

2012 Annual Report

Poudre Fire Authority



Courage,
Leadership,
Duty



Serving the Following
Northern Colorado
Communities

- Fort Collins
- LaPorte
- Timnath
- Bellvue

Table of Contents

<u>SECTION</u>	<u>PAGE</u>
TABLE OF CONTENTS	i
PFA MISSION, VISION, and VALUES	iii
INTRODUCTION	v
EXECUTIVE SUMMARY	1
2012 Goals and Accomplishments	1
2012 Major Incidents	5
Implementing New Resources	6
Reorganization	6
2013 Goals	7
KEY PERFORMANCE OUTCOME MEASURES	9
2012 PFA BOARD ACTIONS	14
2012 PROGRAM REPORTS	17
Fire Suppression	18
Facilities Maintenance	24
Equipment Maintenance	25
Emergency Medical Services	26
Training Division	28
Hazardous Materials Response Team	31
Wildland Team	32
SCBA Maintenance	34
Customer Assistance Response Team	36
Occupational Health and Safety	37
Information Technology	39
Community Safety and Service Division	41
Public Affairs and Education	42
Office of Emergency Management	47
Inspection Services	49
Fire Investigations/Prevention Support	53
Fire Protection Systems	54
Technical Services	56

SECTION

PAGE

2012 STATISTICAL ANALYSIS

59

Performance Standards Comparisons

59

City/District Comparative Statistics

88

PFA Comparison with ICMA Data

89



High Park Fire, June, 2012

PFA Mission and Vision

PFA MISSION:

To protect life and property by being prompt, skillful, and caring. Our actions are anchored in the core values of courage, leadership, and duty.

PFA VISION:

To be a respected, values-driven leader in the community and in the fire service.

PFA CORE VALUES:

Courage I/we will respectfully communicate, promote and accept the Highest Moral Action regardless of outcome or risk to self.

Leadership I/we will model, promote and inspire; lead by example and demonstrate Unconditional Positive Respect.

Duty I/we will act courageously for what is right.



200 West Taft Hill Road – Hay Stack Fire



February 23, 2012 - 4148 Main Street, Timnath, Colorado

Introduction *by Chief DeMint*

Board Members, Residents, and Employees:

I am pleased to present the 2012 Poudre Fire Authority Annual Report. My goal in providing this report to the Board and community is to reflect on the progress toward continuously improving services and to increase attention to data driven decision making. The 2012 report represents the last report on the PFA's 2008 Strategic Plan goals. The 2013 Annual Report will be significantly renewed to reflect goals established in the 2013 Strategic Plan and the fundamental organizational changes that will occur as implementation of the Accreditation process at PFA continues. These changes reflect significant changes in PFA's administration, including my first full year as Chief. It has been a time of challenge and change, and I continue to be excited about what the future holds for the PFA organization. This report reflects PFA's new Values, Mission, and Vision statements developed in 2012. These new guiding principles were developed through the department's *family* initiative. Line and staff employees worked together to develop these Values, Mission, and Vision statements which will now shape the 2013 Strategic Plan. They reflect both the strong tradition of service to the community and a commitment to the highest quality fire and rescue services that PFA can provide. They will endure as the department moves into the future and they will serve the community well.



The Annual Report contains two major elements: program reports from each of the ongoing programs and key outcome measures for PFA's services. As you will see, the program reports reflect the organization's commitment to providing prompt, skillful, and caring service to the community every day. These operational programs support key services to the community and the support programs that ensure direct service providers have the resources they need to be successful every day. The team that is PFA has been wonderfully successful in keeping its eye on the needs of the citizens and businesses of PFA's service area.

Staff continues to work to develop new and more descriptive performance measures that provide an accurate assessment of the services provided. As PFA dives deeper into the accreditation process and develops a new strategic plan, these performance measures will improve and give a better accountability of PFA's performance. The Fire Department Accreditation process through the Center for Public Safety Excellence continues to provide new opportunities to develop better measures of the department's successes as well as areas in need of improvement. The accreditation journey creates opportunities for department self-evaluation and improvement that far outweigh any award or certificate.

As you review the Annual Report, you will see several key highlights from 2012:

- **The largest wildfire in PFA’s history:** The High Park Fire was the second largest fire in the history of Colorado. In June of 2012 over 87,000 acres were burned and 259 homes were lost. Of that, over 10,000 acres were burned in PFA’s jurisdiction. The effects of the fire will be realized by the Northern Larimer County community for many years to come, in fire loss, future emergency preparedness planning, and the impact to the area’s water supply.
- **Forging a Courageous Organization:** This program, facilitated by the former chairman of Character Development at the United States Military Academy, was made available to every employee in the organization. In addition, 22 PFA staff members went through an extensive training program to develop a sustainable courageous organization and create an ongoing education program for all members of PFA.
- **Keep Fort Collins Great funding implementation:** PFA continued to implement the City tax measure and the initiative approved by the Poudre Valley Fire Protection District voters. In 2012, PFA added a dedicated four-person company at Stations 7 and 12. As more empirical data is collected to evaluate the efficiency and efficacy of this staffing and deployment model staff has collected anecdotal evidence of improved response reliability, effectiveness and efficiency. 2012 also saw the addition of a dedicated shift safety officer for each of the three shifts. There is anecdotal evidence of the success of the program and the department’s workers’ compensation provider has given PFA credit for the program as it strives to improve firefighter safety on and off the fire ground.
- **Key performance outcome measures:** PFA continues to focus its performance measurement efforts on key measures of the outcomes that matter most to the community. They reflect PFA’s commitment to ensuring prompt, skillful, and caring service. Key measures in the report include:
 - **Prompt and skillful:** Containment of fire to the room of origin 90% of the time—this demonstrates PFA’s 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.
 - **Prompt and skillful:** Controlling wildfires within the first 12-hour operational period 99% of the time—this measurement 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.

- **Skillful:** Limit civilian fire deaths and injuries—these two measures acknowledge that, though fires may be difficult to eliminate, PFA strives to have the lowest possible loss of life or injury for community members.
- **Skillful:** Limit firefighter injuries and prevent firefighter deaths—a strong emphasis on worker safety can best be measured by the results of these two metrics.
- **Caring:** Customer satisfaction surveys—to measure PFA’s ability to provide caring and compassionate service and to identify needs for service and public outreach, feedback from customers is relied upon.

The future of PFA holds great promise. An improving economy, Keep Fort Collins Great revenue, and enhanced revenue from the District all point to greater levels of service for the community in the years to come. A new strategic plan that is aligned with new Values, Mission, and Vision statements, continued attention on the accreditation process, and the continued focus on forging and sustaining a courageous organization will help each employee best serve the community.

Respectfully Submitted,

Tom DeMint
Fire Chief



5200 West Taft Hill Road – Hay Stack Fire

Executive Summary

2012 Goals and Accomplishments

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

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.

Accomplishment: The HMMP reports have been scanned into an electronic version and filed by address. A shared space on the server has been developed to make the data available to all PFA employees via a secure network. Submittals are now electronic and are directly entered into the file system.

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.

Accomplishment: Options for software were reviewed, including in-house software and the RMS option from Tiburon. The review of the in-house Mobile Inspection Program (MIP) and the Forms Management Programs (FMP) resulted in a recommendation to continue to use the MIP for field reporting on the inspection program, but all data be moved to High Plains Records Management

program. This consolidated all data in a single data base shared by all PFA personnel, making the information available when and where needed. A large format scanner was acquired allows plans and other documents to be converted to an electronic file that can be shared. Data transfer, software customization, and training of CSSD staff have been completed.

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.

Accomplishment: During a review of the fire sprinkler inspection program, it became clear that some systems were being inspected more than was justified due to the targeted risk of the occupancy. This increased inspection interval was having a negative impact on workload as well as a financial burden on the building owner. All sprinklered buildings were reviewed and a sprinkler inspection interval schedule was developed based on the hazard involved with the building.

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.

Accomplishment: Met with other agencies adopting the codes and discussed timing and strategy. The process of data collection was begun to support the adoption of the International Residential Code (IRC) being moved forward by City Building Services. This code includes provisions for residential sprinklers in all new construction and is expected to be very controversial. In the third quarter of 2012, met with City of Fort Collins IRC review committee and discussed the pros and cons of the residential sprinkler requirement. Very detailed and productive conversation, however the IRC review committee voted to remove the requirement for sprinklers in single and family residential construction. Staff continues to collect data and information on the positive aspects of sprinklers in single- and multi- family dwellings and will present PFA's position to City Council as part of the IRC review and adoption in 2013.

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.

Accomplishment: A new team, headed by Captain Doug Cupp, spearheaded a strategic plan for the future of PFA within the Wildland arena. Meetings were held with cooperators (local agencies that have entered into a cooperator agreement with the State Forest Service) and internal personnel to begin the project, which will continue into 2013. In the second quarter of 2012 action steps were delayed due to the Hewlett Gulch and High Park Fires that impacted PFA and the wildland team heavily. The Intergovernmental Agreement with Larimer County as required by House Bill 12-1285 was approved by the City of Fort Collins in late 2012.

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.

Accomplishment: Two mechanics were hired and both completed their ASE Master Mechanic certifications. Major preventative maintenance was completed on all first line apparatus and backlogged minor repairs were completed, a hydraulic lift was purchased and installed, a vendor was determined for staff car repairs, and goals for major and minor preventative maintenance and out of service time were established.

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.

Accomplishment: Safety Officer roles and responsibilities were developed, a vehicle was ordered and equipped, a job description was developed, an assessment center conducted, and the first Safety Officers selected. Safety Officers are required to respond to structure fires, vehicle extrications, technical rescue scenes, and high risk training. The development of operational standardization is an ongoing process. It will be important to have consistency across all shifts. Battalion Chiefs and Safety Officers will constantly work on the development of this position.

2012 Major Incidents

- February 23, 2012 – 4148 Main Street, Timnath – The residents of this multi-use occupancy awoke to find their apartment filling with smoke. They safely exited and discovered the west end of the structure involved in fire. Suppression crews battled high winds and limited water supplies while fighting the fire. The cause of the fire was traced to a temporary lamp used above a rabbit cage. The structure and contents sustained approximately \$100,000 in damage.
- March 17, 2012– 4741 Skyline Drive – The fire at this address, located near Horsetooth Reservoir, involved four boats in a storage yard. Three of the boats were totally destroyed. The cause of the fire was determined to be arson. No suspects have been identified and the investigation continues. The estimated fire loss is \$100,000.
- March 17, 2012 – 1301 University Avenue – While crews were working on the fire near Horsetooth Reservoir, another fire was reported at this west campus address. The fire involved the second and third floor exterior balconies of two units extending to other units in the complex. The cause of the fire was accidental and due to improperly discarded smoking materials.
- June 9, 2012 – High Park Fire – On June 7th a thunderstorm moved over the area that produced lightning and little rain. A fire burning on private land several miles up the Buckhorn Road was reported just before 6:00 a.m. on June 9th. Access to the origin area was limited due to very steep terrain and poor roads. Dry conditions, not seen since 2002, allowed the fire to eventually reach 87,284 acres. Of the 259 homes lost, 27 were located within Poudre Fire Authority's jurisdiction. The estimated fire loss is \$4,373,600.
- June 12, 2012 – 3521 Canadian Parkway – A passerby reported this early morning fire that involved a large single story residence located on the north side of Terry Lake. Suppression crews were met with a fire burning both within the interior and on the exterior of the structure. The structure and contents sustained approximately \$500,000 in damage and were deemed a total loss. The cause of the fire was undetermined but probably due to improperly discarded smoking materials.
- July 1, 2012 – 1200 East Stuart Street – Crews arrived on scene at a large apartment complex and found light smoke and burned tissue in a bathroom. Further investigation revealed fire in the void space above the ceiling. The fire extended throughout the area and proved difficult to access. The fire was caused by a malfunctioning ceiling exhaust fan. Damage was estimated at \$280,000.
- August 20, 2012 – 2620 Lodi Court – A neighbor passing by the residence reported smoke coming from the structure and what appears to be flame in the living room. First in crews were unable to make entry through the doors due to an extreme amount of various household

items. After entry was made through windows, the occupant was located and removed from the structure. Unfortunately she succumbed to her injuries. The fire was caused by careless use of smoking materials.

- November 26, 2012 – 1501 West Elizabeth Street – A neighbor living across the street awoke and noticed flames inside this Campus West convenience store. Suppression crews spent several hours accessing void spaces to ensure extinguishment. The cause of the fire was determined to be arson. The investigation in conjunction with Fort Collins Police Services continues. Damage was estimated at \$125,000.

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 2012 these funds supported the South Battalion, two four-person companies, an incident safety officer program, the reinstatement of two attrition firefighter positions, a generator installation at the Office of Emergency Management, chemical detection equipment, accreditation software, and one third of a secretarial position. A third attrition position was implemented by transferring ongoing capital to the operations and maintenance budget.

Reorganization

With the hiring of a new fire chief in 2011, reorganization began in 2012 by creating a Community Safety and Service Division. This new area includes 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 and Service was a priority. Through an internal/external hiring process, Battalion Chief Bob Poncelow was promoted to Division Chief of the Community Safety and Service Division.

To directly address the issues of accountability that have been highlighted by several consultants, through Rocky Mountain Performance Excellence, and through the employee Strength, Weakness, Opportunity, Threat (SWOT) analysis in summer 2011, Chief DeMint contracted Integrenomics to assist the department with the development of a values-based plan for improvement. In 2012 all employees participated in an all-day workshop to establish leader values for PFA. Following that, a group of 21 senior leaders participated in intense leadership training, and with the help of all employees developed a new mission, vision, and core values for PFA. In 2013 the defined values, mission and vision will become the starting point for the next strategic plan.

2013 Goals

Strategic Plan

Develop a Strategic Plan for the Poudre Fire Authority which will guide the organization over the coming three to five years. The plan will involve internal and external stakeholders and include goals and objectives to align the organization's actions.

Performance Evaluations

Develop a system for conducting performance evaluations of employees throughout the organization. Evaluations will focus on identifying employee strengths, opportunities for improvement, and alignment with the organization's Mission, Vision and Values.

Accreditation

Implement a process to achieve Commission on Fire Accreditation International Accreditation for the Poudre Fire Authority. 2013 achievements will include process development, self-assessment and technical tool development. This work will prepare the PFA to move to Applicant status in 2014.

Station 8

Establish a new design and construction for the project (Dohn Construction is our new contractor), develop estimates based on the revised plans and begin initial site work including soil testing and site placement issues. Continue to monitor the installation of the infrastructure at the Riverbend site and be prepared to move forward with contract documents and construction when the site development is completed.

Fire Code Adoption/International Residential Code

Implement the Fire Code Review Committee and begin the detailed review of the 2012 International Fire Code. Finalize all amendments and revisions and prepare a code adoption for review by the PFA Board, adoption by the PVFPD Board, Timnath Town Board, Fort Collins City Council and ratification by the Larimer County Commissioners.

Senior Leadership Reorganization

Expand senior leadership by adding a new Division Chief. Integrate the new chief into the PFA. Improve Senior Leadership Team (SLT) communications and connections to line personnel. Evaluate assignments to senior staff to improve span of control for all senior staff members.

Employee Development

Continuation of the *Forging a Courageous Organization* (FCO) program initiated in 2012. The focus for 2012 is courageous communications and will be taught to all members of the PFA. Classes will be taught by staff members, captains, and firefighters involved in the FCO process.

Website

Develop and implement a new, more user friendly website for the organization as a whole. This consolidated website will support user's information and business needs in line with current industry standards. The new website will also introduce opportunities for various program managers to update website content more rapidly to ensure timeliness and usefulness.

Electronic Data Management

Develop a scope and work plan for creating an electronic data management system for PFA records and files.

Improve Safety Programs

Enhance current Health and Safety program, concentrating on improvements in reporting, tracking, investigating and mitigation efforts in decreasing injuries within Poudre Fire Authority.

Key Performance Outcomes



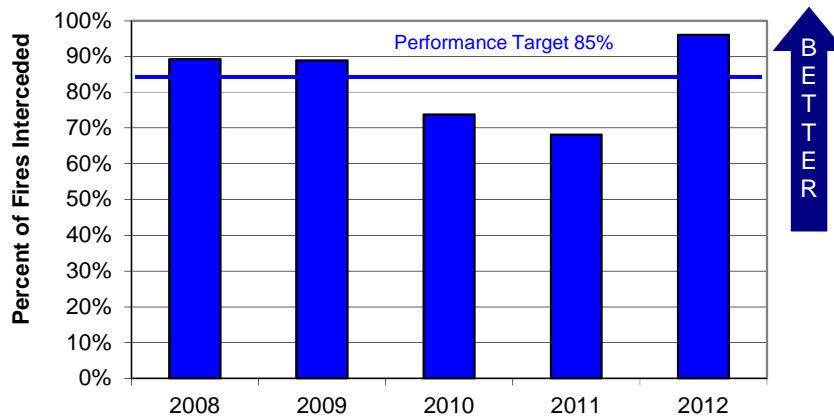
1380 Hoffman Mill Road - Shed/Trailer Fire

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 this section 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

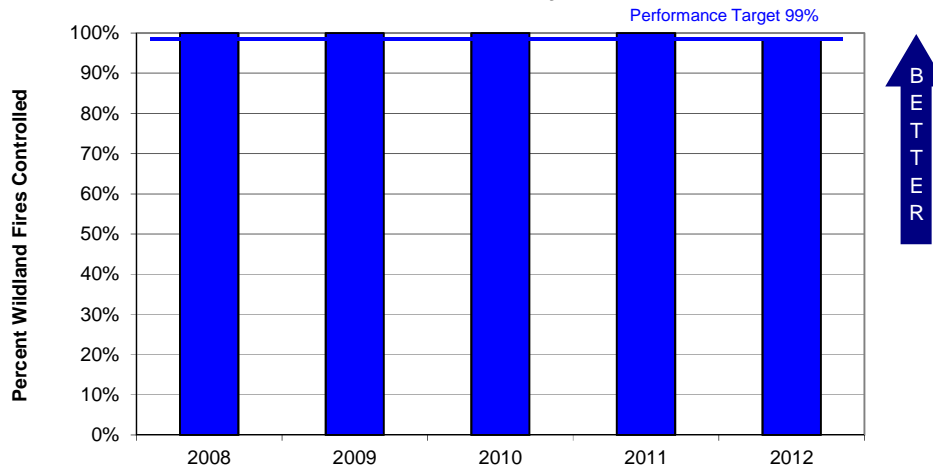
The containment of fire to the room of origin demonstrates both PFA's ability to keep response times to a minimum and also skillfully manage fire incidents to a level where damage and loss are minimized.

**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. In 2012, the High Park Fire came into PFA's jurisdiction and was not controlled for many days. This is the only fire (out of 75 wildland fires) in 2012 that was not controlled within the first 12-hours.

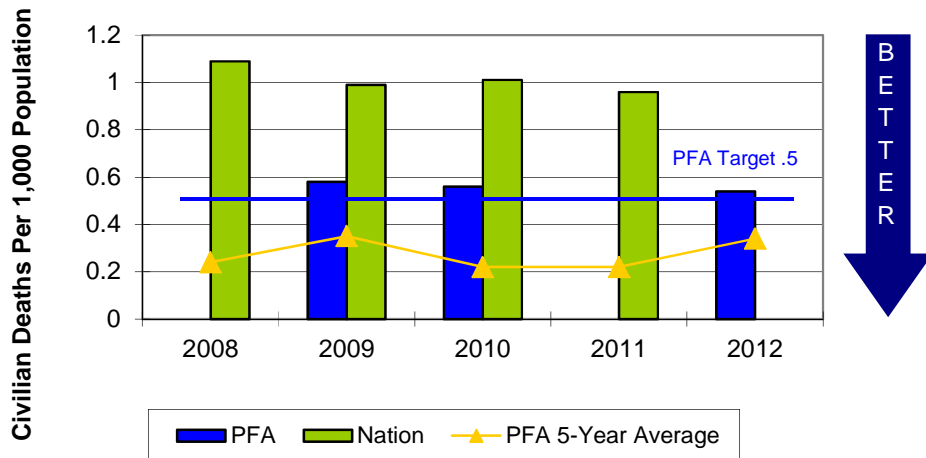
**PFA Wildland Fires Controlled Within First 12-hour Operational Period
5-Year History**



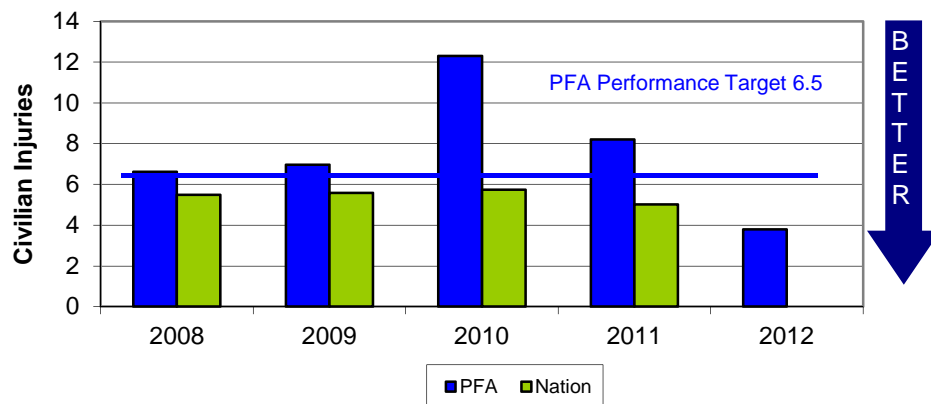
Limiting Civilian Death and Injury

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

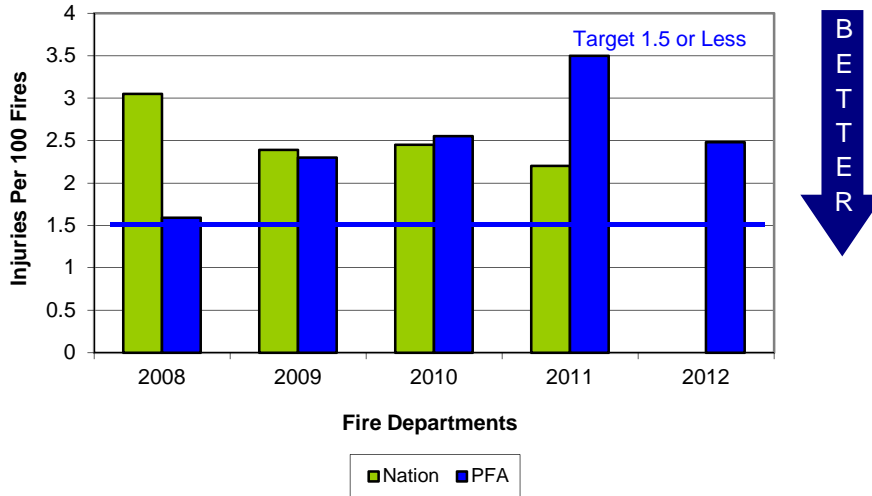


Limiting Firefighter Death and Injury

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.

