

2014

Annual Report Lakes Region Mutual Fire Aid



SERVING:

- Alexandria
- Alton
- Andover
- Ashland
- Barnstead
- Belmont
- Bridgewater
- Bristol
- Campton
- Center Harbor
- Danbury
- Dorchester
- Ellsworth
- Franklin
- Gilford
- Gilmanton
- Groton
- Hebron
- Hill
- Holderness
- Laconia
- Meredith
- Moultonborough
- New Hampton
- Northfield
- Plymouth
- Rumney
- Sanbornton
- Sandwich
- Strafford
- Thornton
- Tilton
- Warren
- Waterville Valley
- Wentworth



2014 Statistics

01/01/2014–12/31/2014	EMS	Fire	MVA	Ser. Call	TOTAL
ALEXANDRIA	84	53	12	13	162
ALTON	397	194	76	80	747
ANDOVER	16	55	16	8	95
ANDOVER EMS	110	27	19	2	158
ASHLAND	234	89	53	20	396
BARNSTEAD	377	152	52	53	634
BELMONT	689	338	85	83	1,195
BRIDGEWATER	101	48	6	20	175
BRISTOL	666	183	50	62	961
CAMPTON-THORNTON	408	156	54	63	681
CENTER HARBOR	197	115	20	20	352
DANBURY	103	29	7	5	144
FRANKLIN	1,090	364	69	146	1,669
GILFORD	791	457	58	153	1,459
GILMANTON	218	150	37	50	455
GROTON	56	12	5	2	75
HEBRON	103	54	13	10	180
HILL	52	26	3	4	85
HOLDERNESS	169	94	22	22	307
LACONIA	2,567	855	122	274	3,818
LAKES REGION EMS	1				1
LRMFA		12		3	15
MEREDITH	24	265	68	42	399
MEREDITH EMS	1,484	115	115	46	1,760
MOULTONBOROUGH	455	255	40	45	795
NEW HAMPTON	237	155	60	37	489
OUTSIDE MUTUAL AID	111	49	14	6	180
PEMI RIVER WET	1				1
PLYMOUTH	854	296	96	57	1,303
RUMNEY	131	62	23	18	234
SANBORNTON	200	123	66	20	409
SANDWICH	93	67	9	8	177
STRAFFORD	152	111	29	16	308
TILTON-NORTHFIELD	913	409	101	76	1,499
TWIN RIVERS AMB	1				1
WARREN	4	31	14	4	53
WARREN-WENTWORTH	337	29	35	8	409
WATERVILLE VALLEY	178	82	8	15	283
WENTWORTH	4	37	14	1	56
LRMFA SYSTEM TOTAL:					22,253



Message from the Chief...

2014 saw a flurry of activity, both in terms of emergency response and the things that go on to support those operations. Personnel changes in both the full-time and per diem staff have occurred. One full-time dispatcher resigned and was replaced with one of the per diem dispatchers. Two of the per diem dispatchers resigned and three new trainees were brought on to the staff. We currently have eight (8) full-time dispatchers, seven (7) per diem dispatchers, three (3) per diem dispatcher trainees, and three (3) part-time administrative staff personnel.

This was the first year Lakes Region Mutual Fire Aid Association was not part of the Belknap County budget process. While initially a concern, with eleven Belknap County communities having to pay their annual assessments directly rather than as part of their County Tax, there were no issues that arose.

Operationally many things occurred during 2014. Two major system upgrades were completed and a third one initiated. The Computer Aided Dispatch (CAD) system obtained with a Homeland Security Grant was operational the entire year. Enhancements to the operations of the CAD continue as the database is refined and added to. This system allows the dispatchers to process the initial incident and dispatch response units faster than the previous system. It also has features that provide more response data to the first responder units, such as cross streets, property information flags, and property incident history. It also provides the dispatcher with a complete list of available apparatus in the LRMFA system if the Incident Commander should request a special response beyond the predetermined response tables. The CAD system also provides the ability to generate output reports from the response data entered into the system during each call.

The Simulcast radio system went into operation May 1, 2014. This communications system upgrade was also obtained with a Homeland Security Grant. Previously, multiple transmitter sites had to be used for pager activation and the audio message repeated twice on each transmitter. This project entailed installing equipment at nine (9) transmitter sites that enables all of the sites to transmit radio signals simultaneously. This effectively eliminated the need for dual toning and repeating messages several times. This simulcast system is designed to operate only on LRMFA Channel 1, which is the primary dispatch channel. An important factor to understand is the simulcast is a transmit-only feature from the Communications Center. It does not affect the ability of the Communications Center to receive radio transmissions from field response units. We are continuing to make adjustments to the system to optimize the radio signal strength and clarity as much as possible.

