, on the ability of the existing delivery system to meet expected outcomes and identifies the remedial actions most in need of attention.

Description
LFRA publishes monthly reports on incident frequency and response performance. This report is provided the LFRA Board of Directors and also to the entire membership of the organization. The contents of the monthly report are determined based on performance measures that are established in the agency’s strategic plan.

Appraisal
The agency’s monthly reports have provided an effective means for communicating agency performance. The agency has evaluated the current appraisal processes in place and has determined that they provide a consistent and effective means for both qualitative and quantitative of agency programs. However, it has been noted that the majority of information provided in the analysis process consists of outputs, with very few outcomes measured or reported.

Plan
The agency should evaluate opportunities to establish specific and measurable reporting options for both outputs as well as outcomes for all program areas. The agency will continue to analyze incident frequency and response performance monthly. The agency should evaluate opportunities to incorporate outcome results identified in after action reviews into the monthly reporting process.

References
Month-end reports
LFRA Strategic Plan
After Action Review (samples showing identified outcomes)
2D.3 The performance monitoring methodology identifies, at least annually, future external influences, altering conditions, growth and development trends, and new or changing risks, for purposes of analyzing the balance of service capabilities with new conditions or demands.

Description
The agency’s annual report provides detailed and specific information about incident trends and response performance. It also provides information about future considerations that could impact agency performance, such as trends in growth and/or demographics, changing risks, and other external influences. The information contained within the annual report is obtained, in part, from the individual program appraisal documents for the agency’s various operational programs.

Appraisal
Examination of the agency’s annual reports has indicated that the information presented regarding future growth and/or demographic trends has been predominantly reactive in nature. Clear correlations have not been established between the agency’s new construction/plan review processes, anticipated incident frequency, and/or anticipated response performance.

Plan
Evaluate options for developing an annual program appraisal for the agency’s new construction/plan review program, to improve availability of information pertaining to growth and development trends.

References
LFRA Annual Report (2012)
LFRA Annual Report (2013)
LFRA Annual Report (2014)
LFRA Annual Report (2016)
Annual program appraisal documents
2D.4 The performance monitoring methodology supports the annual assessment of the efficiency and effectiveness of each service program at least annually in relation to industry research.

Description
The agency’s monthly reports on incident frequency and response performance are used to provide information for the agency’s annual report. Additionally, these monthly reports as well as the annual report are used by program managers to develop summary information for each of LFRA’s operational program, contained with the agency’s annual program appraisal documents.

Appraisal
The development and use of the monthly reporting process has provided the agency with a more frequent and consistent availability of incident frequency and response performance information. Evaluation of the monthly report has determined that majority of information provided in the analysis process consists of outputs, with very few outcomes measured or reported.

Plan
The agency will continue to analyze incident frequency and response performance both monthly and annually. The agency should evaluate opportunities to establish specific and measurable reporting options for both outputs as well as outcomes for all program areas. The agency should evaluate opportunities to incorporate outcome results identified in after action reviews into the monthly reporting process as well as in the annual program appraisal documents.

References
Month-end Reports
LFRA Annual Report (2012)
LFRA Annual Report (2013)
LFRA Annual Report (2014)
LFRA Annual Report (2016)
Annual program appraisal documents
2D.5 Impacts of incident mitigation program efforts, (such as community risk reduction, public education, and community service programs), are considered and assessed in the monitoring process.

Description
The Community Safety Division (CSD) is the component of LFRA that is primarily responsible for coordinating the agency’s risk reduction, public education and community service programs. Risk reduction activities include fire safety inspections, new construction plan review, and emergency management activities. The agency’s Operations Division supports risk reduction efforts with the Business Safety Assessment program and the pre-fire planning program. All fire prevention related information is captured and recorded in the agency’s records management system, and is reported to all internal stakeholders on a monthly basis as well as within the agency’s annual report. Fire safety inspection and pre-fire planning information is available to on-duty personnel via the mobile data computers that are mounted in all agency apparatus. Annual Operations Division program appraisal documents contain limited references to ongoing mitigation program efforts.

Appraisal
The agency has evaluated its current records management system and determined that information availability “in the field” has been limited because the RMS is a server-based system, rather than a web-based system. Records and information for new construction projects have been maintained in two separate systems, based on jurisdictional requirements of the City of Loveland development services processes. This has limited the availability of information from these projects for on-duty personnel. Additionally, information gathered during new construction plan review processes has historically been limited to CSD employees.

Plan
The agency will continue to publish monthly and annual reports that contain information about ongoing mitigation program efforts. The CSD should evaluate opportunities to improve dissemination of mitigation program efforts throughout the agency. Annual program appraisal documents should include references to pertinent information from CSD-related activities.

References
CSD monthly reports
LFRA Annual Report (2012)
LFRA Annual Report (2013)
LFRA Annual Report (2014)
LFRA Annual Report (2016)
2D.6 **Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually.**

**Description**
The agency’s performance objectives are established and defined in the strategic plan. Annual program appraisal documents serve as the primary means through which performance gaps are identified for each operational program area. The information contained in the annual program appraisal documents is used to support the agency’s annual reports.

Incident specific evaluation of response performance and/or inconsistencies is captured in the after action review (AAR) process.

**Appraisal**
Annual program appraisal documents have primarily focused on equipment and staffing needs of the operational program area. Process improvement information obtained during the AAR process has not consistently been incorporated into annual program appraisal documents.

**Plan**
The agency will continue to develop annual program appraisal documents for all operational programs. Where applicable, each program appraisal report should include response performance information as well as AAR processes.

**References**
- LFRA Strategic Plan
- Annual program appraisal documents
- LFRA Annual Report (2013)
- LFRA Annual Report (2014)
- LFRA Annual Report (2016)
- After Action Review process information
2D.7 The agency has systematically developed a continuous improvement plan that details actions to be taken within an identified timeframe to address existing gaps and variations.

**Description**

Every operational program is evaluated and analyzed annually, as documented in the agency’s annual program appraisal documents. Each program appraisal document includes a basic summary of the past year’s activities, including output and outcome measures where applicable. The documents also contain references to program and/or performance goals and objectives that are established in either the agency’s strategic plan or past program appraisal documents. The differences between established goals and objectives, and actual program performance, are described and defined by the author. Based on established goals and objectives, as well as gaps identified, each program manager develops both short-term and long-range goals and objectives to help establish a continuous improvement process for the program, in support of planning assumptions identified in the agency’s strategic plan.

**Appraisal**

The implementation of the annual program appraisal documents has provided the agency with a consistent and effective process to monitor on-going improvement efforts. Every program area has established specific and measurable goals and objectives that correlate to the agency’s strategic plan.

**Plan**

The agency will continue to develop annual program appraisal documents that contains specific and measurable goals and objectives that are correlated to the agency’s strategic plan.

**References**

Annual program appraisal documents
LFRA Strategic Plan
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.

Description
The LFRA Board of Directors is the AHJ for the agency. The Community Risk and Emergency Services Assessment – Standards of Cover (CRESA-SOC) document defines and describes risks present within the LFRA response area and also establishes the goals and objectives for LFRA’s response performance. The agency develops monthly reports that contain information about incident frequency and response performance. The agency’s annual report contains summarized information about the current delivery system and the agency’s ability to mitigate the risks identified within its response area. Monthly and annual reports are provided to the agency’s Board of Directors as well as to all employees.

Appraisal
The combination of monthly and annual reports has allowed the agency to provide clear and factual information to the Board of Directors as well as the entire agency membership regarding incident frequency, response performance and operational capabilities.

Plan
The agency will continue to develop monthly and annual reports, and provide these reports to the Board of Directors and the entire membership.

References
Community Risk and Emergency Services Assessment – Standards of Cover (CRESA-SOC) document
Monthly Reports
LFRA Annual Report (2012)
LFRA Annual Report (2013)
LFRA Annual Report (2014)
LFRA Annual Report (2016)
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.

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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.

Description
The agency’s executive leadership meets with the Board of Directors (BOD) no less than monthly, during the regular BOD meetings. The agency also maintains a Fire Rescue Advisory Commission (FRAC), which consists of community members who are appointed by the Board of Directors to serve in an advisory capacity for the Fire Chief and the BOD in the implementation of the strategic plan. FRAC meets with members of the BOD and the agency’s executive leadership on the 2nd Wednesday of each month.

The agency participates in the Front Range Fire Consortium (FRFC), which is a group of fire service agencies along the Northern Front Range of Colorado. FRFC member agencies share training resources and also participate in automatic and mutual aid agreements with each other. The Operations Division Chief, or his designee, participates in all FRFC leadership meetings and also meets at least annually with each automatic and mutual aid partner to ensure that issues are identified and resolved promptly.

The agency’s executive leadership and program managers meet with external stakeholders on a regular basis to ensure positive working relationships are maintained. Examples of on-going relationships that are maintained by the agency include, but are not limited to:

- Thompson Valley EMS (TVEMS), the agency’s ALS transport provider
- Loveland Emergency Communications Center (LECC)
- Loveland Building Division and Planning Services
- Larimer County Sheriff’s Office and Larimer County Emergency Services
- Poudre Fire Authority
- Berthoud Fire Protection District
- Windsor Severance Fire Rescue
- Loveland Police Department
- Front Range Fire Rescue Authority
- Colorado State Patrol

Appraisal
Since 2009, the agency has identified the importance of building and maintaining strong working relationships with all external stakeholders, as shown in the agency’s 4Rs document. Members of LFRA have met with all identified stakeholders at least annually since 2009, and have observed improved relationships with those stakeholders as a direct result.

Plan
The agency will continue to maintain positive working relationships with all external stakeholders through existing processes.

References
- LFRA 4Rs document
- LFRA Strategic Plan
CATEGORY III: GOALS AND OBJECTIVES

Agencies should establish general organizational goals designed to implement their assigned mission and short-range plans. Additionally, agencies should establish goals and objectives to direct the priorities of operational programs (to include at least those outlined in Category V) and support services. All goals and objectives should be developed consistent with the elements of the published Strategic and Capital Improvement Plans.

Objectives are specific statements designed to document the steps necessary to achieve the agency’s goal statements and apply to a specific time period. For purposes of accreditation, objectives should be consistent with the elements of the acronym “S.M.A.R.T.”

- Specific
- Measurable
- Attainable
- Realistic
- Time-bound
**Criterion 3A: Strategic Planning**

A strategic plan of three (3) [initial accreditation candidates] to five (5) [currently accredited agencies] years in the future is in place, and along with the budget is guiding the activities of the agency. The plan is submitted to the appropriate authority having jurisdiction (AHJ).

**Summary:**

Loveland Fire Rescue Authority (LFRA) is operating under the 2012 Strategic Plan, which is adopted by all governing partners. Every LFRA employee is provided a printed copy of the strategic plan and the plan is also published on the agency’s website and is stored electronically on the internal network that is accessible to all agency employees. During late 2016, the agency began working to update the strategic plan, with a completed document expected during mid-2017. The agency’s budget is developed in support of the goals and objectives established in the adopted strategic plan and is reviewed and approved by the LFRA Board of Directors as well as the City of Loveland and the Loveland Rural Fire Protection District.
3A.1 The fire service agency has a published strategic plan.

Description
The Loveland Fire Rescue Authority (LFRA) strategic plan was developed and published in 2012. The strategic plan is published on the agency’s website, is stored in the internal network accessible by all employees, and each employee is also provided with a printed copy.

Appraisal
The use of multiple outlets (print, website and internal network) has allowed for the agency’s strategic plan to be published and available to all internal and external stakeholders.

Plan
The agency has begun working on an updated strategic plan. When this plan is completed, it will be published to all internal and external stakeholders using the most appropriate means available at the time.

References
LFRA Strategic Plan (2012)
3A.2 The strategic plan is approved within the agency and submitted to the governing body or administrative officer with responsibility over the fire agency and to whom the chief fire officer/chief executive officer reports.

Description
The agency’s strategic plan is adopted by the LFRA Board of Directors, as well as by both of the agency’s governing partners: the City of Loveland and the Loveland Rural Fire Protection District (LRFPD).

Appraisal
The agency’s Fire Rescue Advisory Commission (FRAC) was involved in the development of the strategic plan and was involved in the review/ adoption by both governing partners. This involvement served to provide a direct means of communication between agency Executive Leadership, the governing partners and the community.

Plan
When the agency’s updated strategic plan is finalized, it will be presented by the Executive Leadership, in partnership with FRAC, to the governing bodies for review, approval and adoption.

References
LFRA Board of Directors minutes – adoption of 2012 Strategic Plan
City of Loveland City Council minutes – adoption of LFRA 2012 Strategic Plan
LRFPD Board minutes – adoption of LFRA 2012 Strategic Plan
Criterion 3B: Goals and Objectives

The agency’s general goals and specific objectives direct its priorities in a manner consistent with its mission and are appropriate for the community it serves.

Summary:

The agency’s goals and objectives are established in the adopted strategic plan, as developed by the agency’s executive leadership in partnership with the Fire Rescue Advisory Commission (FRAC). Goals and objectives for each specific program and/or project area are further clarified in an annual program planning and appraisal document. All goals and objectives are designed in support of the agency’s mission, and are used to develop the agency’s prioritized annual budget.
3B.1 The agency publishes general organizational goals directed toward achieving its long-range plans. The agency publishes corresponding specific objectives to implement these goals and incorporate the measurable elements of time, quantity, and quality.

Description
The agency’s strategic plan identifies Planning Assumptions for specific program and project areas. The Significant Seven, listed on page 82 of the strategic plan, are used to measure and report organizational performance. Program/project managers develop annual planning and appraisal documents to describe and define progress made towards accomplishment of established goals and objectives. These individual documents are summarized in the agency’s annual report. During the development of the annual budget, program goals and objectives are correlated to organizational goals.

Appraisal
The annual report process has provided LFRA with an effective tool for measuring organizational progress. Page 5 of the 2015 annual report indicates that the agency was 70% complete with the priorities established in the strategic plan, despite being only halfway through the plan’s designed planning cycle.

Plan
LFRA will continue to assess and plan the effectiveness of each program area through the processes already in place. The annual report will be the method by which progress is reported. During the process of updating the strategic plan, the agency should verify and validate the Significant Seven as accurate and effective performance measures.

References
LFRA Strategic Plan (2012)
LFRA Annual Report (2012)
LFRA Annual Report (2013)
LFRA Annual Report (2014)
LFRA Annual Report (2016)
Annual Program Planning and Appraisal documents
3B.2 The agency assesses its current status when establishing goals and objectives.

**Description**
LFRA’s primary method for establishing goals is the strategic plan. The document utilizes “Planning Assumptions” to establish objectives for service levels and establish a standardized method for measuring effectiveness of the emergency services system. The annual program planning and appraisal process is used to measure annual progress. Every program planning and appraisal document includes a summary of past accomplishments, current status, and anticipated future needs.

**Appraisal**
The strategic plan and annual program planning and appraisal process were primarily driven by the need to improve the Operations Division. The Community Safety Division (CSD) was not emphasized in the strategic plan and has not consistently participated in the annual program planning and appraisal process.

**Plan**
The updated Strategic Plan should include more emphasis on the programs and projects with the CSD. The program areas within the CSD should participate in the annual program planning and appraisal process. The agency will continue to utilize the annual program appraisal process for the Operations Division.

**References**
LFRA Strategic Plan
Annual Program Planning and Appraisal documents
3B.3 The agency invites internal and external stakeholder participation in the development, implementation, and evaluation of the agency’s goals and objectives.

Description
The agency invites external stakeholder participation through the Fire Rescue Advisory Commission (FRAC), a citizen advisory board that meets monthly with the agency’s Executive Leadership. External emergency service agencies such as police, dispatch, EMS, school district, etc., are included in the development, implementation, and evaluation process through monthly meetings with representatives of the agencies. Internal stakeholders provide input through regular officer, shift and staff meetings as well as with the administration of program and project areas.

Appraisal
The agency’s executive leadership has emphasized the importance of relationships as one of the four areas that drive the agency’s ability to accomplish established goals and objectives. The annual program planning and appraisal documents have been utilized to make course corrections within each program area based on program assessment.

Plan
LFRA will continue to use current processes that will involve internal and external stakeholders.

References
Meeting Notes from FRAC and Fire Board
3B.4 Published materials accurately portray the agency’s goals and objectives as well as mission, vision, and values in context.

Description
The agency’s strategic plan and annual reports accurately portray the agency’s goals and objectives as well as mission, vision, and values. The agency also utilizes social media to broadcast messages that are consistent with the mission, vision, and values.

Appraisal
The publishing of the agency’s strategic plan and annual reports have allowed the agency to accurately report progress towards established goals and objectives, as well as mission, vision and values. The addition of various social media outlets has allowed the agency to reach a wider and more diverse audience, as demonstrated by social media reporting tools.

Plan
The agency will continue to utilize social media tools and monitor alternate sources for broadcasting alternate sources for public outreach.

References
Posts from various LFRA social media outlets
### 3B.5 The governing body responsible for establishing policy reviews the agency's goals and objectives.

**Description**
The LFRA Board of Directors reviews and approves all agency goals and objectives, as published in the Strategic Plan. The agency’s annual report provides information to the Board regarding progress towards completion of those goals and objectives.

**Appraisal**
The agency’s Board of Directors has been directly involved with developing goals and objectives. The Board has indicated that the agency’s annual report has been a valuable tool for measuring the progress of the “Model One Basic Services Expansion Plan.”

**Plan**
The Board of Directors will continue to be involved in establishing the agency’s overall strategic direction, including goals and objectives. The agency will continue to evaluate and publish the annual report to provide measurable performance of the strategic plan.

**References**
2012 LFRA Strategic Plan (page 5)
3B.6 When developing organizational values, the agency consults its members.

Description
The organization consistently seeks input from employees to assist with developing organizational values. Every company in the Operations Division meets to discuss values and philosophy at the company level. Then, the officers of each shift meet to compile their individual company philosophies into a shift operational philosophy document. The agency has assembled a working group to compare the individual shift documents for developing “The LFRA Way.” This document will be developed to clarify and publish the agency’s organizational values for all members. Additionally, all LFRA officers have participated in The Callan Course, a leadership development curriculum designed to enable an organization to improve understanding of the underlying values or ethos of that organization.

Appraisal
The agency used the Marine Corps Warfighting Manual as the guiding document in the development of each company’s and shift’s operational philosophy documents. When combined with the information from The Callan Course, provided a consistent and effective platform for involving all levels of the agency is discussion of common terms, as reported during informal discussions with members of various operational shifts and companies. The effort to develop “The LFRA Way” has not been established as a high priority and has been supplanted by an effort to clarify the LFRA ethos, which has also not been consistently pursued.

Plan
The agency should continue to incorporate the company and shift operational philosophy discussion into regular company- and shift-level meetings, to ensure that it continues to serve as an effective tool for including all employees in the development and maintenance of agency values. The agency should reinvigorate the process of developing “The LFRA Way” document, with a goal to complete it by the end of 2017.

References
A Shift Operational Readiness document
B Shift Operational Readiness document
C Shift Operational Readiness document
The Callan Course

The agency uses a management process to implement its goals and objectives.

Summary:
The agency uses an annual program planning and appraisal process, as well as monthly and annual reports, to monitor progress towards completion of established goals and objectives. Individual members are given the ability to manage a variety of program and project areas within LFRA. Each program and/or project manager works with the Division Chief to ensure that program/project goals and objectives are consistent with the adopted strategic plan, then works with the Administrative Director to correlate established goals and objectives with a prioritized agency budget.
Some form of organizational management process is identified and used to track progress and results of agency goals and objectives relating to general organizational and operational programs.

**Description**

Program/project managers develop annual planning and appraisal documents to describe and define progress made towards accomplishment of established goals and objectives. These individual documents are summarized in the agency’s annual report. During the development of the annual budget, program goals and objectives are correlated to organizational goals. The agency also publishes both monthly and annual reports which summarize specific outputs and outcomes, including progress towards completion of all established goals and objectives, as well as the Significant Seven performance measures that are established in the strategic plan.

**Appraisal**

The use of both program/project annual planning and appraisal documents, as well as the monthly and annual reports, have provided LFRA with a robust system of monitoring progress towards completion of all goals, objectives, and performance measures established in the agency’s strategic plan.

**Plan**

LFRA will continue to use the annual program planning and appraisal process to monitor each program and/or project area. The monthly and annual reports will continue to be published to report of agency progress towards goals, objectives and performance measures. During the process of updating the strategic plan, the agency should verify and validate the Significant Seven as accurate and effective performance measures.

**References**

- Monthly reports
- LFRA Annual Report (2013)
- LFRA Annual Report (2014)
- LFRA Annual Report (2016)
- Annual Program Planning and Appraisal documents
3C.2 The agency designates personnel to lead the implementation of respective goals and objectives.

Description
Implementation of agency goals and objectives is overseen by the Fire Chief and the Executive Leadership Team. Individual responsibility is delegated to program and project managers, as documented in the LFRA Program Matrix. Each program/project manager works with his/her Division Chief to ensure that program/project goals and objectives are correlated with the agency’s strategic plan. The agency’s Administrative Director meets with each program/project manager to ensure that established goals and/or objectives are included in the prioritized agency annual budget.

Appraisal
The use of the Program Matrix has allowed the agency to delegate implementation of agency goals and objectives to personnel with direct responsibility for administering specific program and/or project areas.

Plan
The agency will continue to assign managers to administer the various programs and projects within the agency. Each program/project manager will continue to develop and update annual program planning and appraisal documents to ensure that program/project administration correlates to the agency’s strategic plan.

References
LFRA Program Matrix
Annual Program Planning and Appraisal documents
3C.3 All members receive information explaining the agency’s goals and objectives.

Description
The agency’s goals and objectives are established and published in the agency’s strategic plan. Every employee is given a personal copy of the strategic plan, with a master copy stored on the agency’s internal computer network. Progress towards completion of the goals and objectives is reported in the agency’s monthly and annual reports, which are distributed to all employees and also stored in the agency’s internal computer network. Additionally, the agency’s Operations Division Chief meets at least quarterly with all employees to provide updates and information on the agency’s goals and objectives. The Community Safety Division meets weekly to discuss goals, objectives, issues and trends at their level. The Fire Chief presents information annually to all employees to discuss current issues and trends, including updates on the strategic plan.

Appraisal
Every LFRA employee has been given a personal copy of the agency’s strategic plan to ensure that s/he has knowledge of the agency’s goals and objectives. The use of monthly and annual reports has provided for an effective means of publishing information regarding progress towards completion of the agency’s goals and objectives to all personnel. The efforts of the agency’s Executive Leadership Team has provided all employees with several opportunities throughout the year to gain new information about the agency’s goals and objectives.

Plan
The agency’s Executive Leadership Team will continue to promote an open and interactive environment where information is shared between all levels of the agency. The agency will continue to develop and publish monthly and annual reports to provide a consistent forum for distribution of information.

References
Vision Tour information
Monthly Reports
2012 LFRA Annual Report
2013 LFRA Annual Report
2014 LFRA Annual Report
2015 LFRA Annual Report
2016 LFRA Annual Report
3C.4 The agency, when necessary, identifies outside resources that can be consulted in regards to accomplishing an agency's goals and objectives.

Description
The agency maintains a variety of contracts with outside resources that can provide consulting services to further the accomplishment of agency goals and objectives. Most recently, in early 2017, the agency entered into a consulting contract to provide facilitation of the agency’s updated strategic plan.

Appraisal
The agency’s Board of Directors has allowed Executive Leadership to contract with outside agency’s when necessary to assist with accomplishing goals and objectives. For example, until the agency was able to hire appropriately trained personnel, plan review for highly technical fire protection system plan reviews were completed by a contract agency.

Plan
The agency will continue to evaluate the need for outside consultation on a case by case basis.

References
Hughes and Associates contract history
CRITERION 3D: MEASUREMENT OF ORGANIZATIONAL PROGRESS

Processes are in place to measure and evaluate progress towards completion of specific objectives and overall system performance. The goals and objectives are re-examined and modified periodically.

Summary:
LFRA’s monthly and annual reports serve as the basis for monitoring, measuring and evaluating progress towards completion of specific goals and objectives, as well as overall system performance. These reports are correlated to the agency’s strategic plan, which drives the development of program-specific goals and objectives. The annual program planning and appraisal documents are used to measure and evaluate program-specific objectives and performance. The goals and objectives for each program area are re-examined and modified as needed, based on the needs of the program and agency, as described in the annual program documents.
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).

**Description**
The agency’s goals and objectives are established in the strategic plan. Each program/project area establishes goals and objectives in support of the strategic plan. These goals and objectives are evaluated at least annually by the program/project manager, in consultation with a Chief Officer. Updates to these goals and objectives are documented in the annual program planning and appraisal document.

**Appraisal**
The use of the annual program planning and appraisal document has allowed LFRA personnel to be able to monitor, evaluate, and modify goals and objectives for all program and/or project areas within the agency.

**Plan**
The agency will continue to use the annual program planning and appraisal document process to ensure that goals and objectives remain current and consistent with the agency’s mission, vision and long range plans.

**References**
Annual Program Planning and Appraisal documents
3D.2 The agency evaluates administrative and operational processes to determine improvements in efficiency and execution in pursuing organizational objectives.

Description
The annual program planning and appraisal process provides the opportunity for all program and/or project managers to work with Chief Officers to evaluate the administrative and operational processes involved with their program/project areas. Additionally, the agency evaluates processes, procedures and guidelines during the After Action Review (AAR) process for all incidents to which LFRA responds.

Appraisal
The annual program planning and appraisal process has provided a solid foundation for the evaluation of administrative and operational processes. The agency’s AAR process has evaluated administrative and operational processes in an informal and inconsistent manner.

Plan
The agency will continue to use the annual program planning and appraisal process to guide program/project administration and operations. The agency should evaluate options for improving the AAR process to consistently include specific reference to applicable administrative and/or operational processes.

References
Annual Program Planning and Appraisal documents
After Action Review (AAR) template
After Action Review (AAR) examples
3D.3 The agency provides progress updates to the governing body, its members, and the public regarding goals and objectives.

Description
The agency’s monthly and annual reporting processes provide periodic updates to the Board of Directors, membership, and the public regarding response performance and progress towards completing established goals and objectives. The annual report is provided to all employees and the Board of Directors via email and is published on the agency’s website for open access to the public.

Appraisal
The agency’s annual report has provided consistent and accurate reporting on all established goals and objectives. Monthly reports have not included all of the Significant Seven performance indicators established in the strategic plan.

Plan
The agency will continue to develop, publish and distribute monthly and annual reports to provide progress updates to all interested persons. The agency should evaluate options for improving the monthly reporting process to ensure that all of the Significant Seven performance indicators are addressed, as appropriate.

References
Monthly Reports (2016)
2012 LFRA Annual Report
2013 LFRA Annual Report
2014 LFRA Annual Report
2015 LFRA Annual Report
2016 LFRA Annual Report
CATEGORY IV: FINANCIAL RESOURCES

This category evaluates an agency's financial condition to determine its ability to fund operational priorities and its prognosis for long-range quality of service given what can be a dynamic and adverse fiscal environment. Resources must be adequate to maintain the various programs to which an agency made a commitment. Whether the agency is public or private, stability of revenues (demonstrated by a consistent history through at least the past three years) is fundamental.

The chief fire officer or chief executive officer, professional staff, and governing board share responsibility for planning, management, and stability of financial resources. The chief fire officer and administrative staff have the ultimate responsibility of budget preparation. Since the budget is the financial expression of agency programs and priorities, it should be developed through appropriate consultation with the governing board of the authority having jurisdiction (AHJ), departments, divisions, and other units.

Financial policies covering financial planning, revenue, and expenditures should be developed by the professional staff and adopted by the governing board. Financial policies shall be reviewed and revised on at least an annual basis to ensure continued relevance and address any gaps.

In approving the budget, the governing board approves the acquisition and allocation of resources consistent with agency goals, objectives, and stated priorities.

NOTE: An agency that received the Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting (Certificate) from the Government Finance Officers Association (GFOA) of the United States and Canada for their Budget and Comprehensive Annual Financial Report (CAFR) may submit those certificates and their Budget and Comprehensive Annual Financial Reports as prima facie compliance with criterion 4B and therefore does not need to address performance indicators 4B.1 through 4B.10.
**CRITERION 4A: FINANCIAL PLANNING**

Agency planning involving broad staff participation activates financial planning and resource allocation. The agency’s plan for financing shall reflect sound strategic planning and a commitment to its stated goals and objectives. The agency must deem financial support for programs and services adequate to maintain the number and quality of personnel and other operational costs.

**Summary:**

The LFRA Board approved Strategic Plan sets the goals for the organization and a ten year rolling financial plan, which is updated annually, takes into consideration all changes that have occurred since the Strategic Plan was published in 2012. Frequent involvement of all related parties in these updates is intended to minimize unexpected challenges and increase the potential that if challenges or opportunities arise then informed choices can be made to ensure that LFRA can maintain the number and quality of personnel.
4A.1 The governing body and regulatory agencies give the agency appropriate direction in budget and planning matters within their scope of services.

Description
The governing body actively participates in the budget and planning process. The overarching guidance for the budget development begins with the LFRA Board approved strategic plan that identifies the resource strategy in four distinct phases over ten years. Annually the ten year financial plan is updated for current information available and the identification of new challenges and opportunities for consideration and prioritization. Based on the direction received, staff creates a recommended budget for the year. It is evaluated by a subcommittee from the governing and advisory boards (City of Loveland, Loveland Rural Fire Protection District, and the Citizens Finance Advisory Commission), who submits a recommendation for the full LFRA Board. The budget is presented to the Fire Rescue Advisory Commission (FRAC) to ensure that there is an evaluation conducted from a citizen’s perspective. A public hearing is conducted as required by state statute (C.R.S 29-1-101) and it is considered by the entire LFRA board (By Laws Section 5d requires an affirmative vote from a “super-majority” four of five members of the LFRA Board), followed by a consideration by each governing partner (City and Rural District). The LFRA proposed budget shall become effective only after approval by the Parties’ respective governing bodies. Each December the Board conducts a planning meeting to gather feedback from the Board on the performance for the year (including the budget process) and sets priorities for the new year (including the budget development process). By February of the following year the Board votes on the goals for the Fire Chief and the department to confirm that there has been effective communication during the feedback cycle and that everyone involved understands the direction.

Appraisal
Since the inception of the Fire Authority in 2012 the procedures have been in compliance with the requirements established and have been in compliance with State law. One of the topics of consideration for the December 2013 Board planning meeting was the budget development process to ensure that the annual budget each year is given the appropriate level of scrutiny both from the Board’s perspective and the citizen advisory board’s perspective. It was then that the subcommittee began detailed consideration of budget before the full LFRA Board considered it. The inclusion of subcommittee review in the budget process was submitted approved by the Board at the February 13, 2014 meeting (agenda number 5). The feedback received during each December planning session has been positive. Board members have been pleased with the alignment of Strategic plan initiatives, achievements and resource investments. By the end of 2016, 70% of the 28 initiatives identified in that plan have been achieved four years into an eight to ten year plan.

Plan
The LFRA Board will continue to be an active participant in the entire budget and planning cycle. LFRA will continue to engage in a feedback cycle that prompts Board members to guide opportunities for process improvement (December planning retreat and public meeting for each budget cycle). This will ensure that the Board continues to set the vision and guide budget development, encourage public involvement, and keep staff engaged. Budget development will continue to be initiated by considering the annual program appraisal documents.
References
Colorado State Statutes 29-1-101
LFRA 2012 Strategic Plan
Approved LFRA Notes from December Planning Meetings (2012, 2013, 2014)
LFRA Board Packet for February 13, 2014
4A.2 Policies, guidelines and processes for developing the annual budget are defined and followed.

Description
The overarching guidance for the budget development begins with the LFRA Board approved strategic plan that identifies the resource strategy in four distinct phases over ten years. The ten year financial plan is updated annually based on annual program appraisals and the identification of new challenges and opportunities. Based on the direction received from the Board, staff creates a recommended annual budget, in accordance with the Intergovernmental Agreement for the Establishment and Operation of the Loveland Fire Rescue Authority as a Separate Governmental Agency – Article IV, Section 4.1.

The proposed budget is evaluated by a subcommittee comprised of members from the various governing and advisory boards (City of Loveland, Loveland Rural Fire Protection District, and the Citizens Finance Advisory Commission). The subcommittee then submits a recommendation to the LFRA Board. The proposed budget is also presented to the Fire Rescue Advisory Commission (FRAC) to ensure that it is evaluated from a citizen’s perspective. A public hearing is conducted as required by state statute (C.R.S 29-1-101) before the proposed budget is considered by the entire LFRA Board. LFRA By Laws Section 5d requires budget approval based on an affirmative vote from a super-majority (four of the five Board members).

After Board approval, the proposed budget is considered by each governing partner (City of Loveland and Loveland Rural Fire Protection District). The LFRA proposed budget shall become effective only after approval by the Parties’ respective governing bodies. This procedure is set forth in the LFRA Board approved Rules and Regulations Section 2.0.

Within 60 days of the budget appropriation, all resolutions and budget summaries are submitted to the Colorado Department of Local Affairs. Each December, the Board conducts a planning meeting to gather feedback on agency performance and to set priorities for the coming year (including the budget development process).

Appraisal
Since the inception of the Fire Authority in 2012, the procedures have been in compliance with the requirements established and have been in compliance with State law. One of the topics of consideration for the December 2013 Board planning meeting was the budget development process to ensure that the annual budget each year is given the appropriate level of scrutiny both from the Board’s perspective and the citizen advisory board’s perspective. It was then that the subcommittee began detailed consideration of budget before the full LFRA Board considered it. The inclusion of subcommittee review in the budget process was submitted approved by the Board at the February 13, 2014 meeting (agenda number 5).

Annually a significant amount of analysis has gone into the development of the budget. The subcommittee that reviews the budget has been given a detailed notebook that provides specific information for the budget request. A program level budget has been developed and followed each year that is incorporated into a rolling and updated ten year financial plan. Program managers have budget tracking spreadsheets that allow for monitoring their budget daily. These spreadsheets have allowed for up-to-date monitoring of the agency’s financial status. The LFRA Board has received quarterly budget reports, called the Budget Biz. These reports have also been uploaded to the agency’s
website. The agency’s annual report that comes out in March, has provided a final analysis for the previous year’s budget and operational achievements.

**Plan**

The agency will continue to engage in a feedback cycle that prompts Board members to guide opportunities for process improvement, ensuring that the Board continues to set agency vision. The Board will continue to be given this opportunity annually in the December to January timeframe and it will be incorporated in the Chief’s goals. The Chief will provide documentation of achievements and goals as a part of his annual performance review. The LFRA Strategic Plan will be used to guide the development of annual program appraisals, which are used to align resources with the strategic and operational goals and objectives in the annual budget process.

**References**

Colorado State Statutes 29-1-101  
IGA Article IV, Section 4.1  
Bylaws Section 5 (d)  
LFRA 2012 Strategic Plan  
LFRA Board Packet for February 13, 2014
4A.3 The financial planning/budget adoption process provides transparency for all expenditures and revenues for the agency.

Description
The budget planning and adoption process begins with input from the program managers. Once the organization needs are identified, the proposed budget is evaluated by a subcommittee comprised of members from the various governing and advisory boards (City of Loveland, Loveland Rural Fire Protection District, and the Citizens Finance Advisory Commission). The subcommittee then submits a recommendation to the LFRA Board. The proposed budget is also presented to the Fire Rescue Advisory Commission (FRAC) to ensure that it is evaluated from a citizen’s perspective. A public hearing is conducted as required by state statute (C.R.S 29-1-101) before the proposed budget is considered by the entire LFRA Board.

After Board approval, the proposed budget is considered by each governing partner (City of Loveland and Loveland Rural Fire Protection District). The LFRA proposed budget shall become effective only after approval by the Parties’ respective governing bodies.

Appraisal
One of the topics of consideration for the December 2013 LFRA Board planning meeting was the budget development process to ensure that the annual budget each year is given the appropriate level of scrutiny both from the Board’s perspective and the citizen advisory board’s perspective. It was then that the subcommittee began detailed consideration of the budget before the full LFRA Board considered it. The inclusion of subcommittee review in the budget process was submitted and approved by the LFRA Board at the February 13, 2014 meeting (agenda number 5).

Plan
The Budget subcommittee will continue to review the proposed budget before being presented to the Fire Rescue Advisory Commission (FRAC) for review and the LFRA Board for approval. The Budget Subcommittee, composed of the LFRA Board Chair, a representative from the Rural District Board and the Fire Rescue Advisory Commission Chair, will continue to review the budget before it goes to the LFRA Board as a whole annually. This is typically two weeks to a month before the LFRA Board is presented the budget for consideration. City of Loveland and the Loveland Rural Fire Protection District will continue to approve the proposed budget for adoption.

References
Colorado State Statutes 29-1-101
LFRA Board Packet for February 13, 2014
Approved LFRA Notes from December Planning Meetings (2012, 2013, 2014)
LFRA Board Packet 2017
4A.4 The budget process involves input from appropriate persons or groups, including staff officers and other agency members.

Description
It is the responsibility of the Administrative Director to meet with program managers to develop the initial budget request annually. Several documents serve as considerations at that meeting: strategic plan, annual updates to the program assessments, equipment replacement inventories, historical revenue collection and spending trends, applicable fee schedules, and performance measures. Budget requests are discussed at the Command Staff meetings (Captains and above), then Executive Staff (Fire Chief, Division Chiefs, and the Administrative Director) reviews the entire budget request to assess priorities and make decisions about what will go forward to the governing board subcommittee. The subcommittee evaluates the budget proposal and provides a recommendation to the full LFRA Board. The citizen advisory commission considers the budget and a public hearing is conducted at an LFRA Board meeting. Each governing partner considers the proposed budget and in a separate action their contribution to LFRA is considered, including a required public hearing they conduct on their own organization’s budget.

Appraisal
The rolling ten year financial plan has allowed the agency to ensure resources are aligned with organizational goals and objectives. It has also assisted with identifying funding issues and allows for timely resolution such as the Rural District mill levy elections, smoothing of capital replacements, and identification of the impacts of budget additions to not only the initial year but also to the rolling ten year planning horizon. It has helped the agency identify when resources will allow for addressing agency needs where funding was not identified in the Strategic Plan, such as for the purchase of a new Type 6 wildland engine, adding a position to the Training Division, hiring a plans reviewer, and funding enhancements to the Training Area and agency technology programs. The collaborative review of requests and historical spending trends has resulted in centralization of several program areas. It has been challenging for the Administrative Director to coordinate meetings with each program manager within the time available for budget development. This has often resulted in equipment replacement considerations being deferred until far later in the budget development process. The addition of an Administrative Analyst in 2015 aided in the efficiency of operations in preparing materials for the annual budget development process.

Plan
LFRA staff will remain vigilant with preparing the ten year financial plan linked to the strategic plan to keep the long term planning horizon a focus. Budget development policies and procedures will be reviewed annually. Budget development policies and procedures will continue to be reviewed by the Administrative Director with any changes approved by the Executive Staff (Fire Chief, Operations Division Chief, Community Safety Division Chief and the Administrative Director) by March each year. The Administrative Director will schedule program manager meetings early in April, to allow for additional time for budget input.

References
Ten Year Financial Plan
Notes approved by the LFRA Board December Planning Meeting
4A.5 The annual budget, short and long-range financial planning, and capital expenditures are consistent with agency priorities and support achievement of the agency’s strategic plan and goals and objectives.

Description
The agency develops a rolling ten year financial plan based on the phased resource strategy established in the Strategic Plan (page 5). This financial plan is developed through review of all annual program appraisal documents and serves as the basis for annual budget and resource strategy development. Successful completion of strategic plan initiatives through the support of all governing partners, funding of priority needs that were not funded at the time of the strategic plan approval, and grant applications for those identified but unfunded needs are proof of the distinct relationship.

Appraisal
All of the initiatives identified in the Strategic Plan have been completed either ahead of schedule or by the time they were intended to be accomplished. 70% of the 28 initiatives identified in that Plan have been achieved three years into an eight to ten year plan. The Board has demonstrated commitment to the Strategic Plan as shown through the financial revisions they have approved to implement solutions to the Additional Priorities/Needs identified in the Strategic Plan (pages 93-94). Examples include the purchase of a new Type 6 wildland engine, adding a position to the Training Division, hiring a plans reviewer, and funding enhancements to the Training Area and agency technology programs. The Board’s vision also drove grant applications submitted for the Reserve Coordinator/Recruitment & Retention Officer (September 2013) and the Type 3 Engine (December 2013). While both of those Assistance to Firefighter grants were rejected, it placed further emphasis on the use of the Strategic Plan to guide the agency’s vision for attempts to secure outside funding.

Plan
LFRA will continue to produce the rolling ten year financial plan as a basis for the annual budget development. The strategic plan update will begin in 2016, with a projected completion date of late fall 2017, to ensure that the planning horizon is always moving forward in time.

References
LFRA 2012 Strategic Plan
Ten Year Financial Plan
AFG Grant Applications Submitted
4A.6 Budgeted expenditures are consistent with projected financial resources.

**Description**
State statute 29-1-103(2), C.R.S. requires that the budget be balanced, resources available must be equal to or exceed the budgeted expenditures. The funding formula as established by the intergovernmental agreement essentially guarantees that the contributions from each governing partner cover the net expenditures (expenditures less revenues generated by LFRA from permits, grants, and fees). The City of Loveland contributes 82% and the Loveland Rural Fire Protection District contributes 18% of net expenditures. Each year since the inception the revenues and expenditures are compared to budget at year end. This performance is documented in the required annual report by the Intergovernmental Agreement for the Establishment and Operation of the Loveland Fire Rescue Authority as a Separate Governmental Entity, Section XVII. Throughout the year all governing and advising boards receive status information. Each quarter the “Budget Biz” is provided to monitor progress both from a budgetary and achievements perspective. Monthly reports are provided that include information on achievements and activity statistics. All reports are provided to the LFRA Board, the Fire Rescue Advisory Board, the City Council and the Loveland Rural Fire Protection District. They are published on the website for all employees and the public to access. At the close of each year, resources allocated but not used at year end are analyzed for appropriation in the following year based on a command staff analysis of incomplete projects, needs identified since the development of the current years’ budget and opportunities that have become available. A detailed justification memo is prepared that is attached to a supplemental appropriation resolution that goes through all the same consideration, public hearing and approval steps as the original budget appropriation.

**Appraisal**
The budget has been in compliance with State Statute since LFRA was formed. Because of the funding formula in the IGA, total budgeted revenue will always equal total budgeted expenditures. In terms of budget to actual performance, since its inception LFRA has spent less than the allocated amount and has conducted the extensive process to prioritize and justify the appropriation of a portion of the savings in the next year.

**Plan**
LFRA will continue to monitor performance both operational and budgetary against the Strategic Plan and will continue to widely distribute an Annual Report to ensure it is available. Both staff and the Board will continue to engage in accountability practices that ensure that they are good stewards of the public’s money. The agency will continue to monitor budget allocations in comparison to the Strategic Plan.

**References**
Colorado State Statute 29-1-101 and 29-1-103
IGA Intergovernmental Agreement for the Establishment and Operation of the Loveland Fire Rescue Authority as a Separate Governmental Entity, Section XVII
Annual Budgets – Board Packets (October 2015) and separately on the website
Annual Reports – Board Packets (April 2015) and separately on the website
Budget Biz – Board Packets (April, July, October and separately on the website)
Budget to Actual Trend graph
**CRITERION 4B: FINANCIAL PRACTICES**

Financial management of the agency exhibits sound budgeting and control, proper recording, reporting, and auditing.

NOTE: An agency that has already received the Certificate of Achievement for Excellence in Financial Reporting (Certificate) from the Government Finance Officers Association (GFOA) for their Comprehensive Annual Financial Report (CAFR) may submit that certificate and their Comprehensive Annual Financial Report as prima facie compliance with this criterion. (The agency need not address performance indicators 4B.1 – 4B.10). Reciprocity for this is acknowledged by review of the GFOA’s process for reviewing CAFRs submitted to its Certificate Program.

**Summary:**

Financial management expectations are established by the Intergovernmental Agreement for the Establishment and Operations of the Loveland Fire Rescue Authority as a Separate Governmental Entity, Article IV, Section 4.1 Annual Budget and 4.2 Accounts and Audits that specifies legal compliance with accounting and auditing standards. Section 5.4 indicates that a separate accounting fund will be established and maintenance for all financial transactions in accordance with generally accepted accounting principles and any applicable state law. Further the Administrative Rules and Regulations approved by the LFRA Board, Section 3.0 Accounts and Audits (A) specifies that the accounting shall comply with generally accepted accounting principles as defined by the Governmental Accounting Standards Board and (B) specifies that the LFRA audit will be performed in conjunction with the City of Loveland audit by independent auditors. It further states that LFRA funding will be presented in the City of Loveland Comprehensive Annual Financial Report. It is included as a discreetly presented component unit.

When the Fire Authority was established, one of the three overarching strategic goals, Deliver Cost Effective Service, guided the decision to ensure that duplicative administrative services were minimized. As a result, LFRA pays the City of Loveland monthly for Finance and Budget Services based on the same allocation basis as those services are charged to other City Departments. The City reports the LFRA accounting fund in the City’s annual budget under the “Other” Tab with other separate legal entities in which the City of Loveland has a financial and operational majority interest. The City of Loveland has received both the Government Finance Officers Association (GFOA) Certificate of Excellence in Financial Reporting as well as the GFOA Distinguished Budget Presentation Award for 34 years. Evidence of these awards are included in the City’s Comprehensive Annual Financial Report (CAFR) and Budgets available on the Finance/Accounting page of the City’s website.
4B.1 Financial resources management adheres to generally accepted accounting practices (GAAP) as used by Government Finance Officers Association (GFOA) of the United States and Canada, National Advisory Council on State and Local Budgeting Practices (NACSLBP), or authority having jurisdiction (AHJ), and all financial management including: budgeting, accounting, and reporting. Appropriate safeguards are in place for expenditures, fiscal reports are provided for administrative decision making, and sufficient flexibility exists to meet contingencies.

**Description**

The City of Loveland has received both the Government Finance Officers Association (GFOA) Certificate of Excellence in Financial Reporting as well as the GFOA Distinguished Budget Presentation Award for 34 years.

**Appraisal**

N/A

**Plan**

N/A

**References**

GFOA Certificates from City of Loveland Finance/Accounting
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4B.2 Financial administration responsibilities are organized into specific assignments, which are supported by specific clearly-defined policies.
4B.3  The agency explains projected operating deficit (expenditures exceeding revenues in a budget year) and develops a plan to rectify the deficit.

Description
The City of Loveland has received both the Government Finance Officers Association (GFOA) Certificate of Excellence in Financial Reporting as well as the GFOA Distinguished Budget Presentation Award for 34 years.

Appraisal
N/A

Plan
N/A

References
GFOA Certificates from City of Loveland Finance/Accounting
| **4B.4** The agency establishes and meets a schedule for **review of financial reports.** |
| **Description** |
The City of Loveland has received both the Government Finance Officers Association (GFOA) Certificate of Excellence in Financial Reporting as well as the GFOA Distinguished Budget Presentation Award for 34 years. |
| **Appraisal** |
N/A |
| **Plan** |
N/A |
| **References** |
GFOA Certificates from City of Loveland Finance/Accounting |
4B.5 Qualified auditors conduct annual independent financial audits for the prior fiscal year. If deficiencies exist, the agency makes plans to resolve audit exceptions.

Description
The City of Loveland has received both the Government Finance Officers Association (GFOA) Certificate of Excellence in Financial Reporting as well as the GFOA Distinguished Budget Presentation Award for 34 years.

Appraisal
N/A

Plan
N/A

References
GFOA Certificates from City of Loveland Finance/Accounting
4B.6 The agency and any subsidiary entities or auxiliaries have financial risk management policies and programs that protect the agency and its assets.

**Description**
The City of Loveland has received both the Government Finance Officers Association (GFOA) Certificate of Excellence in Financial Reporting as well as the GFOA Distinguished Budget Presentation Award for 34 years.

**Appraisal**
N/A

**Plan**
N/A

**References**
GFOA Certificates from City of Loveland Finance/Accounting
4B.7 Programs designed to develop financial support from outside sources are planned and coordinated to reflect the objectives of the agency. Agency policies govern all fund raising activities; comply with GAAP and/or other recognized financial principles; and are subject to public disclosure and periodic independent financial audits.

**Description**

The City of Loveland has received both the Government Finance Officers Association (GFOA) Certificate of Excellence in Financial Reporting as well as the GFOA Distinguished Budget Presentation Award for 34 years.

**Appraisal**

N/A

**Plan**

N/A

**References**

GFOA Certificates from City of Loveland Finance/Accounting
4B.8 Any revenue producing organizations permitted to use the agency’s name and/or reputation conform to agency principles of financial operation.

Description
The City of Loveland has received both the Government Finance Officers Association (GFOA) Certificate of Excellence in Financial Reporting as well as the GFOA Distinguished Budget Presentation Award for 34 years.

Appraisal
N/A

Plan
N/A

References
GFOA Certificates from City of Loveland Finance/Accounting
### 4B.9
The agency provides financial management policies on any grant program where funding is received from an outside source. Provisions to ensure compliance with all granting agency requirements must be outlined and monitored.

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4B.10 The agency has adopted policies of the financial management program which sets, and utilizes fees and charges.

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**Criterion 4C: Resource Allocation**

Appropriately allocated financial resources support the established organizational mission, the stated long-term plan, goals and objectives, maintain the quality of programs, and services.

Financial stability is a fundamental aspect of an agency’s integrity. The agency must ensure that programs and services provided can be supported by the necessary fiscal resources using sound budgetary practices.

**Summary:**

Fiscal administration of the financial resources provided by the citizens of the greater Loveland area are governed by State laws, the Fire Authority intergovernmental agreement, rules and regulations, and policies and procedures. The vision of the organization has been established by leadership focused on reasonable service delivery over the long-term planning horizon. Sound financial practices have been used to develop the financial plan, including reasonable projections for resources expected to be available; careful consideration of program costs, including equipment replacement; no debt; and alignment of one-time revenues with one-time expenditures. If there is a weakness in the resource planning that needs to be addressed it is related to the reserve requirements. It is expected that each governing partner retain 15% of the expenditures in their fund balances. This requirement should be contained within the intergovernmental agreement that establishes Loveland Fire Rescue Authority (LFRA). The City of Loveland has a City Council adopted policy requiring the fund balance to be retained 15% of expenditures, which would include their 82% contribution to LFRA. The Loveland Rural Fire Protection District (LRFPD) does not have an official policy for reserves, but holds adequate reserves through 2018.
4C.1 Given current and anticipated revenues, the agency can maintain adopted levels of service.

**Description**
All resource allocation decisions are made in the context of both the current year and future year impacts. The agency’s ten year rolling financial plan is based on program planning documents, with ten year projections/plans rolled into the base budget line. The revenues are adequate through 2018, when the current ten year financial plan indicates that the LRFPD will run out of reserve funds. LFRA leadership is working with LRFPD to plan for a mill levy election.

The City is currently evaluating the calculation methodology for all capital expansion fees. The Fire Capital Expansion Fees are the expected source of revenue for the City’s share of the capital costs to build a new fire station that is projected for 2016-2017. If the City decides to implement the currently proposed methodology, the capital expansion fee collections will be reduced as much as 42%. This will defer the operations cost for that station beyond the current proposed impact in 2019 and will impact the LRFPD mill levy increasing the timing and amount necessary.

