

2011 Annual Report

Poudre Fire Authority



**“One Team,
One Mission”**

Serving the Following
Northern Colorado
Communities

- Fort Collins
- LaPorte
- Timnath
- Bellvue

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PFA Mission and Vision

PFA MISSION:

To protect citizens and their property by being prompt, skillful, and caring.

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.



Battalion Chief Swearing-in Ceremony - July, 2011

Introduction *by Chief DeMint*

Board Members, Residents, and Employees:

I am pleased to present the Poudre Fire Authority Annual Report for the calendar year ended December 31, 2011. This was a year of tremendous and exciting change at the Poudre Fire Authority. New leadership, new resources, and a growing staff made it a watershed year for the organization.

After leading the Poudre Fire Authority since its establishment in 1981, Chief John Mulligan retired in 2011 with 33 years of service to this community and a fire service career spanning 44 years. His legacy of excellence and an empowered workforce will be a part of this organization for many years to come.



Beginning in May, I had the privilege of serving as Interim Chief, and in December the honor of being appointed as the Fire Chief. More changes in leadership followed in 2011 with the appointment of Bob Poncelow as the Interim Division Chief of Community Safety Services.

Much needed additional financial resources were received beginning in 2011. In November 2010, Fort Collins voters and Poudre Valley Fire Protection District voters approved new tax measures which will provide significant additional funding for the operations of the Poudre Fire Authority. Fort Collins voters approved the addition of a 0.85 percent sales tax which provided an additional \$2 million. At the same time, District voters approved an additional 1.294 mill levy of property tax which provided approximately \$519,000 of new resources to PFA in 2011. Additional programs and services funded from these resources have made a tremendous difference to PFA's ability to serve its growing community. New revenue has funded:

- One 4-person fire company (hired in 2011 for deployment at Station 7)
- Maintenance for Stations 1-4
- Replacement of two firefighter positions vacated through attrition
- Equipment for newly hired firefighters
- Firefighters for South Battalion and coverage
- Captains and Battalion Chiefs promoted
- Other expenditures, including motor vehicles and professional services

In the coming years, and throughout the 10-year term of the City sales tax, PFA will monitor and report to the community regarding the effectiveness of these new initiatives and enhanced staffing levels. In the short time since many of the new positions have been filled, we have already seen evidence of the service and effectiveness improvements that they provide. In future years, we will be able to accumulate months and years' worth of data to demonstrate those improvements to the community.

"One Team, One Mission"



The 2011 Annual Report provides a summary of the organization's performance over the past year, including highlights of accomplishments and detailed performance measurements. The Executive Summary provides highlights of our most important accomplishments for the year and provides an overview of the organization's outcome focused performance measurements. As we measure the effectiveness of the organization, we look at the key services that citizens and customers recognize PFA for providing: Prompt, Skillful and Caring emergency services. We can measure these services in our ability to respond quickly to a wide variety of emergency situations, our ability to quickly and skillfully intervene in fires and medical emergencies, and to do it all in a way that customers recognize as compassionate and considerate of their needs.

These key outcome measures include such results as:

- Containment of fire to the room of origin 90% of the time—this demonstrates both our ability to keep response times to a minimum, skillfully manage fire incidents to a level where damage and loss are minimized, and prevent fires from growing into this level.
- Controlling wildfires within the first 12-hour operational period 99% of the time—this measurement demonstrates our ability to promptly and skillfully limit the spread of wildland fires to minimize losses in the urban interface areas of the district.
- Limit civilian fire deaths and injuries—these two measures focus on the key outcome that, though fires may be difficult to eliminate, we hope to have the lowest possible loss of life or injury for community members.
- Limit firefighter injuries and prevent firefighter deaths—a strong emphasis on worker safety can best be measured by the results of these two metrics.
- Customer satisfaction surveys—to measure our ability to provide caring and compassionate service and to identify needs for service and public outreach, we rely on the feedback of our customers.

As you will see in reviewing this 2011 Annual Report, PFA collects and manages its operations using a wide variety of data. Through the Commission of Fire Accreditation International's Fire Accreditation Program, we will continue this important work and bring it to an even higher level as we focus on key work systems, outcomes and alignment of our work towards common goals and values.

The future is bright at Poudre Fire Authority and I look forward to the years ahead as the organization works to fulfill its mission.

Respectfully Submitted,

Tom DeMint
Fire Chief

Executive Summary



Penny Flats Fire, 311 North Mason - August 24, 2011

2011 Goals and Accomplishments

The PFA Board approved several goals for the organization. These goals stem from several planning processes and organizational needs, including:

- The 2011 PFA Budget;
- Results-oriented improvement processes using Malcolm Baldrige criteria;
- Organizational focus on the importance of preventing emergencies when possible, and minimizing the impacts of emergencies when they do occur.

Action plans were developed for the 2011 goals and have been reported to the PFA Board on a quarterly basis.

South Battalion and Four-Person Company Implementation

2011 Goal: Implement the South Battalion by mid-July 2011. A top priority of the 2004 Strategic Plan was to establish a South Battalion to provide safer operations, rapid response to emergency incidents, a decrease in span of control and improved system coverage. With the approval of funding for the three Battalion Chiefs and equipment needed to staff and operate the South Battalion an action plan was developed.

Accomplishment: Following the development of the action plan, a promotional process for new battalion chiefs was completed, policies, procedures and system modifications were made, information regarding changes and directions were communicated to PFA employees, and emergency vehicles were purchased and outfitted. The South Battalion became operational in May 2011, and has shortened battalion chief response time by 75%.

In 2011, three firefighters were hired to fill the fourth firefighter position on Engine 7 for early 2012 deployment.

Fire Safety Inspection Program

2011 Goal: Explore and implement applicable opportunities to improve the business and school inspection programs.

Accomplishment: This goal has been continued into 2012 due to staffing changes in the Fire Prevention Bureau.

Hazardous Materials Management Program (HMMP)

2011 Goal: Design and implement the online HMMP. This will be a web based program for the collection of data related to hazardous materials use and storage within the PFA jurisdiction.

Accomplishment: This goal has been continued into 2012 due to staffing changes in the Fire Prevention Bureau.

International Fire Code (IFC) Adoption

2011 Goal: Research the potential for adoption of the 2012 International Fire Code or the code of choice for Poudre Fire Authority. Historically, staff has worked cooperatively with the City of Fort Collins, Larimer County, Poudre Valley Fire Protection District, and the Town of Timnath in an effort to coordinate on adoption processes.

Accomplishment: This goal has been continued into 2012.

Continue Quest for Excellence

2011 Goal: In 2010 the PFA began to use the Malcolm Baldrige criteria to improve the organization. An application through the Colorado Performance Excellence organization (changed to the Rocky Mountain Performance Excellence, RMPEX) was submitted and evaluated, including a five-day on-site evaluation by CPEX examiners. Opportunities for Improvement (OFI's) were identified by PFA and CPEX personnel. Some OFI's have already been implemented and more will be prioritized by PFA employees.

Accomplishment: The 2011 Rocky Mountain Performance Excellence application was submitted and reviewed by the RMPEX examiners, and was again awarded the Foothills Award. The chief is now focusing departmental energies on the accreditation process through the Commission on Fire Accreditation International (CFAI).

Arrange a Joint PFA/PVFPD Work Session

2011 Goal: Arrange a joint PFA/PVFPD work session to explore opportunities for improvement based upon PFA's Malcolm Baldrige program, including OFI's developed by employee planning teams and CPEX examiners.

Accomplishment: Members of both Boards supported continued efforts to improve using the Malcolm Baldrige criteria.

Implement a New Deming Improvement Cycle

2011 Goal: 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 the Roadmap to Organizational Improvement process

Accomplishment: A new goal was added to the Strategic Plan entitled, "Maximize citizen and employee input". In addition, performance standards were developed in order to measure this goal.

2011 Major Incidents

- February 24, 2011 – 3500 Camelot Drive – Suppression crews arrived on scene to find a fully involved garage, pickup and camper with fire extending into the attic of this residence. The cause of the fire was determined to be a failure of the engine block heater on the pickup truck parked in the driveway of the residence. Damage is estimated at \$205,000.
- February 28, 2011 – West County Road 56 and North County Road 19 – The driver of an automobile transport discovered a fire in the engine compartment of the tractor while driving on Taft Hill Road (North County Road 19). Unfortunately the fire involved the tractor and extended to several expensive foreign automobiles on the transport. The cause of the fire is undetermined at this time. Total damage is estimated at \$350,000.
- April 1, 2011 – Crystal Fire – This wildland fire took three weeks contain 100%. The fire covered 2,940 acres ten miles northwest of Masonville and moved into PFA's jurisdiction in the Redstone Canyon area. Thirteen homes were destroyed, none of which were in PFA's area, and 126 firefighters battled the fire. PFA recovered \$37,000 in firefighting costs through state and federal reimbursements.
- April 2, 2011 – 1037 Timber Road – The fire at this residence started below the wood deck and extended into the home's interior. Crews were able to save the majority of the property however the home did sustain approximately \$260,000 in loss. An improperly discarded cigarette is the probable cause of the fire.
- April 21, 2011 – 2209 Summerstone Court – The occupant of this home noticed the smell of smoke while working from his home office. He opened the garage door and was faced with a fire in the garage. He attempted to extinguish the fire himself prior to calling 911. He exited the home and went back inside prior to PFA's arrival. He narrowly escaped through the overhead garage door after his exit from the garage was blocked by fire. The fire was caused by loose 9 volt batteries stored in a paper bag shorting together. Damage to the home is estimated at \$100,000.
- July 26, 2011 – 3103 Rampart Road – The fire at this address involved the Equine Reproduction Laboratory located on the Colorado State University Foothills Campus. On arrival, crews found a well involved fire that was venting through the roof. The fire was fought using master streams from the ground as well as from aerial apparatus. The investigation included a multi-jurisdictional/multi-agency task force comprised of local, state, and federal resources. Fire damage to the facility is estimated to be \$12 to \$15 million.
- October 24, 2011 - 311 North Mason Street/211 West Maple Street – An early morning fire in a large 4-story building under construction

spread to a similar building that was occupied. The fire quickly went to three alarms and was not fully controlled for several hours. The investigation lasted for nearly a week and it was determined the fire was intentionally set. A suspect was identified and arrested. Total damage is \$6,500,000.

- December 26, 2011 – 4700 Trails End – This fire was reported by a citizen in the city approximately three miles away from the scene. Several calls were received however no caller could pinpoint exactly where the fire was burning. Responding crews were delayed by the lack of a good address. Once on scene the access, terrain, and water supply provided additional challenges. The home was well involved prior to the first 911 call. Damage is estimated at \$600,000.

Implementing New Resources

The citizens of the City of Fort Collins and the Poudre Valley Fire Protection District strongly supported additional funding for the Poudre Fire Authority to maintain excellent fire prevention and emergency response services. In 2011 these funds supported the addition of a South Battalion, a four-person company at Station 7 in LaPorte, and the reinstatement of two attrition firefighter positions. A third attrition position was implemented by transferring ongoing capital to the operations and maintenance budget.

New Fire Chief

On December 13, 2011, Poudre Fire Authority Interim Fire Chief Tom DeMint was hired as Poudre Fire Authority's full-time fire chief. Chief DeMint has worked at PFA since 1988 and has served most recently as interim-chief, and previously as battalion chief, captain, and firefighter.

Chief DeMint has more than 34 years of emergency services experience, having started as a paramedic in the late 1970s in Topeka, Kansas. The Poudre Fire Authority Board agreed that public comments pointed very clearly to Tom, and that his integrity, his character, professionalism, enthusiasm were all part of the Board's decision.

Reorganization

With the hiring of a new fire chief, reorganization will occur by creating a Community Safety Services division. This new area will include the Fire Prevention Bureau, the Office of Emergency Management, and Public Affairs and Education. With the retirement of the former fire marshal, a new division chief of community safety services will be a priority.

Another goal of Chief DeMint is to directly address the issues of accountability that have been highlighted by several consultants, through CPEX and through the employee SWOT analysis in summer 2011. The Chief has contracted Integrenomics to assist the department with the development of a values based plan for improvement for the department. A long range goal is to use the defined values, mission and vision as the starting point for the next strategic plan.

Accreditation through the Commission on Fire Accreditation International will lead to organizational improvement by identifying new performance indicators and measures that can be used in future budgeting process and reports.

2012 Goals

Action plans have been developed for the 2012 goals and are reported to the PFA Board on a quarterly basis.

Hazardous Materials Management Program

GOAL: Design and implement an updated HMMP that will provide a secure, online reporting process for commercial customers in the PFA response district. The Board has directed the Bureau to utilize customer fees to a greater extent, and the HMMP will enable Fire Prevention to look for new methods to achieve the funding goal.

Hazardous Materials Management Program (HMMP) Integration Utilizing a Common Database

GOAL: Pre-fire building familiarization and tracking Hazardous Materials in businesses in the PFA response area are vital to firefighter safety and operational readiness. PFA's Record Management System (RMS) has a robust pre-planning module that provides critical building information for firefighters to use enroute to an emergency incident. In addition a Hazardous Materials Management Program is under development by the PFA Fire Prevention Bureau.

In 2012 a common database will link these important programs thus increasing the accuracy and timeliness of this information while eliminating duplication of data in many instances. Projections for year-end 2012 are 150 pre-plans in the database.

Data Integration

GOAL: The Fire Prevention Bureau currently utilizes several databases and for the most part, the data collected must still be shared with Operations and other agencies manually. Staff will be proceeding with a concerted and department-wide effort to develop a single database for inspections, systems, pre-response planning, incident reporting and development review. This project will include

close cooperation with the Operations Division and the Information Technology staff.

Fire Safety Inspection Program

GOAL: Explore efficiencies within the commercial and multi-family residential inspection services program to maximize customer service delivery.

This goal has been evaluated and tabled by Division Chief Poncelow until a future review can be made during the 2013 budget preparation process.

International Fire Code (IFC) Adoption

GOAL: The Fire Prevention Bureau will reconvene its Citizen Review Committee and coordinate with the building officials in the PFA jurisdiction to adopt the 2012 International Fire Code and local amendments.

Wildland Team Review

GOAL: Response into the wildland urban interface in PFA's district continues to grow as more people locate to those areas. PFA has played an active role in the wildland theatre in the areas of planning, mitigation and response over the past twenty-five plus years. Federal grants have been obtained to produce a Community Wildfire Protection Plan (CWPP) and also new apparatus that are targeted specifically for the interface. PFA established a wildland Specialty Station in the 1980s and the firefighters stationed there have coordinated the wildland program as a whole.

The focus for 2012 will be a complete review of the systems within PFA that support this emergency response. A committee of subject matter experts and interested firefighters has been established to review and formulate an updated direction for this important program. Planning, mitigation, response and recovery aspects will be the primary areas of focus.

Mechanic Service Center

GOAL: PFA's past mechanic, Jim Mirowski, retired after twenty years of dedicated service to the Poudre Fire Authority. A new mechanic's staff will now maintain over forty-five pieces of first line response apparatus, provide an enhanced Preventive Maintenance program, update inventory control, solicit new vendors and review maintenance software to best meet PFA's increasing needs.

Performance goals will be set for 2012 and feedback from line firefighters will be solicited on an ongoing basis.

Safety Officer

GOAL: National standards (NFPA 1500 & 1521) require that incidents of advanced complexity, such as a working structure fire, wildland, or technical

rescue, have a Safety Officer (SO) assigned. In mid-2012 the Safety Officer will be trained, equipped and dispatched to emergency scenes adding a layer of accountability during emergency operations. In addition to staffing a SO at emergency scenes, NFPA 1500 requires that “all accidents, near misses, injuries, fatalities, occupational illnesses and exposures” be investigated by the department, for which the SO will be utilized.

The Operations Division and Fire Prevention Bureau will be working closely to determine where the SO can be used jointly to improve safety in daily operations.

Key Performance Outcomes



4700 Trails End – December 26, 2011

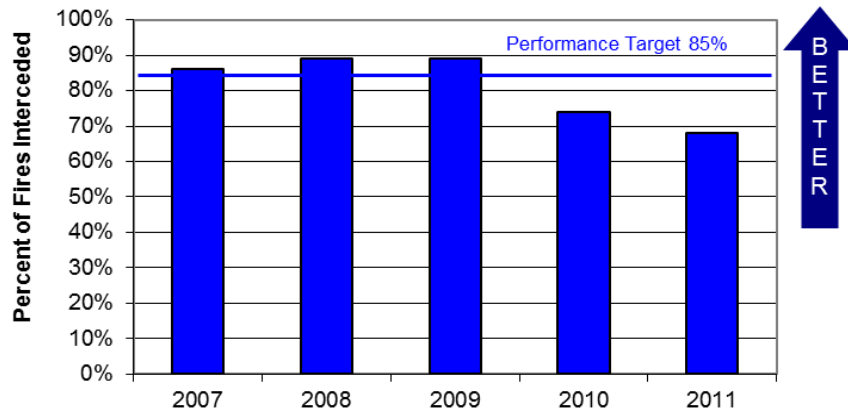
Outcome Measures

As PFA measures the effectiveness of the organization, staff must look at the key services that citizens and customers recognize PFA for providing: Prompt, Skillful, and Caring emergency services. The measure of the success of these services is the Authority's ability to respond quickly to a wide variety of emergency situations, the ability to quickly and skillfully intervene in fires and medical emergencies, and to do it all in a way that customers recognize as compassionate and considerate of their needs. The performance measures contained in the Executive Summary represent staff's current best thinking on outcome related metrics that help to demonstrate to the community how PFA meets its mission.

Limiting Fire Loss

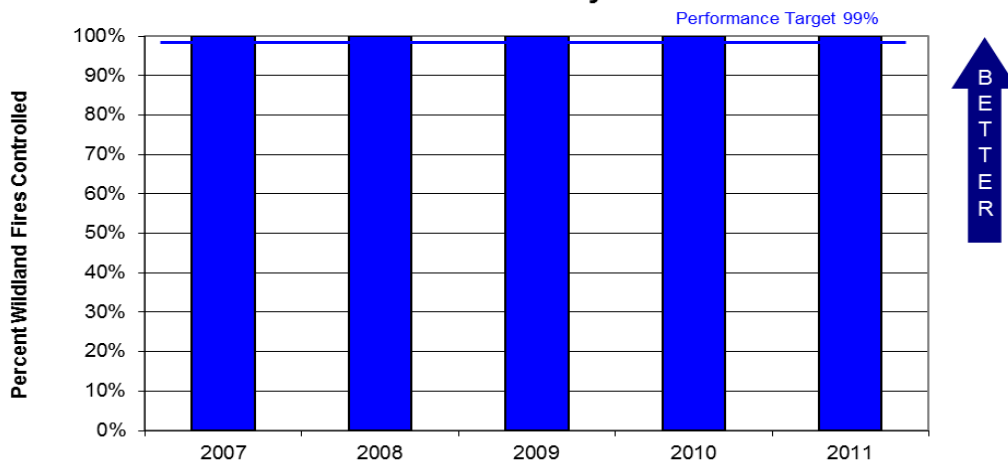
The containment of fire to the room of origin demonstrates both PFA's ability to keep response times to a minimum and also skillfully manage fire incidents to a level where damage and loss are minimized.

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



Controlling wildfires within the first 12-hour operational period demonstrates PFA's ability to promptly and skillfully limit the spread of wildland fires to minimize losses in the urban interface areas of the District.

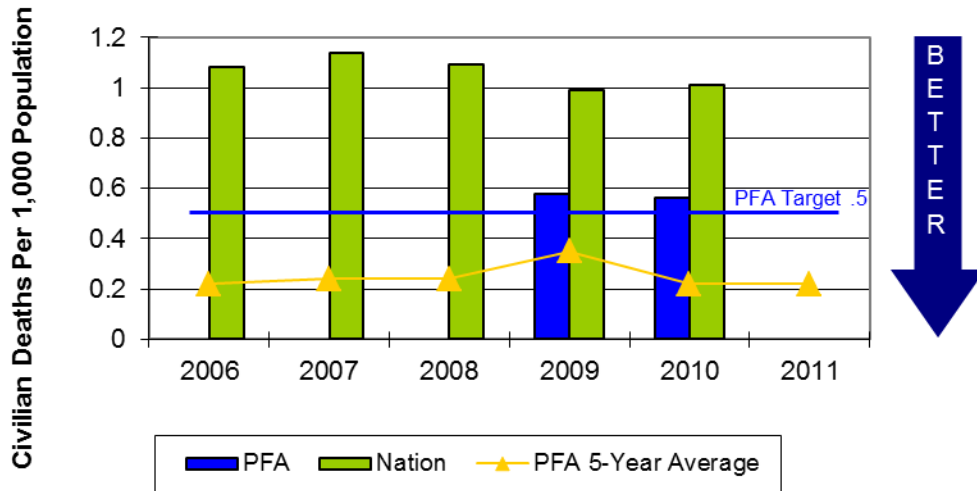
**PFA Wildland Fires Controlled Within First 12-hour Operational Period
5-Year History**



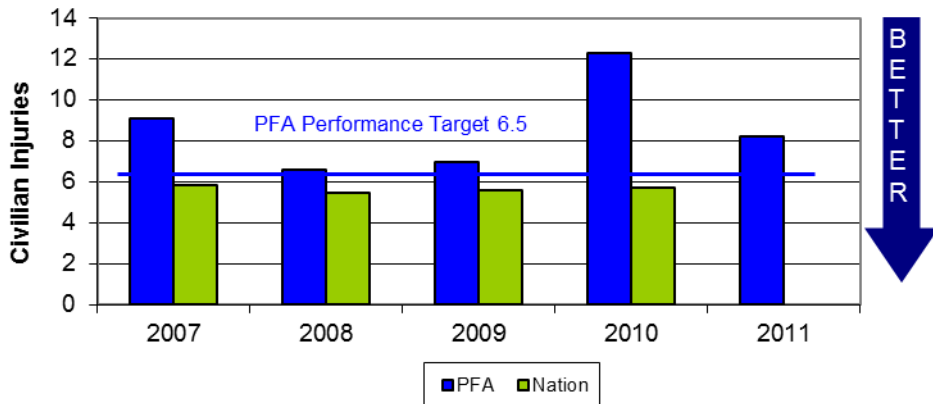
Limiting Civilian Death and Injury

Limiting civilian fire deaths and injuries focuses on the key outcome that, though fires may be difficult to eliminate, PFA hopes to have the lowest possible loss of life or injury for community members.