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LRMFA has been operating a radio fire alarm signal monitoring system over the past several years. Property fire alarm systems in several communities use a radio signal to transmit the local fire alarm to alarm receiving equipment located at the LRMFA Communications Center. A key piece to that system is a signal repeater located on the summit of Mt. Belknap in the Town of Gilford. The system is utilized by ten different communities, with approximately 130 alarm systems being monitored. System upgrades were done in late spring and early summer to improve alarm signal reception. A lightning strike in August damaged some of the equipment on Mt. Belknap, which was quickly repaired. Then, in early December, the tower on which the antenna equipment is located collapsed due to heavy icing and wind conditions. A temporary system has been put in place to allow the alarm signals to still be monitored and a decision on how to proceed with replacing the radio alarm monitoring system will be made in early 2015.

In the fall of 2013 the Board of Directors authorized the development of a Strategic Plan for the Lakes Region Mutual Fire Aid system. A committee was formed to handle this project and an independent contractor was hired to facilitate this project with the committee. A survey of the Fire Chief and Town Administrator/Government Official from each community was conducted to provide a base platform of understanding of the LRMFA system. A draft of the Strategic Plan was presented to the Board of Directors in January 2014 and was adopted at the May 2014 Board meeting. The committee that developed the Plan continues to meet and is working with Staff and subcommittees to address the improvement areas identified. Each community Board of Selectmen/City Council, and Fire Chief received a copy of the Strategic Plan.

A major upgrade of the radio dispatch equipment was initiated in 2014. The radio dispatch console equipment used to control the remote radio sites was rapidly approaching its end of service life because the original manufacturer was no longer in business. This meant there was no equipment or technical support available to repair failures. Requests to obtain grant funds to replace the equipment were unsuccessful. In October 2014 the Board of Directors authorized the purchase of a new Zetron radio dispatch console system to replace the existing Orbicom system. They also approved the purchase of new workstations to bring the new installation into compliance with ergonomic standards and the Americans with Disabilities Act. The project was funded with a combination of reserve funds and a commercial bank loan from Franklin Savings Bank. The total cost of the project is \$332,852.16. The equipment will be installed early in 2015.

In September the Board of Directors authorized the submission of a FY2014 Homeland Security Grant Program application. It is hoped to use the grant monies to establish a connection with three transmitter sites using the microwave system built in 2013 by the Belknap County Sheriff's Department. Connection will be to two existing sites and the establishment of a microwave link to one additional site and to the LRMFA Communications Center. The availability of microwave connectivity will provide additional radio control capability for the multichannel tactical radios at those three sites. It will also improve return audio capabilities in the system. An additional component of the project covered by this grant is the final connection of the LRMFA Communications Center to the Capital Area Mutual Aid System's radio sites. LRMFA received approval of grant funds totaling \$112,101.50 in December 2014 with completion required by August 2016.

The Central NH HazMat Response Team, while a separate entity, is a joint venture between the Lakes Region Mutual Fire Aid System and the Capital Area Mutual Aid Fire Compact. It has provided service to both mutual aid systems for several years. The team maintains its high level of specialized response capabilities through continued training during the year. The Chief of the team, with support from the Haz Mat Oversight Com-

mittee, spends a considerable amount of time applying for and administering numerous Federal and State grant awards that fund the operation of this team.

Through the efforts of the CNHHMRT, a Regional Emergency Planning Committee has been established and recognized by the State Emergency Response Commission. The REPC provides hazardous material response planning for each community in the two mutual aid systems. It does not replace the need for or responsibility of the Local Emergency Planning Committee in each community but supports those local efforts with hazardous materials planning.

Several other committees and workgroups have been busy throughout the year working to enhance the capabilities of the departments within the Lakes Region Mutual Fire Aid system. The work of some of these groups is more thoroughly detailed in other parts of this Annual Report. The goal of this report is to give you a snapshot of work that has occurred within the Lakes Region Mutual Fire Aid System during the past year. Please visit our website at www.lrmfa.org to keep up with what is going on.

LRMFA Staff

<i>Chief Coordinator</i>	James Hayes
<i>Deputy Coordinator</i>	John Beland
<i>Lieutenant</i>	David Parker
<i>Lieutenant</i>	Robert Frame
<i>Lieutenant</i>	Kevin Nugent
<i>Lieutenant</i>	Paul Steele
<i>Dispatcher</i>	Chris Reynolds
<i>Dispatcher</i>	Benson Goodwin
<i>Dispatcher</i>	Erin Hannafin
<i>Dispatcher</i>	Matthew O'Neill

Per Diem Dispatchers

Kelly Marsh
David Spinoza
Bonnie Canfield
Jeff Tobine
Jason Griffin
Jeff Sheltry
John Marcel

Technical Support

Richard Heinis

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Executive Committee

The Executive Committee performs duties as directed by the Board of Directors. The committee is made up of four members from the Board of Directors with the Association President serving as an ex officio member.