**Appraisal**
The LRFPD ten year financial plan has been updated annually based on actual revenues and expenditures to keep the resources available current. At the inception of the LFRA, the LRFPD passed a mill levy increase of 2.9 mills that sunsets in 2022. LFRA has planned since its inception to work with the LRFPD to approach the voters in 2016 for another mill levy increase. The agency determined through its ten year financial plan that a mill levy increase was not necessary.

**Plan**
The agency should work with the Loveland Rural Fire Protection District to evaluate the need for a mill levy campaign strategy. The agency will continue to assist with the ten year financial plan for the Loveland Rural Fire Protection District to ensure that all parties remain aware of the ten year planning horizon and if/when a mill levy increase may be necessary for the Rural District to continue to meet their contribution to LFRA as defined by the establishing intergovernmental agreement. The agency is currently considering approaching the voters in 2018. LFRA will continue to work with the City to develop effective plans for capital expansion fees.

**References**
Ten Year Financial Plans for both LFRA (including the program level spreadsheets) and the LRFPD
4C.2 The governing body has an investment policy.

**Description**
Loveland Fire Rescue Authority does not currently have an investment policy.

**Appraisal**
LFRA has not had an investment policy in the past as there has not been a need identified by the Board of Directors.

**Plan**
The LFRA Board will evaluate the need for an investment policy.

**References**
None
4C.3 Policies, guidelines, and processes exist for procurement practices within the agency.

Description
When the Fire Authority was established, one of the three overarching strategic goals, Deliver Cost Effective Service, guided the decision to ensure that duplicative administrative services were minimized. As a result, LFRA had been paying the City of Loveland monthly for Procurement Services based on the same allocation basis as those services are charged to other City Departments. LFRA has been guided by the policies, guidelines and processes established by the LFRA Procurement Administrative Regulation adopted by the LFRA Board when the Authority was established. The Administrative Regulation was revised 07/01/2016. The Administrative Regulation was initially based on the City of Loveland Procurement Administrative Regulation AR-00001 to ensure unified operations. Beginning May 1, 2016, the LFRA Administrative Analyst assumed responsibility for Purchase Order approval and creation.

Appraisal
Since the inception of the Fire Authority in 2012 the procurement procedures have been in compliance with the established requirements. LFRA is continually examining their procedures to ensure that all LFRA resources are effectively allocated. As a result, the Purchase Order approval function was transferred from the City of Loveland Purchasing office to the LFRA Administrative Analyst. Checks and balances have been established to ensure adherence to policies and guidelines. The Business Services Coordinator and Administrative Technician have the authority to create requisitions; The Division Chiefs and Fire Chief have the authority to approve requisitions; The Administrative Analyst and Administrative Director have the authority to approve and create Purchase Orders from the approved requisitions, neither have the authority to approve requisitions.

The city’s financial system has the capability to grant authority to the LFRA Administrative Analyst to create and approve Purchase Orders. Limitations of the system, however, prevent LFRA from creating a unique Purchase Order. Currently, the Administrative Analyst creates a manually modified unique LFRA Purchase Order for the vendor. This modified Purchase Order is scanned into the financial system and attached to the original Purchase Order for future reference.

Plan
Since its inception in 2012, LFRA has aligned their procurement policies, procedures and guidelines with the City of Loveland’s to ensure a streamlined process. The decision to reallocate authority for Purchase Order creation and approval has not affected LFRA’s adherence to the policies, procedures and guidelines that were adopted by the LFRA Board. This change will allow LFRA to better monitor inventory, supplies and services.

LFRA will work with City of Loveland Finance and Technology departments to develop a process to alleviate the manual LFRA Purchase Order as system enhancements become available.

References
LFRA Procurement Administrative Regulation (effective 07/01/2016)
**4C.4 Plans exist for the payment of long-term liabilities and debts.**

**Description**
While the IGA allows for LFRA to incur debts, the only long-term liabilities LFRA has are uncompensated absences by employees. The amount necessary to cover this liability is maintained within the City’s reserve funds.

**Appraisal**
There has been sufficient funding set aside to cover payment of uncompensated employee absences with reserve City funds. The uncompensated absences liability has been calculated annually as a part of the transactions that are recorded for year end. The comprehensive annual financial report has been generated annually to demonstrate the level of reserves available and those reports are audited annually, as published on the City of Loveland website.

**Plan**
During 2017, LFRA will further evaluate the need to develop and adopt financial policies associated with debt so they are in place should the need arise.

**References**
City of Loveland website – Comprehensive Financial Report
All asset maintenance costs are included within the ten year financial plan. Currently, LFRA contributes to the City’s Risk Insurance Fund. After LFRA has existed for five (5) years, all equipment is planned to transition to ownership by LFRA. The current ten year financial plan anticipates that the insurance premium will be $62,300, growing at a 3.5% rate for each year thereafter. It was originally contemplated that ownership for facilities would be retained by the governing partners. LFRA is allocated a share of the cost to retain coverage; however, the City is self-insured with stop loss coverage. If ownership of the facilities were shifted to LFRA, then the cost would likely be more and that increase is not currently included in the ten year financial plan.

There are maintenance costs associated with all equipment and software. These costs are projected for the entire ten year financial plan, as documented in the base budget files. Most of the equipment maintenance is tracked in the “226” division of the budget, which is dedicated to the maintenance and replacement of equipment.

All the normal maintenance for facilities and equipment has been included in the agency’s financial plan. The provisions of the IGA indicated that all equipment be leased to LFRA at no cost for the term of the agreement. The Strategic Plan and financial plan contemplate that at the end of five years the equipment would be titled to LFRA, effective January 1, 2017. This was successfully accomplished through an omnibus bill of sale approved by all parties. In 2016, a competitive request for proposal was conducted for insurance coverage. The Board made a decision related to coverage criteria to ensure that all assets are protected and the financial plan impact for substantial losses are mitigated. The appropriate premium has been incorporated into the 2017 budget.

LFRA will continue to ensure that the entire cost of purchasing, operating, maintaining and replacing assets are included in the ten year financial plan.

Ten Year Financial Plan
IGA Article XIV
4C.6 **Financial plans avoid the use of one-time funding sources to cover ongoing costs unless plans are provided to ensure a means of continuity for personnel resources and capital assets.**

**Description**
All financial plans for LFRA avoid the use of one-time funding sources for ongoing expenses. Funding from the Loveland Rural Fire Protection District (LRFPD) is predominantly supported by a mill levy increase that expires in 2022. Each year, budget savings are reviewed by the Board for re-appropriation into the new year. This could be considered a one-time revenue source and it is applied primarily to one-time expenditures. All one-time expenditures are evaluated for future ongoing budget needs.

**Appraisal**
All one-time and ongoing funded and unfunded priorities have been included in the annual budget document, which has been reviewed by LFRA senior leadership as well as the Board prior to final budget approval. The LRFPD Board of Directors has begun discussing options for revisiting a mill levy election to ensure continued funding beyond 2022.

**Plan**
LFRA will continue to build the ten year financial plan based on reliable revenue sources, aligning one time revenues with one time expenditures. LFRA senior leadership will continue to work with the LRFPD Board to assist with planning for future mill levy elections. The LFRA Administrative Director will continue to work with the Rural Board dual-role staff member (secretary/attorney) to prepare and update annually the ten year financial plan for the Rural District to identify within a ten year planning horizon when a mill levy increase could be necessary to meet their IGA contribution. All senior staff members will continue to attend every Rural District board meeting and participate in discussions about their ability to meet their IGA commitment. The April 2017 Rural Board meeting will be dedicated to making the decision about the election date based on financial need, election opportunities, cost of locally administered versus County administered elections, and the historical voting demographics for voter participation in elections.

**References**
Ten Year Financial Plans  
Re-appropriation documents  
LFRA Annual Budget documents  
LRFPD or LFRA Board minutes showing mill levy discussions
The governing body has adopted a general fund reserve policy and established a time frame to meet established reserve fund levels. Operating revenues or expenditures should be established as the basis of the fund policy.

Description
The intergovernmental agreement that created LFRA requires that the governing partners (City of Loveland and Loveland Rural Fire Protection District) provide a reserve fund balance in the amount of 15% of their contribution to LFRA funding.

Appraisal
Both LFRA governing partners have established sufficient funds and processes to meet the reserve funding requirements established in the IGA. The City of Loveland has adopted a policy that has been approved by City Council to require a reserve that is at least 15% of the operating fund expenditures, which includes the contribution to LFRA. The LRFPD does not have an adopted policy governing a reserve fund; however, they annually appropriate the projected balance of an unofficial vehicle-replacement fund as well as a $100,000 contingency for unanticipated expenditures. The sum of these is equal to 18% of agency expenditures, which exceeds the 15% guideline established in the IGA. The LRFPD financial plan includes this reserve amount. The LRFPD mill levy needs in 2018 are calculated based on expenditures plus 15% as a reserve.

Plan
Review and revision of the IGA funding formula is scheduled to be completed in the second half of 2017, as LFRA completes the first five (5) years of existence. This review/revision will address the funding formula, which includes contingency/reserve funding expectations.

References
IGA Intergovernmental Agreement for the Establishment and Operation of the Loveland Fire Rescue Authority as a Separate Governmental Entity
City of Loveland CAFR
Ten Year Plan for LFRA and the Rural District
The agency maintains contingency funds in accordance with generally accepted accounting practices (GAAP) recommendations and anticipate budgetary restrictions and or shortfalls.

**Description**

The intergovernmental agreement that created LFRA requires that the governing partners (City of Loveland and Loveland Rural Fire Protection District) provide a reserve fund balance in the amount of 15% of their contribution to LFRA funding.

**Appraisal**

Both LFRA governing partners have established sufficient funds and processes to meet the reserve funding requirements established in the IGA. The City of Loveland has adopted a policy that has been approved by City Council to require a reserve that is at least 15% of the operating fund expenditures, which includes the contribution to LFRA. The LRFPD does not have an adopted policy governing a reserve fund; however, they annually appropriate the projected balance of an unofficial vehicle-replacement fund as well as a $100,000 contingency for unanticipated expenditures. The sum of these is equal to 18% of agency expenditures, which exceeds the 15% guideline established in the IGA. The LRFPD financial plan includes this reserve amount. The LRFPD mill levy needs in 2018 are calculated based on expenditures plus 15% as a reserve.

**Plan**

Review and revision of the IGA funding formula is scheduled to be completed in the second half of 2017, as LFRA completes the first five (5) years of existence. This review/revision will address the funding formula, which includes contingency/reserve funding expectations.

**References**

City of Loveland CAFR
Ten Year Plan for LFRA and the Rural District
This category is defined as the agency services, activities, and responses provided for the community or facility that are designed, organized, and operated in compliance with the agency’s mission, goals, and objectives. Category VIII – Training and Competency, however, appraises the level of proficiency with which personnel actually perform within these programs.

The key elements used to evaluate these services are: adequacy, deficiency, effectiveness, methods, and results of programs. For purposes of accreditation, these terms are defined within the glossary.

The agency’s mission, goals, and objectives should determine the applicability of all the listed programs. The agency should decide the relevancy of each criterion in their self-assessment manual. For criteria in Category V “Programs” that are not applicable to the agency, the agency should briefly explain why it does not provide this program.
**Criterion 5A: Community Risk Reduction Program**

The agency operates an adequate, effective, and efficient program to manage community risks as identified in the community risk assessment and standards of cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting, and control of fires. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific community risk reduction program.

**Summary:**

Loveland Fire Rescue Authority (LFRA) enforces fire and building codes and standards in three governmental jurisdictions: City of Loveland, Town of Johnstown, and unincorporated Larimer County. The Community Safety Division (CSD) collaborates on a daily basis with plan reviewers and inspectors from these jurisdictions, as well as internal and external customers who are working on construction development projects.

LFRA’s CSD is staffed with personnel with extensive experience, and the agency supports training and advanced certifications in fire and building codes. Plan review is timely, consistent and accurate. A full-time CSD position was added in the past year to improve the new-construction inspection program, and Operations personnel complete existing building and hazardous materials inspections at predetermined intervals based on occupancy risk.

To be more effective, the organization needs to devise processes to use data gathered from inspections to establish loss benchmarks and performance measures, and then use the information to set goals for programs, staffing and budgeting through the Strategic Plan. Staff will work with stakeholders in building and fire departments from multiple agencies to adopt the 2018 I-Codes. CSD personnel will continue development of a new NFPA 25 inspection tracking program and will expand construction development information on the LFRA website.
5A.1 The authority having jurisdiction has an adopted fire prevention and building code(s).

Description
Loveland Fire Rescue Authority (LFRA) enforces codes and standards in three jurisdictions: the City of Loveland, the Town of Johnstown and unincorporated Larimer County within the Loveland Rural Fire Protection District. In the City, LFRA and the City of Loveland Building Division enforce the adopted 2012 International Fire Code (IFC) and 2012 International Building Code (IBC), including local amendments and the most current NFPA codes and standards. In the County and Johnstown, LFRA is enforcing the 2006 IFC while the Larimer County Building Division is using the 2015 IBC and the Town of Johnstown Building Department is using the 2006 IBC.

Appraisal
The agency has identified inefficiencies in using multiple editions of the IFC and IBC in various locations within the LFRA jurisdiction. The use of various code versions has led to confusion in plan review, permitting and inspections. The majority of the agency’s plan review and inspections have taken place within the City of Loveland, so the emphasis on consistent code adoptions has been applied in this jurisdiction.

Due to significant turnover in the City of Loveland Building Services Division, the City of Loveland Chief Building Official (CBO) did not pursue adopting the 2015 I-Codes. The CBO and Fire Marshal have met and determined that both agencies will wait until the 2018 I-Codes are published to begin the next adoption process.

Plan
The agency has begun working on plans for the 2018 code adoption cycle, which will be the first in which LFRA’s Board of Directors recommends via resolution that the City of Loveland, Town of Johnstown and Loveland Rural Fire Protection District adopt the same amended fire code. The agency’s Community Safety Division will coordinate the code adoption cycle through cooperative communications with all involved jurisdictions.

References
City of Loveland Municipal Code (provide reference for IFC adoption)
Larimer County adopted fire code (provide reference for IFC adoption)
Town of Johnstown adopted fire code (provide reference for IFC adoption)
Description
The agency’s 2012 Strategic Plan details goals and strategies related to plan review, as well as new and existing building and site inspections. LFRA enforces the International Fire Code within its three governmental jurisdictions: the City of Loveland, Town of Johnstown and unincorporated areas of Larimer County. The agency’s goal is to provide effective and collaborative processes to ensure minimum life safety codes and standards are enforced for the life of a building or occupancy.

LFRA begins compliance by participating both formally and informally in the conceptual design of projects in Loveland, Johnstown and Larimer County. When projects are submitted to planning departments, LFRA plan reviewers ensure water supply and emergency vehicle access requirements are met and communicate fire protection system requirements to the applicant. Building construction drawings and fire protection design documents are reviewed for code compliance prior to issuance of construction permits. Inspections and testing are conducted throughout construction projects to ensure compliance before a Certificate of Occupancy is issued.

Once a new building or remodeled tenant space is occupied, agency personnel provide on-going inspections through Engine Company Safety Assessment visits, hazardous materials permit renewal inspections, and other periodic inspections. These inspections are performed by Operations Division personnel, Fire Inspection Technicians, and Inspectors in the Community Safety Division. The agency uses a combination of Notice and Order as well as Stop Work Orders to ensure compliance is achieved for significant violations.

Appraisal
To support the goals established in the agency’s strategic plan, the CSD increased staffing to three full-time personnel, which has resulted in strong participation in development planning meetings. The agency has successfully met its required plan review time 95% of the time and has met all requirements and requests for new construction inspections. The Engine Company Safety Assessment program and associated training programs have increased agency presence in existing construction inspections, as documented in the annual reports. The addition of a Lieutenant position in the CSD has improved the oversight and administration of the hazardous materials permitting and enforcement program, as well as the fire investigation program. The agency has improved relationships with code compliance officers in the building divisions of the City of Loveland and Larimer County.

Plan
The agency will continue to enforce adopted codes and standards through a combination of plan review and inspection. During the revision of the strategic plan, the agency should evaluate options for improved measuring and monitoring outputs and outcomes of the plan review and inspection processes. The Community Safety Division should evaluate options for improved tracking of reports received for inspection, testing, and maintenance of installed fire alarm and fire sprinkler systems.

References
LFRA Strategic Plan (2012)
Engine Company Safety Assessment program guideline
Fire Inspections guideline
Hazardous Materials Permit Program Annual Appraisal
Samples of New Construction Plan Review Comments
Samples of DRT/CRT processes
LFRA Annual Report (2012)
LFRA Annual Report (2013)
LFRA Annual Report (2014)
LFRA Annual Report (2016)
Description
The activities of the LFRA Community Safety Division (CSD) are supervised by a Division Chief/Fire Marshal, with assistance from a full-time office administrator. The Deputy Fire Marshal (DFM) coordinates the new construction plan review and inspection processes, while the Lieutenant coordinates the hazardous materials permit program. Both the DFM and the Lieutenant serve as liaisons for the agency’s Engine Company Safety Assessment program and for the Fire Inspection Technician inspection requirements. The agency also employs a full-time Plan Reviewer, a certified Fire Inspector, and a part-time Plan Reviewer.

The agency’s Office of Emergency Management (OEM) is housed within the CSD. The OEM staff consists of an Emergency Manager (EM) and a Public Affairs Officer (PAO) who serves as an Assistant to the EM and is also able to help with inspections.

All of the personnel within the CSD are cross-trained and capable of performing multiple plan review and inspection duties. All inspectors maintain minimum certifications of International Code Council (ICC) Fire Inspector I. Certifications held by CSD staff include State of Colorado Fire Systems Plan Reviewer, ICC Plans Examiner/Fire Inspector III, ICC Fire Inspector II, ICC Fire Inspector 1, NFPA Fire Inspector 1, and State of Colorado Fire Suppression System Inspector. Additionally, the full-time plan reviewer is a licensed architect. The agency provides support to allow all employees to maintain their certifications through continuing education opportunities.

The Operations Division has one Fire Inspection Technician (FIT) on each shift, with at least two individuals who are qualified as Acting FIT on each shift. The FIT position is staffed by Engineers who are assigned to Rescue 2, but are provided with a separate vehicle. The FIT’s role is to perform annual hazardous materials permit inspections as well as existing business inspections. They also conduct fire investigations and act as a liaison between CSD and Operations. Every FIT and Acting FIT attends a six-day course of instruction on fire inspections and fire investigations that are taught coordinated annually by CSD personnel. Operations Division companies perform Engine Company Safety Assessment visits.

Appraisal
The current staffing and expertise of CSD personnel has enabled LFRA to meet the agency’s plan review and inspection goals and objectives, as established in the Strategic Plan. The full-time inspector position was added in 2016, which allowed for a more manageable workload and timely inspections to keep pace with a significant increase in new building construction and fixed fire-protection installation.

CSD personnel have consistently offered opportunities for FITs and Operations Division personnel through the annual FIT Academy. This has helped build an increasingly positive relationship between CSD and Operations personnel.

Plan
LFRA will continue to evaluate the Division’s staffing needs using benchmarks such as numbers of plan reviews, inspections and investigations, as well as other strategies and goals established in agency’s Strategic Plan. CSD staff
will maintain current certification levels to comply with State of Colorado requirements for plan review and inspections, and test for additional ICC and NFPA certifications.

**References**

- LFRA Strategic Plan
- LFRA website – New Construction
- Personnel certifications and licenses
- FIT Academy information
- Engine Company Safety Assessment guideline
- Fire Inspections guideline
5A.4 A plan review process ensures that adopted codes and ordinances determine the construction of buildings and infrastructure (such as hydrants, access, street width).

Description
LFRA performs plan reviews and inspections for all new developments, new buildings, and building additions in the City of Loveland, unincorporated Larimer County and the Town of Johnstown area. During the planning processes, Community Safety Division (CSD) personnel review proposed projects to ensure compliance with Fire Code requirements for water supply, emergency vehicle access and addressing. Plan reviewers also are available to meet with customers prior to formal planning submittal to provide design requirements. During the permitting process, all new construction, tenant finish/improvement, fire-protection systems and hazardous materials operations are reviewed for compliance with applicable Fire Code, Building Code and NFPA standards. LFRA maintains close, regular communication with Planning and Building Departments in its three jurisdictions to provide project and permit approval. LFRA reviews electronic or paper plans, as selected by the applicant. The agency’s goal is 100% completion of all plan reviews within 15 working days.

Appraisal
LFRA has participated in the development review processes to ensure properties and buildings meet fire codes and standards for life safety and fire protection. The agency has seen a significant increase in development projects and permits since 2013 and, in most instances, has managed to complete reviews within the specified turnaround times, but not without negative workload and overtime work for staff. The addition of a full-time inspector in 2016 improved inspection and plan review scheduling.

Plan
LFRA will continue its development review processes and will monitor review plan review completion times to ensure compliance with the 15-day goal. Staff will examine opportunities to improve review processes with its three municipal jurisdictions, including updating a development review guide and website information related to plan review and permitting.

References
LFRA Annual Report (2012)  
LFRA Annual Report (2013)  
LFRA Annual Report (2014)  
LFRA Annual Report (2016)  
LFRA website – New Construction
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, standards of cover, and measures performance against adopted loss reduction goals.

Description
The agency conducts an informal appraisal of its risk reduction activities and efforts each month through the month-end report that is generated for review by the LFRA Board of Directors. Each month-end report includes appraisal of both Community Safety Division (CSD) and Operations Division activities. Month-end reports are used to develop a formal appraisal that is documented within the agency's Annual Report. Both the month-end and the annual reports provide statistics related to emergency response, inspections and plan reviews.

Appraisal
The agency has performed monthly and annual appraisals since 2012 and has reported to the LFRA Board of Directors to ensure that goals and objectives are being evaluated accurately. Data that is collected and analyzed includes emergency response, inspections, plan review, investigations, public education and emergency management. These data have been used to assess compliance with the agency's strategic plan, but have not been consistently used to help the agency establish effective strategies for improvement.

Plan
The agency should evaluate opportunities to develop improved output and outcome measures from month-end and annual reports, for the purposes of establishing effective strategies for improving existing processes.

References
LFRA Month-end Reports
LFRA Annual Report (2012)
LFRA Annual Report (2013)
LFRA Annual Report (2014)
LFRA Annual Report (2016)
LFRA Strategic Plan
5A.6 The community risk reduction program identifies the frequency that occupancies are inspected.

Description
The 2012 LFRA Strategic Plan establishes a goal of minimizing and mitigating the risks of emergency occurrence in the community. One of the strategies for accomplishing this goal was to develop an inspection program that targets small businesses hazard occupancies (Education, Institutional, and High Hazard occupancies, as defined in the International Fire Code). LFRA’s community risk reduction (CRR) is built to meet this goal. The agency’s CRR program includes fire inspections performed by members of the Community Safety Division (CSD) as well as fire safety assessments performed by on-duty Operations Division companies. Inspection frequency is based on timelines established within the Fire Safety Assessments guideline. Frequency of inspection is based on the occupancy group classification of a building, with greater risk occupancies being inspected more often. The Operations Division Captains assigned to Station 2 coordinate the scheduling of Operations Division company safety assessments, while scheduling of CSD inspections is coordinated by the CSD Lieutenant.

Appraisal
Businesses that maintain permit-level quantities of hazardous materials, as defined in Chapter 1 of the International Fire Code, have been receiving annual inspections since 2006. In 2014, the CSD Lieutenant re-established the agency’s engine company inspection program. The program was renamed the “fire safety visit” program to avoid the negative stigma held by many business owners about “inspections” being punitive in nature. The program was modified to provide Operations Division personnel with opportunities to inform and educate the public about fire safety. A timeline was developed in July 2015 that clarified the frequency of inspections for all inspection types. The frequency of inspections was based on associated risk for loss of life or property. Due to limitations of the agency’s records management system, information obtained during inspections has not been made readily available to Operations Division personnel during incident response. Also, the agency has not been able to keep up with monitoring fire protection system inspection reports that are provided by third-party inspectors.

Plan
The agency will continue to manage the Engine Company Safety Assessment Program and the hazardous materials permit/inspection program according to the Fire Safety Assessments guideline. In late 2016, the agency began evaluating options for improving its records management system. It is anticipated that the new system will be selected and tested during 2017, with full implementation occurring in 2018. During 2017, the CSD will develop and implement a process for improved tracking and monitoring of third-party testing and inspection reports for fire protection systems.

References
LFRA Strategic Plan
Fire Safety Assessments Guideline
Hazardous Materials Permit Program annual program report and appraisal
Engine Company Safety Assessment form
5A.7 The agency sets **specific, targeted, and achievable annual loss reduction benchmarks** for fire incidents and fire casualties based upon the community risk assessment and baseline performance.

**Description**

The agency’s Strategic Plan (pages 68, 76 – 87) establishes several service level indicators that the agency uses to evaluate the effectiveness of its programs. The “Significant Seven” are the performance measures that are measured and reported through the LFRA Annual Report. Because the process of measuring service level indicators was initiated with the 2012 Strategic Plan and Annual Report, the agency is still gathering sufficient data to support establishing a baseline for each of Significant Seven.

**Appraisal**

The agency began collecting and analyzing service level indicators after the adoption of the 2012 Strategic Plan. During 2016, the Community Safety Division compiled structure fire incident information for the time period from 2009 through 2015 and has begun using the results of that information to guide the agency’s community outreach programs. During 2016, the agency revised its month-end report to include greater information to support the development of the annual report and agency accomplishments toward the Significant Seven.

**Plan**

The agency will continue to develop and publish month-end reports and an annual report to provide information on progress towards the established service level indicators, referred to as the “Significant Seven.” During 2017, the agency will use the 2012 through 2016 annual reports to establish a service level indicator baseline, which will be used in subsequent years to improve measurement and reporting of agency performance.

**References**

- LFRA Strategic Plan (pages 68, 76 – 87)
- 2015 Annual Report (page 8)
- 2014 Annual Report (page 20)
- 2013 Annual Report (page 19)
- 2012 Annual Report (page 16)
Fire inspection personnel should receive annual continuing education to maintain proficiency.

Description
The agency’s fire safety inspection program includes the areas of new building construction, installation of fire protection systems, special events, hazardous materials (hazmat) operations, and existing occupancies. All members of the agency are involved in these inspections in some way; Operations Division companies perform periodic safety assessments, Fire Inspection Technicians (FIT) perform business and hazmat inspections, and members of the Community Safety Division (CSD) complete inspections of all new construction projects as well as in all educational occupancies.

Appraisal
Employees in the CSD have participated in regular continuing education opportunities to maintain certifications through the International Code Council and Colorado Division of Fire Prevention and Control. These training opportunities have allowed CSD staff to maintain proficiency, learn about new code updates, as well as maintain and/or obtain various certifications.

Current and aspiring FITs have been required to participate in the agency’s FIT Academy, which has been coordinated annually. This course of instruction has provided all FITs with six days of intensive training in the areas of fire inspection, code enforcement, human relations, documentation, and fire investigation.

Operations Division employees received initial training on the Engine Company Safety Assessment program during 2015. The FIT position has been tasked with serving as a liaison between the CSD and the companies on their assigned shift. The agency’s Deputy Fire Marshal has provided at least one training session annually to the officers of the Operations Division in various areas of fire prevention, code enforcement and/or fire protection systems; however, formalized refresher training has not been provided to all employees since the initial roll-out of the Engine Company Safety Assessment program.

Plan
The agency will continue to provide continuing education to all certified inspectors to allow for certification and re-certification requirements. The agency will continue to provide the FIT Academy for all new and aspiring FITs. During 2017, the agency’s Deputy Fire Marshal and CSD Lieutenant will work with Training Battalion Chief to evaluate options for providing a standardized refresher training for all Operations Division employees.

References
FIT Academy – Fire Investigations 101 schedule
FIT Academy – Fire Inspections 101 schedule
Colorado Chapter of the International Code Council – Educational Institute flyer
Fire Marshals Association of Colorado – website
National Fire Sprinkler Association – TechNotes and regional training course info
LFRA Engine Company Safety Assessment program – 2015 training materials
**Criterion 5B: Public Education Program**

A public education program is in place and directed toward reducing specific risks in a manner consistent with the agency’s mission and as identified within the community risk assessment and standards of cover. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for a specific public education program.

**Summary:**

The agency’s community outreach and public education programs are coordinated and managed by the agency’s Emergency Manager and Public Affairs Officer, with involvement from all levels of the organization. The Public Education Team, consisting of nine (9) individuals from the Community Safety Division as well as the Operations Division, assist with providing enhanced outreach/education and evaluating program effectiveness. The agency has partnered with a variety of other agencies and entities to form the Thompson Safety Education Coalition, focusing on improving public fire and life safety education within the Thompson School District.

The Community Outreach Program Summary and Appraisal provides a detailed description of the various programs and outreach opportunities that have been used and are currently in place. Through the development of this document, as well as the Community Risk and Emergency Services Assessment – Standards of Cover (CRESA-SOC) document, the agency has been able to correlate risks with incident types/frequencies in order to develop a cohesive plan for providing public education and community outreach where it is most needed.
5B.1 The public education program (such as development and delivery) targets specific risks, behaviors, and audiences identified through incident, demographic, program data analysis, community risk assessment, and standards of cover.

**Description**

As discussed in the agency’s annual reports, the current array of public education programs are based on national trends as published by organizations such as the National Fire Protection Association (NFPA) and United States Fire Administration (USFA). Examples of current programs include, but are not limited to, smoke and carbon monoxide alarm installation, child passenger safety seat assessment and installation, helmet fitting, and youth firesetting family interventions. Presentations such as the Kiwanis Safety Village, Safety Lessons Activity Book, Strap and Snap helmet safety, In an Instant fire safety, and The Price is Life are offered based on specific requests from outside groups and/or agencies. Other programs are available for specific target groups based on their requested needs, such as fire station tours, fire extinguisher training, home and business fire safety, evacuation and shelter in place drills, emergency preparedness and continuity of operations, and residential home safety surveys.

The agency is also working to better understand “at-risk” audiences within the jurisdiction, and to correlate those local trends with national trend information published by NFPA and USFA. The agency is using the information from this analysis, combined with information from the Community Risk and Emergency Services Assessment – Standards of Cover (CRESA-SOC) document, to help with prioritization of the agency’s public education and community outreach efforts.

**Appraisal**

The agency’s public education programs were historically developed and offered based upon anecdotal information, national trends as published by NFPA, or upon a specific request from a local business or group. The agency has also been working with the Fire Rescue Advisory Commission (FRAC) members to gather their input for community outreach needs. During 2016, the agency evaluated reports in the records management system to improve understanding of the “fire problem” within the LFRA response area. This research was used in conjunction with the development of the CRESA-SOC, and as described in the Community Outreach Program Summary and Appraisal document, to develop local information to improve understanding of local issues and to understand educational needs of specific target audiences. For example, the agency has learned that its greatest fire-related risk is wildland fire. During the time period analyzed, there were 328 wildland fires, as compared to 194 building fires and 144 vehicle fires. Additionally, the agency’s leading causes of structure fires are comparable with the leading causes reported by the National Fire Protection Association (NFPA): cooking fires (34%), intentional fires (10%), and discarded smoking materials (10%).

**Plan**

The agency will continue to monitor outreach and public education offerings to ensure they meet community needs. The Public Affairs Officer will work with the Fire Rescue Advisory Commission and the agency’s Public Education Team to develop improved understanding of public education needs within the community. The CRESA-SOC
document and Community Outreach Program Summary and Appraisal document will continue to be reviewed and updated during the first quarter of each year, and will be used to provide information to guide outreach efforts.

References
Community Risk and Emergency Services Assessment – Standards of Cover (CRESA-SOC) document – risk assessment section (pages 88-134)
Community Outreach Program Summary and Appraisal documents
LFRA Annual Report (2015) – pages 7-8, 12, 27
LFRA Annual Report (2016) – pages to be determine upon report completion
Incident Data Research 2009-2015 (folder)
5B.2 The program has sufficient staff with specific expertise to meet the public education program goals, objectives, and identified community risks.

Description

The agency’s public education and community risk reduction programs are a combined effort of numerous personnel in both the Community Safety Division (CSD) as well as the Operations Division. The Public Affairs Officer (PAO) works with the agency’s Emergency Manager to coordinate all public outreach programs to support goals and objectives established within the agency’s Strategic Plan. The CSD Administrative Technician assists with receiving and processing requests for service. The Fire Inspection Technician (FIT) position is available to assist with a variety of public outreach efforts, as needed. Nine (9) members of the agency assist with administering the child passenger safety (CPS) program, and all Operations Division personnel are expected to provide company-level outreach efforts such as station tours, apparatus demonstrations and fire safety presentations.

The Public Affairs Officer is certified as a Public Fire and Life Safety Educator II (FLSE) and Juvenile Firesetter Intervention Specialist I (JFIS). Four (4) other members of the agency are certified to the JFIS-I level and two are certified to the FLSE-I level. All members of the agency’s CPS team maintain appropriate training and certification. The agency’s Public Education Team supports all public outreach efforts of the agency.

Appraisal

Historically, the agency’s public outreach efforts have been coordinated through the Community Safety Division, with support provided through the Operations Division by personnel on-duty at each fire station. In July 2014, the agency developed a Public Education Team consisting of four part-time firefighters. This team was expanded to three full-time firefighters and 12 part-time firefighters in July 2015 to allow for additional participation from all Operations shifts and improve off-duty participation in public education events. This team expansion was driven by the LFRA Executive Leadership’s desire to improve outreach efforts by adding staff. However, these team members have only been provided with minimal training related to public education. The agency has not yet established a minimum training requirement for participation due to the difficulty in recruiting Operations Division personnel to participate; however, all team members are, at a minimum, certified to the Firefighter II level, which includes introductory training in the area of providing public education. Training has been provided specific to the activity in which team members participate and/or assist. For example, staff who have helped with the Fire Safety Trailer have been briefed/trained on the specific use of that prop and messages to be delivered. The agency received many positive comments from team members as well as participant schools during the 2016 Fire Safety Trailer programs that were offered to local elementary schools. This feedback has been used to indicate that the current training programs have met both agency needs as well as target audience needs.

The agency’s Child Passenger Safety (CPS) program was developed and implemented in February 2011. Prior to that, CPS efforts were provided by a private business. During 2015, demand for the agency’s CPS program averaged approximately 15 service requests per month. During 2016, demand for this service has declined to an average of approximately two (2) service requests per month.
Plan
Before the end of 2017, the Public Affairs Officer will use NFPA 1452: Guide for Training Fire Service Personnel to Conduct Community Risk Reduction, to develop and present specialized training to the Public Education Team to improve their knowledge, skills and abilities in the area of community outreach. These team members will develop and provide additional public education training to their Operations Division shifts during the summer of 2017. The agency will continue to examine the CPS program to identify specific needs of the program and determine appropriate agency involvement. The Public Affairs Officer will maintain and update Community Outreach Program Summary and Appraisal annually.

References
Community Outreach Program Summary and Appraisal documents
LFRA Program Matrix
NFPA 1452: Guide for Training Fire Service Personnel to Conduct Community Risk Reduction
CPS Technician list
CPS program summary
5B.3 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.

Description

The Community Outreach Program Summary and Appraisal document serves as the primary means for continual analysis and appraisal of the agency’s community outreach and public education programs. Additionally, the agency publishes an annual report that includes an overview of the public education programs.

All individual program offerings are developed and administered to include either formal or informal pre- and post-testing to evaluate program objectives and achieved outcomes. Individual program evaluations help the agency to determine if the programs are effective at accomplishing established objectives. The CSD Lieutenant evaluates the contents of each specific program annually to ensure that program content aligns with agency-specific incident response data.

Appraisal

The development of the Community Outreach Program Summary and Appraisal document has provided the agency with a consistent platform upon which to evaluate the impact and effectiveness of the agency’s public education programs. Through the development of this document, all of the public education programs that had been offered during the past five to seven years were evaluated for content, audience, and reach. The agency learned that many of the public education programs that had been offered in the past were only meeting the needs of a small percentage of the population served, and that those programs with the greatest reach (i.e., fire station tours) were not supported with employee training. Prior to the program realignment, accurate records were not kept to reflect accurate public education contacts. Records indicated only contacts made by the Public Affairs Officer (PAO) and neglected the contacts made by engine companies. Since the reclassification of the position, the PAO has not been directly involved in the evaluation of community outreach programs due to increased involvement in Emergency Management functions. This has resulted in the public outreach program, as a whole, being less active. However, the Division Chief of the Community Safety Division has been able to establish the Thompson Safety Education Coalition (TSEC), which includes all local emergency response agencies, as well as the local school district. The TSEC has begun working to clarify roles and responsibilities for all entities involved for providing a wide array of public outreach programs.

Plan

The agency will continue to update the Community Outreach Program Summary and Appraisal document, utilizing current and historical agency-specific incident response data as well as national trend analysis to maintain current and effective public education and community outreach programs. During 2017, the PAO and Emergency Manager will work with the Division Chief of the Community Safety Division to assess community needs and agency capabilities to determine the specific direction for the community outreach program. Programs will be coordinated through the Thompson Safety Education Coalition and will focus on specific audiences and messages.
References
Community Outreach Program Summary and Appraisal documents
LFRA Annual Report (2015) – pages 7-8, 12, 27
LFRA Annual Report (2016) – pages to be determine upon report completion
TSEC Program Email (6-9-16)
Description
The agency captures incident type and location information in its records management system. The agency culls information from a variety of sources, including the United States Census Bureau, to gather socio-economic factors, demographics, age, cultural/ethnic differences, and other “target audience” information that is analyzed, summarized and reported through the agency’s Community Risk and Emergency Services Assessment – Standards of Cover (CRESA-SOC) document and the Community Outreach Program Summary and Appraisal document.

As discussed in the Community Outreach Program Summary and Appraisal document, the agency partners with non-profit organizations such as The Lauren Project, Safe-Kids Larimer County, the American Red Cross, and others to identify community members in need and provides them with free smoke alarms and/or carbon monoxide alarms, perform residential fire safety surveys, provide bicycle helmets, donate child passenger safety seats, etc..

In June 2016, the agency joined forces with the Thompson School District, American Red Cross, Thompson Valley EMS, Larimer Emergency Telephone Authority, Loveland Police Department, Safe-Kids Larimer County, Berthoud Fire Protection District, and City of Loveland Water and Power to form the Thompson Safety Education Coalition (TSEC). The TSEC is working to develop a cohesive approach to public safety education that meets the State of Colorado teaching standards by grade level.

Appraisal
The agency has established a wide variety of programs and partnerships to identify large loss potential and/or high risk audiences and to develop appropriate programs and outreach efforts to mitigate the consequences of emergency incidents.

Plan
The agency will continue to work as a primary partner of the TSEC to improve outreach efforts to the local school district. The agency will continue review and update the Community Outreach Program Summary and Appraisal document annually to ensure that community needs are being met. The agency should identify funding opportunities through grants and/or donations to ensure that an adequate supply of give-away items are maintained and distributed appropriately.

References
TSEC Program Email (6-9-16)
Community Risk and Emergency Services Assessment – Standards of Cover (CRESA-SOC) document
Community Outreach Program Summary and Appraisal documents
5B.5 The agency should evaluate the juvenile firesetter intervention program. This program should refer all juveniles identified as involved in fire-play or fire setting behavior for educational intervention or other intervention services.

Description
The agency’s juvenile firesetting intervention program is coordinated by the Public Affairs Officer. Program history, accomplishments, goals and objectives are reported in the Community Outreach Program Summary and Appraisal document. Information about the program is provided to Operations Division employees, local law enforcement agencies, and District Attorney’s Office to ensure that juveniles involved in fire play or firesetting behaviors are identified and referred to the program for appropriate assessment and intervention. The agency provides a Juvenile Contact Information Form to Operations Division employees and the Loveland Police Department to ensure that sufficient information is obtained and routed to the program coordinator in a timely manner.

Appraisal
The agency has fostered an effective working relationship with the Loveland Police Department and the District Attorney’s Office to identify and refer youth involved in fire-related activities; however, the relationship with the Larimer County Sheriff’s Office (LCSO) has been more difficult to maintain.

Plan
The agency will continue to use the Community Outreach Program Summary and Appraisal document as the primary means for providing annual review and evaluation of the juvenile firesetter intervention program. The agency will continue to maintain effective relationships with local law enforcement partners and will work to build a better relationship with LCSO to ensure that youth in the unincorporated portions of the LFRA response area are referred into the program.

References
Juvenile Contact Information Form
The agency operates an adequate, effective, and efficient program directed toward origin and cause investigation and subsequent classification of fires, explosions, and other emergency situations that endanger life or property. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for fire investigation program.

Summary:
Every fire incident that occurs within the jurisdiction of Loveland Fire Rescue Authority (LFRA) is investigated to determine the origin and cause of the fire. The majority of these fires are investigated by the company officer of the first-due apparatus. The Fire Inspection Technician (FIT) serves as an additional on-shift fire investigation resource when necessary. Investigation of large or highly complex fires are coordinated by one of four (4) certified fire investigators employed by the agency, with multiple members of the agency involved in the investigation team.

The fire investigation program is managed by agency’s senior fire investigator, who is credentialed as a Fire Investigation Technician by the International Association of Arson Investigators (IAAI-FIT), a Fire and Explosion Investigator and a Fire and Explosion Investigation Instructor by the National Association of Fire Investigators (NAFI-CFEI and NAFI-CFII) and as a peace officer by the Colorado Peace Officer Standards and Training (POST) Board. The senior fire investigator is a Lieutenant within the Community Safety Division, supervised by the Division Chief/Fire Marshal.

The agency’s FIT position is a special assignment position for individuals within the Engineer rank. There is one FIT on-duty every day with the primary responsibility for working with the crew on Rescue 2 in response to calls for service; however, the FIT also provides fire prevention related services such as fire investigation, code enforcement, and permit inspection. The FIT operates in their own vehicle while on duty to allow them the freedom to operate throughout the LFRA response area. Supplementing the on-duty FIT and the senior fire investigator, several LFRA employees have varying degrees of fire investigation training, experience, and/or certification and are able to assist with fire investigations on a case-by-case basis.
5C.1 The agency’s fire investigation, origin, and cause program is authorized by adopted statute, code, or ordinance.

Description
Loveland Fire Rescue Authority (LFRA) adopts and enforces the International Fire Code (IFC) with amendments. Since 2009, the agency has worked to adopt the most current version of the IFC, with the 2012 IFC being currently adopted. This code, including amendments, is adopted into Loveland Municipal Code, Title 15, Chapter 28. Within the Loveland Rural Fire Protection District, the 2006 IFC is adopted and enforceable through Larimer County Municipal Code Section 26-46. Section [A] 104.10 of the IFC gives the agency the responsibility and authority to conduct fire investigations for the purposes of determining origin, cause and responsibility.

Appraisal
LFRA has worked with both City and County governing bodies to adopt model fire codes for several years. Fire code adoption in the Rural District has been less consistent than in the City, as demonstrated by the 2006 IFC adopted by Larimer County. LFRA has recognized the importance of adopting the most recent version of the IFC to improve consistency within both City and Rural areas, as well as to provide for consistency with neighboring jurisdictions and provide for improved firefighter and citizen safety. The agency has not observed an impact on the fire investigation program as a result of the differing sets of adopted codes. Chapter 1 of both the 2006 and 2012 IFC are nearly identical and both include the language necessary to provide the agency with the necessary authority to conduct a fire investigation.

Plan
LFRA will work with both City of Loveland and Larimer County, as well as surrounding fire service agencies, to consistently adopt a model fire code. LFRA will also work with the State of Colorado Division of Fire Prevention and Control to remain involved in code development processes.

References
2006 International Fire Code [A] 104.10
2012 International Fire Code [A] 104.10
City of Loveland Municipal Code 15-28
Larimer County Municipal Code 26-46
5C.2 The agency uses a consistent approach to the scientific method which is utilized to investigate and determine the origin and cause of all fires and explosions.

Description
All LFRA fire investigators are trained according to National Fire Protection Association (NFPA) 1033: Standard for Professional Qualifications for Fire Investigator. NFPA 1033 Section 4.1.2 requires the use of the scientific method. Additionally, LFRA fire investigators use NFPA 921: Guide for Fire and Explosion Investigations as a reference document when conducting fire investigations. Chapter 4 of NFPA 921 provides detailed information about using the scientific method as a systematic approach to conducting all fire investigation activities.

Appraisal
In 2012, LFRA established a training program for new fire investigators: Fire Investigations 101. The Methodology section of this course was developed based on Chapter 4 of NFPA 921, which describes the application of the scientific method to fire investigation. Referring to the scientific method has provided LFRA fire investigators with the knowledge to conduct fire investigations in accordance with scientifically acceptable methods.

Plan
The agency will continue to use the scientific method, as published in NFPA 921, during all fire and explosion investigations. New fire investigators will be trained in proper application of the scientific method prior to performance of their assigned duties. During 2017, the agency will develop a continuing education guideline for current fire investigators. Those investigators who are certified will continue to be required to meet the continuing education requirements of their certification. Those investigators who are not certified will participate in continuing education through local partners and web-based resources to maintain their knowledge, skills and abilities pursuant to the new guideline.

References
NFPA 1033: Standard for Professional Qualifications for Fire Investigator
NFPA 921: Guide for Fire and Explosion Investigations, Chapter 4
LFRA Fire Investigation 101 – Methodology section
NAFI-CFEI Guidelines
IAAI-FIT Program Manual
5C.3 The program has sufficient staff with specific expertise to meet the fire investigation, origin, and cause program goals, objectives, and identified community risks.

Description
LFRA’s fire investigation program has adequate staff with expertise, training and credentials to accomplish the program’s goals and objectives. The fire investigation program is coordinated by the agency’s senior fire investigator, who reports to the Fire Marshal. The senior fire investigator is credentialed as a Fire Investigation Technician by the International Association of Arson Investigators (IAAI-FIT), a Fire and Explosion Investigator and a Fire and Explosion Investigation Instructor by the National Association of Fire Investigators (NAFI-CFEI and NAFI-CFII) and as a peace officer by the Colorado Peace Officer Standards and Training (POST) Board.

Job Performance Requirements (JPRs) for Fire Officer I and Fire Officer II certification require that the company officer demonstrate basic competency at determining fire origin and cause for relatively small-scale fires. As such, the agency’s Fire Investigation guideline establishes that the company officer is the first level of fire investigation expertise. One on-duty Fire Inspection Technicians (FIT) per shift provides the next level of fire investigation expertise, for fires beyond the abilities of the company officers. The FIT position is a developmental position where Engineers are able to receive additional training in fire prevention specialties. All new FITs participate in three days of fire investigation training during their initial training period and are expected to participate in on-going continuing education during their time in the FIT position. Several LFRA employees maintain fire investigation credentials of either NAFI-CFEI or IAAI-FIT. If determination of fire origin and cause is beyond the capabilities of either the company officer or the on-duty FIT, support from those resources as well as the senior fire investigator is requested through Incident Command.

LFRA maintains working relationships with the Loveland Police Department (LPD) and Larimer County Sheriff’s Office (LCSO), whereby members of those law enforcement agencies who are specially trained in evidence collection and preservation work with LFRA fire investigators to collect evidence and process it in accordance with applicable rules of evidence.

Appraisal
The development of the three-tiered approach to fire investigation, as described in the Fire Investigation guideline, has provided the agency with adequate staffing to conduct competent and thorough fire investigations. This approach to fire investigation has been validated through application at several large-scale and complex fire investigation scenes. LFRA has established informal agreements with both LPD and LCSO to define fire investigation expectations of each agency.

Plan
LFRA will continue to support members in obtaining and maintaining fire investigation credentials. All current fire investigators will continue to participate in on-going continuing education to assist in maintaining fire investigation expertise. During 2017, the agency will develop a continuing education guideline for current fire investigators. Those investigators who are certified will continue to be required to meet the continuing education requirements of
their certification. Those investigators who are not certified will participate in continuing education to maintain their knowledge, skills and abilities pursuant to the new guideline. Opportunities for continuing education will include a combination of web-based training as well as inter-agency training with local law enforcement and neighboring fire jurisdictions. During 2017, LFRA will examine the need for formal agreements with local law enforcement agencies to define fire investigation responsibilities and/or expectations for each agency.

References
Fire Investigation Guideline (2014 rev A)
NAFI-CFEI Guidelines
IAAI-FIT Program Manual
5C.4 The agency has established written agreements and procedures, that are reviewed and revised at least annually, with relevant local, regional, state/provincial, and federal fire investigation agencies to ensure appropriate and consistent scene processing, evidence collection, and information sharing.

Description
The LFRA fire investigation program works very closely with several local, state and federal law enforcement agencies including Loveland Police Department; Larimer County Sheriff’s Office; Larimer County District Attorney’s Office; Colorado Bureau of Investigations; and the Bureau of Alcohol, Tobacco, Firearms and Explosives. LFRA also maintains working relationships with several private fire investigation companies that investigate fires under contract with insurance providers. The agency maintains mutual aid agreements with the Loveland Police Department and Larimer County, but there are no formal agreements between LFRA and any of the above listed state or federal agencies or private companies.

LFRA maintains mutual aid agreements with all adjacent fire service agencies to provide personnel and/or equipment as needed. Fire investigation resources are included within these mutual aid agreements.

Appraisal
The strong working relationships with partner law enforcement agencies, private fire investigation companies, and adjacent fire service agencies have benefitted the LFRA fire investigation program. Through working with other fire investigation and legal experts, LFRA’s fire investigators have shared ideas and enabled successful conclusions to investigation activities.

Plan
LFRA’s fire investigators will continue to build strong relationships with partnering agencies and will pursue additional opportunities for sharing resources with other agencies to meet their program goals.

References
Loveland Police Department Mutual Aid Agreement
Larimer County Sheriff’s Office Mutual Aid Agreement
Larimer County Mutual Aid Agreement
Poudre Fire Authority Mutual Aid Agreement
Windsor Severance Fire Rescue Mutual Aid Agreement
Front Range Fire Rescue Mutual Aid Agreement
Berthoud Fire Department Mutual Aid Agreement
Estes Valley Fire Protection District Mutual Aid Agreement
Glen Haven Fire Protection District Mutual Aid Agreement
Laramie County Fire District #2 Mutual Aid Agreement
Rist Canyon Volunteer Fire Department Mutual Aid Agreement
Platte River Power Authority Mutual Aid Agreement
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.

Description
The agency’s senior fire investigator coordinates the fire investigation program. This responsibility includes performing an annual program appraisal that evaluates the effectiveness of the program. The program appraisal identifies the number of fire investigations performed by each group (company officer, FIT, certified investigator) as well as a summary of all fire cause classifications. The agency also evaluates the history of fires, fire causes, and affected persons to help guide public outreach efforts and to help improve training programs for the Operations Division.

Appraisal
The 2015 annual program appraisal was the first formal and documented appraisal of the agency’s fire investigation program. During 2016, the agency began developing additional analysis processes based on fire cause classification, area of fire origin, causal factors, demographics and other related factors.

Plan
The agency will continue to develop an annual program appraisal of the fire investigation program. The program appraisal will be correlated with the strategic planning process and data will be shared with the Operations Division and Community Safety Division to ensure that the agency has a better understanding of the fire risk within the community.

References
Fire Investigation Program Annual Program Appraisal (2015)
Fire Investigation Program Annual Program Appraisal (2016)
The agency operates an all-hazards preparedness program that includes a coordinated multi-agency response plan designed to protect the community from terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area.

