

2007 Annual Report



Serving the Northern
Colorado Communities of
Fort Collins
LaPorte
Timnath
Bellvue

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I. 2007 GOALS AND ACCOMPLISHMENTS

Complete Fire Code Adoption

2007 Goal – Last year the Fire Prevention Bureau began the staff review and public hearing portions of the fire code adoption process. These steps have been largely completed and recommendations on the amended fire code will be brought to the PFA Board to review in early 2008.

Accomplishment - The majority of the fire code adoption process was completed in 2007 with final adoption pending the completion of the building code review process. The Building Code Review Committee is nearing completion of the final amendment package for presentation to the City Council. Several work sessions may be needed during the first quarter of 2008 with final action coinciding with the fire code adoption by the end of the second quarter of 2008.

Long-Term Funding

2007 Goal – The PFA Board directed staff to include the need to secure adequate long-term funding in the last strategic plan. It has been documented in the plan, and we have been striving to review our options and develop a long-term solution, but City revenue shortfalls have interrupted this process.

Accomplishment - Developing a financial mechanism to fund the community's emergency service needs has been elusive primarily due to recent recessionary revenue shortfalls. This has been a goal since the PFA Board adopted it in the 2004 Strategic Plan. In 2007 this issue was described at length including the City Council's discussion to refer a sales tax to City voters. However, the Council chose not to refer the issue last year, but we did receive sufficient contributions from the Poudre Valley Fire Protection District and City of Fort Collins to continue to provide funding for most major programs. Long-term funding remains a goal in 2008.

Complete EMS, OEM, and Fire Prevention Bureau Strategic Plans

2007 Goal – We have already completed a substantial amount of work on the EMS strategic plan and made a presentation to the PFA Board for input on how you would like us to proceed. We believe we have substantially completed the direction provided by the Boards and will provide you with a review in April. This year we also plan to complete the Fire Prevention Bureau's and OEM's plan to add to the organizational strategic plan.

Accomplishment - In 2007, the PFA Board approved and adopted the EMS strategic plan at the September 25th Board meeting. The OEM portion of the plan is still in the basic form and being worked on. The main categories have been addressed, the current capabilities versus desired capabilities need to be performed and put into a strategic format, and more public and city input is necessary.

The first draft of the Fire Prevention Bureau's plan was completed in November, with staff review and comments received in December. Final review was completed at the Bureau retreat in early February, which resulted in a presentation to the Boards on February 25th and 26th. The PFA Board adopted the plan at the April meeting.

Complete Headquarters Building

2007 Goal – For several years we have been saving for the expansion of the Headquarters building. In 2005 the Board appropriated \$116,825 for architectural plans and site plans. These plans were completed and submitted to Sinnott Builders, Inc. They have provided us with construction costs, and we are prepared to proceed with the actual construction in 2007. We will ask for Board approval to proceed in February. We anticipate completion in November.

Accomplishment - The administration addition and remodel project was started in March of 2007. The project was almost complete by end of 2007. We moved into the new section in the fall and the remodeled older section was completed in November. The building was finished in January 2008 with completion of the landscaping and sidewalk repairs held off until early spring 2008. The building portion of the project was completed on time. The exterior landscape and sidewalk repair work was purposefully held off until spring due to the extreme cold this winter. The entire project came in approximately \$200,000 under budget.

Budgeting for Outcomes (BFO)

2007 Goal – A major time commitment for staff this year will be to manage another budgetary process by translating our planning and budgeting system into the BFO system. We will continue developing our budget using our own system since it (the long-term strategic plan and annual budget) has been developed and approved by the PFA Board and has proven itself as a data driven, citizen centric, outcome based, cost conscious organizational management tool, which is proven by PFA's organizational effectiveness.

Accomplishment - In 2007 we participated in the City's BFO process. This was a major effort by PFA staff, who at the same time also developed the PFA and District budgets. The process was partially successful in educating City staff and

City Council about our strategic plan and community emergency service needs. The City made a strong commitment to Fire and Police by providing an increase that was greater than other general fund departments received. The South Battalion, our top unfunded priority, was not funded but is one of the City's highest rated unfunded projects and may be considered in 2008 as part of the City's exception process. Since the City does a two-year budget there will not be another BFO cycle until 2009 for the 2010-2011 budgets

II. 2007 STATISTICAL ANALYSIS

CITY/DISTRICT COMPARATIVE STATISTICS

| | | <u>Call Ratio</u> | <u>Assessed Value Ratio</u> | <u>Contribution Ratio</u> |
|-----------------|-------------|-----------------------|---------------------------------|-------------------------------|
| 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 | 81.9 | 78.06 | 80.04 |
| | DIST | 18.1 | 21.94 | 19.96 |
| 2007 | CITY | 82.9 | 79.01 | 79.61 |
| BUDGETED | DIST | 17.1 | 20.99 | 20.39 |

**2007
PFA COMPARISON TO ICMA
BASELINE DATA REPORT**

Firefighter's Annual Base Salaries (Entrance), 1 January 2006

| PFA Entrance Salary | | 2006 - \$40,872* | | |
|----------------------------|---------------|---------------------------|---------------|---------------------------|
| <u>Classification</u> | <u>Mean</u> | <u>First Quartile</u> | <u>Median</u> | <u>Th.rd Quartile</u> |
| Total, all cities | 36,041 | 29,040 | 35,027 | 41,461 |
| Population Group | | | | |
| Over 1,000,000 | 45,960 | 40,419 | 45,960 | 51,502 |
| 500,000-1,000,000 | 38,307 | 35,347 | 37,198 | 41,289 |
| 250,000 - 499,999 | 42,974 | 38,664 | 41,672 | 46,552 |
| 100,000 - 249,999 | 42,053 | 33,253 | 39,710 | 48,708 |
| 50,000 - 99,999 | 39,811 | 33,736 | 39,526 | 45,778 |
| 25,000 - 49,999 | 36,751 | 30,844 | 35,646 | 41,529 |
| 10,000 - 24,999 | 33,354 | 26,847 | 32,410 | 38,963 |
| Geographic Division | | | | |
| New England | 36,939 | 32,714 | 36,762 | 40,773 |
| Mid-Atlantic | 34,823 | 29,753 | 34,877 | 38,770 |
| East North Central | 38,952 | 34,226 | 38,814 | 42,378 |
| West North Central | 32,831 | 27,000 | 31,781 | 38,438 |
| South Atlantic | 29,055 | 25,544 | 28,504 | 31,913 |
| East South Central | 27,704 | 24,030 | 26,313 | 30,660 |
| West South Central | 32,421 | 26,955 | 30,814 | 36,674 |
| Mountain | 35,915 | 31,857 | 36,275 | 39,836 |
| Pacific Coast | 48,433 | 42,856 | 47,475 | 52,380 |
| Metro Status | | | | |
| Central | 36,460 | 29,878 | 35,649 | 41,570 |
| Suburban | 38,382 | 31,597 | 37,683 | 43,993 |
| Independent | 30,673 | 25,625 | 29,380 | 35,266 |

*PFA total compensation is set at the 70th percentile of front-range comparison jurisdictions.

Firefighter's Annual Base Salaries (Entrance), 1 January 2007

PFA Entrance Salary 2007 - \$42,744*

| <u>Classification</u> | <u>Mean</u> | <u>First Quartile</u> | <u>Median</u> | <u>Third Quartile</u> |
|----------------------------|---------------|---------------------------|---------------|---------------------------|
| Total, all cities | 37,429 | 30,289 | 36,248 | 42,819 |
| Population Group | | | | |
| Over 1,000,000 | 38,537 | 36,961 | 37,001 | 39,346 |
| 500,000-1,000,000 | 37,887 | 32,628 | 36,540 | 40,443 |
| 250,000 - 499,999 | 42,742 | 37,397 | 42,241 | 47,431 |
| 100,000 - 249,999 | 42,519 | 32,992 | 40,285 | 48,784 |
| 50,000 - 99,999 | 41,997 | 33,762 | 40,318 | 48,225 |
| 25,000 - 49,999 | 37,857 | 31,828 | 37,115 | 42,884 |
| 10,000 - 24,999 | 34,884 | 28,319 | 33,681 | 39,992 |
| Geographic Division | | | | |
| New England | 37,992 | 34,750 | 38,158 | 40,531 |
| Mid-Atlantic | 36,125 | 32,046 | 34,319 | 39,516 |
| East North Central | 40,469 | 36,202 | 40,130 | 44,811 |
| West North Central | 33,555 | 28,696 | 32,631 | 37,631 |
| South Atlantic | 30,765 | 26,594 | 30,065 | 33,155 |
| East South Central | 27,920 | 24,770 | 27,875 | 30,781 |
| West South Central | 32,858 | 27,284 | 32,000 | 36,878 |
| Mountain | 37,619 | 34,274 | 38,214 | 41,219 |
| Pacific Coast | 52,013 | 45,278 | 49,709 | 57,276 |
| Metro Status | | | | |
| Central | 37,496 | 30,528 | 36,359 | 41,902 |
| Suburban | 40,191 | 33,020 | 39,056 | 45,467 |
| Independent | 31,562 | 26,271 | 29,900 | 36,024 |

*PFA total compensation is set at the 70th percentile of front-range comparison jurisdictions.

Firefighter's Annual Base Salaries (Maximum), 1 January 2006

| PFA MAXIMUM SALARY | | 2006 - \$60,528* | | |
|---------------------------|---------------|---------------------------|---------------|---------------------------|
| <u>Classification</u> | <u>Mean</u> | <u>First Quartile</u> | <u>Median</u> | <u>Third Quartile</u> |
| Total, all cities | 48,244 | 40,685 | 47,717 | 56,211 |
| Population Group | | | | |
| Over 1,000,000 | 59,715 | 54,076 | 59,715 | 65,354 |
| 500,000-1,000,000 | 58,279 | 51,996 | 57,030 | 65,006 |
| 250,000 - 499,999 | 56,817 | 53,017 | 55,594 | 61,560 |
| 100,000 - 249,999 | 57,566 | 49,625 | 57,054 | 63,996 |
| 50,000 - 99,999 | 53,718 | 46,942 | 54,157 | 61,322 |
| 25,000 - 49,999 | 49,225 | 42,592 | 47,653 | 55,260 |
| 10,000 - 24,999 | 44,157 | 37,058 | 43,800 | 51,256 |
| Geographic Division | | | | |
| New England | 44,378 | 41,765 | 45,620 | 48,695 |
| Mid-Atlantic | 52,715 | 44,950 | 48,538 | 67,762 |
| East North Central | 51,109 | 43,566 | 51,179 | 58,237 |
| West North Central | 42,832 | 36,251 | 44,117 | 49,841 |
| South Atlantic | 44,306 | 38,258 | 43,609 | 51,152 |
| East South Central | 39,633 | 34,514 | 39,560 | 44,928 |
| West South Central | 41,427 | 34,292 | 41,829 | 49,784 |
| Mountain | 49,088 | 43,876 | 50,272 | 55,281 |
| Pacific Coast | 61,543 | 55,209 | 60,970 | 65,773 |
| Metro Status | | | | |
| Central | 49,955 | 43,048 | 48,582 | 56,088 |
| Suburban | 51,371 | 44,359 | 51,023 | 59,616 |
| Independent | 39,839 | 34,048 | 39,685 | 45,893 |

*PFA total compensation is set at the 70th percentile of front-range comparison jurisdictions.

Firefighter's Annual Base Salaries (Maximum), 1 January 2007

PFA MAXIMUM SALARY 2007 - \$63,310*

| <u>Classification</u> | <u>Mean</u> | <u>First Quartile</u> | <u>Median</u> | <u>Thrd Quartile</u> |
|--------------------------|---------------|---------------------------|---------------|--------------------------|
| Total, all cities | 50,879 | 42,948 | 49,418 | 57,957 |
| Population Group | | | | |
| Over 1,000,000 | 56,888 | 54,546 | 57,704 | 59,638 |
| 500,000-1,000,000 | 58,721 | 50,049 | 54,455 | 68,612 |
| 250,000 - 499,999 | 57,576 | 51,700 | 55,050 | 65,103 |
| 100,000 - 249,999 | 59,419 | 49,633 | 58,244 | 64,326 |
| 50,000 - 99,999 | 57,445 | 48,527 | 56,551 | 64,768 |
| 25,000 - 49,999 | 51,466 | 44,608 | 50,064 | 57,612 |
| 10,000 - 24,999 | 46,931 | 38,930 | 46,000 | 52,968 |
| Geographic Division | | | | |
| New England | 47,551 | 43,722 | 46,883 | 50,596 |
| Mid-Atlantic | 56,622 | 46,235 | 51,056 | 68,823 |
| East North Central | 53,651 | 46,563 | 54,021 | 59,690 |
| West North Central | 44,989 | 38,707 | 45,462 | 50,014 |
| South Atlantic | 46,998 | 40,227 | 46,560 | 52,452 |
| East South Central | 39,474 | 33,188 | 38,893 | 46,381 |
| West South Central | 43,977 | 37,228 | 44,758 | 51,649 |
| Mountain | 52,112 | 47,052 | 52,594 | 57,447 |
| Pacific Coast | 66,051 | 58,236 | 64,548 | 73,242 |
| Metro Status | | | | |
| Central | 52,273 | 44,854 | 50,935 | 57,970 |
| Suburban | 54,544 | 46,332 | 52,752 | 61,373 |
| Independent | 41,686 | 35,943 | 41,014 | 46,584 |

*PFA total compensation is set at the 70th percentile of front-range comparison jurisdictions.

Expenditures for Salaries and Wages

| <u>Classification</u> | <u>2006 Per Capita (\$)</u> | <u>2007 Per Capita (\$)</u> |
|--------------------------|---------------------------------|---------------------------------|
| Total, all cities | 97.76 | 99.67 |
| Population Group | | |
| Over 1,000,000 | 106.64 | 99.07 |
| 500,000 - 1,000,000 | 109.34 | 107.19 |
| 250,000 - 499,999 | 95.16 | 92.51 |
| 100,000 - 249,999 | 144.99 PFA 70.20* | 120.43 PFA 81.71** |
| 50,000 - 99,999 | 140.39 | 137.04 |
| 25,000 - 49,999 | 96.32 | 104.43 |
| 10,000 - 24,999 | 79.86 | 84.16 |
| Geographic Division | | |
| New England | 98.10 | 104.45 |
| Mid-Atlantic | 84.68 | 80.35 |
| East North-Central | 94.91 | 98.16 |
| West North-Central | 52.55 | 60.78 |
| South Atlantic | 109.58 | 104.27 |
| East South-Central | 100.75 | 101.59 |
| West South-Central | 79.02 | 81.81 |
| Mountain | 76.77 | 76.70 |
| Pacific Coast | 155.73 | 164.75 |
| Metro Status | | |
| Central | 108.05 | 107.44 |
| Suburban | 100.99 | 102.81 |
| Independent | 81.12 | 85.03 |

* 2006 - Salary and wage costs went up by \$1,297,308. This increase includes a pay increase to the 70th percentile of Front Range fire departments (60th percentile paid in 2005) and a 30% increase in overtime (mainly minimum staffing). Total personnel expenditures increased by \$1,273,998 (see footnote page 12).

** 2007 - Salary and wage costs went up by \$837,574. This increase includes attrition of one firefighter position, a pay increase to the 70th percentile of Front Range fire departments, three hourly positions approved by the Board of Directors (two of which were paid from Fire Prevention Bureau fees), and an 8.7% increase in overtime. Total personnel expenditures increased by \$1,128,655 (see footnote page 12).

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

| <u>Classification</u> | <u>2006 Per Capita (\$)</u> | <u>2007 Per Capita (\$)</u> |
|--------------------------|---------------------------------|---------------------------------|
| Total, all cities | 17.33 | 19.53 |
| Population Group | | |
| Over 1,000,000 | 28.96 | 31.32 |
| 500,000 – 1,000,000 | 21.90 | 18.90 |
| 250,000 – 499,999 | 15.11 | 41.24 |
| 100,000 – 249,999 | 24.64 PFA 7.52* | 20.26 PFA 8.75** |
| 50,000 - 99,999 | 19.54 | 22.49 |
| 25,000 - 49,999 | 18.65 | 22.64 |
| 10,000 - 24,999 | 14.97 | 16.55 |
| Geographic Division | | |
| New England | 14.21 | 14.94 |
| Mid-Atlantic | 24.11 | 19.81 |
| East North-Central | 19.05 | 21.00 |
| West North-Central | 10.39 | 11.86 |
| South Atlantic | 19.72 | 23.92 |
| East South-Central | 18.71 | 18.10 |
| West South-Central | 14.21 | 15.05 |
| Mountain | 15.07 | 13.40 |
| Pacific Coast | 22.43 | 29.04 |
| Metro Status | | |
| Central | 19.89 | 21.81 |
| Suburban | 18.30 | 20.12 |
| Independent | 13.16 | 16.28 |

* 2006 – Number of positions remained the same as 2005, benefits driven by salary.

** 2007 – Number of positions reduced by one, benefits driven by salary.

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

| <u>Classification</u> | <u>2006 Per Capita (\$)</u> | <u>2007 Per Capita (\$)</u> |
|--------------------------|---------------------------------|---------------------------------|
| Total, all cities | 15.15 | 16.37 |
| Population Group | | |
| Over 1,000,000 | 21.97 | 14.37 |
| 500,000 -- 1,000,000 | 15.08 | 12.40 |
| 250,000 – 499,999 | 14.93 | 14.84 |
| 100,000 – 249,999 | 19.06 PFA 9.33* | 15.87 PFA 11.40** |
| 50,000 - 99,999 | 15.17 | 23.97 |
| 25,000 - 49,999 | 15.42 | 16.60 |
| 10,000 - 24,999 | 14.38 | 14.17 |
| Geographic Division | | |
| New England | 17.29 | 18.57 |
| Mic-Atlantic | 18.10 | 14.21 |
| East North-Central | 18.10 | 17.58 |
| West North-Central | 9.31 | 9.66 |
| South Atlantic | 14.68 | 15.92 |
| East South-Central | 14.72 | 17.56 |
| West South-Central | 10.21 | 11.13 |
| Mountain | 10.65 | 14.31 |
| Pacific Coast | 21.31 | 27.52 |
| Metro Status | | |
| Central | 17.24 | 17.66 |
| Suburban | 15.03 | 16.95 |
| Independent | 13.47 | 13.91 |

* 2006 – Includes a 10.32% decrease in medical insurance, a 3.6% increase in dental insurance, and a 4.13% decrease in state compensation.

** 2007 – Includes a 23.68% increase in medical insurance, a 4.4% increase in dental insurance, and a 7.26% increase in state compensation.

Total Personnel Expenditures

| <u>Classification</u> | <u>2006</u> <u>Per 1,000 Pop. (\$)</u> | <u>2007</u> <u>Per 1,000 Pop. (\$)</u> |
|--------------------------|-------------------------------------------|-------------------------------------------|
| Total, all cities | 120.19 | 127.61 |
| Population Group | | |
| Over 1,000,000 | 154.43 | 153.12 |
| 500,000 – 1,000,000 | 141.40 | 129.54 |
| 250,000 – 499,999 | 110.41 | 146.42 |
| 100,000 – 249,999 | 159.30 PFA 87.04* | 156.29 PFA 101.86** |
| 50,000 - 99,999 | 130.96 | 137.92 |
| 25,000 - 49,999 | 124.80 | 138.83 |
| 10,000 - 24,999 | 108.76 | 114.09 |
| Geographic Division | | |
| New England | 125.16 | 133.13 |
| Mid-Atlantic | 157.62 | 137.04 |
| East North-Central | 132.91 | 131.11 |
| West North-Central | 72.16 | 81.47 |
| South Atlantic | 136.48 | 142.04 |
| East South-Central | 135.77 | 136.38 |
| West South-Central | 104.11 | 107.26 |
| Mountain | 105.94 | 109.70 |
| Pacific Coast | 135.72 | 171.97 |
| Metro Status | | |
| Central | 137.86 | 145.62 |
| Suburban | 118.95 | 128.18 |
| Independent | 106.79 | 109.93 |

* 2006 – Increase in salaries, overtime, retirement contribution, life insurance, dental insurance, and decreases in medical insurance and state compensation. Includes all civilian positions – ICMA personnel have told us that most departments do not report secretarial positions in their numbers.

** 2007 - Increase in salaries, overtime, retirement contribution, life insurance, dental insurance, medical insurance, and state compensation. Includes all civilian positions – ICMA personnel have told us that most departments do not report secretarial positions in their numbers.

Municipal Expenditures for Capital Outlay

| <u>Classification</u> | <u>2006 Per Capita (\$)</u> | <u>2007 Per Capita (\$)</u> |
|--------------------------|---------------------------------|---------------------------------|
| Total, all cities | 8.73 | 11.09 |
| Population Group | | |
| Over 1,000,000 | 2.27 | 4.99 |
| 500,000 – 1,000,000 | 3.75 | 2.44 |
| 250,000 – 499,999 | 3.22 | 4.74 |
| 100,000 – 249,999 | 7.64 PFA 11.58* | 13.00 PFA 7.49** |
| 50,000 - 99,999 | 6.49 | 11.41 |
| 25,000 - 49,999 | 9.63 | 9.17 |
| 10,000 - 24,999 | 9.38 | 11.87 |
| Geographic Division | | |
| New England | 9.08 | 11.70 |
| Mid-Atlantic | 10.59 | 15.88 |
| East North Central | 10.42 | 8.56 |
| West North Central | 5.72 | 11.47 |
| South Atlantic | 7.93 | 10.27 |
| East South Central | 7.48 | 12.34 |
| West South Central | 9.99 | 11.20 |
| Mountain | 9.99 | 12.35 |
| Pacific Coast | 7.25 | 11.92 |
| Metro Status | | |
| Central | 6.51 | 7.61 |
| Suburban | 9.67 | 13.04 |
| Independent | 8.64 | 9.77 |

* Costs fluctuate depending on projects undertaken in any given year. 2006 includes 800 MHz radio lease, firefighting equipment, station alert system, exhaust systems, command vehicle, engine 14, Station 11 cab/chassis, Headquarters expansion architectural design, and remodel of Station 5 to house Battalion Chiefs, classroom, workout area, larger bay and truck to accommodate our upgrade to a full truck company (funded by the City).

** Costs fluctuate depending on projects undertaken in any given year. 2007 includes 800 MHz radio lease, two staff vehicles, minor remodel at Station 3, plymovent vehicle exhaust systems, Station 5 carpet, Training Facility concrete repair, Headquarters expansion, Station 4 closing costs, and a fire sprinkler system at Station 6.

