

V. PROGRAMS & PRACTICES



Review of Programs and Practices

This section reviews the services, activities and responses provided by the Fire Department to the LFPD customers. These are the specific activities designed, organized, and operated in compliance with the Department's mission, goals and objectives. This chapter does not resemble a management audit. Specific areas for improvement are not discussed in this chapter per se. The findings however were used to develop recommendations for future comprehensive planning considerations.

The intent of this section is to identify the various types of services and activities that are currently being provided by the Department and that may require modification as the District grows and evolves. The Planning Team organized the current services to determine the various levels of adequacy, deficiency and effectiveness. Methods and specific results of programs are not listed in this document; however, future policy and direction will be formed based on this information. Technical terms are defined in the included glossary.

Goal Statement

General Plan, Policy 1, states the following goal statement:

“Public health and safety through (1) the provision of high quality fire and emergency response services that respond to community needs and issues; (2) education programs that raise community awareness about public safety issues; and (3) preventative programs that involve residents in reducing fire hazards and addressing other threats to public health and safety.”

The applicability of all the Fire Department's listed programs is discussed in the context of the goal statement above, which is reinforced through the Louisville Fire Department's program activity that has been approved in the budget. This was further clarified by reviewing the Department's mission, goals, and objectives (see Section IV). The Louisville Fire Department has already committed to these goals in the implementation of programs, activities and discretionary tasks being performed.

This raises two questions in the process of comprehensive planning:

Should these activities and programs be continued at the existing level?

Should they be enhanced where appropriate to deal with future demands upon the Department?

We evaluated these questions through the use of the Fire and Emergency Services Self-Assessment criteria and the “Center for Public Safety Excellence” accreditation process. The results of this review follow. Please note that statements in *italics* are “*standard criteria*” statements used in the LFPD review.

Assessment Criteria and Department Results

General Administration and Management

“The administrative and support services component of the organization should be adequate, effective, and efficient to provide the organization with all appropriate support functions such as research, planning, purchasing, coordination, control, and feedback.”

Currently, the Department has 2.5 persons available to provide for administrative and management activities. The current workload of these positions is reflected in the types of reports generated by the Department such as the status of its compliance with District policies and procedures and its participation in District-wide administrative processes. There are no indications of a backlog in this area, but there are indications that continued growth in program activity would result in increased workload. Examples of this include: (1) expanded recordkeeping including EMS trip reports and additional career staffing; (2) additional compliance with state-mandated activities and quality assurance activities within EMS program, future billing activities, and maintaining training records for additional resources; and, (3) further use of technology, especially in the area of management information systems (needed to keep pace with both an increased workload and documentation to support program activity). The Department should anticipate that the amount of effort devoted to administrative duties will increase slightly at every budget cycle. This is due in part to the demands placed on local government by state and federal mandates.



Examples of this in the past include mandates from FLSA and OSHA involving mandatory training and fire prevention requirements. If these trend lines continue, we anticipate that an additional administrative support person will be required within the next 2 to 5 years. It is important to note that FD management has worked to streamline and automate many of the old work processes. This has resulted in greater efficiency and less redundancy.

However, if the quality assurance and documentation requirements increase as much as it has over the last 10 years, a full-time EMS Coordinator/Supervisor is likely to be required within the next 5 years. This is discussed later in the report, but it is included here because the EMS Coordinator/Officer is often multi-tasked, also performing administrative duties.

Life Safety & Fire Prevention Division

“An adequate, effective and efficient program should be directed toward fire prevention, life safety, and risk reduction of hazards. Enforcement of contemporary fire and building codes is one of the most cost-effective ways of controlling a fire problem. This area

involves installation of equipment for the detection, reporting, and containment & control of fires and other emergencies. The provision of occupant safety, through features such as, exiting and the provisions for first aid and firefighting equipment are all contained in fire and building codes. This process also involves conducting plan checks and inspections to assure compliance with codes, regulations, and ordinances.”

The Louisville Fire Department Life Safety & Fire Prevention Division (LSFPD) consists of 1.0 personnel. This includes a Fire Marshal supplemented with career line personnel. The Division has established goals and objectives that are consistent with the Department's mission statement and overall goals. They currently are:

- LSFPD and engine company personnel shall inspect all businesses at least annually, unless otherwise required by law or directed by the Chief.
- LSFPD will maintain an effective weed abatement program that routinely notifies property owners each year of their responsibility to abate their weeds, enforces compliance, and responds to complaints in a timely manner.
- LSFPD will continue to maintain an effective program of insuring Fire Department access during emergencies to locked facilities utilizing the “Knox Box” key entry system.
- LSFPD will respond to customer requests within 24 hours or less.
- LSFPD will maintain its current standard of initial plan check turnaround time of 10 days or less, 95% of the time.
- LSFPD will, in coordination with the Fire Department's Training Division, implement an ongoing training program in support of the engine company inspection program.
- LSFPD will coordinate a public education/outreach program with the Fire Department public education unit. The program will target the business community and emphasize a fire-safe business environment predicated on state and local code requirements.
- The LSFPD is responsible for the implementation of the Hazardous Materials/Chemical Control Program. They have established goals and objectives that are aligned with the District and Fire Department's mission.



The workload of the LSFPD has changed significantly since the last assessment. The amount of new construction and tenant finishes has been reduced by nearly two-thirds

in the past few years, primarily due to the recession. Most of the current workload is driven by the number of occupancies that require inspection and the amount of work created by a few new construction projects.

The current staffing levels are capable of keeping up with the current load, but would be considered marginal if the number of occupancies increase. While the pattern of growth in the District will increase the total number of occupancies, decisions should be made to balance out the distribution of inspections between target and routine hazards. What will continue to be a pressure on Fire Prevention is the newly planned technology and training campus scheduled to be built by 2014. This will have a significant impact on plans review and field reviews for the next 3 years.

That said, the LFPD should consider having a staff augmentation during that period to offset the expected workload and to avoid overstaffing when the project is complete. Based upon the current slowdown in growth, current staffing can adequately handle the workload, however, it should be expected that 2 full-time positions will be needed within the next several years to accommodate the sheer quantity of inspections. The criteria for that decision will be the number of required inspections and the amount of personnel hours available to achieve them.

Fire Investigation

“There should be an adequate, effective and efficient program directed toward identification of the origins and causes of fires, explosions and other emergency situations that endanger life or property.”

