

# 2010 Annual Report



## Poudre Fire Authority

**"Always Getting Better"**

**Serving the Northern Colorado Communities of  
Fort Collins**

**LaPorte**

**Tinnath**

**Bellvue**

**Cover Photo: Forney Industries Third Alarm Fire  
August 10, 2010**

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*August 10, 2010 Forney Industries Third Alarm Fire*

**PFA Mission:** To protect citizens and their property by being prompt, skillful, and caring.

## INTRODUCTION

By Interim Fire Chief Tom DeMint



We are pleased to present the 2010 Poudre Fire Authority Annual Report for the year ending December 31, 2010. This is the 13<sup>th</sup> consecutive annual report produced by the PFA.

This report, prepared by PFA Administrative Services is aligned with the PFA's Mission, Vision, and Values as well as the PFA Strategic Plan. This document provides comprehensive data that demonstrates the performance of the department and compares those metrics with a broad spectrum of departments that are similar in size and demographics as well as comparisons to regional and national data.

This year's Annual Report is subtitled *Always Getting Better*. In 2010 PFA received the Foothills Award from Colorado Performance Excellence (CPEX). This process caused the organization to look at how we strive to achieve excellence in our delivery of service. CPEX provides feedback to our strategic management system to help us stay aligned with our Mission, Vision and Values. We have continued this quest for excellence into 2011. Furthermore, the PFA Board adopted a sixth strategic goal that challenges us to "maximize citizen and employee input."

In 2010 Fort Collins' voters resoundingly approved "Keeping Fort Collins Great" as well as a mill levy increase in the Poudre Valley Fire Protection District. IAFF Local 1945 worked feverishly to gain the support of the community for these initiatives that will enhance PFA service levels. The two tax initiatives resulted in a 1.7 million dollar increase in the PFA budget.

In 2010 we opened a new Station 4, moving from a converted residence to a new firehouse located near Drake and Taft Hill. The new station was built with the environment in mind earning a LEEDS Gold Level Certification. The station was designed to accommodate an additional rescue company when it becomes needed, allows for additional apparatus storage, and enhances the response of our second busiest engine company.

In 2010 the PFA experienced 20,080 responses to 14,362 incidents. The average response time of the first arriving PFA apparatus was 4:39. Through aggressive follow up and follow through we experienced a significant reduction in the number of unwanted automatic fire alarms. The number of incidents rose 3.9% in 2010.

The Poudre Fire Authority continues to be a leader in the delivery of service. This is created by an efficient and effective governance model formed over 30 years ago. That model along with a force of nearly 200 firefighters, staff and volunteers that are engaged, proactive, efficient, and incredibly effective make this truly "the model of excellence in providing fire protection and emergency services."



February 7, 2010 Island Place Fire



March 24, 2010  
Camelot Garage Fire



October 10, 2010  
Riverside Avenue Vehicle  
Extrication

**PFA Vision:** To be recognized by our community and employees as:

1. The model of excellence in providing fire protection and emergency services.
2. A financially responsible partner in the community sharing a sense of destiny with citizens, service providers, and businesses.
3. A learning organization employing knowledge and empowerment to create an atmosphere of professionalism, involvement and change.
4. A diverse family of employees who are secure in their employment who treat each other with respect, courtesy, and dignity.

## 2010 GOALS and ACCOMPLISHMENTS

### Long-Term Funding

**2010 Goal:** Since 2006 we have been struggling to meet recession induced revenue shortfalls. These shortfalls are caused by revenue levels that are less than inflationary increases which has caused us to eliminate or freeze line items and attrition 4.5 positions. This year we will work with the City of Fort Collins and the PVFPD to secure funding to provide fire protection, public education and emergency services to the citizens of our jurisdiction. Through our strategic planning process we have defined new initiatives to serve existing community demands. Without these resources, and future funding growth, our ability to meet our citizen's demands for services will certainly diminish in coming years. As the City moves forward with a sales tax initiative and the District with a property tax initiative, we will also ask Timnath for additional revenue which will be necessary to provide an urban level of service to that community as it grows and puts more demands on our emergency response system.

**Accomplishment:** The PFA staff worked with City staff and the District Board to develop a City sales tax and a District property tax initiative that was voted on by the citizens in November 2010. PFA's firefighters, including a substantial effort by members of Local 1945, strongly believed in the service level enhancement that could be achieved if these initiatives were successful within in the City of Fort Collins. They worked tirelessly to contribute to the successful campaign. These two initiatives raised \$2,576,750. This resulted in a \$1,701,000 increase in the Authority's 2011 budget. The latter is somewhat smaller than the tax revenue since the recession caused budget reductions of \$875,750.

### 2009 International Fire Code Adoption

**2010 Goal: Strategic Planning Goal #5:** To maximize the level of resident and business satisfaction with PFA services.

**Objective:** Complete Adoption of the 2009 International Fire Code by April 2011 to meet Fire Prevention Strategic Plan Goal #5.

In 2008 we completed the adoption of the 2006 International Fire Code (IFC), which included a full citizen review, adoption by City of Fort Collins, Poudre Valley Fire Protection District, Timnath and ratification by Larimer County Commissioners. At the same time, the building departments for the City of Fort Collins, Larimer County and the Town of Timnath also adopted the 2006 International Building Codes.

In 2010 Fire Prevention will begin the review and adoption process for the 2009 IFC. This will again involve the standing Citizen Review Committee. This process will continue to be a cooperative effort with the building departments we

regularly work with. The City of Fort Collins and Larimer County have already started the review process for the 2009 International Building Code. It is anticipated that the 2009 IFC review and adoption process will move quickly as many of our current amendments came out of 2006 IFC supplements, which are now part of the 2009 IFC. Adoption of the 2009 IFC by 2011 will provide consistency with other governmental agencies we work with in our jurisdiction as well as our other prevention partners in Northern Colorado. Utilizing the 2009 International Codes throughout Northern Colorado allows developers and contractors to do business in different jurisdictions without having to make major changes to their projects due to different standards. This has been a major issue for them in the past and one that PFA has strived to address during each code change cycle.

**Accomplishment:** Early in 2011, the International Code Council announced that they would be making available the 2012 IFC. This availability is actually 12 months earlier than typical. With this announcement, the Fire Marshal contacted the chief building officials of Fort Collins, Larimer County and the Town of Timnath to discuss this new development. It became clear to us that our best approach would be to focus on adopting the most current code, which meant that we would not adopt the 2009 IFC, but rather adopt the 2012 IFC. This approach meets our objective of adopting the most current code which meets the objective of Fire Prevention Strategic Plan Goal #5.

This effort will begin in the first quarter of 2012 with adoption by Spring of 2012, thereby allowing us to operate under the most current code for a full three years. This is cost effective and provides enhanced efficiencies for our development customers who typically design to the most current code as soon as it becomes available.

### Road Map to Organizational Improvement

**2010 Goal:** As part of our organizational improvement effort we have decided to participate in the Colorado Performance Excellence program (based on the Malcolm Baldrige criteria) which will result in an overall organization evaluation by CPEX examiners. While many of our employees are working on completing the application form and are very familiar with the Malcolm Baldrige criteria, there are many employees who are not participating and are curious why we are using this process rather than other "organizational improvement tools". I think the following answer I provided to employees will give the Board the most concise reasons for participating in this process.

"There are thousands of organizational improvement tools and consultants with their own perspective on how to make organizations better. Certainly we have not looked at all of them; however, there are things that make the CPEX model well-suited to our organization.



- 1) Strategic planning – planning is central to the CPEX performance system and PFA's strategic plans have been our most important guiding document since the PFA was formed in 1981.
- 2) Continuous improvement – this is another critical element of the CPEX model and a concept that has long been emphasized by Chief Mulligan.
- 3) Similar process and values – CPEX embraces many of the things we find important: employee participation, citizen service, organizational alignment, data analysis, and outcome focus.
- 4) Comprehensive evaluation – as I have discussed elsewhere, CPEX/Malcolm Baldrige criteria encompasses the most comprehensive systematic, evaluation model I have seen. Perhaps this can help us get better.

Validation and respect – perhaps no other comprehensive evaluation model is as tested and respected as this one. This provides a sound means for us to gauge ourselves and for the community to recognize the top quality emergency service organization they are paying for."

**Accomplishment:** We have completed and submitted the 2010 RMPEX (formerly CPEX) application and we received the Foothills Award for our efforts. As a result of the 2010 review process by both the CPEX examiners and employees who were involved with the process we have made several improvements to our strategic management system and took those opportunities for improvement that were directed at operations to our all-department meetings for our employees to select the most important issues to work on. The four issues selected by employees are:

- Defined, documented, repeatable process for career progression. Develop a more consistent career progression model to ensure a repeatable process that is more easily shared and passed on. Develop a formal mentoring program.
- Develop accountability process.
- Develop process for matching customer needs with strategic deployment. Make sure we are asking the right questions and contacting all of our customers.
- Develop measureable approach to determine workforce development opportunities – Driver Operators, Captains and Battalion Chiefs, what skills/traits do you need to be successful?

Since we do not have sufficient funds to conduct intershift committees, we have assigned one issue each to A, B, C shifts and 102 Remington. In this way we hope to address the most important issues at the least expense possible.

The 2011 application included many of the improvements to our organization's business practices and we will provide detailed information to the Board on the outcome of these improvements and the RMPEX feedback when we receive it in the fall.

## 2011 GOALS

Based on the 2011 budget elements (page 2 of the Budget document), our focus on results-oriented organization improvement utilizing the Malcolm Baldrige criteria, the importance of preventing emergencies when possible, and minimizing the impacts of emergencies when they do occur, the PFA Board approved the following goals. Action plans have been developed for the 2011 goals and will be reported to the PFA Board on a quarterly basis.

1. Implement the South Battalion and four-person stations in an orderly and efficient manner.
2. Explore and implement applicable opportunities to improve the business and school inspection program.
3. Enhance and fully implement improvements to our hazardous materials management program (HMMP).
4. Adopt the 2012 fire code with modifications as necessary to meet local conditions.
5. Continue our quest for performance excellence by completing the Colorado Performance Excellence (CPEX) application, incorporating improvements in our strategic management system and implementation of select Opportunities for Improvement (OFI's) and improvements made as a result of input from an employee survey.
6. Arrange a joint PFA/PVFPD work session to explore opportunities for improvement based upon our Malcolm Baldrige program, including OFI's developed by employee planning teams and CPEX examiners.
7. Implement a new Deming Improvement Cycle (Plan-Do-Check-Act) that will include a Quality Improvement (QI) process based upon research completed by a planning team that was assembled in 2010 as part of our Roadmap to Organizational Improvement process.

## 2010 BOARD ACTIONS

- 10-1 Resolution amending the 2010 budget and reappropriating funds for prior year encumbrances
- 10-2 Appropriating hazard mitigation program grant funds
- 10-3 Approving the sale of old fire Station 4 and authorizing the special operations chief to execute all contracts, including those over \$20,000 for any activity related with the sale of old Station 4, such as sale contracts, title transfers and other documents related to the disposition of real property
- 10-4 Approving the recruitment of volunteer firefighters from outside the Poudre Fire Authority district
- 10-5 Approving PFA's ability to invoice nursing home and assisted living facilities for the overuse (abuse) of lift assist response
- 10-6 Approving the sixth goal in the Strategic Plan
- 10-7 Appropriating a wildland grant within the PFA general fund for expenditure on a full-scale interface exercise
- 10-8 Appropriating a FEMA assistance to firefighters grant within the PFA general fund for expenditure on a wildland interface fire engine
- 10-9 Appropriating a FEMA assistance to firefighters grant within the PFA general fund for expenditure on personal protective equipment
- 10-10 Approving the grant proposal for community wildfire protection plan development project, supported by the American Recovery and Reinvestment Act of 2009
- 10-11 Appropriation of community wildfire protection plan development project grant
- 10-12 Concerning the appointment of employer representatives to the board of trustees of the Poudre Fire Authority old and new hire money purchase pension plans
- 10-13 Authorizing the fire chief to execute all contracts, including those over \$20,000, for the purchase of a 2010 type III engine from Pierce Fire Equipment through Front Range Fire Apparatus and transferring \$35,600 from the apparatus replacement capital project
- 10-14 Opposing Amendments 60, 61, and Proposition 101 by the Poudre Fire Authority Board of Directors
- 10-15 Approving the expenditure of \$22,645 for the replacement of the roof at fire Station 3 and authorizing the fire chief to execute all contracts, including those over \$20,000 for any activity related with the replacement of the roof at fire Station 3
- 10-16 Authorizing the expenditure of \$30,000 on VHF Radios from within 2010 budget and authorizing and appropriating \$130,000 from 2011 reserve for contingency for essential emergency response equipment, and authorizing the fire chief to execute all contracts, including those over \$20,000 for essential emergency response equipment
- 10-17 Adopting the budget and appropriating funds for the operation of the Poudre Fire Authority for 2011
- 10-18 Setting the fees for the PFA Fire Prevention Bureau for the calendar year 2011

## 2010 STATISTICAL ANALYSIS

### CITY/DISTRICT COMPARATIVE STATISTICS

		<u>Call Ratio</u>	<u>Assessed Value Ratio</u>	<u>Contribution Ratio</u>
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	CITY	83.67	82.05	80.25
	DIST	16.33	17.95	19.75
2009	CITY	83.93	80.30	80.20
	DIST	16.07	19.70	19.80
2010	CITY	84.50	80.96	80.82
	DIST	15.50	19.04	19.18

**2010  
PFA COMPARISON TO ICMA  
BASELINE DATA REPORT**

**Firefighter's Annual Base Salaries (Entrance), 1 January 2009**

<b>PFA Entrance Salary</b>		<b>2009 - \$46,358*</b>		
<u>Classification</u>	<u>Mean</u>	<u>First Quartile</u>	<u>Median</u>	<u>Third Quartile</u>
Total, all cities	39,996	32,542	38,108	45,610
<b>Population Group</b>				
Over 1,000,000	44,038	44,038	44,038	44,038
500,000-1,000,000	45,321	38,584	39,873	47,986
250,000 - 499,999	46,357	39,880	42,984	47,537
<b>100,000 - 249,999</b>	<b>44,290</b>	<b>36,460</b>	<b>40,032</b>	<b>51,236</b>
50,000 - 99,999	44,412	36,264	41,894	51,542
25,000 - 49,999	41,059	33,264	39,574	46,113
10,000 - 24,999	37,280	30,308	36,208	42,778
<b>Geographic Division</b>				
New England	39,809	36,185	39,273	42,786
Mid-Atlantic	39,864	34,132	39,372	43,556
East North Central	42,794	37,377	42,016	46,680
West North Central	35,740	30,936	34,837	41,762
South Atlantic	32,255	28,753	31,395	35,098
East South Central	31,015	26,295	30,685	34,407
West South Central	36,675	30,920	35,387	41,655
<b>Mountain</b>	<b>39,400</b>	<b>34,721</b>	<b>38,512</b>	<b>44,001</b>
Pacific Coast	56,334	48,393	54,277	61,411
<b>Metro Status</b>				
<b>Central</b>	<b>39,729</b>	<b>33,078</b>	<b>37,677</b>	<b>44,252</b>
Suburban	43,049	34,974	41,566	48,463
Independent	34,044	28,592	32,814	38,908

\*PFA total compensation is set at the 70<sup>th</sup> percentile of Front Range comparison jurisdictions.

**Firefighter's Annual Base Salaries (Entrance), 1 January 2010**

**PFA Entrance Salary      2010 - \$46,358\***

<u>Classification</u>	<u>Mean</u>	<u>First Quartile</u>	<u>Median</u>	<u>Third Quartile</u>
Total, all cities	40,470	33,005	39,000	46,268
<b>Population Group</b>				
Over 1,000,000	46,708	46,661	46,708	46,754
500,000-1,000,000	43,121	40,027	45,014	47,986
250,000 - 499,999	41,087	35,913	37,818	44,680
<b>100,000 - 249,999</b>	<b>45,034</b>	<b>36,000</b>	<b>42,486</b>	<b>50,778</b>
50,000 - 99,999	44,758	37,871	42,666	50,641
25,000 - 49,999	41,968	34,162	40,365	47,533
10,000 - 24,999	37,990	30,944	36,968	43,962
<b>Geographic Division</b>				
New England	40,382	36,573	40,325	44,005
Mid-Atlantic	41,337	35,000	39,727	45,136
East North Central	43,167	37,544	42,750	48,280
West North Central	37,353	32,162	36,442	43,225
South Atlantic	32,435	28,399	31,742	35,295
East South Central	29,355	25,813	28,986	32,864
West South Central	38,158	32,507	38,156	44,931
<b>Mountain</b>	<b>39,039</b>	<b>35,566</b>	<b>39,255</b>	<b>43,404</b>
Pacific Coast	56,455	49,443	53,870	61,175
<b>Metro Status</b>				
<b>Central</b>	<b>39,728</b>	<b>33,192</b>	<b>38,298</b>	<b>45,906</b>
Suburban	43,926	36,044	42,620	49,682
Independent	34,069	28,580	32,840	38,946

\*PFA salaries have been frozen at the 2009 rate.

**Firefighter's Annual Base Salaries (Maximum), 1 January 2009**

<b>PFA MAXIMUM SALARY</b>		<b>2009 - \$68,666*</b>		
<u>Classification</u>	<u>Mean</u>	<u>First Quartile</u>	<u>Median</u>	<u>Third Quartile</u>
Total, all cities	55,177	45,679	53,552	62,052
<b>Population Group</b>				
Over 1,000,000	62,317	62,317	62,317	62,317
500,000-1,000,000	66,168	59,114	61,235	70,010
250,000 - 499,999	65,078	56,360	61,176	69,147
<b>100,000 - 249,999</b>	<b>62,378</b>	<b>53,618</b>	<b>59,700</b>	<b>68,999</b>
50,000 - 99,999	61,611	51,854	60,381	71,566
25,000 - 49,999	56,093	48,465	53,851	61,719
10,000 - 24,999	51,173	42,269	49,812	57,712
<b>Geographic Division</b>				
New England	51,160	47,346	50,807	53,810
Mid-Atlantic	61,071	51,472	55,996	76,273
East North Central	57,275	48,700	56,396	63,294
West North Central	49,616	41,867	48,867	54,006
South Atlantic	50,667	42,824	49,990	56,596
East South Central	44,428	39,443	46,010	51,917
West South Central	48,628	40,880	49,024	57,021
<b>Mountain</b>	<b>56,162</b>	<b>51,518</b>	<b>56,210</b>	<b>60,938</b>
Pacific Coast	72,502	64,332	71,507	80,400
<b>Metro Status</b>				
<b>Central</b>	<b>55,782</b>	<b>48,360</b>	<b>53,862</b>	<b>62,317</b>
Suburban	59,194	49,974	57,280	66,284
Independent	46,263	39,818	44,613	51,872

\*PFA total compensation is set at the 70<sup>th</sup> percentile of Front Range comparison jurisdictions.

**Firefighter's Annual Base Salaries (Maximum), 1 January 2010**

<b>PFA MAXIMUM SALARY</b>		<b>2010 - \$68,666*</b>		
<u>Classification</u>	<u>Mean</u>	<u>First Quartile</u>	<u>Median</u>	<u>Third Quartile</u>
Total, all cities	55,244	46,338	53,594	63,094
<b>Population Group</b>				
Over 1,000,000	60,522	57,801	60,522	63,242
500,000-1,000,000	65,194	57,775	61,235	77,602
250,000 - 499,999	64,920	55,076	58,297	73,184
<b>100,000 - 249,999</b>	<b>62,713</b>	<b>52,486</b>	<b>62,055</b>	<b>68,392</b>
50,000 - 99,999	60,901	52,000	61,510	69,310
25,000 - 49,999	56,719	48,430	55,014	63,456
10,000 - 24,999	51,688	42,682	50,627	59,600
<b>Geographic Division</b>				
New England	52,057	46,936	51,034	55,735
Mid-Atlantic	59,512	50,663	57,947	78,560
East North Central	57,496	49,008	56,800	65,620
West North Central	49,815	44,904	50,116	55,053
South Atlantic	52,737	43,688	50,520	57,085
East South Central	43,879	39,512	44,294	49,842
West South Central	48,894	40,393	50,136	58,488
<b>Mountain</b>	<b>54,490</b>	<b>49,777</b>	<b>53,560</b>	<b>61,643</b>
Pacific Coast	70,917	62,915	69,732	80,067
<b>Metro Status</b>				
<b>Central</b>	<b>55,365</b>	<b>47,655</b>	<b>53,786</b>	<b>62,008</b>
Suburban	60,018	50,550	58,636	67,995
Independent	45,344	39,866	45,216	52,044

\* PFA salaries have been frozen at the 2009 rate.



Expenditures for Salaries and Wages

<u>Classification</u>	<u>2009 Per Capita (\$)</u>	<u>2010 Per Capita (\$)</u>
Total, all cities	106.59	109.12
Population Group		
Over 1,000,000	...	114.80
500,000 – 1,000,000	130.67	140.77
250,000 – 499,999	143.94	117.28
<b>100,000 – 249,999</b>	<b>112.68 PFA 83.71*</b>	<b>117.75 PFA 81.42**</b>
50,000 - 99,999	119.15	121.55
25,000 - 49,999	110.79	119.06
10,000 - 24,999	99.32	100.01
Geographic Division		
New England	110.05	110.40
Mid-Atlantic	81.40	95.09
East North-Central	104.41	108.98
West North-Central	55.39	62.05
South Atlantic	125.72	125.10
East South-Central	116.10	122.76
West South-Central	102.17	107.38
<b>Mountain</b>	<b>92.74</b>	<b>111.48</b>
Pacific Coast	145.42	127.64
Metro Status		
<b>Central</b>	<b>125.09</b>	<b>120.01</b>
Suburban	106.68	112.88
Independent	89.82	90.98

\* 2009 – Salary and wage costs went up by \$395,199. This increase includes four attritioned firefighter positions and .5 Fire Prevention Code Inspector, a pay increase to the 70<sup>th</sup> percentile of Front Range fire departments, a 12.5% reduction in hourly salaries, and a 12.8% reduction in overtime. Total personnel expenditures increased by \$591,980 (see footnote page 15).

\*\* 2010 – This increase includes four attritioned firefighter positions and .5 Fire Prevention code inspector, frozen salaries at the 2009 level, a 5.8% increase in hourly salaries, and a 16.6% increase in overtime. Total personnel expenditures increased by \$180,390 (see footnote page 13).

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

<u>Classification</u>	<u>2009 Per Capita (\$)</u>	<u>2010 Per Capita (\$)</u>
Total, all cities	21.75	23.45
Population Group		
Over 1,000,000	32.30	24.69
500,000 – 1,000,000	14.91	17.26
250,000 – 499,999	11.57	27.41
<b>100,000 – 249,999</b>	<b>23.02 PFA 9.27*</b>	<b>25.32 PFA 9.13**</b>
50,000 - 99,999	28.86	26.69
25,000 - 49,999	25.52	26.53
10,000 - 24,999	18.66	20.96
Geographic Division		
New England	18.21	17.70
Mid-Atlantic	23.23	19.92
East North-Central	23.29	28.12
West North-Central	10.60	11.82
South Atlantic	28.09	28.63
East South-Central	24.98	22.64
West South-Central	17.56	19.22
<b>Mountain</b>	<b>16.82</b>	<b>18.37</b>
Pacific Coast	30.07	31.21
Metro Status		
<b>Central</b>	<b>26.57</b>	<b>25.18</b>
Suburban	21.86	25.32
Independent	17.54	18.03

\* 2009 – Number of positions reduced by attrition of three firefighter positions and .5 Fire Prevention Code Inspector position, benefits driven by salary.

\*\* 2010 – Number of positions reduced by attrition of three firefighter positions and .5 Fire Prevention Code Inspector position, benefits driven by salary, which has been frozen.

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

<u>Classification</u>	<u>2009 Per Capita (\$)</u>	<u>2010 Per Capita (\$)</u>
Total, all cities	17.82	18.54
Population Group		
Over 1,000,000	17.36	20.51
500,000 – 1,000,000	20.33	18.35
250,000 – 499,999	13.92	16.92
<b>100,000 – 249,999</b>	<b>19.22 PFA 12.68*</b>	<b>19.07 PFA 12.34**</b>
50,000 - 99,999	19.26	18.78
25,000 - 49,999	19.38	20.04
10,000 - 24,999	16.53	17.72
Geographic Division		
New England	21.46	22.45
Mid-Atlantic	15.89	20.06
East North-Central	20.93	20.52
West North-Central	9.80	11.38
South Atlantic	20.09	20.63
East South-Central	16.99	19.64
West South-Central	12.89	14.02
<b>Mountain</b>	<b>18.09</b>	<b>17.11</b>
Pacific Coast	22.53	22.29
Metro Status		
<b>Central</b>	<b>21.41</b>	<b>19.08</b>
Suburban	17.13	19.23
Independent	16.11	16.63

\* 2009 – Includes an 11.72% increase in medical insurance, a 4.78% decrease in dental insurance, and a 8.37% increase in state compensation.

\*\* 2010 – Includes a 3.5% decrease in medical insurance, a 9.74% decrease in dental insurance, and a 29% increase in state compensation.

Total Personnel Expenditures

<u>Classification</u>	<u>2009 Per Capita. (\$)</u>	<u>2010 Per Capita (\$)</u>
Total, all cities	143.97	147.86
<b>Population Group</b>		
Over 1,000,000	...	160.01
500,000 – 1,000,000	151.99	167.47
250,000 – 499,999	104.90	161.60
<b>100,000 – 249,999</b>	<b>153.62 PFA 105.66*</b>	<b>160.78 PFA 102.89**</b>
50,000 - 99,999	162.71	163.47
25,000 - 49,999	152.48	163.18
10,000 - 24,999	133.63	134.97
<b>Geographic Division</b>		
New England	152.47	133.30
Mid-Atlantic	150.08	131.49
East North-Central	147.58	153.62
West North-Central	73.95	85.06
South Atlantic	174.28	173.84
East South-Central	158.91	162.89
West South-Central	130.23	140.58
<b>Mountain</b>	<b>126.96</b>	<b>143.74</b>
Pacific Coast	187.22	177.81
<b>Metro Status</b>		
<b>Central</b>	<b>162.63</b>	<b>162.60</b>
Suburban	147.06	152.60
Independent	121.58	124.13

\* 2009 – Increase in salaries, retirement contribution, and state compensation. These figures include all civilian positions.

\*\* 2010 – Frozen salaries, increase in hourly salaries, overtime, and workers compensation insurance, and decreases in medical and dental insurance.

Municipal Expenditures for Capital Outlay

<u>Classification</u>	2009 <u>Per Capita (\$)</u>	2010 <u>Per Capita (\$)</u>
Total, all cities	12.64	11.38
Population Group		
Over 1,000,000	2.27	15.91
500,000 – 1,000,000	6.88	0.79
250,000 – 499,999	12.64	8.65
<b>100,000 – 249,999</b>	<b>5.55 PFA 31.48*</b>	<b>6.78 PFA 12.14**</b>
50,000 - 99,999	10.24	10.37
25,000 - 49,999	11.63	9.56
10,000 - 24,999	14.74	13.27
Geographic Division		
New England	9.98	10.09
Mid-Atlantic	13.31	9.47
East North Central	12.15	11.38
West North Central	11.75	9.46
South Atlantic	16.55	13.98
East South Central	14.36	19.66
West South Central	11.99	11.45
<b>Mountain</b>	<b>14.56</b>	<b>7.50</b>
Pacific Coast	8.87	10.27
Metro Status		
<b>Central</b>	<b>8.94</b>	<b>7.83</b>
Suburban	14.39	13.00
Independent	11.94	10.90

\* Costs fluctuate depending on projects undertaken in any given year. 2009 includes 800 MHz, SCBA, rescue equipment, fire manager RMS, Station 1 parking lot replacement, staff vehicle, apparatus replacement, Station 4 construction, and Station 8 design.