<i>Chair</i>	Chief Rene Lefebvre, <i>Andover</i>
<i>Secretary</i>	Dave Paquette, <i>Ashland</i> (Deputy Chief retired)
<i>Association President</i>	Deputy Chief Thomas Joslin, <i>Meredith</i>
	Chief David Parenti, <i>Belmont</i>
	Chief David Bengtson, <i>Moultonborough</i>
	Chief Michael Drake, <i>New Hampton</i>

Standing Committees

Training Division, <i>Chair</i>	Chief Steve Carrier, <i>Gilford</i>
EMS Committee, <i>Chair</i>	Deputy Chief Shawn Riley, <i>Gilford</i>
Standardization Committee, <i>Chair</i>	Deputy Chief Brad Ober, <i>Gilford</i>
Task Force Committee, <i>Chair</i>	Deputy Chief Charles Roffo, <i>Laconia</i>
Haz Mat Oversight	Chief David Bengtson, <i>Moultonborough</i> , Chief Casino Clogston, <i>Plymouth</i> , Chief Ken Jones, <i>Meredith</i> , Chief James Hayes, <i>LRMFA</i> , Team Leader – Battalion Chief William Weinhold, <i>Concord</i>
Swift Water Rescue Oversight	Chief Paul Dexter, <i>Sanbornton</i> , Chief Casino Clogston, <i>Plymouth</i> , Chief Steve Yannuzzi, <i>Bristol</i> , Deputy John Beland, <i>LRMFA</i> , Team Leader – Chief Kevin LaChapelle, <i>Franklin</i>

*Davis Place fire, February 25, 2014. This fire resulted in the first fire fatality in two decades.
Photo ©2014 Alan L. McCrae.*



Board of Directors

The Board of Directors is the governing body of the Lakes Region Mutual Fire Aid Association and is made up of one director from each member community. The Fire Chief is typically the appointed director from the community.

Alton – Chief Scott Williams	Ashland – Chief Steve Heath
Belmont – Chief David Parenti	Bristol – Chief Steve Yannuzzi
Center Harbor – Chief Leon Manville	Barnstead – Interim Chief Shawn Mulcahey
Franklin – Chief Kevin LaChapelle	Gilford – Chief Steve Carrier
Gilmanton – Chief Joe Hempel	Hill – Chief Deanna Ford
Holderness – Chief Eleanor Mardin	Laconia – Chief Ken Erickson
Meredith – Chief Ken Jones	Moultonborough – Chief David Bengtson
New Hampton – Chief Michael Drake	Plymouth – Chief Casino Clogston
Sanbornton – Chief Paul Dexter	Sandwich – Chief Louis Brunelle
Tilton – Selectperson Katherine Dawson	Northfield – Selectperson Wayne Crowley
Waterville Valley – Chief Chris Hodges	Strafford – Chief Scott Whitehouse
Alexandria – Chief Mark Chevalier	Andover – Chief Rene Lefebvre
Bridgewater – Chief Donald Atwood	Campton – Chief Daniel Defosses
Thornton – Chief Daniel Defosses	Ellsworth – Chief Daniel Defosses
Danbury – Chief Tom Austin	Hebron – Chief John Fischer
Rumney – Chief David Coursey	Groton – Chief Roger Thompson
Warren – Chief David Riel	Wentworth – Chief Jeff Ames
Dorchester – Selectperson Arthur Burdette	

Training Division Report

Volunteer committee work is an essential element of the Lakes Region Mutual Fire Aid system. Dedicated members from our career, combination, and volunteer fire departments who give of their time to committee work represent LRMFA's greatest strength. We take this opportunity to thank all members who serve on or who have assisted the LRMFA Training Division, in meeting our mission of *delivering the highest quality, training and education, for our community partners and the public we serve*. We certainly would be remiss if we did not recognize and thank our staff liaison, Deputy Chief John Beland, and all the staff at the Communications Center for the invaluable amount of time, energy, and technical assistance they provide the Committee.

The year saw the committee working on the continuance of important programs such as the Company Officer Development Series. These quarterly programs are designed to give Company Officers the tools needed to be successful and effective in their roles as mid-level supervisors. Topic areas include supervisory best practices, human resources issues, strategic, tactical, and task level firefighting applications.

