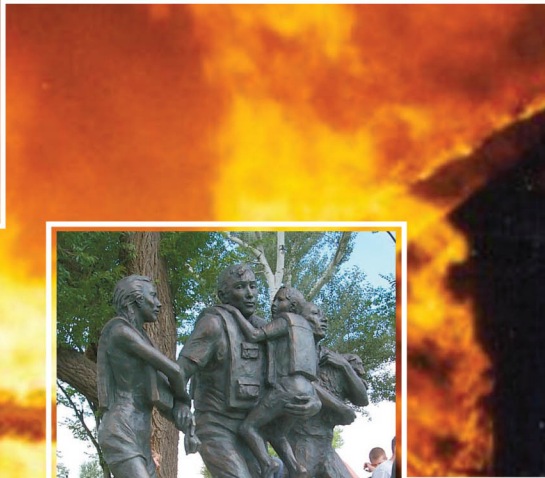


2005 Annual Report



Serving the Northern
Colorado Communities of
Fort Collins
LaPorte
Timnath
Bellvue



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I. 2005 GOALS AND ACCOMPLISHMENTS

Open Station 14

Opening PFA Station 14 at 2109 West Chase Road completes PFA's 1997 Strategic Plan. Built in 2003, the station remained closed due to budgetary issues until June 6, 2005 when the station was staffed and opened. The station opened with a projected call load of over 700 incidents a year and provides emergency coverage to the southeast section of the PFA response district. The station is staffed with three full time firefighters, an engine and a wildland brush truck. Within weeks of Station 14's opening the crew was credited with saving an individual trapped in a utility ditch collapse.

Implement South Truck

The placement of an aerial apparatus at PFA Station 5 is one of the final goals identified in PFA's 1997 Strategic Plan. Operational changes required with the purchase of PFA's new aerial have been identified and will be minimal. Relocation of our current "Squad", formal training on the new apparatus, response profiles for out-of-district response, and an operator program have been addressed and will be in place when the new aerial arrives in early 2006.

Secure Adequate Long-Term Funding

As we discussed in the 2004 annual report, in the 2005 goals section, the most troubling issue to emerge from the strategic planning process is the inadequate funding for PFA emergency services. As you are well aware, we have begun to work on this issue beginning with the work session on January 24, 2006. There are no ready or easy answers, but we have made solid progress with identifying the scope of the problem and alternative courses of action. We will continue to proceed as directed by the PFA Board of Directors, and work with the District Board and City Council members.

Adopt Strategic Plan

The PFA Board of Directors adopted the strategic plan on schedule, and it has been distributed throughout the department and to other interested agencies and individuals. With these actions, as well as incorporating the plan into our ongoing strategic management process, the plan has become a working document for staff and line personnel as well as a reference guide for our citizens and the agencies with which we interact.

40 Hour Positions

The policy and personnel specialist and EMS coordinator positions were approved by the Board in the 2005 budget, but we delayed hiring these positions until we knew the outcome of the grocery tax election. The positions have now been implemented and are proving to be even more valuable to the organization than we had anticipated. It now has become apparent that for many years we

have been operating with deficient resources and expertise in both of these areas and the contributions in both areas are invaluable to the organization. However, in 2006 the City's Human Resource Department was cut back and they were unable to provide PFA services except for payroll and benefits. Therefore the policy and personnel position has had to take over these necessary tasks.

NIMS Adoption and Training

All first response agencies are required to adopt the National Incident Management System (NIMS) by direction of the Department of Homeland Security. PFA took a proactive approach with the PFA Board passing a resolution adopting NIMS in 2004. In 2005 all PFA personnel completed all NIMS required training meeting designated standards.

II. 2005 STATISTICAL ANALYSIS

CITY/DISTRICT COMPARATIVE STATISTICS

		<u>Call Ratio</u>	<u>Assessed Value Ratio</u>	<u>Contribution Ratio</u>
1993	CITY	75.92	77.64	78.58
	DIST	24.08	22.74	21.42
1995	CITY	78.61	77.06	80.19
	DIST	21.39	22.94	19.81
1996	CITY	77.90	77.31	76.80
	DIST	22.10	22.69	23.20
1997	CITY	79.40	77.69	79.20
	DIST	20.60	22.31	20.80
1998	CITY	80.60	78.06	77.43
	DIST	19.40	21.94	22.57
1999	CITY	80.16	78.22	79.60
	DIST	19.84	21.78	20.40
2000	CITY	80.00	79.01	79.35
	DIST	20.00	20.99	20.65
2001	CITY	83.84	78.88	79.40
	DIST	16.16	21.12	20.60
2002	CITY	80.64	79.25	81.70
	DIST	19.36	20.75	18.30
2003	CITY	80.94	78.80	79.23
	DIST	18.96	21.20	20.77
2004	CITY	80.50	81.31	78.54
	DIST	19.50	18.69	21.46
2005	CITY	82.43	82.15	80.05
	DIST	17.16	17.85	19.95
2006	CITY		78.06	80.04
BUDGETED	DIST		21.94	19.96

**2005
PFA COMPARISON TO ICMA
BASELINE DATA REPORT**

PFA Entrance Salary 2004 - \$36,998* 2005 - \$38,116*

Firefighter's Annual Base Salaries (Entrance), 1 January 2004

<u>Classification</u>	<u>Mean</u>	<u>First Quartile</u>	<u>Median</u>	<u>Third Quartile</u>
Total, all cities	33,880	27,810	33,039	38,664
Population Group				
Over 1,000,000	38,213	33,861	39,072	39,695
500,000-1,000,000	37,470	33,155	35,844	40,118
250,000 - 499,999	37,331	34,788	37,515	39,282
100,000 - 249,999	36,888	30,794	35,736	40,660
50,000 - 99,999	36,997	30,292	36,178	42,384
25,000 - 49,999	34,713	29,382	33,988	39,405
10,000 - 24,999	31,633	25,958	30,792	36,275
Geographic Division				
New England	34,520	31,222	34,911	36,552
Mid-Atlantic	31,983	27,762	31,847	35,708
East North Central	36,326	31,880	35,926	39,860
West North Central	31,410	26,020	31,206	36,154
South Atlantic	27,396	23,876	26,523	30,014
East South Central	26,706	23,501	26,250	29,030
West South Central	29,508	24,535	28,910	33,856
Mountain	33,220	29,585	33,299	37,341
Pacific Coast	45,935	40,464	44,357	49,548
Metro Status				
Central	33,879	28,574	33,366	38,324
Suburban	36,430	30,426	35,794	41,250
Independent	28,576	23,961	27,582	32,309

*PFA salaries are set at the 70th percentile of front-range comparison jurisdictions, but were frozen in 2004 and were set at the 60th percentile in 2005.

PFA MAXIMUM SALARY 2004 - \$54,834* 2005 - \$56,472*

Firefighter's Annual Base Salaries (Maximum), 1 January 2004

<u>Classification</u>	<u>Mean</u>	<u>First Quartile</u>	<u>Median</u>	<u>Third Quartile</u>
Total, all cities	46,291	38,508	44,762	52,733
Population Group				
Over 1,000,000	52,024	45,084	47,027	58,637
500,000-1,000,000	52,785	44,566	50,961	57,770
250,000 - 499,999	51,897	46,909	50,887	58,968
100,000 - 249,999	51,286	43,671	50,944	57,662
50,000 - 99,999	50,063	41,830	49,551	57,067
25,000 - 49,999	47,214	40,708	46,238	52,759
10,000 - 24,999	43,236	35,712	41,556	48,740
Geographic Division				
New England	43,476	40,858	43,006	45,318
Mid-Atlantic	49,557	42,440	46,824	59,412
East North Central	48,268	41,424	48,114	53,905
West North Central	42,005	34,908	42,744	47,122
South Atlantic	42,018	35,506	41,057	45,612
East South Central	42,558	34,716	38,082	42,328
West South Central	39,447	32,957	39,520	46,955
Mountain	47,017	40,952	45,928	53,332
Pacific Coast	58,209	51,600	58,308	62,844
Metro Status				
Central	46,134	40,414	44,731	51,202
Suburban	49,618	42,026	48,986	56,260
Independent	39,308	32,954	37,742	43,374

*PFA salaries are set at the 70th percentile of front-range comparison jurisdictions, but were frozen in 2004 and were set at the 60th percentile in 2005.

Expenditures for Salaries and Wages

<u>Classification</u>	<u>2004 Per Capita (\$)</u>	<u>2005 Per Capita (\$)</u>
Total, all cities	84.42	
Population Group		
Over 1,000,000	100.97	
500,000 – 1,000,000	106.51	
250,000 – 499,999	86.65	
100,000 – 249,999	96.08 PFA 62.15*	PFA 64.30**
50,000 - 99,999	90.89	
25,000 - 49,999	98.56	
10,000 - 24,999	72.90	
Geographic Division		
New England	93.73	
Mid-Atlantic	77.86	
East North-Central	85.02	
West North-Central	46.48	
South Atlantic	90.62	
East South-Central	91.13	
West South-Central	73.77	
Mountain	66.54	
Pacific Coast	124.64	
Metro Status		
Central	107.25	
Suburban	79.98	
Independent	71.82	

* 2004 – Salary and wage costs went up by \$158,812 due to leap year, and an 11% increase in overtime. This includes a salary freeze, attrition of 5 firefighter positions, and returning the strategic planning position on-line. This includes all civilian positions. Total personal expenditures increased by \$386,958 (see footnote page 9).

** 2005 – Salary and wage costs went up by \$651,789. This increase includes a pay increase to the 60th percentile of Front Range fire departments, hiring 17 positions (13 firefighters, 1 EMS coordinator, 1 personnel and policy specialist, 1 40-hour firefighter, and 1 secretary II), and a slight increase in overtime (3.6%). This includes all civilian positions. Total personnel expenditures increased by \$992,494.68 (see footnote page 9).

Total Municipal Contributions for Social Security and State- and City-
Administered Employee Retirement Systems

<u>Classification</u>	<u>2004</u> <u>Per Capita (\$)</u>	<u>2005</u> <u>Per Capita (\$)</u>
Total, all cities	12.84	
Population Group		
Over 1,000,000	16.49	
500,000 – 1,000,000	16.06	
250,000 – 499,999	9.87	
100,000 – 249,999	13.53	PFA 6.65* PFA 6.94**
50,000 - 99,999	14.75	
25,000 - 49,999	12.75	
10,000 - 24,999	12.14	
Geographic Division		
New England	9.04	
Mid-Atlantic	14.38	
East North-Central	15.70	
West North-Central	7.67	
South Atlantic	15.19	
East South-Central	13.66	
West South-Central	11.99	
Mountain	9.68	
Pacific Coast	12.82	
Metro Status		
Central	13.44	
Suburban	13.49	
Independent	10.90	

* 2004 - Includes attrition of 5 firefighter positions.

** 2005 – Includes addition of 17 positions.

Total Municipal Contributions for Health, Hospitalization, Disability, and Life Insurance Programs

<u>Classification</u>	<u>2004 Per Capita (\$)</u>	<u>2005 Per Capita (\$)</u>
Total, all cities	11.39	
Population Group		
Over 1,000,000	12.35	
500,000 – 1,000,000	9.59	
250,000 – 499,999	8.42	
100,000 – 249,999	12.82 PFA 9.12*	PFA 10.39**
50,000 - 99,999	11.36	
25,000 - 49,999	11.69	
10,000 - 24,999	11.13	
Geographic Division		
New England	13.87	
Mid-Atlantic	15.84	
East North-Central	13.77	
West North-Central	6.57	
South Atlantic	11.33	
East South-Central	12.17	
West South-Central	8.86	
Mountain	8.73	
Pacific Coast	12.46	
Metro Status		
Central	12.82	
Suburban	10.83	
Independent	11.14	

* 2004 - Includes an 18% increase in medical insurance, a 24% increase in dental insurance, and a 9.5% increase in state compensation.

** 2005 – Includes a 22% increase in medical insurance, a 17% increase in dental insurance, and a 4% decrease in state compensation.

Total Personnel Expenditures

<u>Classification</u>	<u>2004</u> <u>Per 1,000 Pop. (\$)</u>	<u>2005</u> <u>Per 1,000 Pop. (\$)</u>
Total, all cities	105.47	
Population Group		
Over 1,000,000	127.65	
500,000 – 1,000,000	129.07	
250,000 – 499,999	88.52	
100,000 – 249,999	119.08 PFA 77.92*	PFA 81.63**
50,000 - 99,999	114.85	
25,000 - 49,999	106.86	
10,000 - 24,999	99.23	
Geographic Division		
New England	110.21	
Mid-Atlantic	138.40	
East North-Central	115.08	
West North-Central	62.57	
South Atlantic	117.28	
East South-Central	117.03	
West South-Central	94.89	
Mountain	90.27	
Pacific Coast	121.29	
Metro Status		
Central	116.02	
Suburban	106.33	
Independent	93.25	

* 2004 – Increase in overtime, retirement contributions, life insurance, medical and dental insurance, and state compensation. Includes attrition of 5 firefighter positions, and all civilian positions – ICMA personnel have told us that most departments do not report secretarial in their numbers.