The LFPD has fire investigation ability at two levels. Fire officers or fire companies are given the responsibility to perform an initial “cause and origin” investigation to determine if the event was a result of a deliberate act or a function of an otherwise accidental ignition. If it is determined that arson or another criminal act has occurred, provisions are made to bring in more technical expertise. Law enforcement personnel and LFD investigators are available to assist on accidental fires and are primary on all suspicious fires.

Wildland Suppression Approach and Analysis

Based on the historical responses of the LFD, most of the wildland fires experienced within the response area are limited in size (between 1/4 and 5 acres). This experience has not changed since the last assessment. However, for advanced planning, a fire of approximately 5 acres is used to simulate past and expected future conditions. It should be noted that this is a conservative estimate for fires where the fire department does not receive early notice, such as those occurring at night or in areas protected from sight by vegetation or terrain, based on the success rate at previous fires and the availability of county (mutual aid) resources to initiate the attack organization. Although wildland

mitigation activities are considered a minor program responsibility, the Planning Team felt it necessary to evaluate the impacts of all fire scenarios on the District.

Because wildland fires are very unpredictable, some assumptions must be made regarding the determination of minimum staffing. For this evaluation the assumptions include:

- The allocation of resources will vary with each incident and variances can change the effectiveness of even the smallest subset of a response team.
- The initial attack is limited to one operational period (shift). However, the containment phase and mop-up may extend to multiple periods.
- The incident does not require a written incident action plan or specific procedures.



In addition to the generic factors described in the background section above, there are additional factors affecting wildland fires in the LFPD. The LFPD is responsible for protecting 17 square miles of property with generally low-density ground cover fuels. Most importantly, the fuel types are significantly influenced by an arid climate and minimal annual rainfall. Much of the fuels in the District are considered a significant amount of

flashy or light fuels. Utilizing the NWCG “Aid to Determining Fuel Models for Estimating Fire Behavior” the District has four fuel models identified within its boundaries.

Note: Flashy fuels can and do develop into some of the fastest burning fires and are considered as challenging and more dangerous to mitigate than a larger slow moving forest fire. In fact, the NWCG and NFPA have reported that range fires have killed far more firefighters than forest fires. That said, the Planning Team will include the fire behavior of a range fire when determining the baseline wildland resource requirements.

A general expectation is that the Fire Department will engage in offensive fire suppression versus allowing the fire to burn while only protecting structures and known environmental hazards. Relative to suppression of wildland fires, it is generally understood that it is neither practical nor economically feasible to staff or equip the Louisville Fire Department to manage a large-scale wildland incident, however based on the consequence of an un-mitigated initial incident, staffing must be sufficient to meet the challenge. The ultimate success of these suppression efforts is heavily dependent on a rapid response (Blitz Attack) and intervention, trained resources, reliable equipment and mutual aid. This basic strategy has not changed over the past few years and is not expected to change significantly in the foreseeable future. Therefore, the

assumptions that Fire Administration has made to manage wildland incidents is both prudent and logical.

There are a number of documents that contain recommendations for staffing and personnel deployment for wildland fires, including NFPA 295, National Wildfire Coordinating Group documents and lessons learned from past Boulder County wildland fires. Table 10 is considered the minimum initial attack deployment.

Table 10 - LFD Initial Attack Organization (5-Acre Wildland Fire)

Task Required	Personnel Required to Perform
Incident Command/Aid	2
Squad/Crew Boss	½
Support (Equipment, Supplies, Logistics, etc.)	1
Engine Suppression	6
Hand Crews (4 Hand Crews)	12
Total Personnel	21

This baseline staffing is considered by the Planning Team as a best case staffing model, however it is not practical given the volunteer/reserve staffing patterns. Predictions for the next 2 to 5 years of weather patterns by the National Weather Service indicate that the current trend of dry and drought conditions will likely continue, raising the potential for large wildland fires [NWS, 2009]. Although not considered part of the planning assessment, an examination of an extended attack incident should be determined to measure extended capacity.

While the impact of wildland suppression has not changed significantly since the last assessment, the Planning Team does see a missed opportunity to control or minimize the effects of wildland incidents.

The Planning Team believes that a more aggressive “prescribed burning program should be coordinated with the city and county. We believe that it is a valuable mitigation tool for the District.

Wildland Training and Qualifications

The LFD currently encourages interested Tactical Operations personnel to meet NFPA 295 and to be trained to Wildland Firefighter Level I or II, as defined by National Wildfire Coordinating Group (NWCG) PMS 310-1 [NWCG, 2000].

Because the Department does not require complete NWCG compliance, the Louisville Fire Department has encouraged members to certify, however continuing education is sporadic. The Planning Team recognizes the relative infrequency of this activity and



recommends that annual refresher training be provided. The Team also recommends that the current practice of supporting individual training and certification be expanded to the extent possible. At the very least, a minimum of 50% of the response staff should be Red Card certified. Moreover, as recommended in the 2005 assessment, the Department should consider assigning a resource to help coordinate training activities with the county teams and to help facilitate advance level training.

The Planning Team also recommends that the command staff become part of the County IMT when openings become available.

Wildland/Rural Equipment and Apparatus

The Department does maintain a very minimal amount of wildland PPE equipment and two support apparatus. Two Type 6 and one Type 1 apparatus are available to mitigate District wildland and rural incidents. The LFPD has taken the necessary steps and purchased a second unit capable of wildland firefighting. This action has improved the Department's operational capabilities and ensures there is always at least one unit in service. While the apparatus have some desirable wildland features it is somewhat limited in its 4x4 capabilities. This was primarily due to the need for the apparatus to be multifunctional. In spite of those minor shortcomings, the Department maintains a minimum level of wildland apparatus capability; however, 2731 should be replaced within the next year.

Fire Suppression

“There should be a fire suppression program, designed to control and/or extinguish fires for the purpose of protecting people from injury, death or property loss.”

The overview of the Department's suppression functional areas was provided in Section III of this document. Fire suppression is one of the most visible services provided by a fire department, but is not the program that takes up most of the productivity time. In fact, if a department is experiencing a high rate of fires, high fire loss, and severe losses of life & property, the overall system is not functioning correctly. Fire Suppression is a service that is provided to react when everything else has failed to prevent the event from occurring.

LFPD General Plan Policy states a “Standard of Service” goal as follows –

Continue to provide and maintain fire services that are adequate in manpower, equipment, and resources to respond to localized emergencies and calls for service within the District. As with the last assessment, the Department’s current levels of service should be improved to meet current demands and, as the District continues to grow, with an average emergency response time for fire services of less than 6 minutes. However, most importantly, the unit of productive measure shall be a response level of 8 minutes, 90% of the time. This is the industry standard that is recommended for departments with similar needs as Louisville.