\*\* Costs fluctuate depending on projects undertaken in any given year. 2010 includes rope and water rescue equipment, fire hose, thermal imagers, safety vests, bunker gear, SCBA, Fire Prevention Bureau vehicle, refurbishment of air/light truck, re-chassis Engine 3, refurbishment of Truck 1, new Engine 3 equipment, Station 3 roof and vehicle exhaust system, Station 10 concrete, burn building inspection and repairs, completion of Station 4, and Station 8 architectural design.

All Other Department Expenditures

<u>Classification</u>	2009 <u>Per Capita (\$)</u>	2010 <u>Per Capita (\$)</u>
Total, all cities	23.26	23.90
Population Group		
Over 1,000,000	19.19	22.49
500,000 – 1,000,000	15.55	20.28
250,000 – 499,999	22.52	16.79
<b>100,000 – 249,999</b>	<b>30.74 PFA 11.13</b>	<b>23.59 PFA 10.77</b>
50,000 - 99,999	25.95	29.58
25,000 - 49,999	22.92	23.25
10,000 - 24,999	22.02	23.06
Geographic Division		
New England	20.56	18.76
Mid-Atlantic	13.98	18.04
East North-Central	21.61	21.62
West North-Central	16.48	16.57
South Atlantic	30.91	30.05
East South-Central	19.17	18.87
West South-Central	19.81	22.59
<b>Mountain</b>	<b>20.63</b>	<b>24.97</b>
Pacific Coast	37.12	36.38
Metro Status		
<b>Central</b>	<b>25.77</b>	<b>27.52</b>
Suburban	23.91	24.30
Independent	19.46	19.92

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

Total Expenditures

<u>Classification</u>	2009 <u>Per Capita (\$)</u>	2010 <u>Per Capita (\$)</u>
Total, all cities	164.34	177.25
Population Group		
Over 1,000,000	...	187.14
500,000 – 1,000,000	177.30	212.21
250,000 – 499,999	176.66	196.58
<b>100,000 – 249,999</b>	<b>169.62 PFA 148.27* 118.79**</b>	<b>183.81 PFA 125.80* 114.80**</b>
50,000 - 99,999	187.24	202.40
25,000 - 49,999	175.62	199.59
10,000 - 24,999	152.30	161.15
Geographic Division		
New England	161.64	174.25
Mid-Atlantic	96.55	124.51
East North-Central	169.98	177.83
West North-Central	97.21	113.90
South Atlantic	194.08	211.62
East South-Central	190.19	190.25
West South-Central	159.43	178.18
<b>Mountain</b>	<b>158.96</b>	<b>183.62</b>
Pacific Coast	211.26	217.63
Metro Status		
<b>Central</b>	<b>178.74</b>	<b>184.56</b>
Suburban	164.94	183.71
Independent	150.75	156.41

\* Includes major capital.

\*\* Excludes major capital.

**2009** – Major capital includes apparatus replacement, burn building repairs, Station 4 construction, Station 8 design, and 800 MHz radios.

**2010** – Major capital includes apparatus replacement, burn building repairs, Station 4 construction, and Station 8 design.

Uniformed Sworn Personnel

<u>Classification</u>	<u>2009 Per Capita (\$)</u>	<u>2010 Per Capita (\$)</u>
Total	1.60	1.64
Population Group		
Over 1,000,000	1.31	1.35
500,000 – 1,000,000	1.51	1.73
250,000 – 499,999	1.37	1.50
<b>100,000 – 249,999</b>	<b>1.53 PFA .88*</b>	<b>1.42 PFA .84*</b>
50,000 – 99,999	1.54	1.53
25,000 – 49,999	1.64	1.65
10,000 – 24,999	1.62	1.71
Geographic Division		
New England	1.69	1.75
Mid-Atlantic	1.23	1.33
East North-Central	1.43	1.51
West North-Central	1.09	1.13
South Atlantic	2.15	2.24
East South-Central	2.32	2.48
West South-Central	1.77	1.76
<b>Mountain</b>	<b>1.34</b>	<b>1.41</b>
Pacific Coast	1.15	1.14
Metro Status		
<b>Central</b>	<b>1.75</b>	<b>1.74</b>
Suburban	1.48	1.57
Independent	1.72	1.71

\* 2009 and 2010 reflect the attrition of four uniformed positions.



## **2010 PERFORMANCE STANDARDS COMPARISONS**

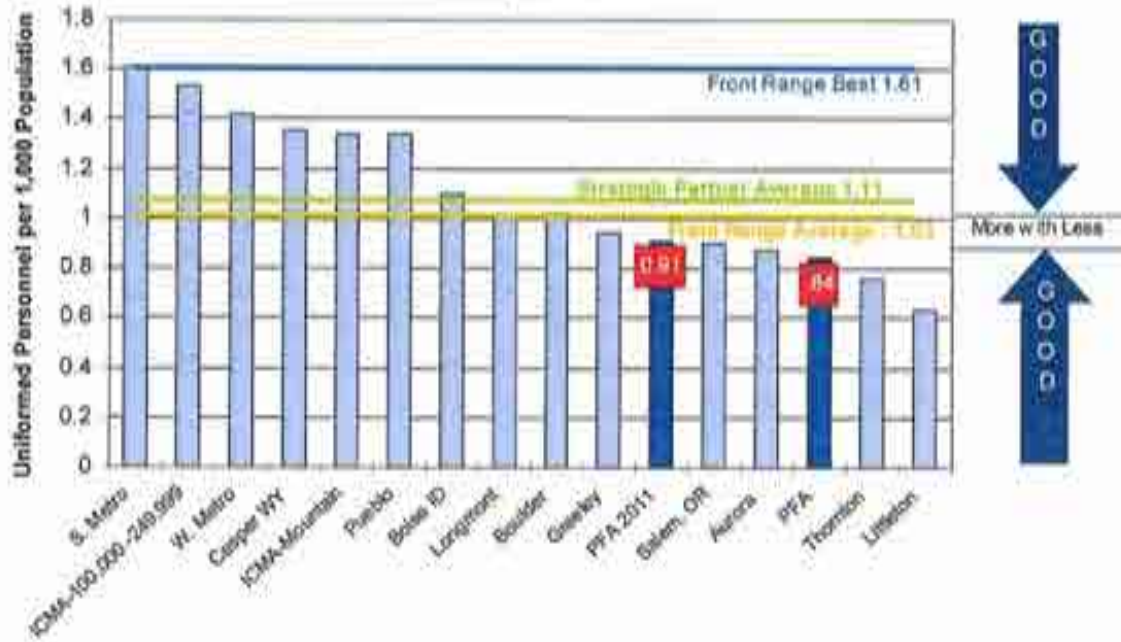
The performance standards have been adopted by the PFA Board of Directors to measure the performance of fire protection and emergency service delivery at a macro level. This analysis is a quantitative review of the emergency response system and fire prevention efforts which include built-in fire protection 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 (2010 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.

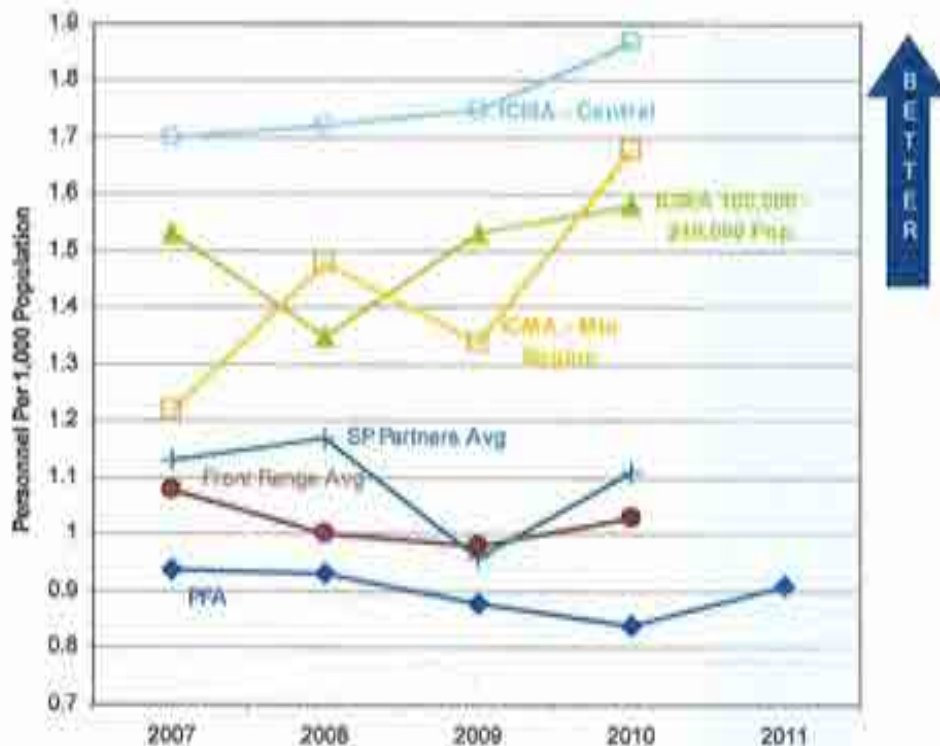
The performance standards are organized into six areas related directly to the Goals outlined in the Strategic Plan. This provides a picture of how we are doing in relation to the standards and whether our performance is improving in relation to our goals.

The uniformed personnel per capita performance measure is not included in any of the strategic planning goals, however, it does provide a means to compare the performance standards against staffing levels. PFA's definition of performance excellence is achieving top-quality service levels that are beyond the normal realm of what others can achieve with the same level of resources. Clearly PFA has achieved this level of excellence (personnel costs equal 88% of PFA's budget).

### 2010 Uniformed Personnel Per 1,000 Population Strategic Planning Partners and Front Range Departments



### Uniformed Personnel Per 1,000 Population



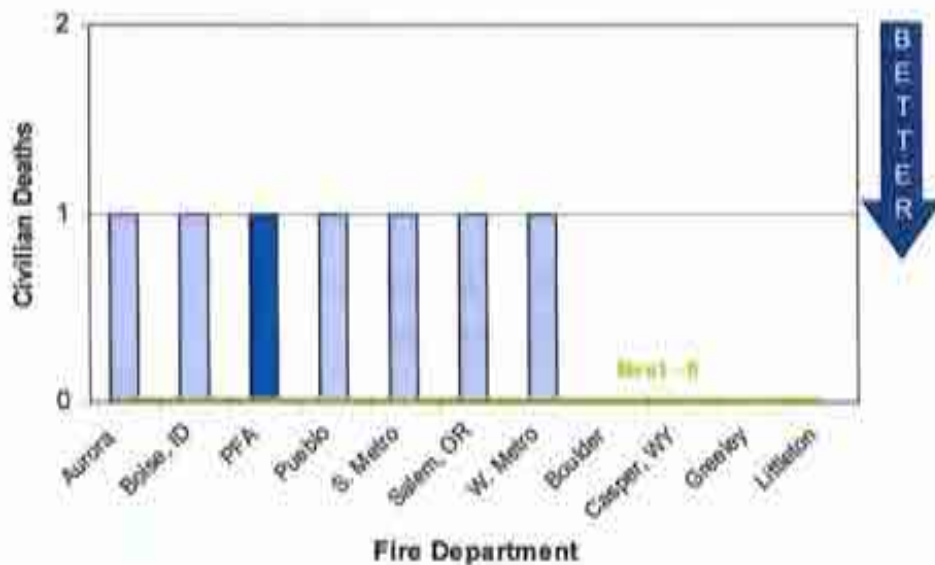
**Goal 1**

**"Minimize deaths and injuries due to fires, medical emergencies and related emergency situations."**

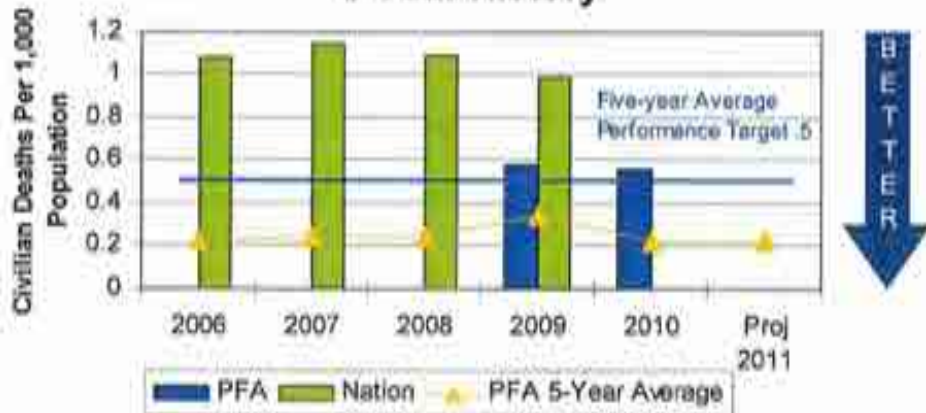
**Standard 1.1 Civilian Fire Deaths**

PFA's goal for this standard is to limit fire deaths to a five-year average of .5 deaths per 100,000 population. In 2010 the five-year average is .23, which is below the goal of .5 civilian fire deaths, and indicates that the .5 standard continues to be a viable goal. In 2009 a fire at a hotel left a guest with severe fire injuries, and the guest later died of his injuries. Another somber day for the citizens of Fort Collins and employees of PFA occurred in 2010, when a garage fire claimed the life of a toddler.

**2010 Civilian Fire Deaths**



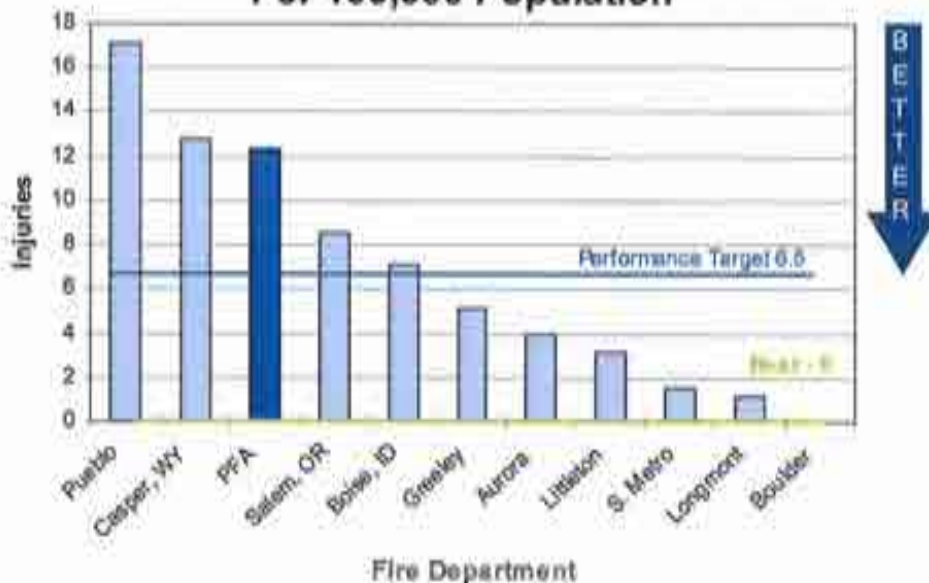
### PFA & Nation Civilian Fire Deaths Per 1,000 Population and 5-Year History



### Standard 1.2 Civilian Fire Injuries

PFA's goal for this standard is to limit civilian fire injuries to a yearly average of 6.5 civilian injuries per 100,000 population. In 2010 the average is 12.3, which is above the goal of 6.5 civilian fire injuries. PFA has met the goal four times during the past ten years, but not for the past four consecutive years. PFA is very aggressive at reporting injuries, which may skew data. Perhaps we should focus on injuries requiring hospitalization or transport. We will review for future reports.

### 2010 Civilian Fire Injuries Per 100,000 Population



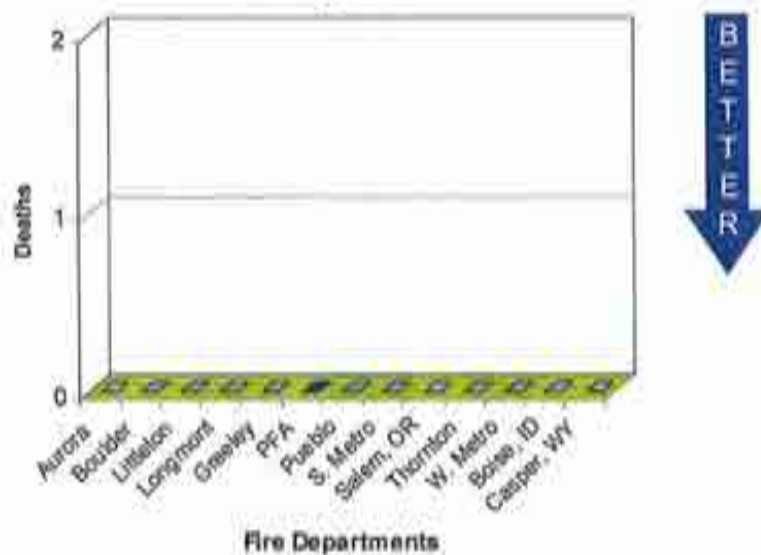
### PFA & National Civilian Fire Injuries Per 1,000 Population 5-Year History



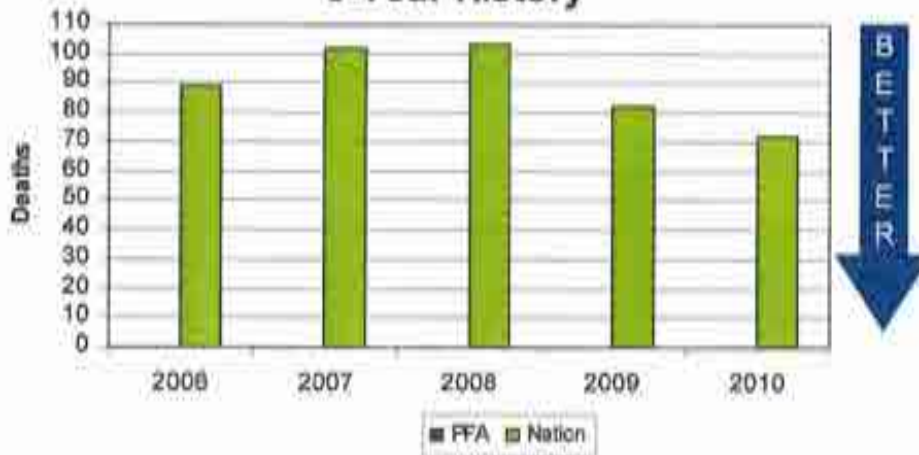
### Standard 1.3 Firefighter Deaths

This standard establishes that no deaths are the only acceptable goal for PFA. While there are always risks inherent in firefighting, these risks can be reduced by extensive training, adequate equipment, sound operational policies and proper analysis of the risks and benefits taken by each firefighter when engaged in emergency operations. PFA had zero firefighter deaths in 2010.

### 2010 Firefighter Deaths



### PFA & Nation Firefighter Deaths 5-Year History



#### Standard 1.4 Firefighter Injuries

PFA's goal with this standard is to limit firefighter injuries on the fireground to 1.5 per 100 fires. As with Standard 1.2, Civilian Fire Injuries, we may need to look at long-term injuries as a means to create consistent, objective data.

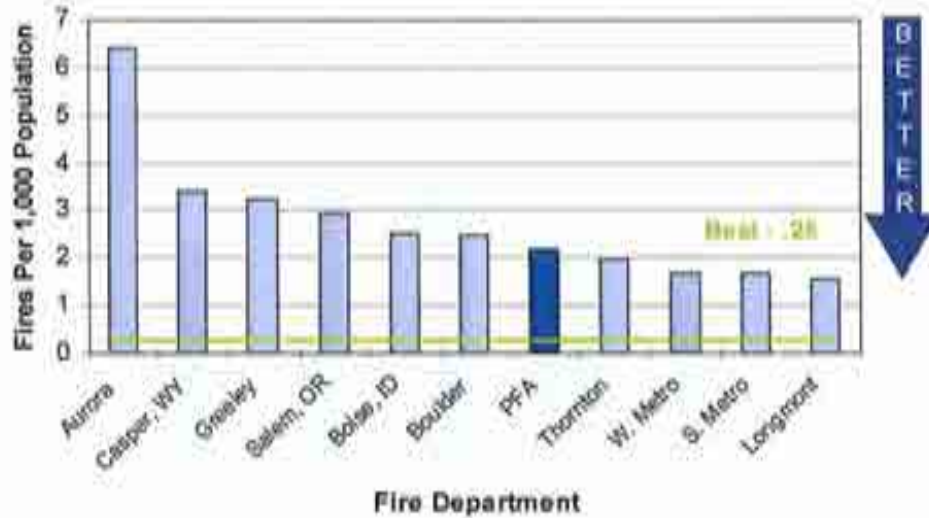
### PFA & Nation Firefighter Injuries Per 100 Fires 5-Year History



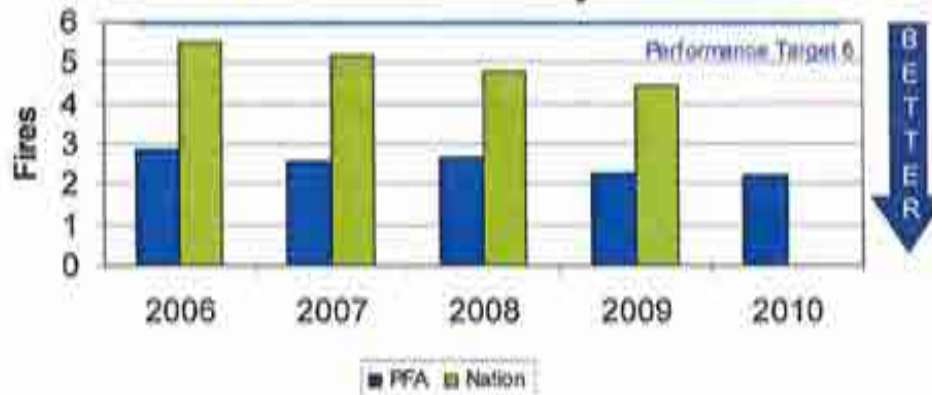
Standard 1.5 Total Fires

The PFA goal is to limit the incidence of fires to 6 per 1,000 population. Data shows a trend of decreasing fire rates, which supports the belief that fire prevention and education efforts are currently and will continue to be successful.

2010 Number of Fires Per 1,000 Population



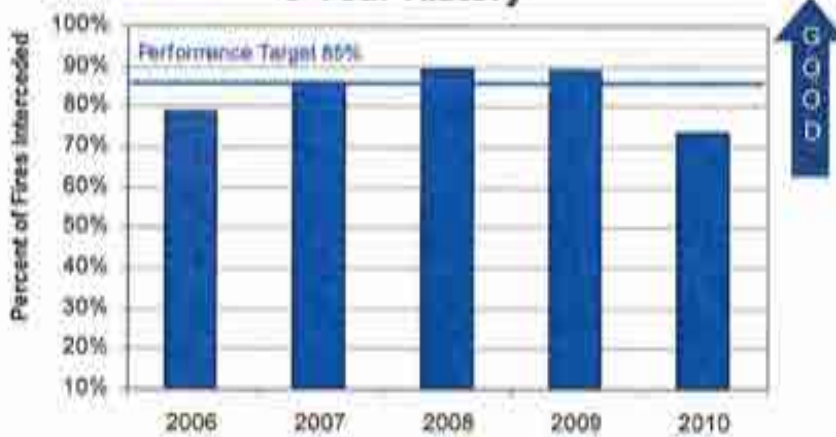
PFA & Nation Number of Fires Per 1,000 Population 5-Year History



### Standard 1.6 Fire Extensions Beyond the Room of Origin

PFA's goal is to intercede before fire extends beyond the room of origin in 85% of all structure fires within the urban service area. This standard measures the success of the entire fire protection system in controlling fires before they extend beyond the room in which the fires started, thereby threatening more lives and property and running the risk of losing control of the fire.

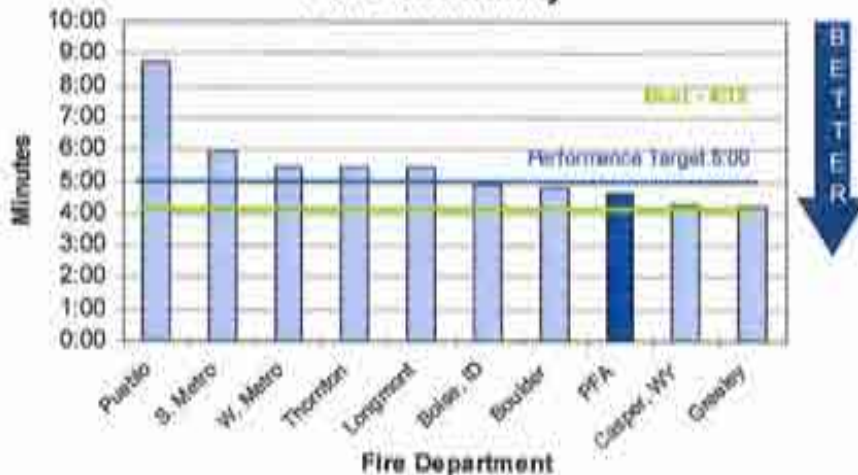
**PFA Percent of Structure Fires Interceded Before Fire Extension Beyond Room of Origin 5-Year History**



### Standard 1.7 Response Time

The goal for this standard is to maintain an average response time of 5 minutes or less to reported emergencies from time of dispatch. PFA has met or exceeded this goal since 1997, which indicates this goal is still viable.

**2010 Average Response Time Per Community**





### Average Response Time History



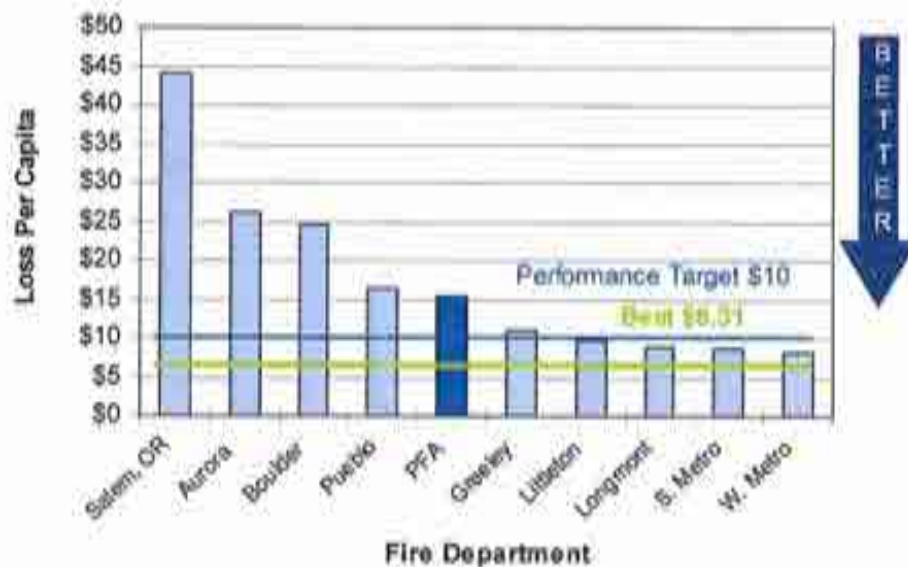
#### Goal 2

**"Minimize direct and indirect losses due to fire and related emergency situations."**

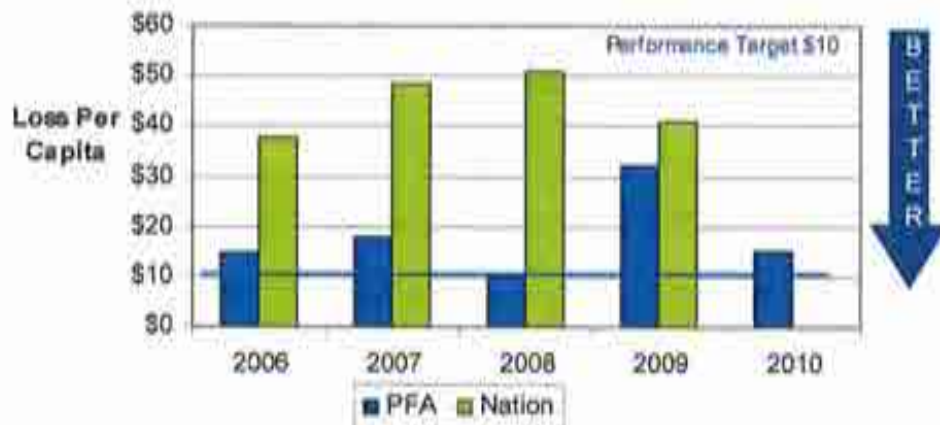
#### Standard 2.1 Property Loss Per Capita

PFA's goal for this standard is to limit direct estimated fire loss to \$10 per capita. The \$10 per capita standard continues to be an aggressive goal, and at the time the strategic plan was written, in 2004, we noted the need to watch this goal because the trend from 2000 to 2004 shows increasing per capita fire loss, and this trend continues through 2010. We are currently striving to identify loss causes and survey consistency.