All Other Department Expenditures

| <u>Classification</u> | <u>2006</u> <u>Per Capita (\$)</u> | <u>2007</u> <u>Per Capita (\$)</u> |
|--------------------------|---------------------------------------|---------------------------------------|
| Total, all cities | 19.23 | 20.89 |
| Population Group | | |
| Over 1,000,000 | 14.98 | 11.97 |
| 500,000 - 1,000,000 | 19.28 | 33.98 |
| 250,000 - 499,999 | 18.86 | 19.86 |
| 100,000 - 249,999 | 23.98 PFA 10.90 | 17.84 PFA 12.29 |
| 50,000 - 99,999 | 19.16 | 29.78 |
| 25,000 - 49,999 | 17.54 | 21.83 |
| 10,000 - 24,999 | 19.39 | 18.50 |
| Geographic Division | | |
| New England | 13.37 | 15.88 |
| Mid-Atlantic | 14.14 | 13.95 |
| East North-Central | 19.70 | 19.78 |
| West North-Central | 12.78 | 13.02 |
| South Atlantic | 23.09 | 25.27 |
| East South-Central | 28.39 | 17.56 |
| West South-Central | 15.37 | 16.20 |
| Mountain | 15.86 | 17.02 |
| Pacific Coast | 28.35 | 40.05 |
| Metro Status | | |
| Central | 20.34 | 19.50 |
| Suburban | 19.90 | 22.92 |
| Independent | 16.69 | 17.23 |

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

Total Expenditures

| <u>Classification</u> | 2006 <u>Per Capita (\$)</u> | 2007 <u>Per Capita (\$)</u> |
|----------------------------|-----------------------------------|------------------------------------|
| Total, all cities | 149.01 | 144.60 |
| Population Group | | |
| Over 1,000,000 | 171.67 | 166.98 |
| 500,000 - 1,000,000 | 166.57 | 168.88 |
| 250,000 - 499,999 | 137.30 | 149.11 |
| 100,000 - 249,999 | 167.11 PFA 109.51* 99.64** | 168.43 PFA 121.63* 115.96** |
| 50,000 - 99,999 | 149.74 | 164.86 |
| 25,000 - 49,999 | 145.20 | 157.54 |
| 10,000 - 24,999 | 148.15 | 130.09 |
| Geographic Division | | |
| New England | 140.06 | 144.06 |
| Mid-Atlantic | 119.73 | 93.30 |
| East North-Central | 150.41 | 155.85 |
| West North-Central | 94.02 | 94.95 |
| South Atlantic | 162.76 | 173.22 |
| East South-Central | 154.55 | 164.27 |
| West South-Central | 121.18 | 125.65 |
| Mountain | 241.28 | 126.32 |
| Pacific Coast | 187.09 | 189.89 |
| Metro Status | | |
| Central | 155.33 | 163.73 |
| Suburban | 151.36 | 142.75 |
| Independent | 138.22 | 130.65 |

* Includes major capital.

** Excludes major capital.

2006 - Major capital includes apparatus replacement, Station 5 completion, Headquarters architectural design.

2007 - Major capital includes apparatus replacement, Headquarters construction, Burn Building repairs, Station 4 lease purchase closing costs.

Uniformed Sworn Personnel

| <u>Classification:</u> | <u>2006 Per Capita (\$)</u> | <u>2007 Per Capita (\$)</u> |
|----------------------------|---------------------------------|---------------------------------|
| Total | 1.52 | 1.58 |
| Population Group | | |
| Over 1,000,000 | 1.21 | 1.11 |
| 500,000 – 1,000,000 | 1.57 | 1.62 |
| 250,000 – 499,999 | 1.27 | 1.28 |
| 100,000 – 249,999 | 1.46 PFA .86 | 1.53 PFA .94 |
| 50,000 – 99,999 | 1.50 | 1.60 |
| 25,000 – 49,999 | 1.55 | 1.61 |
| 10,000 – 24,999 | 1.53 | 1.58 |
| Geographic Division | | |
| New England | 1.66 | 1.75 |
| Mid-Atlantic | 1.57 | 1.35 |
| East North-Central | 1.41 | 1.41 |
| West North-Central | 1.10 | 1.16 |
| South Atlantic | 2.08 | 2.15 |
| East South-Central | 2.32 | 2.28 |
| West South-Central | 1.61 | 1.65 |
| Mountain | 1.19 | 1.22 |
| Pacific Coast | 1.05 | 1.24 |
| Metro Status | | |
| Central | 1.71 | 1.70 |
| Suburban | 1.39 | 1.47 |
| Independent | 1.64 | 1.71 |

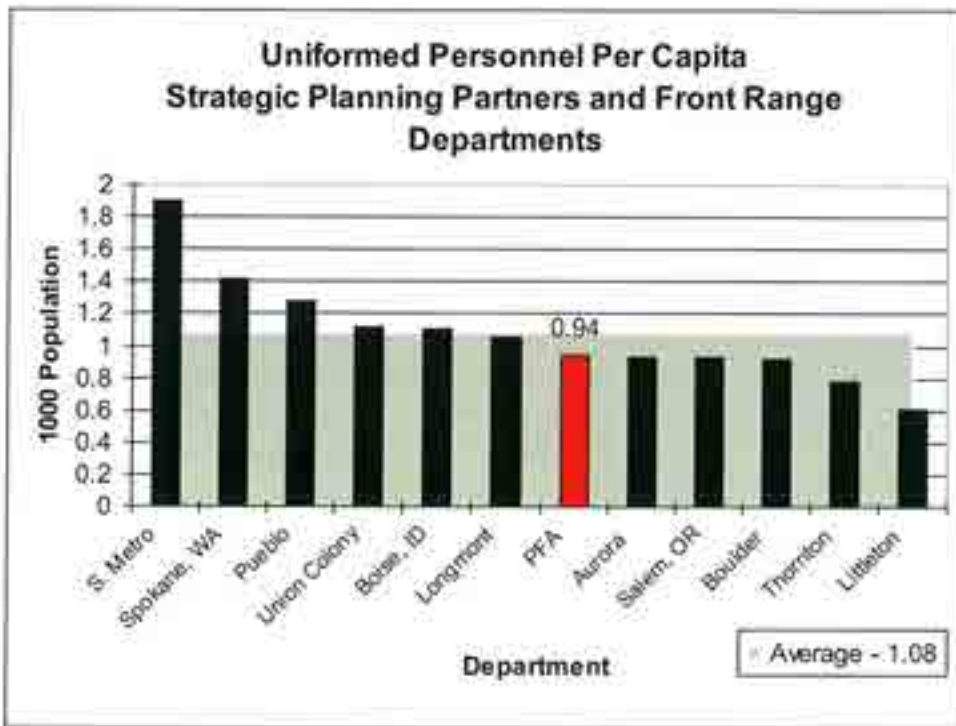
2007 PERFORMANCE STANDARDS COMPARISONS

The performance standards have been adopted by the PFA Board of Directors to measure the performance of fire protection and emergency service delivery at a macro level. This analysis is a quantitative review of the emergency response system and fire prevention efforts which include built in fire protection equipment.

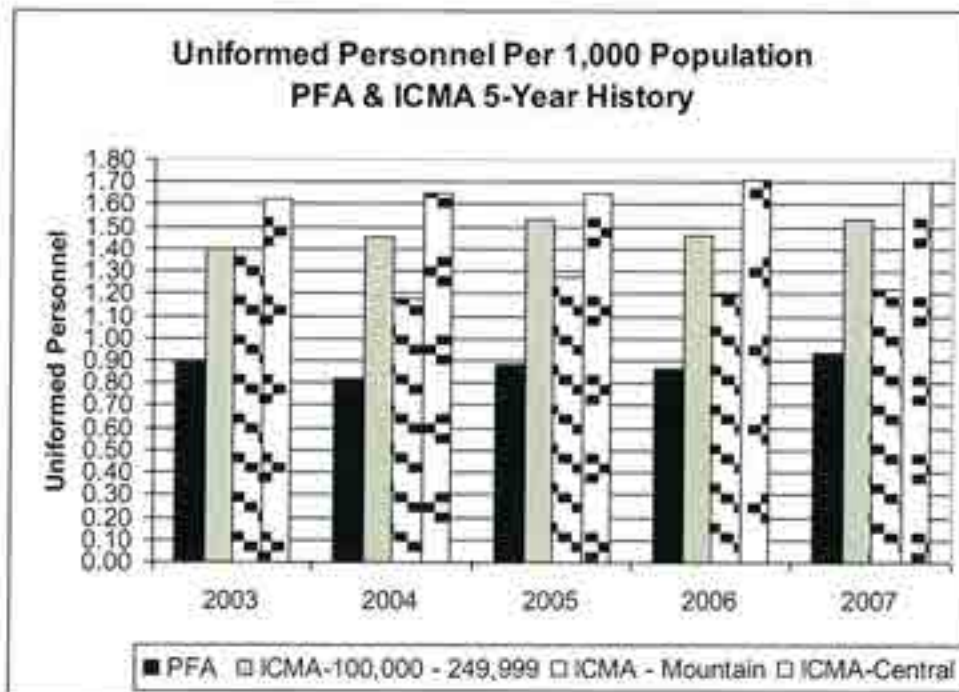
The performance standard survey is a means of comparing PFA's performance against other jurisdictions to assess how well the organization is performing. The performance standards in this section are displayed in graphs providing actual values and a 5-year history for PFA and national data where available (2007 national data will become available between September and November). In the past only Front Range departments were surveyed, but in 2004 the strategic planning partners were added to the survey as well. The 5-year PFA history provides a means for citizens to assess how PFA has performed historically, and, where available, how PFA compares on a national level.

In addition, two performance standards are displayed on a single scale by placing cost per capita on the vertical axis and loss per capita on the horizontal axis. By plotting the intersecting coordinates for each jurisdiction, a cost/performance scale is created in a single format.

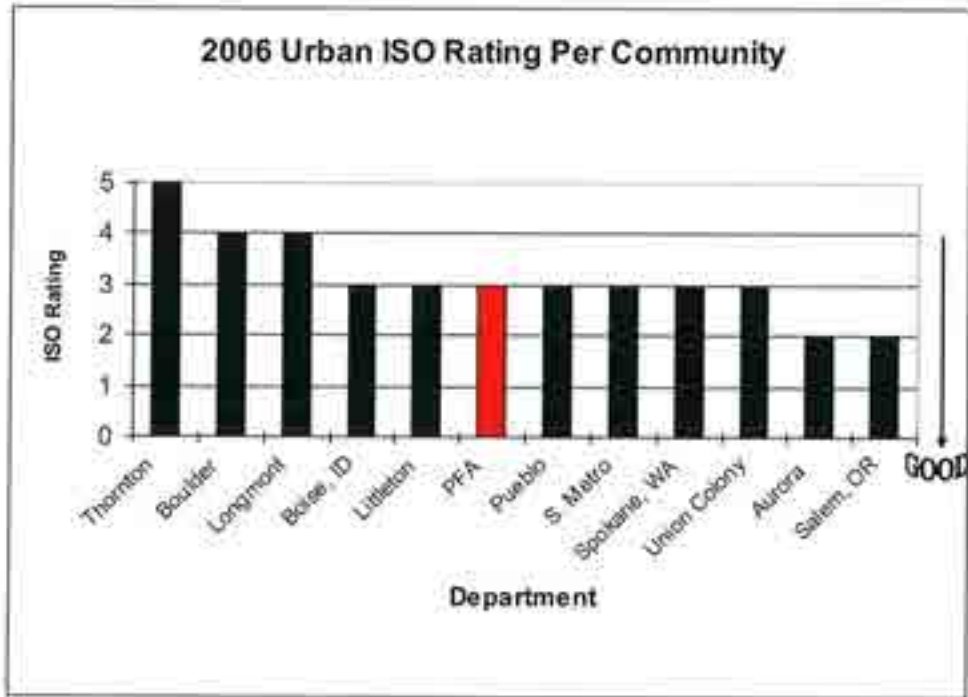
2007 Performance Standards



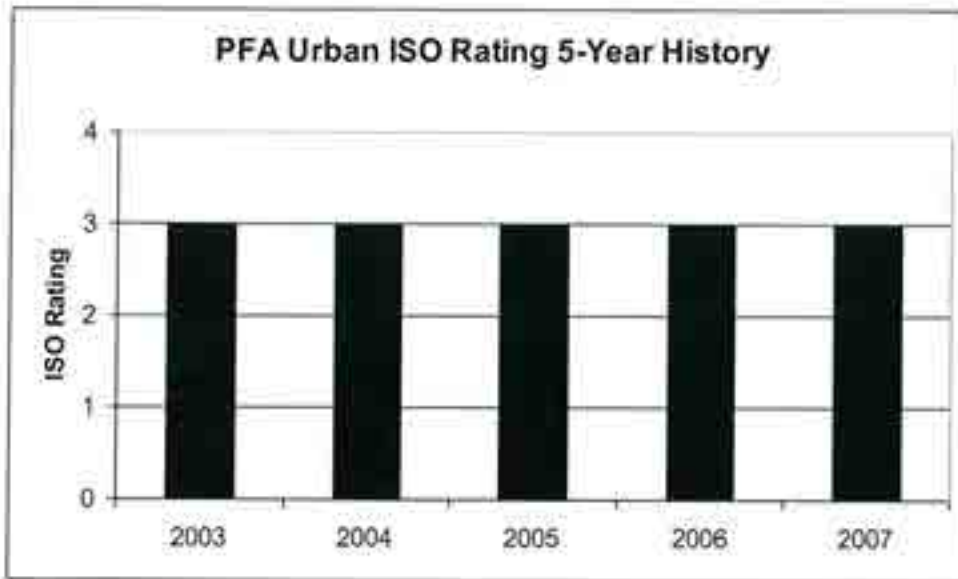
* N. Metro, W. Metro, Casper WY, and Eugene OR did not supply this information.



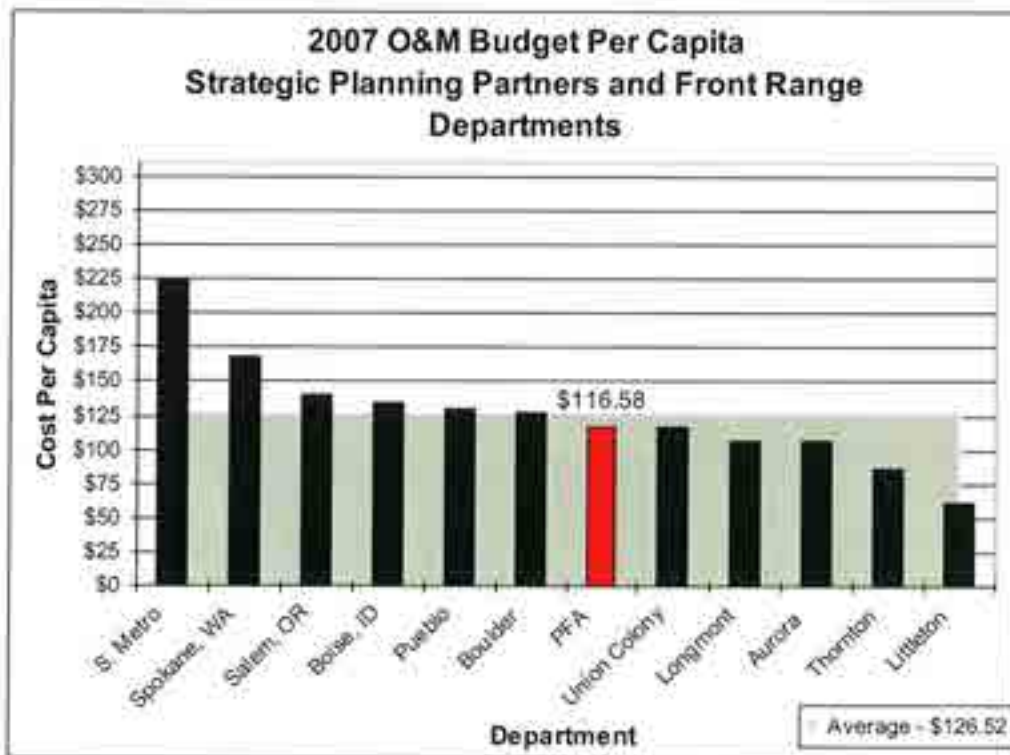
While comparing uniformed personnel per capita is not a strategic plan performance standard, it does provide a means to compare the performance standards against staffing levels.



* N. Metro, W. Metro, Casper WY, and Eugene OR did not supply this information.

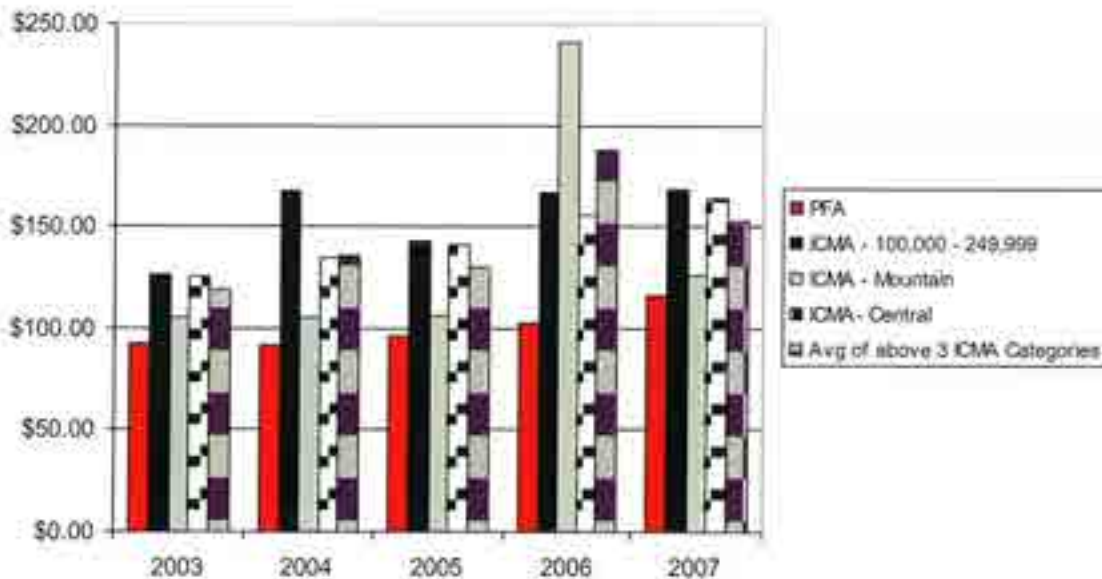


Fire insurance costs within a community are influenced by a rating provided by the Insurance Services Office (ISO). In general, the lower the rating, the lower the insurance cost to the consumer.

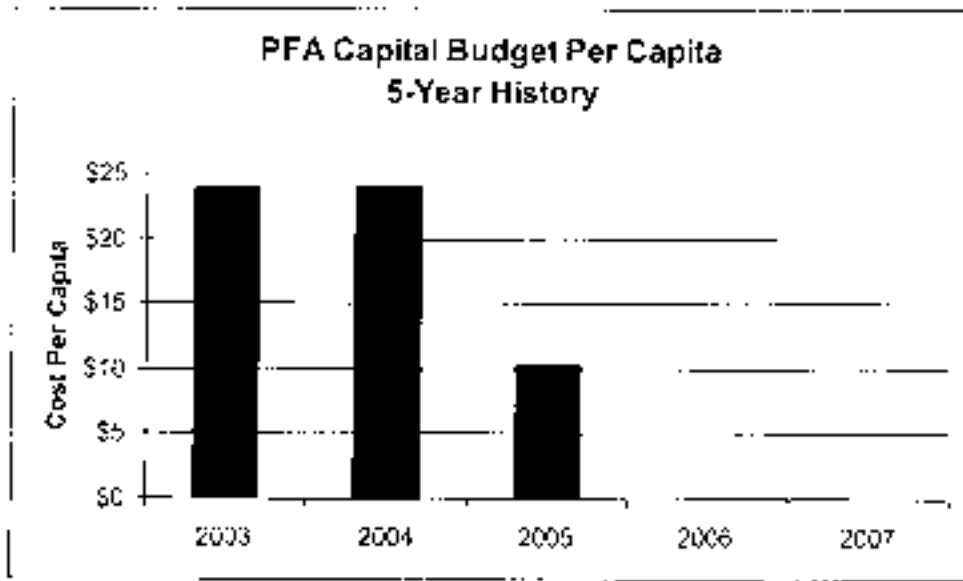
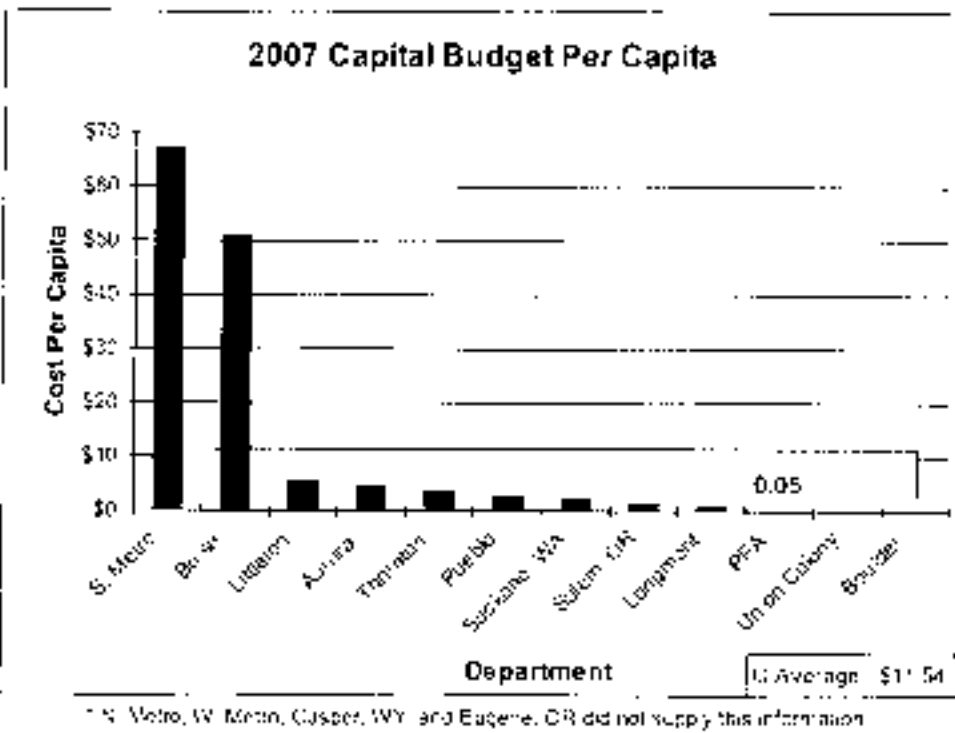


* N. Metro, W. Metro, Casper, WY, and Eugene, OR did not supply this information.