Summary:
The City of Loveland Office of Emergency Management (OEM) is a functional branch of the Loveland Fire Rescue Authority (LFRA) Community Safety Division (CSD). OEM is tasked with the oversight of an all-hazards preparedness program which outlines the operating procedures for the development of the planning and response to all-hazard events. As such, OEM conducts annual preparedness planning reviews and revisions as well as the update of the Local Emergency Operations Plan (LEOP) every three (3) years for preparedness and response to emergencies. The LEOP is based upon the standards and best practices advised by Federal Emergency Management Agency (FEMA), including the adoption of the National Incident Management System, and burgeoning research findings from Academia.

OEM participates in the FEMA and State of Colorado Emergency Management Performance Grant Program (EMPG) which directs and guides the OEM Program to employ the National Fire Protection Standards, American Society for Testing and Materials (ASTM) Standards, and various other Federal Emergency Management guidelines. LFRA’s program is based upon local implementation of the Homeland Security Presidential Directives and their affiliated documents which includes the National Response Framework.

The 2016 Larimer County Multi-Jurisdictional Hazard Mitigation Plan (HMP), a plan approved by the State of Colorado and FEMA, serves as the primary planning document for all-hazards preparedness efforts. The main priorities of our mitigation actions are based on all-hazards risk and vulnerability assessments. The identification of external supporting agencies, organizational structures, and the multi-agency responses outlined within these governing documents are designed to protect the community and to maintain continuity of Government. Furthermore, the Mitigation Master Plan (MMP) describes in detail the nearly 200 mitigation actions identified and prioritized to proactively address the local hazards and provides an implementation plan for those efforts. Associated annexes, appendices, and external planning documents include the City of Loveland’s Continuity of Operations Plan (COOP), Snow Emergency Plan, Storm Water Response Plan, and various other preparedness and response plans applicable to community safety and emergency preparedness.

The LEOP, the HMP, COOP, and the MMP propel the City’s all-hazard preparedness program through prevention, protection, training, and exercises which not only include Loveland Fire Rescue Authority’s (LFRA) multi-agency partners but also local businesses and community members. Periodic trainings and exercises are conducted to evaluate emergency response and disaster recovery procedures and other plans such as the City of Loveland’s Disaster Recovery Plan (DRP) and the COOP. Of paramount importance is the inter-operability of communications, tools, and equipment which are specifically addressed within communications policies and procedures. The majority
of exercises conducted in the City have a communications inter-operability component or focus as a primary capability for evaluation.
5D.1 The agency publishes an all-hazards plan that defines roles and responsibilities of all participating departments and/or external agencies. The agency identifies and authorizes an appropriate multi-agency organizational structure to carry out the all-hazards plan predetermined functions and duties.

Description
The City of Loveland and the Loveland Fire Rescue Authority’s primary all-hazards preparedness plan, the 2016 Larimer County Multi-Jurisdictional Hazard Mitigation Plan (HMP) is a document formally approved by the Federal Emergency Management Agency (FEMA) and the State of Colorado Division of Homeland Security and Emergency Management, Department of Public Safety. The HMP defines roles and responsibilities for emergency response based on the event type and includes a full narrative of identified local hazards as well as multi-agency responses and organizational structures (HMP pgs. 15, 75, 78, 136). The plan addresses the emergency response to weapons of mass destruction/terrorism, common local major disasters such as severe weather and wildland fires, and other large-scale emergencies that frequently occur in the City of Loveland (City) and the Northern Colorado area.

The Mitigation Master Plan (MMP), a complimentary document to the HMP, further expands the mitigation planning efforts to address local hazards. The MMP defines the Loveland-specific goals, strategies, and implementation plan for short and long-term mitigation projects. The MMP describes in detail nearly 200 mitigation actions that were identified and prioritized by the planning committee composed of members from the city and multiple external partners. The MMP lists the primary facilitator and supporting department/agency for the implementation and funding of each mitigation action. The MMP also provides an implementation schedule for each of the mitigation actions.

The City and LFRA also abide by a Local Emergency Operations Plan (LEOP), which is annually reviewed and updated every three (3) years by the Loveland Fire Rescue Authority (LFRA) Office of Emergency Management for the effectiveness of response to emergencies. The LEOP is founded upon best practice planning standards. It is applicable to all elements of the City government and the private sector engaged in, or acting in support of, emergency operations. The LEOP defines the organizational structure based upon the type of emergency event and prescribes the roles, responsibilities, and course of action to be taken by City departments and external agencies to protect the lives of community members and the management of human and material resources during and after emergencies (LEOP pgs. 7-10, 12, 13, 19-21, 23, 60, 75).

The City also maintains and complies with numerous other response and operational plans, such as: the Continuity of Operations Plan (COOP), the Disaster Recovery Plan, the Debris Management Plan, the Flood Management Plan, the Severe Weather Plan, and the Public Works Emergency Preparedness and Response Plan. Each of these plans contain a narrative that describe roles and responsibilities of all participating departments and/or external agencies and an appropriate multi-agency organizational structure. Furthermore, LFRA also authors and maintains a Community Wildfire Protection Plan for the purpose of outlining roles, responsibilities, and operations that are specific to fighting and mitigating fires in the urban interface area (CWPP pgs. 7, 68, A-26).

Appraisal
LFRA has developed an effective all-hazards plan and LEOP that include roles and responsibilities for all incident or exercise participants and an appropriate multi-agency organizational structure. Both documents were reviewed and/or revised annually to ensure they continue to remain living documents with the intent to avoid obsolescence. Additionally, several new documents are in place, such as intergovernmental agreements, mutual aid agreements and memorandums of understanding, to establish guidelines for functions and authority as they relate to response operations and have improved the coordination and support of large-scale events compared to previous events.

The performance of operations by the City and LFRA was evaluated through After Action Reviews of actual emergency events and by the evaluation of disaster exercises. Real world events where loss of life and/or property occurred and realistic exercises were used to determine performance effectiveness and the efficacy of operational plans. Outcomes of the incidents and planned exercises were compared for the purpose of determining positive and negative patterns of performance through criteria developed by the National Fire Protection Association standards, Emergency Management Accreditation Program, and the Homeland Security Exercise and Evaluation Program (HSEEP). Alignment with standards in the planning phase of exercise or policy development was achieved by including members from multiple City departments and external agencies.

Follow up to significant real events and all exercises that produced an After Action Report (AAR) was made available to participants and other internal departments and external agencies for use in process improvement activities. Exercises were developed and conducted according to the HSEEP guidelines. A formal Improvement Plan (IP) containing the identified gaps was created to address the corrective actions with an assigned date of completion and task keeper. The IP facilitator conducts follow ups until each of the items is closed out.

Plan

The City and LFRA will continue to maintain the HMP, COOP, DRP, MMP, and the LEOP and to evaluate data received from AARs and take corrective action as needed. Once completed, the revised HMP, DRP, MMP, and LEOP will be made available to appropriate stakeholders.

References

2016 Larimer County Multi-Jurisdictional Hazard Mitigation Plan
Mitigation Master Plan 2016
City of Loveland Local Emergency Operation Plan
City of Loveland Continuity of Operations Plan (FOUO)
Community Wildfire Protection Plan
Homeland Security Exercise and Evaluation Program
2013 Flood AAR/IP City of Loveland EOC
2011 Winter Storm AAR
2008 Tornado AAR
**5D.2 The agency complies with the National Incident Management System (NIMS), or appropriate incident management system, and its operational methods are compatible with all external response agencies.**

**Description**

Loveland Fire Rescue Authority (LFRA) and the City of Loveland officially adopted the National Incident Management System (NIMS) and all of its components on July 7, 2015 (R-35-2015). NIMS and the Incident Command System (ICS) were implemented as the local incident management structure in the early 1990s and were officially written into operational policy in the Emergency Operations Plan of 1995, now known as the LEOP which was adopted in 2002 (LEOP pgs. 7, 9, 75; HMP pgs. 38, 104).

A training plan for NIMS and ICS training was implemented in 2006. To assure that local incident operations and management are compatible with other external response agencies (LEOP pg. 7), NIMS and ICS training is provided in the following 5 categories: Incident Command, Incident Management, Resource Management, Communications, and Information Management (NIMS FAQ pg. 1). All City and LFRA personnel in pre-identified positions requiring NIMS and ICS training receive the training when they are new employees or when they move into said position. The training is provided to LFRA employees while attending fire academy training and all other City personnel are trained throughout the year on various components of NIMS, as needed. LFRA participates in reporting compliance rates on the National Incident Management System Compliance Assistance Support Tool.

The NIMS courses that are required for entry-level personnel with some responsibility for emergency incident response are IS-100 and IS-700. Course requirements for LFRA senior command staff include: IS-100, IS-200, ICS-300, ICS-400, IS-700, IS-701, IS-702, IS-703, IS-706, and IS-800. All others receive some variation of courses dependent upon their level of responsibilities in the field (NIMS Compliance, TEP).

**Appraisal**

The agency has complied with Homeland Security Presidential Directive 5 for incident command interoperability with external response agencies to allow for a seamless integration of resources under the incident command system. As a result of the agency’s NIMS compliance, multiple mutual aid and automatic aid responses come together under a single or unified command system during incident response within the district and with neighboring districts and agencies.

As of August 29, 2016, the combined compliance rate of completion for NIMS and ICS courses for the City and for LFRA is 77% with significant fluctuations higher or lower due to employee turnover, promotions, and transfers (NIMS Compliance). Position-specific training was facilitated by the Office of Emergency Management with the assistance and support of other participating City departments.

Furthermore, the City of Loveland Office of Emergency Management (OEM) has established a training and succession planning matrix which specifies the minimum and recommended standards for the OEM Program manager and its staff (Matrix). A significant portion of required trainings include the advanced NIMS certificate courses as well as the FEMA Independent Study Program courses.
Plan
The agency will continue to ensure NIMS compliance by requiring personnel to complete training in NIMS ICS. LFRA and the City will continue to provide NIMS training (TEP). The Office of Emergency Management will continue to monitor FEMA and DHS sources for changes to NIMS and ICS training and compliance requirements.

References
City of Loveland Resolution to Adopt NIMS R-35-2015
City of Loveland Emergency Operation Plan
2016 Larimer County Multi-Jurisdictional Hazard Mitigation Plan
NIMS FAQ
NIMS Compliance
OEM Training and Exercise Plan
OEM Qualifications Matrix
The agency identifies and documents outside agency support.

Description
The Local Emergency Operations Plan (LEOP) defines the incident organizational structure based upon the type of emergency event and prescribes the roles, responsibilities, and course of action to be taken by LFRA and City departments and external agencies to protect the lives of community members and the management of human and material resources during and after emergencies (LEOP pgs. 10, 19-21). It should be noted that NIMS, as described within the LEOP and its Emergency Support Functions, provides for the integration and coordination of volunteer agencies and private organizations involved in emergency response and relief efforts (LEOP pgs. 7-10, 13, 16, 18, 19, 23, 26, 28, 37, 38, 41, 44, 60, 74, 75).

External agency support is further identified and documented within Inter-Governmental Agreements between the Office of Emergency Management, Larimer County Emergency Management, and the State of Colorado Office of Emergency Management. LFRA also maintains memorandums of understanding, mutual aid, and auto aid agreements with Poudre Fire Authority, Larimer County Sheriff’s Office/Emergency Services, Johnstown, Berthoud, Milliken, Windsor-Severance, Estes Park, Weld County, and Greeley. Additional agreements exist at the county level with United Way 211, the American Red Cross, Larimer County Health Department, Thompson School District, and several other local agencies.

Appraisal
As a part of normal inter-agency response operations, most of the agencies named in the previous section provided and/or received support during the events of the 2011 Winter Storm, the 2012 High Park Fire, and the 2013 Flood. All of these events were complex and large-scale events that required a significant amount of multi-agency coordination and collaboration to successfully manage the event and the collateral consequences. Gaps in policy or procedures between agencies discovered during the real-world events were documented and addressed as part of the After Action Review and Improvement Planning processes (2013 Flood AAR/IP).

Plan
The Intergovernmental Agreements, memorandums of understanding, mutual aid, and auto aid agreements will continue to be reviewed and updated as issues become known. AAR/IPs following real events will continue to include the process of assuring outside agency support is identified, documented, and addressed.

References
City of Loveland Emergency Operation Plan
IGA for MA between LFRA and PFA; IGA for MA between LRFPD and LCES
R-67-2014 City of Loveland Resolution Approving IGA for MA between LFRA, LCES, (and others) for Disaster-EM Mutual Aid and Disaster-EM Funding Assistance
IGA for MA between PFA, LFRA, CSP, LCSO for Hazardous Substance Incidents - Draft
2013 Flood AAR/IP City of Loveland EOC
Outreach Programs (Small Business preparedness guide)
5D.4 The agency has processes to record information and provide data on needed resources, scope, nature of the event, and field resources deployed to local, state/provincial, and federal agencies.

Description
To address the need for information and data in the Pre-Incident Planning phase, post-incident After Action Report/Improvement Plans (AAR/IP) serve as valuable sources of information captured from recent events (2013 Flood EOC AAR/IP).

To address the need for information and data in the Response phase, LFRA uses computer aided dispatch; a records management system; and, ICS forms at the command post and emergency operations center. The ICS forms, both manual and electronically, are a tool to efficiently collect the necessary data throughout the event.

To address the need for information and data in the Response phase and when requesting resources, LFRA uses a variety of methods such as ICS 2013RR – Resource Request form; by making resource requests via WebEOC; and, by establishing a Logistics Section in the Emergency Operations Center (EOC), when activated. Field resources are tracked either by the Incident Commander, the Logistics Officer located in the Mobile Command Vehicle, or by the Logistics Section in the EOC. For recording the nature of the event, multiple ICS forms are used and shared between first responders, mutual aid agencies, and the EOC.

To address the need for information and data in the Post-Response phase, post-incident briefings are held and After Action Report/Improvement Plans are created (AAR/IP). Data and information compiled during the planning and response phases are evaluated and the appropriate policies and procedures are revised based upon the findings of the AAR/IP.

To address the need for information and data in the Recovery phase, the same processes in the Response phase are used and may be adapted for meeting the needs of the recovery effort.

To address the need for information and data in the Post-Recovery phase, the same processes in the Post-Response phase are used to collect and share information and data.

Appraisal
Resource management is a key component of NIMS: to which LFRA has adhered. Debriefings, along with the after action review process, have gathered the appropriate information needed for the agency to continue to improve. The use of other agency’s AAR/IPs for similar incidents has also been incorporated into this process as an effective learning tool.

Plan
LFRA will continue to use an AAR/IP model that incorporates best practices as well as utilizing other resources such as Lessons Learned Information Sharing (LLIS).
References
2013 Flood - Loveland EOC AAR and IP
ICS 2013RR – Resource Request form
WebEOC Screen shot
LLIS Screenshot
HSEEP Screenshot
Northeast ESF 7 Emergency Management 010311
Northeast Region Rapid Needs Assessment Operating Plan
WebEOC Standard Operating Guide Northeast Region
Early Flood Warning System Action Plan (May 8, 2015 Version)
Flood management Plan
5D.5 The agency, at least annually, conducts tests of and evaluates the all-hazards plan and domestic preparedness, planning, and response program.

Description
As described within the OEM Training and Exercise Plan (TEP), this agency is compliant with this performance indicator. At least annually, LFRA has held exercises with participants representing a variety of local, county, state and federal partners to evaluate elements within the Emergency Operations Plan and other specific response plans such as for floods, aircraft accidents, and active shooter incidents. Additional other city-wide exercises for non-first responders are planned and held annually that test and evaluate domestic preparedness, planning, contingencies, and response (TEP).

Furthermore, the State of Colorado obligates Loveland Fire Rescue Authority (LFRA) to participate in a minimum of three exercises annually to meet its Emergency Management Performance Grant (EMPG) requirements for EMPG-funded personnel. This agency meets this requirement (EMPG Work plan).

Appraisal
This agency, with a variety of its partners, has designed and conducted multiple operational exercises as a tool to evaluate the all-hazards plan, domestic preparedness, and response program. Using the Homeland Security Exercise Evaluation Program as well as the FEMA Master Exercise Program’s testing and evaluation best practices, the agency has worked to assure that testing and exercise goals are met and to establish an improvement program, as necessary.

Plan
As a requirement of the Federal Emergency Management Agency and the State of Colorado Division of Homeland Security and Emergency Management, LFRA will always be performing these ongoing evaluations and then establishing a plan for improvement when deficiencies are found. This will be used in conjunction with a gap analysis to better the agency’s performance.

References
EMPG 2016 LEMS Guidance
EMPG 2016 Part I Work Plan - Loveland
FEMA Master Exercise Program Certification
HSEEP Certification
HSEEP Manual
2013 Flood - Loveland EOC AAR and IP
OEM Training and Exercise Plan
5D.6 The agency conducts and documents a vulnerability assessment and has operational plans to protect the agency’s specific critical infrastructure, including but not limited to materials, supplies, apparatus, facilities security, fuel, and information systems.

Description

In conjunction with the National Infrastructure Protection Plan - 2013, the agency evaluates its critical infrastructure to perform its necessary duties during an emergency. Emergency operation plans, continuity of operation plans and a variety of operational directives, such as the I-25 Traffic Incident Management Plan, are in place to meet this performance standard.

The agency follows Department of Homeland Security and the Federal Emergency Management Agency’s Guidelines in conducting and documenting vulnerability assessments using the Threat and Hazard Identification and Risk Assessment or Hazard Identification and Risk Assessment model (THIRA or HIRA) (CPG 201).

The 2016 Larimer County Multi-Jurisdictional Hazard Mitigation Plan (HMP) serves as the primary document that identifies the local risks to external critical infrastructure. It contains the HIRA document for the agency’s planning area of 190 square miles and approximately 90,000 residents. The secondary document is the Northeast All Hazards Region, Colorado Threat and Hazard Identification and Risk Assessment - February, 2016 and is a regional THIRA that includes Larimer County and the City of Loveland.

The Mitigation Master Plan (MMP) is a complimentary document to the HMP. The MMP specifically address each of the known hazards, risks, and vulnerabilities that are already defined within the HMP as well as incorporates new findings along with solutions-based mitigation strategies, a forward-looking list of mitigation projects, and a project implementation plan.

The City of Loveland’s Continuity of Operations Plan (COOP) is the document that identifies critical infrastructure and systems for the City’s critical and essential services and the processes needed to protect said infrastructure and systems.

Appraisal

Loveland Fire Rescue Authority has met this standard due to programs, policies and procedures that have been in place due to the referenced plans mentioned above. During various incidents including floods, wildland fires, internet failures and power outages where the critical infrastructure was at risk, LFRA has evaluated these plans to ensure its assessment of the critical infrastructure and countermeasures were appropriate. With State of Colorado and Department of Homeland Security (DHS) required vulnerability assessments, the agency has performed the same internal evaluations. Using case study reviews, participation in public-private programs such as Continuity of Business Planning (for private sector), LFRA and the City of Loveland have shown they can lower their own risk and probability of losing critical infrastructure as well as lowering those same risks for the local community.
Plan
The agency will continually assess the vulnerabilities of the critical infrastructure and key resources within the 
Loveland organization and within the community. This will be done in conjunction with the Colorado Information 
Analysis Center, State of Colorado Office of Emergency Management and local government personnel. The tools 
utilized will include the post-incident After Action Reviews / Improvement Planning, THIRA / HIRA and other 
Hazard Vulnerability Assessment Tools.

In the near future, a new mitigation project identified within the MMP will be facilitated by the Loveland Public 
Works Department to establish a schedule for recurring evaluations of critical/essential facilities, to study their 
vulnerabilities, to determine how they could be impacted by cascading failures, and to identify and implement the 
potential mitigation actions (MMP).

References
NIPP 2013: Partnering for Critical Infrastructure Security and Resilience
I-25 Traffic Incident Management Plan
THIRA Guide - Comprehensive Preparedness Guide 201
2016 Larimer County Multi-Jurisdictional Hazard Mitigation Plan
Northeast All Hazards Region, Colorado THIRA - February 2016
City of Loveland Mitigation Master Plan DRAFT
City of Loveland Continuity of Operations Plan (FOUO)
The agency has a documented Continuity of Operations Plan (COOP), that is reviewed and updated at least every 5 years, to ensure essential operations are maintained.

Description
LFRA has a Continuity of Operations Plan (COOP) and is the first iteration of a city-wide continuity plan. The COOP is an Annex to the Loveland Emergency Operations Plan – 2012 (LEOP, pp. 9-15, 17, 24, 25, 31, 35, 46, 47). The portions of the COOP that contain contact information and lines of secession are revised annually while the balance of the document is revised at least every three years or as significant changes in operations or policies occur (COOP, p. 24).

The purpose of the City of Loveland - Continuity of Operations Plan is to ensure that the City of Loveland is able to perform its essential government functions and to deliver critical services in the event of disruption to normal working conditions. Such events could include but are not be limited to: emergencies resulting from human-made and natural disasters, terrorist activities, or other disruptions to the physical environment in which employees operate.

The document sections COOP Execution and Concept of Operations describe the methods and processes for implementing contingency operations. The COOP can be used as a reference; however, the primary purpose of the COOP is to serve as a decision-making tool.

In case of an event that disrupts normal working conditions for an extended period of time, the COOP addresses the following areas:

- Establishes succession and delegation of authority at the Department / Division levels
- Identifies temporary alternate facilities for critical and essential functions
- Identifies access to vital records
- Identifies contingency actions and alternate service providers

The basic format of the COOP contains the same elements for all critical and essential services provided by the City. Some of these elements are:

- List of Critical and Essential Functions provided by each department / division
- Relocation requirements for specific work groups within a Critical or Essential Function
- A Function’s required systems, databases, records, and their location
- A list of secondary (contingency) services and support providers
- A list of back up contingencies (devolution) for each action, activity, or service
- A list of devolution partners

Appraisal
This agency has established a documented Continuity of Operations Plan (COOP). Many elements of the draft COOP were implemented during, tested by, and evaluated during a real-world event: the catastrophic Big Thompson
River flood of 2013. As a result of this disaster, the final version of the COOP has been enhanced, vetted, and corroborated.

Plan
The COOP will continue to be revised based upon findings documented within post-event After Action Review / Improvement Plans, on exercise evaluations, on pertinent research findings, on Emergency Management best practices, and on evolving local needs. All LFRA and City of Loveland departments and divisions play an active role in the maintenance of the COOP and sustaining the validity of its contents.

References
City of Loveland Continuity of Operations Plan (FOUO)
City of Loveland Emergency Operation Plan
The agency has processes in place for intelligence sharing with other public safety agencies.

**Description**

LFRA, the Loveland Police Department, and Emergency Management support the Homeland Security Advisory Council’s (HSAC) initiatives and follow their guidelines on intelligence sharing and are promulgated to this agency and facilitated by the Police Department’s certified Terrorism Liaison Officers (TLO).

The HSAC Intelligence and Information Sharing Working Group developed guidelines for local and state agencies in relation to the collection, analysis, and dissemination of terrorism-related intelligence in the context of fusion centers. The recommendations resulting from the HSAC’s efforts assisted in the development of the fusion center guidelines which were separated into three phases: law enforcement intelligence, public safety, and the private sector.

The local information and intelligence fusion center for this agency is the Colorado Information Analysis Center (CIAC). Fusion centers play an important role in countering violent extremism and protecting local communities from violent crime through their daily operations, including gathering, analyzing, and sharing threat information. As analytic hubs, fusion centers are uniquely situated to empower frontline personnel to understand the local implications of national intelligence by tailoring national threat information into a local context and helping frontline personnel understand terrorist and criminal threats they could encounter in the field, while also protecting the privacy, civil rights, and civil liberties of individuals in their communities.

Fusion centers also inform the federal government of the threats and issues they encounter in their communities, which in turn helps the federal government to better support local efforts. To counter violent extremism, the U.S. Department of Homeland Security (DHS) is working with a broad range of partners, including state and major urban area fusion centers. DHS will continue to support fusion centers as they share information to prevent crime and enhance their local efforts to counter violent extremism.

As a fusion center, the CIAC is an effective and efficient mechanism to exchange information and intelligence, maximize resources, streamline operations, and improve the ability to fight crime and terrorism by merging data from a variety of sources. Loveland relies heavily upon the CIAC to provide applicable and expedited intelligence.

The CIAC is also a conduit for implementing portions of the National Criminal Intelligence Sharing Plan (NCISP). The NCISP provides a way forward to continue to support law enforcement’s and homeland security’s ability to develop and share criminal intelligence through the identification of recommendations and action items. The NCISP includes both internal agency recommendations and action items, as well as action items on a national scope.

**Appraisal**

During daily operations, the CIAC, the Loveland Police Department (LPD), the Loveland Emergency Communications Center, Loveland Fire Rescue Authority, Thompson Valley Emergency Medical Services, City of Loveland Public Works Department, and the surrounding emergency service agencies have routinely shared
intelligence and information related to criminal activity or plans. The main form of intelligence sharing between these agencies has been transmission via bulletins, phone calls, 911 dispatching, and/or emails depending upon the nature of the intelligence.

During critical or emergency events, the Emergency Operations Center (EOC) has been activated in order to support the gathering and sharing of intelligence (LEOP, pp. 13, 19, 27, 43, 73). Intelligence sharing with other public safety agencies has been a significant responsibility of the Emergency Support Function 13 – Law Enforcement (ESF 13); a functional working group formed within the EOC (ESF 13 p. 3; EOC Police Workstation Playbook, pp. 31, 40, 41, 50). The Police Command Center located in the main training room on the second floor of the Police and Courts Building has also been activated by LPD to perform this function when an EOC activation is not needed.

**Plan**

To further enhance the existing processes of sharing intelligence, the agency plans to implement the applicable planning elements found within the publication, *Fire Service Integration for Fusion Centers: An Appendix to the Baseline Capabilities for State and Major Urban Area Fusion Centers - April 2010*. This effort will be commenced in order to further integrate LFRA and Emergency Management into the fusion process. Information and intelligence sharing are recognized as important elements in support of the preparedness for and execution of response and recovery missions. These missions are performed by departments across the emergency services sector, including law enforcement, fire service, and emergency management, as well as public health departments, critical infrastructure owners/operators, nongovernmental organizations, and the private sector.

This effort will be accomplished by identifying how LFRA, LPD and the CIAC can more effectively integrate into their existing analysis and information/intelligence sharing processes as well as describing different options for establishing relationships with the CIAC.

**References**

City of Loveland Emergency Operation Plan
National Criminal Intelligence Sharing Plan
ESF 13
EOC Police Workstation Playbook
Homeland Security Advisory Council Intelligence and Information Sharing
TLO program guidance
CRITERION 5E: FIRE SUPPRESSION
5E.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), pumping capacity, apparatus, and equipment deployment objectives for each type and magnitude of fire suppression incident(s).

Description

The agency’s annual report is the primary method by which analysis of deployment objectives are reported. The agency’s strategic plan establishes criteria for analysis of deployment objectives for fire suppression incidents. The Community Risk and Emergency Services Analysis: Standards of Cover (CRESA-SOC) describes the agency’s response performance objectives. Performance benchmarks are established to include analysis of staffing, response time, fire station planning zone, pumping capacity, apparatus, and equipment.

Loveland Fire Rescue Authority (LFRA) meets its deployment objectives for staffing, response time, station(s), pumping capacity, apparatus and equipment deployment for moderate and high risk fires.

The agency’s fire suppression personnel and apparatus resources are based at five (5) staffed stations within the City of Loveland and two (2) volunteer stations within the Big Thompson Canyon. Staffed apparatus include five (5) engine companies, two (2) support companies, and one (1) Battalion Chief. Additional apparatus resources which may be cross-staffed for specific incident needs include three (3) water tenders, four (4) Type 6 wildland engines and one (1) Type 3 wildland engine. The agency’s Battalion Chiefs manage the agency’s daily roster via Kronos Workforce TeleStaff, which ensures that minimum staffing requirements are consistently met, according to established agency guidelines.

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

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

Appraisal

Analysis of fire-related incidents between January 1, 2011, and December 31, 2015, has indicated that the agency has met its baseline response performance objectives for staffing, response time, station(s), pumping capacity, apparatus and equipment deployment for moderate and high risk fires.

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.

The agency has found that its alarm handling times did not meet established response performance benchmarks and has been working closely with the Loveland Emergency Communications Center to evaluate options for improvement. The agency has also found that agency turnout times did not meet established response performance benchmarks and has begun processes to determine the cause for this deviation.

Plan

The agency will continue to monitor incident baseline response performance for all fire suppression incidents. The agency will continue to analyze alarm handling and turnout times to develop effective strategies for improvement.

References
5E.2 The agency uses a standardized incident command/management system, which is supported by agency policy and training programs.

Description
Loveland Fire Rescue Authority (LFRA) is an all-hazards response agency. LFRA routinely responds to wildland, urban interface, and structural fires. In addition to fire responses, the agency also responds to a wide variety of emergency medical services (EMS), technical rescue, and hazardous materials incidents. LFRA uses the Blue Card All-Hazards Incident Management System to consistently and uniformly manage all incidents to which the agency responds. LFRA is fully NIMS compliant and works with all City of Loveland divisions and departments to ensure that they continue to maintain NIMS-related training for relevant employees. All LFRA members are required to participate in NIMS 100, 200, 700 and 800 during their first year of employment. All LFRA officers and acting officers are certified in both NIMS and Blue Card. LFRA applies the NIMS incident command system via the Blue Card incident management system to all incidents where the agency has primary responsibility. Further, LFRA members participate in an After Action Review (AAR) for all large-scale incidents. The template used in the AAR process provides a framework for periodic assessment and review of the agency’s incident command/management system.

Appraisal
The agency has determined that integration of the NIMS incident command system model with the Blue Card All-Hazards Incident Management System has allowed agency personnel to respond to and effectively manage all types of incidents, from small scale Type V through large scale Type I incidents. The agency’s officer corps has reported from their experiences that the agency’s incident command/management system has provided all members with improved communications and resulted in improved responder safety.

Plan
All officers and acting officers will participate in required Blue Card continuing education modules. Continue to evaluate the effectiveness of the incident command/management system through the AAR process.

References
LFRA General Guideline: On-Call Battalion Chief – Battalion 2
LFRA General Guideline: Qualifications Matrix
LFRA Blue Card Battalion Chief reference card
Blue Card Senior Advisor reference card
Blue Card Support Officer reference card
Blue Card 1st Due reference card
All Incident Guidelines
After Action Review template
**Description**

Loveland Fire Rescue Authority (LFRA) generates an Annual Report each year that provides detailed information about each program area, including fire suppression. Suppression activities that are included in the Annual Report allow LFRA to evaluate call volume, response performance, apparatus activity levels, and response trends.

LFRA’s fire suppression program is also appraised annually during the annual budgetary process. The Operations Division Chief submits a budget narrative outlining and describing Division goals and objectives for the next fiscal year for staff review. Within the budget narrative, the Operations Division Chief must list performance accomplishments from the previous year as well as develop goals and objectives for the next year. All goals and objectives are based on the agency’s adopted Strategic Plan.

Additionally, the agency’s fire suppression program is evaluated after each significant incident through the After Action Review (AAR) process. The AAR process follows a template to ensure consistency in application. All members of the agency involved in a significant incident are allowed opportunities for input during the AAR process, and any policies, procedures and/or guidelines that were applicable to the incident are evaluated for opportunities for improvement.

**Appraisal**

The appraisal processes currently in place have allowed LFRA to effectively report on program effectiveness and to evaluate applicable policies, procedures and guidelines to ensure they remain current and effective. The current processes have ensured that program goals and objectives have been correlated to the adopted Strategic Plan and established priority-based budgets.

**Plan**

LFRA will continue to evaluate the effectiveness of the fire suppression program using the Annual Report and AAR processes. Current performance measures will be examined annually to ensure they provide an accurate representation of fire suppression program performance.

**References**

- LFRA Strategic Plan
- LFRA Annual Report (2013)
- LFRA Annual Report (2014)
- LFRA Annual Report (2016)
- LFRA Board Packets (submitted monthly)
- After Action Review template
- Samples of completed After Action Reviews
**CRITERION 5F: EMERGENCY MEDICAL SERVICES (EMS)**

The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that meets the needs of the community.

NOTE: EMS is a major element of many fire service agencies. Fire service personnel are frequently the first responder to medical emergencies. For that reason, emergency medical response can be organizationally integrated with fire suppression activity. Care should be exercised not to create a priority or resource allocation conflict between the two program activities. Agencies that only provide first responder services must also complete this criterion.

**Summary:**
LFRA provides pre-hospital basic life support (BLS) patient care within a 197 square mile service area. LFRA is supported by Thompson Valley EMS (TVEMS), which provides pre-hospital advanced life support (ALS) patient care and ambulance transport within the overlapping 450 square mile Thompson Valley Health Services District boundary, which includes all of LFRA’s response area, as well as portions of several other adjacent fire service agencies. LFRA is recognized by the Colorado Department of Public Health and Environment as its own training group and is able to provide its own internal continuing medical education to satisfy the Colorado emergency medical technician (EMT) certification renewal requirements.
5F.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and magnitude of emergency medical incident(s).

**Description**

The agency’s annual report is the primary method by which analysis of deployment objectives are reported. The agency’s strategic plan establishes criteria for analysis of deployment objectives for fire suppression incidents. The Community Risk and Emergency Services Analysis: Standards of Cover (CRESA-SOC) describes the agency’s response performance objectives. Performance benchmarks are established to include analysis of staffing, response time, fire station planning zone, pumping capacity, apparatus, and equipment.

Loveland Fire Rescue Authority (LFRA) meets its deployment objectives for staffing, response time, station(s), apparatus and equipment deployment for emergency medical incidents. LFRA provides basic life support (BLS) first-response emergency medical care, supported by Thompson Valley EMS (TVEMS), which provides advanced life support (ALS) treatment and ambulance transportation.

All members of the agency’s Operations Division maintain certification to the Emergency Medical Technician – Basic (EMT-B) level. All of the agency’s first-due apparatus serve as EMS resources. The agency’s apparatus are based at five (5) staffed stations within the City of Loveland and two (2) volunteer stations within the Big Thompson Canyon. Staffed apparatus include five (5) engine companies, two (2) support companies, and one (1) Battalion Chief. The agency’s Battalion Chiefs manage the agency’s daily roster via Kronos Workforce TeleStaff, which ensures that minimum staffing requirements are consistently met, according to established agency guidelines.

TVEMS provides ALS emergency medical care from five (5) staffed stations throughout the LFRA response area. Each ambulance is staffed with two (2) employees. At least one (1) employee is certified as an Emergency Medical Technician – Paramedic (EMT-P). The other employee may be either another EMT-P, and EMT-B or an Emergency Medical Technician – Intermediate (EMT-I). The daily roster for TVEMS is maintained by their on-duty Captain to ensure that they meet their minimum staffing requirements.

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.

The agency relies upon Thompson Valley EMS (TVEMS), a third-party provider, to complete the effective response force component of its EMS program. The first arriving LFRA company is capable of providing BLS patient care, including the use of an automated external defibrillator (AED), until the arrival of the third-party provider. If the third-
party provider arrives on scene first, those personnel shall initiate patient care and the personnel from the first arriving LFRA apparatus shall provide support as needed.

Appraisal
Analysis of EMS incidents between January 1, 2011, and December 31, 2015, has indicated that the agency has met its baseline response performance objectives for staffing, response time, station(s), apparatus and equipment deployment for emergency medical incidents.

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.

The agency relies upon Thompson Valley EMS (TVEMS), a third-party provider, to complete the effective response force component of its EMS program. The first arriving LFRA company is capable of providing BLS patient care, including the use of an automated external defibrillator (AED), until the arrival of the third-party provider. If the third-party provider arrives on scene first, those personnel shall initiate patient care and the personnel from the first arriving LFRA apparatus shall provide support as needed.

The agency has found that its alarm handling times did not meet established response performance benchmarks and has been working closely with the Loveland Emergency Communications Center to evaluate options for improvement. The agency has also found that agency turnout times did not meet established response performance benchmarks and has begun processes to determine the cause for this deviation.

Plan
The agency will continue to monitor incident baseline response performance for all emergency medical services incidents. The agency will continue to analyze alarm handling and turnover times to develop effective strategies for improvement. This will be completed via the month-end reports as well as the agency’s annual report.

References
LFRA Strategic Plan
Community Risk and Emergency Services Analysis: Standards of Cover (CRESA-SOC) document
Minimum Staffing Guideline
Sample Daily Roster
EMS Annual Program Appraisal documents
LFRA Annual Report (2012)
LFRA Annual Report (2013)
LFRA Annual Report (2014)
LFRA Annual Report (2016)
Month-end Reports
5F.2 The agency has standing orders/protocols in place to direct EMS response activities to meet the stated level of EMS response.

Description

The current version of the operational guideline for emergency medical incidents was developed and approved in June 2015. Loveland Fire Rescue Authority (LFRA) adopts medical treatment protocols established by Thompson Valley EMS (TVEMS). These protocols describe the appropriate EMS treatment expectations for all levels of pre-hospital medical care (First Responder, Emergency Medical Technician Basic, and Emergency Medical Technician Paramedic) and define which treatments are standing orders and which are direct orders only. LFRA and TVEMS, the local advanced life support (ALS) provider, share medical treatment protocols to ensure continuity of care. All protocols directly correlate with acts allowed through the State of Colorado Department of Public Health and Environment, Health Facilities and Emergency Medical Services Division (6 CCR 1015-3). The protocols exist electronically on LFRA’s internal computer network for easy access to all LFRA responders. LFRA operational guidelines relevant to EMS response are also stored on the LFRA internal computer network. All EMS protocols are reviewed and updated annually by the TVEMS physician advisor. LFRA operational guidelines are reviewed and updated at least once every three (3) years.

Appraisal

LFRA has adopted the same EMS treatment protocols and contracted with the same medical director as TVEMS, the agency’s ALS provider. All protocols have been established in accordance with acts allowed by the State of Colorado and have been reviewed and approved by the agency’s physician advisor.

Plan

LFRA will continue to participate in the annual EMS protocol review in conjunction with the identified medical director. By the end of 2017, LFRA will establish an annual review process of all EMS related operational guidelines.

References

Operational Guideline: Emergency Medical Incidents (June 2015)
LFRA EMS Protocols (V:/Fire/Policies and Procedures/Protocols Revised)
Colorado EMS Acts Allowed
Contract for LFRA Medical Director
The agency has online and offline medical control.

Description
Loveland Fire Rescue Authority (LFRA) adopts all medical treatment protocols of Thompson Valley EMS (TVEMS). TVEMS Master Protocols establish standings orders for off-line medical control. On-line medical control is provided by the Base Physician at the destination emergency department. Medical control may be accessed through radio and/or telephone. LFRA also maintains a contract with a physician as the agency’s Medical Director. The Medical Director is responsible for the development and review of all medical procedures and protocols.

Appraisal
The relationship with TVEMS has allowed the agency to have ready access to the same medical director. Adoption of the TVEMS Master Protocols has provided LFRA with standardized procedures that are consistent with the agency’s ALS transport provider. The adoption of the TVEMS protocols has allowed the agency to work very closely and consistently with TVEMS for any medical direction that has been needed.

Plan
The agency will continue to work with its contracted Medical Director to review and adopt TVEMS protocols. The agency will continue to maintain regular and frequent contact with TVEMS administration to ensure that the agency remains current on all protocols.

References
TVEMS Master Protocols
Contract for LFRA Medical Director
**Description**

A patient care record is created and maintained for each patient encountered by agency personnel. All patient care records are maintained electronically in the EMS module of the agency’s records management system, Emergency Technologies Inc (ETI). The employee with direct patient contact completes the patient care record in ETI, which is compliant with National Emergency Medical Services Information System (NEMSIS) requirements and includes provider impression, patient history, treatment(s) rendered, and patient disposition. Agency personnel are trained at least once a year to ensure all required information is being reported.

**Appraisal**

The records review process has helped agency personnel write better reports and capture all pertinent information in the report. This process of reviewing reports has been very effective, as demonstrated by report writing errors being identified and opportunities for improved EMS skills training being identified through the review process.

The agency’s records management system (ETI) has provided the agency with the ability to create secure and NEMSIS-compliant patient care records that has been used to support the annual analysis of agency EMS activities.

All patient care records have been maintained in the agency’s records management system, which is designed as a secure, password-protected system that has protected all reports from non-approved public access.

**Plan**

The agency will continue to use the EMS module of ETI to complete electronic patient care reports for all patients encountered by agency personnel. The agency will continue to provide an internal quality assurance process for all EMS reports to ensure that documentation, protocols, and procedures are being met.

**References**

EMS module of ETI
Description

LFRA operates as a first responder for medical emergencies and does not bill for treatment and does not provide patient transport. Thus, LFRA is not considered to be a covered healthcare provider under HIPAA, as defined by the U.S. Department of Health and Human Services “Covered Entity Providers” definition. Since LFRA is not a primary medical provider, the agency is not required under federal guidelines to establish a HIPAA compliance policy.

Thompson Valley EMS (TVEMS) is the primary medical provider for the LFRA response area, and the TVEMS has HIPAA compliance program in place.

Loveland Fire Rescue Authority (LFRA) has a HIPAA compliance program in place. The agency follows all HIPAA criteria regarding patient confidentiality, privacy, and access to confidential patient records. LFRA employees complete training on HIPAA compliance and regulations during employee orientation, and also during annual continuing medical education training. All patient care reports created by LFRA employees meet HIPAA requirements. The agency’s records management system, Emergency Technologies Inc (ETI), provides a module for documentation of EMS patients. This EMS module is compliant with National Emergency Medical Services Information Systems (NEMSIS) requirements, including HIPAA compliance.

Appraisal

LFRA has been very diligent in its efforts to follow all applicable HIPAA standards. All personnel have been appropriately trained in areas of patient confidential and release of protected information. All patient information has been electronically recorded in the agency’s records management system, which is NEMSIS compliant. Patient information has not been shared or released with any outside organization unless it was specifically requested through approved legal processes.

Plan

LFRA will continue to comply with HIPAA requirement by completing patient care records in the agency’s electronic records management system. All agency employees will continue to be trained in HIPAA requirements and patient care records will not be released without meeting legal requirements for release.

References

U.S. Department of Health & Human Services Covered Entity Charts
U.S. Department of Health & Human Services Office For Civil Rights OCR
Emergency Technologies Inc (ETI) EMS Module
Health Insurance Portability and Accountability Act of 1996
5F.6 The agency has a quality improvement/quality assurance program (QI/QA) in place to improve system performance and patient outcomes.

Description
To ensure quality patient care and accurate documentation for emergency medical services (EMS) incidents, Loveland Fire Rescue Authority (LFRA) implements an EMS report review program, as described in the CQI EMS Reports document. EMS reports are completed by the firefighter who had most direct patient contact for each incident. All completed patient care records are reviewed for completion and accuracy by the company officer.

As part of LFRA’s EMS program, two personnel are assigned as the agency’s EMS CQI group to review completed EMS patient care reports for accuracy and complete information. The agency’s training EMS designee also reviews the documentation to determine if refresher training is needed to ensure compliance with the agency’s standards and Colorado state law. The agency’s goal is to review 100% of all Charlie, Delta and Echo medicals during a given month. This goal is being met during the first review process that is performed by the officer staff. Currently, the EMS CQI group is reviewing 100% of Echo medical reports and approximately 20% of Charlie/Delta medical reports. The goal of the EMS CQI group is to assure accuracy of 100% of EMS reports during the secondary review as well.

Appraisal
The EMS CQI program has been shown to be an important process to control the quality of EMS documentation, based on the errors/omissions found during the CQI process. Every EMS report has been reviewed by the officer in charge of the incident. The agency’s CQI Group was expanded from one person to two people in February 2016. The group has been able to review 100% of all Echo medical reports and only approximately 20% of all Charlie and Delta medical reports. The agency has created a document that describes how to perform a CQI review of an EMS report. Since the beginning of 2016, the CQI Group has observed improvements in report writing based on errors noted during CQI review processes. The errors recognized during the review process have been lack of documentation, inaccurate documentation, contradiction of documentation, and incomplete documentation. These errors have been corrected by rerouting the report to the author and requesting revision.

Plan
LFRA staff will continue to perform CQI reviews of EMS reports before the reports are finalized and submitted to the Colorado Department of Public Health and Environment. The agency will evaluate the ability of the current EMS CQI Group to meet program goals and determine if additional staff should be assigned to the group, or if enhanced program management is necessary. The EMS CQI Group will continue to seek ways to improve the program’s effectiveness.

References
CQI EMS Reports
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.

**Description**

All LFRA employees with a job description that includes providing patient care are required to maintain certification as an Emergency Medical Technician-Basic (EMT-B). Training and certifications are tracked and monitored in the agency’s records management system. LFRA evaluates the effectiveness of the EMS program through a variety of practices. The completion of QA/QI reviews of patient care reports serves as one layer of program review. The agency also analyzes incident frequency and response performance monthly. Practical skills are assessed during monthly EMS continuing education courses.

The agency’s EMS program coordinator meets regularly with Thompson Valley EMS (TVEMS), the advanced life support provider for the LFRA response area. The LFRA EMS program manager completes an annual planning and appraisal document that is used to evaluate program effectiveness and document progress towards achievement of goals and objectives established in the agency’s strategic plan. This document also summarizes EMS response activity, establishes training goals, identifies budget items and evaluates possible program improvements or changes. Additionally, EMS program goals and planning assumptions that are listed in the agency’s strategic plan are published in the agency’s Annual Report.

**Appraisal**

The multi-layered approach to EMS program appraisal has allowed LFRA to establish and maintain an EMS program that has effectively integrated with the ALS service provided by Thompson Valley EMS to meet both community and agency needs. The annual planning and appraisal document has been correlated to the agency’s strategic plan and the development of the agency’s annual budget. The program appraisal process has helped ensure that all LFRA employees have maintained certification and proficiency, and that response performance goals and objectives have been met.

**Plan**

LFRA will continue to provide EMS program appraisal through the established multi-layer approach, including development of an annual program planning and appraisal document. During 2017, the EMS program manager will work with TVEMS to identify opportunities for measuring and reporting outcomes, in addition to the existing outputs.

**References**

LFRA Strategic Plan  
EMS Annual Program Appraisal documents  
LFRA Annual Report (2012)  
LFRA Annual Report (2013)  
LFRA Annual Report (2014)  
5F.8 The agency has developed a plan or has already implemented a cardio pulmonary resuscitation (CPR) and public access defibrillation program for the community.

Description
LFRA has partnered with the McKee Medical Center Foundation, the CardioVascular Institute of North Colorado, Thompson Valley EMS, the Loveland Police Department, and the Loveland Emergency Communications Center (LECC), to become a designated “Heart Safe City.” LFRA holds a position on the Heart Safe Community Board, which is sponsored by the American Heart Association. This initiative is a community-wide effort to educate citizens on the dangers of Sudden Cardiac Arrest by teaching the public how to identifying symptoms, instruct how to administer cardiopulmonary resuscitation (CPR), provide training one how to use automated external defibrillators (AEDs) and provides access to AED’s in public locations.

Appraisal
The Heart Safe Community has developed and published a strategic plan that outlines the mission and it goals. The Heart Safe Community has provided periodic progress reports to the McKee Medical Center Foundation. Additionally, Thompson Valley EMS has tracked the location(s) of AED devices in the community via a computerized database and has conducted periodic checks to ensure the devices are functioning properly. The LECC has established notes in that agency’s CAD database in reference to AED locations so that dispatchers can provide citizens with the closest public AED location. An example of the effectiveness of the public access defibrillators and CPR education program was recently demonstrated on September 15, 2016, when a local high school student suffered a cardiac arrest event. A nearby student administered CPR, a nearby AED was applied, and the student’s life was saved.

Plan
LFRA plans to continue to participate in the Heart Safe Community initiative. The Board meets bi-monthly to review/approve new applications and address performance goals and outcomes.

References
Heart Safe Community Strategic Plan
Heart Safe Community Progress and AED Placement
Student Saves Classmate newspaper article (9-15-16)
**Criterion 5G: Technical Rescue**

The agency operates an adequate, effective, efficient, and safe program directed toward rescuing trapped or endangered persons from any life-endangering cause (e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse, fire). The agency must conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific technical rescue programs. Agencies that only provide first responder services must also complete this criterion.

**Summary:**

Loveland Fire Rescue Authority (LFRA) responds to technical rescue incidents that are defined as follows: structural collapse, confined space rescue, trench rescue, rope rescue (high and low angle), water rescue (swift water, still water and ice), large animal rescue and motor vehicle extrication.

LFRA has the capability to respond, assess and mitigate the above technical rescue incident by utilizing a three tier response model. This model is flexible and can be expanded based on the operational requirements of the incident. All department members are trained to the tier one level, giving them an understanding of the technical rescue incident. Ice rescue is the exception to the three tier model because LFRA has trained all personnel to the operations (tier two) level.

All tier two incidents are assessed and mitigated by the on duty crews. All members of LFRA with expanded technical rescue training are placed under the agency’s Special Operations Team (SOT) and assigned to apparatus throughout the district. Rescue 2 is staffed with a minimum of two SOT members and is assigned to all technician rescue incidents. All members of the SOT are trained to the tier two level, allowing them to function at an operations or technician task level.

Tier three incident responses require additional technician response for specific skill sets or supplemental help for the responders already on scene. When a technical rescue incident exceeds the ability of the on duty crews, LFRA can page off duty SOT members and request they respond to the scene.

LFRA follows NFPA 1670 requirement for certification and training of all SOT members. There are currently 33 LFRA members on the SOT that are spread amongst the three LFRA shifts. Included on the SOT team is a citizen volunteer who serves as a structural engineer with Colorado Task Force 1, a FEMA urban search and rescue team. This provides LFRA with access to a structural engineer who is specifically trained in recognizing and addressing structurally compromised buildings.
Description
The agency’s annual report is the primary method by which analysis of deployment objectives are reported. The agency’s strategic plan establishes criteria for analysis of deployment objectives for fire suppression incidents. The Community Risk and Emergency Services Analysis: Standards of Cover (CRESA-SOC) describes the agency’s response performance objectives. Performance benchmarks are established to include analysis of staffing, response time, fire station planning zone, apparatus, and equipment.

Loveland Fire Rescue Authority (LFRA) meets its deployment objectives for staffing, response time, station(s), apparatus and equipment deployment for technical rescue incidents.

All members of the agency’s Operations Division are trained to provide initial response to technical rescue incidents. The agency’s Special Operations Team (SOT) provides technician and specialist expertise in the following areas of technical rescue: Collapse Rescue, Confined Space Rescue, Rope Rescue, Trench Rescue, Large Animal Rescue, Dive Rescue, and Swiftwater Rescue. Every team member is encouraged to possess a minimum of one Technician level certification and become Operations level proficient in all other disciplines. The agency’s technical rescue personnel and apparatus resources are based at five (5) staffed stations within the City of Loveland and two (2) volunteer stations within the Big Thompson Canyon. Staffed apparatus include five (5) engine companies, two (2) support companies, and one (1) Battalion Chief. The majority of the agency’s technical rescue equipment is carried on Rescue 2; however, additional equipment is also carried on Tower 6, Ladder 6 and Rescue 6. Additional equipment is also available within the agency’s Collapse Trailer. The agency’s Battalion Chiefs manage the agency’s daily roster via Kronos Workforce TeleStaff, which ensures that minimum staffing requirements are consistently met, according to established agency guidelines.

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. The balance of the effective response force (ERF), staffed with 15 firefighters, engineers and officers, shall be: 10 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.
Appraisal
Analysis of technical rescue incidents between January 1, 2011, and December 31, 2015, has indicated that the agency has met its baseline response performance objectives for staffing, response time, station(s), apparatus and equipment deployment for technical rescue incidents.

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 flotation 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. The balance of the effective response force (EFR), 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.