### 2010 Fire Loss Per Capita



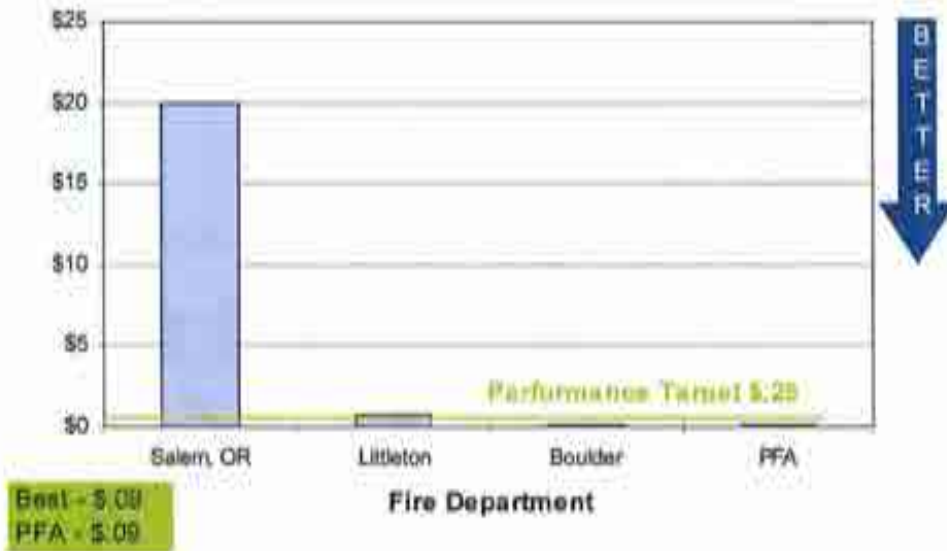
### PFA & Nation Fire Loss Per Capita 5-Year History



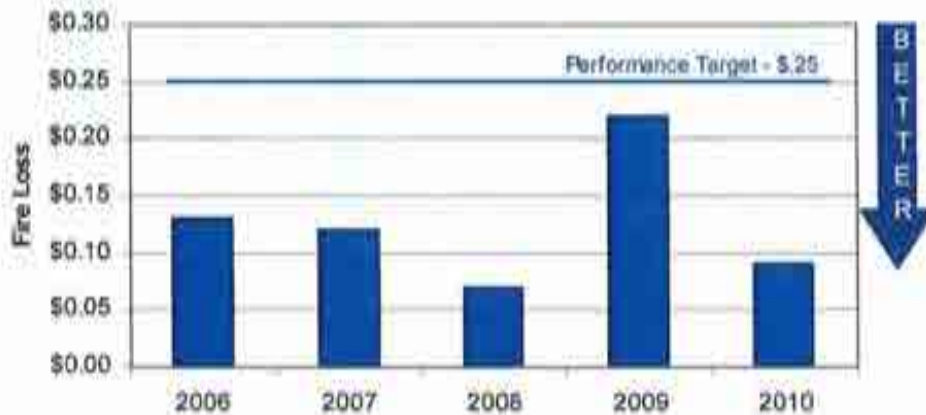
### Standard 2.2 Loss Per Value of Property Protected

The PFA goal with this standard is to minimize direct and indirect loss due to fires to a five-year average of \$.25 per \$1,000 of property protected. PFA continues to meet or exceed the loss per value of property protected goal.

### 2010 Loss Per \$1,000 Property Protected



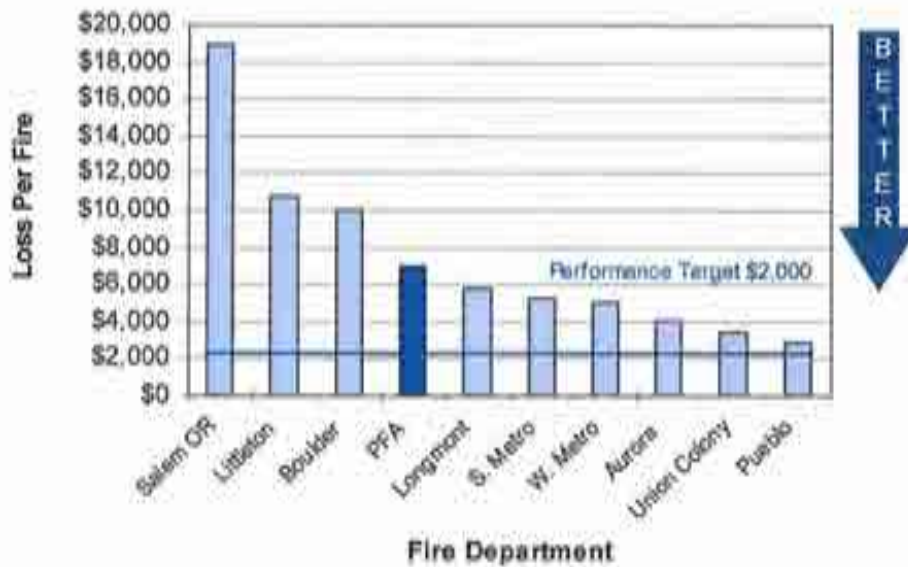
### PFA Loss Per \$1,000 Property Protected 5-Year History



### Standard 2.3 Loss Per Fire

PFA's goal is to limit the average estimated loss per fire to \$2,000. This goal has not been met since 2000.

### 2010 Fire Loss Per Fire



### PFA & Nation Fire Loss Per Fire 5-Year History



2010 included one large-loss fire at Forney Industries (\$1,000,000), and several home fires including Camelot Court (\$175,000), Linda Lane (\$217,000), and Clover Lane (\$205,000).

### Standard 2.4 Urban Fire Control

Confining fires to building of origin in 97% of all structure fires in the urban response area is the PFA goal for this standard.



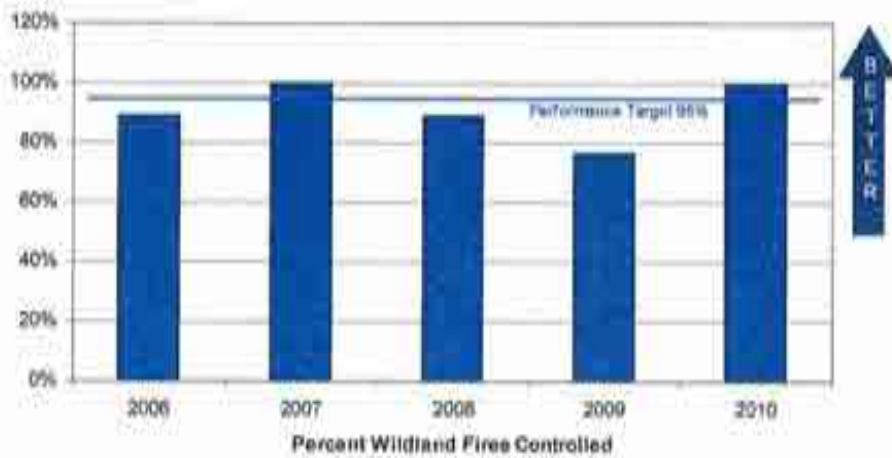
### Standard 2.5 Rural Fire Control

PFA's goal is to minimize the impact of the wildland/urban interface areas of the community through multi-jurisdictional cooperation and by maintaining the PFA suppression forces at a level commensurate with identified values at risk.

#### Standard 2.5.1

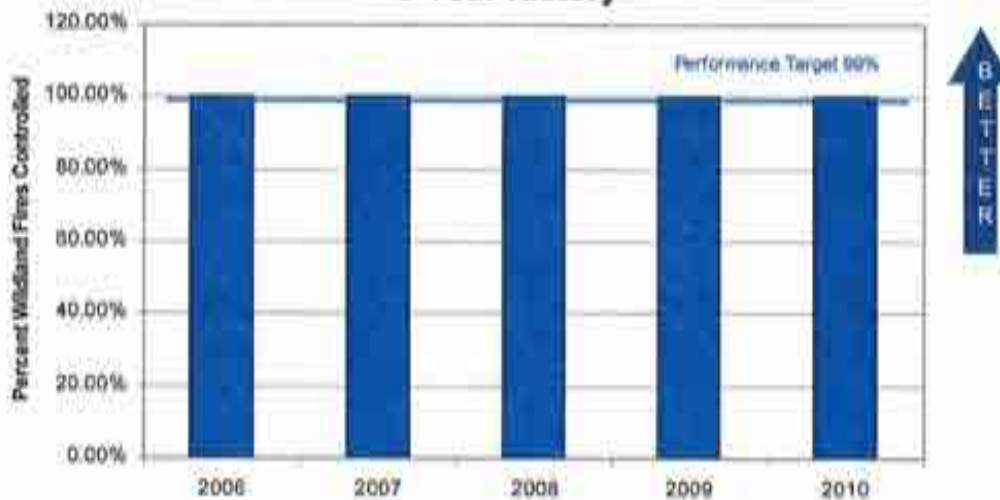
Control Wildland Fires within Two Hours 95% of the Time

### PFA Wildland Fires Controlled within Two Hours 5-Year History



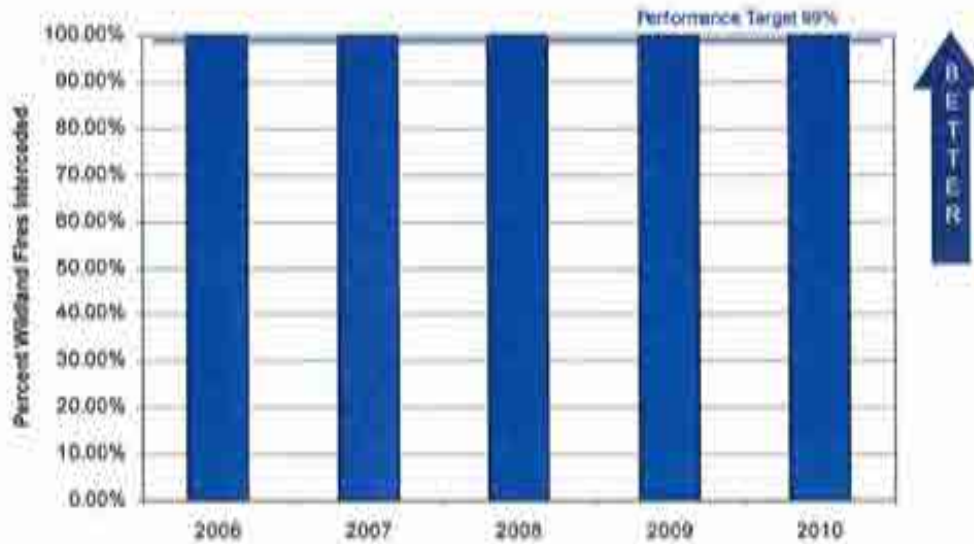
**Standard 2.5.2**  
Control Wildland Fires within the First 12-hour Operational Period  
99% of the Time

### PFA Wildland Fires Controlled Within First 12-hour Operational Period 5-Year History



**Standard 2.5.3**  
Intercede Before Fire Spread Reaches Structures, or Impacts Other Identified  
Values-at-Risk, 99% of the Time

### PFA Wildland Fires Interceded Before Fire Spread

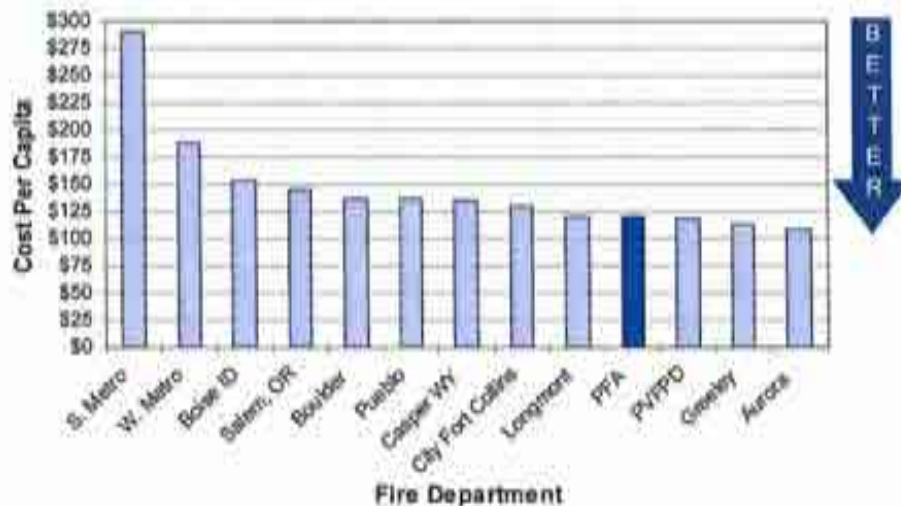


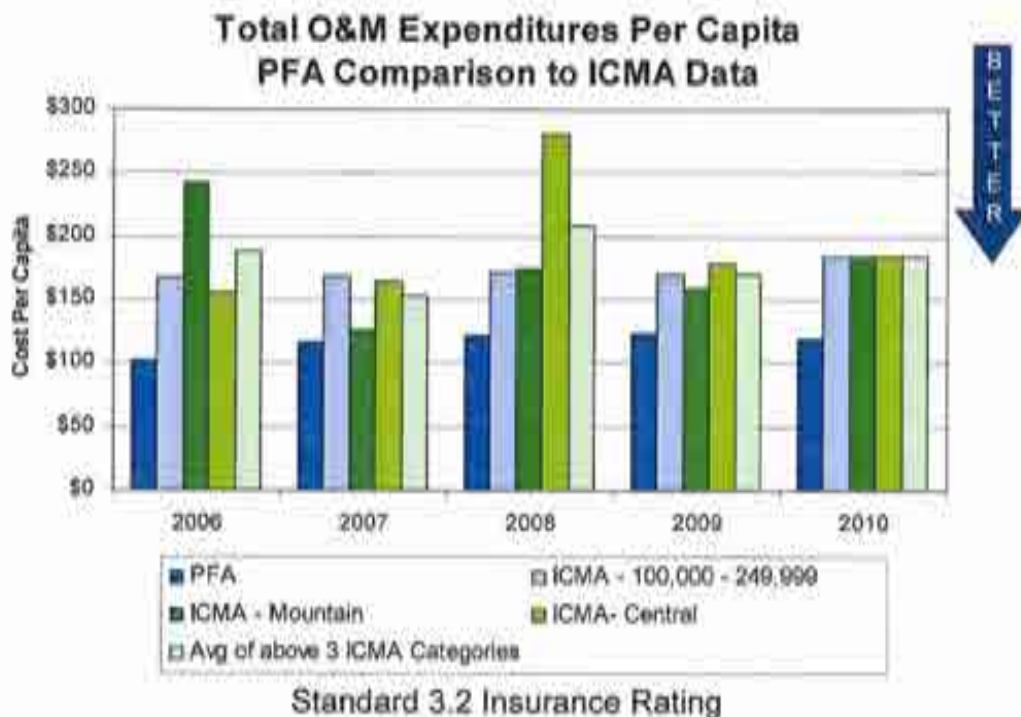
### Goal 3

**"Minimize the costs of fire protection and emergency services."**

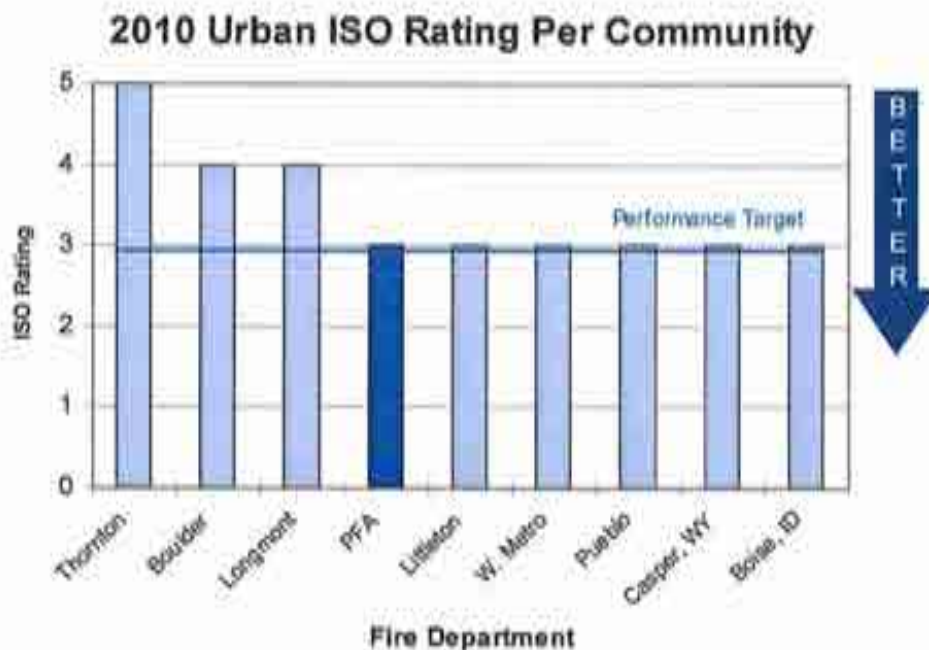
The PFA goal for this standard is to maintain per capita costs below the average for similar size jurisdictions within the Pacific Coast and Rocky Mountain regions. PFA continues to exceed this goal.

### 2010 O&M Budget Per Capita Strategic Planning Partners and Front Range Departments



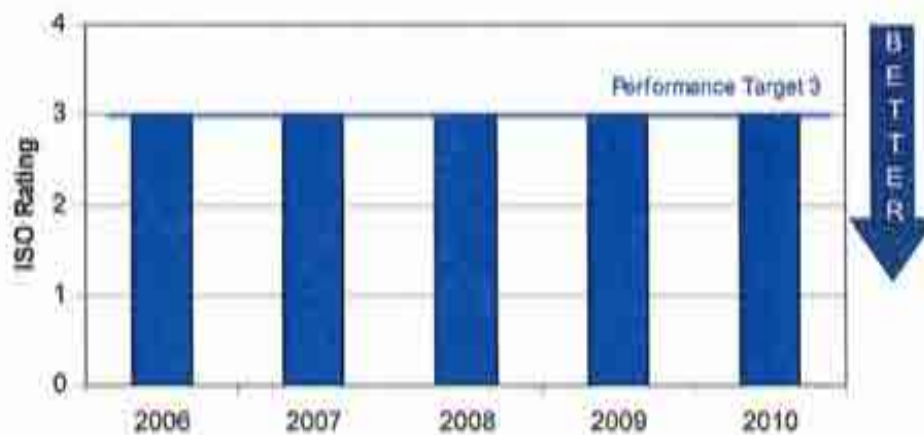


The PFA goal for this standard is to maintain an insurance rate of three (3) within the City of Fort Collins and the urban area of the Poudre Valley Fire District. PFA continues to meet this goal, however, ISO has recently rated PFA and the new rating will drop PFA to a 4 rather than a 3 in 2011.





### PFA Urban ISO Rating 5-Year History



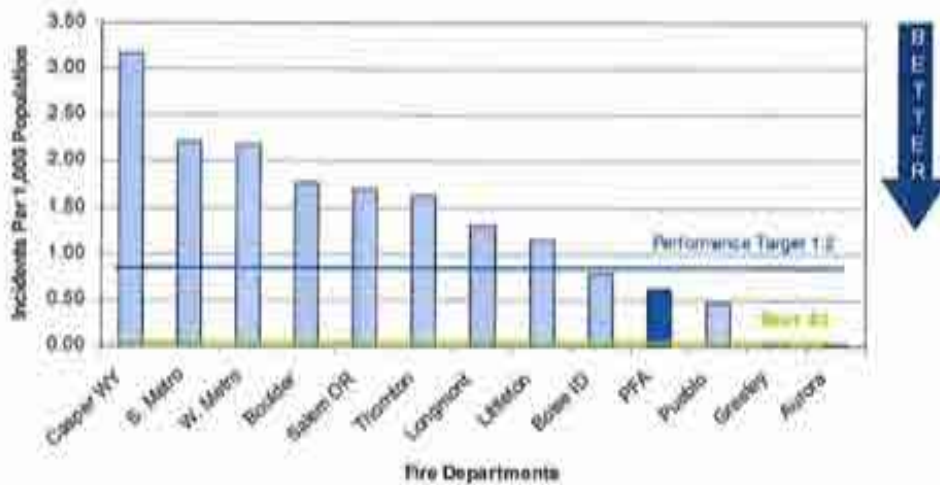
#### Goal 4

**"Minimize the number of and adverse effects of hazardous materials incidents."**

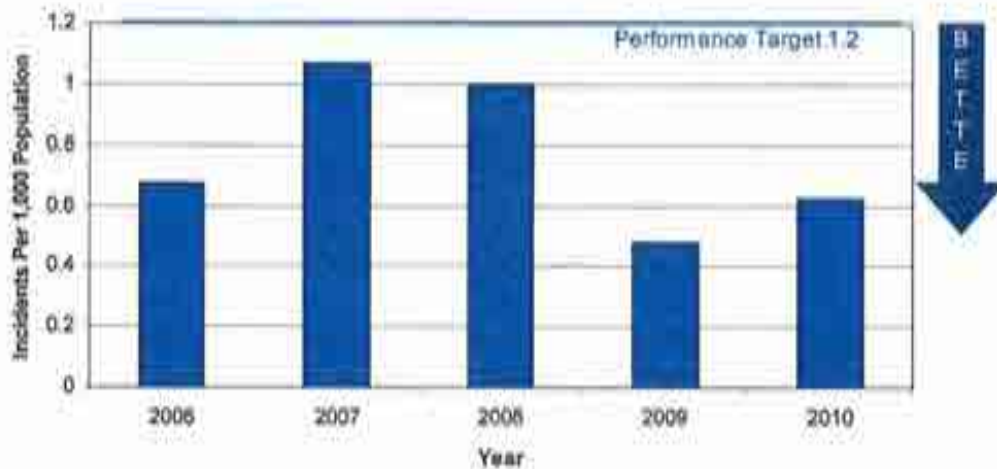
##### Standard 4.1 Hazardous Materials Incidents

The PFA goal for this standard is to limit hazardous materials incidents to 1.2 per 1,000 population, PFA continues to exceed this goal.

### 2010 Hazardous Materials Incidents Per 1,000 Population



### PFA Hazardous Materials Incidents 5-Year History



### Standard 4.2 Homeland Defense

The PFA goal is to minimize the adverse effects of incidents involving nuclear, biological, and chemical products through continual upgrading of skills, equipment and multi-agency coordination and communication at the local, county, state and federal levels.

<b>Colorado Target Capabilities Assessment</b> <b>WMD/Hazardous Materials Response and Decontamination</b> <b>Northeast All Hazard Region</b> <b>(0 = No Effort or System Underway, 5 = Planning has been completed; 10 = Capability exists to respond)</b>			
Measure	2008 Score	2009 Score	2010 Score
Personnel assigned to HazMat technician responsibilities trained to the HazMat Technician level (in accordance with 1910.120(q) or NFPA 472).	10	10	8
Hazmat has detection capability in following types of meters: A) Flammability (%LEL), O <sub>2</sub> , CO; B) Toxicity (PID); C) Radiation (Detectors, dosimeters, Identifiers); D) CWA's; E) Biologicals	7	7	8
Hazmat has identification capability for the following types of substances: A) Gases and Vapors; B) Liquids; C) Solids; E) Biologicals (white powders)	9	9	8
Hazmat personnel can perform weather prediction and hazard pluming.	9	9	9
Hazards associated with special events are preplanned	8	8	8
All police, Fire, EMS first responders are trained to HAZMAT awareness level.	5	6	7
A Type 1 HAZMAT Team can generally arrive on scene within 2 hours	5	8	6
There are redundant HAZMAT response teams and equipment to provide resiliency in the event of a large-scale incident	7	7	7
Plans and procedures are in place for haz mat personnel to make risk based recommendations for public protective measures	7	7	10
Hazmat personnel regularly train with EMS personnel to ensure proper victim care and management	3	3	5
Victims can be decontaminated within 2 hours	8	8	8
The HAZMAT team is capable of containment, mitigation, mass gross decontamination, gross decontamination, and technical decontamination.	5	6	5
Hazmat personnel are trained to work with law enforcement to ensure crime scene considerations are addressed and evidence preserved.	3	4	5
Capability Average	6.62	6.92	7.23

The Fort Collins Office of Emergency Management in partnership with Poudre Fire Authority continues to prepare responders and the community to be prepared to respond and recover from large scale emergencies/disasters, including man-made Chemical, Biological, Radiological, Nuclear and Explosive events. A portion of this is centered in a variety of preparedness and mitigation activities that increase the response and recovery capabilities of our community. Community Hazard Mitigation Plans and vulnerability assessments are conducted in conjunction with FEMA guidelines and the State of Colorado

Homeland Security Strategies which follow the Department of Homeland Security Target Capabilities (<http://www.colorado.gov/homelandsecurity>).

Specifically the planning, training, exercises and resource acquisition are directly tied to Fort Collins, Larimer County and North East All Hazard Region capabilities (NEAHR). The measurement matrixes regarding these actions are documented in the NEAHR Target Capability Profile that is reported to the State of Colorado annually and the audit of NIMS compliancy through NIMSCAST.

Other planning documents include the City of Fort Collins Emergency Operation Plan, Northern Colorado All Hazard Mitigation Plan and the Fort Collins Continuity of Operations Plan.

## Goal 5

**"Maximize the level of resident and business satisfaction with the PFA Services."**

### Standard 5.1 Overall Resident Satisfaction

PFA's goal is to maintain an 85% overall satisfaction rate with residents.

As measured by CSU's community surveys PFA's citizens are highly satisfied that PFA handles incidents in a professional manner, demonstrates care for those in emergency situations, responds to incidents within an appropriate time frame and demonstrates concern for personal property. PFA contracts with CSU to perform this survey of citizens every 5-7 years as funding allows.