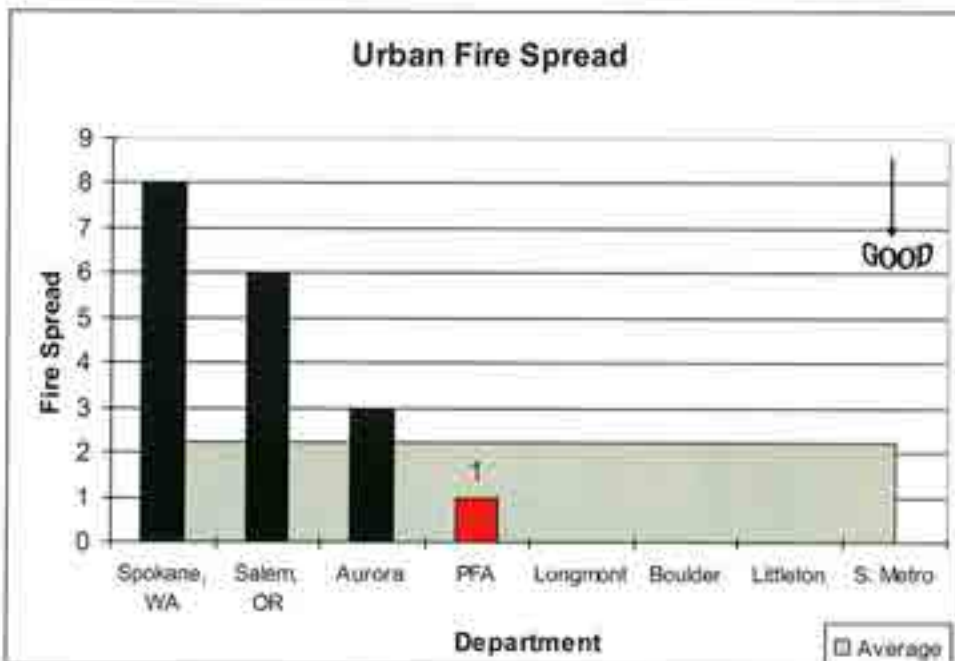
Total O&M Expenditures Per Capita PFA Comparison to ICMA Data



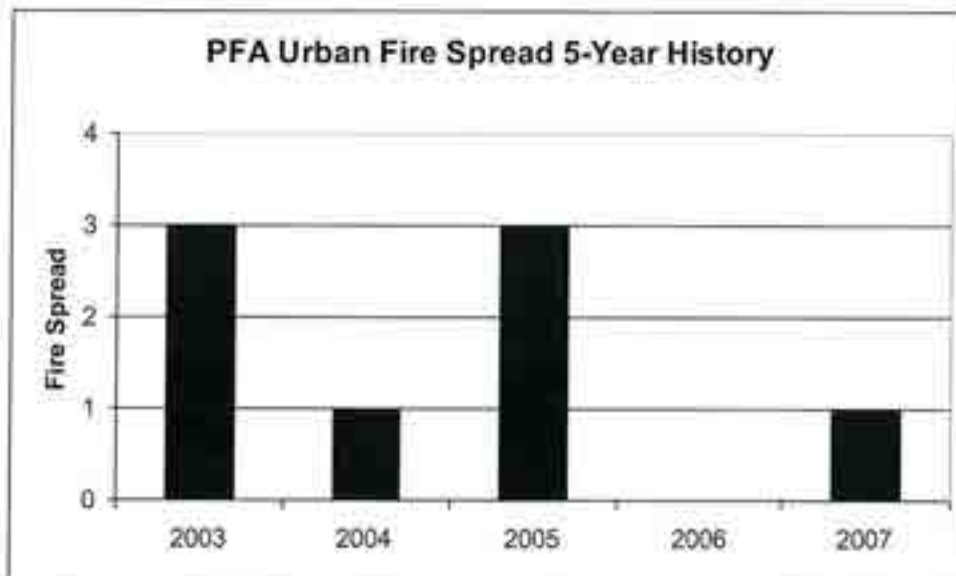
Cost effectiveness is a cornerstone of PFA's provision of providing fire protection, EMS, and related emergency services to the community.



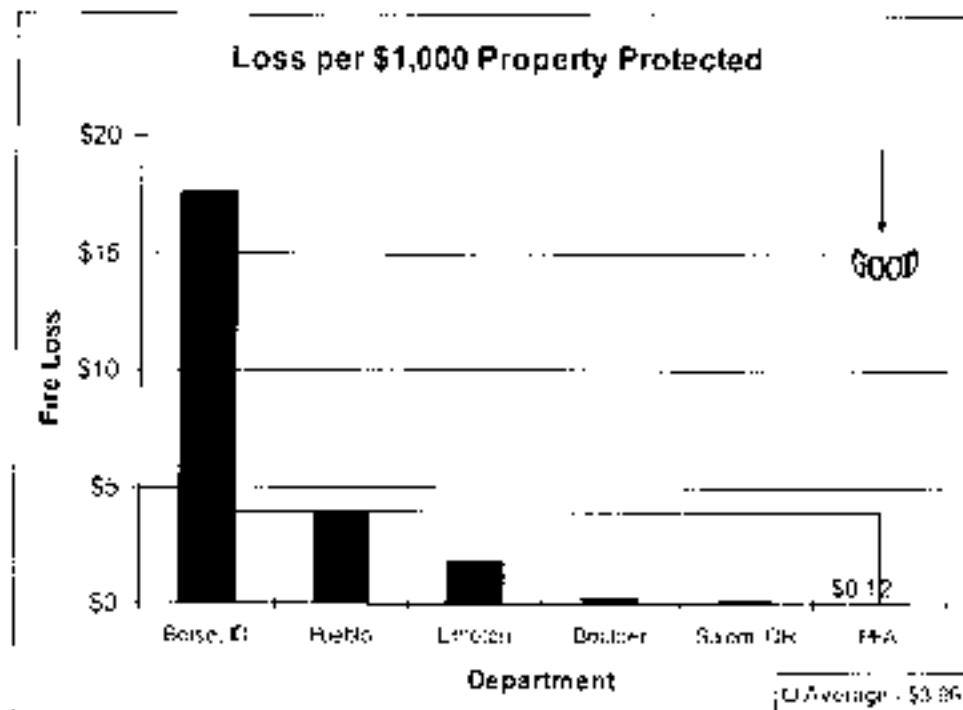
In most cases, fire department capital is included in a city's general capital budget and is not directly included in reported fire department budgets. This may cause PFA's capital costs to appear higher than average. These numbers are budgeted figures, not actual expenditures.



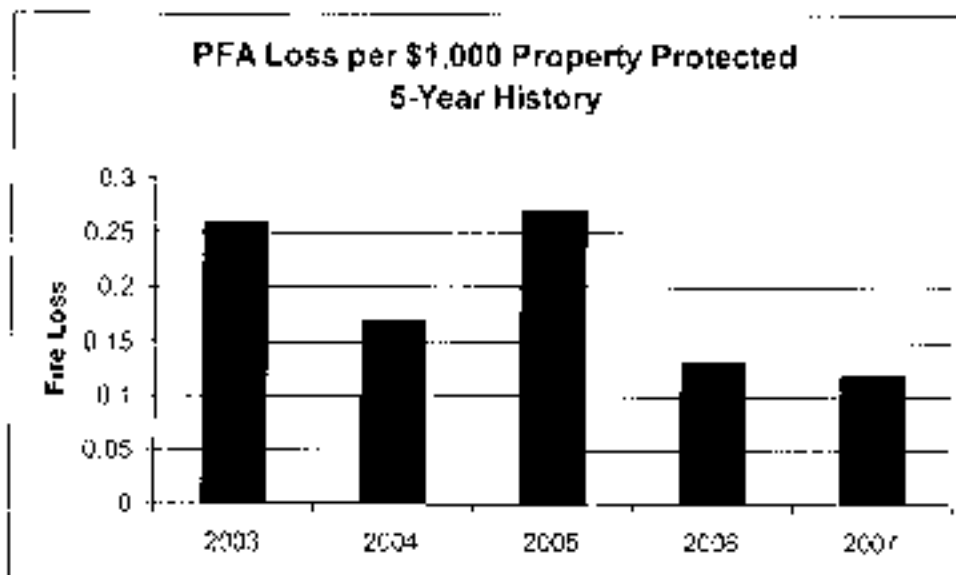
* N. Metro, W. Metro, Pueblo, Thornton, Casper WY, and Eugene OR did not supply this information.



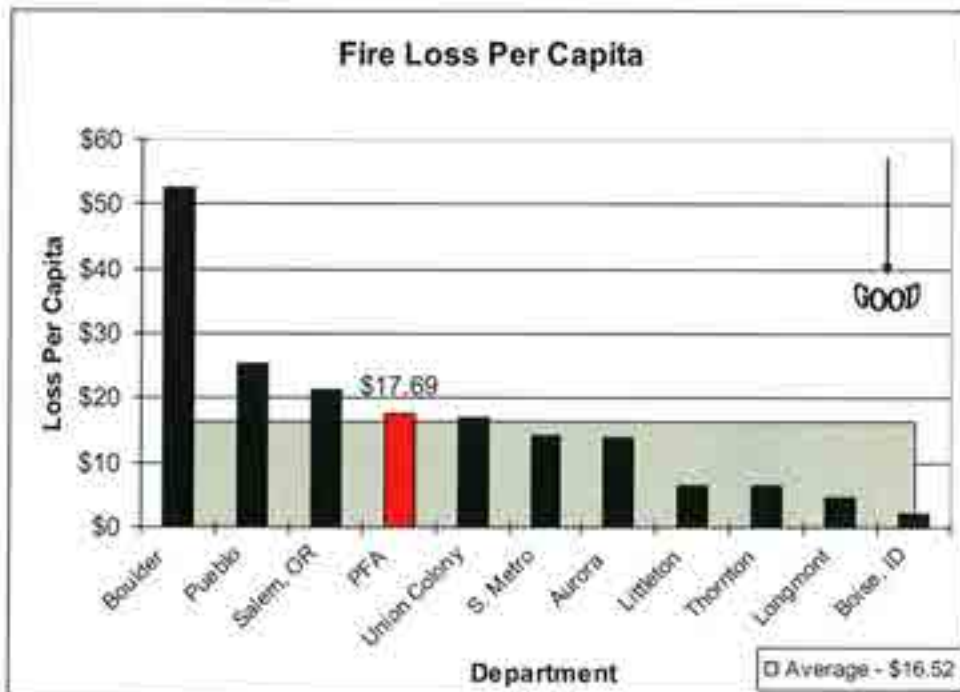
Preventing structure fires from endangering neighboring structures is an important strategic objective of firefighting forces. This is especially vital in high density urban areas where buildings are located close together. The most devastating fire losses occur when a single fire burns many buildings while overwhelming firefighting forces. When interior firefighting fails or fires are too advanced for interior fire attack, firefighting forces must revert to heavy exterior fire streams with high fire flows. This type of fire represents the worst case scenario and if firefighting forces are not successful, entire blocks of commercial, multifamily residential and even single family dwellings can be lost.



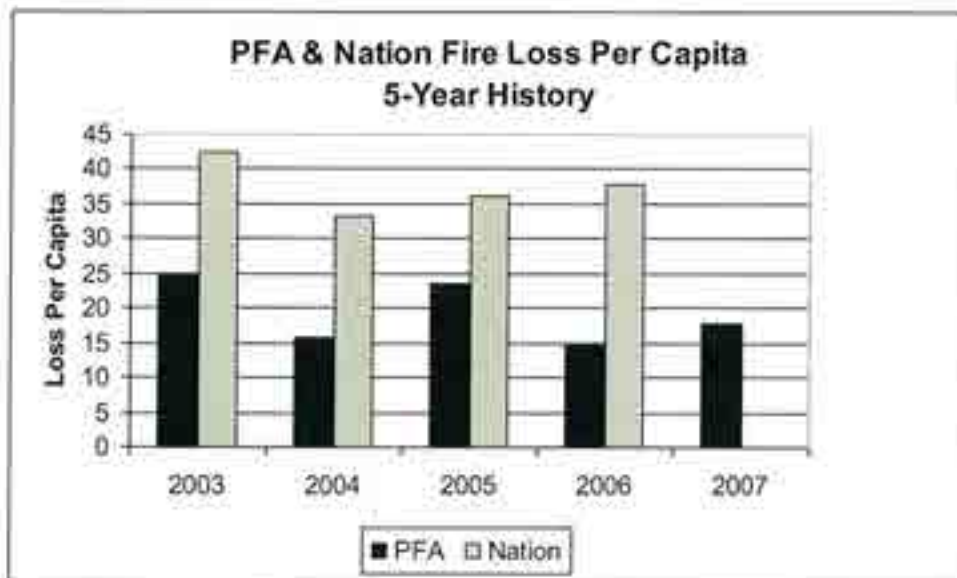
*Longmont, Aurora, N. Metro, S. Metro, Thornton, Spokane WA, and Union Colony do not track this information. Casper WY, Eugene OR, North Metro and West Metro information was not available.



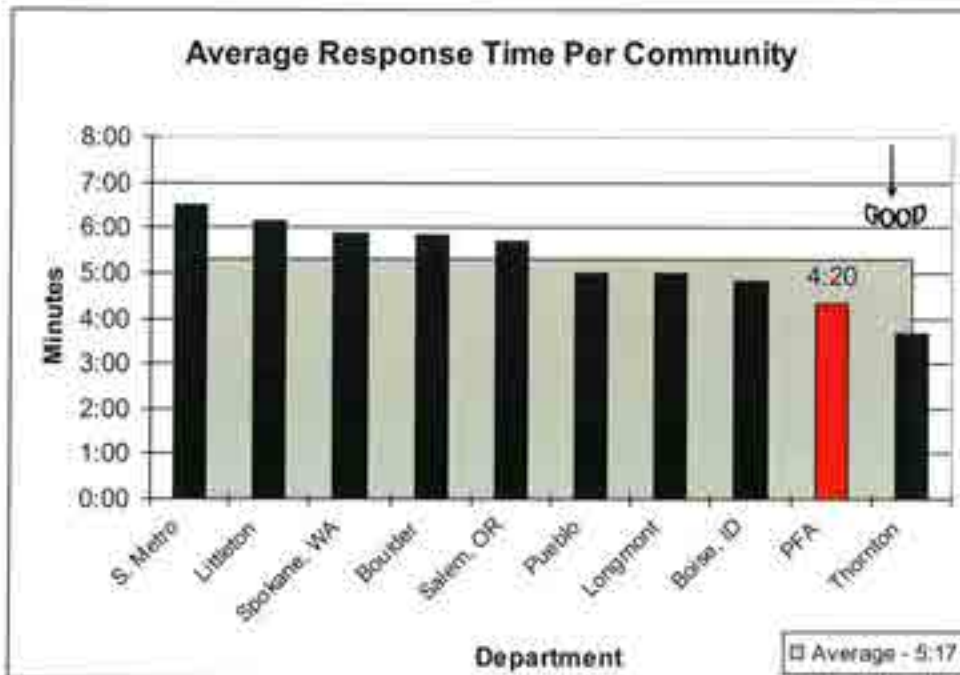
This performance standard measures estimated property loss from another perspective, in relation to the value of property protected. Compared to per capita measurements, this offers better controls for differences in the type and value of risks protected. Like per capita losses, it also measures total system performance. It includes the value of all buildings, contents, equipment, physical improvements, and mobile homes that are subject to property taxes as defined by Colorado law. It does not include the value of vehicles or land.



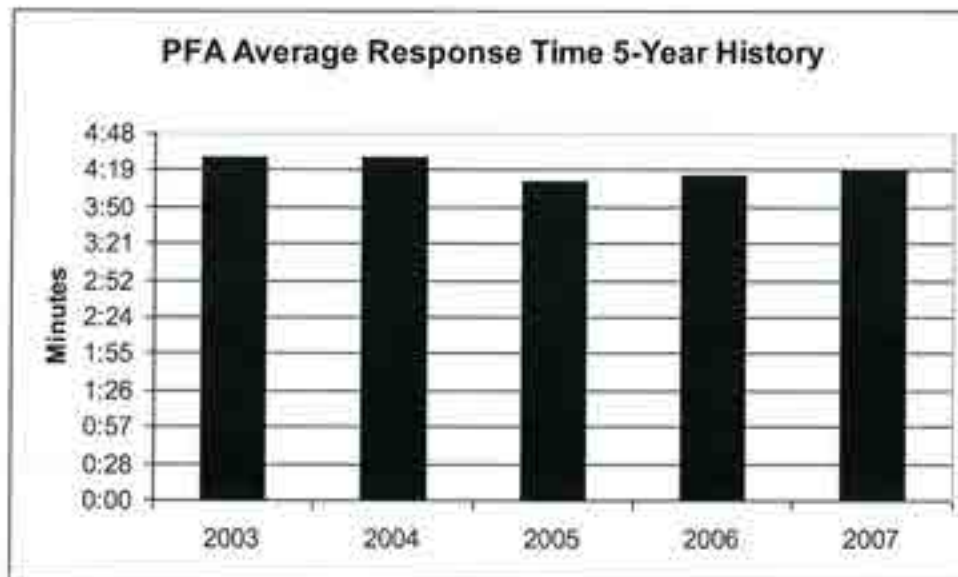
* N. Metro, W. Metro, Casper WY, and Eugene OR did not supply this information.



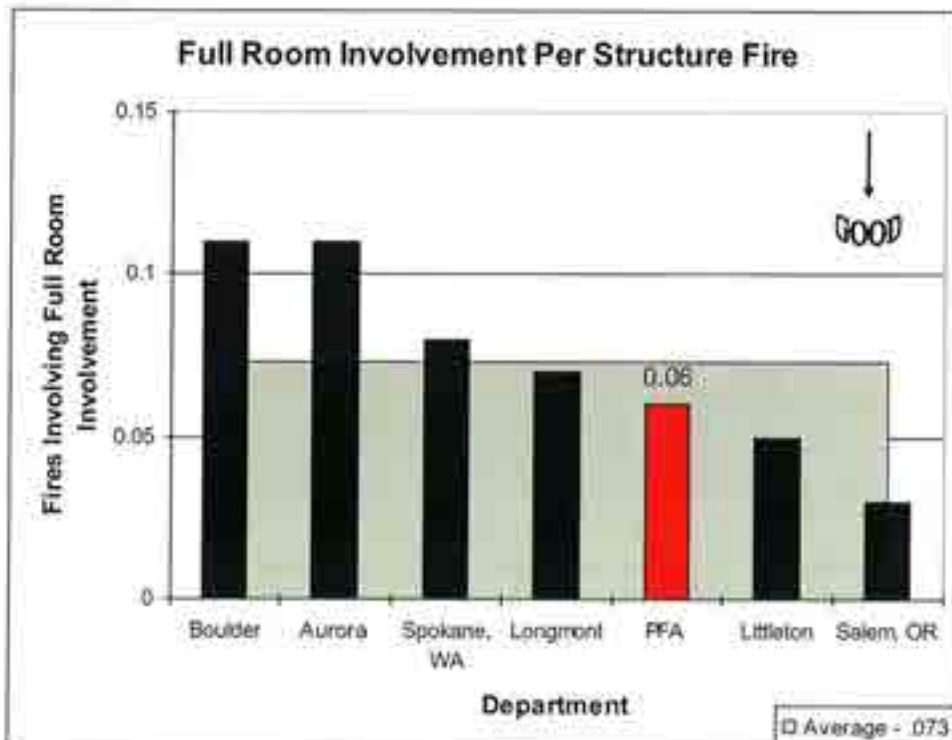
Direct per capita property loss due to fire is one of the most common methods of measuring the performance of fire protection systems. This includes the value of buildings, contents, manufactured products, raw materials, and similar tangible items that are destroyed or damaged by fire. It is a total system measurement in that it is impacted by many fire department activities including built-in protection systems, emergency response safety inspections, and even activities such as training and equipment play a vital role.



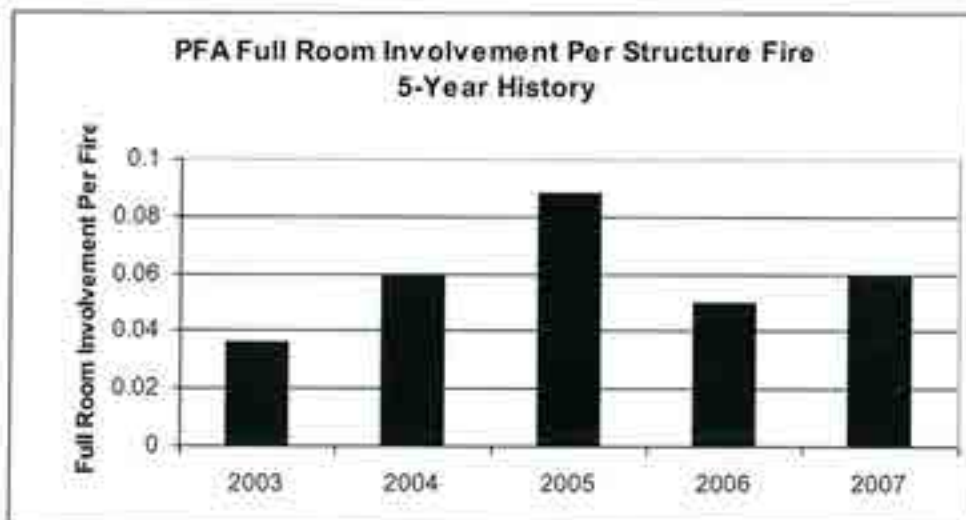
* N. Metro, W. Metro, Union Colony, Aurora, Casper WY, and Eugene OR did not supply this information.



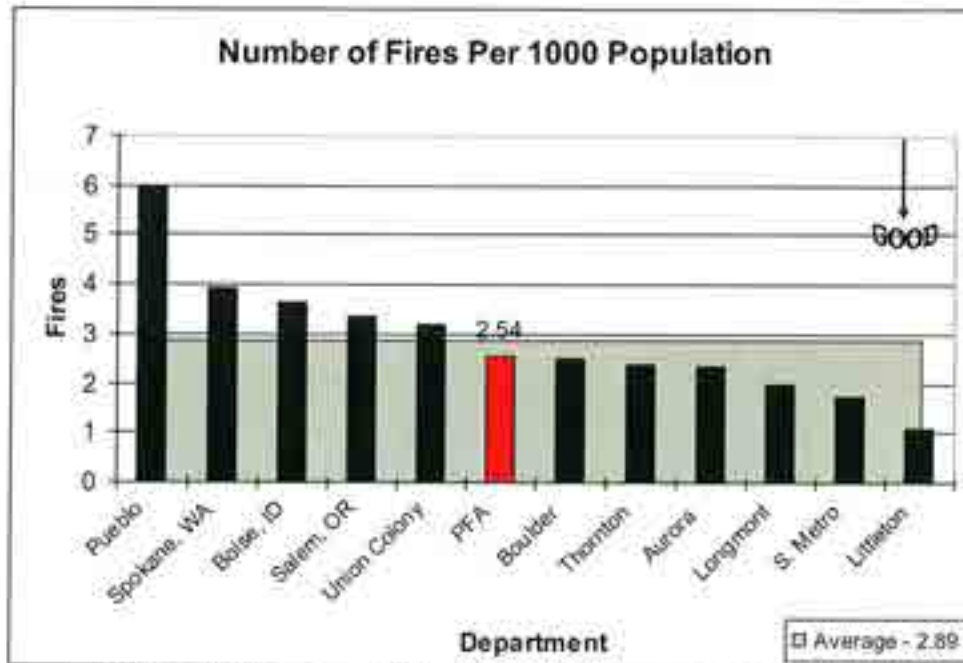
Response time is a critical component of any emergency service delivery system. The ability to successfully intercede in fires and medical emergencies is highly dependent on trained personnel arriving quickly. This performance standard specifies five (5) minutes from the time of dispatch as the average for all emergency responses including fires, medical emergencies, hazardous materials incidents, rescues, and other emergencies.