The agency has found that its alarm handling times did not meet established response performance benchmarks and has been working closely with the Loveland Emergency Communications Center to evaluate options for improvement. The agency has also found that agency turnout times did not meet established response performance benchmarks and has begun processes to determine the cause for this deviation.

Plan
The agency will continue to monitor incident baseline response performance for all technical rescue incidents. The agency will continue to analyze alarm handling and turnout times to develop effective strategies for improvement.

References
LFRA Strategic Plan
Community Risk and Emergency Services Analysis: Standards of Cover (CRESA-SOC) document
Minimum Staffing Guideline
Sample Daily Roster
Special Operations Team Annual Program Appraisal
List of Technical Rescue Equipment on Rescue 2
List of Technical Rescue Equipment on Tower 6
List of Technical Rescue Equipment on Ladder 6
List of Technical Rescue Equipment in Collapse Trailer
LFRA Annual Report (2012)
LFRA Annual Report (2013)
LFRA Annual Report (2014)
LFRA Annual Report (2016)
5G.2 The agency establishes minimum training and operational standards; compliant with local, state/provincial, and national standards, and that all personnel who function in the technical rescue program meet training and operational standards.

Description
The agency places all aspects of technical rescue under the Special Operations Team (SOT). Members of this team are trained to the operations and technician level based on agency needs and review of the Annual Program Appraisal for SOT. Members of SOT are required to complete monthly training as well as a biannual Rescue School.

The agency establishes standards and trainings requirements for technical rescue incidents based on NFPA 1670: Standard on Operations and Training for Technical Search and Rescue Incidents. The agency trains SOT members to meet the requirements of NFPA 1006: Standard for Technical Rescuer Professional Qualifications through ongoing monthly trainings. Water rescue technicians are initially trained through an 80 hour combined Dive Rescue Specialist - I and Public Safety Diver certification class for their dive certification and a 16 hour swift water rescue certification class. Recurring monthly trainings for all team members ensure all technicians meet or exceed NFPA standards for each discipline.

Appraisal
The agency has established minimum training and operational standards for its Special Operations Team members based on NFPA 1006: Standard for Technical Rescuer Professional Qualifications. All team members have been trained to the operations or technician level for rope rescue, confined space rescue, trench rescue, building collapse, swift water rescue, and dive rescue. Team performance has been measured through monthly trainings and incident response after action reviews (AARs). The agency has performed AARs of all technical rescue incidents.

Plan
The agency will continue to train and evaluate all SOT members in technical rescue operations. Review of new standards and practices within the industry will help guide new standards and help define annual training objectives. All water rescue and dive technicians will undergo annual proficiency training in order to recertify their dive rescue certifications every three (3) years. The agency will continue to perform AARs of all technical rescue incidents and use the results of these processes to evaluate SOT program needs.

References
Special Operations Annual Program Report & Appraisal documents
NFPA 1006 – Technical Rescuer Professional Qualifications
NFPA 1670 – Operations and Training for Technical Search and Rescue Incidents
Airport Fuel Spill – 31May2016 – AAR
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.

Description
The agency completes a yearly program review of the Special Operations Team, titled the Special Operations Annual Program Report and Appraisal. The appraisal ensures that the program is aligned with the agency’s strategic plan and describes successes as well as opportunities for improvement of the program.

Appraisal
According to the 2015 Annual Program Report and Appraisal, the agency had established nine objectives that were to be completed during the 2015 calendar year and an additional two for the 2016 calendar year. Of the outlined objective, five for year 2015 and two for year 2016 pertained specifically to technical rescue incidents and training. Prioritization of agency budget did not allow LFRA SOT to form a regional response team and to begin participating in FEMS USAR Colorado Task Force One. The SOT was able to increase the number of Rope Rescue Technicians by hosting a week-long multiagency Rigging for Rescue training program. Members of the team also completed an 11-day all-hazard USAR class and the SOT was also able to increase the number of Dive Rescue Technicians by participating in a certification class hosted by Larimer County.

Plan
The agency will continue to host and attend multi-agency technician and operations level classes with surrounding agencies. Future Annual Program Reports for Special Operations will provide new objectives to improve and sustain technical incident response, to allow the team leadership to evaluated solutions to objectives that were not achieved.

References
Special Operations Annual Program Report and Appraisal documents
**Criterion 5H: Hazardous Materials (Hazmat)**

The agency operates an adequate, effective, efficient, and safe hazardous materials program directed toward protecting the community from the hazards associated with the uncontrolled releases of hazardous and toxic materials. The agency must conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific hazardous materials program. Agencies that only provide first responder services must also complete this criterion.

**Summary:**
Loveland Fire Rescue Authority (LFRA) operates an adequate, effective, and safe hazardous materials program using both Special Operations Team members and Authority staff. This program is directed towards protecting the community from hazards associated with the uncontrolled releases of hazardous and toxic materials. The Authority utilizes operations level staff that operate in a defensive manner, whereas technician level personnel operate in an offensive manner. Agency personnel maintain certifications through the Colorado Division of Fire Prevention and Control at the Operations, Technician and Specialist levels.
5H.1 Given the agency’s standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and magnitude of hazardous materials incident(s).

**Description**

The agency’s annual report is the primary method by which analysis of deployment objectives are reported. The agency’s strategic plan establishes criteria for analysis of deployment objectives for hazardous materials incidents. The Community Risk and Emergency Services Analysis: Standards of Cover (CRESA-SOC) describes the agency’s response performance objectives. Performance benchmarks are established to include analysis of staffing, response time, station(s), apparatus, and equipment.

Loveland Fire Rescue Authority (LFRA) meets its deployment objectives for staffing, response time, station(s), apparatus, and equipment for hazardous materials incidents.

All of the agency’s Operations Division personnel maintain minimum certification to the Hazardous Materials Operations level, with several individuals certified as Hazardous Materials Technicians and/or Specialists. The agency’s Operations Division personnel and apparatus resources are based at five (5) staffed stations within the City of Loveland and two (2) volunteer stations within the Big Thompson Canyon. Staffed apparatus include five (5) engine companies, two (2) support companies, and one (1) Battalion Chief. All apparatus maintain a minimum level of hazardous materials mitigation equipment on every first-due apparatus. Additional equipment is carried on Rescue 2, which is a first-due apparatus, and on HazMat 1, which is a secondary apparatus that is located at Fire Station #1. The agency’s Battalion Chiefs manage the agency’s daily roster via Kronos Workforce TeleStaff, which ensures that minimum staffing requirements are consistently met, according to established agency guidelines.

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. The balance of the effective response force (EFR), staffed with 15 firefighters, engineers and officers, shall be: 10 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.

**Appraisal**
Analysis of fire-related incidents between January 1, 2011, and December 31, 2015, has indicated that the agency has met its baseline response performance objectives for staffing, response time, station(s), pumping capacity, apparatus and equipment deployment for moderate and high risk fires.

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. The balance 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.

The agency has found that its alarm handling times did not meet established response performance benchmarks and has been working closely with the Loveland Emergency Communications Center to evaluate options for improvement. The agency has also found that agency turnout times did not meet established response performance benchmarks and has begun processes to determine the cause for this deviation.

Plan
The agency will continue to monitor incident baseline response performance for all hazardous materials incidents. The agency will continue to analyze alarm handling and turnout times to develop effective strategies for improvement.

References
LFRA Strategic Plan
Community Risk and Emergency Services Analysis: Standards of Cover (CRESA-SOC) document
Minimum Staffing Guideline
Sample Daily Roster
Special Operations Team Annual Program Appraisal documents
List of HazMat supplies on first-due engines
List of HazMat supplies on Rescue 2
List of HazMat supplies on Heavy Rescue 1
LFRA Annual Report (2012)
LFRA Annual Report (2013)
LFRA Annual Report (2014)
LFRA Annual Report (2016)
5H.2 The agency maintains appropriate training, operations policies, and documentation that response personnel are compliant with all applicable hazardous materials regulations and laws.

Description
The Authority has established Guidelines to direct hazardous materials incidents, based on established State and Federal guidelines that mandate compliance. Agency guidelines apply to general response, specific hazardous materials response and objectives, health and safety, medical surveillance, organizational structure, ICS, reporting, equipment and training/recertification requirements. The agency provides periodic training sessions to allow all personnel to meet their recertification requirements, as established by the Colorado Division of Fire Prevention and Control job performance requirements.

Appraisal
LFRA guidelines, as well as State and Federal guidelines, have been effective in guiding the Special Operations Hazmat response program. They have provided direction and appropriate monitoring. All agency personnel have been able to successfully maintain their level of hazardous materials certification through participation in the agency’s training programs.

Plan
The Special Operations Battalion Chief and staff Lieutenant will continue to review existing guidelines during the fourth quarter every three years and update guidelines as needed to maintain compliance and the highest level of response. The next review will be completed during the fourth quarter of 2018.

References
Hazardous Materials Incident Response Guideline
29 Code of Federal Regulations (CFR) 1910.120
Colorado Division of Fire Prevention and Control: Rules and Regulations Concerning the Hazardous Materials Voluntary Certification program
CDFPC HazMat Awareness and Operations JPRs
CDFPC HazMat Technician JPRs
LFRA 2016 training calendar
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.

**Description**

The LFRA Special Operations Team annual program appraisal document provides an annual view of program goals, objectives, and accomplishments. Additional appraisal of the program is provided during the annual budget development process. The agency’s Annual Report provides a summary overview of major program accomplishments and financial impacts. The Hazardous Materials program manager works with the Special Operations Team coordinator to develop and submit annual budget requests based on established and planned program goals and objectives. All goals, objectives and budget plans are correlated to the agencies adopted Strategic Plan. The agency also evaluates all large-scale hazardous materials incidents through the after action review (AAR) process, to evaluate the effectiveness and applicability of existing guidelines and training programs.

**Appraisal**

The after action review process, annual program appraisal document, and LFRA Annual Report have provided effective means for analyzing the effectiveness of hazardous materials program goals, objectives and financial impact. These documents have correlated the hazardous materials program to the agency’s Strategic Plan.

**Plan**

The agency will continue to conduct AARs after large-scale hazardous materials incidents and develop an annual program appraisal document for the Special Operations Team, with hazardous materials program information provided by the program manager.

**References**

- Loveland Fire Rescue Authority Strategic Plan – Special Operations section (p. 55)
- Loveland Fire Rescue Budget Planning Process V:\Fire\Budget\2015\2015 Budget Tracking Sheets
- After Action Review for FNL fuel spill incident on Memorial Day weekend 2016
The agency complies with all aspects of **applicable hazardous material regulations** such as, annual refresher training, medical monitoring of response personnel, annual physical examinations as applicable per standards, and exposure record retention.

**Description**
The Authority utilizes the State of Colorado job performance requirements (JPRs) for training that must be completed every three years for recertification. The Authority’s Qualifications Matrix establishes certification requirements for employment. Medical monitoring on emergency scenes is conducted by Thompson Valley EMS (TVEMS) utilizing the LFRA pre and post medical evaluation form. Annual physical examinations are conducted every year by the Colorado State University Human Performance Lab. Exposure record retention is completed in accordance with the Loveland Fire Rescue Authority workers compensation administrative directive.

**Appraisal**
The Qualification Matrix has established minimum certification requirements. General and incident guidelines, as well as local, state and federal guidelines have been effective in guiding the Special Operations Hazmat response program. They have provided direction and appropriate monitoring.

**Plan**
The Special Operations Battalion Chief and staff Lieutenant will continue to review existing guidelines during the fourth quarter every three years and update guidelines as needed to maintain compliance and the highest level of response. The next review will be completed during the fourth quarter of 2018.

**References**
- Colorado Division of Fire Prevention and Control Rules and Regulations Concerning the Hazardous Materials Voluntary Certification program
- Loveland Fire Rescue Authority Hazardous Materials Incident Guideline
- Loveland Fire Rescue Authority Qualification Matrix
- Colorado State University Human Performance Lab
- LFRA Pre and Post Medical Evaluation Form
- LFRA Worker’s Compensation administrative directive (This directive is under revision for the Authority's new workers compensation provider)
**Criterion 51: Aviation Rescue and Fire Fighting Services**

The agency operates an adequate, effective, efficient, and safe program directed toward an aviation accident or incident occurring at or in the immediate area.

This criterion report should be completed by agencies that have direct responsibility for operating programs that provide aircraft crash/rescue protection on airfields or that have identified an aircraft emergency in the immediate area as a highly probable hazard in Category II to determine the need for specific aviation rescue and firefighting services program. Simply because aircraft fly over the jurisdiction is not reason enough to require this criterion be completed.

If it determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

**Summary:**

The Northern Colorado Regional Airport (FNL) is a commercially certified airport that is located within the city limits of Loveland, Colorado. It is jointly owned and operated by the cities of Loveland and Fort Collins. The airport occasionally hosts Category III aircraft and is a divert location for aircraft from Denver International Airport (DIA). The airport is currently classified by the Federal Aviation Administration (FAA) as a Non-Primary Commercial Service Airport and it is capable of serving scheduled and/or unscheduled operations of a variety of air carrier aircraft up to and including FAA design group III (Boeing 737, MD-80, Airbus A-320).

Loveland Fire Rescue Authority (LFRA) is the primary emergency response agency for aircraft incidents on the airfield and in the surrounding jurisdiction. LFRA has automatic aid and mutual aid agreements in place with Poudre Fire Authority (PFA) and Windsor Severance Fire Rescue (WSFR) as secondary response organizations. LFRA Fire Station 4 contains the apparatus and equipment necessary to meet the FAA index and class requirements. A new 1500 gallon ARFF apparatus was delivered in October 2015 that improved the agency’s ARFF capabilities.

There is room for improvement in LFRA’s response to ARFF-type incidents. Fire Station 4 is only staffed when commercial flights are scheduled, making abnormally long response times from Fire Station 6 to general aviation incidents. Increased professional education should also be evaluated to increase the versatility of crews responding to emergencies that involve aviation-related incidents.
5I.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), extinguishing agent requirements, apparatus, and equipment deployment objectives for each type and magnitude of aviation incident.

Description
The Loveland Fire Rescue Authority (LFRA) annual report is the primary method by which analysis of deployment objectives are reported. The agency’s strategic plan establishes criteria for analysis of deployment objectives for aviation rescue and firefighting (ARFF) incidents. The agency’s response performance objectives are established in the Airport Emergency Plan, in accordance with NFPA 402. The agency’s ARFF program goals and objectives are described in the Community Risk and Emergency Services Assessment – Standards of Cover (CRESA-SOC) document.

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.

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

Plan
The agency will continue to monitor incident baseline response performance for all ARFF incidents. The agency will continue to analyze alarm handling and turnout times monthly to develop effective strategies for improvement. The agency will continue to monitor and report 3-minute drill performance annually to maintain FAA compliance.

References
LFRA Strategic Plan
Northern Colorado Regional Airport – Airport Emergency Plan
FNL Signed Letter of Correction (7-30-14)
FNL LOC (7-19-2013)
FNL Insp Closeout (7-29-2015)
Community Risk and Emergency Services Analysis: Standards of Cover (CRESA-SOC) document
LFRA Annual Report (2012)
LFRA Annual Report (2013)
LFRA Annual Report (2014)
LFRA Annual Report (2016)
NFPA 402: Guide for Aircraft Rescue and Firefighting Operations
51.2 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.

Description
Loveland Fire Rescue Authority’s (LFRA) aircraft rescue and firefighting (ARFF) program is analyzed and reviewed annually with the completion of the annual program management document. The program review compares LFRA ARFF operations with existing Northern Colorado Regional Airport (FNL) Emergency Plan as well as current regulations from the Federal Aviation Administration (FAA). The LFRA ARFF program is evaluated every three years during the FAA airport inspection and recertification. The FAA evaluation includes review of all emergency plans and response guidelines, timed response tests, training record reviews, and tests of firefighting agent application concentrations. LFRA also tests ARFF response plans with an emergency exercise that is coordinated every three years to simulate response to a large-frame aircraft crash. These exercises are designed to include mutual aid and automatic aid agencies as well as other applicable municipal and state agencies.

Appraisal
The FAA has reviewed the FNL and LFRA ARFF program, which has resulted in recommendations for improvement to response, training, records, guidelines and overall operations, as reported in the most recent Signed Letter of Correction. LFRA and FNL staff have implemented all FAA ARFF requirements for developing effective response guidelines and implementing emergency operations to safely and effectively mitigate ARFF incidents, as documented in FNL LOC and FNL Insp Closeout documents.

Plan
LFRA will continue to work with FNL administration to meet all applicable FAA requirements and recommendations. The LFRA ARFF program manager will review and update all applicable ARFF program documents and guidelines annually.

References
LFRA ARFF program management documents
FNL Airport Emergency Plan
LFRA Emergency Incident Guideline: ARFF Operations
FAA Title 14, Part 139 (CFR)
FAA Part 139.317 Aircraft Rescue and Firefighting: Equipment and Agents
FAA Part 139.319 Aircraft Rescue and Operational Fire Fighting Requirements
Signed Letter of Correction (7-30-14)
FNL LOC (7-19-2013)
FNL Insp Closeout (7-29-2015)
**Criterion 5J: Marine and Shipboard Rescue and Fire Fighting Services**

The agency operates an adequate, effective, efficient, and safe program directed toward a marine or shipboard fire or incident occurring at or in the immediate area.

This criterion report should be completed by agencies that have direct responsibility for operating programs that provide marine and shipboard firefighting and/or rescue services or that has identified a marine emergency in the immediate area as a highly probable hazard in Category II to determine the need for specific marine and shipboard rescue and firefighting services program.

*If the agency determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.*

**Summary:**

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.
CRITERION 5K: WILDLAND FIRE SERVICES

The agency operates an adequate, effective, and efficient program directed toward a wildland fire.

This criterion report applies to agencies that have direct responsibility for operating programs that provide wildland firefighting. The agency should address this criterion if there is an identified wildland risk in the risk-assessment commensurate with Category II, and/or if there are apparatus in service which directly support wildland fire services, which may include suppression, mitigation, and educational components.

If the agency determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

Summary:
Loveland Fire Rescue Authority (LFRA) expands over 194 square miles. The response area is located 50 miles north of Denver, Colorado, along the eastern foothills of the Rocky Mountains and the Arapaho and Roosevelt National Forest. The planning area includes the City of Loveland, Big Thompson Canyon, Masonville, Pinewood Reservoir, Kelim, and a portion of the City of Johnstown at Interstate 25 (I-25) and Highway 34.

The wildland-urban interface (WUI) ranges from agricultural/farm and grassland, sparse intercity vegetation, wildland/urban intermix at the base of the foothills, and typical fuel modeling for WUI in the western part of the response area. The Larimer County Fire Plan identifies the WUI as being west of Range 69 (or west of County Road 23 for LFRA); however, there are other areas of intermix outside the city limits. The present population projection for the Loveland Rural Fire Protection District was approximately 22,500, as identified in the 2012 LFRA Strategic Plan. The strategic plan projected rural population growth of 2-3% increase per year. Current estimations place the population at approximately 25,450. Rural population growth is a concern, as this may also correlate with amplifying the wildland fire risk and human factors.

The dynamic nature presented by WUI necessitates that LFRA performs a comprehensive evaluation annually on the wildland program in various areas. These areas identified in category 5K are; hazard areas, training/qualifications, equipment, and resources. Through the current utilization of Red Zone, analysis of past incidents, and interactions with surrounding organizations, LFRA’s hazard areas are continuously identified. Training is consistent with National Wildfire Coordinating Group (NWCG) standards. All members of LFRA are red card certified and are a minimum of Firefighter Type II. The organization continuously strives to enhance knowledge, skills and abilities in the wildland arena, thereby improving customer service and evolving the number of qualified members to mitigate wildland incidents. LFRA has members with varying levels of NWCG qualifications. The objective of the organization is to gain knowledge and experience; which is amassed within the jurisdictional boundaries, and deployments to interagency wildland fire assignments nationally.
LFRA has equipment/resources meeting national typing standards for Type I, Type III, Type VI and Tactical Tenders. The resources are strategically located throughout the response area. A resource replacement plan is currently being updated to address the agency’s aging Tenders and Type VI apparatus.

The organizational plan addresses the need to subject all program areas to a continuous review process with a final annual report produced at the end of the calendar year. The areas for consideration span over seven subjects; staffing, response, apparatus, and equipment; training; planning, mitigation activities, and public education. The final annual report addresses the agency’s progress towards established goals and objectives during the year, and also establishes and/or re-affirms goals and objectives for the subsequent year.
Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and magnitude of wildland fire services incident.

Description
The agency’s annual report is the primary method by which analysis of deployment objectives are reported. The agency’s strategic plan establishes criteria for analysis of deployment objectives for wildland fire incidents. The Community Risk and Emergency Services Analysis – Standards of Cover (CRESA-SOC) document describes the agency’s response performance objectives. Performance benchmarks are established to include analysis of training standards, certifications, staffing, response time, station(s), apparatus, and equipment deployment.

Loveland Fire Rescue Authority (LFRA) meets its deployment objectives for training standards, certifications, staffing, response time, station(s), pumping capacity, apparatus, and equipment deployment for wildland fire incidents.

All members of the agency’s Operations Division maintain minimum certification of Wildland Firefighter Type 2 (FFT2). The agency’s wildland fire suppression personnel and apparatus resources are based at five (5) staffed stations within the City of Loveland and two (2) volunteer stations within the Big Thompson Canyon. Staffed apparatus include five (5) engine companies, two (2) support companies, and one (1) Battalion Chief. Additional apparatus resources, which may be cross-staffed for specific incident needs include three (3) water tenders, (5) Type 6 wildland engines, and one (1) Type 3 wildland engine. The agency’s Battalion Chiefs manage the agency’s daily roster via Kronos Workforce TeleStaff, which ensures that minimum staffing requirements are consistently met, according to established agency guidelines.

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. The balance of the effective response force (ERF), staffed with seven (7) firefighters, engineers and officers, shall be: 10 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.

Appraisal
During 2016, the agency responded to 102-wildland fire incidents, as documented in the agency’s NFIRS reporting. Analysis of wildland fire incidents between January 1, 2011, and December 31, 2016, has indicated that the agency
has met its baseline response performance objectives for staffing, response time, Station(s), pumping capacity, apparatus and equipment deployment for wildland fires.

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

The agency has found its alarm handling times did not meet established response performance benchmarks and has been working closely with the Loveland Emergency Communications Center to evaluate options for improvement, as described on pages 137-141 of the CRESA-SOC document. The agency has determined that there are numerous concurrent issues to be evaluated. First, the current station alerting system uses a VHF tone generator that is inefficient, and takes more time to transmit based on the number of stations being alerted. Second, the process of gathering information at the dispatch center has the ability to take in excess of 60 seconds. The agency has been working to implement the Phoenix G2 dispatching system; which is designed to automate the alarm handling process and improve the dispatch process.

The agency has also found that agency turnout times did not meet established response performance benchmarks and has begun processes to determine the cause of this deviation. The deviation has been correlated with the alarm handling issues discussed above. In addition, the agency has determined that fire station design has had a negative effect on turnout times when there is increased distance between the apparatus bay and the staff office. The agency has modified wildland fire PPE to the use of dual-compliant TechGen gear in an effort to reduce turnout time. The success of this change has not yet been analyzed, pending development of a sufficient pool of data. At the beginning of 2017, the agency modified its month-end report for response performance to include analysis of alarm handling, turnout, and travel and response times for incidents dispatched as wildland fire incidents.

Through the evaluation of employee certifications and training standards, it was determined that all Operations Division employees have met National Wildfire Coordinating Group (NWCG) requirements for certification at the Firefighter Type I (FFT1) level.
Plan
The agency will continue to monitor incident baseline response performances, including alarm handling, turnout, and travel and response times for all wildland fire incidents through the month-end and annual reports. The wildland fire program manager will use the information in the month-end and annual reports to work with the Operations Division Chief to identify opportunities for improvement. The agency will continue to meet all certification standards required by NWCG public management system (PMS) 310-1 and will develop processes necessary to increase the minimum required certification for all Operations Division personnel from FFT2 to FFT1.

References
LFRA Strategic Plan (pages 50-54)
Community Risk and Emergency Services Analysis: Standards of Cover (CRESA-SOC) document (pages 64-65, 100-102, 137-141, 158-161)
Minimum Staffing Guideline
Sample Daily Roster
Wildland Fire Annual Program Appraisal documents
LFRA Annual Report (2012)
LFRA Annual Report (2013)
LFRA Annual Report (2014)
LFRA Annual Report (2016)
NWCG PMS 310-1 Qualification System
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.

Description
A future planning document is required annually and provides an evaluation of the Wildland program. The Wildland Fire Annual Program Planning and Appraisal document provides an executive summary, accomplishments, objectives and a timeline based on annual/current and future program intentions. The Wildland program manager primarily develops the document with assistance and input from the various individuals involved in program coordination, as listed on the LFRA Program Matrix.

The planning document is designed to present a historical document on the progressive development of the program. The document identifies the effectiveness and efficiency of the wildland services provided by Loveland Fire Rescue Authority (LFRA). Furthermore, the planning document is used when program coordination is reassigned and/or additional personnel are assigned to participate in program administration. The document addresses policy and procedure revisions, wildland equipment, apparatus, personal protective equipment (PPE), equipment, wildland qualifications, wildland hazard assessment (Red Zone), annual training and physical fitness requirements.

Appraisal
In 2016, the agency implemented a Warehouse Program to enhance cost savings and to improve program consistency and functionality across all program areas. Beginning of 2016, the wildland program was modified so that only wildland-related tools and equipment were addressed in the program planning and appraisal document. Other functional areas that crossed program lines, such as PPE, foam, VHF radios and wildland hose were moved under the appropriate program area. For example, management of wildland PPE was transferred to the Quartermaster program, maintaining and programming of VHF radios was moved into the Communications program, and wildland hose and nozzles were reassigned to the Hose and Nozzles program. The program reassignments included transferring allocated budgets into those program areas.

The process of goal setting, monitoring progress towards completion, and correlating program goals/objectives with the agency budget that has been used by LFRA to develop the annual program planning and appraisal document. This document has improved the agency’s ability to monitor overall effectiveness of the wildland fire program. It has also been very helpful during leadership transitions, so that incoming leadership has been provided with specific and accurate information about how the program had been established and operated.

Plan
The Wildland fire program manager will continue to develop and maintain an annual program planning and appraisal document. The program manager will use the current document as a template for developing the subsequent document, allowing the document to serve as a “living” document that is updated/revised during the first quarter of each year to capture past year information and reflect the current state of the program.
References

Wildland Fire Annual Program Planning and Appraisal documents
LFRA Program Matrix
5K.3 The agency has developed a wildland risk assessment including: a fuel management plan, fire adaptive communities plan, and an inspection and code enforcement program.

Description
Loveland Fire Rescue Authority (LFRA) assesses wildland fire risk using the Red Zone software platform. Red Zone is a comprehensive mapping tool that enables effective emergency response and intelligent strategic planning. Red Zone is based on a hand-held Palm Pilot and downloads information to a database that is housed on the agency’s shared computer network. Information from the Red Zone assessments is maintained in the on-duty Battalion Chief’s vehicle so it is accessible to responding personnel.

Appraisal
The use of Red Zone has allowed agency personnel to develop an accurate database of structure assessments within the wildland-urban interface (WUI). The agency began using Red Zone in 2005 and has completed 1,245 assessments to date. During 2016, LFRA personnel completed Red Zone survey’s north of Highway 34 to County Road (CR) 24H, and along CR 27 east to the beginning of the WUI zone (CR 25/Glade Road). The information within Red Zone has allowed agency personnel to more efficiently size up a developing incident, create operational maps and provide for consistent messages between LFRA and other agencies. In 2013, the Red Zone software developers ceased supporting the software. LFRA continued to use the software until July 2016, when it became obvious that continued use of the program was no longer justified based on lack of support. The agency has begun looking for alternative solutions for capturing information from wildland risk assessments.

Plan
The agency will maintain the existing database of Red Zone assessments and will continue to evaluate new options for capturing information from wildland risk assessments, with an estimated date of implementation for the new program during the fourth quarter of 2017. Until a new assessment program is determined and implemented, LFRA will continue to use the current Red Zone program to identify and assess risk in the WUI.

References
Wildland Fire Structure Surveys guideline
Red Zone surveys PowerPoint
Red Zone Survey Statistics (8-31-2016)
LFRA Red Zone Survey template
5K.4 The agency conducts or participates in a wildland fire training and certification/qualification program that meets wildland fire services operational needs and complies with local, state/provincial, and national/international standards.

**Description**

Training and certification requirements for LFRA Operations Division personnel are established in the LFRA Position Qualification Matrix. The Matrix establishes minimum requirements for each rank. To support personnel in maintaining minimum training requirements and also to obtain additional training, the agency conducts wildland fire training at least six times per year for all Operations Division staff, as described in the annual wildland fire training schedule. All Operations Division members are required to complete RT-130/190 training, arduous physical aptitude testing and wildland fire shelter training annually in accordance with National Wildfire Coordinating Group (NWCG) standards. Numerous additional topics covering safety, specialty training, and general topics are also provided several times throughout the year. Training sessions may be conducted in-house or in cooperation with other local/regional agencies, such as Poudre Fire Authority (PFA), The Nature Conservancy (TNC), Larimer County Emergency Services (LCES), and Colorado Division of Fire Prevention and Control (CDFPC).

LFRA uses NWCG PMS 310-1, PMS 901-1, and the Incident Response Pocket Guide (IRPG) to monitor and guide personnel training and qualifications. Training and qualifications are tracked within the Inciweb, Incident Qualification System (IQS), which is a national system managed by CDFPC. Every training, qualification, refresher training and task book is tracked and updated in this system, as well as in the agency’s records management system, Emergency Technologies Inc. (ETI).

**Appraisal**

Current guidelines and training procedures have allowed LFRA personnel to obtain and maintain NWCG wildland fire certifications. Annual recertification requirements have been completed by each member prior to the March 31 deadline. All LFRA Operations Division personnel have met national wildland fire certification and qualification standards, as established by NWCG. The use of IQS has allowed for accurate documentation of training and qualifications for all personnel. The wildland program has an Engineer assigned to monitor and manage the IQS system, with oversight and approval from the Colorado Division of Fire Prevention and Control (CDFPC). There is a three-stage review process for all training records. The officer of the company confirms that all personnel assigned to their crew is entered in Emergency Technology Incorporated (ETI). Once completed the officer forwards the completed wildland training form to the shift coordinator, who also confirms that all training is entered and then verifies and forwards it to the Engineer assigned to entering it into ETI. Once the Engineer has reviewed all training records submitted for annual compliance, it is forwarded to the CDFPC for review. The CDFPC reviews all information entered into IQS prior to issuing any Red Cards for individual certification.

**Plan**

LFRA will continue to align wildland fire training and certification requirements with NWCG standards. All Operations Division personnel will continue to meet annual recertification and training requirements, with training
documented in the IQS and in-house Emergency Technology Incorporated (ETI). The agency is currently developing plans to increase minimum certification standards for all members so that all Operations personnel will meet NWCG Firefighter Type I (FFT1) certification requirements and all Company Officers will meet NWCG Engine Boss (ENGB) certification requirements. This plan is scheduled to be completed by the end of 2017.

LFRA will continue to expand its use of Blue Card Hazard Zone Management system through development of an incident command sequence for wildland fires. This command sequence will be introduced for testing and implementation during 2017.

References

LFRA Qualification Matrix
Annual wildland fire training schedule/calendar
RT130/190 training
Annual Physical Aptitude Testing
Wildland Fire Shelter Training
NWCG PMS 310-1 Qualification System
NWCG PMS 901-1 Course Guide
Incident Response Pocket Guide (PMS 461, NFES 001077, January 2014)
Inciweb IQS System
LFRA Operational Guideline: Wildland Fires (2014 rev B)
NWCG Crosswalk information and plan for all positions
LFRA Blue Card Wildland Fire Sequence
**CATEGORY VI: PHYSICAL RESOURCES**

Physical resources are defined as fire stations, training facilities, fire apparatus, and other capital expenditures and outlays that make up the property assets of an agency. Special attention is required to obtain and maintain appropriate quality physical resources.

Facilities that are leased and/or jointly operated may also be considered for agency use if this is accomplished in accordance with properly adopted and clearly established policies.

If work is contracted outside the agency and/or to another department within the parent agency, it is incumbent on the agency to ensure that facilities, equipment, staff, record keeping, and procedures are consistent with the performance indicators and core competencies listed herein.
**Criterion 6A: Physical Resources Plan**

Development and use of physical resources is consistent with the agency’s established plans. A systematic and planned approach to the future development of facilities is in place.

**Summary:**

In the 1990s, Loveland Fire Rescue Department (LFRD) created a Master Plan, which addressed analysis of the current station locations along with projected need of future facility locations. This Master Plan was not updated for a period of seventeen years when it was replaced by the 2012 Loveland Fire Rescue Authority (LFRA) Strategic Plan. The agency’s strategic plan includes a systematic and planned approach to future development of facilities.
6A.1 The development, construction, or purchase of physical resources is consistent with the agency’s goals and strategic plan.

Description
The development and construction of Loveland Fire Rescue Authority’s (LFRA) physical resources corresponds with the 2012 LFRA Strategic Plan and the agency’s annual budget. LFRA identifies and prioritizes physical resource needs on an annual basis, and also based on established long term plans that consider critical infrastructure needs, replacement schedules, repair costs, service area growth and results of facility inspections.

LFRA’s annual budget is presented annually to the LFRA Board of Directors, Loveland Rural Fire Protection District Board and City of Loveland City Council with details provided on all physical resource needs and/or requests. The City of Loveland Facility Maintenance staff includes capital projects/repairs involving existing fire stations owned by the City of Loveland into their annual budget, which is reviewed and approved by the City Council.

Appraisal
LFRA’s planning and construction was consistent with the 1995 LFRD Master Plan and has been consistent with the current 2012 LFRA Strategic Plan, as documented in the agency’s annual reports. These reports have shown the agency’s progress towards completion of every goal/objective established within the Strategic Plan.

Plan
LFRA will continue to develop, construct and purchase physical resources based on the goals, objectives and needs that are established in the agency’s strategic plan. Approval by the governing body will continue to be a verification process in both the budget and capital project planning processes.

As the 2012 Strategic Plan is updated, it will be aligned with capital projects that are listed in the 2014 City of Loveland Facilities Master Plan. This plan contains information regarding the Fire Stations that are owned by the City of Loveland. This plan did not exist during the development of the 2012 LFRA Strategic Plan.

References
LFRA Master Plan (1995)
LFRA Strategic Plan
City of Loveland Facilities Master Plan
Description
The LFRA strategic planning process guides the process for planning for physical resources at the strategic level. Representatives from Administration, Operations and the Community Safety Division make up the group involved in the process that reviews and considers agency needs. Members of the committee are drawn from every rank: firefighter, engineer, officer, and chief/administration. Examples of areas where participants are involved in the development of ideas and needs for the station, include but are not limited to: general station layout ideas, computer work stations, bunk rooms needs/ideas, kitchen design needs, exercise facilities, and training props. The agency’s Executive Staff guides the strategic planning process and the LFRA Board, Rural District Board and City Council approve the implementation of the plan. In addition, all physical resource planning is conducted with involvement of all stakeholders when specific projects are implemented. Location, size, layout, response efficiency and cost are determined for both long- and short-term agency needs. For example, the agency is currently working on preliminary/conceptual plans for two new fire stations. Stakeholders who are involved in discussions include not only internal staff members, but also City of Loveland Facilities Maintenance, City of Loveland Building Department, City of Loveland Planning, and Thompson Valley EMS.

Appraisal
Representation from all levels of LFRA has ensured that the agency has been able to meet the goals and objectives established in the 2012 Strategic Plan by relocating existing facilities, remodeling, enlarging current facilities and adding new resources. This can be specifically demonstrated by the 2014 relocation of Fire Station 2 to meet response time needs and providing the space needed to add the Heavy Rescue company, which was an ISO recommendation. This process was initiated by the Fire Chief and input was sought from the Fire Rescue Advisory Commission, agency leadership, agency officers, the City of Loveland, Thompson Valley EMS, and the Board of Directors.

Plan
LFRA will continue to involve all levels of the organization in the planning process of physical resources by being intentional in the selection of committee members, according to the current process. Our plan is to have a wide variety of input when setting goals and objectives that are established in the LFRA Strategic Plan. A policy will be drafted that articulates the need to have members from all ranks and divisions represented in the planning for physical facilities. Further, the newly created LFRA Community Risk and Emergency Services Assessment – Standards of Cover document will become a significant tool for future planning as it will allow the agency to remain informed about incident types and trends that may drive specific needs for fire station locations, personnel and/or apparatus needs. LFRA continues to improve its capability and use of data collect using the Omega Fireview software, which will enhance the agency’s GIS mapping tools for planning facilities. With the enhanced use of data and a diverse representation of personnel, the planning of facilities for LFRA will consistently be in alignment with our strategic goals.

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References
LFRA Strategic Plan
City of Loveland Facilities Master Plan
Community Risk and Emergency Services Assessment – Standards of Cover document
**CRITERION 6B: FIXED FACILITIES**

The agency designs, maintains, and manages fixed facility resources that meet the agency’s goals and objectives.

**Summary:**
All of the facilities for Loveland Fire Rescue Authority (LFRA) are designed and built according to the current adopted fire and building codes. All facilities have sufficient space to support necessary agency functions and they meet agency needs. All facilities are inspected at least annually by the Operations Division Chief, with support from City of Loveland Facilities Maintenance. The City also supports the agency by maintaining all LFRA facilities within city limits. Fire Station #3 is the oldest fire station. It was designed during the time that LFRA staffed two (2) person companies. Thus, it is not ideally suited to the current workforce. The agency is working with the City to identify opportunities to remodel portions of the facility, as well as to plan for the replacement of the station in 2023.
**6B.1 Each function or program has adequate facilities and storage space. (e.g., operations, community risk reduction, training, support services, and administration).**

**Description**

Loveland Fire Rescue Authority (LFRA) staffs five (5) fire stations within the City Limits of Loveland: Fire Station 1 is located downtown, Fire Station 2 is located in the northwest, Fire Station 3 is located southwest, Fire Station 5 is northeast and Fire Station 6 is east. Fire Station 4 is a non-staffed station that is located at the airport and is only staffed when an aircraft standby is needed. All LFRA fire stations are designed and built to meet current agency needs at the time of their construction. Fire stations are primarily designed to meet Operations Division needs for incident response. With the exception of Fire Station 3, every fire station has private bedrooms for the on-duty staff, as well as office space, exercise equipment, apparatus parking, and storage space to meet all agency and personnel needs. Fire Station 3’s sleeping area is a dormitory-style room with full-height dividers between every two beds. All other spaces at Fire Station 3 meet agency and personnel needs for storage and use of the facility. The Administration and Community Safety Division office space is provided by the City of Loveland at the City’s Development Center, which is attached to Fire Station 1. It is anticipated that Administrative and Community Safety Division workspace will become very tight over the next few years as positions are added.

The Training Center is designed to be a regional asset for emergency service training. It features two classrooms, a command training center, and ample props and open space for practical skills. With the recent acquisition of an additional acreage to the west, there is now additional space to expand and provide improvements to all facility spaces. The agency is currently working on a new master plan for the Training Center.

Each facility is evaluated annually for potential upgrades to meet current agency needs as well as updated standards in fire station design, such as larger workout rooms, individual dorm rooms, training rooms and expanded decontamination areas. Community rooms were incorporated into the design of Fire Stations 2 and 6. This option will continue to be a consideration for future stations.

**Appraisal**

LFRA facilities have met all agency needs, with the exception of Fire Station 3. This fire station is the oldest of LFRA’s fire stations and has not been significantly renovated and/or remodeled since its original construction. Fire Station 3 was originally designed in the 1970s, when the agency maintained two-person crews and was largely a male dominated workforce. With the growth of the agency’s workforce, this fire station has been determined to be insufficient for the size and needs of the agency.

The move of the City’s Development Center into the Fire Administration Building forced a rearrangement of LFRA office space, resulting in limited options for expansion. In the past two years, LFRA has added a Budget Analyst and a full-time Inspector position. In early 2017, the agency hired a human resources specialist, also housed in the Fire Administration Building. The agency successfully worked with Development Center personnel as well as City of Loveland Facilities to allocate appropriate work space for all agency positions.
Plan
LFRA will continue to monitor and review stations and facilities to ensure that space needs are being met. The City of Loveland Facilities Master Plan has identified a new Fire Station 3 as a capital project in 2023. LFRA leadership will work with staff and the Board of Directors to complete a fire station location study in advance of this project to ensure that the current location is still the most advantageous locations for the station. The study will include a review of past, current and anticipated call volumes by fire station, in comparison with evaluation of planned development(s) that could impact future trends and call volume. This study is currently scheduled to be completed before the end of 2020.

The Administrative and Community Safety space needs will be monitored by LFRA and the City of Loveland Facilities Staff. This will be accomplished by annual review of staffing levels and comparison to existing facilities. Future revisions of the LFRA Strategic Plan may need to include a LFRA Administration Facility.

The agency will continue moving forward with developing a master plan for the Training Center to ensure that its design will meet current and projected agency needs. In its current state, this plan consists of only a map. As the planning process moves forward during late 2017 and early 2018, the map will be added to by development of a written planning document that describes and provides additional details about each anticipated phase of Training Center expansion and/or improvement. This document will be developed in cooperation between LFRA and City of Loveland Facilities personnel.

References
LFRA Strategic Plan
City of Loveland Facilities Master Plan
6B.2 Buildings and outbuildings are clean and in good repair, and the surrounding grounds are well kept. Maintenance is conducted in a systematic and planned manner.

Description
On-duty firefighters complete all primary cleaning and reporting of repair needs of the fire stations. Fire station cleanliness is accomplished through completion of daily duties, as listed on the LFRA Training & Events Calendar. Company officers monitor completion of daily duties on an on-going basis throughout each shift. The Training Battalion staff is responsible for the cleanliness of the Training Center, although the on-duty firefighters that utilize the facility are expected to clean up after themselves. The Administrative and Community Safety Division offices are cleaned utilizing a contract service provided by the City of Loveland Facility Maintenance.

Station audits are completed once a year by the Operations Division Chief and a member of the Facility Maintenance Staff. This audit is used in the budgeting process for both LFRA and Facility Maintenance. Each company officer is charged with continual evaluations of their assigned station to identify repair needs. Station repair needs are reported through an electronic form, which generates a work request ticket to Facility Maintenance Staff. Appropriate action is based on priorities and budget. Facility Maintenance staff consults the Operations Division Chief for any significant repairs or requests. The electronic repair reporting system also allows Facility Maintenance Staff and LFRA to track and document facility repair history.

Appraisal
Consistent facility audits have identified both immediate issues/needs as well as long range planning needs. Examples have included simple upgrades such as the addition/rearrangement of work stations, more kitchen space, and ergonomic adjustments to computer work station. Long range items noted have included identification of building repair needs, improvement of dormitory spaces in Fire Station 3, and identification of upcoming appliance replacements. Audits have been reviewed by the Facility Maintenance Director and LFRA’s Administrative Director for budgetary guidance. This system has worked well by providing the agency with a tool to plan for higher cost items, but the agency has determined that facilities should be evaluated twice per year to improve responsiveness and/or identification of facility needs.

Plan
LFRA will continue to have on-duty firefighters clean the stations and report maintenance needs through the Facility Maintenance work request system. The agency will work with Facility Maintenance to establish goals and objectives for a second facility inspection each year, to be performed by at either the Company Officer or Battalion Chief level. This group will also work to develop an improved system for tracking the audits to ensure that targets are not lost as personnel change position or leave LFRA or Facility Maintenance. This system will be in place by the end of 2017.

References
LFRA Guideline – Work Request, Facilities and Fleet
City of Loveland Work Request Form located on the City of Loveland Intranet
Fire Training & Events Calendar (available on site)
Facility Maintenance Electronic Repair Reporting System (available on site)
Description

All LFRA facilities are designed and constructed in accordance with the Building and Fire Code that was adopted at the time. All facilities are designed to comply with applicable local, state and federal requirements. Prior to construction, the plan for each facility is submitted for plan review by both the LFRA Community Safety Division as well as the Building Department with jurisdiction (City of Loveland or Larimer County). During the construction process, each facility is inspected to monitor compliance with approved plans.

After construction, every facility is maintained and inspected at least annually. LFRA’s Community Safety Division performs a fire safety inspection of every facility annually, while City of Loveland Facilities performs annual facility inspections for structural, HVAC and electrical issues. Additionally, LFRA Administration evaluates facilities annually to identify staff needs and potential upgrade options. Upgrades and/or improvements are identified and prioritized for correction as resources allow. If the deficiency is determined to be a life safety issue, it is addressed immediately. All other deficiencies are prioritized based on existing budgets. Plymo-Vent exhaust removal systems are installed in Fire Stations 2, 5, and 6, with plans being developed to fund a Plymo-Vent system at Fire Station 1. Fire Station 3 is scheduled for replacement in 2023 per the City of Loveland Facilities Master Plan, so only critical improvements are being made to this station. Both Fire Stations 1 and 3 have a ceiling-mounted exhaust fan system that cycles air out of the apparatus bay, but does not connect directly to a vehicle exhaust pipe.

Appraisal

All LFRA facilities have met applicable local building codes and fire codes. The use of the Plymo-Vent exhaust systems has eliminated vehicle exhaust emissions inside all fire stations that have been equipped with these systems. While LFRA has not collected specific data to demonstrate the effectiveness of the Plymo-Vent system, information on that company’s website has been used to justify the installation of these systems. Fire Station 3 was originally designed in the 1970s, and met the current codes that were in place at the time. This fire station was designed and constructed when the agency maintained two-person crews and was largely a male dominated workforce. With the growth of the agency’s workforce from two-person engine companies in the 1970s to the current three-person engine companies, the common dorm room in this station was renovated in 2015 to provide a minimal level of privacy to on-duty personnel. The agency has been working with City of Loveland Facilities Maintenance to evaluate other options that may be financially reasonable, given the remaining lifespan of this fire station. Due to the limited remaining lifespan of this fire station, the agency determined that the existing apparatus bay ventilation system provided a reasonable accommodation for maintaining air quality inside the bay, as compared to the high cost of installing a Plymo-Vent system.

Plan
LFRA will continue to design and construct fire stations to meet agency needs in accordance with the applicable local, state and federal requirements. The agency will continue to evaluate options for improving vehicle exhaust systems in Fire Station #1 from the current ceiling-mounted ventilation system. Plans for the new Fire Station #3 will be developed in accordance with the building and fire codes in place when that new construction permit is issued. A Plymo-Vent, or other compatible, exhaust system will be installed in the new station.

References
LFRA Fire Station #2 design and construction plans
Meeting minutes from Fire Station #3 upgrade project
Plymo-Vent website (www.plymovent.com)
**Criterion 6C: Apparatus and Vehicles**

Apparatus resources are designed, purchased, and maintained to adequately meet the agency’s goals and objectives.

**Summary:**

Loveland Fire Rescue Authority (LFRA) apparatus are designed and purchased to meet agency needs, based on goals and objectives established in the agency’s strategic plan. Information from the agency’s records management system is used to determine the locations, types and frequencies of the various types of incidents to which the agency responds. This information is also used to help predict future needs.

The agency maintains an apparatus committee to plan for apparatus replacement needs for each apparatus purchased. This committee concept is used to gather input from all levels of the organization. The committee ensures that all apparatus meet applicable national standards and that the apparatus are built to comply with local regulations and agency needs. The agency has adopted a standardized engine design, which establishes consistency and improves fire ground efficiency.
**6C.1 Apparatus types are appropriate for the functions served (e.g., operations, staff support services, specialized services, and administration).**

**Description**

A Type 1 structural fire engine is located at each of the staffed fire stations within city limits. A truck company (Tower-6) is housed at Fire Station 6 on the east side of response area, and Heavy Rescue 2 is located in Fire Station 2 on the west side of the response area. Each of the agency’s apparatus has been specifically designed to meet the needs of the service it provides as well as to meet apparatus requirements of the Insurance Services Office (ISO) for structural fire engines, trucks, and heavy rescues. All Type 1 engines and aerial devices are equipped with an on-board water tank and pump, pre-connected and deadload hoses, large diameter hoses, and a large assortment of firefighting tools and equipment to meet the varied needs of the urban as well as rural firefighting environment within the LFRA response area.

The agency maintains an apparatus committee that meets regularly to evaluate apparatus needs and to ensure that the apparatus types meet their intended functions. The apparatus committee determines details and specifications for each apparatus as it enters the planning stages, and works closely with the fabrication facility to ensure the apparatus meets agency needs and specifications. The agency has adopted a standard engine design, beginning with the current Engine 1, that is used for all new Type 1 engines. All engines are designed with the intent of providing water and hoses for fire attack, and they also feature sufficient equipment to begin operations for a variety of other emergency needs. Examples of additional equipment include: extrication tools, rescue ropes, medical equipment, ladders, vehicle stabilization equipment, hand tools, smoke/CO alarms, spare fuel, personal flotation devices, mapping equipment, wildland firefighting PPE, etc. While Tower 6 is primarily intended to be a truck company, the needs of the agency and response area indicated that it is designed to include a water tank, pump and hoses, so it can operate as an engine if necessary. It also includes a variety of equipment for supporting engine company operations and to support technical rescue incident needs. Heavy Rescue 2 is the agency’s only front-line apparatus that does not include an on-board water tank and pump. It was specifically designed to support expanding incidents and to provide tools and equipment for technical rescue incidents.

The agency’s support vehicles have all been designed and/or purchased to meet a specific need. Command 1 is the vehicle used by the on-duty Battalion Chief and it is specifically designed to provide a comfortable and functional work space for an incident commander and two support officers. Secondary apparatus, such as water tenders, Type 6 engines, and the agency’s Type 3 engine, are also specifically designed to meet agency and incident needs.

**Appraisal**

All LFRA apparatus have been specifically designed to meet agency and incident needs. As each new apparatus has been designed and built, the committee has evaluated the effectiveness of the apparatus design to ensure that the standardized engine design is maintained and addresses improvements as presented by staff input. The agency’s apparatus committee has maintained awareness of incident needs and trends in order to plan for apparatus replacements in a timely matter. For example, both Tower 6 and Heavy Rescue 2 are assigned to every vehicle...
extrication incident and are typically assigned to lead the extrication. As a result of this, both of the agency’s aerial apparatus as well as Heavy Rescue 2 were designed with pre-connected hydraulic rescue tools mounted in the bumpers, to facilitate quick access for extrication needs. These apparatus also include a second complete set of portable hydraulic rescue tools to support extended extrication operations. To support these tools, every engine company is provided with a smaller set of portable extrication tools that may be used to start an extrication prior to the arrival of either Tower 6 or Heavy Rescue 2. As apparatus modifications have been suggested, the apparatus committee has evaluated them to determine their merits. When a modification has been approved, it has been universally implemented throughout all apparatus. These changes have been reflected in the updated standard engine design.

**Plan**
LFRA will continue to maintain an apparatus committee to plan for apparatus to meet agency and incident needs. The committee will continue to use the month-end and annual reports to maintain awareness of incident trends. The committee will also continue to actively seek verbal feedback from all agency employees regarding apparatus design to ensure that apparatus and associated tools and equipment meet employee and incident needs.

**References**
Loveland Standard Engine Design
LFRA Apparatus Inventory
A current replacement schedule exists for all apparatus and support vehicles based on current federal and state/provincial recognized standards, vehicle condition, department needs, and requirements.