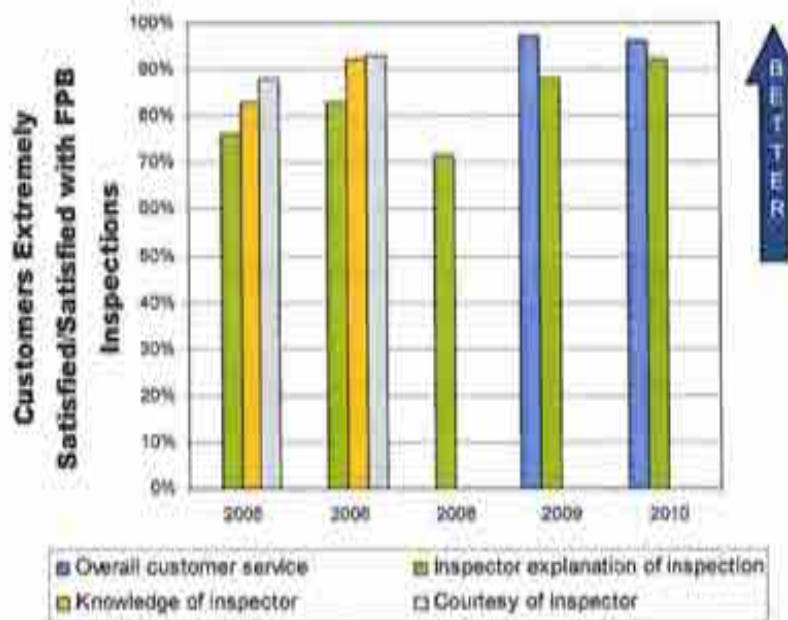
<b>PFA Citizen Satisfaction Survey Performed by CSU</b>			
Scale: 1 = Extremely Poor, 5 = Extremely Well			
	<b>2006</b>	<b>1998</b>	<b>1993</b>
Responds within appropriate timeframe	4.5	4.6	4.4
Demonstrates Care for Persons	4.5	4.6	4.6
Demonstrates Concern for Property	4.4	4.4	4.3
Cooperation with Other Agencies	4.4	4.4	4.5
Handles Incident in Professional Manner	4.7	--	--

In addition, City residents are surveyed by the National Research Center on municipal services and they compare their findings to national and Front Range benchmarks as shown in the following table.

Quality of Service Rating Very Good/Good					National Comparison	Front Range Comparison
2010	2008	2003	2001			
Fire Services	96%	94%	90%	96%	Above	Above

Standard 5.2 Overall Business Satisfaction

PFA's goal is to maintain a 90% overall satisfaction rate with businesses.



**PFA FIRE PREVENTION CUSTOMER SATISFACTION SURVEY  
SUMMARIZED DATA REPORT 2010**

One of the defined objectives of PFA's Fire Prevention Bureau is to utilize citizen input to improve service delivery. The customer survey addresses this Strategic Plan Goal to "Maximize Citizen and Employee Input."

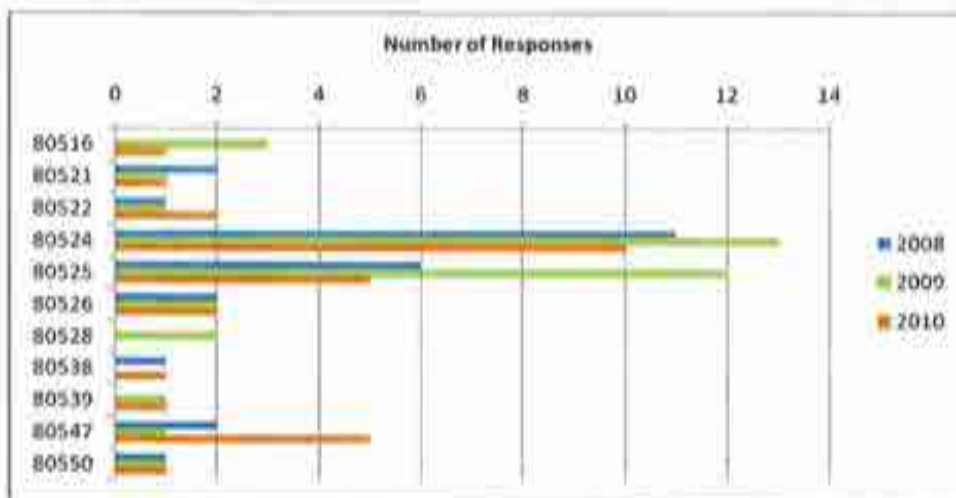
A total of 12 questions were presented with the final question providing an opportunity for the customer to directly contact the Fire Marshal. Of the 29 respondents, five requested further information from the Fire Marshal. Each survey question has a section for the customer to provide additional comments. The information from this important customer feedback tool has assisted Fire Prevention with its continuous quality improvement efforts.

Highlights from the 2010 survey include:

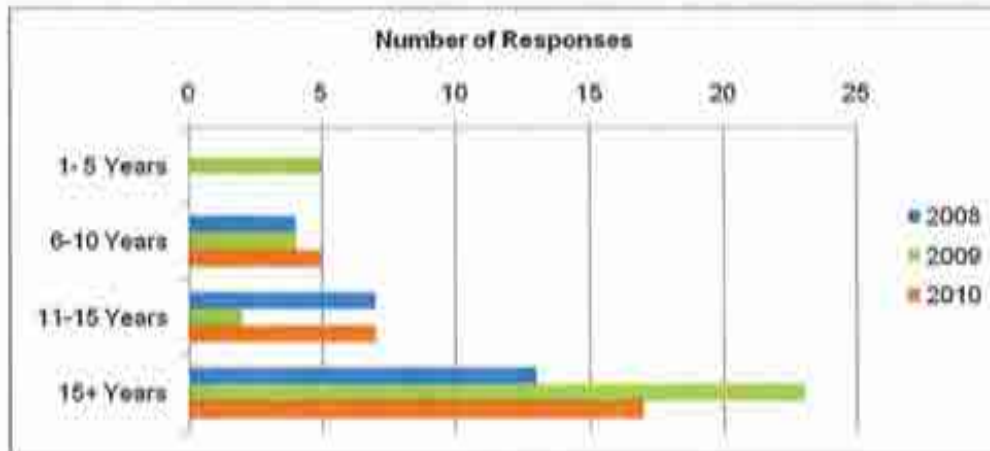
- Of 27 respondents, 26 said they were either "extremely satisfied" or "very satisfied" with Fire Prevention customer service.
- 22 out of 24 respondents rated the inspectors as either "extremely clear" or "very clear" in explaining why they were inspecting the building for fire hazards.
- Out of 21 respondents, 19 said the fire safety hazard or fire system problem was explained either "extremely clearly" or "very clearly".
- 21 out of 23 respondents rated the completeness of the inspection as either "extremely complete" or "very complete".
- Out of 22 respondents who answered, 20 said they were either "extremely satisfied" or "very satisfied" by how well the inspector answered their questions.
- 19 out of 20 respondents rated the overall safety of their facility as "extremely safe" or very safe".
- The most frequent service provided to the customer was Knox Box lockup, followed by fire sprinkler inspection and fire protection system review.

Results of and comparisons between the 2008, 2009 and 2010 on-line surveys are presented on the following pages of this report.

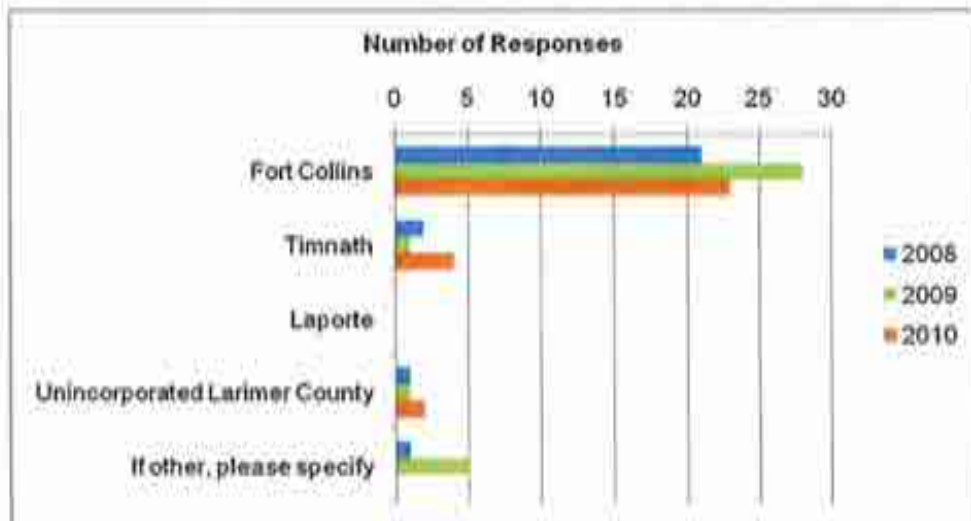
1. What is your company zip code?



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



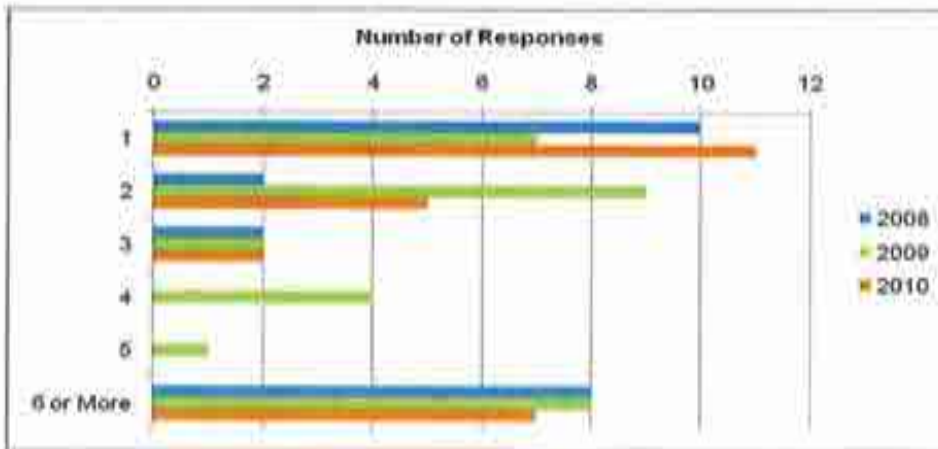
3. Where is your business located?



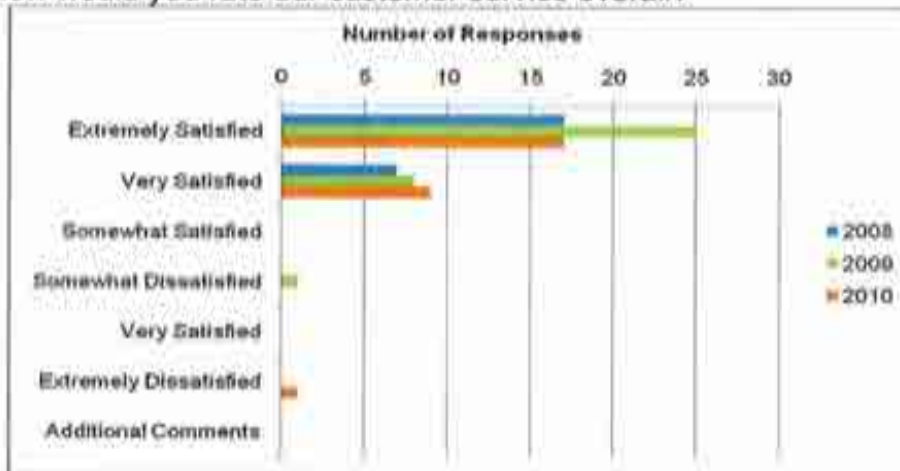
4. Please select the services most recently provided to you by Fire Prevention. Check all that apply.



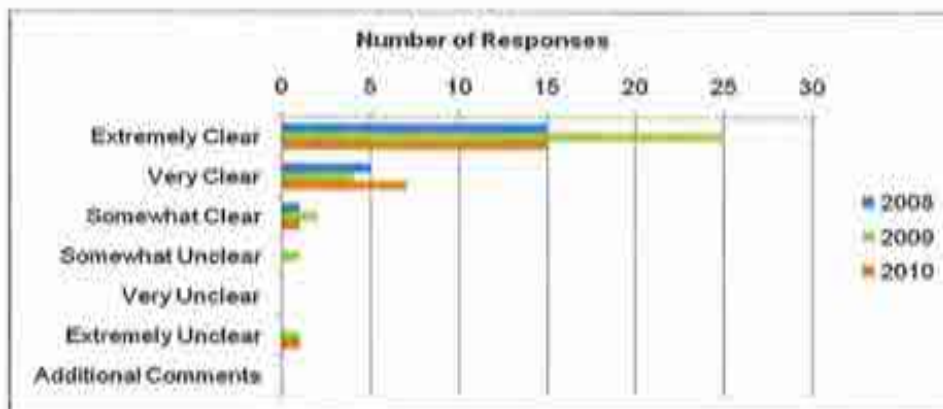
5. In the past 12 months, how many times have you used Fire Prevention Services?



6. How would you rate our customer service overall?

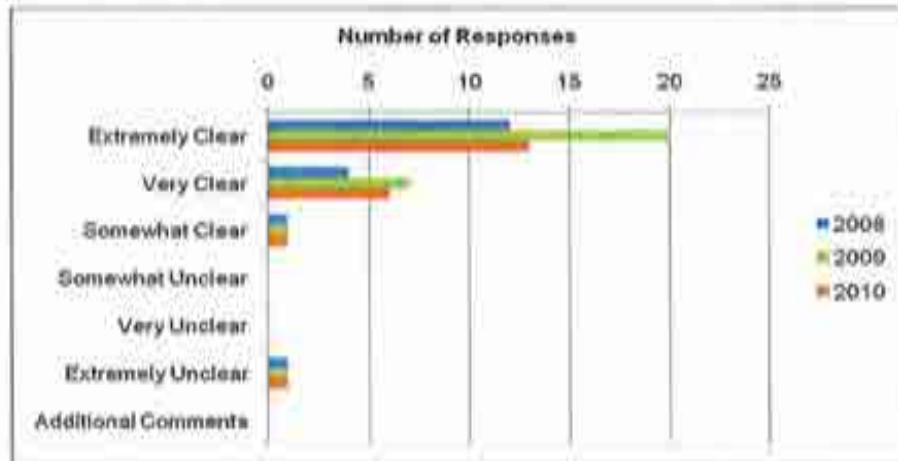


7. Please rate how clearly the inspector(s) explained why they were inspecting your building for fire hazards or fire sprinkler system?

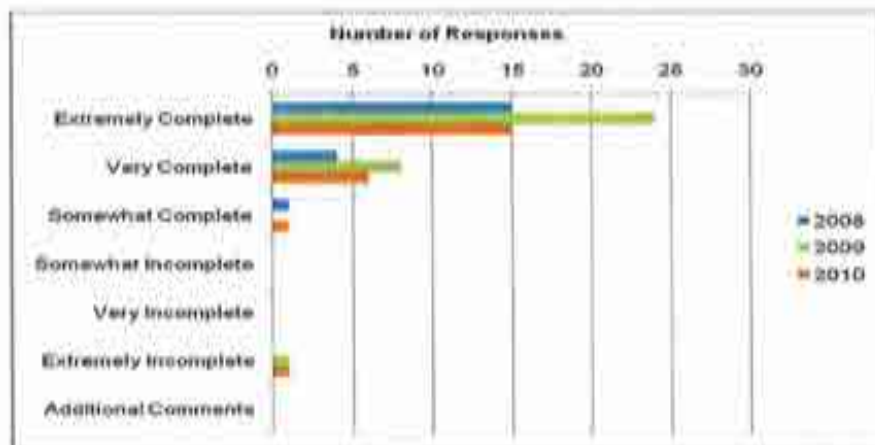




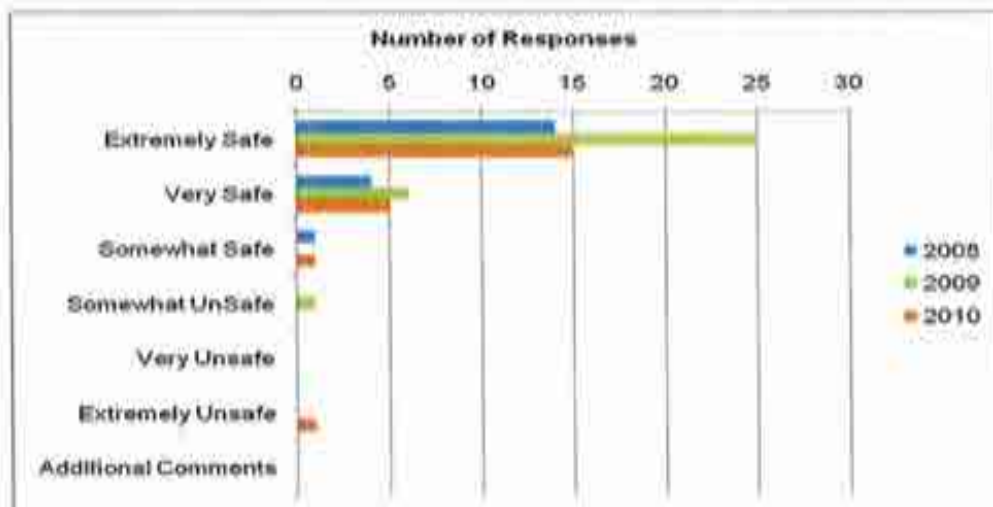
8. How clearly was the fire safety hazard or fire sprinkler system problem explained to you?



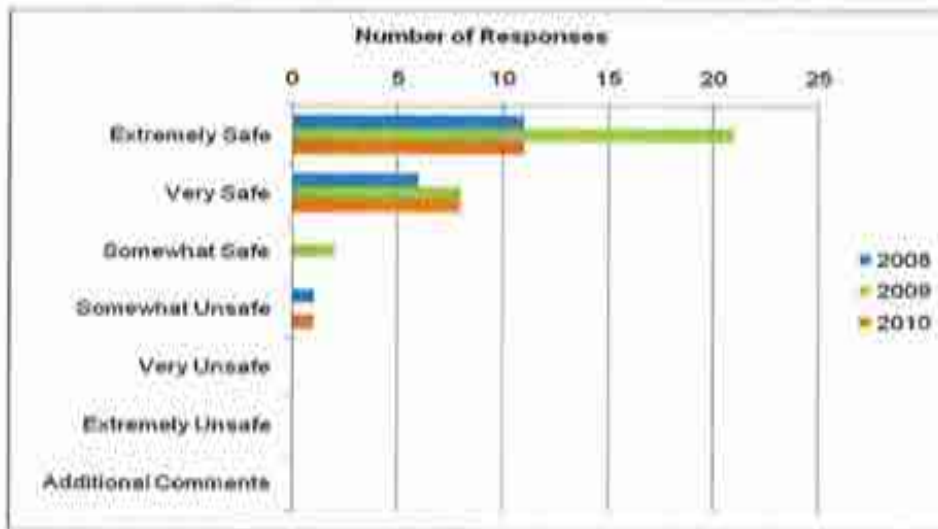
9. Please rate the completeness of the inspection.



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



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



Standard 5.3 Emergency Response Satisfaction

PFA's goal is to maintain a 95% satisfaction rate with emergency response. This measure is intended to measure satisfaction soon after emergency service is received. PFA continues to receive high marks in emergency response satisfaction.

2010 Emergency Response Service Survey Results

Total Number of surveys mailed 1,668  
 Total Number of surveys returned 713  
 Percentage of surveys returned 42.75%

	Excellent	Good	Fair	Poor	N/A
1. How easy was it to report your emergency to the 911 dispatcher?	75%	15.35%	1.32%	.44%	3%
2. Rate our response time.	79.82%	12.28%	2.19%	.88%	.44%
3. Rate the courtesy of the Firefighters on the scene.	88.16%	5.26%	1.32%	0.00%	0.00%
4. Were all our actions clearly explained?	82.89%	9.21%	1.75%	0.88%	0.00%
5. How would you rate our overall services provided?	85.53%	7.89%	0.44%	0.44%	0.00%

## Goal 6

### "Maximize citizen and employee input."

This goal was added to the strategic plan and approved by the PFA Board of Directors on April 27, 2010. PFA is dedicated to continually increasing our firefighter's safety while they are keeping our citizens safe. To accomplish this, and to ensure the citizens are receiving the service they want, it is necessary to secure extensive employee involvement and ongoing, consistent opportunities for citizen input. We will begin collecting data to measure our progress in achieving these goals in the 4<sup>th</sup> quarter 2011.

#### Maximize Citizen Input

- 6.1 Create multiple entry points for citizen input.
- 6.2 Use changing community demographics to target citizen services and education.

#### Maximize Employee Input

- 6.3 Understand, measure and improve employee satisfaction.
- 6.4 Create an ethical workplace.
- 6.5 Provide opportunities for continuous learning, maximize training and education.
- 6.6 Optimize shared responsibility in organizational success.

## 2010 PFA EMS Strategic Plan Status Summary



The EMS Strategic Plan was completed as an addendum to the 2005 PFA plan in 2007. In that time, significant progress has been accomplished to meet the stated objectives and goals with all but four goals having been met (although many are revised as system demands require). The four goals still in progress are related to larger system-wide issues.

The top two priorities outlined in the Strategic Plan have been met. We are still conducting ongoing assessments of PFA's roles, responsibilities and potential capabilities in EMS. We have not met the priority of a more formalized structure in our medical direction. We still share medical direction through PVHS. Future needs will be assessed through data and system analysis with the participation of all EMS providers in our response area. Changes in scope of practice, changing and unmet medical needs in the community and growth of our response population are all drivers of assessment priorities. Emergency medical responses make up the majority of PFA responses and do make a difference to the health and well-being of our citizens.

PERFORMANCE OBJECTIVE	History	2010 Status	Comment
<b>Meet National EMS System Key Performance Measures</b>			
Maintain an average response time (time dispatched to on scene) of five minutes or less with five minute response time 90% or better  <i>(EMS MISSION: PROMPT)</i>		4:49 System evaluation identified that dispatch processing times are a significant component <i>(Times for rural area response skew overall averages as well)</i> (PVH average time - 6:13)	This benchmark has been met with no additional stations over the last few years although call numbers have increased yearly.  <b>COMPLETED</b>
100% Certification at some EMS level  <i>(EMS MISSION: SKILLFUL)</i>	Not all PFA responders held some level of EMS certification in 2007	100% of PFA responders have current EMT basic and first responder certifications	First responders for the Station 11 area have increased our ability to respond to EMS calls. All PFA responders now have EMT or first responder certificates  <b>COMPLETED</b>

CEU and competency assessments meet national and state requirements  <i>(EMS MISSION: SKILLFUL)</i>	Before 2006, PFA EMS responders were responsible for all recertification requirements off duty with outside competency assessments done yearly.	All state requirements exceeded. National Standards are currently being revised and some additional training will be required in 2011. Changes to the scope of practice has added new equipment and medications utilized by PFA EMS personnel.	All PFA responders have exceeded the requirements for state certification and completed additional requirements put forth by our medical control with practical- and knowledge-based assessments and increased QA evaluations  <b>COMPLETED</b>
<b>PERFORMANCE MEASURE</b>	<b>History</b>	<b>2010 Status</b>	<b>Comment</b>
95% Excellent ratings on Survey  <i>(EMS MISSION: Caring)</i>	Prior to 2005, the PFA survey was not specific enough to easily determine if the response was to a fire or EMS call. Modifications were made.	100% of all ratings were excellent for PFA. There is still some confusion with public regarding PFA and PVHS EMS. Responses regarding PVHS are forwarded to PVHS EMS Coordinator. One internal customer survey for EMS with limited success.	Citizen response is overwhelmingly positive about EMS and PFA helping citizens when in crisis. Fewer questions are voiced about why PFA responds to EMS calls. Improving internal feedback loops will be the focus for 2011.  <b>COMPLETED</b>
<b>Develop and Maintain Cooperative Working Relationship between EMS Health Providers</b>			
MOU with PVHS EMS	No MOU or performance contracts with PVHS EMS have ever been created.	Discussion is in progress about the scope of any MOU. At this time, a generalized agreement for mutual aid is being discussed.	Creation of an MOU will assure information sharing, response for rehab and other unusual circumstances, as well as equipment issues.  <b>IN PROGRESS</b>

Develop common/shared definitions for QA/QI	Changes from the old reporting system to High Plains improved the quality of data that can be mined and shared.	Completed for RMS reports with PVHS EMS. Certain measurement factors (at-patient times versus on-scene times) not utilized at this time. Monthly meetings with EMS coordinators and management staff of EMS organizations have increased.	Discussion continues in adopting system "language" and performance measurements that will assist in assuring valid system evaluation. Further development of measurement points are based on International Association of Firefighters and International Association of Fire Chiefs' EMS system performance tools and medical direction requirements.  <b>IN PROGRESS</b>
Make Data available to essential providers		100% and available upon request. Summary performance measurement points are available from dispatch, PFA, PVHS EMS and the quick response teams.	Data exchange between organizations is consistent and has increased but additional work on system evaluation and assessment is still needed.  <b>COMPLETED</b>
<b>PERFORMANCE MEASURE</b>	<b>History</b>	<b>2010 Status</b>	<b>Comment</b>
Address 100% of all written concern reports		100% addressed. There has been a decrease in written concerns regarding EMS issues.	PVHS and the EMS coordinator attend the captain's meetings and have increased their station visits to assure good communications. <b>COMPLETED</b>
EMS Advisory Committee will have representatives of all EMS system providers	The EMS Advisory Committee is an ad hoc committee	Not convened in 2010.	Since PFA and PVHS share the same doctor for medical control, many EMS system issues are addressed at that level. Representatives from all services are on the protocol revision committee and if needed can be called. <b>COMPLETED</b>

Annual field exercises with interagency groups		Not able to do field exercise due to financial restrictions. Joint patient care scenario's provided this year to improve interagency interaction	Training has been developed to review incident command structure and operations with PVHS with supervisory staff to be followed by tabletop scenarios. Look for grant monies for 2011 for full-scale exercise. <b>NOT COMPLETED</b>
<b>Adopt the IAFF/IAFC EMS System Performance Parameters as appropriate</b>			
		2010 utilization of the High Plains RMS addresses the majority of these measurement points. Some data sharing is still necessary but not available at this time.	Our focus is on PFA's competencies and system response effectiveness and system demand. Future development will include determining effectiveness of treatments, types of EMS demands and disaster planning which requires PVHS participation. <b>COMPLETED/ONGOING</b>
<b>PERFORMANCE MEASURE</b>	<b>History</b>	<b>2010 Status</b>	<b>Comment</b>
<b>Develop a clear and defined identity in EMS response both internally and externally</b>			
EMS identifiers on all PFA apparatus and equipment		100% completed for equipment and apparatus. Unable to complete for uniforms due to financial limits.	The number of questions from citizens about why PFA responds to EMS calls has dropped significantly. <b>COMPLETED</b>
<b>Provide Medical and Emotional Care and Assure Safety during an EMS Emergency</b>			
Meet >90% medical protocol adherence care criteria		Met and exceeded. Trauma Protocol assessment, King Tube and albuterol administration was added this year.	<b>COMPLETED</b>

ID and provide information to patients who need additional services		Increased use of social service representatives to include dedicated social services coordinator at PVHS.	Citizens in need of social services are identified by the crews who contact the EMS Coordinator. Referrals are then made to Larimer County Social Services, the Fort Collins Interagency Committee and PVHS as needed. Response has been excellent. <b>COMPLETED</b>
Develop a regional system to ID and address special needs citizens		Interagency Committee and Larimer Public Health services contacted to help special needs patients. Any special needs identified by field personnel and information is passed on by EMS Coordinator	The Fort Collins Interagency Committee serves this function. Development for Disaster response issues for this population is ongoing. <b>COMPLETED</b>
>95% all citizens have no further injury once contact established		100% compliance reported by RMS reviews.	QI reviews indicate a strong safety culture for PFA and patients. <b>COMPLETED</b>
<b>PERFORMANCE MEASURE</b>	<b>History</b>	<b>2010 Status</b>	<b>Comment</b>
Utilize internal experience and expertise on EMS System Performance		Internal EMS Focus Committee with shift representation was implemented to make the feedback loop more effective and identify issues quickly and effectively. Progress has been excellent.	<b>COMPLETED</b>
<b>Improve the citizens' understanding and utilization of the emergency medical system</b>			
Develop a response strategy to deal with non-emergent users in an efficient and appropriate way.		Evaluation of use of PFA personnel and equipment for "lift Assists" at assisted living organizations' indicated areas of abuse. Changes to policy for these organizations have decreased use of PFA resources for non-emergent lift assists. Monitoring continues. Increased use of 911 as a primary health care access route is expected to increase.	Referrals to social services and the interagency committee have been effective. PVHS is exploring developing a community paramedic program to address the needs of some of our citizens who use the 911 system for general health care issues. Nurse referral lines at dispatch have also been explored. This will be an ongoing issue. <b>COMPLETED</b>



Develop and make available EMS education programs to targeted audiences		Information on lifting training given to health care organizations. Home safety review tool developed by public information officer incorporated EMS factors for falls and general safety.	Ongoing project.  <b>COMPLETED</b>
<b>Utilize a data system that provides systematic tracking and analysis of EMS response and care</b>			
Improve medical record keeping methods to assure accuracy and accountability for continuity of patient assessment and care	Changed to the new RMS in 2009 with a more detailed and flexible program.	New RMS meets objective. Modifications are made as identified areas for improvement or changes are found. Program templates have improved reports.	The RMS reports have improved significantly with High Plains. Data reports and tracking systems for training and field care are in place  <b>COMPLETED</b>
<b>PERFORMANCE MEASURE</b>	<b>History</b>	<b>2010 Status</b>	<b>Comment</b>
<b>Develop plan to address EMS needs during large scale events</b>			
	One resiliency training program was attempted but was not appropriated, targeted, and not received well.	A specific operational plan was completed, utilizing the pandemic as a fulcrum problem.  Planning with the help of the Emergency Manager for updates is ongoing.	Re-evaluation of resource allocation, personnel and communications is targeted for 2011/12. The EMS Coordinator sits on the ethics sub-committee for altered levels of medical care in case of disasters for the region with the Emergency Manager.  <b>COMPLETED/Ongoing</b>

## FIRE PREVENTION BUREAU PERFORMANCE STANDARDS

### Introduction

The comparisons and/or standards will, when possible, utilize the data that is available to help Poudre Fire Authority (PFA) track its performance in one or more of the following ways:

- Compare PFA data to Front Range, Western or Rocky Mountain region and national organizations
- Compare PFA local data to a recognized standard
- Utilize a locally established standard of performance when a recognized standard is unavailable
- Track data over a 10-year period when possible
- Utilize current data to begin tracking of new standards of performance or similar data such as that used to evaluate implementation criteria
- Differentiate between the quantitative (number of) versus the qualitative (character of) nature of the data provided

### History of Benchmarks and Service Level Indicators in the PFA Strategic Plans

Benchmarking is a system of measuring performance against a standard established from comparisons to other similar agencies at the local, regional and national level. These standards are also developed in conjunction with research and data collected by organizations such as the National Fire Academy and the National Fire Protection Association (NFPA). From this, PFA can measure the effectiveness and efficiency of methods developed to meet or exceed these standards and provides policy makers, citizens and employees with realistic measurements of organizational performance.