In recognition of the heroin epidemic sweeping the region, the LRMFA Training Division worked in support of the LRMFA Emergency Medical Services Committee hosted a symposium entitled: *New Hampshire's Heroin Epidemic-Public Safety Challenges* to address and strategize response options to the problem. The symposium, held at Plymouth State University, was attended by 112 national, state, and local politicians, emergency physicians, nurses, public and mental health professionals, emergency responders in-

Continued on page 8

Member Communi

TOWN NAME:	2014 Valuation 2012 Survey		201 Population 2012 Census	
	Dollar	Percent	Number	Percent
Alton:	\$1,439,386,379	7.64%	5262	4.56%
Barnstead:	\$437,316,244	2.32%	4602	3.99%
Belmont:	\$586,930,797	3.11%	7343	6.36%
Center Harbor:	\$401,492,354	2.13%	1081	0.94%
Gilford:	\$1,603,631,980	8.51%	7127	6.18%
Gilmanton:	\$474,435,127	2.52%	3763	3.26%
Laconia:	\$1,883,388,734	10.00%	16059	13.92%
Meredith:	\$1,861,784,781	9.88%	6272	5.44%
New Hampton:	\$287,567,712	1.53%	2186	1.89%
Sanbornton:	\$396,960,410	2.11%	2978	2.58%
Tilton:	\$475,967,702	2.53%	3569	3.09%
Moultonborough:	\$2,754,328,975	14.62%	4064	3.52%
Sandwich:	\$441,251,723	2.34%	1328	1.15%
Alexandria:	\$193,012,939	1.02%	1622	1.41%
Ashland:	\$232,416,207	1.23%	2085	1.81%
Bridgewater:	\$329,150,212	1.75%	1085	0.94%
Bristol:	\$469,298,944	2.49%	3055	2.65%
Campton:	\$364,823,925	1.94%	3344	2.90%
Dorchester	\$19,180,071	0.10%	166	0.14%
Ellsworth:	\$13,931,420	0.07%	87	0.08%
Groton:	\$66,543,839	0.35%	595	0.52%
Hebron:	\$264,425,429	1.40%	614	0.53%
Holderness:	\$740,414,742	3.93%	2106	1.83%
Plymouth:	\$402,280,107	2.13%	6999	6.07%
Rumney:	\$171,377,301	0.91%	1480	1.28%
Thornton:	\$342,476,484	1.82%	2516	2.18%
Warren	\$74,253,176	0.39%	914	0.79%
Waterville Valley:	\$347,858,067	1.85%	247	0.21%
Wentworth	\$90,465,812	0.48%	921	0.80%
Andover:	\$259,171,905	1.38%	2366	2.05%
Danbury:	\$109,718,397	0.58%	1163	1.01%
Franklin:	\$495,381,828	2.63%	8468	7.34%
Hill:	\$79,683,886	0.42%	1093	0.95%
Northfield:	\$287,487,423	1.53%	4816	4.17%
Strafford:	\$445,424,973	2.36%	4007	3.47%
Total Evaluation	\$18,843,220,005	100.00%	115383	100.00%
Total Due:		\$1,155,679.69		
Valuation Factor	.00002453253074130210	\$462,271.87	40.0%	
Population Factor	5.008015414291770	\$577,839.84	50.0%	
Fixed Cost		\$115,567.97	10.0%	
			100%	