The Department’s Tactical Operations Division has established goals and objectives consistent with the Comprehensive Plan, national standards and the Department’s mission. These goals consist of the following statements:

- Ensure there is an adequate, effective and efficient fire suppression response force designed to control and/or extinguish fires for the purpose of protecting people from injury, death and/or property loss.
- Arrive on scene in 8 minutes or less 90% of the time.
- Confine fires to the building of origin 90% of the time.
- Confine fires to the area of involvement upon arrival 90% of the time.
- Maintain current pre-fire plans for designated target hazards.

The decision to add additional staff and stations to a fire department is both a technical and a pragmatic question. The need must be clearly established and the finances must be available. Section IV of this document stated that there are hazards, risks and values that are clearly present in the LFPD, but they are not clearly documented or categorized. There is evidence of areas within the existing District that cannot be reached within the stated goals.

Maps displayed in Section IV demonstrate that an additional fire station will be required to provide adequate coverage as the District moves towards its build-out period. That time appears to be now. Based on the proposed increase in population, area and traffic circulation & construction development, it is projected from data in this Comprehensive Plan that a minimum of 3 fire stations will be required by the year 2012 or 2013. Also, the analysis has concluded that Station #3 will need to be built as soon as financially practical.



While the District has done a remarkable job of accomplishing the recommendations outlined in the 2005 assessment, there are still some significant operational needs to



ensure a baseline level of service can be met. Based upon the current staffing limitations, the District should consider putting a full-time engine company on when the proposed energy and research campus is completed in 2013. Based on customer and resident feedback, it is desirable to have a service level that meets industry standards and be available on a 24/7 bases. Please note that while we recommended that an engine company be staffed, it in no way suggest that the current reserve and volunteer program be

minimized. In fact, FD Management has made it clear that the Department will remain a predominantly volunteer organization supplemented by career staff.

The Planning Team agrees that this model remains a cost-effective model for the taxpayer, however, a minimum baseline capability is necessary to ensure coverage and public safety. Until it becomes financial feasible, policymakers should continue to modify its staffing model and staff the second ambulance.

Based on the current service demands, medical emergencies continue to be about 65% of the workload, therefore it would be more practical and cost-effective to build upon the success of the EMS program and hire personnel capable of staffing a second ambulance who are also fire suppression qualified. This will be further elaborated on in the next section. Most importantly, this option will allow the District to maintain a minimum of 4 people on duty and have the flexibility of moving personnel to support the suppression as necessary.

Emergency Medical Services

“EMS has become a major element of the Louisville Fire Department over the last 20 years. Throughout the state, fire districts have a statutory responsibility to be the first responders to medical emergencies. The primary reason for this is the placement of fire companies through their locations and staffing configuration. EMS, in order to be delivered promptly, has become an integrated activity of fire district activity. Care, however, should be exercised so as not to create a priority or resource allocation conflict between the two program activities.”



The purpose of the EMS portion of the Comprehensive Plan document is to define the delivery of pre-hospital medical care service for the LFPD and other provider agencies vested with the responsibility and authority to deliver such services to the citizens of Louisville and the District. The

Planning Team's assessment of the Louisville Fire Department's EMS services is based upon information gathered from multi-dimensional sources. A comprehensive analysis of an EMS system requires much more than simply quantifiable measures. Historical perspectives and qualitative influences can significantly influence the performance of an EMS system.

Mission Statement Alignment

The purpose of the Emergency Medical Services component of the Department is the provision of efficient and timely pre-hospital care of the sick and injured. Medical oversight of quality of care issues and collaborative system design are essential for clinical excellence in pre-hospital care. The Department has established the following goals and objectives for this program:

- Provide pre-hospital care at a level consistent with the regional and national EMS standards.
- Maintain EMT certification for 100% of the fire suppression personnel.
- Continue to provide an enhanced level of basic EMT skills, consistent with state EMS regulations and requirements.
- Develop a quality assurance program that will track patient treatment and patient outcome. Develop a continuous quality improvement plan.

The Department's EMS program is not a separate division within the Fire Department. The Fire Chief and Operations/EMS Chief (who concurrently is responsible for numerous other fire training and safety mandates) manage EMS services. It is operated as a concurrent function of existing volunteer staff. Records and reports kept on this activity illustrate the following:

- The Department is able to provide for basic life support within 10 minutes 90% of the time.
- The Department is now able to provide for Advanced Life Support within 8.25 minutes 90% of the time. This is a significant improvement in measurable performance since the 2005 assessment. The Department expects to lower its overall EMS response time when both ALS units are staffed full-time.

Role and Authority

The Louisville Fire Department provides a combination of basic life support with enhanced EMT and EMT-IV skills and an ALS transport service. Medical control is the responsibility of the EMS Chief with oversight from the Fire Chief. The EMT program

currently uses standing protocols that are authorized by both the state and Boulder County.

A policy and procedures manual, located at each fire station, contains EMS protocols approved by the Department's physician advisor, however, there is currently no identified formalized EMS planning and research function in place. Moreover, there is no medical director actively involved in the planning process or evaluation activities as it relates to overall EMS program. The Department has taken steps to strengthen its QA programs by contracting third party PCR reviews and meeting with the physician advisor on a scheduled frequency; however, it is recognized that improvements need to be made.



Louisville Fire Department's management practices encourage discretionary decision making and there are liaisons within the Department to coordinate program activities with the physician advisor and the Avista Hospital EMS program manager. While there is currently only limited pre-hospital training and education provided by the host hospital, it must be emphasized that there is a good working relationship with the staff of Avista Hospital. Both organizations are committed to quality care and support each other to this end. The team would recommend that a more formal system of communication be established or a change to a system that can better support continuing education and transport EMS.

Legal Services

The LFPD attorney is the Fire Department's legal officer. Release of patient information or medical history typically require a subpoena. The LFPD attorney will be present when personnel are required to submit depositions and is available to defend employees in job-related civil cases. The District currently does provide malpractice insurance for personnel associated with the delivery of EMS.

There is not a routine review of EMS policy by the legal officer; however the District only uses state/county approved EMS protocols. Legal does not normally attend Fire Department meetings unless requested by FD Administration. There is no regular tracking or translating of legislation and court decisions specific to Department employees for EMS policy development and for making decisions. Effective May 1, 2005 the Fire Chief implemented a legal review for all contractual agreements between EMS and other public or private entities.