Past PFA Strategic and Master Plans have used some form of benchmarking. In the 1980 plan, performance "objectives" were developed using historic local experience and comparisons with early International City Manager's Association (ICMA) data. In 1986, these were expanded to "Service Level Indicators". These are the organizational performance measures the PFA Board of Directors review annually. Some of these standards have been utilized since the first plan in 1980 and provide clear trends in how PFA compares to similar agencies and locally established performance objectives. Others are relatively new and will be utilized to track data to help identify future service needs and provide baseline reference information.

## **Use of Standards in 2007 Fire Prevention Strategic Plan**

The standards used in this plan represent a combination of comparisons with other communities, fire prevention programs, and fire departments, past, present and hoped-for future performance targets. They are aggressive and long-term in nature. For some it may be several years before sufficient data can be accumulated to determine their realistic long-term applicability. Data collection and reporting capability will be synchronized in order to provide current information on where PFA stands in relation to service level goals.

The 11 standards in this plan are organized into seven areas related directly to the goals outlined in the previous section. This provides a picture of how we are doing in relation to the standards and whether we are moving toward or away from our goals.

### **Fire Marshal's Office**

#### **Goal 1**

##### **"Improve integration of the Operations and Fire Prevention divisions"**

Schedule an informational meeting with all uniformed personnel in order to provide information on the duties and responsibilities of personnel assigned to Fire Prevention, programs and services provided to the community, and planning and philosophies of the division. Information collected from these meetings will be utilized for division and program continuous quality improvement. Meetings are scheduled for February 2008, with follow up analysis and program development to be completed by June 2008.

This goal has been met.

Though we achieved this goal in June 2008 with updates through the Roadmap to Organizational Improvement in 2008 and 2010, the Fire Marshal has been working on new initiatives for enhancement of this important goal.

To this end we will be expanding our efforts to implement a new program called Customer Outreach and Training (COAT) day. COAT day will be scheduling training sessions that will focus on training, informing and gathering feedback from internal customers, external customers, and business customers. The objective for these days is to provide process, workflow, and task specific training on Fire Prevention activities. We will be rolling this program out during Fire Prevention Week and will begin with the training topics of "Plan Review", "Sprinklers", and "Inspections – Why and How to Inspect".

#### **Goal 2**

##### **"Adoption of the 2006 International Fire Code (IFC)"**

Seek adoption of the code by the jurisdiction's governmental agencies by June, 2008.

We are currently under the 2006 code and have met this goal – though we are beginning the review process for adopting the 2012 IFC. This is a 2011 goal of the Fire Marshal.

### Goal 3

#### **"Develop strategies for future infill development, high-density projects, and new and existing high-rise buildings in the PFA's jurisdiction"**

Identify strategic strategies during the February 2008 Fire Prevention retreat.

*Fire Prevention has not conducted an annual retreat since 2007 due to budgetary constraints. Planning processes have been accomplished by regularly scheduled on site monthly meetings. Our strategic development to meet this goal is ongoing and being effectively accomplished through cooperative efforts within our development partners (City, County and Timnath) as well as the Fire Marshal's involvement with the American Planning Association (APA), Home Builders Association, and the NFPA. These efforts keep the Fire Marshal aware of local and national trends related to new urbanism and urban interface issues.*

### Goal 4

#### **"Promote regional cooperation for the consistent adoption and application of fire codes, related ordinances, and fire safety and prevention programs"**

Market the concept of regionalized consistency to the Northern Colorado Fire Marshal's Association (NCFMA) with the objective to develop a strategy for consistency by the end of 2008.

*Interaction and partnerships with our neighboring jurisdictions and the Fire Marshal's Association of Colorado (FMAC) and NCFMA continues to be a high priority for the Fire Marshal and all Fire Prevention staff. Our partners have many of the same challenges. We continue to strive for consistency and balance of code issues on a regional scale.*

### Goal 5

#### **"Develop and implement a fire alarm program to reduce false fire alarms"**

The development of a fire alarm technician training program will begin in August 2008, with a target of delivering the class at the 2008 Fire Prevention Conference in October 2008. Program implementation is scheduled for early 2009.

*In 2010, PFA responded to 14,362 calls. Of the total calls, 430 were responses to automatic fire alarms in commercial occupancies. The automatic alarm responses resulted in 2.99% of total calls. This is a reduction from the previous year. Thirty-eight systems were repaired immediately. The Fire Inspection Coordinators responded to all automatic alarms within their response areas to follow up on the cause of the alarm and to be sure the alarms were repaired.*

Year	Total Calls	False Alarms	% of Total
2006	12,310	951	7.72
2007	12,784	1,033	8.1
2008	13,452	1,019	7.57
2009	13,818	1,105	7.99
2010	14,348	1,056	7.35



#### 2010 Five Top False Alarm Causes

Device	Jan-Mar	Apr-Jun	July-Sept	Oct-Dec	Total	Percent of change from 2009
Smoke Detector	56	67	64	68	255	-17%
Pull Station	20	23	14	9	66	-3%
Testing	6	11	8	8	33	+37%
Sprinklers	9	13	17	7	46	-36%
Other	12	3	7	8	30	-56%

## Administrative Services

### Goal 1

**“Develop a communication system that provides customers easy access to the appropriate Fire Prevention staff members with minimal administrative staff intervention”**

Provide an automated phone routing feature to the existing system by March, 2008.

The automated telephone system continues to better enable customers to direct their calls to the appropriate employee or program area. Fire Prevention Bureau staff continues to use mobile phones enabling direct contact with personnel when they are in the field. Outlook is also a valuable scheduling tool. Customers can request appointments directly with staff via Outlook. The goal for 2011 is to provide a direct line into the Fire Prevention Bureau to eliminate the need to listen to a phone tree. In June 2011, the Fire Prevention Bureau direct line was made available to all our customers, which is staffed from 8:00 AM -5:00 PM Monday-Friday.

### Goal 2

**“Develop an on-line project management system utilizing state-of-the-art computer and internet-based technology”**

Implement a comprehensive project management system by June, 2008.

The project management system updates two databases: 1) development construction and 2) business general safety and fire sprinkler inspections. The mobile inspection program updated over 2000 inspections automatically into the database and emailed the completed inspection report directly to the business owners. Additional links for services provided by the Fire Prevention Bureau have been added to the website.

### Goal 3

**“Develop user friendly check-in and on-line application processes for customers”**

Implement an on-line application process by April, 2008.

*Since implementation of this goal in 2008, there have been many improvements. Customers continue to utilize our systems and provide us input for improvements. In early 2011, we moved our online payment system to PayPal. The Fire Marshal used PayPal as the primary interface for the 2010 Round Up Your Knowledge Fire Prevention Conference with great success, thereby paving the way for using PayPal for all our online payment needs.*

## Business and Target Hazard Safety Services

### Goal 1

#### "Develop a professional, comprehensive data management system"

A comprehensive record management system is projected to be installed and operational by July, 2008.

The record management system went online in 2008. Fire Prevention Bureau inspections collect information necessary for firefighters to complete pre-fire plans for structures within the PFA response area. The information is automatically transferred from inspections to the pre-fire plan database.

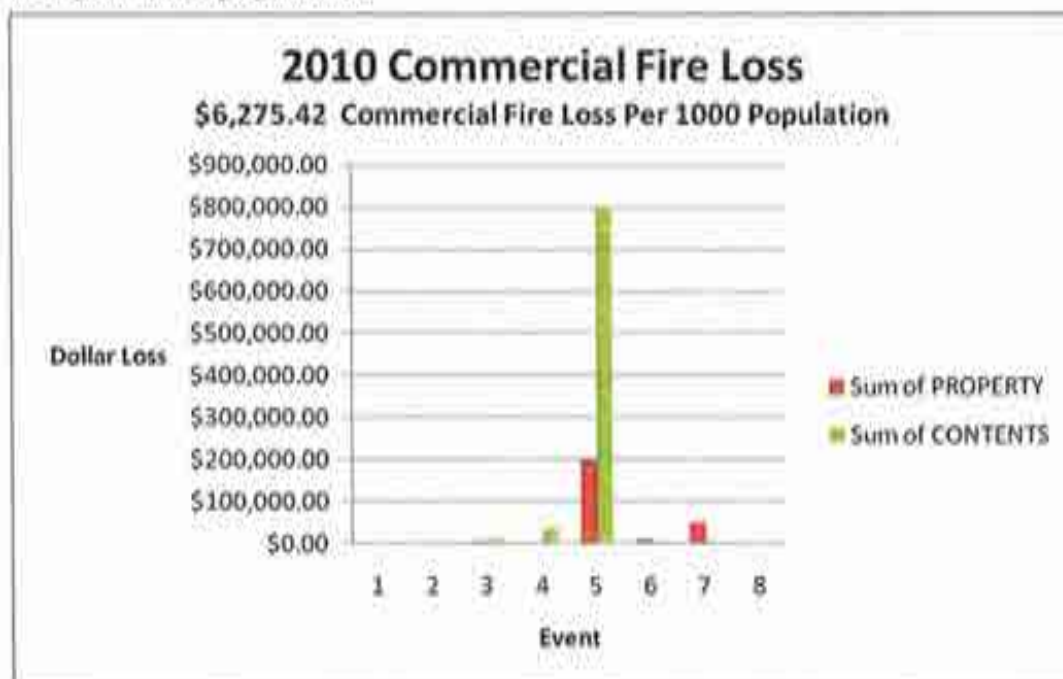
### Goal 2

#### "A strategic staffing formula should be developed and adopted that ensures adequate staffing for this service delivery."

Revenue shall be provided for additional staffing when the below standards fall to 80% or less for a sustained period of six months or more.

**Standard:** Limit commercial fires to .33 fires per 1,000 population.

*In 2010, there were eight commercial fires in commercial occupancies, which reflect a total of .04 fires per 1,000 population. This reflects a 33% decrease in fires per 1,000 population.*



**Standard:** Limit commercial fire loss to \$10,000 per fire.

*In 2010, the fire loss was under \$10,000 in three fires (38%) of the eight fires experienced during the year.*

**Standard:** Perform fire safety business inspections on 50% or more of businesses on file annually.

*In 2010, 61% of businesses in PFA's jurisdiction were inspected or 2,933 of the 4,797 total businesses were inspected.*

**Standard:** Maintain a 90% overall satisfaction rate with businesses.

*The Customer Satisfaction Survey showed a 96% overall satisfaction rate in 2010.*

## **Fire Investigation/Arson Prevention Services**

### **Goal 1**

**"Develop a Burn Permit Program that is internet-based, which allows easy customer access, and requires minimal staff support"**

A web/internet based Burn Permit application and approval system shall be installed and operational by April, 2008.

In 2010, of the 242 permits, 185 or 76% of burn permit applications were completed on line using the Fire Prevention website. Permits are provided to customers by email within 24 hours.

### **Goal 2**

**"Require all Investigators to obtain National Association Fire Investigators (NAFI) Fire and Explosion Investigator's Certification"**

All fire investigators assigned after January 2008, shall obtain certification within one year of assignment. All existing investigators shall obtain certification by July, 2009.

The current Assistant Fire Marshal-Investigation Services was assigned to the Fire Prevention Bureau in January 2008. He was certified as a NAFI Certified Fire and Explosion Investigator in November of the same year.



## Hazardous Materials Management Services

### Goal 1

**"Develop and maintain an internet-based Hazardous Materials Management Plan (HMMP) reporting system, which can be accessed and updated annually by businesses impacted by federal and local regulations"**

A web or internet based HMMP reporting system shall be implemented by July, 2008.

*The web based HMMP reporting system was beta tested in 2009 after the availability of new federal SARA Title II and III software. In June 2011, the new system was made available on the Fire Prevention website for all SARA Title III customers who received their invitation to begin using this new reporting system in July and August 2011.*

## Development Review and Planning Services

### Goal 1

**"Use updated technology that allows plans to be reviewed and filed electronically"**

The review process shall be fully converted to an electronic system by July, 2008.

Electronic review and filing was implemented as an option for customers in 2008, in conjunction with the Fire Prevention web page. The hardware allowing for electronic plan review was installed in PFA's dedicated plan review room. To date, about 5% of customers are taking advantage of electronic review. It is anticipated that there will always be a percentage of customers who prefer paper submittals, as they do not have the technology within their business to take full advantage of the electronic capabilities.

### Goal 2

**"Maintain necessary certification for staff; acquired within first year of service"**

**Standard:** All Fire Prevention staff shall obtain the appropriate certification for their assigned position within one year of appointment.

100 % of PFA's fire sprinkler inspectors are certified as sprinkler inspectors. Per State of Colorado requirements, all PFA school inspectors have at least an International Code Council (ICC) Fire Inspector 1 certification. All rotational firefighters within the Fire Prevention Bureau have attained at least a Fire Inspector 1 certification and additionally, they maintain their

Operations certifications as Emergency Medical Technicians and Driver/Operators.

PFA personnel may begin the process of attaining appropriate certifications by attending the annual PFA Fire Prevention Conference.

### Goal 3

**"Develop a PFA maintained "Development Manual" to serve internal customers, external customers, developers and city staff"**

The Development Manual will be completed by August, 2008.

In the first quarter of 2011, the new Frequently Asked Questions (FAQ) interface was implemented on the Fire Prevention website. This new interface is more user-friendly and easier to maintain. It is updated regularly and remained congruent with the 2006 IFC and Fire Prevention policies.

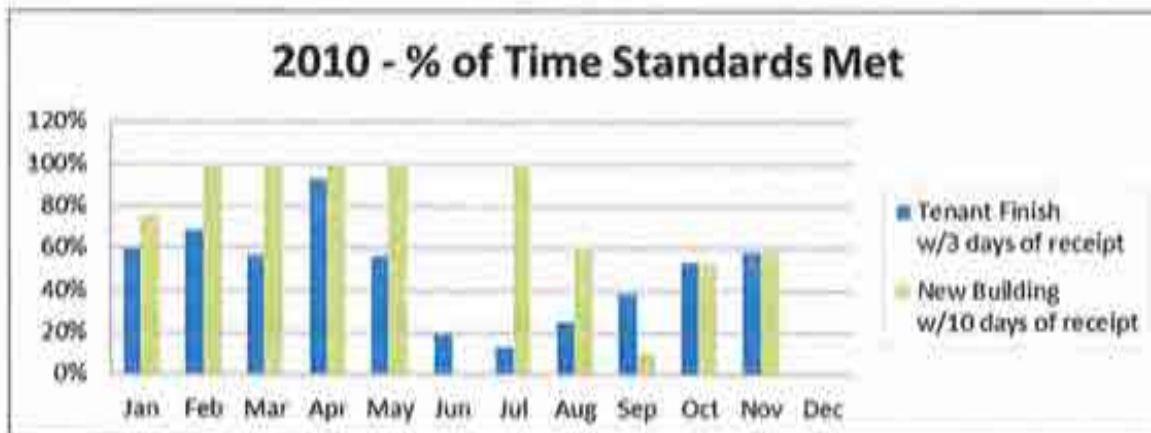
### Goal 4

**"A strategic staffing formula should be developed and adopted that ensures adequate staffing for this service delivery."**

Revenue shall be provided for additional staffing when the below standards fall to 80% or less for a sustained period of six months or more.

**Standard:** Conduct "Tenant Finish" reviews in existing facilities within three business days of PFA receipt.

In 2010, 241 reviews were accomplished. This represents a 10% increase for review. Of the 241 reviews, an average of 45% met the benchmark of three days.



**Standard:** Conduct "New Building" reviews for basic facilities within ten business days of PFA receipt.

In 2010, 35 new building plans were reviewed. There was an average of 67% meeting the ten day goal.

**Standard:** Conduct "Complex Facilities" reviews with major construction within 15 business days of PFA receipt.

Complex facilities involve those facilities with multiple layers of fire protection or multiple occupancy classes such as residential and commercial. In 2010, we only saw four, but they were four large and complex issues.

**Standard:** Conduct final inspections within three business days of customer request.

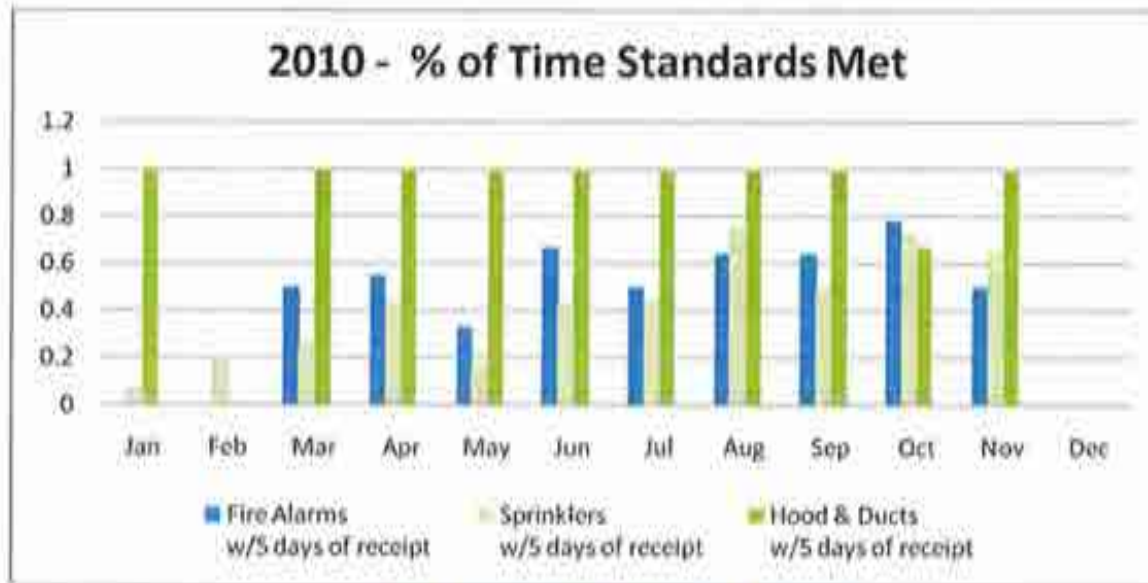
*All 663 final inspections conducted in 2010 met the three-day benchmark 100% of the time. Final inspections are a critical citizen economic development service provided by the Fire Prevention Bureau. Providing a rapid closure to business projects ensures that the customer is able to get about their business in a timely manner.*

#### New Construction Finals by Type

	2009	2010	% of Change
Alarm Final	94	83	-12
Building Final	46	36	-22
Clean System	2	0	-100
Core and Shell	4	0	-100
CSU	24	15	-38
Flow Fax	41	30	-27
Hood Final	20	25	+25
Hydrant Flow	17	17	0
Knox Box	85	67	-21
Liquor License Inspection	41	19	-54
Re-Inspection	44	46	+5
Small Plan Review	10	14	+40
Spray Booth	3	0	-100
Sprinkler Final	54	48	-11
Sprinkler Flow	5	5	0
Sprinkler Rough	77	68	-12
TCO Check Off	5	3	-40
Tenant Finish	150	178	+19
<b>Totals</b>	<b>741</b>	<b>663</b>	<b>-10</b>

**Standard:** Conduct hazardous materials new construction reviews within ten business days of PFA receipt.

In 2010, we did accomplish one building review with hazardous materials, and it met the ten day benchmark 100% of the time.



**Fire Protection System Services**

**Goal 1**

**"Ensure that all fire protection systems are tested and inspected in accordance with NFPA standards"**

Develop a program for the testing and inspection of fire pumps and standpipe systems in accordance with NFPA standards by September 2008.

*During the regularly scheduled fire system inspection, this program requirement for the testing of fire sprinkler systems is in accordance with NFPA 25, and is now validated by inspectors. Fire Prevention inspectors assist the building owner or manager with obtaining required systems tests as needed.*

**Goal 2**

**"Ensure public and firefighter safety by effectively reviewing fire protection systems design and installation to maximize life and property protection while minimizing cost"**

**Standard.** Conduct "Fire Protection System" reviews within five business days of PFA receipt.

*In 2010, 51 of the 99 Fire Alarm submittals (50%) were reviewed within the five day benchmark; 95 of the 177 Sprinkler submittals (65%) were reviewed within the five day benchmark; and 30 of the 30 Hood and Duct submittals (100%) were reviewed within the five day benchmark.*

## 2010 PROGRAM REPORTS

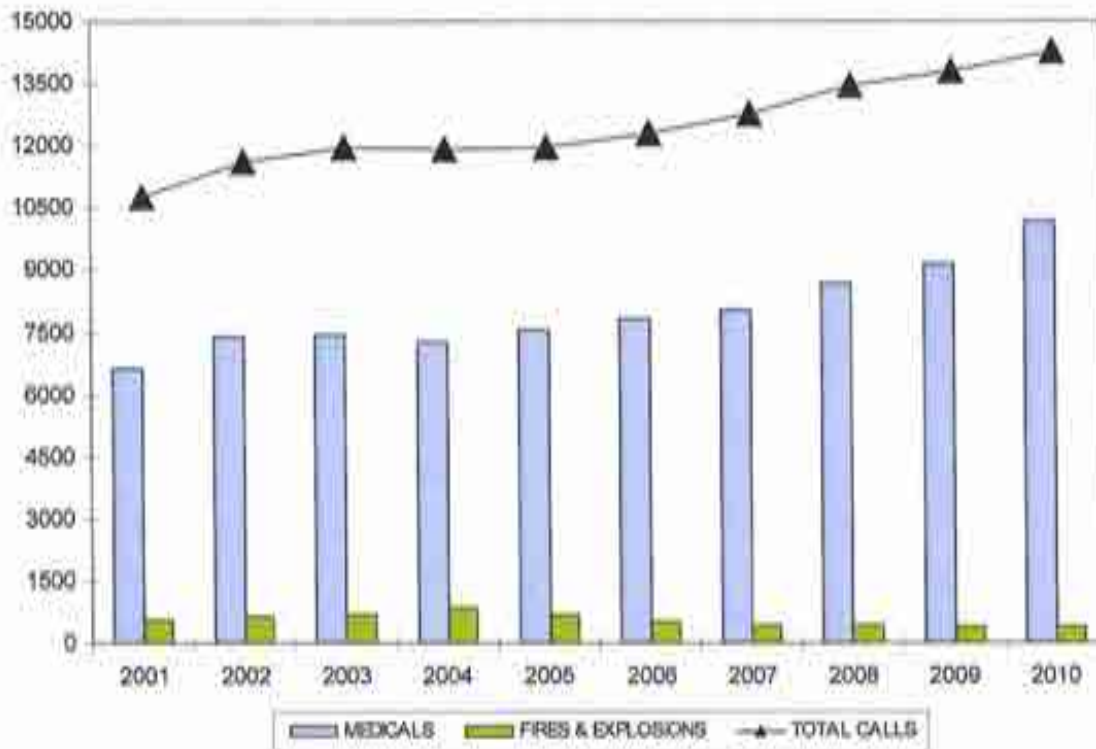
### FIRE SUPPRESSION

Division Chief Mike Gress

In 2010 the Poudre Fire Authority experienced a 3.23% increase in total calls. This represents a request for service on the average of one call every 27.14 minutes or 39 calls per day.

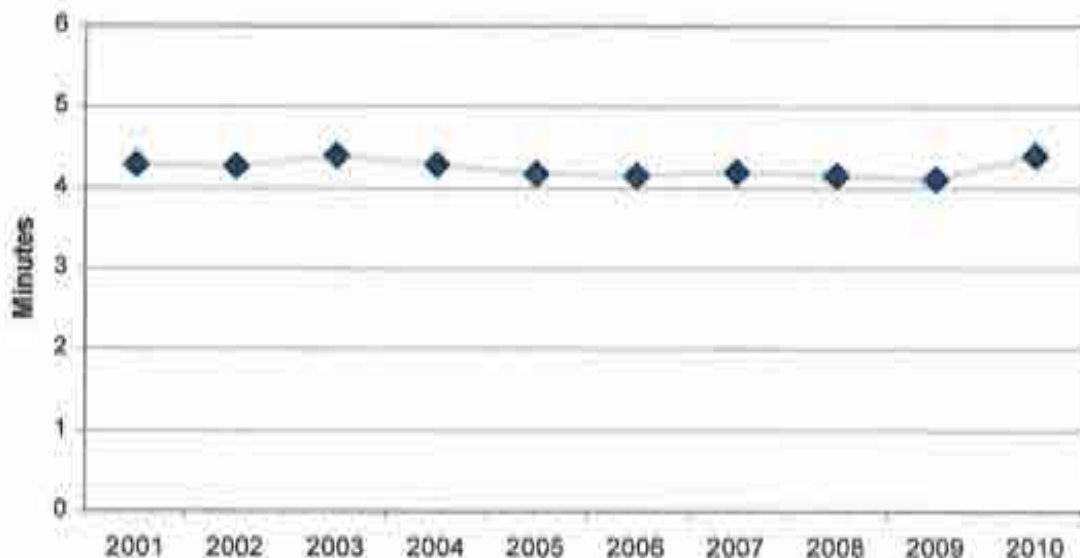
Attached is graphic information on calls responded to by PFA in 2010 and comparison statistics for previous years.