Poudre Fire Authority has never had an on-duty firefighter death. The National Fire Protection Agency reported 61 firefighter deaths in 2012.

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



Caring Service

Customer satisfaction surveys measure PFA’s ability to provide caring and compassionate services that meet the needs of the community.

PFA Citizen Satisfaction Survey Performed by CSU				
Scale: 1 = Extremely Poor, 5 = Extremely Well				
	1993	1998	2006	2012
Responds within appropriate timeframe	4.4	4.6	4.5	--
Demonstrates Care for Persons	4.6	4.6	4.5	4.5
Demonstrates Concern for Property	4.3	4.4	4.4	4.5
Cooperation with Other Agencies	4.5	4.4	4.4	--
Handles Incident in Professional Manner	--	--	4.7	4.7
Provides accurate information related to the emergency	--	--	4.4	4.5
Provides follow-up services after an emergency	--	--	4.1	4.0

Questions with “- -” in the answer box were not asked in 1993, 1998, or 2012.

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.

<i>Type of Service</i>	<i>Quality of Service Rating Very Good/Good</i>					<i>2012 National Comparison</i>	<i>2012 Front Range Comparison</i>
	<i>2001</i>	<i>2003</i>	<i>2008</i>	<i>2010</i>	<i>2012*</i>		
<i>Overall Fire Services</i>	<i>96%</i>	<i>90%</i>	<i>94%</i>	<i>96%</i>	<i>85%</i>	<i>Similar</i>	<i>Above</i>
<i>Fire Response Time</i>	<i>--</i>	<i>--</i>	<i>--</i>	<i>--</i>	<i>84%</i>	<i>Much Above</i>	<i>--</i>
<i>Fire Prevention/ Education</i>	<i>--</i>	<i>--</i>	<i>--</i>	<i>--</i>	<i>72%</i>	<i>Much Above</i>	<i>Much Above</i>

* Overall, ratings for the majority of safety services stayed strong from 2010 to 2012. However, lower evaluations were given to the quality of fire services overall (96% “very good” or “good” in 2010 versus 85% in 2012). Differences in ratings for fire services overall could be due, in part, to changes in question wording as well as the addition of other, more specific fire-related safety services.

2012 Board Actions



Station 1 Remodel — 505 Peterson Street

Poudre Fire Authority Board Actions - 2012

- 12-1 Appropriating a FEMA assistance to firefighters grant within the PFA general fund for expenditure on two 2,000 gallon tenders and authorizing the Fire Chief to execute all contracts, including those over \$20,000
- 12-2 Transferring OEM grant funds to the PFA general fund and appropriating \$29,241 within the 2011 OEM budget
- 12-3 Appropriating \$10,901.50 in DOLA grant funds within the PFA general fund for wildland outreach and planning, and critical infrastructure mitigation assessment planning
- 12-4 Approving the purchase of a new vehicle for the Incident Safety Officer and authorizing the Fire Chief to execute all contracts, including those over \$20,000
- 12-5 Approving the purchase of three ISG elite XR thermal imaging cameras and authorizing the Fire Chief to execute all contracts, including those over \$20,000
- 12-6 Approving the purchase of radio and emergency lighting system for new battalion 1 vehicle and authorizing the Fire Chief to execute all contracts, including those over \$20,000
- 12-7 Approving the Community Survey, Appropriating Funds from the Reserve for Contingency, and Authorizing the Fire Chief to execute all Contracts, including those over \$20,000 for the community survey
- 12-8 Authorizing the Fire Chief to enter into an agreement with the Town of Timnath to update the Intergovernmental Agreement between the Town of Timnath, Colorado, the Timnath Development Authority, The Poudre Valley Fire Protection District and the Poudre Fire Authority
- 12-9 Appropriating funds from the reserve for contingency and approving those funds for expenditure on an 18-month program entitled "*Forging a Courageous Organization 2012-2013*" and authorizing the Fire Chief to execute all contracts, including those over \$20,000
- 12-10 Amending the 2012 budget and reappropriating funds for prior year encumbrances
- 12-11 Appropriating reserve for contingency funds and KFCG reserve funds for expenditure on concrete, staff vehicles, SCBA maintenance, fleet maintenance, consolettes, thermal imagers, fire hose, backup power generator, performance-based and accreditation software, and infrared hazardous materials instrument, and authorizing the Fire Chief to execute all contracts, including those over \$20,000
- 12-12 Approving the expenditure of \$24,481 from the capital facilities maintenance project for Station 2 remodel, and authorizing the Fire Chief to execute all contracts, including those over \$20,000
- 12-13 Appointing two PFA Board members to a budget format committee with PFA staff members
- 12-14 Concerning the appointment of employer representatives to the board of trustees of the Poudre Fire Authority old and new hire money purchase pension plans
- 12-15 Promoting the continuous improvement of Poudre Fire Authority's

- outcome based performance management system
- 12-16 Appropriating \$26,500 in keeping Fort Collins great reserve funds for the purpose of hiring an entry-level secretarial position
- 12-17 Authorizing the Fire Chief to sign the release on behalf of Poudre Fire Authority in the settlement agreement regarding the 2011 Crystal Fire reimbursement
- 12-18 Appropriating El Pomar Foundation grant funds within the PFA general fund for expenditure on wildland firefighting equipment
- 12-19 Appropriating reserve for contingency funds and KFCG reserve funds for expenditure on SCBA capital replacement, technical rescue, tablets, administration mini-remodel, and dispatch console replacement, and authorizing the Fire Chief to execute all contracts relating to the aforementioned expenditures, including those over \$20,000
- 12-20 Adopting the Poudre Fire Authority Old and New Hire Money Purchase Pension Plans and Trust Agreements as amended and restated January 1, 2012
- 12-21 Approving the revenue and contingency reserve policy
- 12-22 Appropriating Fireman's Fund Insurance Company Bucket Brigade grant funds within the PFA general fund for expenditure on Benedix King VHF Radios
- 12-23 Approving expenditure of \$82,556 in the facilities maintenance capital project for a kitchen, weight room, and general facilities repair at Station 6, and authorizing the Fire Chief to execute all contracts relating to the aforementioned expenditure, including those over \$20,000
- 12-24 Vacation and release of drainage easement – Station 8
- 12-25 Approving 2012 Year-end fund clean up
- 12-26 Approving the payment of \$30,144 to the City of Fort Collins for 2012 opticom maintenance
- 12-27 Approving the purchase of two SCBA face fit test machines and bunker gear and authorizing the Fire Chief to execute all contracts relating to the aforementioned expenditure, including those over \$20,000
- 12-28 Adopting the budget and appropriating funds for the operation of the Poudre Fire Authority for 2013
- 12-29 Setting the fees for the PFA Fire Prevention Bureau for the calendar year 2013
- 12-30 Approving an Intergovernmental Agreement with the Colorado Special Districts property and liability pool for workers' compensation and other property and liability insurance

2012 Program Reports



High Park Fire – June 9, 2012
Photo taken from PFA Training Facility looking northwest



FIRE SUPPRESSION

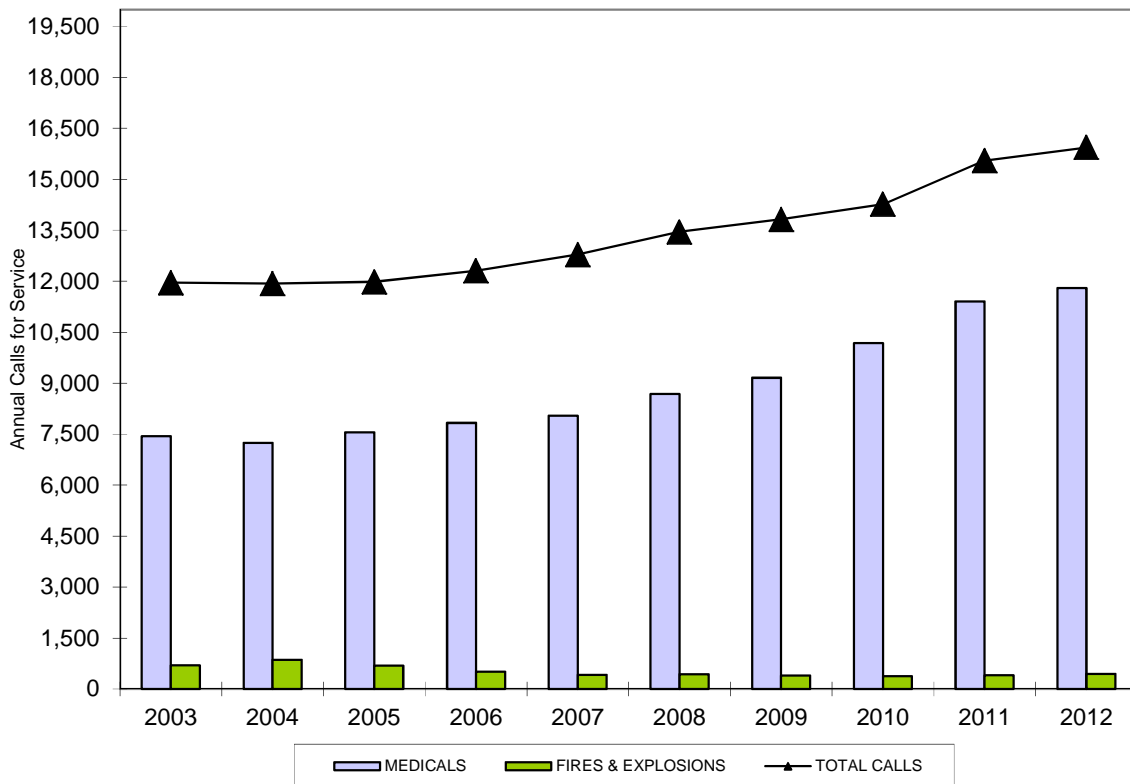
Division Chief Mike Gress

In 2012 the Poudre Fire Authority experienced a 2.5% increase in total calls. This represents a request for service on the average of one call every 29.6 minutes or 44 calls per day.

Attached is graphic information on calls responded to by PFA in 2012 and comparison statistics for previous years.

Workload Measure

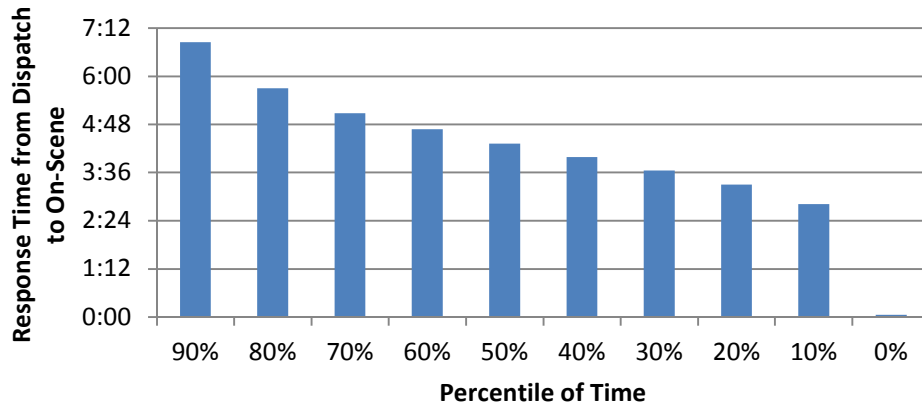
TEN YEAR CALL TREND



In 2012 83.58% of total calls were inside the City limits and 16.42% were in the Poudre Valley Fire Protection District.

Workload Measure

2012 Emergent Percentile Response Times for First-Due Unit



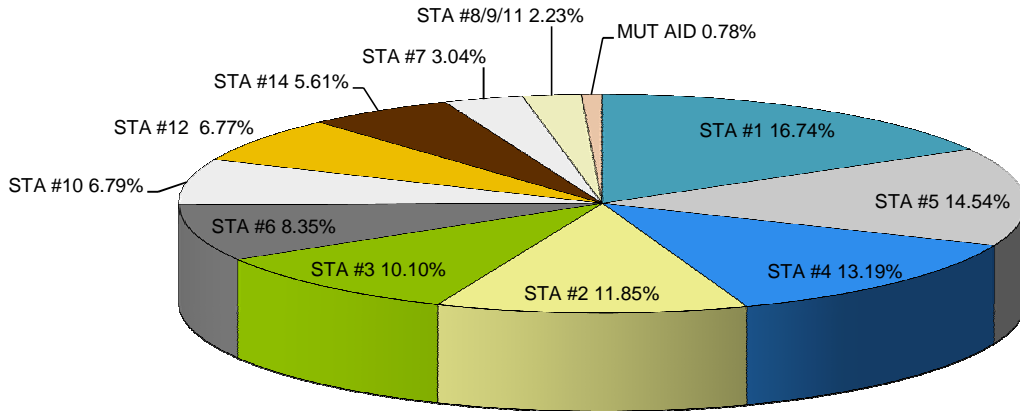
Response time is a critical component of any emergency service delivery system. The ability to successfully intercede in fires and medical emergencies is highly dependent on trained personnel arriving quickly with adequate equipment. The current performance standard specifies five minutes from the time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

As part of the accreditation process that Poudre Fire Authority is undertaking, response performance measurement will increase in scope in the near future. As shown here, these measures currently focus on emergent responses only and do not include call-processing times from the dispatch center.

The Standard of Cover that is being developed for the organization not only takes into account call processing times, but also expands this to include the impact of the specific risk faced by the community, population density and the concentration and distribution of available resources to develop more meaningful performance measures in this crucial area of PFA operations. This represents a tangible example of the value of participating in the accreditation process for the organization.

Workload Measure

PERCENT OF TOTAL CALLS BY STATION AREAS



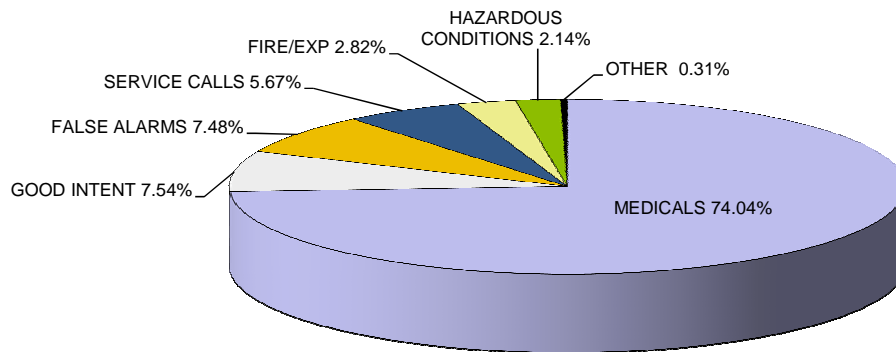
Station 1 continues to be PFA's busiest station, with 16.74% of all calls occurring in its area.

Station 1*	2,668
Station 5*	2,317
Station 4	2,102
Station 2	1,888
Station 3	1,609
Station 6	1,331
Station 10	1,082
Station 12	1,079
Station 14	894
Station 7	485
Volunteer Stations 8, 9, 11	356
Out of PFA Jurisdiction	<u>125</u>
Total	15,936

*Stations 1 and 5 house two fire companies, and the total number of calls are for both companies.

Workload Measure

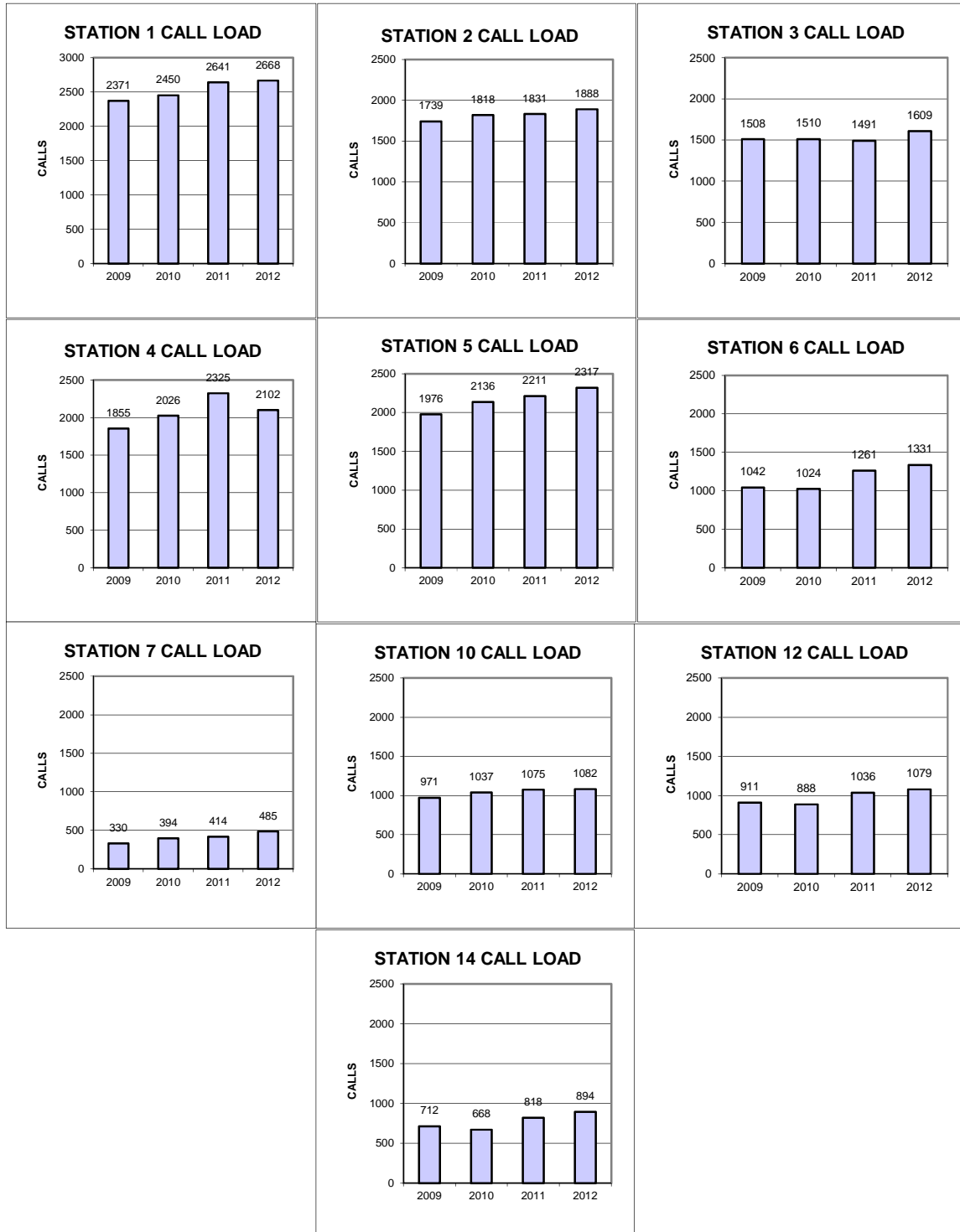
PERCENT OF CALLS BY TYPE OF CALL



Medicals –	11,799
Good Intent Calls –	1,201
False Alarms –	1,192
Service Calls –	904
Fires/Explosions –	449
Hazardous Conditions –	341
Other Requests for Service –	<u>50</u>
TOTAL:	15,936

CALL LOAD BY STATION

Workload Measure

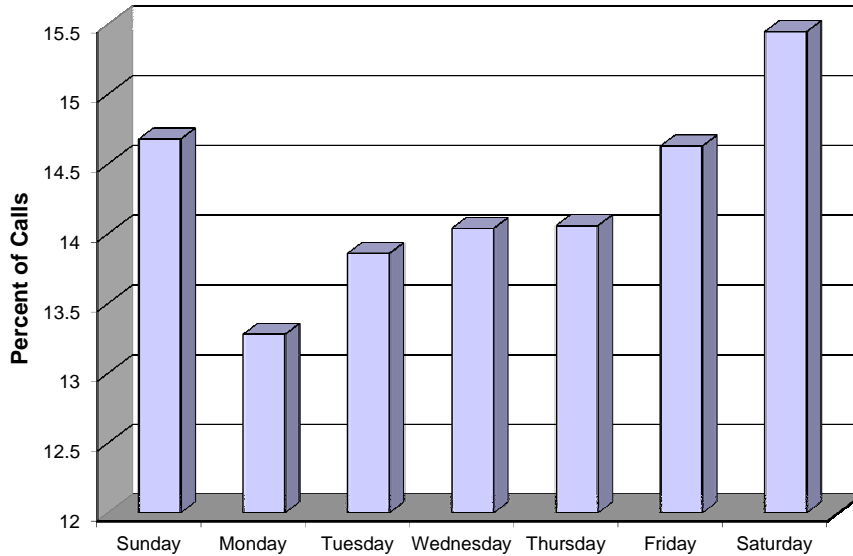


All stations except Station 4 experienced a call load increase. Station 4 decreased by 9.59% compared to 2011. Staff has reviewed Station 4's call load and has determined that an across the board decrease in medical calls is the

reason for the call load decrease in 2012. PFA's 2012, overall call load increased by approximately 2.5% over the previous year.