Description
LFRA maintains an apparatus replacement plan as part of the strategic plan and annual budget process. The apparatus replacement fund is maintained to fund the purchase of replacement apparatus as they end their service life. The apparatus replacement schedule outlines years of service and replacement schedules for all departmental apparatus. All replacement schedules are dynamic in nature and updated any time substantial changes are recognized in the structure of the fleet.

Apparatus replacement schedules are established based on standard service life criteria for the industry including engine, pump, aerial hours, as well as annual mileage, repair maintenance records, history and cost. General condition of the apparatus, availability of parts and the advances in technology and NFPA 1901 all factor in to the apparatus replacement criteria. LFRA considers the option of apparatus rotation to extend service life when warranted. The philosophy utilized by LFRA for replacement is to realize approximately 12 years of front line service and 5 years of reserve service for Type 1 engines, 18 year service life for Type 3 engines, 10 years front line and 10 years reserve service for aerial apparatus, 20 year service life for water tenders, 15 year service life for the heavy rescue, and 18 year service life for type-6 engines. This schedule allows for an equalized distribution of capital expenditures annually, versus the requirement to purchase several units in any one year.

Appraisal
LFRA has developed apparatus replacement schedules and allocated funds in the annual budget to meet scheduled replacements. The replacement schedule has allowed LFRA to maintain a safe, dependable and efficient apparatus fleet, as demonstrated by the age and miles/hours of the agency’s front-line fleet of apparatus. The agency’s oldest front-line engine (Engine 5) was built in 2008. This process has been monitored by the Administrative Director as well as City of Loveland Finance Office. Because it allows the agency to continually pay into a savings account/apparatus replacement fund, instead of financing through an outside agency, LFRA has been able to save money by collecting the income from the dividends of these accounts. The agency will continue to fund the apparatus replacement fund for each apparatus into the future.

Plan
Apparatus use cycles, as well as repair and maintenance histories, will continue to be monitored by the apparatus committee, through monthly verbal communication with the agency’s Emergency Vehicle Technicians and changes will be made when operational needs or other circumstances change. The replacement schedules will be updated on at least a yearly basis.

References
LFRA Apparatus Inventory
LFRA State of the Fleet 2016
LFRA Apparatus Replacement Plan
6C.3 A process is in place for writing apparatus replacement specifications that allows for employee input.

Description
LFRA apparatus design and specifications are based on current industry standards and identified operational needs of the agency and response area. An apparatus committee is in place that meets at least quarterly to provide an input mechanism for all employees; however, committee meetings occur more frequently during an apparatus build. Some members of the committee meet at least monthly while meetings during a design/purchase process occur every other week. Participants on the apparatus committee include the Operations Division Chief, members of Administration, shift personnel from all ranks and at least one Emergency Vehicle Technician. For specialized apparatus design, a member from that specific discipline has been included on the committee to ensure the particular apparatus needs are met and has been designed properly. Committee members actively seek input from all levels of the organization for all apparatus designs. Apparatus specifications are developed by first evaluating the standard engine design and comments/concerns aired by staff who are operating/using that apparatus. The apparatus committee also uses information provided by the agency’s Emergency Vehicle Technicians to develop improved understanding of maintenance/repair issues with the current design. The apparatus specification sheet is then updated and reviewed by the entire committee to ensure it meets agency needs.

Appraisal
The LFRA apparatus replacement process met agency apparatus needs and has resulted in a standard engine design, yet takes the ongoing changes in technologies into consideration. The process has been a success due to the fact that all apparatus meet their intended purpose and operational effectiveness, as demonstrated by the new Engine 3 that was just placed into service in early 2017. This engine design showed improvements from the original design shown on Engine 1, to the upgraded design of Engine 6, to the new design presented in Engine 3.

Plan
LFRA will continue to gather input through the Apparatus Committee, and specify all apparatus to meet operational needs, national standards and safety requirements.

References
LFRA apparatus committee member roster
New Engine 3 design (9-2-16)
New Engine 3 Cab and Chassis (9-11-16)
CRITERION 6D: APPARATUS MAINTENANCE

The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus are well established and meet the emergency apparatus service and reliability needs.

Summary:
Fire apparatus preventive maintenance (PM) and repairs are performed by two City of Loveland Fleet Management Division employees. Both employees are certified emergency vehicle technicians (EVT). Daily apparatus inspections are performed by the apparatus driver/operators (D/O’s). Maintenance issues are reported using an electronic filing system maintained by the City of Loveland Fleet Management. This FASTER Fleet Management System is used to notify the EVTs, who evaluate the report and determine the priority of needed repairs. Fleet Management maintains records of all apparatus fuel usage and repair/maintenance work to schedule PM as it comes due. This program is well established and has been meeting City and LFRA needs for many years.
An apparatus maintenance program is established. Apparatus maintenance, preventative maintenance, inspection, testing, and emergency repair is conducted by trained and certified technicians in accordance with the manufacturer’s recommendations, and federal and/or state/provincial regulations. Attention is given to the safety, health, and security aspects of equipment operation and maintenance.

Description

The apparatus maintenance program involves responsibilities at the level of the driver/operator (D/O), station, and Fleet Management Department. Every LFRA apparatus is inspected on a daily basis at the beginning of shift change, with information tracked on a Daily Truck Check sheet. Daily Truck Check sheets are created for each apparatus based on requirements by individual manufacturers, national and state laws. Any LFRA D/O has the ability to, and is expected to, place a vehicle out of service if they feel is unsafe. In addition to being used to document daily apparatus inspections, each Daily Truck Check sheet also includes information for weekly and monthly inspection requirements that must be completed by personnel at the fire station. The agency also assigns personnel to administer the required annual pump testing of all apparatus-mounted fire pumps and the agency’s aerial devices.

Fleet Management personnel perform necessary apparatus maintenance according to the manufacturer recommendations and in accordance with federal and state regulations. Based on emergency vehicle technician (EVT) appraisal, certain preventive maintenance (PM) items are done above and beyond manufacturer recommendations to improve the service life of the apparatus. Fleet Management personnel perform periodic preventative maintenance as outlined on Daily Truck Check sheets. These services are scheduled to meet and/or exceed manufacturer and NFPA recommendations.

Appraisal

LFRA’s system of daily, weekly and monthly apparatus inspection has allowed the agency to immediately identify any issues that could have impacted the safety or performance of the apparatus. As apparatus issues have been identified, Fleet Management personnel have been immediately notified via the FASTER system. The agency’s apparatus maintenance program has met all agency needs and has allowed all apparatus to continue to operate in a safe and effective manner.

Plan

The agency will continue to use the current apparatus inspection/maintenance program and will annually review both manufacturer recommendations and governmental regulation to assure compliance. Changes in technology and manufacturer requirements will be monitored for future changes.

References

City of Loveland Fleet Management FASTER system
LFRA Daily Truck Check sheets
LFRA Annual Pump Test Records
LFRA/ UL Aerial Test Records
6D.2 The maintenance and repair facility is provided with sufficient space and equipped with appropriate tools.

Description
LFRA uses the City of Loveland vehicle maintenance facility for all apparatus preventative maintenance and repair needs. LFRA’s Emergency Vehicle Technicians are assigned two bays in this facility. Additional bays of the City’s shops are available for use by City employees who are trained and certified to maintain LFRA’s single-passenger vehicles when the EVTs are not available or engaged in apparatus maintenance activities. Each bay is equipped with the EVT’s personal tools and equipment, including City-owned hydraulic lifts capable of lifting every LFRA apparatus for undercarriage work and other specialized equipment. Each EVT maintains all tools and equipment necessary to perform maintenance/repair on all of LFRA’s apparatus. When a new apparatus is purchased, the EVT ensures that he purchases any necessary specialized equipment for that apparatus.

Appraisal
The current shop size, tools and equipment have allowed the EVTs to safely and efficiently perform all necessary service to all LFRA vehicles and apparatus. EVTs have been provided all of the tools and equipment necessary to accurately diagnose and research reported problems, and to make the necessary repairs, as demonstrated by the agency’s ability to maintain a front-line fleet of apparatus.

Plan
LFRA will continue to use the City of Loveland vehicle maintenance facility for all vehicle and apparatus maintenance and repair needs. The agency will assess the vehicle maintenance program during the first quarter of each year to ensure that it continues to meet agency needs. This appraisal will be a combination of the semi-annual and annual performance evaluations of both EVTs as well as a review of apparatus/vehicle maintenance records and costs. The agency has further identified that a program planning and appraisal document shall be developed for the apparatus program, with the first program report due during the first quarter of 2018.

References
LFRA and City of Loveland Fleet Services agreement
Tour of apparatus maintenance facility to be provided during site visit
Description
LFRA contracts with the City of Loveland Fleet Management Division for preventative maintenance, repair and emergency on-call services. The City of Loveland Fleet Management Division has a staff of 13 certified automotive technicians in place, including two Master Certified Emergency Vehicle Technicians (EVTs) who perform all tasks related to apparatus maintenance, testing and repair. The EVT's attend various industry training sessions to maintain their level of certification. Both EVT's actively participate in the nationally recognized Emergency Vehicle Technician Certification Commission program and hold various levels of certifications, including Master Emergency Vehicle Technician, Master Truck, and Master Automotive. All automotive service technicians employed by the City of Loveland Fleet Management Division maintain Automotive Service Excellence (ASE) certifications.

Appraisal
The Master Certified Emergency Vehicle Technicians employed by the City of Loveland Fleet Management Division have met national training and certification standards and have been recognized for excellence by their peers, as demonstrated by awards for EVT of the Year and Technician of the Month. All automotive technicians employed by the City of Loveland have met national ASE training and certification requirements.

Plan
LFRA will continue to use City of Loveland Fleet Management Division Master Certified Emergency Vehicle Technicians to perform all apparatus maintenance and repair. The EVT's will continue to participate in the national EVT certification program and attend training classes and seminars to keep current with ever-changing technological advances. Training needs will be assessed continually, based on agency-owned apparatus, and based on technician performance on certification tests.

References
Emergency Vehicle Technician Certification Records
City of Loveland Employees Wins EVT of the Year Award
Lane Named Technician of the Month for October
6D.4 The level of supervision is adequate to manage the program.

Description
The overall supervision of the City of Loveland Fleet Management Division is assigned to a fleet manager who reports to the LFRA Operations Division Chief. A shop foreman is responsible for the supervision of the division in the absence of the fleet manager. The fleet manager and/or a senior EVT supervise shop operations in the absence of the shop foreman. This chain of command meets agency as well as City of Loveland needs and provides for clear and consistent communications between the agency, the City, and the EVTs.

Appraisal
The current structure of supervision of the division as outlined in the City of Loveland Fleet Management organizational chart has been successful for many years. No supervisory deficiencies have been identified through evaluation and review of this structure. Additionally, EVT performance has been reviewed twice annually as required by City of Loveland policy and both EVTs have consistently met job performance expectations.

Plan
The City of Loveland Fleet Management Division will continue to maintain an appropriate span of control, to include the LFRA Operations Division Chief in the chain of command with the shop foreman, division manager, and EVTs, for effective supervision of employees in the division. Workloads will be monitored and supervision will be modified as needed.

References
City of Loveland Fleet Maintenance organization chart
Job Description - Fleet Manager
Job Description - Fleet Mechanic
Job Description - Shop Foreman
The reserve vehicle fleet is adequate or a documented contingency plan is in place for the event that apparatus must be taken out of service.

Description
The current LFRA reserve fleet has two fully equipped Type 1 engines, one of which is kept at Fire Station 3 and the other at the LFRA Training Center. One fully equipped and recently refurbished 105-foot aerial ladder is kept in reserve status at Fire Station 1 and an air/light rescue apparatus is kept in reserve status at Fire Station 6. The agency’s water tenders and Type 6 engines are maintained to allow a vehicle to be placed out of service with minimal impact on service delivery. Mutual and automatic aid agreements with surrounding agencies are used to assist in providing additional staffed apparatus as needed.

Appraisal
The agency’s reserve fleet has met agency needs and the requirements of the Insurance Services Officer (ISO) public protection classification (PPC) evaluation. However, the agency has noted anecdotally, that both reserve engines have been placed in service more frequently due to extended maintenance or repair of front line apparatus. This has forced the EVTs to adjust scheduling for bringing in other apparatus for preventive maintenance or recall needs. Current tracking of reserve apparatus availability and location has been performed manually by the stations where the reserve apparatus are housed. With the replacement of Engine 3 currently underway and the scheduled replacement of Engine 2 in 2017, LFRA has begun the process of exploring the option of retaining one additional engine as a third reserve Type 1 engine.

Plan
LFRA and City of Loveland Fleet Management Division will continue to track reserve apparatus usage. The agency will continue to evaluate its reserve fleet annually to ensure it continues to meet agency and incident needs, as documented in the apparatus replacement program document. Evaluation of the reserve fleet will include comparison of use between front-line and reserve apparatus, on-going maintenance/repair costs for the reserve apparatus, and review of documentation (if available) regarding the lack of an available reserve apparatus.

References
LFRA Apparatus Inventory
LFRA Apparatus Replacement Plan 2017
6D.6 The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus is well established and meets the emergency apparatus service and reliability of the agency.

Description
LFRA’s automotive fire apparatus fleet is maintained, inspected, testing and retired according to manufacturer recommendations and specifications, as well as NFPA 1911. The Daily Truck Check sheet is used to ensure regular inspection of all apparatus. The City of Loveland Fleet Management Division maintains records to ensure that all testing, fueling, preventative maintenance and emergency repairs are completed according to manufacturer requirements and recommendations. All maintenance and inspection records are maintained in both electronic and paper forms. Daily Truck Check sheets are maintained at each fire station. Electronic and paper files of all other repair and maintenance records are maintained by both City of Loveland Fleet Management Division and LFRA Operations Division. On-site fueling is available at the City of Loveland Fleet Management shops as well as at participating fuel stations throughout the response area. City of Loveland Fleet Management provides emergency on-call services as needed.

Daily Truck Checks identify immediate maintenance needs that are usually corrected by the LFRA driver/operator. Examples may include low tire pressure, low fluid levels, inoperable lights, fluid leaks, and low air pressure. Issues beyond the capability of LFRA staff are reported using the City of Loveland Fleet Management Division’s FASTER Fleet Services electronic request process.

Apparatus pump testing is performed during the 30-day check of every apparatus, in accordance with apparatus manufacturer specifications and NFPA 1911 requirements. Annual pump testing is performed for all apparatus by Emergency Vehicle Technicians and/or driver/operators who are specifically trained to perform annual pump tests, in accordance with apparatus manufacturer specifications and NFPA 1911 requirements. Aerial devices are inspected during the 30-day check of each aerial device, in accordance with apparatus manufacturer specifications and NFPA 1911 requirements. Annual aerial device service testing is conducted by a contracted private company that employs Underwriters Laboratories (UL) certified individuals.

Appraisal
The agency’s Daily Truck Check sheets have allowed the agency to maintain accurate inspection records for all apparatus and to meet apparatus manufacturer requirements for inspections and maintenance. The combination of station-based inspection and Fleet Management apparatus testing, preventive maintenance, and repair have allowed the agency to operate a fleet of vehicles and apparatus that has met all agency and incident needs, as well as apparatus manufacturer specifications and NFPA 1911 requirements. The agency determined that the continued use of paper for Daily Truck Check sheets was inefficient and used too much paper, so the implementation of the PSTrax electronic tracking system was implemented in early 2017.

Plan
The agency will continue to perform all routine inspection, testing, repair and maintenance of all apparatus according to manufacturer recommendations and specifications through the continued and well-established process of documenting daily, monthly and annual inspections, testing and maintenance. All records will continue to be maintained at the appropriate (station vs Fleet Management) level. LFRA will continue to evaluate PSTrax, the new electronic centralized tracking system for apparatus inspection, testing and maintenance that was implemented in early 2017 to ensure that it is providing the same level of documentation that was previously provided by paper records.

References
LFRA Daily Truck Check sheets
Fleet maintenance inspection forms
LFRA annual pump test form
LFRA/UL aerial testing form
PSTrax agreement
NFPA 1911: Standard for the Inspection, Maintenance, Testing and Retirement of In-Service Automotive Fire Apparatus
Equipment and supplies are adequate and designed to meet the agencies goals and objectives.

Summary:
The Loveland Fire Rescue Authority (LFRA) warehouse program maintains the supply of all tools and equipment. The warehouse program is responsible for the following: hoses and nozzles, thermal imaging cameras, ladders, saws, fire extinguishers, hydraulic rescue tools and all loose firefighting equipment carried on LFRA apparatus.

Each engine company is equipped to provide structural firefighting, basic life support and initial attack on wildland fire incidents. Both ladder trucks are equipped to provide structural firefighting support functions, basic life support, and basic technical rescue operations. The heavy rescue truck is equipped to provide structural firefighting support operations, basic life support, and advanced technical rescue operations. All type 6 engines are equipped to provide initial attack and sustained wildland firefighting. The warehouse program stocks replacement equipment for immediate replacement due to damage or failed testing. The warehouse program is also responsible for all maintenance, inventory, and purchasing of tools and equipment.
**6E.1** Tools and equipment are distributed appropriately, are in sufficient quantities, and meet the operational needs of the specific functional area or program (e.g., fire suppression, community risk reduction, investigations, hazmat, etc.).

**Description**
LFRA’s warehouse program is responsible for distributing all tools and equipment to the stations. The warehouse is located at the agency’s training area. All apparatus are equipped with the needed tools to provide structural and wildland firefighting operations, basic life support, hazmat response, and technical rescue operations. For example, all structural engines are equipped in accordance with NFPA 1901, while wildland apparatus are equipped in accordance with NFPA 1906. The warehouse program maintains a supply of the following tools and equipment: hoses and nozzles, thermal imaging cameras, ladders, saws, fire extinguishers, hydraulic rescue tools and all loose firefighting equipment carried on LFRA apparatus.

**Appraisal**
All agency apparatus have been appropriately stocked and/or supplied with all of the required tools and equipment based on the mission of the apparatus. The agency has arrived at this appraisal based on the fact that all agency personnel have been able to successfully mitigate the circumstances of every incident to which they have been dispatched. The agency has not designated a single person who is directly responsible for the delivery of items that are ordered from the warehouse. The warehouse program is administered by a Captain with assistance provided by at least one member from each shift.

**Plan**
The agency is evaluating options for implementing a computerized inventory system to help track the warehouse inventories better than the current paper-based system. The warehouse group should continue working with the IT department to assist in developing an inventory system using LFRA’s current records management system, with a goal of implementation by the end of 2017.

**References**
NFPA 1901 standard for automotive fire apparatus
NFPA 1906 standard for wildland fire apparatus
6E.2 Tools and equipment replacement is scheduled, budgeted, implemented, and is adequate to meet the agency’s needs.
Description
The tool replacement process is based primarily on the manufacturer’s recommendations for replacement indicators; however, replacement may also be done on an as-needed basis due to operational usage. Each program within the warehouse has a replacement plan that is forecasted in the agency’s budget out to a minimum of 5 years. This forecast takes into account daily usage, manufacturer recommendations, and new technology. The agency’s program managers adhere to applicable NFPA standards to ensure that they communicate replacement needs with the Warehouse Program. For example, NFPA 1962: Care and Maintenance of Fire Hose and Nozzles, NFPA 1932: Care and Maintenance of Ground Ladders, NFPA 1936: Standard on Power Rescue Tools, NFPA 1801: Standard on Thermal Imagers, and NFPA 10: Standard on Portable Fire Extinguishers, are used as reference documents to develop replacement schedules for these pieces of equipment.

Appraisal
The current replacement system for tools and equipment has met agency needs, as demonstrated by the ability of agency employees to use the tools and equipment available to them to meet all incident needs, as well as routine maintenance needs in the station setting. The replacement process used by each program manager has taken into account daily equipment usage, equipment standards, manufacturer recommendations, availability of new technology as well as a comparison of cost for repair versus replacement. The process that is currently in place has ensured that LFRA has the most current equipment available while following all manufacturer recommendations and applicable standards. Because the Warehouse Program is a new program for the agency, the learning curve for the Warehouse Program Manager position has been identified as a proximal cause of sub-optimal program functioning. The transition away from individually controlled/program-based supply caches to the new centrally located and controlled program has slowed the forward progress of the program. Additionally, the transition between multiple program coordinators has slowed program development.

Plan
The agency will continue to plan and budget for at least a 5-year replacement forecast on all tools and equipment. The Warehouse Program Manager will continue to evaluate options for reducing the “learning curve” for the position by maintaining an up-to-date written program management and planning documents to improve transfer of information. This annual program planning and appraisal document will be updated during the first quarter of each year. The agency will continue to involve members on each shift in the Warehouse Program to improve succession planning, transfer of information, and maintain sufficient amounts of tools and equipment in the warehouse.

References
NFPA 1962: Care and Maintenance of Fire Hose and Nozzles
NFPA 1932: Care and Maintenance of Ground Ladders
NFPA 1936: Standard on Power Rescue Tools
NFPA 1801: Standard on Thermal Imagers
NFPA 10: Standard on Portable Fire Extinguishers
Warehouse Program Annual Planning and Appraisal document
LFRA 2016 budget
LFRA 2017 budget
Equipment maintenance, testing, and inspections are conducted by qualified personnel, following manufacturer's recommended schedules.

Description
The agency’s truck check policy specifies that all equipment on each fire apparatus is checked daily by the on-duty personnel using the Daily Truck Check sheet for each apparatus. The on-duty personnel at each station are responsible for ensuring that all equipment is in proper working condition at the beginning of every shift and after the equipment has been used. All Operations Division personnel are trained in the steps to take for inspection and testing of equipment. All small engines and powered rescue tools are operated once per week to verify that they work properly. Results of this inspection are documented on the Small Engines Check sheet. If anything is found to be not working properly, the equipment is taken out of service and the issue is reported through the chain of command to the appropriate program manager. Equipment maintenance is only performed by individuals who have received specialized equipment maintenance training. Each program area with specialized training requirements has at least two members who receive and maintain that training. Examples include the small engines program, extrication tools, PPE, and SCBA/fit-testing.

Fire hose and nozzles are inspected and tested according to NFPA 1962: Standard on Care and Maintenance of Fire Hose and Nozzles. Nozzles are cleaned and inspected monthly, as part of the 30-day inspection on each apparatus. Information from the 30-day inspection is included on the Daily Truck Check sheet for each apparatus. Every section of fire hose is inspected and tested annually by on-duty personnel. Hose testing is performed in accordance with the established Hose Testing Policy. Each member is taught the correct procedure for testing fire hose as part of their initial Firefighter II certification. Repairs are performed in-house by the program manager or his designee. No other personnel are trained to perform hose or nozzle repair.

Ground Ladders are tested annually by an outside contractor who is Underwriters Laboratories (UL) certified. This contractor also performs any annual maintenance or repairs that maybe needed. On-duty personnel inspect and clean all ground ladders weekly for apparatus that have ladder compartments that are open to the outside. All ground ladders are inspected and cleaned at least monthly, as part of the 30-day inspection on each apparatus.

Powered rescue tools receive the required annual maintenance by the agency’s apparatus mechanics. Both of the apparatus mechanics have completed rescue power tool care and maintenance training classes provided by the manufacturer.

All small engines receive weekly inspection and cleaning as part of the weekly small engines check. If any piece of equipment is found to not operate properly, the equipment is taken out of service and the proper maintenance personnel is contacted to assist with repair. Personnel performing small engine maintenance have been trained in the manufacturer recommendations for such activity.

All fire extinguishers are serviced by an outside contractor according the NFPA 10 standard. On-duty crews will recharge pressurized water extinguishers after use.
Appraisal
The current maintenance plan has allowed the agency to ensure that all tools and small equipment meet incident and agency needs. All inspection, testing and maintenance of small equipment is documented during either the weekly testing or monthly testing, as dictated by the type of equipment. The completion of this testing is supervised by the company officer at each station. Compliance with the annual pump testing, ladder testing, and hose testing programs is monitored annually by the specific program manager and the Operations Division Chief. The annual hose testing program has been identified as a source of on-going debate. By assigning the responsibility for hose testing to all on-duty personnel, the agency has determined that it has been difficult to ensure consistency and standardization in the testing processes due to the involvement of multiple people across multiple shifts. Use of on-duty companies has necessitated rescheduling and/or abandonment of planned hose testing due to call volume and agency training needs. This has been observed over the course of several years, where annual hose testing has taken greater than three (3) months to complete.

Plan
The department will continue on its current maintenance plan. The agency is evaluating options for improving consistency and standardization of annual hose testing and repair, such as centralized assignment of annual hose testing to a specific group and/or individual for a specified period of time. The intent of this evaluation is to ensure timely and consistent completion of annual hose testing.

References
Truck Check Policy
Daily Truck Check sheet
Small Engine Check sheet
Hose Testing Policy
NFPA 1962: Standard on Care and Maintenance of Fire Hose and Nozzles
NFPA 1932: Care and Maintenance of Ground Ladders
NFPA 1936: Standard on Power Rescue Tools
NFPA 1801: Standard on Thermal Imagers
NFPA 10: Standard on Portable Fire Extinguishers
6E.4 An inventory control and maintenance tracking system is in place and current.

Description
The tools and small equipment on every apparatus is inspected and inventoried daily by the Engineer at each fire station, using a Daily Truck Check sheet. The daily truck check is required to be completed immediately after shift change. The Engineer uses the Daily Truck Check sheet to verify the inventory of all tools and small equipment on each apparatus. Every piece of equipment is inspected to verify cleanliness and operability. If any issues are identified during the daily truck check, the Engineer notifies the appropriate program manager to facilitate repair and/or replacement as necessary. On-duty personnel are able to perform equipment maintenance according to the level of their training. For example, all Operations Division employees are trained during their initial academy training to perform routine maintenance/cleaning of chain saws. Equipment maintenance is performed after every time a tool or piece of equipment is used.

The LFRA Warehouse Program does not currently have an inventory system in place. The warehouse group distributes the needed equipment when a request is received and then orders a replacement item to restock the warehouse. The agency is currently working with City of Loveland Information Technology (IT) to evaluate options for using the agency’s records management system for maintaining inventory control.

Appraisal
The current inventory system of a Daily Truck Check sheet has allowed the agency to maintain the required inventory of every apparatus. Historically, each program manager maintained a small inventory of the tools and equipment within their assigned program area. This sometimes made it difficult to obtain necessary repair and/or replacement. The agency’s Warehouse Program was designed between late 2015 and early 2016 to meet this need and has begun processes to identify the tools and small equipment that should be stocked in the warehouse, along with developing methodology to accurately inventory and track warehouse inventory. This has included evaluating all of the equipment needs for every program area to determine areas of cross-over or areas where standardization would have the potential to save the agency money through bulk purchasing.

The agency has identified difficulties in the past when transitioning from a front-line apparatus to a reserve apparatus because so much equipment had to be transferred between apparatus to fully equip the reserve apparatus to make it operational. The agency has improved the tools and equipment that are stocked on all apparatus (front-line as well as reserve) to minimize the changeover needs. The agency also developed and established changeover lists for each reserve apparatus to indicate equipment that needs to be transferred from the front-line apparatus; however, use of these changeover lists has been inconsistent, as shown in an email regarding Engine 7 Missing Equipment. This has resulted in all necessary equipment either not being transferred to the reserve apparatus or back to the front-line apparatus when it returns to service. The agency has continued to evaluate tools and equipment that are stocked on reserve apparatus in an effort to decrease the need for changeover when moving to a reserve apparatus.
Plan
The agency will continue to inspect and inventory every apparatus on a daily basis using the Daily Truck Check sheets. The Warehouse Program Manager will continue to work with City IT to evaluate options for improving the agency’s ability to accurately track warehouse inventory. Options may include spreadsheets as well as commercially available tracking solutions. A solution will be identified by early 2018. The agency will continue the on-going evaluation of options for improving equipment transfer between front-line and reserve apparatus.

References
Daily Truck Check sheets
Engine 7 Missing Equipment (9-12-16)
**Description**
Supplies and materials are allocated to each program area within LFRA in order to meet individual program goals and objectives and to meet the agency’s mission of protecting lives and property. The agency’s fire engines are designed and equipped for structural firefighting, basic life support, and initial attack on wildland fire incidents. Both ladder trucks are designed and equipped to provide structural firefighting support functions, basic life support, and basic technical rescue operations. The heavy rescue truck is designed and equipped to provide structural firefighting support operations, basic life support, and advanced technical rescue operations. All type 6 fire engines are designed and equipped to provide initial attack and sustained wildland firefighting. The hazardous materials apparatus is designed and equipped to provide the tools and equipment necessary to address technician-level hazardous materials incidents.

**Appraisal**
Supplies and materials allocation practices have allowed the agency to meet all incident needs. Whenever a specific need has been identified, the agency has worked within existing budget processes to identify the specific need and to purchase the necessary supplies and/or equipment that were needed. Each program manager has completed an annual program appraisal that has identified equipment and/or operational deficiencies. Annual program appraisal documents have been used to support development of the agency’s annual budget.

**Plan**
The agency will continue to provide supplies and materials to allow all program areas to meet incident and operational needs. The agency will continue to use the annual program appraisal process to support development of the annual budget.

**References**
Warehouse Program Annual Planning and Appraisal document
C R I T E R I O N  6 F :  S A F E T Y  E Q U I P M E N T

Safety equipment is adequate and designed to meet agency goals and objectives. For the purposes of this criterion, safety equipment includes personal protective equipment (PPE) and related equipment (e.g., self-contained breathing apparatus).

Summary:
Personal protective equipment and related safety equipment is purchased and issued by a committee of department members for members based on the individual’s job description, job function, and industry standard. Inspections of all safety equipment is performed by agency personnel trained by the manufacturer of the equipment or a trained Quartermaster committee member. The self-contained breathing apparatus (SCBA) program is managed by a program manager along with department members utilized at the technician level. All budgets are created and maintained by the individual committees and are overseen by the agency’s executive staff.
Description
The Quartermaster committee identifies the personal protective equipment (PPE) required for members based on the individual’s job description, job function, and general industry standard. The PPE is distributed by the Quartermaster committee members and the on duty Battalion Chief based on individual needs. PPE is issued in accordance with the form created by the Quartermaster committee, no policy is currently in place to determine the needs of the initial issue. Self-contained breathing apparatus (SCBA) units are provided on the apparatus. Members who are able to use SCBA are issued a personal facepiece and regulator.

Appraisal
The Quartermaster committee and SCBA program manager have continually assessed the needs of the agency in comparison with applicable NFPA standards, agency operations, and currently available technology. The current process of identifying and distributing PPE has met agency needs, as demonstrated by every agency employee being provided with all necessary personal protective and safety equipment, as dictated by their job description.

Plan
The Quartermaster committee and SCBA program manager will continue to assess the equipment needs on an annual basis to ensure equipment is appropriate and distributed. The Quartermaster committee and the SCBA program manager will continue to reference NFPA 1500 and NFPA 1971 as guidelines.

References
NFPA 1500- Fire Department Occupational Health and Safety Program
NFPA 1971- Standard on Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting
LFRA Initial Equipment Issued Form
6F.2 **Distributed safety equipment is sufficient for the functions performed.**

**Description**
The Quartermaster committee and SCBA program manager provide the appropriate safety equipment needed for the anticipated responses. The Quartermaster committee and the SCBA program manager will determine the effectiveness of the current equipment as compared to new technology that becomes available based on general industry standard and agency practices.

**Appraisal**
Evaluation of safety equipment has been completed by line personnel serving on the Quartermaster committee and by the SCBA program manager, with oversight provided by an assigned Battalion Chief.

**Plan**
The Quartermaster committee and SCBA program manager will continue to annually evaluate the types of safety equipment needed for the anticipated responses. The Quartermaster committee and the SCBA program manager will continue to reference NFPA 1500 and NFPA 1971 as guidelines.

**References**
NFPA 1500- Fire Department Occupational Health and Safety Program
NFPA 1971- Standard on Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting
6F.3 Safety equipment replacement is scheduled, budgeted and implemented, and is adequate to meet the agency’s needs.

Description
The typical PPE ensemble consists of a bunker coat, bunker pants, boots, flash hood, helmet and gloves, as prescribed in NFPA 1971: Standard on Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting. Each full-time member is issued two complete sets of bunker coat and pants. Bunker coats and pants are scheduled for replacement every ten years, with an attempt made to rotate the purchases every five years or as needed due to use. Helmet, structure boot, gloves, flash hoods and/or other assigned PPE is replaced on an as needed basis with a term limit of ten years of service. For these items a thirty percent replacement rate is budgeted annually.

SCBA equipment replacement and/or upgrade is attempted on a ten year cycle; however the current SCBA budget does not account for an entire system upgrade. SCBA cylinders are budgeted to be replace 25 annually.

Appraisal
The PPE and SCBA replacement schedule and budget has met the needs of the agency and NFPA 1971.

Plan
The Quartermaster committee and SCBA program manager will continue to annually review the process for PPE and SCBA replacement to ensure adequate replacement.

References
NFPA 1971- Standard on Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting
Loveland Fire Rescue Authority: Category 4- Financial Resources
6F.4 Safety equipment maintenance, testing, and inspections are conducted by trained qualified personnel and appropriate records are kept.

Description
Agency members who are trained in manufacturer specific inspection techniques and NFPA 1971 standards perform all PPE maintenance and inspections. Training is completed by either a PPE manufacturer representative or a trained Quartermaster committee member. PPE is inspected twice during each calendar year. The first inspection of the year is an advanced inspection which occurs during the first quarter of the year. The advanced inspection is performed by a trained Quartermaster committee member. The second inspection is a routine inspection that is completed by the Company Officer in the beginning of the third quarter of the same year. Training is made available to all Company Officers for this no-evasive general inspection. Repairs are performed off site by a trained repair facility. The Quartermaster committee maintains a database to track the separate inspection dates and resulting data.

Daily SCBA inspections are performed as part of daily apparatus inspections. Inspections, testing and maintenance are performed as required by manufacturer requirements and NFPA 1981 standards. Face mask fit testing is performed annually by a qualified LFRA SCBA technician. Records of all SCBA and face piece inspections are maintained by the SCBA program manager.

Appraisal
PPE and SCBA equipment have been maintained appropriately under the current procedures. The Quartermaster committee, SCBA program manager, and SCBA technicians have met periodically throughout the calendar year to reassess the current practices.

Plan
The Quartermaster committee and SCBA program manager will continue to meet bi-quarterly to ensure program adequacy.

References
NFPA 1971- Standard on Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting
NFPA 1981- Standard on Open-Circuit Self-Contained Breathing Apparatus (SCBA) For Emergency Services
Blank Advanced Gear Inspection Form, PPE inspection forms
Blank Routine Inspection Form, PPE inspection forms
PPE Inspection Records (On file with Quartermaster Committee)
2015 SCBA Tech Maintenance Log
2015 SCBA Testing Document
Hydro List
A safety equipment inventory control and maintenance tracking system is in place and current.

**Description**

PPE is assigned and tracked individually through the Quartermaster committee.

SCBA’s are tracked by the SCBA technicians and records are kept on site with the SCBA program manager.

**Appraisal**

The tracking system for both PPE and SCBA has been found to be successful and adequate to the needs of LFRA.

**Plan**

The Quartermaster committee and SCBA program manager will continue to track and assign safety equipment. The Quartermaster committee will also pursue the possibility of utilizing an existing computer software program to enhance the ease of issuance and tracking of future PPE.

**References**

Quartermaster Issued 2017
2015 SCBA Mask Inventory
AP-75 Inventory
SCBA Regulator Assignment List
Human resources are defined as all aspects of personnel administration, except those of training and competency, which are addressed in Category VIII. The heart of any organization is its people, and this category is designed to appraise the importance and results of the human resources program. Completing the human resources section may involve members from other governing entities or other elements of the community.
**CRITERION 7A: HUMAN RESOURCES ADMINISTRATION**

General human resources administration practices are in place and are consistent with local, state/provincial, and federal statutory and regulatory requirements.

**Summary:**
Loveland Fire Rescue Authority (LFRA) contracted with the City of Loveland Human Resources (HR) Department to meet all of the agency’s human resources needs until early 2017 when the agency hired a full-time Human Resources Manager. The agency has modified and adopted all of the City’s policies and procedures to ensure continued compliance with all local, state, and federal statutes and other associated requirements. All administrative regulations are easily accessible by all employees on a shared drive. All new employees are required to sign an acknowledgement that the policies have been made available to them. When changes are made, an organization-wide email distribution highlights the changes. The organization uses a variety of reliable sources to ensure legislative changes are identified and annually acted upon as may be necessary.
Description
The Loveland Fire Rescue Authority (LFRA) employs a full-time Human Resources Manager. This position is responsible for providing strategic and tactical leadership and support in all aspects of human resources and risk management for LFRA. This position was created in 2017, and will work closely with the City of Loveland Human Resources Department (including Risk Management) to ensure a smooth transition of duties and responsibilities.

Appraisal
Prior to the hiring of the agency’s first full-time Human Resources Manager, the responsibility was handled by the City of Loveland Human Resources Department. Due to the current and anticipated growth of the agency, it was determined that an internal position would be more effective than competing with the needs of the entire City of Loveland organization. It was also anticipated that an internal position could provide more immediate feedback with “personalized” service. As of February 2017, the agency’s full-time Human Resources Manager has been designated within the LFRA organizational structure, as shown in the agency’s organizational chart.

Plan
LFRA’s Human Resources Manager will continue to provide all HR services for LFRA employees. The HR Manager’s effectiveness will be evaluated at least twice annually, through the agency’s semi-annual and annual employee review process.

References
City of Loveland, *Telephone Directory*, p. 14
LFRA Personnel Rules and Regulations
Human Resources Manager job description
LFRA Org Chart
7A.2 The human resources program has adequate staffing to accomplish the human resources administrative functions.

Description
The agency’s Human Resources Manager provides all HR administrative functions for the agency. This individual is fully trained and certified, and is a former full-time employee of the City of Loveland Human Resources Department. The employee receives additional administrative support from LFRA Administrative Division personnel, as needed.

Appraisal
LFRA’s use of the City of Loveland HR Department allowed the agency to meet its HR needs; however, as the agency continued to mature it was determined, through cost analysis and perceived better internal customer service, that an internal position was a more effective solution to meeting ongoing HR needs into the future. Historically, LFRA had competed for HR time with all of the other City of Loveland employees, divisions, and departments. This often led to delays in answers and support.

Plan
LFRA’s Human Resources Manager will continue to provide all HR services for LFRA employees, with support from LFRA Administration Division personnel, as necessary. The HR Manager’s effectiveness will be evaluated at least twice annually, through the agency’s semi-annual and annual employee review process. Additionally, the agency’s Senior Leadership will evaluate the effectiveness of hiring processes and other HR-related functions in an effort to identify any process improvements that may occur as a result of the new internal position.

References
City of Loveland, Telephone Directory, p. 14
Human Resources Manager job description
Policies are established to direct the human resources administrative practices in accordance with local, state/provincial, and federal requirements. The policies are reviewed and updated every five (5) years or earlier as necessary.

Description

Loveland Fire Rescue Authority (LFRA) polices are established to direct human resources administrative practices to be in alignment with local, state, and federal requirements. Several sources of information are made available to agency administration and the agency incorporates policy changes based on the provisions within legislation by deadlines specified. Because administrative regulations are adopted by the LFRA Board of Directors, all subsequent changes to those administrative regulations require LFRA Board approval.

The information on legal mandates comes to LFRA from a variety of sources. LFRA is a member of the Special Districts Association and Mountain States Employers Council (MSEC) that distribute regular newsletters, provide webinars and trainings, and conferences. Our outside attorneys send us a legislative update document that provides information on new laws that have been passed. The City of Loveland Human Resources Department receives information through their professional associations and shares it with LFRA administration.

Appraisal

LFRA has adopted all of the City’s administrative regulations, as documented in the third amendment of the agency’s establishing intergovernmental agreement (IGA) and employee conversion documents that were effective January 1, 2016. During first half of 2016, the agency’s administration worked on updating references specific to the Authority as provided in the IGA (i.e. city council changed to LFRA Board, City Manager changed to Fire Chief). There were also administrative regulation changes that the City of Loveland implemented mid-year that were referred to LFRA by the City’s Human Resources Department. LFRA staff made necessary revisions and submitted them to the LFRA Board for review and approval.

There is a demonstrated commitment in a relatively new conversion process to stay abreast of changes and submit them to the Board for approval, as documented in the Board meeting packets from May, June and August 2016.

Plan

LFRA Administration work plan will incorporate time at the end of each legislative session, and in the last quarter of the year, to review and update all policies that have been impacted. This will continue to be accomplished by the Administrative Division.

References

Attorney Legislative Update (8-22-16)
Colorado Special Districts Association website – Legislative Updates
LFRA Board Packet (May 2016)
LFRA Board Packet (June 2016)
LFRA Board Packet (August 2016)
**CRITERION 7B: RECRUITMENT, SELECTION, RETENTION AND PROMOTION**

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial, and federal statutory requirements.

**Summary:**
LFRA values of courage, compassion and commitment are exemplified in the agency’s recruitment, selection, retention and promotions processes. The organization provides for a competitive compensation and benefits package designed to attract and retain quality employees. The recruitment process is administered by LFRA officers. The agency’s HR Manager oversees all aspects of the recruitment, selection, retention and promotion processes to ensure legal compliance. LFRA uses a national third party (National Testing Network) to extend the reach of the recruitment process to a large and diverse audience.

There is a concerted effort to ensure that LFRA’s total compensation is competitive in the marketplace. Considerable resources are dedicated to finding avenues to recruit potential candidates, including allowing agency members to serve as instructors at academies and community colleges. There is a comprehensive assessment of candidates during the selection process to ensure LFRA hires the best and brightest. The agency demonstrates a genuine commitment to the career development of employees and all opportunities are well communicated. The culture of the organization reinforces a frequent performance feedback cycle for continuous improvement fundamental to retention of quality employees. The resources of the organization are in alignment with the importance that LFRA places on the most the valuable asset: the LFRA family members.
Description
Announcing entry level, lateral and promotional positions is coordinated by the agency’s HR Manager, in accordance with the agency’s personnel rules and regulations. The agency develops and distributes a printed brochure to publicize new openings. The Loveland Fire Rescue Authority (LFRA) announces entry level part-time and full-time firefighter positions by using job announcement postings through the City of Loveland Human Resources (HR) Department website and the National Testing Network (NTN), as documented in Administrative Regulation 00029. The NTN provides a standardized battery of tests to all potential candidates that is accepted across the fire service industry, as documented by Ergometrics & Applied Personnel Research. LFRA does not accept lateral transfers into the organization. Promotional opportunities are announced and managed through the City of Loveland HR Department website.

Appraisal
The methods for identifying and announcing both entry level firefighter positions through the City’s website and the NTN and promotional opportunities through the City’s website have provided the agency with a sufficient pool of candidates. Hiring processes have complied with all applicable city, state, and federal hiring regulations and laws. Use of the NTN services has allowed opportunities for all interested candidates to apply for paid firefighter positions through a standardized test battery that has been nationally accepted. This is a change from when LFRA only hired and promoted from within the organization in terms of the Operations Division. The most recent process had a good mix of both external and internal candidates and was very successful.

Plan
LFRA will continue to use the current methods established by the City of Loveland HR Department to identify and announce entry level firefighter positions and promotional opportunities. LFRA will evaluate each hiring and/or promotional process to identify opportunities for improvement.

References
Hiring Process AR-00029
City of Loveland, Recruiting Intranet webpage
Ergometrics & Applied Personnel Research, Inc., Test Products & Services
Loveland Fire Rescue Authority Recruiting Brochure
National Testing Network, 2016 Annual Review
LFRA Personnel Rules and Regulations
The agency administration and its members are part of the recruiting process.

Description
The Loveland Fire Rescue Authority (LFRA) designates a Program Manager at an officer rank to oversee the organization’s recruiting and hiring efforts. The Program Manager leads a recruiting team with one LFRA Engineer and two LFRA firefighters. Additionally, many LFRA personnel function as instructors for the Aims Community College Firefighter I academy. This allows opportunities for LFRA members to interact with potential candidates for part-time firefighter positions. Once candidates apply to LFRA, additional members of the organization at all ranks assist with the hiring process, generally by serving as candidate evaluators during panel interviews and ride-alongs. Chief Officers then serve in the final phase of the hiring process as evaluators during the Command Staff Panel Interview.

Appraisal
The agency has established a multi-level recruiting process that involves all levels of the organization. The involvement of the LFRA membership in the recruiting process has allowed for effective screening of potential candidates prior to an offer of employment being made. The perception of the recruiting process is that it is very effective. We have a unique opportunity to observe many of the recruits and/or applicants through the relationship with Aims CC, as noted in the description. While not a requirement, going through the Aims CC Fire Science program enables a candidate to show months and years of his/her character prior to the testing process.

Plan
LFRA will improve internal education efforts, thus improving member understanding of each individual’s role in the recruiting process. Before taking part in the recruitment process, all members will be required to complete City of Loveland Hiring training. This is hosted as a web program through the City of Loveland Human Resources Department. This process will grow and develop as LFRA moves from the current staffing model to one with only full-time staffing. The agency will seek to participate in additional recruiting opportunities, such as job fairs and career expositions. By casting the recruitment nets even wider, LFRA will attempt to constantly improve the quality of recruits, again relying on the administration and members to vet out the top candidates, building a department with enduring greatness.

References
Loveland Fire Rescue Authority, Recruiting Program Planning Document 2016
7B.3 Processes and screening/qualifying devices used for recruitment and selection of initial, lateral, and promotional candidates are job related and comply with all local, state/provincial, and federal requirements, including equal opportunity and discrimination statutes.

Description
LFRA uses an outside agency for initial testing of entry level Apprentice Part-time Firefighters. LFRA uses the FireTEAM test by Ergometrics as an initial screening tool for all applicants. The testing process for FireTEAM has been validated and conforms to legal and professional standards for test validation, including those established by the Equal Opportunity Commission (EEOC) and the Office of Federal Contract Compliance. The test also meets the American Psychological Association (APA) standards for content and criterion valid tests. Candidates who have passed the FireTEAM test and meet LFRA minimum requirements are then selected for an internal LFRA testing process.

LFRA uses an internal testing process for hiring and promotional assessments. The assessments vary based on the position being filled. The assessment center is developed by LFRA personnel in conjunction with the HR Manager. Based on the position being filled, the assessment center may include a written exercise, a role play, a tactical exercise, a skills evaluation and/or a panel interview by peers or Operations Staff members. LFRA uses these same testing process for civilian positions.

The hiring manager, in conjunction with the HR Manager, ensures all screening and testing processes comply with local, state, and federal requirements and standards including equal opportunity and discrimination statutes.

Appraisal
The selection processes for firefighter, civilian positions, and promotional opportunities have met applicable local, state and federal standards. This has been verified continually by the Human Resources representative, Recruiting Program Manager, and Policy Administrator, and has been accomplished by oversight of testing processes and validation of all legal aspects of recruitment.

Plan
The HR Manager, Recruiting Program Manager, and Policy Administrators will monitor and evaluate best practices for every hiring or promotional process to ensure local, state, and federal requirements are met. The HR Manager is notified by Mountain States Employer Council any time employment law has changed. This will be the trigger point to ensure all recruitment and hiring processes are evaluated.

References
7B.4  The agency’s workforce composition is reflective of the service area demographics, or the agency has put forth a reasonable effort by instituting an effective recruitment plan to achieve the desired workforce composition.

Description
The Loveland Fire Rescue Authority (LFRA) has a total of 101 personnel: 97 uniformed and four non-uniformed members. These 101 employees consist of ten female and 91 male employees. LFRA protects 194 square miles of territory and is comprised of both the City of Loveland and the Loveland Rural Fire Protection District (LRFPD), both located within Larimer County. By virtue of the geographic nature of the jurisdiction, it takes in several complete and incomplete U.S. Census Bureau tracts which makes it difficult to determine the exact demographic composition protected by LFRA. LFRA does not maintain race or ethnic data relative to employees of the organization. LFRA’s use of the National Testing Network (NTN) for recruiting services allows the agency to reach a wide range of individuals throughout the United States.

Appraisal
In addition to the multiple complete and incomplete census tracts covered by LFRA, the lack of accurate data regarding ethnicity and race has made it difficult to determine whether or not LFRA membership is reflective of the service area demographics. Although LFRA has used the services of the NTN to reach a broad and diverse pool of candidates throughout the United States, the Loveland Fire Rescue Authority Recruiting Plan did not specifically state an organizational desire to have a workforce reflective of the service area demographics.

Plan
LFRA will continue to use the services of the NTN to reach the broadest range of potential candidates that is possible. LFRA will also update the Loveland Fire Rescue Authority Recruiting Plan to reflect the desire to have a workforce reflective of the service area demographics.

References
National Testing Network, 2016 Annual Review
U.S. Census Bureau census tract map for LFRA's portion of Larimer County
Description
Loveland Fire Rescue Authority provides an orientation class for all newly hired, benefited, full-time employees. LFRA does not provide an orientation for part-time or temporary employees. However, LFRA initiates a task book for both part-time and full-time firefighters. The first part of the task book is a review of administrative items: expectations, work cycles/pay periods, pay dates, use of Telestaff, LFRA administrative regulations, LFRA operational guidelines, Microsoft Outlook use, records management system, LFRA organization chart and chain of command, and functions/responsibilities of the Community Safety Division (CSD). Subsequent sections of the task book address job specific position requirements, expectations and standards.

Appraisal
The current method for new member orientation has allowed all LFRA employees to learn about the agency and to understand their position requirements. The new employees have one year to work through the process. Six new employees have completed the new employee orientation process and all have successfully moved beyond their probationary period.

Plan
LFRA will continue to ensure that new member orientation programs for both full-time and part-time employees allow new employees the opportunity to successfully complete their probationary period and become fully integrated with the agency. LFRA will continue to evaluate all new member orientation programs to ensure that they remain current and effective. The agency will examine opportunities to adapt the current task book for all positions in the agency. The agency will continue working to develop *The LFRA Way* document.

References
City of Loveland Intranet, Human Resources, Recruiting webpage
LFRA Firefighter Task Book
A supervised probationary process is used to evaluate new and promoted members based on the candidates’ demonstrated knowledge, skills, and abilities.

Description
Prior to being considered for employment with Loveland Fire Rescue Authority (LFRA), all applicants are required to possess minimum qualifications including Colorado Firefighter I, Hazardous Materials Operations, and EMT-Basic, as described in the LFRA Qualifications Matrix. Upon being hired, all new members participate in a progressive training course designed to enhance their basic skills and prepare them for a successful career with LFRA. Each new employee is assigned to a Lieutenant on an engine company who supervises them through a one-year evaluation process. During the new firefighter’s one-year probationary period, s/he is required to work with their Lieutenant to complete a position-specific task book that guides them through the various knowledge, skills and abilities required of LFRA firefighters. At the successful conclusion of the one-year probationary period, the new firefighter receives a written evaluation through the NeoGov performance evaluation system and is transitioned from being an “at-will” employee to a classified employee.

LFRA provides position-specific academies for individuals who promote to the rank of Engineer, Lieutenant and Captain. After completing their promotional academy, newly promoted employees are evaluated during a six-month probationary period. At the successful conclusion of the six-month period, they receive a written evaluation through the NeoGov performance evaluation system and are removed from probationary status.

All newly hired civilian employees must complete a one-year probationary period. The employee is trained in the various tasks and responsibilities of their position during this time period. At the successful conclusion of their probationary period, the civilian employee receives a written evaluation through the NeoGov performance evaluation system and is removed from probationary status.

Appraisal
The current methods and procedures have proven to be effective for new firefighters as well as promoted employees, as demonstrated by the number of new and promoted employees who successfully complete their probationary periods.