Community Assessments

2014 Operating Cost Components				Previous Year Total Cost	Increase/ Decrease	
Fixed Factor	Valuation Factor	Population Factor	Total Cost			
\$3,301.94	\$35,311.79	\$26,352.18	\$64,965.91	\$62,125.94	\$2,840	4.57%
\$3,301.94	\$10,728.47	\$23,046.89	\$37,077.30	\$36,555.91	\$521	1.43%
\$3,301.94	\$14,398.90	\$36,773.86	\$54,474.70	\$52,671.23	\$1,803	3.42%
\$3,301.94	\$9,849.62	\$5,413.66	\$18,565.23	\$17,735.72	\$830	4.68%
\$3,301.94	\$39,341.15	\$35,692.13	\$78,335.22	\$74,304.54	\$4,031	5.42%
\$3,301.94	\$11,639.09	\$18,845.16	\$33,786.20	\$31,916.89	\$1,869	5.86%
\$3,301.94	\$46,204.29	\$80,423.72	\$129,929.95	\$124,337.34	\$5,593	4.50%
\$3,301.94	\$45,674.29	\$31,410.27	\$80,386.51	\$75,100.26	\$5,286	7.04%
\$3,301.94	\$7,054.76	\$10,947.52	\$21,304.23	\$20,899.53	\$405	1.94%
\$3,301.94	\$9,738.44	\$14,913.87	\$27,954.26	\$26,599.03	\$1,355	5.10%
\$3,301.94	\$11,676.69	\$17,873.61	\$32,852.24	\$31,790.17	\$1,062	3.34%
\$3,301.94	\$67,570.66	\$20,352.57	\$91,225.18	\$89,024.25	\$2,201	2.47%
\$3,301.94	\$10,825.02	\$6,650.64	\$20,777.61	\$19,456.58	\$1,321	6.79%
\$3,301.94	\$4,735.10	\$8,123.00	\$16,160.04	\$15,284.92	\$875	5.73%
\$3,301.94	\$5,701.76	\$10,441.71	\$19,445.41	\$18,412.14	\$1,033	5.61%
\$3,301.94	\$8,074.89	\$5,433.70	\$16,810.53	\$15,775.25	\$1,035	6.56%
\$3,301.94	\$11,513.09	\$15,299.49	\$30,114.52	\$28,451.92	\$1,663	5.84%
\$3,301.94	\$8,950.05	\$16,746.80	\$28,998.80	\$28,418.51	\$580	2.04%
\$3,301.94	\$470.54	\$831.33	\$4,603.81	\$4,383.62	\$220	5.02%
\$3,301.94	\$341.77	\$435.70	\$4,079.41	\$3,869.79	\$210	5.42%
\$3,301.94	\$1,632.49	\$2,979.77	\$7,914.20	\$7,527.96	\$386	5.13%
\$3,301.94	\$6,487.02	\$3,074.92	\$12,863.89	\$11,859.66	\$1,004	8.47%
\$3,301.94	\$18,164.25	\$10,546.88	\$32,013.07	\$28,904.51	\$3,109	10.75%
\$3,301.94	\$9,868.95	\$35,051.10	\$48,221.99	\$45,674.82	\$2,547	5.58%
\$3,301.94	\$4,204.32	\$7,411.86	\$14,918.12	\$14,222.80	\$695	4.89%
\$3,301.94	\$8,401.81	\$12,600.17	\$24,303.92	\$23,665.30	\$639	2.70%
\$3,301.94	\$1,821.62	\$4,577.33	\$9,700.89	\$9,049.39	\$651	7.20%
\$3,301.94	\$8,533.84	\$1,236.98	\$13,072.76	\$11,720.18	\$1,353	11.54%
\$3,301.94	\$2,219.36	\$4,612.38	\$10,133.68	\$9,664.55	\$469	4.85%
\$3,301.94	\$6,358.14	\$11,848.96	\$21,509.05	\$20,168.09	\$1,341	6.65%
\$3,301.94	\$2,691.67	\$5,824.32	\$11,817.93	\$11,375.85	\$442	3.89%
\$3,301.94	\$12,152.97	\$42,407.87	\$57,862.79	\$56,625.43	\$1,237	2.19%
\$3,301.94	\$1,954.85	\$5,473.76	\$10,730.55	\$10,389.37	\$341	3.28%
\$3,301.94	\$7,052.79	\$24,118.60	\$34,473.34	\$33,114.22	\$1,359	4.10%
\$3,301.94	\$10,927.40	\$20,067.12	\$34,296.46	\$32,529.12	\$1,767	5.43%
15,567.97	\$462,271.87	\$577,839.84	\$1,155,679.69	\$1,103,604.79	\$52,075	4.72%
6,321.36	\$241,617.52	\$301,692.86	\$579,631.74	\$554,036.56		
9,246.61	\$220,654.36	\$276,146.98	\$576,047.94	\$549,568.23		

cluding fire and EMS, state, local, and campus police, county sheriffs, Department of Corrections Officers, and Residential Life Officials from the University System. This was a tremendous opportunity for the diverse audience to share issues and collaborate on the most appropriate and effective response to the crisis at hand.

In support of our mission of *delivering the highest quality training and education for our community partners and the public we serve*, 23 educational programs were delivered throughout the system with approximately 615 emergency responders attending those programs. Total man hours for attendance in these programs was approximately 6,935 hours.

A selection of programs offered include: 19 firefighters were awarded NH Fire Academy Pro Board Firefighter Level II Certification, Fighting Fires in Modern Buildings, Modern Ventilation Tactics, Conducting Employee Evaluations at the Company Officer Level, Leadership in a Changing Environment, Rural Water Supply Operations, Water Supply Officer, Incident Command for Small Town Rural America, NH Statewide Fire and All Hazards Mobilization Plan-Task Force Leader and Crew Level training.