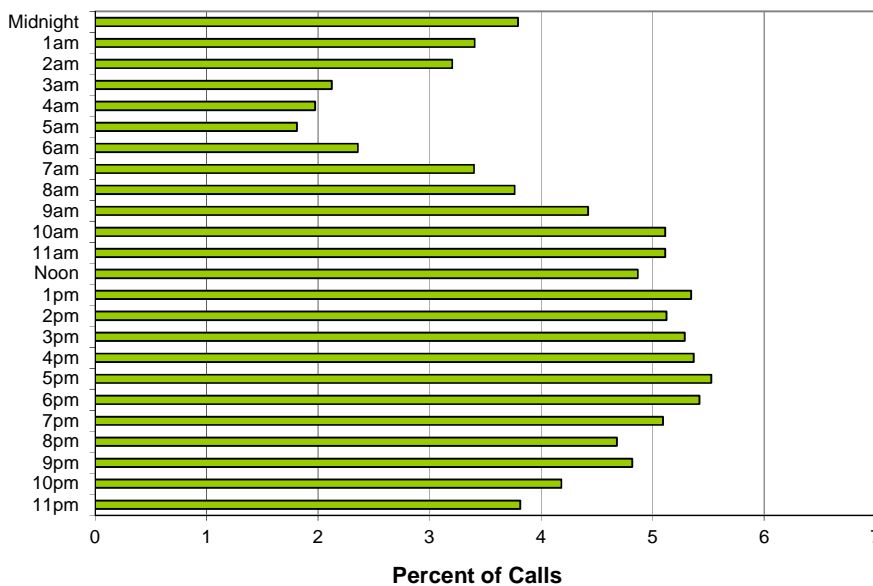
Workload Measure

AVERAGE CALLS PER DAY



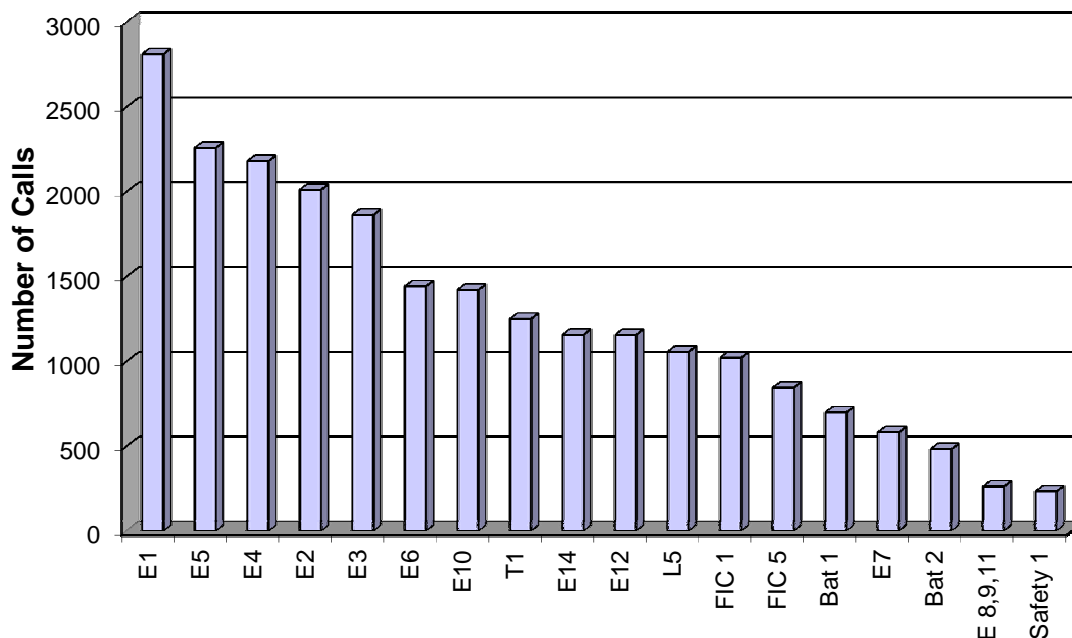
Historically, Friday has been the busiest day of the week, but in 2011 and 2012 Saturday was busier than Friday. PFA continues to be busier during daylight and evening hours, when most people are active. Even though early morning is PFA's slowest time, it is the period when most large fires occur.

PERCENT OF CALLS BY HOUR OF DAY



CALLS PER APPARATUS

Workload Measure



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 South Battalion (Bat 2) was implemented on July 11, 2011; therefore this chart reflects the first full year of service. The Shift Safety Officer was implemented July 9, 2012; therefore this chart reflects a half year of service.

FACILITIES MAINTENANCE

Battalion Chief Gary Nuckols

The extensive remodel of Station 1 that began in 2011 was completed in 2012. The completed station is more functional in its layout and is in effect a brand new station.

A land swap with the Town of Timnath that was started in 2011 is in place. Before construction can begin on Station 8, at the proposed lot south of Harmony Road near County Road 5, the infrastructure of the utilities must be completed.

A substantial concrete replacement effort was made in 2012. The Training Center, Stations 5 and 6 all had portions of their concrete drive or pads replaced.

Several other facility projects were completed in 2012:

- A remodel of the kitchen and bathrooms at Station 2.
- A remodel of the kitchen, dayroom and workout area at Station 6.
- A remodel of the front entry to Administration. This new entry was created to provide a more inviting front reception area for customers and visitors.

Numerous other small projects were completed during 2012 as well as the planning for other projects to be accomplished in 2013. A complete replacement cost program was developed for all structures owned by PFA. This will enable staff to plan for budgeting of facilities maintenance.

EQUIPMENT MAINTENANCE

Battalion Chief Gary Nuckols

The PFA Shop is responsible for 59 units including stationary generators. The apparatus logged 227,950 miles, an increase of 33,453 miles over 2011. PFA now has eight apparatus with over 100,000 miles on them and staff is happy to report they are running well for such high mileage.

Vehicle	Gallons of Fuel Logged	Average Miles Per Gallon
39 Diesel Vehicles	41,641	3.47
9 Gas Vehicles	5,412	10.61

Average cost per mile dropped from \$2.19 in 2011 to \$1.86 in 2012. Vehicle down time also dropped from 769 days in 2011 to 632 days in 2012, an improvement of 137 days less, or about 4 ½ months. All vehicles passed pump testing in April, and after replacing two cables on Tower 2, all aerial apparatus passed testing. Due to an after-cooler failure Reserve Engine 29 did not pass emissions testing. This was repaired and E-29 passed with flying colors.

Overall the Maintenance Division enjoyed a lower operating cost, \$219,967 in 2012 compared to \$264,825 in 2011. Labor costs for inside repair were down significantly; \$74,688 for 2012 versus \$116,633 for 2011. Parts cost and usage were up from \$113,575 to \$121,713. Taken together these figures represent a trend of increasing efficiency.

With the addition of Fire Mechanic, Steve Jatko, and six new vehicle lifts, the shop continues to experience an increase in productivity and quality of work. Staff looks forward to the additions of an electronic fuel ticket entry program and a part-time data entry position.

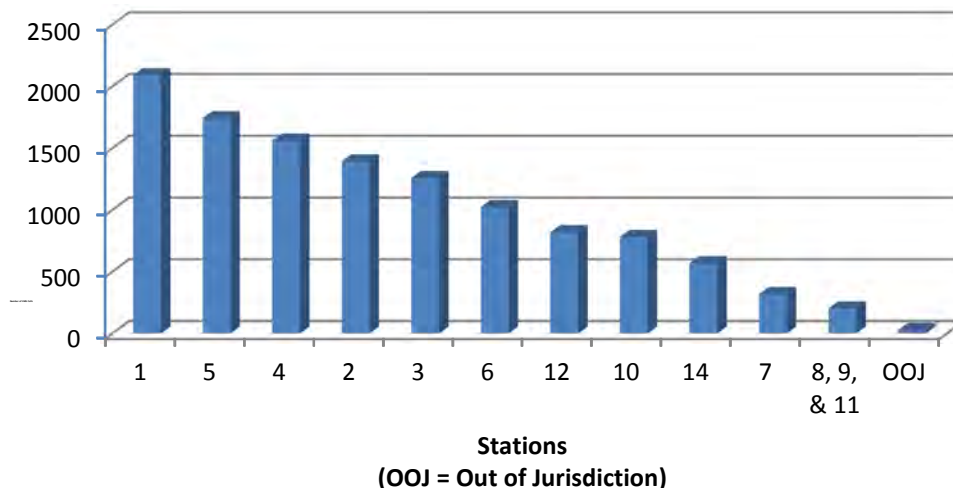
EMERGENCY MEDICAL SERVICES (EMS)

EMS Coordinator Mary Makris

PFA responded to 11,799 EMS Calls in 2012 (74% of all responses). Over the last six years, the EMS calls have increased an average of 667 per year. At year end, there were 167 Basic EMTs (compared to 148 in 2011) and 16 Emergency Medical Responders (EMR's), predominately in the volunteer stations, for initial medical care for every response. Each medical responder meets and exceeds the state and medical control requirements. An increasing number of Basic EMT's also maintain National Registry requirements although not required by the department. An average of 55 hours of EMS Training hours per employee were provided in 2012. The March EMS Pediatric Emergencies Conference was transmitted throughout the NE Colorado EMS Community and brought in speakers from Children's Hospital and National Jewish Hospital.

The most common reason for medical responses continues to be Minor Trauma (1521 incidents), and applied spinal immobilization (817 times). A large number of medical emergencies continue to require active intervention: Altered Level of Consciousness (726); Respiratory Distress (756); Chest Pain (584); Stroke (75); Cardiac Arrest (43); Seizures (439). PFA performed CPR 65 times and applied the AED 17 times in 2012, with three patients regaining pulses at scene and returning home with positive results (this is a reflection of the team effort of PFA and PVHS treatments). PFA personnel also administered aspirin to help prevent further cardiac damage with chest pain to 47 patients. PFA assisted with six active labor patients and one delivery in the field.

2012 EMS Incidents by Station



There was a significant decrease in infection control cases (infections, skin injuries and communicable diseases) in both the PFA and the Fire Academy. Standard prevention practices that were put into place last year have made an impact.

Training in utilizing the High Plains Reporting System was given to each company in the system, emphasizing standardization of reporting in EMS to assure protocol compliance and continuity of patient care.

The new **Rehab bus** was completed and placed into service. It provides rehab, climate control and a patient care area for PFA responders on prolonged calls or PFA activity in extreme temperatures. Three companies plus medical personnel can be in the Rehab bus, expanding PFA's capacity threefold.



2012 MCI Tabletop Trainings and March Full Field Exercise

PFA developed and provided two grant-funded tabletop exercises with a Full Field Exercise in February and March utilizing a “school shooter” scenario. Multiple changes in protocols, improvements in resource management and Incident Command issues were implemented by all organizations involved, improving the response for the community.



“Active Shooter in School”
*PFA/Police/CSU/PVHS/Dispatch/
Airlink/ State Patrol/FBI/CBI*

TRAINING DIVISION

Battalion Chief Jim Pietrangelo

PFA training staff continues to identify local and national trends in the fire service, striving to provide quality training programs and to support outside educational opportunities to meet the various educational needs of PFA firefighters. Staff developed, planned, facilitated and hosted many training programs throughout 2012. This report will focus on some of those highlights.

Several training programs contributed to a significant increase in the number of training hours per firefighter in 2012. The average number of training hours per firefighter was 285.11 hours for career and 119 hours for volunteer; an increase of almost 21 percent over 2011 training totals:

2012 Training Hours

PFA 2012	Total Training Hours	Average Training Hours per Firefighter	Number of Firefighters
Career	46,758	285	164
Volunteer	4,272*	119	36
TOTAL	51,030	255	200

*includes volunteer academy and hazmat operations classes

The training division spent over \$47,000 in 2012 to support educational conferences/outside training and tuition reimbursement:

2012 Education Requests/Tuition Reimbursement

PFA 2012	Total Number of Training Required	Training Requests Approved	Training Requests Declined
Career	228	222	6
Volunteer	12*	12*	0
TOTAL	240	234	6
Total Cost (does not include overtime or conference/training leave)		\$ 47,095	\$ 6,490

*approved in 2012 for April 2013 conference

2012 TRAINING PROGRAMS

Annual Programs

- **Acting Captains Academy (ACA)** – This annual program continues to provide training and education for aspiring acting captains. Curriculum focuses primarily on supervising day to day activities of a fire company. This includes skills in leadership, interpersonal communication, record keeping, strategy and tactics, and interpreting policies. The ACA is 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.
- **Blue Card Command Training** – Staff completed one year of the Blue Card Command Training program at PFA. The program is designed to improve an officer's ability to set up command functions when operating on Type 4 and 5 incidents. The program uses repetitive, computer-based simulations to mimic real fires. In 2012, 43 officers completed 50 hours of online training as well as 24 hours of command training in fire simulations. Officers receive two to three hours of Blue Card command training every quarter at the captain's meetings and through the online program.
- **Driver Training** – PFA has one of the most comprehensive driver programs in the fire service. Driving code three to emergencies in a twenty-five ton fire truck is not easy and requires a highly skilled Driver/Operator (DO). Every year Training hosts the Acting D/O 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 D/Os are required to complete a yearly "skills packet" that contains hydraulic pumping equations, skills-based training and apparatus familiarization.
- **Live Fire** – PFA firefighters participated in "live fire" burns at the PFA training facility and at Loveland Fire Rescue Authority training center. Burns were conducted over six days and nights and involved mutual aid training with Loveland and Windsor fire departments.
- **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. The program is accessed through the PFA intranet training site. Each basic skill has a lesson plan, skills sheets, videos and reference material to help officers or firefighters prepare and facilitate these fundamental skills. Training staff measures crew efficiency and effectiveness by evaluating the basic skills of hose deployment, search and rescue, placing ladders, water supply, rope rescue and many other basic skills of firefighting during company performance tasks (CPT's).

- **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 a “Truck Academy”. Several PFA officers planned and facilitated the training to about 20 students from the various member departments. Training also has one, full-time PFA training captain involved in development, facilitation and instructional delivery of the FRFC recruit academy. Two academies were conducted in 2012.



- **Volunteers** – Training staff is responsible for managing the Volunteer Firefighter program and has continued to provide weekly training for 35 volunteers. Volunteers provide service to the communities of Timnath, Horsetooth and Red Stone Canyon. A volunteer selection process was conducted in 2012 and had over 120 applications for the program. 18 of the successful applicants were invited to a 10-week fire academy in the fall and all 18 successfully completed the arduous process. Staff committed to provide each volunteer training and certification for Firefighter I, Hazardous Operations, First Responder and Wildland firefighting (Red Card). These firefighters will staff Stations 8 and 9, along with the senior volunteers.
- **Certification** – Efforts were continued to ensure compliance with national firefighting standards through the CMCB certification program. One of the biggest accomplishments in 2012 was developing a Fire Officer I course. This program is a joint effort between CMCB fire department training chiefs working for PFA, Denver, Aurora, Colorado Springs and West Metro Fire.

Other Programs

- **Hybrid Emergency Vehicle Safety Training for First Responders** – PFA hosted a one day class focused on mitigating incidents that involve hybrid technology in vehicles. About 25 students from PFA and other surrounding departments attended the training at the PFA training center.

- **Acquired Structures** – PFA was fortunate again to secure an acquired structure on the campus at Colorado State University. Training staff supported a six-day Vent-Enter-Search (VES) class at the 3-story apartments. Firefighters were allowed to ladder windows, break them and enter for search and rescue practice. PFA invited firefighters from Windsor and Loveland to participate in the training.
- **8-hour Training Days/ Support Crew Training** – Training staff provides support for the 8-hour day program, which all firefighters and support companies are required to attend to complete various training requirements and documentation. Each firefighter goes through fitness testing, SCBA mask testing, EMS training, and hazmat training. Two crews are put out of service each day to complete the yearly requirements. Support companies attended a day of specialty training including trench rescue and confined space rescue.
- **Fire Instructor I and Fire Officer I programs** – Training staff created two classes this year, one being a handoff portfolio designed to give acting officers education in fire officer responsibilities, and the other to support instructional delivery education. Each class is designed to help support the needed skills of the officer position and certification.

HAZARDOUS MATERIALS RESPONSE TEAM

Captain Dick Spiess



HazMat Team Chemical Identification Tools Image -
On right is actual chemical identification screen from an
incident sample.

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

2012 Benchmarks for the HazMat Team included the following:

Equipment:

- The team was successful in acquiring both Raman and Infra-red chemical identification tools. This had been a team priority for many years. This acquisition dramatically enhances PFA capabilities when responding to the release of unknown solid and liquid hazardous materials.

Training:

- 4 new personnel were assigned to Station 10. They attended two weeks of Hazmat Technician level training with all of them scheduled to complete the training in 2013.
- A Hazmat Incident Commander course was delivered by Chemical Safety Training of California. This course was delivered to an interagency audience in March, enhancing the management and safety at HazMat incidents.
- Members of the team delivered focused training on the application of Class B foam and orientation to decontamination equipment department-wide. This training met the requirements of the Code of Federal Regulations for Operations Level HazMat responders.

Response:

- The team responded to multiple transportation-related incidents assisting the Colorado State Patrol.
- PFA provided hazmat assistance to a variety of agencies on incidents involving meth labs, suspected bombs, and other hazardous materials.

WILDLAND TEAM

Captain Doug Cupp

Change at PFA is the new normal and this goes equally for the wildland program. A change in Battalion Chief Liaisons assigned Battalion Chief John Lippert to the wildland program. A transition in wildland team coordinator also took place at the beginning of the year. Thank you to both Chief Jim Pietrangelo and Captain England for their recent dedication and service to this program.

The unseasonable dry and warm winter gave the wildland team an early start to the season. Numerous vegetation fires on the east side of the jurisdiction were larger and more frequent than in years past. The mountain season also started

early in Colorado with Lower North Fork, Hewlett, Stuart Hole, and High Park fires hitting PFA's mutual aid partners hard and eventually affecting PFA. Most of the efforts from the wildland team were placed on response as well as recovery from such a devastating incident. High Park is now the largest incident to hit PFA expanding across the western part of the district and combining the efforts of PFA including Operations, Office of Emergency Management, Training, Wildland Team, Chiefs, and Community Safety and Service. The Emergency Operations Center at Training was utilized heavily to coordinate PFA efforts and the deployment of PFA resources.

The following is an overview of many of the events and actions taken concerning the wildfire program in 2012.

Wildland Urban Interface Team Accomplishments

- PFA's response to the High Park Fire and other numerous wildfires proved the team's ability as well as showed the team areas for improvement. The response and dedication by PFA was impressive.
- VHF Radios (including Bendix King) are being cloned to new frequencies following the County and the Type 3 incident management team. The major change is to switch from FERN 1, 2, and 3 to VFIRE21.
- A meeting and preplan of Redstone Canyon with Station 11, Engine 4, Chief Garcia and the team coordinator occurred pre-High Park Fire. This proved to be extremely beneficial to the response in Redstone Canyon.
- A Memorandum of Understanding (MOU) was created between the Nature Conservancy and PFA to work together on prescribed burns, fuel reduction programs, and trainings. The MOU has been passed on for approval.
- Captain Kelln and firefighter Jonathan Maxfield did a great job modifying the Type 6 engines; building a peg board for appliances and nozzles and removing old cabinets.
- Wildland Refresher was completed in time and well before the early season events.
- Mid-Season training was cancelled due to the High Park Fire.
- All wildland fires that started in PFA's response were contained within the first operational period. All but one fire was extinguished within one operation period.
- One fire extended into the night and fire mop up was completed the next day.
- A Type 1 initial attack kit was placed on Engine 5; now Engines 3, 6, and 5 have the kits. These engines were picked because they do not have a Type 3 or Type 6 engine at the station, but have a significant chance of wildland fire response.

- Two proposals were completed by two wildland team members that would improve PFA's response to the wildfire risks. Both are significant changes and would take considerable efforts to implement but bring value and improvements to PFA's citizens. Both are worth a serious evaluation of the possibilities. Thanks to Scott Taylor for his hard work on his research.
- A plan for improvement (PFI) was completed and approved to update personal protective equipment (PPE) with Battle dress uniform-style work pants that are NFPA rated for wildfire. This PFI was combined into the uniform PFI currently in progress.
- Budget needs, training needs, and plans for 2013 have been submitted to Senior Leadership Team.
- Community Safety Services Division submitted Grants for PPE and a Type 3 engine. The PPE replacement Grant was awarded. That money was spent to replace and outfit firefighters immediately following the High Park Fire. The purchase included helmets, shelters, packs, and hand tools. The grant award for the Type 3 engine has not been awarded yet, however talks have begun to decide its location and use for PFA if the award is received.
- A proposal to create a yearly Wildfire Emergency Operational Plan was approved. The plan would be updated annually and would include initial attack, extended attack, national dispatches, mutual aid response, training requirements, individual resource qualifications and contact numbers, and current county, state and federal guidelines governing resource deployment. The goal is to have this completed before summer 2013 and will take a considerable amount of team effort to accomplish.
- A large number of personnel requested wildfire training including saws, wildfire urban interface, and intermediate fire behavior. Every attempt has been made to approve these requests to improve PFA response abilities.
- The two caches are being inventoried and improved after the High Park Fire and the high use in 2012. Nader Jabbour will be the equipment manager for Station 7. This cache is utilized for Station 7, urban interface team and out-of-district team. The cache at training is for all other PFA personnel who need wildland fire equipment in an emergency.
- Discussions concerning the High Park After Action Review have taken place, and Chiefs are discussing how to best move forward with this project. This event was the largest in PFA history and doing this right is of great importance.

Out-of-District Accomplishments

- The Out-of-District Team had approximately 20 resource orders for engines and single resources.

- PFA was able to agree to about 16 of those; 13 were full deployments.
- A large majority of these requests started as mutual aid responses that were extended.
- Reimbursements came in at \$130,000 above the cost of doing business.
- A new system of using Telestaff for the up-list was implemented.
- A Type 1 extended attack kit was completed and placed at training for Type 1 engine deployments. A second kit is being placed into service and will be placed at Station 7.
- Many team members completed additional qualifications and others started tasks books for new qualifications.
- Several Team members have signed up for the 2013 Wildfire Academy, and 11 people completed the Power Saws class.
- Wildfire response was able to recover \$350,000 in reimbursements.

SCBA MAINTENANCE

Captain Tim England

The Self-Contained Breathing Apparatus (SCBA) tech group provided SCBA service and support to the department. Testing, repair, maintenance and upgrades to the departments SCBA's, Breathing Air Compressors, facility and ancillary equipment were completed.

Some areas of note for 2012:

- Replaced Quantitative Fit Test machines with new models. One of the three new testing machines was acquired through federal grant funds.
- The EBSS (Emergency Breathing Safety System) upgrade purchase was completed. Work began installing the carrying systems and will be completed in the first quarter of 2013.
- A new fill station was acquired for Station 1's breathing-air compressor. It will provide compliance with current practices and standards and alignment with 5500 PSIG capability.
- New harness systems were purchased for 21 Air-paks requiring replacement. Installation will be completed in the first quarter of 2013.
- Rapid Intervention Crew (RIC) systems training was provided to PFA volunteer firefighters.
- New technician training was provided with emphasis on hands-on experience as well as theory, systems and program procedures.

- The SCBA tech group also provided training, service, and supported other outside agencies. These included Colorado State University, City of Fort Collins Utilities, City of Greeley, Fort Collins Police Department, Larimer County Sheriff's Office, Larimer County Drug Task Force, Front Range Fire Consortium, and local Volunteer Fire Departments.

CUSTOMER ASSISTANCE RESPONSE TEAM

Captain Ralph Kettle

Not all emergencies can be prevented, but when they do occur, quick recovery is vital to everyone involved. The Customer Assistance Response Team (CART) provides trained personnel to respond quickly to facilitate a coordinated response with other agencies in providing recovery assistance. Currently CART is staffed with seven personnel that respond off-duty whenever requested by the Incident Commander, and automatically on greater alarm incidents.