PFA & Nation Civilian Fire Deaths Per 100,000 Population and 5-Year History

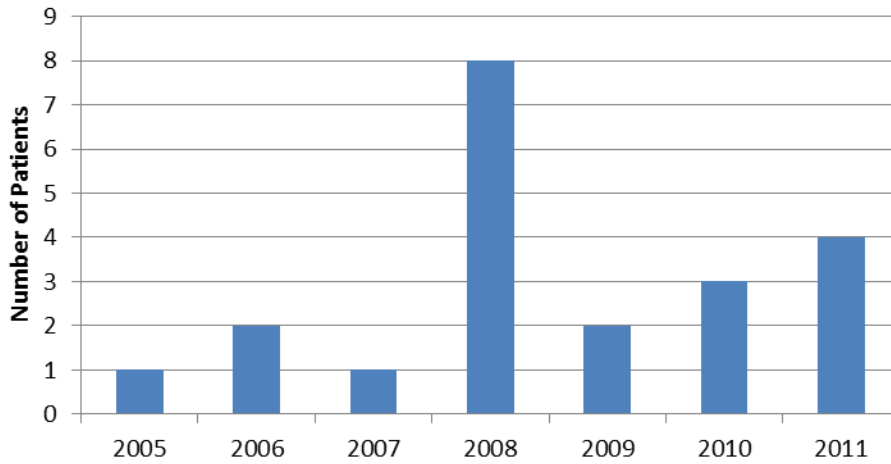


PFA & National Civilian Fire Injuries Per 100,000 Population 5-Year History



Since PFA provides basic life support to the community a performance measure of cardiac arrest survival (shown below) is being considered for inclusion in the next strategic plan. Through cardio pulmonary resuscitation, automatic external defibrillation, and a change in medical protocols, PFA has helped increase the survival rate of cardiac arrest patients.

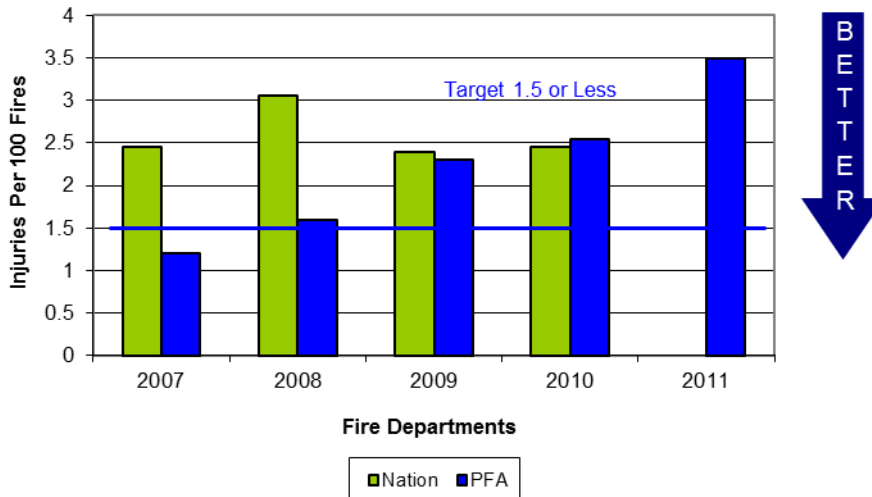
Cardiac Arrest Survival



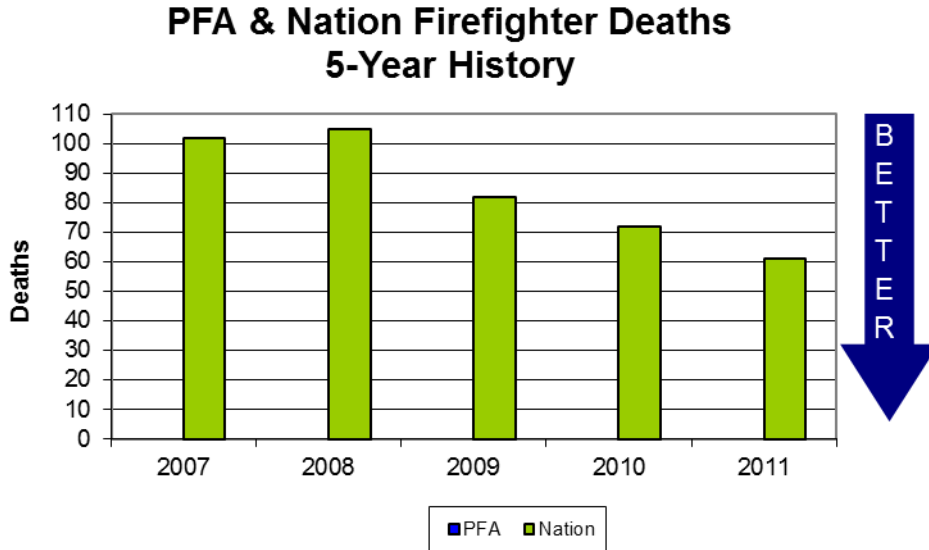
Limiting Firefighter Death and Injury

Limiting firefighter injuries and preventing firefighter deaths can best be measured by the results of these two metrics, thereby emphasizing worker safety, training, adequate equipment, and sound operational policies.

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



Poudre Fire Authority has not had an on-duty firefighter death.



Caring Service

Customer satisfaction surveys measure PFA’s ability to provide caring and compassionate services that meets the needs of the community. In 2012, a new PFA survey will be reported to update this information.

PFA Citizen Satisfaction Survey Performed by CSU			
Scale: 1 = Extremely Poor, 5 = Extremely Well			
	1993	1998	2006
Responds within appropriate timeframe	4.4	4.6	4.5
Demonstrates Care for Persons	4.6	4.6	4.5
Demonstrates Concern for Property	4.3	4.4	4.4
Cooperation with Other Agencies	4.5	4.4	4.4
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
	2001	2003	2008	2010		
Fire Services	96%	90%	94%	96%	Above	Above



2011 Board Actions



“Uncoupling the South Battalion” – July, 2011

Pictured left to right: Battalion Chiefs Poncelew and Levy, Interim Fire Chief DeMint, Director of Administrative Services Guy Boyd, Director Mike DiTullio, Retired Fort Collins Fire Chief Yonker, Fire Marshal Wilson, Battalion Chiefs Nuckols and Gavin, Director McMorris, and Retired Fire Chief Mulligan.

Poudre Fire Authority Board Actions - 2011

- 11-1 Appropriating funds from reserve for contingency for conference/training and tuition reimbursement
- 11-2 Appropriating the remainder of Keeping Fort Collins Great Funds, \$1,326,650 within the PFA O&M budget for expenditure on replacement of two attritioned positions, two 4-person companies, replacement of budget cuts to the 2011 budget, station 1-4 maintenance, and equipment for newly hired firefighters
- 11-3 Approving the payment of invoice 3315 to Rosenbauer/General Safety equipment for the refurbishment of Engine 9, approving the contract for air truck cab and chassis, and authorizing the interim fire chief to execute all contracts, including those over \$20,000 for the air truck refurbishment
- 11-4 Transferring and appropriating \$135,000 from the Training Building C capital project to the Station 1 remodel capital project for expenditure on a complete architectural and engineering study of Station 1 and authorizes the interim fire chief to execute all contracts, including those over \$20,000 for any activity related to the Station 1 architectural and engineering study
- 11-5 Approving Rosenbauer contract for Engine 5 refurbishment, and authorizing the interim fire chief to execute all contracts, including those over \$20,000 for the Engine 5 refurbishment project
- 11-6 Approving Station 1 renovation costs, transferring and appropriating funds, and authorizing the interim fire chief or his designee to execute all contracts, including those over \$20,000, for any activity related with the timely completion of the renovation of Station 1, such as construction, architectural services, mechanical, or environmental services
- 11-7 Retaining Bob Murray & Associates as the fire chief executive search firm, approving expenditure of \$37,000 from line item contingency for the fire chief search process, and authorizing the director of administrative services to execute all contract, including those over \$20,000, for any activity related with the timely completion of the fire chief hiring process
- 11-8 Appropriating a FEMA assistance to firefighter's grant within the PFA general fund for expenditure on 22 Panasonic ruggedized laptop computers
- 11-9 Amending the 2011 budget and reappropriating funds for prior year encumbrances
- 11-10 Approving Rosenbauer contract for a new cab and chassis to be paid in 2012 from the apparatus replacement capital project, and authorizing the interim fire chief to execute all contracts, including those over \$20,000 for the new cab and chassis purchase
- 11-11 Approve purchase of 2012 Ford expedition and authorize the fire chief to execute all contracts, including those over \$20,000
- 11-12 Approval of minutes retention policy
- 11-13 Approving the payment of \$30,144 to the City of Fort Collins for 2011 Opticom maintenance
- 11-14 Adopting the budget and appropriating funds for the operation of the Poudre Fire Authority in 2012

- 11-15 Setting the fees for the PFA Fire Prevention Bureau for the calendar year 2012
- 11-16 Authorizing the fire chief to execute all contracts related to the land swap in Timnath
- 11-17 Changing the time of the Poudre Fire Authority Board of Directors meeting
- 11-18 Approving the community survey and authorizing the fire chief to execute all contracts, including those over \$20,000 for the community survey
- 11-19 Approving the employment agreement for the fire chief



2011 Program Reports



Duplex fire, 511 North Bryan - July 1, 2011

FIRE SUPPRESSION

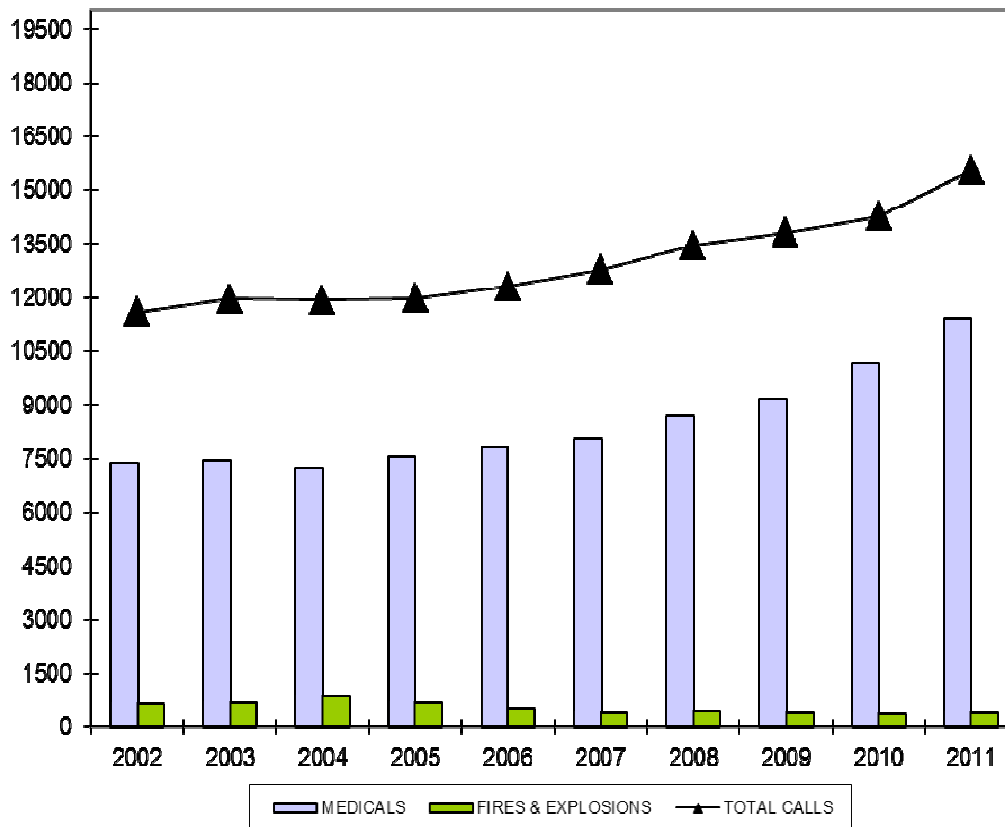
Division Chief Mike Gress

In 2011 the Poudre Fire Authority experienced an 8.27% increase in total calls. This represents a request for service on the average of one call every 29.6 minutes or 43 calls per day.

Attached is graphic information on calls responded to by PFA in 2011 and comparison statistics for previous years.

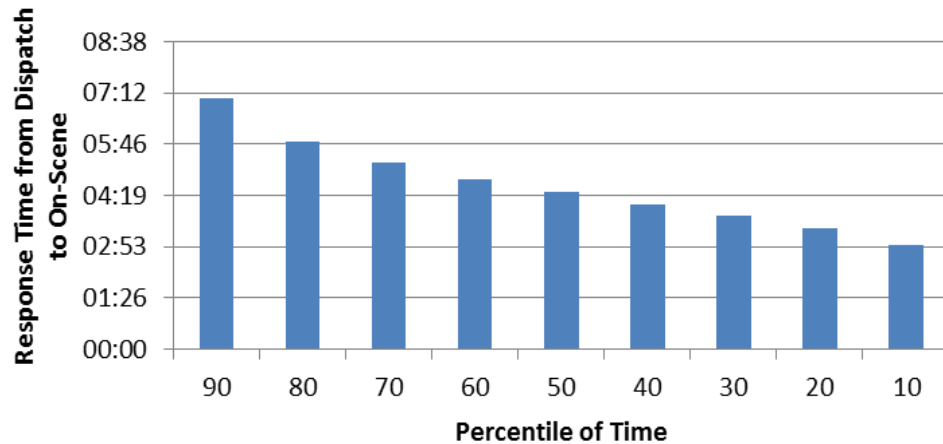
Workload Measure

TEN YEAR CALL TREND



In 2011 83.75% of total calls were inside the City limits and 16.25% were in the Poudre Valley Fire Protection District.

2011 Emergent Percentile Response Times for First-Due Unit

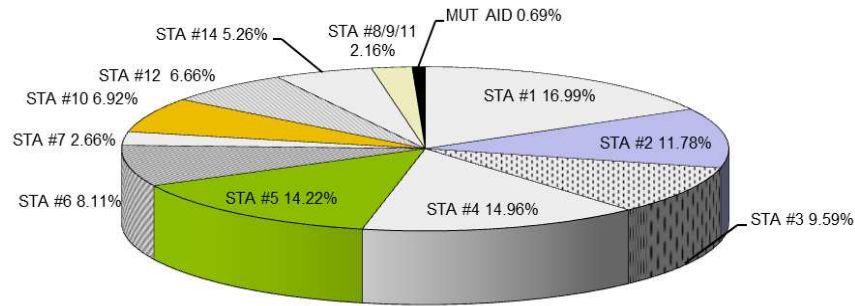


Response time is a critical component of any emergency service delivery system. The ability to successfully intercede in fires and medical emergencies is highly dependent on trained personnel arriving quickly with adequate equipment. The current performance standard specifies five minutes from the time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

Through the accreditation process the performance measure requirements for response time will not reflect average response time, rather percentile response as shown above (for instance, PFA first-due unit arrives within 5:46 minutes 80% of the time). The chart reflects emergent calls only, with the first PFA unit on scene. This reflects time from dispatch to on scene and does not reflect call processing.

Workload Measure

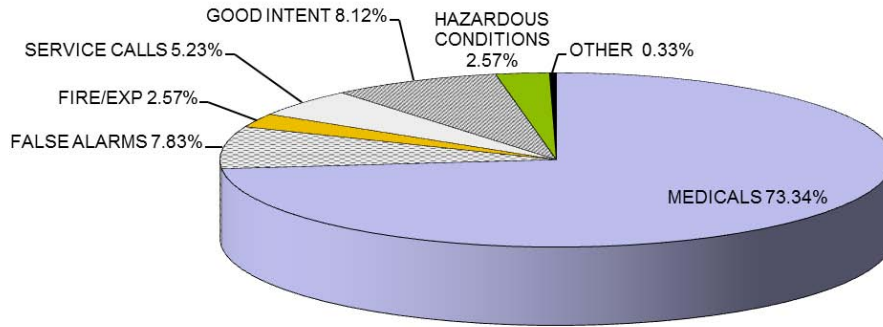
PERCENT OF TOTAL CALLS BY STATION AREAS



Station 1 continues to be PFA's busiest station, with 16.99% of all calls occurring in its area.

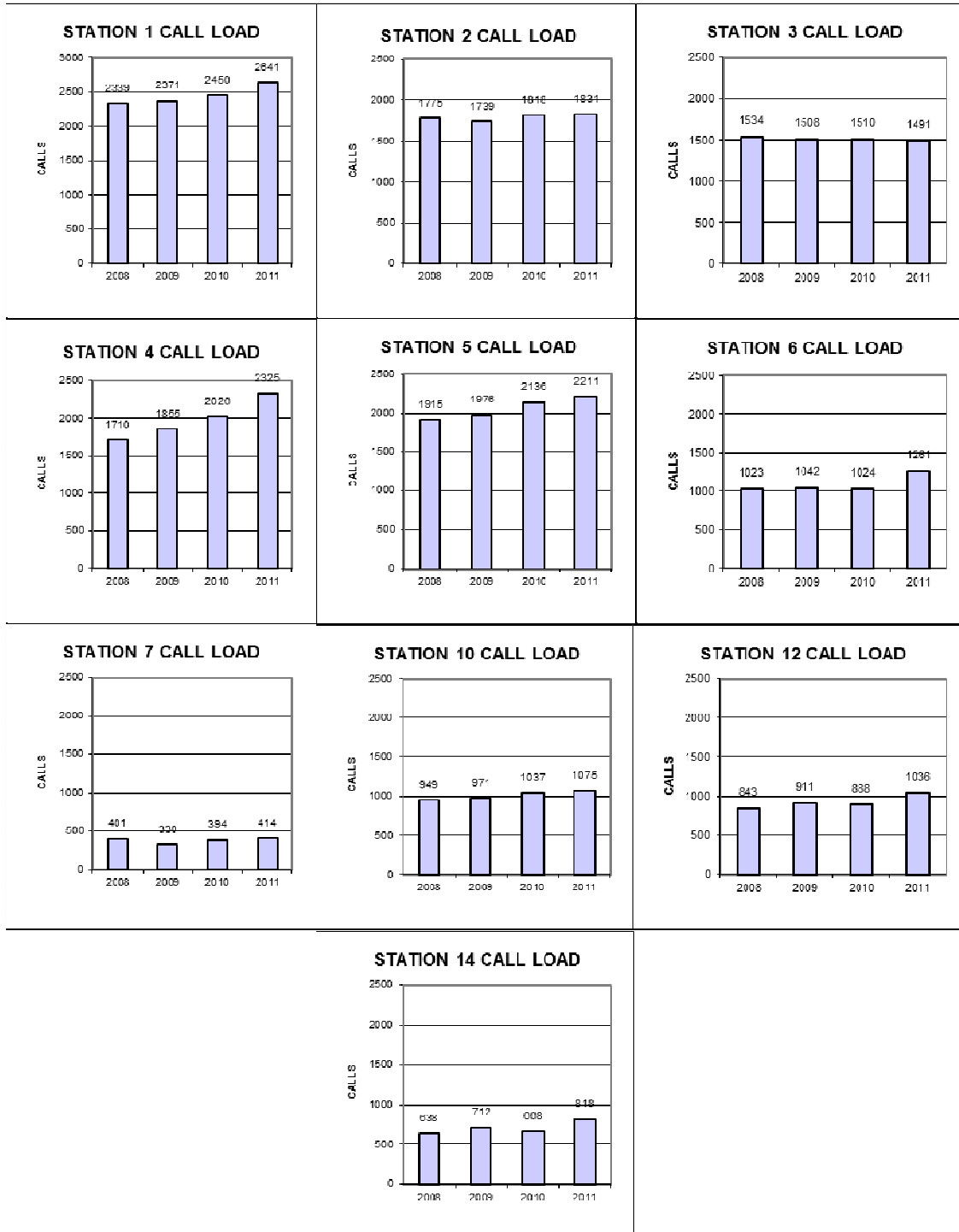
Station 1	– 2,641
Station 2	– 1,831
Station 3	– 1,491
Station 4	– 2,325
Station 5	– 2,211
Station 6	– 1,261
Station 7	– 414
Volunteer Stations 8, 9, 11	– 335
Station 10	– 1,075
Station 12	– 1,036
Station 14	– 818
Out of PFA Jurisdiction	– <u>108</u>
Total	15,546

PERCENT OF CALLS BY TYPE OF CALL



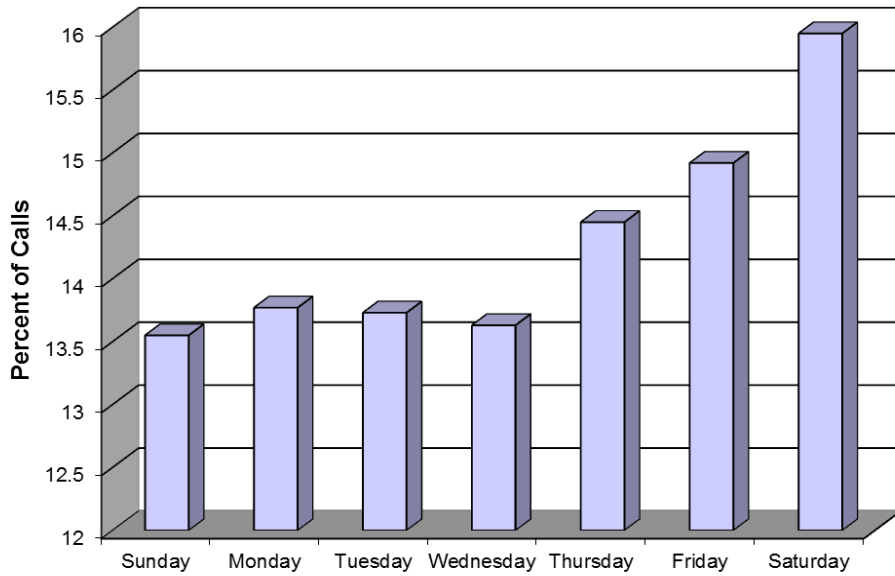
Medicals –	11,401
False Alarms –	1,218
Fires/Explosions –	400
Service Calls –	813
Good Intent Calls –	1,263
Hazardous Conditions –	400
Other Requests for Service –	<u>51</u>
TOTAL:	15,546

CALL LOAD BY STATION



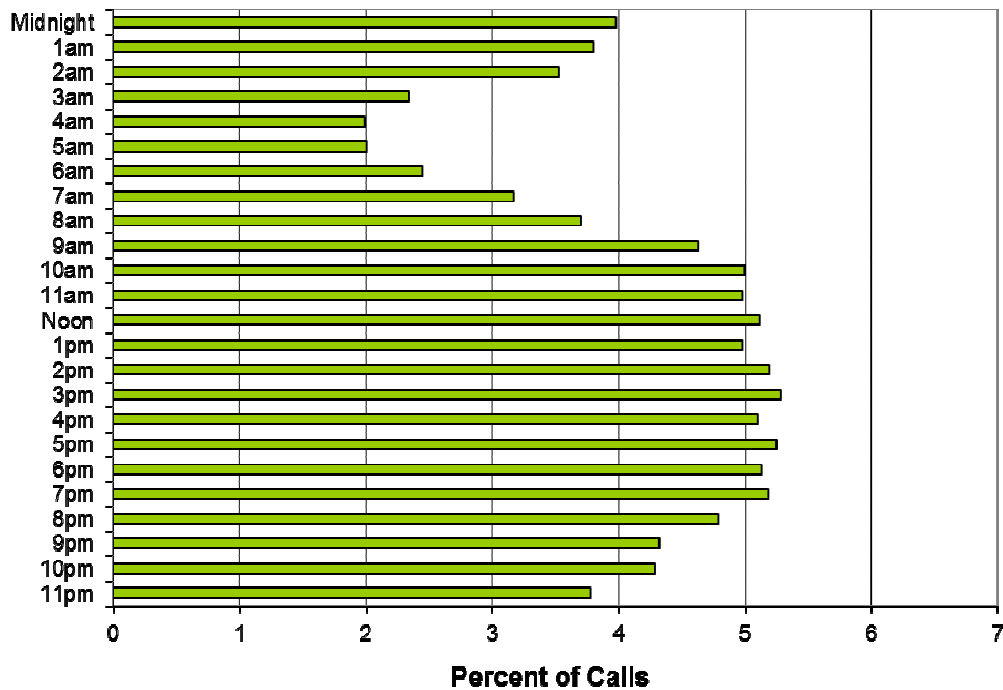
All stations except Station 3 experienced a call load increase. Station 3 decreased by 1.26% compared to 2010. PFA's 2011 call load increased by approximately 8.24% over the previous year.