### TEN YEAR CALL TREND



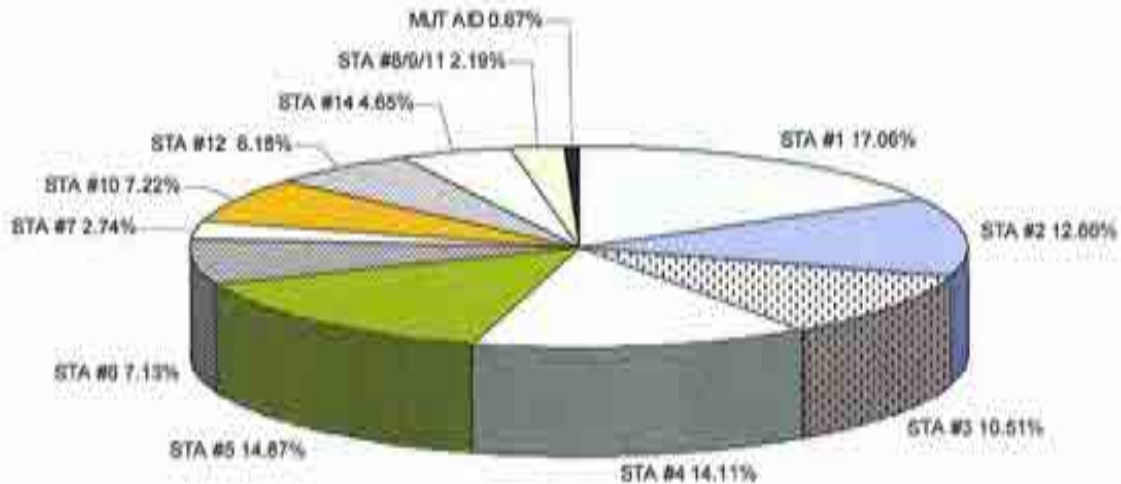
In 2010 84.50% of total calls were inside the City limits and 15.50% were in the Fire District.

### Average Response Times



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 with adequate equipment. This performance standard specifies five minutes from the time of dispatch as the average for all emergency responses, including fires, medical emergencies, hazardous materials incidents, rescues and other emergencies.

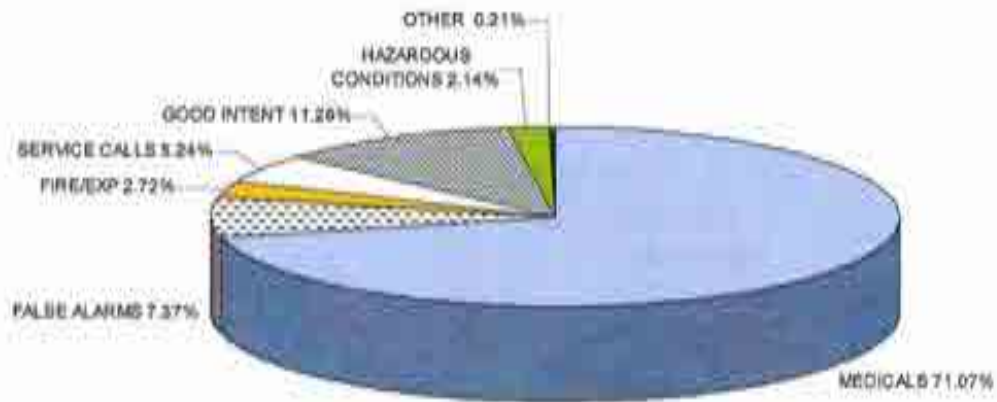
## PERCENT OF TOTAL CALLS BY STATION AREAS



Station 1 continues to be our busiest station, with 17.06% of all calls occurring in its area.

Station 1	– 2,450
Station 2	– 1,818
Station 3	– 1,510
Station 4	– 2,026
Station 5	– 2,136
Station 6	– 1,024
Station 7	– 394
Volunteer Stations 8, 9, 11	– 315
Station 10	– 1,037
Station 12	– 888
Station 14	– 668
Out of PFA Jurisdiction	– 96
<b>Total</b>	<b>14,362</b>

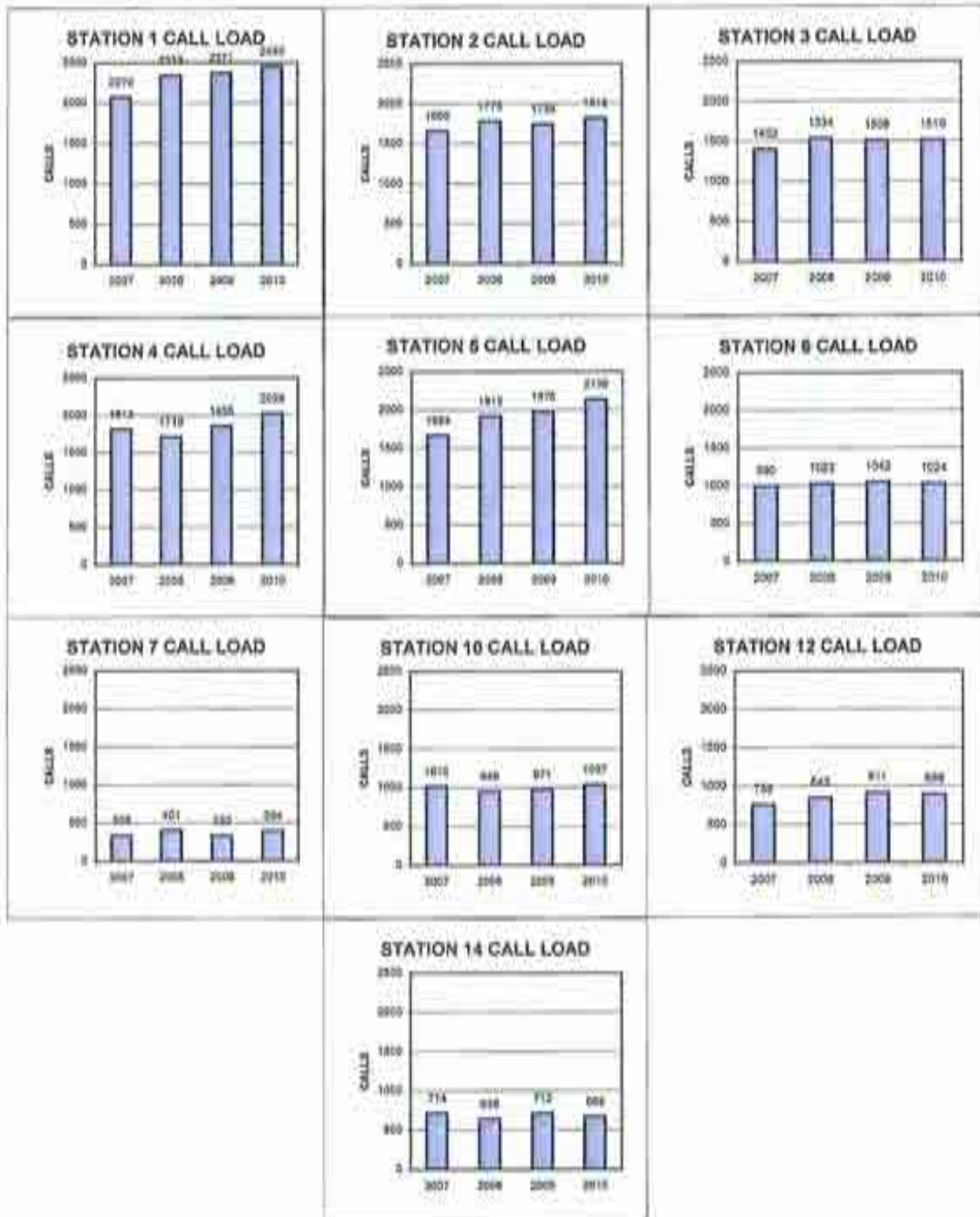
### PERCENT OF CALLS BY TYPE OF CALL



Medicals –	10,207
False Alarms –	1,059
Fires/Explosions –	390
Service Calls –	752
Good Intent Calls –	1,617
Hazardous Conditions –	307
Other Requests for Service –	30
<b>TOTAL:</b>	<b>14,362</b>

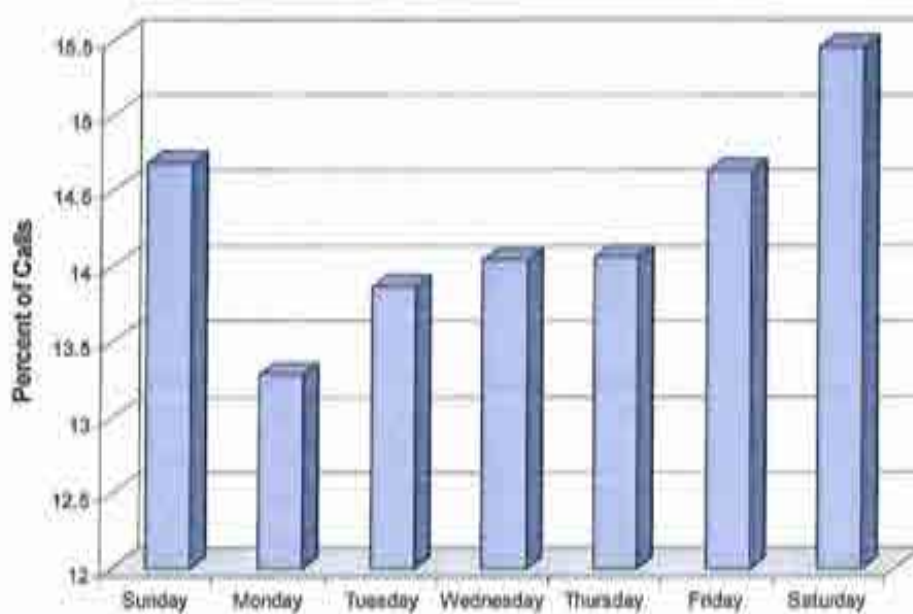


## CALL LOAD BY STATION



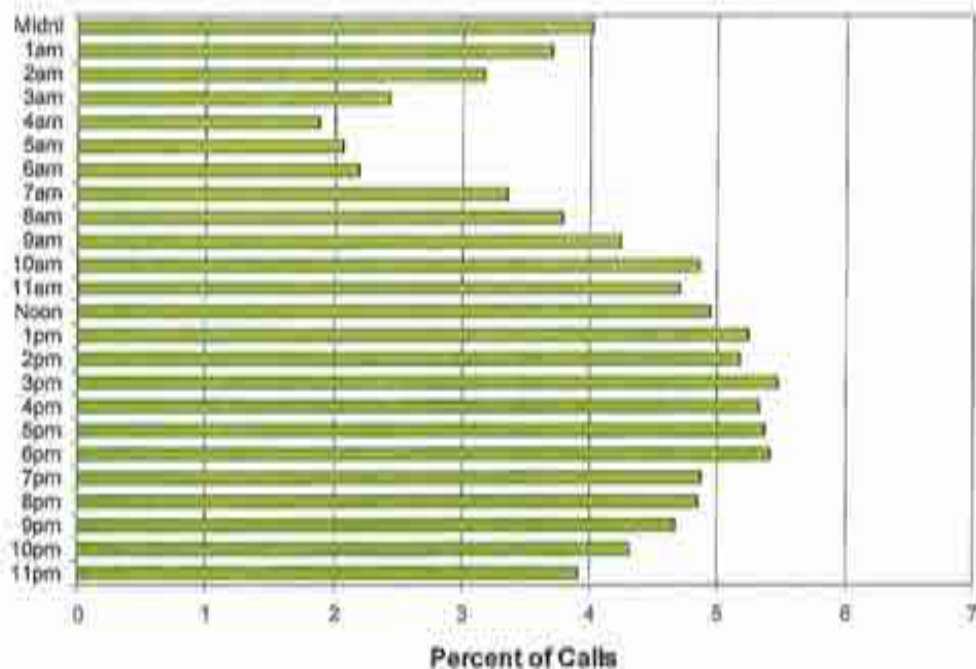
Stations 1, 2, 3, 4, 5, 7, and 10 experienced an average call load increase of 8.43% over 2009 while Stations 6, 12 and 14 dropped in call volume. The exact cause of station call volume is difficult to determine unless there is a significant event such as adding a new station to the system. PFA's 2010 call load increased by approximately 3.94% over the previous year.

### AVERAGE CALLS PER DAY

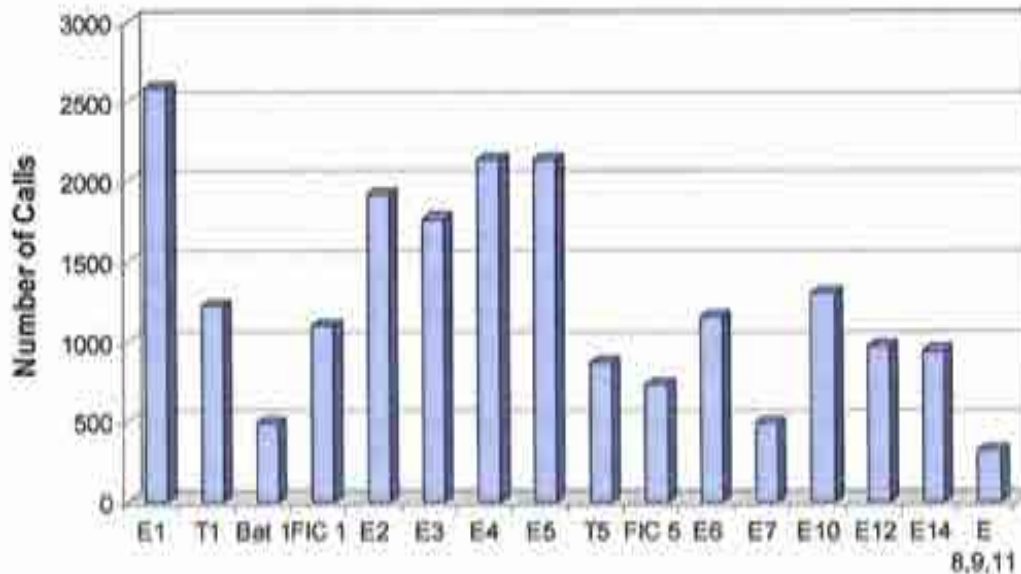


Historically, Friday has been the busiest day of the week, but in 2010 Saturday and Sunday were busier than Friday. We continue to be busier during daylight and evening hours. Even though early morning is our slowest time, it is the period when most large fires occur.

### 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. The Battalion Chief (Bat 1) call load has been reduced, due to BC workload, by eliminating the majority of auto-alarms from the response duties of the Battalion Chief.

## FACILITIES MAINTENANCE

Battalion Chief Bob Poncelow

The new Fire Station 4 was completed and crews moved in on January 18, 2010. This 4.5 million dollar project opened ahead of schedule and under budget and is working out well as our new prototype two company house. An Open House in early March included an estimated 1,500 visitors from across the City and the feedback from the public was very positive. Design work began on Fire Station 8 in Timnath and during 2010 we completed 90% of the construction documents in anticipation of when this station will be constructed.

With the occupancy of new Station 4, we were able to sell the existing Station 4 and this money was placed in an on-going facility maintenance fund and has allowed us to proceed with numerous facility needs, some of which are covered below.

- A new concrete apron at Fire Station 10 including repairs and expansion of the snow melt system.

- Electrical energy upgrades were completed at several stations including Station 1, 12, 3 and 14, which included new lighting and lamps. This not only increased the energy efficiency of these buildings, but also improved the light and livability of the facilities. We expect a payback of three to five years on these projects including the substantial rebates we have received. This completes these upgrades for all PFA facilities, a program we have been working on for several years.
- PPE Lockers were purchased and installed by the firefighters in Stations 1, 2 and 5.
- Station 3 had a new roof installed, new paint in the living quarters done by the firefighters and the floors in the kitchen, dining and day rooms were polished and stained which should provide a long lasting, low maintenance alternative to carpet and tile. A new sidewalk was also installed at Station 3.
- Station 6 underwent an extensive weatherization project along with the replacement of all HVAC equipment. This effort has resulted in significantly lower heating and cooling bills and we expect a five to nine year payback on this work. All of the showers at Station 6 were also repaired including new backer board and tile.
- A backup air conditioner was added to the computer server room at administration to provide redundancy and capacity to protect this critical infrastructure.
- The City of Fort Collins renegotiated trash and recycling services and by instituting an as needed process for trash and recycling pickup we are saving a couple hundred dollars a month.

Numerous other small projects were completed during 2010 as well as the planning for other projects to be accomplished in 2011.

### EQUIPMENT MAINTENANCE

Fleet Maintenance Technician Jim Mirowski

The PFA Shop is responsible for 46 vehicles, one generator trailer, five power-down generators, the shop air compressor, and the fuel tanks at Training, Stations 6 and 9. The 46 vehicles logged 169,144 miles in 2010, which is up 3,125 miles from 2009.

2010 Highest Mileage Vehicles	
Engine 4	11,080
Engine 6	9,181
Engine 14	9,138
Engine 2	8,977

Vehicle	Gallons of Fuel Logged	Average Miles Per Gallon
39 Diesel Vehicles	35,638	3.57
7 Gas Vehicles	4,014	10.38

The average cost per mile (fuel and maintenance only) for the fleet was \$1.53. The three front line vehicles with the highest cost-per-mile were Engine 2 (\$2.67), Engine 7 (\$2.74), and Tower 1 (\$2.69). Vehicles were out of service for 557 days. Engine 10 was out the most with 97 days, Engine 5 was out 64 days, and Engine 2 was out 58 days.

Two new engines were put in-service, Engine 3 and Engine 28, as well as a new reserve ladder truck and Engine 10 was put back in-service with a new body. The mechanics completed 219 repair orders including 45 services. The shop used 1,013 quarts of oil, 358 quarts of automatic transmission fluid, and replaced 66 tires. There were six outside vehicle repair orders for a total of \$11,615, which is \$1,956 less than 2009. One repair was to replace a broken window in new Engine 28 and another was to replace the tires on the shop truck. The other four were to Max Fire for repairs I was unable to do with my back injury. One was to remove the rear differential in Engine 4 and send it to Drive Train in Denver to have it overhauled; another was to repair plumbing in the pump compartment on Engine 24. They also replaced the fuel tank and the hose from the pump to the booster reel on Engine 12. The last one was to replace the fuel tank in Engine 14. The total cost for Max Fire repairs was \$10,772. Pump tests were done in April and all passed. Emission tests on the diesel vehicles were done in October and all passed.

## EMERGENCY MEDICAL SERVICES

EMS Coordinator Mary Makris

### EMS Response:

PFA responded to 10,207 EMS related incidents, or 71% of total calls in 2010 with a total of 6,611 patients directly assessed and treated by PFA EMTs. The automatic external defibrillator was applied by PFA personnel 15 times with a total of four patients who regained pulses and returned to live at home. CPR was performed 84 times (PVHS crews arrived at the same time or immediately afterwards so PVHS cardiac monitors were applied on the 69 other patients). 401 patients called 911 with chest pain and aspirin was administered 48 times. 331 patients called because of severe respiratory distress. Oxygen was administered to 1,697 patients. A new medication was added mid-year in 2010 for respiratory problems and in the five months of 2010, it was administered 14 times in order to allow the patient to breath more oxygen and decrease any further damage. PFA also assisted with six patients in active labor, with two babies delivered at the scene.

EMS Calls by Type	# Calls	% of EMS Calls
Assist EMS Crew – No Patient Assessment	2,571	25.18%
Emergency medical incident	6,126	60.01%
Emergency medical incident, not otherwise classified	1	.01%
EMS – No patient contact	811	7.94%
EMS – No patient found	119	1.17%
Extrication of victim(s) from building or structure	1	.01%
Extrication of victim(s) from vehicle	17	.17%
Extrication of victim(s) from elevator	33	.32%
Ice rescue	1	.01%
Motor vehicle vs. pedestrian or bicycle	19	.19%
Rescue or EMS standby	9	.09%
Swift water rescue	6	.06%
Swimming or recreational water area rescue	2	.02%
Vehicle accident with injuries	491	4.81%
Water or ice rescue, not otherwise classified	2	.02%
<b>TOTAL EMS Calls</b>	<b>10,207</b>	<b>100%</b>

**EMS Training:** EMS training provided 62 hours of lectures, 72 hours of CPR recertification, 144 hours of King Tube training, 144 hours of skills competencies, 40 hours of Front Range Fire Academy training, 8 hours from the EMS conference, and 72 hours of individual company training in stations

**EMT Education Reviews and Recertification:**

- 76 EMT's recertified with State of Colorado
- 168 field responders recertified in CPR
- 168 field responders trained to use the King Tube airway (a new EMT skill)
- 167 field responders tested in required skills and competencies to maintain certification and QI requirements
- 168 field responders participated in joint training with PVHS in new equipment, bariatric patient care and CPR equipment/response to assure a strong team approach for patient care.

**Infection Control:** 27 individual assessments and follow-ups for infection control issues were completed (taking approximately 125 hours). A total of 32+ hours of rehabilitation were provided for PFA personnel at fires.

**Additional System Improvements**

- System-wide training and certification for King Tube (airway control) utilization for EMTs
- Changes in protocols decreasing the need for on-line medical control
- Upgrades of AED's for all response vehicles
- Modification of rehabilitation response to meet new 1584 standards
- Development of EMS focus committee

## PUBLIC AFFAIRS AND EDUCATION

Public Affairs Captain Patrick Love

The Office of Public Affairs and Education is charged with being the primary contact with customers and the media for PFA. 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 this position acts as the department spokesperson, conducts press interviews, writes press releases, and conducts press conferences as needed.

2010 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 and staff.

### Media Relations + Social Media

The media relations program is continuing to grow and evolve. For all of 2010, 58 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.

My philosophy regarding media relations is to keep it positive by establishing and maintaining relationships with people in the media. This approach does a number of things such as builds trust, knowledge and experience with different agencies, and provides for a familiar, non-threatening atmosphere in which to work. In doing so, I am able to keep PFA in the media in a positive light on the average of once every week if not more.

In 2010 the PFA Facebook site was started. Since its inception on April 15, 2010 we were able to garner over 500 users by the end of the year. This further equates to over 14,000 users/interactions with our customers by the end of the year; all for free with the exception of time utilized to manage the site. The information placed on our page ranges from incidents to events, safety tips and photos.

It is important to keep our customers up to date of notable activities, events and prevention education so they can stay informed and make safe choices if need be.

### Service Requests

In 2010 PFA fulfilled 653 requests, an increase of over 46 percent from the preceding year, for service from community members for fire and life safety education and other customer contact opportunities. This equates to a conservative 1,959 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 community outreach and educational 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, installing smoke alarms and residential safety checks. 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 2010.

Service Requests by <u>TYPE</u>	2007	2008	2009	2010	% Change From Previous Year
Safety Talk	69	106	111	165	+48.65%
Station Tours	90	96	101	114	+12.87%
Apparatus Tours	41	45	41	131	+219.51%
Extinguisher Classes	62	36	32	53	+65.62%
Neighborhood Events	17	25	24	32	+33.33%
Smoke Alarm/Battery Help	0	22	18	39	+116.67%
Safety House	0	20	24	32	+33.33%
Safety/Science Fairs	12	12	14	13	-7.14%
Bike Helmet Program	0	11	8	3	-62.5%
Fire Drills	15	11	14	15	+7.14%
Career Day/Talks			9	8	-11.11%
Home Safety Surveys	2	3	3	8	+166.67%
All Others	44	43	47	40	-8.51%
<b>Total</b>	<b>352</b>	<b>430</b>	<b>446</b>	<b>653</b>	<b>+46.41%</b>

Service Requests by <u>AGE RANGE</u>	2006	2007	2008	2009	2010	% Change From Previous Year
Pre-School (3-5)	879	2,275	2,285	2,401	2,833	+17.99%
Elementary (5-12)	2,780	3,032	5,624	4,934	5,351	+8.45%
Jr High/High School (12-18)	55	889	1,478	756	499	-33.99%
Adult (18-60)	3,485	3,012	4,036	5,387	6,448	+19.70%
Adult (60+)	150	835	684	624	821	+31.57%
<b>Total</b>	<b>7,349</b>	<b>10,043</b>	<b>14,107</b>	<b>14,102</b>	<b>15,952</b>	<b>+13.12%</b>



<b>Service Requests by <i>SHIFT</i></b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>% Change From Previous Year</b>
A Shift Total	85	83	83	98	80	-18.37%
B Shift Total	82	96	94	74	110	+48.65%
C Shift Total	74	104	96	56	99	+76.79%
<b>Total</b>	<b>241</b>	<b>283</b>	<b>273</b>	<b>228</b>	<b>289</b>	<b>+26.75%</b>

<b>Service Requests by <i>STATION</i></b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>% Change From Previous Year</b>
Station 1	35	49	41	41	51	+24.40%
Station 2	41	29	23	27	28	+3.70%
Station 3	34	39	45	35	35	0.0%
Station 4	17	24	20	13	37	+184.62%
Station 5	42	51	49	39	37	-5.12%
Station 6	15	14	14	9	13	+44.44%
Station 7	2	5	7	6	10	+66.67%
Station 10	13	20	25	20	33	+65.0%
Station 12	8	11	14	9	9	0.0%
Station 14	34	41	35	29	36	+24.14%
Other	5	0	30	57	53	-7.02%
<b>Total</b>	<b>246</b>	<b>283</b>	<b>303</b>	<b>285</b>	<b>342</b>	<b>+20.0%</b>

<b><i>RIDE-ALONGS</i></b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>% Change From Previous Year</b>
Citizen Ride-Along	0	38	48	42	136 <sup>1</sup>	+223.81%

### **Child Passenger Safety**

PFA firefighters participated in a county-wide child passenger safety effort along with Larimer County Safe Kids Coalition. During 2010 PFA Firefighter/Car Seat Technicians installed or checked the installation of 354 seats. This program continues to be a very valuable service that PFA provides. You will note that the number of seats PFA deals with has been on a steady decline since a high of 623 in 2007. The decline is due to a cooperative effort to bring additional agencies on board in the county to provide this service. Within PFA it was recognized that an upward trend was occurring. In order to sustain quality service to our customers we sought this additional assistance. The entities targeted are located both inside and outside PFA's district. Some of the growth in requests come from communities outside our district and were an obvious choice.

<sup>1</sup> Large increase due to overwhelming requests prior to entry-level Firefighter testing process in 2011.

<b>Car Seat Checks</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>% Change From Previous Year</b>
Station 1	52	95	85	75	81	+8.0%
Station 2	57	94	55	47	18	-161.11%
Station 3	84	61	63	80	32	-60.0%
Station 4	11	46	84	80	66	-17.5%
Station 5	59	90	125	75	45	-40.0%
Station 6	13	35	14	29	29	0.0%
Station 7	8	15	18	16	9	-43.75%
Station 10	29	32	42	45	44	-2.22%
Station 12	99	114	46	10	9	-10.0%
Station 14	27	7	4	7	14	+100.00%
Check Points	0	0	0	0	0	0.00%
Other	28	34	4	10	7	-30.0%
<b>Total</b>	<b>467</b>	<b>623</b>	<b>540</b>	<b>474</b>	<b>354</b>	<b>-25.32%</b>

**Notable New & Continuing Programs**

**Residential Safety Check-** This program since its inception in December of 2009 has only seen a very modest use by our customers. However, we will continue to pursue this program as PFA's philosophy and preference is to PREVENT an occurrence rather than have to respond to it; because once any emergency service responds, someone is already having a bad day. We truly want to decrease preventable incidents as this is directly and indirectly tied to the well-being and economic climate of our community. Therefore everyone benefits.

**Fire Station 4 Open House-** An open house was held in March to show local neighbors and district-wide customers the new station. We wanted to make this a community event that explained where and how tax dollars had been spent. Even though many hours of preparation went into the open house, attendance far exceeded expectations; over 1,200 people showed up. We were very happy to see so many interested parties.

**Safety Trailer in Schools Program-** This program was reintroduced three years ago and has gone from a handful of participating schools to almost all within the Poudre School District. The program teaches second-graders about home safety in the kitchen, living room and bedroom of a specially-built trailer that contains these simulated rooms. Both kids and teachers alike have come to excitedly anticipate our visits every year. Of course it is even more exciting when one of our two fire safety clowns also attend.

