

Estes Valley Fire 2025 Annual Report

Presented to the Board by District Staff

January 22, 2025



ESTES VALLEY FIRE PROTECTION DISTRICT

Serving the Residents and Visitors of the Estes Valley with Superior Fire and Safety Services

901 N. SAINT VRAIN AVE. ESTES PARK CO 80517 970-577-0900 FAX 970-577-0923

Outline



Administration / Financial



Prevention & Life Safety



Support Services



Training



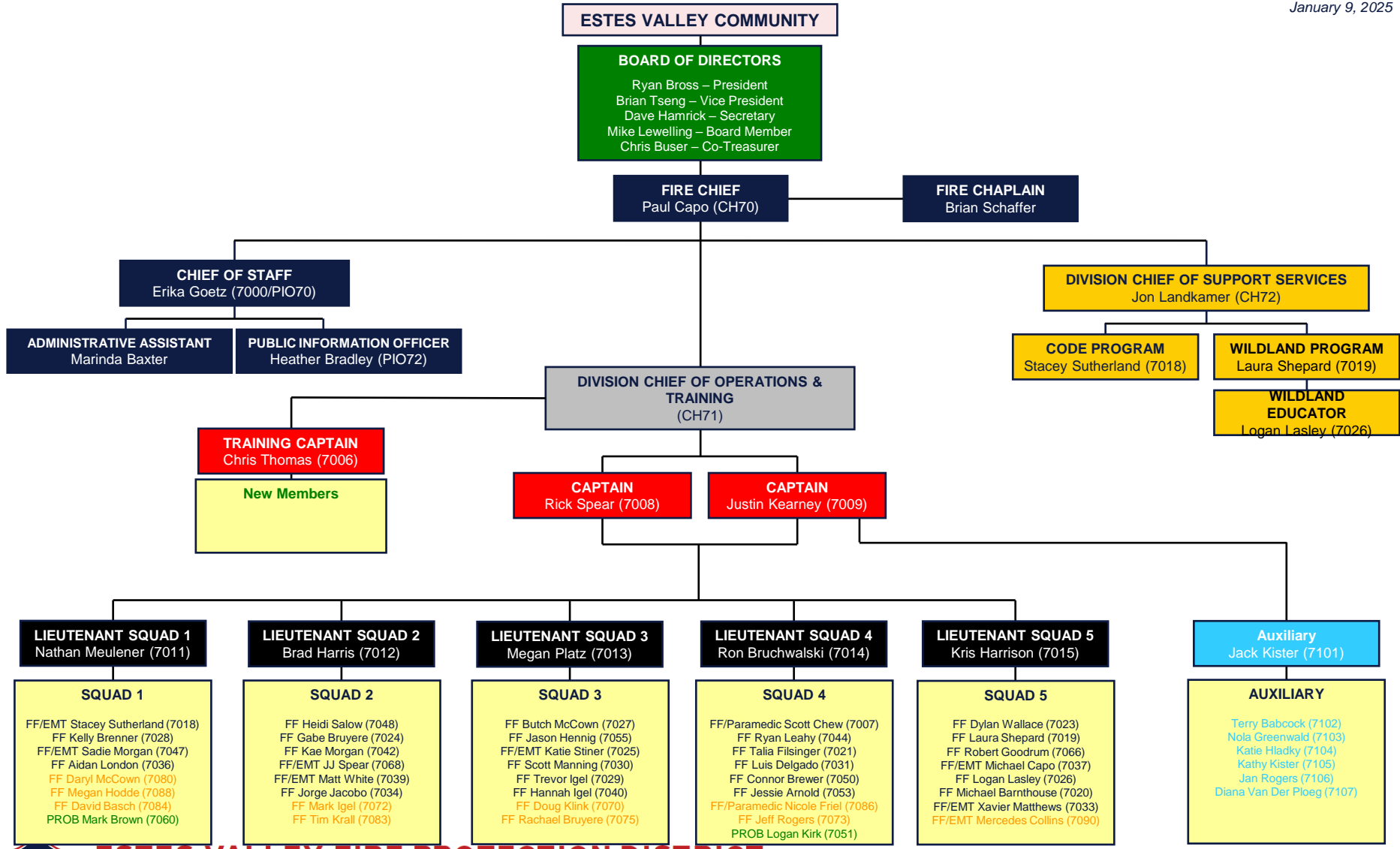
Operations



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Administrative

Erika Goetz, Chief of Staff



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Policy Updates

- **Policy Updates**
 - **Continually review and update**
 - **Added Auxiliary Program**
- **Legislative Updates**
 - **Property tax changes**



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Human Resources

- **Onboarded two new employees**
 - **Laura Shepard– Wildland Risk Reduction**
 - **Logan Lasley– Wildland Risk Reduction Educator**

- **Volunteer PIO**
 - **Heather Bradley**

- **Turnover on Board with Two Resignations**
 - **Appointed Two Board Members**



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Classes

Hosted a Grant Workshop with Chief Bryant

Hosted a PIO Class with Chief Reardon



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Changes and Challenges

- **Website**
 - **Over 600 documents made accessible**
- **Recruitment for Fire Chief x 2**
- **Moved to FirstDue**



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Financial Report

Jon Landkamer, Division Chief of Support Services



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Financial Overview

- **District is financially sound**
- **Balanced budget**
 - **Operating and Capital Reserves**
- **Multiple, independent income sources**
- **Long range capital purchase plan**
 - **Paused with change in leadership**



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Revenue – Historic

Source	2018	2019	2020	2021	2022	2023	2024
Sales Tax	\$838,413	\$884,534	\$847,430	\$1,150,820	\$1,267,628	\$1,279,907	\$1,241,680
1A Tax							\$234,857
Property Tax	\$627,699	\$630,023	\$718,784	\$727,100	\$780,147	\$783,206	\$1,178,483
Other Revenue	\$133,568	\$269,252	\$324,275	\$326,376	\$254,226	\$201,719	\$465,367
TOTAL	\$1,599,680	\$1,783,808	\$1,890,489	\$2,204,297	\$2,301,330	\$2,332,889	\$3,161,717

- Specific Ownership Tax
- Plan reviews
- Training
- Grants
- Donations
- Investment income
- Wildfire Revenue



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Revenue Growth

- **Proactively sought opportunities to increase**
 - **EVFPD Included in the 1A Renewal approved by the voters, began July 1, 2024**
 - **9% of the 1% for wildland fire mitigation**
 - **Division Revenues: Prevention & Training**
 - **Over \$150,000 per year to support program-specific growth**
 - **Grants**
 - **Continue to look for opportunities for grant funding**
- **Reserve funds stable**
 - **Capital and Operational reserves (stability)**