AVERAGE CALLS PER DAY



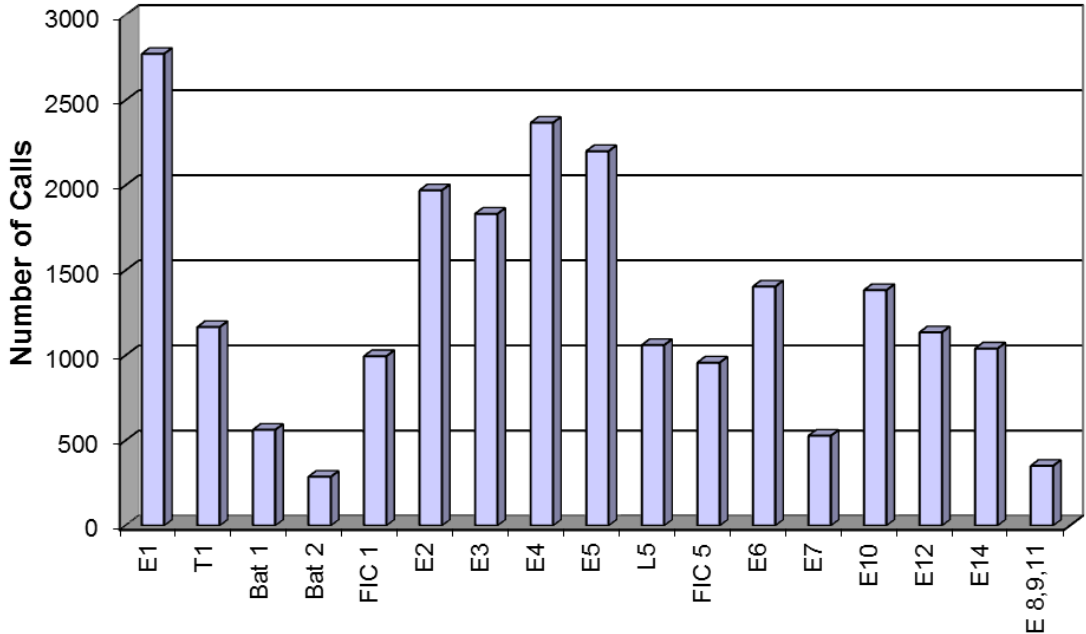
Historically, Friday has been the busiest day of the week, but in 2011 Saturday was busier than Friday. PFA continues to be busier during daylight and evening hours. Even though early morning is PFA's slowest time, it is the period when most large fires occur.

PERCENT OF CALLS BY HOUR OF DAY



Workload Measure

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, by eliminating the majority of auto-alarms from the response duties of the Battalion Chief. The South Battalion (Bat 2) was implemented on July 11, 2011; therefore this chart reflects a half year of service.

FACILITIES MAINTENANCE

Battalion Chief Bob Poncelow

The extensive remodel of fire station 1 was started in 2011. This remodel consisted of a complete gutting of the living area section of the building, and a redesign of the exterior look. Exterior design options were brought to the citizens living in the area for their input. Only a portion of the bay was left as is. Once completed the station will in effect, be a brand new station.

A land swap with the city of Timnath was started in 2011. The proposed lot south of Harmony near Country Road 5 is a better location for PFA and a better buildable site. The agreement is scheduled completion in early 2012.



Several other facility projects were completed in 2011

- A new roof at Fire Station 10.
- The firefighters at Station 2 took on the complete interior repainting of the station along with other minor upgrades and repairs.
- Partial replacement of the concrete pad at Station 3.
- Station 5 firefighters took on a remodel of the men's bathroom. This remodel consisted of a complete gutting of the room with relocation of the showers and other fixtures. The end result was a brand new and very functional bathroom.
- The City of Fort Collins renegotiated trash and recycling services and by instituting an as needed process for trash and recycling pickup was able to reduce costs.
- Partial roof repairs were also done at Station 5. A portion of this roof is getting older and the goal is to extend its life a few more years.
- The cell phone tower lease at Station 5 was renegotiated with T-Mobile.

Numerous other small projects were completed during 2011 as well as the planning for other projects to be accomplished in 2012.

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 194,497 miles in 2011, which is up 25,000 miles from 2010.

2011 Highest Mileage Vehicles	
Engine 4	11,902
Engine 14	10,808
Engine 6	9,953
Engine 10	8,863
Battalion 1	11,994

Vehicle	Gallons of Fuel Logged	Average Miles Per Gallon
37 Diesel Vehicles	40,979	3.48
9 Gas Vehicles	4,882	10.61

The average cost per mile (fuel and maintenance only) for the fleet was \$2.19. The three front line vehicles with the highest cost-per-mile were Engine 2 (\$6.05), Engine 7 (\$4.82), and Engine 27 (\$3.11). The vehicle with the lowest cost per mile was new Engine 5 (\$1.47). Vehicles were out of service for 769 days.

Engine 27 was out the most with 132 days (but part of that was getting a new body), Engine 2 was out 80 days, and Engine 4 was out 36 days.

The mechanics completed 276 repair orders. The shop used 1,013 quarts of oil, 358 quarts of automatic transmission fluid, and replaced 66 tires. There were 12 outside vehicle repair orders for a total of \$31,617, which is \$20,002 more than 2010. Pump tests were done in April and all passed. Aerial testing was done in August by an outside testing agency and all passed. Emission tests on the diesel vehicles were done in October and all passed.

EMERGENCY MEDICAL SERVICES (EMS)

EMS Coordinator Mary Makris

PFA responded to 11,401 EMS related incidents in 2011, making up 73.34% of all PFA responses for 2011. Significant changes were made to the reporting program in order to provide more specific data on the type of complaints and the treatments that PFA provided to its citizens. The improvements in documentation about patient care were significant and improved the quality insurance/quality assurance process. Protocol changes include expanding EMS personnel treatment abilities (without having to make contact with the on-line medical control).

Additional equipment was also added to each responding apparatus that increased the quality of care, especially in immobilization of trauma patients. Patient outcome reports have increased as well as increased joint-training opportunities with PFA/Poudre Valley Hospital Service (PVHS) crews, improving teamwork and overall patient care. An EMS Focus Committee was started this year to provide shift representation and input for EMS planning and improvements.

There has been an increase in social services referrals through the crews to the EMS Coordinator. This identification of citizens who need support services or a patient advocate is important to the crews and the response of social services has been excellent.

There were 27 infection control possible contacts this year that required follow up but not necessarily treatment of PFA personnel. PFA EMS is also the lead for infection control for the fire academies. The EMS Coordinator was a presenter at the Fire Leadership conference this year.

A total of 1,380 EMS training hours were provided for PFA EMS professionals in 2011 including a Spring EMS Conference that was provided in conjunction with PVHS and the Northeast Regional Emergency Medical and Trauma Advisory Council. In 2011, 52 EMS Personnel were recertified through the EMS Coordinator with the State of Colorado. PFA now has 186 EMS professionals in its ranks, including the district volunteers.

A total of 50 hours of rehabilitation were provided for PFA personnel at fire responses this year.

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 evaluation of community risk, then design, implement and deliver educational programs to reduce the customer's risk for death, injury and property loss; scheduling and coordinating of events including fund-raising and public relations activities; creating and maintaining positive relationships with other agencies and general public contacts; and juvenile firesetter counseling. Within the media relations arena this position is tasked as the department spokesperson, conducting press interviews, writing press releases, conducting press conferences as needed and directing all social media activities including production of video and photo projects.

No service requests could have been handled without the significant time and effort of PFA's dedicated firefighters and staff.

Media Relations and Social Media

The media relations program is continuing to grow and evolve. There were several major incidents that took a substantial amount of man-hours, thereby decreasing any work focused on public education at any given time.

For all of 2011, 42 media releases were issued. These releases involved fires, EMS, hazardous material incidents and events that PFA was involved with. Not included were several articles initiated by the press related to PFA business.

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

The PFA Facebook site, since its inception in 2012, has been fortunate to garner almost 3,300 users; this further equates to over 654 active users at the end of 2011; all for free with the exception of time utilized to manage the site. The information placed on the PFA page ranges from incidents to events, safety tips and photos, interaction with customers, and inquiries.

It is important to keep customers up to date of notable activities, events and prevention education so they can stay informed and make safe choices if need be. As history and experience have proven, this works especially well when there are major emergencies in the community.

Service Requests

In 2011 PFA fulfilled 476 requests, somewhat of a decrease from the preceding year, regarding service to community members for fire and life safety education and other customer contact opportunities. This equates to a conservative 1,428 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 community outreach and educational programs.

The 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 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 contacted in 2011.

Service Requests by <u>TYPE</u>	2008	2009	2010	2011	% Change From Previous Year
Safety Talk	106	111	165	103	-37.57%
Station Tours	96	101	114	75	-34.21%
Apparatus Tours	45	41	131	88	-32.82%
Extinguisher Classes	36	32	53	44	-16.98%
Neighborhood Events	25	24	32	33	+3.12%
Smoke Alarm/Battery help	22	18	39	31	-20.51%
Safety House	20	24	32	26	-18.75%
Safety/Science Fairs	12	14	13	12	-7.69%
Bike helmet program	11	8	3	N/AV	N/AV
Fire Drills	11	14	15	21	+40.00%
Career Day/Talks		9	8	8	0.0%
Home Safety Surveys	3	3	8	6	-25.00%
All others	43	47	40	29	-27.5%
Total	430	446	653	476	-27.10%

Service Requests by <u>AGE RANGE</u>	2007	2008	2009	2010	2011	% Change From Previous Year
Pre-school (3-5)	2,275	2,285	2,401	2,833	2,164	-23.61%
Elementary (5-12)	3,032	5,624	4,934	5,351	4,784	-10.59%
Middle/High School (12-18)	889	1478	756	499	1483	+197.19%
Adult (19-60)	3,012	4,036	5,387	6,448	4,409	-31.62%
Adult (60+)	835	684	624	821	936	+14.00%
Total	10,043	14,107	14,102	15,952	13,776	-13.64%

Service Requests by <u>SHIFT</u>	2007	2008	2009	2010	2011	% Change From Previous Year
A Shift Total	83	83	98	80	68	-15.00%
B Shift Total	96	94	74	110	111	+0.90%
C Shift Total	104	96	56	99	69	-33.33%
Total	283	273	228	289	248	-14.18%

Service Requests by <u>STATION</u>	2007	2008	2009	2010	2011	% Change From Previous Year
Station 1	49	41	41	51	34	-33.33%
Station 2	29	23	27	28	30	+7.14%
Station 3	39	45	35	35	43	+22.85%
Station 4	24	20	13	37	30	-18.91%
Station 5	51	49	39	37	32	-13.51%
Station 6	14	14	9	13	16	+23.07%
Station 7	5	7	6	10	4	-60.00%
Station 10	20	25	20	33	18	-45.45%
Station 12	11	14	9	9	16	+77.77%
Station 14	41	35	29	36	25	-30.55%
Other	0	30	57	53	51	-3.77%
Total	283	303	285	342	299	-12.57%

<u>RIDE-ALONGS</u>	2007	2008	2009	2010	2011	% Change From Previous Year
Citizen Ride-Along	38	48	42	136¹	28	-79.41%

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

Child Passenger Safety

PFA firefighters participated in a county-wide child passenger safety effort along with Larimer County Safe Kids Coalition. During 2011 PFA firefighter/car seat technicians installed or checked the installation of 340 seats. This program continues to be a very valuable service that PFA provides. The number of seats PFA deals with has been on a steady decline since 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 customers additional assistance was sought. The entities targeted are located both inside and outside PFA's district. Some of the growth in requests come from communities outside PFA's district and were an obvious choice.

<u>Car Seat Checks</u>	2007	2008	2009	2010	2011	% Change From Previous Year
Station 1	95	85	75	81	42	-50.61%
Station 2	94	55	47	18	46	+155.55%
Station 3	61	63	80	32	49	+53.12%
Station 4	46	84	80	66	45	-31.81%
Station 5	90	125	75	45	65	+44.44%
Station 6	35	14	29	29	23	-20.68%
Station 7	15	18	16	9	1	-88.88%
Station 10	32	42	45	44	26	-40.90%
Station 12	114	46	10	9	9	0.00%
Station 14	7	4	7	14	24	+71.42%
Check Points	0	0	0	0	1	+100.00%
Other	34	4	10	7	10	+42.85%
Total	623	540	474	354	340	-3.95%

Notable New & Continuing Programs

Safety Trailer in Schools Program- This program was reintroduced four 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 the visits every year. It is even more exciting when one of PFA's two fire safety clowns 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 three 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 PFA's district who cannot afford them, educational materials and Child Passenger Safety Program supplies.

Neighborhood Night Out- In August, Station 7 firefighters hosted a neighborhood block party for the eighth 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 of all ages in attendance. 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 numerous 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 2011 event was the 41th 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. PFA had 250 contacts this year through a very worthwhile event.

TRAINING DIVISION

Battalion Chief Jim Pietrangelo

"Change" is probably the best word to describe the overall theme for the Training Division in 2011. Changes in staffing, programs, and funding were endured; all of which created an interesting year for the Training Division.

Staffing

One of the biggest changes in 2011 occurred in staffing. Within one year, all three training captains, along with Battalion Chief Glenn Levy, rotated to shift work. Captain Hatfield (retired) managed the Driver/Operator (DO) program,

facilities management and other day to day needs until his retirement in 2011. Captain Kobielus took over the Volunteer program later in the year and assisted with multiple training programs before leaving for B-shift in July. Captain Matt Housley managed the Volunteer program at the beginning of the year, managed the Acting Captain's Academy and was assigned to the Front Range Fire Consortium (FRFC) Academy as co-lead instructor.

Battalion Chief Jim Pietrangelo rotated with Chief Levy in January. Captain Holger Durre took over the volunteer program and other duties and was reassigned to the FRFC Academy later in the year. Captain Chad Myers arrived in November and is now assigned to the volunteers, facilities management, and various training needs. Captain Kelly Close was selected to replace the outgoing Captain Housley and is now the DO program manager and assists with certification, basic skills and records management. EMS Coordinator Mary Makris continues to provide exemplary EMS training and management while Administrative Secretary Linda Deane remains the supportive "mortar" that keeps the Training Division foundation strong and vibrant.

Training staff are involved in all aspects of training and educating firefighters and outside agencies. This includes, but is not limited to, facilitation and support of live fire, mayday training, strategy and tactics classes, Line of Duty Death (LODD) case study reviews, basic skills, driver training, high rise evolutions, company performance tasks evaluations, certification, extrication, and group/division supervisor classes.

After a few "lean" years in funding, the education and conference training budgets returned a little healthier in 2011, allowing more outside training opportunities and tuition reimbursement. Although funding was comparable to years past, the training division staff maintained a creative and resourceful approach when authorizing education/outside conference funding, maintaining current training programs, and developing and implementing new programs. Despite changes, both career and volunteer firefighters participated in over 33,100 hours for an average of 233 hours per person in 2011.

SUMMARY – 2011 TRAINING

Annual Programs

- **Acting Captains Academy (ACA)** – Captains are responsible for managing the day to day activities of the fire company. They supervise during emergency incidents and at the station. In order to perform these duties successfully they must have skills in leadership, interpersonal communication, record keeping, foreground strategy and tactics, policies and computers. The ACA



provides aspiring officers these skills during a 5-day, comprehensive program culminating with evaluations and required training beyond the completion of the academy. Firefighters are required to successfully complete the ACA before they can act as a Captain.

- **Driver Training** – PFA has one of the most comprehensive driver programs in the fire service.

Driving code three to emergencies in a 25 ton fire truck is not easy and requires a highly skilled Driver/Operator. Every year training hosts the Acting DO Academy; a week long course designed to provide the necessary skills for firefighters seeking to drive and operate the fire engine. Firefighters are evaluated and tested through two



testing processes: the Colorado Metropolitan Certification Board (CMCB) test to the current national standards under the National Fire Protection Association (NFPA) and a separate test conducted by the Training Division. Current DOs are required to complete a yearly “skills packet” that contains hydraulic pumping equations, skills based training and apparatus familiarization.

- **Live Fire** – Two live burns were conducted at the burn house in 2011. The first occurred in the spring and involved garage fires with trapped victims. The second occurred in the fall and included mutual aid partners, Windsor and



Loveland. Burns were conducted over six nights and involved a fire on the second floor of the burn building. The night burns provided the unique opportunity to “cross-train” with Windsor and Loveland peers. Loveland and PFA also coordinated live burns at the Loveland Training Center which involved PFA, Windsor, Johnstown and Berthoud fire departments.



- **EMS Training** – EMS coordinator Mary Makris provided monthly Video Tele-Conference (VTC) medical training to keep PFA EMT-B firefighters current with required continuing education and skills based competencies throughout the year. The annual EMS conference was hosted at the Lincoln Center, providing another eight hours of education.



- **Basic Skills/Company Performance Tasks (CPTs)** – Firefighters received electronic basic skills programs designed to give Captains and their crews a roadmap to facilitate the fundamentals of firefighting. These programs are designed to lead crews through practical exercises which are evaluated up to twice per year. This gives us a tool to measure the efficiency and effectiveness of pulling hose, searching for victims in a fire, throwing ladders, establishing water supply, rope rescue and many other basic skills of firefighting.



- **Front Range Fire Consortium (FRFC)** – Each year, combined efforts of the nine member fire departments of the FRFC continue to provide firefighters with quality, cost-effective training. PFA continues to play a large supporting role in the direction of consortium efforts through involvement in the FRFC academy and the Professional Development for Fire Officer Program (PDFO). Training staff is involved in development, facilitation and instructional delivery of these programs. Two academies were conducted in 2011 and one PDFO class.



- **Volunteers** – Training staff is responsible for managing the volunteer program and has continued to provide weekly training for 21 volunteers. Volunteers provide service to the communities of Timnath, Horsetooth and Red Stone Canyon. Every Tuesday, volunteers converge at the training center to receive similar training to career firefighters. A program analysis was conducted to evaluate the future and effectiveness of the program to find ways to provide better recruitment and retention of the volunteer workforce. Volunteers were provided over 1,300 hours of training during 2011.



- **Certification** – Efforts were continued to ensure compliance with national firefighting standards through the CMCB certification program. One of the biggest accomplishments in 2011 was the major emphasis on hazardous materials operations. Every firefighter had to go through a practical evaluation designed to test skills in hazardous materials identification, product control, decontamination, and personal protective equipment related to hazardous materials spills. Each member of the PFA was successful in passing the practical portion of the test. One CMCB test for DO certification was conducted along with developing classes for Fire Instructor I certification, Fire Officer I and Fire Officer II. These classes will commence in 2012.



New Programs

- **Mayday Training** – All shift and 40 hour firefighters were exposed to Mayday training in the old Elks building on Remington Street. Six stations were set up to pace firefighters through obstacles and entrapments designed to elicit a Mayday procedure that creates notification of a trapped or missing firefighter. Firefighters practiced radio communication and self-rescue techniques during 2 ½ hour blocks of training.
- **High Rise Training** – Colorado State University opened its doors to the PFA again by allowing firefighters to conduct high rise operations at Westfall Hall. The



training was designed to re-familiarize firefighters with the difficulty of operations involving fires on the upper levels of buildings. Theatrical smoke was used to mimic real conditions in several rooms of the 6th floor. The training was conducted over a 3-day period.

