2008 Annual Report

Serving the Northern Colorado Communities of

Fort Collins

LaPorte

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I. 2008 GOALS AND ACCOMPLISHMENTS

Long-Term Funding

2008 Goal: 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.

Accomplishment:

Due to the recession, and its impact on our citizens no revenue revising measures have been pursued. Our current emphasis (2008, 2009) is to maintain services while revenue falls behind costs. Staff personnel began analysis of budget reduction strategies and original discussion of economic conditions and impact on PFA, and part of this strategy eliminated one of our goals for 2008 – construction of Training Building C.

Organizational Improvement

2008 Goal: In 2007 we undertook a major effort to communicate with employees, build on employee/staff relationships and to enhance employee feedback. These 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.

Accomplishment:

Dennis Compton, a recognized leader in the fire service, spoke on leadership issues. In addition, all-department meetings were held, and a committee began development on a set of basic principles, called the Mission, Vision, Values, that everyone in the organization can use in their interactions with each other. This program will continue into 2009.

Fire Prevention Bureau Strategic Plan

2008 Goal: 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.

Accomplishment:

The Fire Prevention Bureau Strategic Plan was completed and approved by the PFA Board of Directors on April 22, 2008.

Land and Construction Station 4

2008 Goal: 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 Bolford-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 charettes 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.

Accomplishment:

The design of Station 4, land purchase, and preparation for construction were all accomplished in 2008. The project is scheduled to begin construction in early 2009.

Construction of Training Building C

2008 Goal: 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.

Accomplishment:

Due to the recession this project has been placed on hold.

II. 2008 STATISTICAL ANALYSIS

CITY/DISTRICT COMPARATIVE STATISTICS

		Call Ratio	Assessed Value Ratio	Contribution Ratio
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	81.90	78.06	80.04
	DIST	18.10	21.94	19.96
2007	CITY	82.90	79.01	79.61
	DIST	17.10	20.99	20.39
2008 BUDGETED	CITY	83.67	82.05	80.25
	DIST	16.33	17.95	19.75

2008
PFA COMPARISON TO ICMA
BASELINE DATA REPORT

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

PFA Entrance Salary 2007 - $42,744*

Classification	Mean	First Quartile	Median	Third Quartile
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	25,271	29,900	36,024

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

Firefighter's Annual Base Salaries (Entrance), 1 January 2008

PFA Entrance Salary 2008 - $44,460*

Classification	Mean	First Quartile	Median	Third Quartile
Total, all cities	38,889	31,940	37,476	44,349
Population Group				
Over 1,000,000	45,860	41,908	45,860	49,813
500,000-1,000,000	49,049	33,675	46,708	62,082
250,000 - 499,999	43,470	36,760	42,341	51,836
100,000 - 249,999	**43,383**	**35,450**	**39,654**	**50,152**
50,000 - 99,999	42,646	35,157	40,516	47,748
25,000 - 49,999	39,458	32,658	39,273	44,970
10,000 - 24,999	36,889	29,680	35,760	42,000
Geographic Division				
New England	40,091	36,654	39,513	42,886
Mid-Atlantic	38,720	34,525	38,040	43,358
East North Central	41,636	36,288	41,016	45,966
West North Central	36,309	30,253	35,100	41,282
South Atlantic	31,377	27,622	30,801	33,983
East South Central	29,311	25,368	28,451	31,633
West South Central	34,758	29,000	33,859	39,257
Mountain	**38,119**	**33,623**	**38,480**	**42,736**
Pacific Coast	53,116	46,668	51,889	57,907
Metro Status				
Central	**38,644**	**31,971**	**36,736**	**43,483**
Suburban	41,894	34,358	41,029	47,667
Independent	32,709	26,849	31,331	37,338

*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*

Classification	Mean	First Quartile	Median	Third Quartile
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	66,612
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	46,361
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.

Firefighter's Annual Base Salaries (Maximum), 1 January 2008

PFA MAXIMUM SALARY 2008 - $65,832*

Classification	Mean	First Quartile	Median	Third Quartile
Total, all cities	53,517	45,100	52,259	61,593
Population Group				
Over 1,000,000	71,065	65,192	71,065	76,938
500,000-1,000,000	68,306	52,804	63,230	78,733
250,000 - 499,999	60,650	53,730	58,808	69,247
100,000 - 249,999	**61,618**	**51,381**	**59,594**	**67,496**
50,000 - 99,999	58,892	50,764	57,484	66,068
25,000 - 49,999	54,597	47,518	53,135	61,805
10,000 - 24,999	49,856	41,328	48,766	56,225
Geographic Division				
New England	50,547	46,394	49,174	53,252
Mid-Atlantic	59,364	49,855	54,090	71,309
East North Central	55,549	48,079	54,975	62,930
West North Central	49,722	42,705	48,923	55,120
South Atlantic	49,435	42,024	49,344	55,468
East South Central	41,917	35,504	40,812	49,612
West South Central	45,519	37,528	45,549	53,138
Mountain	**54,869**	**47,191**	**55,501**	**59,615**
Pacific Coast	68,568	61,106	67,636	74,495
Metro Status				
Central	**53,933**	**46,797**	**52,486**	**60,977**
Suburban	57,431	48,766	55,837	64,867
Independent	44,858	37,343	43,236	50,421

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

Expenditures for Salaries and Wages

Classification	2007 Per Capita ($)	2008 Per Capita ($)
Total, all cities	99.67	102.58
Population Group		
Over 1,000,000	99.07	122.72
500,000 – 1,000,000	107.19	139.57
250,000 – 499,999	92.51	86.85
100,000 – 249,999	**120.43 PFA 81.71***	**109.79 PFA 84.41****
50,000 - 99,999	137.04	155.33
25,000 - 49,999	104.43	103.22
10,000 - 24,999	84.16	87.86
Geographic Division		
New England	104.45	112.65
Mid-Atlantic	80.35	86.06
East North-Central	98.16	96.87
West North-Central	60.78	56.77
South Atlantic	104.27	113.59
East South-Central	101.59	103.92
West South-Central	81.81	88.12
Mountain	**76.70**	**97.62**
Pacific Coast	164.75	159.05
Metro Status		
Central	**107.44**	**110.08**
Suburban	102.81	109.38
Independent	85.03	81.95

* 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).

** 2008 – Salary and wage costs went up by $595,520. This increase includes the attritioned firefighter position, a pay increase to the 70th percentile of Front Range fire departments, and a 5.2% decrease in overtime. Total personnel expenditures increased by $869,300 (see footnote page 12).

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

Classification	2007 Per Capita ($)	2008 Per Capita ($)
Total, all cities	19.53	20.44
Population Group		
Over 1,000,000	31.32	2.01
500,000 – 1,000,000	18.90	22.47
250,000 – 499,999	41.24	16.19
100,000 – 249,999	**20.26 PFA 8.75***	**21.91 PFA 9.58****
50,000 - 99,999	22.49	22.99
25,000 - 49,999	22.64	23.38
10,000 - 24,999	16.55	18.41
Geographic Division		
New England	14.94	16.08
Mid-Atlantic	19.81	19.94
East North-Central	21.00	23.72
West North-Central	11.85	13.78
South Atlantic	23.92	25.88
East South-Central	18.10	21.35
West South-Central	15.05	15.66
Mountain	**13.40**	**16.11**
Pacific Coast	29.04	24.19
Metro Status		
Central	**21.81**	**21.09**
Suburban	20.12	21.47
Independent	16.28	18.04

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

** 2008 – Number of positions same as 2007, benefits driven by salary.

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

Classification	2007 Per Capita ($)	2008 Per Capita ($)
Total, all cities	16.37	18.77
Population Group		
Over 1,000,000	14.37	20.66
500,000 -- 1,000,000	12.40	18.38
250,000 – 499,999	14.84	11.49
100,000 – 249,999	**16.87 PFA 11.40***	**17.32 PFA 12.00****
50,000 - 99,999	23.97	38.36
25,000 - 49,999	16.60	18.13
10,000 - 24,999	14.17	14.44
Geographic Division		
New England	18.57	19.39
Mid-Atlantic	14.21	13.11
East North-Central	17.58	18.94
West North Central	9.66	10.10
South Atlantic	15.92	17.64
East South-Central	17.56	15.50
West South-Central	11.13	22.67
Mountain	**14.31**	**16.08**
Pacific Coast	27.52	28.14
Metro Status		
Central	**17.66**	**16.89**
Suburban	16.95	21.53
Independent	13.91	14.52

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

** 2008 – Includes a 4.14% decrease in medical insurance, a 17% increase in dental insurance, and a 9% increase in state compensation.

Total Personnel Expenditures

Classification	2007 Per 1,000 Pop. ($)	2008 Per 1,000 Pop. ($)
Total, all cities	127.61	131.33
Population Group		
Over 1,000,000	153.12	137.57
500,000 – 1,000,000	129.54	197.14
250,000 – 499,999	146.42	109.46
100,000 – 249,999	**156.29 PFA 101.86***	**147.95 PFA 105.99****
50,000 - 99,999	137.92	140.94
25,000 - 49,999	138.83	144.56
10,000 - 24,999	114.09	120.85
Geographic Division		
New England	133.13	144.22
Mid-Atlantic	137.04	122.93
East North-Central	131.11	141.70
West North-Central	81.47	80.65
South Atlantic	142.04	152.85
East South-Central	136.36	144.56
West South-Central	107.26	115.79
Mountain	**109.70**	**135.46**
Pacific Coast	171.97	149.35
Metro Status		
Central	**145.62**	**139.06**
Suburban	128.18	136.79
Independent	109.93	115.46

* 2007 - Increase in salaries, overtime, retirement contribution, life insurance, dental insurance, medical insurance, and state compensation. These figures include all civilian positions.

** 2008 – Increase in salaries, overtime, retirement contribution, life insurance, dental insurance, and state compensation. These figures include all civilian positions.

Municipal Expenditures for Capital Outlay

Classification	2007 Per Capita ($)	2008 Per Capita ($)
Total, all cities	11.09	16.71
Population Group		
Over 1,000,000	4.99	5.26
500,000 – 1,000,000	2.44	16.72
250,000 – 499,999	4.74	12.50
100,000 – 249,999	**13.00 PFA 7.49***	**5.85 PFA 14.11****
50,000 - 99,999	11.41	17.25
25,000 - 49,999	9.17	11.63
10,000 - 24,999	11.87	20.39
Geographic Division		
New England	11.70	8.41
Mid-Atlantic	15.88	16.65
East North Central	8.56	9.67
West North Central	11.47	8.87
South Atlantic	10.27	34.85
East South Central	12.34	28.67
West South Central	11.20	11.11
Mountain	**12.35**	**24.19**
Pacific Coast	11.92	12.43
Metro Status		
Central	**7.61**	**10.61**
Suburban	13.04	21.00
Independent	9.77	12.35

* 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.

** Costs fluctuate depending on projects undertaken in any given year. 2008 includes 800 MHz radio lease, 3 staff vehicles, molded earplugs, gas storage tank and lockers at Training, firber optic install to Station 14, Station 5 exhaust system, Headquarters expansion, Station 4 land and architecture costs, and transfers from one capital project to another.

All Other Department Expenditures

Classification	2007 Per Capita ($)	2008 Per Capita ($)
Total, all cities	20.89	23.77
Population Group		
Over 1,000,000	11.97	22.49
500,000 – 1,000,000	33.98	26.14
250,000 – 499,999	19.86	14.56
100,000 – 249,999	**17.84 PFA 12.29**	**24.43 PFA 13.04**
50,000 - 99,999	29.78	42.60
25,000 - 49,999	21.83	19.92
10,000 - 24,999	18.50	20.97
Geographic Division		
New England	15.88	17.73
Mid-Atlantic	13.95	14.32
East North-Central	19.78	19.34
West North-Central	13.02	14.01
South Atlantic	25.27	29.09
East South-Central	17.56	50.84
West South-Central	16.20	25.97
Mountain	**17.02**	**26.14**
Pacific Coast	40.05	31.63
Metro Status		
Central	**19.50**	**26.86**
Suburban	22.92	24.55
Independent	17.23	19.50

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

Classification	2007 Per Capita ($)	2008 Per Capita ($)
Total, all cities	144.60	209.57
Population Group		
Over 1,000,000	166.98	189.72
500,000 – 1,000,000	168.89	206.08
250,000 - 499,999	149.11	142.11
100,000 – 249,999	**168.43 PFA 121.63* 115.96****	**170.87 PFA 133.13* 121.26****
50,000 - 99,999	164.86	572.96
25,000 - 49,999	157.54	180.42
10,000 - 24,999	130.09	139.31
Geographic Division		
New England	144.06	144.43
Mid-Atlantic	93.30	112.57
East North-Central	155.85	173.58
West North-Central	94.95	98.92
South Atlantic	173.22	192.28
East South-Central	164.27	687.94
West South-Central	125.65	295.62
Mountain	**126.32**	**174.64**
Pacific Coast	189.89	269.72
Metro Status		
Central	**163.73**	**279.98**
Suburban	142.75	212.71
Independent	130.65	146.11

* Includes major capital.
** Excludes major capital.

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

2008 – Major capital includes apparatus replacement, Headquarters construction, Burn Building repairs, Station 4 land and architectural costs, and transfers from Future Facilities to Station 8 and 15 projects.

Uniformed Sworn Personnel

Classification	2007 Per Capita ($)		2008 Per Capita ($)	
Total	1.58		1.61	
Population Group				
Over 1,000,000	1.11		1.02	
500,000 – 1,000,000	1.62		1.66	
250,000 – 499,999	1.28		1.13	
100,000 – 249,999	**1.53**	**PFA .94**	**1.35**	**PFA .93**
50,000 – 99,999	1.60		1.81	
25,000 – 49,999	1.61		1.61	
10,000 – 24,999	1.58		1.60	
Geographic Division				
New England	1.75		1.72	
Mid-Atlantic	1.35		1.31	
East North-Central	1.41		1.45	
West North-Central	1.16		1.12	
South Atlantic	2.15		2.16	
East South-Central	2.28		2.36	
West South-Central	1.65		1.64	
Mountain	**1.22**		**1.48**	
Pacific Coast	1.24		1.36	
Metro Status				
Central	**1.70**		**1.72**	
Suburban	1.47		1.51	
Independent	1.71		1.73	

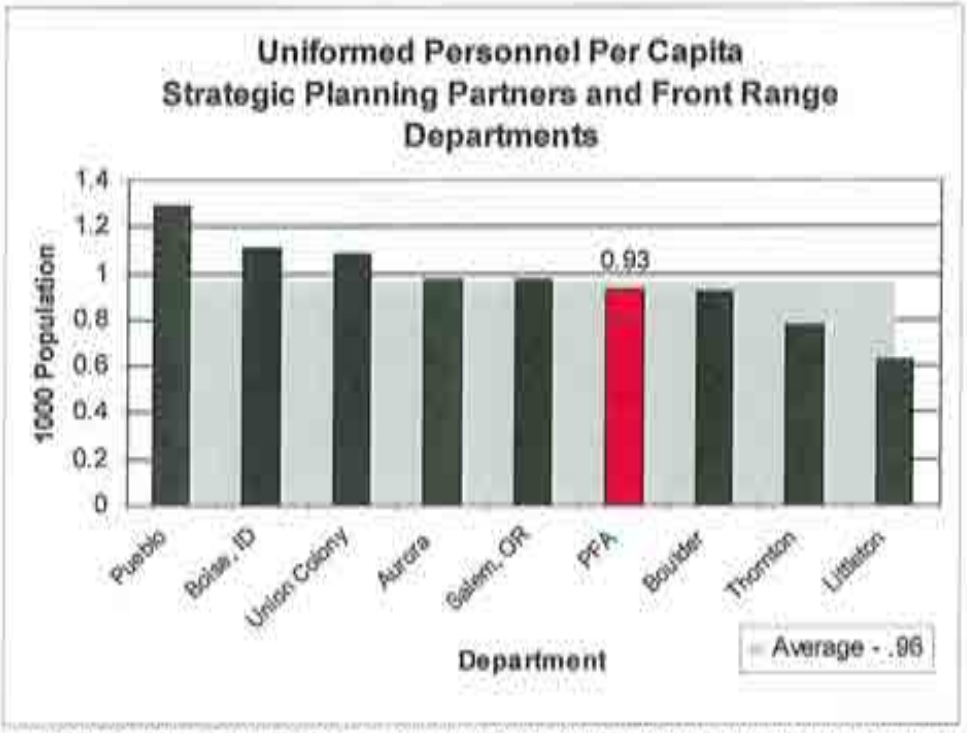
2008 PERFORMANCE STANDARDS COMPARISONS

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.

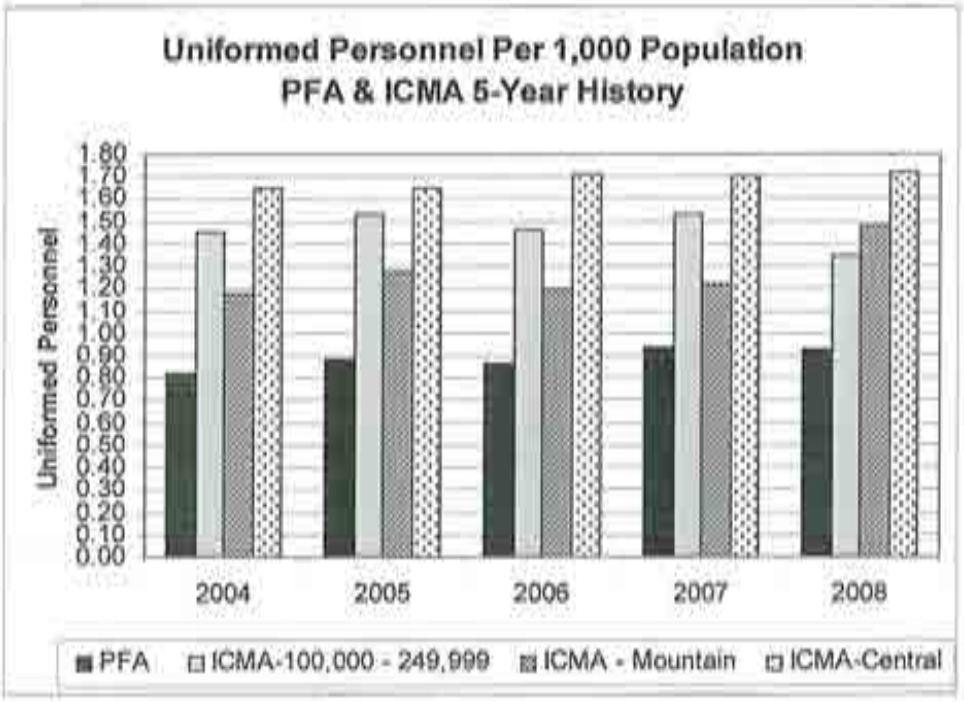
The performance standard survey is a means of comparing PFA's performance against other jurisdictions to assess how well the organization is performing. The performance standards in this section are displayed in graphs providing actual values and a 5-year history for PFA and national data where available (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.

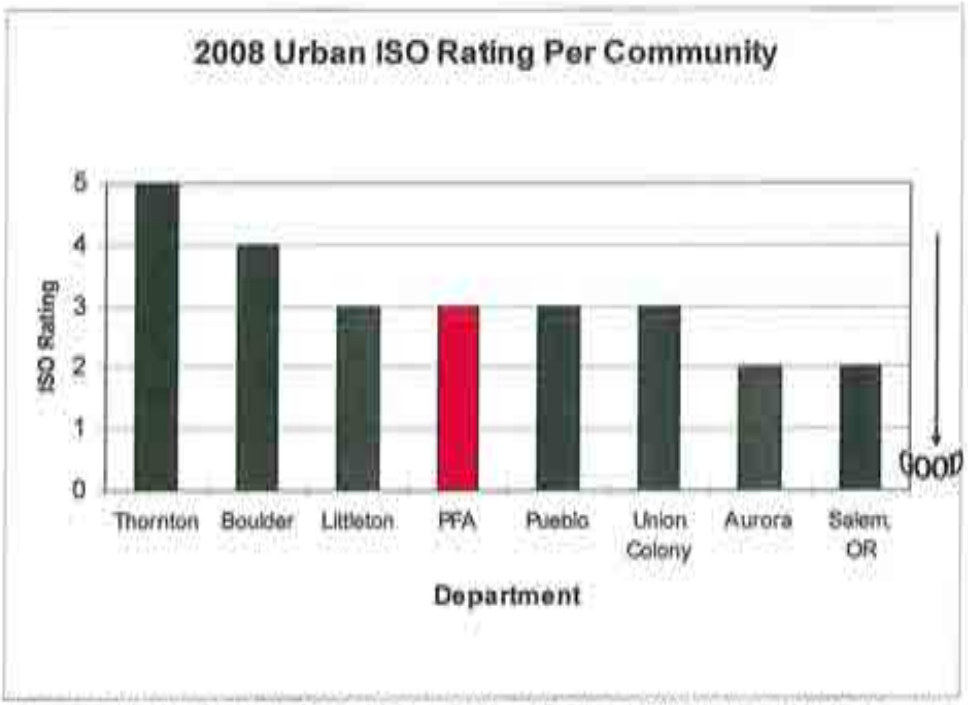
2008 Performance Standards



* Longmont, N. Metro, S. Metro, Boise ID, Casper WY, and Spokane WA did not supply this information.