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Grant Opportunities

- **Larimer County Behavioral Health Grant**
 - **Continue Peer Support Training and Clinician**
- **FR-WRM – Awarded**
 - **\$183,000 over four years**
 - **WFRR Educator position**
- **Leary Foundation – Not awarded**
- **Wildland Fire Grants – RSG, CWDG, COSWAP**



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Summary

- **EVFPD continues to have a stable financial position**
- **We enjoy consistently clean audits**
- **This has been through consistent, proactive action**
- **Multi-pronged approach to lower costs, raise revenues, build reserves, protect budget**



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Prevention

Jon Landkamer, Division Chief of Support Services



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Prevention Program

- **Promotion of Prevention staff positions**
 - **Fire Code Safety Lieutenant**
 - Stacey Sutherland
 - **Wildland Fire Risk Reduction Lieutenant**
 - Laura Shepard
- **Highlights**
 - **Continued communication with Town/SafeBuilt**
 - Regular meetings to discuss issues
 - DRT/Pre-App meetings to participate with Town of Estes development team
 - Access to Community Core – SafeBuilt workflow system
 - Water Division communication improvement



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Fire Code Safety Program

- **Community Outreach**
 - **Farmer's Market (400)**
 - **Safety Fair (200)**
 - **Estes Park Elementary School**
 - **Career Day EPES (400)**
 - **Staff changes at EPES prevented us from getting in the school this fall. We are still hopeful that we will be able to get in there this academic year.**
 - **Bike to School, Library Story Time, Middle School Egg Drop (380)**
 - **Created some social media posts**
- **Total of 6064 contact hours in public education!**



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Fire Code Safety Program

▪ Relationships

- **Fire Marshal Services**
 - Plan review and inspections for new construction
 - Mentoring and training for inspections and plan review
- **Loveland Fire Rescue Authority**
 - Resource for inspections and program development
 - Shadowed LFRA inspector(s)
- **Northern Colorado Fire Marshals Association**
 - Networking and training opportunities
- **Fire Marshal Association of Colorado**
 - Training and networking
- **Town of Estes Park Building Safety (SafeBuilt)**
 - Community Core workflow software keeping us informed
- **PEER Support Team Leader**
- **Trained Auxiliary members for community outreach**



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Fire Code Safety Program

■ Training

- **Cross-training with Larimer County to ensure consistency with inspection standards for STRs**
- **Shadowed Joe Jaramillo (FMS) on new construction projects, rough and final inspections**
- **Conferences**
 - **International Code Council**
 - **Colorado State Chiefs Leadership Symposium**
 - **Critical Care Paramedic refresher**
- **Certifications**
 - **ICC Fire Inspector II**
 - **Completing new construction inspections on her own**
 - **NWCG FF II (red card)**
 - **PEER Support certification**
- **ICS 300**



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Fire Code Safety Program

■ Inspections

- 48 special event plan reviews
- Frozen Dead Guy Days
- 13 special event tent inspections
- 21 food truck operational permit inspections
- Fourth of July fireworks assistance
- Miscellaneous operational permits
- 13 STR pre-approval inspections
- 34 business inspections
- 18 existing STR inspections
- Multiple follow-ups on commercial alarm system inspection failures, false alarms, and repairs
- Assisted with Ponderosa Lodge fire investigation



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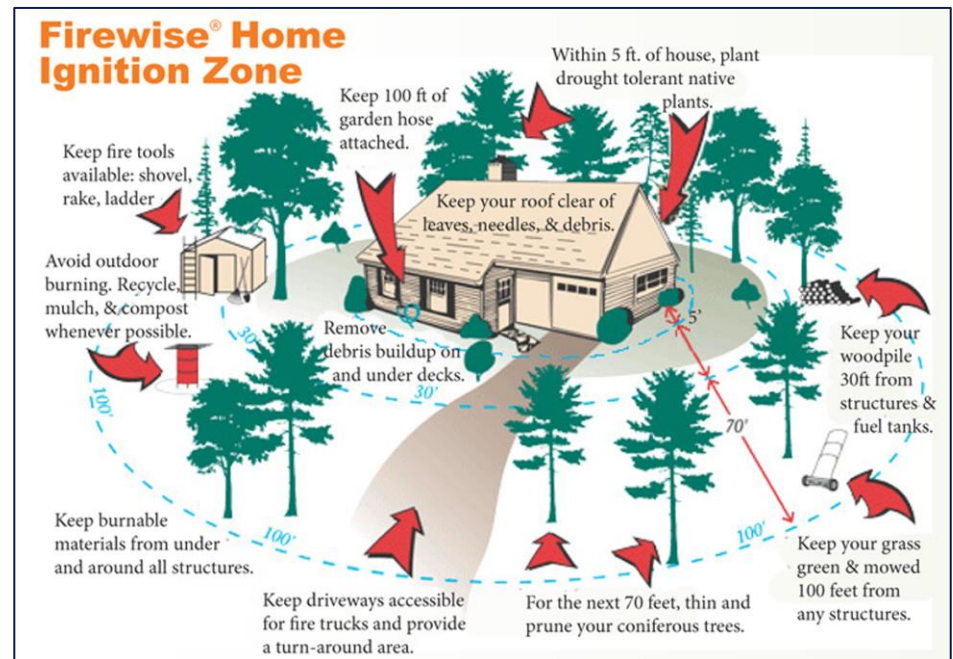
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Wildland Fire Program

- **Crosstraining with Larimer County to ensure consistency in HIZ inspection standards**
 - 120 HIZ assessed structures in neighborhood associations
 - 61 HIZ individual homeowners
- **Community Outreach**
 - Farmer's Market (400)
 - Safety Fair (200)
 - Community Fuels Reduction Collection Day (40)
- **Completed 181 HIZ home & HOA assessments**



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Wildland Fire Program

▪ Relationships

▪ EVWC

- Thunder Mountain and Hurni Tree Farm projects

▪ BTHWP

- CWDG regional grant opportunity for the Gateway to the Park
- Participate in monthly meetings

▪ RSG/IAFC Ready, Set, Go! program

- Hurni Tree Farm project
- Cold fire project
- RSG online training

▪ FACO

- Became active members, networking, training
- Attended FACO conference

▪ COCO

- Development of grant fundable projects
- Mitigation Best Practices training

▪ NOCO Fireshed Collaborative

- Formalized membership
- Project support and networking



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Wildland Fire Program

- **Relationships (cont)**
 - **LFRA/BTWC**
 - Air Curtain burner
 - Scheduled two-day operational training
 - **WiRe**
 - Developing best means to use research data collected
 - Preliminary research results have been presented
 - **COSWAP**
 - Grant awarded for mitigation work in the summer of 2025
 - Larimer Youth Conservation Corp – 8 week project
 - **Town of Estes Park**
 - Matching funds provided by TOEP
 - **CSFS and RMNP working relationship**
 - Assisted with RMNP Front Country Prescribed Fire
 - **Larimer County OEM**
 - Woody Biomass Strategy Committee
 - Wildfire Partners Program