** 2005 – Increase in overtime, retirement contribution, life insurance, medical and dental insurance, and a slight decrease in state compensation. Includes 17 positions (13 firefighters, 1 EMS coordinator, 1 personnel and policy specialist, 1 40-hour firefighter, and 1 secretary II) and all civilian positions – ICMA personnel have told us that most departments do not report secretarial in their numbers.

Municipal Expenditures for Capital Outlay

<u>Classification</u>	<u>2004 Per Capita (\$)</u>	<u>2005 Per Capita (\$)</u>
Total, all cities	8.43	
Population Group		
Over 1,000,000	1.20	
500,000 – 1,000,000	5.47	
250,000 – 499,999	6.46	
100,000 – 249,999	9.12 PFA 2.76*	PFA 17.12**
50,000 - 99,999	7.00	
25,000 - 49,999	7.78	
10,000 - 24,999	9.30	
Geographic Division		
New England	10.88	
Mid-Atlantic	10.28	
East North Central	8.99	
West North Central	4.50	
South Atlantic	10.20	
East South Central	7.38	
West South Central	6.04	
Mountain	7.71	
Pacific Coast	9.47	
Metro Status		
Central	6.28	
Suburban	10.24	
Independent	6.55	

* Costs fluctuate depending on projects undertaken in any given year. 2004 includes video conferencing equipment, Opticom, weather station, radio equipment, 800 MHz radio lease, paging frequency lease, and wireless service contract.

** Costs fluctuate depending on projects undertaken in any given year. 2005 includes 800 MHz radio lease, firefighting equipment, four staff vehicles, printer/plotter, pump pit at Training, Station 1 exhaust system, copier at Headquarters, Opticom, and HVAC at Headquarters.

All Other Department Expenditures

<u>Classification</u>	<u>2004 Per Capita (\$)</u>	<u>2005 Per Capita (\$)</u>
Total, all cities	19.79	
Population Group		
Over 1,000,000	10.79	
500,000 – 1,000,000	14.26	
250,000 – 499,999	13.56	
100,000 – 249,999	48.07 PFA 12.42	PFA 11.45
50,000 - 99,999	18.43	
25,000 - 49,999	18.46	
10,000 - 24,999	17.34	
Geographic Division		
New England	13.96	
Mid-Atlantic	11.87	
East North-Central	16.93	
West North-Central	11.61	
South Atlantic	21.85	
East South-Central	14.37	
West South-Central	16.09	
Mountain	14.76	
Pacific Coast	47.55	
Metro Status		
Central	18.78	
Suburban	21.86	
Independent	15.91	

Other expenditures include: contractual services (such as outside vehicle repair, outside reproduction, conference and training, mileage, insurances, dues and subscriptions) and commodities (such as office supplies, furniture, tools and equipment, radio parts and supplies, wearing apparel, motor vehicle parts and accessories).

Total Expenditures

<u>Classification</u>	<u>2004</u> <u>Per Capita (\$)</u>	<u>2005</u> <u>Per Capita (\$)</u>
Total, all cities	127.05	
Population Group		
Over 1,000,000	137.80	
500,000 – 1,000,000	146.16	
250,000 – 499,999	128.62	
100,000 – 249,999	142.31	PFA 93.10* 91.83** PFA 96.02* 110.19**
50,000 - 99,999	136.21	
25,000 - 49,999	146.91	
10,000 - 24,999	111.80	
Geographic Division		
New England	131.01	
Mid-Atlantic	92.24	
East North-Central	135.47	
West North-Central	72.87	
South Atlantic	140.99	
East South-Central	134.05	
West South-Central	106.16	
Mountain	107.72	
Pacific Coast	192.98	
Metro Status		
Central	159.21	
Suburban	119.54	
Independent	112.17	

* Includes major capital.

** Excludes major capital.

2004 – (Major capital includes SCBA, and extrication equipment)

2005 – (Major capital includes SCBA, apparatus replacement, Station 14 completion, burn building repairs, and Station 5 remodel and truck)

Uniformed Sworn Personnel

<u>Classification</u>	<u>2004 Per Capita (\$)</u>	<u>2005 Per Capita (\$)</u>
Total	1.50	
Population Group		
Over 1,000,000	1.38	
500,000 – 1,000,000	1.56	
250,000 – 499,999	1.18	
100,000 – 249,999	1.45 PFA .82	PFA .88
50,000 – 99,999	1.45	
25,000 – 49,999	1.51	
10,000 – 24,999	1.53	
Geographic Division		
New England	1.71	
Mid-Atlantic	1.42	
East North-Central	1.39	
West North-Central	1.15	
South Atlantic	1.99	
East South-Central	2.31	
West South-Central	1.56	
Mountain	1.18	
Pacific Coast	1.11	
Metro Status		
Central	1.65	
Suburban	1.36	
Independent	1.68	

SERVICE LEVEL INDICATORS/BENCHMARKS

In lieu of the Service Level Indicators, a better, more meaningful and comprehensive measure are the benchmarks from the 2004 Strategic Plan. However, since these benchmarks compare us to other jurisdictions, we are dependent on these other departments timelines to prepare the analysis. Since few departments have compiled this data in time for us to include it here, we will provide the benchmarks in August as part of the preliminary annual budget review.

Response Times and Shift Structure Comparison			
Department	2004 Average Response Time (time of call to arrival on scene)	Target Response Time	Shift Structure
Aurora	Not Available	8 minutes from time of call to arrival on scene – 90% of the time	3 shifts 56 hours/week
Casper, WY	Not Available	5 minutes from time of call	3 shifts 56 hours/week
Eugene, Oregon	Not Available	NFPA 1710* - 9 minutes from time of call to arrival 90% of the time	3 shifts 24 on 48 off
North Metro	Not Available	Less than 6 minutes from tones to on-scene	3 shifts 56 hours/week
Pueblo	Not Available	4 minutes from time of dispatch.	3 shifts 56 hours/week
Thornton	Not Available	5 minutes from time of dispatch – independent study by Berkshire Assoc.	3 shifts 56 hours/week
West Metro	Not Available	NFPA 1710* – (6 minutes from time of dispatch to time of arrival 90% of the time)	3 shifts – just changed to 48 on/96 off in 1/06, trial basis - will vote on in Sept.
Boise, ID	4:37	4 minutes from time of call	3 shifts 24 on 48 off
Westminster, CO	4:44	6 minutes from time of call (80% of the time)	3 shifts 56 hours/week
Salem, Oregon	4:50	5 ½ minutes from time of call to arrival 85% of time	3 shifts 24 on 48 off

Department	2004 Average Response Time (time of call to arrival on scene)	Target Response Time	Shift Structure
Longmont	4:57	5.59 minutes (1 minute for dispatch, 4.59 minutes for response time) 90% of the time.	3 shifts 56 hours/week
Spokane, WA	5:02	11 minutes for non-emergency/non-life threatening (90% of the time), and 8.3 minutes for emergency/potentially life-threatening (90% of the time). Both are from time of call.	4 shifts 24/72
Poudre Fire Auth	5:29**	5 minutes from time of dispatch	3 shifts 56 hours/week
Boulder	5:30	Response in less than 6 minutes from time of dispatch - 90 percent of the time.	3 shifts 56 hours/week
South Metro	5:47	Goal is NFPA 1710*, but baseline for fire calls is 10 minutes 80% of the time, and 8 minutes for BLS calls 80% of the time.	3 shifts 56 hours/week
Union Colony	6:09	NFPA 1710* – 1 minute dispatch, must be on-scene 5 minutes after initiation of tones 90% of the time	3 shifts 56 hours/week
Colorado Springs	6:27**	8 minutes for first response due Company, and 12 minutes for 2 nd engine and truck. 90 percent of the time.	3 shifts 56 hours/week
Littleton	7:05	NFPA 1710* (6 minutes from time of dispatch to time of arrival 90% of the time)	3 shifts 56 hours/week

*NFPA 1710 Language:

- NFPA 1710 section 4.1.2.1
 - (1) One minute (60 seconds) for turnout time
 - (2) Four minutes (240 seconds) or less for the arrival of the first arriving engine company at a fire suppression incident and/or 8 minutes (480 seconds) or less for the deployment of a full first alarm assignment at a fire suppression incident.
 - (3) Four minutes (240 seconds) or less for the arrival of a unit with first responder or higher level capability at an emergency medical incident.

(4) Eight minutes (480 seconds) or less for the arrival of an advanced life support unit at an emergency medical incident, where this service is provided by the fire department.

- NFPA 1710 section 4.1.2.2
The fire department shall establish a performance objective of not less than 90 percent for the achievement of each response time objective specified in 4.1.2.1.
- NFPA 1710 section 5.2.4.1.1
The fire department's fire suppression resources shall be deployed to provide for the arrival of an engine company within a 4-minute response time and/or the initial full alarm assignment within an 8-minute response time to 90 percent of the incidents as established in Chapter 4.
- NFPA 1710 section 5.2.4.2.1
The fire department shall have the capability to deploy an initial full alarm assignment within an 8-minute response time to 90 percent of the incidents as established in Chapter 4.

**One minute was added to these response times so that all response times reflect a response time from time of call. One minute for dispatch turnaround is a national standard, and is the standard the majority of surveyed departments use.

Mill Levy Comparison					
Jurisdiction	Population (2004)	Uniformed Personnel/ 1,000 Capita (2004)	O & M Cost/Capita (2004)	Mill Levy (2006)	Assessed Value (2006)
Boulder	103,000	.92	\$103.89	~5.39	\$2,091,962,320
Colorado Springs	382,500	1.08	\$116.87	~13.019	\$4,107,451,560
Littleton	210,000	.66	\$58.10	15.451	\$782,165,930
Longmont	81,000	.93	\$102.35	~9.45	\$940,030,675
N. Metro	90,000	.83	\$123.52	8.135	\$1,185,500,150
PFA- Current	171,533	.82	\$91.46	~9.9 (City) 9.301 (District)	\$1,390,799,935 \$390,847,649
Pueblo	106,000	1.32	\$112.83	~22.76	\$578,270,837
S. Metro	95,000	2.13	\$302.03	9.25	\$2,873,984,320
Thornton	107,989	.85	\$69.75	~10.36	\$755,797,990
Union Colony	85,000	1.21	\$114.73	~13.768	\$740,894,750
W. Metro	252,000	1.23	\$156.75	11.768	\$2,774,336,720
Boise, ID	215,625	1.05	\$116.30	~2.27	\$14,456,021,678
Casper, WY	49,646	1.47	\$102.73	N/A*	N/A*
Salem, OR	141,150	1.11	\$189.36	~2.69	\$7,645,469,790
Spokane, WA	197,500	1.55	\$147.82		

*65% of general fund is from sales tax and mineral tax, 35% of general fund is from "73 separate revenue sources".

**FIRE PREVENTION INSPECTION
CITIZEN SURVEY**

The following report is compiled from questionnaires which are provided to citizens when they are inspected by PFA.

Poudre Fire Authority Information Management System

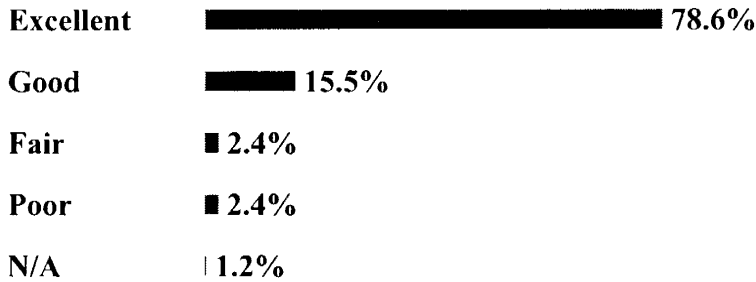
Results

Survey -

Effective Dates: -

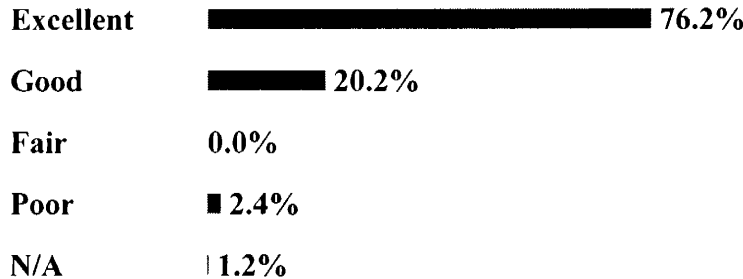
1. Please rate your satisfaction with your fire inspection.

84 Total Responses



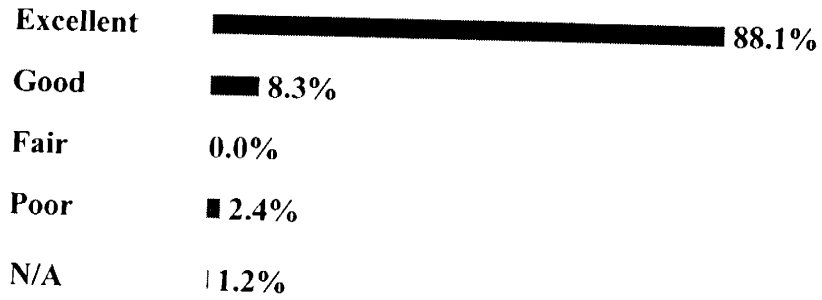
2. How well did the inspector(s) explain why they were inspecting your business?