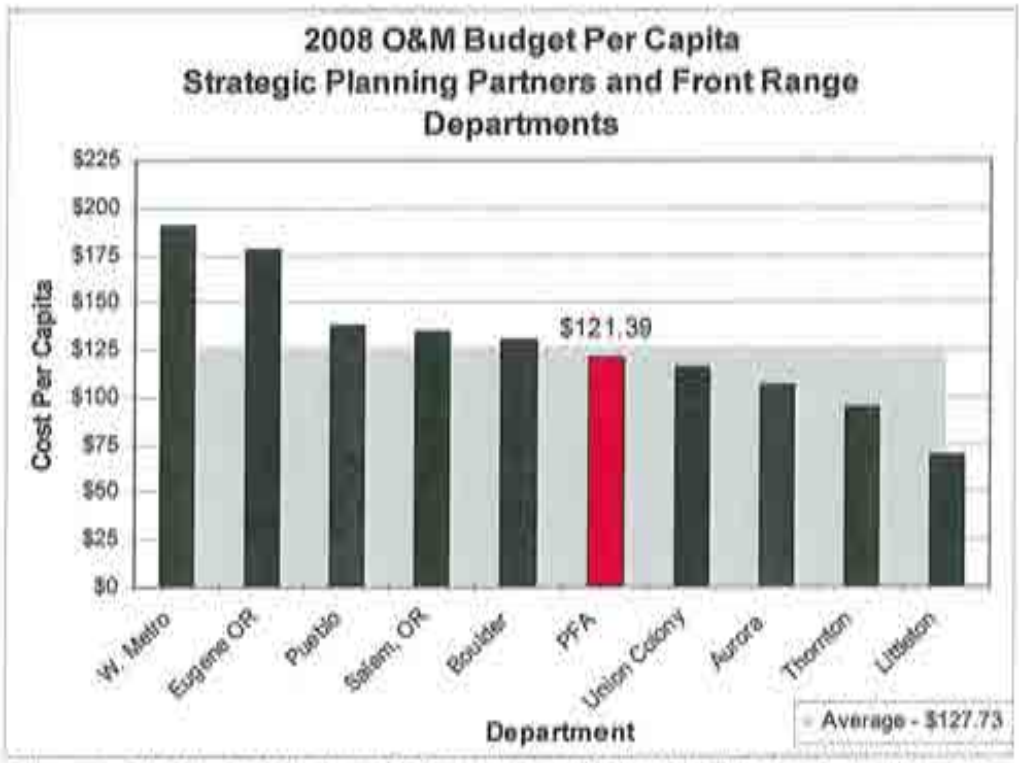


Comparing uniformed personnel per capita provides a means to compare the performance standards against staffing levels.

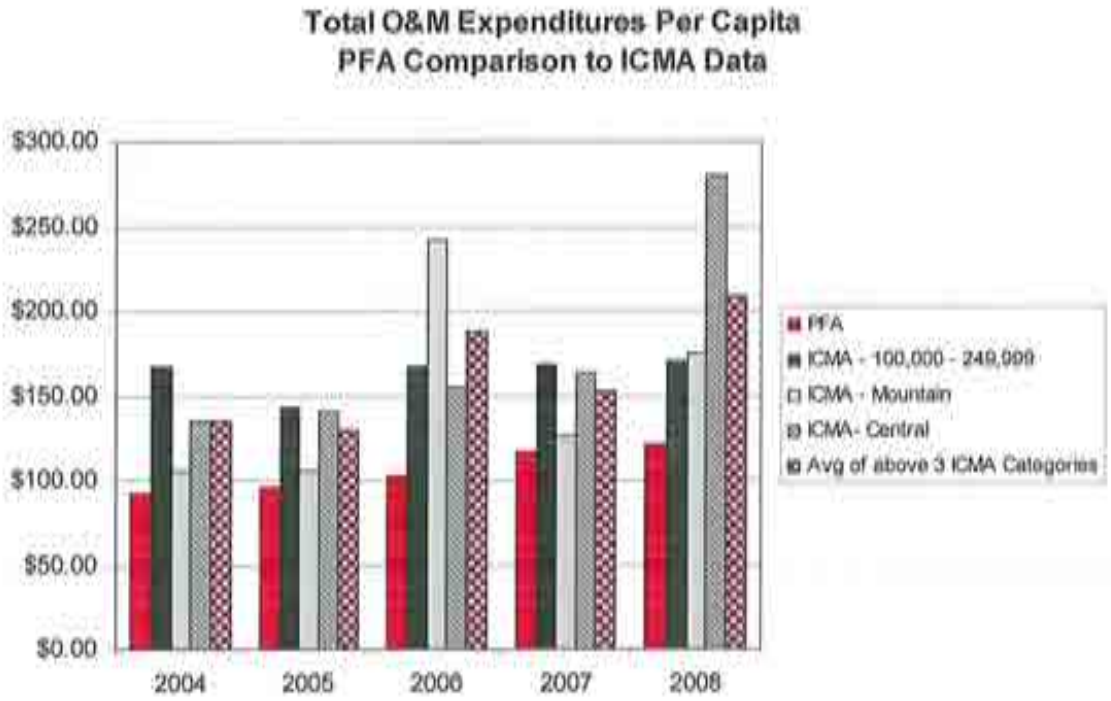


* Longmont, N. Metro, S. Metro, Boise ID,Casper WY, and Spokane WA did not supply this information

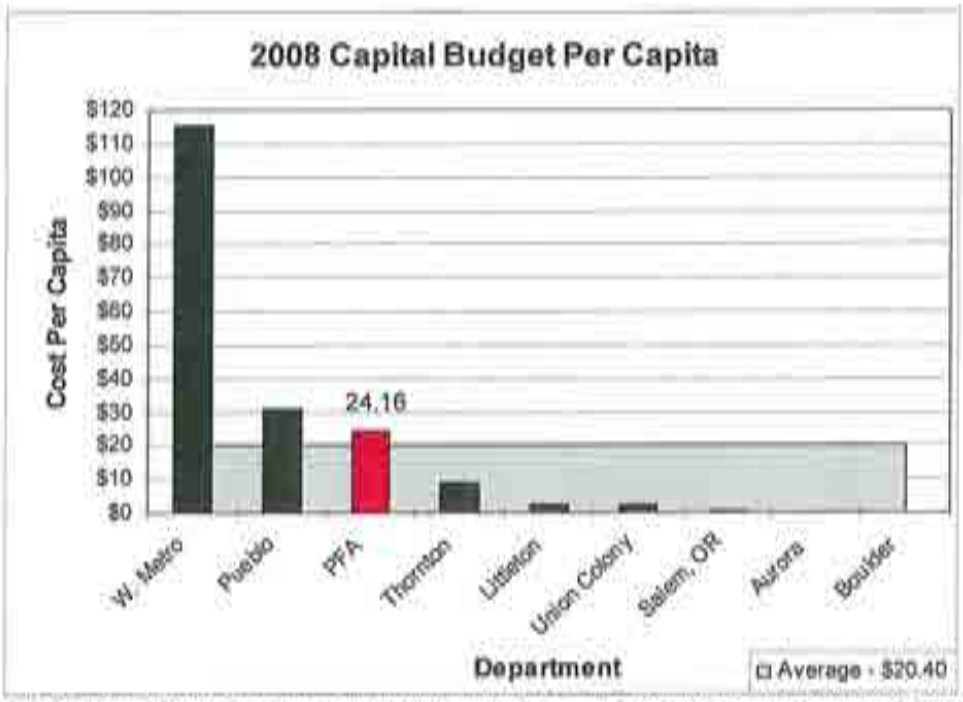
Fire insurance costs within a community are influenced by a rating provided by the Insurance Services Office (ISO). In general, the lower the rating, the lower the insurance cost to the consumer. In 2009 the ISO completed a review of the PFA and reduced the community's rating from a 3 to a 4. The major item noted for this down grading is low staffing levels.



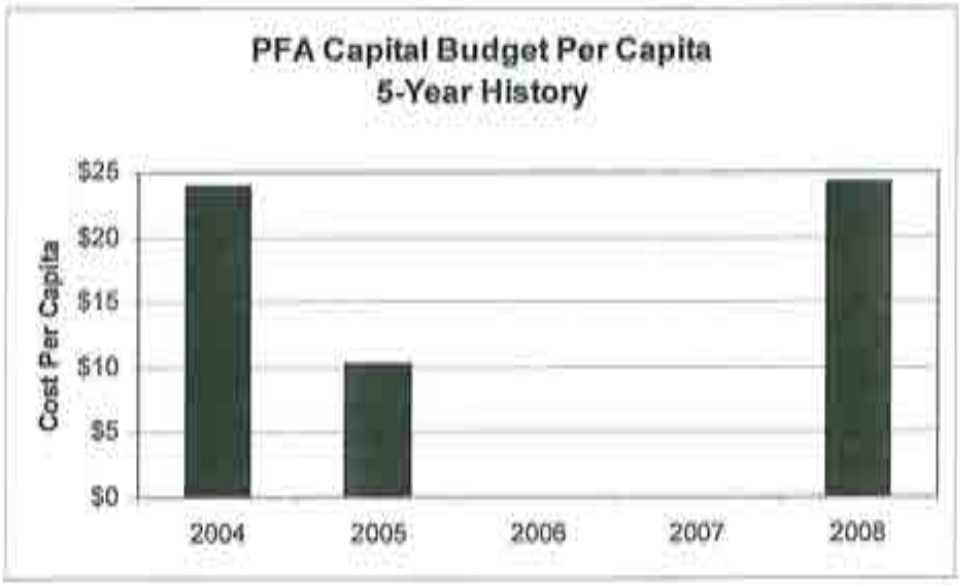
* Longmont, N. Metro, S. Metro, Boise ID, Casper, WY, and Spokane WA did not supply this information.



Cost effectiveness is a cornerstone of PFA's provision of providing fire protection, EMS, and related emergency services to the community. PFA's costs remain below all of ICMA's comparison categories.

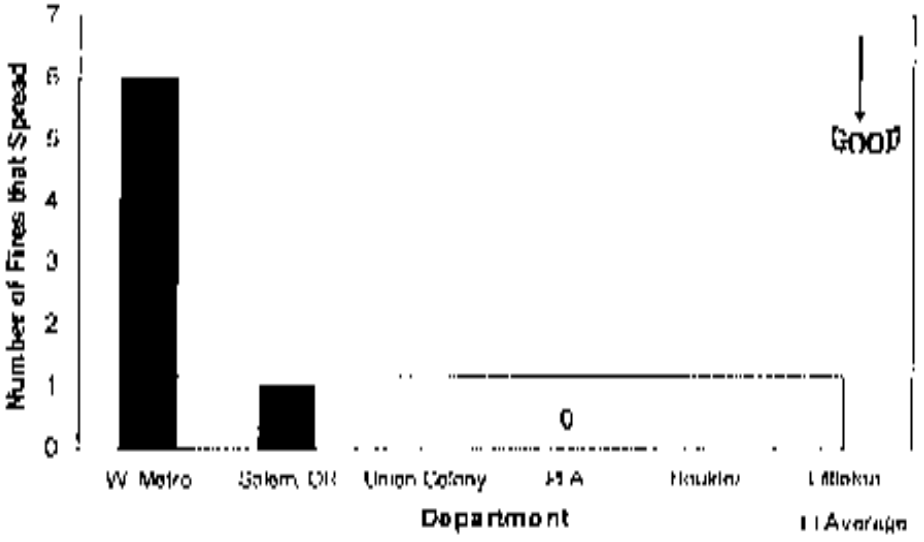


* Longmont, N. Metro, S. Metro, Boise ID, Casper WY, Eugene OR, and Spokane WA did not supply this information.



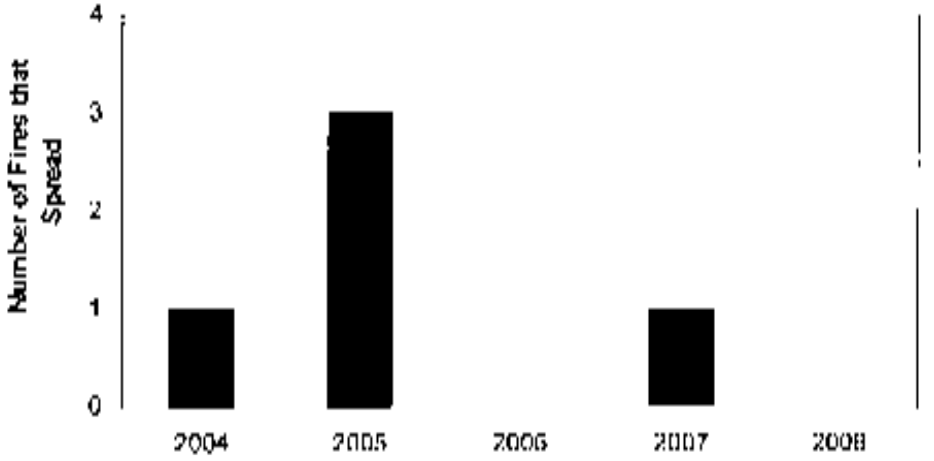
In most cases, fire department capital is included in a city's general capital budget and is not directly included in reported fire department budgets. This may cause PFA's capital costs to appear higher than average. These numbers are budgeted figures, not actual expenditures.

Urban Fire Spread

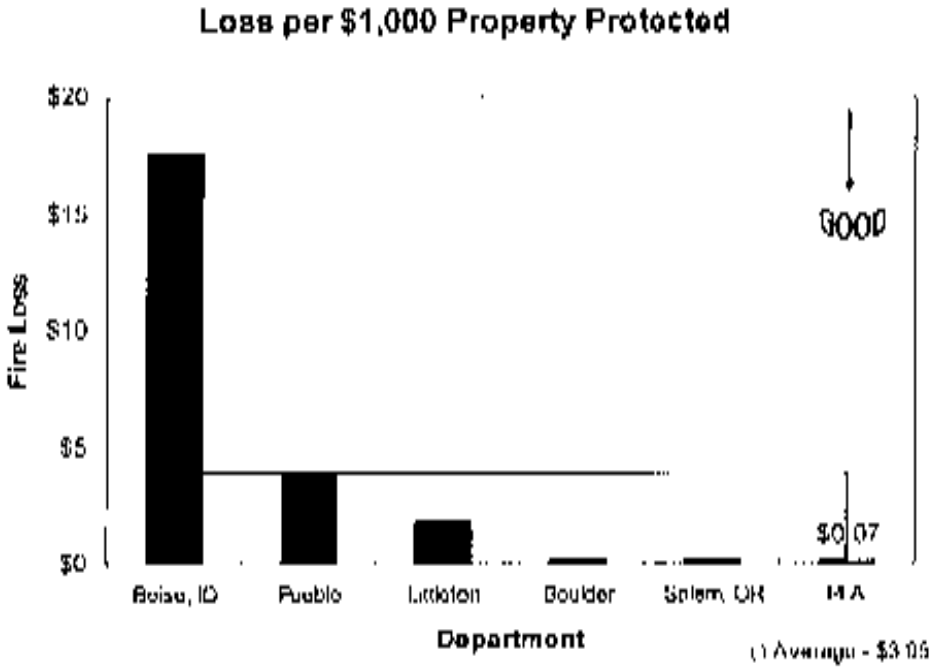


* Aurora, Longmont, N. Metro, S. Metro, Pueblo, Thornton, Huron ID, Casper WY, Spokane WA and Eugene OR did not supply this information

PFA Urban Fire Spread 5-Year History

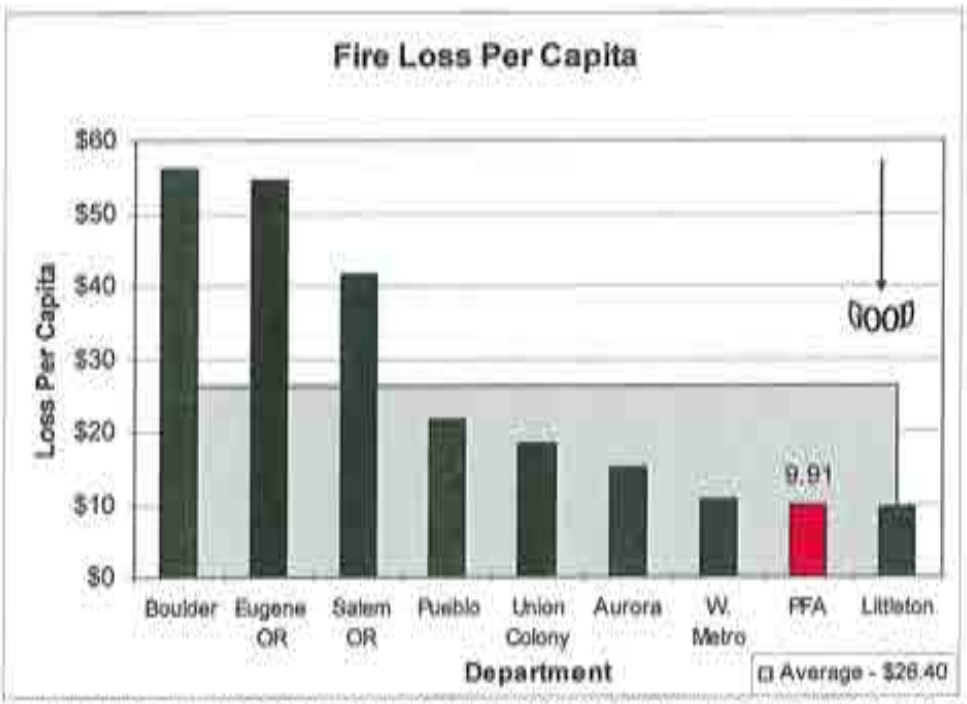


Preventing structure fires from endangering neighboring structures is an important strategic objective of firefighting forces. This is especially vital in high density urban areas where buildings are located close together. The most devastating fire losses occur when a single fire burns many buildings 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.

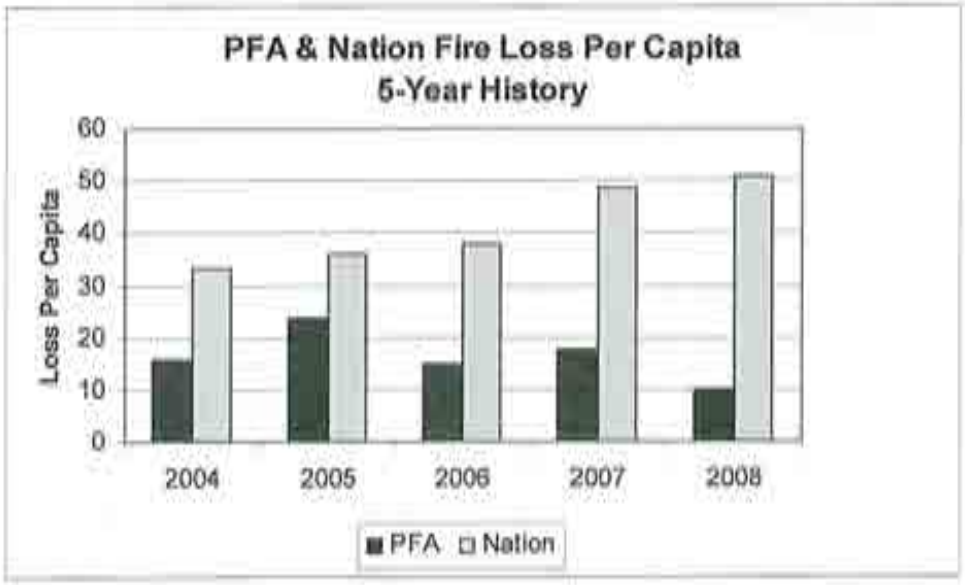


*Longmont, Aurora, N. Metro, S. Metro, Thornton, Spokane WA, and Union Colony do not track this information. Casper WY, Eugene OR, North Metro and West Metro information was not available.