Service Provided:

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

2012 Outcomes:

1. Assisted approximately 375 individuals during and after emergencies. Approximately 300 of the contacts were as a result of the High Park Fire and PFA's work at the shelters in LaPorte and The Ranch in Loveland. The CART also worked with the Rist Canyon Fire Department and the Livermore Fire Department to help coordinate service agencies and insurance companies with the citizens that were impacted by the fire.
2. Renewed the contract for restoration services with Paul Davis Systems.
3. Continued the partnership with Homewood Suites to provide immediate shelter to people who are displaced by an emergency (depending on vacancy), at no cost to PFA.
4. Coordinated with the American Red Cross to help provide longer-term assistance on multiple occasions.
5. Coordinated with Larimer County Animal Control service three times.
6. CART has been requested 25 times and responded 100% of the time.

OCCUPATIONAL HEALTH AND SAFETY

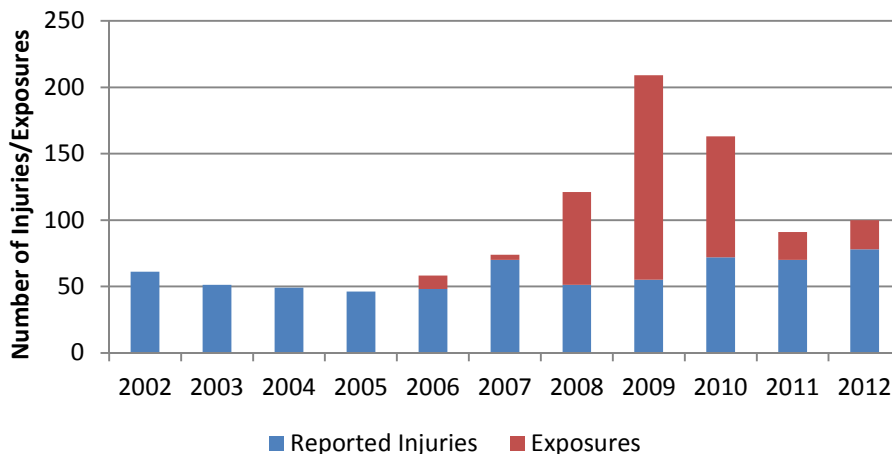
Battalion Chief Gary Nuckols

Injuries and Exposures

2012 was very similar to 2011 with a total of 100 reports filed. The largest increase in 2012 again occurred during training, and the greatest decrease occurred on the fire ground with about a third of the injuries.

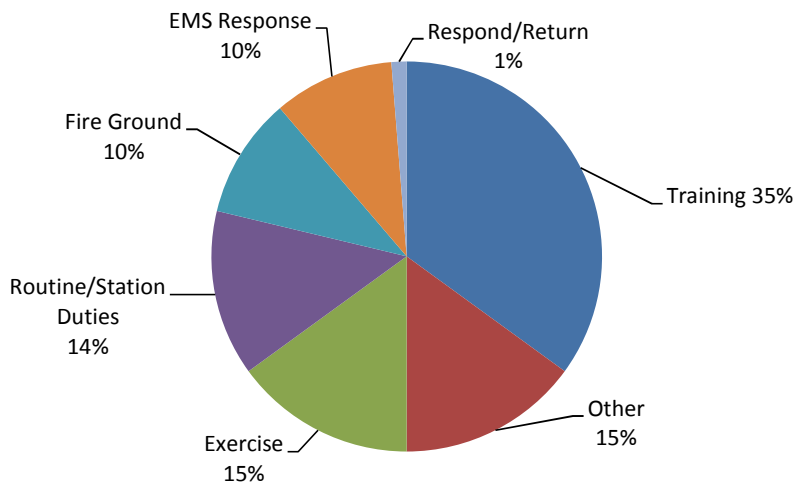
The number of exposures and injuries both remained consistent. The previous year's aggressive actions to reduce exposures, especially those asbestos related, has shown its impact. These actions have resulted in positive outcomes as seen by the dramatic reduction in exposure reports. An exposure can be defined as contact with a potentially infectious or harmful substance. PFA employees fill out exposure report forms when suspected exposures occur. The two most prevalent exposure types are medical related exposures from patient contact and exposure to asbestos at a structure fire. All exposures are reviewed to see if further intervention is required.

Injuries and Exposures



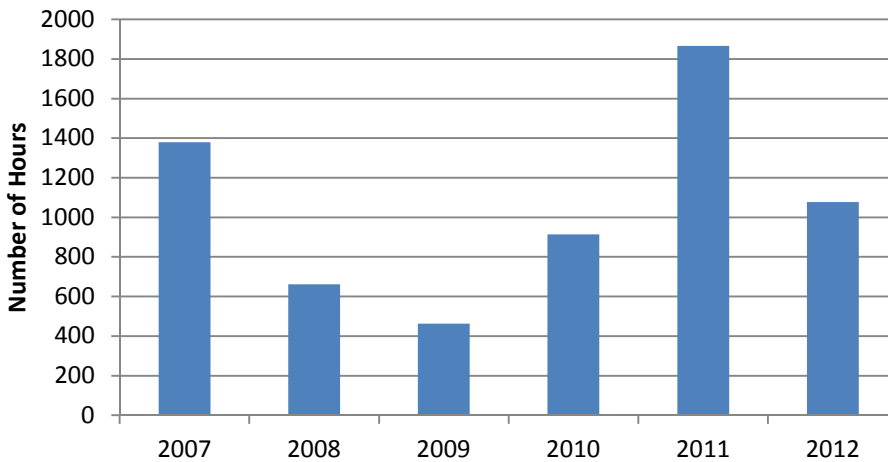
There was an increase in medical exposure reporting, but after evaluation only two required medical evaluations while the other 15 were ruled as not needing follow up. In 2011 there were only three reported exposure cases, two of which had medical evaluation and follow-up. If all exposure reports that were submitted for documentation purposes only were removed, total injuries in 2012 were 80. The following chart illustrates where the injuries (not including exposures without medical treatment) occurred.

2012 Reported Injuries Exposure Reports Without Medical Treatment Removed



PFA experienced a total of 1,078 hours of injury leave in 2012. This is quite a bit lower than the 1,865 hours of injury leave in 2011 as seen in the following chart. This number tends to fluctuate significantly and is usually driven by one or two individuals who have a significant injury that requires extended hospital stays or lengthy at home recovery before they are released back to modified duty status.

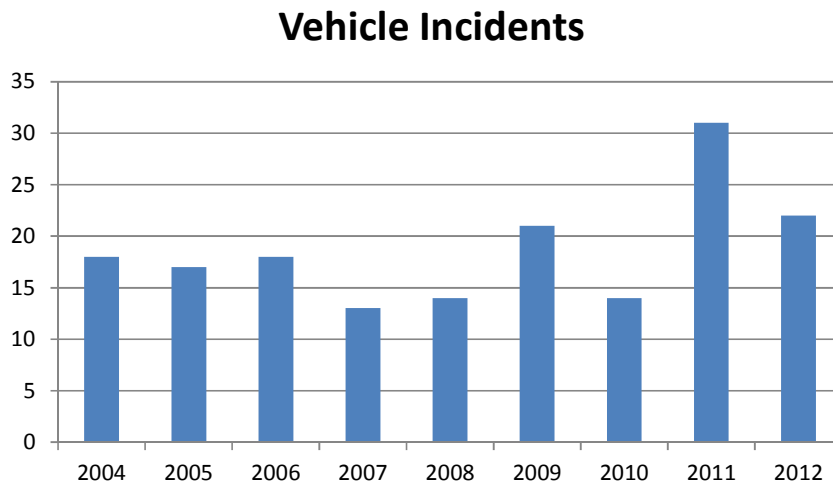
Hours of Injury Leave



Due to either on-duty or off-duty injuries, illnesses, or medical conditions 13 personnel were placed on modified duty to recover from their condition. This is down from 16 on modified duty in 2011. The most on any one day was six personnel and the average was 3.07 per day in 2012. This has remained virtually the same for two years with 2011 having 3.03 as the average and a ten year average of 2.6.

Vehicle Incidents

There were 22 vehicle incidents in 2012. This is down from 31 in 2011. The majority of the incidents were minor in nature, although even minor incidents can now result in expensive repair. This year saw a decrease of incidents classified as “fault of other driver.” The procedure that was implemented in late 2010 for reviewing accidents and other incidents that result in lost or damaged PFA equipment is still being used. There are now 34 of these reports posted from which to learn. The following graph shows vehicle incidents for the last nine years.



INFORMATION TECHNOLOGY

Tom Hatfield - IT Manager
Eric Nelson - IT Analyst
Gil Fisher - Operations Captain
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.

In 2012, many projects and tasks were accomplished as shown below.

The development of a new web site for the PFA with efforts made to bring both www.poudre-fire.org and www.pfafireprevention.org into a single, comprehensive web site. Plans are in place for this new site to go live during the first half of 2013.

Data center improvements were made in 2012 with the purchase of two network storage devices, which now house the majority of PFA’s server and data storage infrastructure.

A new software platform known as Veeam has been implemented to improve upon data reliability, recovery, and data retention for PFA's virtual infrastructure. Veeam's monitoring platform was also introduced to aid PFA IT staff in monitoring critical infrastructure components and services.

A long-term goal has been to consolidate PFA's incident and business life safety records management data into a single database, which was realized in 2012. Using the Mobile Inspection Program (MIP) developed by Jim Montague, wherein he improved the software by creating an interface to upload business inspection data into the High Plains records management system, has greatly improved the flow of critical data from the CSS division to the Operations division. This additional information is now available to firefighters and incident commanders when responding to emergencies at commercial buildings via the Mobile Data Computers. The CSS division now also uses the life safety module during new commercial construction to track and provide reports all the way from the plan review process to final inspection. In conjunction with this project, the High Plains fire records management system was updated to the current release. This records management system is comprised of several modules including incident reporting, life safety (commercial business records and inspections), employee training records and certifications and human resources.

Towards the end of 2012, IT began planning and working on a regular basis with the Combined Regional Information Systems Project team to enhance and upgrade the current Tiburon Computer Aided Dispatch (CAD) system. This enhancement will greatly improve the mobile dispatch environment for operations personnel.

IT aided the accreditation process by providing data extracts and reports. This is a major ongoing goal for PFA that will continue in 2013.

Computer access was added to a "Terminal Server" for PFA employees. Using a terminal server improved the electronic Workers Compensation Injury/Exposure program and added a Personal Information change form as well as a Fuel Slip program.

The Workers Compensation and Personal Information Change program was enhanced to pre-fill basic data into the forms from the PFA and City of Fort Collins Human Resources database and email the completed form to the appropriate individuals with PFA, City of Fort Collins Human Resources, and Risk Management.

The Fuel Slip program is accessible from fire apparatus laptops where fuel purchases can be entered electronically which goes into a database. This program is in the final testing phase.

COMMUNITY SAFETY AND SERVICE

Division Chief Bob Poncelow

In 2012, the Poudre Fire Authority reorganized several functions into a new Division called Community Safety and Service. This reorganization was directed by Chief DeMint in an effort to make a more efficient and effective organization. This reorganization occurred with the promotion of a new Division Chief following the retirement of Chief Wilson in 2011. The Community Safety and Service Division is made up of Public Affairs and Education, the Office of Emergency Management (OEM) for the PFA and the City of Fort Collins, as well as the Fire Prevention Bureau.

Fire Prevention has the primary objective of limiting the incidence and severity of uncontrolled fire in an effort to limit loss of life and 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, 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.

OEM directs all planning, preparedness and recovery efforts for significant events or natural or manmade disasters that involve or impact the City of Fort Collins and the PFA. These efforts involve educating both the citizens and public officials and employees, development of all hazard response plans including resource identification and coordinating with state and federal agencies during recovery efforts following an event.

Public education efforts include the development of educational programs that focus not just on fire safety, but on all aspects of citizen safety including such things as child safety seats, elderly care, carbon monoxide dangers and many other topics. These programs include direct delivery by the staff assigned to the Public Education Office as well as the coordination, scheduling and delivery of station tours and educational efforts conducted by the engine and truck companies throughout PFA. Public information is also disseminated by this office, providing vital information to the public during emergency events through media releases and direct interaction with impacted citizens. Additionally, public information keeps citizens informed on a daily basis of the goings on within the PFA by the use of the press releases, answering questions and expanding use of social media.

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, design, implementation and delivery of educational programs to reduce the customer's risk of 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 the office acts 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.

In 2012, 34 media releases were issued. These releases involved fires, EMS, hazardous material incidents and events with which PFA was involved. 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 build trust, knowledge and experience with different agencies, and provide for a familiar, non-threatening atmosphere in which to work. In doing so, PFA is kept in a positive light in the media on the average of once every week if not more.

PFA's social media tools are continuously growing. At the end of 2012 PFA had over 4,000 users and well over 11,000 customers reached weekly. PFA utilizes Facebook, Twitter and YouTube. The information placed on PFA's page ranges from incidents to events, safety tips and photos. The thirst for instant information is not slowing and staff is attempting to keep up with trends.

It is important to keep customers up to date on 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. This was quite evident during the High Park Fire in June 2012.

Service Requests

In 2012 PFA fulfilled 675 requests, an increase from the preceding years, regarding service to community members for fire and life safety education and other customer contact opportunities. This equates to a conservative 2,000 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 PFA has come in contact with in 2012.

Service Requests by <u>TYPE</u>	2009	2010	2011	2012	% Change From Previous Year
Safety Talk	111	165	103	212	+106%
Station Tours	101	114	75	102	+36%
Apparatus Tours	41	131	88	159	+80.68%
Extinguisher Classes	32	53	44	27	-38.64%
Neighborhood Events	24	32	33	29	-12.12%
Smoke Alarm/Battery help	18	39	31	25	-19.35%
Safety House	24	32	26	25	-3.85%
Safety/Science Fairs	14	13	12	6	-50%
Bike Helmet Program	8	3	5	4	-25%
Fire Drills	14	15	21	22	+4.76%
Career Day/Talks	9	8	8	7	-12.5%
Home Safety Surveys	3	8	6	13	+116.67%
All Others	47	40	29	44	-51.72%
Total	446	653	533	675	+26.64%

Service Requests by <u>AGE RANGE</u>	2008	2009	2010	2011	2012	% Change From Previous Year
Pre-school (3-5)	2285	2401	2833	2164	2363	+9.2%
Elementary (5-12)	5624	4934	5351	4784	4251	-11.14%
Middle/High School (12-18)	1478	756	499	1483	494	-66.69%
Adult (19-60)	4036	5387	6448	4409	4249	-3.63%
Adult (60+)	684	624	821	936	956	+2.14%
Total	14,107	14,102	15,952	12,146	12,313	+1.37%

Service Requests by <u>SHIFT</u>	2008	2009	2010	2011	2012	% Change From Previous Year
A Shift Total	83	98	80	68	64	-5.88%
B Shift Total	94	74	110	111	61	-45.04%
C Shift Total	96	56	99	69	110	+59.42%
Total	273	228	289	248	235	-5.24%

Service Requests by <u>STATION</u>	2008	2009	2010	2011	2012	% Change From Previous Year
Station 1	41	41	51	34	42	+23.53%
Station 2	23	27	28	30	19	-36.66%
Station 3	45	35	35	43	35	-18.60%
Station 4	20	13	37	30	31	+3.33%
Station 5	49	39	37	32	35	+9.38%
Station 6	14	9	13	16	8	-50%
Station 7	7	6	10	4	8	+100%
Station 10	25	20	33	18	24	+33.33%
Station 12	14	9	9	16	12	-25%
Station 14	35	29	36	25	23	-8%
Other	30	57	53	51	49	-3.92%
Total	303	285	342	286	286	0.0%

<u>RIDE-ALONGS</u>	2008	2009	2010	2011	2012	% Change From Previous Year
Citizen Ride-Along	48	42	136¹	28	36	+28.57%

Child Passenger Safety

PFA firefighters participated in a county-wide child passenger safety effort along with Larimer County Safe Kids Coalition. During 2012 PFA Firefighter/Car Seat Technicians installed or checked the installation of 382 seats. This program continues to be a very valuable service, and the decline since 2009 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,

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

and in order to sustain quality service to customers additional assistance was sought.

<u>Car Seat Checks</u>	2008	2009	2010	2011	2012	% Change From Previous Year
Station 1	85	75	81	42	18	-57.14%
Station 2	55	47	18	46	41	-10.87%
Station 3	63	80	32	49	42	-14.29%
Station 4	84	80	66	45	61	+35.56%
Station 5	125	75	45	65	47	-27.69%
Station 6	14	29	29	23	44	+91.30%
Station 7	18	16	9	1	3	+200%
Station 10	42	45	44	26	32	+23.08%
Station 12	46	10	9	9	22	+144.44%
Station 14	4	7	14	24	43	+79.17%
Check Points	0	0	0	1	0	-100%
Other	4	10	7	10	29	+190%
Total	540	474	354	340	382	+12.35%

Youth Fire Awareness/Juvenile Firesetter Intervention Program

Over 50 percent 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 fire setting behavior. This program is staffed by specially trained PFA firefighters and is coordinated by the Public Affairs Officer and Fire Investigator. In 2008 a local burn survivor was recruited who 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 fire setting behavior risk analysis.

<u>Juvenile Fire-setter Contacts</u>	2008	2009	2010	2011	2012	% Change From Previous Year
Referred Interventions	34	31	20	4	5	+25%

Notable New & Continuing Programs

Safety Trailer in Schools Program- This program was reintroduced five years ago and has gone from a handful of participating schools to almost all within the Poudre School District, plus two within Thompson School District (PFA response area). In 2012 1,640 children were reached in 102 classes, representing 22 schools. 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 PFA visits every year. Of course it is even more exciting when one of PFA's two fire safety clowns also attend.

Immediate Need Child Car Seat Access Program – This new program was introduced in 2012 to serve customers in need. The program was developed to help families in crisis or immediate need due to an emergency. Seats are located at two fire stations and can be accessed 24-hours a day. Safe Kids of Larimer County provides the seats.

Fire Ops 101- This program is a 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 its own volition for the past two years. Money raised goes to the PFA Fire Safety Education Fund and is used to purchase smoke alarms and carbon monoxide alarms for customers in PFA's district who cannot afford them, educational materials, and supplies for the Child Passenger Safety Program.

Neighborhood Night Out- In August, the firefighters who work at Station 7 hosted a neighborhood block party for the seventh straight year. This was done in partnership with the National Neighborhood Night Out effort 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 21 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 alarms, medical emergency protocols, evacuation, and a mock dorm room burn to show how quickly fires can turn deadly.

OFFICE OF EMERGENCY MANAGEMENT

Emergency Manager
Battalion Chief Mike Gavin

The Office of Emergency Management (OEM) was busy and productive in the year 2012. 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 and exercises for citizens, businesses and employees of the City of Fort Collins and PFA. Exercises were held involving responders from a multitude of agencies within the community, and acquisition of necessary equipment to continue and enhance both PFA and the City of Fort Collins responses and recovery efforts from local hazards. The impact of the High Park Fire continues to be a major activity area for this office.

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.

OEM was able to proceed with the development of an Emergency Management Specialist position due to positive results of the City's Budgeting For Outcomes process. This position will be hired in 2013. This office continues to assist Colorado State University (CSU) with the intern program for students studying emergency management and sociology.

PREVENTION

Fort Collins OEM includes Prevention as one of the five areas of Emergency Management as recommended by the Federal Emergency Management Association (FEMA). Activity in 2012 included updates of the emergency operation plan, continuity of operations plan, vulnerability assessments of the target or critical infrastructure and development of site specific emergency plans

for City of Fort Collins governmental buildings. Additional work on flood management plans and oil/gas operation emergency planning also occurred and will continue into 2013.

PREPAREDNESS

Large scale disaster planning continued through 2012 with the update of the regional mass casualty plan. The City of Fort Collins has combined its two Community Emergency Response Teams. Plans have been developed to add additional members in 2012. Beth Sowder of the Neighborhood Services Office continues to assist 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 2012. This included funding for training, wildland urban interface projects, and SCBA equipment.

MITIGATION

A public education program with focus on disaster preparedness/survival has continued in 2012 with plans to redesign and move the OEM website to PFA IT. The 2013 Disaster Preparedness calendar was completed and distributed. The top hazards in the community continue to be the focus of major mitigation efforts. Few capital improvements occurred in 2012, however, training and exercises continue to focus in these areas (wildland fires, severe winter storms, severe summer storms, tornadoes and transportation of hazardous materials).

RESPONSE

OEM participated and assisted with the coordination of exercises at the Center for Disease Control, CSU Bio Safety Lab Level III, CSU, and several City facilities.

Winter snow storms again did not impact the City in 2012 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 work with OEM on plans for flooding and power outages. OEM continues its work coordinating with local and state emergency services to ensure their ability to respond to local emergencies.

RECOVERY

Debris management plans, damage assessment plans, and resource needs assessment continue to be the primary areas of focus in recovery. The High Park Fire was a major focus in 2012. Many "lessons learned" are being incorporated into the local recovery plan as it continues to be developed and

refined. This area within emergency management will see continued activity in 2013, especially in the area of flash flooding and water quality.

ADDITIONAL ACTIVITIES/SPONSORED TRAINING/SERVICES

- Northeast All Hazard Region (Board Member representing Fire Service)
- Colorado State All Hazard Advisory Committee (Chair)
- Colorado State Homeland Security Senior Advisory Committee (member)
- International Association of Emergency Managers (Vice-President Region VIII.)
- Annual Storm Water Tabletop Exercise
- Active Shooter/Mass Casualty Tabletop & Full Scale Exercise
- Center for Disease Control Tabletop Exercise
- Fort Collins Loveland Airport Tabletop Exercise
- Continuation of an "OEM Internship" Program with CSU
- OEM & JAX's 6th Annual Preparedness Fair
- International Association of Emergency Managers Conference (attendee)
- Colorado Emergency Managers Conference (conference committee)
- Support of an hourly OEM Technician through Emergency Management Performance Grant funding
- Incident Command System 100, 200, 700 and 800 courses (Instructed to CSU, Fort Collins, Poudre School District and Larimer County personnel)
- Disaster Management for Water and Wastewater Facilities (instructed)
- Disaster Management for Public Safety Personnel (Instructed)
- National Weather Service "Weather Spotter" workshop (hosted)
- ICS for Hazardous Materials Incidents (hosted)

INSPECTION SERVICES

Assistant Fire Marshal, Shawn McGaffin

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 represents an overview of inspection activity.