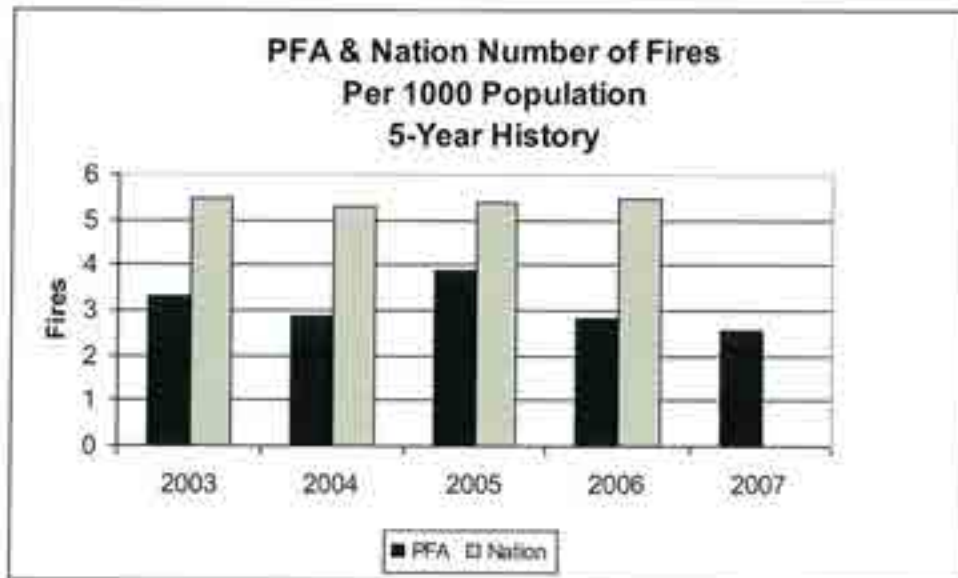
* N. Metro, Pueblo, S. Metro, Thornton, Union Colony, W. Metro, Boise ID, Casper WY, and Eugene OR did not supply this information.



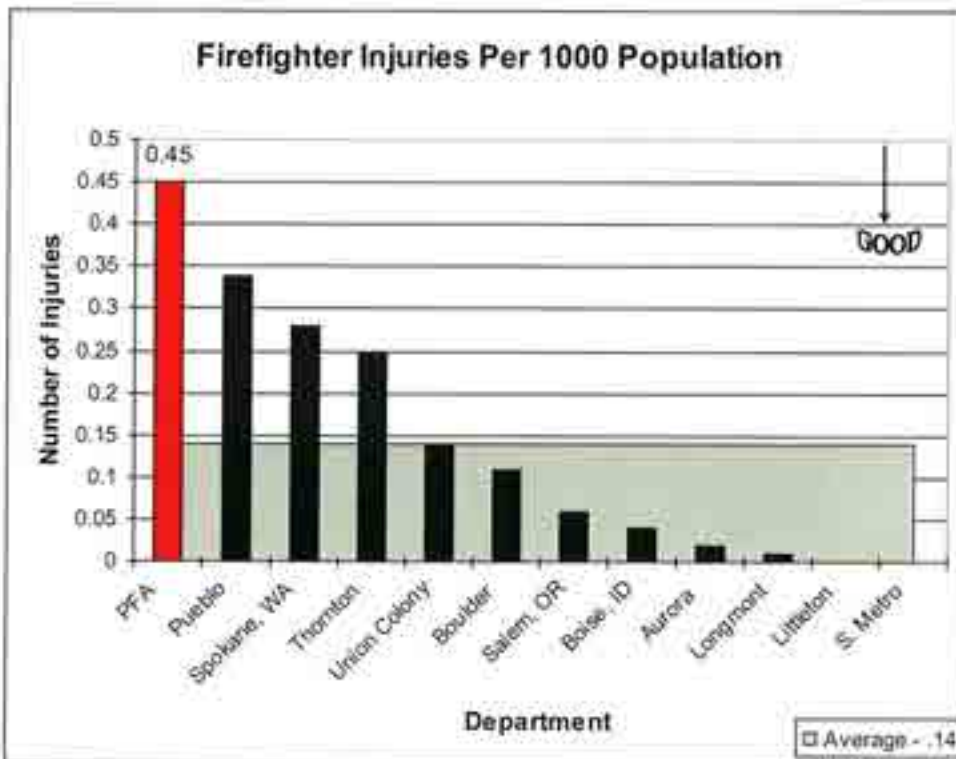
This performance standard measures the success of the entire fire protection system in controlling fires before they reach full room involvement. This means that an entire fire area, usually a building compartment, becomes fully involved in fire. At this point human survival is impossible in the original fire compartment and adjacent areas, and property losses accelerate rapidly. For this reason stopping fires before they reach this stage continues to be a critical evaluation point.



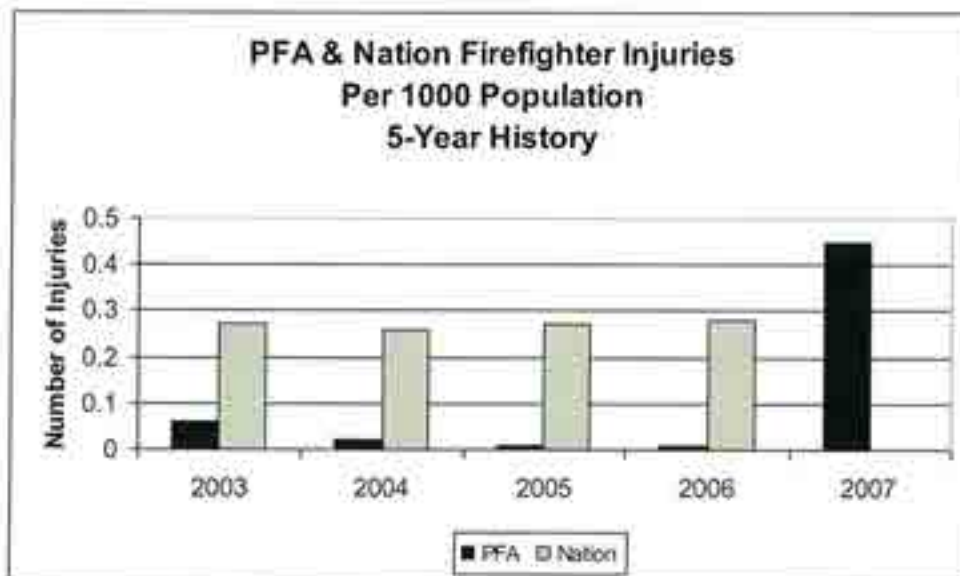
* N. Metro, W. Metro, Casper WY, and Eugene OR did not supply this information.



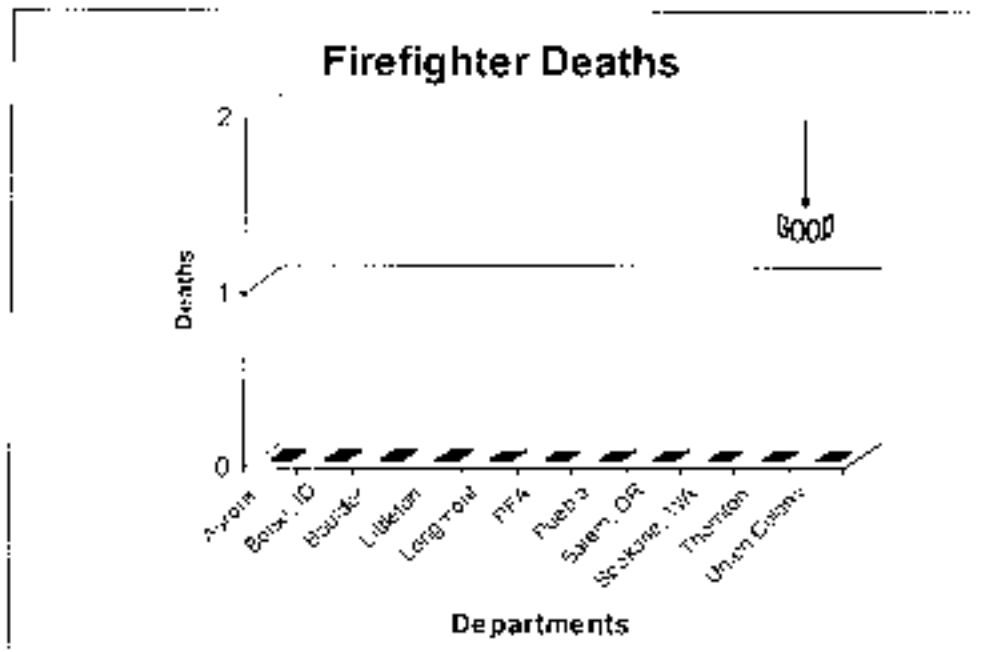
Keeping the number of fires low is one of the most effective methods of controlling a community's fire risk. It is often cited as a measure of fire prevention effectiveness, but it is also influenced by other community characteristics such as the age and condition of buildings, the economic environment, and population diversity.



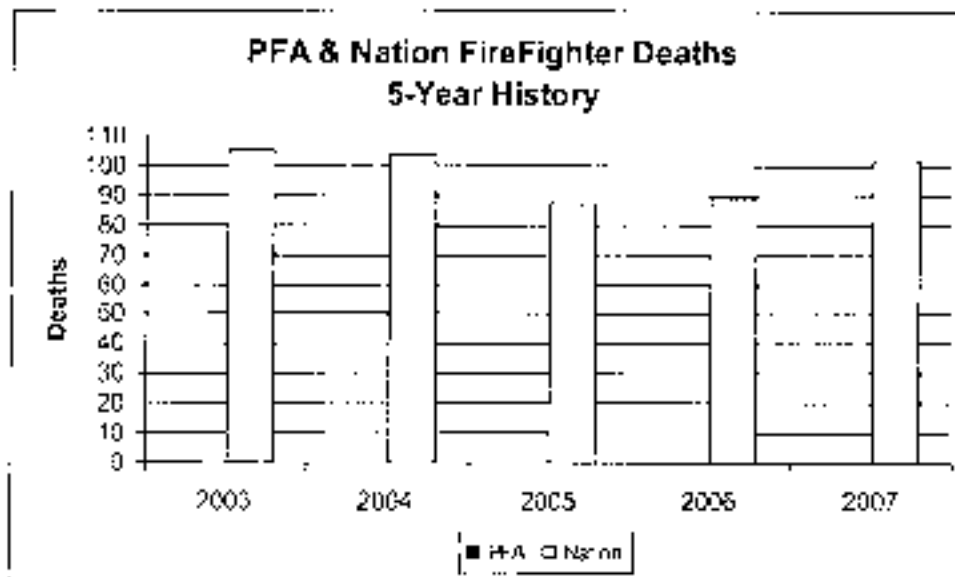
* N. Metro, Casper WY, Eugene OR, and W. Metro did not supply this information.



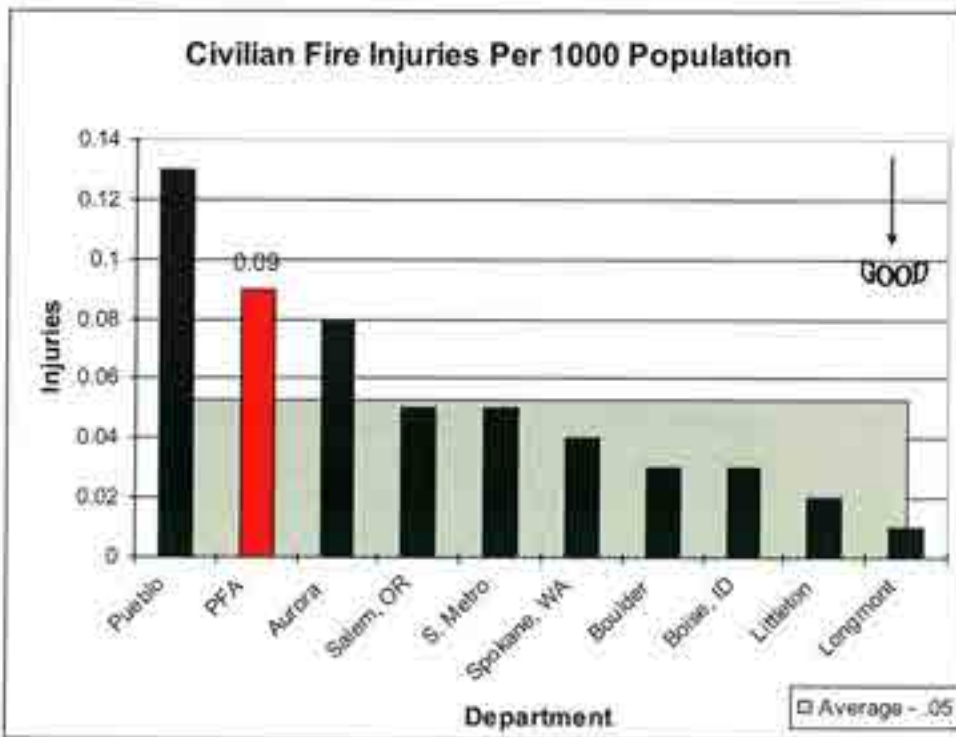
Like firefighter deaths, firefighter injuries are a result of providing vital public services in an inherently high risk environment. Firefighter injuries, however, occur more frequently than firefighter deaths. The Poudre Fire Authority is very aggressive in reporting injuries, which results in better medical treatment of injuries and reduced workers compensation rates.



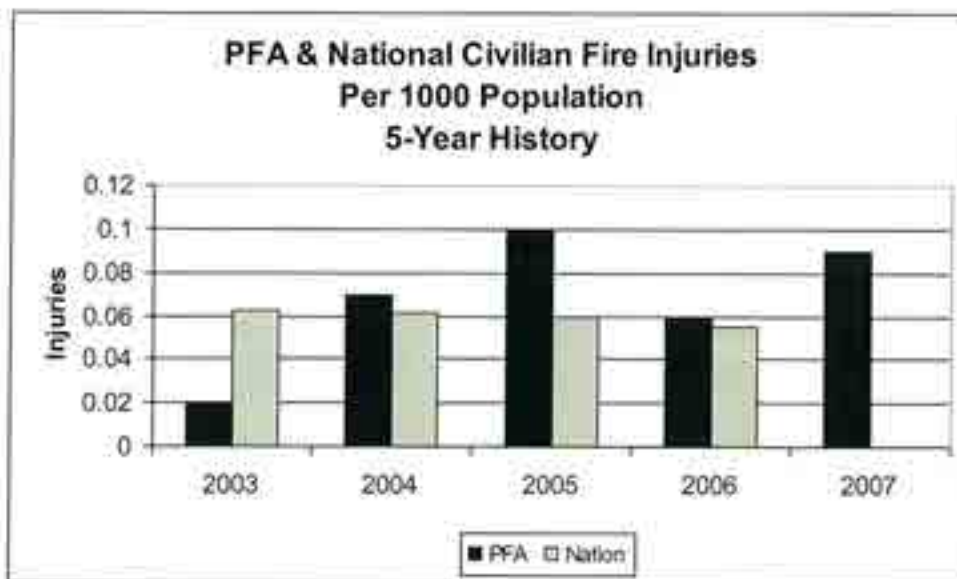
*W. Metro, N. Metro, Casper WY, and Eugene, OR did not supply this information.



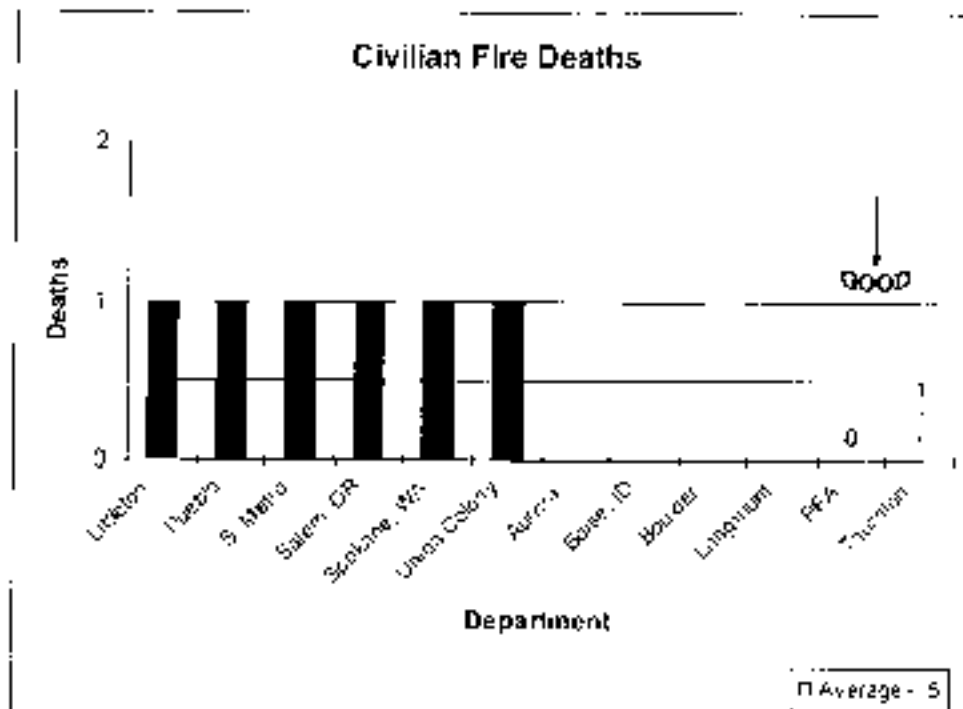
Firefighting is a very hazardous occupation. While there are always risks inherent in firefighting, these risks can be reduced by superior training, adequate equipment, sound operational policies, and by analyzing the risks and benefits of every action. Performance standards survey participants reported no firefighter deaths for the year 2006.



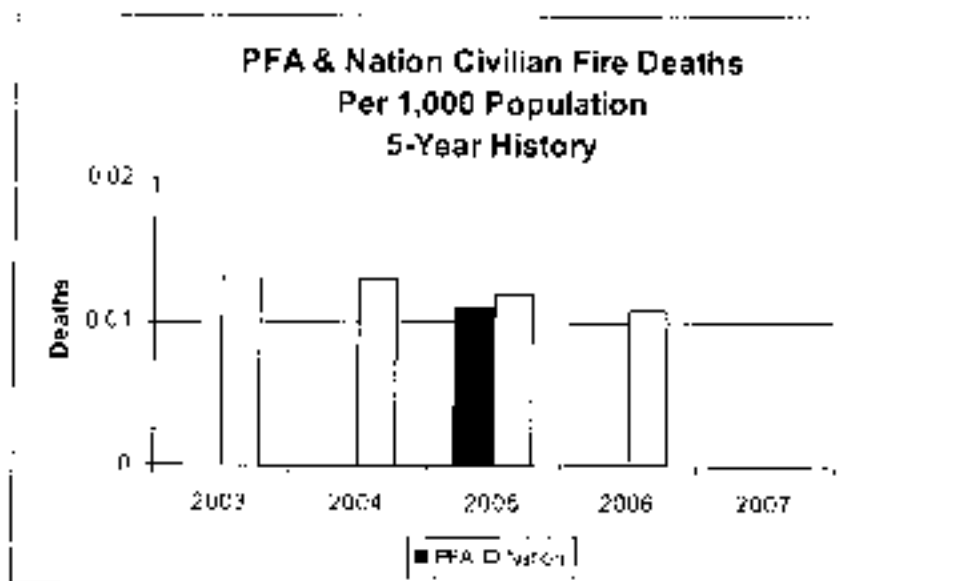
* N. Metro, W. Metro, Thornton, Union Colony, Casper WY, and Eugene OR did not supply this information.



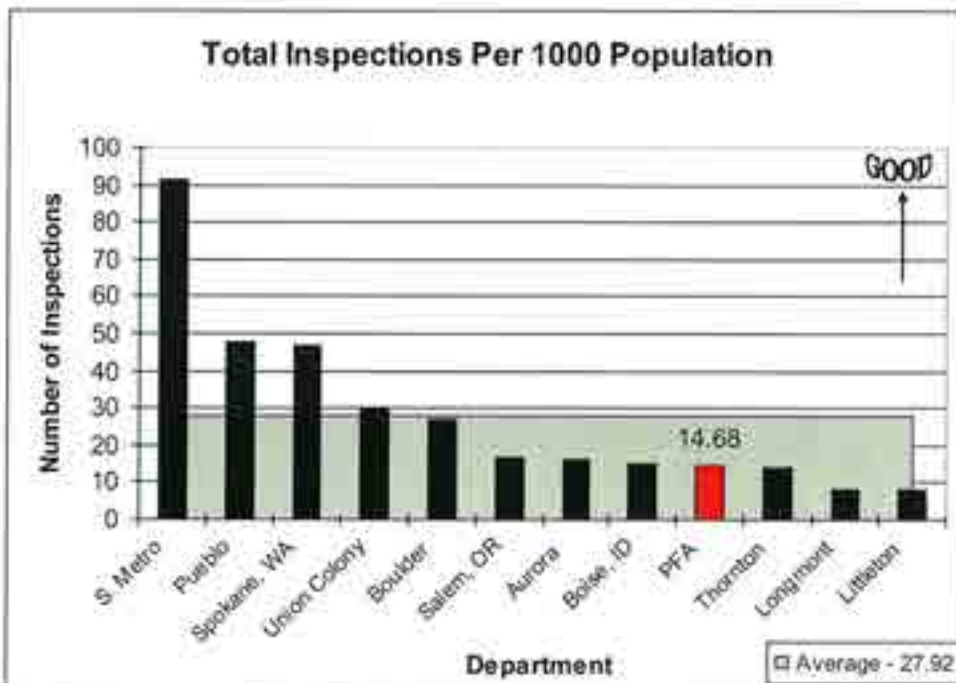
Like fire deaths, human injuries are a tragic consequence of uncontrolled fire. Unlike deaths, however, civilian injuries occur more frequently and can be measured annually. Severe burns in particular are disfiguring and painful, and require extensive surgery. Fortunately, the vast majority of fire injuries experienced in the Fort Collins area are minor. Smoke inhalation is our primary type of injury.



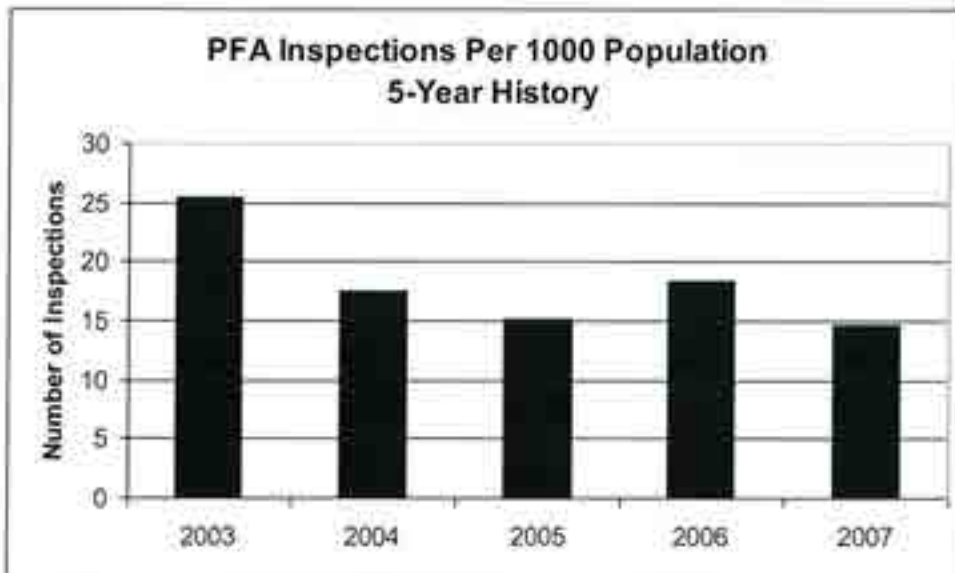
* S. Metro, W. Metro, Casper, WA, and Eugene, OR did not supply this information.