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Wildland Fire Program

■ Training/Continuing Education

- Colorado Wildland Fire Conference (FACO)
- Community Wildfire Mitigation Best Practices Training (COCO + USFS)
- IS-320 Wildland Mitigation Basics for Mitigation Staff (FEMA)
- Fire Adapted Communities Neighborhood Ambassador Approach Course
- Reducing Wildfire Risk to Property (NFPA)



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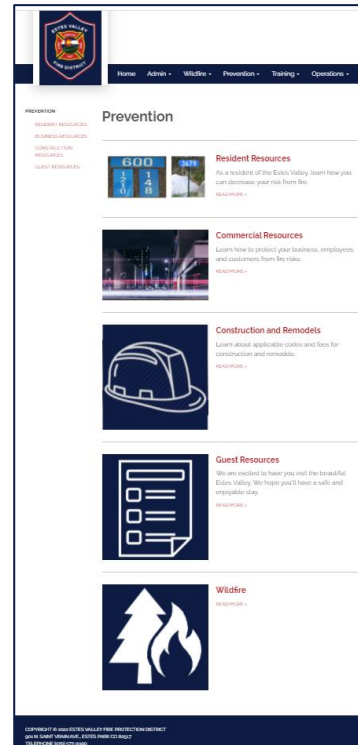
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Focus on Community

- Ensuring Fire District is a resource
- Communicating our role in helping businesses and homeowners be successful in their safety
- Developed flyer for distribution to businesses



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Facilities, Apparatus, & Equipment

■ Facilities

- New carpet in meeting room and entrance
- Fire alarm, fire sprinklers, and fire extinguishers
- Backflow annual inspection

■ Apparatus

- HME/Ahrens Fox Type 6 ordered and inspected
- DOT annual inspections
- Pump testing
- Aerial testing and repair

■ Equipment

- SCBA testing
- Ground ladder testing



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Facilities, Apparatus, & Equipment

■ Fleet

- Renewed our annual IGA with the Town for Fleet Services
- Garrett Hurni passed his Emergency Vehicle Technician II certification!
- Monthly fleet inspections of the apparatus continues to improve downtime
- Annual DOT inspections more thorough than before
- Improved communication and response from the Fleet Division
- Type 6 final inspection in early December, expecting delivery soon (tank repair)



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Operations

Paul Capo, Fire Chief



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Member Qualifications



FIREFIGHTING – 51 Total 48 Volunteer

Qual. / Cert.	2022	2023	2024
Interior Firefighters	28	32	39
Exterior Firefighter	9	11	10
Probationary	1	0	2
DFPC Firefighter I	10	12	17
DFPC Firefighter II	12	16	16
Wildland FFT2	25	32	26

EMERGENCY MEDICAL

Qual. / Cert.	2022	2023	2024
EMR	4	6	6
EMT-Basic / IV	10	13	11
Paramedic +	3	4	3

AUXILIARY

Qual. / Cert.	2022	2023	2024
AUXILIARY	-	-	7

TECHNICAL RESCUE

Qual. / Cert.	2022	2023	2024
Swiftwater I Swimmer	4	2	5
Swiftwater II Swimmer	8	10	11
Swiftwater I/II Trainer	2	2	2
Ice Rescue	14	17	20
Ice Rescue Trainer	3	3	3

ADVANCED CERTIFICATIONS

Qual. / Cert.	2022	2023	2024
Instructor I	12	12	13
Instructor II	0	1	1
Instructor III	2	2	1
Officer I, II, or III	3	3	2
DFPC Proctors	8	8	6

Engagement



▪ Total volunteer responses (staff excluded)

	Calls	Firefighter Response	Firefighters Per Paged Call
2016	661	2,219	4.6
2017	723	2,920	5.4
2018	620	3,350	7.1
2019	609	3,432	7.3
2020*	570	4,054	9.8
2021	636	3,995	7.7
2022	633	3,314	8.7
2023	665	4,246	9
2024	781	5,682	10.2

2024
555 paged
226 officer

- The average volunteer ran **109 calls** (45 minimum)
- We averaged **10 volunteers** per paged call



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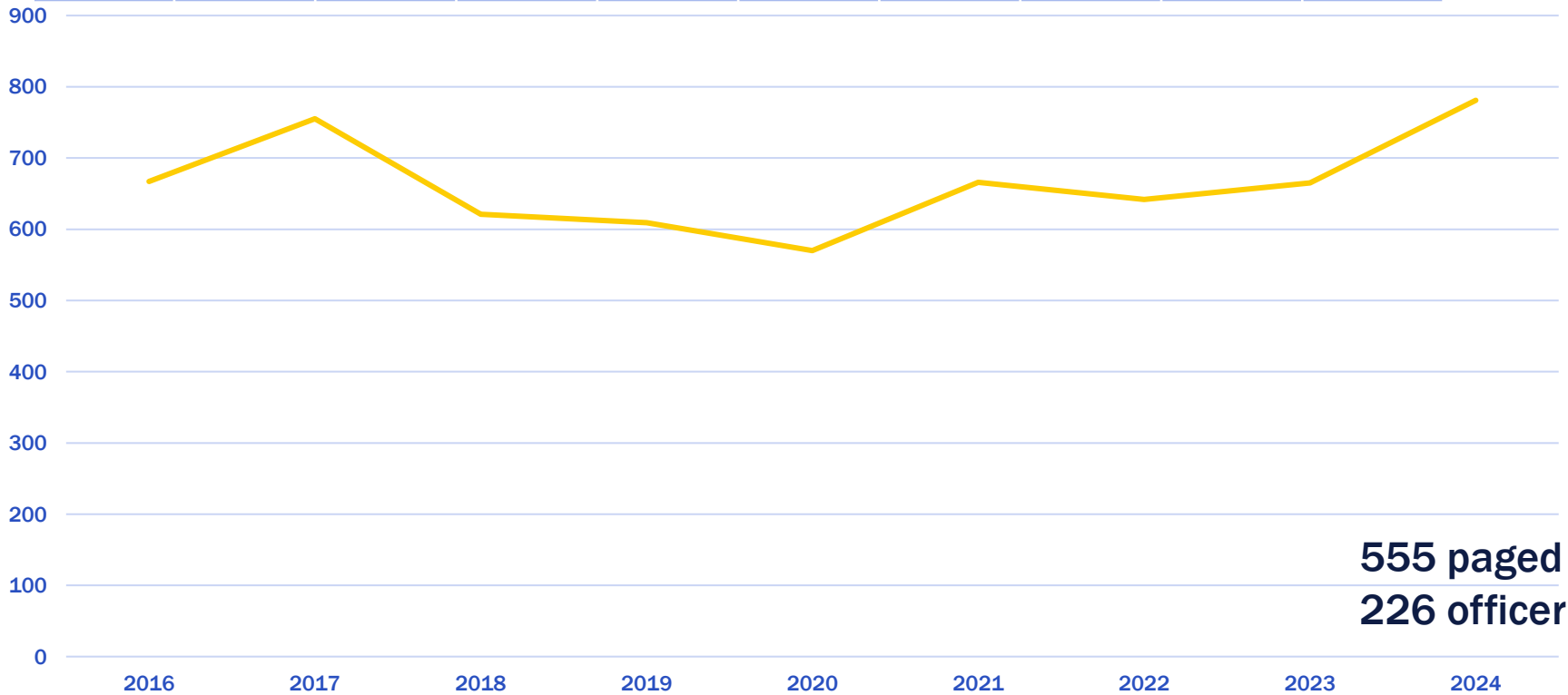
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Calls for Service