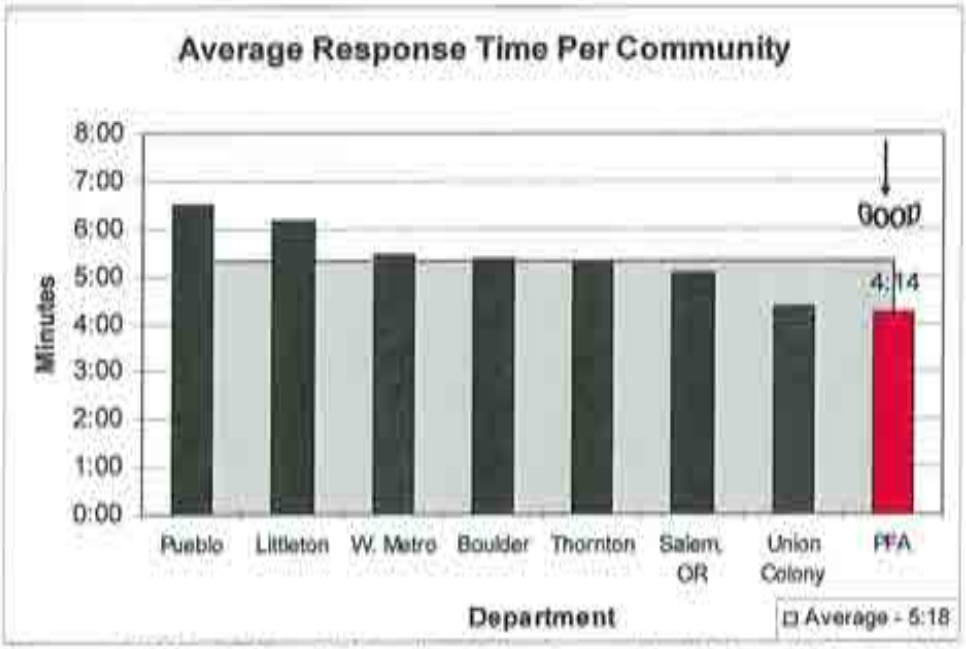
This performance standard measures estimated property loss from another perspective, in relation to the value of property protected. Compared to per capita measurements, this offers better controls for differences in the type and value of risks protected. Like per capita losses, it also measures total 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.



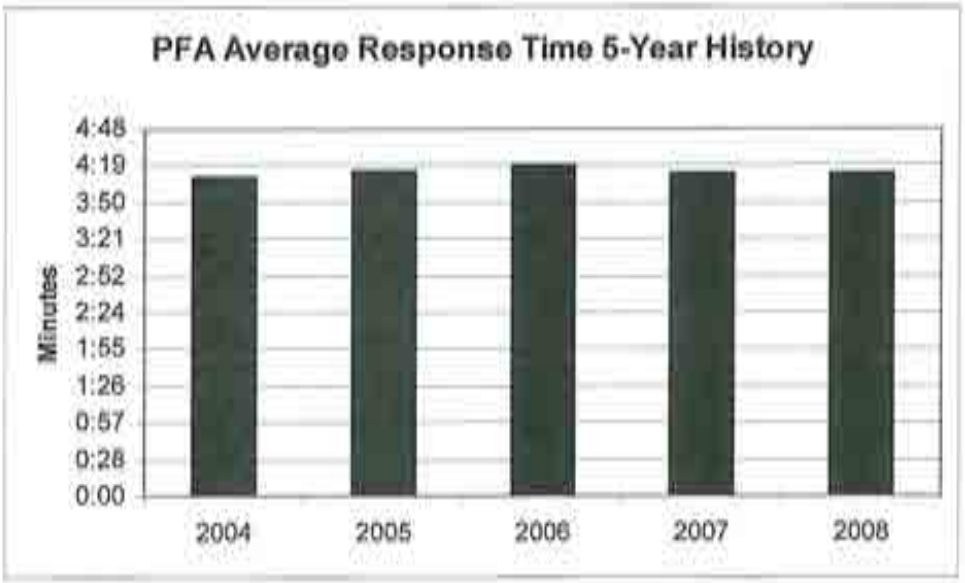
* Longmont, N. Metro, Thornton, S. Metro, Boise ID, Casper WY, and Spokane WA did not supply this information.



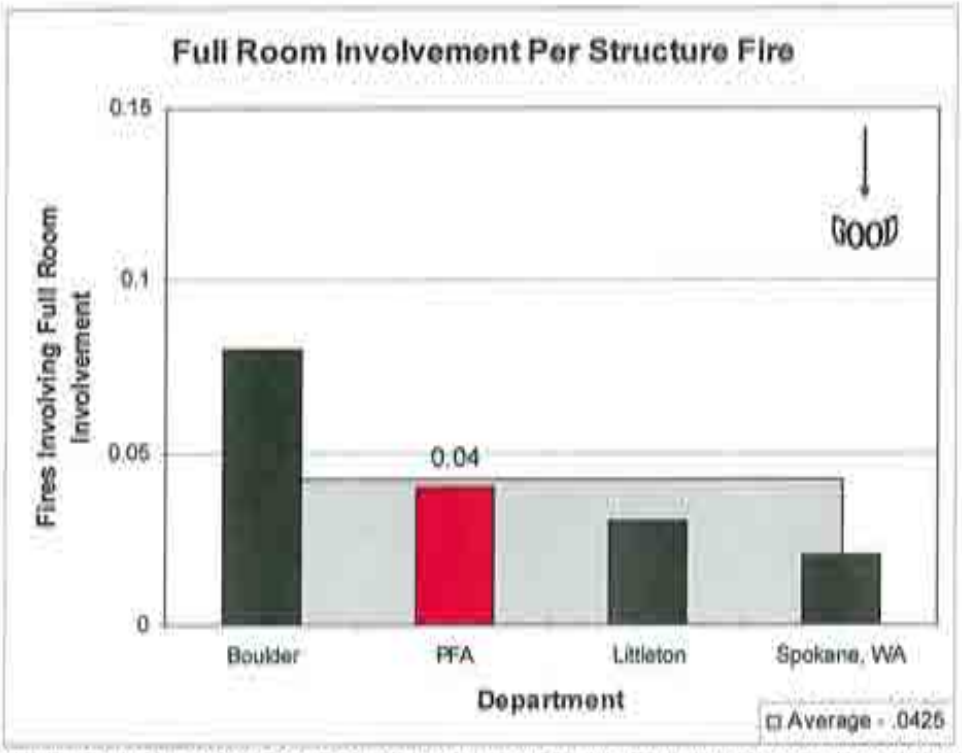
Direct per capita property loss due to fire is one of the most common methods of measuring the performance of fire protection systems. This includes the value of buildings, contents, manufactured products, raw materials, and similar tangible items that are destroyed or damaged by fire. It is a total 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.



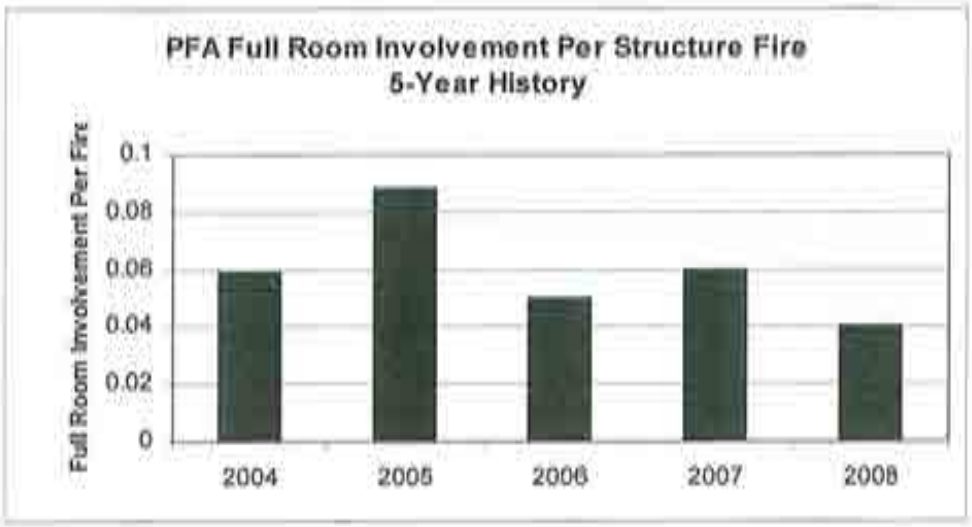
* Longmont, N. Metro, S. Metro, W. Metro, Union Colony, Aurora, Boise ID, Casper WY, Eugene OR , and Spokane WA did not supply this information.



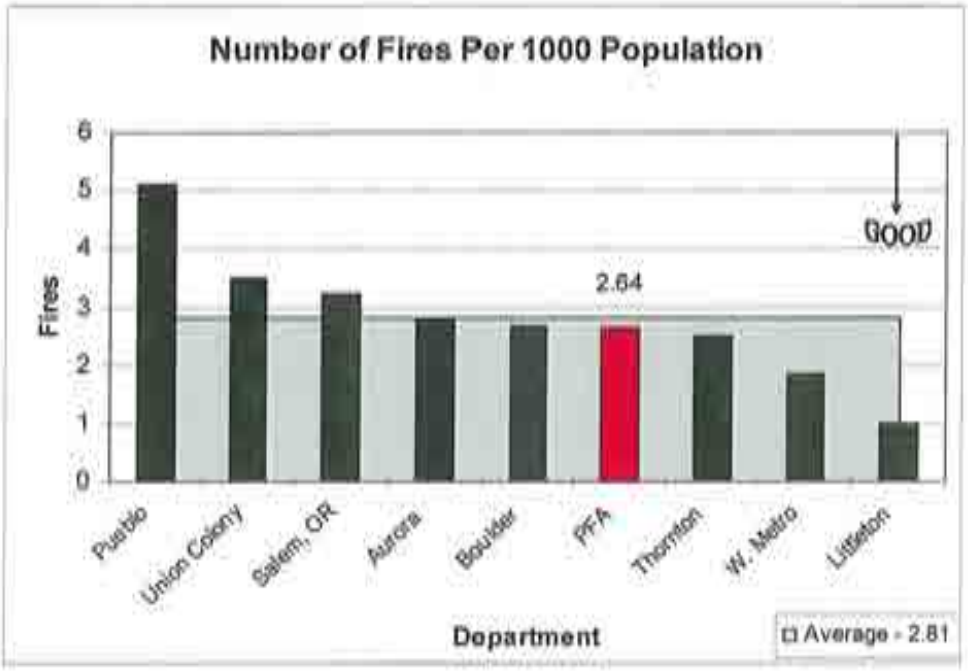
Response time is a critical component of any emergency service delivery system. The ability to successfully intercede in fires and medical emergencies is highly dependent on trained personnel arriving quickly. This performance standard specifies five (5) minutes from the time of dispatch as the average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



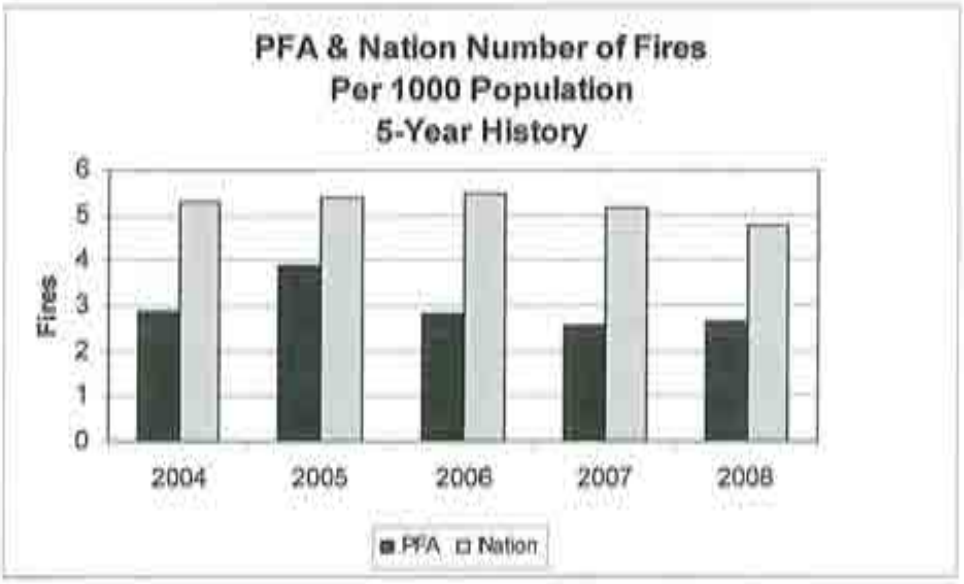
* Aurora, Longmont, N. Metro, Pueblo, S. Metro, Thornton, Union Colony, W. Metro, Boise ID, Casper WY, Eugene OR, and Spokane WA did not supply this information.



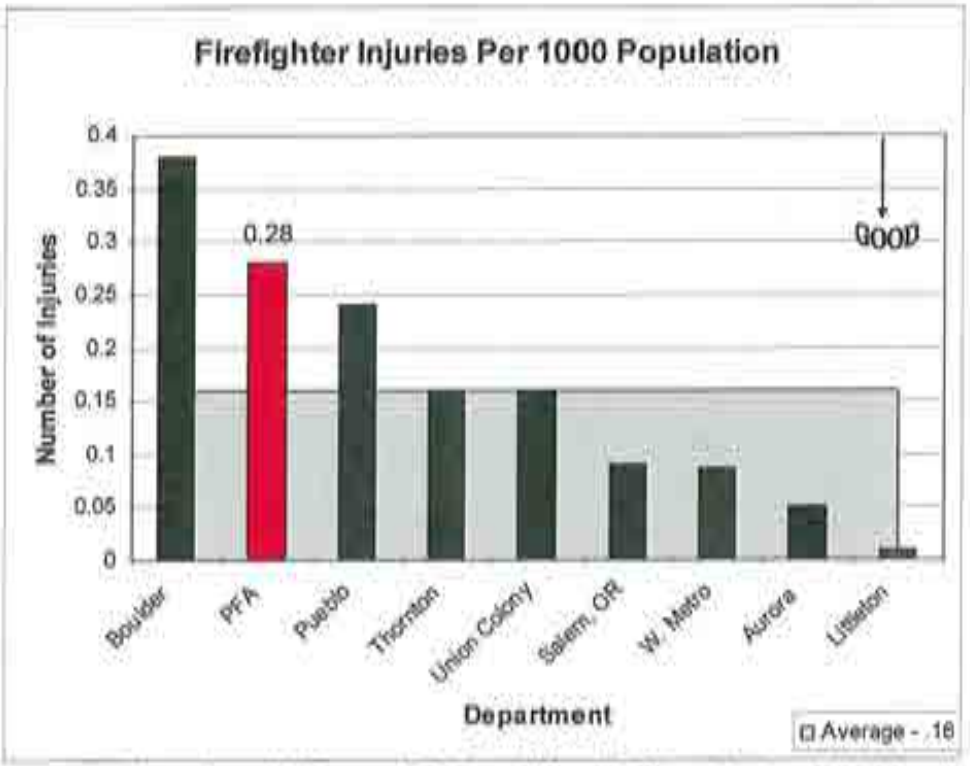
This performance standard measures the success of the entire fire protection system in controlling fires before they reach full room involvement. This means that an entire fire area, usually a building compartment, becomes fully involved in fire. At this point human survival is impossible in the original 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.



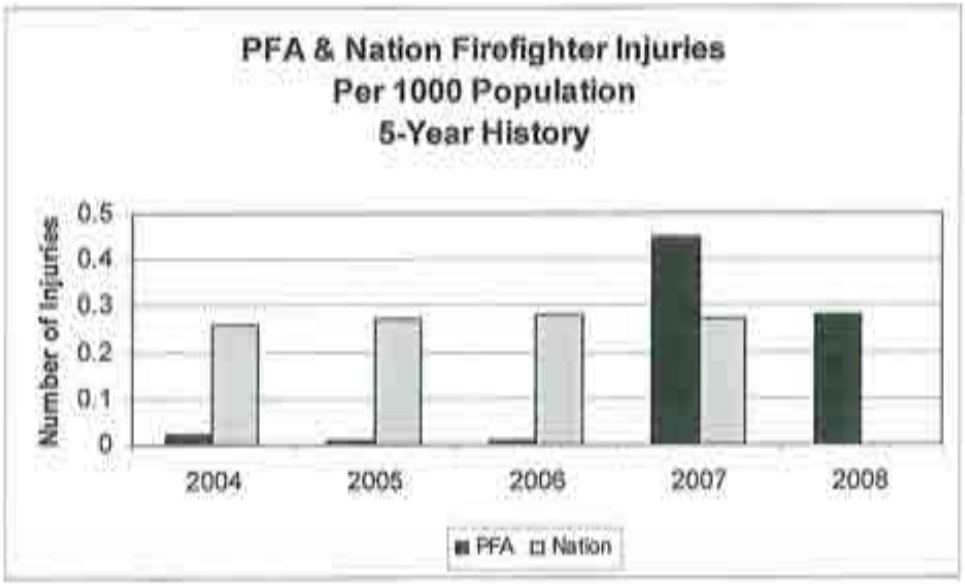
* Longmont, N. Metro, S. Metro, Boise ID, Casper WY, Eugene OR, and Spokane WA did not supply this information



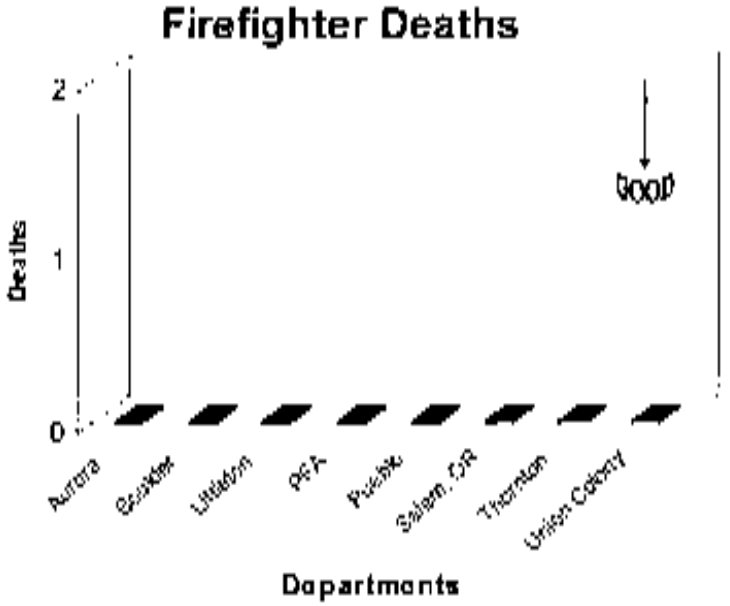
Keeping the number of fires low is one of the most effective methods of controlling a community's fire risk. It is often cited as a measure of fire prevention effectiveness, but it is also influenced by other community characteristics such as the age and condition of buildings, the economic environment,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



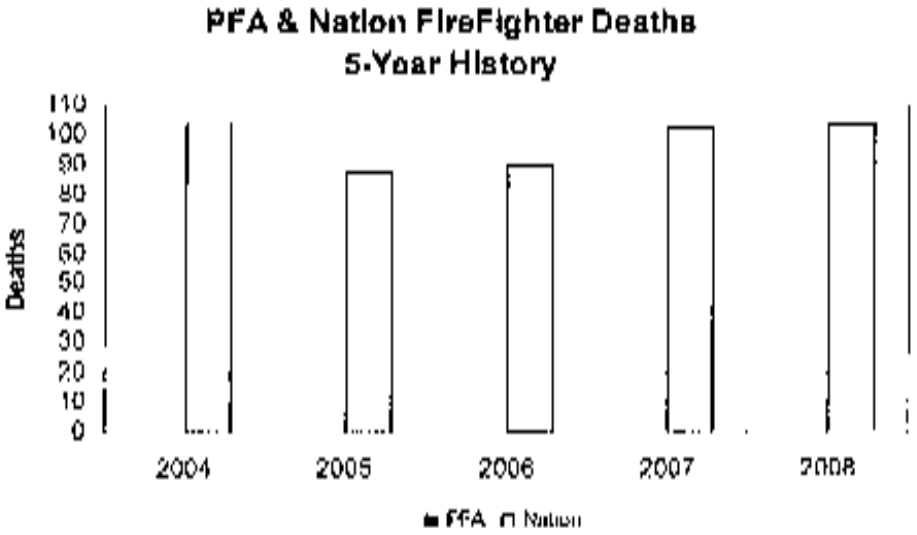
* Longmont, N. Metro, Casper WY, Eugene OR, Spokane WA, and S. Metro did not supply this information.