Total businesses and multifamily residence on record	5,090
Total sprinkled businesses	1,986
Total multifamily residential homes	417
Total sprinkler inspections completed	3,972
Total general inspections completed in non-sprinkled businesses	497
Total hazards written	495
Percent of violations brought up to code	100%

INSPECTION SERVICES COMPARATIVE ANALYSIS

Activity	2011	2012	% of Change
Total Businesses on Record	4,823	5,090	5.5%
Inspections Conducted	1,887	4,469	137%
Total Violations Written	2,925	495	-83%
Re-Inspections Conducted	856	298	-65%

At the beginning of 2011 PFA implemented code enforcement on all portions of the 2006 International Fire Code. This was new to most businesses so there were a large number of violations. As seen in this table, the year 2012 shows that the number of businesses that were compliant with the International Fire Code increased while the number of violations declined by 83%.

A new reporting program has been implemented for 2013. This program will allow staff to search and acquire information, for example, how many sprinkled, multi-family residences over three stories were inspected? The High Plains program started collecting data on January 1, 2013, and this will be displayed in the 2013 Annual Report.

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 2012, 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 2012, 64 of these lock-ups were performed. Tent permits are issued, particularly at special events, to ensure public safety. In 2012, PFA performed 63 of these inspections.

FIRE SUPPRESSION TECHNICIANS

This group of employees provides the required bi-annual fire sprinkler inspections. They currently work partially for Inspection Services as well as Fire Protection Systems. This group serves the community by ensuring the proper working order of the fire suppression systems installed in commercial and multi-family residence within PFA's jurisdiction. A cumulative 4,039 hours split between four civilians working part-time and a single off-roster firefighter completed 3,972 sprinkler inspections and 107 multi-family, non-sprinkled building inspections in 2012.

2013 will bring a new look to the Fire Suppression Technicians' job description. While still completing sprinkler inspections, they will also be re-introducing general fire safety inspections to non-sprinkled buildings. This will be done by first moving completely into Inspection Services and then by only completing a once-a-year inspection on low hazard sprinkled buildings thereby allowing more time in the field to address general fire inspections in other businesses.

FIRE INSPECTION COORDINATORS (FIC)

The FICs provide the community with a 24-hour fire prevention resource. In 2012, the six FICs conducted 390 general inspections, which included high hazard occupancies and assembly occupancies. A general inspection is conducted at all assemblies and high hazard non-sprinkled buildings. 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 2012, the Bureau completed the 12th 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 inspection program has been a supplement to the PSD inspection program. 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 10th year. In 2012, 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, since 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 2012, 417 R-occupancy inspections were completed.

FIRE INVESTIGATIONS/PREVENTION SUPPORT

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

In 2012, the Poudre Fire Authority responded to 444 fire calls compared to 400 fire calls in 2011, an increase of 11%. 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 2012, 152 fires or 34% 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	116	76%
Arson	21	14%
Natural Cause	0	0%
Undetermined	15	10%
Total	152	100%

Partnerships continued with local, state, and federal law enforcement agencies in 2012. 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 PFA on 11 fires during the year.

Law Enforcement Assistance to PFA Investigators			
<i>Agency</i>	<i>Number</i>	<i>% of Law Assist</i>	<i>% of Total Fires</i>
ATF	1	10%	.6%
CBI	0	0%	0%
CSUPD	2	18%	1.3%
FCPS	4	36%	2.6%
LCSO	4	36%	2.6%
Total	11	100%	

A local Arson K-9, "Shadow", was retired during the year and a new K-9, "Holly" was trained and certified. The Arson K-9 was not utilized in 2012. Through the hard work of fire investigators and the relationships with local law enforcement agencies, two arrests were made for arson in 2012 and two arrests in 2011. 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	146	96%
Cases Not Closed	4*	2.6%
Total Cases	152	100%

*Pending cases awaiting further information for final disposition

The total number of incendiary fires remained the same and there was no increase in incendiary fires involving structures in 2012. 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 2012 include spite/revenge, vandalism, and crime concealment. The total fire loss for 2012 was \$6,842,502. This reflects a 72% decrease from 2011, mainly due to the Penny Flats and CSU Equine Reproduction Lab losses in 2011. Even though the total number of deliberately set fires was static, the dollar loss from those fires decreased 94% from the previous year.

Type	2011	2012	% of Change from 2011 to 2012
Total Fires	400	444	11%
Total Incendiary	19	21	10.53%
Structure/Incendiary	8	8	0%
All Other Incendiary	11	13	18.2%
% Total Incendiary	4.7%	3.8%	
Total Dollar Loss	\$24,446,232	\$6,842,502	-72%
Total Dollar Loss Incendiary	\$7,049,121	\$441,000	-93.7%
% Total Dollar Loss Incendiary	30%	6.4%	

FIRE PROTECTION SYSTEMS

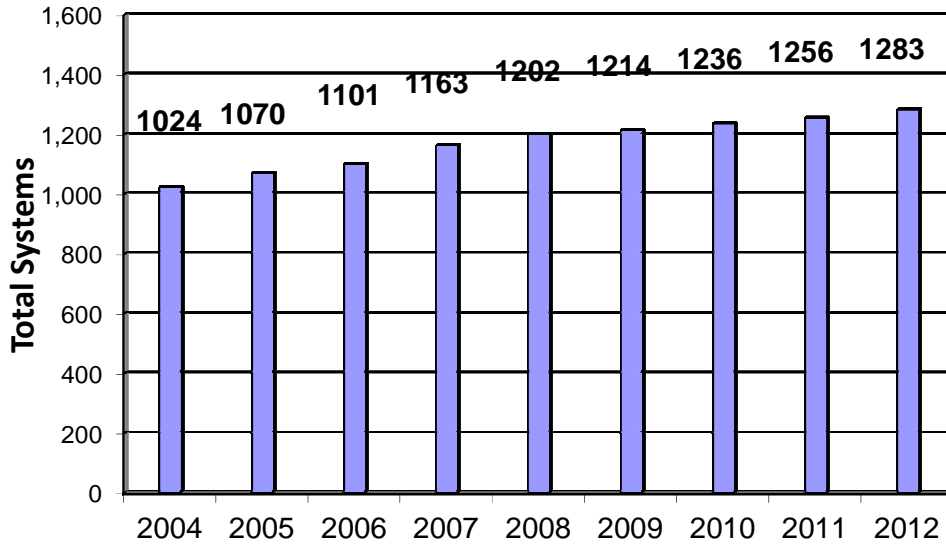
Assistant Fire Marshal, Joe Jaramillo
Fire Safety Inspector, Roger Smith

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 the community are reliable and functioning. 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 26%, which is an increase of 27 new systems. This change increased the number of buildings protected by fire sprinklers from 1,256 to 1,283.

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 and spray booth extinguishing systems. This causes staff to interact with the community in a very productive fashion. A few examples include field inspections, field meetings, and follow-up discussions with City staff. The contractors 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	2011	2012	% of Change 2011/2012
Total Fire Sprinkler Systems	1,256	1,283	+2.15%
New Sprinkler System Installations	20	27	+35%
Sprinkler System Upgrades	165	140	-15.15%
Residential Fire Sprinkler Systems Reviewed	8	4	-50%
New Fire Alarm Installations	109	105	-3.7%
Spray Booths Installed	3	3	0.0%
Fire System Permits/Plan Reviews	296	260	-12.16%

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 the 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 2012 resurgence in the economy of Fort Collins was observed. Staff has been fortunate to process several large projects and help establish new businesses.

ACTIVITIES & ACCOMPLISHMENTS

Development Reviews

In 2012, development review processed 40 less projects than the previous year, reflecting a slow start to the planning process of the economy. However, considering the reduction in reviews, PFA has reviewed several new, large-footprint projects. Some of these may have started late in 2011, but are on-track and being built. Such projects include the old Wal-Mart Store on South Mason being re-opened with an expanded building footprint, new places of assembly like the Mosque and the expansion of additional floor space for new technology at Avago. New CSU structures and building additions continue to come to PFA for site approval, building plan review and fire protection system approval.

Year	Development Reviews	% of Change
2012	152	-21%
2011	190	

New proposals for privately owned, multi-family dwellings aimed at the college student market saw an increase in 2012. These projects included The Grove and Choice City (aka The Commons). Since the height of these new structures is approaching mid-rise dimensions with much more wooden construction involved, additional fire protection features are required, such as planned egress routes, standpipe systems, elevator recall systems, and voice-evacuation systems tied to the fire alarm.

A new business niche has found its way into Fort Collins—the micro-distillery. Liquors like whiskey, gin, and rum are now being safely distilled within PFA’s jurisdiction with two micro-distilleries ready to open for business in early 2013. The rejuvenation of the Mall and the renegotiated settlement to bring the

Woodward Headquarters to the community are two significantly large projects that continue to undergo a phased plan review due to complexity and size.

Building Plans Reviewed

Review Types	2011	2012	% of Change
New Buildings	29	88	203%
Tenant Finish	244	282	16%
Bi-Directional Antennas	11	5	-55%
Fuel Tank Removals/Installs	19	5	-73%

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 ANNTENAS (BDAs)

BDAs continue to be installed on an as-needed basis with new buildings as a component for acquiring a new Certificate of Occupancy.

TECHNICAL RESARCH REQUESTS

Technical Services does partner with Investigative Services in order to complete requests for technical research regarding fires, unauthorized releases of hazardous materials, and tank removal verification. In 2012, 23 evaluations were conducted.

FINAL INSPECTIONS

Final inspections represent the last work conducted before the issuance of the Certificate of Occupancy to the property 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			
	2011	2012	% of Change
Alarm Final	103	84	-18.45%
Building Final	34	29	-14.7%
Clean System	2	1	-50%
Core and Shell	1	2	100%
CSU	8	26	225%
Flow Fax	29	32	18.52%
Hood Final	27	18	-33%
Hydrant Flow	17	4	-76.47%
Knox Box	94	48	-48.94%
Liquor License Inspection	21	33	57%
Re-Inspection	49	21	-57%
Small Plan Review	6	14	133%
Spray Booth	1	3	200%
Sprinkler Final	60	53	-11.67%
Sprinkler Flow	6	7	16.67%
Sprinkler Rough	108	97	-10.19%
TCO Check Off	5	0	-100%
Tenant Finish	201	180	-10.45%
Totals	785	668	-14.95%

HAZARDOUS MATERIALS

Underground/Aboveground Fuel Storage Tanks

In 2012, five fuel storage tank sites 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 or environmental concerns. This oversight is provided solely by the program manager.

2012 Statistical Analysis



March 17, 2012 - 1301 University Avenue, Apartment Fire

2012 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. Work will begin in 2013 on a new strategic plan as part of the accreditation process, which will bring a new focus to the performance standards.

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 (2012 national data will become available between September and November, 2013). Front Range departments as well as strategic planning partners surveyed. The

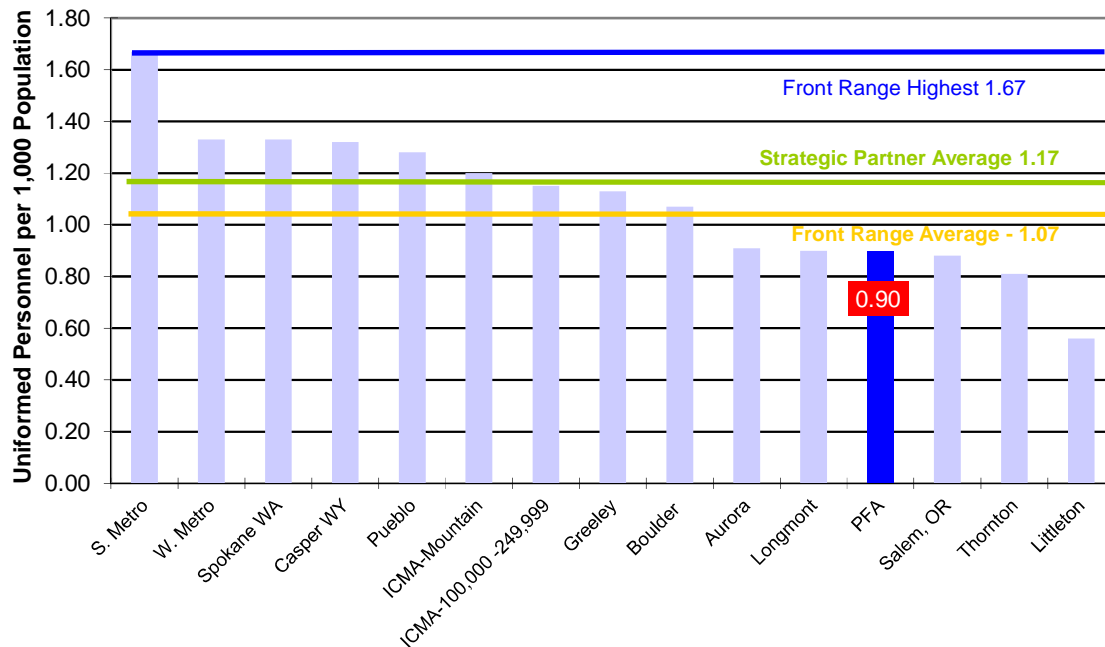
5-year PFA history provides a means for citizens to assess how PFA has performed historically, and, where available, how PFA compares on a national level.

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.

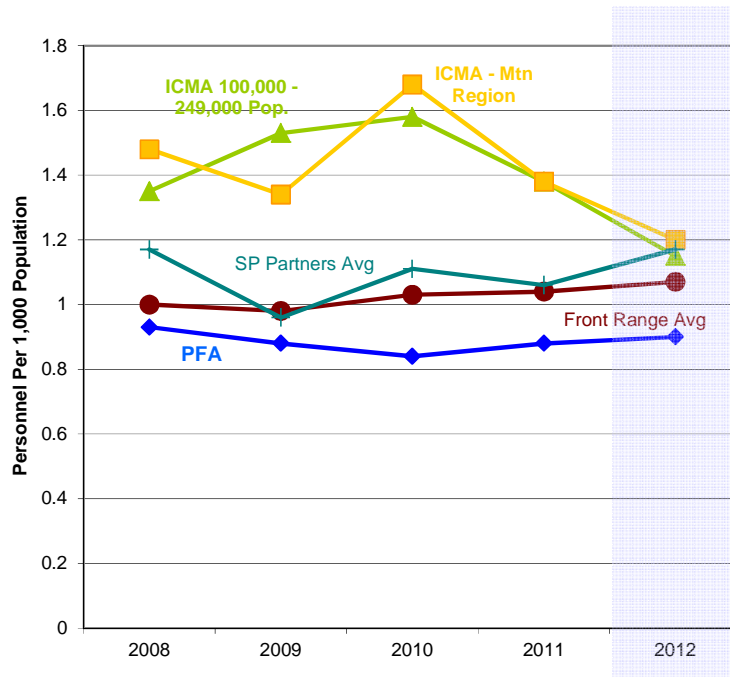
The uniformed personnel per capita performance measure is not included in any of the strategic planning goals; however, it does provide a means to compare the performance standards against staffing levels. In 2012, the PFA served a population of 184,669 in its jurisdiction. PFA's definition of performance 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; PFA employs .9 firefighters per 1,000 population served, while the Front Range Average is 1.07 firefighters per 1,000 population served. The difference between a staffing level of .9 firefighters per 1,000 residents and 1.07 firefighters per 1,000 residents equals over 25 fewer positions on PFA's staff.

Input Data

**2012 Uniformed Personnel Per 1,000 Population
Strategic Planning Partners and Front Range
Departments**

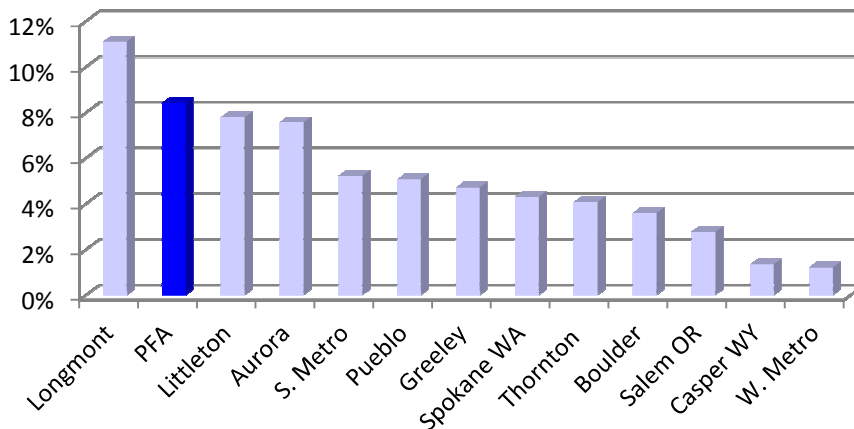


Uniformed Personnel Per 1,000 Population



A question was added to the 2012 benchmark survey regarding diversification in relation to the number of female versus male uniformed employees. The chart below shows where PFA falls in comparison to benchmark partner departments in percentage of female uniformed employees compared to total uniformed employees. This reflects PFA’s continued efforts in diversification in the workforce.

2012 Percent of Female Uniformed Employees to Total Uniformed



Goal 1

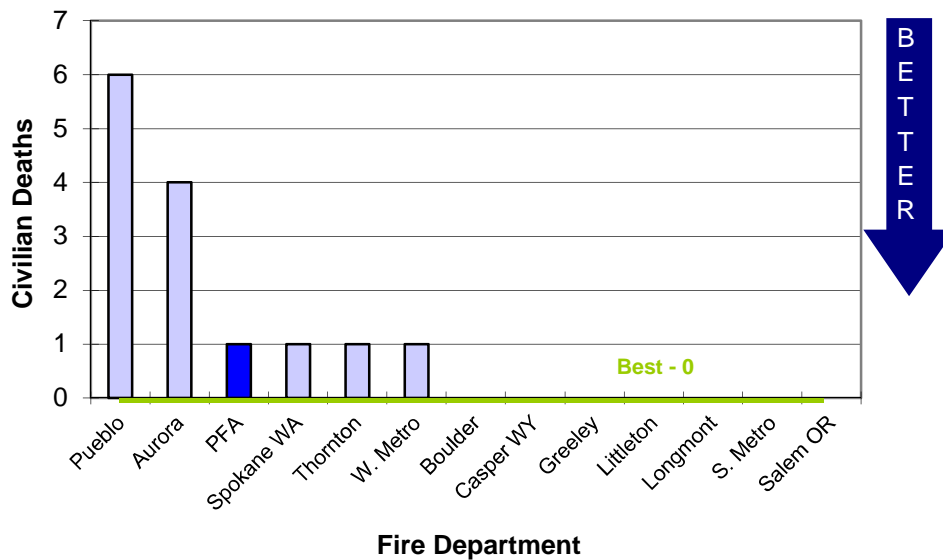
“Minimize deaths and injuries due to fires, medical emergencies and related emergency situations.”

Outcome

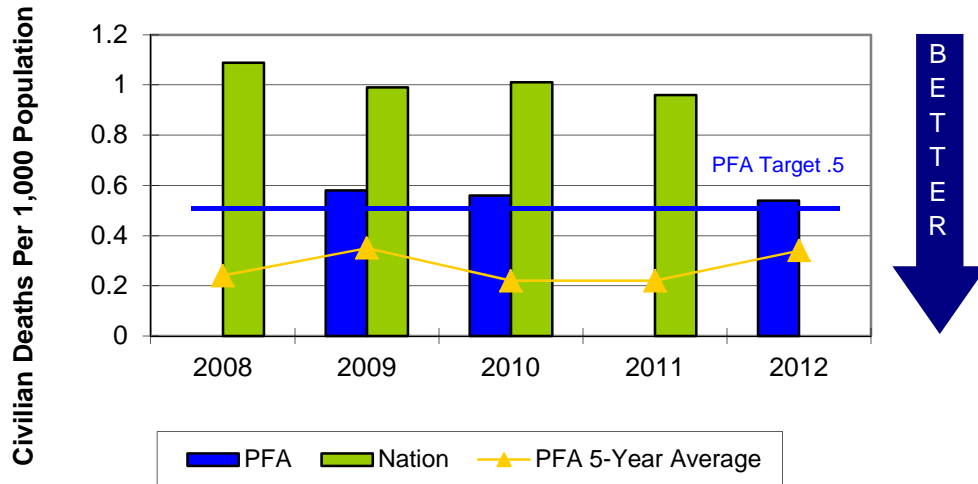
Standard 1.1 Civilian Fire Deaths

PFA's goal for this standard is to limit fire deaths to a five-year average of .5 deaths per 100,000 population. In 2012 the five-year average is .34, 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. In 2012 the occupant of a residential fire was located and removed from the structure. Unfortunately she succumbed to her injuries. The fire was caused by careless use of smoking materials in a residence with a large amount of accumulated materials inside, which hampered rescue activities.

2012 Civilian Fire Deaths



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

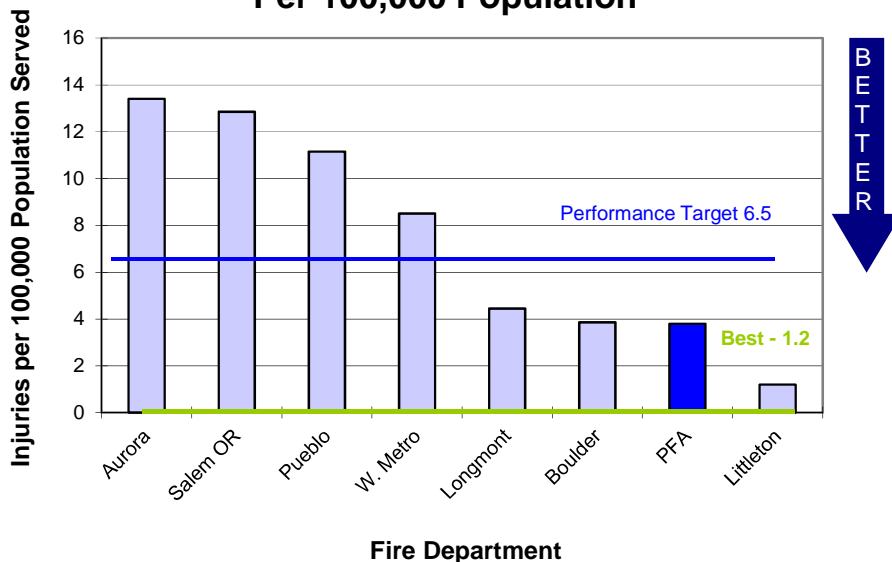


Outcome

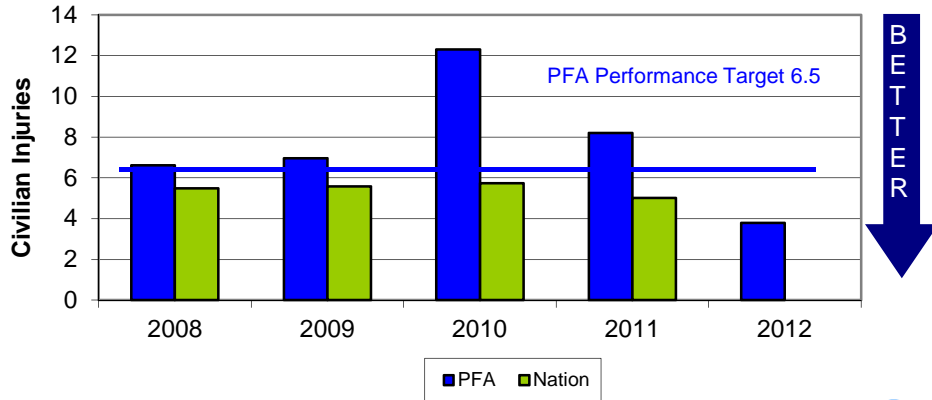
Standard 1.2 Civilian Fire Injuries

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 2012, the average is 3.79, which is below the goal of 6.5 civilian fire injuries. PFA has met the goal four times during the past ten years, but not for the past five consecutive years. PFA is very aggressive at reporting injuries, which may skew comparative data. This measure will be reviewed during the upcoming accreditation and strategic planning process.