**Fire Ops 101-** This program is collaborative effort between two local groups and the PFA; The City of Fort Collins CityWorks and Leadership Fort Collins. The program showcases PFA in order to show where and how tax dollars

are being spent along with giving the participants a view into the world of emergency services. PFA continually receives high grades from participants for this event.

**Whole Foods Market Pancake Breakfast-** Whole Foods Market has held this wonderful fundraiser under their own volition for the past two years. Money raised goes to the PFA Fire Safety Education Fund and is used to purchase smoke alarms and carbon monoxide alarms for customers in our district who cannot afford them, educational materials and Child Passenger Safety Program supplies. We look forward to another great event in 2011.

**Neighborhood Night Out-** In August, the firefighters who work at Station 7 hosted a neighborhood block party for the seventh 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 19 additional neighborhood block parties as well. The firefighters enjoyed the opportunity to get out into the neighborhoods and socialize with their neighbors, along with distributing life safety education information.

**Colorado State University Training-** Both PFA and CSU staff put in many hours in order to educate the CSU population including faculty and staff. Many times every year firefighters conduct training on fire extinguishers, fire alarm and medical emergency protocols, evacuation and a mock dorm room burn to show how quickly fires can turn deadly.

**Pack2School-** The 2010 event was the 40<sup>th</sup> year for the Education & Life Training Center. Pack2School provides low-income children in K-8 with a new backpack and school supplies they need to be successful in school. We had 250 contacts this year through a very worthwhile event.

**Flame Out 5k Race-** After a one year hiatus the locally famous 5k race returned in 2010 to a moderate sized crowd. A race committee of PFA employees and a local business person worked hard to bring it back. This race raises funds for the PFA Fire Safety Fund, administered through the Community Foundation of Northern Colorado. Donations collected are used to purchase smoke alarms and carbon monoxide alarms for customers who cannot afford them; educational materials and child car seat supplies for our car seat program.

**Public Service Announcements-** A new community partners PFA was able to make in 2010 was with Northern Colorado 5, the CBS affiliate out of Cheyenne. This partnership yielded an event sponsorship and filming of Public Service Announcements to help educate our customers on the best ways to stay safe.

## TRAINING DIVISION

"Greatness Begins Here,  
Greatness Continues Within"

Battalion Chief Glenn Levy

### Staffing

The Training Division staff is comprised of one Battalion Chief, three Training Captains, one EMS Coordinator, and one Administrative Secretary. We currently administer nine different programs that support the training and educational needs of the Operations Division. Overall, the 151 career firefighters and officers who make up the 33 fire companies participated in 31,312 on-duty and off-hours of training. This is an average of 207 hours per firefighter.

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 for both career and volunteer firefighters.



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

The 2010 team consists of Captain Randy Hatfield who focuses on driver operator, firefighter basic skills and facility management, Captain Brad Kobielusz is assigned to the Front Range Fire Consortium and coordinates two recruit academies each year in addition to other training responsibilities, Captain Matt Housley designs, develops and implements supervisor training as well as being responsible for volunteer firefighter training, Mary Makris is our EMS coordinator and ensures not only compliance, but excellence in response and coordination and most importantly, Linda Deane our support staff and the glue that keeps all of our projects held together.

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 2010 we focused on:

- Ensuring the burn building is safe for performing live fire for the next 5 to 7 years. We replaced numerous heat resistant tiles, repaired walls, and replaced thermal probes. We also designed new burn bins to reduce damage to the building.
- Continued design and installation of a new propane live burn prop for both tank fires and vehicles fires. We added a vehicle prop and tanker.



- We added Engine 26 to the training fleet for enhanced training safety and opportunities.
- We continue to add additional extrication and rescue areas, including a live vehicle fire area.

### **"Live Fire Training"**

One of the Training Division's major emphasis programs in 2010 was developing and delivering live fire training and complex cognitive decision making training.

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. We held two live fire training exercises for each company in 2010, one being night fires.



### **Volunteer Training:**

The Training Division is now responsible for all aspects of the Volunteer Firefighter program. We are looking to enhance this program by developing a Resident program, adding additional volunteer staff, and increasing training. Our volunteers participated in over 4,145 hours of training.

### **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 2010 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 Kobelusz served as academy co-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)



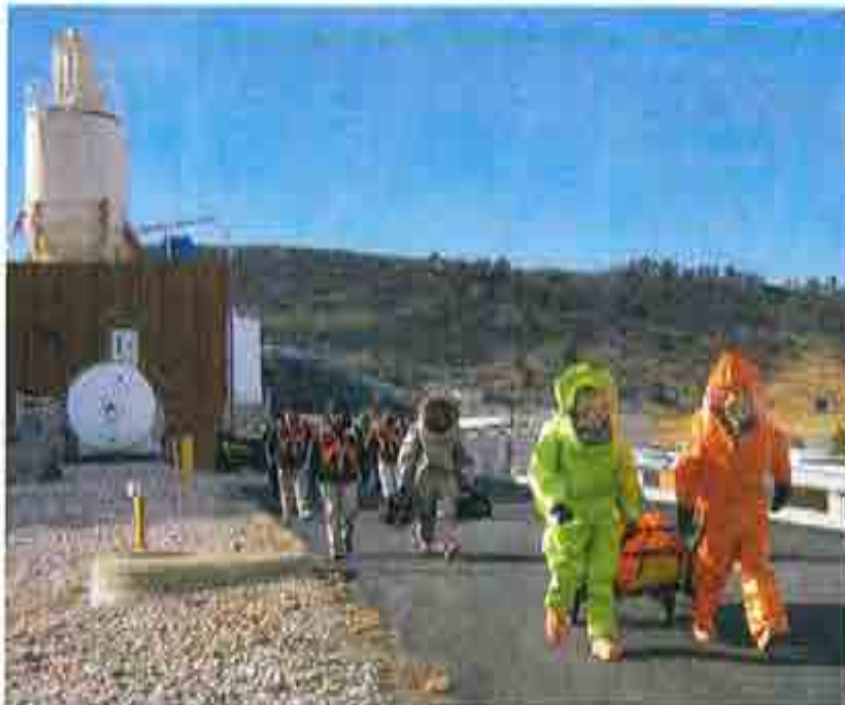
The FRFC is an agreement between the PFA, Loveland, Union Colony Fire Rescue Authority, Cheyenne, Mountain View, Longmont, Boulder and Laramie Fire Departments. The intent of the FRFC is to work together to provide training, response and ideas that jointly make all of us better. It is a unique relationship, and one that is the envy of the fire service joint programs include: recruit training, new hire testing, and professional development.

### Professional Firefighter Certification with Colorado Metropolitan Certification Board:

In 2010 we continued our strong relationship with the CMCB to continue professional certifications.

## HAZARDOUS MATERIALS RESPONSE TEAM

Captain Dick Spiess



Poudre Fire Authority participating in a multi-day, multi-agency training exercise with the military's 8<sup>th</sup> WMD Civil Support Team.

In 2010, enhancements to equipment and training provided major benchmarks of accomplishments.

### Training:

- Four team members participated in multi-week HazMat Technician level training.
- Team members trained with the 8<sup>th</sup> Civil Support team during a multi-day, multi-agency WMD exercise.
- The team conducted department-wide training helping PFA meet the requirements of the Code of Federal Regulations pertaining to hazmat responders and to prepare for certification through the CMCB.
- Team members participated in planning and evaluating a regional radiological training exercise in Greeley.
- The Hazmat Team contracted with Chemical Safety Training to provide a three day Hazmat Technician Refresher course in 2011.
- The hazmat team sent a representative to the Hazmat Continuing Challenge conference in Sacramento California. This is the largest Hazmat training conference in the Western United States. During



which, presentations from national subject matter experts provided insights to current procedures, perspectives and the latest in techniques and equipment.

#### Equipment:

- ❑ The team was able to fund the acquisition of a Chempro 100 i. This instrument is a handheld chemical identification instrument developed for detecting Chemical Warfare Agents and Toxic Industrial Chemical vapors and gases. This instrument fills a great void in the team's ability to analyze gases and vapors.
- ❑ A weather station was acquired that interfaces with existing team software to provide computer modeling and mapping of gas or vapor dispersion. This critical information allows for enhanced public protection and identification of affected areas for evacuation should a chemical release occur.
- ❑ Chief Mike Gavin was successful in a grant application for a Raman chemical identification instrument. When delivered in 2011, the instrument will enhance the ability to identify unknown solids and liquids.

#### Response:

- ❑ 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.
- ❑ Hazmat Team personnel assisted with air monitoring during a major fire at Forney Industries. Their ability to remotely monitor for hydrogen cyanide was useful in a cooperative effort with Larimer County Health department personnel to ensure public safety.
- ❑ Team members provided support on numerous fires and natural gas releases. One of the larger releases near the Lincoln Center construction site, again used the teams ability to set up multiple instruments that could be remotely monitored and thereby provide for public safety.

In 2010 the team continued to pursue the ability to provide enhanced service and safety through the application of training and technology. Grant funding for an Infra-red spectrometer was sought and was an anticipated priority for 2011.

### WILDLAND TEAM

Captain Tim England

2010 was a year of change for the Wildland Program. As the new coordinator I examined the scope, purpose, and organizational elements of the program put in my charge. I met with various personnel and looked at archived information and

current practices. I examined deployment models, inter-agency relationships and communication methodology. While some aspects of the program have merit – change was and is needed to correct ineffective practices, policies and direction.

The Wildland program began as a "Team" with an original intent of professional development to establish tactical capability within PFA. It also served as a vehicle to develop equipment, procedures and deployment models for the emerging threat of wildfire specifically in the Urban Interface. As population increased along the Front Range of Colorado – specifically northern Larimer County – so did development and encroachment into wildland areas. While recent economic conditions have slowed this trend – it will return. Homes are not the only values at risk – for example, water sheds, recreational uses and their economic impact are also threatened. Wildfire is a threat to our community – and not just the western areas of PFA's jurisdiction – it is also inside the urban corridor as well as on the eastern plains.

Last year was a new beginning for the program and a continuation of those past goals, objectives and associated projects that were of merit. Many accomplishments were realized through the efforts of many.

### **Organization**

The program was reorganized to streamline and focus efforts, provide clarity of expectations, roles and responsibilities. The Wildland Program is now comprised of two branches, *In-district* and *Out of district*. Each branch has a manager and scope of work.

A presentation was delivered to PFA staff on the state of the program discussing weaknesses and strengths. We are currently working on a comprehensive document to map the future.

### **Training / Professional Development**

Program members participated with Federal, State, County or local governmental bodies to provide instruction, development or contribution to education, procedures, interagency cooperation or policies. Training opportunities were provided throughout 2010 beginning with NWCG courses offered through the Colorado Wildfire Academy sponsored by the Colorado State Forest Service. The annual refresher course to certify our firefighters and a table top exercise for staff targeting wildfire operations was presented by Station 7 – the Wildland Specialty station. With funds from grants and our program – a full scale Type 3 incident was sponsored by PFA in Redstone Canyon. Multiple agencies and local community participated in the day long exercise. Many lessons were learned and shortfalls identified.

### **Mitigation / Education**

Our program uses the acronym *WOPi* (Wildfire Outreach Planning Initiative) to label our efforts in risk management through education, prevention and planning to reduce the threat and impact to our community. We received a grant to update and expand our current CWPP (Community Wildfire Protection Plan). The

plan includes hazard analysis, mitigation, planning, response and recovery. The grant includes the City of Fort Collins Natural Areas and utilizes a full time FTE from PFA.

*RedZone* – a computer program based effort – primarily focused on WUI – (Wildland Urban Interface) is another component of WOPI. We have had some problems due to a myriad of issues primarily due to funding and staffing. We have worked to correct as many as possible and are on track to put in place a system utilizing current and future data for planning, mapping, hazard assessment and education. A lot of work remains and the RedZone program will continue as our platform even though it is imperfect.

### **Equipment**

PFA was awarded a grant for a Type 3 Engine. The grant covered only part of the total cost. It is a Pierce Contender based on a Cal-fire model 34C. It is a dual purpose engine intended for wildfire and rural fire operations. It will be assigned to Fire Station 7 replacing the Type 4 currently assigned there. The engine is equipped with a 500 gallon water tank, CAFS, 180 gallon pony pump, and 500 GPM main pump. It can carry 5 personnel and is 4-wheel drive. It is a welcomed addition and will upgrade our operational capability. Additional hose, chain saws, PPE and ancillary equipment was purchased with program funds to replace or address deployment model issues.

48 new VHF radios (Bendix King) were purchased to address our aging inventory and communication problems again identified in the Redstone exercise. They will be distributed through the system and logistical support and training will be provided by the program.

### **Mutual Aid / Cooperator Deployments**

While the United States was quiet for the 2010 Wildfire Season – Colorado was not. PFA experienced 97 IA – initial attack wildland fires. We provided mutual aid to Larimer County and surrounding departments. Fires of note:

- Rennels Fire – Northern Larimer County - A Type 4/3 incident with 400 acres burned involving multiple agencies and aircraft. Homes were threatened and successfully defended.
- Four Mile Fire – Boulder County - A Type 1 incident with 169 structures and 7,000 acres burned. It was the worst loss of property since the Hayman fire. Multiple resources from PFA were requested by Northern Dispatch including supervisor positions. PFA was reimbursed \$45,680.19\* for our efforts and cost incurred.
- Reservoir Road Fire – Larimer County, Loveland - A Type 2 incident with 710 acres burned and two homes lost. PFA sent mutual aid and then deployed resources through Northern dispatch as the fire increased in size. We were reimbursed \$33,769.00\*.

- Cow Creek Fire – Larimer County/Rocky Mountain Park - A Type 3/2 incident burning in the Rocky Mountain Park and threatening property outside park boundaries – PFA sent one Type 4 Engine requested through Northern Dispatch. The fire eventually was allowed to burn within the park as a Fire Use opportunity. We were reimbursed \$4,234.53\*.

\*PFA receives reimbursement based on a cost-neutral basis through our Cooperators Agreement with Colorado State Forest Service. We pioneered the Cooperator Program 22 years ago – one hallmark of our program.

I would like to thank out going coordinator Sean Jones for his work and hope to build on his efforts and the hard work of others who have come before.

### SCBA MAINTENANCE

Captain Tim England

The SCBA tech group provided service and support to the department and other outside agencies. These include Colorado State University, City of Fort Collins Utilities, City of Greeley, Fort Collins Police Department, Larimer County Sheriff Office, and local Volunteer Fire Departments.

We conducted, testing, repair, preventative maintenance and upgrades to the department's SCBAs, Breathing Air Compressors, facility and ancillary equipment. Recommendations, reports, program review and development were provided and/or implemented.

### CUSTOMER ASSISTANCE RESPONSE TEAM

*Formerly  
"Incident Representative Program"*

Captain Ralph Kettle

When emergencies occur, quick recovery is essential to those involved. The Customer Assistance Response Team (C.A.R.T.) provides trained personnel to respond quickly to facilitate a coordinated response with other agencies in providing recovery assistance. The C.A.R.T. acts as an advocate for the people impacted by the emergency.

In 2010 several changes occurred with the team.

1. The Incident Representative Program has been renamed "Customer Assistance Response Team" or "C.A.R.T."

2. Poudre Valley Health Systems has donated a retired ambulance to the team. We are in the process of retrofitting the unit to use as a customer care vehicle. If you haven't already seen it on scenes, you soon will. This will give us the advantage of having a climate controlled, comfortable space to care for our customers. Stop and see the unit at Fire Station 12.
3. A request for proposal (RFP) was sent out in the first quarter of 2010 to select a restoration company that will provide specific services to PFA and the City of Fort Collins. Six companies responded to the RFP and in June, Paul Davis Restoration was selected as the single source provider for PFA and the City.
  - a. In 2010 Paul Davis Restoration was contacted 18 times by PFA, 13 times by the Fort Collins Police Department and 14 times by the City. They are bound by a contract that will be evaluated each year.
4. The C.A.R.T. reports are now entered into RMS and tied to the incident using a template in the supplemental reports section.

In 2010 the Customer Assistance Response Team responded to 30 calls. As in the past, the majority of calls were to structure fires but the team was also dispatched to assist with water line breaks in structures and also to a mutual aid request from Livermore Volunteer Fire Department for customer assistance.

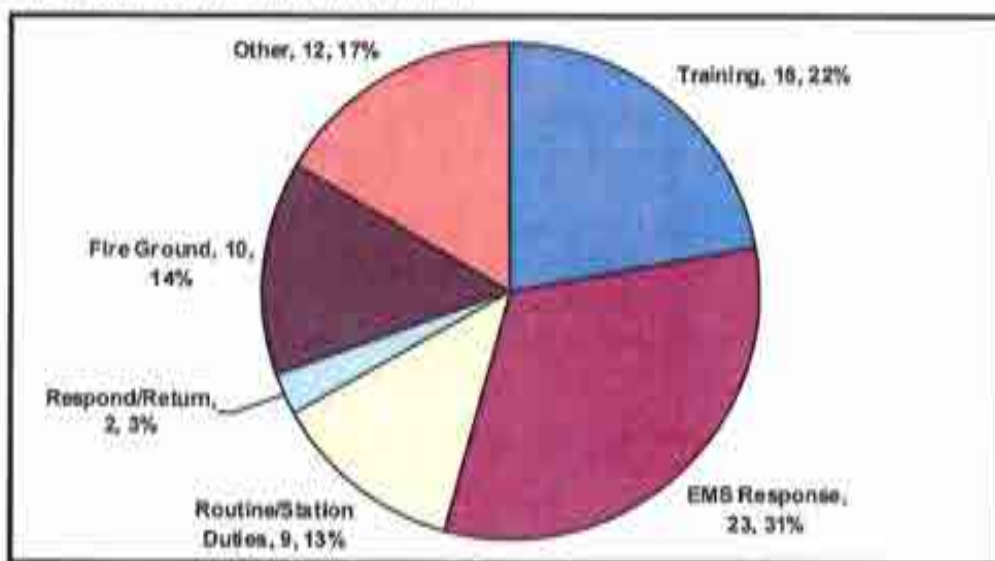
## OCCUPATIONAL HEALTH AND SAFETY

Battalion Chief Bob Poncelow

In 2010 we experienced a significant decline in the number of reported injuries and exposures with a total of 163 reports filed. This compares to 209 reported injuries or exposures for 2009, 121 in 2008, 74 in 2007, 58 in 2006, 43 in 2005, 49 in 2004, 51 in 2003 and 61 in 2002. A significant number of the reports filed continue to be exposure reports, the majority of which are for documentation only with no medical treatment or follow-up. 50 exposure reports were filed following the Forney Industry Fire when a temperature inversion forced the toxic smoke to the ground and exposed everyone on the fireground at this 3<sup>rd</sup> alarm incident. In the past couple of years we have received many exposure reports related to asbestos encountered during building fire attack. While this continues to be the case, we have taken aggressive measures to limit the exposures by mandating the use of SCBA for any entry into the building and requiring that all personnel be decontaminated before leaving the scene. This reduced the asbestos exposure reports on structure fires to only 12 reports in 2010. We have taken aggressive measures to limit the exposures to asbestos and toxic substances encountered during fire attack operations including the mandated use of SCBA even after all fire is extinguished and the structure has been ventilated, and additionally to require decontamination of all PPE, tools and equipment prior to leaving the scene. We also saw an increase in the number of exposures on medical

emergencies and this is directly related to the meningitis outbreak this past year. There were a total of 30 reported exposures during EMS responses and 15 of those exposures resulted in medical evaluation and follow-up. In all cases the appropriate PPE was in use, but due to equipment failure or concerns over the potential risk from the specific pathogen, the firefighters were further evaluated. If all exposure reports that were submitted for documentation only are removed, our total injuries this past year were 72 which is higher than the last several years. The largest increases occurred during EMS calls (the 15 exposures for communicable disease) and if these calls are removed, our total injuries are well in line with past experience.

The below chart illustrates where the injuries were received (not including exposures without medical treatment).



We experienced a total of 914 hours of injury leave which is the second highest number we have seen since 2006 (when we started tracking by hours instead of shifts). This is a large increase over 2009 when we had 463 hours of injury leave and also a significant increase from 2008 with 661. In 2007 we had 1,378 hours of injury leave and recorded 321 hours in 2006. This number tends to fluctuate significantly and is usually driven by one or two individuals who have a significant injury that requires extended hospital stays or lengthy at home recovery before they are released back to modified duty status.

Due to either on-duty or off-duty injuries, illnesses, or medical conditions 14 personnel were placed on modified duty to recover from their condition. The most on any one day was three personnel and we averaged about 1.5 per day in 2010. These figures are basically unchanged from 2009.

There were 14 vehicle incidents in 2010. This is down from last year, but in line with the past several years. Past years numbers were 21 in 2009, 14 in 2008, 13 in 2007, 18 in 2006, 17 in 2005, and 18 in 2004. All the incidents were minor in nature although even minor incidents can now result in an expensive repair. We

have implemented a new procedure for reviewing accidents and other incidents that result in lost or damaged PFA equipment. This includes the involved individuals doing a thorough review of what led to the incident, what could have prevented the incident, what lessons were learned and what changes can be made to our systems to avoid similar occurrences in the future. The personnel involved in the incident must complete a thorough report that is then posted on the intranet in an effort to share what they learned with all the employees. We hope this will help us avoid repeat accidents and lost or damaged equipment.

### OFFICE OF EMERGENCY MANAGEMENT

Emergency Manager  
Mike Gavin, B.C.

2010 was an exciting year for the Office of Emergency Management. This office continues to focus on Preparedness, Mitigation, Response and Recovery from natural and man-made hazards that are a threat to the community of Fort Collins. Within these four pillars of emergency management, there are numerous activities that take place including planning, training, exercises and acquisition of necessary equipment for response and recovery.

Additionally, work continues towards compliance of Federal and State mandates which include but are not limited to the National Incident Management System, National Preparedness Framework, National Preparedness Goals/Scenarios and the National Infrastructure Protection Plan.

#### **Preparedness:**

Fort Collins once again was selected to participate in an exercise/training course at the National Emergency Training Center in Emmitsburg, Maryland. This is FEMA's National Training Site. The exercise is community focused including private and public partners who would come together in a large scale event. Partners from Loveland and Larimer County will be joining us. While the development and planning take place in 2010, the event is to take place in February of 2011.

Pandemic planning continued through 2010 with the design and delivery of a county-wide prophylaxis for H1N1 if necessary. The mass prophylaxis plan can be used for any biological event that necessitates the delivery of medication to a large portion of the community. This was evident with the Colorado State University Mass Inoculation Clinic for Meningococcal Meningitis which OEM was heavily involved in.

A Citizen Corp continues in Larimer County. The City of Fort Collins has established two Community Emergency Response Teams. Plans have been developed to initiate an internal city team in 2011. Beth Sowder of the Neighborhood Services Office is assisting with this project.

Work continues on employee identification cards, credentialing of employees and the universal classification of city resources. This is required by the National Incident Management System.

OEM was instrumental in procuring several grants in 2010. This included funding for training, mass care equipment, police services equipment and hazmat detection equipment.

Grants awarded specifically to OEM for activities in 2010 included \$42,000 for EMPG, \$20,000 for a Disaster Education Program, \$10,000 for Wildland Urban Interface Planning. Homeland Security grants awarded to OEM in 2010 included approximately \$50,000 for WMD detection equipment and \$20,000 for night vision for police services.

**Mitigation:**

A public education program with focus on disaster preparedness/survival has been implemented for the community. This included new PowerPoint presentations, preparedness materials and a disaster preparedness calendar. These materials focus on the issues in Fort Collins. The OEM website is also being updated with the latest information and technology.

A 250kw Detroit Diesel generator that was donated by way of the Northeast All Hazard Group in 2009 continues to sit in storage due to the lack of funds to design the electrical plan and install the equipment. It is 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.

The final draft of the Northern Colorado Regional All Hazard Mitigation Plan was completed and adopted by City Council. Public meetings were conducted in 2010 with adjustments to the plan from this input. Final document was approved by the State of Colorado and FEMA Region VIII prior to adoption by the City of Fort Collins in 2010.

**Response:**

OEM participated and assisted with the coordination of exercises at the National Wildlife Research Center, CSU BSL III labs, Colorado State University and several city facilities.

Winter snow storms did not impact the city in 2010 as much as they have in previous years. PDT personnel and OEM continue to work together to be prepared for winter storms. Water/Wastewater and Light and Power continue to also work with OEM on plans for flooding and power outages.

**Recovery:**

Debris management plans, damage assessment plans, and resource needs assessment continue to be the primary areas of focus. These sections within emergency management will see more activity in 2011. FEMA has placed a high



priority on recovery issues for 2010 and 2011. The City of Fort Collins had applied in 2009 for acceptance to the National Emergency Training Center to attend a "Community Specific" training course that would focus on recovery from a disaster. We will attend this course in February of 2011. It is anticipated that once we develop a comprehensive recovery plan, we will apply again to test this plan at the National Emergency Training Center.

**Additional Activities/Sponsored Training:**

- Northeast All Hazard Region (Board Member representing Fire Service)
- Colorado State All Hazard Advisory Committee (Chair)
- Colorado State Senior Advisory Committee (SAHAC representative)
- International Association of Emergency Managers (Vice-President Region VIII.)
- Annual Storm water tabletop exercise
- ICS 100, 200, 700 (Delivery to CSU, Fort Collins and Larimer County personnel)
- Update of WMD Annex
- Design and development of an "OEM Internship" Program with CSU
- JAX's 3<sup>rd</sup> Annual Preparedness Fair.
- Colorado Emergency Managers Conference (Speaker)

INFORMATION TECHNOLOGY

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

PFA IT strives to provide efficient, reliable and cost-effective methods of providing and implementing well researched, tested and predictable technologies. Following is our 2010 year-end and 2011 project plan report.

**1. Email / Microsoft Office**

**2010 Review:** We have successfully tested and used Office 2003, 2007, and 2010 in production with our Exchange 2003 email server.

**2011 Action Plan:** We plan on purchasing, training, and implementing Outlook 2010 along with Office 2010 for the majority of the department in 2011. We will also be researching and evaluating Exchange 2010 for use in the future by the entire PFA.

**2. Improve Wireless Network**

**2010 Review:** We upgraded the operating system software on our Aruba wireless switch and maintained the current software and hardware

configurations.

**2011 Action Plan:** Purchase additional wireless 802.11n access points, improve performance, and upgrade our data port uplink from 100 Mbps to 1 Gbps. With added funding, we will fill in the areas of our facilities with coverage gaps.

### 3. Continue to Improve End User Experience

**2010 Review:** We began redirecting important items such as Application Data and Internet Favorites folders to speed login times and performance. Another critical accomplishment was to verify methods to continue using roaming profiles for our users on the Windows XP, Vista, and 7 operating systems. We began hosting user data on our new DFS (distributed file system) virtual servers.

**2011 Action Plan:** Continue to improve upon features and performance. Migrate remaining user accounts and data to the DFS servers.

### 4. Expand Upon Server and Application Virtualization

**2010 Review:** We moved almost all our virtual servers to the Hyper-V platform and hosted them on our new cluster environments. The only exception is our door security system that will continue to run on VMware (hardware redundancy also exists for this server) due to hardware requirements that Hyper-V technology cannot meet. We virtualized all our physical servers to virtual servers except for Commodious (file sharing server). We also created 8 virtual workstations for use by fire safety inspectors (worm holes ☺) and by administrative staff.

**2011 Action Plan:** Continue to use Hyper-V in our cluster environments to realize the disaster recovery, performance, and standardization benefits of this technology. Perform a physical to virtual (P2V) procedure on Commodious to transform this into a highly available virtual server. Build and host new Intranet and Internet servers using this same proven technology.

### 5. Continue to Enhance Physical and Virtual Server Availability

**2010 Review:** We built and implemented two identical Windows Server 2008 R2 clusters. Four physical servers and two physical storage systems were used to accomplish this task. They are being used to host Hyper-V based virtual servers and have become our primary virtual server hosting solution. These new servers will be used in conjunction with network-attached iSCSI storage devices.