Plan
LFRA will continue to use the current system of training and evaluating probationary employees. The agency will evaluate the strengths and weaknesses of the process after each new employee completes his/her probationary period. The agency will improve the training and evaluation process for new civilian employees by the end of 2016.

References
City of Loveland 2015 Pay Plan
City of Loveland Human Resources Department, Compensations and Job Descriptions
City of Loveland Human Resources Department, Performance Management
LFRA Qualifications Matrix
The agency has an employee/member recognition program.

Description
Both the City of Loveland and the Loveland Fire Rescue Authority (LFRA) have programs in place to recognize accomplishments of employees. The City of Loveland Employee Recognition Program awards individuals with gift certificates in the amount of either $20.00 or $30.00, or two-hours of paid time off, with supervisor approval. LFRA recognizes employees with awards and/or commendations in the form of certificates, uniform ribbons, and/or challenge coins. LFRA employee rewards consist of: Maltese Cross, Medal of Valor, Purple Heart, Life Saving Award, Meritorious Service Award, 3 C’s Awards (Courage, Compassion, Commitment), Letter of Commendation, Service Award, Years of Service, Specialized Unit/Team Awards, and the Fire Chief’s Foundation Stone Award.

Any LFRA employee may nominate another LFRA employee for any award by submitting a written nomination letter to the Fire Chief. The written nomination letter must describe in sufficient detail the reason(s) that the employee is being nominated for the award. Years of Service awards are distributed based on the length of time an employee has worked for LFRA. All award nominations are evaluated by the Fire Chief, or his/her designee, prior to being approved.

Appraisal
Although the City of Loveland’s Employee Recognition Program was able to award individuals two hours of time off with supervisor approval, that proved to be problematic within LFRA due to minimum staffing requirements. As a department, LFRA has fought to get overtime shifts and backfill coverage, so an award of more time off was difficult to justify. Throughout the years, the LFRA awards and commendation program has undergone many changes. The awards ceremony has changed locations and formats both including dinner and family members and not. The current method of recognition, quarterly awards with the Chief, has been received well by the members of the organization, as demonstrated by the steady increase of awards nominations each year.

Plan
LFRA will continue to use the current methods and procedures in place for employee recognition. The organization will also monitor and review both the City of Loveland and LFRA programs to ensure they are meeting the needs of the organization and employees.

References
Employee Recognition Program
Recognition of Personnel When Separating from LFRA (2016)
The agency’s working conditions and environment attract, diverse and qualified applicants, and retains a tenured workforce.

Description
As identified in Section 3.5 of the Personnel Rules and Regulations for Loveland Fire Rescue Authority (LFRA), the agency is an equal opportunity employer that endeavors to recruit and retain a diverse and qualified workforce.

LFRA seeks to maintain a workforce that is highly motivated and professional in all regards, including acceptance of all people regardless of age, gender, race, religion, national origin, or any other personal characteristic protected by law. LFRA employee knowledge, skills and abilities are reflected in the high standards established in the Qualifications Matrix. The culture of LFRA is encompassed within the agency’s Mission (the 4R’s: response, readiness, resources, and relationships), Vision (the 3E’s: excellent, ethical, and enduring), and Values (the 3C’s: commitment, compassion, and courage). The agency’s culture, or ethos, is demonstrated through the others-centered service attitude of the members.

Appraisal
After assuming command as the Fire Chief late in 2014, Mark Miller conducted meetings with all the members of LFRA and asked the question “Why are we successful at LFRA?” In the early part of 2015, he completed meetings with all LFRA personnel to discuss the findings of the 2014 meetings and to outline direction for the future of the organization. These meetings helped identify the Culture of LFRA to be the cornerstone of success, and Chief Miller has put in place a method for Enduring Greatness as a result of these meetings based off the philosophy of Six Shields (Empathy, Self Awareness, Self Regulation, Personal Humility/Fierce Will, Motivation and Teamwork). Other than these series of meetings, LFRA has not taken steps to determine what attracted candidates to LFRA and what factors were present for a member to remain with the organization.

Plan
By the end of 2016, the agency will develop a measurement/assessment tool to determine what attracts candidates to LFRA and what influences them to remain with the organization. The agency will also evaluate its workforce to assess and quantify diversity and longevity.

References
The Culture of LFRA
LFRA Qualifications Matrix
Miller, M., 2015 LFRA Three E’s Tour
Miller, M., Why are we successful at LFRA?
Six Shields
**7B.9** The agency conducts exit interviews or periodic employee surveys or other mechanisms to acquire feedback and improve policies and procedures.

**Description**

In order to gain information, insight, and perspectives regarding employment the Human Resources (HR) Manage conducts confidential exit interviews when an employee resigns. Another method used to glean employee feedback is the semi-annual performance evaluation process. Employees are encouraged to maintain regular communications within their chain of command, with formal evaluations documented every six months. Employees may also use the City of Loveland Open Doors Program to express concerns regarding workplace issues.

The LFRA Officer Core Values policy and the LFRA Operations Division 4R’s handout define the importance of relationships and building trust within the organization. This is accomplished through quarterly all-officer meetings, periodic station/workplace visits conducted by the Battalion Chiefs and Division Chiefs, and meetings conducted by the Fire Chief. Anonymous surveys have also been distributed to members of the organization at infrequent intervals.

**Appraisal**

LFRA employees often remain employed by the agency for long periods of time, resulting in the process being relatively ineffective for the purpose of gathering timely feedback from exit interviews. Thus, agency leadership has determined that it is more effective to make frequent station/workplace visits by Battalion Chiefs and Division Chiefs. The Operations Division has coordinated quarterly all-officer meetings and annual Chief Officer meetings with the entire LFRA membership since 2010.

**Plan**

Continue with the current established methods and procedures. The agency should also investigate the value of future anonymous surveys and how to properly word questions in order to gain valuable feedback.

**References**

City of Loveland Administrative Regulation AR-00027, Open Doors Program
City of Loveland Human Resources Department, Performance Management
Resignations of City of Loveland Employees
LFRA GO 3.11, Officer Core Values
LFRA Outlook calendar showing Battalion Chief station visits
LFRA email from Fire Chief Randy Mirowski dated January 5, 2009
LFRA email from Fire Chief Mark Miller dated November 14, 2014
The agency conducts workforce assessments and has a plan to address projected personnel resource needs, including retention and attrition of tenured and experienced employees/members.

Description
Section V of the LFRA Strategic Plan is dedicated to Staffing and Deployment and explores the use of reserves, part-time firefighters, and full-time firefighters to meet the need of the community. Both internal and external factors drive the frequent evaluation and evolution of the LFRA staffing models, during implementation of the goals and objectives established within the agency’s strategic plan. In 2015, the agency made a shift to a two tier staffing model, eliminating the agency’s volunteer Reserve Firefighter position. In 2017, the agency’s staffing model eliminated the Part-Time Firefighter position and moved to a single tier with all positions being full-time employees. The staffing vision for the future is based on appropriate staffing of new stations and evaluating response models in terms of incident data. The budget development process focuses attention on the strategies that drive 74% of the total operations budget (salaries and benefits).

Appraisal
LFRA has been very committed to frequent assessments of the workforce. Maintaining minimum staffing levels of three employees per apparatus while meeting holiday, sick, military, workers compensation, vacation, and training leaves has been challenging. The agency’s dedication to maintaining an effective and efficient workforce has driven the constant attention that has been provided to developing and maintaining staffing strategies to meet current need and also be sustained over the ten year planning horizon. The agency has not established or adopted specific standards for establishing a threshold for rovers in the system.

Plan
The agency should update the strategic plan with a distinct focus on staffing strategies based on data-driven assessment of the needs and risks in the community. The agency should develop a standard for when it is appropriate to add rovers and the number of rovers that are required.

References
LFRA 2012 Strategic Plan
Part time conversion discussions with the LFRA Board starting at the December 2015 planning meeting for 2016 through the approval of the 2017 budget August 31, 2017.
Criterion 7C: Personnel Policies and Procedures

Personnel policies and procedures are in place, documented, and guiding both administrative and personnel behavior.

Summary:
Loveland Fire Rescue Authority (LFRA) has established personnel policies and procedures to guide both personnel and administrative behaviors. The agency’s Board of Directors oversees the development of all policies and procedures to serve as guiding principles for professional behaviors. The policies are administered by the Fire Chief. All policies are available on shared department drive electronically and can be printed as necessary. During new hire orientation, all new agency employees must acknowledge that they are aware of the electronic location of these policies and that they have reviewed them. The new hire forms packet includes an acknowledgement page for policies specific to pay, employment decisions, workplace anti-violence, background investigations, drug-free workplace, harassment, workers’ compensation and monitoring/use of electronic media.
7C.1 Personnel policies, procedures, and rules are current, written, and communicated to all personnel.

Description
All personnel policies, procedures and rules are current, written and communicated to all personnel. There is a Battalion Chief assigned to policy maintenance of operational guidelines, which are not required to be approved by the agency’s Board of Directors (Board). The Administration Division maintains policies that are required to be approved by the Board. All policies reside in the same electronic folder in the agency’s shared folders. All personnel-related policies are reviewed annually in collaboration with the HR Manager to ensure that legislative revisions have been incorporated. When policies are revised, an email is distributed to the entire LFRA membership indicating that they are available for review. The revisions are discussed in the Chief Officer meetings so that officers can field line personnel questions.

Appraisal
Policies are easily accessible by locating them in a shared internal folder and by sending emails to all personnel to notify them of changes. The Battalion Chief responsible for this program has done a very good job organizing the program and ensuring policies are revised and updated in a timely manner.

Plan
The Battalion Chief in charge of this program and the HR Manager will evaluate options to improve tracking of review and revision of all HR policies annually. As this position reports to the Division Chief of Operations, it will be reviewed as a part of the job assignments.

References
New Hire Forms Packets (on the HR internet web page under the Recruiting tab)
2017 Budget Cover Memo Revised
7C.2 The agency has a policy that defines and prohibits sexual, racial, disability, or other forms of harassment, bias, and unlawful discrimination of employees/members and describes the related reporting procedures. The policy and organizational expectations specific to employee behavior are communicated formally to all members/employees and are enforced.

Description
LFRA has a Board-approved Harassment Administrative Regulation that is accessible in the shared access folder. All new employees receive a hiring packet of forms to be reviewed during their initial on-boarding process. This policy is included in that packet and the employee is required to sign an Acknowledgements form indicating that they have been provided the policy. The policy articulates how LFRA does not tolerate harassment of any kind that violates federal, state or local law as well as LFRA policy. It identifies protected classes, defines sexual harassment, gives examples of behaviors that may constitute sexual harassment and spells out the anti-retaliation policy. LFRA will not permit employment-based ridicule or retaliation. The policy also speaks to reporting procedure, management responsibilities and potential disciplinary action.

Appraisal
New employee on-boarding ensures that all new employees receive copies of the form and that they have signed the acknowledgement form. This acknowledgement form is retained in the employee’s personnel file. According the City Human Resources Department, there have been no claims in the last five years. An informal inquiry that was investigated recently was found to be unsubstantiated.

Plan
LFRA has hired a Human Resources position within the organization. This person will be charged with ensuring that policies are current, communicated and formal evidence exists in the personnel files.

References
Harassment Administrative Regulation
7C.3 A disciplinary system is in place and enforced.

Description
There are three policies that govern how discipline is handled at LFRA: Conduct Performance Discipline, Due Process, and Open Doors. These policies outline responsibilities, deadlines, rights, and options for moving the action through the chain of command for all parties involved. Electronic versions of these policies are saved in the Policies folder that is accessible by all members of the agency. All employees are informed about these policies upon initial hire, and upon any subsequent revisions. If a formal disciplinary process is initiated, an employee is presented with these policies to ensure that the employee understands their rights and that both the supervisor and the employee understand their responsibilities moving forward on a specific schedule. There is no mediator or outside party involved beyond the Fire Chief’s final decision. The employee has the option to take the case to District Court, leaving that option available to sort out any perceived or actual fairness or biased actions by the Fire Chief.

Appraisal
These policies have been adapted from the City of Loveland policies that have been tested and enforced over the years of City government administration. In May 2016, the LFRA Board of Directors voted to give the Fire Chief final decision making authority for disciplinary actions.

Plan
The policies will continue to be enforced as documented, ensuring all parties’ rights are protected and that resolution to a serious personnel action will be processed efficiently on a specified timeline where responsibilities are clear allowing for all parties to focus on resolution.

References
Conduct Performance Discipline Administrative Regulation
Due Process Administrative Regulation
Open Doors Administrative Regulation
7C.4 An internal ethics and conflict of interest policy is published and communicated to employees/members.

Description
All members of the LFRA Board of Directors, as well as all sworn personnel take an oath of office. The Authority By-Laws (Section 8) requires the Disclosure of Conflicts of Interest. The Boards and Commissions Handbook that governs the conduct of the Fire Rescue Advisory Commission (page 4) includes a section on Conflicts of Interest. The Procurement Administrative Regulation (Section B: Procurement Responsibility and Ethics) speaks to conflicts of interest as it pertains to LFRA purchasing. The agency’s Code of Conduct Policy establishes expectations about behavior, while the Officer Core Values Policy defines the supervisor/employee relationship. In addition, on the City of Loveland Human Resources web page, there is a link that allows for reporting policy and compliance violations. This link, as well as an associated 24/7 telephone hotline, is administered by EthicsPoint, a third-party vendor.

Appraisal
The agency has worked with the City of Loveland Human Resources Department to ensure that all required and pertinent ethics and conflict of interest policies have been implemented. The Code of Conduct policy and Officer Core Values policy were created in 2007 and 2011 respectively and have not been updated since then. Various members of the agency have been working for more than three years to develop The LFRA Way, a document that would define the culture, values and expectations of the agency.

Plan
LFRA will continue to maintain ethics and conflict of interest policies. The agency should continue to pursue completion of The LFRA Way document to provide a single comprehensive statement that encompasses the agency’s ethos.

References
Ethics Reporting
EthicsPoint email (8-24-2016)
AGR FA Fire Authority Bylaws final (01-04-12)
2.2 LFRA Advisory Commission Handbook
Oath of Office
Procurement Administrative Regulation
Code of Conduct policy
Officers Core Values policy

7C.5 A grievance/complaint procedure is published and communicated to employees/members.
Description
The City of Loveland maintains an administrative regulation, The Open Doors Program, that establishes the City’s policy for filing a grievance and/or complaint. In August 2016, the LFRA Board of Directors adopted the LFRA Open Doors Program that describes the policies and procedures for access to management to resolve a work-related concern. The program is intended to foster communication between employees and managers on non-disciplinary actions and to establish an appeals process for disciplinary actions.

Appraisal
This policy was crafted from a policy that has worked well for the City of Loveland. It has been created to establish timelines to ensure that all parties work toward resolution while protecting the employee from reprisals.

Plan
LFRA will continue to use the existing policy. Should experience provide enhancements or refinements that may be necessary those revisions will be carefully and collaboratively be crafted for LFRA Board approval.

References
City of Loveland Open Doors Program
LFRA Open Doors Program
**Criterion 7D: Use of Human Resources**

Human resources development and utilization is consistent with the agency’s established mission, goals, and objectives.

**Summary:**

LFRA human resources development and utilization is consistent with the agency’s established mission, goals and objectives. LFRA has an established pay plan as well as a performance evaluation system. The performance appraisal system serves as the basis for annual merit increases and allows supervisors and staff alike to establish plans for employee professional development. The agency’s professional development system provides significant opportunities for enhancement of knowledge, skills, and abilities for technical response and/or service-related skills at all levels of the agency.
Description
LFRA has an established pay plan based on an extensive compensation study performed by an independent third party. Annually, the Human Resources Department (HR) participates in the Mountain States Employers Council surveys to assess the pay range appropriateness within the context of ensuring competitive salaries and benefits in our market.

Appraisal
It has sometimes been difficult for HR representatives outside of the agency to understand the rank differences between fire organizations (i.e., Engineer, Captain, Lieutenant, etc.) or between the types of compensations strategies (i.e., step increases vs. skill and/or certification differential rates of pay). When LFRA was formed to become a non-City agency, the agency implemented a two phase strategy to move employees to within 5% of the midpoint of their current pay range to address two problems: Engineers with considerable longevity were bypassing their supervisors in base pay, and a majority of the agency’s employees were being paid in the bottom third of their pay range. This kind of adjustment program was too cost prohibitive for the City to implement.

Plan
The HR Manager is responsible for researching comparable organizations and becoming proficient at translating compensation strategy variables that differ between fire rescue organizations.

References
LFRA Pay Plan
**7D.2** Current written job descriptions exist for all positions, and incumbent personnel have input into revisions.

**Description**
Every position within LFRA has a job description that is current. All job descriptions are available on the City of Loveland Human Resources intranet page. When there are vacancies for positions that have evolved over time with long term incumbents, the job descriptions are revised with the feedback of that incumbent. A review of the job description is required before a hiring requisition can be considered by the Human Resources Manager. The agency works cooperatively with the City to use the NeoGov software system to receive and process all applications for employment and/or promotion. The NeoGov system requires a current job description to be attached to the requisition in order to move forward in the hiring process. The job description that is processed through NeoGov is reviewed and approved by the hiring supervisor, Division Chief and/or the Fire Chief before the job vacancy can be posted.

**Appraisal**
The agency has maintained current and appropriate job descriptions for every position in the agency. The system of updating job descriptions based on hiring and/or promotional processes has allowed the agency to update and/or revise job descriptions on a regular basis. Every job description has been maintained to reflect current conditions and to be representative of the functions being performed. The agency has also established a process that has allowed for consideration of position reclassification within the pay plan if an employee and their supervisor have discovered that there has been an evolution over time of the responsibilities and authority of their job duties.

**Plan**
The agency will continue to ensure that job descriptions are evaluated frequently and the responsibilities noted are representative of the expectations for the position.

**References**
Job Descriptions for all positions
NeoGov website
**7D.3 A personnel appraisal system is in place.**

**Description**
LFRA uses NeoGov software to manage the performance appraisal process. All employees, excluding the Fire Chief who is evaluated in a separate process with the LFRA Board of Directors, are evaluated based on core values within response, readiness, resources, relationships, and leadership. While the expectation is that all feedback should occur regularly as performance is occurring, a formal feedback session is conducted mid-year, with the intent of providing the supervisor and the employee the opportunity to encourage positive behaviors and offer opportunities for improvement before the merit raise is considered at the final appraisal in November.

**Appraisal**
Scheduled regular performance feedback has been critical to ensuring the supervisor and the employee have had opportunity to document communication that has encouraged employee performance toward the achievement of agency goals and objectives. Prior to implementation of the NeoGov system, mid-year appraisals were as comprehensive as the final annual evaluation. This caused supervisors to re-write every evaluation twice per year. LFRA has used the NeoGov system to implement agency-specific values as the basis for evaluation and a simplified version of the mid-year review has been implemented. Supervisors have reported that the NeoGov software system has been cumbersome to use because they generally only access it twice a year.

**Plan**
The agency should establish an employee committee to evaluate the current NeoGov system and make recommendations for how employee feedback can be provided in documented, defensible way, allowing for Division Chief level evaluation of Battalion Chief, Captain and Lieutenant consistency and objectivity across crews and shifts.

**References**
Neogov – template evaluations
7D.4 Methods for employee/member input or a suggestion program are in place.

Description
Loveland Fire Rescue Authority (LFRA) encourages effective relationships between members of the organization. This is explained in the LFRA Officer Core Values and the LFRA Operations Division 4R’s handout and is put into practice on a regular basis. Chief Officers schedule periodic station visits to meet with personnel to discuss and seek feedback on current issues, trends and ideas. Additionally, the agency conducts quarterly all-officer meetings and annual Fire Chief meetings to ensure the effective flow of information.

LFRA also has numerous program and/or project areas that are assigned to various members of the agency. Each program/project manager is allowed the freedom to develop ideas and input for their assigned program/project area. Each program/project manager works not only within his/her immediate chain of command, but also seeks input and involvement from other individuals not directly within their chain of command, thus encouraging the flow of information throughout the organization and improving the agency’s ability to gather member input at all levels.

Additionally, there are several committees and specialty teams involving members at all levels of the organization. Through involvement in these committees and/or teams, LFRA members are provided with the opportunity to provide input regarding the decisions made by that group. Further, the agency’s union members meet monthly to discuss topics pertinent to LFRA staff. The Union President meets periodically with LFRA’s executive leadership to discuss information presented at the union level.

Appraisal
Informal reports have indicated that periodic station visits by Battalion Chiefs and Division Chiefs have been very effective and well received by employees. The annual Fire Chief meetings have been effective at conveying issues pertinent to past successes and future plans for the agency.

Plan
Chief Officers will continue with periodic station visits, all-officer meetings, and annual Fire Chief meetings. Develop schedule for regular meetings between agency executive leadership and Union leadership.

References
City of Loveland Administrative Regulation AR-00027, Open Doors Program
City of Loveland Human Resources Department Intranet webpage, Performance Management
City of Loveland Administrative Regulation, Resignations of City of Loveland Employees
LFRA, G.O.P. 3.11, Officer Core Values
LFRA, Outlook calendar showing Battalion Chief station visits
LFRA, email from Fire Chief Randy Mirowski dated January 5, 2009
LFRA, email from Fire Chief Mark Miller dated November 14, 2014
7D.5 Career and professional development programs are in place for all members.

Description
The Loveland Fire Rescue Authority (LFRA) provides multiple internal and external opportunities for personal and professional development through various outlets. LFRA’s Qualification Matrix provides members with information regarding certification/training requirements for promotion to each level within the organization. Internal career development is accomplished through centralized department training, de-centralized company level training, ad hoc training brought into the organization from the outside, and classes offered through the City of Loveland Human Resources (HR) Department such as LEAD Loveland and Leader Lunch and Learn. The City of Loveland also has a tuition reimbursement program for employees who desire to pursue job-related higher education. LFRA publishes and distributes an annual training calendar to inform members of planned annual training topics. Company Officers work with the members of their companies to determine individualized training and development needs.

External career development programs are available through the National Fire Academy (NFA), Front Range Fire Consortium (FRFC), Colorado Fire Training Officers Association (CFTOA), Blue Card® Hazard Zone Incident Management certification, National Wildfire Coordination Group (NWCG) classes through the Colorado Wildland Fire and Incident Management Academy (CWFIMA), and others.

Appraisal
The LFRA professional development program can be traced to a compilation of classes developed in conjunction with the LFRA Qualifications Matrix, NWCG 310-1, National Fire Academy Executive Fire Officer Program (EFOP), and other leadership and technical classes/courses. Most recently, in 2014 the organization contracted with The Callan Company to deliver top-end leadership development courses for LFRA members.

Plan
In addition to the use of the aforementioned methods, LFRA will continually review available methods and courses for the personal and professional development of the members. The LFRA Qualifications Matrix will be evaluated annually. The agency will continue to offer tuition reimbursement to members seeking job-related higher education.

References
City of Loveland Leader Lunch and Learn schedule
City of Loveland, Tuition Reimbursement Program,
Colorado Wildland Fire and Incident Management Academy
LFRA Daily Calendar showing examples of scheduled career development training opportunities
LFRA Professional Development Progression arrow
LFRA Outside School Request Procedures,
LFRA Outside School Request Form,
LFRA Qualifications Matrix,
The Callan Course
The Callan Course, Proposed Framework for 2015 LFRA Leadership Program
**7D.6 The agency has a leadership development program and/or succession plan.**

**Description**

The LFRA Leadership Development Continuum provides a graphic representation of the agency’s leadership development philosophy, which is supported by internal and external means. The agency’s Qualifications Matrix provides a detailed summary of all training and certification requirements for every position within the agency with the exception of the Administration Division. This serves as the primary method for establishing succession planning in the Operations Division. Additionally, the agency’s Program Matrix is used to define the various program areas. Within each program area, a leadership hierarchy is established that allows for participation from all levels of the organization. This allows less experienced members to learn the skills necessary to manage a program, thereby enhancing their skill set.

LFRA also provides multiple internal and external opportunities for leadership development through various outlets. Internal methods are accomplished through centralized agency training, de-centralized company level training, ad hoc training, and external training opportunities. LFRA also has a tuition reimbursement program for employees that desire to pursue higher education that is job related.

An internal LFRA program is *The Leadership Journey*. External leadership development programs are delivered via the Callan Course, City of Loveland Human Resources Department, *The Next Leadership Journey* offered through Front Range Fire Rescue Authority (CO), the National Fire Academy (NFA), Front Range Fire Consortium (FRFC), Colorado Fire Training Officers Association (CFTOA), National Wildfire Coordination Group (NWCG) classes through the Colorado Wildland Fire and Incident Management Academy (CWFIMA), and other leadership courses when available such as the Rocky Mountain Leadership Program offered through the University of Colorado – Denver, School of Public Affairs.

**Appraisal**

The LFRA leadership development program has been established in support of the LFRA Qualifications Matrix. The establishment of the Program Matrix has helped to provide program management experience to the entire LFRA membership. Leadership training has been made available to all members of LFRA.

**Plan**

The agency will continue to maintain the Qualifications Matrix to provide clear direction on requirements for advancement. The Program Matrix will be maintained to allow leadership opportunities to employees at every level within the agency. LFRA will continually review available methods and courses for leadership development of the members.

**References**

LFRA Leadership Development Continuum
Callan Course (http://www.callancourse.com)
City of Loveland *Leader Lunch and Learn* schedule
City of Loveland, Training
Colorado Wildland Fire and Incident Management Academy
The Next Leadership Journey (flyer)
Outside School Request Procedures
Outside School Request Form
Qualifications Matrix
LFRA Program Matrix
Tuition Reimbursement Policy
NWCG 310-1 Wildland Fire Qualifications System Guide
Rocky Mountain Leadership Program
Criterion 7E: Personnel Compensation

A system and practices for providing employee/member compensation are in place.

Summary:
Loveland Fire Rescue Authority (LFRA) contracts with the Human Resources (HR) Department for the City of Loveland to provide personnel administration services, including the annual evaluation the LFRA play plan based on market survey data. Based on results of the annual market salary survey data, LFRA administration proposes approval of the pay plan to the LFRA Board of Directors and publishes the final approved plan on the City’s HR website that easily accessible by all personnel.
7E.1 **Rates of pay and compensation are published and available to all employees/members.**

**Description**
The LFRA pay plan is available on the City of Loveland Human Resources (HR) website, which is accessible to every employee. The pay plan is updated annually based on market comparisons that are performed through HR by the Mountain States Employers Compensation Survey. Once the final pay plan is developed, it is submitted to the LFRA Board of Directors for approval. Annually, the agency provides a total compensation report to every employee. This report provides each employee the total value of salaries and benefits provided to them individually based on their specific benefit elections.

**Appraisal**
The pay plan is easily accessible and is easy to read. The total compensation report has been reported by employees to be an extremely beneficial tool in understanding what has been provided on their behalf in exchange for their time and talent investment.

**Plan**
Continue to use the website as a means to publish the approved pay plan annually.

**References**
LFRA Pay Plan
7E.2 Member benefits are defined, published, and communicated to all employees/members.

Description
The benefits package is evaluated annually for operational and cost effectiveness. Every five years or sooner if necessary, the total compensation is compared to market. Annual open enrollment occurs in November. Prior to the open enrollment deadline, HR facilitates several meetings that are available for employees to attend and receive a full description of benefits provided. These meetings also provide opportunities to understand specific changes to the benefits package in the coming year.

Appraisal
Several open enrollment meetings are scheduled to make time available for shift personnel. The meetings are effective (have a message in to Rita to find out how many fire personnel attended those meetings). The presentation for this meeting is retained on the LFRA intranet website for those that cannot attend meetings. The Human Resources Manager sends a direct email to all personnel annually highlighting changes and keeping employees informed.

Plan
The benefits have been well defined, published and well communicated.

References
Employee Benefits
**CRITERION 7F: OCCUPATIONAL HEALTH AND SAFETY AND RISK MANAGEMENT**

The agency’s occupational health, safety, and risk management programs protect the organization and personnel from unnecessary injuries or losses from accidents or liability.

**Summary:**
The Loveland Fire Rescue Authority (LFRA) Health and Safety Program Coordinator works to provide a safe working environment for the members of LFRA. The intent of the health and safety program is to minimize risks and hazards, thereby reducing the potential for loss of time injuries to the members of LFRA.

The Health and Safety Coordinator is tasked with evaluating safe work practices and making recommendations for changes in operations, if needed. Some the programs that are included in Health and Safety are: cancer awareness and prevention, occupational safety, and safe practices for operational procedures. The Health and Safety Coordinator works closely with the City of Loveland Risk Manager to ensure that LFRA is meeting all safety policies.

LFRA has established systems to allow members the ability to report unsafe practices. Situational awareness is evaluated and lessons learned are shared to provide additional information and LFRA personnel from future injuries from similar circumstances. The use of the Near Miss Reporting System and the use of lessons learned allows LFRA to educate its workforce and minimize injuries and time loss from workplace accidents. LFRA has established a risk profile in which all members utilize during fire ground operations. All members are expected to maintain their situational awareness throughout the incident and make sound decisions based on the risk profile.
A specific person or persons are assigned responsibility for implementing the occupational health, safety, and risk management programs.

Description
Loveland Fire Rescue Authority (LFRA) contracts with the City of Loveland who maintains the position of Safety Coordinator, which is a direct report to the Risk Manager. Risk Management is a division of Human Resources. The Safety Coordinator is responsible for implementing the City’s health and safety programs with the assistance of the Executive Safety Committee. This committee is made up of supervisors and/or managers from every City Department, including LFRA’s Health and Safety Program Coordinator, as well as the Risk Manager, Human Resources Director, the Safety Coordinator, and insurance company representatives. The committee’s task is to analyze, identify, assess, and prioritize risks, followed by coordinated and economical application of resources to minimize, monitor, and control the probability and/or impact of unfortunate events or to maximize the realization of opportunities. Risk management’s objective is to assure uncertainty does not deviate the endeavor from the business goals.

Appraisal
LFRA’s relationship with the City’s Safety Coordinator and participation on the Executive Safety Committee (ESC) has met the goal of controlling the probability and impact of unfortunate events throughout the organization’s recent past. All accidents and incidents have been reported and investigated, and recommended changes have been evaluated for future implementation. Communications from the ESD representatives to LFRA employees have not been effectively tracked in the past and the agency has been unable to determine if all reported information has been completed.

Plan
LFRA’s Health and Safety Program Coordinator will continue to maintain a communication with the City’s Safety Coordinator and will continue to participate on the Executive Safety Committee to control the probability and/or impact of unfortunate events or to maximize the realization of opportunities. The agency should add “ESC Agenda Items” to all divisional safety or staff meetings. During 2016, the LFRA Safety Committee will work to develop an LFRA-specific safety manual to allow the agency to stand alone from City processes.

References
City Safety Manual Master Library (available through internal City SharePoint site)
City of Loveland Executive Safety Committee
The agency's policies and procedures report, evaluate, address, and communicate workplace hazards as well as unsafe/unhealthy conditions and work practices.

Description
LFRA works with the City of Loveland Department of Human Resources and Risk Management for workplace safety processes. Through this relationship, LFRA establishes procedures to report, evaluate, address and communicate workplace hazards and unsafe/unhealthy conditions and work practices.

Employees are expected to report unsafe and/or hazardous conditions and supervisors are directed that reporting those conditions will not result in poor ratings on any performance reviews. LFRA uses the City’s on-line reporting system to allow employees to submit Hazard Recognition/Near Miss events to supervisors or Risk Management. These reports are investigated by the direct supervisor and/or the City’s Safety Coordinator. The findings of the investigation are communicated to affected parties and are analyzed by the supervisor for implementation.

All fire stations are inspected by the City’s insurance agency, the Colorado Intergovernmental Risk Sharing Agency (CIRSA), annually for hazardous conditions and work practices.

Appraisal
The procedures currently in place have met agency and employee needs for reporting unsafe and/or hazardous working conditions and near misses. There is a probability that some conditions and actions have gone unreported due to fear of negative consequences.

Plan
LFRA will continue to use current procedures for reporting, analyzing, and investigating unsafe conditions and/or work practices and will continue to encourage employees to report these conditions/events.

References
Hazard Recognition and Near Miss Reporting procedures
Guidelines for Safety Performance Evaluation
Description
LFRA uses the risk reduction policies and procedures of the City of Loveland to implement risk reduction activities and address identified workplace hazards. All reported injuries, incidents, hazardous conditions, and near misses are investigated by the direct supervisor and/or the City’s Safety Coordinator. The City’s safety manual addresses procedures to reduce risk in driving, personal protective equipment, building/facility safety, medical & physical requirements, occupational exposures, tool use, and work practices. The Fire Chief implements these procedures within the agency through the LFRA Safety Committee.

Appraisal
The current procedures have allowed the agency to address workplace hazards and implement risk reduction activities, although there have been many injuries that occurred during training and/or fireground operations that could have been prevented through improved risk reduction activities, such as use of proper PPE (safety eyewear) and body mechanics (use of force, stretching, warming up, etc.).

Plan
LFRA will continue to use the City’s current accident/near miss/incident reporting to implement risk reduction and to address identified hazards. Fire personnel have begun a review of injuries within the agency during the past four (4) years that occurred during training with the goal of identifying contributing factors that may be changed. During 2016, the LFRA Safety Committee will work to develop an LFRA-specific safety manual to allow the agency to stand alone from City processes.

References
Workers Compensation and Incident Reporting
LFRA Safety Manual
**7F.4**  **Procedures are established and communicated specific to minimizing occupational exposure to communicable diseases or chemicals.**

**Description**
LFRA contracts with the City of Loveland for an Infectious Disease Control program. The program communicates the hazards and exposure potential for infectious diseases, such as Hepatitis B and tuberculosis. All LFRA employees are required to be vaccinated against Hepatitis B and participate in annual tuberculosis testing.

Employee exposure to airborne hazards is controlled through the use of atmospheric monitoring equipment, as well as the use of respiratory protection equipment such as self-contained breathing apparatus (SCBA). SCBA use is mandated for all employees when operating in an environment which could be immediately dangerous to life and health, per the Air Monitoring – Structure Fire guideline. LFRA also has a policy that addresses cleaning of personal protective equipment.

LFRA employees who provide emergency medical care follow universal precautions, as described by the Centers for Disease Control (CDC) and documented within the agency’s Personal Protection Guide (Job Task: Emergency Medical Response). All Operations Division employees complete annual training for bloodborne pathogens.

**Appraisal**
LFRA’s existing policies and procedures have proven effective in reducing occupational exposure to communicable diseases or chemicals, as demonstrated through the annual workers compensation reports for such incidents.

**Plan**
LFRA will continue with the current infectious disease control program and policies governing the use of personal protective equipment. During 2016, the LFRA Safety Committee will work to develop an LFRA-specific safety manual to allow the agency to stand alone from City processes. All reports of occupational exposure to diseases and/or chemicals will be investigated by the LFRA Safety Committee.

**References**
Infectious Disease Control Program  
Respiratory Protection Policy  
Safety Data Sheets  
PPE Guide  
Air Monitoring-Structure Fire 7F.4  
Personal Protective Guide. Job Task: Emergency Medical Response
7F.5 The agency's occupational health and safety training program instruct the workforce in general safe work practices, from point of initial employment through each job assignment and/or whenever new substances, new processes, procedures, or equipment are introduced. It provides specific instructions on operations and hazards specific to the agency.

Description
The City of Loveland establishes occupational health and safety training requirements for all new hires as well as recurring training requirements for all existing employees. Loveland Fire Rescue Authority’s fitness and wellness program guideline provides information to all employees to establish expectations for the agency’s fitness/wellness programs. The LFRA Safety Committee reviews all policies/guidelines every two years to ensure that they remain current and address new hazards and trends identified through reporting procedures.

Appraisal
Annual audits from City Risk Management and CIRSA have shown that the agency’s current policies and guidelines have effectively met industry standards for occupational health and safety training programs.

Plan
LFRA will continue to use the current processes in place for occupational health and safety training. During 2016, the LFRA Safety Committee will work to develop an LFRA-specific safety manual to allow the agency to stand alone from City processes.

References
City of Loveland Risk Management Safety AAR
Reports from Risk Management/CIRSA audits showing compliance with requirements
LFRA Fitness and Wellness Program guideline
The agency uses near miss reporting to elevate the level of situational awareness in an effort to teach and share lessons learned from events that, except for a fortunate break in the chain of events, could have resulted in a fatality, injury, or property damage.

Description
LFRA uses the City of Loveland’s online reporting system to allow employees the ability to submit Hazard Recognition/Near Miss events to supervisors and Risk Management. These reports are investigated by the direct supervisor and/or the City’s Safety Coordinator. The findings of these investigation are communicated to affected parties and are analyzed by the supervisor for implementation.

Appraisal
The procedures currently in place have met LFRA needs for reporting unsafe and/or hazardous working conditions and near misses. There is a probability that some conditions and actions have gone unreported due to fear of negative consequences.

Plan
LFRA will continue to use the current processes in place for reporting, analyzing, and investigating unsafe conditions and work practices and will continue to encourage employees to report these conditions/events. During 2016, the LFRA Safety Committee will work to develop an LFRA-specific safety manual to allow the agency to stand alone from City processes.

References
Hazard Recognition and Near Miss Reporting
Guidelines for Safety Performance Evaluation
The agency has a process in place to investigate and document accidents, injuries, legal actions, etc. The agency’s information management system supports this process.

Description
LFRA uses the City of Loveland’s online reporting system to track work-related accidents and injuries. All supervisors have access to the agency’s Workers Compensation database which is used to report workplace injuries online. Incident reports are available for employees to document vehicle accidents, citizen injuries, and property damage. The incident report requires investigation into recommendations to prevent further occurrence. All reports are reviewed by the LFRA Health and Safety Program Coordinator, who decides if an After Action Review is necessary. Emergency Technologies, Inc (ETI), the agency’s records management system, is currently not being used to document and/or track this type of occurrence.

Appraisal
The current system for reporting, documenting, and tracking investigation of workplace injuries and incidents has met agency needs. The Colorado Department of Labor has awarded the City of Loveland the Cost Containment Certification and insurance audits have provided positive feedback about the agency’s current workplace safety efforts.

Plan
LFRA will continue to use the current processes in place for documenting work related accidents, injuries, illnesses, etc. The agency will examine the possibility of using ETI to track this type of information. During 2016, the LFRA Safety Committee will work to develop an LFRA-specific safety manual to allow the agency to stand alone from City processes.

References
Cost Containment Certification information
CIRSA audit results
Incident and Injury reporting
The agency incorporates risk management practices to increase the level of decision making and the ability to identify unsafe conditions and practices during emergency operations.

Description
LFRA’s risk profile (life risk and property risk) is applied to all training and operational incidents. This risk profile is described in the agency’s Community Risk and Emergency Services Assessment – Standards of Cover (CRESA-SOC) document and within the LFRA ICS guideline. It is used by the incident commander to evaluate risk versus gain prior to assigning personnel to a hazard zone. Any time that an established incident benchmark is reached, the risk profile is re-evaluated by all personnel operating on the incident scene and the appropriate risk profile is broadcast by the incident commander over the fireground tactical radio channel. All personnel actions taken on scene are expected to align with the risk profile established for that phase of the incident response. LFRA personnel are expected to apply the risk profile and incident priorities of life safety, incident stabilization and property conservation to all incidents when developing an incident action plan.

Life Risk: Incident circumstances indicate that civilian and/or firefighter lives may be saved by aggressive action applied within a structured plan.

Property Risk: Incident circumstances indicate that no civilian and/or firefighter lives should be risked because of a non-survivable hazard zone.

Appraisal
The agency’s previous risk profile of High Risk, Medium Risk and Low Risk, was evaluated by the agency’s Command Staff and determined that it was vague and led towards confusion among operational staff due to each person’s definition or perception of risk. The current risk profile was updated to more accurately guide personnel action during emergency scenes. Evaluation of this updated risk profile after application during training and operational scenes has indicated that LFRA personnel have a better understanding of what actions would be appropriate based on the announced risk profile.

Plan
LFRA will continue to use the current system of identifying a risk profile based on life safety or property conservation. This system will continue to be applied during training sessions as well as during actual emergency scene operations. The agency will continue to re-evaluate the effectiveness of the risk profile system after each use.

References
Community Risk and Emergency Services Assessment – Standards of Cover (CRESA-SOC) document (pages 93-94)
LFRA ICS guideline
The agency has a wellness/fitness program for recruit and incumbent personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program.

Summary:
The purpose of the Loveland Fire Rescue Authority (LFRA) health and fitness program is to ensure that all personnel maintain a fitness level required to perform normal firefighting activities. LFRA makes the physical and mental health of all employees a priority and has created programs to provide a healthy workforce.

LFRA currently utilizes Colorado State University Human Performance Lab on an annual basis to evaluate the physical health of the employees. The physical evaluations are based on NFPA 1583: Standard for Health Related Fitness Programs. The results of the physical evaluations are submitted to and maintained by the administrative staff of LFRA and confidentiality is maintained. All employees of LFRA are provided an individual report of their current health as well as suggestions for physical health improvement. LFRA requires all employees to follow the workers compensation and return to duty procedures established by the City of Loveland Risk Management department.

LFRA provides and maintains physical fitness equipment for all employees to maintain their physical fitness level. Each station has basic equipment including cardiovascular equipment and weights. Each employee is encouraged to maintain their own physical fitness level and is allowed one hour of exercise while on duty. LFRA has establish a Fitness and Wellness Guideline that provides all employees the ability to maintain their health reducing the risk of cardiac-related incidents and job-related injuries. LFRA has peer fitness trainers who can assist employees with maintaining their desired physical fitness level.

LFRA has recognized the importance of mental health and has established systems for the employees to utilize. Employees have the option to use the City of Loveland Human Resources employee assistance program. LFRA also has established a peer support team that provides a confidential peer-to-peer counseling program. Along with the peer support team, LFRA has a licensed psychologist contracted to provide professional counseling services to all employees and their immediate family members. The peer support team is under the supervision of the licensed psychologist, who provides continuing education to the team on a monthly basis. All records of employees seeking counseling are confidential and maintained by the psychologist.
7G.1 The agency provides for initial, regular, and rehabilitative medical, and fitness evaluations.

Description
Loveland Fire Rescue Authority (LFRA) contracts with the Colorado State University (CSU) Human Performance Lab (HPL) to conduct annual medical and fitness evaluations on all members. All LFRA members receive annual evaluations, with LFRA members equally split between the two options. All evaluations are performed and evaluated by CSU-HPL clinical personnel. Results are reported without identifying information to LFRA Administration. Each member receives detailed information on the results of their evaluations, along with recommendations for improvement. All testing procedures are based on, and consistent with, NFPA 1583: Standard for Health Related Fitness Programs.

OPTION 1: Full Evaluation: The full evaluation consists of a four day dietary analysis, a gender-specific emotions questionnaire, a comprehensive health history, and a blood and urine analysis that the member completes prior to the physical component of the evaluation. The physical evaluation is administered at the CSU-HPL facility and consists of numerous strength and flexibility tests, as well as a treadmill-based maximum oxygen uptake (VO$_2$ max) test while being monitored by 12-lead electrocardiography.

OPTION 2: Annual Evaluation: The annual evaluation is completed at LFRA Fire Stations and is a scaled-down version of the full evaluation. The annual evaluations are comprised of a sub-maximal treadmill test, body composition, and various strength and flexibility tests.

Rehabilitative care for LFRA members is managed by the agency’s designated worker’s compensation physician. After the acute phase of any injury, the member is referred to the worker’s compensation physician for evaluation, which may include referral to specialized care such as physical therapy and/or orthopedic physicians. Members must be evaluated by the primary physician prior to be cleared to return to duty. Once cleared for duty, members must complete a Return to Duty physical test that is administered by OccuMed. Once all evaluations are successfully completed, then the member may return to work.

Appraisal
Prior to contracting with CSU-HPL, LFRA fitness tests were based on a member’s ability to successfully complete the “Combat Challenge” annually. While the Combat Challenge did represent the task level skills used by firefighters on the fire ground, it did not provide any means for evaluating member fitness levels. The Combat Challenge did not provide any information regarding body composition, nutrition, or emotional health.

LFRA began its relationship with the CSU Human Performance Lab in 2010. Since then, the evaluations have provided the agency with an understanding of the base level of fitness for all members. The process has also enabled the agency to monitor benchmarks and trends in fitness levels within the agency. After the first two years of testing, a few areas that were identified as needing improvement were grip strength and leg strength. While those areas seem
less important than more comprehensive areas like cardiovascular fitness, they can help fine tune areas for improvement by agency members.

Plan
LFRA will continue to contract with CSU-HPL for all physical fitness evaluations. The agency will attempt to develop specific fitness indicators to become the standard minimums for all members. There is currently no clearly defined trigger point for removing a firefighter from duty based on “poor” physical fitness, based on NFPA 1582 standards. A policy has been drafted to address a specific fitness standard and the Command Staff is taking it in to consideration. LFRA is also examining alternatives for better utilizing members who are certified as Peer Fitness Trainers to assist with implementation of the wellness/fitness programs and evaluations.

References
NFPA 1582: Standard for Occupational Medical Programs for Firefighters
NFPA 1583: Standard for Health Related Fitness Programs
7G.2 The agency provides personnel with access to fitness facilities and equipment.

Description
All LFRA fire stations have exercise rooms to provide all members with access to fitness equipment, as well as general instruction on how to operate the equipment. Each fire station has fitness equipment for both cardiovascular and muscle building workouts. While each station’s layout is unique, there are some common items found in each. Each station has at least one treadmill and a variety of free weights. Other equipment available includes stationary bikes, stair climbers, jump ropes, pullup bars, elliptical machines, and CrossFit equipment.

Appraisal
LFRA has demonstrated commitment to improving member fitness by providing dedicated fitness facilities and equipment in every fire station, and by making time available for workouts on most shift days. While there have been individuals who have been dissatisfied with available equipment due to workout preference, LFRA has met the intent of NFPA 1583: Standard for Health Related Fitness Programs by providing a variety of cardiovascular and strength equipment.

Plan
The agency will continue to provide fitness equipment for its members at all fire stations. During 2016, the agency reviewed the peer fitness trainer program to determine opportunities for improvement and increased availability. As a result of this review, LFRA discovered it could utilize peer fitness trainers to be responsible for daily workouts during fire academies for newly hired firefighters. LFRA is still working on further development of the program to offer more benefits.

References
NFPA 1583: Standard for Health Related Fitness Programs
7G.3 The agency provides wellness/fitness training to all employees/members.

Description
LFRA provides wellness/fitness training through several different methods. LFRA has several members who are certified by the American Council on Exercise (ACE) as peer fitness trainers (PFTs). In spite of the fact that LFRA has PFTs, the PFT program has been inactive for several years, resulting in the majority of the fitness education being performed individually, rather than through a structured or monitored process. The PFTs, and other firefighters, have compiled numerous workouts and training material that are available to all LFRA personnel. Also, a Fitness/Wellness guideline was put in place to establish parameters for the type or extent of workouts that may be performed while working.

Another method in place to educate and train LFRA employees regarding wellness and fitness is through the CSU Human Performance Lab (CSU-HPL). Members participate in extensive emotional and nutritional surveys and fitness evaluations every other year. The results of these surveys are analyzed by CSU professionals and discussed one-on-one with each member in order to assist each employee on an individual level.

Appraisal
The peer fitness trainer program has been underutilized by LFRA. There has been no tracking method and it is not formally incorporated into any initial or ongoing member training programs. As such, the program has essentially been abandoned. During 2015, LFRA began the process of revisiting the peer fitness trainer program. The agency has also begun working to develop a comprehensive Health and Wellness Manual, mirroring efforts of neighboring agencies. The health and wellness surveys administered by CSU-HPL have been a valuable tool for evaluating member wellness/fitness. Individual results and interactions remain private, but general trend analysis is provided to agency leadership.

Plan
LFRA will continue developing the Health and Wellness Manual. Once developed, this document will be distributed to all existing members as well as to each new member upon initial hire. There is no timeline for this completion, and LFRA will evaluate the need to pursue this project as needed.

References
LFRA Fitness and Wellness Program
CSU Human Performance Laboratory (health history and nutrition survey)
The agency provides an employee/member assistance program with timely access to critical incident stress debriefing and behavioral counseling resources.

Description
The City of Loveland provides all employees and/or household family members of Loveland Fire Rescue Authority (LFRA) with an employee assistance program (EAP) which is managed by The Hartford. The EAP benefit provides six (6) face-to-face visits per issue free of charge for all employee and/or family members. Through EAP, employees and/or family members have access to the following:

- 24 hour, 7-day per week personal and professional behavioral health services
- Six free face-to-face visits
- Confidentiality

City of Loveland EAP services are available for confidential counseling (stress, anxiety, depression, marital/relationship conflicts, problems with children, job pressures, grief and loss, and substance abuse), work-life solutions (child and elder care, moving and relocation, making major purchases, college planning and home repair), financial information and resources (getting out of debt, credit card or loan problems, tax help and estate planning) and legal support and resources (divorce and family law, debt and bankruptcy and civil and criminal actions).

In 2014, Loveland Fire Rescue Authority (LFRA) developed a Peer Support Team (PST) to provide support to all employees and their families. LFRA worked with Loveland Police Department to hire a licensed clinical psychologist to oversee the PST and to provide unlimited individual counseling for all employees and their family members, free of charge. The Peer Support Team and the clinical psychologist are available for all critical incident and stress management needs.

Appraisal
Because all types of peer support programs are confidential, it has been difficult to document the effectiveness of any program. The City of Loveland EAP has been monitored by Human Resources Department, but quarterly reports have only provided numbers of employees and/or family members that have used the service.

The Peer Support Team has been monitored by the team psychologist since its inception. The program has only been able to report numbers of employees and/or family members that have used the service. Between the PST program beginning in September 2014 and July 27, 2016, PST members have made 250 contacts with LFRA personnel and/or their families. The team psychologist has provided counseling services 220 times for LFRA members and/or their family members.

Plan
LFRA will continue to provide emotional and behavioral support to agency members and their immediate family members through City of Loveland EAP and the LFRA Peer Support Team.

References
City of Loveland Employee Assistance Program
LFRA Peer Support Team overview
7G.5 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.

Description
LFRA receives an annual report from Colorado State University Human Performance Laboratory (CSU-HPL) with final results of all employee medical/fitness evaluations. This report provides a general breakdown of all fitness tests and how LFRA membership performed based on age groups. These reports are evaluated by the wellness/fitness program manager with a representative from CSU-HPL to evaluate the effectiveness of the program and determine if changes are needed for subsequent years.

The agency’s Peer Support Team (PST) program is still in its first few years of operation. Program participation is evaluated monthly by the program manager and clinical supervisor. The first annual review of the PST program was developed at the end of the 2015 calendar year.

Appraisal
The current review process with a representative from CSU-HPL has provided the agency with an in-depth understanding of employee health and fitness levels in comparison to national trends and NFPA standards. The analysis has not been used to set future direction for areas of improvement regarding employee health and/or fitness, as there have not been any issues brought to light through the review process.

Plan
LFRA will continue to monitor the effectiveness of the current wellness/fitness program through reports provided by CSU-HPL. This report should be used to develop an annual program appraisal document for the employee fitness program. LFRA will also continue to monitor the effectiveness of the PST and adjust the operation accordingly. This evaluation will be done by the program manager along with the clinical supervisor on an annual basis.