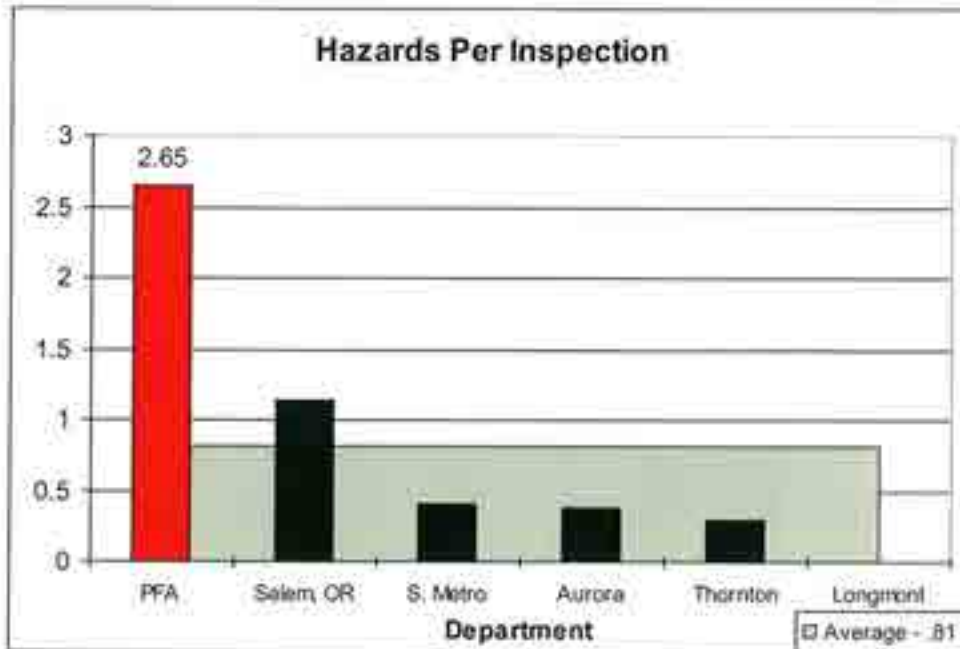
This performance standard measures total system performance, which is a result of prevention, education, firefighting, rescue, and built-in protection. Like many other aspects of emergency services, fire death rates are heavily influenced by social factors such as poverty, low educational attainment, and substandard housing. In the Fort Collins area, these problems are not as significant as in other communities where the fire death rate is higher than the national average. Current trends show that programs implemented during the 1995 strategic plan are having a positive impact on the civilian death rate in the community. However, July 31, 2005 marked a somber day for the citizens of Fort Collins and employees of PFA, when an early morning fire claimed the lives of a 23 year old woman and her 8 month old daughter.



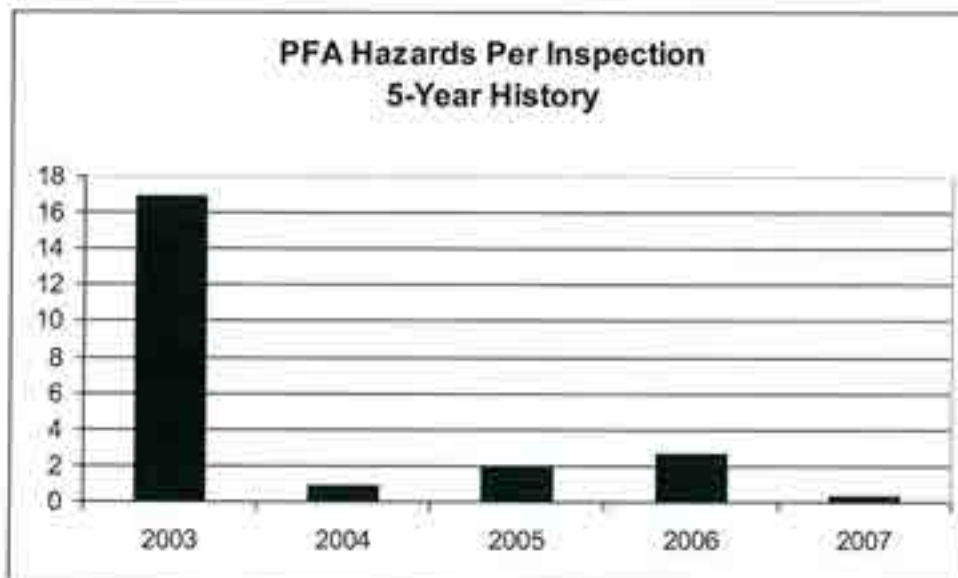
* N. Metro, W. Metro, Casper WY, and Eugene OR did not supply this information.



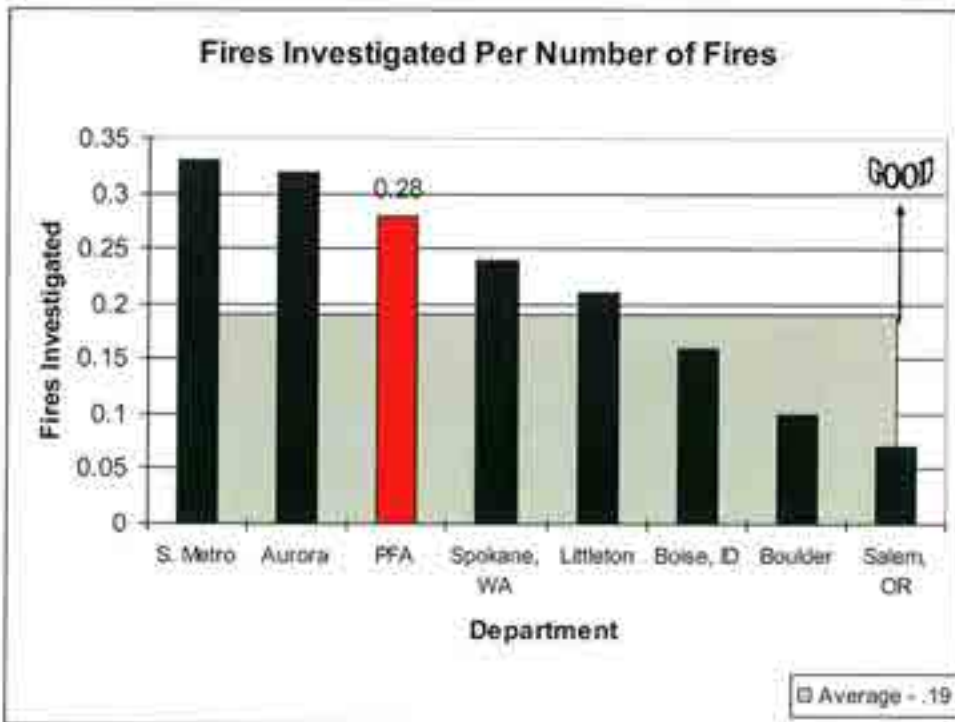
The purpose of this performance standard is to measure activity in the area of fire code enforcement within the business community. Fire safety inspections are conducted by PFA Fire Prevention staff on an annual basis using the 1997 Uniform Fire Code. Information collected from these inspections is used as a planning tool, a life safety tool, and a community education tool. Fire code enforcement within the business community has been a central focus of the Poudre Fire Authority's efforts in fire prevention. Information collected from these inspections was analyzed in late 2004 which triggered a program re-evaluation to ensure greater efficiency and efficacy. The program now relies on hazard based inspections that focus the greatest resources to the highest hazards. This is indicative of the overall decrease in inspections. Most other comparison departments still perform general-broad based inspections, therefore reflecting lower numbers than PFA.



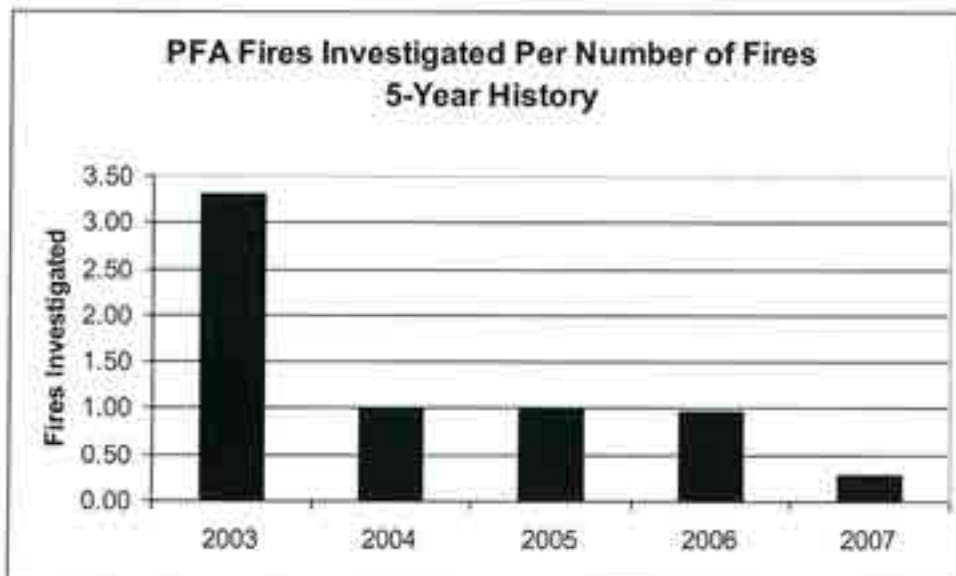
*Union Colony, Boise ID, Boulder, Casper WY, Eugene OR, Littleton, N. Metro, Pueblo, Spokane WA, Thornton, and W. Metro do not track this information.



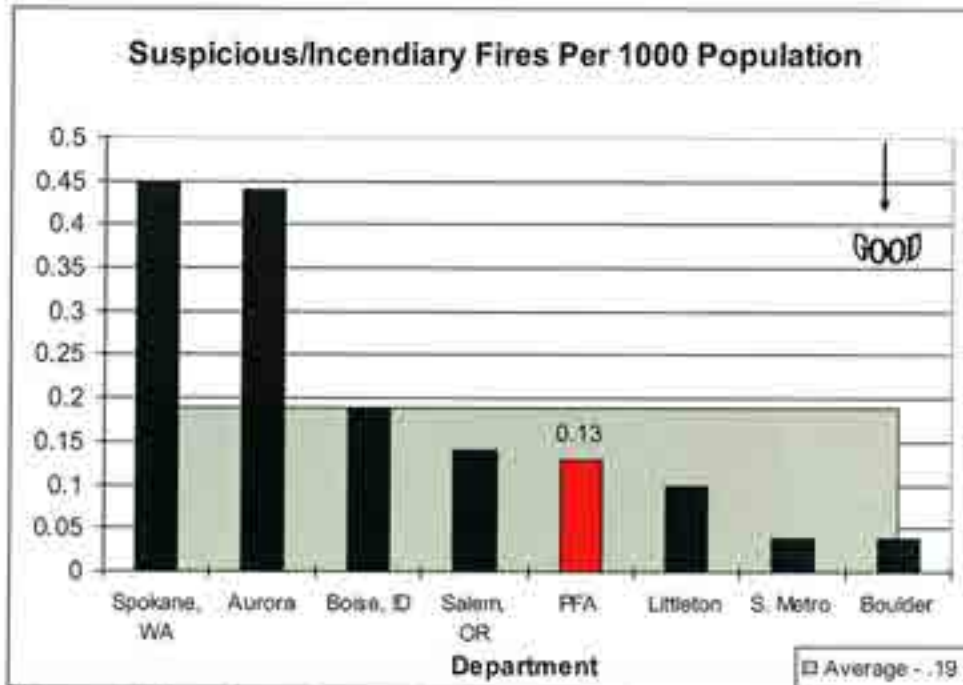
The Hazards per Inspection performance standard provides an additional perspective on actual fire code enforcement efforts. Information from this performance standard can indicate gaps in inspector training, workload, or community education. Hazards per Inspection can also be influenced by age of commercial structures, types of businesses (low - high risk) and mobility of the business community.



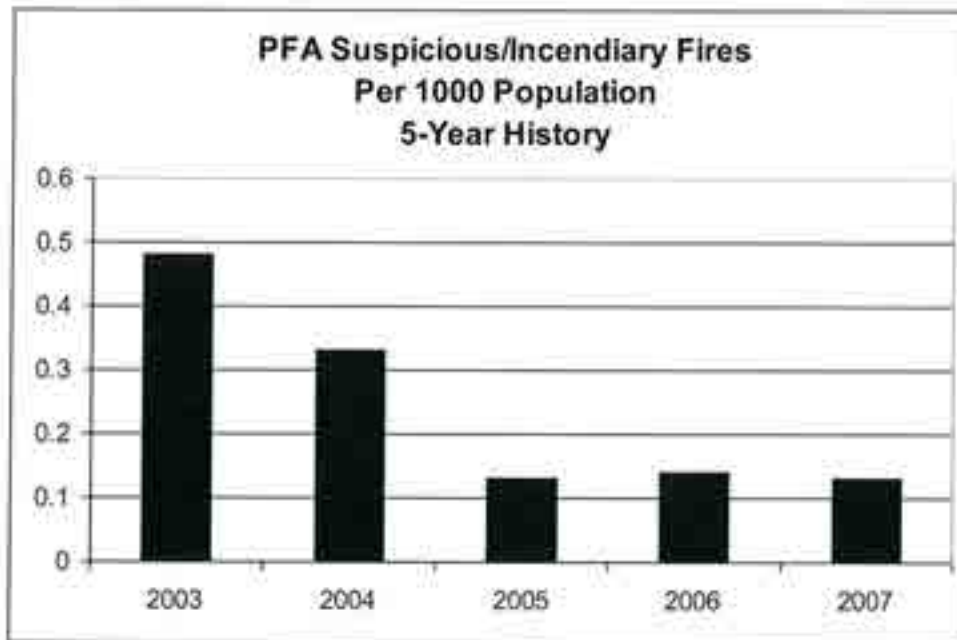
* Longmont, N. Metro, Thornton, Union Colony, Casper WY, Eugene OR, and W. Metro did not supply this information.



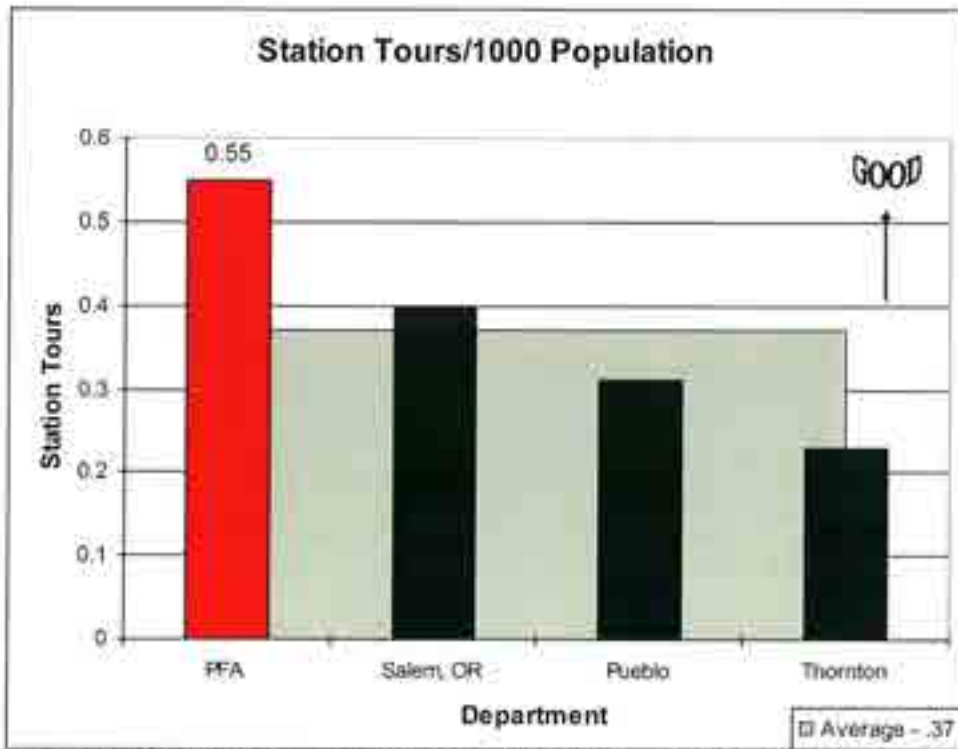
This performance standard measures the number of fire investigations conducted in relation to the total number of fire occurrences. Information gained from these investigations contributes to the prevention of similar fires through arson convictions and community fire prevention activities.



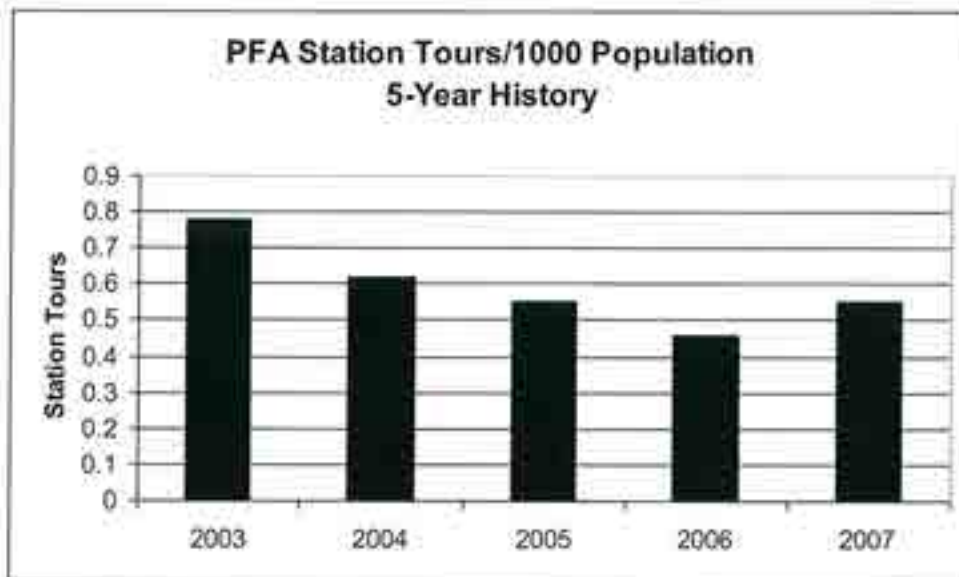
* Longmont, N. Metro, Pueblo, Thornton, Union Colony, W. Metro, Casper WY, and Eugene OR did not supply this information.



This performance standard provides the number of fires that are the result of criminal activity. This information is used to enhance partnerships with community law enforcement.

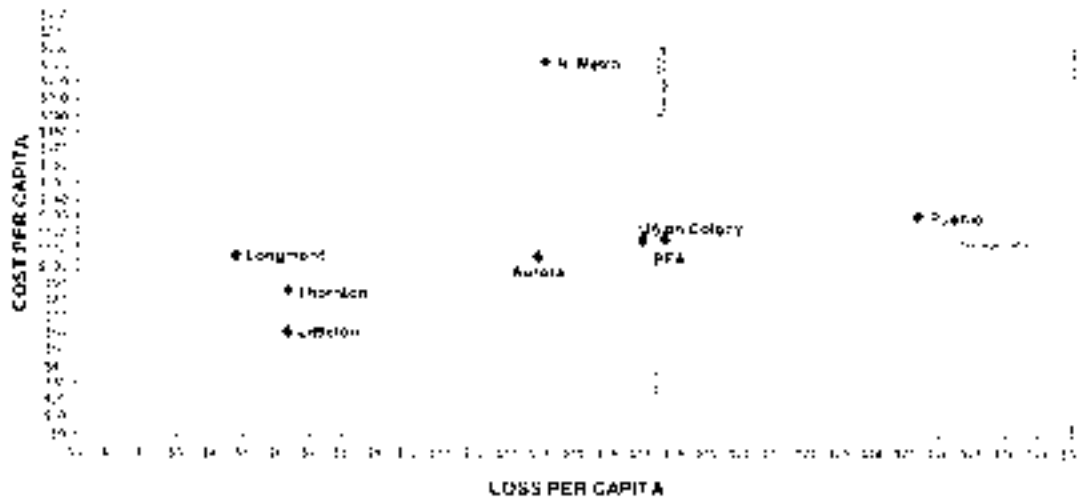


*Aurora, Boulder, Littleton, Longmont, Union Colony, Boise ID, Casper WY, N. Metro, W. Metro, S. Metro, Eugene OR, and Spokane WA did not provide this information.



Public Education is an important performance standard of this department's efforts to reduce emergency responses through community education. Citizens are encouraged through station tours to spend time with PFA firefighters at their community fire station. Station tours are completely managed by the company officer and station firefighters.

COST/PERFORMANCE SCALE
Front Range Partners
2007



This standard is intended to provide a way for citizens to assess how much they pay and what level of performance they get in return as compared to other fire departments on the Front-Range. Obviously this standard does not reflect the quantity and quality of the many other services provided by the PFA. For instance, 63% of PFA's emergency calls are EMS related. But, since another organization is jointly responsible for emergency medical response and solely responsible for final patient care, PFA's impact on this service (other than response time) is difficult to quantify. However, it has the virtue of highlighting the activity most associated with fire departments.

Based on this standard, the PFA has consistently performed above average at less cost than average.

III. 2008 GOALS

Long-Term Funding

The potential sources for additional funding from the City and District are sales and property tax in the City and property tax in the Poudre Valley Fire Protection District. In March the District held a work session to review our funding needs and discuss possible approaches to raising a portion of this revenue. Their discussion will continue in April and the District Board may be prepared to share recommendations and findings with the PFA Board and City Council in May.

Organizational Improvement

In 2007 we undertook a major effort to communicate with employees, build on employee/staff relationships and to enhance employee feedback. Those efforts included discussion of our mission, vision, and values, discussion of our finance and strategic management system, development of feedback instruments. We will follow up this year with employee committees to develop the PFA Way, or prescription to live by, which will reinforce our mission, vision, values and outline how we interact with one another as we come together as an organization to provide citizen services. We will also arrange two events which will be attended by all employees, which given the nature of three shift systems, are major undertakings. One we call all department meetings, where staff hold meetings to discuss important topics, and the other will be a presentation by Dennis Compton, a recognized expert in the fire service on leadership principles.

Fire Prevention Bureau Strategic Plan

The strategic plan draft was presented for review by the PVFPD and PFA Boards' at the February Board meetings. A short presentation was given to allow for discussion and questions by Board members. To date, there has been no feedback from those presented the draft for their review. This includes PFA employees, PVFPD and PFA Board members, and 23 members of the business and the community at large. The goal is to receive final approval and adoption of the fire prevention strategic plan at the April Board meeting.

Land and Construction Station 4

We continue to work on this project making a great deal of progress. So far we have gotten numerous tests, surveys and evaluations made on the property. We have conducted meetings and received input from our firefighters from stations four and fourteen and have developed numerous relationships with design experts that will be helping us with this building. Drahota Construction has been

selected, through the RFP process, as our contractor for the building and Belford-Watkins will be our architects. Professor Brian Dunbar, of CSU and the Institute for the Built Environment, will be helping us with the LEED aspects ("Green Building") of design.

We have had several meetings developing the charrettes for the building and have assembled a team of experts representing construction, environmental concerns, city departments and Poudre Fire Authority to take the project from conceptual to final design and construction. Our goal is to build an efficient, sustainable building that will serve the needs of our department and citizens for many years to come. We have a signed contract from the owners of the property at Drake and Taft Hill with a closing on the property set for early August. If all goes well, construction could begin as early as the spring of 2009. Once the design is completed, we will be posting the drawings on our Intranet site.