- **Blue Card Command Training** – This highly anticipated program designed to improve command operations at emergencies was approved by the Chief and commenced with Battalion Chief Jim Pietrangelo becoming the first PFA member to complete the course. It consisted of a 50-hour online course covering command functions and a 3-day certification course in a computer simulation lab. BC Pietrangelo also completed the “Train the Trainer” course in order to train PFA captains when they qualify for the 3-day certification course. Most of the members of the Operations Team were enrolled in the program and were expected to complete the program by February 2012. A command training simulation lab was purchased at a substantially lower cost than the current market. This lab is portable and will allow training staff to conduct command training at any location, reducing travel time and keeping firefighters in stations for better response.
- **Support Crew Training** – Training staff committed to conducting two, 8-hour training days for truck companies in 2011. All six support companies from each shift attended a day of extrication training and a day of ropes training.



HAZARDOUS MATERIALS RESPONSE TEAM

Captain Dick Spiess



HazMat Team members practice mitigation techniques for leaking Chlorine cylinders during HazMat Technician refresher course.

Benchmarks for the HazMat Team in 2011 included the following:

Equipment:

- ❑ The team was unsuccessful in a grant application to fund an infra-red chemical identification tool. This tool remains a priority on the team's equipment needs list.
- ❑ Chief Mike Gavin continued to work toward the disbursement of grant funding that would provide a Raman chemical identification instrument. He was able to find an agency to act as fiduciary in fund disbursement so that awarded monies can be spent.
- ❑ Chemical protective ensemble specifications were determined for replacing ensembles reaching their manufacturer specified shelf life limits and those failing pressure testing. This replacement marks a substantial enhancement to overall personnel protective equipment.
- ❑ Equipment upgrades included the replacement of the failing roll-up doors on HazMat 10 and the acquisition of a replacement inflatable shelter for HazMat incidents.

Training:

- ❑ Several personnel assigned to Station 10 attended or completed Hazmat Technician level training.
- ❑ Team members attended a three day technician refresher course.
- ❑ Members of the team provided department-wide training meeting the requirements of the Code of Federal Regulations for Operations Level HazMat responders.
- ❑ The hazmat team coordinated a Hazmat Incident Commander course to be provided by Chemical Safety Training of California. This course was to be delivered to an interagency audience in March, enhancing the management and safety at hazmat incidents.
- ❑ The hazmat team sent a representative to the largest hazmat training conference in the Western United States. This conference included presentations from national subject matter experts providing insights to current procedures, perspectives and the latest in techniques and equipment.

Response:

- ❑ Support to law enforcement and other entities on incidents involving meth labs, suspected bombs, and other hazardous materials related calls remained a significant part of team activity.
- ❑ The potential release of a dangerous gas at a manufacturing facility required Level A entry to determine if a release had actually occurred or there was a faulty report from a sensor. Fortunately, there was no release but the incident provided an excellent opportunity for the team to work with industry in the community in developing and implementing a mitigation plan under real threat conditions.

Other items:

- ❑ The Hazardous Materials Response Plan required by the Code of Federal Regulations was rewritten bringing it into current compliance with the National Response Framework, NFPA standards, ASTM standards, and the State Emergency Response Plan.
- ❑ A multi-year sustainability study relating to the HazMat Team was completed and delivered to the Operations Team.

The Poudre Fire Authority Hazardous Materials Response Team remains committed to protecting lives and property through planning, training, inter-agency cooperation and response.

WILDLAND TEAM

Captain Tim England

PFA began 2011 with the Crystal Fire which started on April 1st and declared 100% contained three weeks later. Covering 2,940 acres ten miles northwest of Masonville the fire moved into PFA's District in the Redstone Canyon area. Over 126 firefighters battled the fire which destroyed 13 homes, none of which were in PFA's jurisdiction. PFA recovered over \$37,000 in firefighting costs through state and federal reimbursements.

In 2011 the Wildland Team focused on the basics in the wildland arena. The annual wildland refresher, which is a mandated eight hours of wildland training, was structured with this goal in mind. These training sessions consisted of operations and the tactical uses of Type 6 Engines, drafting, hand tools and a review of equipment found on these smaller engines. All portions of the refresher were hands-on. A fire shovel station prop was constructed at the training center allowing firefighters to extinguish fire using the shovel in many different capacities. The Type 6 Engine operations taught the firefighters the basics of a running attack which also included safety, limitations, and watch-outs while engaging in firefighting. The refresher was accompanied by a class room portion where firefighters studied past wildfire trends including fuel, weather and topography. This annual training maintains the required Red Card certifications for PFA.

Community outreach was a great success in 2011. The (Wildland Outreach Planning Initiative) WOPI program successfully completed approximately 350 home assessments in the wildland urban interface in and around the Horsetooth Reservoir and South Bay areas. A brochure was created and delivered to homeowners in PFA's jurisdiction emphasizing defensible space around a property. In conjunction with the WOPI, an updated version of the Community Wildfire Protection Plan (CWPP) was also created. This plan addressed the threats, values at risk, and hazards that are within the Poudre Fire Authority's response jurisdiction.

The Wildland Team constructed five Type 1 Engine Kits and purchased the necessary equipment for the Type 1 Engines to operate in any capacity at a wildland fire. These implements will be stored in an equipment box that will be clamped to the tailboard when needed.

The Wildland Team had minimal opportunities for out of district deployments for 2011 due to a relatively mild fire season throughout much of the west. PFA actively pursues deployments as a method to provide valuable training and experience for PFA personnel.

The Wildland Team ended the year well ahead of where the team was at the beginning of the season. In 2012 Captain Doug Cupp will take the helm as

Wildland Team Coordinator allowing Captain Tim England to focus on other department needs. Another change was the appointment of Battalion Chief John Lippert as the Operations Team Wildland Liaison. Each of these officers brings a significant wildland background to the leadership of the team and optimism for continued program success.

SCBA MAINTENANCE

Captain Tim England

The Self Contained Breathing Apparatus (SCBA) tech group provided service and support to the department by conducting testing, repair, maintenance and upgrades to the department's SCBAs, breathing air compressors, facility and ancillary equipment.

Some areas of note for 2011:

- Conversion of department automatic pressure reducers from Scott Model 66 to 742. The Model 66 is obsolete and no longer supported.
- 18 new SCBA were added to the inventory to support the recruit training academy and multiple alarms.
- 45 minute cylinders were acquired to meet the intent of NFPA 1204 – Air Management. This standard addresses air management inside Immediately Dangerous to Life and Health atmospheres with emphasis on reserving emergency air while actively managing operational air supply. It mandates exiting from IDLH atmospheres before End of Life Service Indicator activation. A training package was created and delivered to the line. Completion of this project will be completed by June 2012. The system has some negative issues associated with it created by cost containment considerations.
- Rapid Intervention Crew (RIC) systems and training was introduced with completion to be realized in May/June of 2012. These systems will be on all front line apparatus and will provide simple, reliable emergency air to trapped or lost firefighters.
- Component conversion of department breathing air compressors to set up alignment to 5500 pounds per square inch cylinder technology for future open circuit SCBA technology continued in 2011.
- The SCBA tech group also provided training, service and support to other outside agencies. These include Colorado State University, City of Fort Collins Utilities, City of Greeley, Fort Collins Police Department, Larimer County Sheriff's Office, Training Consortium and local Volunteer Fire Departments.

CUSTOMER ASSISTANCE RESPONSE TEAM

Captain Ralph Kettle

Currently the Customer Assistance Response Team (CART) is staffed with 5 off duty personnel. Several firefighters resigned from the team in 2011 due to family responsibilities or increased involvement with other programs within PFA.

Service Delivered:

The goal of the CART program is to provide added value to the service that PFA provides. After the emergency incident is mitigated, the CART provides customer support help citizens to meet their immediate needs and to quickly recover from the emergency.

2011 Outcomes:

1. Assisted 92 people.
2. Utilized the restoration company nine times.
3. Provided accommodations on two occasions at no cost to PFA.
4. Used the American Red Cross three times and the Department of Social Services one time.
5. Called for animal control service three times.
6. Requested CSU student services two times.
7. CART has been requested 25 times and responded 23 times. CART responded on two third alarm fires, two commercial fires, and responded to one fire as mutual aid for the Rist Canyon Fire Department. CART has responded to one fire to assist an over-the-road truck driver from Oregon who lost all of his possessions when his truck burned, and a family that was traveling through the area and lost their belongings in a vehicle fire. Two people that were living in their car were assisted to make contact with the Red Cross.
8. The cost for customer assistance, per person is \$93.

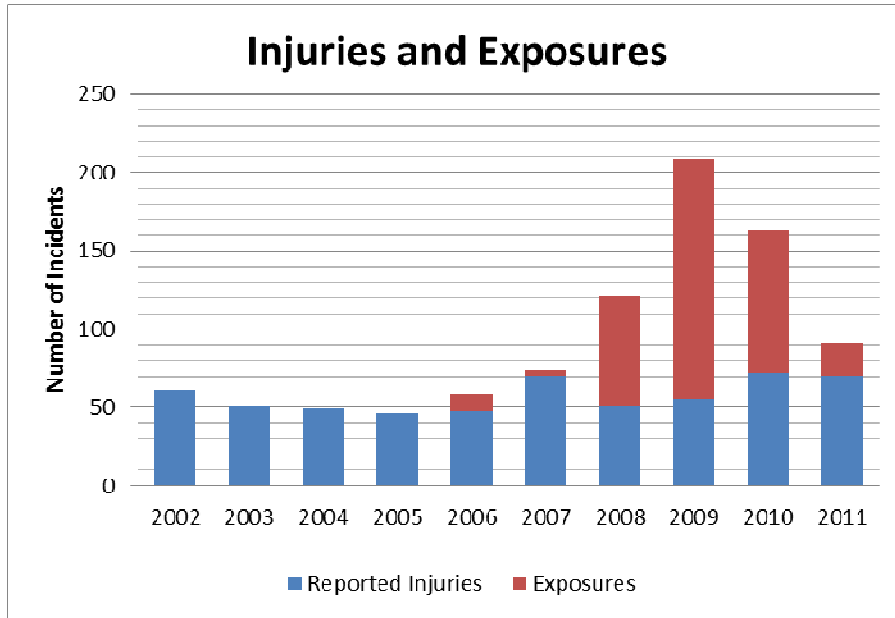
OCCUPATIONAL HEALTH AND SAFETY

Battalion Chief Gary Nuckols

In 2011 PFA experienced a significant decline in the number of reported injuries and exposures with a total of 91 reports filed. The number of exposures reported dropped the most. Last year's report contained aggressive actions that were being newly implemented to reduce exposures, especially asbestos related incidents. These actions have resulted in positive outcomes as seen by the dramatic reduction in exposure reports.

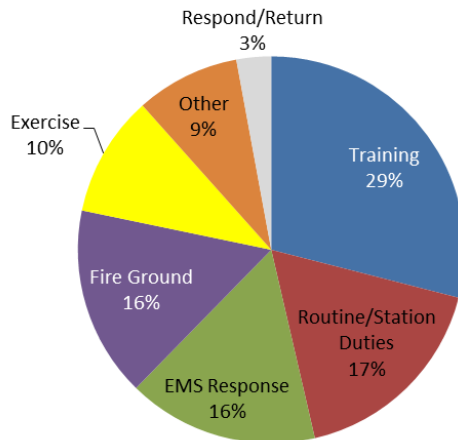
The majority of exposure reports in 2011 came from the Timber Lane fire on April 2 where 14 firefighters were exposed to asbestos. Recently, there has been numerous exposure reports related to asbestos encountered during building fire

attack. The following chart shows injury and exposure reports for the last 10 years. Exposures and injuries are shown separately starting in 2006.



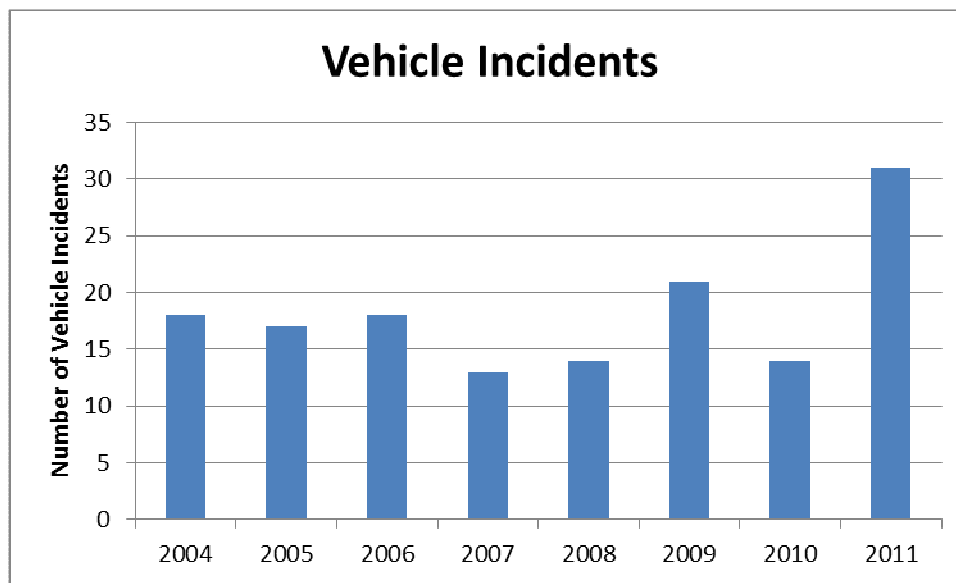
There was a decrease seen in 2011 in exposures on medical emergencies. In 2010 there were a total of 30 reported exposures due to EMS responses, of which 15 resulted in medical evaluation and follow up. In 2011 there were only three reported exposure cases, two of which had medical evaluation and follow-up. If all exposure reports that were submitted for documentation only are removed, total injuries in 2011 were 70. The largest increase this year occurred during training, and the greatest decrease occurred during other and EMS calls (partially due to no large communicable disease outbreak). The chart below illustrates where the injuries (not including exposures without medical treatment) occurred.

2011 Reported Injuries
 Exposure Reports Without Medical Treatment Removed

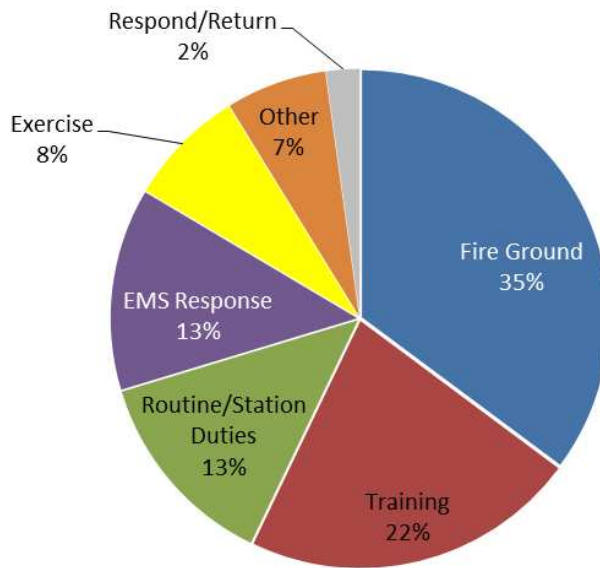


PFA experienced a total of 1,865 hours of injury leave in 2011, which is the highest number seen since 2006 (when injury leave started to be tracked by hours instead of shifts). This is a large increase over 2010 with 914 hours of injury leave. In previous years there were 463 hours of injury leave in 2009, 661 in 2008, 1,378 in 2007, and 321 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 employees are released back to modified duty status. Due to either on-duty or off-duty injuries, illnesses, or medical conditions 16 personnel were placed on modified duty to recover from their condition. The most on any one day was nine personnel and the average was about 3.03 per day in 2011.

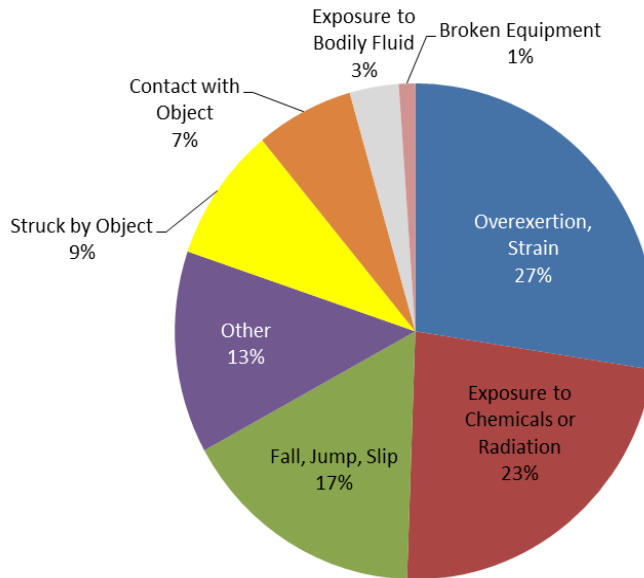
There were 31 vehicle incidents in 2011. This is up substantially from previous years. The majority of the incidents were minor in nature, although even minor incidents can now result in expensive repair. This year saw an increase of incidents classified as “fault of other driver.” Many of these situations were from other drivers hitting PFA vehicles while they were either parked or operating on scene. The new procedure that was implemented last year for reviewing accidents and other incidents that result in lost or damaged PFA equipment is still being used. 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 PFA systems to avoid similar incidents 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 employees. The hope is that this will help avoid repeat accidents and lost or damaged equipment. The following graph shows vehicle incidents for the last eight years.



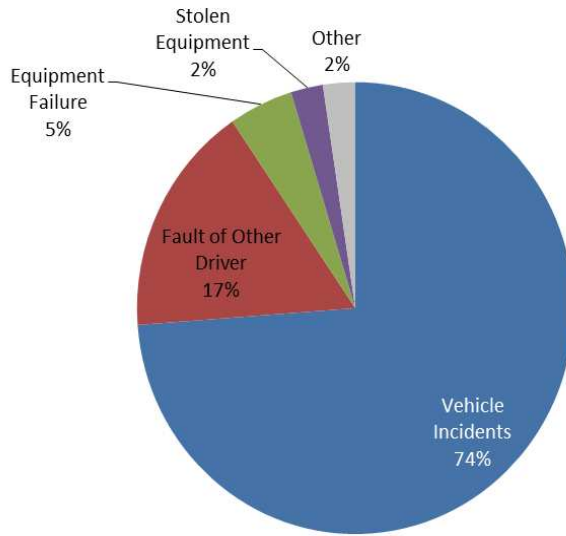
2011 Reported Injuries Including Exposures Activity



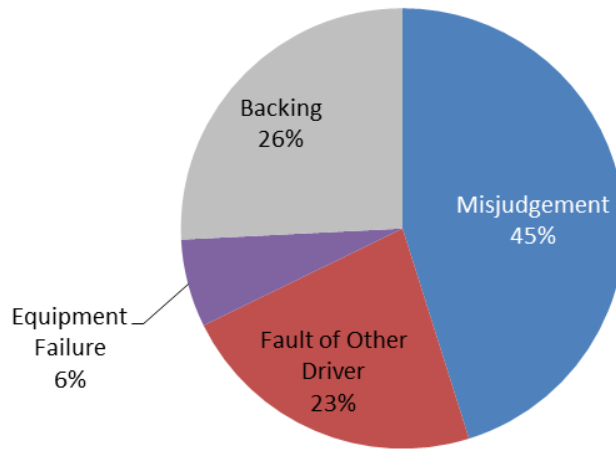
2011 Reported Injuries Including Exposures Injury Type



2011 Incident Reports



Vehicle Incidents



OFFICE OF EMERGENCY MANAGEMENT

Emergency Manager
Mike Gavin, Battalion Chief

2011 was a productive year for the Office of Emergency Management (OEM). The focus continued on Prevention, Preparedness, Mitigation, Response and Recovery from natural, technological and man-made hazards that are a threat to the community of Fort Collins. Within these five program areas of emergency management, there are numerous activities that took place including

development and updating of plans, training for citizens and employees of Fort Collins, exercises involving responders from a multitude of agencies within the community, and acquisition of necessary equipment to continue and enhance PFA's local response and recovery efforts from the previous mentioned hazards.

Additionally, work continues towards achieving 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, National Infrastructure Protection Plan, Presidential Directives and the Comprehensive Preparedness Guide.

Prevention:

Fort Collins OEM has included Prevention as one of the five areas of Emergency Management as recommended by the Federal Emergency Management Association (FEMA). Activity in 2011 includes update of plans, vulnerability assessments of the target or critical infrastructure and planning towards a program to evaluate the transportation of hazardous materials through the community. OEM will work with the Colorado Emergency Planning Council to obtain funding for the study. Several meetings with water utility districts, river commissioner, Larimer County Sheriff's Office and other emergency agencies occurred to prepare prevention activities for the anticipated above normal run-off in the Poudre River during the spring of 2011. Focus of these meetings centered on life safety.

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 joined as well. While the development and planning took place in 2010, the event occurred in February of 2011.

Large scale disaster planning continued through 2011 with the update of the mass inoculation plan. 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 CSU Mass Inoculation Clinic for Meningococcal Meningitis in which OEM participated.

The City of Fort Collins has established two Community Emergency Response Teams. Plans have been developed to add another team in 2012 if funding is available. Beth Sowder of the Neighborhood Services Office is assisting with this project.

City departments continue to work on meeting National Incident Management System criteria for compliancy through training and additional credentialing of their personnel. OEM continues to deliver training to meet this standard including Disaster Preparedness, Incident Command, Debris Management, etc.

OEM was instrumental in procuring several grants in 2011. This included funding for training, wildland urban interface exercise, police services night vision equipment, and PFA SCBA fit testing equipment.