84 Total Responses



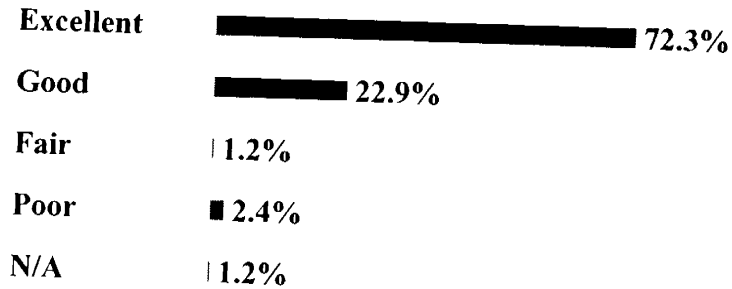
3. Please rate the courtesy of the inspector(s).

84 Total Responses



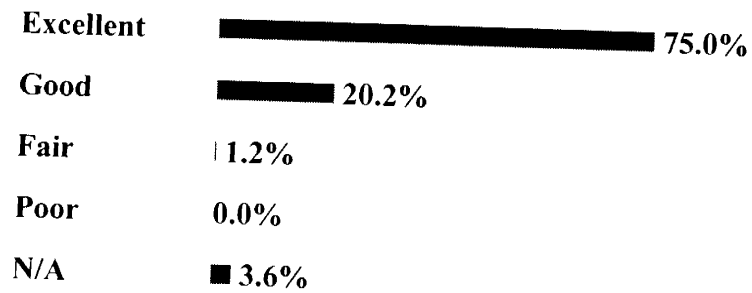
4. How well were the hazards explained to you?

83 Total Responses



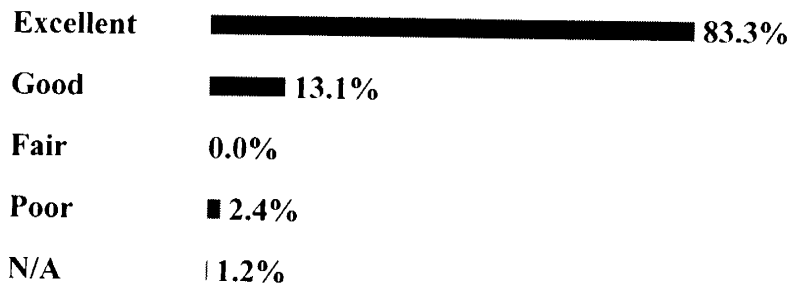
5. How well were your questions answered?

84 Total Responses



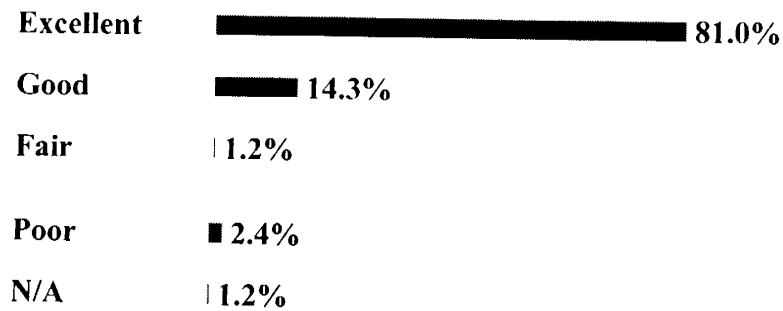
6. Please rate the knowledge of the inspector(s).

84 Total Responses



7. Please rate the thoroughness of the inspection.

84 Total Responses



III. 2006 GOALS

Updating the Fort Collins Emergency Operations Plan (EOP)

The purpose of the EOP is to minimize the loss of life and property caused by a disaster. It is applicable to all elements of the city government and the private sector engaged in, or acting in support of, emergency operations. It prescribes the course of action to be taken by city departments to protect the lives of the population and the management of human and material resources during and after any emergency. The Office of Emergency Management is responsible for conducting an annual review of the EOP and updating it as required. A comprehensive review and update of this document will occur in 2006.

Adoption of the 2006 Fire Code

The code adoption process for the 2006 International Fire Code (IFC) will be the major effort for the Fire Prevention Bureau in 2006 and 2007. This new code will be a significant update from the 1997 Uniform Fire Code (UFC), which was adopted in 1998. Our adoption process will parallel the 2006 International Building Code adoption by the Fort Collins Building Department. As with past model code adoptions, this overlapping approach ensures consistency for the business and development community we serve. The first step in this important process will be a thorough review and comparison with our current fire code (1997 UFC), existing fire code amendments, policies and standards. As with the past two code adoptions, the next step will be to ask the PFA Board to appoint a Community Code Review Committee (CCRC). The CCRC is a group of community members representing those that are impacted by the use of this model code (i.e. developers, planners, builders, water purveyors, small and large business owners and building code officials from Larimer County, City of Fort Collins, and Timnath). At the conclusion of the work by the CCRC, a recommendation will be made for adoption to the PFA Board of the amended 2006 International Fire Code. The code will then be presented to the Poudre Valley Fire Protection District, City of Fort Collins, and Town of Timnath for adoption. The final step in this process will be to request ratification of the 2006 IFC by the Larimer County Commissioners. It is anticipated that the adoption process will be completed during the first quarter of 2007, with implementation taking place in the second quarter.

Long-Term Funding for PFA

As mentioned in the 2005 Goals and Accomplishments, we will continue to move forward as directed by the Authority Board to secure long-term funding for emergency and fire prevention services provided to the community by the Poudre Fire Authority. There are no quick fixes or easy solutions and it will take many months of work by PFA, City, and District staff and elected officials to create a solution to this critical need.

Completion of EMS Strategic Plan

When we were working on the new strategic plan it became apparent that more work would be necessary with outside agencies to complete the EMS and fire prevention portions of the strategic plan. With the hiring of the EMS coordinator and clarification and steady progress on EMS issues, we will strive to finish the EMS portion of the plan this year.

The fire prevention portion of the strategic plan is dependent in large measure on the new fire code and its adoption. Therefore we will work on adoption of the fire code in 2006 and completion of the fire prevention strategic plan in late 2007.

IV. 2005 PROGRAM REPORTS

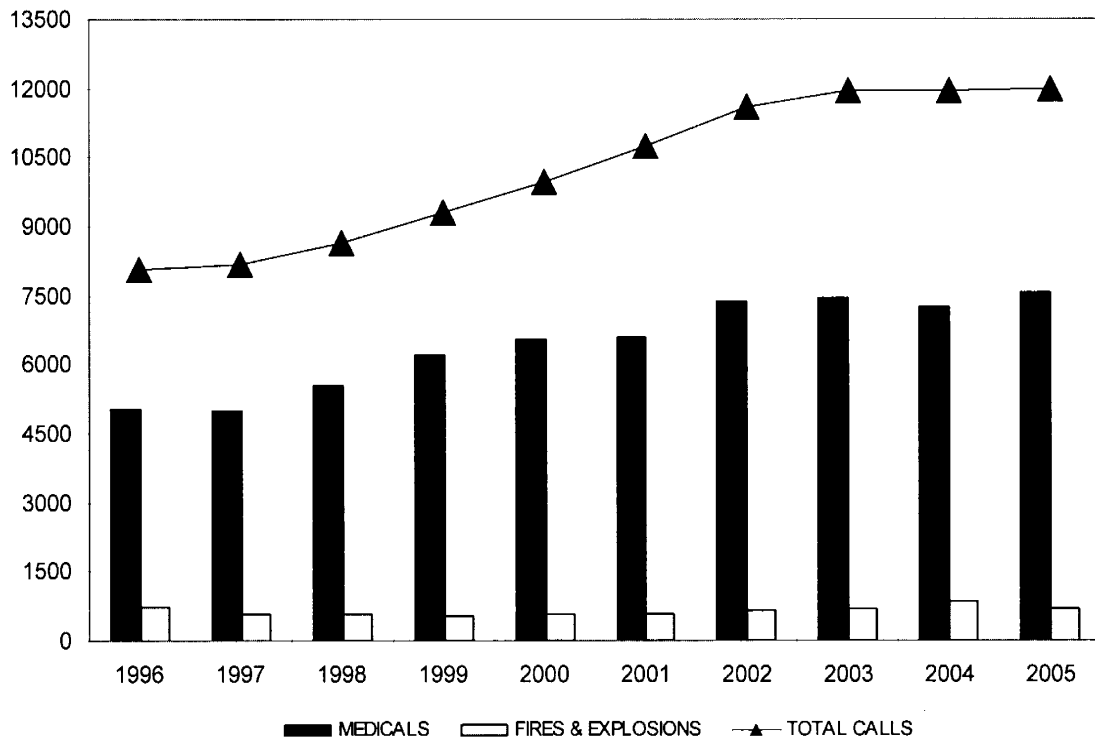
FIRE SUPPRESSION

Division Chief Mike Gress

In 2005 the Poudre Fire Authority experienced a .4% increase in total calls. This represents a request for service on the average of one call every 43.9 minutes or 32.8 calls per day.

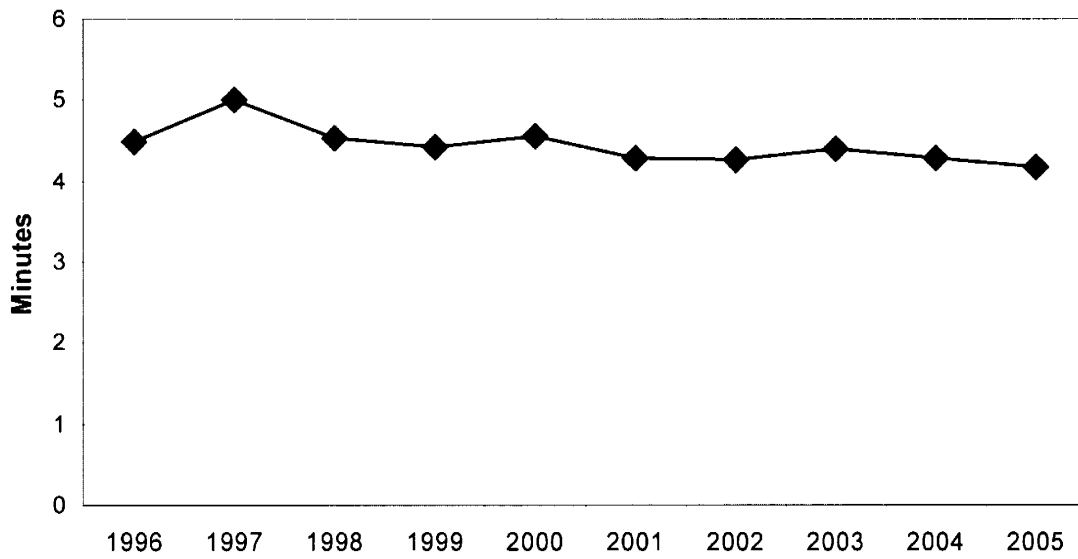
Attached is graphic information on calls responded to by PFA in 2005 and comparison statistics for previous years.

TEN YEAR CALL TREND



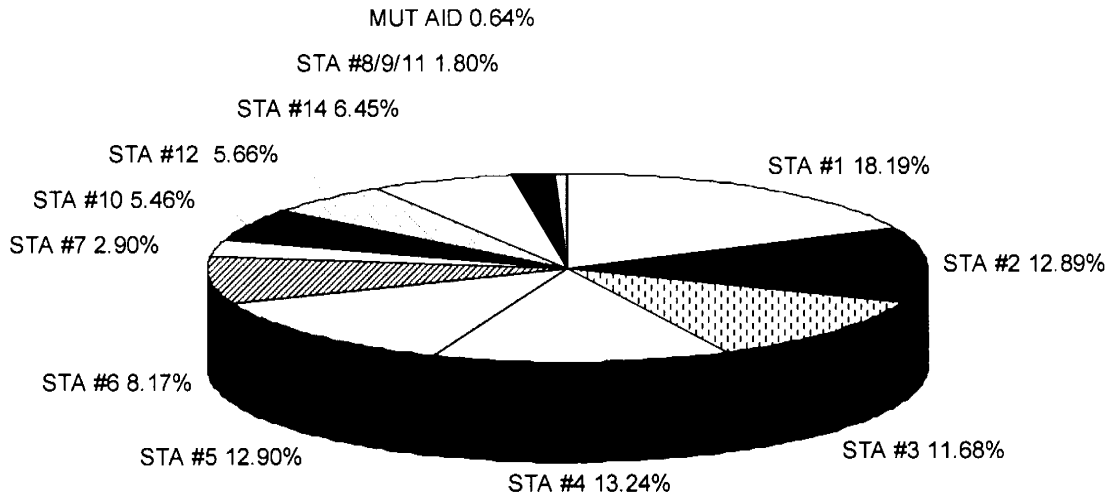
In 2005 82.43% of total calls were inside the City limits and 17.16% were in the Fire District.