Fiscal Management

The LFPD currently charges for emergency medical services as outlined in the Department-approved fees resolution established in 2007. The Fire Department

maintains a modest inventory of property, equipment & supplies; and the EMS Division maintains an adequate amount of stock for replacing expendable EMS items. Usually a 60-day stock is maintained in-house. Tactical Operations EMT personnel are not solely dedicated to EMS. They function in dual roles of public education and fire suppression. EMS is provided 24 hours a day, 7 days a week.

Safety and Health

Louisville Fire Department has a very detailed written procedural program outlining the availability and use of EMS safety equipment. Established procedures exist for dealing with violent and potentially dangerous situations to which EMT/Paramedics are summoned. Procedures have been written and established for disposal of potentially infectious waste materials and for involvement in hazardous material incidents. A detailed written policy and procedures are currently in place regarding infection control and potential exposure to a communicable disease. Additionally, all firefighters are required to attend annual bloodborne pathogen training.

EMT/Paramedic involvement in crime scenes is covered by EMT/Paramedic guidelines. A Critical Incident Stress Debriefing (CISD) program exists to incorporate the availability of employee assistance programs and a crisis intervention team. All personnel are offered Hepatitis-B vaccinations. TB testing is initially done but no annual follow-up tests are given unless medically warranted.

Command Operations

EMS is an integral part of Louisville's Incident Command/Management System (NIMS). There are specific job assignments included in the ICS. The Louisville Fire Department utilizes the Boulder County Incident Management Plan to manage both multi-casualty and mass casualty incidents. There is a designated EMS command officer for these emergencies and the EMS component of ICS includes cross communication with other agencies.

Training

The Department training officer is responsible for the Fire Department's EMS training under the guidance of the State of Colorado EMS regulations and the Department's physician advisor. Annual EMS training in accordance with Colorado Division of Public Health and Environment regulations is mandated for all Louisville firefighters. EMS training specialists are provided monthly by Avista Hospital, guest lecturers or other qualified individuals. All Louisville Fire Department personnel, regardless of rank, are required to have EMT certification by the end of their probationary period. Medical training, other than CPR, is provided for civilian employees, however it's not mandatory for employment. The Louisville Fire Department currently has two firefighter paramedics per shift on duty 24/7. Most notably, the EMS Division is a certified "training group" by

the State of Colorado Health Department. As a notable achievement, the LFD is also the only north suburban fire department that conducts a basic EMT course annually.

EMS Quality Assurance

Louisville has a documented Quality Assurance (QA) program in place regarding Fire Department EMS. As stated above, the EMS Division continues to implement programs, training and assessments to ensure competencies are maintained. In-house SOGs clearly outline the program elements and actions taken for unsatisfactory performance. The team does recommend more interaction with the physician advisor and assessment from third party assessors.

Medical Control

The Department's physician advisor maintains medical control of the Department's EMS program. This person maintains specific requirements under state or local guidelines and oversees compliance with specific State of Colorado EMS policies and procedures.

Support Services

The Boulder Regional Communications Center dispatches all fire department and EMS calls. Dispatchers are responsible for other functions as well. Currently, dispatchers are trained in CPR or emergency medical dispatch. Fire Department EMTs provide BLS care until the arrival of an ambulance with paramedic-level personnel.

Cost Recovery for EMS

Presently, the Louisville Fire Department operates primarily by a tax-supported General Fund system. When the Department implemented its transport paramedic program, the Board of Directors approved a revenue collection program to help offset its operating costs. Cost recovery sources are Medicaid or Medicare, private insurance, fees for service, and an ambulance subscription program.

Projected growth estimates a 2020 population of between 23,000 and 24,000 residents. Two distinct issues that stand out within this population growth is the aging population and associated assisted-living occupancies. Over the next 10 years, Louisville's population over 60 years of age is expected to increase considerably, representing a significant percent of the District's residents. Typically, these older households generally have fewer resources to spend on services. Secondly, the District has experienced significant growth of citizens who use the EMS system for routine healthcare. While the system was not designed to provide basic in-home EMS services, we are nevertheless impacted by a growing demand for in-home care. Examples include, but are not limited to: treatment for minor nausea, small cuts & bruises, prescription consultation, oxygen system maintenance, lift assists, and general medical consultation.

The projected residential and commercial construction in the city of Louisville, combined with the extensive transportation projects, will have a direct impact on EMS response times. The existing fire stations may encounter longer response times. Shifting population demographics may affect EMS demands proportionally. EMS experience in Louisville indicates call rates could increase conservatively by as much as 10 to 20 percent over a 10-year period.

Alternative EMS profiles for fire departments throughout Colorado have identified and developed many diverse approaches to the delivery of EMS. Three program operational profiles including the existing delivery system in use in Louisville are:

- Placement of fire-medics on engine companies. Transportation of patients would be provided by private ambulance.
- Utilization of a dedicated unit composed of firefighter-paramedics. This would be a fire station based squad or ambulance located centrally in Louisville and would respond to both EMS and fire calls.
- First response by engine companies with EMT-enhanced skills would supplement the incident requirements.

All of these EMS delivery systems were again evaluated during this review period and the Planning Team has concluded that the fire-based EMS currently in place is the most beneficial for the Department and, most importantly, for the public. Billing rates are typically lower than the private providers while at the same time these resources are used to support other Department services. The LFPD Board of Directors should, however, consider rate changes every 4 to 5 years or as necessary to maintain a quality of the service. Moreover, the District should evaluate the rates between in-district and out-of-district customers. Out-of-district patients billing should consistent with the greater metro area.

Medical Accountability

Medical accountability is set at the state and federal levels by legislation, regulations, and treatment protocols that provide medical control. In pre-hospital care, there is a distinct difference between medical control and operational control. Medical control is the responsibility of the physician advisor of the Department and should be absolute with regard to clinical issues such as treatment protocols and quality monitoring of patient care.

Operational control is the responsibility of the Fire Department. Examples of operational control involve staffing, scheduling, vehicles, equipment dispatching, and quality monitoring of operational issues. The Fire Department has the greatest financial responsibility and legal liability and must work collaboratively with the community on system design and quality of care issues. Inherent with these responsibilities is a liaison

between the Louisville Fire Department and the medical community to conduct patient care quality assurance studies that evaluate the effectiveness of policies, medical treatments and paramedic performance. The Louisville Fire Department must demonstrate medical accountability to the systems standards. This is done by evaluating the performance of providers, providing quality continuing education programs, monitoring protocol compliance, and from patient input. To the extent it is financially feasible, the LFPD should strengthen its entire QA/QI program to include an Operations level resource to manage the current programs and statutory EMS requirements. The Department should take the necessary actions to ensure oversight and



daily direction to the EMS staff, including field supervision, training, performance and interaction with the physician advisor.