2012 Civilian Fire Injuries Per 100,000 Population



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

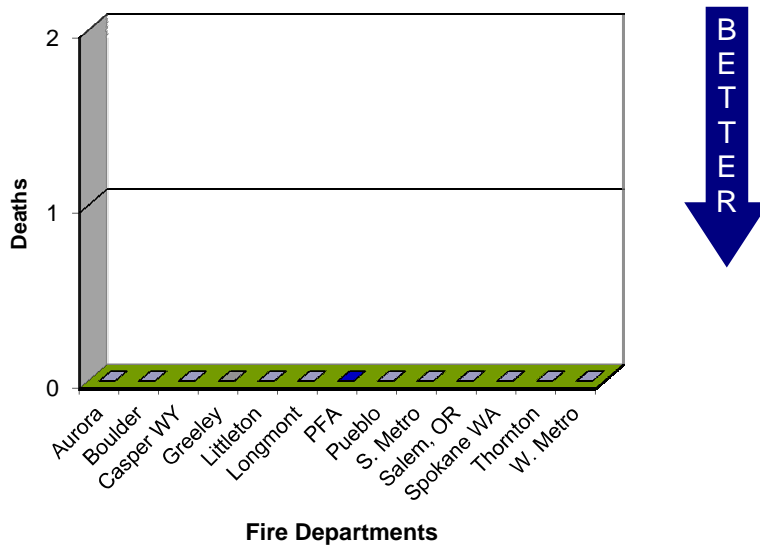


Outcome

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.

2012 Firefighter Deaths



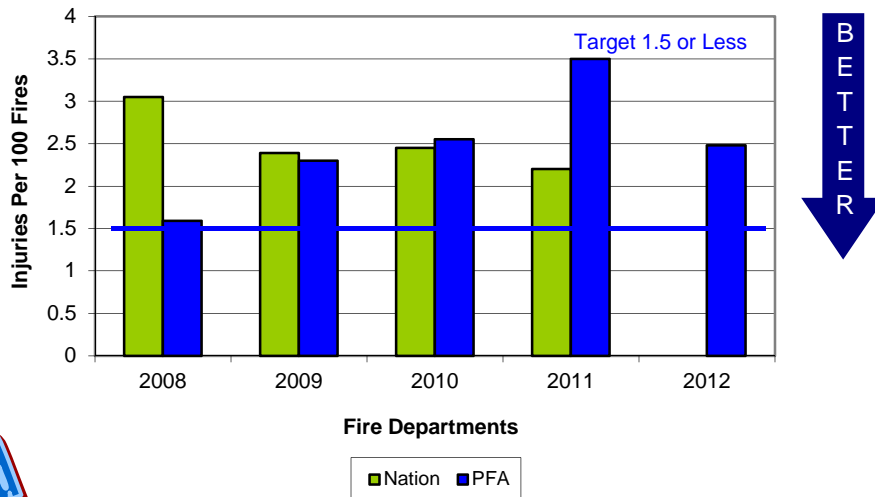
PFA has not had a line of duty death, and continued that trend in 2012 with zero firefighter deaths.

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

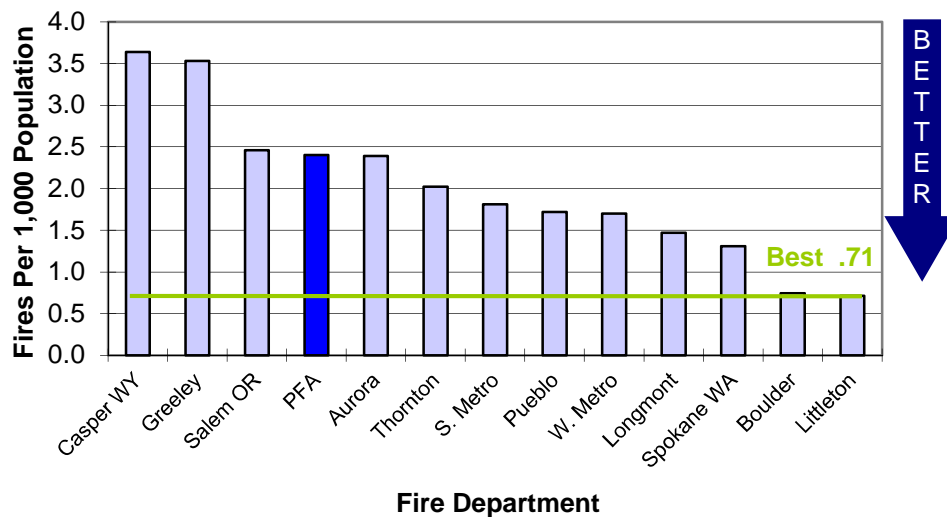


Workload Data

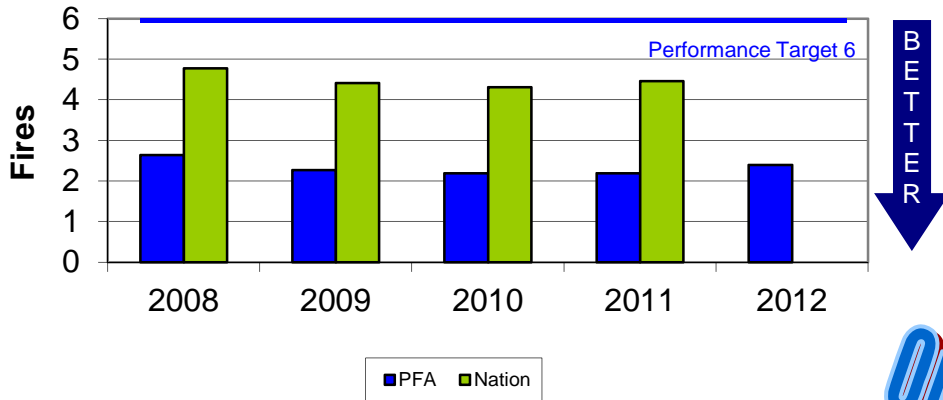
Standard 1.5 Total Fires

The PFA goal is to limit the incidence of fires to 6 per 1,000 population. Data shows a trend of decreasing fire rates.

2012 Number of Fires Per 1,000 Population



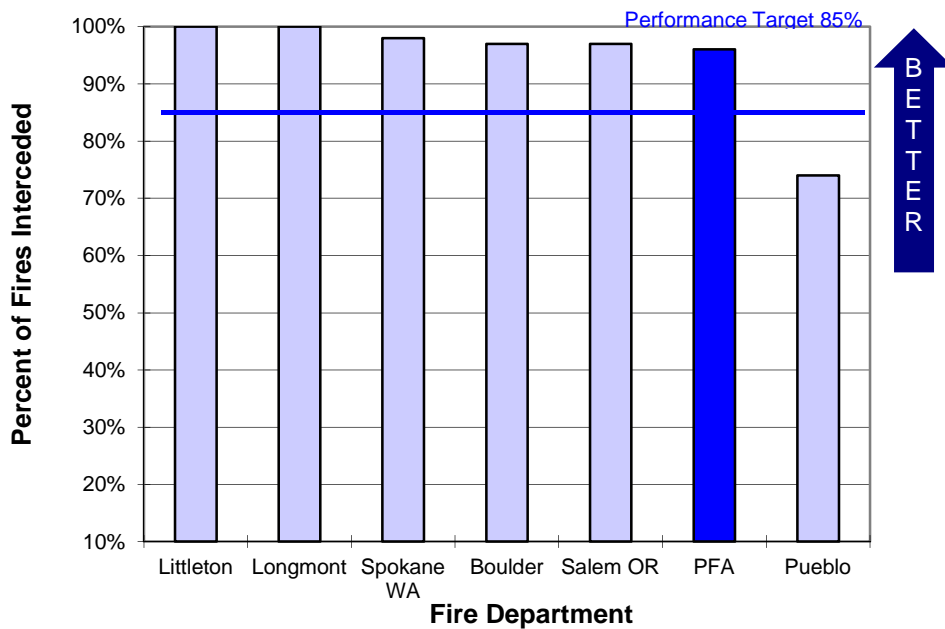
PFA & Nation Number of Fires Per 1,000 Population 5-Year History



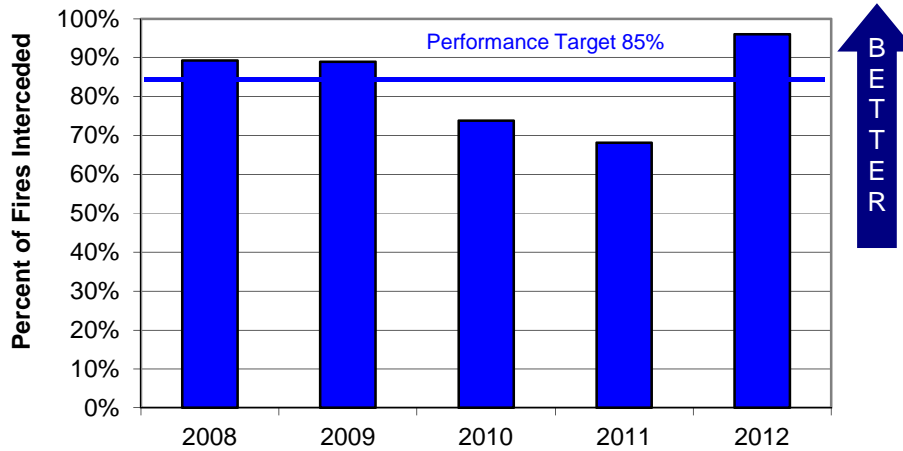
Standard 1.6 Fire Extensions Beyond the Room of Origin

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

Percent of Interceded Fire Extensions Beyond Room of Origin



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

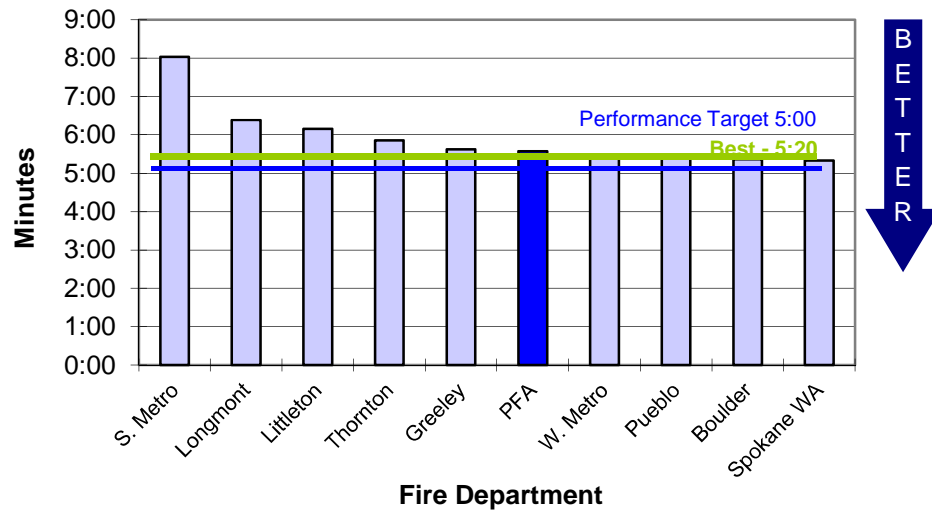


Outcome

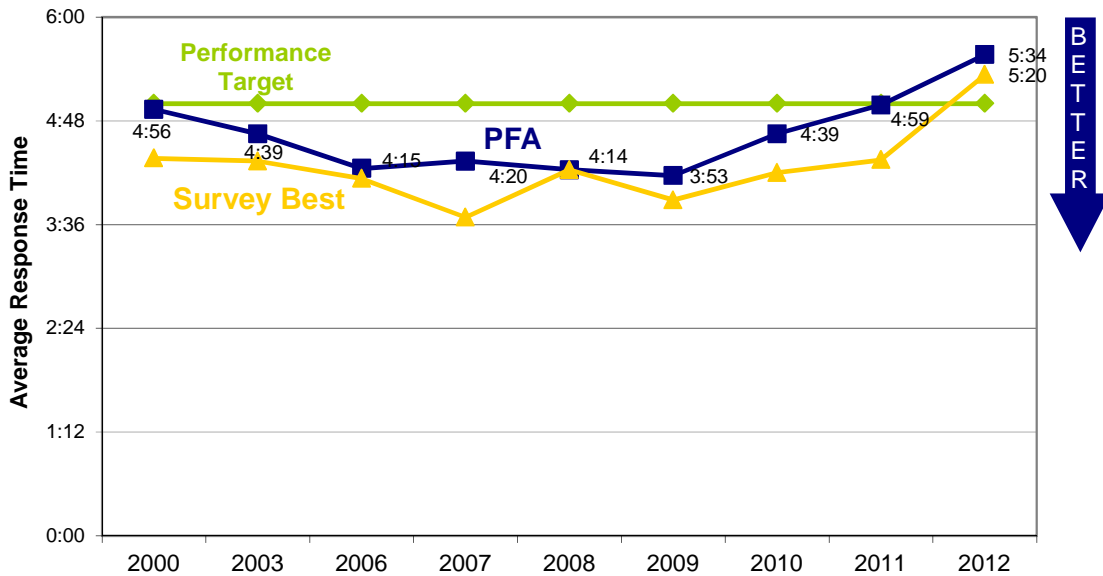
Standard 1.7 Response Time

The goal for this standard is to maintain an average response time of 5 minutes or less to reported emergencies from time of dispatch. 2012 is the first year PFA has exceeded the average 5 minute response time goal.

2012 Average Response Time Per Community

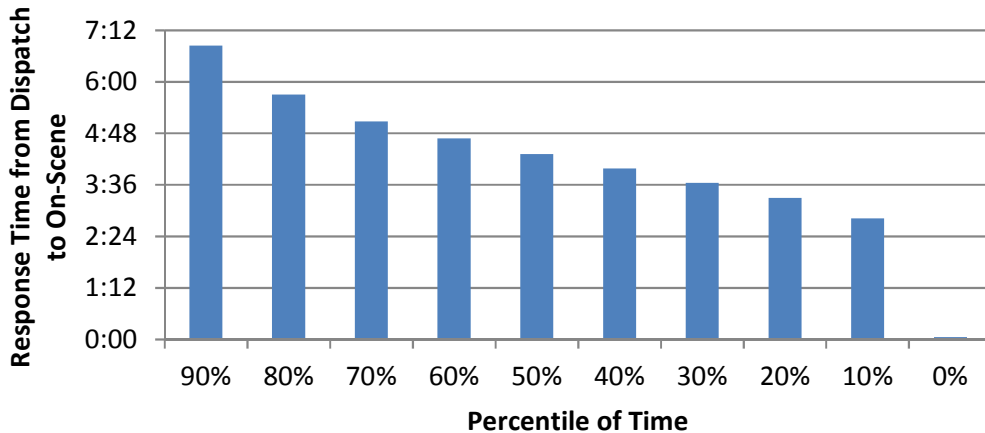


Average Response Time History



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).

2012 Emergent Percentile Response Times for First-Due Unit



Goal 2

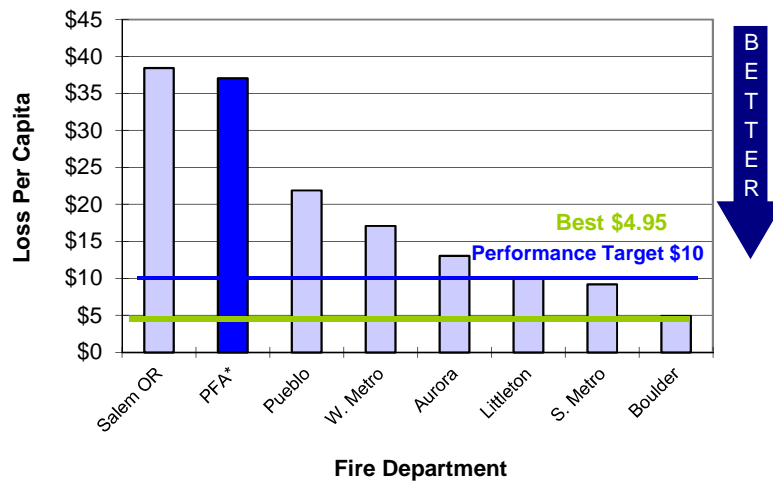
“Minimize direct and indirect losses due to fire and related emergency situations.”

Outcome

Standard 2.1 Property Loss Per Capita

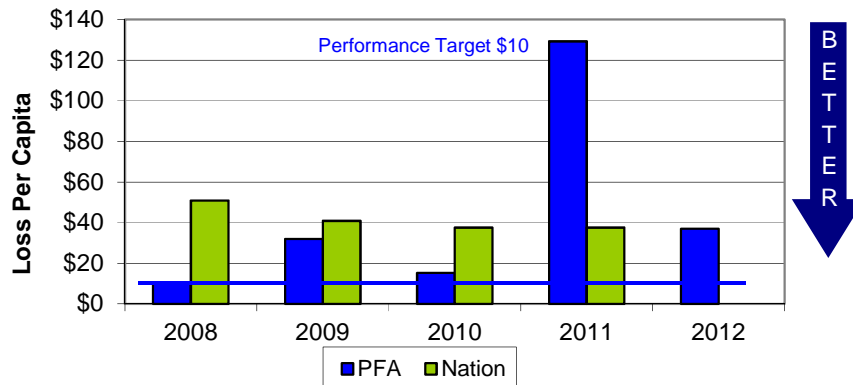
PFA's goal for this standard is to limit direct estimated fire loss to \$10 per capita. The \$10 per capita standard continues to be an aggressive goal, and at the time the strategic plan was written, in 2004, the need to watch this goal was noted because the trend from 2000 to 2004 showed increasing per capita fire loss, and this trend continues through 2012.

2012 Fire Loss Per Capita



*2012 data includes high loss from the High Park Fire

PFA & Nation Fire Loss Per Capita 5-Year History

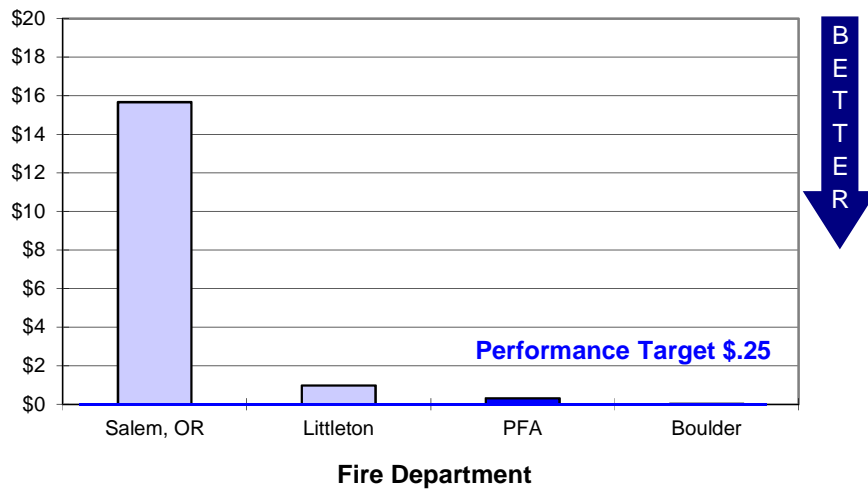


PFA's 2011 loss per capita is the highest on record due to the two high loss fires: Penny Flats and the CSU Equine Reproduction Lab.

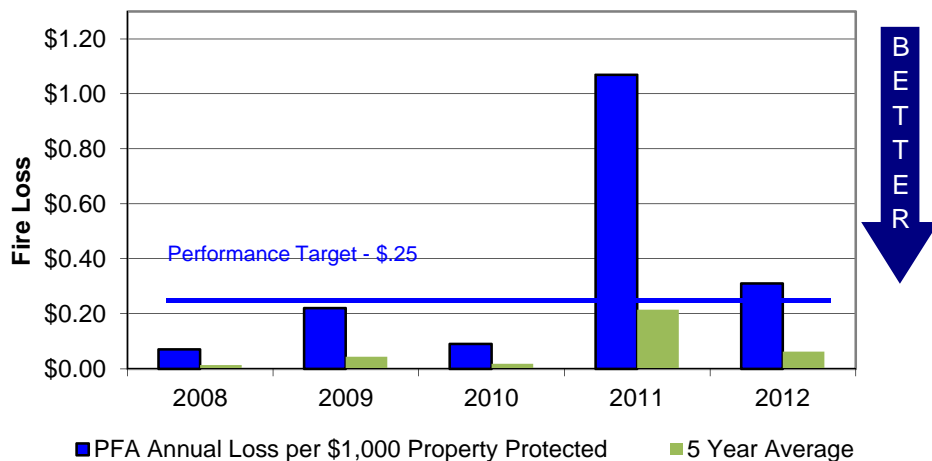
Standard 2.2 Loss Per Value of Property Protected

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 for the past ten years, but came very close to the performance target in 2011 due to the CSU Equine Reproduction Lab fire, Penny Flats fire, and three large loss residential fires. PFA did meet the five-year average goal in 2012.