Year	2016	2017	2018	2019	2020	2021	2022	2023	2024
Calls	667	755	621	609	570	666	642	665	781



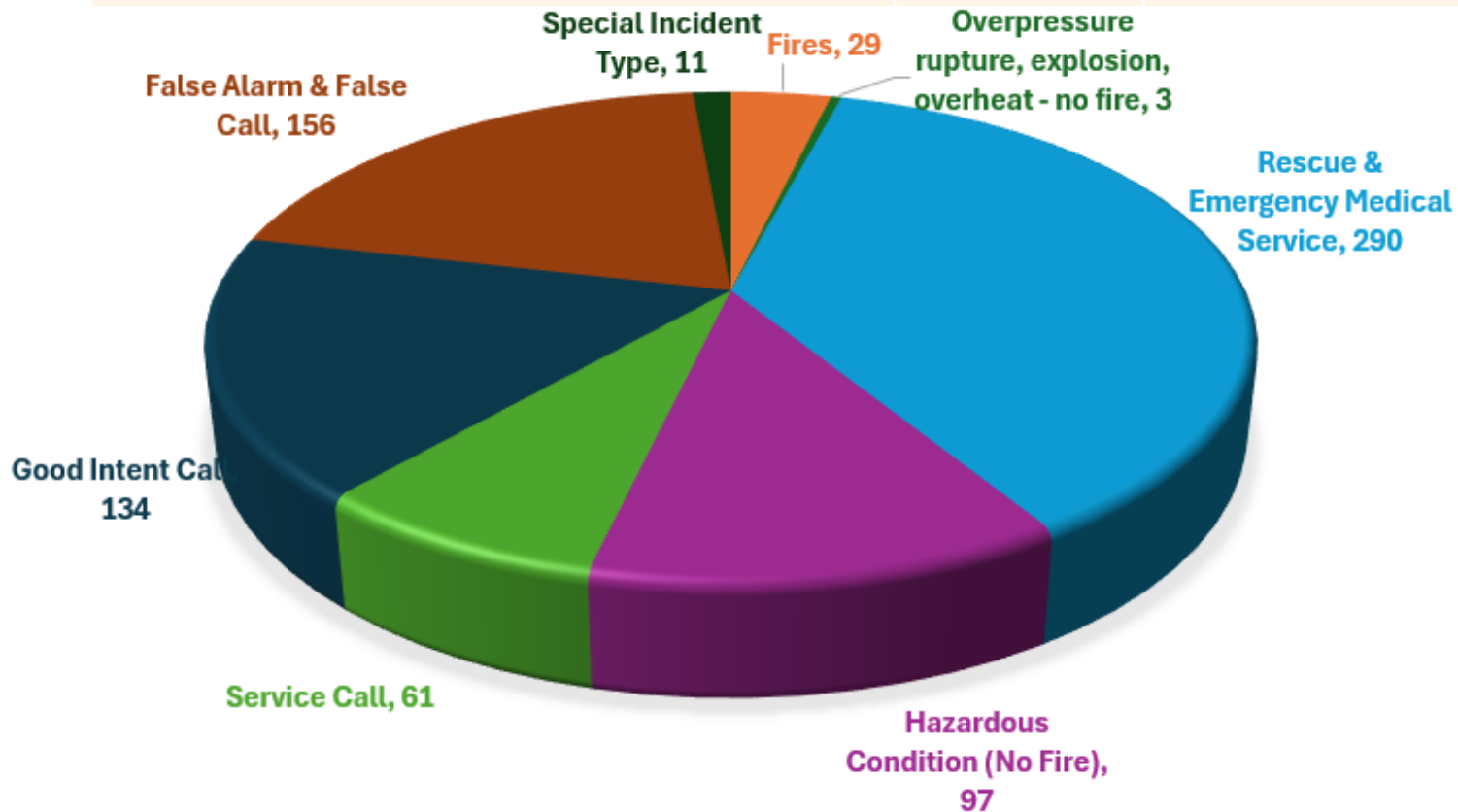
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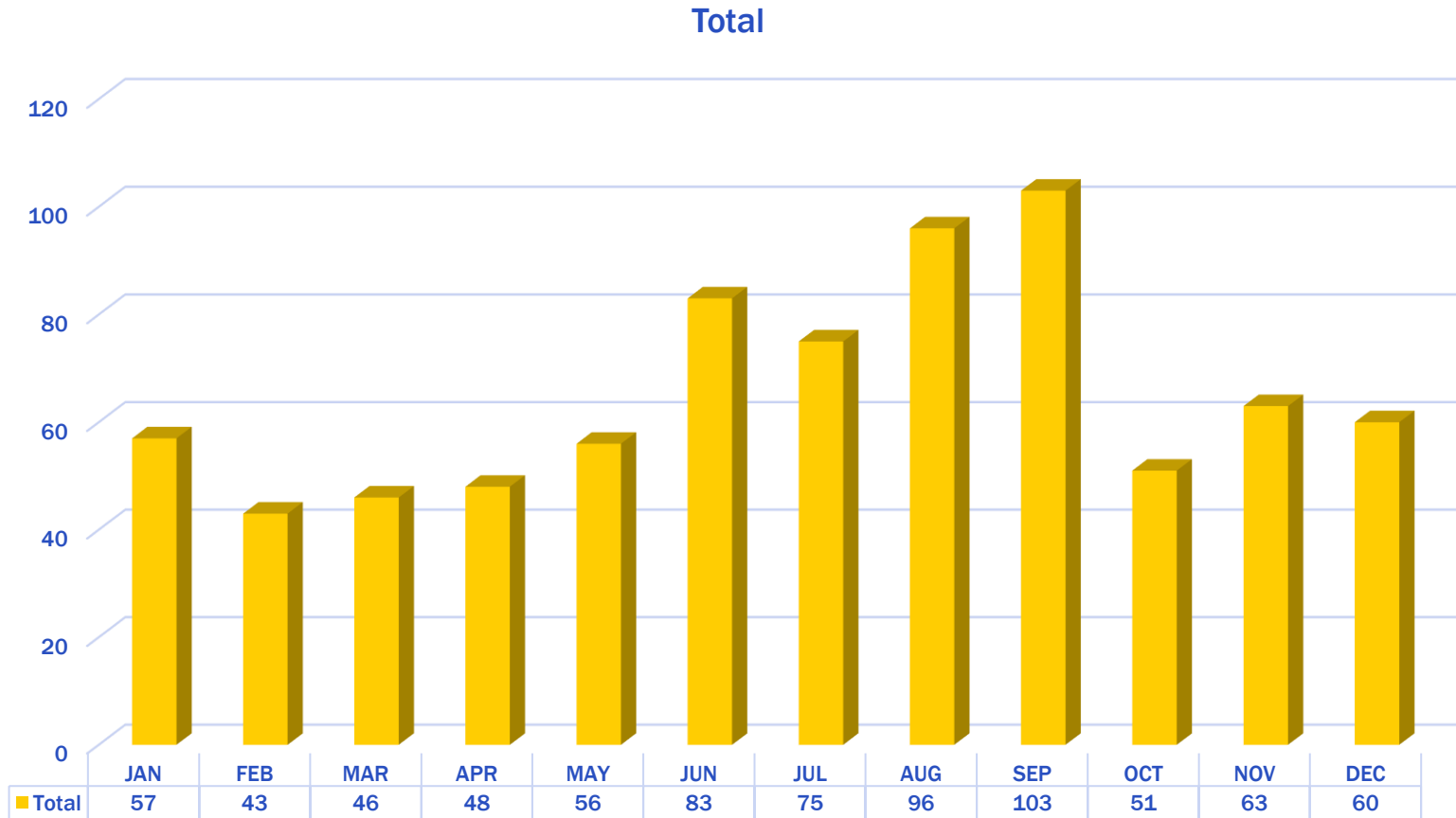
Call Type Breakdown