Mitigation:

A public education program with focus on disaster preparedness/survival has continued in 2011 with more updating of the OEM website, design and publication of a new 2012 Disaster Preparedness calendar and upgrading of the OEM weather satellite program. Also included was the translation of the website educational power point presentations into Spanish by one of PFA's firefighters. These materials focus on the top hazards identified in Fort Collins through the hazard mitigation plan.

Response:

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

Winter snow storms again did not impact the city in 2011 as much as they have in previous years. Planning Development and Transportation 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. PFA continues its work in providing excellent response services to its customers through training, exercises, planning and acquisition of emergency response equipment.

Recovery:

Debris management plans, damage assessment plans, and resource needs assessment continue to be the primary areas of focus in recovery. These sections within emergency management will see continued activity in 2012. FEMA has placed a high priority on recovery issues for 2011. Once a comprehensive recovery plan is developed and approved by the State of Colorado, PFA will again apply to exercise and test this plan at the National Emergency Training Center.

Additional Activities/Sponsored Training/Services:

- Northeast All Hazard Region (Board Member representing Fire Service)
- Colorado State All Hazard Advisory Committee (Chair)
- Homeland Security Advisory Committee (State All Hazard Advisory Committee representative)
- International Association of Emergency Managers (Vice-President Region VIII.)
- Annual Storm water tabletop exercise
- Incident Command System 100, 200, 700 and 800 (Delivery to CSU, Fort Collins, Poudre School District and Larimer County personnel)
- Center for Disease Control Tabletop Exercise

- Continuation of an “OEM Internship” Program with Colorado State University
- JAX’s 5th Annual Preparedness Fair
- Colorado Emergency Managers Conference
- FEMA Region 8 Functional and Access Needs Workshop
- Support of an hourly OEM Technician through Emergency Management Performance Grant funding
- Colorado Emergency Managers Conference
- International Association of Emergency Managers Conference
- Emergency Management Assistance Compact Training
- Fort Collins Loveland Airport Exercise
- OEM Technician participation and graduation from Colorado Division of Emergency Management 1st Emergency Management Academy (14 courses-1 year duration)

INFORMATION TECHNOLOGY

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

PFA Information Technology (IT) strives to provide efficient, reliable and cost-effective methods of providing and implementing well researched, tested and predictable technologies.

Web site improvements were identified as a significant departmental need. Additional funding was made available in 2011 to support software/web development costs; a world-class website is within reach for the PFA in 2012.

Server improvements were made in 2011 with a goal of updating technology to current industry standards. This included servers, the Microsoft Office 2010 suite and the department’s email system.

Other technology improvements included:

- hypervisor servers to realize the disaster recovery, performance, and standardization benefits of this technology.
- Improved storage and backup/restore reliability.
- SharePoint services
- A new Intranet server to consolidate Intranet services into a single location for calendar event scheduling and document sharing/management.
- Room Manager was implemented as the primary scheduling system at PFA.

Coordination between PFA Geographic Information Systems (GIS) and City GIS is critical to the accuracy of map products developed. While IT still maintains its

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 have been automated to varying degrees. All map documents that use street centerlines now use a modified version to the streets layer maintained by the City. This will help make the mobile maps and the maps PFA creates more consistent.

In 2011 District and station area maps were updated, printed and distributed to each station. In addition, updates to an interactive (zoomable) map have been made and posted to the PFA public web site.

In May of 2009 PFA applied for a federal grant to replace the aging mobile computers in the apparatus. Grant monies were received in 2011, and twenty-two mobile data computers were purchased via State of Colorado bid contract and installed in late November and early December.

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 5,831 inspections have been uploaded to the database.

FIRE PREVENTION BUREAU

Fire Marshal Bob Poncelow

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.

INSPECTION SERVICES

Assistant Fire Marshal, Quent Stanczyk

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.

INSPECTION SERVICES ACTIVITY

The following information would represent an overview of inspection activity.

Total Inspections	1,887
Total Hazards Written	2,925
Total Re-Inspections	856

INSPECTION SERVICES COMPARATIVE ANALYSIS

Activity	2010	2011	% of Change
Total Businesses on Record	4,797	4,823	.54
Inspections Conducted	2,364	1,887	.20
Total Violations Written	690	2,925	323
Re-Inspections Conducted	300	856	185

Violations reported in 2010 were done only on chapters 6, 9, and 10 of the International Fire Code. In 2011 all violations of the Fire Code were reported.

The following table is a comprehensive representation of fire inspection activity in PFA's district from 2009 to 2010. Again, accurate data for the past year is not readily available. A program is being developed to acquire true numbers.

INSPECTION CONTACTS

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 2011, many 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 2011, well over 100 of these lock-ups were performed. Finally, tent permits are issued, particularly at special events, to ensure public safety. In 2011, PFA performed approximately 50 of these inspections.

FIRE INSPECTION COORDINATORS

The FICs provide the community with a 24-hour fire prevention resource. In 2011, the six FICs conducted hundreds of inspections, which included high hazard occupancies and assembly occupancies. 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 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.

FOCUSED INSPECTION PARTNERSHIPS

Poudre School District (PSD) Industrial Program – During 2011, the bureau completed the eleventh year of the PSD Industrial Inspection Program. The personnel assigned to this partnership program conducted 58 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 the 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: 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 tenth year. In 2011, 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. For efficiency, these inspections are being combined 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, these occupancies receive the specialized attention that is required in these types of buildings. In 2011, 428 R-occupancy inspections were completed.

FIRE INVESTIGATIONS/PREVENTION SUPPORT

Assistant Fire Marshal, Shawn M. Brann
Certified Fire and Explosion Investigator

In 2011, the Poudre Fire Authority responded to 400 fire calls compared to 390 fire calls the previous year, an increase of 2.6%. For the majority of those calls, the origin and cause of the fire was 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 2011, 143 fires or 36% required the response of a fire investigator to determine the origin and cause of the fire.

Fire Cause Summary		
<i>Cause</i>	<i>Number</i>	<i>%</i>
ACCIDENTAL	106	74%
ARSON	21	15%
NATURAL	1	1%
UNDETERMINED	15	10%
Total	143	100.0%

Partnerships continued with local, state, and federal law enforcement agencies in 2011. Fort Collins Police Services (FCPS), Larimer County Sheriff's Office (LCSO), Colorado State University Police Department (CSUPD), Colorado Bureau of Investigations (CBI), and the Bureau of Alcohol, Tobacco, Firearms & Explosives (ATF) assisted the Poudre Fire Authority on 19 fires during the year.

Law Enforcement Assistance to PFA Investigators			
<i>Agency</i>	<i>Number</i>	<i>% of Law</i>	<i>% of Total Fires</i>
ATF	4	21%	2.7%
CBI	1	5%	1%
CSUPD	3	16%	2%
FCPS	5	26%	3.5%
LCSO	6	32%	4.2%
Total	19	100.0%	

A local arson K-9, "Shadow", was utilized on four fires during the year, compared to five fires in 2010. Through the hard work of fire investigators and the relationships with local law enforcement agencies, two arrests were made for arson in 2011, compared to four arrests in 2010. This reflects an arson clearance rate of 10% which is below the national average of 17%. 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 law enforcement agencies is necessary and appreciated.

Case Disposition		
<i>Type</i>	<i>Number</i>	<i>%</i>
Arrests Made	2	1.4%
Cases Closed	132	92.3%
Cases Not Closed	11*	7.7%
Total Cases	143	100%

* Pending cases awaiting further information for final disposition

The total number of incendiary fires decreased by 34.4%, however, there was a 14.3% increase in incendiary fires involving structures in 2011. Although some areas of the United States continue to experience economy-related arson (fraud), that is not the case in PFA's jurisdiction. Some of the criminal motives encountered in 2011 include spite/revenge, vandalism, crime concealment, and civil disobedience. The total fire loss for 2011 was \$24,446,232. This reflects a

796% increase from 2010. Even though there was a decrease in the total number of deliberately set fires, the dollar loss from those fires increased 2,865% from the previous year.

PFA Incendiary Fires and Total Dollar Loss			
<i>Type</i>	<i>2010</i>	<i>2011</i>	<i>% of CHANGE from 2010 to 2011</i>
Total Fires	390	400	2.56%
Total Incendiary	32	21	-34.38%
Structure/Incendiary	7	8	14.29%
All Other Incendiary	25	11	-56%
% Total Incendiary	8%	5%	
Total Dollar Loss	\$2,728,688	\$24,446,232	795.9%
Total Dollar Loss Incendiary	\$237,725	\$7,049,121	2865%
% Total Dollar Loss Incendiary	9%	30%	

FIRE PROTECTION SYSTEMS

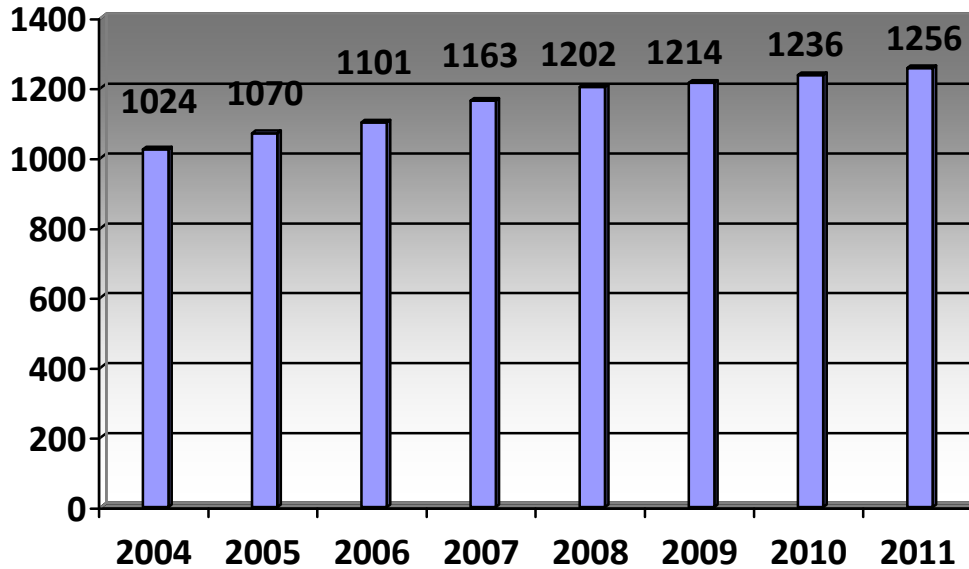
Assistant Fire Marshal, Joe Jaramillo
 Fire Safety Inspector, Roger Smith
 Fire Safety Inspector, Bill Schwerdtfeger
 Fire Safety Inspector, Bob Pawlak
 Fire Safety Inspector, Scott McDonald
 Fire Safety Inspector, Milt Lesser

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 PFA's 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 1.62% in 2011, which is an increase of 20 new systems. This change increased the number of buildings protected by fire sprinklers from 1,236 to 1,256.

Total Fire Sprinkler Systems



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 interaction with the community in a very productive fashion. Examples include field inspections, field meetings and follow-up discussions with City staff. The contractors in PFA’s community make this a very enjoyable and challenging part of the process, which involves design meetings that allow staff to integrate comments to contribute to the overall project.

Activity	2010	2011	% of Change 2010/2011
Total Fire Sprinkler Systems	1236	1256	+1.62%
New Sprinkler System Installations	22	20	-9%
Sprinkler System Upgrades	153	165	+7.8%
Residential Fire Sprinkler Systems Reviewed	7	8	+14%
New Fire Alarm Installations	98	109	+11.23%
Spray Booths Installed	0	3	+3%
Fire System Permits/Plan Reviews	304	296	-2.6%
Hood & Duct Extinguishing Systems	25	22	-12%

FIRE SPRINKLER INSPECTION ACTIVITY

The sprinkler systems installed in the community must be inspected on a regular basis to ensure reliability in case of a fire. This is a fire code requirement. Bureau staff inspected 1,236 sprinkler systems in 2011.

FIRE ALARM PROGRAM

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 2011, PFA responded to 434 automatic alarms in commercial occupancies. All system alarms were required to be fixed by the FICs or by the fire alarm program manager.

Device	Jan-Mar	Apr-Jun	July-Sept	Oct-Dec	Total	Percent change from 2010
Smoke Detector	45	34	69	43	191	-25%
Pull Station	8	10	11	10	39	-40%
Testing	12	6	14	14	46	+39%
Other	17	22	29	19	87	-190%
Sprinklers	37	8	14	12	71	+54%

TECHNICAL SERVICES

Assistant Fire Marshal, Ron Gonzales
Fire Inspector I, Garnet England
Fire Protection Technician, Jim Lynxwiler

Technical Services regulates the development community and the construction industry utilizing the tool of plan review to enforce adopted fire code and associated ordinances. This process starts at the 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 Department. In 2011 a well-seasoned Bureau veteran was lost to another fire department. However, the effort to replace this individual provided for a new set of eyes needed for continued services for Building Plan Reviews.

ACTIVITIES & ACCOMPLISHMENTS

Development Reviews

In 2011, development review saw a zero percent increase in projects over 2010, reflecting a continued flat economy without significant growth in the private sector.

New CSU structures and building additions continued to come to PFA for site approval, building plan review and fire protection system approval. Also, 2011 saw an increase in new proposals for privately owned, multi-family dwellings aimed at the college student market.

Year	Development Reviews	% of Change
2011	190	0
2010	190	

Building Plans Reviewed

Review Types	2010	2011	% of Change
New Buildings	35	29	-17
Tenant Finish	241	244	+1.25
Bi-Directional Antennas	14	11	-21
Fuel Tank Removals/Installs	19	19	0

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 his Incident Commander, and with the Dispatch Center. This 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. As can be seen in the previous table, the previous year was almost matched for these system installations.

Technical Research Requests

Technical services does partner with investigative services in order to complete requests for technical research regarding fires, and unauthorized releases of hazardous materials and tank removal verification. In 2011, 24 evaluations were conducted.

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 served. One fire protection technician is responsible to assist these customers with technical information necessary to obtain and pass the final inspection.

New Construction Finals			
	2010	2011	% of Change
Alarm Final	83	103	24
Building Final	36	34	-5
Clean System	0	2	0
Core and Shell	0	1	0
CSU	15	8	-47
Flow Fax	30	29	-3
Hood Final	25	27	+8
Hydrant Flow	17	19	+12
Knox Box	67	94	+40
Liquor License Inspection	19	21	+10
Re-Inspection	46	49	+7
Small Plan Review	14	6	-57
Spray Booth	0	1	0
Sprinkler Final	48	60	+25
Sprinkler Flow	5	6	+20
Sprinkler Rough	68	108	+59
TCO Check Off	3	5	+66
Tenant Finish	178	201	+13
Totals	663	785	+18

Hazardous Materials

Underground/Aboveground Fuel Storage Tanks

In 2011, 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 PFA's citizens.

YOUTH FIRE AWARENESS/JUVENILE FIRESETTER INTERVENTION PROGRAM

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

Over 50% of arson arrests in the United States are juveniles. The goals of this program are to reduce juvenile involvement in firesetting and arson, and to assist children who have engaged in fire starting and firesetting behavior. This program is staffed by specially trained PFA firefighters and is coordinated by the Public Affairs Officer and Fire Investigator. A local burn survivor brings a wonderful world of knowledge and experience to the program, therefore improving the effectiveness.

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

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

<u>Juvenile Firesetter Contacts</u>	2007	2008	2009	2010	2011	% Change From Previous Year
Referred Interventions	25	34	31	20	4	-80.00%



2011 Statistical Analysis



Dedication of new Engine 5 to the memory of Fort Collins Fire Chief Cliff Carpenter who was killed in the line of duty on June 28, 1965, and to the memory of the 343 firefighters that were killed on September 11, 2001.

2011 PERFORMANCE STANDARDS COMPARISONS

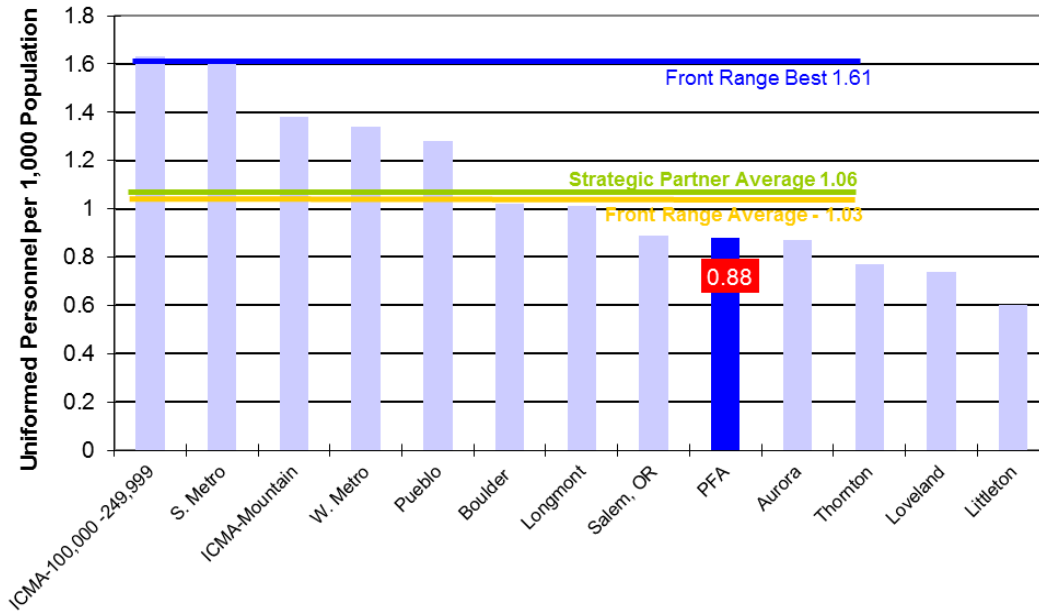
The performance standards have been adopted by the PFA Board of Directors within the strategic plan to measure the performance of fire protection and emergency service delivery at a macro level. This analysis is a quantitative review of the emergency response system and fire prevention efforts which 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 when available (2011 national data will become available between September and November). Front Range departments as well as strategic planning partners surveyed. 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.

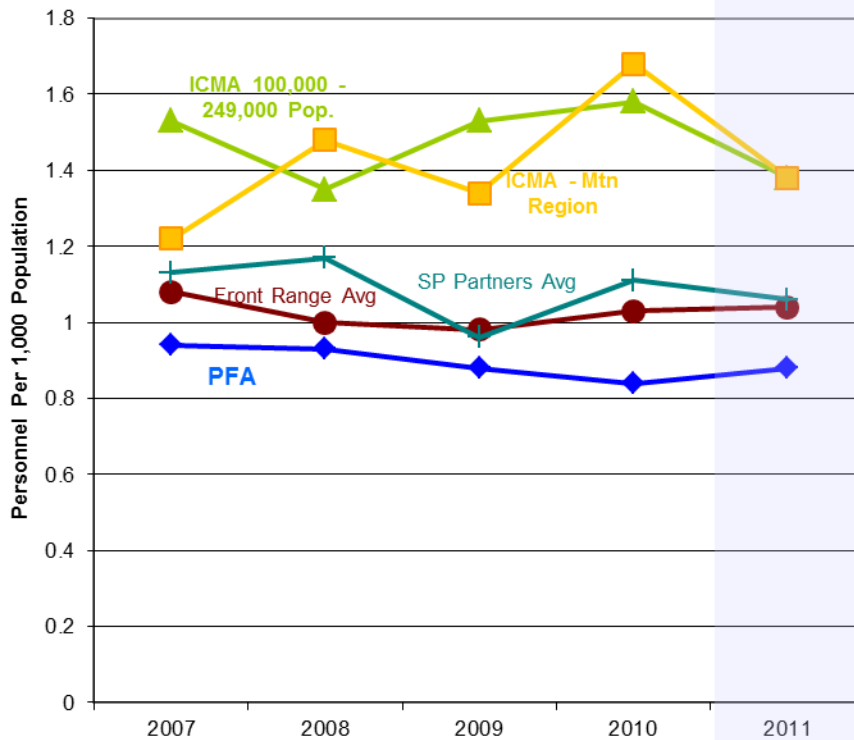
The performance standards are organized into six areas related directly to the Goals outlined in the Strategic Plan. This provides a picture of how PFA is doing in relation to the standards and whether performance is improving in relation to goals.

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 87% of PFA's budget).

2011 Uniformed Personnel Per 1,000 Population Strategic Planning Partners and Front Range Departments



Uniformed Personnel Per 1,000 Population



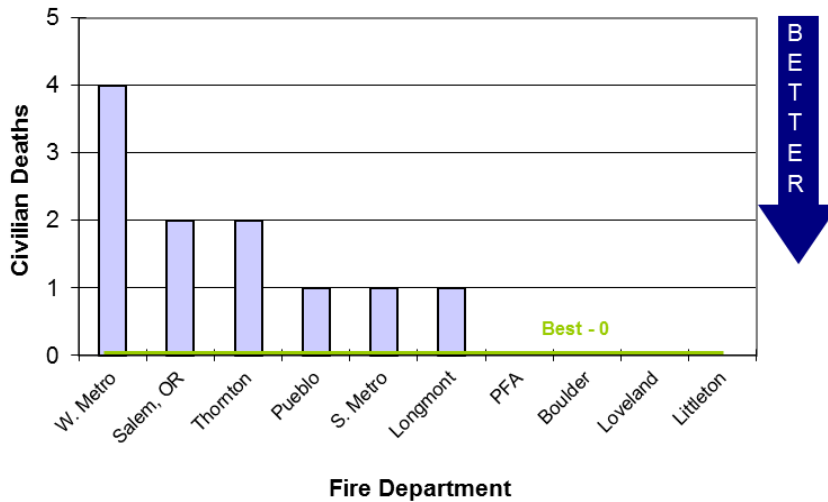
Goal 1

“Minimize deaths and injuries due to fires, medical emergencies and related emergency situations.”