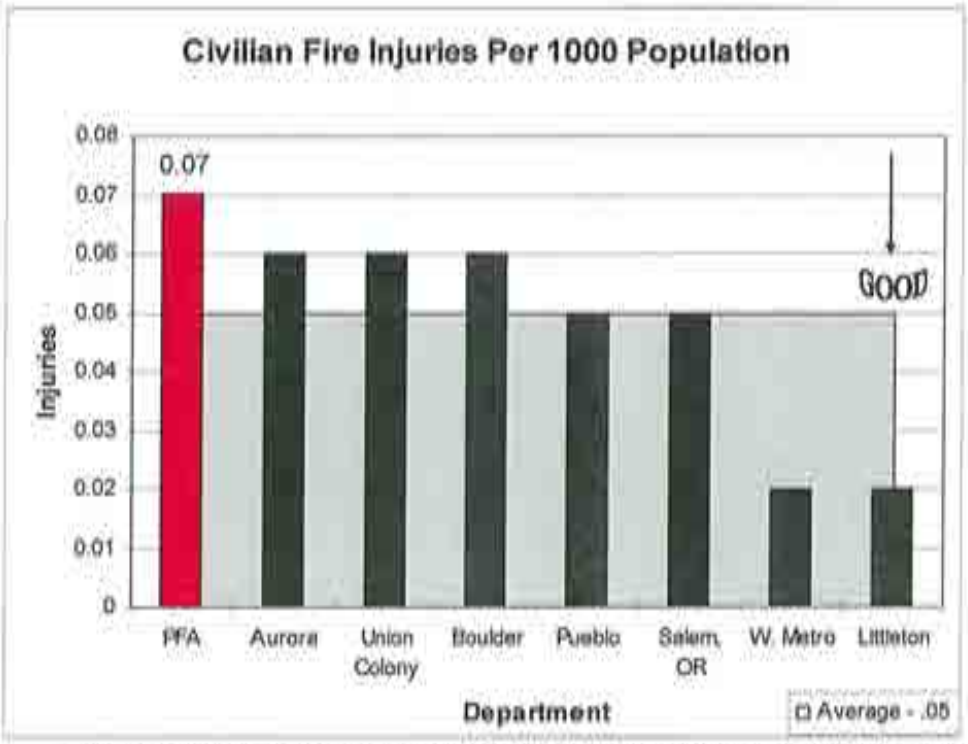
Like firefighter deaths, firefighter injuries are a result of providing vital public services in an inherently high risk environment. Firefighter injuries, however, occur more frequently than firefighter deaths. The Poudre Fire Authority is very aggressive in reporting injuries, which results in better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



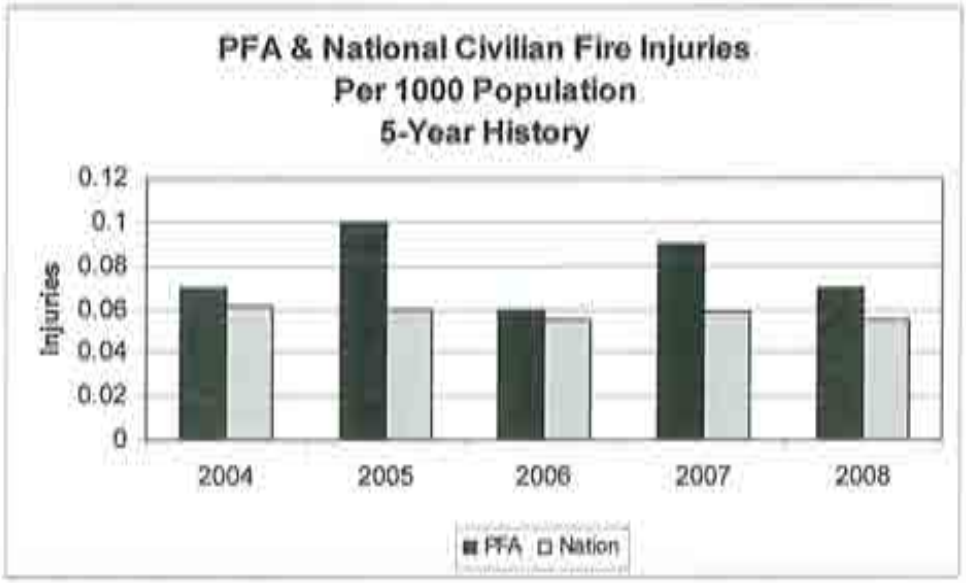
* Longmont, N. Metro, S. Metro, Boise ID, Casper WY, Eugene OR, and Spokane WA did not supply this information



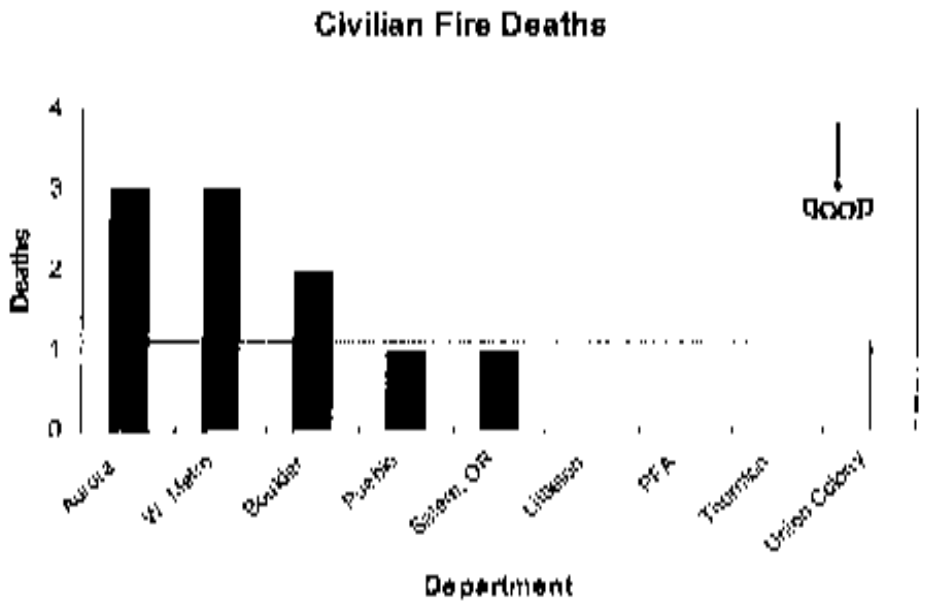
Firefighting is a very hazardous occupation. While there are always risks inherent in firefighting, these risks can be reduced by superior training, adequate equipment, sound operational policies, and by analyzing the risks and benefits of every action. Performance standards survey participants reported no firefighter deaths for the year 2008.



* Longmont, N. Metro, S. Metro, Thornton, Boise ID, Casper WY, Eugene OR, and Spokane WA did not supply this information.

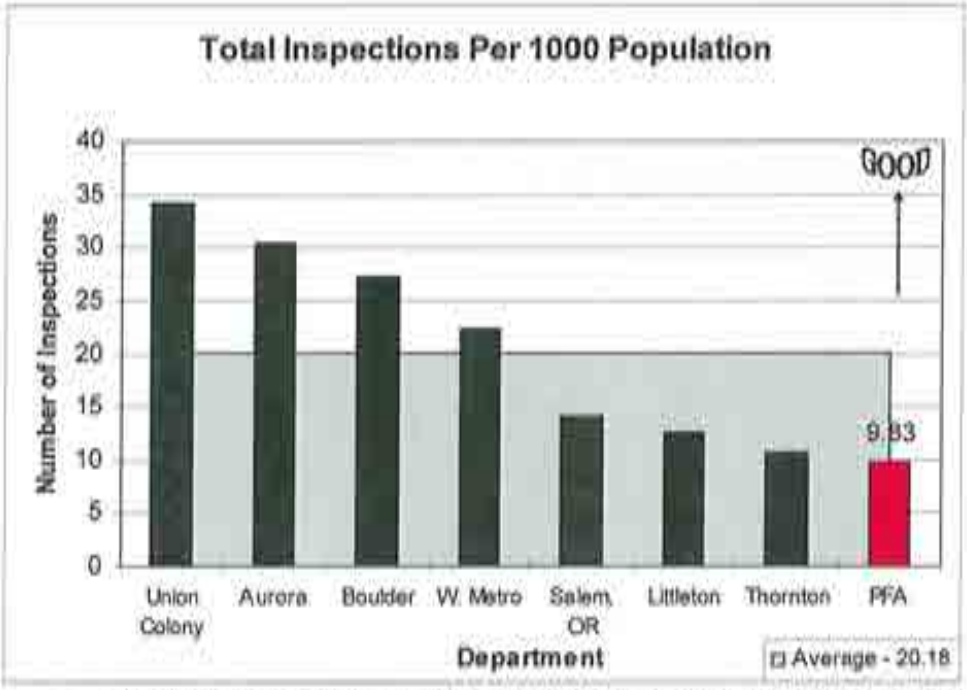


Like fire deaths, human injuries are a tragic consequence of uncontrolled fire. Unlike deaths, however, civilian injuries occur more frequently and can be measured annually. Severe burns in particular are disfiguring and painful, and require extensive surgery. Fortunately, the vast majority of fire injuries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

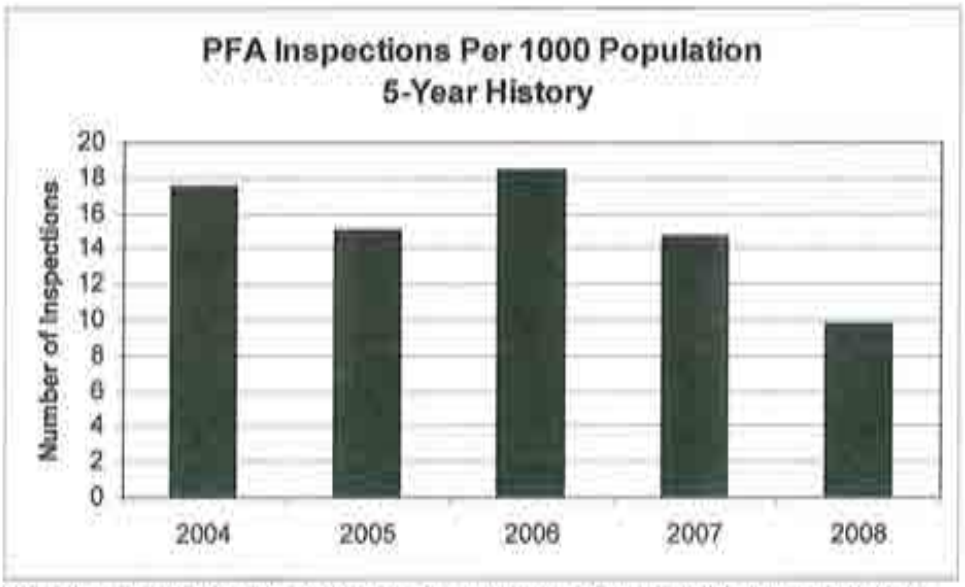


* Longmont, N. Metro, S. Metro, Boise ID, Casper WY, Spokane WA, and Eugene OR did not supply this information

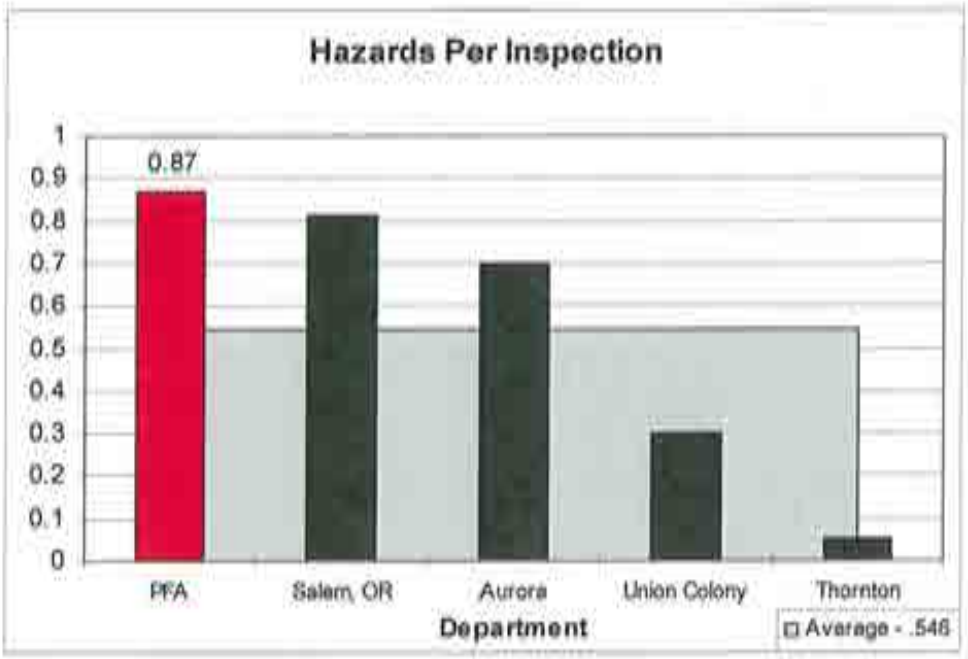
This performance standard measures total system performance, which is a result of prevention, education, firefighting, rescue, and built-in protection. Like many other aspects of emergency services, fire death rates are heavily influenced by social factors such as poverty, low education attainment, and 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 73 year old woman and her 8 month old daughter.



- Longmont, N. Metro, S. Metro, Pueblo, Boise ID, Casper WY, Eugene OR and Spokane WA did not supply this information.

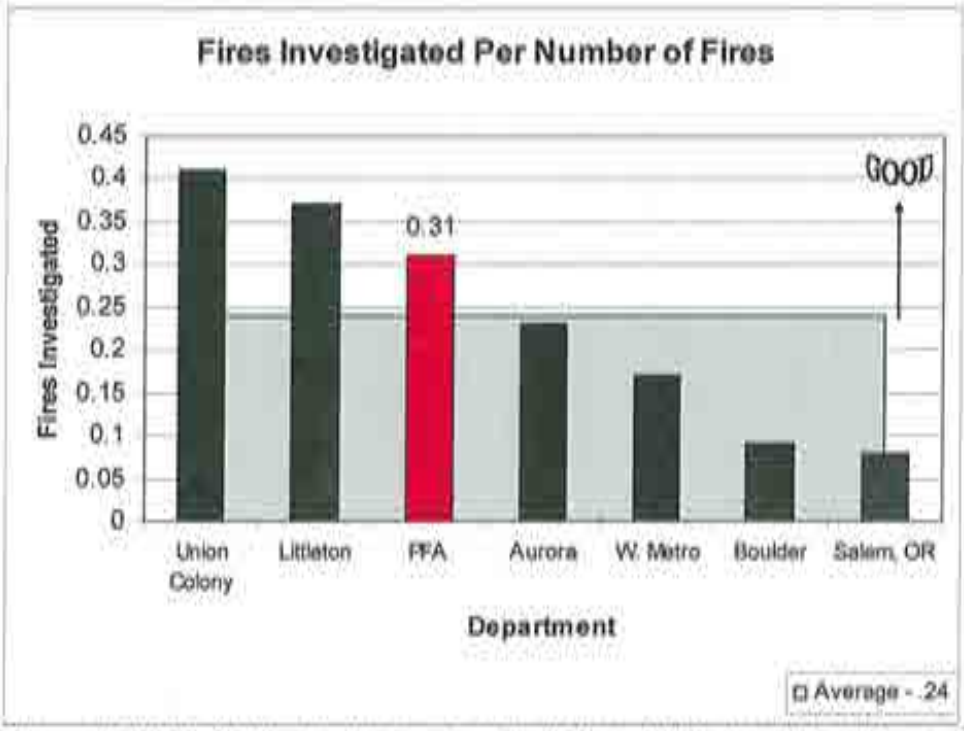


The purpose of this performance standard is to measure activity in the area of fire code enforcement within the business community. Fire safety inspections are conducted by PFA Fire Prevention staff on an annual basis using the 1997 Uniform Fire Code. Information collected from these inspections is used 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.

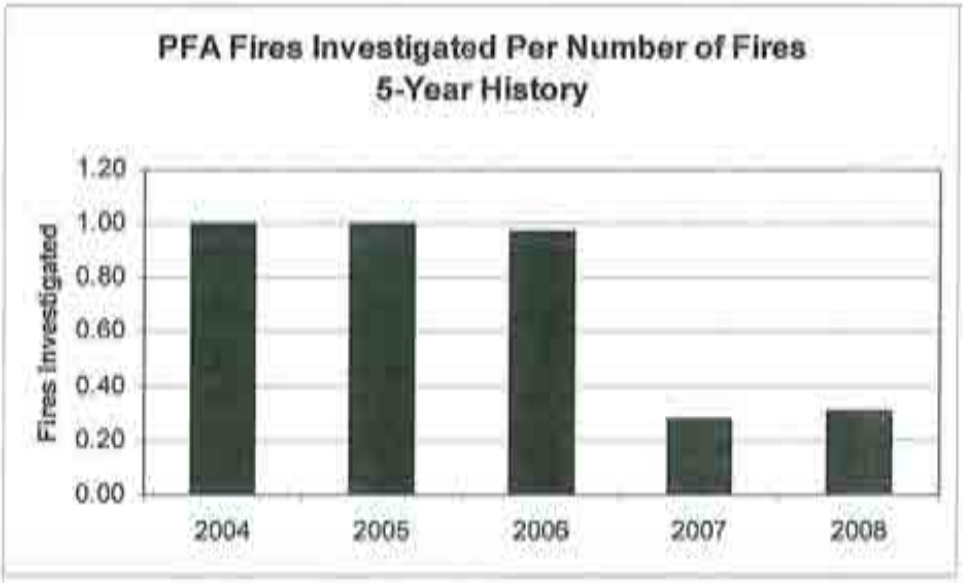


*Longmont, Boulder, Littleton, Boise ID, Casper WY, Eugene OR, N. Metro, Pueblo, Spokane WA, S. Metro and W. Metro do not track this information.

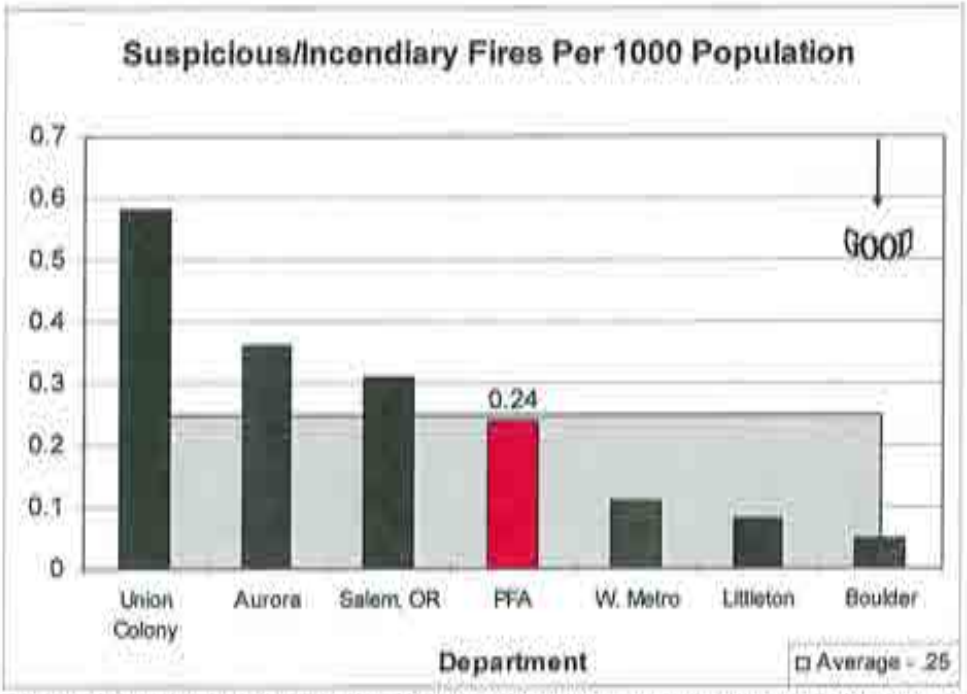
The Hazards per Inspection performance standard provides an additional perspective on actual fire code enforcement efforts. Information from this performance standard can indicate gaps in inspector training, workload, or community education. Hazards per Inspection can also be influenced by age of commercial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



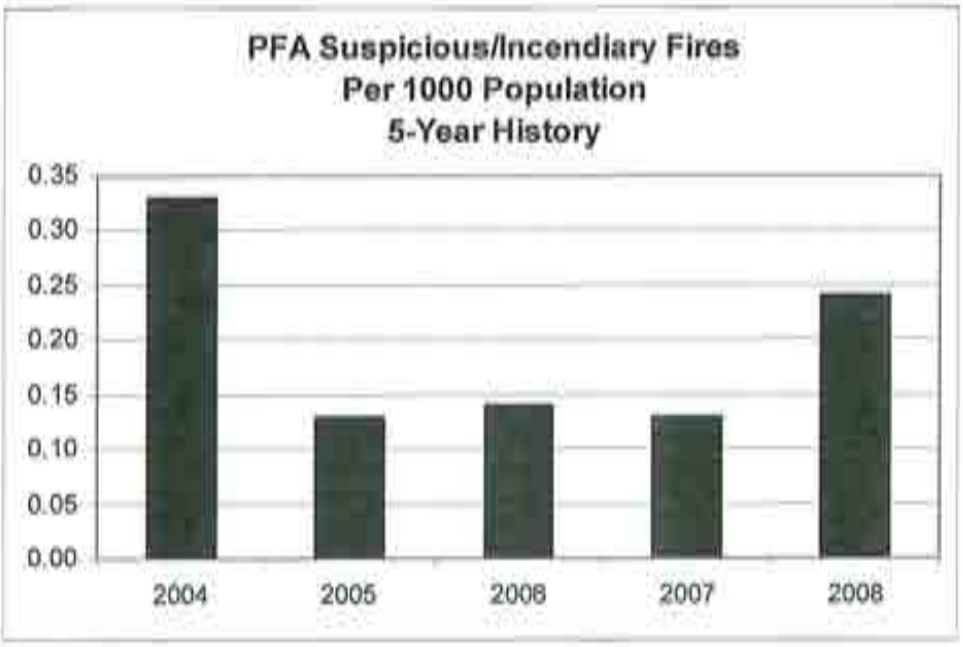
* Longmont, N. Metro, S. Metro, Pueblo, Thornton, Boise ID, Casper WY, Spokane WA, and Eugene OR did not supply this information.