Continuity of Care

Continuity of care for purposes of this document is defined as the transition of care from pre-hospital BLS to the ALS team and finally to the hospital medical staff. This continuity of care must exist regardless of what system is chosen and its goal must be quality patient care.

Teamwork

The patient care team must work in harmony to provide a well-coordinated approach toward quality medical care. Good communication is imperative and can have dire results when not achieved. Continuous training focuses on well-organized team performance. This is enhanced by a stable and experienced workforce.

Coordination

EMS involves a diverse set of individuals, agencies, organizations, and institutions. There is no single organizational umbrella that employs and directs every person who must serve the immediate needs of an emergency patient throughout the sequence of emergency care and transportation. Cooperation in EMS is fragile and requires constant attention. When it is a planned endeavor and pursued on a regular basis, coordination can become a method of controlling events rather than being controlled by them.

Program Evaluation

Evaluation means the examination of a specific function to determine whether that function is producing the desired results. Desired results, or goals, will have been stated in the initial stages of the paramedic planning process. Data will be necessary to measure performance. When the data (in the form of system outcomes) is measured against the goals, an opportunity occurs to evaluate the program and its performance.

Patient outcomes are the measurement of performance against the goal of reducing unnecessary death and disability through improved emergency care and transportation. Currently, the Planning Team believes that the existing system meets the expected performance commensurate with a suburban area of 24,000-25,000 residents.

Cost-Containment Opportunities

The Management Team and the Board of Directors recognizes the challenge every community has funding a quality EMS service. The LFPD team believes that the communities surrounding Louisville have the same challenges with the same mandate and legal requirement to provide EMS. That said, the team would recommend that consideration be given to negotiating an interagency agreement to share the cost of maintaining a quality system (to the extent practical). Each entity should retain local control; however, there could be opportunities to reduce common infrastructure costs. While there has been little support from surrounding agencies to establish formalized partnerships, the LFD management teams should continue to seek opportunities wherever practical.

Public Education and EMS

The Louisville Fire Department should assume a proactive role in providing community education outreach programs. Programs such as First Aid, blood pressure screenings, CPR, and school safety programs can all contribute to the success of an EMS program. For example, early CPR (by bystanders) is an important link in the “chain of survival.” Without this intervention, chances of survival are diminished and the EMS system will have poor performance results.

Essential elements in this outreach program must include teaching the difference between non-emergent situations and emergent or “911” calls. Recognition must be given to the fact that the emergency medical services system is a rapidly changing system. The combination of state and federal EMS legislation, coupled with local needs, requires that any plan be monitored and updated frequently.

The LFPD has taken some proactive actions by providing a bi-monthly CPR course for the public and blood pressure screenings at selected public events. While this has proven to be a beneficial and a great first step, public education programs are not funded or staffed to meet the objective identified in this document.

Training and Education

“Training and Education” is defined as the specific programs, resources, and capabilities of the personnel within a fire service agency which exist to support the operational programs defined by its own policies.

Training and education resource programs express the philosophy of the organization they serve and are central to its mission. Learning resources should include the following:

- A library and other collections of material 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 audiovisual media, and the facilities to utilize such equipment & services

Central to the success of the training and educational processes is a learning resource, organizational structure, and a technically proficient support staff (i.e., training officers). The training staff should provide services that encourage and stimulate competency, innovation and increased effectiveness. The agency or system must provide the learning resources necessary to support quality training. The adequacy of a system's successes should be judged in terms of its goals, objectives, and programs supporting the organization in achieving its mission. The system should also include the following elements:

- Comply with all federal, state and local mandated training requirements
- Include training sessions specific to new apparatus and equipment
- Implement a recordkeeping system that identifies individual participation and compliance with mandated training requirements
- Develop Standard Operating Procedures specific to Louisville Fire Department capabilities and a program plan
- Ensure operational readiness through quarterly performance reviews

The Louisville Fire Department has a training group that prepares a master calendar of training and ensures that records are maintained. As identified during the last assessment, the Department does not have an adequate training facility to accomplish basic fireground operational procedures.

One of the consequences associated with low outbreaks of fire in a community is the loss of practice and likewise, the ability to fight them when they do occur. This is not

because firefighters do not have the training. It is because of a phenomenon called “skills degradation.” This is a reduction in the ability to perform skills that are not frequently practiced.

Without an adequate reinforcement of periodic drills of basic skills, especially in the area of interior attack, skills often deteriorate over time. Therefore, departments need training facilities to maintain their skills. Currently, there are no formal training facilities within the immediate vicinity. The closest training tower is in north Boulder or Longmont, however they are considered state of the art.

Based on all of the information to date, the Department is unlikely to have either the space or financial resources to build a complete training facility in the near term, unless there is an increase in the current mill levy or a capital bond project is approved. While every fire department has a need, it was felt that the best and



only short-term option is to continue to use the county facilities in spite of the impacts to operations. As outlined in Section IV, these facilities are a great benefit to the departments that have resources to cover while in training. However, due to the current LFPD staffing structure, it becomes a question of how much risk is acceptable to support out-of- district training.

Training Staff

The Planning Team believes that the Louisville Fire Department is one of the more diverse and progressive departments in the Front Range area. The Department provides a full range of services including, but not limited to: Fire Suppression, Emergency Medical & Rescue Services, and Haz-Mat Operations.

Over the past several years the Department has been very fortunate to have both qualified and dedicated training officers to meet the needs of our organization. They have spent countless hours preparing, instructing and delivering continuing education programs, officer development programs, and new member orientations.

As the Department’s training needs have increased over the years (including state & federal mandates), Department officers have been both creative and forward-thinking to meet the Department’s training requirements. The Department has and continues to use internal resources to the fullest extent possible. The Department and its members are to be commended for their dedication and resourcefulness in meeting this challenge.

Regardless of whether a department is career or volunteer, the challenge of maintaining a well-trained staff is becoming more difficult each year. We are increasingly impacted by changing standards which require additional continuing education hours, instructional preparation hours, field instruction and documentation. While the Department meets the

basic intent of industry standards, these requirements significantly stretch our training resources. Training resources are further stretched by the realities of today's volunteer workforce and performance-based staffing. For example, our volunteer staff is expected to make 20% of the calls or staff fifty 12-hour shifts annually, attend approximately 52 hours of continuing education, achieve a minimum of 3 state certifications, and attend advanced level training when necessary.