Average Response Times



2000 to 2005 calls are calculated on emergent calls only. Calls prior to 2000 were calculated on emergent and non-emergent calls.

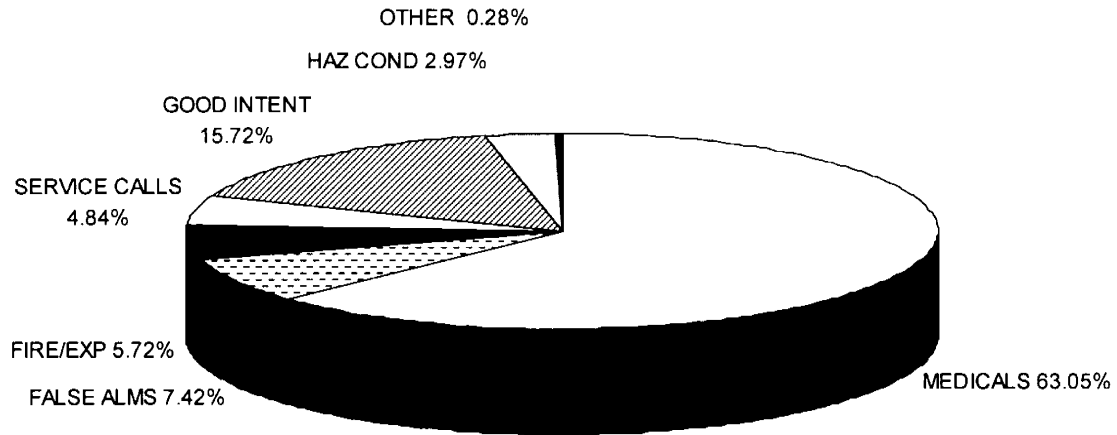
PERCENT OF TOTAL CALLS BY STATION AREAS



Station 1 continues to be our busiest station, with 18% of all calls occurring in its area.

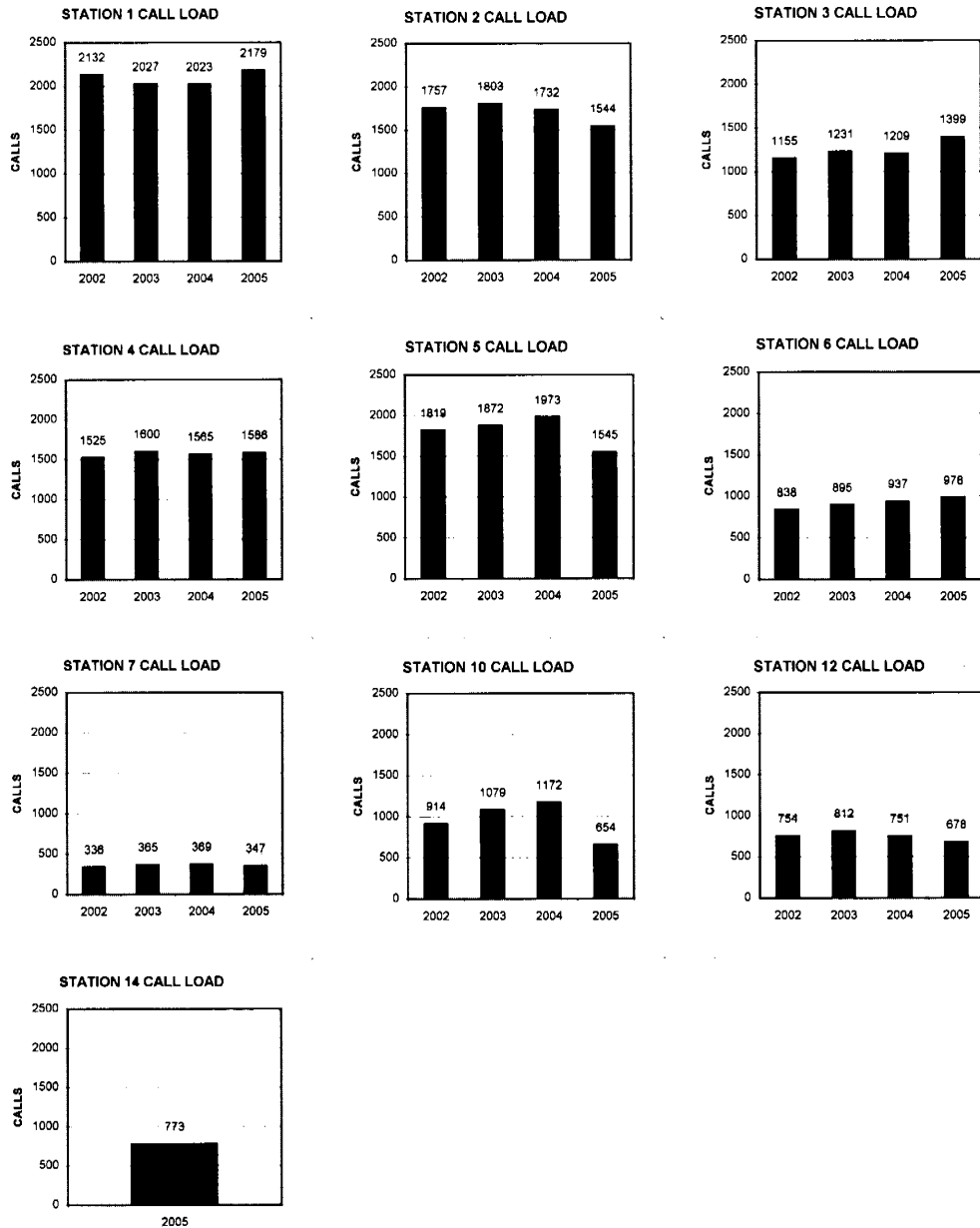
Station 1	–	2,179
Station 2	–	1,544
Station 3	–	1,399
Station 4	–	1,586
Station 5	–	1,545
Station 6	–	978
Station 7	–	347
Stations 8, 9, 11	–	216
Station 10	–	654
Station 12	–	678
Station 14	–	773
Out of PFA Jurisdiction	–	77
Total		11,976

PERCENT OF CALLS BY TYPE OF CALL



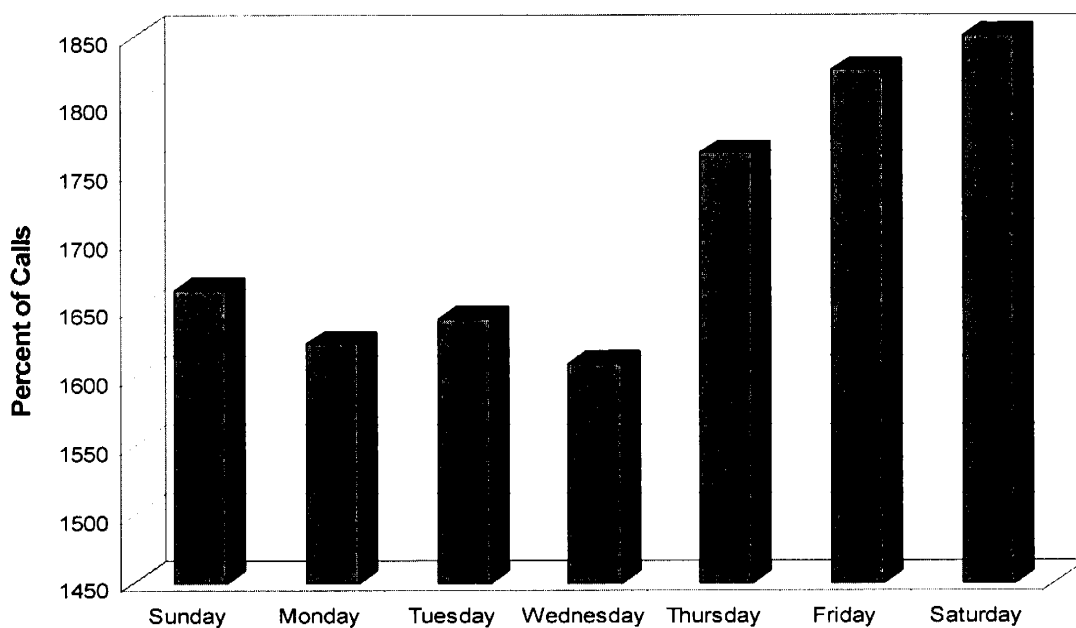
Medicals –	7,555
False Alarms –	889
Fires/Explosions –	685
Service Calls –	580
Good Intent Calls –	1,884
Hazardous Conditions –	356
Other Requests for Service –	33
TOTAL:	11,982

CALL LOAD BY STATION



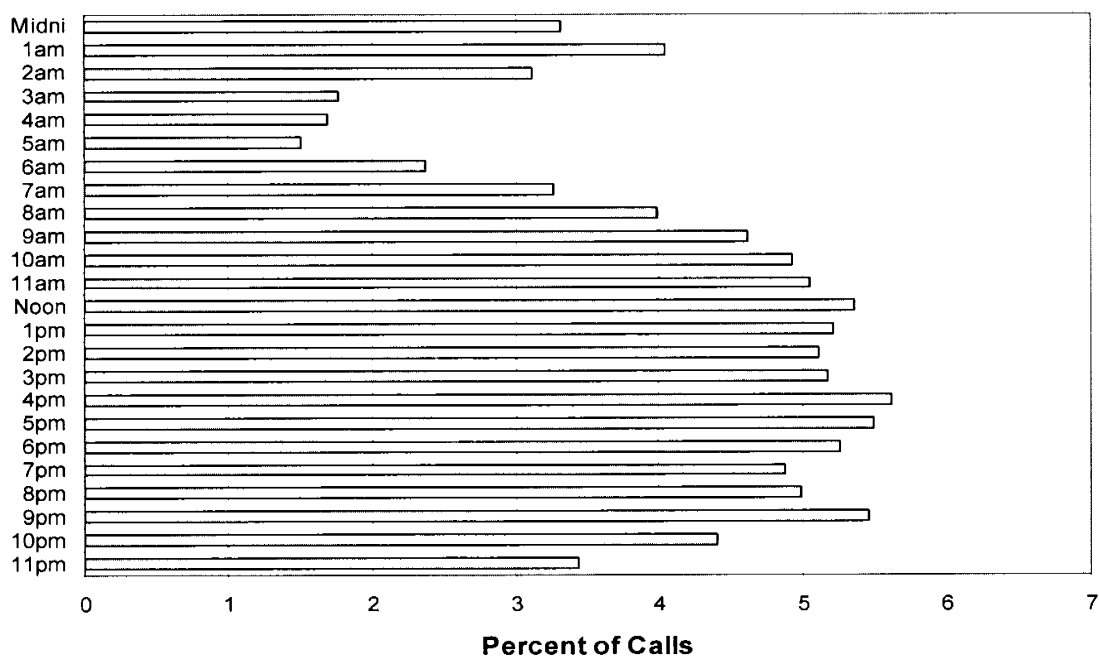
2005 was the first full-year of service for Station 14. As you can see, the opening of Station 14 has reduced call volume at Stations 5 and 10.

AVERAGE CALLS PER DAY

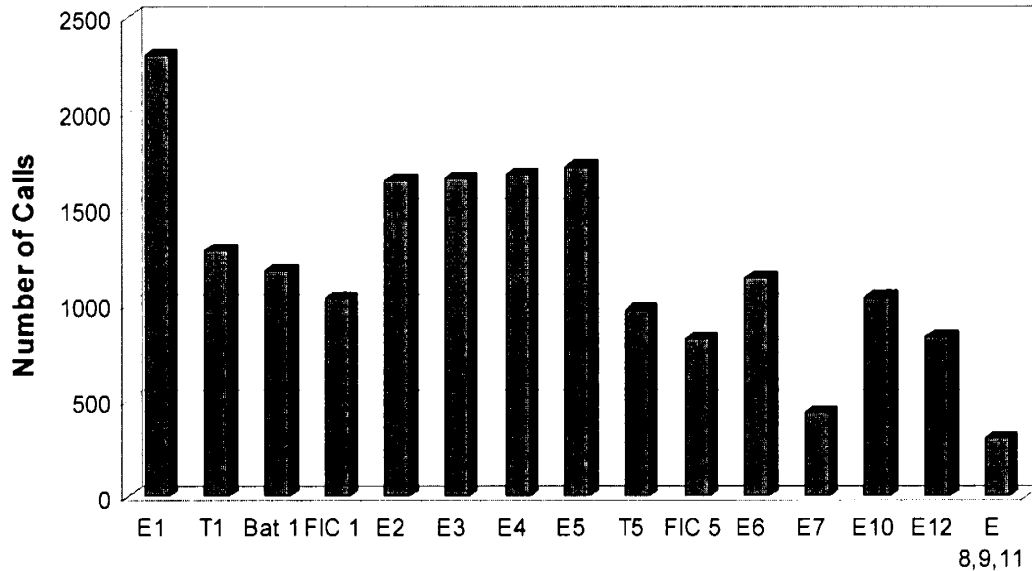


Saturday continues to be the busiest day of the week, although Friday was the busiest day of the week from 1988 through 2003. We continue to be busier during daylight and evening hours. Even though early morning is our slowest time, it is the period when most large fires occur.