The Lakes Region Mutual Aid Training Division would like to thank our member agencies and their members for their support of our efforts.

*Sincerely,
Chief Stephen Carrier, Gilford Fire Rescue
Committee Chair*

New Hampton FF/EMT-I K. Hughes stretches a 2" line at Ambrose Brothers Pit.



EMS Committee Report

The role of the EMS Committee is to provide an overview of the emergency medical service delivery, needs, and issues as they relate to the communities within the Lakes Region Mutual Fire Aid system. The committee typically meets the first Tuesday every other month (February, April, etc.). While many topics have been discussed over this past year there were two primary issues the committee focused on.

The largest issue discussed was the widespread problem of opiate overdoses within the region. This is a problem that is impacting most all of our communities to some degree. The committee hosted a symposium entitled *New Hampshire's Heroin Epidemic — Public Safety Challenges*. The purpose of the symposium was to address and strategize response options to the problem. The symposium was held at Plymouth State University and was attended by federal, state, and local politicians, emergency physicians and nurses, mental health and public health professionals, fire and ems responders from around the state, law enforcement officers from state, county, local agencies, campus police, Department of Corrections, and Residential Life Officials from the University System. No clear solutions emerged from this symposium, but a wealth of information was shared that enabled all participants to leave with a much better awareness of the magnitude of the issue and actions being taken by many diverse agencies and group to help address it.

Bariatric patients and the issues related to treatment and transporting of these patients was also a major topic of discussion by the EMS Committee. Deputy Riley from Laconia Fire Department has done extensive research on bariatric patients and has begun developing a training program that addresses three aspects of bariatric patient care:

- *Bariatric patient care* — the differences from standard patient care.
- *Bariatric patient extrication* — removal of the bariatric patient from a building equates to a technical rescue.
- *Bariatric patient transportation* — movement of the patient to the treatment facility and the specialized equipment needed.

The NH Bureau of EMS has been working on this issue for quite some time and was able to obtain grant funding through the NH Homeland Security Grant Program to allow municipalities to purchase specialized equipment to use in moving bariatric patients. The City of Laconia was a recipient of grant funding and obtained the initial equipment cache for use in the Lakes Region area. Stewart's Ambulance Service, Plymouth Fire Department, and Bristol Fire Department also received funding to modify an ambulance from each service to accommodate the use of the bariatric equipment cache. The cache contains a large capacity Striker stretcher, folding ramps, a portable electric winch, and a low-pressure air bag to assist in elevating a patient.

The EMS Committee will continue to meet and discuss strategies on how emergency medical services can be most effectively delivered in the Lakes Region and the issues that impact that delivery.

Strategic Planning Committee Report

The Board of Directors authorized a strategic planning effort in May 2013. The Executive Committee then established the LRMFA Strategic Planning Committee, which began its work in September 2013. Plan development and meeting facilitation was provided by Patrick Miller of PERO Consulting Group LLC.

The plan process included surveys, a SWOT (strengths, weaknesses, opportunities, threats) analysis, goal setting and finally, plan development. The plan consists of four layered elements:

- 1) Vision and Mission
- 2) Statements of Strategic Intent
- 3) Goals
- 4) Supporting Actions.

The plan was adopted by the Board of Directors at its February 2014 meeting.

With the adoption of the plan, the Strategic Planning Committee met to reorganize, agreed to continue its efforts, and started to implement the plan. The committee reviewed the plan's goals and supporting actions and quickly identified a "plan of attack."

Although we continue to work through the four major goals of the strategic plan, many items have been accomplished to date:

- Marketing firms were solicited for proposals.
- Capital improvement plan has been established with funding included in the 2015 budget.
- Service area expansion plan has been developed.
- A BOD Responsibilities document was created (waiting final approval).
- To improve community relations, an open house was hosted at LRMFA and a public informational forum on the proposed 2015 budget was hosted.
- Member apparatus window decals have been updated.

Some of our goals for 2015 include:

- Evaluate and revise the current product offering.
- Evaluate current funding formula.
- Create/implement staff development plan.
- Implement CIP.
- Develop KPIs (key performance indicators).
- Develop marketing video.

During the planning process, there was much consistency and agreement about the direction of LRMFA, both from internal and external constituents. The plan is designed to be flexible and agile which means that it can be easily updated as the organization's needs change.

As we continue to move forward the Strategic Planning Committee is excited to be working with other members of LRMFA and the BOD to accomplish its goals.

Lakes Region W.E.T. Team Report

Participating Communities: Ashland, Belmont, Bristol, Campton/Thornton, Franklin, Holderness, New Hampton, Plymouth, Sanbornton, Tilton/Northfield.