**2011 Action Plan:** Potentially replace and/or update the two oldest physical servers in our four server dual cluster configuration.

6. Improve Business Continuity Plan

**2010 Review:** Continued the practice of making backups to disk-based storage at regular intervals for both on and off site storage. All virtual servers except our VMware host (RAID 1 – 1 out of 2 disks can suffer failure without disruption in service) are utilizing RAID 6 (2 out of 6 disks can suffer failure without disruption in service) in an effort to provide better data protection and availability.

**2011 Action Plan:** Continue to improve upon data reliability, recovery, and storage planning.

7. Rework <http://sparky> (Intranet) by Leveraging SharePoint Services

**2010 Review:** We continued to build upon SharePoint services and chose the server <http://pfanet> to host more Intranet data in an effort to provide our users an easier to use portion of the Intranet.

**2011 Action Plan:** Provide our users a new and easy to use Intranet site with enterprise data search capabilities from their web browsers.

8. Training Sessions (VTC & Direct)

**2010 Review:** After polling PFA employees, there wasn't any expressed interest in VTC Training Sessions in 2010.

**2011 Action Plan:** We will be providing more training this year due to the upcoming computing environment enhancements of Windows 7 and Office 2010.

9. Improve User/Computer Security by Upgrading Directory Services to Version 2008

**2010 Review:** We virtualized a domain controller (SMOKEY) in 2010.

**2011 Action Plan:** Upgrade Active Directory Services to version 2008 to match the forest level.

10. Create and Maintain a Detailed Standards Document for the PFA

**2010 Review:** Used this document to list hardware and software computer standards.

**2011 Action Plan:** Keep this document as a starting point, but maintain hardware and software standards on our new Intranet site. We will make this accessible for all employees.

11. Web-based Resource/Classroom Management System

**2010 Review:** It was agreed upon that using the resources feature in Outlook wasn't user-friendly. We reviewed various technologies and decided the product called Room Manager would be the best scheduling system for PFA.

**2011 Action Plan:** We will purchase and implement Room Manager on our new SharePoint-based Intranet site and this will become our primary scheduling system at PFA.

## 12.VTC

**2010 Review:** We have successfully established a connection on the Internet to broadcast the 2009 and 2010 Awards Recognition Event that took place at the Sunset Events Center to all PFA fire stations via VTC. Many other meetings took place throughout the year utilizing our video conference equipment.

**2011 Action Plan:** Broadcast the 2011 Awards Ceremony, EMS conference, and research options to improve our VTC equipment.

## 13.Research, Test, Purchase, and Implement Microsoft Windows 7 and New PCs

**2010 Review:** We successfully implemented Windows 7, Server 2008 and Server 2008 R2 in our forest / domain. Windows 7 (both 32-bit and 64-bit) has been proven to work well in our current infrastructure.

**2011 Action Plan:** Further implementation of Windows 7 and Server 2008 R2 is planned. At least 25 Windows 7 model workstations will be deployed throughout PFA in 2011.

## 14.Implement Telestaff to JDE Payroll Interface

**2010 Review:** City Payroll has been using this program to process PFA and Police payroll exports from Telestaff into JDE Payroll system. Minor modifications were made to recognize acting pay job codes. We also made a fix to the program to prevent blank sub-ledger fields in Police payroll export. We also made an enhancement to support furlough days in Police payroll.

**2011 Action Plan:** We will make modifications to tool as required.

## 15.Fire Prevention and Operations Data Sharing/Synchronization

**2010 Review:** Bureau inspection data was imported from the inspection database into High Plains RMS. This was a onetime import performed by High Plains. We also wrote onetime use programs to load data from various sources into High Plains RMS.

**2011 Action Plan:** A project is currently underway to develop a software program that will fill High Plains RMS database tables with data from the Bureau inspection database. This will help keep pre-fire plans and other operational data up to date. As long as two different databases exist between the Bureau and Operations, a program like this will be required to share data.

#### 16. Coordinated PFA GIS Functions and Common Database Plan

**2010 Review:** Coordination between PFA GIS and City GIS is critical to the accuracy of map products developed. While we still maintain our own datasets, software programs have been written to recognize changes in street names, addresses, parcel bounds, etc. Notifications of feature changes from City Addressing, City Planning, County Addressing and CSU Addressing are now automated.

**2011 Action Plan:** We plan to continue and expand use of City GIS and County GIS to maintain address and street name accuracy and to enhance map products. A goal of this effort is to make mobile and printed maps more consistent with each other. This will be accomplished by sharing data with City\County in both directions.

#### 17. ArcView Training and Data

**2010 Review:** PFA maintains a concurrent use license for ArcGIS 9.3.1. Due to time constraints, installation and training on this product were not completed.

**2011 Action Plan:** We will assess the interest level of moving some GIS functionality to station and Admin personnel. If desired, we will load software and perform training on GIS products. See item 19 for an example application.

#### 18. RMS Data Viewer Software

**2010 Review:** This is a specialized map document that could be used by station and Admin personnel to download, map and query RMS incident information. This map document is operational but requires completion of item 18 above to fully implement. Year 2010 incident data has been geo located on this map.

**2011 Action Plan:** This map document has successfully been used by PFA GIS to produce map products for all incidents from 2005 through December, 2010. Current year incidents are currently processed once per quarter.

#### 19. PFA District and Station Area Wall Maps

**2010 Review:** District and Station Area maps were updated, printed and distributed to each station.

**2011 Action Plan:** We will attempt to produce District and Station Area maps as requested by stations or at least once per year.

## 20. Address Book Data Development

**2010 Review:** We printed and distributed new map books in March of 2010. This version was well received by users, with only a few corrections submitted by crews.

**2011 Action Plan:** Updates to data for this map product are currently being made and pages will be printed and distributed soon. This printing will only include changed pages and will greatly reduce the cost of a full reprint. A goal is to do quarterly updates of changed pages.

## 21. Internet Access to Map Books

**2010 Review:** Updates to an interactive (zoom able) map have been made and posted to the PFA public web site.

**2011 Action Plan:** No additional maps have been identified for the existing PFA web site. Some maps, such as wild land risk assessment maps, could be included if a new PFA web site were developed.

## 22. PFA District Boundary Document

**2010 Review:** No interest has been shown in the development of this document.

**2011 Action Plan:** The main effort here would be to validate the existing boundary based upon PFA taxpayer data, or some other criteria, such as interaction with other fire departments or with parcels that have been annexed into or out of the district. The output could be a document that describes the district, in legal terms or in some other manner. If interest exists, this project may be implemented.

## 23. Data Dictionary and Process Document

**2010 Review:** This is a critical item because many processes have changed since the original document was produced in Sept, 2006. Because many processes have been automated by the use of software tools, it is important that these tools be documented and archived. Also, operating instructions must be developed. Additionally, many sources of data and update techniques have changed and must be documented. Very little was completed on this item.

**2011 Action Plan:** This remains a critical item. Address book and 100 block book maps can no longer (easily) be produced without the use of automated

software tools. The operation of these tools is not sufficiently documented.

#### 24. Add Knox Box and Fire Department Connection Data to Maps

**2010 Review:** Worked with Bureau to get some FDC symbols on the maps.

**2011 Action Plan:** Work with Bureau and Operations personnel and databases to get FDC data into the map book. Use of mobile inspection system by Bureau could facilitate collection of data, which could be used on mobile and printed maps.

#### 25. Field Check Rural and CSU Addresses for GIS

**2010 Review:** Established process to get County and CSU address and street change notices. We monitored Larimer County addressing site for changes.

**2011 Action Plan:** Much progress has been made to ensure accurate address and road name data for printed maps. County data is regularly downloaded from their GIS site. Bureau and PFA GIS have been working closely with CSU GIS personnel and others to identify changes. A version of the address book has been placed on a PFA site accessible to PFA and CSU personnel.

#### 26. Make Mobile Mapping User-Friendly and Better Utilized by Companies

**2010 Review:** Mobile maps are still being produced by City GIS. It has not been determined if new features are important on the mobile.

**2011 Action Plan:** Work closer with City GIS to share data in both directions for inclusion on mobile maps. Use of RMS for preplans, imagery and mapping could enhance mobile usefulness.

#### 27. Implement an Electronic Workers Comp. / Injury Form-Database System

**2010 Review:** This process has been performing well since Sept 2009. To date, 506 forms have been received and processed. Minor enhancements have been made to the program to increase stability and make more user-friendly.

**2011 Action Plan:** Enhance process as needed. This may include using a new form that matches the City form and add a return email feature so that submitters will know their data has been received.

#### 28. Improving the Mobile Interagency Command Post

**2009 Review:** We replaced the outdated satellite dish to improve data throughput. We also replaced the weather station with one that has no

moving parts and requires no manual setup. We also added a dual-screen workstation to enhance the use of mapping software.

**2010 Action Plan:** Revise and update the command post when needed.

**2011 Action Plan:** Continue to revise and update as needed and directed.

## 29. Upgrade Current Apparatus TibMDS Software to MobileCom

**2009 Review:** MobileCom provides many new features both to the end user and IT ability to maintain and update features such as maps over the network saving time and money. The project requires all CRISP agencies to participate.

**2010 Action Plan:** FCPS will review the system in April and determine if they want to participate to move the project forward.

**2011 Action Plan:** Currently on hold pending a decision by the CRISP steering committee.

## 30. Replace Mobile Data Computers

**2011 Action Plan:** In May of 2009 we applied for a federal grant to replace the aging mobile computers in our apparatus. The computers are over eight years old and starting to become problematic. We are currently waiting for final approval of the grant. We will be researching options for not only incident information but also looking at ways to provide data collection on medical calls and for daily vehicle inspections and other applications to increase efficiencies.

## 31. Develop Mobile Inspection System for Bureau

**2010 Review:** A custom software/hardware solution was developed for collecting general and sprinkler inspection data in the field and uploading data to the Bureau's inspection database. Training and roll out of the system was performed. To date, 1,672 inspections have been uploaded to the database.

**2011 Action Plan:** The continued use of this program is in doubt. Unsupported hardware has been purchased and development of a different solution is in progress.

## 32. Replace Telestaff Server Hardware and Operating System Software

**2011 Action Plan:** We plan on replacing this outdated server with a newer model after we attend training on this staffing system in September. In the meantime, we will be expanding our current server's capability with smartphone support for mobile devices.



## 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 of property. Prevention activities include: Fire Safety Inspections, Fire Code Adoption, Fire Code Enforcement, Inspections of Fire Protection Systems, Plan Reviews of Buildings and Systems, Fire Safety Practices and Fire Investigations.

All of these efforts are supported through comprehensive community interface initiatives; keeping detailed records of inspections, construction and 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. These include the Greek Inspection Program, the Residential Occupancy Program, and the Assembly Occupancy Task Force.

Each program manager is looking for opportunities of efficiency improvement within their program, the Fire Prevention Bureau, and the entire organization. Providing these reports encourages us to look at where we have been in 2010 and challenges us to close program gaps and improve our overall efficiencies.

## INSPECTION SERVICES

Assistant Fire Marshal, Chad Myers

The Inspection Service program is responsible for the management and support of PFA fire prevention inspections, complaint response, and dissemination of general fire prevention information to the public. The program coordinator works closely with the Office of the Fire Marshal to develop fire codes at the local, state, and national levels, as well as fire prevention policies at the local level.

Specific activities include researching fire code issues referred by fire department engine companies. Specific activities focus on compliance negotiation, preparation of appeals and court cases, review of special events, and maintenance of inspection records. In addition, the program's personnel respond to and investigate complaints from the public related to fire safety.

### I. INSPECTION SERVICES ACTIVITY

The following information represents an overview of 2010 Inspection activity.

Total Inspections	2,364
Total Hazards Written	690
Total Re-Inspections	303

## II. INSPECTION SERVICES COMPARATIVE ANALYSIS

The following table is a comprehensive representation of fire inspection activity in PFA's district during 2010. The 2009 data is shown as well to indicate the percent of change from 2009 to 2010.

Activity	2009	2010	% of Change 2009/2010
Total Businesses on Record	4,737	4,797	2%
Inspections Conducted	2,637	2,364	-10%
Total Violations Written	1,213	690	-43%
Re-Inspections Conducted	405	303	-25%

## III. INSPECTION CONTACTS

	Knox Box Lock-ups	Tent Permits Issued	Fire Safety Concerns Investigated	Total
2009	62	41	163	266
2010	79	46	135	260

This program responds to citizens' regarding fire safety, emergency access key box updates, and fire lane issues. PFA aims to provide these services in a timely manner. In 2010, 260 inspection contacts were conducted to address these concerns. Inspection contacts often lead to the need for additional research and investigation to ensure a permanent resolution.

Tent Permits and Knox Box maintenance lock-ups are a part of this activity. Knox Boxes are the key entry system that fire personnel rely on to gain entry to a building in an emergency. These boxes must be updated with current keys over time. In 2010, 79 of these lock-ups were performed. Finally, tent permits are issued, particularly at special events, to ensure public safety. In 2010, PFA performed 46 of these inspections.

## IV. FIRE INSPECTION COORDINATORS

The 2010 Fire Inspection Coordinators are:

	<b>Station 1</b>	<b>Station 5</b>
<b>A-Shift</b>	Shawn McGaffin	Mike Dairon
<b>B-Shift</b>	Mike Wilson	Jim Houck Dean Delaney
<b>C-Shift</b>	Dave Lehman	Mike Pottle

The Fire Inspection Coordinators (FICs) provide the community with a 24-hour fire prevention resource. In 2010, the six FICs conducted 67 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 90% of the Inspection Contacts reflected above and interacted with our customers by providing them with expertise and outstanding 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 adhering to all fire safety regulations and to assist these business owners by answering questions immediately. A partnership exists with Fort Collins Police Services, the City of Fort Collins Liquor licensing office and the Larimer County Sheriff's Office to ensure compliance and patron safety.

## V. FOCUSED INSPECTION PARTNERSHIPS

**Poudre School District (PSD) Industrial Program** – During 2010, the bureau completed the tenth year of the PSD Industrial Inspection Program. The personnel assigned to this partnership program conducted 65 school inspections and inspected the administrative complex. 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 PFA 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. This is a primary focus for the FICs.

**Charter/Private Schools and Day Care Centers** – This program has been a supplement to the PSD inspection program ensuring that this expanding segment of our community is conducted in a safe environment. For the sake of efficiency and to provide a high level of expertise, these inspections have been combined with the PSD inspector's program.

**Health Care Facilities** – This program has focused on two objective areas. These are to provide expertise and consistency. These occupancies require technical expertise related to specialty equipment and processes. These occupancies are inspected by the State of Colorado to ensure compliance with the Life Safety Code. They also have on-site experts with a sole responsibility of the safe operation of this equipment. To improve efficiencies, these inspections have been assigned to a single PFA resource.

**Greek Life Safety Program** – This partnership with Colorado State University Greek Affairs is in its ninth year. In 2010, 15 inspections were conducted in these occupancies. 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. At the end of 2010, these numbers had dropped to eight inspections. For efficiency, we are combining these inspections with the PSD program, as they are so closely related.

**R-Occupancy Life Safety Program** – This inspection program focuses on apartment and large residential complexes. A core group of inspectors manages this program, providing inspection consistency and 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. In 2010, 428 R-occupancy inspections were completed.

## VI. PROGRAM IMPROVEMENTS

A classification system was developed to provide a priority system for inspecting. This system will help to bring together General fire safety inspections and fire sprinkler system inspections. With the purpose of providing continuity of inspection priorities across several inspection areas, the Class System incorporates the following information: Construction type; number of levels in the building; area or square footage; set-up or occupancy type; and fire protection systems in use. These five pieces of information provide a more comprehensive assessment of risk due to fire than just the occupancy type. This Class System gives a numerical number to each inspection, which is used to prioritize what inspections are done first. This system was introduced at our Fire Prevention Conference and will soon be used by a neighboring Fire Department. This could lead to a systematic approach seen by the businesses as consistency from one department to the next.

A mobile inspection program was developed and implemented as a beta test in July. This program takes advantage of new technology with the following improvements: 1. Allows inspectors to complete the inspection form on a computer for more clear and legible records; 2. The inspector can instantly e-mail the customer copy and a copy to others in need of the information; 3. The

Inspector can update the database automatically with no need for secondary data entry. 1,391 inspections have been uploaded since the July inception. It would be difficult to accurately predict the time savings, but in general, it would have taken 2-5 minutes per inspection to do the data entry that now takes seconds to transfer.

Efficiencies and improvements in quality are continually being reviewed.

## FIRE INVESTIGATIONS/PREVENTION SUPPORT

Assistant Fire Marshal Shawn M. Brann

In 2010, the Poudre Fire Authority responded to 390 fire calls compared to 382 fire calls the previous year. This is an increase of nearly 2%. 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 cannot be easily determined due to the extent of damage, possibility of arson, or other circumstances, a Fire Investigator responds to the scene. During 2010, 108 fires or 28% required the response of a Fire Investigator to determine the origin and cause of the fire.

<b>Fire Cause Summary</b>		
<i>Cause</i>	<i>Number</i>	<i>Percent</i>
Accidental	74	68.5%
Arson	24	22.2%
Natural	0	0.0%
Undetermined	10	9.3%
<b>Total</b>	<b>108</b>	<b>100.0%</b>

We continued to work closely with local law enforcement agencies. Fort Collins Police Services, the Larimer County Sheriff's Office (LCSO) and the Bureau of Alcohol, Tobacco and Firearms (ATF) assisted the Poudre Fire Authority on 18 fires during the year. Personnel at the LCSO are in high demand and at times request the assistance of our investigators to respond to surrounding fire districts to determine fire origin and cause.

<b>Law Enforcement Assistance to PFA Investigators</b>			
<i>Agency</i>	<i>Number</i>	<i>% of Law</i>	<i>% of Total Fires</i>
ATF	3	16.7%	2.8%
CBI	0	0.0%	0.0%
CSUPD	0	0.0%	0.0%
FCPS	8	44.4%	7.4%
LCSO	7	38.9%	6.5%
<b>Total</b>	<b>18</b>	<b>100.0%</b>	

We continued to utilize a local Arson K-9, "Shadow", which is a tremendous

resource that provided assistance to us on five fires during the year, compared to four fires in 2009. Through the hard work of our Fire Investigators and our relationships with local law enforcement, we were able to make four arrests for arson in 2010, compared to 10 arrests in 2009. Arson continues to be a very difficult crime to prove due to its covert nature and the fact that much of the evidence is destroyed in the fire. Continued collaboration with our law enforcement partners is necessary and appreciated.

<b>Case Disposition</b>		
<i>Type</i>	<i>Number</i>	<i>%</i>
Arrests Made	4	3.7%
Cases Closed	98	90.7%
Cases Not Closed	10*	9.3%
Total Cases	108	100%

*\*Pending cases awaiting further information for final disposition*

The total number of incendiary fires increased by 68%, however, there was a 12.5% decrease in incendiary fires involving structures in 2010. Although some areas of the United States have continued to experience an increase in economy-related arson (fraud), that is not the case in our jurisdiction. Some of the criminal motives encountered in 2010 include spite/vengeance, vandalism, crime concealment, and illicit drug activity. The total fire loss for 2010 was \$2,728,688. This reflects a 50% reduction from 2009. Even though we have experienced an increase in the total number of deliberately set fires, the dollar loss from these fires has decreased nearly 42% from the previous year.

<b>Type</b>	<b>2009</b>	<b>2010</b>	<b>% of CHANGE from 2009 to 2010</b>
Total Fires	382	390	2.09%
Total Incendiary	19	32	68.42%
Structure/Incendiary	8	7	12.50%
All Other Incendiary	11	25	127.27%
% Total Incendiary	5%	8%	
Total Dollar Loss	\$5,522,389	\$2,728,688	-50.59%
Total Dollar Loss Incendiary	\$409,500	\$237,725	-41.95%
% Total Dollar Loss Incendiary	7%	9%	

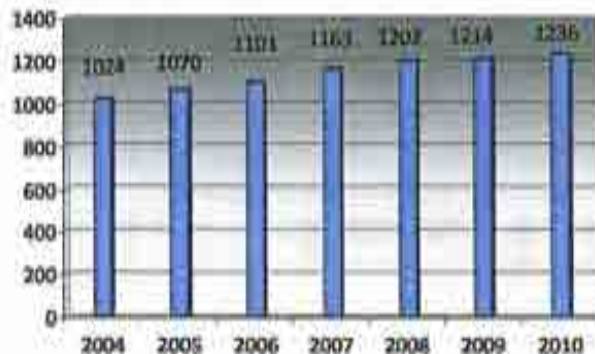
## FIRE PROTECTION SYSTEMS

**Assistant Fire Marshal, Joe Jaramillo**  
Fire Safety Inspector, Roger Smith  
Fire Safety Inspector, Bill Schwerdtfeger

### FIRE PROTECTION SYSTEMS IN THE COMMUNITY

This program is charged with ensuring that the fire protection systems installed in commercial and multi-family residential occupancies in our community are reliable and function. Due to the technical nature of these systems, installation, inspections, and plan reviews are conducted by PFA staff. 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 prevention codes and standards.

New fire sprinkler system installations increased by 1.82% in 2010, which is an increase of 22 new systems. This change increased the number of buildings protected by fire sprinklers from 1,214 to 1,236.



### FIRE PROTECTION SYSTEMS OVERVIEW

The work conducted by this program is very broad in scope. This program not only includes sprinkler systems, but also fire alarm, hood and duct, and spray booth extinguishing systems. 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	2009	2010	% of Change 2009/2010
Total Fire Sprinkler Systems	1,214	1,236	+1.82%
New Sprinkler System Installations	12	22	+84%
Sprinkler System Upgrades	141	153	+15.6%
Residential Fire Sprinkler Systems Reviewed	6	7	+16%
New Fire Alarm Installations	93	98	+5.37%
Spray Booths Installed	2	0	-100.00%
Fire System Permits/Plan Reviews	270	304	+12.6%
Hood & Duct Extinguishing Systems	20	25	+5

### 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 a fire code requirement. Bureau Staff and Fire Inspection Coordinators inspected 1,214 sprinkler systems in 2010.

The fire sprinkler inspection program and the general fire safety building inspection program were combined in 2009. This change will significantly increase the efficiency of this important community program.

### FIRE ALARM PROGRAM

In 2009, the Fire Alarm Program Manager started to track fire alarms that crews responded to. This program is designed to track the alarm calls and to correct any alarms that are not maintained in accordance with the Fire Code and NFPA Standards. In 2010, PFA responded to 430 automatic alarms in commercial occupancies in 2010. Because we cannot impact residential fire-alarm systems or carbon monoxide detectors, we have deleted them from the tracking program. All system alarms were required to be fixed by the FICs or by the fire alarm program manager. Because they could not be repaired, three alarm systems were replaced. The second phase of the program, which we have implemented, is to have the Fire Inspection Coordinators become educated in the operation of the alarm systems and to respond to all automatic alarms within their response areas to follow up and correct the alarms.



Device	Jan-Mar	Apr-Jun	July-Sept	Oct-Dec	Total	Percent of change from 2009
Smoke Detector	56	67	64	68	255	-17%
Pull Station	20	23	14	9	66	-3%
Testing	6	11	8	8	33	+37%
Other	12	3	7	8	30	-56%
Sprinklers	9	13	17	7	46	-36%

### TECHNICAL SERVICES

Assistant Fire Marshal, Ron Gonzales  
 Fire Inspector II, Carie Dann  
 Fire Inspector I, Garnet England

Technical Services regulates the development community and the construction industry, utilizing the tool of plan review to enforce our adopted fire code and associated ordinances. This process starts at development review, continues into a building plan review and culminates with a final inspection of the project for compliance to achieve a Certificate of Occupancy from the City/County Building Departments.

### ACTIVITIES & ACCOMPLISHMENTS

#### Development Reviews

In 2010, development review saw a 6.7 percent increase in projects over 2009, reflecting a feeling by some in the business and development community that the economy is showing signs of recovery.

New CSU structures and building additions continued to come to PFA for site approval, building plan review and fire protection system approval. Also, 2010 saw an increase in new proposals for privately owned, multi-family dwellings aimed at the college student market. Several Fort Collins projects that had been stalled after review a few years ago, returned for re-approval as funding became more available.

Year	Development Reviews	% of Change
2010	190	6.7%
2009	178	

Building Plans Reviewed

Review Types	2009	2010	% of Change
New Buildings	34	35	+3%
Tenant Finish	218	241	+11%
Bi-Directional Antennas	3	14	+367%
Fuel Tank Removals/Installs	3	19	+533%

This service area also calculates and issues occupant load signs, conducts special systems reviews, including amplified communication systems, and assists with conducting technical research on various properties.

**Amplified Communication Systems with Bi-directional Antennas (BDA)**

Communications is a vital part of Incident Command and firefighter safety. The Bureau now has the responsibility to verify that communication via the radio system is available and functional. When the radio communication system is non-functional due to building area or mass, the BDA is installed to amplify or boost the radio signal providing ability to communicate from the firefighter to the Incident Commander and the Dispatch Center. Today we have a policy which specifies the protocol when the BDA is to be installed, but it only applies to new construction of buildings. In the future, the requirement will be applicable to all buildings when the 2012 International Fire Code is adopted. This will provide a retroactive provision essential for communications between the incident scene and dispatch.

**Occupant Load Signage**

91 signs were issued and installed in various "rooms of assembly." Several of these signs were re-issued to City facilities to display the new City logo.

**Technical Research Requests**

Technical Services partnered with Investigations to complete 23 requests for technical research regarding fires, and unauthorized releases of hazardous materials and tank removal verification.

Final Inspections

This last bit of data indicates the work conducted before the issuance of the Certificate of Occupancy is awarded to the owner. This is the third and final component of Technical Services related to the development and construction of the communities we serve. One Fire Protection Technician is responsible to assist these customers with technical information necessary to obtain and pass the final inspection.

<b>New Construction Finals</b>			
	<b>2009</b>	<b>2010</b>	<b>% of Change</b>
Alarm Final	94	83	-12%
Building Final	46	36	-22%
Clean System	2	0	-100%
Core and Shell	4	0	-100%
CSU	24	15	-38%
Flow Fax	41	30	-27%
Hood Final	20	25	+25%
Hydrant Flow	17	17	0%
Knox Box	85	67	-21%
Liquor License Inspection	41	19	-54%
Re-Inspection	44	46	+5%
Small Plan Review	10	14	+40%
Spray Booth	3	0	-100%
Sprinkler Final	54	48	-11%
Sprinkler Flow	5	5	0%
Sprinkler Rough	77	68	-12%
TCO Check Off	5	3	-40%
Tenant Finish	150	178	+19%
<b>Totals</b>	<b>741</b>	<b>663</b>	<b>-10%</b>

### Hazardous Materials

#### **Underground/Aboveground Fuel Storage Tanks**

In 2010, 19 fuel storage tanks were permitted for installation or removal. This technical service is conducted to verify fuel tanks are properly and safely removed, and to oversee the proper installation to minimize any potential for fuel leaks. This oversight is provided solely by the program manager.

#### **Collaboration of Services**

Inspection Services partnered with Technical Services at various times of the last year to put forth a collaborative effort in the remediation and reduction of hazardous materials that threatened the health and safety of our citizens. In doing so, this team also partnered with other appropriate State and Federal agencies that assisted in halting a gold reclamation process being conducted in a residence.

This partnership continued when needed to oversee and supervise the safe removal of a significant amount of unstable chemicals belonging to a pharmaceutical research laboratory that had been abandoned.

Due to the safe outcome of these events, we were honored to receive an invitation extended by the Office of the State Attorney General's Environmental Crimes Unit to join and participate on their Environmental Crimes Task Force.

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

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

Juveniles account for over 50 percent of arson arrests in the United States. 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. In 2008, we recruited a local burn survivor who brings a wonderful world of knowledge and experience to our program, therefore improving the effectiveness.

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

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

<b>Juvenile Firesetter Contacts</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>% Change From Previous Year</b>
Referred Interventions	23	25	34	31	20	-35.48%