Construction of Training Building C

We were on hold with this project for a few months, waiting on developments with CSU and their plans to build an educational complex to the south and west of our existing training complex. In recent weeks, CSU has agreed to work with us in procuring some additional property for construction of Training Building C. There are several details that must be worked out in the next few weeks that will work in our favor. Our goal is to save money for infrastructure development and improve our overall training campus operations. We are working with our architects for preliminary drawings for conceptual review for this project; they should be completed within the next thirty days. We should have a cogent plan in place for this next phase of our training complex within the next sixty days.

2007 PROGRAM REPORTS

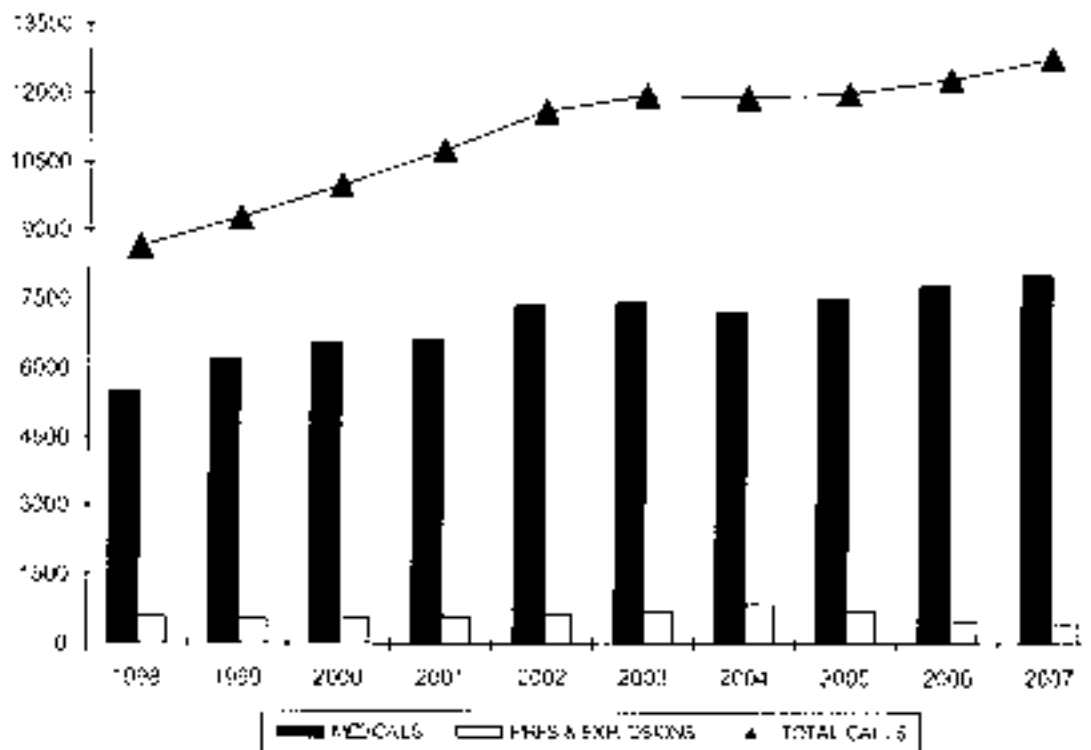
FIRE SUPPRESSION

Division Chief Mike Gress

In 2007 the Poudre Fire Authority experienced a 3.82% increase in total calls. This represents a request for service on the average of one call every 41.11 minutes or 35 calls per day.

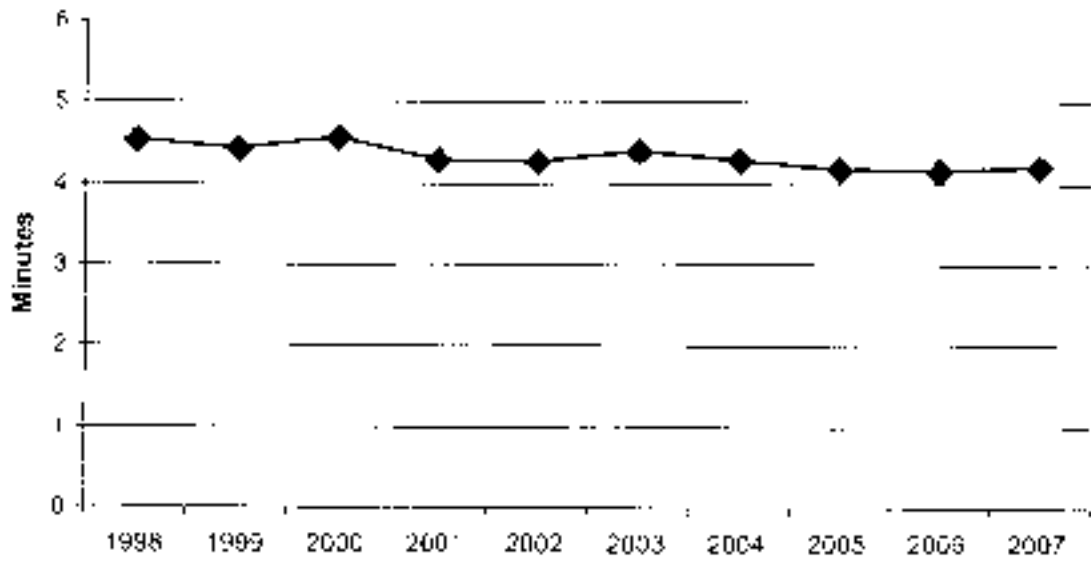
Attached is graphic information on calls responded to by PFA in 2007 and comparison statistics for previous years.

TEN YEAR CALL TREND



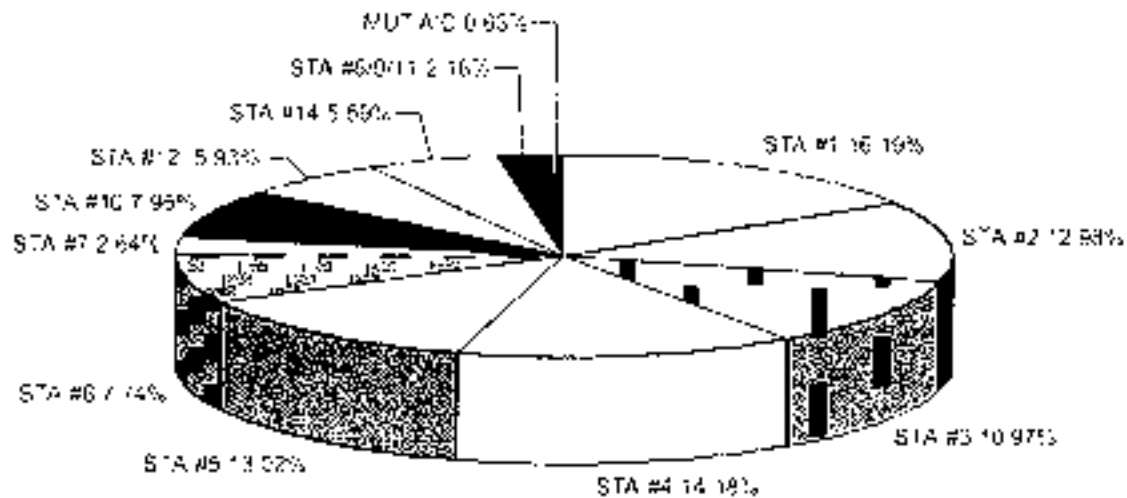
In 2007 82.9% of total calls were inside the City Limits and 17.1% were in the Fire District.

Average Response Times



2001 to 2006 calls are calculated on emergent calls only. Calls prior to 2000 were calculated on emergent and non-emergent calls.

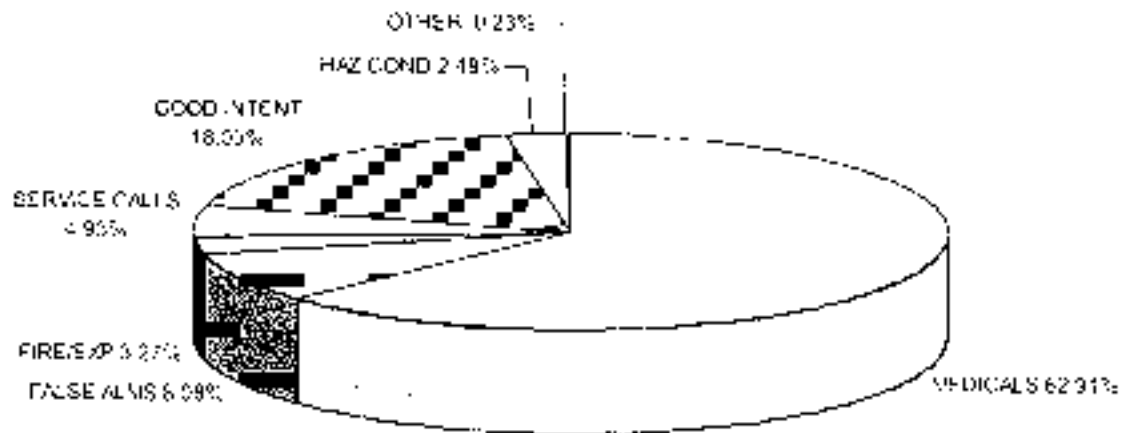
PERCENT OF TOTAL CALLS BY STATION AREAS



Station 1 continues to be our busiest station, with 16.19% of all calls occurring in its area.

| | | |
|-------------------------|---|---------------|
| Station 1 | - | 2,070 |
| Station 2 | - | 1,660 |
| Station 3 | - | 1,402 |
| Station 4 | - | 1,813 |
| Station 5 | - | 1,664 |
| Station 6 | - | 990 |
| Station 7 | - | 338 |
| Stations 8, 9, 11 | - | 279 |
| Station 10 | - | 1,016 |
| Station 12 | - | 758 |
| Station 14 | - | 714 |
| Out of PFA Jurisdiction | - | 80 |
| Total | | 12,784 |

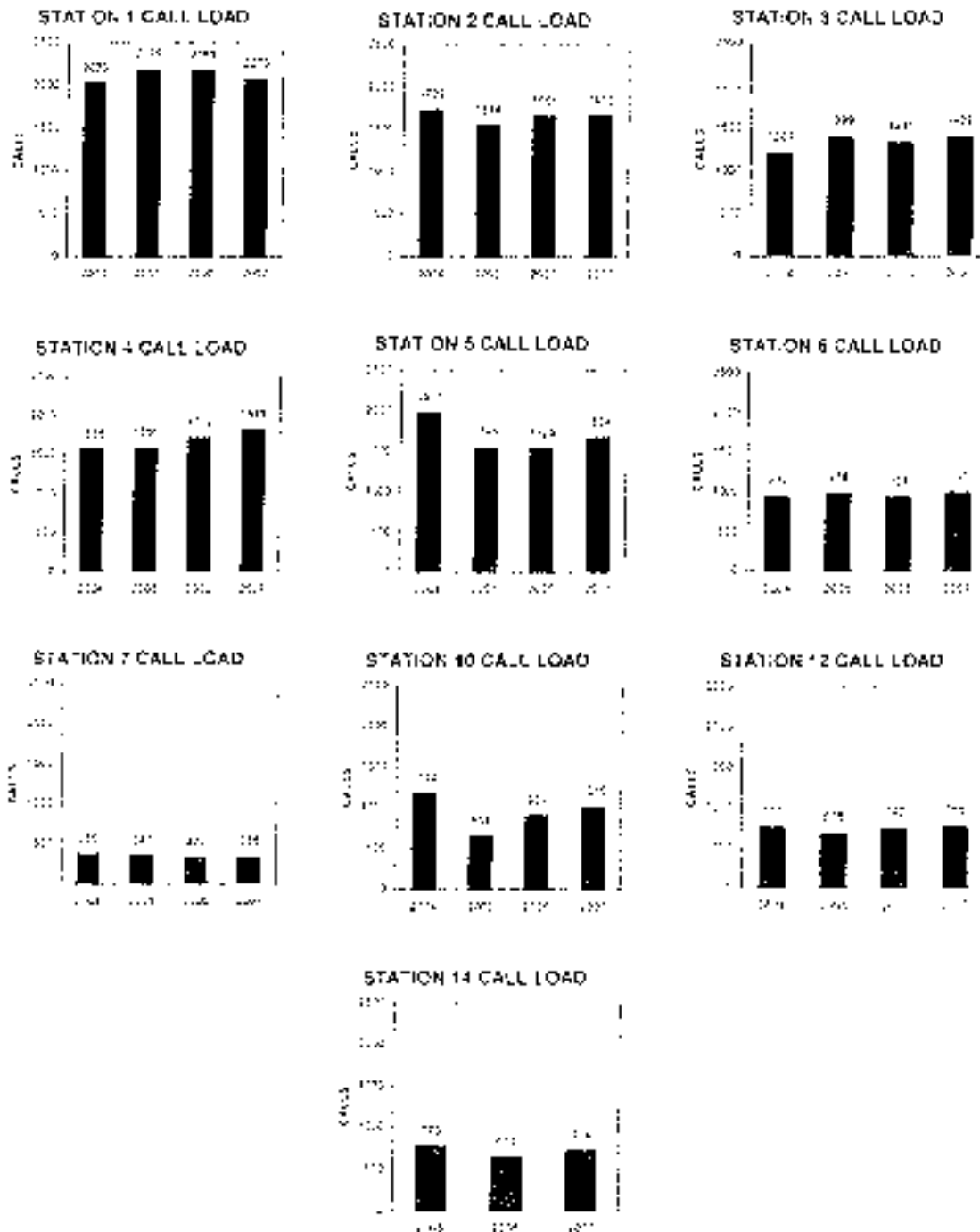
PERCENT OF CALLS BY TYPE OF CALL



| | |
|------------------------------|-------|
| Medicals – | 8,043 |
| False Alarms – | 1,033 |
| Fires/Explosions – | 418 |
| Service Calls – | 630 |
| Good Intent Calls – | 2,312 |
| Hazardous Conditions – | 318 |
| Other Requests for Service – | 30 |

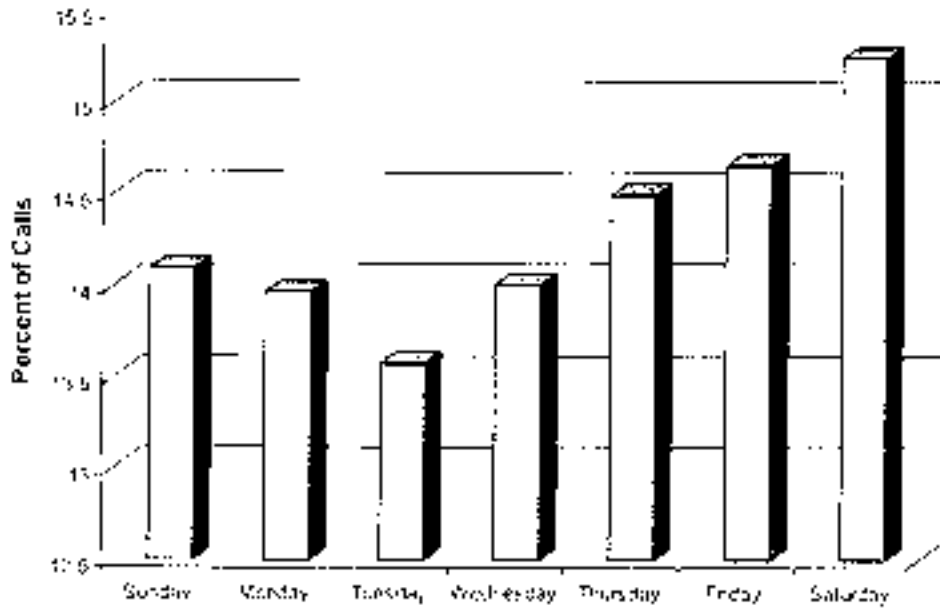
TOTAL: 12,784

CALL LOAD BY STATION



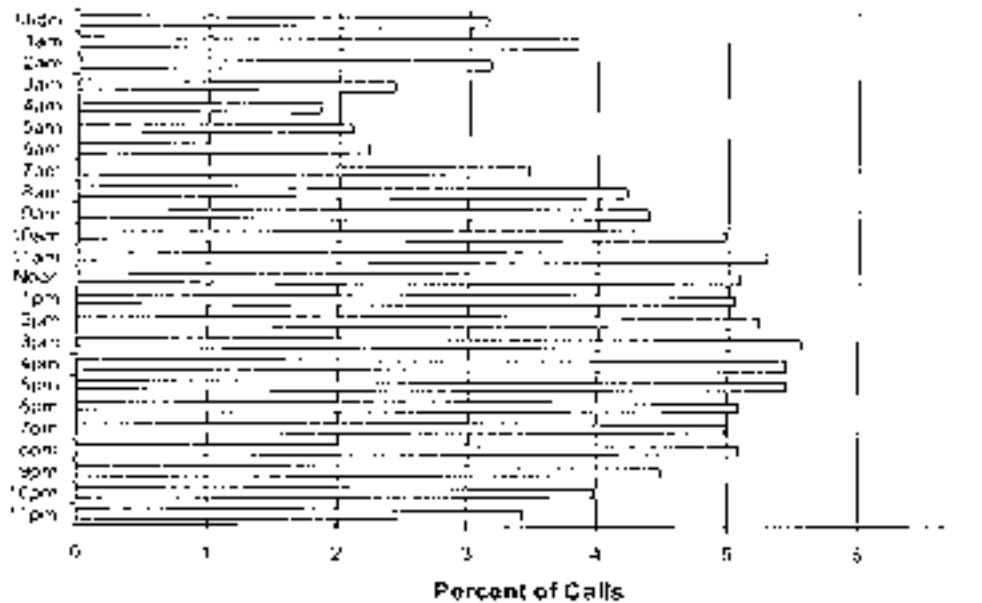
2005 was the first full-year of service for Station 14. As you can see, the southeast stations (5, 10, and 14) have experienced a significant increase in runs due to growth in that area of 10.6% from 2006 to 2007.

AVERAGE CALLS PER DAY

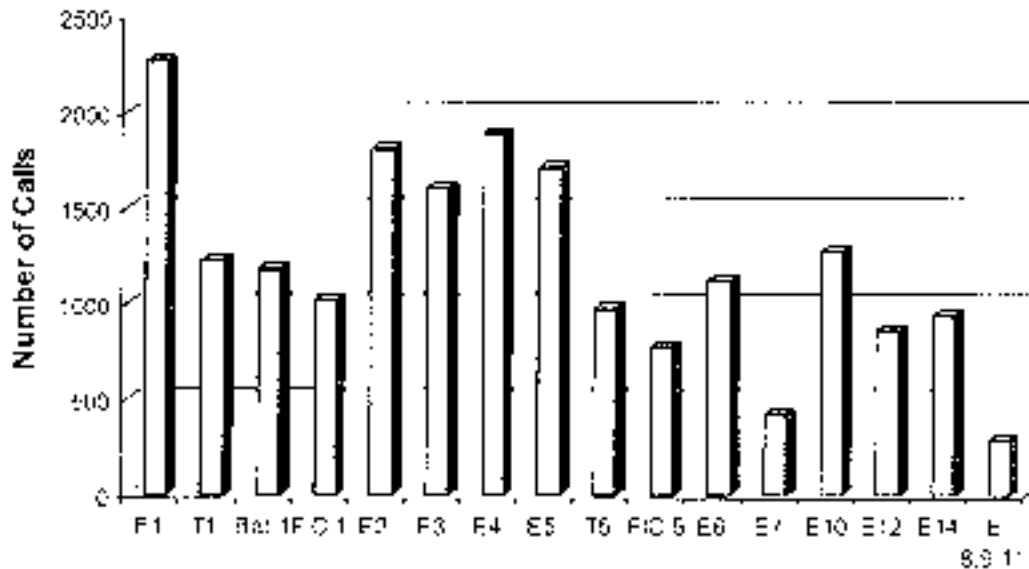


Saturday continues to be the busiest day of the week, although Friday was the busiest day of the week from 1988 through 2003. We continue to be busier during daylight and evening hours. Even though early morning is our slowest time, it is the period when most large fires occur.

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 administration addition and remodel project was started in March of 2007. The project was almost complete by end of 2007. We moved into the new section in the fall and the remodeled older section was completed in November. The building was finished in January 2008 with completion of the landscaping and sidewalk repairs held off until early spring 2008. The building portion of the project was completed on time. The exterior landscape and sidewalk repair work was purposely held off until spring due to the extreme cold this winter. The entire project came in approximately \$200,000 under budget.

The facility audit program being done in partnership with CSU had slow progress in 2007. CSU is assisting us in developing a facilities maintenance program that should enable us to project repair and maintenance costs more effectively. CSU is offering this service without charge. In early 2007, CSU was directed by the state to audit all CSU facilities in the state resulting in them holding off on assisting us. This will be an ongoing process to get all the stations audited and into this program.

EQUIPMENT MAINTENANCE

Fleet Maintenance Technician Jim Mirowski

In 2007 the PFA Shop took care of 49 units, which was one less than in 2006. The PFA Shop is responsible for 43 vehicles, one generator trailer, four power-down generators, the Shop air compressor, and the fuel pumps at Training and Stations 6 and 9. The 43 vehicles logged 167,745 miles in 2007, which is down from 2006 miles logged by 22,781.

| 2007 Highest Mileage Vehicles | |
|-------------------------------|--------|
| Engine 4 | 11,824 |
| Engine 14 | 9,682 |
| Engine 6 | 8,319 |
| BC Vehicle | 11,780 |

| Vehicle | Gallons of Fuel Logged | Average Miles Per Gallon |
|--------------------|------------------------|--------------------------|
| 35 Diesel Vehicles | 32,168 | 3.68 |
| 8 Gas Vehicles | 4,535 | 10.67 |

The average cost per mile (fuel and maintenance only) for the fleet was \$1.72. The three front line vehicles with the highest cost-per-mile were Truck 1 (\$5.54), Engine 3 (\$2.89), and Engine 1 (\$2.39). The lowest average cost per mile was Engine 6 (\$1.48). Vehicles were out of service for 673 days. Truck 5 was out the most with 112 days, of which 92 days were in Denver for warranty work. Engine 5 was out 68 days, and Truck 1 was out 64 days.

No new vehicles were purchased in 2007, but the water tank and pump from the 1953 Reo were removed and placed on the new International cab and chassis that was bought in 2006 for Station 11. We also installed emergency lights, light bar, siren, and radio to get it in service. All of this work was done at the PFA shop.

In May Lyndel Saxbury was hired to work three days a week in the shop. He worked full-time on light duty in the shop from January to May before he retired as a firefighter.

In January Truck 2 and Engine 13 were sent to Transwest Trucks in Denver to repair cracks on the aerials found by American Test Center during the aerial inspections done in 2006. The cost for Engine 13 was \$7,009 and the cost for Truck 2 was \$2,002. The engine in Engine 25 locked up on the way to Cheyenne in April, and an in-frame engine rebuild was done at a cost of \$10,891 parts and labor. Engine 25 was out of service for four weeks.

In 2007 we completed 222 repair orders (23% increase from 2006) including 57 services (8.8% increase from 2006). We used 1,381 quarts of oil and 477 quarts of automatic transmission fluid. We had 13 outside repair orders including the aerial work on Truck 2 and Engine 13. Total cost for outside vehicle repair was \$13,717. We used 3,404 parts from 52 vendors, and we replaced 60 tires. Pump tests were done in May and all pumps passed with few problems. Emission tests were done on all 35 of the diesel powered vehicles in October, and they all passed.