References
CSU-HPL final results letter (2012)
CSU-HPL final results letter (2013)
CSU-HPL final results letter (2014)
CSU-HPL final results letter (2015)
CSU-HPL final results letter (2016)
LFRA Health and Wellness Program annual appraisal (2015)
LFRA Health and Wellness Program annual appraisal (2015)
Training and educational resource programs express the philosophy of the organization they serve and are central to its mission. Learning resources should include a library; other collections of materials that support teaching and learning; instructional methodologies and technologies; support services; distribution and maintenance systems for equipment and materials; instructional information systems, such as computers and software, telecommunications, other audio-visual media, and facilities to utilize such equipment and services. If the agency does not have these resources available internally, external resources are identified and the agency has a plan in place to ensure compliance with training and education requirements. Central to success of the training and educational process is a learning resources organizational structure and a technically proficient support staff. The training staff should provide services that encourage and stimulate competency, innovation and a continual learning cycle. The agency or system should provide those learning resources necessary to support quality training. The agency should depict their approach to recognized state/provincial and national fire service professional standards programs in their written responses to the performance indicators in this section.
A training program is established to support the agency’s needs. The agency provides access to and guidance on educational programs that increase advancement potential and support the agency’s needs.

Summary:
Loveland Fire Rescue Authority (LFRA) has built a trustworthy and effective training and education program to support the needs of all employees. The Training Battalion is located at the LFRA Fire Training Center and consists of a Battalion Chief and Lieutenant. This staff is supported by the Battalion Chiefs and Captains from each operational shift. The training staff are the agency’s stewards of the Fire Training Center as well as the records management system for individual certifications. The training program is designed to meet local, state, and federal requirements as well as agency specific needs. All LFRA line personnel hold various State of Colorado fire and EMS certifications specific to their rank, as outlined in the LFRA Qualifications Matrix. The LFRA training staff are members of the Colorado Fire Training Officers Association. Several members of LFRA are lead instructors for various State of Colorado fire course curriculums (i.e. Fire Officer I & II and Fire Instructor II & III). LFRA’s training program is continuously evaluated and uses several established documents and resources to follow LFRA’s vision of going from good to great and building it to last.
8A.1 The organization has a process in place to identify training needs. The process identifies the tasks, activities, knowledge, skills, and abilities required to deal with anticipated emergency conditions.

Description
LFRA has a process in place to identify training needs. Beginning in 2012, the LFRA Training Battalion developed and published an annual structured training plan. This plan specifically addresses training needs for the State of Colorado renewals in both fire and EMS certifications, as well as additional training needs for special teams, aircraft rescue firefighting, NWCG wildland certifications, and Blue Card incident command. Additional trainings come from company qualification tests (CQTs) and administrative mandates that result from after action reviews or identified trainings to keep current with fire service trends and practices. This training plan is developed from the input of the Training Battalion, Shift Battalion Chiefs, Captains, Program Managers, and the Division Chief of Operations. Once completed, the training plan is published to the agency membership and a copy is placed in the appropriate folder on the agency’s internal computer network.

Appraisal
LFRA’s process to identify training needs has been successful since implemented in January of 2012. The training types have been broken out into the following categories: Aircraft Rescue Firefighting (ARFF), Blue Card, Community Safety Division (CSD), Live Fire, EMS, Health & Safety, Intelligent Firefighter, Leadership & Management, Office of Emergency Management, Special Operation Team, Tactical Fire Team, Training Battalion Evolutions, and Wildland. All of these trainings and courses were identified through certification requirements, national standards/practices, and organizational needs. As new information has been identified from annual program appraisals, community risk analysis, and staff input, adjustments have been made to the training plan.

Plan
LFRA will continue to evaluate the organizational training needs to meet new organizational goals, national standards/practices, and certification requirements. The Training Battalion will continue to re-evaluate the LFRA training needs by using various resources and personnel. Some of these resources are the annual program appraisal documents for training and other related program appraisals that will require specialized training, the LFRA strategic plan, and the community risk analysis as guiding documents for future/projected training needs.

References
Aircraft Rescue Firefighting – CFR Title 14 - Part 139 – Subpart D
CDPHE Policy and Procedure Manual (2016)
CDPHE – Emergency Medical Services – 6 CCR 1015-3
LFRA After Action Reviews (complete file located in secured folder)
Community Risk and Emergency Services Assessment – Standards of Cover document
LFRA Company Qualification Training (CQTs)
LFRA 2012 Strategic Plan
LFRA Training Program Annual Program Appraisal documents
LFRA Training Calendar
8A.2 The agency's training program is consistent with the mission statement, goals and objectives and meets its needs.

Description

LFRA’s Mission Statement:
“Through commitment, compassion, and courage, the mission of the Loveland Fire Rescue Authority is to protect life and property.”

The training staff couples its planning goals of training with the mission statement by focusing in on certification requirements and organizational needs. These two areas cover the State of Colorado renewal requirements and allow for the dynamic changes in the fire service standards/practices. Training programs are developed to meet certification requirements as established in the Qualifications Matrix.

LFRA uses the “4 R’s” as guiding principles to accomplish the organizational mission: Response, Readiness, Relationships, and Resources. In 2013 the Division Chief of Operations, Greg Ward, brought these principles to the organization to support our vision of moving the organization from good to great and building it to last. Our values are found in the mission statement: Commitment, Compassion, and Courage. These mission, vision, and values have proved to be effective in the annual training program as noted in the LFRA Training – Annual Program Appraisal and 2015 Annual Report.

Appraisal
The agency’s training program has been designed to support accomplishment of the agency’s mission, supported by the vision and values of the agency. All training curricula have been developed and implemented to support the training needs of the employees, based on the Qualification Matrix that specifies the certifications required for each position within the agency.

Plan
The LFRA training staff plans to continually evaluate the LFRA training program to ensure that all aspects of training are being evaluated, improved, updated, and created to support the mission, vision, and values of the organization. In early 2017, the LFRA training staff plans to develop a formal evaluation process for courses and instructors that students will be able to complete immediately following a training. Recommendations will be evaluated by the training staff and adjustments will be made to improve courses and/or the delivery of them.

References
LFRA Annual Report (2012)
LFRA Annual Report (2013)
LFRA Annual Report (2014)
LFRA Annual Report (2016)
LFRA Strategic Plan


8A.3 The training program is consistent with legal requirements for performing mandatory training.

Description
LFRA meets the State of Colorado legal training requirements for fire and EMS and strives to meet all federal training requirements. The LFRA training staff evaluates these requirements and makes adjustments to the training plan when necessary.

Appraisal
The LFRA training staff has worked directly with the City of Loveland Human Resource Department to ensure employees have been given required trainings to meet Federal and State requirements. The training staff has also worked directly with the State of Colorado Division of Fire Prevention and Control for fire training certification requirements, as well as the State of Colorado Department of Public Health and Environment for EMS training requirements. All new trainings or requirements from these agencies have been added into the agency’s training program.

Plan
The LFRA training staff will continue to work with local, and state agencies to ensure legal requirements are being met. As new findings arrive adjustments and plans will be made to incorporate required trainings for all personnel.

References
Aircraft Rescue Firefighting – CFR Title 14 - Part 139 – Subpart D
CDFPC Policy and Procedure Manual (2016)
CDPHE – Emergency Medical Services – 6 CCR 1015-3
LFRA Annual Report (2012)
LFRA Annual Report (2013)
LFRA Annual Report (2014)
LFRA Annual Report (2016)
LFRA Strategic Plan
LFRA Training Program Annual Program Appraisal documents
8A.4 The agency identifies minimum levels of training required for all positions in the organization.

Description
LFRA defines minimum levels of training for all personnel in the organization. The LFRA Qualifications Matrix defines the minimum level of training required for each position between the ranks of Firefighter up to Division Chief. These minimum levels of training are supported by a State of Colorado, federal, or agency-specific certification for each individual rank within LFRA.

Appraisal
Over the past several years, LFRA has required all personnel to achieve professional certifications to be eligible to test for any ranked position from Firefighter to Division Chief. This process has ensured that a minimum level of training and certification has been accomplished prior to the appointment or promotion of an individual into the position. Most of the professional certifications have come from the State of Colorado, such as the Colorado Division of Fire Prevention and Control (CDPFC) Certification Policy and Procedure Manual for firefighter certifications and the Colorado Department of Public Health and Environment (CDPHE) Emergency Medical Services training and certifications requirements.

Plan
LFRA will continue to evaluate minimum training requirements for all levels within the organization. As minimum standards change, so will the LFRA training program to accommodate meeting the minimum requirements.

References
CDFPC Policy and Procedure Manual – page 96
LFRA Qualification Matrix
CDPHE – Emergency Medical Services – 6 CCR 1015-3
8A.5 A command and staff development program is in place that encourages pursuit of professional credentialing.

Description
Loveland Fire Rescue Authority (LFRA) has a Qualification Matrix guideline that encourages professional credentialing. The qualification matrix provides a sequential progression of credentialing and certification through the ranks, from Reserve Firefighter to Division Chief. The matrix takes into consideration the time in grade, education, experience and certifications of each position. All credentialing and certification agencies listed in the matrix are state, federal or agency specific certifications.

Appraisal
The qualification matrix is a guideline that has worked well to establish staff development. All members have been made aware of this guideline and the steps to get ready for testing to the next higher level. All sworn members have met the required certifications for their position. Many members have used the matrix as a guide for their professional development as they have sought opportunities to act at the next higher position. The agency has made many updates to the qualifications matrix to make sure it stays current.

Plan
LFRA will continue to use the Qualifications Matrix as a guideline in preparing for and developing personnel towards professional credentialing. This guideline will continue to be evaluated and updated as necessary, currently it is planned to be evaluated and revised every three years.

References
LFRA Qualifications Matrix
**CRITERION 8B: TRAINING AND EDUCATION PROGRAM PERFORMANCE**

Training and education programs are provided to support the agency’s needs.

**Summary:**

Loveland Fire Rescue Authority (LFRA) has training and education programs in place to meet the needs of the organization. Many of these topics are covered in the LFRA Training Planning document and occur on an annual basis. Annual planning is completed with the Training Battalion and shift Captains to create and implement a yearly training calendar that outlines department-wide trainings. To create the annual training schedules, the agency evaluates establishes goals and objectives, as well as training events that were completed in previous years. These trainings are prepared and delivered in-house and oversight is provided by the program manager or the subject matter expert (SME) of the topic.

LFRA also encourages and supports training and education programs that are outside the organization but have a direct correlation with agency job descriptions. These programs are sponsored by organization such as: Colorado Division of Fire Prevention and Control (CDFPC), National Wildfire Coordinating Group (NWCG), National Incident Management System (NIMS) and Blue Card Hazard Zone Management.

The LFRA Qualification Matrix is designed to provide a sequential progression of certification for each position in the organization to support the training and education program for professional development.
A process is in place to ensure that personnel are appropriately trained.

Description
Loveland Fire Rescue Authority (LFRA) provides initial as well as on-going training and education programs that support the certification needs of all members. Minimum levels of training and certification meet or exceed the standards established by Colorado Division of Fire Prevention and Control (CDFPC), the National Wildland Coordinating Group (NWCG), the National Incident Management System (NIMS), the Colorado Department of Public Health and Environment (CDPHE) and the National Fire Protection Association (NFPA). Minimum training requirements for each position are identified in job descriptions and the LFRA Qualifications Matrix. Training and certification needs are established by evaluating agency needs, examining trends in the fire service, and assessing personnel input. All Operations Division personnel must complete sufficient training to maintain the certifications required for their position, as identified in the Qualifications Matrix and supported by the LFRA Training Manual. The training manual guides the members in the hands-on portion of the skill to ensure that all members are trained in a consistent manner. Members involved in the Special Operations Team must complete quarterly team trainings plus monthly self-study courses during “odd” years and a one (1) week Rescue School during “even” years. Members of the Community Safety Division must meet the certification requirements for the position held. All Officers and Acting Officers must maintain certification in Blue Card Hazard Zone Incident Command system. In addition, all supervisors complete leadership and supervisory training as required by the City of Loveland and LFRA. Additionally, LFRA supports member attendance at local, regional, and national training seminars/courses as well as a tuition reimbursement program.

Methodologies utilized to ensure proficiency include the following: company level training, scheduled in-service training, and multi-company evolutions. Member skill mastery is evaluated several times annually through the Company Qualifications Task (CQT) process as well as a variety of drills that are monitored by the shift Battalion Chiefs or members of the Training Division. The agency’s After Action Review (AAR) process provides frequent opportunities to evaluate individual and/or team deficiencies.

Appraisal
The various methods, such as CQT’s, Training Battalion evolutions, Battalion Chief Evolutions and AARs, that have been used to evaluate individual and team proficiency have been effective at identifying opportunities for improvement. LFRA’s training programs have meet all certification requirements from the CDFPC, NWCG, Blue Card and City of Loveland. The programs currently in place have provided sufficient direction to employees seeking advancement, as indicated by the large number of employees with certifications beyond their current level of employment. The Qualification Matrix has been a useful tool to guide employees seeking advancement towards promotion.

Plan
The LFRA Training Battalion, along with the Operations Division Chief, will review, evaluate, and revise current training plans as needed to ensure they remain applicable to the needs of the organization as well as the individual
members. The LFRA Training Manual will be maintained as a living document that gets updated annually to keep
current with best practices on fire-ground tasks. The evaluation methods currently employed will continue to be used
to monitor skill proficiency of individuals and teams.

References
LFRA Training Manual
LFRA Qualification Matrix
LFRA Training Calendar (2016)
Company Qualifications Task (CQT) documents
State of Colorado JPR requirements for certification
LFRA Job Descriptions
Revised Ground Ladder Training Manual Chapters (email 10-28-16)
8B.2 The agency provides a training schedule that meets the organization’s needs.

Description
Loveland Fire Rescue Authority (LFRA) provides daily, weekly, monthly, and annual training schedules that are accessible by all personnel through the agency’s computer network system. Long-term goals and objectives are outlined in the 2012 Strategic Plan and in the Training Division’s Annual Planning document. These goals and objectives drive the annual training plan. The long-term training plan is published annually while the short-term training schedule is released each month in the Fire & Events Calendar on Microsoft Outlook.

Training relative to fire/rescue services, special operations, wildland, Blue Card, EMS, and leadership/supervision is scheduled on a rotational basis to meet the needs of the organization and the individual. All personnel are expected to meet all Job Performance Requirements (JPR) for their current rank and certification levels. These JPR requirements must be completed every three (3) years to maintain certifications. All personnel certified as Emergency Medical Technicians (EMT) must completed 36 hours of continuing medical education every three (3) years, as prescribed by the Colorado Division of Public Health and Environment (CDPHE).

Appraisal
The use of the Fire & Events Calendar for the daily, weekly, and monthly training schedule has been shown to be both effective and efficient as a scheduling system, as demonstrated by the ability of all personnel to maintain their required certifications. The annual development of short- and long-range training goals and objectives has enabled LFRA to develop effective weekly, monthly, quarterly and annual training plans that has allowed all members ample opportunities to complete the training necessary to maintain all required certifications. This has been verified by the Training Battalion, which coordinates the certification renewal process.

Plan
The LFRA Training Battalion will continue to work with the shift Battalion Chiefs and Captains, as well as senior leadership, to evaluate agency training needs and to develop both short and long-range training schedules.

References
LFRA Qualification Matrix
LFRA Training Calendar
LFRA Training Program Annual Program Appraisal documents
State of Colorado Continuing Medical Education Requirements
State of Colorado JPR requirements for certification
8B.3 The agency evaluates individual and crew performance through validated and documented performance-based measurements.

Description
Loveland Fire Rescue Authority (LFRA) Training Battalion along with shift Battalion Chiefs and Captains evaluate individual and crew performance through the use of Company Qualification Tasks (CQT), multi-company live-fire evolutions and Training Battalion scheduled events throughout the year. Other methodologies utilized to ensure proficiency include company-level training, scheduled in-service training, and a variety of planned and unplanned training drills monitored by the shift Battalion Chiefs. The agency’s After Action Review (AAR) process provides frequent opportunities to evaluate individual and/or team performance.

Appraisal
The agency has been able to capture performance measurements of individual and crew performance using Company Qualification Tasks. These performance measures have been completed quarterly, as outlined in the LFRA Training Program Annual Appraisal. These performance measures have been completed as specific CQTs or blended into existing multi-company evolutions. The objectives and benchmarks for each CQT has been identified in the CQT and/or a lesson plan for the event.

Plan
The LFRA Training Battalion will continue to work with the shift Battalion Chiefs and Captains, to schedule, implement and evaluate individual and company-based performance measures at least quarterly, as outlined in the LFRA Training Program. These will continue to be guided off current CQTs, JPRs, and operational guidelines. The LFRA Training Battalion, along with the Operations Division Chief, will review, evaluate, and revise current performance tracking measures to ensure they remain applicable to the needs of the organization as well as the individual members.

References
- LFRA Training Program Annual Program Appraisal documents
- LFRA Training Calendar
- Company Qualifications Task (CQT) documents
- CTA Fall 2009 Structure Fire Evolutions report
- CTA Times for Fall 2009 Burn Evolutions
- CQT Performance Tracking
- CTA Burns (August 2016)
- Mutual Aid Burns (Sep 2016)
- CTA August 2016 Structure Fire Evolutions report
- State of Colorado JPR requirements for certification
The agency analyzes student evaluations to determine reliability of training conducted.

**Description**
The agency’s primary source of student evaluations is the after action review (AAR) process. LFRA personnel always perform some type of AAR after every training session. AARs may include a single apparatus, multiple apparatus, or multiple agencies, depending on the type of training session. AARs are designed to identify not only things that went well in the training evolution, but also to identify opportunities for improvement. AARs can also be used to identify if company performance is consistent with established training criteria, or if agency training guidelines should be modified.

If agency personnel provide training for an outside entity, the student evaluation process is used to provide information to the instructor about the information presented. If the agency hosts a training program that is provided an outside vendor, that vendor utilizes student evaluations to determine the reliability of training provided.

**Appraisal**
The use of the AAR process after training sessions has provided the agency with immediate and relevant information about the reliability of the training session. Information obtained during training session AARs has also been used to evaluate opportunities for improving existing training programs and/or processes.

**Plan**
The agency will continue to use the AAR process as the primary means to gather participant feedback after training sessions.

**References**
Sample live fire evolution lesson plan (August 2016 - August 4 - C Shift)
8B.5 The agency maintains a training records management system that meets recognized standards.

**Description**

Loveland Fire Rescue Authority (LFRA) maintains an electronic training file for each member that is contained in the agency’s internal computer network. Every member’s file contains an electronic copy of certificates that are required for their position, as outlined in the LFRA Qualification Matrix and the respective job description. These files are audited each time a new or renewed certification is submitted to the Training Battalion. Employee training hours, continuing education, and certification records are maintained in the agency’s electronic records management system, Emergency Technologies Inc (ETI).

**Appraisal**

The current training files, training file audits, and electronic record keeping has provided an effective means for maintaining individual/member training records and has demonstrate itself to be effective by allowing certification renewals without issue.

**Plan**

LFRA will continue to maintain, update and add to each individual’s electronic training folder as well as their ETI profile. The goal is to develop a system where the audit for these files occurs on an annual basis. LFRA will continue to support the use of ETI to document training and continuing education hours.

**References**

LFRA Qualification Matrix  
ETI Training Record Management System Screenshot  
LFRA Training Records (available on site via internal network)
**CRITERION 8C: TRAINING AND EDUCATION RESOURCES**

Training and education resources, printed and non-printed library materials, media equipment, facilities, and staff are available in sufficient quantity, relevancy, and diversity, and are current.

**Summary:**

The Loveland Fire Rescue Authority (LFRA) Training Center provides a fully functioning training facility which includes an up-to-date professional training library, computer simulation training center, classrooms with full computer teaching capabilities, five story tower, two story smoke house, two story burn building, single story positive pressure attack prop house, pump test pit, two flashover simulators, paved driving track, auto extrication area, collapse/confined space prop, five propane gas props, 3-bay garage with a training engine, cascade cylinder refilling station, and a full complement of training equipment and supplies. Loveland Fire Rescue Authority also staffs a full-time Training Battalion Chief and a Training Lieutenant.

The Training Center collaborates with multiple regional partners, not only fire service oriented but also law enforcement, EMS, and city-wide companies as well, to provide a multi-use training facility to the entire northeast all-hazards region of Colorado.
Facilities and apparatus are provided to support the agency’s all-hazards training needs. The agency has plans addressing any facilities and apparatus not available internally to complete training activities.

Description
The Loveland Fire Rescue Authority (LFRA) Training Center provides a fully functioning training facility which includes an up-to-date professional training library, computer simulation training center, classrooms with full computer teaching capabilities, five story tower, two story smoke house, two story burn building, single story positive pressure attack prop house, pump test pit, two flashover simulators, paved driving track, auto extrication area, collapse/confined space prop, five propane gas props, 3-bay garage with a training engine, cascade cylinder refilling station, and a full complement of training equipment and supplies. All Training Center props and training equipment within the Training Center are maintained by the Training Battalion. LFRA contracts with the City of Loveland Facilities Maintenance, Vehicle Maintenance, and other specialty companies for all operational maintenance and repairs.

Prior to all scheduled trainings, all facilities, apparatus, and personnel required for the completion of any training task are reserved and available and noted within the agency’s training calendar as well as the daily schedule.

Appraisal
With the full Training Battalion and maintained training facility, LFRA has been able to host numerous national and regional fire conferences, full special operation team trainings, full-scale multi-organizational simulation drills (fire, police, and EMS), outside organization fire academies, and regional police driving and K-9 trainings. In addition, the Training Center has allowed for each member of LFRA to have full access to its’ professional library and computer simulation center for continued education.

Plan
The Training Battalion Chief, with assistance from the Training Lieutenant, will continue to use the annual Training Program appraisal document as a tool for planning for all training center facilities, props, supplies and equipment. The agency is currently working to develop a Master Plan for the Training Center to guide the continued development and use of the Training Center. This document is anticipated for completion by the end of 2017.

References
LFRA Training Program Annual Program Appraisal documents
Training Area Map
8C.2 The agency has instructional personnel with teaching qualifications and expertise to meet its needs.

**Description**

In cooperation with the LFRA Battalion Chiefs and Captains, the Training Battalion ensures that quality and professional training are provided to all members of the Loveland Fire Rescue Authority. This is accomplished through centralized training provided by the Training Battalion, de-centralized training provided by the shift Battalion Chiefs and Captains, and ad-hoc training provided by the company officers.

The Training Battalion develops course outlines, selects qualified lead instructors, and provides oversight for recruit training academies and skills proficiency training for newly hired Firefighters, as well as for promoted Engineers, Lieutenants, Captains, and Battalion Chiefs.

**Appraisal**

The Colorado Division of Fire Safety has defined the qualifications that are required for fire instruction and proctoring of practical fire tests. LFRA has maintained an updated list of personnel who are certified and qualified to be proctors and instructors at every level and for every discipline, including firefighting, driver/operator, fire officer, fire instructor, tactical fire, HazMat, EMS, and all disciplines of special operations and rescue.

**Plan**

The Training Battalion will continue to ensure that the instructor list is current, and encourage LFRA personnel to continue to strive to become instructors and proctors.

**References**

LFRA Training Program Annual Program Appraisal documents  
Colorado Division of Fire Safety Professional Qualifications and Training  
NFPA 1403 Standard on Live Fire Training Evolutions  
LFRA Qualification Matrix
8C.3 Instructional materials are current, support the training program, and are easily accessible.

Description
The Training Battalion ensures that an up-to-date, on-site professional library is maintained, and that the library includes a wide variety of books on topics that are related to firefighting (structure, wildland, ARFF, vehicle, etc), special operations rescue (hazmat, dive, rope, confined space, collapse, trench, and large animal), apparatus procedures and practices, hydraulics and pumping, officer development, leadership, supervision, management, etc.

In coordination with the Battalion Chiefs and Captains, the Training Battalion keeps an online training file with all current PowerPoint trainings and videos, so that each member of LFRA can access and review trainings at any time. In addition, webinar trainings with multiple companies are recorded so that any member not in attendance can view them at a later time.

Appraisal
In earlier years, each LFRA fire station would keep a library of references and educational texts for use by the staff who were stationed there. Consolidation of all of these libraries at the LFRA Training Center has ensured that old texts were recycled, while updated texts and references have been purchased. This has also enhanced record keeping for the number and use of the texts and references. In the past, video recording of trainings and webinars for later viewing was not accessible.

In January 2017, the Training Battalion developed and implemented a new study guide program to assist with training new recruits. The Engine Company Study Guide, Support Company Study Guide, and LFRA Taskbook were distributed to all personnel with instructions that each new employee and their company were responsible for completing the taskbooks together.

Plan
The LFRA Training Battalion will continually evaluate LFRA’s educational supporting systems to stay current with all new instructional methods, academic technology, textbooks, and online references.

References
LFRA Training Program Annual Program Appraisal documents
Colorado Division of Fire Safety Professional Qualifications and Training
LFRA Training Library
Engine Company Study Guide
Support Company Study Guide
LFRA Taskbook
OJT Study Guides (email 2-21-17)
8C.4 The agency has a process for purchasing, developing, or modifying existing curriculum to meet its needs.

Description
The Training Battalion coordinates and communicates with the Operations Division Chief and the Public Safety Administrative Director to develop the annual training budget for all future, and potentially immediate educational needs for the LFRA Training Program.

Appraisal
The LFRA training program has been a constant work in progress, as are most successful educational facilities. Information and education technology has grown exponentially throughout the years. The LFRA training program has been moving to a more paperless recording and training system, to keep apprised with new technology.

Plan
As noted in the LFRA Training Program Appraisal, there are specific objectives and timelines for purchasing, developing, and modifying existing curriculum to keep up with, and stay ahead of, changing technology.

LFRA will continue to evaluate the organizational training needs. This will be required to meet new organizational goals, national standards/practices, and certification requirements. The Training Battalion will continue to re-evaluate the LFRA training needs by using various resources and personnel. Some of these resources are the annual program appraisal documents for training and other related program appraisals that will require specialized training, the LFRA strategic plan, and the Community Risk and Emergency Services Assessment – Standards of Cover document as guiding documents for future/projected training needs.

References
LFRA Training Program Annual Program Appraisal documents
LFRA Training Manual
LFRA Strategic Plan
Community Risk and Emergency Services Assessment – Standards of Cover document
8C.5 Equipment utilized for training are properly maintained in accordance with the agency’s operational procedures. The agency makes training equipment readily accessible to instructional personnel.

Description
The LFRA Training Battalion ensures that all assigned tools, equipment, and vehicles are maintained in a safe, serviceable, and professional condition in order to meet all training needs and are in accordance with LFRA operational guidelines. This is accomplished in cooperation with LFRA personnel and City of Loveland Vehicle Maintenance.

The Training Battalion also ensures that all LFRA training facilities and training props are maintained in a safe, serviceable, and professional condition in order to meet all training needs. This is accomplished in cooperation with LFRA personnel and City of Loveland Facilities Maintenance and specialty service companies.

Appraisal
The use and demands on the LFRA Training Center have grown exponentially over the years. The need for proper maintenance of all training equipment and facilities has been vital to the continued success of the operation of the entire Training Center. Any deficiencies that have been noted to facilities, equipment, supplies and/or vehicles have been promptly corrected by the appropriate professional service.

Plan
All Training Center training equipment and facilities will continue to be evaluated on a daily, weekly, and monthly basis for their maintenance and any needed repairs, in accordance with established LFRA operational guidelines. In line with the LFRA Strategic Plan, all training equipment, apparatus, and facilities are annually evaluated for necessary replacement or updating. The Training Battalion will continue to work with City of Loveland Vehicle Maintenance and Facilities Maintenance to ensure that vehicles and buildings remain in good condition.

References
LFRA Training Program Annual Program Appraisal documents
LFRA 2012 Strategic Plan
The agency maintains a current inventory of all training equipment and resources.

**Description**

The LFRA Training Battalion ensures that all assigned tools, equipment, and vehicles are maintained and inventoried in a safe, serviceable, and professional condition in order to meet all training needs and are in accordance with LFRA operational guidelines. This is accomplished by LFRA personnel in cooperation with City of Loveland Vehicle Maintenance.

The Training Battalion also ensures that all LFRA training facilities and training props are maintained and inventoried in a safe, serviceable, and professional condition in order to meet all training needs. This is accomplished in cooperation with LFRA personnel and City Facilities Maintenance and specialty service companies.

The agency maintains an updated list of books, periodicals and videos that are in the Training Center Library.

**Appraisal**

The LFRA Training Center use and demands on its use, has grown exponentially over the years. The need for proper maintenance of all training equipment and facilities has been vital to the continued success of the operation of the entire training center.

**Plan**

Within LFRA operational guidelines, all Training Center training equipment and facilities will continue to be inventoried on a daily, weekly, and monthly basis, as documented in the annual training program appraisal document.

In line with the LFRA Strategic Plan, all inventoried training equipment, apparatus, and facilities will continue to be evaluated annually for necessary replacement or updating.

**References**

LFRA Training Program Annual Program Appraisal documents
LFRA 2012 Strategic Plan
Training Area Map
LFRA Training Library
A selection process is in place for training and educational resource materials.

**Description**

In cooperation with the Battalion Chiefs and Captains, the Training Battalion staff ensures that quality and professional training are provided to all members of the Loveland Fire Rescue Authority. This is accomplished through centralized training provided by the Training Battalion, de-centralized training provided by the shift Battalion Chiefs and Captains, and ad-hoc training provided by the company officers. Each subject matter expert who serves as an instructor is responsible for coordinating and communicating any continuing education and instructional needs to the Training Battalion who, in turn, evaluates the material(s) against LFRA training standards and certification requirements to determine if the selected training materials and resources meet agency requirements.

**Appraisal**

LFRA has historically been very well known within the region and state for its training capabilities. The resource materials have been specifically selected to support required rank level certification (i.e., a Fire Officer I certification for a Lieutenant position would be required to study from the *Fire and Emergency Services Company Officer fifth edition* book). Resources have been purchased as budget allows and stored in the library at the Training Center. Additional resources to support fire service trends have also been purchased, such as fire service trade journals or fire service books for professional development. Another LFRA trend has been the sharing of articles found online for the various fire service related topics. This sharing can come from any rank within the organization as long as it meets the Administrative Regulation – Monitoring and Use of Electronic Media.

**Plan**

The LFRA training staff will continue to evaluate training and educational needs with support from the executive staff, battalion chiefs, captains, and line personnel to ensure the appropriate resources are available to firefighter growth and development.

**References**

Monitoring and Use of Electronic Media Administrative Regulation
LFRA Training Library
LFRA Training Program Annual Program Appraisal documents
Training materials are evaluated at least annually, to reflect current practices and meet the needs of the agency.

Description
The LFRA training materials are evaluated on a regular basis. This is accomplished under various means. Either subject matter experts or lead instructors are tasked with continually improving either their curriculum or own skill mastery for their area of discipline. The training staff also stays informed with the recommendations from the Colorado Fire Training Officers Association and Division of Fire Prevention and Control updates to training and testing reference materials.

Appraisal
The process of evaluating training materials has been deemed successful based on the successful completion of new certifications, course delivery, and overall training program delivery. New materials, data, and online learning has been ongoing at nearly every level of the organization.

Plan
The LFRA training staff will continue to evaluate training material needs on a regular basis and support lead instructors and subject matter experts with the growth and development of their curricula. In early 2017, the LFRA training staff plans to develop a formal evaluation process for courses and instructors that students will be able to complete immediately following a training. Recommendations will be evaluated by the training staff and adjustments will be made to improve courses and/or the delivery of them.

References
LFRA Training Program Annual Program Appraisal documents
Essential resources are defined as those mandatory services or systems required for the agency’s operational programs to function. They should be given the same value of importance as a primary program. Appropriate adjustments may be necessary in the self-analysis to adapt the typical components listed below to the local situation. For example, when reviewing a water supply system, the evaluation may not be limited to conventional resources such as water lines and hydrants, but may include alternative resources, such as tankers (tenders), ponds, streams, lakes, cisterns, etc.
**CRITERION 9A: WATER SUPPLY**

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements in accordance with applicable fire flow criteria.

**Summary:**
Loveland Fire Rescue Authority (LFRA) serves an area of approximately 197 square miles that includes urban, suburban, rural and wilderness/remote areas. Four water districts provide the majority of hydrants in the LFRA response area. Firefighting water is typically able to meet agency and incident demands as a result of a pressurized water infrastructure that includes gravity, pump and aboveground storage systems. At times, LFRA must rely on alternative water supply in the rural and wilderness/remote areas, such as fire department water tenders, cisterns, reservoirs and rivers.

The agency maintains close partnerships with the multiple water districts as a result of regular interaction through planned quarterly meetings and the development review process. LFRA will continue to strengthen these relationships to meet anticipated construction development and population growth in the next 10-20 years.

LFRA plans to close an identified gap in water district mapping to ensure data is available on all fire apparatus mobile laptops.
9A.1 The agency establishes minimum fire flow requirements for new development in accordance with nationally and internationally recognized standards. This information should be included in the fire risk evaluation and pre-fire planning process.

Description
The LFRA Community Safety Division’s (CSD) development review team reviews all proposed commercial and multi-family structures and residential subdivisions for compliance with fire flow requirements based on the locally adopted codes and standards, built-in fire protection systems, emergency vehicle access and occupancy type/risk. Fire flow information is provided to all LFRA personnel and external customers through historic water flow data obtained and managed by the CSD and the municipal water districts. Available flow and pressure can vary greatly based on elevation, utilization of pump stations and other variables, and this information is included in the pre-fire planning process.

Appraisal
CSD has utilized a consistent process during development review to assess new and remodeled buildings and subdivisions for compliance with adopted codes. Certified plan reviewers have provided minimum fire flow requirements during the planning and permitting processes and inspectors have collaborated with water districts to test existing hydrants and provide flow data for fire protection system design. The variable water delivery capabilities of the multiple rural water districts have, at times in the past, resulted in inconsistent fire flow requirements for residential subdivisions. The CSD has provided fire flow information on existing buildings when approached by Operations Division personnel, but communication has not been consistent. LFRA was among the four largest fire departments in the county that recently worked jointly to produce the same minimum development standards, including fire flow, among these jurisdictions.

Plan
LFRA plan reviewers will continue to calculate required fire flow based on building size, construction type, occupancy group, fixed fire protection and emergency vehicle access. During the next code adoption cycle, LFRA will develop standardized, consistent fire flow requirements for new rural residential subdivisions and will implement the same development standards of the three other larger fire departments in Larimer County. The availability of flow data for existing structures will be included in the pre-plan folders to improve accessibility for Operations Division personnel.

References
LFRA Development Review process
2012 International Fire Code Appendix B and C as Amended and Adopted by LFRA
LFRA Pre-Plan Program information
9A.2 An adequate and reliable water supply is available for firefighting purposes for identified risks. The identified water supply sources are sufficient in volume and pressure, based on nationally and internationally recognized standards, to control and extinguish fires.

Description
LFRA assesses water supply information using construction information provided to City of Loveland Water and Power Department by the various water districts. This information is maintained in an ArcMap program. Operations Division personnel utilize municipal hydrants for the majority of fires, but also rely on approved alternative means, such as fire department water tenders, underground storage cisterns or bodies of water (rivers, reservoirs and lakes).

Fire plan reviewers have access to the City’s ArcMap program to view and analyze water-delivery systems (water mains, hydrants, pressure pumps, valves, fire lines, etc.) within the LFRA jurisdiction, with the exception of the Town of Johnstown, which has not yet mapped its water supply system. The geographic information system is maintained by City of Loveland Water and Power Division. Water districts provide as-built construction drawings that are entered into ArcMap to maintain accurate water supply information.

Appraisal
LFRA has assessed water flow needs during the development review process for several decades by utilizing locally adopted codes and standards. When minimum requirements have not been capable of being met, the agency has typically required fixed suppression systems (commercial or residential). Suppression measures in rural areas have often relied on water tender shuttle operations or alternative water sources. The two largest water districts (City of Loveland and Fort Collins-Loveland Water District) have improved water pump and storage capacity in traditionally underserved areas. The Town of Johnstown has not created water main or hydrant maps and that has slowed development plan reviews. During 2016, LFRA geo-located all hydrants within the Johnstown portion of the LFRA response area and worked with the Loveland Emergency Communications Center to get those locations into the agency’s computer-aided dispatch system.

Plan
LFRA will continue to work with its municipal water providers to maintain an adequate, reliable water supply. During 2017, the LFRA Deputy Fire Marshal will work with the Town of Johnstown development and utilities staff to schedule regular meetings to improve the sharing of water supply information in their area. At a minimum, these meetings will be scheduled at least once annually.

LFRA will partner with FCLWD to identify private water systems, including hydrants, in that district and provide inspection/testing/maintenance requirements to the property owners.

References
ArcMap Water Utility Information
Little Thompson Water District Maps
LFRA Mutual Aid Maps
2012 International Fire Code Appendix B and C as Amended and Adopted by LFRA
9A.3 The agency maintains regular contact with the managers of public and private water systems to stay informed about available water supplies.

Description
Four water districts supply almost all of the pressurized water supply systems for firefighting water to Loveland Fire Rescue Authority: City of Loveland Water, Fort Collins-Loveland Water District (FCLWD), Town of Johnstown Water, and Little Thompson Water District (LTWD). Three other water purveyors – City of Greeley Water, Bureau of Reclamation and North Carter Lake Water District – have fewer than five hydrants each in small pockets of the LFRA response area. LFRA maintains close, regular contact with the four largest water districts related to firefighting issues and construction development.

Because of Loveland’s proximity to the foothills of the Rocky Mountains, the main water districts rely on gravity, aboveground storage tanks and a series of pumps to provide and maintain reliable water supplies. LFRA meets quarterly with City of Loveland Water and FCLWD to discuss and resolve issues that could affect service, and at least twice weekly in development meetings with City of Loveland Water engineers. Loveland Water employs an engineer who can produce water models when requested by LFRA. FCLWD, Johnstown Water and LTWD are part of the development review process in their areas.

Appraisal
LFRA has maintained regular contact with the four largest municipal water districts within the agency’s response area. All of these water districts have been actively involved in the development review processes. The agency has maintained contact with the three smaller water purveyors on an as-needed basis.

Plan
LFRA will continue to maintain its relationships with the four main water purveyors in the agency’s response area. While there is one point of contact for districts to communicate service interruptions, LFRA will formalize the process during 2017, and include contacting Loveland Emergency Communications Center in the process.

References
LFRA Water Districts Map
LFRA Development Review process
The agency maintains copies of current water supply sources and hydrant maps for its service area.

**Description**
LFRA maintains copies of maps in mobile laptops in all apparatus. These maps include locations of hydrants and other water sources. During larger incidents, water utilities representatives respond with detailed water main maps to assist suppression operations. The ArcMap system maintained by the City of Loveland Water and Power Department includes all water system features for not only City of Loveland Water, but also Fort Collins-Loveland Water District, Little Thompson Water District, North Carter Lake Water District, City of Greeley Water, and Bureau of Reclamation. The agency maintains a paper copy of the Town of Johnstown water supply.

**Appraisal**
LFRA has been provided with full access to the City of Loveland Water and Power’s ArcMap system to have access to updated maps of water system infrastructure for the entire response area. The ArcMap system has not been updated with the Town of Johnstown water system area because the Town of Johnstown Water has not yet electronically mapped its water main and hydrant locations. Because of identified gaps in CAD services, only City of Loveland hydrants have been provided on the apparatus-mounted laptops. In 2016, LFRA coordinated with the Operations Division, Community Safety Division, Loveland Emergency Communications Center and the CAD service provider to ensure all hydrants were located on the mobile laptops via the CAD system.

**Plan**
LFRA will work with the Town of Johnstown to develop reliable and accurate water supply and hydrant information and will continue to work with all water districts to maintain hydrant maps.

**References**
ArcMap GIS Program
Description
LFRA protects a variety of geographic areas and buildings: century-old, redeveloping downtown, and City core residential subdivisions; new residential developments and high-tech commercial buildings; and acreages and smaller commercial structures in rural/wilderness areas that include a large river canyon. Per the agency’s most recent ISO evaluation, urban areas have adequate firefighting water, while some areas of the Loveland Rural Fire Protection District have limited or no hydrant coverage. Since the 1970s, LFRA’s development review process has required that hydrant location and fire flow meet the requirements of the adopted Fire Code. The current standards, based on Appendix B and C of the International Fire Code (IFC), require hydrant spacing of 400 to 600 feet to the structure and a hydrant within 150 feet of every fire department connection (FDC). Commercial structures and multi-family dwellings require greater fire flow than one- and two-family homes. In rural areas without available water supply, new occupied structures are required to be protected by an approved fire-sprinkler system. The three largest water districts (City of Loveland Water, Fort Collins-Loveland Water District and Little Thompson Water District) have improved their capabilities by building new pressure pump stations.

Appraisal
The installation of hydrants and fixed fire protection based on adopted fire code requirements has allowed LFRA to provide adequate fire protection in urbanized and/or developed areas. The agency has communicated with the larger water districts that there is a need to improve fire flow via pressure pumps and/or new or larger water mains in some geographic areas to keep pace with the significant construction development that is anticipated in the next decade. City of Loveland Water Department opened a new water treatment plant in 2016 to meet predicted growth and has been actively replacing lower-quality infrastructure.

Plan
LFRA will continue to apply IFC requirements and partner with its water districts to ensure adequate firefighting water in areas of anticipated development. The City of Loveland maintains some two-port hydrants (two 2.5-inch hose connections) in the center core of the City. During 2017, LFRA will work with the City of Loveland Water Department to evaluate options, plans for replacement, and to develop a prioritized replacement schedule.

References
LFRA Development Review process
2012 International Fire Code Appendix B and C as Amended and Adopted by LFRA
9A.6 Fire hydrants are located so that each is visible and accessible at all times.

Description
Public and private hydrants in the LFRA response area are located to be visible and accessible to responders. Hydrants are painted bright orange to increase visibility and recognition for firefighters. LFRA follows the requirement of the adopted International Fire Code (IFC) that vegetation, fences or other obstructions be at least three (3) feet clear from the stem of the hydrant. The water districts are responsible for maintaining the clearance, but LFRA’s Community Safety Division (CSD) contacts water district representatives if they are made aware of obstructed hydrants. Law enforcement agencies enforce Colorado law that requires parked cars be a minimum 15 feet from a hydrant. Utility inspectors attempt to point hydrant steamer connections in the most advantageous location for fire operations and have the center of the steamer cap a minimum 18 inches above grade for hydrant wrench operation.

Water districts notify CSD and/or the Loveland Emergency Communications Center (LECC) when hydrants are placed out of service and this information is relayed to responders via both an agency-wide email and creation of a notice in the “Pending Queue” on the fire station dispatch status screens and apparatus laptops.

Appraisal
Hydrant accessibility issues typically have been quickly resolved by the water districts and information has been shared with and between the water districts, LFRA and LECC. LFRA has not established a formalized process for water utilities to relay out-of-service information so the agency has not always been provided with updated information from water districts.

LFRA recently agreed to a utility request to change to all-orange hydrants, instead of the historical orange body and white bonnet, in order to reduce maintenance costs.

Plan
LFRA will work with water districts to develop a formalized process to relay hydrant outages in advance to the fire department and communications center. Water districts will be requested to confirm all hydrants in the LFRA response area are orange.

References
2012 International Fire Code
9A.7 Public fire hydrants are inspected, tested, and maintained in accordance with nationally and internationally recognized standards. The agency’s fire protection related processes are evaluated, at least annually, to ensure adequate and readily available public or private water.

**Description**

The water districts within LFRA’s response area own and are responsible for inspecting, testing and maintaining (ITM) the public hydrants within their geographic areas. ITM requirements for each water district is based upon their individual policies, the adopted International Fire Code, American Water Works Association (AWWA) standards, and NFPA 25: Standard for the Inspection, Testing, and Maintenance of Water-Based Fire Protection Systems.

In LFRA, only the Fort Collins-Loveland Water District (FCLWD) has a significant number of privately-owned and maintained water mains and hydrants.

**Appraisal**

Approximately 30 years ago, LFRA determined that inspection, testing, and maintenance (ITM) of fire hydrants was best left to the water districts that constructed and owned the water mains and hydrants. Deferring hydrant ITM to the individual water districts has ensured the water distribution systems have been maintained to be capable of meeting firefighting needs.

The agency has determined that some property owners of private hydrant systems within the FCLWD district have been unaware of their responsibilities for hydrant ITM.

**Plan**

LFRA will continue to resolve any water operations issues with the appropriate water districts and will partner with FCLWD to identify private systems in that district to assist the property owners with identifying ITM requirements.

**References**

- 2012 International Fire Code
- NFPA 25: Standard for the Inspection, Testing, and Maintenance of Water-Based Fire Protection Systems
- American Water Works Association hydrant ITM standards
9A.8 The agency identifies and plans for alternate sources of water supply for those areas without hydrants, where hydrant flows are insufficient, or in the event of a major disruption in public water supply capabilities.

Description
The Loveland Fire Rescue Authority (LFRA) plans for alternate and continuous sources of water supply for areas of the jurisdiction without fire hydrants, for areas where hydrant flows are not sufficient, and for circumstances where a natural or man-made disaster might disrupt the public water supply capabilities. Static water sources such as lakes, ponds, streams, and rivers are identified on both paper maps and laptop computers mounted in LFRA fire apparatus. Additionally, water shuttle operations are employed by using a combination of LFRA water tenders and those available through mutual and automatic aid agreements. Apparatus are sequentially assigned to the incident through an alarm level system that is built out to the fifth alarm and utilizing departments in Larimer, Weld, and Boulder counties.

LFRA provides training to personnel for rural water supply operations and this is reinforced through the use of three Training Manual documents: Water Supply Operations – Rural and Water Supply Operations – Wildland, and Structure Fires – Rural Water Supply. The areas where LFRA can provide a consistent water shuttle capability are assigned an Insurance Services Office (ISO) Public Protection Classification (PPC) rating of 3.

Appraisal
As stated above, an ISO PPC rating of 3 has been assigned to areas where a water shuttle capability has been demonstrated. Training of LFRA personnel in drafting, water shuttle operations, and the responsibilities of the Water Supply Officer has occurred on an annual basis. However, no other formal method of analyzing LFRA water shuttle proficiency has been used by the organization. Limitations associated with this type of training are associated with selecting realistic sites for supply and dumping, and shift resource requirements during training sessions in order to provide for emergency response without taking apparatus out-of-service for training.

Plan
LFRA will continue to provide training to personnel related to water supply for areas of the jurisdiction without fire hydrants, for areas where hydrant flows are not sufficient, and for circumstances where a natural or man-made disaster might disrupt the public water supply capabilities. LFRA will also continue to use the alarm level system to deliver an adequate amount of water tenders to the scene of emergencies in rural areas lacking municipal water systems.

References
Driver/Operator Power Point
LFRA Insurance Services Office Project, Mapping folder
LFRA Insurance Services Office Project, Water Supply
Structure Fires – Rural Water Supply
Water Supply Operations – Rural
Wildland Water Supply
LFRA Alarm Levels
Storm Mountain Water Supply (email 8-8-16)
ISO PPC Rating documents
LFRA Training Calendars
Description
The Loveland Fire Rescue Authority (LFRA) has established operational procedures in place to provide for substitute and continuous sources of water supply for areas of the jurisdiction without fire hydrants, for areas where hydrant flows are not sufficient, and for circumstances where a natural or man-made disaster might disrupt the public water supply capabilities. Training programs are developed based on the *Fire Service Hydraulics and Water Supply* textbook and *Pumping Apparatus Driver/Operator Handbook*. Static water sources such as lakes, ponds, streams, and rivers are identified on both paper maps and laptop computers mounted in LFRA fire apparatus. Additionally, water shuttle operations are employed by using a combination of LFRA water tenders and those available through mutual and automatic aid agreements. Apparatus are sequentially assigned to the incident through an alarm level system that is built out to the fifth alarm and utilizing departments in Larimer, Weld, and Boulder counties.

LFRA provides training to personnel for rural water supply operations and this is reinforced through the use of three Training Manual documents: *Water Supply Operations – Rural*, *Water Supply Operations – Wildland*, and *Structure Fires – Rural Water Supply*.

Appraisal
The only formal method employed to evaluate LFRA water shuttle operations has been through the Insurance Service’s Office (ISO) Public Protection Classification (PPC) rating system. LFRA has provided training to all Operations personnel in drafting and water shuttle operations, and the responsibilities of the Water Supply Officer. The only methods that have been used to evaluate the effectiveness of a water shuttle operation were (a) through observation during training sessions and (b) determination of whether or not there is an adequate amount of water on scene during rural firefighting operation.

Plan
Using the ISO evaluation as a foundation, LFRA will employ the necessary methods to more accurately determine water supply needs during training sessions that simulate areas of the jurisdiction without fire hydrants, areas where hydrant flows are not sufficient, and for circumstances where a natural or man-made disaster might disrupt the public water supply capabilities.

References
*Driver/Operator PowerPoint*
LFRA Insurance Services Office Project, Mapping folder
LFRA Insurance Services Office Project, Water Supply
*Structure Fires – Rural Water Supply*
*Water Supply Operations – Rural*
CRITERION 9B: COMMUNICATION SYSTEMS

The public and the agency have an adequate, effective, and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies having the need for distribution of information.

Summary:

In 2013, the Communication Program became a three-tiered system of 800 MHz communications, VHF communications, and messaging. Loveland Fire Rescue Authority (LFRA) participates in the Northern Colorado Radio Communications Network (NCRCN). The agency’s radio system allows for improved oversight of each component, allows for a simplified delegation of responsibility, and allows LFRA to communicate with all emergency response partners.

The LFRA Communications Team is tasked with build a radio communications program that will endure. LFRA owns a relatively new fleet of radios that meet the current technology available, with the digital trunked 800 MHz radio as the agency’s primary communication radio. The agency also maintains a small number of VHF radios. A capital replacement plan has been developed and implemented to ensure that LFRA remains on track to responsibly replace and maintain a technologically current fleet of radios.

The agency uses cellular phone-based digital messaging as an additional method for incident notification. In October 2013, messaging transitioned from a commercial carrier to a government contact company. In addition, the agency also implemented the use of Active 911 as a backup messaging platform in 2014.

In early 2016, the agency joined forces with several partners to replace the primary radio system communications monopole at Fire Station 1. Project partners included multiple City of Loveland departments, LFRA, and Thompson Valley EMS (TVEMS).
9B.1 A system is in place to ensure communications with portable, mobile, and fixed communications systems in the field. When an area is identified as not being capable of adequate emergency scene communications, such as inside buildings or below grade level, an operational plan is written.

Description

Loveland Fire Rescue Authority (LFRA) is a member of the Northern Colorado Radio Communications Network (NCRCN), which is part of the State of Colorado Digital Trunked Radio System (DTRS). NCRCN provides LFRA with access to seven (7) communication sites in addition to the three (3) provided by Larimer County and the three (3) provided by the State of Colorado. This provides for adequate communications coverage throughout LFRA’s response area.

In 2013, LFRA’s Communication Program became a three-tiered system consisting of 800 MHz communications, VHF communications, and messaging. This system allows for improved oversight of each component and for simplified delegation of responsibility. The Communications Program is managed by the LFRA Communications Team, which is supervised by an Operations Division Captain and staffed with several Operations Division personnel.

LFRA owns a relatively new fleet of radios that meet the current technology available. Each apparatus is equipped with a mobile dual-band radio that is capable of working on both 800 MHz and VHF systems. Each apparatus is also assigned a sufficient number of portable radios to ensure that each member on that apparatus is assigned a portable radio while on duty. In addition, staff vehicles and command vehicles are equipped with an 800 MHz mobile radio, VHF mobile radio, and spare 800 MHz portable radios. The agency has established a capital replacement plan, with 2014 being the first year of radios replaced under this program. This plan was designed to ensure that LFRA remains on track to responsibly replace and maintain a technologically current fleet of radios. The Communications Team updates and verifies the information database of the radio fleet so that it can be maintained, replaced, and planned for using the most accurate data available.