TRAINING: 2014 was a progressive and exciting year for Swift/Flood Water not only here in the Lakes Region but Statewide. Through a strong movement by Swift Water Leaders and Instructors, a solid curriculum (Rescue 3 International) has been adopted by the NH Fire Academy and is now being taught statewide. Coupled with this movement was a gracious training grant that “flooded” our State and Region with an abundance of rescuers all trained to various levels.

EVALUATING EFFICIENCY: While this training was occurring, the Fire Chiefs who represent the Pemi and 3 Rivers Wet Teams met several times to evaluate the efficiency of training and response sustainability. It was agreed that a team merger would provide a more coordinated effort of readiness. As of January 1, 2015, the Pemi and 3 Rivers WET teams are now known as one team, *The Lakes Region WET Team*. It should be known that this team is a resource for any community in our Mutual Aid System; however, is not a sanctioned entity of the Lakes Region Mutual Fire Aid Association.

FUNDING: Training, equipment, and personnel are funded individually by each participating department. Each department supplies PPE to their own members. All labor/benefit costs are paid by individual departments to their own members. There are currently no dues.

LEADERSHIP:

(See Organizational Chart on next page.)

ADMINISTRATION: The Fire Chiefs of the participating communities have created an Oversight Committee consisting of Chief Dexter (19C1), Chief Clogston (18C1), Deputy Beland (C-2), and Chief Yannuzzi (4C1) as the Chair.

OPERATIONS: A Modular Team was created to allow for streamlined operations and also allow for future team growth. Terminology was taken from the National Tech Rescue Response Model. Our plan is to solidify our merger and re-evaluate additional department membership.

RESPONSE: Each participating department has created run cards for swift/flood response similar to current fire/EMS responses. The new LRMFA CAD system has afforded us the opportunity for this type of response model.

In the event a non-team member community is in the need for Swift/Flood resources, the Incident Commander should contact LRMFA immediately; the IC should also be prepared to provide as much incident detail as possible. Similar to the HAZMAT Team Model, a LR WET Team Officer will evaluate the needs of the Incident Commander and coordinate a team response. Qualified team members will be listed on a pre-incident roster. A “Squad” will consist of six responders and appropriate equipment for the incident. Keep in mind that additional squads may respond if needed.

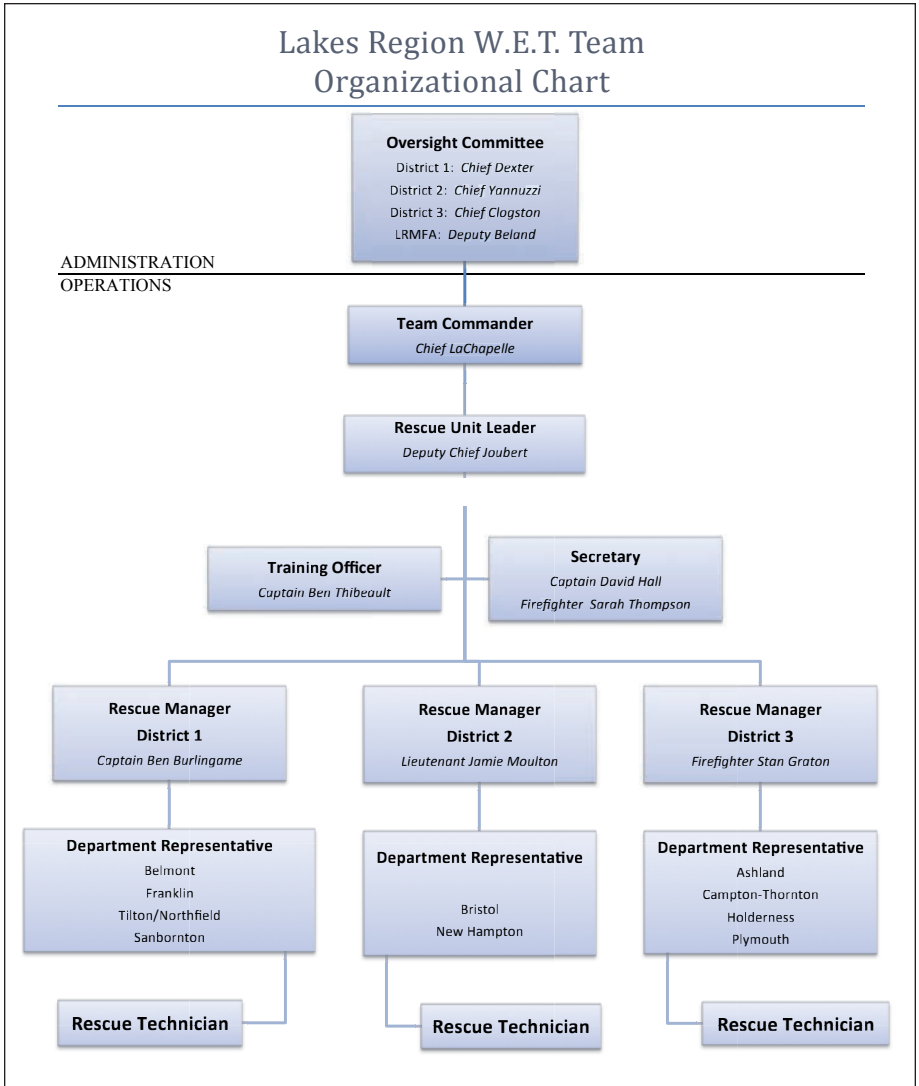
We are excited to continue to solidify our team merger throughout 2015. Our team leadership has identified many goals and objectives, which will enable our team to continue to grow to meet the future needs of our region.