Fires	29	4%
Overpressure rupture, explosion, overheating - no fire	3	0.38%
Rescue & Emergency Medical Service	290	37.13%
Hazardous Condition (No Fire)	97	12.41%
Service Call	61	7.81%
Good Intent Call	134	17%
False Alarm & False Call	156	19.97%
Special Incident Type	11	1.40%
TOTAL	781	100%



Medical = 37.13%
Other = 62.87%

2024 Monthly Totals

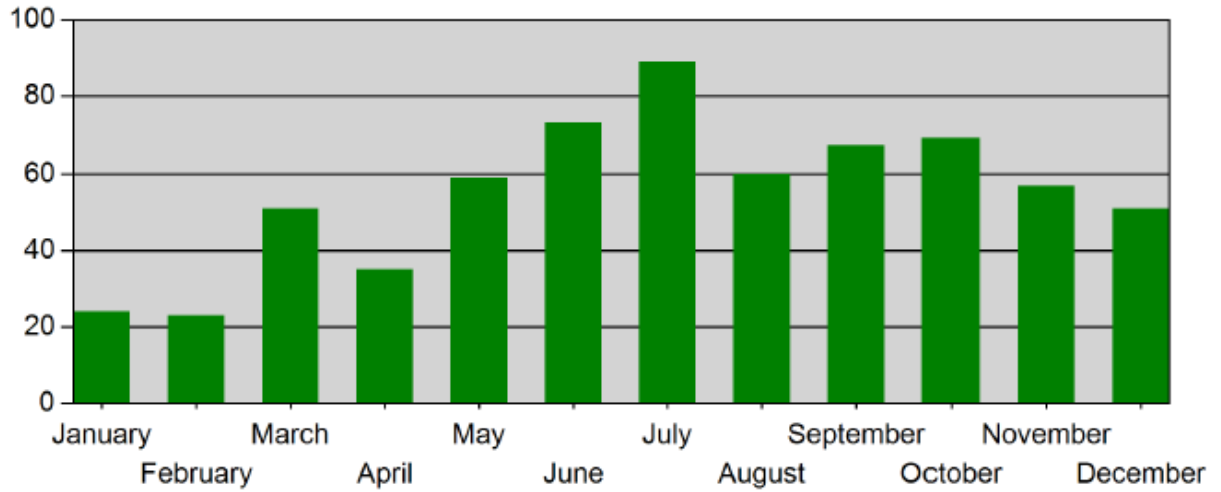


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2023 Monthly Totals



MONTH	INCIDENTS
January	24
February	23
March	51
April	35
May	59
June	73
July	89
August	60
September	67
October	69
November	57
December	51



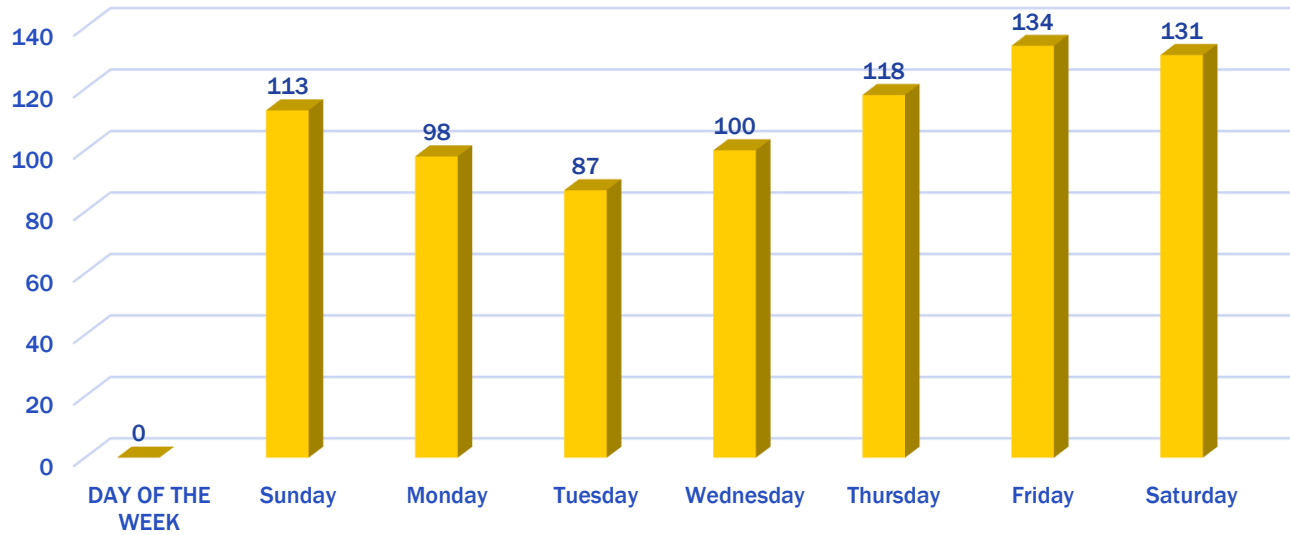
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2024 Daily Totals