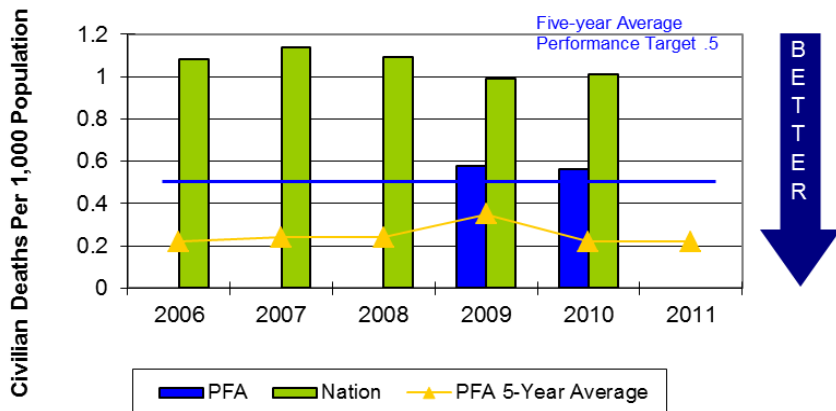
Standard 1.1 Civilian Fire Deaths

PFA's goal for this standard is to limit fire deaths to a five-year average of .5 deaths per 100,000 population. In 2011 the five-year average is .22, 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. In 2010, on a very somber day for PFA, a garage fire claimed the life of a toddler.

2011 Civilian Fire Deaths



PFA & Nation Civilian Fire Deaths Per 100,000 Population and 5-Year History

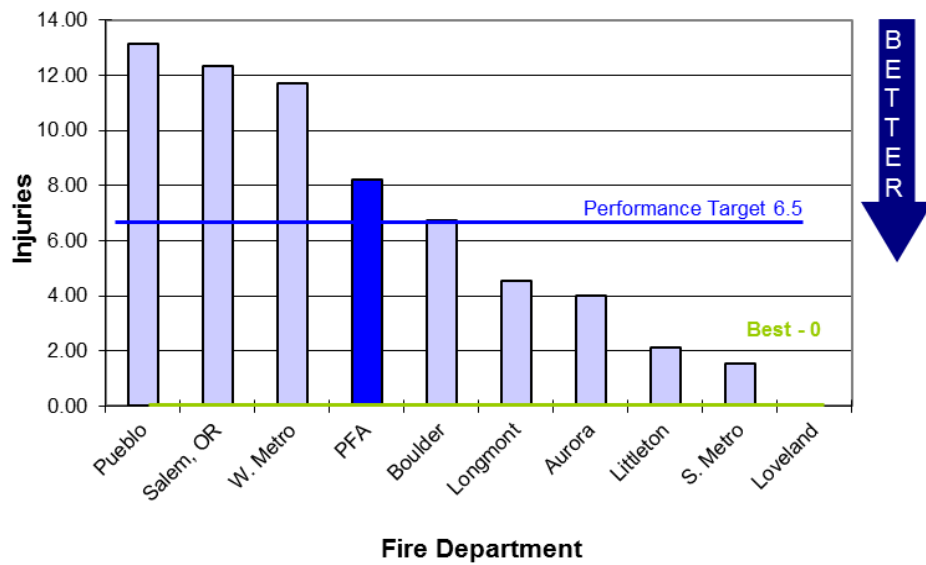


Outcome

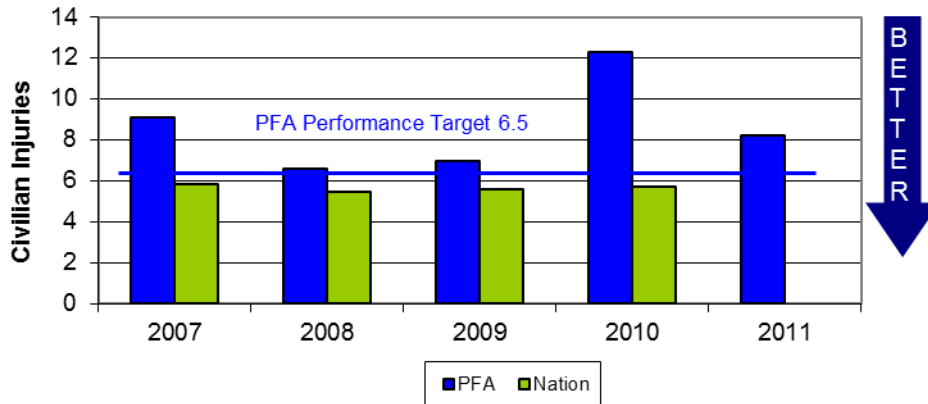
Standard 1.2 Civilian Fire Injuries

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 2011 the average is 8.20, which is above the goal of 6.5 civilian fire injuries. PFA has met the goal three times during the past ten years, but not for the past five consecutive years. PFA is very aggressive at reporting injuries, which may skew data. Perhaps injuries requiring hospitalization or transport should be the focus. This will be reviewed during the upcoming accreditation and strategic planning process.

2011 Civilian Fire Injuries Per 100,000 Population



PFA & National Civilian Fire Injuries Per 100,000 Population 5-Year History

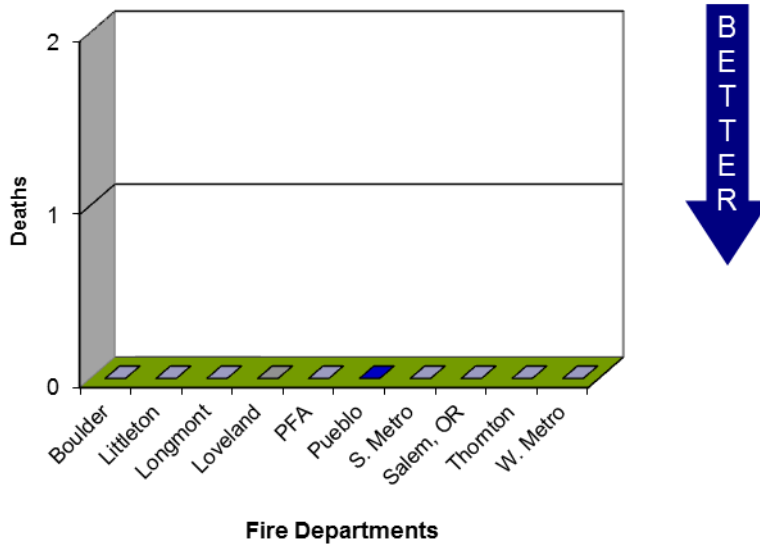


Outcome

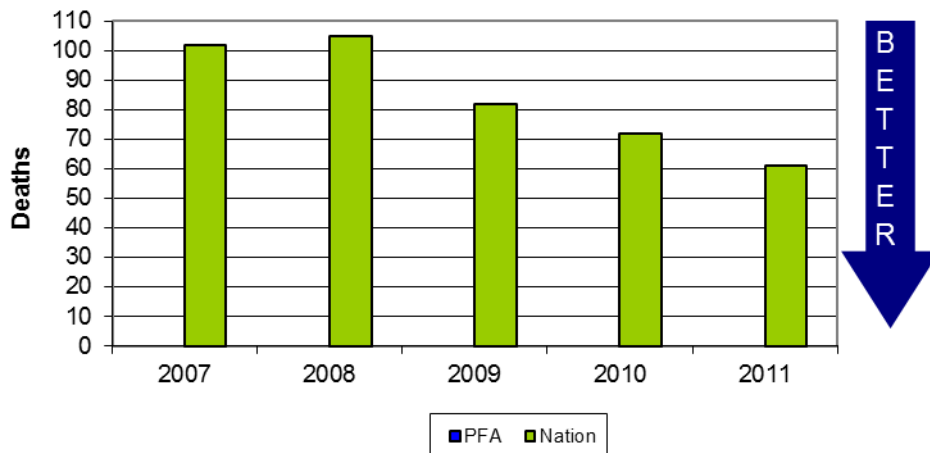
Standard 1.3 Firefighter Deaths

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.

2011 Firefighter Deaths



PFA & Nation Firefighter Deaths 5-Year History



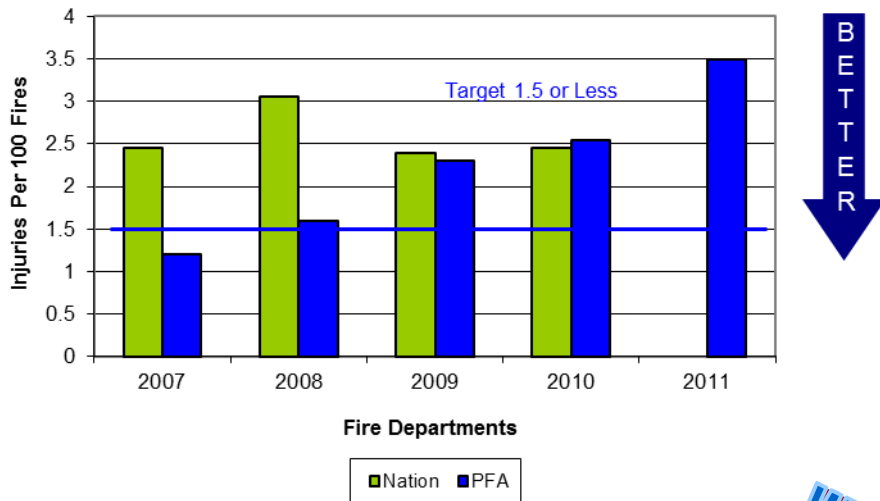
PFA has not had a line of duty death, and continued that trend in 2011 with zero firefighter deaths.

Outcome

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, this measure will be reviewed as part of the accreditation and strategic planning process.

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

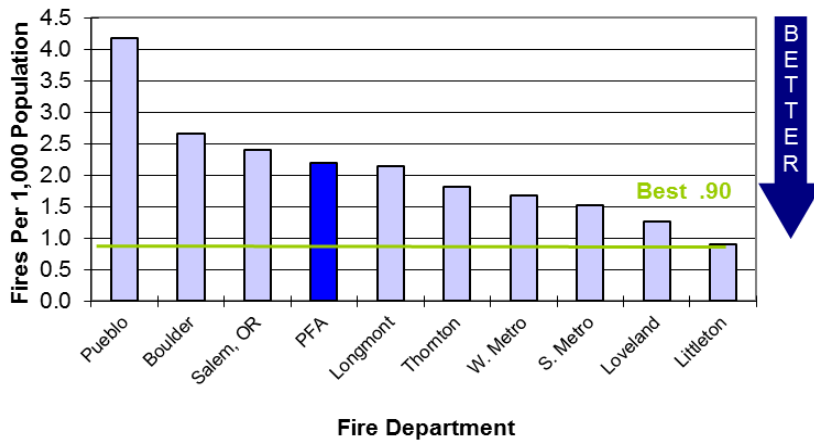


Standard 1.5 Total Fires

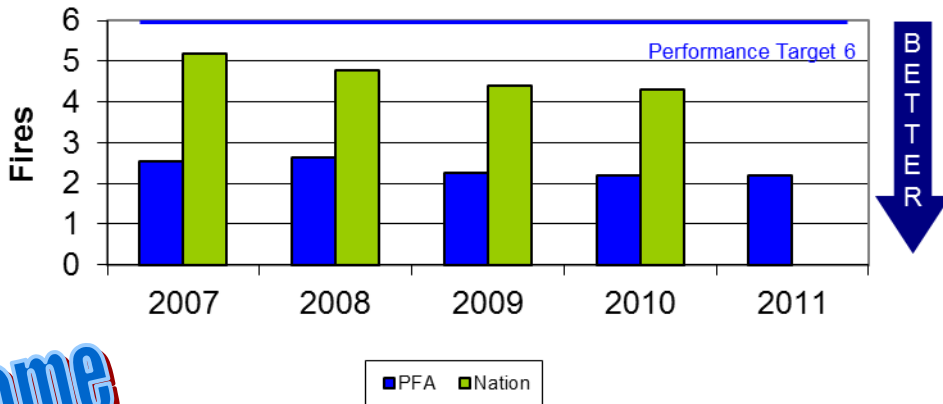
The PFA goal is to limit the incidence of fires to 6 per 1,000 population. Data shows a trend of decreasing fire rates, which supports the belief that fire prevention and education efforts are currently and will continue to be successful.

Workload Data

2011 Number of Fires Per 1,000 Population



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

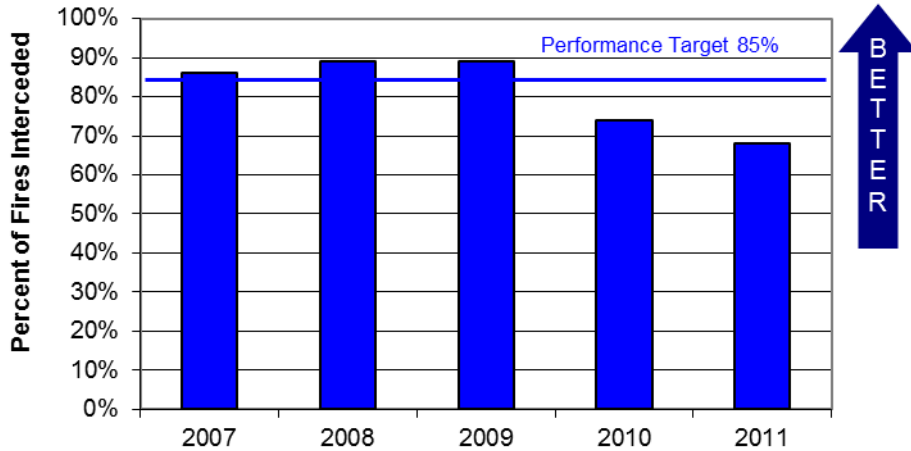


Outcome

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

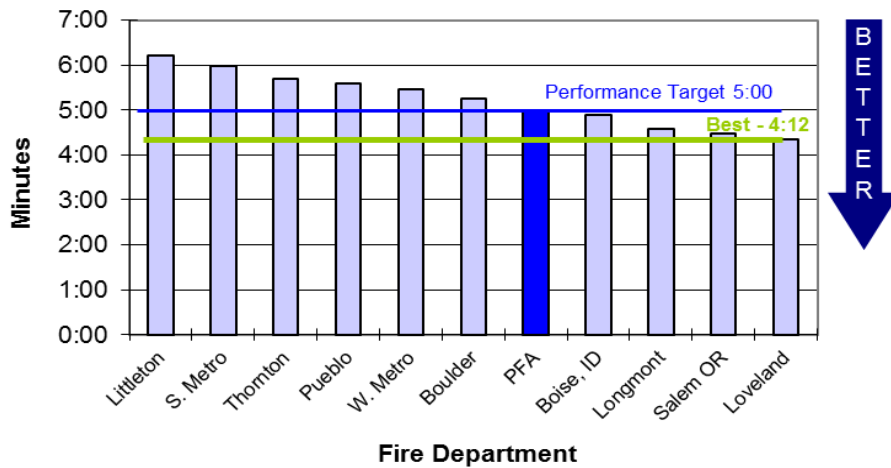


Outcome

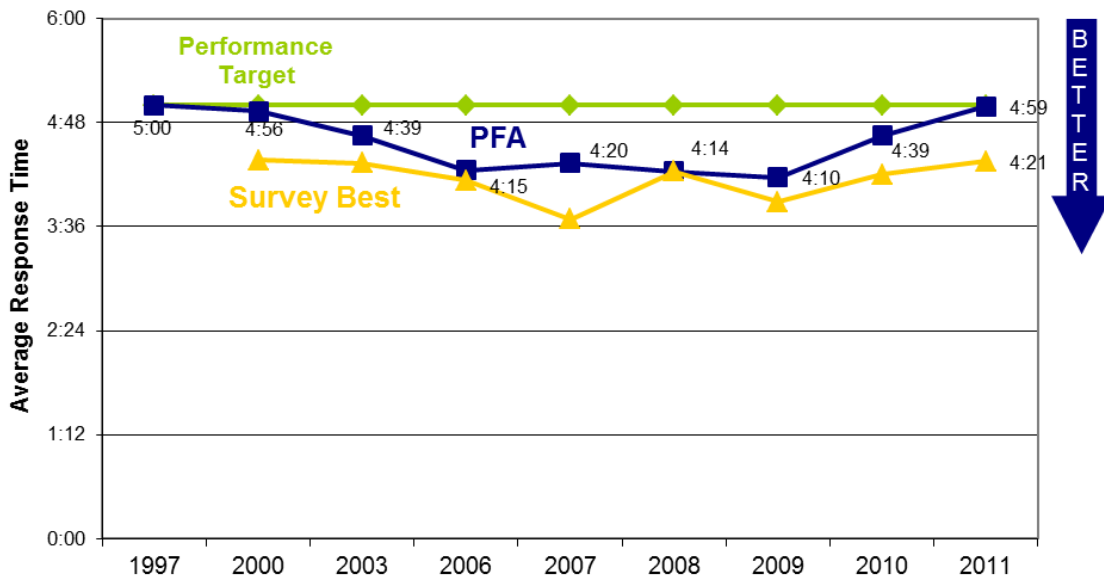
Standard 1.7 Response Time

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.

2011 Average Response Time Per Community

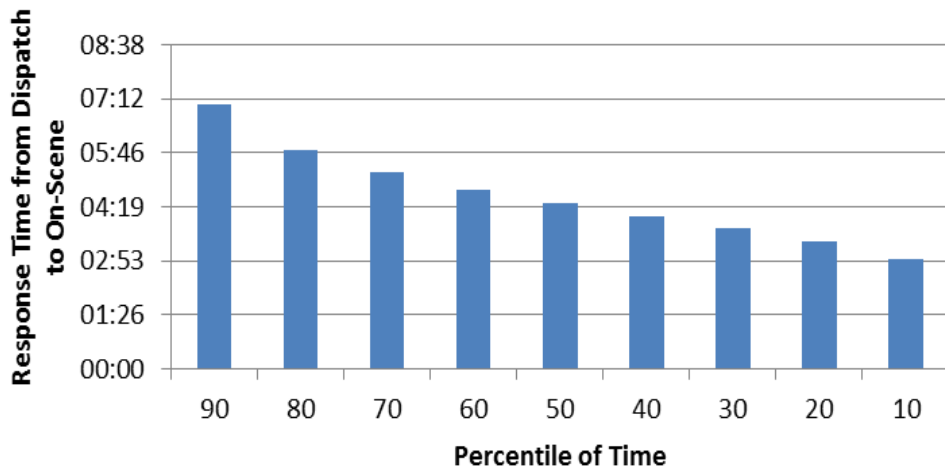


Average Response Time History



However, through the accreditation process this measure will change to reflect percentile response times rather than an average response time (as shown in the following chart).

2011 Emergent Percentile Response Times for First-Due Unit



Goal 2

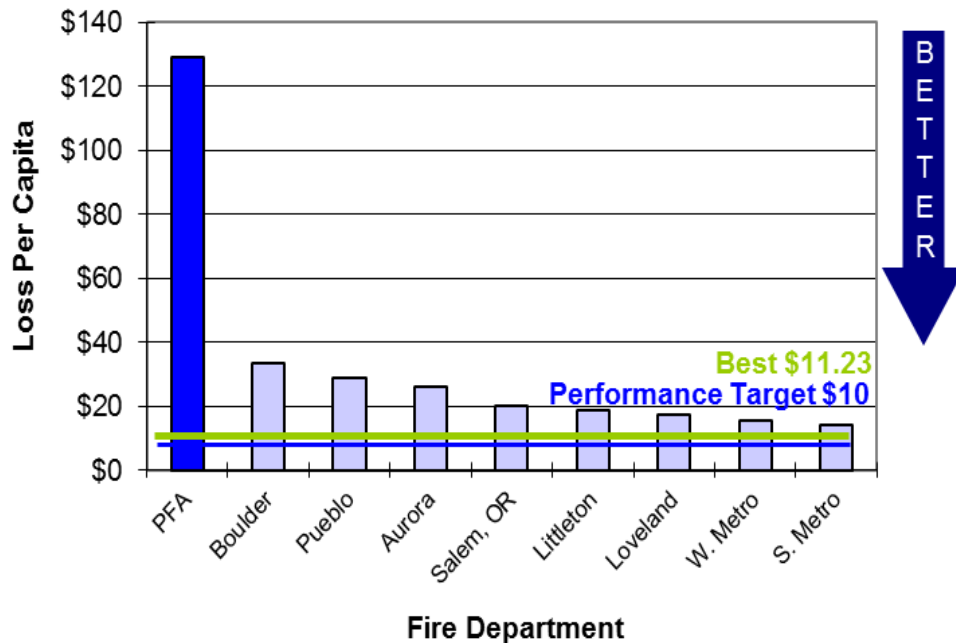
“Minimize direct and indirect losses due to fire and related emergency situations.”

Standard 2.1 Property Loss Per Capita

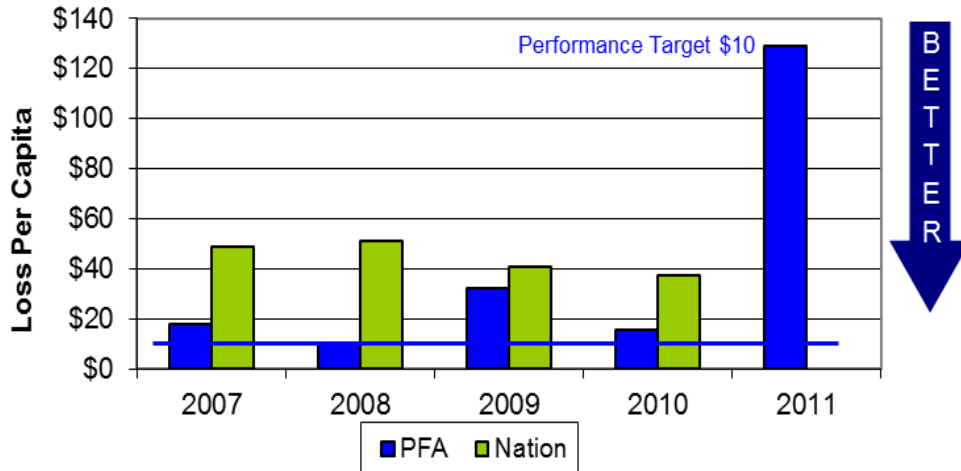
Outcome

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, the need to watch this goal was noted because the trend from 2000 to 2004 showed increasing per capita fire loss, and this trend continues through 2011. PFA is striving to identify loss causes and survey consistency. PFA’s 2011 loss per capita is the highest on record due to two high loss fires: Penny Flats and the Equine Reproduction Lab.