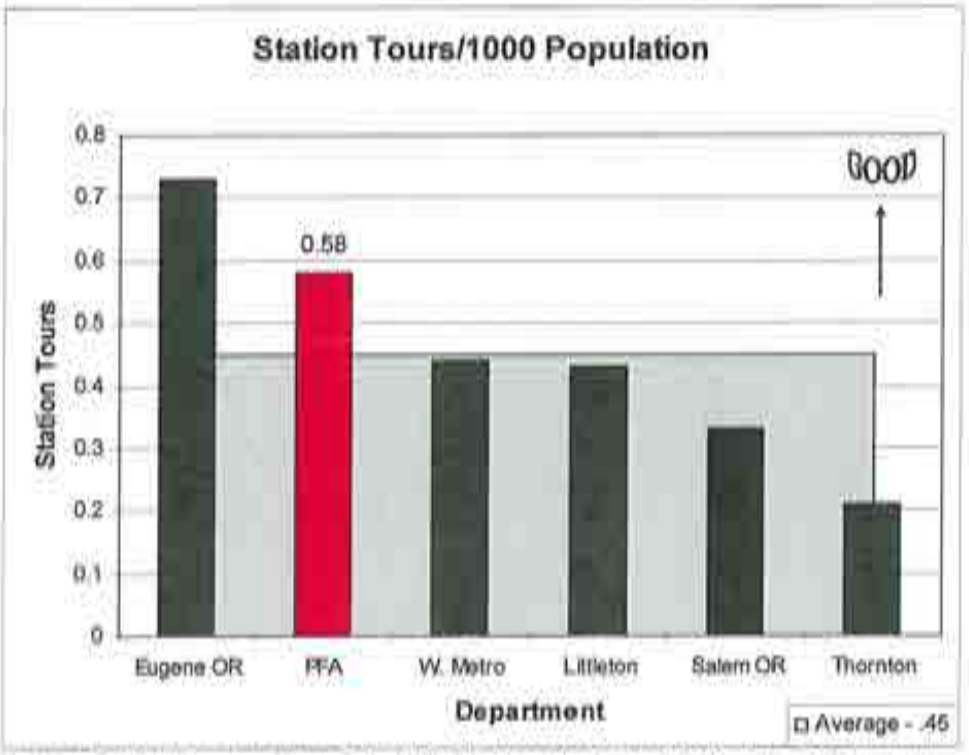
This performance standard measures the number of fire investigations conducted in relation to the total number of fire occurrences. Information gained from these investigations contributes to the prevention of similar fires through arson convictions and community fire prevention activities.



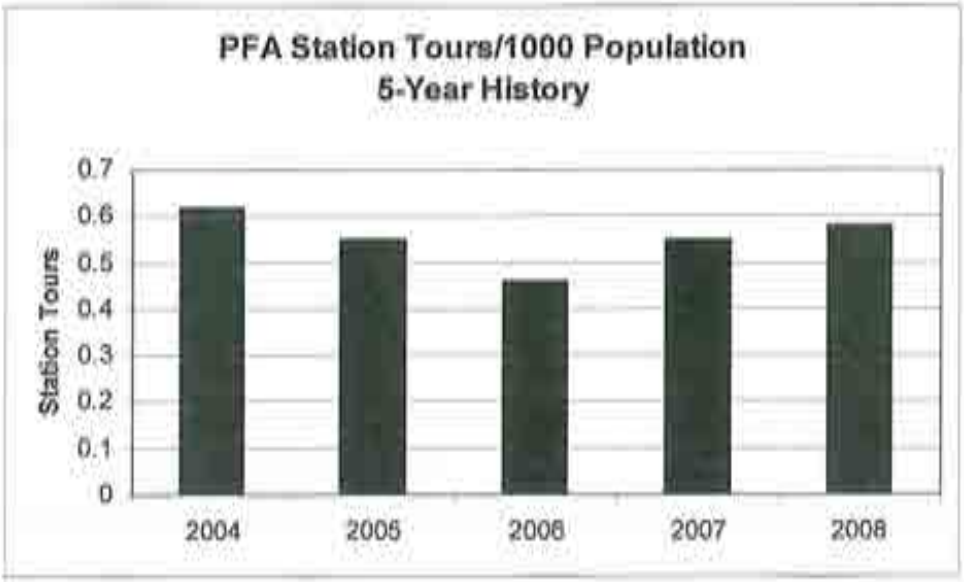
* Longmont, N. Metro, Pueblo, Thornton, S. Metro, Boise ID, Casper WY, Spokane WA and Eugene OR did not supply this information.



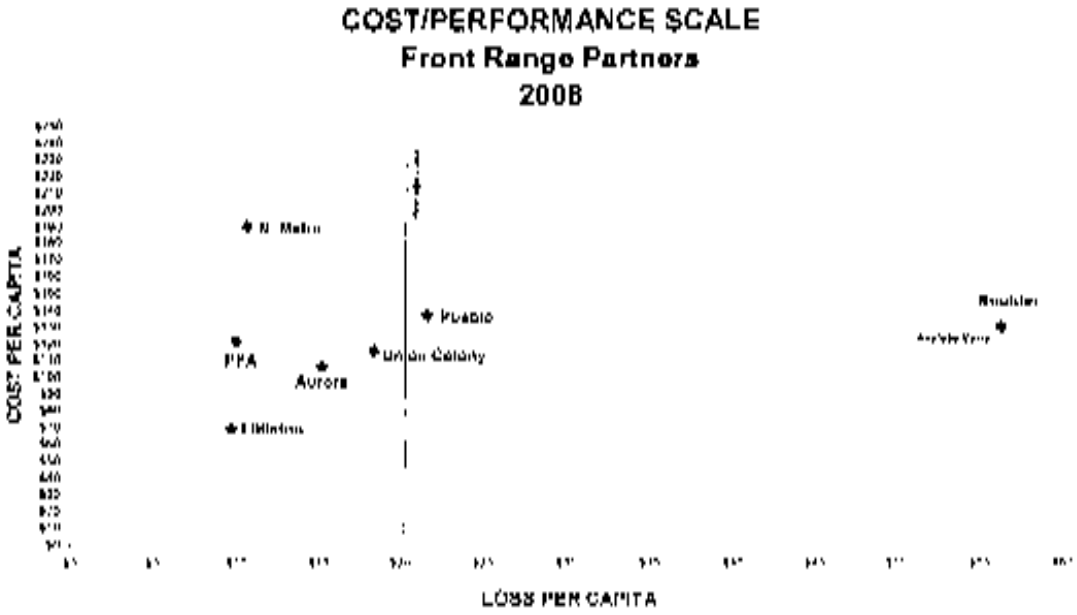
This performance standard provides the number of fires that are the result of criminal activity. This information is used to enhance partnerships with community law enforcement.



*Aurora, Boulder, Longmont, Union Colony, Pueblo, Boise ID, Casper WY, N. Metro, S. Metro, 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.



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.

Summarized Data Report—Survey: How Are We Doing?
Fire Prevention Customer Satisfaction Survey
January—July, 2009

The results from the on-line Fire Prevention Customer Satisfaction Survey follow. The survey was beta tested in the last quarter of 2008 and went live in January 2009. There are a total of 12 questions, with the last question providing an opportunity for the customer to request contact from the Fire Marshal. Of the 27 respondents, I have directly contacted 6 customers. These conversations have been positive, focused on feedback related Fire Prevention staff/services, ideas for additional survey questions, questions specific to their projects and to give feedback on the Fire Prevention webpage for more online services. Each survey question has a section for the customer to provide additional comments. A list of these comments follows.
Survey Comments:

Q6: Inspector was very thorough and professional.

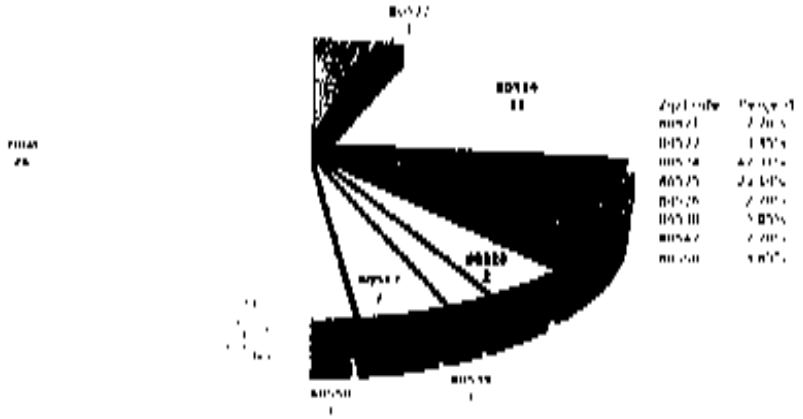
Q7: Been through inspections before so I really didn't ask why.

Q10: Curtis Dunn and Roger Smith have been great to work with.

Q10. Would like updates on A12T. It sounds like PIA is unhappy with them.

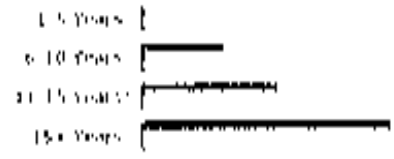
Q10: We were having difficulty with a couple of different issues in our building. The agents from Poudre Fire Department were very responsive and supportive as we took an inordinate (in my estimation) amount of time to correct the problems. In fact they contacted our maintenance business to help move the process along when my attempts were apparently not producing results.

1. What is your company zip code?



Response	Percent
Total Responded to this question:	25
Total who skipped this question:	1
Total:	27

2. How long have you been in business in the Fort Collins area?



	Responses	Percent
1-5 Years	11	44%
6-10 Years	4	16.67%
11-15 Years	7	29.17%
15+ Years	2	8.33%
Total Responded to this question:	24	88.89%
Total who skipped this question	3	11.11%
Total	27	100%

3. Where is your business located?

	Responses	Percent
Fort Collins:	21	84%
Timnath:	2	8%
LaPorte:	0	0%
Unincorporated Larimer County:	1	4%
Other, please specify:	1	4%
Total Responded to this question:	25	92.59%
Total who skipped this question:	2	7.41%
Total	27	100%

4. Please select the services most recently provided to you by Fire Prevention. Check all that apply.

	Responses	Percent
Review for Site Plan	4	17.39%
Review for Building Plan	5	21.74%
Review for Fire Protection System	9	39.13%
Conceptual Review	3	13.04%
Technical Consultation	4	17.39%
Construction Inspection	4	17.39%
Business Fire Safety Inspection	11	47.83%
Fire Sprinkler Inspection	15	65.22%
Other, please specify	0	0%
Total Responded to this question	23	85.19%
Total who skipped this question	4	14.81%
Total	27	100%

5. In the past 12 months, how many times have you used Fire Prevention Services?

	Responses	Percent
1:	10	45.45%
2:	2	9.09%
3:	2	9.09%
4:	0	0%
5:	0	0%
6 or more:	8	36.36%
Total Responded to this question:	22	81.48%
Total who skipped this question:	5	18.52%
Total	27	100%

6. How would you rate our customer service overall?

	Responses	Percent
6 Extremely satisfied	17	70.83%
5	7	29.17%
4	0	0%
3	0	0%
2	0	0%
1 Extremely dissatisfied	0	0%
Other, please specify	0	0%
Additional Comments:	1	4.17%
Total Responded to this question:	24	88.89%
Total who skipped this question	3	11.11%
Total	27	100%

7. Please rate how well the inspector(s) explained why they were inspecting your building and its fire sprinkler system?

	Responses	Percent
6 Extremely Well	15	71.43%
5	5	23.81%
4	1	4.76%
3	0	0%
2	0	0%
1 Not at all	0	0%
Additional comments	0	0.00%
Total Responded to this question	21	95.45%
Total who skipped this question	1	4.55%
Total:	22	100%

8. How well was the fire safety hazard in the sprinkler system problem explained to you?

	Responses	Percent
6 Extremely Well	12	60.00%
5	4	20.00%
4	2	10.00%
3	0	0%
2	0	0%
1 Not at all	1	5.00%
Additional Comments	1	5.00%
Total Responded to this question:	20	90.91%
Total who skipped this question	2	9.09%
Total:	22	100%

9. Please rate the thoroughness of the inspection?

	Responses	Percent
6 Extremely Complete	15	75%
5	4	20%
4	1	5%
3	0	0%
2	0	0%
1 Not at all complete	0	0%
Additional Comments	1	5%
Total Responded to this question:	20	90.91%
Total who skipped this question:	2	9.09%
Total:	22	100%

10. How well were your questions answered by the inspector?

	Responses	Percent
6 Extremely Satisfied	11	55.00%
5	7	35.00%
4	1	5.00%
3	0	0%
2	0	0%
1 Extremely Dissatisfied	0	0%
Additional Comments	1	5.00%
Total Responded to this question:	20	90.91%
Total who skipped this question:	2	9.09%
Total:	22	100%

11. How would you rate the overall safety of your facility?

	Responses	Percent
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
Additional Comments:	[illegible]	[illegible]
Total Responded to this question:	[illegible]	[illegible]
Total who skipped this question:	[illegible]	[illegible]
Total:	[illegible]	[illegible]

12. If you would to speak with the Fire Marshal about the services received from Fire Prevention, please provide the following contact information. Please note that the information you have provided us in this survey will remain confidential.

	Responses	Percent
First Name:	[illegible]	[illegible]
Last Name:	[illegible]	[illegible]
Phone:	[illegible]	[illegible]
Email Address:	[illegible]	[illegible]
Total Responded to this question:	[illegible]	[illegible]
Total who skipped this question:	[illegible]	[illegible]
Total:	[illegible]	[illegible]

III. 2009 GOALS

Long-Term Funding

Since the development of the Strategic Plan in 2004, a priority of the Board has been to secure predictable long-term funding for PFA. The weak economy at that time culminated in the current recession, and has eliminated our ability to provide additional funding from the City of Fort Collins and the Poudre Valley Fire Protection District. In these difficult times it would be an undue hardship on citizens to ask for additional funding. Consequently our focus has been to maintain services and organizational esprit de corps while making budget reductions to match revenue shortfalls. PFA personnel have responded with a positive and constructive attitude that has enabled us to maintain all emergency response and fire prevention programs while finding new ways to deal with our reduced revenue.

Beginning in 2002 we began to freeze various line items. In 2007 we attritioned the first of 4.5 positions we would find it necessary to cut. As we will discuss with the budget, in 2010 it will become necessary to freeze all non-essential spending, use reserve for contingency funds, and maintain our capital ready to meet ongoing, unfunded expenses. The impact of all this is that we cannot sustain these financial impacts long-term, but we have been able to reallocate resources and maintain our emergency response services in 2010

Organizational Improvement

Our roadmap to organizational improvement was begun in 2007 with many initiatives we have begun to build on. In 2009 we have developed the Mission, Vision, Values document with extensive employee input. This document captures a broad range of organizational values that defines what is important to us, how we treat each other as members of the PFA family, and our commitment to the citizens to provide top quality emergency services. This document is included for your review and discussion.

A second major initiative is to continue our journey to improve our provision of fire prevention and emergency services to the community through the Colorado Performance Excellence (CPEx) quality program. CPEx is a non-profit state organization that provides organizational evaluation and the sharing of best practices in accordance with the performance excellence program. We have carefully reviewed this program and are impressed that it embodies the concepts that we have found important in our organizational improvement program. We think this can make us better. Therefore we will begin to integrate it into our roadmap this year and apply for CPEx program evaluation in the first quarter of 2010.

Residential Fire Safety Inspections

A pilot program targeted at residential fire safety will begin in 2009. This program will address a primary concern of the fire service and that is loss of life in the residential setting. PFA will provide individual fire companies with the proper materials to conduct the inspections in the home on a request basis.

Station 4

We have begun construction of Station 4 which will replace the house we began using in 1981. This house was intended to be a temporary phase-in project and we are pleased that we can now provide a facility which will help us provide superior service to the community and position us to implement our strategic plan with a West heavy squad when the economy improves.

IV. 2008 PROGRAM REPORTS

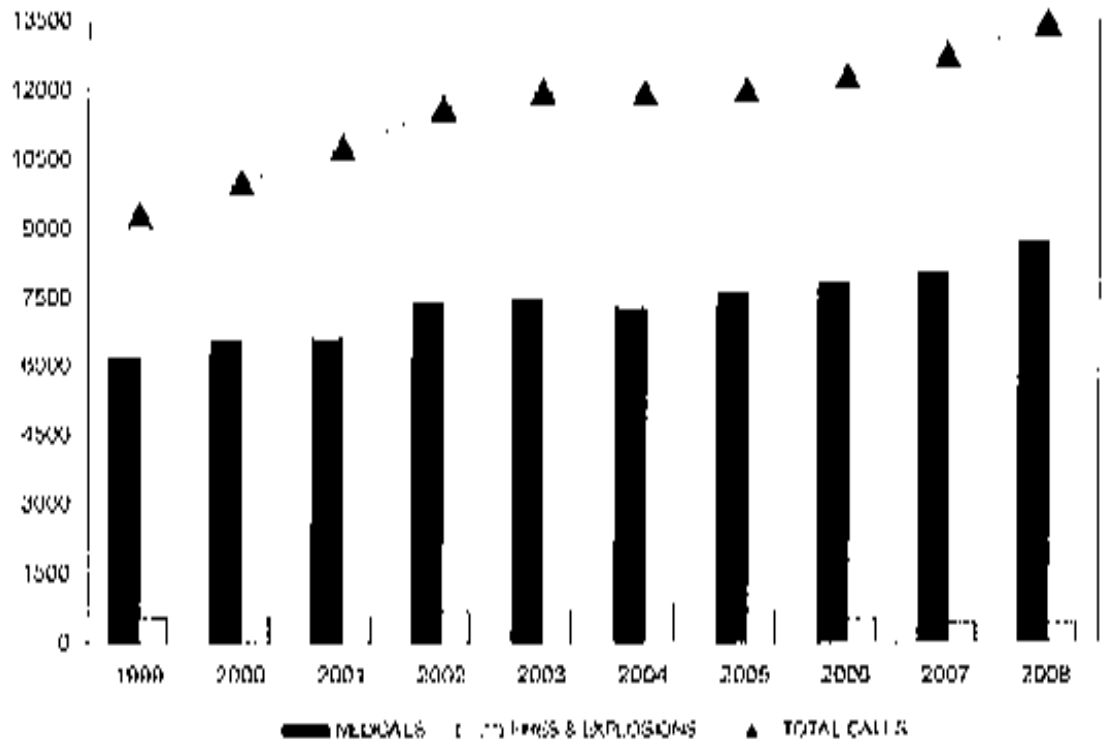
FIRE SUPPRESSION

Division Chief Mike Gress

In 2008 the Poudre Fire Authority experienced a 5.09% increase in total calls. This represents a request for service on the average of one call every 39.12 minutes or 37 calls per day.

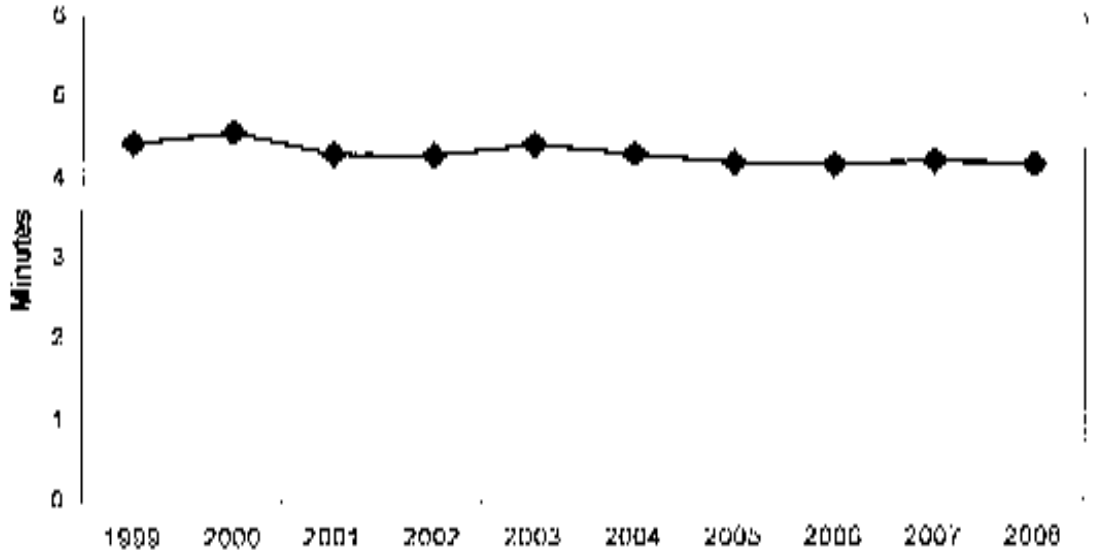
Attached is graphic information on calls responded to by PFA in 2008 and comparison statistics for previous years.