Chart Title



DAY OF THE WEEK	# INCIDENTS
Sunday	113
Monday	98
Tuesday	87
Wednesday	100
Thursday	118
Friday	134
Saturday	131



TOTAL 781

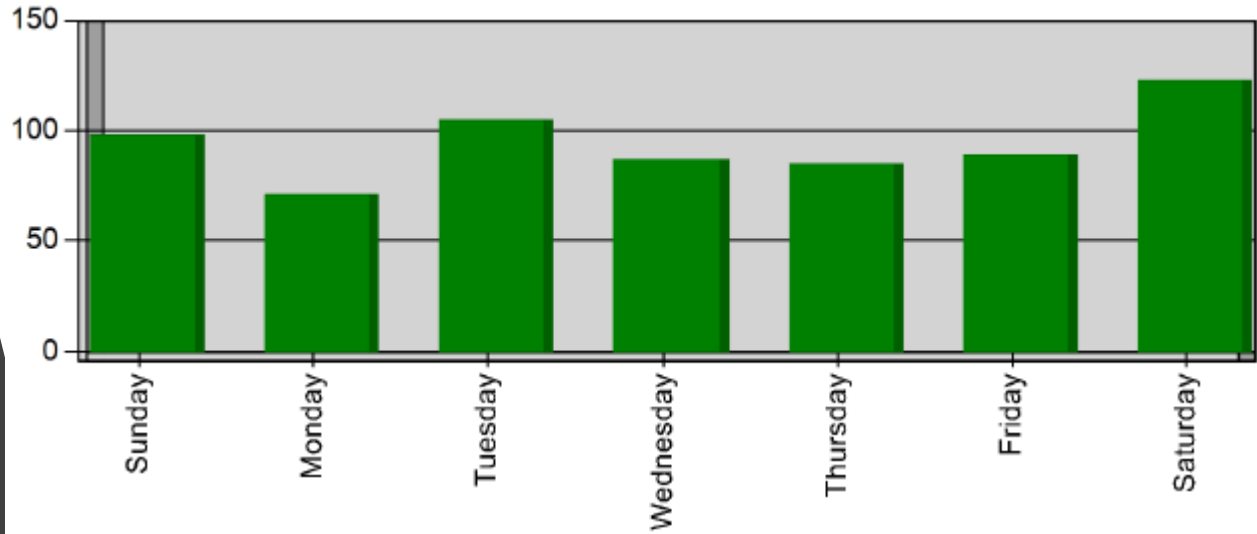


ESTES VALLEY FIRE

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2023 Daily Totals



DAY OF THE WEEK	# INCIDENTS
Sunday	98
Monday	71
Tuesday	105
Wednesday	87
Thursday	85
Friday	89
Saturday	123

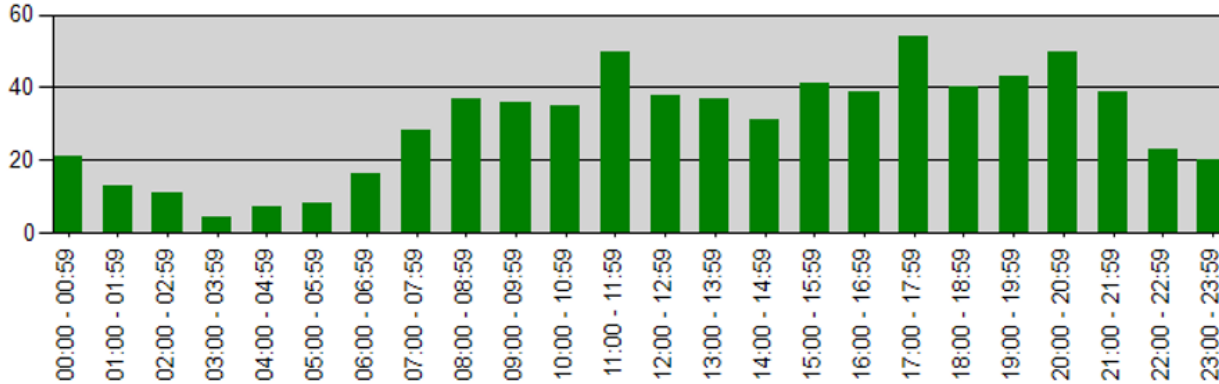


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2024 Hourly Totals



Hour	# of CALLS
00:00 - 00:59	21
01:00 - 01:59	13
02:00 - 02:59	11
03:00 - 03:59	4
04:00 - 04:59	7
05:00 - 05:59	8
06:00 - 06:59	16
07:00 - 07:59	28
08:00 - 08:59	37
09:00 - 09:59	36
10:00 - 10:59	35
11:00 - 11:59	50
12:00 - 12:59	38
13:00 - 13:59	37
14:00 - 14:59	31
15:00 - 15:59	41
16:00 - 16:59	39
17:00 - 17:59	54
18:00 - 18:59	40
19:00 - 19:59	43
20:00 - 20:59	50
21:00 - 21:59	39
22:00 - 22:59	23
23:00 - 23:59	20