Another compounding factor is the retention rate for volunteer firefighters. The current national average retention of a volunteer firefighter is approximately 3 years. According to the National Fire Academy, factors affecting the retention of

volunteers relate much more to the mobility of the workforce than local impact factors. Additionally, more volunteers indicate that it's too difficult to meet the significant time commitments of mandated training.

Unfortunately, the LFD statistics are in line with the national average. The Department has recognized this challenge for several years and the leadership has implemented a full-time training officer starting July 2005. Still, the training officer is responsible for other collateral responsibilities which limits the time required to adequately support training needs. Again, the Planning Team understands the need to be flexible; however, the need for a full-time dedicated training officer should be seen as a high priority.

At least for the foreseeable future, the LFD will be a predominantly volunteer department. In an effort to help sustain a predominately volunteer organization, the Planning Team believes it's critically important to provide the necessary infrastructure to meet the needs of our volunteer staff. With a reorganization of responsibilities and the addition of a training officer dedicated to just training (or some version of this), the Department will be better prepared to adjust to a changing workforce, provide consistent and measurable training and, perhaps most importantly, ensure the community has an effective response force.

Public Education, Awareness and Outreach

The Department has a relatively active public education program. The position has been a collateral career function for some time. There have been goals established for the program, with an emphasis on fire and life safety. The Planning Team agrees with the Department's management staff that public education is one of the three critical fire defense programs. The current system is predominantly volunteer-



based and dependent on the goodwill and dedication of the volunteer members. Consideration should be given to funding a part time position to maintain the program in a manner consistent with the Department's goals. The program should also be managed by the Fire Marshal's Office.

Hazardous Materials

“There should be a hazardous materials response program designed to protect the community from the hazards associated with fires and uncontrolled releases of hazardous and toxic materials.”

Hazardous material emergencies, spills, releases, or accidents have become a major function of fire service agency activity. Hazardous materials response is a complex undertaking, and considerable knowledge & resources are required to cope with these types of emergencies. Such incidents may require the integration or coordination of several agencies. The local fire agency has generally become the lead agency, or Designated Emergency Response Authority (DERA), during the “unstabilized” emergency portion of such an incident.

Louisville has two different levels of dealing with hazardous materials. The first has been identified in the LSFPD section. This section deals with hazardous materials inspections only. The Fire Department has also trained all fire suppression personnel to meet the state-mandated level of “Operations” as a minimum. If the event escalates to a level that requires a Haz-Mat Specialist or a Technician's expertise, Louisville utilizes the mutual aid system and the Boulder County Haz-Mat Team.

There are only two firefighters within the Louisville organization certified to use encapsulated suits or to function at the level of a Haz-Mat team member with the exception of the Fire Chief. It is not realistic (with the current staffing structure, funding, and call load) to have this capability in-house. However, it is considered a critical mission requirement to have the service available. The current resources available come from the county team within a 60 to 120-minute time frame.

Heavy or Specialized Rescue

“There should be an adequate, effective, and efficient program established to rescue trapped or endangered persons from any specific cause that exists in the Louisville Fire Department's area of responsibility. A specialized rescue could include a structural collapse, vehicle accidents, fast water or dive rescue, cave-in, trench rescue, or hazardous material plumes.”

The Department currently trains and staffs a rescue team designed to respond to static or surface water situations, auto extrication, and minor building collapse. The Department, in response to a specific incident in the past, voluntarily adopted this. The District does have periodic flooding that can result in risk to life, but the number of

incidents is low. There are limited resources budgeted for this program. Current discussion is underway regarding the impact of new qualifications and certifications that are required if a LFPD specific unit is to become recognized and conform to “typing” in the mutual aid system. Typing is a term that is applied to all resources that are placed in



the mutual aid system. All resources that are identified as meeting minimum requirements are given a number or letter that tells all other users what its capabilities are.

The best example of this is the typing of engine companies. A Type I pumper is considerably different than a Type IV pumper. In the field of water rescue, the process of creating types is under the jurisdiction of the State Office of Emergency Services. Louisville’s existing team may or may not meet the new criteria. The cost impact of this is unknown at this time. When it has been established, it will contain both physical assets and personnel costs. The Department does, however, maintain minor heavy rescue equipment and the capability of managing most *initial* heavy rescue incidents expected in Louisville. Personnel are trained annually and they must demonstrate proficiency with all equipment.

The Team would recommend for consideration that the Department train its personnel at the Awareness level for high angle, low angle and confined space emergencies. Based on the District’s current hazard inventory, these would be desirable skills. Most importantly, mutual aid agreements must be maintained with Rocky Mountain Fire Authority and North Metro Fire District to ensure tech rescue capabilities are available with the LFPD District.

Disaster Management

“There should be a disaster management program designed to protect the community from both man-made and natural catastrophes.” The State of Colorado, under the provisions of state statutes, places specific obligations upon a Designated Response Authority to prepare for disasters. The LFPD has adopted the City of Louisville’s Disaster Plan and supporting documentation for its effective implementation. (Currently, the City of Louisville is responsible for implementation of the disaster management plan.) The Planning Team recognizes the importance of a comprehensive disaster plan and recommends the District work closely and support the City in implementation of all components of the program.

Physical Resources

“Physical Resources” are defined as the 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 physical

resources. Apparatus resources should be designed and purchased to meet the Louisville Fire Department's goals and objectives. The inspection, testing, preventative maintenance, replacement schedule, and emergency repair of all apparatus should be well-established and meet the needs for service and reliability of emergency apparatus.

Fire Stations

The Louisville Fire Protection District has two fire stations in service today. Station #2 serves as District headquarters and is well-maintained, however, is very heavily used. With regular maintenance and update as necessary, the station is very serviceable for the next 20 years. Station #1 has undergone a complete renovation as recommended in the 2005 needs assessment. It can now accommodate 24/7 operations and all of the critical electrical and HVAC systems have been upgraded. Moreover, all of the asbestos has been replaced and no longer poses a life safety risk to firefighters. The anticipated service life of this station is about 30 years.

The Department no longer has a funding mechanism for capital improvement projects after completing the Station #1 renovation project; however, the Board and staff should be applauded for having the discipline to save and pay for the renovation out of reserve funds. That said, the District has owned land in South Louisville for over 20 years with a goal on building a third station as the District's population and risks grow.