2012 Loss Per \$1,000 Property Protected



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

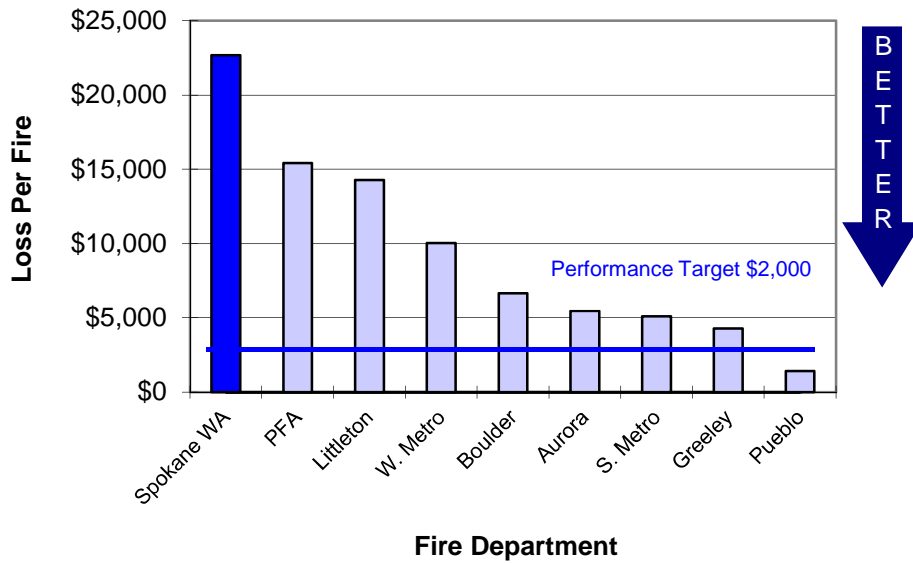


Outcome

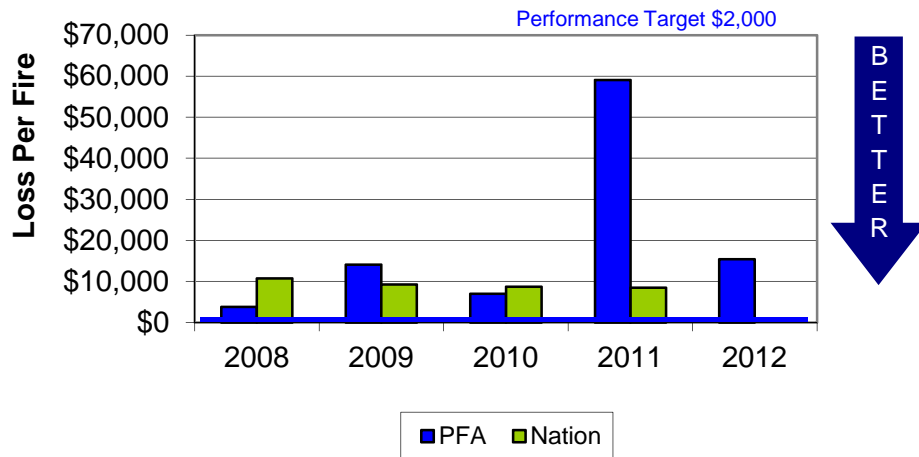
Standard 2.3 Loss Per Fire

PFA's goal is to limit the average estimated loss per fire to \$2,000. This goal has not been met since 2000, and will be updated in the 2013 Strategic Plan and accreditation process.

2012 Fire Loss Per Fire



PFA & Nation Fire Loss Per Fire 5-Year History

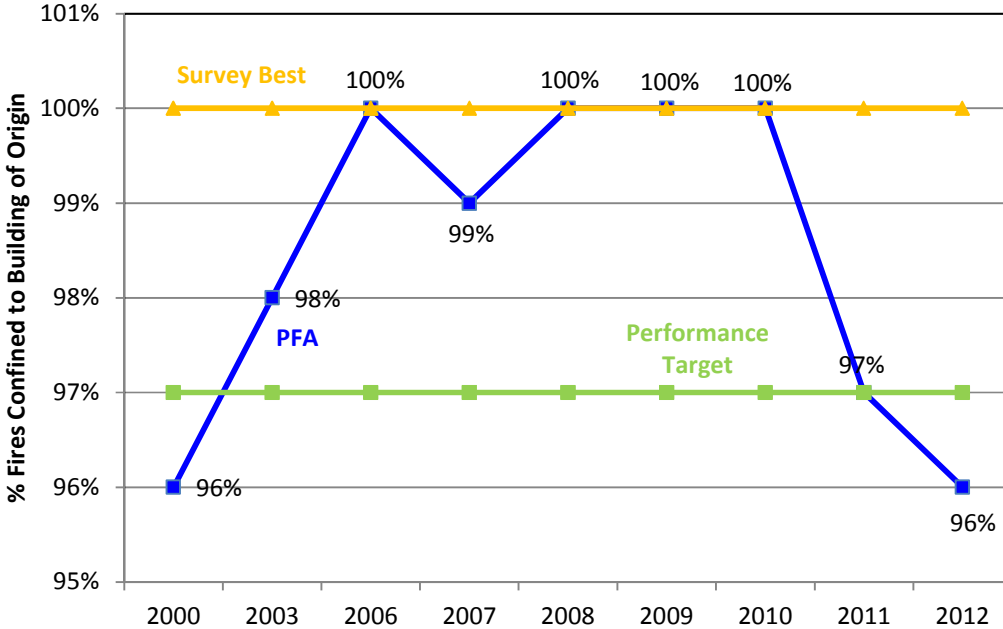


2011 included two very large-loss fires: 1) CSU Equine Reproduction Lab (\$12 to \$15 million), and 2) Penny Flats (\$6.5 million). There were several large loss home fires including Camelot Drive (\$205,000), Timber Road (\$260,000), and Trails End (\$600,000). In 2012 there was one very large loss fire: High Park Fire (\$4,373,600).

Standard 2.4 Urban Fire Control

Outcome

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



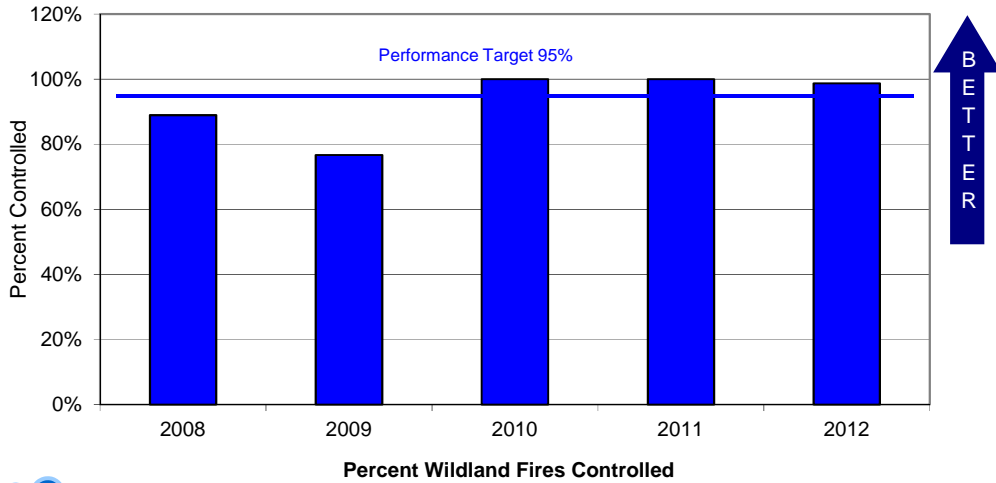
Standard 2.5 Rural Fire Control

Outcome

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. The High Park Fire, which began on June 9, 2012, was 100% contained on June 30, 2012. This fire began outside of PFA's jurisdiction, but did enter the jurisdiction, destroying 27 homes, which resulted in \$4,373,600 loss. This is the one fire that was not controlled within the two hour and twelve hour standards in 2012.

Standard 2.5.1
Control Wildland Fires within Two Hours 95% of the Time

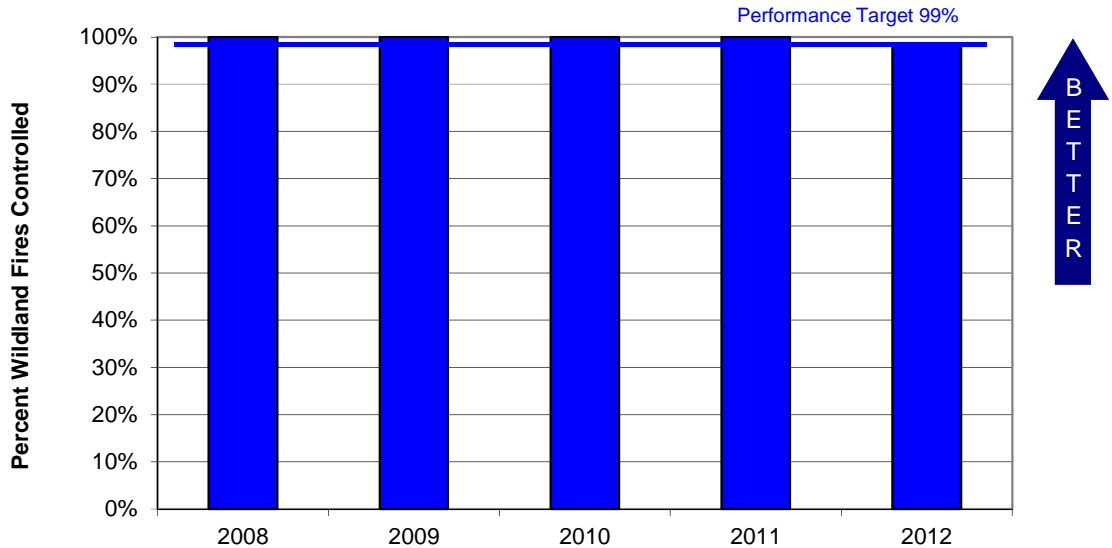
**PFA Wildland Fires Controlled within Two Hours
5-Year History**



Outcome

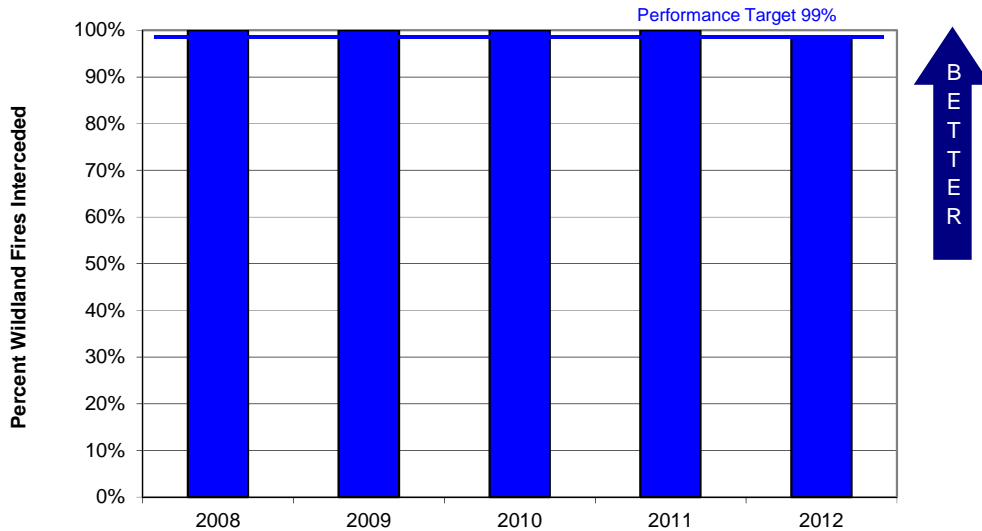
Standard 2.5.2
Control Wildland Fires within the First 12-hour Operational Period
99% of the Time

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



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

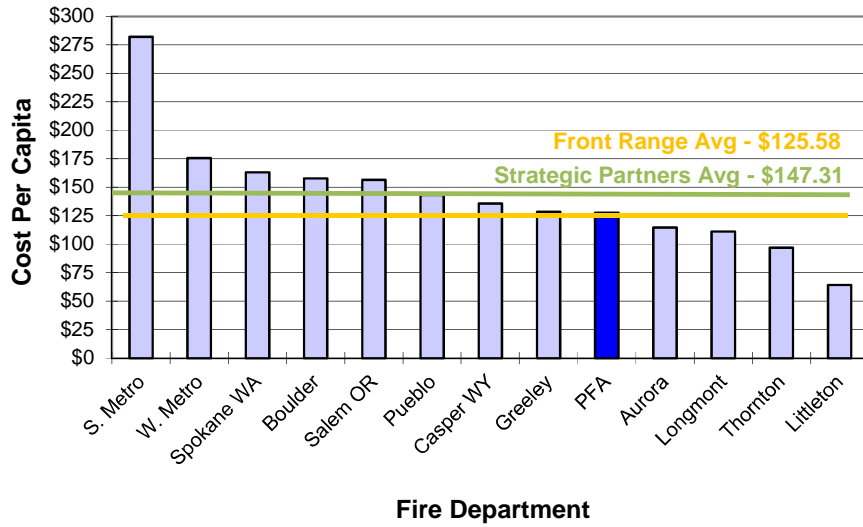


Goal 3
“Minimize the costs of fire protection and emergency services.”

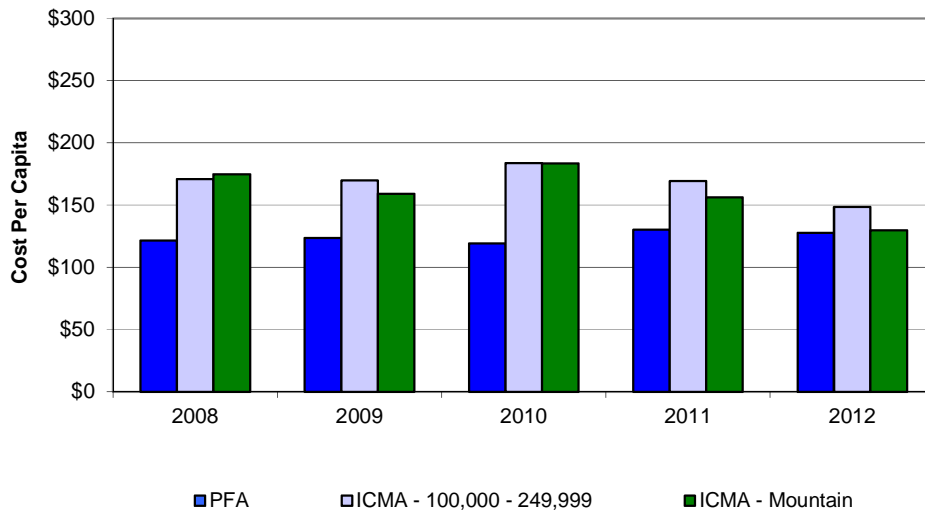
The PFA goal for this standard is to maintain per capita costs below the average for similar size jurisdictions within the Rocky Mountain region. PFA continues to exceed this goal.

Input Data

2012 O&M Budget Per Capita Strategic Planning Partners and Front Range Departments



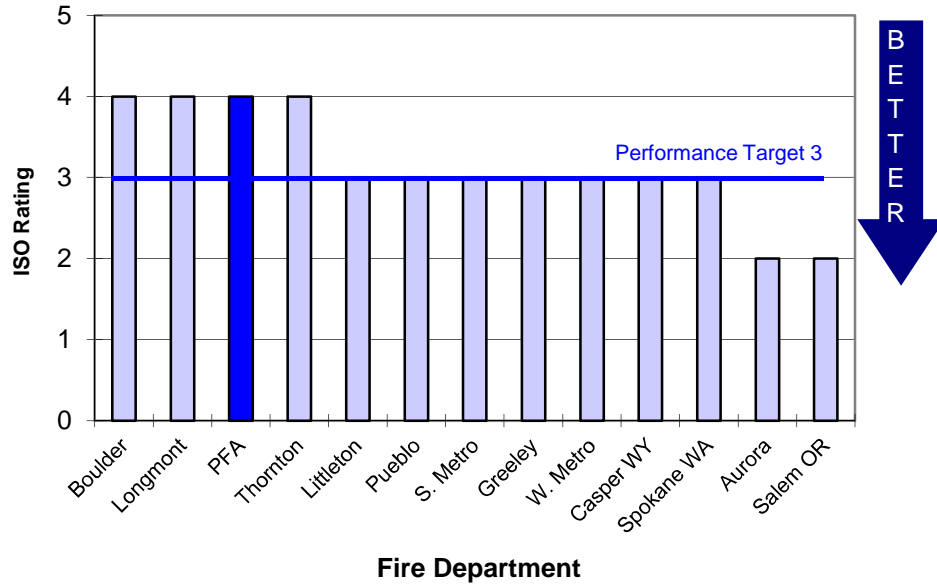
Total O&M Expenditures Per Capita PFA Comparison to ICMA Data



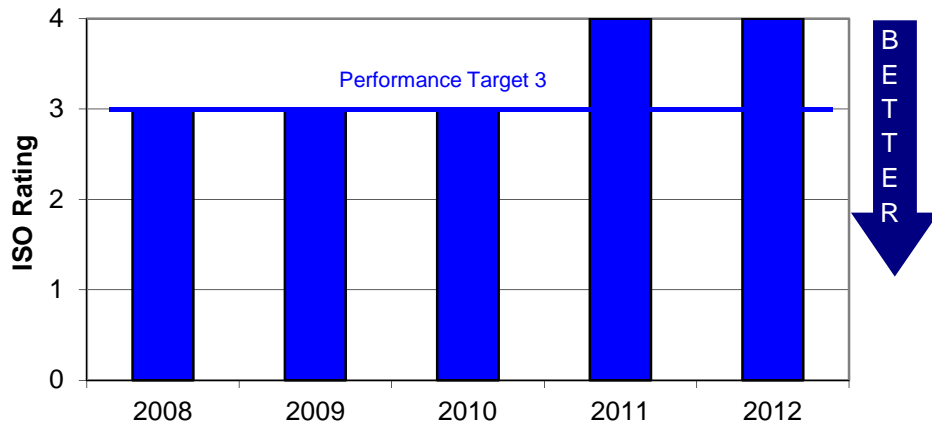
Standard 3.2 Insurance Rating

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 no longer meets this goal. ISO rated PFA in 2010 and the new rating has dropped PFA to a 4 rather than a 3.

2012 Urban ISO Rating Per Community



PFA Urban ISO Rating 5-Year History



Goal 4

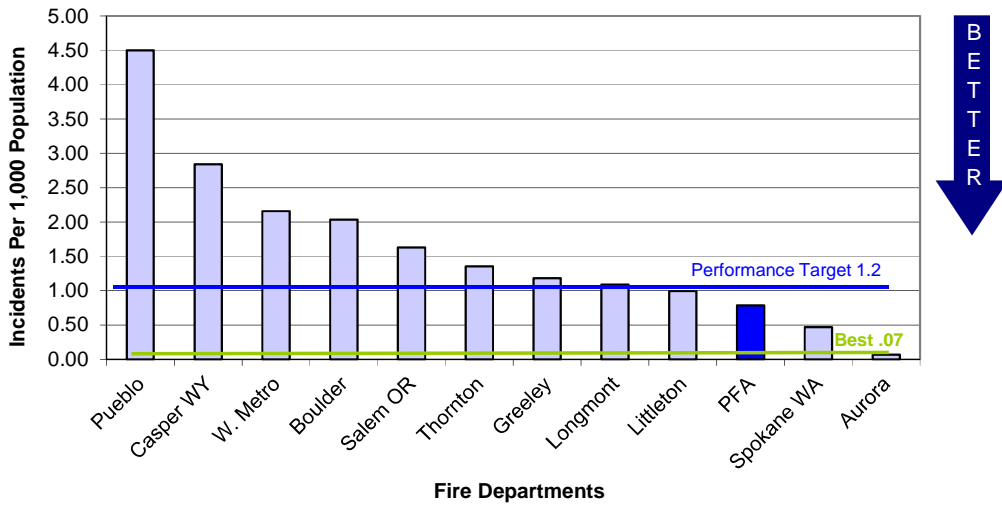
“Minimize the number of and adverse effects of hazardous materials incidents.”

Standard 4.1 Hazardous Materials Incidents

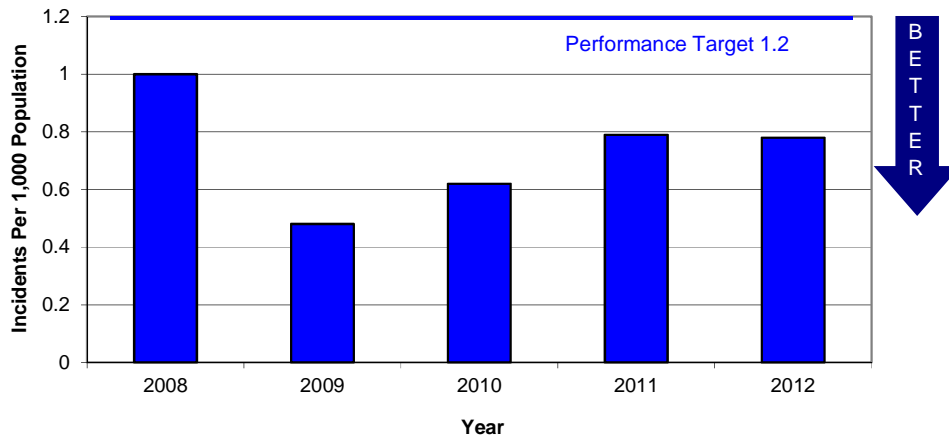
The PFA goal for this standard is to limit hazardous materials incidents to 1.2 per 1,000 population. PFA continues to exceed this goal.

Outcome

2012 Hazardous Materials Incidents Per 1,000 Population



PFA Hazardous Materials Incidents 5-Year History



Standard 4.2 Homeland Defense

Outcome

The PFA goal is to minimize the adverse effects of incidents involving chemical, biological, radiological, nuclear and explosive (CBRNE) products through continual upgrading of skills, equipment and multi-agency coordination and communication at the local, county, state and federal levels. Although state assessments have changed, target capabilities are still being addressed.

- Personnel assigned to Hazmat Technician responsibilities are trained to the Hazmat Technician level in accordance with CFR 1910.120(q) and NFPA 472.
- Hazmat has increased its detection capability including additional dosimeters, infrared and biological white powders.
- Additional software for chemical identification and hazard pluming has been obtained.
- Hazards associated with special events are preplanned.
- Fire, EMS, police and utility employees are trained in Disaster Management including CBRNE.
- PFA personnel including Hazmat members received training on Incident Command for Hazmat Incidents.
- PFA Hazmat personnel continue cross-training with other area Hazmat personnel both public and private sector.