PRE-RESPONSE INFORMATION MANAGEMENT

Captain Mark Fowler

In 2007, the Pre-Response Information Management program experienced an expansion of advanced Geographic Information Services (GIS) to the PFA Administration. This expansion was primarily due to the experience and skills provided by the newly hired contract employee, Jim Montague. In addition to the advanced GIS services, custom computer programming was completed, emergency response mapping was updated, and Jim's contract position was changed to permanent full status for the 2008 year.

Primary Accomplishments:

GIS Administrative Decision Support

- Station 8 and 15 placement modeling
- Station 4 and 2 placement modeling
- Census data modeling
- ISO modeling
- PFA boundary modeling

Advanced Computer Programming

- Record Management System (RMS) data query
- Telestaff connection to JDE for payroll support
- Automation program for emergency response map updates

Emergency Response Maps

- 100 Block map book updated and printed
- Address map book update in-progress
- Training aids for line personnel
- Special request maps for all PFA divisions

Outside Agency Support

- Data conversion to GIS for PVHS
- Maps provided to auto-aid and mutual-aid agencies

EMERGENCY MEDICAL SERVICES

EMS Coordinator Mary Makris

The EMS Strategic Plan was completed and approved by the PFA Board of Directors in October. PFA responded to 8,043 (63% of all responses) EMS related calls. 1200 (14.92%) of those patients did not require transport to the hospital. PFA firefighter/EMT's assisted Poudre Valley Health System (PVHS) crews with patient care to the hospital 494 times. The AED was applied to 28 patients (12 under the age of 60) with 9 requiring immediate defibrillation. 14 patients were transported to Poudre Valley Hospital and 7 are still surviving.

PFA has 148 EMT Certified personnel with 58 (40%) recertifying in 2007. A total of 348 Continuing Education hours/Skills reviews were offered including the Annual EMS Conference at the Lincoln Center. Training and Implementation of new Cardiac and Stroke Patient Care Protocols were completed and new equipment for PFA EMS response included new lifting equipment to decrease back injuries, new medical kits for all PFA vehicles, upgraded suction and CO monitoring equipment and revisions of the EMS RMS system. New Biohazard contact protocols and full risk assessments for PFA personnel for infection control issues were implemented.

- There were 8,043 EMS calls in 2007, which was 63% of all PFA responses (12,784) for the year

PUBLIC AFFAIRS AND EDUCATION

Public Affairs Officer Patrick Love

In May 2007 the Office of Public Affairs and Education changed hands from Jason Mantas to Patrick Love. Jason had worked tirelessly to develop and maintain the programs that this office is responsible for.

Media Relations

The media relations program is continuing to grow and evolve. From the second half of May 2007 to the end of the year, this office distributed 29 media releases. This is in contrast to 2006 when 25 media releases were sent throughout the year. These releases involved fires, EMS, hazardous material incidents and events that PFA was involved with. Not included were several articles initiated by the press related to PFA business.

My philosophy regarding media relations is to keep it positive by establishing and maintaining relationships with people in the media. This approach does a number of things such as builds trust, knowledge and experience with different agencies, and a familiar, non-threatening atmosphere in which to work. In doing

so, I am able to keep PFA in the media in a positive light on the average of once every couple of weeks, if not more. It is important to educate the public on our incidents, events and other activities now, for the department to be successful in the future

Service Requests

In 2007 PFA fulfilled 352 requests for service from community members for fire and life safety education and other opportunities. The service request program represents the majority of firefighter contact with citizens in a non-emergency setting and is paramount to our education programs.

Our service request program takes shape through many different roles and activities. The program includes, but is not limited to station tours, fire extinguisher training, safety fairs, fire drills, safety house events and installing smoke alarms. This provides our firefighters with excellent opportunities to make a very positive impact with customers.

On the following page is a list of all types of events including the number of customers we have come in contact with in 2007.

| Requests | 2006 | 2007 | % Change From Previous Year |
|----------------------|-------------|-------------|------------------------------------|
| Station Tours | 82 | 90 | -10% |
| Neighborhood Events | 20 | 62 | +210% |
| Extinguisher Classes | 53 | 69 | +30% |
| Fire safety Classes | 49 | 15 | -69% |
| Safety Fairs | 5 | 12 | +140% |
| Bike Rodeo | 0 | 0 | 0% |
| Fire Drills | 4 | 15 | +275% |
| Apparatus Tours | 17 | 41 | +141% |
| Home Inspection | 2 | 2 | 0% |
| All others | 15 | 44 | +193% |
| Total | 257 | 352 | +37% |

| By Age Range | 2006 | 2007 | % Change From Previous Year |
|---------------------|--------------|---------------|--------------------------------------|
| | Pre-school | 879 | 2275 |
| Elementary | 2780 | 3032 | +28% |
| Jr High/High School | 55 | 889 | +1,516% |
| Age 19-60 | 3485 | 3012 | -13% |
| Age 60+ | 150 | 835 | +456% |
| Total | 7,349 | 12,050 | +64% |

Neighborhood Night Out

In August, the firefighters who work at Station 7 hosted a neighborhood block party for the fourth straight year. This was done in partnership with the National Neighborhood Night Out effort, community volunteer Wendy Rosenberg, and the Larimer County Sheriff's Office. There were approximately 75 people in attendance, of all ages. Numerous positive comments were received and it appeared everyone had a great time. Many neighborhood residents said they look forward to the party again next year.

PFA firefighters in all parts of the jurisdiction attended several other neighborhood block parties as well. The firefighters enjoyed the opportunity to get out into the neighborhoods and socialize with their neighbors.

Flame Out Five

PFA hosted the 17th annual Flame Out 5k on October 13th. Thanks to our many sponsors this event was successful once again. There were over 40 community volunteers who helped staff the event and there were 260 runners and walkers. Over \$2,800 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 2007 PFA Firefighter/Car Seat Technicians installed or checked the installation of 620 seats. ***The total seats checked in the county by Safe Kids partners were 782***. This does not include the 189 seats that were installed at six mobile seat check up events. Plus, there is a class held monthly at station 14 for expectant/young-child families with car seat and child safety education/proper car seat installation. This class is done collaboratively with PFA, Poudre Valley Health System and Safe Kids. This program continues to be a very valuable service that PFA can provide.

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. Included in the insert was an entry form for the chance to win a smoke or carbon monoxide alarm. There were 26 entries received and 10 winners were chosen at random.

The Public Outreach Committee

In the summer of 2006 Chief Mulligan authorized the formation of the Public Outreach Committee. The committee members were selected from each shift and began meeting to discuss the potential for increased firefighter involvement in public outreach, education, and information. The committee developed the following purpose: To address public outreach and education needs of citizens, particularly in the areas of fire and life safety. To address the outreach needs of PFA employees as needed.

The committee began its first year of work in 2007 and has already increased the amount of outreach done within the community. Several projects were planned for 2007 and 2008, including the use of the Fire Safety House at all elementary schools, several fire station open houses, and a renewal of the explorer post program.

TRAINING DIVISION

"Professionalism through Preparation
Readiness through Education
Pride through Achievement
Service with Compassion"

Battalion Chief Glenn Levy

Staffing

The Training Division staff is comprised of one Battalion Chief, two Training Captains, one EMS Coordinator, one Administrative Secretary, and one .75 Firefighter. We currently administer nine different 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 6,508.89 on-duty hours of company training. This is an average of 197.24 hours per company. These hours do not include any off-duty or outside classes and seminars.

The Training staff is involved in all aspects of on-duty and off-duty learning for the PFA firefighters. This support includes vehicle extrication, live fire evolutions,

pumping and hydraulics, fire simulations and classes as well as other training support.

In late 2006, normal rotational positions occurred, with two new personnel joining the training team. Captain Randy Hatfield brings vast experience and solid and consistent educational methodology to the Training Division for a minimum three year tour of duty. He has over 30 years in the fire service and he will bring a wide range of skills to Training. Also joining us is Driver Operator Tony Dragon. Tony has five years on the PFA, and this will be an excellent development position for him. He will be working with the recruit academy, driver operating and driving skills, and firefighter safety.



Glenn Levy Linda Deane Capt Koblelusz Capt Hatfield FF/DO Dragon Mary Makris

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 they maintain their driving and pump operating skills. All Driver Operators must complete specific tasks from a handbook developed by the Training Division.



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 2007 we focused on:

- Ensuring the burn building is safe for performing live fire for 5-7 more years. We added additional safety doors and thermal probes.
- Complete revamping for the facility sprinkler and standpipe system
- Re-organization and retooling of E-13 and the equipment bay.
- Adding additional extrication and rescue areas to include a vehicle fire area



2007 Training Focus "Positive Pressure Ventilation"

One of the Training Division's major emphasis programs in 2007 was developing and delivering a class on Positive Pressure Attack (PPA). PPA is a relatively new concept in firefighting that allows firefighters a non-traditional method for aggressive fire attack, especially when there are victims who are trapped or needing to be rescued. Essentially, PPA utilizes large gas powered ventilation fans to blow smoke and fire away from firefighters and victims and out through a designed and created ventilation opening. This type of firefighting requires exact coordination and unbelievable timing and skills to ensure a survivable atmosphere is created.

This four phase training program was delivered to the entire PFA and was a model of other firefighter agencies throughout the state. We utilized the PFA Training Center as well as our Timberline House to create simulated fire conditions. It took several months to create, design and deliver the entire program to the firefighters.



While it will not be used on every structure fire, it gives our crews another option to increase firefighter safety and victim survivability in those cases where PPA might apply.



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 career. To best accomplish this, we continue to partner with our neighbor fire departments to bring forward the best of the best to train our folks to the highest level possible.



In 2007 we held two recruit academies with the PFA being the lead agency for one of the 16-week academies. This is an amazing responsibility and PFA Captain Brad Kobielski served as academy coordinator for the Fall academy. This assignment is one of the most time consuming on the PFA and Brad performed it with dedication and professionalism.

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 2007 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, new hire testing, and professional development. In addition, the PFA was instrumental in the development and re-writing of the FRFC Recruit Instruction Book as well as the PFA post-academy "Rookie Book".

Professional Firefighter Certification with Colorado Metropolitan Certification Board:

In 2007 we solidified our relationship with the CMCB to begin professional firefighter certification in May 2008. The certifications we will begin in 2008 include:

Firefighter I and II
Driver Operator

Hazardous Materials Operations
Fire Instructor I and II
Fire Officer I and II

We will be developing a roadmap to complete certification for each category with all certifications being recognized nationally. This will be a major emphasis focus in 2008.

2008 Major Emphasis Topics:

Driving Emergent, planned for September
Firefighter Safety Officer, Fall
Recruit Academies in Spring and Fall
Driver Academy and Testing

HAZARDOUS MATERIALS RESPONSE TEAM

Captain Dick Spiess



A recent train derailment demonstrates the potential for Hazardous Materials release within the PFA jurisdiction. Team members strive to provide community protection through planning, preparation and response.

For the Hazardous Materials Team of Poudre Fire Authority, 2007 was a year of training, response, planning, cooperation and a sense of accomplishment.

Staffing at Station 10 was increased across all shifts in 2007, resulting in 12 personnel being assigned to the station across three shifts. While this creates challenges in keeping technicians current and trained, it also places additional Haz Mat Technicians on the roster for response as needed. All currently assigned personnel have completed technician level training or have committed to doing so.

Incidents of note during 2007 included the chemical explosion at the water treatment plant near Carter Lake. This incident was a significant test of interagency cooperation and involved nearly all the partners of the Front Range Fire Consortium. The Haz Mat Team responded with equipment and both on-duty and off-duty personnel. The Team also responded to multiple incidents within district throughout the year, but none were such a significant test of consortium cooperation.

Close cooperation with other city agencies and stakeholders was a hallmark of 2007. Staff from Fort Collins Police Department, City of Fort Collins Water Department trained and participated in team activities as team members and subject matter experts.

Among the highlights of 2007:

- Two team members completed two weeks of technician training at the Transportation Technology Center Inc. in Pueblo. This is a national center for training in hazardous materials incidents involving rail transportation.
- The team conducted Emergency Decontamination/Mass Decontamination training for all members of Poudre Fire Authority.
- Team members provided department-wide refresher training meeting the requirements for Operations Level personnel.
- National level courses were hosted and attended by PFA personnel.
- Several team members acquired training and manufacturer certification in maintenance of our air-sampling monitors.
- The team acquired additional air sampling capabilities.

A major team emphasis was placed upon finding funding for chemical identification equipment. The team identified the need to more quickly and accurately identify unknown chemical substances. There exist instruments that will greatly enhance that capability through the use of vibrational spectroscopy. In 2007 the team was unsuccessful in acquiring grant funding for this priority. The team has reaffirmed their commitment to this for 2008 and will continue to pursue enhanced capabilities through the use of available technology.

WILDLAND TEAM

Firefighter Sean Jones

Providing for training and experience beyond the scope of local incidents has always been a central goal of the Wildland Team. 2007 was a very productive year for the team both in-district and nationally with more than a dozen members of the team participating in out of district assignments.

While wildland fire is the major focus of personnel participating on the wildland team, ICS skills and credentials gained on wildland assignments carry across to non-fire "all risk" assignments. In 2007 Wildland Team personnel assisted with the management of non-fire disaster events, local incidents and the instruction of local and national courses. PFA's Captain Kelly Close presented a paper at the Human Dimensions of Wildland Fire, continued his involvement as an instructor and student mentor in S-590, Advanced Fire Behavior Interpretation and served on a panel representing fire behavior research at the Chief's Review in Reno, Nevada. This was a national review of the U.S. Forest Service research program, and Captain Close was the only non-USFS person included in the review. Additionally, Captain Dick Spiess continues to serve as an advisor to the Region II Operations Committee on Engines and Equipment. These representatives at the regional and national level as well as the outstanding work performed by our team members while out of district has put the Poudre Fire Authority on the map as a quality resource in the wildland arena.

Although the wildland fire season was mild in Colorado, other parts of the west experienced a record breaking fire season. PFA provided equipment and/or personnel to 6 states on 11 incidents.

- o Neola North Fire / Utah
- o Box Elder Fire / South Dakota
- o Jim Canyon Fire / Idaho
- o Battle Creek Fire / Oregon
- o Trout Meadow Fire / Oregon
- o Sawmill Complex / Montana
- o Otter Creek Fire / Oregon
- o Zaca Fire / California
- o Poomacha Fire / California
- o Harris Fire / California
- o Fre-Win Severity / Oregon



Trout Meadows Fire, Umatilla NF,
Oregon

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 2007 exceeded \$94,400.00.

Closer to home, the Wildland Team 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.

Training and pre-response planning were key issues for the Wildland Team in 2007. The emphasis for Team members was to facilitate continued familiarization and training to personnel department-wide in order to support PFA's initial attack needs.

The following is a summary of local activities and accomplishments of PFA's Wildland Team and its members in 2007. The team operates under four functional areas and each is highlighted below.

Operations

- Provided ongoing information to PFA's operational personnel about daily, weekly and seasonal weather and fire danger.
- Continued to utilize 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. This unique system allows flexibility to daily dispatch levels and provides the arriving Incident Commander with appropriate resources for that day.
- Completed a Wildland Initial Attack Operational Directive (OD) to help standardize the response to vegetation fires in PFA's district. This OD outlines the specific actions and considerations a Incident Commander should undertake on a Type 5 (single engine company) or Type 4 (two to several local resources) wildland incident. The format will help to ensure the safety of personnel while working in the wildland fire environment. A Wildland Extended Attack OD was initiated and should be in place for the 2008 fire season.
- Provided support to local mutual aid incidents, individually and as crews. These included support to Wellington, Livermore, Poudre Canyon, Rist Canyon, Loveland Rural and Larimer County.
- The team continued the management of all interagency documents for wildland standards, guidelines and agreements as well as department personnel qualifications for wildland fire. This includes personnel who deploy to national incidents, all line personnel (all front line personnel are qualified to national standards as wildland firefighters) and the City of Fort

Collins Open Space employees. Special recognition goes to Captains Dick Spiess and Kelly Close for their dedicated efforts on these time consuming projects.

Training

- Continued development of the annual safety "refresher" course to improve compliance with national standards. This training was provided in the spring to all PFA line and volunteer personnel in addition to other city and county agencies.
- Worked with PFA's cooperators to present NWCG (National Wildfire Coordinating Group) training:
 - S130 / 190, Basic Wildland Firefighter training
 - S290, Intermediate Wildland Fire Behavior
 - S215, Operations in the Wildland Urban Interface
 - S590, Advanced Fire Behavior Interpretation
- Implemented a program to offer additional hands-on field training to all PFA personnel. The first program occurred in the fall with a department wide course on the use of ignition tools and fire as a suppression tactic. Department personnel had the opportunity to utilize firing devices on small burns behind the training center and learned when such methods may be used. This training received rave reviews and the team plans on offering two such field trainings in 2008. Special thanks to Jim Lynxwiler for his efforts on this and many other classes presented throughout the year.
- Worked closely with the City of Fort Collins Natural Areas personnel to plan and implement prescribed burns within PFA's jurisdiction. These burns provided a valuable opportunity for live fire training exercises for Consortium Academies. Each was a cooperative effort between PFA, City Natural Areas, Larimer and Boulder Counties, CSFS and the USFS.

Planning and Mitigation

- Continued to play active roles in pre-incident planning through participation in the Larimer County Fire Council and the Northern Front Range Cooperators.
- Advanced the team's Wildland Outreach and Planning Initiative by conducting home assessments in the wildland urban interface portions of PFA's district. Utilizing software and hardware previously purchased, team members began to create detailed pre-plans for the WUI. These pre-plans will aid responding crews by providing detailed information prior to arrival at an incident and enhance homeowner and firefighter safety. While

conducting individual home assessments, PFA personnel had many great opportunities for direct public interaction and education.

Team members continue to seek out alternate sources of funding for this project, primarily in state issued grants, in order to have the least amount of impact on department budget yet get the most out of the program.

Equipment

- Due to the on-going number of wildland fires throughout PFA's district which had Type I (structure) engines responding, the Team continued to work on a proposal to add wildland "kits" to each engine. These kits will provide city engines with the right tools for the job in fighting common grass fires. Additionally, the kits would enable these engines to provide structure protection in the event of a large scale fire in the Wildland Urban Interface. With the increasing number of homes in the WUI such an event is likely.
- The team continued to upgrade the quality of tools on wildland apparatus throughout the district. With a great amount of teamwork, significant changes were made to the department's brush engines which should improve the effectiveness of these engines and enhance operator's flexibility in how we attack wildland fires.
- As part of an ongoing cooperative agreement with the Colorado State Forest Service, a Type III 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. At the end of the year, PFA was informed that the CSFS would be re-deploying the engine to another area in the state. The Wildland Team will be working with the Operations Team to develop several options to fill the void left by the departure of this apparatus.

It is widely accepted that there is no substitute for experience and the Wildland Team strives to enhance the experience level of PFA participants in managing wildland and all-risk incidents. The focus on firefighter safety, decision making and cost efficiency through this increased experience is being enabled through PFA participation in the management of local and national events.

SCBA MAINTENANCE

Captain Tim England

The SCBA tech group tested, repaired and performed preventative maintenance on the department's SCBAs, cartridge respirators and air compressors. Facility repair and upgrades were made. Three technicians received NxGN overhaul level training.

Training was presented to firefighters and other agencies as well. Those included FEMA, City of Fort Collins, and Larimer County.

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 a citizen may face in their lifetime. The PFA incident representative (IR) program is designed to support and comfort during and after the emergency in a manner that allows people to resume their normal lives as soon as possible. The IR acts as an advocate for the citizen to insure that all the appropriate services that may be needed are contacted and made accessible. The relationships that 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 is headed by the Battalion Chief for Special Operations with an IR assisting the BC in coordinating and managing the program. In 2007 IR's documented responding to 24 calls (29 in 2006). Of these responses twenty were for structure fires. One call was to assist with a waterline break. One call was to assist a family displaced by carbon monoxide. Two responses were for lightning strikes resulting in loss of electricity. Each PFA shift is covered by two IR's. There are currently six IR's in the program.

OCCUPATIONAL HEALTH AND SAFETY

Battalion Chief Gary Nuckols

2007 saw an increase in work related injuries at PFA. There were 74 reported injuries for 2007. This compares to 58 in 2006, 43 in 2005, 49 in 2004, 51 in 2003 and 61 in 2002. Our total run numbers have increased over these years as have the training hours that our firefighters have logged. Many of the fourth quarter 2007 injuries were attributed to the fire academy where we made a concerted

effort to have all injuries no matter how minor reported. For 2007 we implemented a back lifting and strengthening class that helped to reduce injuries of this type.

In 2006 we started tracking injury leave by hours instead of by shifts. This more accurately defines how much injury leave is used. 2007 saw the largest number of firefighters on modified duty, both from on duty and off duty injuries or illnesses. In 2007 we had 1378 hours of injury leave compared to 321 hours in 2006. Although not an accurate comparison, in 2005 we reported 21.5 shifts of injury leave used.

Due to either on-duty or off-duty injuries, illnesses, or medical conditions 20 personnel were placed on modified duty. The beginning of the year saw the large increase of modified duty personnel from late 2006 increase up to 10 people on modified duty. That number subsequently reduced as the year went on. We started early 2008 with no personnel on modified duty.

There were 13 vehicle incidents in 2007. We continue a five year downward trend in this area. Past years numbers were 18 in 2006, 17 in 2005, 18 in 2004, and 31 in 2003. All the incidents were minor in nature although even minor incidents can now result in an expensive repair. Our accident rate while running emergent is very low and our drivers are to be commended for this low accident rate. This is a record we are very proud of.

The Safety Committee and the Fitness Committee which operates under Special Operations continued to stay busy with projects and improvements. These committees worked on a variety of projects which will make a positive change for PFA.

The Safety Committee's ad hoc committee for our hearing enhancement/ protection project completed the R&D portion and presented to the Operations Team their recommendation. The members were Captain Bill Salmon, Driver Operators Doug McGraw and Jason Bennett. The focus of the ad hoc committee, for the Captain position, was to study ways where officers could have significantly increased abilities to hear their radio communications in all environments. PFA D/O's are currently asked to operate apparatus pumps, generators, fans, etc. without adequate hearing protection, or hearing enhancement. Firefighters currently carry their radios in their jacket pockets, with the volume up creating feedback and distortion issues. The choices have been to turn the radio down and chance missing critical traffic, or leave it up and try to control it when necessary. For the Battalion Chiefs, the challenge for them has been to provide a mobile hearing enhancement, as well as a conservation product where a Battalion Chief can leave their vehicle, if necessary, and still have efficacy that they will hear critical fireground communications. After a thorough review of current data, equipment options available, and simplicity in meeting our stated goals, the hearing committee recommended moving forward

with Big Ear molded ear pieces for PFA firefighters. The Operations Team authorized the purchase of these ear pieces with delivery and implementation set for early 2008.

The Fitness Committee completed a Return to Duty process and presented the program for approval. This process helps assure that personnel returning from extended time off due to injury or illnesses are in fact ready and able to return. The committee also explored the possibility of starting a Peer Fitness Trainer program based on the National Wellness Fitness Initiative created by the International Association of Firefighters and the International Association of Fire Chiefs. The training for this program should occur in 2008 with program implementation soon thereafter.