In Section IV of the 2005 Fire Department Overview, the assessment indicated that additional stations may be required in the So. 88th St. area sometime in the future, however, it is now considered a necessity. The response area maps produced in this Comprehensive Plan indicate that a third station is currently needed in order to provide service equity and achieve the response time goal for all portions of the District utilizing a predominantly volunteer staffing model. The decision to construct Station #3 has only be limited by the District's financial limitations and changing operational priorities. District Management has done a good job of seeking alternative funding by state and federal grant submittals, as well as requesting major corporate support and impact fees from the City of Louisville. Unfortunately to date, none of these have been successful. For the purpose of this Comprehensive Plan, the following two goals are proposed as part of setting the criteria:

- The District will, when fiscally capable, construct and staff Fire Station #3. Time and distance studies reveal a significant deficiency in achieving the Department response goal in South Louisville, which will be compounded when the new ConocoPhillips campus opens in 2014. It is plausible that without a station in South Louisville, the community and property owners may experience a slower than expected response and a higher risk than other areas of the District.
- All permanent fire stations will be of sufficient size and flexibility to meet current and anticipated operational needs for the life span of this Plan.

Fleet Maintenance and Replacement

The Louisville Fire Department vehicles are maintained by the District's Fleet Maintenance Department. There is a comprehensive maintenance program in place, and most importantly, it now has a documentation and recordkeeping system that meets NFPA (National Fire Protection Association) standards.

The District provides specific training and certification of the mechanic assigned to work on Fire Department vehicles. There is replacement cycle and the Comprehensive Plan serves as the document for formalizing the timeline and replacement criteria. All engines are given annual pump tests and the Department will, if fiscally capable, maintain a District-approved vehicle replacement cycle through the budget process. Typically, the guidelines listed below state that fire engines are to be used for a maximum of 13 years as a frontline apparatus and 5 years as a reserve. Rescue apparatus has a life expectancy of 5-6 years and command cars should be replaced every 5 years.

- Fire Suppression Years of Service (ISO & NFPA Guidelines)
- Command Vehicles Years of Service & Mileage
- Staff and Support Mileage
- Utility Physical Condition

Table 11 - Current Apparatus List

Apparatus	Year Purchased	Year to be Replaced
2701	2008	2021
2702	1999/2009	2016
2703	1995	2012
2716	1993/2010	2020
2717	2001	2017
2721	2007	2013
2722	2007	2012
2731	1991	2011
2732	2006	2016
2751	2004	2012
2752	2006	2014
2753	2005	2013
2754	2005	2013
Ranger	1999	2013

Immediate Need

The District continues to update the fleet in a fiscally responsible manner. They have taken a path less traveled by choosing to “retrofit” apparatus. This has proven to not only save the taxpayers’ money, it ensures apparatus meet the necessary operational and safety requirements. However, 2703 is at the end of its life cycle and in need of replacement within the next two years. The apparatus is underpowered and extremely heavy for the brake package available at this time. This apparatus has a unique design to accommodate the rural, non-hydranted areas of the District and is considered a critical piece of equipment to manage District hazards. The Planning Team believes that replacing this apparatus should be considered a high priority.

Personnel and Staffing Issues

“The category of human resources is defined as all aspects of personnel administration except those regarding training and competency. The heart of any organization is in its people and this category is designed to appraise the importance and results of the human resources program. It is recognized that the completion of this human resources chapter may involve members from other governing entities or other elements of the community.”

Section IV defined the Department’s existing staff resources. The District’s Administration personnel are responsible for development of human resources policies and procedures and the Fire Department is tasked to follow through to ensure compliance and consistency. The current staffing level of the Department is set by District policy and reflected in the budget. Current Tactical Operations staffing levels are capable of providing initial attack for a fire between 200 gpm and 240 gpm and are capable of handling routine basic and advanced EMS calls.

This Comprehensive Plan projects that additional personnel will be added with the addition of each new station; but further anticipates that staffing and distribution between line and staff will increase over the next 10 years to respond to growth issues and, perhaps more importantly, to address staffing turnover. Moreover, the Planning Team recommends that 3 personnel be hired to staff the second ambulance and help shore up staffing shortages. The Management Team recommends that a minimum staff of 3 line supervisors be part of the career staffing makeup. While it should be noted that the Department has done a remarkable job of providing a cost-effective service to its customers, the District should establish a minimum baseline staffing capability and actively work to ensure 24/7 response coverage.

Volunteer Programs

The most important considerations for future staffing enhancements are the cost and benefits of each improvement. The Fire Department should, if fiscally capable, maintain and staff its fire stations to comply with the adopted standards of response coverage. It

should also, if fiscally capable, maintain adequate staff personnel to ensure quality control over program activity, workload management and firefighter safety. That said, maintaining the volunteer program is essential to the overall Department staffing plan and will continue for the foreseeable future. As defined throughout this document, turnout, arrival time, and a baseline staffing capability are critical to the overall service delivery goals of the District. While the “pager call-out” program has served the community well over the years, its success is based on having in-district volunteers available. During the last 5 years, the Department has experienced a significant reduction in the availability of in-district volunteers. Roughly 50 % of its membership is out-of-district members who are not available to staff apparatus from pager call-outs. As a result, there has been an uptick in the amount of calls where no members respond.



The Department continues to do a good job of handling high priority calls, including structure fires, however, the Planning Team remains concerned when a duty crew is not fully staffed or doesn't have the appropriate skills mix. Again, the members and staff have done an admirable job of adjusting its staffing models and there are significantly more shifts being covered than 5 years ago, but staffing every call remains a challenge.

Fortunately, the District is well aware of the impacts to occupants from flashover and cardiac arrest and have fully embraced the “duty crews” staffing concept. For managing initial alarms and routine EMS incidents, this model has proven to be more beneficial than responding from home and the responding to the call. While it is critically important to maintain the pager call-out program for greater alarms and support, duty crews remain the preferred volunteer staffing model.

Internal Support

These are the activities relating to internal support including communications and dispatch services.

“The public and the Department should have an adequate, effective and efficient emergency communications system. The system is reliable and is able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations and meeting the needs of other public safety agencies requiring distribution of information.”

The Boulder Regional Communications Center (BRCC) provides the Louisville Fire Department's communication and dispatch services. Earlier in this report it was indicated that this service is an element in the determination of response time in that it controls the time it takes to process an alarm. Alarm time is not currently being

evaluated or measured for BRCC. Currently, the regional system is adequate; however, implementing the CAD system's hardware and software should help reduce response times and improve the District statistical analysis capabilities. It should also be noted that the LFPDs ISO rating was negatively impacted because the BRCC does not meet much of the NFPA criteria. While this is a concern, it is outside of the LFPDs operational control. The current dispatch services are free.