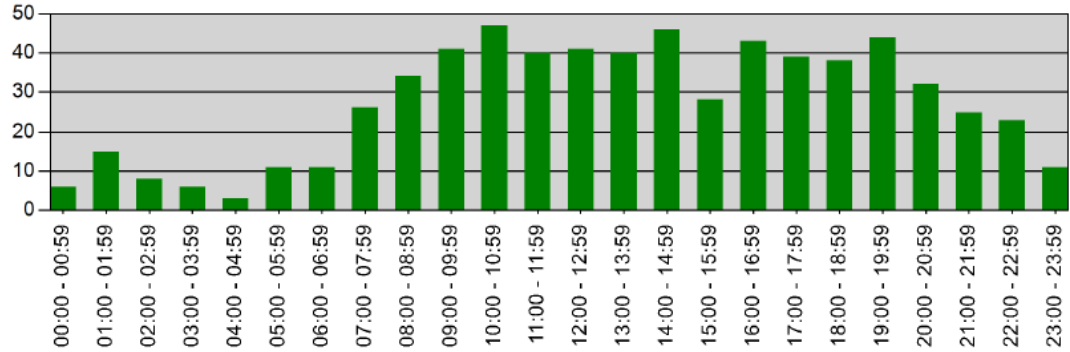


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2023 Hourly Totals



HOURLY	# of CALLS
00:00 - 00:59	6
01:00 - 01:59	15
02:00 - 02:59	8
03:00 - 03:59	6
04:00 - 04:59	3
05:00 - 05:59	11
06:00 - 06:59	11
07:00 - 07:59	26
08:00 - 08:59	34
09:00 - 09:59	41
10:00 - 10:59	47
11:00 - 11:59	40
12:00 - 12:59	41
13:00 - 13:59	40
14:00 - 14:59	46
15:00 - 15:59	28
16:00 - 16:59	43
17:00 - 17:59	39
18:00 - 18:59	38
19:00 - 19:59	44
20:00 - 20:59	32
21:00 - 21:59	25
22:00 - 22:59	23
23:00 - 23:59	11



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2025 Goals

- **Increase Reliability in all Areas**

- **How We'll Do It Internally:**
 - **Increase competencies in current classifications through training**
 - **Add depth to crucial roles (e.g. drivers, specialty positions)**
 - **Recruitment / Retention of Volunteers/ Auxiliary**
 - **Hiring an Operations & Training Chief**
 - **New Type 6 in Service**

- **How We'll Do It Externally:**
 - **Relationships. Participation in County Operating & Training Officer groups**
 - **Implement Succession Planning**



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Training

Paul Capo, Fire Chief



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2025 Training Calendar

Estes Valley Fire Training and Event Calendar - 2025

	Monday	Tuesday (Firefighter Training)	Tuesday (Dual Track Training)	Wednesday	Thursday	Friday	Saturday (Fire Training)
EMS	12/30	12/31 OFF		1/1 NEW YEAR'S DAY	1/2	1/3	1/4
	1/6	1/7 Medical Training		1/8 Board Meeting	1/9	1/10	1/11
	1/13	1/14 Medical Training		1/15	1/16	1/17	1/18
	1/20	1/21 Medical Training		1/22 Board Meeting (Annual Report)	1/23	1/24	1/25
	1/27	1/28 Medical Training		1/29	1/30	1/31	2/1
	2/3	2/4 Family Dinner (Sq 1)		2/5	2/6 Ice Rescue Cert Classroom	2/7	2/8 Ice Rescue Cert & Refresher
FF Rescuer	2/10	2/11 FF Rescue/Survival	DO Task Books	2/12 Board Meeting	2/13	2/14	2/15
	2/17	2/18 RIT/Survival Scenarios	DO Task Books	2/19	2/20	2/21	2/22 Awards Banquet - American Legion
	2/24	2/25 Man vs Machine		2/26 Board Meeting	2/27	2/28	3/1
Wildland	3/3	3/4 Pack Test / Shelter		3/5	3/6	3/7	3/8
	3/10	3/11 Wildland Refresher (RT-130)		3/12 Board Meeting	3/13	3/14	3/15
	3/17	3/18 Hose and Tool Deployment, skills		3/19	3/20 Recruitment Dinner	3/21	3/22
	3/24	3/25 Volunteer Membership Meeting		3/26 Board Meeting	3/27 FF Survival - HOT	3/28	3/29
	3/31	4/1 Family Dinner (Sq 2)		4/2	4/3	4/4	4/5
Engineer	4/7	4/8 EVOG Classroom / Cone Course		4/9 Board Meeting	4/10	4/11	4/12
	4/14	4/15 EVOG Driving / Cone Course		4/16	4/17	4/18	4/19
	4/21	4/22 Pump Ops & PDP Classroom		4/23 Board Meeting	4/24	4/25	4/26
	4/28	4/29 Pumping Scenarios & Drop Tanks		4/30	5/1 FFII - Academy	5/2	5/3 FFII - Academy
Rescue Technician	5/5	5/6 Mass Casualty Trailer, Winch and Airbags		5/7	5/8 FFII - Academy	5/9 Appreciation Dinner	5/10 FFII - Academy/ Safety Fair
	5/12	5/13 Pt Packaging/ Stokes/ Wheel/ Sked		5/14 Board Working Session	5/15 FFII - Academy	5/16	5/17 FFII - Academy
W	5/19	5/20 Low Angle Lower & Haul System		5/21	5/22 FFII - Academy	5/23	5/24 FFII - Academy
	5/26 MEMORIAL DAY	5/27 Wildland Scenario	DO Task Books	5/28 Board Meeting	5/29 FFII - State Written Test 1800	5/30	5/31 FFII State JPR Test
	6/2	6/3 Family Dinner (Sq 3)		6/4 Swim test- 0900	6/5	6/6	6/7 Swim test- 0900
Swiftwater	6/9	6/10 Swift Water		6/11 Board Working Session	6/12	6/13	6/14
	6/16	6/17 Swift Water	DO Task Books	6/18	6/19	6/20	6/21
	6/23	6/24 Swift Water	DO Task Books	6/25 Board Meeting	6/26 Unconventional Ground Ladders - HOT	6/27	6/28
	6/30	7/1 Swift Water	DO Task Books	7/2	7/3	7/4 JULY 4TH	7/5
	7/7	7/8 Volunteer Membership Meeting		7/9 Board Working Session	7/10	7/11	7/12
Engine Ops	7/14	7/15 Forcible Entry		7/16	7/17	7/18	7/19
	7/21	7/22 Ground Ladders		7/23 Board Meeting	7/24 Street Smart Forcible Entry - HOT	7/25	7/26
	7/28	7/29 Search & Rescue	DO Task Books	7/30	7/31 FF I - Academy - Exterior	8/1	8/2 FF I - Academy - Exterior
	8/4	8/5 Family Dinner (Sq 4) Department Photo??		8/6	8/7 FF I - Academy - Exterior	8/8	8/9 FF I - Academy - Exterior
Track Ops	8/11	8/12 Ventilation	DO Task Books	8/13 Board Meeting	8/14 FF I - Academy - Exterior	8/15	8/16 FF I - Academy - Exterior
	8/18	8/19 "Rig 2 Door", Moving the Line & Fire Attack	Pumping	8/20	8/21 FF I - Academy - Exterior	8/22	8/23 FF I - Academy - Exterior
	8/25	8/26 Standpipe Ops / Vertical Stretches	Pumping	8/27 Board Meeting	8/28 FF I - Academy - Exterior	8/29	8/30 OFF - Labor Day
	9/1 LABOR DAY	9/2 Fireground Scenarios	Pumping	9/3	9/4 FF I - Academy - Exterior	9/5	9/6 FF I - Academy - Exterior
Initial Ops	9/8	9/9 Vehicle Stabilization		9/10 Board Meeting	9/11 FF I - Academy - Exterior Stair Climb	9/12	9/13 FF I - Academy - Exterior
	9/15	9/16 Extrication		9/17	9/18 FF I - Academy - Interior	9/19	9/20 FF I - Academy - Interior
R	9/22	9/23 Extrication & Rope Scenarios		9/24 Board Meeting (Budget Presentation)	9/25 FF I - Academy - Interior	9/26	9/27 FF I - Academy - Interior
	9/29	9/30 Volunteer Membership Meeting		10/1	10/2 FF I - Academy - Interior	10/3	10/4 FF I - Academy - Interior
	10/6	10/7 Family Dinner (Sq 5)		10/8 Board Meeting	10/9 FF I - Academy - Interior	10/10	10/11 FF I - Academy - Interior
Structure	10/13	10/14 Gas Prop	Pumping	10/15	10/16 FF I - Academy - Interior	10/17	10/18 FF I - Academy - Interior
	10/20	10/21 Vehicle Fires	Pumping	10/22 Board Meeting	10/23 FF I - Academy - Interior	10/24	10/25 FF I - Academy - Interior
	10/27	10/28 Live Fire	Pumping	10/29	10/30 FF I - Academy - Interior	10/31 HALLOWEEN	11/1 FF I - Academy - Interior
EMS	11/3	11/4 CPR		11/5	11/6 FF I - Academy - Interior - Live Fire	11/7	11/8 FF I - State - JPR Live Fire Test
	11/10	11/11 Leadership		11/12 Board Meeting	11/13 FF1 - State Written Test 1800	11/14	11/15 FF I - Academy - Graduation
Office/Dispatch/Personnel	11/17	11/18 EVFPD THANKSGIVING POT LUCK		11/19	11/20 HazMat Ops	11/21	11/22 HazMat Ops
	11/24	11/25 IG worksheet / Size Up/Scenarios		11/26 Board Meeting	11/27 THANKSGIVING	11/28	11/29 OFF
HazMat	12/1	12/2 Volunteer Membership Meeting		12/3	12/4 HazMat Ops	12/5	12/6 HazMat Ops
	12/8	12/9 HazMat Ops Refresher		12/10 Board Meeting (Adopt Budget)	12/11 HazMat Ops	12/12	12/13 HazMat Ops- State Written Test 1400
	12/15	12/16 EVFPD HOLIDAY PARTY		12/17	12/18 HazMat Ops- JPR's	12/19	12/20 HazMat Ops- JPR Test
	12/22	12/23 Station Projects		12/24	12/25 CHRISTMAS DAY	12/26	12/27
	12/29	12/30 HOLIDAY BREAK - NO TRAINING		12/31	1/1 NEW YEAR'S DAY	1/2	1/3