Continued on next page

Awareness and technical level certified programs have been scheduled for this winter and spring. Any department interested in awareness level training should contact the LRMFA Training Division.

We are confident that this coordinated effort, synchronized with the depth of training and experience of our members will allow for some of the most supreme mitigation at swift/flood water incidents.

Since the year 2000, over 20 lives have been saved from imminent danger by both the Three Rivers and Pemi WET Teams.



Operating Budget

(UNAUDITED)

	2014 Budgeted	2014 Expended	2015 Proposed
Labor Costs			
Wages — Full-time	\$499,928	\$493,917	\$505,310
Wages — Part-time	\$80,028	\$60,371	\$54,704
Overtime	\$40,564	\$39,574	\$40,752
Longevity Bonus	\$1,325	\$1,125	\$1,325
Holiday Wages	\$20,340	\$18,910	\$20,430
Medical Insurance	\$151,021	\$144,101	\$148,665
Disability Insurance	\$2,090	\$2,054	\$1,768
State Retirement	\$89,883	\$87,035	\$83,565
Social Security	\$29,759	\$29,064	\$31,765
Medicare	\$9,514	\$9,216	\$9,238
Workers Compensation Insurance	\$20,229	\$16,274	\$16,989
Uniforms	\$4,200	\$1,546	\$4,200
Training & Education	\$5,100	\$348	\$5,100
Unemployment Compensation	\$500	\$0	\$500
	\$954,479	\$903,535	\$924,311
General Operating			
<i>Professional Services</i>			
Audit	\$4,200	\$4,200	\$4,200
Bookkeeping	\$6,600	\$6,050	\$6,600
Legal	\$3,400	\$1,498	\$3,400
Graphic Design	\$4,340	\$5,493	\$5,500
Bank Finance Charges	\$4,300	\$5,594	\$4,530
Insurance	\$10,790	\$4,581	\$9,938
Office/Administrative Expense	\$6,000	\$4,740	\$6,000
Postage	\$900	\$1,005	\$1,025
Professional Dues	\$2,250	\$1,952	\$2,250
Subscriptions	\$1,200	\$1,215	\$1,200
Coordinator's Expense	\$700	\$355	\$700
Executive Committee's Expense	\$1,000	\$657	\$1,000
Automotive Expense	\$10,075	\$7,748	\$10,075
Communications System	\$24,000	\$31,370	\$30,000
Office Equipment	\$1,000	\$1,695	\$1,000
Rental Costs — Comm. Ctr., trans. sites	\$5,700	\$5,597	\$6,734
Radio Circuits	\$6,500	\$4,642	\$6,500
Telephone Expense	\$14,000	\$17,621	\$17,125
IT Expense/Services	\$13,500	\$8,725	\$25,000
Website Support & Development	\$750	\$500	\$750
CAD System Maintenance	\$40,250	\$13,187	\$54,000
	\$161,455	\$128,425	\$197,527
Facility Expense			
Electricity	\$9,000	\$8,640	\$9,000
Heating Oil	\$5,100	\$5,929	\$6,655
Maintenance	\$9,500	\$7,340	\$9,500
	\$23,600	\$21,909	\$25,155
Special Projects			
Grant — Matching Funds	\$1		\$1
	\$1		\$1
SubTotal Budget	\$1,139,535	\$1,053,869	\$1,146,994
Capital Improvement Program	\$20,000	\$20,000	\$40,125
Total Budget	\$1,159,535	\$1,073,869	\$1,187,119



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