TEN YEAR CALL TREND



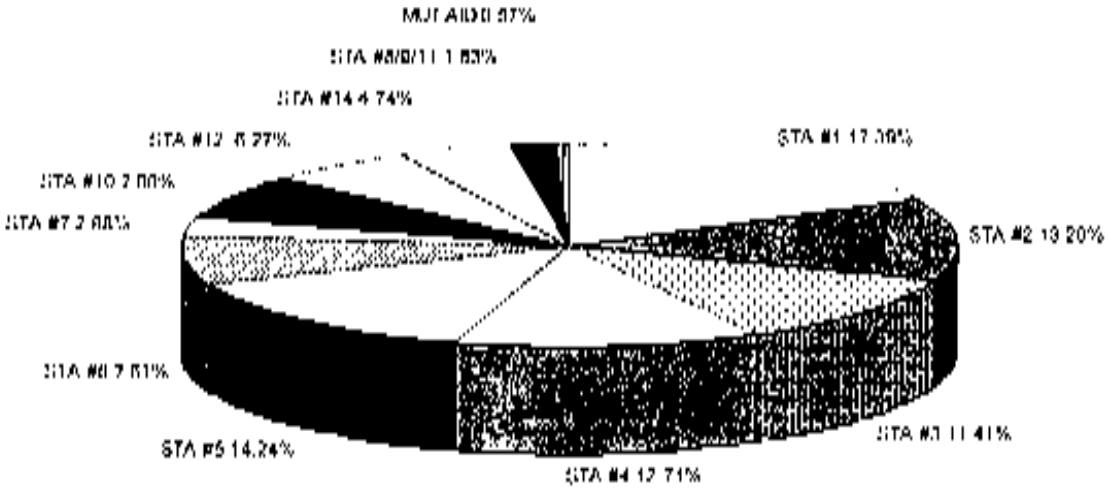
In 2008 83.7% of total calls were inside the City limits and 16.3% were in the Fire District.

Average Response Times



2001 to 2008 calls are calculated on emergent calls only. Calls prior to 2000 were calculated on emergent and non-emergent calls.

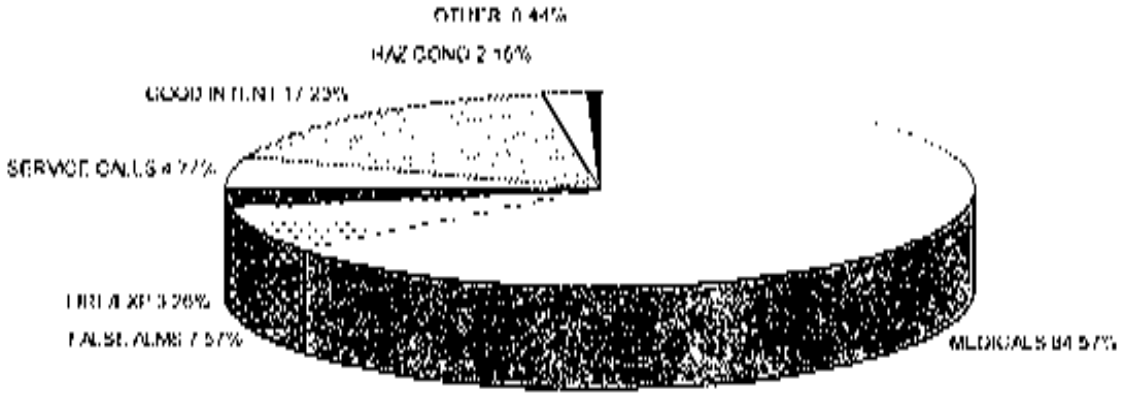
PERCENT OF TOTAL CALLS BY STATION AREAS



Station 1 continues to be our busiest station, with 17.39% of all calls occurring in its area.

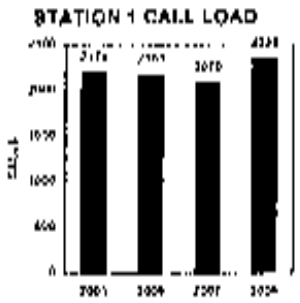
Station 1 –	2,339
Station 2 –	1,775
Station 3 –	1,534
Station 4 –	1,710
Station 5 –	1,915
Station 6 –	1,023
Station 7 –	401
Stations 8, 9,11 –	246
Station 10 –	949
Station 12 –	843
Station 14 –	638
Out of PFA Jurisdiction –	79
Total	13,452

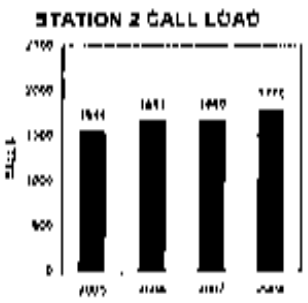
PERCENT OF CALLS BY TYPE OF CALL

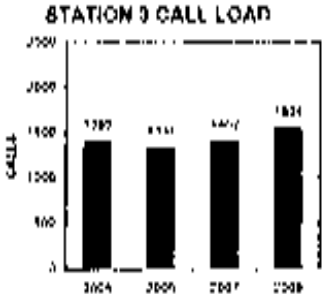


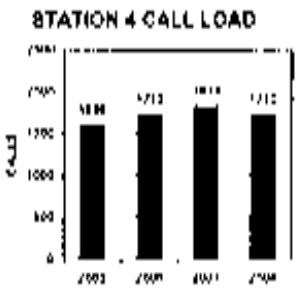
Medicals –	8,687
False Alarms –	1,019
Fires/Explosions –	438
Service Calls –	642
Good Intent Calls –	2,318
Hazardous Conditions –	289
Other Requests for Service –	59
TOTAL:	13,452

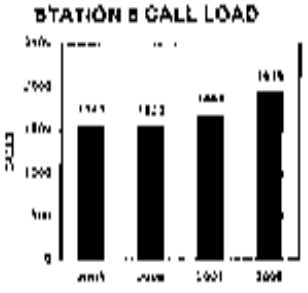
CALL LOAD BY STATION

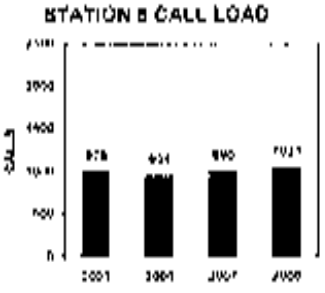


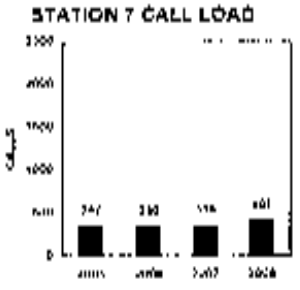


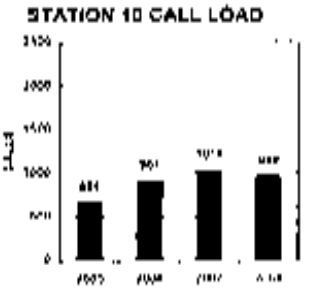


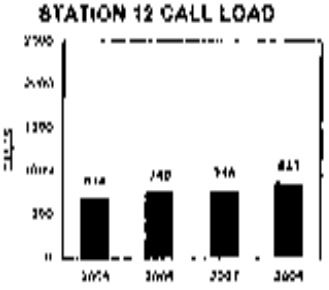


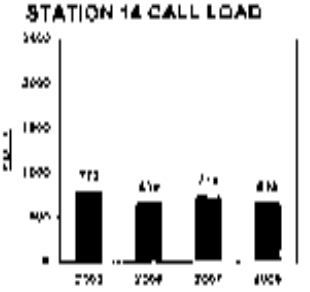






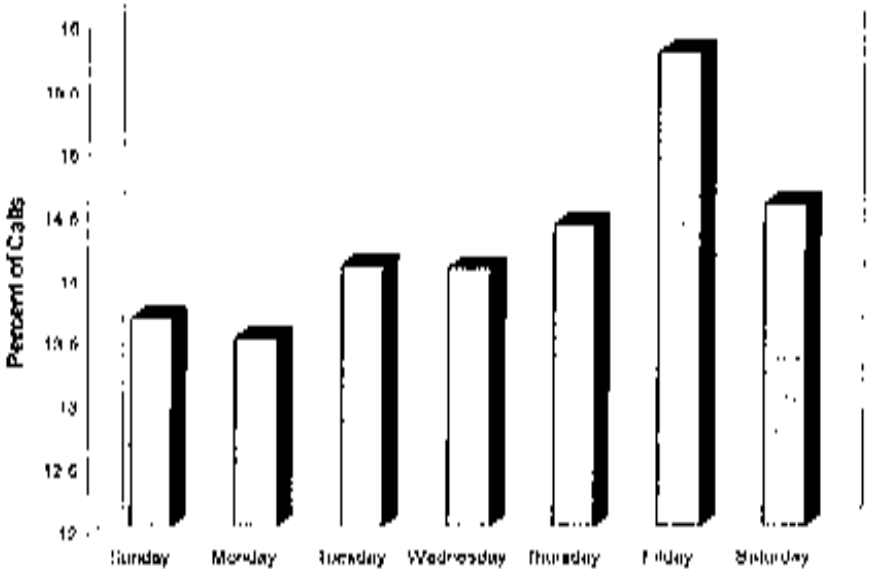






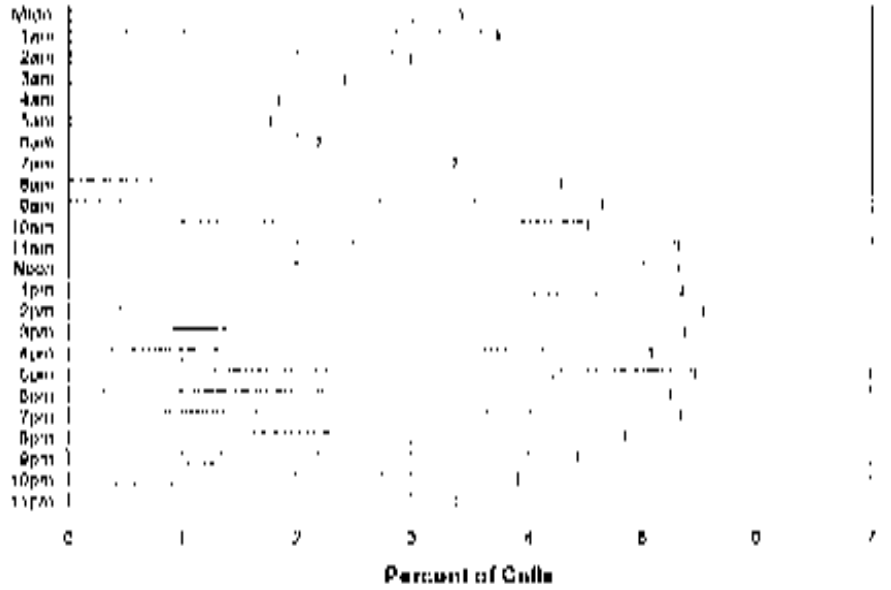
Stations 1, 2, 3, 5, 6, 7, and 12 experienced an average call load increase of 9% over 2007 while Stations 4, 10 and 14 dropped in call volume. The exact cause of station call volume is difficult to determine unless there is a significant event such as adding a new station to the system. PFA's 2008 call load increased by approximately 9% over the previous year.

AVERAGE CALLS PER DAY

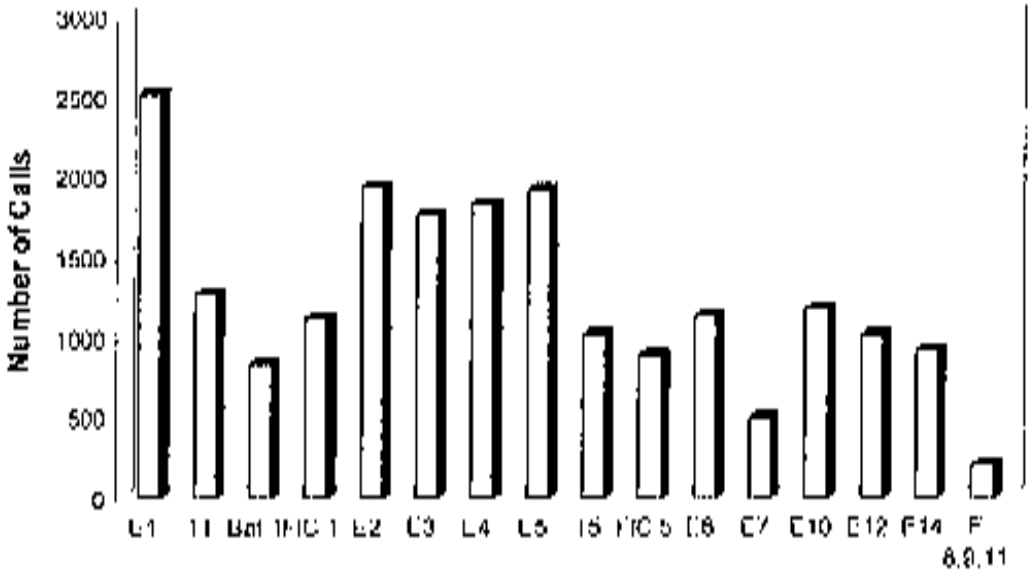


From 1988 through 2003 Friday was the busiest day of the week, and in 2008 Friday is again the busiest day of the week. From 2004 through 2007 Saturday was the busiest day of the week. We continue to be busier during daylight and evening hours. Even though early morning is our slowest time, it is the 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 Bob Poncelow

The property was located and purchased in 2008 for the relocation of Fire Station 4. The existing station was built in 1980 as a temporary facility and consisted of a single family residence with an oversize garage. As a long-term priority, we were able in 2008 to develop a funding program and purchase a lot at the South East corner of Drake Road and Taft Hill Road about 5 blocks from the current station location. The design and planning of the station was begun in early summer, and preliminary approval for construction of a new ~15,000 square foot, two-company station was obtained from the PFA Board in December 2008. Construction is anticipated to begin in early April 2009, with a projected move-in by the end of the year. This new facility will not only make our operations more efficient and safer, but will also reduce response times to areas with denser populations and higher call volumes.

Many significant facility maintenance projects were also undertaken in 2008, including a new roof on Station 6 and new concrete paving at Station 1, although several projects carried over into 2009 for completion. A great deal of effort was put into identifying the needs and best location for the new building at the training facility, and we were very close to a final contract on a property swap that would

have provided a workable solution for this project. Regrettably, one of the other property owners pulled out of negotiations and we were back to square one. In 2009 we will be working with CSU to determine the best options for both PFA and CSU as the property in this area develops.

EQUIPMENT MAINTENANCE

Fleet Maintenance Technician Jim Mirowski

The PFA Shop is responsible for 39 vehicles, one generator trailer, four power-down generators, the Shop air compressor, and the fuel tanks at Training and Stations 6 and 9. The 39 vehicles logged 164,493 miles in 2008, which is down from 2007 miles logged by 3,252.

2008 Highest Mileage Vehicles	
Engine 4	11,034
Engine 14	9,114
Engine 2	8,951
BC Vehicle	10,940

Vehicle	Gallons of Fuel Logged	Average Miles Per Gallon
32 Diesel Vehicles	33,271	3.67
7 Gas Vehicles	4,230	10.01

The average cost per mile (fuel and maintenance only) for the fleet was $1.77. The three front line vehicles with the highest cost-per-mile were Truck 5 ($3.06), Engine 4 ($1.97), and Truck 1 ($2.61). The lowest average cost per mile was Engine 6 ($1.10). Vehicles were out of service for 368 days. Engine 5 was out the most with 33 days. Engine 1 was out 30 days, and Engines 3 and 4 were both out 28 days.

In 2008 we installed light bars, siren, radios and pack set chargers in two new Trailblazer staff vehicles. We completed 213 repair orders including 58 services. We used 1,490 quarts of oil and 492 quarts of automatic transmission fluid. We had 3 outside repair orders including the transmission replacement on Brush 14 while on deployment in California. Brush 7 and 14 both had minor repairs done outside the shop. Total cost for outside vehicle repair was $6,468 (53% less than 2007). We used 3,604 parts, and we replaced 66 tires. Pump tests were done in April and all pumps passed with no problems. Emission tests were done on all 32 of the diesel powered vehicles in November, and they all passed with no problems.

PRE-RESPONSE INFORMATION MANAGEMENT

Captain Mark Fowler

In 2008, the Pre-Response Information Management program provided on-going emergency response map updates for the Operations Division and advanced GIS services for Administration. The updates of Larimer County's phase I and phase II re-addressing and naming of private driveway project was completed. This project re-addressed nearly 800 structures and re-named and created nearly 300 roads. In addition, the advanced GIS services developed and maintained custom computer programming applications, and developed several map projects for Administration.

Primary Accomplishments:

GIS Administrative Decision Support
- Station area response modeling
- Taxed parcel 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
- Address map book update in-progress
- Training aids for line personnel
- Special request maps for all PFA divisions

Outside Agency Support
- RMS Data conversion to GIS for PVHS
- Maps provided to auto-aid and mutual-aid agencies

EMERGENCY MEDICAL SERVICES

EMS Coordinator Mary Makris

EMS CALLS

PFA responded to 8,687 EMS related incidents in 2008 with a total of 8,129 patients assessed and treated. A total of 8 patients out of 61 patients who had CPR survived to leave the hospital with the combination of BLS and ALS intervention. The AED was applied 19 times by PFA personnel and 2 AED

applications by the public. We responded to 1,844 trauma related calls, including 57 motor vehicle accidents with injuries and 9 extrications. 56 patients refused treatment. PFA personnel assisted PVHS crews with patient care to the hospital 524 times.

CERTIFICATION/CONTINUING EDUCATION

PFA had 151 EMT certified personnel with 51 recertifying in 2008. Over 260 continuing education hours/skills reviews were offered including the annual EMS conference which focused on pediatrics, geriatrics and special needs patients. The EMS Training Center was reviewed by the Colorado State Department of Health, EMS Division and granted recertification until 2014.

PFA EMS developed and provided 6 tabletop exercises for multiple casualty incidents with PVHS field personnel. More exercises are planned for 2009.

SYSTEM CHANGES

PFA was assigned a new EMS Medical Director, Dr. David Farstad, through PVHS ED group. He is the Medical Director for PVHS and the QRT's. He has visited multiple stations, ridden with crews on a monthly basis, and has been an advocate for PFA.

The new RMS system was implemented and is currently being refined to reflect the National EMS Reporting Factors and local EMS system issues for better assessment and improvement in the future.

First Responder training was developed to be provided in early 2009 to assist in meeting the EMS Strategic goal of 100% of all PFA field personnel being certified. A large number of new volunteers are EMT basic certified and many of the volunteers are interested in becoming certified in EMS to assure a seamless continuity of care within our response area.

The EMS Coordinator completed national training and is now the PFA infection control officer with another EMS PFA member as back up. Development of reporting practices, information flow and education for PFA members has been significantly improved.

PFA EMS has increased activities in the Front Range fire consortium EMS training and infection control response and the coordinator acted as lead infection control officer for the fall 2008 fire academy.

Open communications and feedback between PFA and health care providers continues to be a priority and the EMS representatives from both services attend the PVHS EMS staff meetings, the interagency meetings and PFA captain meetings on a monthly basis.

PUBLIC AFFAIRS AND EDUCATION

Public Affairs Officer Patrick Love

The Office of Public Affairs and Education is charged with being the primary contact with customers and the media. This is accomplished through the development and management of public outreach and education activities. In the public outreach arena this office is responsible for the scheduling and coordinating of events, creating and maintaining positive relationships with other agencies and general public contacts, and juvenile firesetter counseling. Within the media relations arena the public affairs officer acts as the department spokesperson, conducts press interviews, writes press releases, and conducts press conferences as needed.

2008 saw an increase in almost all areas of activity and none of it could have been handled without the time and effort of our dedicated firefighters.

Media Relations

The media relations program is continuing to grow and evolve. For all of 2008, forty-three media releases were issued. 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.

The 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, PFA is kept in the media in a positive light on the average of once every week and a half, 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 2008 PFA fulfilled 430 requests for service from community members for fire and life safety education and other customer contact opportunities. This equates to a conservative 1,290 man-hours; not including preparation or take-down time. 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.

Following is a list of all types of events including the number of customers we have come in contact with in 2008.