Tuesday 1800-2100

Saturday Training 08:00 - 17:00



ESTES VALLEY FIRE PROTECTION DISTRICT

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901 N. SAINT VRAIN AVE. ESTES PARK CO 80517 970-577-0900 FAX 970-577-0923



Training Hours - Internal

EVFPD Member Hours Only

Year	Hours
2016	2,473
2017	5,194
2018	8,910
2019	9,795
2020	5,865
2021	6,126
2022	6,542
2023	7,752
2024	10,928

Tuesday Evening Attendance

Tuesday Training	Average EVFPD	Including Outside
2019	20.8	21.9
2020	22.7	24.2
2021	18	19.3
2022	20.14	22.77
2023	20.27	21.06
2024	23.13	24.24

Our average volunteer finished the year with = **181 hrs [72 training needed]**



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External Classes



- Training provided to others
 - Hours -3,708

Total - Other FD's + EVFPD = 8,372

Course Types

- Certification – 7
- Other – 16

Revenue

(back into Training)

- Gross: \$18,000
- Net: \$14,565
- Fire Academy - \$7,150

Thursdays & Saturdays

Course	Attendees
Ice Rescue Cert & Refresher	6
Swiftwater I & II Cert & Refresher	5
Instructor I	12
S-212	10
Grant Class	12
WTGB – FF Survival HOT	24
WTGB – FF Rescue HOT	21
WTGB - Aggressive Interior Search HOT	21
WTGB – Unconventional Ground Ladders HOT	23
WTGB – Street Smart Forcible Entry HOT	23
Lithium Battery Fires	19
Academy – Exterior	21
Academy - Interior	16
Academy - HazMat	20
PIO Class	3
Educational Speaking Engagements (10)	181



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Fire Academy I – Class 8

- **Student Totals: 21**
- **Exterior: 21**
 - Interior: 16
- **Student Diversity**
 - Estes: 11
 - Pinewood Springs: 1
 - Lyons: 6
 - Big Elk: 3
- **Instruction:**
 - Estes instructors: 15
 - Outside: 4 (Lyons, BE, LFRA, Glen Haven)
- **Graduation**
 - YMCA Hempel Auditorium

Estes Valley Fire Academy Class 8- 2024



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2025 Training Goals



Support Operational goals

- Increase Organizational Depth
- Increase Individual Capabilities

1. Hire Division Chief of Operations and Training to support and grow Training Division

2. Continue to create innovative ways to provide training for our members (2025 Training Calendar)

3. Continue WTGB Advanced courses:

- Firefighter Rescue
- Firefighter Survival
- Aggressive Interior Search
- Unconventional Ground Ladders
- Street Smart Forcible Entry

4. Additional Courses

- Implement Driver Engineer Academy
- Continue Dual Track Driver Program
- Ice Rescue Cert
- Swiftwater Certs
- Battalion 71 Task Book
- Firefighter II
- FFI & Hazmat
- “Acting Lieutenant” Classes

2024 Annual Report

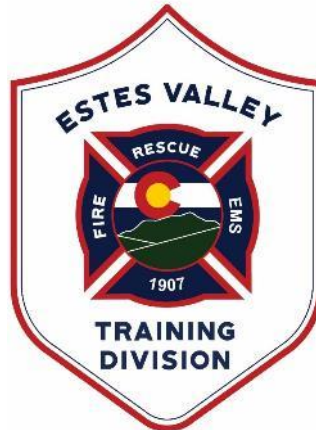




PREVENT



PREPARE



PERFORM