PERCENT OF CALLS BY HOUR OF DAY



CALLS PER APPARATUS



This graph reflects the total calls to which each piece of apparatus (company) responded. Total calls on this chart are higher than actual total calls because multiple apparatus are sometimes dispatched to a single incident.

FACILITIES MAINTENANCE

Battalion Chief Gary Nuckols

The final touches were made to Station 14 and it opened in June of 2005. The challenges of opening a new station were met by the assigned crews despite an odor problem that took months to track down and a repair made to eliminate the smell. A poor seal on a sewer lift station and piping were discovered to be the problem.

Station 2 also had a lift station added to the outside of the station. Poor slope of the sewer line past the station, and faulty piping under the station had contributed to an on-going sewer smell in the station for years. The sewer smell has now been eliminated. Station 2 also had the front concrete pad replaced in 2005.

The remodel at Station 5 to house a larger aerial ladder truck and quarters for a south Battalion Chief began in 2005. Many pre-existing conditions were discovered during the remodel and were rectified. Progress is on track for an early 2006 completion. The aerial ladder will be arriving shortly thereafter. The remodel also includes a larger classroom and exercise area.

Conceptual design for an addition to the Headquarters building was completed in 2005. Preliminary design started in December 2005. The land to the North of the current building will be leased, and plans call for a three story addition to be built connecting the two buildings.

EQUIPMENT MAINTENANCE

Fleet Maintenance Technician Jim Mirowski

In 2005, the 41 vehicles maintained by the PFA shop logged 162,451 miles. Engine 4 was at the top of the list with 10,236 miles. Engine 6 was second with 9,356 miles and Engine 5 was third with 9,247 miles. We logged 36,008 gallons of fuel on 2,038 fuel receipts. The average miles-per-gallon for the fleet was 4.51.

The average cost-per-mile (fuel and maintenance costs only) for the fleet was \$1.46. The three highest cost-per-mile vehicles were Engine 27 at \$5.83, Truck 1 at \$2.61, and Engine 3 at \$2.29. Engine 27 costs included accident repair. The lowest cost-per-mile vehicles were Engine 4 at \$.83, Engine 10 at \$.88, and Engine 12 at \$.88.

We completed 168 work orders with 434.6 down days. Engine 27 was out of service for 85 days, Engine 3 was out of service for 59 days, and Engine 1 was out of service for 47 days. We used 993 parts and 1,600 quarts of oil, and anti-freeze.

In October all the engines were pump tested, and all passed in good shape. In November the diesel powered vehicles were tested for emissions and all passed.

PRE-RESPONSE MAP & PLAN

Company Officer Mark Fowler

The Pre-Response Information Management program completed a five-year period of data development and resource production. The core of the resource production, emergency response maps, has entered a maintenance phase allowing personnel to focus on analysis functions that support Administration personnel, and the Operations and Fire Prevention Bureau Divisions. Also, a joint project with Larimer County Emergency Services traded our high quality, low cost production services to print fifty Larimer County emergency response map books, which gained the Poudre Fire Authority financial assistance in the purchase of a new production level color laser printer.

The Pre-Response Map program produced the following map books in 2005:

- Address Map Book - Book format that displays all structure addresses of entire fire district.
- 100 Block Map Book – Book format that displays address range of entire fire district.
- Area Response Book – Book format that displays general areas of the fire district and adjoining fire districts for auto aid incidents.
- District Wall Map – Wall map that shows entire district.
- Station Area Wall Map – Wall map that shows each station area.
- Auto Aid Wall Map – Wall map that shows the auto aid and mutual aid areas.
- Folding District Maps – Four-sheet map sets of the fire district were distributed to professional northern Colorado fire districts providing auto aid and mutual aid to PFA.
- Analysis Support Maps – Supported the Operations Chief with data development and display. The project focused on the new hospital and medical transport issues.

EMERGENCY MEDICAL SERVICES

Division Chief Mike Gress

In 2005, total emergency medical services (EMS) related calls numbered 8,690 or 72% of all PFA calls (total of 11,981). This represents a 19% increase over 2004. Medical emergencies continue to generate the majority of calls.

Significant increases in types of emergency medical calls included:

Altercations	209
Cardiac related	634
Breathing Difficulty	597
Falls	1,039
Motor Vehicle Accidents	860
Patients requiring Extrication	45

EMS Coordinator Position Filled

The EMS Coordinator was hired in October to facilitate training, certification and EMS operations issues. Improved communications between all EMS related services (PVH, the State EMS Office), system evaluation and planning, as well as focused attention to quality EMS delivery are the primary goals for the coming year.

AED Program (Automatic External Defibrillator)

AEDs were applied fifteen times in 2005 with no successful resuscitations. AED's continue to become more available to the lay public and have been placed in many city and state offices, health clubs, factories, and have even started to

be placed in the schools. The accessibility and ease of use of these units should impact the survivability by providing rapid intervention as well as prompts for CPR until EMS arrives at the scene.

Training

- Annual EMS Conference (co-sponsored with PVH)
- Quarterly video conference training in EMS
- Annual Competency Evaluations completed and forty-four EMT Basics renewed their state certification
- EMS Training for the 2004 fire academy completed

Other

The EMS Quality Assurance Program continued to improve EMS report documentation and data collection.

TRAINING DIVISION

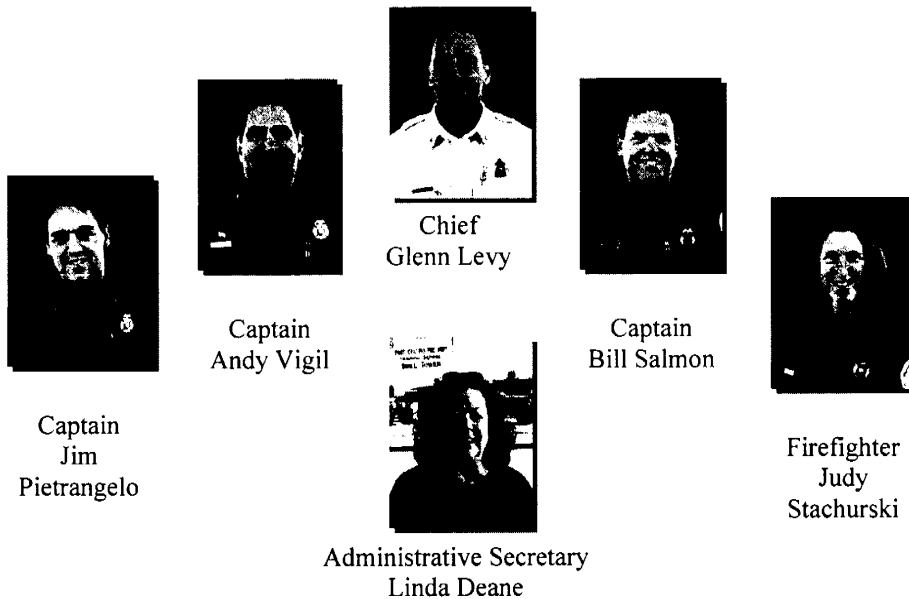
“Professionalism through Education”
Battalion Chief Glenn Levy

Staffing

The full-time Training staff (one Battalion Chief, two Training Captains, one Administrative Secretary, and .75 Firefighter) administer nine programs that support the training and educational needs of the Operations Division. Overall, the 155 career firefighters and officers who make up the 33 fire companies participated in 6,985 on-duty hours of company training. This is an average of 194 hours per company.

To assure compliance with national standards the Training Division evaluated individual and company skills during Company Performance Tasks in November and December. The Training staff is involved in all aspects of on-duty and off-duty learning for the PFA firefighters.

In addition, there have been some staffing changes in 2005. Chief Tom DeMint and Chief Glenn Levy switched assignments on July 1st, with Tom taking over as the C shift Battalion Chief and Glenn taking the reins at Training. Captain Jim Pietrangelo rotated out as Training Captain after an amazing two-year assignment with Captain Bill Salmon rotating in to take his place. In addition, Firefighter Judy Stachurski came on board in September for a nine-month assignment, and the results of her hard work have already yielded some excellent results.



Captain
Jim
Pietrangelo



Captain
Andy Vigil



Chief
Glenn Levy



Captain
Bill Salmon



Firefighter
Judy
Stachurski



Administrative Secretary
Linda Deane

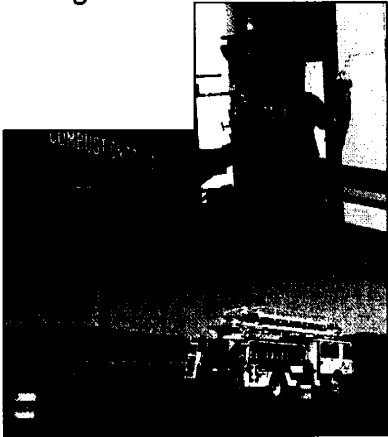
A brief summary of some key training program areas follows:

Driver Operator Training and Testing

Possibly one of the most important services we provide is the training, testing and certifying of driver operators. Our drivers not only drive the fire apparatus but are also responsible for pumping the water through the hoses and various appliances using complex hydraulics models. We have one of the best systems in the country and our excellent driving records and fire ground performance speak to the skills of our personnel.

Specific activities included:

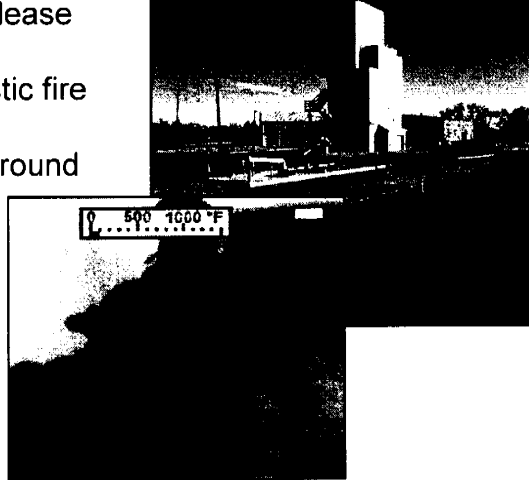
- On-duty driver operator skills practice.
- Acting Driver Operator Academy (May). This class is required for firefighters not certified as Driver Operators that wish to “fill in” when needed. The five-day course provides instruction based on the skills and knowledge required to operate PFA motorized equipment.
- Driver Operator certification testing. Certification as a driver operator results in an increase in compensation.
- Each year all driver operators must complete a recertification program ensuring that all driver operators maintain their driving and pump operating skills. All driver operators must complete specific tasks from a handbook developed by the Training Division.
- In 2005 we required all drivers to complete a National Association of Professional Drivers class and driving course.



Training Center Facilities and Maintenance

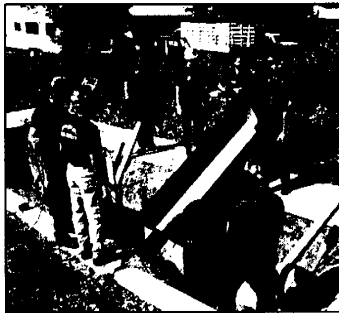
It takes a great deal of time, talent, and money to maintain and develop realistic facilities that replicate real life situations. So much of what we do is destructive, so maintaining a facility that is going to be used destructively can be a bit of a challenge. In 2005 we focused on:

- Working on the burn building to ensure live fire for 5-7 more years.
- A new emergency smoke/heat release system for the burn building.
- A new Pump Pit that allows realistic fire fighting hydraulics.
- Application of re-cycled asphalt around the pump pit, burn building, vehicle extrication training area, trailer evolution area, and more parking.
- Purchase and use of new video technology to enhance training.



2005 Training Focus

In 2005 we focused on continuing with Basic Skills and Live Fire Training in the burn building.



In addition, we held a department wide Trench Rescue class that essentially took all day, every day for six weeks to complete. We had not provided this highly technical and high risk training program for several years and felt it was time to hold a



refresher. Ironically, we were called to perform a real life trench rescue shortly after completing the training, which yielded a successful rescue.

Recruit Training

One of our major responsibilities is to train new firefighters and prepare them for the many challenges that they will encounter over their careers. To best accomplish this, we continue to partner with our neighbor fire departments to bring forward the best of the best to train all of our folks to the highest level possible.



In 2005 we held two recruit academies with the PFA being the lead agency for

both 16-week academies. This is an amazing responsibility and PFA Captain Andy Vigil served as the lead drill master with professionalism and distinction.

Front Range Fire Consortium (FRFC)



The FRFC is an agreement between the PFA, Loveland, Union Colony Fire Rescue Authority, Cheyenne, Mountain View, Longmont, and Boulder Fire Departments, to work together to provide training, response and ideas that jointly make all of us better. It is a unique relationship, and one that is the envy of the fire service. In 2005 we continued to strengthen these relationships and continue to find new ways to better and more cost effectively provide our services. Joint programs included: recruit training, trench rescue training, new hire testing, and professional development.