Service Requests by *TYPE*	2007	2008	% Change From Previous Year
Safety Classes	69	106	+53.62%
Station Tours	90	96	+6.66%
Apparatus Tours	41	45	+9.75%
Extinguisher Classes	62	36	-42.00%
Neighborhood Events	17	25	+47.05%
Smoke Alarm/Battery help	0	22	N/A
Safety House	0	20	N/A
Safety/Science Fairs	12	12	0.00%
Bike helmet program	0	11	N/A
Fire Drills	15	11	-26.67%
Home Inspection	2	3	+33.33%
All others	44	43	-2.27%
Total	**352**	**430**	**+22.16%**

Service Requests by *AGE RANGE*	2003	2004	2005	2006	2007	2008	% Change From Previous Year
Pre-school (3-5)	*	1472	821	879	2275	2285	+0.43%
Elementary (5-12)	2619*	2660	3073	2780	3032	5624	+85.49%
Jr High/High School (12-18)	52	315	259	55	889	1478	+66.25%
Adult (18-60)	1601	3537	3140	3485	3012	4036	+34.00%
Adult (60+)	164	129	627	150	835	684	-18.08%
Total	**4436**	**8113**	**7920**	**7349**	**10,043**	**14,107**	**+40.46%**

* Pre-school & elementary were not separated in 2003

Service Requests by *SHIFT*	2003	2004	2005	2006	2007	2008	% Change From Previous Year
A Shift Total	79	76	85	85	83	83	0.00%
B Shift Total	77	85	80	82	96	94	-2.08%
C Shift Total	85	85	79	74	104	96	-7.69%
Total	241	246	244	241	283	273	**-3.53%**

Service Requests by *STATION*	2003	2004	2005	2006	2007	2008	% Change From Previous Year
Station 1	34	39	43	35	49	41	-16.32%
Station 2	36	35	31	41	29	23	-20.68%
Station 3	45	29	32	34	39	45	+15.38%
Station 4	30	18	21	17	24	20	-16.66%
Station 5	41	60	39	42	51	49	-3.92%
Station 6	15	21	16	15	14	14	0.00%
Station 7	1	5	4	2	5	7	+40.00%
Station 10	30	27	28	13	20	25	+20.00%
Station 12	9	12	12	8	11	14	+27.27%
Station 14	-	-	18	34	41	35	-14.63%
Other	3	28	24	5	0	30	
Total	**244**	**274**	**268**	**246**	**283**	**303**	**+7.06%**

RIDE-ALONGS	2003	2004	2005	2006	2007	2008	% Change From Previous Year
Citizen Ride-Alongs	0*	0*	0*	0*	38	48	**+26.31%**

Neighborhood Night Out

In August, the firefighters who work at Station 7 hosted a neighborhood block party for the fifth 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 sixteen additional neighborhood block parties as well. The firefighters enjoyed the opportunity to get out into the neighborhoods and socialize with their neighbors, along with passing on life safety education information.

Flame Out Five

PFA hosted the 19th annual Flame Out 5k on October 4th. Thanks to our many sponsors this event was successful once again. There were over 40 community volunteers who helped staff the event and 198 runners and walkers. Over $2,400 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 2008 PFA firefighter/car seat technicians installed or checked the installation of 549 seats. ***The total seats checked in the county by Safe Kids partners was 853 with PFA accounting for 64%!*** This does not include the 29 seats that were installed at three 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.

Car Seat Checks	2003	2004	2005	2006	2007	2008	% Change From Previous Year
Station 1	142	164	73	52	95	85	-10.52%
Station 2	20	67	94	57	94	55	-41.48%
Station 3	5	3	22	64	61	63	+3.27%
Station 4	0	24	9	11	46	84	+82.60%
Station 5	40	26	48	59	90	125	+38.88%
Station 6	19	10	27	13	35	14	-60.00%
Station 7	34	3	4	8	15	18	+16.66%
Station 10	8	62	118	29	32	42	+31.25%
Station 12	35	73	76	99	114	46	-68.00%
Station 14	-	-	32	27	7	4	-42.85%
Check Points	229	162	41	0			
Other	59	6	11	28	34	4	-88.23%
Total	**591**	**602**	**555**	**467**	**623**	**540**	**-13.32%**

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 30 entries received and 10 winners were chosen at random. This is another important community outreach program because we are able to reach some additional customers who may not otherwise be able to afford an alarm.

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, and 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 2008, including the use of the Fire Safety House at all elementary schools.

New Programs

Characterization Program- A program that has returned in 2008 after a lengthy hiatus due to budget cuts is the Characterization Program. This type of program teaches kids safety lessons through the use of clowns and puppets. Thanks to the drive and energy of Ray Gillan, aka Bootz the Clown, this program was revitalized. In January 2008 Ray Gillan and Mike Chavez went to the nationally recognized clown school in Bullhead City, Arizona. While there, besides 'clowning around' they learned techniques, and tips and tricks of the trade in order to make a successful program. Since returning, Ray and Mike have performed at a number of different events to teach fire and life safety to hundreds of kids in a fun atmosphere.

CityWorks 101-Crews took part in this very worthwhile community centered program that educates citizens about the inner-workings of city government. PFA crews were able to give the group of 'students' general information about PFA, then allow them to go through a smoke-filled building, perform vehicle extrication, operate a fire hose and ride in the bucket of a ladder truck.

Campus Safety with Colorado State University Students- A new approach to student fire safety was undertaken in 2008. In addition to the regular events that PFA coordinates with CSU health & safety folks, we burned two 'typical' dorm rooms built especially for this exercise. The main lessons were to show students how quickly a fire grows and that if a fire does occur, there is very little time to escape to safety. Another important lesson was that fire sprinklers do save lives, as was very evident with one room having a sprinkler and the other room not having a sprinkler.

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 6,445 on-duty hours of company training. This is an average of 195.32 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.

Glenn Levy Linda Deane Capt Kobielusz Capt Hatfield FF M.Housley Mary Makris

The 2008 team consisted of Captain Randy Hatfield and Captain Brad Kobielusz who bring vast experience and solid and consistent educational methodology to the Training Division. Randy spends most of his time in maintaining and delivering training to shift personnel while Brad is assigned to the Front Range Fire Consortium and coordinates two recruit academies each year. Linda Deane is our support staff and is the glue that keeps all of our projects held together. Mary Makris is our EMS coordinator and ensures not only compliance, but excellence in response and coordination. Also rounding out the Training Division is Driver Operator Matt Housley. He will be working with the recruit academy, driver operator certification, 8-hour skills days, driving skills, and firefighter safety. In addition Matt has outstanding EMS skills and will be helping out in this area as well.

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 who wish to learn the Driver Operator skills

and "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. The D/O certification process evaluates competency and 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. Much of what we do is destructive, so maintaining a facility that can be used safely is a bit of a challenge.

In 2008 we focused on:

- Ensuring the burn building is safe for performing live fire for the next 5 to7 years. We replaced numerous heat-resistant tiles, repaired walls, and replaced thermal probes.
- Complete design and installation of a new propane live burn prop for both tank fires and vehicles fires.
- We added Engine 24 to the training fleet for enhanced training safety and opportunities.
- We continued to add additional extrication and rescue areas, including a live vehicle fire area

2008 Training Focus "Live Fire Training"

One of the Training Division's major emphasis programs in 2008 was developing and delivering live fire training to the entire department.

This was a labor-intensive program that paired different crews with different objectives in as real a fire scenario as possible to allow the crews to evaluate both skills and coordination.
Each crew completed at least two evolutions, each was different and each was a complete surprise. This process allowed crews and the Battalion Chiefs' to perform near real incident tasks under live fire and near zero visibility conditions.

It took several months to create, design and deliver the entire program to the firefighters.

Our crews performed very well under the various scenarios that included a lost firefighter, downed firefighter, a MAYDAY evolution, vehicle fires next to a home, multiple set fires, multiple victims, and unknown rescues.

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 neighboring fire departments to bring forward the best of the best to train our folks to the highest level possible.

In 2008 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 Kobielusz 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, Boulder Fire Department, with the addition with Laramie Fire Department in 2008. The intent of the FRFC is 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 2008 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.

Professional Firefighter Certification with Colorado Metropolitan Certification Board:

In 2008 we solidified our relationship with the CMCB to begin professional firefighter certification in May 2008. I am proud to report that every PFA firefighter earned the highest level of National Firefighter Certification, Firefighter II. In addition, we certified numerous drivers as Fire Apparatus Operator-Pumper. In 2009 we will be focusing on Fire Instructor I, Driver Operator-Aerial, Hazardous Materials and Fire Officer I.

2009 Major Emphasis Topics:

Driving Emergent, planned for Spring 09
Firefighter Safety Officer, Fall 09
Recruit Academies, Spring and Fall
Driver Academy and Testing, May and September
Live Fire Flashover Training
Certifications as listed above

Finally, the Training Division will assume the responsibilities of coordinating and managing the Volunteer and Explorer programs in late Spring 09. Because of

that, we are working on developing a staffing plan so as to ensure the quality of these programs.

HAZARDOUS MATERIALS RESPONSE TEAM

Captain Dick Spiess

Team members participating in training at Loveland with other Hazmat Technicians from the Front Range Fire Consortium.

The basic mission of Poudre Fire Authority Hazardous Materials Team is to protect people and the environment from the dangers inherent with Hazardous Materials. Training, cooperation and equipment are the major means of accomplishing that mission.

In 2008:

- Team members trained during two special events with other Hazmat Technicians from Loveland, Longmont, Greeley, Boulder and the Colorado State Patrol to maintain proficiency and enhance communication and cooperation.
- The team conducted department-wide training to meet the requirements of the Code of Federal Regulations pertaining to hazmat responders.
- Team members attended other local and national training and conferences to enhance skills and knowledge.
- Team members supported the Northern Colorado Drug Task Force, the Larimer County Bomb Squad and other law enforcement

entities on multiple incidents involving meth labs, suspected bombs, and other hazardous materials related calls.

- Several team members renewed or acquired training and manufacturer certification in maintenance of our air-sampling monitors.
- The team responded to a significant hazmat incident in Loveland. This event proved the value of the consortium partnership and joint training.
- The team updated the department's ability to detect and monitor Hydrogen Cyanide. This byproduct of combustion has recently been linked as a possible contributor to heart attacks and line of duty deaths.
- The team planned several courses and training events for 2009.

The Team was unsuccessful in its 2008 grant application directed to acquiring a chemical identification instrument. Proper response, containment and decontamination are predicated upon identification of the substance in question. Finding a means of funding the technology that will enhance our ability to identify unknown substances remains a top priority for the team. The team set aside a significant portion of its 2008 budget to make this acquisition a possibility in 2009.

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. 2008 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 2008 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 continued his involvement as an instructor and student mentor in S-590, Advanced Fire Behavior Interpretation and served on the National Wildfire Coordinating Groups fire behavior committee. 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.

Colorado experienced another relatively quiet wildland fire season while other parts of the west experienced a record breaking fire season, most notably

northern California. PFA provided equipment and/or personnel to 3 states on 5 incidents.

- North Mountain Fire / California
- American River Complex / California
- Piute Fire/ California
- Gunbarrel Fire / Wyoming
- Paradise Fire / Colorado

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 2008 exceeded $48,200.00.

American River Complex, California

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 2008. 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 2008. 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 Extended Attack OD to assist responding resources with rapidly expanding incidents. This Operational Directive applies to all wildland and wildland/urban interface fires that expand beyond the capability of initial attack resources due to an increase in size and/or complexity of the event. These incidents typically require additional resources, often involve other agencies or jurisdictions, and may extend into additional operational periods. These incidents are at Type 3 (extended attack) level of incident complexity, per the current National Wildfire Coordination Group (NWCG) Interagency Operations Guide.

- 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 and Driver / Operator Bob Root 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

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 Wildland Cooperators board.

- Advanced the team's Wildland Outreach and Planning Initiative by conducting ongoing 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.

  Late in 2008, planning began on expanding the program's educational component with the conceptualization of an educational brochure and interactive website for homeowner's to access their individual assessments.

  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 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. It is hoped these kits can be placed on apparatus sometime in 2009.

- The team continued to upgrade the quality of tools on wildland apparatus throughout the district. Team members evaluate and inventory department equipment on a regular basis to maintain readiness at all times, especially as wildland fires occur year round more and more.

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. Mask fit testing was completed on all users of SCBAs, N-95s, and cartridge respirators.

Additional cylinders and SCBA units were added to our inventory. These units were purchased at substantial savings from a business liquidation sale.

Training was presented to PFA firefighters and other agencies. The training included use, safety, maintenance, and review of governing agencies and regulations.

INCIDENT REPRESENTATIVE PROGRAM

Captain Ralph Kettle

Not all emergencies can be prevented, but when they do occur, quick recovery is vital to everyone involved. The Incident Representative (I.R.) program provides trained personnel to respond quickly to facilitate a coordinated response with other agencies in providing recovery assistance. The I.R. acts as an advocate for those people that are experiencing what might be the most challenging and stressful time of their lives.

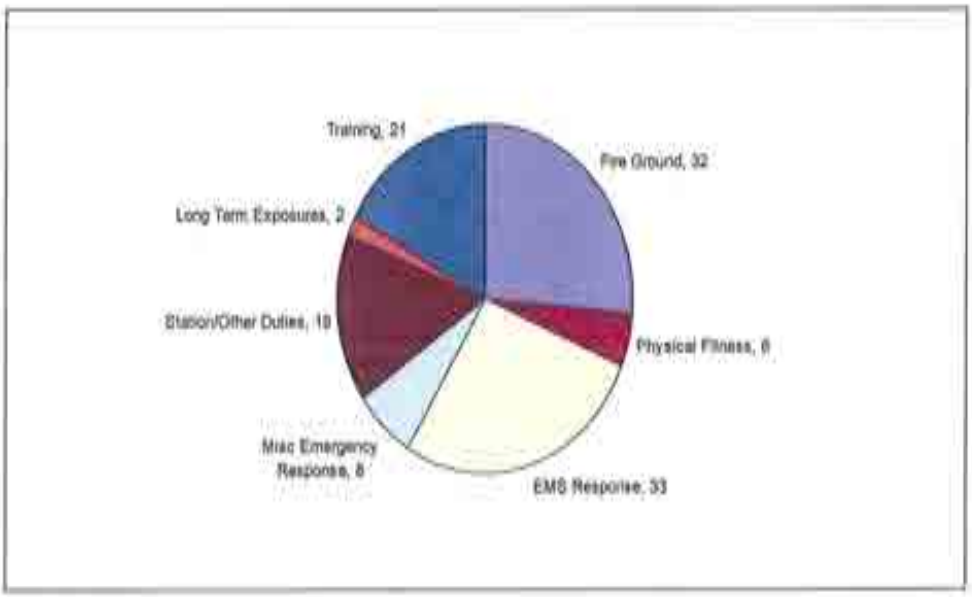
The I.R. program falls under the umbrella of the Operations Division and has been the responsibility of the Special Operations Battalion Chief. During the last quarter of 2008 a restructuring of responsibilities in the Operations Division transferred management of the program to one of the shift Battalion Chiefs. Daily response is handled by two dedicated PFA firefighters from each shift that respond off-duty, on a rotational basis. The team experienced the transition of three members in 2008. Two new I.R.s have been selected and are in the process of being trained. Selection of a member from "C" shift will soon fill the roster.

In 2008, the I.R.s were called out 27 times for a 9% increase over 2007. Of these calls, 23 were to structure fires, two were for significant water leaks inside structures, one was for a natural gas leak causing evacuation, and one was to assist with a vehicle that crashed into a building causing significant damage to the structure. Responses in previous years have included: carbon monoxide leaks, lightning strikes, snow damage, and major flooding.

OCCUPATIONAL HEALTH AND SAFETY

Battalion Chief Bob Poncelow

2008 saw an increase in work related injuries at PFA. There were 121 reported injuries or exposures for 2008. This compares to 74 in 2007, 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 2008 injuries were attributed to the fire academy where we made a concerted effort to have all injuries no matter how minor reported. Additionally, 26 injuries resulted from a single incident. This incident was a structure fire on Emigh Street where it was discovered Asbestos was present and was disturbed during the fire fighting operations. This resulted in 24 exposure reports in addition to two other minor injuries during the fire attack operations. Another incident involving a broken antique fire extinguisher at Administration generated 5 more exposures or inhalation injuries. Finally a MRSA outbreak during the FRFC Academy added even more injury/exposure reports as we documented every scrape and cut to assure they were evaluated for infection. The below chart illustrates where the injuries or exposures occurred with the clear majority (73) being on the emergency scene.



In 2006 we started tracking injury leave by hours instead of by shifts. This more accurately defines how much injury leave is used. 2008 saw a significant decrease in the number of injury leave hours, with a total of 661 compared to 2007 when we had 1378 hours of injury leave. We recorded 321 hours in 2006. Although not an accurate comparison, in 2005 we reported 21.5 shifts of injury leave used which would compute to 516 hours if the leaves were all full shifts.

Due to either on-duty of off-duty injuries, illnesses, or medical conditions 15 personnel were placed on modified duty. The most on any one day was 6 personnel and we averaged just over 2 per day in 2008. This is down from 2007 when we had 20 people on modified duty with as many as 8 on a single day.

There were 14 vehicle incidents in 2008. This is up one incident since last year, but is still well below the last several years. Past years numbers were 13 in 2007, 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. Of the 14 accidents reported, 4 involved equipment falling from the apparatus and we continue to work on solving this issue including a new Traffic Cone bracket that was developed by Firefighters Hettinger and Wiggins, which we believe will provide a much more secure attachment for equipment that will not fit inside the apparatus. Our accident rate while running emergent is very low (3 incidents, 2 of which involved equipment falling from the apparatus) 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 Hearing Enhancement and Protection (HEAP) subcommittee have continued to make advances in firefighter safety. The safety Committee has been working to bring our roadway operations into compliance with the new DOT standards and has identified and purchased new compliant traffic cones and vests which will be available in early 2009. The HEAP committee has experienced some setbacks with the available technology for hearing protection and enhancement on the fire ground, but has continued to research options and develop relationships with the experts in this field and 2009 should see a major advance in this area. The HEAP committee also has developed an annual audiology program for the firefighters to document the effectiveness of the programs and identify hearing loss as well as possible hearing hazards in the work place.

The Fitness Committee members all completed a course to become certified Peer Fitness Trainers in 2008, and will be implementing the Peer fitness program department wide in 2009. The Peer Fitness Trainer program is based on the National Wellness Fitness Initiative created by the International Association of Firefighters and the International Association of Fire Chiefs We continued our relationship with the CSU Human Performance Clinical Research Lab with all uniformed personnel completing either annual fitness evaluations, or the full evaluations depending on their risk profile

OFFICE OF EMERGENCY MANAGEMENT

Battalion Chief Mike Gavin

2008 was a busy year for the Office of Emergency Management. This office continues to focus on Preparedness, Mitigation, Response and Recovery from incidents that are hazardous to the community of Fort Collins. Within these four pillars of emergency management, there are numerous planning, training, exercises and other activities that take place.

In addition to these areas of emergency management, work continues in the area of compliance for Federal and State mandates which include but are not limited to the National Incident Management System, National Preparedness Framework, National Preparedness Goals and the National Infrastructure Protection Plan.

Preparedness:
Work focused on completion and submission of the FEMA application for attendance at the Integrated Emergency Management Course-Community Specific at the National Emergency Training Center in Emmitsburg, Maryland. Approximately 20 representatives from the City of Fort Collins will be attending this national training with 50 other individuals from Larimer County and the City of Loveland. The purpose of this training and exercise is to examine our response and recovery plans for a disaster related to flooding.

Pandemic planning continued through 2008 with the design and delivery of a county wide Pandemic exercise held at the Larimer County Courthouse. This exercise identified several "gaps" that we still need to address in our planning activities.

A Citizen Corp was initiated in Larimer County. The City of Fort Collins established its first Community Emergency Response Team in the Roland Moore Neighborhood. Plans have been developed to initiate several additional neighborhood teams in 2009. Both Sowder of the Neighborhood Services Office is assisting with this project. Other projects include the continued work with a users group for various camera needs within the city (Streets, FSPS, PFA, Utilities, and Traffic).

Implementation of a credentialing/ID system for the City of Fort Collins began in the fall of 2008 and work will continue through 2009. This system is a component of NIMS compliance.

Plans have been developed for the deployment of the CDC Strategic National Stockpile in preparation for a disaster. These plans involve the CDC, Health and Human Services, Colorado Department of Public Health and Environment, Larimer County Department of Health and various agencies within Larimer

County. Plans have also been developed for the deployment of the Chem Packs. Primary purpose of these medications is for chemical agent exposure.

OEM with assistance from Fort Collins IT has updated its webpage. A new window was added to put in daily or weekly information as needed and to update the public of emergency situations or community training. Future updates will include interactive informational links.

Mitigation:
The City of Fort Collins continues to have a strong presence in the Northeast All Hazards Region. All DHS Homeland Security grants are processed through this group. Fort Collins Police Services has been awarded a grant for $20,000 to buy protective equipment for the SWAT team and $10,000 for communication equipment at the City EOC. A 250kw Detroit Diesel generator was donated by way of this group for use in establishing back up power to the EOC. The Office of Emergency Management is continuing in its effort to find funding to design and install the system so that full back-up power is established.