Management Information Systems

The Department's records and reporting system is considered significantly more formalized since the last review period. Some systems are not automated; however, management is working to complete its transition to a fully automated system by 2013. The Department is keeping the minimum appropriate records to respond to questions relative to fire prevention, training, maintenance and emergency operations. The HR reports that are aggregated on a regular basis (e.g., monthly or annually), are still somewhat labor intensive to a degree.

In the process of conducting this review, several key issues could not be addressed due to lack of a fully automated system that would allow the rapid collection or compilation of HR data. It is noted however, that the District has made significant improvements in automating its payroll and retirement checks, budgeting system and code inspections. Training records still lag automation. The Planning Team recommends that the Department conduct a "technology refreshing" schedule to ensure all IT systems are up-to-date. Standardization of the various HR and business-related software programs are recommended. Additionally, maintaining multiple software subcontracts and IT support could be an area of cost savings and efficiency.

External Relationships

"A fire service agency should have well-developed and functioning external agency agreements. The system is synergistic and is taking advantage of all operational and cost-effective benefits that may be derived from external agency agreements."

The Louisville Fire Department is minimally involved with automatic aid and mutual aid. Since the 2005 assessment the District has made significant improvements in formalizing its mutual aid agreements with other departments. Most notably, the Department has become part of the Denver Metro Mutual Aid Agreement and signed agreements with all of the departments that surround the LFPD. The experience of the last 10 years has been that mutual aid is a very valuable asset to every community and that active participation in major events is becoming a more frequent experience. Currently, Louisville does not have sufficient reserve personnel to respond to every mutual aid request. When this



occurs, a recall of off-duty personnel is required to maintain standards of response coverage in the community.

Automatic Aid

Automatic aid should be a part of the Louisville Fire Department's overall response strategy at this time. These agreements are effective and efficient ways of providing coverage. The one disadvantage is that they are dependent upon external decision making processes. Excellent relationships exist between the City of Lafayette, North Metro and Rocky Mountain Fire Authority that provide a solid foundation to consider other options and alternatives for automatic aid. The Team recommends, however, that the District consider formalizing all of the verbal agreements to more formal auto aid agreements for at least the target hazards.

Evaluation and Performance Measurement

“For purposes of organizing and managing a fire department, goals and objectives that can be measured should always be established. Performance measurement is best described as a systematic attempt to quantify and compare a department's activities. The purpose of the analysis is to determine if the activity is effective (doing what it is supposed to do) or efficient (doing the job as inexpensively as possible).”

There are three ways of measuring service levels:

- Comparisons between communities
- Setting a specified service level that can be measured over time
- Setting a standard against which performance is measured

Each technique has its limitations. Intercommunity comparisons require that all factors for comparison remain the same and setting specific service levels without considering growth factors may be misleading. Measurements against standards are only useful if



the standard is realistic. One of the tools to set standards is to have a set of goals and objectives. The LFD has occasionally used the goals and objectives process; however, while goals and objectives are incorporated into various functional areas, they must be evaluated and measured on a periodic basis, if they are to contribute to efficiency and effectiveness.

Since goals and objectives are key areas for the Fire Department, we anticipated finding performance measures related to each of these areas. During the Planning Team deliberations, a review was conducted of several different levels of goal setting. These included goals for the comprehensive planning

process and program goals. Fire Department performance indicators are usually grouped into three types -- inputs, outputs or efficiency indicators.

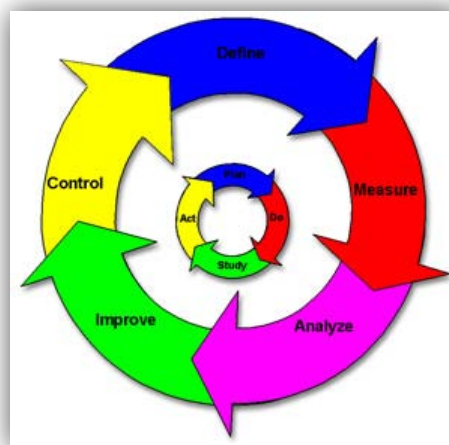
Input indication refers to the level of effort applied to a service unit. In this report we have calculated expenditures per capita, staffing per 1,000 population, and others. Inputs do not constitute performance information since they do not provide any information regarding what was achieved as a result of the input. Example: The speedometer tells you how fast you're going, but does not give you an indication of your direction. Input measures also do not inform you about how efficient your operations are or the quality of service provided.

An intermediate indicator does not lead to an end by itself either. Achieving the goal of arriving at a scene of a fire within a specified time frame does not necessarily mean there will not be loss or injury. Intermediate indicators, for instance, could include the numbers of dollars lost or the average property loss for all structural fires. These would indicate the level of expected damage from an average fire call.

An efficiency indicator measures outcomes. An example of this would be keeping records on the percentage of fires that are confined to the room of origin after arrival of the fire company to the scene. Efficiency indicators compare inputs versus outcomes. These are very difficult to develop for fire service scenarios, but they form the basis of a cost versus benefit analysis. Generally, the management of a fire department is better represented by the use of intermediate and output performance indicators, rather than input or efficiency indicators. When performance indicators are used in areas of community risk reduction, training and education, fire prevention, fire suppression, hazardous materials and emergency services, they begin to represent a community's quality of life. That said, the Department has established some achievable baseline performance measures including goals to measure the Department's progress. To the extent financially practical, the District should establish a minimum staffing baseline to help ensure, or at the very least, reduce the current staffing vulnerabilities.

Means of Evaluation of the Comprehensive Plan

A comprehensive plan is a document that requires periodic review to determine when to implement various components identified in the future forecast of the department. The review cycle has two elements, the annual budget cycle and a 5-year update. *(This document represents the 5-year update)*. All financial considerations contained within the budget are subject to the proposed adoption process utilized to develop the budget cycle. When multiple-year budgeting is utilized, the same consideration is given.



The 5-year update review cycle is for a different purpose. It is an internal review aimed at evaluating the validity of planning assumptions and accuracy of trends and patterns. The five-year review process should focus upon population and area projections, as well as workload increases and the ability to meet adopted performance standards.

This report, once adopted, should be updated in 2016 unless most of the recommendations were not funded, implemented, or superseded by another document with a similar charge. The responsibility for conducting such a review should be tasked to the chief fire official. A written report should be required that provides amendments to planning details, updates, and replaces or eliminates policy for the department.