HAZARDOUS MATERIALS RESPONSE TEAM

Company Officer Dick Spiess

2005 brought change to the Poudre Fire Authority Hazardous Materials Response Team.

Promotions, retirements, and new job assignments resulted in 5 personnel leaving Station 6 and 5 new members joining the team, including 2 new officers. As might be expected with this change, the major focus for the team and individual crews during 2005 was familiarization, training, and team building.

Among the major training accomplishments were:

- Hosting a 3-day Haz-Mat Technician refresher course. Attended by PFA and the Northern Colorado Fire Consortium partners.
- Delivery of department-wide decontamination training that ensured department personnel maintained operations level qualifications as set forth in the Code of Federal Regulations, Part 29, 1910.120.
- Planning with consortium partners to provide complete technician level training in the first half of 2006.

A significant service level issue revolves around the ability of the team to adequately suppress flammable liquid fires. The team worked to find cost effective means to address issues related to the storage and application of foam concentrate. The team developed alternatives, and recommended a solution that was accepted by the PFA Operations Team. The team acquired foam concentrate to effect replacement on Foam 6. The team also initiated work on providing department-wide training on foam to be delivered early in 2006.

Management of grant funding continued as part of team duties and accomplishments. The team improved communications and relationships with the Northern Colorado Drug Task Force in an effort to improve safety and cooperation relating to law enforcement response to clandestine drug labs in the community.

In a year of change, the team responded to hazardous materials incidents, and met organizational goals by providing for community protection through planning, response, and training.

WILDLAND TEAM

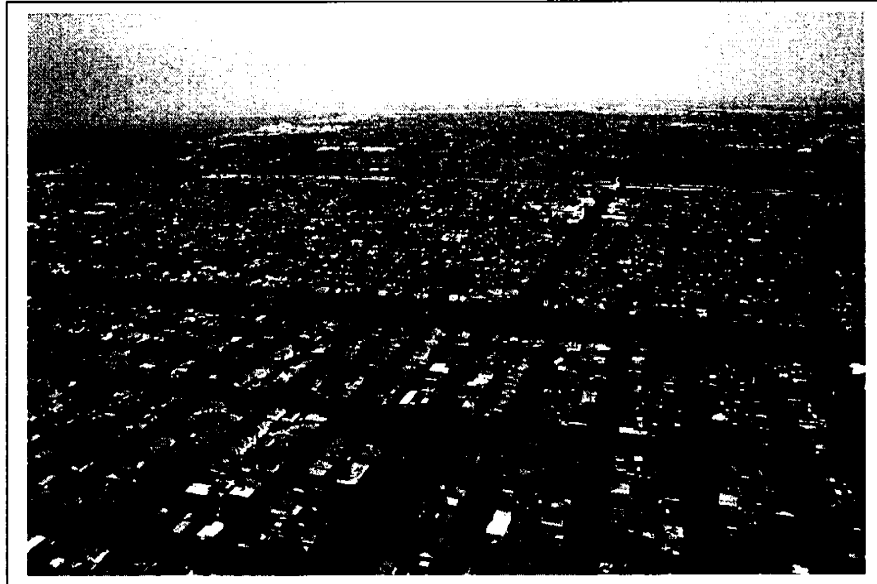
Company Officer Dick Spiess

Providing for training and experience beyond the scope of local incidents has always been a central goal of the Wildland Team. In recent years, there has been a significant increase (over 500%) in the number of agencies within our area providing resources on a regional and national scale. This increase has resulted in a reduction of the number of requests for PFA engines and crews. Meanwhile, PFA personnel have acquired necessary experience and credentials to fill Incident Command System (ICS) positions other than those assigned to an engine.

While wildland fire is the major focus of personnel participating in the wildland team, ICS skills and credentials gained on wildland assignments carry across to non-fire "all risk" assignments. 2005 saw several members of the Wildland Team assigned to national events, both fire and "all risk".

PFA provided equipment and/or personnel to 6 states on 6 incidents.

- Fly Fire / Oregon
- I-90 Complex / Montana
- Good Springs Fire / Nevada
- Mason Gulch / Colorado
- Hurricane Katrina / Florida
- Hurricane Katrina / New Orleans



Flooding following Hurricane Katrina
New Orleans, LA

The experience PFA personnel gain in managing complex incidents comes not only on wildland incidents, but also in the area of education. Members of the PFA Wildland Team assisted with the instruction of courses both locally and nationally. Additionally, PFA's Captain Kelly Close was a featured speaker at the Wildland Firefighter Safety Summit in Missoula, Montana.

It is widely accepted that there is no substitute for experience. Studies in human performance have documented the importance of "Recognition Primed Decision-making" to safety when conditions are stressful. The "recognition" comes, in part, from experience. The value in the PFA Wildland Team comes from the opportunities it provides for personnel to gain critical experience needed to enhance safety and performance.

PFA is reimbursed for expenses associated with personnel and equipment on assignment (including minimum manning backfill). The net cost to the department and the community is zero. Reimbursements for 2005 exceeded \$42,000.00.

WILDLAND/URBAN INTERFACE

Company Officer Kelly Close

The Interface specialty program continued to focus on enhancing PFA's preparedness and suppression capabilities in wildland fire within PFA's primary response area, and in support of our local cooperators. 2005 also brought

change to the Interface team. Station re-assignments and promotions resulted in a significant change in personnel at Station 7 at both the firefighter and officer levels, with four new members joining the Team.

Training and pre-response planning were key issues for the Team in 2005. The emphasis in training for Team members was to facilitate continued involvement of department-wide personnel, and provide familiarization and training for the new Team members in order to continue support of department-wide initial attack needs as a specialty station.

The following is a summary of activities and accomplishments of PFA's Wildland/Urban Interface Team and its members for 2005.

Pre-Response and Strategic Planning

- ❑ Provided ongoing information to PFA's operational personnel about daily, weekly, and seasonal weather and fire danger.
- ❑ Developed and implemented a system for heightened response to wildland fires within PFA's jurisdiction under critical fire conditions. This is based on local fire danger, with two response thresholds set according to conditions under which PFA has historically had (a) high fire occurrence, and (b) fires that escaped initial attack efforts. The Team also developed a new Interim OD to support this system.
- ❑ Continued to play active roles in pre-incident planning through participation in the Larimer County Fire Council and the Northern Front Range Cooperators.
- ❑ Completed implementation of a wildland web page for the PFA Intranet, providing a centralized site for wildland fire information pertinent to PFA.
- ❑ Acquired a federal matching-funds grant for developing a Community Fire Protection Plan and began the process of developing a prevention and mitigation plan for PFA.

Interagency Cooperation/Relations

- ❑ Worked closely with the City of Fort Collins Natural Areas personnel to plan and implement two prescribed burns within PFA's jurisdiction. These burns provided a valuable opportunity for live fire training exercises for two Consortium Academies, and were a cooperative effort between PFA and City Natural Areas, PFA, Larimer County, CSFS, the U.S. Forest Service, and the National Park Service.
- ❑ Made special wildland fire presentations to groups at Colorado State University, Front Range Community College, the Consortium PDCO course, and the Northern Front Range Cooperators.
- ❑ Four Team members attended an international Wildland Fire Safety Summit in Missoula, MT, and gained valuable information that will be incorporated into upcoming classes for PFA.

- One Team member established a working relationship with fire officials in Australia and compiled a research paper on evacuation and fire protection strategies in wildland/urban interface areas.

Response

- Continued to participate in the continued development of the northern Colorado Type 3 Incident Management Team (IMT) to more effectively manage local fires that escape initial attack.
- Provided support to local mutual aid incidents, individually and as crews. These included support to Wellington, Livermore, Poudre Canyon, Rist Canyon, Loveland Rural, Larimer, and Weld Counties.
- Continued development of two Operational Directives for Initial and Extended Response to Wildland Fires. These are targeted for implementation by mid-2006.

Equipment

- As part of an ongoing cooperative agreement with the CO State Forest Service (CSFS), a Type 3 wildland engine with compressed air foam (CAFS) capability continued to be housed at Station 7. It was used to support initial attack of wildland fires within PFA's jurisdiction and in support of mutual aid cooperators.
- PFA completed phase-in of the "New-generation" fire shelters (replacement of about half the shelters purchased in 2003 that had a defect and had been recalled in 2004).
- Aircraft available through a cooperative agreement with the CSFS was used on fires within PFA's jurisdiction, and again proved to be a valuable resource for minimizing the impact of wildland fires.

Training

- Continued development of the annual safety "refresher" course to improve compliance with national standards. This training was provided in March to all PFA line and volunteer personnel, and personnel from other city and county agencies.
- Continued tracking of training and qualifications of PFA personnel, and in accordance with national standards, provided "red card" re-certification for line personnel and qualified City Natural Resource personnel.
- Worked with PFA's cooperators to present interagency NWCG (National Wildfire Coordinating Group) training:
 - S-130/190, Basic Wildland Firefighter training (two Northern CO Consortium Academies and City of Ft. Collins Natural Areas)
 - S-290, Intermediate Wildland Fire Behavior (hosted at PFA's Training

- Center)
- S-215 at the Great Plains Wildfire College in Sterling, CO
- Provided the wildland fire portion of the 2005 PFA Acting Company Officer course.

SCBA MAINTENANCE

Company Officer Tim England

2005 was a significant year for PFA's SCBA program. Several options were examined for upgrading the department's SCBA's to bring them up to current standards as well as maintaining their operational readiness. The units were in need of complete overhaul, systems upgrading and several key components needed to be replaced. After careful consideration – it was recommended to the Department's staff and the Poudre Fire Authority Board of Directors that the units be replaced with NxG2 SCBA manufactured by Scott Technologies in lieu of the upgrades and scheduled overhaul. The NxG2 option was approved and the order placed.

In November of 2005 the entire fire department was trained via forty-two hands-on training sessions, while the physical inventory was changed out in one day. It was quite a feat considering that the cylinder valves had to be exchanged to the new snap-fitting type as the SCBA were switched, and still keep the system operational and ready for response.

The AP50 inventory has been set aside for cleaning and needed repair to ready them for sale to offset expenditures incurred in the upgrade to NxG2's. That work will continue into 2006. Eighteen units have been sold so far. We have received inquiries for ninety more units. None of those sales have been finalized.

In addition, a new air compressor was purchased with help from federal grant funds. It will be placed in service at Station 10 replacing an obsolete compressor that was purchased in 1973. That compressor will be parted out as it is not operational. The new compressor is a 30 HP Bauer, due to be delivered in the first quarter of 2006.

All other testing and maintenance needed to keep the air system operational was conducted as well.

INCIDENT REPRESENTATIVE

Firefighter Michal Jaques

The department's responsibility to the citizen does not end with the mitigation of their emergency. When they occur, these events are one of the most traumatic

and disruptive experiences they will face in their lifetime. The PFA incident representative (IR) program is designed to provide support and comfort during and after the emergency in a manner that allows people to resume their normal lives as soon as is practical. The IR acts as an advocate for the citizen to insure that all the appropriate services needed to help them are contacted and made accessible. These relationships our IR's form with impacted citizens can span several weeks, providing the department with a valuable opportunity to directly serve our citizens in a positive way.

The IR program went through some restructuring in 2005. The program is now headed by a Battalion Chief (Special Operations). At the BC's request a coordinator was chosen from the IR's to coordinate the program. IR's responded to twenty-seven documented calls in 2005. Twenty-three were for structure fires. Four calls were for sprinkler breaks and water damage.

OCCUPATIONAL HEALTH AND SAFETY

Battalion Chief Gary Nuckols

Colorado State Human Performance Clinical Research Laboratory was again utilized in 2005 for both fitness testing and full medical evaluations. All uniformed personnel were given the fitness test, and 29 personnel were given a full evaluation with less than 4% referred to a specialist for follow up.

The number of reported injuries dropped for the fourth straight year. There were 43 worker's compensation injuries reported in 2005. This compares to 49 reported in 2004, 51 reported in 2003, and 64 reported in 2002. In 2005 there were 21 and a half shifts of injury leave taken. These numbers are consistent with previous years.

Due to either on-duty or off-duty injuries, 11 personnel were placed on modified duty and were assigned to Special Operations. Work assigned included facilities maintenance, personal protective equipment maintenance, Bureau assistance, and a study on our current fitness testing, physicals, and fit-for-duty procedures. A host of other smaller projects was also accomplished by these personnel.

There were 17 vehicle accident incidents reported in 2005. This compares to 18 in 2004 and 31 in 2003. Of particular note was an accident involving Engine 10 at the intersection of Lemay and Drake. Engine 10 was stopped in a southbound lane when they were advised of a medical call west of their location in which they were the closest unit. Upon turning their lights and siren on they proceeded west and were hit by a southbound car. The driver of Engine 10 was found not at fault and was not issued a ticket. A PFA apparatus involved in an accident while running with lights and siren is a rare event for us. Going as far back as 1992, we have never had more than one accident a year of this type, and most years have had no accidents. We are proud of this record and our apparatus drivers are to be commended for the low accident rate.