With the implementation of the new 3N Emergency Notification System, a lot of work is centered on training individuals within the City to operate the system as well as assist in building out the "City Users" side of the system. Larimer Emergency Telephone Authority is a strong partner in this system.

The final draft of the Northern Colorado Regional All Hazard Mitigation Plan was completed. Public meetings will be conducted in 2009 with adjustments to the plan from this input. Final document will be sent to the State of Colorado and FEMA Region VIII prior to adoption by the City of Fort Collins.

Response:
OEM participated and assisted with the coordination of exercises at the National Wildlife Research Center, CSU BSL III labs and Colorado State University. OEM and PFA also assisted CDC in training for future exercises. Other exercises focusing on response issues included those with participation from the Bureau of Reclamation (Horsetooth flood) and the Department of Energy (Western Regional power outage and terrorism activities).

We assisted in actual response and recovery activities centered on the Windsor tornado and the Alamosa salmonella outbreak.

The Planning, Development, Transportation and Utilities Service areas have developed internal emergency plans for a variety of incidents. NOAA Weather Radios are also being placed within these facilities as their emergency plans are reviewed and exercised.

Recovery:
Debris management plans, damage assessment plans, and resource needs

assessment are the primary areas of focus. These sections within emergency management will see more activity in 2009.

Additional Activities/Sponsored Training:

- Coordinating initial planning for the Fort Collins Debris Management Plan
- Hosting the DHS **Public Works: Planning, Response and Recovery to WMD/CBRNE Incidents** course
- **Senior Officials Disaster Management for Water/Wastewater** course
- **Disaster Management for Water/Wastewater Utilities** course
- **Disaster Management for Electric Power Systems** course
- Northeast All Hazard Region (Board Member representing Fire Service)
- Colorado State All Hazard Advisory Committee (Board Member-At large)

SYSTEMS/INFORMATION TECHNOLOGY

IT Manager Tom Hatfield
IT Analyst Eric Nelson
GIS Specialist Jim Montague

PFA IT strives to provide efficient, reliable and cost-effective methods of providing and implementing well researched and predictable technologies. The following is a brief look at 2008-2009 projects. Additional details are available in our 2008-2009 comprehensive plan.

1. **Redesigning and enhancing our external web site (http://www.poudre-fire.org)**

   We created a web site focus group and had the opportunity to meet on a few occasions throughout the year. During group discussions, we formed some good ideas as to what content and design features we wanted to incorporate into the new site.

2. **Implemented the new Fire and EMS Records Management System**

   We built High Plains RMS virtual server and configured it to meet our specific needs. Training classes were provided over several weeks for PFA employees on the incident reporting module for implementation on January 1st 2009.

3. **Replace outdated wireless system at all PFA facilities**

   We installed wireless access points in the new admin addition and started replacing units at other facilities.

4. **Fine tune end user experience and roaming profile performance**

   We continued to improve our end user experience throughout the year by implementing items such as Desktop redirection and automated application deployment (High Plains RMS, Adobe updates, Telestaff updates, etc.).

5. **Expand upon server and application Virtualization**

   In 2008 we continued to use Windows Server 2005 R2 to build new virtual servers such as the PFA Blackberry Enterprise server and we began using Windows Hyper-V 2008 as our next generation virtual server platform for the High Plains RMS server, SharePoint server, Multimedia streaming server, and the CAD communications server.

6. **Implement Physical and Virtual Server clustering**

   We purchased a Storage Area Network device and implemented this hardware solution alongside the Hyper-V virtual server technology to create more reliability in our virtual machine infrastructure.

7. **Implement a high quality business continuity plan**

   We continued to use Backup Exec version 11 on our two backup servers (one located at Administration and one is located at the Training Center). However, we realized this would not be a long term solution due to the limitations of the hardware and software in use.

8. **Improve internal communications by leveraging SharePoint document libraries for use on the Intranet**

   We posted more information to share using SharePoint technologies in 2008. Some of those items included the Master OD Repository, RHS site, and various surveys.

9. **Increase the amount of IT related Training for our users by using streamed videos, station visits, and video conference sessions**

   New technologies such as Microsoft Outlook and general computer training sessions were presented using the VTC at various times throughout the year. Also, many online demos and how-to documents were posted on the Intranet to help educate our users.

10. **Improve video tele-conference performance by phasing out outdated hardware**

Replaced 5 six year old conferencing units with Polycom VSX units for Stations 1, 5, 6, 10 and the Training Center. All of our conferencing units are now very similar models which making them more compatible thereby improving the audio and video quality of the conferences.

11. **Research additional public safety training and collaboration opportunities utilizing the video teleconference system (VTC).**

Previously the system was limited to our own network and fire stations. With the acquisition of the newer Polycom VSX equipment, we were able to work with City MIS on establishing the ability to contact other VTC devices on the Internet. This will provide the ability to video conference with other local and state agencies for training and large scale incidents should the need arise.

12. **Implement ITIL (Information Technology Infrastructure Library) best practices for IT Service management**

A member of our department became certified on the ITIL Foundation curriculum, but we did not have enough time to truly implement some of those best practices for PFA.

13. **Implement Telestaff to JDE Payroll Interface**

Jim Montague developed, tested, and trained our Administration staff on how to use this new payroll tool so that it integrates seamlessly with the City's JDE payroll processing system.

The software application has successfully been used to process payroll data for the last half of 2008. Added support for processing Police Department payroll data and started processing their data late in 2008.

14. **Coordinated PFA GIS Functions and Common Database Plan**

This is an ongoing process that has made periodic updates of mapping products easier and more consistent, especially between printed and mobile mapping. Street, hydrants, parks and trails data, for example, should utilize the same data.

15. **PFA District and Station Area Wall Maps**

Wall maps have unfortunately taken a back seat to the production of run (address) book and 100 block book maps and are out of date. While

much of the underlying data is shared with other map products, an effort is underway to upgrade, print and distribute new maps.

16. Address Book Data Development

An extensive effort has been completed to add and update address and road information based on Larimer County's readdressing program. In addition, many updates have been made to the previous map book pages making this a very accurate map product.

17. Internet Access to Map Books

A proof of concept effort was made to determine how to show maps of various types in the new PFA website. More work needs to be done.

18. Field Check Rural and CSU Addresses for GIS

The recent production of the address book includes rural addresses verified by the Larimer County Addressing Coordinator. Companies should report any discrepancies to PFA GIS. Some work with Carle Dann, with City GIS, and with Martha Coleman of CSU GIS has been accomplished and included in map products.

19. Station Alerting

Save communication costs by converting fire station alerting (tones played over the loudspeaker when crews are dispatched) from a public switched telephone network to a PFA leased fiber optic and/or leased T1 network.

In 2008 the PFA board approved funds for upgrading the current Zetron fire station alerting system. The system currently utilizes dedicated Qwest data quality leased lines to each fire station at a cost of $15,800 annually. The one time cost of approximately $27,000 would purchase the dispatch hardware and upgrade the receiving units at the stations. These upgrades will allow us to abandon the leased lines and utilize our current fiber infrastructure for station alerting. The capitol costs would be paid back in less than two years. This upgrade will make the alerting system more reliable and free up $15,800/year for other needs.

FIRE PREVENTION BUREAU

Fire Marshal Kevin Wilson

Fire Prevention has the primary objective of limiting the incidence and severity of uncontrolled fire in both loss of life and loss reduction. Prevention activities include:

- Fire Safety Inspections
- Fire Code Adoption
- Fire Code Enforcement
- Inspections of Fire Protection Systems (both active and passive)
- Plan Reviews of Buildings and Systems
- Fire Safety Practices
- Fire Investigations

All of those efforts are supported through comprehensive community interface initiatives, keeping detailed records of inspections, construction, detailed records of fire events and by identifying opportunities for preventing reoccurrence of fire events. Staying current with codes and standards is at the core of these efforts.

In addition to providing leadership and support for the six programs under Fire Prevention, the fire marshal supports key community safety initiatives outlined in the 2007 Fire Prevention Strategic Plan. Those include the Greek Inspection Program, the Residential Occupancy Program, and the Assembly Occupancy Task Force.

INSPECTION SERVICES

Assistant Fire Marshal, Holger Durre

The 2008 FIC's are:

	Station 1	Station 5
A-Shift	Shawn McGaffin	Geoff Butler
B-Shift	Mike Wilson	Jim Houck
C-Shift	Ron Simms Dave Lehman	Michal Jaques

The above individuals continue to provide the backbone of the workforce for the program. Many of these individuals also participate in other areas program areas such as investigations. This year was the first year of full implementation of the new inspection program that takes into account risk categorization and other

measures to deliver efficient and effective customer service in accordance with the strategic plan benchmarks.

I. INSPECTION SERVICES ACTIVITY

The following information represents an overview of 2008 Inspection activity. Some of this information is detailed in further sections of the report. There have been several percentage decreases and increases, respectively in various aspects of these numbers reported due to the program re-start.

Total Inspections	1635
Total Hazards Written	1417
Total Re-Inspections	197
Final Notices Issued	88
Corrections at Final Notice Reinspection	121

II. INSPECTION SERVICES COMPARATIVE ANALYSIS

Activity	2007	2008	Average	% of Change 2007/2008
Total Addresses on Record	4316	4683	4400	8.3
Inspections Conducted	686	1635	893	138
Total Violations Written	841	1417	1069	-50
Violations per Inspection	1.2	.86	1.37	-78
Re-Inspections Conducted	62	197	102	142
Final Notices Issued	12	88	36 3	242
Final Notices per Inspection	0.017	0.027	0.023	59

III. INSPECTION CONTACTS

	KNOX BOX	TENT PERMIT	GENERAL SAFETY CONCERN PUBLIC	PFA	TOTAL CONTACTS
2007	*74*	*46*	*54*	*32*	*206*
2008	*67*	*56*	*60*	*82*	*265*

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 2008, 265 inspection contacts were conducted to address these concerns, representing a 31% increase in these numbers.

This work often leads to additional research and investigation to ensure resolution. Tent Permits are a part of this activity which provides inspections of those 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 2008 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 91 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

Poudre School District (PSD) Industrial Program – During 2008, the bureau completed the eighth year of the PSD Industrial Inspection Program. The personnel assigned to this partnership program conducted 53 school inspections and inspected the administrative complex, identifying 998 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.

Assembly Occupancies – These occupancies are of particular interest to the Poudre Fire Authority Inspection process due to their high-risk environment. Weekly occupant load checks are supplemented by annual inspections that educate bar owners and ensure that these establishments are safe for patrons and staff alike. 2009 looks to focus further on these businesses by partnering with various code and regulatory agencies.

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 52 inspections during 2008 identifying 241 violations.

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 these 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.

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. Semi-annual fire drills are also conducted as part of this program. Greek housing is in decline right now on campus which is why these numbers have seen a decrease overall

	2007	2008	% Change
Inspections	36		-21.7
Hazards	107		-7
Re-Inspections	15		-40
Final Inspections	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.

	2007	2008	% Change
Inspections	230	236	2.6
Hazards	62	66	6.5
Re-Inspections	6	15	150
Final Inspections	1	10	900

FIRE INVESTIGATIONS/PREVENTION SUPPORT

Assistant Fire Marshal Shawn Brann

In 2008, the Poudre Fire Authority responded to 438 fire calls compared to 404 fire calls the previous year. For the majority of these calls, the origin and cause of the fire can be determined at the responding company level. In cases where the cause can not be easily determined due to the extent of damage, possibility of arson, or other circumstances, a Fire Investigator responds to the scene. During 2008, 134 fires required the response of a Fire Investigator to determine the origin and cause of the fire.

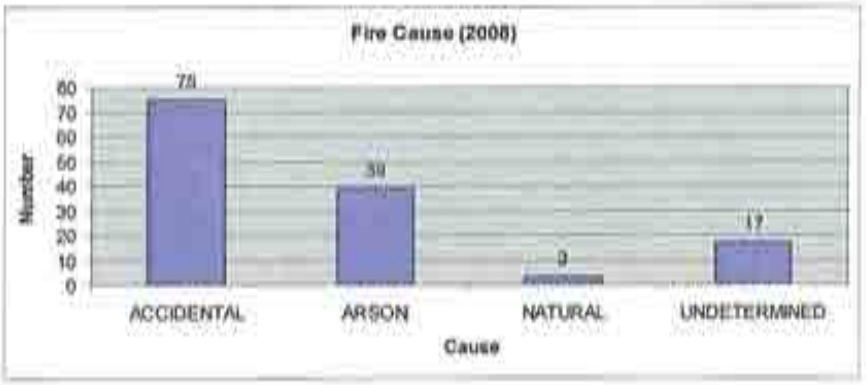
We continued to work closely with local law enforcement agencies. Fort Collins Police Services assisted the Poudre Fire Authority on 21 fires during the year. The crime lab at the Larimer County Sheriff's office was closed for a period of time creating a loss of resources to assist with fires in the County. We continued to utilize a local Arson K-9 throughout the year. Through the hard work of our Fire Investigators and our relationships with local law enforcement we were able to make 14 arrests for arson in 2008.

The total number of incendiary fires increased by 77% however there was a 40% decrease in incendiary fires involving structures. The increase in incendiary fires is partly due to two separate serial arson events during the months of August and September. The total fire loss for 2008 was $1,632,554. This is a dramatic decrease from 2007 and is due to having very few large-loss fires during the year.

The following tables and charts represent fire activity for years 2006 through 2008 as well as investigations for 2008.

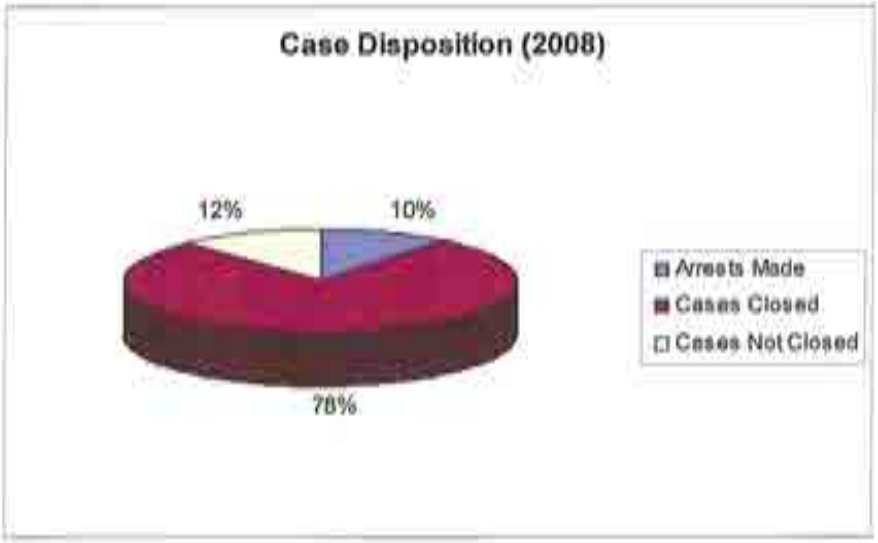
TYPE	2006	2007	2008	% of CHANGE from 2007 to 2008
Total Fires	494	404	438	8%
Total Incendiary	25	22	39	77%
Structure/Incendiary	8	10	6	-40%
All Other Incendiary	17	12	33	175%
% Total Incendiary	5	5	9	
Total Dollar Loss	$2,672,976	$2,910,352	$1,632,554	-44%
Total Dollar Loss Incendiary	$325,180	$640,402	$274,560	-57%
% Total Dollar Loss Incendiary	12%	22%	17%	

Fire Cause Summary		
Cause	*Number*	*%*
ACCIDENTAL	75	56.0%
ARSON	39	29.1%
NATURAL	3	2.2%
UNDETERMINED	17	12.7%
Total	***134***	100.0%



Case Disposition		
Type	*Number*	*%*
Arrests Made	14	10.4%
Cases Closed	104	77.6%
Cases Not Closed	16*	11.9%
Total Cases	134	

**Pending cases awaiting further information for final disposition*



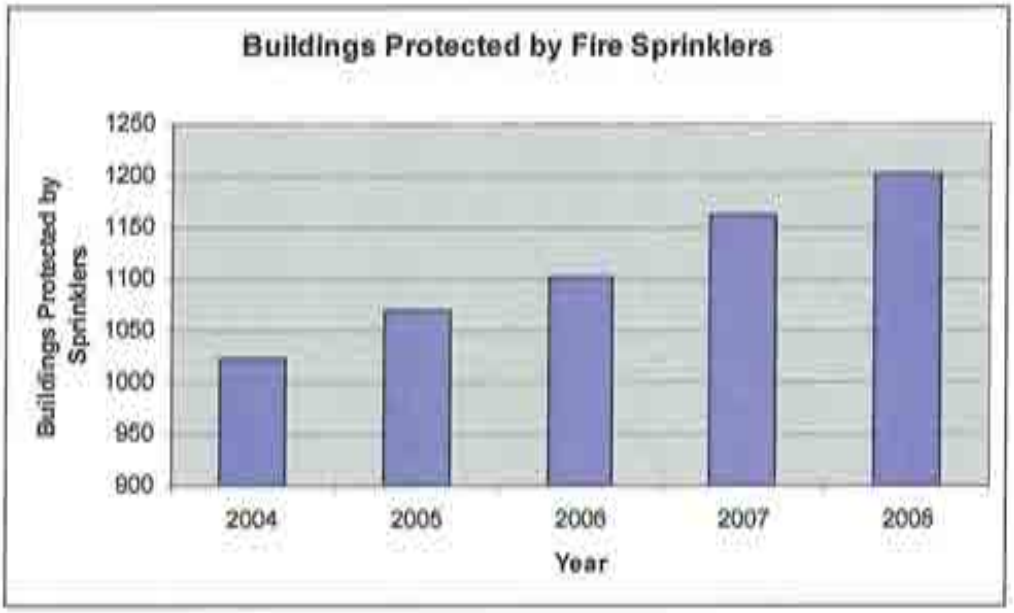
FIRE PROTECTION SYSTEMS

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

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	2004	2005	2006	2007	2008	% of Change 2006/2007
Total Fire Sprinkler Systems	1024	1070	1101	1163	1202	3.24%
New Sprinkler System Installations	75	46	31	62	39	-33.33%
Sprinkler System Upgrades	118	174	118	115	221	47.96%
Residential Fire Sprinkler Systems Reviewed	0	21	11	2	1	-100.00%
New Fire Alarm Installations	76	77	71	94	144	34.72%
New Hood/Duct Protection Systems	27	28	19	21	26	19.23%
Spray Booths Installed	1	3	1	0	1	100.00%
Fire System Permits/Plan Reviews	320	328	251	284	392	27.55%

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 2008, 1163 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 Carie Dann
Special Projects, Steve Miller

Technical Services deals with the issues of design and construction for all industrial, commercial and residential projects. Our purview is to insure the fire code is integrated with the building project. This is accomplished by attending building design meetings, being available to answer customer design questions over the phone and in person, and follow submittals through the review process.

I. CONCEPTUAL DESIGN REVIEWS

Conceptual reviews are formal weekly meetings with potential development applicants during which PFA and other City Staff members educate applicants about applicable requirements from various codes.

II. BUILDING PLAN REVIEWS

A main goal for 2008 was to improve customer service during the building-plan review process. We implemented electronic plans review, which enabled us to speed up the review process for our customers.

Another area of improvement was to establish review benchmarks as outlined in the 2007 Fire Prevention Strategic Plan. One of these goals was to try to complete most "tenant finish" plans within three days of receipt, in order to meet identified customer needs. In 2008, Technical Services reviewed 409 building plans, compared with 677 in 2007 and 545 in 2006. The 2008 decrease is attributed to the economic downturn.

Technical Services continued to work closely with Colorado State University, both on and off campus. Thirty-eight CSU plans were reviewed for code compliance and subsequent inspections. Within these submittals, two smoke-control systems were reviewed, engineered and tested. This was exciting because it involved the use of computer modeling to predict the migration of smoke in a building through the use of various methods of pressurization. These

systems will greatly assist the Operations Division with smoke management.

II. HAZARDOUS MATERIALS REGULATIONS

The regulation and documentation of hazardous materials within the community through the Hazardous Materials Management Plan (HMMP) has been in existence since 1991. The program has undergone several revisions over the years and is currently undergoing another update. The goal is to utilize computer technology to collect and access relevant hazardous material data on businesses in order to make it easier for the business community to report their HMMP information, and for firefighters to access it in an emergency.

Activity	2007	2008	% of Change
AST/UST Installations	8	14	+75
Propane Fuel Installations	2	4	+100
Technical Research Reviews	28	33	+18

Youth Fire Awareness/Juvenile Firesetter Intervention Program

Patrick Love, Public Affairs and Education
Shawn Brann, Assistant Fire Marshal

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

Children and juveniles become involved in this program in one of four ways. They are referred by their parents, are contacted by PFA personnel at a fire incident, 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 firesetting behavior risk analysis.

In 2008 we recruited a local burn survivor who brings a wonderful world of knowledge and experience to our program, therefore improving the effectiveness.

Juvenile Firesettor Contacts

Activity	2007	2008	% Change Year
Referred Interventions	25	34	+36%