The VHF radios are used for wildland fires when LFRA is involved with a Type IV or greater incident. LFRA transitions to VHF frequencies once resources from Larimer County Emergency Services or the United States Forest Service are assigned to the incident. The overhead from Larimer County have 800 MHz radios but their engines and personnel only have VHF capabilities. The VHF component currently has an inventory of 14 analog portables and 18 digital portables. These portable radios have a life expectancy of 5-7 years, depending on use. This life span led to the development of an annual replacement plan of VHF portable radios.

Appraisal

The current communications systems consisting of portable, mobile, and fixed communications systems has been very reliable and has allowed agency personnel to effectively communicate with all local and regional emergency service partners. LFRA has met and/or exceeded the OSHA and NFPA standards for fire service communications. In
addition, the current system has allowed for interoperability and operability with auto/mutual aid departments through the use of NCRCN as well as State of Colorado mutual aid channels.

In October 2013, the agency’s messaging service transitioned from a commercial carrier with alpha/numeric pagers to a government contract company. The agency’s Communications Team, in consultation with senior leadership, determined that the service LFRA was receiving from the commercial carrier was not meeting agency needs. Devices were not being properly supported and agency personnel had been consistently reporting extreme variability in receiving notifications and messages via the existing service. The agency’s Communication Team determined that moving towards a communications company that understood the needs of a public service operation would improve service and provide more reliable messaging. Thus, use of alpha-numeric pagers was stopped and the agency transitioned to messaging via cellular phones. The agency also developed a process to implement redundant messaging through the implementation of Active 911 as a backup messaging platform. Agency personnel have recognized several benefits from Active 911, including incident mapping, driving directions, the ability for the system to be managed by LFRA personnel, the ability to receive mutual aid incident notification and information, and the ability to build different user groups for enhanced notifications. Each front line apparatus has been assigned a cellular phone with Active 911 and the cellular messaging system. Since making this switch to mobile phone-based messaging services, agency personnel have found that messages are consistently received, that customer service has been available 24 hours per day/seven days per week, and that the system has been easily modified.

Plan
The Communications Team will continue to strengthen the overall effectiveness of the agency’s communication resources and plan for future improvements through fiscally responsible evaluation of new technology, continuing education, and public and responder safety. The Communications Team will continue to use the annual program planning document as the platform for monitoring program effectiveness and building sustainable plans for the future.

References
 LFRA Communications Program: Annual Program Planning and Appraisal documents
 Northern Colorado Radio Communications Network IGA
 Colorado Public Safety Communications System Wide Business Plan
9B.2 The emergency communications system is capable of receiving automatic and/or manual early warning and other emergency reporting signals.

Description
The Loveland Emergency Communications Center (LECC) is capable of receiving 911, non-emergency, text and administrative telephone calls. LECC uses the VisiCAD/Tri Tech mapping solution for geocoding of 911 calls for service. The telephone system provides interoperability with all nearby county public safety answering points (PSAPs): City of Fort Collins, Colorado State University, Larimer County and the Town of Estes Park.

The LECC’s operational standard requires that top priority lines (911) are answered on the first ring with few exceptions. Any 911 call that is not answered within 20 seconds is transferred to Larimer County. High priority lines (TDD, alarm, TVA, and ringdowns) are expected to be answered by the third ring. Business lines and City of Loveland extensions are expected to be answered as soon as possible, but are not given priority over other lines.

LECC has a policy in place that addresses emergency traffic and the Emergency Radio Button that is active on all mobile and portable radios. Communication Specialists are trained in the proper procedures in the event this system is activated.

LECC is capable of receiving automatic and/or manual early warning and emergency reporting signals in several ways. Portable radios and laptops are equipped with an Emergency Radio Button. When a radio alarm is activated, it activates an alarm at all of the dispatch consoles and it provides the Communication Specialist with a radio ID (“alias”) of the radio’s user. Methods of receiving automatic and manual early warning signals are accomplished through internet access, National Weather Service, Larimer Emergency Telephone Authority (LETA) Emergency Notification System, alarm monitoring agencies, etc. This would include weather statements, aircraft emergencies, civil disturbances, nuclear incidents, and other warning requiring action by the City of Loveland and/or Larimer County.

Appraisal
LECC upgraded to a 911 Viper System in 2013, and upgraded the computer-aided dispatch (CAD) system in April 2016, which has provided for a very robust communications system. LECC has worked with other partner PSAPs that have developed the same capabilities within their respective communication centers. This has provided all of Larimer County with a robust back-up system.

LECC has been fully supported and has cooperation from the Larimer Emergency Telephone Authority (LETA). Since 1990, LETA has maintained the 911 infrastructure for the entire county of Larimer.

Plan
LECC will continue to research hardware and software improvements that directly impact the ability to quickly answer, process and dispatch response agencies to calls for assistance. LECC will continue to be an active participant in local, regional and state associations that are relative to emergency communication centers. These
associations include the Association of Public Safety Communication Officials (APCO) and the National Emergency Number Association (NENA).

The system of emergency signals and early warning alarms will continue to be monitored and updated as needed. LFRA will continue to ensure that radio aliases are up-to-date in the Communication Center.

References
LECC #10 – Telephone Obtaining Information
Larimer Emergency Telephone Authority
Loveland Fire Rescue Authority Office of Emergency Management
LECC Policies for LFRA
Description
Loveland Emergency Communication Center (LECC) is the primary dispatch center for Loveland Fire Rescue Authority (LFRA), City of Loveland, Loveland Police Department (LPD), Thompson Valley Emergency Medical Service (TVEMS), and Berthoud Fire Protection District (BFPD). The LECC is a well-equipped, modern and technologically advanced emergency communications center. It is continuously upgraded in an effort to maintain a functional and well equipped center for both the present and future. The current staffing level primarily dispatches from eight work stations, which allows for a variety of configurations for the Communications Specialists. There are two (2) additional workstations, which are primarily used as training consoles or for overstaffing during special events. These workstations are designed exactly the same as all of the operational workstations.

All workstations provide for the comfort and functionality of dispatcher operations by employing the following: sit or stand consoles, individual climate control, two ergonomic keyboards, 10-key pad, controlled lighting, wireless headphones, seven monitors (five for CAD, one for the radio and one for the phone system) and a video wall displaying major news/weather/information channels. Each of the dispatch consoles is equipped with a computer that gives the Communication Specialist direct access to the Tri-Tech computer aided dispatching (CAD) and other pertinent information such as property address files, internet and GIS map files. Communication Specialists are able to send information about a call for service to laptops, cell phones and station printers, and they have the ability to playback both phone calls and radio traffic to verify information before dispatching an incident.

Appraisal
The communication system has been adequately equipped, and has met all communications needs for the agencies served. The LECC is an Accredited Center of Excellence (ACE) through the International Academies of Emergency Dispatch.

Plan
The LECC will continue to use the existing dispatching equipment and software. The LECC will continue to monitor and evaluate all systems to ensure that it meets the needs of LFRA as well as LECC employees.

References
Loveland Police Department Xybix Contract GS-27F-0028X (Copy in the LECC)
City of Loveland LECC overview
The uninterrupted electrical power supply for the primary communications equipment in the communications center is reliable and has automatic backup capability.

The Loveland Emergency Communications Center (LECC) is connected to a house uninterrupted power supply (UPS) and a backup generator. The UPS is a Liebert UDA63075A25RT03 (75 KVA with 2 X 30) with DKA27HR3500 batteries. The backup generator can fully support electrical power to all of the critical communication infrastructure. The table below displays the specifications of the generator servicing the LECC.

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**Appraisal**

The UPS and backup generator have been appropriately sized for the electrical needs of the LECC. This combination has provided for an automated and uninterrupted transition from the City of Loveland power grid to the backup generator, then back to the City of Loveland power grid, as demonstrated during periodic testing. The UPS and backup generator were designed to provide reliable electrical power to all of the critical communication functions to include telephones, radios, computers, dispatching circuits, playback devices, recording systems, printers, consoles, desks, displays, etc.

The LECC has maintained a contract with an outside vendor, Computer Sites, to perform annual preventive maintenance and an annual battery test. These tests have been performed six (6) months apart since the LECC was built. The backup generator has been programmed to perform an automatic self-test every five weeks.

**Plan**
The LECC will continue to evaluate its UPS and backup generator capabilities as additional equipment is added to the system. The City of Loveland will continue to ensure the reliability of its uninterrupted power supply through planned testing and maintenance of the UPS as well as the backup generator.

References

LECC Backup Generator Email
Loveland Police UPS Battery PM 02 10 15
LECC Backup Generator Maintenance Record 02 19 15
Description
Loveland Emergency Communication Center (LECC) employs one Communication Manager, three Supervisors, one Lead Communications Specialist, and 16 Communication Specialists. The shift schedule/Communication Specialist distribution is as follows:
- Three (3) personnel from 0700 – 1100
- Four (4) personnel from 1100 – 0100
- Three (3) personnel from 0100 – 0300
- Two (2) personnel from 0300 – 0700
There is typically only one Communications Specialist assigned to the “Fire” console, with responsibility for coordinating resources for LFRA, Thompson Valley EMS, and Berthoud Fire Protection District.

Appraisal
The agency and LECC supervisors have observed times when LECC Supervisors have been needed to augment on-duty staffing levels due to excessive call volume, or when call volume of the Loveland Police Department has necessitated the Fire dispatcher assisting with Police-related incident management. The LECC reports that the consequences to their understaffing issue are: decreased responder safety, fatigue, and stress. The LECC has also determined that Supervisors are often spending as much as 50% of their time working at a dispatch console, as opposed to managing/leading the shift.

The current LECC staffing level has met the minimum standard as established by the LECC Staffing Policy. However, the staffing level of LECC has not been consistently able to handle the call volume received by the center. The LECC has determined that ideal staffing levels would be a minimum staffing level of four (4) dispatchers, 24 hours per day, 7 days a week, to handle the call volume. In 2016, LECC was granted two (2) over hire positions in an effort to fill understaffing gaps.

Plan
In 2017, LECC plans to hire an additional two (2) full-time dispatchers. This will raise the total number of Communication Specialists to 20. The LECC will continue working towards a staffing level that meets national standards and supports the call volume handled by the center.

References
NENA PSAP Staffing Report
LECC Communications Staffing Policy
9B.6 A maintenance program is in place with regularly scheduled system tests.

Description
Service contracts are in place for the 800 MHz radio system, phone system, computer aided dispatch (CAD), and station alerting system. All of the systems are used on a daily basis. A noted failure in any system will result in directing a service call to the appropriate company and/or technician. Service contracts as well as information technology (IT) and radio technicians are available on a 24/7 basis. The phone systems, 9-1-1 and business lines, are a totally redundant system at all five Public Safety Answering Points (PSAPs) in Larimer County.

At a minimum, testing on these systems occurs semi-annually. The backup CAD system is on a hot standby server which requires a technician from IT to manually move operations from the production server to the hot standby server. Testing of the phone systems occurs semi-annually. Currently there is no policy dictating the testing procedures or time frame of testing.

The LECC is currently developing the Disaster Recovery Server (DR Server) that will be an off-site virtualized server that will be available in the event of a catastrophic failure of the main production server for CAD. Routine failure tests are planned, but the process has not been finalized.

Appraisal
The maintenance program has performed regular system tests and has maintained all communications systems, as demonstrated by the LECC ability to remain in operation 24/7. There has never been a backup PSAP option since Loveland Emergency Communication Center (LECC) installed new MCC7500 IP consoles.

Plan
The LECC will continue to provide for on-going maintenance of all communications systems according to established policy. The LECC is evaluating options for working with nearby PSAPs (City of Fort Collins and Estes Park) to establish a new memorandum of understanding (MOU) to share workstation access at other PSAPS should the need arise.

References
2016 Motorola Service Contract
2015 TriTech Annual Maintenance and Support Agreement
ISC-LETA Contract
LECC Backup Generator Email
Loveland Police UPS Battery PM 02 10 15
LECC Backup Generator Maintenance Record 02 19 15
The agency has established **time-based performance objectives for alarm handling.** These objectives are formally communicated to communications center managers through direct report, contracts, service level agreements, memorandums of agreement, etc.

**Description**

The Loveland Emergency Communication Center (LECC) has an operational standard requiring that the top priority lines (911) are answered on the first ring with few exceptions. Any 911 call that is not answered within 20 seconds is transferred to Larimer County. High priority lines (TDD, alarm, TVA, and ringdowns) are expected to be answered by the third ring. Business lines and City of Loveland extensions are expected to be answered as soon as possible, but are not given priority over other lines. The agency’s target for the time between call pick up and incident dispatch is one (1) minute, 90% of the time.

If any responding unit has not gone enroute within one minute during the day (0700-2200) or two minutes during the night (2200-0700), the Communications Specialist is expected to re-tone the appropriate unit. If the unit still does not respond within one minute from the second tones, the next due unit will be assigned and the LECC will contact the on-duty Battalion Chief and/or TVEMS Captain, who will implement additional follow-up with the assigned unit. A second broadcast over the assigned talk-group should only occur if the Communications Specialist has critical information, responding units have requested it, or the incident is a high priority (i.e., structure fire, extrication, airplane emergency/crash, etc.).

**Appraisal**

The current time-based performance objectives for alarm handling have met the standards established by the Larimer Emergency Telephone Authority (LETA) and Loveland Fire Rescue Authority (LFRA). Evaluation of incident time stamps has indicated that the LECC does not consistently meet the one (1) minute target for call processing time. In an effort to address this deficiency, the agency has been working to implement the Phoenix G2 dispatching system. This system is an intelligent system that has been designed to automatically initiate unit notification after it has received an incident location and call type. Fire Stations 2 and 6 have had Phoenix G2 equipment installed and the agency has noticed slight improvements in the notification times for these stations; however, full evaluation of the system has not been possible due to limited installation and use by the other agencies that use the LECC for dispatching services.

**Plan**

The current policy will continue to be monitored to ensure that it meets the standards established by LETA and LFRA. The agency will continue to work with the other emergency response agencies (Thompson Valley EMS and Berthoud Fire Department) that use the LECC to pursue full implementation of the Phoenix G2 dispatch system.

**References**

LECC Policy and Procedures – Policy 1  
Loveland Emergency Telephone Authority website  

Communications training programs for emergency dispatchers and emergency response personnel ensure adequate, timely, and reliable agency emergency response.
Description
Loveland Emergency Communications Center (LECC) has an extensive training program for new employees and continuing education requirements for current employees. The probationary training program is 24 weeks and consists of two (2) weeks in orientation, eight (8) weeks dedicated to Fire/Emergency Medical Services, and 15 weeks dedicated to law enforcement (dispatch and tactical) along with final check offs. The program is administered from the Communications Center in order to maximize the learning process with hands-on experience that cannot be recreated in the classroom. All of the applied training is under the direction of the Communications Training Officer (CTO). The curriculum includes the following:

- New Employee Orientation
  - Human Resources Training
  - LECC and City of Loveland Policies/Procedures
- Introduction to the agencies served by LECC
- Viper System
- Tri-Tech Computer Aided Dispatch (CAD)
- Radio system
- Geography
  - City of Loveland
  - Larimer County
  - Loveland Fire Rescue Authority (LFRA)
  - Thompson Valley Emergency Medical Services
  - Berthoud Fire Protection District
- CAD and the 911 Phone Systems
  - Loveland Police Department (LPD)
  - LFRA
  - ADA and hearing impaired
- Dispatching
  - Dispatch Priority/Management
  - Fire
  - EMS
  - Law Enforcement
- Call taking and dispatching Scenarios
- Professional ride-alongs with Law Enforcement/Fire/EMS
- National Incident Emergency Management System (NIMS) 100, 200, 700 and 800
- Emergency Medical Dispatchers (EMD)
- Cardio Pulmonary Resuscitation (CPR)

After the probationary period of six (6) months and a release from training, Communication Specialists attend 12 hours annually of continuing dispatch education for NAED/EMD plus they must recertify every two years in EMD, CPR, and CCIC/NCIC. Communication Specialists have the opportunity to complete additional certification courses, attend leadership training, trade conferences, and joint agency trainings.

Appraisal
The Communication Training and Evaluation Program has been designed according to national standards. This program has been designed to enable the Probationary Communications Specialist to reach an acceptable level of performance in a given time span that can be adjusted as needed. The program has also provided the veteran Communication Specialists with training opportunities and continuing education. The amount of training provided has met employee needs and has allowed LECC Communication Specialists to maintain their dispatching skills and all related certifications.
Plan
LECC will monitor and update the training policies as needed. There are no immediate plans to change current training program.

References
LECC Training Program
LECC Communication Training and Evaluation Program Binder (copy in LECC)
LECC Training Questions Email
The interoperability of the communications system is evaluated and documented. The agency has processes in place to provide for interoperability with other public safety agencies in the field including: portable, mobile, and fixed communications systems, tools, and equipment.

Description
The Loveland Emergency Communications Center (LECC) provides all radio communications system for Loveland Fire Rescue Authority (LFRA). Loveland Emergency Communication Center (LECC) interfaces with numerous agencies and emergency responders ensuring interoperability through hardware updates, software updates, regular maintenance, and required testing. LECC’s CAD system provides dispatching and communication services for LFRA, LPD, Thompson Valley EMS, and Berthoud Fire Protection District.

The LECC has systems in place to allow for communication between emergency responders from multiple agencies. LFRA and LECC are members of the Northern Colorado Radio Communications Network (NCRCN) which is part of the State of Colorado 800 MHz Digital Trunked Radio System (DTRS). NCRCN provides the agency with access to seven (7) communication sites in addition to the three (3) provided by Larimer County and the three (3) provided by the State of Colorado. This provides for adequate communications coverage throughout LFRA’s response area.

The agency’s 800 MHz radios are programmed with talk groups for LFRA, Poudre Fire Authority, Loveland Police Department (LPD), Estes Park Fire Department, Larimer County, and Colorado State Patrol (CSP), as well local and state mutual aid channels, local and state VHF channels, and several simplex (direct) channels that do not rely on any radio infrastructure. LFRA also employs portable and mobile VHF radios as part of the communications network. The VHF radios are used for wildland fires when LFRA is involved with a Type IV or greater incident. LFRA transitions to VHF frequencies once resources from Larimer County Emergency Services or the United States Forest Service are assigned to the incident. The overhead from Larimer County have 800 MHz radios but their engines and personnel only have VHF capabilities.

LECC regularly interacts with Fort Collins Dispatch, Larimer County Dispatch, Weld County Dispatch, and Colorado State Patrol. In addition, LECC is a member of the Larimer Emergency Telephone Authority (LETA) and Northern Colorado Radio Communications Network (NCRCN). LECC is also a member of the State of Colorado interoperability radio system which in the event of a local or statewide emergency provides mutual aid channels with the ability to link all agencies assigned to the incident.

Appraisal
LFRA has demonstrated success with the current communication system during training evolutions as well as during multi-agency incident responses. LFRA has conducted mutual aid training with several neighboring agencies (fire, EMS, and law enforcement) to ensure that communication procedures are adequate, and that communications equipment is interoperable. In addition, the communications system has proven to be adequate as demonstrated during several large scale disasters such as the Round Mountain Fire, Bear Track Fire, and the 2013 flood.
One area of concern that has been observed has been the interoperability with the emergency services agencies in Weld County, and the signal gaps along Interstate 25 (I-25). In 2014, Weld County moved away from the State’s digital trunked radio system to the Front Range Communications Consortium (FRCC). This move negated the sharing of talk groups and dispatch channels between Larimer and Weld Counties. With this move, NCRCN lost the use of the Weld County radio tower located in the western part of the county which caused a loss of signal along I-25.

Plan
LFRA will continue to work with Weld County partners to address the challenge of interoperability with the FRCC radio system. There is no long term solution other than the utilization of mutual aid channels. NCRCN will continue to evaluate options for a new radio tower along I-25 with a goal of having a site in place in 2017. LFRA will continue to evaluate its interoperability with other surrounding agencies to ensure adequate and effective communication.

References
Memorandum of Understanding between NCRCN and State OIT - 2016
Colorado DTRS Memo – 2016
Radio Signal Coverage Maps along I-25
Radio Matrix 11 2015
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.

Description
As documented in the LFRA Communications Program Annual Planning Document, the LFRA Communication Team conducts a formal appraisal of the effectiveness of the entire communications program, to include dispatch services, on an annual basis. This appraisal is used to measure the effectiveness of the program as it relates to the goals and objectives established in the LFRA Strategic Plan.

Appraisal
The Communication Planning Document has served as the “strategic” plan of the LFRA Communications Program. The Communication Planning Document has provided goals and objectives that are completed annually plus goal and objectives that are slated for the current year as well as future years. This document has been reviewed and updated annually by the entire Communications Team, as well as agency leadership.

Plan
The Communication Planning Document will continue to be reviewed and updated annually to monitor and plan for an effective communication system, in correlation with the LFRA strategic plan. The Communications Team will continue to utilize the Communication Planning Document to strengthen the overall effectiveness of the communication program through an evaluation of new technology, fiscal responsibility, continuing education, safety of the public and LFRA members, and plan for the future expansion. The Communication Team will continue to develop and enhance a long term plan to maintain and improve the Communication Program.

References
LFRA Communications Program Annual Planning documents
LFRA Strategic Plan
9B.11 The dispatch process utilizes a formal and recognized Emergency Medical Dispatch (EMD) system that allows for pre-arrival instructions and adequate triaging of medical calls for service.

Description
The Loveland Emergency Communication Center (LECC) utilizes the nationally recognized National Academy of Emergency Dispatcher (NAED) EMD system to triage medical calls for service and provide pre-arrival instructions. All of the Communication Specialists are EMD certified through the NAED.

Appraisal
The LECC has utilized a formal and nationally recognized EMD system to train all dispatchers. The EMD system has allowed for pre-arrival instructions and adequate triage of all medical calls for service. As part of the requirements for the LECC Accredited Center of Excellence (ACE) certification, the LECC has randomly reviewed 110 medical calls per month for quality assurance.

Plan
The LECC will continue to use the current EMD system and EMD certification process for Communication Specialists and will evaluate options for improvement through feedback from responding agencies and analysis of EMD processes.

References
LECC EMD PowerPoint
LECC EMD PowerPoint Reference Guide
LECC Communication Training and Evaluation Program Binder (copy in LECC)
LFRA Strategic Plan (pages 48-49)
Description
In the event of a significant incident, LFRA maintains an on-call Battalion Chief position every day. This second Battalion Chief (Battalion 2) monitors all calls for service and goes on-duty to cover the system when Battalion 1 is assigned to an incident that could be expected to have a long duration. Battalion 2 will modify subsequent response levels appropriately to maintain adequate staffing in the system. LFRA defines general adequate staffing as four fully staffed companies. Battalion 2 forecasts the possibility of additional alarms being called to the scene and plans for station coverage needs.

Recall notifications and mutual aid move-ups are the responsibility of Battalion 2. Both Battalion 1 and Battalion 2, as well as the Operations Division Chief, have the authority to recall off-duty personnel in the event of a significant incident. Notification to off-duty personnel can be accomplished through the following:

- Request Dispatch to send a message out to recall the shifts.
- Battalion 1 or 2 can personally log-in to the agency’s paging system and send out a recall message.
- Battalion 1 or 2 can send out recall information using the Active 911 system.

Battalion 2 coordinates the movement of personnel responding in for recall to accommodate coverage in the city. Once enough personnel have responded in, Battalion 2 has the authority to cancel the recall and inform off-duty personnel that there is no longer a need for additional firefighters.

At times of a “state-of-emergency” for the local, county, state, or federal levels and when LFRA has initiated a “mandatory recall” of personnel, all LFRA personnel (Operations, Community Safety, and Administrative Divisions) will report to duty.

Appraisal
The agency’s current recall procedures have proven to be reliable and have provided sufficient coverage of the system in the event of a significant incident. LFRA has occasionally instituted a mandatory recall to staff a second battalion during times of extremely high call volume. This has typically occurred during declared states of emergency (i.e., floods of 2013), periods of multiple significant events (i.e., two working fires occurring at the same time in 2016), or during significant weather-related events (i.e. ice storm in 2012, snows of March 2016).

Guidelines have been established for the On-Call Battalion Chief and Staffing Levels to include shift recall procedures. This process has been tested and evaluated during numerous larger-scale incidents. To date, the agency has not identified deficiencies in the ability to recall off-duty personnel during significant incidents.

Plan
The agency will continue to evaluate recall procedures after each significant incident where a shift recall was initiated. Annually, the agency will develop a summary document to present and discuss the effectiveness of the
shift recall process, to include the effectiveness of messaging, existing guidelines, and the agency’s ability to maintain adequate staffing levels.

**References**

On Call Battalion Chief guideline
Staffing Levels guideline
LECC Policies for LFRA
**CRITERION 9C: ADMINISTRATIVE SUPPORT SERVICES AND OFFICE SYSTEMS**

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency’s administrative functions, such as organizational planning and assessment, resource coordination, data analysis/research, records keeping, reporting, business communications, public interaction, and purchasing.

**Summary:**
The Loveland Fire Rescue Authority (LFRA) effectively provides for adequate support services and general office systems for the organization’s workforce; given the organization's size, complexity and functional needs. Administrative support services are comprised of data management, data retrieval, regulatory reporting, record keeping and business communications within and outside of the organization. Office systems are comprised of computer workstations (hardware), legacy software systems and state-of-the-art web-based software systems (software), and infrastructure (network) capabilities.

Administrative support services are effectively accomplished with web-based electronic time/record keeping for payroll purposes, legacy software for record keeping and reporting, web-based data management and incident response analysis. Office systems are effective and in place for traditional office settings in the form of up-to-date computer systems and operating systems with appropriate data security and operating system security. Telephony systems are modernized and present throughout the organization. Most software needs are addressed with web-based remotely accessible software systems. Network infrastructure is effective with fiber optic services to all but one of the LFRA facilities. Incident notification and station alerting is modernized for radio-based company and station notifications of emergency response assignments. Cellular capabilities for remote connectivity are effective with some limitations in the western LFRA response areas.
The administrative support services are appropriate for the agency’s size, function, complexity, and mission, and are adequately staffed and managed.

Description
The administration of LFRA is directed by the Public Safety Administrative Director, who reports directly to the Fire Chief. LFRA consists of two divisions, the Community Safety Division and the Operations Division. Each area has administrative support from other assigned personnel. The Authority’s administrative functions are supported by a Business Services Coordinator and an Administrative Analyst. An Administrative Technician supports the Community Safety Division, supervised by the Fire Marshal. Both administrative support personnel are familiar with the duties of the other and provide assistance when necessary.

The Fire Chief has established a management staff of division and program managers to advise him on administrative matters. Budget processes and planning are implemented and managed by the Public Safety Administrative Director. Technology issues are managed by a Battalion Chief, plus others within the agency with technical expertise, with the support of the City of Loveland Information Technology (IT) department.

Appraisal
LFRA’s administrative support services have met the needs of the agency and have supported the function and mission of LFRA. Support services have been correlated with goals and objectives established in the Strategic Plan.

Plan
Administrative needs will continue to be assessed annually to ensure that the administrative support staff meets the needs of the Authority and correlates to the agency’s Strategic Plan.

References
LFRA Organization Chart
Public Safety Administrative Director Job Description
Business Services Coordinator Job Description
Administrative Technician Job Description
LFRA Strategic Plan
9C.2 **Sufficient general office equipment, supplies, and resources are in place to support agency needs.**

**Description**
LFRA maintains an appropriate level of office equipment, supplies and resources to support agency personnel. Every chief officer, member of the Community Safety Division, and administrative support personnel has their own computer workstation. Each fire station is provided with enough computer workstations to support the minimum staffing requirements at that fire station. The agency also maintains extra computer workstations to provide access for volunteers or employees on special assignment. A state of the art voice-over-internet phone system was installed and implemented throughout all LFRA facilities during the summer of 2015. LFRA works with the City of Loveland Information Technology (IT) Department for computer and software needs. General office supplies are maintained in all work locations to support the needs of each work location. Supplies are purchased by each work location as needed.

**Appraisal**
LFRA’s process for providing office equipment, materials and supplies has met agency and personnel needs. All employees have been provided with access to appropriate and adequate office machines, workspaces and office supplies to allow them to carry out their duties in a timely manner. No significant issues have been observed or reported that would indicate a deficiency of office supplies and/or equipment.

**Plan**
LFRA will continue to work with the City of Loveland IT Department for computer needs. The agency will continue to maintain office supplies line items in the annual budget to maintain adequate levels of necessary equipment, materials and supplies in all work locations.

**References**
- LFRA Computer Inventory
- List of PC Replacement Schedule
- 2015 & 2016 Annual Budgets
9C.3 **Technological resources** (e.g., telecommunications equipment, computer systems, general business software) and the **information management system** are appropriate to support the agency's need. **Access is available to technical support personnel with expertise in the systems deployed by the agency. Documentation and analysis of data (e.g., formative, process, impact, and outcome measurement) are accessible to the agency.**

**Description**

The Loveland Fire Rescue Authority (LFRA) provides effective and appropriate telecommunications equipment, computer workstations and software needs for the organization. The agency provides for effective voice over internet protocol (VOIP) telephony systems that provide appropriate telecommunications connectivity to internal and external customers; as well as effective integration to web based software tools used by the organization. All office workstations are equipped with up to date personal computers that are replaced every 4 years, operating with the most capable computer operating systems, virus and data protection systems, cloud backup systems and information technology (IT) technical support. This level of performance is also inclusive of all non-traditional work stations, such as apparatus computers for emergency response computer aided dispatching (CAD). All non-traditional work stations for field use are supported with up to date computer aided dispatch software, GIS mapping information and some incident location preplanning information. LFRA also utilizes cellular communication and data exchange services from Verizon Wireless exclusively. Although the organization is testing a satellite telephone, its use and needs are not substantial compared to the cost of such services.

Web based time-keeping and incident response analysis (Workforce Telestaff and Omega software systems) are valuable enhancements to the organization. LFRA currently uses a legacy software system for national fire incident reporting systems (NFIRS) and nearly all other records management functions/needs with the use of Emergency Technologies Inc (ETI).

**Appraisal**

The agency has identified gaps in the areas of non-traditional field usage of technological systems to support emergency response. The records management system has not been web-integrated and has limited personnel access to pre-incident plans during response to actual incidents.

LFRA has implemented a virtual networking software (ZOOM) for the purposes of improving access to administrative meetings, agency cohesion with multiple work sites, and virtual training opportunities. The ZOOM platform has not met all agency needs during classroom-based training for larger audiences and the agency has determined that pan/tilt/zoom cameras and improved audio performance equipment may be needed.

LFRA has worked very effectively with the Loveland Emergency Communications Center (LECC) for dispatch services. The complexity and increased mobility capabilities offered by the TriTech CAD software have illustrated the need to request and support a CAD Administrator.

Infrastructure in the form of fiber-optics has been extended to all LFRA facilities, with the exception of the LFRA Training Center, which still has a T-1 line in place that has not met agency bandwidth needs. The agency has
invested in a wireless fiber loop that utilizes the Rocky Mountain Center for Innovation and Technology site, located approximately one-half mile from the Training Center, which has somewhat improved connectivity. The lack of adequate internet connectivity at the Training Center has not allowed the agency to fully participate in virtual training opportunities.

**Plan**

LFRA will continue its relationship with the City of Loveland IT Department to facilitate the effective management and replacement of office PC’s, multifunction (print, copy, scan, fax) devices, virus and data protection software, and information technology technical support.

The agency will continue to seek opportunities to enhance the existing virtual training system with ZOOM software and associate hardware. This includes the increase of administrator licenses to facilitate training for all chief level officers and all captains. The agency will also seek to develop an interactive classroom with a pan/tilt/zoom camera for improved remote classroom capabilities.

LFRA will continue to support and continuously seek enhancement opportunities with the CAD software used for emergency response dispatching. The agency should advocate for the development and implementation of a CAD Administrator for the LECC. This will require collaboration and shared funding with the Loveland Police Department and the LECC. The enhancement of CAD GIS mapping and CAD station and company notification is a critical component to refining our emergency response times and use of digital maps to manage emergency response.

The agency should continue to pursue opportunities to enhance mobile reporting and field use of web-based records management systems. The agency will continue to work with the LECC to promote improvements to apparatus-mounted mobile data terminals, to include tablet devices for improved functionality and ease of use. The LECC has added this tablet capability to the CAD infrastructure and is anticipated to deploy tablet mobile services for CAD in mid- to late 2017.

The agency will continue to work with necessary City departments to establish a reliable fiber infrastructure to the LFRA Training Center.

**References**

LFRA Computer Inventory
PC Replacement Schedule
2015 & 2016 Annual Budgets
LFRA 2012 Strategic Plan
9C.4 Public reception and public information (i.e. public information officer) components support the customer service needs of the agency.

Description
The Fire Administration Building (FAB) serves as the agency’s primary location for public information and customer service. The LFRA Community Safety Division and Administration services are located within the FAB, with staff on-duty Monday through Friday, from 7:30 AM until 4:30 PM. Staff is available to greet walk-in customers, direct and receive phone calls, accept building plan submittals for review, and issue permits. LFRA also maintains a variety of technological resources to assist with providing public information. The LFRA website contains the agency Mission Statement, provides information about LFRA services, and displays response area maps. It also provides links to the LFRA Strategic Plan, annual reports, fire and life safety information, various community outreach programs, the ride-along program, and permitting processes. The agency also maintains a Facebook page to support recent trends in social media.

The Fire Rescue Advisory Commission (FRAC) is a citizen advisory board that allows for direct interaction between the Fire Chief and the general public. The Fire Chief attends monthly FRAC meetings to hear input from citizens and provide as well as receive feedback on the various programs and services provided by LFRA.

Appraisal
The annual City of Loveland citizen satisfaction surveys have indicated that the agency has been effective at meeting citizen needs for public information. The agency has not been consistent at distributing press releases relative to agency operations or public education campaigns.

In June 2015, the agency developed the Public Affairs Officer (PAO) position to assist with and improve public outreach. The PAO position has been assigned as the agency’s primary public information officer (PIO) to work closely with the City of Loveland PIO to provide consistent information through a variety of outlets including print media and various social media platforms. The PAO has also been assigned to maintain the agency’s website, Twitter account, and Facebook page. Development of the PAO position has allowed the agency to increase the reach of agency messages, as reported by the social media tracking mechanisms. The agency has also noted that more agency-related stories have appeared in the local newspaper, and that local reporters have commented on the improved access to public information.

Plan
The agency will develop a plan to implement customer surveys to solicit feedback from citizens who have received LFRA services. Information from these surveys would be analyzed to help drive future changes in service levels. LFRA is currently updating the agency website to incorporate additional information and to make the site more user-friendly. The agency will also establish guidelines for the frequent update of social media outlets. A new position of Public Affairs Officer, filled in June 2015, will analyze current public information programs and identify plans for filling deficiencies.
References
City of Loveland Citizen Satisfaction Surveys
LFRA internet site (screenshots)
LFRA Facebook page (screenshot)
Job Description – Public Affairs Officer
Description
LFRA maintains a wide variety of organizational documents, including the Strategic Plan and various other organizational documents, forms, and manuals. The agency adheres to requirements from the State of Colorado Archive for document retention. All documents, forms and manuals are maintained electronically on a server-based computer system that is accessible by all LFRA employees, based on established password security levels. This system is also used to store agendas and minutes for Board of Directors and Fire Rescue Advisory Commission meetings.

All documents and forms are maintained on the LFRA internal computer network and are updated as needed. Documents and forms include operational checklists, guidelines, policies, and procedures. When documents are updated by the Fire Chief, Public Safety Administrative Director, Battalion Chiefs, Fire Marshal and others who manage programs, the effective date of each document is updated. The frequency of updates/revisions to guidelines are established in the Guidelines Review Dates spreadsheet, which is managed by a Battalion Chief.

Appraisal
LFRA has worked with the City of Loveland Information Technology Department to develop a server-based document management system that provides ready access to documents, forms, guidelines, etc. Work has begun to establish a standard time period for the review/update of all organizational documents. Security and confidentiality has been maintained through computer-based permission levels that limit employee access to only those documents and forms that are appropriate for their rank and assignments.

Plan
LFRA will continue to examine the server-based document management systems to ensure that they meet agency needs. A document management matrix will be developed to track organizational documents and revision/update requirements.

References
State of Colorado Archivist – document retention schedule
Guideline Review Dates (Oct 2016)
9C.6 Administrative support staff members have adequate training and education in order to perform their roles and responsibilities.

Description
LFRA’s annual budget is established to include an allocation for travel, meetings and schooling for the agency’s administrative support staff. Every effort is made to allow administrative staff to attend appropriate training to aid them in their specific area of expertise or allow them to improve themselves and meet their educational goals. Because LFRA is evolving from being a City of Loveland department to being a stand-alone agency, there are many new responsibilities being placed on the administrative staff. The Fire Chief and Public Safety Administrative Director are very supportive of any trainings that will aid staff in their positions and goals moving forward.

Appraisal
Since the position of Administrative Analyst was filled in 2015, that employee has attended several classes and/or sessions supported by the Government Finance Officers Association (GFOA) and other courses that would assist them in the completion of their assigned duties. The agency’s Administrative Director has attended the annual GFOA conference to maintain financial and budgetary knowledge, skills and abilities. The other administrative positions within the agency have been supported in their efforts to attend position-appropriate training sessions that would support them in completing their assigned duties.

Plan
The agency will continue to establish a line item in the annual budget to allow for administrative staff to attend training.

References
2016 LFRA Budget
<table>
<thead>
<tr>
<th>Description</th>
<th>LFRA adheres to the Colorado Municipal Records Retention Schedule. The agency’s Business Services Coordinator is responsible for seeing that LFRA employees comply with the adopted retention schedule and the methods of destruction. All LFRA divisions comply with the Open Records Administrative Regulation. All sprinkler, alarm and hood systems plans that are submitted to the Community Safety Division for review are scanned and saved into Hummingbird, which is the software that the City of Loveland uses to archive documents that need to be saved indefinitely.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appraisal</td>
<td>The agency has met all records retention and destruction requirements of its own internal policy as well as policies established by the State of Colorado.</td>
</tr>
<tr>
<td>Plan</td>
<td>The agency will continue to follow rules and regulations established for maintenance, release and destruction of records as required by law and as established in agency policy. The agency should evaluate opportunities to improve and/or streamline its records retention practices.</td>
</tr>
</tbody>
</table>
| References | LFRA Open Records Regulation  
LFRA Records Destruction Form (6/11/2014)  
Colorado Municipal Records Retention Schedule  
Records Management Services Methods of Record Destruction |
An agency’s external relationships are defined as those relationships which serve to integrate the performance of one system with another. The increased use of multi-unit systems and the increase of interagency agreements between various types of government entities necessitates regular attention to these relationships and the agreements between autonomous operating units. Agreements must be legally adopted, current, monitored, and updated within the accrediting period. Programs which rely on support from external system relationships to meet agency expectations must be referenced in the agreement.
**Criterion 10A: External Agency Relationships**

The agency’s operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations, and/or cost effectiveness.

**Summary:**

Loveland Fire Rescue Authority (LFRA) has long standing relationships with a wide variety of external partners who assist the agency in accomplishing its mission of protecting life and property. The agency clarifies how its mission is accomplished through the addition of the term, “The 4Rs.” These include Response, Readiness, Resources and *Relationships*. LFRA fosters the growth of relationships with external partners by participating in formal and informal programs and meetings with partner agencies.

The relationships can be categorized into one of three types: governance model necessity, fire-rescue operational, and administrative services.
The agency develops and maintains outside relationships that support its mission, operations, and/or cost effectiveness.

Description

LFRA develops and maintains outside relationships through its involvement in organizations, partnerships and contracted services that impact the mission and cost effectiveness of the agency.

The governance model necessity relationships include the Loveland City Council, Loveland City Manager, Loveland Rural Fire Protection District Board, and Loveland Fire Rescue Authority Board of Directors. The foundation of these relationships is the Intergovernmental Agreement that established Loveland Fire Rescue Authority in 2012.

LFRA maintains fire-rescue operational relationships with numerous agencies that impact the delivery of fire, rescue and emergency medical services in Northern Colorado and Southern Wyoming. These agreements include:

- Front Range Fire Consortium
- Berthoud Fire Protection District (automatic and mutual aid)
- Front Range Fire Rescue Authority (automatic and mutual aid)
- Poudre Fire Authority (automatic and mutual aid)
- Windsor Severance Fire Protection District (automatic and mutual aid)
- Estes Valley Fire District (automatic and mutual aid)
- Laramie County (WY) Fire District 2 (mutual aid)
- Larimer County fire agencies (mutual aid and hazardous materials response)
- Weld County fire agencies (mutual aid)
- Loveland Police Department (MOU for active assailant response)
- Thompson Valley EMS (advanced life support emergency medical services and ambulance transport)

Other response relationships that LFRA maintains include the Colorado State Patrol, Larimer County Sheriff’s Office, Johnstown Police Department, Larimer County Dive Rescue, Larimer County Search and Rescue, Larimer County Emergency Services, the United States Forest Service, City of Loveland Public Works, City of Loveland Water and Power, and the Colorado Division of Fire Prevention and Control.

The administrative services relationships are a necessity because of LFRA’s reliance on the City of Loveland to provide numerous services to the Authority. These services include, but are not limited to, 911 dispatch services, payroll, human resources, risk management, information technology, facility maintenance, and fleet maintenance.

LFRA is a member of several organizations, including but not limited to the Colorado Special District Association, Colorado State Fire Chiefs Association, Colorado State Fire Training Officers Association, and the Fire Marshal’s Association of Colorado,

A strong relationship is maintained between LFRA and the International Association of Firefighter’s Local 3566. Approximately 50% of LFRA’s membership belongs to Local 3566.
Appraisal

The processes used by LFRA to develop and maintain outside relationships has allowed the agency to meet community needs through planning, preparedness and response. The effectiveness of LFRA’s automatic and mutual aid agreements has been demonstrated on almost a daily basis. Several large scale events, including the Flood of 2013 and the High Park Fire, proved that a strong mutual aid system is a must for our area. The Flood of 2013 was a large multi-jurisdictional incident that required varying degrees of delegation of authority along with local, state and federal level coordination. Most recently, the memorandum of understanding that was developed between LFRA, TVEMS and LPD for response to active assailant incidents has been used throughout the country as an example of how effective response plans should be built, tested and implemented.

Plan

LFRA will continue to foster and maintain outside relationships that will have a positive impact on the agency’s mission or improve service to the region. LFRA’s members will continue to be empowered to foster these relationships at the lowest levels within the organization. LFRA will develop a system for periodic review and revision of the intergovernmental agreements, to include an effective document retrieval system.

References

LFRA IGA Establishment Documents
Front Range Fire Consortium IGA
Automatic-Mutual Aid with the Berthoud Fire Protection District IGA
Automatic-Mutual Aid with the Front Range Fire Rescue Authority IGA
Automatic-Mutual Aid with the Poudre Fire Authority IGA
Automatic-Mutual Aid with the Windsor-Severance Fire District IGA
Automatic Aid with the Estes Valley Fire District IGA
Mutual Aid – Larimer County Fire Agencies IGA
Mutual Aid – Weld County Fire Agencies IGA
Hazardous Material Response – Larimer County Fire Agencies IGA
Mutual Aid – Laramie County Fire District 2 IGA
Active Assailant Response – Loveland Police Department MOU
Emergency Medical Response – Thompson Valley EMS IGA
City of Loveland Fleet Services – Service Agreement
Mutual Aid IGA Update (Oct 2016)
10A.2 The agency’s strategic plan identifies relationships with external agencies/systems and their anticipated impact or benefit to the agency’s mission, operations, or cost effectiveness.

Description
The agency’s 2012 Strategic Plan was developed through cooperation and involvement with a large number of external agencies. Specific relationships are not clearly described in the plan. Rather, they are addressed within the annual program and appraisal documents for each individual program area. Each of these documents is developed in support of overall goals and objectives established within the agency’s strategic plan.

Appraisal
LFRA has effectively used the strategic planning process to identify and develop goals and objectives for all program areas. Through implementation of individual program areas, specific outside relationships have been identified for the purposes of improving incident response capabilities as well as Authority administrative operations. The creation of the agency in 2012, along with response to several large scale incidents, have proven the effectiveness and broad impact of the relationships that LFRA personnel have established and maintained to improve the agency’s ability to respond and operate effectively and efficiently.

Plan
In the next revision of the LFRA Strategic Plan, the agency will more clearly describe the importance of outside agency relationships. The Strategic Plan is currently in the early stages of revision and is expected to be completed by the middle of 2017.

References
LFRA Strategic Plan
LFRA Strategic Plan Revision Outline – Operations Division
Description
LFRA understands the value of relationships outside of the fire service and even outside of emergency services. Day to day operations as well as large scale incidents require the response of multiple agencies that have a special capability or skill set to assist in resolving the incident. Personnel of all levels within LFRA are empowered to establish and maintain effective relationships that will benefit the agency’s ability to respond to mitigate the circumstances of all types of emergency incidents. The 2013 flood was a great example of the functional relationships that LFRA maintains with a wide variety of community partners to improve the community’s ability to rebound from a large scale disaster.

Most of the relationships with non-emergency services agencies, businesses, and companies are based on verbal and/or informal agreements. As an example, through a non-formal, non-written agreement, LFRA relies on the City of Loveland Water and Power Department to provide a digger truck for large animal rescue incidents.

Appraisal
The agency has developed a wide variety of functional relationships that have helped the agency to achieve its goals and objectives. As an example, LFRA has worked closely with the City of Loveland Public Works and Water/Power Departments to build a solid foundation of resource allocation for emergency response. Another example is the relationship that has been established with Stan’s Towing to support the agency’s Special Operations Team. This relationship has allowed the agency to train and work directly with the specially trained operators from Stan’s to provide a unified response to heavy vehicle extrications and incidents involving vehicles in the water. This relationship has also benefitted LFRA’s training program because the tow company has provided the agency with several vehicles for extrication training.

Plan
The agency should evaluate all informal and/or verbal agreements to determine if they need to be formalized.

References
None
A **conflict resolution process** exists between all external organizations with whom the agency has a defined relationship.

**Description**
LFRA maintains a large number of intergovernmental agreements with external organizations. Currently, only two automatic-mutual aid agreements contain a conflict resolution process. All intergovernmental agreements are reviewed by the Authority’s legal counsel to ensure that the interest of LFRA is supported. The agreements are approved based on the IGA that created LFRA in 2012.

**Appraisal**
The agency has implemented and maintained several intergovernmental agreements without a conflict resolution process and/or clause in place. LFRA has maintained all current intergovernmental agreements without challenges, conflict or legal action.

**Plan**
LFRA will work with legal counsel to modify the standard intergovernmental agreement document template to include a conflict resolution procedure for all revised or new agreements. LFRA will continue to use the contracted legal services approved by the Authority Board of Directors to provide the intergovernmental agreement review.

**References**
Poudre Fire Authority Automatic-Mutual Aid Agreement
Windsor Severance Fire Protection District Automatic-Mutual Aid Agreement
**Criterion 10B: External Agency Agreements**

The agency maintains current agreements with those external agencies which support the identified programs. All external agency agreements required to be maintained in support of any program must be current, reviewed, and/or updated within the accreditation period and adopted by the appropriate governing bodies. All agreements should support the agency’s effort to take advantage of any operational and cost effective benefits. Data reports, at least annually, should reflect the impact of each agreement on the agency.

**Summary:**

Loveland Fire Rescue Authority (LFRA) maintains written automatic and/or mutual aid agreements with every emergency services agency that is adjacent to the LFRA response area. All external agency agreements are developed to support the LFRA mission and are reviewed and/or updated on a regular basis. The agency reports on automatic and/or mutual aid given and received on a monthly basis as well as in the agency’s annual report.
**10B.1** External agency agreements are reviewed on an annual basis and revised as necessary to meet objectives.

**Description**

External agency agreements are reviewed on a regular basis to ensure that they are still meeting the needs of LFRA and the partner agency. The agency has not established a specific schedule to guarantee that all agreements are reviewed annually; however, as response plans, staffing, and apparatus resources have changed, the agency has been able to review and revise agreements on an annual basis. In many cases, the review has indicated that no change is needed to the agreement, but the regular contact with the other agency involved in the agreement has helped to further strengthen the relationship.

**Appraisal**

The current procedure of reviewing and revising agreements as needed has allowed the agency to ensure that existing plans have met agency needs. Due to the sheer volume of external agency agreements, the agency has experienced difficulty in getting every document reviewed annually.

**Plan**

LFRA will develop a guideline to provide clarification and direction for the review and update of agency agreements annually, including the proper procedures to be followed when developing revisions.

**References**

- LFRA IGA Establishment Documents
- Front Range Fire Consortium IGA
- Automatic-Mutual Aid with the Berthoud Fire Protection District IGA
- Automatic-Mutual Aid with the Front Range Fire Rescue Authority IGA
- Automatic-Mutual Aid with the Poudre Fire Authority IGA
- Automatic-Mutual Aid with the Windsor-Severance Fire District IGA
- Automatic Aid with the Estes Valley Fire District IGA
- Mutual Aid – Larimer County Fire Agencies IGA
- Mutual Aid – Weld County Fire Agencies IGA
- Hazardous Material Response – Larimer County Fire Agencies IGA
- Mutual Aid – Laramie County Fire District 2 IGA
- Active Assailant Response – Loveland Police Department MOU
- Emergency Medical Response – Thompson Valley EMS IGA
- City of Loveland Fleet Services – Service Agreement
- Mutual Aid IGA Update (Oct 2016)
10B.2 The agency has a **process by which their agreements are managed, reviewed, and revised.**

**Description**
LFRA’s Executive Staff, Command Staff and Office of Emergency Management develop, implement and revise all interagency agreements. This includes the intergovernmental agreement that formed LFRA in 2012. The Operations Division Chief develops and revises all of the agency’s automatic and mutual aid agreements. The documents are maintained by the Administration Division once signed and adopted. The automatic and mutual aid agreements are reviewed by LFRA’s legal counsel to ensure statutory compliance and that LFRA’s interests are protected. The LFRA Battalion Chiefs assist with maintaining specialized agreements, such as hazardous material response.

Other intergovernmental agreements are developed and revised by the Administration Division or Office of Emergency Management, based on specific need. These documents are also reviewed by the agency’s legal counsel prior to adoption. All agreements are archived by the LFRA Administration Division.

**Appraisal**
The process for developing, revising and storing intergovernmental agreements has met all agency needs; however, the agency has determined that the current method for document storage has been inefficient. For security purposes, the current electronic system has been limited by folder restrictions within the agency’s shared computer server system, which has limited the ability to share document maintenance responsibilities.

**Plan**
The agency should explore and evaluate options for an improved document storage and retrieval system that can be accessed by multiple LFRA personnel as needed. LFRA will develop a guideline to provide clarification and direction for the review and update of agency agreements annually, including the proper procedures to be followed when developing revisions.

**References**
- LFRA IGA Establishment Documents
- Front Range Fire Consortium IGA
- Automatic-Mutual Aid with the Berthoud Fire Protection District IGA
- Automatic-Mutual Aid with the Front Range Fire Rescue Authority IGA
- Automatic-Mutual Aid with the Poudre Fire Authority IGA
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- Automatic Aid with the Estes Valley Fire District IGA
- Mutual Aid – Larimer County Fire Agencies IGA
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