EMERGENCY MANAGEMENT

Interim Emergency Manager
Battalion Chief Stephen Blois

2005 was a pivotal year in Emergency Management. A post-Katrina examination of emergency management activities was made, and it found that Fort Collins possesses a robust emergency management program that is continually being refined.

Fort Collins is an active member of Colorado's Northeast All Hazard Region (NEAHR) collaborating with regional partners in grant and preparedness issues. 2005 saw the initial implementation of our compliance with the National Incident Management System (NIMS). An initial cadre of City employees was trained in NIMS and we will see the number increase this year to meet compliance standards by October 2006.

The Office of Emergency Management (OEM) contains a state certified instructor of NIMS and in-house instruction provides flexibility in delivery to meet demand.

Continuation of State Homeland Security Grant (SHSG) pursuits has enabled Fort Collins to benefit from a regional Continuity of Government Plan (COG) customized to fit our individual community. This project, initiated in 2005, should reach fruition by fall 2006.

Fort Collins OEM was instrumental in having our City participate in the statewide mutual aid pact and the resource ordering and status system. Both programs make us the beneficiary of, or contributor to resources in the event of a man-made or natural disaster.

Emergency plans must be exercised so participating agencies know responsibilities and capabilities, and if flaws exist, be noted and corrected. In 2005, OEM participated in full-scale exercises at the Fort Collins/Loveland Airport and in Larimer County's strategic stockpile medications distribution scenario.

Continuing education for OEM personnel included the 2005 Governor's Conference in Emergency Management (September 22, 23 & 24), Avian Flu conferences both local and state, Incident Command, Weapons of Mass Destruction and Counter Terrorism Mitigation Training.

The Office of Emergency Management is continually improving all aspects of the service expected by the citizens of Fort Collins.

INFORMATION TECHNOLOGY

IT Manager Tom Hatfield

One of our goals is to enhance PFA's ability to provide services to its citizens through the use of technology in an efficient and cost effective manner. We were able to enhance our service delivery by automating certain functions that otherwise would need to be done by individuals. The following illustrate in more detail some of the significant accomplishments during the year.

Computer Aided Dispatch – The new CAD system went into production in October of 2004. As expected with any new system a few minor problems surfaced, especially in the transfer of data from CAD to the Incident Records Management System. Working with the vendor we were able to make some adjustments in the configuration and solve the problems.

As part of the CAD project we started to configure and test two sub-modules called Automatic Vehicle Location (AVL) and Calculated Routing. The idea is to track each unit using Geographic Positioning Satellites (GPS) receivers and by transmitting their location to CAD while they are moving around on the streets. This allows CAD to recommend to dispatchers the nearest unit to an emergency. This part of the project was purposely delayed until we were confident the system was stable dispatching units using traditional methods. For the AVL system to work properly additional information needed to be added to the map database to be sure it would send the closest unit using the street network (calculated routing) and not just line of site or the "way the crow flies". Calculated routing involves adding "costs" to streets such as speed limits, road types, one-way streets and other data so that the recommendation is based on the most efficient route (time vs. distance). We have been working with the CAD/Map vendor and City GIS in configuring and testing the AVL system. We are looking at a June or July time frame for implementing AVL-Calculated Routing.

Fiber Optic Network – The expansion of the fiber optic network to Stations 3, 4 and 12 was finished in February. This allowed us to expand our video conferencing system to those sites. Additionally we are saving approximately \$300/month/site by leasing fiber from Platte River Power Authority instead of the monthly charges for the much slower network connections through Qwest.

Automatic Service Pack and Patch Management System – PFA IT tested and implemented Microsoft's free Windows System Update Services (WSUS). As you probably know, Microsoft, as with most other software vendors, provides security, update and bug fixes, and service packs that in most cases should be installed on each and every server, laptop, and desktop computer. These updates fix known or discovered vulnerabilities, fixes and upgrades to machine operating systems and other software applications. By using the WSUS platform we are able to test and approve updates and "push" them out to the servers and end user machines over the network on a scheduled or manual basis. This has saved us a tremendous amount of time and money by not having to go to each physical

machine at fourteen locations to manually install the updates.

Automatic Anti-Virus Updating System – According to McAfee an anti-virus software company, there are over 150,000 threats in the form of viruses, worms, trojan horses, hoaxes and other types of malware existing today. New threats are created almost on a daily basis. These threats carry a wide variety of payloads from hoax e-mails to viruses that can bring a computer or an entire network to its knees. A few months ago anti-virus updates were provided once a week. Currently McAfee creates new files almost on a daily basis. These new files contain information that allows the anti-virus software to identify and eradicate new and modified, as well as, existing viruses etc.

Not unlike the application talked about previously, we tested and installed a similar application from our anti-virus software provider McAfee. This application pushes out anti-virus updates to all servers and end user machines on a real-time basis. In other words, as soon as a new virus or other threat is identified and a new file is provided by the vendor the system pushes out the update to all our machines on the network immediately thereby helping to avoid an infection, downtime and possibly loss of data.

Previously each system had to be configured to look for updates and at the maximum did so only once a day. Now the systems are updated automatically with no end user or administrator intervention saving numerous man hours updating or repairing infected machines.

Other Projects – Several other smaller projects were undertaken in 2005 which include:

- Telestaff version upgrade to V 2.0
- Fire Records Management System Software upgrade to V 4.0
- Configured and implemented group policies on PFA network domain
- Implemented testing of CSU web based fire alarm system
- Initiated PVH/PFA discussions of a combined video conference training

Computer Support-The table below outlines the ongoing hardware and software maintenance and support provided for servers, personal computers, video conferencing systems, mobile data computers and PDA's.

Year	# of PC's, Mobile Data Terminals and PDA's	Service Calls
2004	102	943
2005	122	980
% change		+4%

FIRE PREVENTION BUREAU

Fire Marshal, Kevin Wilson

The Fire Prevention Bureau has the primary objective of decreasing the incidence of uncontrolled fire. Prevention activities include fire safety inspections, Uniform Fire Code Enforcement, inspection of the fire protection systems, the provisions of public fire safety education, and all fire investigations.

In addition to providing leadership and support for the six programs under the prevention umbrella, the fire marshal continued to support several special projects. These are the Greek Inspection Program, the R-Occupancy Program, and the Occupant Load Certification Program. Data for the Greek Inspection Program and the R-Occupancy Program is included in the following program reports.

INSPECTION SERVICES

Assistant Fire Marshal, Holger Durre

This program began a major evaluation in 2005. It is important to note that the program relies on engine company based inspections to accomplish about 90% of the total annual workload. While this approach has many benefits, this also presents some challenges. An increase in call volume, training requirements, and the fast paced fire service environment impacting the engine companies, have caused us to examine not only the environment in which we perform this vital customer service but also the way in which we carry these duties out.

The high hazard inspection programs continued, as outlined below. A unique opportunity was thereby created that allowed us to evaluate the efficacy of our focused inspection partnerships as outlined later. While many factors, such as the number of reinspections, are equal to years with a general inspection program we saw that a higher number of hazards were identified initially while at the same time achieving a greater correction ratio at reinspection and fewer final notices issued.

The evaluation process included a survey of all inspection companies. Information from this survey revealed several areas of needed improvement including the efficiency of the program as well as the support provided by the bureau to inspection companies. Several exciting changes are in store for the program that will allow the PFA to be more responsive to their inspection customers. The need for an electronic based field inspection program is a top priority of the program and will increase the speed, accuracy, and efficiency with which inspections are conducted.

Due to this program evaluation, the 2005 inspection activity is reduced significantly as compared to previous years. It is also important to note that any

customers who requested an inspection during this year were immediately inspected using available resources to ensure a high degree of customer service.

Inspection Services Activity

In cases where program information was not available due to the program evaluation, a moving average is provided to indicate a projection of probable values had the program remained as in previous years.

Total Inspections	317
Total Hazards Written	618
Total Re-Inspections	103
Final Notices Issued	16
Corrections at Final Notice Reinspection	16

Activity	2001	2002	2003	2004	2005 Actual	2005 ^{*1} Forecast	5 Year ^{*2} Average
Total Addresses on Record	3687	4052	4463	4386	4,794	N/A	4090.17
Inspections Assigned	3158	3028	2660	2668	317	2871	2,882.4
Inspections Conducted	2762	2937	2391	3013	317	2752	2771
Total Violations Written	2884	3212	2813	2553	618	2793	2851
Violations per Inspection	1.04	1.09	1.18	0.84	1.95	1.02	1.17
Re-Inspections Conducted	891	1033	826	798	103	924	N/A
Reinspections Per Assigned	0.32	0.35	0.35	0.26	0.33	0.34	0.32
Corrections at Re-Inspection	1581	1953	1825	1786	N/A ^{*3}	1788.4	1786.7
Reinspection Correction Ratio	0.65	0.55	0.61	0.65	0.7	0.65	0.62
Final Notices Issued	235	246	139	149	16	178	189.4
Final Notices per Assigned	0.09	0.08	0.06	0.05	0.05	0.06	0.07
Hazards Cleared by Final Notice	270	413	350	344	N/A ^{*3}	369	349

*1 - Moving Average represents predicted 2005 data with Engine Company component

*2 - 5 Year Average using 2005 Moving Average for that year

*3 - This data not tracked during 2005 program

Inspection Contacts

The work done by the Inspection Services program is not only reflected by the

scheduled inspections that take place throughout the year, but also citizen concerns regarding fire safety, Knox Box updates, and fire lane issues are examples of additional service delivery. This work is conducted in a highly responsive manner and all requests for service are addressed immediately. In 2005, 282 inspection contacts were conducted, a 46.1% increase in inspection contacts over 2004 which saw 193 contacts.

One reason for this increase is the introduction of a streamlined database and intake process which allows us to be even more responsive to customer needs and capture data more effectively than in the past. This work often leads to additional research and investigation to ensure resolution. Tent Permits are a part of this activity which provides fee based inspections of these temporary structures to ensure the safety of the general public.

2005 Inspection Contacts

	KNOX BOX	TENT PERMIT	GENERAL SAFETY CONCERN		TOTAL CONTACTS
			PUBLIC	PFA	
Totals	75	68	123	16	282

Fire Inspection Coordinators

The Fire Inspection Coordinators (FIC) provide the community with a 24-hour fire prevention resource. While the numbers represented here provide some insight into the work they perform, the position is so valuable that it cannot be reflected only in numbers. The position is unique in the industry and we are proud to be able to offer the services provided by these individuals.

In 2005 the six FIC conducted 852 inspections, which included high hazard occupancies and sprinkler systems. FIC made additional re-inspections to bring these inspections to a positive closure. The FIC also conducted roughly 90% of the Inspection Contacts reflected above and interacted with our customers by providing them with expertise and customer service.

FIC also conducted drop-in inspections of restaurants, bars, and nightclubs to confirm occupant load compliance. These "after hours" inspections are conducted to ensure that these establishments are not exceeding their approved occupant load and that all fire safety regulations are being adhered to. A partnership exists with the Fort Collins Police Department and the City of Fort Collins Liquor Licensing Office to ensure compliance and patron safety.

Finally, the FIC also assisted bureau investigators with 94 investigations. These six FIC perform an invaluable service for the bureau, as they are the first investigators on scene. They provide information to investigators that would, in many cases, be lost or very difficult to collect at a later time.

Focused Inspection Partnerships

Several occupancies require focused attention to ensure a fire safe community. These programs are usually assigned a single inspector. Some of the benefits of this practice include specialized inspectors, a single point of contact for the customer and unparalleled continuity. This not only ensures fire safety in these specific occupancies but is also good customer service. Some of these partnerships are a model for the fire service nationally and set the stage for further opportunity to improve customer service levels.

Poudre School District Industrial Program – During 2005, the bureau completed the sixth year of the PSD Industrial Inspection Program. The firefighter assigned to this partnership program conducted 45 school inspections, identifying 722 hazards. A single inspector is necessary not only for the reasons stated above but also due to the complexity and geographic distribution of PSD facilities. This unique partnership is a model for both the educational community as well as the fire service.

Health Care Facilities – This program focuses on two objective areas to provide expertise and consistency. First, these occupancies require technical expertise related to specialty equipment and processes, and because of this, the FIC are assigned to these customers providing them with specialized inspectors. Second, by providing the customers with the same inspector every year, consistency is achieved. These occupancies are also inspected by the State of Colorado to ensure compliance with the Life Safety Code.

	2003	2004	2005	% Change
Inspections	51	51	30	-41.2
Hazards	31	11	7	-36.4

Greek Inspection Program – This partnership with Colorado State University Greek Affairs is in its fifth year. The primary goals of this program are increased life safety, inspection consistency, and resident education. The success of this partnership relies on innovative solutions that result in the education of the residents of these organizations. The program has focused on increasing built-in fire protection systems in these occupancies with success. Semi-annual fire drills are also conducted as part of this program.

	2003	2004	2005	% Change
Inspections	40	30	39	30.0
Hazards	214	75	122	62.6
Re-Inspections	38	19	32	68.4.0
Final Inspections	13	3	9	200.0

R-Occupancy Inspection Program – This inspection program focuses on apartment and large residential complexes. A single inspector manages this program, providing inspection consistency and managed follow-up on identified hazards. Inspections include general fire safety evaluations as well as fire alarm and fire sprinkler inspections. Through this approach we ensure that these occupancies receive the specialized attention that is required in these types of buildings.