2011 Fire Loss Per Capita



PFA & Nation Fire Loss Per Capita 5-Year History

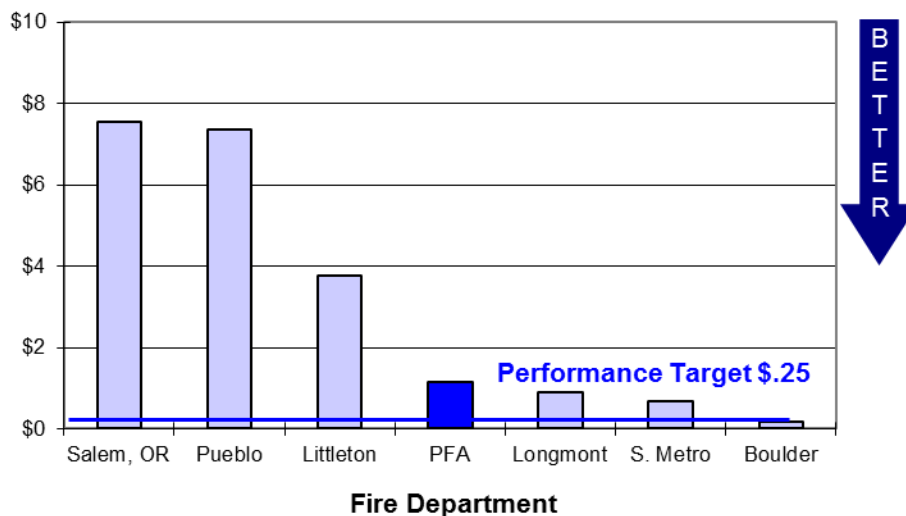


Outcome

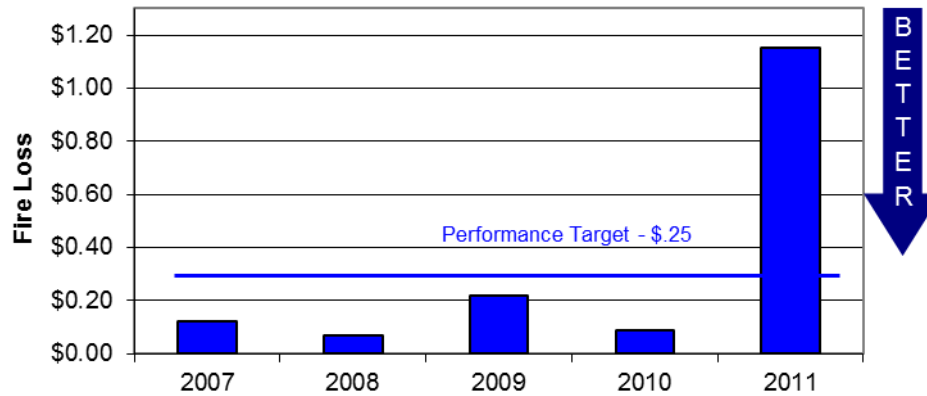
Standard 2.2 Loss Per Value of Property Protected

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 has met this goal eight out of the past ten years, but did not meet the loss per value of property protected goal in 2011.

2011 Loss Per \$1,000 Property Protected



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

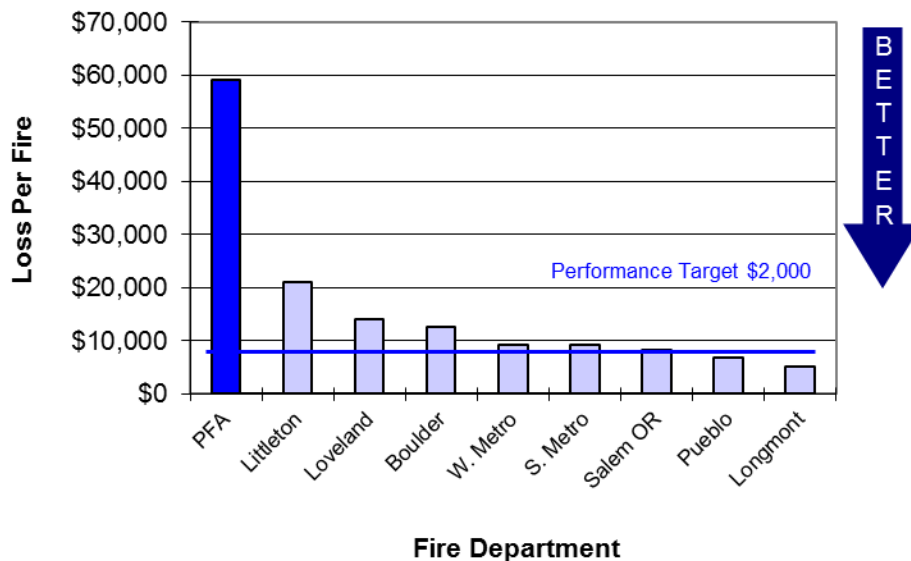


Outcome

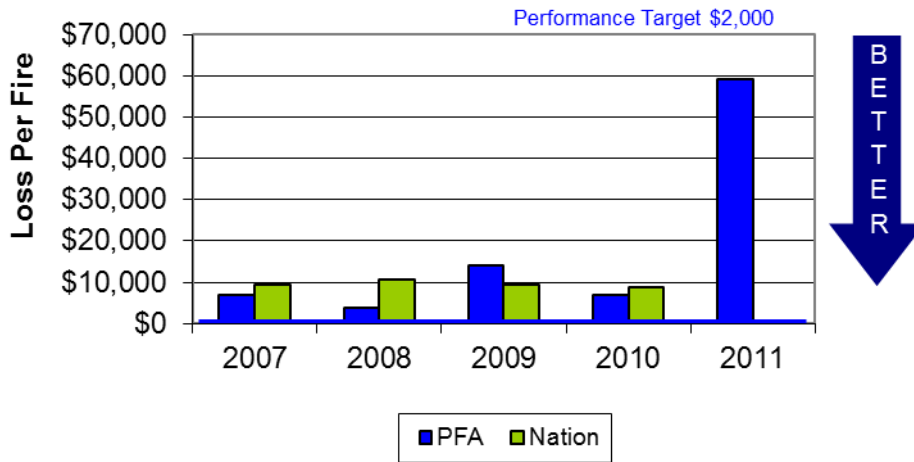
Standard 2.3 Loss Per Fire

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

2011 Fire Loss Per Fire



PFA & Nation Fire Loss Per Fire 5-Year History

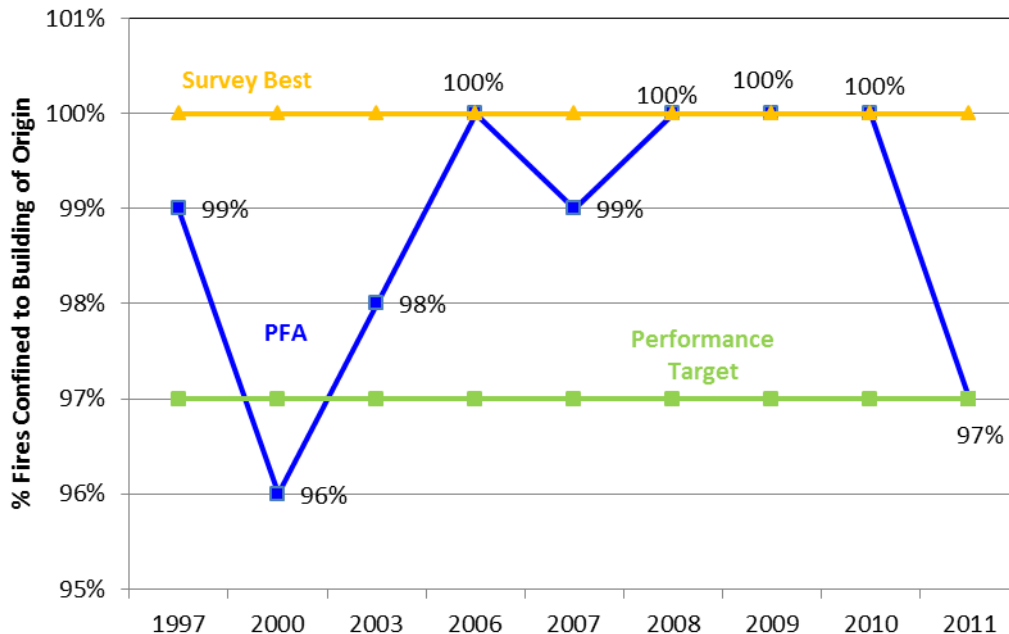


2011 included two very large-loss fires: 1) CSU Equine Reproduction Lab (\$12 to \$15 million), and 2) Penny Flats (\$6.5 million). There were several large loss home fires including Camelot Drive (\$205,000), Timber Road (\$260,000), and Trails End (\$600,000).

Outcome

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.



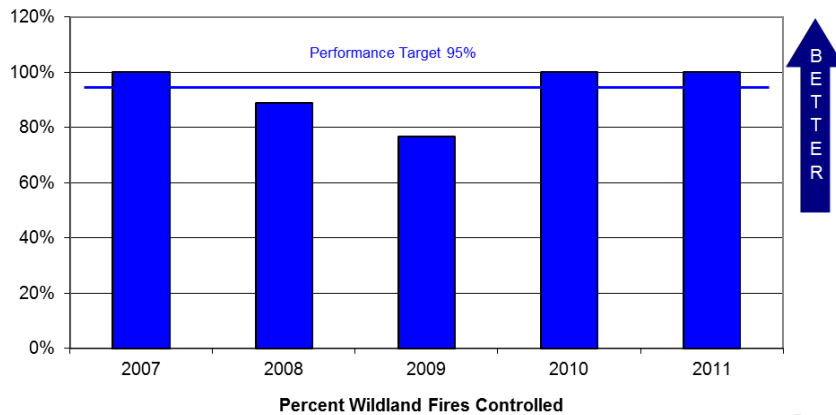
Outcome

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

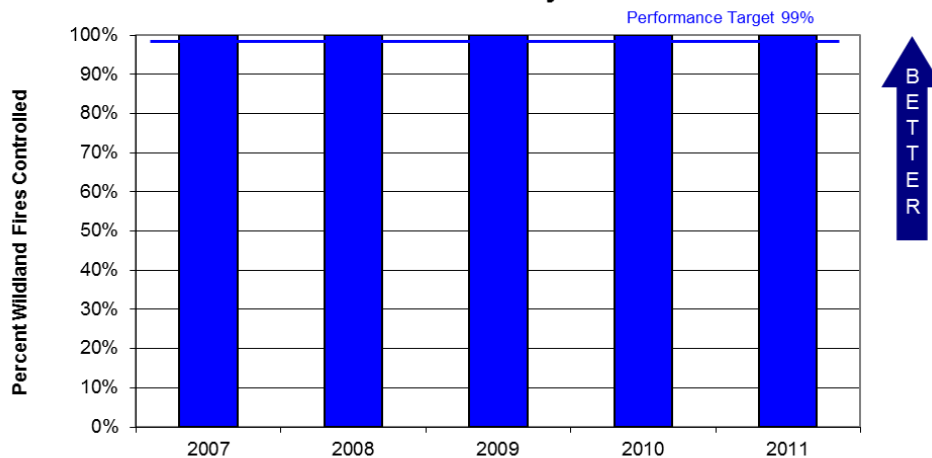
**PFA Wildland Fires Controlled within Two Hours
5-Year History**



Outcome

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**

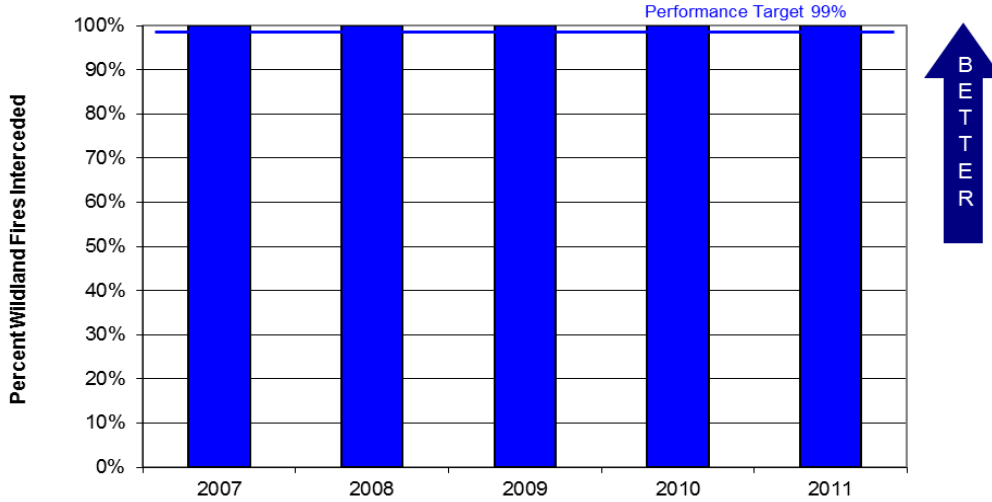


Outcome

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



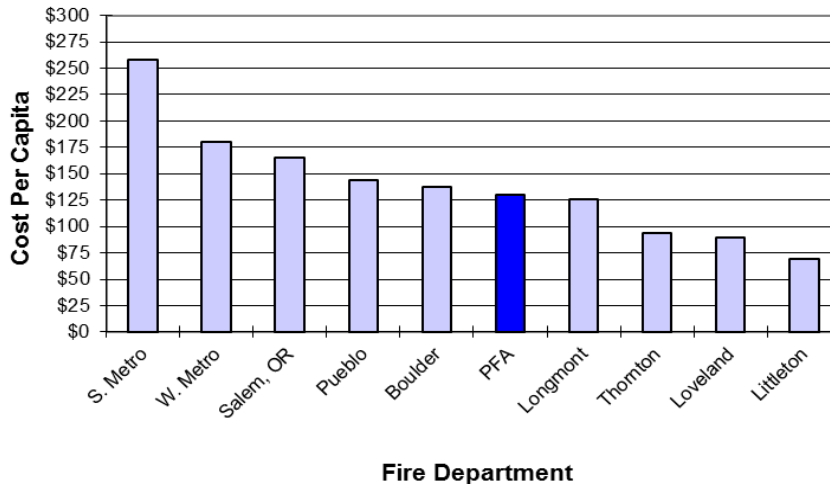
Goal 3

“Minimize the costs of fire protection and emergency services.”

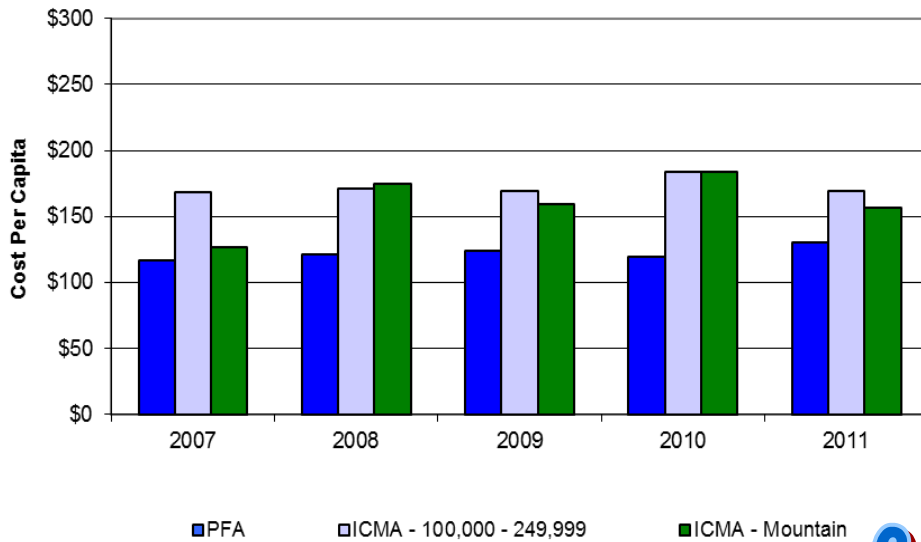
The PFA goal for this standard is to maintain per capita costs below the average for similar size jurisdictions within the Rocky Mountain region. PFA continues to exceed this goal.

Input Data

2011 O&M Budget Per Capita Strategic Planning Partners and Front Range Departments



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

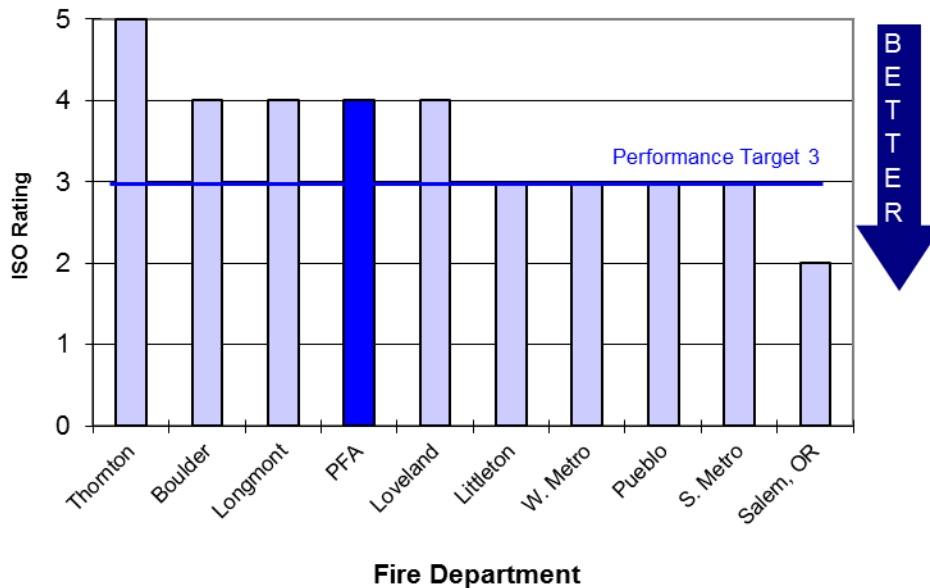


Outcome

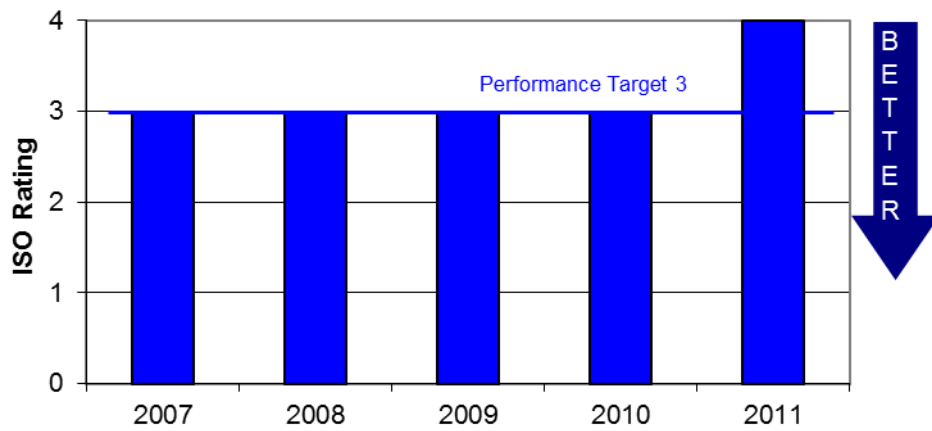
Standard 3.2 Insurance Rating

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 does not meet this goal in 2011. ISO recently rated PFA and the new rating has dropped PFA to a 4 rather than a 3 in 2011.

2011 Urban ISO Rating Per Community



PFA Urban ISO Rating 5-Year History



Goal 4

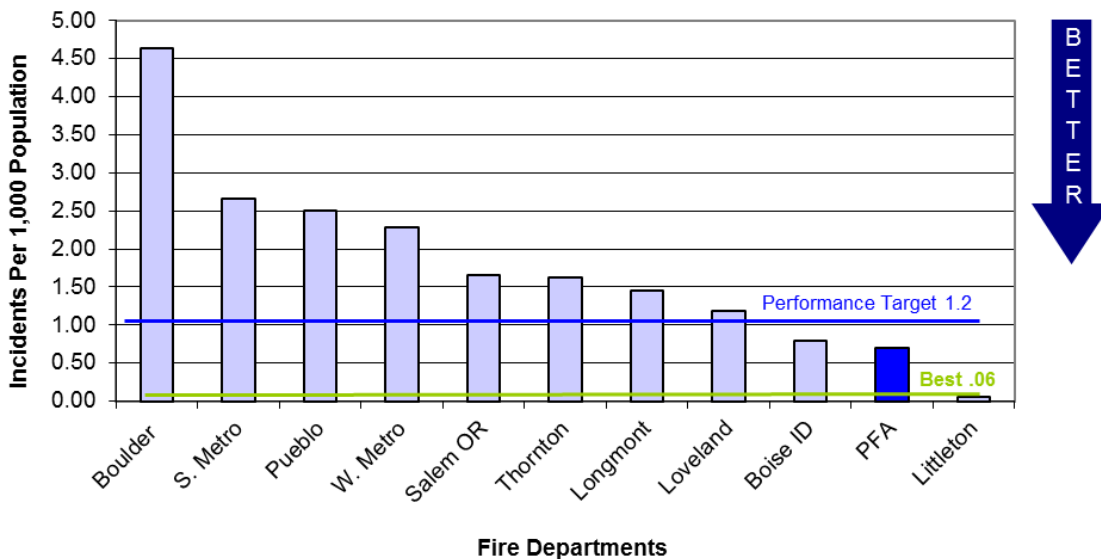
“Minimize the number of and adverse effects of hazardous materials incidents.”