The Fort Collins Office of Emergency Management in partnership with Poudre Fire Authority continue to prepare responders and the community to be prepared to respond and recover from large scale emergencies/disasters including human caused CBRNE events. Community Hazard Mitigation Plans and vulnerability assessments of target hazards and critical infrastructure are conducted in conjunction with FEMA/DHS guidelines and the State of Colorado Homeland Security Strategies.

Multi-agency and multi-jurisdiction exercises are conducted to insure coordination and compatibility of resources.

Goal 5

“Maximize the level of resident and business satisfaction with the PFA Services.”

Standard 5.1 Overall Resident Satisfaction

Outcome

PFA’s goal is to maintain an 85% overall satisfaction rate with residents. In 2012, a survey was conducted by CSU to understand community residents’ perceptions of the job PFA does in providing emergency services, understand the extent that community residents are aware of fire safety practices and the extent they follow such practices, and understand businesses’ perceptions of the job the PFA does in providing emergency and non-emergency services to

business customers. Approximately 78% of fire safety guidelines are practiced by residents in the community, and in general, if the guideline was known about, it was followed. However, through the survey it was found that elderly and lower income respondents tended not to follow the fire safety guidelines as tightly as others. Public awareness of, and compliance with, safety guidelines is an issue that PFA will review in its upcoming strategic planning process. Funding for a public educator was sought in the 2013 Budgeting for Outcomes process and through a grant with FEMA, but neither were awarded, so efforts continue to pursue funding for a public educator.

PFA Citizen Satisfaction Survey Performed by CSU				
Scale: 1 = Extremely Poor, 5 = Extremely Well				
	1993	1998	2006	2012
Responds within appropriate timeframe	4.4	4.6	4.5	--
Demonstrates Care for Persons	4.6	4.6	4.5	4.5
Demonstrates Concern for Property	4.3	4.4	4.4	4.5
Cooperation with Other Agencies	4.5	4.4	4.4	--
Handles Incident in Professional Manner	--	--	4.7	4.7
Provides accurate information related to the emergency	--	--	4.4	4.5
Provides follow-up services after an emergency	--	--	4.1	4.0

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.

Type of Service	Quality of Service Rating Very Good/Good					2012 National Comparison	2012 Front Range Comparison
	2001	2003	2008	2010	2012*		
Overall Fire Services	96%	90%	94%	96%	85%	Similar	Above
Fire Response Time	--	--	--	--	84%	Much Above	--
Fire Prevention/ Education	--	--	--	--	72%	Much Above	Much Above

* Overall, ratings for the majority of safety services stayed strong from 2010 to 2012. However, lower evaluations were given to the quality of fire services overall (96% “very good” or “good” in 2010 versus 85% in 2012). Differences in ratings for fire services overall could be due, in part, to changes in question wording as well as the addition of other, more specific fire-related safety services.

Standard 5.2 Overall Business Satisfaction

Outcome

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

Evaluations of Inspections with PFA (CSU Business Survey)			
Scale: 1 = Extremely Poor, 5 = Extremely Well			
	1998	2006	2012
From visit to visit PFA personnel provide consistent information regarding the International Fire Code	--	4.6	4.2
PFA personnel respect your time when conducting a fire code inspection	4.6	4.7	4.7
PFA personnel provide adequate safety training	--	4.3	4.2
PFA personnel provide adequate emergency evacuation information	--	4.3	4.2
PFA personnel provide adequate information if they find a fire code violation in your workplace	4.6	4.7	4.6
PFA personnel offer adequate guidelines to assist you with correcting code violations	4.5	4.7	4.6
Visit to visit, the PFA is consistent in what they cite as a code violation	4.4	4.5	4.5

Standard 5.3 Emergency Response Satisfaction

Outcome

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.

2012 Emergency Response Service Survey Results

Total Number of surveys mailed	1,223
Total Number of surveys returned	450
Percentage of surveys returned	36.79%

	Excellent	Good	Fair	Poor	N/A
1. How easy was it to report your emergency to the 911 dispatcher?	87.78%	6.89%	1.33%	0.44%	3.56%
2. Rate our response time.	87.33%	10.00%	0.89%	0.44%	1.33%
3. Rate the courtesy of the Firefighters on the scene.	96.67%	2.44%	0.44%	0.00%	0.44%
4. Were all our actions clearly explained?	88.00%	9.33%	1.33%	0.00%	1.33%
5. How would you rate our overall services provided?	95.11%	4.22%	0.44%	0.00%	0.22%

Goal 6

“Maximize citizen and employee input.”

This goal was added to the strategic plan and approved by the PFA Board of Directors on April 27, 2010. PFA is dedicated to continually increasing 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 2012.

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.

In 2012, PFA entered into a program referred to as “*Forging a Courageous Organization*.” This program, facilitated by the former chairman of Character Development at the United States Military Academy, was made available to every employee in the organization. PFA staff went through an extensive session to develop a sustainable courageous organization and an on-going education program for all members of the organization.

Through the extensive session mentioned above, a new Mission, Vision, and Core Values for PFA were established and approved by employees and the Board of Directors.

2012 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 three goals having been met, although some are ongoing in the evaluation process. The three goals still in progress are related to larger system-wide issues.

In 2012, PFA EMS calls made up 74% of all responses to citizens with 11,799 EMS Calls. Ongoing assessments of PFA's roles, responsibilities and potential capabilities in EMS are still being conducted. The priority of a more formalized structure in medical direction has been met, since Medical Direction is still 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 makes up the majority of PFA responses and EMS does make a difference to the health and well-being of citizens.

PERFORMANCE OBJECTIVE	History	2012 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)	This 5 minute benchmark originated as a reflection of survival outcomes in CPR studies.	5:04 for EMS calls. System evaluation identified that dispatch processing times are a significant component. Dispatch work toward ACE accreditation as well as additional hires should make an effect upon the processing times in the future	There is growing national data that will require us to consider revising this benchmark toward greater specificity between critical VS non-critical calls. Many states have moved EMS response time benchmarks to 8:59. IN PROGRESS
100% Certification at some EMS Level (EMS MISSION: SKILLFUL)	Not all PFA responders held some level of EMS certification in 2007	100% of PFA full-time responders have current EMT Basic and First Responder Certifications	Our volunteer force has increased to 8 EMT's and 11 First Responders; increasing our ability to respond to EMS calls in the district with less delay. COMPLETED

CEU and Competency Assessments meet national and state requirements (EMS MISSION: SKILLFUL)	Before 2006, PFA EMS responders were responsible for their recertification requirements while off-duty.	All state EMS requirements <u>exceeded</u> . Changes to the scope of practice have added new equipment and medications. More PFA EMT's are choosing to maintain their National Registry Certification which exceeds state requirements.	All PFA responders exceed State requirements and complete additional requirements put forth by our Medical Control with bi-annual practical and knowledge based assessments and QA evaluations. COMPLETED
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	98% of all ratings were excellent for PFA. Responses regarding PVHS are forwarded to the PVHS EMS Coordinator Internal feedback increased with EMS Focus Committee representation and an increase in station visits by EMS Coordinator	Citizen response is overwhelmingly positive about EMS and PFA helping citizens when in crisis. Fewer questions are voiced about why we respond to EMS calls. Improving Internal Customer communications will be a continued focus for 2013. COMPLETED
Develop and Maintain Cooperative Working Relationship between EMS Health Providers			
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 or IAG. At this time, a generalized agreement for mutual aid is being discussed at the Chief level between services.	Creation of an MOU or IAG will assure information sharing, assured response for rehab and other unusual circumstances as well as equipment issues. The accreditation process for each entity identifies the need for this goal. There may be other EMS entities involved by the end of the year. IN PROGRESS
Develop Common/Shared definitions for QA/QI	Changes from the old Reporting System to High Plains improved the quality of data that can be mined and shared	Completed for RMS reports with PVHS EMS. Certain measurement factors (at-patient times vs on-scene times) not utilized at this time. Accreditation is being sought by PFA and PVHS, which will assist in clarifying	Discussion continues in adopting uniform system "language" and performance measurements that will assist in assuring valid system evaluation. Further development of measurement points are based on IAFF, IAFC EMS System Performance tools and Medical Direction requirements. IN PROGRESS

		measurement qualifiers.	
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
Address 100% of all written concern reports		100% addressed. There has been a decrease in written concerns regarding EMS issues. Medical Control issues have been presented to the shared Medical Physician with reasonable outcomes.	PVHS and the EMS Coordinator attend the Captain's meetings and have increased their station visits to assure good communications. Joint training between services has increased. COMPLETED
EMS Advisory Committee will have representatives of all EMS System Providers	The EMS Advisory Committee is an Ad Hoc Committee	Not convened in 2012.	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		Two table-top and one Full Field Exercise (school shooter) were completed this year with extensive community responder participation. Funding was granted through the all Hazards Regional Council.	Further ICS tabletops and interagency training is planned for 2013. COMPLETED
Adopt the IAFF/IAFC EMS System Performance Parameters as appropriate			
		2011 utilization of the High Plains RMS addressed the majority of these measurement points. Some data sharing is still necessary but not available at this time needed data points will be addressed in MOU or IAG's.	Our 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

		Summary Data is more easily available through this program.	
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 need additional services		Increased use of Social service representatives has been required as our personnel identify citizens who need assistance. There is a continuing increase of social service issues in the community identified with the repeat call loads to specific patients/situation.	Citizens in need of social services are identified by the crews who contact the EMS Coordinator. Referrals are then made to Larimer County Social Services, the Fort Collins Interagency Committee and PVHS as needed. Response has been excellent. 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
Utilize internal experience and expertise on EMS		Internal EMS Focus Committee with shift representation was	Individual PFA members have taken on EMS projects to improve delivery of care to

System Performance		implemented to make the feedback loop more effective and identify issues quickly and effective.	citizens. COMPLETED/ONGOING
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 to policy for these organizations have decreased use of PFA resources for non-emergent lift assists. Monitoring continues. Increased use of 911 as a primary health care access route is expected to increase.	Referrals to Social Services and the Interagency Committee have been effective. PVHS is establishing a Community Paramedic program to address the needs of some of our citizens who use the 911 system for general health care issues. Nurse referral lines at dispatch have also been explored. This will be an ongoing issue. COMPLETED/ONGOING
Develop and make available EMS education programs to targeted audiences		Information on Lifting training given to Health Care orgs as well as Home safety review tool developed by PIO incorporated EMS factors for falls and general safety	Ongoing project. 2013 will have a target for AED access education. COMPLETED/ONGOING
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 Errors in QI have dropped over 50%.	The RMS reports have improved significantly with High Plains. Data reports and tracking systems for training and field care are in place COMPLETED
Develop plan to address EMS			

needs during large scale events			
		Review and revisions (with the help of the Emergency Manager) of updates on the department Disaster Response plan (both externally and internally) is ongoing.	Re-evaluation of resource allocation, personnel and communications is targeted for 2013. 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

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
2012	CITY	83.58	81.54	81.05
	DIST	16.42	18.46	18.95

**2012
PFA COMPARISON TO ICMA
BASELINE DATA REPORT**

Firefighter's Annual Base Salaries (Entrance), 1 January 2012

PFA Entrance Salary	2011 - \$46,358*		2012 - \$47,060	
<u>Classification</u>	<u>Mean</u>	<u>First Quartile</u>	<u>Median</u>	<u>Third Quartile</u>
Total, all cities	40,689	33,008	40,024	47,240
Population Group				
Over 1,000,000	46,149	46,149	46,149	46,149
500,000-1,000,000	48,484	42,446	45,548	51,587
250,000 - 499,999	46,579	40,452	43,681	51,490
100,000 - 249,999	47,100	37,930	46,044	52,837
50,000 - 99,999	47,112	38,572	44,953	53,922
25,000 - 49,999	41,309	33,774	40,530	47,590
10,000 - 24,999	37,928	31,147	37,885	44,078
Geographic Division				
New England	41,776	37,694	42,536	45,286
Mid-Atlantic	39,848	36,674	40,437	42,662
East North-Central	43,573	39,598	43,968	48,490
West North-Central	39,120	32,387	37,556	42,024
South Atlantic	32,162	28,013	31,656	35,260
East South-Central	30,113	26,788	31,296	33,490
West South-Central	37,750	32,262	37,500	43,352
Mountain	40,864	34,356	39,792	46,797
Pacific Coast	56,804	49,738	55,592	61,812

* PFA salaries were frozen at the 2009 rate.

Firefighter's Annual Base Salaries (Maximum), 1 January 2012

PFA MAXIMUM SALARY		2011 - \$68,666*		2012 - \$69,706	
<u>Classification</u>	<u>Mean</u>	<u>First Quartile</u>	<u>Median</u>	<u>Third Quartile</u>	
Total, all cities	56,404	47,476	55,520	64,557	
Population Group					
Over 1,000,000	61,361	59,390	61,361	63,332	
500,000-1,000,000	65,635	58,907	61,244	73,292	
250,000 - 499,999	61,112	55,378	56,634	71,346	
100,000 - 249,999	61,858	55,257	61,660	67,292	
50,000 - 99,999	62,995	54,063	64,281	71,256	
25,000 - 49,999	57,993	49,809	56,750	63,712	
10,000 - 24,999	52,913	43,651	52,024	61,021	
Geographic Division					
New England	52,323	47,418	52,528	56,959	
Mid-Atlantic	65,152	53,462	58,796	71,276	
East North-Central	60,683	53,060	61,138	67,693	
West North-Central	53,880	48,108	53,202	59,124	
South Atlantic	51,270	42,410	50,021	57,148	
East South-Central	44,084	37,683	44,908	49,130	
West South-Central	51,512	43,848	51,489	59,420	
Mountain	56,767	50,642	58,633	61,456	
Pacific Coast	70,026	64,020	68,317	76,380	

* PFA salaries were frozen at the 2009 rate.

Expenditures for Salaries and Wages

<u>Classification</u>	<u>2011 Per Capita (\$)</u>	<u>2012 Per Capita (\$)</u>
Total, all cities	105.37	99.11
Population Group		
Over 1,000,000	116.30	103.10
500,000 – 1,000,000	133.31	181.99
250,000 – 499,999	132.82	124.34
100,000 – 249,999	112.24 PFA 83.37*	95.02 PFA 88.29**
50,000 - 99,999	117.13	104.71
25,000 - 49,999	115.23	100.58
10,000 - 24,999	96.45	95.04
Geographic Division		
New England	122.31	101.82
Mid-Atlantic	78.95	92.20
East North-Central	100.88	96.32
West North-Central	63.88	65.24
South Atlantic	123.41	121.71
East South-Central	111.95	109.03
West South-Central	113.62	91.45
Mountain	98.00	82.10
Pacific Coast	126.76	117.41

* 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 (number of positions increased, not salaries), an increase in termination pay of 167%, and a reduction of 33% in standby pay. Total personnel expenditures increased by \$692,625.

** 2012 – This increase includes six firefighter positions as a result of the City of Fort Collins Keeping Fort Collins Great funds, a 1.5% salary increase for all employees, a 24% increase in overtime, a .6% increase in hourly salaries, a decrease in termination pay of 43%, and a reduction of 49% in standby pay. Total personnel expenditures increased by \$1,367,589.

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

<u>Classification</u>	<u>2011 Per Capita (\$)</u>	<u>2012 Per Capita (\$)</u>
Total, all cities	23.09	22.24
Population Group		
Over 1,000,000	29.49	21.73
500,000 – 1,000,000	26.26	23.51
250,000 – 499,999	33.54	34.87
100,000 – 249,999	25.21 PFA 9.04**	23.57 PFA 9.53**
50,000 - 99,999	26.41	28.37
25,000 - 49,999	25.35	22.40
10,000 - 24,999	20.74	20.09
Geographic Division		
New England	17.49	17.39
Mid-Atlantic	21.09	23.50
East North-Central	23.77	23.42
West North-Central	13.57	13.92
South Atlantic	29.54	29.01
East South-Central	24.12	20.86
West South-Central	20.90	17.94
Mountain	17.71	16.82
Pacific Coast	30.35	28.61

* 2011 – Number of positions increased by ten firefighters, 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.

** 2012 – Number of positions increased by six firefighter positions. PFA experienced a 1.5% salary increase for all employees, which drives retirement contributions.

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

<u>Classification</u>	<u>2011 Per Capita (\$)</u>	<u>2012 Per Capita (\$)</u>
Total, all cities	19.42	17.84
Population Group		
Over 1,000,000	8.58	13.43
500,000 – 1,000,000	24.08	26.33
250,000 – 499,999	20.18	18.75
100,000 – 249,999	16.56 PFA 10.82**	15.65 PFA 11.86**
50,000 - 99,999	18.82	18.60
25,000 - 49,999	23.69	19.56
10,000 - 24,999	17.78	17.01
Geographic Division		
New England	27.80	23.86
Mid-Atlantic	17.24	20.82
East North-Central	19.83	19.18
West North-Central	14.63	11.85
South Atlantic	20.97	19.69
East South-Central	19.80	17.85
West South-Central	18.45	13.33
Mountain	17.61	14.84
Pacific Coast	21.05	21.53

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

** 2012 – Includes an 8% increase in medical insurance, an 11.8% increase in dental insurance, a 20.8% increase in workers compensation insurance, a 14.8% increase in FPPA death & disability, and an increase in long-term disability insurance of 153.8%. In 2012 the City of Fort Collins Human Resources Department increased the disability insurance benefit to uniformed personnel age 50 and over since those employees are not covered by the State FPPA disability insurance any longer.

Total Personnel Expenditures

<u>Classification</u>	<u>2011 Per Capita. (\$)</u>	<u>2012 Per Capita (\$)</u>
Total, all cities	141.38	120.70
Population Group		
Over 1,000,000	154.37	96.66
500,000 – 1,000,000	183.66	191.99
250,000 – 499,999	178.86	120.43
100,000 – 249,999	153.60 PFA 103.23**	118.07 PFA 109.68**
50,000 - 99,999	154.99	132.13
25,000 - 49,999	158.87	126.69
10,000 - 24,999	127.66	114.16
Geographic Division		
New England	145.95	117.07
Mid-Atlantic	95.63	103.49
East North-Central	139.60	121.02
West North-Central	90.43	81.23
South Atlantic	167.44	157.96
East South-Central	152.34	139.13
West South-Central	150.05	108.15
Mountain	130.61	100.21
Pacific Coast	176.89	131.53

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

** 2012 – A 1.5% salary increase for all employees, six new firefighter positions, an increase in overtime, medical, dental, FPPA death & disability, long-term disability, and workers compensation insurances.

Municipal Expenditures for Capital Outlay

<u>Classification</u>	<u>2011 Per Capita (\$)</u>	<u>2012 Per Capita (\$)</u>
Total, all cities	12.02	7.93
Population Group		
Over 1,000,000	12.91	5.58
500,000 – 1,000,000	8.22	10.33
250,000 – 499,999	4.05	6.37
100,000 – 249,999	4.14 PFA 3.63**	1.74 PFA 17.02**
50,000 - 99,999	6.78	5.84
25,000 - 49,999	8.65	9.06
10,000 - 24,999	16.41	8.75
Geographic Division		
New England	12.83	10.52
Mid-Atlantic	9.83	10.34
East North Central	9.10	6.89
West North Central	11.67	7.32
South Atlantic	10.21	8.03
East South Central	9.35	8.04
West South Central	8.31	9.79
Mountain	5.32	7.31
Pacific Coast	30.27	5.43

* 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.

** Costs fluctuate depending on projects undertaken in any given year. 2012 includes Station 1 remodel, facilities maintenance, replacement of Engine 7, replacement of north BC vehicle, five staff vehicles, SCBA equipment, burn building repairs, safety officer vehicle, and two tenders.

All Other Department Expenditures

<u>Classification</u>	<u>2011 Per Capita (\$)</u>	<u>2012 Per Capita (\$)</u>
Total, all cities	23.69	20.33
Population Group		
Over 1,000,000	17.90	19.87
500,000 – 1,000,000	15.48	30.70
250,000 – 499,999	33.38	17.99
100,000 – 249,999	21.44 PFA 15.23	17.00 PFA 16.48
50,000 - 99,999	24.53	23.49
25,000 - 49,999	23.87	18.62
10,000 - 24,999	23.69	20.50
Geographic Division		
New England	28.27	16.56
Mid-Atlantic	21.95	16.10
East North-Central	17.83	20.13
West North-Central	17.59	17.65
South Atlantic	31.03	23.54
East South-Central	16.47	20.24
West South-Central	21.48	17.87
Mountain	18.52	22.27
Pacific Coast	38.32	25.14

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>2011 Per Capita (\$)</u>	<u>2012 Per Capita (\$)</u>
Total, all cities	194.17	156.43
Population Group		
Over 1,000,000	194.01	187.36
500,000 – 1,000,000	227.49	247.54
250,000 – 499,999	207.18	430.01
100,000 – 249,999	169.19 PFA 122.08* 119.50**	148.50 PFA 126.93* 143.41**
50,000 - 99,999	184.91	167.57
25,000 - 49,999	173.81	169.11
10,000 - 24,999	203.92	139.26
Geographic Division		
New England	196.05	187.18
Mid-Atlantic	86.66	95.56
East North-Central	265.27	159.98
West North-Central	98.60	145.77
South Atlantic	206.86	178.69
East South-Central	158.06	168.81
West South-Central	160.91	134.59
Mountain	156.17	129.73
Pacific Coast	283.16	185.23

* Includes major capital.

** Excludes major capital.

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

2012 – Major capital includes apparatus replacement, burn building repairs, Station 1 remodel, facilities maintenance (concrete replacement, Station 2 remodel, and Station 6 remodel), SCBA replacement, chemical detection equipment, and a mini remodel at Administration.

Uniformed Sworn Personnel

<u>Classification</u>	<u>2011 Per Capita (\$)</u>	<u>2012 Per Capita (\$)</u>
Total	1.70	1.48
Population Group		
Over 1,000,000	1.53	1.10
500,000 – 1,000,000	1.52	1.92
250,000 – 499,999	1.54	1.18
100,000 – 249,999	1.48 PFA .88*	1.15 PFA .90**
50,000 – 99,999	1.61	1.29
25,000 – 49,999	1.70	1.47
10,000 – 24,999	1.75	1.57
Geographic Division		
New England	1.77	1.64
Mid-Atlantic	1.36	1.46
East North-Central	1.40	1.31
West North-Central	1.20	1.00
South Atlantic	2.50	2.11
East South-Central	2.48	2.34
West South-Central	1.84	1.44
Mountain	1.53	1.20
Pacific Coast	1.24	0.89

* 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.

** 2012 includes the addition of six firefighters for one additional 4-person company and an incident safety officer program as a result of the City of Fort Collins Keeping Fort Collins Great funds.