OFFICE OF EMERGENCY MANAGEMENT

Battalion Chief Mike Gavin

2007 was a busy year for the Office of Emergency Management. Early in the year, work centered on completion and submission of FEMA documents for reimbursement as a result of a Presidential Declaration of a Snow Emergency for our community. Funds were finally released to the City in mid 2007. Percentage of reimbursement was less than expected due to the nature of the declaration by the President.

Pandemic planning continued through 2007 with final plans being made for a county wide tabletop exercise on May 2nd of 2008.

The City of Fort Collins continues to have a strong presence in the Northeast All Hazard's Region. Although most grants through this group were denied in 2007, we were able to obtain funds for Police Services SWAT to finally obtain their assault vehicle.

The City of Fort Collins Emergency Operations Plan was completed and work has begun on a Debris Management Plan. Both are a requirement of FEMA for various funding streams.

OEM participated and assisted with the coordination of exercises at Fort Collins High School involving an active shooter, the National Wildlife Research Center involving a bio-agent, CSU BSLIII facility involving a possible bio-agent, Hewlett Packard involving a chemical incident, Loveland Fort Collins Airport involving an Allegiant Airlines incident and CSU Hughes Stadium involving multiple medical during severe weather. We will continue to work with various agencies in preparing for incidents within our community.

A Citizen Corp was initiated in Larimer County with the anticipation of creating Citizens Emergency Response Teams (CERT) in Fort Collins. Training for the

first team is expected to begin in January of 2008. Beth Sowder of the Neighborhood Resource Office is assisting with this project. Other projects include working with a users group for various camera needs within the city (Streets, FSPS, PFA, Utilities, and Traffic).

Training activities also included hosting a community Weather Spotter's course with assistance from NOAA and local meteorologists from the Climatic Weather Center.

Hosting and delivering a Homeland Security Exercise Evaluation Program course which was co-hosted by the Colorado Division of Emergency Management. Additional training included hosting an EPA Cameco, Marplot, Alpha hazardous materials software course for members of the Hazmat Team and IT staff. OEM was also the coordinator of Louisiana State University deliveries of a Biological WMD course and a Hazmat WMD Sampling Evidence Collections course. Texas A & M (TEEX) also delivered a Senior Officials Workshop to City Staff. A FEMA damage assessment course was attended as well as a variety of Emergency Management Workshops.

Major incidents that OEM was involved in included an explosion with hazardous materials at the Water Treatment facility in Berthoud in July a flash flood incident as a result of 5 inches of rain in a short duration. OEM also assisted in a major natural gas line incident on County Rd 9 near Hewlett Packard.

The focus in 2008 will continue to be on coordination of Planning, Mitigation, Response and Recovery for the Fort Collins Community.

SYSTEMS/INFORMATION TECHNOLOGY

IT Manager Tom Hatfield
IT Analyst Eric Nelson

PFA IT strives to provide efficient cost effective methods to provide ongoing maintenance and implementation of well researched and predictable technologies. Following are summaries of significant accomplishments for the IT department in 2007.

As part of the PFA headquarters addition our server room was expanded and updated to current standards including network infrastructure and dedicated air conditioning.

Completed installation and testing of Microsoft Exchange email system. This system is currently being piloted with the Fire Prevention Bureau with plans to migrate the entire department in 2008.

Implemented Media Streaming Services. This system allows PFA personnel to

view training and after-action reviews and other videos "on demand" via a PC. This method saves time and money not having to record and distribute CDs.

Implemented PC application push technology. This system is a free Microsoft application that allows IT managers to install or update computer software remotely and simultaneously. Again this is a huge resource saver not having to drive around to every fire station and touch every computer.

Developed an RFP for replacement of our Records Management System. Through the City Purchasing Department the RFP was advertised and we received three responses. It was decided with only three responses that that we would invite all three vendors for a demonstration of their software. One vendor failed to show up and was dropped from consideration. The remaining two vendors demonstrated their software in February of this year and one was chosen unanimously by the reviewers. The reviewers consisted of members from each PFA division and a representative from Poudre Valley Health System Ambulance Service.

In cooperation with the Office of Emergency Management, many older PCs were replaced in the Emergency Operations Center (EOC). Maintaining this readiness state allows for rapid deployment in the event of a major emergency. This facility is also used as a computer classroom for area public safety agencies.

FIRE PREVENTION BUREAU

Fire Marshal Kevin Wilson

The Fire Prevention Bureau has the primary objective of decreasing the incidence and severity of uncontrolled fire. Prevention activities include fire safety inspections, Fire Code Enforcement, inspection of the fire protection systems, the community education for fire safe practices, and fire investigations. All these efforts are supported by keeping detailed records of fire events, identifying opportunities for a reoccurrence of such events. Staying vigilant with changes in codes and standards, fire safety inspection and enhancing educational opportunities are the focus of all Fire Prevention efforts.

In addition to providing leadership and support for the six programs in the Division of Fire Prevention, the fire marshal continued to support several key community safety initiatives. 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

The 2007 FIC's are:

| | Station 1 | Station 5 |
|----------------|-------------------------------|----------------------------|
| A-Shift | Matt Housley | Geoff Butler |
| B-Shift | Brandon Garcia Mike Wilson | Ross Reinking Jim Houck |
| C-Shift | Quentin Stanczyk Ron Simms | Michal Jaques |

This program has concluded a re-evaluation that was started in 2005. A brief overview of the action plan as implemented follows:

1. Businesses have been stratified by risk into three categories.
2. Based on these risk classes, specific inspection resources have been assigned to mitigate the assessed risk. This provides the customer with inspectors that are trained for their specific business type while allowing the Poudre Fire Authority a system that deploys assigned resources in a cost-effective manner.
3. The program is re-evaluated on an ongoing basis by maintenance of critical program parameters to ensure continuous quality improvement.

This program is now operating in a Phase II implementation period during which time, several aspects of the program will be evaluated for continued efficiency such as database alignment, internal workflow studies and the use of technology to reduce the amount of administrative time spent on this important aspect of customer service delivery.

The Master Filing system now resides in an access controlled room in the new addition at fire prevention, further increasing the file security and data protection that our customers rely on.

Finally, an electronic based field inspection program has been evaluated for this program that integrates with all of the operations PFA conducts. This program is scheduled to come online in mid-2008.

I. INSPECTION SERVICES ACTIVITY

The following information represents an overview of 2007 inspection activity. Some of this information is detailed in further sections of the report.

| | |
|------------------------------------------|-----|
| Total Inspections | 686 |
| Total Hazards Written | 841 |
| Total Re-Inspections | 62 |
| Final Notices Issued | 12 |
| Corrections at Final Notice Reinspection | 11 |

II. INSPECTION SERVICES COMPARATIVE ANALYSIS

| Activity | 2005 | 2006 | 2007 | Average | % of Change 2006/2007 |
|------------------------------|------|-------|-------|---------|-----------------------|
| Total Addresses on Record | 4794 | 4202 | 4316 | 4399.33 | N/A |
| Inspections Conducted | 317 | 358 | 686 | 454 | 91.6 |
| Total Violations Written | 616 | 950 | 841 | 803 | -11.5 |
| Violations per Inspection | 1.95 | 2.65 | 1.2 | 1.93 | -54.7 |
| Re-Inspections Conducted | 103 | 47 | 62 | 70.67 | 31.9 |
| Final Notices issued | 16 | 9 | 12 | 12.33 | 33.3 |
| Final Notices per Inspection | 0.05 | 0.025 | 0.017 | 0.031 | -32 |

III. INSPECTION CONTACTS

| | KNOX BOX | TENT PERMIT | GENERAL SAFETY CONCERN PUBLIC | CONCERN PFA | TOTAL CONTACTS |
|--|---------------|-------------|-------------------------------|-------------|----------------|
| | Totals | 74 | 46 | 54 | 32 |

One of the most responsive aspects of the Inspection Services program are Inspection Contacts. Citizen concerns regarding fire safety, Knox Box updates, and fire lane issues are just a sample of this additional service delivery. This work is conducted in a highly responsive manner and all requests for service are addressed immediately. In 2007, 206 inspection contacts were conducted to address these concerns.

This work often leads to additional research and investigation to ensure resolution. Tent Permits are a part of this activity which provides inspections of these temporary structures to ensure the safety of the general public.

IV. FIRE INSPECTION COORDINATORS

The Fire Inspection Coordinators 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 to PFA and we are proud to be able to offer the services delivered by these individuals.

In 2007 the six (6) Fire Inspection Coordinators (FICs) conducted 494 inspections, which included high hazard occupancies and sprinkler systems. FICs made additional re-inspections to bring these inspections to a positive closure. The FICs also conducted roughly 90% of the Inspection Contacts reflected above and interacted with our customers by providing them with expertise and customer service.

FICs also conducted drop-in inspections of restaurants, bars, and nightclubs for 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, the City of Fort Collins Liquor licensing office and the Larimer County Sheriff's Office to ensure compliance and patron safety.

The FICs also assisted bureau investigators with 117 investigations. These six FICs 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. In addition, many of the FICs serve as on call investigators to further refine their skills in this area.

V. FOCUSED INSPECTION PARTNERSHIPS

The inspection services program is transitioning completely to focused inspection partnerships to address the high and moderate hazard inspections in our community. Some of the benefits of this practice include specialized inspectors that provide 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 (PSD) Industrial Program – During 2007, the bureau completed the eighth year of the PSD Industrial Inspection Program. The personnel assigned to this partnership program conducted 58 school inspections and inspected the administrative complex, identifying 533 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 truly a model for both the educational community as well as the fire service.

Charter/Private Schools and Day Care Centers – This program is a

supplement to the PSD inspection program assuring that this expanding segment of our community is conducted in a safe environment. This program conducted 53 inspections during 2007.

Health Care Facilities – This program focuses on two objective areas. These are to provide expertise and consistency. These occupancies require technical expertise related to specialty equipment and processes. Because of this, the FIC's are assigned to those customers providing them with specialized inspectors. By providing these 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.

| | 2006 | 2007 | % Change |
|-------------|------|------|----------|
| Inspections | 34 | 51 | 50 |
| Hazards | 11 | 24 | 118 |

Greek Life Safety Program – This partnership with Colorado State University Greek Affairs is in its seventh 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.

| | 2005 | 2006 | 2007 | % Change |
|-------------------|------|------|------|----------|
| Inspections | 39 | 46 | 36 | -21.7 |
| Hazards | 122 | 115 | 107 | -7 |
| Re-Inspections | 32 | 25 | 15 | -40 |
| Final Inspections | 9 | 8 | 3 | -167 |

R-Occupancy Life Safety 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.

| | 2005 | 2006 | 2007 | % Change |
|-------------------|------|------|------|----------|
| Inspections | 168 | 230 | 236 | 2.6 |
| Hazards | 160 | 62 | 66 | 6.5 |
| Re-Inspections | 62 | 6 | 15 | 150 |
| Final Inspections | 5 | 1 | 10 | 900 |

FIRE INVESTIGATIONS/PREVENTION SUPPORT

Assistant Fire Marshal, Doug Lee

Poudre Fire Authority responded to and investigated 404 fire calls in 2007 compared to 494 fire calls in 2006. 117 of those fires required investigation by a more experienced Bureau investigator. These investigations usually involve a greater degree of complexity due to the amount of fire damage, the suspicion of arson, or other extenuating circumstances.

Continued collaboration with area Law Enforcement agencies resulted in a 135 percent increase in the number of fires jointly investigated. A majority of these investigations (27) were in conjunction with Fort Collins Police Services. Four arrests for arson were a direct result of these joint investigations. PFA is fortunate to also have the services of a locally based Arson K-9 which assisted in the investigation of nine fires in 2007.

Even though there was an 18 percent decrease in the number of fires in Poudre Fire Authority's jurisdiction fire dollar loss increased 8.9 percent. This is partially due to a 96 percent increase in incendiary fire dollar loss. A large portion of the incendiary loss is from a suspected arson fire in an abandoned apartment building at 3836 Manhattan which resulted in a \$400,000 loss.

The following tables represent fire activity for years 2005 through 2007 and Investigations for 2007.

2005-2007 FIRE ACTIVITY

| TYPE | 2005 | 2006 | 2007 | % of CHANGE from 2006 to 2007 |
|-----------------------------------|-------------|-------------|-------------|-------------------------------------|
| Total Fires | 499 | 494 | 404 | -18% |
| Total Incendiary | 22 | 25 | 22 | -12% |
| Structure/Incendiary | 9 | 8 | 10 | 25% |
| All Other Incendiary | 13 | 17 | 12 | 29% |
| % Total Incendiary | 4% | 5% | 5.4% | |
| Total Dollar Loss | \$4,156,723 | \$2,672,976 | \$2,910,352 | 8.9% |
| Total Dollar Loss Incendiary | \$364,783 | \$325,180 | \$640,402 | 96% |
| % Total Dollar Loss Incendiary | 9% | 12% | 22% | |

2007 INVESTIGATION ACTIVITY

| Fire Cause Summary | | |
|---------------------------|---------------|----------|
| <i>Cause</i> | <i>Number</i> | <i>%</i> |
| ACCIDENTAL | 62 | 53% |
| ARSON | 31 | 26.5% |
| NATURAL | 2 | 1.7% |
| UNDETERMINED | 22 | 18.8% |
| Total | 117 | |

| Law Enforcement Assisting PFA | |
|------------------------------------------|---------------|
| <i>Agency</i> | <i>Number</i> |
| CSUPD | 1 |
| FCPS | 27 |
| LCSO | 5 |
| Total | 33 |

| Case Disposition | |
|-------------------------|---------------|
| <i>Type</i> | <i>Number</i> |
| Arrests Made | 4 |
| Cases Closed | 108 |
| Cases Not Closed | 9* |
| Total Cases | 117 |

*Pending cases awaiting further information for final disposition.

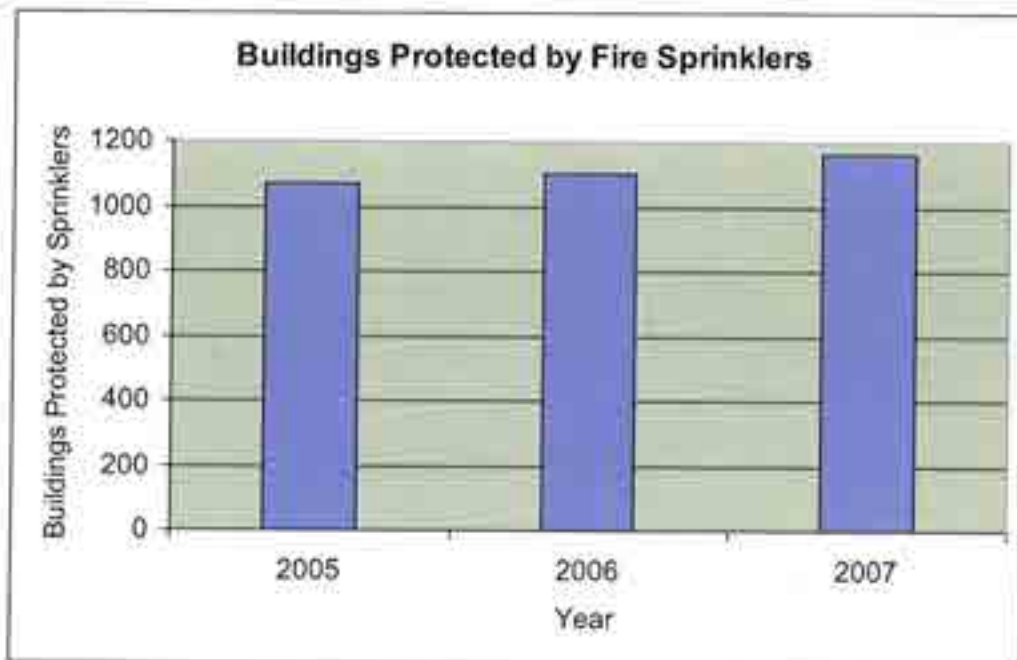
FIRE PROTECTION SYSTEMS

Assistant Fire Marshal, Joe Jaramillo
Fire Safety Inspector, Roger Smith
Fire Protection Technician, Garnet England

This program is charged with ensuring that the fire protection systems installed in the commercial occupancies in our community are reliable and function. Due to the technical nature of these systems, installation plan reviews are also conducted. 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.

FIRE PROTECTION SYSTEMS IN THE COMMUNITY

New fire protection system installations continue to increase. This is vital in ensuring that buildings in our community are safe and built to last. These systems not only ensure the life safety of the occupants of these buildings, but they also help fire fighting efforts by increasing the operational safety of our fire fighting forces.



ACTIVITY OVERVIEW

The work conducted by this program is very broad in scope. These systems not only include sprinkler systems, but also alarm systems, hood and duct systems,

and spray booths. This causes us to interact with the community in a very productive fashion. Examples include field inspections, field meetings and follow up discussions with City Staff, to name a few. The contractors of our community make this a very enjoyable and challenging part of the process which involves design meetings that allow us to integrate our comments to contribute to the overall project.

| Activity | 2005 | 2006 | 2007 | % of Change 2006/2007 |
|---------------------------------------------|------|------|------|--------------------------|
| Total Fire Sprinkler Systems | 1070 | 1101 | 1153 | +5.53 |
| New Sprinkler System Installations | 46 | 31 | 52 | +67.74 |
| Sprinkler System Upgrades | 174 | 118 | 115 | -2.54 |
| Residential Fire Sprinkler Systems Reviewed | 21 | 11 | 2 | -81.82 |
| New Fire Alarm Installations | 77 | 71 | 94 | +32.39 |
| New Hood/Duct Protection Systems | 28 | 19 | 21 | +10.53 |
| Spray Booths Installed | 3 | 1 | 0 | -100.00 |
| Fire System Permits/Plan Reviews | 328 | 251 | 284 | +13.15 |

FIRE SPRINKLER INSPECTION ACTIVITY

The sprinkler systems installed in our community must be inspected on a regular basis to ensure reliability in case of a fire. This is mandated by the fire code and also allows us to assess these systems from a programmatic standpoint. In 2007, 969 sprinkler systems were inspected by Bureau staff and Fire Inspection Coordinators. These inspections resulted in only a few code violations further illustrating the value that these systems afford the community.

TECHNICAL SERVICES

Assistant Fire Marshal Ron Gonzales
 Fire Protection Technician Garnet England
 Fire Protection Technician Carrie Dann

Technical Services is the section within the Fire Prevention Bureau which deals with all significant issues of design and construction for all industrial, commercial and residential projects at a variety of technical levels. These services extend to the citizens of our jurisdiction in three major arenas: Conceptual Designs, Building Plan Reviews, and our Field Inspections Program. These services are delivered answering customer questions over the phone and in person, and as

we follow a project all the way through to providing building final inspections in anticipation of acquiring the coveted Certificate of Occupancy. New to the process will be the developments for the Town of Tirmath.

I. CONCEPTUAL DESIGN REVIEWS

The number of **Planned Development Projects** was up this year. Meeting submittal deadlines and managing the larger projects made up for staff time to review and have discussions with design professionals regarding fire code reviews.

Conceptual Reviews did see a very significant increase compared with the previous year. Although these reviews do not always represent new projects, these reviews are tracked as growth indicators and services provided. These are conceptual plans which represent new building projects which may or may not get to the building permit stage of the review process.

| Activity | 2005 | 2006 | 2007 | % of Change |
|-------------------------------------|------|------|------|-------------|
| Planned Development Project Reviews | 255 | 224 | 310 | +34 |
| Conceptual Reviews | 220 | 100 | 150 | +50 |
| Total Plans Reviewed | 906 | 869 | 1128 | +30 |

II. BUILDING PLAN REVIEWS

New **Building Construction Plan Reviews** were up at a steady pace. However, this work also calls us to conduct field inspections and attend field meetings. The contractors of our community make this a very enjoyable and challenging part of the process which involves design meetings, inspections, and follow up discussions with City Staff to integrate our comments into the overall project. Final inspections verify code compliance.

| Activity | 2005 | 2006 | 2007 | % of Change |
|-------------------------------|------|------|------|-------------|
| Total Building Plans Reviewed | 428 | 545 | 677 | +24 |

Additional functions of this sector include conducting water flow tests, reviewing data for sprinkler hydraulic calculations and conducting hydrant inspections with City Utilities and other water district personnel. Staff continues by assisting contractors with code questions and field inspections of projects during the development phase while maintaining access, water supply, and adherence to fire code requirements with the site under construction.

Fire Hydrant Water Flow Tests

| Activity | 2005 | 2006 | 2007 | % of Change |
|----------------------|------|------|------|-------------|
| Fire Hydrants Flowed | 30 | 13 | 18 | +38 |

III. FIELD INSPECTIONS

Technical Services conducts **field inspections** and witness acceptance tests for new construction. Once tested, this information is transferred to Inspection Services to be placed in the database for annual inspection.

| Activity | 2005 | 2006 | 2007 | % of Change |
|--------------------------------------------------------------------|-------------------------------------|------------|------------|-------------|
| Fire Alarm Acceptance Tests | 75 | 68 | 90 | +32 |
| Building Finals for Cert. of Occ. | 82 | 68 | 54 | -27 |
| Fire Lane Inspections | 13 | 19 | 21 | +11 |
| Fire Pump Acceptance Tests | 4 | 2 | 2 | 0 |
| Hood & Duct Acceptance Tests | 19 | 25 | 18 | -28 |
| New Knox Box Lockups | 62 | 56 | 42 | -10 |
| Spray Booth Tests | 3 | 2 | 0 | -100 |
| Residential Water Flows Conducted | 13 | 11 | 15 | +36 |
| Sprinkler / Rough In Inspections | 91 | 92 | 97 | +5 |
| Tenant Finish Inspections | 104 | 162 | 200 | +23 |
| Fire Sprinkler Systems Tested | 83 | 50 | 51 | +2 |
| Other inspections (elevator finals, core/shells, Clean agent, TCO) | New services not provided this year | 250 | 50 | -80 |
| Total Inspections | 555 | 805 | 640 | -20 |

IV. HAZARDOUS MATERIALS REGULATIONS

The regulation and documentation of hazardous materials within our jurisdiction and communities have come a long way with improvements. It was not too long ago that the requirement for disclosure was made available in our fire codes. This made reporting more relevant to the fire department and its needs for preparation, as well as assisting in firefighter safety. The Hazardous Materials Management Plan (HMMP) continues to serve as the fire department document of choice.

| Activity | 2005 | 2006 | 2007 | % of Change |
|----------------------------|------|------|------|-------------|
| AST/UST Installations | 8 | 10 | 8 | -20 |
| Propane Fuel Installations | 5 | 2 | 2 | 0 |
| Technical Research Reviews | 52 | 44 | 28 | -36 |

**YOUTH FIRE AWARENESS/
JUVENILE FIRESETTER INTERVENTION PROGRAM**

Public Affairs Officer, Captain Patrick Love
Assistant Fire Marshal, Doug Lee

The goals of this program are to reduce juvenile involvement in fire setting and arson, and to assist children who have engaged in fire starting and fire setting behavior. This program is staffed by specially trained PFA firefighters and is coordinated by the Public Affairs Officer and Fire Investigator.

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 of this program through juvenile diversion or court referral also receive a fire setting behavior risk analysis.

| Activity | Juvenile Firesetter Contacts | | | % Change From Previous Year |
|------------------------|------------------------------|------|------|-----------------------------|
| | 2005 | 2006 | 2007 | |
| Referred Interventions | 24 | 23 | 25 | +1% |
| Classroom Education | 305 | 180 | 59 | -41% |