Outcome

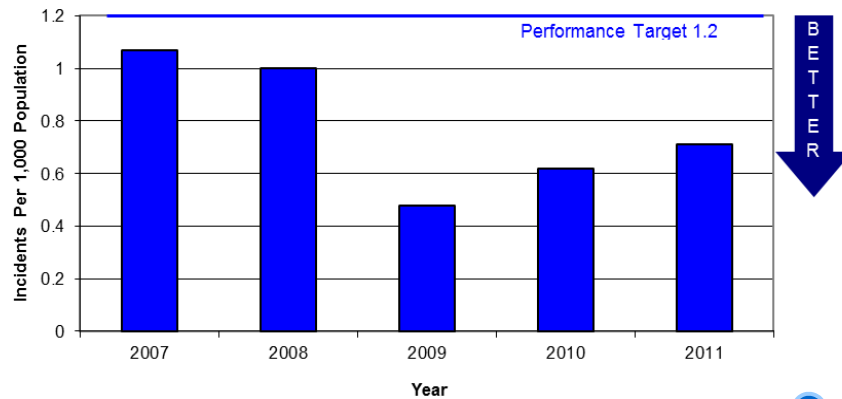
Standard 4.1 Hazardous Materials Incidents

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.

2011 Hazardous Materials Incidents Per 1,000 Population



PFA Hazardous Materials Incidents 5-Year History



Outcome

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. This assessment was not completed in 2011, but will be required again in 2012.

Colorado Target Capabilities Assessment WMD/Hazardous Materials Response and Decontamination Northeast All Hazard Region (0 = No Effort or System Underway, 5 = Planning has been completed; 10 = Capability exists to respond)			
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), O2, 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	6	6
There are redundant HAZMAT response teams and			7

equipment to provide resiliency in the event of a large-scale incident	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 the 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 National Information Management System compliancy.

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.”

Input Data

Standard 5.1 Overall Resident Satisfaction

PFA’s goal is to maintain an 85% overall satisfaction rate with residents. In 2012, a survey will be conducted to update data in this area. It will be reported in the 2012 Annual Report.

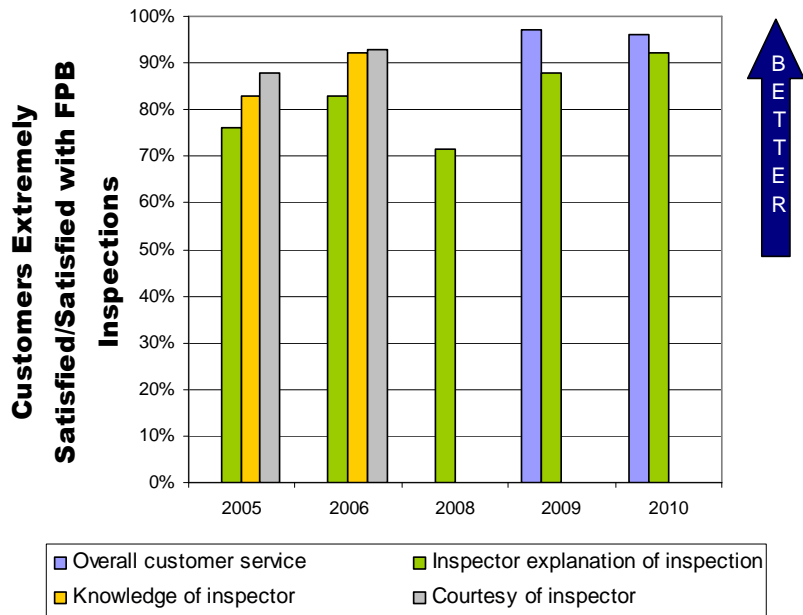
City residents are surveyed by the National Research Center on municipal services and they compare their findings to national and Front Range benchmarks as shown in the following table.

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

Input Data

Standard 5.2 Overall Business Satisfaction

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



The Fire Prevention Customer Satisfaction survey was not completed in 2011, and is being reviewed for its effectiveness.

Input Data

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.

2011 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.”

Input Data

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 firefighter safety while they are keeping 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. This is a work in progress and was not measured in 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.

2011 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. Ongoing assessments are being conducted of PFA's roles, responsibilities and potential capabilities in EMS. The priority of a more formalized structure has not been met in the medical direction; therefore medical direction is shared through PVHS. Future needs will be assessed through data and system analysis with the participation of all EMS providers in the response area. Changes in scope of practice, changing and unmet medical needs in the community and growth of the response population are all drivers of assessment priorities. EMS is a majority of PFA responses and PFA does make a difference to the health and well-being of its citizens.

PERFORMANCE OBJECTIVE	History	2011 Status	Comment
Meet National EMS System Key Performance Measures			
Maintain an average response time (time Dispatched to on scene) of 5 minutes or less with 5 minute response time 90% or better (EMS MISSION: PROMPT)		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 avg time - 6:13)	This benchmark has been met with no additional stations over the last few years although call numbers have increased yearly. EMS calls increased 1,192 from the 2010 calls) COMPLETED
100% Certification at some EMS Level (EMS MISSION: SKILLFUL)	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 has increased PFA's ability to respond to EMS calls. All PFA responders now have EMT or First Responder Certificates COMPLETED
CEU and Competency Assessments meet national and state	Before 2006, PFA EMS responders were	All state EMS requirements <u>exceeded</u> . National	All PFA responders exceed State requirements and complete additional requirements put forth by the

requirements (EMS MISSION: SKILLFUL)	responsible for their recertification requirements while off-duty.	Standards were increased in 2011 and PFA CME met all changes with some changes. Change to the scope of practice has added new equipment and medications.	Medical Control with bi-annual practical and knowledge based assessments and QA evaluations. COMPLETED
PERFORMANCE MEASURE	History	2011 Status	Comment
95% Excellent ratings on Survey (EMS MISSION: Caring)	Prior to 2006, the PFA survey was not specific enough to easily determine if the response was to a Fire or EMS call. Modifications were made	99% 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. Internal feedback increased with EMS Focus Committee representation	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 Customer communications will be a continued focus for 2012. COMPLETED
Develop and Maintain Cooperative Working Relationship between EMS Health Providers			
Memorandum Of Understanding (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, assured response for rehab and other unusual circumstances as well as equipment issues IN PROGRESS
Develop Common/Shared definitions for QA/QI	Changes from the old Reporting System to High Plains improved the	Completed for RMS reports with PVHS EMS. Certain measurement factors (at-patient	Discussion continues in adopting uniform system "language" and performance measurements that will assist in assuring valid system evaluation. Further

	quality of data that can be mined and shared	times versus on-scene times) not utilized at this time. Monthly meetings with EMS Coordinators and Management staff between EMS organizations have increased.	development of measurement points are based on IAFF, IAFC EMS System Performance tools and Medical Direction requirements. IN PROGRESS
Make Data available to essential providers		100 %. Available upon request. Summary performance measurement points are available from Dispatch, PFA, PVHS EMS and the QRT's.	Data exchange between organizations is consistent and has increased but additional work on system assessment is still in progress. COMPLETED
PERFORMANCE MEASURE	History	2011 Status	Comment
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. COMPLETED
EMS Advisory Committee will have representatives of all EMS System Providers	The EMS Advisory Committee is an Ad Hoc Committee	Not convened in 2011	Since PFA and PVHS share the same Dr. 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, it can be called COMPLETED
Annual Field Exercises with interagency groups		Not able to do Field Exercise due to financial restrictions. Joint patient care scenario's in-station and for CME provided this year have improved interagency	Training has been developed to review ICS structure and operations with PVHS with supervisory staff to be followed by tabletop scenarios. Grant monies for 2012 for tabletop & full scale exercises will be applied for. NOT COMPLETED

		interaction. BC and PVHS supervisors are working on joint training programs	
Adopt the IAFF/IAFC EMS System Performance Parameters as appropriate			
		2011 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	The focus is on PFA's competencies, system response effectiveness and system demand. Future development will include determining effectiveness of treatments, changes in EMS demands and disaster planning. This requires PVHS cooperation COMPLETED/ONGOING
PERFORMANCE MEASURE	History	2011 Status	Comment
Develop a clear and defined identity in EMS response both Internally and Externally			
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 respond to EMS calls has dropped significantly. COMPLETED
Provide Medical and Emotional Care and Assure Safety during an EMS Emergency			
Meet >90% Medical Protocol Adherence Care Criteria		Met and exceeded.	Reliability was evident enough to change protocol requirements and allow PFA EMS to institute advanced care without radio contact COMPLETED
ID and provide info to patients who		Increased use of Social service	Citizens in need of social services are identified by the

need additional services		representatives to include dedicated Social Services coordinator at PVHS	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. COMPLETED
Develop a regional system to ID and address special needs citizens		Interagency Committee & 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. COMPLETED
>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. COMPLETED
PERFORMANCE MEASURE	History	2011 Status	Comment
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 effective.	Individual PFA members have taken on EMS projects to improve delivery of care to citizens. COMPLETED
Improve the citizens understanding and utilization of the EMS			
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	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 the citizens who use the

		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.	911 system for general health care issues. Nurse referral lines at dispatch have also been explored. This will be an ongoing issue. COMPLETED
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 PIO incorporated EMS factors for falls and general safety	Ongoing project. COMPLETED
Utilize a data system that provides systematic tracking and analysis of EMS response and Care			
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 change 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 COMPLETED
PERFORMANCE MEASURE	History	2011 Status	Comment
Develop plan to address EMS needs during large scale events			

	One resiliency training program was attempted but was not appropriated targeted and not received well.	Review and revisions (with the help of the Emergency Manager) of updates on the department Disaster Response plan (both externally and internally) is ongoing. PFA Medical Director is working with EMS Coordinator on assessment of EMS resource needs in case of disaster or MCI.	Re-evaluation of resource allocation, personnel and communications is targeted for 2012. 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. COMPLETED/Ongoing

FIRE PREVENTION BUREAU PERFORMANCE STANDARDS

2011 was a year of reorganization within the Fire Prevention Bureau. The Fire Prevention performance standards were not measures in 2011, and will be reviewed as part of the strategic planning and accreditation process.

CITY/DISTRICT COMPARATIVE STATISTICS

		<u>Call Ratio</u>	<u>Assessed Value Ratio</u>	<u>Contribution Ratio</u>
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
2011	CITY	83.75	81.01	81.12
	DIST	16.24	18.99	18.98

**2011
PFA COMPARISON TO ICMA
BASELINE DATA REPORT**

Firefighter's Annual Base Salaries (Entrance), 1 January 2011

<u>Classification</u>	PFA Entrance Salary		2010 & 2011 - \$46,358*	
	<u>Mean</u>	<u>First Quartile</u>	<u>Median</u>	<u>Third Quartile</u>
Total, all cities	40,333	32,956	39,209	46,646
Population Group				
Over 1,000,000	44,468	42,834	44,468	46,102
500,000-1,000,000	47,488	40,848	44,838	47,740
250,000 - 499,999	45,274	38,229	43,526	50,002
100,000 - 249,999	44,227	35,851	43,166	51,094
50,000 - 99,999	43,456	36,912	43,084	49,652
25,000 - 49,999	41,764	34,419	40,247	47,417
10,000 - 24,999	38,084	30,718	36,984	44,000
Geographic Division				
New England	42,861	38,712	43,003	45,860
Mid-Atlantic	39,639	33,756	39,662	43,496
East North-Central	43,872	38,497	43,128	49,559
West North-Central	37,333	32,122	36,238	44,225
South Atlantic	32,332	28,240	31,782	34,856
East South-Central	29,450	25,813	29,394	32,007
West South-Central	38,394	32,602	37,905	44,214
Mountain	40,467	35,885	39,790	44,725
Pacific Coast	55,213	49,092	53,372	59,086

* PFA salaries have been frozen at the 2009 rate.

Firefighter's Annual Base Salaries (Maximum), 1 January 2011

PFA MAXIMUM SALARY		2010 & 2011 - \$68,666*		
<u>Classification</u>	<u>Mean</u>	<u>First Quartile</u>	<u>Median</u>	<u>Third Quartile</u>
Total, all cities	55,904	46,500	54,596	64,032
Population Group				
Over 1,000,000	65,082	60,633	65,082	69,531
500,000-1,000,000	69,254	60,838	66,128	73,379
250,000 - 499,999	62,700	54,420	58,296	65,223
100,000 - 249,999	61,862	53,807	61,578	68,654
50,000 - 99,999	61,427	53,062	61,887	69,062
25,000 - 49,999	57,667	48,376	55,940	63,887
10,000 - 24,999	52,425	43,314	51,388	60,614
Geographic Division				
New England	53,562	48,396	52,811	55,679
Mid-Atlantic	65,317	52,373	64,098	80,158
East North-Central	59,096	51,465	59,960	66,677
West North-Central	51,886	45,776	51,892	58,053
South Atlantic	50,110	42,289	48,638	55,802
East South-Central	43,047	36,323	43,722	48,936
West South-Central	51,433	42,763	52,194	60,341
Mountain	57,376	49,893	56,486	62,083
Pacific Coast	71,086	64,020	69,874	76,302

* PFA salaries have been frozen at the 2009 rate.

Expenditures for Salaries and Wages

<u>Classification</u>	<u>2010 Per Capita (\$)</u>	<u>2011 Per Capita (\$)</u>
Total, all cities	109.12	105.37
Population Group		
Over 1,000,000	114.80	116.30
500,000 – 1,000,000	140.77	133.31
250,000 – 499,999	117.28	132.82
100,000 – 249,999	117.75 PFA 81.42*	112.24 PFA 83.37**
50,000 - 99,999	121.55	117.13
25,000 - 49,999	119.06	115.23
10,000 - 24,999	100.01	96.45
Geographic Division		
New England	110.40	122.31
Mid-Atlantic	95.09	78.95
East North-Central	108.98	100.88
West North-Central	62.05	63.88
South Atlantic	125.10	123.41
East South-Central	122.76	111.95
West South-Central	107.38	113.62
Mountain	111.48	98.00
Pacific Coast	127.64	126.76

* 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).

** 2011 – This increase includes reinstatement of three attritioned firefighter positions, one four-person company (three positions), and a South Battalion Chief (four positions) as a result of the City of Fort Collins Keeping Fort Collins Great funds, the District mill levy increase, and a transfer of capital funds to the operating budget. In addition, Fire Prevention Bureau fees were optimized to hire three part-time code inspectors. Also included in this increase is a continuation of the salary freeze at the 2009 level, a 29% increase in overtime, a 46% increase in hourly salaries, an increase in termination pay of 167%, and a reduction of 33% in standby pay. Total personnel expenditures increased by \$692,625.

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

<u>Classification</u>	<u>2010 Per Capita (\$)</u>	<u>2011 Per Capita (\$)</u>
Total, all cities	23.45	23.09
Population Group		
Over 1,000,000	24.69	29.49
500,000 – 1,000,000	17.26	26.26
250,000 – 499,999	27.41	33.54
100,000 – 249,999	25.32 PFA 9.13*	25.21 PFA 9.04**
50,000 - 99,999	26.69	26.41
25,000 - 49,999	26.53	25.35
10,000 - 24,999	20.96	20.74
Geographic Division		
New England	17.70	17.49
Mid-Atlantic	19.92	21.09
East North-Central	28.12	23.77
West North-Central	11.82	13.57
South Atlantic	28.63	29.54
East South-Central	22.64	24.12
West South-Central	19.22	20.90
Mountain	18.37	17.71
Pacific Coast	31.21	30.35

* 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.

** 2011 – Number of positions increased by ten firefighter positions, and three part-time code inspectors. In addition, PFA experienced a high number of retirements in 2011. Benefits are driven by salary, which has been frozen.

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

<u>Classification</u>	<u>2010 Per Capita (\$)</u>	<u>2011 Per Capita (\$)</u>
Total, all cities	18.54	19.42
Population Group		
Over 1,000,000	20.51	8.58
500,000 – 1,000,000	18.35	24.08
250,000 – 499,999	16.92	20.18
100,000 – 249,999	19.07 PFA 12.34*	16.56 PFA 10.82**
50,000 - 99,999	18.78	18.82
25,000 - 49,999	20.04	23.69
10,000 - 24,999	17.72	17.78
Geographic Division		
New England	22.45	27.80
Mid-Atlantic	20.06	17.24
East North-Central	20.52	19.83
West North-Central	11.38	14.63
South Atlantic	20.63	20.97
East South-Central	19.64	19.80
West South-Central	14.02	18.45
Mountain	17.11	17.61
Pacific Coast	22.29	21.05

* 2010 – Includes a 3.5% decrease in medical insurance, a 9.74% decrease in dental insurance, and a 29% increase in state compensation (2010 included a 2009 payment).

** 2011 – Includes a 5.4% decrease in medical insurance, a 2.4% increase in dental insurance, and a 37% decrease in state compensation.

Total Personnel Expenditures

<u>Classification</u>	<u>2010 Per Capita. (\$)</u>	<u>2011 Per Capita (\$)</u>
Total, all cities	147.86	141.38
Population Group		
Over 1,000,000	160.01	154.37
500,000 – 1,000,000	167.47	183.66
250,000 – 499,999	161.60	178.86
100,000 – 249,999	160.78 PFA 102.89**	153.60 PFA 103.23**
50,000 - 99,999	163.47	154.99
25,000 - 49,999	163.18	158.87
10,000 - 24,999	134.97	127.66
Geographic Division		
New England	133.30	145.95
Mid-Atlantic	131.49	95.63
East North-Central	153.62	139.60
West North-Central	85.06	90.43
South Atlantic	173.84	167.44
East South-Central	162.89	152.34
West South-Central	140.58	150.05
Mountain	143.74	130.61
Pacific Coast	177.81	176.89

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

** 2011 – Frozen salaries, ten new firefighter positions, increase in hourly salaries, overtime, and dental insurance, and decreases in medical insurance and workers compensation insurance.

Municipal Expenditures for Capital Outlay

<u>Classification</u>	<u>2010 Per Capita (\$)</u>	<u>2011 Per Capita (\$)</u>
Total, all cities	11.38	12.02
Population Group		
Over 1,000,000	15.91	12.91
500,000 – 1,000,000	0.79	8.22
250,000 – 499,999	8.65	4.05
100,000 – 249,999	6.78 PFA 12.14**	4.14 PFA 3.63**
50,000 - 99,999	10.37	6.78
25,000 - 49,999	9.56	8.65
10,000 - 24,999	13.27	16.41
Geographic Division		
New England	10.09	12.83
Mid-Atlantic	9.47	9.83
East North Central	11.38	9.10
West North Central	9.46	11.67
South Atlantic	13.98	10.21
East South Central	19.66	9.35
West South Central	11.45	8.31
Mountain	7.50	5.32
Pacific Coast	10.27	30.27

* 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.

** Costs fluctuate depending on projects undertaken in any given year. 2011 includes Engine 9 refurbishment, wildland pumper, Engine 12 refurbishment, air truck cab and chassis, rehab vehicle modification, burn building repairs, asbestos abatement Station 5, Timnath appraisal, Station 10 roof and gutters, and architectural fees for Station 8.

All Other Department Expenditures

<u>Classification</u>	<u>2010 Per Capita (\$)</u>	<u>2011 Per Capita (\$)</u>
Total, all cities	23.90	23.69
Population Group		
Over 1,000,000	22.49	17.90
500,000 – 1,000,000	20.28	15.48
250,000 – 499,999	16.79	33.38
100,000 – 249,999	23.59 PFA 10.77	21.44 PFA 15.23
50,000 - 99,999	29.58	24.53
25,000 - 49,999	23.25	23.87
10,000 - 24,999	23.06	23.69
Geographic Division		
New England	18.76	28.27
Mid-Atlantic	18.04	21.95
East North-Central	21.62	17.83
West North-Central	16.57	17.59
South Atlantic	30.05	31.03
East South-Central	18.87	16.47
West South-Central	22.59	21.48
Mountain	24.97	18.52
Pacific Coast	36.38	38.32

Other expenditures include: purchased professional, technology, and property services (such as outside vehicle repair, outside reproduction, mileage, insurances, dues and subscriptions) and other supplies and minor capital (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>	<u>2010 Per Capita (\$)</u>	<u>2011 Per Capita (\$)</u>
Total, all cities	177.25	194.17
Population Group		
Over 1,000,000	187.14	194.01
500,000 – 1,000,000	212.21	227.49
250,000 – 499,999	196.58	207.18
100,000 – 249,999	183.81 PFA 125.80* 114.80**	169.19 PFA 122.08* 119.50**
50,000 - 99,999	202.40	184.91
25,000 - 49,999	199.59	173.81
10,000 - 24,999	161.15	203.92
Geographic Division		
New England	174.25	196.05
Mid-Atlantic	124.51	86.66
East North-Central	177.83	265.27
West North-Central	113.90	98.60
South Atlantic	211.62	206.86
East South-Central	190.25	158.06
West South-Central	178.18	160.91
Mountain	183.62	156.17
Pacific Coast	217.63	283.16

* Includes major capital.

** Excludes major capital.

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

2011 – Major capital includes apparatus replacement, burn building repairs, Station 8 architectural design, Station 10 roof and gutter, and asbestos abatement at Station 5.

Uniformed Sworn Personnel

<u>Classification</u>	<u>2010 Per Capita (\$)</u>	<u>2011 Per Capita (\$)</u>
Total	1.64	1.70
Population Group		
Over 1,000,000	1.35	1.53
500,000 – 1,000,000	1.73	1.52
250,000 – 499,999	1.50	1.54
100,000 – 249,999	1.42 PFA .84*	1.48 PFA .88**
50,000 – 99,999	1.53	1.61
25,000 – 49,999	1.65	1.70
10,000 – 24,999	1.71	1.75
Geographic Division		
New England	1.75	1.77
Mid-Atlantic	1.33	1.36
East North-Central	1.51	1.40
West North-Central	1.13	1.20
South Atlantic	2.24	2.50
East South-Central	2.48	2.48
West South-Central	1.76	1.84
Mountain	1.41	1.53
Pacific Coast	1.14	1.24

* 2010 reflects the attrition of four uniformed positions.

** This increase includes reinstatement of three attrited firefighter positions, one four-person company (three positions), and a South Battalion Chief (four positions) as a result of the City of Fort Collins Keeping Fort Collins Great funds, the District mill levy increase, and a transfer of capital funds to the operating budget. In addition, Fire Prevention Bureau fees were optimized to hire three part-time code inspectors.