One of the main successes of the residential occupancy program has been to upgrade the level of protection to our citizens by requiring all residential buildings with 16 or more units and an interior common hallway, to have a monitored fire alarm system. This has been a project that has been ongoing since 2001. A major program success in this area is that as of 2005, all R-occupancies that fall within this description within the PFA district are being monitored.

	2003	2004	2005	% Change
Inspections	170	181	168	-7.2
Hazards	244	213	160	-24.8
Re-Inspections	92	97	62	-36.0
Final Inspections	14	21	5	-76.0

FIRE INVESTIGATIONS

Assistant Fire Marshal, Doug Lee

2005 was a year of program improvement for Fire Investigations. In 2003 the use of online firefighters for on-call investigators was considered. The idea was to have a pool of trained investigators who on their days off would assume the role of the on-call investigator. This enhancement to the Investigation Program was implemented in 2005. It was decided to use both current and past Fire Inspection Coordinators (FIC) for this role. It has proven to be a great benefit for the Poudre Fire Authority. The FIC are the first ones to initiate an investigation once a fire scene has been stabilized. The on-call rotation schedule enables the FIC to maintain and improve their investigation skills. The FIC also have an existing working relationship with the online firefighters. There are currently eight on-call investigators participating in this important program. Five are past or present FIC and three are Fire Prevention staff.

July 31, 2005 marked a somber day for the citizens of Fort Collins and particularly the employees of PFA. A structure fire in the early morning hours at 1303 West Swallow claimed the lives of a 23 year old mother and her 8 month old daughter. Hundreds of hours were spent on the investigation. A conclusive cause of the fire has not been determined; however an improperly discarded cigarette is the most likely cause. This case remains open.

The ongoing working relationship with local law enforcement has once again proven to be successful with the arrest of several arsonists in PFA's jurisdiction.

One example is an 18 year old male who was charged with starting multiple grass fires, a vehicle fire, and three building fires. He was convicted of 1st degree arson and sentenced to seven years in prison.

The following table represents investigation activity for years 2003 through 2005:

Investigation Activity

TYPE	2003	2004	2005	% of CHANGE from 2004 to 2005
Total Fires	551	488	499	2%
Total Incendiary	79	56	22	-61%
Structure/Incendiary	35	14	9	-36%
All Other Incendiary	44	42	13	-69%
% Total Incendiary	14%	12%	4%	-67%
Total Dollar Loss	\$4,173,505	\$2,714,884	\$4,156,723	53%
Total Dollar Loss Incendiary	\$2,318,914	\$126,320	\$364,783	189%
% Total Dollar Loss Incendiary	55%	5%	9%	80%

YOUTH FIRE AWARENESS/ JUVENILE FIRESETTER INTERVENTION PROGRAM

Assistant Fire Marshal, Doug Lee
Assistant Fire Marshal, Jason Mantas

The goals of this program are to reduce juvenile involvement in firesetting and arson, and to assist children who have engaged in firestarting and firesetting behavior. This program is staffed by specially trained PFA firefighters and is coordinated by the Assistant Fire Marshal responsible for Public Affairs and Education.

Children and juveniles become involved in this program in one of four ways. They are referred by their parents, they are contacted by PFA personnel at a fire incident, they are required to participate through juvenile diversion at the District Attorney's office, or they receive an educational class at their school.

Participants in this program receive education about arson, juvenile involvement, effects of arson on our community, and are invited to engage firefighters in open discussion about these issues. Participants who are participating in this program through juvenile diversion or court referral also receive a firesetting behavior risk analysis.

Preliminary work will begin in 2006 with the Northern Colorado Fire Investigators group to determine an appropriate approach to a regional effort for this program.

Contacts

Activity	Data	% of Change
Referred Interventions	23 percent of change from 2004	+15%
Classroom Education	180 percent of change from 2004	+327

MEDIA RELATIONS

Assistant Fire Marshal, Jason Mantas

The media relations program continued to evolve in its second year of existence. Two incidents in particular drew intense media interest during the year. The July 31 apartment fire that occurred at 1303 West Swallow Road in which two lives were lost, and the possible anthrax scare that occurred at the Larimer County Courthouse Offices Building in June. Both of these cases demonstrated the need for ongoing communication and follow-up after the initial response was complete (i.e., communication with the press regarding the apartment fire did not wrap up until January of 2006).

During 2005 PFA distributed 35 press releases and ran several feature articles. The biggest was the five article series about the recruit training academy and the opening of Fire Station 14.

Educational Service Requests

In 2005 PFA firefighters responded to 269 requests from community members for life and fire safety education. The service request program represents the majority of firefighter contact with citizens in a non-emergency setting.

Requests	Quantity
Station Tours	97
Neighborhood Events	15
Extinguisher Classes	52
Fire safety Classes	58
Safety Fairs	5
Bike Rodeo	1
Fire Drills	15
Apparatus Tours	6
Home Inspection	1
All others	19
Total	269

Contacts by Age	Quantity
Preschool	821
Elementary	3,073
Jr. High	144
Sr. High	115
Adults (age 19-60)	3,140
Seniors	627
Total	7,920

Neighborhood Night Out

On August 2nd the firefighters who work at Station 7 hosted a neighborhood block party for the second straight year. This was done in partnership with the National Neighborhood Night Out effort and the Larimer County Sheriff's Office. The Captain assigned to Station 7 who coordinated the effort said in a report after the event "The get-together and pot luck dinner was a resounding success. We doubled the number of visitors to over 120 people from the Laporte area. Numerous positive comments were received, and it appeared everyone had a great time. Many said they look forward to it again next year."

PFA firefighters in other parts of the jurisdiction attended several neighborhood block parties in their neighborhoods as well.

Flame Out Five

PFA hosted the 15th annual Flame Out 5k on October 1. Thanks to our many sponsors:

- Sam's Club
- Norlarco Credit Union
- A Step Ahead Foot & Ankle Center
- Front Range Internet
- My 97.9
- Red Wing Shoes
- Aspen Grove Vet Care
- Front Range Raynor
- Batteries Plus
- Dive Rescue International
- Bisetti's Italian Restaurant
- Dellenbach Motors
- College America
- IHOP
- IAFF Local 1945
- over 50 community volunteers who helped staff the event

Over \$3500 was raised for our Community Foundation Fire Safety and Education Fund.

Child Passenger Safety

PFA firefighters participated in a county-wide child passenger safety effort along with Larimer County Safe Kids Coalition. During 2005 PFA firefighter/car seat technicians installed or checked the installation of 553 seats, and most of the seats were checked at Stations 10, 2, 12, and 1. County-wide the child car seat misuse rate was found to be approximately 82%, representing a trend of declining misuse rate.

Holiday Newspaper Insert

The annual PFA Holiday Insert was circulated in the Coloradoan on Thanksgiving Day. This year's insert included pictures of PFA firefighters, neighborhood fire stations, and a home fire prevention checklist.

TECHNICAL SERVICES

Assistant Fire Marshal, Ron Gonzales
Fire Protection Technician, Joe Jaramillo
Fire Protection Technician, Garnet England
Fire Protection Technician, Carie Dann

Technical Services is the section within the Fire Prevention Bureau which deals with design and construction for all industrial, commercial and residential projects at a variety of technical levels.

In 2005, we worked closely with the City and County Planning Departments to put a new product on the streets which combined commercial with residential components to make "lofts" which converted large unpartitioned floors in a commercial or industrial building into an apartment. This new concept brought some interesting challenges to manage such as fire department access and fire protection for the combined edifice. We expect to see an increase of this design concept for 2006.

Conceptual Designs Program Activity

Activity	2004	2005	% of Change
Planned Development Project Reviews	246	255	+4%
Conceptual Reviews	224	220	-1.8%
Total Plans Reviewed	844	906	+7.4

The number of **Planned Development Projects** was up 4% from the previous year. Submittal deadlines and managing the larger projects offset staff time to review and have discussions with design professionals regarding fire code reviews.

Conceptual Reviews did see a very slight decrease, but were still an indicator of slow growth, at least in the number of submittals for review. Although these reviews do not always represent new projects, they are tracked as growth indicators and services provided. These are conceptual plans that represent new building product which may or may not get to the building permit stage of the review process. Due to technological improvements, we can now track the aggregate of all plans reviewed by all reviewing staff. An increase of 7.4% occurred over the previous year's totals.

In 2005, we provided technical services to the following higher profile projects:

City of Fort Collins	Square Footage
➤ Pine Street Lofts (residential) 4-story	37,010
➤ Fort Collins New Police Facility	99,000
➤ Winslow Senior Center Complex 3-story	105,110
Poudre School District	
➤ Kinard Junior High School (new campus)	112,550
➤ Leshner Junior High School (remodel)	65,700
➤ Moore Elementary School (remodel)	2,500
➤ Webber Junior High School (remodel)	2,285
➤ Preston Junior High School (remodel)	2,650
➤ Irish Elementary School (small addition)	4,800
Colorado State University	
➤ Regional Biocontainment Lab	12,000
➤ Performing Arts Theatre – Phase II	21,000
➤ Small Animal Research Annex	3,500
➤ Edwards Hall	70,000
➤ BHRD Lab	4,500

Technical Services, Fire Protection Systems and Building Plan Reviews

Technical Services provides plan reviews for the technical systems required by the fire code. These technical systems require a knowledge base involving many design standards and policy applications. These plan reviews ensure that the systems are designed correctly and in accordance with modern fire protection criteria. These technical reviews are vital because they ensure fire-safe buildings.

New Construction Plan Reviews were down 5.7%. This work constantly calls us to conduct field inspections and field meetings, design meetings, inspections and follow-up discussions with City staff to integrate our comments into the overall project. Final inspections verify code compliance.

Below is a comparative summary of the plans reviewed requiring a fire protection system:

Activity	2004	2005	% of Change
Total Fire Sprinkler Systems	1024	1070	+4.5
New Sprinkler System Installations	59	46	-22
Sprinkler System Upgrades	118	174	+47
Residential Fire Sprinkler Systems Reviewed	--	21	+14
New Fire Alarm Installations	76	77	+1
New Hood/Duct Protection Systems	27	28	+4
Fire System Permits/Plan Reviews	320	328	+2.5
Spray Booths Installed	1	3	+200
Total Construction Plans Reviewed	454	428	-5.7%

Technical Services Field Inspections

Technical Services provides field inspections and acceptance tests for new construction and fire protection systems. The fire protection systems must be inspected and tested prior to installation; these files are then transferred to Inspection Services to test semi-annually thereafter. Buildings are inspected prior to the issuance of the Certificate of Occupancy. It is this last inspection which allows the building file to be transferred to Inspection Services, where it is assigned to an engine company for fire inspections throughout the life of the building. This year, in a significant way to deal effectively with the needs of our contractors, another inspection day was added to our routine. This allowed for three inspection days with two days left for plan review functions.

Below is a compilation of the types of inspections and tests conducted in 2005.

Field Inspections

Activity	2004	2005	% of Change
Sprinkler Hydrostatic Tests	94	*6	-94
Fire Alarm Acceptance Tests	50	75	+50
Building Finals for C/O	131	82	-37
Fire Lane Inspections	2	13	+550
Fire Pump Acceptance Tests	1	4	+300
Hood & Duct Acceptance Tests	17	19	+12
New Knox Box Lockups	6	62	+933
Spray Booth Tests	2	3	+50
Residential Water Flows Conducted	15	13	-13
Sprinkler / Rough In Inspections	50	57	
Tenant Finish Inspections	134	104	-22
Fire Sprinkler Systems Tested	67	83	+24
Residential Sprinklers Installed	--	34	
Total Inspections	569	555	-4.2

* These are inspection services no longer required to be witnessed by the Fire Prevention Bureau.

Fire Hydrant Water Flow Tests

Activity	2003	2004	2005	% of Change
Fire Hydrants Flowed	31	28	30	+7

HAZARDOUS MATERIALS REGULATION

Firefighter Ray Zimmerman
Firefighter Judy Stachurski

Activity	2004	2005	% of Change
Fuel System Upgrades	0	0	
AST/UST Installations	12	8	-33
Propane Fuel Installations	3	5	+65
Technical Research Reviews	13	52	+300

In 2005 efforts were made to assist local businesses in correcting hazardous materials code deficiencies and to correct violations to the State's hazardous waste management program. This collaborative effort with the City and County

Planning, Engineering and Building Departments was a true measure of departmental cooperation.

Education

The individuals who make up this section of the Bureau are pressed everyday to make technical decisions for our valued customers. Working with codes and technical standards which are changing, it is incumbent on the staff to maintain a professional level that keeps us on the cutting edge. This year an individual achieved National Institute Certification in Engineering Technologies (NICET) certification. This is a significant achievement for the individual and our department. We also served as various facilitators at the annual Fire Prevention Conference, teaching at all levels ranging in topics from office management to the technical issues of hazardous materials.